



# CITY OF TUCSON, ARIZONA ADOPTED BUDGET FISCAL YEAR 2018

*We're Partners in Tucson's Prosperity*



# CITY OF TUCSON, ARIZONA

## **Adopted Budget**

Fiscal Year 2018

*Effective July 1, 2017*

### **Mayor and Council**



HONORABLE  
JONATHAN ROTHSCHILD  
Mayor



REGINA ROMERO  
Ward One



PAUL CUNNINGHAM  
Ward Two



KARIN UHLICH  
Ward Three



SHIRLEY SCOTT  
Ward Four



RICHARD FIMBRES  
Ward Five



STEVE KOZACHIK  
Ward Six

### **City Administration**

MICHAEL J. ORTEGA, P.E.  
City Manager

ALBERT ELIAS  
Assistant City Manager

JOYCE GARLAND, CPA  
CFO/Assistant City Manager



DISTINGUISHED  
BUDGET PRESENTATION  
AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Tucson**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2016**

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Tucson, Arizona for its annual budget for the Fiscal Year beginning July 1, 2016.

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

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

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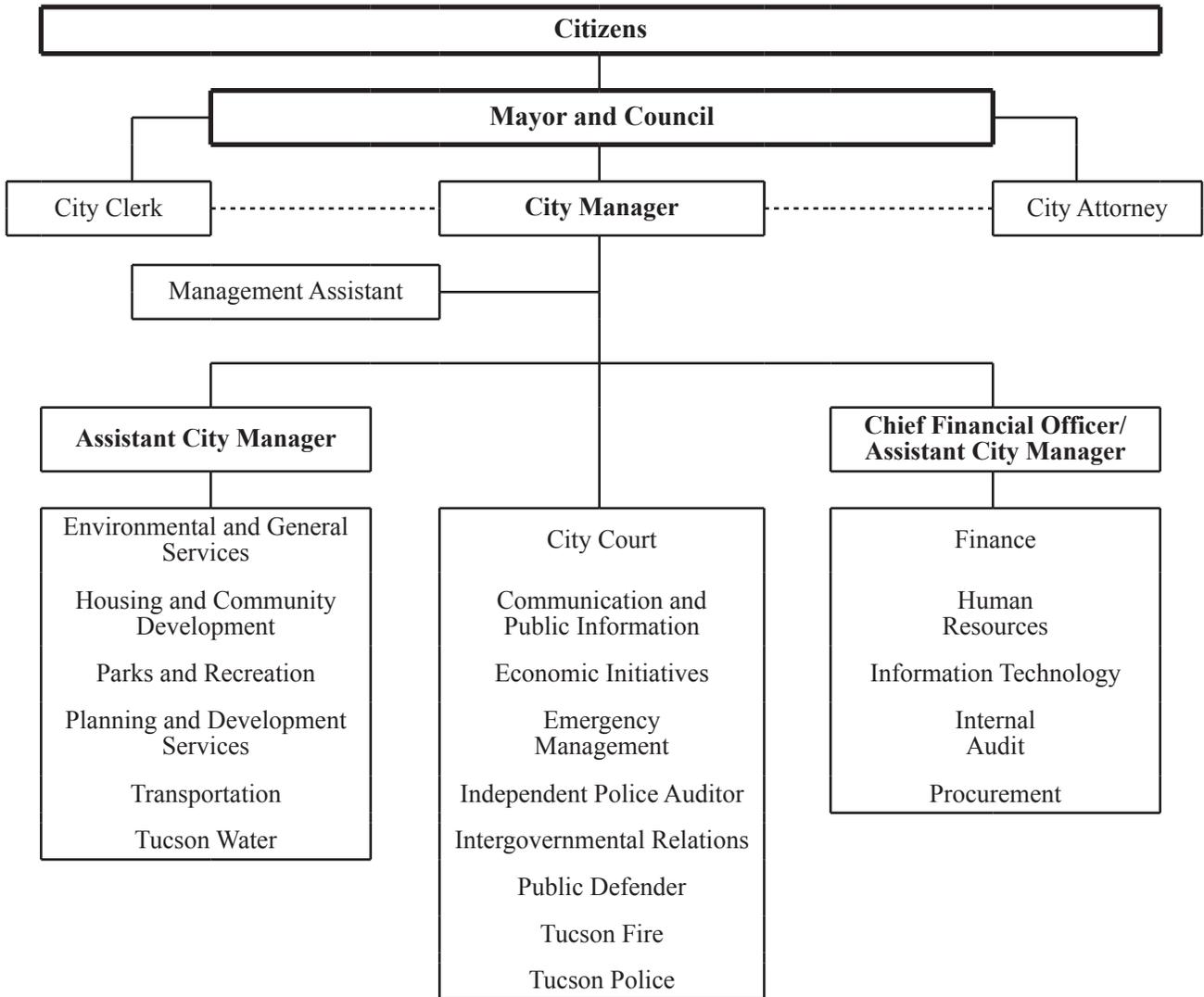
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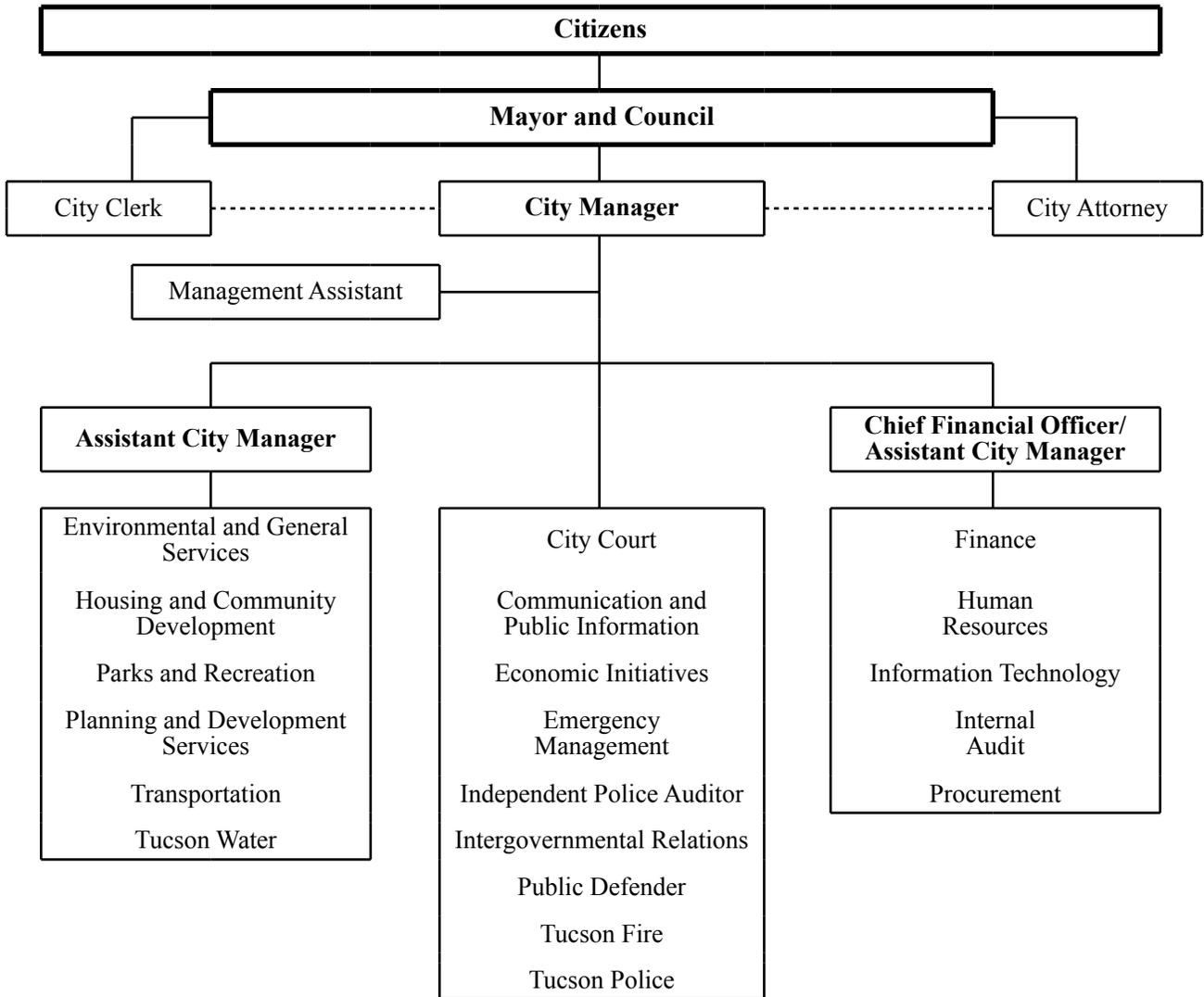
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**CITY OF TUCSON  
ORGANIZATION CHART  
FISCAL YEAR 2017/18**



**CITY OF TUCSON  
ORGANIZATION CHART  
FISCAL YEAR 2017/18**



# CITY OF TUCSON

## OFFICIALS and DIRECTORS

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### OFFICIALS

- City Manager, *Michael J. Ortega, P.E.*
- Assistant City Manager, *Albert Elias*
- Chief Financial Officer/Assistant City Manager, *Joyce Garland, CPA*
  - City Attorney, *Mike Rankin*
  - City Clerk, *Roger Randolph*

### COMMUNITY ENRICHMENT and DEVELOPMENT

- Housing and Community Development, *Sally Stang*
- Parks and Recreation, Interim, *Joan Stauch*
- Planning and Development Services, Interim, *Scott Clark*
- Transportation, *Daryl Cole*
- Tucson City Golf, *Greg Jackson*
- Tucson Convention Center, *Greg Jackson*

### PUBLIC SAFETY and JUSTICE SERVICES

- City Court, *Antonio Riojas*
- Public Defender, *Mary Trejo*
- Tucson Fire, *James Critchley, Jr.*
- Tucson Police, *Chris Magnus*

### PUBLIC UTILITIES

- Environmental and General Services, *Carlos De La Torre*
- Tucson Water, *Tim Thomure*

### SUPPORT SERVICES

- Finance, *Pete Saxton, CPA*
- Human Resources, Interim, *Ana Urquijo*
- Information Technology, *David Scheuch*
- Procurement, *Marcheta Gilliespie*

### Special Thanks to the Budget Staff

- Budget Administrator, *Vivian Newsheller*
- *Todd Bullington*
- *Rosanne Channell*
- *Lynn Erbe*
- *Antonio Figueroa*
- *William Knowles*
- *Diane Link*
- *David Ortega*
- *Alicia Roberson*
- *Joseph Ware*

### Acknowledgment

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

# **BUDGET CALENDAR FOR FISCAL YEAR 2017/18**

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<b>March 28, 2017</b>	Regular Special Meeting: Retreat. Review of Fiscal Year 2017/18 Budget.
<b>April 5, 2017</b>	Study Session: Discussion of Fiscal Year 2017/18 Budget.
<b>April 19, 2017</b>	Study Session: Discussion of Special Revenue and Enterprise Funds; and Consideration of Retirement Incentive for Certain PSPRS Employees.
<b>May 9, 2017</b>	Study Session: Submission of the City Manager's Recommended Fiscal Year 2017/18 Budget, including the Five-Year Capital Improvement Program.
<b>May 23, 2017</b>	Study Session: Discussion of Recommended Fiscal Year 2017/18 Budget. Regular Agenda: Public Hearing on the Recommended Fiscal Year 2017/18 Budget. Regular Agenda: Adoption of a Tentative Budget for Fiscal Year 2017/18.
<b>June 6, 2017</b>	Regular Agenda: Public Hearing on the Fiscal Year 2017/18 budget as tentatively adopted. Special Agenda: Mayor and Council meeting for the purpose of final budget adoption.
<b>June 20, 2017</b>	Regular Agenda: Adoption of Fiscal Year 2017/18 property tax levies.

# COMMUNITY PROFILE

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## A Fantastic Place to Live and Visit

With a culturally diverse population of more than 529,000, Tucson is Arizona's second largest city, with a metropolitan area exceeding 1.1 million people. Surrounded by four majestic mountain ranges and nestled in the heart of a lush Sonoran Desert valley, Tucson offers residents and visitors the climate, attractions, amenities, and opportunities that create an unparalleled and authentic life experience.



With 350 days of sunshine, Tucson is a destination for outdoor enthusiasts. Hikers and walkers can visit both Sentinel Peak, also known as "A" Mountain, and Tumamoc Hill to get in a great workout and experience two of the best views of the valley from the same place that our region's first native inhabitants did more than 2,000 years ago. If cycling is your thing, then you can take advantage of the most comprehensive and top-rated network for active cyclists in the nation with 620 miles of dedicated roadway bike lanes and The Loop, a 131 mile paved shared-use path that encircles the metro area. Mountain Bikers are not left out either as Tucson is also home to the world-renowned Fantasy Island Mountain Biking Park. Of course swimming, tennis, and golf opportunities abound at municipal and private facilities throughout the city and region, offering exceptional experiences at any budget. For those who are more focused on a nature experience over sport, birding, stargazing, and horseback-riding are amazing ways to connect with the Sonoran Desert.



Some of the attractions that draw families and children of all ages, including the "young at heart," are the Reid Park Zoo, a 24-acre campus that houses hundreds of animals in naturalistic exhibits like the Expedition Tanzania elephant exhibit which saw its first elephant birth in 2014, bringing us the amazing baby Nandi, the Tucson Children's Museum, the Tucson Botanical Gardens, and the Pima Air and Space Museum. Nationally known regional attractions that highlight our unique ecosystem, natural beauty, and culture include the Arizona Sonoran Desert Museum, Saguaro National Monument East and West, Mt. Lemmon, the Kitt Peak National Observatory, and Mission San Xavier del Bac.



Tucson's vibrant and growing downtown is crowded with theaters, performance spaces, locally owned shops, and restaurants. It is the place to experience so much of the best that our community has to offer including; our vibrant arts community that includes a symphony, an opera company, 18 art galleries, the Tucson Museum of Art and the Museum of Contemporary Art, live music and entertainment events at historic venues like the Fox Theater, Rialto Theater, Hotel Congress, Temple of Music and Art, and the renewed Tucson Arena, our many diverse cultural and outdoor festivals held throughout the year, like Tucson Meet Yourself, the All Souls Procession, Dia de San Juan, the Fourth Avenue Street Fair, and the Tucson Gem and Mineral Show that brings gem, mineral, and fossil dealers from around the world to display and sell their precious wares to global buyers, collectors, and the fascinated public. More than 55 thousand visitors to this annual event held over the first two weeks of February generate an estimated \$120 million in direct spending for the region.



# COMMUNITY PROFILE

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The Downtown, Mercado, 4<sup>th</sup> Avenue, UofA Main Gate Square, Main Campus, and Medical Center areas are easier to access thanks to the investments made in our Sun Link Streetcar system and the construction and modernization of our parking infrastructure. The modernization includes adjacent transit multistory parking garages and electronic on street parking meters that can be paid for via SunGo phone apps or credit cards as well as cash.



Sun Link will celebrate the completion of its third year of operation on July 25<sup>th</sup> and has been a great success for our community. More than 2 million riders have used Sun Link to date and our community has experienced a huge economic benefit from the more than \$900 million of combined public and private investment projects under construction or completed, including two new hotels, student rental housing, market-rate rental apartments, market-rate residential housing, commercial retail, and corporate headquarters along its 3.9 mile loop.



## We Mean Business

Tucson has long been recognized as a center for the defense, aerospace, astronomy, and medical-health services industries and is now receiving global and national attention for its emerging presence as a center for logistics, mining technology, solar, optics, and biotechnology. Under the leadership of Tucson's Mayor and Council, our community has entered into a new era of cooperation and collaboration with our economic development partners, the State of Arizona, Pima County, Rio Nuevo, and Sun Corridor Inc., that has transformed our business environment and successfully attracted major investment and job creation by global and national corporations. Some of the successes include:



- Caterpillar, Inc. in May 2016 chooses Tucson as the new location for its Surface Mining and Technology offices bringing 600 projected new Arizona jobs over five years and an estimated economic impact of \$600 million.

- HomeGoods in October 2016 opens its 850,000 square foot distribution center for business initially providing 400 new jobs, with full employment expected to reach 900, and an estimated economic impact of \$830 million.



- Raytheon in November 2016 announces expansion plans that will add 1,975 new jobs at an average wage of \$110,000 annually, require a capital investment of \$233.8 million, and have an estimated economic impact of \$2.4 million annually.

- Hexagon Mining in March 2017 announced the selection of downtown Tucson, and the new City Park project, for the relocation and expansion of their corporate headquarters bringing their existing 140 jobs, adding 120 jobs with an average salary of \$110,000 annually, investing \$9.4 million, and having a total economic impact of \$224 million.



In August of 2016 Bloomberg reported that Tucson had the third-fastest job growth rate of any metro area in the nation and in May of 2017 the Arizona Office of Economic Opportunity reported a 4.4% unadjusted unemployment rate for the Tucson MSA.

# COMMUNITY PROFILE

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Tucson is home to Davis-Monthan Air Force Base, our longtime partner, whose mission supports over 7,000 military and 2,700 civilian jobs, as well as 4,123 indirect jobs and provides services to more than 19,000 local retirees. It has an estimated economic impact of more than \$1.5 billion to our community. Tucson's Mayor and Council work closely with Arizona's Federal delegation and local community support organizations to ensure that Davis-Monthan's current mission is supported and that the base is positioned to adapt to the future needs of our nation.



The Tucson International Airport (TUS) is a cornerstone of our logistics and tourism industries. TUS is a Port of Entry with 24-hour customs and immigration services. At 8,300 acres, TUS is the 10<sup>th</sup> largest commercial airport in the nation, by land area. TUS has both existing facilities and development sites available airside and landside for business and industry to explore. Six airlines, including the four largest U.S. airlines: Delta, United, Southwest, and American operate from TUS, as well as Alaska Airlines and Aeromar. Together they provide nonstop service to 19 cities and some 350 connections worldwide for almost 3.3 million passengers.



TUS also supports the 162nd Wing of the Air National Guard, which conducts national and international training operations for the F-16 Fighting Falcon. The 162nd Wing is the second largest ANG wing in the country and sits on 92 acres next to the TUS. It shares use of the runway, security and fire control with the airport. The wing has three flying squadrons consisting of more than 70 F-16 aircraft. The wing employs approximately 1,100 full-time members, and 600 drill status Guardsmen who report for duty one weekend per month and an additional two weeks per year.



## Workforce Development

Tucson has amazing workforce development assets in the University of Arizona (UA) and Pima Community College (PCC). The UA is Arizona's premier research university and is ranked 21<sup>st</sup> among the top of public research universities nationwide and 34<sup>th</sup> overall in research investment by the National Science Foundation for investing more than \$606 million annually. It is the recipient of more NASA grants for space exploration research than any other university. Its Eller College of Management's McGuire Entrepreneurship Program has been ranked the No. 2 public undergraduate and No. 3 public graduate program in the nation by *Entrepreneur* magazine and the *Princeton Review*. The UA faculties have a global reputation for innovative research and are helping create the next generation of knowledgeable workers.



PCC offers 185 transfer and occupational programs across 6 campuses and 4 learning centers. The college also customizes workforce training for regional employers, with training for approximately 5,600 employees annually. For many of its 40-plus years, PCC has ranked among the ten largest multi-campus community colleges in the nation.



# COMMUNITY PROFILE

## City Government

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

## Demographics

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



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

Land Area		Land Use, 2010	
1990	157.53 square miles	Undeveloped	52.84%
2000	195.5 square miles	Residential	22.5%
2010	227.7 square miles	Commercial	4.06%
		Government	3.26%
		Industrial	3.09%
		Open Space	2.59%
		Agricultural	0.77%
		Other	10.89%



Racial/Ethnic Composition, 2010		Median Age	
White, Non-Hispanic	40.3%	1990	30.8 years
Hispanic/Latino	35.6%	2000	32.1 years
Black/African American	4.2%	2010	34.2 years
Native American	2.3%		
Asian/Pacific Islander	2.6%		
Other	13.3%		
Two or more races	1.7%		

# COMMUNITY PROFILE

## Economy



### Major Employers - Southern Arizona, 2016 (Number of full-time positions)

University of Arizona	11,235
Raytheon Missile Systems	9,600
State of Arizona	8,524
Davis-Monthan Air Force Base	8,335
Tucson Unified School District	7,134
Pima County	7,023
Banner University Health Care	6,542
U.S. Customs and Border Patrol	6,470
Freeport-McMoran Copper and Gold, Inc.	5,800
Walmart Stores, Inc.	5,400



### Total Employment - Pima County

### Unemployment Rates - Pima County

2011	478,153	2011	7.2%
2012	484,803	2012	7.0%
2013	490,005	2013	6.6%
2014	495,697	2014	5.7%
2015	500,592	2015	5.7%



### Annual Rate of Earnings

(Per worker in current dollars)

2012	\$ 45,384
2013	\$ 46,034
2014	\$ 46,123
2015	\$ 46,638
2016	\$ 48,055



### Building Permits Issued

	Residential	Commercial
2012	336	104
2013	490	136
2014	547	146
2015	346	74
2016	731	99

# COMMUNITY PROFILE

## City Services



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

### Environmental Services

Tons of Waste Received at Los Reales Landfill	605,000
Tons of Waste Collected by City of Tucson Refuse Services	223,500
Tons of Material Recycled	32,000

### Parks and Recreation/Golf Resources

Parks (district, neighborhood, school, regional, and open space)	164
Recreation Centers	17
Senior Centers	3
Out of School Program Sites	24
Senior Citizen Program Sites	11
Swimming Pools Sites	25
Splash Pad Sites	2
Municipal Golf Courses	5
Tennis Court Sites	19
Ball Fields/Multipurpose Fields (including joint-use school parks)	225

### Public Safety

Number of Authorized Sworn Police Personnel	850
Number of Authorized Professional Staff	323.5
Number of Service Calls	286,811
Number of Authorized Commissioned Fire Personnel (including Paramedics)	643
Number of Fire Stations	22
Number of Fire Emergency Calls	91,964
Number of Ambulance Transports (Advanced Life Support)	18,665
Total Fire Response Time (including travel time; 90% of the time)	8.4 min.

### Transportation

Number of Street Miles Maintained	5,553
Miles of Bikeways	544
Miles of Drainageway	344
Miles of Sidewalks	1,799
Number of Street Lights	21,916
Annual Miles of Fixed-Route Bus Service	9,669,040
Annual Miles of Paratransit Service	5,049,420
Annual Miles of Fixed-Rail Streetcar Service	191,256
Number of Traffic Signals	583

### Tucson Water

Miles of Water Lines	4,650
Miles of Reclaimed Water Lines	200
Number of Active Water Connections	230,718
Millions of Gallons of Potable Water Storage Capacity	315.6
Billions of Gallons of Potable Water Delivered Annually	28.3

# COMMUNITY PROFILE

## SELECTED ECONOMIC INDICATORS - TUCSON METRO AREA Calendar Year

Description	2015	Projected 2016	Projected 2017	Projected 2018
Personal Income (\$Millions)	\$38,922	\$40,090	\$41,742	\$43,815
Percentage Change from Prior Year	2.7	3.0	4.1	5.0
Retail Sales-Excluding Food <sup>1</sup> (\$Millions)	\$8,444	\$8,559	\$8,741	\$8,937
Percentage Change from Prior Year	7.5	1.4	2.1	2.2
Residential Building Permits (Units)	2,428	3,048	3,658	3,911
Percentage Change from Prior Year	-25.3	25.5	20.0	6.9
Gasoline Sales (Millions of Gallons)	388.0	399.0	404.0	415.0
Percentage Change from Prior Year	4.4	2.9	1.3	2.7
Population (000)	1,009.4	1,013.1	1,021.3	1,030.3
Percentage Change from Prior Year	0.2	0.4	0.8	0.9
Real Per Capita Disposable Income	\$31,525	\$31,829	\$31,985	\$32,543
Percentage Change from Prior Year	0.9	1.0	0.5	1.7
Aggregate Earnings Rate	\$47,263	\$48,055	\$49,515	\$50,887
Percentage Change from Prior Year	2.5	1.7	3.0	2.8
Consumer Price Index (CPI) Western Region (Percent Change)	1.2	1.9	2.4	1.9
Personal Consumption Deflator (Percent Change)	0.3	1.1	1.8	1.4

**Source:** Economic Outlook, June 2017, Economics and Business Research Center, Eller College of Management, The University of Arizona.

<sup>1</sup>Calculated by combining retail sales (less food) with restaurant and bar sales.

# HOW TO USE THIS BUDGET

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This document guide outlines the City of Tucson's Fiscal Year 2017/18 Adopted Budget. Copies of the budget are available for viewing at the Joel D. Valdez Main Library, the City Clerk's Office, and the Budget office. In addition, the budget may be viewed on the City of Tucson web site, <https://www.tucsonaz.gov/finance/budget>. Information may be obtained by calling the Budget office at (520) 791-4551 or e-mailing the office at [budget@tucsonaz.gov](mailto:budget@tucsonaz.gov).

The Adopted Budget is organized as follows.

**City Manager's Message** - 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 strategic approach to maintaining the City financial strength.

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

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

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

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

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

## Section A City Manager's Message



*We Protect and Serve Our Community*



# CITY OF TUCSON

## OFFICE OF THE CITY MANAGER

July 1, 2017

To the Honorable Mayor and Council Members:

The City of Tucson's Fiscal Year 2017/18 Adopted Budget is the financial plan that determines the manner in which the City's services will be provided to the community during the coming year, and its adoption is the most important action the Mayor and Council take each year. Under the leadership of the Mayor and City Council, we worked together to guide this organization towards a sustainable financial situation and, for the second consecutive fiscal year, the budget is structurally balanced.

The highlight of our efforts is the overwhelming approval by City of Tucson voters of a five-year, half-cent increase to the sales tax. The funds collected over the five-year period will be split with approximately \$100 million being used to restore, repair, and resurface City streets, and approximately \$150 million spent on vehicles, equipment, and facilities for the Police and Fire Departments. Of the amount allocated to City streets, approximately 60% of the half-cent sales tax funds would be used for major roads and the remainder would be allocated to repair local streets. The Public Safety allocation will be used for vehicles, including police patrol cars, fire trucks, ambulances, police motorcycles, and other specialized and nonspecialized public safety vehicles. Planned facility investments include a new south side police substation, the replacement of the police academy training track, a new southeast police annex, and five fire station rebuilds. Firefighter protective gear, police-worn body cameras, laptops, ballistic vests, and paramedic cardiac monitors are part of the funds pledged for public safety equipment.

Our efforts continue to be noticed by the credit rating agencies Fitch, Standard & Poor's (S&P), and Moody's for the second year in succession. All three agencies awarded the City high ratings and stable outlook. That improvement and all of their comments are confirmation that we are on the right track to ensure the City's business practices are fiscally sound.

## **The Fiscal Year 2017/18 Budget**

The budget process touched many leaders from the City's staff and together they created the detailed plan documented in this book. The plan is based on the following principles:

- Mayor and Council objectives
- Structurally balanced budget for the City
- Support employees now and in the future
- Excellence in service to our citizens
- Challenge outdated methods of doing business
- Create a flexible and agile work force
- Demonstrate our pride in public service
- Maintain the highest standards of conduct
- Simplify our processes through the maximization of technology

We continue to review all revenue generated from fees across the organization. Mayor and Council approved a two year increase for water and transit fees during last fiscal year as well as the voter-approved sales tax increase. However, we have held the line on any other increases to fee structures in this budget.

Employee retention and recruitment continues to be a challenge for our organization. Pay is often times mentioned in employee interviews as one of the main reasons they chose to search for employment elsewhere. Although base pay raises are not included in this budget, included is capacity for employee distributions which is similar to the prior fiscal year. The City will also absorb the full amount of the health insurance increase and will not be passing on this increase to our employees. Our best employees want career development opportunities and a chance to grow in their chosen field. They want regular feedback on how they are doing and how the organization is doing. Employees want to contribute directly to the organization and be recognized for doing so. Good employees also want benefits tailored to their individual needs. Recognizing this, departments were directed to implement alternative work schedules wherever feasible. Mayor and Council approved six-weeks of continuous paid parental leave which provides one of the richest parental benefits in the State of Arizona. Along with this significant benefit, approval was granted to increase the vacation leave accrual rate and change the leave usage policy which will enhance and promote future recruitment strategies, as well as attract and retain quality staff. Furthermore, funds were allocated to expand the tuition reimbursement program and to establish an employee morale and recognition program.

Last spring we began to restructure the Police Department with several goals in mind. The first of these goals was to sustain, and whenever possible, enhance key services. This meant a focus on full-service policing and an emphasis on patrol operations. The second goal was to improve efficiency. This meant doing our work in a smarter and more strategic way whenever possible, even with limited resources. The third goal was to place the department in an optimal position to build for the future. This meant adding 20 full-time equivalents (FTEs) during FY 2017/18 and is reflected in the budget.

In 2015, the City of Tucson was notified that the Tucson Fire Department had been awarded the federal Staffing for Adequate Fire & Emergency Response (SAFER) grant to fund 54 commissioned positions. The grant period ends September 2017. Most of the costs for the previously grant funded positions transferred to the General Fund this fiscal year. Staffing for commissioned officers remains at 633; the same number as before accepting the grant.

In September 2016, Mayor and Council approved a two-year strategy to increase bus ridership and increase revenue. To increase ridership, frequency and route changes were made over the last year to four bus routes; this increased the frequent transit system to 11 total bus routes. In addition, 120 bus shelters will be retrofitted and 55 new shelters will be added in the next fiscal year. For FY 2017/18, a \$1.1M increase in revenue is anticipated from fare adjustments occurring in January 2017 and January 2018. Through the end of this fiscal year and into the next, an organizational review to improve organizational efficiencies between the City and Sun Tran, Sun Link and Sun Van is underway. Specifically, staff and I will be reviewing all business services provided under our existing contract and look for ways to more closely partner with the contractor to provide public relations/marketing, administrative support such as payroll, customer service, and any other business functions currently provided by the contractor, the city may be able to provide.

Funding for a two-year pilot program for Department of Correction (DOC) crews to supplement landscape maintenance including more graffiti abatement is included in this budget. The pilot program will increase the number of DOC crews working with the City's landscape maintenance contractor on landscape maintenance along arterial and collector streets in order to increase the frequency of landscape maintenance from once a year to approximately five times a year. In addition, these same crews would be used for enhanced graffiti abatement.

Another program underway is Energy Performance Contracting (EPC). This is an innovative financing technique and budget-neutral approach that uses costs savings from reduced energy consumption to pay and finance building system or component replacements or upgrades intended to reduce energy and water usage.

### **Looking Ahead**

The next five years will bring new challenges. There will be increased demand for expenditures which includes legally mandated costs and practical considerations. We anticipate increased revenue, but the expenditures are expected to increase faster than revenue, demanding careful planning and strategic decision making. Therefore, in order to develop adequate plans, we will be monitoring the following areas closely:

- Rising public safety pension costs will continue to require more of our general revenues. We will need to explore different funding models to mitigate the impact of this increase.
- Health insurance costs will continue to increase. We can address this by offering a benefit which we can afford in the long term.
- Retention and recruitment of highly skilled staff will likely become more competitive as the nationwide economy continues to improve. We will address this through strategic recruitment of highly qualified staff to take on greater responsibilities.

- Capital needs in the areas of technology and community parks will become more essential as our deferred improvements in both technology and recreation cause our service to decline. We can address this in combination with the staffing considerations and devote financial resources that will allow us to improve our existing assets rather than waiting for failures and rebuilding.

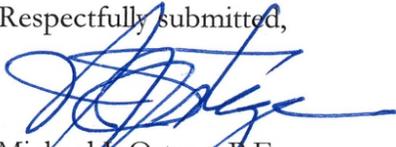
### **In summary**

States, counties, cities and towns will continue to feel financial stress from increasing costs with limited revenue sources. We will need to transform ourselves to shape our City government for the future and develop a culture of flexibility, adaptability, and accountability that will help us to compete in the ever changing landscape we find ourselves. We need to rethink how every department, regardless of funding source, approaches the delivery of service. We will continue to question every process, procedure and rule to make sure we are providing our services in the most efficient and effective manner possible. We will embrace best practices, but also chart new practices that may be unique to Tucson. We will have meaningful engagement with our employees, our most valuable asset, seeking their creativity and innovation to restructure our organization and provide excellence in our service delivery. Ultimately, we will continue to serve our citizens by providing the highest quality service and we will continually exceed their expectations.

### **Acknowledgements**

I want to thank the Mayor and City Council for their leadership and guidance in the construction of this adopted budget. I also want to thank all City departments and staff for their dedication and commitment to the Tucson community. Special thanks are due to employees in the Budget Office for their commitment and long hours dedicated to preparing this budget.

Respectfully submitted,



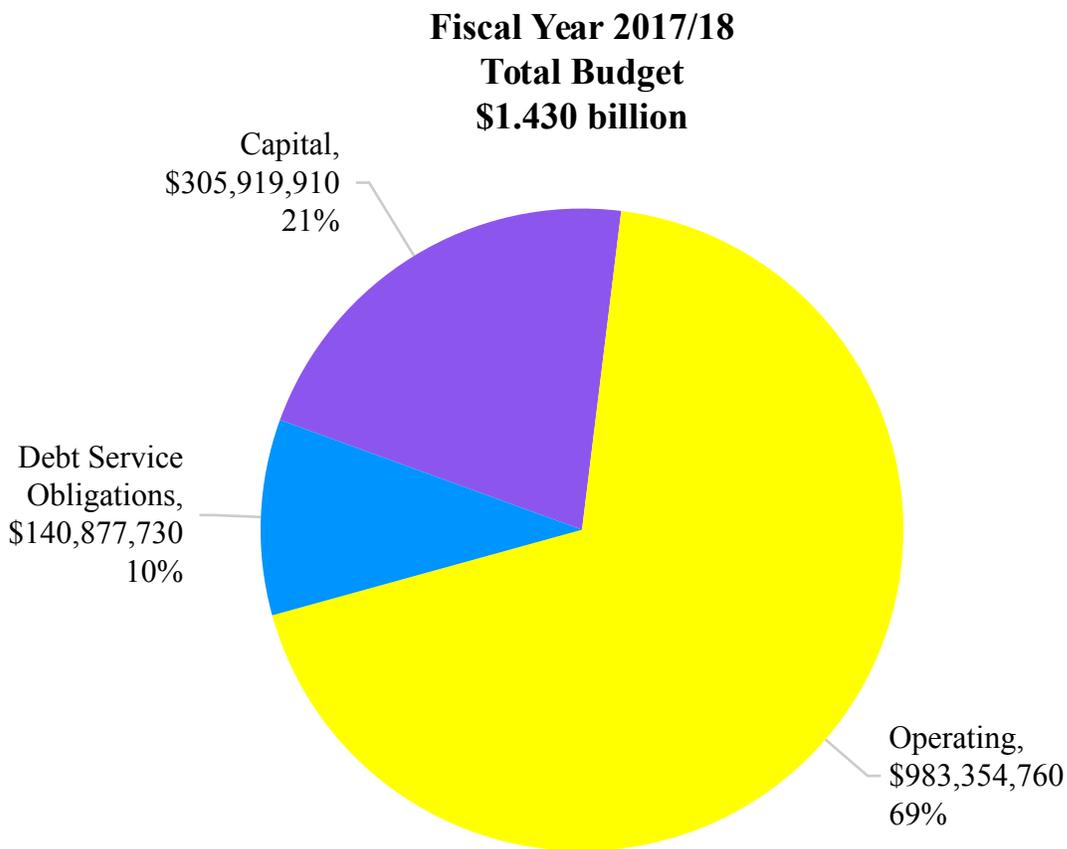
Michael J. Ortega, P.E.  
City Manager

# BUDGET OVERVIEW

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The Tucson City Charter requires the City Manager to submit a recommended budget for the following fiscal year on or before the first Monday in May, or on such a date in each year as shall be fixed by the Mayor and Council. The Mayor and Council review the City Manager's recommended budget and as required by the State of Arizona, adopt a balanced budget on or before the third Monday in August. For Fiscal Year 2017/18, the recommended budget was submitted on May 9, 2017 and adopted by the Mayor and Council on June 6, 2017.

The Fiscal Year 2017/18 Adopted Budget totals \$1.430 billion. The total operating budgets for all funds is \$983.4 million, an increase of \$19.0 million or 1.9% over last year's total operating budget of \$964.4 million. The Capital Improvement Plan for Fiscal Year 2017/18 is \$305.9 million, an increase of \$36.2 million or 13.4% from last year's total capital budget of \$269.7 million. The City's debt service obligations total \$140.9 million, an increase of \$2.8 million or 2.0% over Fiscal Year 2016/17 of \$138.1 million.



The City's budget is comprised of a number of different funds which are set up to accomplish different functions. This allows for segregation and tracking of the cost for different city operations and programs.

The overall increase from the Fiscal Year 2016/17 Adopted Budget of \$1.372 billion to the Fiscal Year 2017/18 Adopted Budget of \$1.430 billion is \$58.0 million. The most significant factor attributing to increase is the passage of Proposition 101, Tucson Delivers initiative. On May 16, 2017, voters overwhelmingly approved this measure which adds a new half-cent sales tax for five years to fund public safety capital needs and road repairs. The tax goes into effect on July 1, 2017. Over the five year period, \$250 million is projected to be collected with 60% to fund public safety vehicles, equipment replacements, and facility repairs. The remaining 40% of collections will be used to repair arterial and local streets. To ensure our good work, there will be two citizen oversight commissions, one for public safety purchases

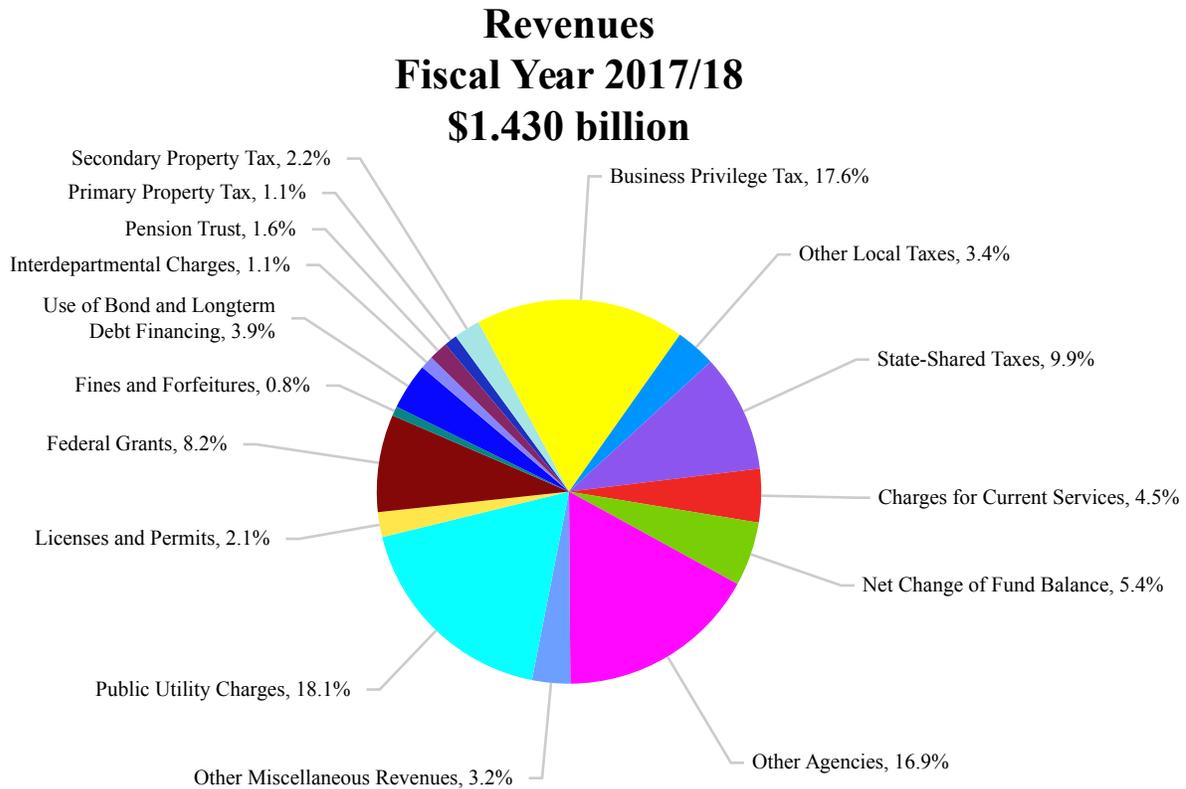
and another for road repairs. The amount budgeted for this program in this year’s budget is \$50 million. The collections generated from this program will be segregated and tracked within two newly established special revenue funds.

The following table shows the dollar amount budgeted for each fund type:

Total Budget (\$ millions)				
Fund Type	Adopted FY 16/17 Budget	Adopted FY 17/18 Budget	Dollar Amount Change Increase/ (Decrease)	Percent Change
General Fund	\$ 436.2	\$ 492.1	\$ 55.9	12.8 %
Enterprise Funds	319.6	339.7	20.1	6.3 %
Special Revenue Funds	265.1	308.4	43.3	16.3 %
Internal Service Funds	61.8	18.1	(43.7)	(70.7)%
Capital Project Funds	157.3	138.3	(19.0)	(12.1)%
Debt Service Funds	50.9	48.8	(2.1)	(4.1)%
Fiduciary Funds	81.3	84.8	3.5	4.3 %
<b>Total</b>	<b>\$ 1,372.2</b>	<b>\$ 1,430.2</b>	<b>\$ 58.0</b>	<b>4.2 %</b>

Revenues funding the operation of the government come from various sources. With the passage of the Proposition 101 measure, effective Fiscal Year 2017/18, the single largest source of revenue comes from business privilege tax which is 17.4% of the total revenues. The Proposition 101 measure increases the business privilege tax rate for most business activities from 2% to 2.5%; 2% of the collections are the major funding source for the General Fund and 0.5% is restricted for public safety capital needs and road repairs. The next largest source of revenue comes from public utility charges generated by Tucson Water and Environmental Services which are 17.2% of the total revenues.

The following graph illustrates the City’s multiple funding sources for Fiscal Year 2017/18:



## City Property Taxes

The City imposes two taxes on property within the city limits: a primary and secondary property tax. A single assessed value, called the Limited Property Value (LPV), is used for both the primary and secondary tax levies. The growth in the LPV is limited to no more than 5% per year, excluding new construction.

The Arizona State Constitution limits the amount of ad valorem taxes levied by a city to an amount not to exceed 2% greater than the maximum allowable levy in the preceding year. This levy limitation permits additional taxes to be levied on new or annexed property which may be taxed at the allowable rate computed for property taxed in the preceding year. Property annexed by November 1 will be taxable in the following year. The Fiscal Year 2017/18 revenues reflect the 2% allowable increase.

The combined property tax rate for the Fiscal Year 2017/18 Adopted Budget is \$1.4342 per \$100 of assessed valuation, which is a decrease of \$0.1640 from the prior year. As allowed by state law, the City will adjust the primary property tax levy by the actual cost of involuntary torts or claims paid in Fiscal Year 2015/16.

The involuntary tort levy amount is \$205,000, which is \$2,295,001 less than the amount from the prior year resulting in a decrease in the estimated primary tax by \$0.0723 per \$100 of assessed valuation. The involuntary tort revenue will be a reimbursement to the City's Self Insurance Fund. There is a decrease to the secondary tax rate that is required to repay the annual general obligation bond principal and interest obligations. The \$0.1640 decrease in the combined rate would mean a decrease of \$16.40 annually for an owner of a home with a \$100,000 actual valuation.

### Property Tax Comparison

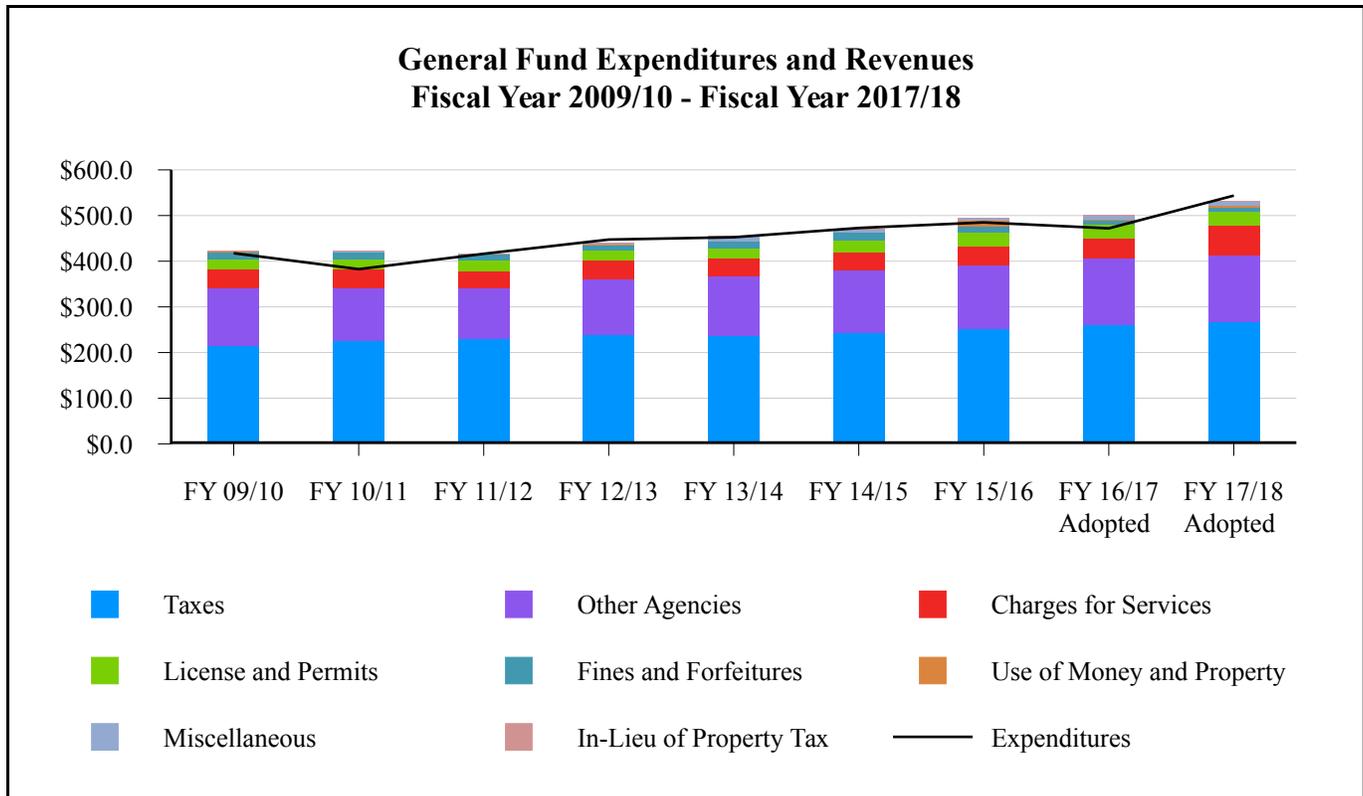
<b>Rate Changes:</b>	<b>Actual FY 16/17</b>	<b>Adopted FY 17/18</b>	<b>Change Increase (Decrease)</b>
Primary Property Tax	\$ 0.4563	\$ 0.4519	(0.0044)
Primary Property Tax - Involuntary Tort	0.0785	0.0062	(0.0723)
Secondary Property Tax	1.0634	0.9761	(0.0873)
Total	<u>\$ 1.5982</u>	<u>\$ 1.4342</u>	<u>(0.1640)</u>

## General Fund Overview

The City structurally balanced its budget through a number of initiatives such as reducing the number of full-time equivalent (FTE) positions through attrition, retirements, and combining functions. Although revenues have remained stable, the City continues to struggle to provide optimal service delivery to its citizens with its available funding sources. The major fiscal challenge the City continues to face is the increase in public safety pension contributions and health care benefits. The Fiscal Year 2017/18 Adopted Budget is structurally balanced primarily through cost cutting measures. Cash carryforward will be used to pay one-time expenses for employee distributions, election costs, new permitting system, Enterprise Resource Planning system, public safety vehicles, and other cost cutting measures such as reduction of positions vacated through attrition, department reorganizations, assessment and merging of functions, public safety retirement incentive, and reengineering of community programs.

The Fiscal Year 2017/18 budget process began shortly after the first of the calendar year; beginning with revenue projections and discussions with staff on the projected expenditures for Fiscal Year 2017/18. On March 28, 2017, a Mayor and Council retreat was held to present an overview of the Fiscal Year 2016/17 projections to provide an understanding of what was being projected and how the projections would affect Fiscal Year 2017/18. A specific discussion was the Fiscal Year 2016/17 cash carry forward which was projected to be approximately \$15.8 million and was later increased to \$30.2 million primarily due to a legal settlement. There were many factors and actions attributing to the Fiscal Year 2016/17 cash carry forward such as maintaining a strict review of all vacancies before approving them to be filled; instituting a retirement incentive for Tucson Supplemental Retirement System (TSRS) members; combining of functions and departments such Finance and Budget, the Office of Integrated Planning with Planning and Development Services and Real Estate with the Transportation Department.

The following chart illustrates the General Fund expenditures outpacing revenues through Fiscal Year 2014/15. On the other hand, starting in Fiscal Year 2015/16 revenues exceeded expenditures due to the sale of two large properties. The Fiscal Year 2016/17 revenue forecast is anticipated to exceed expenditures which is primarily due the use of prior year cash carry forward, maintaining a strict review of all vacancies before approving them to be filled, delays in the completion of projects, and other operating efficiencies. Unfortunately, this fiscal year, expenditures are projected to outpace revenues primarily due to the increase to public safety pension contributions, the replacement of 20 police officer positions, transition of 37 fire fighter positions, and medical insurance. The revenues in the chart do not include other funding sources (e.g. use of fund balance) and its uses related to debt restructuring.

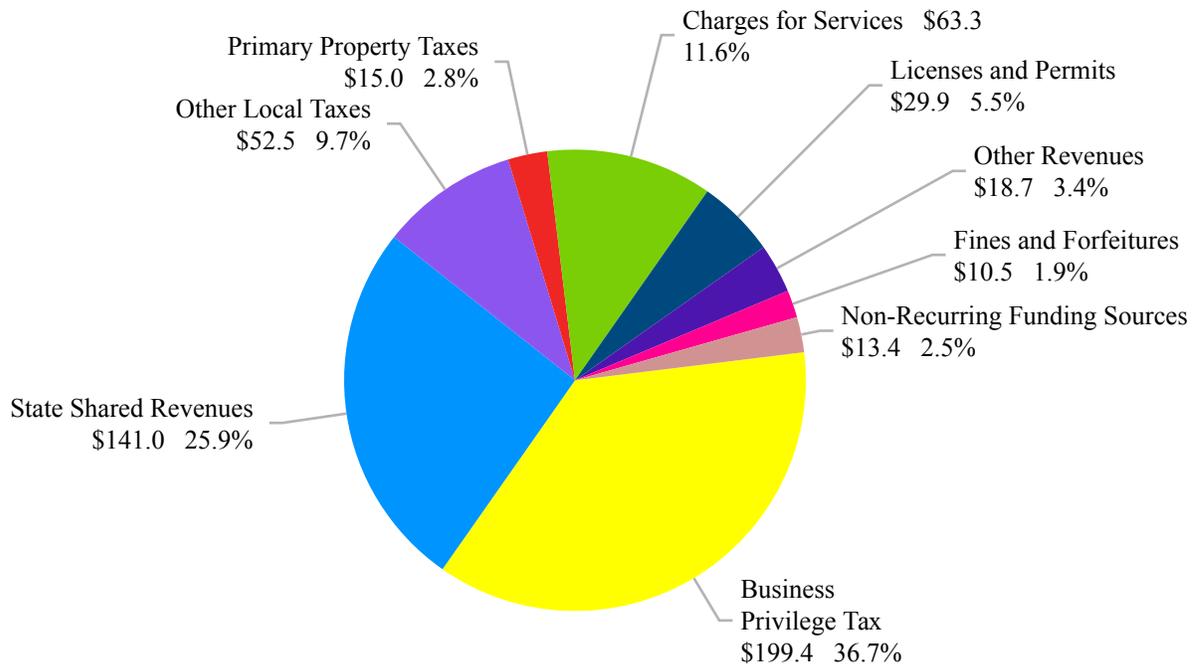


### General Fund Revenue

The General Fund is the main operating fund for general government operations including Police, Fire, Parks and Recreation, Planning and Development Services. The Fiscal Year 2017/18 Adopted Budget includes a total of \$543.7 million in General Fund revenue which is a \$54.1 million increase or 11.0% more than the Fiscal Year 2016/17 Adopted Budget of \$489.6 million.

The City’s goal is to maintain its General Fund revenue base balanced between taxes, intergovernmental shared revenues, and other revenue sources such as: licenses and permits, user fees, and miscellaneous revenues. The General Fund is supported by business privilege tax revenue. The business privilege tax revenue of \$199.4 million or 36.7% of the total represents the largest single source of General Fund revenue. Other local taxes, including utility, use, transient occupancy, and liquor taxes account for a total of \$52.5 million or 9.7% of the total revenues. State-shared taxes (income, sales, and auto lieu) account for a total of \$141.1 million or 25.9% of the total revenues. These revenues have a high potential for revenue fluctuations.

**Fiscal Year 2017/18  
General Fund Revenues  
\$543.7 million**



The City’s business privilege tax revenue continues to gradually increase particularly for retail and restaurant sales. The Fiscal Year 2017/18 Adopted Budget of \$199.4 million is \$3.1 million more than Fiscal Year 2016/17 projected revenues of \$196.3 million. However, construction sales tax continues to remain flat since State laws limited what may be taxed in local jurisdictions. Those limits include disallowing commercial lease sales tax on lease arrangements between businesses owned by at least 80% of the same owners, and changing the rules regarding collection of contracting sales tax, and the definitions of “alteration” and “replacement” construction contracts.

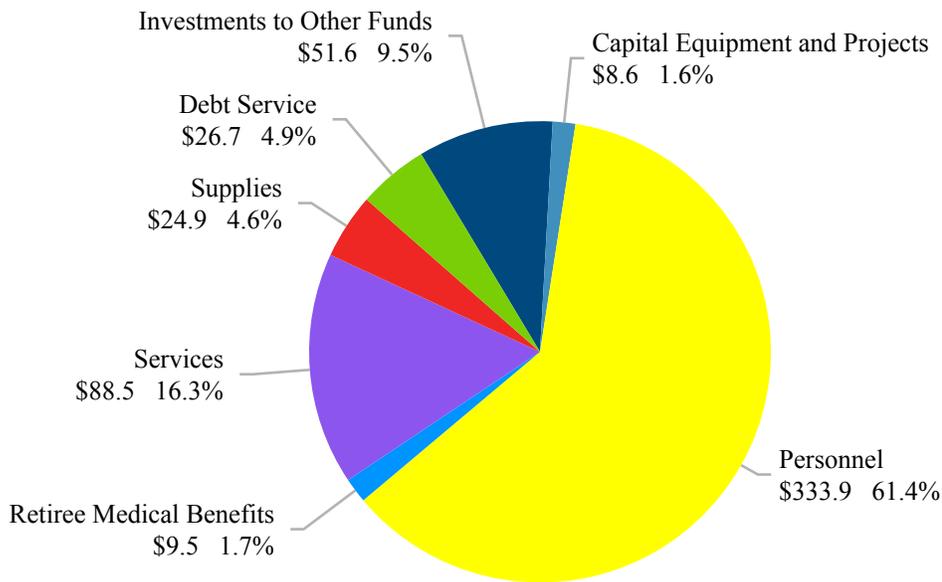
The City’s state shared revenue estimates used in the Fiscal Year 2017/18 Adopted Budget are based on the 2016 population estimates from the U.S. Census Bureau as stipulated by state statute.

This fiscal year’s General Fund revenues are expected to increase significantly primarily due to the inclusion of \$20.8 million from charges to Special Revenue and Enterprise Funds for fuel, vehicle, and facility maintenance which resulted from the elimination of the Fleet and General Services Internal Service Funds. The City also anticipates using assigned fund balance of \$10.1 million to fund one-time expenditures. The assigned fund balance will be used to pay for employee distributions, election costs, a permitting system, the financial and human resource software system upgrade, and Tucson Fire and Police vehicles. Other revenues include proceeds of \$2.5 million for the sale of real property and \$4.0 million for the Energy Performance Contracting (EPC) program financing. The EPC program is discussed in more detail within Section D under Environmental and General Services Departments budget page D-28.

## General Fund Expenditures

The single largest investment is in personnel at \$333.9 million or 61.4% of total General Fund expenditures, an increase of \$39.2 million from Fiscal Year 2016/17. Operating expenses, costs for post-employment, services, commodities, and capital equipment make up an additional \$131.5 million or 24.2% of the total General Fund expenditures. Debt service obligations are \$26.7 million or 4.9% and Investments to Other funds are \$51.6 million or 9.5% of the total General Fund expenditures. Investments to Other funds are cash transfers to Mass Transit, Tucson Convention Center, and Development Fee Funds.

### Fiscal Year 2017/18 General Fund Expenditures \$543.7 million



The General Fund is organized into six functions: the largest being Public Safety and Judicial Services; this function includes Police, Fire, City Court, and the Public Defender's Office; Community Enrichment and Development includes the quality of life type services provided by the City's Parks and Recreation Department, Planning and Development Services, Transportation, and Housing and Community Development; Elected and Official function includes Mayor and Council, City Manager, City Attorney, and City Clerk; Support Services function includes Finance, General Services, Human Resources, Information Technology, and Procurement; Public Utilities consists of code enforcement; General Government includes outside agencies, debt service, and general expense; and Investments to Other funds are primarily transfers to the Transit System and the Tucson Convention Center that cover the difference between the costs of operations and the revenue generated.

**Total General Fund Expenditures (\$ millions)**

<b>Function</b>	<b>Adopted FY 16/17 Budget</b>	<b>Adopted FY 17/18 Budget</b>	<b>Dollar Amount Change</b>	<b>Percentage Change</b>
Elected and Official	\$ 17.1	\$ 18.1	\$ 1.0	5.8%
Public Safety and Justice Services	252.0	276.1	24.1	9.6%
Community Enrichment and Development	37.0	41.4	4.4	11.9%
Support Services	63.8	91.9	28.1	44.0%
Public Utilities	3.1	1.8	(1.3)	-41.9%
General Government	63.2	62.8	(0.4)	-0.6%
Investments to Other Funds	53.4	51.6	(1.8)	-3.4%
Total	\$ 489.6	\$ 543.7	\$ 54.1	11.0%

The overall increase from the Fiscal Year 16/17 Adopted Budget of \$489.6 million to the Fiscal Year 17/18 Adopted Budget of \$543.7 million is \$54.1 million. The major factors attributing to this overall budget increase are the following:

Public Safety and Justice Services increased due to Police and Fire public safety pension contributions increased from \$62.6 million in Fiscal Year 2016/17 to \$83.0 million in Fiscal Year 2017/18. This is an increase of \$20.4 million or 32.6% increase from the prior fiscal year. The increase is due to increasing pension liabilities.

Support Services increased due to the elimination of Fleet and General Services Internal Service Funds. These functions will be accounted for in the General Fund. The change was made in order to move away from an Internal Service Fund (ISF) accounting methodology of cost recovery. Special Revenue and Enterprise Funds will continue to be billed for any services and goods provided by General Fund operations.

Special projects funding is also included in this year's budget. The first project is the Central Energy Plant connection to the Catholic Diocese is budgeted at \$1.3 million. The purpose of the project is to maximize the use and share in fixed costs of the Central Energy Plant; an agreement with the Catholic Diocese has been developed to provide heating and cooling to the Cathedral Square. In addition, \$4.0 million was added to finance an Energy Performance Contracting (EPC) program that is underway. This is an innovative financing technique and budget-neutral approach that uses costs savings from reduced energy consumption to pay and finance building system or component replacements or upgrades intended to reduce energy and water usage. The EPC contract approved vendor list and has selected three facilities as a pilot project: City Hall; Udall Park; and the Donna Liggins Recreation Center. Based on the outcomes of this project the City may move forward with more aggressive widespread investment through this contracting model.

Other major factors increasing Public Safety and Justice Services include the replacement of twenty police officer positions above the Fiscal Year 2016/17 staffing plan which generated an increase to the budget of \$2.3 million and \$1.4 million was added to the budget for the transfer of 37 Fire Fighter positions from federal funding due to the end of the Staffing for Adequate Fire and Emergency Response (SAFER) grant.

**General Fund - Fund Balance**

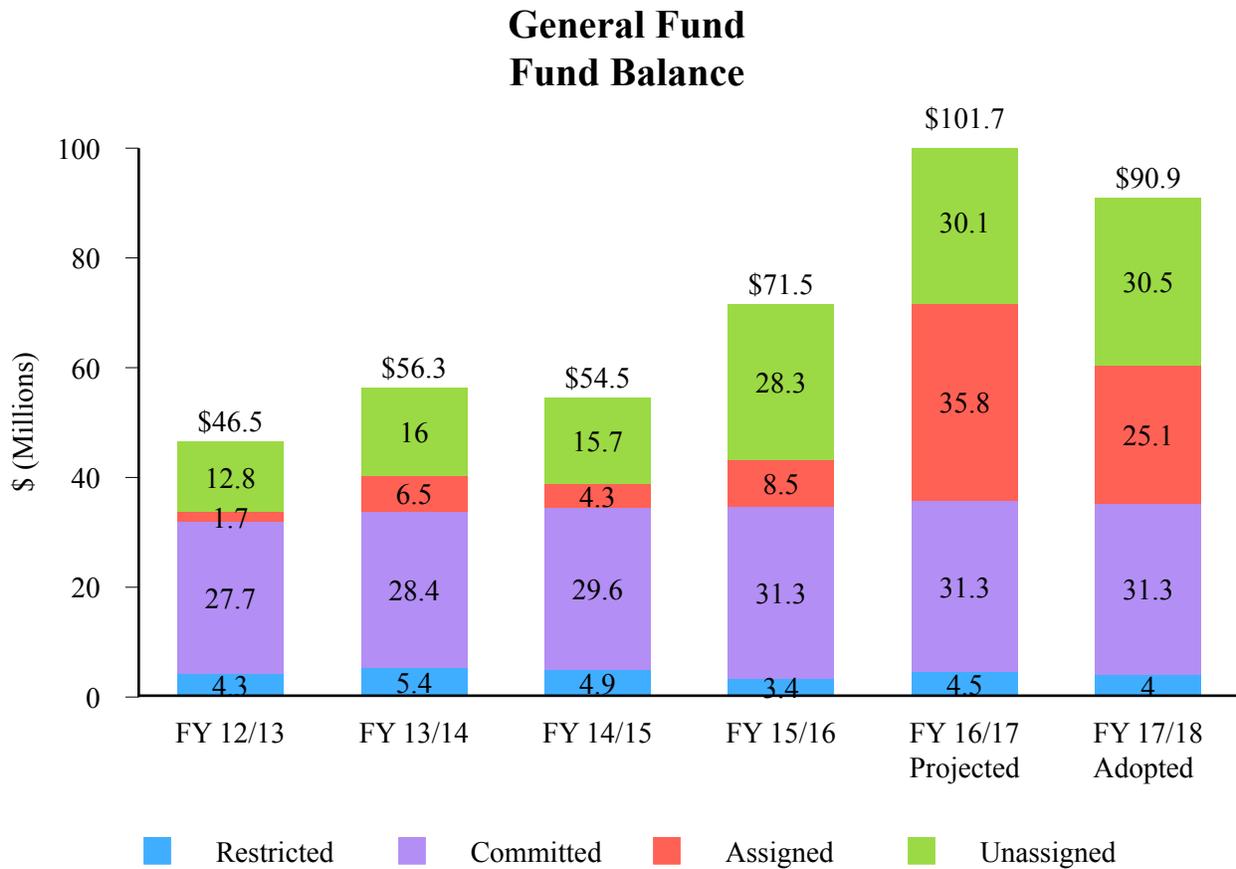
Certain revenues are subject to constraints either externally imposed by creditors, grantors, contributors, laws or regulations of other government, or are imposed by law through constitutional provisions (i.e. state assessment fee, vehicle impoundment fee, forfeitures). If the City is unable to spend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

Mayor and Council established a Stabilization Fund within the Committed Fund Balance category with a minimum policy goal of 10% of prior year General Fund revenues or \$49.5 million and a goal of 7% for the Unassigned Fund Balance. At the end of Fiscal Year 2015/16, the Stabilization Fund was \$22.8 million, or 4.6% of operating revenues. The Unassigned Fund Balance, or residual net resources, was \$28.3 million or 5.7% of revenues, which is near the Mayor and Council's target of 7% minimum or \$34.5 million to meet policy.

The Fiscal Year 2016/17 revenues are projected to exceed expenditures by approximately \$30.2 million. In large part, this is due to the City's ongoing efforts to reduce costs. In addition, the General Fund received proceeds from a legal settlement. There were many factors and actions leading to the increase to fund balance such as maintaining a strict review of all vacancies, the institution of a PSPRS retirement incentives, the combining of functions and departments, continued evaluation of staffing resources and reorganized departments. The increase to fund balance will be set aside for the self-insurance medical plan, a fuel contingency account, one-time Fiscal Year 2017/18 expenditures, an additional payment to Tucson Fire and Police public safety retirement plan, and operating contingency account. The remaining balance will go to restricted and unassigned fund balance.

