CITY OF TUCSON, ARIZONA

RECOMMENDED BUDGET
FISCAL YEAR 2015

CITY OF TUCSON, ARIZONA

Recommended Budget
Fiscal Year 2015
Presented April 23, 2014

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Chief Financial Officer

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Assistant City Manager

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Assistant City Manager

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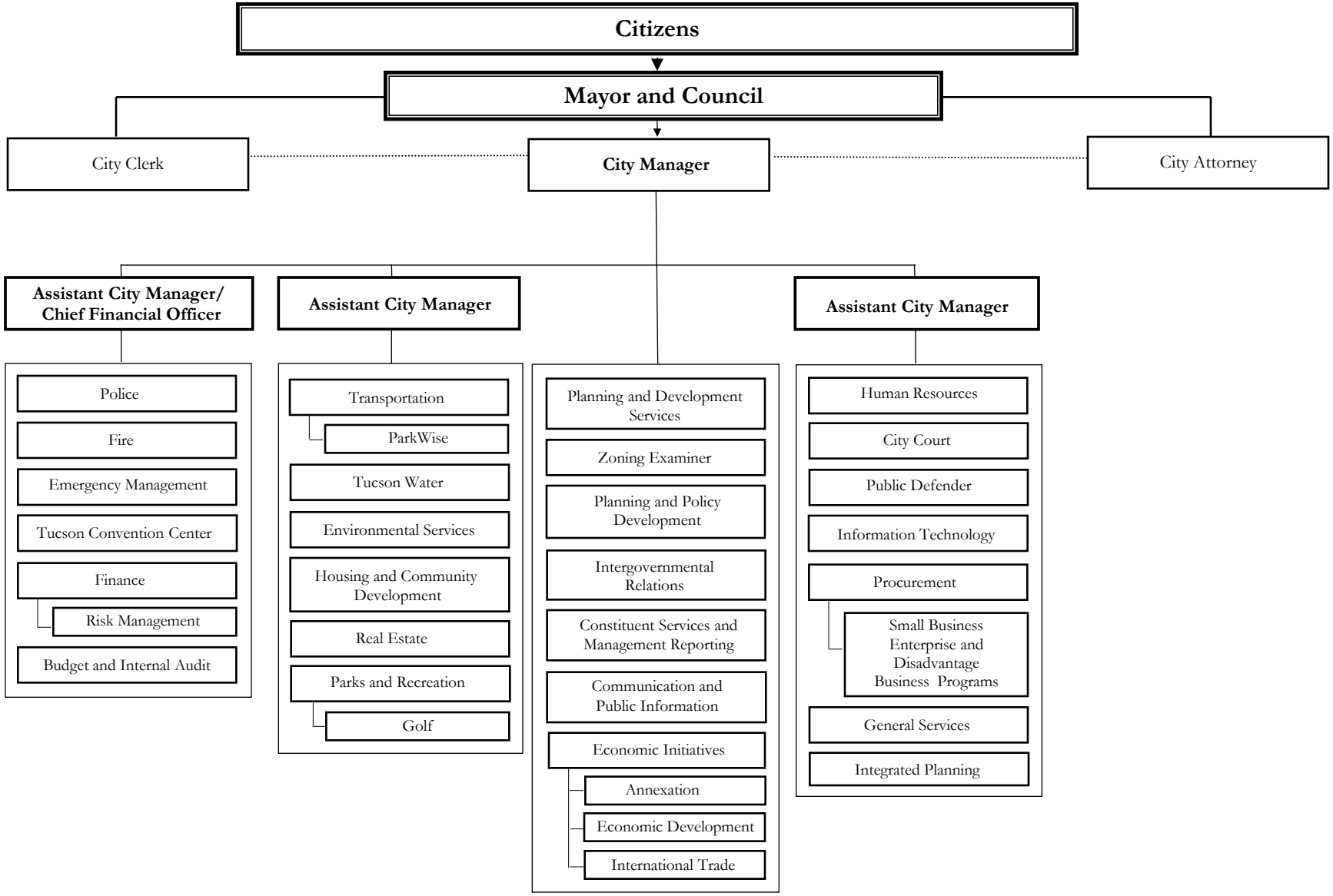
CITY OF TUCSON
ORGANIZATION CHART
FISCAL YEAR 2015



City of Tucson
OFFICIALS and DIRECTORS

OFFICIALS

• City Manager, *Richard Miranda*

• Assistant City Manager/Chief Financial Officer, *Kelly Gottschalk*

• Assistant City Manager, *Albert Elias* • Assistant City Manager, *Martha Durkin*

• City Attorney, *Mike Rankin* • City Clerk, *Roger Randolph*

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, *Fred H. Gray, Jr.*

• Tucson Convention Center, *Sharon Allen*, *Interim*

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, *Ronald Lewis* • Human Resources, *Curry Hale, Interim*

• Information Technology, *Dave Scheuch* • Procurement, *Marcheta Gilliespie*

Special Thanks to the Budget Staff

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• Lee Barr
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• Pamela Monka
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• Tony Wong

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BUDGET CALENDAR
FISCAL YEAR 2015

November 13, 2013	Study Session presentation on the preliminary Fiscal Year 2013 year-end results.
February 4, 2014	Study Session to discuss preliminary General Fund revenue and expenditure estimates for Fiscal Year 2015.
March 4, 2014	Study Session update on Fiscal Year 2015 budget process.
March 18, 2014	Study Session update on Fiscal Year 2015 General Fund budget process and planning efforts for other funds (i.e. HURF, ParkWise, Self-Insurance, and Environmental Services).
March 25, 2014	Special Study Session to update Mayor and Council on the Fiscal Year 2015 budget process.
April 8, 2014	Study Session on Tucson Golf Enterprise Fund and discussion of significant capital improvement projects.
April 23, 2014	Study Session: Submission of the City Manager's Recommended Fiscal Year 2015 Budget, including the Five-Year Capital Improvement Program, and preliminary discussion.
May 6, 2014	Study Session discussion of Recommended Fiscal Year 2015 Budget.
	Public hearing on the Recommended Fiscal Year 2015 Budget.
May 20, 2014	Study Session discussion of Recommended Fiscal Year 2015 Budget.
	Regular Agenda: Adoption of a Tentative Budget for Fiscal Year 2015.
June 3, 2014	Public hearing on the Fiscal Year 2015 budget as tentatively adopted.
	Special Mayor and Council meeting for the purpose of final budget adoption.
June 17, 2014	Regular Agenda: Adoption of Fiscal Year 2015 property tax levies.

HOW TO USE THIS BUDGET

This document guide outlines the City of Tucson's Fiscal Year 2015 Recommended 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 Recommended Budget is organized as follows.

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

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

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

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

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

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

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

Section A
City Manager's Message

OFFICE OF THE CITY MANAGER

April 23, 2014

Honorable Mayor and Council Members:

This Recommended Budget is a financial plan designed to advance an organizational mission of providing optimum government services to those who live, work, recreate and do business in our great city. My goal, and the goal of my staff, is to have a dynamic city organization that provides the highest quality services to our residents in a cost effective manner.

The strategies used to construct this Recommended Budget were focused on maintaining and enhancing frontline services that are plainly observable and directly beneficial to the community and set a foundation for economic prosperity. The other major goal in constructing this Recommended Budget was to eliminate the structural deficit by avoiding further restructuring of the Certificates of Participation debt. This Recommended Budget accomplishes this goal.

The Fiscal Year 2015 Recommended Budget was developed with an analysis of financial conditions of the past, present and future. The framework was established under guiding principles that place resources in the organization at sustainable levels to assure that the fundamental functions of City business are adequately delivered. The guiding principles are as follows:

- Maintain or enhance the provision of services, and do so in ways that are observable and beneficial to the community
- Accept and acknowledge the new normal of staffing and budget allocations
- Reconfigure our workforce so that it provides for enhanced efficiencies within defined fiscal parameters
- Adequately apply and assign resources to mandated fundamental services
- Eliminate services, tasks or contracts that are not basic to the City's mission and can be provided or sustained elsewhere
- Preserve City assets by providing a preventative maintenance and care program
- Provide for a compensation and benefits plan that is sustainable and builds a quality workforce that fits within our fiscal capabilities
- Provide for a vision for our future by investing in planning efforts that will invigorate our City's economy

The budget development framework included many processes to evaluate all departmental programs and potential efficiencies within the General Fund. One of those processes was carried out by the Priority Driven Budgeting committee. Priority Driven Budgeting is a process for aligning available and known resources to the priorities of the organization. The goal of this approach is to build a budget that will allow the City to enhance basic services in ways that are observable to the community while operating within our fiscal means. The committee employed this approach to focus on the programs and services that the City provides, rather than on the individual departments' budgets. The strategy, in concert with other processes of analysis, was to inform the development of a budget that will enable us to strengthen maintenance of the assets we manage and enhance service delivery.

The budget submitted is legally balanced as required and meets the following goals:

- Provides frontline services to the community
- Restructures departments and combines programs
- Eliminates non-priority programs
- Pays the debt obligations
- Preserves employee compensation
- Provides additional funding for increased maintenance on our City assets to ensure they are able to perform for their intended purpose
- Ensures that non-recurring revenues are directed to funding non-recurring expenditures

The achievement of this balanced budget requires implementation of many strategies, to include holding vacancies, eliminating positions, using savings from Fiscal Year 2014, reducing expenditures and establishing goals to reconfigure our workforce.

A reconfiguration of our workforce is necessary so that it provides for enhanced efficiencies within defined fiscal parameters. This reconfiguration did result in the loss of filled and vacant positions within the departments. For Fiscal Year 2015, 78.5 permanent and 73.75 non-permanent positions are being eliminated. The majority of the positions, (23 permanent and 45 non-permanent), were eliminated with the change in the management structure for Tucson City Golf. Other positions have been eliminated as part of consolidations, organizational efficiencies and restructuring of administrative functions.

The Fiscal Year 2015 Recommended Budget, which is comprised of both operating and capital components, totals approximately $1.250 billion. Citywide budget activities are funded from multiple sources that include restricted enterprise funds (Tucson Water, Environmental Services, Tucson City Golf) and other restricted funds (e.g., public housing, regional transportation authority, bonds, federal/state funding.) These restricted funds total $775 million or 62% of the citywide recommended budget; while the General Fund, which totals $475 million, represents only 38% of the total budget.

General Fund: Approach to Balancing the Budget

The aforementioned Priority Driven Budget committee was comprised of City staff representing a variety of departments. The committee spent several weeks identifying and distinguishing the priorities of the many programs administered by the City's General Fund departments. This committee reviewed 274 City programs that are supported by the General Fund. The committee did not review compensation or benefits. The 274 programs were evaluated based upon the program descriptions that were prepared by each department director. The committee's mission was to

review these programs and assess their relative priority, using specific criteria that were uniformly applied to each. The criteria used did not include prior policy direction from the Mayor and Council. The committee produced a report based on their assessment and this information helped in my evaluation of potential budget reductions and funding decisions.

For preliminary General Fund budget estimates, a thorough analysis was conducted to forecast various projected revenue sources as well as review recent year actual vs. projected expenditures. Preliminary expenditure projections were determined from personnel and benefit cost increases, as well as such items as utility cost increases, technology needs, and debt service payment schedules.

Mayor and Council were informed of the preliminary General Fund budget deficit in February 2014. Immediately following the notification to Mayor and Council, I requested that the Independent Audit and Performance Commission (IAPC) review the analysis used to forecast the budget shortfall. The IAPC formed a subcommittee that was presented with the documentation supporting the calculation of revenues and expenditures included in the forecast. Results of the review found that the forecasted budget gap was reasonable and was based on available and supportable inputs and methodology.

During multiple Study Session meetings in February and March, Mayor and Council were provided with the updated budget estimates, balancing and financial planning efforts, and compensation information, as well as basic services issues and priorities (e.g., transit, public safety, and parks and recreation). I have incorporated the Mayor and Council's direction from these Study Sessions into the development of this Recommended Budget.

General Fund Resources

The City of Tucson is heavily reliant on local sales tax and state-shared taxes to fund basic City services. While these revenues are growing moderately, they are not keeping up with the faster-paced cost growth in personnel benefits, particularly pension costs, and other ongoing needs. The primary revenue streams, which fund 68% of the Fiscal Year 2015 Recommended General Fund Budget, are as follows:

- City sales tax – The $186.5 million estimate for Fiscal Year 2014 reflects a decrease of $2.5 million from the adopted Fiscal Year 2014 projection. The cause for lower than projected revenues can be attributed to the warm winter (less utility usage) and to the decrease of major construction projects within the city. The estimate of $192.1 million for Fiscal Year 2015 is almost $5.6 million more than the projected for Fiscal Year 2014, a 3% increase. Fiscal Year 2015 estimated revenues indicate a moderate growth in collections. The estimate does include projected City sales tax losses due to recent legislative action but does not take into consideration potential risks from other legislative action including the State of Arizona taking over the collection of the City's sales tax.

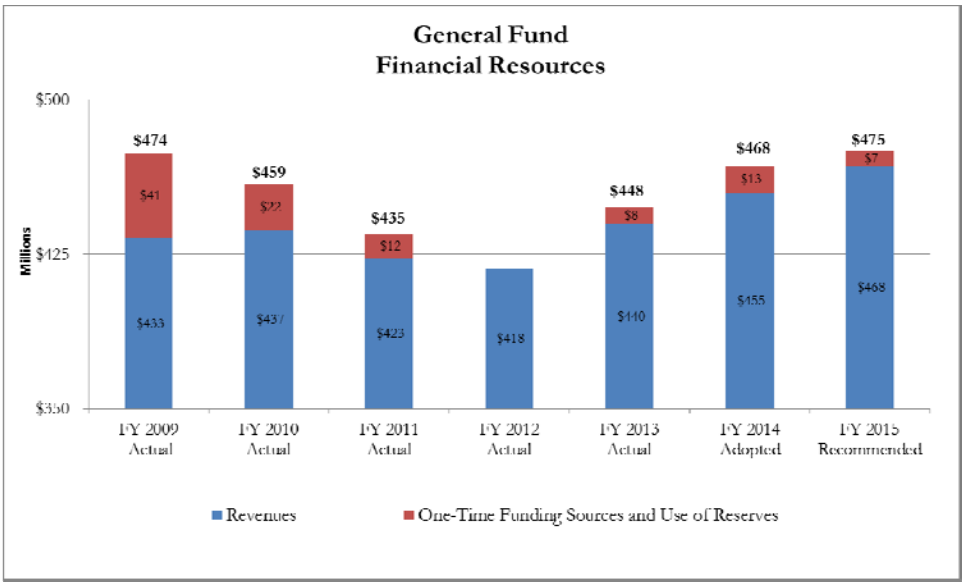
- State-shared sales tax – The $45.1 million estimate for Fiscal Year 2014 is $2.3 million more than Fiscal Year 2013 actual collections of $42.8 million, a 5.4% increase. Fiscal Year 2015 projected revenues of $47.2 reflect an additional $2.1 million, or 4.7%, over the Fiscal Year 2014 estimate.

- State-shared income tax – Income tax revenues are based on State collections for the 2013 tax year. Fiscal Year 2015 revenues of $63.6 million will be nearly an 8% increase or $4.7 million, over the Fiscal Year 2014 revised estimate of $58.9 million.

- State-shared auto lieu tax – Estimated vehicle tax revenues are projected to increase slightly over the Fiscal Year 2014 revenues estimates, from $20.0 million to $20.7 million in Fiscal Year 2015.

In Fiscal Year 2009, the onset of the Great Recession caused local and state-shared revenues to decline to the point that it was necessary to use fund balance reserves at fiscal year-end. Throughout the following fiscal years, in addition to further reducing expenditures and services, the City has used one-time revenue sources to balance the budget.

The chart below illustrates the recent history of General Fund financial resources and the use of one-time funding sources and reserves to pay for expenditures.



As illustrated above, current planned expenditures exceed projected revenues; however, in keeping with the Comprehensive Financial Policies adopted by Mayor and Council in December 2012, $3.6 million of one-time funding sources will be used to cover one-time expenditures in Fiscal Year 2015 and $3.1 million from unrestricted fund balance

As discussed in prior Study Session, the City received a settlement arising out of an asbestos damages claim in the amount of $7.8 million in Fiscal Year 2014. After payment of legal fees, the remaining funds of $5.5 million are available to the City. At year end $3.6 million of these funds will be assigned for the purchase of fire rescue trucks; convention center repairs; additional police and fire compensation payments for earned leave accrual, due to a large number of retirements within the two departments; software for the City Attorney's Office; continuation of the implementation of the Enterprise Resource Planning (ERP); and funding support for Access Tucson as part of a transition plan. In Fiscal Year 2014, $1.0 million of the remaining $1.9 million will be set aside for the liability reserve for Sun Link and the balance will increase the unrestricted fund balance.

In addition to the settlement funds described above, the Mayor and Council recently approved a sale of City-owned property that will produce proceeds of $1.5 million. The funds from this sale will be used to purchase service vehicles for several city departments including the Tucson Police Department.

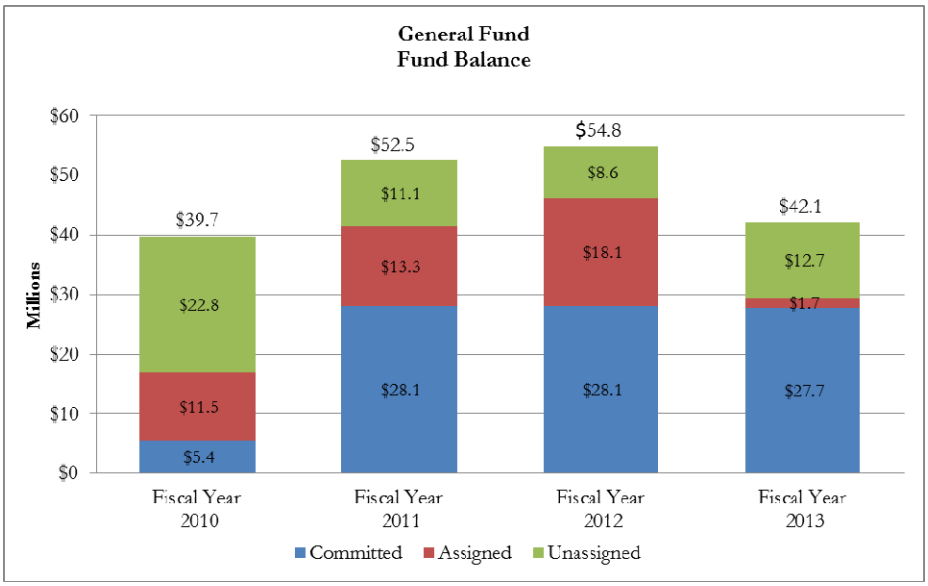
The remaining use of fund balance for the Fiscal Year 2015 budget will come from savings by holding the line in spending during Fiscal Year 2014 in order to keep the General Fund Unassigned Fund Balance at the Fiscal Year 2013 amount of $12.8 million by the end of Fiscal Year 2015. The projected use of Unassigned Fund Balance for the FY 2015 Recommended Budget is $3.1 million.

The status of the General Fund Unrestricted Fund Balance is critical to the financial health of the City, and it has implications for the City's access to the financial markets and the cost of borrowing in order to finance needed infrastructure and facilities projects.

There are also certain funds which are subject to constraints that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or are imposed by law through constitutional provisions (i.e. state assessment fee, vehicle impoundment fee, 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 program to spend the restricted funds in the following fiscal year. Approximately $1.3 million previous year restricted fund balance will mainly be used to purchase police vehicles.

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 and a goal of 7% for the Unassigned fund balance. At the end of Fiscal Year 2013, the stabilization fund was at $22.8 million, or 5.2 % of operating revenues. The unassigned fund balance, or residual net resources, was at $12.8 million or 2.9% of revenues, which is significantly less than the Mayor and Council's policy target of 7% minimum.

Total unrestricted fund balance equaled $42.1 million at the end of Fiscal Year 2013. Under the approved Comprehensive Financial Policies, the City Manager (or designee) may assign resources at the end of a fiscal year for an intended use. At the end of Fiscal Year 2013 the fund balance included $1.3 million in assigned funds for the implementation of the Human Resources Management/Payroll project ($657,000); IBM Licensing project ($478,000); and Mayor and Council expenditure surplus ($198,000). In upcoming fiscal years, it is critical that we continue to grow our unrestricted fund balance to ensure a sustainable organization for the future.



Basic Services: Budget Impacts

The Fiscal Year 2015 Recommended Budget was built to provide priority services and programs to the residents of the City of Tucson. The proposed budget aligns our resources to provide a strategic focus on front line service delivery. It includes consolidations, organizational efficiencies and the restructuring of administrative functions. Additional funding was allocated to maintain our investments in assets to ensure that they are able to perform for their intended purpose. It also addresses programs that are not mandated such as the modification of the Probation Program from supervised to unsupervised.

Fiscal Year 2015 Budget highlights include:

- **Tucson Police** – The core service of patrol will be maintained at the highest possible level by the reorganization of administrative positions, assignment of police officers, and the management of the hiring process. There will be a restructuring of the command staff to occur after attrition of the current staff to ensure a high level of strategic planning, management, and oversight. The City has two federal COPS hiring grants providing funding for 75 authorized commissioned police officers. Beginning in Fiscal Year 2015, the salaries and benefits for 30 police officers will begin transitioning from the federal funding to General Fund as police officer positions become vacant through attrition. Commissioned staffing continues to hold at 998 personnel. Recruit classes will continue to fill vacancies as they occur and will ensure adequate staffing levels when 27 commissioned officers retire in Fiscal Year 2015, and 48 retire in Fiscal Year 2016. New police service vehicles are planned to be purchased using funding from restricted revenues.

- **Tucson Fire –** Rescue truck conversions will expand the alternative service delivery program resulting in an increase in units available on the street and a decrease in response times. Alternative service delivery assists the department in achieving goals for more efficient call-load distribution and better aligns service demands with service delivery. Authorized commissioned staffing remains at 619 personnel. The Fire Department is planning recruitment classes for April 2015, July 2015 and January 2016 to ensure adequate staffing levels in preparation for 67 commissioned staff retirements in Fiscal Year 2016.

- **Parks and Recreation –** The core service of providing parks and recreation to the community will be maintained at the highest possible level by the reorganization of administrative positions. Restructuring will increase the focus on improving conditions at parks and athletic fields. KIDCO service levels will be maintained and participation will not be impacted. Eight summer seasonal pools will be open in addition to the ten year-round pools. Federal Community Development Block Grant funds will continue to be used for park improvements. Additional funding was allocated for Park maintenance. Leisure classes will be offered based on participation. Non-mandated contracts will be reviewed to determine whether they provide a mutual benefit. The planning and development function in Parks will work in collaboration with the Office of Integrated Planning.

- **Mass Transit System –** The final report of the Comprehensive Operational Analysis (COA) was issued January 2014. The COA reviews the transit services provided by the City and other services provided within the region and include conclusions and specific recommendations toward the continual improvement of the transit services. The study recommended changes to individual routes and segments; service level realignment to meet demands; rerouting; and the elimination of overlapping or duplicative services. The recommendations have the potential for annual savings which have been included in this proposed budget. In addition, the management

of Sun Tran and Sun Van understand the economic concerns facing the City. They are committed to operating the systems in the most cost-effective manner possible and will continue to implement cost saving programs, and are researching additional revenue options. My Fiscal Year 2015 Recommended Budget does not include revenues that would be generated by a fare increase; instead, the Recommended Budget recognizes that the issue of a fare increase is still under review by Mayor and Council.

- **Sun Link Streetcar** – On July 25, 2014, the Sun Link streetcar is scheduled to begin operation. The construction of the Streetcar route was the City's highest priority capital project and is generating significant economic development and infill in the downtown and University areas. This project is already triggering retail, office and residential growth, and redevelopment opportunities along its route, which will contribute to improving Tucson's economy.

- **Tucson Convention Center (TCC) –** The recommended budget has been developed using the current operational structure. The City is in the process of evaluating proposals under which the management of TCC would be performed by a vendor under contract, similar to the Golf enterprise. If that process results in a successful contract, the budget may be adjusted at a later date.

Enterprise Funds: Budget Impacts

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

- **Tucson Water** – The Financial Plan for Fiscal Years 2014-2019 was recommended by the Citizens' Water Advisory Committee (CWAC) and adopted by Mayor and Council on February 19, 2014. For Fiscal Year 2015, the Plan identified $169.5 million of water sales revenue and proposes an 8.3% overall increase, which is at the same level that was assumed in the prior year's Plan for Fiscal Year 2014 needs. A public hearing is scheduled for June 3, 2014, to be followed by a Mayor and Council vote to approve new water rates. During the time frame covered by the Plan, the City will continue to purchase its entire allocation of Colorado River water and ensure system reliability through targeted infrastructure investment. The Plan reflects a minimum 85 – 95 days of working capital/cash reserves in all years of the Plan. This is consistent with the prior Adopted Plan and exceeds the current Mayor and Council target reserve level of 10% annual water sales revenue.

- **Environmental Services** – The operating budget for Environmental Services is being maintained at the prior year level and includes the elimination of 7 vacant positions. Fiscal Year 2015 will be the department's second year replacing its collections fleet with clean natural gas fueled trucks. The department will also rebuild two Caterpillar tractors. Pima County advised that, effective July 1, 2014, it will discontinue its participation in the joint City-County Household Hazardous Waste (HHW) Program. Three of the positions eliminated are due to the change in the HHW Program. Environmental Services has anticipated an award for the 3-year 2014 EPA Brownfields Community-wide Assessment Grant for Hazardous Substances and Petroleum Products. No residential fee increases are being proposed; the last increases were in July 2011.

- **Tucson Golf Enterprise Fund** – The City of Tucson's municipal golf program offers the greatest golfing opportunity for the widest number of citizens and visitors due to its quality courses and competitive rates. As Mayor and Council and City staff continued to find ways to extend the value of limited public funds and increase productivity in the current economy, a comprehensive review of the City's municipal golf operations concluded with a new approach to the management of the courses and concessions. The City entered into an agreement with OB Sports to provide management of the City's five municipal golf courses. The agreement aims to make municipal golf more financially sustainable; protect municipal golf as a key part of Tucson's Parks and Recreation system; and to preserve and enhance the economic impact of golf in Tucson. The budget was built to enhance the golfer experience by improving course conditions, enhancing customer service, and replacing aged equipment. The revenue focus for Fiscal Year 2015 will be the improvement of the food and beverage program.

Restricted Funds: Budget Impacts

The recommended budget also includes other restricted funding besides the enterprise funds' fees for service. These are funds that are received from the federal and state governments as well as certain local sources and are limited in use to specific purposes. Historically, federal grants have comprised the majority of these funds, and the Regional Transportation Authority funding for transportation and transit needs comes in a close second.

In some cases, these restricted funds can be used to supplement basic services (e.g., Community Oriented Policing Services (COPS) Hiring Grant, Community Development Block Grant funds for park infrastructure improvements and Americans with Disabilities Act needs). However, in most cases these funds cannot be used to replace the General Fund as the source of funding for operational costs. Other examples of restricted funds include civic contributions (donations) that are made to the City by individuals or outside organizations to fund a designated purpose (e.g., swimming pool operations, firework displays) and Arizona Supreme Court disbursements that are designated for specific uses by City Court, such as employee training, court automation, and collections and improved case processing.

Capital Improvement Program: Community Infrastructure

The proposed Five-Year Capital Improvement Program includes critical projects that will enhance or replace our community's core services infrastructure.

Fiscal Year 2015 will be the second year of funding supplied by a $100 million bond program approved by voters in November 2012 for the major transportation infrastructure project to restore, repair, and resurface streets inside Tucson City limits. Street resurfacing will continue over the next four years, with approximately 85% of bond funds being allocated to major streets and 15% allocated to neighborhood streets. All work will be competitively bid to private sector contractors with $19.8 million budgeted in Fiscal Year 2015.

Environmental Services is planning for $14.6 million of improvements to the Los Reales landfill. The improvements are five separate projects: installation of a 5,000 square foot pre-engineered metal building; the purchase of land located south of Los Reales Road and east of Craycroft road to build a buffer at the entrance of the landfill; construction of access roads, parking lots, and a drainage basin; construction and installation of a new wheel wash and facilities for a scale house; hazardous waste operations and a self-hauler facility.

Tucson Water is planning a $19.2 million project to upgrade and replace an aging computerized control system. The project is consistent with the recommendations of the IBM Smarter Cities Challenge and will include the installation of field instrumentation, controllers, and communications equipment.

On April 8th, I updated the Mayor and Council on the status of specific major capital improvement projects and the proposed Fiscal Years 2015-2019 capital improvement program. The recommended Fiscal Year 2015 capital budget is funded at $198.8 million, which represents a 12% reduction from the Fiscal Year 2014 Adopted Budget of $225.9 million. This reduction is primarily due to the completion of the streetcar construction project.

Coordinated Planning Function

Organizational changes will continue to be made to instill a strong planning function to provide effective communication to our residents and to our employees, and to meet the vision established through the voter-approved Plan Tucson. The "new normal" means we must effectively utilize every tax dollar we receive, given today's economic environment and the constant demand for more or improved government services. To achieve this, we will be improving key processes by using proven methods to maximize the financial resources to deliver services to our constituents.

In November 2013, I formed the Office of Integrated Planning (OIP) to provide cross-department planning coordination toward the implementation of Plan Tucson. The initial focus is to ensure that key projects already underway are executed successfully and to evaluate the City's current planning structures and approaches to determine needed changes.

An important priority for OIP will be to facilitate on-going, systematic methods to ensure coordinated, cross-departmental review of issues, plans, and projects. OIP will oversee the City's new Project Management Coordination process, which is aimed at improving the timeliness, quality, and effectiveness of City projects. This effort has been in a pilot phase for the past few months and OIP will formalize and enhance the effort in order to increase the visibility of City projects and ensure the strategic and multi-disciplinary consideration of projects.

OIP will also pursue grant funding opportunities for the City. Specific grants being pursued at this time include historic preservation funds to analyze the linkages between historic preservation, livability, and economic development in Tucson, and to develop a City historic preservation plan.

Department Consolidations

During Fiscal Year 2014, the Code Enforcement Inspectors moved from the Housing and Community Development Department to the Planning and Development Services Department (PDSD) for increased customer benefits and efficiency. Combining the code enforcement program with PDSD improves internal communication and professional development.

Beginning in July, the functions of the Office of Equal Opportunity Programs (EEO) and Independent Police Review will transfer into two departments: the City Manager's Office and the Procurement Department. The EEO/Independent Police Review division of the City Manager's Office will be responsible for investigating complaints of discrimination and providing citizens with an external police review process to ensure thorough resolution of citizen complaints of an external police review process to ensure thorough resolution of citizen complaints of police misconduct.

The Small Business Enterprise Program and the Disadvantaged Business Program, which performs certification of participating businesses, establishes participation goals for eligible projects, and monitors the effectiveness of the program, will be integrated into the Procurement Department.

The Tucson Supplemental Retirement System Office was reassigned to the Finance Department from the Human Resources Department in January, 2014.

Investment in City Employees

I believe that our employees are both the City's greatest asset and our most important investment in providing services to our community. It is imperative to recognize that City employees are continuing to serve our community well, even with the severe financial challenges we have faced during recent years. As with cost in other areas, many employee benefit costs have been rising dramatically and adding stress to our financial resources. We anticipate that we can develop both short- and long-term plans that will provide additional investment in our employees so that their efforts and sacrifices can be addressed with fairness and equity.

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

The TSRS Board of Trustees reviewed alternative funding policies seeking to pay off the Plan's unfunded liabilities within a 20-year time frame. Further consideration of alternative approaches prompted the Board to approve a Contribution Rounding Policy that refers to the blended rate across all tiers for the employer rate, and rounds that rate up by an additional half percentage point (0.50%). The change in policy has two objectives. First, it stabilizes the contribution rates for funding purposes in that a change is not required each year for every change in basis point. Second, it demonstrates a commitment to the Plan by accelerating the rate to pay off the unfunded liabilities. On April 8, 2014, Mayor and Council adopted the recommendation.

Compensation Program – Mayor and Council approved a $1.00 per hour increase for Emergency Communication Workers, and this change was implemented on July 1, 2013. A compensation increase also was awarded to all other probationary and permanent employees effective January 1, 2014. With the exception of the 1% across-the-board increase provided in Fiscal Year 2013, City employees have not received a labor market pay adjustment since Fiscal Year 2006.

Under the approved Compensation Plan, all civilian permanent employees, and all exempt commissioned police officers and firefighters (except for the ranks of Police Lieutenant and Fire Battalion Chief) received a fifty-five cent ($.55) per hour increase. Non-exempt commissioned police officers and firefighters who were hired before January 1, 2011, received a step increase. Those hired on or after January 1, 2011, and those at the top of their range received the equivalent of a fifty-five ($.55) per hour increase based on a 2,080 hour work year. Commissioned public safety

officers with a rank of Police Lieutenant and Fire Battalion Chief received a percentage increase equivalent to the next closest non-exempt rank in their departments.
The Fiscal Year 2015 Recommended Budget includes the full year effect of the compensation increase approved under the Compensation Plan; effective January 1, 2014. No additional compensation increases are proposed or incorporated within my Recommended Budget.

The Recommended Budget does, however, propose a change to the manner in which the City calculates overtime pay. Under my proposal, an employee's use of sick leave and compensatory time would not be counted as "hours worked" for purposes of computing overtime hours; though vacation leave use would still be counted as "hours worked." This change, which would be accomplished through the adoption of an amendment to the Tucson Code, is permissible under FLSA requirements with respect to the calculation of overtime.

An actuarial claims analysis and negotiations conducted by the benefits consultant, Segal Consulting, resulted in a proposed 9.2% increase in health benefit premium costs. Through the work of the Employee Benefits Committee and Human Resources Department staff, the City's health benefit plan has been adjusted so that the increase in health benefit premium costs for the City and employees will be 8% rather than 9.2%. The health benefits HMO plan has been modified to include a copay increase to visit a specialist from $40 to $45 resulting in cost savings for the City of $216,000. In order to obtain additional savings, the dental premiums for employees in the PPO plan will increase from $2.38 to $5 for employee only, from $4.18 to $10 for employee plus 1, and from $6.15 to $15 for employee plus 2 or more resulting in cost savings for the City of $750,000. All employees have the option of enrolling in the dental HMO which has zero premium for employee only, employee plus and employee plus 2 or more.

Opportunities - As I submit my Recommended Budget, I recognize the many opportunities that lie ahead for the City to strengthen its financial position and address long-term concerns and issues. These opportunities include:

- The City's renewed focus on economic development, including investment in the streetcar and in downtown development; and the creation of a strong incentive package which will help to grow the local economy and improve City revenues over time.

- City owned properties being put forward for development and public–private partnership.

- Continued focus on strategic operational efficiencies.

- Annexation should continue to be a high priority in order to grow the City's economic base and increase the amount of revenue available for public investment. Thoughtful annexation makes sense from an economic and municipal service perspective.

- Many of the City's major transportation corridors are being improved through Regional Transportation Authority funding. These transportation improvements, coupled with appropriate Plan Tucson policy efforts, should incentivize revitalization of vacant and underutilized properties along these routes that will contribute additional tax revenue to the City.

Conclusion

I appreciate the efforts of the Mayor and Council and City staff throughout the organization in the construction of this Recommended Budget. Special thanks are due to the staff of the Budget and Internal Audit Office for their commitment and long hours dedicated to preparing this budget, as well as to the professional integrity and leadership demonstrated by Chief Financial Officer Kelly Gottschalk and 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 developing policy to ensure our fiscal solvency while ensuring that the provision of valued community services are enhanced.

I want to recognize all the efforts that were involved in the construction of this budget, to include those of the Mayor and Council, City Staff, and most importantly our community members. I am grateful for their dedication and commentary on this important financial document.

In conclusion, I have constructed a Recommended Budget that I feel accurately reflects the policies and priorities directed at maintaining frontline service delivery. As the Mayor and Council make decisions about the Fiscal Year 2015 Recommended Budget, it is important to keep in mind the progress that has been made in constructing this budget to overcome many of our fiscal challenges. We have built a budget keeping with our guiding principles by accepting and acknowledging the new normal of maintaining or enhancing the basic services within our defined fiscal parameters.

I look forward to feedback from you in the coming weeks so that the Fiscal Year 2015 Adopted Budget is in clear alignment with the needs of the community, and I am committed to working towards fiscal health in accordance with sound policies and practices. I am proud to work in partnership with you, our employees, and the citizens of Tucson as we continue to keep Tucson a great community.

Respectfully submitted,

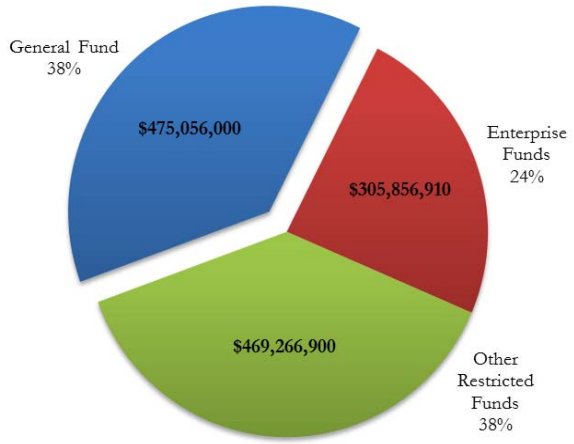
Richard Miranda
City Manager

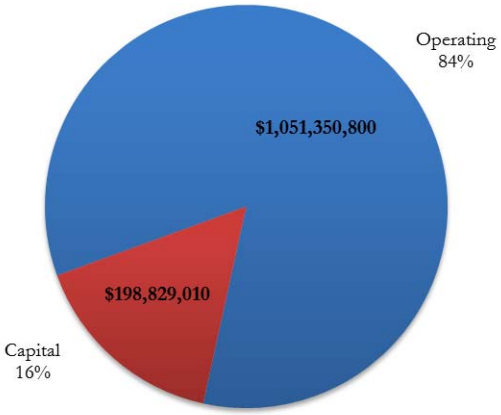
BUDGET OVERVIEW

The Tucson City Charter requires that the City Manager submit a recommended budget for the following fiscal year on or before the first Monday in May, or on such date in each year as shall be fixed by the Mayor and Council. The Mayor and Council review the City Manager's recommended budget and are required by the State of Arizona to adopt a balanced budget on or before the third Monday in August. For Fiscal Year 2015, the recommended budget is being submitted to the Mayor and Council on April 23, 2014 with the Mayor and Council scheduled to tentatively adopt the budget on May 20, 2014.

The Fiscal Year 2015 Recommended Budget totals $1.250 billion. Approximately 62% is from restricted funds that can only be used for specific purposes: 24% from Enterprise Funds or $305.8 million and 38% from Other Restricted Funds or $469.3 million. The remaining 38% or $475 million is from the General Fund, which the Mayor and Council have discretion to program to meet the City's priority needs. The General Fund budget has increased by $7.1 million, or over 2%, from Fiscal Year 2014.

Fiscal Year 2015
$1,250,179,810





The citywide budget decreased by $21.6 million from the Adopted Fiscal Year 2014 Budget of $1.272 billion. The capital budget decreased by over $27.1 million, while the operating budget increased by $5.5 million. The decrease in the capital budget is primarily due to the construction completion of the Modern Streetcar/Sun Link and several other transportation projects. The increase in the operating budget primarily is attributed to the increase in personnel and benefit costs. See chart below.

Total Budget ($ millions)				
	Adopted FY 2014 Budget	Recommended FY 2015 Budget	Change	Percentage Change
General Fund	$ 467.9	$ 475.0	$ 7.1	2%
Enterprise Funds	278.9	305.9	27.0	10%
Other Restricted Funds	525.0	469.3	(55.7)	(11%)
Total	$ 1,271.8	$ 1,250.2	$ (21.6)	
Operating	$ 1,045.9	1,051.4	$ 5.5	0.53%
Capital	225.9	198.8	(27.1)	(12%)
Total	$ 1,271.8	$ 1,250.2	$ (21.6)	

This Budget Overview is organized into four sections which focus on the changes from the Adopted Fiscal Year 2014 Budget to the Recommended Fiscal Year 2015 Budget:

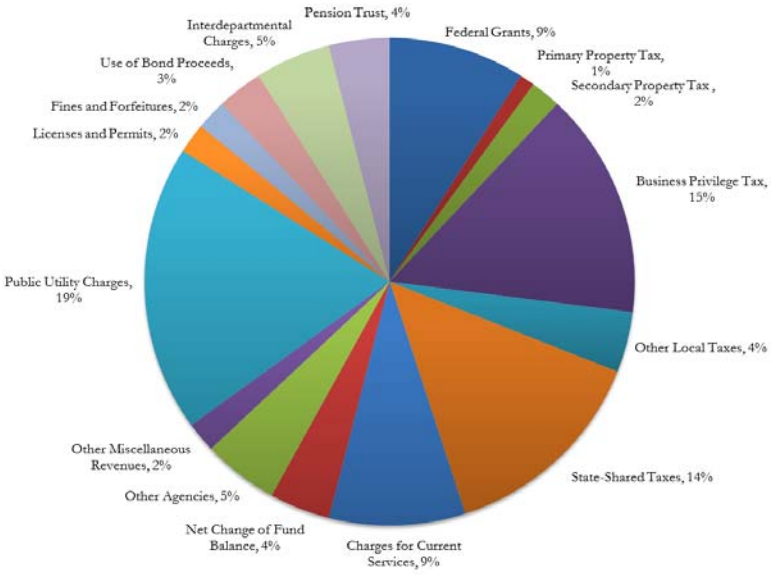
- Where the Money Comes From – Revenue Sources
- Where the Money Goes – Expenditures and Staffing
- Citizen Impacts
- Budget Development Process

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

WHERE THE MONEY COMES FROM

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

Fiscal Year 2015
Citywide Revenues
$1.250 billion



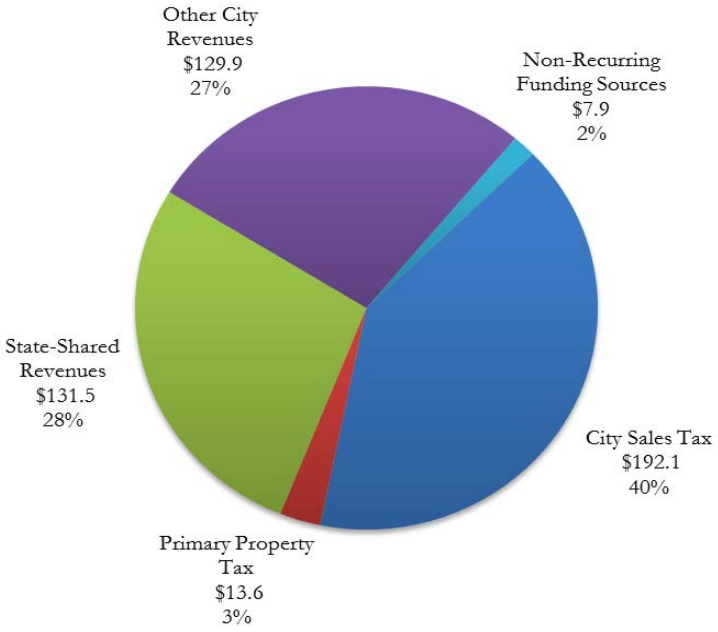
General Fund Revenues

Revenue for the Fiscal Year 2015 General Fund recommended budget comes from both city-generated and state-shared sources. Revenues totaling $475.0 million include: $467.1 million of which is recurring; $7.9 million is non-recurring. This is $7.1 million more, or 1.5%, than the Fiscal Year 2014 Adopted Budget and $0.4 million more than the projected Fiscal Year 2014 revenues. Local sales tax revenues of $192.1 million, which comprise 40% of the General Fund revenues, have been estimated at a 3% growth over projected Fiscal Year 2014 collections. The City's primary property tax will provide funding for less than 3% of the General Fund budget.

State-shared taxes (sales, income, and auto lieu) make up 28% of the recommended General Fund revenues. Increases in state income and sales tax collections will result in Tucson's share being $7.4 million higher than the

estimated revenues for Fiscal Year 2014. The 27% in Other City Revenues shown in the chart below consists of other local taxes and fees, fines and forfeitures, charges for city services, and contributions.

Fiscal Year 2015
General Fund Revenues
$475.0 million



Restricted Funds – Revenues

Restricted funds account for 62% of the total Fiscal Year 2015 Budget. These funds are considered restricted because their use is limited to specific purposes. Restricted fund revenues are generated from the following federal, state, and local sources:

(1) grants, shared revenues, and contributions from other state and local governments

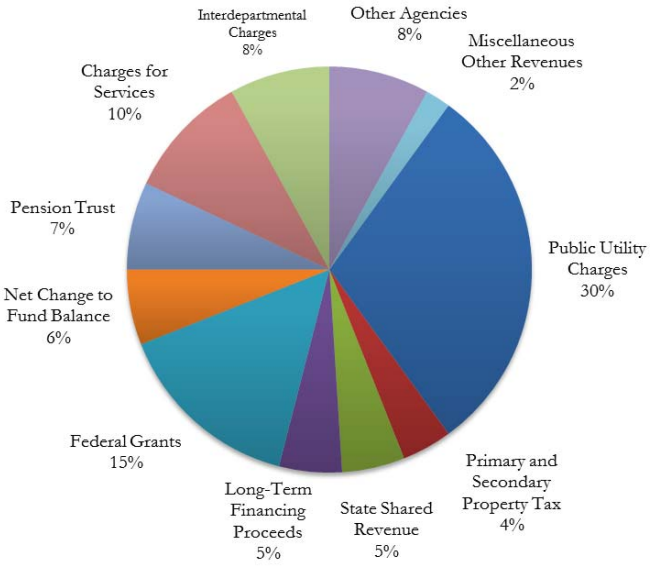
(2) self-supporting enterprise funds (environmental services, golf, and water)

(3) city revenues that are collected for a specific purpose, such as certificates of participation and other debt financing, and reserves set aside for a particular requirement

(4) internal service and fiduciary funds

The largest component of restricted revenue is from the public utility charges for service while federal grants comprise the second largest component. See the following chart and additional information which is available in Section C.

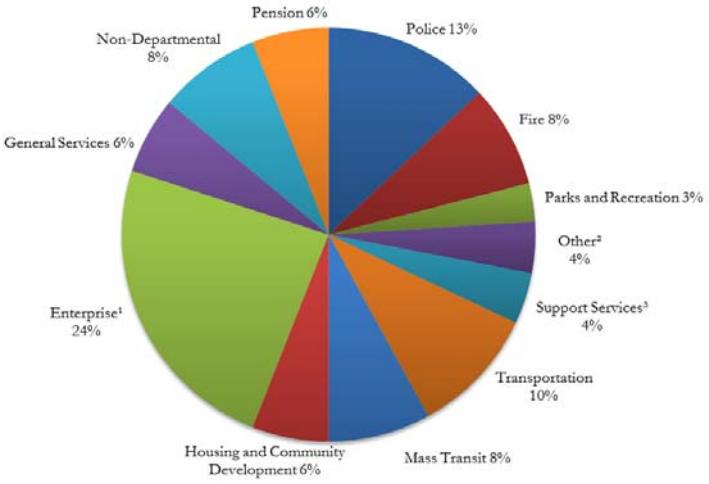
Fiscal Year 2015
Restricted Funds – Revenues
$775.2 million



WHERE THE MONEY GOES

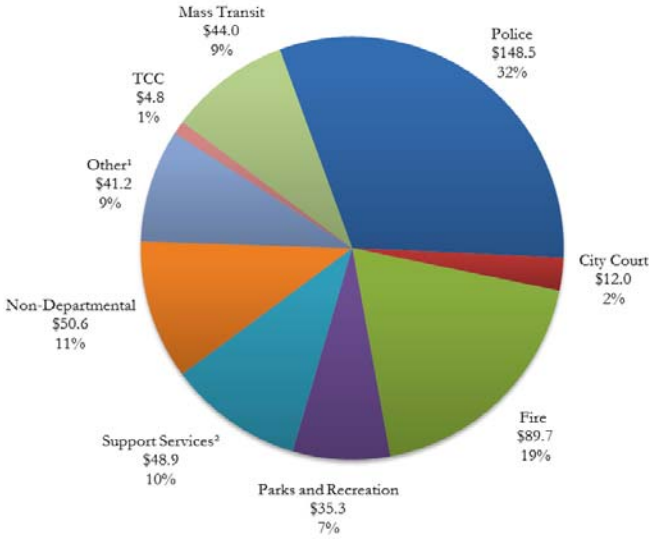
The City budget funds a broad range of services. Environmental Services, Tucson Water, and Tucson City Golf are predominately self-supporting through their fees for services and are included in the Enterprise group, which makes up 24% of the Fiscal Year 2015 Recommended Budget. The following two graphs illustrate the specific areas in which citywide and General Fund expenditures are budgeted. Detailed information on individual department budgets can be found in Section D.

Fiscal Year 2015
Expenditures
$1.250 billion



[1] Tucson Water, 18%, Environmental Services, 5%, and Tucson City Golf, 1%
[2] Mayor and Council, City Clerk, City Manager's Office, City Attorney, City Court, Office of Integrated Planning, Public Defender, Planning and Development Services, and Tucson Convention Center
[3] Budget and Internal Audit, Finance, Human Resources, Information Technology, and Procurement

Fiscal Year 2015
General Fund Expenditures
$475.0 million



[1] Mayor and Council, City Clerk, City Manager's Office, City Attorney, Integrated Planning, Housing and Community Development, Public Defender, Planning and Development Services, and Transportation.
[2] Budget and Internal Audit, Finance, General Services, Human Resources, Information Technology, and Procurement.

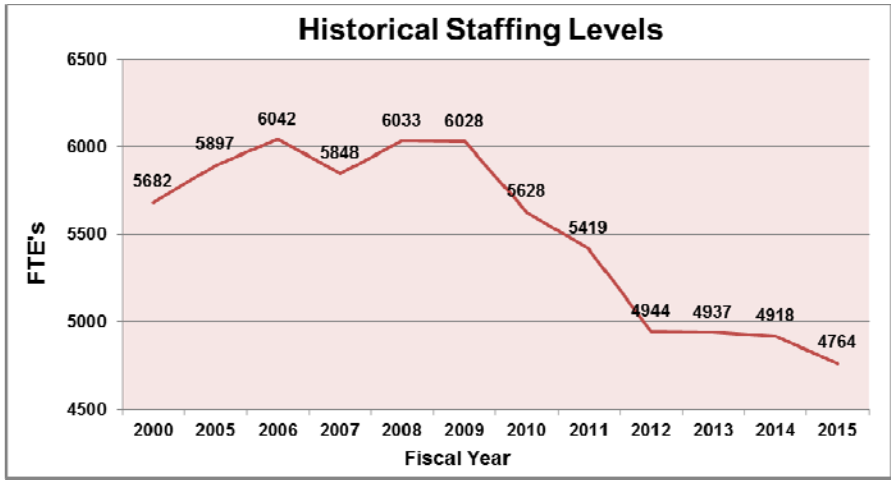
Staffing

The number of City employees in the recommended budget for Fiscal Year 2015 totals 4,764.30; a decrease of 153.25 full-time equivalent (FTE) positions from Fiscal Year 2014. An FTE is equal to a 40-hour work week or 2,080 hours per year.

The citywide FTE comparison chart on the following page illustrates how staffing changed since 2000, staffing peaked in Fiscal Year 2006 at 6,042. The recommended Fiscal Year 2015 staffing of 4,764 is lower than the City's authorized staffing level in Fiscal Year 1995, and is 1,256 less than it was as recently as Fiscal Year 2009. For more detail on authorized position resources, see the individual departments in Section D.

A four-year City staffing comparison chart is included in Section F as well as a breakdown between permanent and non-permanent positions for Fiscal Year 2015. One potential measure of municipal efficiency, and the value that residents are getting for their taxes, is the staffing ratio per 1,000 population. A chart is also included in Section F which illustrates that the number of City employees per 1,000 population has gradually declined in the past years from a peak of 11.2 in Fiscal Year 2007 to 9.2 in Fiscal Year 2015.

The citywide FTE comparison chart below illustrates how staffing over the past peaked in Fiscal Year 2006 at 6,042.



CITIZEN IMPACTS

City Property Taxes. The City's property tax rates will increase in Fiscal Year 2015. The City imposes two taxes on property within the city limits. The primary property tax, which is applied to the limited value assessed by the Pima County Assessor, is used for general purposes; and the secondary property tax, which is applied to the full cash value assessed by the Pima County Assessor, is used to pay off general obligation bond debt.

The 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 2015 revenues reflect the 2% allowable increase.

The combined property tax rate for the Fiscal Year 2015 Recommended Budget is $1.4606 per $100 of assessed valuation, which is an increase of $0.0302. 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 2013. The involuntary tort levy amount is $1,374,150, which is a reduction of $1,839,600 from the prior year resulting in a decrease in the estimated primary tax rate by $0.0416 per $100 of assessed valuation. The involuntary tort revenue will be a reimbursement to the City's Self Insurance Fund and will help toward eliminating the deficit in that fund. The increase to the secondary tax rate is needed to repay the general obligation bond principal and interest obligations. The $0.0302 increase in the combined rate would mean an increase of $3.02 annually for an owner of a home with a $100,000 actual valuation.

City of Tucson
Property Tax Comparisons

	Actual FY 2014	Recommended FY 2015	Change
Rate Changes			
Primary	$ 0.5245	$ 0.4829	$ (0.0416)
Secondary	0.9059	0.9777	0.0718
Total	$ 1.4304	$ 1.4606	$ 0.0302

Charges for Services. Not all charges for services directly impact the general public; e.g., court fines and development fee increases. The charges for services that generally affect the majority of Tucson residents are the refuse collection and disposal service fees and water system cost of service/usage rates. A public hearing is scheduled for June 3rd followed by a Mayor and Council vote to approve new water rates. No increase is recommended for residential refuse collection and disposal service fees.

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

NEXT STEPS

Mayor and Council Adoption. The next steps in the budgetary process are governed by both state and City legal requirements which provides an opportunity for citizen comment.

Mayor and Council Review and Adoption: 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 directed. Following this review and public hearings to obtain taxpayer comments, the Mayor and Council adopt the budget and property tax levy.

Public Hearings: Citizens are provided the opportunity to express their opinions and concerns about the budget and proposed property tax levy to the Mayor and Council at public hearings. The first public hearing is being held on May 6 following the Mayor and Council's study session review of the recommended budget. Another study session will be held on May 20th prior to the tentative adoption of the budget. A second public hearing will be held on June 3rd prior to the adoption of the budget. A truth in taxation public hearing is also scheduled for June 3rd regarding the primary property tax levy.

The budget calendar for Fiscal Year 2015 can be found on page iii.

Section B
Policies and Legal Requirements

FINANCIAL POLICIES and PRACTICES

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

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

In addition to legal requirements set by State law and the City Charter, the Mayor and Council adopted Comprehensive Financial Policies in December 2012 as recommended by the Government Finance Officers Association (GFOA). These policies establish guidelines for the City's overall fiscal planning and management. These principles are intended to foster and support the continued financial strength and stability of the City as reflected in its financial goals. Following these principles will enhance the City's financial health as well as its image and credibility with its citizens, the public in general, bond rating agencies and investors. It will also protect the Council's policy-making ability by ensuring that important policy decisions are not controlled by financial problems or emergencies.

The Comprehensive Financial Policies are available in their entirety on the City Finance Department's website at http://www.tucsonaz.gov/finance

Balanced Budget

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

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

Operating Management Policies

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

- Each department will create performance measurements to make sure the goals and objectives of the department are obtained in an efficient and effective manner.
- Investments of cash funds will be maintained in accordance with the City Charter and State Statutes.
- The City will pursue outstanding collections through revenue collectors and perform audits on businesses to ensure compliance with the City Tax Code.

Capital Management Policy

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

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

Revenue Diversification

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

General Accounting Policies

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

Budgetary Policies

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

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

- Consistent with the annual budget process, a five-year capital improvement program will be approved.
- The adopted annual budget is the basis for the implementation, control, and management of that year's programs and use of funds.
- The City's budget will be submitted to the GFOA Distinguished Budget Presentation Program.

Fund Balance Policy

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

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

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

Committed Fund Balance

- Mayor and Council action is required to "commit" and "uncommit" funds for a specific purpose.
- The City will maintain a stabilization fund or "rainy day fund" as a committed fund balance in the General Fund of ten percent (10%) of General Fund revenues. The City is currently not in conformity with this goal but will strive to achieve it within five years.
- The stabilization fund may only be used if specific action is taken by Mayor and Council after the unassigned/contingency fund balance is depleted. The stabilization fund will be funded from balances that have remained unspent in assigned fund balance after one fiscal year.
- In the event the stabilization fund must be used to provide for temporary funding, the City must restore it to the ten percent level over a period not to exceed five fiscal years following the fiscal year in which the event occurred. If the depletion of the stabilization fund was a result of an ongoing economic downturn, the City's goal is to restore the fund balance within five years of revenue stabilization.

Assigned Fund Balance

- The Chief Financial Officer/Finance Director will approve any designation to "assigned" fund balance as deemed appropriate for potential future needs. Typically, the year-end assigned fund balance represents those fund balance monies budgeted for use in the following fiscal year or for known expenditures in the future.
- If fund balance is assigned, Mayor and Council will be informed within 180 days after the June 30th fiscal year-end.

Unassigned Fund Balance

- A target of a minimum of seven percent (7%) of General Fund revenues will be "unassigned/contingency", with the intention to provide additional stability to the General Fund recognizing the cyclical nature of the economy and the volatility of the major revenue sources of the City.

- Funds in excess of the seven percent target will be retained in the unassigned General Fund balance, and may be considered to supplement "pay as you go" capital outlay expenditures, or may be used to prepay existing City debt.
- These funds may not be used to establish or support costs that are recurring in nature.

Investment Policy

The Tucson City Charter and State Statutes authorize the City to invest in obligations of the U.S. government, its agencies and instrumentalities, money market funds consisting of the above, repurchase agreements, bank certificates of deposit, commercial paper rated A-1/P-1, corporate bonds and notes rated AAA or AA, and the State of Arizona Local Government Investment Pool. Investment maturities shall be scheduled to enable the City to meet all operating requirements which might be reasonably anticipated. Surplus and idle money related to the day-to-day operation of the City may be invested in authorized investments with a final maturity not exceeding five years from the date of investment.

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

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

DEBT MANAGEMENT POLICY

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

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

The City of Tucson uses a variety of financing mechanisms to meet the long-term capital needs of the community. In determining an appropriate indebtedness program for the City, consideration is given to the following:

- Operating and maintenance costs associated with the Capital Improvement Program
- Federal and state laws and regulations, Tucson City Charter, and the Tucson Code
- Current outstanding debt requirements
- Source of debt repayment consistent with the capital project being financed
- Life of the capital project is equal to or greater than the term of the financing
- Proposed debt will not cause extraordinary tax or fee increases
- Proposed debt will not result in limiting the City's ability for future indebtedness

In all cases, the City aggressively manages the debt program, with the assistance of a financial advisor and bond counsel. Restructuring, refinancing, and advance bond refunding are used to limit the City's debt service costs and to provide maximum future borrowing flexibility. The City's debt program includes the following financing mechanisms.

General Obligation Bonds

Bond proceeds are used to finance capital projects for police, fire, parks and recreation, drainage, and other purposes. State law limits the amount of general obligation bonds that may be outstanding to 20% of assessed valuation for utility, open space, public safety, and transportation purposes and 6% of assessed valuation for all other purposes.

General obligation (GO) bonds are backed by the full-faith and credit of the City and are secured by secondary property tax. The Tucson City Charter currently sets an upper primary and secondary property tax limit of $1.75 per $100 of assessed valuation as a condition upon the City's continuing ability to impose and collect transaction privilege taxes. Therefore, state laws notwithstanding, the City will not levy a combined primary and secondary property tax that exceeds $1.75. The City generally issues general obligation bonds with 20 - 30 year maturities.

Street and Highway Revenue Bonds

Bond proceeds are used to finance street improvement projects as defined by state law. State law limits the amount of bonds that can be sold. Prior fiscal year highway user revenue receipts, which are used to pay the bonds, must be equal to at least twice the highest annual debt service requirements for senior lien bonds and at least one and one-half times for junior lien bonds. Street and highway revenue bonds generally have a 20 year maturity.

Water Revenue Bonds and Obligations

Bond proceeds are used to finance capital improvements to the water system. By bond covenant, the City is limited to issuing bonds only if net revenues after operations are equal to at least 120% of the maximum future annual debt service requirement. To maintain a high credit rating and thus decrease borrowing costs, the City maintains 150% - 200% debt service coverage. Water revenue bonds and obligations are generally issued with 20 - 30 year maturities.

Special Assessment Bonds

Bond proceeds are used to finance improvement district projects. These bonds are payable by tax assessments against the benefiting property owners over a ten-year period.

Water Infrastructure Finance Authority (WIFA) Loans

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

Clean Renewable Energy Bonds (CREBs)

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

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

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

Non-Bond Debt: Lease Purchases, Certificates of Participation, and Installment Contract Debt

These financing mechanisms are used when the projects involved are unsuitable for traditional bonding or a determination is made that alternative financing has advantages over bonding. The debt requirements for these financing mechanisms are payable from the City's recurring revenues and are subject to annual appropriation by the Mayor and Council. To minimize borrowing costs, the City generally purchases financing insurance and pledges collateral towards the debt repayment. Maturities for these debts range from 1 - 20 years, depending upon the nature of the project being financed.

SUMMARY OF OUTSTANDING INDEBTEDNESS
As of July 1, 2013

Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	$ 213,450,000	19.38%
Highway Revenue Bonds	108,710,000	9.87%
Certificates of Participation	231,006,000	20.97%
Special Assessment Debt	2,006,000	0.18%
Clean Renewable Energy Bonds	15,178,700	1.38%
Capital Leases	2,340,221	0.21%
	572,690,921	51.99%
Business-type Activities:		
Water System Revenue Bonds	518,105,181	47.04%
Certificates of Participation	10,714,000	0.97%
	528,819,181	48.01%
Total Indebtedness	$ 1,101,510,102	100.00%

Bond Sales Forecast

Water System Revenue Obligation Bonds. In Fiscal Year 2014, the Tucson Water Utility will issue water system revenue obligation bonds in the amount of $38,000,000 for the acquisition and construction of water system improvements that are included in the Fiscal Year 2015 capital improvement plan. The repayment of the principal and interest debt service will come from revenues generated by the water utility rather than from secondary property taxes.

2013 Bond Authorization Sales. In November, 2012, the voters approved $100,000,000 of General Obligation bonds for a five-year program to improve the condition of City streets. The bond funds will be used to restore, repair, and resurface streets inside Tucson City limits. Each spring $20,000,000 will be issued for construction the following fiscal year until 2018.

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 2015, the required levy to cover outstanding bonds is estimated at $30,622,420, an increase of $2,077,128 from the levy for Fiscal Year 2014. The Fiscal Year 2015 secondary property rate is estimated at $0.9777 per $100 of assessed valuation, an increase of $0.0718 from the Fiscal Year 2014 actual rate of $0.9059. The actual rate for Fiscal Year 2015 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 2015 will be $17,509,900.

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 2014	FY 2015
General Government Funds[1]		
General Fund	$ 24,360,720	$ 26,743,650
ParkWise Fund	1,392,650	1,248,040
General Obligation Bond Debt Fund	28,272,500	29,825,210
Street and Highway Revenue Bond Debt Fund	17,588,650	17,509,900
Special Assessments Fund	521,610	509,320
Total General Government Funds	72,136,130	75,836,120
Internal Service Funds[2]		
Facilities Management Internal Service Fund	-0-	655,950
General Service Fund	1,860,700	1,822,500
Total Internal Service Funds	1,860,700	2,478,450
Enterprise Funds[2]		
Environmental Services Fund	617,410	614,430
Tucson Water Utility Fund	46,985,640	50,806,000
Total Enterprise Funds	47,603,050	51,420,430
Grand Total	$ 121,599,880	$ 129,735,000

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

[2] Internal 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 2015 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. 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.

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

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

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

Not only is the dollar amount of the secondary property tax levy "unlimited," the actual full cash value of property that is used in determining the tax rate can be adjusted by changes in market value without a cap

(Article IX, Section 18 and 19, Arizona Constitution). Unlike the primary tax system, which uses a controlled assessment system to determine the tax rate, state laws allow the City to levy the amount of secondary property tax necessary to pay off its general obligation bonds.

Budget Adoption

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

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

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

Adoption of Tax Levy

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

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

Budget Revisions

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

1. Elected and Officials
2. Public Safety and Justice Services
3. Community Enrichment and Development
4. Public Utilities
5. Support Services
6. Non-Departmental
7. Fiduciary Funds

The departments within a given program category are held accountable for their budget. Each department and the Office of Budget and Internal Audit continuously monitor expenditures. Expenditures will be controlled by an annual budget at the purpose level. The City Council shall establish appropriations through the budget process. The Council or City Manager may transfer these appropriations as necessary through the budget amendment process. ARS §42-17106 permits the Mayor and Council, on the affirmation of a majority of the members at a duly noticed public meeting, to authorize the transfer of funds between program categories if the funds are available so long as the transfer does not violate the state set spending limitations.
Department directors are required to control expenditures to prevent exceeding their departmental expenditure budget. If budget changes are needed within a department budget, city departments prepare budget change requests that identify the areas to be increased and decreased. The Budget Office approves these budget change requests; under special circumstances the City Manager or his designee also approves the change requests. If there are major policy or program implications associated with a change, the City Manager may submit it to the Mayor and Council for approval. Once approved, the revised appropriation is entered into the City's financial management system.

LEGAL REQUIREMENTS IMPOSED BY THE CITY CHARTER

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

Property Tax Levy Limitation

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

Fiscal Year

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

Submission of the Recommended Budget

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

Budget Approval

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

Budget Publication and Hearings

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

Adoption of the Budget and Tax Levy

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

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

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

City Ordinance Setting the Property Tax Rate

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

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

PRIMARY AND SECONDARY TAX LEVIES FISCAL YEARS 2014 AND 2015

Property Tax	Adopted FY 2014 Levy	Actual FY 2014 Levy	FY 2015 Maximum Levy Amount	FY 2015 Involuntary Tort Levy Amount	FY 2015 Total Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	$ 16,333,360	$ 16,333,360	$ 13,599,560 [1]	$ 1,374,150 [2]	$ 14,973,710	$ (1,359,650)	(8.3%)
Secondary	28,547,940	28,545,292	30,622,420	-0-	30,622,420	2,077,128	7.3%
Total	$ 44,881,300	$ 44,878,652	$ 44,221,980	$ 1,374,150	$ 45,596,130	$ 717,478	1.6%

Property Tax	Actual FY 2014 Rate	Estimated FY 2015 Rate [3]	Amount Rate Increase/ (Decrease)	Percentage Rate Increase/ (Decrease)
Primary	$ 0.5245	$ 0.4829	$ (0.0416)	(4.0%)
Secondary	0.9059	0.9777	0.0718	8%
Total	$ 1.4304	$ 1.4606	$ 0.0302	2.1%

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

[2] Increase to the levy rate as reimbursement for Fiscal Year 2013 tort claim payments.

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

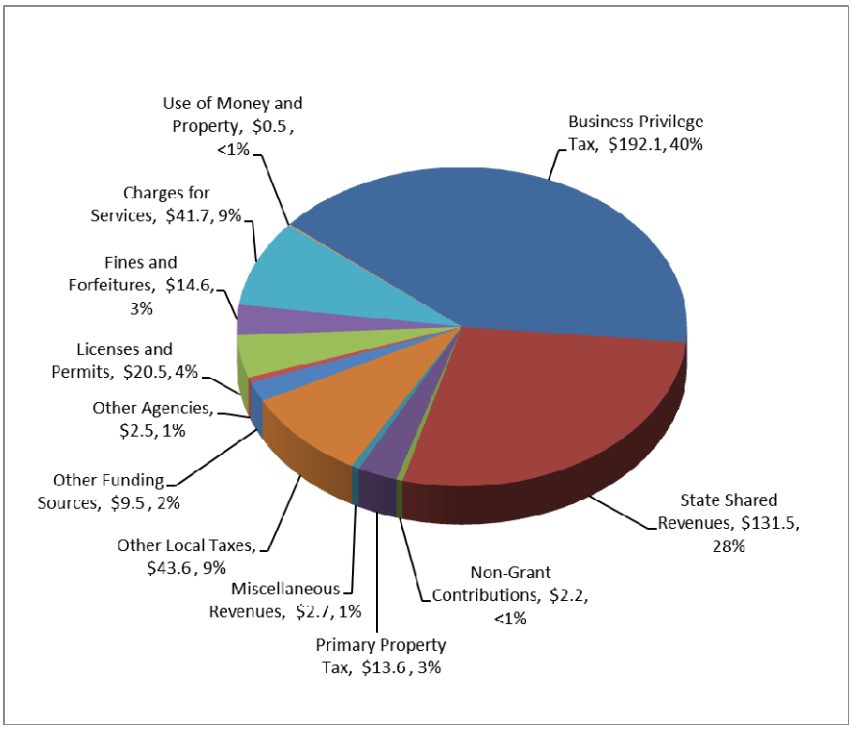
Section C
Funding Sources

Section C
Funding Sources

GENERAL FUND

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

The City of Tucson's recommended General Fund revenues for Fiscal Year 2015 are $475.0 million, an increase of $7.1 million or 1.5% from the Fiscal Year 2014 adopted budget of $467.9 million.



