



**CITY OF TUCSON, ARIZONA
ADOPTED BUDGET FISCAL YEAR 2016**



Adopted Budget
Fiscal Year 2016
Effective July 1, 2015

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

MARTHA DURKIN
City Manager

ALBERT ELIAS
Assistant City Manager

JULIANNE HUGHES
Assistant City Manager

RON LEWIS
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, 2014

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, 2014.

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

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

TABLE of CONTENTS



City of Tucson Organization Chart Fiscal Year 2016	i
City of Tucson Officials and Directors	ii
Budget Calendar for Fiscal Year 2016	iii
Community Profile	iv
How to Use This Budget	x

SECTION A CITY MANAGER'S MESSAGE

City Manager's Message	A-1
Budget Highlights	A-7

SECTION B POLICIES and LEGAL REQUIREMENTS

Financial Policies and Practices	B-1
Debt Management Policy	B-5
Legal Requirements Imposed by the State.....	B-9
Legal Requirements Imposed by the City Charter.....	B-11
Statement Required by Arizona Revised Statutes 42-17102	B-13
Budget Adoption Resolution No. 22391.....	B-14

SECTION C FUNDING SOURCES

General Fund.....	C-1
Special Revenue Funds.....	C-11
Enterprise Funds.....	C-18
Debt Service Funds	C-24
Capital Projects Funds	C-27
Internal Service Funds.....	C-29
Fiduciary Funds.....	C-31

TABLE of CONTENTS



SECTION D DEPARTMENT BUDGETS

Summary of Expenditures by Department.....	D-1
Mayor and Council.....	D-3
Budget and Internal Audit.....	D-11
City Attorney.....	D-17
City Clerk.....	D-25
City Court.....	D-33
City Manager.....	D-43
Environmental Services.....	D-51
Finance.....	D-61
General Services.....	D-69
Housing and Community Development.....	D-79
Human Resources.....	D-93
Information Technology.....	D-101
Integrated Planning.....	D-111
Parks and Recreation.....	D-117
Planning and Development Services.....	D-131
Procurement.....	D-139
Public Defender.....	D-147
Transportation.....	D-151
Tucson City Golf.....	D-165
Tucson Convention Center.....	D-171
Tucson Fire.....	D-177
Tucson Police.....	D-189
Tucson Water.....	D-203
Non-Departmental.....	D-215
Pension Services.....	D-221

TABLE of CONTENTS



SECTION E CAPITAL IMPROVEMENT PROGRAM

Overview of the Five-Year Capital Improvement Program	E-1
Summary Tables	E-7
Table I, Summary by Department	E-8
Table II, Summary by Funding Source	E-9
Table III, Summary of CIP Impact on the Operating Budget	E-11
Table IV, Projects with Pima County Funding	E-15
Table V, Projects with Development Impact Fees	E-16
Department Programs	E-18

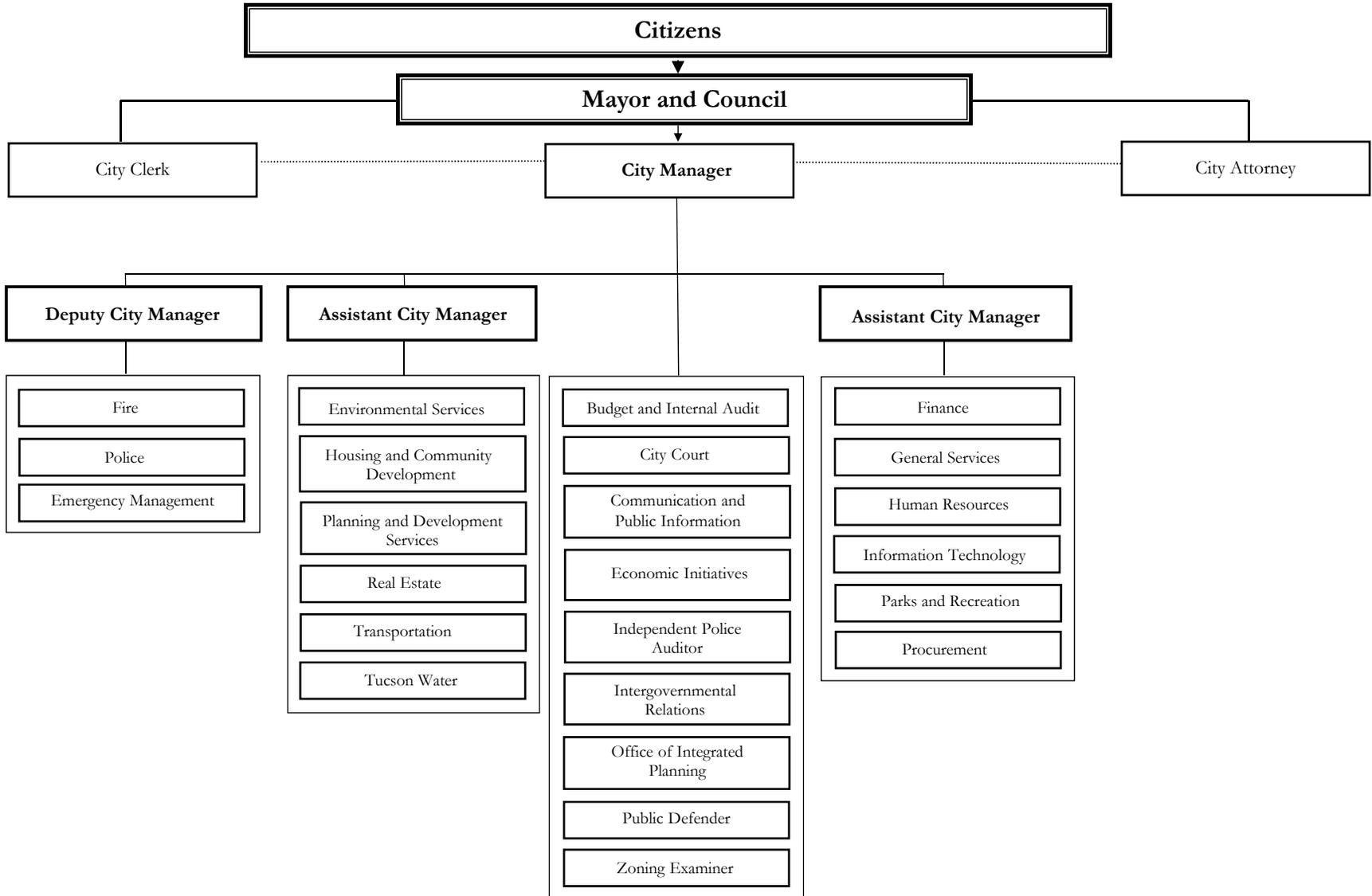
SECTION F SUMMARY

Components of the Total Financial Plan Fiscal Year 2016	F-1
Revenues	F-2
Expenditures	F-3
Summary of Projected Fund Balance	F-4
Full-Time Equivalent Positions Permanent and Non-Permanent	F-5
Four-Year City Staffing Comparison	F-6
Number of City Employees Per 1,000 Population	F-8

SECTION G GLOSSARY

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

**CITY OF TUCSON
ORGANIZATION CHART
FISCAL YEAR 2016**



City of Tucson

OFFICIALS and DIRECTORS

OFFICIALS

- City Manager, *Martha Durkin, Interim*
- Assistant City Manager, *Albert Elias*
- Assistant City Manager, *Julianne Hughes* • Assistant City Manager, *Ron Lewis*
- City Attorney, *Mike Rankin* • City Clerk, *Roger Randolph*

COMMUNITY ENRICHMENT and DEVELOPMENT

- Housing and Community Development, *Sally Stang* • Integrated Planning, *Nicole Ewing-Gavin*
- Parks and Recreation, *Fred H. Gray, Jr.* • Planning and Development Services, *Ernest A. Duarte*
- Transportation, *Daryl Cole* • Tucson City Golf, *Greg Jackson*
- Tucson Convention Center, *Greg Jackson*

PUBLIC SAFETY and JUSTICE SERVICES

- City Court, *Antonio Riojas* • Public Defender, *Mary Trejo* • Tucson Fire, *James Critchley, Jr.*
- Tucson Police, *Roberto Villaseñor*

PUBLIC UTILITIES

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

SUPPORT SERVICES

- Budget and Internal Audit, *Joyce Garland* • Finance, *Silvia Amparano*
- General Services, *Joan Stauch, Interim* • Human Resources, *Curry Hale*
- Information Technology, *David Scheuch* • Procurement, *Marcheta Gilliespie*

Special Thanks to the Budget Staff

- Joyce Garland, Program Director
- Lee Barr
- Roy Lawson
- Ginger Middleton
- Todd Bullington
- Melisa Ley
- Pamela Monka
- Ann Jones
- Diane Link
- Vivian Newsheller
- William Knowles
- Tony Wong

Acknowledgement

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

BUDGET CALENDAR

FISCAL YEAR 2016

February 4, 2015	Study Session to discuss Public Safety Personnel Retirement System.
February 18, 2015	Study Session on the preliminary Fiscal Year 2016 General Fund projection and Tucson Water's and Conservation Fund Financial Plans for Fiscal Year 2015 through 2020.
March 17, 2015	Study Session update on Fiscal Year 2016 General Fund budget process.
April 7, 2015	Study Session presentation on significant Capital Improvement Projects for the Fiscal Year 2016 – 2020 Capital Improvement Plan. Study Session on the Mass Transit and Park Tucson five-year financial plans.
April 21, 2015	Study Session: Submission of the City Manager's Recommended Fiscal Year 2016 Budget, including the Five-Year Capital Improvement Program.
May 5, 2015	Study Session to discuss the Recommended Fiscal Year 2016 Budget Public Hearing on the Recommended Fiscal Year 2016 Budget.
May 19, 2015	Study Session discussion of Recommended Fiscal Year 2016 Budget and discussion of the Pima Animal Care and Jail Board Intergovernmental Agreements. Regular Agenda: Adoption of a Tentative Budget for Fiscal Year 2016.
June 9, 2015	Public Hearing on the Fiscal Year 2016 budget as tentatively adopted. Truth in Taxation Public Hearing for the primary property tax increase Special Mayor and Council meeting for the purpose of final budget adoption.
June 23, 2015	Regular Agenda: Adoption of Fiscal Year 2016 property tax levies.

COMMUNITY PROFILE

A Fantastic Place to Live and Visit



With a culturally diverse population of more than 520,000, Tucson is Arizona's second largest city with a metropolitan area exceeding one million people. Surrounded by four majestic mountain ranges and nestled in the heart of the lush Sonoran Desert valley, Tucson offers residents and visitors the climate, opportunities, amenities, and attractions allowing 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 Expedition Tanzania elephant exhibit that saw its first elephant birth in 2014 bringing us the amazing baby Nandi, 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 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 40 shows generating an estimated \$120 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 also the heart of the new and fully operating Sun Link Streetcar line! This exciting transit opportunity will turn a year old on July 25th and has been a great success for our community. In May of this year Sun Link celebrated its millionth rider over a month ahead of ridership projections. Sun Link connects the expanding Mercado District, the Downtown Core, the Fourth Avenue commercial district, University Main Gate shopping and entertainment area, the University of Arizona Main Campus, and the University of Arizona Medical Center along a 3.9 mile loop that has seen more than \$900 million of combined public and private investment. This project and City economic development

COMMUNITY PROFILE

efforts are creating new urban spaces in the confluence where hip meets historic for citizens to live, work, experience, and play, day and night.



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 (UA) and Pima Community College (PCC). The UA 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. The UA faculties, including five Nobel Prize winners, has a global reputation for innovative research and are helping create the next generation of knowledgeable workers.



PCC 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, UA Science and Technology Park, and the UA 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 an 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, 2015 (Based on number of full-time equivalent positions)

University of Arizona	12,053
Davis-Monthan Air Force Base	10,410
Raytheon Missile Systems	9,600
University of Arizona Health Network	8,301
Pima County	7,100
U.S. Border Patrol	6,800
Tucson Unified School District	6,277
Freeport-McMoran Copper & Gold, Inc.	5,819
U.S. Army Intelligence Center and Fort Huachuca	5,096
State of Arizona	4,986
City of Tucson	4,782
Walmart Stores, Inc.	4,360
Carondelet Health Network	3,594
Fry's Food and Drug Stores	3,109
Tucson Medical Center HealthCare	2,766
Sunnyside Unified School District	2,230



<u>Total Employment – Pima County</u>		<u>Unemployment Rates – Pima County</u>	
2009	448,258	2009	8.8%
2010	450,641	2010	9.0%
2011	448,000	2011	9.1%
2012	430,100	2012	7.2%
2013	533,223	2013	7.0%
2014	996,046	2014	6.6%

Annual Rate of Earnings

(Per worker in current dollars)

2009	\$39,900
2010	\$44,048
2011	\$44,908
2012	\$45,808
2013	\$45,627
2014	\$46,251



Building Permits Issued

	<u>Residential</u>	<u>Commercial</u>
2009	361	65
2010	376	47
2011	270	45
2012	336	104
2013	490	136
2014	547	146

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	533,000
Tons of Waste Collected by City of Tucson Refuse Services	205,000
Tons of Material Recycled	38,000

Parks and Recreation/Golf Resources

Parks (District, Neighborhood, School, Regional, and Open Space)	174
Recreation Centers	16
Senior Centers	3
Out of School Program Sites	23
Senior Citizen Program Sites	14
Swimming Pools Sites	25
Splash Pad Sites	2
Municipal Golf Courses	5
Tennis Court Sites	18
Ball Fields/Multipurpose Fields (including joint-use school parks)	223



Public Safety

Number of Authorized Commissioned Police Personnel	1,002
Median Police Emergency Response Time (in minutes)	3.9
Median Police Response Time for All Emergency, Critical, Urgent, and General Response Calls (in minutes)	17.25
Number of Authorized Commissioned Fire Personnel (including Paramedics)	633
Number of Fire Stations	22
Number of Fire Emergency Calls	79,699
Number of Ambulance Transports (Advanced Life Support)	17,507
Total Fire Response Time (including travel time; 90% of the time)	8.0 min.



Transportation

Number of Street Miles Maintained	5,476
Miles of Bikeways	513
Miles of Drainageway	344
Number of Street Lights	21,766
Annual Miles of Fixed-Route Bus Service	9,081,500
Annual Miles of Paratransit Service	4,615,700
Number of Traffic Signals	575



Tucson Water

Miles of Water Lines	4,618
Miles of Reclaimed Water Lines	199
Number of Active Water Connections	232,116
Millions of Gallons of Potable Water Storage Capacity	319
Billions of Gallons of Potable Water Delivered Annually	30



COMMUNITY PROFILE

SELECTED ECONOMIC INDICATORS – TUCSON METRO AREA Calendar Year

Description	2013	Projected 2014	Projected 2015	Projected 2016
Personal Income (\$Millions)	\$ 36,935	\$ 38,026	\$ 39,052	\$ 40,489
Percentage Change from Prior Year	1.4	3.0	2.7	3.7
Retail Sales-Excluding Food ¹ (\$Millions)	\$ 7,687	\$ 7,869	\$ 8,084	\$ 8,416
Percentage Change from Prior Year	4.8	2.4	2.7	4.1
Residential Building Permits (Units)	3,491	3,279	3,329	3,844
Percentage Change from Prior Year	22.9	-6.1	1.5	15.5
Gasoline Sales (Millions of Gallons)	376.0	371.0	385.0	391.0
Percentage Change from Prior Year	-0.8	-1.4	3.9	1.4
Population (000)	996.0	1,007.2	1,015.4	1,025.0
Percentage Change from Prior Year	0.6	1.1	0.8	0.9
Real Per Capita Disposable Income	\$ 31,413	\$ 31,380	\$ 31,998	\$ 32,137
Percentage Change from Prior Year	-1.5	-0.1	2.0	0.4
Aggregate Earnings Rate	\$ 45,627	\$ 46,251	\$ 46,540	\$ 47,272
Percentage Change from Prior Year	1.1	1.4	0.6	1.6
Consumer Price Index (CPI) Western Region (Percent Change)	1.5	1.9	0.2	2.1
Personal Consumption Deflator (Percent Change)	1.2	1.3	0.0	1.6

Source: Economic Outlook, June 2015, Economics and Business Research Center, Eller College of Management, The 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 2016 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 Highlights – 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 is a summary of its services, significant changes, key measures of performance, descriptions of the department's operating programs, and the financial and personnel resources that support each program.

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

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

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



Section A City Manager's Message





CITY OF TUCSON

OFFICE OF THE CITY MANAGER

July 1, 2015

Honorable Mayor and Council Members:

The City's annual budget determines the manner in which services will be provided to the community during the coming year, and its adoption is the most important action the Mayor and City Council take each year.

Our City has accomplished much during the past fiscal year. The completion of the Sun Link Modern Street Car project and renovation of the Tucson Convention Center Arena were major developments for the revitalization of downtown Tucson. The last several months saw promising signs of increased commerce with the opening of new restaurants and retail shopping. In the next few months, the AC Hotel by Marriott will be the first hotel to break ground downtown since the 1970s. Accomplishments, such as these, are achieved through clear goals with a commitment to enhance every area of service to our residents, our business community, and all who visit our City.

This budget reflects the City's organization and policies, the financial plan detailing the costs and funding associated with providing municipal services, the functions of and services provided by City departments, and summary information to aid in the interpretation of data through the use of text, tables and graphics. The budget document also serves as a marketing tool for prospective residents, investors, and future business owners.

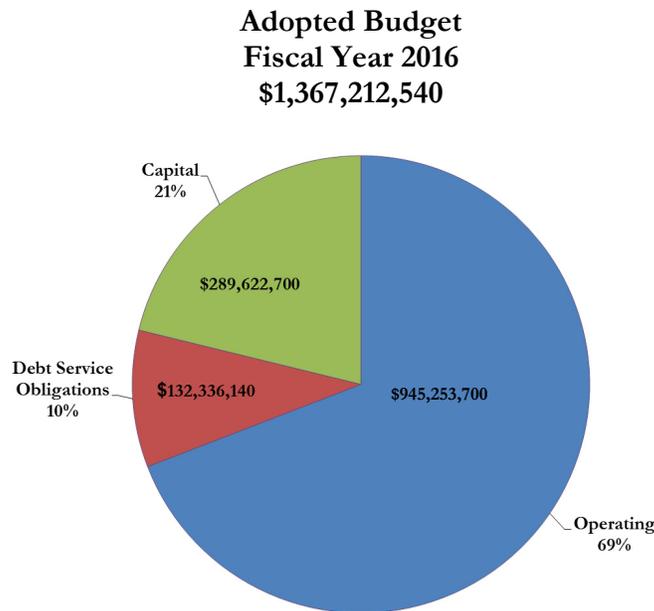
Despite significant financial pressure, this budget furthers the City's mission of delivering exemplary municipal services to our entire community in a manner consistent with the City's history, culture, and unique character. We have a duty to our citizens to provide the most effective and efficient level of services with the funds we have available. The goal for this budget is to exercise sound financial management to ensure the City of Tucson's long-term fiscal strength while providing responsive, cost-effective, and innovative local government services. With a commitment to strong fiscal responsibility from City leaders, the budget meets this goal.

The guiding principles used to construct the Fiscal Year 2016 Adopted Budget are as follows:

- Invest in planning efforts invigorating our City's economy.
- Maintain or enhance the provision of services with processes observable and beneficial to the community.
- Recognize the new workplace model and designate the resources and tools to promote delivery of mandated fundamental services.
- Eliminate redundant services.
- Provide a comprehensive infrastructure and asset stewardship plan.
- Provide salary packages attracting and retaining a quality workforce.

Fiscal Year 2016 Adopted Budget

The Fiscal Year 2016 Adopted Budget totals \$1.367 billion representing an increase of \$102 million or 8.1% over the Fiscal Year 2015 Adopted Budget of \$1.265 billion. The total operating budgets for all funds is \$945.3 million, an increase of \$22.5 million or 2.4% over last year's total operating budget of \$922.8 million. The Capital Improvement Plan for Fiscal Year 2016 is \$289.6 million, an increase of \$77.2 million or 36.3% over last year's total capital budget of \$212.4 million. The City's debt service obligations total \$132.3 million, an increase of \$2.5 million or 1.9% over Fiscal Year 2015 of \$129.8 million.



Revenues, Fees, and Taxes

Total City revenues for Fiscal Year 2016, not including use of fund balance, are projected at \$1.285 billion, representing a 6.5% increase over the Fiscal Year 2015 Adopted Budget of \$1.207 billion. Revenue projections were conservatively formulated based on historical information, regional and national economic trends, current activity in areas such as the issuance of building permits and other internal data, and the professional estimation and analysis of the Budget and Finance staff and other qualified City personnel. Revenue projections take into account anticipated increases in sales taxes including new annexations, property tax, fees for services, and permit revenues. Economic information and state-related revenue data were obtained from the Joint Legislative Budget

Committee, the State's Financial Advisory Committee, Arizona Department of Revenue, Arizona Department of Transportation, and the League of Arizona Cities and Towns. Other financial and economic information was solicited from the University of Arizona, Eller College, and various national, state, and local publications and reports.

Property values within the city are increasing, showing modest growth and a slightly improved economy. A combination of this upward trend in property values, the planned increase in the primary tax levy, and the increase of the secondary tax levy due to the increase in General Obligation debt service, raises the property tax rate. The new rate will increase from \$1.4606 per \$100 of assessed value to \$1.5960 per \$100 of assessed value. As authorized by state law, the City will adjust the primary property tax levy by the actual cost of involuntary torts or claims that were paid in Fiscal Year 2014. The involuntary tort levy amount is \$2,535,470, which is an increase of \$1,161,320 from the prior year amount of \$1,374,150 resulting in an increase to the estimated primary tax rate by \$0.0812 per \$100 of assessed valuation. The increase to the secondary tax rate is needed to repay the general obligation bond principal and interest obligations. The \$0.1354 increase in the combined rate means an increase of \$13.54 annually for an owner of a home with a \$100,000 actual valuation.

The Fiscal Year 2016 projected General Fund revenue budget equals \$494.1 million, an increase of 3.6% from the Fiscal Year 2015 Adopted Budget of \$476.9. Of that amount, \$12.7 million are one-time revenues from land sales of \$9.0 million and use of unassigned fund balance of \$3.7 million. The revenue projections for Fiscal Year 2016 incorporate the following assumptions:

- Overall, the City will continue to see General Fund revenue growth due to the continued, moderate economic recovery;
- Business privilege tax is forecasted to increase 4.1% to \$197.1 million from the Fiscal Year 2015 estimate of \$189.3;
- State-shared revenues are forecasted to increase at 3.1% to \$134.1 million from the Fiscal Year 2015 estimate of \$130.0 million based on statewide growth;
- Primary property tax increases assume the City takes advantage of the available 2% levy increase allowed by state law;
- Raytheon Missile Systems committed to paying an annual amount of \$1.3 million for the cost of personnel to provide fire and emergency medical services on its site;
- Two major annexations are projected to be completed which will bring in approximately \$2.1 million in annual revenue;
- The City will implement a Tax Amnesty Program to begin later this summer; and
- The annual administrative charges, primarily to the enterprise funds and the Highway User Revenue Fund, will increase from the Fiscal Year 2015 charge of \$11.2 million to \$12.9 million.

Other Revenue Highlights

The Tucson Fire Department (TFD) has submitted an application for the Staffing for Adequate Fire and Emergency Response (SAFER) grant issued by the US Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Grant Programs Directorate (GPD), and Assistance to Firefighters Grant Program (AFG). The goal of the SAFER Grant Program is to assist local fire departments with staffing and deployment capabilities in order to respond to emergencies, and assure that communities have adequate protection from fire and fire-related hazards. TFD's grant application requests \$8.6 million funding for 54 firefighter positions for two years.

Park Tucson, formerly known as ParkWise, presented the fund's five-year financial forecast for the parking program. The adopted budget proposes several adjustments to the Schedule of Parking Rates and Fees: the monthly permit fee for the Toole Avenue Surface Lot to increase from \$35 to \$40; establish a North 4th Avenue Non-Resident Street Permit Fee of \$120/year; and establish a Downtown Links off-street monthly permit fee of \$30.

The Fiscal Year 2016 Adopted Budget also includes Tucson Water Utility operating revenue projection of \$196.3 million, an increase of 6.3% from Fiscal Year 2015 projected. The forecast for development-related revenues is relatively flat based on current development activity. Water sales revenue is forecasted to be higher due to an improved forecast for non-potable water sales based upon the most recent trends and slightly higher account growth. The adopted budget includes increases to water rates. Miscellaneous revenues reflect the sale of water credits to the Arizona Water Banking Authority.

Environmental Services was awarded two Brownfields Community-wide Assessment Grants from the U.S. Environmental Protection Agency totaling \$400,000. The grant funding will be used to conduct environmental assessments on properties which may be impacted with petroleum and hazardous substances. The department is also anticipating an increase up to 5% in certain rates for fees for the collection and/or disposal of solid waste and recycling from businesses.

General Fund Budget Overview

The General Fund is arguably the most important spending plan within the overall plan, as it includes the bulk of the expenditures associated with operating our City.

While the adopted budget does not propose merit or cost of living increases for our employees, there are no increases to the employee's contribution to the pension plans; the medical and dental plan changes will have minimal impact to the employees; and no furloughs or layoffs are proposed.

The Mayor and Council have suggested eliminating graffiti to be a top priority of the City. This is an important program to our residents and an additional \$880,000 is added toward this program. Along with the \$720,000 in the base budget, the total amount of \$1.6 million will be available for the reporting and abating of graffiti in a timely manner to discourage future vandalism.

The City approved a Fire Service Agreement with Raytheon Missiles Systems. Commencing April 17, 2015, the City will provide fire suppression, hazardous material, technical rescue and emergency medical response to the Airport Facility of Raytheon. The City is providing one company (initially defined as one captain, one engineer, and two firefighters 24 hours a day, 7 days a week). Raytheon transferred title of two fire engines and various other items to the City. As consideration for the services to be provided by the City, Raytheon made an initial payment of \$832,000 in Fiscal Year 2015 for initial supplies, communications, and the transition academy. For Fiscal Years 2016 and 2017, Raytheon will pay the City \$1.3 million per fiscal year for fire services. For Fiscal Years 2018, 2019 and 2020, Raytheon will pay the City \$1.4 million per fiscal year. The agreement is in effect until June 30, 2020 and may be extended by mutual agreement for an additional three years.

Listed below are additional highlights of the 2016 spending proposal:

- We will operate four year-round, five extended use, and nine seasonal pools;
- The Parks and Recreation Department will continue to partner with the Arizona Conservation Corps to perform various maintenance functions and repairs within parks and facilities;
- The City will be holding a primary election on August 25, 2015 and a General and Special election on November 2, 2015;
- Funding has been provided for Veteran's Day, Martin Luther King, and Cesar Chavez civic events;
- A revenue sharing plan for Visit Tucson and Tucson-Pima Arts Council (TPAC) will provide incentives to push for increased hotel/motel room nights and higher room night rates;
- The revenue sharing plan for TPAC includes an arrangement to set aside a portion of the additional funds for maintenance of the City's public art;
- To safeguard the community, public safety (Police and Fire) academies will be funded for new recruits;
- The first COPS hiring grant received by the City will end July 1. Seventy-five federal grant funded positions are now funded by the General Fund;
- The City will continue the same level of funding as in Fiscal Year 2015 for outside agencies (TPAC; Pima Association of Governments; Victim Witness; Downtown Tucson Partnership Business Improvement District; Metropolitan Education Commission; the Economic and Workforce Development and Human Services requests for proposals allocations).

Personnel Costs: Personnel costs continue to be the City's largest expenditure. At this time, the City employs nearly 4,595 full-time employees with about 63% of the General Fund budget dedicated to personnel services. The value of these services (e.g. wages, benefits, pension, etc.) in the Fiscal Year 2016 Adopted Budget totals \$477.3 million citywide.

The Tucson Supplemental Retirement System employer pension rate is the same as Fiscal Year 2015. The public safety pension increased from \$46.7 million in Fiscal Year 2015 to \$54.4 million in Fiscal Year 2016. This is a \$7.7 million or 16.5% increase from the prior fiscal year.

The City has participated in the multi-employer defined benefit pension plan, known as the Public Safety Personnel Retirement System (PSPRS) since 1978. This program covers the Tucson Police and Fire Department's commissioned personnel. The funding challenges were exacerbated following a ruling by the Arizona Supreme Court that repealed portions of Arizona Senate Bill 1609 pension reform legislation. The ruling, known as the Fields decision, affected the most recent PSPRS actuarial valuation, which impacts the contribution rates beginning in Fiscal Year 2016. The contribution rates also increased due to the continued recognition of 2008-2009 asset losses. The result of the court ruling along with the other PSPRS funding issues means that the City of Tucson contribution rates for PSPRS increase dramatically in Fiscal Year 2016.

The Board of Trustees of the PSPRS adopted a policy to allow employers to phase-in the pension contribution rate increase over three years, if necessary. Plans having a funded ratio below 50% were strongly encouraged by the Board to contribute the full amount prior to phase-in. After receiving direction by Mayor and Council, the City will go forward with the three year phase-in option. We still intend to fund more in each plan to increase the funding ratio.

Fiscal Year 2016 Capital Improvement Program (CIP)

Protecting, maintaining, and upgrading the City's infrastructure such as roads, parks, public buildings, utility systems, and parking facilities is one of the most important aspects of running an efficient, responsible City. Through the Capital Improvement Program, the City of Tucson will continue with major and minor infrastructure improvements.

The Five-Year CIP plan Fiscal Years 2016 through 2020 provides for 202 identified projects with total estimated costs of \$1.017 billion. For Fiscal Year 2016, the CIP includes \$289.6 million for 169 projects, including 54 new projects. The CIP section of this book includes a complete listing of the proposed capital projects to be implemented during Fiscal Year 2016.

City water utility projects make up one of the most important categories of capital improvements. Tucson Water continues to be proactive in making infrastructure investments. These investments not only protect the City's valuable investment in its utility infrastructure but also improve production capacity, water quality, supply, and reliability for customers. Tucson Water's proposed CIP includes 20,000 AMI meter replacements per year; main replacements valued at \$37.2 million; Plant 2 relocation; and rehabilitation of the Clearwell Reservoir. The largest project Tucson Water will be undertaking is the Avra Valley program. The purpose of this project is to provide redundancy for extended outage of 96" transmission main with a total budget of \$131.4 million.

Acknowledgements

I appreciate the efforts of the Mayor and Council and City staff throughout the organization in the construction of this adopted budget. Special thanks are due to employees in 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 Budget Program Director Joyce Garland.

The Mayor and Council have made many tough decisions related to the City budget in recent years, and these decisions have advanced us toward improving our financial health. As we move forward we will continue to focus on fiscal solvency while ensuring the provision of valued community services. The Fiscal Year 2016 Adopted Budget accurately reflects the policies and priorities directed at maintaining frontline service delivery.

Respectfully submitted,



Martha M. Durkin
City Manager

BUDGET HIGHLIGHTS

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 as required by the State of Arizona, adopt a balanced budget on or before the third Monday in August. For Fiscal Year 2016, the recommended budget was submitted to the Mayor and Council on April 21, 2015, and was adopted by Mayor and Council on June 9, 2015.

The Fiscal Year 2016 Adopted Budget totals \$1.367 billion representing an increase of \$102 million or 8.1% over the Fiscal Year 2015 Adopted Budget of \$1.265 billion. The total operating budgets for all funds is \$945.0 million, an increase of \$22.2 million or 2.4% over last year's total operating budget of \$922.8 million. The Capital Improvement Plan for Fiscal Year 2016 is \$289.6 million, an increase of \$77.2 million or 36.3% over last year's total capital budget of \$212.4 million. The City's debt service obligations total \$132.3 million, an increase of \$2.5 million or 1.9% over Fiscal Year 2015 of \$129.8 million.

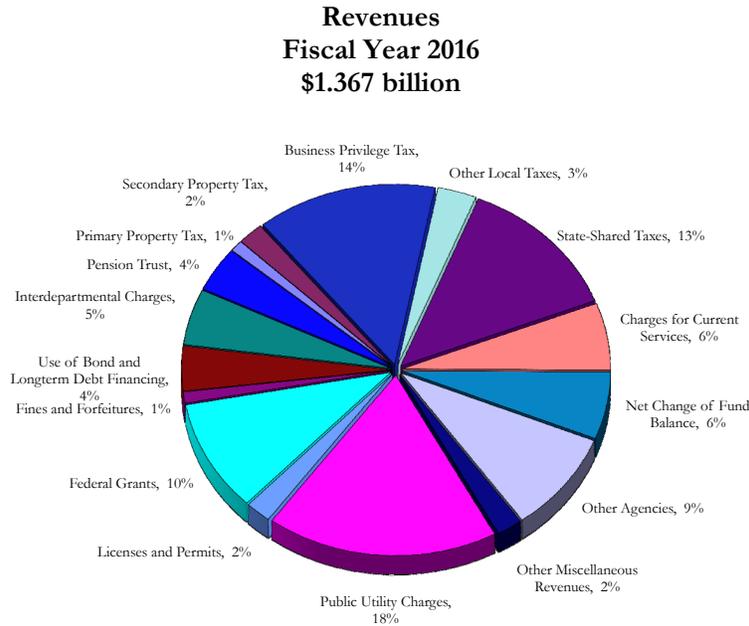
The City's budget is comprised of a number of different funds which are set up to accomplish different functions. This allows for segregation and tracking different city operations and programs costs. The following table shows the total available resources and adopted expenditure budget by fund type:

(\$ millions)					
Fund Type	7/1/2014 Estimated Beginning Fund Balance	Estimated Revenues	Interfund Transfers	Total Financing Resources Available	Adopted Expenditure Budget
General Fund	\$ 46.2	\$ 485.2	\$ (52.6)	\$ 478.8	\$ 441.6
Enterprise Funds	151.6	302.8		454.4	333.9
Special Revenue Funds	22.0	215.7	42.8	280.5	265.7
Internal Service Funds	7.7	65.2		72.9	65.6
Capital Project Funds	83.6	119.5		203.1	133.7
Debt Service Funds	1.9	41.2	9.8	52.9	50.5
Fiduciary Fund	735.7	55.0		790.7	76.2
Total	\$ 1,048.7	\$ 1,284.6	\$ -0-	\$ 2,333.3	\$ 1,367.2

The General Fund, which receives the sales and other tax revenues to provide for traditional government services such as Police, Fire, and Parks and Recreation, makes up 32% of the total expenditure budget. The three largest enterprise funds, funded by fees paid by users of the services are: Tucson Water, Environmental Services and Tucson City Golf which make up 24% of the total budget. The remainder is attributable to other operating or special revenue, debt service, internal service, and fiduciary funds.

Revenues funding the operation of the government come from various sources, as illustrated by the chart on the following page. The single largest source of revenue comes from public utility charges generated by Tucson Water and Environmental Services which are 17% of the total revenues. The business privilege tax is the next largest revenue source which is the major funding source for the General Fund.

The following graph illustrates the City’s multiple funding sources for Fiscal Year 2016:



City Property Taxes

The City imposes two taxes on property within the city limits. Proposition 117, passed by Arizona voters in 2012, changes the method used to determine values used in calculating assessed values used for tax rates and levies. Beginning with tax year 2015, used for property tax revenues in Fiscal Year 2016, a single assessed value, called the Limited Property Value (LPV), will be used for both the primary and secondary tax levies. The growth in the LPV is limited to no more than 5% per year, excluding new construction.

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 2016 revenues reflect the 2% allowable increase.

The combined property tax rate for the Fiscal Year 2016 Adopted Budget is \$1.5960 per \$100 of assessed valuation, which is an increase of \$0.1354 from the prior year. As allowed by state law, the City will adjust the primary property tax levy by the actual cost of involuntary torts or claims that were paid in Fiscal Year 2014. The involuntary tort levy amount is \$2,535,470, which is \$1,161,320 greater than the amount from the prior year resulting in an increase in the estimated primary tax rate by \$0.0369 per \$100 of assessed valuation. The involuntary tort revenue will be a reimbursement to the City’s Self Insurance Fund. The increase to the secondary tax rate is required to repay the annual general obligation bond principal and interest obligations. The \$0.1354 increase in the combined rate would mean an increase of \$13.54 annually for an owner of a home with a \$100,000 actual valuation.

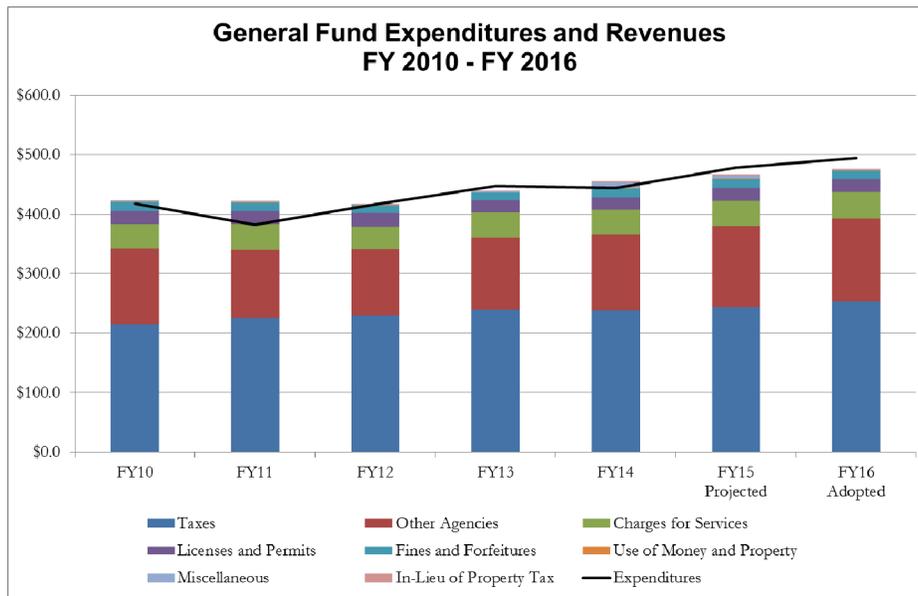
Property Tax Comparison			
	Actual FY 2015	Adopted FY 2016	Change Increase (Decrease)
Rate Changes:			
Primary Property Tax	\$ 0.4386	\$ 0.4514	\$ 0.0128
Primary Property Tax – Involuntary Tort	0.0443	0.0812	0.0369
Secondary Property Tax	0.9777	1.0634	0.0857
Total	\$ 1.4606	\$ 1.5960	\$ 0.1354

General Fund

Since the most recent economic downturn, the City is using fund reserves, debt principal restructuring, and other one-time funding sources to cover annual shortfalls. In Fiscal Year 2016 the budget is balanced by using one-time funding sources (e.g. land sales) and fund reserves. The practice of restructuring debt principal was discontinued in Fiscal Year 2015.

Even though the City began decreasing the number of full-time equivalent (FTE) positions through attrition, retirements, and layoffs in Fiscal Year 2011, the challenge the City continues to face is the increases in personnel benefits. These costs continue to outpace the revenue growth. For Fiscal Year 2016, the public safety pension rate dramatically increased from the prior years.

The following chart illustrates General Fund expenditures outpacing the revenues. The revenues in the chart do not include the other funding sources (e.g. use of fund balance) and uses related to debt restructuring.



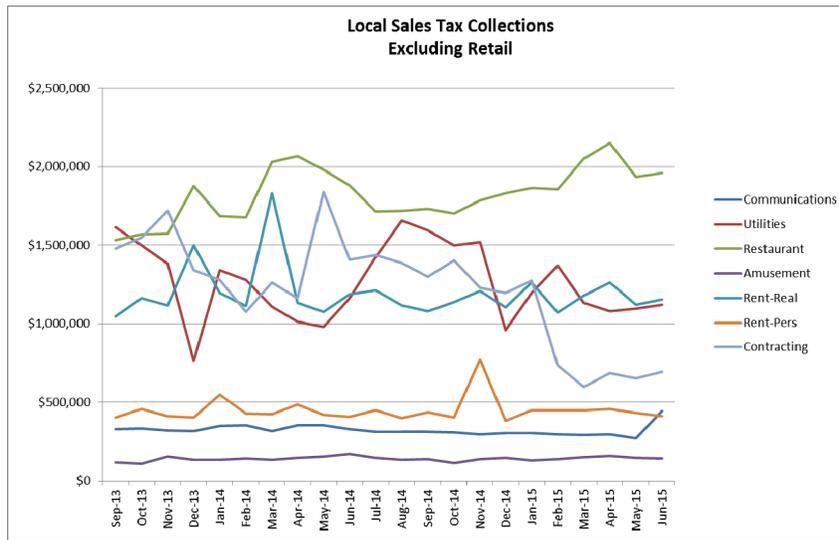
General Fund Revenue

The General Fund is the operating fund for general government operations including Police, Fire, Parks and Recreation, Planning and Development Services, etc. The Fiscal Year 2016 Adopted Budget includes a total of \$494.1 million in General Fund revenue which is a \$17.2 million increase or 3.6% over the Fiscal Year 2015 Adopted Budget of \$476.9 million.

The General Fund is the only fund supported by business privilege tax revenue. The business privilege tax revenue of \$197.1 million or 39.9% of the total represents the largest single source of General Fund revenue, other local taxes, including utility, use, transient occupancy, and liquor taxes account for a total of \$41.2 million or 8.3% of the total revenues. State-shared taxes (income, sales and auto lieu) account for a total of \$134.1 million or 27.1% of the total revenues.

Since Fiscal Year 2010, the City has seen a gradual increase to the business privilege tax revenue particularly for retail and restaurant sales. However, in each of the last two years, new State laws have been passed limiting what may be taxed in local jurisdictions. Those limits include disallowing commercial lease sales tax on lease arrangements between businesses owned by at least 80% of the same owners, and changing the rules regarding collection of contracting sales tax, and the definitions of “alteration” and “replacement” construction contracts.

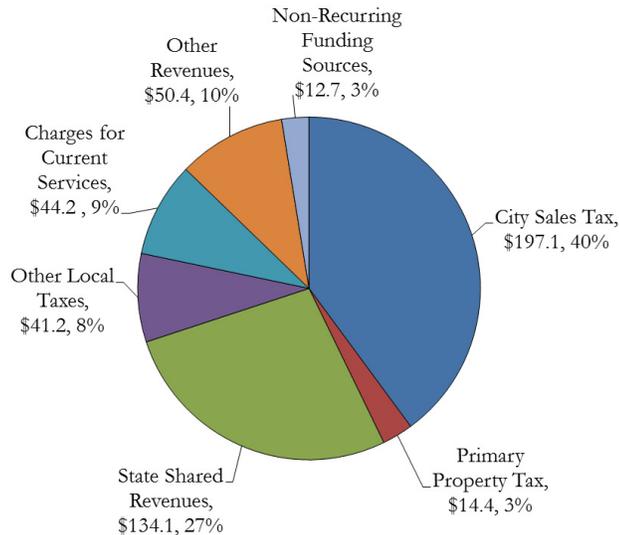
The chart below illustrates the monthly changes to the different types of business privilege taxes excluding retail and shows the decrease to the contracting sales tax.



Overall, General Fund revenues are forecasted conservatively and, not including the non-recurring funding sources, are expected to increase \$9.5 million or approximately 2% from the Fiscal Year 2015 Adopted Budget. The City is anticipating two major annexations which will bring in a projected \$2.1 million annually. There will be a tax amnesty program projected to increase revenues by \$1.0 million. The revenue forecast also includes an additional \$1.3 million from Raytheon Missile Systems to pay for the cost of personnel to provide fire and emergency medical services on their site beginning in Fiscal Year 2016.

The General Fund revenues include \$12.7 million of non-recurring funding sources anticipated to cover ongoing operating expenses. The non-recurring funding sources are land sales of \$9.0 million and \$3.7 million use of fund balance.

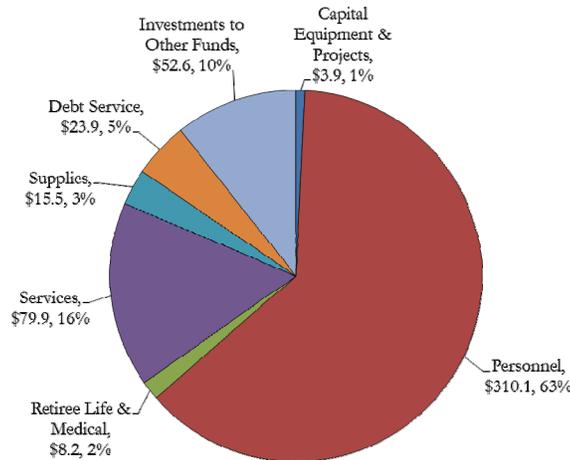
**Fiscal Year 2016
General Fund Revenues
\$494.1 million**



General Fund Expenditures

The single largest investment is in personnel at \$310.1 million or 63% of total General Fund expenditures. Operating expenses, which includes costs for post-employment, services, and commodities make up an additional \$103.6 million or 21% of the total General Fund expenditures. Debt service obligations are \$23.9 million or 5% and investments to other funds are \$53.1 million or 10% of the total General Fund expenditures.

**Fiscal Year 2016
General Fund Expenditures
\$494.1 million**



The General Fund is organized into seven functions. The largest investment in the General Fund is in Public Safety and Judicial Services. This function includes Police, Fire, City Court, and the Public Defender Office. Community Enrichment and Development includes the quality of life type services provided by the City's Parks and Recreation Department, Integrated Planning, Planning and Development Services, Transportation, and Housing and Community Development. The Elected and Official function includes Mayor and Council, City Manager, City Attorney, and City Clerk. The Support Services function in the General Fund includes Budget and Internal Audit, Finance, General Services, Human Resources, Information Technology, and Procurement. Non-Departmental includes outside agencies, debt service, and general expense.

Total General Fund Expenditures (\$ millions)				
Function	Adopted FY 2015 Budget	Adopted FY 2016 Budget	Dollar Amount Change Increase/ (Decrease)	Percentage Change
Elected and Official	\$ 22.3	\$ 20.5	\$ (1.8)	-8.1%
Public Safety and Justice Services	253.5	267.1	13.6	5.4%
Community Enrichment and Development	52.3	53.5	1.2	2.3%
Support Services	48.3	48.0	(0.3)	-0.6%
Non-Departmental	50.5	52.4	1.9	3.8%
Investments to Other Funds	50.0	52.6	2.6	5.2%
Total	\$ 476.9	\$ 494.1	\$ 17.2	3.6%

The City's budget is often susceptible to changes from legislative actions by the State of Arizona. Upon the adjournment of the state legislature and the finalization of the state budget, the financial impact to the City for Fiscal Year 2016 is \$1.5 million. Cities and counties within Arizona, along with the Maricopa Association of

Governments and Pima Association of Governments will share in an ongoing partial assessment of the Department of Revenue (DOR) operating costs. The total selected local revenues collected on behalf of each group was identified as the numerator to calculate each group's share of the \$20.8 million in required total funding. Of this amount, the total impact to Arizona cities and towns was determined to be \$10.9 million; the amount due for any particular city or town was allocated based on the 2010 decennial census population figures. The financial impact of this assessment to the City of Tucson is \$1.1 million.

Additionally, self-collecting cities, such as the City of Tucson, are being charged an assessment of \$0.76 per population to fund software development of DOR's Tax Accounting System necessary to accommodate state administration. Under this assessment fee, the City will be charged \$0.4 million.

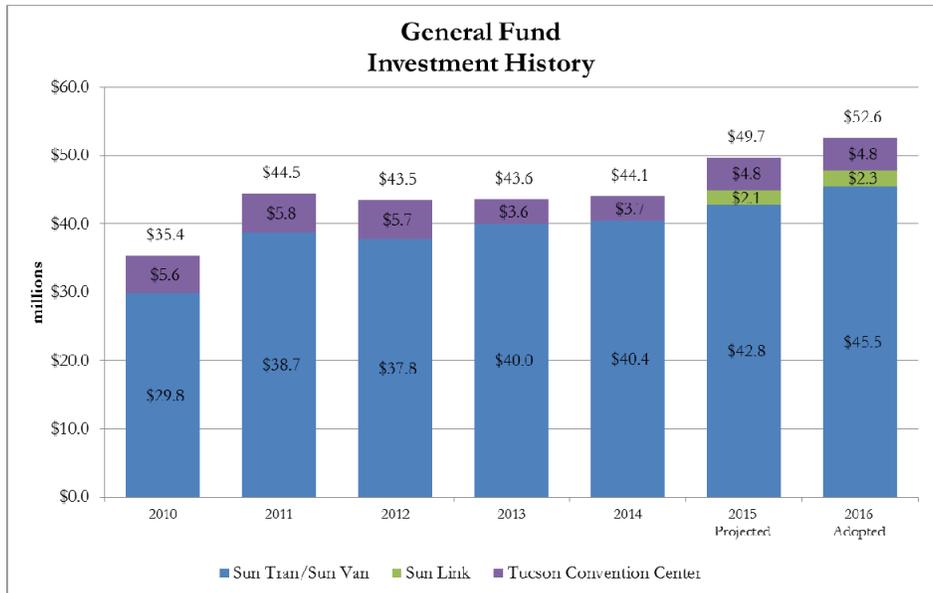
Other expenditure changes to the General fund include intergovernmental agreements (IGA) with Pima County. The City is a partner with Pima County to provide animal care services to ensure the safety, welfare, and humane treatment to all animals and to provide for the incarceration of city prisoners known as jail board. The Fiscal Year 2016 budget does not contemplate an increase to either IGA.

The new IGA for animal care operating costs includes reimbursement to Pima County for indirect service expenses associated with providing administrative systems support. For animal care services, if the City's allocated operating costs, including the administrative overhead, become greater than the adopted budget of \$3.7 million, and revenues do not increase over the amount projected, staff will return to Mayor and Council for direction regarding the scope of enforcement services. The IGA for jail board uses a two-tiered billing system. The Fiscal Year 2016 first day cost increases from \$257.83 to \$279.51 and the charge for any subsequent days increases from \$80.10 to \$85.15 from Fiscal Year 2015. The City estimates it will expend \$6.9 million to pay the County for housing prisoners.

General Fund Investments to Other Funds

In general, enterprise fund operations generate revenue which is expected to cover the cost of the operation plus any capital needs and debt service. Certain special revenue fund operations differ in that shortfalls are anticipated and the General Fund covers the difference between the cost of operations and the revenue generated.

The chart that follows shows the historical and budgeted amounts of the General Fund investment for each of these operations.



General Fund – Fund Balance

The status of the General Fund Unrestricted Fund Balance is critical to the financial health of the City. 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.

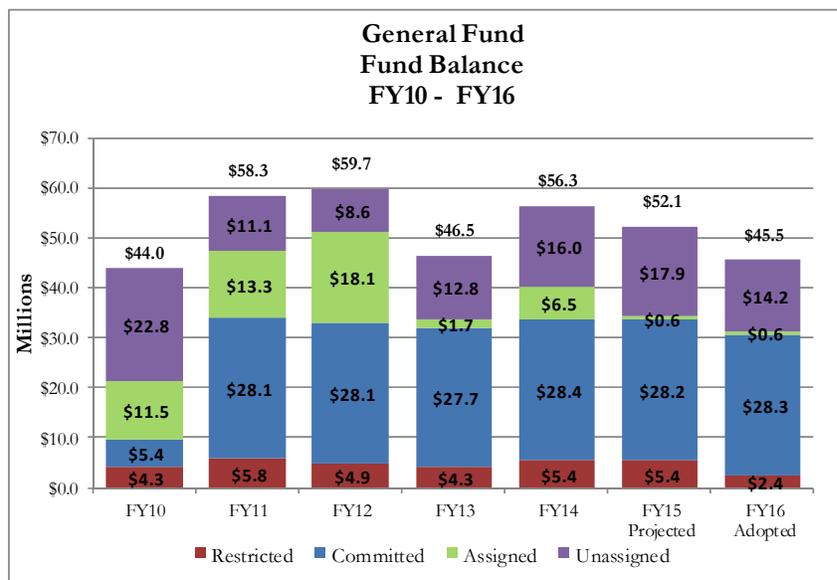
There are certain funds which are subject to constraints either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or are imposed by law through constitutional provisions (i.e. state assessment fee, vehicle impoundment fee, forfeitures). If the City is unable to spend the restricted funds by fiscal year end, then the remaining unexpended funds increase the General Fund’s restricted fund balance. A department may plan to spend the restricted funds in the following fiscal year.

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 or \$45.3 million and a goal of 7% for the Unassigned Fund Balance. At the end of Fiscal Year 2014, the Stabilization Fund was at \$22.8 million, or 5.0% of operating revenues. The Unassigned Fund Balance, or residual net resources, was at \$16.0 million or 3.5% of revenues, which is half of the Mayor and Council’s target of 7% minimum or \$31.7 million to meet policy.

For Fiscal Year 2015, the City anticipated using \$2.5 million in Unassigned Fund Balance. The Finance Director assigned the \$2.5 million in order to keep the General Fund Unassigned Fund Balance at \$12.8 million (the amount at June 30, 2013). The plan was to hold the line in spending during the fiscal year in order to retain the General Fund Unassigned Fund Balance at the Fiscal Year 2013 amount by the end of Fiscal Year 2015. During Fiscal Year 2014, the City refinanced the Certificate of Participation debt in order to obtain interest savings. The premium earned by this transaction increased the Unassigned Fund Balance to \$16.0 million at June 30, 2014.

Unfortunately, the revenues projected for Fiscal Year 2015 will not be attained. The business privilege tax is projected to be \$2.8 million less than the adopted of \$192.1 million or \$189.3 million. State shared taxes are anticipated to be \$130.0 million less than the adopted of \$131.5 million or a \$1.5 million reduction. Department expenditures are projected to come in less than the adopted budget. Even with the decrease in revenues, it is anticipated \$3.8 million will be added to Unassigned Fund Balance at the end of Fiscal Year 2015. For Fiscal Year 2016, the General Fund adopted budget proposes drawing \$3.7 million from the unassigned fund balance to cover ongoing operating costs.

The following graph illustrates the General Fund actual and projected fund balance by category. The fund balance amounts do not include Non-spendable Fund Balance.



Other Funds Highlights

Tucson Water Utility Fund

The Tucson Water Utility operating revenues are projected to be \$196.3 million, an increase of 6.3% from the Fiscal Year 2015 projection. On May 19, 2015, Mayor and Council approved rate increases to generate \$178.7 million of required water sales revenue, of which \$166.5 million is generated from the current rate schedule and \$12.2 million to be generated by the new rate schedule. The new rates become effective July 6, 2015.

Environmental Services Fund

Last fiscal year, the department assumed food waste collection responsibilities from the University of Arizona Compost Cats and established a pilot program. The department has nearly doubled the number of participants in the program and collected nearly 400 tons of food waste. Mayor and Council approved a compostable waste collection rate of \$10 per Automated Plastic Container. Along with the compostable waste collection charge, the commercial collection rates were approved to increase in Fiscal Year 2016 by 5% or an additional \$250,000. In addition, Environmental Services was awarded two Brownfields Community-wide Assessment Grants from the U.S. Environmental Protection Agency totaling \$400,000. The grant funding will be used to conduct environmental assessments on properties which may be impacted with petroleum and hazardous substances.

Park Tucson Fund

During Fiscal Year 2016, Park Tucson will be implementing a plan to reduce parking ticket fines and a new process to collect parking ticket payments. Park Tucson will collect on-time parking ticket fine payments, including Tucson Police Department issued parking citations, for 30 days after the parking ticket issuance date. Any citations not resolved within 30 days will be referred to City Court, which will add on the case processing fee, the associated State surcharges, and applicable late fees. This new plan is an incentive for offenders to pay a lesser amount for the fine and to increase the City's parking ticket fine collection rate. The adopted budget also includes several adjustments to the Schedule of Parking Rates and Fees: the monthly permit fee for the Toole Avenue Surface Lot to increase from \$35 to \$40; establish a North 4th Avenue Non-Resident Street Permit Fee of \$120/year; and establish a Downtown Links off-street monthly permit fee of \$30.

Federal Grant Fund

The Tucson Fire Department (TFD) has submitted an application for the Staffing for Adequate Fire and Emergency Response (SAFER) grant issued by the US Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Grant Programs Directorate (GPD), and Assistance to Firefighters Grant Program (AFG). TFD's grant application requests \$8.6 million funding for 54 firefighter positions for two years. The Fiscal Year 2016 Adopted Budget includes \$4.7 million budget capacity for the first year of the grant in anticipation of an award.

Personnel Overview

Salaries and benefits make up 45% of the total operating budget and 63% of the General Fund budget. Traditionally, these costs tend to increase at a higher rate than other operating costs. The City's goal is to manage the growth of positions to the greatest extent possible through the use of technology improvements, reorganizations, and other efficiency enhancements. For Fiscal Year 2016, there is no net increase to the City's full time equivalents (FTE) positions. The City added fourteen new full-time positions due to the transfer of fire services from Raytheon Missile Systems to the Tucson Fire Department and the Tucson Police Department added four school resource officers due to funding provided by the Tucson Unified School District and the Amphitheater School District. Along with the additional FTEs, eighteen vacant FTE positions were eliminated keeping the total authorized at 4,782.

More details of the personnel changes can be found on the individual department pages in Section D Department Budgets.

Salary and Benefits Costs

The budget does not include any step or merit increases. In order to retain high-turnover positions, departments are beginning to use alternative compensation plans. For example, the Tucson Fire Department implemented a skill-based compensation plan to provide support to the Emergency Vehicle Maintenance section and the General Services Department is providing incentive compensation for certified Compressed Natural Gas (CNG) Fuel System Inspectors within the Fleet Service Division.

During Fiscal Year 2015, the City carried out a Meet and Confer process in connection to the negotiation of written labor agreements. Under the City Code, meet and confer means a process requiring the City Manager or the Manager's designee to meet with the representatives of the City's recognized labor organizations to discuss and develop mutual recommendations on issues affecting the city and members of the employee group represented by the labor organizations. The meet and confer process includes discussions of work issues including wages, benefits, hours, and other terms and conditions of employment. Under the direction of Mayor and Council, the City Manager executed agreements with the Tucson Police Officers Association (TPOA), International Association of Firefighters, Local 479 (IAFF/TFFA), and Communication Workers of America (CWA). The labor agreement with the American Federation of State, County, and Municipal Employees (AFSCME) is ongoing at the time of the printing of this document.

In all agreements, and for employees not represented by labor organizations, the Personal Leave Day incentive was discontinued and replaced with the Wellness Allowance Incentive for non-exempt employees and overtime is now defined as actual time worked including vacation leave and holiday hours in excess of 40 hours in a work week. All other paid leave is removed from the calculation of overtime. Along with those changes, compensatory time will be paid out at the time an employee permanently transfers departments or permanently promotes to a higher pay grade.

The agreement with CWA provided for an increase to accumulated compensatory time from 80 hours to 100 hours. TPOA and IAFF/TFFA's agreements roll the current uniform and equipment allowances into base pay and provides for a \$250 combined annual clothing and equipment allowance. For IAFF/TFFA, shift differential will be included in base pay for fire suppression and accumulated compensatory time increased from 60 hours to 180 hours. Expenditures associated with the changes for Fiscal Year 2016 are incorporated in the adopted budget.

Medical and dental health insurance costs will increase by 10.5% and 2%, respectively. In order to avoid impacting employees' pay, and to keep the plan designs the same, the City will cover the increased costs for the medical insurance plans. Employees who choose to remain in the Dental PPO will pay a larger share of the premium cost. Employees can enroll in the Dental HMO for no cost. Of the \$477.3 million budgeted for salaries and benefits, employee health insurance costs are \$45.6 million.

Pension costs are determined by an independent actuarial study. In Fiscal Year 2016, general employee pension costs are \$36.0 million, a decrease of \$0.8 million from the Fiscal Year 2015 adopted budget of \$36.8 million. This is mainly due to budgeting for additional turnover. The Tucson Supplemental Retirement System employer pension rate is the same as Fiscal Year 2015 at 27.5%. The Police and Fire public safety pension increased from \$46.7 million in Fiscal Year 2015 to \$54.4 million in Fiscal Year 2016. This is a \$7.7 million or 16% increase from the prior fiscal year.

The Board of Trustees of the Arizona Public Safety Personnel Retirement System adopted a policy to allow employers to phase-in the pension contribution rate increase over three years, if necessary. Plans which have a funded ratio below 50% are strongly encouraged by the Board to contribute the full amount prior to phase-in. The funding ratio of the police pension plan is 39.3% as of June 30, 2014 and the calculated contribution rate for Fiscal Year 2016 is 64.94%; the Fiscal Year 2015 rate was 48.59%. The funding ratio of the fire pension plan is 37.7% as of June 30, 2014 and the calculated contribution rate for Fiscal Year 2016 is 66.79%; the Fiscal Year 2015 rate was 51.15%. The three year phase-in rates options beginning in Fiscal Year 2016 are 52.95% for the police pension plan and 55.11% for the fire pension plan.

Mayor and Council authorized the three-year phase in rate. Paying the lower rates will cost the City more over twenty-two years than choosing to fund the pension plans using the calculated contribution rates. However, the phase-in rates will provide greater financial flexibility for the General Fund. To the extent practicable, the City will pay additional amounts to the pension plans over and above the phase-in rate.

The following chart details the citywide personnel expenditures:

Total Personnel Expenditures (\$ millions)				
Personnel Costs	Adopted FY 2015 Budget	Adopted FY 2016 Budget	Dollar Amount Change Increase/ (Decrease)	Percentage Change
Salaries and wages – permanent and non-permanent	\$ 241.0	\$ 239.0	\$ (2.0)	-0.8%
Extra and overtime	16.4	19.0	2.6	15.9%
Employer Pension Contributions:	52.3	53.6	1.3	2.5%
Police	28.2	33.3	5.1	18.1%
Fire	18.5	21.1	2.6	14.1%
Tucson Supplemental Retirement System	36.8	36.0	(0.8)	-2.2%
FICA	13.2	12.0	(1.2)	-9.1%
Workers’ Compensation	6.6	7.0	0.4	6.1%
Group Health Plans	41.7	45.6	3.9	9.4%
Compensation for earned leave accrual	2.6	2.6	-	0.0%
Sick leave paid out upon retirement	1.6	2.9	1.3	81.3%
Other personnel expenditures ¹	4.8	5.2	0.4	8.3%
Total	\$ 463.7	\$ 477.3	\$ 13.6	2.9%

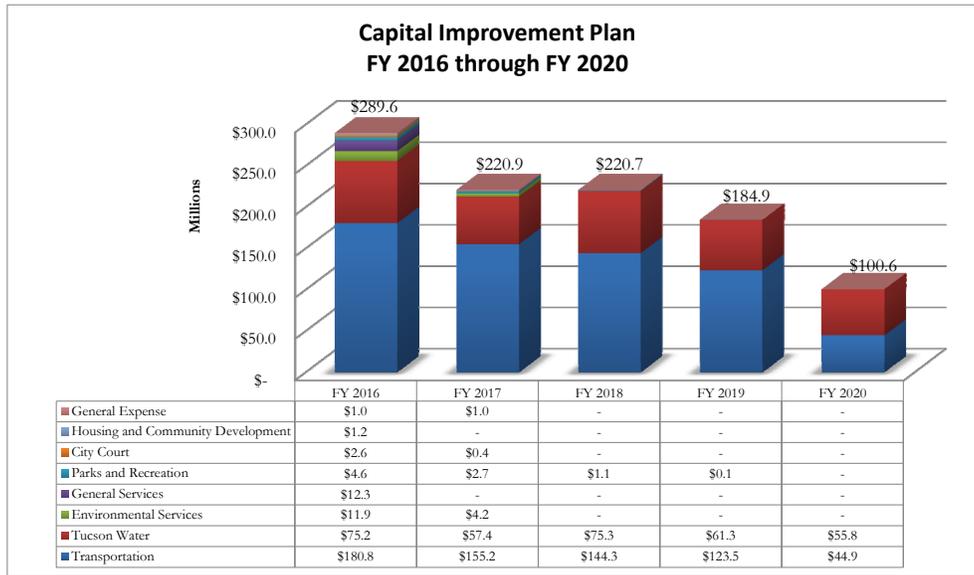
¹Other personnel expenditures include uniform allowance, second language pay, downtown employee allowance, state unemployment, meal allowance, paramedic certification, and fire prevention pay as approved by labor contracts.

Capital Improvement Program

The Fiscal Year 2016 adopted Capital Improvement Program (CIP) is \$289.6 million and the five-year CIP plan covering Fiscal Years 2016 – 2020 provides for an estimated \$1.0 billion in additional capital improvements. Section E of this book includes a complete listing of the proposed capital projects to be implemented during the Fiscal Year 2016. Fund summaries for each capital improvement fund and other summaries provide a five-year look into the future.

Project descriptions for each project may be found at <http://www.tucsonaz.gov/files/budget/16book-cip.pdf>.

The capital improvement plan budget is shown by department in the chart and table that follows:



The Transportation Department’s five-year CIP is \$648.8 million; the Fiscal Year 2016 plan is \$180.8 million. The department has 66 projects in the plan with primary funding sources from the Regional Transportation Authority, Federal Highway Administration grants, and general obligation bonds. Limited funding is provided from Highway User Revenue Fees, development fees, and Pima County bond proceeds.

In November 2012, the voters approved a \$100 million Road Recovery bond program to restore, repair, resurface and improve defined streets inside the city limits. A favorable bidding environment, high original estimates, and lower prices for petroleum products over the last two years created excess capacity, estimated at \$40.0 million. This excess capacity will enable the expansion of the roadway rehabilitation program. On April 21, 2015, Mayor and Council approved moving forward with improving the additional roadway segments beyond the original commitment to the voters as recommended by the Bond Oversight Commission.

Funding for enterprise fund CIP projects comes from operating funds revenues on a pay-as-you-go-basis, as well as, from debt. The Tucson Water Department’s five-year CIP is \$324.8 million; the Fiscal Year 2016 plan is \$75.2 million. The department has 110 projects in the plan with approximately \$106 million in renewable potable water supply projects.

Budget Development Process

The budgetary process is governed by both state and City legal requirements and provides an opportunity for citizen comment. Within the framework of identified community priorities and policy initiatives, the Mayor and Council review the City Manager’s recommended budget and make adjustments as necessary. Following this review and public hearings to obtain taxpayer comments, the Mayor and Council adopt the budget and property tax levy.

The budget calendar for Fiscal Year 2016 can be found on page iii.



Section B Policies and Legal Requirements



FINANCIAL POLICIES and PRACTICES

In addition to legal requirements set by State law and the City Charter, the Mayor and Council adopted Comprehensive Financial Policies as recommended by the Government Finance Officers Association (GFOA) in December 2012 and recently approved a revision to the Policies in November 2014. These policies establish guidelines for the City's overall fiscal planning and management and 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 protect the Council's policy-making ability by ensuring 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/files/finance/Comprehensive_Financial_Policies_Nov_2014.pdf.

Balanced Budget

The city shall adopt a balanced budget so 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 caused by funding recurring expenditures with one-time revenues or balances from prior years.

Pursuant to the adopted Policies, the City of Tucson strives to adopt a structurally balanced budget while considering the long-term impact on the City's financial health. In difficult budget times, the City strives 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 they will either meet new program purposes or maintain or enhance service delivery.
- Revenue projections will be based on historical trends by developing base lines for ongoing types of revenues. Conservative but realistic revenue projections will be prepared to assess the limits of budget appropriation.
- User fees and charges, which are approved by the city council, will be periodically analyzed and updated to ensure sufficient cost recovery.
- Development fees will be reviewed each year and adjusted if necessary.
- Each department will create performance measurements to make sure the goals and objectives of the department are obtained in an efficient and effective manner.
- Investments of cash funds will be maintained in accordance with the City Charter and State Statutes.
- 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

Arizona law Title 42 Arizona Revised Statutes (ARS) requires the City Council to annually adopt a balanced budget by purpose of public expense. The City budgets revenues and expenditures on the basis of a fiscal year which begins on July 1 and ends on the following June 30.

- 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 "un-commit" 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 having 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 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.
- 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 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 resulting 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 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.

Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	\$ 214,760,000	19.22%
Highway Revenue Bonds	97,050,000	8.68%
Certificates of Participation	248,512,017	22.24%
Special Assessment Debt	1,577,000	0.14%
Clean Renewable Energy Bonds	13,889,400	1.24%
Capital Leases	2,062,612	0.18%
	577,851,029	51.71%
Business-type Activities:		
Water System Revenue Bonds	528,966,548	47.33%
Certificates of Participation	10,722,983	0.96%
	539,689,531	48.29%
Total Indebtedness	\$ 1,117,540,560	100.00%

Bond Sales Forecast

2012 Bond Authorization Sales. In November 2012, the voters approved \$100,000,000 of General Obligation bonds for a five-year program to restore, repair, and resurface streets inside Tucson City limits. On April 7, 2015, Mayor and Council authorized the third installment of \$20,000,000 in General Obligation Bonds for this purpose.

Water System Revenue Obligations, Series 2015. On April 7, 2015, Mayor and Council authorized the sale and issuance of water system revenue obligation bonds in an amount not to exceed \$60,000,000 to provide funds for the purposes of acquiring, constructing and improvement utility systems for the City and to refund existing debt to realize interest savings.

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 2016, the required levy to cover outstanding bonds is estimated at \$33,217,410, an increase of \$2,594,990 from the levy for Fiscal Year 2015. The Fiscal Year 2016 secondary property rate is estimated at \$1.0634 per \$100 of assessed valuation, an increase of \$0.0857 from the Fiscal Year 2015 actual rate of \$0.9777. The actual rate for Fiscal Year 2016 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 2016 will be \$17,484,100.

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 2015	FY 2016
General Government Funds¹		
General Fund	\$ 28,255,430	\$ 23,884,000
Park Tucson Fund	1,248,040	1,310,550
Public Housing Section 8 Fund	84,000	84,000
Mass Transit Fund - Sun Link	1,511,780	1,512,430
General Obligation Bond Debt Fund	29,825,210	32,468,110
Street and Highway Revenue Bond Debt Fund	17,509,900	17,484,100
Special Assessments Fund	509,320	495,830
Total General Government Funds	78,943,680	77,239,020
Internal Service Funds²		
Fleet Services Internal Service Fund	655,950	-0-
General Service Fund	1,822,500	1,791,200
Total Internal Service Funds	2,478,450	1,791,200
Enterprise Funds²		
Environmental Services Fund	614,430	751,220
Tucson City Golf Fund	-0-	102,220
Tucson Water Utility Fund	50,806,000	51,566,220
Total Enterprise Funds	51,420,430	52,419,660
Grand Total	\$ 132,842,560	\$ 131,449,880

¹General Government Funds debt service payments are budgeted in Non-Departmental, except for Park Tucson 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 2016 includes three 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 and then in the November 2013 election, the voters approved an additional \$50.0 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.

Proposition 117, passed by Arizona voters in 2012, changes the method used to determine values used in calculating assessed values used for tax rates and levies. Beginning with tax year 2015, used for property tax revenues in Fiscal Year 2016, a single assessed value, called the Limited Property Value (LPV), will be used for both the primary and secondary tax levies. The growth in the LPV is limited to no more than 5% per year, excluding new construction.

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 property tax may be levied in an

LEGAL REQUIREMENTS

amount to make necessary interest payments on, and for the retirement of, general obligation bonds issued by the City.

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 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 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 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. Community Enrichment and Development
3. Public Safety and Justice Services
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 identifying 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 sufficient detail 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 2015 AND 2016**

Property Tax	Adopted FY 2015 Levy	Actual FY 2015 Levy	FY 2016 Maximum Levy Amount	FY 2016 Involuntary Tort Levy Amount	FY 2016 Total Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	\$ 14,973,710	\$ 14,973,710	\$ 14,100,250 ¹	\$ 2,535,470	\$ 16,635,720	\$ 1,662,010	11.1%
Secondary	30,622,420	30,622,420	33,217,410	-0-	33,217,410	2,594,990	8.5%
Total	<u>\$ 45,596,130</u>	<u>\$ 45,596,130</u>	<u>\$ 47,317,660</u>	<u>\$ 2,535,470</u>	<u>\$ 49,853,130</u>	<u>\$ 4,257,000</u>	<u>9.3%</u>

Property Tax	Actual FY 2015 Rate	Estimated FY 2016 Rate ²	Amount Rate Increase/ (Decrease)	Percentage Rate Increase/ (Decrease)
Primary	\$ 0.4829	\$ 0.5326	\$ 0.0497	10%
Secondary	0.9777	1.0634	0.0857	9%
Total	<u>\$ 1.4606</u>	<u>\$ 1.5960</u>	<u>\$ 0.1354</u>	<u>9.3%</u>

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 Chapter IV, Section 2 of the Tucson City Charter currently sets an upper primary and secondary property tax limit of \$1.75 per \$100 assessed value 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.

ADOPTED BY THE
MAYOR AND COUNCIL

June 9, 2015

RESOLUTION NO. 22391

RELATING TO FINANCE: DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2015 AND ENDING JUNE 30, 2016; 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, 2015 and ending June 30, 2016, which was tentatively adopted on May 19, 2015 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, 2015 and ending June 30, 2016, 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 2016 Fiscal Year:

<u>Purpose of Expenditure</u>	<u>Final 2016 Budget</u>
Elected and Official	\$ 20,924,970
Public Safety and Justice Services	285,868,850
Community Enrichment and Development	449,745,340
Public Utilities	305,926,690
Support Services	124,187,740
Non-Departmental	104,342,080
Fiduciary Funds	76,216,870
TOTAL	<u>\$ 1,367,212,540</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 2016 Fiscal Year which is subject to the State Budget Law:

<u>Purpose of Expenditure</u>	<u>Final 2016 Budget Subject to State Budget Law</u>
Elected and Official	\$ 20,924,970
Public Safety and Justice Services	279,395,390
Community Enrichment and Development	147,696,570
Public Utilities	179,156,720
Support Services	59,348,570
Non-Departmental	18,802,240
Fiduciary Funds	-0-
TOTAL	<u>\$ 705,324,460</u>

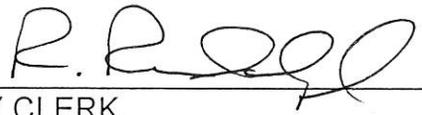
SECTION 4. That money for any fund may be used for any of the purposes set forth in Section 2, except money specifically restricted by State or Federal law or City Charter, Code, Ordinances or Resolutions or bond covenants.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 9th day of June, 2015.