Overall, for Fiscal Year 2017/18, the City is expecting to draw \$10.1 million to pay for employee distributions, election costs, a permitting system, the financial and human resource software system upgrade, and Tucson Fire and Police vehicles from assigned fund balance.

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

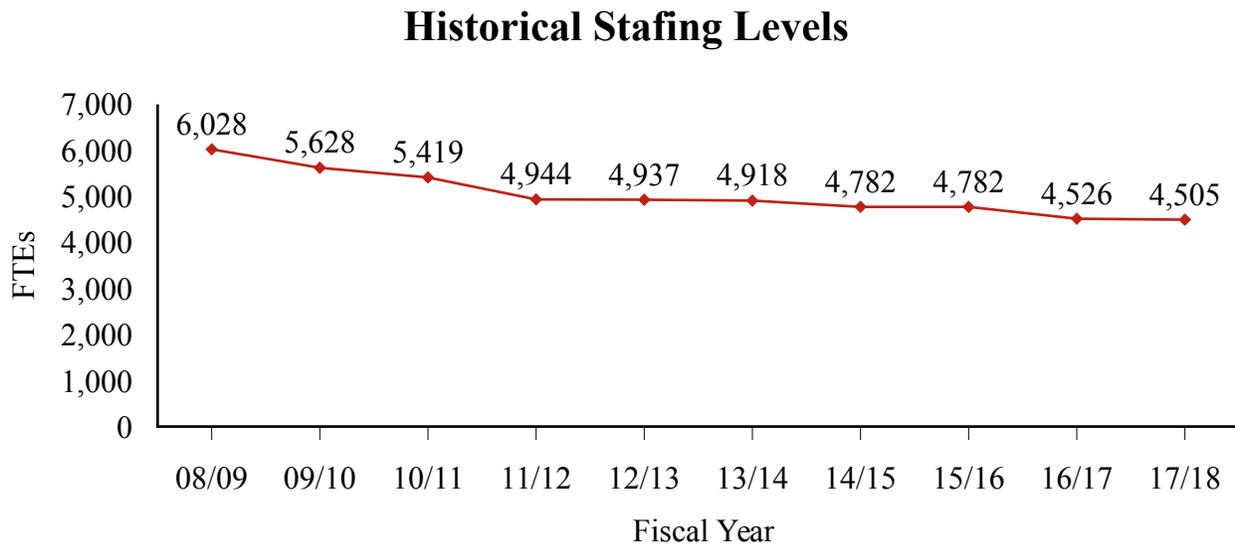


## Personnel Overview

Salaries and benefits make up 44.9% of the total operating budget and 61% of the General Fund budget. Traditionally, these costs tend to increase at a higher rate than other operating costs. The City's goal is to manage the decrease in the number of positions to the greatest extent possible through the combining of functions, reorganizations, and other efficiency enhancements.

For Fiscal Year 2017/18, there is a decrease of 21 Full-Time Equivalents (FTEs) from 4,526 to 4,505. The General Fund FTEs are 3,231.45 in FY 17/18; an increase of 237.50 from FY 16/17 of 2,993.95. The changes to the General Fund FTE count include the additional 205 Fleet and General Services FTEs. In addition, Tucson Police officer positions per a previous staffing plan, the transfer of 37 Tucson Fire FTEs from federal funding due to the end of the Staffing for Adequate Fire and Emergency Response (SAFER) grant, and other miscellaneous reductions. Section D includes position details by department; see pages D-107 through D-140.

The following chart illustrates the City of Tucson staffing levels for the last ten fiscal years:



## Salary and Benefits Costs

The budget does not include any step or merit increases. The City is instituting alternative compensation plans. For example, the Tucson Water, Environmental Services, Housing and Community Development departments, and the Public Safety Communications Center implemented a skill based compensation plan to provide excellent customer service to the community.

Medical health insurance costs will increase by 5.85%. The City negotiated a three-year rate guarantee for the City's dental plans; Fiscal Year 2017/18 is the third year under the rate guarantee. In order to avoid impacting employees' pay and to keep the plan design the same, the City will pay the increased costs for the medical insurance plans. Of the \$441.8 million budgeted for salaries and benefits, employee health insurance costs are \$46.8 million. In addition, as part of a comprehensive review of the City benefit package in Fiscal Year 2016/17, ongoing efforts to achieve continuous savings of approximately \$2.1 million to convert from a fully insured medical plan to a minimum premium plan which lowers monthly payments and realizes premium tax savings. In Fiscal Year 2015/16, a reserve was established within the General Fund to support this effort.

In order to recruit and retain quality employees in today's market place, an initiative to improve employee benefits took place last fiscal year. A review was conducted by a team of City Deputy Directors at the request of the City Manager to propose new employee benefits. The team's recommendations included increasing the vacation leave accrual rate and usage policy, provide six weeks of paid parental leave. Included in the this year's General Fund budget is \$0.5 million to expand the tuition reimbursement program, enhance the volunteer program, and establish an employee morale and recognition program.

Pension costs are determined by an independent actuarial study. The Tucson Supplemental Retirement System (TSRS) employer pension rate is the same as Fiscal Year 2017/18 at 27.5%. In Fiscal Year 2017/18, general fund employee pension costs are \$35.7 million, an increase of \$1.2 million from the Fiscal Year 2016/17 adopted budget of \$34.5 million. The increase is generated from the change in the forecasting methodology, to transition from the traditional entry level salary to mid-point salary in an effort to market our organization to attract the best and brightest.

TSRS continues to perform strong given current assumptions. TSRS is cautious since we do not anticipate staffing levels to increase and in some areas may decrease over the next few years. The City realizes this could impact the forecasts and costs associated with operating the TSRS plan.

The Police and Fire public safety pension increased from \$62.6 million in Fiscal Year 2016/17 to \$83.0 million in Fiscal Year 2017/18, an increase of \$20.4 million or 32.6% increase from the prior fiscal year. The increase is due to using the actuarial recommended contribution amount instead of the recommended contribution rate. This approach was chosen in order to mitigate the City's future obligations to the plan.

In addition, The State of Arizona lost a lawsuit related to the funding of Public Safety pensions. One impact required the City to revert member contribution rates to 7.65 % from 11.65%. A second impact was the City is required to return excess member contributions. These excess contributions are required to be repaid with interest. PSPRS cannot legally repay these excess contributions directly to participants, therefore, the City must repay the excess contributions as well as the interest. The City has since received amounts to pay our members, but is still waiting to receive the final interest rate from the State. The City has chosen to refund the excess contribution to members' as a lump sum on August 4, 2017.

Finally, the City received a memorandum from PSPRS on May 18, 2017 which discusses an unintended consequence of the emergency clause attached to HB2485 and the amendment to SB1442 affecting the amortization period of the unfunded liabilities associated with the retirement plan. The amendment provides employers the ability to choose a longer amortization period now and have it applied to their June 30, 2016 actuary valuation. The City elected not to extend its amortization period in order to increase funds paid into to the system, which will reduce the unfunded liability over twenty years and will provide a more financially viable program.

The following table details the citywide personnel expenditures:

Total Personnel Expenditures (\$ millions)					
Personnel Costs	Adopted FY 16/17 Budget	Adopted FY 17/18 Budget	Dollar Amount Change Increase/ (Decrease)	Percentage Change	
Salaries and wages - permanent and non-permanent	\$ 228.2	\$ 229.6	\$ 1.4	0.6 %	
Extra and Overtime	17.3	20.3	3.0	17.3 %	
Employer Pension Contributions:					
Police	36.9	50.5	13.6	36.9 %	
Fire	25.7	32.5	6.8	26.5 %	
Tucson Supplemental Retirement System	34.5	35.7	1.2	3.5 %	
FICA	10.8	11.1	0.3	2.8 %	
Workers' Compensation	6.6	9.7	3.1	47.0 %	
Group Health Plans	44.8	46.8	2.0	4.5 %	
Compensation for earned leave accrual	2.5	2.5	—	— %	
Sick leave paid out upon retirement	0.3	0.5	0.2	66.7 %	
Other Personnel expenditures <sup>1</sup>	2.6	2.6	—	— %	
<b>Total</b>	<b>\$ 410.2</b>	<b>\$ 441.8</b>	<b>\$ 31.6</b>	<b>7.7%</b>	

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

## Other Funds Overview

### Tucson Water Utility Fund

The Tucson Water Utility operating revenues are projected to be \$199.0 million, an increase of 3.8% from the Fiscal Year 2016/17 projection of \$197.1 million. On May 17, 2016, Mayor and Council approved a 7% revenue increase for two years ending in Fiscal Year 2017/18. This is the second year of the two-year water rate package; the average single family household will see an increase of approximately \$3.00 per month.

Fiscal Year 2017/18: \$191.9 million of water sales revenue, of which \$179.3 million is projected to be generated from existing rates and \$12.5 million to be generated by an increase in water rates.

Development of future multiyear rates will occur during the next budget cycle based on an assessment of operational and capital needs.

### Environmental Services Fund

The operating budget for Environmental Services has been designed to provide quality services to the community and to align with the Long-Term Financial Sustainability Plan. This fiscal year's budget includes a net revenue projection of \$0.4 million from the Recyclables Resale Program. A recycling surcharge on each residential and commercial account is still in place in order to offset the recycling program revenue loss. Environmental Services will continue to monitor the rate in a quarterly basis and request for approval to adjust the rates as necessary.

Fiscal Year 2017/18 will be the department's fifth year replacing its collections fleet with clean natural gas fueled trucks and continues its commitment to replace the residential collection fleet, resulting in higher operating efficiencies, a drastically reduced particulate emissions, and reduced fuel cost. Environmental Services has invested in technology improvements, including location monitors and an Environmental/Regulator Data System to record test results.

In December 2016, the Illegal Dumping program was implemented. Three Department of Corrections (DOC) crews of 6-8 inmates were established. The Environmental Services staff oversees the three crews and they are responsible for the program. Over 1,200 reported cases have been abated.

### **Fleet and General Service Internal Service Funds**

Effective this fiscal year, Fleet and General Services Internal Service Funds were eliminated to move away from an Internal Service Fund (ISF) method of cost recovery. The Fleet and General Service functions will be account for in the General Fund. Special Revenue and Enterprise Funds will continue to be billed for any services and goods provided. This change translates to a shift in focus, from individual department decisions and transactional charges that are inherent in an ISF, to managing the City's fleet as a whole and maintaining its buildings, facilities, and communications assets. The goal is to optimally manage and deploy its fleet and address significant maintenance activities given the annual funding available.

### **Park Tucson Fund**

In Fiscal Year 2017/18, Park Tucson will implement a license plate recognition (LPR) system for its enforcement program, and will upgrade its permitting system to include an on-line option for monthly garage and lot permit-holders, as well as resident and non-resident on-street parking permit-holders. This will improve customer convenience and potentially, in conjunction with Park Tucson's new enforcement system, allow for the introduction of new parking products and services. The LPR system and on-line permitting system working together may allow for a permit program eliminating the use of physical permits. The GoTucson Parking mobile app will soon incorporate the ability to pay for parking ticket fines directly from one's smart-phone.

The Light Emitting Diode (LED) conversion at all six garages is complete. The projected savings on electricity will pay back projected financing costs.

### **Highway User Revenue Fund (HURF)**

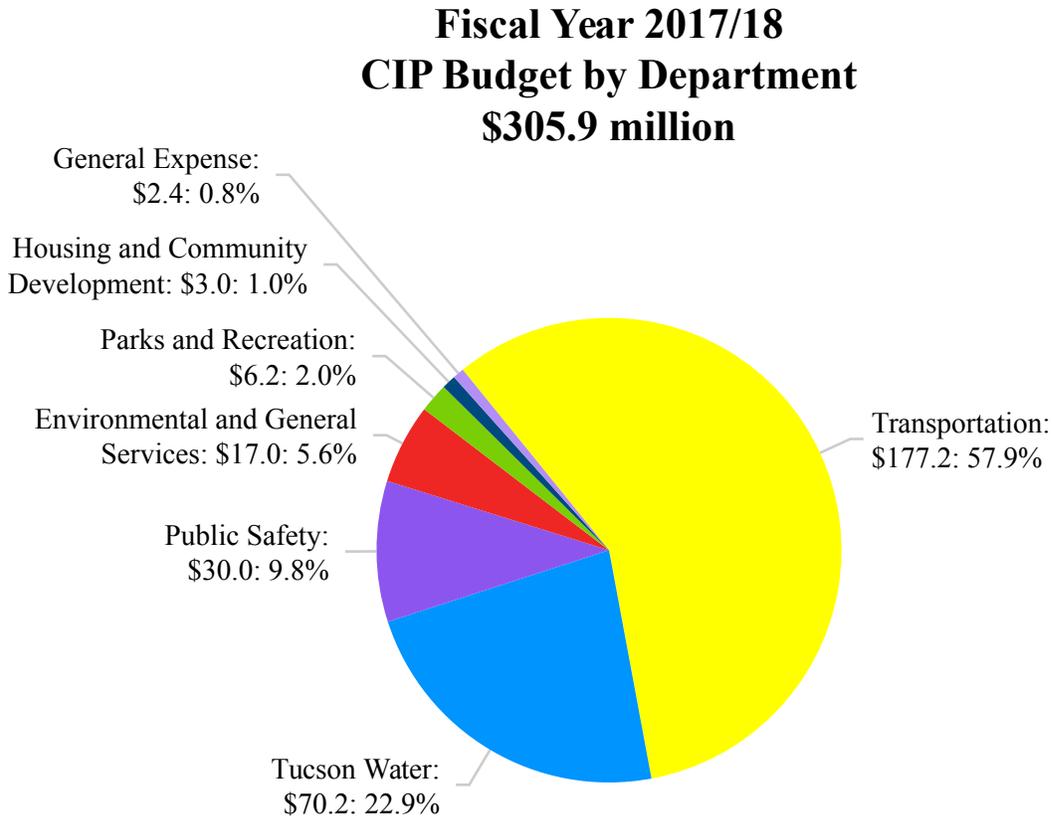
The City's LED street light conversion project is near completion and it will continue to yield energy and electricity savings. The savings on electricity will be used to pay for financing costs.

Another new program underway is a six month pilot program to encourage property owners to repair and/or replace their broken sidewalk and reduce potential tripping hazard to the public. The City will pay for the cost of labor for repair and replacement of broken sidewalk and the property owner will pay for the materials.

### **Capital Improvement Program**

The Adopted Five-Year Capital Improvement Program (CIP) covering Fiscal Years 2017/18 through 2021/22 totals \$1.1 billion. The Fiscal Year 2017/18 CIP plan is estimated at \$305.9 million, \$36.2 million more than Fiscal Year 2016/17. Section E of this book includes a complete listing of the proposed capital projects to be implemented during Fiscal Year 2017/18, summaries for each capital improvement fund and provide a five-year look into the future.

The capital improvement plan budget is shown by department in the following chart:



The Transportation Department’s Fiscal Year 2017/18 CIP plan is \$177.2 million. The department has 59 projects in the plan with funding sources from the Regional Transportation Authority (RTA), Federal Highway Administration grants, Better Streets Improvement Fund, and general obligation bonds. Limited funding is provided from Highway User Revenue Fees, development fees, and Pima County bond proceeds.

In November 2012, the voters approved a \$100 million Road Recovery bond program to restore, repair, resurface, and improve defined streets inside the city limits. Fiscal Year 2017/18 includes the final installment of \$20.0 million of General Obligation bonds.

On May 16, 2017, voters approved Proposition 101 for a five-year, half-cent sales tax to fund road repairs. 40% of the funds collected over the five-year period will be spent to restore, repair, and resurface City streets. The projects will be determined by a citizen’s oversight commission and segregated in the Better Streets Improvement Fund.

60% of the fund collected over the five-year period will be spend on the capital needs of the Public Safety Department. Fiscal Year 2017/18 CIP plan includes \$30 million for capital needs. The projects funded will be determined by a separate citizen’s oversight commission.

Funding from enterprise fund CIP projects comes from operating funds revenues on a pay-as-you-go basis, as well as, from debt. The Tucson Water Department’s Fiscal Year 2017/18 budget is \$70.1 million. The department has 69 projects in the plan with approximately \$38.3 million in water main replacements, potable upgrades, meter replacements, and reservoir rehabilitation.

The Environmental and General Services Department Fiscal Year 2017/18 budget is \$17 million. This includes more than \$7 million for landfill improvements and environmental protection, as well as \$5 million for improvement to overall energy efficiency.

**Budget Development Process**

The budgetary process is governed by both State and City legal requirements and provides an opportunity for citizen comment. Within the framework of identified community priorities and policy initiatives, the Mayor and Council review the City Manager’s recommended budget and make adjustments as necessary. Following this review and public hearings to obtain taxpayer comments, the Mayor and Council adopt the budget and property tax levy. The budget calendar for Fiscal Year 2017/18 can be found on page iii.

## Section B Policies and Legal Requirements



*We are Stewards of the Public's Trust*

# FINANCIAL POLICIES and PRACTICES

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In addition to legal requirements set by State law and the City Charter, the Mayor and Council adopted Comprehensive Financial Policies as recommended by the Government Finance Officers Association (GFOA) in December 2012 and approved a revision to the Policies in November 2014. These policies establish guidelines for the City's overall fiscal planning and management and are intended to foster and support the continued financial strength and stability of the City as reflected in its financial goals. Following these principles will enhance the City's financial health as well as its image and credibility with its citizens', the public in general, bond rating agencies, and investors. It will protect the Council's policy-making ability by ensuring important policy decisions are not controlled by financial problems or emergencies.

The Comprehensive Financial Policies are available in their entirety on the City Finance Department's website at [https://www.tucsonaz.gov/files/finance/Comprehensive\\_Financial\\_Policies\\_Nov\\_2014.pdf](https://www.tucsonaz.gov/files/finance/Comprehensive_Financial_Policies_Nov_2014.pdf).

## **Balanced Budget**

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

Pursuant to the adopted Policies, the City of Tucson has adopted a structurally balanced budget and considered the long-term impact on the City's financial health. The City will continue to maintain balanced operating budgets and reduce liabilities as quickly as possible.

## **Operating Management Policies**

- Department directors are expected to manage their areas with the overall financial health of the City in mind and to look for effective and efficient ways to deliver quality services to our citizens while meeting the goals of the City Council.
- All personnel requests must be fully justified to show they will either meet new program purposes or maintain or enhance service delivery.
- Revenue projections will be based on historical trends by developing base lines for ongoing types of revenues. Conservative but realistic revenue projections will be prepared to assess the limits of budget appropriation.
- User fees and charges, which are approved by the City Council, will be periodically analyzed and updated to ensure sufficient cost recovery.
- Development fees will be reviewed each year and adjusted if necessary.
- Each department will create performance measurements to make sure the goals and objectives of the department are obtained in an efficient and effective manner.
- Investments of cash funds will be maintained in accordance with the City Charter and State Statutes.
- The City will pursue outstanding collections through revenue collectors and perform audits on businesses to ensure compliance with the State and 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 Reports (CAFR).
- The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program.
- Financial systems will be maintained to monitor revenues and expenditures.

### **Budgetary Policies**

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

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

### **Fund Balance Policy**

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

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

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

**Committed Fund Balance**

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

**Assigned Fund Balance**

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

**Unassigned Fund Balance**

- A target of a minimum of 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 CAFR**

- The structure of City funds is generally the same in the budget and the CAFR. However, because the CAFR uses either a modified accrual or full accrual basis of accounting, there are differences in how revenues and expenses are treated in specific areas.
- Where the General Fund contributes to a special revenue fund, those special revenue funds do not carry an unreserved fund balance because only the amount of General Fund required to cover expenses and obligations are transferred. This treatment is essentially the same in both the budget and the CAFR.
- The budget does not record expenditures such as depreciation that are accrued under GAAP.

# DEBT MANAGEMENT POLICY

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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 CIP, and other financial policies as directed by Mayor and Council. It will assist the City in determining appropriate uses of debt financing, establish debt management goals, provide guidelines resulting in the lowest cost of borrowing for each transaction, and assist the City in maintaining its current credit ratings, while assuming a prudent level of financial risk and preserving the City's flexibility to finance future capital programs and requirements.

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

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

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

## **General Obligation (GO) 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.

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

## **Street and Highway Revenue Bonds**

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

## **Water Revenue Bonds and Obligations**

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

**Special Assessment Bonds**

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

**Water Infrastructure Finance Authority (WIFA) Loans**

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

**Clean Renewable Energy Bonds (CREBs)**

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

CREBs are a 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.

As of July 1, 2016

Issue Type	Principal Outstanding	% of Total
<b>Governmental Activities:</b>		
General Obligation Bonds	\$ 208,860,000	20.32%
Highway Revenue Bonds	69,790,000	6.79%
Certificates of Participation	213,516,281	20.77%
Special Assessment Debt	692,000	0.07%
Clean Renewable Energy Bonds	11,260,800	1.10%
Capital Leases	19,272,245	1.87%
	\$ 523,391,326	50.92%
<b>Business-Type Activities:</b>		
Water System Revenue Bonds	\$ 494,071,965	48.05%
Certificates of Participation	10,266,719	1.00%
Capital Leases	273,463	0.03%
	\$ 504,612,147	49.08%
Total Indebtedness	\$ 1,028,003,473	100.00%

### Bond Sales

**2012 Bond Authorization Sales** - In November 2012, the voters approved \$100,000,000 of General Obligation bonds for a five-year program to restore, repair, and resurface streets inside Tucson City limits. On April 19, 2017, Mayor and Council authorized the fifth installment of \$20,000,000 in General Obligation Bonds for this purpose and \$10,000,000 for refunding existing debt to take advantage of the low interest rate environment. On June 28, 2017 the \$17,265,000 of new money and \$8,610,000 of General Obligation Refunding Bonds were sold. The interest cost was 1.6270% and the net present value savings to secondary property taxpayers is \$379,299.39.

**Water System Revenue Obligations, Series 2017** - On May 9, 2017, Mayor and Council authorized the sale and issuance of water system revenue obligation bonds in an amount not to exceed \$30,000,000 to provide funds for the purposes of acquiring, constructing and improvement utility systems for the City and \$85,000,000 to refund existing debt to realize interest savings. On June 28, 2017, \$106,970,000 of 2016 Water Revenue Obligations were issued and resulted with an interest cost of 2.453%.

**Certificates of Participation (COPs)** - On May 17, 2016, Mayor and Council approved an issuance not to exceed \$50,000,000 to refund existing debt for interest savings. The 2016 COP refunding, in the amount of \$34,160,000, was sold on June 15, 2016 with an interest cost of 2.276%. The refunding produced an overall net present value savings of \$3,094,660 over the life of the debt.

### Repayment Impact of Bond Sales

**General Obligation Bond Debt Service** - General obligation bond debt is paid off from the secondary property tax rate, which is determined each year by the levy required to meet the annual debt service divided by the City's projected secondary assessed valuation. For Fiscal Year 2016/17, the required levy to cover outstanding bonds is estimated at \$33,874,570, an increase of \$657,160 from the levy for Fiscal Year 2015/16. The Fiscal Year 2017/18 secondary property rate is estimated at \$0.9761 per \$100 of assessed valuation that is higher based on the final secondary assessed valuation set by Pima County in the summer of 2016.

**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 2017/18 will be \$16,902,450.

**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 2016/17	FY 2017/18
<b>General Government Funds<sup>1</sup></b>		
General Fund	\$ 24,717,140	\$ 26,726,640
Community Development Block Grant Fund	—	15,280
Park Tucson Fund	1,553,020	1,974,840
Public Housing Section 8 Fund	83,870	68,590
Highway User Revenue Fund	—	3,237,410
Mass Transit Fund - Sun Link	1,514,120	1,511,250
General Obligation Bond Debt Fund	33,490,600	31,660,790
Street and Highway Revenue Bond Debt Fund	17,016,550	16,902,450
Special Assessments Fund	425,630	266,840
Total General Government Funds	<b>\$ 78,800,930</b>	<b>\$ 82,364,090</b>
<b>Internal Service Funds<sup>2</sup></b>		
General Service Fund <sup>3</sup>	\$ 1,764,140	\$ —
Total Internal Service Funds	<b>\$ 1,764,140</b>	<b>\$ —</b>
<b>Enterprise Funds<sup>2</sup></b>		
Environmental Services Fund <sup>3</sup>	\$ 757,510	\$ 783,500
Tucson City Golf Fund	100,140	32,110
Tucson Water Utility Fund	54,709,850	55,167,140
Total Enterprise Funds	<b>\$ 55,567,500</b>	<b>\$ 55,982,750</b>
Total Indebtedness	<b>\$ 136,132,570</b>	<b>\$ 138,346,840</b>

<sup>1</sup>General Government Funds debt service payments are budgeted in General Government, except for Park Tucson where its debt service payments are budgeted within its respective department.

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

<sup>3</sup> Beginning in FY2017/18 General Services and Environmental Services were merged, and ongoing debt payments are budgeted in the fund.

# LEGAL REQUIREMENTS

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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 2017/18 includes three voter-approved increases to the expenditure base. In November 1981, the voters passed an \$800,000 increase and in November 1987, the voters approved a \$46.9 million permanent increase to the base limitation and then in the November 2013 election, the voters approved an additional \$50.0 million permanent increase to the base limitation.

### Property Tax Levy Limitation

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

Proposition 117, passed by Arizona voters in 2012, changes the method used to determine values used in calculating assessed values used for tax rates and levies. Beginning with tax year 2015, used for property tax revenues in Fiscal Year 2015/16, a single assessed value, called the Limited Property Value (LPV), will be used for both the primary and secondary tax levies. The growth in the LPV is limited to no more than 5% per year, excluding new construction.

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

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

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

### **Budget Adoption**

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

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

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

### **Adoption of Tax Levy**

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

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

### **Budget Revisions**

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

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

## LEGAL REQUIREMENTS

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The departments within a given program category are held accountable for their budget. Each department and the Finance/Budget office continuously monitor expenditures. Expenditures will be controlled by an annual budget at the purpose level. The City Council shall establish appropriations through the budget process. The Council or City Manager may transfer these appropriations as necessary through the budget amendment process. ARS §42-17106 permits the Mayor and Council, on the affirmation of a majority of the members at a duly noticed public meeting, to authorize the transfer of funds between program categories if the funds are available so long as the transfer does not violate the state set spending limitations.

Department directors are required to control expenditures to prevent exceeding their departmental expenditure budget. If budget changes are needed within a department budget, city departments prepare budget change requests identifying the areas to be increased and decreased. The Finance/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 TUCSON 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 City 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 Tucson 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 sufficient detail to show the aggregate sum and the specific items allowed for each and every purpose. The budget and a notice that the Mayor and Council will meet for the purpose of making tax levies must be published in the official newspaper of the city once a week for at least two consecutive weeks following the tentative adoption of such budget. (Tucson City Charter, Chapter XIII, Section 5)

**Adoption of the Budget and Tax Levy**

Under Chapter XIII, Section 13 of the Tucson 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 2016/17 AND 2017/18**

Property Tax	Adopted	Actual	FY 17/18	FY 17/18	FY 17/18		Percentage
	FY 16/17	FY 16/17	Maximum	Involuntary	Total		Levy
	Levy	Levy	Levy	Tort	Levy		Increase/ (Decrease)
			Amount <sup>1</sup>	Amount	Amount		
Primary	\$ 14,535,127	\$ 14,535,127	\$ 15,030,260	\$ —	\$ 15,030,260	\$ 495,133	3.4%
Primary - Involuntary Tort	2,500,001	2,500,001		205,000	205,000	(2,295,001)	(91.8)%
Secondary	33,874,570	33,874,570	32,465,710	—	32,465,710	(1,408,860)	(4.2)%
<b>Total</b>	<b>\$ 50,909,698</b>	<b>\$ 50,909,698</b>	<b>\$ 47,495,970</b>	<b>\$ 205,000</b>	<b>\$ 47,700,970</b>	<b>\$ (3,208,728)</b>	<b>(6.3)%</b>

Property Tax	Actual	Estimated	Amount	Percentage
	FY 16/17	FY 17/18	Rate	Rate
	Rate	Rate <sup>2</sup>	Increase/ (Decrease)	Increase/ (Decrease)
Primary	0.4563	0.4519	\$ (0.0044)	(1.0)%
Primary - Involuntary Tort	0.0785	0.0062	(0.0723)	(92.1)%
Secondary	1.0634	0.9761	(0.0873)	(8.2)%
<b>Total</b>	<b>\$ 1.5982</b>	<b>\$ 1.4342</b>	<b>\$ (0.1640)</b>	<b>(10.3)%</b>

<sup>1</sup> 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.

<sup>2</sup> Chapter IV, Section 2 of the Tucson City Charter currently sets an upper primary and secondary property tax limit of \$1.75 per \$100 assessed value as a condition upon the City's continuing ability to impose and collect transaction privilege taxes. Therefore, state laws notwithstanding, the City will not levy a combined primary and secondary property tax that exceeds \$1.75.

ADOPTED BY THE  
MAYOR AND COUNCIL

June 6, 2017

RESOLUTION NO. 22729

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING JUNE 30, 2018, DECLARING THAT TOGETHER SAID EXPENDITURES SHALL CONSTITUTE THE BUDGET OF THE CITY OF TUCSON FOR SUCH FISCAL YEAR AND DECLARING THAT THE 5 YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) HAS BEEN APPROVED WITH THE FIRST YEAR OF THE CIP BEING ADOPTED AS PART OF THE AFOREMENTIONED BUDGET.

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

WHEREAS, the Mayor and Council have prepared and filed with the City Clerk a proposed budget for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018, which was tentatively adopted on May 23, 2017 and consists of estimates of the amounts of money required to meet the public expenses for that year, an estimate of expected revenues from sources other than direct taxation and the amount needed to be raised by taxation upon real and personal property; and

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

WHEREAS, publication of the estimates has been made and the public hearing at which any taxpayer could appear and be heard in favor of or against any proposed expenditure or tax levy has been duly held, and the Mayor and Council are now convened in special meeting to finally determine and adopt estimates of proposed expenditures for the various purposes set forth in the published proposal, all as required by law;

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

SECTION 1. The Mayor and Council have finally determined the estimates of revenue and expenditures, as set forth in Schedules A, B, C, D, E, F, and G attached and incorporated herein by this reference, which will be required of the City of Tucson for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018, and such finally determined estimates are hereby adopted as the budget of the City of Tucson for said fiscal year.

SECTION 2. The Purposes of Expenditure and the amount finally determined upon for each purpose, as set forth in this section, are necessary for the conduct of the business of the government of the City of Tucson, and such amounts and purposes shall constitute the adopted Expenditure Plan for the City for the 2017/18 Fiscal Year:

Final 2017/18 Budget

Elected and Official	\$ 18,432,250
Public Safety and Justice Services	326,512,000
Community Enrichment and Development	449,009,330
Public Utilities	316,999,240
Support Services	108,288,490
General Government	126,145,660
Fiduciary Funds	<u>84,765,430</u>
 TOTAL	 <u>\$ 1,430,152,400</u>

SECTION 3. That the Purposes of Expenditure and the amount finally determined upon for each purpose as set forth in this section constitutes the portion of the adopted budget of the City for the 2017/18 Fiscal Year which is subject to the State Budget Law:

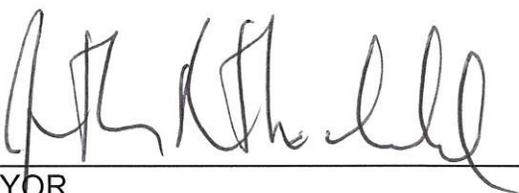
<u>Purpose of Expenditure</u>	<u>Final 2017/18 Budget Subject to State Budget Law</u>
Elected and Official	\$ 18,357,250
Public Safety and Justice Services	299,294,790
Community Enrichment and Development	191,628,010

Public Utilities	198,800,340
Support Services	88,235,510
General Government	30,353,600
Fiduciary Funds	<u>-0-</u>
 TOTAL	 <u>\$ 826,851,500</u>

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

SECTION 5. That the Five-Year Capital Improvement Program (CIP), as summarized in Section D of the Recommended Budget Fiscal Year 2017/18, is approved with the first year of the CIP being adopted as part of the aforementioned budget.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 6<sup>th</sup> day of June, 2017.

  
 \_\_\_\_\_  
 MAYOR

ATTEST:

  
 \_\_\_\_\_  
 CITY CLERK

APPROVED AS TO FORM:

  
 \_\_\_\_\_  
 CITY ATTORNEY

REVIEWED BY:

  
 \_\_\_\_\_  
 CITY MANAGER

SS/t  




**Schedule A Resolution No. 22729**

**CITY OF TUCSON**

**Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2018**

Fiscal Year	Sch	FUNDS								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Fiduciary Funds	Total All Funds
2017	E	436,223,930	265,133,430	50,932,780	157,269,540		319,578,940	61,744,740	81,272,710	1,372,156,070
2017	E	425,485,980	248,285,480	51,593,070	101,567,730		291,032,930	57,358,020	81,272,710	1,256,595,920
2018		87,852,020	26,831,140	2,519,440	61,422,240		139,004,988	43,874,670	710,910,169	1,072,414,667
2018	B	15,030,260						205,000		15,235,260
2018	B			32,465,710						32,465,710
2018	C	510,645,230	253,976,330	8,983,480	105,887,210		276,431,440	15,613,030	48,765,430	1,220,302,150
2018	D				4,000,000		30,000,000			34,000,000
2018	D	3,500,000	51,202,750	9,002,450	904,370		16,000			64,625,570
2018	D	(51,629,370)	(9,428,200)				(3,568,000)			(64,625,570)
2018										
2018		565,398,140	322,582,020	52,971,080	172,213,820		441,884,428	59,692,700	759,675,599	2,374,417,787
2,018	E	492,118,840	308,364,740	48,830,080	138,296,200		339,670,810	18,106,300	84,765,430	1,430,152,400

**EXPENDITURE LIMITATION COMPARISON**

	2017	2018
1. Budgeted expenditures/expenses	\$ 1,372,156,070	\$ 1,430,152,400
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	1,372,156,070	1,430,152,400
4. Less: estimated exclusions	631,655,302	603,300,902
5. Amount subject to the expenditure limitation	\$ 740,500,768	\$ 826,851,498
6. EEC expenditure limitation	\$ 932,798,747	\$ 949,981,773

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

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

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

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

**Schedule B to Resolution No. 22729**  
**CITY OF TUCSON**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2018**

	<u>2017</u>	<u>2018</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	<u>\$ 17,035,130</u>	<u>\$ 15,235,260</u>
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	<u>                    </u>	<u>                    </u>
3. Property tax levy amounts		
A. Primary property taxes	<u>\$ 17,035,130</u>	<u>\$ 15,235,260</u>
B. Secondary property taxes	<u>33,874,570</u>	<u>32,465,710</u>
C. Total property tax levy amounts	<u>\$ 50,909,700</u>	<u>\$ 47,700,970</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	<u>\$ 13,846,000</u>	
(2) Prior years' levies	<u>250,000</u>	
(3) Total primary property taxes	<u>\$ 14,096,000</u>	
B. Secondary property taxes		
(1) Current year's levy	<u>\$ 33,874,570</u>	
(2) Prior years' levies	<u>1,000,000</u>	
(3) Total secondary property taxes	<u>\$ 34,874,570</u>	
C. Total property taxes collected	<u>\$ 48,970,570</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.5348</u>	<u>0.4581</u>
(2) Secondary property tax rate	<u>1.0634</u>	<u>0.9761</u>
(3) Total city/town tax rate	<u>1.5982</u>	<u>1.4342</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town does not have special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

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

**Schedule C Resolution No. 22729**  
**CITY OF TUCSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2017</b>	<b>ACTUAL REVENUES* 2017</b>	<b>ESTIMATED REVENUES 2018</b>
<b>GENERAL FUND</b>			
<b>Local Taxes</b>			
Business Privilege Tax	\$ 192,539,300	\$ 196,302,430	\$ 199,370,010
Public Utility Tax	26,722,100	25,951,660	27,024,170
Use Tax	5,090,860	5,950,650	6,263,890
Transient Occupancy Tax	10,425,620	10,706,480	10,998,850
Room Tax	7,502,400	7,268,800	7,732,790
Pawn Broker Second Hand Dealer	352,770	502,580	517,100
Property Taxes - Prior Years	250,000	250,000	400,000
Government Property Lease Excise Tax		21,020	21,020
<b>State Shared Revenues</b>			
State Shared Income Tax	\$ 65,118,880	\$ 65,043,020	\$ 66,727,160
State Shared Sales Tax	50,099,800	49,506,790	49,506,790
State Shared Auto Lieu Tax	22,790,790	23,489,130	24,751,250
<b>Licenses and Permits</b>			
Utility Franchise Fees	\$ 14,850,000	\$ 14,917,320	\$ 14,810,810
Permits/Inspection Fees	5,000,000	6,138,940	5,250,000
Cable Television Licenses	3,400,200	3,229,950	3,229,950
License Application Fees	2,663,000	2,663,000	2,731,520
Animal License and Care Fees	1,150,000	1,150,000	1,100,000
Liquor License	800,000	557,520	507,430
Sign Regulation Fee	250,000	281,230	262,500
Litter Assessment Fee	160,000	160,000	172,500
Alarm Permit Fee	200,000	264,500	264,500
Telecommunications Licenses and Franchise Fee	280,500	170,300	170,300
Dealer Trade Show License	148,930	274,230	692,000
Miscellaneous Licenses and Permits	172,100	634,500	726,800
<b>Charges for Services</b>			
Administration Charge to Enterprise Funds	\$ 13,554,070	\$ 13,861,580	\$ 13,279,230
City Attorney	14,000	14,500	14,000
Environmental and General Services			20,838,100
General Government	674,600	945,870	664,630
Information Technology	67,590	67,590	67,590
Parks and Recreation	5,778,440	5,758,390	5,104,050
Planning and Development Services	2,788,000	3,059,510	2,572,410
Public Defender	117,440	117,440	78,880
Tucson Fire	13,598,090	13,581,090	14,081,090
Tucson Police	6,735,000	5,636,500	5,495,590
<b>Fines and Forfeits</b>			
City Attorney	\$ 280,000	\$ 330,000	\$ 330,000
City Court	8,597,730	7,291,250	8,360,710
Finance	5,500	5,500	2,700
General Government	14,500	12,000	15,380
Planning and Development Services	1,500	3,110	1,980
Tucson Fire	500	350	350
Tucson Police	1,578,900	1,578,900	1,990,900
<b>Use of Money and Property</b>			
Rentals and Leases	\$ 192,840	\$ 232,900	\$ 230,920
Interest Earnings	255,950	255,950	239,950

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

**Schedule C Resolution No. 22729**  
**CITY OF TUCSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2017</b>	<b>ACTUAL REVENUES* 2017</b>	<b>ESTIMATED REVENUES 2018</b>
<b>In-lieu Property Taxes</b>			
<u>Tucson Water Utility</u>	\$ 1,918,300	\$ 1,918,300	\$ 1,938,060
<b>Other Agencies</b>			
<u>Dispatch Services</u>	\$ 1,162,560	\$ 1,162,560	\$ 1,166,890
<u>University of Arizona Fire Service</u>	141,430	141,430	141,430
<u>Law Enforcement Training</u>	240,000	215,000	215,000
<u>State Telecommunications 911 Excise Tax</u>	40,000	37,460	37,460
<b>Non-Grant Contributions</b>			
<u>General Government</u>	\$ 1,065,280	\$ 1,360,660	\$ 1,278,390
<u>General Services</u>			902,840
<u>Parks and Recreation</u>	383,100	1,879,110	3,420
<u>Tucson Fire Department</u>	1,300,000	1,300,000	1,400,000
<u>Tucson Police Department</u>	1,838,270	1,839,250	1,877,710
<b>Miscellaneous</b>			
<u>Sale of Property</u>	\$ 7,233,000	\$ 109,000	\$ 2,500,000
<u>Miscellaneous Revenues</u>	123,020	8,169,510	1,141,750
<u>Rebates Purchasing Card</u>	600,000	800,000	800,000
<u>Recovered Expenditures</u>	370,390	537,410	642,480
<b>Total General Fund</b>	<b>\$ 480,637,250</b>	<b>\$ 487,656,170</b>	<b>\$ 510,645,230</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Mass Transit Fund</b>			
<u>Passenger Revenue</u>	\$ 10,986,850	\$ 10,699,860	\$ 11,822,300
<u>Advertising Revenue</u>	349,200	349,200	366,660
<u>Regional Transportation Authority</u>	8,600,850	9,090,900	8,561,290
<u>Other Governmental Operating Assistance</u>	5,386,220	5,613,880	5,065,950
<u>Special Needs</u>	710,530	504,020	797,390
<u>Rents and Leases</u>	414,100	417,000	480,000
<u>Miscellaneous Revenue</u>	1,399,090	1,242,090	1,252,690
<u>Federal Transit Grants</u>	18,527,880	13,628,350	14,540,670
<b>Total Mass Transit Fund</b>	<b>\$ 46,374,720</b>	<b>\$ 41,545,300</b>	<b>\$ 42,886,950</b>
<b>Mass Transit Fund - Sun Link</b>			
<u>Passenger Revenue</u>	\$ 917,260	\$ 747,120	\$ 741,000
<u>Advertising</u>	175,680	175,680	175,680
<u>Regional Transportation Authority</u>	1,200,000	2,000,000	1,200,000
<b>Total Mass Transit Fund - Sun Link</b>	<b>\$ 2,292,940</b>	<b>\$ 2,922,800</b>	<b>\$ 2,116,680</b>
<b>Streets Improvement Fund</b>			
<u>Business Privilege Tax</u>	\$ —	\$ —	\$ 20,000,000
<b>Total Streets Improvement Fund</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 20,000,000</b>
<b>Public Safety Improvement Fund</b>			
<u>Business Privilege Tax</u>	\$ —	\$ —	\$ 30,000,000
<b>Total Public Safety Improvement Fund</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 30,000,000</b>

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

**Schedule C Resolution No. 22729**  
**CITY OF TUCSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2017</b>	<b>ACTUAL REVENUES* 2017</b>	<b>ESTIMATED REVENUES 2018</b>
<b>Tucson Convention Center Fund</b>			
Room and Space Rental	\$ 1,618,410	\$ 1,568,550	\$ 1,663,620
Parking	1,098,030	1,033,310	851,510
Catering and Concessions	2,167,140	2,487,120	2,174,470
Novelty Sales	38,700	22,740	27,250
Facility User Fees	906,930	566,100	564,450
Event Ticket Rebates	212,660	174,940	248,960
Recovered Expenditures	1,031,370	1,030,060	1,230,400
<b>Total Tucson Convention Center Fund</b>	<b>\$ 7,073,240</b>	<b>\$ 6,882,820</b>	<b>\$ 6,760,660</b>
<b>Highway User Revenue Fund</b>			
State Shared HURF	\$ 38,274,480	\$ 36,600,000	\$ 41,050,000
Permits and Inspection Fees	400,000	370,000	350,000
Temporary Work Zone Traffic Control	250,000	280,000	270,000
Other Charges for Service	24,800	24,800	24,800
Rents and Leases	550,000	100,000	100,000
Proceeds from Sale of Capital Assets	500,000	850,000	650,000
Interest Earnings	80,000	80,000	80,000
Recovered Expenditures	100,000	630,000	130,000
Miscellaneous Revenues		1,000,000	1,000,000
<b>Total Highway User Revenue Fund</b>	<b>\$ 40,179,280</b>	<b>\$ 39,934,800</b>	<b>\$ 43,654,800</b>
<b>Park Tucson Fund</b>			
Parking Meter Collections	\$ 1,442,220	\$ 1,450,000	\$ 1,467,900
Parking Revenues	2,919,760	2,975,360	3,278,250
Hooded Meter Fees	56,000	55,000	100,000
Assessment Fee	63,900	90,000	87,000
Parking Violations	710,000	703,000	720,000
Rents and Leases	108,840	108,840	108,840
<b>Total Park Tucson Fund</b>	<b>\$ 5,300,720</b>	<b>\$ 5,382,200</b>	<b>\$ 5,761,990</b>
<b>Civic Contribution Fund</b>			
City Clerk's Office	\$ 5,000	\$ 12,200	\$ 5,000
Mayor's Office	52,500	52,500	
Parks and Recreation	176,700	2,187,910	2,072,000
Tucson Convention Center	30,000	30,000	30,000
Tucson Fire	47,000	24,000	29,000
Tucson Police	15,000	15,000	15,000
<b>Total Civic Contribution Fund</b>	<b>\$ 326,200</b>	<b>\$ 2,321,610</b>	<b>\$ 2,151,000</b>
<b>Community Development Block Grant Fund</b>			
Community Development Block Grant	\$ 17,942,100	\$ 17,942,100	\$ 13,743,650
Program Income	90,000	90,000	40,000
Miscellaneous Revenues	860	860	
<b>Total Community Development Block Grant Fund</b>	<b>\$ 18,032,960</b>	<b>\$ 18,032,960</b>	<b>\$ 13,783,650</b>
<b>Miscellaneous Housing Grant Fund</b>			
Federal Miscellaneous Housing Grants	\$ 3,014,030	\$ 3,282,580	\$ 3,137,060
Program Income	720,280	500,000	551,380
<b>Total Miscellaneous Housing Grant Fund</b>	<b>\$ 3,734,310</b>	<b>\$ 3,782,580</b>	<b>\$ 3,688,440</b>

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

**Schedule C Resolution No. 22729**  
**CITY OF TUCSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2017</b>	<b>ACTUAL REVENUES* 2017</b>	<b>ESTIMATED REVENUES 2018</b>
<b>Public Housing Section 8 Fund</b>			
Federal Public Housing Section 8 Grant	\$ 36,367,610	\$ 36,202,610	\$ 38,937,000
Charges for Service	57,300	57,300	
Interest Earnings	17,750	17,750	20,000
Miscellaneous Revenues	48,620	48,620	12,000
<b>Total Public Housing Section 8 Fund</b>	<b>\$ 36,491,280</b>	<b>\$ 36,326,280</b>	<b>\$ 38,969,000</b>
<b>HOME Investment Partnerships Program Fund</b>			
HOME Funds	\$ 7,023,070	\$ 7,039,070	\$ 6,998,240
Program Income	418,270	418,270	572,050
Miscellaneous Revenues	100	100	
<b>Total HOME Investment Partnerships Program Fund</b>	<b>\$ 7,441,440</b>	<b>\$ 7,457,440</b>	<b>\$ 7,570,290</b>
<b>Other Federal Grants Fund</b>			
City Attorney	\$ 297,900	\$ 801,820	\$ 172,250
City Court	861,940	829,720	687,390
Parks and Recreation	619,670	367,470	578,720
Transportation	11,835,490	10,167,490	15,296,980
Tucson Fire	6,871,340	5,112,510	4,461,240
Tucson Police	8,656,240	9,050,320	11,660,340
<b>Total Other Federal Grants Fund</b>	<b>\$ 29,142,580</b>	<b>\$ 26,329,330</b>	<b>\$ 32,856,920</b>
<b>Non-Federal Grants Fund</b>			
City Attorney	\$ 119,800	\$ 84,900	\$ 82,200
Housing and Community Development	442,000	442,000	351,000
Parks and Recreation	156,420	—	108,000
Tucson Fire	25,000	—	25,000
Tucson Police	2,514,050	2,545,890	3,209,750
<b>Total Non-Federal Grants Fund</b>	<b>\$ 3,257,270</b>	<b>\$ 3,072,790</b>	<b>\$ 3,775,950</b>
<b>Total Special Revenue Funds</b>	<b>\$ 197,354,000</b>	<b>\$ 191,068,110</b>	<b>\$ 253,976,330</b>
<b>DEBT SERVICE FUNDS</b>			
<b>Street and Highway Bond and Interest Fund</b>			
State Shared - HURF	\$ 7,859,480	\$ 7,900,000	\$ 7,900,000
Interest Earnings	16,000	6,300	
<b>Total Street and Highway Bond and Interest Fund</b>	<b>\$ 7,875,480</b>	<b>\$ 7,906,300</b>	<b>\$ 7,900,000</b>
<b>General Obligation Bond and Interest Fund</b>			
Secondary Property Taxes - Prior Years	\$ 1,000,000	\$ 1,100,000	\$ 1,000,000
<b>Total General Obligation Bond and Interest Fund</b>	<b>\$ 1,000,000</b>	<b>\$ 1,100,000</b>	<b>\$ 1,000,000</b>
<b>Special Assessment Bond and Interest Fund</b>			
Special Assessment Collections	\$ 227,240	\$ 227,240	\$ 80,380
Interest Earnings	10,000		
Miscellaneous Revenues	2,630	2,630	3,100
<b>Total Special Assessment Bond and Interest Fund</b>	<b>\$ 239,870</b>	<b>\$ 229,870</b>	<b>\$ 83,480</b>
<b>Total Debt Service Funds</b>	<b>\$ 9,115,350</b>	<b>\$ 9,236,170</b>	<b>\$ 8,983,480</b>

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

**Schedule C Resolution No. 22729**  
**CITY OF TUCSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2017</b>	<b>ACTUAL REVENUES* 2017</b>	<b>ESTIMATED REVENUES 2018</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>2012 General Obligation Bond Fund</b>			
Interest Earnings		\$ 5,000	
<b>Total 2012 General Obligation Fund</b>	\$ —	\$ 5,000	\$ —
<b>Capital Improvement Fund</b>			
Intergovernmental Agreements	\$ 25,189,000	\$ 15,844,530	\$ 36,442,100
<b>Total Capital Improvement Fund</b>	\$ 25,189,000	\$ 15,844,530	\$ 36,442,100
<b>Development Fee Fund</b>			
Development Fees for Police	\$ 217,780	\$ 702,870	\$ 702,870
Development Fees for Fire	87,470	433,720	433,720
Development Fees for Transportation	2,015,730	13,868,380	13,868,380
Development Fees to Parks	462,980	2,711,240	2,711,240
Interest Earnings	55,220		
<b>Total Development Fee Fund</b>	\$ 2,839,180	\$ 17,716,210	\$ 17,716,210
<b>Regional Transportation Authority Fund</b>			
Regional Transportation Authority	\$ 91,225,330	\$ 55,744,570	\$ 51,728,900
Rentals and Leases	165,610	19,800	
<b>Total Regional Transportation Authority Fund</b>	\$ 91,390,940	\$ 55,764,370	\$ 51,728,900
<b>Total Capital Projects Funds</b>	\$ 119,419,120	\$ 89,325,110	\$ 105,887,210
<b>ENTERPRISE FUNDS</b>			
<b>Tucson Water Utility</b>			
Potable Water Sales	\$ 135,000,000	\$ 142,100,000	\$ 145,150,000
Reclaimed Water Sales	9,000,000	9,400,000	9,150,000
Central Arizona Project Surcharge	22,500,000	24,697,760	24,200,000
Water Conservation Fee	3,000,000	3,000,000	3,000,000
Fire Sprinkler Fee	2,500,000	2,625,000	2,650,000
Connection Fees	1,500,000	1,550,000	1,500,000
Service Charges	3,550,000	3,515,000	3,500,000
Development Plan Review/Inspection Fees	510,000	620,000	550,000
Billing Services	4,315,000	4,315,000	4,315,000
Miscellaneous Revenues	9,825,000	11,087,600	3,050,000
Tucson Airport Remediation Project	975,000	675,000	975,000
Water System Equity Fees	2,300,000	2,300,000	2,300,000
Developer Contributions	50,000	50,000	50,000
CAP Resource Fee	350,000	340,000	350,000
Grants and Contributions	973,340	945,000	975,000
Investment Income	335,000	400,000	385,000
<b>Billing Services</b>	\$ 196,683,340	\$ 207,620,360	\$ 202,100,000

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

**Schedule C Resolution No. 22729**  
**CITY OF TUCSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2017</b>	<b>ACTUAL REVENUES* 2017</b>	<b>ESTIMATED REVENUES 2018</b>
<b>Environmental Services Fund</b>			
Residential Refuse Services	\$ 28,637,000	\$ 29,260,780	\$ 28,790,000
Commercial Refuse Services	7,130,000	7,721,810	7,681,000
Landfill Services Charges	6,650,000	7,165,770	6,860,000
Remediation Ground Fee	3,500,000	3,772,470	3,680,000
Self Haul Fee	1,200,000	1,537,040	1,300,000
Refuse Penalties	141,000	163,120	141,000
Recycling		989,820	800,000
Household Hazardous Waste	109,180	53,370	70,800
Intergovernmental Agreements	40,000	40,000	40,000
Miscellaneous Grants	124,000	124,000	125,000
Sale of Capital Assets	200,000	60,490	150,000
Interest Earnings	35,000	154,190	126,000
Recovered Expenses	8,000	82,920	100,000
Miscellaneous Revenues		146,590	
<b>Total Environmental Services Fund</b>	<b>\$ 47,774,180</b>	<b>\$ 51,272,370</b>	<b>\$ 49,863,800</b>
<b>Tucson Golf Course Enterprise Fund</b>			
El Rio Golf Course	\$ 966,680	\$ 966,680	\$ 1,061,380
Randolf Golf Course	3,470,810	3,421,330	3,531,940
Fred Enke Golf Course	1,047,740	997,740	1,133,920
Silverbell Golf Course	1,253,080	1,203,080	1,285,430
Food and Beverage	1,392,060	1,342,060	1,441,610
Other Income	13,730	—	
<b>Total Tucson Golf Course Enterprise Fund</b>	<b>\$ 8,144,100</b>	<b>\$ 7,930,890</b>	<b>\$ 8,454,280</b>
<b>Public Housing Fund</b>			
Federal Grants	\$ 5,638,020	\$ 5,638,020	\$ 6,700,570
Housing Administration Charges	3,276,750	3,276,750	3,009,220
Tenant Rent and Parking Fees	3,362,030	3,362,030	3,302,610
Charges for Other Services	92,150	92,150	97,030
Other Rental Income	7,960	7,960	
Interest Earnings	30,620	30,620	34,820
<b>Total Public Housing Fund</b>	<b>\$ 12,407,530</b>	<b>\$ 12,407,530</b>	<b>\$ 13,144,250</b>
<b>Non-Public Housing Asset Management Fund</b>			
Federal Grants	\$ 223,720	\$ 223,720	\$ 227,000
Tenant Rent	1,510,840	1,673,820	2,456,360
Charges for Other Services	78,060	78,060	129,750
Rents and Leases	17,500	17,500	56,000
<b>Total Non-Public Housing Asset Management Fund</b>	<b>\$ 1,830,120</b>	<b>\$ 1,993,100</b>	<b>\$ 2,869,110</b>
<b>Total Enterprise Funds</b>	<b>\$ 266,839,270</b>	<b>\$ 281,224,250</b>	<b>\$ 276,431,440</b>

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

**Schedule C Resolution No. 22729**  
**CITY OF TUCSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2018**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2017</b>	<b>ACTUAL REVENUES* 2017</b>	<b>ESTIMATED REVENUES 2018</b>
<b>INTERNAL SERVICE FUNDS</b>			
<b>Fleet Services Internal Service Fund</b>			
Interdepartmental Charges	\$ 23,926,210	\$ 21,633,110	
Proceeds from the Sale of Capital Assets	142,000	125,890	
Miscellaneous Revenues	72,110	80,190	
<b>Total Fleet Services Internal Service Fund</b>	<b>\$ 24,140,320</b>	<b>\$ 21,839,190</b>	<b>\$ —</b>
<b>General Services Internal Service Fund</b>			
Interdepartmental Charges	\$ 19,200,630	\$ 17,769,660	
<b>Total General Services Internal Service Fund</b>	<b>\$ 19,200,630</b>	<b>\$ 17,769,660</b>	<b>\$ —</b>
<b>Self Insurance Internal Service Fund</b>			
Interdepartmental Charges	\$ 15,473,530	\$ 17,332,010	\$ 15,613,030
<b>Total Self Insurance Internal Service Fund</b>	<b>\$ 15,473,530</b>	<b>\$ 17,332,010</b>	<b>\$ 15,613,030</b>
<b>Total Internal Service Funds</b>	<b>\$ 58,814,480</b>	<b>\$ 56,940,860</b>	<b>\$ 15,613,030</b>
<b>FIDUCIARY FUNDS</b>			
<b>Tucson Supplemental Retirement System</b>			
Employer Contributions	\$ 40,203,900	\$ 40,203,900	\$ 18,335,210
Employee Contributions	6,772,700	6,611,100	4,411,120
Portfolio Earnings	12,135,000	19,135,000	25,882,700
Miscellaneous Revenues	50,000	50,000	136,400
<b>Total Tucson Supplemental Retirement System</b>	<b>\$ 59,161,600</b>	<b>\$ 66,000,000</b>	<b>\$ 48,765,430</b>
<b>Total Fiduciary Funds</b>	<b>\$ 59,161,600</b>	<b>\$ 66,000,000</b>	<b>\$ 48,765,430</b>
<b>TOTAL ALL FUNDS</b>	<b>\$1,191,341,070</b>	<b>\$1,181,450,670</b>	<b>\$1,220,302,150</b>

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

**Schedule D to Resolution No. 22729**  
**CITY OF TUCSON**  
**Other Financing Sources/ <Uses> and Interfund Transfers**  
**Fiscal Year 2018**

<b>FUND</b>	<b>2018</b>		<b>2018</b>	
		<b>&lt;USES&gt;</b>		<b>&lt;OUT&gt;</b>
<b>GENERAL FUND</b>				
Transfer to Mass Transit Fund				\$ (43,655,740)
Transfer to Mass Transit - Sun Link Fund				(3,030,080)
Transfer to Tucson Convention Center				(4,464,930)
Transfer from Water Utility Fund			3,500,000	
Transfer to Development Fee Fund				(478,620)
<b>Total General Fund</b>			<b>\$ 3,500,000</b>	<b>\$ (51,629,370)</b>
<b>SPECIAL REVENUE FUNDS</b>				
Transfer to/from General Fund			\$ 51,150,750	
Transfer to Street and Highway Bond and Interest Fund				(9,002,450)
Transfer to Development Fee Fund				(425,750)
Transfer to Operating			52,000	
<b>Total Special Revenue Funds</b>			<b>\$ 51,202,750</b>	<b>\$ (9,428,200)</b>
<b>DEBT SERVICE FUNDS</b>				
Transfer from Highway User Revenue Fund			\$ 9,002,450	
<b>Total Debt Service Funds</b>			<b>\$ 9,002,450</b>	
<b>CAPITAL PROJECTS FUNDS</b>				
Transfer from General Fund			\$ 478,620	
Transfer from Highway User Revenue Fund			425,750	
General Services Lease Proceeds	4,000,000			
<b>Total Capital Projects Funds</b>	<b>\$ 4,000,000</b>		<b>\$ 904,370</b>	
<b>ENTERPRISE FUNDS</b>				
Water System Obligation Bond Proceeds	\$ 30,000,000			
Tucson Water Utility Fund				(3,500,000)
Housing funds transfers to/from Operating			16,000	(68,000)
<b>Total Enterprise Funds</b>	<b>\$ 30,000,000</b>		<b>\$ 16,000</b>	<b>\$ (3,568,000)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 34,000,000</b>		<b>\$ 64,625,570</b>	<b>\$ (64,625,570)</b>

**Schedule E to Resolution No. 22729**  
**CITY OF TUCSON**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2018**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2017</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2018</b>
<b>GENERAL FUND</b>				
Mayor and Council	\$ 2,386,810		\$ 2,150,950	\$ 2,470,230
City Attorney	7,435,540		7,528,150	7,617,420
City Clerk	3,172,710		3,017,190	3,324,170
City Court	9,380,940		9,444,520	9,450,970
City Manager	4,156,670		4,203,820	4,690,980
Environmental Services	3,061,600		2,034,220	1,829,960
Finance	8,363,620		8,352,350	7,923,580
General Services	29,076,870		28,384,790	55,999,400
Housing and Community Development	2,553,900		2,432,510	2,608,080
Human Resources	2,365,420		2,301,780	2,447,210
Information Technology	20,649,250		20,384,470	22,202,300
Parks and Recreation	27,104,310		26,391,040	31,014,310
Planning and Development Services	5,863,630		5,851,410	6,450,580
Procurement	3,311,340		3,138,750	3,354,740
Public Defender	2,700,840		2,700,210	2,696,930
Transportation	1,491,290		781,950	1,312,060
Tucson Fire	91,165,710		92,125,910	103,142,400
Tucson Police	148,779,290		147,822,850	160,808,940
General Government	59,954,190		55,382,540	61,524,580
Contingency	3,250,000		1,056,570	1,250,000
<b>Total General Fund</b>	<b>\$ 436,223,930</b>		<b>\$ 425,485,980</b>	<b>\$ 492,118,840</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Mass Transit Fund</b>				
Transportation	\$ 90,938,640		\$ 84,593,790	\$ 86,542,690
<b>Total Fund</b>	<b>\$ 90,938,640</b>		<b>\$ 84,593,790</b>	<b>\$ 86,542,690</b>
<b>Mass Transit Fund - Sun Link</b>				
Transportation	\$ 5,468,220		\$ 5,146,660	\$ 5,146,660
<b>Total Fund</b>	<b>\$ 5,468,220</b>		<b>\$ 5,146,660</b>	<b>\$ 5,146,660</b>
<b>Streets Improvement Fund</b>				
Transportation	\$ —	\$ —	\$ —	\$ 20,000,000
<b>Total Fund</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 20,000,000</b>
<b>Public Safety Improvement Fund</b>				
Tucson Fire	\$ —	\$ —	\$ —	\$ 17,100,000
Tucson Police	\$ —	\$ —	\$ —	\$ 12,900,000
<b>Total Fund</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 30,000,000</b>
<b>Tucson Convention Center Fund</b>				
Tucson Convention Center	\$ 10,232,750	\$ —	\$ 10,042,420	\$ 9,913,870
General Government	1,317,050		1,317,050	1,311,720
<b>Total Fund</b>	<b>\$ 11,549,800</b>	<b>\$ —</b>	<b>\$ 11,359,470</b>	<b>\$ 11,225,590</b>

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

**Schedule E to Resolution No. 22729**  
**CITY OF TUCSON**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2018**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
<b>Highway User Revenue Fund</b>				
Transportation	\$ 51,403,960		\$ 43,347,090	\$ 42,676,820
General Government	100,580		100,580	100,580
<b>Total Fund</b>	<b>\$ 51,504,540</b>		<b>\$ 43,447,670</b>	<b>\$ 42,777,400</b>
<b>Park Tucson Fund</b>				
Transportation	\$ 6,739,540		\$ 6,549,770	\$ 7,586,020
<b>Total Fund</b>	<b>\$ 6,739,540</b>		<b>\$ 6,549,770</b>	<b>\$ 7,586,020</b>
<b>Civic Contribution Fund</b>				
Mayor and Council				\$ 75,000
Parks and Recreation	659,490		2,148,270	2,419,070
Planning and Development Services	3,860			
Tucson Convention Center	30,000			30,000
Tucson Fire	47,000		24,000	29,000
Tucson Police	15,000		15,000	15,000
<b>Total Fund</b>	<b>\$ 755,350</b>		<b>\$ 2,187,270</b>	<b>\$ 2,568,070</b>
<b>Community Development Block</b>				
Housing and Community	\$ 18,084,960		\$ 16,814,150	\$ 13,850,930
<b>Total Fund</b>	<b>\$ 18,084,960</b>		<b>\$ 16,814,150</b>	<b>\$ 13,850,930</b>
<b>Miscellaneous Housing Grant Fund</b>				
Housing and Community	\$ 3,734,310		\$ 5,000,860	\$ 5,486,900
<b>Total Fund</b>	<b>\$ 3,734,310</b>		<b>\$ 5,000,860</b>	<b>\$ 5,486,900</b>
<b>Public Housing Section 8 Fund</b>				
Housing and Community	\$ 36,491,280		\$ 36,326,280	\$ 38,962,060
<b>Total Fund</b>	<b>\$ 36,491,280</b>		<b>\$ 36,326,280</b>	<b>\$ 38,962,060</b>
<b>HOME Investment Partnerships</b>				
Housing and Community	\$ 7,457,440		\$ 7,457,440	\$ 7,585,550
<b>Total Fund</b>	<b>\$ 7,457,440</b>		<b>\$ 7,457,440</b>	<b>\$ 7,585,550</b>
<b>Other Federal Grants Fund</b>				
City Attorney	\$ 297,900		\$ 201,820	\$ 172,250
City Court	861,940		828,720	687,390
Parks and Recreation	619,670		367,470	578,720
Planning and Development Services	9,500			
Transportation	11,835,490		10,167,490	15,296,980
Tucson Fire	6,871,340		5,112,510	4,461,240
Tucson Police	8,656,240		9,651,320	11,660,340
<b>Total Fund</b>	<b>\$ 29,152,080</b>		<b>\$ 26,329,330</b>	<b>\$ 32,856,920</b>
<b>Non-Federal Grants Fund</b>				
City Attorney	\$ 119,800		\$ 84,900	\$ 82,200
Housing and Community	442,000		442,000	351,000
Parks and Recreation	156,420			108,000
Tucson Fire	25,000			25,000
Tucson Police	2,514,050		2,545,890	3,209,750
<b>Total Fund</b>	<b>\$ 3,257,270</b>		<b>\$ 3,072,790</b>	<b>\$ 3,775,950</b>
<b>Total Special Revenue Funds</b>	<b>\$ 265,133,430</b>		<b>\$ 248,285,480</b>	<b>\$ 308,364,740</b>