CITY BUSINESS PRIVILEGE (SALES) TAX

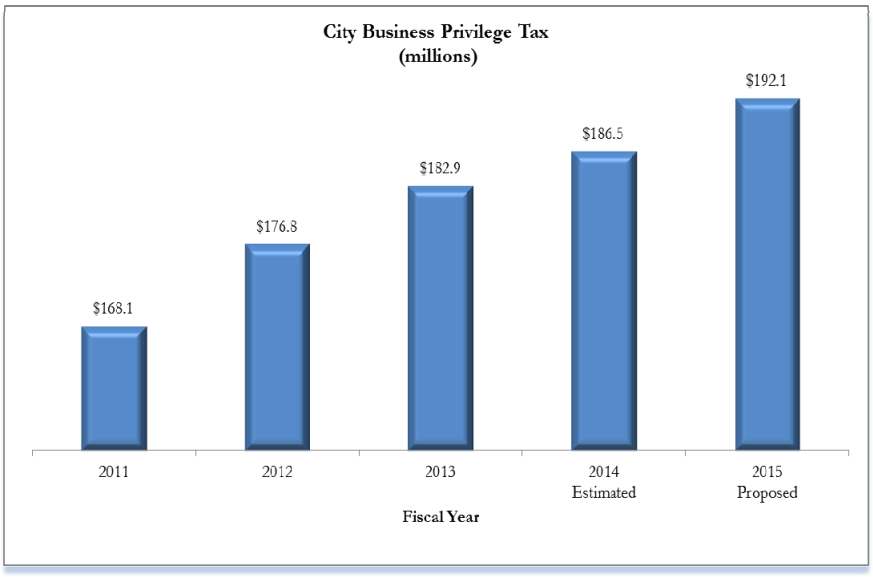
The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 40.5% of the anticipated General Fund revenue. The Tucson City Charter authorizes a 2% tax on taxable business activity transacted within the city limits. The charter exempts food purchased for home consumption, but allows the taxation of food consumed in restaurants or carried out. The charter further provides that as long as the city sales tax is imposed, no ad valorem tax shall be imposed on real or personal property within the city in excess of $1.75 per $100 of assessed valuation.

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 that limit what may be taxed in local jurisdictions. Those limits include disallowing commercial lease sales tax on lease arrangements between businesses that are owned by at least 80% of the same owners, and changing collection of contracting sales tax to be determined by where materials are sold rather than where they will be used. Those limits have been estimated to reduce revenues by $3.6 million per year, but the actual impact is still to be seen.

Additionally, the State of Arizona Legislator passed HB 2111 in 2013 which will shift the collection of Business Privilege Tax from the City to the State. The effective date of this change is January 1, 2015. The impact of the change is unknown and has not been included in the proposed revenues for Fiscal Year 2015.

GENERAL FUND

The following graph illustrates the increase in business privilege tax since Fiscal Year 2011.



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 2015 revenues reflect the 2% allowable increase.

The city also applies a state law that allows an increase to the primary property tax levy by the amount of involuntary torts or claims that were paid in Fiscal Year 2013. The involuntary tort levy amount is $1,374,150, which increases the estimated primary tax rate by $0.0443 per $100 of assessed valuation. The additional revenue from the primary property tax increase will be recognized in the Self-Insurance Internal Service Fund.

The estimated primary property tax, including the amount for the tort levy, for Fiscal Year 2015 is $14,973,710 or $1.4 million less than the actual levy of $16,333,360 for Fiscal Year 2014. The tax rate for Fiscal Year 2015 will decrease to $0.4829 per $100 of assessed valuation from $0.5245 for Fiscal Year 2014. In Fiscal Year 2014, the tort levy amount was $3.2 million, contributing to that year's higher total levy.

Primary Tax Rate and Levy

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended
Primary Tax Rate	$ 0.3289	$ 0.4297	$ 0.4125	$ 0.5245	$ 0.4829
Primary Tax Levy	$ 12,063,167	$ 14,707,820	$ 13,670,900	$ 16,333,360	$ 14,973,710
Net Taxable Value	$ 3,667,565,654	$ 3,422,592,245	$ 3,313,878,996	$ 3,114,079,421	$ 3,100,649,600

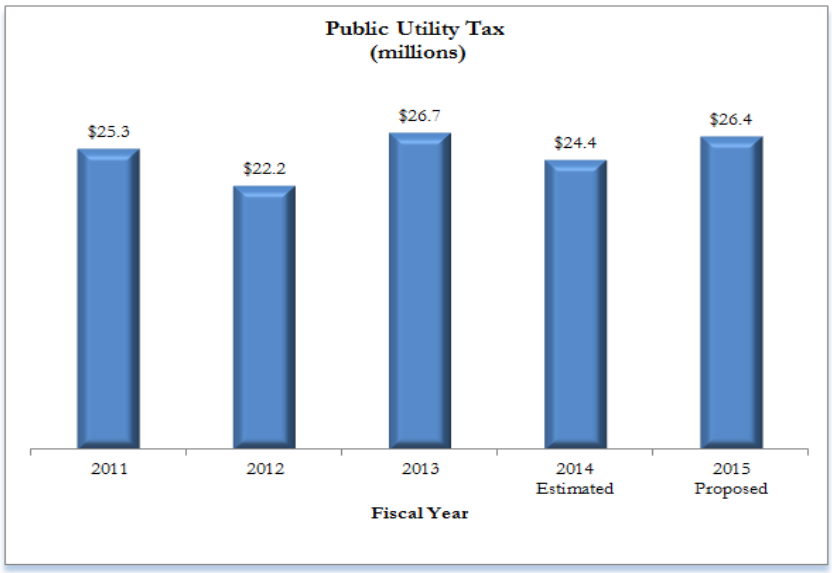
PUBLIC UTILITY TAX

The Tucson City Charter authorizes a tax on the gross sales by public utilities and telecommunication providers that operate without a franchise to consumers within the city limits. The 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). Franchise fee payments received from Tucson Electric Power and Southwest Gas reduces the public utility tax due from them.

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

Estimated revenues from public utility taxes for Fiscal Year 2015 total $26.4 million. The forecast assumes an 8.1% increase from Fiscal Year 2014 estimated revenues of $24.4 million. The amount for Fiscal Year 2013 includes a one-time payment of $2.1 million due to findings from a tax audit. 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.



OTHER LOCAL TAXES

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

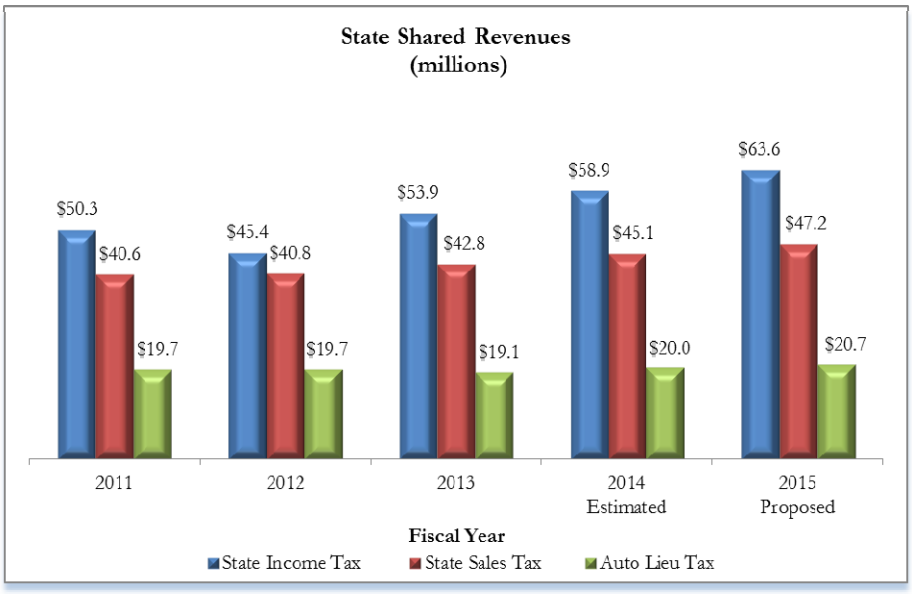
Estimated revenues from other local taxes not including public utility tax for Fiscal Year 2015 total $17.3 million. The forecast assumes a 5.8% growth from Fiscal Year 2014 estimated revenues of $16.3 million.

GENERAL FUND

STATE SHARED REVENUES

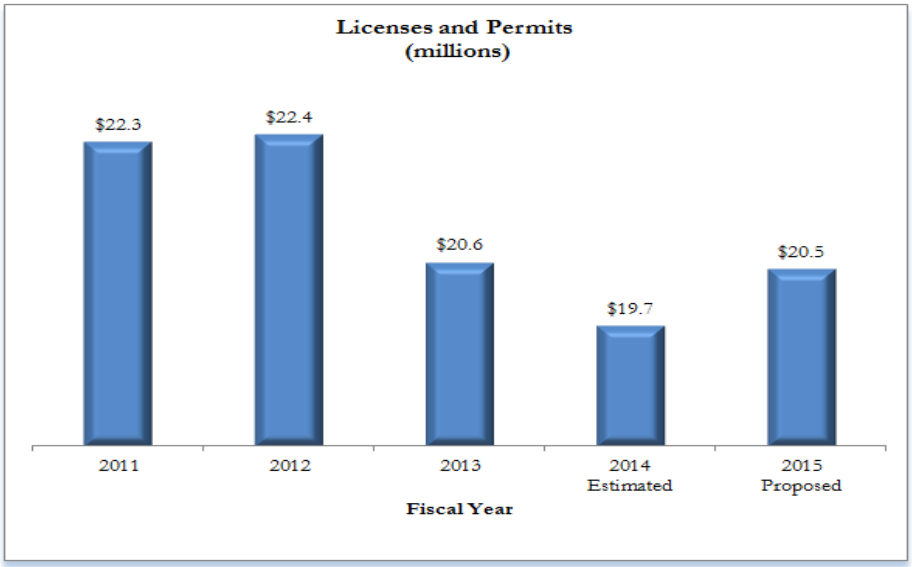
Cities and towns in Arizona receive a portion of revenues collected by the State of Arizona. The allocations for these revenues are primarily based on U.S. Census population figures. The three state-shared revenues represent 27.7% of the General Fund budget. Revenues from these sources may be used for any general government activity.

For Fiscal Year 2015, the projected state-shared revenues are $131.5 million, representing a 6.0% increase from the $124.1 million estimate for Fiscal Year 2014.



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 2015, the projected licenses and permits revenues are $20.5 million, representing a slight increase from the $19.7 million estimate for Fiscal Year 2014. A slight increase is anticipated from franchise fees and cable-TV license fees.

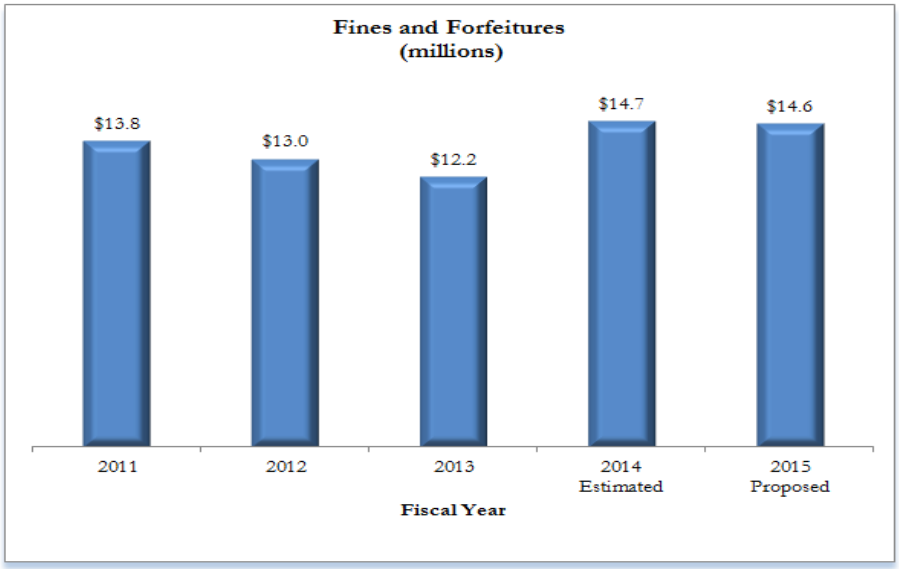


FINES and FORFEITURES

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 2015 revenues of $14.6 million are projected to decrease $0.1 million from Fiscal Year 2014 estimated revenues of $14.7.



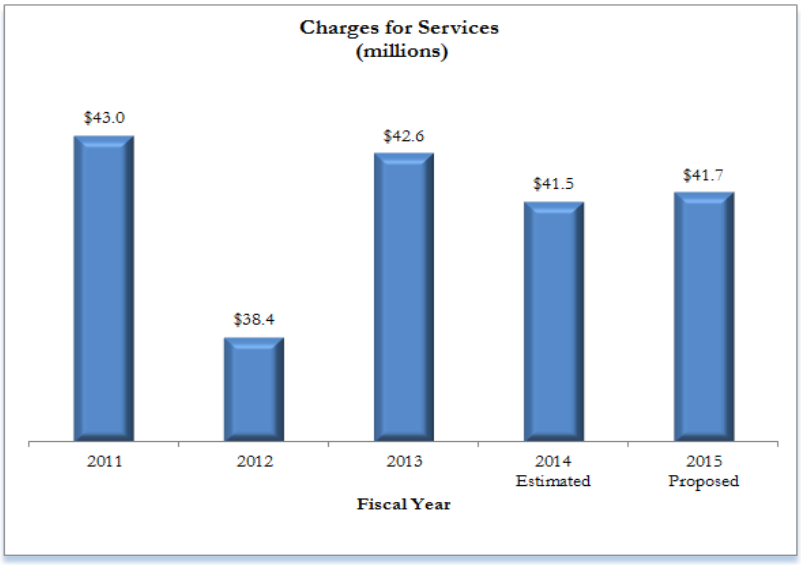
CHARGES for SERVICES

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

In Fiscal Year 2015, charges for services are projected to increase approximately $0.2 million from estimated Fiscal Year 2014. The primary changes in Fiscal Year 2015 are slight increases for vehicle impound fees, reimbursements for police special duty assignments, a new administrative charge to ParkWise, decreases for permit/inspection fees, and recreation fee classes.

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 that are available but not needed for immediate disbursement. Fiscal Year 2014 interest earnings are anticipated to decrease slightly and rental revenues are projected to decline due to leases not being renewed.

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.

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 2014 estimate of $2.2 million to $2.7 million due to the intention of the City to sell land parcels.

GENERAL FUND

OTHER FUNDING SOURCES

Other Funding Sources is the category in which current financial resources are reported separately from standard operating revenues to avoid distorting revenue trends. For Fiscal Year 2015, the other financial resources are in lieu of taxes and use of fund balance.

Municipal-owned utilities are exempt from property taxes. In order to compensate the City for the lost property tax revenues, the City imposed 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 2015. The Tucson Water Utility did not include the PILOT within their financial plan. The expense is included in the Water Utility's proposed budget.

The City receives certain funds which are subject to constraints that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or are imposed by law through constitutional provisions (i.e. state assessment fee, vehicle impoundment fee, special duty). If the City is unable to spend the restricted funds by fiscal year end, then the remaining funds increase the General Fund's restricted fund balance. A department may program to spend the restricted funds in the following fiscal year. The $1.3 million previous year restricted fund balance will mainly be used to purchase police vehicles.

In Fiscal Year 2014, the City received a settlement arising out of an asbestos damages claim in the amount of $7.8 million. After payment of legal fees, the remaining funds of $5.5 million are available to the City. In keeping with the City's Financial Policies of using non-recurring funding sources or one-time monies for one-time expenditures, $3.5 million will be assigned at the end of Fiscal Year 2014 for the purchase of fire rescue trucks; convention center repairs; additional police and fire compensation payments for earned leave accrual due to a large number of retirements within the two departments; software for the City Attorney; continuation of the implementation of the Enterprise Resource Planning (ERP); and funding support for Access Tucson toward a transition plan.

The Fiscal Year 2015 use of fund balance of $3.1 million will come from savings by holding the line in spending during Fiscal Year 2014 in order to keep the General Fund Unassigned Fund Balance at the Fiscal Year 2013 amount of $12.8 million by the end of Fiscal Year 2015.

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Business Privilege Tax	$ 182,861,378	$ 188,988,400	$ 186,518,610	$ 192,114,160
Primary Property Tax	$ 12,467,667	$ 13,119,610	$ 13,119,610	$ 13,599,560
Other Local Taxes				
Public Utility Tax	$ 26,717,576	$ 25,013,700	$ 24,419,710	$ 26,350,000
Use Tax	4,332,206	4,387,800	2,800,000	3,500,000
Transient Occupancy Tax	9,018,728	9,522,000	9,018,730	9,199,100
Room Tax	3,198,681	3,706,500	3,100,000	3,150,000
Liquor Taxes	749,028	800,000	736,200	750,920
Pawn Broker Second Hand Dealer	224,502	271,400	559,370	559,370
Occupational Taxes	102,558	85,000	98,000	98,390
Governmental Property Lease Excise Tax	5,528	5,200	5,200	10,000
Subtotal	$ 44,348,807	$ 43,791,600	$ 40,737,210	$ 43,617,780
State Shared Taxes				
State Income Tax	$ 53,945,081	$ 57,800,600	$ 58,908,030	$ 63,620,670
State Sales Tax	42,757,073	44,563,600	45,108,710	47,151,760
Auto Lieu Tax	19,090,499	19,693,400	20,045,020	20,719,540
Subtotal	$ 115,792,653	$ 122,057,600	$ 124,061,760	$ 131,491,970
Licenses and Permits				
Utility Franchise Fees	$ 13,663,659	$ 13,955,000	$ 13,797,450	$ 14,073,400
Cable Television Licenses	3,430,234	3,470,670	3,434,430	3,503,110
License Application Fees	1,996,364	1,750,000	1,730,780	2,215,390
Alarm Permit Fee	127,766	100,000	125,000	125,000
Telecommunications Licenses and Franchise Fees	941,033	1,059,400	20,000	-0-
Sign Regulation	190,002	372,300	350,000	375,000
Litter Assessment Fees	219,750	200,000	200,000	200,000
Miscellaneous Licenses and Permits	48,500	29,780	47,110	39,620
Subtotal	$ 20,617,308	$ 20,937,150	$ 19,704,770	$ 20,531,520

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Fines and Forfeitures				
City Attorney	$ 319,182	$ 304,000	$ 539,000	$ 568,000
City Court	10,352,849	10,734,100	11,947,500	11,472,920
Finance	3,780	6,500	4,280	5,500
General Government	54,253	3,000	23,940	20,000
Planning and Development Services	6,057	1,000	5,050	10,000
Tucson Fire	1,324	7,180	1,460	2,500
Tucson Police	1,442,376	2,171,500	2,154,580	2,478,500
Subtotal	$ 12,179,821	$ 13,227,280	$ 14,675,810	$ 14,557,420
Charges for Services				
Administrative Charges to Enterprise Funds	$ 10,123,390	$ 11,123,390	$ 11,123,390	$ 11,223,390
City Attorney	11,688	8,000	11,000	11,000
General Government	216,395	159,900	313,230	409,900
Housing and Community Development	139,093	183,000	83,660	23,000
Information Technology	272,165	97,600	154,000	96,000
Parks and Recreation	5,631,206	5,793,390	5,526,390	5,414,820
Planning and Development Services	8,922,243	7,900,700	7,718,200	7,755,000
Public Defender	105,920	100,660	111,720	111,720
Tucson Fire	12,243,072	11,535,320	11,054,600	11,124,600
Tucson Police	4,950,942	4,979,000	5,359,770	5,550,000
Subtotal	$ 42,616,114	$ 41,880,960	$ 41,455,960	$ 41,719,430
Use of Money and Property				
Rentals and Leases	$ 584,584	$ 426,640	$ 432,720	$ 268,920
Interest Earnings	230,630	267,810	267,810	256,350
Subtotal	$ 815,214	$ 694,450	$ 700,530	$ 525,270
Other Agencies				
Dispatch Services	$ 978,523	$ 969,540	$ 992,490	$ 999,300
Pima Animal Care Fees	1,125,878	1,050,000	1,050,000	1,050,000
University of Arizona Fire Service	134,421	134,420	134,420	134,420
Law Enforcement Training	269,505	244,000	242,700	240,000
State Telecommunications 911 Excise Tax	48,540	40,000	48,500	40,000
Subtotal	$ 2,556,867	$ 2,437,960	$ 2,468,110	$ 2,463,720

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Non-Grant Contributions				
General Government	$ 1,103,476	$ 1,084,860	$ 1,001,800	$ 1,059,380
Housing and Community Development	27,326	69,300	-0-	1,000
Parks and Recreation	234,276	359,160	359,450	359,160
Tucson Police	584,477	-0-	-0-	750,000
Subtotal	$ 1,949,555	$ 1,513,320	$ 1,361,250	$ 2,169,540
Miscellaneous Revenues				
Sale of Property	$ 277,271	$ 2,263,000	$ 1,025,950	$ 1,728,500
Miscellaneous Revenues	433,513	500,500	297,170	479,500
Rebates Purchasing Card	467,942	400,000	566,550	500,000
Recovered Expenditures	401,825	312,140	283,770	32,140
Subtotal	$ 1,580,551	$ 3,475,640	$ 2,173,440	$ 2,740,140
Other Funding Sources				
In Lieu of Taxes	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
Refunding Proceeds	-0-	13,206,000	13,206,000	-0-
Proceeds from Law Suit	-0-	-0-	7,750,000	-0-
Use of Restricted Fund Balance	919,743	946,320	5,123,490	1,282,540
Use of Assigned Fund Balance	16,375,375	-0-	-0-	3,580,000
Use of Fund Balance	-0-	-0-	-0-	3,062,950
Subtotal	$ 18,895,118	$ 15,752,320	$ 27,679,490	$ 9,525,490
Total General Fund	$ 456,681,053	$ 467,876,290	$ 474,656,550	$ 475,056,000

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of several revenue sources that are restricted to expenditures for specified purposes. Included in this category are the Mass Transit Fund, Tucson Convention Center (TCC) Fund, Highway Revenue User Fund (HURF), ParkWise Fund, Civic Contribution Fund and Federal and State Grant Funds.

MASS TRANSIT FUND

The Mass Transit Fund records the revenues generated and expenditures made in order to run the public transportation system for the City. Revenues include passenger revenues; operating assistance from the Regional Transportation Authority (RTA), Pima County and other local jurisdictions; and other miscellaneous revenues. The Fiscal Year 2015 passenger revenues of $13.9 million are projected to increase $0.2 million from the Fiscal Year 2014 estimated of $13.7 million due to an increase in ridership.

Fiscal Year 2015 federal grant revenue of $26.1 million is increasing $7.3 million from the Fiscal Year 2014 estimated of $18.8 million due to reimbursement for the purchase of replacement buses for Sun Tran. In prior years, the transit system provided shuttle service for University of Arizona football games. Under the Federal Transit Authority Charter, a private company will need to provide the service beginning in Fiscal Year 2015.

The General Fund transfer to the Mass Transit Fund is increasing by $2.3 million from $40.8 million estimated in Fiscal Year 2014 to the projected $43.1 million in Fiscal Year 2015. 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, is expected to begin operating in July 2014, and the revenues for its first year are expected to generate $1.2 million from the passenger fares. The Regional Transit Authority is reimbursing $2.0 million of maintenance and operations expenditures for the first year of operation. The City's General Fund is projected to provide $0.9 million in funding.

TUCSON CONVENTION CENTER FUND

The Tucson Convention Center Fund is used for the operations of the convention center. Revenues include room and space rental, box office fees, parking fees, and other miscellaneous revenues. Projected revenues of $7.3 million for Fiscal Year 2015 are anticipated to slightly increase from the adopted Fiscal Year 2014 budgeted revenues of $7.0 million; however the estimated Fiscal Year 2014 actual revenues are 15% lower than the adopted budget. The decrease in Fiscal Year 2014 projected revenues is due to construction in the arena making it unavailable for rent. The increase of the General Fund transfer in Fiscal Year 2015 is due to an increase in building maintenance expenses and revenue loss from fewer available dates during renovation.

In March, 2014, the City solicited Requests for Proposals (RFP) from qualified offerors to provide for the day to day general management and operations supervision of all activities of the Tucson Convention Center. The Fiscal Year 2015 proposed budget assumes operations under the current conditions and does not include any management changes that may occur.

HIGHWAY USER REVENUE FUND

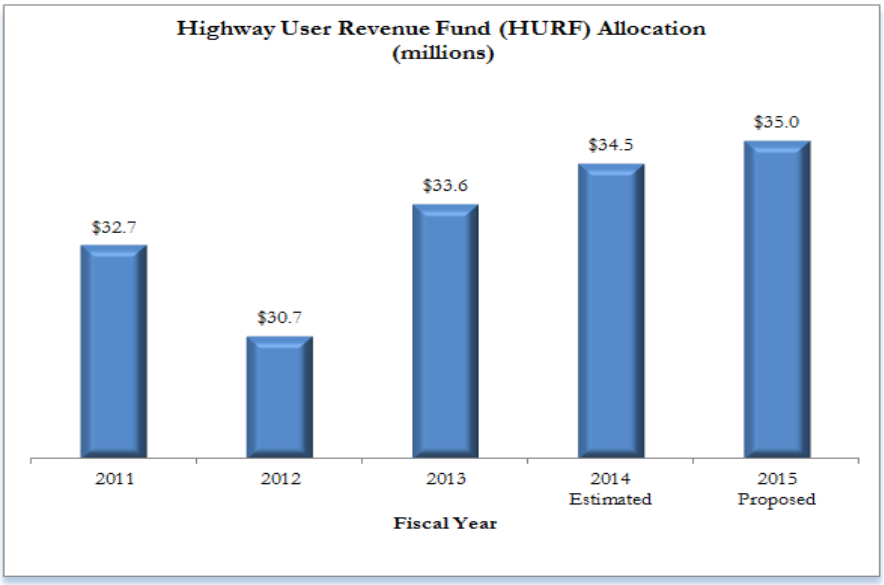
The HURF revenues are generated from the state-collected gasoline tax. Currently, the gas tax is levied at a rate of $0.18 per gallon and distributed to cities and towns under two formulas. The first formula deposits $0.13 of the $0.18 in a fund from which 30% is allocated to cities and towns. One-half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

SPECIAL REVENUE FUNDS

The HURF revenues are restricted solely for street and highway purposes. Eligible activities for HURF revenues include rights-of-way acquisitions, street construction, maintenance and improvements and for debt service on highway and street bonds.

In Fiscal Years 2013 and 2014 there was a direct and substantial impact to Arizona municipalities from the diversion of HURF monies to fund the Arizona Department of Public Safety. The State budget was finalized as this document was going to print. The adopted State budget restored an estimated $1.6 million of HURF revenues. The final budget documents will be amended to reflect the additional revenue.

The following graph shows the amount of state-shared HURF revenues received and anticipated by the City. It reflects an approximate 7% increase in revenues since Fiscal Year 2011.



PARKWISE FUND

The ParkWise Fund is used to account for the operations of the City's parking garages, parking lots and parking meters. The projected parking space and meter collections of $3.6 million for Fiscal Year 2015 are anticipated to be an increase $0.5 million from Fiscal Year 2014 estimated revenues of $3.1 million. The increase in attributable to the full year impact from a meter rate increase from 50 cents to $1.00 per hour, which went into effect April 1, 2014, and from a new revenue stream from the installation of 300 meters. The fund balance will be used to purchase needed parking garage equipment.

CIVIC CONTRIBUTION FUND

The Civic Contribution Fund accounts for any monetary contributions from individuals or organizations for a specific purpose. Projected contributions to be expended during Fiscal Year 2015 include those for the Fire Department, Tucson Police Department, Parks and Recreation Department, and Tucson Convention Center.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Community Development Block Grant (CDBG) Fund accounts for funds received from a federal program administered by the U.S. Department of Housing and Urban Development (HUD). Grant funds are awarded to local and state governments to develop viable urban communities by providing decent housing and expanding economic opportunities for low- and moderate-income residents. For Fiscal Year 2015, the projected CDBG funding of $9.2 million is anticipated to decline $1.0 million from the Fiscal Year 2014 estimate of $8.2 million.

SPECIAL REVENUE FUNDS

MISCELLANEOUS HOUSING GRANT FUND

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

The revenues in the Miscellaneous Housing Grant Fund are anticipated to decrease $1.0 million in Fiscal Year 2015 from the Fiscal Year 2014 estimated revenues of $5.9 million to $4.9 million.

PUBLIC HOUSING SECTION 8 FUND

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

The estimated revenue in Fiscal Year 2014 is $39.3 million, and Fiscal Year 2015 is anticipated to decrease by $1.2 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 2015 are $5.3 million, an increase of $0.3 million from prior year estimate of $5.0 million.

OTHER FEDERAL GRANTS FUND

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

In Fiscal Year 2015, anticipated miscellaneous federal grant revenue is increasing from an estimated $28.6 million in Fiscal Year 2014 to $38.7 million. The increase is mainly due to Tucson Fire Department federal grant funding capacity; and funding in the Transportation Department for Intermodal Surface Transportation Efficiencies funding that has been increased for streets, pedestrian, sidewalk, traffic signals and communication systems.

SPECIAL REVENUE FUNDS

NON-FEDERAL GRANTS FUND

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

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

In Fiscal Year 2015, anticipated non-federal grants revenue is decreasing slightly from an estimated $2.5 million in Fiscal Year 2014 to $2.4 million.

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Mass Transit Fund				
Passenger Revenue	$ 12,722,450	$ 14,549,300	$ 13,682,570	$ 13,864,680
Shuttle Service	28,505	-0-	147,740	-0-
Advertising Revenue	169,808	388,550	317,000	390,000
Regional Transportation Authority	5,839,828	7,811,950	8,050,350	7,520,580
County/Local Operating Assistance	4,561,744	4,967,340	5,386,660	5,354,930
Special Needs	958,122	1,159,160	753,150	844,000
Rents and Leases	363,377	250,000	344,000	432,400
Proceeds from Sale of Capital Assets	718,058	-0-	-0-	-0-
Miscellaneous Revenues	896,948	480,050	306,060	328,200
Federal Transit Grants	72,535,485	19,325,820	18,791,890	26,142,740
Proceeds from HELP Loan	-0-	2,752,800	2,752,800	-0-
General Fund Transfer	40,014,435	42,733,040	40,774,020	43,079,140
Subtotal	$ 138,808,759	$ 94,418,010	$ 91,306,240	$ 97,956,670
Use of Fund Balance	109,044	-0-	-0-	-0-
Total Revenues	$ 138,917,803	$ 94,418,010	$ 91,306,240	$ 97,956,670
Mass Transit Fund - Sun Link				
Passenger Revenue	$ -0-	$ -0-	$ -0-	$ 1,196,390
Advertising	-0-	-0-	-0-	100,000
Regional Transportation Authority	473,316	4,516,690	1,200,000	2,000,000
General Fund Transfer	-0-	-0-	-0-	905,170
Total Revenues	$ 473,316	$ 4,516,690	$ 1,200,000	$ 4,201,560
Tucson Convention Center Fund				
Room and Space Rental	$ 1,257,590	$ 1,250,000	$ 1,000,000	$ 1,100,000
Box Office Fees	126,253	135,000	150,000	150,000
Parking	776,686	875,000	650,000	650,000
Catering and Concessions	273,503	350,000	170,000	170,000
Novelty Sales	27,892	30,000	5,000	5,000
Commission Revenue	110,749	140,000	140,000	140,000
Facility User Fees	150,516	240,000	58,000	58,000
Arena Facility User Fees	178,251	200,000	95,000	95,000
Event Ticket Rebates	144,327	140,000	10,000	10,000

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Recovered Expenditures	$ 224,364	$ 65,000	$ 30,000	$ 30,000
Rents and Leases	65,019	66,080	92,670	66,080
Miscellaneous Revenues	1,161,123	-0-	17,310	11,540
General Fund Transfer	3,642,049	3,536,730	4,219,760	4,832,880
Subtotal	$ 8,138,323	$ 7,027,810	$ 6,637,740	$ 7,318,500
Use of Fund Balance	365	-0-	-0-	-0-
Total Revenues	$ 8,138,688	$ 7,027,810	$ 6,637,740	$ 7,318,500
Highway User Revenue Fund				
State Shared Tax - HURF	$ 33,576,841	$ 34,042,290	$ 34,450,000	$ 34,939,210
Permits and Inspection Fees	407,948	340,000	440,860	441,000
Developer In Lieu	43,250	-0-	91,600	-0-
Final Fog Seal	2,000	-0-	-0-	-0-
Temporary Work Zone Traffic Control	204,600	202,000	202,000	249,000
Other Charges for Services	124,028	-0-	-0-	-0-
Intergovernmental Agreements	1,150	-0-	-0-	-0-
Rents and Leases	686,047	295,000	1,011,050	550,070
Proceeds from Sale of Capital Assets	1,237,121	3,000,000	2,700,000	200,000
Interest Earnings	11,328	40,000	131,390	20,000
Recovered Expenditures	308,076	200,000	233,000	8,000
Miscellaneous Revenues	1,341,286	-0-	76,330	31,800
Subtotal	$ 37,943,674	$ 38,119,290	$ 39,336,230	$ 36,439,080
Use of Fund Balance	964,572	7,661,710	-0-	3,236,420
Total Revenues	$ 38,908,246	$ 45,781,000	$ 39,336,230	$ 39,675,500
ParkWise Fund				
Parking Meter Collections	$ 665,917	$ 908,700	$ 863,200	$ 1,308,500
Parking Revenues	2,104,066	2,076,140	2,256,460	2,349,640
Hooded Meter Fees	35,934	15,000	36,850	28,500
Assessment Fee	48,159	44,000	59,120	57,240
Parking Violations	620,714	710,000	644,400	636,000
Rents and Leases	114,532	107,370	109,730	102,110
Interest Earnings	-0-	-0-	6,880	-0-
Miscellaneous Revenues	6,502	-0-	20,040	-0-
Subtotal	$ 3,595,825	$ 3,861,210	$ 3,996,680	$ 4,481,990
Use of Fund Balance	203,548	1,843,390	441,010	1,304,100
Total Revenues	$ 3,799,373	$ 5,704,600	$ 4,437,690	$ 5,786,090

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Civic Contribution Fund				
Contributions for Housing and Community Development	$ -0-	$ 6,750	$ 9,200	$ -0-
Contributions for Parks and Recreation	309,054	251,200	301,250	263,550
Contributions for Tucson Convention Center	30,000	30,000	30,000	30,000
Contributions for Tucson Fire	14,663	20,000	15,670	20,000
Contributions for Tucson Police	1,020	75,000	1,760	1,000
Open Space Contributions	60,131	8,000	9,990	10,000
Interest Earnings	5,480	8,000	-0-	8,000
Subtotal	$ 420,349	$ 398,950	$ 367,870	$ 332,550
Use of Fund Balance	1,015,311	806,820	544,330	366,820
Total Revenues	$ 1,435,660	$ 1,205,770	$ 912,200	$ 699,370
Community Development Block Grant Fund				
Community Development Block Grant Entitlement	$ 8,549,607	$ 9,812,200	$ 8,191,870	$ 9,166,680
Program Income	1,297,791	1,787,000	1,548,240	721,580
El Portal Income	296,326	220,250	220,000	336,000
Total Revenues	$ 10,143,723	$ 11,819,450	$ 9,960,110	$ 10,224,260
Miscellaneous Housing Grant Fund				
Federal Miscellaneous Housing Grants	$ 3,320,745	$ 4,394,230	$ 4,392,450	$ 2,986,770
Lead Hazard Control Grants	573,898	819,940	760,200	1,063,610
Program Income	272,186	776,890	719,960	820,510
Subtotal	$ 4,166,829	$ 5,991,060	$ 5,872,610	$ 4,870,890
Use of Fund Balance	94,822	-0-	-0-	-0-
Total Revenues	$ 4,261,651	$ 5,991,060	$ 5,872,610	$ 4,870,890
Public Housing Section 8 Fund				
Federal Public Housing Section 8 Grants	$ 38,606,864	$ 40,362,420	$ 39,322,480	$ 38,115,670
Program Income	1,254,003	1,193,920	-0-	-0-
Interest Earnings	28,105	-0-	-0-	20,000
Miscellaneous Revenues	12,525	-0-	4,990	-0-
Subtotal	$ 39,901,497	$ 41,556,340	$ 39,327,470	$ 38,135,670
Use of Fund Balance	384,517	-0-	442,370	-0-
Total Revenues	$ 40,286,014	$ 41,556,340	$ 39,769,840	$ 38,135,670

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
HOME Investment Partnerships Program Fund				
HOME Funds	$ 4,377,681	$ 5,584,570	$ 5,024,650	$ 5,266,000
Program Income	594,183	459,900	583,440	583,440
El Portal Income	250,294	246,000	250,290	178,400
Total Revenues	$ 5,222,158	$ 6,290,470	$ 5,858,380	$ 6,027,840
Other Federal Grants Fund				
City Attorney	$ 265,737	$ 265,740	$ 253,880	$ 303,640
City Court	109,356	307,720	241,570	332,330
City Manager	1,419,808	420,000	527,300	-0-
General Government	1,009,841	947,370	947,370	-0-
General Services	1,805	-0-	-0-	-0-
Housing and Community Development	124,330	95,940	67,830	76,580
Parks and Recreation	380,883	572,550	420,930	569,610
Transportation	1,337,677	12,309,170	11,859,590	23,013,000
Tucson Fire	433,890	2,436,940	1,174,420	2,400,000
Tucson Police	11,655,894	13,866,500	13,055,020	11,982,240
Interest Earnings	5,343	-0-	-0-	-0-
Total Revenues	$ 16,744,563	$ 31,221,930	$ 28,547,910	$ 38,677,400
Non-Federal Grants Fund				
City Attorney	$ 12,709	$ 81,920	$ 89,600	$ 80,740
Housing and Community Development	329,143	569,860	541,620	377,100
Parks and Recreation	-0-	325,000	53,440	274,430
Transportation	43,001	-0-	-0-	-0-
Tucson Fire	-0-	164,000	121,530	150,000
Tucson Police	1,108,939	1,577,330	1,672,020	1,497,520
Total Revenues	$ 1,493,791	$ 2,718,110	$ 2,478,210	$ 2,379,790
Total Special Revenue Funds	**$ 268,277,689**	**$ 258,251,240**	**$ 235,117,160**	**$ 255,953,540**

ENTERPRISE FUNDS

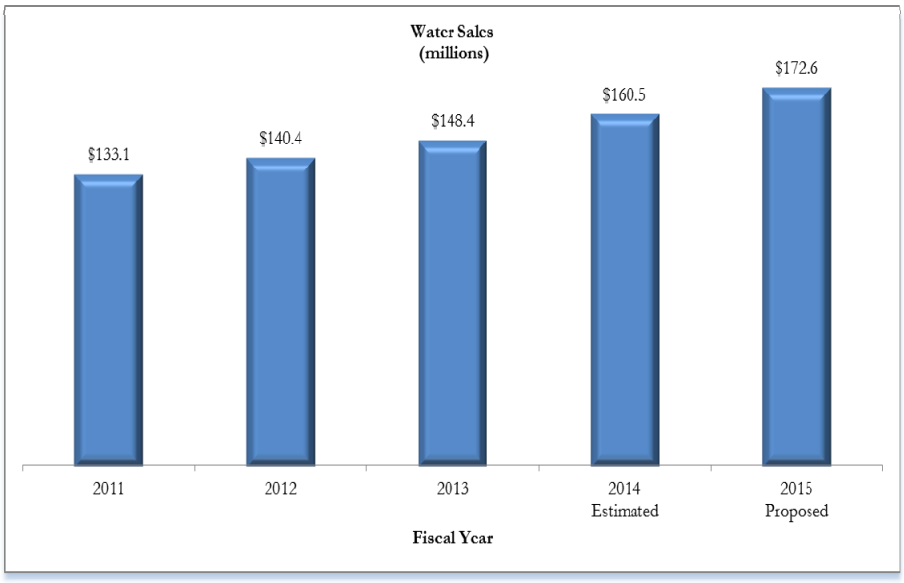
Enterprise Funds are used to account for certain operations that provide services to the general public for a fee. The City of Tucson's Enterprise Funds are established to set fees or charges to recover the cost of providing services, including capital costs. The Enterprise Funds may also issue debt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

TUCSON WATER UTILITY

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

Rate increases for water sales were proposed to Mayor and Council on February 19, 2014, with a plan to adopt on June 3, 2014, and become effective July 1, 2013. Water sales include potable and reclaimed water sales, the Central Arizona Project Surcharge, the water conservation fee, and fire sprinkler fees.

For Fiscal Year 2015, the water sales revenue is projected to increase by $12.1 million (an additional 7.5%) over Fiscal Year 2014 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.

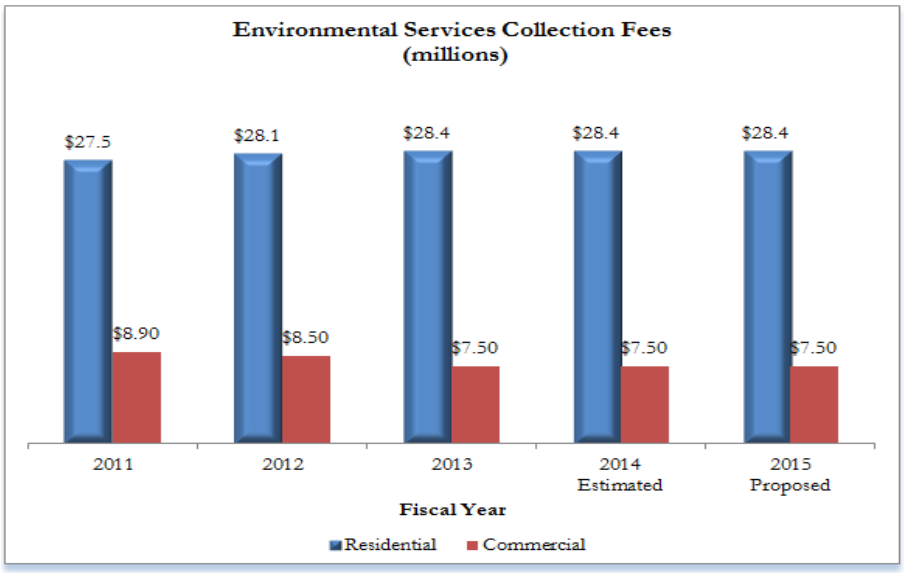
Details on projects funded by the Tucson Water Department may be found in Section E, Capital Improvement Program.

ENTERPRISE FUNDS

ENVIRONMENTAL SERVICES FUND

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

In Fiscal Year 2015, Pima County will no longer be participating in the city's Household Hazardous Waste Program, so that funding has been eliminated from the budget. Operating revenue collections for Fiscal Year 2015 are projected to be flat compared to Fiscal Year 2014 estimated.

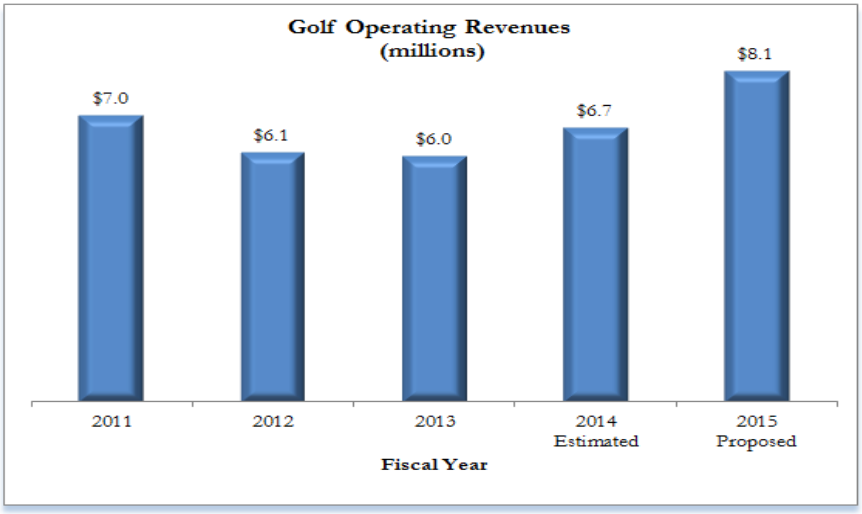


TUCSON GOLF ENTERPRISE FUND

The Tucson Golf Course Fund operates five golf courses throughout the city: El Rio, Randolph, Dell Urich, Fred Enke and Silverbell. The revenues funding the golf operations include golf fees, cart rental, driving range, pro shops and food and beverage sales. For Fiscal Year 2015, an outside contractor will be managing the golf operations for the City. The projected revenues are anticipated to increase by $1.4 million, from Fiscal Year 2014's estimated level of $6.7 million to $8.1 million for Fiscal Year 2015, mainly due to the increased revenue from food and beverage sales.

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 food and beverage sales due to the change in management in Fiscal Year 2015.



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 increase from the estimated Fiscal Year 2014 of $5.7 million to $6.2 million for Fiscal Year 2015 due to changes in prorating the federal operating subsidy 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 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Tucson Water Utility				
Operating Revenues:				
Potable Water Sales	$ 120,184,137	$ 135,917,000	$ 128,109,770	$ 141,017,000
Reclaimed Water Sales	9,295,896	10,609,870	10,653,000	10,271,000
Central Arizona Project Surcharge	14,405,779	9,965,000	17,500,000	16,320,000
Water Conservation Fees	2,830,967	2,950,000	2,807,000	3,050,000
Fire Sprinkler Fees	1,701,938	1,050,400	1,425,000	1,929,000
Connection Fees	1,882,366	979,000	1,446,550	1,400,000
Service Charges	3,636,264	2,946,790	3,024,210	3,630,000
Development Plan Review/ Inspection Fees	666,842	518,730	294,000	518,730
Billing Services	3,400,518	3,156,000	3,156,000	3,400,520
Miscellaneous Revenues	407,314	2,777,520	606,360	2,567,820
Subtotal	$ 158,412,022	$ 170,870,310	$ 169,021,890	$ 184,104,070
Non-Operating Revenues:				
Tucson Airport Remediation Project Reimbursement	$ 584,977	$ 809,350	$ 685,000	$ 838,480
Water System Equity Fees	2,774,749	2,479,000	2,367,740	2,608,000
CAP Water Resource Fees	388,123	350,000	330,800	375,000
Non-Grant Contribution	757,996	-0-	1,540,700	-0-
Miscellaneous Grants	51,715	865,000	-0-	750,000
Sale of Capital Assets	320,686	-0-	260,000	-0-
Investment Income	546,254	63,350	846,870	314,250
Subtotal	$ 5,424,500	$ 4,566,700	$ 6,031,110	$ 4,885,730
Long-term Obligation Proceeds:				
Water System Obligation Bonds	$ -0-	$ 47,834,200	$ 38,000,000	$ 41,809,000
Prior Year Bond Proceeds Available	-0-	7,001,900	-0-	9,507,340
Subtotal	$ -0-	$ 54,836,100	$ 38,000,000	$ 51,316,340
Total Revenues	**$ 163,836,522**	**$ 230,273,110**	**$ 213,053,000**	**$ 240,306,140**

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Environmental Services Fund				
Operating Revenues:				
Residential Refuse Services	$ 28,409,619	$ 28,437,480	$ 28,437,000	$ 28,437,000
Commercial Refuse Services	7,484,299	8,293,070	7,450,000	7,450,000
Landfill Services Charges	6,277,856	5,505,650	6,200,000	6,200,000
Remediation Ground Fees	3,553,846	3,500,000	3,560,000	3,500,000
Self Haul Fees	1,126,105	1,174,000	1,095,000	1,100,000
Refuse Penalties	154,266	211,180	173,780	173,000
Recycling	1,019,085	850,000	850,000	850,000
Subtotal	$ 48,025,078	$ 47,971,380	$ 47,765,780	$ 47,710,000
Non-Operating Revenues:				
Household Hazardous Waste	$ 138,881	$ 140,000	$ 140,000	$ 100,000
Intergovernmental Agreements	367,565	340,330	328,000	60,000
Miscellaneous Grants	242,256	129,000	129,000	150,000
Sale of Capital Assets	271,514	-0-	353,640	67,630
Interest Earnings	20,252	50	31,880	50
Recovered Expenses	9,518	10,000	8,000	8,000
Miscellaneous Revenues	105,813	-0-	35,440	-0-
Subtotal	$ 1,155,798	$ 619,380	$ 1,025,960	$ 385,680
Use of Fund Balance	-0-	5,133,350	-0-	9,459,000
Total Revenues	**$ 49,180,876**	**$ 53,724,110**	**$ 48,791,740**	**$ 57,554,680**
Tucson Golf Enterprise Fund				
El Rio	$ 868,870	$ 979,500	$ 941,210	$ 1,147,920
Randolph/Dell Urich	2,945,895	3,342,950	3,237,500	4,134,400
Fred Enke	919,220	1,261,710	1,096,900	1,205,750
Silverbell	1,170,259	1,297,180	1,299,030	1,443,980
Other Golf Revenues	77,808	53,000	76,430	198,000
Miscellaneous Revenues	(25,485)	-0-	8,000	-0-
Total Revenues	**$ 5,956,566**	**$ 6,934,340**	**$ 6,659,070**	**$ 8,130,050**

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Public Housing Fund				
Federal Grants	$ 6,302,391	$ 6,266,980	$ 5,695,800	$ 6,207,480
Housing Administration Charges	2,316,756	2,075,630	3,340,980	3,223,820
Tenant Rent and Parking Fees	3,045,829	3,176,080	3,033,960	3,040,970
Charges for Other Services	654,458	209,340	174,650	158,050
Other Rental Income	3,708	3,520	3,520	7,880
Interest Revenue	10,447	100,000	17,240	38,890
Miscellaneous Revenues	303,730	53,730	61,950	97,850
Subtotal	$ 12,637,320	$ 11,885,280	$ 12,328,100	$ 12,774,940
Use of Fund Balance	1,335,481	574,960	-0-	536,920
Total Revenues	**$ 13,972,801**	**$ 12,460,240**	**$ 12,328,100**	**$ 13,311,860**
Non-PHA Asset Management Fund				
Federal Grants	$ 209,164	$ 210,310	$ 208,200	$ 208,200
El Portal Income	576,833	554,450	560,550	561,000
Tenant Rent	490,057	492,510	460,000	490,510
Charges for Other Services	17,910	17,800	14,430	14,500
Interest Revenue	436	-0-	8,950	10,470
Rents and Leases	55,105	10,000	54,550	57,730
Miscellaneous Revenues	8,726	-0-	-0-	-0-
Subtotal	$ 1,358,231	$ 1,285,070	$ 1,306,680	$ 1,342,410
Use of Fund Balance	149,703	-0-	-0-	-0-
Total Revenues	**$ 1,507,934**	**$ 1,285,070**	**$ 1,306,680**	**$ 1,342,410**
Total Enterprise Funds	**$ 234,454,699**	**$ 304,676,870**	**$ 282,138,590**	**$ 320,645,140**

DEBT SERVICE FUNDS

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

GENERAL OBLIGATION BOND and INTEREST FUND

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

The city's total estimated debt service requirement on general obligation bonds for Fiscal Year 2015 is $30,622,420, a decrease of $2,074,480 from the Fiscal Year 2014 actual levy of $28,547,940. The secondary property tax rate for Fiscal Year 2014 was $0.9059 per $100 valuation. For Fiscal Year 2015, the proposed secondary property tax rate is $0.9777 per $100 valuation.

There is an increase to the secondary property tax due to a second 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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Recommended
Secondary Tax Rate	$ 0.6261	$ 0.7324	$ 0.8514	$ 0.9059	$ 0.9777
Secondary Tax Levy	$ 24,506,213	$ 25,545,816	$ 28,754,300	$ 28,545,290	$ 30,622,420
Net Taxable Value	$ 3,914,105,239	$ 3,487,959,628	$ 3,377,401,416	$ 3,151,042,287	$ 3,131,952,246

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.

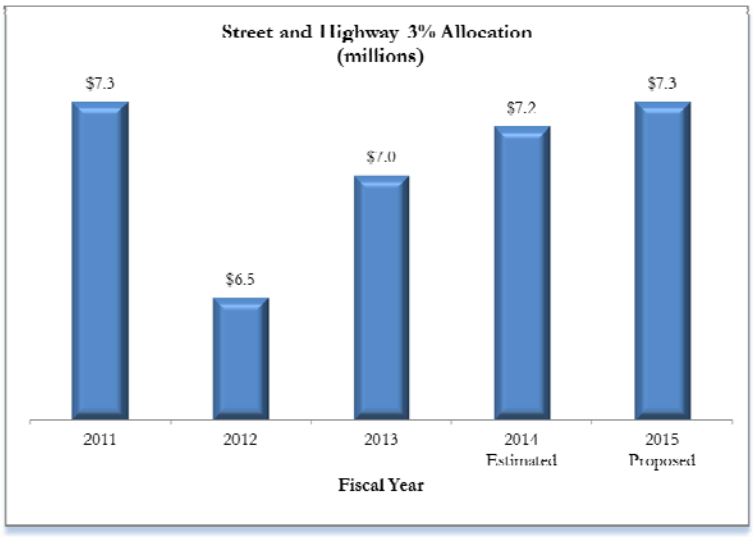
The City designates the 3% allocation to the repayment of the principal and interest on the Street and Highway revenue bonds. If the amount received is not sufficient to cover the debt service payments, then an operating transfer from the HURF Fund to the debt service fund is made to cover the difference.

The projected amount for Fiscal Year 2015 is $7.3 million, or a 1.4% increase from the prior year estimate of $7.2 million.

As this document was going to print, the State of Arizona adopted their Fiscal Year 2015 budget which restored a portion of the HURF sweeps from prior years. The estimate will be updated in the final budget document.

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 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
General Obligation Bond and Interest Fund				
Secondary Property Taxes	$ 28,207,640	$ 28,547,940	$ 28,545,290	$ 30,622,420
Miscellaneous Revenues	30,028	-0-	-0-	-0-
Subtotal	$ 28,237,668	$ 28,547,940	$ 28,545,290	$ 30,622,420
Use of Fund Balance	-0-	-0-	281,110	-0-
Total Revenues	**$ 28,237,668**	**$ 28,547,940**	**$ 28,826,400**	**$ 30,622,420**
Street and Highway Bond and Interest Fund				
State Shared Tax - HURF	$ 7,035,675	$ 7,165,710	$ 7,161,140	$ 7,262,830
Interest Earnings	-0-	9,650	25,000	20,000
Refunding Proceeds	37,852,319	-0-	-0-	-0-
Transfer from Highway User Revenue Fund	-0-	10,413,290	7,920,550	10,227,070
Subtotal	$ 44,887,994	$ 17,588,650	$ 15,106,690	$ 17,509,900
Use of Fund Balance	-0-	-0-	1,596,420	-0-
Total Revenues	**$ 44,887,994**	**$ 17,588,650**	**$ 16,703,110**	**$ 17,509,900**
Special Assessment Bond and Interest Fund				
Special Assessment Collections	$ 390,049	$ 312,480	$ 372,230	$ 293,380
Interest Earnings	2,763	12,160	-0-	12,160
Miscellaneous Revenues	3,322	1,680	2,000	2,000
Subtotal	$ 396,134	$ 326,320	$ 374,230	$ 307,540
Use of Fund Balance	185,169	195,290	148,630	201,780
Total Revenues	**$ 581,303**	**$ 521,610**	**$ 522,860**	**$ 509,320**
Total Debt Service Funds	**$ 73,706,965**	**$ 46,658,200**	**$ 46,052,370**	**$ 48,641,640**

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.

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

2000 GENERAL OBLIGATION FUND

The 2000 General Obligation Fund accounts for capital projects that are financed by General Obligation bonds approved by the city voters at a special bond election held on May 16, 2000. The voters authorized $129.5 million in bonds that were issued for the purpose of providing funds for construction of park and library improvements, street lighting and sidewalk improvements, construction of drainage facilities' improvements, public safety improvements, environmental safety improvements, and paying the costs of issuance of the bonds. All remaining proceeds from this authorization were spent in Fiscal Year 2013.

2013 GENERAL OBLIGATION FUND

The City of Tucson voters approved a $100 million General Obligation Bond program to improve the condition of city streets in the election held on November 6, 2012. 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 $19.8 million for the repair and resurfacing of city streets during Fiscal Year 2015 and annually through Fiscal Year 2018.

CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund accounts for capital projects that are financed by certificates of participation (COPs) or are reimbursed by governmental agencies such as Pima County and Pima Association of Governments (PAG). Typical projects to be reimbursed by other agencies are street and highway and park improvements.

DEVELOPMENT FEE FUND

The Development Fee Fund accounts for the capital projects which are funded by impact fees. Impact fees are charged to new development as a means of paying for the facilities and infrastructure needed to serve that development. The City of Tucson currently assesses impact fees for water, roads, parks, police, and fire. The impact fees for water are accounted for in the Tucson Water Utility Fund.

A vital project that will be completed during Fiscal Year 2015 is the renovation and upgrade of the Tucson Police and Tucson Fire Departments' combined Emergency Communications Center located at the Thomas O. Price Service Center (TOPSC). The project is funded by public safety impact fees, Pima County bonds, and miscellaneous federal grants.

REGIONAL TRANSPORTATION AUTHORITY FUND

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

Revenues fluctuate widely from one year to the next, depending on if RTA current projects are located within the city limits or not. Fiscal Year 2015's revenue is $38.7 million less than the estimated amount for Fiscal Year 2014. The major construction project using RTA funding, the modern streetcar transit system, is projected to begin service July 2014. Other projects funded with RTA funds include design and improvements along major arterial and collector roadways within the City of Tucson. The improvements will include street widening, storm drains, sidewalks, street lighting and landscaping.

CAPITAL PROJECTS FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
2000 General Obligation Fund				
Interest Earnings	$ 4,526	$ -0-	$ -0-	$ -0-
Subtotal	$ 4,526	$ -0-	$ -0-	$ -0-
Use of Fund Balance	1,616,310	-0-	-0-	-0-
Total Revenues	**$ 1,625,362**	**$ -0-**	**$ -0-**	**$ -0-**
2013 General Obligation Fund				
General Obligation Bond Proceeds	$ 20,713,830	$ 20,000,000	$ 20,000,000	$ 20,000,000
Interest Earnings	-0-	125,000	52,620	150,000
Total Revenues	**$ 20,713,830**	**$ 20,125,000**	**$ 20,052,620**	**$ 20,150,000**
Capital Improvement Fund				
Intergovernmental Agreements	$ 9,447,085	$ 10,112,800	$ 7,386,130	$ 3,060,300
Certificates of Participation	-0-	-0-	18,000,000	-0-
Subtotal	$ 9,447,085	$ 10,112,800	$ 25,386,130	$ 3,060,300
Use of Fund Balance	9,212,408	2,619,400	-0-	1,100,000
Total Revenues	**$ 18,659,493**	**$ 12,732,200**	**$ 25,386,130**	**$ 4,160,300**
Development Fee Fund				
Development Fees for Police	$ 1,012,243	$ 713,400	$ 683,460	$ 750,000
Development Fees for Fire	511,553	357,780	354,270	350,000
Development Fees for Transportation	4,485,382	4,152,030	3,075,200	3,700,000
Development Fees for Parks	1,856,158	1,113,840	871,000	900,000
Development Fees for Public Facilities	441	-0-	-0-	-0-
Interest Earnings	28,885	150,000	600,000	400,000
General Fund Transfer	108,051	-0-	125,000	-0-
Subtotal	$ 8,002,713	$ 6,487,050	$ 5,708,930	$ 6,100,000
Use of Fund Balance	-0-	1,938,850	-0-	1,482,610
Total Revenues	**$ 8,002,713**	**$ 8,425,900**	**$ 5,708,930**	**$ 7,582,610**
Regional Transportation Authority Fund				
Regional Transportation Authority	$ 49,841,609	$ 83,407,850	$ 77,862,440	$ 38,749,700
Rentals and Leases	96,308	107,250	104,630	93,400
Sale of Capital Assets	311,111	-0-	-0-	-0-
Miscellaneous Revenues	51,287	-0-	-0-	-0-
Total Revenues	**$ 50,300,315**	**$ 83,515,100**	**$ 77,967,070**	**$ 38,843,100**
Total Capital Projects Funds	**$ 99,301,713**	**$ 124,798,200**	**$ 129,114,750**	**$ 70,736,010**

INTERNAL SERVICE FUNDS

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

FLEET SERVICES INTERNAL SERVICE FUND

Fleet Services meets the transportation needs of other City departments by providing vehicle and equipment preventive maintenance and repair services; administering vehicle fuel operations; managing vehicle and equipment acquisition, preparation, and disposal; and operating a city motor pool. Fleet Services charges other City departments for the services provided.

For Fiscal Year 2015, the anticipated interdepartmental charges of $27.5 million are projected to increase by $2.8 million from estimated Fiscal Year 2014 of $24.7 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 $4.4 million from the Fiscal Year 2014 estimated to the projected Fiscal Year 2015 amount. The increase is primarily due to the rise in interdepartmental charges for facilities maintenance.

SELF INSURANCE FUND

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

In Fiscal Year 2015, 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 2013. The amount levied for the tort liability reimbursement will be $1,374,149, a $0.0443 property tax increase per $100 assessed value.

INTERNAL SERVICE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Fleet Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	$ 25,362,814	$ 26,848,740	$ 24,706,170	$ 27,498,470
Interest Revenue	3,008	-0-	4,360	-0-
Proceeds from the Sale of Capital Assets	33,254	6,500	7,130	25,000
Miscellaneous Revenues	289,669	69,000	215,170	165,480
Subtotal	$ 25,688,745	$ 26,924,240	$ 24,932,830	$ 27,688,950
Use of Fund Balance	2,748,384	-0-	639,480	-0-
Total Revenues	**$ 28,437,129**	**$ 26,924,240**	**$ 25,572,310**	**$ 27,688,950**
General Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	$ 18,955,824	$ 20,696,450	$ 17,769,010	$ 22,202,410
Non-Grant Contributions	370,843	361,540	335,510	311,060
Interest Revenue	-0-	-0-	13,040	-0-
Miscellaneous Revenues	22,713	8,000	5,320	8,000
Subtotal	$ 19,349,380	$ 21,065,990	$ 18,122,880	$ 22,521,470
Use of Fund Balance	-0-	-0-	1,693,100	-0-
Total Revenues	**$ 19,349,380**	**$ 21,065,990**	**$ 19,815,980**	**$ 22,521,470**
Self Insurance Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	$ 18,121,953	$ 17,465,670	$ 18,011,530	$ 16,780,110
Property Tax (Tort Claims)	1,112,190	3,213,750	3,213,750	1,374,150
Interest Revenue	28,244	120,000	-0-	50,000
Miscellaneous Revenues	153	-0-	10,000	-0-
Subtotal	$ 19,262,540	$ 20,799,420	$ 21,235,280	$ 18,204,260
Proceeds from Lawsuit Settlement	-0-	2,460,630	-0-	-0-
Use of Fund Balance	-0-	-0-	714,000	-0-
Total Revenues	**$ 19,262,540**	**$ 23,260,050**	**$ 21,949,280**	**$ 18,204,260**
Total Internal Service Funds	**$ 67,049,049**	**$ 71,250,280**	**$ 67,337,570**	**$ 68,414,680**

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

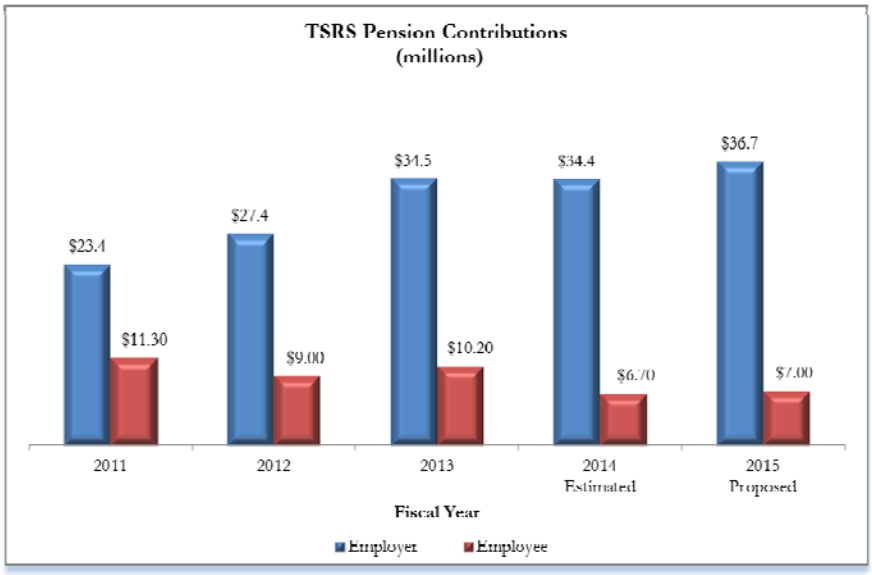
The Tucson Supplemental Retirement System (TSRS) was established in 1953 to provide retirement, survivor, and disability benefits for eligible city employees. Substantially all full-time and certain part-time employees, with the exception of those covered by the Arizona Public Safety Personnel Retirement 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, 2014. These recommended rates incorporate the Actuary's recommendations plus additional contributions related to funding policy changes recommended by the TSRS Board aimed at achieving full funding under current actuarial assumptions for the Plan by the year 2031. 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 2.3%.