MAYOR

ATTEST:



CITY CLERK

APPROVED AS TO FORM:

REVIEWED BY:



Dep CITY ATTORNEY

CITY MANAGER

SS/tll
5/26/15

Schedule A Resolution No. 22391
CITY OF TUCSON
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2016

Fiscal Year	S c h	FUNDS									
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Fiduciary Funds	Total All Funds	
2015	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	426,921,300	247,199,470	47,844,430	83,366,010	0	320,673,450	67,607,540	71,372,230	1,264,984,430
2015	Actual Expenditures/Expenses**	E	426,699,780	212,315,210	47,731,190	79,794,100	0	294,568,900	62,264,080	71,944,710	1,195,317,970
2016	Fund Balance/Net Position at July 1***		46,159,130	21,997,043	1,926,020	83,597,650		151,647,240	7,667,600	735,736,500	1,048,731,183
2016	Primary Property Tax Levy	B	14,350,250						2,535,470		16,885,720
2016	Secondary Property Tax Levy	B			33,217,410						33,217,410
2016	Estimated Revenues Other than Property Taxes	C	470,826,630	215,705,690	7,946,250	94,175,330	0	271,207,070	62,691,180	54,990,120	1,177,542,270
2016	Other Financing Sources	D				25,310,600	0	31,631,000	0	0	56,941,600
2016	Interfund Transfers In	D	0	52,571,400	9,821,590	0	0	0	0	0	62,392,990
2016	Interfund Transfers (Out)	D	(52,571,400)	(9,821,590)	0	0	0	0	0	0	(62,392,990)
2016	Reduction for Amounts Not Available:										
2016	Total Financial Resources Available		583,907,410	300,095,723	52,911,270	203,083,580	0	454,485,310	72,894,250	790,726,620	2,458,104,163
2016	Budgeted Expenditures/Expenses	E	441,565,090	265,729,270	50,448,040	133,678,700	0	333,941,230	65,633,340	76,216,870	1,367,212,540

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 expenditure limitation

	2015	2016
1.	\$ 1,264,984,430	\$ 1,367,212,540
2.		
3.	1,264,984,430	1,367,212,540
4.	570,998,490	661,888,082
5.	\$ 693,985,940	\$ 705,324,458
6.	\$ 896,353,594	\$ 920,791,755

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in the 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 on this line 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. 22391
CITY OF TUCSON
Tax Levy and Tax Rate Information
Fiscal Year 2016**

	2015	2016
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 14,973,710	\$ 16,635,720
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	\$ 14,973,710	\$ 16,635,720
B. Secondary property taxes	30,622,420	33,217,410
C. Total property tax levy amounts	\$ 45,596,130	\$ 49,853,130
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 14,973,710	
(2) Prior years' levies	565,883	
(3) Total primary property taxes	\$ 15,539,593	
B. Secondary property taxes		
(1) Current year's levy	\$ 30,622,420	
(2) Prior years' levies	1,151,532	
(3) Total secondary property taxes	\$ 31,773,952	
C. Total property taxes collected	\$ 47,313,545	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4829	0.5326
(2) Secondary property tax rate	0.9777	1.0634
(3) Total city/town tax rate	1.4606	1.5960
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 Resolution No. 22391
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
GENERAL FUND			
Local taxes			
Business Privilege Tax	\$ 192,114,160	\$ 189,338,480	\$ 197,118,630
Public Utility Tax	26,350,000	22,111,320	22,111,320
Use Tax	3,500,000	4,900,000	4,900,000
Transient Occupancy Tax	9,199,100	9,074,740	9,346,980
Room Tax	3,150,000	3,523,530	3,629,240
Liquor Taxes	750,920	750,920	750,920
Pawn Broker Second Hand Dealer	559,370	310,660	310,660
Occupational Taxes	98,390	132,090	132,090
Government Property Lease Excise Tax	10,000	10,000	10,000
Licenses and permits			
Utility Franchise Fees	14,073,400	14,608,540	14,608,540
Cable Television Licenses	3,503,110	3,395,640	3,395,640
License Application Fees	2,215,390	2,479,000	2,479,000
Alarm Permit Fee	125,000	185,000	125,000
Telecommunications Licenses and Franchise Fee	-	595,300	105,870
Sign Regulation Fee	375,000	225,000	225,000
Litter Assessment Fee	200,000	200,000	200,000
Miscellaneous Licenses and Permits	39,620	39,500	39,500
State Shared Revenues			
State Shared Income Tax	63,620,670	62,916,570	63,205,510
State Shared Sales Tax	47,151,760	46,018,510	48,935,140
State Shared Auto Lieu Tax	20,719,540	21,103,870	21,968,250
Charges for services			
Administration Charge to Enterprise Funds	11,223,390	11,223,390	12,878,210
City Attorney	11,000	15,000	11,000
General Government	409,900	543,350	539,760
Housing and Community Development	23,000	2,000	2,000
Information Technology	96,000	141,790	96,000
Parks and Recreation	5,701,980	5,504,200	5,564,640
Planning and Development Services	7,755,000	8,222,080	7,915,000
Public Defender	111,720	114,480	115,060
Tucson Fire	11,124,600	11,020,150	11,119,100
Tucson Police	5,550,000	6,033,960	5,950,000
Fines and forfeits			
City Attorney	568,000	605,000	583,000
City Court	11,714,750	12,147,570	11,802,370
Finance	5,500	2,460	5,500
General Government	20,000	41,470	26,000
Planning and Development Services	10,000	6,000	6,000
Tucson Fire	2,500	6,000	500
Tucson Police	2,478,500	2,477,900	1,908,500
Use of Money and Property			
Rentals and Leases	268,920	260,110	404,900
Interest Earnings	256,350	256,350	244,030
In-lieu property taxes			
Tucson Water Utility	1,600,000	1,600,000	1,600,000

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

Schedule C Resolution No. 22391
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Other Agencies			
Dispatch Services	999,300	1,028,890	1,037,300
Pima Animal Care Fees	1,050,000	1,050,000	1,150,000
University of Arizona Fire Service	134,420	141,430	141,430
Law Enforcement Training	240,000	330,000	240,000
State Telecommunications 911 Excise Tax	40,000	26,710	-
Non-Grant Contributions			
General Government	1,059,380	1,127,760	1,097,760
Housing and Community Development	1,000	-	-
Parks and Recreation	359,160	382,500	359,160
Tucson Fire Department	-	832,000	1,300,000
Tucson Police Department	750,000	750,000	750,000
Miscellaneous			
Sale of Property	3,298,500	3,572,540	9,218,500
Miscellaneous Revenues	783,000	428,250	424,230
Rebates Purchasing Card	500,000	722,220	600,000
Recovered Expenditures	32,140	473,060	139,390
Total General Fund	\$ 455,933,440	\$ 453,007,290	\$ 470,826,630
SPECIAL REVENUE FUNDS			
Mass Transit Fund			
Passenger Revenue	\$ 13,588,800	\$ 11,358,000	\$ 11,546,000
Shuttle Service	-	-	-
Advertising Revenue	390,000	250,000	253,750
Regional Transportation Authority	7,376,150	8,406,490	8,286,720
Other Governmental Operating Assistance	5,673,060	5,065,610	5,586,300
Special Needs	719,900	764,910	780,230
Rents and Leases	432,400	383,000	360,000
Proceeds from the Sale of Capital Assets	-	65,800	-
Miscellaneous Revenue	554,480	628,820	633,020
Federal Transit Grants	26,415,740	21,934,420	30,100,570
Total Mass Transit Fund	\$ 55,150,530	\$ 48,857,050	\$ 57,546,590
Mass Transit Fund - Sun Link			
Passenger Revenue	\$ 1,196,390	\$ 1,184,260	\$ 1,312,280
Advertising	100,000	-	84,000
Regional Transportation Authority	2,000,000	2,000,000	2,000,000
Total Mass Transit Fund - Sun Link	\$ 3,296,390	\$ 3,184,260	\$ 3,396,280
Tucson Convention Center Fund			
Room and Space Rental	\$ 1,100,000	\$ 1,104,120	\$ 1,374,920
Box Office Fees	150,000	-	-
Parking	650,000	689,050	1,017,480
Catering and Concessions	170,000	417,350	1,048,690
Novelty Sales	5,000	8,030	22,610
Commission Revenue	140,000	46,480	-
Facility User Fees	58,000	303,090	198,840
Arena Facility User Fees	95,000	-	-

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

Schedule C Resolution No. 22391
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Tucson Convention Center Fund (continued)			
Event Ticket Rebates	\$ 10,000	\$ 75,410	\$ 119,690
Recovered Expenditures	30,000	686,710	404,580
Rents and Leases	66,080	59,770	66,080
Miscellaneous Revenues	11,540	37,590	-
Total Tucson Convention Center Fund	\$ 2,485,620	\$ 3,427,600	\$ 4,252,890
Highway User Revenue Fund			
State Shared HURF	\$ 36,556,190	\$ 34,956,190	\$ 36,492,310
Permits and Inspection Fees	441,000	441,000	403,000
Temporary Work Zone Traffic Control	249,000	249,000	140,000
Other Charges for Service	-	10,380	-
Rents and Leases	550,070	550,070	555,840
Proceeds from Sale of Capital Assets	200,000	911,800	500,000
Interest Earnings	20,000	-	80,000
Recovered Expenditures	8,000	86,090	-
Miscellaneous Revenues	31,800	33,170	-
Total Highway User Revenue Fund	\$ 38,056,060	\$ 37,237,700	\$ 38,171,150
ParkWise Fund			
Parking Meter Collections	\$ 1,308,500	\$ 1,100,000	\$ 1,491,150
Parking Revenues	2,349,640	2,774,870	2,579,220
Hooded Meter Fees	28,500	28,500	56,000
Assessment Fee	57,240	57,240	64,350
Parking Violations	636,000	730,000	715,000
Rents and Leases	102,110	97,500	117,300
Miscellaneous Revenues	-	2,570	-
Total ParkWise Fund	\$ 4,481,990	\$ 4,790,680	\$ 5,023,020
Civic Contribution Fund			
City Clerk's Office	\$ -	\$ 6,000	\$ -
Office of Integrated Planning	-	8,700	20,000
Mayor's Office	-	4,110	-
Parks and Recreation	263,550	245,520	190,100
Tucson Convention Center	30,000	30,000	30,000
Tucson Fire	20,000	20,000	20,000
Tucson Police	1,000	20,000	1,000
Open Space Contributions	10,000	10,000	10,000
Interest Earnings	8,000	8,500	8,500
Total Civic Contribution Fund	\$ 332,550	\$ 352,830	\$ 279,600
Community Development Block Grant Fund			
Community Development Block Grant	\$ 9,166,680	\$ 7,440,160	\$ 7,770,610
Program Income	721,580	525,570	264,000
El Portal Income	336,000	355,080	328,270
Miscellaneous Revenues	-	-	860
Total Community Development Block Grant Fund	\$ 10,224,260	\$ 8,320,810	\$ 8,363,740
Miscellaneous Housing Grant Fund			
Federal Miscellaneous Housing Grants	\$ 2,986,770	\$ 2,986,790	\$ 3,014,310
Lead Hazard Control Grants	1,063,610	1,063,610	600,310
Program Income	820,510	820,440	852,440
Miscellaneous Revenues	-	70	-
Total Miscellaneous Housing Grant Fund	\$ 4,870,890	\$ 4,870,910	\$ 4,467,060
Public Housing Section 8 Fund			
Federal Public Housing Section 8 Grant	\$ 38,115,670	\$ 35,903,270	\$ 38,114,730
Interest Earnings	20,000	20,000	20,000
Miscellaneous Revenues	-	3,920	-
Total Public Housing Section 8 Fund	\$ 38,135,670	\$ 35,927,190	\$ 38,134,730

* 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 Resolution No. 22391
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
HOME Investment Partnerships Program Fund			
HOME Funds	\$ 5,266,000	\$ 5,266,000	\$ 4,284,830
Program Income	583,440	579,150	396,880
El Portal Program Income	178,400	220,540	228,230
Miscellaneous Revenues	-0-	230	-0-
Total HOME Investment Partnerships Program Fund	\$ 6,027,840	\$ 6,065,920	\$ 4,909,940
Other Federal Grants Fund			
City Attorney	\$ 303,640	\$ 287,730	\$ 333,000
City Court	332,330	559,140	653,720
Housing and Community Development	76,580	76,580	76,560
Office of Integrated Planing	-0-	40,000	40,000
Parks and Recreation	569,610	364,930	561,150
Transportation	23,013,200	1,259,480	33,594,700
Tucson Fire	2,400,000	311,970	4,741,620
Tucson Police	11,982,240	7,101,000	8,723,490
Total Other Federal Grants Fund	\$ 38,677,600	\$ 10,000,830	\$ 48,724,240
Non-Federal Grants Fund			
City Attorney	\$ 80,740	\$ 80,050	\$ 113,440
Housing and Community Development	377,100	377,100	442,040
Parks and Recreation	274,430	49,780	241,520
Tucson Fire	150,000	150,000	25,000
Tucson Police	1,497,520	1,102,650	1,614,450
Total Non-Federal Grants Fund	\$ 2,379,790	\$ 1,759,580	\$ 2,436,450
Total Special Revenue Funds	\$ 204,119,190	\$ 164,795,360	\$ 215,705,690
DEBT SERVICE FUNDS			
Street and Highway Bond and Interest Fund			
State Shared - HURF	\$ 7,652,830	\$ 7,652,830	\$ 7,651,020
Interest Earnings	20,000	11,490	11,490
Total Street and Highway Bond and Interest Fund	\$ 7,672,830	\$ 7,664,320	\$ 7,662,510
Special Assessment Bond and Interest Fund			
Special Assessment Collections	\$ 293,380	\$ 293,470	\$ 265,300
Interest Earnings	12,160	12,160	16,480
Miscellaneous Revenues	2,000	1,640	1,960
Total Special Assessment Bond and Interest Fund	\$ 307,540	\$ 307,270	\$ 283,740
Total Debt Service Funds	\$ 7,980,370	\$ 7,971,590	\$ 7,946,250
CAPITAL PROJECTS FUNDS			
2012 General Obligation Bond Fund			
Interest Earnings	\$ 150,000	\$ 90,000	\$ 90,000
Total 2012 General Obligation Fund	\$ 150,000	\$ 90,000	\$ 90,000
Capital Improvement Fund			
Intergovernmental Agreements	\$ 3,060,300	\$ 3,020,000	\$ 7,902,900
Total Capital Improvement Fund	\$ 3,060,300	\$ 3,020,000	\$ 7,902,900

* 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 Resolution No. 22391
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Development Fee Fund			
Development Fees for Police	\$ 750,000	\$ 30,000	\$ 40,000
Development Fees for Fire	350,000	18,000	25,000
Development Fees for Transportation	3,700,000	242,000	275,000
Development Fees to Parks	900,000	70,000	80,000
Interest Earnings	400,000	57,750	70,000
Total Development Fee Fund	\$ 6,100,000	\$ 417,750	\$ 490,000
Regional Transportation Authority Fund			
Regional Transportation Authority	\$ 38,749,700	\$ 38,747,970	\$ 85,589,430
Rentals and Leases	93,400	97,750	103,000
Sale of Capital Assets	-0-	1,019,200	-0-
Total Regional Transportation Authority Fund	\$ 38,843,100	\$ 39,864,920	\$ 85,692,430
Total Capital Projects Funds	\$ 48,153,400	\$ 43,392,670	\$ 94,175,330
ENTERPRISE FUNDS			
Tucson Water Utility			
Potable Water Sales	\$ 141,017,000	\$ 132,570,000	\$ 143,732,530
Reclaimed Water Sales	10,271,000	10,604,000	11,163,000
Central Arizona Project Surcharge	16,320,000	21,850,300	21,785,000
Water Conservation Fee	3,050,000	2,731,000	2,707,000
Fire Sprinkler Fee	1,929,000	1,964,500	1,964,000
Connection Fees	1,400,000	1,400,000	1,450,000
Service Charges	3,630,000	3,556,750	4,250,000
Development Plan Review/Inspection Fees	518,730	715,950	518,730
Billing Services	3,400,520	3,628,890	3,658,000
Miscellaneous Revenues	2,567,820	5,632,500	5,041,520
Tucson Airport Remediation Project	838,480	838,480	923,870
Water System Equity Fees	2,608,000	2,387,140	2,408,340
CAP Water Resource Fees	375,000	344,480	350,000
Grants and Contributions	750,000	792,000	865,000
Sale of Capital Assets	-0-	387,700	-0-
Investment Income	314,250	1,064,210	319,540
Total Tucson Water Utility	\$ 188,989,800	\$ 190,467,900	\$ 201,136,530
Environmental Services Fund			
Residential Refuse Services	\$ 28,437,000	\$ 28,437,000	\$ 28,437,000
Commercial Refuse Services	7,450,000	7,261,680	7,130,000
Landfill Services Charges	6,200,000	6,800,000	6,650,000
Remediation Ground Fee	3,500,000	3,500,000	3,500,000
Self Haul Fee	1,100,000	1,100,000	1,100,000
Refuse Penalties	173,000	141,420	141,000
Recycling	850,000	850,000	850,000
Household Hazardous Waste	100,000	150,000	109,180
Intergovernmental Agreements	60,000	60,000	40,000
Miscellaneous Grants	150,000	124,560	130,000
Sale of Capital Assets	67,630	400,000	200,000
Interest Earnings	50	188,340	35,000
Recovered Expenses	8,000	110,000	8,000
Miscellaneous Revenues	-0-	22,270	-0-
Total Environmental Services Fund	\$ 48,095,680	\$ 49,145,270	\$ 48,330,180
Tucson Golf Course Fund			
Greens Fees	\$ 5,134,560	\$ 3,219,370	\$ 3,481,340
Cart Fees	228,180	1,530,000	1,375,730
Driving Range	639,520	546,000	748,190

* 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 Resolution No. 22391
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Tucson Golf Course Fund (continued)			
Food and Beverage	1,519,900	1,020,940	1,231,950
Other Income	256,270	227,760	500,230
Pro Shops	351,620	310,000	361,420
Total Tucson Golf Course Fund	\$ 8,130,050	\$ 6,854,070	\$ 7,698,860
Public Housing Fund			
Federal Grants	\$ 6,207,480	\$ 5,959,300	\$ 5,815,660
Housing Administration Charges	3,223,820	3,208,090	3,117,260
Tenant Rent and Parking Fees	3,040,970	3,438,650	3,451,300
Charges for Other Services	158,050	140,170	166,210
Other Rental Income	7,880	7,880	7,900
Interest Earnings	38,890	-	26,860
Miscellaneous Revenues	97,850	162,350	168,160
Total Public Housing Fund	\$ 12,774,940	\$ 12,916,440	\$ 12,753,350
Non-Public Housing Asset Management Fund			
Federal Grants	\$ 208,200	\$ 208,200	\$ 208,200
El Portal Income	561,000	-	-
Tenant Rent	490,510	973,510	991,240
Charges for Other Services	14,500	54,420	33,070
Interest Revenue	10,470	10,470	-
Rents and Leases	57,730	57,730	55,640
Total Non-Public Housing Asset Management Fund	\$ 1,342,410	\$ 1,304,330	\$ 1,288,150
Total Enterprise Funds	\$ 259,332,880	\$ 260,688,010	\$ 271,207,070
INTERNAL SERVICE FUNDS			
Fleet Services Internal Service Fund			
Interdepartmental Charges	\$ 27,498,470	\$ 24,036,730	\$ 26,508,120
Proceeds from the Sale of Capital Assets	25,000	12,020	25,000
Miscellaneous Revenues	165,480	152,010	102,000
Total Fleet Services Internal Service Fund	\$ 27,688,950	\$ 24,200,760	\$ 26,635,120
General Services Internal Service Fund			
Interdepartmental Charges	\$ 21,555,740	\$ 20,077,200	\$ 20,854,820
Non-Grant Contributions	311,060	310,730	308,210
Miscellaneous Revenues	8,000	5,970	8,000
Total General Services Internal Service Fund	\$ 21,874,800	\$ 20,393,900	\$ 21,171,030
Self Insurance Internal Service Fund			
Interdepartmental Charges	\$ 16,780,110	\$ 16,818,520	\$ 14,630,030
Interest Revenue	50,000	55,000	55,000
Miscellaneous Revenue	-	2,150	200,000
Total Self Insurance Internal Service Fund	\$ 16,830,110	\$ 16,875,670	\$ 14,885,030
Total Internal Service Funds	\$ 66,393,860	\$ 61,470,330	\$ 62,691,180
FIDUCIARY FUNDS			
Tucson Supplemental Retirement System			
Employer Contributions	\$ 36,712,820	\$ 33,531,370	\$ 35,969,120
Employee Contributions	6,997,500	6,997,500	6,836,000
Portfolio Earnings	9,631,000	9,541,780	12,135,000
Miscellaneous Revenues	50,000	50,490	50,000
Total Tucson Supplemental Retirement System	\$ 53,391,320	\$ 50,121,140	\$ 54,990,120
Total Fiduciary Funds	\$ 53,391,320	\$ 50,121,140	\$ 54,990,120
TOTAL ALL FUNDS	\$ 1,095,304,460	\$ 1,041,446,390	\$ 1,177,542,270

* 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. 22391
CITY OF TUCSON
 Other Financing Sources/<Uses> and Interfund Transfers
 Fiscal Year 2016

FUND	OTHER FINANCING 2016		INTERFUND TRANSFERS 2016	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Transfer to Mass Transit Fund	\$	\$	\$	\$ (45,483,070)
Transfer to Mass Transit - Sun Link Fund				(2,311,770)
Transfer to Tucson Convention Center				(4,776,560)
Total General Fund	\$	\$	\$	\$ (52,571,400)
SPECIAL REVENUE FUNDS				
Transfer from General Fund	\$	\$	\$ 52,571,400	\$
Transfer to Street & Highway Bond and Interest Fund				(9,821,590)
Total Special Revenue Funds	\$	\$	\$ 52,571,400	\$ (9,821,590)
DEBT SERVICE FUNDS				
Transfer from HURF Fund	\$	\$	\$ 9,821,590	\$
Total Debt Service Funds	\$	\$	\$ 9,821,590	\$
CAPITAL PROJECTS FUNDS				
General Obligation Bond Proceeds	\$ 20,000,000	\$	\$	\$
General Obligation Bond Premium	400,000			
Certificates of Participation	4,910,600			
Total Capital Projects Funds	\$ 25,310,600	\$	\$	\$
ENTERPRISE FUNDS				
Water System Obligation Bond Proceeds	\$ 31,631,000	\$	\$	\$
Total Enterprise Funds	\$ 31,631,000	\$	\$	\$
INTERNAL SERVICE FUNDS				
None	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 56,941,600	\$	\$ 62,392,990	\$ (62,392,990)

Schedule E to Resolution No. 22391
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2016

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
GENERAL FUND				
Mayor and Council	\$ 2,566,510	\$	\$ 2,449,630	\$ 2,559,710
Budget and Internal Audit	1,462,790		1,336,080	1,482,770
City Attorney	8,713,380		8,220,020	8,191,610
City Clerk	2,971,150		4,119,900	4,300,410
City Court	12,253,300		11,597,970	12,618,680
City Manager	8,083,510	(283,220)	7,859,200	5,426,800
Finance	10,181,420		10,092,920	10,492,840
General Services	13,013,970		13,240,000	10,678,790
Housing and Community Development	3,104,840		2,975,580	3,074,460
Human Resources	2,312,170	283,220	2,450,130	2,789,020
Information Technology	18,083,840		17,715,270	19,436,900
Integrated Planning	1,632,540		1,667,630	1,902,190
Parks and Recreation	36,054,610		36,713,670	36,454,370
Planning and Development Services	9,265,070		9,156,600	8,953,620
Procurement	3,216,530		3,217,100	3,156,990
Public Defender	3,064,940		3,025,690	3,191,360
Transportation	2,271,260		2,168,150	3,166,810
Tucson Fire	89,711,210		91,612,830	93,984,840
Tucson Police	148,498,860		148,430,080	157,309,280
Non-Departmental	50,209,400		48,401,330	52,143,640
Contingency	250,000		250,000	250,000
Total General Fund	\$ 426,921,300	\$	\$ 426,699,780	\$ 441,565,090
SPECIAL REVENUE FUNDS				
Mass Transit Fund				
Transportation	\$ 103,358,230	\$	\$ 98,245,990	\$ 103,440,610
General Services	273,000		159,550	3,500,000
Total Fund	\$ 103,631,230	\$	\$ 98,405,540	\$ 106,940,610
Tucson Convention Center Fund				
Tucson Convention Center	\$ 6,002,810	\$	\$ 6,914,790	\$ 7,683,630
Non-Departmental	1,315,690		1,315,690	1,315,820
Total Fund	\$ 7,318,500	\$	\$ 8,230,480	\$ 8,999,450
Highway User Revenue Fund				
Transportation	\$ 29,347,650	\$	\$ 27,700,750	\$ 34,981,610
Non-Departmental	100,580		100,580	100,580
Total Fund	\$ 29,448,230	\$	\$ 27,801,330	\$ 35,082,190
Park Tucson Fund				
Transportation	\$ 5,786,090	\$	\$ 6,515,020	\$ 5,017,210
Total Fund	\$ 5,786,090	\$	\$ 6,515,020	\$ 5,017,210
Civic Contribution Fund				
Mayor and Council	\$ -0-	\$	\$ 12,560	\$ -0-
City Clerk	-0-		5,000	-0-

* 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. 22391
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2016

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Civic Contribution Fund (Continued)				
Integrated Planning			8,320	20,000
Parks and Recreation	648,370		221,220	699,490
Tucson Convention Center	30,000		30,000	30,000
Tucson Fire	20,000		20,000	20,000
Tucson Police	1,000		-0-	1,000
Total Fund	\$ 699,370	\$	\$ 297,100	\$ 770,490
Community Development Block Grant Fund				
Housing and Community Development	\$ 10,224,260	\$	\$ 9,577,310	\$ 8,363,740
Total Fund	\$ 10,224,260	\$	\$ 9,577,310	\$ 8,363,740
Miscellaneous Housing Grant Fund				
Housing and Community Development	\$ 4,870,890	\$	\$ 4,870,910	\$ 4,467,060
Total Fund	\$ 4,870,890	\$	\$ 4,870,910	\$ 4,467,060
Public Housing Section 8 Fund				
Housing and Community Development	\$ 38,051,670	\$	\$ 35,927,190	\$ 38,136,740
Total Fund	\$ 38,051,670	\$	\$ 35,927,190	\$ 38,136,740
HOME Investment Partnerships Program Fund				
Housing and Community Development	\$ 6,027,840	\$	\$ 6,065,920	\$ 4,909,940
Total Fund	\$ 6,027,840	\$	\$ 6,065,920	\$ 4,909,940
Other Federal Grants Fund				
City Attorney	\$ 303,640	\$	\$ 287,730	\$ 333,000
City Court	332,330		559,140	653,720
Non-Departmental	84,000		84,000	84,000
Housing and Community Development	76,580		76,580	76,560
Integrated Planning	-0-		40,000	40,000
Parks and Recreation	569,610		364,930	561,150
Transportation	23,013,200		4,039,480	35,391,850
Tucson Fire	2,400,000		311,970	4,741,620
Tucson Police	11,982,240		7,101,000	8,723,490
Total Fund	\$ 38,761,600	\$	\$ 12,864,830	\$ 50,605,390
Non-Federal Grants Fund				
City Attorney	\$ 80,740	\$	\$ 80,050	\$ 113,440
Housing and Community Development	377,100		377,100	442,040
Parks and Recreation	274,430		49,780	241,520
Tucson Fire	150,000		150,000	25,000
Tucson Police	1,497,520		1,102,650	1,614,450
Total Fund	\$ 2,379,790	\$	\$ 1,759,580	\$ 2,436,450
Total Special Revenue Funds	\$ 247,199,470	\$	\$ 212,315,210	\$ 265,729,270

* 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. 22391
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2016

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
DEBT SERVICE FUNDS				
General Obligation Bond and Interest Fund				
Non-Departmental	\$ 29,825,210	\$	\$ 29,711,220	\$ 32,468,110
Total Fund	\$ 29,825,210	\$	\$ 29,711,220	\$ 32,468,110
Street and Highway Bond and Interest Fund				
Non-Departmental	\$ 17,509,900	\$	\$ 17,510,650	\$ 17,484,100
Total Fund	\$ 17,509,900	\$	\$ 17,510,650	\$ 17,484,100
Special Assessment Bond and Interest Fund				
Non-Departmental	\$ 509,320	\$	\$ 509,320	\$ 495,830
Total Fund	\$ 509,320	\$	\$ 509,320	\$ 495,830
Total Debt Service Funds	\$ 47,844,430	\$	\$ 47,731,190	\$ 50,448,040
CAPITAL PROJECTS FUNDS				
2013 General Obligation Fund				
Transportation	\$ 19,780,000	\$	\$ 17,000,000	\$ 22,780,000
Total Fund	\$ 19,780,000	\$	\$ 17,000,000	\$ 22,780,000
Capital Improvement Fund				
City Court	\$ 1,000,000	\$	\$ 799,660	\$ 2,600,000
General Services	75,000	\$	93,150	2,566,500
Parks and Recreation	100,000	\$	-	2,344,100
Transportation	16,060,400	\$	16,060,400	7,902,900
Total Fund	\$ 17,235,400	\$	\$ 16,953,210	\$ 15,413,500
Development Fee Fund				
Parks and Recreation	\$ 1,873,400	\$	\$ 322,990	\$ 2,101,900
Transportation	2,468,700	\$	2,468,700	7,690,900
Tucson Fire	3,165,510	\$	2,984,970	-
Total Fund	\$ 7,507,610	\$	\$ 5,776,660	\$ 9,792,800
Regional Transportation Authority Fund				
Transportation	\$ 38,843,000	\$	\$ 40,064,230	\$ 85,692,400
Total Fund	\$ 38,843,000	\$	\$ 40,064,230	\$ 85,692,400
Total Capital Projects Funds	\$ 83,366,010	\$	\$ 79,794,100	\$ 133,678,700
ENTERPRISE FUNDS				
Tucson Water Utility Fund				
Tucson Water Utility	\$ 240,306,140	\$	\$ 218,085,060	\$ 247,274,690
Total Fund	\$ 240,306,140	\$	\$ 218,085,060	\$ 247,274,690
Environmental Services Fund				
Environmental Services	\$ 57,554,680	\$	\$ 53,640,820	\$ 58,652,000
General Services	295,800	\$	690,880	6,236,000
Total Fund	\$ 57,850,480	\$	\$ 54,331,700	\$ 64,888,000

* 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. 22391
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2016

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Tucson Golf Enterprise Fund				
Tucson City Golf	\$ 7,996,090	\$	\$ 7,509,190	\$ 7,629,660
Total Fund	\$ 7,996,090	\$	\$ 7,509,190	\$ 7,629,660
Public Housing AMP Fund				
Housing and Community Development	\$ 13,311,860	\$	\$ 13,022,220	\$ 12,860,730
Total Fund	\$ 13,311,860	\$	\$ 13,022,220	\$ 12,860,730
Non-Public Housing Asset Management Fund				
Housing and Community Development	\$ 1,208,880	\$	\$ 1,620,730	\$ 1,288,150
Total Fund	\$ 1,208,880	\$	\$ 1,620,730	\$ 1,288,150
Total Enterprise Funds	\$ 320,673,450	\$	\$ 294,568,900	\$ 333,941,230
INTERNAL SERVICE FUNDS				
Fleet Services Internal Service Fund				
General Services	\$ 27,688,950	\$	\$ 24,563,200	\$ 26,635,120
Total Fund	\$ 27,688,950	\$	\$ 24,563,200	\$ 26,635,120
General Services Internal Service Fund				
General Services	\$ 21,874,800	\$	\$ 19,730,640	\$ 21,171,030
Total Fund	\$ 21,874,800	\$	\$ 19,730,640	\$ 21,171,030
Self Insurance Internal Service Fund				
Finance	\$ 8,337,730	\$	\$ 8,316,730	\$ 9,128,050
Human Resources	7,655,180		7,637,580	6,913,730
Transportation	1,650,000		1,650,000	1,400,000
Tucson Fire	400,880		365,930	385,410
Total Fund	\$ 18,043,790	\$	\$ 17,970,240	\$ 17,827,190
Total Internal Service Funds	\$ 67,607,540	\$	\$ 62,264,080	\$ 65,633,340
FIDUCIARY FUNDS				
Tucson Supplemental Retirement System	\$ 71,372,230	\$	\$ 71,944,710	\$ 76,216,870
Total Fund	\$ 71,372,230	\$	\$ 71,944,710	\$ 76,216,870
Total Fiduciary Funds	71,372,230	\$	\$ 71,944,710	\$ 76,216,870
TOTAL ALL FUNDS	\$ 1,264,984,430	\$	\$ 1,195,317,970	\$ 1,367,212,540

* 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. 22391
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2016

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Mayor and Council				
General Fund	\$ 2,566,510	\$	\$ 2,449,630	\$ 2,559,710
Civic Contribution Fund	-	-	12,560	-
Department Total	\$ 2,566,510	\$	\$ 2,462,190	\$ 2,559,710
Budget and Internal Audit				
General Fund	\$ 1,462,790	\$	\$ 1,336,080	\$ 1,482,770
Department Total	\$ 1,462,790	\$	\$ 1,336,080	\$ 1,482,770
City Attorney				
General Fund	\$ 8,713,380	\$	\$ 8,220,020	\$ 8,191,610
Non-Federal Grants Fund	80,740	-	80,050	113,440
Other Federal Grants Fund	303,640	-	287,730	333,000
Department Total	\$ 9,097,760	\$	\$ 8,587,800	\$ 8,638,050
City Clerk				
General Fund	\$ 2,971,150	\$	\$ 4,119,900	\$ 4,300,410
Civic Contribution Fund	-	-	5,000	-
Department Total	\$ 2,971,150	\$	\$ 4,124,900	\$ 4,300,410
City Court				
General Fund	\$ 12,253,300	\$	\$ 11,597,970	\$ 12,618,680
Capital Improvement Fund	1,000,000	-	799,660	2,600,000
Other Federal Grants Fund	332,330	-	559,140	653,720
Department Total	\$ 13,585,630	\$	\$ 12,956,770	\$ 15,872,400
City Manager				
General Fund	\$ 8,083,510	\$ (283,220)	\$ 7,859,200	\$ 5,426,800
Department Total	\$ 8,083,510	\$ (283,220)	\$ 7,859,200	\$ 5,426,800
Environmental Services				
Environmental Services Fund	\$ 57,554,680	\$	\$ 53,640,820	\$ 58,652,000
Department Total	\$ 57,554,680	\$	\$ 53,640,820	\$ 58,652,000
Finance Department				
General Fund	\$ 10,181,420	\$	\$ 10,092,920	\$ 10,492,840
Self Insurance Internal Service Fund	8,337,730	-	8,316,730	9,128,050
Department Total	\$ 18,519,150	\$	\$ 18,409,650	\$ 19,620,890
General Services				
General Fund	\$ 13,013,970	\$	\$ 13,240,000	\$ 10,678,790
Capital Improvements Fund	75,000	-	93,150	2,566,500
Environmental Services Fund	295,800	-	690,880	6,236,000
Fleet Services Internal Service Fund	27,688,950	-	24,563,200	26,635,120
General Service Internal Service Fund	21,874,800	-	19,730,640	21,171,030
Mass Transit Fund	273,000	-	159,550	3,500,000
Department Total	\$ 63,221,520	\$	\$ 58,477,420	\$ 70,787,440

* 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. 22391
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2016

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Housing and Community Development				
General Fund	\$ 3,104,840	\$	\$ 2,975,580	\$ 3,074,460
Community Development Block Grant	10,224,260		9,577,310	8,363,740
HOME Investment Partnerships	6,027,840		6,065,920	4,909,940
Miscellaneous Housing Grants	4,870,890		4,870,910	4,467,060
Non-Federal Grants Fund	377,100		377,100	442,040
Non-Public Housing Assistance	1,208,880		1,620,730	1,288,150
Asset Management				
Other Federal Grants Fund	76,580		76,580	76,560
Public Housing AMP Fund	13,311,860		13,022,220	12,860,730
Public Housing Section 8 Fund	38,051,670		35,927,190	38,136,740
Department Total	\$ 77,253,920	\$	\$ 74,513,540	\$ 73,619,420
Human Resources				
General Fund	\$ 2,312,170	\$ 283,220	\$ 2,450,130	\$ 2,789,020
Self Insurance Internal Service Fund	7,655,180		7,637,580	6,913,730
Department Total	\$ 9,967,350	\$ 283,220	\$ 10,087,710	\$ 9,702,750
Information Technology				
General Fund	\$ 18,083,840	\$	\$ 17,715,270	\$ 19,436,900
Department Total	\$ 18,083,840	\$	\$ 17,715,270	\$ 19,436,900
Integrated Planning				
General Fund	\$ 1,632,540	\$	\$ 1,667,630	\$ 1,902,190
Civic Contributions Fund	-		8,320	20,000
Other Federal Grants Fund	-		40,000	40,000
Department Total	\$ 1,632,540	\$	\$ 1,715,950	\$ 1,962,190
Parks and Recreation				
General Fund	\$ 36,054,610	\$	\$ 36,713,670	\$ 36,454,370
Capital Improvements Fund	100,000		-	2,344,100
Civic Contribution Fund	648,370		221,220	699,490
Development Fee Fund	1,873,400		322,990	2,101,900
Non-Federal Grant Fund	274,430		49,780	241,520
Other Federal Grants Fund	569,610		364,930	561,150
Department Total	\$ 39,520,420	\$	\$ 37,672,590	\$ 42,402,530
Planning and Development Services				
General Fund	\$ 9,265,070	\$	\$ 9,156,600	\$ 8,953,620
Department Total	\$ 9,265,070	\$	\$ 9,156,600	\$ 8,953,620
Procurement				
General Fund	\$ 3,216,530	\$	\$ 3,217,100	\$ 3,156,990
Department Total	\$ 3,216,530	\$	\$ 3,217,100	\$ 3,156,990
Public Defender				
General Fund	\$ 3,064,940	\$	\$ 3,025,690	\$ 3,191,360
Department Total	\$ 3,064,940	\$	\$ 3,025,690	\$ 3,191,360

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Schedule F to Resolution No. 22391
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2016

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Transportation				
General Fund	\$ 2,271,260	\$	\$ 2,168,150	\$ 3,166,810
2013 General Obligation Fund	19,780,000		17,000,000	22,780,000
Highway User Revenue Fund	29,347,650		27,700,750	34,981,610
Capital Improvements Fund	16,060,400		16,060,400	7,902,900
Development Fee Fund	2,468,700		2,468,700	7,690,900
Other Federal Grants	23,013,200		6,409,480	33,021,850
Mass Transit Fund	103,358,230		95,875,990	105,810,610
ParkWise Fund	5,786,090		6,515,020	5,017,210
Regional Transportation Authority	38,843,000		40,064,230	85,692,400
Self Insurance Internal Service Fund	1,650,000		1,650,000	1,400,000
Department Total	\$ 242,578,530	\$	\$ 215,912,720	\$ 307,464,290
Tucson City Golf				
Golf Course Fund	\$ 7,996,090	\$	\$ 7,509,190	\$ 7,629,660
Department Total	\$ 7,996,090	\$	\$ 7,509,190	\$ 7,629,660
Tucson Convention Center				
Convention Center Fund	\$ 6,002,810	\$	\$ 6,914,790	\$ 7,683,630
Civic Contributions	30,000		30,000	30,000
Department Total	\$ 6,032,810	\$	\$ 6,944,790	\$ 7,713,630
Tucson Fire				
General Fund	\$ 89,711,210	\$	\$ 91,612,830	\$ 93,984,840
Civic Contribution Fund	20,000		20,000	20,000
Development Fee Fund	3,165,510		2,984,970	-
Non-Federal Grants Fund	150,000		150,000	25,000
Other Federal Grants Fund	2,400,000		311,970	4,741,620
Self Insurance Internal Service Fund	400,880		365,930	385,410
Department Total	\$ 95,847,600	\$	\$ 95,445,700	\$ 99,156,870
Tucson Police				
General Fund	\$ 148,498,860	\$	\$ 148,430,080	\$ 157,309,280
Civic Contribution Fund	1,000		-	1,000
Non-Federal Grants Fund	1,497,520		1,102,650	1,614,450
Other Federal Grants	11,982,240		7,101,000	8,723,490
Department Total	\$ 161,979,620	\$	\$ 156,633,730	\$ 167,648,220
Tucson Water				
Tucson Water Utility Fund	\$ 240,306,140	\$	\$ 218,085,060	\$ 247,274,690
Department Total	\$ 240,306,140	\$	\$ 218,085,060	\$ 247,274,690
Non-Departmental				
General Fund	\$ 50,459,400	\$	\$ 48,651,330	\$ 52,393,640
General Obligation Bond Debt Service Fund	29,825,210		29,711,220	32,468,110
Highway User Revenue Fund	100,580		100,580	100,580
Other Federal Grants	84,000		84,000	84,000
Special Assessments Fund	509,320		509,320	495,830
Street and Highway Bond Debt Service Fund	17,509,900		17,510,650	17,484,100
Tucson Convention Center Fund	1,315,690		1,315,690	1,315,820
Department Total	\$ 99,804,100	\$	\$ 97,882,790	\$ 104,342,080

* 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. 22391
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2016

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Pension Services				
TSRS Pension Fund	\$ 71,372,230	\$	\$ 71,944,710	\$ 76,216,870
Department Total	<u>\$ 71,372,230</u>	<u>\$</u>	<u>\$ 71,944,710</u>	<u>\$ 76,216,870</u>
 TOTAL ALL DEPARTMENTS	 <u>\$ 1,264,984,430</u>	 <u>\$</u>	 <u>\$ 1,195,317,970</u>	 <u>\$ 1,367,212,540</u>

* 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 Resolution No. 22391
CITY OF TUCSON
Full-Time Employees and Personnel Compensation
Fiscal Year 2016**

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries, and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Total Estimated Personnel Compensation 2016
GENERAL FUND	3,307.75	\$ 186,996,040	\$ 71,278,500	\$ 30,955,170	\$ 22,211,630	\$ 311,441,340
SPECIAL REVENUE FUNDS						
Community Block Grants Fund	16.96	\$ 935,680	\$ 256,500	\$ 177,080	\$ 103,950	\$ 1,473,210
Civic Contribution Fund	-0-	18,000	-0-	-0-	1,300	19,300
Highway User Revenue Fund	250.60	12,352,150	3,284,110	2,502,310	1,278,990	19,417,560
HOME Investment Partnerships Program Fund	6.60	340,900	93,460	59,130	37,900	531,390
Mass Transit Fund	6.00	384,370	105,340	50,850	33,250	573,810
Miscellaneous Housing Grants Fund	4.75	239,080	60,700	46,760	27,080	373,620
Non-Federal Grants Fund	10.00	897,770	265,740	59,230	62,420	1,285,160
Other Federal Grants Fund	54.30	4,996,700	2,092,320	802,850	463,350	8,355,220
ParkWise Fund	17.00	658,970	174,620	151,640	77,540	1,062,770
Public Housing Section 8 Fund	29.00	1,026,690	278,870	209,170	118,820	1,633,550
Total Special Revenue Funds	395.21	\$ 21,850,310	\$ 6,611,660	\$ 4,059,020	\$ 2,204,600	\$ 34,725,590
ENTERPRISE FUNDS						
Environmental Service Fund	214.00	\$ 9,354,430	\$ 2,281,580	\$ 2,256,060	\$ 1,058,220	\$ 14,950,290
Tucson Water Utility Fund	547.50	25,567,750	6,473,040	5,396,120	2,694,970	40,131,880
Public Housing AMP Fund	73.10	3,094,750	818,450	654,920	347,050	4,915,170
Non-Public Housing Asset Management Fund	5.54	282,290	74,980	51,230	31,550	440,050
Tucson City Golf Fund	0.20	30,360	8,350	4,840	2,290	45,840
Total Enterprise Funds	840.34	\$ 38,329,580	\$ 9,656,400	\$ 8,363,170	\$ 4,134,080	\$ 60,483,230
INTERNAL SERVICE FUND						
Fleet Services Fund	93.00	\$ 3,828,850	\$ 1,020,860	\$ 837,480	\$ 415,020	\$ 6,102,210
Self Insurance Fund	14.00	786,900	257,440	137,700	84,170	1,266,210
General Services Fund	128.00	5,944,100	1,552,160	1,236,440	651,050	9,383,750
Total Internal Service Fund	235.00	\$ 10,559,850	\$ 2,830,460	\$ 2,211,620	\$ 1,150,240	\$ 16,752,170
FIDUCIARY						
Tucson Supplemental Retirement System	4.00	\$ 211,940	\$ 58,280	\$ 30,920	\$ 22,800	\$ 323,940
Total Fiduciary Funds	4.00	\$ 211,940	\$ 58,280	\$ 30,920	\$ 22,800	\$ 323,940
TOTAL ALL FUNDS	4,782.30	\$ 257,947,720	\$ 90,435,300	\$ 45,619,900	\$ 29,723,350	\$ 423,726,270



Section C Funding Sources

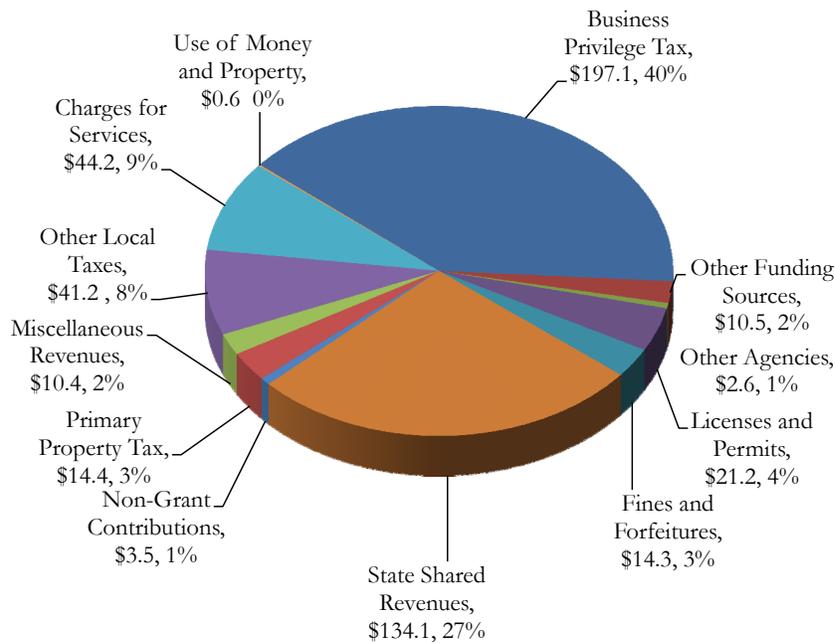


GENERAL FUND

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

The City of Tucson's recommended General Fund revenues for Fiscal Year 2016 are \$494.1 million, an increase of \$17.2 million or 3.6% from the Fiscal Year 2015 adopted budget of \$476.9 million.

General Fund Revenues



CITY BUSINESS PRIVILEGE (SALES) TAX

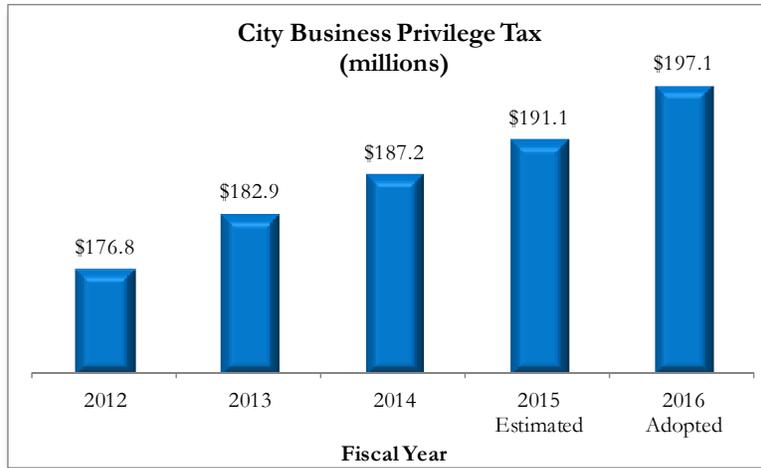
The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 40% of the anticipated General Fund revenue. The Tucson City Charter authorizes a 2% tax on taxable business activity transacted within the city limits. The charter exempts food purchased for home consumption, but allows the taxation of food consumed in restaurants or carried out. The charter further provides, 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.

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 each of the last two years, new State laws have been passed limiting what may be taxed in local jurisdictions. Those limits include disallowing commercial lease sales tax on lease arrangements between businesses owned by at least 80% of the same owners, and changing the rules regarding collection of contracting sales tax, and the definitions of "alteration" and "replacement" construction contracts. The actual impact will be seen during the next fiscal year.

Additionally, the State of Arizona Legislature passed HB 2111 in 2013, which shifts the collection of Business Privilege Tax from the City to the State. The effective date of this change was to be January 1, 2015, but it now has been delayed until January 1, 2016. Along with this change, the State budget includes new charges to cities and counties to help fund the state's collection processes for Fiscal Year 2016.

GENERAL FUND

The following graph illustrates the increase in business privilege tax since Fiscal Year 2012.



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 2016 revenues reflect the 2% allowable increase.

Proposition 117, passed by Arizona voters in 2012, changes the method for determining property values used in calculating assessed values for tax rates and levies. Beginning with tax year 2015, for property tax revenues in Fiscal Year 2016, a single assessed value, called the Limited Property Value (LPV), will be used for both the primary and secondary tax levies. The growth in the LPV is limited to no more than 5% per year, excluding new construction.

The city applies a state law allowing an increase to the primary property tax levy by the amount of involuntary torts or claims paid in Fiscal Year 2014. The involuntary tort levy amount is \$2,535,470, which increases the estimated primary tax rate by \$0.0812 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 for Fiscal Year 2016, including the amount for the tort levy, is \$16,635,720 or \$1.7 million more than the actual levy of \$14,973,710 for Fiscal Year 2015. The tax rate for Fiscal Year 2016 will increase to \$0.5326 per \$100 of assessed valuation from \$0.4829 for Fiscal Year 2015.

The chart illustrates the Primary tax rates and levy for five years.

	Primary Tax Rate and Levy				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
Primary Tax Rate	\$ 0.4297	\$ 0.4125	\$ 0.5245	\$ 0.4829	\$ 0.5326
Primary Tax Levy	\$ 14,707,820	\$ 13,670,900	\$ 16,333,360	\$ 14,973,710	\$ 16,635,720
Net Taxable Value	\$ 3,422,592,245	\$ 3,313,878,996	\$ 3,114,079,421	\$ 3,068,049,790	\$ 3,123,670,375

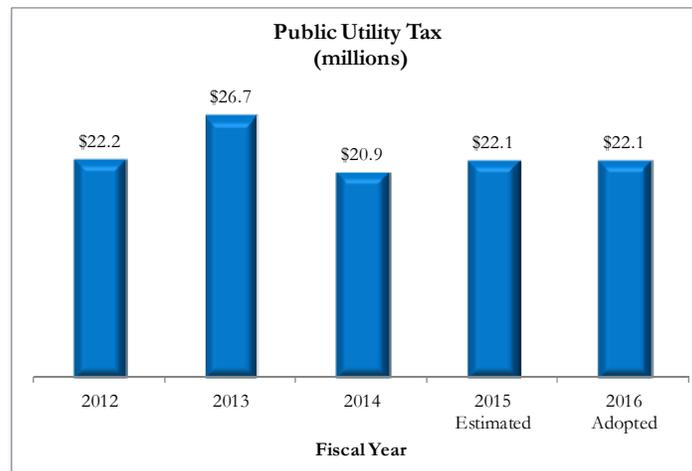
GENERAL FUND

PUBLIC UTILITY TAX

The Tucson City Charter authorizes a tax on the gross sales by public utilities and telecommunication providers operating without a franchise to consumers within the city limits. 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 (one-third of Southwest Gas's payment is set aside for utility relocation reimbursements). The franchise fee payments received from Tucson Electric Power and Southwest Gas reduces their public utility tax. Monies received from public utility taxes and utility franchise fees may be used to pay any expense legally chargeable to the General Fund.

Estimated revenues from public utility taxes for Fiscal Year 2016 total \$22.1 million. The forecast assumes no change from Fiscal Year 2015 estimated revenues of \$22.1 million. Fiscal Year's 2014 and 2015 include the impact of eliminating a separate telecommunications license fee from Charges for Services, and collecting the same amount under Public Utility Tax. Although some utility companies have had rate increases since Fiscal Year 2014, they have not resulted in increased utility tax revenues. Some possible causes for this are mild weather or more energy conservation activity.



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.

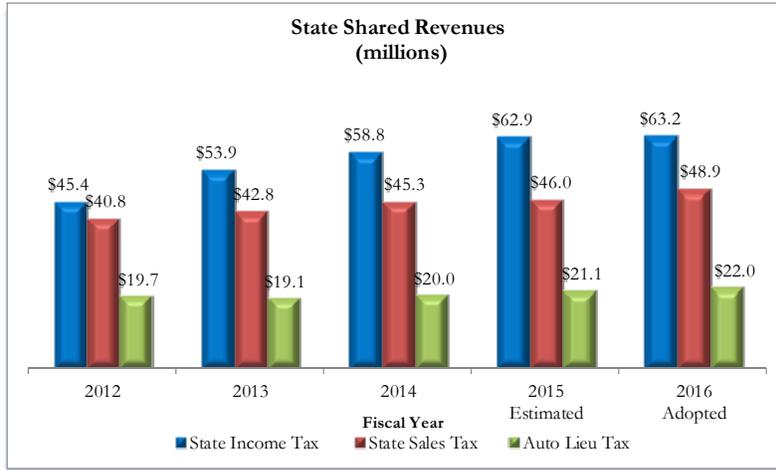
Not including public utility tax, estimated revenues from other local taxes for Fiscal Year 2016 total \$19.1 million. The forecast assumes a 2.0% growth from Fiscal Year 2015 estimated revenues of \$18.7 million.

GENERAL FUND

STATE SHARED REVENUES

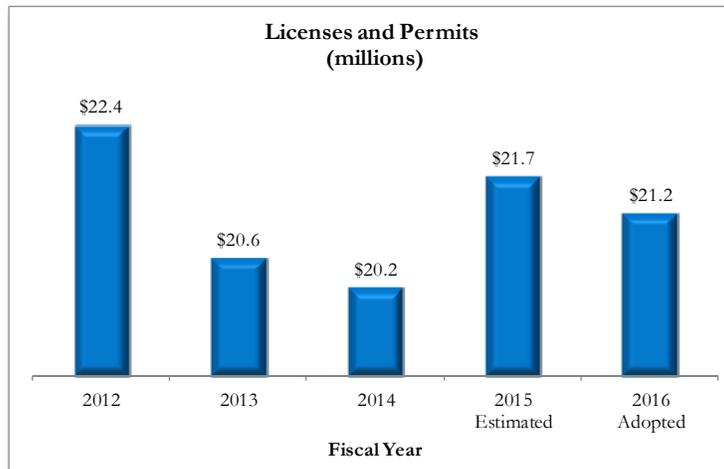
Cities and towns in Arizona receive a portion of revenues collected by the State of Arizona. The allocations for these revenues are primarily based on U.S. Census population figures. The three state-shared revenues represent 27.1% of the General Fund budget. Revenues from these sources may be used for any general government activity.

For Fiscal Year 2016, the projected state-shared revenues are \$134.1 million, representing a 3.2% increase from the \$130.0 million estimate for Fiscal Year 2015.



LICENSES and PERMITS

Licenses and Permits revenues include revenue from franchise fees, licenses for various business activities, and permits for signs, alarms and trash hauling. For Fiscal Year 2016, the projected licenses and permits revenues are \$21.2 million, representing a slight decrease from the \$21.7 million estimate for Fiscal Year 2015.



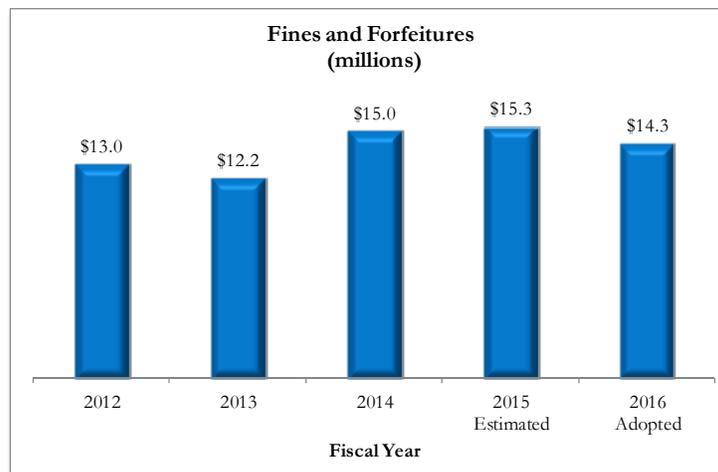
GENERAL FUND

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 2016 revenues of \$14.3 million are projected to decrease \$1.0 million from Fiscal Year 2015 estimated revenues of \$15.3. One factor contributing to the decrease is a change to the collection of parking tickets. Park Tucson will attempt to collect parking ticket fines within 30 days before sending to City Court. This change eliminates a \$10 case processing fee imposed by City Court.



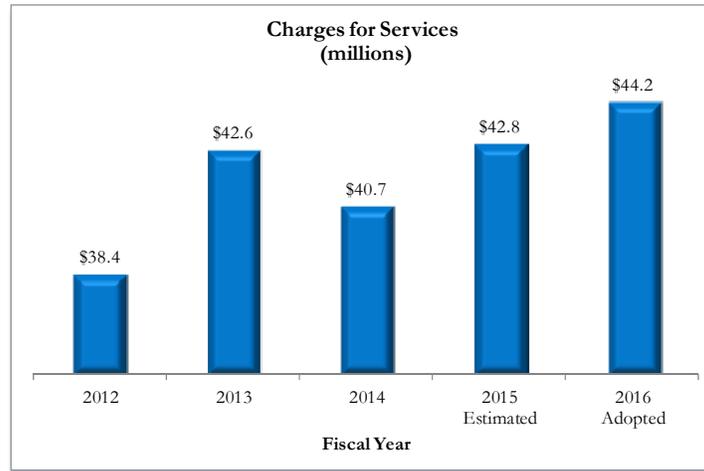
CHARGES for SERVICES

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 Water and Environmental Services Enterprise Funds, as well as the Park Tucson and Highway User Revenue Funds (HURF). This charge covers the cost of General Fund central support services provided to the business-type activities of the City.

In Fiscal Year 2016, charges for services are projected to increase approximately \$1.4 million from estimated Fiscal Year 2015. The primary changes in Fiscal Year 2016 are slight increases for property securement, impact fee administrative fees, parks and recreation fees, and a new administrative charge to HURF, offset by slight decreases for planning charges and review fees, and Information Technology agency fees.

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 payments from the leasing of City property and interest earnings. The Finance Department invests funds available but not needed for immediate disbursement. Fiscal Year 2016 interest earnings are anticipated to decrease slightly and rental revenues are projected to increase from Fiscal Year 2015.

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, law enforcement training, and dispatch.

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 City entered into a new contract with Raytheon to provide fire services for \$1.3 million annually starting late in Fiscal Year 2015.

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 2015 estimate of \$5.2 million to \$10.4 million primarily due to the intention of the City to sell land parcels.

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 2016, the other financial resources are in lieu of taxes and use of fund balance.

GENERAL FUND

Municipal-owned utilities are exempt from property taxes. In order to compensate the City for the lost property tax revenues, the City imposed a payment in lieu of tax (PILOT) on the Tucson Water Utility Fund which will bring \$1.6 million into the General Fund for Fiscal Year 2016.

The City receives certain funds which are subject to constraints 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 plan to spend the restricted funds in the following fiscal years.

The City will experience a drastic increase to the Fiscal Year 2016 public safety pension rates. The City plans on using \$3.7 million of Unassigned Fund Balance to cover this additional cost.

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Business Privilege Tax	\$ 187,178,747	\$ 192,114,160	\$ 191,125,020	\$ 197,118,630
Primary Property Tax	\$ 12,993,033	\$ 13,599,560	\$ 13,413,150	\$ 14,350,250
Other Local Taxes				
Public Utility Tax	\$ 20,886,226	\$ 26,350,000	\$ 22,111,320	\$ 22,111,320
Use Tax	3,275,783	3,500,000	4,949,200	4,900,000
Transient Occupancy Tax	8,853,404	9,199,100	9,743,020	9,346,980
Room Tax	3,437,591	3,150,000	3,768,930	3,629,240
Liquor Taxes	750,481	750,920	795,040	750,920
Pawn Broker Second Hand Dealer	498,417	559,370	335,410	310,660
Occupational Taxes	87,846	98,390	132,090	132,090
Governmental Property Lease	13,803	10,000	10,000	10,000
Excise Tax				
Subtotal	\$ 37,803,551	\$ 43,617,780	\$ 41,845,010	\$ 41,191,210
State Shared Taxes				
State Income Tax	\$ 58,796,268	\$ 63,620,670	\$ 62,916,570	\$ 63,205,510
State Sales Tax	45,344,556	47,151,760	47,606,410	48,935,140
Auto Lieu Tax	20,030,860	20,719,540	20,643,540	21,968,250
Subtotal	\$ 124,171,684	\$ 131,491,970	\$ 131,166,520	\$ 134,108,900
Licenses and Permits				
Utility Franchise Fees	\$ 14,014,166	\$ 14,073,400	\$ 14,257,250	\$ 14,608,540
Cable Television Licenses	3,515,610	3,503,110	3,395,640	3,395,640
License Application Fees	1,994,585	2,215,390	2,479,000	2,479,000
Alarm Permit Fee	168,750	125,000	185,000	125,000
Telecommunications Licenses and Franchise Fees	144,875	-0-	595,300	105,870
Sign Regulation	142,631	375,000	225,000	225,000
Litter Assessment Fees	189,700	200,000	200,000	200,000
Miscellaneous Licenses and Permits	45,615	39,620	39,500	39,500
Subtotal	\$ 20,215,932	\$ 20,531,520	\$ 21,376,690	\$ 21,178,550

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Fines and Forfeitures				
City Attorney	\$ 636,803	\$ 568,000	\$ 632,100	\$ 583,000
City Court	12,218,273	11,714,750	12,269,680	11,802,370
Finance	4,049	5,500	2,460	5,500
General Government	34,325	20,000	41,470	26,000
Planning and Development Services	7,252	10,000	6,000	6,000
Tucson Fire	374	2,500	600	500
Tucson Police	2,085,653	2,478,500	2,477,900	1,908,500
Subtotal	\$ 14,986,729	\$ 14,799,250	\$ 15,430,210	\$ 14,331,870
Charges for Services				
Administrative Charges to Enterprise Funds	\$ 11,123,390	\$ 11,223,390	\$ 11,223,390	\$ 12,878,210
City Attorney	15,556	11,000	15,000	11,000
General Government	457,908	409,900	543,350	539,760
Housing and Community Development	86,590	23,000	2,000	2,000
Information Technology	198,533	96,000	141,790	96,000
Parks and Recreation	5,484,919	5,701,980	5,655,610	5,564,640
Planning and Development Services	7,002,138	7,755,000	8,222,080	7,915,000
Public Defender	115,054	111,720	114,480	115,060
Tucson Fire	10,742,858	11,124,600	11,020,150	11,119,100
Tucson Police	5,454,475	5,550,000	6,033,960	5,950,000
Subtotal	\$ 40,681,421	\$ 42,006,590	\$ 42,971,810	\$ 44,190,770
Use of Money and Property				
Rentals and Leases	\$ 417,366	\$ 268,920	\$ 386,050	\$ 404,900
Interest Earnings	468,086	256,350	381,350	244,030
Subtotal	\$ 885,452	\$ 525,270	\$ 767,400	\$ 648,930
Other Agencies				
Dispatch Services	\$ 1,022,256	\$ 999,300	\$ 1,083,400	\$ 1,037,300
Pima Animal Care Fees	1,043,919	1,050,000	1,050,000	1,150,000
University of Arizona Fire Service	134,421	134,420	141,430	141,430
Law Enforcement Training	247,360	240,000	330,000	240,000
State Telecommunications 911 Excise Tax	36,828	40,000	26,710	-0-
Subtotal	\$ 2,484,784	\$ 2,463,720	\$ 2,631,540	\$ 2,568,730

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Non-Grant Contributions				
General Government	\$ 1,070,682	\$ 1,059,380	\$ 1,127,760	\$ 1,097,760
Housing and Community Development	9,822	1,000	-0-	-0-
Parks and Recreation	383,317	359,160	448,950	359,160
Tucson Fire	-0-	-0-	832,000	1,300,000
Tucson Police	615,238	750,000	750,000	750,000
Subtotal	\$ 2,079,059	\$ 2,169,540	\$ 3,158,710	\$ 3,506,920
Miscellaneous Revenues				
Sale of Property	\$ 928,061	\$ 3,298,500	\$ 3,572,540	\$ 9,218,500
Miscellaneous Revenues	489,998	783,000	493,710	424,230
Rebates Purchasing Card	566,546	500,000	722,220	600,000
Recovered Expenditures	250,907	32,140	473,060	139,390
Subtotal	\$ 2,235,512	\$ 4,613,640	\$ 5,261,530	\$ 10,382,120
Other Funding Sources				
In Lieu of Taxes	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
Refunding Proceeds	32,800,289	-0-	-0-	-0-
Capital Lease Proceeds	-0-	-0-	1,265,000	-0-
Proceeds from Law Suit	7,750,000	-0-	-0-	-0-
Use of Restricted Fund Balance	136,085	1,282,540	134,640	5,248,180
Use of Assigned Fund Balance	-0-	3,580,000	2,281,960	-0-
Use of Fund Balance	-0-	2,542,950	-0-	3,711,430
Subtotal	\$ 42,286,374	\$ 9,005,490	\$ 5,281,600	\$ 10,559,610
Total General Fund	\$ 488,002,278	\$ 476,938,490	\$ 474,429,190	\$ 494,136,490

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of several revenue sources 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), Park Tucson 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 passenger revenues; operating assistance from the Regional Transportation Authority (RTA), Pima County and other local jurisdictions; and other miscellaneous revenues. The Fiscal Year 2016 passenger revenues of \$11.5 million are projected to increase slightly from the Fiscal Year 2015 estimated of \$11.4 million. Fiscal Year 2015 federal grant revenue of \$28.3 million is increasing \$6.4 million from the Fiscal Year 2015 estimated of \$21.9 million due to reimbursement for the purchase of replacement buses for Sun Tran.

The General Fund transfer to the Mass Transit Fund is increasing by \$2.5 million from \$43.0 million estimated in Fiscal Year 2015 to the projected \$45.5 million in Fiscal Year 2016. The increase is mainly due to match requirements for the federal grants.

MASS TRANSIT – SUN LINK FUND

The City received a federal Transportation Investment Generating Economic Recovery (TIGER) grant to install a modern, high-capacity streetcar system. The City's modern street car system, Sun Link, began operating in July 2014, and the revenues for its first year were expected to generate \$1.2 million from passenger fares. The Regional Transit Authority is reimbursing \$2.0 million of maintenance and operation expenditures for the first two years of operation. The City's General Fund is projected to provide \$2.3 million in funding in Fiscal Year 2016 to cover operating costs and debt service on the street cars.

TUCSON CONVENTION CENTER FUND

The Tucson Convention Center Fund is used for the operations of the convention center. On October 1, 2014, SMG took over the management of the Convention Center operations.

Revenues include room and space rental, parking fees, catering and concessions, and other miscellaneous revenues. Projected operational revenues of \$4.3 million for Fiscal Year 2016 are anticipated to increase from the adopted Fiscal Year 2015 budgeted revenues of \$2.5 million. The decrease of the General Fund transfer in Fiscal Year 2016 is due to an increase in operational revenues, resulting from a return to more usage with the completion of the renovation projects. SMG has a different revenue structure than the City. The management company does not collect box office, commission, or a separate arena facility user fee.

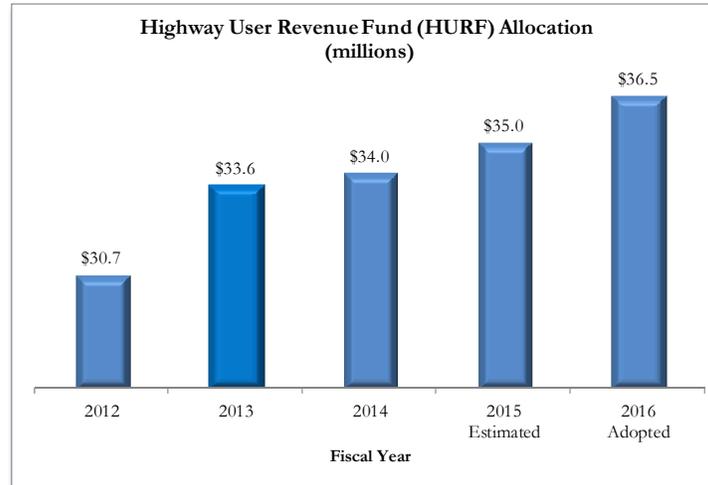
HIGHWAY USER REVENUE FUND

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 gasoline sales from the "county of origin." 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 debt service on highway and street bonds.

SPECIAL REVENUE FUNDS

The following graph shows the amount of state-shared HURF revenues received and anticipated by the City. It reflects an approximate 19% increase in revenues since Fiscal Year 2012.



PARK TUCSON FUND

The Park Tucson Fund is used to account for the operations of the City's parking garages, parking lots and parking meters. The projected parking space and meter collections of \$4.1 million for Fiscal Year 2016 are anticipated to be an increase of \$0.2 million from Fiscal Year 2015 estimated revenues of \$3.9 million. Effective April 1, 2014, meter rates were increased from 50 cents to \$1.00 per hour and an additional 300 meters were installed boosting the revenue stream. The fund balance will be used to purchase needed parking garage equipment.

Beginning in Fiscal Year 2016, Park Tucson will collect payments for time parking ticket fines, including Tucson Police Department issued parking citations, for 30 days after the ticket issued date. Citations not resolved within 30 days will be referred to City Court.

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 2016 include those for the Tucson Fire, Police, Parks and Recreation Departments, along with Tucson Convention Center, and for Historic Designations.

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 2016, the projected CDBG funding of \$7.8 million is anticipated to increase \$0.4 million from the Fiscal Year 2015 estimate of \$7.4 million.

MISCELLANEOUS HOUSING GRANT FUND

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

SPECIAL REVENUE FUNDS

The revenues in the Miscellaneous Housing Grant Fund are anticipated to decrease \$0.4 million in Fiscal Year 2016 from the Fiscal Year 2015 estimated revenues of \$4.9 million to \$4.5 million. The decrease is mainly due to a reduction in the Lead Hazard Control Program.

PUBLIC HOUSING SECTION 8 FUND

The Public Housing Section 8 Fund accounts for the federally-funded program offering 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 2015 is \$35.9 million, and Fiscal Year 2016 is anticipated to increase by \$2.2 million to \$38.1 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 2016 are \$4.9 million, a decrease of \$1.2 million from prior year estimate of \$6.1 million.

OTHER FEDERAL GRANTS FUND

The Other Federal Grants Fund accounts for miscellaneous federal grants 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 accounts for federal grants under the American Recovery and Reinvestment Act (ARRA). City departments apply for federal grants enhancing the department's mission in providing services to the community.

In Fiscal Year 2016, anticipated miscellaneous federal grant revenue is increasing from an estimated \$10.0 million in Fiscal Year 2015 to \$50.5 million. The increase is mainly due to Tucson Fire Department federal grant funding capacity in anticipation of a Staffing for Adequate Fire and Emergency Response grant (SAFER) award, and funding in the Transportation Department for Intermodal Surface Transportation Efficiencies that has been increased for streets, pedestrian, sidewalk, traffic signals, and communication systems.

NON-FEDERAL GRANTS FUND

The Non-Federal Grants Fund accounts for grants awarded from governments other than the federal government, primarily 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.

Anticipated non-federal grants revenue is increasing from an estimated \$1.8 million in Fiscal Year 2015 to \$2.4 million in Fiscal Year 2016.