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

**Schedule E to Resolution No. 22729**  
**CITY OF TUCSON**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2018**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
<b>DEBT SERVICE FUNDS</b>				
<b>General Obligation Bond and Interest Fund</b>				
General Government	\$ 33,490,600		\$ 34,145,390	\$ 31,660,790
<b>Total Fund</b>	<b>\$ 33,490,600</b>		<b>\$ 34,145,390</b>	<b>\$ 31,660,790</b>
<b>Street and Highway Bond and Interest Fund</b>				
General Government	\$ 17,016,550		\$ 17,016,550	\$ 16,902,450
<b>Total Fund</b>	<b>\$ 17,016,550</b>		<b>\$ 17,016,550</b>	<b>\$ 16,902,450</b>
<b>Special Assessment Bond and Interest Fund</b>				
General Government	\$ 425,630		\$ 431,130	\$ 266,840
<b>Total Fund</b>	<b>\$ 425,630</b>		<b>\$ 431,130</b>	<b>\$ 266,840</b>
<b>Total Debt Service Funds</b>	<b>\$ 50,932,780</b>		<b>\$ 51,593,070</b>	<b>\$ 48,830,080</b>
<b>CAPITAL PROJECTS FUNDS</b>				
<b>2013 General Obligation Fund</b>				
Transportation	\$ 18,220,000		\$ 18,220,000	\$ 27,600,000
<b>Total Fund</b>	<b>\$ 18,220,000</b>		<b>\$ 18,220,000</b>	<b>\$ 27,600,000</b>
<b>Capital Improvement Fund</b>				
Parks and Recreation	\$ 3,516,200		\$ 255,530	\$ 194,400
City Courts	2,336,000			
Transportation	25,189,000		15,589,000	36,247,700
<b>Total Fund</b>	<b>\$ 31,041,200</b>		<b>\$ 15,844,530</b>	<b>\$ 36,442,100</b>
<b>Development Fee Fund</b>				
Parks and Recreation	\$ 2,542,500		\$ 962,630	\$ 4,158,200
Transportation	13,944,900		10,586,000	18,367,000
Tucson Fire	130,000		180,000	
<b>Total Fund</b>	<b>\$ 16,617,400</b>		<b>\$ 11,728,630</b>	<b>\$ 22,525,200</b>
<b>Regional Transportation Authority</b>				
Transportation	\$ 91,390,940		\$ 55,774,570	\$ 51,728,900
<b>Total Fund</b>	<b>\$ 91,390,940</b>		<b>\$ 55,774,570</b>	<b>\$ 51,728,900</b>
<b>Total Capital Projects Funds</b>	<b>\$ 157,269,540</b>		<b>\$ 101,567,730</b>	<b>\$ 138,296,200</b>
<b>ENTERPRISE FUNDS</b>				
<b>Tucson Water Utility Fund</b>				
Tucson Water Utility	\$ 237,540,270		\$ 218,162,300	\$ 254,449,260
<b>Total Fund</b>	<b>\$ 237,540,270</b>		<b>\$ 218,162,300</b>	<b>\$ 254,449,260</b>
<b>Environmental Services Fund</b>				
Environmental Services	\$ 59,307,240		\$ 50,257,980	\$ 61,400,170
General Services	345,000		339,740	
<b>Total Fund</b>	<b>\$ 59,652,240</b>		<b>\$ 50,597,720</b>	<b>\$ 61,400,170</b>
<b>Tucson Golf Enterprise Fund</b>				
Tucson City Golf	\$ 7,902,410		\$ 7,619,630	\$ 7,884,320
<b>Total Fund</b>	<b>\$ 7,902,410</b>		<b>\$ 7,619,630</b>	<b>\$ 7,884,320</b>

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

**Schedule E to Resolution No. 22729**  
**CITY OF TUCSON**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2018**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
<b>Public Housing AMP Fund</b>				
General Government	\$ 83,870		\$ 83,870	\$ 68,590
Housing and Community	12,570,650		12,576,310	13,063,510
<b>Total Fund</b>	<b>\$ 12,654,520</b>		<b>\$ 12,660,180</b>	<b>\$ 13,132,100</b>
<b>Non-Public Housing Asset</b>				
Housing and Community	\$ 1,829,500		\$ 1,993,100	\$ 2,804,960
<b>Total Fund</b>	<b>\$ 1,829,500</b>		<b>\$ 1,993,100</b>	<b>\$ 2,804,960</b>
<b>Total Enterprise Funds</b>	<b>\$ 319,578,940</b>		<b>\$ 291,032,930</b>	<b>\$ 339,670,810</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Fleet Services Internal Service</b>				
General Services	\$ 25,240,320		\$ 22,027,790	\$ —
<b>Total Fund</b>	<b>\$ 25,240,320</b>		<b>\$ 22,027,790</b>	<b>\$ —</b>
<b>General Services Internal Service Fund</b>				
General Services	\$ 19,200,630		\$ 17,945,720	\$ —
<b>Total Fund</b>	<b>\$ 19,200,630</b>		<b>\$ 17,945,720</b>	<b>\$ —</b>
<b>Self Insurance Internal Service</b>				
Finance	\$ 15,287,650		\$ 15,259,500	\$ 16,103,760
Human Resources	271,500		371,810	257,500
Transportation	1,400,000		1,420,080	1,420,000
Tucson Fire	344,640		333,120	325,040
<b>Total Fund</b>	<b>\$ 17,303,790</b>		<b>\$ 17,384,510</b>	<b>\$ 18,106,300</b>
<b>Total Internal Service Funds</b>	<b>\$ 61,744,740</b>		<b>\$ 57,358,020</b>	<b>\$ 18,106,300</b>
<b>FIDUCIARY FUNDS</b>				
Tucson Supplemental Retirement	\$ 81,272,710		\$ 81,272,710	\$ 84,765,430
<b>Total Fund</b>	<b>\$ 81,272,710</b>		<b>\$ 81,272,710</b>	<b>\$ 84,765,430</b>
<b>Total Fiduciary Funds</b>	<b>\$ 81,272,710</b>		<b>\$ 81,272,710</b>	<b>\$ 84,765,430</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 1,372,156,070</b>		<b>\$ 1,256,595,920</b>	<b>\$ 1,430,152,400</b>

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

**Schedule F to Resolution No. 22729**  
**CITY OF TUCSON**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2018**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
<b>Mayor and Council</b>				
General Fund	\$ 2,386,810		\$ 2,150,950	\$ 2,470,230
Civic Contribution Fund				75,000
<b>Department Total</b>	<b>\$ 2,386,810</b>		<b>\$ 2,150,950</b>	<b>\$ 2,545,230</b>
<b>City Attorney</b>				
General Fund	\$ 7,435,540		\$ 7,528,150	\$ 7,617,420
Non-Federal Grants Fund	119,800		84,900	82,200
Other Federal Grants Fund	297,900		201,820	172,250
<b>Department Total</b>	<b>\$ 7,853,240</b>		<b>\$ 7,814,870</b>	<b>\$ 7,871,870</b>
<b>City Clerk</b>				
General Fund	\$ 3,172,710		\$ 3,017,190	\$ 3,324,170
<b>Department Total</b>	<b>\$ 3,172,710</b>		<b>\$ 3,017,190</b>	<b>\$ 3,324,170</b>
<b>City Court</b>				
General Fund	\$ 9,380,940		\$ 9,444,520	\$ 9,450,970
Capital Improvement Fund	2,336,000			
Other Federal Grants Fund	861,940		828,720	687,390
<b>Department Total</b>	<b>\$ 12,578,880</b>		<b>\$ 10,273,240</b>	<b>\$ 10,138,360</b>
<b>City Manager</b>				
General Fund	\$ 4,156,670		\$ 4,203,820	\$ 4,690,980
<b>Department Total</b>	<b>\$ 4,156,670</b>		<b>\$ 4,203,820</b>	<b>\$ 4,690,980</b>
<b>Debt Service</b>				
General Fund	\$ 24,717,140		\$ 22,528,070	\$ 24,990,250
Community Development Block Grant				15,280
Environmental Services Fund				680,150
General Obligation Fund	33,490,600		33,905,590	31,660,790
Special Assessments Fund	425,630		431,130	266,840
Streets and Highway Debt Service	17,016,550		17,016,550	16,902,450
Highway User Revenue Fund				3,237,410
Mass Transit Fund	1,514,120		1,514,120	1,511,250
Park Tucson				1,974,840
Public Housing AMP Fund	83,870		83,870	68,590
<b>Department Total</b>	<b>\$ 77,247,910</b>		<b>\$ 75,479,330</b>	<b>\$ 81,307,850</b>
<b>Environmental Services</b>				
General Fund	\$ 3,061,600		\$ 2,034,220	\$ 1,829,960
Environmental Services Fund	59,183,240.00		50,192,410	60,595,020
Other Federal Grants Fund	124,000.00		65,570	125,000
<b>Department Total</b>	<b>\$ 62,368,840</b>		<b>\$ 52,292,200</b>	<b>\$ 62,549,980</b>
<b>Finance Department</b>				
General Fund	\$ 8,363,620		\$ 8,352,350	\$ 7,923,580
Self Insurance Internal Service Fund	15,287,650		15,259,500	16,103,760
<b>Department Total</b>	<b>\$ 23,651,270</b>		<b>\$ 23,611,850</b>	<b>\$ 24,027,340</b>
<b>General Services</b>				
General Fund	\$ 29,076,870		\$ 28,384,790	\$ 55,999,400
Environmental Services Fund	345,000		339,740	
Fleet Services Internal Service Fund	25,240,320		22,027,790	
General Service Internal Service Fund	19,200,630		17,945,720	
<b>Department Total</b>	<b>\$ 73,862,820</b>		<b>\$ 68,698,040</b>	<b>\$ 55,999,400</b>

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

**Schedule F to Resolution No. 22729**  
**CITY OF TUCSON**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2018**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
<b>Housing and Community</b>				
General Fund	\$ 2,553,900		\$ 2,432,510	\$ 2,608,080
Community Development Block Grant	18,084,960		16,814,150	13,835,650
HOME Investment Partnerships	7,457,440		7,457,440	7,585,550
Miscellaneous Housing Grants	3,734,310		3,782,580	3,686,900
Non-Federal Grants Fund	442,000		442,000	351,000
Non-Public Housing Assistance Asset Management	1,829,500		1,993,100	2,804,960
Other Federal Grants Fund			1,218,280	1,800,000
Public Housing AMP Fund	12,570,650		12,576,310	13,063,510
Public Housing Section 8 Fund	36,491,280		36,326,280	38,962,060
<b>Department Total</b>	<b>\$ 83,164,040</b>		<b>\$ 83,042,650</b>	<b>\$ 84,697,710</b>
<b>Human Resources</b>				
General Fund	\$ 2,365,420		\$ 2,301,780	\$ 2,447,210
Self Insurance Internal Service Fund	271,500		371,810	257,500
<b>Department Total</b>	<b>\$ 2,636,920</b>		<b>\$ 2,673,590</b>	<b>\$ 2,704,710</b>
<b>Information Technology</b>				
General Fund	\$ 20,649,250		\$ 20,384,470	\$ 22,202,300
<b>Department Total</b>	<b>\$ 20,649,250</b>		<b>\$ 20,384,470</b>	<b>\$ 22,202,300</b>
<b>Outside Agencies</b>				
General Fund	\$ 9,557,970		\$ 9,770,480	\$ 9,852,510
Highway User Revenue Fund	100,580		100,580	100,580
<b>Department Total</b>	<b>\$ 9,658,550</b>		<b>\$ 9,871,060</b>	<b>\$ 9,953,090</b>
<b>Park Tucson</b>				
Park Tucson Fund	\$ 5,394,740		\$ 5,449,770	\$ 5,611,180
<b>Department Total</b>	<b>\$ 5,394,740</b>		<b>\$ 5,449,770</b>	<b>\$ 5,611,180</b>
<b>Parks and Recreation</b>				
General Fund	\$ 27,104,310		\$ 26,391,040	\$ 31,014,310
Capital Improvements Fund	3,516,200		255,530	194,400
Civic Contribution Fund	659,490		2,148,270	2,419,070
Development Fee Fund	2,542,500		962,630	4,158,200
Non-Federal Grant Fund	156,420			108,000
Other Federal Grants Fund	619,670		367,470	578,720
<b>Department Total</b>	<b>\$ 34,598,590</b>		<b>\$ 30,124,940</b>	<b>\$ 38,472,700</b>
<b>Planning and Development Services</b>				
General Fund	\$ 5,863,630		\$ 5,851,410	\$ 6,450,580
Civic Contributions Fund	3,860			
Other Federal Grants Fund	9,500			
<b>Department Total</b>	<b>\$ 5,876,990</b>		<b>\$ 5,851,410</b>	<b>\$ 6,450,580</b>
<b>Procurement</b>				
General Fund	\$ 3,311,340		\$ 3,138,750	\$ 3,354,740
<b>Department Total</b>	<b>\$ 3,311,340</b>		<b>\$ 3,138,750</b>	<b>\$ 3,354,740</b>
<b>Public Defender</b>				
General Fund	\$ 2,700,840		\$ 2,700,210	\$ 2,696,930
<b>Department Total</b>	<b>\$ 2,700,840</b>		<b>\$ 2,700,210</b>	<b>\$ 2,696,930</b>

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

**Schedule F to Resolution No. 22729**  
**CITY OF TUCSON**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2018**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
<b>Transportation</b>				
General Fund	\$ 1,491,290		\$ 781,950	\$ 1,312,060
General Obligation Fund	18,220,000		18,220,000	27,600,000
Highway User Revenue Fund	51,403,960		43,347,090	39,439,410
Capital Improvements Fund	25,189,000		15,589,000	36,247,700
Development Fee Fund	13,944,900		10,586,000	18,367,000
Other Federal Grants	11,835,490		10,167,490	15,296,980
Mass Transit Fund	94,892,740		88,466,130	90,178,100
Park Tucson Fund	1,344,800		1,100,000	
Regional Transportation Authority	91,390,940		55,774,570	51,728,900
Self Insurance Internal Service Fund	1,400,000		1,420,080	1,420,000
Streets Improvement Fund				20,000,000
<b>Department Total</b>	<b>\$ 311,113,120</b>		<b>\$ 245,452,310</b>	<b>\$ 301,590,150</b>
<b>Tucson City Golf</b>				
Golf Course Fund	\$ 7,902,410		\$ 7,619,630	\$ 7,884,320
<b>Department Total</b>	<b>\$ 7,902,410</b>		<b>\$ 7,619,630</b>	<b>\$ 7,884,320</b>
<b>Tucson Convention Center</b>				
Convention Center Fund	\$ 10,232,750		\$ 10,042,420	\$ 9,913,870
Civic Contributions	30,000			30,000
<b>Department Total</b>	<b>\$ 10,262,750</b>		<b>\$ 10,042,420</b>	<b>\$ 9,943,870</b>
<b>Tucson Fire</b>				
General Fund	\$ 91,165,710		\$ 92,125,910	\$ 103,142,400
Civic Contribution Fund	47,000		24,000	29,000
Development Fee Fund	130,000		180,000	
Non-Federal Grants Fund	25,000			25,000
Other Federal Grants Fund	6,871,340		5,112,510	4,461,240
Self Insurance Internal Service Fund	344,640		333,120	325,040
Public Safety Improvement Fund				17,100,000
<b>Department Total</b>	<b>\$ 98,583,690</b>		<b>\$ 97,775,540</b>	<b>\$ 125,082,680</b>
<b>Tucson Police</b>				
General Fund	\$ 148,779,290		\$ 147,822,850	\$ 160,808,940
Civic Contribution Fund	15,000		15,000	15,000
Non-Federal Grants Fund	2,514,050		2,545,890	3,209,750
Other Federal Grants	8,656,240		9,651,320	11,660,340
Public Safety Improvement Fund				12,900,000
<b>Department Total</b>	<b>\$ 159,964,580</b>		<b>\$ 160,035,060</b>	<b>\$ 188,594,030</b>
<b>Tucson Water</b>				
Tucson Water Utility Fund	\$ 237,540,270		\$ 218,162,300	\$ 254,449,260
<b>Department Total</b>	<b>\$ 237,540,270</b>		<b>\$ 218,162,300</b>	<b>\$ 254,449,260</b>
<b>General Government</b>				
General Fund	\$ 28,929,080		\$ 24,140,560	\$ 27,931,820
Convention Center Fund	1,317,050		1,317,050	1,311,720
<b>Department Total</b>	<b>\$ 30,246,130</b>		<b>\$ 25,457,610</b>	<b>\$ 29,243,540</b>
<b>Pension Services</b>				
TSRS Pension Fund	\$ 81,272,710		\$ 81,272,710	\$ 84,765,430
<b>Department Total</b>	<b>\$ 81,272,710</b>		<b>\$ 81,272,710</b>	<b>\$ 84,765,430</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>\$ 1,372,156,070</b>		<b>\$ 1,256,595,920</b>	<b>\$ 1,430,152,400</b>

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

**Schedule G to Resolution No. 22729**  
**CITY OF TUCSON**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2018**

FUND	Full-Time Equivalent (FTE) 2018	Employee Salaries, and Hourly Costs 2018	Retirement Costs 2018	Healthcare Costs 2018	Other Benefit Costs 2018	Total Estimated Personnel Compensation 2018
<b>GENERAL FUND</b>	<b>3,231.45</b>	<b>\$ 184,897,620</b>	<b>\$ 99,888,130</b>	<b>\$ 33,604,210</b>	<b>\$ 19,344,280</b>	<b>\$ 337,734,240</b>
<b>SPECIAL REVENUE FUNDS</b>						
Community Block Grants Fund	16.30	\$ 657,010	\$ 180,460	\$ 109,330	\$ 78,390	\$ 1,025,190
Civic Contribution Fund		17,000			1,910	18,910
Convention Center Fund		33,920	9,330	5,560	2,550	51,360
Highway User Revenue Fund	270.00	12,701,050	3,696,620	2,772,510	1,396,180	20,566,360
HOME Investment Partnerships Program Fund	5.05	172,940	47,490	27,480	21,270	269,180
Mass Transit Fund	4.00	339,470	93,360	69,020	37,100	538,950
Miscellaneous Housing Grants Fund	2.80	268,070	69,700	54,210	32,850	424,830
Non-Federal Grants Fund	9.00	1,255,440	799,370	157,390	100,990	2,313,190
Other Federal Grants Fund	54.05	5,090,730	2,627,550	415,590	335,490	8,469,360
Park Tucson Fund	18.00	782,180	204,850	177,250	91,070	1,255,350
Public Housing Section 8 Fund	26.80	1,098,020	297,410	272,160	137,050	1,804,640
<b>Total Special Revenue Funds</b>	<b>406.00</b>	<b>\$ 22,415,830</b>	<b>\$ 8,026,140</b>	<b>\$ 4,060,500</b>	<b>\$ 2,234,850</b>	<b>\$ 36,737,320</b>
<b>ENTERPRISE FUNDS</b>						
Environmental Service Fund	212.00	\$ 9,971,780	\$ 2,449,650	\$ 2,305,430	\$ 1,168,350	\$ 15,895,210
Tucson Water Utility Fund	554.50	28,049,220	7,122,310	5,899,510	3,115,830	44,186,870
Public Housing AMP Fund	74.22	3,121,860	833,000	632,840	387,300	4,975,000
Non-Public Housing Asset Management Fund	8.63	381,400	96,670	98,130	46,370	622,570
Tucson City Golf Fund		33,920	9,330	5,660	2,550	51,460
<b>Total Enterprise Funds</b>	<b>849.35</b>	<b>\$ 41,558,180</b>	<b>\$ 10,510,960</b>	<b>\$ 8,941,570</b>	<b>\$ 4,720,400</b>	<b>\$ 65,731,110</b>
<b>INTERNAL SERVICE FUND</b>						
Self Insurance Fund	14.00	\$ 821,910	\$ 223,180	\$ 152,000	\$ 89,950	\$ 1,287,040
<b>Total Internal Service Fund</b>	<b>14.00</b>	<b>\$ 821,910</b>	<b>\$ 223,180</b>	<b>\$ 152,000</b>	<b>\$ 89,950</b>	<b>\$ 1,287,040</b>
<b>FIDUCIARY</b>						
Tucson Supplemental Retirement	4.00	\$ 246,640	\$ 69,290	\$ 31,890	\$ 23,620	\$ 371,440
<b>Total Fiduciary Funds</b>	<b>4.00</b>	<b>\$ 246,640</b>	<b>\$ 69,290</b>	<b>\$ 31,890</b>	<b>\$ 23,620</b>	<b>\$ 371,440</b>
<b>TOTAL ALL FUNDS</b>	<b>4,504.80</b>	<b>\$ 249,940,180</b>	<b>\$ 118,717,700</b>	<b>\$ 46,790,170</b>	<b>\$ 26,413,100</b>	<b>\$ 441,861,150</b>

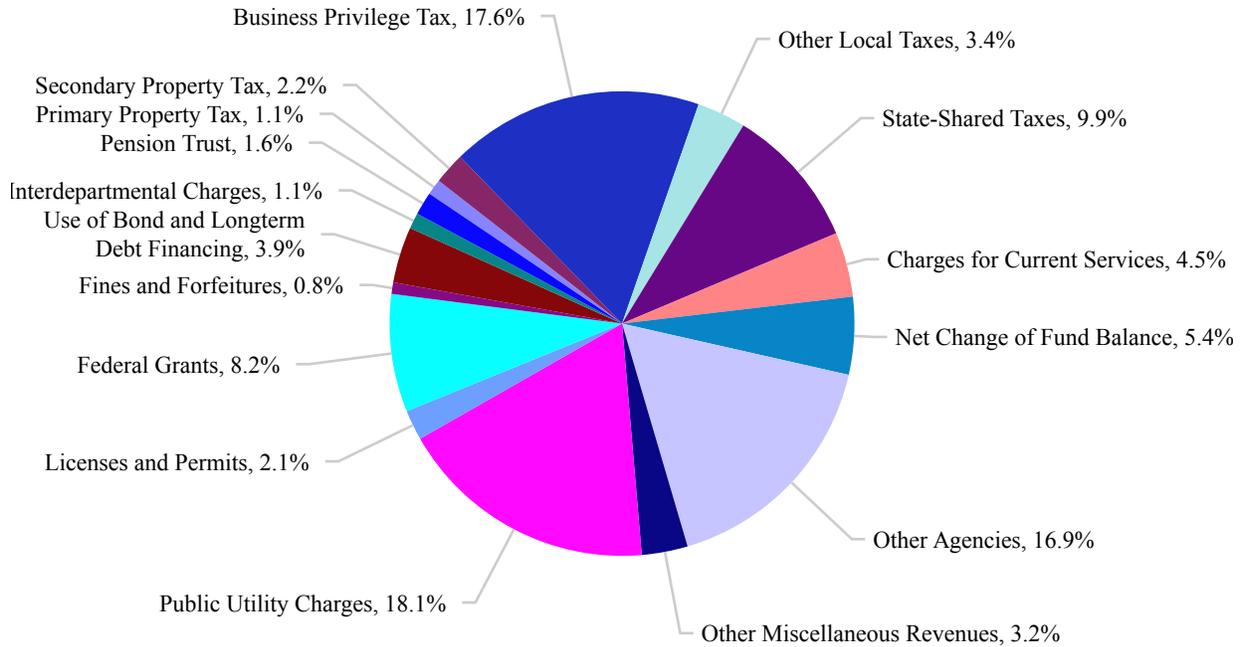
## Section C Funding Sources



*We Educate and Inform*

# REVENUES

## FISCAL YEAR 2017/18 TOTAL



<b>Funds Available</b>	<b>Annual Budget Total</b>	<b>Percent of Total</b>
Primary Property Tax	\$ 15,259,500	1.1 %
Secondary Property Tax	31,632,200	2.2 %
Business Privilege Tax	249,370,010	17.6 %
Other Local Taxes	50,557,820	3.4 %
State-Shared Taxes	189,935,200	9.9 %
Charges for Current Services	63,521,250	4.5 %
Use/(Increase) of Fund Balance	123,263,410	5.4 %
Other Agencies	124,518,160	16.9 %
Other Miscellaneous Revenues	35,332,750	3.2 %
Public Utility Charges	246,038,800	18.1 %
Licenses and Permits	30,538,310	2.1 %
Federal Grants	124,702,510	8.2 %
Fines and Forfeitures	11,309,020	0.8 %
Use of Bond and Longterm Debt Financing	34,000,000	3.9 %
Interdepartmental Charges	15,408,030	1.1 %
Pension Trust	84,765,430	1.6 %
<b>Total Funds Available</b>	<b>\$ 1,430,152,400</b>	<b>100.0%</b>

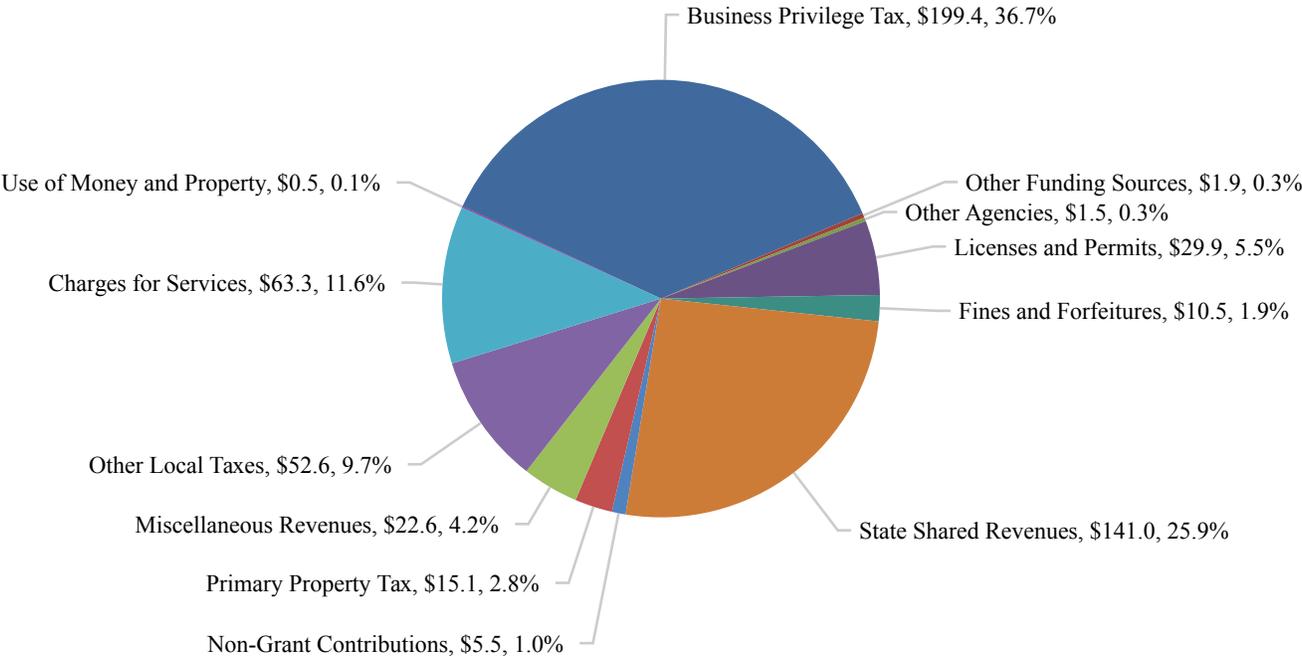
# GENERAL FUND

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

The City of Tucson's Adopted General Fund revenues for Fiscal Year 2017/18 are \$543.7 million, an increase of \$54.1 million or 11% from the Fiscal Year 2016/17 adopted budget of \$489.6 million.

## General Fund Revenues \$543.7 million

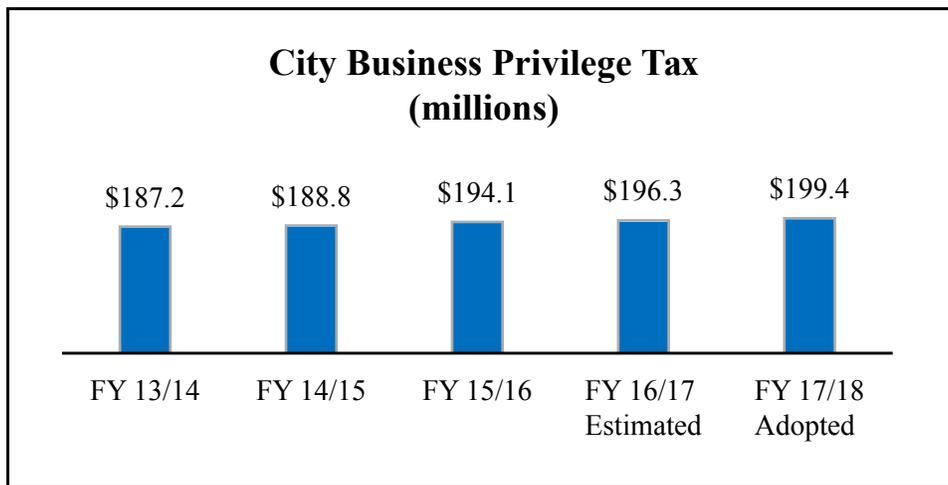


# GENERAL FUND

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## CITY BUSINESS PRIVILEGE (SALES) TAX

The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 36.7% of the anticipated General Fund revenue. The Tucson City Charter exempts food purchased for home consumption, but allows the taxation of food consumed in restaurants or carried out. As a result of a Special Election held on May 16, 2017, Mayor and Council adopted Resolution No. 22760, to authorize a voter approved five year temporary half-cent sales taxes increase to fund public safety capital needs and road repairs. The half-cent increase changes the tax rate to 2.5%; of which 2% of the collections will go to the General Fund and 0.5% will be restricted. The charter further provides, as long as the city sales tax is imposed, no ad valorem tax shall be imposed on real or personal property within the city in excess of \$1.75 per \$100 of assessed valuation.



In 2013, lawmakers passed HB 2111 to streamline Arizona's Transaction Privilege Tax (TPT) system. The bill establishes the Arizona Department of Revenue (ADOR) as the sole collection agency for municipal and state TPT. The effective date of this change took place beginning with sales tax returns for January 2017 period, which must be filed and paid in February 2017 to ADOR.

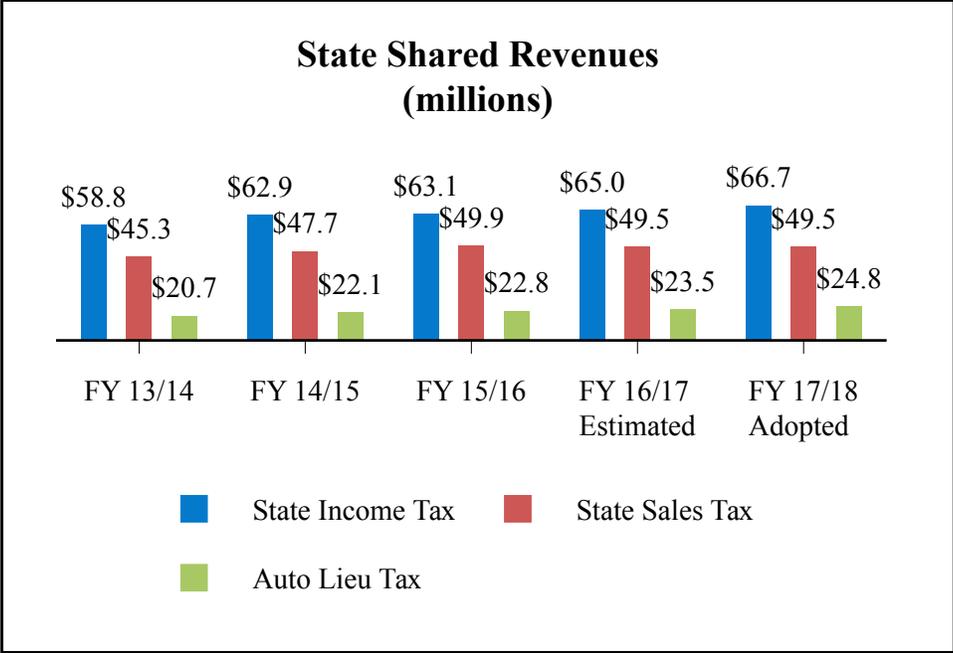
# GENERAL FUND

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**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 25.9% of the General Fund budget. Revenues from these sources may be used for any general government activity.

For Fiscal Year 2017/18, the projected state-shared revenues are \$141.0 million, representing a 2.1% increase from the \$138.0 million estimate for Fiscal Year 2016/17.



# GENERAL FUND

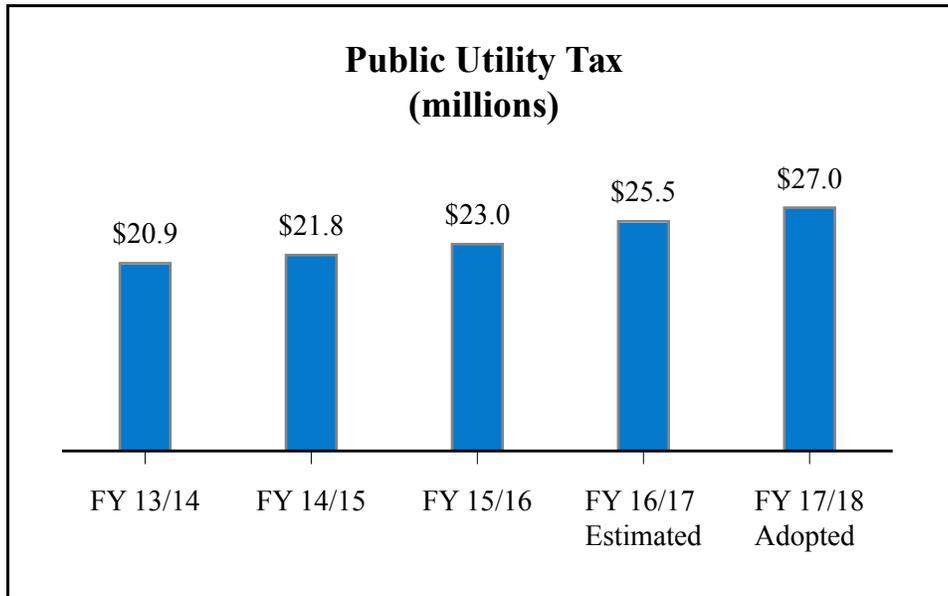
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## PUBLIC UTILITY TAX

The Tucson City Charter authorizes a tax on the gross sales by public utilities and telecommunication providers operating without a franchise to consumers within the city limits. The tax is paid monthly on gross income with a provision allowing credit against the public utility tax for any franchise fees paid to the City. The public utility tax is in addition to the 2% city sales tax.

Under the terms of voter-approved franchises granted to Tucson Electric Power and Southwest Gas for use of public rights-of-way, the City collects 2.25% on gross sales of electricity and 3.0% on natural gas consumed within the city. The franchise fee payments received from Tucson Electric Power and Southwest Gas reduces their public utility tax. Monies received from public utility taxes and utility franchise fees may be used to pay any expense legally chargeable to the General Fund.

Estimated revenues from public utility taxes for Fiscal Year 2017/18 total \$27.0 million. The forecast includes an increase of \$1.5 million from Fiscal Year 2016/17 estimated revenues of \$25.5 million.



# GENERAL FUND

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## 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 2017/18 revenues reflect the 2% allowable increase.

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

The city applies a state law allowing an increase to the primary property tax levy by the amount of involuntary torts or claims paid in Fiscal Year 2015/16. The involuntary tort levy amount is \$205,000, which is less than the prior year and, decreases the estimated primary tax rate by \$0.0062 per \$100 of assessed valuation. The revenue from the primary property tax will be recognized in the Self-Insurance Internal Service Fund.

The estimated primary property tax for Fiscal Year 2017/18, including the amount for the tort levy, is \$15,235,260 or \$1.8 million less than the actual levy of \$17,035,028 for Fiscal Year 2016/17. The tax rate for Fiscal Year 2017/18 will decrease to \$0.4581 per \$100 of assessed valuation from \$0.5348 for Fiscal Year 2016/17. The chart illustrates the Primary tax rates and levy for five years.

	Primary Tax Rate and Levy				
	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Adopted
Primary Tax Rate	\$0.5245	\$0.4829	\$0.5326	\$0.5348	\$0.4581
Primary Tax Levy	\$13,670,900	\$16,333,360	\$14,973,710	\$17,035,130	\$15,235,260
Net Taxable Value	\$3,313,878,996	\$3,114,079,421	\$3,068,049,790	\$3,185,432,195	\$3,326,022,182

# GENERAL FUND

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## 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 \$4.00 per rented room. The room surcharge was increased from \$2.00/night to \$4.00/night in FY 2016/17 and adjusted to by Mayor and Council on June 20, 2017 to exclude rental of recreational vehicle space from \$4.00 to \$2.00 for each 24-hour period (or fraction of a 24-hour period) that a space is rented. The forecast for Fiscal 2017/18 total of \$7.7 million shows an increase of \$0.4 million from the FY 2016/17 estimated revenues of \$7.3 million.

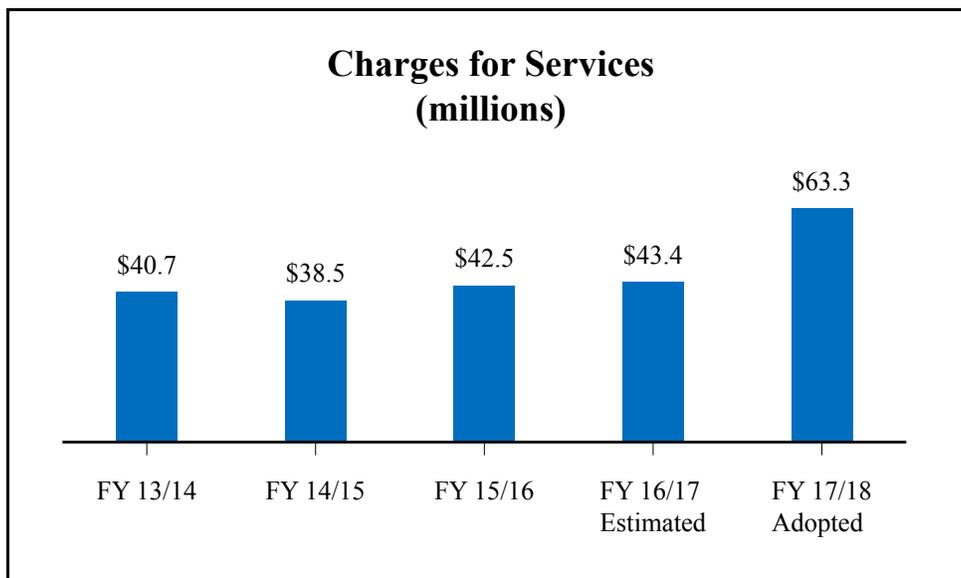
Not including public utility tax and hotel/motel surtax, estimated revenues from transient occupancy and other local taxes for Fiscal Year 2017/18 total \$17.8 million, an increase of \$0.6 million from Fiscal Year 2016/17 estimated revenues of \$17.2 million.

## CHARGES for SERVICES

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

In Fiscal Year 2017/18, charges for services are projected to increase approximately \$19.9 million from estimated Fiscal Year 2016/17. The primary changes in Fiscal Year 2017/18 are for charges to Special Revenue and Enterprise Funds for fuel, vehicle and facility maintenance which resulted from the elimination of the Fleet and General Services Internal Service Funds. In prior years, these charges were of a similar magnitude but were not shown in the General Fund.

The following graph illustrates the City of Tucson Charges for Services over five years.

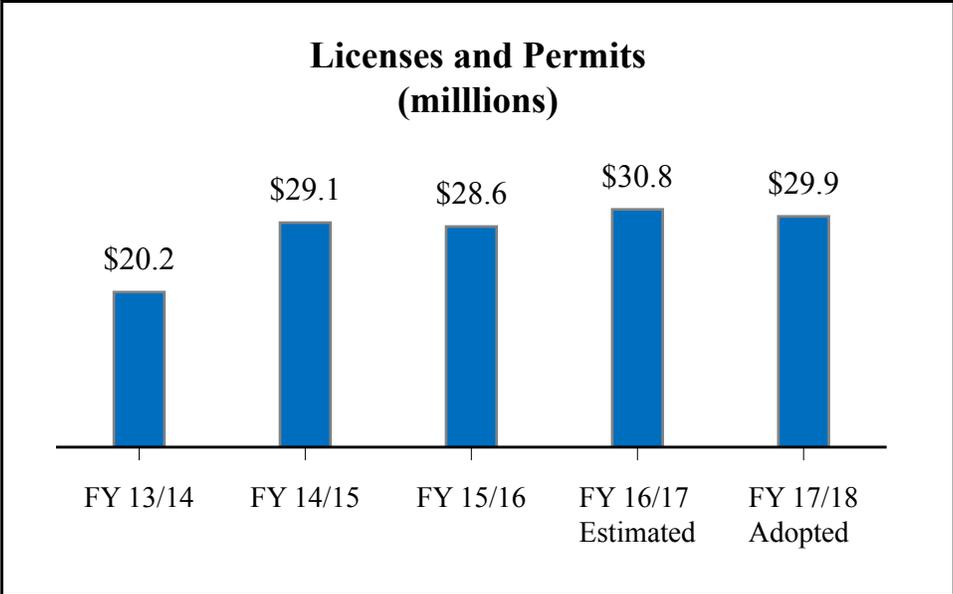


# GENERAL FUND

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## 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 2017/18, the projected licenses and permits revenues are \$29.9 million, representing a decrease from the \$30.8 million estimate for Fiscal Year 2016/17. Fiscal Year's 2014/15 through 2017/18 includes the impact of transferring Liquor License Fees from Other Local Taxes, Animal Care License Fees from Other Agencies, Permits and Inspections Fees from Charges for Service to other revenue categories.



# GENERAL FUND

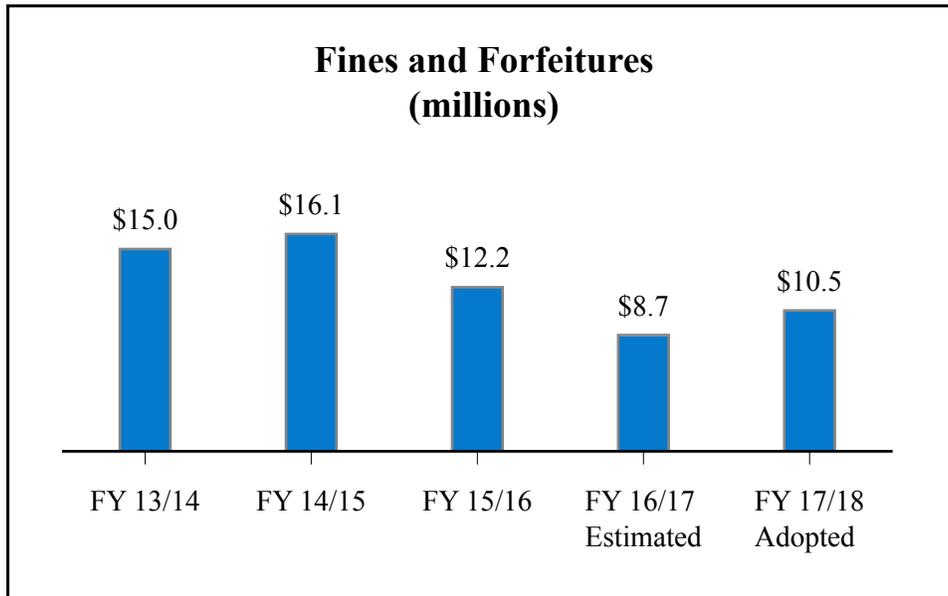
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## **FINES and FORFEITURES**

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, along with civil traffic 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 2017/18 revenues of \$10.5 million are projected to increase \$1.8 million from Fiscal Year 2016/17 estimated revenues of \$8.7. One of the major factors contributing to the increase is City Court is now offering an Improved Compliance Assistance Program (ICAP) to make it easier for defendants to pay fines, fee, and restitution in a single contract with reasonable, affordable payments. Defendants entering the ICAP will need to make a good faith payment based on a formula, and the monthly payment contract amount will be based on the remaining balance.



## **USE of MONEY and PROPERTY**

Revenues in this category include payments from the leasing of City property and interest earnings. The Finance Department invests funds available but not needed for immediate disbursement. Fiscal Year 2017/18 interest earnings and rental revenues are anticipated to slightly decrease by \$0.1 million from the Fiscal Year 2016/17 revenue projection.

## **OTHER AGENCIES**

Revenues in this category come from Intergovernmental Agreements with other jurisdictions, e.g., contract for fire services with the University of Arizona, law enforcement training, and dispatch.

# GENERAL FUND

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## **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 \$0.9 million from the subsidy to offset the debt service interest payments. The City entered into a contract with Raytheon to provide for fire services late in Fiscal Year 2014/15, the annual amount starting this fiscal year is \$1.4 million. Additionally, the City agreed to provide school resource officers at Tucson and Amphitheater Unified School district campuses for \$1.0 million.

## **MISCELLANEOUS REVENUES**

Revenues in this category include the sale of property, recovered expenditures and other miscellaneous funds.

## **OTHER FINANCING SOURCES**

Other Financing Sources is the category in which current financial resources are reported separately from standard operating revenues to avoid distorting revenue trends. For Fiscal Year 2017/18, 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 \$1.9 million into the General Fund for Fiscal Year 2017/18.

For Fiscal Year 2017/18 \$4.0 million is included in the budget for the Energy Performance Contract (EPC). The EPC is a new program underway and is an innovative financing technique and budget-neutral approach that uses cost savings from reduced energy consumption to pay and finance building system or component replacements or upgrades intended to reduce energy and water usage. Based on the outcomes of this project the City may move forward with more aggressive widespread investment through this contracting model.

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

The City will continue to experience a significant increase in Fiscal Year 2017/18 to public safety pension costs. In order to not reduce services to the community, the City plans to draw \$10.1 million of the Assigned fund balance to pay for one-time expenditures.

Revenue detail for General Fund revenue on page C-25.

## **SPECIAL REVENUE FUNDS**

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

### **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 2017/18 passenger revenues of \$11.8 million are projected to increase by \$1.1 million from the Fiscal Year 2016/17 estimated of \$10.7 million. The increase in revenue is anticipated from fare adjustments occurring in January 2018.

Fiscal Year 2017/18 federal grant revenue of \$14.5 million is an increase of \$0.9 million from the Fiscal Year 2016/17 estimated of \$13.6 million. The increase is to pay projects delayed from the previous year.

The General Fund transfer to the Mass Transit Fund is increasing by \$3.6 million from \$40.1 million estimated in Fiscal Year 2016/17 to the projected \$43.7 million in Fiscal Year 2017/18. The increase is primarily due to contracted labor and fuel increase.

### **MASS TRANSIT – SUN LINK FUND**

Sun Link, the City's modern, high-capacity streetcar system, began operations in July 2014. Estimated passenger revenues for Fiscal Year 2017/18 total \$0.7 million. The forecast assumes a slight change from Fiscal Year 2016/17 estimated total.

The City's General Fund is projected to provide \$3.0 million in funding in Fiscal Year 2017/18 to cover operating costs and debt service on the street cars, an increase of \$0.6 million from Fiscal Year 2016/17 estimated total of \$2.4 million.

### **TUCSON CONVENTION CENTER FUND**

The Tucson Convention Center Fund is used for the operations of the convention center and is operated by an outside contractor, SMG.

On May 17, 2016, the City entered into a ten-year license contract with the American Hockey League (AHL) for use of the Convention Center arena beginning in October 2016. Under this contract, the AHL pays the City an annual license fee of \$300,000, adjusted for inflation each year. The City is responsible for the operational costs associated with the AHL's use. The City and the AHL split net revenues from the sales of concessions, parking, other types of advertising, and naming rights. In addition, the City collects a Facility Fee on sold tickets to fund a capital improvement and maintenance reserve account.

Revenues include room and space rental, parking fees, catering and concessions, and other miscellaneous revenues. Projected operational revenues of \$6.8 million for Fiscal Year 2017/18 are anticipated to decrease from the adopted Fiscal Year 2016/17 budgeted revenues of \$7.1 million.

# SPECIAL REVENUE FUNDS

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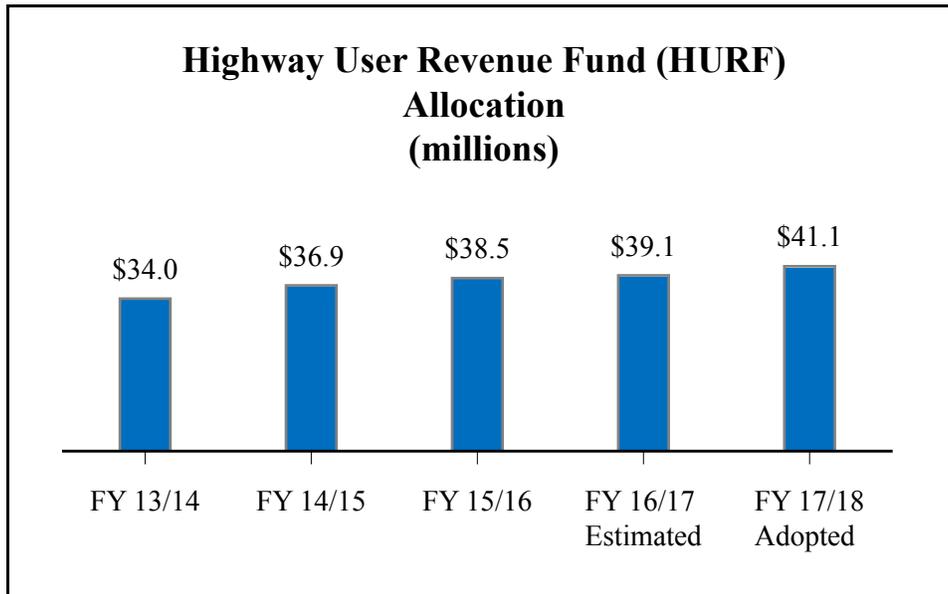
## HIGHWAY USER REVENUE FUND

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

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

HURF revenues are anticipated to increase \$2.0 million in Fiscal Year 2017/18 from Fiscal Year 2016/17 projected revenues of \$39.1 million to \$41.1 million. The increase is mainly due to an additional one-time \$1.5 million that is included in the Arizona Department of Transportation budget for distribution to each city and town.

The following graph shows the amount of state-shared HURF revenues received and anticipated by the City. It reflects an approximate 20.9% increase in revenues since Fiscal Year 2013/14.



# **SPECIAL REVENUE FUNDS**

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## **PARK TUCSON FUND**

The Park Tucson Fund is used to account for the operations of the City's parking garages, parking lots and parking meters. The projected parking space and meter collections of \$4.8 million for Fiscal Year 2017/18 are anticipated to remain flat from Fiscal Year 2015/16 estimated revenues.

Beginning in Fiscal Year 2015/16, Park Tucson began collecting payments for parking ticket fines, including Tucson Police Department issued parking citations, for 30 days after the ticket issued date. Citations not resolved within 30 days are referred to City Court.

Effective July 1, 2016, the annual costs of weekday Meter Expansion Permits in the Downtown area will increase from \$150 to \$200. Implementation of the Toole Lot monthly permit fee increase from \$35 to \$40 has been postponed until October 2016.

Park Tucson continues to upgrade its permitting system to include an on-line option for monthly garage and lot permit-holders as well as resident and non-resident on-street parking permit-holders for convenience. Eventually the system will allow for the introduction of new parking products and services.

## **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 2017/18 include those for the Tucson Fire, Police, Parks and Recreation Departments, along with Tucson Convention Center, and for Historic Designations.

## **COMMUNITY DEVELOPMENT BLOCK GRANT FUND**

The Community Development Block Grant (CDBG) Fund are 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 2017/18, the projected CDBG funding of \$13.9 million is anticipated to decrease \$2.9 million from the Fiscal Year 2016/17 estimate of \$16.8 million.

## **MISCELLANEOUS HOUSING GRANT FUND**

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

The revenues in the Miscellaneous Housing Grant Fund are anticipated to increase \$1.8 in Fiscal Year 2017/18 from the Fiscal Year 2016/17 estimated revenues of \$3.7 million to \$5.5 million. The increase is mainly due to the newly awarded Lead Hazard Control Program funding.

## **PUBLIC HOUSING SECTION 8 FUND**

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

The estimated revenue in Fiscal Year 2016/17 is \$36.3 million, and Fiscal Year 2017/18 is anticipated to increase by \$2.7 million to \$39.0 million. The decrease is primarily due to grant carry forward spending of multi-year projects.

# **SPECIAL REVENUE FUNDS**

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## **PUBLIC SAFETY AND STREETS IMPROVEMENT FUNDS**

On May 16, 2017, voters approved a new, five year, half-cent sales tax to fund public safety capital needs and road repairs, which goes into effect July 1, 2017. The funds collected over the five-year period will be split with \$100 million to restore, repair, and resurface City streets, and \$150 million will be spent on vehicles, equipment, facilities for the Tucson Police and Fire departments.

A Public Safety Improvement Fund has been established for taxes collected to fund vehicles, safety equipment, and facility needs of the Tucson Police and Tucson Fire Departments. The Fiscal Year 2017/18 revenue forecast is \$30.0 million.

A Streets Improvement Fund has been established for taxes collected to repair and maintain city streets. The Fiscal Year 2017/18 revenue forecast is \$20.0 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 2017/18 are \$7.6 million, an increase of \$0.1 million from prior year estimate of \$7.5 million.

## **OTHER FEDERAL and NON-FEDERAL GRANTS FUNDS**

The Other Federal and Non-Federal Grants Fund are for miscellaneous federal grants not accounted for in the Mass Transit Fund, Enterprise Funds, or any of the Housing Funds. The grants are awarded by federal agencies such as Department of Justice, Department of Energy, Department of the Interior, Department of Homeland Security, National Highway Traffic Safety Administration, the Federal Highway Administration, the Arizona Criminal Justice Commission, the Arizona Counter Narcotics Alliance (CNA), and the Arizona Department of Transportation. City departments apply for federal and state grants enhancing the department's mission in providing services to the community.

In Fiscal Year 2017/18, other federal and non-federal grant revenue is increasing from an estimated \$30.6 million in Fiscal Year 2016/17 to \$36.6 million. The increase is mainly due to an increase in grants for Surface Transportation Regional Program and Operation Stonegarden Program funding offset with decrease from expiration of the Staffing for Adequate Fire and Emergency Response grant.

Revenue detail for all Special Revenue Funds on page C-26.

# ENTERPRISE FUNDS

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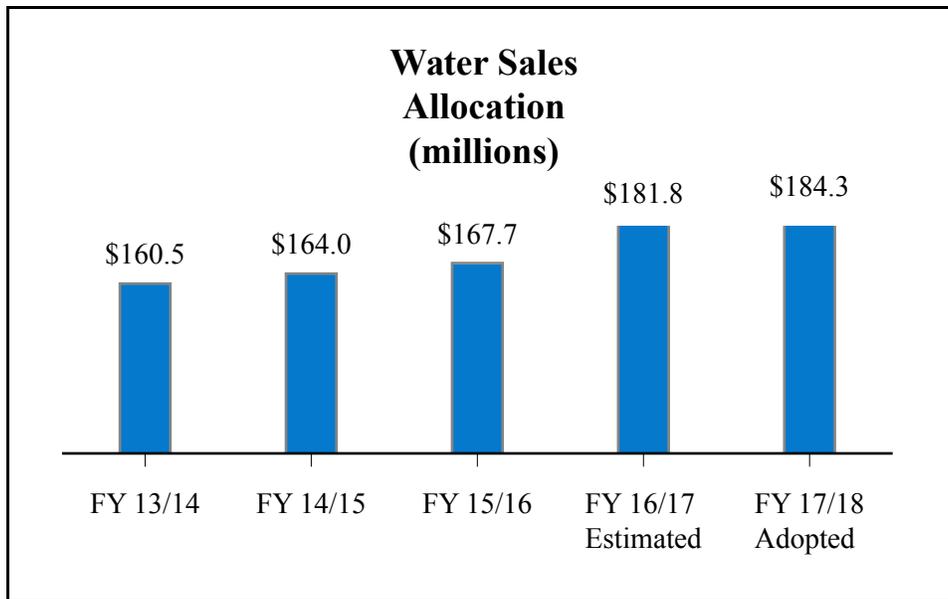
Enterprise Funds are used to account for certain operations providing services to the general public for a fee. The City of Tucson’s Enterprise Funds are established to set fees or charges to recover the cost of providing services, including capital costs. The Enterprise Funds may issue debt backed solely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

## TUCSON WATER UTILITY

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

Mayor and Council approved a 7.0% increase to water rates as presented in the Water Financial Plan for Fiscal Years 2016/17 – 2020/21 on May 17, 2016. This is the second year of the two-year water rate package. The rate increase is projected to generate an additional \$12.5 million in revenue for Fiscal Year 2017/18.

For Fiscal Year 2017/18, the water sales revenue (Potable, Reclaimed, Central Arizona Project Surcharge, Conservation and Fire Sprinkler fees) is projected to increase by \$2.5 million or 1.4% over Fiscal Year 2016/17 estimated.



Water Revenue System Obligations are issued 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 bonds will be used to continue replacement/upgrades to an advanced metering infrastructure, upgrades to the Supervisory Control Data Acquisition (SCADA) system, extending water main along the Aerospace Parkway in support of the Sonoran Corridor expansion, 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.

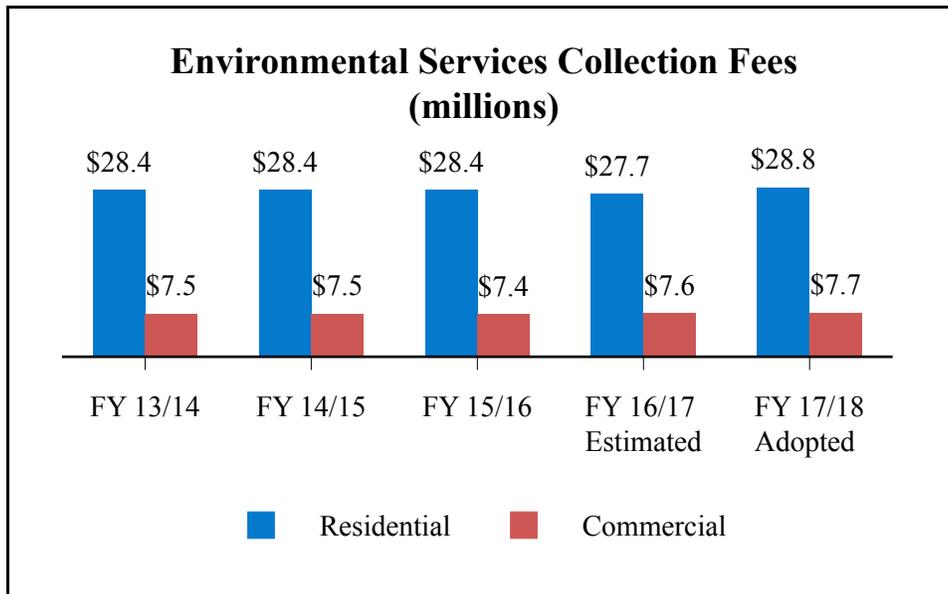
# ENTERPRISE FUNDS

## 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.

In Fiscal Year 2014/15, the Mayor and Council approved a 3% increase to the commercial waste collection fee; the first increase in four years. Another 5% increase in front load refuse rates was approved in June 2016 to provide for an additional \$0.2 million for FY 2017/18. In addition, Mayor and Council approved Residential Recycling Surcharge estimated to generate \$0.8 million and Groundwater Protection Fee for an additional \$0.2 million for FY 2017/18.

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



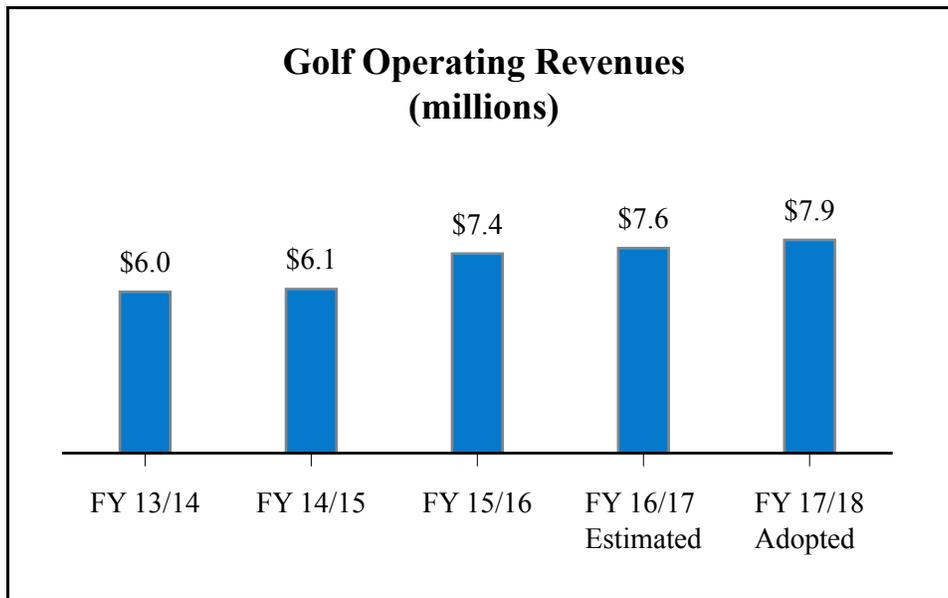
# ENTERPRISE FUNDS

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## TUCSON GOLF ENTERPRISE FUND

The Tucson Golf 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. The City contracts with OB Sports to manage the golf operations. The projected revenues are anticipated to increase by \$0.3 million, from Fiscal Year 2016/17 estimated level of \$7.6 million to \$7.9 million for Fiscal Year 2017/18.

The graph on the following page shows the amount of golf operating revenues received and anticipated by the City. It reflects an increase for all golf operations, including food and beverage sales, due to the change in management in Fiscal Year 2013/14.



## 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 federal grant funding is projected to increase over FY 2016/17 estimated total of \$5.6 million to \$6.7 million in FY 2017/18.

## 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.

Revenue detail of each Enterprise Fund on page C-27.

## DEBT SERVICE FUNDS

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

### GENERAL OBLIGATION BOND and INTEREST FUND

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

The city’s total estimated debt service requirement on general obligation bonds for Fiscal Year 2017/18 is \$32,465,710, a decrease of \$751,700 from the Fiscal Year 2016/17 actual levy of \$33,874,570. The secondary property tax rate for Fiscal Year 2016/17 was \$1.0634 per \$100 valuation. For Fiscal Year 2017/18, the secondary property tax rate will decrease by \$0.0873 per \$100 valuation to \$0.9761 per \$100 valuation.

Even with the issuance of the final installment of the \$20.0 million in streets general obligation bonds, the City will not need to increase the secondary property tax rate in Fiscal Year 2017/18 from the Fiscal Year 2016/17 rate. The favorable financial markets offered the City the ability to refund existing obligations to lower the interest amounts due.

	Primary Tax Rate and Levy				
	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Adopted
Secondary Tax Rate	\$0.9059	\$0.9777	\$1.0634	\$1.0634	\$0.9761
Secondary Tax Levy	\$28,545,290	\$30,622,420	\$33,217,410	\$33,874,570	\$32,465,710
Net Taxable Value	\$3,151,042,287	\$3,099,471,500	\$3,123,678,733	\$3,185,496,639	\$3,326,063,928

### 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.

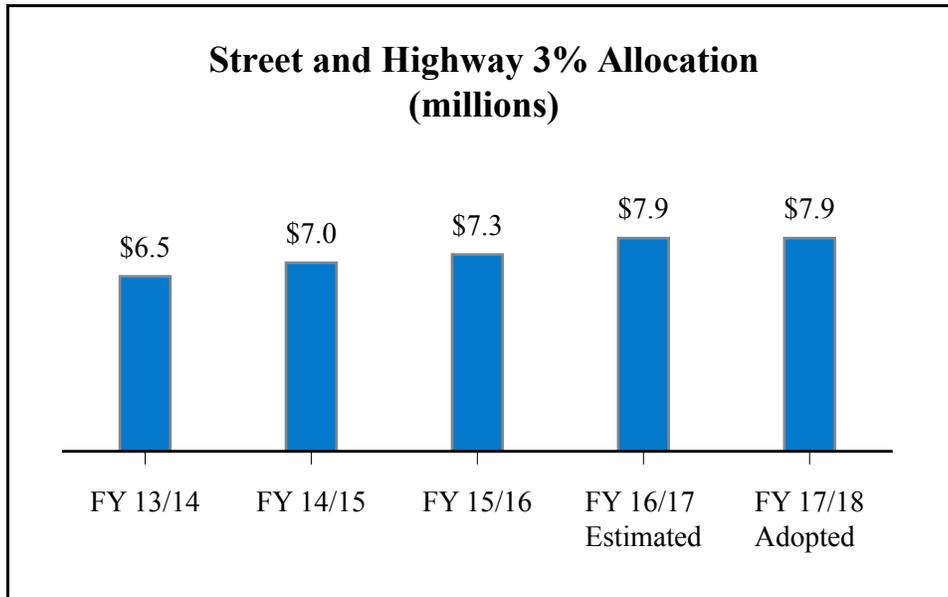
The City designates the 3% allocation to the repayment of the principal and interest on the Street and Highway revenue bonds. If the amount received is not sufficient to cover the debt service payments, then an operating transfer from the HURF Fund to the debt service fund is made to cover the difference.