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 2015 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, as well as the significant rise in the employer contribution in recent years:



FIDUCIARY FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2013	ADOPTED FY 2014	ESTIMATED FY 2014	RECOMMENDED FY 2015
Tucson Supplemental Retirement System				
Employer Contributions	$ 34,523,315	$ 40,237,190	$ 34,350,000	$ 36,712,820
Employee Contributions	10,214,562	6,650,000	6,650,000	6,997,500
Portfolio Earnings	85,222,990	12,134,000	12,134,000	9,631,000
Miscellaneous Revenue	98,400	50,000	51,000	50,000
Subtotal	$ 130,059,267	$ 59,071,190	$ 53,185,000	$ 53,391,320
Use of Fund Balance	-0-	10,883,960	16,814,310	17,980,910
Total Fiduciary Funds	**$ 130,059,267**	**$ 69,955,150**	**$ 69,999,310**	**$ 71,372,230**

Section D
Department Budgets

Section D
Department Budgets

SUMMARY OF EXPENDITURES BY DEPARTMENT

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Elected and Official				
Mayor and Council	$ 2,653,171	$ 2,736,430	$ 2,471,290	$ 2,566,510
City Manager	8,558,728	9,061,450	8,095,810	7,963,940
City Attorney	8,286,818	8,775,870	8,355,850	9,097,760
City Clerk	2,801,840	4,044,840	3,395,960	2,971,150
Subtotal	$ 22,300,557	$ 24,618,590	$ 22,318,910	$ 22,599,360
Public Safety and Justice Services				
City Court	$ 11,019,506	$ 12,569,240	$ 12,386,320	$ 13,343,800
Equal Opportunity Programs and Independent Police Review	710,403	787,220	745,970	-0-
Public Defender	2,893,474	3,157,720	2,978,240	3,064,940
Tucson Fire	87,092,393	94,023,270	92,258,610	95,847,600
Tucson Police	155,482,828	162,442,700	159,443,940	161,979,620
Subtotal	$ 257,198,604	$ 272,980,150	$ 267,813,080	$ 274,235,960
Community Enrichment and Development				
Housing and Community Development	$ 78,975,149	$ 86,779,890	$ 81,828,380	$ 76,918,010
Integrated Planning	-0-	-0-	-0-	1,632,540
Parks and Recreation	43,250,995	40,443,960	39,657,040	38,733,260
Planning and Development Services	6,877,885	7,247,040	8,453,790	9,265,070
Transportation	248,492,369	271,621,700	258,748,850	228,378,530
Tucson City Golf	5,969,007	6,562,590	6,562,590	7,996,090
Tucson Convention Center	7,206,431	5,742,120	5,352,050	6,032,810
Subtotal	$ 390,771,836	$ 418,397,300	$ 400,602,700	$ 368,956,310
Public Utilities				
Environmental Services	$ 43,719,121	$ 53,724,110	$ 48,368,150	$ 57,554,680
Tucson Water	203,999,027	218,667,510	210,209,400	240,306,140
Subtotal	$ 247,718,148	$ 272,391,620	$ 258,577,550	$ 297,860,820
Support Services				
Budget and Internal Audit	$ 1,432,350	$ 1,456,320	$ 1,507,680	$ 1,462,790
Finance	14,938,486	18,568,140	18,263,240	18,519,150
General Services	56,449,533	58,921,130	57,262,830	63,799,390
Human Resources	6,355,521	9,757,710	9,845,540	9,967,350
Information Technology	18,419,378	17,539,670	16,756,100	18,232,520
Procurement	3,460,278	3,124,200	3,091,480	3,216,530
Subtotal	$ 101,055,546	$ 109,367,170	$ 106,726,870	$ 115,197,730

SUMMARY OF EXPENDITURES BY DEPARTMENT

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Non-Departmental				
General Expense	$ 22,940,416	$ 28,631,480	$ 28,394,230	$ 20,861,420
Debt Refinancing/Repayments	88,678,456	70,943,480	84,608,900	74,672,080
Contracts for Services or Funding Support	4,494,791	4,601,680	4,828,170	4,423,900
Subtotal	$ 116,113,663	$ 104,176,640	$ 117,831,300	$ 99,957,400
Pension Services	$ 69,371,303	$ 69,955,150	$ 69,999,310	$ 71,372,230
Total All Departments	**$ 1,204,529,657**	**$ 1,271,886,620**	**$ 1,243,869,720**	**$ 1,250,179,810**

MAYOR and COUNCIL

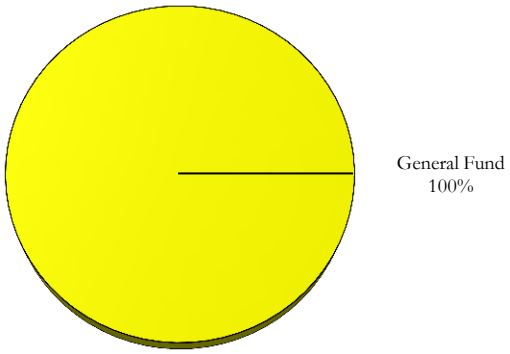
OPERATING: $ 2,566,510
POSITION TOTAL: 43.00

ADMINISTRATIVE

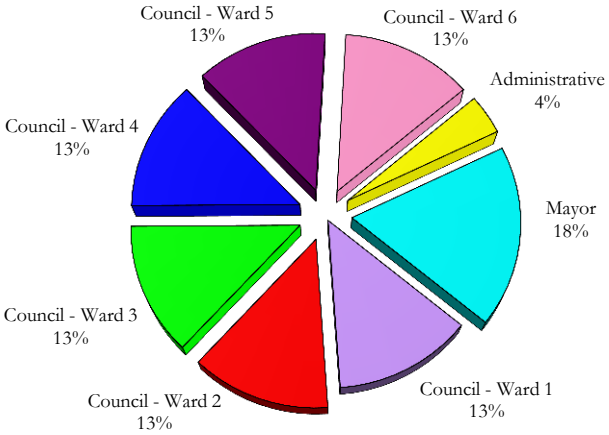
MAYOR'S OFFICE

COUNCIL OFFICES

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	$ 301,643	$ 140,050	$ 169,440	$ 141,200
Mayor	477,863	498,060	493,340	455,330
Ward 1	349,704	349,720	325,240	328,330
Ward 2	316,766	349,720	305,380	328,330
Ward 3	305,331	349,720	298,280	328,330
Ward 4	310,830	349,720	324,270	328,330
Ward 5	277,544	349,720	264,920	328,330
Ward 6	313,490	349,720	290,420	328,330
Department Total	**$ 2,653,171**	**$ 2,736,430**	**$ 2,471,290**	**$ 2,566,510**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 2,204,293	$ 2,484,660	$ 2,198,650	$ 2,313,590
Services	378,244	223,560	239,840	224,710
Supplies	70,634	28,210	32,800	28,210
Department Total	**$ 2,653,171**	**$ 2,736,430**	**$ 2,471,290**	**$ 2,566,510**
FUNDING SOURCES				
General Fund	$ 2,652,726	$ 2,736,430	$ 2,465,930	$ 2,566,510
Civic Contributions Fund	445	-0-	5,360	-0-
Department Total	**$ 2,653,171**	**$ 2,736,430**	**$ 2,471,290**	**$ 2,566,510**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $2,566,510 reflects a decrease of $ 169,920 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase security in Mayor and Council chambers	$ 10,000
Decrease in public liability	(8,850)
Decrease in personnel cost	(171,070)
Total	**$ (169,920)**

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 301,643	$ 140,050	$ 169,440	$ 141,200
Character of Expenditures				
Services	$ 292,121	$ 135,370	$ 163,690	$ 136,520
Supplies	9,522	4,680	5,750	4,680
Program Total	**$ 301,643**	**$ 140,050**	**$ 169,440**	**$ 141,200**

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	$ 477,863	$ 498,060	$ 487,980	$ 455,330
Civic Contributions Fund	-0-	-0-	5,360	-0-
Program Total	**$ 477,863**	**$ 498,060**	**$ 493,340**	**$ 455,330**
Character of Expenditures				
Salaries and Benefits	$ 425,881	$ 467,940	$ 455,420	$ 425,210
Services	37,414	26,270	30,660	26,270
Supplies	14,568	3,850	7,260	3,850
Program Total	**$ 477,863**	**$ 498,060**	**$ 493,340**	**$ 455,330**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
WARD 1				
Projected Revenue Sources				
General Fund	$ 349,704	$ 349,720	$ 325,240	$ 328,330
Character of Expenditures				
Salaries and Benefits	$ 329,024	$ 336,120	$ 311,180	$ 314,730
Services	6,515	10,320	7,910	10,320
Supplies	14,165	3,280	6,150	3,280
Program Total	**$ 349,704**	**$ 349,720**	**$ 325,240**	**$ 328,330**
WARD 2				
Projected Revenue Sources				
General Fund	$ 316,766	$ 349,720	$ 305,380	$ 328,330
Character of Expenditures				
Salaries and Benefits	$ 297,831	$ 336,120	$ 290,810	$ 314,730
Services	11,708	10,320	12,490	10,320
Supplies	7,227	3,280	2,080	3,280
Program Total	**$ 316,766**	**$ 349,720**	**$ 305,380**	**$ 328,330**
WARD 3				
Projected Revenue Sources				
General Fund	$ 305,331	$ 349,720	$ 298,280	$ 328,330
Character of Expenditures				
Salaries and Benefits	$ 292,014	$ 336,120	$ 290,250	$ 314,730
Services	10,146	10,320	5,220	10,320
Supplies	3,171	3,280	2,810	3,280
Program Total	**$ 305,331**	**$ 349,720**	**$ 298,280**	**$ 328,330**
WARD 4				
Projected Revenue Sources				
General Fund	$ 310,385	$ 349,720	$ 324,270	$ 328,330
Civic Contribution Fund	445	-0-	-0-	-0-
Program Total	**$ 310,830**	**$ 349,720**	**$ 324,270**	**$ 328,330**
Character of Expenditures				
Salaries and Benefits	$ 297,061	$ 336,120	$ 315,910	$ 314,730
Services	7,162	10,320	7,360	10,320
Supplies	6,607	3,280	1,000	3,280
Program Total	**$ 310,830**	**$ 349,720**	**$ 324,270**	**$ 328,330**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
WARD 5				
Projected Revenue Sources				
General Fund	$ 277,544	$ 349,720	$ 264,920	$ 328,330
Character of Expenditures				
Salaries and Benefits	$ 259,434	$ 336,120	$ 252,460	$ 314,730
Services	7,341	10,320	6,930	10,320
Supplies	10,769	3,280	5,530	3,280
Program Total	**$ 277,544**	**$ 349,720**	**$ 264,920**	**$ 328,330**
WARD 6				
Projected Revenue Sources				
General Fund	$ 313,490	$ 349,720	$ 290,420	$ 328,330
Character of Expenditures				
Salaries and Benefits	$ 303,048	$ 336,120	$ 282,620	$ 314,730
Services	5,837	10,320	5,580	10,320
Supplies	4,605	3,280	2,220	3,280
Program Total	**$ 313,490**	**$ 349,720**	**$ 290,420**	**$ 328,330**

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**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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**
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**

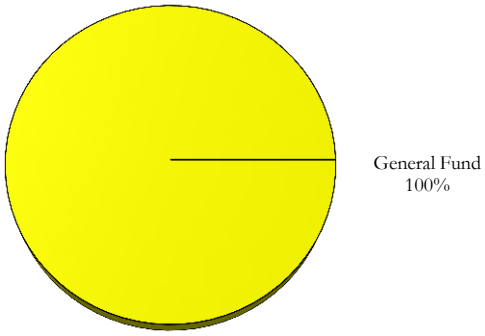
BUDGET and INTERNAL AUDIT

OPERATING: $ 1,462,790
POSITION TOTAL: 14.00

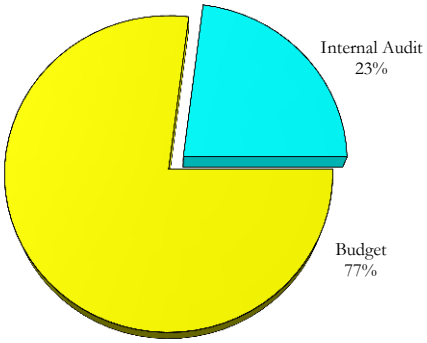
BUDGET

INTERNAL AUDIT

FINANCING PLAN



PROGRAM ALLOCATION



BUDGET and INTERNAL AUDIT

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Budget	10.00	10.00	11.00	11.00
Internal Audit	4.00	4.00	4.00	3.00
Department Total	**14.00**	**14.00**	**15.00**	**14.00**
TOTAL BUDGET				
Operating	$ 1,432,350	$ 1,456,320	$ 1,507,680	$ 1,462,790
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 1,360,630	$ 1,380,650	$ 1,430,800	$ 1,387,870
Services	61,340	66,710	66,560	65,960
Supplies	10,380	8,960	10,320	8,960
Department Total	**$ 1,432,350**	**$ 1,456,320**	**$ 1,507,680**	**$ 1,462,790**
FUNDING SOURCES				
General Fund	$ 1,432,350	$ 1,456,320	$ 1,507,680	$ 1,462,790

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $1,462,790 reflects an increase of $6,470 from the Fiscal Year 2014 Adopted Budget. Changes include:

Transfer of position from Finance Department	$ 104,860
Increase in personnel costs and benefits	1,490
Reduction in public liability	(750)
Reduction in personnel costs associated with eliminating a position	(99,130)
Total	**$ 6,470**

DEPARTMENT MEASURES of PERFORMANCE

Ensure that expenditures do not exceed projected revenues and authorized amounts.	100%	100%	100%	100%
Prepare quarterly reports on projected year-end expenditure and revenue balances and position vacancies for management and City departments so they can make informed fiscal decisions.	3	3	3	3

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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.	10	15	21	15
Conduct internal audit and other projects as requested by management.	40	40	40	40

OPERATING PROGRAMS

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

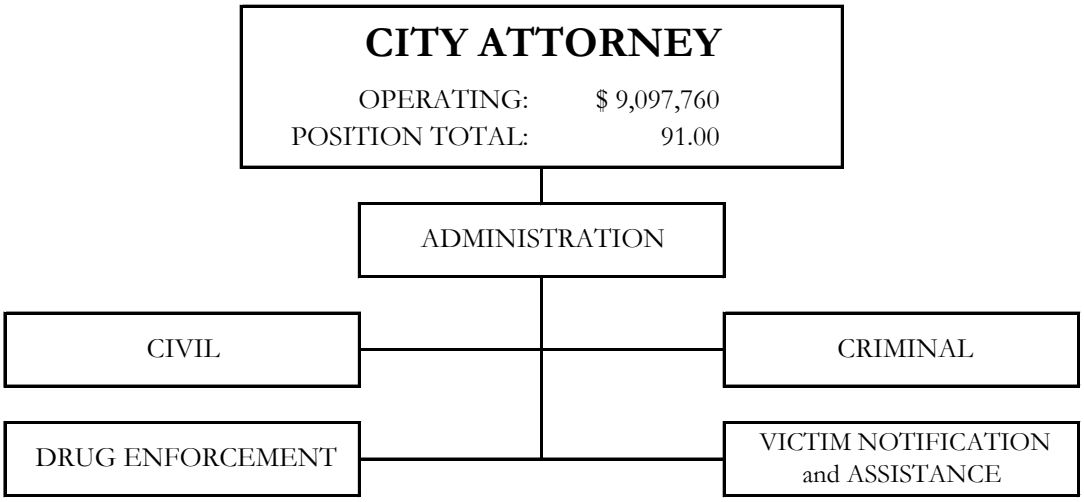
Projected Revenue Sources				
General Fund	$ 990,200	$ 1,023,990	$ 1,072,540	$ 1,125,710
Character of Expenditures				
Salaries and Benefits	$ 928,680	$ 956,680	$ 1,004,020	$ 1,058,350
Services	51,140	58,350	58,200	58,400
Supplies	10,380	8,960	10,320	8,960
Program Total	**$ 990,200**	**$ 1,023,990**	**$ 1,072,540**	**$ 1,125,710**

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.

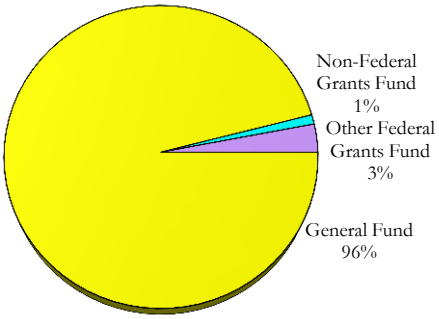
Projected Revenue Sources				
General Fund	$ 442,150	$ 432,330	$ 435,140	$ 337,080
Character of Expenditures				
Salaries and Benefits	$ 431,950	$ 423,970	$ 426,780	$ 329,520
Services	10,200	8,360	8,360	7,560
Program Total	**$ 442,150**	**$ 432,330**	**$ 435,140**	**$ 337,080**

POSITION RESOURCES

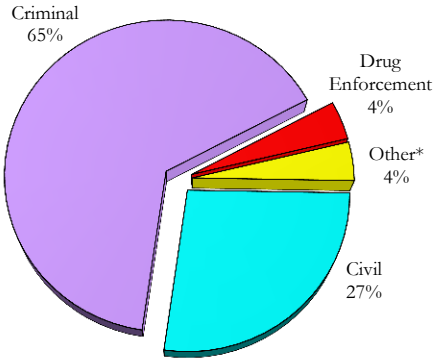
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Budget				
Budget and Internal Audit Program Director	1.00	1.00	1.00	1.00
Budget Administrator	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Budget Specialist	1.00	1.00	1.00	1.00
Financial Specialist	-0-	-0-	1.00	1.00
Lead Budget Analyst	4.00	5.00	5.00	5.00
Staff Assistant	1.00	-0-	-0-	-0-
Administrative Assistant	-0-	1.00	1.00	1.00
Secretary	1.00	-0-	-0-	-0-
Program Total	**10.00**	**10.00**	**11.00**	**11.00**
Internal Audit				
Finance Manager	1.00	1.00	1.00	1.00
Principal Internal Auditor	2.00	2.00	2.00	2.00
Senior Internal Auditor	1.00	1.00	1.00	-0-
Program Total	**4.00**	**4.00**	**4.00**	**3.00**
Department Total	**14.00**	**14.00**	**15.00**	**14.00**



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Administration (3%) and Victim Notification and Assistance (1%).

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	3.00	3.00	3.00	3.00
Civil	24.00	24.00	24.00	23.00
Criminal	62.00	62.00	62.00	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**	**95.00**	**95.00**	**91.00**
TOTAL BUDGET				
Operating	$ 8,286,818	$ 8,775,870	$ 8,355,850	$ 9,097,760
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 7,630,497	$ 8,048,610	$ 7,653,400	$ 8,090,870
Services	509,986	565,840	539,040	787,310
Supplies	146,335	161,420	163,410	219,580
Department Total	**$ 8,286,818**	**$ 8,775,870**	**$ 8,355,850**	**$ 9,097,760**
FUNDING SOURCES				
General Fund	$ 8,008,372	$ 8,428,210	$ 8,012,370	$ 8,713,380
Non-Federal Grants	12,709	81,920	89,600	80,740
Other Federal Grants	265,737	265,740	253,880	303,640
Department Total	**$ 8,286,818**	**$ 8,775,870**	**$ 8,355,850**	**$ 9,097,760**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $9,097,760 reflects an increase of $321,890 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase for the purchase of Case Management Software system	$ 200,000
Funding transfer for attorney positions	193,310
Increase in personnel costs	162,810
Increase capacity for the Governor's Office of Highway Safety grant for the implementation of the Case Management Software	51,470
Increase in software maintenance	21,470
Miscellaneous adjustments	6,690
Decrease in personnel costs due to elimination of four positions	(313,860)
Total	**$ 321,890**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	223	175	240	225
• Number of responses to requests for legal advice on daily operational issues	10,207	14,220	14,800	14,500
• Legal review of contracts and inter-governmental agreements	378	525	425	425
Control litigation of all active civil cases involving the City during the year.				
• Actively defend litigation cases against the City	120	74	125	120
• Maximize amount of money saved through settlement or litigation ($000s)	$ 503	$ 900	$ 5,765	$ 500
Produce favorable civil case outcomes for the City.				
• Number of civil cases with favorable outcomes (less than estimated exposure)	30	50	30	30
• Percent of cases with favorable outcomes	95%	95%	90%	95%
Monitor prosecution of misdemeanor cases to ensure fair treatment of defendants, compliance with victims' rights, staff professionalism, and efficiency of procedures.	12,389	18,000	12,122	13,200
Defer the prosecution of first-time, non-violent defendants by offering counseling/education opportunities to first-time offenders.	4,382	6,000	4,350	4,900
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.				
• Number of notifications	35,252	38,000	24,800	29,000
• Number of victims assisted in obtaining restitution	384	575	390	420
• Amount obtained in restitution awards for crime victims and City Court	$ 96,193	$ 150,000	$ 93,500	$ 108,000

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 264,796	$ 283,270	$ 329,450	$ 282,210
Character of Expenditures				
Salaries and Benefits	$ 248,534	$ 248,350	$ 302,060	$ 257,300
Services	14,243	29,530	22,740	19,860
Supplies	2,019	5,390	4,650	5,050
Program Total	**$ 264,796**	**$ 283,270**	**$ 329,450**	**$ 282,210**

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	$ 2,001,439	$ 2,283,270	$ 2,022,280	$ 2,463,760
Character of Expenditures				
Salaries and Benefits	$ 1,847,195	$ 2,106,250	$ 1,855,710	$ 2,260,710
Services	127,196	143,190	142,310	173,940
Supplies	27,048	33,830	24,260	29,110
Program Total	**$ 2,001,439**	**$ 2,283,270**	**$ 2,022,280**	**$ 2,463,760**

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

Projected Revenue Sources				
General Fund	$ 5,579,726	$ 5,719,100	$ 5,528,650	$ 5,831,120
General Fund: Restricted	80,000	-0-	-0-	-0-
Other Federal Grants Fund	-0-	-0-	-0-	51,470
Program Total	**$ 5,659,726**	**$ 5,719,100**	**$ 5,528,650**	**$ 5,882,590**
Character of Expenditures				
Salaries and Benefits	$ 5,206,756	$ 5,239,370	$ 5,074,450	$ 5,149,280
Services	348,778	375,630	355,900	576,490
Supplies	104,192	104,100	98,300	156,820
Program Total	**$ 5,659,726**	**$ 5,719,100**	**$ 5,528,650**	**$ 5,882,590**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 66,416	$ 92,860	$ 69,950	$ 75,230
General Fund: Forfeiture Funds	15,995	14,000	14,000	8,000
Other Federal Grants	265,737	265,740	253,880	252,170
Program Total	**$ 348,148**	**$ 372,600**	**$ 337,830**	**$ 335,400**
Character of Expenditures				
Salaries and Benefits	$ 321,103	$ 351,590	$ 314,400	$ 313,310
Services	19,769	15,310	15,910	15,090
Supplies	7,276	5,700	7,520	7,000
Program Total	**$ 348,148**	**$ 372,600**	**$ 337,830**	**$ 335,400**

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

Projected Revenue Sources				
General Fund	$ -0-	$ 35,710	$ 48,040	$ 53,060
Non-Federal Grants	12,709	81,920	89,600	80,740
Program Total	**$ 12,709**	**$ 117,630**	**$ 137,640**	**$ 133,800**
Character of Expenditures				
Salaries and Benefits	$ 6,909	$ 103,050	$ 106,780	$ 110,270
Services	-0-	2,180	2,180	1,930
Supplies	5,800	12,400	28,680	21,600
Program Total	**$ 12,709**	**$ 117,630**	**$ 137,640**	**$ 133,800**

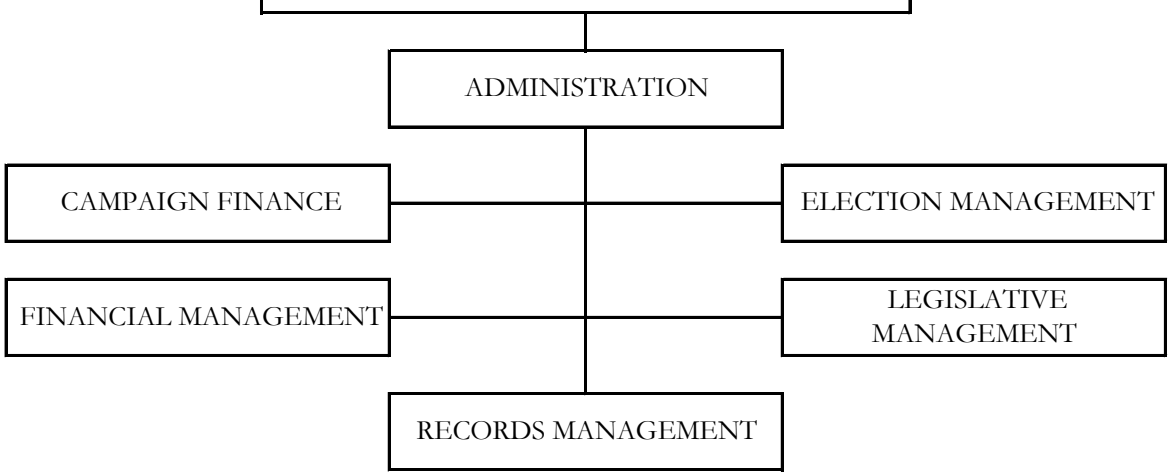
POSITION RESOURCES

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

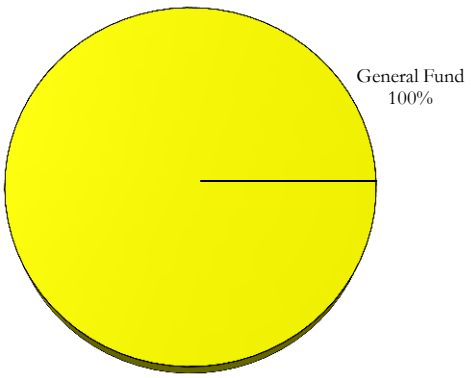
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Civil				
Principal Assistant City Attorney (Chief Deputy)	1.00	1.00	1.00	1.00
Principal Assistant City Attorney Assignment: Lead Civil Division	1.00	1.00	1.00	1.00
Principal Assistant City Attorney	14.00	14.00	14.00	13.00
Senior Assistant City Attorney	-0-	-0-	1.00	1.00
Associate Prosecuting City Attorney	1.00	1.00	-0-	-0-
Paralegal	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Legal Secretary	3.00	3.00	3.00	3.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	**24.00**	**24.00**	**24.00**	**23.00**
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	20.00	20.00	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	23.00	23.00	21.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	**62.00**	**62.00**	**62.00**	**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**	**95.00**	**95.00**	**91.00**

CITY CLERK

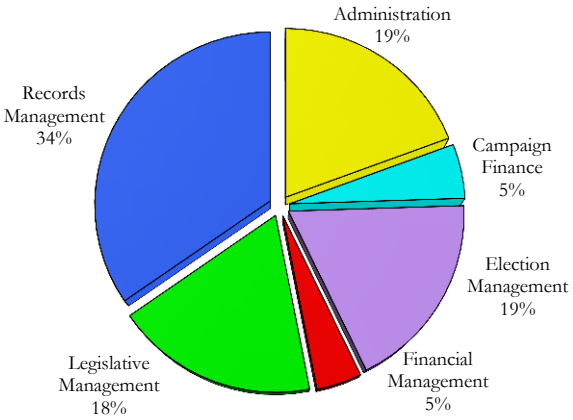
OPERATING: $ 2,971,150
POSITION TOTAL: 37.50



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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	2.00	4.00	4.00	4.00
Campaign Finance	-0-	0.75	0.75	-0-
Election Management	10.50	16.40	16.40	10.50
Financial Management	8.00	1.50	1.50	2.00
Legislative Management	17.00	9.05	9.05	6.00
Records Management	-0-	10.30	10.30	15.00
Department Total	**37.50**	**42.00**	**42.00**	**37.50**
TOTAL BUDGET				
Operating	$ 2,801,840	$ 4,044,840	$ 3,395,960	$ 2,971,150
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 1,847,704	$ 2,296,490	$ 2,029,950	$ 2,064,110
Services	564,347	702,820	952,710	519,960
Supplies	375,505	1,045,530	404,890	387,080
Equipment	14,284	-0-	8,410	-0-
Department Total	**$ 2,801,840**	**$ 4,044,840**	**$ 3,395,960**	**$ 2,971,150**
FUNDING SOURCES				
General Fund	$ 2,801,840	$ 4,044,840	$ 3,395,960	$ 2,971,150

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $2,971,150 reflects a decrease of $1,073,690 from the Fiscal Year 2014 Adopted Budget. Changes include:

Scanners for Electronic Documents Management	$ 31,500
Miscellaneous adjustments	(5,590)
Reduction of public funding	(100,000)
Personnel costs including the elimination of 4.5 positions	(232,380)
Elimination of election cost	(767,220)
Total	**$ (1,073,690)**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	78	78
• Number of Mayor and Council Agenda items processed	1,010	975	1,100	1,100
Provides limited support, prepares Agendas, Legal Action Reports and Minutes for major Boards, Committees, and Commissions (BCC) programs. Posts agendas, reports and minutes to staff and the public on the City of Tucson, City Clerk, BCC web site. Maintains BCC appointments including the coordination of loyalty oaths.				
• Number of meetings notices and agendas posted	900	950	950	950
• Number of BCC members appointed and processed	220	200	220	220
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	139	130	130	135
• Number of special event applications processed	146	150	150	150
• Number of extension of premise applications processed	47	50	50	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.	5,050	7,500	5,050	5,050

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Processes and stores records received from City departments at the City Records Center.	12,432	11,650	13,000	13,000
Conducts City of Tucson Mayor, Council and Special elections in odd numbered years; in even numbered years City ballot measures may be placed on a County ballot. Provides election materials to registered City voters; ensures all registered voters, within the City limits, receive information and instructions regarding the election process.				
• Number of registered voters	225,200	265,000	235,300	235,000
• Number of voter information pamphlets distributed to households	N/A	242,000	N/A	244,000
• Number of registered voters casting a ballot	82,834	85,000	N/A	160,000
• Number of vote by mail ballots tabulated[1]	82,834	85,000	N/A	160,000
Complete tasks associated with the Campaign Finance Program within established guidelines. This measure is linked to the number of candidates and election year, which varies between a three council seat only election and a mayoral and three council seat election.				
• Number of mayoral and council candidate campaign finance reports reviewed and processed	113	115	20	135
• Number of audits completed	8	10	2	10
• Amount of public matching funds disbursed	$ 169,000	$ 250,000	$ 153,000	$ 350,000

[1]The City of Tucson conducted the 2013 Primary and General Election as Vote-by-Mail elections.

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 540,856	$ 565,940	$ 601,700	$ 569,600
Character of Expenditures				
Salaries and Benefits	$ 263,766	$ 527,430	$ 534,740	$ 514,720
Services	215,324	33,670	51,660	50,040
Supplies	61,766	4,840	15,300	4,840
Program Total	**$ 540,856**	**$ 565,940**	**$ 601,700**	**$ 569,600**

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	$ 27,852	$ 291,810	$ 157,630	$ 153,140
Character of Expenditures				
Salaries and Benefits	$ -0-	$ 38,310	$ 14,130	$ 540
Services	27,852	250,900	143,480	150,000
Supplies	-0-	2,600	20	2,600
Program Total	**$ 27,852**	**$ 291,810**	**$ 157,630**	**$ 153,140**

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	$ 726,117	$ 1,717,180	$ 1,160,840	$ 548,240
Character of Expenditures				
Salaries and Benefits	$ 118,093	$ 550,280	$ 248,340	$ 175,470
Services	280,001	171,160	540,810	76,340
Supplies	313,739	995,740	363,280	296,430
Equipment	14,284	-0-	8,410	-0-
Program Total	**$ 726,117**	**$ 1,717,180**	**$ 1,160,840**	**$ 548,240**

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 603,496	$ 109,300	$ 149,120	$ 133,040
Character of Expenditures				
Salaries and Benefits	$ 586,896	$ 102,860	$ 146,330	$ 127,860
Services	16,600	4,350	2,670	3,090
Supplies	-0-	2,090	120	2,090
Program Total	**$ 603,496**	**$ 109,300**	**$ 149,120**	**$ 133,040**

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	$ 903,519	$ 626,100	$ 652,650	$ 545,270
Character of Expenditures				
Salaries and Benefits	$ 878,949	$ 499,680	$ 558,900	$ 320,710
Services	24,570	98,040	78,380	196,180
Supplies	-0-	28,380	15,370	28,380
Program Total	**$ 903,519**	**$ 626,100**	**$ 652,650**	**$ 545,270**

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	$ -0-	$ 734,510	$ 674,020	$ 1,021,860
Character of Expenditures				
Salaries and Benefits	$ -0-	$ 577,930	$ 527,510	$ 924,810
Services	-0-	144,700	135,710	44,310
Supplies	-0-	11,880	10,800	52,740
Program Total	**$ -0-**	**$ 734,510**	**$ 674,020**	**$ 1,021,860**

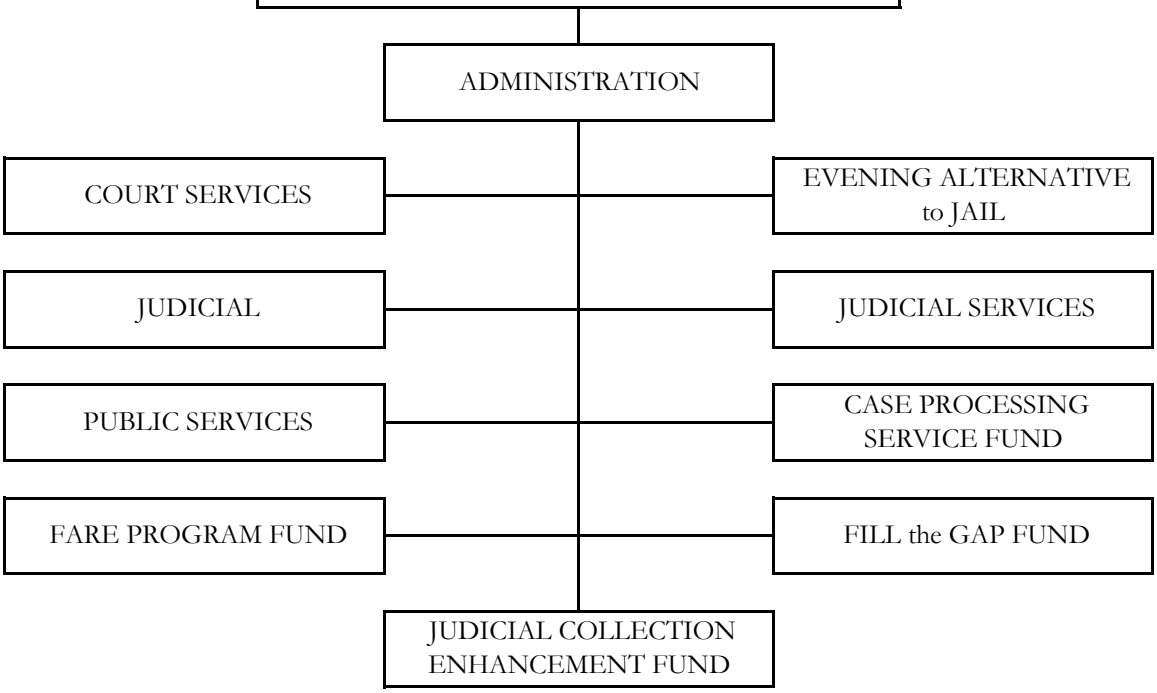
Department reorganized in Fiscal Year 2013. Actual expenditures were moved to other programs within the department.

POSITION RESOURCES

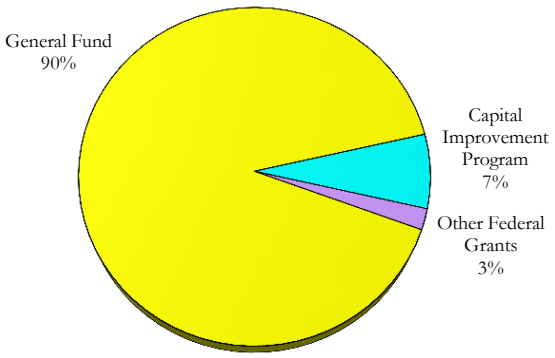
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Administration				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	-0-	1.00	1.00	1.00
City Clerk Administrator	-0-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	**2.00**	**4.00**	**4.00**	**4.00**
Campaign Finance				
Management Assistant	-0-	0.25	0.25	-0-
Secretary	-0-	0.50	0.50	-0-
Program Total	**-0-**	**0.75**	**0.75**	**-0-**
Election Management				
Management Coordinator	-0-	0.50	0.50	-0-
Management Assistant	-0-	0.50	0.50	-0-
Systems Analyst	-0-	0.40	0.40	-0-
Secretary (Hourly)	1.00	1.00	1.00	-0-
Election Specialist (Hourly)	3.00	1.00	1.00	1.00
Senior Election Technician (Hourly)	2.50	2.00	2.00	1.00
Election Technician (Hourly)	4.00	11.00	11.00	8.50
Program Total	**10.50**	**16.40**	**16.40**	**10.50**
Financial Management				
Deputy City Clerk	1.00	-0-	-0-	-0-
Management Coordinator	1.00	0.50	0.50	1.00
Management Assistant	1.00	-0-	-0-	-0-
Systems Analyst	1.00	-0-	-0-	-0-
Office Supervisor	1.00	-0-	-0-	-0-
Secretary	3.00	1.00	1.00	1.00
Program Total	**8.00**	**1.50**	**1.50**	**2.00**
Legislative Management				
City Clerk Administrator	1.00	-0-	-0-	-0-
City Records Manager	1.00	-0-	-0-	-0-
Management Assistant	2.00	1.25	1.25	1.00
Systems Analyst	-0-	0.30	0.30	-0-
Office Supervisor	1.00	1.00	1.00	1.00
Agenda Office Coordinator	1.00	1.00	1.00	1.00
Secretary	11.00	5.50	5.50	3.00
Program Total	**17.00**	**9.05**	**9.05**	**6.00**
Records Management				
City Records Manager	-0-	1.00	1.00	1.00
Management Assistant	-0-	1.00	1.00	2.00
Systems Analyst	-0-	0.30	0.30	1.00
Office Supervisor	-0-	1.00	1.00	1.00
Secretary	-0-	7.00	7.00	10.00
Program Total	**-0-**	**10.30**	**10.30**	**15.00**
Department Total	**37.50**	**42.00**	**42.00**	**37.50**

CITY COURT

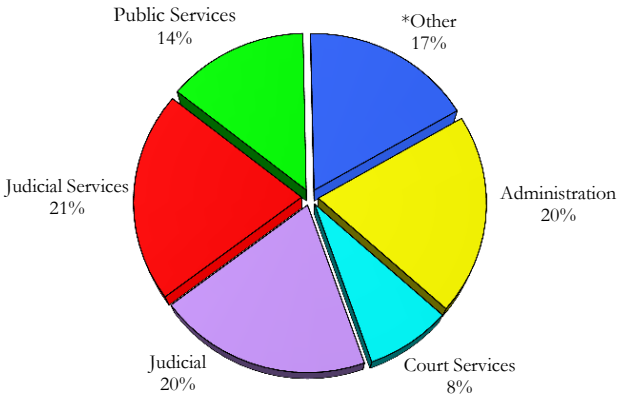
OPERATING:	$ 12,343,800
CAPITAL:	1,000,000
TOTAL:	$ 13,343,800
POSITION TOTAL:	130.80



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes: Case Processing Services Fund (6%), Judicial Collection Enhancement Fund (5%), Fill the Gap Fund (4%), Fines/Fees and Restitution Enforcement Program (FARE) Fund (2%), Evening Alternative to Jail (<1%).

CITY COURT

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	24.00	24.00	22.00	17.00
Court Services	17.00	17.00	17.00	17.00
Judicial	13.80	13.80	13.80	13.80
Judicial Services	43.00	43.00	44.00	44.00
Public Services	33.00	33.00	34.00	34.00
Case Processing Service Fund	0.00	0.00	5.00	5.00
Department Total	**130.80**	**130.80**	**135.80**	**130.80**
TOTAL BUDGET				
Operating	$ 10,682,346	$ 11,569,240	$ 11,386,320	$ 12,343,800
Capital	337,160	1,000,000	1,000,000	1,000,000
Department Total	**$ 11,019,506**	**$ 12,569,240**	**$ 12,386,320**	**$ 13,343,800**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 8,578,816	$ 8,902,640	$ 8,679,910	$ 8,677,860
Services	1,487,281	1,872,800	1,919,290	2,032,060
Supplies	485,152	574,800	589,290	1,024,840
Equipment	131,097	219,000	197,830	609,040
Operating Total	**$ 10,682,346**	**$ 11,569,240**	**$ 11,386,320**	**$ 12,343,800**
Capital Improvement	337,160	1,000,000	1,000,000	1,000,000
Department Total	**$ 11,019,506**	**$ 12,569,240**	**$ 12,386,320**	**$ 13,343,800**
FUNDING SOURCES				
General Fund	$ 10,572,947	$ 11,261,520	$ 11,144,730	$ 12,011,470
Other Federal Grants Fund	109,399	307,720	241,590	332,330
Department Total	**$ 10,682,346**	**$ 11,569,240**	**$ 11,386,320**	**$ 12,343,800**
Capital Improvement	337,160	1,000,000	1,000,000	1,000,000
Department Total	**$ 11,019,506**	**$ 12,569,240**	**$ 12,386,320**	**$ 13,343,800**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $12,343,800 reflects an increase of $774,560 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase restricted capacity for Judicial Collection Enhancement Fund	$ 400,000
Increase restricted capacity for Case Processing Service Fund	337,150
Increase restricted capacity for Fill the Gap	325,000
Increase restricted capacity to pay for five Court Clerks	206,420
Increase in personnel costs	33,070
Increase federal capacity for Domestic Violence Court and Veterans Court	24,610
Miscellaneous adjustment	(27,620)
Reduction in personnel costs due to the modification of the Probation Program	(524,070)
Total	**$ 774,560**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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.				
• Criminal Charge Clearance Rate	100%	100%	233%	100%
• Civil Charge Clearance Rate	100%	100%	175%	100%
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).				
• Cost Per Criminal Charge	$ 66	$ 54	$ 68	$ 70
• Cost Per Civil Charge	$ 16	$ 28	$ 18	$ 20
Wait times to access court services.				
• Customer Service Lobby: average wait time of no more than 15 minutes, dependent upon staff levels	15:30	15:00	15:00	15:00
• Customer Service Call Center: average wait time of no more than 10 minutes, dependent upon staff levels	12:45	10:00	10:00	10:00

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Court Fines and Forfeitures	$ 2,302,246	$ 2,823,400	$ 2,655,510	$ 2,489,760
Case Processing Service Fees[1]	447,861	-0-	-0-	-0-
Program Total	**$ 2,750,107**	**$ 2,823,400**	**$ 2,655,510**	**$ 2,489,760**
Character of Expenditures				
Salaries and Benefits	$ 1,674,975	$ 1,789,460	$ 1,586,890	$ 1,322,940
Services	808,709	877,380	893,120	999,260
Supplies	266,423	156,560	175,500	167,560
Program Total	**$ 2,750,107**	**$ 2,823,400**	**$ 2,655,510**	**$ 2,489,760**

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	$ 892,576	$ 949,080	$ 939,090	$ 943,150
Case Processing Service Fees	43,221	-0-	-0-	-0-
Program Total	**$ 935,797**	**$ 949,080**	**$ 939,090**	**$ 943,150**
Character of Expenditures				
Salaries and Benefits	$ 905,602	$ 910,350	$ 901,490	$ 925,460
Services	18,006	17,730	16,600	17,690
Supplies	12,189	21,000	21,000	-0-
Program Total	**$ 935,797**	**$ 949,080**	**$ 939,090**	**$ 943,150**

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

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Court Fines and Forfeitures	$ 95,887	$ 80,000	$ 80,000	$ 25,000
Case Processing Service Fees	-0-	-0-	-0-	55,000
Program Total	**$ 95,887**	**$ 80,000**	**$ 80,000**	**$ 80,000**
Character of Expenditures				
Salaries and Benefits	$ 95,887	$ 80,000	$ 80,000	$ 80,000

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

Projected Revenue Sources				
Court Fines and Forfeitures	$ 2,382,891	$ 2,375,800	$ 2,264,540	$ 2,154,070
Miscellaneous Federal Grants	109,399	307,720	241,590	332,330
Program Total	**$ 2,492,290**	**$ 2,683,520**	**$ 2,506,130**	**$ 2,486,400**
Character of Expenditures				
Salaries and Benefits	$ 2,039,618	$ 2,034,420	$ 2,008,560	$ 1,842,850
Services	450,266	636,480	486,220	630,430
Supplies	2,406	12,620	8,170	13,120
Equipment	-0-	-0-	3,180	-0-
Program Total	**$ 2,492,290**	**$ 2,683,520**	**$ 2,506,130**	**$ 2,486,400**

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	$ 2,346,678	$ 2,488,940	$ 2,461,530	$ 2,602,880
Case Processing Service Fees	38,726	-0-	-0-	-0-
Program Total	**$ 2,385,404**	**$ 2,488,940**	**$ 2,461,530**	**$ 2,602,880**
Character of Expenditures				
Salaries and Benefits	$ 2,334,088	$ 2,404,410	$ 2,413,940	$ 2,557,570
Services	51,316	44,530	47,590	45,310
Program Total	**$ 2,385,404**	**$ 2,448,940**	**$ 2,461,530**	**$ 2,602,880**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Court Fines and Forfeitures	$ 1,476,575	$ 1,759,300	$ 1,692,260	$ 1,708,580
Case Processing Service Fees	50,532	-0-	-0-	-0-
Program Total	**$ 1,527,107**	**$ 1,759,300**	**$ 1,692,260**	**$ 1,708,580**
Character of Expenditures				
Salaries and Benefits	$ 1,424,551	$ 1,600,180	$ 1,533,870	$ 1,678,030
Services	102,556	159,120	158,390	30,550
Program Total	**$ 1,527,107**	**$ 1,759,300**	**$ 1,692,260**	**$ 1,708,580**

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.

Projected Revenue Sources				
Case Processing Service Fees[1]	$ -0-	$ 150,000	$ 374,860	$ 693,570
Character of Expenditures				
Salaries and Benefits	$ -0-	$ -0-	$ 121,840	$ 206,420
Services	-0-	-0-	103,020	156,610
Supplies	-0-	115,000	115,000	203,540
Equipment	-0-	35,000	35,000	127,000
Program Total	**$ -0-**	**$ 150,000**	**$ 374,860**	**$ 693,570**

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	$ 50,401	$ 175,000	$ 131,500	$ 500,000
Character of Expenditures				
Services	$ 2,884	$ 24,000	$ 1,500	$ 24,000
Supplies	-0-	17,000	17,000	213,000
Equipment	47,517	134,000	113,000	263,000
Program Total	**$ 50,401**	**$ 175,000**	**$ 131,500**	**$ 500,000**

[1]Expenditures are shown in Court Services, Judicial Services and Public Services.

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
FARE Fees	$ 172,384	$ 250,000	$ 345,940	$ 189,460
Character of Expenditures				
Services	$ 53,544	$ 113,560	$ 212,850	$ 108,980
Supplies	91,183	86,440	86,440	61,440
Equipment	27,657	50,000	46,650	19,040
Program Total	**$ 172,384**	**$ 250,000**	**$ 345,940**	**$ 189,460**

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

Projected Revenue Sources				
JCEF Fees	$ 272,969	$ 250,000	$ 199,500	$ 650,000
Character of Expenditures				
Salaries and Benefits	$ 104,095	$ 83,820	$ 33,320	$ 64,590
Services	-0-	-0-	-0-	19,230
Supplies	112,951	166,180	166,180	366,180
Equipment	55,923	-0-	-0-	200,000
Program Total	**$ 272,969**	**$ 250,000**	**$ 199,500**	**$ 650,000**

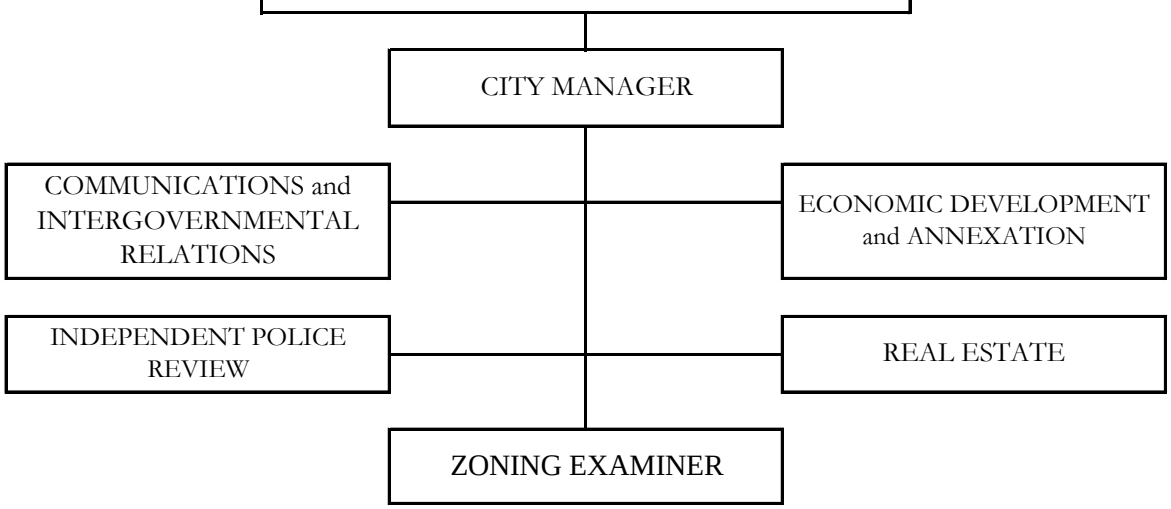
POSITION RESOURCES

Administration				
Deputy Director of City Court	1.00	1.00	1.00	1.00
Court Administrator	2.00	2.00	2.00	2.00
Information Technology Manager	1.00	1.00	1.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Systems Analyst	3.00	3.00	3.00	3.00
Information Technology Specialist	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	6.00	6.00	4.00	-0-
Administrative Assistant	1.00	1.00	2.00	2.00
Senior Court Clerk	3.00	3.00	3.00	2.00
Court Clerk	1.00	1.00	-0-	-0-
Program Total	**24.00**	**24.00**	**22.00**	**17.00**

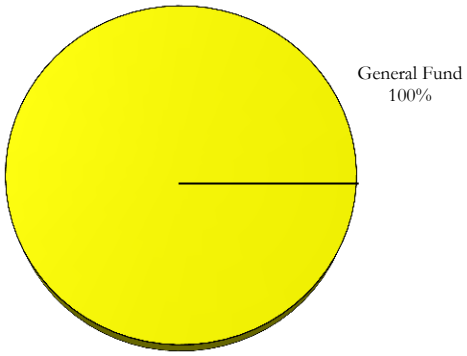
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Court Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	2.00	2.00	2.00	2.00
Senior Court Clerk	4.00	4.00	4.00	4.00
Court Clerk	10.00	10.00	10.00	10.00
Program Total	**17.00**	**17.00**	**17.00**	**17.00**
Judicial				
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	9.00	9.00	9.00	9.00
Limited Special City Magistrate	2.00	2.00	2.00	2.00
Executive Assistant	0.80	0.80	0.80	0.80
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	**13.80**	**13.80**	**13.80**	**13.80**
Judicial Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Interpreter Supervisor	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	4.00	4.00
Court Interpreter	1.00	1.00	1.00	1.00
Senior Court Clerk	29.00	29.00	30.00	30.00
Court Clerk	8.00	8.00	7.00	7.00
Program Total	**43.00**	**43.00**	**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	10.00	10.00	9.00	9.00
Court Clerk	19.00	19.00	21.00	21.00
Program Total	**33.00**	**33.00**	**34.00**	**34.00**
Case Processing Service Fund				
Court Clerk	-0-	-0-	5.00	5.00
Program Total	**-0-**	**-0-**	**5.00**	**5.00**
Department Total	**130.80**	**130.80**	**135.80**	**130.80**

CITY MANAGER

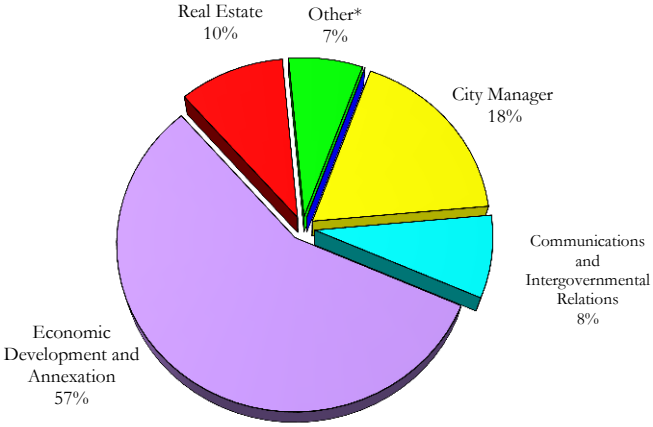
OPERATING: $ 7,963,940
POSITION TOTAL: 35.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other Independent Police Review (5%) and Zoning Examiner (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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
City Manager	16.00	13.00	10.00	10.00
Communications and Intergovernmental Relations	4.00	11.00	11.00	6.00
Economic Development and Annexation	5.00	5.00	5.00	5.00
Independent Police Review	-0-	-0-	-0-	4.00
Office of Conservation and Sustainable Development	4.00	4.00	-0-	-0-
Real Estate	9.00	9.00	9.00	9.00
Zoning Examiner	1.00	1.00	1.00	1.00
Department Total	**39.00**	**43.00**	**36.00**	**35.00**
TOTAL BUDGET				
Operating	$ 8,558,728	$ 9,061,450	$ 8,095,810	$ 7,963,940
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 2,833,324	$ 3,924,700	$ 3,451,770	$ 3,376,450
Services	4,184,905	4,661,490	4,583,230	4,528,900
Supplies	49,804	55,260	60,810	58,590
Equipment	27,109	-0-	-0-	-0-
Grant Capacity	1,463,586	420,000	-0-	-0-
Department Total	**$ 8,558,728**	**$ 9,061,450**	**$ 8,095,810**	**$ 7,963,940**
FUNDING SOURCES				
General Fund	$ 7,095,142	$ 8,641,450	$ 8,095,810	$ 7,963,940
Other Federal Grants Fund	1,463,586	420,000	-0-	-0-
Department Total	**$ 8,558,728**	**$ 9,061,450**	**$ 8,095,810**	**$ 7,963,940**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $7,963,940 reflects a decrease of $1,097,510 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase due to transfer of Independent Police Review Program from Office of Equal Opportunity Programs (OEOP)	$ 381,150
Decrease due to miscellaneous adjustments	(9,700)
Decrease due to elimination of funding to Metropolitan Education Commission	(19,500)
Decrease due to elimination of a Program Assistant position	(73,690)
Decrease due to elimination of one-time workforce development expenditure (Tech Launch)	(100,000)
Decrease in Economic and Workforce Development RFPs	(100,000)
Decrease due to restructuring of Channel 12 original programming	(303,500)
Decrease in grant capacity	(420,000)
Decrease due to transfer of positions to the Office of Integrated Planning	(471,670)
Total	**$ (1,097,510)**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Coordinate and manage property acquisitions, including rights-of-way, for Tucson Water, Parks and Recreation, Transportation, and the Regional Transportation Authority.	18	40	27	60
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	14	15	15	15
• Number of special exception land use cases	10	12	10	10
Number of new jobs created through economic development efforts.	494	500	450	450
Number of new development economic incentives awarded.	3	3	5	4
Number of annexations completed.	3	3	6	4
Manage conservation and sustainability grants.	4	1	-0-	-0-

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Number of social media views, follows and likes.	N/A	N/A	103,600	150,000
Respond to media requests and inquiries.	550	500	550	550
Defeat legislation that is harmful or enact legislation that is helpful to the City of Tucson and its residents.	80%	80%	80%	80%
Process, investigate, and mediate complaints of discrimination filed by citizens and City employees.	-0-	-0-	-0-	20
Process, investigate, and mediate complaints of wrongful conduct filed by citizens and City employees.	-0-	-0-	-0-	30

OPERATING PROGRAMS

CITY MANAGER: This program area is responsible for carrying out the Mayor and Council's policy decisions, providing executive oversight to all City departments, and planning and developing programs in response to community needs.

Projected Revenue Sources				
General Fund	$ 1,291,744	$ 1,688,560	$ 1,532,870	$ 1,449,270
Character of Expenditures				
Salaries and Benefits	$ 1,134,746	$ 1,581,070	$ 1,396,540	$ 1,333,840
Services	107,441	94,700	120,510	102,640
Supplies	22,448	12,790	15,820	12,790
Equipment	27,109	-0-	-0-	-0-
Program Total	**$ 1,291,744**	**$ 1,688,560**	**$ 1,532,870**	**$ 1,449,270**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 754,667	$ 1,015,270	$ 901,550	$ 634,120
Character of Expenditures				
Salaries and Benefits	$ 289,214	$ 852,640	$ 748,140	$ 441,810
Services	465,428	127,630	120,890	157,310
Supplies	25	35,000	32,520	35,000
Program Total	**$ 754,667**	**$ 1,015,270**	**$ 901,550**	**$ 634,120**

ECONOMIC DEVELOPMENT and ANNEXATION: This program area ensures prosperity in the City of Tucson by strengthening our competitiveness, facilitating investment, stimulating business activity, promoting economic activities, securing revenues to improve service through annexation, and striving to raise the quality of life among our citizens. This area manages annual contracts with 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	$ 3,905,417	$ 4,790,700	$ 4,814,950	$ 4,576,330
Character of Expenditures				
Salaries and Benefits	$ 418,797	$ 487,670	$ 512,570	$ 487,270
Services	3,478,287	4,303,030	4,295,070	4,089,060
Supplies	8,333	-0-	7,310	-0-
Program Total	**$ 3,905,417**	**$ 4,790,700**	**$ 4,814,950**	**$ 4,576,330**

INDEPENDENT POLICE REVIEW[1]: 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.

Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ -0-	$ 381,150
Character of Expenditures				
Salaries and Benefits	$ -0-	$ -0-	$ -0-	$ 312,250
Services	-0-	-0-	-0-	64,990
Supplies	-0-	-0-	-0-	3,910
Program Total	**$ -0-**	**$ -0-**	**$ -0-**	**$ 381,150**

[1]The Independent Police Review Program was transferred from the Office of Equal Opportunity Programs and Independent Police Review.

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 672,932	$ 686,970	$ 646,210	$ 723,740
Real Estate Fees	52,500	50,000	53,000	50,000
Program Total	**$ 725,432**	**$ 736,970**	**$ 699,210**	**$ 773,740**
Character of Expenditures				
Salaries and Benefits	$ 648,570	$ 635,430	$ 656,430	$ 661,320
Services	69,687	96,640	38,680	105,530
Supplies	7,175	4,900	4,100	6,890
Program Total	**$ 725,432**	**$ 736,970**	**$ 699,210**	**$ 773,740**

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

Projected Revenue Sources				
General Fund	$ 147,009	$ 145,520	$ 147,230	$ 149,330
Character of Expenditures				
Salaries and Benefits	$ 132,488	$ 137,710	$ 138,090	$ 139,960
Services	11,558	7,810	8,080	9,370
Supplies	2,963	-0-	1,060	-0-
Program Total	**$ 147,009**	**$ 145,520**	**$ 147,230**	**$ 149,330**

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

Projected Revenue Sources				
General Fund	$ 270,873	$ 264,430	$ -0-	$ -0-
Economic Estimulus Fund	1,343,960	250,000	-0-	-0-
Other Federal Grants Fund	119,626	170,000	-0-	-0-
Program Total	**$ 1,734,459**	**$ 684,430**	**$ -0-**	**$ -0-**
Character of Expenditures				
Salaries and Benefits	$ 209,509	$ 230,180	$ -0-	$ -0-
Services	52,504	31,680	-0-	-0-
Supplies	8,860	2,570	-0-	-0-
Grant Capacity	1,463,586	420,000	-0-	-0-
Program Total	**$ 1,734,459**	**$ 684,430**	**$ -0-**	**$ -0-**

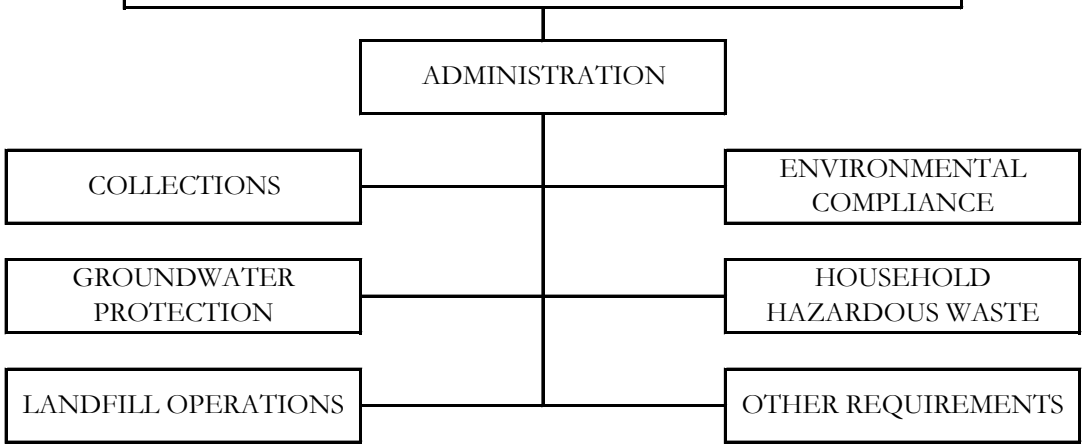
POSITION RESOURCES

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
City Manager				
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
Assistant City Manager/Chief Financial Officer	-0-	1.00	1.00	1.00
Planning and Policy Program Director	-0-	1.00	-0-	-0-
Assistant to the City Manager	2.00	1.00	1.00	1.00
Economic Development Manager	1.00	-0-	-0-	-0-
Special Projects Manager	1.00	-0-	-0-	-0-
Pension Analyst	1.00	1.00	-0-	-0-
Intergovernmental Relations Program Manager	1.00	-0-	-0-	-0-
Management Assistant to the City Manager	2.00	1.00	-0-	-0-
Executive Assistant/City Manager	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	**16.00**	**13.00**	**10.00**	**10.00**
Communications and Intergovernmental Relations				
Intergovernmental Relations Program Manager	1.00	1.00	1.00	1.00
Television Production Manager	-0-	1.00	1.00	1.00
Executive Assistant/City Manager	1.00	1.00	1.00	1.00
Public Information Specialist	2.00	2.00	2.00	2.00
Television Program Development Specialist	-0-	2.00	2.00	1.00
Television Production Specialist	-0-	3.00	3.00	-0-
Television Production Technician	-0-	1.00	1.00	-0-
Program Total	**4.00**	**11.00**	**11.00**	**6.00**
Economic Development and Annexation				
Economic Development Program Director	1.00	1.00	1.00	1.00
Economic Development Specialist	2.00	2.00	2.00	2.00
Project Manager	1.00	1.00	1.00	1.00
Management Assistant to the City Manager	1.00	1.00	1.00	1.00
Program Total	**5.00**	**5.00**	**5.00**	**5.00**
Independent Police Review				
Independent Police Review Manager	-0-	-0-	-0-	1.00
Lead Civilian Investigator	-0-	-0-	-0-	1.00
Senior Equal Opportunity Specialist	-0-	-0-	-0-	1.00
Administrative Assistant	-0-	-0-	-0-	1.00
Program Total	**-0-**	**-0-**	**-0-**	**4.00**

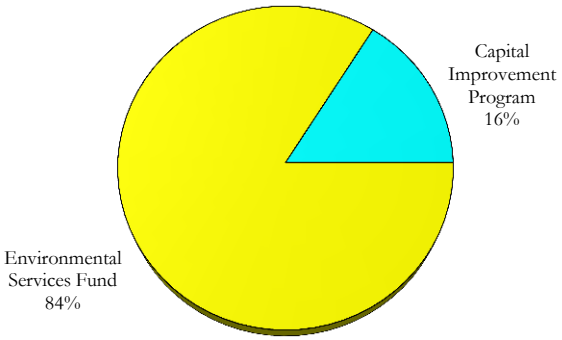
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Office of Conservation and Sustainable Development				
Conservation and Sustainable Development Program Director	1.00	1.00	-0-	-0-
Project Manager	1.00	1.00	-0-	-0-
Senior Engineering Associate	1.00	1.00	-0-	-0-
Program Assistant	1.00	1.00	-0-	-0-
Program Total	**4.00**	**4.00**	**-0-**	**-0-**
Real Estate				
Real Estate Program Director	1.00	1.00	1.00	1.00
Real Estate Program Coordinator	2.00	2.00	2.00	2.00
Real Estate Agent	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Property Agent	1.00	1.00	2.00	2.00
GIS Technician	1.00	1.00	-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	**39.00**	**43.00**	**36.00**	**35.00**

ENVIRONMENTAL SERVICES

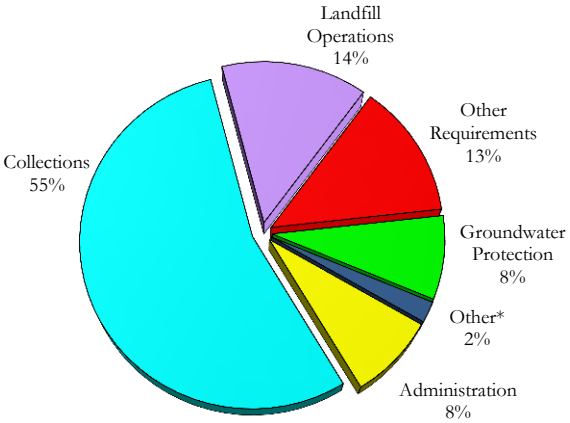
OPERATING:	$ 48,095,680
CAPITAL:	9,459,000
TOTAL:	$ 57,554,680
POSITION TOTAL:	215.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Environmental compliance (1%) and Household Hazardous Waste (1%).

ENVIRONMENTAL SERVICES

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	38.00	38.00	38.00	36.00
Collections	135.00	135.00	135.00	133.00
Environmental Compliance	4.00	4.00	4.00	4.00
Groundwater Protection	9.00	9.00	9.00	9.00
Household Hazardous Waste	9.00	9.00	9.00	6.00
Landfill Operations	27.00	27.00	27.00	27.00
Department Total	**222.00**	**222.00**	**222.00**	**215.00**
TOTAL BUDGET				
Operating	$ 43,616,626	$ 46,871,110	$ 45,824,440	$ 48,095,680
Capital	102,495	6,853,000	2,543,710	9,459,000
Department Total	**$ 43,719,121**	**$ 53,724,110**	**$ 48,368,150**	**$ 57,554,680**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 15,381,054	$ 15,882,190	$ 15,044,790	$ 15,584,210
Services	17,350,900	19,815,120	19,059,810	20,748,230
Supplies	4,985,220	5,363,840	4,822,030	5,476,910
Equipment	4,873,271	5,192,550	6,280,400	5,671,900
Debt Service	1,026,181	617,410	617,410	614,430
Operating Total	**$ 43,616,626**	**$ 46,871,110**	**$ 45,824,440**	**$ 48,095,680**
Capital Improvement Program	102,495	6,853,000	2,543,710	9,459,000
Department Total	**$ 43,719,121**	**$ 53,724,110**	**$ 48,368,150**	**$ 57,554,680**
FUNDING SOURCES				
Environmental Services Fund	$ 43,616,626	$ 46,871,110	$ 45,824,440	$ 48,095,680
Operating Total	**$ 43,616,626**	**$ 46,871,110**	**$ 45,824,440**	**$ 48,095,680**
Capital Improvement Program	102,495	6,853,000	2,543,710	9,459,000
Department Total	**$ 43,719,121**	**$ 53,724,110**	**$ 48,368,150**	**$ 57,554,680**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $48,095,680 reflects an increase of $1,224,570 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in vehicle maintenance costs	$ 786,750
Increase in technology improvements	576,000
Increase in fleet replacement	271,400
Increase in repairs and maintenance of closed landfills	94,360
Increase in permitting costs for the Silverbell Pump and Treat System	70,000
Increase in other miscellaneous adjustments	24,470
Decrease in capacity for underutilized neighborhood clean-up program	(100,000)
Decrease in Household Hazardous Water Program	(200,430)
Decrease in personnel costs including the elimination of 7 positions	(297,980)
Total	**$ 1,224,570**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Enhance customer accessibility to the department by monitoring the phone system to ensure quality customer service.				
• Percent of calls answered	97%	97%	99%	97%
• Average time to answer calls (seconds)	20	20	5	10
Low Income Program participants (monthly average).	3,230	3,100	3,150	3,200
Collect solid waste materials.				
• Number of residential customers	132,800	132,800	131,100	132,000
• Number of residential refuse tons collected	145,700	146,000	139,200	140,000
• Number of commercial customers	3,040	3,000	3,020	3,000
• Number of commercial refuse tons collected	67,200	64,000	65,350	65,000
• Number of roll-offs provided for community cleanups	198	200	105	200
Brownfields Assessments and Cleanups.				
• Phase I Environmental Site Assessments (Historic property use investigation)	61	72[1]	50	75
• Phase II Environmental Site Assessments (Sampling or contaminant investigation)	17	35[2]	15	35

[1]35 Assessments are contingent upon award of 3-year $600,000 EPA Brownfields Coalition Assessment Grant
[2]12 Assessments are contingent upon award of 3-year $600,000 EPA Brownfields Coalition Assessment Grant

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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)	297	297	480	480
• Average number of groundwater wells sampled by ES staff (annually)	200	200	342	300
• Number of sites under active groundwater remediation	3	3	2	2
• 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.	25	25	20	20
Recycling.				
• Tons recycled at a local facility	38,000	38,000	38,700	38,700
• Tons of metal scrapped	N/A	207	260	200
• Reduction in greenhouse gas emissions (metric tons of carbon dioxide)	60,000	101,460	103,329	103,329
Household Hazardous Waste Program.				
• Number of residents served	34,500	34,500	33,500	20,100
• Number of businesses served	130	130	128	130
• Number of total tons collected	600	600	525	315
Provide safe and environmentally secure disposal of refuse at Los Reales Landfill.				
• Tons disposed by City and private haulers	471,400	468,000	508,000	520,000
• Number of loads	155,000	155,000	162,000	164,000
Provide green energy from renewable landfill gas resources and reduce greenhouse gas emissions.				
• Landfill gas diverted to Tucson Electric Power for generation (million cubic feet)	206	200	289	350

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Public Information. Environmental Services (ES) is committed to providing Tucsonans with up-to-date information about its services and programs while recognizing that public education and outreach is an important function.				
• Number of student contacts in K-12 schools	7,500	10,000	9,000	7,000
• Number of participants on ES tours	200	250	930	1,000

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight by setting direction and policy, including rates, developing and managing the department's operating and capital budgets, providing administrative and clerical support, and ensuring that customers are provided excellent services. Administrative functions include the Director's Office, Customer Service and Billing, citywide Recycling and Waste Reduction, Tucson Clean and Beautiful, Public Information, and Management Support Services (i.e. finance, human resources, procurement and information technology).