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Mass Transit Fund				
Passenger Revenue	\$ 11,966,389	\$ 13,588,800	\$ 11,358,000	\$ 11,546,000
Shuttle Service	147,738	-0-	-0-	-0-
Advertising Revenue	353,521	390,000	250,000	253,750
Regional Transportation Authority	8,114,682	7,376,150	8,406,490	8,286,720
County/Local Operating Assistance	4,766,365	5,673,060	5,065,610	5,586,300
Special Needs	742,982	719,900	764,910	780,230
Rents and Leases	461,091	432,400	383,000	360,000
Proceeds from Sale of Capital Assets	88,934	-0-	65,800	-0-
Miscellaneous Revenues	633,833	554,480	628,820	633,020
Federal Transit Grants	15,385,875	26,415,740	21,934,420	28,303,470
General Fund Transfer	40,379,392	44,279,140	42,943,450	45,483,070
Total Revenues	\$ 83,040,802	\$ 99,429,670	\$ 91,800,500	\$ 101,232,560
Mass Transit Fund - Sun Link				
Passenger Revenue	\$ 874,841	\$ 1,196,390	\$ 1,184,260	\$ 1,312,280
Advertising	-0-	100,000	-0-	84,000
Regional Transportation Authority	-0-	2,000,000	2,000,000	2,000,000
Miscellaneous Revenues	2,938,420	-0-	-0-	-0-
Proceeds from HELP Loan	1,692,112	-0-	-0-	-0-
General Fund Transfer	-0-	905,170	2,271,490	2,311,770
Total Revenues	\$ 5,505,373	\$ 4,201,560	\$ 5,455,750	\$ 5,708,050
Tucson Convention Center Fund				
Room and Space Rental	\$ 1,090,134	\$ 1,100,000	\$ 1,104,120	\$ 1,374,920
Box Office Fees	187,413	150,000	-0-	-0-
Parking	708,989	650,000	689,050	1,017,480
Catering and Concessions	218,467	170,000	417,350	1,048,690
Novelty Sales	4,440	5,000	8,030	22,610
Commission Revenue	135,167	140,000	46,480	-0-
Facility User Fees	167,009	58,000	303,090	198,840
Arena Facility User Fees	119,410	95,000	-0-	-0-
Event Ticket Rebates	33,226	10,000	75,410	119,690
Recovered Expenditures	106,957	30,000	686,710	404,580
Rents and Leases	69,479	66,080	59,770	66,080
Miscellaneous Revenues	5,311	11,540	37,590	-0-
General Fund Transfer	3,690,423	4,832,880	4,832,880	4,776,560
Total Revenues	\$ 6,536,425	\$ 7,318,500	\$ 8,260,480	\$ 9,029,450

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Highway User Revenue Fund				
State Shared Tax - HURF	\$ 34,005,419	\$ 36,556,190	\$ 34,956,190	\$ 36,492,310
Permits and Inspection Fees	425,155	441,000	441,000	403,000
Developer In Lieu	55,233	-0-	-0-	-0-
Temporary Work Zone Traffic Control	214,540	249,000	249,000	140,000
Other Charges for Services	110,093	-0-	10,380	-0-
Rents and Leases	986,783	550,070	550,070	555,840
Proceeds from Sale of Capital Assets	1,442,592	200,000	911,800	500,000
Interest Earnings	88,828	20,000	-0-	80,000
Recovered Expenditures	209,700	8,000	86,090	-0-
Miscellaneous Revenues	37,159	31,800	33,170	-0-
Subtotal	\$ 37,575,502	\$ 38,056,060	\$ 37,237,700	\$ 38,171,150
Use of Fund Balance	324,747	1,229,240	1,278,610	6,732,650
Total Revenues	\$ 37,900,249	\$ 39,285,300	\$ 38,516,310	\$ 44,903,800
Park Tucson Fund				
Parking Meter Collections	\$ 742,853	\$ 1,308,500	\$ 1,100,000	\$ 1,491,150
Parking Revenues	2,588,226	2,349,640	2,774,870	2,579,220
Hooded Meter Fees	56,258	28,500	28,500	56,000
Assessment Fee	59,242	57,240	57,240	64,350
Parking Violations	713,695	636,000	730,000	715,000
Rents and Leases	111,907	102,110	97,500	117,300
Interest Earnings	19,845	-0-	-0-	-0-
Miscellaneous Revenues	89,931	-0-	2,570	-0-
Subtotal	\$ 4,381,957	\$ 4,481,990	\$ 4,790,680	\$ 5,023,020
Use of Fund Balance	-0-	1,304,100	1,724,340	-0-
Total Revenues	\$ 4,381,957	\$ 5,786,090	\$ 6,515,020	\$ 5,023,020

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Civic Contribution Fund				
Contributions for City Clerk's Office	\$ -0-	\$ -0-	\$ 6,000	\$ -0-
Contributions for Integrated Planning	9,200	-0-	8,700	20,000
Contributions for Mayor's Office	15,600	-0-	4,110	-0-
Contributions for Parks and Recreation	332,386	263,550	245,520	190,100
Contributions for Tucson Convention Center	30,000	30,000	30,000	-0-
Contributions for Tucson Fire	16,685	20,000	20,000	20,000
Contributions for Tucson Police	14,300	1,000	20,000	1,000
Open Space Contributions	10,100	10,000	10,000	10,000
Interest Earnings	8,195	8,000	8,500	8,500
Subtotal	\$ 436,466	\$ 332,550	\$ 352,830	\$ 249,600
Use of Fund Balance	-0-	366,820	-0-	490,890
Total Revenues	\$ 436,466	\$ 699,370	\$ 352,830	\$ 740,490
Community Development Block Grant Fund				
Community Development Block Grant Entitlement	\$ 4,736,638	\$ 9,166,680	\$ 7,440,160	\$ 7,770,610
Program Income	726,039	721,580	525,570	264,000
El Portal Income	320,500	336,000	355,080	328,270
Miscellaneous Revenues	-0-	-0-	-0-	860
Total Revenues	\$ 5,783,177	\$ 10,224,260	\$ 8,320,810	\$ 8,363,740
Miscellaneous Housing Grant Fund				
Federal Miscellaneous Housing Grants	\$ 3,489,769	\$ 2,986,770	\$ 2,986,790	\$ 3,014,310
Lead Hazard Control Grants	773,327	1,063,610	1,063,610	600,310
Program Income	457,440	820,510	820,440	852,440
Miscellaneous Revenues	-0-	-0-	70	-0-
Total Revenues	\$ 4,720,536	\$ 4,870,890	\$ 4,870,910	\$ 4,467,060
Public Housing Section 8 Fund				
Federal Public Housing Section 8 Grants	\$ 37,063,073	\$ 38,115,670	\$ 35,903,270	\$ 38,114,730
Interest Earnings	16,935	20,000	20,000	20,000
Miscellaneous Revenues	27,244	-0-	3,920	-0-
Subtotal	\$ 37,107,252	\$ 38,135,670	\$ 35,927,190	\$ 38,134,730
Use of Fund Balance	-0-	-0-	84,000	86,010
Total Revenues	\$ 37,107,252	\$ 38,135,670	\$ 36,011,190	\$ 38,220,740

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
HOME Investment Partnerships				
Program Fund				
HOME Funds	\$ 1,735,886	\$ 5,266,000	\$ 5,266,000	\$ 4,284,830
Program Income	384,773	583,440	579,150	396,880
El Portal Income	246,324	178,400	220,540	228,130
Miscellaneous Revenues	-0-	-0-	230	100
Total Revenues	\$ 2,366,983	\$ 6,027,840	\$ 6,065,920	\$ 4,909,940
Other Federal Grants Fund				
City Attorney	\$ 254,844	\$ 303,640	\$ 287,730	\$ 333,000
City Court	405,411	332,330	559,140	653,720
City Manager	274,596	-0-	-0-	-0-
General Government	947,368	-0-	-0-	-0-
Housing and Community Development	89,671	76,580	76,580	76,560
Office of Integrated Planning	14,896	-0-	40,000	40,000
Parks and Recreation	404,272	569,610	364,930	561,150
Transportation	3,332,794	23,013,200	1,259,480	35,391,800
Tucson Fire	166,806	2,400,000	311,970	4,741,620
Tucson Police	10,617,006	11,982,240	7,101,000	8,723,490
Total Revenues	\$ 16,507,664	\$ 38,677,600	\$ 10,000,830	\$ 50,521,340
Non-Federal Grants Fund				
City Attorney	\$ 89,430	\$ 80,740	\$ 80,050	\$ 113,440
Housing and Community Development	364,894	377,100	377,100	442,040
Parks and Recreation	26,066	274,430	49,780	241,520
Transportation	3,600	-0-	-0-	-0-
Tucson Fire	270	150,000	150,000	25,000
Tucson Police	1,185,228	1,497,520	1,102,650	1,614,450
Total Revenues	\$ 1,669,488	\$ 2,379,790	\$ 1,759,580	\$ 2,436,450
Total Special Revenue Funds	\$ 205,956,372	\$ 257,036,540	\$ 217,930,130	\$ 275,556,640

ENTERPRISE FUNDS

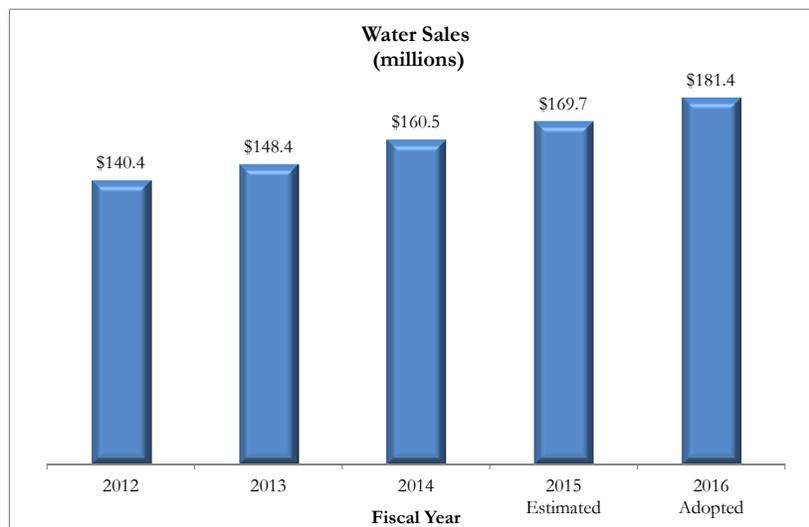
Enterprise Funds are used to account for certain operations providing services to the general public for a fee. The City of Tucson's Enterprise Funds are established to set fees or charges to recover the cost of providing services, including capital costs. The Enterprise Funds may issue debt backed solely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

TUCSON WATER UTILITY

The Tucson Water Utility is committed to ensuring 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.

Mayor and Council approved a 7.3% increase to water rates as presented in the Water Financial Plan for Fiscal Years 2015 – 2020 on May 19, 2015. The rate increases are projected to generate an additional \$12.2 million in revenue for Fiscal Year 2016 and are effective July 6, 2015.

For Fiscal Year 2016, the water sales revenue (Potable, Reclaimed, Central Arizona Project Surcharge, Conservation and Fire Sprinkler fees) is projected to increase by \$11.7 million or 6.9% over Fiscal Year 2015 estimated.



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 capital funding to continue replacement/upgrades to an advanced metering infrastructure, upgrades to the Supervisory Control Data Acquisition (SCADA) system, and for multiple water system improvement projects.

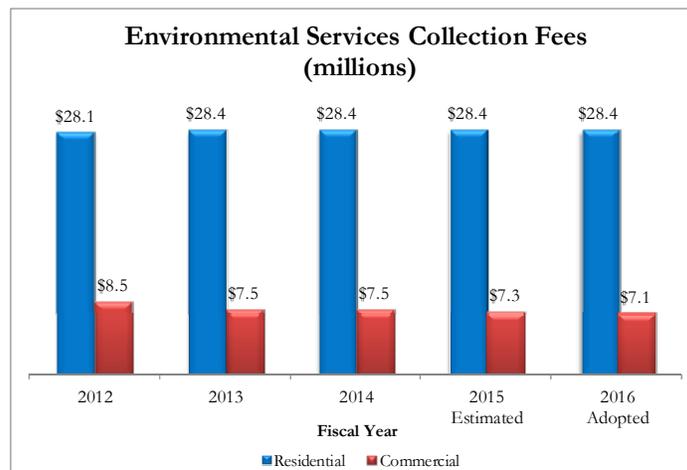
Details on projects funded by the Tucson Water Department may be found in Section E, Capital Improvement Program.

ENTERPRISE FUNDS

regulations and administers the city's Environmental Compliance and Brownfields programs as well as the Household Hazardous Waste program with Pima County.

Last fiscal year, the department assumed food waste collection responsibilities from the University of Arizona Compost Cats and established a pilot program. The department has nearly doubled the number of participants in the program and collected nearly 400 tons of food waste. Mayor and Council approved a compostable waste collection rate of \$10 per Automated Plastic Container. Along with the compostable waste collection charge, the commercial collection rates were approved to increase in Fiscal Year 2016 by 5% or an additional \$250,000. In addition, Environmental Services was awarded two Brownfields Community-wide Assessment Grants from the U.S. Environmental Protection Agency totaling \$400,000; of which \$130,000 has been programmed in the Fiscal Year 2016 budget. The grant funding will be used to conduct environmental assessments on properties which may be impacted with petroleum and hazardous substances.

Fund balance reserves will be used for improvements to the department's Container Maintenance Facility and construction of facilities at the Los Reales Landfill.

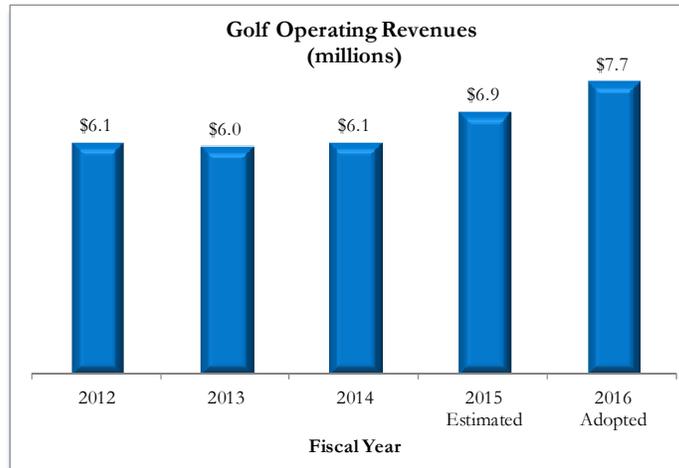


TUCSON GOLF ENTERPRISE FUND

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, pro shops, and food and beverage sales. Beginning on February 1, 2014, the City contracted with OB Sports to manage the golf operations for the City. The projected revenues are anticipated to increase by \$0.8 million, from Fiscal Year 2015's estimated level of \$6.9 million to \$7.7 million for Fiscal Year 2016.

ENTERPRISE FUNDS

The following graph shows the amount of golf operating revenues received and anticipated by the City. It reflects the reduction of revenues during the Great Recession and the projected increase for all golf operations, including food and beverage sales, due to the change in management in Fiscal Year 2014.



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 Funds are projecting federal grant funding to decrease from the estimated Fiscal Year 2015 of \$6.0 million to \$5.8 million for Fiscal Year 2016. The changes are due to a reduction in carry forward of prior year Capital Grant funds, due to completion of improvement projects for the public housing program.

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.

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Tucson Water Utility				
Operating Revenues:				
Potable Water Sales	\$ 126,085,106	\$ 141,017,000	\$ 132,570,000	\$ 143,732,530
Reclaimed Water Sales	10,309,435	10,271,000	10,604,000	11,163,000
Central Arizona Project Surcharge	19,250,733	16,320,000	21,850,300	21,785,000
Water Conservation Fees	2,832,950	3,050,000	2,731,000	2,707,000
Fire Sprinkler Fees	1,977,421	1,929,000	1,964,500	1,964,000
Connection Fees	1,744,456	1,400,000	1,400,000	1,450,000
Service Charges	3,347,807	3,630,000	3,556,750	4,250,000
Development Plan Review/ Inspection Fees	462,586	518,730	715,950	518,730
Billing Services	3,423,445	3,400,520	3,628,890	3,658,000
Miscellaneous Revenues	1,686,121	2,567,820	5,632,500	5,041,520
Subtotal	\$ 171,120,060	\$ 184,104,070	\$ 184,653,890	\$ 196,269,780
Non-Operating Revenues:				
Tucson Airport Remediation Project Reimbursement	\$ 635,407	\$ 838,480	\$ 838,480	\$ 923,870
Water System Equity Fees	2,303,884	2,608,000	2,387,140	2,408,340
CAP Water Resource Fees	323,700	375,000	344,480	350,000
Grants and Contribution	735,411	750,000	792,000	865,000
Sale of Capital Assets	430,755	-0-	387,700	-0-
Investment Income	862,452	314,250	1,064,210	319,540
Subtotal	\$ 5,291,609	\$ 4,885,730	\$ 5,814,010	\$ 4,866,750
Long-term Obligation Proceeds:				
Water System Obligation Bonds	\$ 38,431,479	\$ 38,415,000	\$ 38,341,260	\$ 31,631,000
Prior Year Bond Proceeds Available	-0-	12,901,340	-0-	14,507,160
Subtotal	\$ 38,431,479	\$ 51,316,340	\$ 38,341,260	\$ 46,138,160
Total Revenues	\$ 214,843,148	\$ 240,306,140	\$ 228,809,160	\$ 247,274,690

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Environmental Services Fund				
Operating Revenues:				
Residential Refuse Services	\$ 28,433,744	\$ 28,437,000	\$ 28,437,000	\$ 28,437,000
Commercial Refuse Services	7,136,939	7,450,000	7,261,680	7,130,000
Landfill Services Charges	6,795,621	6,200,000	6,800,000	6,650,000
Remediation Ground Fees	3,574,738	3,500,000	3,500,000	3,500,000
Self Haul Fees	1,131,009	1,100,000	1,100,000	1,100,000
Refuse Penalties	149,389	173,000	141,420	141,000
Recycling	1,042,622	850,000	850,000	850,000
Subtotal	\$ 48,264,062	\$ 47,710,000	\$ 48,090,100	\$ 47,808,000
Non-Operating Revenues:				
Household Hazardous Waste	\$ 142,162	\$ 100,000	\$ 150,000	\$ 109,180
Intergovernmental Agreements	320,088	60,000	60,000	40,000
Other Federal Grants	75,415	150,000	124,560	130,000
Sale of Capital Assets	483,819	67,630	400,000	200,000
Interest Earnings	247,208	50	188,340	35,000
Recovered Expenses	10,398	8,000	110,000	8,000
Miscellaneous Revenues	52,099	-0-	22,270	-0-
Subtotal	\$ 1,331,189	\$ 385,680	\$ 1,055,170	\$ 522,180
Use of Fund Balance	7,320,568	9,754,800	4,885,450	16,557,820
Total Revenues	\$ 56,915,819	\$ 57,850,480	\$ 54,030,720	\$ 64,888,000
Tucson Golf Enterprise Fund				
Green Fees	\$ 4,222,923	\$ 5,134,560	\$ 3,219,370	\$ 3,481,340
Cart Fees	322,317	228,180	1,530,000	1,375,730
Driving Ranges	491,297	639,520	546,000	748,190
Food & Beverage	194,610	1,519,900	1,020,940	1,231,950
Other Income	166,339	256,270	227,760	500,230
Pro Shops	710,733	351,620	310,000	361,420
Subtotal	\$ 6,108,219	\$ 8,130,050	\$ 6,854,070	\$ 7,698,860
Use of Fund Balance	64,802	-0-	655,120	-0-
Total Revenues	\$ 6,173,021	\$ 8,130,050	\$ 7,509,190	\$ 7,698,860

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Public Housing Fund				
Federal Grants	\$ 5,875,610	\$ 6,207,480	\$ 5,959,300	\$ 5,815,660
Housing Administration Charges	3,099,125	3,223,820	3,208,090	3,117,260
Tenant Rent and Parking Fees	3,146,375	3,040,970	3,438,650	3,451,300
Charges for Other Services	188,552	158,050	140,170	166,210
Other Rental Income	3,826	7,880	7,880	7,900
Interest Revenue	71,263	38,890	-0-	26,860
Miscellaneous Revenues	565,989	97,850	162,350	168,160
Subtotal	\$ 12,950,740	\$ 12,774,940	\$ 12,916,440	\$ 12,753,350
Use of Fund Balance	-0-	536,920	105,780	107,380
Total Revenues	\$ 12,950,740	\$ 13,311,860	\$ 13,022,220	\$ 12,860,730
Non-PHA Asset Management Fund				
Federal Grants	\$ 201,413	\$ 208,200	\$ 208,200	\$ 208,200
El Portal Income	542,610	561,000	-0-	-0-
Tenant Rent	447,113	490,510	973,510	991,240
Charges for Other Services	18,504	14,500	54,420	33,070
Interest Revenue	5,100	10,470	10,470	-0-
Rents and Leases	55,015	57,730	57,730	55,640
Subtotal	\$ 1,269,755	\$ 1,342,410	\$ 1,304,330	\$ 1,288,150
Use of Fund Balance	-0-	-0-	316,400	-0-
Total Revenues	\$ 1,269,755	\$ 1,342,410	\$ 1,620,730	\$ 1,288,150
Total Enterprise Funds	\$ 292,152,483	\$ 320,940,940	\$ 304,992,020	\$ 334,010,430

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 tax rate is based on the annual debt service requirements and includes a tax delinquency factor.

The city's total estimated debt service requirement on general obligation bonds for Fiscal Year 2016 is \$33,217,410, an increase of \$2,594,990 from the Fiscal Year 2015 actual levy of \$30,622,420. The secondary property tax rate for Fiscal Year 2015 was \$0.9777 per \$100 valuation. For Fiscal Year 2016, the secondary property tax rate is \$1.0634 per \$100 valuation.

There is an increase to the secondary property tax due to a third installment for \$20.0 million issuance of general obligation bonds. These bonds are from the City of Tucson voters' approval of a \$100 million General Obligation Bond 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.

	Secondary Tax Rate and Levy				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
Secondary Tax Rate	\$ 0.7324	\$ 0.8514	\$ 0.9059	\$ 0.9777	\$ 1.0634
Secondary Tax Levy	\$ 25,545,816	\$ 28,754,300	\$ 28,545,290	\$ 30,622,420	\$ 33,217,410
Net Taxable Value	\$ 3,487,959,628	\$ 3,377,401,416	\$ 3,151,042,287	\$ 3,099,471,500	\$ 3,123,678,733

STREET and HIGHWAY BOND and INTEREST FUND

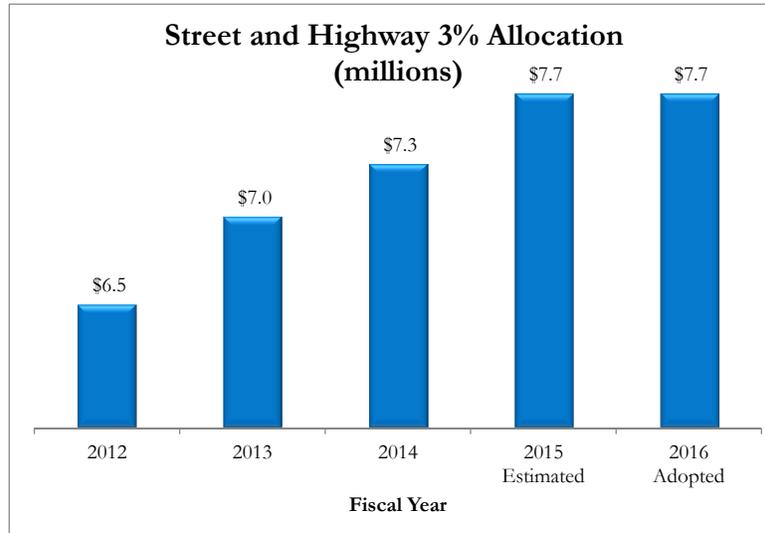
Street and Highway special revenue bonds are issued specifically for the purpose of constructing street and highway projects. These bonds require voter approval and are secured by gasoline tax revenues collected by the State of Arizona. The State's current distribution formula provides that 50.5% be 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 2016 is \$7.7 million; there was no increase over the prior year estimate of \$7.7 million.

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 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
General Obligation Bond and Interest Fund				
Secondary Property Taxes	\$ 28,000,630	\$ 30,622,420	\$ 30,009,980	\$ 33,217,410
Miscellaneous Revenues	1,319,334	-0-	-0-	-0-
Total Revenues	\$ 29,319,964	\$ 30,622,420	\$ 30,009,980	\$ 33,217,410
Street and Highway Bond and Interest Fund				
State Shared Tax - HURF	\$ 7,261,557	\$ 7,652,830	\$ 7,652,830	\$ 7,651,020
Interest Earnings	11,487	20,000	11,490	11,490
Transfer from Highway User Revenue Fund	7,834,397	9,837,070	9,846,330	9,821,590
Subtotal	\$ 15,107,441	\$ 17,509,900	\$ 17,510,650	\$ 17,484,100
Use of Fund Balance	1,596,421	-0-	-0-	-0-
Total Revenues	\$ 16,703,862	\$ 17,509,900	\$ 17,510,650	\$ 17,484,100
Special Assessment Bond and Interest Fund				
Special Assessment Collections	\$ 355,263	\$ 293,380	\$ 293,470	\$ 265,300
Interest Earnings	16,477	12,160	12,160	16,480
Miscellaneous Revenues	1,957	2,000	1,640	1,960
Subtotal	\$ 373,697	\$ 307,540	\$ 307,270	\$ 283,740
Use of Fund Balance	149,659	201,780	202,050	212,090
Total Revenues	\$ 523,356	\$ 509,320	\$ 509,320	\$ 495,830
Total Debt Service Funds	\$ 46,547,182	\$ 48,641,640	\$ 48,029,950	\$ 51,197,340

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.

The capital projects overview may be found in Section E of this book.

2012 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. The bond funds are being 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 \$23.5 million for the repair and resurfacing of city streets during Fiscal Year 2016.

CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund accounts for capital projects 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.

DEVELOPMENT FEE FUND

The Development Fee Fund accounts for the capital projects funded by impact fees. Impact fees are charged to new development as a means of paying for the facilities and infrastructure needed to serve 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.

Funding from impact fees will go towards eight Parks projects and eight Transportation projects in Fiscal Year 2016, the largest projects being the Reid Park Expansion, Houghton Road, Sunset Road, and Broadway Boulevard.

REGIONAL TRANSPORTATION AUTHORITY (RTA) FUND

The RTA Fund accounts for the capital projects approved with funding from the RTA. The RTA plan is funded by a countywide transaction 1/2-cent sales tax approved by the voters on May 16, 2006, which is collected by the State of Arizona. The State, in turn, transfers the collected funds to a Regional Transportation authorized fund account managed by the PAG, the region's metropolitan planning organization. The tax will fund the RTA plan through Fiscal Year 2026.

Revenues fluctuate widely from one year to the next, depending on if RTA current projects are located within the city limits or not. Projects funded with RTA funds include design and improvements along major arterial and collector roadways within the City of Tucson. The improvements include street widening, storm drains, sidewalks, street lighting, and landscaping.

CAPITAL PROJECTS FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
2012 General Obligation Fund				
General Obligation Bond Proceeds	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
General Obligation Bond Premium	828,350	-0-	-0-	400,000
Interest Earnings	91,819	150,000	90,000	90,000
Subtotal	\$ 20,920,169	\$ 20,150,000	\$ 20,090,000	\$ 20,490,000
Use of Fund Balance	-0-	-0-	6,590,300	3,000,000
Total Revenues	\$ 20,920,169	\$ 20,150,000	\$ 26,680,300	\$ 23,490,000
Capital Improvement Fund				
Intergovernmental Agreements	\$ 6,674,053	\$ 3,060,300	\$ 3,020,000	\$ 7,902,900
Certificates of Participation	20,000,000	-0-	-0-	4,910,600
Miscellaneous Revenues	3,152	-0-	-0-	-0-
Subtotal	\$ 26,677,205	\$ 3,060,300	\$ 3,020,000	\$ 12,813,500
Use of Fund Balance	-0-	14,175,100	14,534,670	2,600,000
Total Revenues	\$ 26,677,205	\$ 17,235,400	\$ 17,554,670	\$ 15,413,500
Development Fee Fund				
Development Fees for Police	\$ 657,912	\$ 750,000	\$ 30,000	\$ 40,000
Development Fees for Fire	315,001	350,000	18,000	25,000
Development Fees for Transportation	3,424,334	3,700,000	242,000	275,000
Development Fees for Parks	800,909	900,000	70,000	80,000
Interest Earnings	52,640	400,000	57,750	70,000
General Fund Transfer	54,260	-0-	14,500	-0-
Subtotal	\$ 5,305,056	\$ 6,100,000	\$ 432,250	\$ 490,000
Use of Fund Balance	-0-	1,407,610	3,257,200	9,302,800
Total Revenues	\$ 5,305,056	\$ 7,507,610	\$ 3,689,450	\$ 9,792,800
Regional Transportation Authority Fund				
Regional Transportation Authority	\$ 67,906,695	\$ 38,749,700	\$ 38,747,970	\$ 85,589,430
Rentals and Leases	94,475	93,400	97,750	103,000
Sale of Capital Assets	-0-	-0-	1,019,200	-0-
Miscellaneous Revenues	180,244	-0-	-0-	-0-
Total Revenues	\$ 68,181,414	\$ 38,843,100	\$ 39,864,920	\$ 85,692,430
Total Capital Projects Funds	\$ 121,083,844	\$ 83,736,110	\$ 87,789,340	\$ 134,388,730

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, 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 2016, the anticipated interdepartmental charges of \$26.5 million are projected to increase by \$2.5 million from estimated Fiscal Year 2015 of \$24.0 million primarily due to increased vehicle maintenance costs. While the City is replacing vehicles as funding becomes available, the vast majority of 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 \$0.8 million from the Fiscal Year 2015 estimated to the projected Fiscal Year 2016 amount. The increase is primarily due to an increase in the overall cost of maintaining city building assets, particularly the rising costs for vendor parts and services.

SELF INSURANCE FUND

The Self Insurance Fund is used to finance the City of Tucson's risk management program. Revenue for 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 (e.g. insurance, legal, medical, and administrative costs) related to the risk management program.

In Fiscal Year 2016, 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 2014. The amount levied for the tort liability reimbursement will be \$2,535,470, a \$0.0812 property tax increase per \$100 assessed value.

INTERNAL SERVICE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Fleet Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 24,188,627	\$ 27,498,470	\$ 24,036,730	\$ 26,508,120
Interest Revenue	7,888	-0-	-0-	-0-
Proceeds from the Sale of Capital Assets	68,291	25,000	12,020	25,000
Miscellaneous Revenues	289,900	165,480	152,010	102,000
Subtotal	\$ 24,554,706	\$ 27,688,950	\$ 24,200,760	\$ 26,635,120
Use of Fund Balance	-0-	-0-	362,440	-0-
Total Revenues	\$ 24,554,706	\$ 27,688,950	\$ 24,563,200	\$ 26,635,120
General Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 18,317,565	\$ 21,555,740	\$ 20,077,200	\$ 20,854,820
Non-Grant Contributions	335,509	311,060	310,730	308,210
Interest Revenue	18,455	-0-	-0-	-0-
Miscellaneous Revenues	6,476	8,000	5,970	8,000
Total Revenues	\$ 18,678,005	\$ 21,874,800	\$ 20,393,900	\$ 21,171,030
Self Insurance Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 18,373,492	\$ 16,780,110	\$ 16,818,520	\$ 14,630,030
Property Tax (Tort Claims)	2,919,032	1,374,150	1,374,150	2,535,470
Interest Revenue	56,302	50,000	55,000	55,000
General Fund Transfer	1,000,000	-0-	-0-	-0-
Miscellaneous Revenues	20,908	-0-	2,150	200,000
Subtotal	\$ 22,369,734	\$ 18,204,260	\$ 18,249,820	\$ 17,420,500
Use of Fund Balance	-0-	-0-	-0-	406,690
Total Revenues	\$ 22,369,734	\$ 18,204,260	\$ 18,249,820	\$ 17,827,190
Total Internal Service Funds	\$ 65,602,445	\$ 67,768,010	\$ 63,206,920	\$ 65,633,340

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

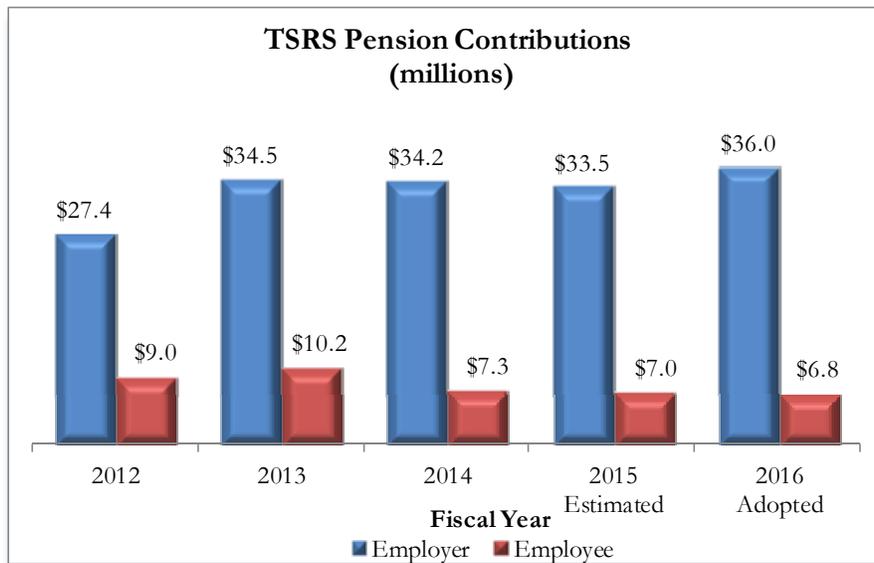
The Tucson Supplemental Retirement System (TSRS) was established in 1953 to provide retirement, survivor, and disability benefits for eligible city employees. Substantially all full-time and certain part-time employees, with the exception of those covered by the Arizona Public Safety Personnel Retirement 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 the employer/employee contribution rates for all TSRS members that will take effect July 1, 2015. The rates incorporate the Actuary's recommendations plus additional contributions related to funding policy changes recommended by the TSRS Board aimed at achieving a fully funded status by the year 2029. The Board's funding policy changes add contributions from both member and employer contributions that exceed the Actuary's recommended rates for the fiscal year ending 2015 by approximately 1.7%.

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. For employees hired after June 30, 2006, the contribution rate is 6.75%; for employees hired after June 30, 2011, the rate is 5.25%.

The Fiscal Year 2016 employer contribution rate is 27.50% for all employee members in the Tucson Supplemental Retirement System.

The following graph illustrates the amount of employee and employer contributions by fiscal year:



FIDUCIARY FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2014	ADOPTED FY 2015	ESTIMATED FY 2015	ADOPTED FY 2016
Tucson Supplemental Retirement System				
Employer Contributions	\$ 34,189,288	\$ 36,712,820	\$ 33,531,370	\$ 35,969,120
Employee Contributions	7,338,543	6,997,500	6,997,500	6,836,000
Portfolio Earnings	123,885,666	9,631,000	9,541,780	12,135,000
Miscellaneous Revenue	91,630	50,000	50,490	50,000
Subtotal	\$ 165,505,127	\$ 53,391,320	\$ 50,121,140	\$ 54,990,120
Use of Fund Balance	-0-	10,883,960	21,823,570	21,226,750
Total Fiduciary Funds	\$ 165,505,127	\$ 64,275,280	\$ 71,944,710	\$ 76,216,870

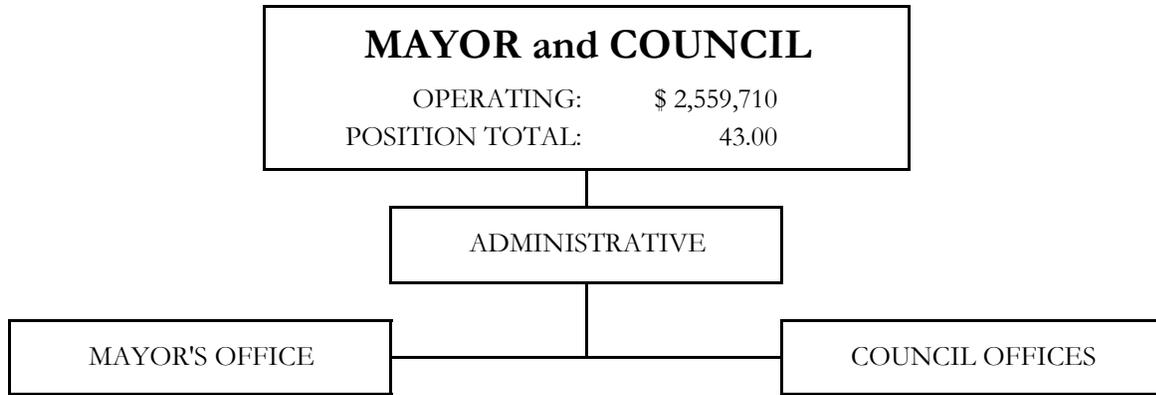
Section D
Department Budgets



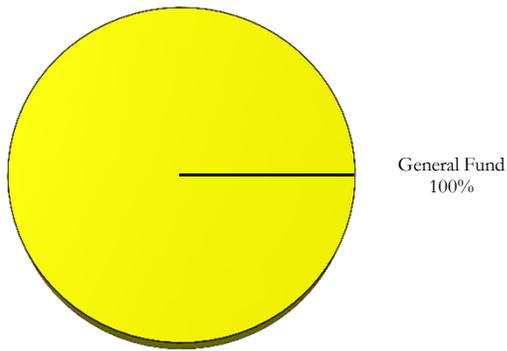
SUMMARY OF EXPENDITURES BY DEPARTMENT

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Elected and Official				
Mayor and Council	\$ 2,532,738	\$ 2,566,510	\$ 2,462,190	\$ 2,559,710
City Manager	8,261,545	8,083,510	7,859,200	5,426,800
City Attorney	8,495,816	9,097,760	8,587,800	8,638,050
City Clerk	3,335,352	2,971,150	4,124,900	4,300,410
Subtotal	\$ 22,625,450	\$ 22,718,930	\$ 23,034,090	\$ 20,924,970
Public Safety and Justice Services				
City Court	\$ 11,289,583	\$ 13,585,630	\$ 12,956,770	\$ 15,872,400
Public Defender	3,105,137	3,064,940	3,025,690	3,191,360
Tucson Fire	87,478,291	95,847,600	95,415,700	99,156,870
Tucson Police	156,571,950	161,979,620	156,633,730	167,648,220
Subtotal	\$ 258,444,961	\$ 274,477,790	\$ 268,031,890	\$ 285,868,850
Community Enrichment and Development				
Housing and Community Development	\$ 67,064,450	\$ 77,253,920	\$ 74,513,540	\$ 73,619,420
Integrated Planning	1,035,173	1,632,540	1,715,950	1,962,190
Parks and Recreation	38,384,025	39,520,420	37,672,590	42,402,530
Planning and Development Services	8,149,586	9,265,070	9,156,600	8,953,620
Transportation	219,906,953	242,578,530	215,912,720	305,951,860
Tucson City Golf	6,173,021	7,996,090	7,509,190	7,629,660
Tucson Convention Center	5,238,802	6,032,810	6,944,790	7,713,630
Subtotal	\$ 345,952,010	\$ 384,279,380	\$ 353,425,380	\$ 448,232,910
Public Utilities				
Environmental Services	\$ 56,915,819	\$ 57,554,680	\$ 53,640,820	\$ 58,652,000
Tucson Water	195,252,206	240,306,140	218,085,060	247,274,690
Subtotal	\$ 252,168,025	\$ 297,860,820	\$ 271,725,880	\$ 305,926,690
Support Services				
Budget and Internal Audit	\$ 1,440,304	\$ 1,462,790	\$ 1,336,080	\$ 1,482,770
Finance	7,586,426	18,519,150	18,409,650	19,620,890
General Services	55,790,927	63,221,520	58,477,420	70,787,440
Human Resources	15,413,158	9,967,350	10,087,710	9,702,750
Information Technology	16,769,416	18,083,840	17,715,270	19,436,900
Procurement	2,945,045	3,216,530	3,217,100	3,156,990
Subtotal	\$ 99,945,276	\$ 114,471,180	\$ 109,243,230	\$ 124,187,740

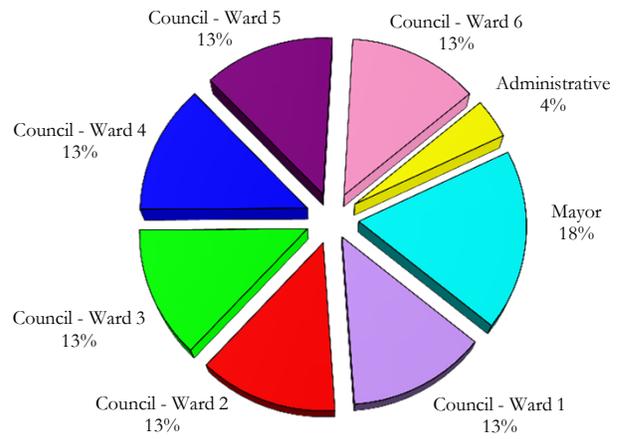
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Non-Departmental				
Non-Departmental	\$ 118,623,741	\$ 99,804,100	\$ 97,882,790	\$ 105,854,510
Subtotal	\$ 118,623,741	\$ 99,804,100	\$ 97,882,790	\$ 105,854,510
Pension Funds				
Pension Services	\$ 70,802,138	\$ 71,372,230	\$ 71,944,710	\$ 76,216,870
Subtotal	\$ 70,802,138	\$ 71,372,230	\$ 71,944,710	\$ 76,216,870
Total All Departments	\$ 1,168,561,602	\$ 1,264,984,430	\$ 1,195,287,970	\$ 1,367,212,540



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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	\$ 136,238	\$ 141,200	\$ 151,450	\$ 130,390
Mayor	496,962	455,330	461,000	454,720
Ward 1	332,617	328,330	319,520	329,100
Ward 2	346,085	328,330	325,540	329,100
Ward 3	298,393	328,330	289,870	329,100
Ward 4	335,437	328,330	332,820	329,100
Ward 5	279,901	328,330	287,010	329,100
Ward 6	307,104	328,330	294,980	329,100
Department Total	\$ 2,532,737	\$ 2,566,510	\$ 2,462,190	\$ 2,559,710
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,196,264	\$ 2,313,590	\$ 2,180,920	\$ 2,317,600
Services	263,884	224,710	245,890	213,900
Supplies	47,417	28,210	35,380	28,210
Equipment	25,172	-0-	-0-	-0-
Department Total	\$ 2,532,737	\$ 2,566,510	\$ 2,462,190	\$ 2,559,710
FUNDING SOURCES				
General Fund	\$ 2,523,819	\$ 2,566,510	\$ 2,449,630	\$ 2,559,710
Civic Contributions Fund	8,918	-0-	12,560	-0-
Department Total	\$ 2,532,737	\$ 2,566,510	\$ 2,462,190	\$ 2,559,710

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$2,559,710 reflects a decrease of \$6,800 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase to personnel costs	\$ 4,010
Decrease to insurance costs	(10,810)
Total	\$ (6,800)

OPERATING PROGRAMS

ADMINISTRATIVE: This program area provides the necessary operating expenses to support the Mayor and Council meetings.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 136,238	\$ 141,200	\$ 151,450	\$ 130,390
Character of Expenditures				
Services	\$ 129,772	\$ 136,520	\$ 146,730	\$ 125,710
Supplies	6,466	4,680	4,720	4,680
Program Total	\$ 136,238	\$ 141,200	\$ 151,450	\$ 130,390

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	\$ 488,044	\$ 455,330	\$ 449,320	\$ 454,720
Civic Contribution Fund	8,918	-0-	11,680	-0-
Program Total	\$ 496,962	\$ 455,330	\$ 461,000	\$ 454,720
Character of Expenditures				
Salaries and Benefits	\$ 455,002	\$ 425,210	\$ 418,120	\$ 424,600
Services	27,198	26,270	35,680	26,270
Supplies	(10,410)	3,850	7,200	3,850
Equipment	25,172	-0-	-0-	-0-
Program Total	\$ 496,962	\$ 455,330	\$ 461,000	\$ 454,720

WARD 1

Projected Revenue Sources				
General Fund	\$ 332,617	\$ 328,330	\$ 319,520	\$ 329,100
Character of Expenditures				
Salaries and Benefits	\$ 301,969	\$ 314,730	\$ 300,730	\$ 315,500
Services	11,742	10,320	12,410	10,320
Supplies	18,906	3,280	6,380	3,280
Program Total	\$ 332,617	\$ 328,330	\$ 319,520	\$ 329,100

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
WARD 2				
Projected Revenue Sources				
General Fund	\$ 346,085	\$ 328,330	\$ 325,540	\$ 329,100
Character of Expenditures				
Salaries and Benefits	\$ 294,265	\$ 314,730	\$ 309,300	\$ 315,500
Services	47,247	10,320	14,240	10,320
Supplies	4,573	3,280	2,000	3,280
Program Total	\$ 346,085	\$ 328,330	\$ 325,540	\$ 329,100
WARD 3				
Projected Revenue Sources				
General Fund	\$ 298,393	\$ 328,330	\$ 289,870	\$ 329,100
Character of Expenditures				
Salaries and Benefits	\$ 283,390	\$ 314,730	\$ 275,060	\$ 315,500
Services	10,688	10,320	10,680	10,320
Supplies	4,315	3,280	4,130	3,280
Program Total	\$ 298,393	\$ 328,330	\$ 289,870	\$ 329,100
WARD 4				
Projected Revenue Sources				
General Fund	\$ 335,437	\$ 328,330	\$ 331,940	\$ 329,100
Civic Contribution Fund	-0-	-0-	880	-0-
Program Total	\$ 335,437	\$ 328,330	\$ 332,820	\$ 329,100
Character of Expenditures				
Salaries and Benefits	\$ 315,864	\$ 314,730	\$ 320,320	\$ 315,500
Services	14,182	10,320	9,470	10,320
Supplies	5,391	3,280	3,030	3,280
Program Total	\$ 335,437	\$ 328,330	\$ 332,820	\$ 329,100
WARD 5				
Projected Revenue Sources				
General Fund	\$ 279,901	\$ 328,330	\$ 287,010	\$ 329,100
Character of Expenditures				
Salaries and Benefits	\$ 256,174	\$ 314,730	\$ 272,710	\$ 315,500
Services	11,885	10,320	9,020	10,320
Supplies	11,842	3,280	5,280	3,280
Program Total	\$ 279,901	\$ 328,330	\$ 287,010	\$ 329,100

MAYOR and COUNCIL

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
WARD 6				
Projected Revenue Sources				
General Fund	\$ 307,104	\$ 328,330	\$ 294,980	\$ 329,100
Character of Expenditures				
Salaries and Benefits	\$ 289,600	\$ 314,730	\$ 284,680	\$ 315,500
Services	11,170	10,320	7,660	10,320
Supplies	6,334	3,280	2,640	3,280
Program Total	\$ 307,104	\$ 328,330	\$ 294,980	\$ 329,100

POSITION RESOURCES

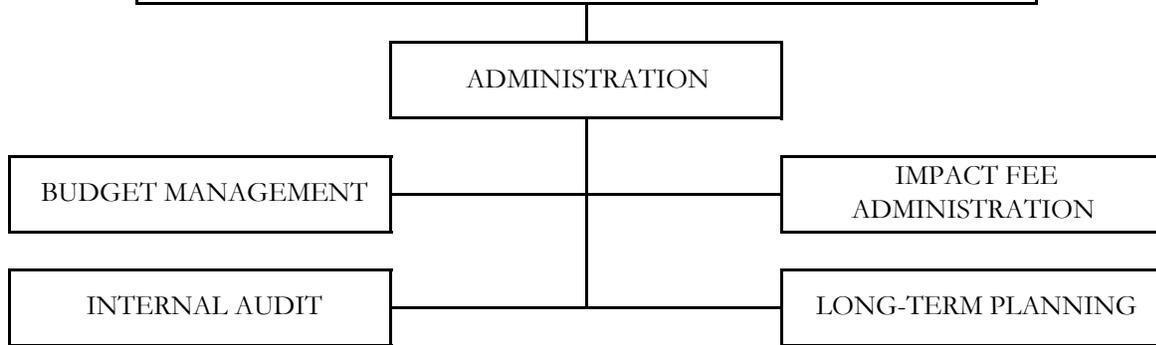
Mayor's Office				
Mayor	1.00	1.00	1.00	1.00
Chief of Staff: Office of the Mayor	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Executive Assistant/Mayor	3.00	3.00	3.00	3.00
Program Total	7.00	7.00	7.00	7.00
Council - Ward 1				
Council Member	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

MAYOR and COUNCIL

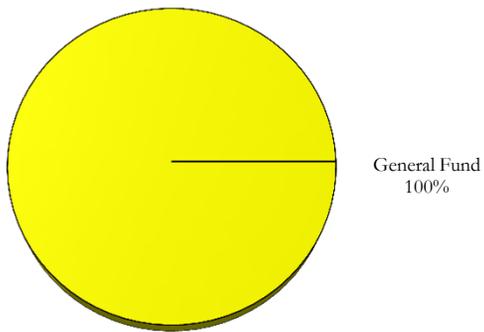
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Council - Ward 5				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Council - Ward 6				
Council Member	1.00	1.00	1.00	1.00
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

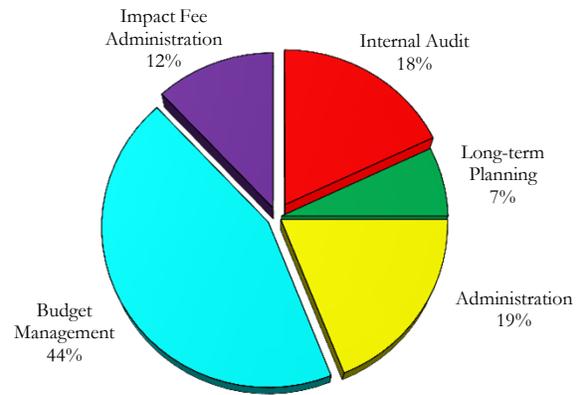
OPERATING: \$ 1,482,770
 POSITION TOTAL: 15.00



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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	2.00	2.00	2.00	2.00
Budget Management	9.00	9.00	10.00	7.00
Impact Fee Administration	-0-	-0-	-0-	2.00
Internal Audit	4.00	3.00	3.00	3.00
Long-term Planning	-0-	-0-	-0-	1.00
Department Total	15.00	14.00	15.00	15.00
TOTAL BUDGET				
Operating	\$ 1,440,304	\$ 1,462,790	\$ 1,336,080	\$ 1,482,770
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,382,855	\$ 1,387,870	\$ 1,270,120	\$ 1,415,110
Services	45,397	65,960	49,320	58,700
Supplies	12,052	8,960	16,640	8,960
Department Total	\$ 1,440,304	\$ 1,462,790	\$ 1,336,080	\$ 1,482,770
FUNDING SOURCES				
General Fund	\$ 1,440,304	\$ 1,462,790	\$ 1,336,080	\$ 1,482,770

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$1,482,770 reflects an increase of \$19,980 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in personnel costs due to addition of a new lead analyst position	\$ 78,080
Decrease in insurance costs	(7,260)
Reduction in personnel costs due to staffing changes	(50,840)
Total	\$ 19,980

BUDGET and INTERNAL AUDIT

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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
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	25	15
Conduct internal audit and other projects as requested by management.	40	40	35	40

OPERATING PROGRAMS

ADMINISTRATION: This program area manages the budget, internal audit, long-term financial planning, and development impact fee administration programs.
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Projected Revenue Sources

General Fund	\$ 325,257	\$ 386,300	\$ 274,240	\$ 283,390
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Character of Expenditures

Salaries and Benefits	\$ 288,433	\$ 331,670	\$ 229,860	\$ 235,190
Services	24,772	45,670	27,790	39,240
Supplies	12,052	8,960	16,590	8,960
Program Total	\$ 325,257	\$ 386,300	\$ 274,240	\$ 283,390

BUDGET and INTERNAL AUDIT

BUDGET MANAGEMENT: 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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 694,687	\$ 739,410	\$ 816,000	\$ 657,230
Character of Expenditures				
Salaries and Benefits	\$ 682,482	\$ 726,680	\$ 802,200	\$ 648,350
Services	12,205	12,730	13,800	8,880
Program Total	\$ 694,687	\$ 739,410	\$ 816,000	\$ 657,230

IMPACT FEE ADMINISTRATION: This program area develops, implements, and manages the City's Development Impact Fee Program. Staff coordinates the development of the City's five-year Capital Improvement Plan (CIP) including: assisting departments with infrastructure and facility project budgets, verification and proper use of multiple funding sources, and updating the city's list of unmet needs.

Projected Revenue Sources				
Impact Fee Administrative Charges	\$ -0-	\$ -0-	\$ -0-	\$ 25,000
General Fund	-0-	-0-	-0-	148,890
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 173,890
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 171,690
Services	-0-	-0-	-0-	2,200
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 173,890

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	\$ 420,360	\$ 337,080	\$ 245,840	\$ 258,980
Character of Expenditures				
Salaries and Benefits	\$ 411,940	\$ 329,520	\$ 238,060	\$ 253,880
Services	8,420	7,560	7,730	5,100
Supplies	-0-	-0-	50	-0-
Program Total	\$ 420,360	\$ 337,080	\$ 245,840	\$ 258,980

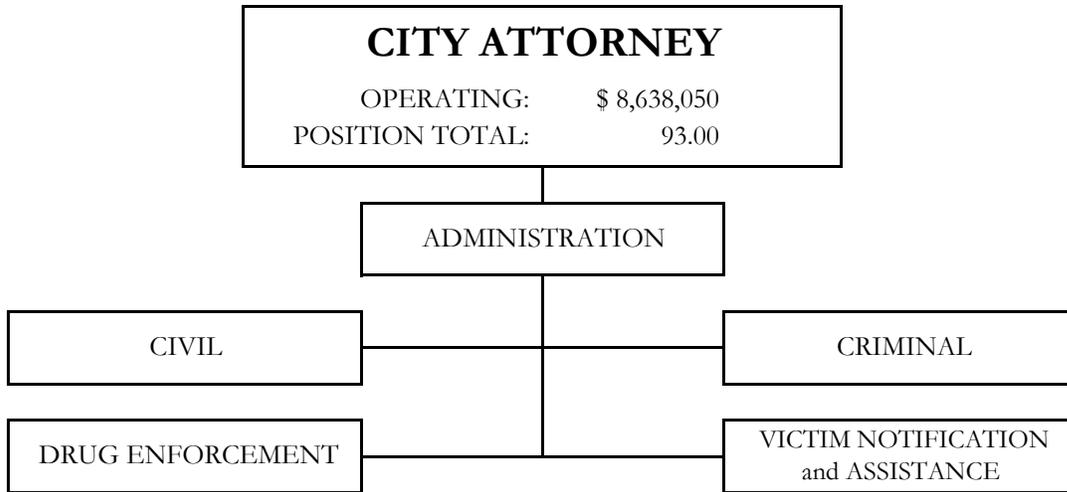
BUDGET and INTERNAL AUDIT

LONG-TERM PLANNING: This program area performs analysis, forecasting, and reporting on economic and market conditions, revenue estimates, fund balances, and state expenditure limitation. This program also manages the legal adoption of the city's property tax and conducts cost studies.

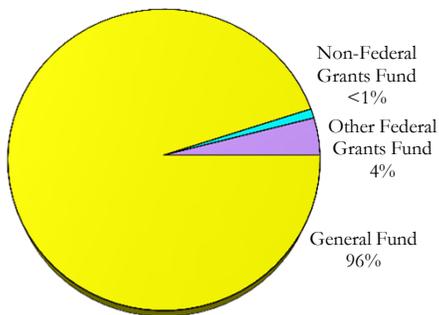
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 109,280
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 106,000
Services	-0-	-0-	-0-	3,280
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 109,280

POSITION RESOURCES

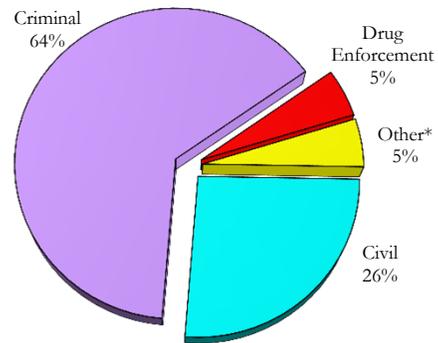
Administration				
Budget and Internal Audit Program Director	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Budget Management				
Budget Administrator	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	-0-
Budget Specialist	1.00	1.00	1.00	1.00
Financial Specialist	1.00	1.00	1.00	-0-
Lead Budget Analyst	5.00	5.00	6.00	5.00
Program Total	9.00	9.00	10.00	7.00
Impact Fee Administration				
Management Coordinator	-0-	-0-	-0-	1.00
Lead Budget Analyst	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	2.00
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	-0-	-0-	-0-
Program Total	4.00	3.00	3.00	3.00
Long-term Planning				
Financial Specialist	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	1.00
Department Total	15.00	14.00	15.00	15.00



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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	3.00	3.00	3.00	3.00
Civil	24.00	23.00	23.00	25.00
Criminal	62.00	59.00	59.00	59.00
Drug Enforcement Unit	4.00	4.00	4.00	4.00
Victim Notification and Assistance Unit	2.00	2.00	2.00	2.00
Department Total	95.00	91.00	91.00	93.00
TOTAL BUDGET				
Operating	\$ 8,495,816	\$ 9,097,760	\$ 8,587,800	\$ 8,638,050
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 7,669,037	\$ 8,090,870	\$ 7,565,610	\$ 7,906,430
Services	517,046	787,310	602,450	570,010
Supplies	201,138	219,580	419,740	161,610
Equipment	108,595	-0-	-0-	-0-
Department Total	\$ 8,495,816	\$ 9,097,760	\$ 8,587,800	\$ 8,638,050
FUNDING SOURCES				
General Fund	\$ 8,152,504	\$ 8,713,380	\$ 8,220,020	\$ 8,191,610
Non-Federal Grants	89,430	80,740	80,050	113,440
Other Federal Grants	253,882	303,640	287,730	333,000
Department Total	\$ 8,495,816	\$ 9,097,760	\$ 8,587,800	\$ 8,638,050

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$8,638,050 reflects a decrease of \$459,710 from the Fiscal Year 2015 Adopted Budget. Changes include:

Decrease to computer hardware and software	\$ (21,660)
Decrease to insurance costs	(25,600)
Decrease to miscellaneous costs	(28,010)
Decrease to personnel costs due to transfer of attorney positions and addition of a legal secretary position.	(184,440)
Decrease due to one-time software costs for the Case Management Software system	(200,000)
Total	\$ (459,710)

CITY ATTORNEY

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	145	225	141	120
• Number of responses to requests for legal advice on daily operational issues	10,545	14,500	9,296	10,500
• Legal review of contracts and inter-governmental agreements	362	425	390	400
Control litigation of all active civil cases involving the City during the year.				
• Actively defend litigation cases against the City	126	120	140	145
• Maximize amount of money saved through settlement or litigation (\$000s)	\$ 658	\$ 500	\$ 750	\$ 750
Produce favorable civil case outcomes for the City.				
• Number of civil cases with favorable outcomes (less than estimated exposure)	33	30	35	40
• Percent of cases with favorable outcomes	100%	95%	90%	90%
Monitor prosecution of misdemeanor cases to ensure fair treatment of defendants, compliance with victims' rights, staff professionalism, and efficiency of procedures.				
• Number of cases prosecuted	12,031	13,200	13,500	14,000
Defer the prosecution of first-time, non-violent defendants by offering counseling/education opportunities to first-time offenders.				
• Number of defendants who applied for, or were offered diversion	3,592	4,900	3,586	4,000

Department Measures of Performance (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.				
• Number of notifications	34,602	29,000	32,100	33,000
• Number of victims assisted in obtaining restitution	322	420	320	350
• Amount obtained in restitution awards for crime victims and City Court	\$ 136,260	\$ 108,000	\$ 128,000	\$ 130,000

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.

Projected Revenue Sources

General Fund	\$ 281,772	\$ 282,210	\$ 272,530	\$ 283,250
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Character of Expenditures

Salaries and Benefits	\$ 262,832	\$ 257,300	\$ 253,110	\$ 258,730
Services	16,276	19,860	16,170	19,670
Supplies	2,664	5,050	3,250	4,850
Program Total	\$ 281,772	\$ 282,210	\$ 272,530	\$ 283,250

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	\$ 2,095,858	\$ 2,463,760	\$ 2,116,830	\$ 2,222,240
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Character of Expenditures

Salaries and Benefits	\$ 1,904,179	\$ 2,260,710	\$ 1,879,710	\$ 2,028,030
Services	119,119	173,940	152,770	145,000
Supplies	72,560	29,110	84,350	49,210
Program Total	\$ 2,095,858	\$ 2,463,760	\$ 2,116,830	\$ 2,222,240

CITY ATTORNEY

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 5,639,362	\$ 5,831,120	\$ 5,677,960	\$ 5,550,320
Other Federal Grants	-0-	51,470	51,470	-0-
Program Total	\$ 5,639,362	\$ 5,882,590	\$ 5,729,430	\$ 5,550,320
Character of Expenditures				
Salaries and Benefits	\$ 5,076,965	\$ 5,149,280	\$ 5,005,270	\$ 5,082,560
Services	363,776	576,490	418,190	388,810
Supplies	90,026	156,820	305,970	78,950
Equipment	108,595	-0-	-0-	-0-
Program Total	\$ 5,639,362	\$ 5,882,590	\$ 5,729,430	\$ 5,550,320

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

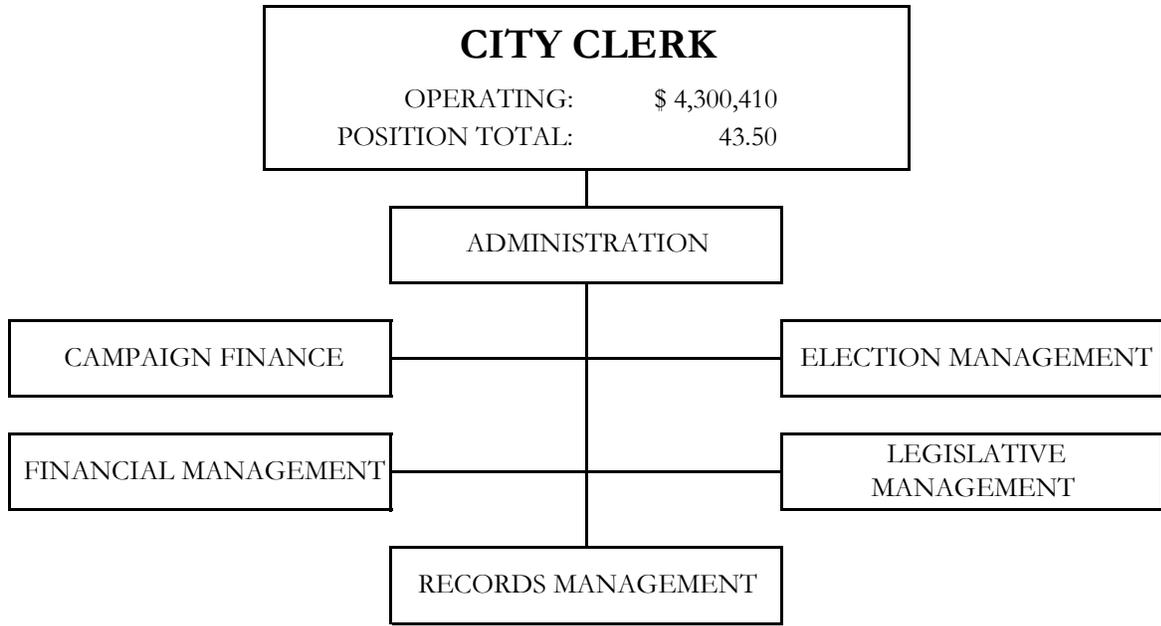
Projected Revenue Sources				
General Fund	\$ 71,182	\$ 75,230	\$ 96,450	\$ 74,910
General Fund: Forfeiture Funds	14,137	8,000	8,000	8,000
Other Federal Grants	253,882	252,170	236,260	333,000
Program Total	\$ 339,201	\$ 335,400	\$ 340,710	\$ 415,910
Character of Expenditures				
Salaries and Benefits	\$ 316,144	\$ 313,310	\$ 322,320	\$ 394,140
Services	15,695	15,090	13,390	14,770
Supplies	7,362	7,000	5,000	7,000
Program Total	\$ 339,201	\$ 335,400	\$ 340,710	\$ 415,910

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.

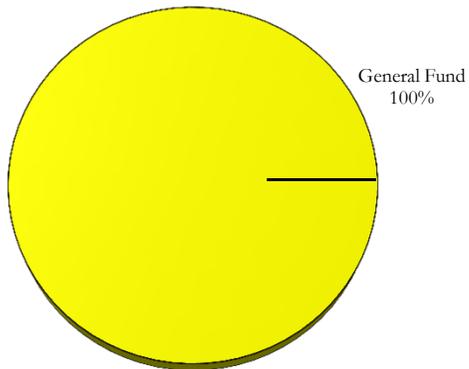
Projected Revenue Sources				
General Fund	\$ 50,193	\$ 53,060	\$ 48,250	\$ 52,890
Non-Federal Grants	89,430	80,740	80,050	113,440
Program Total	\$ 139,623	\$ 133,800	\$ 128,300	\$ 166,330
Character of Expenditures				
Salaries and Benefits	\$ 108,917	\$ 110,270	\$ 105,200	\$ 142,970
Services	2,180	1,930	1,930	1,760
Supplies	28,526	21,600	21,170	21,600
Program Total	\$ 139,623	\$ 133,800	\$ 128,300	\$ 166,330

POSITION RESOURCES

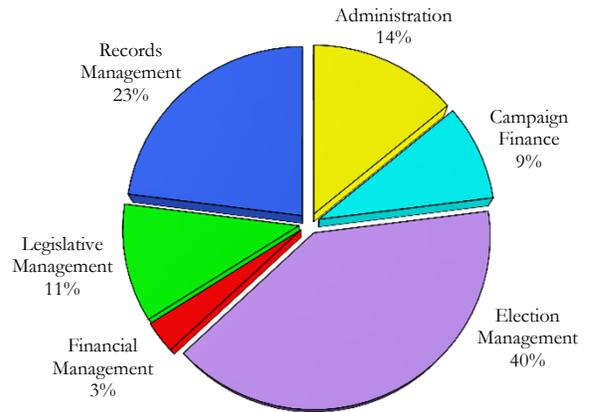
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Administration				
City Attorney	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Civil				
Principal Assistant City Attorney (Chief Deputy)	1.00	1.00	1.00	1.00
Principal Assistant City Attorney Assignment: Lead Civil Division	1.00	1.00	1.00	1.00
Principal Assistant City Attorney	14.00	13.00	14.00	14.00
Senior Assistant City Attorney	1.00	1.00	-0-	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Paralegal	2.00	2.00	2.00	3.00
Legal Secretary	3.00	3.00	3.00	4.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	24.00	23.00	23.00	25.00
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	20.00	19.00	19.00	19.00
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	21.00	21.00	21.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	62.00	59.00	59.00	59.00
Drug Enforcement Unit				
Senior Assistant Prosecuting City Attorney	1.00	1.00	1.00	1.00
Associate Prosecuting City Attorney	1.00	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	4.00	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	95.00	91.00	91.00	93.00



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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
Campaign Finance	0.75	-0-	-0-	-0-
Elections Management	16.40	10.50	10.50	16.50
Financial Management	1.50	2.00	2.00	2.00
Legislative Management	9.05	6.00	6.00	6.00
Records Management	10.30	15.00	15.00	15.00
Department Total	42.00	37.50	37.50	43.50
 TOTAL BUDGET				
Operating	\$ 3,335,352	\$ 2,971,150	\$ 4,124,900	\$ 4,300,410
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,983,868	\$ 2,064,110	\$ 1,933,340	\$ 2,427,790
Services	952,199	519,960	545,760	949,380
Supplies	399,285	387,080	313,440	923,240
Equipment	-0-	-0-	1,332,360	-0-
Department Total	\$ 3,335,352	\$ 2,971,150	\$ 4,124,900	\$ 4,300,410
 FUNDING SOURCES				
General Fund	\$ 3,335,352	\$ 2,971,150	\$ 4,119,900	\$ 4,300,410
Civic Contribution Fund	-0-	-0-	5,000	-0-
Department Total	\$ 3,335,352	\$ 2,971,150	\$ 4,124,900	\$ 4,300,410

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$4,300,410 reflects an increase of \$1,329,260 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase for election costs	\$ 1,242,000
Increase to personnel costs	131,680
Decrease to insurance costs	(12,920)
Decrease in one time purchase of scanners for Electronic Documents Management	(31,500)
Total	\$ 1,329,260

CITY CLERK

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	78	78	68	50
• Number of Mayor and Council agenda items processed	985	1,100	1,050	750
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	1,010	950	1,250	1,150
• Number of BCC members appointed and processed	440	220	279	500
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	136	135	140	135
• Number of special event applications processed	141	150	155	150
• Number of extension of premise applications processed	47	50	48	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.	4,970	5,050	4,725	5,000

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 584,953	\$ 569,600	\$ 594,760	\$ 589,480
Character of Expenditures				
Salaries and Benefits	\$ 522,227	\$ 514,720	\$ 516,300	\$ 516,420
Services	41,891	50,040	60,640	62,400
Supplies	20,835	4,840	17,820	10,660
Program Total	\$ 584,953	\$ 569,600	\$ 594,760	\$ 589,480

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	\$ 186,097	\$ 153,140	\$ 164,150	\$ 403,140
Character of Expenditures				
Salaries and Benefits	\$ 42,603	\$ 540	\$ 14,150	\$ 540
Services	143,476	150,000	150,000	400,000
Supplies	18	2,600	-0-	2,600
Program Total	\$ 186,097	\$ 153,140	\$ 164,150	\$ 403,140

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	\$ 1,252,714	\$ 548,240	\$ 1,731,380	\$ 1,715,570
Character of Expenditures				
Salaries and Benefits	\$ 259,700	\$ 175,470	\$ 117,500	\$ 523,480
Services	633,383	76,340	76,520	336,750
Supplies	359,631	296,430	206,100	855,340
Equipment	-0-	-0-	1,331,260	-0-
Program Total	\$ 1,252,714	\$ 548,240	\$ 1,731,380	\$ 1,715,570

CITY CLERK

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 104,644	\$ 133,040	\$ 123,730	\$ 145,610
Character of Expenditures				
Salaries and Benefits	\$ 100,172	\$ 127,860	\$ 115,500	\$ 138,720
Services	3,305	3,090	3,970	2,590
Supplies	1,167	2,090	4,260	4,300
Program Total	\$ 104,644	\$ 133,040	\$ 123,730	\$ 145,610

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	\$ 611,000	\$ 545,270	\$ 502,190	\$ 456,430
Civic Contribution Fund	-0-	-0-	5,000	-0-
Program Total	\$ 611,000	\$ 545,270	\$ 507,190	\$ 456,430

Character of Expenditures				
Salaries and Benefits	\$ 521,475	\$ 320,710	\$ 276,890	\$ 318,240
Services	77,647	196,180	202,070	108,560
Supplies	11,878	28,380	28,230	29,630
Program Total	\$ 611,000	\$ 545,270	\$ 507,190	\$ 456,430

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.

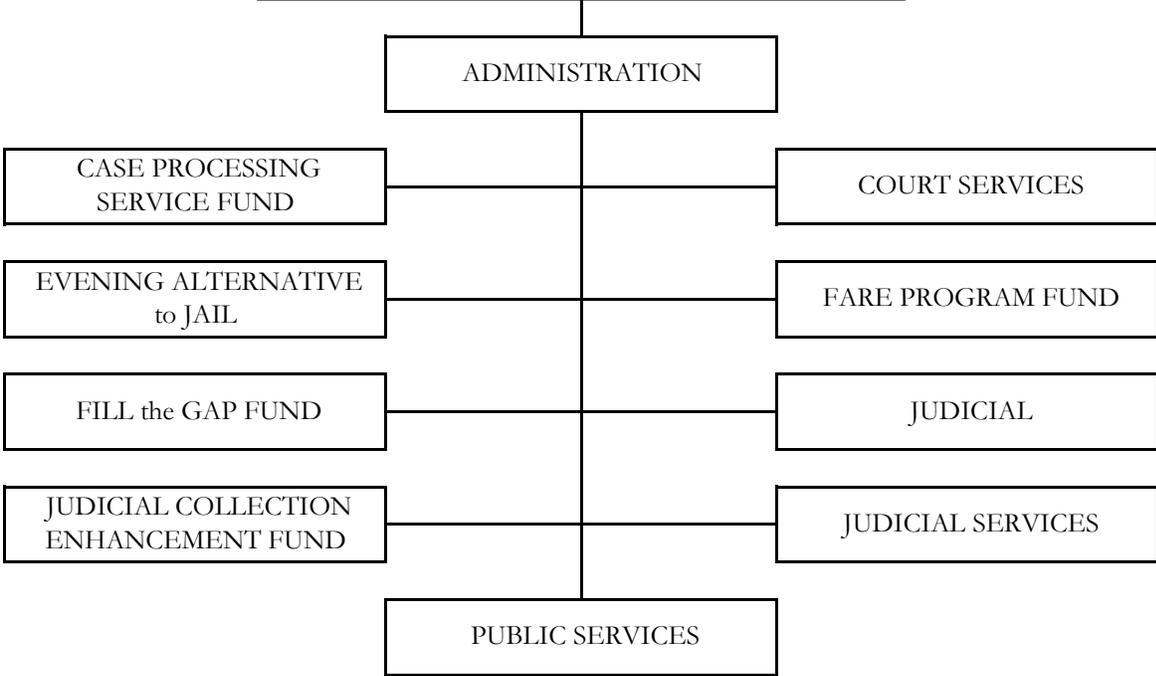
Projected Revenue Sources				
General Fund	\$ 595,944	\$ 1,021,860	\$ 1,003,690	\$ 990,180

Character of Expenditures				
Salaries and Benefits	\$ 537,691	\$ 924,810	\$ 893,000	\$ 930,390
Services	52,497	44,310	52,560	39,080
Supplies	5,756	52,740	57,030	20,710
Equipment	-0-	-0-	1,100	-0-
Program Total	\$ 595,944	\$ 1,021,860	\$ 1,003,690	\$ 990,180

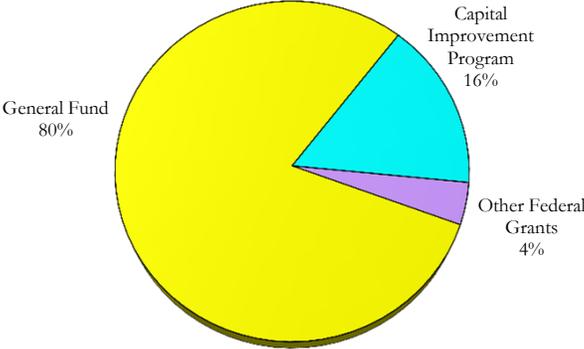
POSITION RESOURCES

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Administration				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
City Clerk Administrator	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Campaign Finance				
Management Assistant	0.25	-0-	-0-	-0-
Secretary	0.50	-0-	-0-	-0-
Program Total	0.75	-0-	-0-	-0-
Election Management				
Management Coordinator	0.50	-0-	-0-	-0-
Management Assistant	0.50	-0-	-0-	-0-
Systems Analyst	0.40	-0-	-0-	-0-
Secretary (Hourly)	1.00	-0-	-0-	-0-
Election Specialist (Hourly)	1.00	1.00	1.00	1.00
Senior Election Technician (Hourly)	2.00	1.00	1.00	1.00
Election Technician (Hourly)	11.00	8.50	8.50	14.50
Program Total	16.40	10.50	10.50	16.50
Financial Management				
Management Coordinator	0.50	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	1.50	2.00	2.00	2.00
Legislative Management				
Management Assistant	1.25	1.00	1.00	1.00
Systems Analyst	0.30	-0-	-0-	-0-
Office Supervisor	1.00	1.00	1.00	1.00
Agenda Office Coordinator	1.00	1.00	1.00	1.00
Secretary	5.50	3.00	3.00	3.00
Program Total	9.05	6.00	6.00	6.00
Records Management				
City Records Manager	1.00	1.00	1.00	1.00
Management Assistant	1.00	2.00	2.00	2.00
Systems Analyst	0.30	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Secretary	7.00	10.00	10.00	10.00
Program Total	10.30	15.00	15.00	15.00
Department Total	42.00	37.50	37.50	43.50

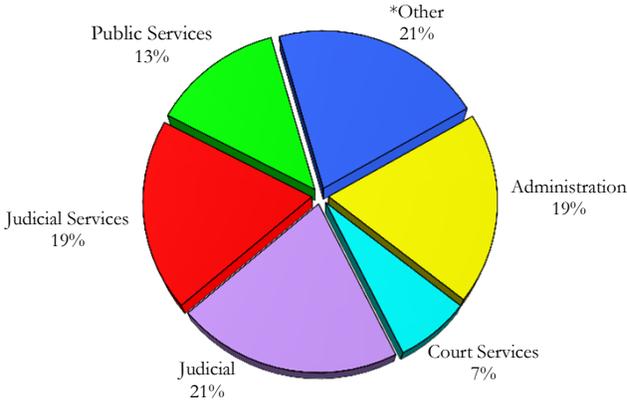
CITY COURT	
OPERATING:	\$ 13,272,400
CAPITAL:	2,600,000
TOTAL:	<u>\$ 15,872,400</u>
POSITION TOTAL:	136.80



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes: Judicial Collection Enhancement Fund (8%), Fill the Gap Fund (6%), Case Processing Services Fund (5%), Evening Alternative to Jail (1%), Fines/Fees and Restitution Enforcement Program (FARE) Fund (1%).