The projected amount for Fiscal Year 2017/18 is \$7.9 million, which is flat over the prior year estimate.

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

# DEBT SERVICE FUNDS

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## **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.

Revenue detail for all Debt Service Funds on page C-28.

# CAPITAL PROJECTS FUNDS

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Funds for capital projects are created to account for the purchase or construction of major capital facilities which are not financed by General, Special Revenue, or Enterprise Funds. Voter-authorized bonds, certificates of participation proceeds, intergovernmental agreements, and impact fees are the source of funds in this group.

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

## **2012 GENERAL OBLIGATION FUND**

The City of Tucson voters approved a \$100 million General Obligation Bond program to improve the condition of city streets in the election held on November 6, 2012. The bond funds are being used to restore, repair, and resurface streets inside Tucson City limits over a five-year timeframe. The bond sale date of the first bond issuance of the authorization was June 11, 2013. The Transportation Department will spend \$27.6 million for the repair and resurfacing of city streets during Fiscal Year 2017/18 which is the final year of bond authorization.

## **CAPITAL IMPROVEMENT FUND**

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

## **DEVELOPMENT FEE FUND**

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

Funding from impact fees will go towards seventeen Parks projects and fourteen Transportation projects in Fiscal Year 2017/18, the largest projects being the Reid Park Expansion, Jesse Owens Park, Houghton Road, and Valencia Road.

## **REGIONAL TRANSPORTATION AUTHORITY (RTA) FUND**

The RTA Fund accounts for the capital projects approved with funding from the RTA. The RTA plan is funded by a countywide transaction 1/2-cent sales tax approved by the voters on May 16, 2006, which is collected by the State of Arizona. The State, in turn, transfers the collected funds to a Regional Transportation authorized fund account managed by the PAG, the region's metropolitan planning organization. The tax will fund the RTA plan through Fiscal Year 2025/26.

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

Revenue detail for all Capital Projects Funds on page C-28.

# INTERNAL SERVICE FUNDS

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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. Fleet Services and General Services for facilities maintenance, communications, architects and engineering have been incorporated in the operating budget for Environmental and General Services Department. The Self Insurance Fund accounts for property and public liability, workers' compensation, and the safety and wellness programs.

## **FLEET AND GENERAL SERVICES INTERNAL SERVICE FUNDS**

Effective this fiscal year, Fleet and General Services Internal Service Funds were eliminated to move away from an Internal Service Fund (ISF) accounting methodology of cost recovery. Special Revenue and Enterprise Funds will continue to be billed for any services and goods provided within the General Fund. This change translates to a shift in focus, from individual department decisions and transactional charges that are inherent in an ISF, to managing the City's fleet as a whole and maintaining its buildings, facilities, and communications assets. The goal is to optimally manage and deploy its fleet and address significant maintenance activities given the annual funding available.

## **SELF INSURANCE FUND**

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

In Fiscal Year 2017/18, the City continues 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 2015/16. The amount levied for the tort liability reimbursement will be \$205,000, a 0.0723 decrease per \$100 assessed value.

Revenue detail of Internal Service Funds is on page C-29.

# FIDUCIARY FUNDS

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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

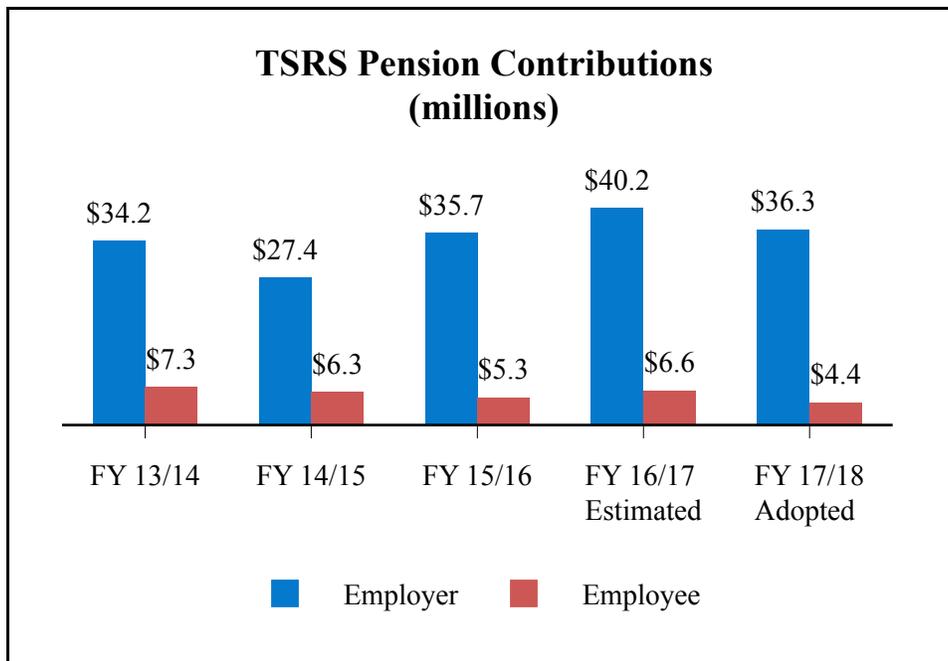
The Tucson Supplemental Retirement System (TSRS) was established in 1953 to provide retirement, survivor, and disability benefits for eligible city employees. Substantially all full-time and certain part-time employees, with the exception of those covered by the Arizona Public Safety Personnel Retirement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

Upon recommendation by the TSRS Board, the Mayor and Council approved the employer/employee contribution rates for all TSRS members that will take effect July 1, 2017. The rates incorporate the Actuary’s recommendations plus additional contributions related to funding policy changes recommended by the TSRS Board aimed at achieving a fully funded status by the year 2035. The Board’s funding policy adds contributions from both member and employer contributions that exceed the Actuary’s recommended rates for the fiscal year ending 2017/18 by approximately 2.15%.

For TSRS 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 2017/18 employer contribution rate is 27.50% for all employee members in the TSRS.

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



Revenue detail for TSRS on page C-29.

**CITY OF TUCSON  
ADOPTED BUDGET  
FOR FISCAL YEAR ENDING JUNE 30, 2018  
SUMMARY RESOURCES BY FUND**

	ACTUAL FY 15/16	ADOPTED FY 16/17	ESTIMATED FY 16/17	ADOPTED FY 17/18
<b>General Fund</b>	<b>\$ 515,180,008</b>	<b>\$ 489,618,310</b>	<b>\$ 472,011,570</b>	<b>\$ 543,748,210</b>
<b>Special Revenue Funds:</b>				
Civic Contribution Fund	\$ 340,984	755,350	\$ 2,187,270	\$ 2,568,070
Community Development Block Grant Fund	4,857,180	18,084,960	16,814,150	13,850,930
Highway User Revenue Fund	55,541,018	51,504,540	43,447,670	42,777,400
HOME Affordable Housing Fund	3,007,215	7,457,440	7,457,440	7,585,550
Mass Transit Fund	86,798,657	90,938,640	84,593,790	86,542,690
Mass Transit Fund - Sun Link	6,213,494	5,468,220	5,386,460	5,146,660
Miscellaneous Housing Grant Fund	3,751,145	3,734,310	3,782,580	3,686,900
Non-Federal Grants Fund	2,014,368	3,257,270	3,072,790	3,775,950
Other Federal Grants Fund	16,484,612	29,152,080	27,547,610	34,656,920
Park Tucson Fund	7,165,766	6,739,540	6,549,770	7,586,020
Public Housing Section 8 Fund	34,804,947	36,491,280	36,326,280	38,962,060
Public Safety Improvement Fund	—	—	—	30,000,000
Streets Improvement Fund	—	—	—	20,000,000
Tucson Convention Center Fund	10,049,911	11,549,800	11,359,470	11,225,590
<b>Total Special Revenue Funds</b>	<b>\$ 231,029,297</b>	<b>\$ 265,133,430</b>	<b>\$ 248,525,280</b>	<b>\$ 308,364,740</b>
<b>Enterprise Funds:</b>				
Environmental Services Fund	\$ 49,124,720	\$ 59,652,240	\$ 50,597,720	\$ 61,400,170
Non-PHA Asset Management Fund	4,437,469	1,829,500	1,993,100	2,804,960
Public Housing Fund	9,894,639	12,654,520	12,660,180	13,132,100
Tucson Golf Enterprise Fund	14,860,688	7,902,410	7,619,630	7,884,320
Tucson Water Utility	190,279,727	237,540,270	218,162,300	254,449,260
<b>Total Enterprise Funds</b>	<b>\$ 268,597,243</b>	<b>\$ 319,578,940</b>	<b>\$ 291,032,930</b>	<b>\$ 339,670,810</b>
<b>Capital Projects Funds:</b>				
2012 General Obligation Fund	\$ 21,230,911	\$ 18,220,000	\$ 18,445,000	\$ 27,600,000
Capital Improvement Fund	3,229,910	31,041,200	15,844,530	36,442,100
Development Fee Fund	5,713,504	16,617,400	11,728,630	22,525,200
Regional Transportation Authority Fund	54,956,893	91,390,940	55,774,570	51,728,900
<b>Total Capital Projects Funds</b>	<b>\$ 85,131,218</b>	<b>\$ 157,269,540</b>	<b>\$ 101,792,730</b>	<b>\$ 138,296,200</b>
<b>Debt Service Funds:</b>				
General Obligation Bond and Interest Fund	\$ 57,059,621	\$ 33,490,600	\$ 33,680,590	\$ 31,660,790
Special Assessment Bond and Interest Fund	286,141	425,630	431,130	266,840
Street and Highway Bond and Interest Fund	17,046,918	17,016,550	17,016,550	16,902,450
<b>Total Debt Service Funds</b>	<b>\$ 74,392,680</b>	<b>\$ 50,932,780</b>	<b>\$ 51,128,270</b>	<b>\$ 48,830,080</b>

**CITY OF TUCSON  
ADOPTED BUDGET  
FOR FISCAL YEAR ENDING JUNE 30, 2018  
SUMMARY RESOURCES BY FUND**

	<b>ACTUAL FY 15/16</b>	<b>ADOPTED FY 16/17</b>	<b>ESTIMATED FY 16/17</b>	<b>ADOPTED FY 17/18</b>
<b>Internal Service Funds:</b>				
Fleet Services Internal Service Fund	\$ 32,977,927	\$ 25,240,320	\$ 22,027,790	\$ —
General Services Internal Service Fund	18,954,085	19,200,630	17,945,720	—
Self Insurance Internal Service Fund	19,271,639	17,303,790	17,384,510	18,106,300
<b>Total Internal Service Funds</b>	<b>\$ 71,203,651</b>	<b>\$ 61,744,740</b>	<b>\$ 57,358,020</b>	<b>\$ 18,106,300</b>
<b>Fiduciary Funds:</b>				
Tucson Supplemental Retirement System	\$ 62,332,344	\$ 81,272,710	\$ 81,272,710	\$ 84,765,430
<b>Total Fiduciary Funds</b>	<b>\$ 62,332,344</b>	<b>\$ 81,272,710</b>	<b>\$ 81,272,710</b>	<b>\$ 84,765,430</b>
<b>Total City Resources</b>	<b>\$ 1,307,866,441</b>	<b>\$ 1,425,550,450</b>	<b>\$ 1,303,121,510</b>	<b>\$ 1,481,781,770</b>

**CITY OF TUCSON  
ADOPTED BUDGET  
FOR FISCAL YEAR ENDING JUNE 30, 2018  
RESOURCES BY FUND**

	ACTUAL FY 15/16	ADOPTED FY 16/17	ESTIMATED FY 16/17	ADOPTED FY 17/18
<b>GENERAL FUND</b>				
<b>Revenues:</b>				
Primary Property Tax	\$ 13,985,798	\$ 14,494,430	\$ 14,284,130	\$ 15,054,500
Business Privilege Tax	194,093,020	192,539,300	196,302,430	199,370,010
Public Utility Tax	23,031,922	26,722,100	25,488,960	27,024,170
Transient Occupancy Tax	10,345,642	10,425,620	10,706,480	10,998,850
Room Tax	3,670,651	7,502,400	7,268,800	7,732,790
Other Local Taxes	6,814,453	5,443,630	6,474,250	6,802,010
State Shared Taxes:				
State Income Tax	63,032,252	65,118,880	65,043,020	66,727,160
State Sales Tax	48,829,221	50,099,800	49,506,790	49,506,790
Auto Payments in Lieu of Tax	21,801,786	22,790,790	23,489,130	24,751,250
Licenses and Permits	28,593,800	29,074,730	30,782,190	29,918,310
Fines and Forfeitures	12,162,876	10,478,630	8,678,710	10,502,020
Charges for Services	42,504,511	43,327,230	43,440,270	63,345,570
Use of Money and Property	1,171,359	448,790	619,590	470,870
Other Agencies	1,302,142	1,583,990	1,561,000	1,545,780
Non-Grant Contributions	4,881,360	4,586,650	6,429,020	5,502,360
Sale of Real Property	13,757,480	7,789,000	409,120	2,500,000
Miscellaneous Revenues	3,711,542	1,237,410	9,806,140	5,109,230
In Lieu of Taxes	1,600,000	1,918,300	1,918,300	1,938,060
<b>Total Revenues</b>	<b>\$ 495,289,815</b>	<b>\$ 495,581,680</b>	<b>\$ 502,208,330</b>	<b>\$ 528,799,730</b>
<b>Other Financing Sources:</b>				
Refunding Proceeds	\$ 30,132,570	\$ —	\$ —	\$ —
Capital Lease Proceeds	—	—	—	4,000,000
Use/(Increase) of Restricted Fund Balance	1,496,204	(504,370)	(1,112,100)	544,310
Use/(Increase) of Assigned Fund Balance	(7,879,508)	—	(27,296,760)	10,750,000
Use/(Increase) of Fund Balance	(3,859,073)	(5,459,000)	(1,787,900)	(345,830)
<b>Total Sources</b>	<b>\$ 19,890,193</b>	<b>\$ (5,963,370)</b>	<b>\$ (30,196,760)</b>	<b>\$ 14,948,480</b>
<b>Total Fund</b>	<b>\$ 515,180,008</b>	<b>\$ 489,618,310</b>	<b>\$ 472,011,570</b>	<b>\$ 543,748,210</b>

**CITY OF TUCSON**  
**ADOPTED BUDGET**  
**FOR FISCAL YEAR ENDING JUNE 30, 2018**  
**RESOURCES BY FUND**

	ACTUAL FY 15/16	ADOPTED FY 16/17	ESTIMATED FY 16/17	ADOPTED FY 17/18
<b>Special Revenue Funds</b>				
<b>Revenues:</b>				
Business Privilege Tax	\$ —	\$ —	\$ —	\$ 50,000,000
Licenses and Permits	246,259	650,000	650,000	620,000
Fines, Forfeitures, and Penalties	830,941	773,900	838,000	807,000
Use of Money and Property	854,623	1,170,690	1,135,570	788,840
Community Development Block Grant	4,848,721	17,942,100	18,032,100	13,783,650
Federal Miscellaneous Housing Grants	3,751,145	3,734,310	3,734,310	3,688,440
HOME Investment Partnerships Program	3,001,886	7,441,440	7,441,440	7,570,290
Public Housing Section 8 Grants	34,750,939	36,367,610	36,367,610	38,937,000
Other Federal and Non-Federal Grants	18,497,539	32,437,890	28,753,300	38,432,870
Other Agencies	6,029,568	13,745,600	16,702,230	14,822,880
Contributions	333,952	333,800	2,320,610	2,151,000
Mass Transit Passenger Revenue	10,721,818	11,006,150	10,699,860	11,822,300
Mass Transit Federal Grants	19,838,627	18,527,880	13,628,350	14,540,670
Mass Transit Sun Link Passenger Revenue	1,085,476	917,260	747,120	741,000
HURF - State Shared Revenue	38,486,661	38,274,480	39,100,000	41,050,000
Tucson Convention Center	5,878,949	7,073,240	7,073,240	6,760,660
Park Tucson Meter and Parking Revenues	4,656,077	4,417,980	4,480,360	4,846,150
Charges for Current Services	73,473	1,807,230	175,680	175,680
Miscellaneous Revenue	2,981,482	866,830	3,130,830	2,265,250
<b>Total Revenues</b>	<b>\$ 156,868,136</b>	<b>\$ 197,488,390</b>	<b>\$ 195,010,610</b>	<b>\$ 253,803,680</b>
<b>Other Financing Sources:</b>				
General Fund Contributions	\$ 47,310,180	\$ 53,277,990	\$ 46,902,580	\$ 51,629,370
Highway User Revenue Fund Transfers	(9,349,754)	(9,939,640)	(9,110,250)	(9,002,450)
Other Fund Contributions and Transfers	(84,303)	68,000	(288,560)	(357,750)
Capital Lease Proceeds	16,445,984	—	—	—
Use/(Increase) of Fund Balance	19,839,054	24,238,690	16,010,900	12,291,890
<b>Total Sources</b>	<b>\$ 74,161,161</b>	<b>\$ 67,645,040</b>	<b>\$ 53,514,670</b>	<b>\$ 54,561,060</b>
<b>Total Special Revenue Funds</b>	<b>\$ 231,029,297</b>	<b>\$ 265,133,430</b>	<b>\$ 248,525,280</b>	<b>\$ 308,364,740</b>

**CITY OF TUCSON  
ADOPTED BUDGET  
FOR FISCAL YEAR ENDING JUNE 30, 2018  
RESOURCES BY FUND**

	ACTUAL FY 15/16	ADOPTED FY 16/17	ESTIMATED FY 16/17	ADOPTED FY 17/18
<b>Enterprise Funds</b>				
<b>Revenues:</b>				
Environment Services:				
Residential Refuse Service	\$ 29,092,611	\$ 28,637,000	\$ 29,260,780	\$ 28,790,000
Commercial Refuse Service	7,400,583	7,130,000	7,721,810	7,681,000
Landfill Service Charges	7,359,079	6,650,000	7,165,770	6,860,000
Remediation Ground Fees	3,533,778	3,500,000	3,772,470	3,680,000
Self Haul Fees	1,531,130	1,200,000	1,537,040	1,300,000
Other Income	736,839	657,180	1,748,930	1,552,800
Tucson Water Utility:				
Potable Water Sales	\$ 135,724,302	\$ 135,000,000	\$ 142,100,000	\$ 145,150,000
Reclaimed Water Sales	8,992,875	9,000,000	9,400,000	9,150,000
Central Arizona Project Surcharge	22,569,203	22,500,000	24,697,760	24,200,000
Water Conservation Fee	3,000,905	3,000,000	3,000,000	3,000,000
Fire Sprinkler Fee	2,392,013	2,500,000	2,625,000	2,650,000
Other Income	24,707,164	24,683,340	24,795,360	17,950,000
Tucson Golf Enterprise Fund:				
El Rio Golf	1,108,516	1,180,140	1,161,280	1,162,610
Randolph Golf	4,007,542	4,251,390	3,836,380	3,945,980
Fred Enke Golf	1,114,208	1,234,390	1,176,140	1,208,980
Silverbell Golf	1,277,399	1,464,450	1,275,260	1,327,210
Other Income	1,000	13,730	—	—
Public Housing Federal Grant Funds:				
Federal Grants	6,067,135	5,603,290	5,603,290	6,657,590
Housing Administration Charges	2,637,051.75	3,127,830	3,127,830	2,648,530
Tenant Rent and Parking Fees	3,668,598	3,362,030	3,362,030	3,302,610
Other Income	158,906	314,380	314,380	535,520
Non-PHA Asset Management Fund:				
Federal Grants	227,967	223,720	223,720	227,000
Tenant Rent	1,627,855	1,456,720	1,456,720	2,059,460
Other Income	83,102	81,680	81,680	582,650
<b>Total Revenues</b>	<b>\$ 269,019,762</b>	<b>\$ 266,771,270</b>	<b>\$ 279,443,630</b>	<b>\$ 275,621,940</b>
<b>Other Financing Sources:</b>				
Water Revenue Bonds	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000
Other Fund Contributions and Transfers	11,450,565	—	(5,433,721)	(1,938,300)
Use/(Increase) of Fund Balance	(41,873,084)	22,807,670	(12,976,979)	35,987,170
<b>Total Sources</b>	<b>\$ (422,519)</b>	<b>\$ 52,807,670</b>	<b>\$ 11,589,300</b>	<b>\$ 64,048,870</b>
<b>Total Enterprise Funds</b>	<b>\$ 268,597,243</b>	<b>\$ 319,578,940</b>	<b>\$ 291,032,930</b>	<b>\$ 339,670,810</b>

**CITY OF TUCSON  
ADOPTED BUDGET  
FOR FISCAL YEAR ENDING JUNE 30, 2018  
RESOURCES BY FUND**

	ACTUAL FY 15/16	ADOPTED FY 16/17	ESTIMATED FY 16/17	ADOPTED FY 17/18
<b>Debt Service Funds</b>				
<b>Revenues:</b>				
Secondary Property Tax	\$ 32,375,642	\$ 34,874,570	\$ 34,874,570	\$ 31,632,200
State Shared Revenue - HURF	8,305,103	7,875,480	7,900,000	7,900,000
Special Assessment Collections	273,851	239,870	239,870	80,380
Use of Money and Property	59,538	—	16,000	3,100
<b>Total Revenues</b>	<b>\$ 41,014,134</b>	<b>\$ 42,989,920</b>	<b>\$ 43,030,440</b>	<b>\$ 39,615,680</b>
<b>Other Financing Sources:</b>				
Refunding Proceeds	\$ 24,683,979	\$ —	\$ —	\$ —
Transfer in - Highway User Revenue Fund	9,349,754	9,141,070	9,110,250	9,002,450
Use/(Increase) of Fund Balance	(655,187)	(1,198,210)	(1,012,420)	211,950
<b>Total Sources</b>	<b>\$ 33,378,546</b>	<b>\$ 7,942,860</b>	<b>\$ 8,097,830</b>	<b>\$ 9,214,400</b>
<b>Total Debt Service Funds</b>	<b>\$ 74,392,680</b>	<b>\$ 50,932,780</b>	<b>\$ 51,128,270</b>	<b>\$ 48,830,080</b>
<b>Capital Project Funds</b>				
<b>Revenues:</b>				
Other Agencies	\$ 3,229,178	\$ 25,259,000	\$ 13,743,000	\$ 36,442,100
Development Impact Fees	4,352,737	2,783,950	1,437,530	14,955,160
Regional Transportation Authority	53,488,670	91,225,330	75,930,280	51,728,900
Use of Money and Property & Miscellaneous	690,338	150,830	54,400	2,761,050
<b>Total Revenues</b>	<b>\$ 61,760,923</b>	<b>\$ 119,419,110</b>	<b>\$ 91,165,210</b>	<b>\$ 105,887,210</b>
<b>Other Financing Sources:</b>				
General Fund Contributions	\$ 346,383	\$ 478,620	\$ 120,000	\$ 478,620
Highway User Fund Contributions	655,687	798,570	785,570	425,750
General Obligation Bond Proceeds	20,996,774	24,016,200	20,000,000	—
Other Fund Contributions and Transfers	1,371,451	—	—	—
Use/(Increase) of Fund Balance	—	12,557,040	(10,278,050)	31,504,620
<b>Total Sources</b>	<b>\$ 23,370,295</b>	<b>\$ 37,850,430</b>	<b>\$ 10,627,520</b>	<b>\$ 32,408,990</b>
<b>Total Capital Project Funds</b>	<b>\$ 85,131,218</b>	<b>\$ 157,269,540</b>	<b>\$ 101,792,730</b>	<b>\$ 138,296,200</b>

**CITY OF TUCSON  
ADOPTED BUDGET  
FOR FISCAL YEAR ENDING JUNE 30, 2018  
RESOURCES BY FUND**

	ACTUAL FY 15/16	ADOPTED FY 16/17	ESTIMATED FY 16/17	ADOPTED FY 17/18
<b>Internal Service Funds</b>				
<b>Revenues:</b>				
Primary Property Tax	\$ 2,445,781	\$ 2,500,000	\$ 2,500,000	\$ 205,000
Fleet Services:				
Interdepartmental Charges	21,734,723	23,926,210	21,633,110	—
Other Income	362,636	214,110	206,080	—
General Services:				
Interdepartmental Charges	18,351,872	18,933,560	17,422,080	—
Other Income	322,148	267,070	267,070	—
Self Insurance:				
Interdepartmental Charges	16,506,662	15,473,530	14,831,930	15,408,030
Other Income	319,196	—	—	—
<b>Total Revenues</b>	<b>\$ 60,043,018</b>	<b>\$ 61,314,480</b>	<b>\$ 56,860,270</b>	<b>\$ 15,613,030</b>
<b>Other Financing Sources:</b>				
Other Fund Contributions and Transfers	11,160,632	—	—	—
Use/(Increase) of Fund Balance	319,197	430,260	497,750	2,493,270
<b>Total Sources</b>	<b>\$ 319,197</b>	<b>\$ 430,260</b>	<b>\$ 497,750</b>	<b>\$ 2,493,270</b>
<b>Total Internal Service Funds</b>	<b>\$ 60,362,215</b>	<b>\$ 61,744,740</b>	<b>\$ 57,358,020</b>	<b>\$ 18,106,300</b>
<b>Tucson Supplemental Retirement System</b>				
<b>Revenues:</b>				
Employer Contributions	\$ 33,175,307	\$ 40,203,900	\$ 40,203,900	\$ 35,335,840
Employee Contributions	7,083,385	6,772,700	6,611,100	4,411,120
Portfolio Earnings	21,965,029	12,135,000	19,135,000	8,882,070
Miscellaneous Revenue	105,713	50,000	50,000	136,400
<b>Total Revenues</b>	<b>\$ 62,329,434</b>	<b>\$ 59,161,600</b>	<b>\$ 66,000,000</b>	<b>\$ 48,765,430</b>
<b>Other Financing Sources:</b>				
Use of Fund Balance	\$ 2,910	\$ 22,111,110	\$ 15,272,710	\$ 36,000,000
<b>Total Sources</b>	<b>\$ 2,910</b>	<b>\$ 22,111,110</b>	<b>\$ 15,272,710</b>	<b>\$ 36,000,000</b>
<b>Total TSRS Fund</b>	<b>\$ 62,332,344</b>	<b>\$ 81,272,710</b>	<b>\$ 81,272,710</b>	<b>\$ 84,765,430</b>
<b>Grand Total</b>	<b>\$ 1,297,025,005</b>	<b>\$ 1,425,550,450</b>	<b>\$ 1,303,121,510</b>	<b>\$ 1,481,781,770</b>

**SUMMARY of PROJECTED FUND BALANCE**  
**as of June 30, 2017**

<b>FINANCIAL RESOURCES</b>	<b>Projected Beginning Fund Balance July 1, 2016<sup>1</sup></b>	<b>Projected Revenue FY 2016/17</b>	<b>Projected Expenditures FY 2016/17</b>	<b>Net Transfers In/ (Out) FY 2016/17</b>	<b>Projected Ending Fund Balance June 30, 2017</b>
<b>General Fund<sup>2</sup></b>	<b>\$ 90,985,730</b>	<b>\$ 532,799,730</b>	<b>\$ 492,118,840</b>	<b>\$ (48,129,370)</b>	<b>\$ 83,537,250</b>
<b>Special Revenue Funds</b>					
Mass Transit Fund	\$ 3,155,812	\$ 42,886,950	\$ 86,542,690	\$ 43,655,740	\$ 3,155,812
Mass Transit Fund - Sun Link	1,530,290	2,116,680	5,146,660	3,030,080	1,530,390
Streets Improvement Fund	—	20,000,000	20,000,000		—
Public Safety Improvement Fund	—	30,000,000	30,000,000		—
Tucson Convention Center Fund	24,500	6,760,660	11,225,590	4,464,930	24,500
Highway User Revenue Fund	12,275,340	43,654,800	42,777,400	(9,428,200)	3,724,540
Park Tucson Fund	3,037,337	5,761,990	7,586,020		1,213,307
Civic Contribution Fund	636,666	2,151,000	2,568,070		219,596
Community Development Block	3,973,302	13,783,650	13,850,930		3,906,022
Miscellaneous Housing Grant Fund	—	3,688,440	5,486,900		(1,798,460)
Public Housing Section 8 Fund	2,044,044	38,969,000	38,962,060	52,000	2,102,984
HOME Investment Partnerships	85,570	7,570,290	7,585,550		70,310
Other Federal Grants Fund	68,279	32,856,920	32,856,920		68,279
Non-Federal Grants Fund	—	3,775,950	3,775,950		—
<b>Total Special Revenue Funds</b>	<b>\$ 26,831,140</b>	<b>\$ 253,976,330</b>	<b>\$ 308,364,740</b>	<b>\$ 41,774,550</b>	<b>\$ 14,217,280</b>
<b>Enterprise Funds</b>					
Tucson Water Utility	\$ 96,185,826	\$ 232,100,000	\$ 254,449,260	\$ (3,500,000)	\$ 70,336,566
Environmental Services Fund	30,453,449	49,863,800	61,400,170		18,917,079
Tucson Golf Course Fund	—	8,454,280	7,884,320		569,960
Public Housing Fund	12,365,713	13,144,250	13,132,100	(68,000)	12,309,863
Non-PHA Asset Management Fund	—	2,869,110	2,804,960	16,000	80,150
<b>Total Enterprise Funds</b>	<b>\$ 139,004,988</b>	<b>\$ 306,431,440</b>	<b>\$ 339,670,810</b>	<b>\$ (3,552,000)</b>	<b>\$ 102,213,618</b>
<b>Debt Service Fund</b>					
General Obligation Bond	\$ 1,578,587	\$ 32,549,190	\$ 31,660,790		\$ 2,466,987
Street and Highway Bond	—	7,900,000	16,902,450	9,002,450	—
Special Assessment Bond	940,853	1,000,000	266,840		1,674,013
<b>Total Debt Service Funds</b>	<b>\$ 2,519,440</b>	<b>\$ 41,449,190</b>	<b>\$ 48,830,080</b>	<b>\$ 9,002,450</b>	<b>\$ 4,141,000</b>
<b>Capital Projects Funds</b>					
2012 General Obligation Fund	\$ 30,133,805	\$ —	\$ 27,600,000		\$ 2,533,805
Capital Improvement Fund	864,469	40,442,100	36,442,100	478,620	5,343,089
Development Fee Fund	29,428,130	17,716,210	22,525,200	425,750	25,044,890
Regional Transportation Authority	995,836	51,728,900	51,728,900		995,836
<b>Total Capital Projects Funds</b>	<b>\$ 61,422,240</b>	<b>\$ 109,887,210</b>	<b>\$ 138,296,200</b>	<b>\$ 904,370</b>	<b>\$ 33,917,620</b>
<b>Internal Service Funds<sup>2</sup></b>					
Self Insurance Internal Service Fund	40,740,960	15,818,030	18,106,300	—	38,452,690
<b>Total Internal Service Funds</b>	<b>\$ 40,740,960</b>	<b>\$ 15,818,030</b>	<b>\$ 18,106,300</b>	<b>\$ —</b>	<b>\$ 38,452,690</b>
<b>Fiduciary Funds</b>					
Tucson Supplemental Retirement	\$ 710,910,169	\$ 48,765,430	\$ 84,765,430	\$ —	\$ 674,910,169
<b>Total Fiduciary Funds</b>	<b>\$ 710,910,169</b>	<b>\$ 48,765,430</b>	<b>\$ 84,765,430</b>	<b>\$ —</b>	<b>\$ 674,910,169</b>
<b>Total All Budgeted Funds</b>	<b>\$1,072,414,667</b>	<b>\$1,309,127,360</b>	<b>\$1,430,152,400</b>	<b>\$ —</b>	<b>\$ 951,389,627</b>

<sup>1</sup> Projected Beginning Fund Balance does not include Non-spendable fund balance.

<sup>2</sup> Fleet and General Services financial resources are combined with the General Fund effective this Fiscal Year.

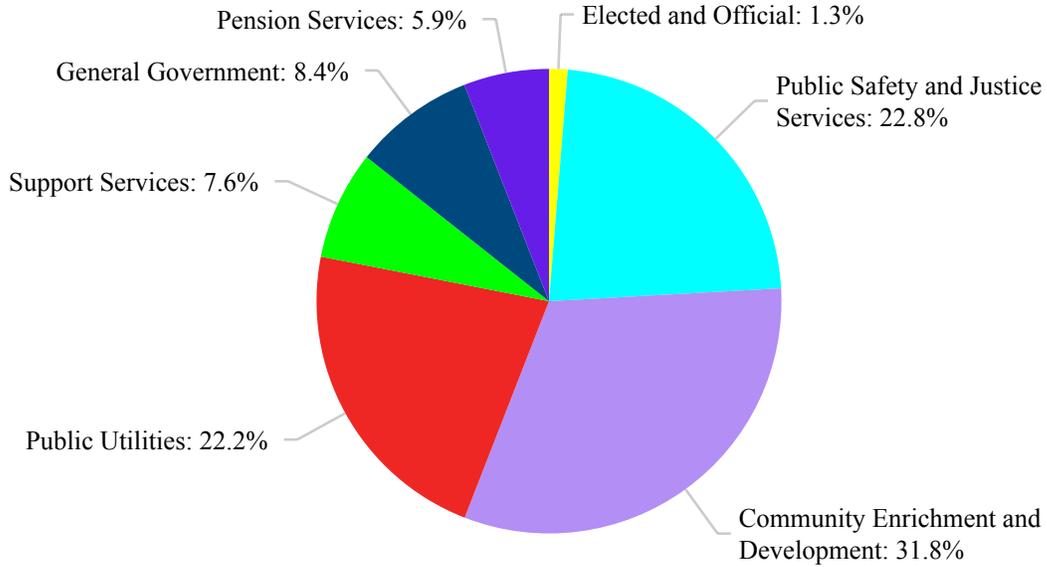
Section D  
Department Budgets



*We Serve with Compassion*

# EXPENDITURES

## FISCAL YEAR 2017/2018 TOTAL



<u>Funds Available</u>	<u>Annual Budget Total</u>	<u>Percent of Total</u>
Elected and Official	\$ 18,432,250	1.3%
Public Safety and Justice Services	326,512,000	22.8%
Community Enrichment and Development	454,650,510	31.8%
Public Utilities	316,999,240	22.2%
Support Services	108,288,490	7.6%
General Government	120,504,480	8.4%
Pension Services	84,765,430	5.9%
<b>Total Funds Available</b>	<b><u><u>\$1,430,152,400</u></u></b>	<b>100.0%</b>

**SUMMARY OF EXPENDITURES BY DEPARTMENT  
OPERATING AND CAPITAL (if applicable)**

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>Elected and Official</b>				
Mayor and Council	\$ 2,514,947	\$ 2,386,810	\$ 2,270,220	\$ 2,545,230
City Manager	3,344,798	4,156,670	4,203,820	4,690,980
City Attorney	7,855,224	7,853,240	7,866,650	7,871,870
City Clerk	2,890,202	3,172,710	3,017,190	3,324,170
<b>Subtotal</b>	<b>\$ 16,605,171</b>	<b>\$ 17,569,430</b>	<b>\$ 17,357,880</b>	<b>\$ 18,432,250</b>
<b>Public Safety and Justice Services</b>				
City Court	\$ 11,382,889	\$ 10,242,880	\$ 10,236,770	\$ 10,138,360
Capital	792,684	2,336,000	—	—
Public Defender	2,961,435	2,700,840	2,700,210	2,696,930
Tucson Fire	99,480,613	96,903,890	97,828,950	107,982,680
Capital	4,404	1,679,800	60,000	17,100,000
Tucson Police	163,137,443	159,964,580	158,815,890	175,694,030
Capital	—	—	—	12,900,000
<b>Subtotal</b>	<b>\$ 277,759,468</b>	<b>\$ 273,827,990</b>	<b>\$ 269,641,820</b>	<b>\$ 326,512,000</b>
<b>Community Enrichment and Development</b>				
Housing and Community Development	\$ 63,473,655	\$ 82,164,040	\$ 78,242,650	\$ 81,747,710
Capital	630,429	1,000,000	4,800,000	2,950,000
Parks and Recreation	35,030,235	28,514,890	26,775,470	32,169,800
Capital	540,272	6,083,700	3,349,470	6,302,900
Planning and Development Services	7,919,414	5,876,990	5,851,410	6,450,580
Transportation	116,246,164	127,365,660	119,854,947	130,038,840
Capital	103,852,811	189,142,200	97,843,697	177,162,490
Tucson City Golf	7,641,111	7,902,410	7,619,630	7,884,320
Tucson Convention Center	8,734,094	10,262,750	11,675,280	9,943,870
<b>Subtotal</b>	<b>\$ 344,068,185</b>	<b>\$ 458,312,640</b>	<b>\$ 356,012,554</b>	<b>\$ 454,650,510</b>
<b>Public Utilities</b>				
Environmental Services*	\$ 43,786,638	\$ 51,593,840	\$ 48,314,010	\$ 50,862,080
Capital	3,082,575	10,775,000	3,978,190	11,687,900
Tucson Water	171,152,632	181,442,270	166,906,570	184,239,230
Capital	50,650,172	56,098,000	51,255,730	70,210,030
<b>Subtotal</b>	<b>\$ 268,672,017</b>	<b>\$ 299,909,110</b>	<b>\$ 270,454,500</b>	<b>\$ 316,999,240</b>
<b>Support Services</b>				
Budget and Internal Audit	\$ 1,182,754	\$ —	\$ —	\$ —
Finance	12,299,647	23,651,270	23,611,850	24,027,340
General Services*	51,247,107	72,063,920	67,999,140	54,699,400
Capital	8,485,807	1,798,900	698,900	1,300,000
Human Resources	8,520,357	2,636,920	2,673,590	2,704,710
Information Technology	21,477,610	20,774,110	20,441,200	22,202,300
Procurement	2,869,445	3,311,340	3,138,750	3,354,740
<b>Subtotal</b>	<b>\$ 106,082,727</b>	<b>\$ 124,236,460</b>	<b>\$ 118,563,430</b>	<b>\$ 108,288,490</b>

\* Although Environmental Services and General Services have been combined into one department (see page [D-27](#)) they are shown separately here as the expenditures fall into separate functional categories.

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>General Government</b>				
General Government	\$ 159,534,265	\$ 116,402,590	\$ 110,122,040	\$ 118,104,480
Capital	843,942	750,000	460,960	2,400,000
<b>Subtotal</b>	<b>\$ 160,378,207</b>	<b>\$ 117,152,590</b>	<b>\$ 110,583,000</b>	<b>\$ 120,504,480</b>
<b>Pension Funds</b>				
Pension Services	\$ 75,228,335	\$ 81,272,710	\$ 81,272,710	\$ 84,765,430
<b>Subtotal</b>	<b>\$ 75,228,335</b>	<b>\$ 81,272,710</b>	<b>\$ 81,272,710</b>	<b>\$ 84,765,430</b>
<b>Total All Departments</b>	<b>\$ 1,248,794,110</b>	<b>\$ 1,372,280,930</b>	<b>\$ 1,223,885,894</b>	<b>\$ 1,430,152,400</b>

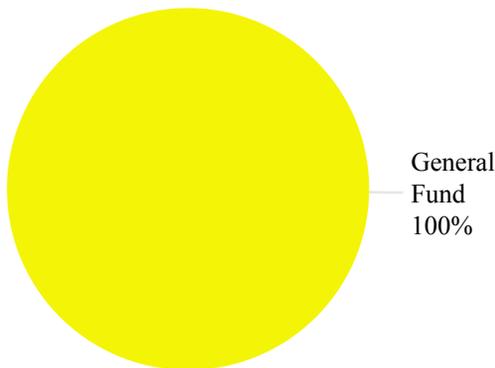


# MAYOR and COUNCIL

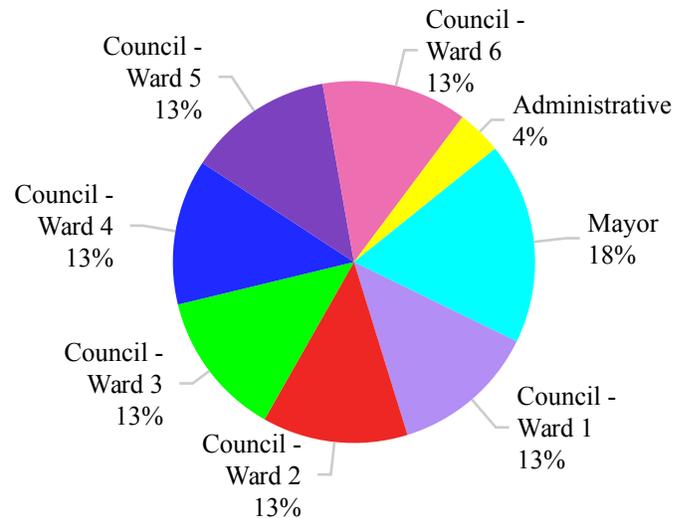
**MISSION STATEMENT:** To establish public policy and develop programs as mandated by the Tucson City Charter, represent community interests, and work with City management to effectively meet the community's current and long-term needs.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	43.00	42.00	42.00	44.00	2.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 2,216,245	\$ 2,210,610	\$ 2,129,420	\$ 2,315,580	\$ 104,970
Services	249,357	127,450	117,570	203,270	75,820
Supplies	49,345	48,750	23,230	26,380	(22,370)
<b>Department Total</b>	<b>\$ 2,514,947</b>	<b>\$ 2,386,810</b>	<b>\$ 2,270,220</b>	<b>\$ 2,545,230</b>	<b>\$ 158,420</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



## SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$2,545,230 reflects an increase of \$158,420 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to personnel costs primarily due to position increases	\$ 104,980
Increase for Hats Off to Heroes program	75,000
Increase to miscellaneous costs	1,570
Decrease to public relations	(6,800)
Decrease to public liability insurance and hazardous waste	(16,330)
<b>Total</b>	<b>\$ 158,420</b>

## OPERATING PROGRAMS

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**ADMINISTRATIVE:** This program area provides the necessary operating expenses to support the Mayor and Council meetings.

### Character of Expenditures

Services	\$ 169,988	\$ 37,430	\$ 15,030	\$ 58,170	
Supplies	2,513	4,680	2,510	4,030	
<b>Program Total</b>	<b>\$ 172,501</b>	<b>\$ 42,110</b>	<b>\$ 17,540</b>	<b>\$ 62,200</b>	<b>0.00</b>

**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

#### Character of Expenditures

Salaries and Benefits	\$ 439,645	\$ 442,590	\$ 409,040	\$ 428,100	
Services	18,816	26,720	17,310	12,980	
Supplies	14,356	2,070	4,760	10,350	
Capital	895	—	—	—	
<b>Program Total</b>	<b>\$ 473,712</b>	<b>\$ 471,380</b>	<b>\$ 431,110</b>	<b>\$ 451,430</b>	<b>7.00</b>

### WARD 1

#### Character of Expenditures

Salaries and Benefits	\$ 308,601	\$ 294,670	\$ 296,880	\$ 314,580	
Services	11,423	10,550	16,530	9,520	
Supplies	3,454	7,000	4,470	2,000	
<b>Program Total</b>	<b>\$ 323,478</b>	<b>\$ 312,220</b>	<b>\$ 317,880</b>	<b>\$ 326,100</b>	<b>7.00</b>

### WARD 2

#### Character of Expenditures

Salaries and Benefits	\$ 320,222	\$ 294,670	\$ 249,410	\$ 314,580	
Services	11,606	10,550	13,830	9,520	
Supplies	1,540	7,000	1,680	2,000	
<b>Program Total</b>	<b>\$ 333,368</b>	<b>\$ 312,220</b>	<b>\$ 264,920</b>	<b>\$ 326,100</b>	<b>6.00</b>

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>	<b>Program Staffing</b>
<b>WARD 3</b>					
<b>Character of Expenditures</b>					
Salaries and Benefits	\$ 269,791	\$ 294,670	\$ 301,660	\$ 314,580	
Services	12,049	10,550	15,460	9,520	
Supplies	11,541	7,000	3,800	2,000	
<b>Program Total</b>	<b>\$ 293,381</b>	<b>\$ 312,220</b>	<b>\$ 320,920</b>	<b>\$ 326,100</b>	<b>6.00</b>

**WARD 4**

<b>Character of Expenditures</b>					
Salaries and Benefits	\$ 292,284	\$ 294,670	\$ 306,330	\$ 314,580	
Services	6,376	10,550	12,190	9,520	
Supplies	718	7,000	190	2,000	
<b>Program Total</b>	<b>\$ 299,378</b>	<b>\$ 312,220</b>	<b>\$ 318,710</b>	<b>\$ 326,100</b>	<b>6.00</b>

**WARD 5**

<b>Character of Expenditures</b>					
Salaries and Benefits	\$ 295,567	\$ 294,670	\$ 275,710	\$ 314,580	
Services	10,864	10,550	17,980	9,520	
Supplies	11,046	7,000	3,650	2,000	
<b>Program Total</b>	<b>\$ 317,477</b>	<b>\$ 312,220</b>	<b>\$ 297,340</b>	<b>\$ 326,100</b>	<b>6.00</b>

**WARD 6**

<b>Character of Expenditures</b>					
Salaries and Benefits	\$ 290,135	\$ 294,670	\$ 290,390	\$ 314,580	
Services	7,340	10,550	9,240	9,520	
Supplies	4,177	7,000	2,170	2,000	
<b>Program Total</b>	<b>\$ 301,652</b>	<b>\$ 312,220</b>	<b>\$ 301,800</b>	<b>\$ 326,100</b>	<b>6.00</b>

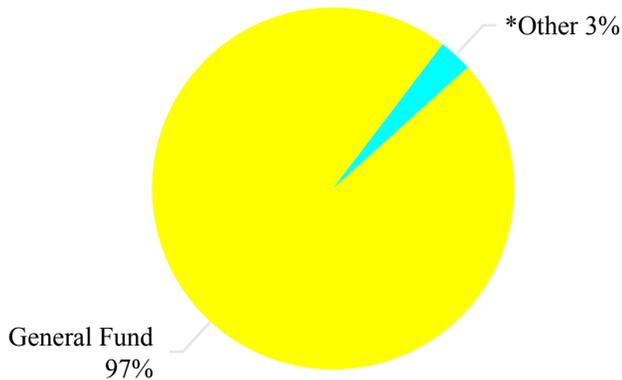


# CITY ATTORNEY

**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.

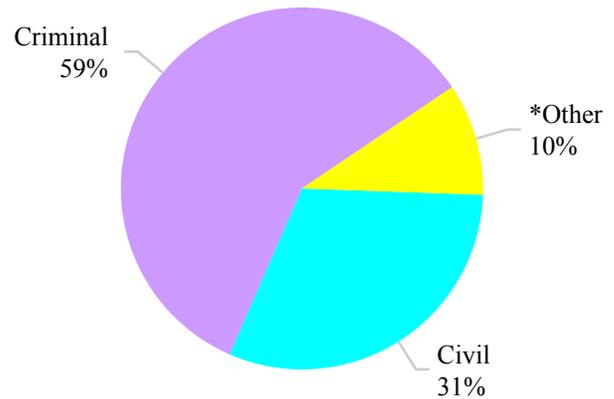
Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	93.00	85.50	85.5	84.5	(1.00)
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 7,261,058	\$ 7,279,920	\$ 6,960,280	\$ 7,089,900	\$ (190,020)
Services	509,800	460,530	810,220	673,190	212,660
Supplies	84,366	112,790	96,150	108,780	(4,010)
<b>Department Total</b>	<b>\$ 7,855,224</b>	<b>\$ 7,853,240</b>	<b>\$ 7,866,650</b>	<b>\$ 7,871,870</b>	<b>\$ 18,630</b>

## FINANCING PLAN



\*Other includes Other Federal Grants Fund (2%) and Non-Federal Grants Fund (1%).

## PROGRAM ALLOCATION



\*Other includes Administration (4%), Drug Enforcement Unit (4%) and Victim Notification and Assistance (2%).

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$7,871,870 reflects an increase of \$18,630 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase due to transfer of General Fund legal fees capacity	\$ 212,660
Decrease in miscellaneous supplies	(4,010)
Decrease due to position salary and benefit reduction	(60,000)
Decrease in other personnel costs	(130,020)
<b>Total</b>	<b>\$ 18,630</b>

**Trends**

Our budget has remained relatively flat the past several years and almost all of our expenses are personnel related. We expect this trend to continue into the near future and we will have to adjust accordingly. For example, we recently secured approval of a modest reorganization of the Criminal Division so we can put more prosecutors in the court room without increasing personnel costs. Another trend is that the grant funding for drug enforcement prosecution continues to decline.

**Future Challenges and Opportunities**

With the increase in community oriented policing, we expect to see an increase in criminal cases. We will face the challenge of prosecuting this increased caseload without the benefit of increased FTEs. The number of lawsuits the City defends continues to increase but the City Attorney's Office has been able to put increased resources in our litigation unit to keep more cases in house rather than assigning them to outside counsel. The City Attorney's Office will continue to work with Pima County on projects such as the MacArthur grant to pursue opportunities to coordinate the efforts of the 2 jurisdictions to administer prosecutions efficiently while reducing jail and other costs.

**Program Budget Overview**

All invoices for outside counsel are now paid through the City Attorney's Office. This will result in an enhanced ability to track these expenses and pay them quickly.

**Recent Accomplishments**

Case management software is being used in both the Criminal and Civil Divisions. This increases efficiency, decreases costs in paper, printing, and forms, and enhances the ability to track workloads and expenses. The City Attorney's Office philosophy of aggressively defending lawsuits has resulted in numerous successful outcomes saving the City potentially millions of dollars. Our litigation strategies include an aggressive motions practice aimed at dismissing or narrowing cases in the pre-trial stages; early evaluation of liability exposure to identify reasonable settlement opportunities; and taking defensible cases to trial where reasonable settlement terms cannot be reached. These strategies have produced several recent positive results, including the dismissal of a streetcar track design claim and the successful defense of the City's election system.

**OPERATING PROGRAMS**

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 250,411	\$ 254,300	\$ 261,860	\$ 283,960	
Services	13,068	15,600	14,200	14,160	
Supplies	3,202	2,710	2,710	2,710	
<b>Program Total</b>	<b>\$ 266,681</b>	<b>\$ 272,610</b>	<b>\$ 278,770</b>	<b>\$ 300,830</b>	<b>3.00</b>

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 2,046,506	\$ 2,054,860	\$ 2,045,620	\$ 2,075,840	
Services	156,202	159,460	508,910	387,600	
Supplies	21,268	23,920	22,500	11,700	
<b>Program Total</b>	<b>\$ 2,223,976</b>	<b>\$ 2,238,240</b>	<b>\$ 2,577,030</b>	<b>\$ 2,475,140</b>	<b>24.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 4,540,643	\$ 4,454,690	\$ 4,220,580	\$ 4,335,350	
Services	329,900	272,340	274,380	234,160	
Supplies	41,582	66,680	47,840	68,670	
<b>Program Total</b>	<b>\$ 4,912,125</b>	<b>\$ 4,793,710</b>	<b>\$ 4,542,800</b>	<b>\$ 4,638,180</b>	<b>51.50</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 316,141	\$ 366,800	\$ 318,660	\$ 319,260	
Services	8,870	11,330	10,930	8,830	
Supplies	1,342	3,100	2,800	2,800	
<b>Program Total</b>	<b>\$ 326,353</b>	<b>\$ 381,230</b>	<b>\$ 332,390</b>	<b>\$ 330,890</b>	<b>4.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 107,357	\$ 149,270	\$ 113,560	\$ 108,190	
Services	1,760	1,800	1,800	1,040	
Supplies	16,972	16,380	20,300	17,600	
<b>Program Total</b>	<b>\$ 126,089</b>	<b>\$ 167,450</b>	<b>\$ 135,660</b>	<b>\$ 126,830</b>	<b>2.00</b>

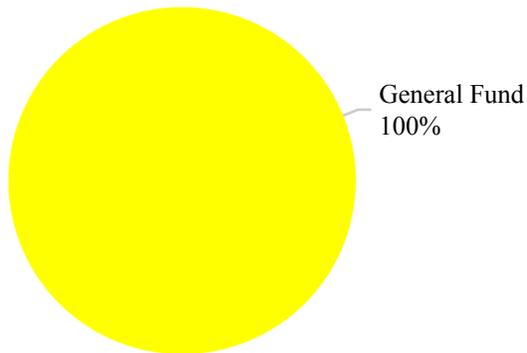


# CITY CLERK

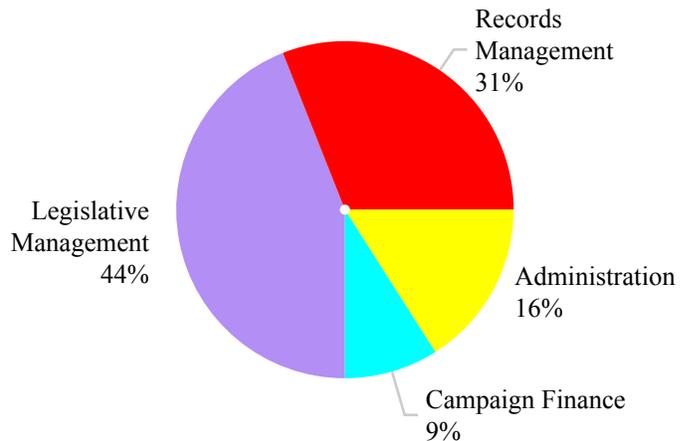
**MISSION STATEMENT:** To enable the public to fully participate in the governmental process, by providing accurate information and services in a professional manner, enabling the public to make informed decisions affecting the quality of their lives.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	43.50	32.00	32.00	33.00	1.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 1,600,975	\$ 1,910,330	\$ 1,721,840	\$ 2,029,060	\$ 118,730
Services	847,257	760,740	830,580	753,860	(6,880)
Supplies	441,970	501,640	464,770	541,250	39,610
<b>Department Total</b>	<b>\$ 2,890,202</b>	<b>\$ 3,172,710</b>	<b>\$ 3,017,190</b>	<b>\$ 3,324,170</b>	<b>\$ 151,460</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



## SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$3,324,170 reflects an increase of \$151,460 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to personnel costs primarily due to workers compensation and group insurance	\$ 71,490
Increase primarily due to upgrade of fourteen Secretary positions to Administrative Assistant positions	47,240
Increase generated by election expense for postage, mailing and printing supplies	43,980
Decrease to public liability and hazardous waste	(11,250)
<b>Total</b>	<b>\$ 151,460</b>

**CITY CLERK**

<b>Trends</b>
The City Clerk transmits agenda packets via email rather than by hard copy; thus eliminating wear and tear on copy machines and staff time to copy, compile and distribute binders prior to each meeting.
<b>Future Challenges and Opportunities</b>
The Mayor and Council authorized the City Clerk to run vote-by-mail elections. Every qualified voter receives a ballot in the mail. This reduces the need for election-day polling places, thereby reducing the costs to the City while potentially increasing voter turnout.
<b>Program Budget Overview</b>
The responsibility of vehicle maintenance, fuel, utilities, telephone, building and maintenance was transferred to the Environmental and General Services Department.
<b>Recent Accomplishments</b>
The City Clerk purchased the equipment and software to prepare ballot packets for mailing, sorting and for receiving voted ballots back for tabulation. This eliminates the need to contract with an outside vendor and reduces election administration expenses.

**OPERATING PROGRAMS**

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	524,788	\$	535,000	\$	519,520	\$	471,750	
Services		58,588		43,890		31,780		38,680	
Supplies		13,697		13,530		5,870		6,530	
<b>Program Total</b>	<b>\$</b>	<b>597,073</b>	<b>\$</b>	<b>592,420</b>	<b>\$</b>	<b>557,170</b>	<b>\$</b>	<b>516,960</b>	<b>3.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	—	\$	540	\$	—	\$	—	
Services		170,430		400,000		300,000		300,000	
Supplies		—		2,600		—		—	
<b>Program Total</b>	<b>\$</b>	<b>170,430</b>	<b>\$</b>	<b>403,140</b>	<b>\$</b>	<b>300,000</b>	<b>\$</b>	<b>300,000</b>	<b>0.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**ELECTION MANAGEMENT<sup>1</sup>:** 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.

**Character of Expenditures**

Salaries and Benefits	\$	66,670	\$	288,490	\$	118,230	\$	—	
Services		472,497		190,390		283,280		—	
Supplies		416,881		437,570		437,220		—	
<b>Program Total</b>	<b>\$</b>	<b>956,048</b>	<b>\$</b>	<b>916,450</b>	<b>\$</b>	<b>838,730</b>	<b>\$</b>	<b>—</b>	<b>0.00</b>

**FINANCIAL MANAGEMENT<sup>1</sup>:** 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.

**Character of Expenditures**

Salaries and Benefits	\$	100,351	\$	—	\$	—	\$	—	
Services		3,518		—		—		—	
Supplies		827		—		—		—	
<b>Program Total</b>	<b>\$</b>	<b>104,696</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>—</b>	<b>0.00</b>

**LEGISLATIVE MANAGEMENT<sup>1</sup>:** 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.

**Character of Expenditures**

Salaries and Benefits	\$	252,904	\$	222,040	\$	230,090	\$	1,252,910	
Services		101,043		106,910		99,480		204,600	
Supplies		9,328		27,980		17,660		29,730	
<b>Program Total</b>	<b>\$</b>	<b>363,275</b>	<b>\$</b>	<b>356,930</b>	<b>\$</b>	<b>347,230</b>	<b>\$</b>	<b>1,487,240</b>	<b>26.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	656,262	\$	864,260	\$	854,000	\$	304,400	
Services		41,181		19,550		116,040		210,580	
Supplies		1,237		19,960		4,020		504,990	
<b>Program Total</b>	<b>\$</b>	<b>698,680</b>	<b>\$</b>	<b>903,770</b>	<b>\$</b>	<b>974,060</b>	<b>\$</b>	<b>1,019,970</b>	<b>4.00</b>

<sup>1</sup> Election Management and Financial Management were merged into Legislative Management for FY 2017/18

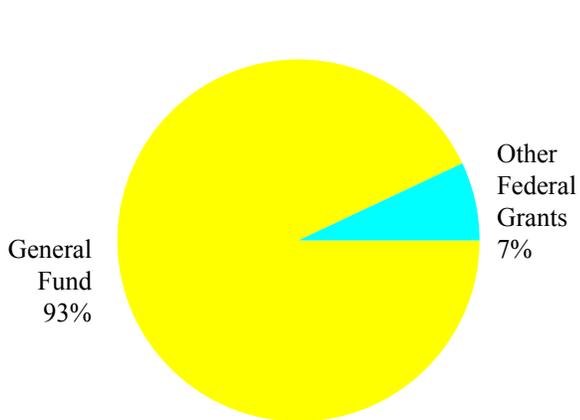


# CITY COURT

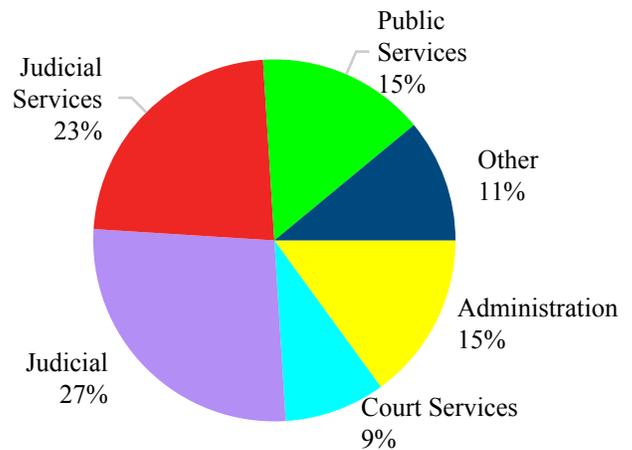
**MISSION STATEMENT:** To serve the community and protect individual rights by providing fair and prompt administration of justice.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	136.80	112.80	112.80	117.80	5.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 8,570,682	\$ 7,848,560	\$ 7,714,460	\$ 7,534,400	(314,160)
Services	2,281,839	1,699,060	1,738,700	1,820,750	121,690
Supplies	530,368	508,260	404,640	404,240	(104,020)
Equipment	—	187,000	378,970	378,970	191,970
<b>Operating Total</b>	<b>\$ 11,382,889</b>	<b>\$ 10,242,880</b>	<b>\$ 10,236,770</b>	<b>\$ 10,138,360</b>	<b>(104,520)</b>
Capital Improvement Program	792,684	2,336,000			(2,336,000)
<b>Department Total</b>	<b>\$ 12,175,573</b>	<b>\$ 12,578,880</b>	<b>\$ 10,236,770</b>	<b>\$ 10,138,360</b>	<b>(2,440,520)</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



\*Other includes: Case Processing Service (9%), Fill the Gap (1%), Judicial Collections (1%), and FARE (<1%).

## SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$10,138,360 reflects a decrease of \$104,520 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to computer software costs	\$ 191,970
Increase to professional services for contracted interpreters	117,860
Increase to miscellaneous professional services	72,650
Decrease to public liability insurance and hazardous waste	(65,820)
Decrease in office equipment costs	(107,020)
Decrease to personnel costs due to the contracting of interpreting services	(117,860)
Decrease to other personnel costs primarily due to reduction of vacant positions	(196,300)
<b>Total</b>	<b>\$ (104,520)</b>

**Trends**

Budget challenges faced by the City of Tucson, together with initiatives at the state level to make courts more "user friendly" have opened the doors for discussions on increasing efforts to coordinate key events, or in some instances, consideration to consolidating certain functions.

**Future Challenges and Opportunities**

It is a constant challenge to retain quality staff, particularly when other courts in the area have a higher starting pay. In Fiscal Year 2017/18, the Court will continue to research the possibility of becoming an Attorney/Consumer Assistance Program (ACAP) court (on state court network and supported by them) rather than continuing to be a self supporting court requiring six in-house IT staff. The Court looks to expand the current Alternative to Jail Program from a 70 hour per week operation to a 24/7 operation to further save on the jail board bill with Pima County. Lastly, the Court is planning a pilot program to stay open expanded hours one evening a week.

**Program Budget Overview**

The responsibility of vehicle maintenance and fuel, utilities, telephone, building and maintenance was transferred to the Environmental and General Services Department. The court continues to fund over half its security costs through the use of restricted funds. This budget does not include funding for extended operating hours for Alternative To Jail or for extended hours for all services one evening a week.

**Recent Accomplishments**

City Court entered into a partnership/IGA with Santa Cruz County Jail that allows certain City Court defendants to serve their mandated jail time at the Santa Cruz Jail rather than Pima County Jail. Santa Cruz County bills a flat rate per day that is lower than Pima County Jail, thereby saving the City of Tucson money. The court also transitioned to a new case management system.

## OPERATING PROGRAMS

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**ADMINISTRATION:** This program area is responsible for personnel management, facilities management, budget management, contract management, case management, records retention and the enforcement of court-ordered sanctions for approximately 260,000 charges per year.

**Character of Expenditures**

Salaries and Benefits	\$ 1,232,354	\$ 1,130,780	\$ 1,186,270	\$ 922,870	
Services	859,289	316,000	439,430	442,370	
Supplies	154,004	136,420	112,220	112,220	
<b>Program Total</b>	<b>\$ 2,245,647</b>	<b>\$ 1,583,200</b>	<b>\$ 1,737,920</b>	<b>\$ 1,477,460</b>	<b>14.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	942,479	\$	894,890	\$	783,590	\$	898,180	
Services		13,341		15,320		10,300		8,880	
<b>Program Total</b>	<b>\$</b>	<b>955,820</b>	<b>\$</b>	<b>910,210</b>	<b>\$</b>	<b>793,890</b>	<b>\$</b>	<b>907,060</b>	<b>16.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	95,612	\$	80,000	\$	31,450	\$	—	<b>0.00</b>
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**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.