Projected Revenue Sources				
Environmental Services Fund	$ 3,888,827	$ 4,043,340	$ 3,780,040	$ 3,981,270
Character of Expenditures				
Salaries and Benefits	$ 3,098,549	$ 3,128,490	$ 2,884,230	$ 2,955,280
Services	700,978	830,270	827,920	890,680
Supplies	83,196	84,580	67,890	85,310
Equipment	6,104	-0-	-0-	50,000
Program Total	**$ 3,888,827**	**$ 4,043,340**	**$ 3,780,040**	**$ 3,981,270**

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 and container maintenance.

Projected Revenue Sources				
Environmental Services Fund	$ 24,681,842	$ 25,684,300	$ 25,595,460	$ 26,090,790

Collections (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ 8,890,801	$ 9,220,070	$ 8,729,870	$ 9,219,890
Services	7,594,762	7,796,380	7,906,330	8,121,740
Supplies	4,053,159	4,295,550	3,820,860	4,310,260
Equipment	4,143,120	4,372,300	5,138,400	4,438,900
Program Total	**$ 24,681,842**	**$ 25,684,300**	**$ 25,595,460**	**$ 26,090,790**

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	$ 152,139	$ 645,210	$ 557,090	$ 572,880
Other Federal Grants	245,356	129,000	77,960	49,810
Program Total	**$ 397,495**	**$ 774,210**	**$ 635,050**	**$ 622,690**
Character of Expenditures				
Salaries and Benefits	$ 393,430	$ 413,120	$ 366,410	$ 370,330
Services	2,581	353,490	262,930	246,630
Supplies	1,484	7,600	5,710	5,730
Program Total	**$ 397,495**	**$ 774,210**	**$ 635,050**	**$ 622,690**

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	$ 2,035,564	$ 2,421,740	$ 2,662,470	$ 3,886,030
Character of Expenditures				
Salaries and Benefits	$ 737,081	$ 729,150	$ 630,610	$ 691,900
Services	1,253,225	1,457,850	1,458,940	2,558,000
Supplies	45,258	34,740	35,920	53,130
Equipment	-0-	200,000	537,000	583,000
Program Total	**$ 2,035,564**	**$ 2,421,740**	**$ 2,662,470**	**$ 3,886,030**

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

Projected Revenue Sources				
Environmental Services Fund	$ 708,389	$ 826,890	$ 830,940	$ 621,260

Household Hazardous Waste (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ 439,495	$ 498,850	$ 492,770	$ 386,890
Services	152,454	224,070	219,800	167,540
Supplies	94,728	88,720	118,370	66,830
Equipment	21,712	15,250	-0-	-0-
Program Total	**$ 708,389**	**$ 826,890**	**$ 830,940**	**$ 621,260**

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	$ 6,113,574	$ 6,045,300	$ 6,063,720	$ 6,621,290
Character of Expenditures				
Salaries and Benefits	$ 1,821,698	$ 1,892,510	$ 1,940,900	$ 1,959,920
Services	2,882,146	2,695,140	2,744,540	3,105,720
Supplies	707,395	852,650	773,280	955,650
Equipment	702,335	605,000	605,000	600,000
Program Total	**$ 6,113,574**	**$ 6,045,300**	**$ 6,063,720**	**$ 6,621,290**

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	$ 5,790,935	$ 7,075,330	$ 6,256,760	$ 6,272,350
Character of Expenditures				
Administration Service Charge	$ 4,584,350	$ 4,934,350	$ 4,934,350	$ 4,934,350
Services	180,404	1,523,570	705,000	723,570
Debt Service	1,026,181	617,410	617,410	614,430
Program Total	**$ 5,790,935**	**$ 7,075,330**	**$ 6,256,760**	**$ 6,272,350**

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	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 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	1.00	1.00	1.00

Administration (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
GIS Supervisor	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Management Assistant	2.00	2.00	2.00	2.00
Public Information Officer	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Public Information Specialist	1.00	1.00	1.00	1.00
Water Services Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Utility Service Representative	1.00	1.00	1.00	2.00
Administrative Assistant	6.00	6.00	6.00	6.00
Customer Service Representative	12.00	12.00	12.00	10.00
Secretary	1.00	1.00	1.00	1.00
Program Total	**38.00**	**38.00**	**38.00**	**36.00**
Collections				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Services Superintendent	2.00	2.00	2.00	2.00
Environmental Services Accounts Representative Supervisor	1.00	1.00	1.00	1.00
Welder Supervisor	1.00	1.00	1.00	1.00
Environmental Services Accounts Representative	2.00	2.00	2.00	1.00
Environmental Services/Neighborhood Resources Supervisor	8.00	8.00	8.00	8.00
Welder	1.00	1.00	1.00	1.00
Environmental Services Equipment Operator	103.00	103.00	103.00	102.00
Administrative Assistant	1.00	1.00	1.00	1.00
Senior Environmental Services Worker	4.00	4.00	4.00	4.00
Senior Trades Helper	2.00	2.00	2.00	2.00
Environmental Services Worker	9.00	9.00	9.00	9.00
Program Total	**135.00**	**135.00**	**135.00**	**133.00**
Environmental Compliance				
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Environmental Scientist	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Program Total	**4.00**	**4.00**	**4.00**	**4.00**

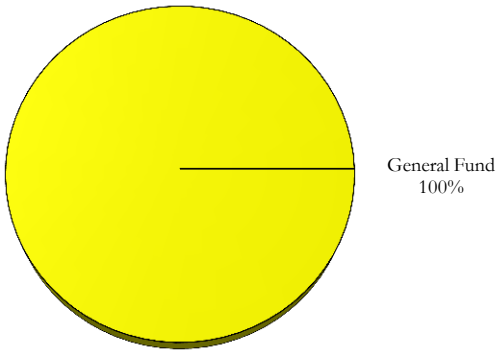
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Groundwater Protection				
Engineering Manager	-0-	-0-	1.00	1.00
Environmental Manager	1.00	1.00	-0-	-0-
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Environmental Scientist	1.00	1.00	1.00	1.00
Environmental Services Inspection Supervisor	1.00	1.00	1.00	1.00
Environmental Services Inspector	5.00	5.00	5.00	5.00
Program Total	**9.00**	**9.00**	**9.00**	**9.00**
Household Hazardous Waste				
Environmental Services Superintendent	1.00	1.00	1.00	-0-
Environmental Services/Neighborhood Services Supervisor	1.00	1.00	1.00	1.00
Lead Household Hazardous Waste Technician	2.00	2.00	2.00	2.00
Household Hazardous Waste Technician	5.00	5.00	5.00	3.00
Program Total	**9.00**	**9.00**	**9.00**	**6.00**
Landfill Operations				
Landfill Manager	1.00	1.00	1.00	1.00
Environmental Services Superintendent	-0-	-0-	-0-	1.00
Environmental Services/Neighborhood Services Supervisor	3.00	3.00	3.00	2.00
Equipment Operation Specialist	11.00	11.00	11.00	11.00
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**	**27.00**
Department Total	**222.00**	**222.00**	**222.00**	**215.00**

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

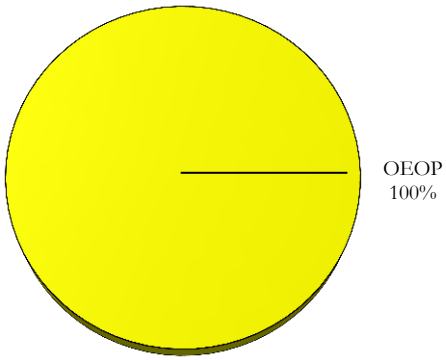
OPERATING: $ -0-

POSITION TOTAL: -0-

FINANCING PLAN



PROGRAM ALLOCATION



OFFICE of EQUAL OPPORTUNITY PROGRAMS and INDEPENDENT POLICE REVIEW

MISSION STATEMENT: 1) To provide quality services through integrity, professionalism and excellence; 2) To ensure that Tucson citizens are afforded equal opportunity in the provision of public accommodation, housing, and employment without regard to race, color, national origin, sex, disability, age, religion, familial status, marital status, sexual orientation, gender identity or ancestry; 3) To ensure equal procurement opportunity to all businesses with which the city solicits and/or conducts contracted services; 4) To conduct a thorough, objective, and fair external review process of citizen inquiries and complaints regarding police misconduct; and 5) To our community, we will continue our long tradition of service and commitment.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Equal Opportunity/Independent Police Review	9.00	9.00	9.00	-0-
TOTAL BUDGET				
Operating	$ 710,403	$ 787,220	$ 745,970	$ -0-
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 636,158	$ 722,840	$ 678,140	$ -0-
Services	66,346	60,470	63,560	-0-
Supplies	7,899	3,910	4,270	-0-
Department Total	**$ 710,403**	**$ 787,220**	**$ 745,970**	**$ -0-**
FUNDING SOURCES				
General Fund	$ 710,403	$ 787,220	$ 745,970	$ -0-

[1]For Fiscal Year 2015, duties and responsibilities have been transferred to the City Managers' Office and the Procurement Department.

SIGNIFICANT CHANGES

For Fiscal Year 2015, duties and responsibilities have been transferred to the City Managers' Office and the Procurement Department.

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Process, investigate, and mediate complaints of discrimination filed by citizens and City employees.	35	20	20	-0-
Process, investigate, and mediate complaints of wrongful conduct filed by citizens and City employees.	37	30	30	-0-
Provide Small Business / Disadvantaged Business Enterprise certification and re-certification.	202	225	225	-0-
Provide citizens with an external police review process to ensure a thorough, objective, and fair resolution of citizen inquiries and complaints regarding police misconduct.	335	200	200	-0-

OPERATING PROGRAMS

OFFICE of EQUAL OPPORTUNITY PROGRAMS and INDEPENDENT POLICE REVIEW: Investigates complaints of discrimination filed by citizens and City employees, and ensures accessibility to City programs, facilities, and services for persons with disabilities. The office provides citizens with an external police review process to ensure thorough resolution of citizen complaints of police misconduct. The office administers the Small Business Enterprise Program and the Disadvantaged Business Program which entails certification of participating businesses, establishing participation goals for eligible projects, and monitoring the program's effectiveness.

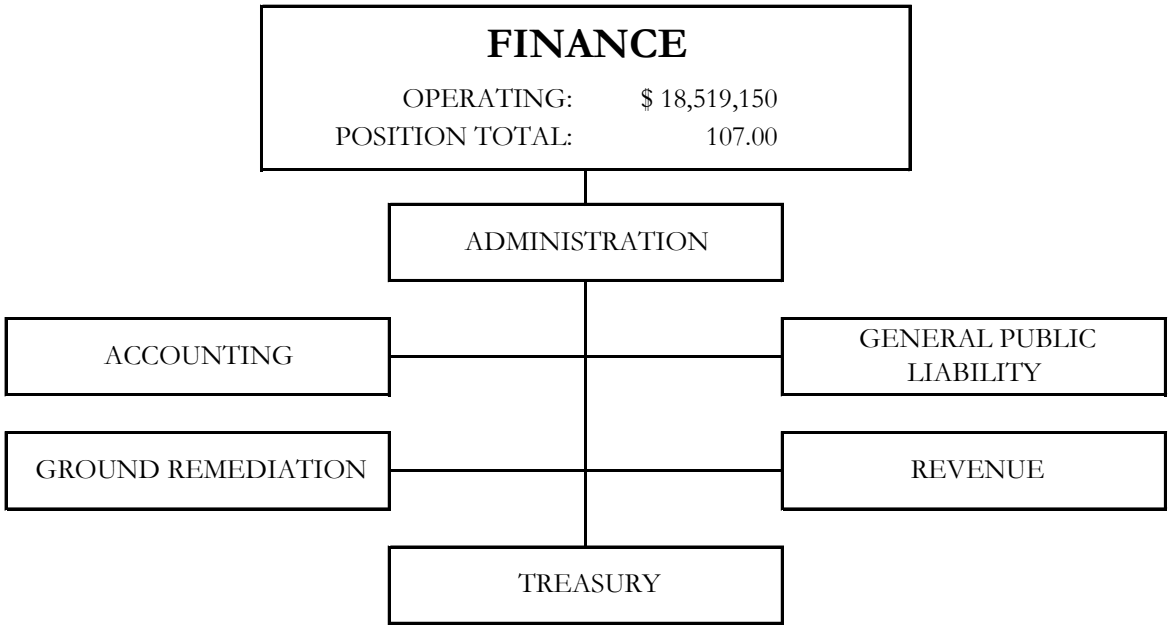
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 710,403	$ 787,220	$ 745,970	$ -0-
Character of Expenditures				
Salaries and Benefits	$ 636,158	$ 722,840	$ 678,140	$ -0-
Services	66,346	60,470	63,560	-0-
Supplies	7,899	3,910	4,270	-0-
Program Total	**$ 710,403**	**$ 787,220**	**$ 745,970**	**$ -0-**

[1]For Fiscal Year 2015, duties and responsibilities have been transferred to the City Managers' Office and the Procurement Department.

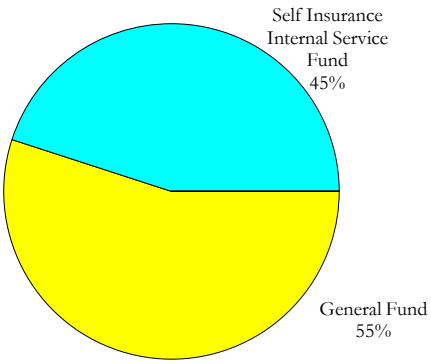
POSITION RESOURCES

Equal Opportunity/Independent Police Review				
Equal Opportunity and Independent Police Review Program Director	1.00	1.00	1.00	-0-
Program Manager[1]	1.00	1.00	1.00	-0-
Business Enterprise Compliance Specialist[2]	1.00	1.00	1.00	-0-
Lead Civilian Investigator[1]	1.00	1.00	1.00	-0-
Senior Equal Opportunity Specialist[1]	1.00	1.00	1.00	-0-
Equal Opportunity Specialist[2]	1.00	1.00	1.00	-0-
Civilian Investigator	1.00	1.00	1.00	-0-
Administrative Assistant[1, 2]	2.00	2.00	2.00	-0-
Program Total	**9.00**	**9.00**	**9.00**	**-0-**

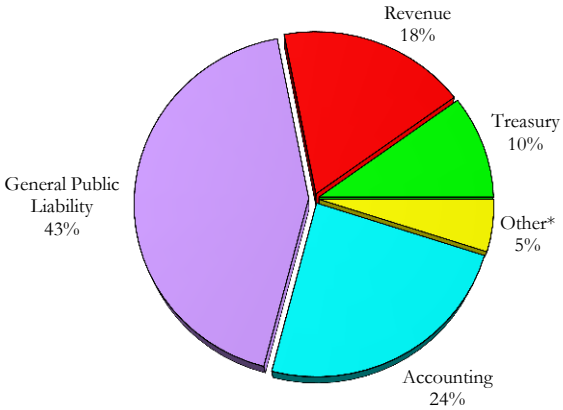
[1]Transferred to City Manager's Office
[2]Transferred to Procurement



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes 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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	3.00	3.00	4.50	4.00
Accounting	34.00	34.00	34.00	34.00
General Public Liability	4.00	4.00	4.00	4.00
Revenue	46.00	46.00	46.00	42.00
Treasury	24.00	24.00	23.00	23.00
Department Total	**111.00**	**111.00**	**111.50**	**107.00**
TOTAL BUDGET				
Operating	$ 14,938,486	$ 18,568,140	$ 18,263,240	$ 18,519,150
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 7,282,954	$ 7,354,100	$ 7,147,120	$ 7,266,110
Services	7,278,821	10,926,650	10,840,520	10,970,170
Supplies	346,917	287,390	275,600	282,870
Equipment	29,794	-0-	-0-	-0-
Department Total	**$ 14,938,486**	**$ 18,568,140**	**$ 18,263,240**	**$ 18,519,150**
FUNDING SOURCES				
General Fund	$ 10,060,008	$ 10,425,470	$ 10,309,670	$ 10,181,420
Internal Service Fund: Self Insurance	4,878,478	8,142,670	7,953,570	8,337,730
Department Total	**$ 14,938,486**	**$ 18,568,140**	**$ 18,263,240**	**$ 18,519,150**

SIGNIFICANT CHANGES: GENERAL FUND

The recommended General Fund operating budget for Fiscal Year 2015 of $10,181,420 is a decrease of $244,050 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in temporary staff	$ 124,000
Increase in bank fee	25,000
Increase in personnel costs	10,150
Public Safety Personnel Retirement Systems positions transferred to the Fire Department	(133,200)
Elimination of the IBM Project	(270,000)
Total	**$ (244,050)**

SIGNIFICANT CHANGES: SELF INSURANCE FUND

The Self-Insurance Fund recommended operating budget for Fiscal Year 2015 of $8,337,730 is an increase of $195,060 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in services	$ 186,030
Personnel costs	9,030
Total	**$ 195,060**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Plan, organize, and direct City debt offerings.	3	6	5	6
Pay vendor invoices.				
• By check	27,555	30,000	25,000	23,000
• By electronic funds transfer	41,248	30,000	45,000	47,000
• Accounts payable turnover ratio	12	25	13	13
Issue new licenses and bill accounts.				
• New licenses issued	5,270	6,200	6,200	3,100
• Accounts billed	44,125	41,000	41,000	41,000
Process and deposit utility, tax, and license payments and other City revenue.				
• Total number of payments processed (000s)	1,714	1,750	1,676	1,676
• Percent of utility payments processed the same day as received	80%	80%	90%	90%
• Percent of tax, license, and other payments processed the same day as received	90%	90%	95%	95%
• Collect business privilege tax and license fees ($000s)	$ 223,252	$ 200,000	$ 222,000	$ 220,000
Recover unpaid taxes identified in audits and collect delinquent taxes ($000s).	$ 5,700	$ 4,500	$ 4,500	$ 4,500

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 2,614,163	$ 2,745,340	$ 2,992,510	$ 553,980
Character of Expenditures				
Salaries and Benefits	$ 639,472	$ 395,990	$ 621,890	$ 517,410
Services	1,970,766	2,346,100	2,368,960	35,370
Supplies	3,925	3,250	1,660	1,200
Program Total	**$ 2,614,163**	**$ 2,745,340**	**$ 2,992,510**	**$ 553,980**

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	$ 2,385,020	$ 2,269,410	$ 2,282,300	$ 4,381,560
Character of Expenditures				
Salaries and Benefits	$ 2,185,217	$ 2,116,650	$ 2,138,280	$ 2,209,220
Services	148,756	105,260	106,530	2,124,840
Supplies	44,688	47,500	37,490	47,500
Equipment	6,359	-0-	-0-	-0-
Program Total	**$ 2,385,020**	**$ 2,269,410**	**$ 2,282,300**	**$ 4,381,560**

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.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	$ 4,614,899	$ 7,898,670	$ 7,689,060	$ 7,907,700
Character of Expenditures				
Salaries and Benefits	$ 288,946	$ 275,140	$ 272,920	$ 284,170
Services	4,313,460	7,582,380	7,374,420	7,582,380
Supplies	12,493	41,150	41,720	41,150
Program Total	**$ 4,614,899**	**$ 7,898,670**	**$ 7,689,060**	**$ 7,907,700**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Internal Service Fund: Self Insurance	$ 263,579	$ 244,000	$ 264,510	$ 430,030
Character of Expenditures				
Services	$ 258,614	$ 244,000	$ 264,380	$ 430,030
Supplies	4,965	-0-	130	-0-
Program Total	**$ 263,579**	**$ 244,000**	**$ 264,510**	**$ 430,030**

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	$ 3,387,011	$ 3,522,600	$ 3,230,720	$ 3,424,860
Character of Expenditures				
Salaries and Benefits	$ 2,872,303	$ 3,117,760	$ 2,787,160	$ 2,900,880
Services	237,781	227,860	265,130	347,000
Supplies	253,492	176,980	178,430	176,980
Equipment	23,435	-0-	-0-	-0-
Program Total	**$ 3,387,011**	**$ 3,522,600**	**$ 3,230,720**	**$ 3,424,860**

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).

Projected Revenue Sources				
General Fund	$ 1,673,814	$ 1,888,120	$ 1,804,140	$ 1,821,020
Character of Expenditures				
Salaries and Benefits	$ 1,297,016	$ 1,448,560	$ 1,326,870	$ 1,354,430
Services	349,444	421,050	461,100	450,550
Supplies	27,354	18,510	16,170	16,040
Program Total	**$ 1,673,814**	**$ 1,888,120**	**$ 1,804,140**	**$ 1,821,020**

POSITION RESOURCES

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Administration				
Assistant City Manager/Chief Financial Officer	1.00	-0-	-0-	-0-
Director	-0-	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Lead Management Analyst	-0-	-0-	1.00	-0-
Executive Assistant	-0-	-0-	-0-	1.00
Administrative Assistant	-0-	-0-	0.50	-0-
Program Total	**3.00**	**3.00**	**4.50**	**4.00**
Accounting				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	2.00	2.00	2.00	2.00
Lead Finance Analyst	1.00	1.00	1.00	1.00
Principal Accountant	2.00	2.00	2.00	2.00
Finance Analyst	1.00	1.00	1.00	1.00
Senior Accountant	7.00	7.00	7.00	7.00
Financial Services Supervisor	3.00	3.00	3.00	3.00
Account Clerk Supervisor	3.00	3.00	3.00	3.00
Administrative Assistant	3.00	3.00	3.00	3.00
Senior Account Clerk	10.00	10.00	10.00	10.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	**34.00**	**34.00**	**34.00**	**34.00**
General Public Liability				
Risk Manager	1.00	1.00	1.00	1.00
Risk Management Claims Adjuster	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	**4.00**	**4.00**	**4.00**	**4.00**
Revenue				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	2.00	2.00
Finance Analyst	2.00	2.00	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	3.00	3.00	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	7.00	7.00	4.00
Program Total	**46.00**	**46.00**	**46.00**	**42.00**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Treasury				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Financial Specialist	2.00	2.00	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	**24.00**	**24.00**	**23.00**	**23.00**
Department Total	**111.00**	**111.00**	**111.50**	**107.00**

GENERAL SERVICES

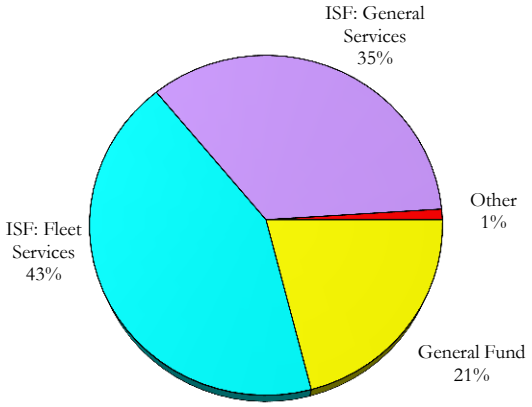
OPERATING: $63,799,390
POSITION TOTAL: 229.00

ADMINISTRATION

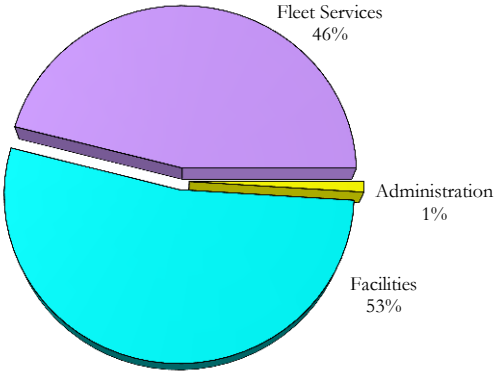
FACILITIES

FLEET SERVICES

FINANCING PLAN



PROGRAM ALLOCATION



GENERAL SERVICES

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	7.00	7.00	7.00	7.00
Facilities	126.00	126.00	126.00	126.00
Fleet Services	96.00	96.00	96.00	96.00
Department Total	**229.00**	**229.00**	**229.00**	**229.00**
TOTAL BUDGET				
Operating	$ 52,596,528	$ 57,329,630	$ 55,250,530	$ 63,799,390
Capital	3,853,005	1,591,500	2,012,300	-0-
Department Total	**$ 56,449,533**	**$ 58,921,130**	**$ 57,262,830**	**$ 63,799,390**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 14,987,087	$ 16,423,620	$ 15,078,790	$ 16,448,250
Services	16,642,403	21,208,200	21,765,810	25,991,610
Supplies	17,172,075	17,730,110	16,268,160	17,269,080
Equipment	438,112	107,000	294,950	1,612,000
Debt Service	3,356,851	1,860,700	1,842,820	2,478,450
Operating Total	**$ 52,596,528**	**$ 57,329,630**	**$ 55,250,530**	**$ 63,799,390**
Capital Improvement Program	3,853,005	1,591,500	2,012,300	-0-
Department Total	**$ 56,449,533**	**$ 58,921,130**	**$ 57,262,830**	**$ 63,799,390**
FUNDING SOURCES				
General Fund	$ 3,019,079	$ 9,339,400	$ 9,612,240	$ 13,513,970
Capital Improvement Fund	1,139,851	-0-	250,000	75,000
Internal Service Fund: Fleet Services	27,051,240	26,924,240	25,572,310	27,688,950
Internal Service Fund: General Services	21,384,878	21,065,990	19,815,980	22,521,470
Other Federal Grants Fund	1,480	-0-	-0-	-0-
Department Total	**$ 52,596,528**	**$ 57,329,630**	**$ 55,250,530**	**$ 63,799,390**
Capital Improvement Program	3,853,005	1,591,500	2,012,300	-0-
Department Total	**$ 56,449,533**	**$ 58,921,130**	**$ 57,262,830**	**$ 63,799,390**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $63,799,390 reflects an increase of $6,469,760 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in costs for existing building maintenance	$ 2,300,000
Increase in costs for vehicle replacement	1,500,000
Increase in costs of contracts to provide services to both Fleet Services and Facilities and Communications customer departments	1,438,090
Increase in capacity to cover the annual debt service for the upgrade of the CNG Plant	655,950
Increase in costs for Tucson Convention Center Arena renovations/repairs	500,000
Increase in costs for annual recurring public safety radio communications subscriber fee for access to the Pima County Wireless Integrated Network (PCWIN)	421,950
Other miscellaneous increases	129,140
Increase in personnel costs	24,630
Reduction of one-time project funding for the replacement of communications network	(500,000)
Total	**$ 6,469,760**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	62%	75%	75%	75%
• Percent of preventive maintenance work orders completed on set schedule	58%	75%	75%	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	$ 281	$ 145	$ 323	$ 330
Provide the Environmental Services Department with 100% of its daily collection equipment needs for side-loaders and front-end loaders.				
• 46 side loaders daily	100%	100%	100%	100%
• 13 front-end loaders daily	100%	100%	100%	100%

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Interdepartmental Charges	$ 725,992	$ 770,950	$ 766,410	$ 790,430
Character of Expenditures				
Salaries and Benefits	$ 676,929	$ 720,580	$ 713,620	$ 742,820
Services	41,138	43,290	41,980	40,510
Supplies	7,925	7,080	10,810	7,100
Program Total	**$ 725,992**	**$ 770,950**	**$ 766,410**	**$ 790,430**

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	$ 3,020,557	$ 9,339,400	$ 9,612,240	$ 12,013,970
Capital Improvement Fund	1,139,851	-0-	250,000	75,000
Interdepartmental Charges	20,286,565	19,933,500	18,714,060	21,419,980
Other Federal Grant Fund	1,480	-0-	-0-	-0-
US Treasury Subsidy for CREBs II	370,843	361,540	335,510	311,060
Program Total	**$ 24,819,296**	**$ 29,634,440**	**$ 28,911,810**	**$ 33,820,010**
Character of Expenditures				
Salaries and Benefits	$ 8,560,436	$ 9,287,340	$ 8,618,600	$ 9,170,520
Services	10,072,953	16,266,130	16,171,220	20,527,780
Supplies	2,415,254	2,183,270	2,177,650	2,262,210
Equipment	413,802	37,000	101,520	37,000
Debt Service	3,356,851	1,860,700	1,842,820	1,822,500
Program Total	**$ 24,819,296**	**$ 29,634,440**	**$ 28,911,810**	**$ 33,820,010**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ -0-	$ 1,500,000
Interdepartmental Charges	27,034,236	26,924,240	25,569,110	27,667,950
Vehicle Auction Revenue	17,004	-0-	3,200	21,000
Program Total	**$ 27,051,240**	**$ 26,924,240**	**$ 25,572,310**	**$ 29,188,950**
Character of Expenditures				
Salaries and Benefits	$ 5,749,722	$ 6,415,700	$ 5,746,570	$ 6,534,910
Services	6,528,312	4,898,780	5,552,610	5,423,320
Supplies	14,748,896	15,539,760	14,079,700	14,999,770
Equipment	24,310	70,000	193,430	1,575,000
Debt Service	-0-	-0-	-0-	655,950
Program Total	**$ 27,051,240**	**$ 26,924,240**	**$ 25,572,310**	**$ 29,188,950**

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Staff Assistant	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	**7.00**	**7.00**	**7.00**	**7.00**
Facilities				
Architecture and Engineering Administrator	1.00	1.00	1.00	1.00
Facilities Management Administrator	1.00	1.00	1.00	1.00
Communication Maintenance Superintendent	1.00	1.00	1.00	1.00
Energy Manager	1.00	1.00	1.00	1.00
Facilities Management Superintendent	3.00	3.00	3.00	3.00
Architect	2.00	2.00	2.00	2.00
Mechanical Engineer	1.00	1.00	1.00	1.00
Program Manager	-0-	-0-	1.00	1.00
ADA Compliance Specialist	1.00	1.00	1.00	1.00
Lead Planner	1.00	1.00	-0-	-0-
Management Assistant	1.00	1.00	2.00	2.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Staff Assistant	2.00	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
Carpentry Supervisor	1.00	1.00	1.00	1.00

Facilities (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Electrical Supervisor	1.00	1.00	1.00	1.00
Electronics Technician Supervisor	2.00	2.00	2.00	2.00
HVAC-R Supervisor	1.00	1.00	1.00	1.00
Lock Shop Supervisor	1.00	1.00	1.00	1.00
Plumbing Supervisor	1.00	1.00	1.00	1.00
Electrician	8.00	8.00	8.00	8.00
Electronics Technician	8.00	8.00	8.00	8.00
Energy Management Control System Technician	5.00	5.00	5.00	5.00
Engineering Associate	1.00	1.00	1.00	1.00
Facilities Project Coordinator	6.00	6.00	6.00	6.00
Fuel Station Mechanic	3.00	3.00	3.00	3.00
HVAC-R Mechanic	8.00	8.00	8.00	8.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	1.00	1.00	1.00	1.00
Locksmith	3.00	3.00	3.00	3.00
Plumber	6.00	6.00	6.00	6.00
Electronics Bench Technician	4.00	4.00	4.00	4.00
Painter	3.00	3.00	3.00	3.00
Roofer	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
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	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Storekeeper	1.00	1.00	1.00	1.00
Custodian	20.00	20.00	20.00	20.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Technological Intern	1.00	1.00	1.00	1.00
Program Total	**126.00**	**126.00**	**126.00**	**126.00**
Fleet Services				
Fleet Administrator	1.00	1.00	1.00	1.00
Fleet Maintenance Superintendent	1.00	1.00	1.00	1.00
Fleet Services Superintendent	1.00	1.00	1.00	1.00
Certified Fleet Services Supervisor	4.00	4.00	5.00	5.00
Staff Assistant	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	3.00	3.00	3.00	3.00
Fleet Services Supervisor	2.00	2.00	2.00	2.00
Certified Lead Automotive Mechanic	1.00	1.00	1.00	1.00
Certified Senior Heavy Equipment Mechanic	13.00	13.00	13.00	14.00
Certified Auto Body Welder	1.00	1.00	1.00	1.00
Certified Automotive Mechanic	16.00	16.00	16.00	16.00
Lead Automotive Mechanic	1.00	1.00	1.00	1.00
Senior Heavy Equipment Mechanic	11.00	11.00	11.00	10.00
Automotive Mechanic	4.00	4.00	4.00	4.00
Certified Automotive Parts Specialist	3.00	3.00	4.00	4.00

Fleet Services (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Certified Lead Fleet Services Technician	2.00	2.00	2.00	2.00
Welder	1.00	1.00	1.00	1.00
Automotive Parts Specialist	4.00	4.00	2.00	2.00
Certified Fleet Control Specialist	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
Certified Senior Fleet Services Technician	12.00	12.00	12.00	12.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	1.00	1.00	1.00	1.00
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**	**96.00**
Department Total	**229.00**	**229.00**	**229.00**	**229.00**

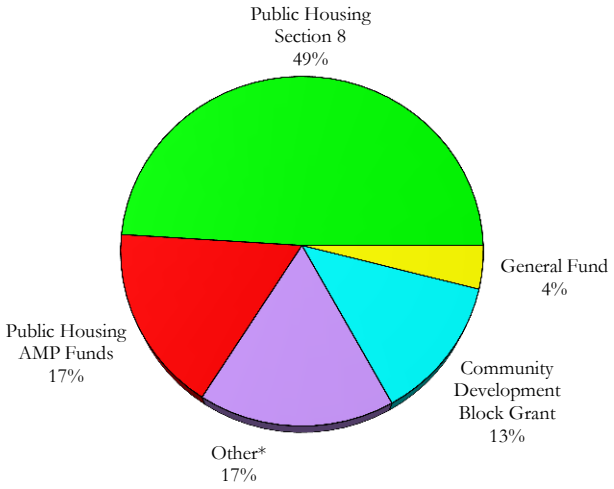
HOUSING and COMMUNITY DEVELOPMENT

OPERATING:	$ 76,502,510
CAPITAL:	415,500
TOTAL:	$ 76,918,010
POSITION TOTAL:	146.25

ADMINISTRATION

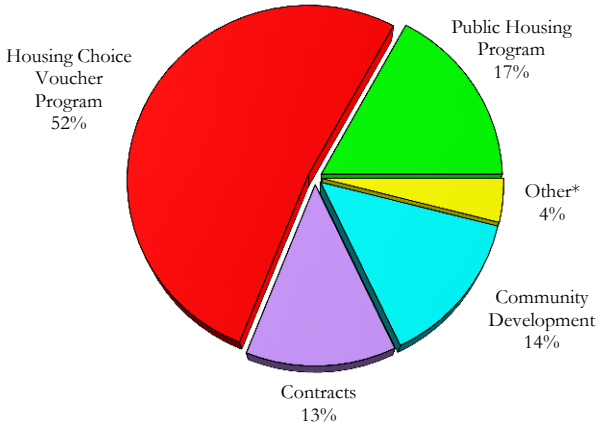
- ASSET MANAGEMENT
- CODE ENFORCEMENT
- COMMUNITY DEVELOPMENT
- CONTRACTS
- HISTORIC PRESERVATION
- HOUSING CHOICE VOUCHER PROGRAM/SECTION 8
- PLANNING and COMMUNITY DEVELOPMENT ADMINISTRATION
- PLANNING and REVITALIZATION
- PUBLIC HOUSING PROGRAM
- TENANT SERVICES

FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Administration (1%), Asset Management (1%), Planning and Community Development (1%), Tenant Services (<1%), and Technical Support and Neighborhood Services (<1%).

HOUSING and COMMUNITY DEVELOPMENT

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	11.00	11.00	11.00	9.05
Asset Management	0.50	0.50	0.50	1.75
Code Enforcement	32.00	32.00	-0-	-0-
Community Development	11.00	11.00	12.00	12.00
Contracts	7.00	7.00	7.00	6.00
Historic Preservation	4.00	4.00	2.00	-0-
Housing Choice Voucher/Section 8 Program	38.00	38.00	38.00	37.00
Planning and Community Development Administration	7.00	7.00	7.00	7.00
Planning and Revitalization	6.00	6.00	5.00	-0-
Public Housing Program	64.75	64.75	65.75	65.45
Technical Support and Neighborhood Services	-0-	-0-	3.00	3.00
Tenant Services	5.00	5.00	5.00	5.00
Department Total	**186.25**	**186.25**	**156.25**	**146.25**
TOTAL BUDGET				
Operating	$ 77,248,758	$ 85,879,690	$ 81,017,410	$ 76,502,510
Capital	1,726,391	900,200	810,970	415,500
Department Total	**$ 78,975,149**	**$ 86,779,890**	**$ 81,828,380**	**$ 76,918,010**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 13,321,424	$ 14,285,240	$ 10,143,880	$ 10,614,340
Services	62,553,926	70,439,380	69,745,150	64,944,720
Supplies	1,319,459	1,155,070	1,045,470	919,970
Equipment	53,949	-0-	82,910	23,480
Operating Total	**$ 77,248,758**	**$ 85,879,690**	**$ 81,017,410**	**$ 76,502,510**
Capital Improvement Program	1,726,391	900,200	810,970	415,500
Department Total	**$ 78,975,149**	**$ 86,779,890**	**$ 81,828,380**	**$ 76,918,010**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
FUNDING SOURCES				
General Fund	$ 6,327,284	$ 6,506,630	$ 4,412,930	$ 2,768,930
Civic Contributions Fund	13,357	6,750	9,700	-0-
Community Development Block Grant	6,779,623	11,136,950	11,383,330	9,808,760
HOME Investment Partnerships	5,222,159	6,290,470	5,858,380	6,027,840
Miscellaneous Housing Grant Fund	4,261,651	5,991,060	5,872,610	4,870,890
Non-Federal Grants Fund	329,143	569,860	541,620	377,100
Non-Public Housing Assistance (PHA) Asset Management	1,113,949	1,265,450	1,197,850	1,208,880
Other Federal Grants Fund	131,815	95,940	67,830	76,580
Public Housing (AMP) Fund	12,969,190	12,460,240	11,903,320	13,311,860
Public Housing Section 8 Fund	40,100,587	41,556,340	39,769,840	38,051,670
Operating Total	**$ 77,248,758**	**$ 85,879,690**	**$ 81,017,410**	**$ 76,502,510**
Capital Improvement Program	1,726,391	900,200	810,970	415,500
Department Total	**$ 78,975,149**	**$ 86,779,890**	**$ 81,828,380**	**$ 76,918,010**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $76,502,510 reflects a decrease of $9,377,180 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in grant capacity for rehabilitation services and non-city site/construction expenses	$ 1,095,380
Mayor and Council mandated compensation increase	177,470
Increase in utilities and property management expenses for City owned properties	144,360
Reduction in general fund contributions to outside organizations	(356,910)
Reduction in capacity for inter-program charges	(1,176,350)
Decrease in capacity for miscellaneous professional services	(1,463,000)
Decrease in capacity for housing assistance payments paid to landlords by the City	(1,530,600)
Decrease in grant capacity for outside organization contributions and Section 108 loans	(2,521,940)
Elimination of two full-time positions and the reallocation of 37 staff members along with the associated expenditures	(3,735,590)
Total	**$ (9,377,180)**

DEPARTMENT MEASURES of PERFORMANCE

Occupancy rate of the City's Public Housing Program.	93%	97%	97%	98%

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	484	330	330	480
• Dollar value ($000s)	$ 2,782	$ 2,544	$ 2,544	$ 2,800
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	35	122	122	50
◊ Dollar Value ($000s)	$ 822	$ 1,228	$ 1,228	$ 840
• Multi-family Homes				
◊ Number of units	77	125	100	80
◊ Dollar value ($000s)	$ 3,519	$ 4,100	$ 4,100	$ 3,700
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)	$ 1,453	$ 1,465	$ 1,465	$1,465
• Community Development Block Grant ($000)	$ 765	$ 732	$ 785	$ 767
• Federal Housing Opportunities for People with AIDS ($000)	$ 427	$ 414	$ 433	$ 439

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 461,962	$ 429,170	$ 429,170	$ 427,220
Community Development Block Grant	268,200	325,130	256,150	300,230
HOME Investment Partnerships	16,723	14,070	25,430	14,530
Miscellaneous Housing Grant Fund	4,150	3,810	4,100	3,980
Public Housing (AMP) Funds	98,299	179,160	160,940	304,720
Public Housing Section 8 Fund	160,569	193,540	166,640	-0-
Program Total	**$ 1,009,903**	**$ 1,144,880**	**$ 1,042,430**	**$ 1,050,680**
Character of Expenditures				
Salaries and Benefits	$ 889,397	$ 998,800	$ 896,350	$ 879,870
Services	101,757	116,620	113,460	141,300
Supplies	18,749	29,460	32,620	29,510
Program Total	**$ 1,009,903**	**$ 1,144,880**	**$ 1,042,430**	**$ 1,050,680**

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				
Civic Contribution	$ 50	$ -0-	$ -0-	$ -0-
Community Development Block Grant	170,837	220,250	216,330	223,400
HOME Investment Partnerships	171,881	246,000	241,320	178,400
Non-PHA Asset Management	484,454	547,410	436,310	492,170
Program Total	**$ 827,222**	**$ 1,013,660**	**$ 893,960**	**$ 893,970**
Character of Expenditures				
Salaries and Benefits	$ 176,469	$ 168,410	$ 48,700	$ 110,800
Services	626,005	804,180	803,200	754,080
Supplies	24,748	41,070	42,060	29,090
Program Total	**$ 827,222**	**$ 1,013,660**	**$ 893,960**	**$ 893,970**

CODE ENFORCEMENT: This program area provides education and enforcement of City codes relating to property maintenance and minimum housing standards as directed through the Neighborhood Preservation Ordinance, the Sign Code, portions of the Land Use Code, and the Peddler Ordinance. The division also administers the Vacant and Neglected Structures program and works with other departments to educate the public about resolving code violations. Program was transferred to the Department of Planning and Development Services on November 2014.

Projected Revenue Sources				
General Fund	$ 2,668,793	$ 2,716,520	$ 994,960	$ -0-

Code Enforcement (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ 2,168,004	$ 2,286,930	$ 848,240	$ -0-
Services	364,400	344,280	116,500	-0-
Supplies	82,440	85,310	30,220	-0-
Equipment	53,949	-0-	-0-	-0-
Program Total	**$ 2,668,793**	**$ 2,716,520**	**$ 994,960**	**$ -0-**

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

Projected Revenue Sources				
General Fund	$ 435,739	$ 470,400	$ 491,400	$ 488,680
Community Development Block Grant	2,862,271	4,842,630	5,040,680	3,515,510
HOME Investment Partnerships	4,881,845	5,533,400	5,402,930	5,548,970
Miscellaneous Housing Grant Funds	573,898	819,940	758,840	1,076,930
Other Federal Grants Fund	116,845	75,940	47,830	76,580
Program Total	**$ 8,870,598**	**$ 11,742,310**	**$ 11,741,680**	**$ 10,706,670**
Character of Expenditures				
Salaries and Benefits	$ 1,170,808	$ 1,126,920	$ 1,105,290	$ 1,138,670
Services	7,669,139	10,597,990	10,617,990	9,551,040
Supplies	30,651	17,400	18,400	16,960
Program Total	**$ 8,870,598**	**$ 11,742,310**	**$ 11,741,680**	**$ 10,706,670**

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	$ 1,692,114	$ 1,775,970	$ 1,754,970	$ 1,366,370
Community Development Block Grant	2,992,934	4,839,390	5,012,380	5,511,480
HOME Investment Partnerships	3,914	228,760	9,410	68,120
Miscellaneous Housing Grant Fund	3,063,586	4,282,400	4,226,640	3,121,340
Other Federal Grants Fund	7,485	-0-	-0-	-0-
Program Total	**$ 7,760,033**	**$ 11,126,520**	**$ 11,003,400**	**$ 10,067,310**
Character of Expenditures				
Salaries and Benefits	$ 566,088	$ 819,900	$ 541,900	$ 592,910
Services	7,187,048	10,303,120	10,453,000	9,471,450
Supplies	6,897	3,500	8,500	2,950
Program Total	**$ 7,760,033**	**$ 11,126,520**	**$ 11,003,400**	**$ 10,067,310**

HISTORIC PRESERVATION: This program area documents and preserves significant archaeological sites and historic structures that are impacted by city construction projects. With the Tucson-Pima County Historical Commission, program staff reviews demolition requests and proposed alterations to historic buildings, and assist neighborhoods with National Register of Historic Places' nominations. This function has moved to the Office of Integrated Planning during Fiscal Year 2014.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 283,524	$ 308,530	$ 128,990	$ -0-
Civic Contributions	-0-	6,750	9,200	-0-
Community Development Block Grant	304,601	720,520	667,750	-0-
HOME Investment Partnerships	-0-	18,020	760	-0-
Other Federal Grants Fund	7,485	20,000	20,000	-0-
Program Total	**$ 595,610**	**$ 1,073,820**	**$ 826,700**	**$ -0-**
Character of Expenditures				
Salaries and Benefits	$ 284,199	$ 378,970	$ 136,130	$ -0-
Services	308,149	691,950	689,380	-0-
Supplies	3,262	2,900	1,190	-0-
Program Total	**$ 595,610**	**$ 1,073,820**	**$ 826,700**	**$ -0-**

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.

Projected Revenue Sources				
Community Development Block Grant	$ 12,198	$ 15,660	$ -0-	$ 11,940
Miscellaneous Housing Grant Fund	466,647	441,090	474,840	514,950
Non-Federal Grant Fund	329,143	569,860	541,620	377,100
Public Housing (AMP) Funds	69,000	-0-	81,650	995,190
Public Housing Section 8 Fund	39,793,897	41,223,490	39,476,170	37,914,570
Program Total	**$ 40,670,885**	**$ 42,250,100**	**$ 40,574,280**	**$ 39,813,750**
Character of Expenditures				
Salaries and Benefits	$ 3,286,993	$ 3,564,670	$ 1,877,090	$ 2,437,240
Services	37,245,584	38,542,700	38,554,460	37,166,610
Supplies	138,308	142,730	142,730	186,420
Equipment	-0-	-0-	-0-	23,480
Program Total	**$ 40,670,885**	**$ 42,250,100**	**$ 40,574,280**	**$ 39,813,750**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 236,115	$ 244,690	$ 244,690	$ 253,310
Community Development Block Grant	142,053	155,230	165,860	175,330
HOME Investment Partnerships	145,221	249,770	178,530	204,520
Miscellaneous Housing Grant Fund	3,330	1,640	1,360	7,730
Program Total	**$ 526,719**	**$ 651,330**	**$ 590,440**	**$ 640,890**
Character of Expenditures				
Salaries and Benefits	$ 378,846	$ 482,580	$ 421,690	$ 456,930
Services	126,953	130,450	130,450	153,210
Supplies	20,920	38,300	38,300	30,750
Program Total	**$ 526,719**	**$ 651,330**	**$ 590,440**	**$ 640,890**

PLANNING and REVITALIZATION: This program area provides policy and implementation support for the longer range planning revitalization efforts in the community, including the General Plan, neighborhood and area planning, redevelopment planning, regional growth and planning affordable housing initiatives, and infill development. This program also conducts specialized research, Geographic Information System (GIS) and census analysis, and provides services to neighborhood associations in the following: mailing assistance, guidance through workshops, and maintenance of a web page and provision of equipment for neighborhood clean-up. This program area has moved to the Office of Integrated Planning during Fiscal Year 2014.

Projected Revenue Sources					
General Fund	$ 447,971	$ 561,350	$ 222,430	$	-0-
Civic Contributions Fund	13,307	-0-	500		-0-
Community Development Block Grant	520	140	-0-		-0-
HOME Investment Partnerships	-0-	450	-0-		-0-
Program Total	**$ 461,798**	**$ 561,940**	**$ 222,930**	**$**	**-0-**
Character of Expenditures					
Salaries and Benefits	$ 415,749	$ 478,340	$ 188,630	$	-0-
Services	34,165	17,400	12,200		-0-
Supplies	11,884	66,200	22,100		-0-
Program Total	**$ 461,798**	**$ 561,940**	**$ 222,930**	**$**	**-0-**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Funds	$ -0-	$ -0-	$ 51,420	$ -0-
Non-PHA Asset Management	629,495	718,040	761,540	716,710
Miscellaneous Housing Grant Fund	-0-	250,000	250,000	-0-
Public Housing (AMP) Funds	12,527,793	12,191,670	11,639,410	11,987,520
Public Housing Section 8 Fund	-0-	1,310	-0-	-0-
Program Total	**$ 13,157,288**	**$ 13,161,020**	**$ 12,702,370**	**$ 12,704,230**
Character of Expenditures				
Salaries and Benefits	$ 3,678,127	$ 3,643,650	$ 3,761,370	$ 4,432,620
Services	8,552,055	8,795,670	8,156,030	7,651,720
Supplies	927,106	721,700	702,060	619,890
Equipment	-0-	-0-	82,910	-0-
Program Total	**$13,157,288**	**$ 13,161,020**	**$ 12,702,370**	**$ 12,704,230**

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.

Projected Revenue Sources				
Community Development Block Grant	$ 17,696	$ 18,000	$ 18,000	$ 18,000
Miscellaneous Housing Grant Fund	150,040	192,180	156,830	145,960
Public Housing (AMP) Funds	79,605	89,410	21,320	24,430
Public Housing Section 8 Fund	146,121	138,000	127,030	137,100
Program Total	**$ 393,462**	**$ 437,590**	**$ 323,180**	**$ 325,490**
Character of Expenditures				
Salaries and Benefits	$ 273,709	$ 336,070	$ 221,660	$ 272,500
Services	111,584	95,020	95,020	49,030
Supplies	8,169	6,500	6,500	3,960
Program Total	**$ 393,462**	**$ 437,590**	**$ 323,180**	**$ 325,490**

HOPE VI and DEPOT PLAZA/MARTIN LUTHER KING REVITALIZATION: HOPE VI is a federally-funded program that redevelops facilities to improve the living conditions for public housing residents. The Depot Plaza/Martin Luther King Revitalization program has constructed a 68 unit Martin Luther King Apartments for elderly and disabled residents downtown and 28 units of elderly and disabled residents housing on Silverbell Road. Public-private partnerships were established to build additional housing both at the Silverbell location and downtown. These functions were consolidated with the Public Housing Program at the beginning of Fiscal Year 2014.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Public Housing (AMP) Funds	$ 194,493	$ -0-	$ -0-	$ -0-
Character of Expenditures				
Salaries and Benefits	$ 5,197	$ -0-	$ -0-	$ -0-
Services	188,745	-0-	-0-	-0-
Supplies	551	-0-	-0-	-0-
Program Total	**$ 194,493**	**$ -0-**	**$ -0-**	**$ -0-**

TECHNICAL SUPPORT and NEIGHBORHOOD SERVICES: 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 accounted for in the Planning and Revitalization and Historic Preservation program areas during Fiscal Years 2013 and 2014.

Projected Revenue Sources				
General Fund	$ 101,066	$ -0-	$ 94,900	$ 233,350
Community Development Block Grant	8,313	-0-	6,180	52,870
HOME Investment Partnerships	2,575	-0-	-0-	13,300
Program Total	**$ 111,954**	**$ -0-**	**$ 101,080**	**$ 299,520**
Character of Expenditures				
Salaries and Benefits	$ 27,838	$ -0-	$ 96,830	$ 292,800
Services	38,342	-0-	3,460	6,280
Supplies	45,774	-0-	790	440
Program Total	**$ 111,954**	**$ -0-**	**$ 101,080**	**$ 299,520**

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	1.00
Community Services Administrator	-0-	-0-	1.00	0.90
Community Services Manager	1.00	1.00	-0-	-0-
Staff Assistant	4.00	4.00	4.00	3.60
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	0.65
Customer Service Representative	1.00	1.00	1.00	0.90
Program Total	**11.00**	**11.00**	**11.00**	**9.05**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Asset Management				
Community Services Administrator	-0-	-0-	-0-	0.10
Office Supervisor	-0-	-0-	-0-	0.35
Staff Assistant	-0-	-0-	-0-	0.40
Residential Property Manager	-0-	-0-	-0-	0.10
Housing Services Agent	-0-	-0-	-0-	0.20
Customer Service Representative	-0-	-0-	-0-	0.10
Custodian	0.50	0.50	0.50	0.50
Program Total	**0.50**	**0.50**	**0.50**	**1.75**
Code Enforcement				
Community Administrator	1.00	1.00	-0-	-0-
Inspection Supervisor	3.00	3.00	-0-	-0-
Management Assistant	1.00	1.00	-0-	-0-
Staff Assistant	1.00	1.00	-0-	-0-
Rehabilitation Inspector/Estimator	1.00	1.00	-0-	-0-
Code Inspector	19.00	19.00	-0-	-0-
Administrative Assistant	1.00	1.00	-0-	-0-
Customer Service Representative	5.00	5.00	-0-	-0-
Program Total	**32.00**	**32.00**	**-0-**	**-0-**
Community Development				
Community Services Manager	1.00	1.00	1.00	1.00
Community Services Project Supervisor	2.00	2.00	2.00	2.00
Rehabilitation Inspector/Estimator Supervisor	-0-	-0-	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	**11.00**	**11.00**	**12.00**	**12.00**
Contracts				
Community Services Project Supervisor	2.00	2.00	2.00	2.00
Community Services Project Coordinator	5.00	5.00	5.00	4.00
Program Total	**7.00**	**7.00**	**7.00**	**6.00**
Historic Preservation				
Historic Preservation Planner	1.00	1.00	1.00	-0-
Lead Planner	2.00	2.00	1.00	-0-
Community Services Project Coordinator	1.00	1.00	-0-	-0-
Program Total	**4.00**	**4.00**	**2.00**	**-0-**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00
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	5.00	5.00	4.00
Administrative Assistant	4.00	4.00	4.00	4.00
Housing Services Agent	15.00	15.00	15.00	15.00
Customer Service Clerk	6.00	6.00	6.00	6.00
Program Total	**38.00**	**38.00**	**38.00**	**37.00**
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
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**	**7.00**
Planning and Revitalization				
Principal Planner	1.00	1.00	1.00	-0-
Lead Planner	3.00	3.00	3.00	-0-
Community Services Project Supervisor	1.00	1.00	-0-	-0-
Housing Assistance/Outreach Coordinator	1.00	1.00	1.00	-0-
Program Total	**6.00**	**6.00**	**5.00**	**-0-**
Public Housing Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Housing Asset Manager	1.00	1.00	1.00	1.00
Principal Accountant	1.00	1.00	1.00	1.00
Community Services/Neighborhood Resources Manager	-0-	-0-	1.00	1.00
Management Assistant	1.00	1.00	-0-	-0-
Staff Assistant	1.00	1.00	1.00	1.00
Residential Property Manager	6.00	6.00	6.00	5.90
Senior Accountant	2.00	2.00	2.00	2.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Housing Field Operations Coordinator	2.00	2.00	2.00	2.00
Lead Housing Technician	17.00	17.00	17.00	17.00
Locksmith	1.75	1.75	1.75	1.75
Physical Plant Operator	2.00	2.00	2.00	2.00
Accountant	1.00	1.00	1.00	1.00

Public Housing Program (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Administrative Assistant	1.00	1.00	1.00	1.00
Housing Services Agent	10.00	10.00	14.00	13.80
Housing Technician	5.00	5.00	5.00	5.00
Customer Service Representative	5.00	5.00	2.00	2.00
Senior Account Clerk	1.00	1.00	-0-	-0-
Customer Service Clerk	1.00	1.00	2.00	2.00
Custodian	2.00	2.00	2.00	2.00
Office Assistant	2.00	2.00	2.00	2.00
Program Total	**64.75**	**64.75**	**65.75**	**65.45**
Technical Support and Neighborhood Services				
Community Services Project Supervisor	-0-	-0-	1.00	1.00
Community Services/ Neighborhood Resources Project Coordinator	-0-	-0-	1.00	1.00
Lead Planner	-0-	-0-	1.00	1.00
Program Total	**-0-**	**-0-**	**3.00**	**3.00**
Tenant Services				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services/Neighborhood Resources Project Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Housing Services Agent	2.00	2.00	2.00	2.00
Program Total	**5.00**	**5.00**	**5.00**	**5.00**
Department Total	**186.25**	**186.25**	**156.25**	**146.25**

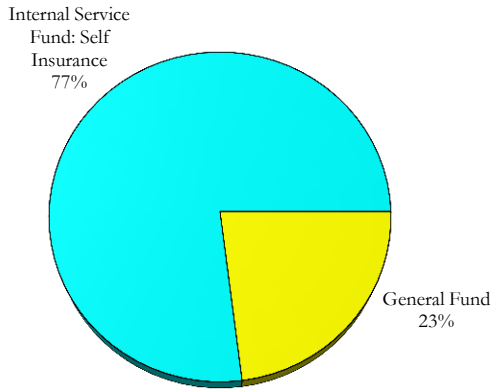
HUMAN RESOURCES

OPERATING: $ 9,967,350
POSITION TOTAL: 30.00

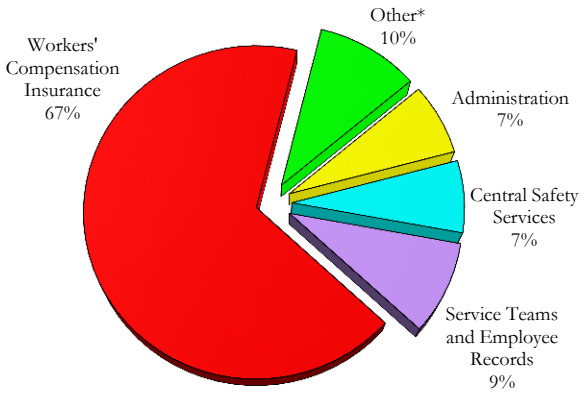
ADMINISTRATION and EMPLOYEE RELATIONS

- CENTRAL SAFETY SERVICES
- EDUCATION, TRAINING, and DEVELOPMENT
- EMPLOYEE BENEFITS
- SERVICE TEAMS and EMPLOYEE RECORDS
- WELLNESS PROGRAM
- WORKERS' COMPENSATION INSURANCE

FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Education, Training and Development (4%), Employee Benefits (3%), Unemployment Insurance (2%), and Wellness Program (1%).

HUMAN RESOURCES

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration and Employee Relations	4.00	4.00	6.00	5.00
Central Safety Services	3.00	3.00	4.00	4.00
Education, Training, and Development	2.00	2.00	2.00	2.00
Employee Benefits	3.00	3.00	3.00	3.00
Service Teams and Employee Records	11.00	11.00	12.00	13.00
Wellness Program	1.00	1.00	-0-	-0-
Workers' Compensation Insurance	3.00	3.00	3.00	3.00
Department Total	**27.00**	**27.00**	**30.00**	**30.00**
TOTAL BUDGET				
Operating	$ 6,355,521	$ 9,757,710	$ 9,845,540	$ 9,967,350
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 2,322,224	$ 2,246,890	$ 2,270,450	$ 2,579,810
Services	3,978,375	7,392,170	7,413,980	7,182,990
Supplies	54,922	118,650	161,110	174,550
Equipment	-0-	-0-	-0-	30,000
Department Total	**$ 6,355,521**	**$ 9,757,710**	**$ 9,845,540**	**$ 9,967,350**
FUNDING SOURCES				
General Fund	$ 2,070,534	$ 2,178,060	$ 2,285,100	$ 2,312,170
Internal Service Fund: Self Insurance	4,284,987	7,579,650	7,560,440	7,655,180
Department Total	**$ 6,355,521**	**$ 9,757,710**	**$ 9,845,540**	**$ 9,967,350**

SIGNIFICANT CHANGES: GENERAL FUND

The General Fund recommended operating budget for Fiscal Year 2015 of $2,312,170 reflects an increase of $134,110 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in personnel costs which include three additional positions	$ 330,530
Miscellaneous adjustments	3,580
Reduction in training	(200,000)
Total	**$ 134,110**

SIGNIFICANT CHANGES: RISK MANAGEMENT FUND

The Risk Management Fund recommended operating budget for Fiscal Year 2015 of $7,655,180 reflects an increase of $75,530 from the Fiscal Year 2014 Adopted Budget. Changes include:

Miscellaneous adjustments	$ 43,140
Increase in equipment	30,000
Increase in personnel costs	2,390
Total	**$ 75,530**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Support quality staffing by managing the employee selection process.				
• Process applications for City positions	14,115	15,000	16,900	15,000
• Vacancies posted	275	280	234	280
• Candidates hired	451	450	315	450
• Average days to fill	69	60	62	60
Support ethical, productive, committed workforce through skill development and education.				
• Number of formal learning event completions including participation in classroom courses, workshops, online courses, and webinars	2,620	4,500	280	-0-
• Number of Supervisory Core Series and new event completions	-0-	-0-	1,500	1,780
• Number of credits reimbursed through Tuition Reimbursement	751	2,172	675	750
• Number of external interns placed	-0-	-0-	31	30

OPERATING PROGRAMS

ADMINISTRATION and EMPLOYEE RELATIONS: This program area provides administrative support to all program areas in Human Resources, including budgeting, compliance and process. Staff is responsible for support of the Civil Service Commission, grievance process, and labor agreements.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 612,661	$ 583,270	$ 663,880	$ 717,030
Character of Expenditures				
Salaries and Benefits	$ 499,208	$ 439,400	$ 498,440	$ 607,240
Services	103,007	136,540	157,140	102,460
Supplies	10,446	7,330	8,300	7,330
Program Total	**$ 612,661**	**$ 583,270**	**$ 663,880**	**$ 717,030**

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

Projected Revenue Sources				
Interdepartmental Charges	$ 462,913	$ 552,630	$ 586,160	$ 673,710
Character of Expenditures				
Salaries and Benefits	$ 292,368	$ 248,370	$ 230,900	$ 316,550
Services	144,338	262,160	294,660	267,160
Supplies	26,207	42,100	60,600	60,000
Equipment	-0-	-0-	-0-	30,000
Program Total	**$ 462,913**	**$ 552,630**	**$ 586,160**	**$ 673,710**

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

Projected Revenue Sources				
General Fund	$ 336,263	$ 528,180	$ 529,550	$ 381,630
Character of Expenditures				
Salaries and Benefits	$ 198,055	$ 213,460	$ 214,830	$ 225,100
Services	137,289	272,400	272,400	124,210
Supplies	919	42,320	42,320	32,320
Program Total	**$ 336,263**	**$ 528,180**	**$ 529,550**	**$ 381,630**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 357,169	$ 285,140	$ 277,350	$ 287,730
Character of Expenditures				
Salaries and Benefits	$ 233,366	$ 232,230	$ 223,550	$ 235,850
Services	110,406	46,810	46,810	45,780
Supplies	13,397	6,100	6,990	6,100
Program Total	**$ 357,169**	**$ 285,140**	**$ 277,350**	**$ 287,730**

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

Projected Revenue Sources				
General Fund	$ 764,442	$ 781,470	$ 814,320	$ 925,780
Character of Expenditures				
Salaries and Benefits	$ 748,977	$ 765,270	$ 798,120	$ 910,100
Services	15,465	16,200	16,200	15,680
Program Total	**$ 764,442**	**$ 781,470**	**$ 814,320**	**$ 925,780**

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

Projected Revenue Sources				
Interdepartmental Charges	$ 152,063	$ 250,000	$ 250,000	$ 250,000
Character of Expenditures				
Services	$ 152,063	$ 250,000	$ 250,000	$ 250,000

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WELLNESS PROGRAM: This program area develops and implements programming for City employees and retirees with the goal of reducing claims and positively impacting employee well-being.

Projected Revenue Sources				
Interdepartmental Charges	$ 63,714	$ 133,860	$ 51,630	$ 66,000
Character of Expenditures				
Salaries and Benefits	$ 59,697	$ 82,460	$ 9,600	$ -0-
Services	3,908	32,400	930	-0-
Supplies	109	19,000	41,100	66,000
Program Total	**$ 63,714**	**$ 133,860**	**$ 51,630**	**$ 66,000**

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Interdepartmental Charges	$ 3,606,296	$ 6,643,160	$ 6,672,650	$ 6,665,470
Character of Expenditures				
Salaries and Benefits	$ 290,553	$ 265,700	$ 295,010	$ 284,970
Services	3,311,900	6,375,660	6,375,840	6,377,700
Supplies	3,843	1,800	1,800	2,800
Program Total	**$ 3,606,296**	**$ 6,643,160**	**$ 6,672,650**	**$ 6,665,470**

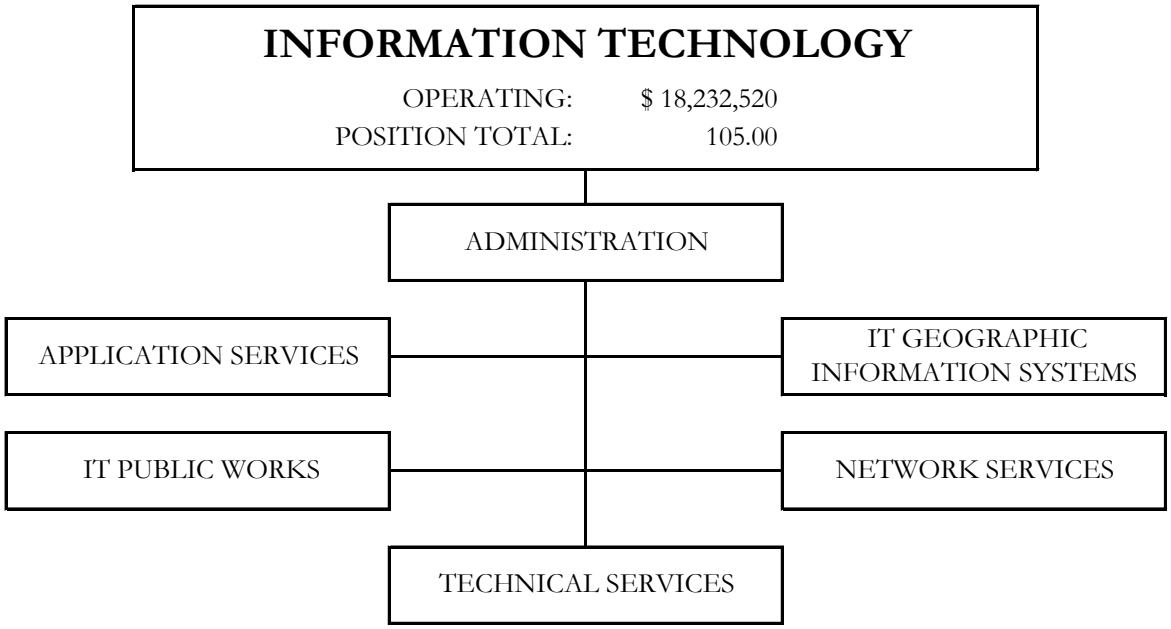
POSITION RESOURCES

Administration and Employee Relations				
Director of Human Resources	1.00	1.00	1.00	1.00
Deputy Director of Human Resources	-0-	-0-	1.00	1.00
Lead Human Resources Analyst	1.00	1.00	1.00	1.00
Human Resources Analyst	-0-	-0-	-0-	1.00
Human Resources Technician	-0-	-0-	1.00	-0-
Management Analyst	1.00	1.00	1.00	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	**4.00**	**4.00**	**6.00**	**5.00**
Central Safety Services				
Human Resources Manager	1.00	1.00	1.00	-0-
Risk Management Supervisor	-0-	-0-	-0-	1.00
Risk Management Specialist	2.00	2.00	3.00	3.00
Program Total	**3.00**	**3.00**	**4.00**	**4.00**
Education, Training, and Development				
Human Resources Manager	1.00	1.00	1.00	1.00
Lead Human Resources Analyst	1.00	1.00	1.00	1.00
Program Total	**2.00**	**2.00**	**2.00**	**2.00**
Employee Benefits				
Benefits Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Insurance Clerk	1.00	1.00	1.00	1.00
Program Total	**3.00**	**3.00**	**3.00**	**3.00**

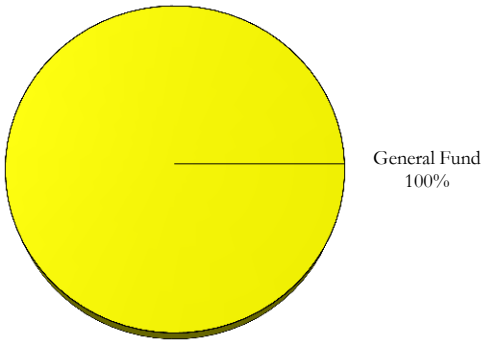
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Service Teams and Employee Records				
Human Resources Administrator	2.00	2.00	1.00	1.00
Human Resources Manager	1.00	1.00	2.00	1.00
Lead Human Resources Analyst	4.00	4.00	4.00	5.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Human Resources Technician	2.00	2.00	3.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	**11.00**	**11.00**	**12.00**	**13.00**
Wellness Program				
Risk Management Specialist	1.00	1.00	-0-	-0-
Program Total	**1.00**	**1.00**	**-0-**	**-0-**
Workers' Compensation Insurance				
Information Technology Specialist	1.00	1.00	1.00	1.00
Employee Relations Specialist	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**
Department Total	**27.00**	**27.00**	**30.00**	**30.00**

INFORMATION TECHNOLOGY

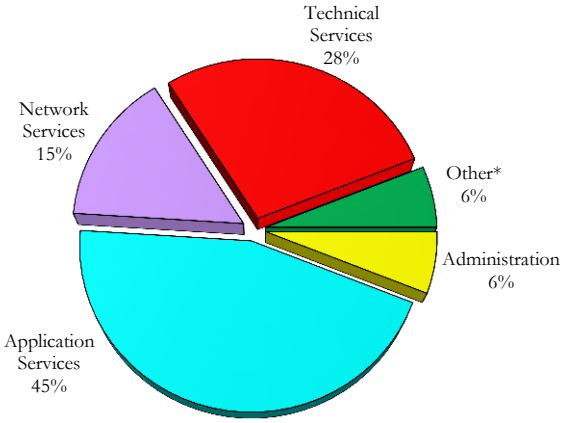
OPERATING: $ 18,232,520
POSITION TOTAL: 105.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes IT Geographic Information Systems (3%) and IT Public Works (3%).