CITY COURT

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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	22.00	17.00	17.00	17.00
Case Processing Service Fund	5.00	5.00	5.00	5.00
Court Services	17.00	17.00	17.00	17.00
Judicial	13.80	13.80	13.80	13.80
Judicial Collection Enhancement Fund	-0-	6.00	6.00	6.00
Judicial Services	44.00	44.00	44.00	44.00
Public Services	34.00	34.00	34.00	34.00
Department Total	135.80	136.80	136.80	136.80
TOTAL BUDGET				
Operating	\$ 11,288,232	\$ 12,585,630	\$ 12,157,110	\$ 13,272,400
Capital	1,350	1,000,000	799,660	2,600,000
Department Total	\$ 11,289,582	\$ 13,585,630	\$ 12,956,770	\$ 15,872,400
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 8,969,972	\$ 8,919,690	\$ 8,819,030	\$ 9,038,350
Services	1,940,330	2,032,060	2,155,580	2,302,330
Supplies	313,684	1,024,840	318,640	1,191,680
Equipment	64,246	609,040	863,860	740,040
Operating Total	\$ 11,288,232	\$ 12,585,630	\$ 12,157,110	\$ 13,272,400
Capital Improvement	1,350	1,000,000	799,660	2,600,000
Department Total	\$ 11,289,582	\$ 13,585,630	\$ 12,956,770	\$ 15,872,400
FUNDING SOURCES				
General Fund	\$ 10,875,578	\$ 12,253,300	\$ 11,597,970	\$ 12,618,680
Other Federal Grants	412,654	332,330	559,140	653,720
Department Total	\$ 11,288,232	\$ 12,585,630	\$ 12,157,110	\$ 13,272,400
Capital Improvement	1,350	1,000,000	799,660	2,600,000
Department Total	\$ 11,289,582	\$ 13,585,630	\$ 12,956,770	\$ 15,872,400

CITY COURT

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$13,272,400 reflects an increase of \$686,770 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in federal grant expenditures	\$ 321,390
Increase capacity for Fill the Gap	233,380
Increase capacity for Judicial Collection Enhancement Fund	104,660
Increase in personnel costs	72,980
Decrease to miscellaneous costs	(3,310)
Decrease to insurance costs	(42,330)
Total	\$ 686,770

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
<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	159%	100%	184%	100%
• Civil Charge Clearance Rate	106%	100%	108%	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	\$ 68	\$ 70	\$ 70	\$ 70
• Cost Per Civil Charge	\$ 18	\$ 20	\$ 20	\$ 20
<p>Wait times to access court services.</p>				
• Customer Service Lobby: average wait time of no more than 15 minutes, dependent upon staff levels	24:30	15:00	30:00	15:00
• Customer Service Call Center: average wait time of no more than 10 minutes, dependent upon staff levels	22:00	10:00	15:00	10:00

OPERATING PROGRAMS

ADMINISTRATION: This program area is responsible for personnel management, facilities management, budget management, contract 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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,575,801	\$ 2,489,760	\$ 2,220,640	\$ 2,481,510
Character of Expenditures				
Salaries and Benefits	\$ 1,587,878	\$ 1,322,940	\$ 1,254,100	\$ 1,369,810
Services	796,720	999,260	800,750	944,140
Supplies	191,203	167,560	163,450	167,560
Equipment	-0-	-0-	2,340	-0-
Program Total	\$ 2,575,801	\$ 2,489,760	\$ 2,220,640	\$ 2,481,510

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	\$ 906,334	\$ 943,150	\$ 942,550	\$ 958,200
Character of Expenditures				
Salaries and Benefits	\$ 888,123	\$ 925,460	\$ 924,720	\$ 944,290
Services	16,576	17,690	17,830	13,910
Supplies	1,635	-0-	-0-	-0-
Program Total	\$ 906,334	\$ 943,150	\$ 942,550	\$ 958,200

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.

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 97,385	\$ 25,000	\$ 42,100	\$ 80,000
Case Processing Service Fees	-0-	55,000	55,000	-0-
Program Total	\$ 97,385	\$ 80,000	\$ 97,100	\$ 80,000
Character of Expenditures				
Salaries and Benefits	\$ 97,385	\$ 80,000	\$ 97,100	\$ 80,000

CITY COURT

JUDICIAL: This program area hears a variety of cases including traffic, driving under the influence (DUI), drug possession, prostitution, shoplifting, domestic violence, and other city code violations. A significant number of the DUI and prostitution cases are tried before a jury.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,462,169	\$ 2,154,070	\$ 2,198,020	\$ 2,166,060
Other Federal Grants	412,655	332,330	559,140	653,720
Program Total	\$ 2,874,824	\$ 2,486,400	\$ 2,757,160	\$ 2,819,780
Character of Expenditures				
Salaries and Benefits	\$ 2,214,430	\$ 1,842,850	\$ 1,936,520	\$ 1,866,970
Services	646,749	630,430	804,430	933,090
Supplies	10,466	13,120	16,210	19,720
Equipment	3,179	-0-	-0-	-0-
Program Total	\$ 2,874,824	\$ 2,486,400	\$ 2,757,160	\$ 2,819,780

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

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,499,103	\$ 2,602,880	\$ 2,560,620	\$ 2,571,850
Character of Expenditures				
Salaries and Benefits	\$ 2,453,925	\$ 2,557,570	\$ 2,512,220	\$ 2,536,890
Services	45,178	45,310	48,400	34,960
Program Total	\$ 2,499,103	\$ 2,602,880	\$ 2,560,620	\$ 2,571,850

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.

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 1,746,349	\$ 1,708,580	\$ 1,754,980	\$ 1,750,040
Character of Expenditures				
Salaries and Benefits	\$ 1,591,320	\$ 1,678,030	\$ 1,660,340	\$ 1,685,000
Services	155,029	30,550	94,640	65,040
Program Total	\$ 1,746,349	\$ 1,708,580	\$ 1,754,980	\$ 1,750,040

GENERAL RESTRICTED REVENUE FUNDS-PURPOSE AND USE

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Case Processing Service Fees	\$ 314,768	\$ 693,570	\$ 395,560	\$ 691,690
Character of Expenditures				
Salaries and Benefits	\$ 100,849	\$ 206,420	\$ 176,880	\$ 205,520
Services	159,830	156,610	101,280	155,630
Supplies	25,794	203,540	57,400	203,540
Equipment	28,295	127,000	60,000	127,000
Program Total	\$ 314,768	\$ 693,570	\$ 395,560	\$ 691,690

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	\$ 65,386	\$ 500,000	\$ 202,190	\$ 733,380
Character of Expenditures				
Salaries and Benefits	\$ 36,062	\$ -0-	\$ 42,200	\$ 35,380
Services	2,807	24,000	100,000	24,000
Supplies	-0-	213,000	10,730	280,000
Equipment	26,517	263,000	49,260	394,000
Program Total	\$ 65,386	\$ 500,000	\$ 202,190	\$ 733,380

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.

Projected Revenue Sources				
FARE Fees	\$ 148,732	\$ 189,460	\$ 299,300	\$ 189,460
Character of Expenditures				
Services	\$ 117,441	\$ 108,980	\$ 169,020	\$ 108,980
Supplies	25,036	61,440	70,850	61,440
Equipment	6,255	19,040	59,430	19,040
Program Total	\$ 148,732	\$ 189,460	\$ 299,300	\$ 189,460

CITY COURT

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, fines and civil penalties; and to improve court automation projects likely to assist in case processing or the administration of justice.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
JCEF Fees	\$ 59,550	\$ 891,830	\$ 927,010	\$ 996,490
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ 306,420	\$ 214,950	\$ 314,490
Services	-0-	19,230	19,230	22,580
Supplies	59,550	366,180	-0-	459,420
Equipment	-0-	200,000	692,830	200,000
Program Total	\$ 59,550	\$ 891,830	\$ 927,010	\$ 996,490

POSITION RESOURCES

Administration

Deputy Director of City Court	1.00	1.00	1.00	1.00
Court Administrator	2.00	2.00	2.00	2.00
Information Technology Manager	1.00	1.00	1.00	1.00
Data Base Administrator	-0-	-0-	1.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Systems Analyst	3.00	3.00	2.00	2.00
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	4.00	-0-	-0-	-0-
Administrative Assistant	2.00	2.00	2.00	2.00
Senior Court Clerk	3.00	2.00	2.00	2.00
Program Total	22.00	17.00	17.00	17.00

Case Processing Service Fund

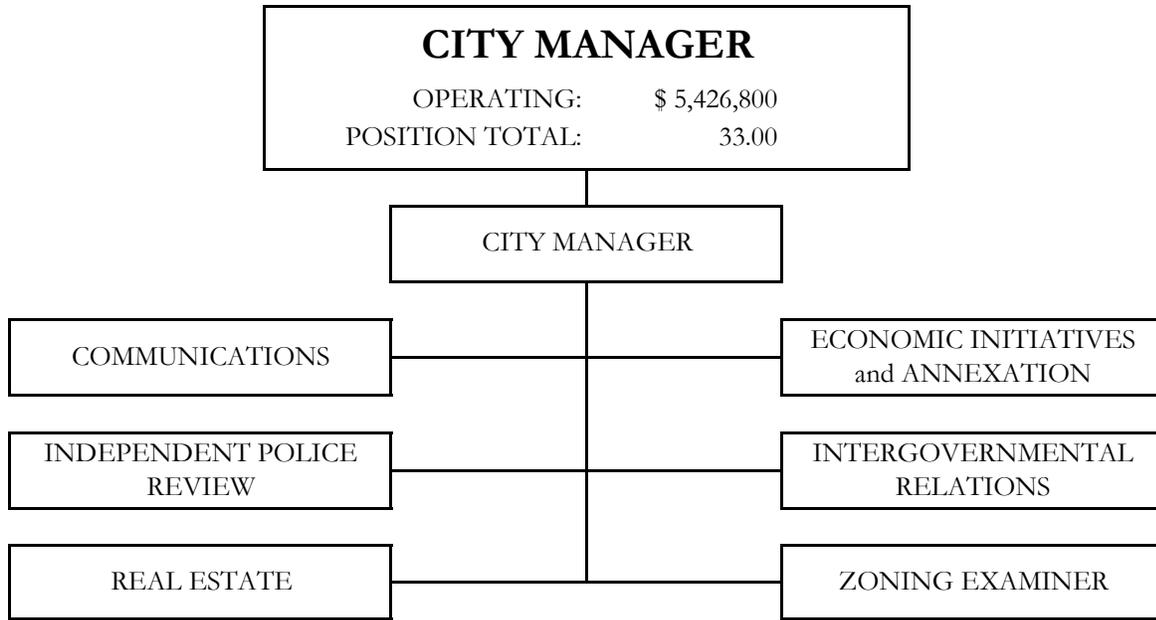
Court Clerk	5.00	5.00	5.00	5.00
Program Total	5.00	5.00	5.00	5.00

Court Services

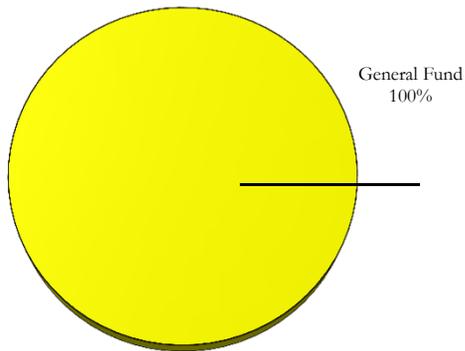
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	2.00	2.00	2.00	2.00
Senior Court Clerk	4.00	4.00	4.00	4.00
Court Clerk	10.00	10.00	10.00	10.00
Program Total	17.00	17.00	17.00	17.00

CITY COURT

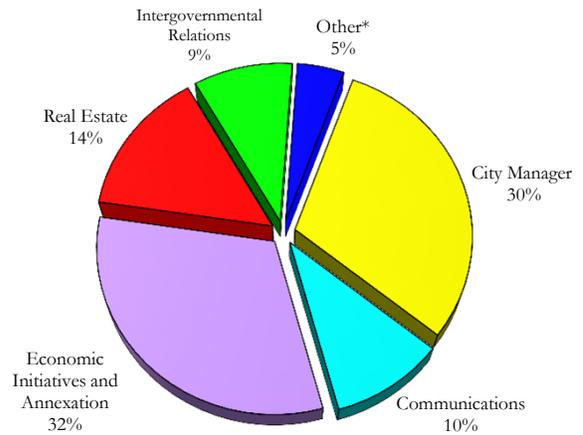
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Judicial				
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	9.00	9.00	8.00	8.00
Limited Special City Magistrate	2.00	2.00	2.00	2.00
Executive Assistant	0.80	0.80	-0-	-0-
Administrative Assistant	1.00	1.00	1.80	1.80
Court Clerk	-0-	-0-	1.00	1.00
Program Total	13.80	13.80	13.80	13.80
Judicial Collection Enhancement Fund				
Court Clerk	-0-	6.00	6.00	6.00
Program Total	-0-	6.00	6.00	6.00
Judicial Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Interpreter Supervisor	1.00	1.00	1.00	1.00
Court Supervisor	4.00	4.00	4.00	4.00
Court Interpreter	1.00	1.00	1.00	1.00
Senior Court Clerk	30.00	30.00	30.00	30.00
Court Clerk	7.00	7.00	7.00	7.00
Program Total	44.00	44.00	44.00	44.00
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	9.00	9.00	9.00	9.00
Court Clerk	21.00	21.00	21.00	21.00
Program Total	34.00	34.00	34.00	34.00
Department Total	57.80	58.80	136.80	136.80



FINANCING PLAN



PROGRAM ALLOCATION



*Other Zoning Examiner (3%) and Independent Police Review (2%).

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
City Manager	10.00	10.00	10.00	10.00
Communications	10.00	5.00	5.00	3.00
Economic Development and Annexation	5.00	5.00	7.00	7.00
Independent Police Review	1.00	4.00	1.00	1.00
Intergovernmental Relations	1.00	1.00	2.00	2.00
Real Estate	9.00	9.00	9.00	9.00
Zoning Examiner	1.00	1.00	1.00	1.00
Department Total	37.00	35.00	35.00	33.00
TOTAL BUDGET				
Operating	\$ 8,026,918	\$ 8,083,510	\$ 7,859,200	\$ 5,426,800
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 3,559,809	\$ 3,376,450	\$ 3,449,290	\$ 3,477,070
Services	4,400,493	4,648,470	4,350,580	1,906,250
Supplies	66,616	58,590	59,330	43,480
Department Total	\$ 8,026,918	\$ 8,083,510	\$ 7,859,200	\$ 5,426,800
FUNDING SOURCES				
General Fund	\$ 8,026,918	\$ 8,083,510	\$ 7,859,200	\$ 5,426,800

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$5,426,800 reflects a decrease of \$2,656,710 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase due to expanded annexation efforts	\$ 300,000
Increase due to transfer of capacity for Federal and State lobbyist contracts from Non-Departmental	278,940
Increase in services costs due to the transfer of capacity for the restructuring of Channel 12	230,840
Increase to personnel costs	126,650
Decrease in insurance costs	(36,450)
Decrease due to miscellaneous adjustments	(69,290)
Decrease due to the transfer of capacity to Non-Departmental for payments made to Visit Tucson, Tucson Downtown Partnership, and the Metropolitan Education Commission	(3,487,400)
Total	\$ (2,656,710)

CITY MANAGER

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Coordinate and manage property acquisitions, including rights-of-way, for Tucson Water, Parks and Recreation, Transportation, and the Regional Transportation Authority.	18	60	61	50
Hold public hearings, render decisions, and make recommendations to the Mayor and Council related to zoning and land use, stolen property disposition and liquor license extensions.				
• Number of rezoning cases	12	15	13	15
• Number of special exception land use cases	9	10	10	10
Number of new jobs created through economic development efforts.	414	450	476	475
Number of new development economic incentives awarded.	4	4	6	5
Number of annexations completed.	2	4	10	4
Number of social media views, follows and likes.	145,676	150,000	150,000	165,000
Respond to media requests and inquiries.	495	550	500	500
Develop the City's state and federal legislative agendas, research and gather information, monitor legislation, and advocate for the defeat of harmful legislation and the success of helpful legislation.				
• Defeat harmful legislation	100%	80%	100%	100%
• Enact helpful legislation	100%	80%	100%	100%
Process, monitor, and audit external complaints of police misconduct filed by citizens.	557	-0-	675	750

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 1,550,168	\$ 1,449,270	\$ 1,418,300	\$ 1,635,840
Character of Expenditures				
Salaries and Benefits	\$ 1,410,191	\$ 1,333,840	\$ 1,248,370	\$ 1,523,040
Services	121,724	102,640	147,250	100,010
Supplies	18,253	12,790	22,680	12,790
Program Total	\$ 1,550,168	\$ 1,449,270	\$ 1,418,300	\$ 1,635,840

COMMUNICATIONS: This program area provides management and oversight of the City Manager's Office communications both within City government, to the federal government, the State of Arizona, and to the Tucson community. Communications programs include media response and public information, the City of Tucson website, email, and social media properties.

Projected Revenue Sources				
General Fund	\$ 671,389	\$ 445,690	\$ 584,320	\$ 546,340
Character of Expenditures				
Salaries and Benefits	\$ 575,136	\$ 282,410	\$ 489,290	\$ 257,050
Services	77,234	128,430	83,030	288,450
Supplies	19,019	34,850	12,000	840
Program Total	\$ 671,389	\$ 445,690	\$ 584,320	\$ 546,340

ECONOMIC INITIATIVES 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 Visit Tucson, the Business Improvement District (BID), and also facilitates the Request for Proposal (RFP) process through the Economic and Workforce Development Selection Committee.

Projected Revenue Sources				
General Fund	\$ 4,683,679	\$ 4,695,900	\$ 4,662,970	\$ 1,714,450
Character of Expenditures				
Salaries and Benefits	\$ 512,540	\$ 487,270	\$ 608,450	\$ 619,590
Services	4,151,094	4,208,630	4,036,970	1,073,860
Supplies	20,045	-0-	17,550	21,000
Program Total	\$ 4,683,679	\$ 4,695,900	\$ 4,662,970	\$ 1,714,450

CITY MANAGER

INDEPENDENT POLICE REVIEW: This program investigates complaints of discrimination filed by citizens and City employees, and ensures accessibility to City programs, facilities, and services for persons with disabilities and provides citizens with an external police review process to ensure thorough resolution of citizen complaints of police misconduct.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 111,438	\$ 381,150	\$ 96,210	\$ 91,360
Character of Expenditures				
Salaries and Benefits	\$ 102,155	\$ 312,250	\$ 89,370	\$ 82,470
Services	8,974	64,990	6,640	7,890
Supplies	309	3,910	200	1,000
Program Total	\$ 111,438	\$ 381,150	\$ 96,210	\$ 91,360

INTERGOVERNMENTAL RELATIONS: This program area coordinates and implements key Mayor and Council strategic initiatives for the City's state and federal legislative programs through developing the City's legislative agenda, researching and gathering information, monitoring legislation, and advocating on the City's behalf.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 168,239	\$ 188,430	\$ 186,410	\$ 510,800
Character of Expenditures				
Salaries and Benefits	\$ 159,405	\$ 159,400	\$ 158,180	\$ 182,830
Services	7,603	28,880	25,520	327,010
Supplies	1,231	150	2,710	960
Program Total	\$ 168,239	\$ 188,430	\$ 186,410	\$ 510,800

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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 644,933	\$ 723,740	\$ 732,780	\$ 753,650
Real Estate Fees	46,600	50,000	27,800	25,000
Program Total	\$ 691,533	\$ 773,740	\$ 760,580	\$ 778,650
Character of Expenditures				
Salaries and Benefits	\$ 661,195	\$ 661,320	\$ 715,670	\$ 671,210
Services	24,811	105,530	41,670	100,550
Supplies	5,527	6,890	3,240	6,890
Program Total	\$ 691,533	\$ 773,740	\$ 760,580	\$ 778,650

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 150,472	\$ 149,330	\$ 150,410	\$ 149,360
Character of Expenditures				
Salaries and Benefits	\$ 139,187	\$ 139,960	\$ 139,960	\$ 140,880
Services	9,053	9,370	9,500	8,480
Supplies	2,232	-0-	950	-0-
Program Total	\$ 150,472	\$ 149,330	\$ 150,410	\$ 149,360

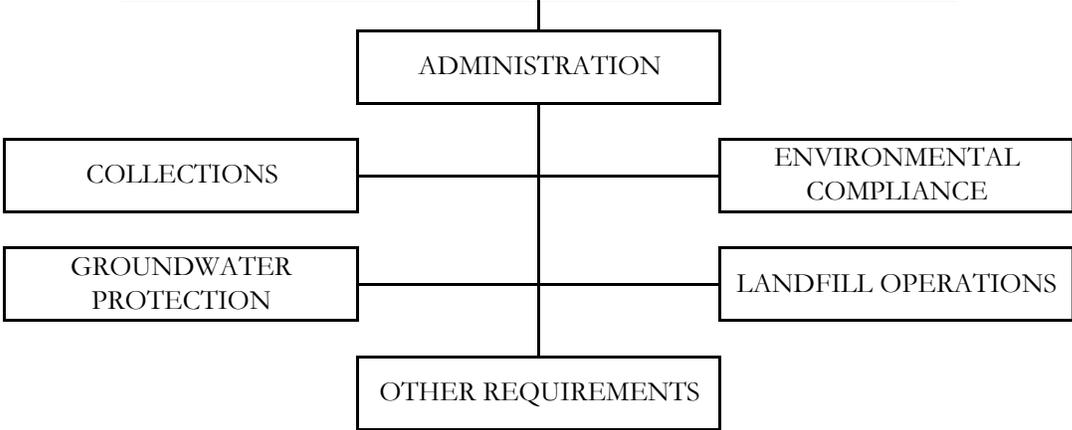
POSITION RESOURCES

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	2.00
Assistant City Manager/Chief Financial Officer	1.00	1.00	1.00	-0-
Assistant to the City Manager	1.00	1.00	1.00	1.00
Management Assistant to the City Manager	-0-	-0-	1.00	1.00
Executive Assistant/City Manager	4.00	4.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	10.00	10.00	10.00	10.00
Communications				
Television Production Manager	1.00	1.00	1.00	-0-
Management Assistant to the City Manager	-0-	-0-	1.00	1.00
Executive Assistant/City Manager	1.00	1.00	1.00	1.00
Public Information Specialist	2.00	2.00	1.00	1.00
Television Program Development Specialist	2.00	1.00	1.00	-0-
Television Production Specialist	3.00	-0-	-0-	-0-
Television Production Technician	1.00	-0-	-0-	-0-
Program Total	10.00	5.00	5.00	3.00
Economic Development and Annexation				
Economic Development Program Director	1.00	1.00	1.00	1.00
Management Coordinator	-0-	-0-	1.00	1.00
Economic Development Specialist	3.00	3.00	3.00	3.00
Project Manager	1.00	1.00	1.00	1.00
Management Analyst	-0-	-0-	1.00	1.00
Program Total	5.00	5.00	7.00	7.00

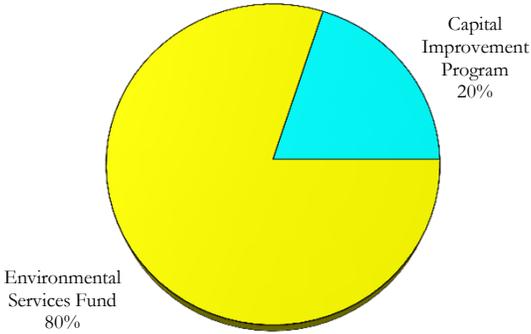
CITY MANAGER

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Independent Police Review				
Independent Police Auditor	-0-	-0-	1.00	1.00
Independent Police Review Manager	1.00	1.00	-0-	-0-
Lead Civilian Investigator	-0-	1.00	-0-	-0-
Senior Equal Opportunity Specialist	-0-	1.00	-0-	-0-
Administrative Assistant	-0-	1.00	-0-	-0-
Program Total	1.00	4.00	1.00	1.00
Intergovernmental Relations				
Intergovernmental Relations Program				
Manager	1.00	1.00	1.00	1.00
Management Assistant to the City Manager	-0-	-0-	1.00	1.00
Program Total	1.00	1.00	2.00	2.00
Real Estate				
Real Estate Program Director	1.00	1.00	1.00	1.00
Real Estate Program Coordinator	2.00	2.00	-0-	-0-
Real Estate Program Supervisor	-0-	-0-	2.00	2.00
Real Estate Agent	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Senior Property Agent	-0-	-0-	2.00	2.00
Property Agent	2.00	2.00	-0-	-0-
Secretary	1.00	1.00	1.00	1.00
Program Total	9.00	9.00	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	37.00	35.00	35.00	33.00

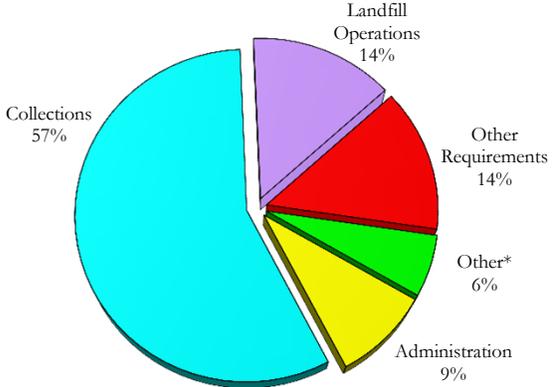
ENVIRONMENTAL SERVICES	
OPERATING:	\$ 46,713,000
CAPITAL:	11,939,000
TOTAL:	<u>\$ 58,652,000</u>
POSITION TOTAL:	<u>214.00</u>



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Groundwater Protection (5%) 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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	39.00	37.00	38.00	38.00
Collections	142.00	139.00	139.00	137.00
Environmental Compliance	4.00	4.00	3.00	4.00
Groundwater Protection	9.00	9.00	9.00	7.00
Landfill Operations	27.00	27.00	27.00	28.00
Department Total	221.00	216.00	216.00	214.00
TOTAL BUDGET				
Operating	\$ 55,348,054	\$ 48,095,680	\$ 45,229,820	\$ 46,713,000
Capital	1,567,765	9,459,000	8,411,000	11,939,000
Department Total	\$ 56,915,819	\$ 57,554,680	\$ 53,640,820	\$ 58,652,000
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 15,041,242	\$ 15,584,210	\$ 15,053,870	\$ 15,232,240
Services	29,785,669	20,748,230	19,912,310	20,478,360
Supplies	4,570,943	5,476,910	4,660,500	4,978,320
Equipment	5,687,499	5,671,900	4,990,020	5,272,860
Debt Service	262,701	614,430	613,120	751,220
Operating Total	\$ 55,348,054	\$ 48,095,680	\$ 45,229,820	\$ 46,713,000
Capital Improvement Program	1,567,765	9,459,000	8,411,000	11,939,000
Department Total	\$ 56,915,819	\$ 57,554,680	\$ 53,640,820	\$ 58,652,000
FUNDING SOURCES				
Environmental Services Fund	\$ 55,348,054	\$ 48,095,680	\$ 45,229,820	\$ 46,713,000
Operating Total	\$ 55,348,054	\$ 48,095,680	\$ 45,229,820	\$ 46,713,000
Capital Improvement Program	1,567,765	9,459,000	8,411,000	11,939,000
Department Total	\$ 56,915,819	\$ 57,554,680	\$ 53,640,820	\$ 58,652,000

ENVIRONMENTAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$46,713,000 reflects a decrease of \$1,382,680 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in insurance costs	\$ 404,440
Increase to rebuild landfill equipment	323,250
Increase to central services administrative fee	99,680
Increase in other miscellaneous adjustments	64,540
Decrease to fuel costs	(205,620)
Decrease to personnel costs	(351,970)
Decrease in cost due to elimination of CNG Plant Replacement Project debt service	(562,000)
Decrease to operating due to transfer of the Silverbell Pump and Treat System project to capital	(1,155,000)
Total	\$ (1,382,680)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Enhance customer accessibility to the department by monitoring the phone system to ensure quality customer service.				
• Percent of calls answered	98%	97%	98%	97%
• Average time to answer calls (seconds)	8	10	12	12
Low Income Program participants (monthly average).	3,124	3,200	3,250	3,350
Collection of Solid Waste.				
• Residential customers	131,300	132,800	131,700	132,000
• Residential refuse tons collected	137,568	140,000	143,000	140,000
• Commercial customers	3,410	3,000	3,400	3,400
• Commercial refuse tons collected	64,578	65,000	64,700	65,000
• Roll-offs provided for community cleanups	140	200	226	250
Brownfields Assessments and Cleanups.				
• Phase I Environmental Site Assessments (Historic property use investigation)	70	75	117	90
• Phase II Environmental Site Assessments (Sampling or contaminant investigation)	31	35	126	60

Department Measures of Performance (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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)	480	480	480	480
• Average number of groundwaterwells sampled by ES staff (annually)	300	300	300	303
• Number of sites under active groundwater remediation	2	2	2	1
• Number of sites with active landfill gas extraction systems	5	5	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.	5	20	5	5
Recycling.				
• Tons recycled at a local facility	38,627	38,700	39,000	38,000
• Tons of metal scrapped	177	200	175	175
• Metric tons of Carbon reduced	97,764	103,329	98,710	100,000
Food Waste.				
• Tons collected	N/A	N/A	370	800
Household Hazardous Waste Program.				
• Residents served	29,649	20,100	19,500	18,500
• Businesses served	123	130	130	135
• Total tons collected	458	315	350	350
Provide safe and environmentally secure disposal of refuse at Los Reales Landfill.				
• Tons disposed	533,887	520,000	517,000	533,000
• Number of loads	163,223	164,000	165,000	169,950
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)	298	350	514	529

ENVIRONMENTAL SERVICES

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).

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Environmental Services Fund	\$ 3,647,147	\$ 3,981,270	\$ 3,700,340	\$ 4,059,790
Character of Expenditures				
Salaries and Benefits	\$ 2,851,134	\$ 2,955,280	\$ 2,858,090	\$ 2,979,560
Services	683,237	890,680	749,120	899,550
Supplies	112,776	85,310	93,130	100,680
Equipment	-0-	50,000	-0-	80,000
Program Total	\$ 3,647,147	\$ 3,981,270	\$ 3,700,340	\$ 4,059,790

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 bulk collections, container maintenance, and collects recycles, and disposes of hazardous materials such as automotive fluids, batteries, paint products, cleaning products, flammable materials, reactive materials, corrosives and poisons.

Projected Revenue Sources				
Environmental Services Fund	\$ 26,017,119	\$ 26,712,050	\$ 25,825,310	\$ 26,672,360
Character of Expenditures				
Salaries and Benefits	\$ 9,218,261	\$ 9,606,780	\$ 9,217,230	\$ 9,360,830
Services	8,034,318	8,289,280	8,730,280	8,670,840
Supplies	3,686,056	4,377,090	3,744,040	3,799,830
Equipment	5,078,484	4,438,900	4,133,760	4,840,860
Program Total	\$ 26,017,119	\$ 26,712,050	\$ 25,825,310	\$ 26,672,360

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	\$ 466,247	\$ 572,880	\$ 538,650	\$ 650,420
Other Federal Grants	75,416	49,810	124,560	130,000
Program Total	\$ 541,663	\$ 622,690	\$ 663,210	\$ 780,420

ENVIRONMENTAL SERVICES

Environmental Compliance (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Salaries and Benefits	\$ 363,427	\$ 370,330	\$ 344,470	\$ 440,780
Services	174,647	246,630	313,660	334,090
Supplies	3,589	5,730	5,080	5,550
Program Total	\$ 541,663	\$ 622,690	\$ 663,210	\$ 780,420

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	\$ 13,971,314	\$ 3,886,030	\$ 2,243,790	\$ 2,253,360
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Character of Expenditures

Salaries and Benefits	\$ 654,490	\$ 691,900	\$ 609,630	\$ 468,340
Services	13,167,398	2,558,000	1,339,740	1,429,210
Supplies	46,824	53,130	40,000	33,810
Equipment	102,602	583,000	254,420	322,000
Program Total	\$ 13,971,314	\$ 3,886,030	\$ 2,243,790	\$ 2,253,360

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	\$ 5,377,010	\$ 6,621,290	\$ 6,586,130	\$ 6,422,250
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Character of Expenditures

Salaries and Benefits	\$ 1,953,930	\$ 1,959,920	\$ 2,024,450	\$ 1,982,730
Services	2,194,969	3,105,720	3,181,590	3,371,070
Supplies	721,698	955,650	778,250	1,038,450
Equipment	506,413	600,000	601,840	30,000
Program Total	\$ 5,377,010	\$ 6,621,290	\$ 6,586,130	\$ 6,422,250

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	\$ 5,793,802	\$ 6,272,350	\$ 6,211,040	\$ 6,524,820
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ENVIRONMENTAL SERVICES

Other Requirements (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Administrative Services	\$ 4,934,350	\$ 4,934,350	\$ 4,934,350	\$ 5,034,030
Services	596,751	723,570	663,570	739,570
Debt Service	262,701	614,430	613,120	751,220
Program Total	\$ 5,793,802	\$ 6,272,350	\$ 6,211,040	\$ 6,524,820

POSITION RESOURCES

Administration

Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	1.00	1.00	1.00
Environmental Services Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Department Finance Manager	-0-	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Environmental Manager	1.00	1.00	1.00	1.00
Finance Manager	1.00	-0-	-0-	-0-
GIS Supervisor	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	2.00	2.00
Principal Planner	-0-	-0-	-0-	1.00
Management Assistant	2.00	2.00	2.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Public Information Specialist	1.00	1.00	1.00	1.00
Water Services Supervisor	1.00	1.00	1.00	1.00
Environmental Services Accounts	1.00	-0-	-0-	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Utility Service Representative	1.00	2.00	2.00	2.00
Administrative Assistant	6.00	6.00	6.00	6.00
Customer Service Representative	12.00	11.00	11.00	11.00
Secretary	1.00	1.00	1.00	1.00
Program Total	39.00	37.00	38.00	38.00

Collections¹

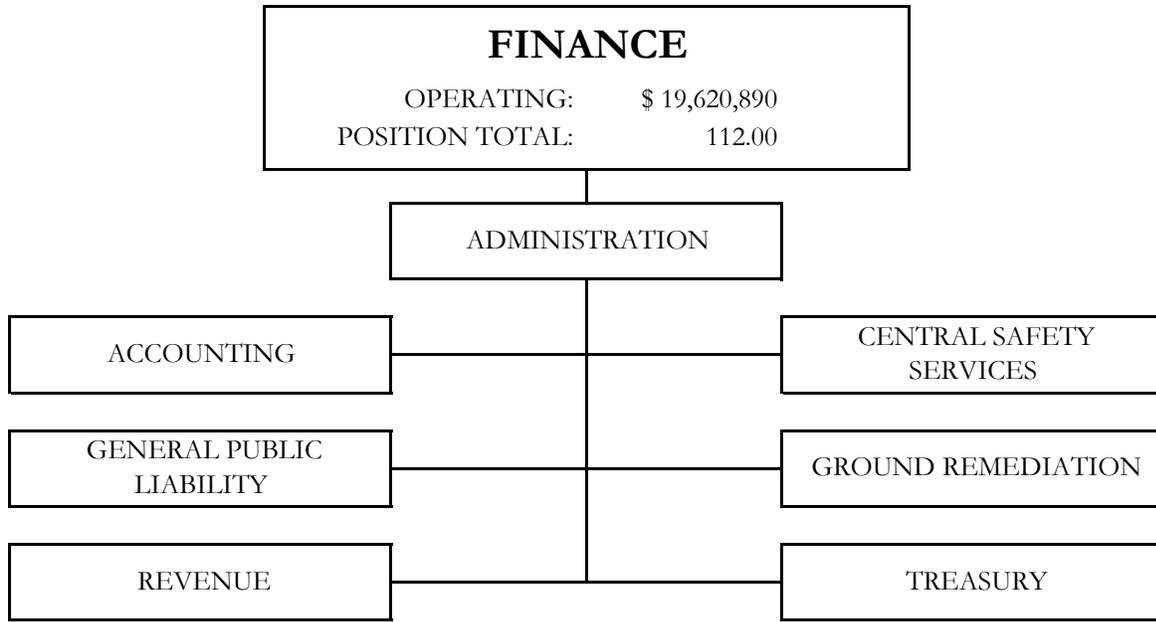
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Services Superintendent	2.00	2.00	2.00	2.00
Environmental Services Accounts	1.00	1.00	1.00	1.00
Welder Supervisor	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood	9.00	9.00	9.00	9.00
Environmental Services Accounts	1.00	1.00	1.00	1.00

¹Household Hazardous Waste was adopted in Fiscal Year 2015 as a program of its own. For Fiscal Year 2016 it has been combined with the Collection program.

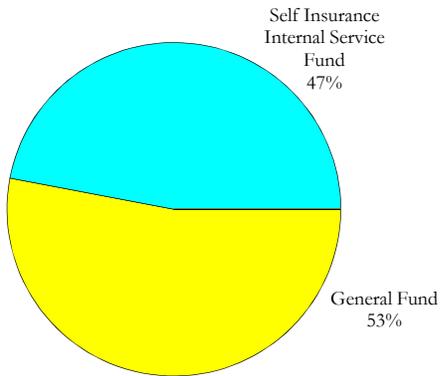
ENVIRONMENTAL SERVICES

Collections (Continued)

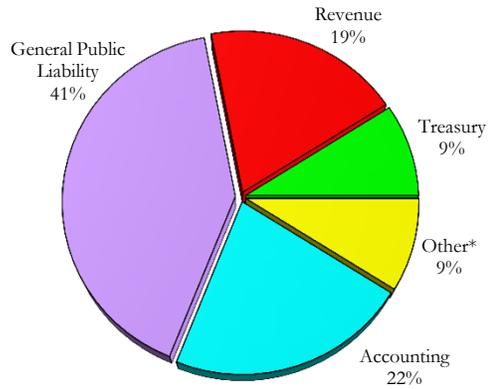
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Welder	1.00	1.00	2.00	2.00
Environmental Services Equipment	103.00	102.00	102.00	102.00
Lead Household Hazardous Waste Administrative Assistant	2.00	2.00	2.00	2.00
Household Hazardous Waste Technician	1.00	1.00	1.00	1.00
Senior Environmental Services Worker	5.00	3.00	3.00	3.00
Senior Trades Helper	4.00	4.00	5.00	5.00
Environmental Services Worker	2.00	2.00	-0-	-0-
Program Total	9.00	9.00	9.00	7.00
Environmental Compliance				
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	-0-	-0-
Environmental Scientist	1.00	1.00	1.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	3.00	4.00
Groundwater Protection				
Engineering Manager	1.00	-0-	-0-	1.00
Environmental Manager	-0-	1.00	1.00	-0-
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Environmental Scientist	1.00	1.00	1.00	-0-
Environmental Services Inspection Supervisor	1.00	1.00	1.00	1.00
Environmental Services Inspector	5.00	5.00	5.00	4.00
Program Total	9.00	9.00	9.00	7.00
Landfill Operations				
Landfill Manager	1.00	1.00	1.00	1.00
Environmental Services Superintendent	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Services Supervisor	2.00	2.00	2.00	2.00
Equipment Operation Specialist	11.00	11.00	11.00	12.00
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	3.00	3.00	3.00	3.00
Senior Environmental Services Worker	2.00	2.00	2.00	2.00
Environmental Services Worker	5.00	5.00	5.00	5.00
Program Total	27.00	27.00	27.00	28.00
Department Total	221.00	216.00	216.00	214.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Central Safety (4%), Administration (3%), and Ground Remediation (2%).

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	5.50	4.00	4.00	4.00
Accounting	34.00	34.00	35.00	35.00
Central Safety Services	-0-	-0-	-0-	4.00
General Public Liability	4.00	4.00	5.00	5.00
Revenue	46.00	42.00	41.00	41.00
Treasury	23.00	23.00	23.00	23.00
Department Total	112.50	107.00	108.00	112.00
TOTAL BUDGET				
Operating	\$ 17,751,503	\$ 18,519,150	\$ 18,409,650	\$ 19,620,890
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 7,050,884	\$ 7,266,110	\$ 7,127,150	\$ 7,554,510
Services	10,328,570	10,970,170	10,929,730	11,671,680
Supplies	372,049	282,870	352,770	364,700
Equipment	-0-	-0-	-0-	30,000
Department Total	\$ 17,751,503	\$ 18,519,150	\$ 18,409,650	\$ 19,620,890
FUNDING SOURCES				
General Fund	\$ 10,337,840	\$ 10,181,420	\$ 10,092,920	\$ 10,492,840
Internal Service Fund: Self Insurance	7,413,663	8,337,730	8,316,730	9,128,050
Department Total	\$ 17,751,503	\$ 18,519,150	\$ 18,409,650	\$ 19,620,890

SIGNIFICANT CHANGES: GENERAL FUND

The adopted General Fund operating budget for Fiscal Year 2016 of \$10,492,840 is an increase of \$311,420 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase for Transaction Privilege Tax (TPT) Administrative Charge mandated by State of Arizona	\$ 395,290
Increase for new online payment portal	72,000
Increase in miscellaneous costs	15,550
Decrease in personnel costs	(171,420)
Total	\$ 311,420

FINANCE

SIGNIFICANT CHANGES: SELF INSURANCE FUND

The Self-Insurance Fund adopted operating budget for Fiscal Year 2016 of \$9,128,050 is an increase of \$790,320 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in costs due to transfer of Central Safety Program from Human Resources	\$ 706,640
Increase in personnel costs	113,050
Decrease in remediation services costs	(29,370)
Total	\$ 790,320

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Plan, organize, and direct City debt offerings.	3	6	5	5
Pay vendor invoices.				
• By check	23,988	23,000	24,000	24,000
• By electronic funds transfer	40,267	47,000	40,300	40,300
• Accounts payable turnover ratio	13	13	12	13
Issue new licenses and bill accounts.				
• New licenses issued	4,873	3,100	5,209	5,000
• Accounts billed	67,787	41,000	62,670	81,360
Process and deposit utility, tax, and license payments and other City revenue.				
• Total number of payments processed (000s)	1,631	1,676	1,585	1,585
• Percent of utility payments processed the same day as received	95%	90%	95%	95%
• Percent of tax, license, and other payments processed the same day as received	95%	95%	95%	95%
• Collect business privilege tax and license fees (\$000s)	\$ 222,963	\$ 220,000	\$ 222,754	\$ 222,309
Recover unpaid taxes identified in audits and collect delinquent taxes (\$000s).	\$ 3,859	\$ 4,500	\$ 3,972	\$ 4,088

OPERATING PROGRAMS

ADMINISTRATION: This program area provides leadership to the department and financial direction to City management and other City departments and prepares and monitors the department's budget.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 2,940,177	\$ 553,980	\$ 598,380	\$ 567,670
Character of Expenditures				
Salaries and Benefits	\$ 565,151	\$ 517,410	\$ 536,450	\$ 534,030
Services	2,366,547	35,370	58,390	32,440
Supplies	8,479	1,200	3,540	1,200
Program Total	\$ 2,940,177	\$ 553,980	\$ 598,380	\$ 567,670

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	\$ 2,248,813	\$ 4,381,560	\$ 4,385,880	\$ 4,379,900
Character of Expenditures				
Salaries and Benefits	\$ 2,099,806	\$ 2,209,220	\$ 2,213,160	\$ 2,215,380
Services	106,579	2,124,840	2,128,970	2,117,020
Supplies	42,428	47,500	43,750	47,500
Program Total	\$ 2,248,813	\$ 4,381,560	\$ 4,385,880	\$ 4,379,900

CENTRAL SAFETY SERVICES¹: 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				
Internal Service Fund: Self Insurance	\$ -0-	\$ -0-	\$ -0-	\$ 706,640
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 315,200
Services	-0-	-0-	-0-	280,960
Supplies	-0-	-0-	-0-	80,480
Equipment	-0-	-0-	-0-	30,000
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 706,640

¹The Central Safety program transferred from Human Resources beginning in Fiscal Year 2016.

FINANCE

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 and property losses. It also reviews contracts for insurance and indemnification requirements.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 5,772,713	\$ 7,907,700	\$ 7,886,700	\$ 8,021,410
Character of Expenditures				
Salaries and Benefits	\$ 272,309	\$ 284,170	\$ 359,290	\$ 397,220
Services	5,416,922	7,582,380	7,483,290	7,583,040
Supplies	83,482	41,150	44,120	41,150
Program Total	\$ 5,772,713	\$ 7,907,700	\$ 7,886,700	\$ 8,021,410

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

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 1,640,950	\$ 430,030	\$ 430,030	\$ 400,000
Character of Expenditures				
Services	\$ 1,640,882	\$ 430,030	\$ 430,030	\$ 400,000
Supplies	68	-0-	-0-	-0-
Program Total	\$ 1,640,950	\$ 430,030	\$ 430,030	\$ 400,000

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	\$ 3,346,710	\$ 3,424,860	\$ 3,267,830	\$ 3,694,090
Character of Expenditures				
Salaries and Benefits	\$ 2,783,460	\$ 2,900,880	\$ 2,707,210	\$ 2,790,070
Services	341,907	347,000	322,570	725,690
Supplies	221,343	176,980	238,050	178,330
Program Total	\$ 3,346,710	\$ 3,424,860	\$ 3,267,830	\$ 3,694,090

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 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).

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 1,802,140	\$ 1,821,020	\$ 1,840,830	\$ 1,851,180
Character of Expenditures				
Salaries and Benefits	\$ 1,330,158	\$ 1,354,430	\$ 1,311,040	\$ 1,302,610
Services	455,733	450,550	506,480	532,530
Supplies	16,249	16,040	23,310	16,040
Program Total	\$ 1,802,140	\$ 1,821,020	\$ 1,840,830	\$ 1,851,180

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Finance Administrator	1.00	-0-	-0-	-0-
Finance Manager	1.00	1.00	1.00	1.00
Financial Specialist	1.00	-0-	-0-	-0-
Executive Assistant	-0-	1.00	1.00	1.00
Administrative Assistant	0.50	-0-	-0-	-0-
Program Total	5.50	4.00	4.00	4.00
Accounting				
Finance Administrator	1.00	1.00	2.00	2.00
Finance Manager	2.00	2.00	2.00	2.00
Lead Finance Analyst	1.00	1.00	1.00	1.00
Principal Accountant	2.00	2.00	3.00	3.00
Finance Analyst	1.00	1.00	1.00	1.00
Senior Accountant	7.00	7.00	6.00	6.00
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	34.00	34.00	35.00	35.00

FINANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Central Safety Services				
Safety and Environmental Compliance	-0-	-0-	-0-	1.00
Risk Management Specialist	-0-	-0-	-0-	1.00
Safety and Environmental Compliance	-0-	-0-	-0-	2.00
Program Total	-0-	-0-	-0-	4.00
General Public Liability				
Risk Manager	1.00	1.00	1.00	1.00
Risk Management Claims Adjuster	1.00	1.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	5.00	5.00
Revenue				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	2.00	2.00	2.00	2.00
Finance Analyst	1.00	1.00	1.00	1.00
Tax Audit Supervisor	2.00	2.00	2.00	2.00
Tax Auditor	7.00	7.00	7.00	7.00
Financial Services Supervisor	3.00	2.00	2.00	2.00
Revenue Investigation Supervisor	1.00	1.00	1.00	1.00
Revenue Investigator	16.00	16.00	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	4.00	3.00	3.00
Program Total	46.00	42.00	41.00	41.00
Treasury				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Financial Specialist	1.00	1.00	1.00	1.00
Financial Services Supervisor	1.00	1.00	1.00	1.00
Office Supervisor	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Cashier	12.00	12.00	12.00	12.00
Program Total	23.00	23.00	23.00	23.00
Department Total	112.50	107.00	108.00	112.00

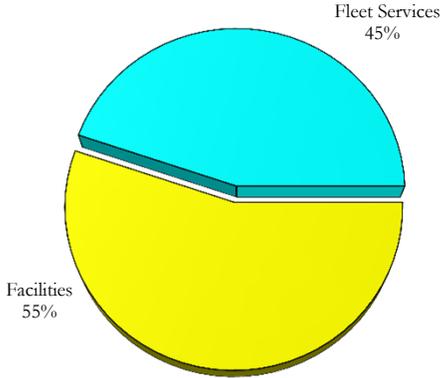
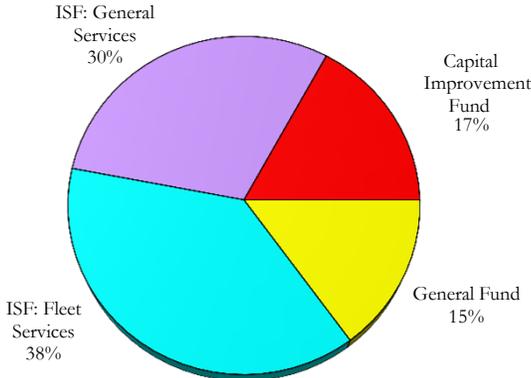
GENERAL SERVICES	
OPERATING:	\$ 58,484,940
CAPTIAL:	12,302,500
TOTAL:	<u>\$ 70,787,440</u>
POSITION TOTAL:	222.00

FACILITIES

FLEET SERVICES

FINANCING PLAN

PROGRAM ALLOCATION



GENERAL SERVICES

MISSION STATEMENT: Ensure all City of Tucson departments and offices have the best possible facilities, communications, vehicles, fuels and energy management necessary for optimal service to the community.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Facilities	133.00	127.00	127.00	129.00
Fleet Services	96.00	96.00	96.00	93.00
Department Total	229.00	223.00	223.00	222.00

TOTAL BUDGET				
Operating	\$ 54,464,560	\$ 62,652,720	\$ 57,626,990	\$ 58,484,940
Capital	1,326,368	568,800	850,430	12,302,500
Department Total	\$ 55,790,928	\$ 63,221,520	\$ 58,477,420	\$ 70,787,440

CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 15,128,695	\$ 16,030,940	\$ 14,736,810	\$ 15,577,500
Services	21,147,628	25,262,250	23,649,470	23,477,990
Supplies	16,042,973	17,269,080	15,819,860	17,374,250
Equipment	302,448	1,612,000	1,598,360	264,000
Debt Service	1,842,816	2,478,450	1,822,490	1,791,200
Operating Total	\$ 54,464,560	\$ 62,652,720	\$ 57,626,990	\$ 58,484,940
Capital Improvement Program	1,326,368	568,800	850,430	12,302,500
Department Total	\$ 55,790,928	\$ 63,221,520	\$ 58,477,420	\$ 70,787,440

FUNDING SOURCES				
General Fund	\$ 9,777,242	\$ 13,013,970	\$ 13,240,000	\$ 10,678,790
Capital Improvement Fund	128,081	75,000	93,150	-0-
Internal Service Fund: Fleet Services	25,081,575	27,688,950	24,563,200	26,635,120
Internal Service Fund: General Services	19,477,662	21,874,800	19,730,640	21,171,030
Department Total	\$ 54,464,560	\$ 62,652,720	\$ 57,626,990	\$ 58,484,940
Capital Improvement Program	1,326,368	568,800	850,430	12,302,500
Department Total	\$ 55,790,928	\$ 63,221,520	\$ 58,477,420	\$ 70,787,440

GENERAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$58,484,940 reflects a decrease of \$4,167,780 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in cost for the annual recurring public safety radio communications subscriber fees for access to the Pima County Wireless Integrated Network (PCWIN)	\$ 56,660
Increase in cost for the General Fund share of the Tucson Utility Management System	28,150
Increase in city hall security costs	27,000
Increase in annual maintenance cost backup consoles at the Pima Emergency Communications Center (PECOC)	6,920
Increase in costs due to transfer of maintenance for the Performing Arts Center from Parks and Recreation	5,070
Decrease in costs due to transfer of communication equipment maintenance to Tucson Fire	(23,390)
Decrease in miscellaneous costs	(72,920)
Decrease in cost due to the completion of the impact fee study	(75,000)
Decrease by eliminating the contingency funding to relocate communications fiber oversight	(87,860)
Decrease in personnel costs	(93,020)
Decrease of one-time funding for Tucson Convention Center (TCC) Arena renovations/repairs due to completion of the work	(453,440)
Decrease in cost due to elimination of CNG Plant Replacement Project debt service	(650,000)
Decrease in costs associated with building maintenance for Tucson Golf and Tucson Convention Center as General Services is no longer providing maintenance for these facilities	(655,950)
Decrease in costs for General Fund vehicle replacement.	(680,000)
Total	<u>(1,500,000)</u> \$ (4,167,780)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Work toward a 100% on-time completion rate of facilities maintenance related work orders.				
• Percent of customer requested work orders completed within five days after receipt	56%	75%	60%	75%
• Percent of preventive maintenance work orders completed on set schedule	44%	75%	60%	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.				
• Average cost savings per permit	\$ 326	\$ 330	\$ 150	\$ 200

Department Measures of Performance (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Provide the Environmental Services Department with 100% of its daily collection equipment needs for side-loaders and front-end loaders.				
• 46 side loaders daily	99%	100%	99%	100%
• 13 front-end loaders daily	96%	100%	98%	100%

OPERATING PROGRAMS

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.

Projected Revenue Sources

General Fund	\$ 9,777,250	\$ 11,513,970	\$ 11,740,000	\$ 10,678,790
Capital Improvement Fund	128,081	75,000	93,150	-0-
Program Total	\$ 9,905,331	\$ 11,588,970	\$ 11,833,150	\$ 10,678,790

Character of Expenditures

Salaries and Benefits	\$ 87,575	\$ 95,960	\$ 80,180	\$ 91,240
Services	9,752,897	11,483,010	11,742,970	10,577,550
Supplies	4,779	10,000	10,000	10,000
Equipment	60,080	-0-	-0-	-0-
Program Total	\$ 9,905,331	\$ 11,588,970	\$ 11,833,150	\$ 10,678,790

GENERAL SERVICES INTERNAL SERVICE FUND: An Internal Service Fund is a governmental accounting fund used to account for the financing of goods or services provided by one city department to another at a cost reimbursement basis. As a result, expenses are budgeted in customer departments.

Projected Revenue Sources

Interdepartmental Charges	\$ 19,142,145	\$ 21,563,740	\$ 19,419,910	\$ 20,862,820
US Treasury Subsidy for CREBs II	335,509	311,060	310,730	308,210
Program Total	\$ 19,477,654	\$ 21,874,800	\$ 19,730,640	\$ 21,171,030

GENERAL SERVICES

General Services Internal Service Fund (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Salaries and Benefits	\$ 9,079,980	\$ 9,400,070	\$ 8,676,760	\$ 9,383,750
Services	6,568,531	8,355,920	7,246,770	7,749,690
Supplies	1,921,871	2,259,310	1,947,140	2,057,390
Equipment	64,456	37,000	37,480	189,000
Debt Service	1,842,816	1,822,500	1,822,490	1,791,200
Program Total	\$ 19,477,654	\$ 21,874,800	\$ 19,730,640	\$ 21,171,030

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

Projected Revenue Sources

General Fund	\$ -0-	\$ 1,500,000	\$ 1,500,000	\$ -0-
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Character of Expenditures

Services	\$ -0-	\$ -0-	\$ 8,120	\$ -0-
Equipment	-0-	1,500,000	1,491,880	-0-
Program Total	\$ -0-	\$ 1,500,000	\$ 1,500,000	\$ -0-

FLEET SERVICES INTERNAL SERVICE FUND: This is a governmental accounting fund used to account for the financing of goods or services provided by one city department to another at a cost reimbursement basis. As a result, expenses are budgeted in customer departments.

Projected Revenue Sources

Interdepartmental Charges	\$ 25,023,963	\$ 27,615,950	\$ 24,499,300	\$ 26,562,120
Scrap Material Sales	57,612	52,000	51,640	52,000
Vehicle Auction Revenue	-0-	21,000	12,260	21,000
Program Total	\$ 25,081,575	\$ 27,688,950	\$ 24,563,200	\$ 26,635,120

Character of Expenditures

Salaries and Benefits	\$ 5,961,140	\$ 6,534,910	\$ 5,979,870	\$ 6,102,510
Services	4,826,200	5,423,320	4,651,610	5,150,750
Supplies	14,116,323	14,999,770	13,862,720	15,306,860
Equipment	177,912	75,000	69,000	75,000
Debt Service	-0-	655,950	-0-	-0-
Program Total	\$ 25,081,575	\$ 27,688,950	\$ 24,563,200	\$ 26,635,120

POSITION RESOURCES

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Facilities				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
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
Department Finance Manager	-0-	-0-	1.00	1.00
Department Human Resources Manager	-0-	-0-	1.00	1.00
Energy Manager	1.00	1.00	1.00	1.00
Facilities Management Superintendent	3.00	3.00	3.00	3.00
Management Coordinator	1.00	1.00	-0-	-0-
Architect	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	-0-	-0-
Mechanical Engineer	1.00	1.00	1.00	1.00
Project Manager	2.00	2.00	2.00	1.00
ADA Compliance Specialist	1.00	1.00	1.00	1.00
Management Assistant	2.00	2.00	2.00	2.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Staff Assistant	3.00	2.00	1.00	1.00
Communications Maintenance Scheduler	1.00	1.00	1.00	1.00
Planner Scheduler	2.00	2.00	2.00	2.00
Senior Communication Technician	-0-	-0-	1.00	1.00
Safety Specialist	-0-	-0-	1.00	1.00
Carpentry Supervisor	1.00	1.00	1.00	1.00
Communication Technician	-0-	-0-	1.00	1.00
Contract and Assessment Specialist	-0-	-0-	1.00	1.00
Electrician Supervisor	1.00	1.00	1.00	1.00
Electronics Technician Supervisor	2.00	2.00	1.00	1.00
HVAC 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	8.00	8.00	8.00	8.00
Electronics Technician	8.00	7.00	6.00	6.00
Energy Management Control Systems Technician	5.00	5.00	-0-	-0-
Engineering Associate	1.00	1.00	1.00	2.00
Facilities Project Coordinator	6.00	6.00	6.00	5.00
Fuel Station Mechanic	3.00	3.00	3.00	3.00
HVAC Technician	8.00	8.00	13.00	13.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	-0-	-0-
Locksmith	3.00	3.00	3.00	3.00
Office Supervisor	-0-	-0-	1.00	1.00
Plumber	6.00	6.00	6.00	6.00
Asset Management Planning Technician	-0-	-0-	1.00	1.00

GENERAL SERVICES

Facilities (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Electronics Bench Technician	4.00	4.00	4.00	4.00
Roofer	2.00	2.00	2.00	2.00
Painter	3.00	3.00	2.00	2.00
Administrative Assistant	2.00	2.00	3.00	4.00
Building Maintenance Worker	3.00	3.00	3.00	3.00
Lead Custodian	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	2.00
Senior Account Clerk	3.00	2.00	3.00	4.00
Senior Storekeeper	1.00	1.00	-0-	-0-
Storekeeper	1.00	1.00	1.00	1.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Custodian	20.00	17.00	16.00	16.00
Technological Intern	1.00	1.00	-0-	-0-
Program Total	133.00	127.00	127.00	129.00

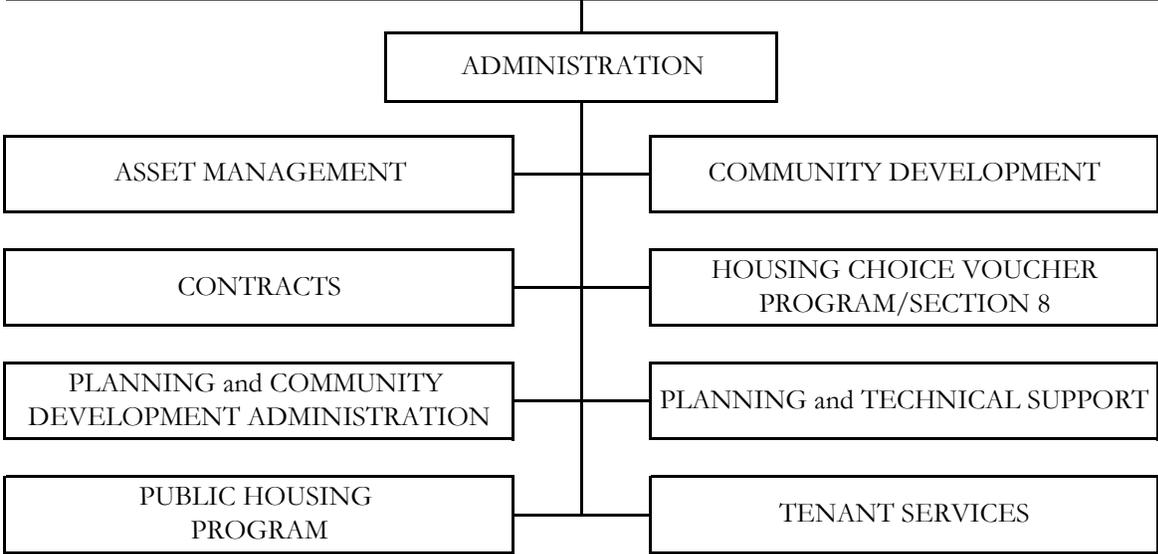
Fleet Services

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	-0-	-0-	-0-
Management Coordinator	-0-	1.00	-0-	-0-
Certified Fleet Services Supervisor	4.00	5.00	-0-	-0-
Management Assistant	-0-	-0-	1.00	1.00
Staff Assistant	1.00	1.00	-0-	-0-
Fleet Equipment Specialist	3.00	3.00	3.00	3.00
Fleet Services Supervisor	3.00	2.00	7.00	7.00
Certified Lead Automotive Mechanic	1.00	1.00	-0-	-0-
Certified Senior Heavy Equipment Mechanic	14.00	14.00	-0-	-0-
Certified Auto Body Welder	1.00	1.00	-0-	-0-
Certified Automotive Mechanic	14.00	16.00	-0-	-0-
Lead Automotive Mechanic	1.00	1.00	2.00	2.00
Senior Heavy Equipment Mechanic	10.00	10.00	24.00	24.00
Management Analyst	-0-	-0-	1.00	1.00
Automotive Mechanic	6.00	4.00	20.00	20.00
Certified Auto Parts Specialist	4.00	4.00	-0-	-0-
Certified Lead Fleet Service Technician	2.00	2.00	-0-	-0-
Welder	1.00	1.00	2.00	2.00
Automotive Parts Specialist	2.00	2.00	6.00	6.00
Certified Fleet Control Specialist	2.00	2.00	-0-	-0-
Lead Fleet Service Technician	-0-	-0-	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	1.00
Certified Senior Fleet Service Technician	12.00	12.00	-0-	-0-
Fleet Control Specialist	-0-	-0-	2.00	2.00
Secretary	1.00	1.00	1.00	-0-
Senior Account Clerk	3.00	3.00	3.00	2.00

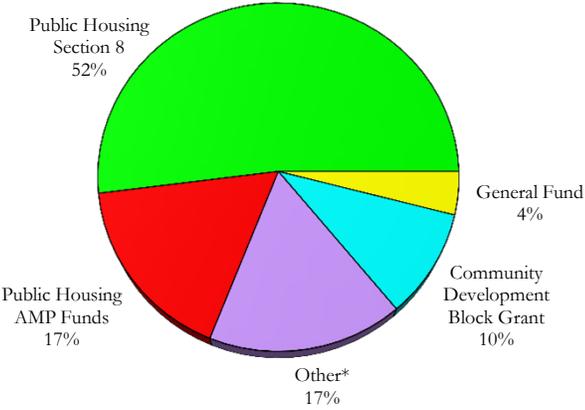
Fleet Services (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Senior Fleet Service Technician	-0-	-0-	12.00	12.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Automotive Service Writer	1.00	1.00	1.00	1.00
Fleet Services Attendant	4.00	4.00	4.00	4.00
Program Total	96.00	96.00	96.00	93.00
Department Total	229.00	223.00	223.00	222.00

HOUSING and COMMUNITY DEVELOPMENT	
OPERATING:	\$ 72,459,220
CAPITAL:	1,160,200
TOTAL:	<u>\$ 73,619,420</u>
POSITION TOTAL:	<u>146.25</u>

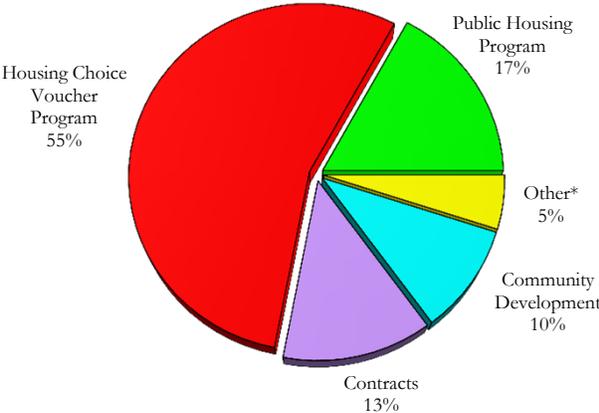


FINANCING PLAN



*Other includes HOME Investment Partnerships (7%), Miscellaneous Housing Grant Fund (6%), Capital Improvement Program (2%), Non-Public Housing Asset Management Fund (2%), Non-Federal GrantsFund (<1%), and Other Federal Grants Fund (<1%).

PROGRAM ALLOCATION



*Other includes Administration (2%), Asset Management (2%), Planning and Community Development Administration (1%), Planning and Technical Support (<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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	13.00	9.05	14.00	14.00
Asset Management	0.50	1.75	4.00	4.00
Community Development	12.00	12.00	12.00	11.00
Contracts	7.00	6.00	6.00	6.00
Housing Choice Voucher/Section 8 Program	36.00	37.00	32.00	32.00
Planning and Community Development Administration	7.00	7.00	7.00	9.00
Planning and Technical Support	3.00	3.00	3.00	2.00
Public Housing Program	65.75	65.45	63.25	63.25
Tenant Services	5.00	5.00	5.00	5.00
Department Total	149.25	146.25	146.25	146.25
TOTAL BUDGET				
Operating	\$ 65,890,689	\$ 76,838,420	\$ 73,257,040	\$ 72,459,220
Capital	1,173,761	415,500	1,256,500	1,160,200
Department Total	\$ 67,064,450	\$ 77,253,920	\$ 74,513,540	\$ 73,619,420
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 9,117,266	\$ 10,614,340	\$ 10,618,030	\$ 10,503,970
Services	55,392,704	65,280,630	61,549,830	60,498,380
Supplies	1,297,802	919,970	1,030,230	1,332,390
Equipment	82,917	23,480	58,950	124,480
Operating Total	\$ 65,890,689	\$ 76,838,420	\$ 73,257,040	\$ 72,459,220
Capital Improvement Program	1,173,761	415,500	1,256,500	1,160,200
Department Total	\$ 67,064,450	\$ 77,253,920	\$ 74,513,540	\$ 73,619,420

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
FUNDING SOURCES				
General Fund	\$ 2,886,946	\$ 3,104,840	\$ 2,975,580	\$ 3,074,460
Civic Contributions Fund	1,023	-0-	-0-	-0-
Community Development Block Grant	5,305,104	9,808,760	8,320,810	7,203,540
HOME Investment Partnerships	2,366,223	6,027,840	6,065,920	4,909,940
Miscellaneous Housing Grant Fund	4,720,535	4,870,890	4,870,910	4,467,060
Non-Federal Grants	364,894	377,100	377,100	442,040
Non-Public Housing Assistance (PHA) Asset Management	1,087,479	1,208,880	1,620,730	1,288,150
Other Federal Grants	89,671	76,580	76,580	76,560
Public Housing (AMP) Fund	12,364,682	13,311,860	13,022,220	12,860,730
Public Housing Section 8 Fund	36,704,132	38,051,670	35,927,190	38,136,740
Operating Total	\$ 65,890,689	\$ 76,838,420	\$ 73,257,040	\$ 72,459,220
Capital Improvement Program	1,173,761	415,500	1,256,500	1,160,200
Department Total	\$ 67,064,450	\$ 77,253,920	\$ 74,513,540	\$ 73,619,420

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$72,459,220 reflects a decrease of \$4,379,200 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in payments to outside organizations	\$ 379,050
Increase in software purchase to replace outdated housing program	305,830
Increase to utility service charges	138,350
Decrease to miscellaneous costs	(27,430)
Decrease in outside professional services and staffing due to carry forward of various grants	(815,530)
Decrease in community programs due to carry forward of various grants for multi-year projects	(4,359,470)
Total	\$ (4,379,200)

DEPARTMENT MEASURES of PERFORMANCE

Occupancy rate of the City's Public Housing Program.	98%	98%	98%	98%
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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	504	480	465	460
• Dollar value (\$000s)	\$ 2,131	\$ 2,800	\$ 2,000	\$ 2,076

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	93	50	43	45
◇ Dollar value (\$000s)	\$ 740	\$ 840	\$ 600	\$ 600
• Multi-Family Homes				
◇ Number of units	101	80	31	35
◇ Dollar value (\$000s)	\$ 1,820	\$ 3,700	\$ 2,470	\$ 2,240
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)	\$ 1,451	\$ 1,465	\$ 1,465	\$ 1,465
• Community Development Block Grant (\$000)	\$ 781	\$ 767	\$ 770	\$ 767
• Federal Housing Opportunities for People with AIDS (\$000)	\$ 362	\$ 439	\$ 439	\$ 453
• Emergency Solutions Grant (\$000)	\$ 572	\$ 272	\$ 401	\$ 393
• Continuum of Care Program (\$000)	\$ 2,297	\$ 2,315	\$ 2,133	\$ 2,193
Provide market rental homes subsidized with federal funds by the City's Public Housing Authority.				
• Number of unit months leased	62,551	65,903	65,186	65,604
• Percentage of annual unit months allocation	96%	98%	99%	98%
• Housing assistance payments (\$000)	\$ 32,902	\$ 35,342	\$ 33,324	\$ 34,804
Meet or exceed the Department of Housing and Urban Development, Section 8 Management Assessment Program (SEMAP) target rate of 90%.				
(Annual performance scores)				
• Tucson	N/A	98%	90%	98%
• Pima County	86%	98%	90%	98%

HOUSING and COMMUNITY DEVELOPMENT

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 387,952	\$ 427,220	\$ 412,700	\$ 470,670
Community Development Block Grant	247,589	300,230	282,150	312,440
HOME Investment Partnerships	21,072	14,530	14,530	14,320
Miscellaneous Housing Grant Fund	4,034	3,980	4,000	3,980
Public Housing (AMP) Funds	311,597	304,720	537,240	547,610
Program Total	\$ 972,244	\$ 1,050,680	\$ 1,250,620	\$ 1,349,020
Character of Expenditures				
Salaries and Benefits	\$ 846,973	\$ 879,870	\$ 1,091,050	\$ 1,176,820
Services	99,155	141,300	133,260	133,150
Supplies	26,116	29,510	26,310	30,050
Equipment	-0-	-0-	-0-	9,000
Program Total	\$ 972,244	\$ 1,050,680	\$ 1,250,620	\$ 1,349,020

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.