**Character of Expenditures**

Salaries and Benefits	\$	1,969,711	\$	1,837,160	\$	1,896,770	\$	1,636,660	
Services		945,883		994,240		969,270		1,054,610	
Supplies		9,505		25,720		19,500		19,100	
<b>Program Total</b>	<b>\$</b>	<b>2,925,099</b>	<b>\$</b>	<b>2,857,120</b>	<b>\$</b>	<b>2,885,540</b>	<b>\$</b>	<b>2,710,370</b>	<b>11.80</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	2,515,071	\$	2,397,930	\$	2,283,370	\$	2,333,030	
Services		35,290		38,330		26,900		21,500	
<b>Program Total</b>	<b>\$</b>	<b>2,550,361</b>	<b>\$</b>	<b>2,436,260</b>	<b>\$</b>	<b>2,310,270</b>	<b>\$</b>	<b>2,354,530</b>	<b>42.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	1,614,638	\$	1,485,420	\$	1,388,700	\$	1,458,000	
Services		134,399		144,560		93,530		93,840	
<b>Program Total</b>	<b>\$</b>	<b>1,749,037</b>	<b>\$</b>	<b>1,629,980</b>	<b>\$</b>	<b>1,482,230</b>	<b>\$</b>	<b>1,551,840</b>	<b>29.00</b>

### GENERAL RESTRICTED REVENUE FUNDS-PURPOSE and USE

**CASE PROCESSING SERVICE FUND<sup>1</sup>:** 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.

**Character of Expenditures**

Salaries and Benefits	\$	97,710	\$	—	\$	74,930	\$	213,840	
Services		141,630		138,250		168,920		170,080	
Supplies		263,198		203,540		170,540		170,540	
Equipment		—		127,000		378,970		378,970	
<b>Program Total</b>	<b>\$</b>	<b>502,538.00</b>	<b>\$</b>	<b>468,790</b>	<b>\$</b>	<b>793,360</b>	<b>\$</b>	<b>933,430</b>	<b>5.00</b>

<sup>1</sup> Fiscal Year 16/17 Case Processing Service Fund salaries and benefits expenditure adopted budget is zero due to decreased program funding.

**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.

**Character of Expenditures**

Salaries and Benefits	\$	—	\$	22,380	\$	69,380	\$	71,820	
Services		125,000		14,470		9,470		9,470	
Supplies		58,648		30,000		—		—	
Equipment		—		20,000		—		—	
<b>Program Total</b>	<b>\$</b>	<b>183,648</b>	<b>\$</b>	<b>86,850</b>	<b>\$</b>	<b>78,850</b>	<b>\$</b>	<b>81,290</b>	<b>0.00</b>

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

**Character of Expenditures**

Services	\$	23,657	\$	15,000	\$	20,000	\$	20,000	
Supplies		12,442		15,000		4,800		4,800	
<b>Program Total</b>	<b>\$</b>	<b>36,099</b>	<b>\$</b>	<b>30,000</b>	<b>\$</b>	<b>24,800</b>	<b>\$</b>	<b>24,800</b>	<b>0.00</b>

**JUDICIAL COLLECTION ENHANCEMENT FUND (JCEF)<sup>2</sup>:** This fund is legislatively appropriated monies that, upon approval of the Arizona Supreme Court, is to be used to train court personnel, improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts including restitution, fines and civil penalties; and to improve court automation projects likely to assist in case processing or the administration of justice.

**Character of Expenditures**

Salaries and Benefits	\$	103,107	\$	—	\$	—	\$	—	
Services		3,350		22,890		880		—	
Supplies		32,571		97,580		97,580		97,580	
Equipment		—		40,000		—		—	
<b>Program Total</b>	<b>\$</b>	<b>139,028</b>	<b>\$</b>	<b>160,470</b>	<b>\$</b>	<b>98,460</b>	<b>\$</b>	<b>97,580</b>	<b>0.00</b>

<sup>2</sup> Fiscal Year 16/17 salaries and benefits expenditures adopted budget is zero due to decreased program funding.

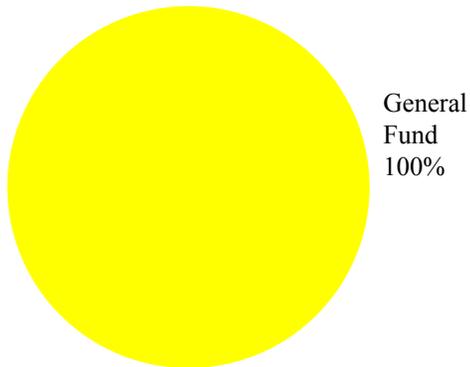


# CITY MANAGER

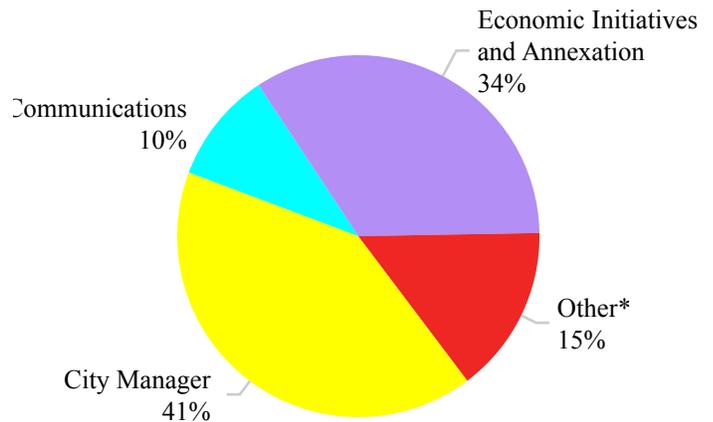
**MISSION STATEMENT:** To provide an environment that creates trust and confidence in the City of Tucson organization and management systems that facilitates the delivery of the highest quality municipal services to Tucson residents.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	33.00	24.00	24.00	23.00	(1.00)
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 1,951,836	\$ 2,584,240	\$ 2,855,170	\$ 3,057,330	\$ 620,430
Services	1,349,217	1,529,100	1,297,800	1,585,220	(91,220)
Supplies	43,745	43,330	50,850	48,430	5,100
<b>Department Total</b>	<b>\$ 3,344,798</b>	<b>\$ 4,156,670</b>	<b>\$ 4,203,820</b>	<b>\$ 4,690,980</b>	<b>\$ 534,310</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



\*Other includes: Internal Audit (8%), Independent Police Review (6%).

## SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$4,690,980 reflects an increase of \$534,310 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase in personnel costs due to the reallocation and reclassification of certain positions	\$ 473,090
Increase to Zoning Examiner for outside contract	43,000
Increase to public liability insurance	34,420
Decrease to miscellaneous costs	(16,200)
<b>Total</b>	<b>\$ 534,310</b>

<b>Trends</b>
Economic development activity continues to increase in the greater downtown, Houghton corridor and airport vicinities. Primary employers in mining, logistics, and aerospace and defense sectors show continued interest in expanding and locating in Tucson.
<b>Future Challenges and Opportunities</b>
To continue delivering excellent customer service to the citizens of Tucson with fewer resources. City annexation office continues to work with land owners along City borders to provide incentives to develop within City limits and work with bordering neighborhoods to educate property owners on benefits of joining the City of Tucson.
<b>Program Budget Overview</b>
This is the second consecutive fiscal year that the adopted budget is structurally balanced. The Zoning Examiner Position was removed and \$43,000 was added to fund outside zoning examiner services.
<b>Recent Accomplishments</b>
Implementation of successful economic development and annexation programs.

## OPERATING PROGRAMS

<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	979,062	\$	1,175,320	\$	1,275,430	\$	1,599,330	
Services		140,820		86,640		117,950		313,200	
Supplies		31,241		12,490		17,140		12,590	
<b>Program Total</b>	<b>\$</b>	<b>1,151,123</b>	<b>\$</b>	<b>1,274,450</b>	<b>\$</b>	<b>1,410,520</b>	<b>\$</b>	<b>1,925,120</b>	<b>10.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	205,912	\$	348,230	\$	351,150	\$	271,700	
Services		395,358		295,590		291,090		187,980	
Supplies		750		8,840		8,240		8,840	
<b>Program Total</b>	<b>\$</b>	<b>602,020</b>	<b>\$</b>	<b>652,660</b>	<b>\$</b>	<b>650,480</b>	<b>\$</b>	<b>468,520</b>	<b>3.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	513,121	\$	487,560	\$	577,670	\$	580,230	
Services		795,513		1,066,760		808,310		1,006,590	
Supplies		11,362		21,000		21,320		26,000	
<b>Program Total</b>	<b>\$</b>	<b>1,319,996</b>	<b>\$</b>	<b>1,575,320</b>	<b>\$</b>	<b>1,407,300</b>	<b>\$</b>	<b>1,612,820</b>	<b>6.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	81,787	\$	104,500	\$	232,200	\$	284,660	
Services		6,039		13,280		11,980		16,290	
Supplies		58		1,000		3,330		1,000	
<b>Program Total</b>	<b>\$</b>	<b>87,884</b>	<b>\$</b>	<b>118,780</b>	<b>\$</b>	<b>247,510</b>	<b>\$</b>	<b>301,950</b>	<b>2.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	3,130	\$	292,970	\$	242,260	\$	321,410	
Services		—		58,150		58,230		61,160	
<b>Program Total</b>	<b>\$</b>	<b>3,130</b>	<b>\$</b>	<b>351,120</b>	<b>\$</b>	<b>300,490</b>	<b>\$</b>	<b>382,570</b>	<b>2.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	168,824	\$	175,660	\$	176,460	\$	—	
Services		11,487		8,680		10,240		—	
Supplies		334		—		820		—	
<b>Program Total</b>	<b>\$</b>	<b>180,645</b>	<b>\$</b>	<b>184,340</b>	<b>\$</b>	<b>187,520</b>	<b>\$</b>	<b>—</b>	<b>0.00</b>

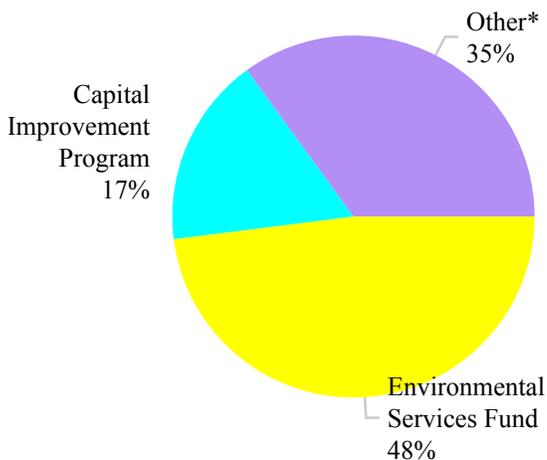


# ENVIRONMENTAL and GENERAL SERVICES<sup>1</sup>

**MISSION STATEMENT:** To promote a healthy Tucson community by providing innovative and effective waste management and environmental protection services and maintaining City building, communications and vehicle assets to support City-wide service delivery.

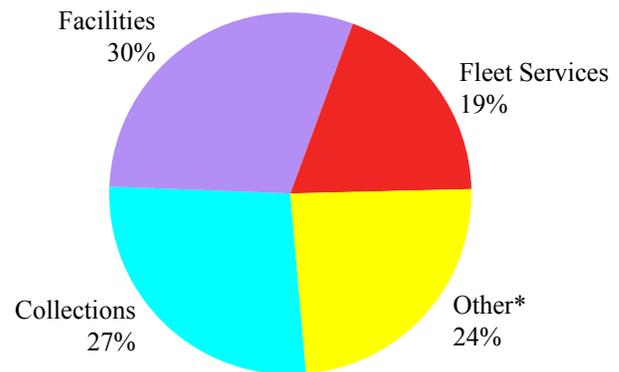
Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	437.00	460.00	455.00	450.00	(10.00)
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 29,788,385	\$ 33,196,490	\$ 29,667,715	\$ 32,416,510	\$ (779,980)
Services	42,690,353	59,603,370	56,607,043	42,684,170	(16,919,200)
Supplies	15,034,827	21,495,590	16,845,575	16,966,850	(4,528,740)
Equipment	4,972,571	6,840,660	6,534,130	6,974,060	133,400
Debt Service	2,547,609	2,521,650	2,521,650	2,519,890	(1,760)
<b>Operating Total</b>	<b>\$ 95,033,745</b>	<b>\$ 123,657,760</b>	<b>\$ 112,176,113</b>	<b>\$ 101,561,480</b>	<b>\$ (22,096,280)</b>
Capital Improvement Program	11,568,382	12,573,900	5,377,400	16,987,900	4,414,000
<b>Department Total</b>	<b>\$ 106,602,127</b>	<b>\$ 136,231,660</b>	<b>\$ 117,553,513</b>	<b>\$ 118,549,380</b>	<b>\$ (17,682,280)</b>

## FINANCING PLAN



\*Other includes: General Fund (35%) and Miscellaneous Federal Grants (<1%).

## PROGRAM ALLOCATION



\*Other includes: Landfill Operations (7%), Other Requirements (7%), Administration (6%), Code Enforcement (2%), Groundwater Protection (2%), and Environmental Compliance (<1%).

<sup>1</sup> Environmental Services and General Services were merged in FY 2017/18

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$101,561,480 reflects a decrease of \$22,096,280 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase due to Energy Performance Contract to reduce energy consumption	\$ 4,000,000
Increase due to a recently signed agreement with Catholic Diocese to maximize the use of the Central Plant and share costs	1,300,000
Decrease due to the transition of Code Enforcement efforts to Tucson Police Department	(460,200)
Decrease in personnel costs due to other position reductions	(870,410)
Decrease to Parks and Recreation water rate credit	(888,970)
Decrease to fuel rate	<u>(1,442,000)</u>
Decrease due to elimination of Fleet and General Services Internal Service funds accounting methodology of cost recovery	<u>(23,734,700)</u>
<b>Total</b>	<b>\$ (22,096,280)</b>

<b>Trends</b>
Continue enhancement of programs; Code Enforcement, Illegal Dumping, and addressing the aesthetics of City facilities.
<b>Future Challenges and Opportunities</b>
Continue to increase operating efficiencies resulting from the EGSD consolidation.
<b>Program Budget Overview</b>
This budget reflects the elimination of the Internal Service fund; it also reflects the consolidated budget for Environmental Services and General Services. The Energy Performance Contracting (EPC), which uses costs savings from reduced energy consumption to pay and finance building system or component replacements or upgrades intended to reduce energy and water usage, is a budget-neutral innovation that will be implemented at selected facilities as a pilot project.
<b>Recent Accomplishments</b>
Successful Consolidation of the Environmental & General Services Department (EGSD). Successful integration of the Code Enforcement program into EGSD operations resulting in more efficient and effective caseload processing. EGSD-Fleet & Facility Divisions made significant progress on migrating from a maintenance program to an overall asset management program. Implemented the "Illegal Dumping" program. This program was put in place to address illegal dumping throughout the City particularly along collector and arterial streets. To date, over 1,200 reported cases have been abated.

**OPERATING PROGRAMS**

Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**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).

**Character of Expenditures**

Salaries and Benefits	\$ 2,473,666	\$ 3,122,520	\$ 3,819,090	\$ 4,298,240	
Services	893,858	1,274,550	993,770	1,195,800	
Supplies	91,968	107,400	85,170	104,390	
Equipment	25,754	80,000	137,390	28,160	
<b>Program Total</b>	<b>\$ 3,485,246</b>	<b>\$ 4,584,470</b>	<b>\$ 5,035,420</b>	<b>\$ 5,626,590</b>	<b>56.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	—	\$	1,783,330	\$	1,413,302	\$	1,473,900	
Services		—		250,300		247,812		273,660	
Supplies		—		27,970		26,504		30,800	
Equipment		—		—		—		51,600	
<b>Program Total</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>2,061,600</b>	<b>\$</b>	<b>1,687,618</b>	<b>\$</b>	<b>1,829,960</b>	<b>20.00</b>

**COLLECTIONS:** This program area provides the collection of refuse and recycling services to both residential and commercial customers at a minimum per-unit cost while preserving community health and welfare. This program includes residential brush and bulk collections, container maintenance, and collects recycles, and disposes of hazardous materials such as automotive fluids, batteries, paint products, cleaning products, flammable materials, reactive materials, corrosives and poisons.

**Character of Expenditures**

Salaries and Benefits	\$	9,276,554	\$	9,456,180	\$	9,041,350	\$	9,723,670	
Services		9,336,367		8,977,550		9,871,410		9,547,450	
Supplies		2,652,432		3,699,460		2,798,670		3,222,100	
Equipment		4,289,667		4,755,860		4,591,030		4,602,800	
<b>Program Total</b>	<b>\$</b>	<b>25,555,020</b>	<b>\$</b>	<b>26,889,050</b>	<b>\$</b>	<b>26,302,460</b>	<b>\$</b>	<b>27,096,020</b>	<b>135.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	419,512	\$	544,450	\$	251,810	\$	534,430	
Services		161,210		288,670		179,130		262,760	
Supplies		806		5,550		540		3,780	
<b>Program Total</b>	<b>\$</b>	<b>581,528</b>	<b>\$</b>	<b>838,670</b>	<b>\$</b>	<b>431,480</b>	<b>\$</b>	<b>800,970</b>	<b>5.00</b>

**ENVIRONMENTAL and GENERAL SERVICES**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	3,849	\$	—	\$	6,818,430	\$	7,457,780	
Services		10,651,545		22,543,170		27,690,570		19,584,360	
Supplies		4,100		—		1,863,310		1,664,150	
Equipment		—		—		75,500		6,500	
Debt Service		—		—		1,764,140		1,736,390	
<b>Program Total</b>	<b>\$</b>	<b>10,659,494</b>	<b>\$</b>	<b>22,543,170</b>	<b>\$</b>	<b>38,211,950</b>	<b>\$</b>	<b>30,449,180</b>	<b>106.00</b>

**FLEET SERVICES:** This program area provides direct vehicle, fuel, and equipment management and 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.

**Character of Expenditures**

Salaries and Benefits	\$	—	\$	4,140,600	\$	5,576,463	\$	6,188,460	
Services		—		2,393,100		8,970,091		1,898,070	
Supplies		—		—		11,594,691		11,219,270	
Equipment		—		—		160,000		25,000	
<b>Program Total</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>6,533,700</b>	<b>\$</b>	<b>26,301,245</b>	<b>\$</b>	<b>19,330,800</b>	<b>93.00</b>

**FLEET SERVICES INTERNAL SERVICE FUND<sup>2</sup>:** This program area provides direct vehicle, fuel, and equipment management and support to all city operations. This program is a governmental accounting fund used to account for the financing of goods or services provided by one city department to another at a cost reimbursement basis. As a result, expenses are budgeted in customer departments.

**Character of Expenditures**

Salaries and Benefits	\$	5,843,973	\$	6,215,920	\$	—	\$	—	
Services		6,016,090		5,453,940		—		—	
Supplies		10,017,688		12,395,460		—		—	
Equipment		27,868		75,000		—		—	
<b>Program Total</b>	<b>\$</b>	<b>21,905,619</b>	<b>\$</b>	<b>24,140,320</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>—</b>	<b>0.00</b>

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**GENERAL SERVICES INTERNAL SERVICE FUND<sup>2</sup>:** An Internal Service Fund is a governmental accounting fund used to account for the financing of goods or services provided by one city department to another at a cost reimbursement basis. As a result, expenses are budgeted in customer departments.

**Character of Expenditures**

Salaries and Benefits	\$ 9,085,205	\$ 9,287,270	\$ —	\$ —	
Services	5,835,724	5,834,010	—	—	
Supplies	1,775,588	1,954,810	—	—	
Equipment	194,311	6,500	—	—	
Debt Service	1,791,166	1,764,140	—	—	
<b>Program Total</b>	<b>\$ 18,681,994</b>	<b>\$ 18,846,730</b>	<b>\$ —</b>	<b>\$ —</b>	<b>0.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 622,512	\$ 612,050	\$ 660,450	\$ 659,030	
Services	1,021,570	1,545,640	842,570	1,350,680	
Supplies	23,198	30,910	20,940	23,530	
Equipment	34,119	261,000	25,000	237,000	
<b>Program Total</b>	<b>\$ 1,701,399</b>	<b>\$ 2,449,600</b>	<b>\$ 1,548,960</b>	<b>\$ 2,270,240</b>	<b>7.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ —	\$ 111,350	\$ —	\$ —	
Services	—	850,170	—	—	
Supplies	—	38,480	—	—	
<b>Program Total</b>	<b>\$ —</b>	<b>\$ 1,000,000</b>	<b>\$ —</b>	<b>\$ —</b>	<b>0.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 2,063,114	\$ 2,063,420	\$ 2,086,820	\$ 2,081,000	
Services	3,434,508	2,571,170	2,501,660	2,657,260	
Supplies	469,047	842,450	455,750	698,830	
Equipment	400,852	1,662,300	1,545,210	2,023,000	
<b>Program Total</b>	<b>\$ 6,367,521</b>	<b>\$ 7,139,340</b>	<b>\$ 6,589,440</b>	<b>\$ 7,460,090</b>	<b>28.00</b>

**ENVIRONMENTAL and GENERAL SERVICES**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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.).

**Character of Expenditures**

Administrative Services	\$	5,034,060	\$	5,133,030	\$	4,569,460	\$	5,188,130	
Services		305,421		740,570		740,570		726,000	
Debt Service		756,443		757,510		757,510		783,500	
<b>Program Total</b>	<b>\$</b>	<b>6,095,924</b>	<b>\$</b>	<b>6,631,110</b>	<b>\$</b>	<b>6,067,540</b>	<b>\$</b>	<b>6,697,630</b>	<b>0.00</b>

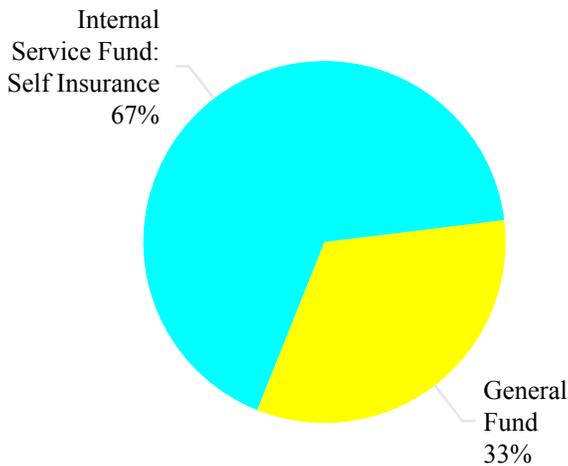
<sup>2</sup> General Services and Fleet Services Internal Service Funds were moved to the General Fund in FY 2017/18.

# FINANCE

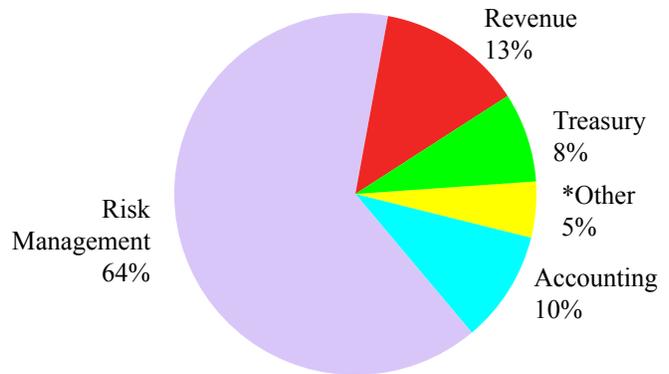
**MISSION STATEMENT:** To safeguard the City’s assets and support the operations of the City of Tucson by maintaining a fiscally sound organization that conforms to legal requirements and generally accepted financial management principles; and provide quality service in the areas of long-term financial planning, investments, debt management, revenue administration and projections, accounting, risk management, and tax audit.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	112.00	114.00	114.00	108.00	(6.00)
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 7,096,155	\$ 8,335,240	\$ 8,164,030	\$ 8,056,020	(279,220)
Services	4,786,743	14,893,060	15,051,410	15,390,370	497,310
Supplies	416,749	242,970	217,130	194,450	(48,520)
Equipment	—	180,000	179,280	186,500	6,500
Debt Service	—	—	—	200,000	200,000
<b>Department Total</b>	<b>\$ 12,299,647</b>	<b>\$ 23,651,270</b>	<b>\$ 23,611,850</b>	<b>\$ 24,027,340</b>	<b>\$ 376,070</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



\*Other includes Budget Management (3%) and Administration (2%).

**SIGNIFICANT CHANGES: GENERAL FUND**

The adopted General Fund operating budget for Fiscal Year 2017/18 of \$7,923,580 reflects an decrease of \$440,040 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to banking costs	13,520
Decrease due to the transfer of capacity for software maintenance to Information Technology Department	(32,920)
Decrease in supplies primarily due to printing costs	(39,240)
Decrease to miscellaneous professional services	(169,120)
Decrease in personnel costs primarily due to position reductions	(212,280)
<b>Total</b>	<b>\$ (440,040)</b>

**SIGNIFICANT CHANGES: SELF INSURANCE FUND**

The adopted Self Insurance Fund operating budget for Fiscal Year 2017/18 of \$16,103,760 reflects an increase of \$861,110 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to services due to public liability insurance	\$ 685,830
Increase due to workers' compensation surety bond cost of issuance	200,000
Increase to equipment	6,500
Decrease to supplies	(9,280)
Decrease to personnel costs	(66,940)
<b>Total</b>	<b>\$ 816,110</b>

**Trends**

The Finance Department will continue to achieve the highest standards of financial management in order to balance the City's financial resources and the City's financial obligations. The department will accomplish this through a program of continuous improvement while also merging our activities with other City departments. As the department transforms itself and streamlines all financial activities in the City, it will benefit the citizens by reducing cost through the elimination of redundancy while increasing the quality and usefulness of financial information provided to all decision makers.

**Future Challenges and Opportunities**

The Finance Department is challenged by a variety of computer systems being used by departments throughout the City that are not well integrated and require significant manual intervention to ensure financial data is complete and accurate. In the coming year, the Department will benefit from several technology projects which have been launched recently including: the upgrade of the City-wide financial system, the implementation of a new financial system dedicated to the needs of the Housing and Community Development Department, the improvement of a new system for the Parks and Recreation department, and the identification of a new system which will support our business licensing division. Concurrent with these technological upgrades, the Finance Department will improve upon our policies and procedures with a program of continuous improvement. A new business services model is being implemented that will combine the functions for Human Resources, Finance, and Procurement. An estimated \$2.5 million in reductions is expected due to elimination of redundancies, the standardization of supporting systems and creating a leaner more efficient organization.

**Program Budget Overview**

The Finance Department developed our budget with the philosophy that we will begin by, "holding the line" against any increase in our ongoing operating costs. In addition, we are participating in a City-wide effort to be more efficient in the delivery of service to all customers and we anticipate reducing our operating costs by the end of the fiscal year.

**Recent Accomplishments**

The Revenue Division executed a Tax Amnesty program that resulted in the collection of over \$2 million of city tax revenues. The debt management team completed several refundings in fiscal year 2015/16 that took advantage of the low interest rate environment. Tucson Water rate payers will benefit by \$8.9 million in debt service savings; City property owners will benefit by \$1.8 million in General Obligation debt service savings. The City's collection system was upgraded, and Park Tucson went live with the new online payment portal. The Self Insurance Fund went into a positive net position for the first time in 15 years due to our ongoing efforts to reduce our losses. Central Safety Services reduced the number of OSHA recordable injuries by 77%. The Tucson Supplementary Retirement Office used a disciplined investment strategy to generate returns in excess of 13% last year. Central payroll successfully transitioned to the automated timekeeping system for biweekly payroll processing.

## OPERATING PROGRAMS

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**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.

### Character of Expenditures

Salaries and Benefits	\$ 482,918	\$ 576,590	\$ 830,650	\$ 469,900	
Services	32,874	30,090	64,320	54,240	
Supplies	2,791	1,000	3,400	2,080	
<b>Program Total</b>	<b>\$ 518,583</b>	<b>\$ 607,680</b>	<b>\$ 898,370</b>	<b>\$ 526,220</b>	<b>3.00</b>

**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.

### Character of Expenditures

Salaries and Benefits	\$ 1,974,035	\$ 2,044,110	\$ 1,990,870	\$ 1,816,000	
Services	114,905	100,140	111,690	80,370	
Supplies	62,807	53,900	27,870	27,700	
<b>Program Total</b>	<b>\$ 2,151,747</b>	<b>\$ 2,198,150</b>	<b>\$ 2,130,430</b>	<b>\$ 1,924,070</b>	<b>26.00</b>

**BUDGET MANAGEMENT<sup>1</sup>:** This program area supports the development, implementation, 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. Staff coordinates the development of the City's five-year Capital Improvement Plan (CIP) including: assisting departments with infrastructure and facility project budgets, verification and proper use of multiple funding sources, and updating the city's list of unmet needs. It also performs analysis, forecasting, state expenditure limitation, and manages the legal adoption of the City's property tax and conducts cost studies. This program area also develops, implements, and manages the City's Development Impact Fee Program.

### Character of Expenditures

Salaries and Benefits	\$ —	\$ 695,240	\$ 676,090	\$ 807,190	
Services	—	40,100	44,760	32,460	
Supplies	—	6,060	6,060	6,060	
<b>Program Total</b>	<b>\$ —</b>	<b>\$ 741,400</b>	<b>\$ 726,910</b>	<b>\$ 845,710</b>	<b>9.00</b>

<sup>1</sup>The Budget Office merged with the Finance Department beginning in Fiscal Year 2016/17.

**FINANCE**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**RISK MANAGEMENT:** 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. Risk Management reviews claims filed against the City and pays for public liability and property losses. It also reviews contracts for insurance and indemnification requirements. Safety Services is also 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. This program also ensures that leaking underground storage tanks are remediated as required for compliance with local, state, and federal laws.

**Character of Expenditures**

Salaries and Benefits	\$	738,556	\$	1,086,330	\$	919,770	\$	1,019,390	
Services		3,323,283		13,894,160		14,048,770		14,579,990	
Supplies		68,377		127,160		111,680		117,880	
Equipment		—		180,000		179,280		186,500	
<b>Program Total</b>	<b>\$</b>	<b>4,130,216</b>	<b>\$</b>	<b>15,287,650</b>	<b>\$</b>	<b>15,259,500</b>	<b>\$</b>	<b>15,903,760</b>	<b>12.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	2,789,793	\$	2,874,550	\$	2,705,440	\$	2,775,200	
Services		688,816		302,740		278,110		131,280	
Supplies		265,772		41,310		51,620		24,420	
<b>Program Total</b>	<b>\$</b>	<b>3,744,381</b>	<b>\$</b>	<b>3,218,600</b>	<b>\$</b>	<b>3,204,420</b>	<b>\$</b>	<b>2,959,230</b>	<b>40.00</b>

**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, handles all City banking needs and is the point of contact for the City's banking services provider.

**Character of Expenditures**

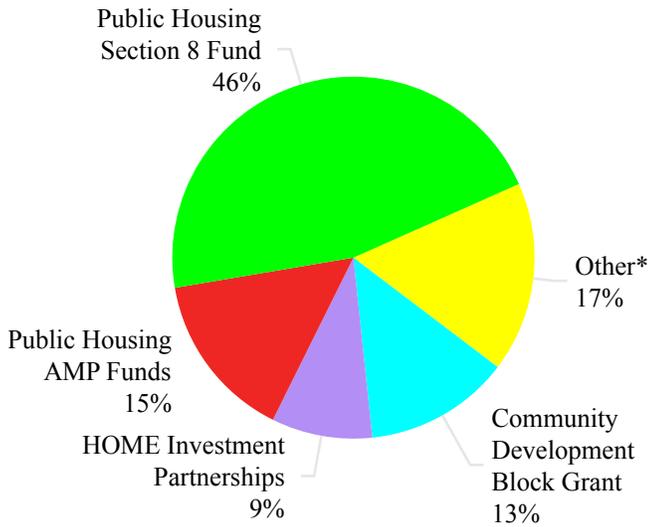
Salaries and Benefits	\$	1,110,852	\$	1,058,420	\$	1,041,210	\$	1,168,340	
Services		626,865		525,830		503,760		512,030	
Supplies		17,000		13,540		16,500		16,310	
<b>Program Total</b>	<b>\$</b>	<b>1,754,718</b>	<b>\$</b>	<b>1,597,790</b>	<b>\$</b>	<b>1,555,470</b>	<b>\$</b>	<b>1,708,340</b>	<b>18.00</b>

# 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.

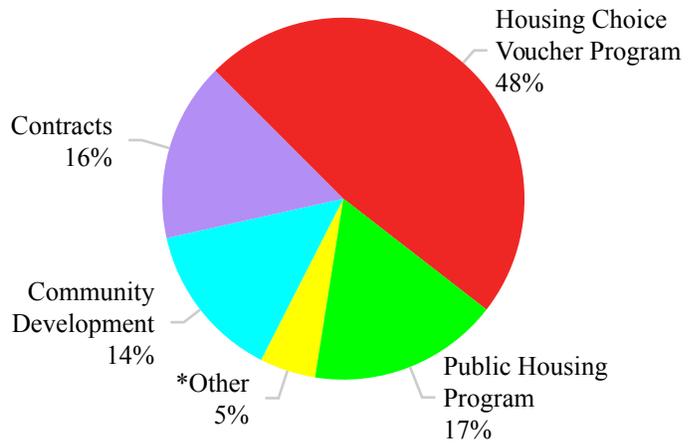
Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	144.25	141.25	141.25	141.25	0.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 9,735,238	\$ 9,946,810	\$ 9,837,450	\$ 10,505,580	\$ 558,770
Services	52,470,531	67,968,080	67,170,030	69,361,730	1,393,650
Supplies	1,134,163	1,228,150	1,214,170	1,856,920	628,770
Equipment	133,723	3,021,000	21,000	23,480	(2,997,520)
<b>Operating Total</b>	<b>\$ 63,473,655</b>	<b>\$ 82,164,040</b>	<b>\$ 78,242,650</b>	<b>\$ 81,747,710</b>	<b>\$ (416,330)</b>
Capital Improvement Program	630,429	1,000,000	4,800,000	2,950,000	1,950,000
<b>Department Total</b>	<b>\$ 64,104,084</b>	<b>\$ 83,164,040</b>	<b>\$ 83,042,650</b>	<b>\$ 84,697,710</b>	<b>\$ 1,533,670</b>

## FINANCING PLAN



Other includes Capital Improvement Program (4%), Miscellaneous Housing Grant Fund (4%), General Fund (3%), Non-Public Housing Asset Management (3%), Other Federal Grants (2%), and Non-Federal Grants Fund (>1%).

## PROGRAM ALLOCATION



\*Other includes Administration (3%), Planning and Community Development (1%), and Tenant Services (1%).

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$81,747,710 reflects a decrease of \$416,330 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to services due primarily to rehabilitation and building improvements	\$ 1,393,650
Increase to supplies for building and grounds	628,770
Increase to personnel primarily due to reorganization	558,770
Decrease is due to expiration of grant funding	(2,997,520)
<b>Total</b>	<b>\$ (416,330)</b>

**Trends**  
Federal funding has been trending down and regulations have been increasing.

**Future Challenges and Opportunities**  
Uncertainty, at the Federal level, regarding program continuation and funding levels.

**Program Budget Overview**  
Given the uncertainties surrounding the Federal budget, we have developed a relatively flat budget.

**Recent Accomplishments**  
We successfully competed for a grant to remove lead hazards from local homes. In addition, we were able to leverage our HOME funds to allow developers to build four low income housing tax credit projects, consisting of 243 affordable housing units at a cost of over \$67 million. The majority of the cost is paid by the developers, with the remaining \$1.5 million paid out of the HOME funds.

**OPERATING PROGRAMS**

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**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.

**Character of Expenditures**

Salaries and Benefits	\$ 1,235,034	\$ 2,453,490	\$ 2,369,580	\$ 2,153,060	
Services	111,812	199,160	212,490	210,750	
Supplies	18,416	46,900	45,600	56,010	
<b>Program Total</b>	<b>\$ 1,365,262</b>	<b>\$ 2,699,550</b>	<b>\$ 2,627,670</b>	<b>\$ 2,419,820</b>	<b>30.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 1,171,990	\$ 694,790	\$ 739,920	\$ 1,052,070	
Services	3,608,934	8,361,630	8,793,020	10,497,360	
Supplies	7,819	6,420	11,800	12,030	
Equipment	27,933	-	-	-	
<b>Program Total</b>	<b>\$ 4,816,676</b>	<b>\$ 9,062,840</b>	<b>\$ 9,544,740</b>	<b>\$ 11,561,460</b>	<b>8.00</b>

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 486,264	\$ 493,870	\$ 444,030	\$ 419,680	
Services	6,225,076	15,997,290	14,751,080	12,797,760	
Supplies	7,752	8,500	8,440	8,640	
Equipment	-	3,000,000	-	-	
<b>Program Total</b>	<b>\$ 6,719,092</b>	<b>\$ 19,499,660</b>	<b>\$ 15,203,550</b>	<b>\$ 13,226,080</b>	<b>6.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 1,940,477	\$ 1,765,200	\$ 1,765,200	\$ 2,018,660	
Services	34,496,484	35,466,670	35,300,370	37,339,890	
Supplies	124,044	234,630	233,430	198,460	
Equipment	10,042	21,000	21,000	23,480	
<b>Program Total</b>	<b>\$ 36,571,047</b>	<b>\$ 37,487,500</b>	<b>\$ 37,320,000</b>	<b>\$ 39,580,490</b>	<b>29.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 265,539	\$ 347,840	\$ 327,100	\$ 355,230	
Services	122,044	74,530	71,420	95,160	
Supplies	8,073	10,440	10,910	10,130	
<b>Program Total</b>	<b>\$ 395,656</b>	<b>\$ 432,810</b>	<b>\$ 409,430</b>	<b>\$ 460,520</b>	<b>4.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 4,363,927	\$ 3,829,800	\$ 3,829,800	\$ 4,114,970	
Services	7,844,202	7,787,280	7,962,030	8,362,930	
Supplies	961,161	903,860	884,690	1,568,150	
Equipment	95,748	-	-	-	
<b>Program Total</b>	<b>\$ 13,265,038</b>	<b>\$ 12,520,940</b>	<b>\$ 12,676,520</b>	<b>\$ 14,046,050</b>	<b>58.25</b>

**HOUSING and DEVELOPMENT SERVICES**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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.

**Character of Expenditures**

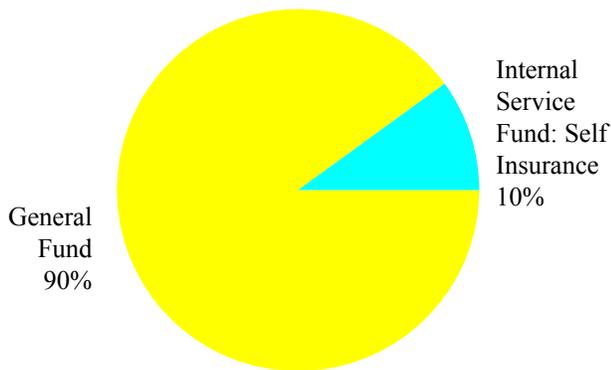
Salaries and Benefits	\$	272,230	\$	361,820	\$	361,820	\$	391,910	
Services		61,757		81,520		79,620		57,880	
Supplies		6,898		17,400		19,300		3,500	
<b>Program Total</b>	<b>\$</b>	<b>340,885</b>	<b>\$</b>	<b>460,740</b>	<b>\$</b>	<b>460,740</b>	<b>\$</b>	<b>453,290</b>	<b>6.00</b>

# HUMAN RESOURCES

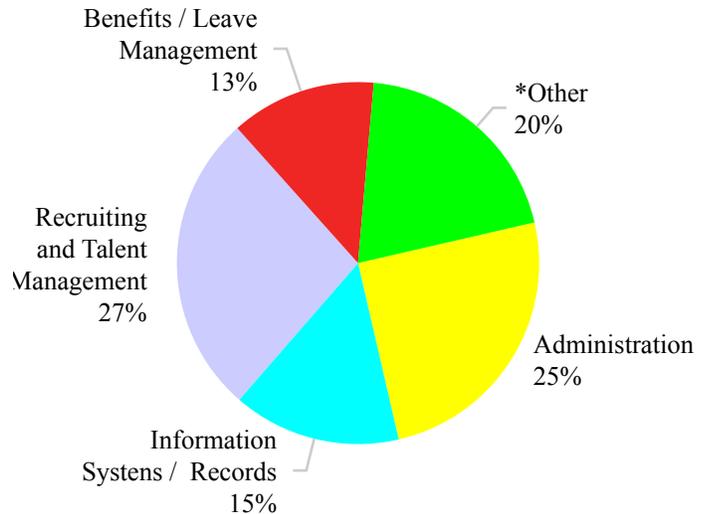
**MISSION STATEMENT:** To partner with City departments to facilitate the development of a culture that attracts and retains an effective, engaged, and diverse workforce.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	28.00	26.00	26.00	27.00	1.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 2,146,646	\$ 1,995,680	\$ 1,875,120	\$ 2,161,640	\$ 165,960
Services	6,151,210	530,950	698,810	517,300	(13,650)
Supplies	70,448	70,290	59,660	25,770	(44,520)
Equipment	152,053	40,000	40,000	—	(40,000)
<b>Department Total</b>	<b>\$ 8,520,357</b>	<b>\$ 2,636,920</b>	<b>\$ 2,673,590</b>	<b>\$ 2,704,710</b>	<b>\$ 67,790</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



\*Other includes Unemployment Insurance (10%), Equal Opportunity Programs / Labor Relations (6%), and Education, Training and Development (4%).

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$2,704,710 reflects an increase of \$67,790 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to personnel costs due to addition of a position and workers' compensation	\$ 165,960
Increase in professional services primarily due to labor agreement consultant costs	40,230
Decrease to miscellaneous supplies	(10,520)
Decrease to miscellaneous services	(11,540)
Decrease in public liability insurance and hazardous waste insurance	(16,340)
Decrease primarily due to transfer of legal fees capacity to City Attorney	(26,000)
Decrease of one-time funding for Application Tracking System	(34,000)
Decrease due to transfer of capacity for software maintenance agreements to Information Technology department	(40,000)
<b>Total</b>	<b>\$ 67,790</b>

**Trends**

The Human Resources department has been challenged with a number of converging issues that have driven the need to design a new model of work to help the organization adapt and encourage positive change, find new efficiencies and establish accountability. This movement toward redesign has a focus on innovation, continuous learning and improvement as it creates a new platform and dynamic to better support the changing needs of the organization.

**Future Challenges and Opportunities**

Efforts to improve and strengthen areas of employee recruitment, engagement and retention will be at the forefront on initiatives this fiscal year. Grievances, Appeals, and Equal Employment Opportunity charges continue to occur requiring appropriate investigations and resolutions. Human Resources staff need to continue to stay current on laws, regulations, Rules and Policies. Employee coaching and development is critical with a leaner workforce. Management and Supervisory Core Training is critical for the organization to prevent adverse employment claims. A new business services model is being implemented that will combine the functions for Human Resources, Finance, and Procurement. An estimated \$2.5 million in reductions is expected due to elimination of redundancies, the standardization of supporting systems and creating a leaner more efficient organization.

**Program Budget Overview**

Funds for legal fees transferred to the Attorney's Office for the purpose of providing civil legal services and annual maintenance fees transferred to the Information Technology Department for the purpose of monitoring and tracking different management systems.

**Recent Accomplishments**

Design of a new work model for the Human Resources department that will share talent, create consistency and increase customer service in collaboration with other departments; Stakeholder involvement in the selection, processes and user defined roles for the new Applicant Tracking System; Increase participation of employees in the wellness program; Streamlined recruitment and class/comp transitional items; Revised several Administrative Directives; and Provided HR Foundations Training, HR Liaison Classification/Compensation Training and New Employee Welcome Sessions.

## OPERATING PROGRAMS

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**ADMINISTRATION:** This program area provides oversight and management of all Human Resources functions in alignment with federal mandates, charter, code and civil service rules and administrative directives. Additionally, this program provides service as secretary and staff to the Civil Service Commission, manages labor relations with represented employee groups on behalf of the City Manager. Staff also oversees education, training and development.

### Character of Expenditures

Salaries and Benefits	\$ 379,623	\$ 575,410	\$ 483,920	\$ 571,150	
Services	81,369	77,690	85,330	82,680	
Supplies	14,722	11,340	13,820	13,820	
<b>Program Total</b>	<b>\$ 475,714</b>	<b>\$ 664,440</b>	<b>\$ 583,070</b>	<b>\$ 667,650</b>	<b>5.00</b>

**BENEFITS/LEAVE MANAGEMENT:** This program area is responsible for insurance contract procurement, negotiation and finalization relative to employees, retirees and their dependents; administration and federal/state compliance of all employee/retiree insurance including but not limited new hires, life events, separations, retirements, and Consolidated Omnibus Budget Reconciliation Act (COBRA); providing information, services, and support to all participants. This program also oversees and administers FML, medical and military leave, as well as City-wide wellness programs.

### Character of Expenditures

Salaries and Benefits	\$ 249,664	\$ 188,600	\$ 262,390	\$ 343,650	
Services	24,550	25,380	56,380	20,680	
Supplies	7,909	2,400	2,300	2,300	
<b>Program Total</b>	<b>\$ 282,123</b>	<b>\$ 216,380</b>	<b>\$ 321,070</b>	<b>\$ 366,630</b>	<b>4.00</b>

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

### Character of Expenditures

Salaries and Benefits	\$ 140,816	\$ —	\$ —	\$ —	
Services	62,268	108,200	107,600	107,600	
Supplies	34,642	37,730	36,620	2,730	
<b>Program Total</b>	<b>\$ 237,726</b>	<b>\$ 145,930</b>	<b>\$ 144,220</b>	<b>\$ 110,330</b>	<b>0.00</b>

**EQUAL OPPORTUNITY PROGRAM:** This program area is responsible for the City of Tucson's compliance with internal and external discrimination/wrongful conduct claims, provides certification of adherence to the federal Equal Employment Opportunity statute for hiring and promotions, for employee reasonable accommodations under the Americans Disability Act (ADA), and employee relations.

### Character of Expenditures

Salaries and Benefits	\$ 181,799	\$ 137,280	\$ 152,590	\$ 150,310	
Services	14,922	16,600	15,110	10,450	
Supplies	2,730	2,700	2,500	2,500	
<b>Program Total</b>	<b>\$ 199,451</b>	<b>\$ 156,580</b>	<b>\$ 170,200</b>	<b>\$ 163,260</b>	<b>4.00</b>

**HUMAN RESOURCES**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**INFORMATION SYSTEMS / RECORDS:** This program area partners with City departments and Central Payroll to process personnel actions requests. This program oversees the Unemployment Insurance Program, and the functional administration of Information Systems, Timekeeping, Applicant Tracking, and Learning Management Systems.

**Character of Expenditures**

Salaries and Benefits	\$	95,011	\$	373,830	\$	340,720	\$	392,150	
Services		—		18,570		18,070		18,630	
Supplies		—		2,100		1,900		1,900	
<b>Program Total</b>	<b>\$</b>	<b>95,011</b>	<b>\$</b>	<b>394,500</b>	<b>\$</b>	<b>360,690</b>	<b>\$</b>	<b>412,680</b>	<b>6.00</b>

**RECRUITING and TALENT MANAGEMENT:** This program area partners with City departments to fulfill staffing requirements through outreach, recruiting, and personnel actions as well as administers the hiring processes to allow candidates to compete fairly based upon merit. In addition, this program is responsible for the review and maintenance of the classification plan and for the preparation of the annual proposed compensation plan.

**Character of Expenditures**

Salaries and Benefits	\$	854,852	\$	720,560	\$	635,500	\$	704,380	
Services		22,240		24,510		44,510		19,760	
Supplies		1,773		2,520		2,520		2,520	
Equipment		152,053		40,000		40,000		—	
<b>Program Total</b>	<b>\$</b>	<b>1,030,918</b>	<b>\$</b>	<b>787,590</b>	<b>\$</b>	<b>722,530</b>	<b>\$</b>	<b>726,660</b>	<b>8.00</b>

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

**Character of Expenditures**

Services	\$	74,961	\$	257,500	\$	371,810	\$	257,500	<b>0.00</b>
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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.

**Character of Expenditures**

Salaries and Benefits	\$	(11)	\$	—	\$	—	\$	—	
Services		105		2,500		—		—	
Supplies		2,000		11,500		—		—	
<b>Program Total</b>	<b>\$</b>	<b>2,094</b>	<b>\$</b>	<b>14,000</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>—</b>	<b>0.00</b>

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**MEDICAL and LEAVE MANAGEMENT:** This program area provides case management for the FML, Americans with Disabilities, and Uniformed Services Employment and Reemployment Rights Acts in conjunction with the City's leave and Workers' Compensation policies. FML and Military leave transferred to Benefits/Leave Management Division, and ADA transferred to the Equal Opportunity Programs Division.

**Character of Expenditures**

Salaries and Benefits	\$ 244,892	\$ —	\$ —	\$ —	
Services	5,870,795	—	—	—	
Supplies	6,672	—	—	—	
<b>Program Total</b>	<b>\$ 6,122,359</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>0.00</b>

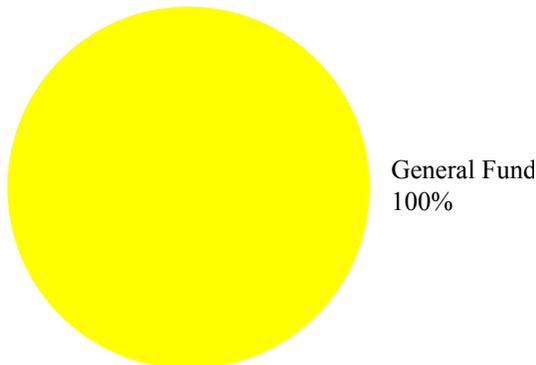


# INFORMATION TECHNOLOGY

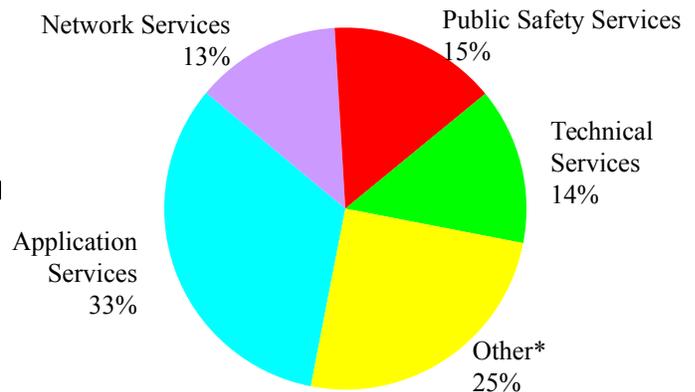
**MISSION STATEMENT:** To lead in the delivery of innovative technology for effective government services in collaboration with City departments.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	107.00	94.50	94.50	96.00	1.50
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 9,425,851	\$ 9,575,030	\$ 9,111,350	\$ 9,764,450	\$ 189,420
Services	8,762,062	9,935,910	9,528,800	10,274,960	339,050
Supplies	1,277,488	769,900	723,280	809,870	39,970
Equipment	2,012,209	493,270	1,077,770	1,353,020	859,750
<b>Department Total</b>	<b>\$ 21,477,610</b>	<b>\$ 20,774,110</b>	<b>\$ 20,441,200</b>	<b>\$ 22,202,300</b>	<b>\$ 1,428,190</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



\*Other includes Telecommunications System, (6%), Field Technicians, (4%), Project Management, (4%), Communications Engineering, (3%), Service Desk, (3%), Administration, (2%), and Geographic Information Systems (3%).

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$22,202,300 reflects an increase of \$1,428,190 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase due to transfer of General Fund capacity for annual software maintenance agreements	459,800
Increase for one-time purchase of network switches	400,000
Increase for other equipment purchases	400,000
Increase to software maintenance costs	370,000
Increase in personnel primarily due to workers compensation and group insurance	189,420
Increase to network services and data center facilities	186,930
Increase for NICE Recorder software maintenance	153,000
Increase to miscellaneous supplies	39,970
Increase for Payment Card Industry compliance	38,900
Decrease in public liability insurance and hazardous waste insurance	(71,880)
Decrease in telephone and wireless modem charges	(93,170)
Decrease in computer hardware maintenance services	(273,500)
Decrease in miscellaneous professional services	(371,280)
<b>Total</b>	<b>\$ 1,428,190</b>

<b>Trends</b>
Departments are under significant pressure to do the jobs better, faster, smarter. As a result, many turn to IT to help them achieve those goals, which places additional pressure on resources.
<b>Future Challenges and Opportunities</b>
IT is now able to offer virtual desktops to all departments at no cost as a viable alternative to purchasing new computers.
<b>Program Budget Overview</b>
After holding software maintenance costs in check for the last two years, we are seeing an average 5.5% increase in those costs.
<b>Recent Accomplishments</b>
IT is implementing a new bimodal organizational structure that will allow us to proactively reach out to our customers and find business process improvements by deploying technology in new areas.

OPERATING PROGRAMS

<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 668,811	\$ 617,840	\$ 579,550	\$ 511,170	
Services	590,188	154,790	121,760	(92,150)	
Supplies	17,021	12,070	12,070	12,070	
<b>Program Total</b>	<b>\$ 1,276,020</b>	<b>\$ 784,700</b>	<b>\$ 713,380</b>	<b>\$ 431,090</b>	<b>5.00</b>

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 2,261,792	\$ 2,249,050	\$ 2,192,460	\$ 2,332,480	
Services	3,981,400	4,238,390	4,314,890	4,771,830	
Supplies	288,132	250,600	242,400	245,000	
Equipment	—	—	5,600	5,600	
<b>Program Total</b>	<b>\$ 6,531,324</b>	<b>\$ 6,738,040</b>	<b>\$ 6,755,350</b>	<b>\$ 7,354,910</b>	<b>22.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 556,432	\$ 491,150	\$ 500,750	\$ 544,290	
Services	579,736	573,290	173,290	169,930	
Supplies	4,492	8,230	8,060	8,060	
Equipment	432,232	—	415,000	15,000	
<b>Program Total</b>	<b>\$ 1,572,892</b>	<b>\$ 1,072,670</b>	<b>\$ 1,097,100</b>	<b>\$ 737,280</b>	<b>6.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 791,504	\$ 786,050	\$ 722,170	\$ 754,290	
Services	61,423	127,310	122,910	117,500	
Supplies	15,107	11,500	11,650	11,500	
<b>Program Total</b>	<b>\$ 868,034</b>	<b>\$ 924,860</b>	<b>\$ 856,730</b>	<b>\$ 883,290</b>	<b>9.00</b>

INFORMATION TECHNOLOGY

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 372,437	\$ 396,480	\$ 395,660	\$ 391,430	
Services	122,521	128,510	132,510	125,600	
Supplies	8,307	5,000	1,100	850	
Equipment	8,092	12,000	11,900	16,150	
<b>Program Total</b>	<b>\$ 511,357</b>	<b>\$ 541,990</b>	<b>\$ 541,170</b>	<b>\$ 534,030</b>	<b>4.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 689,754	\$ 669,370	\$ 616,250	\$ 834,640	
Services	1,284,163	887,590	819,460	955,760	
Supplies	477,025	164,800	157,300	164,800	
Equipment	905,591	123,390	130,890	873,390	
<b>Program Total</b>	<b>\$ 3,356,533</b>	<b>\$ 1,845,150</b>	<b>\$ 1,723,900</b>	<b>\$ 2,828,590</b>	<b>7.00</b>

**PROJECT MANAGEMENT:** This program has two main functions within Information Technology (IT) - monitoring of City hardware and software assets to help assure compliance with regulatory requirements and minimize potential risks; and, assisting departments with the selection, planning, implementation and stabilization of technology related projects. This includes providing City leadership with great visibility into project plans and priorities.

**Character of Expenditures**

Salaries and Benefits	\$ 474,705	\$ 478,460	\$ 365,270	\$ 657,080	
Services	159,287	212,150	223,150	194,920	
Supplies	84,304	94,500	83,500	94,500	
<b>Program Total</b>	<b>\$ 718,296</b>	<b>\$ 785,110</b>	<b>\$ 671,920</b>	<b>\$ 946,500</b>	<b>4.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 1,395,861	\$ 1,381,730	\$ 1,421,070	\$ 1,425,580	
Services	1,129,006	1,355,530	1,252,750	1,741,550	
Supplies	210,582	127,000	112,000	112,000	
Equipment	—	135,000	135,000	135,000	
<b>Program Total</b>	<b>\$ 2,735,449</b>	<b>\$ 2,999,260</b>	<b>\$ 2,920,820</b>	<b>\$ 3,414,130</b>	<b>14.00</b>

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**SERVICE DESK:** This program area provides customer support and conduit for hardware and software problem resolution.

**Character of Expenditures**

Salaries and Benefits	\$ 505,795	\$ 603,390	\$ 560,570	\$ 604,300	
Services	39,493	33,290	35,690	13,800	
Supplies	5,977	14,000	16,000	19,570	
Equipment	162,215	—	—	—	
<b>Program Total</b>	<b>\$ 713,480</b>	<b>\$ 650,680</b>	<b>\$ 612,260</b>	<b>\$ 637,670</b>	<b>8.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 1,714,673	\$ 1,679,620	\$ 1,444,670	\$ 1,399,540	
Services	965,837	1,598,130	1,430,490	1,376,160	
Supplies	156,314	75,450	72,180	134,500	
Equipment	445,074	120,000	276,500	205,000	
<b>Program Total</b>	<b>\$ 3,281,898</b>	<b>\$ 3,473,200</b>	<b>\$ 3,223,840</b>	<b>\$ 3,115,200</b>	<b>14.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ (5,913)	\$ 221,890	\$ 312,930	\$ 309,650	
Services	(150,992)	626,930	901,900	900,060	
Supplies	10,227	6,750	7,020	7,020	
Equipment	59,005	102,880	102,880	102,880	
<b>Program Total</b>	<b>\$ (87,673)</b>	<b>\$ 958,450</b>	<b>\$ 1,324,730</b>	<b>\$ 1,319,610</b>	<b>3.00</b>

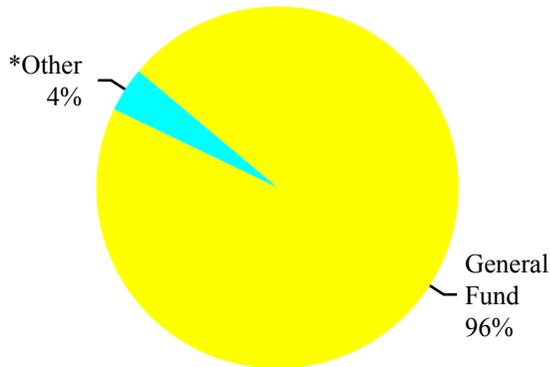


# PARKS and RECREATION

**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.

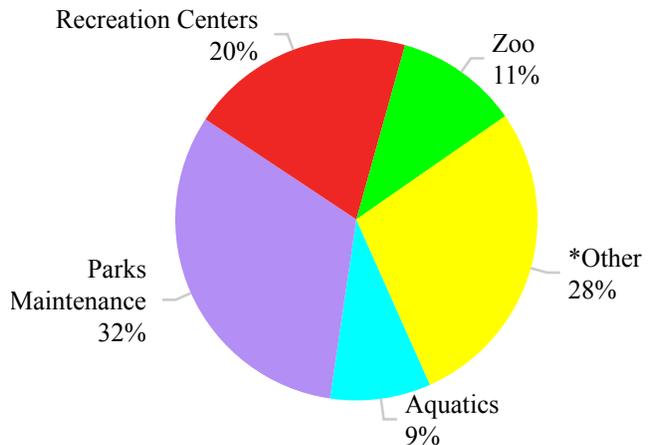
Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	477.75	433.75	433.75	433.75	0.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 21,218,141	\$ 20,280,550	\$ 19,708,760	\$ 20,816,850	\$ 536,300
Services	11,051,779	4,758,550	4,005,020	8,265,410	3,506,860
Supplies	2,745,743	3,405,790	2,997,470	3,087,540	(318,250)
Equipment	14,572	70,000	64,220	—	(70,000)
<b>Operating Total</b>	<b>\$ 35,030,235</b>	<b>\$ 28,514,890</b>	<b>\$ 26,775,470</b>	<b>\$ 32,169,800</b>	<b>\$ 3,654,910</b>
Capital Improvement Program	540,272	6,083,700	3,349,470	6,302,900	219,200
<b>Department Total</b>	<b>\$ 35,570,507</b>	<b>\$ 34,598,590</b>	<b>\$ 30,124,940</b>	<b>\$ 38,472,700</b>	<b>\$ 3,874,110</b>

## FINANCING PLAN



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

## PROGRAM ALLOCATION



\*Other includes Administration (8%), KIDCO (7%), Therapeutic and Adaptive Recreation (4%), Leisure Classes (3%), Capital Planning and Development (2%), Civic Events/Performing Arts (2%), HI Corbett Maintenance (1%), Grants (<1%), Historical (<1%), and Tennis (<1%).

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$32,169,800 reflects an increase of \$3,654,910 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase for parks irrigation improvements	\$ 3,500,000
Increase to personnel costs primarily from minimum wage increase	538,930
Increase to repair and maintenance and minor rehabilitation	265,250
Increase to service/regulatory fees	127,090
Increase for one-time funding for gate replacement	40,000
Increase for one-time funding for Arizona Pollution Discharge Elimination Systems permit	25,000
Decrease in equipment purchases	(70,000)
Decrease to public liability insurance and hazard waste	(78,440)
Decrease primarily in operating efficiencies due to revision to agreements with other public organizations	(692,920)
<b>Total</b>	<b>\$ 3,654,910</b>

**Trends**  
The citizens of Tucson are following the national trend of outdoor recreation to include walking, running, biking, sports, and using park amenities, i.e., playgrounds, sports fields, walking paths and trails, etc.

**Future Challenges and Opportunities**  
Yearly reductions to operating and capital improvement budgets over the last 8-9 years have negatively impacted our assets. Deferred maintenance has resulted in the marginalization of many of our facilities that are in dire need of major repair, upgrade or replacement.

**Program Budget Overview**  
Increasing costs for workers compensation and group insurance have significantly impacted the fiscal year 2017/18 budget. An additional \$3.5 million has been allocated for parks irrigation improvements, funded from Water Revenues transferred to the General Fund.

**Recent Accomplishments**  
Parks and Recreation recently developed and obtained approval of the Parks and Recreation System Master Plan.

**OPERATING PROGRAMS**

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**ADMINISTRATION:** This program area provides general oversight for the department by setting direction and policy, developing and managing the department’s operating and capital budgets, providing administrative and clerical support, and ensuring that customers are provided excellent services and facilities throughout the system. Administrative functions include the Director’s Office and Management Support Services (e.g. human resources, information technology, accounting, reservation/registration services, environmental management and safety). The administration program area also provides clerical and facilitation support for the Tucson Parks and Recreation Commission and the Tucson Greens Committee.

**Character of Expenditures**

Salaries and Benefits	\$	1,413,320	\$	1,354,540	\$	1,402,770	\$	1,700,660	
Services		380,798		374,160		442,880		533,820	
Supplies		77,635		152,470		139,850		143,230	
<b>Program Total</b>	<b>\$</b>	<b>1,871,753</b>	<b>\$</b>	<b>1,881,170</b>	<b>\$</b>	<b>1,985,500</b>	<b>\$</b>	<b>2,377,710</b>	<b>16.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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, Quincie Douglas, and Udall Pools are open April through November. Nine summer seasonal pools will operate during the nine-week summer season.

**Character of Expenditures**

Salaries and Benefits	\$	1,633,789	\$	1,684,140	\$	1,745,490	\$	1,839,430	
Services		517,330		174,880		164,260		157,130	
Supplies		655,435		772,810		748,240		726,970	
<b>Program Total</b>	<b>\$</b>	<b>2,806,554</b>	<b>\$</b>	<b>2,631,830</b>	<b>\$</b>	<b>2,657,990</b>	<b>\$</b>	<b>2,723,530</b>	<b>58.25</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	571,452	\$	395,680	\$	403,820	\$	404,190	
Services		22,172		24,880		19,310		18,150	
Supplies		4,034		5,950		4,600		4,650	
<b>Program Total</b>	<b>\$</b>	<b>597,658</b>	<b>\$</b>	<b>426,510</b>	<b>\$</b>	<b>427,730</b>	<b>\$</b>	<b>426,990</b>	<b>5.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	430,215	\$	413,260	\$	420,780	\$	492,640	
Services		172,701		413,480		113,320		474,130	
Supplies		26,400		166,880		19,460		33,850	
<b>Program Total</b>	<b>\$</b>	<b>629,316</b>	<b>\$</b>	<b>993,620</b>	<b>\$</b>	<b>553,560</b>	<b>\$</b>	<b>1,000,620</b>	<b>6.75</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	344,181	\$	216,600	\$	187,900	\$	229,530	
Services		170,400		65,050		60,720		45,220	
Supplies		62,019		75,970		79,080		74,050	
<b>Program Total</b>	<b>\$</b>	<b>576,600</b>	<b>\$</b>	<b>357,620</b>	<b>\$</b>	<b>327,700</b>	<b>\$</b>	<b>348,800</b>	<b>7.00</b>

**PARKS and RECREATION**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

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

**Character of Expenditures**

Services	\$	60,616	\$	50,720	\$	51,080	\$	40,120	<b>0.00</b>
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**KIDCO:** This program area provides after-school and 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.