INFORMATION TECHNOLOGY

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	9.00	9.00	9.00	6.00
Application Services	37.00	37.00	43.00	45.00
IT Geographic Information Systems (GIS) Services	4.00	4.00	4.00	4.00
IT Public Works	14.00	14.00	6.00	6.00
Network Services	14.00	14.00	16.00	17.00
Technical Services	28.00	28.00	27.00	27.00
Department Total	**106.00**	**106.00**	**105.00**	**105.00**
TOTAL BUDGET				
Operating	$ 18,419,378	$ 17,539,670	$ 16,756,100	$ 18,232,520
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 9,326,483	$ 9,903,960	$ 8,688,090	$ 9,680,460
Services	6,571,640	6,253,810	6,686,060	6,568,380
Supplies	680,924	941,610	918,560	1,292,910
Equipment	1,840,331	440,290	463,390	690,770
Department Total	**$ 18,419,378**	**$ 17,539,670**	**$ 16,756,100**	**$ 18,232,520**
FUNDING SOURCES				
General Fund	$ 18,419,378	$ 17,539,670	$ 16,756,100	$ 18,232,520

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $18,232,520 reflects an increase of $692,850 from the Fiscal Year 2014 adopted budget. Changes include:

One-time funding for computers, increase storage system disk capacity, VMWare licenses, and initial expenditure to move fiber optic network	$ 871,980
Miscellaneous adjustments	44,370
Decrease in personnel capacity	(223,500)
Total	**$ 692,850**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	525	500	485	480
• Percentage of production hardware on a maintenance contract	95%	70%	98%	98%
Protect and secure all City data and systems.				
• Number of incidents for computers infected with a virus	289	250	340	325
Increase the leverage of IT investments.				
• Percent of personal computers with supported operating systems and browsers	95%	90%	95%	95%
• Percent of web pages which can be maintained by the end users	94%	100%	99%	100%
• Percent of problems and requests resolved on the first call to the Service Desk	28%	25%	35%	30%

OPERATING PROGRAMS

ADMINISTRATION: This program area provides executive management, administrative, and facilities management support 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	$ 1,667,218	$ 1,499,820	$ 1,577,060	$ 1,145,410
Character of Expenditures				
Salaries and Benefits	$ 717,699	$ 898,810	$ 843,520	$ 551,300
Services	903,851	582,550	715,210	575,650
Supplies	24,750	18,460	18,330	18,460
Equipment	20,918	-0-	-0-	-0-
Program Total	**$ 1,667,218**	**$ 1,499,820**	**$ 1,577,060**	**$ 1,145,410**

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 6,743,364	$ 7,320,570	$ 6,672,100	$ 8,123,050
Character of Expenditures				
Salaries and Benefits	$ 3,330,270	$ 3,458,840	$ 2,643,650	$ 4,096,800
Services	2,682,283	3,050,510	3,217,230	3,214,530
Supplies	260,531	676,220	653,120	676,720
Equipment	470,280	135,000	158,100	135,000
Program Total	**$ 6,743,364**	**$ 7,320,570**	**$ 6,672,100**	**$ 8,123,050**

IT 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.

Projected Revenue Sources				
General Fund	$ 423,812	$ 573,810	$ 519,500	$ 517,260
Character of Expenditures				
Salaries and Benefits	$ 288,219	$ 416,700	$ 362,390	$ 371,140
Services	119,194	129,410	129,410	111,120
Supplies	16,399	21,200	21,200	5,000
Equipment	-0-	6,500	6,500	30,000
Program Total	**$ 423,812**	**$ 573,810**	**$ 519,500**	**$ 517,260**

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

Projected Revenue Sources				
General Fund	$ 1,232,813	$ 1,282,860	$ 1,224,180	$ 478,550

IT Public Works (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ 1,050,547	$ 1,069,450	$ 991,070	$ 434,700
Services	167,515	188,110	208,110	29,850
Supplies	14,751	25,300	25,000	14,000
Program Total	**$ 1,232,813**	**$ 1,282,860**	**$ 1,224,180**	**$ 478,550**

NETWORK SERVICES: This program area ensures a stable and secure communications environment for all City departments, including communications networks, Internet access, data networks, voice-over-internet-protocol (VOIP) telecommunications and wireless connectivity. This area also directs Citywide information and access security practices.

Projected Revenue Sources				
General Fund	$ 3,461,198	$ 2,249,760	$ 2,181,340	$ 2,829,890
Character of Expenditures				
Salaries and Benefits	$ 1,545,555	$ 1,324,540	$ 1,256,120	$ 1,757,120
Services	884,884	702,670	702,670	979,920
Supplies	174,035	36,830	36,830	37,130
Equipment	856,724	185,720	185,720	55,720
Program Total	**$ 3,461,198**	**$ 2,249,760**	**$ 2,181,340**	**$ 2,829,890**

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 e-mail and calendar support, as well as Customer Services field support which focuses on hardware and software for desktop and mobile computing units.

Projected Revenue Sources				
General Fund	$ 4,890,973	$ 4,612,850	$ 4,581,920	$ 5,138,360
Character of Expenditures				
Salaries and Benefits	$ 2,394,193	$ 2,735,620	$ 2,591,340	$ 2,469,400
Services	1,813,913	1,600,560	1,713,430	1,657,310
Supplies	190,458	163,600	164,080	541,600
Equipment	492,409	113,070	113,070	470,050
Program Total	**$ 4,890,973**	**$ 4,612,850**	**$ 4,581,920**	**$ 5,138,360**

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	2.00	-0-
Lead Data and Storage Backup Administrator	1.00	1.00	1.00	-0-

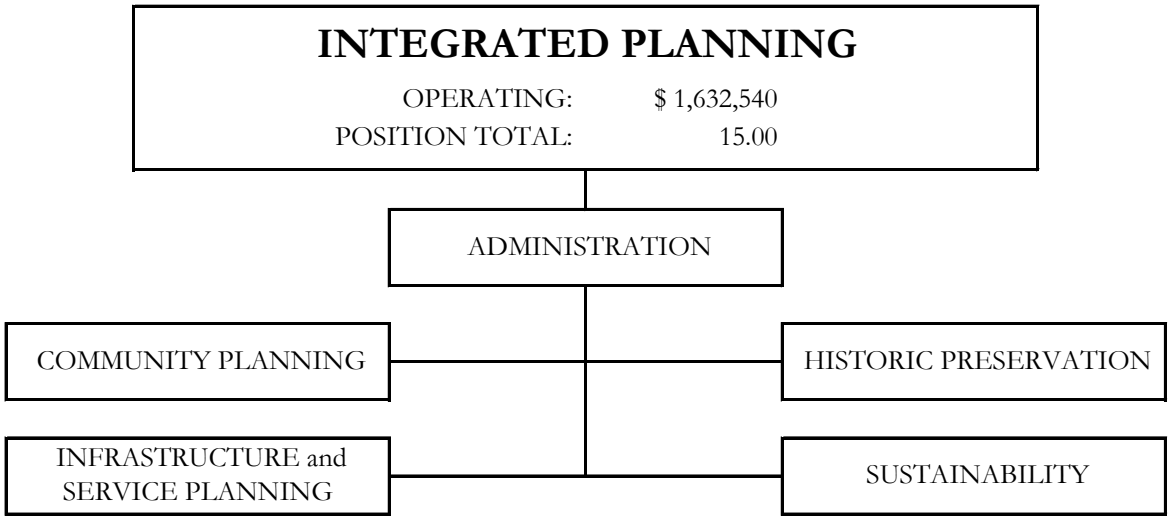
Administration (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Management Coordinator	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	**9.00**	**9.00**	**9.00**	**6.00**
Application Services				
Deputy Director of Information Technology	-0-	-0-	-0-	1.00
Enterprise Resource Planning Manager	-0-	-0-	-0-	1.00
Information Technology Administrator - SC	2.00	2.00	2.00	2.00
Information Technology Manager	1.00	1.00	1.00	1.00
Lead Data Base Administrator - SC	1.00	1.00	1.00	1.00
IT Manager - SC	3.00	3.00	4.00	4.00
Data Base Administrator - SC	3.00	3.00	3.00	3.00
Software Engineer - SC	2.00	2.00	3.00	3.00
Systems Analyst - SC	16.00	16.00	17.00	17.00
Systems Analyst	7.00	7.00	9.00	7.00
Web Development Supervisor - SC	1.00	1.00	1.00	1.00
Web Developer	-0-	-0-	1.00	1.00
Web Design Analyst	-0-	-0-	1.00	2.00
IT Analyst - SC	1.00	1.00	-0-	1.00
Program Total	**37.00**	**37.00**	**43.00**	**45.00**
IT Geographic Information Systems (GIS) Services				
Information Technology Manager - SC	1.00	1.00	1.00	1.00
Data Base Administrator - SC	1.00	1.00	1.00	1.00
GIS Programmer - SC	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Program Total	**4.00**	**4.00**	**4.00**	**4.00**
IT Public Works				
Information Technology Administrator - SC	1.00	1.00	-0-	-0-
Information Technology Manager - SC	1.00	1.00	-0-	1.00
Information Technology Supervisor - SC	1.00	1.00	1.00	-0-
Systems Analyst - SC	2.00	2.00	-0-	-0-
Systems Analyst	4.00	4.00	-0-	-0-
Information Technology Specialist - SC	4.00	4.00	4.00	4.00
Information Technology Specialist	1.00	1.00	1.00	1.00
Program Total	**14.00**	**14.00**	**6.00**	**6.00**

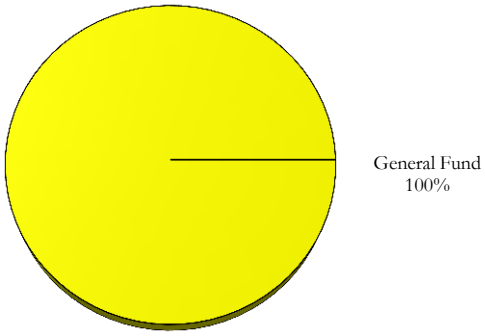
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Network Services				
Deputy Director of Information Technology	-0-	-0-	-0-	1.00
Information Technology Administrator	-0-	-0-	-0-	1.00
Information Technology Manager - SC	2.00	2.00	2.00	2.00
Lead System Analyst	-0-	-0-	1.00	1.00
Lead Security Administrator	1.00	1.00	1.00	1.00
Information Technology Specialist - SC	-0-	-0-	1.00	-0-
Telephone Service Coordinator	1.00	1.00	1.00	1.00
Network Engineer - SC	4.00	4.00	4.00	4.00
Network Engineer	1.00	1.00	1.00	1.00
Communications Engineer - SC	3.00	3.00	3.00	3.00
Telephone System Technician	2.00	2.00	2.00	2.00
Program Total	**14.00**	**14.00**	**16.00**	**17.00**
Technical Services				
Information Technology Administrator - SC	1.00	1.00	-0-	-0-
Information Technology Manager - SC	2.00	2.00	2.00	2.00
Lead Data and Backup Administrator	-0-	-0-	-0-	1.00
Lead Systems Analyst	1.00	1.00	-0-	-0-
Systems Administrator - SC	10.00	10.00	9.00	8.00
Systems Administrator	2.00	2.00	2.00	2.00
Information Technology Analyst - SC	-0-	-0-	1.00	-0-
Information Technology Specialist -SC	3.00	3.00	4.00	4.00
Information Technology Specialist	4.00	4.00	4.00	5.00
Computer Operator	5.00	5.00	5.00	5.00
Program Total	**28.00**	**28.00**	**27.00**	**27.00**
Department Total	**106.00**	**106.00**	**105.00**	**105.00**

INTEGRATED PLANNING

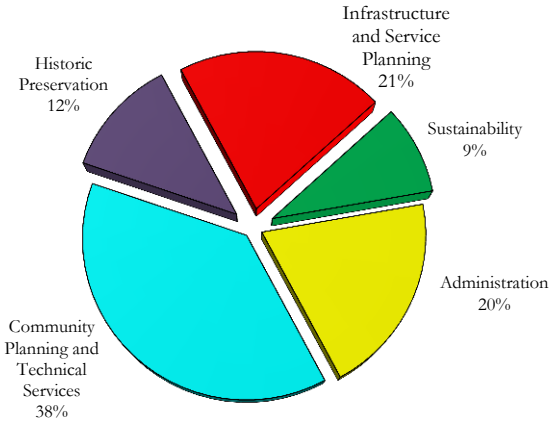
OPERATING: $ 1,632,540
POSITION TOTAL: 15.00



FINANCING PLAN



PROGRAM ALLOCATION



INTEGRATED PLANNING

MISSION STATEMENT: Contribute to improved quality of life and economic prosperity in the City of Tucson by: Ensuring accountability toward Mayor and Council and community priorities; Furthering innovation, efficiency, effectiveness and preparedness; and Improving public trust through greater transparency and public participation.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	-0-	-0-	2.00	2.00
Community Planning	-0-	-0-	3.00	3.00
Historic Preservation	-0-	-0-	2.00	2.00
Infrastructure and Service Planning	-0-	-0-	7.00	7.00
Sustainability	-0-	-0-	1.00	1.00
Department Total	**-0-**	**-0-**	**15.00**	**15.00**
TOTAL BUDGET				
Operating	$ -0-	$ -0-	$1,209,490	$1,632,540
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ -0-	$ -0-	$ 872,340	$ 1,414,410
Services	-0-	-0-	29,650	188,650
Supplies	-0-	-0-	27,900	29,480
Grant Capacity	-0-	-0-	279,600	-0-
Department Total	**$ -0-**	**$ -0-**	**$ 1,209,490**	**$ 1,632,540**
FUNDING SOURCES				
General Fund	$ -0-	$ -0-	$ 929,890	$ 1,632,540
Other Federal Grants Funds	-0-	-0-	279,600	-0-
Department Total	**$ -0-**	**$ -0-**	**$ 1,209,490**	**$ 1,632,540**

DEPARTMENT MEASURES of PERFORMANCE

Implement Plan Tucson.				
• Number of new actions initiated to implement Plan Tucson goals and policies	N/A	N/A	N/A	15
Conduct inclusive and effective community planning processes.				
• Number of stakeholder and community meetings held	N/A	N/A	15	30
Update and establish plans and policies for consistency with Plan Tucson.				
• Number of plans and policies established or updated	N/A	N/A	2	4

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Staff the City and County Bond Committees, the Landscape Advisory Committee, and Climate Change Committee.				
• Number of advisory committee meetings held	N/A	N/A	16	32
Conduct historic reviews and formal consultations.				
• Number of Historic Preservation Zone and rezoning cases reviewed	N/A	N/A	30	60
• Numbers of architectural documentations reviewed	N/A	N/A	7	15
• Numbers of formal consultations with the State Historic Preservation Office and federal agencies	N/A	N/A	12	25

OPERATING PROGRAMS

ADMINISTRATION: This program interfaces with the Mayor and Council, City Manager's Office, Department Directors, and community leaders in order to understand significant issues and opportunities for the City and develop innovative responses and approaches. This program directs the work program of the Office toward observable improvement in the City's economic conditions, sustainability, and quality of life.

Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ 116,180	$ 329,820
Character of Expenditures				
Salaries and Benefits	$ -0-	$ -0-	$ 86,080	$ 143,870
Services	-0-	-0-	7,600	156,470
Supplies	-0-	-0-	22,500	29,480
Program Total	**$ -0-**	**$ -0-**	**$ 116,180**	**$ 329,820**

COMMUNITY PLANNING: This program area oversees the implementation of Plan Tucson, the City's General and Sustainability Plan including city wide coordination of project review, tracking and reporting. It also implements longer range community-based planning and revitalization efforts including neighborhood and area planning, redevelopment planning, infill development, and the initiation of other efforts to enhance quality of life. This program conducts specialized research, Geographic Information System and census analysis, public participation processes, and provides services to neighborhood associations.

Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ 295,140	$ 623,160

Community Planning (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ -0-	$ -0-	$ 287,360	$ 608,350
Services	-0-	-0-	2,780	14,810
Supplies	-0-	-0-	5,000	-0-
Program Total	**$ -0-**	**$ -0-**	**$ 295,140**	**$ 623,160**

HISTORIC PRESERVATION: This program area supports preservation and investment in Tucson's historic assets including the many significant historic and archeological structures, sites and districts within the City. The program prepares plans and studies in support of historic preservation to further community livability and economic development. The program is responsible for monitoring historic sites impacted by City construction projects.

Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ 116,880	$ 197,050
Character of Expenditures				
Salaries and Benefits	$ -0-	$ -0-	$ 115,600	$ 192,310
Services	-0-	-0-	1,280	4,740
Program Total	**$ -0-**	**$ -0-**	**$ 116,880**	**$ 197,050**

INFRASTUCTURE and SERVICE PLANNING: This program area provides strategic planning and integration of the City's Capital Program, including establishing priorities and matching funding sources with infrastructure needs. This program coordinates service planning across departments and provides project management for complex, multi-departmental initiatives. This program oversees the City's involvement in long range and regional planning efforts involving Pima Association of Governments and other jurisdictions.

Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ 199,590	$ 342,210
Character of Expenditures				
Salaries and Benefits	$ -0-	$ -0-	$ 198,930	$ 335,640
Services	-0-	-0-	260	6,570
Supplies	-0-	-0-	400	-0-
Program Total	**$ -0-**	**$ -0-**	**$ 199,590**	**$ 342,210**

SUSTAINABILITY: This program area implements programs to further natural resources protection and sustainable community development. The program collaborates with City departments and outside organizations to protect and enhance the integrity of the Sonoran Desert ecosystem and improve the livability of the urban environment. The program pursues and administers programs to support the implementation of Plan Tucson's economic and sustainability goals.

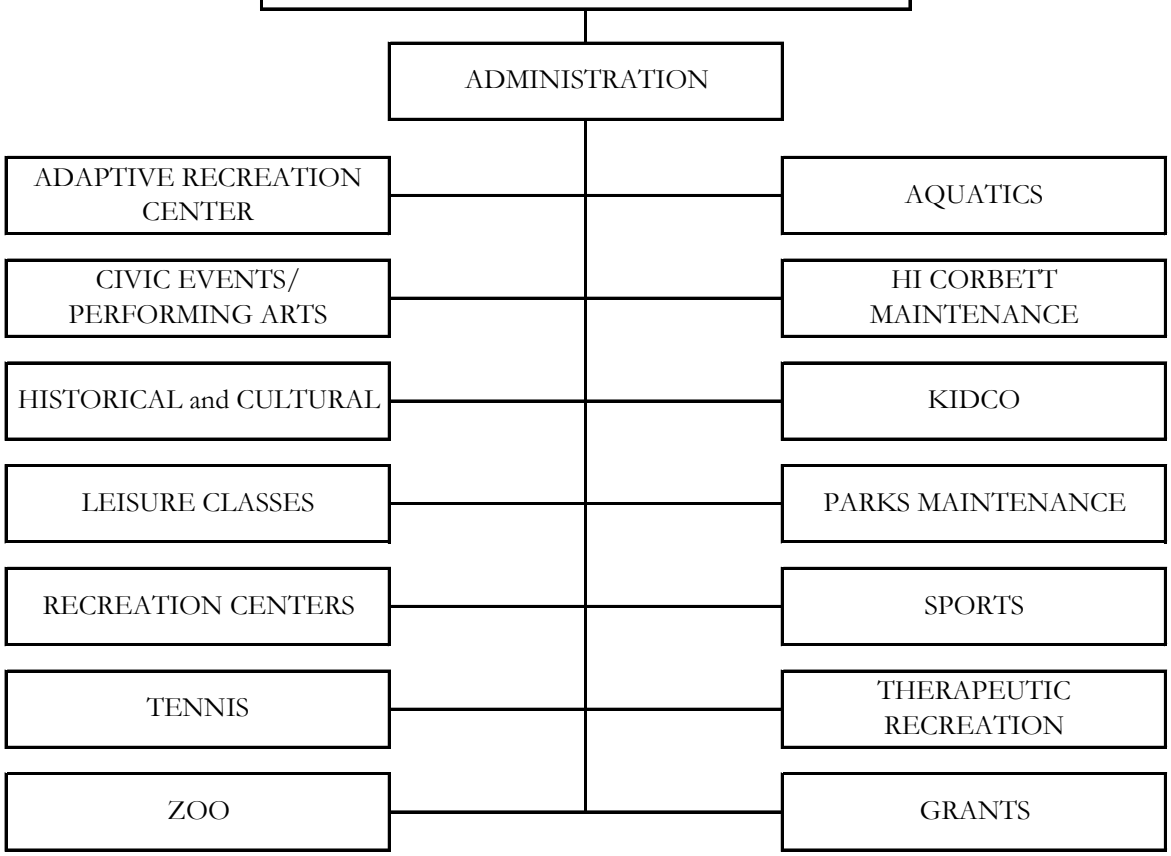
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ 202,100	$ 140,300
Economic Stimulus Fund	-0-	-0-	229,600	-0-
Other Federal Grants Fund	-0-	-0-	50,000	-0-
Program Total	**$ -0-**	**$ -0-**	**$ 481,700**	**$ 140,300**
Character of Expenditures				
Salaries and Benefits	$ -0-	$ -0-	$ 184,370	$ 134,240
Services	-0-	-0-	17,730	6,060
Grant Capacity	-0-	-0-	279,600	-0-
Program Total	**$ -0-**	**$ -0-**	**$ 481,700**	**$ 140,300**

POSITION RESOURCES

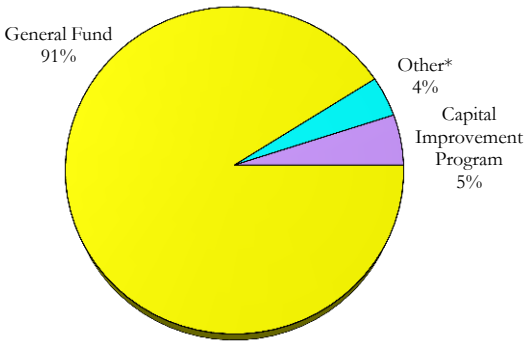
Administration				
Office of Integrated Planning Program Director	-0-	-0-	1.00	1.00
Municipal Intern	-0-	-0-	1.00	1.00
Program Total	**-0-**	**-0-**	**2.00**	**2.00**
Community Planning				
Community Services Administrator	-0-	-0-	1.00	1.00
Principal Planner	-0-	-0-	1.00	1.00
Lead Planner	-0-	-0-	1.00	1.00
Staff Assistant	-0-	-0-	2.00	2.00
Systems Analyst	-0-	-0-	1.00	1.00
Housing Assistance/Outreach Coordinator	-0-	-0-	1.00	1.00
Program Total	**-0-**	**-0-**	**7.00**	**7.00**
Historic Preservation				
Historic Preservation Principal Planner	-0-	-0-	1.00	1.00
Lead Planner	-0-	-0-	1.00	1.00
Program Total	**-0-**	**-0-**	**2.00**	**2.00**
Infrastructure and Service Planning				
Environmental Manager	-0-	-0-	1.00	1.00
Lead Planner	-0-	-0-	2.00	2.00
Program Total	**-0-**	**-0-**	**3.00**	**3.00**
Sustainability				
Management Coordinator	-0-	-0-	1.00	1.00
Program Total	**-0-**	**-0-**	**1.00**	**1.00**
Department Total	**-0-**	**-0-**	**15.00**	**15.00**

PARKS and RECREATION

OPERATING:	$ 36,709,860
CAPITAL:	2,023,400
TOTAL:	$ 38,733,260
POSITION TOTAL:	446.75

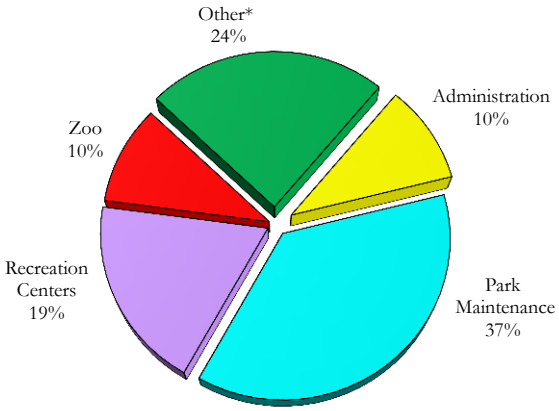


FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Aquatics (6%), Grants (5%), KIDCO (5%), Adaptive Recreation Center (2%), Therapeutic Recreation (2%), Hi Corbett Maintenance (1%), Civic Events/Performing Arts (1%), Leisure Classes (1%), Sports (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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	40.00	40.00	39.00	30.00
Adaptive Recreation Center	18.00	18.00	18.00	18.00
Aquatics	45.00	45.00	42.00	40.50
Civic Events/Performing Arts	9.75	9.75	6.75	6.75
Hi Corbett Maintenance	8.00	8.00	8.00	8.00
Historical and Cultural	1.00	1.00	1.00	-0-
KIDCO	77.00	77.00	78.00	60.00
Leisure Classes	17.75	17.75	17.75	7.50
Parks Maintenance	115.00	115.00	118.00	112.00
Recreation Centers	91.00	91.00	91.00	88.00
Sports	6.75	6.75	6.75	6.75
Therapeutic Recreation	15.50	15.50	15.50	15.50
Zoo	41.50	41.50	42.50	42.50
Grants	11.25	11.25	11.25	11.25
Department Total	**497.50**	**497.50**	**495.50**	**446.75**
TOTAL BUDGET				
Operating	$ 39,107,963	$ 37,540,560	$ 36,374,720	$ 36,709,860
Capital	4,143,032	2,903,400	3,282,320	2,023,400
Department Total	**$ 43,250,995**	**$ 40,443,960**	**$ 39,657,040**	**$ 38,733,260**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 21,550,330	$ 22,835,960	$ 22,341,850	$ 21,634,310
Services	13,105,910	9,968,560	9,908,560	10,452,150
Supplies	3,239,105	2,966,090	3,071,190	2,944,900
Equipment	275,568	10,000	17,520	-0-
Grant Capacity	937,050	1,759,950	1,035,600	1,678,500
Operating Total	**$ 39,107,963**	**$ 37,540,560**	**$ 36,374,720**	**$ 36,709,860**
Capital Improvement Program	4,143,032	2,903,400	3,282,320	2,023,400
Department Total	**$ 43,250,995**	**$ 40,443,960**	**$ 39,657,040**	**$ 38,733,260**
FUNDING SOURCES				
General Fund	$ 38,170,913	$ 35,980,610	$ 35,539,120	$ 35,267,450
Civic Contributions Fund	491,324	712,400	367,980	598,370
Non-Federal Grants Fund	64,843	275,000	46,690	274,430
Other Federal Grants Fund	380,883	572,550	420,930	569,610
Operating Total	**$ 39,107,963**	**$ 37,540,560**	**$ 36,374,720**	**$ 36,709,860**
Capital Improvement Program	4,143,032	2,903,400	3,282,320	2,023,400
Department Total	**$ 43,250,995**	**$ 40,443,960**	**$ 39,657,040**	**$ 38,733,260**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $36,709,860 reflects a decrease of $830,700 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase for park maintenance	$ 650,000
Increase in contract labor services to support KIDCO program	50,000
Decrease in miscellaneous adjustments	(31,190)
Decrease due to discontinuation of Historical and Cultural Programs	(54,080)
Decrease in grant capacity	(81,450)
Decrease in contracted services	(100,000)
Decrease to Leisure Classes	(293,390)
Decrease in personnel costs associated with eliminating positions	(970,590)
Total	**$ (830,700)**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Provide age-appropriate leisure activities to increase socialization, wellness, arts, aquatics, and environmental benefits.				
• Courses offered	2,223	2,410	2,404	1,907
• Courses completed	1,758	2,070	1,978	1,445
• Courses registration	22,250	24,360	20,546	18,091
• Courses revenues	$ 1,511,078	$ 1,474,700	$ 1,463,450	$ 1,200,250
Provide, operate, and maintain recreation center facilities for various programs and activities.				
• Pass holders	7,904	8,440	8,293	8,322
• Drop-ins	154,780	154,840	154,820	156,890
• Revenues (excludes rentals)	$ 594,980	$ 580,660	$ 586,760	$ 597,270
• Facilities rentals	1,438	1,057	1,303	1,237
• Facilities rentals revenue	$ 131,810	$ 100,400	$ 122,800	$ 120,300
Provide safe, clean, and well maintained parks, athletic fields, and special places.				
• Maintain the number of Park Facility Rentals				
◊ Facilities rentals	47,263	51,950	52,050	52,550
◊ Facilities rental revenues	$ 625,730	$ 622,900	$ 627,900	$ 663,200

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Attract visitors to Reid Park Zoo promoting education and preservation programs and a safe fun experience.				
• Total number of admissions	549,929	744,550	550,000	563,750
• Total revenues collected	$ 1,983,146	$ 2,233,650	$ 2,033,650	$ 2,139,120

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, Capital Planning and Development, and Management Support Services (e.g. human resources, information technology, accounting, reservation/registration services, environmental management and safety). The administration program area also includes the oversight and supervision of the two outlying geographic districts and specialized services division as well as contract management and financial support for the Tucson City Golf operation.

Projected Revenue Sources				
General Fund	$ 4,624,269	$ 4,393,540	$ 4,308,580	$ 3,641,580
Miscellaneous Revenue	122,321	80,380	111,160	53,620
Program Total	**$ 4,746,590**	**$ 4,473,920**	**$ 4,419,740**	**$ 3,695,200**
Character of Expenditures				
Salaries and Benefits	$ 3,333,934	$ 3,449,600	$ 3,457,730	$ 2,825,860
Services	1,165,699	920,110	838,480	757,990
Supplies	180,775	94,210	113,530	111,350
Equipment	66,182	10,000	10,000	-0-
Program Total	**$ 4,746,590**	**$ 4,473,920**	**$ 4,419,740**	**$ 3,695,200**

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

Projected Revenue Sources				
General Fund	$ 589,693	$ 528,530	$ 564,220	$ 534,860
Adaptive Recreation Center Fees	139,964	126,500	126,500	136,000
Program Total	**$ 729,657**	**$ 655,030**	**$ 690,720**	**$ 670,860**
Character of Expenditures				
Salaries and Benefits	$ 492,086	$ 451,160	$ 486,350	$ 471,250
Services	217,584	178,370	178,870	174,410
Supplies	19,987	25,500	25,500	25,200
Program Total	**$ 729,657**	**$ 655,030**	**$ 690,720**	**$ 670,860**

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.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 2,528,395	$ 2,398,440	$ 2,393,840	$ 2,206,380
Programs and Miscellaneous Revenue	162,719	22,750	24,450	25,280
Swimming Pool Admissions	121,152	124,000	115,000	117,000
Program Total	**$ 2,812,266**	**$ 2,545,190**	**$ 2,533,290**	**$ 2,348,660**
Character of Expenditures				
Salaries and Benefits	$ 1,455,141	$ 1,482,820	$ 1,458,340	$ 1,295,060
Services	575,752	398,250	388,000	389,480
Supplies	781,373	664,120	686,950	664,120
Program Total	**$ 2,812,266**	**$ 2,545,190**	**$ 2,533,290**	**$ 2,348,660**

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	$ 529,464	$ 502,940	$ 486,560	$ 357,050
Civic Events/Performing Arts Fees	117,542	125,000	125,000	120,000
Program Total	**$ 647,006**	**$ 627,940**	**$ 611,560**	**$ 477,050**
Character of Expenditures				
Salaries and Benefits	$ 479,789	$ 520,140	$ 499,730	$ 379,630
Services	96,324	76,120	77,970	66,240
Supplies	29,465	31,680	33,860	31,180
Equipment	41,428	-0-	-0-	-0-
Program Total	**$ 647,006**	**$ 627,940**	**$ 611,560**	**$ 477,050**

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

Projected Revenue Sources				
General Fund	$ 341,536	$ 171,340	$ 221,570	$ 216,750
Baseball Fees	325,684	328,000	328,000	328,500
Program Total	**$ 667,220**	**$ 499,340**	**$ 549,570**	**$ 545,250**

HI Corbett Maintenance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ 245,068	$ 263,820	$ 284,210	$ 295,970
Services	323,762	158,150	170,100	167,910
Supplies	98,390	77,370	95,260	81,370
Program Total	**$ 667,220**	**$ 499,340**	**$ 549,570**	**$ 545,250**

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

Projected Revenue Sources				
General Fund	$ 54,906	$ 51,360	$ 58,950	$ -0-
Character of Expenditures				
Salaries and Benefits	$ 44,076	$ 43,130	$ 50,350	$ -0-
Services	10,022	8,230	8,600	-0-
Supplies	808	-0-	-0-	-0-
Program Total	**$ 54,906**	**$ 51,360**	**$ 58,950**	**$ -0-**

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	$ 865,218	$ 1,121,460	$ 935,090	$ 929,310
KIDCO Fees	747,583	785,450	727,600	737,500
Program Total	**$ 1,612,801**	**$ 1,906,910**	**$ 1,662,690**	**$ 1,666,810**
Character of Expenditures				
Salaries and Benefits	$ 1,417,021	$ 1,770,510	$ 1,475,680	$ 1,479,190
Services	110,116	51,340	101,940	102,560
Supplies	85,664	85,060	85,070	85,060
Program Total	**$ 1,612,801**	**$ 1,906,910**	**$ 1,662,690**	**$ 1,666,810**

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	$ 152,099	$ 173,210	$ 112,920	$ 81,650
Leisure Classes Fees	587,580	660,000	650,000	356,450
Program Total	**$ 739,679**	**$ 833,210**	**$ 762,920**	**$ 438,100**

Leisure Classes (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ 658,952	$ 755,360	$ 687,950	$ 365,190
Services	49,919	44,170	39,240	40,150
Supplies	30,808	33,680	35,730	32,760
Program Total	**$ 739,679**	**$ 833,210**	**$ 762,920**	**$ 438,100**

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

Projected Revenue Sources				
General Fund	$ 12,974,751	$ 12,530,940	$ 12,511,460	$ 13,413,980
Facility Reservations and Permit Fees	293,868	361,400	351,400	316,700
Program Total	**$ 13,268,619**	**$ 12,892,340**	**$ 12,862,860**	**$ 13,730,680**
Character of Expenditures				
Salaries and Benefits	$ 5,952,888	$ 6,168,270	$ 6,131,580	$ 6,374,200
Services	5,842,867	5,510,450	5,468,660	6,200,780
Supplies	1,304,906	1,213,620	1,255,100	1,155,700
Equipment	167,958	-0-	7,520	-0-
Program Total	**$ 13,268,619**	**$ 12,892,340**	**$ 12,862,860**	**$ 13,730,680**

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

Projected Revenue Sources				
General Fund	$ 7,335,730	$ 6,358,600	$ 6,317,650	$ 6,277,170
Recreation Center Fees	616,660	585,120	604,920	613,030
Program Total	**$ 7,952,390**	**$ 6,943,720**	**$ 6,922,570**	**$ 6,890,200**
Character of Expenditures				
Salaries and Benefits	$ 4,933,037	$ 5,055,630	$ 5,034,790	$ 5,072,710
Services	2,854,565	1,721,110	1,722,190	1,638,270
Supplies	164,788	166,980	165,590	179,220
Program Total	**$ 7,952,390**	**$ 6,943,720**	**$ 6,922,570**	**$ 6,890,200**

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.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 264,777	$ -0-	$ -0-	$ -0-
Sports Leagues' Fees	478,090	389,510	393,900	388,400
Program Total	**$ 742,867**	**$ 389,510**	**$ 393,900**	**$ 388,400**
Character of Expenditures				
Salaries and Benefits	$ 216,656	$ 225,260	$ 229,620	$ 230,850
Services	515,436	157,230	156,660	150,530
Supplies	10,775	7,020	7,620	7,020
Program Total	**$ 742,867**	**$ 389,510**	**$ 393,900**	**$ 388,400**

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	$ 93,800	$ 61,370	$ 62,230	$ 57,110
Tennis Program Fees	15,385	12,000	15,800	15,500
Program Total	**$ 109,185**	**$ 73,370**	**$ 78,030**	**$ 72,610**
Character of Expenditures				
Services	$ 104,249	$ 68,490	$ 73,150	$ 67,810
Supplies	4,936	4,880	4,880	4,800
Program Total	**$ 109,185**	**$ 73,370**	**$ 78,030**	**$ 72,610**

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

Projected Revenue Sources				
General Fund	$ 479,891	$ 556,530	$ 482,480	$ 576,660
Therapeutics' Program Fees	12,091	7,500	7,500	13,000
Program Total	**$ 491,982**	**$ 564,030**	**$ 489,980**	**$ 589,660**
Character of Expenditures				
Salaries and Benefits	$ 240,295	$ 508,350	$ 434,300	$ 535,900
Services	240,223	45,550	45,550	43,630
Supplies	11,464	10,130	10,130	10,130
Program Total	**$ 491,982**	**$ 564,030**	**$ 489,980**	**$ 589,660**

ZOO: This program area is an Association of Zoos and Aquariums (AZA) accredited facility that offers an environmentally friendly, educational, and recreational experience to over 500,000 annual visitors each year and is open 364 days per year. Many special events are offered at the zoo throughout the year, including the ever-popular Howl-o-ween event during the fall and Zoo Lights during the winter holiday season. Train rides around the large Reid Park pond are offered daily.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 1,612,599	$ 1,091,090	$ 1,268,690	$ 1,378,760
Zoo Admissions and other revenue	1,983,146	2,233,650	2,033,650	2,139,120
Program Total	**$ 3,595,745**	**$ 3,324,740**	**$ 3,302,340**	**$ 3,517,880**
Character of Expenditures				
Salaries and Benefits	$ 2,081,387	$ 2,141,910	$ 2,111,220	$ 2,308,500
Services	999,392	630,990	639,150	652,390
Supplies	514,966	551,840	551,970	556,990
Program Total	**$ 3,595,745**	**$ 3,324,740**	**$ 3,302,340**	**$ 3,517,880**

GRANTS: This program area seeks federal, state, and local funding for the provision of recreational opportunities and community support services. Emphasis is placed on leveraging existing City resources to enhance funding for programs and services. Funding from the Department of Economic Security and the Pima Council on Aging will provide support for the developmentally disabled and for senior nutrition respectively.

Projected Revenue Sources				
General Fund: Restricted Revenues	$ -0-	$ 200,000	$ 200,000	$ 236,090
Civic Contributions Fund	491,324	712,400	367,980	598,370
Non-Federal Grants Fund	64,843	275,000	46,690	274,430
Other Federal Grants Fund	380,883	572,550	420,930	569,610
Program Total	**$ 937,050**	**$ 1,759,950**	**$ 1,035,600**	**$ 1,678,500**
Character of Expenditures				
Grant Capacity	$ 937,050	$ 1,759,950	$ 1,035,600	$ 1,678,500

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director of Parks and Recreation	1.00	1.00	1.00	1.00
Parks and Recreation Administrator	3.00	3.00	3.00	3.00
Architect Manager	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Landscape Architect	5.00	5.00	5.00	2.00
Parks and Recreation Superintendent	5.00	5.00	5.00	-0-
GIS Project Manager	1.00	1.00	1.00	1.00
Community Promotions and Marketing Coordinator	1.00	1.00	1.00	1.00
Management Assistant	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	-0-

Administration (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Specialist	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	-0-	-0-
Administrative Assistant	5.00	5.00	7.00	7.00
Customer Services Representative	4.00	4.00	4.00	4.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	-0-	-0-
Program Total	**40.00**	**40.00**	**39.00**	**30.00**
Adaptive Recreation Center				
Aquatics Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.50	1.50	1.50
Swimming Pool Supervisor (Hourly)	1.00	1.00	1.00	1.00
Water Safety Instructor/Senior Lifeguard (Hourly)	7.50	7.50	7.50	7.50
Lifeguard (Hourly)	5.00	5.00	5.00	5.00
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Program Total	**18.00**	**18.00**	**18.00**	**18.00**
Aquatics				
Aquatics Program Manager	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	-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	4.50	4.50	1.50	1.00
Aquatics Program Supervisor (Hourly)	2.75	2.75	2.75	2.75
Swimming Pool Supervisor (Hourly)	5.00	5.00	5.00	5.00
Water Safety Instructor/Senior Lifeguard (Hourly)	21.50	21.50	21.50	21.50
Lifeguard (Hourly)	4.25	4.25	4.25	4.25
Program Total	**45.00**	**45.00**	**42.00**	**40.50**
Civic Events/Performing Arts				
Parks Events Coordinator	1.00	1.00	1.00	1.00
Lead Groundskeeper	1.00	1.00	-0-	-0-
Trade Specialist	2.00	2.00	2.00	2.00
Equipment Operator	2.00	2.00	2.00	2.00
Parks Equipment Operator	1.00	1.00	-0-	-0-
Groundskeeper	1.00	1.00	-0-	-0-
Parks Events Worker (Hourly)	1.75	1.75	1.75	1.75
Program Total	**9.75**	**9.75**	**6.75**	**6.75**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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 (Hourly)	5.00	5.00	5.00	5.00
Program Total	**8.00**	**8.00**	**8.00**	**8.00**
Historical and Cultural				
Recreation Assistant	1.00	1.00	1.00	-0-
Program Total	**1.00**	**1.00**	**1.00**	**0.00**
KIDCO				
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	4.00	4.00	5.00	4.00
Recreation Assistant	2.00	2.00	2.00	1.00
Senior Recreation Worker (Hourly)	27.50	27.50	27.50	23.50
Class Instructor Fine Arts	1.00	1.00	1.00	1.00
Recreation Worker (Hourly)	41.50	41.50	41.50	29.50
Program Total	**77.00**	**77.00**	**78.00**	**60.00**
Leisure Classes				
Class Registration Coordinator	1.00	1.00	1.00	-0-
Recreation Program Coordinator	2.00	2.00	2.00	1.00
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	-0-
Program Coordinator (Hourly)	0.25	0.25	0.25	-0-
Class Instructor Fine Arts (Hourly)	10.00	10.00	10.00	4.50
Program Total	**17.75**	**17.75**	**17.75**	**7.50**
Parks Maintenance				
Parks and Golf Area Supervisor	6.00	6.00	6.00	6.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00
Carpenter	1.00	1.00	1.00	1.00
Equipment Operation Specialist	1.00	1.00	1.00	1.00
Lead Groundskeeper	10.00	10.00	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	5.00	5.00	5.00
Trade Specialist	17.00	17.00	17.00	11.00
Parks Equipment Operator	8.00	8.00	9.00	9.00
Groundskeeper	55.00	55.00	56.00	56.00
General Maintenance Trainee/Worker (Hourly)	1.00	1.00	1.00	1.00
Program Total	**115.00**	**115.00**	**118.00**	**112.00**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Recreation Centers				
Recreation Supervisor	10.00	10.00	10.00	8.00
Recreation Program Coordinator	17.00	17.00	17.00	16.00
Recreation Assistant	41.00	41.00	41.00	41.00
Custodian	14.00	14.00	14.00	14.00
Customer Service Clerk	1.00	1.00	1.00	1.00
General Maintenance Trainee/Worker (Hourly)	0.75	0.75	0.75	0.75
Senior Recreation Worker (Hourly)	6.75	6.75	6.75	6.75
Recreation Worker (Hourly)	0.50	0.50	0.50	0.50
Program Total	**91.00**	**91.00**	**91.00**	**88.00**
Sports				
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.50	1.50	1.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	2.25	2.25	2.25	2.25
Program Total	**6.75**	**6.75**	**6.75**	**6.75**
Therapeutic Recreation				
Therapeutic Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Assistant	2.00	2.00	2.00	2.00
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	5.50	5.50	5.50	5.50
Recreation Worker (Hourly)	4.00	4.00	4.00	4.00
Program Total	**15.50**	**15.50**	**15.50**	**15.50**
Zoo				
Zoo Administrator	1.00	1.00	1.00	1.00
Zoo General Curator	1.00	1.00	1.00	1.00
Zoo Education Curator	1.00	1.00	1.00	1.00
Parks and Golf Area Supervisor	1.00	1.00	1.00	1.00
Zoo Area Supervisor	3.00	3.00	3.00	3.00
Lead Groundskeeper	-0-	-0-	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Trade Specialist	1.00	1.00	1.00	1.00
Zookeeper	17.00	17.00	19.00	19.00
Customer Services Representative	1.00	1.00	1.00	1.00
Zoo Education Assistant	2.00	2.00	2.00	2.00
Groundskeeper	5.00	5.00	4.00	4.00
Parks Maintenance Worker	4.50	4.50	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	**41.50**	**41.50**	**42.50**	**42.50**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Grants				
Recreation Assistant	5.00	5.00	5.00	5.00
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	4.50	4.50	4.50	4.50
Short Order Cook	0.75	0.75	0.75	0.75
Program Total	**11.25**	**11.25**	**11.25**	**11.25**
Department Total	**497.50**	**497.50**	**495.50**	**446.75**

PLANNING and DEVELOPMENT SERVICES

OPERATING: $ 9,265,070
POSITION TOTAL: 100.00

ADMINISTRATION

BUILDING SAFETY REVIEW and INSPECTIONS

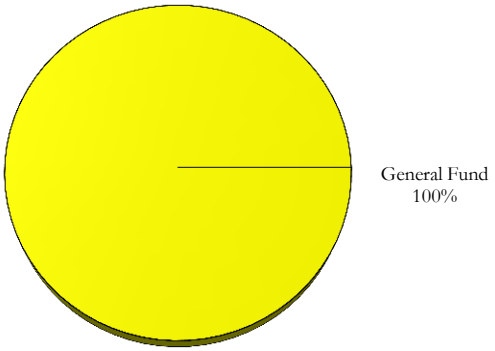
CODE ENFORCEMENT

CUSTOMER and ADMINISTRATIVE SUPPORT

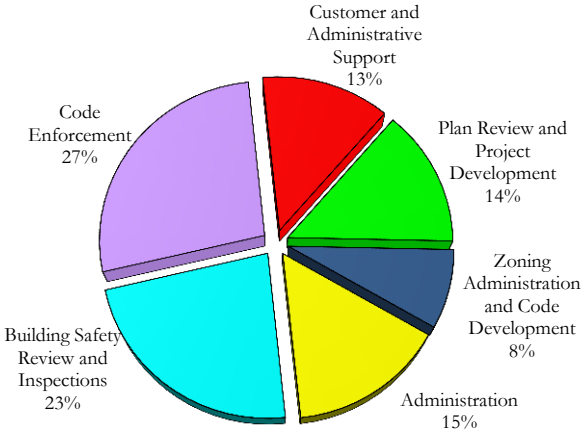
PLAN REVIEW and PROJECT DEVELOPMENT

ZONING ADMINISTRATION and CODE DEVELOPMENT

FINANCING PLAN



PROGRAM ALLOCATION



PLANNING and DEVELOPMENT SERVICES[1]

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	12.00	12.00	12.00	11.00
Building Safety Review and Inspections	28.00	28.00	28.00	23.00
Code Enforcement	-0-	-0-	30.00	28.00
Customer and Administrative Support	15.00	15.00	15.00	15.00
Plan Review and Project Development	16.00	16.00	16.00	15.00
Zoning Administration and Code Development	9.00	9.00	8.00	8.00
Department Total	**80.00**	**80.00**	**109.00**	**100.00**
TOTAL BUDGET				
Operating	$ 6,877,885	$ 7,247,040	$ 8,453,790	$ 9,265,070
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 6,085,848	$ 6,466,840	$ 7,356,680	$ 8,140,750
Services	657,577	644,270	914,120	900,310
Supplies	134,460	135,930	182,990	224,010
Department Total	**$ 6,877,885**	**$ 7,247,040**	**$ 8,453,790**	**$ 9,265,070**
FUNDING SOURCES				
General Fund	$ 6,877,885	$ 7,247,040	$ 8,453,790	$ 9,265,070

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $9,265,070 reflects an increase of $2,018,030 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in personnel costs due to the transfer of the Code Enforcement Unit from Housing and Community Development	$ 2,550,260
Increase in personnel costs	234,570
Increase in supplies	88,080
Reductions in services	(173,550)
Reductions in personnel costs associated with eliminating positions	(681,330)
Total	**$ 2,018,030**

[1]Totals for Estimated Fiscal Year 2014 and Recommended Fiscal Year 2015 reflect the transfer of the Code Enforcement Unit from Housing and Community Development.

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Provide timely and impartial plan reviews while protecting the public health and welfare.				
• Number of plan reviews completed	6,454	8,500	6,150	6,200
• Percent of plan reviews completed within four weeks	88%	90%	85%	85%
Issued commercial and residential building permits.				
• Total number of commercial permits	3,116	3,400	3,170	3,200
• Number of new commercial permits	143	150	125	150
• Total number of residential permits	6,142	6,000	6,290	6,000
• Number of new residential permits	455	550	330	330
Perform inspections of new construction, remodels, and additions.				
• Number of commercial inspections	37,022	40,050	42,390	40,000
• Number of residential inspections	40,825	38,500	43,080	43,000
• Number of sign inspections	2,115	2,200	2,370	2,200
Coordinate and review all submitted sub-division plats and development packages.				
• Number of plats and plans reviewed	150	260	265	260
Issue sign permits.				
• Number of sign permits issued	912	950	955	950
Provide assistance to walk-in customers.				
• Number of records and permit counter customers assisted	23,416	30,000	32,630	32,650
• Number of certificates of occupancy issued for existing buildings	188	150	91	90
[1]Code Enforcement: Promote a safe, clean environment, and healthy neighborhoods by resolving code violations.				
• Number of calls received	21,385	22,300	22,100	21,000
• Number of online inquiries received	1,629	1,800	1,500	1,500
• Number of cases created	10,206	10,900	9,500	10,000
• Number of actual violations found	12,626	13,000	11,000	12,000
• Number of inspections	38,178	35,000	37,000	37,000

[1]Code Enforcement Division merged with Planning and Development Services effective December 1, 2013. Performance measures previously included under Housing and Community Development.

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Impact Fee Administrative Charges	$ 14,809	$ 22,000	$ 17,000	$ 20,000
Permit and Inspection Fees	1,346,809	1,488,010	1,517,270	1,364,590
Plan Review Fees	24,818	23,900	25,000	23,900
Program Total	**$ 1,386,436**	**$ 1,533,910**	**$ 1,559,270**	**$ 1,408,490**
Character of Expenditures				
Salaries and Benefits	$ 1,292,037	$ 1,431,410	$ 1,457,580	$ 1,320,270
Services	80,483	87,950	88,190	73,420
Supplies	13,916	14,550	13,500	14,800
Program Total	**$ 1,386,436**	**$ 1,533,910**	**$ 1,559,270**	**$ 1,408,490**

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

Projected Revenue Sources				
Permit and Inspection Fees	$ 2,244,129	$ 2,335,080	$ 2,173,750	$ 2,149,340
Character of Expenditures				
Salaries and Benefits	$ 2,031,268	$ 2,122,060	$ 1,962,620	$ 1,948,110
Services	152,813	144,870	145,180	128,900
Supplies	60,048	68,150	65,950	72,330
Program Total	**$ 2,244,129**	**$ 2,335,080**	**$ 2,173,750**	**$ 2,149,340**

CODE ENFORCEMENT[1]: This program area provides education and enforcement of City codes relating to property maintenance and minimum housing standards as directed through the Neighborhood Preservation Ordinance, the Sign Code, portions of the Land Use Code, and the Peddler ordinance. The division also administers the Vacant and Neglected Structures program and works with other departments to educate the public about resolving code violations.

Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ 1,529,420	$ 2,490,900
Character of Expenditures				
Salaries and Benefits	$ -0-	$ -0-	$ 1,246,590	$ 2,086,200
Services	-0-	-0-	227,750	319,850
Supplies	-0-	-0-	55,080	84,850
Program Total	**$ -0-**	**$ -0-**	**$ 1,529,420**	**$ 2,490,900**

[1]Prior to Fiscal Year 2014, Code Enforcement was located in Housing and Community Development.

CUSTOMER and ADMINISTRATIVE SUPPORT: This program area is responsible for the issuance of all permits, maintaining the records section, and providing administrative, clerical, and technical support to all divisions of the department, as well as stakeholders, with a focus on providing outstanding customer service.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Other Development Fees	$ 44,603	$ 42,840	$ 40,800	$ 42,840
Permit and Inspection Fees	272,373	253,740	265,950	266,430
Plan Review Fees	712,082	824,090	746,830	836,390
Program Total	**$ 1,029,058**	**$ 1,120,670**	**$ 1,053,580**	**$ 1,145,660**
Character of Expenditures				
Salaries and Benefits	$ 689,572	$ 781,070	$ 709,440	$ 809,980
Services	287,576	300,020	307,080	296,100
Supplies	51,910	39,580	37,060	39,580
Program Total	**$ 1,029,058**	**$ 1,120,670**	**$ 1,053,580**	**$ 1,145,660**

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

Projected Revenue Sources				
Plan Review Fees	$ 1,086,326	$ 958,370	$ 867,600	$ 860,520
Planning Charges	104,140	85,250	85,250	85,250
Sign Regulation Fees	190,002	372,300	350,000	375,000
Program Total	**$ 1,380,468**	**$ 1,415,920**	**$ 1,302,850**	**$ 1,320,770**
Character of Expenditures				
Salaries and Benefits	$ 1,332,961	$ 1,366,650	$ 1,253,290	$ 1,279,910
Services	42,645	40,570	43,060	32,660
Supplies	4,862	8,700	6,500	8,200
Program Total	**$ 1,380,468**	**$ 1,415,920**	**$ 1,302,850**	**$ 1,320,770**

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

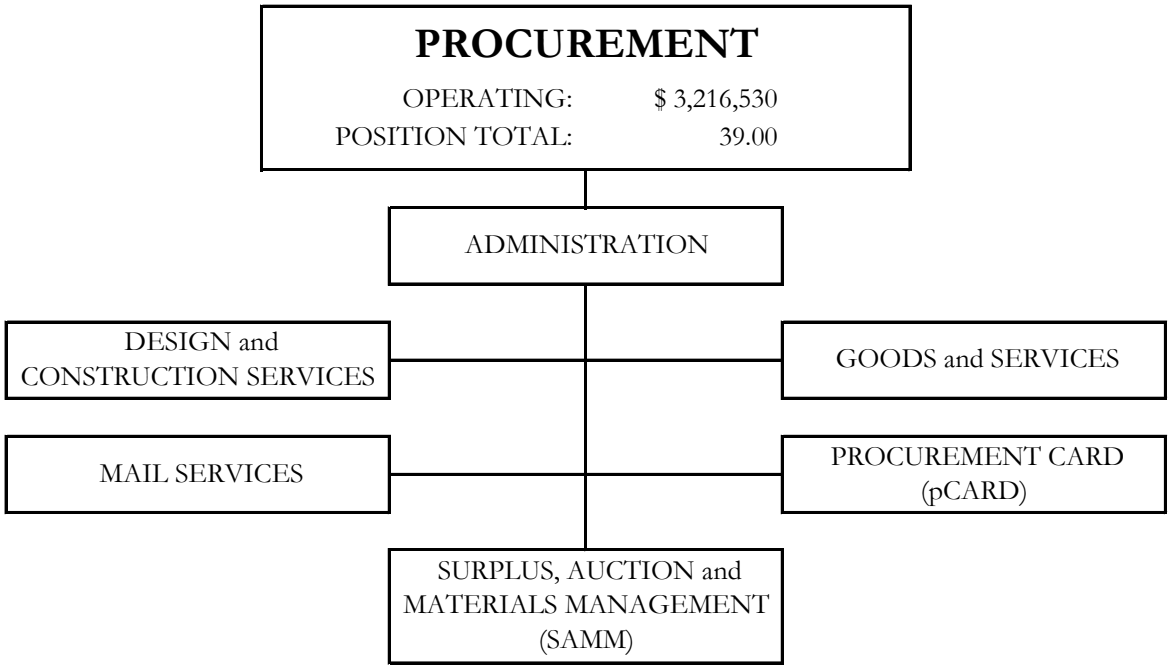
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Other Development Fees	$ 23,481	$ 111,630	$ 74,590	$ 10,080
Permit and Inspection Fees	325,755	303,470	318,080	303,470
Plan Review Fees	245,695	236,610	247,500	236,610
Planning Charges	237,605	189,750	189,750	189,750
Zoning Code Violations	5,258	-0-	5,000	10,000
Program Total	**$ 837,794**	**$ 841,460**	**$ 834,920**	**$ 749,910**
Character of Expenditures				
Salaries and Benefits	$ 740,010	$ 765,650	$ 727,160	$ 696,280
Services	94,060	70,860	102,860	49,380
Supplies	3,724	4,950	4,900	4,250
Program Total	**$ 837,794**	**$ 841,460**	**$ 834,920**	**$ 749,910**

POSITION RESOURCES

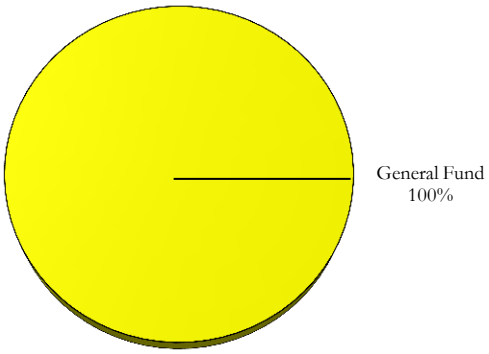
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00
Development Services Administrator	2.00	2.00	2.00	2.00
Planning Administrator	1.00	1.00	1.00	-0-
Development Services Manager	2.00	2.00	2.00	2.00
Management Coordinator	1.00	1.00	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**	**12.00**	**12.00**	**11.00**
Building Safety Review and Inspections				
Building Inspector Manager	1.00	1.00	1.00	1.00
Building Plans Examiner	-0-	-0-	4.00	4.00
Electrical Plans Examiner	1.00	1.00	-0-	-0-
Structural Plans Examiner	2.00	2.00	-0-	-0-
Mechanical Plans Examiner	1.00	1.00	-0-	-0-
Construction Inspection Supervisor	2.00	2.00	2.00	1.00
Building Permit Specialist	2.00	2.00	2.00	2.00
Lead Building Inspector	1.00	1.00	1.00	1.00
Lead Residential Inspector	1.00	1.00	-0-	-0-
Senior Mechanical Inspector	1.00	1.00	-0-	-0-
Senior Plumbing Inspector	1.00	1.00	-0-	-0-
Building Inspector	3.00	3.00	18.00	14.00

Building Safety Review and Inspections (Continued)

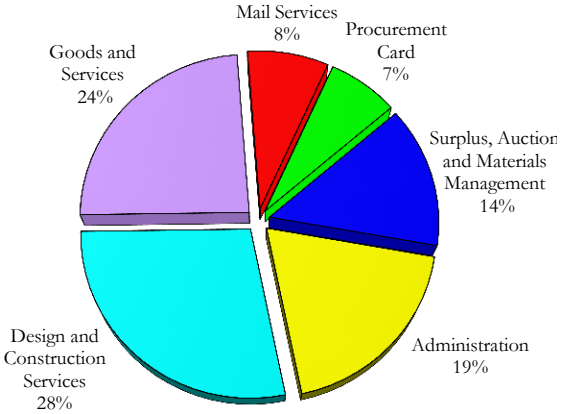
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Electrical Inspector	4.00	4.00	-0-	-0-
Environmental Inspector	2.00	2.00	-0-	-0-
Mechanical Inspector	1.00	1.00	-0-	-0-
Plumbing Inspector	2.00	2.00	-0-	-0-
Residential Inspector	3.00	3.00	-0-	-0-
Program Total	**28.00**	**28.00**	**28.00**	**23.00**
Code Enforcement				
Community Services Administrator	-0-	-0-	1.00	1.00
Inspection Supervisor	-0-	-0-	2.00	2.00
Management Assistant	-0-	-0-	1.00	1.00
Staff Assistant	-0-	-0-	1.00	1.00
Code Inspector	-0-	-0-	19.00	17.00
Administrative Assistant	-0-	-0-	1.00	1.00
Customer Service Representative	-0-	-0-	5.00	5.00
	-0-	**-0-**	**30.00**	**28.00**
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	3.00	3.00
Program Total	**15.00**	**15.00**	**15.00**	**15.00**
Plan Review and Project Development				
Civil Engineer	2.00	2.00	2.00	2.00
Principal Planner	3.00	3.00	3.00	3.00
Lead Planner	4.00	4.00	4.00	4.00
Senior Engineering Associate	3.00	3.00	3.00	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**	**16.00**	**16.00**	**15.00**
Zoning Administration and Code Development				
Principal Planner	3.00	3.00	3.00	3.00
Lead Planner	4.00	4.00	3.00	3.00
Planner	2.00	2.00	2.00	2.00
Program Total	**9.00**	**9.00**	**8.00**	**8.00**
Department Total	**80.00**	**80.00**	**109.00**	**100.00**



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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
Design and Construction Services	9.00	8.00	8.00	11.00
Goods and Services	9.00	10.00	10.00	10.00
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	8.00	8.00	7.00
Department Total	**37.00**	**37.00**	**37.00**	**39.00**
TOTAL BUDGET				
Operating	$ 3,460,278	$ 3,124,200	$ 3,091,480	$ 3,216,530
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 2,508,728	$ 2,803,330	$ 2,651,820	$ 2,949,380
Services	417,372	263,190	302,640	213,020
Supplies	495,703	57,680	110,820	54,130
Equipment	38,475	-0-	26,200	-0-
Department Total	**$ 3,460,278**	**$ 3,124,200**	**$ 3,091,480**	**$ 3,216,530**
FUNDING SOURCES				
General Fund	$ 3,460,278	$ 3,124,200	$ 3,091,480	$ 3,216,530

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $3,216,530 reflects an increase of $92,330 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase due to the transfer of three positions from the Office of Equal Opportunity Programs (OEOP)	$ 228,730
Decrease in miscellaneous services	(65,110)
Reduction in personnel costs due to elimination of position	(61,020)
Decrease in miscellaneous supplies	(10,270)
Total	**$ 92,330**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Ensure professional best practices, to comply with all city, state and federal regulations, and to provide value-added procurement services.				
• Negotiate added value in at least 20% of the total number of eligible contracts over the City's formal bid threshold	20%	20%	20%	20%
• Ensure that a minimum of 25% of commodity and services expenditures through annual requirements contracts to realize the most favorable price and terms	26%	40%	25%	25%
• Generate revenue by expanding the National Cooperative Procurement and pCard Programs	$ 652,926	$ 550,000	$ 734,858	$ 700,000
Ensure high standards of technical expertise and competency of staff.				
• Achieve a minimum level of 70% professional certification for staff	71%	70%	70%	70%
• Participate in a minimum of four outreach events for the local business and contracting communities	5	5	4	4
Provide Minority and Women-Owned Business/Disadvantaged Business Enterprise certification and recertification. [1]	225	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	$ 440,344	$ 559,470	$ 618,730	$ 602,910
Character of Expenditures				
Salaries and Benefits	$ 356,202	$ 464,220	$ 452,390	$ 494,280
Services	75,494	87,810	102,380	101,490
Supplies	8,648	7,440	63,960	7,140
Program Total	**$ 440,344**	**$ 559,470**	**$ 618,730**	**$ 602,910**

[1]The Disadvantage Business Enterprise Program was transferred from the Office of Equal Opportunity Programs and Independent Police Review.

DESIGN and CONSTRUCTION SERVICES[1]: This program area contracts for design and construction services to ensure that all contracts are developed, solicited, evaluated, negotiated, awarded, and administered in accordance with applicable federal, state, and local laws. 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.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 707,126	$ 682,970	$ 647,810	$ 885,540
Character of Expenditures				
Salaries and Benefits	$ 614,357	$ 662,300	$ 632,570	$ 855,960
Services	72,846	16,270	13,840	24,510
Supplies	528	4,400	1,400	5,070
Equipment	19,395	-0-	-0-	-0-
Program Total	**$ 707,126**	**$ 682,970**	**$ 647,810**	**$ 885,540**

GOODS and SERVICES: This program area contracts for all supplies, materials, equipment, and related services to ensure that purchases are developed, solicited, evaluated, negotiated, awarded, and administered in accordance with applicable federal, state, and local laws.

Projected Revenue Sources				
General Fund	$ 611,221	$ 660,190	$ 486,200	$ 384,000
National Cooperative Purchasing Fees	184,984	150,000	267,140	400,000
Program Total	**$ 796,205**	**$ 810,190**	**$ 753,340**	**$ 784,000**
Character of Expenditures				
Salaries and Benefits	$ 781,321	$ 794,610	$ 737,540	$ 769,960
Services	14,884	15,580	15,800	14,040
Program Total	**$ 796,205**	**$ 810,190**	**$ 753,340**	**$ 784,000**

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

Projected Revenue Sources				
General Fund	$ 226,417	$ 280,260	$ 244,160	$ 260,290
Character of Expenditures				
Salaries and Benefits	$ 189,955	$ 216,330	$ 178,810	$ 201,420
Services	36,715	29,110	30,530	27,050
Supplies	(19,333)	34,820	34,820	31,820
Equipment	19,080	-0-	-0-	-0-
Program Total	**$ 226,417**	**$ 280,260**	**$ 244,160**	**$ 260,290**

[1]The Disadvantage Business Enterprise Program was transferred from the Office of Equal Opportunity Programs and Independent Police Review.

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
pCard Program Rebate	$ 128,696	$ 178,010	$ 184,140	$ 212,320
Character of Expenditures				
Salaries and Benefits	$ 105,458	$ 174,570	$ 166,790	$ 192,750
Services	22,711	3,440	17,350	19,570
Supplies	527	-0-	-0-	-0-
Program Total	**$ 128,696**	**$ 178,010**	**$ 184,140**	**$ 212,320**

SURPLUS, AUCTION and MATERIALS MANAGEMENT (SAMM): This program area operates the central warehouse and manages an inventory needed for the daily operations. It also provides hazardous material safety information on inventory items; delivers goods on a timely basis; and disposes of City surplus material and equipment by public sale, online auction, donation, or redistribution to departments. SAMM also centrally manages City-wide lost and found.