Projected Revenue Sources				
Community Development Block Grant	\$ 190,139	\$ 223,400	\$ 336,000	\$ 360,010
HOME Investment Partnerships	198,072	178,400	216,480	228,130
Non-PHA Asset Management	505,813	492,170	896,200	566,370
Program Total	\$ 894,024	\$ 893,970	\$ 1,448,680	\$ 1,154,510
Character of Expenditures				
Salaries and Benefits	\$ 122,898	\$ 110,800	\$ 360,380	\$ 400,290
Services	737,590	754,080	943,640	644,970
Supplies	33,536	29,090	144,660	109,250
Program Total	\$ 894,024	\$ 893,970	\$ 1,448,680	\$ 1,154,510

HOUSING and COMMUNITY DEVELOPMENT

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 464,002	\$ 488,680	\$ 471,230	\$ 453,160
Community Development Block Grant	2,345,072	3,515,510	3,515,510	1,876,310
HOME Investment Partnerships	1,937,318	5,548,970	5,548,970	4,406,350
Miscellaneous Housing Grant Fund	761,123	1,076,930	1,076,910	600,290
Other Federal Grants	73,031	76,580	76,580	76,560
Program Total	\$ 5,580,546	\$ 10,706,670	\$ 10,689,200	\$ 7,412,670
Character of Expenditures				
Salaries and Benefits	\$ 1,138,467	\$ 1,138,670	\$ 1,210,600	\$ 941,370
Services	4,419,595	9,551,040	9,438,970	6,412,610
Supplies	22,484	16,960	17,630	26,690
Equipment	-0-	-0-	22,000	32,000
Program Total	\$ 5,580,546	\$ 10,706,670	\$ 10,689,200	\$ 7,412,670

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	\$ 1,678,510	\$ 1,702,280	\$ 1,698,010	\$ 1,702,830
Civic Contributions	1,023	-0-	-0-	-0-
Community Development Block Grant	2,347,610	5,511,480	3,940,950	4,367,050
HOME Investment Partnerships	6,530	68,120	68,120	-0-
Miscellaneous Housing Grant Fund	3,294,276	3,121,340	3,121,340	3,097,750
Other Federal Grants	16,640	-0-	-0-	-0-
Program Total	\$ 7,344,589	\$ 10,403,220	\$ 8,828,420	\$ 9,167,630
Character of Expenditures				
Salaries and Benefits	\$ 536,535	\$ 592,910	\$ 592,910	\$ 543,560
Services	6,744,072	9,807,360	8,230,000	8,616,900
Supplies	63,982	2,950	5,510	7,170
Program Total	\$ 7,344,589	\$ 10,403,220	\$ 8,828,420	\$ 9,167,630

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Community Development Block Grant	\$ 10,295	\$ 11,940	\$ -0-	\$ 30
Miscellaneous Housing Grant Fund	446,802	514,950	514,950	514,950
Non-Federal Grants	364,894	377,100	377,100	442,040
Public Housing (AMP) Funds	650,373	995,190	785,560	476,080
Public Housing Section 8 Fund	36,564,702	37,914,570	35,790,090	38,136,520
Program Total	\$ 38,037,066	\$ 39,813,750	\$ 37,467,700	\$ 39,569,620
Character of Expenditures				
Salaries and Benefits	\$ 1,999,217	\$ 2,437,240	\$ 2,290,740	\$ 2,059,290
Services	35,882,442	37,166,610	34,972,740	37,224,660
Supplies	155,407	186,420	180,740	262,190
Equipment	-0-	23,480	23,480	23,480
Program Total	\$ 38,037,066	\$ 39,813,750	\$ 37,467,700	\$ 39,569,620

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

Projected Revenue Sources				
General Fund	\$ 211,403	\$ 253,310	\$ 232,210	\$ 275,140
Community Development Block Grant	136,032	175,330	175,330	269,690
HOME Investment Partnerships	198,128	204,520	204,520	261,130
Miscellaneous Housing Grant Fund	12,204	7,730	7,750	20
Public Housing (AMP) Funds	-0-	-0-	-0-	18,420
Program Total	\$ 557,767	\$ 640,890	\$ 619,810	\$ 824,400
Character of Expenditures				
Salaries and Benefits	\$ 411,376	\$ 456,930	\$ 437,350	\$ 671,920
Services	123,366	153,210	153,370	127,690
Supplies	23,025	30,750	29,090	24,790
Program Total	\$ 557,767	\$ 640,890	\$ 619,810	\$ 824,400

HOUSING and COMMUNITY DEVELOPMENT

PLANNING and TECHNICAL SUPPORT: This program area provides technical assistance, preparing and maintaining required planning documents for the U.S. Department of Housing and Urban Development programs, completing environmental procedures necessary to obtain funding, and other technical services in support of department programs. A portion of these services were previously programmed in the Planning and Revitalization and Historic Preservation program areas in Fiscal Year 2014.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 92,694	\$ 233,350	\$ 161,430	\$ 172,660
Community Development Block Grant	10,070	52,870	52,870	10
HOME Investment Partnerships	5,103	13,300	13,300	10
Public Housing (AMP) Funds	-0-	-0-	-0-	57,550
Program Total	\$ 107,867	\$ 299,520	\$ 227,600	\$ 230,230
Character of Expenditures				
Salaries and Benefits	\$ 105,088	\$ 292,800	\$ 220,880	\$ 225,280
Services	2,779	6,280	6,280	4,950
Supplies	-0-	440	440	-0-
Program Total	\$ 107,867	\$ 299,520	\$ 227,600	\$ 230,230

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				
General Fund	\$ 52,385	\$ -0-	\$ -0-	\$ -0-
Non-PHA Asset Management	582,040	716,710	724,530	721,780
Public Housing (AMP) Funds	11,365,784	11,987,520	11,674,670	11,696,790
Public Housing Section 8 Fund	-0-	-0-	-0-	20
Program Total	\$ 12,000,209	\$ 12,704,230	\$ 12,399,200	\$ 12,418,590
Character of Expenditures				
Salaries and Benefits	\$ 3,731,737	\$ 4,432,620	\$ 4,141,300	\$ 4,201,070
Services	7,228,494	7,651,720	7,622,540	7,289,230
Supplies	957,061	619,890	621,890	868,290
Equipment	82,917	-0-	13,470	60,000
Program Total	\$ 12,000,209	\$ 12,704,230	\$ 12,399,200	\$ 12,418,590

HOUSING and COMMUNITY DEVELOPMENT

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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Community Development Block Grant	\$ 18,297	\$ 18,000	\$ 18,000	\$ 18,000
Miscellaneous Housing Grant Fund	202,096	145,960	145,960	250,070
Public Housing (AMP) Funds	36,554	24,430	24,750	64,280
Public Housing Section 8 Fund	139,430	137,100	137,100	200
Program Total	\$ 396,377	\$ 325,490	\$ 325,810	\$ 332,550
Character of Expenditures				
Salaries and Benefits	\$ 224,975	\$ 272,500	\$ 272,820	\$ 284,370
Services	155,211	49,030	49,030	44,220
Supplies	16,191	3,960	3,960	3,960
Program Total	\$ 396,377	\$ 325,490	\$ 325,810	\$ 332,550

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Community Services Administrator	2.00	0.90	1.00	1.00
Principal Accountant	-0-	-0-	1.00	1.00
Staff Assistant	4.00	3.60	3.00	3.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	0.65	1.00	1.00
Administrative Assistant	1.00	-0-	1.00	1.00
Customer Service Representative	-0-	0.90	-0-	-0-
Customer Service Clerk	1.00	-0-	3.00	3.00
Office Assistant	1.00	-0-	1.00	1.00
Program Total	13.00	9.05	14.00	14.00
Asset Management				
Community Services Administrator	-0-	0.10	-0-	-0-
Community Services Manager	-0-	-0-	1.00	1.00
Office Supervisor	-0-	0.35	-0-	-0-
Staff Assistant	-0-	0.40	-0-	-0-

HOUSING and COMMUNITY DEVELOPMENT

Asset Management (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Residential Property Manager	-0-	0.10	1.00	1.00
Locksmith	-0-	-0-	1.00	1.00
Lead Housing Technician	-0-	-0-	1.00	1.00
Housing Services Agent	-0-	0.20	-0-	-0-
Customer Service Representative	-0-	0.10	-0-	-0-
Custodian	0.50	0.50	-0-	-0-
Program Total	0.50	1.75	4.00	4.00

Community Development

Community Services Manager	1.00	1.00	1.00	-0-
Community Services Project Supervisor	2.00	2.00	2.00	2.00
Rehabilitation Inspector/Estimator	1.00	1.00	1.00	1.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Residential Rehabilitation Project Coordinator	6.00	6.00	6.00	6.00
Facilities Project Coordinator	1.00	1.00	1.00	1.00
Program Total	12.00	12.00	12.00	11.00

Contracts

Community Services Project Supervisor	2.00	2.00	2.00	2.00
Community Services Project Coordinator	5.00	4.00	4.00	4.00
Program Total	7.00	6.00	6.00	6.00

Housing Choice Voucher/Section 8

Program

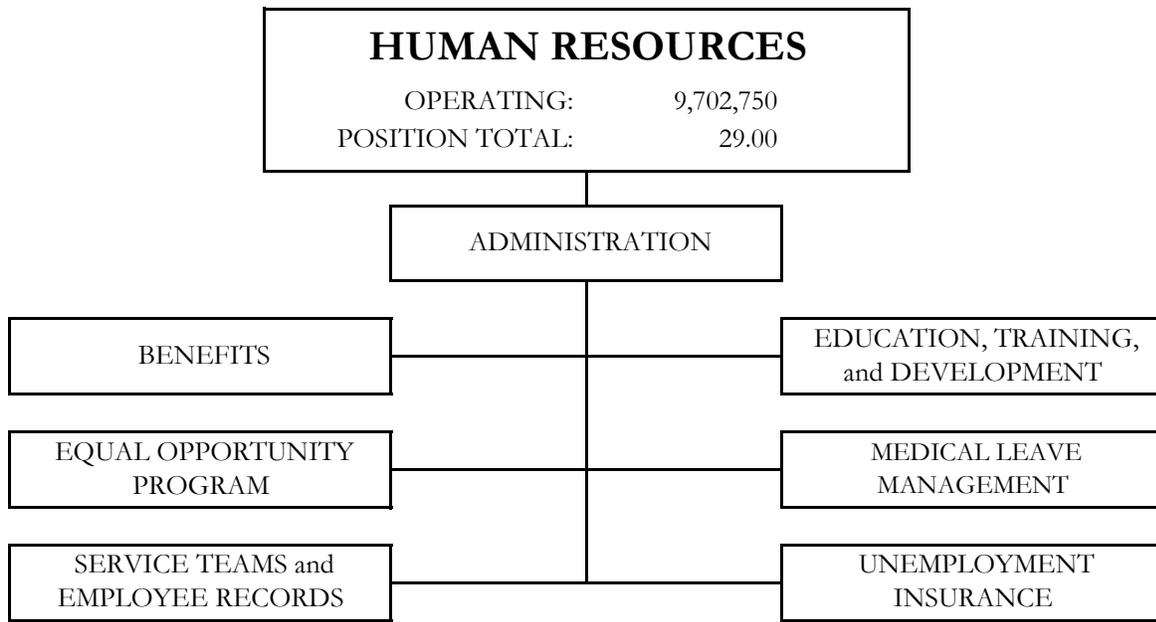
Community Services Manager	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Housing Quality Standards Supervisor	1.00	1.00	1.00	1.00
Principal Accountant	1.00	1.00	-0-	-0-
Senior Accountant	1.00	1.00	-0-	-0-
Housing Assistance Supervisor	2.00	2.00	2.00	2.00
Housing Investigator	1.00	1.00	1.00	1.00
Housing Quality Standards Inspector	5.00	4.00	4.00	4.00
Administrative Assistant	3.00	4.00	3.00	3.00
Housing Services Agent	15.00	15.00	15.00	15.00
Customer Service Clerk	5.00	6.00	4.00	4.00
Program Total	36.00	37.00	32.00	32.00

HOUSING and COMMUNITY DEVELOPMENT

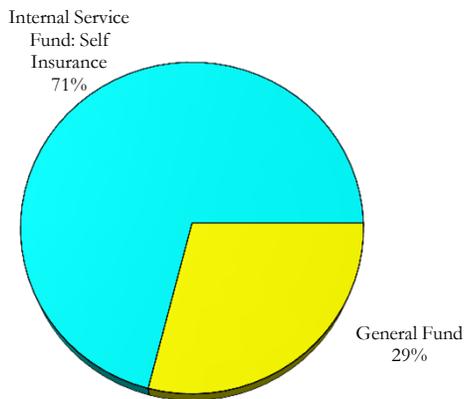
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Planning Community Development				
Administration				
Community Services Administrator	1.00	1.00	1.00	1.00
Principal Accountant	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00
Office Supervisor	1.00	1.00	1.00	1.00
Community Services / Neighborhood Resources Manager	-0-	-0-	-0-	1.00
Community Services / Neighborhood Resources Project Coordinator	-0-	-0-	-0-	1.00
Secretary	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	7.00	9.00
Planning and Technical Support				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	1.00	1.00	1.00	-0-
Lead Planner	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	2.00
Public Housing Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Housing Asset Manager	-0-	1.00	-0-	-0-
Principal Accountant	1.00	1.00	1.00	1.00
Community Services Resources Manager	2.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	2.00	2.00
Residential Property Manager	7.00	5.90	6.00	6.00
Senior Accountant	2.00	2.00	3.00	3.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Housing Field Operations Coordinator	1.00	2.00	1.00	1.00
Lead Housing Technician	17.00	17.00	18.00	18.00
Locksmith	1.75	1.75	0.75	0.75
Physical Plant Operator	2.00	2.00	2.00	2.00
Accountant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Housing Services Agent	14.00	13.80	14.00	14.00
Housing Technician	5.00	5.00	3.00	3.00
Customer Service Representative	3.00	2.00	3.00	3.00
Customer Service Clerk	2.00	2.00	1.00	1.00
Custodian	2.00	2.00	2.50	2.50
Office Assistant	-0-	1.00	-0-	-0-
Program Total	65.75	65.45	63.25	63.25

HOUSING and COMMUNITY DEVELOPMENT

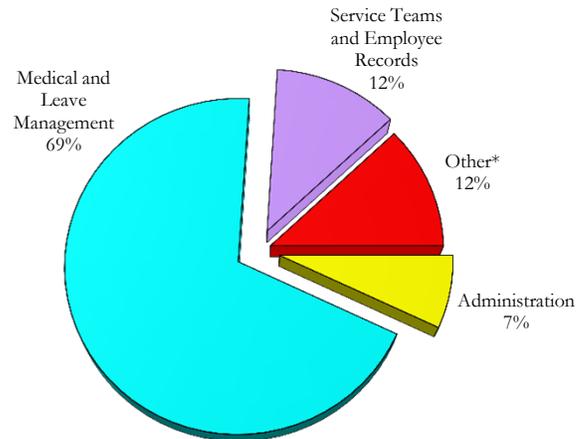
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Tenant Services				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Housing Services Agent	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	5.00	5.00
Department Total	149.25	146.25	146.25	146.25



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Education, Training, and Development (4%), Benefits (3%), Equal Opportunity Program (3%), and Unemployment Insurance (2%).

HUMAN RESOURCES

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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	6.00	5.00	4.00	4.00
Benefits	3.00	3.00	3.00	3.00
Central Safety Services ¹	4.00	4.00	4.00	-0-
Education, Training, and Development	2.00	2.00	5.00	5.00
Equal Opportunity Program ²	-0-	-0-	3.00	3.00
Medical Leave Management	3.00	3.00	6.00	6.00
Service Team and Employee Records	12.00	13.00	8.00	8.00
Department Total	30.00	30.00	33.00	29.00
TOTAL BUDGET				
Operating	\$ 15,413,158	\$ 9,967,350	\$ 10,087,710	\$ 9,702,750
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 3,018,035	\$ 2,579,810	\$ 2,583,220	\$ 2,501,060
Services	12,268,347	7,182,990	7,311,880	6,973,420
Supplies	113,222	174,550	187,610	53,270
Equipment	13,554	30,000	5,000	175,000
Department Total	\$ 15,413,158	\$ 9,967,350	\$ 10,087,710	\$ 9,702,750
FUNDING SOURCES				
General Fund	\$ 2,821,306	\$ 2,312,170	\$ 2,450,130	\$ 2,789,020
Internal Service Fund: Self Insurance	12,591,852	7,655,180	7,637,580	6,913,730
Department Total	\$ 15,413,158	\$ 9,967,350	\$ 10,087,710	\$ 9,702,750

¹Central Safety Program transferred to the Finance Department for Fiscal Year 2016.

²Equal Opportunity Program transferred to Human Resources during Fiscal Year 2015.

SIGNIFICANT CHANGES: GENERAL FUND

The General Fund adopted operating budget for Fiscal Year 2016 of \$2,789,020 reflects an increase of \$476,850 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase for salaries and benefits of three additional positions from Equal Opportunity Program Department (EOPD) transferred to Human Resources Department	\$ 250,420
Increase in expenditure to purchase application tracking system software	175,000
Increase in non-personnel costs related to the addition of the EOPD to department	55,440
Decrease in insurance costs	(4,010)
Total	\$ 476,850

HUMAN RESOURCES

SIGNIFICANT CHANGES: RISK MANAGEMENT FUND

The Risk Management Fund adopted operating budget for Fiscal Year 2016 of \$6,913,730 reflects a decrease of \$741,450 from the Fiscal Year 2015 Adopted Budget. Changes include:

Decrease in personnel costs	\$ (13,970)
Decrease in miscellaneous costs	(20,840)
Decrease due to transfer of Central Safety Services to the Finance Department	(706,640)
Total	\$ (741,450)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Support quality staffing by managing the employee selection process.				
• Process applications for City positions	13,374	15,000	13,200	13,200
• Vacancies posted	187	280	200	200
• Candidates hired	663	450	420	420
• Number of Supervisory Core Series and new event completions	2,007	1,780	1,270	1,610
• Number of credits reimbursed through Tuition Reimbursement	574	750	740	750
• Number of external interns placed	-0-	30	10	15

OPERATING PROGRAMS

ADMINISTRATION: This program area provides oversight and management of changes required within the Human Resources functions, provides service as secretary and staff to the Civil Service Commission, and manages labor relations with represented employee groups on behalf of the City Manager.

Projected Revenue Sources

General Fund	\$ 693,280	\$ 717,030	\$ 648,990	\$ 700,890
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Character of Expenditures

Salaries and Benefits	\$ 567,002	\$ 607,240	\$ 453,820	\$ 613,420
Services	112,012	102,460	169,310	75,070
Supplies	14,266	7,330	25,860	12,400
Program Total	\$ 693,280	\$ 717,030	\$ 648,990	\$ 700,890

HUMAN RESOURCES

BENEFITS: This program area is responsible for insurance enrollment and maintenance of the program as well as provides information, services, and support to new hires, dependents, retirees, and Consolidated Omnibus Budget Reconciliation Act (COBRA) participants.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 265,406	\$ 287,730	\$ 255,020	\$ 287,140
Character of Expenditures				
Salaries and Benefits	\$ 232,273	\$ 235,850	\$ 203,140	\$ 243,410
Services	16,088	45,780	40,780	36,930
Supplies	17,045	6,100	11,100	6,800
Program Total	\$ 265,406	\$ 287,730	\$ 255,020	\$ 287,140

CENTRAL SAFETY SERVICES¹: 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. Program transferred to Finance Department in Fiscal Year 2016.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 512,176	\$ 673,710	\$ 673,610	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 343,554	\$ 316,550	\$ 316,550	\$ -0-
Services	132,313	267,160	280,760	-0-
Supplies	22,755	60,000	71,300	-0-
Equipment	13,554	30,000	5,000	-0-
Program Total	\$ 512,176	\$ 673,710	\$ 673,610	\$ -0-

EDUCATION, TRAINING and DEVELOPMENT: This program area provides education and training 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	\$ 381,990	\$ 381,630	\$ 337,450	\$ 365,790
Character of Expenditures				
Salaries and Benefits	\$ 224,391	\$ 225,100	\$ 225,100	\$ 240,090
Services	156,858	124,210	112,350	109,150
Supplies	741	32,320	-0-	16,550
Program Total	\$ 381,990	\$ 381,630	\$ 337,450	\$ 365,790

¹Central Safety Program transferred to the Finance Department for Fiscal Year 2016.

HUMAN RESOURCES

EQUAL OPPORTUNITY PROGRAM¹: This program area is responsible for the City of Tucson's compliance with internal and external discrimination/wrongful conduct claims and provides certification of adherence to the federal Equal Employment Opportunity statute for hiring and promotions.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 780,067	\$ -0-	\$ 285,210	\$ 264,360
Character of Expenditures				
Salaries and Benefits	\$ 715,086	\$ -0-	\$ 218,520	\$ 205,560
Services	62,816	-0-	62,720	51,810
Supplies	2,165	-0-	3,970	6,990
Program Total	\$ 780,067	\$ -0-	\$ 285,210	\$ 264,360

¹Equal Opportunity Program was transferred to Human Resources during Fiscal Year 2015.

MEDICAL and LEAVE MANAGEMENT: This program area provides case management for the Family Leave, Americans With Disabilities, and Uniformed Services Employment and Reemployment Rights Acts in conjunction with the City's leave and Workers' Compensation policies.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 11,857,248	\$ 6,665,470	\$ 6,647,970	\$ 6,656,230
Character of Expenditures				
Salaries and Benefits	\$ 249,060	\$ 284,970	\$ 267,470	\$ 272,350
Services	11,605,733	6,377,700	6,373,120	6,378,350
Supplies	2,455	2,800	7,380	5,530
Program Total	\$ 11,857,248	\$ 6,665,470	\$ 6,647,970	\$ 6,656,230

SERVICE TEAM and EMPLOYEE RECORDS: This program area partners with City departments to fulfill staffing requirements through outreach, recruiting, and personnel actions as well as administers the hiring processes to allow candidates to compete fairly based upon merit.

Projected Revenue Sources				
General Fund	\$ 700,563	\$ 925,780	\$ 923,460	\$ 1,170,840
Character of Expenditures				
Salaries and Benefits	\$ 686,669	\$ 910,100	\$ 898,620	\$ 926,230
Services	13,894	15,680	22,840	64,610
Supplies	-0-	-0-	2,000	5,000
Equipment	-0-	-0-	-0-	175,000
Program Total	\$ 700,563	\$ 925,780	\$ 923,460	\$ 1,170,840

HUMAN RESOURCES

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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 162,069	\$ 250,000	\$ 250,000	\$ 257,500
Character of Expenditures				
Services	\$ 162,069	\$ 250,000	\$ 250,000	\$ 257,500

WELLNESS PROGRAM¹: 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				
Internal Service Fund: Self Insurance	\$ 60,359	\$ 66,000	\$ 66,000	\$ -0-
Character of Expenditures				
Services	\$ 6,564	\$ -0-	\$ -0-	\$ -0-
Supplies	53,795	66,000	66,000	-0-
Program Total	\$ 60,359	\$ 66,000	\$ 66,000	\$ -0-

¹In Fiscal Year 2016, the Wellness Program is provided by the City's health insurance service carrier.

POSITION RESOURCES

Administration

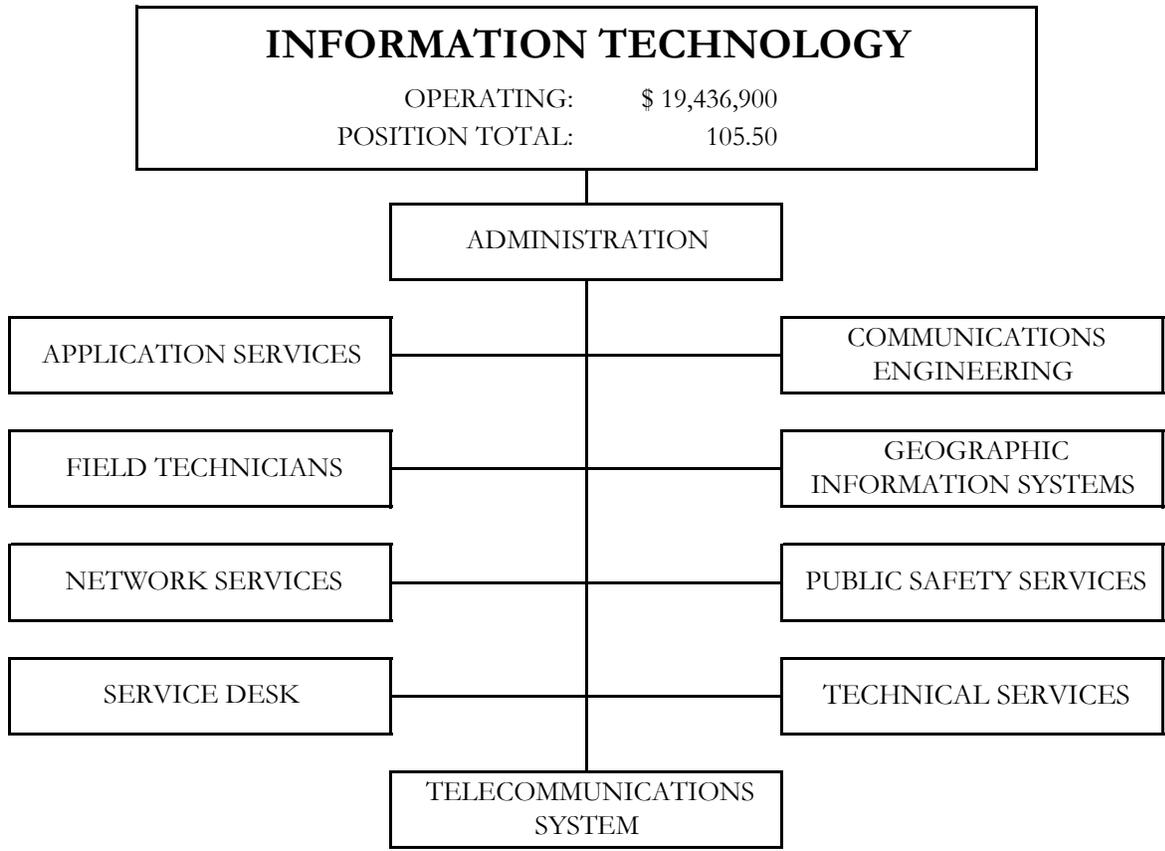
Director of Human Resources	1.00	1.00	1.00	1.00
Deputy Director of Human Resources	1.00	1.00	1.00	1.00
Lead Human Resources Analyst	1.00	1.00	1.00	1.00
Human Resources Analyst	-0-	1.00	-0-	-0-
Human Resources Technician	1.00	-0-	-0-	-0-
Management Analyst	1.00	-0-	-0-	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	6.00	5.00	4.00	4.00

Benefits

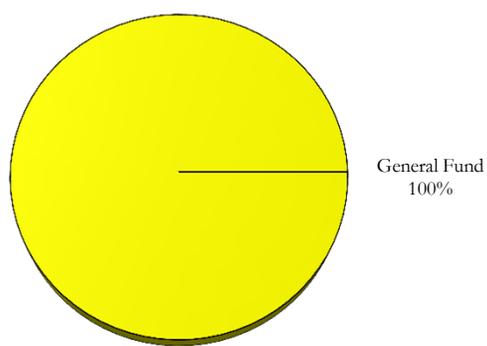
Lead Management Analyst	-0-	-0-	1.00	1.00
Benefits Analyst	1.00	1.00	-0-	-0-
Insurance Clerk	1.00	1.00	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	-0-	-0-	1.00	1.00
Program Total	3.00	3.00	3.00	3.00

HUMAN RESOURCES

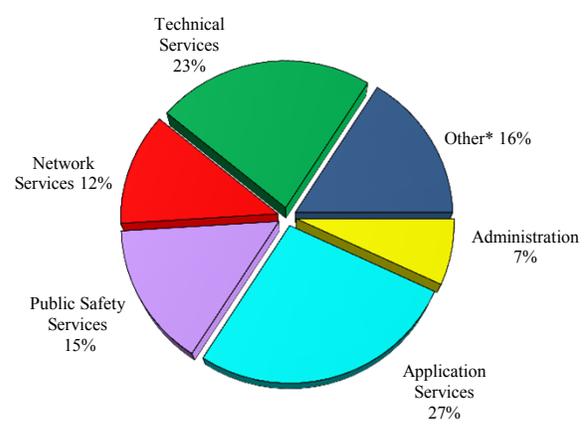
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Central Safety Services				
Human Resources Manager	1.00	-0-	-0-	-0-
Safety and Environmental Compliance Supervisor	-0-	-0-	1.00	-0-
Risk Management Supervisor Safety and Environmental Compliance Specialist	-0-	1.00	-0-	-0-
	-0-	-0-	2.00	-0-
Risk Management Specialist	3.00	3.00	-0-	-0-
Risk Management Analyst	-0-	-0-	1.00	-0-
Program Total	4.00	4.00	4.00	-0-
Education, Training and Development				
Lead Human Resources Analyst	1.00	1.00	3.00	3.00
Human Resources Technician	1.00	1.00	2.00	2.00
Program Total	2.00	2.00	5.00	5.00
Equal Opportunity Program				
Lead Civilian Investigator	-0-	-0-	1.00	1.00
Senior Equal Opportunity Specialist Management Analyst	-0-	-0-	1.00	1.00
	-0-	-0-	1.00	1.00
Program Total	-0-	-0-	3.00	3.00
Medical Leave Management				
Human Resources Manager	-0-	-0-	1.00	1.00
Information Technology Analyst	1.00	1.00	1.00	1.00
Medical Leave Specialist	1.00	1.00	2.00	2.00
Administrative Assistant	1.00	1.00	2.00	2.00
Program Total	3.00	3.00	6.00	6.00
Service Team and Employee Records				
Human Resources Administrator	1.00	1.00	1.00	1.00
Human Resources Manager	2.00	1.00	1.00	1.00
Lead Human Resources Analyst	4.00	5.00	2.00	2.00
Human Resources Analyst	1.00	1.00	2.00	2.00
Human Resources Technician	3.00	4.00	2.00	2.00
Administrative Assistant	1.00	1.00	-0-	-0-
Program Total	12.00	13.00	8.00	8.00
Department Total	30.00	30.00	33.00	29.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Communications Engineering (5%), Field Technicians (5%), Geographic Information Systems (3%), and Service Desk (3%).

INFORMATION TECHNOLOGY

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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	9.00	6.00	7.00	8.00
Application Services	31.00	30.00	31.00	28.00
Communications Engineering	5.00	4.00	4.00	6.00
Field Technicians	9.00	11.00	10.00	11.00
Geographic Information Systems (GIS) Services	4.00	4.00	4.50	5.50
Network Services	8.00	10.00	10.00	9.00
Public Safety Services	14.00	15.00	14.00	15.00
Service Desk	6.00	6.00	6.00	6.00
Technical Services	18.00	16.00	16.00	14.00
Telecommunications System	3.00	3.00	3.00	3.00
Department Total	107.00	105.00	105.50	105.50
TOTAL BUDGET				
Operating	\$ 16,769,416	\$ 18,083,840	\$ 17,715,270	\$ 19,436,900
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 8,718,496	\$ 9,531,780	\$ 8,441,870	\$ 9,854,490
Services	6,112,713	6,568,380	7,140,160	7,387,190
Supplies	1,312,506	1,292,910	1,292,470	853,470
Equipment	625,701	690,770	840,770	1,341,750
Department Total	\$ 16,769,416	\$ 18,083,840	\$ 17,715,270	\$ 19,436,900
FUNDING SOURCES				
General Fund	\$ 16,769,416	\$ 18,083,840	\$ 17,715,270	\$ 19,436,900

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$19,436,900 reflects an increase of \$1,353,060 from the Fiscal Year 2015 adopted budget. Changes include:

Increase for technology equipment replacements	\$ 1,132,200
Increase for software maintenance agreement costs	488,800
Increase for continuation of fiber optic relocation projects	266,000
Increase for Tucson Police Department Virtual Environment licensing	150,000
Increase for second tier of virtual desktop infrastructure rollout	100,000
Decrease for one-time purchase of replacement Windows XP computers	(200,000)
Decrease for one-time purchase of VMware Licenses	(278,000)
Decrease in personnel costs	(305,940)
Total	\$ 1,353,060

INFORMATION TECHNOLOGY

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	479	480	346	340
• Percentage of production hardware on a maintenance contract	98%	98%	98%	98%
Protect and secure all City data and systems.				
• Number of incidents for computers infected with a virus	320	325	300	290
Increase the leverage of IT investments.				
• Percent of personal computers with supported operating systems and browsers	83%	95%	92%	93%
• Percent of web pages which can be maintained by the end users	90%	100%	90%	90%
• Percent of problems and requests resolved at the Service Desk	48%	30%	49%	50%

OPERATING PROGRAMS

ADMINISTRATION: This program area provides executive management, administrative, and facilities management to the entire department. Key responsibilities include technology planning, finance, human resources support, and the establishment and enforcement of standards and procedures.

Projected Revenue Sources

General Fund	\$ 1,601,892	\$ 1,136,940	\$ 1,158,860	\$ 1,336,980
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Character of Expenditures

Salaries and Benefits	\$ 790,882	\$ 542,830	\$ 511,130	\$ 714,420
Services	784,334	575,650	629,710	605,190
Supplies	26,676	18,460	18,020	17,370
Program Total	\$ 1,601,892	\$ 1,136,940	\$ 1,158,860	\$ 1,336,980

INFORMATION TECHNOLOGY

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 4,641,034	\$ 5,191,780	\$ 5,035,860	\$ 5,306,770
Character of Expenditures				
Salaries and Benefits	\$ 2,402,085	\$ 2,722,350	\$ 2,493,860	\$ 2,899,560
Services	1,690,109	1,918,830	1,991,400	2,156,610
Supplies	548,840	550,600	550,600	250,600
Program Total	\$ 4,641,034	\$ 5,191,780	\$ 5,035,860	\$ 5,306,770

COMMUNICATIONS ENGINEERING: This program area provides network engineering analysis, design, implementation and support services.

Projected Revenue Sources				
General Fund	\$ 332,240	\$ 536,030	\$ 589,990	\$ 910,950
Character of Expenditures				
Salaries and Benefits	\$ 308,560	\$ 361,770	\$ 415,730	\$ 471,350
Services	19,534	168,060	168,060	433,600
Supplies	4,146	6,200	6,200	6,000
Program Total	\$ 332,240	\$ 536,030	\$ 589,990	\$ 910,950

FIELD TECHNICIANS: This program area provides lifecycle services for nearly 5,000 devices including PCs, printers and mobile devices.

Projected Revenue Sources				
General Fund	\$ 1,235,596	\$ 1,040,540	\$ 1,151,000	\$ 972,300
Character of Expenditures				
Salaries and Benefits	\$ 743,646	\$ 898,380	\$ 834,840	\$ 836,040
Services	479,597	130,660	304,660	124,760
Supplies	12,353	11,500	11,500	11,500
Program Total	\$ 1,235,596	\$ 1,040,540	\$ 1,151,000	\$ 972,300

INFORMATION TECHNOLOGY

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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 366,224	\$ 511,600	\$ 450,870	\$ 632,720
Character of Expenditures				
Salaries and Benefits	\$ 194,099	\$ 365,480	\$ 278,090	\$ 487,040
Services	126,785	111,120	137,780	113,980
Supplies	891	5,000	5,000	5,000
Equipment	44,449	30,000	30,000	26,700
Program Total	\$ 366,224	\$ 511,600	\$ 450,870	\$ 632,720

NETWORK SERVICES: This program provides a robust network structure which supports data transmission and security.

Projected Revenue Sources				
General Fund	\$ 1,512,986	\$ 1,951,850	\$ 1,922,470	\$ 2,368,180
Character of Expenditures				
Salaries and Benefits	\$ 769,297	\$ 1,067,040	\$ 858,910	\$ 889,120
Services	574,251	806,660	835,410	659,060
Supplies	20,249	22,430	22,430	20,000
Equipment	149,189	55,720	205,720	800,000
Program Total	\$ 1,512,986	\$ 1,951,850	\$ 1,922,470	\$ 2,368,180

PUBLIC SAFETY SERVICES: This program area provides critical support services for police, fire, and emergency management (911).

Projected Revenue Sources				
General Fund	\$ 2,605,313	\$ 2,867,180	\$ 2,730,300	\$ 2,939,710
Character of Expenditures				
Salaries and Benefits	\$ 1,117,725	\$ 1,310,360	\$ 1,019,740	\$ 1,270,950
Services	947,227	1,295,700	1,449,440	1,406,760
Supplies	295,588	126,120	126,120	127,000
Equipment	244,773	135,000	135,000	135,000
Program Total	\$ 2,605,313	\$ 2,867,180	\$ 2,730,300	\$ 2,939,710

INFORMATION TECHNOLOGY

SERVICE DESK: This program area provides customer support and conduit for hardware and software problem resolution.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 466,991	\$ 472,190	\$ 540,160	\$ 506,780
Character of Expenditures				
Salaries and Benefits	\$ 403,091	\$ 428,340	\$ 434,310	\$ 464,710
Services	51,261	29,850	91,850	31,070
Supplies	12,639	14,000	14,000	11,000
Program Total	\$ 466,991	\$ 472,190	\$ 540,160	\$ 506,780

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 city-wide replacement of personal computing equipment, 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	\$ 3,792,756	\$ 4,061,330	\$ 3,821,360	\$ 4,462,510
Character of Expenditures				
Salaries and Benefits	\$ 1,672,642	\$ 1,534,530	\$ 1,294,560	\$ 1,821,300
Services	1,542,134	1,526,650	1,526,650	1,856,160
Supplies	390,690	530,100	530,100	405,000
Equipment	187,290	470,050	470,050	380,050
Program Total	\$ 3,792,756	\$ 4,061,330	\$ 3,821,360	\$ 4,462,510

TELECOMMUNICATIONS SYSTEM: 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	\$ 214,384	\$ 314,400	\$ 314,400	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 316,469	\$ 300,700	\$ 300,700	\$ 312,710
Services	(102,519)	5,200	5,200	933,730
Supplies	434	8,500	8,500	8,500
Equipment	-0-	-0-	-0-	102,880
Interdepartmental Credits	-0-	-0-	-0-	(1,357,820)
Program Total	\$ 214,384	\$ 314,400	\$ 314,400	\$ -0-

INFORMATION TECHNOLOGY

POSITION RESOURCES

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Administration				
Director of Information Technology	1.00	1.00	1.00	1.00
Deputy Director of Information Technology	2.00	-0-	-0-	1.00
Lead Data and Storage Backup Administrator	1.00	-0-	-0-	-0-
Management Coordinator	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Information Technology Specialist	-0-	-0-	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	9.00	6.00	7.00	8.00
Application Services				
Deputy Director of Information Technology	-0-	1.00	1.00	-0-
Information Technology Administrator - SC	1.00	1.00	-0-	-0-
Information Technology Administrator	1.00	-0-	1.00	3.00
Lead Data Base Administrator - SC	1.00	1.00	-0-	-0-
Lead Data Base Administrator	-0-	-0-	1.00	-0-
Data Base Administrator - SC	3.00	3.00	-0-	-0-
Data Base Administrator	-0-	-0-	3.00	4.00
Information Technology Manager - SC	2.00	2.00	-0-	-0-
Information Technology Manager	1.00	1.00	3.00	1.00
Enterprise Resource Planning Manager	1.00	1.00	1.00	1.00
Web Developer Supervisor	1.00	1.00	1.00	-0-
Software Engineer - SC	3.00	3.00	4.00	-0-
Software Engineer	-0-	-0-	-0-	3.00
Web Developer	-0-	2.00	2.00	2.00
Web Design Analyst	-0-	1.00	1.00	2.00
Lead Systems Analyst	-0-	-0-	-0-	2.00
Systems Analyst - SC	6.00	6.00	-0-	-0-
Systems Analyst	11.00	7.00	13.00	10.00
Program Total	31.00	30.00	31.00	28.00
Communications Engineering				
Information Technology Manager - SC	1.00	1.00	-0-	-0-
Information Technology Manager	-0-	-0-	1.00	1.00
Communications Engineer - SC	3.00	3.00	-0-	-0-
Communications Engineer	-0-	-0-	3.00	3.00
Information Technology Specialist - SC	1.00	-0-	-0-	-0-
Information Technology Specialist	-0-	-0-	-0-	2.00
Program Total	5.00	4.00	4.00	6.00

INFORMATION TECHNOLOGY

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Field Technicians				
Lead Data and Backup Administrator	-0-	1.00	-0-	-0-
Information Technology Manager - SC	1.00	1.00	-0-	-0-
Information Technology Manager	-0-	-0-	-0-	1.00
Information Technology Specialist - SC	4.00	4.00	-0-	-0-
Information Technology Specialist	4.00	5.00	10.00	9.00
Information Technology Associate	-0-	-0-	-0-	1.00
Information Technology Associate - Non Perm	-0-	-0-	1.00	-0-
Program Total	9.00	11.00	10.00	11.00
Geographic Information Systems (GIS) Services				
Database Administrator - SC	1.00	1.00	-0-	-0-
Database Administrator	-0-	-0-	1.00	1.00
Information Technology Manager - SC	1.00	1.00	-0-	-0-
Information Technology Manager	-0-	-0-	1.00	1.00
GIS Supervisor	-0-	-0-	-0-	1.00
GIS Programmer	1.00	1.00	-0-	1.00
GIS Technician	-0-	-0-	1.00	-0-
GIS Data Analyst	1.00	1.00	1.50	1.50
Program Total	4.00	4.00	4.50	5.50
Network Services				
Deputy Director of Information Technology	-0-	1.00	1.00	-0-
Information Technology Administrator	-0-	1.00	1.00	-0-
Lead Security Administrator	1.00	1.00	1.00	1.00
Information Technology Manager - SC	1.00	1.00	-0-	-0-
Information Technology Manager	-0-	-0-	1.00	1.00
Lead Network Engineer	-0-	-0-	-0-	1.00
Lead Systems Analyst	-0-	-0-	-0-	1.00
Network Engineer - SC	4.00	4.00	-0-	-0-
Network Engineer	1.00	1.00	5.00	4.00
Systems Analyst	1.00	1.00	1.00	-0-
Information Technology Associate	-0-	-0-	-0-	1.00
Program Total	8.00	10.00	10.00	9.00
Public Safety Services				
Information Technology Administrator - SC	1.00	1.00	-0-	-0-
Information Technology Administrator	-0-	-0-	1.00	1.00
Information Technology Manager - SC	2.00	2.00	-0-	-0-
Information Technology Manager	-0-	-0-	2.00	2.00
Information Technology Analyst - SC	-0-	1.00	-0-	-0-
Lead Systems Analyst	-0-	-0-	-0-	1.00
Information Technology Specialist	-0-	-0-	1.00	-0-
Systems Analyst - SC	11.00	11.00	-0-	-0-
Systems Analyst	-0-	-0-	10.00	11.00
Program Total	14.00	15.00	14.00	15.00

INFORMATION TECHNOLOGY

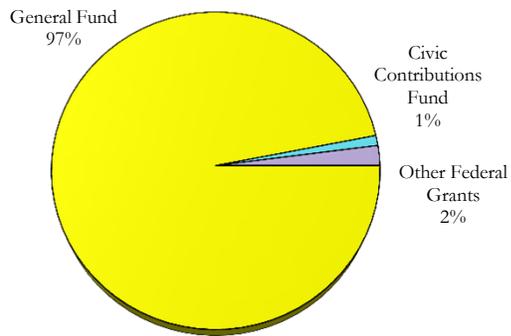
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Service Desk				
Information Technology Manager - SC	-0-	1.00	-0-	-0-
Information Technology Manager	-0-	-0-	1.00	1.00
Information Technology Supervisor - SC	1.00	-0-	-0-	-0-
Information Technology Specialist - SC	4.00	4.00	-0-	-0-
Information Technology Specialist	1.00	1.00	5.00	5.00
Program Total	6.00	6.00	6.00	6.00
Technical Services				
Deputy Director of Information Technology	-0-	-0-	-0-	1.00
Systems Administrator - SC	9.00	8.00	-0-	-0-
Systems Administrator	2.00	2.00	9.00	9.00
Lead Data and Backup Administrator	-0-	-0-	1.00	1.00
Information Technology Manager - SC	1.00	1.00	-0-	-0-
Information Technology Manager	-0-	-0-	1.00	1.00
Information Analyst	1.00	-0-	-0-	-0-
Computer Operator	5.00	5.00	5.00	-0-
Information Technology Associate	-0-	-0-	-0-	2.00
Program Total	18.00	16.00	16.00	14.00
Telecommunications System				
Telephone System Technician	2.00	2.00	2.00	2.00
Telephone System Coordinator	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Department Total	107.00	105.00	105.50	105.50

INTEGRATED PLANNING

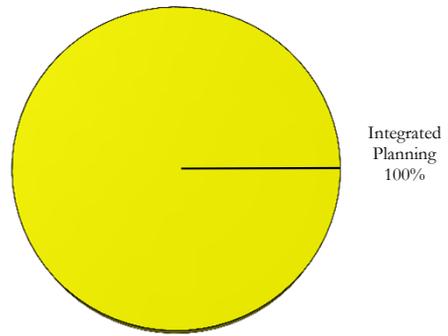
OPERATING: \$ 1,962,190
POSITION TOTAL: 16.00

INTEGRATED PLANNING

FINANCING PLAN



PROGRAM ALLOCATION



INTEGRATED PLANNING

MISSION STATEMENT: Build public trust in the City organization and enhance organizational effectiveness by: ensuring coordinated, thoughtful, and integrated policy, program and project planning across City departments; and provide opportunities for productive public engagement through regular communication and access to information.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Integrated Planning	15.00	15.00	16.00	16.00
TOTAL BUDGET				
Operating	\$ 1,035,173	\$ 1,632,540	\$ 1,715,950	\$ 1,962,190
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 936,515	\$ 1,414,410	\$ 1,380,490	\$ 1,575,740
Services	65,660	188,650	284,720	331,100
Supplies	32,998	29,480	50,740	55,350
Department Total	\$ 1,035,173	\$ 1,632,540	\$ 1,715,950	\$ 1,962,190
FUNDING SOURCES				
General Fund	\$ 1,017,839	\$ 1,632,540	\$ 1,667,630	\$ 1,902,190
Civic Contributions Fund	2,438	-0-	8,320	20,000
Other Federal Grants	14,896	-0-	40,000	40,000
Department Total	\$ 1,035,173	\$ 1,632,540	\$ 1,715,950	\$ 1,962,190

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$1,962,190 reflects an increase of \$329,650 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in personnel costs	\$ 161,330
Increase for the Socrata Open Data Portal	60,000
Increase to annual rent	46,980
Increase in grant capacity	40,000
Increase in civic contribution expenditure capacity	20,000
Increase for consultants	16,650
Decrease in insurance costs	(15,310)
Total	\$ 329,650

INTEGRATED PLANNING

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Implement Plan Tucson. • Number of new actions initiated to implement Plan Tucson goals and policies	10	15	54	20
Conduct inclusive and effective community planning processes. • Number of stakeholder and community meetings held	20	30	25	40
Update and establish plans and policies for consistency with Plan Tucson. • Number of plans and policies established or updated	2	4	15	10
Staff the City and County Bond Committees, the Landscape Advisory Committee, and Climate Change Committee. • Number of advisory committee meetings held	43	32	62	52
Conduct historic reviews and formal consultations. • Number of Historic Preservation Zone and rezoning cases reviewed	115	60	90	110
• Numbers of architectural documentations reviewed	49	15	50	50
• Numbers of formal consultations with the State Historic Preservation Office and federal agencies	36	25	35	40

OPERATING PROGRAM

INTEGRATED PLANNING¹: This program area consists of an adaptable, multi-disciplinary team that supports strategic and cross-departmental initiatives of the City Manager’s Office. Establishes and manages systems to ensure informed policy development and implementation, thoughtful and balanced planning, and the effective and coordinated execution of programs and projects. Develops, oversees, and implements processes for communication, public engagement, responsiveness and accountability, and the balancing of diverse community needs and interests.

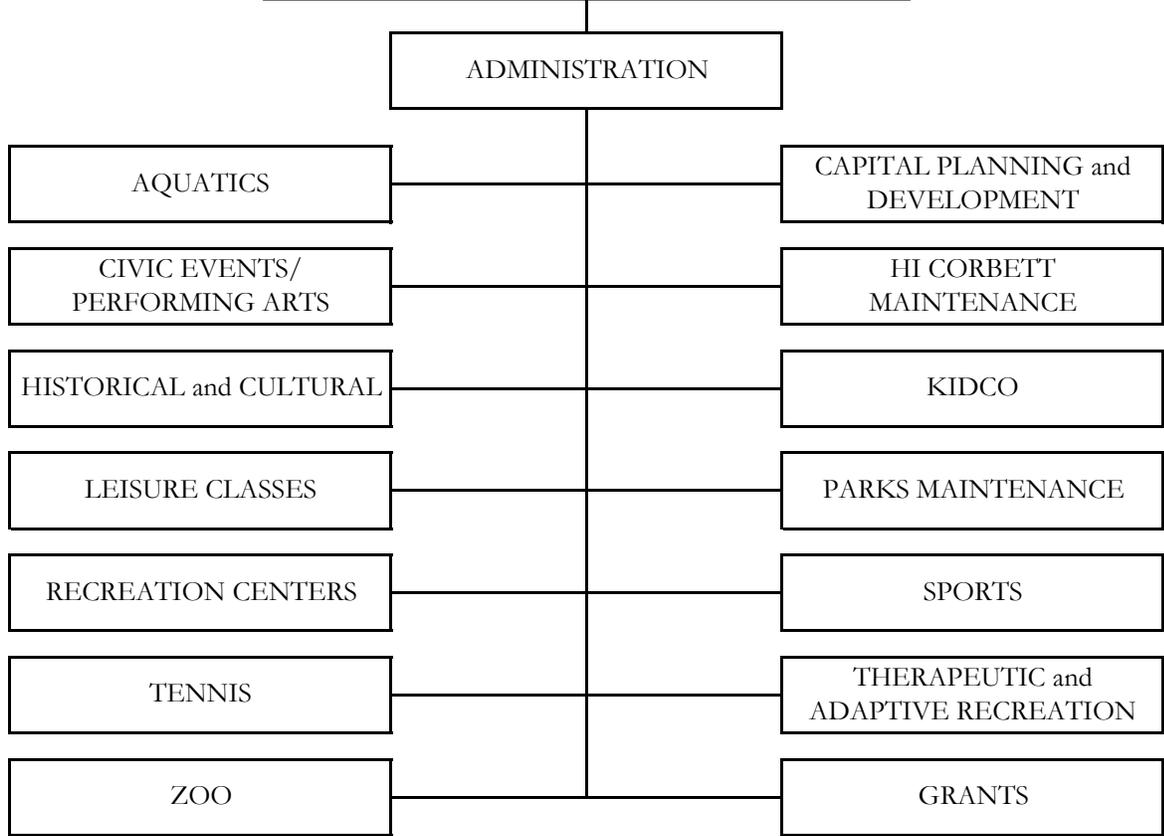
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 1,017,839	\$ 1,632,540	\$ 1,667,630	\$ 1,902,190
Civic Contributions Fund	2,438	-0-	8,320	20,000
Other Federal Grants Fund	14,896	-0-	40,000	40,000
Program Total	\$ 1,035,173	\$ 1,632,540	\$ 1,715,950	\$ 1,962,190
 Character of Expenditures				
Salaries and Benefits	\$ 936,515	\$ 1,414,410	\$ 1,380,490	\$ 1,575,740
Services	65,660	188,650	284,720	331,100
Supplies	32,998	29,480	50,740	55,350
Program Total	\$ 1,035,173	\$ 1,632,540	\$ 1,715,950	\$ 1,962,190

¹All Fiscal Year 2015 programs have been consolidated into one program for Fiscal Year 2016.

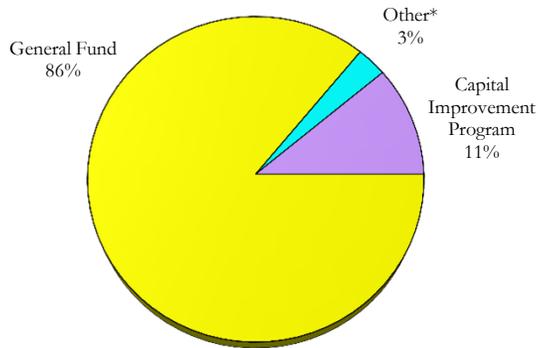
POSITION RESOURCES

Integrated Planning				
Office of Integrated Planning Program	1.00	1.00	1.00	1.00
Director				
Community Services Administrator	1.00	1.00	-0-	-0-
Planning Administrator	-0-	-0-	1.00	1.00
Environmental Manager	1.00	1.00	1.00	-0-
Historic Preservation Principal Planner	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00
Project Manager	-0-	-0-	1.00	2.00
Lead Planner	4.00	4.00	4.00	4.00
Staff Assistant	2.00	2.00	2.00	2.00
Systems Analyst	1.00	1.00	1.00	1.00
Housing Assistance/Outreach Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	15.00	15.00	16.00	16.00
Department Total	15.00	15.00	16.00	16.00

PARKS and RECREATION	
OPERATING:	\$ 37,891,530
CAPITAL:	4,511,000
TOTAL:	<u>\$ 42,402,530</u>
POSITION TOTAL:	<u>478.75</u>

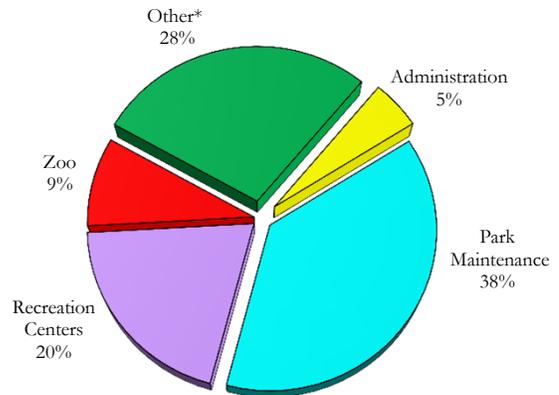


FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Aquatics (8%), Grants (5%), KIDCO (4%), Therapeutic and Adaptive Recreation (3%), Capital Planning and Development (2%), Hi Corbett Maintenance (2%), Leisure Classes (2%), Civic Events/Performing Arts (1%), Sports (1%), Historical (<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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	21.00	19.00	19.00	16.00
Aquatics	42.00	40.50	42.25	58.25
Capital Planning and Development	8.00	6.00	6.00	6.00
Civic Events/Performing Arts	6.75	6.75	6.75	6.75
Hi Corbett Maintenance	8.00	8.00	8.00	8.00
Historical and Cultural Programs	1.00	1.00	1.00	-0-
KIDCO	78.00	60.00	60.00	60.00
Leisure Classes	17.75	17.50	17.50	17.50
Parks Maintenance	123.00	121.00	120.00	120.00
Recreation Centers	101.00	94.00	93.25	97.25
Sports	6.75	6.75	6.75	6.75
Therapeutic and Adaptive Recreation	33.50	33.50	33.50	33.50
Zoo	42.50	42.50	42.50	42.50
Grants	6.25	6.25	6.25	6.25
Department Total	495.50	462.75	462.75	478.75
TOTAL BUDGET				
Operating	\$ 36,900,986	\$ 37,497,020	\$ 37,349,600	\$ 37,891,530
Capital	1,483,039	2,023,400	322,990	4,511,000
Department Total	\$ 38,384,025	\$ 39,520,420	\$ 37,672,590	\$ 42,402,530
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 22,830,639	\$ 22,769,690	\$ 22,465,200	\$ 22,747,980
Services	10,740,713	11,316,980	11,779,530	11,603,340
Supplies	3,311,318	3,410,350	3,101,510	3,540,210
Equipment	18,316	-0-	3,360	-0-
Operating Total	\$ 36,900,986	\$ 37,497,020	\$ 37,349,600	\$ 37,891,530
Capital Improvement Program	1,483,039	2,023,400	322,990	4,511,000
Department Total	\$ 38,384,025	\$ 39,520,420	\$ 37,672,590	\$ 42,402,530
FUNDING SOURCES				
General Fund	\$ 36,270,253	\$ 36,054,610	\$ 36,713,670	\$ 36,454,370
Civic Contributions Fund	210,668	598,370	221,220	634,490
Non-Federal Grants	23,450	274,430	49,780	241,520
Other Federal Grants	396,615	569,610	364,930	561,150
Operating Total	\$ 36,900,986	\$ 37,497,020	\$ 37,349,600	\$ 37,891,530
Capital Improvement Program	1,483,039	2,023,400	322,990	4,511,000
Department Total	\$ 38,384,025	\$ 39,520,420	\$ 37,672,590	\$ 42,402,530

PARKS and RECREATION

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$37,891,530 reflects an increase of \$394,510 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase for pool operations	\$ 620,600
Increase for water and sewer utilities	200,000
Decrease to insurance costs	(150,050)
Decrease to personnel costs	(276,040)
Total	\$ 394,510

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Provide age-appropriate leisure activities to increase socialization, wellness, arts, aquatics, and environmental benefits.				
• Courses offered	2,155	1,907	1,821	1,934
• Courses completed	1,454	1,445	1,492	1,507
• Courses registration	21,120	18,091	21,253	21,896
• Courses revenues	\$ 1,420,250	\$ 1,200,250	\$ 1,429,210	\$ 1,472,410
Provide, operate, and maintain recreation center facilities for various programs and activities.				
• Pass holders	7,714	8,322	7,441	7,474
• Drop-ins	155,820	156,890	150,301	150,974
• Revenues (excludes rentals)	\$ 574,540	\$ 597,270	\$ 554,190	\$ 556,670
• Facilities rentals	1,590	1,237	1,244	1,300
• Facilities rentals revenue	\$ 140,040	\$ 120,300	\$ 109,600	\$ 114,500
Provide safe, clean, and well maintained parks, athletic fields, and special places.				
• Maintain the number of Park Facility Rentals				
◇ Facilities rentals	46,313	52,550	45,539	47,806
◇ Facilities rental revenues	\$ 637,450	\$ 663,200	\$ 626,800	\$ 658,000
Attract visitors to Reid Park Zoo promoting education and preservation programs and a safe fun experience.				
• Total number of admissions	568,028	563,750	578,000	575,500
• Total revenues collected	\$ 2,047,240	\$ 2,139,120	\$ 2,147,400	\$ 2,140,120

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 and Management Support Services (e.g. human resources, information technology, accounting, reservation/registration services, environmental management and safety). The administration program area also includes accounting support for the Tucson City Golf operation as well as clerical and facilitation support for the Tucson Parks and Recreation Commission and the Tucson Greens Committee.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 2,229,961	\$ 2,350,910	\$ 2,172,940	\$ 1,801,840
Miscellaneous Revenue	172,942	75,980	134,960	135,050
Program Total	\$ 2,402,903	\$ 2,426,890	\$ 2,307,900	\$ 1,936,890
Character of Expenditures				
Salaries and Benefits	\$ 1,784,298	\$ 1,750,640	\$ 1,654,720	\$ 1,395,300
Services	544,760	620,280	602,220	493,130
Supplies	63,040	55,970	50,860	48,460
Equipment	10,805	-0-	100	-0-
Program Total	\$ 2,402,903	\$ 2,426,890	\$ 2,307,900	\$ 1,936,890

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. Eight summer seasonal pools will operate during the nine-week summer season as a result of additional City funding and private sector donations.

Projected Revenue Sources				
General Fund	\$ 2,453,964	\$ 2,206,380	\$ 2,406,020	\$ 2,809,160
Programs and Miscellaneous Revenue	93,548	25,280	31,500	60,740
Swimming Pool Admissions	104,964	117,000	95,220	104,000
Program Total	\$ 2,652,476	\$ 2,348,660	\$ 2,532,740	\$ 2,973,900
Character of Expenditures				
Salaries and Benefits	\$ 1,514,417	\$ 1,295,060	\$ 1,424,790	\$ 1,660,160
Services	419,388	389,480	422,290	519,020
Supplies	718,671	664,120	685,320	794,720
Equipment	-0-	-0-	340	-0-
Program Total	\$ 2,652,476	\$ 2,348,660	\$ 2,532,740	\$ 2,973,900

PARKS and RECREATION

CAPITAL PLANNING and DEVELOPMENT: This program area is responsible for developing and administering all planning, design, construction and contract administration of Parks projects, developing capital improvement plans, managing the department's Ten Year Strategic Services plan and the five year Capital Improvement Plan (CIP).

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 815,471	\$ 631,750	\$ 643,760	\$ 616,100
Character of Expenditures				
Salaries and Benefits	\$ 783,683	\$ 587,080	\$ 600,860	\$ 577,580
Services	27,075	37,550	37,050	30,400
Supplies	4,713	7,120	5,850	8,120
Program Total	\$ 815,471	\$ 631,750	\$ 643,760	\$ 616,100

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	\$ 453,381	\$ 357,050	\$ 370,540	\$ 377,160
Civic Events / Performing Arts Fees	82,306	120,000	99,000	100,000
Program Total	\$ 535,687	\$ 477,050	\$ 469,540	\$ 477,160

Character of Expenditures				
Salaries and Benefits	\$ 453,723	\$ 379,630	\$ 381,510	\$ 383,400
Services	53,382	66,240	59,380	62,580
Supplies	28,582	31,180	28,650	31,180
Program Total	\$ 535,687	\$ 477,050	\$ 469,540	\$ 477,160

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 of the lease agreement with the University of Arizona and 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.

Projected Revenue Sources				
General Fund	\$ 251,262	\$ 216,750	\$ 234,220	\$ 253,040
Baseball Fees	328,054	328,500	316,710	293,300
Program Total	\$ 579,316	\$ 545,250	\$ 550,930	\$ 546,340

Character of Expenditures				
Salaries and Benefits	\$ 297,974	\$ 295,970	\$ 289,720	\$ 293,990
Services	180,985	167,910	177,670	170,980
Supplies	100,357	81,370	83,540	81,370
Program Total	\$ 579,316	\$ 545,250	\$ 550,930	\$ 546,340

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. This facility is operated and maintained by the Tucson Presidio Trust for Historic Preservation.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 65,308	\$ 55,920	\$ 57,340	\$ 60,000
Character of Expenditures				
Salaries and Benefits	\$ 54,445	\$ 46,890	\$ 47,330	\$ -0-
Services	10,684	8,860	9,840	60,000
Supplies	179	170	170	-0-
Program Total	\$ 65,308	\$ 55,920	\$ 57,340	\$ 60,000

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

Projected Revenue Sources				
General Fund	\$ 1,008,102	\$ 929,310	\$ 957,930	\$ 904,440
KIDCO Fees	669,830	737,500	687,500	722,500
Program Total	\$ 1,677,932	\$ 1,666,810	\$ 1,645,430	\$ 1,626,940
Character of Expenditures				
Salaries and Benefits	\$ 1,509,091	\$ 1,479,190	\$ 1,456,840	\$ 1,456,290
Services	81,577	102,560	105,120	85,590
Supplies	87,264	85,060	83,470	85,060
Program Total	\$ 1,677,932	\$ 1,666,810	\$ 1,645,430	\$ 1,626,940

LEISURE CLASSES: This program area offers approximately 1,400 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.

Projected Revenue Sources				
General Fund	\$ 174,806	\$ 212,500	\$ 113,550	\$ 240,760
Leisure Classes Fees	584,683	643,610	626,470	608,610
Program Total	\$ 759,489	\$ 856,110	\$ 740,020	\$ 849,370
Character of Expenditures				
Salaries and Benefits	\$ 699,107	\$ 779,860	\$ 683,620	\$ 780,670
Services	30,666	42,490	27,850	34,620
Supplies	29,716	33,760	28,550	34,080
Program Total	\$ 759,489	\$ 856,110	\$ 740,020	\$ 849,370

PARKS and RECREATION

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 13,909,066	\$ 14,141,880	\$ 14,569,810	\$ 14,159,540
Facility Reservations and Permit Fees	267,167	316,700	260,500	310,700
Program Total	\$ 14,176,233	\$ 14,458,580	\$ 14,830,310	\$ 14,470,240
Character of Expenditures				
Salaries and Benefits	\$ 6,751,378	\$ 7,097,290	\$ 6,925,750	\$ 6,893,200
Services	6,076,901	6,162,520	6,705,990	6,378,670
Supplies	1,340,443	1,198,770	1,195,750	1,198,370
Equipment	7,511	-0-	2,820	-0-
Program Total	\$ 14,176,233	\$ 14,458,580	\$ 14,830,310	\$ 14,470,240

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	\$ 6,906,544	\$ 6,521,420	\$ 6,915,530	\$ 6,911,050
Recreation Center Fees	608,059	590,670	546,890	546,570
Program Total	\$ 7,514,603	\$ 7,112,090	\$ 7,462,420	\$ 7,457,620
Character of Expenditures				
Salaries and Benefits	\$ 5,442,374	\$ 5,202,200	\$ 5,375,450	\$ 5,484,240
Services	1,878,598	1,696,480	1,880,000	1,751,520
Supplies	193,631	213,410	206,870	221,860
Equipment	-0-	-0-	100	-0-
Program Total	\$ 7,514,603	\$ 7,112,090	\$ 7,462,420	\$ 7,457,620

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				
Sports Leagues' Fees	\$ 358,417	\$ 388,400	\$ 367,150	\$ 387,570

Sports (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Salaries and Benefits	\$ 207,191	\$ 230,850	\$ 217,060	\$ 232,520
Services	142,147	150,530	142,640	146,800
Supplies	9,079	7,020	7,450	8,250
Program Total	\$ 358,417	\$ 388,400	\$ 367,150	\$ 387,570

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	\$ 84,543	\$ 57,110	\$ 67,550	\$ 57,460
Tennis Program Fees	17,014	15,500	15,500	15,500
Program Total	\$ 101,557	\$ 72,610	\$ 83,050	\$ 72,960

Character of Expenditures

Services	\$ 97,155	\$ 67,810	\$ 79,050	\$ 68,160
Supplies	4,402	4,800	4,000	4,800
Program Total	\$ 101,557	\$ 72,610	\$ 83,050	\$ 72,960

THERAPEUTIC and ADAPTIVE RECREATION: This program area offers social, fitness, arts, athletic, trips and camp programs for youth, teens, and adults with various disabilities. It also offers structured programs for citizens suffering from arthritis, recovering stroke patients, and a variety of other disabilities.

Projected Revenue Sources

General Fund	\$ 1,108,483	\$ 1,111,520	\$ 1,054,700	\$ 1,095,100
Adaptive Recreation Center Fees	115,074	136,000	123,500	133,200
Therapeutics' Program Fees	14,482	13,000	14,500	13,000
Program Total	\$ 1,238,039	\$ 1,260,520	\$ 1,192,700	\$ 1,241,300

Character of Expenditures

Salaries and Benefits	\$ 966,465	\$ 1,007,150	\$ 911,110	\$ 989,160
Services	244,912	218,040	249,060	216,470
Supplies	26,662	35,330	32,530	35,670
Program Total	\$ 1,238,039	\$ 1,260,520	\$ 1,192,700	\$ 1,241,300

PARKS and RECREATION

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 550,000 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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 1,345,586	\$ 1,378,760	\$ 1,444,850	\$ 1,361,770
Zoo Admissions and other revenue	2,047,236	2,139,120	2,147,400	2,140,120
Program Total	\$ 3,392,822	\$ 3,517,880	\$ 3,592,250	\$ 3,501,890
Character of Expenditures				
Salaries and Benefits	\$ 2,053,666	\$ 2,308,500	\$ 2,241,970	\$ 2,300,650
Services	751,411	652,390	776,410	644,250
Supplies	587,745	556,990	573,870	556,990
Program Total	\$ 3,392,822	\$ 3,517,880	\$ 3,592,250	\$ 3,501,890

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. Funding from the University of Arizona will provide support for a veterinarian position for the Reid Park Zoo.

Projected Revenue Sources				
General Fund: Restricted Revenues	\$ -0-	\$ 236,090	\$ 238,130	\$ 236,090
Civic Contributions Fund	210,668	598,370	221,220	634,490
Non-Federal Grants	23,450	274,430	49,780	241,520
Other Federal Grants	396,615	569,610	364,930	561,150
Program Total	\$ 630,733	\$ 1,678,500	\$ 874,060	\$ 1,673,250
Character of Expenditures				
Salaries and Benefits	\$ 312,827	\$ 309,380	\$ 254,470	\$ 300,820
Services	201,072	933,840	504,960	941,150
Supplies	116,834	435,280	114,630	431,280
Program Total	\$ 630,733	\$ 1,678,500	\$ 874,060	\$ 1,673,250

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	1.00	1.00	1.00	-0-
Department Finance Manager	1.00	1.00	1.00	1.00
Parks and Recreation Superintendent	1.00	-0-	-0-	-0-
GIS Project Manager	1.00	1.00	1.00	1.00
Community Promotions and Marketing	1.00	1.00	1.00	1.00

Administration (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Management Assistant	2.00	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
Administrative Assistant	4.00	4.00	4.00	3.00
Customer Services Representative	2.00	2.00	2.00	2.00
Secretary	1.00	1.00	1.00	-0-
Program Total	21.00	19.00	19.00	16.00

Aquatics

Aquatics Program Manager	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	-0-	-0-	-0-
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	1.50	1.00	1.00	1.00
Aquatics Program Supervisor (Hourly)	2.75	2.75	2.75	2.75
Swimming Pool Supervisor (Hourly)	5.00	5.00	5.00	9.00
Water Safety Instructor/Senior Lifeguard (Hourly)	21.50	21.50	23.25	28.25
Lifeguard (Hourly)	4.25	4.25	4.25	11.25
Program Total	42.00	40.50	42.25	58.25

Capital Planning and Development

Architect Manager	1.00	1.00	1.00	1.00
Landscape Architect	5.00	3.00	3.00	3.00
Management Assistant	-0-	-0-	1.00	1.00
Staff Assistant	1.00	1.00	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	8.00	6.00	6.00	6.00

Civic Events/Performing Arts

Parks Events Coordinator	1.00	1.00	1.00	1.00
Trade Specialist	2.00	2.00	2.00	2.00
Equipment Operator	2.00	2.00	2.00	2.00
Parks Events Worker (Hourly)	1.75	1.75	1.75	1.75
Program Total	6.75	6.75	6.75	6.75

Hi Corbett Maintenance

Lead Groundskeeper	2.00	2.00	2.00	2.00
Groundskeeper	1.00	1.00	1.00	1.00
General Maintenance Trainee/Worker	5.00	5.00	5.00	5.00
Program Total	8.00	8.00	8.00	8.00

PARKS and RECREATION

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Historical and Cultural Programs				
Recreation Assistant	1.00	1.00	1.00	-0-
Program Total	1.00	1.00	1.00	-0-
KIDCO				
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	5.00	4.00	4.00	4.00
Recreation Assistant	2.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	27.50	23.50	23.50	23.50
Class Instructor Fine Arts	1.00	1.00	1.00	1.00
Recreation Worker (Hourly)	41.50	29.50	29.50	29.50
Program Total	78.00	60.00	60.00	60.00
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-	-0-	-0-
Class Instructor Fine Arts (Hourly)	10.00	10.00	10.00	10.00
Program Total	17.75	17.50	17.50	17.50
Parks Maintenance				
Parks and Recreation Administrator	1.00	1.00	1.00	1.00
Parks and Recreation Superintendent	2.00	2.00	2.00	2.00
Parks and Golf Area Supervisor	6.00	6.00	6.00	6.00
Recreation Supervisor	1.00	1.00	-0-	-0-
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	11.00	11.00	11.00	11.00
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	4.00	4.00	4.00
Trade Specialist	17.00	16.00	16.00	16.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Services Representative	1.00	1.00	1.00	1.00
Parks Equipment Operator	9.00	9.00	9.00	9.00
Groundskeeper	56.00	56.00	56.00	56.00
General Maintenance Trainee/Worker	1.00	1.00	1.00	1.00
Program Total	123.00	121.00	120.00	120.00

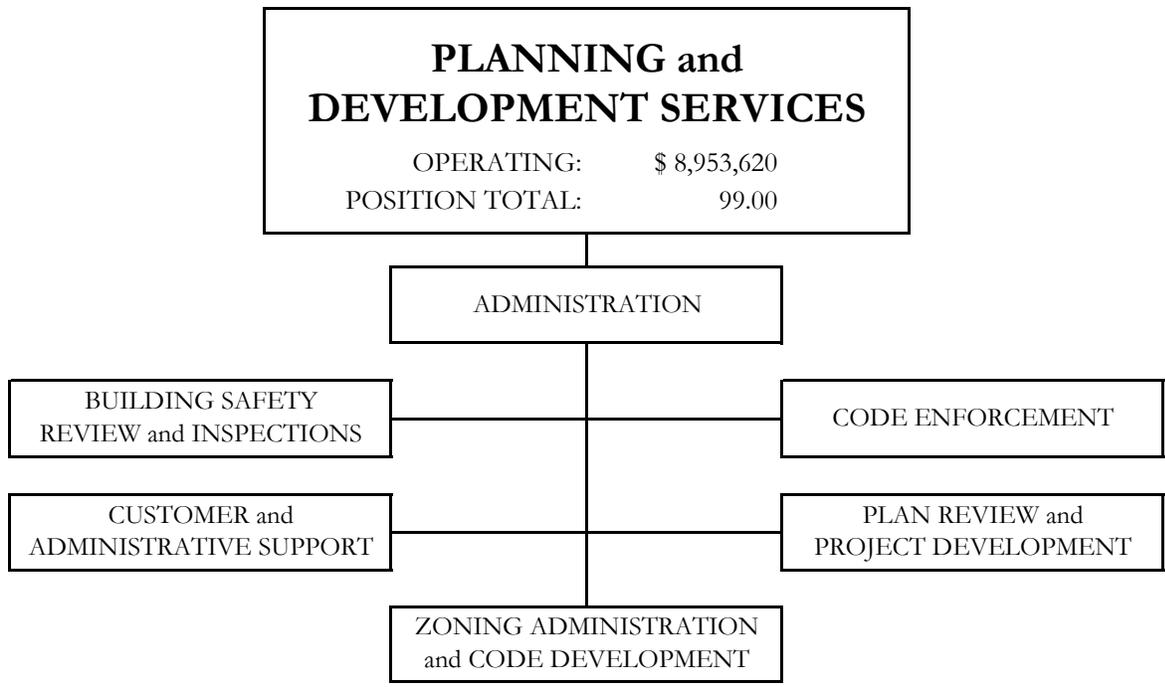
PARKS and RECREATION

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Recreation Centers				
Parks and Recreation Administrator	1.00	-0-	-0-	1.00
Parks and Recreation Superintendent	2.00	2.00	2.00	2.00
Recreation Supervisor	10.00	6.00	7.00	7.00
Recreation Program Coordinator	17.00	16.00	16.00	16.00
Administrative Assistant	1.00	1.00	1.00	2.00
Customer Services Representative	1.00	1.00	1.00	1.00
Secretary	-0-	-0-	-0-	1.00
Recreation Assistant	46.00	45.00	45.00	46.00
Custodian	14.00	14.00	14.00	14.00
Customer Service Clerk	1.00	1.00	1.00	1.00
General Maintenance Trainee/Worker	0.75	0.75	0.75	0.75
Senior Recreation Worker (Hourly)	6.75	6.75	5.50	5.50
Recreation Worker (Hourly)	0.50	0.50	-0-	-0-
Program Total	101.00	94.00	93.25	97.25
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)	2.25	2.25	2.25	2.25
Program Total	6.75	6.75	6.75	6.75
Therapeutic and Adaptive Recreation				
Therapeutic Recreation Supervisor	1.00	1.00	1.00	1.00
Aquatics Coordinator	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	3.50	3.50	3.50	3.50
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
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)	7.50	7.50	7.50	7.50
Recreation Worker (Hourly)	4.00	4.00	4.00	4.00
Program Total	33.50	33.50	33.50	33.50
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
Lead Groundskeeper	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	-0-	-0-
Trade Specialist	1.00	1.00	1.00	1.00
Zoo Educator	-0-	-0-	1.00	1.00
Zookeeper	19.00	19.00	19.00	19.00

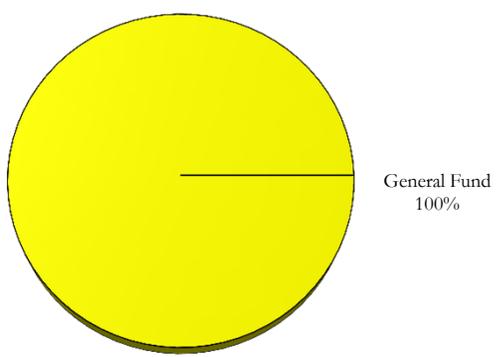
PARKS and RECREATION

Zoo (Continued)

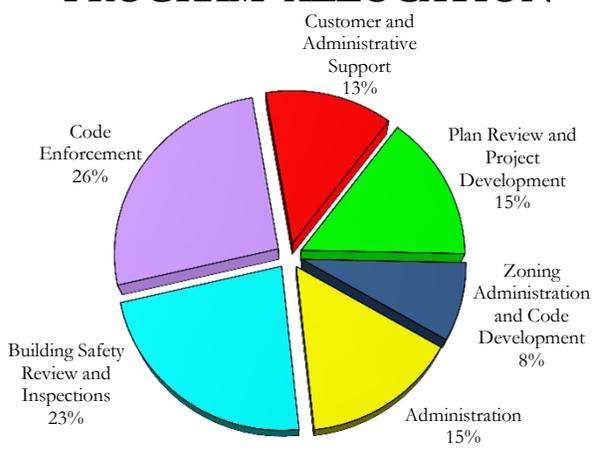
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Customer Services Representative	1.00	1.00	1.00	1.00
Zoo Education Assistant	2.00	2.00	2.00	2.00
Groundskeeper	4.00	4.00	4.00	4.00
Parks Maintenance Worker	3.50	3.50	-0-	-0-
General Maintenance Trainee/Worker	-0-	-0-	3.50	3.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	1.00	1.00	1.00	1.00
Program Total	42.50	42.50	42.50	42.50
Grants				
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	4.50	4.50	4.50	4.50
Short Order Cook	0.75	0.75	0.75	0.75
Program Total	6.25	6.25	6.25	6.25
Department Total	495.50	462.75	462.75	478.75



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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	12.00	11.00	11.00	11.00
Building Safety Review and Inspections	28.00	23.00	23.00	23.00
Code Enforcement	30.00	28.00	28.00	28.00
Customer and Administrative Support	15.00	15.00	14.00	14.00
Plan Review and Project Development	16.00	15.00	15.00	15.00
Zoning Administration and Code	8.00	8.00	8.00	8.00
Department Total	109.00	100.00	99.00	99.00
TOTAL BUDGET				
Operating	\$ 8,111,429	\$ 9,265,070	\$ 9,156,600	\$ 8,953,620
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 7,078,956	\$ 8,140,750	\$ 7,647,560	\$ 7,853,280
Services	857,785	900,310	1,291,470	887,610
Supplies	174,688	224,010	217,570	212,730
Department Total	\$ 8,111,429	\$ 9,265,070	\$ 9,156,600	\$ 8,953,620
FUNDING SOURCES				
General Fund	\$ 8,111,429	\$ 9,265,070	\$ 9,156,600	\$ 8,953,620

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$8,953,620 reflects a decrease of \$311,450 from the Fiscal Year 2015 Adopted Budget. Changes include:

Decrease to insurance costs	\$ (23,980)
Decrease in personnel costs	(287,470)
Total	\$ (311,450)

PLANNING and DEVELOPMENT SERVICES

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Provide timely and impartial plans reviews while protecting the public health and welfare.				
• Number of plan reviews completed	9,096	6,200	8,500	8,000
• Percent of plan reviews completed within four weeks	87%	85%	95%	95%
Issue commercial and residential building permits.				
• Total number of commercial permits	2,852	3,200	3,069	3,200
• Number of new commercial permits	99	150	151	150
• Total number of residential permits	5,720	6,000	5,981	6,000
• Number of new residential permits	307	330	388	350
Perform inspections of new construction, remodels, and additions.				
• Number of commercial inspections	35,326	40,000	30,000	30,000
• Number of residential inspections	44,643	43,000	39,800	40,000
• Number of sign inspections	2,560	2,200	2,500	2,800
Coordinate and review all submitted subdivision plats and development packages.				
• Number of plats and packages reviewed	169	260	200	200
Issue all sign permits.				
• Number of sign permits issued	902	950	910	900
Provide assistance to walk-in customers.				
• Number of records and permit counter customers assisted	29,011	32,650	29,500	30,000
• Number of certificates of occupancy issued for existing buildings	212	90	90	90
Code Enforcement: Promote a safe, clean environment, and healthy neighborhoods by resolving code violations.				
• Number of calls received	11,000	21,000	11,600	11,600
• Number of online inquiries received	3,400	1,500	5,700	5,700
• Number of cases created	9,362	10,000	10,500	10,500
• Number of actual violations found	11,805	12,000	10,000	10,000
• Number of inspections	19,495	37,000	19,100	20,000

OPERATING PROGRAMS

ADMINISTRATION: This program area sets overall direction and policy and manages departmental operations. Maintains communication with Mayor and Council as well as internal and external stakeholders.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Permit and Inspection Fees	\$ 1,385,847	\$ 1,364,590	\$ 1,708,100	\$ 1,375,040
Impact Fee Administrative Charges	21,050	20,000	12,000	-0-
Plan Review Fees	19,578	23,900	25,000	22,000
Program Total	\$ 1,426,475	\$ 1,408,490	\$ 1,745,100	\$ 1,397,040
Character of Expenditures				
Salaries and Benefits	\$ 1,332,913	\$ 1,320,270	\$ 1,300,980	\$ 1,312,410
Services	77,479	73,420	427,150	69,830
Supplies	16,083	14,800	16,970	14,800
Program Total	\$ 1,426,475	\$ 1,408,490	\$ 1,745,100	\$ 1,397,040

BUILDING SAFETY REVIEW and INSPECTIONS: This program area services commercial and residential buildings. The program contributes to a sustainable community by ensuring that all buildings are designed and built to adopted codes and standards with the key purpose of ensuring life safety.