**Character of Expenditures**

Salaries and Benefits	\$	1,401,458	\$	1,433,180	\$	1,528,690	\$	1,724,360	
Services		88,677		85,030		52,050		41,930	
Supplies		47,180		110,060		86,130		82,590	
<b>Program Total</b>	<b>\$</b>	<b>1,537,315</b>	<b>\$</b>	<b>1,628,270</b>	<b>\$</b>	<b>1,666,870</b>	<b>\$</b>	<b>1,848,880</b>	<b>59.00</b>

**LEISURE CLASSES:** This program area offers 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.

**Character of Expenditures**

Salaries and Benefits	\$	622,091	\$	717,500	\$	641,500	\$	757,500	
Services		17,091		31,350		21,220		17,960	
Supplies		23,949		33,500		30,100		30,090	
<b>Program Total</b>	<b>\$</b>	<b>663,131</b>	<b>\$</b>	<b>782,350</b>	<b>\$</b>	<b>692,820</b>	<b>\$</b>	<b>805,550</b>	<b>15.50</b>

**PARKS MAINTENANCE:** This program area provides resources for the routine, specialized and preventive maintenance of 126 parks and facilities throughout Tucson. Daily maintenance occurs throughout the park system to ensure clean, safe, and attractive facilities.

**Character of Expenditures**

Salaries and Benefits	\$	4,529,731	\$	4,464,360	\$	4,131,500	\$	4,468,560	
Services		5,370,032		1,658,570		1,534,930		5,070,350	
Supplies		704,431		727,140		720,840		642,890	
<b>Program Total</b>	<b>\$</b>	<b>10,604,194</b>	<b>\$</b>	<b>6,850,070</b>	<b>\$</b>	<b>6,387,270</b>	<b>\$</b>	<b>10,181,800</b>	<b>100.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**RECREATION CENTERS:** This program area provides recreation and neighborhood centers that are open to the public five/six 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.

**Character of Expenditures**

Salaries and Benefits	\$	6,858,915	\$	5,795,950	\$	5,713,280	\$	5,154,690	
Services		2,780,988		940,070		712,610		876,820	
Supplies		431,609		490,860		436,280		522,840	
Equipment		14,572							
<b>Program Total</b>	<b>\$</b>	<b>10,071,512</b>	<b>\$</b>	<b>7,226,880</b>	<b>\$</b>	<b>6,862,170</b>	<b>\$</b>	<b>6,554,350</b>	<b>84.75</b>

**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 146 organizations representing a total of 4,002 teams.

**Character of Expenditures**

Salaries and Benefits	\$	206,593	\$	220,510	\$	209,770	\$	240,280	
Services		156,423		146,460		147,380		142,920	
Supplies		11,836		8,250		8,350		8,250	
<b>Program Total</b>	<b>\$</b>	<b>374,852</b>	<b>\$</b>	<b>375,220</b>	<b>\$</b>	<b>365,500</b>	<b>\$</b>	<b>391,450</b>	<b>5.25</b>

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

**Character of Expenditures**

Services	\$	73,376	\$	12,390	\$	11,840	\$	11,840	
Supplies		6,235		4,800		5,780		5,680	
<b>Program Total</b>	<b>\$</b>	<b>79,611</b>	<b>\$</b>	<b>17,190</b>	<b>\$</b>	<b>17,620</b>	<b>\$</b>	<b>17,520</b>	<b>0.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	767,741	\$	887,300	\$	850,570	\$	1,015,390	
Services		257,427		59,670		57,440		55,070	
Supplies		25,098		35,670		31,590		31,130	
<b>Program Total</b>	<b>\$</b>	<b>1,050,266</b>	<b>\$</b>	<b>982,640</b>	<b>\$</b>	<b>939,600</b>	<b>\$</b>	<b>1,101,590</b>	<b>33.00</b>

**PARKS and RECREATION**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**ZOO:** This program area is an Association of Zoos and Aquariums (AZA) accredited facility that offers an environmentally friendly, educational, and recreational experience to over 550,000 annual visitors each year and is open 364 days per year. Many special events are offered at the zoo throughout the year, including the ever-popular Howl-o-ween event during the fall and Zoo Lights during the winter holiday season. Train rides around the large Reid Park pond are offered daily.

**Character of Expenditures**

Salaries and Benefits	\$ 2,224,240	\$ 2,420,060	\$ 2,183,760	\$ 2,470,010	
Services	856,706	440,770	492,770	548,710	
Supplies	610,984	580,970	621,720	615,870	
Equipment	-	70,000	64,220	-	
<b>Program Total</b>	<b>\$ 3,691,930</b>	<b>\$ 3,441,800</b>	<b>\$ 3,298,250</b>	<b>\$ 3,634,590</b>	<b>39.50</b>

**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 Pima Council on Aging will provide support for the senior nutrition program. Funding from the University of Arizona will provide support for a veterinarian position for the Reid Park Zoo.

**Character of Expenditures**

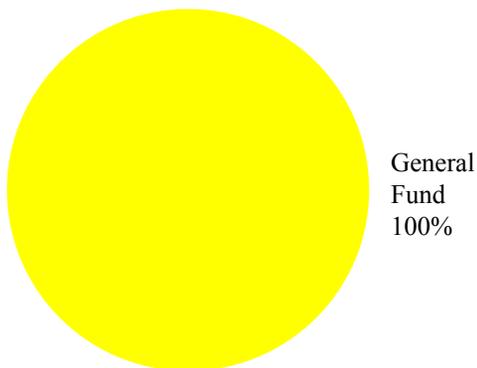
Salaries and Benefits	\$ 214,416	\$ 277,470	\$ 247,230	\$ 319,610.00	
Services	127,044	281,070	123,210	231,240	
Supplies	58,878	240,460	65,450	165,450	
<b>Program Total</b>	<b>\$ 400,338</b>	<b>\$ 799,000</b>	<b>\$ 435,890</b>	<b>\$ 716,300</b>	<b>3.75</b>

# PLANNING and DEVELOPMENT SERVICES

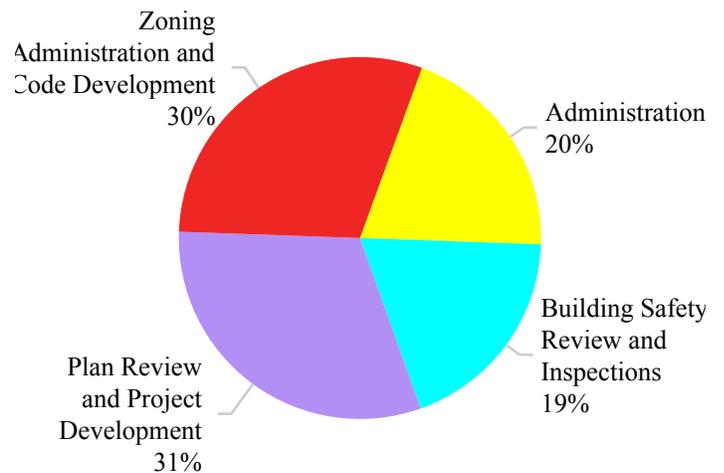
**MISSION STATEMENT:** To protect the health, safety and welfare of residents and visitors and enhance the quality of life in Tucson through professional planning, site and building review, and inspection services. To ensure Tucson is a sustainable, well-designed, and prosperous community with a business-friendly environment.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	98.00	57.00	57.00	57.00	0.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 7,032,800	\$ 4,999,100	\$ 4,950,470	\$ 5,174,020	\$ 174,920
Services	768,989	769,130	797,190	1,176,480	407,350
Supplies	117,733	108,760	103,750	100,080	(8,680)
Equipment	(108)	—	—	—	—
<b>Department Total</b>	<b>\$ 7,919,414</b>	<b>\$ 5,876,990</b>	<b>\$ 5,851,410</b>	<b>\$ 6,450,580</b>	<b>\$ 573,590</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$6,450,580 reflects an increase of \$ 573,590 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to public works building rent	200,000
Increase for one-time fee study and planning code book	110,000
Increase in personnel costs	174,920
Increase in miscellaneous professional services	161,290
Increase in software costs	15,870
Decrease for other miscellaneous	(20,950)
Decrease in auditing and bank services	(10,000)
Decrease in printing and photo expenses	(28,730)
Decrease in hazard waste and public liability insurance	(28,810)
<b>Total</b>	<b>\$ 573,590</b>

**Trends**  
Efforts to improve and strengthen economic development, customer services, City/County relationship, budget stability, happy workforce/community will be at the forefront this fiscal year.

**Future Challenges and Opportunities**  
The Planning and Development Services Department (PDSD) focus is to remain responsive to a growing market while maintaining a lean and flexible organizational structure by integrating technological improvements, partnerships and the use of consultants.

**Program Budget Overview**  
PDSD is undergoing an internal process review of implementing new technology, staffing strategies, and improved customer service lead to a stronger, continually evolving department.

**Recent Accomplishments**  
PDSD completed the initial implementation of technology upgrades, made changes to the Unified Development Code via text amendments, and emphasize customer services with an economic focus.

**OPERATING PROGRAMS**

<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 976,209	\$ 625,680	\$ 629,760	\$ 456,840	
Services	57,520	597,960	567,280	800,580	
Supplies	14,575	89,120	56,910	56,320	
<b>Program Total</b>	<b>\$ 1,048,304</b>	<b>\$ 1,312,760</b>	<b>\$ 1,253,950</b>	<b>\$ 1,313,740</b>	<b>4.00</b>

	Actual		Adopted		Estimated		Adopted		Program
	FY 15/16		FY 16/17		FY 16/17		FY 17/18		Staffing

**BUILDING and SITE INSPECTIONS:** This program area inspects commercial and residential construction to ensure that all buildings are constructed to adopted codes and standards with the key purpose of ensuring life safety.

**Character of Expenditures**

Salaries and Benefits	\$ 1,717,066	\$ 1,166,920	\$ 1,254,720	\$ 1,137,460	
Services	71,765	77,260	58,640	100,180	
Supplies	29,555	10,250	11,350	22,000	
Equipment	(108)	—	—	—	
<b>Program Total</b>	<b>\$ 1,818,278</b>	<b>\$ 1,254,430</b>	<b>\$ 1,324,710</b>	<b>\$ 1,259,640</b>	<b>14.00</b>

**PLAN REVIEW and PERMITTING:** This program area reviews site and building plans to ensure compliance with the Unified Development Code and Building Codes, and issues permits and certificates of occupancy.

**Character of Expenditures**

Salaries and Benefits	\$ 1,150,679	\$ 1,542,550	\$ 1,387,090	\$ 1,803,170	
Services	24,705	32,030	96,600	169,300	
Supplies	702	6,040	5,340	13,500	
<b>Program Total</b>	<b>\$ 1,176,086</b>	<b>\$ 1,580,620</b>	<b>\$ 1,489,030</b>	<b>\$ 1,985,970</b>	<b>20.00</b>

**PLANNING and ZONING:** This program area conducts advanced planning initiatives, manages the zoning code, and handles entitlement processes, historic preservation, and overlay districts.

**Character of Expenditures**

Salaries and Benefits	\$ 1,344,925	\$ 1,663,950	\$ 1,678,900	\$ 1,776,550	
Services	395,815	61,880	74,670	106,420	
Supplies	29,071	3,350	30,150	8,260	
<b>Program Total</b>	<b>\$ 1,769,811</b>	<b>\$ 1,729,180</b>	<b>\$ 1,783,720</b>	<b>\$ 1,891,230</b>	<b>19.00</b>

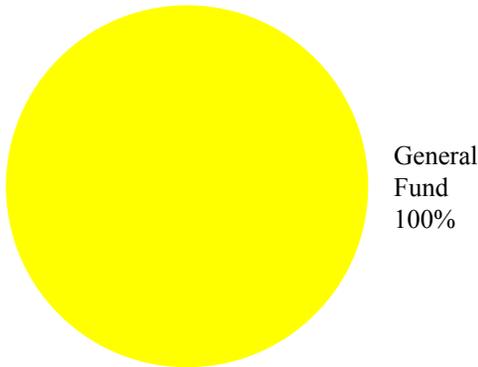


# PROCUREMENT

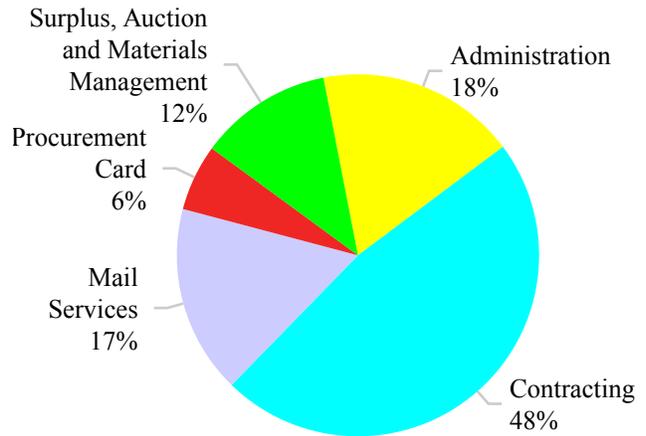
**MISSION STATEMENT:** To provide exemplary support to our City departments and the business community by offering strategic and innovative services and opportunities in the procurement of goods and services, through commitment to our values of accountability, ethics, impartiality, professionalism, service,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

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	39.00	36.00	36.00	35.00	(1.00)
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 2,657,016	\$ 2,730,540	\$ 2,524,350	\$ 2,801,360	\$ 70,820
Services	226,978	160,700	158,860	132,790	(27,910)
Supplies	(14,549)	420,100	422,020	420,590	490
Equipment	—	—	33,520	—	—
<b>Department Total</b>	<b>\$ 2,869,445</b>	<b>\$ 3,311,340</b>	<b>\$ 3,138,750</b>	<b>\$ 3,354,740</b>	<b>\$ 43,400</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$3,354,740 reflects an increase of \$43,400 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to personnel costs	\$ 70,820
Increase to auction fees	15,000
Increase for one-time funding to complete Wizard pilot application project	9,800
Decrease to miscellaneous services	(2,520)
Decrease to hazard waste and public liability insurance	(16,060)
Decrease due to the transfer of software maintenance agreements to Information Technology Department	(33,640)
<b>Total</b>	<b>\$ 43,400</b>

<b>Trends</b>
Providing procurement services to other government agencies.
<b>Future Challenges and Opportunities</b>
Transitioning the pCard program to a new banking partner. Expanding the pCard program to new cooperative partners and purchasing consortium. Providing contract administration and compliance services to City departments. Increased complexities in contracting services. A new business services model is being implemented that will combine the functions for Human Resources, Finance, and Procurement. An estimated \$2.5 million in reductions is expected due to elimination of redundancies, the standardization of supporting systems and creating a leaner more efficient organization.
<b>Program Budget Overview</b>
The responsibility of vehicle maintenance and fuel, utilities, building and maintenance was transferred to the Environmental and General Services Department, and telephones to the Information Technology Department.
<b>Recent Accomplishments</b>
Increased revenues from cooperative contracts program. Automated the Small Business Enterprise/Disadvantaged Business Enterprise registration process for businesses. Provided online auction services to Tucson Airport Authority. Negotiated \$1.7M in parts/labor as consideration for streetcar manufacturer delays.

**OPERATING SYSTEMS**

<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**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.

<b>Character of Expenditures</b>					
Salaries and Benefits	\$ 506,670	\$ 505,730	\$ 506,060	\$ 506,420	
Services	100,865	90,680	95,620	77,490	
Supplies	6,454	9,240	8,650	9,240	
<b>Program Total</b>	<b>\$ 613,989.00</b>	<b>\$ 605,650</b>	<b>\$ 610,330</b>	<b>\$ 593,150</b>	<b>4.00</b>

**Actual                  Adopted                  Estimated                  Adopted**  
**FY 15/16                  FY 16/17                  FY 16/17                  FY 17/18**

**CONTRACTING:** This program area contracts for goods, services, and design and construction services to ensure all contracts are developed, solicited, evaluated, negotiated, awarded, and administered in accordance with applicable federal, state, and local laws. The program administers the Small Business Enterprise Program and the Disadvantaged Business Program which entails certification of participating businesses, establishing participation goals for eligible projects, and monitoring the effectiveness. The program also administers the Davis Bacon and related acts which requires the City to ensure the federal prevailing wages are paid on all federally funded construction projects.

**Character of Expenditures**

Salaries and Benefits	\$	1,486,403	\$	1,542,140	\$	1,340,750	\$	1,602,620	
Services		25,563		22,100		32,270		14,040	
Supplies		463		300		300		300	
<b>Program Total</b>	<b>\$</b>	<b>1,512,429</b>	<b>\$</b>	<b>1,564,540</b>	<b>\$</b>	<b>1,373,320</b>	<b>\$</b>	<b>1,616,960</b>	<b>19.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	143,257	\$	138,790	\$	139,140	\$	135,990	
Services		25,827		20,400		20,400		18,820	
Supplies		(34,074)		404,330		404,670		404,560	
<b>Program Total</b>	<b>\$</b>	<b>135,010</b>	<b>\$</b>	<b>563,520</b>	<b>\$</b>	<b>564,210</b>	<b>\$</b>	<b>559,370</b>	<b>3.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	118,936	\$	184,390	\$	187,980	\$	195,800	
Services		2,460		2,660		2,660		1,580	
<b>Program Total</b>	<b>\$</b>	<b>121,396</b>	<b>\$</b>	<b>187,050</b>	<b>\$</b>	<b>190,640</b>	<b>\$</b>	<b>197,380</b>	<b>3.00</b>

**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 Citywide lost and found.

**Character of Expenditures**

Salaries and Benefits	\$	401,750	\$	359,490	\$	350,420	\$	360,530	
Services		72,262		24,860		7,910		20,860	
Supplies		12,608		6,230		8,400		6,490	
Equipment		—		—		33,520		—	
<b>Program Total</b>	<b>\$</b>	<b>486,620</b>	<b>\$</b>	<b>390,580</b>	<b>\$</b>	<b>400,250</b>	<b>\$</b>	<b>387,880</b>	<b>6.00</b>

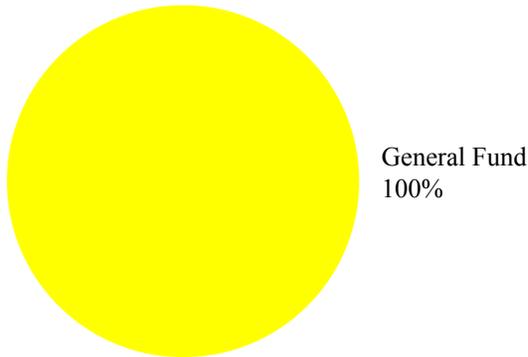


# OFFICE of the PUBLIC DEFENDER

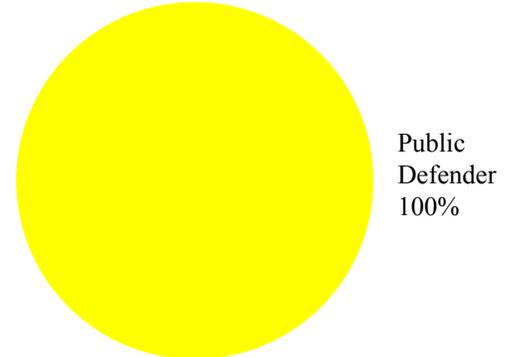
**MISSION STATEMENT:** To provide quality, diligent and ethical representation of indigent defendants entitled to appointed counsel in Tucson City Court and to protect and defend the rights guaranteed us by the United States and Arizona Constitutions.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	32.00	28.00	28.00	28.00	0.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 2,731,179	\$ 2,518,760	\$ 2,512,400	\$ 2,527,800	\$ 9,040
Services	190,452	140,310	146,040	133,020	(7,290)
Supplies	39,804	41,770	41,770	36,110	(5,660)
<b>Department Total</b>	<b>\$ 2,961,435</b>	<b>\$ 2,700,840</b>	<b>\$ 2,700,210</b>	<b>\$ 2,696,930</b>	<b>\$ (3,910)</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



## SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$2,696,930 reflects a decrease of \$3,910 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to workers' compensation insurance	\$ 15,820
Decrease to miscellaneous costs	(5,660)
Decrease to other personnel costs	(6,780)
Decrease to hazard waste and public liability insurance	(7,290)
<b>Total</b>	<b>\$ (3,910)</b>

<b>Trends</b>
The use of Alternatives to Jail and diversion programs, specialty courts such as Mental Health Court, Veteran's Court, and Domestic Violence Court have increased. We will continue the implementation of the goals and objectives of the Arizona Supreme Court: Justice for All and MacArthur Grant.
<b>Future Challenges and Opportunities</b>
Alternatives to Jail as a means to address criminal behavior, substance abuse and decriminalize mental illness will lead to a safer community for all.
<b>Program Budget Overview</b>
Budgetary demands fluctuate with the volume of criminal defense cases due to the number of criminal filings and the appointment of defense counsel.
<b>Recent Accomplishments</b>
Appealed cases to Arizona Supreme Court; expansion of Appeals team; Mental Health and Domestic Violence Teams; Active participation with Regional Municipalities Veterans Treatment Court; increased litigation with trials, bench and jury, and hearings; essential participant with Tucson City Court Video Court; working with University of Arizona Law School, 38D law students/summer interns.

## 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 19 attorneys and 9 support positions.

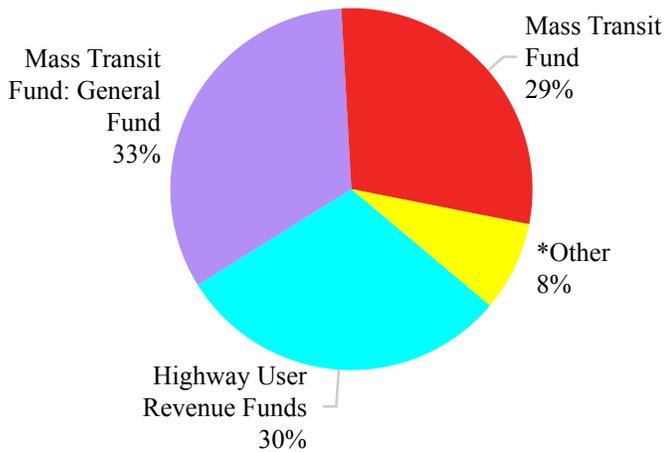
<b>Character of Expenditures</b>									
Salaries and Benefits	\$	2,731,179	\$	2,518,760	\$	2,512,400	\$	2,527,800	
Services		190,452		140,310		146,040		133,020	
Supplies		39,804		41,770		41,770		36,110	
<b>Program Total</b>	<b>\$</b>	<b>2,961,435</b>	<b>\$</b>	<b>2,700,840</b>	<b>\$</b>	<b>2,700,210</b>	<b>\$</b>	<b>2,696,930</b>	<b>28.00</b>

# TRANSPORTATION

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

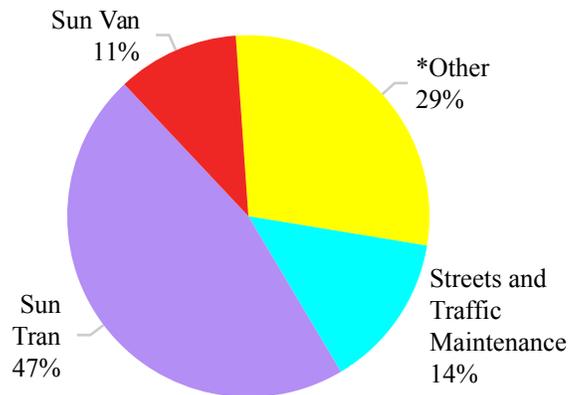
Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	292.00	299.00	299.00	297.00	(2.00)
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 18,336,713	\$ 22,270,940	\$ 17,925,340	\$ 22,624,080	\$ 353,140
Services	31,404,364	34,062,690	32,594,397	32,068,410	(1,994,280)
Supplies	14,474,904	18,089,400	15,854,250	18,423,370	333,970
Equipment	1,538,561	958,450	1,839,140	3,957,000	2,998,550
Debt Service	1,330,575	1,553,020	1,581,100	1,650,740	97,720
Contracted Labor	49,161,047	50,431,160	50,060,720	51,315,240	884,080
<b>Operating Total</b>	<b>\$ 116,246,164</b>	<b>\$ 127,365,660</b>	<b>\$ 119,854,947</b>	<b>\$ 130,038,840</b>	<b>\$ 2,673,180</b>
Capital Improvement Program	103,852,811	189,142,200	97,843,697	177,162,490	(11,979,710)
<b>Department Total</b>	<b>\$ 220,098,975</b>	<b>\$ 316,507,860</b>	<b>\$ 97,843,697</b>	<b>\$ 307,201,330</b>	<b>\$ (9,306,530)</b>

## FINANCING PLAN



\*Other includes: Park Tucson Fund (4%), Capital Improvement Program (1%), General Fund (1%), Internal Service Fund: Self Insurance (1%), Other Federal Grants (1%), and Regional Transportation Authority (<1%).

## PROGRAM ALLOCATION



\*Other includes: Management Services (8%), Engineering (5%), Park Tucson (4%), Sun Link (3%), Planning (2%), Traffic Engineering (2%), Transit Services (2%), Graffiti Abatement (1%), Public Transit Liability (1%), Real Estate (1%), Landscape and Roadway Maintenance (<1%), and Stormwater Quality (<1%).

**TRANSPORTATION**

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$130,038,840 reflects an increase of \$2,673,180 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to equipment purchasing to support road repairs	\$ 2,998,550
Increase to salaries and transit contract labor	1,237,220
Increase to supplies	333,970
Increase to Park Tucson debt service	97,720
Decrease to costs for services in Graffiti Abatement and roadway clean up	(1,994,280)
<b>Total</b>	<b>\$ 2,673,180</b>

**Trends**  
 The increase in Social Media platforms versus traditional news sources; The national and local shift to Smart City technology and infrastructure; Population growth and providing necessary infrastructure improvements/ maintenance; Increase in freight corridor and international trade and supporting necessary infrastructure and policies.

**Future Challenges and Opportunities**  
 Funding and staffing for the maintenance of existing infrastructure; Traditional funding sources are dwindling, need to find new dedicated funding sources such as the approved sales tax increase and RTA II; Dedicated funding sources for transit services; Opportunities to improve roadways through major projects; High capacity transit implementation plan; The opportunity to launch public Bike Share Program; Establishing and fund ADA Transition Plan; Fund the Bike Boulevard Master Plan; Fund the Bike and Pedestrian Signal Plan; Research and develop potential Alternate Transit Management processes; Create efficient use of Drones; Establish priorities and fund drainage projects that result in removing commercial and residential structures from the FEMA and Cities Flood Plain.

**Program Budget Overview**  
 This budget reflects an additional \$1.5 million in HURF revenue and expenditures. This is due to the governor's state budget approval to distribute \$30 million for road repairs to local agencies.

**Recent Accomplishments**  
 Increase in social media presence; Completed 11 projects.

**OPERATING PROGRAMS**

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

**MANAGEMENT SERVICES:** This program area coordinates, supervises, and performs administrative functions to ensure the efficient and successful operation of the department.

**Character of Expenditures**

Salaries and Benefits	\$ 3,105,728	\$ 2,891,490	\$ 2,540,020	\$ 2,562,380	
Services	3,736,138	3,635,030	3,337,570	3,712,700	
Supplies	459,391	483,180	493,050	765,160	
Equipment	451,808	750,000	870,000	3,000,000	
<b>Program Total</b>	<b>\$ 7,753,065</b>	<b>\$ 7,759,700</b>	<b>\$ 7,240,640</b>	<b>\$ 10,040,240</b>	<b>29.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 2,671,894	\$ 4,569,420	\$ 2,764,645	\$ 5,104,600	
Services	425,889	1,330,750	555,480	513,280	
Supplies	75,302	58,810	59,010	54,910	
Equipment	362,909	45,000	627,550	600,000	
<b>Program Total</b>	<b>\$ 3,535,994</b>	<b>\$ 6,003,980</b>	<b>\$ 4,006,685</b>	<b>\$ 6,272,790</b>	<b>71.00</b>

**GRAFFITI ABATEMENT<sup>1</sup>:** This program area is responsible for the abatement/removal of graffiti visible from city rights-of-way on various city-owned properties and infrastructure as well as from private property with property owner consent.

**Character of Expenditures**

Salaries and Benefits	\$ 167,059	\$ —	\$ 36,310	\$ 96,820	
Services	867,690	—	400,970	550,170	
Supplies	7,023	—	—	38,480	
<b>Program Total</b>	<b>\$ 1,041,772</b>	<b>\$ —</b>	<b>\$ 437,280</b>	<b>\$ 685,470</b>	<b>2.00</b>

<sup>1</sup> Transferred from Environmental Services for Fiscal Year 2016/17.

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

**Character of Expenditures**

Salaries and Benefits	\$ 69,487	\$ 41,450	\$ —	\$ 100,000	
Services	158,060	55,940	30,570	129,000	
Supplies	—	3,310	6,850	16,000	
Equipment	—	—	11,520	30,500	
<b>Program Total</b>	<b>\$ 227,547</b>	<b>\$ 100,700</b>	<b>\$ 48,940</b>	<b>\$ 275,500</b>	<b>0.00</b>

**PARK TUCSON:** This program area 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.

**Character of Expenditures**

Salaries and Benefits	\$ 956,130	\$ 1,166,980	\$ 932,830	\$ 1,255,350	
Services	2,446,777	2,475,740	2,798,145	2,442,890	
Supplies	164,551	149,000	169,600	232,200	
Equipment	634,471	50,000	40,000	30,000	
Debt Service	1,330,575	1,553,020	1,581,100	1,650,740	
<b>Program Total</b>	<b>\$ 5,532,504</b>	<b>\$ 5,394,740</b>	<b>\$ 5,521,675</b>	<b>\$ 5,611,180</b>	<b>19.00</b>

**TRANSPORTATION**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**PLANNING:** This program area manages the planning and early design of major transportation corridor projects. It oversees the Bicycle/Pedestrian Program, and programming and funding of projects on a regional level. This division also oversees compliance with federal National Environmental Policy Act requirements, bus stop planning, and freight movement within the city.

**Character of Expenditures**

Salaries and Benefits	\$	652,884	\$	1,041,650	\$	577,020	\$	1,289,750	
Services		83,922		98,690		346,840		297,770	
Supplies		14,451		41,700		39,700		341,200	
Equipment		5,567		—		—		150,000	
<b>Program Total</b>	<b>\$</b>	<b>756,824</b>	<b>\$</b>	<b>1,182,040</b>	<b>\$</b>	<b>963,560</b>	<b>\$</b>	<b>2,078,720</b>	<b>7.00</b>

**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.

**Character of Expenditures**

Services	\$	760,883	\$	1,400,000	\$	1,420,000	\$	1,420,000	<b>0.00</b>
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**REAL ESTATE<sup>1</sup>:** 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.

**Character of Expenditures**

Salaries and Benefits	\$	—	\$	326,330	\$	301,840	\$	768,800	
Services		—		93,110		58,350		84,630	
Supplies		—		5,450		150		1,350	
<b>Program Total</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>424,890</b>	<b>\$</b>	<b>360,340</b>	<b>\$</b>	<b>854,780</b>	<b>9.00</b>

<sup>1</sup> Transferred to Transportation for Fiscal Year 2016/17.

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

**Character of Expenditures**

Salaries and Benefits	\$	157,960	\$	151,440	\$	137,010	\$	254,840	
Services		34,020		23,660		30,460		32,470	
Supplies		5,586		2,150		910		1,650	
Equipment		—		—		86,000		10,000	
<b>Program Total</b>	<b>\$</b>	<b>197,566</b>	<b>\$</b>	<b>177,250</b>	<b>\$</b>	<b>254,380</b>	<b>\$</b>	<b>298,960</b>	<b>3.00</b>

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>	<b>Program Staffing</b>
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**STREETS and TRAFFIC MAINTENANCE:** This program area (among many activities) performs asphalt pavement maintenance, maintains median and roadside landscaping, alleyways, and drainage ways, and performs street sweeping activities to ensure safe driving surfaces, decrease the potential for flooding, and control dust. The program also manages the maintenance and inspection of traffic control devices (signals, pedestrian hybrid beacons, etc.), street lights, traffic signs, and roadway pavement markings to ensure the safe and efficient movement of people, traffic, and goods.

**Character of Expenditures**

Salaries and Benefits	\$ 9,073,869	\$ 10,381,950	\$ 9,064,170	\$ 9,204,480	
Services	6,681,720	6,907,760	6,639,850	6,231,150	
Supplies	2,407,196	2,517,710	2,599,610	2,533,210	
Equipment	20,302	26,500	26,500	26,500	
<b>Program Total</b>	<b>\$ 18,183,087</b>	<b>\$ 19,833,920</b>	<b>\$ 18,330,130</b>	<b>\$ 17,995,340</b>	<b>147.00</b>

**SUN LINK:** This program area provides a four-mile streetcar system with a route serving the University of Arizona and the downtown business district. This service started operating seven days a week in Fiscal Year 2015.

**Character of Expenditures**

Services	\$ 2,062,569	\$ 1,685,680	\$ 1,884,470	\$ 1,617,080	
Supplies	161,762	247,400	193,910	206,710	
Equipment	2,551	—	—	—	
Contracted Labor	1,719,040	1,995,260	1,593,720	1,811,720	
<b>Program Total</b>	<b>\$ 3,945,922</b>	<b>\$ 3,928,340</b>	<b>\$ 3,672,100</b>	<b>\$ 3,635,510</b>	<b>0.00</b>

**SUN TRAN:** This program area provides a fixed-route bus service for the Tucson metropolitan region. The system operates seven days per week.

**Character of Expenditures**

Salaries and Benefits	\$ 6,857	\$ —	\$ —	\$ 24,000	
Services	8,447,180	7,894,450	8,621,130	8,625,130	
Supplies	9,702,669	12,894,100	10,851,850	12,796,430	
Equipment	20,874	85,000	177,570	—	
Contracted Labor	37,092,024	38,162,510	38,141,840	39,216,960	
<b>Program Total</b>	<b>\$ 55,269,604</b>	<b>\$ 59,036,060</b>	<b>\$ 57,792,390</b>	<b>\$ 60,662,520</b>	<b>0.00</b>

**SUN VAN:** This program area provides paratransit services by appointment that are comparable to Sun Tran's fixed-route bus service and are in accordance with the ADA. The program gives persons with disabilities access to employment, shopping, services, community agencies, and events.

**Character of Expenditures**

Services	\$ 3,398,905	\$ 4,027,620	\$ 3,923,590	\$ 3,731,560	
Supplies	1,348,351	1,568,990	1,345,930	1,327,670	
Equipment	20,949	—	—	110,000	
Contracted Labor	10,349,983	10,273,390	10,325,160	10,286,560	
<b>Program Total</b>	<b>\$ 15,118,188</b>	<b>\$ 15,870,000</b>	<b>\$ 15,594,680</b>	<b>\$ 15,455,790</b>	<b>16.00</b>

**TRANSPORTATION**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 1,017,474	\$ 1,057,730	\$ 1,114,085	\$ 1,216,110	
Services	922,028	2,319,080	1,467,460	1,361,160	
Supplies	44,282	69,100	51,180	59,900	
Equipment	19,130	—	—	—	
<b>Program Total</b>	<b>\$ 2,002,914</b>	<b>\$ 3,445,910</b>	<b>\$ 2,632,725</b>	<b>\$ 2,637,170</b>	<b>16.00</b>

**TRANSIT SERVICES:** This program area administers and coordinates the activities of the public transportation system, which includes Sun Tran, a fixed-route bus service, Sun Van, a paratransit service for persons with disabilities, and the four-mile Sun Link Modern Streetcar serving the University of Arizona and downtown Tucson.

**Character of Expenditures**

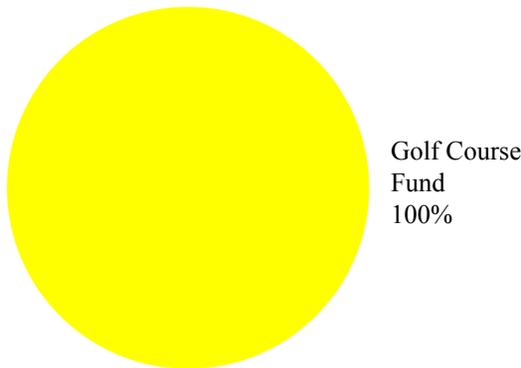
Salaries and Benefits	\$ 457,371	\$ 642,500	\$ 457,410	\$ 746,950	
Services	1,378,583	2,115,180	1,079,512	1,319,420	
Supplies	84,340	48,500	42,500	48,500	
Equipment	—	1,950	—	—	
<b>Program Total</b>	<b>\$ 1,920,294</b>	<b>\$ 2,808,130</b>	<b>\$ 1,579,422</b>	<b>\$ 2,114,870</b>	<b>6.00</b>

# TUCSON CITY GOLF

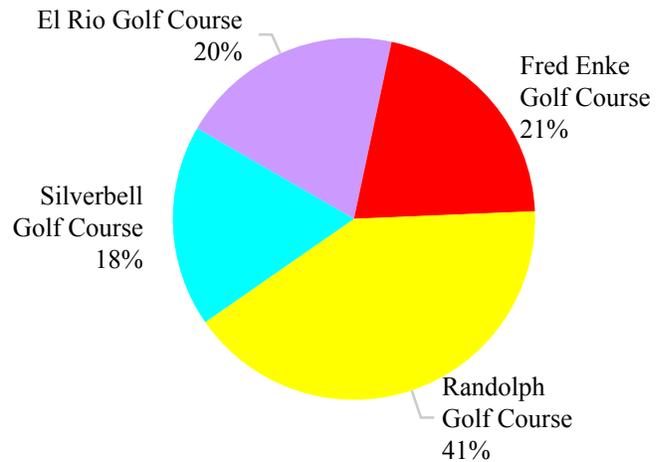
**MISSION STATEMENT:** To strive to provide municipal golfers with the best possible golf experience through the provision of well-maintained golf courses and outstanding customer service.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>CHARACTER OF EXPENDITURES</b>					
Salaries and Benefits	\$ 50,684	\$ 50,530	\$ 50,530	\$ 51,460	930
Services	2,476,413	2,474,890	2,493,360	2,523,330	48,440
Supplies	1,815,539	1,908,290	1,923,410	1,904,630	(3,660)
Equipment	17,465	—	—	—	—
Debt Service	89,925	100,140	12,640	32,110	(68,030)
Contracted Labor	3,191,085	3,368,560	3,139,690	3,372,790	4,230
<b>Department Total</b>	<b>\$ 7,641,111</b>	<b>\$ 7,902,410</b>	<b>\$ 7,619,630</b>	<b>\$ 7,884,320</b>	<b>(18,090)</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



## SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$7,884,320 reflects a decrease of \$18,090 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to services primarily due to uninsured losses	\$ 48,440
Increase to miscellaneous costs	\$ 1,500
Decrease to debt service	\$ (68,030)
<b>Total</b>	<b>\$ (18,090)</b>

<b>Trends</b>
The revenue generated per round of golf is on the rise and the number of non-golf related activities in the clubhouses is increasing.
<b>Future Challenges and Opportunities</b>
Deferred infrastructure repairs and old maintenance equipment continue to negatively impact expenses. The golf courses continue to see opportunities to expand revenues in conjunction with non-golf related activities in the clubhouses.
<b>Program Budget Overview</b>
Tucson City Golf operates five courses (Randolph North, Del Ulrich, Silverbell, El Rio and Fred Enke) year round. Golf courses operations are managed by OB Sports, which includes all maintenance, operations of the clubhouse, pro shops, and restaurants. OB Sports is focused on improving course and facility conditions and ensuring a great customer experience.
<b>Recent Accomplishments</b>
Tucson City Golf renovated all of the greenside sand traps and replaced the bridge on hole 18 at Silverbell Golf Course.

## OPERATING PROGRAMS

<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing*</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	10,751	\$	10,700	\$	10,700	\$	10,270	
Services		617,271		583,500		591,100		595,230	
Supplies		305,001		301,310		287,580		300,670	
Contracted Labor		649,530		665,110		621,630		656,010	
<b>Program Total</b>	<b>\$</b>	<b>1,582,553</b>	<b>\$</b>	<b>1,560,620</b>	<b>\$</b>	<b>1,511,010</b>	<b>\$</b>	<b>1,562,180</b>	<b>0.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	10,751	\$	10,700	\$	10,700	\$	10,300	
Services		598,507		605,780		594,810		614,630	
Supplies		343,607		352,080		347,480		354,960	
Equipment		17,465		—		—		—	
Contracted Labor		631,205		665,500		609,500		647,020	
<b>Program Total</b>	<b>\$</b>	<b>1,601,535</b>	<b>\$</b>	<b>1,634,060</b>	<b>\$</b>	<b>1,562,490</b>	<b>\$</b>	<b>1,626,910</b>	<b>0.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing*</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	18,431	\$	18,430	\$	18,430	\$	20,590	
Services		903,795		944,390		966,590		962,760	
Supplies		780,098		849,770		856,500		845,170	
Debt Service		89,925		100,140		12,640		32,110	
Contracted Labor		1,277,580		1,376,900		1,291,240		1,380,780	
<b>Program Total</b>	<b>\$</b>	<b>3,069,829</b>	<b>\$</b>	<b>3,289,630</b>	<b>\$</b>	<b>3,145,400</b>	<b>\$</b>	<b>3,241,410</b>	<b>0.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	10,751	\$	10,700	\$	10,700	\$	10,300	
Services		356,840		341,220		340,860		350,710	
Supplies		386,833		405,130		431,850		403,830	
Contracted Labor		632,770		661,050		617,320		688,980	
<b>Program Total</b>	<b>\$</b>	<b>1,387,194</b>	<b>\$</b>	<b>1,418,100</b>	<b>\$</b>	<b>1,400,730</b>	<b>\$</b>	<b>1,453,820</b>	<b>0.00</b>

\* Tucson City Golf is managed by a contracting company.

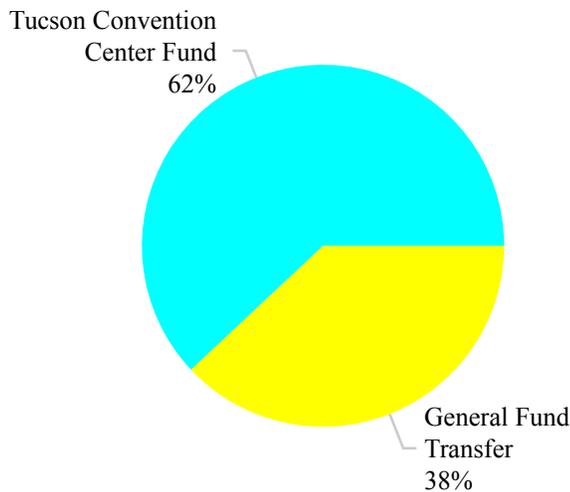


# TUCSON CONVENTION CENTER

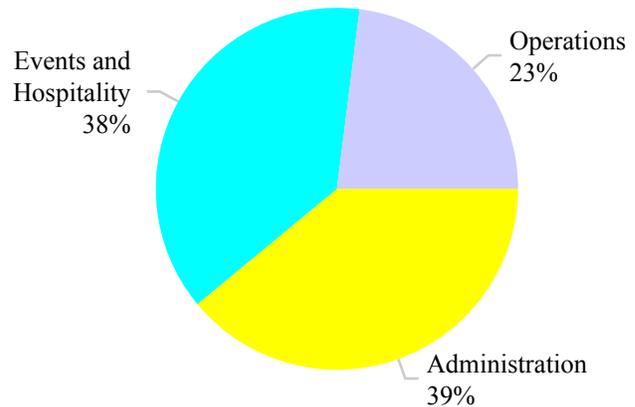
**MISSION STATEMENT:** To embody the hospitality of Tucson and to contribute to its economic vitality via a strong commitment to customer service and an appreciation for the community's cultural diversity, thereby providing quality convention, meeting, and entertainment facilities and services to both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

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 50,687	\$ 50,550	\$ 50,550	\$ 51,360	\$ 810
Services	4,209,465	5,217,960	6,348,000	4,719,920	(498,040)
Supplies	834,118	1,316,200	1,579,120	1,064,530	(251,670)
Equipment	538,032	759,850	—	489,460	(270,390)
Contracted Labor	3,101,792	2,918,190	3,697,610	3,618,600	700,410
<b>Department Total</b>	<b>\$ 8,734,094</b>	<b>\$ 10,262,750</b>	<b>\$ 11,675,280</b>	<b>\$ 9,943,870</b>	<b>\$ (318,880)</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



## SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$9,943,870 reflects a decrease of \$318,880 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to management company payroll	\$ 700,410
Increase to professional/regulatory services	65,780
Decrease to utilities	(17,420)
Decrease to travel and training	(39,240)
Decrease to public liability and hazard waste insurance	(41,900)
Decrease to repair and maintenance	(162,120)
Decrease to commodities and equipment	(224,390)
Decrease to event services	(296,930)
Decrease to costs related to Tucson Roadrunners Hockey	(303,070)
<b>Total</b>	<b>\$ (318,880)</b>

<b>Trends</b>
Starting in December 2016, ticket sales for events have been strong. There has been a significant increase in booking inquiries for facilities at the Tucson Convention Center. Revenue projections for Fiscal Year 2017/18 are relatively flat as the management company continues to fine tune scheduling.
<b>Future Challenges and Opportunities</b>
Aging infrastructure continues to put constraints on the maintenance and operations budget. Availability to book shows is becoming increasingly more difficult because of the number of events and inflexibility with some tenants. The new improvements and stronger ticket sales for events will help position the Tucson Convention Center favorably for future events.
<b>Program Budget Overview</b>
The Tucson Convention Center is managed by SMG on behalf of the city. The budget is for operating the Leo Rich Theater, Music Hall, the arena, exhibit halls, Eckbo Plaza, parking areas and convention center spaces. This includes all administration, maintenance and operations, event management, ticketing, parking and security.
<b>Recent Accomplishments</b>
The elevator in the Music Hall was renovated and upgraded. House lighting in the Music Hall and Leo Rich Theater were converted to LED.

## OPERATING PROGRAMS

<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing*</b>

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

Salaries and Benefits	\$	50,687	\$	50,550	\$	50,550	\$	51,360	
Services		595,897		2,284,190		2,539,550		2,373,140	
Supplies		53,912		282,530		168,270		52,000	
Equipment		—		759,850		—		489,460	
Contracted Labor		838,681		455,510		889,990		950,060	
<b>Program Total</b>	<b>\$</b>	<b>1,539,177</b>	<b>\$</b>	<b>3,832,630</b>	<b>\$</b>	<b>3,648,360</b>	<b>\$</b>	<b>3,916,020</b>	<b>0.00</b>

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

Services	\$	1,421,757	\$	1,889,980	\$	2,307,240	\$	1,601,150	
Supplies		616,297		908,070		1,258,050		793,530	
Contracted Labor		1,271,896		1,418,650		1,295,050		1,343,690	
<b>Program Total</b>	<b>\$</b>	<b>3,309,950</b>	<b>\$</b>	<b>4,216,700</b>	<b>\$</b>	<b>4,860,340</b>	<b>\$</b>	<b>3,738,370</b>	<b>0.00</b>

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing*</b>

**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.

**Character of Expenditures**

Services	\$ 2,191,811	\$ 1,043,790	\$ 1,501,210	\$ 745,630	
Supplies	163,909	125,600	152,800	219,000	
Equipment	538,032	—	—	—	
Contracted Labor	991,215	1,044,030	1,512,570	1,324,850	
<b>Program Total</b>	<b>\$ 3,884,967</b>	<b>\$ 2,213,420</b>	<b>\$ 3,166,580</b>	<b>\$ 2,289,480</b>	<b>0.00</b>

\* Tucson Convention Center is managed by a contracting company.

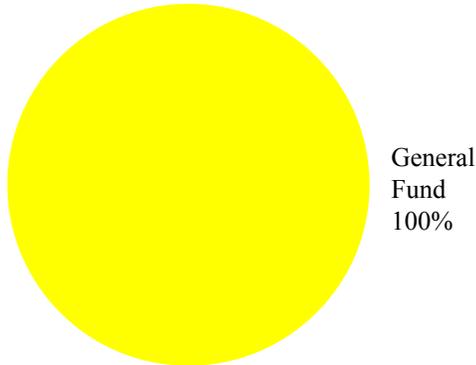


# TUCSON FIRE

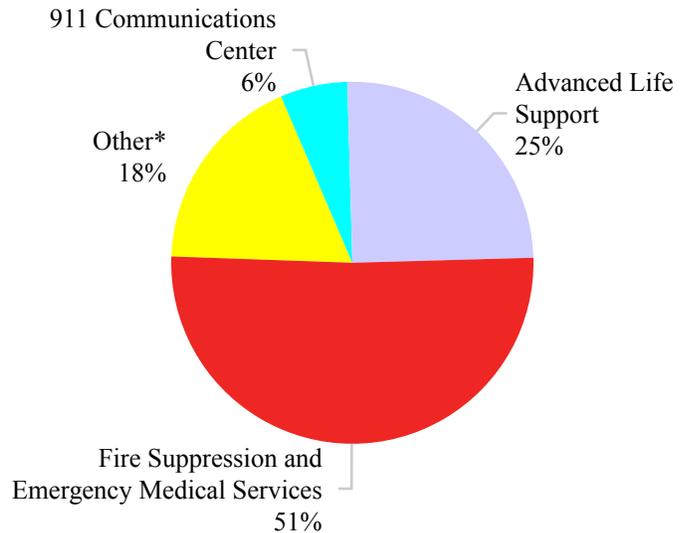
**MISSION STATEMENT:** To protect the lives and property of the citizens of the City of Tucson from natural and man made hazards and acute medical emergencies through prevention, education, and active intervention.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	790.50	778.50	778.50	767.50	(11.00)
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 90,346,400	\$ 89,804,410	\$ 90,337,570	\$ 97,930,520	\$ 8,126,110
Services	4,410,908	3,363,030	3,391,760	2,616,580	(746,450)
Supplies	4,441,255	2,849,540	3,892,510	3,427,380	577,840
Equipment	282,050	886,910	207,110	4,008,200	3,121,290
<b>Department Total</b>	<b>\$ 99,480,613</b>	<b>\$ 96,903,890</b>	<b>\$ 97,828,950</b>	<b>\$ 107,982,680</b>	<b>\$ 11,078,790</b>
Capital Improvement Program	4,404	1,679,800	60,000	17,100,000	15,420,200
<b>Total Department</b>	<b>\$ 99,485,017</b>	<b>\$ 98,583,690</b>	<b>\$ 97,888,950</b>	<b>\$ 125,082,680</b>	<b>\$ 26,498,990</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



\*Other includes Emergency Management (4%), Fire Logistics (4%), Fire Prevention and Life Safety (4%), Emergency Vehicle Management (3%), Administration (2%), Fire Training (1%), and Hazardous Waste Disposal Program (<1%).

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$107,982,680 reflects an increase of \$11,078,790 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to Public Safety Personnel Retirement System costs	\$ 6,717,040
Increase for vehicle purchases including two pumpers and one ladder truck	3,121,290
Increase primarily due to workers compensation, group insurance and overtime costs	1,409,070
Increase to uniforms and safety clothing	315,790
Increase to miscellaneous and computer equipment	262,050
Decrease to miscellaneous supplies costs	(124,840)
Decrease due to transfer of capacity for software maintenance agreement costs to Information Technology Department	(199,760)
Decrease to public liability insurance costs	(421,850)
<b>Total</b>	<b>\$ 11,078,790</b>

**Trends**

Emergency medical response makes up 90% of our total call volume; however, our department continues to experience a high volume of fire, specialty rescue, and hazardous material response.

**Future Challenges and Opportunities**

Fleet - As a result of losing apparatus replacement funding, the emergency response fleet is getting older, registering higher miles and experiencing a decrease in reliability. Paramedic services - The department predicts an increase in demand for paramedic services related to struggles with health care. Members of the public are growing increasingly dependent on the fire service for medical care. Changes in the medical insurance industry could have a negative impact on ambulance billing revenue. Community Risk Reduction (CRR) - This is a risk management process adopted by the fire service to eliminate risks present in the community. The CRR process involves the identification and prioritization of community risks related to the fire service, followed by the development of programs, resources and projects designed to eliminate and mitigate their impact. The CRR program applied for and received a \$340,000 grant to help with funding. For FY17/18 the City of Tucson has begun consolidation of the 911 Communications Center to bring together TPD and TFD dispatchers and operators under one organizational structure which will be known as the Public Safety Communications Center. Over time it is expected that this consolidation will produce greater overall customer service efficiencies and cost savings to the City of Tucson. This initial consolidation is a piece of an overall larger initiative to centralize and improve customer service throughout the City of Tucson.

**Program Budget Overview**

The department's general fund personnel budget is over 90% of the total department budget. The remaining 10% is used to support the purchase of all firefighting, medical, and safety equipment as well as all computer and office products and supplies. This money also supports all department travel and training. With the passing of Proposition 101 on May 16, 2017, TFD is projected to receive \$75M over a five year period for new vehicles, new equipment and facility improvements. FY17/18 will utilize \$14.7M of the \$75M for vehicle and equipment acquisitions and facility improvements.

**Recent Accomplishments**

In February 2016, Tucson Fire Department launched Tucson Collaborative Community Care, or "TC-3". TC-3 provides a means for our crews to connect at-risk frequent 911 system users to more definitive community-based care. Many of the clients that are now part of the TC-3 program may need on-going support, however, most have been effectively connected to long-term solutions that meet the individual's needs, improve their quality of life and lessen or eliminate their reliance on emergency resources. In May of 2017, the Tucson Fire Department received the Insurance Services Organization Class One Rating for Fire Departments.

## OPERATING PROGRAMS

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**ADMINISTRATION:** This program area provides direction and policy to ensure the prevention and extinguishment of fires, and the provision of emergency medical services, environmental protection, and code enforcement to the community. It responsibly administers all fiscal operations and personnel policies, procedures and actions, and carries out the administrative functions and requirements of the Public Safety Pension Retirement System.

### Character of Expenditures

Salaries and Benefits	\$ 1,109,646	\$ 1,788,830	\$ 1,690,890	\$ 1,892,290	
Services	134,019	101,210	74,480	73,200	
Supplies	42,010	18,280	18,280	17,650	
<b>Program Total</b>	<b>\$ 1,285,675</b>	<b>\$ 1,908,320</b>	<b>\$ 1,783,650</b>	<b>\$ 1,983,140</b>	<b>16.50</b>

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

### Character of Expenditures

Salaries and Benefits	\$ 23,213,342	\$ 22,952,840	\$ 22,443,180	\$ 24,896,290	
Services	1,085,699	1,181,930	1,110,520	743,380	
Supplies	1,550,471	800,980	1,542,610	972,890	
<b>Program Total</b>	<b>\$ 25,849,512</b>	<b>\$ 24,935,750</b>	<b>\$ 25,096,310</b>	<b>\$ 26,612,560</b>	<b>178.00</b>

**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.

### Character of Expenditures

Salaries and Benefits	\$ 5,737,946	\$ 6,379,250	\$ 6,434,600	\$ 6,240,970	
Services	313,669	302,120	316,580	197,930	
Supplies	13,398	6,510	6,510	92,600	
<b>Program Total</b>	<b>\$ 6,065,013</b>	<b>\$ 6,687,880</b>	<b>\$ 6,757,690</b>	<b>\$ 6,531,500</b>	<b>83.00</b>

**TUCSON FIRE**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	753,234	\$	768,870	\$	750,350	\$	2,211,130	
Services		35,576		10,220		26,680		183,960	
Supplies		258,460		90,660		140,330		312,710	
Equipment		8,416		763,800		84,000		1,725,000	
<b>Program Total</b>	<b>\$</b>	<b>1,055,686</b>	<b>\$</b>	<b>1,633,550</b>	<b>\$</b>	<b>1,001,360</b>	<b>\$</b>	<b>4,432,800</b>	<b>4.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	1,299,361	\$	1,319,270	\$	1,372,300	\$	1,513,370	
Services		357,659		280,200		351,400		291,430	
Supplies		1,111,790		960,120		1,099,160		1,066,280	
<b>Program Total</b>	<b>\$</b>	<b>2,768,810</b>	<b>\$</b>	<b>2,559,590</b>	<b>\$</b>	<b>2,822,860</b>	<b>\$</b>	<b>2,871,080</b>	<b>14.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	436,909	\$	719,190	\$	659,790	\$	714,430	
Services		1,215,184		435,380		444,470		383,880	
Supplies		656,733		828,640		801,740		790,740	
Equipment		273,634		123,110		123,110		2,283,200	
<b>Program Total</b>	<b>\$</b>	<b>2,582,460</b>	<b>\$</b>	<b>2,106,320</b>	<b>\$</b>	<b>2,029,110</b>	<b>\$</b>	<b>4,172,250</b>	<b>6.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	4,320,840	\$	4,701,220	\$	4,271,250	\$	4,507,220	
Services		148,262		91,700		97,060		98,790	
Supplies		73,032		69,380		56,540		32,140	
<b>Program Total</b>	<b>\$</b>	<b>4,542,134</b>	<b>\$</b>	<b>4,862,300</b>	<b>\$</b>	<b>4,424,850</b>	<b>\$</b>	<b>4,638,150</b>	<b>40.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

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

**Character of Expenditures**

Salaries and Benefits	\$	50,858,470	\$	49,956,260	\$	50,710,320	\$	54,829,020	
Services		753,423		764,290		735,690		472,100	
Supplies		277,245		21,340		20,340		14,280	
<b>Program Total</b>	<b>\$</b>	<b>51,889,138</b>	<b>\$</b>	<b>50,741,890</b>	<b>\$</b>	<b>51,466,350</b>	<b>\$</b>	<b>55,315,400</b>	<b>418.00</b>

**FIRE TRAINING:** This program area ensures well-trained, highly-qualified fire fighters are available to provide emergency service to the Tucson community through comprehensive professional training programs and career enhancement opportunities.

**Character of Expenditures**

Salaries and Benefits	\$	2,361,899	\$	961,440	\$	1,742,980	\$	1,225,060	
Services		355,046		133,580		212,310		137,420	
Supplies		440,268		28,630		183,850		105,190	
<b>Program Total</b>	<b>\$</b>	<b>3,157,213</b>	<b>\$</b>	<b>1,123,650</b>	<b>\$</b>	<b>2,139,140</b>	<b>\$</b>	<b>1,467,670</b>	<b>7.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$	254,753	\$	257,240	\$	261,910	\$	267,650	
Services		12,371		62,400		22,570		34,490	
Supplies		17,848		25,000		23,150		22,900	
<b>Program Total</b>	<b>\$</b>	<b>284,972</b>	<b>\$</b>	<b>344,640</b>	<b>\$</b>	<b>307,630</b>	<b>\$</b>	<b>325,040</b>	<b>2.00</b>

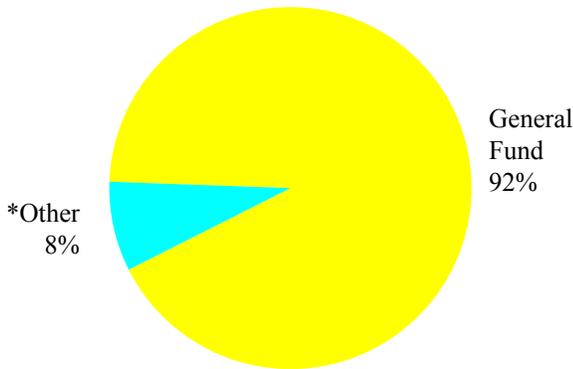


# TUCSON POLICE

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

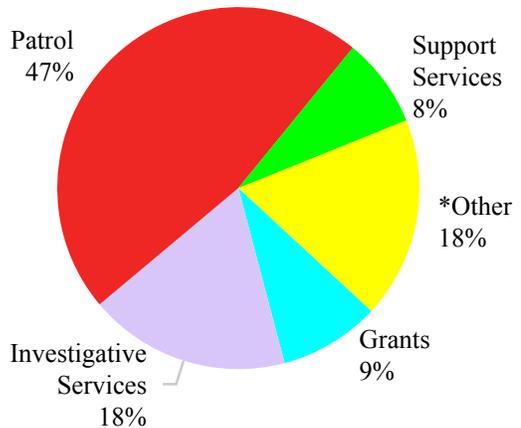
Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	1,322.50	1,207.50	1,207.50	1,203.50	(4.00)
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 141,419,625	\$ 140,389,090	\$ 139,788,280	\$ 158,126,680	\$ 17,737,590
Services	15,810,820	12,419,420	11,585,050	9,108,470	(3,310,950)
Supplies	5,540,167	4,557,090	5,690,730	5,667,050	1,109,960
Equipment	366,831	2,598,980	1,751,830	2,791,830	192,850
<b>Department Total</b>	<b>\$ 163,137,443</b>	<b>\$ 159,964,580</b>	<b>\$ 158,815,890</b>	<b>\$ 175,694,030</b>	<b>\$ 15,729,450</b>
Capital Improvement Program	—	—	—	12,900,000	12,900,000
<b>Total Department</b>	<b>\$ 163,137,443</b>	<b>\$ 159,964,580</b>	<b>\$ 158,815,890</b>	<b>\$ 188,594,030</b>	<b>\$ 28,629,450</b>

## FINANCING PLAN



\*Other includes Other Federal Grant Funds (6%), Non-Federal Grant Funds (2%), and Civic Contribution Fund (<1%).

## PROGRAM ALLOCATION



\*Other includes Office of the Chief's of Police (5%), Logistics (3%), Administrative Services (2%), Special Duty (2%), Traffic Enforcement (2%), Training (2%), Forfeiture (1%), Impounds (1%), and Emergency Management (<1%).

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$175,694,030 reflects an increase of \$15,729,450 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to Public Safety Personnel Retirement System pension costs	\$ 13,209,260
Increase primarily due to workers compensation and group insurance costs	2,034,690
Increase to fund replacement of 20 police officer positions	1,890,720
Increase to furnishings, equipment and tools	835,520
Increase in officer training costs	602,920
Increase to miscellaneous supplies primarily for helicopter maintenance costs	274,440
Increase to equipment	192,850
Decrease to services	(258,350)
Decrease to miscellaneous professional services	(277,540)
Decrease to uniforms and safety equipment	(388,310)
Decrease to radio and data services	(541,500)
Decrease to public liability and hazardous waste insurance	(845,250)
Decrease to vehicle purchases	(1,000,000)
<b>Total</b>	<b>\$ 15,729,450</b>

**Trends**

Police officers are broadening their role beyond traditional law enforcement to address issues of mental illness, domestic violence, drug (including opioid) addiction, and homelessness by partnering with social service providers and by seeking alternatives to incarceration.

**Future Challenges and Opportunities**

Nationally, police are being scrutinized for use of force. This is an opportunity for us to analyze our use of force and to be as transparent and responsive to the community as possible. Another challenge is diminishing resources. This challenge may be met with various technologies that maximize our efficiency, such as predictive analytics. For FY17/18 the City of Tucson has begun consolidation of the 911 Communications Center to bring together TPD and TFD dispatchers and operators under one organizational structure which will be known as the Public Safety Communications Center. Over time it is expected that this consolidation will produce greater overall customer service efficiencies and cost savings to the City of Tucson. This initial consolidation is a piece of an overall larger initiative to centralize and improve customer service throughout the City of Tucson.

**Program Budget Overview**

The themes of this budget cycle include civilianization of sworn positions and reduction of middle management positions as we reduce sworn staffing to levels not seen since 1995. We will also be attempting to address issues that arise as a result of deferred maintenance. With the passing of Proposition 101 on May 16, 2017, TPD is projected to receive \$75M over a five year period for new vehicles, new equipment and facility improvements. FY17/18 will utilize \$9.1M of the \$75M for vehicle and equipment acquisitions and facility improvements.

**Recent Accomplishments**

Following the transition to a new Chief of Police, the Department engaged in a multi-phase reorganization, showcasing the organization's adaptability as we cut \$7M from our Fiscal Year 2017 budget. Police and Fire have collaborated to consolidate our Communications Centers, a concept approved by the City Manager and ready to be presented before Mayor and Council. The Department has successfully partnered with academic and other institutions (ASU, NYU, DOJ) for various projects that serve the community. Once again, the Department was named a "Best for Vets" employer.

## OPERATING PROGRAMS

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**OFFICE of the CHIEF of POLICE:** This program area directs policy, oversees the professionalism of department members, and coordinates the efforts of the department. This program also includes Internal Affairs, Finance, Human Resources, and Special Events.