Projected Revenue Sources				
General Fund	$ 1,161,490	$ 613,300	$ 643,300	$ 471,470
Character of Expenditures				
Salaries and Benefits	$ 461,435	$ 491,300	$ 483,720	$ 435,010
Services	194,722	110,980	122,740	26,360
Supplies	505,333	11,020	10,640	10,100
Equipment	-0-	-0-	26,200	-0-
Program Total	**$ 1,161,490**	**$ 613,300**	**$ 643,300**	**$ 471,470**

POSITION RESOURCES

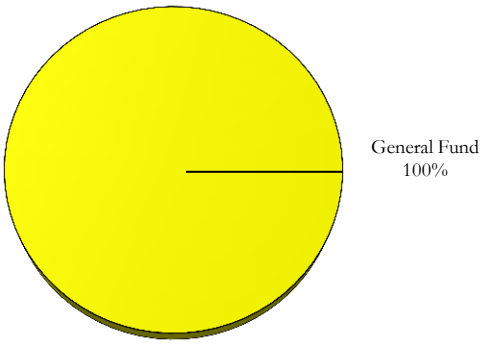
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	**4.00**	**4.00**	**4.00**	**4.00**
Design and Construction Services				
Contract Administrator	1.00	1.00	1.00	1.00
Contract Compliance Officer	1.00	1.00	1.00	1.00
Principal Contract Officer	3.00	3.00	3.00	3.00
Senior Contract Officer	2.00	1.00	2.00	1.00
Business Enterprise Compliance Specialist	-0-	-0-	-0-	1.00
Equal Opportunity Specialist	-0-	-0-	-0-	1.00
Administrative Assistant	2.00	2.00	2.00	3.00
Program Total	**9.00**	**8.00**	**9.00**	**11.00**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Goods and Services				
Contract Administrator	1.00	1.00	1.00	1.00
Principal Contract Officer	3.00	3.00	3.00	3.00
Senior Contract Officer	3.00	4.00	3.00	4.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	**9.00**	**10.00**	**9.00**	**10.00**
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**
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	4.00	4.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	**8.00**	**8.00**	**8.00**	**7.00**
Department Total	**37.00**	**37.00**	**37.00**	**39.00**

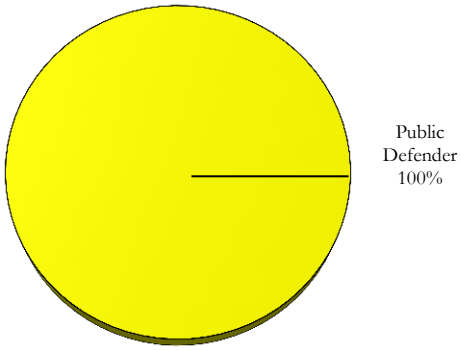
OFFICE of the PUBLIC DEFENDER

OPERATING:	$ 3,064,940
POSITION TOTAL:	32.00

FINANCING PLAN



PROGRAM ALLOCATION



OFFICE of the PUBLIC DEFENDER

MISSION STATEMENT: To provide quality, diligent and ethical representation of indigent defendants entitled to appointed counsel in Tucson City Court and to protect and defend the rights guaranteed us by the United States and Arizona Constitutions.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Public Defender	34.00	34.00	34.00	32.00
TOTAL BUDGET				
Operating	$ 2,893,474	$ 3,157,720	$ 2,978,240	$ 3,064,940
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 2,635,051	$ 2,904,370	$ 2,725,160	$ 2,803,630
Services	200,342	189,630	191,750	207,150
Supplies	58,081	63,720	61,330	54,160
Department Total	**$ 2,893,474**	**$ 3,157,720**	**$ 2,978,240**	**$ 3,064,940**
FUNDING SOURCES				
General Fund	$ 2,893,474	$ 3,157,720	$ 2,978,240	$ 3,064,940

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $3,064,940 reflects a decrease of $92,780 from the Fiscal Year 2014 Adopted Budget. Changes include:

Miscellaneous adjustments	$ 7,960
Reduction in personnel costs due to the elimination of three positions	(100,740)
Total	**$ (92,780)**

DEPARTMENT MEASURES of PERFORMANCE

Provide representation in a cost-effective manner.				
• Average cost per docket/case	$ 219	$ 267	$ 210	$ 210
• Number of defendants	5,868	5,600	6,056	6,100
• Approximate number of dockets/cases closed	10,236	12,000	12,063	12,100
• Approximate number of defendants seen at Video Court that are represented by the Public Defender's Office	1,776	1,400	1,800	1,800

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.

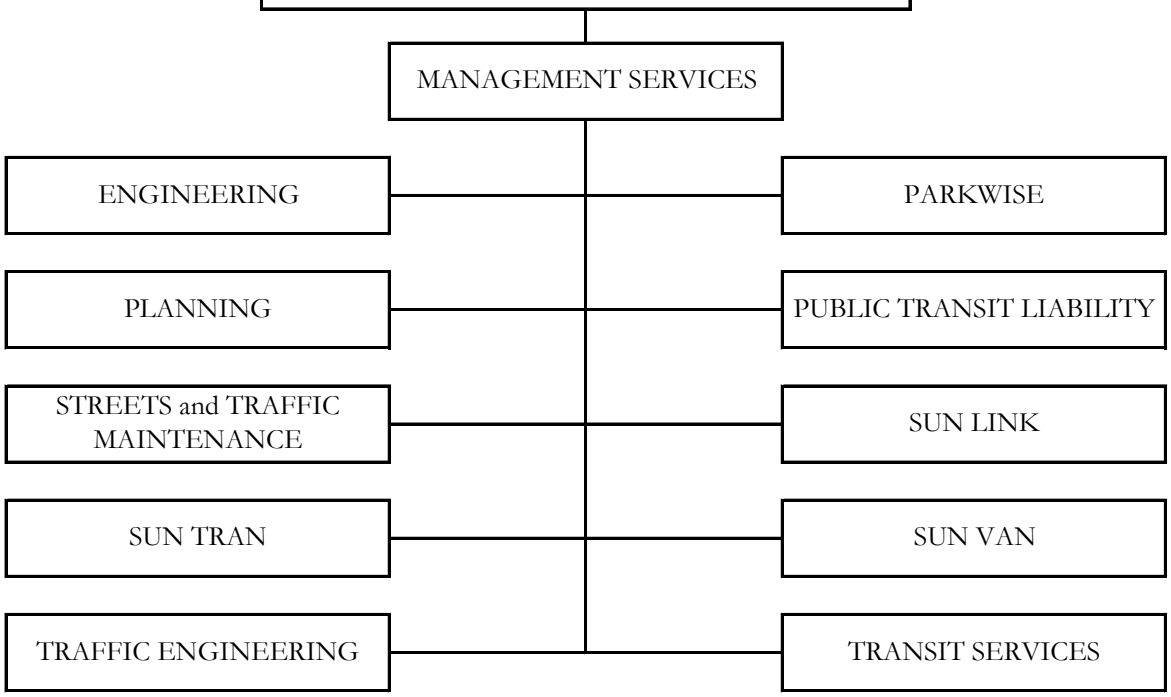
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 2,893,474	$ 3,157,720	$ 2,978,240	$ 3,064,940
Character of Expenditures				
Salaries and Benefits	$ 2,635,051	$ 2,904,370	$ 2,725,160	$ 2,803,630
Services	200,342	189,630	191,750	207,150
Supplies	58,081	63,720	61,330	54,160
Program Total	**$ 2,893,474**	**$ 3,157,720**	**$ 2,978,240**	**$ 3,064,940**

POSITION RESOURCES

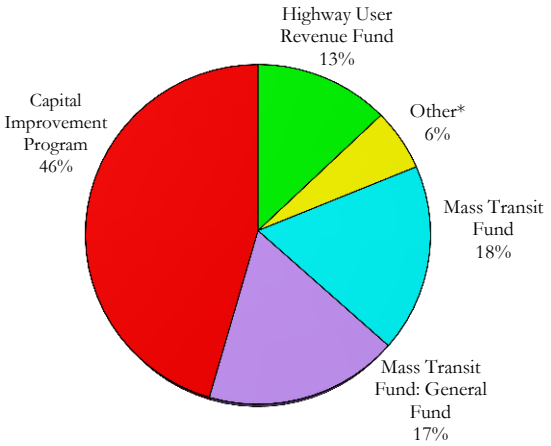
Public Defender				
Chief Public Defender	1.00	1.00	1.00	1.00
Supervising Public Defender	-0-	-0-	5.00	5.00
Public Defender Supervisor	8.00	8.00	3.00	2.00
Assistant Public Defender	12.00	12.00	12.00	13.00
Management Assistant	1.00	1.00	1.00	1.00
Law Clerk	3.00	3.00	3.00	2.00
Legal Secretary	5.00	5.00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

TRANSPORTATION

OPERATING:	$ 122,801,930
CAPITAL:	105,576,600
TOTAL:	$ 228,378,530
POSITION TOTAL:	283.00

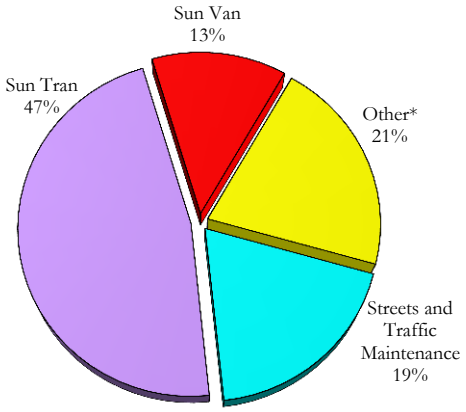


FINANCING PLAN



*Other includes: ParkWise Fund (3%), General Fund (1%), Internal Service Fund: Self Insurance (1%), Other Federal Grants (1%), Capital Improvement Fund (<1%), and Regional Transportation Authority Fund (<1%).

PROGRAM ALLOCATION



*Other includes: ParkWise (5%), Sun Link (4%), Engineering (3%), Traffic Engineering (3%), Management Services (2%), Transit Services (2%), Planning (1%), and Public Transit Liability (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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Management Services	14.00	17.00	19.00	21.00
Engineering	67.00	67.00	67.00	69.00
ParkWise	14.00	14.00	14.00	15.00
Planning	13.00	13.00	14.00	7.00
Streets and Traffic Maintenance	151.00	149.00	148.00	147.00
Traffic Engineering	17.00	17.00	16.00	19.00
Transit Services	5.00	5.00	5.00	5.00
Department Total	**281.00**	**282.00**	**283.00**	**283.00**
TOTAL BUDGET				
Operating	$ 122,522,763	$ 128,395,600	$ 124,323,250	$ 122,801,930
Capital	125,969,606	143,226,100	134,425,600	105,576,600
Total Department	**$ 248,492,369**	**$ 271,621,700**	**$ 258,748,850**	**$ 228,378,530**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 17,414,892	$ 18,326,400	$ 17,510,050	$ 19,171,170
Services	38,889,062	34,520,260	34,918,370	30,824,950
Supplies	20,003,472	22,636,600	21,197,860	20,857,490
Equipment	501,362	2,723,900	2,326,590	2,742,080
Debt Service	1,400,119	1,392,650	1,392,650	1,248,040
Contracted Labor	44,313,856	48,795,790	46,977,730	47,958,200
Total Operating Budget	**$ 122,522,763**	**$ 128,395,600**	**$ 124,323,250**	**$ 122,801,930**
Capital Improvement Program	125,969,606	143,226,100	134,425,600	105,576,600
Total Department	**$ 248,492,369**	**$ 271,621,700**	**$ 258,748,850**	**$ 228,378,530**
FUNDING SOURCES				
General Fund	$ 7,059,883	$ 2,184,600	$ 2,276,940	$ 2,271,260
Capital Improvements Fund	23,970	50,000	51,830	90,000
Highway User Revenue Fund	37,037,179	33,145,430	32,197,120	29,087,350
Internal Service Fund: Self Insurance	1,631,634	2,200,000	2,450,000	1,650,000
Mass Transit Fund	33,385,607	41,912,760	38,540,050	39,312,560
Mass Transit Fund: General Fund Transfer[1]	38,545,603	41,353,440	42,402,950	41,464,270
Other Federal Grants Fund	428,560	1,409,770	1,286,290	2,695,400
ParkWise Fund	3,738,843	5,704,600	4,437,690	5,786,090
Regional Transportation Authority	671,484	435,000	680,380	445,000
Total Operating Revenues	**$ 122,522,763**	**$ 128,395,600**	**$ 124,323,250**	**$ 122,801,930**
Capital Improvement Program	125,969,606	143,226,100	134,425,600	105,576,600
Total Department	**$ 248,492,369**	**$ 271,621,700**	**$ 258,748,850**	**$ 228,378,530**

[1]Total Fiscal Year 2015 General Fund budgeted for the mass transit system is $43,984,310. There is $41,464,270 in the operating budget and $2,520,040 in the capital improvement program.

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $122,801,930 reflects a decrease of $5,593,670 from Fiscal Year 2014 adopted budget. Changes includes:

Increase for federally funded traffic signals	$ 975,000
Increase in personnel costs	844,770
Increase in ParkWise planned building maintenance	150,000
Increase in ParkWise costs for garage security	140,000
Increase due to the addition of the administrative charge for ParkWise	100,000
Decrease to ParkWise bond principal and bond interest	(144,610)
Decrease in ParkWise costs for equipment	(330,250)
Decrease in public transit liability	(550,000)
Decrease in Mass Transit Fund costs primarily due to implementation of the Comprehensive Operational Analysis efficiencies	(2,382,200)
Decrease in service costs, primarily attributed due to ADA compliance related to 2014 Prop 409 Streets Bond Program	(4,396,380)
Total	**$ (5,593,670)**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Provide regional fixed-route bus service.				
• Number of buses	252	253	252	241
• Number of annual passenger trips (000s)	20,352	22,656	20,776	19,990
• Annual passenger revenue ($000s)	$ 12,755	$ 14,500	$ 13,296	$ 15,716
• Total miles (000s)	9,437	9,639	9,605	8,905
• Cost per mile	$ 5.94	$ 6.18	$ 6.07	$ 6.44
• Revenue per mile	$ 1.35	$ 1.50	$ 1.38	$ 1.76
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	23%	24%	23%	27%
Provide paratransit services to persons with disabilities who cannot use Sun Tran.				
• Number of vans	125	129	127	127
• Number of scheduled passenger trips (000s)	501	588	523	526
• Miles of service provided (000s)	4,188	4,489	4,448	4,567

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Design and construct capital improvement projects and oversee the resurfacing of major streets.				
• Number of capital projects	32	55	33	30
• Number of streets lane miles resurfaced	246	38	269	269
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	48%	41%	38%	43%
• Number of traffic signal trouble calls	1,350	1,455	1,936	1,695
• Number of streetlight trouble calls	1,625	1,530	3,311	2,420
Achieve 100% cost recovery in the residential parking program.				
• Percent cost recovery	50%	50%	53%	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	$ 793,361	$ 780,900	$ 693,760	$ 689,410
General Fund: Use of Property	46,974	90,000	46,980	-0-
Highway User Revenue Fund	1,784,482	1,406,060	1,199,550	2,082,380
Program Total	**$ 2,624,817**	**$ 2,276,960**	**$ 1,940,290**	**$ 2,771,790**

Character of Expenditures				
Salaries and Benefits	$ 1,512,990	$ 1,641,860	$ 1,250,950	$ 2,159,200
Services	1,085,756	607,080	660,630	580,750
Supplies	26,071	28,020	28,710	31,840
Program Total	**$ 2,624,817**	**$ 2,276,960**	**$ 1,940,290**	**$ 2,771,790**

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 222,695	$ 248,210	$ 258,620	$ 280,230
General Fund: Restricted	-0-	-0-	190,000	250,000
Capital Agreements Fund	8,170	-0-	-0-	-0-
Highway User Revenue Fund	2,838,422	2,857,290	2,970,530	3,431,840
Highway User Revenue Fund: Developer Contributions	6,907	40,000	40,000	40,000
Program Total	**$ 3,076,194**	**$ 3,145,500**	**$ 3,459,150**	**$ 4,002,070**
Character of Expenditures				
Salaries and Benefits	$ 2,406,854	$ 2,454,970	$ 2,575,700	$ 3,024,890
Services	517,505	486,140	492,950	492,300
Supplies	122,381	123,390	119,500	133,450
Equipment	29,454	81,000	271,000	351,430
Program Total	**$ 3,076,194**	**$ 3,145,500**	**$ 3,459,150**	**$ 4,002,070**

PARKWISE: ParkWise provides a parking management program that enhances quality of life, stimulates the economic development within the area defined by the City Center Strategic Vision Plan, and efficiently and creatively utilizes parking resources to improve overall accessibility and environment of the region. During the beginning of Fiscal Year 2013, the program was organizationally made part of the Transportation Department upon transfer of oversight from the General Services Department.

Projected Revenue Sources				
Hooded Meter Fee	$ 35,935	$ 15,000	$ 36,850	$ 28,500
Miscellaneous Revenues	6,502	-0-	26,920	-0-
Parking Meter Collections	665,916	908,700	863,200	1,308,500
Parking Revenues	2,040,153	1,931,630	2,142,640	2,249,640
Parking Violations	668,873	754,000	703,520	693,240
ParkWise Fund	203,548	1,887,900	441,010	1,304,100
Rents and Leases	117,916	207,370	223,550	202,110
Program Total	**$ 3,738,843**	**$ 5,704,600**	**$ 4,437,690**	**$ 5,786,090**
Character of Expenditures				
Salaries and Benefits	$ 763,222	$ 809,840	$ 781,030	$ 973,570
Services	1,522,515	1,534,860	1,493,980	1,923,990
Supplies	52,987	79,350	90,030	82,840
Equipment	-0-	1,887,900	680,000	1,557,650
Debt Service	1,400,119	1,392,650	1,392,650	1,248,040
Program Total	**$ 3,738,843**	**$ 5,704,600**	**$ 4,437,690**	**$ 5,786,090**

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 multimodal connectivity.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 46,853	$ 45,710	$ 45,930	$ -0-
Federal Highway Administration Grants	93,440	150,000	39,840	552,200
Highway User Revenue Fund	1,024,311	1,038,470	1,120,990	387,470
Program Total	**$ 1,164,604**	**$ 1,234,180**	**$ 1,206,760**	**$ 939,670**
Character of Expenditures				
Salaries and Benefits	$ 917,878	$ 986,270	$ 955,330	$ 494,350
Services	215,042	208,090	211,610	443,520
Supplies	31,684	39,820	39,820	1,800
Program Total	**$ 1,164,604**	**$ 1,234,180**	**$ 1,206,760**	**$ 939,670**

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	$ 1,631,634	$ 2,200,000	$ 2,450,000	$ 1,650,000
Character of Expenditures				
Services	$ 1,631,634	$ 2,200,000	$ 2,450,000	$ 1,650,000

STREETS and TRAFFIC MAINTENANCE: This program area maintains the streets, median island landscaping, alleyways, and drainage ways to ensure safe driving surfaces, decrease the potential for flooding, and control dust. The program also manages the maintenance and inspection of street lights, traffic signs, traffic signals, and roadway markings to ensure the safe and efficient movement of people, traffic, and goods.

Projected Revenue Sources				
General Fund	$ 5,849,300	$ 919,080	$ 940,950	$ 924,460
General Fund: Restricted	100,700	100,700	100,700	100,700
Federal Highway Administration Grants	260,187	509,770	472,110	450,000
Highway User Revenue Fund	29,952,888	26,137,460	25,373,590	21,414,240
Highway User Revenue Fund: In-Lieu Fees	-0-	80,000	80,000	-0-
Program Total	**$ 36,163,075**	**$ 27,747,010**	**$ 26,967,350**	**$ 22,889,400**
Character of Expenditures				
Salaries and Benefits	$ 10,231,792	$ 10,678,940	$ 10,310,950	$ 10,674,290
Services	22,417,882	13,703,550	13,428,860	8,641,780
Supplies	3,513,401	2,819,520	2,650,900	3,008,330
Equipment	-0-	545,000	576,640	565,000
Program Total	**$ 36,163,075**	**$ 27,747,010**	**$ 26,967,350**	**$ 22,889,400**

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.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Mass Transit Fund: General Fund	$ -0-	$ -0-	$ 2,456,360	$ 905,170
Mass Transit Fund: Regional Transportation Authority	458,796	4,516,690	1,200,000	2,000,000
Mass Transit Fund: User Fees	-0-	-0-	-0-	1,296,390
Program Total	**$ 458,796**	**$ 4,516,690**	**$ 3,656,360**	**$ 4,201,560**
Character of Expenditures				
Services	$ 367,000	$ 2,546,540	$ 2,093,560	$ 2,074,070
Supplies	11,798	260,000	273,180	335,000
Equipment	5,807	-0-	346,000	-0-
Contracted Labor	74,191	1,710,150	943,620	1,792,490
Program Total	**$ 458,796**	**$ 4,516,690**	**$ 3,656,360**	**$ 4,201,560**

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

Projected Revenue Sources				
Mass Transit Fund: General Fund	$ 27,277,015	$ 28,090,010	$ 27,962,720	$ 28,253,150
Mass Transit Fund: Federal Grants	6,357,142	5,464,040	6,247,760	4,648,800
Mass Transit Fund: Regional Transportation Authority	8,481,076	10,503,150	10,787,470	10,208,270
Mass Transit Fund: Use of Property	-0-	-0-	-0-	124,800
Mass Transit Fund: User Fees	13,919,327	15,532,600	14,435,280	14,565,980
Other Federal Grants Fund	65,581	-0-	-0-	150,000
Program Total	**$ 56,100,141**	**$ 59,589,800**	**$ 59,433,230**	**$ 57,951,000**
Character of Expenditures				
Services	$ 6,489,934	$ 7,328,440	$ 7,996,240	$ 7,392,190
Supplies	14,122,405	15,377,680	14,833,820	14,032,970
Equipment	330,824	210,000	210,350	240,000
Contracted Labor	35,156,978	36,673,680	36,392,820	36,285,840
Program Total	**$ 56,100,141**	**$ 59,589,800**	**$ 59,433,230**	**$ 57,951,000**

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	$ 10,840,975	$ 12,651,650	$ 11,356,280	$ 11,723,460
Mass Transit Fund: Federal Grants	1,049,140	1,097,000	1,166,880	998,400
Mass Transit Fund: Other Agencies	-0-	-0-	-0-	258,000
Mass Transit Fund: Regional Transportation Authority	1,715,429	2,033,440	2,379,570	2,422,240
Mass Transit Fund: User Fees	783,096	1,197,160	802,150	757,900
Program Total	**$ 14,388,640**	**$ 16,979,250**	**$ 15,704,880**	**$ 16,160,000**

Sun Van (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Services	$ 3,203,074	$ 3,591,450	$ 3,802,360	$ 3,979,970
Supplies	1,967,602	2,975,840	2,233,630	2,272,160
Equipment	135,277	-0-	27,600	28,000
Contracted Labor	9,082,687	10,411,960	9,641,290	9,879,870
Program Total	**$ 14,388,640**	**$ 16,979,250**	**$ 15,704,880**	**$ 16,160,000**

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

Projected Revenue Sources				
General Fund	$ -0-	$ -0-	$ -0-	$ 26,460
Capital Agreements Fund	15,800	50,000	51,830	90,000
Federal Highway Administration Grants	9,352	750,000	774,340	1,543,200
Highway User Revenue Fund	1,410,119	1,586,150	1,412,460	1,731,420
Highway User Revenue Fund: Developer Contributions	20,050	-0-	-0-	-0-
Regional Transportation Authority Fund	671,484	435,000	650,380	415,000
Program Total	**$ 2,126,805**	**$ 2,821,150**	**$ 2,889,010**	**$ 3,806,080**
Character of Expenditures				
Salaries and Benefits	$ 1,202,181	$ 1,247,620	$ 1,119,950	$ 1,265,140
Services	793,635	733,340	718,580	1,669,340
Supplies	130,989	840,190	835,480	871,600
Equipment	-0-	-0-	215,000	-0-
Program Total	**$ 2,126,805**	**$ 2,821,150**	**$ 2,889,010**	**$ 3,806,080**

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	$ 427,613	$ 611,780	$ 627,590	$ 582,490
Mass Transit Fund: Federal Grants	227,150	1,228,680	1,200,030	1,634,180
Mass Transit Fund: Regional Transportation Authority	31,075	90,000	90,000	90,000
Mass Transit Fund: Use of Property	363,376	250,000	230,910	307,600
Regional Transportation Authority Fund	-0-	-0-	30,000	30,000
Program Total	**$ 1,049,214**	**$ 2,180,460**	**$ 2,178,530**	**$ 2,644,270**

Transit Services (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ 379,975	$ 506,900	$ 516,140	$ 579,730
Services	645,085	1,580,770	1,569,600	1,977,040
Supplies	24,154	92,790	92,790	87,500
Program Total	**$ 1,049,214**	**$ 2,180,460**	**$ 2,178,530**	**$ 2,644,270**

POSITION RESOURCES

Management Services				
Director	1.00	1.00	1.00	1.00
Deputy/Assistant Director	1.00	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	-0-	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Transportation Program Coordinator	2.00	2.00	2.00	1.00
Transportation Public Information Officer	1.00	1.00	1.00	1.00
Management Assistant	-0-	-0-	1.00	1.00
Staff Assistant	2.00	3.00	3.00	3.00
Safety Specialist	-0-	-0-	-0-	1.00
Management Analyst	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	2.00
Administrative Assistant	-0-	-0-	1.00	1.00
Customer Service Representative	-0-	-0-	-0-	1.00
Secretary	2.00	2.00	2.00	2.00
Program Total	**14.00**	**17.00**	**19.00**	**21.00**
Engineering				
Transportation Administrator	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Engineering Manager	2.00	2.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00
Engineering Project Manager	4.00	4.00	5.00	7.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00	-0-
Transportation Program Coordinator	2.00	2.00	2.00	3.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	3.00	3.00	3.00	2.00
Community Services/Neighborhood Resource Project Coordinator	1.00	1.00	1.00	-0-
Construction Inspection Supervisor	1.00	1.00	1.00	1.00
Engineering Associate	2.00	2.00	2.00	2.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Lead Construction Materials Inspector	1.00	1.00	1.00	1.00
Traffic Engineering Technician Supervisor	-0-	-0-	-0-	1.00
Construction Inspector	10.00	10.00	10.00	10.00
Construction Materials Inspector	2.00	2.00	2.00	2.00

Engineering (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Environmental Inspector	2.00	2.00	2.00	2.00
Senior Engineering Technician	1.00	1.00	1.00	-0-
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-	-0-	-0-	2.00
Administrative Assistant	2.00	2.00	2.00	1.00
Customer Service Representative	1.00	1.00	1.00	2.00
Secretary	2.00	2.00	2.00	2.00
Survey Technician	5.00	5.00	5.00	5.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Program Total	**67.00**	**67.00**	**67.00**	**69.00**
ParkWise				
ParkWise Program Administrator	1.00	1.00	1.00	1.00
ParkWise Operations Manager	-0-	-0-	-0-	1.00
Staff Assistant	1.00	1.00	1.00	1.00
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	1.00	1.00
Parking Services Agent	7.00	7.00	7.00	7.00
Customer Service Representative	1.00	1.00	1.00	1.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	**14.00**	**14.00**	**14.00**	**15.00**
Planning				
Transportation Administrator	1.00	1.00	1.00	-0-
Information Technology Manager	1.00	1.00	1.00	-0-
Systems Analyst	-0-	-0-	1.00	-0-
Project Manager	3.00	3.00	3.00	3.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Lead Planner	2.00	2.00	2.00	2.00
Senior Engineering Technician	3.00	3.00	3.00	1.00
Executive Assistant	1.00	1.00	1.00	-0-
Geographic Information System Technician	1.00	1.00	1.00	-0-
Program Total	**13.00**	**13.00**	**14.00**	**7.00**
Streets and Traffic Maintenance				
Transportation Administrator	1.00	1.00	1.00	1.00
Transportation Superintendent	2.00	3.00	2.00	2.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Landscape Architect	-0-	-0-	-0-	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	-0-
Street Maintenance Supervisor	10.00	9.00	8.00	8.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	-0-	-0-	1.00	1.00
Safety Specialist	1.00	1.00	1.00	-0-
Electronics Technician Supervisor	1.00	1.00	1.00	1.00

Streets and Traffic Maintenance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	7.00	8.00	5.00	5.00
Cement Mason	4.00	4.00	4.00	4.00
Construction Inspector	-0-	-0-	1.00	1.00
Equipment Operation Specialist	8.00	7.00	6.00	6.00
High Voltage Electrician	2.00	1.00	4.00	4.00
Lead Traffic Control Technician	10.00	10.00	10.00	10.00
Street Maintenance Crew Leader	13.00	13.00	13.00	13.00
Streets Inspector and Compliance Specialist	6.00	6.00	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	39.00	38.00	36.00	35.00
Sign Painter	1.00	1.00	1.00	1.00
Traffic Control Technician	2.00	2.00	4.00	4.00
Account Clerk Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	4.00	4.00	4.00	3.00
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	11.00	11.00	11.00	13.00
Senior Trades Helper	3.00	3.00	4.00	4.00
Program Total	**151.00**	**149.00**	**148.00**	**147.00**
Traffic Engineering				
Transportation Administrator	-0-	-0-	-0-	1.00
Transportation Program Coordinator	1.00	1.00	1.00	-0-
Engineering Project Manager	2.00	2.00	2.00	1.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Community Services/Neighborhood Resource Project Coordinator	-0-	-0-	-0-	1.00
Information Technology Manager	-0-	-0-	-0-	1.00
Systems Analyst	-0-	-0-	-0-	1.00
Systems Engineer	1.00	1.00	1.00	1.00
Electronics Technician	1.00	1.00	1.00	1.00
Traffic Engineering Technician Supervisor	1.00	1.00	1.00	-0-
Geographic Information System Technician	-0-	-0-	-0-	1.00
Senior Engineering Technician	-0-	-0-	-0-	3.00
Traffic Engineering Technician	7.00	7.00	7.00	5.00
Administrative Assistant	1.50	1.50	0.50	1.50
Customer Service Representative	1.00	1.00	1.00	-0-
Customer Service Clerk	0.50	0.50	0.50	0.50
Program Total	**17.00**	**17.00**	**16.00**	**19.00**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Transit Services				
Transportation Administrator	1.00	1.00	1.00	1.00
Transit Services Coordinator	1.00	1.00	1.00	1.00
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**	**5.00**	**5.00**
Department Total	**281.00**	**282.00**	**283.00**	**283.00**

TUCSON CITY GOLF

OPERATING: $ 7,996,090
POSITION TOTAL: -0-

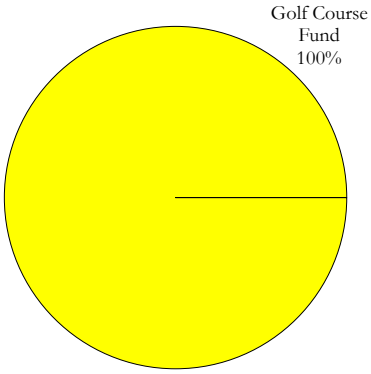
GENERAL and ADMINISTRATIVE

FOOD and BEVERAGE

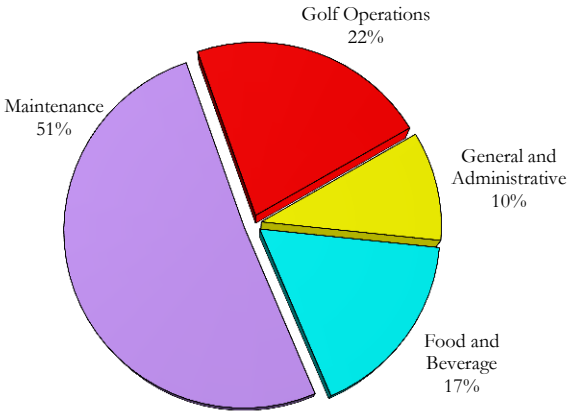
GOLF OPERATIONS

MAINTENANCE

FINANCING PLAN



PROGRAM ALLOCATION



TUCSON CITY GOLF

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	4.00	4.00	-0-	-0-
Maintenance	32.00	32.00	-0-	-0-
Pro Shops	32.00	32.00	-0-	-0-
Department Total	**68.00**	**68.00**	-0-	-0-
TOTAL BUDGET				
Operating	$ 5,969,007	$ 6,562,590	$ 6,562,590	$ 7,996,090
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 3,039,976	$ 2,955,500	$ 1,830,670	$ -0-
Services	1,671,164	1,927,850	3,048,820	2,581,570
Supplies	1,240,522	1,445,240	1,391,320	1,947,370
Equipment	11,067	234,000	234,000	-0-
Debt Services	6,278	-0-	-0-	-0-
Contracted Labor	-0-	-0-	57,780	3,467,150
Department Total	**$ 5,969,007**	**$ 6,562,590**	**$ 6,562,590**	**$ 7,996,090**
FUNDING SOURCES				
Golf Course Fund	$ 5,969,007	$ 6,562,590	$ 6,562,590	$ 7,996,090

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $7,996,090 reflects an increase of $1,433,500 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase for contracted labor due to management agreement	$ 3,467,150
Increase for leasing of golf carts and maintenance equipment	499,800
Increase for food and beverage	416,370
Increase for management fee	240,000
Increase for miscellaneous adjustments	(320)
Decrease in equipment	(234,000)
Decrease in personnel costs due to management agreement	(2,955,500)
Total	**$ 1,433,500**

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)	175,921	190,840	190,543	185,507

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Provide operations support, customer service, golf lessons, and merchandise sales at the four golf course pro shops.				
• Revenue from greens fees	$ 4,612,661	$ 5,041,380	$ 4,756,125	$ 5,134,560
• Revenue from cart fees	$ 214,039	$ 231,660	$ 246,312	$ 228,190
• Revenue from driving ranges	$ 575,669	$ 621,840	$ 518,677	$ 639,520
• Revenue from other income	$ 105,373	$ 53,000	$ 236,347	$ 198,000
• Revenue from pro shops	$ 275,745	$ 856,190	$ 264,858	$ 351,610

OPERATING PROGRAMS

GENERAL and ADMINISTRATIVE: This program area provides general oversight for Tucson City Golf by ensuring that direction and policies of the City, as well as of the Parks and Recreation Department, are followed. This area forecasts future golf play and revenues in order to develop and manage its budget and provides administrative and clerical support. Other administrative functions include payroll, accounts payable, records maintenance, and contract management.

Projected Revenue Sources				
Tucson Golf Enterprise Fund	$ 619,416	$ 552,760	$ 1,794,310	$ 836,150
Character of Expenditures				
Salaries and Benefits	$ 547,321	$ 464,590	$ 393,350	$ -0-
Services	49,348	69,970	1,380,400	689,460
Supplies	16,469	18,200	18,300	10,900
Debt Service	6,278	-0-	-0-	-0-
Contracted Labor	-0-	-0-	2,260	135,790
Program Total	**$ 619,416**	**$ 552,760**	**$ 1,794,310**	**$ 836,150**

FOOD and BEVERAGE: This program area provides high quality food and beverage service at a value to golfers and guests, both on-course and in each golf facility's clubhouse. Currently, these services are contracted to an outside vendor. This program area also hosts seminars, luncheons, dinners, banquets and parties for both golf and non-golf events and groups.

Projected Revenue Sources				
Tucson Golf Enterprise Fund	$ 168,550	$ 223,440	$ 209,460	$ 1,331,640
Character of Expenditures				
Services	$ 168,550	$ 213,440	$ 189,730	$ 52,300
Supplies	-0-	10,000	8,200	587,510
Contracted Labor	-0-	-0-	11,530	691,830
Program Total	**$ 168,550**	**$ 223,440**	**$ 209,460**	**$ 1,331,640**

GOLF OPERATIONS: This program area manages public, club and tournament golf play at the four golf facilities. Its functions include booking tee times, selling tickets, renting golf carts, monitoring play and overseeing driving range use. The program also operates a retail outlet at each golf facility stocking a variety of golf balls, shoes, hats, mens' and ladies' golf wear and other golf merchandise. Golf lessons and custom club-fitting are also provided by this program through a contractor.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Tucson Golf Enterprise Fund	$ 1,425,712	$ 1,545,180	$ 969,160	$ 1,725,730
Character of Expenditures				
Salaries and Benefits	$ 961,931	$ 1,062,650	$ 540,830	$ -0-
Services	211,741	232,920	159,360	318,750
Supplies	252,040	249,610	251,280	345,440
Contracted Labor	-0-	-0-	17,690	1,061,540
Program Total	**$ 1,425,712**	**$ 1,545,180**	**$ 969,160**	**$ 1,725,730**

MAINTENANCE: This program area ensures that golfers are provided the best possible turf and golf course conditions with the resources available. This is accomplished by appropriate training and oversight of staff; responsible upkeep and repairs of turf maintenance equipment; adhering to proven methods of horticulture; and management of the golf cart fleet.

Projected Revenue Sources				
Tucson Golf Enterprise Fund	$ 3,755,329	$ 4,241,210	$ 3,589,660	$ 4,102,570
Character of Expenditures				
Salaries and Benefits	$ 1,530,724	$ 1,428,260	$ 896,490	$ -0-
Services	1,241,525	1,411,520	1,319,330	1,521,060
Supplies	972,013	1,167,430	1,113,540	1,003,520
Equipment	11,067	234,000	234,000	-0-
Contracted Labor	-0-	-0-	26,300	1,577,990
Program Total	**$ 3,755,329**	**$ 4,241,210**	**$ 3,589,660**	**$ 4,102,570**

POSITION RESOURCES

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Maintenance				
Parks and Golf Area Supervisor	4.00	4.00	-0-	-0-
Parks Equipment Mechanic	5.00	5.00	-0-	-0-
Trade Specialist	5.00	5.00	-0-	-0-
Parks Equipment Mechanic (Hourly)	2.00	2.00	-0-	-0-
Trade Specialist (Hourly)	0.75	0.75	-0-	-0-
Fleet Service Technician (Hourly)	0.50	0.50	-0-	-0-
Parks Maintenance Worker	3.00	3.00	-0-	-0-
General Maintenance Trainee/Worker (Hourly)	11.75	11.75	-0-	-0-
Program Total	**32.00**	**32.00**	**-0-**	**-0-**
Pro Shop				
Golf Professional Supervisor	2.00	2.00	-0-	-0-
Golf Professional	1.00	1.00	-0-	-0-
Assistant Golf Professional	2.00	2.00	-0-	-0-
Senior Cashier	1.50	1.50	-0-	-0-
Cashier	5.50	5.50	-0-	-0-
Custodian	3.75	3.75	-0-	-0-
Golf Host (Hourly)	13.25	13.25	-0-	-0-
General Maintenance Trainee/Worker (Hourly)	3.00	3.00	-0-	-0-
Program Total	**32.00**	**32.00**	**-0-**	**-0-**
Department Total	**68.00**	**68.00**	**-0-**	**-0-**

TUCSON CONVENTION CENTER

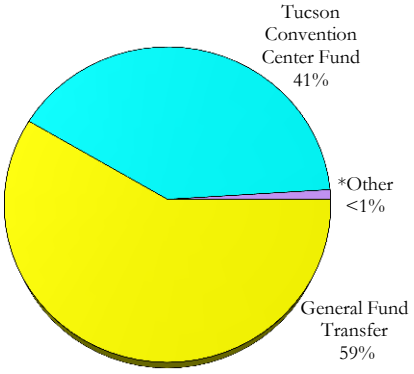
OPERATING: $ 6,032,810
POSITION TOTAL: 44.50

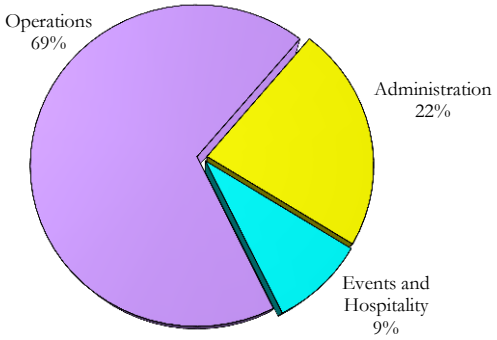
ADMINISTRATION

EVENTS and HOSPITALITY

OPERATIONS

PROGRAM ALLOCATION





*Other includes Civic Contributions (<1%).

TUCSON CONVENTION CENTER

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	18.50	20.50	20.50	20.50
Events and Hospitality	3.50	5.50	5.50	5.50
Operations	21.50	18.50	18.50	18.50
Department Total	**43.50**	**44.50**	**44.50**	**44.50**
TOTAL BUDGET				
Operating	$ 6,166,235	$ 5,742,120	$ 5,352,050	$ 6,032,810
Capital	1,040,196	-0-	-0-	-0-
Department Total	**$ 7,206,431**	**$ 5,742,120**	**$ 5,352,050**	**$ 6,032,810**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 2,213,704	$ 2,484,510	$ 1,875,980	$ 2,561,050
Services	3,586,324	3,109,750	3,334,110	3,338,260
Supplies	289,629	147,860	141,960	133,500
Equipment	76,578	-0-	-0-	-0-
Operating Total	**$ 6,166,235**	**$ 5,742,120**	**$ 5,352,050**	**$ 6,032,810**
Capital Improvement Program	1,040,196	-0-	-0-	-0-
Department Total	**$ 7,206,431**	**$ 5,742,120**	**$ 5,352,050**	**$ 6,032,810**
FUNDING SOURCES				
General Fund Transfer	$ 2,381,085	$ 2,221,040	$ 2,936,430	$ 3,517,190
Tucson Convention Center Fund	3,335,151	3,491,080	2,385,620	2,485,620
Civic Contributions	449,999	30,000	30,000	30,000
Operating Total	**$ 6,166,235**	**$ 5,742,120**	**$ 5,352,050**	**$ 6,032,810**
Capital Improvement Program	1,040,196	-0-	-0-	-0-
Department Total	**$ 7,206,431**	**$ 5,742,120**	**$ 5,352,050**	**$ 6,032,810**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $6,032,810 reflects an increase of $290,690 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in maintenance costs	$ 300,320
Increase in personnel costs	76,540
Miscellaneous adjustments	(9,510)
Decrease to contracted services	(76,660)
Total	**$ 290,690**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Provide quality space and event services for use of the arena, music hall, Leo Rich Theatre, exhibition, meeting and ballroom space.				
• Number of attendees at events	598,362	600,000	480,000	500,000
• Types of events booked in the arena				
◊ Concerts	2	10	2	3
◊ Family events	22	30	18	20
◊ Sporting events	252	210	196	200
◊ Other - graduations, trade shows, religious	42	20	39	20
• Types of events booked in the music hall				
◊ Concerts	0	12	2	2
◊ Graduations/meetings	6	30	10	11
◊ Performing arts	80	30	65	61
• Types of events booked in the Leo Rich Theatre				
◊ Concerts/theater	61	40	35	36
◊ Meetings	8	55	41	43
• Types of events booked in the exhibition halls, meeting and ballroom space				
◊ Convention/Trade	116	120	98	84
◊ Meeting/Ballroom/Education	138	70	54	61
Create economic catalyst for downtown Tucson through sales and rental tax collected from events as well as sales tax for food and beverage from the attraction of convention visitors and local community members.	$ 650,000	$ 675,000	$ 540,000	$ 560,000

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund Transfer	$ 768,465	$ 609,690	$ 599,290	$ 942,880
Box Office Fees	126,253	135,000	150,000	150,000
Event Ticket Rebates	144,327	140,000	10,000	10,000
Facility Fees	150,516	145,200	58,000	58,000
Outside Contracts	38,425	38,180	38,180	38,180
Parking Fees	194,171	218,750	162,500	162,500
Program Total	**$ 1,422,157**	**$ 1,286,820**	**$ 1,017,970**	**$ 1,361,560**
Character of Expenditures				
Salaries and Benefits	$ 1,161,169	$ 1,120,860	$ 853,350	$ 1,196,310
Services	228,328	146,730	148,480	145,740
Supplies	32,660	19,230	16,140	19,510
Program Total	**$ 1,422,157**	**$ 1,286,820**	**$ 1,017,970**	**$ 1,361,560**

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

Projected Revenue Sources				
General Fund Transfer	$ 147,364	$ 358,440	$ 242,050	$ 469,000
Catering and Concessions	91,167	133,000	42,500	42,500
Novelty Sales	27,892	30,000	5,000	5,000
Program Total	**$ 266,423**	**$ 521,440**	**$ 289,550**	**$ 516,500**
Character of Expenditures				
Salaries and Benefits	$ 252,863	$ 456,130	$ 254,200	$ 454,050
Services	13,441	55,090	30,350	52,120
Supplies	119	10,220	5,000	10,330
Program Total	**$ 266,423**	**$ 521,440**	**$ 289,550**	**$ 516,500**

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund Transfer	$ 1,464,530	$ 1,252,910	$ 2,095,090	$ 2,105,310
Catering and Concessions	182,335	217,000	127,500	127,500
Civic Contributions	450,727	30,000	30,000	30,000
Commission Revenue	110,749	140,000	140,000	140,000
Facility Fees	178,251	294,800	95,000	95,000
Parking Fees	582,515	656,250	487,500	487,500
Recovered Expenditure Revenue	224,364	65,000	41,540	41,540
Room and Space Rental	1,284,184	1,277,900	1,027,900	1,127,900
Program Total	**$ 4,477,655**	**$ 3,933,860**	**$ 4,044,530**	**$ 4,154,750**
Character of Expenditures				
Salaries and Benefits	$ 799,672	$ 907,520	$ 768,430	$ 910,690
Services	3,344,555	2,907,930	3,155,280	3,140,400
Supplies	256,850	118,410	120,820	103,660
Equipment	76,578	-0-	-0-	-0-
Program Total	**$ 4,477,655**	**$ 3,933,860**	**$ 4,044,530**	**$ 4,154,750**

POSITION RESOURCES

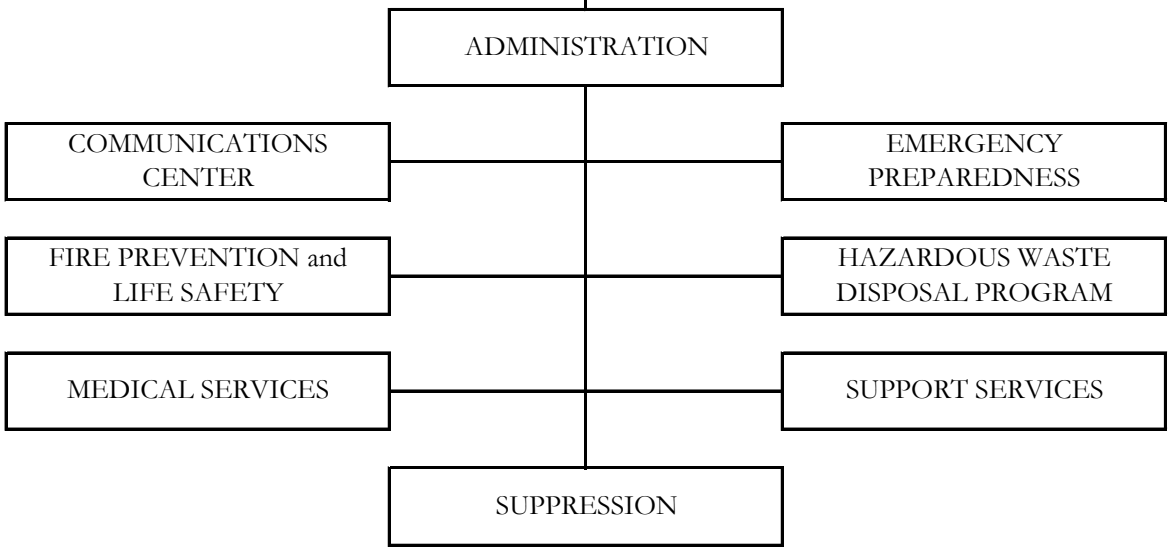
Administration				
Director of Convention Center	-0-	1.00	1.00	1.00
Convention Center Administrator	1.00	1.00	1.00	1.00
Convention Center Box Office Supervisor	1.00	1.00	1.00	1.00
Staff Assistant	-0-	1.00	1.00	1.00
Convention Center Parking Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	-0-	1.00	1.00	1.00
Secretary	2.00	1.00	1.00	1.00
Senior Cashier	2.00	2.50	2.50	2.50
Convention Center Cashier	1.50	1.50	1.50	1.50
Cashier	8.00	7.00	7.00	7.00
Office Assistant	1.00	1.50	1.50	1.50
Program Total	**18.50**	**20.50**	**20.50**	**20.50**
Event and Hospitality				
Convention Center Administrator	-0-	1.00	1.00	1.00
Convention Center Event Services Manager	2.00	1.00	1.00	1.00
Convention Center Events Coordinator	1.00	1.00	1.00	1.00

Event and Hospitality (Continued)

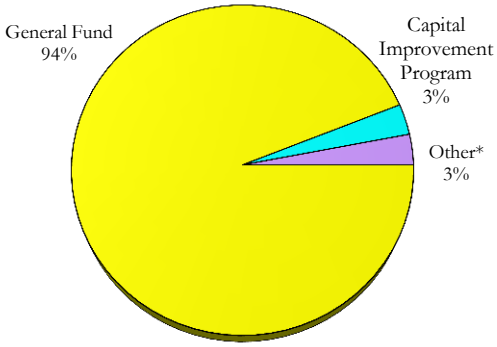
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Administrative Assistant	-0-	1.00	1.00	1.00
Convention Center Events Sale Manager	-0-	1.00	1.00	1.00
Center Services Assistant	0.50	0.50	0.50	0.50
Program Total	**3.50**	**5.50**	**5.50**	**5.50**
Operations				
Convention Center Administrator	-0-	1.00	1.00	1.00
Convention Center Event Services Manager	1.00	-0-	-0-	-0-
Convention Center Operations Manager	1.00	1.00	1.00	1.00
Convention Center Stagehand Supervisor	2.50	2.50	2.50	2.50
Lead Convention Center Worker	-0-	1.00	1.00	1.00
Lead Custodian	1.00	1.00	1.00	1.00
Convention Center Worker	16.00	11.00	11.00	11.00
Custodian	-0-	1.00	1.00	1.00
Program Total	**21.50**	**18.50**	**18.50**	**18.50**
Department Total	**43.50**	**44.50**	**44.50**	**44.50**

TUCSON FIRE

OPERATING:	$ 92,682,090
CAPITAL:	3,165,510
TOTAL:	$ 95,847,600
POSITION TOTAL:	753.50

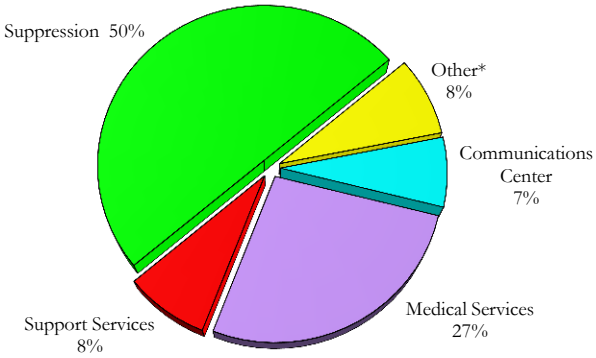


FINANCING PLAN



*Other includes Other Federal Grants (2%), Civic Contributions Fund (<1%), Non-Federal Grants Fund (<1%), and Internal Service Fund: Self Insurance (<1%).

PROGRAM ALLOCATION



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

TUCSON FIRE

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	10.00	10.00	11.00	11.50
Communications Center	82.00	84.00	82.00	82.00
Emergency Preparedness	4.00	4.00	5.00	5.00
Fire Prevention and Life Safety	36.00	36.00	36.00	36.00
Hazardous Waste Disposal Program	2.00	2.00	2.00	2.00
Medical Services	192.00	185.00	189.00	200.00
Support Services	30.00	30.00	30.00	30.00
Suppression	397.00	402.00	398.00	387.00
Department Total	**753.00**	**753.00**	**753.00**	**753.50**
TOTAL BUDGET				
Operating	$ 83,958,859	$ 89,931,670	$ 90,088,710	$ 92,682,090
Capital	3,133,534	4,091,600	2,169,900	3,165,510
Department Total	**$ 87,092,393**	**$ 94,023,270**	**$ 92,258,610**	**$ 95,847,600**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 75,120,994	$ 81,086,510	$ 81,185,750	$ 83,282,930
Services	4,913,101	3,847,470	4,110,580	4,139,070
Supplies	3,696,703	3,658,200	3,452,850	3,576,400
Equipment	228,061	1,339,490	1,339,530	1,683,690
Operating Total	**$ 83,958,859**	**$ 89,931,670**	**$ 90,088,710**	**$ 92,682,090**
Capital Improvement Program	3,133,534	4,091,600	2,169,900	3,165,510
Department Total	**$ 87,092,393**	**$ 94,023,270**	**$ 92,258,610**	**$ 95,847,600**
FUNDING SOURCES				
General Fund	$ 83,144,809	$ 86,932,770	$ 87,110,370	$ 89,711,210
Civic Contributions Fund	46,377	20,000	37,800	20,000
Internal Service Fund: Self Insurance Fund	403,036	377,960	394,590	400,880
Non-Federal Grants	-0-	164,000	121,530	150,000
Other Federal Grants	364,637	2,436,940	2,424,420	2,400,000
Operating Total	**$ 83,958,859**	**$ 89,931,670**	**$ 90,088,710**	**$ 92,682,090**
Capital Improvement Program	3,133,534	4,091,600	2,169,900	3,165,510
Department Total	**$ 87,092,393**	**$ 94,023,270**	**$ 92,258,610**	**$ 95,847,600**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $92,682,090 reflects an increase of $2,750,420 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in personnel costs	$ 2,087,850
Increase to equipment costs which includes three rescue trucks	344,200
Increase for miscellaneous adjustments	185,170
Increase for transfer of Public Safety Pension Retirement System from Finance department	133,200
Total	**$ 2,750,420**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Recover costs for advanced life support/ ambulance service from either the patients' insurance carriers or the patients themselves.				
• Number of billed advanced life support ambulance transports	19,000	18,750	18,300	18,300
• Cost recovery	53%	48%	49%	49%
Respond to fire and medical emergency calls.				
• Number of emergency calls	80,445	82,000	80,000	80,000
• Number of unit responses to structure fires (house, apartment, building)	7,465	7,600	7,500	7,500
• Number of calls concerning people experiencing cardiac arrests	834	830	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 recommendations. This time was changed and split between Medical and Fire in Fiscal Year 2014.				
• Prior to Fiscal Year 2014	61%	65%	N/A	N/A
• Medical calls – five minutes	N/A	N/A	63%	66%
• Fire calls – five minutes, twenty seconds	N/A	N/A	62%	65%
Arrive at scene within nine minutes of dispatch for advanced life support response per Arizona Department of Health Services' requirements.	91%	92%	91%	91%
Conduct fire code inspections.				
• Number of commercial buildings inspected	5,119	4,500	4,575	4,500
• Number of schools inspected	34	21	21	21
• Number of specialty inspections	1,870	1,800	1,500	1,500

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Investigate fires to determine cause and origin.	284	300	250	250
Promote public safety through public education.				
• Number of community contacts through educational programs	18,342	20,000	22,000	20,000
• Number of Juvenile Fire Stopper (JFS) classes conducted	23	35	20	25

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

Projected Revenue Sources				
General Fund	$ 1,097,334	$ 1,149,680	$ 1,182,140	$ 1,196,680
Character of Expenditures				
Salaries and Benefits	$ 907,867	$ 947,250	$ 968,810	$ 968,800
Services	157,695	174,900	181,910	194,300
Supplies	31,772	27,530	31,420	33,580
Program Total	**$ 1,097,334**	**$ 1,149,680**	**$ 1,182,140**	**$ 1,196,680**

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	$ 4,462,380	$ 5,033,950	$ 5,318,090	$ 5,215,800
Dispatch IGA	878,527	869,540	892,490	899,300
State Telecomm Excise Tax	48,540	40,000	48,500	40,000
Program Total	**$ 5,389,447**	**$ 5,943,490**	**$ 6,259,080**	**$ 6,155,100**
Character of Expenditures				
Salaries and Benefits	$ 5,059,619	$ 5,736,630	$ 5,938,140	$ 5,875,520
Services	319,247	158,060	274,270	234,200
Supplies	10,581	18,800	22,560	21,270
Equipment	-0-	30,000	24,110	24,110
Program Total	**$ 5,389,447**	**$ 5,943,490**	**$ 6,259,080**	**$ 6,155,100**

EMERGENCY PREPAREDNESS: This program area provides citywide disaster management; homeland security protection; and regional, state, and federal all-hazard coordination. Other functions include special operations training, education, regional response, and mass casualty and preparedness.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 471,037	$ 542,770	$ 564,640	$ 641,790
Non-Federal Grants Fund	-0-	164,000	121,530	150,000
Other Federal Grants Fund	364,637	1,186,940	1,174,400	1,150,000
Program Total	**$ 835,674**	**$ 1,893,710**	**$ 1,860,570**	**$ 1,941,790**
Character of Expenditures				
Salaries and Benefits	$ 592,378	$ 641,920	$ 602,770	$ 703,290
Services	149,678	10,880	15,910	18,550
Supplies	76,620	99,520	100,500	36,140
Equipment	16,998	1,141,390	1,141,390	1,183,810
Program Total	**$ 835,674**	**$ 1,893,710**	**$ 1,860,570**	**$ 1,941,790**

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.

Projected Revenue Sources				
General Fund	$ 3,759,282	$ 4,117,890	$ 4,013,440	$ 4,242,490
Civic Contribution Fund	28,399	19,000	37,800	20,000
Program Total	**$ 3,787,681**	**$ 4,136,890**	**$ 4,051,240**	**$ 4,262,490**
Character of Expenditures				
Salaries and Benefits	$ 3,551,086	$ 3,890,470	$ 3,802,840	$ 4,007,500
Services	129,643	150,810	139,040	159,480
Supplies	106,952	95,610	109,360	95,510
Program Total	**$ 3,787,681**	**$ 4,136,890**	**$ 4,051,240**	**$ 4,262,490**

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	$ 403,036	$ 377,960	$ 394,590	$ 400,880

Hazardous Waste Disposal Program (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Character of Expenditures				
Salaries and Benefits	$ 286,682	$ 256,790	$ 273,420	$ 279,500
Services	50,327	75,670	75,670	75,880
Supplies	31,082	45,500	45,500	45,500
Equipment	34,945	-0-	-0-	-0-
Program Total	**$ 403,036**	**$ 377,960**	**$ 394,590**	**$ 400,880**

MEDICAL SERVICES: This program area is responsible for the department's Advanced Life Recovery (ALS) ambulance services and emergency medical service (EMS) administration. EMS administration includes the creation and monitoring of service contracts; the development of equipment specifications, scope of practices, and standards of care; and the resolution of customer and quality assurance, liability, and liaison issues related to pre-hospital medical care. This program is partially funded through an in-house billing cost recovery for ALS ambulance services.

Projected Revenue Sources				
General Fund	$ 10,899,342	$ 12,306,790	$ 12,796,560	$ 14,095,560
ALS Cost Recovery Fees	12,098,585	11,400,000	10,930,000	11,000,000
Program Total	**$ 22,997,927**	**$ 23,706,790**	**$ 23,726,560**	**$ 25,095,560**
Character of Expenditures				
Salaries and Benefits	$ 20,764,491	$ 21,562,120	$ 21,549,760	$ 22,836,910
Services	881,118	939,980	1,072,660	1,055,340
Supplies	1,249,381	1,204,690	1,104,140	1,203,310
Equipment	102,937	-0-	-0-	-0-
Program Total	**$ 22,997,927**	**$ 23,706,790**	**$ 23,726,560**	**$ 25,095,560**

SUPPORT SERVICES: This program area provides internal support for the entire department. It administers all procurement functions, distributes supplies and equipment to all stations and facilities, and maintains all front-line vehicles and safety equipment. In addition, this program ensures that well-trained, highly qualified fire fighters are available to provide emergency service to the Tucson community through comprehensive professional training programs and career enhancement opportunities. It provides regional training opportunities to current and prospective members of the fire service throughout Southern Arizona and works to ensure that all Tucson Fire Department members are provided with the safest and healthiest possible work environment.

Projected Revenue Sources				
General Fund	$ 7,813,965	$ 6,187,560	$ 6,449,450	$ 6,914,100
General Fund: Restricted Revenues	810	54,000	12,000	54,000
Program Total	**$ 7,814,775**	**$ 6,241,560**	**$ 6,461,450**	**$ 6,968,100**
Character of Expenditures				
Salaries and Benefits	$ 3,732,180	$ 2,839,190	$ 3,122,580	$ 3,243,670
Services	2,467,164	1,592,820	1,584,870	1,628,320
Supplies	1,542,250	1,641,450	1,579,970	1,620,340
Equipment	73,181	168,100	174,030	475,770
Program Total	**$ 7,814,775**	**$ 6,241,560**	**$ 6,461,450**	**$ 6,968,100**

SUPPRESSION: This program area provides all-hazard risk protection and timely response to the Tucson community using contemporary, efficient, and compliant emergency response service through a highly-trained force of professional and dedicated emergency fire and rescue personnel. It focuses on continuously improving customer service, internal processes, and technologies.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 41,615,007	$ 45,230,590	$ 46,153,080	$ 45,411,490
Civic Contribution Fund	17,978	1,000	-0-	-0-
Other Federal Grants Fund	-0-	1,250,000	-0-	1,250,000
Program Total	**$ 41,632,985**	**$ 46,481,590**	**$ 46,153,080**	**$ 46,661,490**
Character of Expenditures				
Salaries and Benefits	$ 40,226,691	$ 45,212,140	$ 44,927,430	$ 45,367,740
Services	758,229	744,350	766,250	773,000
Supplies	648,065	525,100	459,400	520,750
Program Total	**$ 41,632,985**	**$ 46,481,590**	**$ 46,153,080**	**$ 46,661,490**

POSITION RESOURCES

Administration				
Fire Chief	1.00	1.00	1.00	1.00
Fire Administrator	1.00	1.00	1.00	-0-
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Lead Management Analyst	-0-	-0-	-0-	1.00
Staff Assistant	-0-	-0-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	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	**10.00**	**10.00**	**11.00**	**11.50**
Communications Center				
Fire Captain	-0-	2.00	-0-	-0-
Fire Captain: Eight Hour	-0-	-0-	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	-0-	-0-	1.00	1.00
Lead Public Safety Dispatcher	5.00	6.00	5.00	5.00
Public Safety Dispatcher	48.00	47.00	47.00	47.00
Master Street Address Guide Scheduler	1.00	1.00	1.00	1.00
Emergency 911 Operator	20.00	20.00	18.00	18.00
Program Total	**82.00**	**84.00**	**82.00**	**82.00**

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Emergency Preparedness				
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	-0-	-0-	1.00	1.00
Program Total	**4.00**	**4.00**	**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**
Hazardous Waste Disposal Program				
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Prevention Inspector: Haz Mat	1.00	1.00	1.00	1.00
Program Total	**2.00**	**2.00**	**2.00**	**2.00**
Medical Services				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Fire Captain	11.00	11.00	12.00	12.00
Paramedic: Haz Mat/Technical Rescue Team	30.00	29.00	27.00	12.00
Paramedic	138.00	132.00	137.00	163.00
Lead Cost Recovery Clerk	-0-	-0-	2.00	2.00
Communications System Administrator	-0-	1.00	-0-	-0-
GIS Data Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Cost Recovery Clerk	6.00	5.00	4.00	4.00
Program Total	**192.00**	**185.00**	**189.00**	**200.00**

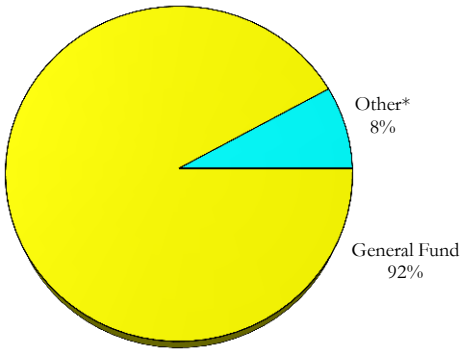
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Support Services				
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	2.00	2.00
Fire Captain Assignment: Training Officer	4.00	4.00	4.00	4.00
Equipment Maintenance Superintendent	1.00	1.00	1.00	1.00
Certified Emergency Vehicle Technician Supervisor	2.00	2.00	2.00	2.00
Fire Training Coordinator	1.00	1.00	1.00	1.00
Certified Emergency Vehicle Technician	9.00	9.00	9.00	9.00
Certified Automotive Parts Specialist	2.00	2.00	2.00	2.00
Certified Fire Equipment Specialist	2.00	2.00	2.00	2.00
Lead Housing Technician	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	3.00	3.00	3.00
Certified Senior Fleet Service Technician	1.00	1.00	1.00	1.00
Secretary	1.00	-0-	-0-	-0-
Senior Storekeeper	2.00	2.00	2.00	2.00
Program Total	**30.00**	**30.00**	**30.00**	**30.00**
Suppression				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	2.00	2.00
Fire Battalion Chief	12.00	12.00	12.00	12.00
Fire Captain: Eight Hour	1.00	1.00	-0-	-0-
Fire Captain: Haz Mat/Technical Rescue Team	26.00	24.00	21.00	15.00
Fire Captain	81.00	78.00	80.00	83.00
Fire Engineer: Haz Mat/Technical Rescue Team	30.00	26.00	27.00	21.00
Fire Engineer	82.00	82.00	85.00	87.00
Fire Fighter: Haz Mat/Technical Rescue Team	53.00	39.00	36.00	27.00
Fire Fighter	108.00	136.00	133.00	138.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	**397.00**	**402.00**	**398.00**	**387.00**
Department Total	**753.00**	**753.00**	**753.00**	**753.50**

TUCSON POLICE

OPERATING: $ 161,979,620
POSITION TOTAL: 1,315.50

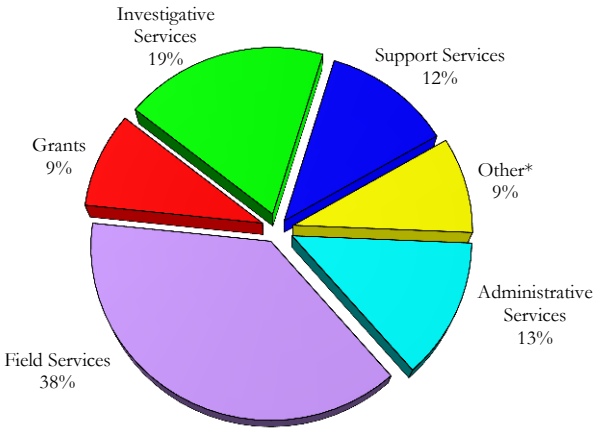
- OFFICE of the CHIEF of POLICE
  - ADMINISTRATIVE SERVICES
  - FIELD SERVICES
  - GRANTS
  - INVESTIGATIVE SERVICES
  - SUPPORT SERVICES
  - EMERGENCY MANAGEMENT
  - FORFEITURE
  - IMPOUNDS
  - SPECIAL DUTY

FINANCING PLAN



*Other includes Other Federal Grants Fund (7%), Non-Federal Grants Fund (1%), and Civic Contribution Fund (<1%).

PROGRAM ALLOCATION



*Other includes Office of the Chief of Police (3%), Forfeiture (2%), Special Duty (2%), Emergency Management (1%), and Impounds (1%).