Projected Revenue Sources				
Permit and Inspection Fees	\$ 2,120,315	\$ 2,149,340	\$ 2,034,880	\$ 2,054,680
Character of Expenditures				
Salaries and Benefits	\$ 1,941,534	\$ 1,948,110	\$ 1,858,610	\$ 1,862,700
Services	125,808	128,900	116,090	122,420
Supplies	52,973	72,330	60,180	69,560
Program Total	\$ 2,120,315	\$ 2,149,340	\$ 2,034,880	\$ 2,054,680

CODE ENFORCEMENT: This program area provides enforcement and education of City Codes relating to property maintenance and minimum housing standards as directed through the Neighborhood Preservation Ordinance (NPO), Sign Code, portions of the Unified Development Code (UDC), and the Peddler ordinance. Administers the Vacant and Neglected Structures (VANS) program and works to educate the public about resolving code violations.

Projected Revenue Sources				
General Fund	\$ 1,418,748	\$ 2,490,900	\$ 2,274,680	\$ 2,300,000
Character of Expenditures				
Salaries and Benefits	\$ 1,202,154	\$ 2,086,200	\$ 1,854,720	\$ 1,965,490
Services	173,881	319,850	333,420	258,620
Supplies	42,713	84,850	86,540	75,890
Program Total	\$ 1,418,748	\$ 2,490,900	\$ 2,274,680	\$ 2,300,000

PLANNING and DEVELOPMENT SERVICES

CUSTOMER and ADMINISTRATIVE SUPPORT: This program is responsible for issuing all permits, maintaining the records section, and providing administrative, clerical, financial and technical support to all departmental divisions. Provides staff support to boards, committees and commissions.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Other Development Fees	\$ 65,441	\$ 42,840	\$ 62,500	\$ 62,500
Permit and Inspection Fees	305,128	266,430	350,000	350,000
Plan Review Fees	717,795	836,390	680,330	763,780
Program Total	\$ 1,088,364	\$ 1,145,660	\$ 1,092,830	\$ 1,176,280

Character of Expenditures				
Salaries and Benefits	\$ 679,088	\$ 809,980	\$ 762,100	\$ 776,700
Services	351,012	296,100	288,750	358,500
Supplies	58,264	39,580	41,980	41,080
Program Total	\$ 1,088,364	\$ 1,145,660	\$ 1,092,830	\$ 1,176,280

PLAN REVIEW and PROJECT DEVELOPMENT: This program area expedites review of development applications to ensure compliance with the UDC and Technical Manual. Interprets land use plans related to rezoning and planned area developments. The program implements *Plan Tucson* by encouraging efficient and compliant land use, and reduces hazards resulting from potential incompatibilities.

Projected Revenue Sources				
Plan Review Fees	\$ 1,024,518	\$ 860,520	\$ 930,400	\$ 988,940
Planning Charges	85,854	85,250	108,500	93,000
Sign Regulation Fees	142,631	375,000	225,000	225,000
Program Total	\$ 1,253,003	\$ 1,320,770	\$ 1,263,900	\$ 1,306,940

Character of Expenditures				
Salaries and Benefits	\$ 1,187,430	\$ 1,279,910	\$ 1,221,880	\$ 1,269,570
Services	63,244	32,660	34,470	30,170
Supplies	2,329	8,200	7,550	7,200
Program Total	\$ 1,253,003	\$ 1,320,770	\$ 1,263,900	\$ 1,306,940

ZONING ADMINISTRATION and CODE DEVELOPMENT: This program area provides zoning and code revisions, processes business and liquor license zoning reviews, and zoning waivers. Processes Board of Adjustment, Design Review Board and Historic Preservation Zone (HPZ) applications. Updates maps and land use plan text. Formats UDC changes and administers existing Neighborhood Preservation Zones (NPZ's).

Projected Revenue Sources				
Other Development Fees	\$ 138,944	\$ 10,080	\$ 210	\$ 12,880
Permit and Inspection Fees	274,615	303,470	250,000	275,000
Plan Review Fees	193,819	236,610	247,500	217,800
Planning Charges	191,096	189,750	241,500	207,000
Zoning Code Violations	6,050	10,000	6,000	6,000
Program Total	\$ 804,524	\$ 749,910	\$ 745,210	\$ 718,680

Zoning Administration and Code Development (Continued)

Character of Expenditures	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Salaries and Benefits	\$ 735,837	\$ 696,280	\$ 649,270	\$ 666,410
Services	66,361	49,380	91,590	48,070
Supplies	2,326	4,250	4,350	4,200
Program Total	\$ 804,524	\$ 749,910	\$ 745,210	\$ 718,680

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	-0-	-0-	-0-
Development Services Manager	2.00	2.00	2.00	2.00
Management Coordinator	1.00	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Program Total	12.00	11.00	11.00	11.00

Building Safety Review and Inspections

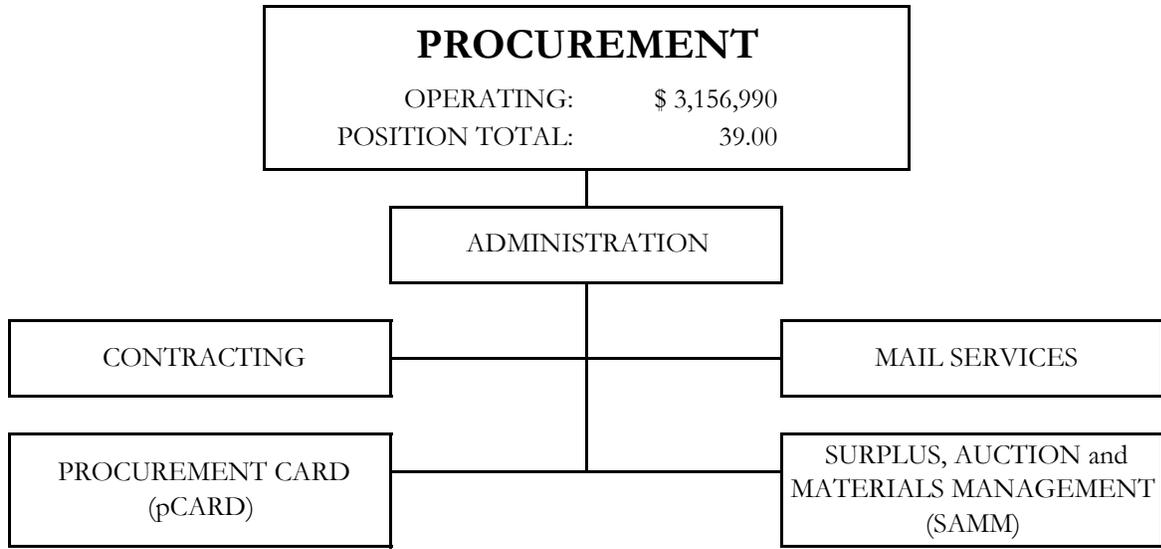
Building Inspector Manager	1.00	1.00	1.00	1.00
Building Plans Examiner	4.00	4.00	4.00	4.00
Construction Inspection Supervisor	2.00	1.00	1.00	1.00
Building Permit Specialist	2.00	2.00	2.00	2.00
Lead Building Inspector	1.00	1.00	1.00	1.00
Building Inspector	18.00	14.00	14.00	14.00
Program Total	28.00	23.00	23.00	23.00

Code Enforcement

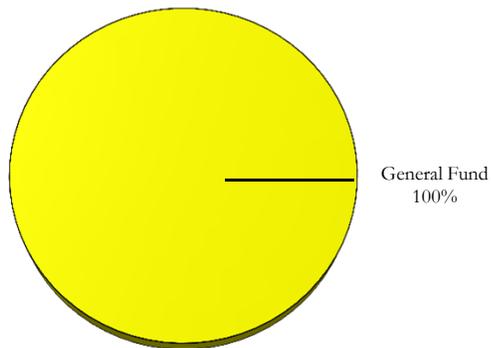
Community Services Administrator	1.00	1.00	-0-	-0-
Development Services Administrator	-0-	-0-	1.00	1.00
Inspection Supervisor	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Code Inspector	19.00	17.00	17.00	17.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00	5.00
Program Total	30.00	28.00	28.00	28.00

PLANNING and DEVELOPMENT SERVICES

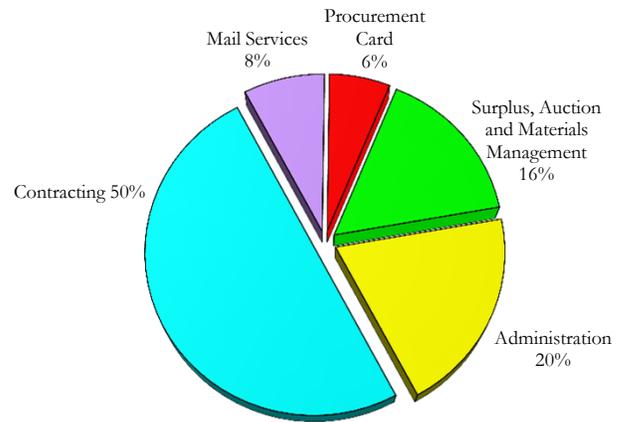
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Customer and Administrative Support				
Planning Technician	2.00	2.00	2.00	2.00
Administrative Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	4.00	4.00	4.00	4.00
Secretary	2.00	2.00	2.00	2.00
Customer Service Clerk	3.00	3.00	2.00	2.00
Program Total	15.00	15.00	14.00	14.00
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	2.00	2.00	2.00
Landscape Field Representative	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	1.00	1.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Program Total	16.00	15.00	15.00	15.00
Zoning Administration and Code Development				
Principal Planner	3.00	3.00	3.00	3.00
Lead Planner	3.00	3.00	3.00	3.00
Planner	2.00	2.00	2.00	2.00
Program Total	8.00	8.00	8.00	8.00
Department Total	109.00	100.00	99.00	99.00



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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
Contracting	18.00	21.00	21.00	21.00
Mail Services	4.00	4.00	4.00	4.00
Procurement Card (pCard)	3.00	3.00	3.00	3.00
Surplus, Auction and Materials Management (SAMM)	8.00	7.00	7.00	7.00
Department Total	37.00	39.00	39.00	39.00
TOTAL BUDGET				
Operating	\$ 3,279,359	\$ 3,216,530	\$ 3,217,100	\$ 3,156,990
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,893,101	\$ 2,949,380	\$ 2,860,660	\$ 2,910,460
Services	319,331	213,020	302,680	196,520
Supplies	41,487	54,130	53,760	50,010
Equipment	25,440	-0-	-0-	-0-
Department Total	\$ 3,279,359	\$ 3,216,530	\$ 3,217,100	\$ 3,156,990
FUNDING SOURCES				
General Fund	\$ 3,279,359	\$ 3,216,530	\$ 3,217,100	\$ 3,156,990

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$3,156,990 reflects a decrease of \$59,540 from the Fiscal Year 2015 Adopted Budget. Changes include:

Decrease in insurance costs	\$ (20,620)
Decrease in personnel costs	(38,920)
Total	\$ (59,540)

PROCUREMENT

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	44%	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	60%	25%	41%	25%
• Generate revenue by expanding the National Cooperative Procurement and pCard Programs	\$ 921,706	\$ 700,000	\$ 1,122,216	\$ 1,000,000
Ensure high standards of technical expertise and competency of staff.				
• Achieve a minimum level of 70% professional certification for staff	71%	70%	60%	60%
• Participate in a minimum of four outreach events for the local business and contracting communities	5	4	7	4
Provide Small Business Enterprise and Disadvantaged Business Enterprise certification.	231	225	225	225

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	\$ 626,201	\$ 602,910	\$ 666,440	\$ 617,320
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Character of Expenditures

Salaries and Benefits	\$ 457,367	\$ 494,280	\$ 496,190	\$ 501,790
Services	101,215	101,490	157,910	105,940
Supplies	67,619	7,140	12,340	9,590
Program Total	\$ 626,201	\$ 602,910	\$ 666,440	\$ 617,320

CONTRACTING: This program area contracts for goods, services, and design and construction services to ensure all contracts are developed, solicited, evaluated, negotiated, awarded, and administered in accordance with applicable federal, state, and local laws. The program 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 effectiveness. The program also administers the Davis Bacon and related acts which requires the City to ensure the federal prevailing wages are paid on all federally funded construction projects.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 1,314,459	\$ 1,269,540	\$ 1,160,770	\$ 1,188,570
National Cooperative Purchasing Fees	355,160	400,000	400,000	400,000
Program Total	\$ 1,669,619	\$ 1,669,540	\$ 1,560,770	\$ 1,588,570
Character of Expenditures				
Salaries and Benefits	\$ 1,611,082	\$ 1,625,920	\$ 1,518,910	\$ 1,563,610
Services	56,741	38,550	40,960	23,660
Supplies	1,796	5,070	900	1,300
Program Total	\$ 1,669,619	\$ 1,669,540	\$ 1,560,770	\$ 1,588,570

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	\$ 228,174	\$ 260,290	\$ 265,290	\$ 259,330
Character of Expenditures				
Salaries and Benefits	\$ 195,720	\$ 201,420	\$ 201,640	\$ 203,040
Services	34,648	27,050	32,330	25,300
Supplies	(2,194)	31,820	31,320	30,990
Program Total	\$ 228,174	\$ 260,290	\$ 265,290	\$ 259,330

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

Projected Revenue Sources				
pCard Program Rebate	\$ 167,443	\$ 196,320	\$ 206,280	\$ 194,420
Character of Expenditures				
Salaries and Benefits	\$ 163,945	\$ 192,750	\$ 202,710	\$ 191,960
Services	3,498	3,570	3,570	2,460
Program Total	\$ 167,443	\$ 196,320	\$ 206,280	\$ 194,420

PROCUREMENT

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 587,922	\$ 487,470	\$ 518,320	\$ 497,350
Character of Expenditures				
Salaries and Benefits	\$ 464,987	\$ 435,010	\$ 441,210	\$ 450,060
Services	123,229	42,360	67,910	39,160
Supplies	(25,734)	10,100	9,200	8,130
Equipment	25,440	-0-	-0-	-0-
Program Total	\$ 587,922	\$ 487,470	\$ 518,320	\$ 497,350

POSITION RESOURCES

Administration

Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00

Contracting

Contract Administrator	2.00	2.00	2.00	2.00
Contract Compliance Officer	1.00	1.00	1.00	1.00
Principal Contract Officer	6.00	6.00	6.00	6.00
Senior Contract Officer	5.00	5.00	5.00	5.00
Business Enterprise Compliance Specialist	-0-	1.00	1.00	1.00
Equal Opportunity Specialist	-0-	1.00	1.00	1.00
Administrative Assistant	4.00	5.00	5.00	5.00
Program Total	18.00	21.00	21.00	21.00

Mail Services

Office Supervisor	1.00	1.00	1.00	1.00
Mail Clerk	3.00	3.00	3.00	3.00
Program Total	4.00	4.00	4.00	4.00

Procurement Card (pCard)

pCard Manager	1.00	1.00	1.00	1.00
pCard 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

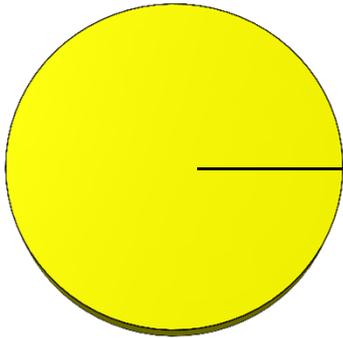
PROCUREMENT

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Surplus, Auction and Materials Management (SAMM)				
SAMM Superintendent	1.00	1.00	1.00	1.00
SAMM Supervisor	2.00	2.00	2.00	2.00
SAMM Specialists	4.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	8.00	7.00	7.00	7.00
 Department Total	 37.00	 39.00	 39.00	 39.00

**OFFICE of the PUBLIC
DEFENDER**

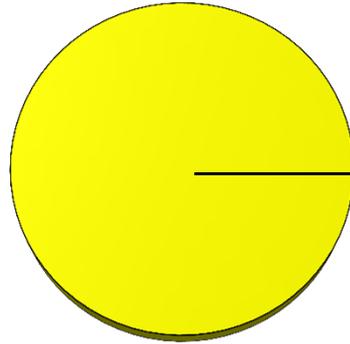
OPERATING: \$ 3,191,360
POSITION TOTAL: 32.00

FINANCING PLAN



General Fund
100%

PROGRAM ALLOCATION



Public
Defender
100%

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Public Defender	34.00	32.00	32.00	32.00
TOTAL BUDGET				
Operating	\$ 3,105,137	\$ 3,064,940	\$ 3,025,690	\$ 3,191,360
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,741,915	\$ 2,803,630	\$ 2,758,000	\$ 2,919,760
Services	195,230	207,150	196,160	217,440
Supplies	32,590	54,160	71,530	54,160
Equipment	135,402	-0-	-0-	-0-
Department Total	\$ 3,105,137	\$ 3,064,940	\$ 3,025,690	\$ 3,191,360
FUNDING SOURCES				
General Fund	\$ 3,105,137	\$ 3,064,940	\$ 3,025,690	\$ 3,191,360

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$3,191,360 reflects an increase of \$126,420 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase to personnel costs	\$ 116,130
Increase for case management system maintenance annual fee	19,400
Decrease to insurance costs	(9,110)
Total	\$ 126,420

DEPARTMENT MEASURES of PERFORMANCE

Provide representation in a cost-effective manner.

• Average cost per docket/case	\$ 195	\$ 210	\$ 210	\$ 210
• Number of defendants	6,250	6,100	6,100	6,140
• Approximate number of dockets/cases closed	15,500	12,100	12,100	13,800
• Approximate number of defendants seen at Video Court that are represented by the Public Defender's Office	1,875	1,800	1,800	1,850

PUBLIC DEFENDER

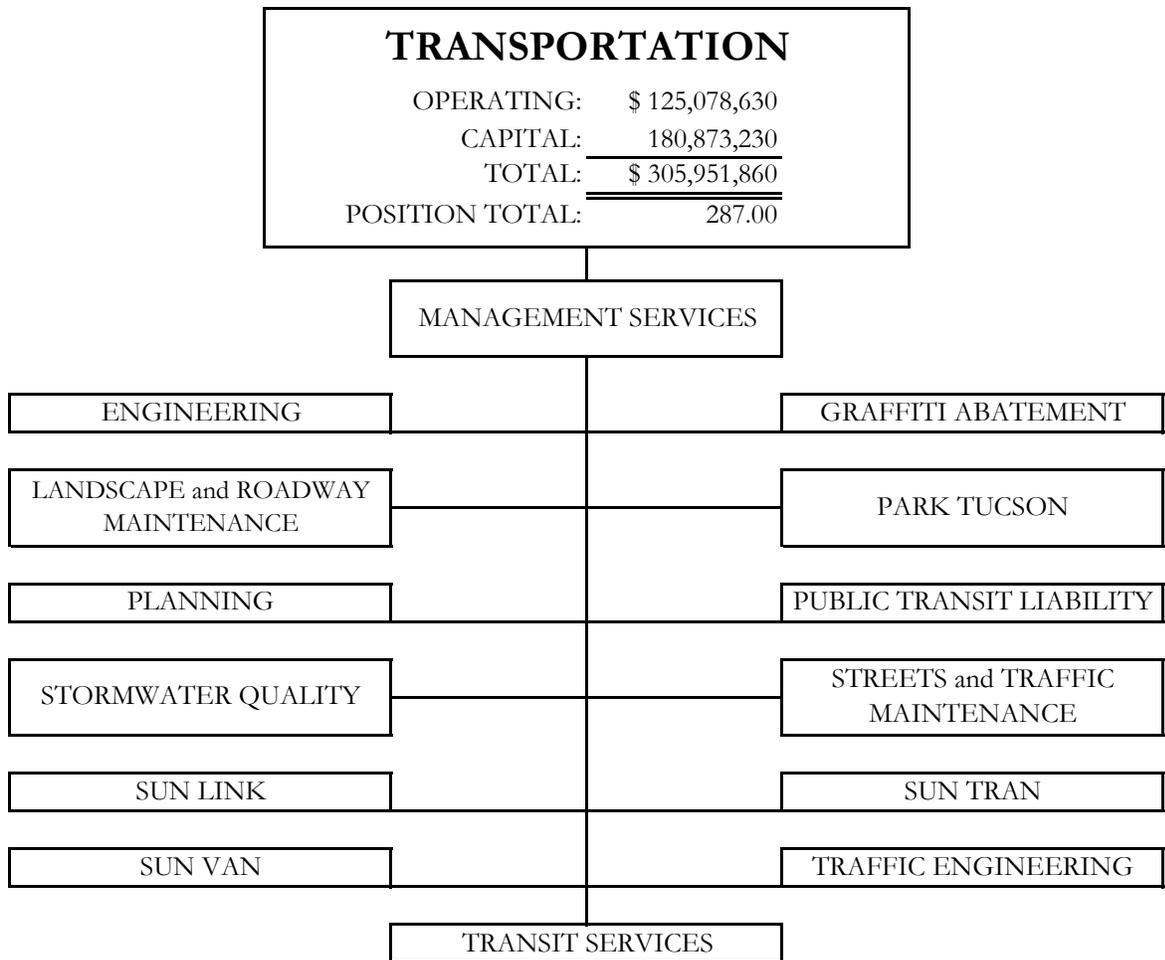
OPERATING PROGRAMS

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 11 support positions.

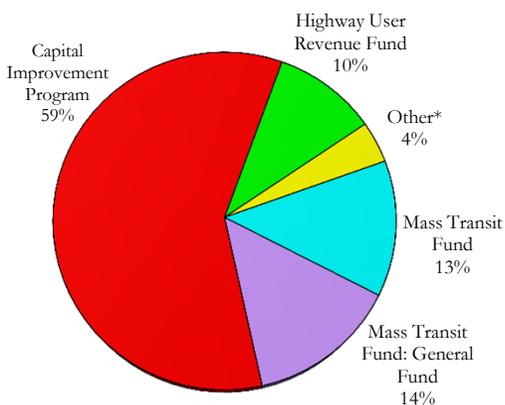
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 3,105,137	\$ 3,064,940	\$ 3,025,690	\$ 3,191,360
Character of Expenditures				
Salaries and Benefits	\$ 2,741,915	\$ 2,803,630	\$ 2,758,000	\$ 2,919,760
Services	195,230	207,150	196,160	217,440
Supplies	32,590	54,160	71,530	54,160
Equipment	135,402	-0-	-0-	-0-
Program Total	\$ 3,105,137	\$ 3,064,940	\$ 3,025,690	\$ 3,191,360

POSITION RESOURCES

Public Defender				
Chief Public Defender	1.00	1.00	1.00	1.00
Supervising Public Defender	6.00	5.00	7.00	7.00
Associate Public Defender	-0-	-0-	5.00	9.00
Public Defender Supervisor	2.00	2.00	-0-	-0-
Assistant Public Defender	12.00	13.00	8.00	4.00
Management Assistant	1.00	1.00	1.00	1.00
Law Clerk	3.00	2.00	2.00	2.00
Legal Secretary	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	-0-	-0-	-0-
Litigation Support Clerk	1.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	34.00	32.00	32.00	32.00
Department Total	34.00	32.00	32.00	32.00

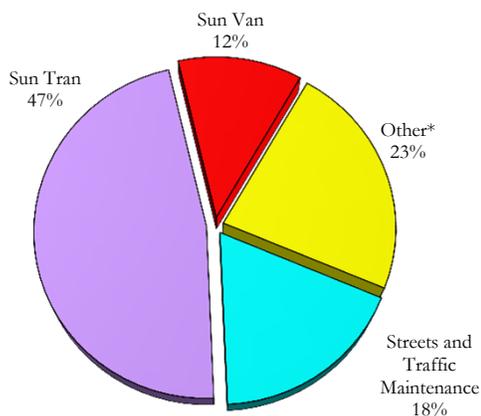


FINANCING PLAN



*Other includes: Park Tucson Fund (2%), General Fund (1%), Internal Service Fund: Self Insurance (<1%), and Other Federal Grants (<1%).

PROGRAM ALLOCATION



*Other includes: Sun Link (5%), Management Services (4%), Park Tucson (4%), Engineering (3%), Transit Services (3%), Traffic Engineering (2%), Graffiti Abatement (1%), Public Transit Liability (1%), Landscape and Roadway Maintenance (<1%), Planning (<1%), and Stormwater Quality (<1%).

TRANSPORTATION

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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Management Services	19.00	22.00	29.00	30.00
Engineering	65.00	66.00	65.00	65.00
Graffiti Abatement	3.00	2.00	2.00	2.00
Park Tucson	14.00	15.00	17.00	17.00
Planning	14.00	7.00	7.00	6.00
Stormwater Quality	3.00	3.00	3.00	3.00
Streets and Traffic Maintenance	144.00	145.00	143.00	142.00
Traffic Engineering	16.00	19.00	15.00	16.00
Transit Services	5.00	5.00	6.00	6.00
Department Total	283.00	284.00	287.00	287.00
TOTAL BUDGET				
Operating	\$ 114,645,045	\$ 124,001,930	\$ 119,051,360	\$ 125,078,630
Capital	105,147,371	118,576,600	95,349,580	180,873,230
Total Department	\$ 219,792,416	\$ 242,578,530	\$ 214,400,940	\$ 305,951,860
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 16,455,329	\$ 19,171,170	\$ 17,303,870	\$ 19,218,170
Services	29,427,939	30,810,600	29,235,030	34,101,290
Supplies	20,711,639	21,477,500	19,944,490	20,176,160
Equipment	1,192,823	2,742,080	4,161,870	1,495,650
Debt Service	1,158,536	1,248,040	1,248,040	1,310,550
Contracted Labor	45,698,779	48,552,540	47,158,060	48,776,810
Total Operating Budget	\$ 114,645,045	\$ 124,001,930	\$ 119,051,360	\$ 125,078,630
Capital Improvement Program	105,147,371	118,576,600	95,349,580	180,873,230
Total Department	\$ 219,792,416	\$ 242,578,530	\$ 214,400,940	\$ 305,951,860
FUNDING SOURCES				
General Fund	\$ 2,078,048	\$ 2,271,260	\$ 2,168,150	\$ 3,166,810
Capital Improvements Fund	64,281	90,000	-0-	-0-
Highway User Revenue Fund	27,737,162	29,087,350	27,700,750	31,683,010
Internal Service Fund: Self Insurance	1,899,716	1,650,000	1,650,000	1,400,000
Mass Transit Fund	38,871,429	39,312,560	37,110,170	39,350,770
Mass Transit Fund: General Fund	39,178,784	42,664,270	42,448,480	42,565,310
Transfer ¹				
Other Federal Grants	994,920	2,695,400	1,259,480	1,515,520
Park Tucson Fund	3,555,277	5,786,090	6,515,020	5,017,210
Regional Transportation Authority	265,428	445,000	199,310	380,000
Total Operating Revenues	\$ 114,645,045	\$ 124,001,930	\$ 119,051,360	\$ 125,078,630
Capital Improvement Program	105,147,371	118,576,600	95,349,580	180,873,230
Total Department	\$ 219,792,416	\$ 242,578,530	\$ 214,400,940	\$ 305,951,860

¹Total Fiscal Year 2016 General Fund budgeted for the mass transit system is \$46,282,410. There is \$42,565,310 in the operating budget and \$3,717,100 in the capital improvement program.

TRANSPORTATION

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$125,078,630 reflects an increase of \$1,076,700 from Fiscal Year 2015 Adopted budget. Changes includes:

Increase for graffiti abatement contract	\$ 880,000
Increase to contracted labor	224,270
Increase for street car debt service	62,510
Decrease for supplies	(90,080)
Total	\$ 1,076,700

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Provide regional fixed-route bus service.				
• Number of buses	253	241	252	252
• Number of annual passenger trips (000s)	20,000	19,990	19,800	21,000
• Annual passenger revenue (\$000s)	\$ 11,966	\$ 15,716	\$ 11,400	\$ 11,590
• Total miles (000s)	9,581	8,905	9,594	9,567
• Cost per mile	\$ 6.09	\$ 6.44	\$ 6.07	\$ 6.42
• Revenue per mile	\$ 1.25	\$ 1.76	\$ 1.19	\$ 1.21
Maintain a farebox recovery ratio that is above the national average of 18% for cities with a population of 200,000 - 1 million and strive for a target ratio of 25%.				
• Farebox recovery ratio	20%	27%	20%	19%
Provide paratransit services to persons with disabilities who cannot use Sun Tran.				
• Number of vans	127	127	134	134
• Number of scheduled passenger trips	516	526	543	554
• Miles of service provided (000s)	4,425	4,567	4,612	4,616
Provide Streetcar routes connecting neighborhoods, schools, entertainment, culture, shopping, dining, sports and more.				
• Number of Streetcars	-0-	-0-	8	8
• Number of miles traveled by the streetcars annually	-0-	-0-	23,335	25,280
• Number of annual scheduled streetcar stops	-0-	-0-	91,008	98,592
Design and construct capital improvement projects and oversee the resurfacing of major streets.				
• Number of capital projects	69	30	55	44
• Number of streets lane miles resurfaced	120	269	220	88

Department Measures of Performance (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	38%	43%	46%	51%
• Number of traffic signal trouble calls	1,688	1,695	1,858	1,773
• Number of streetlight trouble calls	1,328	2,420	1,487	1,408
Achieve 100% cost recovery in the residential parking program.				
• Percent cost recovery	50%	60%	50%	60%
Resolve 90% of parking garage maintenance issues within two days of request for service.				
• Percent resolved within two days	90%	90%	90%	90%

OPERATING PROGRAMS

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	\$ 725,169	\$ 689,410	\$ 577,740	\$ 762,310
General Fund: Use of Property	31,288	-0-	-0-	-0-
Highway User Revenue Fund	1,281,000	2,082,380	1,731,850	4,611,840
Program Total	\$ 2,037,457	\$ 2,771,790	\$ 2,309,590	\$ 5,374,150

Character of Expenditures

Salaries and Benefits	\$ 1,361,102	\$ 2,159,200	\$ 1,695,650	\$ 2,948,260
Services	640,982	580,750	582,100	2,376,960
Supplies	35,373	31,840	31,840	48,930
Program Total	\$ 2,037,457	\$ 2,771,790	\$ 2,309,590	\$ 5,374,150

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 4	\$ -0-	\$ 140	\$ -0-
General Fund: Restricted	-0-	250,000	250,000	250,000
Highway User Revenue Fund	2,661,487	3,431,840	2,798,490	3,178,990
Highway User Revenue Fund: Developer Contributions	50,450	40,000	35,000	40,000
Program Total	\$ 2,711,941	\$ 3,721,840	\$ 3,083,630	\$ 3,468,990
Character of Expenditures				
Salaries and Benefits	\$ 1,938,199	\$ 2,784,900	\$ 2,146,690	\$ 2,744,240
Services	561,711	458,900	458,900	339,450
Supplies	107,881	126,610	126,610	102,500
Equipment	104,150	351,430	351,430	282,800
Program Total	\$ 2,711,941	\$ 3,721,840	\$ 3,083,630	\$ 3,468,990

GRAFFITI ABATEMENT: This program area is responsible for the abatement of graffiti on City-owned properties.

Projected Revenue Sources				
General Fund	\$ 905,377	\$ 874,630	\$ 869,180	\$ 1,752,680
Character of Expenditures				
Salaries and Benefits	\$ 161,878	\$ 112,350	\$ 122,950	\$ 111,350
Services	735,022	723,800	746,230	1,602,850
Supplies	8,477	38,480	-0-	38,480
Program Total	\$ 905,377	\$ 874,630	\$ 869,180	\$ 1,752,680

LANDSCAPE and ROADWAY MAINTENANCE: This program area is responsible for the maintenance of the city's median islands.

Projected Revenue Sources				
General Fund: Restricted	\$ 100,693	\$ 100,700	\$ 75,000	\$ 100,700
Character of Expenditures				
Salaries and Benefits	\$ 44,956	\$ 14,450	\$ -0-	\$ 41,450
Services	55,737	80,940	72,680	55,940
Supplies	-0-	5,310	2,320	3,310
Program Total	\$ 100,693	\$ 100,700	\$ 75,000	\$ 100,700

TRANSPORTATION

PARK TUCSON: Park Tucson 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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Hooded Meter Fee	\$ 56,258	\$ 28,500	\$ 28,500	\$ 56,000
Miscellaneous Revenues	109,775	-0-	13,470	-0-
Parking Meter Collections	742,853	1,308,500	1,100,000	1,491,150
Parking Revenues	1,647,724	2,249,640	2,641,500	2,473,410
Parking Violations	772,937	693,240	787,240	779,350
Park Tucson Fund	-0-	1,304,100	1,708,230	-0-
Rents and Leases	225,730	202,110	236,080	217,300
Program Total	\$ 3,555,277	\$ 5,786,090	\$ 6,515,020	\$ 5,017,210
Character of Expenditures				
Salaries and Benefits	\$ 732,762	\$ 973,570	\$ 910,790	\$ 1,072,070
Services	1,554,995	1,923,990	1,853,630	2,405,490
Supplies	77,495	82,840	83,840	179,100
Equipment	31,489	1,557,650	2,418,720	50,000
Debt Service	1,158,536	1,248,040	1,248,040	1,310,550
Program Total	\$ 3,555,277	\$ 5,786,090	\$ 6,515,020	\$ 5,017,210

PLANNING: This program area manages the design of major transportation corridor projects. It coordinates, supervises, and implements projects that integrate transportation and land-use planning for community enhancement, transportation efficiencies, and multi-modal connectivity.

Projected Revenue Sources				
General Fund	\$ 44,881	\$ -0-	\$ 45,640	\$ -0-
Federal Highway Administration Grants	57,750	552,200	111,890	98,000
Highway User Revenue Fund	1,055,105	387,470	801,570	378,230
Program Total	\$ 1,157,736	\$ 939,670	\$ 959,100	\$ 476,230
Character of Expenditures				
Salaries and Benefits	\$ 908,377	\$ 494,350	\$ 847,360	\$ 306,680
Services	172,494	443,520	107,530	166,350
Supplies	58,447	1,800	4,210	3,200
Equipment	18,418	-0-	-0-	-0-
Program Total	\$ 1,157,736	\$ 939,670	\$ 959,100	\$ 476,230

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	\$ 1,899,716	\$ 1,650,000	\$ 1,650,000	\$ 1,400,000
Character of Expenditures				
Services	\$ 1,899,716	\$ 1,650,000	\$ 1,650,000	\$ 1,400,000

TRANSPORTATION

STORMWATER QUALITY: This program area is federally mandated to monitor hazardous discharge into the city's drainage system.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 256,042	\$ 280,230	\$ 282,270	\$ 275,180
Character of Expenditures				
Salaries and Benefits	\$ 216,049	\$ 239,990	\$ 247,300	\$ 237,040
Services	31,690	33,400	30,880	31,300
Supplies	8,303	6,840	4,090	6,840
Program Total	\$ 256,042	\$ 280,230	\$ 282,270	\$ 275,180

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	\$ 14,594	\$ 49,830	\$ 66,920	\$ -0-
Federal Highway Administration Grants	287,327	450,000	228,990	450,320
Highway User Revenue Fund	21,510,862	21,414,240	20,926,470	22,057,660
Program Total	\$ 21,812,783	\$ 21,914,070	\$ 21,222,380	\$ 22,507,980
Character of Expenditures				
Salaries and Benefits	\$ 9,629,470	\$ 10,547,490	\$ 9,963,110	\$ 10,038,900
Services	8,738,860	7,837,040	7,733,200	8,373,580
Supplies	2,954,797	2,964,540	3,003,500	3,042,650
Equipment	489,656	565,000	522,570	1,052,850
Program Total	\$ 21,812,783	\$ 21,914,070	\$ 21,222,380	\$ 22,507,980

SUN LINK: Sun Link provides a four-mile streetcar system whose 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.

Projected Revenue Sources				
Mass Transit Fund: General Fund	\$ 85,489	\$ 905,170	\$ 759,710	\$ 799,340
Mass Transit Fund: Sun Link	-0-	1,196,390	1,185,310	1,312,280
Mass Transit Fund: Regional	874,841	2,000,000	2,000,000	2,000,000
Mass Transit Fund: User Fees	2,056,643	100,000	-0-	84,000
Program Total	\$ 3,016,973	\$ 4,201,560	\$ 3,945,020	\$ 4,195,620
Character of Expenditures				
Services	\$ 1,784,317	\$ 2,074,070	\$ 2,055,010	\$ 1,927,050
Supplies	182,341	335,000	205,720	291,900
Equipment	145,443	-0-	-0-	-0-
Contracted Labor	904,872	1,792,490	1,684,290	1,976,670
Program Total	\$ 3,016,973	\$ 4,201,560	\$ 3,945,020	\$ 4,195,620

TRANSPORTATION

SUN TRAN: Sun Tran provides a fixed-route bus service for the Tucson metropolitan region. The system operates seven days per week.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Mass Transit Fund: General Fund	\$ 28,149,354	\$ 29,453,150	\$ 29,894,850	\$ 29,908,320
Mass Transit Fund: Federal Grants	6,276,548	4,648,800	4,877,400	5,142,240
Mass Transit Fund: Regional Transportation Authority	10,756,251	10,208,270	11,105,340	11,438,400
Mass Transit Fund: Use of Property	1,216,784	124,800	147,340	824,400
Mass Transit Fund: User Fees	11,966,389	14,565,980	11,400,000	11,590,000
Other Federal Grants	21,166	150,000	230,000	-0-
Program Total	\$ 58,386,492	\$ 59,151,000	\$ 57,654,930	\$ 58,903,360
Character of Expenditures				
Services	\$ 8,117,717	\$ 7,377,840	\$ 7,643,500	\$ 7,448,040
Supplies	14,525,373	14,652,980	13,859,920	14,732,770
Equipment	153,302	240,000	218,330	55,000
Contracted Labor	35,590,100	36,880,180	35,933,180	36,667,550
Program Total	\$ 58,386,492	\$ 59,151,000	\$ 57,654,930	\$ 58,903,360

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	\$ 10,576,005	\$ 11,723,460	\$ 11,211,430	\$ 11,318,720
Mass Transit Fund: Federal Grants	1,392,991	998,400	1,288,330	1,204,000
Mass Transit Fund: Other Agencies	-0-	258,000	-0-	-0-
Mass Transit Fund: Regional Transportation Authority	2,015,984	2,422,240	2,234,760	2,298,820
Mass Transit Fund: User Fees	785,469	757,900	809,910	818,390
Program Total	\$ 14,770,449	\$ 16,160,000	\$ 15,544,430	\$ 15,639,930
Character of Expenditures				
Services	\$ 3,466,287	\$ 3,979,970	\$ 3,575,330	\$ 3,891,960
Supplies	2,073,983	2,272,160	2,400,080	1,560,380
Equipment	26,372	28,000	28,430	55,000
Contracted Labor	9,203,807	9,879,870	9,540,590	10,132,590
Program Total	\$ 14,770,449	\$ 16,160,000	\$ 15,544,430	\$ 15,639,930

TRANSPORTATION

TRAFFIC ENGINEERING: This program area designs, constructs, and monitors transportation, traffic and transit systems, and implements neighborhood traffic calming features, such as speed humps, that promote safer neighborhoods.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ -0-	\$ 26,460	\$ 1,260	\$ 25,940
Capital Agreements Fund	64,281	90,000	-0-	-0-
Federal Highway Administration Grants	628,677	1,543,200	688,600	967,200
Highway User Revenue Fund	1,178,258	1,731,420	1,407,370	1,416,290
Regional Transportation Authority Fund	265,428	415,000	199,310	350,000
Program Total	\$ 2,136,644	\$ 3,806,080	\$ 2,296,540	\$ 2,759,430
Character of Expenditures				
Salaries and Benefits	\$ 984,500	\$ 1,265,140	\$ 891,090	\$ 1,042,580
Services	299,737	1,669,340	631,460	1,640,250
Supplies	628,414	871,600	151,600	76,600
Equipment	223,993	-0-	622,390	-0-
Program Total	\$ 2,136,644	\$ 3,806,080	\$ 2,296,540	\$ 2,759,430

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	\$ 367,936	\$ 582,490	\$ 582,490	\$ 538,930
Mass Transit Fund: Federal Grants	994,873	1,634,180	1,634,180	2,162,230
Mass Transit Fund: Regional Transportation Authority	73,565	90,000	120,000	91,800
Mass Transit Fund: Use of Property	461,091	307,600	307,600	384,210
Regional Transportation Authority Fund	-0-	30,000	-0-	30,000
Program Total	\$ 1,897,465	\$ 2,644,270	\$ 2,644,270	\$ 3,207,170
Character of Expenditures				
Salaries and Benefits	\$ 478,036	\$ 579,730	\$ 478,930	\$ 675,600
Services	1,368,674	1,977,040	2,094,750	2,442,070
Supplies	50,755	87,500	70,590	89,500
Program Total	\$ 1,897,465	\$ 2,644,270	\$ 2,644,270	\$ 3,207,170

POSITION RESOURCES

Management Services

Director	1.00	1.00	1.00	1.00
Deputy/Assistant Director	2.00	2.00	2.00	2.00
Research Assistant Special Projects	1.00	1.00	1.00	1.00
Transportation Administrator	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00

Management Services (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Finance Manager	-0-	-0-	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Transportation Program Coordinator	2.00	2.00	4.00	4.00
Transportation Public Information Officer	1.00	1.00	1.00	1.00
Staff Assistant	3.00	3.00	4.00	5.00
Systems Analyst	-0-	-0-	1.00	1.00
Safety Specialist	-0-	1.00	-0-	1.00
Management Assistant	1.00	1.00	2.00	2.00
Management Analyst	1.00	1.00	1.00	-0-
Executive Assistant	1.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	3.00	3.00
Customer Service Representative	-0-	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Program Total	19.00	22.00	29.00	30.00
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	1.00	1.00	1.00
Engineering Project Manager	5.00	7.00	7.00	7.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Landscape Architect	1.00	-0-	-0-	-0-
Transportation Program Coordinator	2.00	3.00	1.00	1.00
Land Surveyor	-0-	-0-	1.00	1.00
Inspection Supervisor	-0-	-0-	1.00	1.00
Management Assistant	1.00	1.00	-0-	-0-
Senior Engineering Associate	3.00	2.00	3.00	3.00
Community Services/Neighborhood Resource Project Coordinator	1.00	-0-	-0-	-0-
Construction Inspection Supervisor	1.00	1.00	-0-	-0-
Engineering Associate	1.00	2.00	2.00	2.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Lead Construction Materials Inspector	-0-	1.00	1.00	1.00
Traffic Engineering Technician Supervisor	-0-	1.00	-0-	-0-
Construction Inspector	10.00	10.00	10.00	10.00
Construction Materials Inspector	2.00	2.00	2.00	2.00
Senior Engineering Technician	1.00	-0-	3.00	3.00
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
Traffic Engineering Technician	-0-	2.00	2.00	2.00
Administrative Assistant	3.00	1.00	-0-	-0-
Customer Service Representative	1.00	2.00	2.00	2.00

TRANSPORTATION

Engineering (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Secretary	2.00	2.00	2.00	2.00
Survey Technician	5.00	5.00	3.00	3.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Street Maintenance Supervisor	1.00	-0-	1.00	1.00
Program Total	65.00	66.00	65.00	65.00
Graffiti Abatement				
Street Maintenance Crew Leader	1.00	1.00	1.00	1.00
Senior Street Maintenance Worker	1.00	-0-	-0-	-0-
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	3.00	2.00	2.00	2.00
Park Tucson				
Park Tucson Program Administrator	1.00	1.00	1.00	1.00
Park Tucson Operations Manager	-0-	1.00	1.00	1.00
Management Assistant	-0-	-0-	1.00	1.00
Staff Assistant	1.00	1.00	-0-	-0-
Lead Parking Service Agent	1.00	1.00	1.00	1.00
Parking Services Supervisor	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
Parking Services Agent	7.00	7.00	7.00	7.00
Senior Account Clerk	1.00	1.00	2.00	2.00
Program Total	14.00	15.00	17.00	17.00
Planning				
Transportation Administrator	1.00	-0-	1.00	1.00
Information Technology Manager	1.00	-0-	-0-	-0-
Systems Analyst	1.00	-0-	-0-	-0-
Project Manager	3.00	3.00	4.00	4.00
Transportation Program Coordinator	1.00	1.00	1.00	-0-
Lead Planner	2.00	2.00	1.00	1.00
Senior Engineering Technician	3.00	1.00	-0-	-0-
Executive Assistant	1.00	-0-	-0-	-0-
Geographic Information System	1.00	-0-	-0-	-0-
Program Total	14.00	7.00	7.00	6.00
Stormwater Quality				
Civil Engineer	1.00	1.00	-0-	-0-
Engineering Project Manager	-0-	-0-	1.00	1.00
Construction Inspector	-0-	-0-	2.00	2.00
Environmental Inspector	2.00	2.00	-0-	-0-
Program Total	3.00	3.00	3.00	3.00

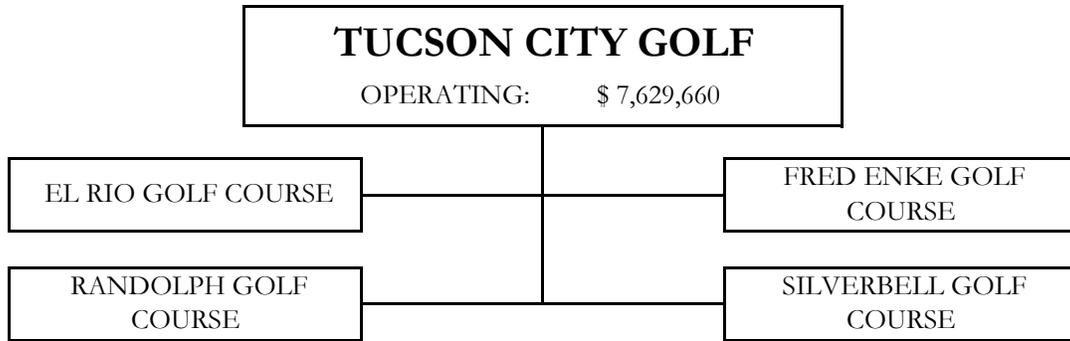
TRANSPORTATION

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Streets and Traffic Maintenance				
Transportation Administrator	1.00	1.00	1.00	1.00
Transportation Superintendent	2.00	2.00	2.00	2.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Landscape Architect	-0-	1.00	1.00	-0-
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	-0-	1.00	1.00
Street Maintenance Supervisor	7.00	8.00	7.00	7.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	1.00	1.00	1.00	1.00
Safety Specialist	1.00	-0-	1.00	-0-
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	5.00	5.00	5.00	4.00
Cement Mason	4.00	4.00	4.00	4.00
Construction Inspector	1.00	1.00	1.00	1.00
Equipment Operation Specialist	6.00	6.00	6.00	6.00
High Voltage Electrician	4.00	4.00	4.00	4.00
Lead Traffic Control Technician	10.00	10.00	10.00	10.00
Street Maintenance Crew Leader	12.00	12.00	11.00	11.00
Streets Inspector and Compliance Specialist	5.00	5.00	5.00	5.00
Welder	1.00	1.00	1.00	1.00
Construction Maintenance Worker	5.00	5.00	5.00	5.00
Heavy Equipment Operator	36.00	35.00	34.00	34.00
Sign Painter	1.00	1.00	1.00	1.00
Traffic Control Technician	4.00	4.00	4.00	4.00
Account Clerk Supervisor	1.00	1.00	-0-	-0-
Administrative Assistant	1.00	1.00	-0-	2.00
Customer Service Representative	3.00	2.00	2.00	2.00
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	13.00	14.00	14.00
Senior Trades Helper	4.00	4.00	4.00	4.00
Program Total	144.00	145.00	143.00	142.00
Traffic Engineering				
Transportation Administrator	-0-	1.00	1.00	2.00
Transportation Program Coordinator	1.00	-0-	-0-	-0-
Engineering Project Manager	2.00	1.00	1.00	1.00
Senior Engineering Associate	1.00	1.00	-0-	-0-
Community Services/Neighborhood Resource Project Coordinator	-0-	1.00	1.00	1.00
Information Technology Manager	-0-	1.00	1.00	1.00
Systems Analyst	-0-	1.00	1.00	1.00
Systems Engineer	1.00	1.00	1.00	1.00
Electronics Technician	1.00	1.00	-0-	1.00

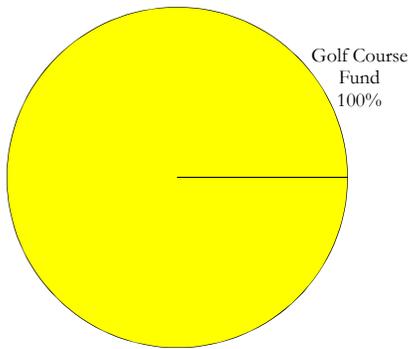
TRANSPORTATION

Traffic Engineering (Continued)

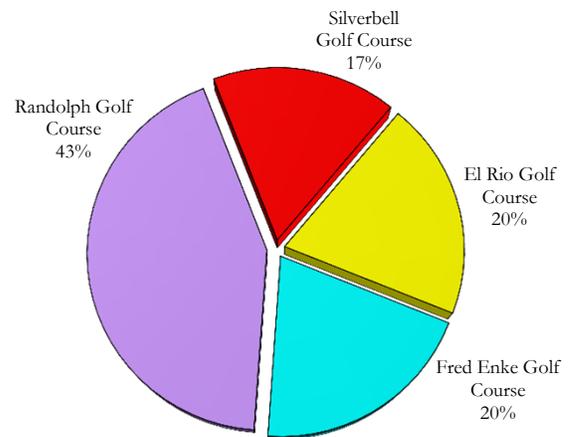
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Traffic Engineering Technician Supervisor	1.00	-0-	-0-	-0-
Geographic Information System Technician	-0-	1.00	1.00	1.00
Senior Engineering Technician	-0-	3.00	1.00	1.00
Engineering Associate	-0-	-0-	1.00	-0-
Traffic Engineering Technician	7.00	5.00	4.00	4.00
Administrative Assistant	0.50	1.50	1.50	1.50
Customer Service Representative	1.00	-0-	-0-	-0-
Customer Service Clerk	0.50	0.50	0.50	0.50
Program Total	16.00	19.00	15.00	16.00
Transit Services				
Transportation Administrator	1.00	1.00	1.00	1.00
Transit Services Coordinator	1.00	1.00	2.00	2.00
Transportation Eligibility Specialist	2.00	2.00	2.00	2.00
Secretary	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	6.00	6.00
Department Total	283.00	284.00	287.00	287.00



FINANCING PLAN



PROGRAM ALLOCATION



TUCSON CITY GOLF¹

MISSION STATEMENT: To strive to provide municipal golfers with the best possible golf experience through the provision of well-maintained golf courses and outstanding customer service.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
TOTAL BUDGET				
Operating	\$ 6,173,020	\$ 7,996,090	\$ 7,509,190	\$ 7,629,660
CHARACTER OF EXPENDITURES				
Salaries and Benefits ²	\$ 1,554,389	\$ -0-	\$ 43,120	\$ 45,840
Services	2,091,418	2,581,570	2,468,240	2,398,360
Supplies	1,344,570	1,947,370	1,711,420	1,944,130
Equipment	40,072	-0-	-0-	-0-
Debt Service	-0-	-0-	98,530	102,220
Contracted Labor	1,142,571	3,467,150	3,187,880	3,139,110
Department Total	\$ 6,173,020	\$ 7,996,090	\$ 7,509,190	\$ 7,629,660
FUNDING SOURCES				
Tucson Golf Enterprise Fund	\$ 6,173,020	\$ 7,996,090	\$ 7,509,190	\$ 7,629,660

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$7,629,660 reflects a decrease of \$366,430 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase for maintenance equipment lease payment	\$ 102,220
Increase for insurance costs	49,200
Increase in personnel services for a portion of the contract manager's salary	45,840
Decrease in miscellaneous services	(12,390)
Decrease in repair and maintenance services	(223,260)
Decrease in OB Sports contract labor	(328,040)
Total	\$ (366,430)

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).	203,800	185,507	192,350	219,480
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¹Tucson City Golf operations were assumed by OB Sports in 2014.

²Salaries and Benefits for fiscal years 2015 and 2016 are allocated contract manager costs.

OPERATING PROGRAMS

GENERAL and ADMINISTRATIVE¹: 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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Tucson Golf Enterprise Fund	\$ 477,186	\$ 836,150	\$ -0-	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 88,487	\$ -0-	\$ -0-	\$ -0-
Services	202,834	689,460	-0-	-0-
Supplies	21,628	10,900	-0-	-0-
Contracted Labor	164,237	135,790	-0-	-0-
Program Total	\$ 477,186	\$ 836,150	\$ -0-	\$ -0-

¹Beginning in Fiscal Year 2015, General and Administrative is being allocated to the individual golf courses.

EL RIO GOLF COURSE: This program area provides an 18-hole facility of modest length with historical reference having hosted Tucson Open many years ago and is a Tucson favorite. This program, presented by OB Sports Golf Management, represents the budget for course services, food and beverage, golf shop, course maintenance, and general and administrative departments.

Projected Revenue Sources				
Tucson Golf Enterprise Fund	\$ 1,209,399	\$ 1,459,110	\$ 1,475,040	\$ 1,491,890
Character of Expenditures				
Salaries and Benefits	\$ 312,375	\$ -0-	\$ 8,620	\$ 9,170
Services	469,626	490,930	587,620	557,160
Supplies	211,142	355,180	274,640	316,180
Equipment	34,950	-0-	-0-	-0-
Debt Service	-0-	-0-	10,470	-0-
Contracted Labor	181,306	613,000	593,690	609,380
Program Total	\$ 1,209,399	\$ 1,459,110	\$ 1,475,040	\$ 1,491,890

FRED ENKE GOLF COURSE: This program area provides an 18-hole facility in a very scenic desert lined golf course that is seen as one of the most challenging in the Tucson City Golf portfolio. This program, presented by OB Sports Golf Management, represents the budget for course services, food and beverage, golf shop, course maintenance, and general and administrative departments.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Tucson Golf Enterprise Fund	\$ 1,254,268	\$ 1,469,760	\$ 1,572,120	\$ 1,564,640
Character of Expenditures				
Salaries and Benefits	\$ 275,772	\$ -0-	\$ 8,620	\$ 9,170
Services	486,813	487,750	618,980	590,170
Supplies	282,950	335,730	323,570	378,360
Equipment	5,122	-0-	-0-	-0-
Debt Service	-0-	-0-	12,530	-0-
Contracted Labor	203,611	646,280	608,420	586,940
Program Total	\$ 1,254,268	\$ 1,469,760	\$ 1,572,120	\$ 1,564,640

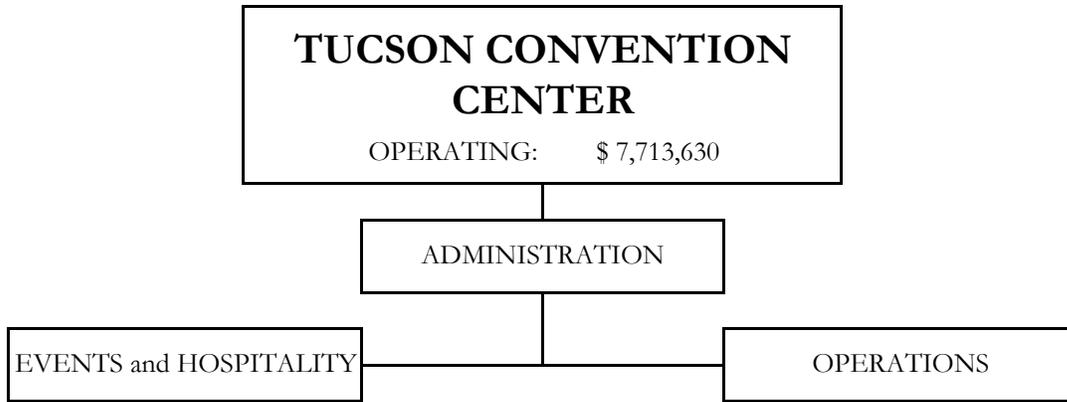
RANDOLPH GOLF COURSE: This program area provides Randolph/Dell Urich Golf Course as a 36-hole facility, which is the premier course within the Tucson City Golf portfolio. Randolph has hosted the PGA Tour Tucson Open, Senior Open and LPGA Tour events and has been home course of the University of Arizona Golf programs. This program, presented by OB Sports Golf Management, represents the budget for course services, food and beverage, golf shop, course maintenance, general and administrative departments, and includes the costs associated with capital leases for maintenance equipment.

Projected Revenue Sources				
Tucson Golf Enterprise Fund	\$ 2,264,004	\$ 3,025,760	\$ 3,194,610	\$ 3,247,310
Character of Expenditures				
Salaries and Benefits	\$ 561,410	\$ -0-	\$ 17,260	\$ 18,330
Services	724,327	691,710	921,790	935,780
Supplies	578,193	860,880	793,770	858,880
Debt Service	-0-	-0-	53,170	102,220
Contracted Labor	400,074	1,473,170	1,408,620	1,332,100
Program Total	\$ 2,264,004	\$ 3,025,760	\$ 3,194,610	\$ 3,247,310

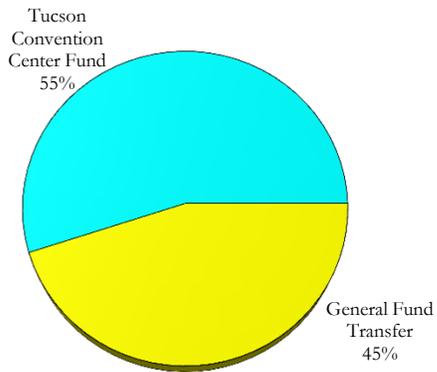
TUCSON CITY GOLF

SILVERBELL GOLF COURSE: This program area provides an 18-hole facility in a very popular layout that is viewed as playable, yet challenging with contiguous turf from tee to green in most cases. This program, presented by OB Sports Golf Management, represents the budget for course services, food and beverage, golf shop, course maintenance, and general and administrative departments.

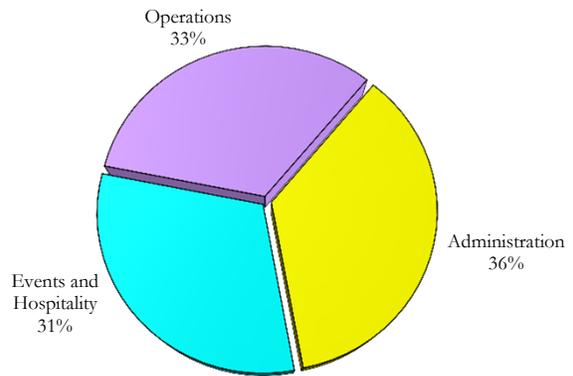
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Tucson Golf Enterprise Fund	\$ 968,163	\$ 1,205,310	\$ 1,267,420	\$ 1,325,820
Character of Expenditures				
Salaries and Benefits	\$ 316,345	\$ -0-	\$ 8,620	\$ 9,170
Services	207,818	221,720	339,850	315,250
Supplies	250,657	384,680	319,440	390,710
Debt Service	-0-	-0-	22,360	-0-
Contracted Labor	193,343	598,910	577,150	610,690
Program Total	\$ 968,163	\$ 1,205,310	\$ 1,267,420	\$ 1,325,820



FINANCING PLAN



PROGRAM ALLOCATION



TUCSON CONVENTION CENTER

MISSION STATEMENT: To embody the hospitality of Tucson and to contribute to its economic vitality via a strong commitment to customer service and an appreciation for the community's cultural diversity, thereby providing quality convention, meeting, and entertainment facilities and services to both local residents and out of town guests.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	20.50	20.50	-0-	-0-
Events and Hospitality	5.50	5.50	-0-	-0-
Operations	18.50	18.50	-0-	-0-
Department Total	44.50	44.50	-0-	-0-
TOTAL BUDGET				
Operating	\$ 5,188,702	\$ 6,032,810	\$ 6,944,790	\$ 7,713,630
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,941,279	\$ 2,561,050	\$ 495,840	\$ -0-
Services	3,102,551	3,338,260	6,294,720	7,269,610
Supplies	144,872	133,500	154,230	444,020
Department Total	\$ 5,188,702	\$ 6,032,810	\$ 6,944,790	\$ 7,713,630
FUNDING SOURCES				
General Fund Transfer	\$ 2,312,699	\$ 3,517,190	\$ 3,499,140	\$ 3,460,730
Tucson Convention Center Fund	2,846,003	2,485,620	3,415,650	4,252,900
Civic Contributions	30,000	30,000	30,000	-0-
Department Total	\$ 5,188,702	\$ 6,032,810	\$ 6,944,790	\$ 7,713,630

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$7,713,630 reflects an increase of \$1,680,820 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in services due to management contract	\$ 3,931,350
Increase in maintenance supplies	310,520
Decrease in personnel costs	(2,561,050)
Total	\$ 1,680,820

TUCSON CONVENTION CENTER

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Provide quality space and event services for use of the arena, music hall, Leo Rich Theatre, exhibition, convention, meeting and ballroom space.				
• Number of attendees at events	578,670	500,000	353,268	500,000
• ARENA - Types of events				
◇ Concerts	8	3	1	4
◇ Family events, entertainment	28	20	20	14
◇ Sporting events	209	200	142	120
◇ Other - graduations, consumer/trade shows, assemblies	16	20	5	28
• MUSIC HALL - Types of events				
◇ Concerts	11	2	2	4
◇ Performing arts	42	61	40	58
◇ Other - graduations, meetings, assemblies	26	11	11	16
• LEO RICH THEATRE - Types of events				
◇ Performing arts, concerts	29	36	24	32
◇ Other - graduations, meetings, assemblies	49	43	3	13
• EXHIBITION, CONVENTION, BALLROOM - Types of events				
◇ Consumer/Trade Show	109	84	35	45
◇ Assemblies/Banquets	64	61	28	42
◇ Meetings	N/A	N/A	50	66

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 experience, by managing all ticketing functions including responsibility for the ticketing fund handling.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund Transfer	\$ 425,211	\$ 942,880	\$ 1,561,870	\$ 1,717,780
Box Office Fees	187,413	150,000	-0-	-0-
Event Ticket Rebates	33,226	10,000	75,410	119,690
Facility Fees	167,009	58,000	303,090	198,850
Outside Contracts	69,479	38,180	59,770	66,080
Parking Fees	177,247	162,500	172,260	650,210
Program Total	\$ 1,059,585	\$ 1,361,560	\$ 2,172,400	\$ 2,752,610
Character of Expenditures				
Salaries and Benefits	\$ 908,934	\$ 1,196,310	\$ 207,210	\$ -0-
Services	132,831	145,740	1,931,730	2,739,910
Supplies	17,820	19,510	33,460	12,700
Program Total	\$ 1,059,585	\$ 1,361,560	\$ 2,172,400	\$ 2,752,610

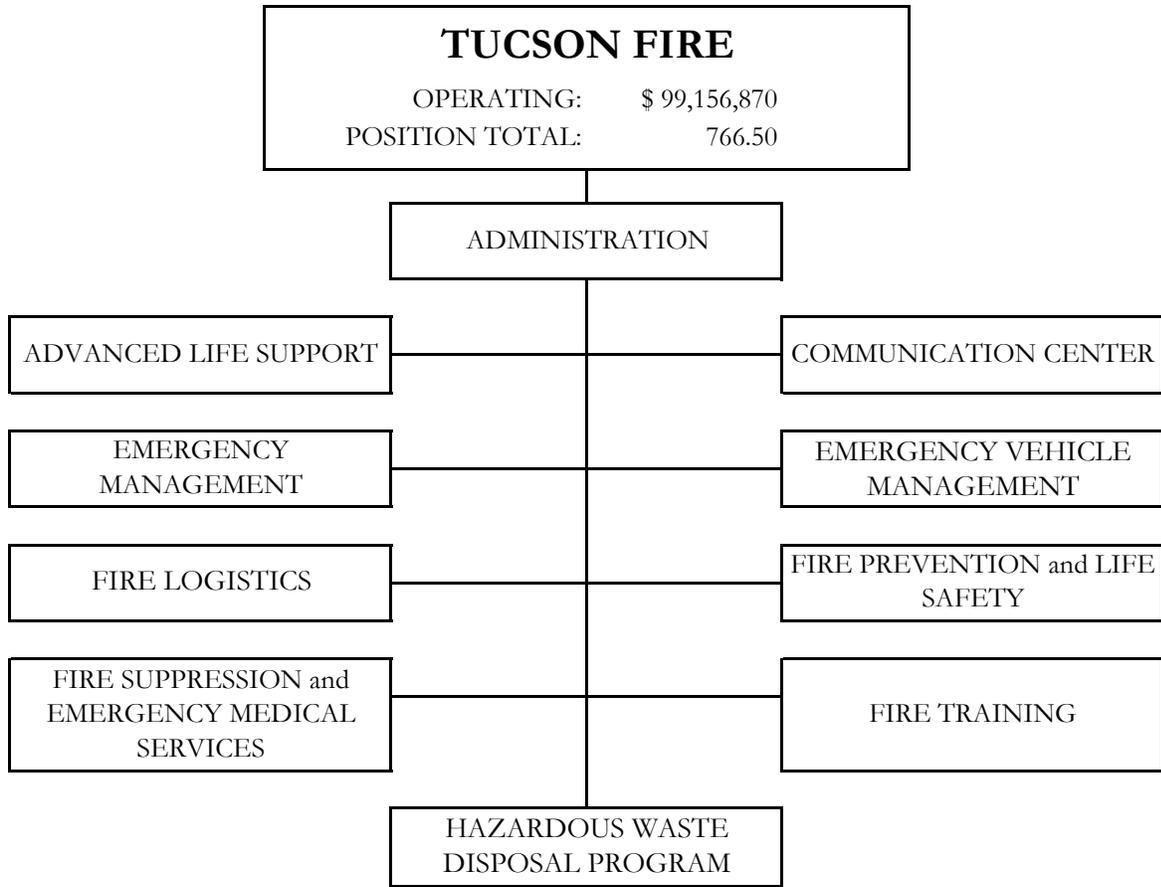
EVENTS and HOSPITALITY: This program area provides event management and coordinates all events to include service provider contracts and ensure a quality guest experience. Staff conducts site visits, tours and works collaboratively with Visit Tucson to attract a wide variety of local and national revenue-generating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

Projected Revenue Sources				
General Fund Transfer	\$ 168,431	\$ 469,000	\$ 1,589,850	\$ 1,712,950
Catering and Concessions	54,617	42,500	104,340	658,010
Novelty Sales	4,440	5,000	8,030	22,610
Program Total	\$ 227,488	\$ 516,500	\$ 1,702,220	\$ 2,393,570
Character of Expenditures				
Salaries and Benefits	\$ 211,442	\$ 454,050	\$ 73,200	\$ -0-
Services	16,046	52,120	1,567,170	2,047,200
Supplies	-0-	10,330	61,850	346,370
Program Total	\$ 227,488	\$ 516,500	\$ 1,702,220	\$ 2,393,570

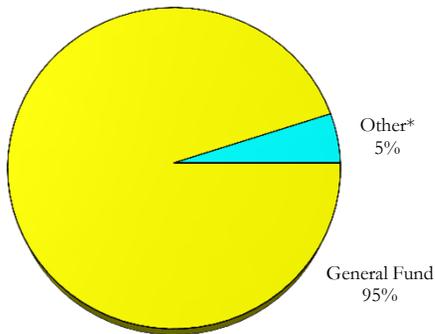
TUCSON CONVENTION CENTER

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund Transfer	\$ 1,719,057	\$ 2,105,310	\$ 347,420	\$ 30,000
Catering and Concessions	163,850	127,500	313,010	390,680
Civic Contributions	30,000	30,000	30,000	-0-
Commission Revenue	135,167	140,000	46,480	-0-
Facility Fees	119,410	95,000	-0-	-0-
Parking Fees	531,742	487,500	516,790	367,270
Recovered Expenditure Revenue	112,269	41,540	712,350	404,580
Room and Space Rental	1,090,134	1,127,900	1,104,120	1,374,920
Program Total	\$ 3,901,629	\$ 4,154,750	\$ 3,070,170	\$ 2,567,450
Character of Expenditures				
Salaries and Benefits	\$ 820,903	\$ 910,690	\$ 215,430	\$ -0-
Services	2,953,674	3,140,400	2,795,820	2,482,500
Supplies	127,052	103,660	58,920	84,950
Program Total	\$ 3,901,629	\$ 4,154,750	\$ 3,070,170	\$ 2,567,450

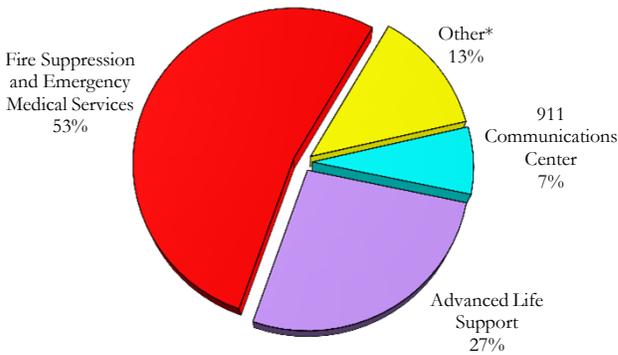


FINANCING PLAN



*Other includes Other Federal Grants (5%), Civic Contributions Fund (<1%), Internal Service Fund: Self Insurance (<1%), and Non-Federal Grants Fund (<1%).

PROGRAM ALLOCATION



*Other includes Fire Prevention and Life Safety (5%), Emergency Management (2%), Emergency Vehicle Management (2%), Fire Logistics (2%), Administration (1%), Fire Training (1%), and Hazardous Waste Disposal Program (<1%).