### Character of Expenditures

Salaries and Benefits	\$ 7,761,336	\$ 7,754,850	\$ 7,907,250	\$ 8,670,450	
Services	776,665	514,290	506,790	458,600	
Supplies	33,400	16,960	31,460	31,460	
<b>Program Total</b>	<b>\$ 8,571,401</b>	<b>\$ 8,286,100</b>	<b>\$ 8,445,500</b>	<b>\$ 9,160,510</b>	<b>46.00</b>

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

### Character of Expenditures

Salaries and Benefits	\$ 2,958,753	\$ 3,360,460	\$ 3,319,260	\$ 3,883,760	
Services	83,975	51,470	51,470	97,370	
Supplies	39	1,500	1,500	1,500	
<b>Program Total</b>	<b>\$ 3,042,767</b>	<b>\$ 3,413,430</b>	<b>\$ 3,372,230</b>	<b>\$ 3,982,630</b>	<b>56.00</b>

**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.

### Character of Expenditures

Salaries and Benefits	\$ 590,935	\$ 502,960	\$ 503,920	\$ 566,380	
Services	17,664	9,050	9,050	6,420	
Supplies	1,306	1,500	1,500	1,500	
<b>Program Total</b>	<b>\$ 609,905</b>	<b>\$ 513,510</b>	<b>\$ 514,470</b>	<b>\$ 574,300</b>	<b>3.00</b>

**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.

### Character of Expenditures

Salaries and Benefits	\$ 789,542	\$ 856,970	\$ 943,330	\$ 1,007,790	
Services	286,075	366,540	317,540	313,870	
Supplies	69,221	261,470	340,470	340,470	
Equipment	82,937	97,510	77,510	77,510	
<b>Program Total</b>	<b>\$ 1,227,775</b>	<b>\$ 1,582,490</b>	<b>\$ 1,678,850</b>	<b>\$ 1,739,640</b>	<b>3.00</b>

**TUCSON POLICE**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 8,784,744	\$ 7,371,350	\$ 7,428,920	\$ 7,409,290	
Services	3,013,155	5,459,920	4,614,090	3,671,950	
Supplies	1,376,800	1,268,830	2,351,580	2,428,220	
Equipment	241,606	443,200	449,050	1,594,050	
<b>Program Total</b>	<b>\$ 13,416,305</b>	<b>\$ 14,543,300</b>	<b>\$ 14,843,640</b>	<b>\$ 15,103,510</b>	<b>60.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 3,534,952	\$ 749,520	\$ 749,520	\$ 797,430	
Services	91,404	127,510	136,070	132,570	
Supplies	368,076	166,320	150,820	500	
<b>Program Total</b>	<b>\$ 3,994,432</b>	<b>\$ 1,043,350</b>	<b>\$ 1,036,410</b>	<b>\$ 930,500</b>	<b>8.00</b>

**INVESTIGATIVE SERVICES:** This program area conducts professional and exemplary criminal investigations by striving to set the highest standards in investigative, forensic, and evidentiary procedures. This area includes the Crime Lab Assessment fund.

**Character of Expenditures**

Salaries and Benefits	\$ 31,552,226	\$ 31,620,100	\$ 31,323,540	\$ 29,557,760	
Services	1,100,281	1,104,460	997,550	763,490	
Supplies	571,767	537,960	494,910	672,950	
Equipment	—	6,500	6,500	6,500	
<b>Program Total</b>	<b>\$ 33,224,274</b>	<b>\$ 33,262,520</b>	<b>\$ 32,816,000</b>	<b>\$ 30,994,200</b>	<b>241.50</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 1,653,560	\$ 1,827,660	\$ 1,753,820	\$ 1,801,510	
Services	7,791,241	2,562,160	2,540,920	1,927,960	
Supplies	2,301,027	1,100,670	1,057,220	879,180	
Equipment	—	2,000,270	1,167,270	1,062,270	
<b>Program Total</b>	<b>\$ 11,745,828</b>	<b>\$ 7,490,760</b>	<b>\$ 6,519,230</b>	<b>\$ 5,670,920</b>	<b>17.00</b>

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 62,041,218	\$ 63,094,230	\$ 62,496,850	\$ 82,166,530	
Services	922,800	999,400	1,009,480	671,800	
Supplies	2,468	28,300	23,930	23,930	
<b>Program Total</b>	<b>\$ 62,966,486</b>	<b>\$ 64,121,930</b>	<b>\$ 63,530,260</b>	<b>\$ 82,862,260</b>	<b>609.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 2,895,691	\$ 3,560,060	\$ 35,600,607	\$ 3,426,750	
Services	139,198	119,380	119,380	117,340	
Supplies	—	14,000	14,000	14,000	
<b>Program Total</b>	<b>\$ 3,034,889</b>	<b>\$ 3,693,440</b>	<b>\$ 35,733,987</b>	<b>\$ 3,558,090</b>	<b>3.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 11,678,539	\$ 12,399,600	\$ 12,461,970	\$ 13,435,610	
Services	274,872	297,600	324,700	252,660	
Supplies	450,865	449,360	441,860	441,860	
Equipment	42,288	51,500	51,500	51,500	
<b>Program Total</b>	<b>\$ 12,446,564</b>	<b>\$ 13,198,060</b>	<b>\$ 13,280,030</b>	<b>\$ 14,181,630</b>	<b>128.00</b>

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

**Character of Expenditures**

Salaries and Benefits	\$ 4,414,712	\$ 4,884,130	\$ 4,892,160	\$ 2,666,400	
Services	1,076,612	84,900	262,940	17,540	
Supplies	13,439	41,790	41,630	41,630	
<b>Program Total</b>	<b>\$ 5,504,763</b>	<b>\$ 5,010,820</b>	<b>\$ 5,196,730</b>	<b>\$ 2,725,570</b>	<b>12.00</b>

**TUCSON POLICE**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

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

**Character of Expenditures**

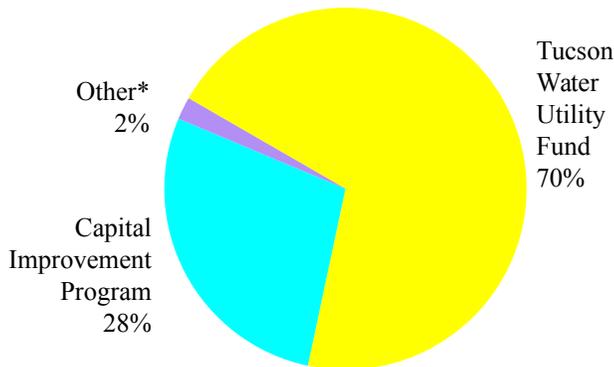
Salaries and Benefits	\$ 2,763,417	\$ 2,407,200	\$ 2,447,680	\$ 2,737,020	
Services	236,878	722,740	695,070	676,900	
Supplies	351,758	668,430	739,850	789,850	
<b>Program Total</b>	<b>\$ 3,352,053</b>	<b>\$ 3,798,370</b>	<b>\$ 3,882,600</b>	<b>\$ 4,203,770</b>	<b>17.00</b>

# 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.

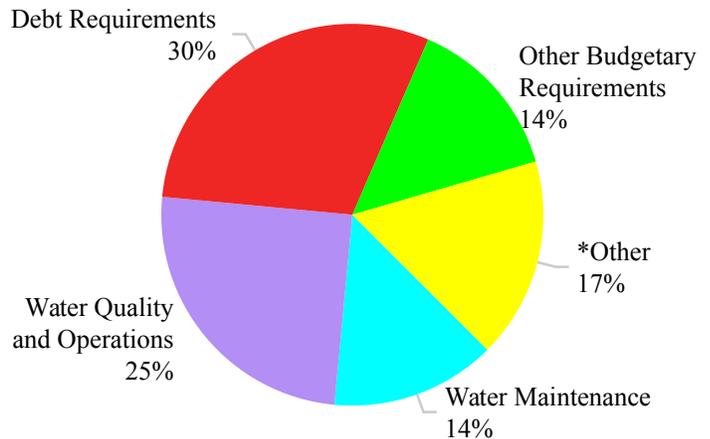
Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	550.50	550.50	550.50	554.50	4.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 38,505,639	\$ 34,484,570	\$ 31,038,410	\$ 37,148,120	\$ 2,663,550
Services	71,433,568	78,981,580	70,568,770	77,997,468	(984,112)
Supplies	8,779,489	10,036,780	9,822,320	10,601,502	564,722
Equipment	1,976,022	3,229,490	3,660,080	3,325,000	95,510
Debt Service	50,457,914	54,709,850	51,816,990	55,167,140	457,290
<b>Operating Total</b>	<b>\$ 171,152,632</b>	<b>\$ 181,442,270</b>	<b>\$ 166,906,570</b>	<b>\$ 184,239,230</b>	<b>\$ 2,796,960</b>
Capital Improvement Program	50,650,172	56,098,000	51,255,730	70,210,030	14,112,030
<b>Department Total</b>	<b>\$ 221,802,804</b>	<b>\$ 237,540,270</b>	<b>\$ 218,162,300</b>	<b>\$ 254,449,260</b>	<b>\$ 16,908,990</b>

## FINANCING PLAN



\*Other includes System Equity Fee (1%) and Tucson Water Conservation Fund (1%).

## PROGRAM ALLOCATION



\*Other includes Customer Service (6%), Administration (5%), Business Services (3%), and Planning and Engineering (3%).

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$184,239,230 reflects an increase of \$2,796,960 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to repair and maintenance to water infrastructure	\$	2,088,150
Increase to personnel primarily due to the implementation of a skill based compensation plan to improve customer service		887,450
Increase to workers' compensation and group insurance		544,230
Increase to electricity		543,640
Increase to supplies		223,450
Increase to commodities		29,670
Decrease to equipment		(20,000)
Decrease to other miscellaneous costs		(419,320)
Decrease to financing costs primarily due to debt refunding		(457,290)
Decrease to miscellaneous professional services		(623,020)
<b>Total</b>	<b>\$</b>	<b>2,796,960</b>

**Trends**

Low income program certification response time is declining. Total potable water sales are continuing to decline even as population and new development increase. Aging brick and mortar and information technology infrastructure are resulting in more frequent losses of localized water service.

**Future Challenges and Opportunities**

The continued trend in declining revenues from potable water sales due to conservation, as well as the community's desire to conserve water challenge Tucson Water's current potable water sales dependent rate structure to fund ongoing operations and maintenance. Conversely, water conservation has deferred the need for some major capital projects since the projected demand for water is not materializing. The opportunity presented is to develop a rate structure that funds operations and maintenance; allows for the prudent modernization of brick and mortar and information technology infrastructure; protects our economically challenged customers; and stimulates economic development.

**Program Budget Overview**

The responsibility of vehicle maintenance and fuel, utilities, telephone, building and maintenance was transferred to the Environmental and General Services Department.

**Recent Accomplishments**

The implementation of the Excellence in Customer Service Program has reduced call wait times, eliminated busy signals, and reduced call center staff turnover. The employment of corrosion detection leak control has prevented major transmission line failures. Completed rehabilitation of the Rauscher and Valley View Reservoirs.

## OPERATING PROGRAMS

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Program Staffing
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**DIRECTOR'S OFFICE:** This office provides vision for the future and leadership for Tucson Water; oversees the utility's programs, activities, and strategic planning process to ensure proactive compliance with Mayor and Council's water policies, City Manager direction, regulatory requirements, and community expectations; coordinates and facilitates communication with customers, Mayor and Council, outside agencies, other city departments, and the media; provides personnel; training and safety programs; develops efficiency improvements; promotes water conservation through educational information; and training. The Director's Office supports all of the utility's commitments and strategic initiatives.

### Character of Expenditures

Salaries and Benefits	\$ 2,735,582	\$ 2,836,250	\$ 2,753,120	\$ 3,466,020	
Services	4,137,899	5,295,980	5,016,090	5,711,158	
Supplies	336,700	391,050	428,510	427,762	
Equipment	7,279	—	—	—	
<b>Program Total</b>	<b>\$ 7,217,460</b>	<b>\$ 8,523,280</b>	<b>\$ 8,197,720</b>	<b>\$ 9,604,940</b>	<b>33.00</b>

**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.

### Character of Expenditures

Salaries and Benefits	\$ 749,825	\$ 821,480	\$ 762,150	\$ 926,000	
Services	1,886,026	1,977,590	1,611,890	3,445,000	
Supplies	1,392,064	1,476,630	1,482,400	1,577,100	
Equipment	322,944	241,370	250,000	250,000	
<b>Program Total</b>	<b>\$ 4,350,859</b>	<b>\$ 4,517,070</b>	<b>\$ 4,106,440</b>	<b>\$ 6,198,100</b>	<b>11.00</b>

**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.

### Character of Expenditures

Salaries and Benefits	\$ 7,175,451	\$ 7,246,340	\$ 6,660,270	\$ 8,607,880	
Services	457,632	577,760	861,880	806,520	
Supplies	551,643	612,180	656,250	750,130	
Equipment	—	—	3,910	—	
<b>Program Total</b>	<b>\$ 8,184,726</b>	<b>\$ 8,436,280</b>	<b>\$ 8,182,310</b>	<b>\$ 10,164,530</b>	<b>135.00</b>

**TUCSON WATER**

	<b>Actual</b>		<b>Adopted</b>		<b>Estimated</b>		<b>Adopted</b>		<b>Program</b>
	<b>FY 15/16</b>		<b>FY 16/17</b>		<b>FY 16/17</b>		<b>FY 17/18</b>		<b>Staffing</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 5,180,040	\$ 3,929,500	\$ 3,491,970	\$ 4,875,280	
Services	205,377	513,200	568,360	645,350	
Supplies	284,274	272,460	284,300	379,550	
<b>Program Total</b>	<b>\$ 5,669,691</b>	<b>\$ 4,715,160</b>	<b>\$ 4,344,630</b>	<b>\$ 5,900,180</b>	<b>120.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 12,769,433	\$ 12,262,820	\$ 11,380,410	\$ 11,302,950	
Services	11,119,553	9,185,660	10,288,920	9,888,950	
Supplies	4,758,787	4,745,580	5,214,000	4,566,660	
Equipment	—	—	306,670	—	
<b>Program Total</b>	<b>\$ 28,647,773</b>	<b>\$ 26,194,060</b>	<b>\$ 26,883,330</b>	<b>\$ 25,758,560</b>	<b>186.00</b>

**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.

**Character of Expenditures**

Salaries and Benefits	\$ 6,034,299	\$ 5,769,440	\$ 5,051,670	\$ 7,069,990	
Services	33,286,969	36,199,350	34,681,880	35,869,910	
Supplies	1,620,541	2,379,740	1,688,790	2,731,920	
<b>Program Total</b>	<b>\$ 40,941,809</b>	<b>\$ 44,348,530</b>	<b>\$ 41,422,340</b>	<b>\$ 45,671,820</b>	<b>69.50</b>

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

**Character of Expenditures**

Debt Service	\$ 50,457,914	\$ 54,709,850	\$ 51,816,990	\$ 55,167,140	<b>0.00</b>
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<b>OTHER BUDGETARY REQUIREMENTS:</b> This program area provides budget capacity for various expenses not associated with specific programs within Tucson Water, including general expense, and administrative service charges.
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**Character of Expenditures**

Salaries and Benefits	\$	3,861,009	\$	1,618,740	\$	938,820	\$	900,000	
Services		20,340,112		25,232,040		17,539,750		21,630,580	
Supplies		(164,520)		159,140		68,070		168,380	
Equipment		1,645,799		2,988,120		3,099,500		3,075,000	
<b>Program Total</b>	<b>\$</b>	<b>25,682,400</b>	<b>\$</b>	<b>29,998,040</b>	<b>\$</b>	<b>21,646,140</b>	<b>\$</b>	<b>25,773,960</b>	<b>0.00</b>

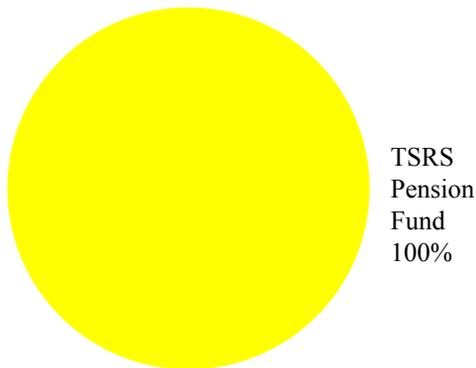


# PENSION SERVICES

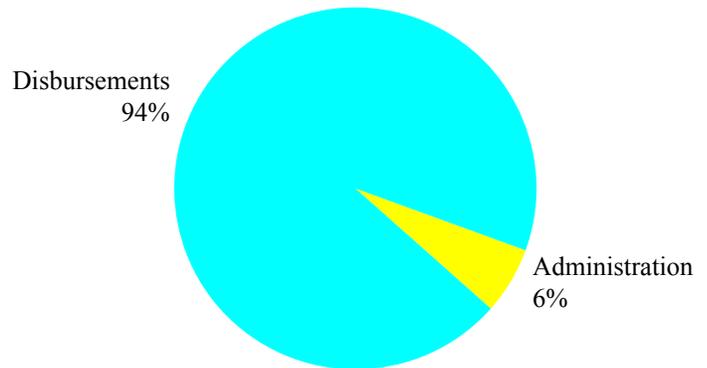
**MISSION STATEMENT:** To assist Tucson Supplemental Retirement System (TSRS) members with planning for a secure retirement; and provide monthly retirement benefits that supplement social security benefits and personal investment savings of our members and their beneficiaries.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>STAFFING</b>	4.00	4.00	4.00	4.00	0.00
<b>EXPENDITURES</b>					
Salaries and Benefits	\$ 562,649	\$ 507,680	\$ 507,680	\$ 467,440	\$ (40,240)
TSRS Refunds	2,535,255	2,650,000	2,650,000	2,650,000	0
Retiree and Beneficiary Payments	67,910,497	73,725,000	73,725,000	77,140,000	3,415,000
Services	4,199,287	4,357,780	4,351,180	4,475,740	117,960
Supplies	20,647	32,250	36,150	32,250	—
Equipment	—	—	2,700	—	—
<b>Department Total</b>	<b>\$ 75,228,335</b>	<b>\$ 81,272,710</b>	<b>\$ 81,272,710</b>	<b>\$ 84,765,430</b>	<b>\$ 3,492,720</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



## SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2017/18 of \$84,765,430 reflects an increase of \$3,492,720 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to retiree and beneficiary payments	\$ 3,415,000
Increase to services driven by legal, banking and audit services	117,960
Decrease to personnel costs due to reduction of interdepartmental charges for pension personnel	(40,240)
<b>Total</b>	<b>\$ 3,492,720</b>

<b>Trends</b>
The TSRS currently pays benefits to approximately 2,945 retirees with an average pension of \$23,856 per retiree. As of June 30, 2016 there were 2,495 active participants, and the System's funded status was 71.1%.
<b>Future Challenges and Opportunities</b>
Per City Code the TSRS is to operate for the exclusive purpose of providing benefits to members and beneficiaries. The TSRS receives resources to pay these benefits through contribution's from both the City and plan members, and from investment returns. TSRS administration must ensure future sustainability of these revenue streams.
<b>Program Budget Overview</b>
The primary expenditures of the TSRS involve the payment of benefits to members and their beneficiaries. In addition, the TSRS board shall annually prepare and maintain a budget setting forth the administrative costs of the system. The system budget shall include separate line items for the primary administrative expenses of the system, including, but not limited to, record keeping, accounting fees, actuarial expenses, investment fees and expenses, audit expenses, staffing costs, other independent professional expenses, and professional development fees and expenses for board members and the system administrator.
<b>Recent Accomplishments</b>
TSRS net assets held in trust for pensions was valued at approximately \$726.8 million as of June 30, 2016. During that time frame the annual rate of return on the plan's investments was 2.38%, which was above the Plan benchmark return of 1.82% for the same period, ranking in the top tenth percentile among peers in institutional government investors. Due to retirement incentives offered by the City the TSRS processed 188 retirements during fiscal year ending June 30, 2016, which represents an 86.1% increase over prior year member retirements of 101.

## OPERATING PROGRAMS

<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Program</b>
<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>Staffing</b>

<b>ADMINISTRATION:</b> This program area administers the pension benefits for non-public safety City employees and retirees.
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<b>Character of Expenditures</b>									
Salaries and Benefits	\$	562,649	\$	507,680	\$	507,680	\$	467,440	
Services		4,199,287		4,357,780		4,351,180		4,475,740	
Supplies		20,647		32,250		36,150		32,250	
Equipment		—		—		2,700		—	
<b>Program Total</b>	<b>\$</b>	<b>4,782,583</b>	<b>\$</b>	<b>4,897,710</b>	<b>\$</b>	<b>4,897,710</b>	<b>\$</b>	<b>4,975,430</b>	<b>4.00</b>

<b>DISBURSEMENTS:</b> This program area provides for the distribution of pension benefits to non-public safety City retirees and their beneficiaries, including transfers to and from other pension systems.
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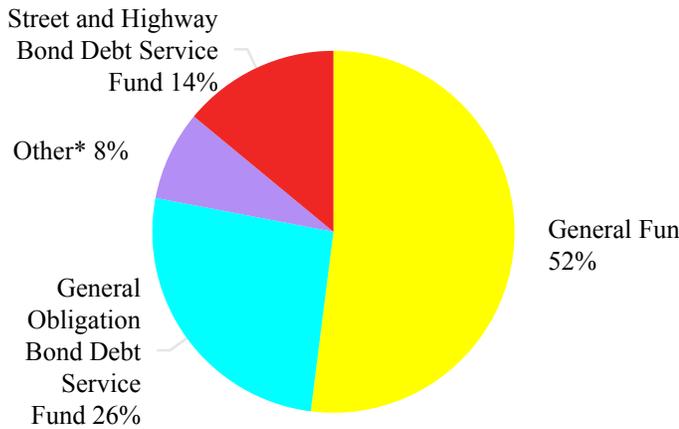
<b>Character of Expenditures</b>									
Retiree and Beneficiary	\$	67,910,497	\$	73,725,000	\$	73,725,000	\$	77,140,000	
Payments									
TSRS Refunds		2,535,255		2,650,000		2,650,000		2,650,000	
<b>Program Total</b>	<b>\$</b>	<b>70,445,752</b>	<b>\$</b>	<b>76,375,000</b>	<b>\$</b>	<b>76,375,000</b>	<b>\$</b>	<b>79,790,000</b>	<b>0.00</b>

# GENERAL GOVERNMENT

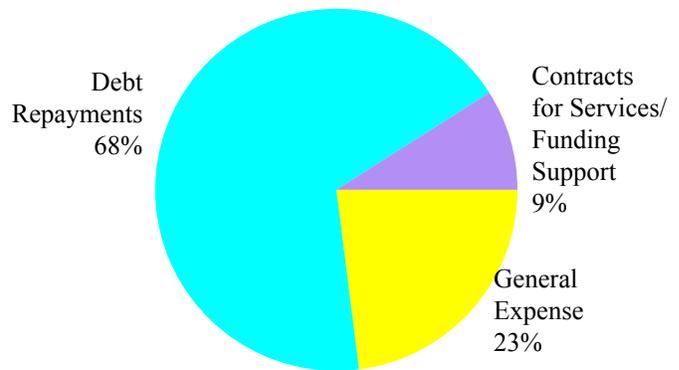
The General Government category contains program budgets that are not associated with any specific department. Its programs are General Expense, Debt Repayments, and Contracts for Services or Funding Support.

Department Cost Summary	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	Variance
<b>EXPENDITURES</b>					
Retiree Benefits	\$ 8,975,993	\$ 8,830,770	\$ 9,166,530	\$ 7,635,370	\$ (1,195,400)
Services	20,459,858	26,617,850	24,229,630	28,886,070	2,268,220
Supplies	46,611	—	59,450	135,190	135,190
Equipment	—	3,706,060	1,412,100	140,000	(3,566,060)
Debt Service	75,235,254	77,247,910	75,254,330	81,307,850	4,059,940
Refunding	54,816,549	—	—	—	—
<b>Operating Total</b>	<b>\$ 159,534,265</b>	<b>\$ 116,402,590</b>	<b>\$ 110,122,040</b>	<b>\$ 118,104,480</b>	<b>\$ 1,701,890</b>
Capital Improvement Program	843,942	750,000	460,960	2,400,000	1,650,000
<b>Department Total</b>	<b>\$ 160,378,207</b>	<b>\$ 117,152,590</b>	<b>\$ 110,583,000</b>	<b>\$ 120,504,480</b>	<b>\$ 3,351,890</b>

## FINANCING PLAN



## PROGRAM ALLOCATION



\*Other includes Highway User Revenue Fund (3%), Park Tucson Fund (2%), Capital Improvement Program (1%), Environmental Service Fund (1%), Sun Link Fund (1%), Community Development Block Grant Fund (<1%), Other Federal Grants (<1%), Special Assessment Fund (<1%), and Tucson Convention Center Fund (<1%), .

**SIGNIFICANT CHANGES**

The adopted operating budget for Fiscal Year 2017/18 of \$118,104,480 reflects an increase of \$1,701,890 from the Fiscal Year 2016/17 Adopted Budget. Changes include:

Increase to debt service primarily due to new LED lighting lease	\$ 4,059,940
Increase for an additional one-time employee distribution	2,000,000
Increase for 911 communications consolidation	1,000,000
Increase for one-time payment card industry compliance	190,000
Increase for animal care costs	170,720
Decrease for budgetary savings from the managed print services assessment	(150,000)
Decrease for other general expenses	(268,770)
Decrease for budgetary savings from the business service restructure	(2,500,000)
Decrease for budgetary savings from other restructures and partnerships	(2,800,000)
<b>Total</b>	<b>\$ 1,701,890</b>

**OPERATING PROGRAMS**

<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>
<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 16/17</b>	<b>FY 17/18</b>

**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.

**Character of Expenditures**

Retiree Benefits	\$ 8,975,993	\$ 8,830,770	\$ 9,166,530	\$ 7,635,370	
Services	12,146,437	16,959,300	14,358,570	18,932,980	
Supplies	46,611	—	59,450	135,190	
Equipment	—	3,706,060	1,412,100	140,000	
<b>Program Total</b>	<b>\$ 21,169,041</b>	<b>\$ 29,496,130</b>	<b>\$ 24,996,650</b>	<b>\$ 26,843,540</b>	<b>0.00</b>

**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. Environmental Services and Tucson Water 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.

**Character of Expenditures**

Debt Service	\$ 75,235,254	\$ 77,247,910	\$ 75,254,330	\$ 81,307,850	<b>0.00</b>
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**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.

**Character of Expenditures**

Services	\$ 8,299,686	\$ 9,634,550	\$ 9,847,060	\$ 9,929,090	
Outside Agencies	13,735	24,000	24,000	24,000	
<b>Program Total</b>	<b>\$ 8,313,421</b>	<b>\$ 9,658,550</b>	<b>\$ 9,871,060</b>	<b>\$ 9,953,090</b>	<b>0.00</b>

# CONTRACTS for SERVICES or FUNDING SUPPORT

	<b>Adopted FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Arts and Cultural Enrichment</b>		
Arts Foundation for Tucson and Southern Arizona	\$ 350,000	\$ 480,070
<b>Program Total</b>	<b>\$ 350,000</b>	<b>\$ 480,070</b>
 <b>Civic/Special Community Events</b>		
Veterans Day	\$ 8,000	\$ 8,000
Martin Luther King	8,000	8,000
Cesar Chavez	8,000	8,000
<b>Program Total</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>
 <b>Payments to Other Governments</b>		
Jail Board	\$ 6,900,000	\$ 6,900,000
Pima Animal Control Center <sup>1</sup>	4,500,000	4,550,000
Pima Association of Governments <sup>2</sup>	199,000	199,000
Victim Witness	24,900	24,900
<b>Program Total</b>	<b>\$ 11,623,900</b>	<b>\$ 11,673,900</b>
<b>Human Services<sup>3</sup></b>	<b>\$ 1,464,910</b>	<b>\$ 1,469,910</b>
 <b>Economic and Workforce Development</b>		
Metropolitan Education Commission	\$ 19,570	\$ 19,570
Tucson Downtown Partnership	365,000	365,000
Visit Tucson <sup>4</sup>	3,544,710	4,290,550
<b>Program Total</b>	<b>\$ 3,929,280</b>	<b>\$ 4,675,120</b>
<b>Total</b>	<b>\$ 17,392,090</b>	<b>\$ 18,323,000</b>

<sup>1</sup>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.

<sup>2</sup>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 General Government for this purpose.

<sup>3</sup>Funding is in the Housing and Community Development Department Budget

<sup>4</sup>Fiscal Year 2017/18 reflects an estimate of the allocation to Visit Tucson based on a projection of Fiscal Year 2016/17 transient occupancy tax and Hotel/Motel Room collections.

# FOUR-YEAR CITY STAFFING COMPARISON

Department	Adopted FY 14/15	Adopted FY 15/16	Adopted FY 16/17	Adopted FY 17/18
<b>Elected and Official</b>				
Mayor and Council	43.00	43.00	42.00	44.00
City Manager	35.00	33.00	24.00	23.00
City Attorney	91.00	93.00	85.50	84.50
City Clerk	37.50	43.50	32.00	33.00
Sub-Total	206.50	212.50	183.50	184.50
<b>Public Safety and Justice Services</b>				
City Court	136.80	136.80	112.80	117.80
Equal Opportunity Programs and Independent Police Review	9.00	—	—	—
Public Defender	32.00	32.00	28.00	28.00
Tucson Fire	753.50	766.50	778.50	767.50
Tucson Police	1,315.50	1,319.50	1,207.50	1,203.50
Sub-Total	2,246.80	2,254.80	2,126.80	2,116.80
<b>Community Enrichment and Development</b>				
Housing and Community Development	146.25	146.25	141.25	141.25
Integrated Planning	15.00	16.00	—	—
Parks and Recreation	462.75	478.75	433.75	433.75
Planning and Development Services	100.00	99.00	57.00	57.00
Transportation	284.00	287.00	299.00	297.00
Tucson City Golf	68.00	—	—	—
Tucson Convention Center	44.50	—	—	—
Sub-Total	1,120.50	1,027.00	931.00	929.00
<b>Public Utilities</b>				
Environmental Services	216.00	214.00	241.00	236.00
Tucson Water	547.50	547.50	550.50	554.50
Sub-Total	763.50	761.50	791.50	790.50
<b>Support Services</b>				
Budget and Internal Audit	14.00	15.00	—	—
Finance	107.00	112.00	114.00	108.00
General Services	223.00	222.00	219.00	214.00
Human Resources	30.00	29.00	26.00	27.00
Information Technology	105.00	105.50	94.50	96.00
Procurement	39.00	39.00	36.00	35.00
Sub-Total	518.00	522.50	489.50	480.00
<b>Pension Services</b>				
	4.00	4.00	4.00	4.00
<b>Total</b>	<b>4,859.30</b>	<b>4,782.30</b>	<b>4,526.30</b>	<b>4,504.80</b>

# DEPARTMENTAL POSITION RESOURCES

## MAYOR'S OFFICE

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>Mayor's Office</b>				
Mayor	1.00	1.00	1.00	1.00
Chief of Staff: Office of the Mayor	1.00	1.00	1.00	—
Executive Assistant/Mayor	3.00	3.00	3.00	—
Management Coordinator	1.00	1.00	1.00	—
Management Assistant	1.00	1.00	1.00	—
M&C Personal Staff Member	—	—	—	5.00
Mayor and Council Assistant	—	—	—	1.00
<b>Program Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Council - Ward 1</b>				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	—	—	5.00
Council Administrative Assistant	3.00	3.00	3.00	—
Executive Assistant	2.00	2.00	2.00	—
Mayor and Council Assistant	—	—	—	1.00
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
<b>Council - Ward 2</b>				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	—	—	4.00
Council Administrative Assistant	3.00	3.00	3.00	—
Executive Assistant	2.00	2.00	2.00	—
Mayor and Council Assistant	—	—	—	1.00
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Council - Ward 3</b>				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	—	—	4.00
Council Administrative Assistant	3.00	3.00	3.00	—
Executive Assistant	2.00	2.00	2.00	—
Mayor and Council Assistant	—	—	—	1.00
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Council - Ward 4</b>				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	—	—	5.00
Council Administrative Assistant	3.00	3.00	3.00	—
Executive Assistant	2.00	2.00	2.00	—
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**POSITION RESOURCES**

**Mayor and Council (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Council - Ward 5</b>				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	—	—	2.00
Council Administrative Assistant	3.00	3.00	3.00	—
Executive Assistant	2.00	2.00	2.00	—
Mayor and Council Assistant	—	—	—	3.00
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Council - Ward 6</b>				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	—
M&C Personal Staff Member	—	—	—	4.00
Executive Assistant	2.00	2.00	2.00	—
Mayor and Council Assistant	—	—	—	1.00
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Department Total</b>	<b>43.00</b>	<b>43.00</b>	<b>43.00</b>	<b>44.00</b>

**CITY ATTORNEY**

**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
<b>Program Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Civil**

Principal Assistant City Attorney (Chief	1.00	1.00	1.00	1.00
Principal Assistant City Attorney	1.00	1.00	1.00	1.00
Principal Assistant City Attorney	14.00	14.00	14.00	14.00
Executive Assistant	1.00	1.00	1.00	1.00
Paralegal	2.00	3.00	2.00	2.00
Legal Secretary	5.00	4.00	5.00	5.00
Principal Assistant City Attorney Assignment: Lead Civil Division	1.00	—	—	—
<b>Program Total</b>	<b>25.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

**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	5.00
Senior Assistant Prosecuting City Attorney	4.00	4.00	4.00	—
Associate Prosecuting City Attorney	19.00	15.50	14.50	16.50
Assistant City Attorney	2.00	1.00	1.00	—
Management Assistant	1.00	1.00	1.00	2.00
Litigation Support Supervisor	3.00	3.00	3.00	3.00
Legal Secretary	3.00	3.00	3.00	3.00
Paralegal	1.00	—	1.00	1.00
Litigation Support Clerk	21.00	20.00	20.00	18.00
Customer Service Representative	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>59.00</b>	<b>52.50</b>	<b>52.50</b>	<b>51.50</b>

**City Attorney (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Drug Enforcement Unit</b>				
Senior Assistant Prosecuting City Attorney	1.00	1.00	1.00	—
Associate Prosecuting City Attorney	1.00	1.00	1.00	2.00
Legal Secretary	1.00	1.00	1.00	1.00
Litigation Support Clerk	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Victim Notification and Assistance Unit</b>				
Litigation Support Clerk	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Department Total</b>	<b>93.00</b>	<b>85.50</b>	<b>85.50</b>	<b>84.50</b>

**CITY CLERK**

**Administration**

City Clerk	1.00	1.00	1.00	1.00
City Clerk Administrator	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	—
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>

**Election Management**

Election Specialist (Hourly)	1.00	—	1.00	1.00
Senior Election Technician (Hourly)	1.00	—	—	—
Election Technician (Hourly)	14.50	10.00	10.00	10.00
<b>Program Total</b>	<b>16.50</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>

**Financial Management**

Management Coordinator	1.00	—	—	—
Secretary	1.00	—	—	—
<b>Program Total</b>	<b>2.00</b>	<b>—</b>	<b>—</b>	<b>—</b>

**Legislative Management**

Management Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Agenda Office Coordinator	1.00	—	—	—
Administrative Assistant	—	2.00	2.00	2.00
Secretary	3.00	—	—	—
<b>Program Total</b>	<b>6.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Records Management**

City Records Manager	1.00	1.00	1.00	1.00
Management Assistant	2.00	2.00	2.00	2.00
Systems Analyst	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	2.00
Administrative Assistant	—	4.00	4.00	9.00
Secretary	10.00	5.00	5.00	—
<b>Program Total</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>
<b>Department Total</b>	<b>43.50</b>	<b>32.00</b>	<b>33.00</b>	<b>33.00</b>

**CITY COURT**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Administration</b>				
Deputy Director of City Court	—	1.00	—	—
Court Administrator	1.00	1.00	1.00	1.00
Assistant Court Administrator	2.00	—	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Data Base Administrator	1.00	1.00	1.00	1.00
System Administrator	1.00	—	—	—
Systems Analyst	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	—	—
Information Technology Specialist	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Court Supervisor	1.00	—	—	—
Accountant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	2.00	1.00
Senior Court Clerk	2.00	2.00	2.00	2.00
Court Clerk	—	—	1.00	1.00
<b>Program Total</b>	<b>17.00</b>	<b>14.00</b>	<b>15.00</b>	<b>14.00</b>
<b>Case Processing Service Fund</b>				
Court Clerk	5.00	—	3.00	5.00
<b>Program Total</b>	<b>5.00</b>	<b>—</b>	<b>3.00</b>	<b>5.00</b>
<b>Court Services</b>				
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	9.00	10.00	9.00
<b>Program Total</b>	<b>17.00</b>	<b>16.00</b>	<b>17.00</b>	<b>16.00</b>
<b>Judicial</b>				
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	8.00	8.00	8.00	8.00
Limited Special City Magistrate	2.00	—	—	—
Administrative Assistant	1.80	1.80	1.80	1.80
Court Clerk	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>13.80</b>	<b>11.80</b>	<b>11.80</b>	<b>11.80</b>
<b>Judicial Collection Enhancement Fund</b>				
Court Clerk	6.00	—	—	—
<b>Program Total</b>	<b>6.00</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Judicial Services</b>				
Court Section Manager	1.00	1.00	1.00	1.00
Court Interpreter Supervisor	1.00	1.00	—	1.00
Court Supervisor	4.00	3.00	3.00	3.00
Court Interpreter	1.00	1.00	2.00	1.00
Senior Court Clerk	30.00	30.00	30.00	30.00
Court Clerk	7.00	7.00	7.00	6.00
<b>Program Total</b>	<b>44.00</b>	<b>43.00</b>	<b>43.00</b>	<b>42.00</b>

**City Court (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Public Services</b>				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	3.00	3.00
Senior Court Clerk	9.00	9.00	9.00	9.00
Court Clerk	21.00	15.00	18.00	16.00
<b>Program Total</b>	<b>34.00</b>	<b>28.00</b>	<b>31.00</b>	<b>29.00</b>
<b>Department Total</b>	<b>136.80</b>	<b>112.80</b>	<b>120.80</b>	<b>117.80</b>

**CITY MANAGER**

**City Manager**

City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	—
Assistant City Manager	1.00	1.00	1.00	1.00
Assistant City Manager/Chief Financial	1.00	1.00	1.00	1.00
Executive Management Advisor	—	—	1.00	2.00
Project Manager	2.00	2.00	2.00	2.00
Management Assistant to the City Manager	1.00	1.00	1.00	1.00
Executive Assistant/City Manager	2.00	2.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

**Communications**

Management Assistant to the City Manager	1.00	1.00	1.00	1.00
Executive Assistant/City Manager	1.00	1.00	—	—
Public Information Specialist	1.00	1.00	1.00	1.00
Television Production Specialist	—	—	1.00	1.00
<b>Program Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Economic Development and Annexation**

Economic Development Program Director	1.00	—	—	—
Management Coordinator	1.00	1.00	1.00	1.00
Economic Development Specialist	3.00	3.00	3.00	3.00
Project Manager	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**Independent Police Review**

Independent Police Auditor	1.00	1.00	1.00	1.00
Management Assistant to the City Manager	—	—	1.00	1.00
<b>Program Total</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>

**Internal Audit**

Finance Manager	—	1.00	1.00	1.00
Principal Internal Auditor	—	2.00	2.00	1.00
<b>Program Total</b>	<b>—</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>

**POSITION RESOURCES**

<b>City Manager (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Zoning Examiner</b>				
Zoning Examiner	1.00	1.00	1.00	—
<b>Program Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>—</b>
<b>Department Total</b>	<b>22.00</b>	<b>24.00</b>	<b>25.00</b>	<b>23.00</b>

**ENVIRONMENTAL SERVICES**

<b>Administration</b>				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Environmental Services Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Environmental Manager	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
GIS Supervisor	1.00	1.00	1.00	1.00
Environmental Project Coordinator	2.00	2.00	2.00	2.00
Principal Planner	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	—	—
Public Information Specialist	1.00	1.00	1.00	1.00
Water Services Supervisor	—	1.00	—	—
Utility Account Supervisor	1.00	—	1.00	1.00
Training and Customer Relations Specialist	1.00	—	—	—
Utility Services Acct Representative III	—	—	3.00	3.00
Utility Services Acct Representative II	—	—	4.00	4.00
Utility Services Acct Representative I	—	—	5.00	5.00
Utility Service Representative	2.00	2.00	2.00	2.00
Administrative Assistant	4.00	5.00	5.00	5.00
Customer Service Representative	11.00	11.00	—	—
Secretary	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>
<b>Code Enforcement</b>				
Development Services Administrator	—	1.00	1.00	—
Inspection Supervisor	—	2.00	2.00	2.00
Management Assistant	—	1.00	—	—
Staff Assistant	—	1.00	1.00	1.00
Code Inspector	—	17.00	17.00	14.00
Customer Service Representative	—	4.00	4.00	3.00
<b>Program Total</b>	<b>—</b>	<b>26.00</b>	<b>25.00</b>	<b>20.00</b>

<b>Environmental Services (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Collections</b>				
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/Neighborhood Resources Supervisor	9.00	9.00	9.00	9.00
Environmental Services Accounts Representative Welder	1.00 2.00	1.00 2.00	1.00 2.00	1.00 2.00
Environmental Services Equipment Operator	102.00	102.00	102.00	102.00
Lead Household Hazardous Waste Technician	2.00	2.00	2.00	2.00
Trade Specialist	—	—	3.00	3.00
Administrative Assistant	1.00	—	—	—
Household Hazardous Waste Technician	3.00	3.00	3.00	3.00
Senior Environmental Services Worker	5.00	5.00	5.00	5.00
Environmental Services Worker	7.00	7.00	7.00	7.00
<b>Program Total</b>	<b>136.00</b>	<b>135.00</b>	<b>138.00</b>	<b>138.00</b>
<b>Environmental Compliance</b>				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Scientist	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	—	1.00
<b>Program Total</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>5.00</b>
<b>Graffiti Abatement</b>				
Street Maintenance Crew Leader	—	1.00	—	—
Customer Services Representative	—	1.00	—	—
<b>Program Total</b>	<b>—</b>	<b>2.00</b>	<b>—</b>	<b>—</b>
<b>Groundwater Protection</b>				
Engineering Manager	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Environmental Services Inspection	1.00	1.00	1.00	1.00
Environmental Services Inspector	4.00	4.00	4.00	4.00
<b>Program Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

**POSITION RESOURCES**

<b>Environmental Services (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Landfill Operations</b>				
Landfill Manager	1.00	1.00	1.00	1.00
Environmental Services Superintendent	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Services Supervisor	2.00	2.00	2.00	2.00
Equipment Operation Specialist	12.00	12.00	12.00	12.00
Environmental Services/Neighborhood Services Supervisor	1.00	1.00	1.00	1.00
Utility Account Relations Specialist I	—	—	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	3.00	3.00	—	—
Senior Environmental Services Worker	3.00	2.00	2.00	2.00
Environmental Services Worker	4.00	5.00	5.00	5.00
<b>Program Total</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>
<b>Department Total</b>	<b>214.00</b>	<b>241.00</b>	<b>240.00</b>	<b>236.00</b>

**FINANCE**

<b>Administration</b>				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	—	—
Executive Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Accounting</b>				
Finance Administrator	2.00	2.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Budget Specialist	—	1.00	—	—
Business Analyst II	2.00	2.00	1.00	1.00
Principal Accountant	2.00	—	—	—
Payroll Manager	—	—	1.00	1.00
Management Assistant	1.00	1.00	—	—
Senior Accountant	7.00	7.00	—	—
Senior Financial Accountant	—	—	7.00	7.00
Business Analyst I	—	1.00	1.00	1.00
Financial Services Supervisor	2.00	2.00	2.00	2.00
Account Clerk Supervisor	3.00	2.00	2.00	2.00
Administrative Assistant	3.00	2.00	—	—
Senior Payroll Technician	—	—	1.00	1.00
Payroll Technician	—	—	3.00	3.00
Senior Account Clerk	10.00	9.00	6.00	5.00
Office Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>34.00</b>	<b>31.00</b>	<b>27.00</b>	<b>26.00</b>

<b>Finance (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Budget Management</b>				
Budget Administrator	—	1.00	1.00	1.00
Management Coordinator	—	1.00	1.00	1.00
Budget Specialist	—	—	1.00	1.00
Lead Budget Analyst	—	5.00	5.00	5.00
Administrative Assistant	—	1.00	1.00	1.00
<b>Program Total</b>	<b>—</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Risk Management</b>				
Risk Manager	1.00	1.00	1.00	1.00
Human Resources Manager	—	1.00	—	—
Risk Management Claims Adjuster	2.00	2.00	2.00	2.00
Risk Management Specialist	1.00	1.00	1.00	1.00
Safety and Environmental Compliance	2.00	2.00	2.00	2.00
Safety and Environmental Compliance	1.00	1.00	1.00	1.00
Work Compensation Supervisor	—	—	1.00	1.00
Medical Leave Specialist	—	1.00	1.00	1.00
Administrative Assistant	2.00	3.00	3.00	3.00
<b>Program Total</b>	<b>9.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Revenue</b>				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	2.00	2.00	1.00	1.00
Finance Analyst	1.00	1.00	2.00	2.00
Tax Audit Supervisor	2.00	2.00	2.00	2.00
Tax Auditor	7.00	7.00	7.00	7.00
Financial Services Supervisor	2.00	2.00	2.00	2.00
Revenue Investigation Supervisor	1.00	1.00	1.00	1.00
Revenue Investigator	16.00	16.00	16.00	16.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	5.00	4.00	4.00	4.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Office Assistant	—	1.00	1.00	—
<b>Program Total</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>40.00</b>
<b>Treasury</b>				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Financial Specialist	1.00	—	1.00	1.00
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	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Cashier	12.00	9.00	9.00	8.00
<b>Program Total</b>	<b>23.00</b>	<b>18.00</b>	<b>19.00</b>	<b>18.00</b>
<b>Department Total</b>	<b>111.00</b>	<b>114.00</b>	<b>111.00</b>	<b>108.00</b>

**POSITION RESOURCES**

**GENERAL SERVICES**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Facilities</b>				
Director	1.00	1.00	—	—
Deputy Director	1.00	1.00	1.00	1.00
Architecture and Engineering Administrator	1.00	1.00	1.00	1.00
Facilities Management Administrator	1.00	1.00	1.00	1.00
Communication Maintenance Superintendent	1.00	1.00	—	—
Department Finance Manager	1.00	1.00	1.00	1.00
Energy Manager	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	—
Architect	1.00	1.00	1.00	1.00
Mechanical Engineer	1.00	1.00	1.00	1.00
Project Manager	2.00	2.00	2.00	1.00
Senior Engineering Associate	1.00	—	—	—
Staff Assistant	3.00	3.00	3.00	2.00
Safety Specialist	1.00	1.00	1.00	1.00
Communications Maintenance Scheduler	1.00	1.00	1.00	1.00
Planner Scheduler	2.00	2.00	2.00	2.00
Senior Communication Technician	1.00	1.00	1.00	1.00
Carpentry Supervisor	1.00	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00	1.00
Contract and Assessment Specialist	1.00	1.00	1.00	1.00
Electrician Supervisor	1.00	1.00	1.00	1.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
HVAC 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	6.00	6.00	6.00	6.00
Engineering Associate	2.00	—	1.00	1.00
Facilities Project Coordinator	5.00	5.00	5.00	5.00
Financial Services Supervisor	1.00	1.00	1.00	1.00
Fuel Station Mechanic	3.00	3.00	3.00	3.00
HVAC Technician	13.00	13.00	12.00	12.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	1.00	1.00	1.00	1.00
Facilities Management Superintendent	3.00	2.00	3.00	3.00
Locksmith	3.00	3.00	3.00	3.00
Office Supervisor	1.00	1.00	1.00	1.00
Plumber	6.00	6.00	6.00	6.00
Asset Management Planning Technician	1.00	1.00	1.00	1.00
Electronics Bench Technician	4.00	4.00	4.00	4.00
Fire Impairment Specialist	—	—	1.00	1.00
Painter	2.00	2.00	2.00	2.00
Roofer	2.00	2.00	2.00	2.00
Administrative Assistant	3.00	4.00	4.00	4.00
Building Maintenance Worker	4.00	4.00	5.00	5.00
Lead Custodian	1.00	1.00	1.00	—
Secretary	2.00	2.00	1.00	—
Senior Account Clerk	5.00	5.00	5.00	5.00

<b>General Services (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
Storekeeper	1.00	1.00	1.00	1.00
Custodian	15.00	15.00	13.00	15.00
Customer Service Clerk	2.00	2.00	1.00	2.00
<b>Program Total</b>	<b>129.00</b>	<b>126.00</b>	<b>123.00</b>	<b>121.00</b>
<b>Fleet Services</b>				
Fleet Administrator	1.00	1.00	1.00	1.00
Fleet Maintenance Superintendent	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	3.00	3.00	3.00	3.00
Fleet Services Supervisor	6.00	6.00	6.00	6.00
Lead Automotive Mechanic	3.00	3.00	3.00	3.00
Senior Heavy Equipment Mechanic	24.00	24.00	24.00	24.00
Automotive Mechanic	20.00	20.00	20.00	20.00
Welder	2.00	2.00	2.00	2.00
Asset Management Planning Technician	1.00	1.00	1.00	1.00
Automotive Parts Specialist	6.00	6.00	6.00	6.00
Lead Fleet Service Technician	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Fleet Control Specialist	2.00	2.00	2.00	2.00
Senior Account Clerk	2.00	2.00	1.00	2.00
Senior Fleet Service Technician	12.00	12.00	12.00	12.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Automotive Service Writer	1.00	1.00	1.00	1.00
Fleet Services Attendant	4.00	4.00	4.00	4.00
<b>Program Total</b>	<b>93.00</b>	<b>93.00</b>	<b>92.00</b>	<b>93.00</b>
<b>Department Total</b>	<b>222.00</b>	<b>219.00</b>	<b>215.00</b>	<b>214.00</b>

## HOUSING and COMMUNITY DEVELOPMENT

<b>Administration</b>				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Community Services Administrator	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Staff Assistant	4.00	4.00	4.00	4.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Principal Accountant	3.00	3.00	3.00	3.00
Senior Accountant	5.00	5.00	5.00	5.00
Office Supervisor	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00
Administrative Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	1.00	1.00	1.00	1.00
Customer Service Clerk	3.00	3.00	3.00	3.00
Office Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>

**POSITION RESOURCES**

**Housing and Community Development (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Community Development</b>				
Community Services Manager	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Residential Rehabilitation Project Coordinator	5.00	5.00	5.00	5.00
<b>Program Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Contracts</b>				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	5.00	5.00	5.00	5.00
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Housing Choice Voucher/Section 8 Program</b>				
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
Community Services Project Coordinator	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	3.00	3.00	3.00	3.00
Administrative Assistant	2.00	2.00	2.00	2.00
Housing Services Agent	15.00	15.00	15.00	15.00
Customer Service Clerk	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>
<b>Planning and Community Development</b>				
Administrative Assistant	1.00	1.00	1.00	1.00
Community Services / Neighborhood Resources Manager	1.00	1.00	1.00	1.00
Community Services / Neighborhood Resources Project Coordinator	1.00	1.00	1.00	1.00
Community Services Administrator	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Public Housing Program</b>				
Community Services Administrator	1.00	1.00	1.00	1.00
Community Services Resources Manager	2.00	2.00	2.00	2.00
Community Services Project Supervisor	2.00	2.00	2.00	2.00
Housing Field Operations Coordinator	1.00	1.00	1.00	1.00
Lead Housing Technician	19.00	19.00	19.00	19.00
Locksmith	1.75	1.75	1.75	1.75
Physical Plant Operator	2.00	2.00	2.00	2.00
Residential Property Manager	7.00	7.00	7.00	7.00
Residential Rehabilitation Project Coordinator	1.00	1.00	1.00	1.00
Housing Services Agent	14.00	14.00	14.00	14.00
Housing Technician	3.00	3.00	3.00	3.00
Customer Service Representative	2.00	2.00	2.00	2.00
Custodian	2.50	2.50	2.50	2.50
<b>Program Total</b>	<b>58.25</b>	<b>58.25</b>	<b>58.25</b>	<b>58.25</b>

Housing and Community Development (Continued)	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>Tenant Services</b>				
Housing Services Agent	4.00	4.00	4.00	4.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Department Total</b>	<b>141.25</b>	<b>141.25</b>	<b>141.25</b>	<b>141.25</b>

## HUMAN RESOURCES

<b>Administration</b>				
Director of Human Resources	1.00	1.00	1.00	1.00
Deputy Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Manager	—	1.00	1.00	1.00
Lead Human Resources Analyst	1.00	—	—	—
Human Resources Analyst	1.00	—	—	—
Executive Assistant	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	—	—	—
Administrative Assistant	—	—	1.00	1.00
Secretary	1.00	1.00	—	—
<b>Program Total</b>	<b>7.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Benefits/Leave Management</b>				
Human Resources Manager	—	1.00	1.00	1.00
Lead Human Resources Analyst	—	1.00	1.00	1.00
Benefits Analyst	1.00	—	—	—
Human Resources Technician	—	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Equal Opportunity Program</b>				
Human Resources Manager	—	1.00	—	1.00
Lead Human Resources Analyst	—	1.00	1.00	1.00
Senior Equal Opportunity Specialist	1.00	1.00	1.00	1.00
Staff Assistant	—	—	1.00	1.00
Management Analyst	1.00	1.00	—	—
Lead Civilian Investigator	1.00	—	—	—
<b>Program Total</b>	<b>3.00</b>	<b>4.00</b>	<b>3.00</b>	<b>4.00</b>
<b>Information Systems/Records</b>				
Human Resources Manager	—	1.00	1.00	1.00
Business Analyst II	—	1.00	1.00	1.00
Business Analyst	—	—	1.00	1.00
Human Resources Analyst	—	1.00	—	—
Human Resources Technician	1.00	3.00	3.00	3.00
<b>Program Total</b>	<b>1.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Education, Training, and Development</b>				
Lead Human Resources Analyst	1.00	—	—	—
Human Resources Technician	1.00	—	—	—
<b>Program Total</b>	<b>2.00</b>	<b>—</b>	<b>—</b>	<b>—</b>

**POSITION RESOURCES**

<b>Human Resources (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Medical and Leave Management</b>				
Information Technology Analyst	1.00	—	—	—
Medical Leave Specialist	1.00	—	—	—
Administrative Assistant	1.00	—	—	—
<b>Program Total</b>	<b>3.00</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Service Team and Employee Records</b>				
Human Resources Administrator	1.00	—	—	—
Human Resources Manager	1.00	1.00	1.00	1.00
Lead Human Resources Analyst	5.00	4.00	4.00	4.00
Human Resources Analyst	1.00	1.00	2.00	2.00
Human Resources Technician	3.00	1.00	1.00	1.00
Administrative Assistant	1.00	—	—	—
<b>Program Total</b>	<b>12.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Department Total</b>	<b>30.00</b>	<b>26.00</b>	<b>26.00</b>	<b>27.00</b>

**INFORMATION TECHNOLOGY**

<b>Administration</b>				
Director of Information Technology	1.00	1.00	1.00	1.00
Deputy Director of Information Technology	1.00	1.00	—	—
Management Coordinator	1.00	—	1.00	1.00
Staff Assistant	1.00	1.00	—	—
Administrative Assistant	2.00	2.00	3.00	3.00
Customer Service Representative	1.00	1.00	—	—
<b>Program Total</b>	<b>7.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Application Services</b>				
Information Technology Administrator	—	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Lead Systems Analyst	2.00	2.00	2.00	2.00
Data Base Administrator	3.00	3.00	3.00	3.00
Enterprise Resource Planning Manager	1.00	—	—	—
GID Supervisor	1.00	1.00	—	—
Web Developer	2.00	2.00	2.00	2.00
GIS Data Analyst	—	1.00	1.00	1.00
Software Engineer	3.00	1.00	1.00	1.00
Web Design Analyst	2.00	2.00	2.00	2.00
Systems Analyst	9.00	8.00	9.00	9.00
<b>Program Total</b>	<b>24.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
<b>Communications Engineering</b>				
Information Technology Manager	1.00	1.00	1.00	1.00
Communications Engineer	2.00	2.00	3.00	3.00
Engineering Associate	—	—	1.00	1.00
Information Technology Analyst	1.00	1.00	—	—
IT Associate	3.00	—	1.00	1.00
<b>Program Total</b>	<b>7.00</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>

**Information Technology (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Field Technicians</b>				
Information Technology Manager	1.00	1.00	1.00	1.00
Information Technology Analyst	—	—	1.00	1.00
Information Technology Specialist	8.00	8.00	7.00	7.00
Information Technology Associate	1.00	—	—	—
<b>Program Total</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Geographic Information Systems (GIS) Services</b>				
Database Administrator	1.00	1.00	1.00	1.00
GIS Supervisor	—	—	1.00	1.00
GIS Data Analyst	2.00	2.00	1.00	1.00
GIS Programmer	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Network Services</b>				
Information Technology Manager	1.00	1.00	1.00	1.00
Lead Network Engineer	—	—	1.00	1.00
Lead Security Administrator	1.00	1.00	1.00	1.00
Network Engineer	4.00	3.00	4.00	4.00
Information Technology Analyst	1.00	1.00	—	—
<b>Program Total</b>	<b>7.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Project Management</b>				
Information Technology Administrator	2.00	2.00	1.00	1.00
Information Technology Manager	2.00	2.00	1.00	1.00
Information Technology Specialist	1.00	1.00	—	—
Information Technology Analyst	1.00	1.00	1.00	1.00
Lead Systems Analyst	2.00	2.00	1.00	1.00
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Public Safety Services</b>				
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	2.00	2.00	2.00	2.00
Lead Systems Analyst	—	—	2.00	2.00
System Administrator	1.00	1.00	—	—
Information Technology Analyst - SC	—	1.00	1.00	1.00
Systems Analyst	9.00	7.00	8.00	8.00
Information Technology Specialist	1.00	1.00	—	—
<b>Program Total</b>	<b>14.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Service Desk</b>				
Information Technology Manager	1.00	1.00	1.00	1.00
Information Technology Specialist	5.00	5.00	5.00	5.00
Information Technology Associate	1.00	2.00	2.00	2.00
<b>Program Total</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**POSITION RESOURCES**

<b>Information Technology (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Technical Services</b>				
Deputy Director of Information Technology	1.00	1.00	1.00	1.00
Information Technology Administrator	3.00	1.00	1.00	1.00
Information Technology Manager	—	1.00	—	—
Lead Data and Backup Administrator	1.00	1.00	1.00	1.00
Lead Systems Administrator	—	—	1.00	1.00
Systems Administrator	9.00	8.00	6.00	6.00
Information Analyst	1.00	—	3.00	3.00
Systems Analyst	2.00	—	—	1.00
Information Technology Specialist	1.00	1.00	—	—
<b>Program Total</b>	<b>18.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>
<b>Telecommunications System</b>				
Telephone System Coordinator	1.00	1.00	1.00	1.00
Information Technology Specialist	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Department Total</b>	<b>107.00</b>	<b>94.00</b>	<b>94.00</b>	<b>95.00</b>

**PARKS and RECREATION**

<b>Administration</b>				
Director	1.00	1.00	1.00	1.00
Deputy Director of Parks and Recreation	1.00	1.00	1.00	1.00
Parks and Recreation Administrator	—	—	—	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
GIS Project Manager	1.00	1.00	1.00	1.00
Community Promotions and Marketing	1.00	1.00	1.00	1.00
Business Analyst	—	—	1.00	1.00
Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Specialist	1.00	1.00	—	—
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	2.00	3.00
Customer Services Representative	2.00	1.00	1.00	1.00
<b>Program Total</b>	<b>16.00</b>	<b>15.00</b>	<b>14.00</b>	<b>16.00</b>
<b>Aquatics</b>				
Aquatics Program Manager	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00
Lead Maintenance Mechanic	1.00	1.00	1.00	1.00
Trade Specialist	3.00	3.00	3.00	3.00
Swimming Pool Supervisor	1.00	1.00	1.00	1.00
Aquatics Program Supervisor (Hourly)	2.75	2.75	2.75	2.75
Swimming Pool Supervisor (Hourly)	9.00	9.00	9.00	9.00
Water Safety Instructor/Senior	28.25	28.25	28.25	28.25
Lifeguard (Hourly)	11.25	11.25	11.25	11.25
<b>Program Total</b>	<b>58.25</b>	<b>58.25</b>	<b>58.25</b>	<b>58.25</b>

**Parks and Recreation (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Capital Planning and Development</b>				
Architect Manager	1.00	—	—	—
Landscape Architect	3.00	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Civic Events/Performing Arts</b>				
Parks Events Coordinator	1.00	1.00	1.00	1.00
Trade Specialist	2.00	2.00	2.00	2.00
Equipment Operator	2.00	2.00	2.00	2.00
Parks Events Worker (Hourly)	1.75	1.75	1.75	1.75
<b>Program Total</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>
<b>Hi Corbett Maintenance</b>				
Parks Maintenance Coordinator	2.00	1.00	1.00	1.00
Parks Equipment Operator	1.00	—	—	—
Groundskeeper	1.00	1.00	1.00	1.00
General Maintenance Trainee/Worker	5.00	5.00	5.00	5.00
<b>Program Total</b>	<b>9.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>KIDCO</b>				
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	4.00	4.00	4.00	4.00
Recreation Assistant	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	23.50	23.50	23.50	23.50
Bus Driver	1.00	1.00	1.00	1.00
Class Instructor Fine Arts	1.00	—	—	—
Recreation Worker (Hourly)	28.50	28.50	28.50	28.50
<b>Program Total</b>	<b>60.00</b>	<b>59.00</b>	<b>59.00</b>	<b>59.00</b>
<b>Leisure Classes</b>				
Class Registration Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Customer Services Representative	1.00	1.00	1.00	1.00
Recreation Assistant	1.00	1.00	1.00	1.00
Office Assistant	2.50	2.50	2.50	2.50
Class Instructor Fine Arts (Hourly)	10.00	8.00	8.00	8.00
<b>Program Total</b>	<b>17.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>
<b>Parks Maintenance</b>				
Parks and Recreation Superintendent	—	—	—	1.00
Parks and Golf Area Supervisor	5.00	5.00	5.00	5.00
Electrician	1.00	—	—	1.00
Carpenter	1.00	—	—	—
Equipment Operation Specialist	1.00	1.00	1.00	1.00
Lead Parks Equipment Mechanic	1.00	1.00	1.00	1.00
Parks Maintenance Coordinator	11.00	10.00	10.00	10.00
Pest Control Specialist	3.00	3.00	1.00	2.00

**POSITION RESOURCES**

**Parks and Recreation (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
Plumber	2.00	2.00	2.00	2.00
Welder	2.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	—	—	—
Parks Equipment Mechanic	4.00	4.00	4.00	4.00
Trade Specialist	16.00	14.00	11.00	13.00
Parks Equipment Operator	8.00	6.00	6.00	6.00
Groundskeeper	56.00	52.00	52.00	52.00
General Maintenance Trainee/Worker	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>113.00</b>	<b>100.00</b>	<b>95.00</b>	<b>100.00</b>

**Recreation Centers**

Parks and Recreation Administrator	2.00	1.00	1.00	—
Parks and Recreation Superintendent	4.00	2.00	2.00	1.00
Recreation Supervisor	7.00	4.00	4.00	4.00
Recreation Program Coordinator	16.00	14.00	14.00	14.00
Administrative Assistant	3.00	2.00	2.00	1.00
Customer Services Representative	2.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Recreation Assistant	47.00	43.00	42.00	42.00
Custodian	14.00	9.00	9.00	9.00
Customer Service Clerk	1.00	1.00	1.00	1.00
General Maintenance Trainee/Worker	0.75	0.75	0.75	0.75
Senior Recreation Worker (Hourly)	11.25	11.25	14.25	10.00
<b>Program Total</b>	<b>109.00</b>	<b>90.00</b>	<b>92.00</b>	<b>84.75</b>

**Sports**

Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.50	1.50	1.00
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	2.00	1.25	1.25	1.25
<b>Program Total</b>	<b>6.50</b>	<b>5.75</b>	<b>5.75</b>	<b>5.25</b>

**Therapeutic and Adaptive Recreation**

Therapeutic Recreation Supervisor	1.00	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00
Swimming Pool Supervisor (Hourly)	1.00	1.00	1.00	1.00
Recreation Assistant	2.00	1.00	2.00	2.00
Program Coordinator (Hourly)	2.00	2.00	2.00	2.00
Water Safety Instructor/Senior	7.50	7.50	7.50	7.50
Lifeguard (Hourly)	5.00	5.00	5.00	5.00
Senior Recreation Worker (Hourly)	9.50	9.50	9.50	9.50
Recreation Worker (Hourly)	6.00	3.00	3.00	2.00
<b>Program Total</b>	<b>37.00</b>	<b>33.00</b>	<b>34.00</b>	<b>33.00</b>

**Parks and Recreation (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Zoo</b>				
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
Zoo Vet	—	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
Parks Maintenance Coordinator	1.00	1.00	1.00	1.00
Trade Specialist	1.00	1.00	1.00	1.00
Zoo Educator	1.00	1.00	1.00	1.00
Zookeeper	19.00	19.00	19.00	19.00
Customer Services Representative	1.00	1.00	1.00	1.00
Zoo Education Assistant	1.00	1.00	1.00	1.00
Groundskeeper	4.00	4.00	4.00	4.00
General Maintenance Trainee/Worker	3.50	3.50	3.50	3.50
<b>Program Total</b>	<b>38.50</b>	<b>39.50</b>	<b>39.50</b>	<b>39.50</b>
<b>Grants</b>				
Senior Recreation Worker (Hourly)	3.00	3.00	3.00	3.00
Short Order Cook	1.00	1.00	1.00	0.75
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.75</b>
<b>Department Total</b>	<b>481.50</b>	<b>438.75</b>	<b>435.75</b>	<b>433.75</b>