TUCSON POLICE

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Office of the Chief of Police	33.00	33.00	34.00	33.00
Administrative Services	108.00	111.00	110.00	111.00
Emergency Management	8.00	8.00	8.00	8.00
Field Services	574.00	589.00	583.00	585.00
Forfeiture	4.00	4.00	4.00	4.00
Grants	112.00	93.00	98.00	96.00
Impounds	8.00	8.00	8.00	8.00
Investigative Services	282.50	283.50	283.50	283.50
Special Duty	4.00	4.00	4.00	4.00
Support Services	179.00	179.00	183.00	183.00
Department Total	**1,312.50**	**1,312.50**	**1,315.50**	**1,315.50**
TOTAL BUDGET				
Operating	$ 155,482,828	$ 162,442,700	$ 159,443,940	$ 161,979,620
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 128,322,941	$ 138,588,820	$ 134,067,560	$ 136,759,380
Services	19,382,904	16,146,740	18,732,900	17,008,330
Supplies	5,851,288	6,067,840	5,745,880	6,462,110
Equipment	1,925,695	1,639,300	897,600	1,749,800
Department Total	**$ 155,482,828**	**$ 162,442,700**	**$ 159,443,940**	**$ 161,979,620**
FUNDING SOURCES				
General Fund	$ 142,602,856	$ 146,864,750	$ 144,583,790	$ 148,498,860
Civic Contribution Fund	104,107	134,120	133,110	1,000
Non-Federal Grants Fund	1,108,939	1,577,330	1,672,020	1,497,520
Other Federal Grants Fund	11,666,926	13,866,500	13,055,020	11,982,240
Department Total	**$ 155,482,828**	**$ 162,442,700**	**$ 159,443,940**	**$ 161,979,620**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $161,979,620 reflects a decrease of $463,080 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase to capacity for photo enforcement contract, electricity and vehicle maintenance	$ 861,590
Increase to fuel	394,270
Increase to equipment	110,500
Decrease to personnel costs due to vacancy savings	(1,829,440)
Total	**$ (463,080)**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Respond to calls for service.				
• Number of emergency responses	1,722	1,074	2,938	2,938
• Number of critical responses	27,906	40,378	46,395	46,395
• Number of urgent responses	71,623	92,935	69,911	69,911
• Number of general responses	149,701	137,126	82,704	82,704
Respond to emergency response calls within five minutes.	62%	85%	62%	61%
Respond to critical response calls within ten minutes.	56%	70%	61%	60%
Respond to urgent response calls within 30 minutes.	71%	80%	75%	75%
Respond to general response calls within 120 minutes.	54%	70%	70%	70%
Answer emergency 9-1-1 calls routed to the Tucson Police Department.				
• Inbound service calls	356,164	321,312	372,902	372,902
• Outbound service calls	319,876	225,084	333,747	333,747
Requests received for evidence comparison and analysis sent to the crime laboratory.	3,345	3,700	3,700	3,700
Requests completed/closed for evidence comparison and analysis sent to the crime laboratory.	2,815	3,250	3,250	3,250
Process incoming items of evidence and property.	82,743	80,000	83,000	82,000
Process outgoing items of evidence and property.	73,403	71,000	80,000	73,800
Yearly percentage of property turnover (number of items disposed/returned vs. number of items seized).	89%	89%	95%	89%
Optimize clearance rates (for assigned cases).				
• Homicide	73%	65%	70%	70%
• Sexual Assault	3%	15%	5%	5%
• Robbery	24%	24%	18%	18%
• Aggravated Assault	32%	35%	35%	35%
• Burglary	4%	5%	3%	3%
• Larceny	11%	15%	14%	14%
• Auto Theft	4%	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.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 4,676,851	$ 4,779,330	$ 5,082,690	$ 4,264,510
Character of Expenditures				
Salaries and Benefits	$ 4,522,128	$ 4,650,490	$ 4,962,210	$ 4,133,470
Services	136,533	109,450	109,450	111,650
Supplies	18,190	19,390	11,030	19,390
Program Total	**$ 4,676,851**	**$ 4,779,330**	**$ 5,082,690**	**$ 4,264,510**

ADMINISTRATIVE SERVICES: This program area provides services necessary to ensure sustainable and proactive operations as directed by the Chief of Police. This support includes Finance, Capital Projects, Logistics, Records, Human Resources, and Training.

Projected Revenue Sources				
General Fund	$ 26,638,666	$ 20,588,550	$ 25,596,240	$ 20,744,420
General Fund: Restricted	-0-	-0-	46,100	-0-
Other Federal Grants Fund	-0-	76,000	2,390	63,250
Program Total	**$ 26,638,666**	**$ 20,664,550**	**$ 25,644,730**	**$ 20,807,670**
Character of Expenditures				
Salaries and Benefits	$ 11,925,098	$ 9,754,940	$ 13,141,920	$ 9,474,320
Services	10,658,175	7,669,050	8,892,640	8,008,940
Supplies	3,578,821	3,240,560	3,593,330	3,324,410
Equipment	476,572	-0-	16,840	-0-
Program Total	**$ 26,638,666**	**$ 20,664,550**	**$ 25,644,730**	**$ 20,807,670**

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	$ 697,105	$ 984,200	$ 776,640	$ 953,700
Character of Expenditures				
Salaries and Benefits	$ 681,490	$ 964,900	$ 755,320	$ 934,080
Services	14,755	19,300	21,240	19,620
Supplies	860	-0-	80	-0-
Program Total	**$ 697,105**	**$ 984,200**	**$ 776,640**	**$ 953,700**

FIELD SERVICES: This program area responds to calls for service, investigates crimes and provides for the safe flow of traffic. This includes maintaining strong relationships with neighborhood and business associations, as well as furthering partnerships in an effort to protect life, property, prevent crime and resolve problems.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 58,321,880	$ 63,229,470	$ 59,382,870	$ 62,122,020
Other Federal Grants Fund	-0-	84,930	2,290	120,410
Program Total	**$ 58,321,880**	**$ 63,314,400**	**$ 59,385,160**	**$ 62,242,430**
Character of Expenditures				
Salaries and Benefits	$ 56,986,875	$ 62,154,560	$ 58,228,980	$ 61,036,810
Services	1,317,224	1,142,580	1,142,580	1,188,360
Supplies	17,781	17,260	13,600	17,260
Program Total	**$ 58,321,880**	**$ 63,314,400**	**$ 59,385,160**	**$ 62,242,430**

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	$ -0-	$ -0-	$ -0-	$ 44,650
General Fund: Restricted	1,236,827	2,166,900	1,079,910	2,315,500
Other Federal Grants Fund	7,686	200,010	203,810	250,000
Program Total	**$ 1,244,513**	**$ 2,366,910**	**$ 1,283,720**	**$ 2,610,150**
Character of Expenditures				
Salaries and Benefits	$ 577,100	$ 1,052,270	$ 381,880	$ 906,400
Services	561,153	860,240	796,390	1,170,620
Supplies	99,793	454,400	80,800	273,370
Equipment	6,467	-0-	24,650	259,760
Program Total	**$ 1,244,513**	**$ 2,366,910**	**$ 1,283,720**	**$ 2,610,150**

GRANTS: This program area provides administrative and financial oversight and capacity for grant funding allocated to the Tucson Police Department in order to enhance operational objectives outlined by the Chief of Police.

Projected Revenue Sources				
General Fund	$ 836,837	$ 246,480	$ 360,820	$ 2,048,090
Civic Contribution Fund	104,107	134,120	133,110	1,000
Non-Federal Grants Fund	1,108,939	1,577,330	1,672,020	1,497,520
Other Federal Grants Fund	11,659,240	13,445,290	12,844,910	11,548,580
Program Total	**$ 13,709,123**	**$ 15,403,220**	**$ 15,010,860**	**$ 15,095,190**
Character of Expenditures				
Salaries and Benefits	$ 7,832,167	$ 8,583,320	$ 8,817,740	$ 9,501,990
Services	3,303,776	3,851,090	4,304,290	3,384,670
Supplies	1,130,524	1,342,730	1,032,720	1,931,710
Equipment	1,442,656	1,626,080	856,110	276,820
Program Total	**$ 13,709,123**	**$ 15,403,220**	**$ 15,010,860**	**$ 15,095,190**

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 on associated restricted revenues generated from impound fee receipts.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Vehicle Impoundment	$ 722,160	$ 899,240	$ 741,290	$ 2,094,790
Character of Expenditures				
Salaries and Benefits	$ 593,162	$ 669,230	$ 479,820	$ 694,360
Services	71,941	78,460	73,840	79,110
Supplies	57,057	151,550	187,630	121,320
Equipment	-0-	-0-	-0-	1,200,000
Program Total	**$ 722,160**	**$ 899,240**	**$ 741,290**	**$ 2,094,790**

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	$ 29,729,210	$ 31,301,810	$ 30,787,140	$ 30,502,920
Crime Lab Assessment Fee	76,739	120,000	54,850	120,000
Other Federal Grants Fund	-0-	60,270	1,620	-0-
Program Total	**$ 29,805,949**	**$ 31,482,080**	**$ 30,843,610**	**$ 30,622,920**
Character of Expenditures				
Salaries and Benefits	$ 28,284,887	$ 30,252,020	$ 29,343,610	$ 29,374,700
Services	1,094,753	847,670	1,140,930	868,830
Supplies	426,309	369,170	359,070	366,170
Equipment	-0-	13,220	-0-	13,220
Program Total	**$ 29,805,949**	**$ 31,482,080**	**$ 30,843,610**	**$ 30,622,920**

SPECIAL DUTY: This program area provides police-related services to an employer, other than the City of Tucson, by departmental personnel during off-duty hours (i.e., point control, security or any time required to work in a police capacity) in order to enhance existing public safety and community policing efforts.

Projected Revenue Sources				
General Fund	$ 33,138	$ 57,490	$ -0	$ 29,470
Special Duty	3,582,350	3,400,000	3,785,670	3,700,000
Program Total	**$ 3,615,488**	**$ 3,457,490**	**$ 3,785,670**	**$ 3,729,470**
Character of Expenditures				
Salaries and Benefits	$ 3,479,775	$ 3,337,090	$ 3,781,460	$ 3,594,580
Services	135,332	120,400	4,210	120,690
Supplies	381	-0-	-0-	14,200
Program Total	**$ 3,615,488**	**$ 3,457,490**	**$ 3,785,670**	**$ 3,729,470**

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 16,051,093	$ 19,091,280	$ 16,889,570	$ 19,558,790
Character of Expenditures				
Salaries and Benefits	$ 13,440,259	$ 17,170,000	$ 14,174,620	$ 17,108,670
Services	2,089,262	1,448,500	2,247,330	2,055,840
Supplies	521,572	472,780	467,620	394,280
Program Total	**$ 16,051,093**	**$ 19,091,280**	**$ 16,889,570**	**$ 19,558,790**

POSITION RESOURCES

Office of the Chief of Police				
Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Deputy Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Assistant Police Chief	4.00	4.00	4.00	4.00
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	4.00	4.00	4.00	4.00
Police Sergeant: Assignments	4.00	4.00	4.00	4.00
Police Sergeant	5.00	5.00	5.00	5.00
Lead Management Analyst	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Detective	1.00	1.00	1.00	1.00
Police Officer: Assignments	2.00	2.00	2.00	2.00
Police Officer	1.00	1.00	2.00	1.00
Community Services/Neighborhood Resources Project Coordinator	1.00	-0-	-0-	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Secretary	2.00	3.00	3.00	3.00
Program Total	**33.00**	**33.00**	**34.00**	**33.00**
Administrative Services				
Police Lieutenant: Police Captain	3.00	3.00	3.00	3.00
Police Lieutenant	3.00	3.00	2.00	4.00
Police Sergeant: Assignments	8.00	10.00	10.00	9.00
Police Sergeant	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Police Psychologist	1.00	1.00	1.00	1.00
Police Records Superintendent	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	2.00
Staff Assistant	5.00	4.00	4.00	3.00
Police Officer: Assignments	14.00	14.00	13.00	14.00
Police Officer	6.00	6.00	7.00	6.00
Management Analyst	1.00	3.00	3.00	3.00
Police Records Supervisor	8.00	8.00	8.00	8.00
Administrative Assistant	2.00	2.00	2.00	2.00

Administrative Services (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Police Records Specialist	35.00	35.00	35.00	35.00
Secretary	3.00	3.00	3.00	3.00
Senior Account Clerk	5.00	5.00	5.00	5.00
Senior Fleet Services Technician	5.00	5.00	5.00	5.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Data Control Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	**108.00**	**111.00**	**110.00**	**111.00**
Emergency Management				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	3.00	3.00	3.00	3.00
Police Sergeant	1.00	1.00	1.00	1.00
Police Officer: Assignments	1.00	1.00	1.00	1.00
Regional Intelligence Analyst	1.00	1.00	1.00	1.00
Program Total	**8.00**	**8.00**	**8.00**	**8.00**
Field Services				
Police Lieutenant: Police Captain	5.00	5.00	5.00	5.00
Police Lieutenant	12.00	11.00	11.00	11.00
Police Sergeant: Assignments	14.00	13.00	13.00	12.00
Police Sergeant	61.00	61.00	61.00	62.00
Detective	20.00	20.00	20.00	20.00
Police Officer: Assignments	94.00	93.00	93.00	93.00
Police Officer	339.00	357.00	355.00	357.00
Marshall	1.00	1.00	1.00	1.00
Community Service Officer	23.00	23.00	19.00	19.00
Secretary	5.00	5.00	5.00	5.00
Program Total	**574.00**	**589.00**	**583.00**	**585.00**
Forfeiture				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Financial Specialist	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Senior Fleet Services Technician	1.00	1.00	1.00	1.00
Program Total	**4.00**	**4.00**	**4.00**	**4.00**
Grants				
Police Sergeant: Assignments	2.00	2.00	2.00	2.00
Detective	2.00	1.00	1.00	1.00
Finance Analyst	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Police Officer: Assignments	7.00	5.00	7.00	5.00
Police Officer	89.00	75.00	75.00	75.00
Criminalist II	1.00	2.00	2.00	-0-
Criminalist	2.00	1.00	2.00	4.00
Electronics Technician	1.00	1.00	1.00	1.00
Financial Investigator	1.00	1.00	1.00	1.00

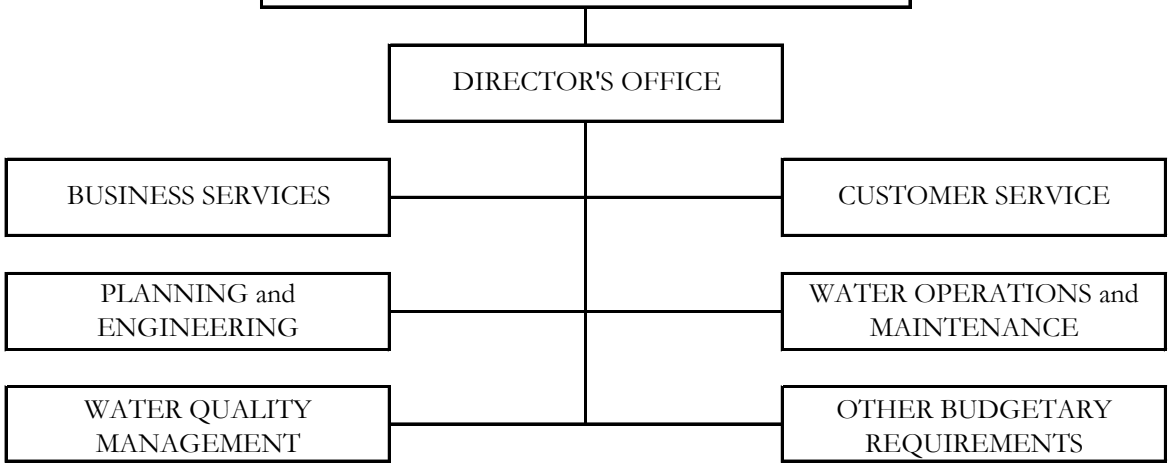
Grants (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Management Analyst	1.00	-0-	-0-	-0-
Crime Scene Specialist	1.00	-0-	-0-	-0-
Police Crime Analyst	2.00	2.00	2.00	2.00
Information Tech Specialist	-0-	-0-	1.00	1.00
Senior Account Clerk	1.00	1.00	2.00	2.00
Program Total	**112.00**	**93.00**	**98.00**	**96.00**
Impounds				
Police Sergeant	1.00	1.00	1.00	1.00
Police Records Specialist	2.00	2.00	2.00	2.00
Customer Service Representative	5.00	5.00	5.00	5.00
Program Total	**8.00**	**8.00**	**8.00**	**8.00**
Investigative Services				
Police Lieutenant: Police Captain	3.00	3.00	3.00	3.00
Police Lieutenant	6.00	6.00	6.00	7.00
Forensics Administrator	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	19.00	19.00	19.00	18.00
Police Sergeant	4.00	4.00	4.00	4.00
Crime Laboratory Superintendent	1.00	1.00	1.00	1.00
Police Identification Superintendent	1.00	1.00	1.00	1.00
Crime Laboratory Coordinator	4.50	4.50	4.50	4.50
DNA Technical Leader	1.00	1.00	1.00	1.00
Police Evidence Superintendent	1.00	1.00	1.00	1.00
Criminalist III	-0-	-0-	-0-	1.00
Criminalist II	15.00	19.00	19.00	15.00
Staff Assistant	1.00	1.00	1.00	1.00
Detective: Assignments	4.00	4.00	4.00	4.00
Detective	120.00	120.00	120.00	120.00
Police Officer: Assignments	27.00	27.00	27.00	27.00
Police Officer	11.00	11.00	11.00	11.00
Criminalist	2.00	-0-	-0-	1.00
Crime Scene Specialist Supervisor	4.00	4.00	4.00	6.00
Police Evidence Supervisor	2.00	2.00	2.00	2.00
Crime Scene Specialist	18.00	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 System Technician	7.00	7.00	7.00	7.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	3.00	3.00	3.00	3.00
Clerk Transcriptionist	4.00	4.00	4.00	4.00
Office Assistant	2.00	2.00	2.00	2.00
Program Total	**282.50**	**283.50**	**283.50**	**283.50**
Special Duty				
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	**4.00**	**4.00**	**4.00**	**4.00**

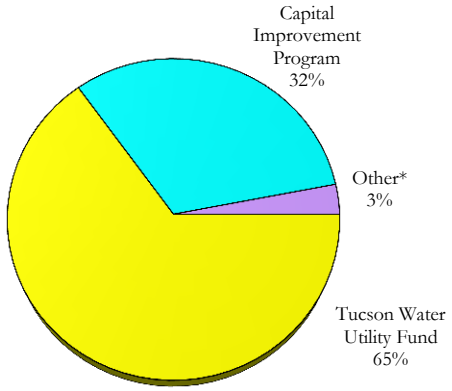
	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Support Services				
Police Lieutenant: Police Captain	2.00	1.00	1.00	2.00
Police Lieutenant	5.00	6.00	6.00	5.00
Police Sergeant: Assignments	11.00	11.00	11.00	11.00
Public Safety Communications Administrator	1.00	1.00	1.00	1.00
Communications Superintendent	1.00	1.00	1.00	1.00
Police Hazardous Devices Technician	3.00	3.00	3.00	3.00
Detective	4.00	4.00	4.00	4.00
Police Officer: Assignments	61.00	61.00	61.00	61.00
Police Officer	4.00	4.00	4.00	4.00
Aircraft Mechanic	2.00	2.00	2.00	2.00
Public Safety Communications Supervisor	10.00	10.00	11.00	11.00
Public Safety Dispatcher	33.00	33.00	33.00	33.00
Police Service Operator	41.00	41.00	44.00	44.00
Clerk Transcriptionist	1.00	1.00	1.00	1.00
Program Total	**179.00**	**179.00**	**183.00**	**183.00**
Department Total	**1,312.50**	**1,312.50**	**1,315.50**	**1,315.50**

TUCSON WATER

OPERATING:	$ 164,017,140
CAPITAL:	76,289,000
TOTAL:	$ 240,306,140
POSITION TOTAL:	547.50

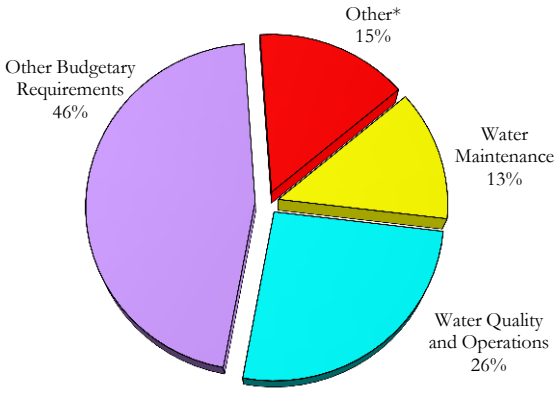


FINANCING PLAN



*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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Director Office	26.50	26.50	30.50	30.50
Business Services	15.00	15.00	13.00	13.00
Customer Service	116.00	116.00	123.00	123.00
Planning and Engineering	126.00	126.00	122.50	122.50
Water Maintenance	187.00	187.00	193.00	193.00
Water Quality and Operations	76.50	76.50	65.50	65.50
Department Total	**547.00**	**547.00**	**547.50**	**547.50**
TOTAL BUDGET				
Operating	$ 134,479,159	$ 154,285,510	$ 145,728,400	$ 164,017,140
Capital	69,519,868	64,382,000	64,481,000	76,289,000
Department Total	**$ 203,999,027**	**$ 218,667,510**	**$ 210,209,400**	**$ 240,306,140**
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 31,327,271	$ 32,470,830	$ 32,051,670	$ 33,523,290
Services	55,333,753	63,896,560	61,097,390	69,113,880
Supplies	6,484,107	9,222,660	7,630,740	9,127,410
Equipment	873,365	1,709,820	1,589,780	1,446,560
Debt Service	40,460,663	46,985,640	43,358,820	50,806,000
Operating Total	**$ 134,479,159**	**$ 154,285,510**	**$ 145,728,400**	**$ 164,017,140**
Capital Improvement Program	69,519,868	64,382,000	64,481,000	76,289,000
Department Total	**$ 203,999,027**	**$ 218,667,510**	**$ 210,209,400**	**$ 240,306,140**
FUNDING SOURCES				
Tucson Water Utility Fund	$ 128,611,520	$ 148,614,510	$ 139,815,640	$ 158,092,140
Tucson Water Conservation Fund	2,728,502	2,950,000	3,191,760	3,050,000
Tucson Water Resource Fee	407,222	350,000	350,000	375,000
Tucson Water System Equity Fee	2,731,915	2,371,000	2,371,000	2,500,000
Operating Total	**$ 134,479,159**	**$ 154,285,510**	**$ 145,728,400**	**$ 164,017,140**
Capital Improvement Program	69,519,868	64,382,000	64,481,000	76,289,000
Department Total	**$ 203,999,027**	**$ 218,667,510**	**$ 210,209,400**	**$ 240,306,140**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $164,017,140 reflects an increase of $9,731,630 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in bond principal and interest payments	$ 3,820,360
Increases in Central Arizona Project water charge and infrastructure costs	3,182,970
Increases in maintenance costs which includes pavement replacement, leak detection, pipeline protection, and enhanced maintenance of the Avra Valley properties	2,048,820
Increase in personnel costs	1,052,460
Decrease in expenditures for equipment	(372,980)
Total	**$ 9,731,630**

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Provide timely responses to customer telephone calls regarding utility accounts.				
• Number of incoming calls	398,591	402,000	444,000	450,000
• Average number of minutes customers wait to speak to a service representative	2.1	2.0	2.0	2.0
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.				
• Number of errors per 1,000 meter reads	4.0	4.0	4.0	4.0
Read water meters for billing purposes.				
• Number of water meters read annually (thousands)	2,731	2,860	2,860	2,861
Provide water customers with reliable, high quality water.				
• Number of operational wells	217	217	217	217
• Number of new meter and full-service requests completed annually	1,455	1,300	1,400	1,400
• Number of emergency water outages repaired	1,000	2,000	800	880
• Percent of emergency water outages restored within four to eight hours	99%	50%	99%	99%

Department Measures of Performance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	4	5	5	5
• Number of requests for new water services (meters, hydrants, etc.) processed	3,500	4,000	4,000	4,000
Ensure system modification projects submitted for review are processed within established timelines.				
• Number of system modification plans reviewed	95	100	100	100
• Percentage of system modification plans reviewed within 15 working days	90%	95%	95%	95%
Conduct water quality monitoring and reporting programs to ensure the highest quality water is being delivered and to ensure compliance with regulatory requirements.				
• Number of samples analyzed by contract laboratories	948	700	640	600
• Number of samples analyzed in-house	7,514	8,000	8,100	8,000
• Number of compliance samples collected	5,166	3,500	4,100	3,500
• Number of discretionary samples collected	5,348	3,000	4,000	4,500
• Percent of water samples collected which meet regulatory requirements	100%	100%	100%	100%

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Tucson Water Utility Fund	$ 2,527,840	$ 4,269,210	$ 2,846,820	$ 3,531,210
Tucson Water Conservation Fund	2,727,541	2,950,000	3,191,760	3,050,000
Program Total	**$ 5,255,381**	**$ 7,219,210**	**$ 6,038,580**	**$ 6,581,210**
Character of Expenditures				
Salaries and Benefits	$ 2,063,264	$ 2,220,290	$ 2,217,470	$ 2,159,900
Services	2,851,797	4,331,980	3,307,370	4,018,960
Supplies	340,320	666,940	513,740	402,350
Program Total	**$ 5,255,381**	**$ 7,219,210**	**$ 6,038,580**	**$ 6,581,210**

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

Projected Revenue Sources				
Tucson Water Utility Fund	$ 3,358,992	$ 4,177,680	$ 4,195,250	$ 4,038,530
Character of Expenditures				
Salaries and Benefits	$ 556,271	$ 1,057,860	$ 762,360	$ 871,330
Services	1,668,600	1,831,290	1,789,700	1,882,660
Supplies	1,134,121	1,288,530	1,643,190	1,284,540
Program Total	**$ 3,358,992**	**$ 4,177,680**	**$ 4,195,250**	**$ 4,038,530**

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.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Tucson Water Utility Fund	$ 7,369,065	$ 7,450,570	$ 7,229,540	$ 7,969,090
Character of Expenditures				
Salaries and Benefits	$ 6,479,761	$ 6,290,890	$ 6,140,990	$ 6,534,520
Services	429,931	468,830	407,890	683,020
Supplies	459,373	690,850	680,660	751,550
Program Total	**$ 7,369,065**	**$ 7,450,570**	**$ 7,229,540**	**$ 7,969,090**

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

Projected Revenue Sources				
Tucson Water Utility Fund	$ 4,850,789	$ 5,405,700	$ 5,765,950	$ 5,654,870
Tucson Water Conservation Fund	961	-0-	-0-	-0-
Program Total	**$ 4,851,750**	**$ 5,405,700**	**$ 5,765,950**	**$ 5,654,870**
Character of Expenditures				
Salaries and Benefits	$ 4,118,044	$ 4,555,640	$ 5,026,500	$ 4,811,450
Services	590,913	581,580	560,700	571,200
Supplies	142,793	268,480	178,750	272,220
Program Total	**$ 4,851,750**	**$ 5,405,700**	**$ 5,765,950**	**$ 5,654,870**

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	$ 19,194,318	$ 19,654,980	$ 19,187,980	$ 21,217,650
Character of Expenditures				
Salaries and Benefits	$ 10,514,498	$ 11,443,710	$ 11,287,710	$ 10,735,580
Services	5,399,384	4,926,160	5,086,150	6,864,010
Supplies	3,280,436	3,285,110	2,814,120	3,618,060
Program Total	**$ 19,194,318**	**$ 19,654,980**	**$ 19,187,980**	**$ 21,217,650**

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 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
Tucson Water Utility Fund	$ 35,545,540	$ 41,388,680	$ 38,500,090	$ 42,573,070
Character of Expenditures				
Salaries and Benefits	$ 6,310,448	$ 6,644,070	$ 5,821,610	$ 6,848,030
Services	27,767,034	31,861,540	30,990,110	33,050,820
Supplies	1,468,058	2,883,070	1,688,370	2,674,220
Program Total	**$ 35,545,540**	**$ 41,388,680**	**$ 38,500,090**	**$ 42,573,070**

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

Projected Revenue Sources				
Tucson Water Utility Fund	$ 55,764,976	$ 66,267,690	$ 62,090,010	$ 73,107,720
Tucson Water Resource Fee	407,222	350,000	350,000	375,000
Tucson Water System Equity Fee	2,731,915	2,371,000	2,371,000	2,500,000
Program Total	**$ 58,904,113**	**$ 68,988,690**	**$ 64,811,010**	**$ 75,982,720**
Character of Expenditures				
Salaries and Benefits	$ 1,284,985	$ 258,370	$ 795,030	$ 1,562,480
Services	16,626,094	19,895,180	18,955,470	22,043,210
Supplies	(340,994)	139,680	111,910	124,470
Equipment	873,365	1,709,820	1,589,780	1,446,560
Debt Service	40,460,663	46,985,640	43,358,820	50,806,000
Program Total	**$ 58,904,113**	**$ 68,988,690**	**$ 64,811,010**	**$ 75,982,720**

POSITION RESOURCES

Director's Office				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Water Administrator	-0-	-0-	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	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	2.00	2.00	1.00	1.00
Lead Planner	1.00	1.00	-0-	-0-

Director's Office (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
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	-0-	-0-	1.00	1.00
Staff Assistant	-0-	-0-	2.00	2.00
Executive Assistant	-0-	-0-	1.00	1.00
Graphic Arts Specialist	1.00	1.00	-0-	-0-
Utility Service Representative	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	2.50	2.50	3.00	3.00
Program Total	**26.50**	**26.50**	**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	4.00	4.00	2.00	2.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Staff Assistant	7.00	7.00	6.00	6.00
Senior Account Clerk	1.00	1.00	-0-	-0-
Administrative Assistant	-0-	-0-	2.00	2.00
Program Total	**15.00**	**15.00**	**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	8.00	8.00	10.00	10.00
Staff Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	-0-	-0-
Lead Water Meter Repairer	-0-	-0-	1.00	1.00
Lead Utility Service Worker	4.00	4.00	4.00	4.00
Meter Service Representative	11.00	11.00	7.00	7.00
Utility Service Representative	4.00	4.00	6.00	6.00
Administrative Assistant	2.00	2.00	1.00	1.00
Water Meter Repairer	-0-	-0-	2.00	2.00
Utility Service Worker	37.00	37.00	42.00	42.00
Customer Service Representative	39.00	39.00	40.00	40.00
Senior Account Clerk	5.00	5.00	5.00	5.00
Program Total	**116.00**	**116.00**	**123.00**	**123.00**
Planning and Engineering				
Water Administrator	3.00	3.00	2.00	2.00
Engineering Manager	6.00	6.00	5.00	5.00
Geographic Information Systems (GIS) Supervisor	1.00	1.00	1.00	1.00
Chief Hydrologist	-0-	-0-	1.00	1.00

Planning and Engineering (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Civil Engineer	12.00	12.00	14.00	14.00
Electrical Engineer	2.00	2.00	2.00	2.00
Engineering Records and Information Supervisor	-0-	-0-	1.00	1.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Inspection Supervisor	2.00	2.00	1.00	1.00
Lead Hydrologist	3.00	3.00	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	8.00	8.00	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	14.00	14.00	13.00	13.00
Survey Crew Chief	3.00	3.00	4.00	4.00
Land Surveyor	-0-	-0-	1.00	1.00
Engineering Technician	5.00	5.00	4.00	4.00
Survey Instrument Technician	4.00	4.00	4.00	4.00
Administrative Assistant	3.00	3.00	4.00	4.00
Customer Service Representative	6.00	6.00	6.00	6.00
Secretary	3.00	3.00	2.00	2.00
Survey Technician	2.00	2.00	1.00	1.00
Technological Intern	2.00	2.00	2.00	2.00
Program Total	**126.00**	**126.00**	**123.00**	**123.00**
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	6.00	6.00	5.00	5.00
Assistant Water Operations Superintendent	-0-	-0-	1.00	1.00
Water Control Systems Engineer	1.50	1.50	2.00	2.00
Management Assistant	1.00	1.00	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	1.00	1.00	2.00	2.00
Safety Specialist	1.00	1.00	1.00	1.00
Utility Technician	61.00	61.00	65.00	65.00
Planner Scheduler	-0-	-0-	3.00	3.00
Electronics Technician Supervisor	1.00	1.00	-0-	-0-
Electrician	6.00	6.00	6.00	6.00
Electronics Technician	4.00	4.00	4.00	4.00
Senior Heavy Equipment Mechanic	9.00	9.00	5.00	5.00
Water Operations Supervisor	12.00	12.00	13.00	13.00
Water Services Supervisor	1.00	1.00	-0-	-0-
Inspection Supervisor	-0-	-0-	1.00	1.00

Water Maintenance (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Management Analyst	1.00	1.00	-0-	-0-
Senior Fleet Technician	-0-	-0-	1.00	1.00
Cross Connection Control Specialist	-0-	-0-	5.00	5.00
Cable Tool Driller	1.00	1.00	1.00	1.00
Corrosion Control Technician	2.00	2.00	3.00	3.00
Disinfection Technician	4.50	4.50	-0-	-0-
Equipment Operation Specialist	17.00	17.00	17.00	17.00
Lead Maintenance Mechanic	-0-	-0-	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	4.00	4.00	2.00	2.00
Stores Supervisor	1.00	1.00	1.00	1.00
Lead Water Meter Repairer	1.00	1.00	-0-	-0-
Welder	2.00	2.00	2.00	2.00
Lead Well Maintenance Mechanic	5.00	5.00	5.00	5.00
Maintenance Mechanic	2.00	2.00	2.00	2.00
Water Meter Repairer	2.00	2.00	-0-	-0-
Water Service Locator	11.00	11.00	11.00	11.00
Well Maintenance Mechanic	4.00	4.00	4.00	4.00
Account Clerk Supervisor	1.00	1.00	-0-	-0-
Administrative Assistant	2.00	2.00	5.00	5.00
Utility Service Worker	3.00	3.00	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	2.00	2.00	3.00	3.00
Senior Storekeeper	4.00	4.00	6.00	6.00
Water Communications Operator	4.00	4.00	4.00	4.00
Program Total	**187.00**	**187.00**	**193.00**	**193.00**
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	-0-	-0-	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	-0-	-0-
Project Manager	1.00	1.00	1.00	1.00
Water Control Systems Engineer	1.00	1.00	1.00	1.00
Chemist Supervisor	5.00	5.00	4.00	4.00
Environmental Scientist	4.00	4.00	3.00	3.00
Management Assistant	1.00	1.00	1.00	1.00
Environmental Inspector	-0-	-0-	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	7.00	7.00	8.00	8.00
Planner Scheduler	4.00	4.00	1.00	1.00

Water Quality and Operations (Continued)

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Water Plant Supervisor	3.00	3.00	3.00	3.00
Disinfection Technician	0.50	0.50	2.00	2.00
Environmental Inspector	1.00	1.00	0.50	0.50
Lead Maintenance Mechanic	4.00	4.00	3.00	3.00
Cross Connection Control Specialist	5.00	5.00	-0-	-0-
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	1.00	1.00
Senior Account Clerk	1.00	1.00	-0-	-0-
Program Total	**76.50**	**76.50**	**65.50**	**65.50**
Department Total	**547.00**	**547.00**	**547.50**	**547.50**

NON-DEPARTMENTAL

OPERATING:	$ 99,057,400
CAPITAL:	900,000
TOTAL:	$ 99,957,400

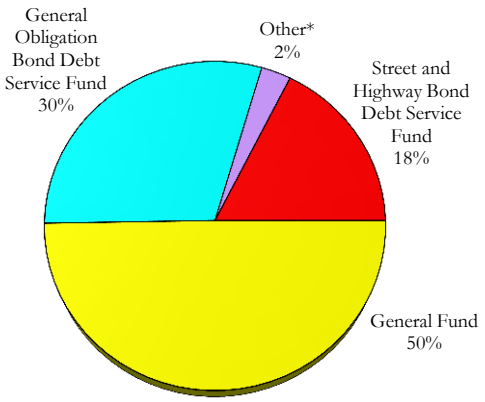
GENERAL EXPENSE

DEBT REFINANCING

DEBT REPAYMENTS

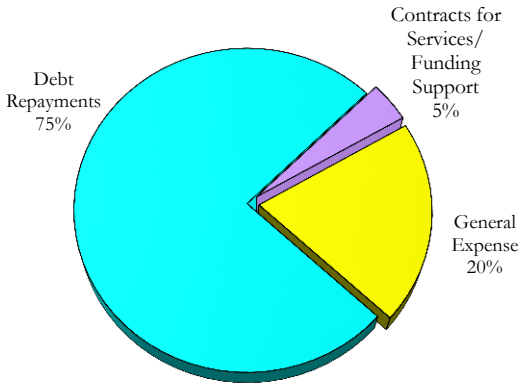
CONTRACTS for SERVICES/FUNDING SUPPORT

FINANCING PLAN



*Other includes Capital Improvement Program (1%), Tucson Convention Center Fund (1%), Highway User Revenue Fund (<1%), Other Federal Grants Fund (<1%), and Special Assessment Fund (<1%).

PROGRAM ALLOCATION



NON-DEPARTMENTAL

The Non-Departmental category contains program budgets that are not associated with any specific department. Its programs are General Expense, Debt Refinancing, Debt Repayments, and Contracts for Services or Funding Support.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
TOTAL BUDGET				
Operating	$ 113,811,104	$ 103,176,640	$ 116,831,300	$ 99,057,400
Capital	2,302,559	1,000,000	1,000,000	900,000
Department Total	**$ 116,113,663**	**$ 104,176,640**	**$ 117,831,300**	**$ 99,957,400**
CHARACTER OF EXPENDITURES				
Retiree Benefits	$ 8,371,819	$ 8,452,370	$ 8,429,370	$ 8,487,800
Services	16,698,969	23,769,140	21,316,220	15,885,870
Supplies	16,395	11,650	16,180	11,650
Equipment	45,465	-0-	-0-	-0-
Debt Service	50,826,137	57,737,480	57,402,900	70,672,080
Refunding	37,852,319	13,206,000	27,206,000	4,000,000
Operating Total	**$ 113,811,104**	**$ 103,176,640**	**$ 114,370,670**	**$ 99,057,400**
Capital Improvement Program	2,302,559	1,000,000	1,000,000	900,000
Department Total	**$ 116,113,663**	**$ 104,176,640**	**$ 115,370,670**	**$ 99,957,400**
FUNDING SOURCES				
General Fund	$ 38,687,431	$ 51,769,610	$ 65,954,660	$ 49,712,700
Capital Improvement Fund	341,461	-0-	-0-	-0-
Civic Contributions Fund	43,000	-0-	-0-	-0-
General Obligation Bond Debt Service Fund	28,097,255	28,472,500	28,826,400	29,825,210
Highway User Revenue Fund	271,315	100,580	100,580	100,580
Internal Service Fund: Fleet Services	46	-0-	-0-	-0-
Internal Service Fund: Self Insurance	-0-	2,460,630	-0-	-0-
Other Federal Grants Fund	976,963	947,370	947,370	84,000
Special Assessments Fund	581,303	521,610	522,860	509,320
Street and Highway Bond Debt Service Fund	43,288,919	17,588,650	16,703,110	17,509,900
Tucson Convention Center Fund	1,287,918	1,315,690	1,315,690	1,315,690
Department Total	**$ 113,811,104**	**$ 103,176,640**	**$ 114,370,670**	**$ 99,057,400**
Capital Improvement Program	2,302,559	1,000,000	1,000,000	900,000
Department Total	**$ 116,113,663**	**$ 104,176,640**	**$ 115,370,670**	**$ 99,957,400**

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $99,057,400 reflects a decrease of $4,119,240 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase to debt service principal and interest payments	$ 3,728,600
Increase in General Fund capacity to cover retiree medical insurance costs	982,800
Increase in capacity to cover animal care services contract costs	200,000
Increase for Gem Show support	100,000
Increase to cover Plaza Depot contract costs	38,500
Increase to Rio Nuevo lease payment	(1,260)
Decrease due to Mercado HOA maintenance	(20,000)
Decrease of funding to Tucson Pima Arts Council	(51,660)
Decrease due to transfer of Civic Events funding to Visit Tucson	(84,210)
Decrease due to elimination of funding to YMCA	(88,410)
Decrease of capacity for consultants	(123,610)
Decrease of funding to Access Tucson	(153,500)
Transfer of contingency to Parks and Recreation maintenance	(500,000)
Decrease in Federal grant capacity to cover medical insurance costs of employees	(947,370)
Decrease in WR Grace lawsuit capacity	(2,460,630)
Decrease in General Fund capacity for set aside for compensation	(4,738,490)
Total	**$ (4,119,240)**

OPERATING PROGRAMS

GENERAL EXPENSE: This program area provides centralized budget capacity and accounting and management control for expenditures that are not directly associated with City department programs.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund	$ 18,124,076	$ 22,707,790	$ 22,470,540	$ 18,445,730
General Fund: Restricted	235,493	200,000	200,000	200,000
Civic Contributions Fund	43,000	-0-	-0-	-0-
Internal Service Fund: Self Insurance	-0-	2,460,630	-0-	-0-
Other Federal Grants Fund	947,370	947,370	947,370	-0-
Tucson Convention Center Fund	1,287,918	1,315,690	1,315,690	1,315,690
Program Total	**$ 20,637,857**	**$ 27,631,480**	**$ 24,933,600**	**$ 19,961,420**
Character of Expenditures				
Budget Capacity - Salaries	$ -0-	$ 4,738,490	$ 4,738,490	$ -0-
Retiree Benefits	8,371,819	8,452,370	8,429,370	8,487,800
Services	12,204,178	14,428,970	11,749,560	11,461,970
Supplies	16,395	11,650	16,180	11,650
Equipment	45,465	-0-	-0-	-0-
Program Total	**$ 20,637,857**	**$ 27,631,480**	**$ 24,933,600**	**$ 19,961,420**

DEBT REFINANCING: This program area carries the capacity for the potential refinancing (refunding) of existing debt to lower interest payments and extend the repayment period. Accounting principles and state budget law require that the City record the principal amount of the refinancing as an expenditure. For Fiscal Year 2014, the City anticipates refinancing certificates of participation.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
General Fund: Restricted	$ -0-	$ 13,206,000	$ 27,206,000	$ -0-
Street and Highway Bond Debt Service Fund	37,852,319	-0-	-0-	-0-
Program Total	**$ 37,852,319**	**$ 13,206,000**	**$ 27,206,000**	**$ -0-**
Character of Expenditures				
Refunding	$ 37,852,319	$ 13,206,000	$ 27,206,000	$ -0-

DEBT REPAYMENTS: This program area (also referred to as Debt Service) contains debt issuance and repayment expenditures for equipment, vehicle, and facility financing needs of general government City departments. The Environmental Services and Tucson Water departments budget for their own debt service needs. The financing methods used are general obligation bonds, the street and highway user revenue bonds, lease/purchases, and certificates of participation.

Projected Revenue Sources				
General Fund	$ 16,510,605	$ 10,114,730	$ 10,310,540	$ 25,697,870
General Fund: Restricted	-0-	1,039,990	1,039,990	1,045,780
General Obligation Bond Debt Service Fund	28,097,255	28,472,500	28,826,400	29,825,210
Highway User Revenue Fund	170,735	-0-	-0-	-0-
Internal Service Fund: Fleet Services	46	-0-	-0-	-0-
Other Federal Grants Fund	29,593	-0-	-0-	84,000
Special Assessments Fund	581,303	521,610	522,860	509,320
Street and Highway Bond Debt Service Fund	5,436,600	17,588,650	16,703,110	17,509,900
Program Total	**$ 50,826,137**	**$ 57,737,480**	**$ 57,402,900**	**$ 74,672,080**
Character of Expenditures				
Debt Service	$ 50,826,137	$ 57,737,480	$ 57,402,900	$ 74,672,080

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	$ 4,394,211	$ 4,501,100	$ 4,727,590	$ 4,323,320
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Program Total	**$ 4,494,791**	**$ 4,601,680**	**$ 4,828,170**	**$ 4,423,900**
Character of Expenditures				
Services	$ 4,494,791	$ 4,601,680	$ 4,828,170	$ 4,423,900

CONTRACTS for SERVICES or FUNDING SUPPORT (General Fund)

	Adopted FY 2014	Recommended FY 2015
Arts and Cultural Enrichment[1]		
Tucson-Pima Arts Council (TPAC)	$ 401,660	$ 350,000
Program Total	**$ 401,660**	**$ 350,000**
Civic/Special Community Events[1]		
Fort Lowell Soccer Shootout	$ 10,410	$ -0-
Southern Arizona Regional Science and Engineering Fair	3,800	-0-
Tucson Rodeo Parade	70,000	-0-
Program Total	**$ 84,210**	**$ -0-**
Other[1]		
Access Tucson	$ 303,500	$ 150,000
YMCA (Jacobs, Lighthouse, and Mulcahy)	88,410	-0-
Program Total	**$ 391,910**	**$ 150,000**
Payments to Other Governments[1]		
Pima Animal Care Center[2]	$ 3,420,030	$ 3,700,000
Pima Association of Governments[3]	98,420	98,420
Victim Witness	24,900	24,900
Program Total	**$ 3,543,350**	**$ 3,823,320**
Human Services RFPs Allocation[4]	**$ 1,464,910**	**$ 1,129,000**
Economic and Workforce Development[5]		
Downtown Tucson Partnership Business Improvement District	$ 365,000	$ 365,000
Metropolitan Education Commission	19,570	-0-
Visit Tucson[6]	2,976,178	3,062,830
Requests for Proposals	600,000	500,000
Program Total	**$ 3,960,748**	**$ 3,927,830**
Total Contractual/Support Allocations	**$ 9,846,788**	**$ 9,380,150**

[1]Funding is in the Non-Departmental budget.

[2]Funding 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.

[3]Additional 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.

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

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

[6]Fiscal Year 2014 funding reflects the actual contract allocation made to Visit Tucson based on Fiscal Year 2013 transient occupancy tax (t.o.t.) collections. Fiscal Year 2015 reflects an estimate of the allocation to the Visit Tucson based on a projection of Fiscal Year 2014 t.o.t collections.

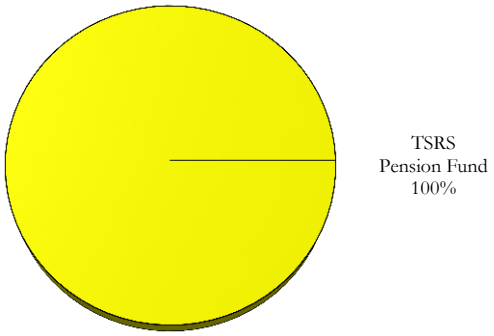
PENSION SERVICES

OPERATING: $71,372,230
POSITION TOTAL: 4.00

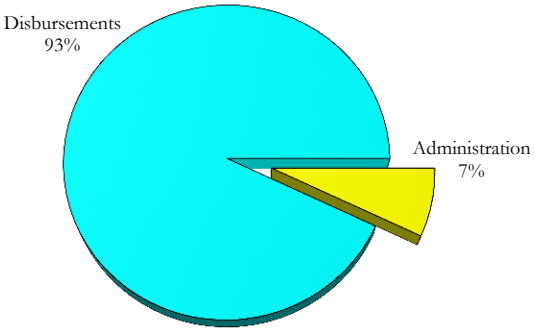
ADMINISTRATION

DISBURSEMENTS

FINANCING PLAN



PROGRAM ALLOCATION



PENSION SERVICES

MISSION STATEMENT: To assist Tucson Supplemental Retirement System (TSRS) members with planning for a secure retirement; and provide monthly retirement benefits that supplement social security benefits and personal investment savings of our members and their beneficiaries.

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
TOTAL BUDGET				
Operating	$ 69,371,303	$ 69,955,150	$ 69,999,310	$ 71,372,230
CHARACTER OF EXPENDITURES				
Salaries and Benefits	$ 442,865	$ 480,330	$ 473,800	$ 477,740
TSRS Refunds	2,825,817	2,550,000	2,600,000	2,650,000
Retiree and Beneficiary Payments	61,996,884	62,500,000	62,500,000	63,965,000
Services	4,091,602	4,397,570	4,378,260	4,252,240
Supplies	14,135	27,250	47,250	27,250
Department Total	**$ 69,371,303**	**$ 69,955,150**	**$ 69,999,310**	**$ 71,372,230**
FUNDING SOURCES				
TSRS Pension Fund	$ 69,371,303	$ 69,955,150	$ 69,999,310	$ 71,372,230

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2015 of $71,372,230 reflects an increase of $1,417,080 from the Fiscal Year 2014 Adopted Budget. Changes include:

Increase in retirement benefit payments	$ 1,465,000
Increase in projected Tucson Supplemental Retirement System refunds	100,000
Decrease in consultants and miscellaneous professional services	(147,920)
Total	**$ 1,417,080**

OPERATING PROGRAMS

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

	Actual FY 2013	Adopted FY 2014	Estimated FY 2014	Recommended FY 2015
Projected Revenue Sources				
TSRS Pension Fund	$ 4,548,602	$ 4,905,150	$ 4,899,310	$ 4,757,230
Character of Expenditures				
Salaries and Benefits	$ 442,865	$ 480,330	$ 473,800	$ 477,740
Services	4,091,602	4,397,570	4,378,260	4,252,240
Supplies	14,135	27,250	47,250	27,250
Program Total	**$ 4,548,602**	**$ 4,905,150**	**$ 4,899,310**	**$ 4,757,230**

DISBURSEMENTS: This program area provides for the distribution of pension benefits to non-public safety City retirees and their beneficiaries, including transfers to and from other pension systems.

Projected Revenue Sources				
TSRS Pension Fund	$ 64,822,701	$ 65,050,000	$ 65,100,000	$ 66,615,000
Character of Expenditures				
Retiree and Beneficiary Payments	$ 61,996,884	$ 62,500,000	$ 62,500,000	$ 63,965,000
TSRS Refunds	2,825,817	2,550,000	2,600,000	2,650,000
Program Total	**$ 64,822,701**	**$ 65,050,000**	**$ 65,100,000**	**$ 66,615,000**

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**

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 2015-2019) and identifies infrastructure and facility projects that the city will undertake during this timeframe as well as the funding sources available for projected expenditures.

The objective of this overview is to give the reader a brief look into the CIP and contains the following financial and narrative information:

- Budget Highlights
- Capital Improvement Program Process
- Summary of Expenditures and Funding Sources
- Department Programs
- Impact on the Operating Budget

BUDGET HIGHLIGHTS

This proposed CIP totals $990.2 million; $198.8 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2015 Recommended Budget. Notable projects include the following:

Communications Center Expansion. Renovate and upgrade the Tucson Police and Tucson Fire Departments' combined Emergency Communications Center located at the Thomas O. Price Service Center (TOPSC). Improvements include expanding the dispatch operations facility to allow for 20-year growth, replacing console and telephone switching, and upgrading the radio communications infrastructure used in public safety and medical dispatch operations. Total project costs are estimated to be $9.6 million with $3.2 million budgeted in Fiscal Year 2015. The project is funded by public safety impact fees, Pima County bonds, and miscellaneous 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 $17.0 million with $0.9 million budgeted in Fiscal Year 2015. The project is funded from Tucson Water User Revenues and Water Obligation and Bonds.

Street Improvements: Proposition 409. Restore, repair, and resurface streets inside Tucson City limits with the $100 million bond program approved by voters in November 2012. Street resurfacing will be over a five-year period and approximately 85% of bond funds will be allocated to major streets and 15% will be allocated to neighborhood streets. All work will be competitively bid out to private sector contractors. Total projects costs are estimated to be $99.0 million with $19.8 million budgeted in Fiscal Year 2015 ($1.0 million is for the cost of bond issuance).

Tenth Avenue Maintenance Facility. Design and construct improvements at the Environmental Services Container Maintenance Facility located at South Tenth Avenue. Improvements include demolition, earthwork, infrastructure, drainage, and installation of a new building. 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 of the container maintenance staff. Total project costs are estimated to be $3.9 million with $0.2 million budgeted in Fiscal Year 2015. The project is funded from the Environmental Services Fund.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM PROCESS

Defining a Capital Improvement

To be included in the CIP, projects need to meet one of the following criteria:

- Construction of a new City asset or expansion of an existing city-owned facility, including preliminary planning and surveys, cost of land, staff and contractual services for design and construction, and related furnishings and equipment.

- Initial acquisition of a major equipment system, which will become a City asset at a cost of $100,000 or more and a useful life of at least six years.

- Major renovation or rehabilitation of an existing City-owned facility that requires an expenditure of $100,000 or more and will extend the life of the original City asset.

Exceptions have been made for inclusion of a few projects that do not meet the above criteria (SunTran buses and SunVan paratransit vans) to make the planning, funding, and acquisition of these purchases more visible to the public and the governing body.

Steps from Submittal to Approval

In December 2013, the CIP process began with the Office of Budget and Internal Audit providing direction and guidelines to department liaisons for the upcoming CIP. Departments were given approximately five 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 will be presented to the Mayor and Council on April 23, 2014, along with the Recommended Fiscal Year 2015 budget. The first year of the CIP is included as part of the City's recommended budget. The Mayor and Council will review and discuss both the operating and capital budgets at Study Sessions in April and May. Two public hearings will be held prior to the tentative adoption of the Fiscal Year 2015 budget on May 20th.

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 2015 through 2019 totals $990.2 million. The majority of the projects are in the Public Utilities category, which includes Environmental Services and Tucson Water.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

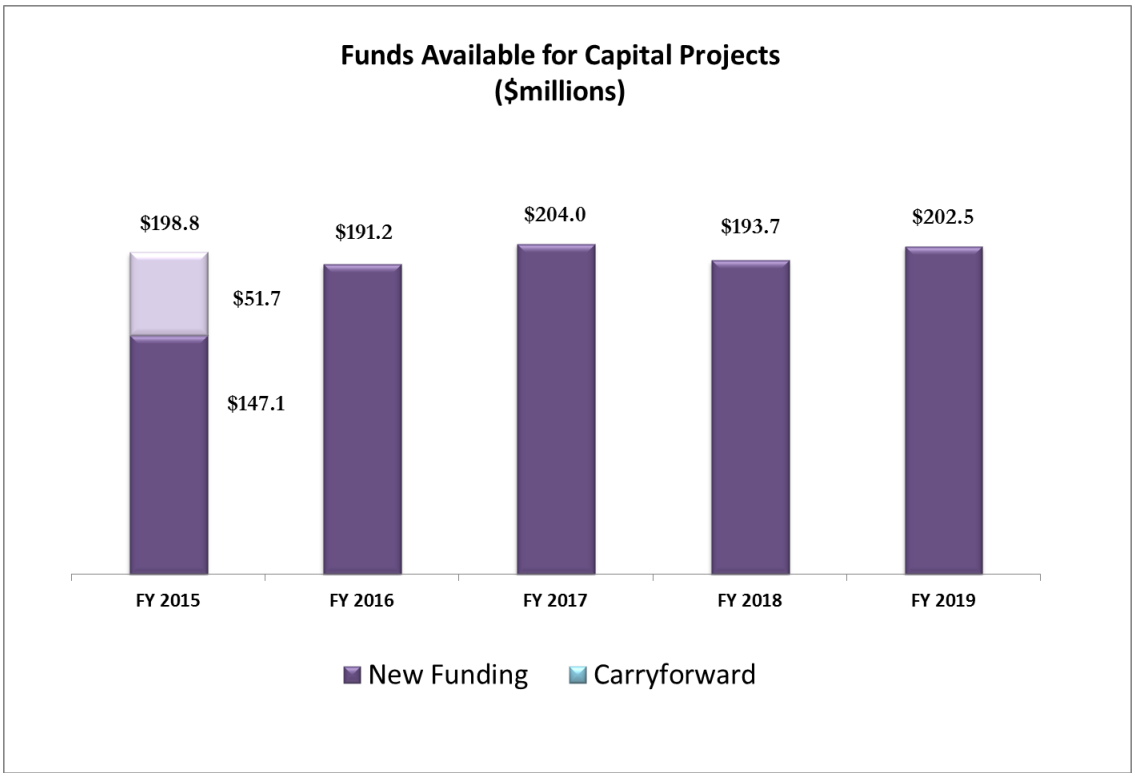
Five-Year CIP Summary of Expenditures

(in $000s)	Proposed Year 1 FY 2015	Proposed Five-Year Program
Community Enrichment and Development	$ 108,015.5	$ 647,217.7
Public Safety and Justice Services	4,165.5	6,965.5
Public Utilities	85,748.0	335,114.0
Non-Departmental: General Expense	900.0	900.0
Total	$ 198,829.0	$ 990,197.2

This five-year CIP is $181.4 million more than the $808.8 million approved five-year CIP for Fiscal Years 2014 through 2018. The increase is primarily due to projects funded by the RTA in the outlying years.

Fiscal Year 2015 includes $51.7 million carried forward for project expenditures not made as planned during Fiscal Year 2014 and $147.1 million in new funding. The CIP presumes that all of the Fiscal Year 2015 budget will be spent in that year.

CIP expenditures decline slightly after Fiscal Year 2015 from $198.8 million in Fiscal Year 2015 to $202.5 million by Fiscal Year 2019.



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)	Proposed Year 1 FY 2015	Proposed Five-Year Program
Capital Projects Funds	$ 69,755.9	$ 554,680.3
Enterprise Funds	85,748.1	335,114.0
General Fund	900.0	900.0
Special Revenue Funds	42,425.0	99,502.9
Total	$ 198,829.0	$ 990,197.2

Capital Projects Funds. This category, which includes the City bond funds, is 56% of the five-year CIP. These funds will provide $554.7 million over the next five years. RTA funds of $379.1 million account for the largest portion of this category. Next are 2014 General Obligation Street Bonds of $79.1 million. Pima County bonds will provide $39.1 million. Capacity of $38.9 million was added for road and regional park improvements along with $11.4 million from regional Highway User Revenue Funds (HURF) distributed by the Pima Association of Governments (PAG). Certificates of Participation (COPs) account for $3.9 million and also included is $3.2 million in Public Safety impact fees.

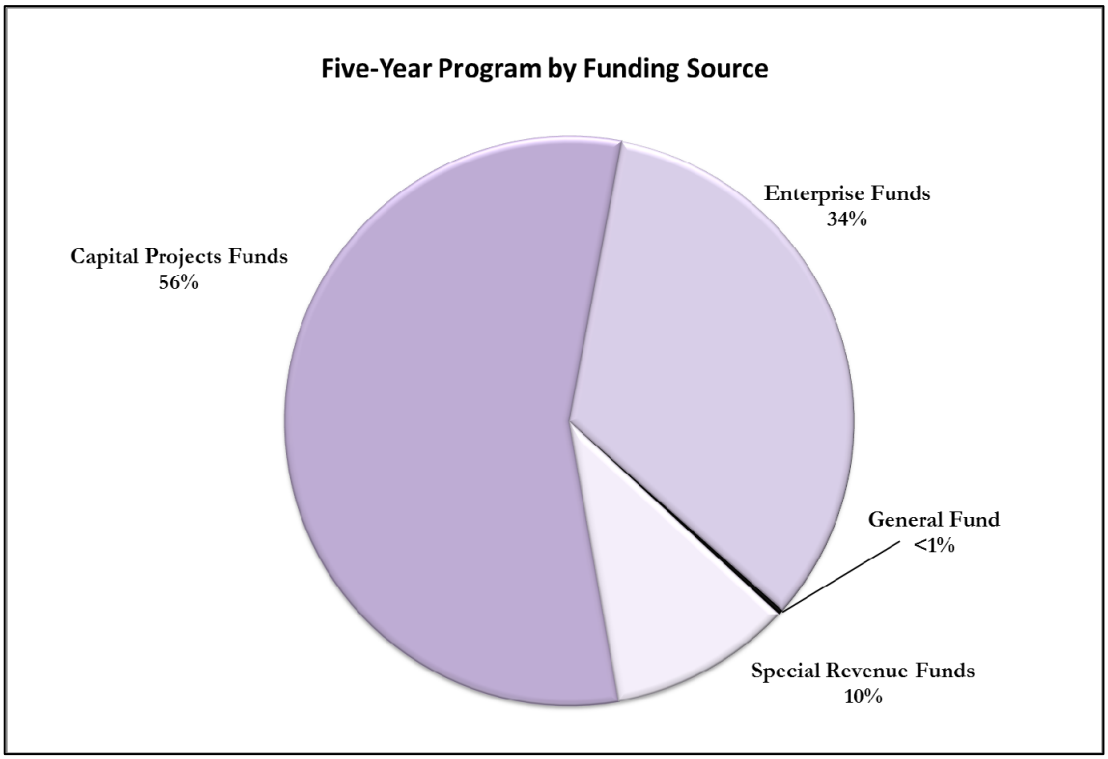
Enterprise Funds. Enterprise Funds total $335.1 million or 34% of the five-year CIP. Environmental Services totals $17.8 million. Tucson Water accounts for the remaining $317.3 million: $126.1 million from user revenues, $50.5 million from Water's Obligation funds, and $140.7 from future Water Revenue Bonds.

General Fund. This category totals $0.9 million or less than 1% of the five-year CIP and is funding citywide technology improvements.

Special Revenue Funds. This category totals $99.5 million or 10% of the five-year CIP. Included in this category are federal grants of $89.1 million. The General Fund provides $9.7 million for Mass Transit. The remaining $0.7 million comes from civic contributions and the City's HURF allocation.

For more detail on funding sources, see Table II, Five-Year CIP Summary by Funding Source beginning on page E-9.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM



DEPARTMENT PROGRAMS

Programs are briefly presented in this section by departments which are listed alphabetically within their budget reporting categories, also known as service areas: Community Enrichment and Development, Public Safety and Justice Services, Public Utilities, and Non-Departmental. For a further listing of the projects by departments see pages E-17 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 $0.9 million consists of three projects. Funding is provided by the Community Development Block Grant Fund.

Parks and Recreation. Parks' five-year CIP of $4.7 million contains 12 projects. These projects are funded primarily from revenue from impact fees of $4.4 million. Civic contributions and Pima County bonds provide for the remaining $0.3 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 $641.5 million includes three program areas: Public Transit for $63.9 million, Streets for $575.2 million, and Traffic Signals for $2.4 million. Because there are insufficient funds to meet all of Transportation's needs, this CIP allocates available funding to the highest priority projects.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

The largest funding source for Transportation's projects is the funding from the RTA plan which totals $379.1 million. General Obligation Street Bonds total $79.1 million. Federal funding provides another significant portion totaling $88.1 million: $53.2 million for transit projects and $34.9 million for street projects. Other funding sources are Pima County bond funds of $39.1 million, regional HURF from PAG of $2.9 million, city HURF of $0.5 million, Capital Agreement funds of $8.5 million, and impact fee revenues of $34.5 million. The remaining $9.7 million is from the General Fund for Mass Transit, which is used as the local match for federal transit grants.

Public Safety and Justice Services

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

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

Tucson Fire. Tucson Fire's five-year program of $3.2 million consists of one project, the Communications Center expansion. This project is funded with revenue from public safety impact fees in the amount of $3.2 million.

Public Utilities

The Public Utilities category, which accounts for 33% of the total five-year CIP, contains projects managed by Environmental Services and Tucson Water.

Environmental Services. The department's five-year program of seven projects totals $17.7 million. Environmental Services' CIP is funded from Environmental Service revenues.

Tucson Water. The five-year Tucson Water CIP of $317.4 million includes $286.9 million of improvements to the potable water system and $30.5 million of improvements for the reclaimed water system. Tucson Water's CIP is funded with future water revenue bond authorization of $140.8 million, operation funds of $126.1 million, 2013 Revenue Obligation funds of $8.7 million, and 2014 Revenue Obligation funds of $41.8 million.

Non-Departmental

The Non-Departmental category, which accounts for less than 1% of the total five-year CIP, contains one project that is budgeted here because it is beyond the oversight scope of a single department. The Technology Improvements Project will convert the City's multiple enterprise-related computer systems into a single Enterprise Resource Planning (ERP) system. This project is funded by the General Fund.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

IMPACT on the OPERATING BUDGET

The completion of many capital projects is the beginning of recurring costs for the operating budget. Operating and Maintenance (O&M) impacts from projects in this five-year CIP total $0.4 million for Fiscal Year 2015, increasing to $0.5 million for Fiscal Year 2019. The General Fund O&M impacts in Fiscal Year 2015 are for the opening of new or expanded facilities.

For summaries and project detail of O&M impacts by department and funding source over the next five years, see Table III, Summary of CIP Impact on the Operating Budget on page E-11.

SUMMARY TABLES

Table I, Summary by Department (page E-8).

Table II, Summary by Funding Source (page E-9).

Table III, Summary of CIP Impact on the Operating Budget (page E-11).

Table IV, Projects with Pima County Bond Funding (E-16).