TUCSON FIRE

MISSION STATEMENT: To protect the lives and property of the citizens of the City of Tucson from natural and manmade hazards and acute medical emergencies through prevention, education, and active intervention.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	11.00	11.50	11.50	11.50
Advanced Life Support	200.00	200.00	193.00	193.00
Communication Center	82.00	82.00	83.00	83.00
Emergency Management	5.00	5.00	5.00	5.00
Emergency Vehicle Management	17.00	17.00	17.00	16.00
Fire Logistics	5.00	5.00	5.00	5.00
Fire Prevention and Life Safety	36.00	36.00	36.00	36.00
Fire Suppression and Emergency Medical Services	387.00	387.00	393.00	407.00
Fire Training	8.00	8.00	8.00	8.00
Hazardous Waste Disposal Program	2.00	2.00	2.00	2.00
Department Total	753.00	753.50	753.50	766.50
TOTAL BUDGET				
Operating	\$ 86,379,154	\$ 92,682,090	\$ 92,460,730	\$ 99,156,870
Capital	1,099,138	3,165,510	2,984,970	-0-
Department Total	\$ 87,478,292	\$ 95,847,600	\$ 95,445,700	\$ 99,156,870
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 78,964,345	\$ 83,282,930	\$ 83,301,740	\$ 90,499,690
Services	3,811,606	4,139,070	4,305,990	4,203,710
Supplies	3,513,079	3,576,400	3,963,930	3,390,580
Equipment	90,124	1,683,690	889,070	1,062,890
Operating Total	\$ 86,379,154	\$ 92,682,090	\$ 92,460,730	\$ 99,156,870
Capital Improvement Program	1,099,138	3,165,510	2,984,970	-0-
Department Total	\$ 87,478,292	\$ 95,847,600	\$ 95,445,700	\$ 99,156,870
FUNDING SOURCES				
General Fund	\$ 85,845,229	\$ 89,711,210	\$ 91,612,830	\$ 93,984,840
Civic Contributions Fund	21,913	20,000	20,000	20,000
Internal Service Fund: Self Insurance Fund	343,835	400,880	365,930	385,410
Non-Federal Grants	270	150,000	150,000	25,000
Other Federal Grants	167,907	2,400,000	311,970	4,741,620
Operating Total	\$ 86,379,154	\$ 92,682,090	\$ 92,460,730	\$ 99,156,870
Capital Improvement Program	1,099,138	3,165,510	2,984,970	-0-
Department Total	\$ 87,478,292	\$ 95,847,600	\$ 95,445,700	\$ 99,156,870

TUCSON FIRE

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$99,156,870 reflects an increase of \$6,474,780 from the Fiscal Year 2015 Adopted Budget. Changes include:
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Increase for additional federal grant capacity in anticipation of SAFER grant	\$ 2,341,620
Increase to pension costs	1,388,730
Increase for addition of Raytheon Site including 14 commissioned positions	1,300,000
Increase to overtime costs	1,194,000
Increase for compensation for earned leave accrual	1,064,880
Decrease to miscellaneous costs	(79,610)
Decrease to insurance costs	(136,740)
Decrease to other personnel costs	(268,100)
Decrease to one-time purchase of equipment for rescue trucks	(330,000)
Total	\$ 6,474,780

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	17,683	18,300	18,300	18,850
• Cost recovery	49%	49%	49%	49%
Respond to fire and medical emergency calls.				
• Number of emergency calls	79,699	80,000	80,000	80,000
• Number of unit responses to structure fires (house, apartment, building)	6,910	7,500	7,000	7,000
• Number of calls concerning people experiencing cardiac arrests	974	850	850	850
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.				
• Medical calls – five minutes	64%	66%	65%	65%
• Fire calls – five minutes, twenty seconds	61%	65%	62%	62%

Department Measures of Performance (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Arrive at scene within nine minutes of dispatch for advanced life support response per Arizona Department of Health Services' requirements.	92%	91%	92%	92%
Conduct fire code inspections.				
• Number of commercial buildings inspected	4,947	4,500	3,500	4,500
• Number of schools inspected	11	21	27	27
• Number of specialty inspections	1,513	1,500	1,300	1,500
Investigate fires to determine cause and origin.	224	250	230	230
Promote public safety through public education.				
• Number of community contacts through educational programs	21,687	20,000	20,000	20,000
• Number of Juvenile Fire Stopper (JFS) classes conducted	10	25	10	10

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, and carries out the administrative functions and requirements of the Public Safety Pension Retirement System.

Projected Revenue Sources

General Fund	\$ 1,163,790	\$ 1,196,680	\$ 1,438,700	\$ 1,220,100
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Character of Expenditures

Salaries and Benefits	\$ 962,118	\$ 968,800	\$ 1,272,080	\$ 1,079,680
Services	170,117	194,300	131,990	106,990
Supplies	31,555	33,580	34,630	33,430
Program Total	\$ 1,163,790	\$ 1,196,680	\$ 1,438,700	\$ 1,220,100

TUCSON FIRE

ADVANCED LIFE SUPPORT: This program area is responsible for the department's Advanced Life Support (ALS) services response 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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 13,348,445	\$ 14,095,560	\$ 13,539,120	\$ 15,450,320
ALS Cost Recovery Fees	10,616,793	11,000,000	10,900,000	11,000,000
Program Total	\$ 23,965,238	\$ 25,095,560	\$ 24,439,120	\$ 26,450,320
Character of Expenditures				
Salaries and Benefits	\$ 21,758,528	\$ 22,836,910	\$ 22,072,200	\$ 24,116,080
Services	1,036,190	1,055,340	1,118,390	1,130,980
Supplies	1,170,520	1,203,310	1,248,530	1,203,260
Program Total	\$ 23,965,238	\$ 25,095,560	\$ 24,439,120	\$ 26,450,320

COMMUNICATIONS CENTER: This program area coordinates regional 911 systems and operations on behalf of the State of Arizona and provides continuous 911 call taking and emergency fire-medical dispatching services for Tucson and surrounding jurisdictions.

Projected Revenue Sources				
General Fund	\$ 5,850,389	\$ 5,215,800	\$ 5,481,560	\$ 6,661,720
Dispatch IGA	-0-	899,300	928,890	-0-
State Telecomm Excise Tax	63,093	40,000	43,680	-0-
Program Total	\$ 5,913,482	\$ 6,155,100	\$ 6,454,130	\$ 6,661,720
Character of Expenditures				
Salaries and Benefits	\$ 5,656,644	\$ 5,875,520	\$ 6,053,560	\$ 6,264,190
Services	220,012	234,200	381,310	388,310
Supplies	36,826	21,270	19,260	9,220
Equipment	-0-	24,110	-0-	-0-
Program Total	\$ 5,913,482	\$ 6,155,100	\$ 6,454,130	\$ 6,661,720

EMERGENCY MANAGEMENT: 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	\$ 549,598	\$ 641,790	\$ 509,650	\$ 637,500
Non-Federal Grants	270	150,000	150,000	25,000
Other Federal Grants	167,907	1,150,000	311,970	1,000,000
Program Total	\$ 717,775	\$ 1,941,790	\$ 971,620	\$ 1,662,500

Emergency Management (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Salaries and Benefits	\$ 586,577	\$ 703,290	\$ 494,000	\$ 644,490
Services	70,998	18,550	17,240	17,010
Supplies	31,242	36,140	25,080	67,260
Equipment	28,958	1,183,810	435,300	933,740
Program Total	\$ 717,775	\$ 1,941,790	\$ 971,620	\$ 1,662,500

EMERGENCY VEHICLE MANAGEMENT: This program area maintains all front-line emergency response vehicles and safety equipment.

Projected Revenue Sources

General Fund	\$ 2,129,128	\$ 2,235,790	\$ 2,072,690	\$ 2,368,680
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Character of Expenditures

Salaries and Benefits	\$ 1,116,599	\$ 1,349,940	\$ 1,066,540	\$ 1,387,870
Services	222,619	227,650	227,650	215,610
Supplies	789,910	658,100	778,400	765,200
Equipment	-0-	100	100	-0-
Program Total	\$ 2,129,128	\$ 2,235,790	\$ 2,072,690	\$ 2,368,680

FIRE LOGISTICS: This program area administers all the procurement functions, processes payment of invoices, distributes supplies and equipment to all stations, and coordinates facility repairs and improvements.

Projected Revenue Sources

General Fund	\$ 2,244,470	\$ 2,794,750	\$ 2,643,810	\$ 2,337,500
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Character of Expenditures

Salaries and Benefits	\$ 301,726	\$ 376,230	\$ 302,000	\$ 414,070
Services	1,072,063	1,073,110	1,072,110	1,134,960
Supplies	835,367	875,780	822,070	665,360
Equipment	35,314	469,630	447,630	123,110
Program Total	\$ 2,244,470	\$ 2,794,750	\$ 2,643,810	\$ 2,337,500

TUCSON FIRE

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 4,073,400	\$ 4,242,490	\$ 4,071,220	\$ 4,459,580
Civic Contribution Fund	21,913	20,000	20,000	20,000
Program Total	\$ 4,095,313	\$ 4,262,490	\$ 4,091,220	\$ 4,479,580
Character of Expenditures				
Salaries and Benefits	\$ 3,869,812	\$ 4,007,500	\$ 3,826,120	\$ 4,214,860
Services	134,093	159,480	169,590	164,210
Supplies	91,408	95,510	95,510	100,510
Program Total	\$ 4,095,313	\$ 4,262,490	\$ 4,091,220	\$ 4,479,580

FIRE SUPPRESSION and EMERGENCY MEDICAL SERVICES: This program area provides all-hazard risk protection and timely response to the Tucson community using contemporary, efficient, and compliant emergency response service, including 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	\$ 43,554,383	\$ 45,411,490	\$ 46,386,880	\$ 48,492,520
Other Federal Grants	-0-	1,250,000	-0-	3,741,620
Program Total	\$ 43,554,383	\$ 46,661,490	\$ 46,386,880	\$ 52,234,140
Character of Expenditures				
Salaries and Benefits	\$ 42,505,964	\$ 45,367,740	\$ 45,023,780	\$ 51,031,370
Services	621,882	773,000	779,830	741,600
Supplies	426,537	520,750	583,270	461,170
Program Total	\$ 43,554,383	\$ 46,661,490	\$ 46,386,880	\$ 52,234,140

FIRE TRAINING: This program area ensures 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.

Projected Revenue Sources				
General Fund	\$ 2,251,740	\$ 1,937,560	\$ 3,596,630	\$ 1,356,920

Fire Training (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Salaries and Benefits	\$ 1,932,383	\$ 1,517,500	\$ 2,915,170	\$ 1,065,640
Services	223,009	327,560	353,240	236,570
Supplies	70,496	86,460	322,180	48,670
Equipment	25,852	6,040	6,040	6,040
Program Total	\$ 2,251,740	\$ 1,937,560	\$ 3,596,630	\$ 1,356,920

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 Fund	\$ 343,835	\$ 400,880	\$ 365,930	\$ 385,410
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Character of Expenditures

Salaries and Benefits	\$ 273,994	\$ 279,500	\$ 276,290	\$ 281,440
Services	40,623	75,880	54,640	67,470
Supplies	29,218	45,500	35,000	36,500
Program Total	\$ 343,835	\$ 400,880	\$ 365,930	\$ 385,410

POSITION RESOURCES**Administration**

Fire Chief	1.00	1.00	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
Management Analyst	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.50	2.50	2.50
Customer Service Representative	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Program Total	11.00	11.50	11.50	11.50

Advanced Life Support

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	12.00	12.00	12.00	12.00
Paramedic: Haz Mat/Technical Rescue Team	12.00	12.00	12.00	12.00
Paramedic	163.00	163.00	156.00	156.00
Lead Cost Recovery Clerk	2.00	2.00	2.00	2.00
GIS Data Analyst	1.00	1.00	1.00	1.00

TUCSON FIRE

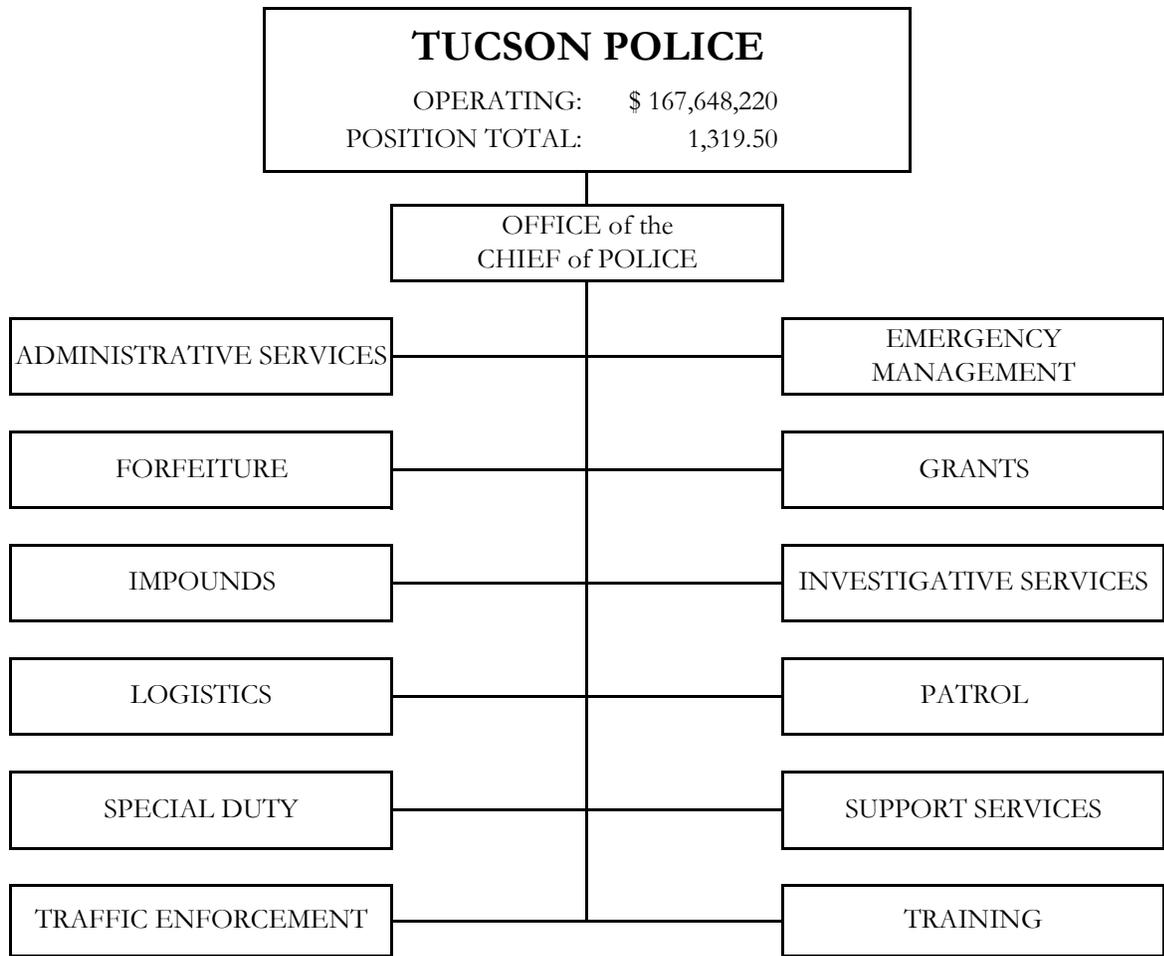
Advanced Life Support (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Cost Recovery Clerk	4.00	4.00	4.00	4.00
Program Total	200.00	200.00	193.00	193.00
Communications Center				
Fire Battalion Chief Assignment: Deputy Chief	-0-	-0-	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Communications Superintendent	1.00	1.00	1.00	1.00
Public Safety Communications Supervisor	7.00	7.00	7.00	7.00
Emergency Communications Manager	1.00	1.00	1.00	1.00
Lead Public Safety Dispatcher	5.00	5.00	5.00	5.00
Public Safety Dispatcher	47.00	47.00	47.00	47.00
Master Street Address Guide Scheduler	1.00	1.00	1.00	1.00
Emergency 911 Operator	18.00	18.00	18.00	18.00
Program Total	82.00	82.00	83.00	83.00
Emergency Management				
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
Emergency Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	5.00	5.00
Emergency Vehicle Management				
Equipment Maintenance Superintendent	1.00	1.00	1.00	-0-
Equipment Vehicle Fleet Superintendent	-0-	-0-	-0-	1.00
Supervisor	2.00	2.00	2.00	-0-
Emergency Vehicle Technician Supervisor	-0-	-0-	-0-	2.00
Certified Emergency Vehicle Technician	9.00	9.00	9.00	-0-
Emergency Vehicle Technician	-0-	-0-	-0-	7.00
Certified Automotive Parts Specialist	2.00	2.00	-0-	-0-
Automotive Parts Specialist	-0-	-0-	2.00	2.00
Certified Fire Equipment Specialist	2.00	2.00	2.00	2.00
Certified Senior Fleet Service Technician	1.00	1.00	-0-	-0-
Senior Fleet Service Technician	-0-	-0-	1.00	1.00
Fleet Service Attendant	-0-	-0-	-0-	1.00
Program Total	17.00	17.00	17.00	16.00

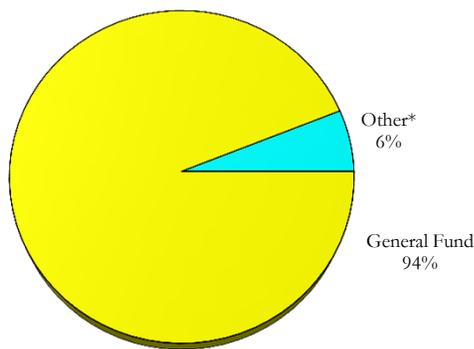
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Fire Logistics				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Program Total	5.00	5.00	5.00	5.00
Fire Prevention and Life Safety				
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
Fire Suppression and Emergency Medical Services				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	1.00	1.00
Fire Battalion Chief	12.00	12.00	12.00	12.00
Fire Captain: Haz Mat/Technical Rescue	15.00	15.00	15.00	15.00
Fire Captain	83.00	83.00	86.00	87.00
Fire Engineer: Haz Mat/Technical Rescue	21.00	21.00	21.00	21.00
Fire Engineer	87.00	87.00	91.00	91.00
Fire Fighter: Haz Mat/Technical Rescue	27.00	27.00	27.00	27.00
Fire Fighter	138.00	138.00	138.00	151.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	387.00	387.00	393.00	407.00
Fire Training				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain Assignment: Training Officer	4.00	4.00	4.00	4.00
Fire Training Coordinator	1.00	1.00	1.00	1.00
Lead Housing Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	8.00	8.00	8.00	8.00

TUCSON FIRE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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
Department Total	753.00	753.50	753.50	766.50

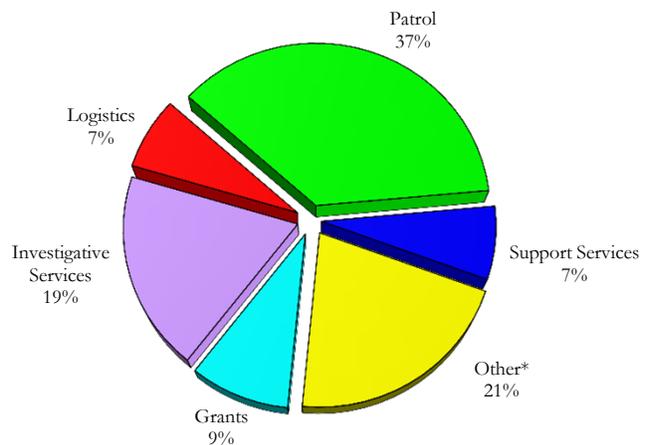


FINANCING PLAN



*Other includes Other Federal Grants Funds (5%) and Non-Federal Grants Funds (1%).

PROGRAM ALLOCATION



*Other includes Office of the Chief's of Police (5%), Traffic Enforcement (5%), Administrative Services (2%), Forfeiture (2%), Impounds (2%), Special Duty (2%), Training (2%), and Emergency Management (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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Office of the Chief of Police	59.00	58.00	58.00	58.00
Administrative Services	46.00	46.00	46.00	46.00
Emergency Management	8.00	8.00	8.00	8.00
Forfeiture	4.00	4.00	4.00	4.00
Grants	96.00	96.00	97.00	47.00
Impounds	8.00	8.00	8.00	8.00
Investigative Services	286.50	283.50	281.50	282.50
Logistics	20.00	20.00	20.00	20.00
Patrol	582.00	585.00	590.00	639.00
Special Duty	4.00	4.00	4.00	4.00
Support Services	131.00	131.00	131.00	131.00
Traffic Enforcement	51.00	52.00	52.00	52.00
Training	19.00	20.00	20.00	20.00
Department Total	1,314.50	1,315.50	1,319.50	1,319.50
TOTAL BUDGET				
Operating	\$ 154,971,357	\$ 161,979,620	\$ 156,383,730	\$ 167,648,220
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 133,516,459	\$ 136,759,370	\$ 133,274,030	\$ 144,005,810
Services	15,431,103	17,008,330	15,858,140	16,738,990
Supplies	5,490,568	6,473,620	5,753,150	6,575,190
Equipment	533,227	1,738,300	1,498,410	328,230
Department Total	\$ 154,971,357	\$ 161,979,620	\$ 156,383,730	\$ 167,648,220
FUNDING SOURCES				
General Fund	\$ 143,221,383	\$ 148,498,860	\$ 148,430,080	\$ 157,309,280
Civic Contribution Fund	13,615	1,000	-0-	1,000
Non-Federal Grants	1,185,228	1,497,520	1,497,520	1,614,450
Other Federal Grants	10,551,129	11,982,240	6,456,130	8,723,490
Department Total	\$ 154,971,355	\$ 161,979,620	\$ 156,383,730	\$ 167,648,220

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$167,648,220 reflects an increase of \$5,668,600 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase to Public Safety Pension costs	\$ 5,146,960
Increase to overtime costs	1,191,110
Increase to other personnel costs	500,200
Increase to federal grant capacity	470,410
Increase to compensation for earned leave accrual	408,170
Decrease to insurance costs	(638,180)
Decrease to equipment for vehicle purchases	(1,410,070)
Total	\$ 5,668,600

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Respond to calls for service.				
• Number of emergency responses	2,829	2,938	2,850	2,850
• Number of critical responses	45,575	46,395	46,000	46,000
• Number of urgent responses	69,357	69,911	69,500	69,500
• Number of general responses	80,057	82,704	82,000	82,000
Respond to emergency response calls within five minutes.	74%	61%	70%	70%
Respond to critical response calls within ten minutes.	56%	60%	60%	60%
Respond to urgent response calls within 30 minutes.	75%	75%	75%	75%
Respond to general response calls within 120 minutes.	66%	70%	65%	65%
Answer emergency 9-1-1 calls routed to the Tucson Police Department.				
• Inbound service calls	402,904	372,902	386,936	386,936
• Outbound service calls	361,946	333,747	347,346	347,346
Requests received for evidence comparison and analysis sent to the crime laboratory.	3,623	3,700	3,650	3,800
Requests completed/closed for evidence comparison and analysis sent to the crime laboratory.	3,302	3,250	3,300	3,400

Department Measures of Performance (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Process incoming items of evidence and property.	86,475	82,000	86,000	86,000
Process outgoing items of evidence and property.	81,304	73,800	80,000	80,000
Yearly percentage of property turnover (number of items disposed/returned vs. number of items seized).	94%	89%	93%	93%
Optimize clearance rates (for assigned cases).				
• Homicide	66%	70%	70%	70%
• Sexual Assault	8%	5%	7%	7%
• Robbery	19%	18%	18%	18%
• Aggravated Assault	38%	35%	35%	35%
• Burglary	4%	3%	3%	3%
• Larceny	15%	14%	14%	14%
• Auto Theft	6%	5%	5%	5%

OPERATING PROGRAMS

OFFICE of the CHIEF of POLICE: This program area directs policy, oversees the professionalism of department members, and coordinates the efforts of the department. This program also includes Internal Affairs, Finance, Human Resources, and Special Events.

Projected Revenue Sources

General Fund	\$ 8,016,805	\$ 7,225,030	\$ 8,636,590	\$ 8,312,830
Other Federal Grants	2,755	63,250	-0-	-0-
Program Total	\$ 8,019,560	\$ 7,288,280	\$ 8,636,590	\$ 8,312,830

Character of Expenditures

Salaries and Benefits	\$ 7,578,107	\$ 6,881,730	\$ 8,206,360	\$ 7,965,350
Services	343,884	385,260	388,450	326,190
Supplies	97,569	21,290	41,780	21,290
Program Total	\$ 8,019,560	\$ 7,288,280	\$ 8,636,590	\$ 8,312,830

ADMINISTRATIVE SERVICES: This program area provides services necessary to ensure sustainable and proactive operations as directed by the Chief of Police. This support also includes Capital and Records.

Projected Revenue Sources

General Fund	\$ 2,480,129	\$ 2,732,410	\$ 2,460,170	\$ 2,829,490
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TUCSON POLICE

Administrative Services (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Salaries and Benefits	\$ 2,421,751	\$ 2,678,740	\$ 2,405,100	\$ 2,788,720
Services	53,304	53,670	53,670	40,770
Supplies	5,074	-0-	1,400	-0-
Department Total	\$ 2,480,129	\$ 2,732,410	\$ 2,460,170	\$ 2,829,490

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	\$ 781,742	\$ 953,700	\$ 755,770	\$ 1,120,420
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Character of Expenditures

Salaries and Benefits	\$ 760,306	\$ 934,080	\$ 736,150	\$ 1,104,550
Services	20,709	19,620	19,620	15,870
Supplies	727	-0-	-0-	-0-
Program Total	\$ 781,742	\$ 953,700	\$ 755,770	\$ 1,120,420

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	\$ 108,016	\$ 46,890	\$ 46,890	\$ -0-
General Fund: Restricted	1,295,442	2,193,270	2,157,010	2,750,640
Other Federal Grants	20,736	250,000	-0-	250,010
Program Total	\$ 1,424,194	\$ 2,490,160	\$ 2,203,900	\$ 3,000,650

Character of Expenditures

Salaries and Benefits	\$ 569,668	\$ 906,400	\$ 821,140	\$ 938,660
Services	597,992	1,078,620	746,570	1,074,280
Supplies	114,173	256,880	457,590	720,200
Equipment	142,361	248,260	178,600	267,510
Program Total	\$ 1,424,194	\$ 2,490,160	\$ 2,203,900	\$ 3,000,650

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 732,642	\$ 2,048,090	\$ 1,997,950	\$ 5,487,560
Civic Contribution Fund	13,615	1,000	-0-	1,000
Non-Federal Grants	1,185,228	1,497,520	1,497,520	1,611,250
Other Federal Grants	10,524,998	11,548,580	6,456,130	8,473,480
Program Total	\$ 12,456,483	\$ 15,095,190	\$ 9,951,600	\$ 15,573,290
Character of Expenditures				
Salaries and Benefits	\$ 9,553,497	\$ 9,501,990	\$ 7,165,780	\$ 10,384,800
Services	2,244,767	3,384,670	2,340,330	3,753,830
Supplies	370,088	1,931,710	413,910	1,393,660
Equipment	288,131	276,820	31,580	41,000
Program Total	\$ 12,456,483	\$ 15,095,190	\$ 9,951,600	\$ 15,573,290

IMPOUNDS: This program is established based on enforcement of Arizona 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.

Projected Revenue Sources				
Vehicle Impoundment	\$ 798,003	\$ 2,094,790	\$ 1,961,350	\$ 3,983,420
Character of Expenditures				
Salaries and Benefits	\$ 521,441	\$ 694,360	\$ 560,920	\$ 3,690,580
Services	63,628	79,110	104,110	126,520
Supplies	118,800	121,320	96,320	166,320
Equipment	94,134	1,200,000	1,200,000	-0-
Program Total	\$ 798,003	\$ 2,094,790	\$ 1,961,350	\$ 3,983,420

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	\$ 31,042,354	\$ 30,622,920	\$ 30,275,430	\$ 31,664,650
Character of Expenditures				
Salaries and Benefits	\$ 29,517,956	\$ 29,374,700	\$ 28,774,090	\$ 30,478,190
Services	1,018,411	868,830	898,550	743,790
Supplies	505,806	366,170	589,570	429,450
Equipment	181	13,220	13,220	13,220
Program Total	\$ 31,042,354	\$ 30,622,920	\$ 30,275,430	\$ 31,664,650

TUCSON POLICE

LOGISTICS: This program area is responsible for all facilities management within the Tucson Police Department and other logistical needs associated with Department operations. This support includes Fleet Management and Data Services.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 12,844,685	\$ 12,283,500	\$ 12,894,100	\$ 12,375,860
Character of Expenditures				
Salaries and Benefits	\$ 1,871,746	\$ 1,949,780	\$ 1,941,040	\$ 2,244,520
Services	7,684,068	7,264,320	8,056,490	7,433,340
Supplies	3,288,871	3,069,400	2,896,570	2,698,000
Program Total	\$ 12,844,685	\$ 12,283,500	\$ 12,894,100	\$ 12,375,860

PATROL: 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	\$ 61,609,175	\$ 62,124,690	\$ 62,535,240	\$ 61,654,500
Other Federal Grants	2,640	120,410	-0-	-0-
Program Total	\$ 61,611,815	\$ 62,245,100	\$ 62,535,240	\$ 61,654,500
Character of Expenditures				
Salaries and Benefits	\$ 60,420,026	\$ 61,036,810	\$ 61,319,540	\$ 60,736,340
Services	1,178,566	1,191,030	1,186,520	895,230
Supplies	13,223	17,260	29,180	22,930
Program Total	\$ 61,611,815	\$ 62,245,100	\$ 62,535,240	\$ 61,654,500

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. This program also included the Crime Lab Assessment Fund.

Projected Revenue Sources				
General Fund	\$ 77,900	\$ 27,590	\$ 28,500	\$ 940
Special Duty	3,481,798	3,821,880	3,745,970	3,851,520
Program Total	\$ 3,559,698	\$ 3,849,470	\$ 3,774,470	\$ 3,852,460
Character of Expenditures				
Salaries and Benefits	\$ 3,265,019	\$ 3,594,580	\$ 3,555,170	\$ 3,599,760
Services	256,693	212,690	203,300	206,500
Supplies	37,986	42,200	16,000	39,700
Equipment	-0-	-0-	-0-	6,500
Program Total	\$ 3,559,698	\$ 3,849,470	\$ 3,774,470	\$ 3,852,460

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 11,752,141	\$ 11,897,020	\$ 11,881,010	\$ 12,489,940
Character of Expenditures				
Salaries and Benefits	\$ 10,955,938	\$ 11,242,130	\$ 10,868,300	\$ 11,661,540
Services	323,802	303,810	318,060	287,870
Supplies	472,401	351,080	694,650	540,530
Program Total	\$ 11,752,141	\$ 11,897,020	\$ 11,881,010	\$ 12,489,940

TRAFFIC ENFORCEMENT: This program area provides and coordinates effective professional support in all functions relating to traffic as they pertain to the Department. This program consists of Solo Motors, DUI squads, Commercial Vehicle Enforcement Officers, Traffic Investigations, Off Road Enforcement, Mandatory Impound Section, Photo Enforcement, and Alarm Enforcement Unit.

Projected Revenue Sources				
General Fund	\$ 4,729,708	\$ 7,659,100	\$ 6,188,690	\$ 7,557,780
Character of Expenditures				
Salaries and Benefits	\$ 3,310,579	\$ 5,866,540	\$ 4,697,580	\$ 6,094,590
Services	1,401,967	1,749,360	1,435,600	1,419,990
Supplies	17,162	43,200	55,510	43,200
Program Total	\$ 4,729,708	\$ 7,659,100	\$ 6,188,690	\$ 7,557,780

TRAINING: This program area is responsible for the training of basic recruits and provides on-going training for Tucson Police Department employees.

Projected Revenue Sources				
General Fund	\$ 3,470,845	\$ 2,767,980	\$ 2,865,410	\$ 3,229,730
Non-Federal Grant	-0-	-0-	-0-	\$ 3,200
Program Total	\$ 3,470,845	\$ 2,767,980	\$ 2,865,410	\$ 3,232,930
Character of Expenditures				
Salaries and Benefits	\$ 2,770,425	\$ 2,097,530	\$ 2,222,860	\$ 2,318,210
Services	243,312	417,340	291,400	414,810
Supplies	448,688	253,110	351,150	499,910
Equipment	8,420	-0-	-0-	-0-
Program Total	\$ 3,470,845	\$ 2,767,980	\$ 2,865,410	\$ 3,232,930

POSITION RESOURCES

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	2.00	2.00	2.00	2.00
Police Lieutenant	5.00	5.00	5.00	5.00
Police Sergeant: Assignments	8.00	8.00	8.00	8.00
Police Sergeant	5.00	5.00	5.00	5.00
Staff Assistant	2.00	2.00	2.00	2.00
Detective	1.00	1.00	1.00	1.00
Police Officer: Assignments	3.00	3.00	3.00	3.00
Police Officer	4.00	3.00	3.00	3.00
Executive Assistant	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00
Senior Account Clerk	5.00	5.00	5.00	5.00
Police Psychologist	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Lead Management Analyst	3.00	3.00	3.00	3.00
Management Analyst	3.00	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	5.00	5.00	5.00	5.00
Program Total	59.00	58.00	58.00	58.00
Administrative Services				
Police Records Superintendent	1.00	1.00	1.00	1.00
Police Records Supervisor	8.00	8.00	8.00	8.00
Police Records Specialist	35.00	35.00	35.00	35.00
Data Control Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	46.00	46.00	46.00	46.00
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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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
Program Total	4.00	4.00	4.00	4.00
Grants				
Police Lieutenant	1.00	-0-	-0-	-0-
Police Sergeant: Assignments	1.00	2.00	2.00	2.00
Detective	-0-	1.00	1.00	1.00
Finance Analyst	1.00	1.00	1.00	1.00
Police Officer: Assignments	6.00	5.00	5.00	6.00
Police Officer	75.00	75.00	76.00	25.00
Criminalist II	2.00	-0-	-0-	-0-
Criminalist	2.00	4.00	4.00	4.00
Electronics Technician	1.00	1.00	1.00	1.00
Financial Investigator	1.00	1.00	1.00	1.00
Police Crime Analyst	2.00	2.00	2.00	2.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Information Tech Specialist	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Program Total	96.00	96.00	97.00	47.00
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	7.00	7.00	7.00
Forensics Administrator	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	19.00	18.00	18.00	18.00
Police Sergeant	5.00	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 III	-0-	1.00	1.00	1.00
Criminalist II	19.00	15.00	15.00	15.00
Staff Assistant	1.00	1.00	1.00	1.00
Detective: Assignments	4.00	4.00	4.00	4.00
Detective	122.00	120.00	119.00	120.00
Police Officer: Assignments	27.00	27.00	26.00	26.00
Police Officer	11.00	11.00	11.00	11.00
Criminalist	-0-	1.00	1.00	1.00

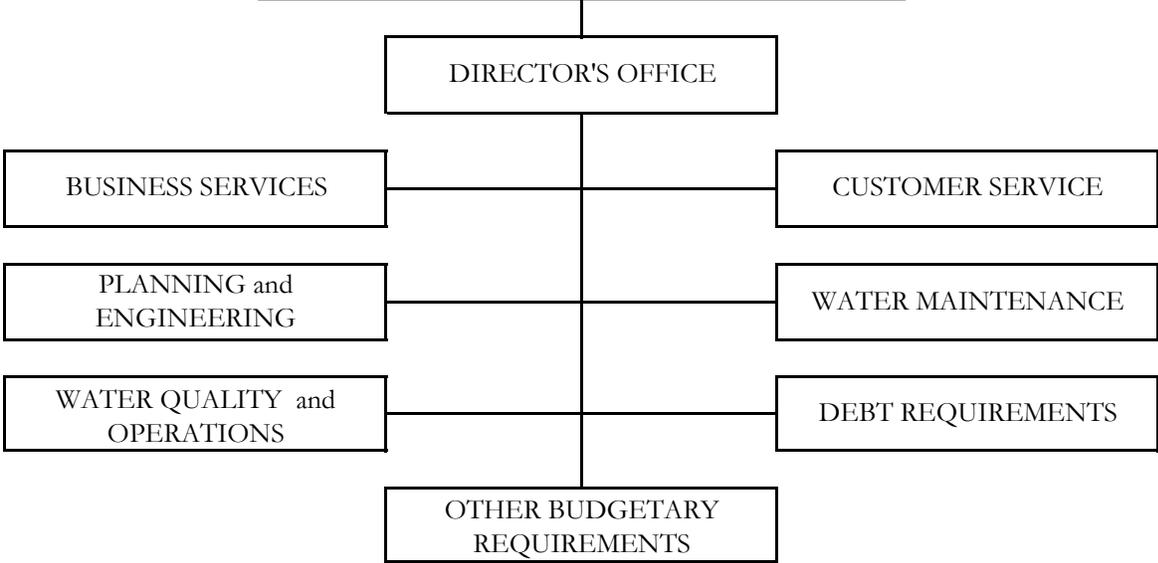
TUCSON POLICE

Investigative Services (Continued)

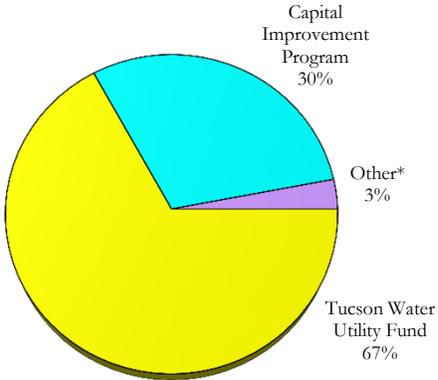
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Crime Scene Specialist Supervisor	4.00	6.00	6.00	6.00
Police Evidence Supervisor	2.00	2.00	2.00	2.00
Crime Scene Specialist	17.00	17.00	17.00	17.00
Police Crime Analyst	8.00	8.00	8.00	8.00
Police Evidence Technician	12.00	12.00	12.00	12.00
Automated Fingerprint Identification	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	286.50	283.50	281.50	282.50
Logistics				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	-0-	1.00	1.00	1.00
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Police Officer: Assignments	6.00	6.00	6.00	6.00
Police Officer	1.00	-0-	-0-	-0-
Senior Fleet Services Technician	5.00	5.00	5.00	5.00
Senior Shop Keeper	2.00	2.00	2.00	2.00
Staff Assistant	3.00	2.00	2.00	2.00
Management Assistant	-0-	1.00	1.00	1.00
Program Total	20.00	20.00	20.00	20.00
Patrol				
Police Lieutenant: Police Captain	5.00	5.00	5.00	5.00
Police Lieutenant	11.00	11.00	11.00	11.00
Police Sergeant: Assignments	13.00	12.00	12.00	12.00
Police Sergeant	60.00	62.00	63.00	63.00
Detective	20.00	20.00	20.00	20.00
Police Officer: Assignments	93.00	93.00	94.00	93.00
Police Officer	355.00	357.00	360.00	410.00
Marshall	1.00	1.00	1.00	1.00
Community Service Officer	19.00	19.00	19.00	19.00
Secretary	5.00	5.00	5.00	5.00
Program Total	582.00	585.00	590.00	639.00
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

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Support Services				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	4.00	3.00	3.00	3.00
Police Sergeant: Assignments	5.00	5.00	5.00	5.00
Public Safety Communications Adminstrator	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	19.00	19.00	19.00	19.00
Police Officer	3.00	3.00	3.00	3.00
Aircraft Mechanic	2.00	2.00	2.00	2.00
Public Safety Communications Supervisor	11.00	11.00	11.00	11.00
Public Safety Dispatcher	33.00	33.00	33.00	33.00
Police Service Operator	44.00	44.00	44.00	44.00
Clerk Transcriptionist	1.00	1.00	1.00	1.00
Program Total	132.00	131.00	131.00	131.00
Traffic Enforcement				
Police Lieutenant: Police Captain	-0-	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00
Police Sergeant: Assignments	6.00	6.00	6.00	6.00
Police Officer: Assignments	42.00	42.00	42.00	42.00
Police Officer	1.00	1.00	1.00	1.00
Program Total	51.00	52.00	52.00	52.00
Training				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00
Police Sergeant: Assignments	4.00	4.00	4.00	4.00
Police Officer: Assignments	6.00	7.00	7.00	7.00
Police Officer	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	19.00	20.00	20.00	20.00
Department Total	1,315.50	1,315.50	1,319.50	1,319.50

TUCSON WATER	
OPERATING:	\$172,069,690
CAPITAL:	75,205,000
TOTAL:	<u>\$247,274,690</u>
POSITION TOTAL:	547.50

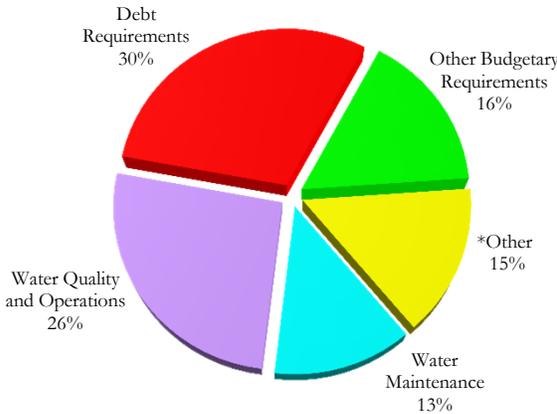


FINANCING PLAN



*Other includes Tucson Water Conservation Fund (2%), System Equity Fee (1%), Water Resource Fee (<1%).

PROGRAM ALLOCATION



*Other includes Customer Service (5%), Director's Office (4%), Planning and Engineering (4%), and Business Services (2%).

TUCSON WATER

MISSION STATEMENT: To ensure that our customers receive high quality water and excellent service in a safe, reliable, efficient, and environmentally responsible manner.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Director Office	30.00	29.00	30.00	30.00
Business Services	13.00	13.00	13.00	13.00
Customer Service	123.00	124.00	123.00	123.00
Planning and Engineering	122.50	123.00	123.00	123.00
Water Maintenance	185.00	185.00	185.00	185.00
Water Quality and Operations	73.50	73.50	73.50	73.50
Department Total	547.00	547.50	547.50	547.50
TOTAL BUDGET				
Operating	\$ 142,966,988	\$ 164,017,140	\$ 162,436,060	\$ 172,069,690
Capital	52,285,218	76,289,000	55,649,000	75,205,000
Department Total	\$ 195,252,206	\$ 240,306,140	\$ 218,085,060	\$ 247,274,690
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 31,739,938	\$ 33,523,290	\$ 32,919,560	\$ 33,917,310
Services	62,477,620	69,113,880	69,509,510	75,371,040
Supplies	7,559,774	9,127,410	8,694,620	9,450,670
Equipment	1,211,109	1,446,560	2,439,320	1,764,450
Debt Service	39,978,547	50,806,000	48,873,050	51,566,220
Operating Total	\$ 142,966,988	\$ 164,017,140	\$ 162,436,060	\$ 172,069,690
Capital Improvement Program	52,285,218	76,289,000	55,649,000	75,205,000
Department Total	\$ 195,252,206	\$ 240,306,140	\$ 218,085,060	\$ 247,274,690
FUNDING SOURCES				
Tucson Water Utility Fund	\$ 138,121,689	\$ 158,092,140	\$ 157,375,210	\$ 165,679,440
Water Conservation Fund	2,207,297	3,050,000	2,476,670	3,540,250
Water Resource Fee	349,810	375,000	-0-	350,000
System Equity Fee	2,288,192	2,500,000	2,584,180	2,500,000
Operating Total	\$ 142,966,988	\$ 164,017,140	\$ 162,436,060	\$ 172,069,690
Capital Improvement Program	52,285,218	76,289,000	55,649,000	75,205,000
Department Total	\$ 195,252,206	\$ 240,306,140	\$ 218,085,060	\$ 247,274,690

TUCSON WATER

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$172,069,690 reflects an increase of \$8,052,550 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in utilities, repair and maintenance of building and for equipment servicing and rental	\$ 3,385,480
Increase in rate changes associated with Central Arizona Project water and capital costs	1,832,500
Increase in legal, consultants and outside professional services	1,263,000
Increase for debt service associated with issuance of new debt	760,220
Increase in supplies and equipment purchases	641,150
Increase in central service administration fee	318,400
Increase in computer software purchase	245,820
Decrease in personnel costs	<u>(394,020)</u>
Total	\$ 8,052,550

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Provide timely responses to customer telephone calls regarding utility accounts.				
• Number of incoming calls	408,186	450,000	410,000	415,000
• Average number of minutes customers wait to speak to a service representative	4	2	2	2
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.				
• Number of errors per 1,000 meter reads	3	4	4	4
Read water meters for billing purposes.				
• Number of water meters read annually (thousands)	2,884	2,861	2,885	2,886
Provide water customers with reliable, high quality water.				
• Number of operational wells	222	217	222	222
• Number of new meter and full-service requests completed annually	1,186	1,400	1,100	1,400
• Number of emergency water outages repaired	551	888	634	600
• Percent of emergency water outages restored within four to eight hours	99%	99%	97%	98%

Department Measures of Performance (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
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	5	5	9	8
• Number of requests for new water services (meters, hydrants, etc.) processed	1,256	4,000	1,200	3,000
Ensure system modification projects submitted for review are processed within established timelines.				
• Number of system modification plans reviewed	90	100	75	60
• Percentage of system modification plans reviewed within 15 working days	85%	95%	25%	0%
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	720	600	720	720
• Number of samples analyzed in-house	7,380	8,000	7,380	7,380
• Number of compliance samples collected	3,200	3,500	3,200	3,200
• Number of discretionary samples collected	4,180	4,500	4,180	4,180
• 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's 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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Tucson Water Utility Fund	\$ 4,290,617	\$ 3,531,210	\$ 4,040,690	\$ 5,129,840
Tucson Water Conservation Fund	2,204,146	3,050,000	2,476,670	3,540,250
Program Total	\$ 6,494,763	\$ 6,581,210	\$ 6,517,360	\$ 8,670,090
Character of Expenditures				
Salaries and Benefits	\$ 2,299,006	\$ 2,159,900	\$ 2,318,540	\$ 2,662,320
Services	3,860,132	4,018,960	3,775,690	5,574,990
Supplies	335,625	402,350	423,130	432,780
Program Total	\$ 6,494,763	\$ 6,581,210	\$ 6,517,360	\$ 8,670,090

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	\$ 3,664,407	\$ 4,038,530	\$ 3,979,010	\$ 4,292,770
Character of Expenditures				
Salaries and Benefits	\$ 619,169	\$ 871,330	\$ 800,910	\$ 874,110
Services	1,659,713	1,882,660	1,893,040	1,945,760
Supplies	1,385,525	1,284,540	1,285,060	1,472,900
Program Total	\$ 3,664,407	\$ 4,038,530	\$ 3,979,010	\$ 4,292,770

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	\$ 7,984,185	\$ 7,969,090	\$ 8,191,000	\$ 7,801,470

Customer Service (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Salaries and Benefits	\$ 6,819,783	\$ 6,534,520	\$ 6,743,160	\$ 6,617,840
Services	444,180	683,020	683,290	521,500
Supplies	720,222	751,550	764,550	662,130
Program Total	\$ 7,984,185	\$ 7,969,090	\$ 8,191,000	\$ 7,801,470

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	\$ 5,196,679	\$ 5,654,870	\$ 5,701,110	\$ 5,705,760
Tucson Water Conservation Fund	3,151	-0-	-0-	-0-
Program Total	\$ 5,199,830	\$ 5,654,870	\$ 5,701,110	\$ 5,705,760

Character of Expenditures

Salaries and Benefits	\$ 4,587,484	\$ 4,811,450	\$ 4,757,020	\$ 4,907,260
Services	469,439	571,200	654,720	519,440
Supplies	142,907	272,220	289,370	279,060
Program Total	\$ 5,199,830	\$ 5,654,870	\$ 5,701,110	\$ 5,705,760

WATER 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	\$ 19,189,934	\$ 21,217,650	\$ 21,820,820	\$ 22,646,390
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Character of Expenditures

Salaries and Benefits	\$ 10,399,139	\$ 10,735,580	\$ 11,093,210	\$ 11,359,420
Services	5,649,447	6,864,010	7,536,840	7,990,770
Supplies	3,141,348	3,618,060	3,190,770	3,296,200
Program Total	\$ 19,189,934	\$ 21,217,650	\$ 21,820,820	\$ 22,646,390

TUCSON WATER

WATER QUALITY and OPERATIONS: 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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
Tucson Water Utility Fund	\$ 38,183,626	\$ 42,573,070	\$ 41,423,350	\$ 43,833,840
Character of Expenditures				
Salaries and Benefits	\$ 6,183,210	\$ 6,848,030	\$ 6,076,420	\$ 6,203,130
Services	30,494,171	33,050,820	32,918,160	34,874,450
Supplies	1,506,245	2,674,220	2,428,770	2,756,260
Program Total	\$ 38,183,626	\$ 42,573,070	\$ 41,423,350	\$ 43,833,840

DEBT REPAYMENTS: This program area (also referred to as Debt Service) contains debt issuance and repayment expenses for the acquisition and construction of water system improvements. The financing methods used are water revenue bonds and obligations and Water Infrastructure Finance Authority Loans.

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 39,978,547	\$ 50,806,000	\$ 48,873,050	\$ 51,566,220
Character of Expenditures				
Debt Service	\$ 39,978,547	\$ 50,806,000	\$ 48,873,050	\$ 51,566,220

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

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 19,633,694	\$ 22,301,720	\$ 23,346,180	\$ 24,703,150
Water Resource Fee	349,810	375,000	-0-	350,000
Water System Equity Fee	2,288,192	2,500,000	2,584,180	2,500,000
Program Total	\$ 22,271,696	\$ 25,176,720	\$ 25,930,360	\$ 27,553,150
Character of Expenditures				
Salaries and Benefits	\$ 832,147	\$ 1,562,480	\$ 1,130,300	\$ 1,293,230
Services	19,900,538	22,043,210	22,047,770	23,944,130
Supplies	327,902	124,470	312,970	551,340
Equipment	1,211,109	1,446,560	2,439,320	1,764,450
Program Total	\$ 22,271,696	\$ 25,176,720	\$ 25,930,360	\$ 27,553,150

POSITION RESOURCES

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Director's Office				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Water Administrator	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Management Coordinator	2.00	2.00	2.00	2.00
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	1.00	1.00	1.00	1.00
Risk Management Specialist	2.00	2.00	2.00	2.00
Public Information Specialist	4.00	4.00	4.00	4.00
Management Analyst	2.00	2.00	2.00	2.00
Management Assistant	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
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	3.00	2.00	3.00	3.00
Program Total	30.00	29.00	30.00	30.00
Business Services				
Water Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Management Coordinator	2.00	2.00	2.00	2.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Staff Assistant	6.00	6.00	6.00	6.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	13.00	13.00	13.00	13.00
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	10.00	10.00	10.00	10.00
Staff Assistant	1.00	1.00	1.00	1.00
Lead Water Meter Repairer	1.00	1.00	1.00	1.00
Lead Utility Service Worker	4.00	4.00	4.00	4.00
Meter Service Representative	7.00	7.00	7.00	7.00
Utility Service Representative	6.00	6.00	6.00	6.00
Administrative Assistant	1.00	1.00	1.00	1.00

TUCSON WATER

Customer Service (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Water Meter Repairer	2.00	2.00	2.00	2.00
Utility Service Worker	42.00	42.00	42.00	42.00
Customer Service Representative	40.00	41.00	40.00	40.00
Senior Account Clerk	5.00	5.00	5.00	5.00
Program Total	123.00	124.00	123.00	123.00

Planning and Engineering

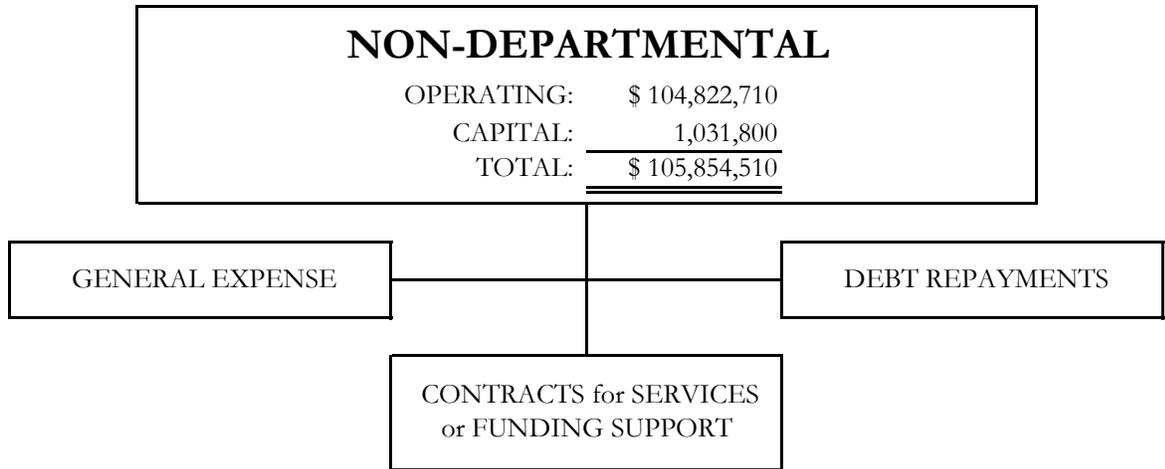
Water Administrator	2.00	2.00	2.00	2.00
Engineering Manager	5.00	5.00	5.00	5.00
Geographic Information Systems (GIS) Supervisor	1.00	1.00	1.00	1.00
Chief Hydrologist	1.00	1.00	1.00	1.00
Civil Engineer	14.00	14.00	14.00	14.00
Electrical Engineer	2.00	2.00	2.00	2.00
Engineering Records and Information Supervisor	1.00	1.00	1.00	1.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Inspection Supervisor	1.00	1.00	1.00	1.00
Lead Hydrologist	2.00	2.00	2.00	2.00
Hydrologist	9.00	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
GIS Data Analyst	2.00	2.00	2.00	2.00
Engineering Associate	6.00	6.00	6.00	6.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Construction Inspector	16.00	16.00	16.00	16.00
GIS Technician	4.00	4.00	4.00	4.00
Senior Engineering Technician	13.00	13.00	13.00	13.00
Survey Crew Chief	4.00	4.00	4.00	4.00
Land Surveyor	1.00	1.00	1.00	1.00
Engineering Technician	4.00	4.00	4.00	4.00
Survey Instrument Technician	4.00	4.00	4.00	4.00
Administrative Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	6.00	6.00	6.00	6.00
Secretary	2.00	2.00	2.00	2.00
Survey Technician	1.00	1.00	1.00	1.00
Technological Intern	1.50	2.00	2.00	2.00
Program Total	122.50	123.00	123.00	123.00

TUCSON WATER

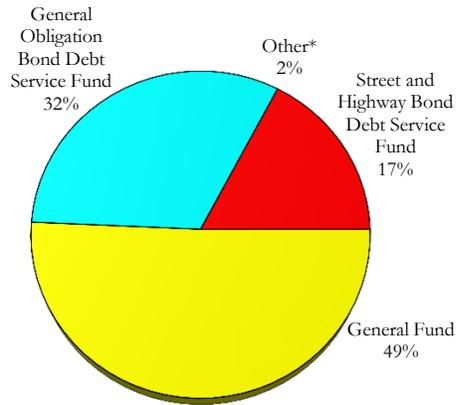
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Water Maintenance				
Water Administrator	1.00	1.00	1.00	1.00
Water Control Systems Manager	1.00	1.00	1.00	1.00
Water Operations Superintendent	5.00	5.00	5.00	5.00
Assistant Water Operations Superintendent	1.00	1.00	1.00	1.00
Water Control Systems Engineer	2.00	2.00	2.00	2.00
Management Assistant	2.00	2.00	2.00	2.00
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	2.00	2.00	2.00	2.00
Safety Specialist	1.00	1.00	1.00	1.00
Utility Technician	65.00	65.00	65.00	65.00
Planner Scheduler	3.00	3.00	3.00	3.00
Electrician	6.00	6.00	6.00	6.00
Electronics Technician	4.00	4.00	4.00	4.00
Senior Heavy Equipment Mechanic	5.00	5.00	5.00	5.00
Water Operations Supervisor	13.00	13.00	13.00	13.00
Water Parts Supervisor	1.00	-0-	-0-	-0-
Senior Fleet Technician	1.00	1.00	1.00	1.00
Cable Tool Driller	1.00	1.00	1.00	1.00
Corrosion Control Technician	3.00	3.00	3.00	3.00
Equipment Operation Specialist	17.00	17.00	17.00	17.00
Lead Maintenance Mechanic	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Pest Control Specialist	2.00	2.00	2.00	2.00
Senior Utility Service Worker	2.00	2.00	2.00	2.00
Stores Supervisor	-0-	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 Service Locator	11.00	11.00	11.00	11.00
Well Maintenance Mechanic	4.00	4.00	4.00	4.00
Administrative Assistant	3.00	3.00	3.00	3.00
Utility Service Worker	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	-0-	6.00	6.00	6.00
Water Parts Specialist	6.00	-0-	-0-	-0-
Water Communications Operator	4.00	4.00	4.00	4.00
Program Total	185.00	185.00	185.00	185.00

TUCSON WATER

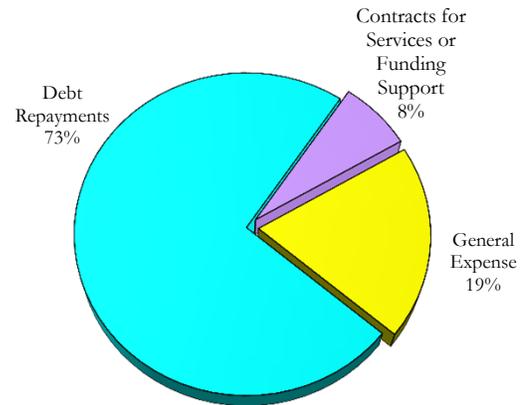
	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Water Quality and Operations				
Water Administrator	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00	1.00
Water Program Supervisor	1.00	1.00	1.00	1.00
Water Operations Superintendent	2.00	2.00	2.00	2.00
Water Quality Laboratory Supervisor	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	0.50	0.50	0.50
Chemist Supervisor	4.00	4.00	4.00	4.00
Environmental Scientist	3.00	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00	1.00
Environmental Inspector	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	8.00	8.00	8.00
Planner Scheduler	1.00	1.00	1.00	1.00
Water Plant Supervisor	3.00	3.00	3.00	3.00
Disinfection Technician	2.00	2.00	2.00	2.00
Lead Maintenance Mechanic	3.00	3.00	3.00	3.00
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	73.50	73.50	73.50	73.50
Department Total	547.00	547.50	547.50	547.50



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Sun Link Fund (1%), Tucson Convention Center Fund (1%), Capital Improvement Program (<1%), Highway User Revenue Fund (<1%), Public Housing Fund (<1%), and Special Assessment Fund (<1%).

NON-DEPARTMENTAL

The Non-Departmental category contains program budgets that are not associated with any specific department. Its programs are General Expense, Debt Repayments, and Contracts for Services or Funding Support.
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	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
TOTAL BUDGET				
Operating	\$ 117,114,220	\$ 98,904,100	\$ 98,674,740	\$ 104,822,710
Capital	1,111,585	900,000	719,830	1,031,800
Department Total	\$ 118,225,805	\$ 99,804,100	\$ 99,394,570	\$ 105,854,510
CHARACTER OF EXPENDITURES				
Retiree Benefits	\$ 7,507,975	\$ 8,387,800	\$ 7,743,860	\$ 8,257,690
Services	18,708,073	15,832,570	16,758,640	20,636,550
Supplies	571,521	11,650	2,050	-0-
Debt Service	90,326,651	74,672,080	74,170,190	75,928,470
Operating Total	\$ 117,114,220	\$ 98,904,100	\$ 98,674,740	\$ 104,822,710
Capital Improvement Program	1,111,585	900,000	719,830	1,031,800
Department Total	\$ 118,225,805	\$ 99,804,100	\$ 99,394,570	\$ 105,854,510
FUNDING SOURCES				
General Fund	\$ 68,404,135	\$ 49,559,400	\$ 47,931,500	\$ 51,361,840
Public Housing Fund	68,398	84,000	84,000	84,000
Capital Improvement Fund	375,480	-0-	-0-	-0-
Civic Contributions Fund	21,192	-0-	-0-	-0-
Community Development Block Grant Fund	15,280	-0-	-0-	-0-
General Obligation Bond Debt Service Fund	28,606,845	29,825,210	29,711,220	32,468,110
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Other Federal Grants Fund	947,368	-0-	-0-	-0-
Special Assessments Fund	523,356	509,320	509,320	495,830
Street and Highway Bond Debt Service Fund	16,703,862	17,509,900	17,510,650	17,484,100
Mass Transit Fund: General Fund Transfer	-0-	-0-	1,511,780	1,512,430
Tucson Convention Center Fund	1,347,725	1,315,690	1,315,690	1,315,820
Operating Total	\$ 117,114,220	\$ 98,904,100	\$ 98,674,740	\$ 104,822,710
Capital Improvement Program	1,111,585	900,000	719,830	1,031,800
Department Total	\$ 118,225,805	\$ 99,804,100	\$ 99,394,570	\$ 105,854,510

NON-DEPARTMENTAL

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$104,822,710 reflects an increase of \$5,918,610 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase due to transfer of Visit Tucson payments from the City Manager's Office	\$ 3,084,500
Increase to Debt Service	1,256,390
Increase due to the State of Arizona TPT Simplification Implementation	1,129,680
Increase for Primary Jobs Incentive	580,450
Increase due to transfer of Downtown Partnership from City Manager's Office	365,000
Increase to Starr Pass Enhancement Fee	200,000
Increase to Gem Show Funding	100,000
Increase to Depot Plaza Garage per contract	89,500
Increase for Civic Events	24,000
Decrease in retiree medical costs	(130,110)
Decrease to Desert Archaeology (Rio Nuevo)	(215,000)
Decrease for expenses transferred to City Manager's Office	(262,500)
Decrease to Access Tucson	(303,300)
Total	\$ 5,918,610

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 19,481,248	\$ 18,138,930	\$ 18,251,310	\$ 19,611,450
General Fund: Restricted	79,099	200,000	200,000	200,000
Civic Contributions Fund	21,192	-0-	-0-	-0-
Other Federal Grants Fund	947,368	-0-	-0-	-0-
Tucson Convention Center Fund	1,347,725	1,315,690	1,315,690	1,315,820
Program Total	\$ 21,876,632	\$ 19,654,620	\$ 19,767,000	\$ 21,127,270
Character of Expenditures				
Retiree Benefits	\$ 7,507,975	\$ 8,387,800	\$ 7,743,860	\$ 8,257,690
Services	13,797,137	11,255,170	12,021,090	12,869,580
Supplies	571,521	11,650	2,050	-0-
Program Total	\$ 21,876,632	\$ 19,654,620	\$ 19,767,000	\$ 21,127,270

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.

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Projected Revenue Sources				
General Fund	\$ 44,033,430	\$ 25,697,870	\$ 23,797,440	\$ 22,838,220
General Fund: Restricted	-0-	1,045,780	1,045,780	1,045,780
General Obligation Bond Debt Service Fund	28,606,845	29,825,210	29,711,220	32,468,110
Public Housing Fund	68,398	84,000	84,000	84,000
Community Development Block Grant Certificate of Participation Series 2014	15,280	-0-	-0-	-0-
Special Assessments Fund	375,480	-0-	-0-	-0-
Street and Highway Bond Debt Service Fund	523,356	509,320	509,320	495,830
Street and Highway Bond Debt Service Fund	16,703,862	17,509,900	17,510,650	17,484,100
Mass Transit Fund: General Fund Transfer	-0-	-0-	1,511,780	1,512,430
Program Total	\$ 90,326,651	\$ 74,672,080	\$ 74,170,190	\$ 75,928,470
Character of Expenditures				
Debt Service	\$ 90,326,651	\$ 74,672,080	\$ 74,170,190	\$ 75,928,470

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.

Projected Revenue Sources				
General Fund	\$ 4,810,358	\$ 4,323,320	\$ 4,636,970	\$ 7,666,390
General Fund: Restricted	-0-	153,500	-0-	-0-
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Program Total	\$ 4,910,938	\$ 4,577,400	\$ 4,737,550	\$ 7,766,970
Character of Expenditures				
Services	\$ 4,859,725	\$ 4,577,400	\$ 4,737,550	\$ 7,742,970
Outside Agencies	51,213	-0-	-0-	24,000
Program Total	\$ 4,910,938	\$ 4,577,400	\$ 4,737,550	\$ 7,766,970

CONTRACTS for SERVICES or FUNDING SUPPORT

	Adopted FY 2015	Adopted FY 2016
Arts and Cultural Enrichment¹		
Tucson-Pima Arts Council (TPAC)	\$ 350,000	\$ 350,000
Program Total	\$ 350,000	\$ 350,000
Civic/Special Community Events¹		
Veterans Day	\$ -0-	\$ 8,000
Martin Luther King	-0-	8,000
Cesar Chavez	-0-	8,000
Program Total	\$ -0-	\$ 24,000
Other¹		
Access Tucson	\$ 303,500	\$ -0-
Program Total	\$ 303,500	\$ -0-
Payments to Other Governments¹		
Jail Board	\$ 6,900,000	\$ 6,900,000
Pima Animal Control Center ²	3,700,000	3,700,000
Pima Association of Governments ³	98,420	98,420
Victim Witness	24,900	24,900
Program Total	\$ 10,723,320	\$ 10,723,320
Human Services RFP Allocation⁴	\$ 1,129,000	\$ 1,129,000
Economic and Workforce		
Metropolitan Education Commission	\$ 19,570	\$ 19,570
Request for Proposals	600,000	600,000
Tucson Downtown Partnership	365,000	365,000
Visit Tucson ⁵	3,062,830	3,084,500
Program Total	\$ 4,047,400	\$ 4,069,070
Total	\$ 16,553,220	\$ 16,295,390

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.

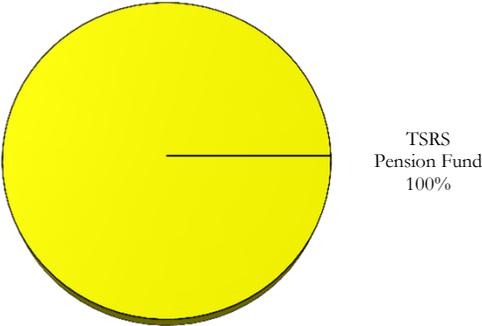
⁵Fiscal Year 2015 funding reflects the actual contract allocation made to Visit Tucson based on Fiscal Year 2014 transient occupancy tax (t.o.t.) collections. Fiscal Year 2016 reflects an estimate of the allocation to the Visit Tucson based on a projection of Fiscal Year 2015 t.o.t. collections.

PENSION SERVICES	
OPERATING:	\$ 76,216,870
POSITION TOTAL:	4.00

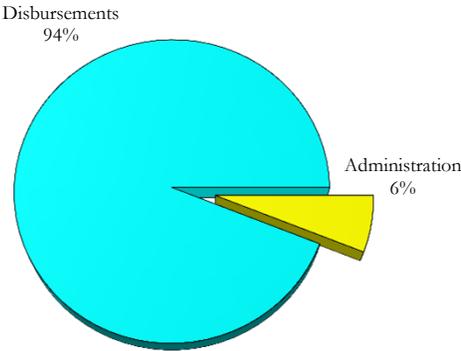
ADMINISTRATION

DISBURSEMENTS

FINANCING PLAN



PROGRAM ALLOCATION



PENSION SERVICES¹

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 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
TOTAL BUDGET				
Operating	\$ 70,802,138	\$ 71,372,230	\$ 71,944,710	\$ 76,216,870
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 468,188	\$ 477,740	\$ 443,920	\$ 544,740
TSRS Refunds	2,638,328	2,650,000	2,170,160	2,650,000
Retiree and Beneficiary Payments	63,363,684	63,965,000	65,113,790	68,725,000
Services	4,283,461	4,252,240	4,174,590	4,269,880
Supplies	48,477	27,250	22,250	27,250
Equipment	-0-	-0-	20,000	-0-
Department Total	\$ 70,802,138	\$ 71,372,230	\$ 71,944,710	\$ 76,216,870
FUNDING SOURCES				
TSRS Pension Fund	\$ 70,802,138	\$ 71,372,230	\$ 71,944,710	\$ 76,216,870

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016 of \$76,216,870 reflects an increase of \$4,844,640 from the Fiscal Year 2015 Adopted Budget. Changes include:

Increase in retirement benefit payments	\$ 4,760,000
Increase in personnel costs	67,000
Increase in miscellaneous professional services	17,640
Total	\$ 4,844,640

OPERATING PROGRAMS

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

Projected Revenue Sources				
TSRS Pension Fund	\$ 4,800,126	\$ 4,757,230	\$ 4,660,760	\$ 4,841,870

¹Administration and oversight in the management of investments for the TSRS is provided by the Treasury Division of the Finance department.

PENSION

Administration (Continued)

	Actual FY 2014	Adopted FY 2015	Estimated FY 2015	Adopted FY 2016
Character of Expenditures				
Salaries and Benefits	\$ 468,188	\$ 477,740	\$ 443,920	\$ 544,740
Services	4,283,461	4,252,240	4,174,590	4,269,880
Supplies	48,477	27,250	22,250	27,250
Equipment	-0-	-0-	20,000	-0-
Program Total	\$ 4,800,126	\$ 4,757,230	\$ 4,660,760	\$ 4,841,870

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.
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Projected Revenue Sources

TSRS Pension Fund	\$ 66,002,012	\$ 66,615,000	\$ 67,283,950	\$ 71,375,000
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Character of Expenditures

Retiree and Beneficiary Payments	\$ 63,363,684	\$ 63,965,000	\$ 65,113,790	\$ 68,725,000
TSRS Refunds	2,638,328	2,650,000	2,170,160	2,650,000
Program Total	\$ 66,002,012	\$ 66,615,000	\$ 67,283,950	\$ 71,375,000

POSITION RESOURCES

Administration

Human Resources Manager	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
 Department Total	 4.00	 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 2016-2020) and identifies infrastructure and facility projects 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 proposed CIP totals \$1.0 billion; \$289.6 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2016 Adopted Budget. Notable projects include the following:

Compressed Natural Gas (CNG) Plant. Replace the existing aged CNG Plant with a new plant that has the equipment necessary to meet industry vehicle fueling standards and provide backup emergency generator power to sustain plant operations in the event of a power outage. The project, when complete, will better serve both Sun Tran and Environmental Services' planned expansion of the CNG Fleet. Total project costs are estimated to be \$13.4 million with \$12.3 million budgeted in Fiscal Year 2016. The project is funded with certificates of participation, Environmental Services user revenues, and federal grants.

Hayden-Udall Prime Reservoir and Booster Upgrade. Design and construct a new reservoir and booster station at the Hayden-Udall Water Treatment Plant to allow for redundant ability to move Clearwater source water into the central distribution system when the Snyder Hill Pump Station (SHPS) is not available. The current supply is provided through a single point, which includes the Hayden-Udall Plant, Snyder Hill Pump Station, and Clearwell Reservoir. Total project costs are estimated to be \$15.7 million. The project is funded from Tucson Water User Revenues and Water Obligation Bonds.

Reid Park Zoo Health Center. Design and construct an addition to the existing veterinary facility at the Reid Park Zoo. This project is necessary as the existing facility is extremely dated (approximately 40 years old) and is no longer large enough to accommodate the zoo's current collection of animals. The facility is also needed to help meet the standards set by the Association of Zoos and Aquariums. Total project costs are estimated at \$3.5 million. The Reid Park Zoological Society is raising the funds for this project.

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 project costs are estimated to be \$99.0 million with \$24.1 million budgeted in Fiscal Year 2016 (\$1.0 million is for the bond issuance costs).

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Tenth Avenue Maintenance Facility. Design and construct a new facility and make improvements at the Environmental Services Container Maintenance Facility located at South Tenth Avenue. Improvements include demolition, earthwork, infrastructure, and drainage. Project design began October 2013. The construction phase is scheduled Fiscal Year 2016 through Fiscal Year 2018. Safety improvements are necessary to the vacant, former transfer station building. A new facility is needed for the welding, storage, and operations maintenance staff. Total project costs are estimated to be \$4.9 million with \$3.0 million budgeted in Fiscal Year 2016. The project is funded from the Environmental Services Fund.

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 (Sun Tran buses and Sun Van 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 December 2014, the CIP process began with the Office of Budget and Internal Audit providing direction and guidelines to department liaisons. Departments were given approximately seven 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 (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 21, 2015, along with the Recommended Fiscal Year 2016 Budget. The first year of the CIP was included as part of the City's Recommended Budget. The Mayor and Council reviewed and discussed both the operating and capital budgets at Study Sessions in May. Two public hearings were held prior to the adoption of the Fiscal Year 2016 budget on June 9th.

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 proposed Five-Year CIP for Fiscal Years 2016 through 2020 totals \$1.0 billion. The majority of the projects are in the Public Utilities category, which includes Environmental Services and Tucson Water.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

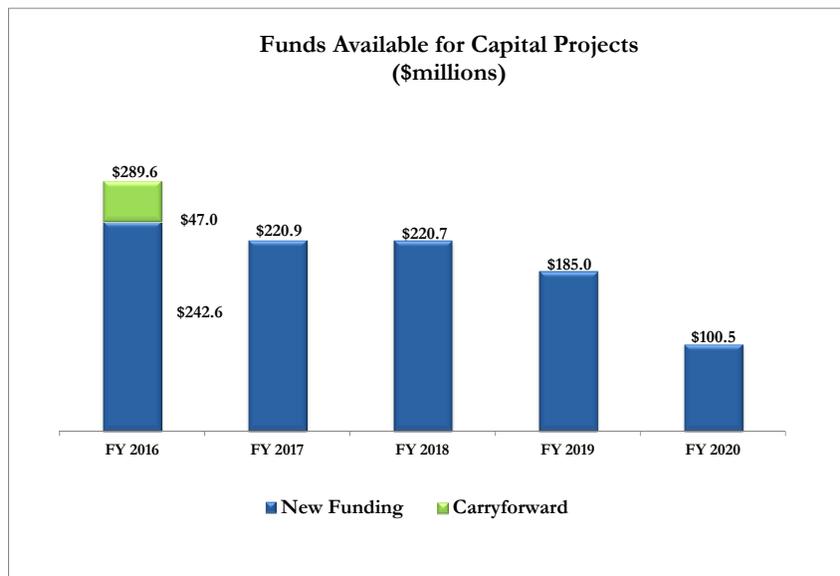
Five-Year CIP Summary of Expenditures

(in \$000s)	Approved Year 1 FY 2016	Approved Five- Year Program
Community Enrichment and Development	\$ 186,544.4	\$ 658,433.5
Public Safety and Justice Services	2,600.0	3,000.0
Public Utilities	87,144.0	340,939.0
Support Services	12,302.5	12,302.5
Non-Departmental: General Expense	1,031.8	2,031.8
Total	\$ 289,622.7	\$ 1,016,706.8

This five-year CIP is \$458,000 more than the approved five-year CIP for Fiscal Years 2015 through 2019.

Fiscal Year 2016 includes \$47.0 million carried forward for project expenditures not made as planned during Fiscal Year 2015 and \$242.6 million in new funding. The CIP presumes that all of the Fiscal Year 2016 budget will be spent in that year.