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table I. Summary by Department

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Community Enrichment and Development						
Housing and Community Development	$ 415.5	$ 315.5	$ 180.0	$ -0-	$ -0-	$ 911.0
Parks and Recreation	2,023.4	1,882.9	714.4	71.4	50.0	4,742.1
Transportation	105,576.6	127,097.7	124,335.3	133,630.8	150,924.2	641,564.6
Subtotal	$ 108,015.5	$129,296.1	$ 125,229.7	$ 133,702.2	$ 150,974.2	$ 647,217.7
Public Safety and Justice Services						
City Court	$ 1,000.0	$ 2,400.0	$ 400.0	$ -0-	$ -0-	$ 3,800.0
Tucson Fire	3,165.5	-0-	-0-	-0-	-0-	3,165.5
Subtotal	$ 4,165.5	$ 2,400.0	$ 400.0	$ -0-	$ -0-	$ 6,965.5
Public Utilities						
Environmental Services	$ 9,459.0	$ 512.0	$ 7,104.0	$ 660.0	$ -0-	$ 17,735.0
Tucson Water	76,289.0	58,966.0	71,309.0	59,311.0	51,504.0	317,379.0
Subtotal	$ 85,748.0	$ 59,478.0	$ 78,413.0	$ 59,971.0	$ 51,504.0	$ 335,114.0
Non-Departmental						
General Expense	$ 900.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 900.0
Subtotal	$ 900.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 900.0
Total	**$ 198,829.0**	**$ 191,174.1**	**$204,042.7**	**$ 193,673.2**	**$202,478.2**	**$ 990,197.2**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Source

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Capital Projects Funds						
2013 General Obligation Street Bonds	$ 19,780.0	$ 19,780.0	$ 19,780.0	$ 19,780.0	$ -0-	$ 79,120.0
Capital Agreement Fund: PAG	2,554.1	350.0	8,540.0	-0-	-0-	11,444.1
Capital Agreement Fund: Pima County Bonds	416.2	16,630.0	22,000.0	-0-	-0-	39,046.2
Capital Improvement Fund	1,100.0	2,400.0	400.0	-0-	-0-	3,900.0
Impact Fee Fund: Central District	1,098.4	1,932.8	3,813.5	3,000.0	6,052.9	15,897.6
Impact Fee Fund: East District	1,392.9	1,269.3	2,357.2	1,500.0	-0-	6,519.4
Impact Fee Fund: Southeast District	1,726.5	149.1	-0-	5,000.0	-0-	6,875.6
Impact Fee Fund: Southlands District	103.3	803.6	664.4	21.4	-0-	1,592.7
Impact Fee Fund: West District	21.0	3,335.3	3,300.0	200.0	1,200.0	8,056.3
Public Safety Impact Fee Fund	3,165.5	-0-	-0-	-0-	-0-	3,165.5
Regional Transportation Authority Fund	38,398.0	62,692.5	56,737.6	100,663.5	120,571.4	379,063.0
Subtotal	$ 69,755.9	$109,342.6	$117,592.7	$130,164.9	$127,824.3	$ 554,680.4
Enterprise Funds						
2013 Water Revenue System Obligation Fund	$ 8,700.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 8,700.0
2014 Water Revenue System Obligation Fund	41,809.0	-0-	-0-	-0-	-0-	41,809.0
Environmental Services Fund	9,459.0	512.0	7,104.0	660.0	-0-	17,735.0
Future Water Revenue Bonds	-0-	35,352.0	43,005.0	39,222.0	23,189.0	140,768.0
Tucson Water Revenue and Operations Fund	25,780.0	23,614.0	28,304.0	20,089.0	28,315.0	126,102.0
Subtotal	$ 85,748.0	$ 59,478.0	$ 78,413.0	$ 59,971.0	$ 51,504.0	$ 335,114.0
General Fund	$ 900.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 900.0
Subtotal	$ 900.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 900.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Source
($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Special Revenue Funds						
Civic Contributions Fund	$ 50.0	$ 50.0	$ 50.0	$ 50.0	$ 50.0	$ 250.0
Community Development Block Grant Fund	415.5	315.5	180.0	-0-	-0-	911.0
Federal Highway Administration Grants	20,317.8	6,454.0	5,155.0	-0-	3,000.0	34,926.8
Highway User Revenue Fund	260.3	169.0	40.5	25.0	5.0	499.8
Mass Transit Fund: General Fund	2,520.0	2,678.1	390.0	466.6	3,677.7	9,732.4
Mass Transit Fund: Federal Grants	18,861.4	12,687.0	2,221.6	2,995.7	16,417.2	53,182.9
Subtotal	$ 42,425.0	$ 22,353.6	$ 8,037.1	$ 3,537.3	$ 23,149.9	$ 99,502.9
Total	**$198,828.9**	**$ 191,174.2**	**$204,042.8**	**$193,673.2**	**$202,478.2**	**$ 990,197.3**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table III. Summary of CIP Impact on the Operating Budget
($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
SERVICE AREA/IMPACT						
Community Enrichment and Development						
Parks and Recreation	$ 22.5	$ 35.0	$ 35.7	$ 36.5	$ 36.5	$ 166.2
Transportation	212.0	274.0	282.5	315.5	315.5	1,399.5
Subtotal	$ 234.5	$ 309.0	$ 318.2	$ 352.0	$ 352.0	$ 1,565.7
Public Safety and Justice Services						
Tucson Fire	$ 173.1	$ 176.4	$ 179.9	$ 183.5	$ 187.3	$ 900.2
Subtotal	$ 173.1	$ 176.4	$ 179.9	$ 183.5	$ 187.3	$ 900.2
Total	**$ 407.6**	**$ 485.4**	**$ 498.1**	**$ 535.5**	**$ 539.3**	**$ 2,465.9**
SOURCE OF FUNDS SUMMARY						
General Fund	$ 195.6	$ 211.4	$ 215.6	$ 220.0	$ 223.8	$ 1,066.4
Subtotal	$ 195.6	$ 211.4	$ 215.6	$ 220.0	$ 223.8	$ 1,066.4
Special Revenue Funds						
Highway User Revenue Fund	$ 182.0	$ 244.0	$ 252.5	$ 265.5	$ 265.5	$ 1,209.5
Mass Transit Fund	-0-	-0-	-0-	20.0	20.0	40.0
RTA Fund	30.0	30.0	30.0	30.0	30.0	150.0
Subtotal	$ 212.0	$ 274.0	$ 282.5	$ 315.5	$ 315.5	$ 1,399.5
Total	**$ 407.6**	**$ 485.4**	**$ 498.1**	**$ 535.5**	**$ 539.3**	**$ 2,465.9**

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 $22,500 in Fiscal Year 2015, increasing to $36,500 by Fiscal Year 2019 for a five-year total of $166,200. 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 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Arroyo Chico Urban Path: Campbell/Parkway	$ 22.5	$ 22.9	$ 23.4	$ 23.9	$ 23.9	$ 116.6
South Central Community Park, Phase I	-0-	12.1	12.3	12.6	12.6	49.6
Total	**$ 22.5**	**$ 35.0**	**$ 35.7**	**$ 36.5**	**$ 36.5**	**$ 166.2**
Source of Funds Summary						
General Fund	$ 22.5	$ 35.0	$ 35.7	$ 36.5	$ 36.5	$ 166.2

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 $1.4 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 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
22nd Street: I-10 to Tucson Boulevard	$ -0-	$ 10.0	$ 10.0	$ 10.0	$ 10.0	$ 40.0
Barraza-Aviation Downtown Links, Phase I	-0-	10.0	10.0	10.0	10.0	40.0
Campbell Avenue Revitalization	-0-	5.0	5.0	5.0	5.0	20.0
CNG Fueling System	-0-	-0-	-0-	20.0	20.0	40.0
Columbus Corridor Pedestrian Path	-0-	0.5	0.5	0.5	0.5	2.0
Communication System Improvements	60.0	60.0	60.0	60.0	60.0	300.0
Copper Street Bike Boulevard	-0-	-0-	0.5	-0-	-0-	0.5
Fifth Street Bike Boulevard	-0-	-0-	0.5	-0-	-0-	0.5
Five Points Transportation Enhancement	-0-	-0-	5.0	10.0	10.0	25.0
Gila Panther Tracks Safe Routes to School	-0-	-0-	0.5	0.5	0.5	1.5
Glenn Street Transportation Enhancement	-0-	1.0	1.0	1.0	1.0	4.0
Grant: Oracle to Stone	10.0	10.0	10.0	10.0	10.0	50.0
Houghton Road: Broadway Intersection Improvements	-0-	5.0	5.0	5.0	5.0	20.0
Houghton Road: Irvington to Valencia	-0-	20.0	20.0	20.0	20.0	80.0
Kolb Road Connection to Sabino Canyon	2.0	2.0	2.0	2.0	2.0	10.0
Kolb/University of Arizona Science and Tech Park Signal	1.0	1.0	1.0	1.0	1.0	5.0
Liberty Avenue Bicycle Boulevard	-0-	-0-	0.5	0.5	0.5	1.5
Park and Ride Lot - Houghton	30.0	30.0	30.0	30.0	30.0	150.0
Park Avenue Transportation Enhancement	-0-	0.5	0.5	0.5	0.5	2.0
Pima Street Pedestrian Pathway Enhancements	-0-	1.0	1.0	1.0	1.0	4.0
Regional Transportation Authority Hawks	-0-	4.0	4.0	4.0	4.0	16.0
Regional Transportation Data Network	100.0	100.0	100.0	100.0	100.0	500.0
Rio Vista Safe Routes to School	-0-	-0-	0.5	0.5	0.5	1.5
Robison Safe Routes to School	-0-	-0-	0.5	0.5	0.5	1.5
Speedway and Sixth Avenue Signal Upgrades	1.0	1.0	1.0	1.0	1.0	5.0
Speedway: Camino Seco to Houghton	7.5	7.5	7.5	7.5	7.5	37.5

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

Project Name	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Stone Ave: Drachman and Speedway Improvements	$ -0-	$ 5.0	$ 5.0	$ 5.0	$ 5.0	$ 20.0
Treat Avenue Bike Boulevard	-0-	-0-	0.5	-0-	-0-	0.5
Tucson Boulevard Multi-use Path	0.5	0.5	0.5	10.0	10.0	21.5
Total	**$ 212.0**	**$ 274.0**	**$ 282.5**	**$ 315.5**	**$ 315.5**	**$ 1,399.5**

Source of Funds Summary

Highway User Revenue Fund	$ 182.0	$ 244.0	$ 252.5	$ 265.5	$ 265.5	$ 1,209.5
Mass Transit Fund	-0-	-0-	-0-	20.0	20.0	40.0
Regional Transportation Authority Fund	30.0	30.0	30.0	30.0	30.0	150.0
Total	**$ 212.0**	**$ 274.0**	**$ 282.5**	**$ 315.5**	**$ 315.5**	**$ 1,399.5**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

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

Project Name	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Park Ajo Communications Center Renovation	$ 173.1	$ 176.4	$ 179.9	$ 183.5	$ 187.3	$ 900.2
Source of Funds Summary						
General Fund	$ 173.1	$ 176.4	$ 179.9	$ 183.5	$ 187.3	$ 900.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table IV. Projects with Pima County Bond Funding

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Transportation						
22nd Street: I-10 to Tucson Boulevard	$ -0-	$ -0-	$ 9,000.0	$ -0-	$ -0-	$ 9,000.0
Broadway Boulevard: Euclid to Country Club	-0-	12,000.0	13,000.0	-0-	-0-	25,000.0
Five Points Transportation Enhancement	416.2	-0-	-0-	-0-	-0-	416.2
Houghton Road: Bridge Replacement	-0-	3,380.0	-0-	-0-	-0-	3,380.0
Houghton Road: Union Pacific Railroad to I-10	-0-	1,250.0	-0-	-0-	-0-	1,250.0
Total	**$ 416.2**	**$ 16,630.0**	**$ 22,000.0**	**$ -0-**	**$ -0-**	**$ 39,046.2**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

CITY COURT

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name						
Court Building Remodel	$ 1,000.0	$ 2,400.0	$ 400.0	$ -0-	$ -0-	$ 3,800.0
Total	**$ 1,000.0**	**$ 2,400.0**	**$ 400.0**	**$ -0-**	**$ -0-**	**$ 3,800.0**
Source of Funds Summary						
Capital Improvement Fund	$ 1,000.0	$ 2,400.0	$ 400.0	$ -0-	$ -0-	$ 3,800.0
Total	**$ 1,000.0**	**$ 2,400.0**	**$ 400.0**	**$ -0-**	**$ -0-**	**$ 3,800.0**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

ENVIRONMENTAL SERVICES

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name						
Los Reales Landfill Administration Building	$ 1,260.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 1,260.0
Los Reales Landfill East Property Acquisition	2,900.0	-0-	-0-	-0-	-0-	2,900.0
Los Reales Landfill Entrance Facilities	3,229.0	-0-	-0-	-0-	-0-	3,229.0
Los Reales Landfill Infrastructure Plan	344.0	-0-	-0-	-0-	-0-	344.0
Los Reales Landfill Self Hauler Facility	-0-	300.0	4,500.0	-0-	-0-	4,800.0
Los Reales Landfill Truck Wash and Scale Facility	1,509.0	-0-	-0-	-0-	-0-	1,509.0
Tenth Avenue Maintenance Facility	217.0	212.0	2,604.0	660.0	-0-	3,693.0
Total	**$ 9,459.0**	**$ 512.0**	**$ 7,104.0**	**$ 660.0**	**$ -0-**	**$ 17,735.0**
Source of Funds Summary						
Environmental Services Fund	$ 9,459.0	$ 512.0	$ 7,104.0	$ 660.0	$ -0-	$ 17,735.0
Total	**$ 9,459.0**	**$ 512.0**	**$ 7,104.0**	**$ 660.0**	**$ -0-**	**$ 17,735.0**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

HOUSING and COMMUNITY DEVELOPMENT

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name						
Community Development Block Grant Master CIP	$ 200.0	$ 100.0	$ 180.0	$ -0-	$ -0-	$ 480.0
Neighborhood Stabilization: Acquisitions III	97.5	97.5	-0-	-0-	-0-	195.0
Neighborhood Stabilization Program I	118.0	118.0	-0-	-0-	-0-	236.0
Total	**$ 415.5**	**$ 315.5**	**$ 180.0**	**$ -0-**	**$ -0-**	**$ 911.0**
Source of Funds Summary						
Community Development Block Grant Fund	$ 415.5	$ 315.5	$ 180.0	$ -0-	$ -0-	$ 911.0
Total	**$ 415.5**	**$ 315.5**	**$ 180.0**	**$ -0-**	**$ -0-**	**$ 911.0**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

PARKS and RECREATION

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name						
Arcadia Park, Phase I	$ 245.5	$ 41.0	$ -0-	$ -0-	$ -0-	$ 286.5
Arroyo Chico Urban Path: Country Club to Treat	300.0	107.5	-0-	-0-	-0-	407.5
Christopher Columbus Park Expansion	21.0	35.3	-0-	-0-	-0-	56.3
Parks Strategic Plan	278.7	148.1	-0-	-0-	-0-	426.8
Purple Heart Park Expansion	327.2	-0-	-0-	-0-	-0-	327.2
Quincie Douglas and Silverlake Park Expansion	90.0	-0-	-0-	-0-	-0-	90.0
Reid Park Expansion, Phase 1	408.4	310.6	-0-	-0-	-0-	719.0
Reid Park Zoo Africa Expansion-Elephant	100.0	-0-	-0-	-0-	-0-	100.0
Shade Structure Projects	50.0	50.0	50.0	50.0	50.0	250.0
South Central Community Park, Phase I	99.3	534.9	-0-	-0-	-0-	634.2
Valencia and Alvernon Community Park, Phase I	53.3	200.0	200.0	-0-	-0-	453.3
Valencia Corridor Land Acquisition, Phase I	50.0	455.5	464.4	21.4	-0-	991.3
Total	**$ 2,023.4**	**$ 1,882.9**	**$ 714.4**	**$ 71.4**	**$ 50.0**	**$ 4,742.1**
Source of Funds Summary						
Capital Improvement Fund	$ 100.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 100.0
Civic Contributions Fund	50.0	50.0	50.0	50.0	50.0	250.0
Impact Fee Fund: Central Benefit District	798.4	432.8	-0-	-0-	-0-	1,231.2
Impact Fee Fund: East Benefit District	524.2	412.1	-0-	-0-	-0-	936.3
Impact Fee Fund: Southeast Benefit District	426.5	149.1	-0-	-0-	-0-	575.6
Impact Fee Fund: Southlands Benefit District	103.3	803.6	664.4	21.4	-0-	1,592.7
Impact Fee Fund: West Benefit District	21.0	35.3	-0-	-0-	-0-	56.3
Total	**$ 2,023.4**	**$ 1,882.9**	**$ 714.4**	**$ 71.4**	**$ 50.0**	**$ 4,742.1**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

($000)

Project Name	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
22nd Street: I-10 to Tucson Boulevard	$ 4,601.3	$ 4,005.0	$ 15,318.5	$ 31,586.4	$ 34,639.3	$ 90,150.5
4th/Congress/Toole Bike Pedestrian Improvement	133.0	318.0	-0-	-0-	-0-	451.0
ADA Transit Enhancements	156.7	-0-	-0-	-0-	-0-	156.7
ADA Transit Enhancements - Future	162.5	162.5	162.5	162.5	162.5	812.5
ADA Transition Plan	454.2	403.0	-0-	-0-	-0-	857.2
Administration Building Upgrades	103.5	-0-	-0-	-0-	-0-	103.5
Arroyo Chico Greenway	600.0	-0-	-0-	-0-	-0-	600.0
Barraza-Aviation Downtown Links, Phase I	7,990.0	30,259.5	29,030.6	5.0	-0-	67,285.1
Broadway Boulevard: Camino Seco to Houghton	322.0	322.0	4,605.0	4,342.0	-0-	9,591.0
Broadway Boulevard: Euclid to Country Club	828.8	22,505.0	22,005.0	5,168.0	3,798.0	54,304.8
Campbell and 9th HAWK	219.8	-0-	-0-	-0-	-0-	219.8
Campbell Avenue Revitalization	64.7	530.0	-0-	-0-	-0-	594.7
CNG Fueling System	-0-	-0-	-0-	500.0	4,000.0	4,500.0
Columbus Corridor Pedestrian Path	43.4	159.0	-0-	-0-	-0-	202.4
Communication System Improvements	566.0	-0-	-0-	-0-	-0-	566.0
Copper Street Bike Boulevard	350.0	-0-	-0-	-0-	-0-	350.0
Craycroft and Ft. Lowell Park	217.0	-0-	-0-	-0-	-0-	217.0
El Paso and Southwestern Greenway	608.0	300.0	300.0	-0-	-0-	1,208.0
Expansion Vans for Sun Van	190.0	-0-	-0-	-0-	-0-	190.0
Fifth Street Bike Boulevard	84.1	-0-	-0-	-0-	-0-	84.1
Five Points Transportation Enhancement	1,311.2	-0-	-0-	-0-	-0-	1,311.2
Gila Panther Tracks Safe Routes to School	40.4	260.0	-0-	-0-	-0-	300.4
Glenn Street Transportation Enhancement	180.0	425.0	-0-	-0-	-0-	605.0
Grant and Sahuara HAWK	225.0	-0-	-0-	-0-	-0-	225.0
Grant: Oracle to Swan	8,761.0	7,805.0	7,805.0	63,082.1	63,082.1	150,535.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name (Continued)						
Houghton Road: Bridge Replacement	$ 384.0	$ 5,380.5	$ 2,500.5	$ -0-	$ 3,000.0	$ 11,265.0
Houghton Road: Broadway Intersection Improvements	7,372.7	6,362.1	6,362.1	-0-	-0-	20,096.9
Houghton Road: Irvington to Valencia	691.4	-0-	-0-	-0-	-0-	691.4
Houghton Road: Union Pacific Railroad to I-10	516.7	2,562.0	5,312.0	-0-	-0-	8,390.7
Intermodal Center Projects	2,014.2	-0-	-0-	-0-	-0-	2,014.2
Intersection Improvements	518.6	-0-	-0-	-0-	-0-	518.6
Kolb Road Connection to Sabino Canyon	14,025.1	355.0	-0-	-0-	-0-	14,380.1
Kolb/University of Arizona Science and Tech Park Signal	250.0	-0-	-0-	-0-	-0-	250.0
Liberty Avenue Bicycle Boulevard	97.0	1,100.0	-0-	-0-	-0-	1,197.0
Pantano Repaving: Escalante to Irvington	2,186.4	-0-	-0-	-0-	-0-	2,186.4
Park-and-Ride Lot: Houghton	559.9	-0-	-0-	-0-	-0-	559.9
Park Avenue Transportation Enhancement	543.2	-0-	-0-	-0-	-0-	543.2
Pima Street Pedestrian Pathway Enhancements	370.0	67.5	-0-	-0-	-0-	437.5
Regional Transportation Data Network	792.4	-0-	-0-	-0-	-0-	792.4
Replacement Buses for Sun Tran	15,222.6	7,910.0	-0-	-0-	13,061.0	36,193.6
Replacement Vans for Sun Van	3,924.2	2,931.6	2,088.1	2,438.8	2,666.4	14,049.0
Rio Vista Safe Routes to School	329.0	-0-	-0-	-0-	-0-	329.0
Robison Safe Routes to School	45.0	325.0	-0-	-0-	-0-	370.0
RTA Hawks	100.0	-0-	-0-	-0-	-0-	100.0
Security for Transit	-0-	361.0	361.0	361.0	205.0	1,288.0
Silverbell: Ina to Grant Road	2,163.1	4,805.0	4,805.0	1,205.0	26,309.9	39,288.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name (Continued)						
Speedway Boulevard at Union Pacific Underpass	$ 751.6	$ -0-	$ -0-	$ -0-	$ -0-	$ 751.6
Speedway: Camino Seco to Houghton	10.0	-0-	-0-	-0-	-0-	10.0
Stone Ave: Drachman and Speedway Improvements	2,876.1	-0-	-0-	-0-	-0-	2,876.1
Street Improvements: Proposition 409	19,780.0	19,780.0	19,780.0	19,780.0	-0-	79,120.0
Sunset: Silverbell to I-10 to River	-0-	2,500.0	2,500.0	-0-	-0-	5,000.0
Transit Bus Restoration	31.2	-0-	-0-	-0-	-0-	31.2
Transit Centers Improvements	50.0	-0-	-0-	-0-	-0-	50.0
Transit Facilty Improvements	-0-	4,000.0	-0-	-0-	-0-	4,000.0
Treat Avenue Bike Boulevard	122.6	-0-	-0-	-0-	-0-	122.6
Tucson Blvd Multi-use Path	337.0	-0-	-0-	-0-	-0-	337.0
Valencia: Alvernon to Kolb	1,300.0	-0-	-0-	-0-	-0-	1,300.0
Valencia: Kolb to Houghton	-0-	1,204.0	1,400.0	5,000.0	-0-	7,604.0
Total	**$ 105,576.6**	**$ 127,097.7**	**$ 124,335.3**	**$ 133,630.8**	**$ 150,924.2**	**$ 641,564.5**
Source of Funds Summary						
2014 General Obligation Street Bonds	$ 19,780.0	$ 19,780.0	$ 19,780.0	$ 19,780.0	$ -0-	$ 79,120.0
Capital Agreement Fund	-0-	-0-	8,540.0	-0-	-0-	8,540.0
Capital Agreement Fund: PAG	2,554.1	350.0	-0-	-0-	-0-	2,904.1
Capital Agreement Fund: Pima County Bonds	416.2	16,630.0	22,000.0	-0-	-0-	39,046.2
Federal Highway Administration Grants	20,317.8	6,454.0	5,155.0	-0-	3,000.0	34,926.8
Highway User Revenue Fund	260.3	169.0	40.5	25.0	5.0	499.8
Mass Transit Fund: Federal Grants	18,861.4	12,687.0	2,221.6	2,995.7	16,417.2	53,182.9
Mass Transit Fund: General Fund	2,520.0	2,678.1	390.0	466.6	3,677.7	9,732.4
Regional Transportation Authority Fund	38,398.0	62,692.5	56,737.6	100,663.5	120,571.4	379,063.0
Impact Fee Fund: Central District	300.0	-0-	2,313.5	3,000.0	6,052.9	11,666.4
Impact Fee Fund: Central Pending	-0-	1,500.0	1,500.0	-0-	-0-	3,000.0
Impact Fee Fund: East District	868.7	857.1	2,357.1	1,500.0	-0-	5,582.9
Impact Fee Fund: Southeast District	1,300.0	-0-	-0-	5,000.0	-0-	6,300.0
Impact Fee Fund: West District	-0-	3,300.0	3,300.0	200.0	1,200.0	8,000.0
Total	**$ 105,576.5**	**$ 127,097.7**	**$ 124,335.3**	**$ 133,630.8**	**$ 150,924.2**	**$ 641,564.5**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON FIRE

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name						
Communications Center Expansion	$ 3,165.5	$ -0-	$ -0-	$ -0-	$ -0-	$ 3,165.5
Total	**$ 3,165.5**	**$ -0-**	**$ -0-**	**$ -0-**	**$ -0-**	**$ 3,165.5**
Source of Funds Summary						
Public Safety Impact Fee Fund	$ 3,165.5	$ -0-	$ -0-	$ -0-	$ -0-	$ 3,165.5
Total	**$ 3,165.5**	**$ -0-**	**$ -0-**	**$ -0-**	**$ -0-**	**$ 3,165.5**

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

Project Name	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
22nd Street Reservoir Rehabilitation	$ 1,660.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 1,660.0
48" Aviation/3rd Ave Cathodic Protection System	133.0	202.0	-0-	-0-	-0-	335.0
Arc Flash Service Upgrades	553.0	562.0	561.0	584.0	607.0	2,867.0
Augmentation A-Zone PRV Station	-0-	28.0	140.0	29.0	61.0	258.0
AV-020B/SA-013A Recovery Well Drilling	1,389.0	-0-	-0-	-0-	-0-	1,389.0
Avra Valley Transmission Main Augmentation, Phase I	1,258.0	-0-	-0-	13,182.0	13,643.0	28,083.0
Avra Valley Transmission Main Augmentation, Phase II	-0-	-0-	-0-	-0-	164.0	164.0
Bailey Sleeve Valve Replacement	1,306.0	674.0	-0-	-0-	-0-	1,980.0
Bilby/Country Club Reservoir	-0-	-0-	-0-	-0-	303.0	303.0
Camino de Oeste Pressure Reducing Valve at Thornydale	221.0	-0-	-0-	-0-	-0-	221.0
Cathodic Protection for Critical Pipelines	664.0	674.0	673.0	701.0	728.0	3,440.0
Cavalier Estates Phase I	-0-	-0-	56.0	818.0	-0-	874.0
CAVSARP Well Pump Improvements	664.0	674.0	673.0	701.0	728.0	3,440.0
Chlorine System Improvements	55.0	56.0	56.0	58.0	61.0	286.0
Clearwell Outlet Valve	55.0	506.0	-0-	-0-	-0-	561.0
Clearwell Reservoir Rehabilitation	111.0	3,934.0	3,928.0	-0-	-0-	7,973.0
Cocio Road Main Replacement Phase I	411.0	-0-	-0-	-0-	-0-	411.0
Cocio Road Main Replacement Phase II	22.0	315.0	-0-	-0-	-0-	337.0
Control Panels Replacements: Potable	111.0	112.0	112.0	117.0	121.0	573.0
Control Panels: Reclaimed System	277.0	281.0	281.0	292.0	303.0	1,434.0
Country Club C-Zone Augumentation Transmission Main	277.0	1,967.0	13,468.0	-0-	-0-	15,712.0
Craycroft Addition Subdivision, Phase I	1,084.0	-0-	-0-	-0-	-0-	1,084.0
Developer-Financed Reclaimed Systems	66.0	67.0	67.0	70.0	73.0	343.0
Disinfection Equipment Upgrades	133.0	135.0	135.0	140.0	146.0	689.0
Dove Mountain 30-inch Reclaimed Main	1,800.0	-0-	-0-	-0-	-0-	1,800.0
Dove Mountain Reclaimed Tank Lining	111.0	-0-	-0-	-0-	-0-	111.0
Drexel Road to Nebraska Road A-Zone Transmission Main	17.0	39.0	337.0	-0-	-0-	393.0

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

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name (Continued)						
Effluent Pump Station Expansion	$ 55.0	$ 1,742.0	$ -0-	$ -0-	$ -0-	$ 1,797.0
Emergency Main Replacement	221.0	225.0	224.0	234.0	243.0	1,147.0
Equip Reclaimed Well EW-009	498.0	-0-	-0-	-0-	-0-	498.0
Equip Reclaimed Well EW-010A	498.0	-0-	-0-	-0-	-0-	498.0
Equip Well A-061	-0-		56.0	409.0	-0-	465.0
Equip Well W-006	154.0	337.0	-0-	-0-	-0-	491.0
Escalante Reservoir	111.0	112.0	561.0	-0-	-0-	784.0
Extensions for New Services	111.0	112.0	112.0	117.0	121.0	573.0
Facility Safety and Security Infrastructure	1,106.0	1,124.0	1,122.0	1,168.0	1,213.0	5,733.0
Filtration Modifications at Reclaimed Plant	2,489.0	4,496.0	-0-	-0-	-0-	6,985.0
Fire Services	2,102.0	2,135.0	2,132.0	2,336.0	2,426.0	11,131.0
Golf Links Main Replacement Phase I	300.0	-0-	-0-	-0-	-0-	300.0
Golf Links Main Replacement Phase II	33.0	529.0	-0-	-0-	-0-	562.0
Golf Links Phase V	-0-	56.0	1,066.0	-0-	-0-	1,122.0
Hayden-Udall Prime Reservoir and Booster Upgrade	940.0	562.0	9,540.0	5,676.0	-0-	16,718.0
La Entrada Electrical Service Modernization	477.0	337.0	260.0	-0-	-0-	1,074.0
La Paloma Reservoir Electrical System Upgrade	249.0	-0-	-0-	-0-	-0-	249.0
Line Replacement - 3/4"	664.0	674.0	673.0	701.0	728.0	3,440.0
Manzanita Tank Lining	-0-	674.0	-0-	-0-	-0-	674.0
Maryvale Manor Subdivision, Phase I	963.0	-0-	-0-	-0-	-0-	963.0
Maryvale Manor Subdivision, Phase II	1,306.0	-0-	-0-	-0-	-0-	1,306.0
Maryvale Manor Subdivision, Phase III	500.0	-0-	-0-	-0-	-0-	500.0
Maryvale Manor Subdivision, Phase IV	55.0	811.0	-0-	-0-	-0-	866.0
Meter Upgrade and Replacement Program	5,633.0	7,924.0	5,751.0	8,321.0	6,066.0	33,695.0
Miscellaneous Land and Right-of-Way Acquisitions	11.0	11.0	11.0	12.0	12.0	57.0
New Metered Services	55.0	56.0	56.0	58.0	61.0	286.0
Northgate Subdivision, Phase II	1,317.0	-0-	-0-	-0-	-0-	1,317.0
North Satellite Facility Maint Shop	332.0	-0-	-0-	-0-	-0-	332.0

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

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name (Continued)						
On-Call Valve Replacement Program	$ 443.0	$ 450.0	$ 449.0	$ 467.0	$ 485.0	$ 2,294.0
Park Avenue B-Zone Augmentation Main	-0-	-0-	-0-	-0-	910.0	910.0
Payments to Developers for Oversized Systems	111.0	112.0	112.0	117.0	121.0	573.0
Pipeline Protection: Acoustic Monitoring	221.0	225.0	224.0	234.0	243.0	1,147.0
Potable MOV at Thorneydale Reclaimed Reservoir	83.0	-0-	-0-	-0-	-0-	83.0
Pressure Tank Replacement	498.0	506.0	505.0	526.0	546.0	2,581.0
Production Well Sites	83.0	84.0	84.0	88.0	91.0	430.0
Pumping Facility Modifications	343.0	348.0	348.0	362.0	376.0	1,777.0
Reclaimed Booster Expansion	-0-	-0-	-0-	-0-	321.0	321.0
Reclaimed Emergency Main Enhancements	111.0	112.0	112.0	117.0	121.0	573.0
Reclaimed Pressure Reducing Valves	55.0	56.0	56.0	58.0	61.0	286.0
Reclaimed Pumping Facility Modifications	55.0	56.0	56.0	58.0	61.0	286.0
Reclaimed Reservoir and Tank Rehabilitation	221.0	450.0	337.0	350.0	364.0	1,722.0
Reclaimed Storage and Recovery	200.0	-0-	-0-	-0-	-0-	200.0
Recycled Water Master Plan	221.0	225.0	-0-	-0-	-0-	446.0
Regional Reclaimed Facility: Effluent Pumping	621.0	-0-	-0-	-0-	-0-	621.0
Rehabilitation of Critical Transmission Mains	354.0	360.0	359.0	350.0	364.0	1,787.0
Reservoir and Tank Rehabilitation	1,549.0	2,248.0	2,020.0	6,232.0	2,790.0	14,839.0
Responsive Meter Replacement	553.0	562.0	561.0	584.0	607.0	2,867.0
Review Developer-Financed Potable Projects	1,051.0	1,068.0	1,066.0	1,110.0	1,152.0	5,447.0
Road Improvement Main Replacements	6,532.0	4,496.0	4,489.0	4,672.0	5,459.0	25,648.0
SA-012A Recovery Well Drilling	-0-	674.0	-0-	-0-	-0-	674.0
SA-016A Recovery Well Drilling	-0-	-0-	-0-	701.0	-0-	701.0
SA-019A/SA-021A Recovery Well Drilling	-0-	-0-	1,283.0	-0-	-0-	1,283.0
SA-023A Recovery Well Drilling	-0-	-0-	-0-	-0-	728.0	728.0
Sahuarita Supply Line Slip Liner	7,789.0	-0-	-0-	-0-	-0-	7,789.0
San Paulo Village Main Replacement Phase I	-0-	34.0	529.0	-0-	-0-	563.0

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

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name (Continued)						
San Paulo Village Main Replacement Phase II	$ 288.0	$ 2,922.0	$ -0-	$ -0-	$ -0-	$ 3,210.0
San Paulo Village Main Replacement Phase III	-0-	-0-	-0-	58.0	910.0	968.0
Santa Cruz SC-008 Well Collector Line	304.0	-0-	-0-	-0-	-0-	304.0
Santa Cruz Wellfield Chemical Feed/Monitoring Facility	3,619.0	-0-	-0-	-0-	-0-	3,619.0
Santa Cruz Wells Re-Equipping	1,328.0	-0-	-0-	-0-	-0-	1,328.0
Santa Rita Ranch/Houghton Road 12" Main	709.0	-0-	-0-	-0-	-0-	709.0
SAVSARP Collector Lines, Phase II	1,199.0	-0-	-0-	-0-	-0-	1,199.0
SAVSARP Collector Lines, Phase III	-0-	33.0	1,680.0	-0-	-0-	1,713.0
SAVSARP Collector Lines, Phase IV	-0-	-0-	-0-	-0-	41.0	41.0
SAVSARP Phase II Well Equipping	2,213.0	-0-	-0-	-0-	-0-	2,213.0
SAVSARP Phase III Well Equipping	-0-	169.0	2,132.0	-0-	-0-	2,301.0
SAVSARP Phase IV Well Equipping	-0-	-0-	-0-	-0-	1,152.0	1,152.0
SAVSARP Raw Water Rcvrd Cathodic Protection	277.0	337.0	-0-	-0-	-0-	614.0
SCADA Potable Upgrades	4,088.0	3,548.0	3,996.0	3,527.0	1,237.0	16,396.0
SCADA Reclaimed	1,148.0	292.0	272.0	-0-	-0-	1,712.0
Source Meter Replacement	207.0	274.0	245.0	257.0	267.0	1,250.0
Southeast Houghton Area Recharge Project (SHARP)	830.0	2,866.0	4,489.0	-0-	-0-	8,185.0
Southern Avra Valley Reservoir and Booster Station	200.0	-0-	-0-	-0-	-0-	200.0
System Enhancements: Reclaimed	277.0	281.0	281.0	292.0	303.0	1,434.0
Tanque Verde to Wentworth 8 Inch Main	-0-	-0-	27.0	262.0	-0-	289.0
Tierra Del Sol Main Replacement Phase I	-0-	-0-	-0-	58.0	1,759.0	1,817.0
Trails End Reservoir Rehabilitation	111.0	112.0	561.0	-0-	-0-	784.0
Upgrade Corrosion Test Stations	55.0	56.0	56.0	58.0	61.0	286.0
Valley View Reservoir Rehabilitation	2,200.0	-0-	-0-	-0-	-0-	2,200.0
Valve Access Vault	111.0	112.0	112.0	117.0	121.0	573.0
Water Services	1,671.0	1,697.0	1,695.0	1,764.0	1,832.0	8,659.0
Water System Acquisitions	66.0	-0-	-0-	-0-	-0-	66.0
Well E-025 Storage Tank Lining	221.0	-0-	-0-	-0-	-0-	221.0

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

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name (Continued)						
Wellfield Upgrades	$ 1,106.0	$ 1,124.0	$ 1,122.0	$ 1,168.0	$ 1,213.0	$ 5,733.0
Well W-006 Transmission Main	22.0	90.0	-0-	-0-	-0-	112.0
Wetlands Outflow Modifications	332.0	-0-	-0-	-0-	-0-	332.0
Wilmot Main Replacement	55.0	844.0	-0-	-0-	-0-	899.0
Total	**$ 76,289.0**	**$ 58,966.0**	**$ 71,309.0**	**$ 59,311.0**	**$ 51,504.0**	**$ 317,379.0**

Source of Funds Summary						
2013 Water Revenue System Obligation	$ 8,700.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 8,700.0
2014 Water Revenue System Obligation	41,809.0	-0-	-0-	-0-	-0-	41,809.0
Future Water Revenue Bonds	-0-	35,352.0	43,005.0	39,222.0	23,189.0	140,768.0
Tucson Water Revenue and Operations Fund	25,780.0	23,614.0	28,304.0	20,089.0	28,315.0	126,102.0
Total	**$ 76,289.0**	**$ 58,966.0**	**$ 71,309.0**	**$ 59,311.0**	**$ 51,504.0**	**$ 317,379.0**

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

NON-DEPARTMENTAL

($000)

	Proposed Year 1 FY 2015	Projected Requirements Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Five Year Total
Project Name						
Technology Improvements	$ 900.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 900.0
Total	**$ 900.0**	**$ -0-**	**$ -0-**	**$ -0-**	**$ -0-**	**$ 900.0**
Source of Funds Summary						
General Fund	$ 900.0	$ -0-	$ -0-	$ -0-	$ -0-	$ 900.0
Total	**$ 900.0**	**$ -0-**	**$ -0-**	**$ -0-**	**$ -0-**	**$ 900.0**

IMPACT FEE PROJECTS PLAN

The 2007 impact fee ordinances adopted by Mayor and Council require an Impact Fee Projects Plan (IFPP) that lists the projects that are eligible for the use of impact fees. As required, the city's IFPP was established following a public hearing in March 2007. The ordinance further requires that the IFPP be included in the City's Capital Improvement Program (CIP) and reviewed annually. This section of the CIP is presented to comply with that requirement.

Available Revenue for Projects
In most cases, it is the City's budgeting practice to budget in Year 1 of the CIP only the impact fee revenue collected through December of the previous fiscal year, and only for those projects with potential funding in the following years to complete construction. Potential funding in the following years may come from impact fees, grants, bonds, or other revenues that are reasonably assured to be available.

Eligible Projects
In March 2007, following a public hearing, the Mayor and Council approved the arterial roadway and regional park projects listed on the following pages. These project listings are the ordinance-required Impact Fee Projects Plan. Projects programmed in this CIP are noted.

In August 2007, Mayor and Council adopted the ordinance for impact fees for Tucson Fire, Tucson Police, and Public Facilities. Capacity of $3.2 million for expenditures of Tucson Fire and Tucson Police impact fee revenues is included in Fiscal Year 2015 for the Communications Center Expansion project as part of the Pima County Wireless Integrated Network (PCWIN) project budgeted under Tucson Fire.

The IFPP does not include projects funded with Tucson Water's impact fee because they are governed by separate ordinances.

ROADS IMPACT FEE PROJECTS PLAN

($000s)

District/Project	Forecasted Allocations	CIP Budgeted Allocations	Completed Actuals
West:			
Goret/Silverbell	$ 800.0	$ -0-	$ 700.0
Anklam: Player's Club to Greasewood	600.0	-0-	600.0
Irvington and Campbell Intersection	800.0	-0-	358.9
Irvington and Park Intersection	1,600.0	-0-	-0-
Ajo and Park Intersection	775.0	-0-	-0-
Irvington and 12th Intersection	1,600.0	-0-	-0-
El Camino del Cerro Reconstruction	2,500.0	-0-	1,496.1
Speedway: Silverbell to Greasewood	2,500.0	-0-	-0-
Silverbell: Ina to Grant Road	3,290.0	3,000.0	-0-
Sunset: Silverbell to I-10 to River	5,000.0	5,000.0	-0-
Irvington and I-19 East Interchange	1,500.0	-0-	-0-
Drexel: I-19 to Midvale (design)	800.0	-0-	-0-
	$ 21,765.0	$ 8,000.0	$ 3,155.0
East:			
Camino Seco: Speedway to Wrightstown	$ 1,196.7	$ -0-	$ -0-
Speedway: Camino Seco to Houghton	3,000.0	-0-	2,524.4
Tanque Verde/Dos Hombres	250.0	-0-	234.7
Speedway and Swan Intersection	1,500.0	-0-	-0-
Pantano: Golf Links to Research Park	2,000.0	-0-	-0-
Valencia: Alvernon to Kolb	3,000.0	1,300.0	-0-
Broadway and Wilmot Intersection (design)	1,100.0	-0-	-0-
Broadway: Camino Seco to Houghton	3,000.0	3,000.0	-0-
Grant and Wilmot Intersection	800.0	-0-	-0-
Ft. Lowell: Alvernon to Swan (design)	1,100.0	-0-	-0-
Houghton Road: Broadway Intersection	3,661.7	2,583.0	-0-
Harrison/Wrightstown Curve	500.0	-0-	498.9
	$ 21,108.4	$ 6,883.0	$ 3,258.0
Central:			
Broadway: Euclid to Country Club	$ 3,000.0	$ 3,000.0	$ -0-
22nd Street: I-10 to Tucson Boulevard	6,052.9	5,666.4	-0-
Ft. Lowell and Campbell Intersection	150.0	-0-	-0-
Grant Road Corridor	6,549.2	6,000.00	-0-
	$ 15,752.1	$ 14,666.4	$ -0-
Southeast:			
Mary Ann Cleveland Way	$ 3,500.0	$ -0-	$ 3,500.0
Golf Links and Kolb Intersection	2,000.0	-0-	-0-
Harrison Bridget at Pantano Wash	2,000.0	-0-	-0-
Irvington: Kolb to Houghton	13,000.0	-0-	-0-
Valencia: Kolb to Houghton	5,000.0	5,000.0	-0-
Houghton Road: Irvington to Valencia	1,395.6	-0-	1,395.6
Houghton: Valencia to Old Spanish Trail	1,000.0	-0-	-0-
	$ 27,895.6	$ 5,000.0	$ 4,895.6
Southlands:			
Wilmot Extension	$ 6,000.0	$ -0-	$ -0-
Total	**$ 92,521.1**	**$ 34,549.4**	**$ 11,308.6**

PARKS IMPACT FEE PROJECTS PLAN

($000s)

District/Project	Forecasted Allocations	CIP Budgeted Allocations	Completed Actuals
West:			
Christopher Columbus Park Expansion	$ 707.1	$ 56.3	$ -0-
Cherry Avenue Center Expansion	237.6	-0-	237.6
Desert Vista School Park Expansion	500.0	-0-	-0-
El Pueblo Center Expansion	1,300.0	-0-	154.7
Juhan Park Expansion	646.5	-0-	599.7
Menlo Park	500.0	-0-	-0-
Rodeo Grounds Sports Field (design)	200.0	-0-	-0-
Sentinel Peak Park	200.0	-0-	89.0
Sunnyside School District Partnerships	378.0	-0-	-0-
	$ 4,669.2	$ 56.3	$ 1,081.0
East:			
Arcadia Park	$ 853.7	$ 286.5	$ -0-
Jesse Owens Park Expansion	300.0	-0-	-0-
Pantano River Park Expansion	300.0	-0-	-0-
Parks Stategic Plan	431.8	426.8	-0-
South Central Community Park	1,000.0	371.1	-0-
Udall Park Expansion	2,078.0	-0-	-0-
	$ 4,963.5	$ 1,084.4	$ -0-
Central:			
Arroyo Chico Urban Pathway	$ 558.5	$ 407.5	$ -0-
Jacobs Park and Center Expansion	200.0	-0-	-0-
Mansfield Park and Center Expansion	150.0	-0-	-0-
Northside Community Park	350.0	-0-	-0-
Ormsby Park Expansion	100.0	-0-	92.2
Quincie Douglas and Silverlake Park Expansion	150.0	90.0	-0-
Reid Park and Centers Expansions	1,077.9	719.0	-0-
Silverlake Park Soccer Field Lighting	111.4	-0-	111.4
Sonoran Desert Natural Resources Park	100.0	-0-	-0-
	$ 2,797.8	$ 1,216.5	$ 203.6
Southeast:			
Clements Senior Center Completion	$ 2,500.0	$ -0-	$ -0-
Lincoln Park Expansion	1,056.0	-0-	515.7
Purple Heart Park Expansion	1,379.1	327.2	-0-
Southeast Regional Park Expansion	3,000.0	-0-	-0-
South Central Community Park	1,000.0	263.10	-0-
	$ 8,935.1	$ 590.3	$ 515.7
Southlands:			
Southlands Master Plan	$ 250.0	$ -0-	$ -0-
Valencia and Alvernon Community Park	535.7	453.3	-0-
Valencia Corridor Facilities Plan	349.6	-0-	210.5
Valencia Corridor Land Acquisition	1,289.0	991.30	-0-
	$ 2,424.3	$ 1,444.6	$ 210.5
Total	**$ 23,789.9**	**$ 4,392.1**	**$ 2,010.8**

PUBLIC SAFETY IMPACT FEE PROJECTS PLAN

($000s)

Project		Forecasted Allocations	CIP Budgeted Allocations	Completed Actuals
Communications Center Expansion		$ 4,687.0	$ 3,165.5	$ -0-
	Total	**$ 4,687.0**	**$ 3,165.5**	**$ -0-**

Section F
Summary

CITY OF TUCSON

Components of the Total Financial Plan
Fiscal Year 2015

Total Budget
$ 1,250,179,810

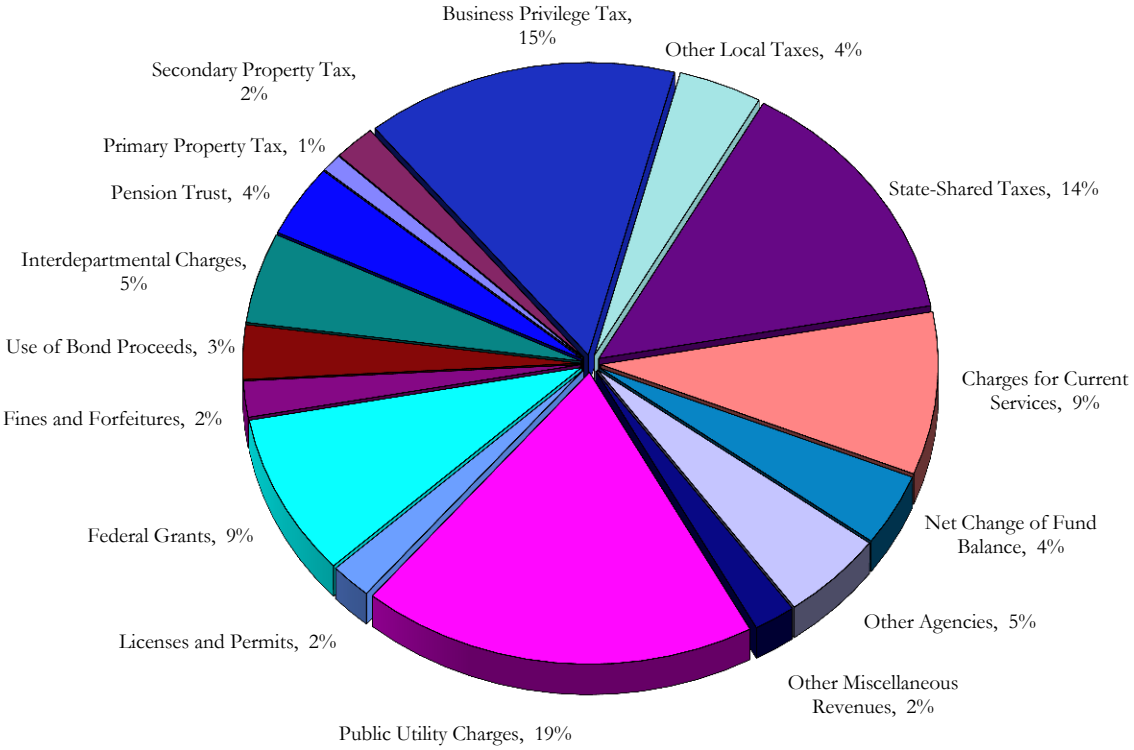
Operating Budget
$ 1,051,350,800

- Mayor and Council $ 2,566,510
- Budget and Internal Audit $ 1,462,790
- City Attorney $ 9,097,760
- City Clerk $ 2,971,150
- City Court $ 12,343,800
- City Manager $ 7,963,940
- Environmental Services $ 48,095,680
- Finance $ 18, 519,150
- General Services $ 63,799,390
- Housing and Community Development $ 76,502,510
- Human Resources $ 9,967,350
- Information Technology $ 18,232,520
- Integrated Planning $ 1,632,540
- Parks and Recreation $ 36,709,860
- Planning and Development Services $ 9,265,070
- Procurement $ 3,216,530
- Public Defender $ 3,064,940
- Transportation $ 122,801,930
- Tucson City Golf $ 7,996,090
- Tucson Convention Center $ 6,032,810
- Tucson Fire $ 92,682,090
- Tucson Police $ 161,979,620
- Tucson Water $ 164,017,140
- Non-Departmental $ 99,057,400
- Pension Services $ 71,372,230

Capital Budget
$ 198,829,010

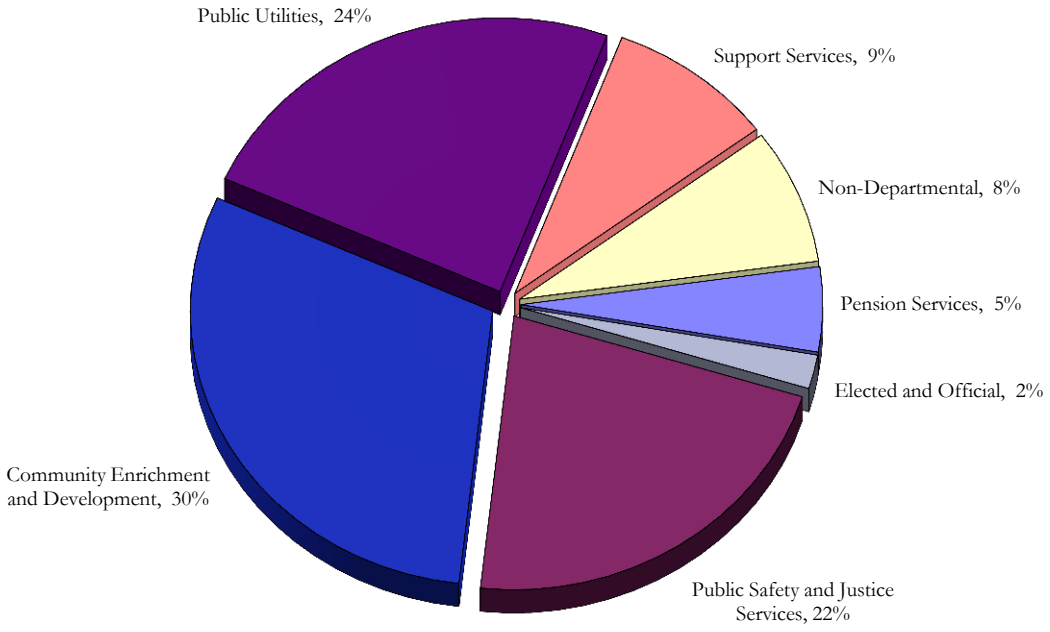
- City Court $ 1,000,000
- Environmental Services $ 9,459,000
- Housing and Community Development $ 415,500
- Parks and Recreation $ 2,023,400
- Transportation $ 105,576,600
- Tucson Fire $ 3,165,510
- Tucson Water $ 76,289,000
- Non-Departmental $ 900,000

REVENUES
FISCAL YEAR 2015 RECOMMENDED



Funds Available	Annual Budget Total	Percent of Total
Primary Property Tax	$ 14,973,710	1%
Secondary Property Tax	30,622,420	2%
Business Privilege Tax	192,114,160	15%
Other Local Taxes	43,617,780	4%
State-Shared Taxes	173,694,010	14%
Charges for Current Services	117,076,220	9%
Net Change of Fund Balance	51,506,220	4%
Other Agencies	61,529,020	5%
Other Miscellaneous Revenues	18,510,520	2%
Public Utility Charges	234,797,070	19%
Licenses and Permits	20,531,520	2%
Federal Grants	113,152,190	9%
Fines and Forfeitures	15,253,660	2%
Use of Bond Proceeds	42,929,000	3%
Interdepartmental Charges	66,480,990	5%
Pension Trust	53,391,320	4%
Total Funds Available	**$ 1,250,179,810**	**100%**

EXPENDITURES
FISCAL YEAR 2015 RECOMMENDED



Funds Available	Annual Budget Total	Percent of Total
Elected and Official	$ 22,599,360	2%
Public Safety and Justice Services	274,235,960	22%
Community Enrichment and Development	368,956,310	30%
Public Utilities	297,860,820	24%
Support Services	115,197,730	9%
Non-Departmental	99,957,400	8%
Pension Services	71,372,230	5%
Total Funds Available	**$ 1,250,179,810**	**100%**

SUMMARY of PROJECTED FUND BALANCE
as of June 30, 2015

FINANCIAL RESOURCES	Estimated Beginning Funds Available[1]	Projected Revenue	Projected Expenditures	Net Transfers In/(Out)	Available Funds
General Fund	**45,107,740**	**467,130,510**	**426,238,810**	**(48,817,190)**	**37,182,250**
Special Revenue Funds					
Mass Transit Fund	3,087,190	58,173,920	102,158,230	43,984,310	3,087,190
Tucson Convention Center Fund	29,000	2,485,620	7,318,500	4,832,880	29,000
Highway User Revenue Fund	10,734,020	36,439,080	29,448,430	(10,227,070)	7,497,600
ParkWise Fund	1,616,260	4,481,990	5,786,090		312,160
Civic Contribution Fund	574,850	332,550	699,370		208,030
Community Development Block Grant Fund	2,463,430	10,224,260	10,224,260		2,463,430
Miscellaneous Housing Grant Fund	-0-	4,870,890	4,870,890		-0-
Public Housing Section 8 Fund	3,096,870	38,135,670	38,135,670		3,096,870
HOME Investment Partnerships Program Fund	-0-	6,027,840	6,027,840		-0-
Other Federal Grants Fund	-0-	38,677,400	38,677,400		-0-
Non-Federal Grants Fund	-0-	2,379,790	2,379,790		-0-
Total Special Revenue Funds	**21,601,620**	**202,229,010**	**245,726,470**	**38,590,120**	**16,694,280**
Enterprise Funds					
Tucson Water Utility	792,718,260	230,798,800	240,306,140		783,210,920
Environmental Services Fund	2,720,460	48,095,680	57,554,680		(6,738,540)
Tucson Golf Course Fund	8,658,870	8,130,050	7,996,090		8,792,830
Public Housing Fund	29,784,210	12,774,940	13,311,860		29,247,290
Non-PHA Asset Management Fund	11,878,440	1,342,410	1,208,880		12,011,970
Total Enterprise Funds	**845,760,240**	**301,141,880**	**320,377,650**	**-0-**	**826,524,470**
Debt Service Fund					
General Obligation Bond and Interest Fund	(340,570)	30,622,420	29,825,210		456,640
Street and Highway Bond and Interest Fund	-0-	7,282,830	17,509,900	10,227,070	-0-
Special Assessment Bond and Interest Fund	1,475,440	307,540	509,320		1,273,660
Total Debt Service Funds	**1,134,870**	**38,212,790**	**47,844,430**	**10,227,070**	**1,730,300**
Capital Projects Funds					
2013 General Obligation Fund	52,620	20,150,000	19,780,000		422,620
Capital Improvement Fund	6,357,310	3,060,300	4,160,300		5,257,310
Development Fee Fund	25,449,740	6,100,000	7,582,610		23,967,130
Regional Transportation Authority Fund	223,190	38,843,100	38,843,100		223,190
Total Capital Projects Funds	**32,082,860**	**68,153,400**	**70,366,010**	**-0-**	**29,870,250**
Internal Service Funds					
Fleet Services Internal Service Fund	9,722,210	27,688,950	27,688,950		9,722,210
General Services Internal Service	(3,667,360)	22,521,470	22,521,470		(3,667,360)
Self Insurance Internal Service Fund	(9,758,420)	18,204,260	18,043,790		(9,597,950)
Total Internal Service Funds	**(3,703,570)**	**68,414,680**	**68,254,210**	**-0-**	**(3,543,100)**
Fiduciary Funds					
Tucson Supplemental Retirement System	624,231,880	53,391,320	71,372,230		606,250,970
Total Fiduciary Funds	**624,231,880**	**53,391,320**	**71,372,230**	**-0-**	**606,250,970**
Total All Budgeted Funds	**1,566,215,640**	**1,198,673,590**	**1,250,179,810**	**-0-**	**1,514,709,420**

[1] Estimated Beginning Funds Available does not include Nonspendable fund balance.

FULL-TIME EQUIVALENT POSITIONS
PERMANENT and NON-PERMANENT
FISCAL YEAR 2015

Department	Permanent	Non-Permanent	Total
Elected and Official			
Mayor and Council	43.00	-0-	43.00
City Manager	35.00	-0-	35.00
City Attorney	91.00	-0-	91.00
City Clerk	27.00	10.50	37.50
Program Total	**196.00**	**10.50**	**206.50**
Public Safety and Justice Services			
City Court	130.80	-0-	130.80
Public Defender	32.00	-0-	32.00
Tucson Fire	753.50	-0-	753.50
Tucson Police	1315.50	-0-	1315.50
Program Total	**2,231.80**	**-0-**	**2,231.80**
Community Enrichment and Development			
Housing and Community Development	146.25	-0-	146.25
Integrated Planning	14.00	1.00	15.00
Parks and Recreation	296.00	150.75	446.75
Planning and Development Services	100.00	-0-	100.00
Transportation	283.00	-0-	283.00
Tucson Convention Center	26.50	18.00	44.50
Program Total	**865.75**	**169.75**	**1,035.50**
Public Utilities			
Environmental Services	215.00	-0-	215.00
Tucson Water	547.50	-0-	547.50
Program Total	**762.50**	**-0-**	**762.50**
Support Services			
Budget and Internal Audit	14.00	-0-	14.00
Finance	107.00	-0-	107.00
General Services	228.00	1.00	229.00
Human Resources	30.00	-0-	30.00
Information Technology	105.00	-0-	105.00
Procurement	39.00	-0-	39.00
Program Total	**523.00**	**1.00**	**524.00**
Pension Services	**4.00**	**-0-**	**4.00**
Total	**4,583.05**	**181.25**	**4,764.30**

FOUR-YEAR CITY STAFFING COMPARISON

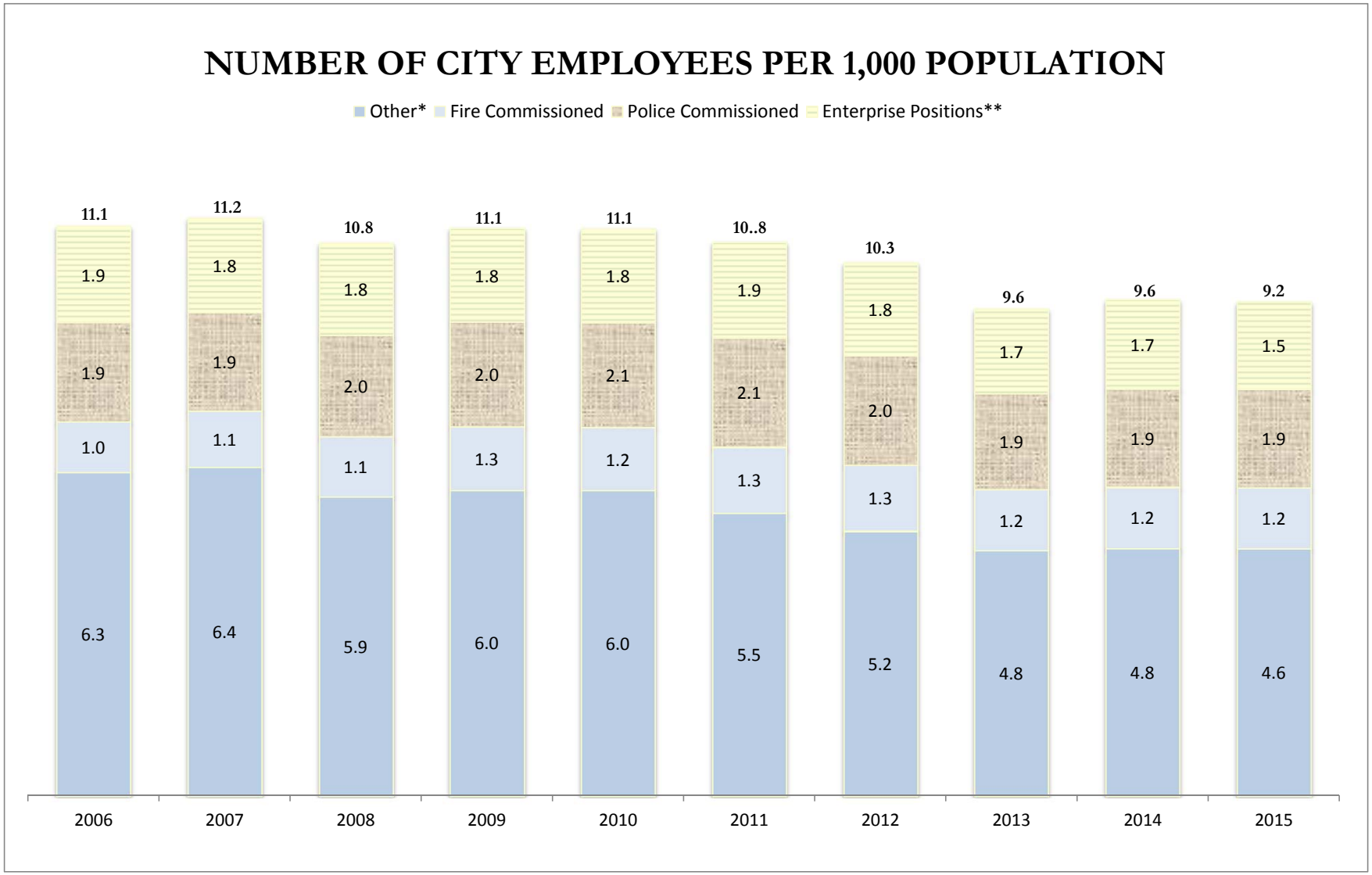
DEPARTMENTS	Adopted FY 2012	Adopted FY 2013	Adopted FY 2014	Recommended FY 2015
Elected and Official				
Mayor and Council	51.50	43.00	43.00	43.00
City Manager	31.00	28.00	43.00	35.00
City Attorney	101.50	99.00	95.00	91.00
City Clerk	30.50	37.50	42.00	37.50
Sub-Total	214.50	207.50	223.00	206.50
Public Safety and Justice Services				
City Court	138.80	134.00	130.80	130.80
Equal Opportunity Programs and Independent Police Review	10.00	9.00	9.00	-0-
Public Defender	36.00	35.00	34.00	32.00
Tucson Fire[1]	724.50	671.00	753.00	753.50
Tucson Police	1,470.50	1,290.00	1,312.50	1,315.50
Sub-Total	2,379.80	2,139.00	2,239.30	2,231.80
Community Enrichment and Development				
Housing and Community Development	202.25	201.25	186.25	146.25
Integrated Planning	N/A	N/A	N/A	15.00
Parks and Recreation	585.75	500.00	497.50	446.75
ParkWise	15.00	-0-	-0-	-0-
Planning and Development Services	88.00	84.00	80.00	100.00
Transportation[2]	297.00	274.75	282.00	283.00
Tucson City Golf	145.25	63.75	68.00	-0-
Tucson Convention Center	50.00	47.00	44.50	44.50
Sub-Total	1,383.25	1,170.75	1,158.25	1,035.50
Public Utilities				
Environmental Services	241.00	241.00	222.00	215.00
Tucson Water	556.00	556.00	547.00	547.50
Sub-Total	797.00	797.00	769.00	762.50
Support Services				
Budget and Internal Audit	14.00	14.00	14.00	14.00
Finance	107.00	111.00	111.00	107.00
General Services[1]	324.00	312.00	229.00	229.00
Human Resources	29.00	27.00	27.00	30.00
Information Technology	122.50	110.50	106.00	105.00
Procurement	44.00	36.50	37.00	39.00
Sub-Total	640.50	611.00	524.00	524.00

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 2012	Adopted FY 2013	Adopted FY 2014	Recommended FY 2015
Pension Services	4.00	4.00	4.00	4.00
Total	**5,419.05**	**4,929.25**	**4,917.55**	**4,764.30**

[1] Communications Center 911 staff was transferred from General Services to Tucson Fire during Fiscal Year 2012.

[2] ParkWise staff was transferred to Transportation from General Services during Fiscal Year 2013. It is reflected as stand alone for Fiscal Years 2011 and 2012 and is included in Transportation for Fiscal Years 2013 and 2014.



* In Fiscal Year 2007, Library staff was transferred to Pima County.
** Includes Environmental Services, Tucson City Golf, and Tucson Water.

Section G
Glossary

GLOSSARY of TERMS

Term	Definition
ACCOUNTABILITY	The state of being obliged to explain actions to justify what was done. Accountability requires justification for the raising of public funds and the purposes for which they are used.
ACTIVITY	A group of related functions performed by one or more organizational units for the purpose of satisfying a need for which the city is responsible.
ALLOCATION	Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.
ANALYSIS	A process that separates the whole into its parts to determine their nature, proportion, function, and relationship.
ANNUALIZED COSTS	Operating costs incurred at annual rates for a portion of the prior fiscal year that must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.
APPROPRIATION	An authorization granted by the Mayor and Council to make expenditures and to incur obligations for purposes specified in the appropriation resolution.
ASSESSED VALUATION	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes.
BOND	A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specific rate.
BOND FUNDS	Funds used for the purchase or construction of major capital facilities, which are not financed by other funds. The use of bond funds is limited to ensure that bond proceeds are spent only in the amounts and for the purposes authorized.
BOND PROCEEDS	Funds derived from the sale of bonds for the purpose of constructing major capital facilities.
BONDS - GENERAL OBLIGATION	Limited tax bonds that are secured by the city's secondary property tax.
BUDGET	A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

Term	Definition
CAPITAL BUDGET	A financial plan of proposed capital expenditures and the means of financing them.
CAPITAL CARRYFORWARD	Capital funds unspent and brought forward from prior years.
CAPITAL IMPROVEMENT FUND	The Capital Improvement Fund accounts for capital projects that are financed by Certificate of Participation (COPs) or are reimbursed by governmental agencies such as Pima County and Pima Association of Governments (PAG).
CAPITAL IMPROVEMENT PROGRAM (CIP)	A plan separate from the annual budget that identifies: (1) all capital improvements which are proposed to be undertaken during a five fiscal year period, (2) the cost estimate for each improvement, (3) the method of financing each improvement, and (4) the planned implementation schedule for each project.
CAPITAL PROJECT	Any project having assets of significant value and a useful life of six years or more. Capital projects include the purchase of land, design, engineering, and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital improvements are permanent attachments intended to remain on the land. Capital projects may include the acquisition of heavy equipment and machinery or specialized vehicles using capital funding sources.
CARRYFORWARD CAPITAL IMPROVEMENT PROJECT	Any capital project that has been previously approved by the Mayor and Council, but for various reasons has not been implemented on schedule. Under state law and Generally Accepted Accounting Principles, only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, violate state budget law, such a project and the associated projected costs are included in the subsequent fiscal year's budget.
CERTIFICATES of PARTICIPATION (COPs)	A debt financing tool which is used to enable the city to purchase large equipment and improve or construct city facilities. Interest is paid and principal repaid through annual payments made from funds appropriated each fiscal year by the Mayor and Council.

Term	Definition
COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)	Financial report that contains, at a minimum, three sections: (1) introductory, (2) financial, and (3) statistical, and whose financial section provides information on each individual fund and component unit.
CUSTOMER	The recipient of a product or service provided by the city. Internal customers are city departments, employees, or officials who receive products or services provided by other city departments. External customers are citizens, neighborhoods, community organizations, businesses, or other public entities who receive products or services provided by a city department.
DEBT SERVICE	The amount required to retire the principal and pay the interest on outstanding debt.
ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished.
ENTERPRISE FUND	An accounting entity established to account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting.
EQUIPMENT	An item of machinery or furniture having a unit cost of more than $5,000 and an estimated useful life of more than one year. Heavy equipment and machinery that are capital improvements are included in the capital budget and are not considered equipment items in the operating budget.
EXPENDITURE	Any authorization made for the payment or disbursing of funds during the fiscal year.
FEDERAL ECONOMIC STIMULUS	Federal grant funding provided through the 2009 American Recovery and Reinvestment Act in order to create jobs and stimulate the local economy.
FIDUCIARY FUNDS	Funds used to report assets held in a trustee capacity and therefore cannot be used to support the city's programs. The Tucson Supplemental Retirement System fund is a fiduciary fund.
FISCAL YEAR (FY)	A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. Fiscal Year 2014 refers to the period July 1, 2013 through June 30, 2014.

Term	Definition
FULL-TIME EQUIVALENT POSITION (FTE)	A full-time position or part-time position converted to a decimal equivalent of a full-time position, based on 2,080 hours per year. For example, a summer lifeguard working for four months, or 690 hours, would be equivalent to .33 of a full-time position.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund.
GENERAL FUND	A fund used to account for all general transactions of the city that do not require a special type of fund.
HOME RULE	Home Rule is an alternative to the State set expenditure limitation. A home rule prescribes the method the city will use to calculate its own expenditure limitation each year. Voter approval of a home rule must occur prior to the first fiscal year in which it applies. Home rules apply for four succeeding fiscal years, after which the constitutional expenditure limitation becomes effective, unless a new home rule is adopted.
IN LIEU of TAXES	Enterprise funds most often are not subject to property taxes because of their governmental character. In lieu of tax payments compensate the general government for public services received. In some cases, these payments are calculated to be reasonably equivalent in value to the services provided. In other cases, there is no clear link between the amounts paid and the value of services received.
INTER ACTIVITY TRANSFERS	Transactions between city organizations or funds that would be treated as revenues or expenditures if they involved parties external to the city. Transactions may be charged against other organizations or funds.
INTERNAL SERVICE FUNDS	Funds used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing goods or services for the purpose of fully recovering that cost through fees or charges. The Risk Management Fund is such a fund; departments are assessed charges to fund the city's self-insurance expenses.

Term	Definition
NON-RECURRING REVENUE	Proceeds of general obligation bonds, revenue bonds, and other restricted revenue.
OPERATING BUDGET	A financial plan which applies to all proposed expenditures other than for capital improvements.
OPERATING FUNDS	Resources derived from recurring revenue sources used to finance operating expenditures and pay-as-you-go capital expenditures.
ORGANIZATION	The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the city is responsible.
OTHER COSTS	This classification of costs includes Sun Tran expenditures, contributions to outside agencies, specific federal fund expenditures, and miscellaneous expenditures.
OUTSIDE AGENCIES	Non-profit organizations whose activities support the Mayor and Council's priorities.
pCARD	A charge card that allows goods ands 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.

Term	Definition
SECONDARY PROPERTY TAXES	Ad valorem taxes or special property assessments used to pay the principal, interest, and redemption charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality, county, or taxing district; and assessments levied by or for assessment districts and for limited purpose districts other than school districts and community colleges pursuant to an election to temporarily exceed (up to one year) budget, expenditure, or tax limitations.
SECONDARY TAX RATE	The rate per one hundred dollars of assessed value employed in the levy of secondary property taxes. The assessed value derived from the current full cash value (market value) is the basis for computing taxes for budget overrides, bonds, and for sanitary, fire, and other special districts.
SERVICES	Costs which involve the performance of a specific service by an outside organization or other city organization. Examples of services include consultants, utilities, and vehicle maintenance.
SPECIAL ASSESSMENTS	Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.
STREET and HIGHWAY BONDS	Revenue bonds which are secured by the city's Highway User Revenues and used for the construction of street, highway, and related capital projects.
SUPPLIES	Expendable items used by operating departments. Examples include office supplies, repair and replacement parts for equipment, books, and gasoline.
TAX LEVY	The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.
TAX RATE	The amount of tax levied for each one hundred dollars of assessed valuation.

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMP	Asset Management Project
ARRA	American Recovery and Reinvestment Act
ARS	Arizona Revised Statutes
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
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
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
HOA	Home Owners Association
HOPE VI	Housing Opportunities for People Everywhere
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
IFPP	Impact Fee Projects Plan

Acronym/Initialisms	Definitions
IGA	Intergovernmental Agreement
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
JFS	Juvenile Fire Stopper
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
PHA	Public Housing Asset
PILOT	Payment in Lieu of Tax
QECBs	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
TPAC	Tucson Pima Arts Council
TSRS	Tucson Supplemental Retirement System
VOIP	Voice Over Internet Protocol
WIFA	Water Infrastructure Finance Authority
WSI	Water Safety Instruction

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