CIP expenditures decrease significantly after Fiscal Year 2016 from \$289.6 million in Fiscal Year 2016 to \$100.5 million by Fiscal Year 2020.



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 \$1.0 billion is funded primarily from Capital Projects Funds.

Five-Year CIP Summary of Funding Sources

(in \$000s)	Approved Year 1 FY 2016	Approved Five- Year Program
Capital Projects Funds	\$ 133,298.7	\$ 513,833.8
Enterprise Funds	93,380.0	347,175.0
General Fund	1,031.8	2,031.8
Special Revenue Funds	61,912.2	153,666.2
Total	\$ 289,622.7	\$ 1,016,706.8

Capital Projects Funds. This category, which includes the City bond funds, is 51% of the five-year CIP. These funds will provide \$513.8 million over the next five years. Regional Transportation Authority (RTA) funds of \$342.3 million account for the largest portion of this category. Next are General Obligation Street Bonds of \$62.3 million. Pima County bonds will provide \$39.1 million. Capacity of \$38.3 million was added for road and regional park improvements along with \$22.8 million from regional Highway User Revenue Funds (HURF) distributed by the Pima Association of Governments (PAG). Certificates of Participation (COPs) account for \$9.1 million.

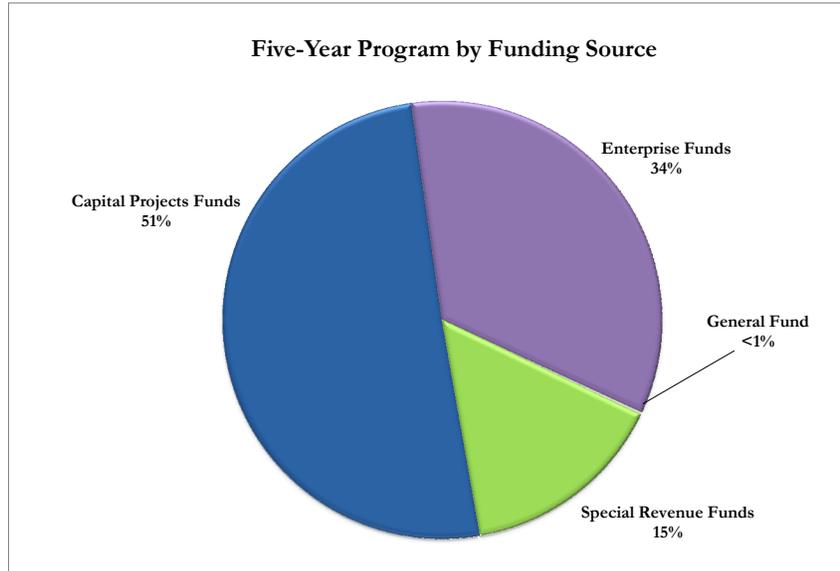
Enterprise Funds. Enterprise Funds total \$347.2 million or 34% of the five-year CIP. Environmental Services totals \$22.4 million. Tucson Water accounts for the remaining \$324.8 million: \$154.7 million from user revenues, \$47.4 million from Water's Obligation funds, and \$122.7 million from future 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 upgrades.

Special Revenue Funds. This category totals \$153.7 million or 15% of the five-year CIP. Included in this category are federal grants of \$111.5 million. The General Fund provides \$15.2 million for Mass Transit. The City's HURF allocation accounts for \$26.7 million, and \$0.3 million comes from civic contributions.

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-18 through E-31.

Community Enrichment and Development

The Community Enrichment and Development category, which accounts for 65% 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 \$1.2 million consists of two projects. Funding is provided by the Community Development Block Grant Fund (CDBG).

Parks and Recreation. Parks' five-year CIP of \$8.4 million contains 16 projects. These projects are funded primarily from revenue from impact fees of \$4.6 million. Civic contributions and certificates of participation provide for the remaining \$3.8 million. These funds provide for a wide range of projects: improvements at regional parks, urban greenway improvements, and amenities at neighborhood parks.

Transportation. The five-year Transportation program of \$648.8 million includes four program areas: Public Transit for \$73.7 million, Streets for \$557.1 million, Street Lighting for \$15.0 million, and Traffic Signals for \$3.0 million. Because there are insufficient funds to meet all of Transportation's needs, this CIP allocates available funding to the highest priority projects.

The largest funding source for Transportation's projects is the funding from the RTA plan which totals \$342.3 million. General Obligation Street Bonds total \$62.3 million. Federal funding provides another significant portion totaling \$106.8 million: \$58.4 million for transit projects and \$48.4 million for street projects. Other funding sources are Pima County bond funds of \$39.1 million, regional HURF from PAG of \$22.8 million, City HURF of \$26.7 million, and impact fee revenues of \$33.6 million. The remaining \$15.2 million is from the General Fund for Mass Transit, which is used as the local match for federal transit grants.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Public Safety and Justice Services

The Public Safety and Justice Services category, which accounts for less than 1% of the total five-year CIP, contains one project managed by City Court.

City Court. City Court's five-year program of \$3.0 million consists of one project, Court building remodel. This project is funded with certificates of participation in the Capital Improvement Fund.

Public Utilities

The Public Utilities category, which accounts for 34% of the total five-year CIP, contains projects managed by Environmental Services and Tucson Water.

Environmental Services. The department's five-year program of five projects totals \$16.1 million. Environmental Services' CIP is funded from Environmental Service revenues.

Tucson Water. The five-year Tucson Water CIP of \$324.8 million includes \$297.9 million of improvements to the potable water system and \$26.9 million of improvements for the reclaimed water system. Tucson Water's CIP is funded with future water revenue bond authorization of \$122.7 million, operation funds of \$154.7 million, 2014 Revenue Obligation funds of \$18.1 million, and 2015 Revenue Obligation funds of \$29.3 million.

Support Services

The Support Services category, which accounts for less than 2% of the total five-year CIP, contains one project managed by General Services.

General Services. The five-year General Services program of \$12.3 million consists of one project, CNG fueling upgrade. General Services' CIP is funded with certificates of participation in the Capital Improvement Fund, Environmental Services Funds, and Federal Grant Funds.

Non-Departmental

The Non-Departmental category, which accounts for less than 1% of the total five-year CIP, contains two projects that are budgeted here because they are beyond the oversight scope of a single department. The Technology Upgrade Project will upgrade the City's multiple enterprise related systems to a current standard supported by the vendor. The Kronos Citywide System Project will implement an Enterprise Timekeeping management system to automate time keeping for all city departments. Both projects are funded by the General Fund.

IMPACT on the OPERATING BUDGET

The completion of many capital projects is the beginning of recurring costs for the operating budget. Operating and Maintenance (O&M) impacts from projects in this five-year CIP total \$43,300 for Fiscal Year 2016, increasing to a five-year total of \$1.7 million through Fiscal Year 2020. The General Fund O&M impacts in Fiscal Year 2016 are for the opening of new or expanded facilities.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

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-15).

Table V, Projects with Development Impact Fee Funding (E-16).

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table I. Summary by Department (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Community Enrichment and Development						
Housing and Community Development	\$ 1,160.2	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,160.2
Parks and Recreation	4,511.0	2,679.6	1,132.3	71.4	50.0	8,444.3
Transportation	180,873.2	155,188.7	144,319.4	123,558.1	44,889.6	648,829.0
Subtotal	\$ 186,544.4	\$ 157,868.3	\$ 145,451.7	\$ 123,629.5	\$ 44,939.6	\$ 658,433.5
Public Safety and Justice Services						
City Court	\$ 2,600.0	\$ 400.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,000.0
Subtotal	\$ 2,600.0	\$ 400.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,000.0
Public Utilities						
Environmental Services	\$ 11,939.0	\$ 4,200.0	\$ -0-	\$ -0-	\$ -0-	\$ 16,139.0
Tucson Water	75,205.0	57,394.0	75,286.0	61,271.0	55,644.0	324,800.0
Subtotal	\$ 87,144.0	\$ 61,594.0	\$ 75,286.0	\$ 61,271.0	\$ 55,644.0	\$ 340,939.0
Support Services						
General Services	\$ 12,302.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 12,302.5
Subtotal	\$ 12,302.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 12,302.5
Non-Departmental						
General Expense	\$ 1,031.8	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ 2,031.8
Subtotal	\$ 1,031.8	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ 2,031.8
Total	\$ 289,622.7	\$ 220,862.3	\$ 220,737.7	\$ 184,900.5	\$ 100,583.6	\$ 1,016,706.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Capital Projects Funds						
Capital Agreement Fund: PAG	\$ 5,024.7	\$ 1,500.0	\$ 7,044.0	\$ 9,214.0	\$ -0-	\$ 22,782.7
Capital Agreement Fund: Pima County Bonds	2,878.2	24,180.0	12,000.0	-0-	-0-	39,058.2
Capital Improvement Fund	7,510.6	1,572.1	-0-	-0-	-0-	9,082.7
General Obligation Street Bonds	22,780.0	19,780.0	19,780.0	-0-	-0-	62,340.0
Impact Fee Fund: Central District	3,108.0	2,058.8	4,500.0	3,313.6	-0-	12,980.4
Impact Fee Fund: East District	3,450.5	1,808.9	1,767.9	-0-	-0-	7,027.3
Impact Fee Fund: Southeast District	649.3	482.6	5,000.0	2,000.0	2,000.0	10,131.9
Impact Fee Fund: Southlands District	50.0	708.8	814.4	21.4	-0-	1,594.6
Impact Fee Fund: West District	2,535.0	2,628.4	200.0	1,200.0	-0-	6,563.4
Regional Transportation Authority Fund	85,312.4	77,101.6	73,842.7	83,402.9	22,613.0	342,272.6
Subtotal	\$133,298.7	\$131,821.2	\$124,949.0	\$ 99,151.9	\$ 24,613.0	\$ 513,833.8
Enterprise Funds						
2014 Water Revenue System Obligation Fund	\$ 18,070.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 18,070.0
2015 Water Revenue System Obligation Fund	29,308.0	-0-	-0-	-0-	-0-	29,308.0
Environmental Services Fund	18,175.0	4,200.0	-0-	-0-	-0-	22,375.0
Future Water Revenue Bonds	-0-	32,632.0	40,673.0	33,831.0	15,611.0	122,747.0
Tucson Water Revenue and Operations Fund	27,827.0	24,762.0	34,613.0	27,440.0	40,033.0	154,675.0
Subtotal	\$ 93,380.0	\$ 61,594.0	\$ 75,286.0	\$ 61,271.0	\$ 55,644.0	\$ 347,175.0
General Fund	\$ 1,031.8	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ 2,031.8
Subtotal	\$ 1,031.8	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ 2,031.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Special Revenue Funds						
Civic Contributions Fund	\$ 65.0	\$ 50.0	\$ 50.0	\$ 50.0	\$ 50.0	\$ 265.0
Community Development Block Grant Fund	1,160.2	-0-	-0-	-0-	-0-	1,160.2
Federal Highway Administration Grants	33,876.3	4,432.0	100.0	10,000.0	-0-	48,408.3
Highway User Revenue Fund	3,298.6	15,079.5	1,225.1	5.0	7,100.0	26,708.2
Mass Transit Fund: General Fund	3,717.1	1,890.4	3,974.4	2,778.4	2,885.4	15,245.7
Mass Transit Fund: Federal Grants	19,795.0	4,995.2	15,153.2	11,644.2	10,291.2	61,878.8
Subtotal	\$ 61,912.2	\$ 26,447.1	\$ 20,502.7	\$ 24,477.6	\$ 20,326.6	\$ 153,666.2
Total	\$289,622.7	\$220,862.3	\$220,737.7	\$184,900.5	\$100,583.6	\$ 1,016,706.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table III. Summary of CIP Impact on the Operating Budget (\$000)

SERVICE AREA/IMPACT	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Community Enrichment and Development						
Parks and Recreation	\$ 4.5	\$ 7.5	\$ 19.6	\$ 19.9	\$ 20.2	\$ 71.7
Transportation	38.8	303.0	375.0	450.0	455.0	1,621.8
Total	\$ 43.3	\$ 310.5	\$ 394.6	\$ 469.9	\$ 475.2	\$ 1,693.5
SOURCE OF FUNDS SUMMARY						
General Fund						
	\$ 4.5	\$ 7.5	\$ 19.6	\$ 19.9	\$ 20.2	\$ 71.7
Subtotal	\$ 4.5	\$ 7.5	\$ 19.6	\$ 19.9	\$ 20.2	\$ 71.7
Special Revenue Funds						
Highway User Revenue Fund	\$ 38.8	\$ 243.0	\$ 295.0	\$ 370.0	\$ 375.0	\$ 1,321.8
Mass Transit Fund	-0-	-0-	20.0	20.0	20.0	60.0
RTA Fund	-0-	60.0	60.0	60.0	60.0	240.0
Subtotal	\$ 38.8	\$ 303.0	\$ 375.0	\$ 450.0	\$ 455.0	\$ 1,621.8
Total	\$ 43.3	\$ 310.5	\$ 394.6	\$ 469.9	\$ 475.2	\$ 1,693.5

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 \$4,500 in Fiscal Year 2016, increasing to \$20,100 by Fiscal Year 2020 for a five-year total of \$71,700. 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 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Five Year Total
A Mountain Improvement	\$ -0-	\$ 1.0	\$ 1.0	\$ 1.0	\$ 1.0	\$ 4.0
Arroyo Chico Urban Path: Country Club to Treat	1.5	1.5	1.5	1.5	1.5	7.6
Purple Heart Park Expansion	1.0	1.0	1.0	1.0	1.0	5.0
Reid Park Expansion, Phase I	1.5	1.5	1.5	1.5	1.5	7.5
Reid Park Zoo Health Center	-0-	2.0	2.0	2.0	2.0	8.0
Shade Structure Projects	0.5	0.5	0.5	0.5	0.5	2.5
South Central Community Park, Phase I	-0-	-0-	12.1	12.4	12.6	37.1
Total	\$ 4.5	\$ 7.5	\$ 19.6	\$ 19.9	\$ 20.1	\$ 71.7
Source of Funds Summary						
General Fund	\$ 4.5	\$ 7.5	\$ 19.6	\$ 19.9	\$ 20.1	\$ 71.7
Total	\$ 4.5	\$ 7.5	\$ 19.6	\$ 19.9	\$ 20.1	\$ 71.7

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 \$1.6 million over the five year period, with the majority of costs attributed to state shared HURF revenues. RTA revenues and Federal Transit Administrative grants are also expected to fund 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 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Five Year Total
22nd Avenida Sirio HAWK	\$ -0-	\$ 4.0	\$ 4.0	\$ 4.0	\$ 4.0	\$ 16.0
4th/Congress/Toole Bike Pedestrian Improvements	-0-	-0-	5.0	5.0	5.0	15.0
Arroyo Chico Greenway	0.3	0.5	0.5	0.5	0.5	2.3
Broadway: Camino Seco to Houghton	-0-	-0-	7.5	7.5	7.5	22.5
Campbell and 9th HAWK	-0-	4.0	4.0	4.0	4.0	16.0
Campbell Avenue Revitalization	2.5	5.0	5.0	5.0	5.0	22.5
CNG Fueling System	-0-	-0-	20.0	20.0	20.0	60.0
Columbus Corridor Pedestrian Path	-0-	0.5	0.5	0.5	0.5	2.0
Communication System Improvements	30.0	60.0	60.0	60.0	60.0	270.0
Copper Street Bike Boulevard	-0-	0.5	0.5	0.5	0.5	2.0
Craycroft and Ft. Lowell Park HAWK	2.0	4.0	4.0	4.0	4.0	18.0
El Paso and Southwestern Greenway	-0-	0.5	0.5	0.5	0.5	2.0
Fifth Street Bike Boulevard	-0-	0.5	0.5	0.5	0.5	2.0
Five Points Pedestrian Improvements	-0-	-0-	1.0	1.0	1.0	3.0
Five Points Transportation Enhancement	-0-	5.0	5.0	5.0	5.0	20.0
Gila Panther Tracks Safe Routes to School	-0-	0.5	0.5	0.5	0.5	2.0
Glenn Street Transportation Enhancement	-0-	1.0	1.0	1.0	1.0	4.0
Grant and Sahuara HAWK	2.0	4.0	4.0	4.0	4.0	18.0
Houghton Road: Bridge Replacement	-0-	-0-	-0-	-0-	5.0	5.0
Houghton Road: Irvington to Valencia	-0-	20.0	20.0	20.0	20.0	80.0
Houghton Road: Union Pacific Railroad to I-10	-0-	-0-	5.0	5.0	5.0	15.0
Houghton Road: Broadway to 22nd Street	-0-	-0-	5.0	5.0	5.0	15.0
Kolb Road Connection to Sabino Canyon	-0-	-0-	2.0	2.0	2.0	6.0
LED Street Light Conversion	-0-	7.5	15.0	15.0	15.0	52.5
Liberty Avenue Bicycle Boulevard	-0-	10.0	10.0	10.0	10.0	40.0
Pantano Repaving: Escalante to Irvington	-0-	-0-	-0-	50.0	50.0	100.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
Table III. Transportation: CIP Impact on the Operating Budget
(\$000)

Project Name	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Five Year Total
Park Avenue Transportation Enhancement	\$ -0-	\$ -0-	\$ 0.5	\$ 0.5	\$ 0.5	\$ 1.5
Park-and-Ride Lot: Houghton	-0-	30.0	30.0	30.0	30.0	120.0
Park-and-Ride Lot: Rita Ranch	-0-	30.0	30.0	30.0	30.0	120.0
Pima Street Pedestrian Pathway Enhancements	-0-	-0-	1.0	1.0	1.0	3.0
Regional Transportation Data Network	-0-	100.0	100.0	100.0	100.0	400.0
Rio Vista Safe Routes to School	-0-	0.5	0.5	0.5	0.5	2.0
Robison Safe Routes to School	-0-	0.5	0.5	0.5	0.5	2.0
Speedway: Camino Seco to Houghton	-0-	-0-	7.5	7.5	7.5	22.5
Stone Ave: Drachman and Speedway Improvements	-0-	5.0	5.0	5.0	5.0	20.0
Street Improvements Proposition 409	-0-	-0-	-0-	25.0	25.0	50.0
Treat Avenue Bike Boulevard	-0-	0.5	0.5	0.5	0.5	2.0
Tucson Blvd Multi-use Path	-0-	-0-	10.0	10.0	10.0	30.0
Valencia/Hemisphere Loop Hawk	2.0	4.0	4.0	4.0	4.0	18.0
Valencia: Alvernon to Kolb	-0-	5.0	5.0	5.0	5.0	20.0
Total	\$ 38.8	\$ 303.0	\$ 375.0	\$ 450.0	\$ 455.0	\$ 1,621.8
Source of Funds Summary						
Highway User Revenue Fund	\$ 38.8	\$ 243.0	\$ 295.0	\$ 370.0	\$ 375.0	\$ 1,321.8
Mass Transit Fund	-0-	-0-	20.0	20.0	20.0	60.0
Regional Transportation Authority Fund	-0-	60.0	60.0	60.0	60.0	240.0
Total	\$ 38.8	\$ 303.0	\$ 375.0	\$ 450.0	\$ 455.0	\$ 1,621.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Transportation						
22nd Street: I-10 to Tucson Boulevard	\$ -0-	\$ 9,000.0	\$ -0-	\$ -0-	\$ -0-	\$ 9,000.0
Broadway Boulevard: Euclid to Country Club	-0-	12,000.0	12,000.0	-0-	-0-	24,000.0
Five Points Transportation Enhancement	408.2	-0-	-0-	-0-	-0-	408.2
Houghton Road: Bridge Replacement	1,750.0	1,750.0	-0-	-0-	-0-	3,500.0
Houghton Road: Union Pacific	720.0	1,430.0	-0-	-0-	-0-	2,150.0
Total	\$ 2,878.2	\$ 24,180.0	\$ 12,000.0	\$ -0-	\$ -0-	\$ 39,058.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table V. Projects with Development Impact Fees (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Parks and Recreation						
West District						
A Mountain Improvement	\$ -0-	\$ 78.2	\$ -0-	\$ -0-	\$ -0-	\$ 78.2
Christopher Columbus Park Expansion	-0-	25.2	-0-	-0-	-0-	25.2
John F. Kennedy Park	35.0	-0-	-0-	-0-	-0-	35.0
San Juan Park	-0-	25.0	-0-	-0-	-0-	25.0
West District Subtotal	\$ 35.0	\$ 128.4	\$ -0-	\$ -0-	\$ -0-	\$ 163.4
East District						
Arcadia Park, Phase I	\$ 145.5	\$ 141.0	\$ -0-	\$ -0-	\$ -0-	\$ 286.5
Jesse Owens Park	-0-	25.0	-0-	-0-	-0-	25.0
Palo Verde Park	-0-	25.0	-0-	-0-	-0-	25.0
Parks Strategic Plan	233.0	-0-	-0-	-0-	-0-	233.0
South Central Community Park, Phase I	-0-	117.9	267.9	-0-	-0-	385.8
East District Subtotal	\$ 378.5	\$ 308.9	\$ 267.9	\$ -0-	\$ -0-	\$ 955.3
Central District						
Arroyo Chico Urban Path: Country Club to Treat	\$ 257.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 257.5
Reid Park Expansion Phase I	951.6	158.8	-0-	-0-	-0-	1,110.4
Central District Subtotal	\$ 1,209.1	\$ 158.8	\$ -0-	\$ -0-	\$ -0-	\$ 1,367.9
Southeast District						
Purple Heart Park Expansion	\$ 333.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 333.5
South Central Community Park, Phase I	95.8	152.6	-0-	-0-	-0-	248.4
Southeast District Subtotal	\$ 429.3	\$ 152.6	\$ -0-	\$ -0-	\$ -0-	\$ 581.9
Southlands District						
Valencia and Alvernon Community Park, Phase I	\$ -0-	\$ 253.3	\$ 350.0	\$ -0-	\$ -0-	\$ 603.3
Valencia Corridor Land Acquisition, Phase I	50.0	455.5	464.4	21.4	-0-	991.3
Southlands District Subtotal	\$ 50.0	\$ 708.8	\$ 814.4	\$ 21.4	\$ -0-	\$ 1,594.6
Parks and Recreation Total	\$ 2,101.9	\$ 1,457.5	\$ 1,082.3	\$ 21.4	\$ -0-	\$ 4,663.1

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table V. Projects with Development Impact Fees (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Transportation						
West District						
Silverbell Road: Grant to Ina	\$ 800.0	\$ 800.0	\$ 200.0	\$ 1,200.0	\$ -0-	\$ 3,000.0
Sunset: Silverbell to I-10 to River	1,700.0	1,700.0	-0-	-0-	-0-	3,400.0
West District Subtotal	\$ 2,500.0	\$ 2,500.0	\$ 200.0	\$ 1,200.0	\$ -0-	\$ 6,400.0
East District						
Broadway: Camino Seco to Houghton	\$ -0-	\$ 1,500.0	\$ 1,500.0	\$ -0-	\$ -0-	\$ 3,000.0
Houghton Road: Broadway to 22nd Street	2,572.0	-0-	-0-	-0-	-0-	2,572.0
Houghton Road: Golf Links Intersection Improvements	500.0	-0-	-0-	-0-	-0-	500.0
East District Subtotal	\$ 3,072.0	\$ 1,500.0	\$ 1,500.0	\$ -0-	\$ -0-	\$ 6,072.0
Central District						
22nd Street: I-10 to Tucson Boulevard	\$ 298.9	\$ 1,000.0	\$ -0-	\$ 1,313.6	\$ -0-	\$ 2,612.5
Broadway: Euclid to Country Club	1,500.0	-0-	1,500.0	-0-	-0-	3,000.0
Grant: Oracle to Swan	100.0	900.0	3,000.0	2,000.0	-0-	6,000.0
Central District Subtotal	\$ 1,898.9	\$ 1,900.0	\$ 4,500.0	\$ 3,313.6	\$ -0-	\$ 11,612.5
Southeast District						
Houghton Road: Union Pacific Railroad to I-10	\$ 220.0	\$ 330.0	\$ -0-	\$ -0-	\$ -0-	\$ 550.0
Valencia: Kolb to Houghton	-0-	-0-	5,000.0	2,000.0	2,000.0	9,000.0
Southeast District Subtotal	\$ 220.0	\$ 330.0	\$ 5,000.0	\$ 2,000.0	\$ 2,000.0	\$ 9,550.0
Transportation Total	\$ 7,690.9	\$ 6,230.0	\$ 11,200.0	\$ 6,513.6	\$ 2,000.0	\$ 33,634.5
Total	\$ 9,792.8	\$ 7,687.5	\$ 12,282.3	\$ 6,535.0	\$ 2,000.0	\$ 38,297.6

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

CITY COURT

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Year Total
Court Building Remodel	\$ 2,600.0	\$ 400.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,000.0
Total	\$ 2,600.0	\$ 400.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,000.0
Source of Funds Summary						
Capital Improvement Fund	\$ 2,600.0	\$ 400.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,000.0
Total	\$ 2,600.0	\$ 400.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,000.0

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

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Year Total
Los Reales Landfill Administration Building	\$ 53.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 53.0
Los Reales Landfill East Property Acquisition	1,136.0	-0-	-0-	-0-	-0-	1,136.0
Los Reales Landfill Self Hauler Facility	2,150.0	2,500.0	-0-	-0-	-0-	4,650.0
Silverbell Landfill Water Quality Revolving Fund Pump	5,600.0	-0-	-0-	-0-	-0-	5,600.0
Tenth Avenue Maintenance Facility	3,000.0	1,700.0	-0-	-0-	-0-	4,700.0
Total	\$ 11,939.0	\$ 4,200.0	\$ -0-	\$ -0-	\$ -0-	\$ 16,139.0
Source of Funds Summary						
Environmental Services Fund	\$ 11,939.0	\$ 4,200.0	\$ -0-	\$ -0-	\$ -0-	\$ 16,139.0
Total	\$ 11,939.0	\$ 4,200.0	\$ -0-	\$ -0-	\$ -0-	\$ 16,139.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

GENERAL SERVICES

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Year Total
CNG Fueling Plant Upgrade	\$ 12,302.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 12,302.5
Total	\$ 12,302.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 12,302.5
Source of Funds Summary						
Capital Improvement Fund	\$ 2,566.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 2,566.5
Environmental Services Fund	6,236.0	-0-	-0-	-0-	-0-	6,236.0
Mass Transit Fund: Federal Grants	3,500.0	-0-	-0-	-0-	-0-	3,500.0
Total	\$ 12,302.5	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 12,302.5

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

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Year Total
Community Development Block Grant Master CIP	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Neighborhood Stabilization: Program III	160.2	-0-	-0-	-0-	-0-	160.2
Total	\$ 1,160.2	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,160.2
Source of Funds Summary						
Community Development Block Grant Fund	\$ 1,160.2	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,160.2
Total	\$ 1,160.2	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,160.2

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

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Year Total
A Mountain Improvement	\$ -0-	\$ 78.2	\$ -0-	\$ -0-	\$ -0-	\$ 78.2
Arcadia Park, Phase I	145.5	141.0	-0-	-0-	-0-	286.5
Arroyo Chico Urban Path: Country Club to Treat	257.5	-0-	-0-	-0-	-0-	257.5
Christopher Columbus Park Expansion	-0-	25.2	-0-	-0-	-0-	25.2
Jesse Owens Park	-0-	25.0	-0-	-0-	-0-	25.0
John F. Kennedy Park	35.0	-0-	-0-	-0-	-0-	35.0
Palo Verde Park	-0-	25.0	-0-	-0-	-0-	25.0
Parks Strategic Plan	233.0	-0-	-0-	-0-	-0-	233.0
Purple Heart Park Expansion	333.5	-0-	-0-	-0-	-0-	333.5
Reid Park Expansion, Phase 1	951.6	158.8	-0-	-0-	-0-	1,110.4
Reid Park Zoo Health Center	2,359.1	1,172.1	-0-	-0-	-0-	3,531.2
San Juan Park	-0-	25.0	-0-	-0-	-0-	25.0
Shade Structure Projects	50.0	50.0	50.0	50.0	50.0	250.0
South Central Community Park, Phase I	95.8	270.5	267.9	-0-	-0-	634.2
Valencia and Alvernon Community Park, Phase I	-0-	253.3	350.0	-0-	-0-	603.3
Valencia Corridor Land Acquisition, Phase I	50.0	455.5	464.4	21.4	-0-	991.3
Total	\$ 4,511.0	\$ 2,679.6	\$ 1,132.3	\$ 71.4	\$ 50.0	\$ 8,444.3
Source of Funds Summary						
Capital Improvement Fund	\$ 2,344.1	\$ 1,172	\$ -0-	\$ -0-	\$ -0-	\$ 3,516.2
Civic Contributions Fund	65.0	50.0	50.0	50.0	50.0	265.0
Impact Fee Fund: Central Benefit District	1,209.1	158.8	-0-	-0-	-0-	1,367.9
Impact Fee Fund: East Benefit District	378.5	308.9	267.9	-0-	-0-	955.3
Impact Fee Fund: Southeast Benefit District	429.3	152.6	-0-	-0-	-0-	581.9
Impact Fee Fund: Southlands Benefit District	50.0	708.8	814.4	21.4	-0-	1,594.6
Impact Fee Fund: West Benefit District	35.0	128.4	-0-	-0-	-0-	163.4
Total	\$ 4,511.0	\$ 2,679.6	\$ 1,132.3	\$ 71.4	\$ 50.0	\$ 8,444.3

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
22nd Street: Avenida Siro HAWK	\$ 10.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 10.0
22nd Street: I-10 to Tucson Boulevard	5,053.9	15,755.0	31,586.4	35,672.5	-0-	88,067.8
4th/Congress/Toole Bike Pedestrian Improvement	43.0	338.0	-0-	-0-	-0-	381.0
ADA Transit Enhancements	662.3	170.8	170.8	170.8	170.8	1,345.5
ADA Transition Plan	1,952.0	1,348.0	-0-	-0-	-0-	3,300.0
Administration Building Upgrades	400.0	-0-	532.0	480.0	880.0	2,292.0
Arroyo Chico Greenway	546.3	-0-	-0-	-0-	-0-	546.3
Arroyo Chico Greenway Extension	106.0	-0-	-0-	-0-	-0-	106.0
Barraza-Aviation Downtown Links, Phase I	10,010.0	13,653.0	12,553.1	15,100.0	7,100.0	58,416.1
Broadway Boulevard: Camino Seco to Houghton	322.0	7,571.0	1,500.0	-0-	-0-	9,393.0
Broadway Boulevard: Euclid to Country Club	4,751.3	28,318.3	29,818.2	-0-	-0-	62,887.8
Campbell and 9th HAWK	15.0	-0-	-0-	-0-	-0-	15.0
Campbell Avenue Revitalization	724.7	-0-	-0-	-0-	-0-	724.7
CNG Fueling System	500.0	4,000.0	4,000.0	-0-	-0-	8,500.0
Columbus Corridor Pedestrian Path	201.7	-0-	-0-	-0-	-0-	201.7
Communication System Improvements	566.0	-0-	-0-	-0-	-0-	566.0
Copper Street Bike Boulevard	300.0	114.3	-0-	-0-	-0-	414.3
Craycroft and Ft. Lowell Park HAWK	15.0	-0-	-0-	-0-	-0-	15.0
El Paso and Southwestern Greenway	908.0	300.0	-0-	-0-	-0-	1,208.0
Expansion Vans for Sun Van	190.0	-0-	-0-	-0-	-0-	190.0
Facility Bus Wash	-0-	-0-	-0-	450.0	-0-	450.0
Fifth Street Bike Boulevard	342.5	-0-	-0-	-0-	-0-	342.5
First Avenue: Grant to River	500.0	-0-	-0-	-0-	-0-	500.0
Five Points Pedestrian Improvements	418.0	-0-	-0-	-0-	-0-	418.0
Five Points Transportation Enhancement	1,533.2	200.0	-0-	-0-	-0-	1,733.2
Gila Panther Tracks Safe Routes to School	300.4	-0-	-0-	-0-	-0-	300.4
Glenn Street Transportation Enhancement	604.2	-0-	-0-	-0-	-0-	604.2
Grant and Sahuara HAWK	15.0	-0-	-0-	-0-	-0-	15.0
Grant: Oracle to Swan	30,868.9	30,905.0	14,005.0	13,005.0	11,569.0	100,352.9

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Houghton Road: Bridge Replacement	\$ 7,261.1	\$ 7,250.5	\$ -0-	\$ 3,000	\$ -0-	\$ 17,511.6
Houghton Road: Broadway to 22nd Street	12,642.0	5.0	-0-	-0-	-0-	12,647.0
Houghton Road: Golf Links Intersection Improvements	500.0	500.0	-0-	-0-	-0-	1,000.0
Houghton Road: Irvington to Valencia	20.0	5.0	-0-	-0-	-0-	25.0
Houghton Road: Union Pacific Railroad to I-10	7,507.3	1,760.0	-0-	-0-	-0-	9,267.3
Houghton: Valencia to Mary Ann Cleveland Way	700.0	300.0	-0-	10,000.0	-0-	11,000.0
Intermodal Center Projects	1,800.0	-0-	-0-	-0-	-0-	1,800.0
Kolb Road Connection to Sabino Canyon	17,154.5	-0-	-0-	-0-	-0-	17,154.5
Kolb Road: Irvington to Valencia	633.0	133.0	105.1	2,114.0	-0-	2,985.1
Laos Transit Center	130.0	-0-	-0-	-0-	-0-	130.0
LED Street Light Conversion	1,500.0	13,500.0	-0-	-0-	-0-	15,000.0
Liberty Avenue Bicycle Boulevard	1,197.0	-0-	-0-	-0-	-0-	1,197.0
Pantano Repaving: Escalante to Irvington	2,128.8	-0-	-0-	-0-	-0-	2,128.8
Park-and-Ride Lot: Houghton	20.0	-0-	-0-	-0-	-0-	20.0
Park-and-Ride Lot: Rita Ranch	10.0	-0-	-0-	-0-	-0-	10.0
Park-and-Ride Lot Improvements for Sun Tran	-0-	160.0	380.0	-0-	-0-	540.0
Park Avenue Transportation Enhancement	532.4	-0-	-0-	-0-	-0-	532.4
Pima Street Pedestrian Pathway Enhancements	636.0	-0-	-0-	-0-	-0-	636.0
Regional Transportation Data Network	2,181.2	-0-	-0-	-0-	-0-	2,181.2
Replacement Buses for Sun Tran	6,030.0	-0-	11,696.0	10,907.0	8,280.0	36,913.0
Replacement Vans for Sun Van	5,784.0	1,824.0	2,178.0	2,244.0	3,675.0	15,705.0
Rio Vista Safe Routes to School	289.0	-0-	-0-	-0-	-0-	289.0
Robison Safe Routes to School	370.0	-0-	-0-	-0-	-0-	370.0
Safe Routes to School Program	265.0	-0-	-0-	-0-	-0-	265.0
Security for Transit	170.8	170.8	170.8	170.8	170.8	854.0
Silverbell: Ina to Grant Road	13,388.5	3,405.0	8,249.0	17,200.0	-0-	42,242.5

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Speedway Boulevard at Union Pacific Underpass	\$ 147.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 147.9
Stone Ave: Drachman and Speedway Improvements	2,861.1	-0-	-0-	-0-	-0-	2,861.1
Street Improvements: Proposition 409	24,080.0	21,080.0	20,980.0	-0-	-0-	66,140.0
Sunset: Silverbell to I-10 to River	1,700.0	1,700.0	-0-	-0-	-0-	3,400.0
Sun Tran Maintenance Equipment	-0-	200.0	-0-	-0-	-0-	200.0
Transit Centers Improvements	475.0	360.0	-0-	-0-	-0-	835.0
Transit Facility Improvements	4,000.0	-0-	-0-	-0-	-0-	4,000.0
Treat Avenue Bike Boulevard	122.6	-0-	-0-	-0-	-0-	122.6
Tucson Boulevard Multi-use Path	342.6	12.0	-0-	-0-	-0-	354.6
Valencia/Hemisphere Loop HAWK	30.0	145.0	-0-	-0-	-0-	175.0
Valencia: Kolb to Houghton	2,404.0	5.0	6,395.0	13,044.0	13,044.0	34,892.0
Total	\$ 180,873.2	\$ 155,188.7	\$ 144,319.4	\$ 123,558.1	\$ 44,889.6	\$ 648,829.0
Source of Funds Summary						
2014 General Obligation Street Bonds	\$ 22,780.0	\$ 19,780.0	\$ 19,780.0	\$ -0-	\$ -0-	\$ 62,340.0
Capital Agreement Fund: PAG	5,024.7	1,500.0	7,044.0	9,214.0	-0-	22,782.7
Capital Agreement Fund: Pima County Bonds	2,878.2	24,180.0	12,000.0	-0-	-0-	39,058.2
Federal Highway Administration Grants	33,876.3	4,432.0	100.0	10,000.0	-0-	48,408.3
Highway User Revenue Fund	3,298.6	15,079.5	1,225.1	5.0	7,100.0	26,708.2
Mass Transit Fund: Federal Grants	16,295.0	4,995.2	15,153.2	11,644.2	10,291.2	58,378.8
Mass Transit Fund: General Fund	3,717.1	1,890.4	3,974.4	2,778.4	2,885.4	15,245.7
Regional Transportation Authority Fund	85,312.4	77,101.6	73,842.7	83,402.9	22,613.0	342,272.6
Impact Fee Fund: Central District	1,898.9	1,900.0	4,500.0	3,313.6	-0-	11,612.5
Impact Fee Fund: East District	3,072.0	1,500.0	1,500.0	-0-	-0-	6,072.0
Impact Fee Fund: Southeast District	220.0	330.0	5,000.0	2,000.0	2,000.0	9,550.0
Impact Fee Fund: West District	2,500.0	2,500.0	200.0	1,200.0	-0-	6,400.0
Total	\$ 180,873.2	\$ 155,188.7	\$ 144,319.4	\$ 123,558.1	\$ 44,889.6	\$ 648,829.0

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

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
48" Aviation/3rd Ave Cathodic Protection System	\$ 203.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 203.0
Academy Reservoir	743.0	-0-	-0-	-0-	-0-	743.0
Advanced Metering Infrastructure	1,241.0	733.0	726.0	756.0	780.0	4,236.0
Arc Flash Service Upgrades	457.0	282.0	558.0	582.0	600.0	2,479.0
Augmentation Surge Protection Facility	-0-	-0-	112.0	814.0	-0-	926.0
AV-020B/SA-013A Recovery Well Drilling	350.0	-0-	-0-	-0-	-0-	350.0
Avra Valley Transmission Main Augmentation, Phase I	-0-	965.0	12,600.0	13,084.0	-0-	26,649.0
Avra Valley Transmission Main Augmentation, Phase II	-0-	-0-	-0-	1,512.0	9,842.0	11,354.0
Avra Valley Transmission Main Augmentation, Phase III	-0-	-0-	-0-	-0-	1,116.0	1,116.0
Bailey Sleeve Valve Replacement	977.0	-0-	-0-	-0-	-0-	977.0
Bilby/Country Club Reservoir	-0-	-0-	-0-	290.0	300.0	590.0
Calle Santa Cruz Transmission Main Replacement	56.0	2,425.0	-0-	-0-	-0-	2,481.0
Camino de Oeste Pressure Reducing Valve at Thornydale	150.0	-0-	-0-	-0-	-0-	150.0
Cathodic Protection for Critical Pipelines	677.0	677.0	670.0	698.0	720.0	3,442.0
Cavalier Estates Phase I	-0-	56.0	400.0	-0-	-0-	456.0
CAVSARP Well Pump Improvements	677.0	677.0	670.0	698.0	720.0	3,442.0
Chlorine System Improvements	56.0	56.0	56.0	58.0	60.0	286.0
Clearwell Reservoir Rehabilitation	11.0	113.0	6,698.0	5,817.0	120.0	12,759.0
Cocio Road Main Replacement Phase I	100.0	-0-	-0-	-0-	-0-	100.0
Cocio Road Main Replacement Phase II	539.0	-0-	-0-	-0-	-0-	539.0
Control Panel Replacements: Potable	113.0	113.0	112.0	116.0	120.0	574.0
Control Panels: Reclaimed System	282.0	282.0	279.0	291.0	300.0	1,434.0
Country Club C-Zone Augmentation Transmission Main	343.0	9,022.0	8,261.0	-0-	-0-	17,626.0
Craycroft Addition Subdivision, Phase I	1,280.0	-0-	-0-	-0-	-0-	1,280.0
Developer-Financed Reclaimed Systems	68.0	68.0	67.0	70.0	72.0	345.0
Disinfection Equipment Upgrades	135.0	135.0	134.0	140.0	144.0	688.0
Drexel Phase I Pressure Reducing Valve	-0-	-0-	-0-	175.0	-0-	175.0

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

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Year Total
Effluent Pump Station Expansion	\$ 1,749.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,749.0
Emergency Main Replacement	226.0	226.0	223.0	233.0	240.0	1,148.0
Equip Reclaimed Well EW-009	508.0	-0-	-0-	-0-	-0-	508.0
Equip Well A-061	-0-	56.0	391.0	-0-	-0-	447.0
Equip Well W-006	409.0	-0-	-0-	-0-	-0-	409.0
Escalante Reservoir	11.0	11.0	11.0	175.0	780.0	988.0
Extensions for New Services	113.0	113.0	112.0	116.0	120.0	574.0
Facility Safety and Security Infrastructure	1,128.0	1,128.0	1,116.0	1,163.0	1,200.0	5,735.0
Fifth Street Distribution Main	141.0	-0-	-0-	-0-	-0-	141.0
Filtration Modifications at Reclaimed Plant	6,613.0	-0-	-0-	-0-	-0-	6,613.0
Fire Services	2,144.0	2,143.0	2,233.0	2,327.0	2,400.0	11,247.0
Gas Engines	846.0	846.0	837.0	873.0	900.0	4,302.0
Golf Links Main Replacement Phase II	418.0	-0-	-0-	-0-	-0-	418.0
Golf Links Phase V	56.0	564.0	-0-	-0-	-0-	620.0
Hayden-Udall Prime Reservoir and Booster Upgrade	-0-	564.0	9,489.0	5,654.0	-0-	15,707.0
Houghton Road Reclaimed Reservoir	56.0	2,819.0	28.0	-0-	-0-	2,903.0
La Entrada Electrical Service Modernization	339.0	262.0	-0-	-0-	-0-	601.0
Line Replacement - 3/4"	677.0	677.0	670.0	698.0	720.0	3,442.0
Manzanita Tank Lining	-0-	11.0	11.0	35.0	780.0	837.0
Maryvale Manor Subdivision, Phase I	550.0	-0-	-0-	-0-	-0-	550.0
Maryvale Manor Subdivision, Phase II	1,180.0	-0-	-0-	-0-	-0-	1,180.0
Meter Upgrade and Replacement Program	5,105.0	6,793.0	6,725.0	6,864.0	4,681.0	30,168.0
Miscellaneous Land and Right-of-Way Acquisitions	11.0	11.0	11.0	12.0	12.0	57.0
Monitor Wells	113.0	-0-	-0-	-0-	-0-	113.0
New Metered Services	56.0	56.0	56.0	58.0	60.0	286.0
Northgate Subdivision, Phase I	750.0	-0-	-0-	-0-	-0-	750.0
Northgate Subdivision, Phase II	350.0	-0-	-0-	-0-	-0-	350.0
On-Call Valve Replacement Program	903.0	902.0	893.0	931.0	960.0	4,589.0
Park Avenue B-Zone Augmentation Main	-0-	-0-	-0-	873.0	5,521.0	6,394.0
Payments to Developers for Oversized Systems	113.0	113.0	112.0	116.0	120.0	574.0

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

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Year Total
Pipeline Protection: Acoustic Monitoring	\$ 226.0	\$ 226.0	\$ 223.0	\$ 233.0	\$ 240.0	\$ 1,148.0
Plant 2 Relocation	1,580.0	169.0	-0-	-0-	-0-	1,749.0
Potable MOV at Thornydale Reclaimed Reservoir	50.0	-0-	-0-	-0-	-0-	50.0
Pressure Tank Replacement	508.0	507.0	502.0	524.0	540.0	2,581.0
Production Well Sites	85.0	85.0	84.0	87.0	90.0	431.0
Pumping Facility Modifications	350.0	350.0	346.0	361.0	372.0	1,779.0
Rauscher Reservoir Rehabilitation	5,642.0	11.0	-0-	-0-	-0-	5,653.0
Reclaimed Emergency Main Enhancements	113.0	113.0	112.0	116.0	120.0	574.0
Reclaimed Pressure Reducing Valves	56.0	56.0	56.0	58.0	60.0	286.0
Reclaimed Pumping Facility Modifications	56.0	56.0	56.0	58.0	60.0	286.0
Reclaimed Reservoir and Tank Rehabilitation	28.0	28.0	28.0	29.0	30.0	143.0
Recycled Water Master Plan	1,016.0	-0-	-0-	-0-	-0-	1,016.0
Rehabilitation of Critical Transmission Mains	361.0	361.0	335.0	349.0	360.0	1,766.0
Reservoir and Tank Rehabilitation	56.0	56.0	56.0	58.0	6,001.0	6,227.0
Responsive Meter Replacement	564.0	564.0	558.0	582.0	600.0	2,868.0
Review Developer-Financed Potable Projects	1,072.0	1,071.0	1,061.0	1,105.0	1,140.0	5,449.0
River Road 12-Inch Main	-0-	-0-	33.0	698.0	-0-	731.0
Road Improvement Main Replacements	4,513.0	4,511.0	4,466.0	5,235.0	4,201.0	22,926.0
SA-016A Recovery Well Drilling	-0-	677.0	-0-	-0-	-0-	677.0
SA-019A/SA-021A Recovery Well Drilling	-0-	1,289.0	-0-	-0-	-0-	1,289.0
SA-023A Recovery Well Drilling	-0-	677.0	-0-	-0-	-0-	677.0
Sahuarita Supply Line Slip Liner	7,264.0	-0-	-0-	-0-	-0-	7,264.0
San Paulo Village Main Replacement Phase I	56.0	169.0	-0-	-0-	-0-	225.0
San Paulo Village Main Replacement Phase II	-0-	307.0	924.0	-0-	-0-	1,231.0
San Paulo Village Main Replacement Phase III	-0-	-0-	56.0	477.0	-0-	533.0
Santa Cruz SC-008 Well Collector Line	225.0	-0-	-0-	-0-	-0-	225.0
Santa Cruz Wellfield Chemical Feed/Monitoring Facility	2,975.0	-0-	-0-	-0-	-0-	2,975.0

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

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Santa Cruz Wellfield Facility Pipeline	\$ 610.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 610.0
Santa Cruz Wells Re-Equipping	1,097.0	-0-	-0-	-0-	-0-	1,097.0
Santa Rita Ranch/Houghton Road 12" Main	550.0	-0-	-0-	-0-	-0-	550.0
SAVSARP Collector Lines, Phase II	1,112.0	-0-	-0-	-0-	-0-	1,112.0
SAVSARP Raw Water Rcvrd Cathodic Protection	489.0	-0-	-0-	-0-	-0-	489.0
SCADA Potable Upgrades	4,563.0	4,016.0	3,371.0	1,186.0	1,764.0	14,900.0
SCADA Reclaimed	793.0	273.0	480.0	-0-	-0-	1,546.0
Source Meter Replacement	275.0	246.0	246.0	256.0	264.0	1,287.0
Southeast Houghton Area Recharge Project (SHARP)	226.0	2,650.0	4,466.0	-0-	-0-	7,342.0
Southwest Turnout Pressure Reducing Valve	-0-	-0-	-0-	407.0	-0-	407.0
System Enhancements: Reclaimed	282.0	282.0	279.0	291.0	300.0	1,434.0
Tanque Verde to Wentworth 8-Inch Main	-0-	27.0	250.0	-0-	-0-	277.0
TARP R-009A Well	1,100.0	-0-	-0-	-0-	-0-	1,100.0
Third Avenue Pressure Reducing Valve	-0-	-0-	-0-	-0-	120.0	120.0
Tierra Del Sol Main Replacement Phase I	-0-	-0-	56.0	489.0	-0-	545.0
Tierra Del Sol Main Replacement Phase II	-0-	-0-	-0-	58.0	504.0	562.0
Tierra Del Sol Main Replacement Phase III	-0-	-0-	-0-	58.0	744.0	802.0
Tierra Del Sol Main Replacement Phase IV	-0-	-0-	-0-	58.0	594.0	652.0
Trails End Reservoir Rehabilitation	-0-	11.0	11.0	175.0	960.0	1,157.0
Upgrade Corrosion Test Stations	56.0	56.0	56.0	58.0	60.0	286.0
Valley View Reservoir Rehabilitation	23.0	2,707.0	-0-	-0-	-0-	2,730.0
Valve Access Vault	113.0	113.0	112.0	116.0	120.0	574.0
Water Services	1,704.0	1,703.0	1,686.0	1,757.0	1,812.0	8,662.0
Wellfield Upgrades	1,128.0	1,128.0	1,116.0	1,163.0	1,200.0	5,735.0
Well W-006 Transmission Main	318.0	-0-	-0-	-0-	-0-	318.0
Wilmot Main Replacement	947.0	-0-	-0-	-0-	-0-	947.0
Total	\$ 75,205.0	\$ 57,394.0	\$ 75,286.0	\$ 61,271.0	\$ 55,644.0	\$ 324,800.0

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

	Adopted	Projected Requirements				Five
	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	Year Total
Source of Funds Summary						
2014 Water Revenue System Obligation Fund	\$ 18,070.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 18,070.0
2015 Water Revenue System Obligation Fund	29,308.0	-0-	-0-	-0-	-0-	29,308.0
Future Water Revenue Bonds	-0-	32,632.0	40,673.0	33,831.0	15,611.0	122,747.0
Tucson Water Revenue and Operations Fund	27,827.0	24,762.0	34,613.0	27,440.0	40,033.0	154,675.0
Total	\$ 75,205.0	\$ 57,394.0	\$ 75,286.0	\$ 61,271.0	\$ 55,644.0	\$ 324,800.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

NON-DEPARTMENTAL

(\$000)

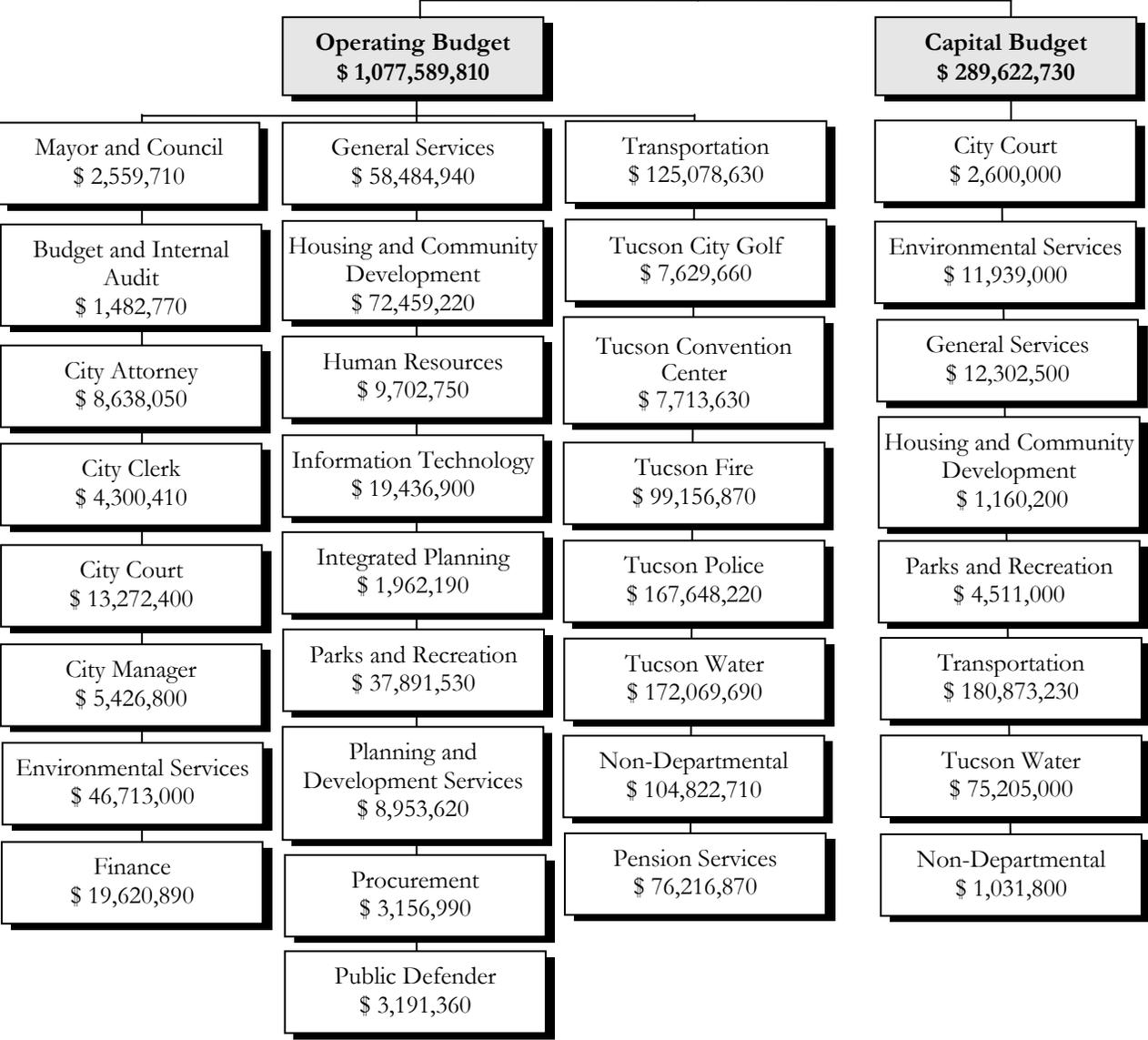
	Adopted Year 1 FY 2016	Year 2 FY 2017	Projected Requirements			Five Year Total
			Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	
Project Name						
Kronos Citywide System	\$ 531.8	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 531.8
Technology Upgrades	500.0	1,000.0	-0-	-0-	-0-	1,500.0
Total	\$ 1,031.8	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ 2,031.8
Source of Funds Summary						
General Fund	\$ 1,031.8	\$ 1,000	\$ -0-	\$ -0-	\$ -0-	\$ 2,031.8
Total	\$ 1,031.8	\$ 1,000	\$ -0-	\$ -0-	\$ -0-	\$ 2,031.8

Section F Summary



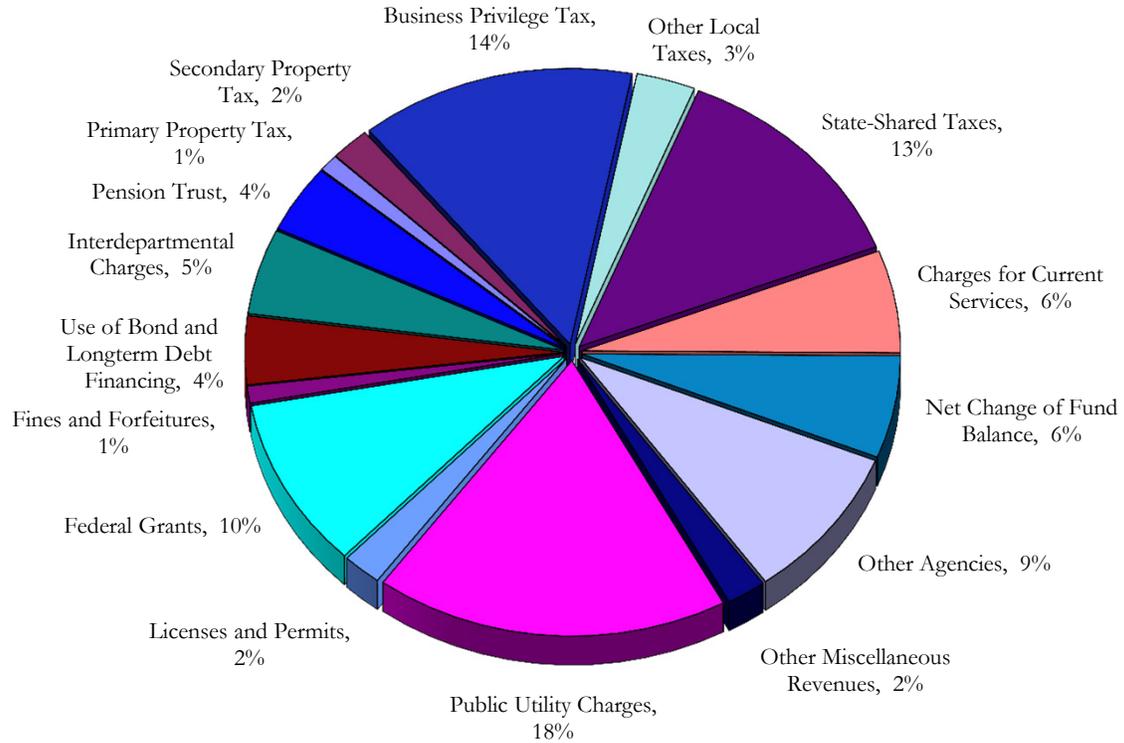
CITY OF TUCSON
 Components of the Total Financial Plan
 Fiscal Year 2016

Total Budget
\$ 1,367,212,540



REVENUES

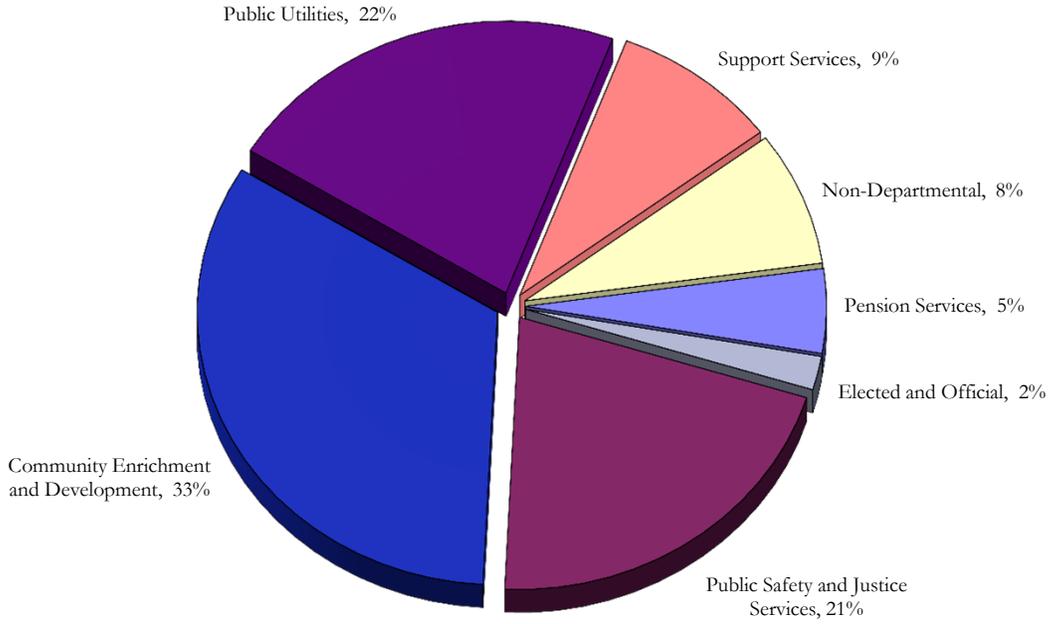
FISCAL YEAR 2016 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Primary Property Tax	\$ 16,885,720	1%
Secondary Property Tax	33,217,410	2%
Business Privilege Tax	197,118,630	14%
Other Local Taxes	41,191,210	3%
State-Shared Taxes	178,252,230	13%
Charges for Current Services	83,606,780	6%
Net Change of Fund Balance	82,655,540	6%
Other Agencies	116,654,650	9%
Other Miscellaneous Revenues	26,814,940	2%
Public Utility Charges	239,446,130	18%
Licenses and Permits	21,318,550	2%
Federal Grants	141,011,880	10%
Fines and Forfeitures	15,114,180	1%
Use of Bond and Longterm Debt Financing	56,941,600	4%
Interdepartmental Charges	61,992,970	5%
Pension Trust	54,990,120	4%
Total Funds Available	\$ 1,367,212,540	100%

EXPENDITURES

FISCAL YEAR 2016 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Elected and Official	\$ 20,924,970	2%
Public Safety and Justice Services	285,868,850	21%
Community Enrichment and Development	448,232,910	33%
Public Utilities	305,926,690	22%
Support Services	124,187,740	9%
Non-Departmental	105,854,510	8%
Pension Services	76,216,870	5%
Total Funds Available	\$ 1,367,212,540	100%

SUMMARY of PROJECTED FUND BALANCE
as of June 30, 2016

FINANCIAL RESOURCES	Estimated Beginning Funds Available¹	Projected Revenue	Projected Expenditures	Net Transfers In/(Out)	Available Funds
General Fund	46,159,130	485,176,880	441,565,090	(52,571,400)	37,199,520
Special Revenue Funds					
Mass Transit Fund	325,782	55,749,490	101,232,560	45,483,070	325,782
Mass Transit Fund - Sun Link	2,502,984	3,396,280	5,708,050	2,311,770	2,502,984
Tucson Convention Center Fund	29,000	4,252,890	8,999,450	4,776,560	59,000
Highway User Revenue Fund	10,302,840	38,171,150	35,082,210	(9,821,590)	3,570,190
Park Tucson Fund	1,079,250	5,023,020	5,017,210		1,085,060
Civic Contribution Fund	569,306	279,600	770,490		78,416
Community Development Block Grant Fund	3,978,736	8,363,740	8,363,740		3,978,736
Miscellaneous Housing Grant Fund	-0-	4,467,060	4,467,060		-0-
Public Housing Section 8 Fund	3,209,145	38,134,730	38,220,740		3,123,135
HOME Investment Partnerships Program Fund	-0-	4,909,940	4,909,940		-0-
Other Federal Grants Fund	-0-	50,521,340	50,521,340		-0-
Non-Federal Grants Fund	-0-	2,436,450	2,436,450		-0-
Total Special Revenue Funds	21,997,043	215,705,690	265,729,240	42,749,810	14,723,303
Enterprise Funds					
Tucson Water Utility	108,178,880	232,767,530	247,274,690		93,671,720
Environmental Services Fund	33,026,680	48,330,180	64,888,000		16,468,860
Tucson Golf Course Fund	9,550	7,698,860	7,629,660		78,750
Public Housing Fund	7,786,820	12,753,350	12,860,730		7,679,440
Non-PHA Asset Management Fund	2,645,310	1,288,150	1,288,150		2,645,310
Total Enterprise Funds	151,647,240	302,838,070	333,941,230	-0-	120,544,080
Debt Service Fund					
General Obligation Bond and Interest Fund	653,660	33,217,410	32,468,110		1,402,960
Street and Highway Bond and Interest Fund	-0-	7,662,510	17,484,100	9,821,590	-0-
Special Assessment Bond and Interest Fund	1,272,360	283,740	495,830		1,060,270
Total Debt Service Funds	1,926,020	41,163,660	50,448,040	9,821,590	2,463,230
Capital Projects Funds					
2013 General Obligation Fund	30,324,010	20,490,000	22,780,000		28,034,010
Capital Improvement Fund	18,053,710	12,813,500	15,413,500		15,453,710
Development Fee Fund	35,186,530	480,000	9,792,800		25,873,730
Regional Transportation Authority Fund	33,400	85,692,430	85,692,430		33,400
Total Capital Projects Funds	83,597,650	119,475,930	133,678,730	-0-	69,394,850
Internal Service Funds					
Fleet Services Internal Service Fund	1,263,360	26,635,120	26,635,120		1,263,360
General Services Internal Service	1,398,600	21,171,030	21,171,030		1,398,600
Self Insurance Internal Service Fund	2,755,810	17,420,500	17,827,190		2,349,120
Total Internal Service Funds	5,417,770	65,226,650	65,633,340	-0-	5,011,080
Fiduciary Funds					
Tucson Supplemental Retirement System	735,736,500	54,990,120	76,216,870		714,509,750
Total Fiduciary Funds	735,736,500	54,990,120	76,216,870	-0-	714,509,750
Total All Budgeted Funds	1,046,481,353	1,284,577,000	1,367,212,540	-0-	963,845,813

¹ Estimated Beginning Funds Available does not include Nonspendable fund balance.

**FULL-TIME EQUIVALENT POSITIONS
PERMANENT and NON-PERMANENT
FISCAL YEAR 2016**

Department	Permanent	Non-Permanent	Total
Elected and Official			
Mayor and Council	43.00	-0-	43.00
City Manager	33.00	-0-	33.00
City Attorney	93.00	-0-	93.00
City Clerk	33.00	10.50	43.50
Program Total	202.00	10.50	212.50
Public Safety and Justice Services			
City Court	136.80	-0-	136.80
Public Defender	32.00	-0-	32.00
Tucson Fire	766.50	-0-	766.50
Tucson Police	1,319.50	-0-	1,319.50
Program Total	2,254.80	-0-	2,254.80
Community Enrichment and Development			
Housing and Community Development	146.25	-0-	146.25
Integrated Planning	16.00	-0-	16.00
Parks and Recreation	304.00	174.75	478.75
Planning and Development Services	99.00	-0-	99.00
Transportation	287.00	-0-	287.00
Program Total	852.25	174.75	1,027.00
Public Utilities			
Environmental Services	214.00	-0-	214.00
Tucson Water	545.50	2.00	547.50
Program Total	759.50	2.00	761.50
Support Services			
Budget and Internal Audit	15.00	-0-	15.00
Finance	112.00	-0-	112.00
General Services	222.00	-0-	222.00
Human Resources	29.00	-0-	29.00
Information Technology	105.50	-0-	105.50
Procurement	39.00	-0-	39.00
Program Total	522.50	-0-	522.50
Pension Services			
	4.00	-0-	4.00
Total	4,595.05	187.25	4,782.30

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 2013	Adopted FY 2014	Adopted FY 2015	Adopted FY 2016
Elected and Official				
Mayor and Council	43.00	43.00	43.00	43.00
City Manager	32.00	43.00	35.00	33.00
City Attorney	97.00	95.00	91.00	93.00
City Clerk	37.50	42.00	37.50	43.50
Sub-Total	209.50	223.00	206.50	212.50
Public Safety and Justice Services				
City Court	130.00	130.80	136.80	136.80
Equal Opportunity Programs and Independent Police Review	8.00	9.00	-0-	-0-
Public Defender	35.00	34.00	32.00	32.00
Tucson Fire	753.00	753.00	753.50	766.50
Tucson Police	1,316.00	1,312.50	1,315.50	1,319.50
Sub-Total	2,242.00	2,239.30	2,237.80	2,254.80
Community Enrichment and Development				
Housing and Community Development	189.25	186.25	146.25	146.25
Integrated Planning	N/A	N/A	15.00	16.00
Parks and Recreation	500.00	497.50	462.75	478.75
Planning and Development Services	82.00	80.00	100.00	99.00
Transportation ¹	267.00	282.00	284.00	287.00
Tucson City Golf	68.00	68.00	-0-	-0-
Tucson Convention Center	43.50	44.50	44.50	-0-
Sub-Total	1,149.75	1,158.25	1,052.50	1,027.00
Public Utilities				
Environmental Services	237.00	222.00	216.00	214.00
Tucson Water	549.00	547.00	547.50	547.50
Sub-Total	786.00	769.00	763.50	761.50

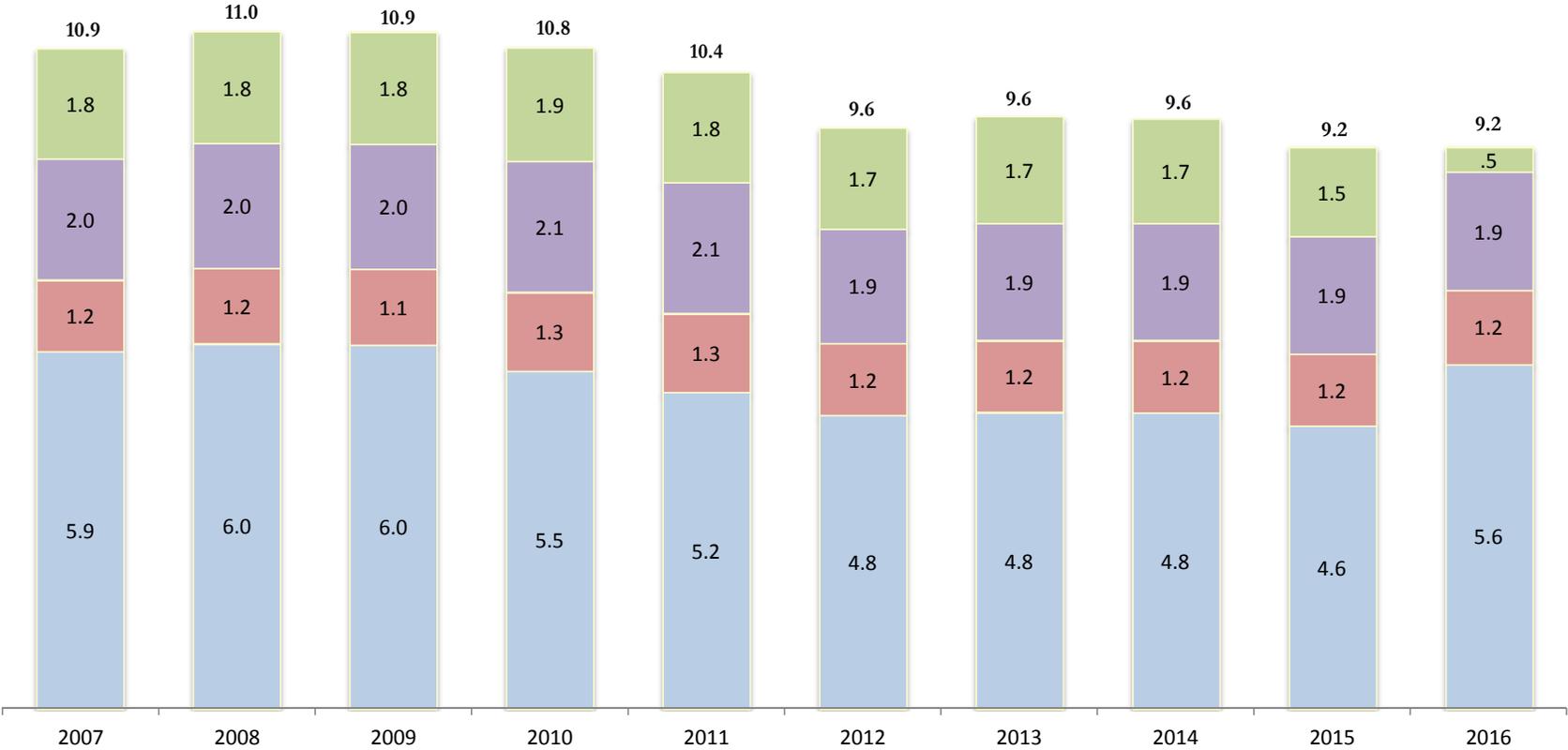
¹ Park Tucson staff was transferred to Transportation from General Services during Fiscal Year 2013.

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 2013	Adopted FY 2014	Adopted FY 2015	Adopted FY 2016
Support Services				
Budget and Internal Audit	14.00	14.00	14.00	15.00
Finance	111.00	111.00	107.00	112.00
General Services	245.00	229.00	223.00	222.00
Human Resources	27.00	27.00	30.00	29.00
Information Technology	112.50	106.00	105.00	105.50
Procurement	37.00	37.00	39.00	39.00
Sub-Total	546.50	524.00	518.00	522.50
Pension Services	4.00	4.00	4.00	4.00
Total	4,937.75	4,917.55	4,782.30	4,782.30

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 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.
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.

Term	Definition
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 2016 refers to the period July 1, 2015 through June 30, 2016.
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.

GLOSSARY of TERMS

Term	Definition
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.
LIMITED PROPERTY VALUE	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes. This single valuation will be used for taxation of both primary and secondary property taxes beginning with tax year 2015.
NON-RECURRING REVENUE	Proceeds of general obligation bonds, revenue bonds, and other restricted revenue.

Term	Definition
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 Limited Property 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
AZA	Association of Zoos and Aquariums
BABs	Build America Bonds
BCC	Boards, Committees and Commissions
BID	Business Improvement District
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CAVSARP	Central Avra Valley Storage and Recovery Project
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CNA	Counter Narcotics Alliance
CNG	Compressed Natural Gas
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPs	Certificates of Participation
CREBs	Clean Renewable Energy Bonds
CWAC	Citizens' Water Advisory Committee
DNA	Deoxyribonucleic acid
DUI	Driving Under the Influence
EEC	Economic Estimates Commission
EMP	Environmental Management Program
EMS	Emergency Medical Service
EOPD	Equal Opportunity Program Department
ERP	Enterprise Resource Program
ES	Environmental Services
FARE	Fines/Fees and Restitution Enforcement Program
FMT	Financial Monitoring Team
FTE	Full-Time Equivalent
FY	Fiscal Year
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GO	General Obligation
HCV	Housing Choice Voucher
HPZ	Historic Preservation Zone
HOA	Home Owners Association
HOPE VI	Housing Opportunities for People Everywhere
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
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
LPGA	Ladies Professional Golf Association
LPV	Limited Property Value
NPO	Neighborhood Preservation Ordinance
NPZ	Neighborhood Preservation Zones
OCSD	Office of Conservation and Sustainable Development
OEOP	Office of Equal Opportunity Programs
O&M	Operating and Maintenance
PASER	Pavement Surface Evaluation and Rating System
PAG	Pima Association of Governments
PCI	Pavement Condition Index
PCWIN	Pima County Wireless Integrated Network
PGA	Professional Golf Association
PHA	Public Housing Asset
PILOT	Payment in Lieu of Tax
QEGBs	Qualified Energy Conservation Bonds
RFP	Request for Proposal
RICO	Racketeer Influenced and Corrupt Organizations Act
RTA	Regional Transportation Authority
SAMM	Surplus, Auction and Materials Management
SAVSARP	Southern Avra Valley Storage and Recovery Project
SCADA	Supervisory Control and Data Acquisition
SC	Security Certified
SHARP	Southeast Houghton Area Recharge Project
SHPS	Synder Hill Pump Station
TCC	Tucson Convention Center
TIGER	Transportation Investment Generating Economic Recovery
TOPSC	Thomas O. Price Service Center
TPT	Transaction Privilege Tax
TPAC	Tucson Pima Arts Council
TSRS	Tucson Supplemental Retirement System
UDC	Unified Development Code
VANS	Vacant and Neglected Structures
VOIP	Voice Over Internet Protocol
WIFA	Water Infrastructure Finance Authority
WSI	Water Safety Instruction



tucsonaz.gov/budget