**PLANNING and DEVELOPMENT SERVICES**

**Administration**

Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Building Official	1.00	—	—	—
Development Services Administrator	2.00	—	—	—
Development Services Manager	2.00	—	—	—
Management Coordinator	1.00	—	—	—
Project Coordinator	1.00	—	—	—
Principal Planner	—	1.00	—	—
Management Assistant	1.00	—	1.00	1.00
Executive Assistant	1.00	1.00	—	—
Planning Technician	—	1.00	—	—
Administrative Assistant	—	1.00	—	1.00
<b>Program Total</b>	<b>11.00</b>	<b>6.00</b>	<b>3.00</b>	<b>4.00</b>

**Building and Site Inspections**

Building Inspector Manager	1.00	1.00	1.00	1.00
Building Plans Examiner	4.00	—	—	—
Construction Inspection Supervisor	1.00	1.00	1.00	1.00
Lead Building Inspector	1.00	—	—	—
Building Inspector	14.00	13.00	12.00	12.00
Building Permits Specialist	2.00	—	—	—
<b>Program Total</b>	<b>23.00</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>

**POSITION RESOURCES**

**Planning and Development Services (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Plan Review and Permitting</b>				
Building Official	—	1.00	1.00	1.00
Development Services Manager	—	1.00	1.00	1.00
Building Plans Examiner	—	3.00	4.00	4.00
Civil Engineer	1.00	1.00	1.00	1.00
Principal Planner	3.00	1.00	1.00	1.00
Lead Planner	4.00	1.00	3.00	3.00
Management Assistant	—	1.00	—	—
Senior Engineering Associate Planner	2.00	1.00	1.00	1.00
Building Permit Specialist	—	1.00	1.00	1.00
Landscape Field Representative	1.00	1.00	1.00	1.00
Planning Technician	1.00	—	2.00	2.00
Administrative Assistant	—	2.00	1.00	2.00
Customer Service Representative	1.00	3.00	2.00	2.00
Customer Service Clerk	1.00	—	—	—
<b>Program Total</b>	<b>14.00</b>	<b>18.00</b>	<b>19.00</b>	<b>20.00</b>
<b>Planning and Zoning</b>				
Development Services Manager	—	3.00	2.00	2.00
Historic Preservation Principal Planner	—	1.00	1.00	1.00
Management Coordinator	—	1.00	1.00	1.00
Principal Planner	3.00	2.00	3.00	3.00
Lead Planner	3.00	7.00	8.00	8.00
Planner	2.00	—	—	—
Building Inspector	—	1.00	1.00	1.00
Housing Assistance/Outreach Coordinator	—	1.00	1.00	1.00
Planning Technician	—	1.00	2.00	2.00
Secretary	—	1.00	—	—
<b>Program Total</b>	<b>8.00</b>	<b>18.00</b>	<b>19.00</b>	<b>19.00</b>
<b>Code Enforcement</b>				
Development Services Administrator	1.00	—	—	—
Inspection Supervisor	2.00	—	—	—
Management Assistant	1.00	—	—	—
Staff Assistant	1.00	—	—	—
Code Inspector	17.00	—	—	—
Administrative Assistant	1.00	—	—	—
Customer Service Representative	4.00	—	—	—
Customer Service Clerk	1.00	—	—	—
<b>Program Total</b>	<b>28.00</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Customer and Administrative Support</b>				
Planning Technician	2.00	—	—	—
Administrative Assistant	4.00	—	—	—
Customer Service Representative	5.00	—	—	—
Secretary	2.00	—	—	—
Customer Service Clerk	1.00	—	—	—
<b>Program Total</b>	<b>14.00</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Department Total</b>	<b>98.00</b>	<b>57.00</b>	<b>55.00</b>	<b>57.00</b>

## PROCUREMENT

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>Administration</b>				
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
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Contract Administration and Supplier Management</b>				
Contract Administrator	2.00	2.00	2.00	2.00
Management Coordinator	—	—	1.00	1.00
Principal Contract Officer	6.00	6.00	5.00	5.00
Business Enterprise Compliance	1.00	1.00	1.00	1.00
Senior Contract Officer	5.00	5.00	5.00	5.00
Equal Opportunity Specialist	1.00	1.00	1.00	1.00
Contract Compliance Officer	1.00	1.00	—	—
Administrative Assistant	5.00	4.00	4.00	4.00
<b>Program Total</b>	<b>21.00</b>	<b>20.00</b>	<b>19.00</b>	<b>19.00</b>
<b>Mail Services</b>				
Office Supervisor	1.00	—	—	—
Mail Clerk	3.00	3.00	3.00	3.00
<b>Program Total</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Procurement Card (pCard)</b>				
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
<b>Program Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Surplus, Auction and Materials</b>				
SAMM Superintendent	1.00	1.00	1.00	1.00
SAMM Supervisor	2.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
SAMM Specialists	3.00	3.00	3.00	3.00
<b>Program Total</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Department Total</b>	<b>39.00</b>	<b>36.00</b>	<b>35.00</b>	<b>35.00</b>

**OFFICE of the PUBLIC DEFENDER**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Public Defender</b>				
Chief Public Defender	1.00	—	1.00	1.00
Supervising Public Defender	7.00	5.00	5.00	5.00
Associate Public Defender	9.00	—	9.00	9.00
Assistant Public Defender	4.00	—	4.00	4.00
Law Clerk	1.00	—	1.00	1.00
Management Assistant	1.00	—	1.00	1.00
Legal Secretary	5.00	—	5.00	5.00
Paralegal	1.00	1.00	—	—
Litigation Support Clerk	1.00	—	1.00	1.00
Customer Service Representative	2.00	1.00	1.00	1.00
<b>Program Total</b>	<b>32.00</b>	<b>7.00</b>	<b>28.00</b>	<b>28.00</b>
<b>Department Total</b>	<b>32.00</b>	<b>7.00</b>	<b>28.00</b>	<b>28.00</b>

**TRANSPORTATION**

<b>Management Services</b>				
Director	1.00	1.00	1.00	1.00
Deputy/Assistant Director	2.00	2.00	2.00	2.00
Transportation Administrator	1.00	1.00	1.00	1.00
Department Finance Manager	—	—	1.00	1.00
Finance Manager	1.00	1.00	—	—
Human Resources Manager	1.00	1.00	—	—
Management Coordinator	3.00	2.00	1.00	2.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Transportation Program Coordinator	3.00	2.00	1.00	1.00
Transportation Public Information	1.00	1.00	1.00	1.00
Management Assistant	1.00	2.00	1.00	1.00
Staff Assistant	5.00	5.00	6.00	5.00
Safety Specialist	1.00	1.00	—	—
Systems Analyst	2.00	2.00	2.00	2.00
Executive Assistant	2.00	2.00	2.00	2.00
Contract Compliance Officer	1.00	—	1.00	1.00
Administrative Assistant	3.00	3.00	3.00	3.00
Customer Service Representative	2.00	2.00	2.00	2.00
Secretary	1.00	1.00	—	—
<b>Program Total</b>	<b>32.00</b>	<b>30.00</b>	<b>26.00</b>	<b>26.00</b>
<b>Capital Program Support</b>				
Transportation Administrator	1.00	1.00	1.00	1.00
Engineering Project Manager	7.00	7.00	10.00	9.00
Landscape Architect	1.00	1.00	1.00	1.00
Street Maintenance Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	—
<b>Program Total</b>	<b>11.00</b>	<b>11.00</b>	<b>14.00</b>	<b>12.00</b>

<b>Transportation (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Engineering</b>				
City Surveyor	1.00	1.00	1.00	1.00
Engineering Manager	2.00	2.00	2.00	2.00
Civil Engineer	1.00	1.00	—	—
Engineering Project Manager	1.00	1.00	1.00	1.00
Engineering Support Section Supervisor	1.00	1.00	—	—
Inspection Supervisor	1.00	1.00	2.00	2.00
Land Surveyor	1.00	1.00	1.00	1.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	—	1.00	1.00
Senior Engineering Associate	3.00	3.00	4.00	4.00
Engineering Associate	—	1.00	—	—
Lead Construction Inspector	3.00	3.00	4.00	4.00
Lead Construction Materials Inspector	1.00	—	1.00	1.00
Construction Inspector	10.00	10.00	10.00	10.00
Construction Materials Inspector	2.00	2.00	2.00	2.00
Senior Engineering Technician	3.00	3.00	2.00	2.00
Survey Crew Chief	6.00	6.00	6.00	6.00
Engineering Permit and Code Inspector	2.00	3.00	1.00	1.00
Survey Instrument Technician	6.00	6.00	6.00	6.00
Traffic Engineering Technician	2.00	2.00	2.00	2.00
Administrative Assistant	—	—	—	1.00
Customer Service Representative	2.00	2.00	3.00	3.00
Secretary	2.00	2.00	2.00	2.00
Survey Technician	3.00	3.00	3.00	3.00
Customer Service Clerk	1.00	1.00	—	—
<b>Program Total</b>	<b>56.00</b>	<b>56.00</b>	<b>55.00</b>	<b>56.00</b>
<b>Park Tucson</b>				
Park Tucson Program Administrator	1.00	1.00	1.00	1.00
Park Tucson Operations Manager	1.00	1.00	1.00	1.00
Parking Services Supervisor	1.00	1.00	1.00	1.00
Lead Parking Service Agent	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Parking Services Agent	9.00	9.00	9.00	9.00
Customer Service Representative	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Planning</b>				
Transportation Administrator	1.00	1.00	1.00	1.00
Project Manager	4.00	4.00	4.00	4.00
Transportation Program Coordinator	2.00	2.00	1.00	1.00
Lead Planner	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>

**POSITION RESOURCES**

<b>Transportation (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Real Estate</b>				
Transportation Administrator	—	—	1.00	1.00
Real Estate Program Supervisor	—	2.00	2.00	2.00
Staff Assistant	—	1.00	—	—
Senior Property Agent	—	4.00	4.00	4.00
Senior Engineering Technician	—	—	1.00	1.00
Secretary	—	1.00	1.00	1.00
<b>Program Total</b>	<b>—</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Streets and Traffic Maintenance</b>				
Transportation Administrator	1.00	1.00	1.00	1.00
Transportation Superintendent	2.00	2.00	2.00	2.00
Civil Engineer	—	—	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Street Maintenance Supervisor	7.00	7.00	7.00	7.00
Fleet Equipment Specialist	1.00	1.00	1.00	1.00
Safety Specialist	—	—	1.00	1.00
Electrical Supervisor	—	—	2.00	—
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
High Voltage Electrician Supervisor	2.00	2.00	—	2.00
Electrician	—	—	8.00	1.00
Electronic Technician	6.00	6.00	6.00	6.00
Engineering Associate	3.00	3.00	3.00	3.00
Lead High Voltage Electrician	4.00	4.00	—	4.00
Cement Mason	4.00	4.00	4.00	4.00
Construction Inspector	3.00	3.00	3.00	3.00
Equipment Operation Specialist	6.00	6.00	6.00	6.00
Lead Traffic Control Technician	10.00	10.00	8.00	8.00
Street Maintenance Crew Leader	12.00	12.00	13.00	12.00
Streets Inspector and Compliance Specialist	4.00	5.00	6.00	6.00
Welder	1.00	1.00	1.00	1.00
Construction Maintenance Worker	5.00	5.00	6.00	6.00
High Voltage Electrician	4.00	4.00	—	3.00
Sign Painter	1.00	1.00	1.00	1.00
Traffic Control Technician	4.00	4.00	6.00	6.00
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	3.00	3.00	3.00	4.00
Heavy Equipment Operator	33.00	33.00	31.00	31.00
Senior Account Clerk	3.00	3.00	2.00	2.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Senior Street Maintenance Worker	14.00	14.00	16.00	16.00
Senior Trades Helper	4.00	4.00	3.00	3.00
<b>Program Total</b>	<b>145.00</b>	<b>146.00</b>	<b>149.00</b>	<b>149.00</b>

<b>Transportation (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Traffic Engineering</b>				
Transportation Administrator	1.00	1.00	1.00	1.00
Community Services/Neighborhood Resource Project Coordinator	1.00	1.00	1.00	1.00
Community Services/Neighborhood Information Technology Manager	1.00	1.00	1.00	1.00
Systems Engineer	1.00	1.00	1.00	1.00
Systems Analyst	1.00	1.00	1.00	1.00
Geographic Information System	1.00	1.00	1.00	1.00
Traffic Engineering Technician Supervisor	1.00	1.00	1.00	1.00
Electronics Technician	1.00	1.00	—	—
Engineering Associate	—	—	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00	1.00
Traffic Engineering Technician	—	—	1.00	1.00
Traffic Engineering Technician	4.00	4.00	4.00	4.00
Administrative Assistant	0.50	0.50	1.00	1.00
Customer Service Clerk	0.50	0.50	—	—
<b>Program Total</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>
<b>Transit Services</b>				
Transportation Administrator	1.00	1.00	1.00	1.00
Transit Services Coordinator	2.00	2.00	2.00	2.00
Transportation Eligibility Specialist	2.00	2.00	1.00	1.00
Secretary	1.00	1.00	—	—
<b>Program Total</b>	<b>6.00</b>	<b>6.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Department Total</b>	<b>291.00</b>	<b>298.00</b>	<b>298.00</b>	<b>297.00</b>

**TUCSON FIRE**

<b>Administration</b>				
Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief	3.00	3.00	3.00	3.00
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	—	1.00	1.00
Management Coordinator	—	1.00	—	—
Management Assistant	1.00	1.00	2.00	2.00
Management Analyst	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	3.50	3.50	3.50	3.50
Customer Service Representative	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>15.50</b>	<b>15.50</b>	<b>16.50</b>	<b>16.50</b>
<b>Advanced Life Support</b>				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Captain	12.00	12.00	12.00	12.00
Paramedic: Haz Mat/Technical Rescue	12.00	12.00	12.00	12.00
Paramedic	156.00	143.00	143.00	143.00

**POSITION RESOURCES**

<b>Tucson Fire (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
GIS Data Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Lead Cost Recovery Clerk	2.00	2.00	2.00	2.00
Cost Recovery Clerk	4.00	5.00	5.00	5.00
<b>Program Total</b>	<b>190.00</b>	<b>178.00</b>	<b>178.00</b>	<b>178.00</b>
<b>Communications Center</b>				
Fire Battalion Chief Assignment: Deputy	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Communications Superintendent	1.00	1.00	1.00	1.00
Emergency Communications Manager	1.00	1.00	1.00	1.00
Public Safety Communications Supervisor	7.00	7.00	7.00	7.00
Lead Public Safety Dispatcher	5.00	5.00	5.00	5.00
Public Safety Dispatcher	47.00	47.00	47.00	47.00
Master Street Address Guide Scheduler	1.00	1.00	1.00	1.00
Emergency 911 Operator	18.00	18.00	18.00	18.00
<b>Program Total</b>	<b>83.00</b>	<b>83.00</b>	<b>83.00</b>	<b>83.00</b>
<b>Emergency Management</b>				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	1.00	2.00
Emergency Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	—	—
<b>Program Total</b>	<b>5.00</b>	<b>5.00</b>	<b>3.00</b>	<b>4.00</b>
<b>Emergency Vehicle Management</b>				
Equipment Vehicle Fleet Superintendent	1.00	1.00	1.00	1.00
Emergency Vehicle Technician Supervisor	2.00	1.00	1.00	1.00
Certified Fire Equipment Specialist	2.00	2.00	2.00	2.00
Automotive Parts Specialist	2.00	2.00	2.00	2.00
Emergency Vehicle Technician	7.00	7.00	7.00	7.00
Senior Fleet Service Technician	1.00	1.00	1.00	1.00
Fleet Service Attendant	1.00	—	—	—
<b>Program Total</b>	<b>16.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Fire Logistics</b>				
Fire Battalion Chief Assignment: Deputy	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	1.00	1.00	1.00
Senior Storekeeper	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Fire Prevention and Life Safety</b>				
Fire Battalion Chief Assignment: Deputy	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	4.00	4.00	2.00	4.00
Fire Prevention Inspector: Haz Mat	—	—	—	3.00
Fire Prevention Inspector	16.00	16.00	16.00	13.00
Fire Prevention Inspector Assignment:	6.00	6.00	6.00	6.00

<b>Tucson Fire (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
Fire Code Administrator	1.00	1.00	1.00	1.00
Building Inspection Manager	—	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
Building Inspection	—	4.00	4.00	4.00
Administrative Assistant	—	—	1.00	1.00
Secretary	1.00	1.00	—	—
Customer Service Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>35.00</b>	<b>40.00</b>	<b>38.00</b>	<b>40.00</b>
<b>Fire Suppression and Emergency</b>				
Fire Battalion Chief Assignment: Deputy	1.00	1.00	1.00	1.00
Fire Battalion Chief	12.00	12.00	12.00	12.00
Fire Captain: Haz Mat/Technical Rescue	15.00	15.00	15.00	15.00
Fire Captain	86.00	86.00	89.00	86.00
Fire Engineer: Haz Mat/Technical Rescue	21.00	21.00	21.00	21.00
Fire Engineer	94.00	94.00	94.00	94.00
Fire Fighter: Haz Mat/Technical Rescue	27.00	27.00	27.00	45.00
Fire Fighter	172.00	171.00	171.00	143.00
Administrative Assistant	1.00	1.00	—	—
<b>Program Total</b>	<b>429.00</b>	<b>428.00</b>	<b>430.00</b>	<b>417.00</b>
<b>Fire Training</b>				
Fire Battalion Chief Assignment: Deputy	1.00	1.00	1.00	1.00
Fire Captain Assignment: Eight Hour	4.00	4.00	4.00	4.00
Fire Training Coordinator	1.00	—	—	—
Lead Housing Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Hazardous Waste Disposal Program</b>				
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
<b>Program Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Department Total</b>	<b>790.50</b>	<b>778.50</b>	<b>777.50</b>	<b>767.50</b>

**TUCSON POLICE**

<b>Office of the Chief of Police</b>				
Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Deputy Police Chief	1.00	—	—	—
Police Lieutenant: Assistant Police Chief	4.00	4.00	4.00	4.00
Police Lieutenant: Police Captain	2.00	2.00	2.00	2.00
Police Lieutenant	4.00	4.00	4.00	4.00
Police Sergeant: Assignments	7.00	7.00	6.00	6.00
Police Sergeant	6.00	6.00	5.00	5.00
Detective	1.00	—	—	—

**POSITION RESOURCES**

**Tucson Police (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
Police Officer: Assignments	2.00	2.00	2.00	2.00
Police Officer	6.00	4.00	4.00	4.00
Human Resources Administrator	1.00	—	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Lead Management Analyst	3.00	3.00	3.00	3.00
Management Assistant	2.00	2.00	2.00	2.00
Staff Assistant	3.00	3.00	3.00	2.00
Management Analyst	2.00	2.00	2.00	2.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Account Clerk Supervisor	1.00	1.00	1.00	1.00
Secretary	5.00	5.00	5.00	3.00
Senior Account Clerk	4.00	4.00	4.00	4.00
<b>Program Total</b>	<b>57.00</b>	<b>52.00</b>	<b>51.00</b>	<b>48.00</b>

**Administrative Services**

Police Sergeant: Assignments	2.00	2.00	2.00	2.00
Police Psychologist	1.00	1.00	1.00	1.00
Police Records Superintendent	1.00	—	—	—
Police Records Supervisor	8.00	7.00	7.00	7.00
Police Records Specialist	35.00	41.00	41.00	41.00
Clerk Transcriptionist	—	1.00	1.00	1.00
Data Control Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>49.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>

**Emergency Management**

Police Lieutenant	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Forfeiture**

Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	—	—
Senior Fleet Services Technician	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>

**Grants**

Police Lieutenant	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	2.00	2.00	2.00	2.00
Detective	2.00	2.00	2.00	2.00
Police Officer: Assignments	2.00	3.00	3.00	3.00
Police Officer	44.00	44.00	23.00	43.00
Criminalist III	3.00	3.00	3.00	3.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Electronics Technician	—	1.00	1.00	1.00
Financial Investigator	1.00	1.00	1.00	1.00

**Tucson Police (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
Crime Scene Specialist	1.00	1.00	1.00	1.00
Police Crime Analyst	—	—	1.00	1.00
Senior Account Clerk	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>58.00</b>	<b>60.00</b>	<b>40.00</b>	<b>60.00</b>

**Impounds**

Police Sergeant	1.00	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00	5.00
Police Records Specialist	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**Investigative Services**

Police Lieutenant: Police Captain	3.00	3.00	2.00	2.00
Police Lieutenant	6.00	6.00	4.00	4.00
Police Sergeant: Assignments	18.00	15.00	12.00	12.00
Police Sergeant	5.00	5.00	3.00	3.00
Detective: Assignments	4.00	3.00	2.00	2.00
Detective	118.00	115.00	98.00	98.00
Police Officer: Assignments	32.00	27.00	22.00	22.00
Police Officer	14.00	12.00	6.00	6.00
Crime Laboratory Superintendent	1.00	1.00	1.00	1.00
Forensics Administrator	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 Identification Superintendent	1.00	1.00	1.00	1.00
Criminalist III	18.00	17.00	19.00	19.00
Police Evidence Superintendent	1.00	1.00	1.00	1.00
Staff Assistant	2.00	2.00	2.00	2.00
Information Technology Specialist	1.00	1.00	1.00	1.00
Automated Fingerprint Identification	7.00	7.00	7.00	7.00
Crime Scene Specialist Supervisor	4.00	4.00	4.00	4.00
Electronics Technician	1.00	—	—	—
Police Evidence Supervisor	2.00	2.00	2.00	2.00
Regional Intelligence Analyst	1.00	1.00	1.00	1.00
Crime Scene Specialist	18.00	18.00	16.00	16.00
Police Crime Analyst	10.00	10.00	10.00	10.00
Police Evidence Technician	12.00	9.00	9.00	11.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	3.00	3.00	3.00	3.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Clerk Transcriptionist	3.00	3.00	3.00	3.00
Office Assistant	2.00	1.00	1.00	2.00
<b>Program Total</b>	<b>295.50</b>	<b>275.50</b>	<b>238.50</b>	<b>241.50</b>

**Logistics**

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	1.00	1.00	1.00	1.00
Police Officer: Assignments	2.00	2.00	2.00	2.00
Police Officer	3.00	2.00	2.00	2.00

**POSITION RESOURCES**

**Tucson Police (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
Management Assistant	—	1.00	—	—
Staff Assistant	3.00	2.00	3.00	3.00
Senior Fleet Services Technician	5.00	5.00	5.00	5.00
Senior Shop Keeper	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>18.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>

**Patrol**

Police Lieutenant: Police Captain	5.00	4.00	5.00	5.00
Police Lieutenant	16.00	16.00	18.00	18.00
Police Sergeant: Assignments	14.00	12.00	20.00	20.00
Police Sergeant	55.00	53.00	56.00	56.00
Detective Assignment	—	—	1.00	1.00
Detective	19.00	12.00	29.00	29.00
Police Officer: Assignments	96.00	79.00	103.00	97.00
Police Officer	351.00	308.00	337.00	322.00
Community Service Officer	36.00	35.00	35.00	36.00
Secretary	5.00	5.00	5.00	4.00
<b>Program Total</b>	<b>597.00</b>	<b>524.00</b>	<b>609.00</b>	<b>588.00</b>

**Special Duty**

Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	1.00
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>

**Support Services**

Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	5.00	5.00	5.00	5.00
Police Sergeant: Assignments	5.00	5.00	5.00	5.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Hazardous Devices Technician	3.00	3.00	3.00	3.00
Detective	1.00	—	—	—
Police Officer: Assignments	22.00	20.00	20.00	20.00
Police Officer	20.00	17.00	16.00	16.00
Public Safety Communications	1.00	1.00	1.00	—
Communications Superintendent	1.00	1.00	1.00	1.00
Public Safety Communications	11.00	11.00	11.00	10.00
Aircraft Mechanic	2.00	2.00	2.00	37.00
Public Safety Dispatcher	33.00	33.00	40.00	40.00
Police Service Operator	44.00	44.00	36.00	37.00
Clerk Transcriptionist	—	1.00	—	—
<b>Program Total</b>	<b>151.00</b>	<b>146.00</b>	<b>143.00</b>	<b>177.00</b>

**Traffic Enforcement**

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	6.00	6.00	3.00	3.00
Detective	5.00	5.00	5.00	5.00
Police Officer: Assignments	42.00	27.00	8.00	7.00

**Tucson Police (Continued)**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
Police Officer	2.00	2.00	1.00	1.00
Clerk Transcriptionist	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>58.00</b>	<b>43.00</b>	<b>20.00</b>	<b>19.00</b>
<b>Training</b>				
Police Lieutenant: Police Captain	1.00	—	—	—
Police Lieutenant	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	4.00	4.00	3.00	3.00
Police Officer: Assignments	6.00	6.00	6.00	6.00
Police Officer	6.00	6.00	6.00	6.00
Administrative Assistant	1.00	—	—	—
Secretary	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>20.00</b>	<b>18.00</b>	<b>17.00</b>	<b>17.00</b>
<b>Department Total</b>	<b>1,322.50</b>	<b>1,208.50</b>	<b>1,207.50</b>	<b>1,238.50</b>

**TUCSON WATER**

**Director's Office**

Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Water Administrator	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Management Coordinator	3.00	3.00	3.00	3.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Project Manager	1.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Risk Management Specialist	2.00	2.00	2.00	2.00
Staff Assistant	2.00	2.00	2.00	2.00
Management Analyst	2.00	2.00	2.00	2.00
Water Conservation / Information Supervisor	1.00	1.00	1.00	1.00
Water Plant Supervisor	1.00	1.00	1.00	1.00
Water Program Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Water Public Information Officer	—	—	1.00	1.00
Public Information Specialist	4.00	4.00	4.00	4.00
Utility Service Representative	2.00	2.00	1.00	1.00
Administrative Assistant	2.00	2.00	3.00	3.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	1.00	1.00
<b>Program Total</b>	<b>32.00</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>

**Business Services**

Water Administrator	1.00	1.00	1.00	1.00
Finance Manager	—	—	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Lead Financial Accountant	2.00	2.00	1.00	1.00
Staff Assistant	6.00	6.00	5.00	5.00
Administrative Assistant	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>

**POSITION RESOURCES**

<b>Tucson Water (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Customer Service</b>				
Water Administrator	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Water Operations Supervisor	2.00	2.00	2.00	2.00
Engineering Associate	1.00	1.00	1.00	1.00
Water Services Supervisor	10.00	10.00	6.00	6.00
Lead Utility Service Worker	4.00	4.00	4.00	4.00
Lead Water Meter Repairer	1.00	1.00	1.00	1.00
Utility Account Supervisor	—	—	4.00	4.00
Training and Customer Relations Specialist	2.00	2.00	—	—
Utility Account Relations Specialist I	—	—	36.50	37.50
Utility Account Relations Specialist II	—	—	7.50	7.50
Utility Account Relations Specialist III	—	—	8.00	8.00
Utility Service Representative	5.00	5.00	5.00	5.00
Water Meter Repairer	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
Meter Service Representative	7.00	7.00	7.00	7.00
Utility Service Worker	41.00	41.00	41.00	41.00
Customer Service Representative	45.00	45.00	—	—
Senior Account Clerk	5.00	5.00	5.00	5.00
<b>Program Total</b>	<b>129.00</b>	<b>129.00</b>	<b>134.00</b>	<b>135.00</b>
<b>Planning and Engineering</b>				
Water Administrator	2.00	2.00	2.00	2.00
Chief Hydrologist	1.00	1.00	1.00	1.00
Civil Engineer	13.00	13.00	14.00	13.00
Electrical Engineer	4.00	4.00	4.00	4.00
Engineering Manager	5.00	5.00	5.00	5.00
GIS Project Manager	—	—	1.00	—
Inspection Supervisor	1.00	1.00	1.00	1.00
Land Surveyor	1.00	1.00	1.00	1.00
Lead Hydrologist	3.00	3.00	3.00	3.00
Hydrologist	9.00	9.00	7.00	8.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	9.00	9.00	9.00	9.00
GIS Data Analyst	2.00	2.00	4.00	3.00
Geographic Information Systems (GIS)	1.00	1.00	1.00	1.00
Engineering Associate	6.00	6.00	7.00	7.00
Engineering Records and Information	1.00	1.00	1.00	1.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Water Services Supervisor	1.00	1.00	1.00	1.00
Construction Inspector	15.00	15.00	15.00	15.00
GIS Technician	4.00	4.00	4.00	4.00
Senior Engineering Technician	13.00	13.00	11.00	12.00
Survey Crew Chief	4.00	4.00	4.00	4.00
Engineering Technician	2.00	2.00	3.00	2.00
Survey Instrument Technician	4.00	4.00	4.00	4.00
Administrative Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	5.00	5.00	5.00	5.00

<b>Tucson Water (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
Secretary	2.00	2.00	2.00	2.00
Survey Technician	1.00	1.00	—	1.00
Technological Intern	2.00	2.00	2.00	2.00
<b>Program Total</b>	<b>120.00</b>	<b>120.00</b>	<b>121.00</b>	<b>120.00</b>
<b>Water Maintenance</b>				
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	3.00	3.00	4.00	3.00
Inspection Supervisor	1.00	1.00	1.00	1.00
Water Program Superintendent	1.00	1.00	1.00	1.00
Water Control Systems Engineer	3.00	3.00	3.00	3.00
Assistant Water Operations Superintendent	2.00	2.00	2.00	2.00
Management Assistant	2.00	2.00	2.00	2.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Planner Scheduler	5.00	5.00	5.00	5.00
Corrosion Control Supervisor	1.00	1.00	1.00	1.00
Electrician Supervisor	1.00	1.00	1.00	1.00
Water Operations Supervisor	13.00	13.00	14.00	13.00
Electrician	6.00	6.00	6.00	6.00
Electronics Technician	4.00	4.00	4.00	4.00
Senior Heavy Equipment Mechanic	5.00	5.00	5.00	5.00
Water Parts Supervisor	1.00	1.00	1.00	1.00
Cable Tool Driller	1.00	1.00	1.00	1.00
Corrosion Control Technician	2.00	2.00	2.00	2.00
Cross Connection Control Specialist	5.00	5.00	5.00	5.00
Lead Well Maintenance Mechanic	5.00	5.00	5.00	5.00
Office Supervisor	1.00	1.00	1.00	1.00
Pest Control Specialist	2.00	2.00	2.00	2.00
Welder	2.00	2.00	2.00	2.00
Equipment Operation Specialist	16.00	16.00	16.00	16.00
Maintenance Mechanic	2.00	2.00	2.00	2.00
Senior Utility Service Worker	3.00	3.00	2.00	3.00
Utility Technician	66.00	66.00	66.00	66.00
Water Service Locator	11.00	11.00	11.00	11.00
Well Maintenance Mechanic	5.00	5.00	5.00	5.00
Administrative Assistant	5.00	5.00	5.00	5.00
Water Parts Specialist	6.00	6.00	6.00	6.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Fleet Technician	1.00	1.00	1.00	1.00
Water Communications Operator	4.00	4.00	4.00	4.00
<b>Program Total</b>	<b>194.00</b>	<b>194.00</b>	<b>195.00</b>	<b>194.00</b>

**POSITION RESOURCES**

<b>Tucson Water (Continued)</b>	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>Water Quality and Operations</b>				
Water Administrator	1.00	1.00	1.00	1.00
Water Operations Superintendent	2.00	2.00	2.00	2.00
Water Quality Laboratory Supervisor	1.00	1.00	1.00	1.00
Water Control Systems Engineer	0.50	0.50	0.50	0.50
Chemist Supervisor	4.00	4.00	4.00	4.00
Environmental Scientist	3.00	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00	1.00
Chemist	8.00	8.00	8.00	8.00
Information Technology Analyst	2.00	2.00	2.00	2.00
Systems Analyst	1.00	1.00	1.00	1.00
Planner Scheduler	1.00	1.00	1.00	1.00
Water Plant Supervisor	3.00	3.00	3.00	3.00
Water Program Supervisor	1.00	1.00	1.00	1.00
Water Services Supervisor	1.00	1.00	1.00	1.00
Disinfection Technician	3.00	3.00	5.00	4.00
Lead Maintenance Mechanic	3.00	3.00	1.00	2.00
Water Quality Analyst	4.00	3.00	3.00	3.00
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	1.00	1.00	1.00	1.00
Senior Account Clerk	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>62.50</b>	<b>61.50</b>	<b>61.50</b>	<b>61.50</b>
<b>Department Total</b>	<b>549.50</b>	<b>549.50</b>	<b>555.50</b>	<b>554.50</b>

**PENSION SERVICES**

<b>Administration</b>				
Pension Administrator	—	—	1.00	1.00
HR Manager	1.00	1.00	—	—
Lead Management Analyst	1.00	1.00	—	—
Lead Pension Analyst	—	—	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Program Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Department Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# DEPARTMENTAL PERFORMANCE MEASURES

## CITY ATTORNEY'S OFFICE

		Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Economic Environment</b>					
<b>Goal:</b>	An economy that supports existing business and attracts new businesses to increase employment opportunities, raise income levels, expand the tax base, and generate public and private investment leading to a high quality of life for the community.				
<b>Objective:</b>	Recognize that government plays an instrumental role in creating a business supportive climate through investment in public infrastructure and services, through its regulations and policies, and in building public-private partnerships.				
	Monitor and respond to requests from the Mayor and Council, the City Manager, and City departments for legal advice and representation.				
	· Number of responses to requests for legal opinions and advise on operational issues	10,086	10,500	7,594	8,840
	· Legal review of contracts and inter-governmental agreements	436	400	425	425
	· Legal review of Mayor and Council Agenda items	683	720	720	720
	Control litigation of all active civil cases involving the City during the year.				
	· Actively defend litigation cases against the City	161	135	145	150
	· Number of cases handled by outside counsel	94	N/A	80	80
	Produce favorable civil case outcomes for the City.				
	· Number of civil cases with favorable outcomes (less than estimated exposure)	69	35	50	50
	· Percent of cases with favorable outcomes	99%	90%	90%	93%

## CITY CLERK

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Social Environment</b>				
<b>Goal:</b>	Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.			
<b>Objective:</b>	Provide the public with regular communication and sufficient information regarding policy, program, and project planning and decision-making process.			
	Provide full support, prepare agendas, addenda, administrative action reports and minutes for Study Session and regular Mayor and Council meetings. Post agendas, reports and minutes to staff and the public on the City of Tucson, City Clerk web site.			
· Number of meetings supported and attended	50	50	86	95
· Number of Mayor and Council agenda items processed	750	750	838	965
Provide limited support, prepare agendas, legal action reports and minutes for major boards, committees, and commissions (BCC) programs. Post agendas, reports and minutes to staff and the public on the City of Tucson, City Clerk, BCC web site.	1,155	1,150	1,104	1,120
Provide 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	138	140	79	80
· Number of special event applications processed	165	160	233	235
· Number of extension of premise applications processed	45	50	43	45
Process and file official City documents such as ordinances, resolutions, contracts and Mayor and Council minutes received as public record in accordance with City and state law.				
· Official documents placed in public record	5,000	5,000	4,270	4,400
· Claims/Lawsuits filed	N/A	N/A	852	855
· Public Record Requests processed	N/A	N/A	200	200
· Contracts processed and filed applications processed	N/A	N/A	131	150
· Documents recorded	N/A	N/A	609	650
Scan and upload official City documents into the electronic document management system for access by City departments.	N/A	N/A	6,062	6,255
<b>Objective:</b>	Provide orientation and ongoing training for members of City boards, commissions, and committees to enable them to better serve the public.			
Maintain BCC appointments including the coordination of loyalty oaths and member handbook.	355	300	233	300

City Clerk (Continued)

Actual      Adopted      Estimated      Adopted  
 FY 15/16    FY 16/17    FY 16/17    FY 17/18

**The Social Environment (Continued)**

**Goal:** An educated citizenry.

**Objective:** Emphasize interactive participation methods that solicit input from the public and provide feedback to the public on input received and how it was used.

Administer City elections in accordance with legal requirements and established policies and procedures to encourage maximum voter participation.

· Design, compile, assemble and mail all ballots for vote-by-mail City elections	250,000	N/A	253,000	367,430
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· Number of sample ballots/election information pamphlets compiled, printed and mailed to each voter household prior to each election	290,000	N/A	160,000	266,000
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## CITY COURT

		Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Social Environment</b>					
<b>Goal:</b>	A safe community and secure neighborhoods.				
<b>Objective:</b>	Clearance rate: Measures new filings of charges against charges disposed within a specific time period. Indicates whether caseload is expanding or contracting. Goal is 100% clearance rate.				
	Criminal Charge Clearance Rate <sup>1</sup>	184%	100%	184%	98%
	Civil Charge Clearance Rate <sup>1</sup>	111%	100%	126%	98%
<b>Objective:</b>	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 on external factors).				
	Cost Per Criminal Charge	\$ 71	\$ 70	\$ 69	\$ 72
	Cost Per Civil Charge <sup>2</sup>	\$ 22	\$ 20	\$ 34	\$ 23
<b>Goal:</b>	A safe community and secure neighborhoods				
<b>Objective:</b>	Wait times to access court services: Goal is an average wait time in customer service lobby of 15 minutes or less, dependent upon staffing levels and an average wait time of no more than 10 minutes on customer service phone line.				
	Customer Service Lobby Wait Time	14:00	15:00	9:00	15:00
	Customer Service Phone Wait Time	14:00	10:00	7:30	10:00

<sup>1</sup>Clearance rates are high due to cases being disposed as part of data cleanup for transition to new case management system.

<sup>2</sup>Cost increase was due to decreased civil filings. Judicial officers and staff were reduced at time of reappointment in Fiscal Year 2017 to compensate for reduction in civil filings.

## CITY MANAGER

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	
<b>The Built Environment</b>					
<b>Goal:</b>	An urban form that conserves natural resources, improves and builds on existing public infrastructure and facilities, and provides an interconnected multi-modal transportation system to enhance the mobility of people				
<b>Objective:</b>	Integrate land use, transportation, and urban design to achieve an urban form that supports more effective use of resources, mobility options, more aesthetically-pleasing and active public spaces, and sensitivity to				
	Number of rezoning cases.	24	26	15	26
	Number of special exception land use cases.	14	16	10	16
	Number of annexations completed.	4	5	4	4
<b>The Economic Environment</b>					
<b>Goal:</b>	An economy that supports existing businesses and attracts new businesses to increase employment opportunities, raise income levels, expand the tax base, and generate public and private investment leading to a high quality of life for the community.				
<b>Objective:</b>	Continue to develop and implement local strategies, services, and incentives to enhance Tucson’s business climate.				
	Number of new jobs created through economic development efforts.	1,310	500	3,191	650
	Number of new development economic incentives awarded.	5	5	7	5
<b>Objective:</b>	Coordinate consistent and integrated policy, program, and project planning across City departments.				
	Provide administrative support and audit assistance to the Mayor and Council's Independent Audit and Performance Commission regular and subcommittee meetings.	16	25	18	20
	Conduct internal audit and other projects as requested by management.	20	23	20	20
<b>The Social Environment</b>					
<b>Goal:</b>	Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.				
<b>Objective:</b>	Provide the public with regular communication and sufficient information regarding policy, program, and project planning and decision-making via multiple methods.				
	Number of social media views, follows and likes.	230,000	165,000	250,000	250,000
	Respond to media requests and inquiries.	630	575	625	625
<b>Goal:</b>	A safe community and secure neighborhoods.				
<b>Objective:</b>	Identify, implement, and maintain standards for high quality, efficient, and cost effective law enforcement				
	Process, monitor, and audit external complaints of police misconduct filed by citizens.	494	800	700	700

## ENVIRONMENTAL and GENERAL SERVICES

		Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Built Environment</b>					
<b>Goal:</b>	Well-maintained public facilities and Infrastructure that support coordinated cost-effective service delivery for current and future residents.				
<b>Objective:</b>	Evaluate brownfield sites, closed public facilities, and underutilized land as opportunities for redevelopment and revitalization, using a multidisciplinary approach to attract new assets and strengthen existing surrounding assets, including neighborhoods, businesses, and historic and cultural resources.				
	Brownfields Assessments and Cleanups.				
	· Phase I Environmental Site Assessments (Historic property use investigation)	12	60	35	30
	· Phase II Environmental Site Assessments (Sampling or contaminant investigation)	21	75	30	25
<b>Objective:</b>	Invest in highest priority needs to manage and maintain public infrastructure and facilities that are fundamental to economic development and to sustaining and enhancing living conditions in the community.				
	Work toward more timely completion of facilities maintenance related work orders.				
	· Total number of work orders completed	31,146	N/A	33,000	33,000
	· Average days to complete work orders	17	N/A	15	14
	Provide the Environmental Services Department with 100% of its daily collection equipment needs for side-loaders and front-end loaders.				
	· 45 side loaders daily	100%	100%	100%	100%
	· 12 front-end loaders daily	92%	100%	98%	100%
<b>Objective:</b>	Expand the use of state of the art, cost effective technologies and services for public infrastructure and facilities.				
	Reduce the average costs associated with the permitting and inspecting of repair/ replacement building component projects by utilizing the Registered Plant Program (annual permit) concept.	\$ 135	\$ 175	\$ 175	\$ 175
<b>The Economic Environment</b>					
<b>Goal:</b>	A sustained increase in household income and wages, and a sustained reduction in the poverty rate, especially for Tucson's children, seniors, and disable residents.				
<b>Objective:</b>	Contribute to workforce stability and advancement through support of ancillary services, such as transportation, childcare, nutrition, and health care.				
	Low Income Program participants (monthly average).	3,600	3,400	3,600	3,600
<b>Goal:</b>	A community whose vibrant economy and quality of life benefits residents and attracts visitors.				
<b>Objective:</b>	Recognize the importance of well-maintained and attractive roadways and gateways in establishing an initial impression for visitors and generating pride among residents.				
	Collection of Solid Waste.				
	· Residential customers	131,700	132,500	133,000	133,400
	· Residential refuse tons collected	146,780	148,000	153,000	157,000
	· Commercial customers	3,400	3,500	3,400	3,300
	· Commercial refuse tons collected	68,712	67,500	67,000	66,500
	· Roll-offs provided for community cleanups	335	425	350	400

Environmental and General Services (Continued)

Actual FY 15/16    Adopted FY 16/17    Estimated FY 16/17    Adopted FY 17/18

**The Natural Environment**

**Goal:** A secure, high quality, reliable, long-term supply of water for humans and the natural environment.

**Objective:** Protect groundwater, surface water, and stormwater from contamination.

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)	503	503	503	506
· Average number of groundwater wells sampled by ES staff (annually)	306	306	306	306
· Number of sites under active groundwater remediation	2	2	2	1
· Number of sites with active landfill gas extraction systems	5	5	5	5

**Goal:** A reduction in the community's carbon footprint, and greater energy independence.

**Objective:** Promote recycling as well as the responsible disposal of electronics and hazardous waste, and reduce other environmentally-damaging forms of waste.

Recycling.

· Tons recycled at a local facility	31,743	38,000	32,000	32,000
· Tons of metal scrapped	156	130	175	175
· Metric tons of Carbon reduced	94,740	113,365	95,560	95,560
Tons of food waste collected.	581	750	767	775

**Goal:** A reduction in the community's carbon footprint, and greater energy independence.

**Objective:** Promote recycling as well as the responsible disposal of electronics and hazardous waste, and reduce other environmentally-damaging forms of waste.

Household Hazardous Waste Program.

· Residents served	10,012	10,000	11,000	12,000
· Businesses served	157	160	150	150
· Total tons collected	600	350	600	600

**Goal:** A comfortable, attractive, and pollution-free environment.

**Objective:** Assess and address the impact of governmental actions on air quality.

Provide safe and environmentally secure disposal of refuse at Los Reales Landfill.

· Tons disposed	575,468	580,000	590,000	605,000
· Number of loads	194,246	200,000	200,000	205,000

**Goal:** A reduction in the community's carbon footprint, and greater energy independence.

**Objective:** Encourage new and existing City infrastructure, facilities, and operations to use best energy efficiency technologies and energy conservation practices and strive for net zero energy facilities.

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).	603	731	620	635
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**PERFORMANCE MEASURES**

**Environmental and General Services (Continued)**

<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
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**The Social Environment**

<b>Goal:</b>	A safe community and secure neighborhoods.				
<b>Objective:</b>	Prioritize property maintenance and order as a preventive measure against crime and disorder.				
	Work toward more timely resolution of code violations.	9,178	N/A <sup>1</sup>	9,000	10,000
<b>Goal:</b>	An educated citizenry.				
<b>Objective:</b>	Provide the public with regular communication and sufficient information regarding policy, program, and decision-making via multiple methods.				
	Enhance the customer's average time to access the department by monitoring the phone system to ensure quality customer service. (seconds)	30	18	95	150

<sup>1</sup>Code Enforcement moved to Environmental Services in Fiscal Year 2016/17.

## FINANCE DEPARTMENT

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	
<b>The Built Environment</b>					
<b>Goal:</b>	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.				
<b>Objective:</b>	Continue to expand and diversify funding mechanisms for the repair, upgrade, maintenance, and service expansion, of public infrastructure and facilities.				
	Recover unpaid taxes identified in audits and collect delinquent taxes (\$000s).	\$ 7,113	\$ 6,686	\$ 4,773	\$ 3,965
	Issue new licenses and bill accounts.				
	· New licenses issued	5,663	5,000	5,024	5,000
	· Accounts billed	95,726	90,900	100,691	96,000
<b>The Economic Environment</b>					
<b>Goal:</b>	An economy that supports existing business and attracts new businesses to increase employment opportunities, raise income levels, expand the tax base, and generate public and private investment leading to a high quality of life for the community.				
<b>Objective:</b>	Recognize that government plays an instrumental role in creating a business supportive climate through investment in public infrastructure and services, through its regulations and policies, and in building public-private partnerships.				
	Process and deposit utility, tax, and license payments and other City revenue.				
	· Total number of payments processed (000s)	1,482,262	1,470	1,475,000	1,475,000
	· Percent of utility payments processed the same day as received	0.85	0.85	0.9	0.95
	· Percent of tax, license, and other payments processed the same day as received	0.85	0.85	0.85	—
	· Collect business privilege tax and license fees (\$000s)	\$ 233,104	\$ 236,775	\$ 252,848	\$ 274,469
	Pay vendor invoices.				
	· By check	23,091	24,000	21,500	20,000
	· By electronic funds transfer	38,719	47,000	45,000	47,000
<b>The Social Environment</b>					
<b>Goal:</b>	Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.				
<b>Objective:</b>	Provide the public with regular communication and sufficient information regarding policy, program, and project planning and decision-making via multiple methods.				
	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.	N/A	3	3	3
	Produce Comprehensive Annual Financial Report.	N/A	N/A	N/A	1
	Produce monthly financial statements within two weeks of month close.	N/A	N/A	N/A	10

## HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Economic Environment</b>				
<b>Goal:</b>	A sustained increase in household income and wages, and a sustained reduction in the poverty rate, especially for Tucson's children, seniors, and disabled residents.			
<b>Objective:</b>	Contribute to workforce stability and advancement through support of ancillary services, such as transportation, childcare, nutrition and health care.			
	Human services contracts are agreements the City makes with community agencies to provide assistance in the following areas: employment, crime prevention, child care, health, drug abuse, education, energy conservation, welfare, and recreation needs.			
· General Fund (\$000)	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465
· Community Development Block Grant (\$000)	\$ 759	\$ 767	\$ 755	\$ 755
· Federal Housing Opportunities for People with AIDS (\$000)	\$ 472	\$ 452	\$ 457	\$ 457
· Emergency Solutions Grant (\$000)	\$ 520	\$ 455	\$ 461	\$ 461
· Continuum of Care Program (\$000)	\$ 2,089	\$ 2,215	\$ 2,296	\$ 2,296
<b>The Social Environment</b>				
<b>Goal:</b>	A mix of well-maintained, energy efficient housing options with multi-modal access to basic goods and services, recognizing the important role of homeownership to neighborhood stability.			
<b>Objective:</b>	Focus public and private investment on documented housing needs and priorities considering long-term housing supply and demand.			
<b>Objective:</b>	Promote safe, decent, and affordable housing and neighborhoods that support aging in place.			
	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	105	50	50	50
· Dollar value (\$000s)	\$ 645	\$ 600	\$ 600	\$ 600
· Multi-Family Homes				
· Number of units	24	33	41	41
· Dollar value (\$000s)	\$ 2,005	\$ 3,000	\$ 4,000	\$ 4,000
<b>Objective:</b>	Improve housing conditions in aging and historic neighborhoods.			
	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	163	230	84	110
· Dollar value (\$000s)	\$ 1,619	\$ 910	\$ 836	\$ 1,495

**Housing and Community Development (Continued)**      **Actual**      **Adopted**      **Estimated**      **Adopted**  
**FY 15/16**      **FY 16/17**      **FY 16/17**      **FY 17/18**

**The Social Environment (Continued)**

**Objective:** Address the housing needs of the most vulnerable populations in the community, including those at risk of homelessness.

Occupancy rate of the City's Public Housing Program.                      96%                      98%                      98%                      98%

Provide market rental homes subsidized with federal funds by the City's Public Housing Authority.

- Number of unit months leased                      63,522                      62,566                      60,651                      63,612
- Percentage of annual unit months allocation                      99%                      98%                      95%                      93%
- Housing assistance payments (\$000)                      \$ 32,238      \$ 34,563      \$ 33,455      \$ 32,494

Meet or exceed the Department of Housing and Urban Development, Section 8 Management Assessment Program (SEMAP) target rate of 90%. (Annual performance scores).

- Tucson                      95%                      93%                      93%                      93%
- Pima County                      95%                      93%                      93%                      93%

**HUMAN RESOURCES**

	<b>Actual FY 15/16</b>	<b>Adopted FY 16/17</b>	<b>Estimated FY 16/17</b>	<b>Adopted FY 17/18</b>
<b>The Economic Environment</b>				
<b>Goal:</b>	The City strives for a local job market that provides opportunities for all Tucsonans to meet their basic needs and pursue career advancement, matched with a well-educated, well-qualified workforce that is able to meet the dynamic needs of businesses and employers.			
<b>Objective:</b>	Recognize and enhance the three interrelated building blocks of a strong economy: a high quality of life and vibrant urban environment, a skilled and talented workforce, and a diversified, high-wage job market.			
	Support quality staffing by managing the employee selection process.			
· Process applications for City positions	16,824	13,000	12,800	13,000
· Vacancies posted	273	125	120	125
· Candidates selected	185	175	160	175
· Number of new hire, supervisory, managerial and tech training class completions	744	3,000	810	1,250
· Number of course credits reimbursed through Tuition Reimbursement	560	750	680	800
· Number of Personnel Action Request Forms (PARFs) processed	5,318	4,930	3,932	4,000
· Number of Insurance Enrollments and Related Benefits Transactions (other than PARFs)	N/A	2,797	8,000	8,000
· Number of Family Medical Leave (FML) and other leave requests processed (other than PARFs)	341	800	2,100	2,100
<b>The Social Environment</b>				
<b>Goal:</b>	A community that is healthy physically, mentally, economically, and environmentally.			
<b>Objective:</b>	Continue to provide and support workforce wellness programs.			
Support employee health by offering wellness programs. Number of participants:	1,168	N/A	1,200	1,200

## INFORMATION TECHNOLOGY

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Built Environment</b>				
<b>Goal:</b>	Strategic public and private investments for long-term economic, social, and environmental sustainability.			
<b>Objective:</b>	Prioritize major public infrastructure investments in developed areas and for improvements of the existing infrastructure.			
	Increase the leverage of IT investments.			
· Percent of computers with supported operating systems and browsers	95%	96%	98%	98%
· Percent of virtualized servers	N/A	N/A	85%	90%
· Number of virtualized desktops/laptops	N/A	N/A	600	1,000
· Average customer satisfaction score (based on surveys, 5 is highest)	N/A	N/A	4.5	4.7
<b>The Economic Environment</b>				
<b>Goal:</b>	An economy that supports existing businesses and attracts new businesses to increase employment opportunities, raise income levels, expand the tax base, and generate public and private investment leading to a high quality of life for the community.			
<b>Objective:</b>	Recognize that government plays an instrumental role in creating a business supportive climate through investment in public infrastructure and services, through its regulations and policies, and in building public-private partnerships.			
	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	282	300	150	120
· Percentage of production hardware on a maintenance contract	98%	98%	98%	98%
· Percentage of server uptime	N/A	N/A	0.98	0.99
	Protect and secure all City data and systems.			
· Number of incidents for computers infected with a virus <sup>1</sup>	285	400	240	240
· Number of blocked network attacks (connections in billions)	N/A	N/A	10.0	11.0

<sup>1</sup> This also includes virus definitions out of date and not necessarily infected.

## PARKS and RECREATION

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Economic Environment</b>				
<b>Goal:</b>	A community whose vibrant economy and quality of life benefits residents and attracts visitors.			
<b>Objective:</b>	Support and promote tourism in Southern Arizona as a major economic driver that benefits a variety of business sectors throughout the community.			
	Attract visitors to Reid Park Zoo promoting education and preservation programs and a safe fun experience.			
· Total number of admissions	519,829	572,500	525,000	525,000
· Total revenues collected	\$ 2,046,495	\$ 2,154,120	\$ 2,107,000	\$ 2,108,000
<b>The Natural Environment</b>				
<b>Goal:</b>	A comfortable, attractive, and pollution-free environment.			
<b>Objective:</b>	Expand and maintain a healthy, drought-tolerant, low-water use tree canopy and urban forest to provide ecosystem services, mitigate the urban heat island, and improve the attractiveness of neighborhoods and the city as a whole.			
Provide safe, clean, and well maintained parks, athletic fields, and special places.	161	135	145	150
Maintain the number of park facility rentals.				
· Pass holders	43,949	47,200	46,593	47,200
· Drop-ins	587,970	655,500	623,340	655,500
<b>The Social Environment</b>				
<b>Goal:</b>	A community that is healthy physically, mentally, economically, and environmentally.			
<b>Objective:</b>	Ensure a range of recreational opportunities from passive to active.			
	Provide age-appropriate leisure activities to increase socialization, wellness, arts, aquatics, and environmental benefits.			
· Courses offered	2,155	2,150	1,950	2,150
· Courses completed	1,794	1,850	1,625	1,850
· Courses registration	19,812	19,541	19,421	20,084
· Courses revenues	\$ 1,447,070	\$ 1,466,910	\$ 1,418,530	\$ 1,466,910
<b>Objective:</b>	Foster the integration of different generations and abilities through shared activities and facilities.			
	Provide, operate, and maintain recreation center facilities for various programs and activities.			
· Pass holders	8,535	8,250	8,375	8,250
· Drop-ins	139,308	152,697	142,790	152,700
· Revenues (excludes rentals)	\$ 500,140	\$ 540,670	\$ 512,640	\$ 540,670
· Facilities rentals	1,429	1,550	1,375	1,550
· Facilities rentals revenue	\$ 108,830	\$ 106,000	\$ 104,750	\$ 106,000

## PLANNING and DEVELOPMENT SERVICES

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Built Environment</b>				
<b>Goal:</b>	Strategic public and private investments for long-term economic, social, and environmental sustainability.			
<b>Objective:</b>	Ensure urban design that is sensitive to the surrounding scale and intensities of existing development, integrates alternative transportation choices, creates safe gathering places, and fosters social interaction, provides multi-modal connections between and within building blocks, includes ample, usable public space and green infrastructure, and takes into account prominent viewsheds.			
	9,050	8,700	9,000	9,000
Provide timely and impartial plans reviews while protecting the public health and welfare.				
Issue commercial and residential building permits.				
· Total number of commercial permits	3,057	3,010	3,050	3,200
· Number of new commercial permits	83	120	84	100
· Total number of residential permits	6,322	6,500	6,700	7,035
· Number of new residential permits	547	380	650	700
Perform inspections of new construction, remodels, and additions.				
· Number of commercial inspections	42,304	33,000	37,000	39,900
· Number of residential inspections	32,401	42,200	32,000	33,500
· Number of sign inspections	2,476	2,700	2,500	2,000
Coordinate and review all submitted sub-division plats and development packages.	333	250	350	360
Issue all sign permits.	738	910	910	920
Provide assistance to walk-in customers.				
· Number of records and permit counter customers assisted	34,310	29,800	32,000	33,600
· Number of certificates of occupancy issued for existing buildings	231	200	216	226
<b>Goal:</b>	A community that respects and integrates historic resources into the built environment and uses them for the advancement of multiple community goals.			
<b>Objective:</b>	Evaluate the benefits of new development relative to historic preservation in land use decisions.			
Conduct historic reviews and formal consultations. <sup>1</sup>				
· Number of Historic Preservation Zone and rezoning cases reviewed	123	170	204	238
· Number of architectural documentations reviewed	53	60	65	70
· Number of formal consultations with the State Historic Preservation Office and federal agencies	33	50	54	58

PERFORMANCE MEASURES

Planning and Development Services (Continued)

Actual      Adopted      Estimated      Adopted  
 FY 15/16    FY 16/17    FY 16/17    FY 17/18

The Social Environment (Continued)

<b>Goal:</b>	Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.				
<b>Objective:</b>	Coordinate consistent and integrated policy, program, and project planning across City departments.				
	Implement Plan Tucson. <sup>1</sup>				
	· Number of new actions initiated to implement Plan Tucson goals and policies	6	12	4	—
	· Number of plans, policies, and regulations established or updated	5	7	8	6
<b>Objective:</b>	Facilitate opportunities for neighborhood representatives, business organizations, not-for-profit organizations and agencies, and other stakeholders to meet regularly with and obtain information from City staff on City initiatives and activities.				
	Conduct inclusive and effective community planning processes. <sup>1</sup>	22	41	33	29
	Staff PDS citizen advisory committees. <sup>1</sup>	150	164	169	165

<sup>1</sup>Office of Integrated Planning merged into Planning and Development Services in Fiscal Year 2016/17.

## PROCUREMENT

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18	
<b>The Built Environment</b>					
<b>Goal:</b>	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.				
<b>Objective:</b>	Invest in highest priority needs to manage and maintain public infrastructure and facilities that are fundamental to economic development and to sustaining and enhancing living conditions in the community.				
	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.	26%	20%	27%	20%
	· Ensure that a minimum of 25% of commodity and services expenditures are through annual requirements contracts to realize the most favorable price and terms.	88%	25%	41%	25%
	· Generate revenue by expanding the National Cooperative Procurement and pCard Programs.	\$1,457,668	\$1,000,000	\$1,400,000	\$1,250,000
<b>The Economic Environment</b>					
<b>Goal:</b>	A local job market that provides opportunities for all Tucsonans to meet their basic needs and pursue career advancement, matched with a well-educated, well-qualified workforce that is able to meet the dynamic needs of businesses and employers.				
<b>Objective:</b>	Recognize and enhance the three interrelated building blocks of a strong economy: a high quality of life and vibrant urban environment; a skilled and talented workforce; and a diversified, high-wage job market.				
	Achieve a minimum level of 50% professional certification for staff.	62%	60%	57%	50%
<b>Goal:</b>	An economy that supports existing businesses and attracts new businesses to increase employment opportunities, raise income levels, expand the tax base, and generate public and private investment leading to a high quality of life for the community.				
<b>Objective:</b>	Promote and support local, minority-owned, independent, and small business involved in the sale and purchase of locally produced goods and services.				
	Develop strong partnerships with the business and contracting communities.				
	· Participate in a minimum of four outreach events for the local business and contracting communities.	4	4	5	4
	· Provide Small Business Enterprise and Disadvantaged Business Enterprise certification.	224	225	225	—
	· Increase Small Business Enterprise and Disadvantaged Business Enterprise certification by 5%.	N/A	N/A	N/A	5%

## OFFICE of the PUBLIC DEFENDER

Actual	Adopted	Estimated	Adopted
FY 15/16	FY 16/17	FY 16/17	FY 17/18

<b>The Social Environment</b>
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**Goal:** 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.

**Objective:** Defend all due process rights of clients and continue to provide cost-effective legal representation in a manner that reduces recidivism and incarceration by pursuing alternative dispositions.

Provide representation in a cost-effective manner.

· Average cost per docket/case	\$	235	\$	210	\$	235	\$	235
· Recidivism		5,227		6,150		5,200		5,200
· Approximate number of dockets/cases closed		12,030		13,800		12,000		12,000
· Approximate number of defendants seen at video that are represented by the Public Defender's Office		1,510		1,700		1,500		1,500

## TRANSPORTATION

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Built Environment</b>				
<b>Goal:</b>	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.			
<b>Objective:</b>	Prioritize major public infrastructure investments in developed areas and for improvements of the existing infrastructure.			
	Provide regional fixed-route bus service.			
· Number of regional fixed-routes	30	30	29	29
· Number of regional express routes	13	13	12	12
· Number of buses	252	252	252	252
· Number of annual passenger trips (000s)	15,744	18,846	16,787	16,787
· Annual passenger revenue (\$000s)	\$ 9,255	\$ 10,984	\$ 10,209	\$ 10,209
· Total miles (000s)	8,550	9,495	9,537	9,537
· Cost per mile	\$ 7.47	\$ 6.24	\$ 6.24	\$ 6.24
· Revenue per mile	\$ 0.94	\$ 1.16	\$ 1.10	\$ 1.10
	Resolve parking garage maintenance issues within two days of request for service.			
	90%	90%	92%	92%
	Provide Streetcar routes connecting neighborhoods, schools, entertainment, culture, shopping, dining, sports and more.			
· Number of Streetcars	8	8	8	8
· Number of miles traveled by the streetcars annually	193,860	194,477	200,247	200,247
· Number of annual scheduled streetcar stops	821,116	774,543	780,963	780,963
<b>Goal:</b>	Strategic public and private investments for long-term economic, social, and environmental sustainability.			
<b>Objective:</b>	Pursue all feasible and allowable funding mechanisms to ensure new development pays its fair share of the cost of growth, and that this funding results in a beneficial use to the development.			
	Maintain a fare box 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%.			
	17%	19%	17%	18%

<b>The Economic Environment</b>				
<b>Goal:</b>	A reputation as a national leader in the development and use of locally renewable energy technologies, water conservation, waste diversion and recovery, and other emerging environmentally-sensitive industries.			
<b>Objective:</b>	Encourage new and existing City infrastructure, facilities, and operations to use best energy efficient technologies and energy conservation practices and strive for net zero energy facilities.			
	Coordinate and manage property acquisitions, including rights-of-way, for Tucson Water, Parks and Recreation, Transportation, and the Regional Transportation Authority.			
	60	45	39	60

**PERFORMANCE MEASURES**

**Transportation (Continued)**

**Actual      Adopted      Estimated      Adopted**  
**FY 15/16    FY 16/17    FY 16/17    FY 17/18**

**The Natural Environment**

<b>Goal:</b>	A reputation as a national leader in the development and use of locally renewable energy technologies, water conservation, waste diversion and recovery, and other emerging environmentally-sensitive industries.			
<b>Objective:</b>	Encourage new and existing City infrastructure, facilities, and operations to use best energy efficient technologies and energy conservation practices and strive for net zero energy facilities.			
Design and construct capital improvement projects.	43	48	63	63
Maintain collector and arterial streets, traffic signals, and street lights. Roadway conditions are based on the Pavement Condition Index (PCI) set by the Army Corps of Engineers or the Pavement Surface Evaluation and Rating (PASER) system developed at the University of Wisconsin.				
· Percent of major city streets meeting a good or better condition rating	53%	58%	49%	49%
· Number of traffic signal trouble calls	2,174	1,766	2,174	3,141
· Number of streetlight trouble calls	3,360	3,386	3,360	2,748
Cost recovery in the residential parking program.	71%	60%	71%	71%

**The Social Environment**

<b>Goal:</b>	A safe community and secure neighborhoods.			
<b>Objective:</b>	Continue to provide and support workforce wellness programs.			
Provide paratransit services to persons with disabilities who cannot use Sun Tran.				
· Number of vans	139	135	139	139
· Number of scheduled passenger trips (000s)	777	611	757	757
· Miles of service provided (000s)	4,597	4,927	4,626	4,626

## TUCSON CITY GOLF

**Actual      Adopted      Estimated      Adopted**  
**FY 15/16    FY 16/17    FY 16/17    FY 17/18**

### The Economic Environment

- Goal:** A community whose vibrant economy and quality of life benefits residents and attracts visitors.
- Objective:** Enhance the community attributes that are mutually beneficial to the business climate and quality of life for residents, including a safe environment, recreational opportunities, multi-modal transportation, a vibrant downtown, distinctive neighborhoods, excellent education, primary and secondary employment opportunities, and arts and entertainment venues.
- Objective:** Support and promote tourism in Southern Arizona as a major economic driver that benefits a variety of business sectors throughout the community.
- Objective:** Promote Tucson as a premier healthy lifestyle, outdoor, and recreation destination for cycling, hiking, bird watching, astronomy, nature, desert ecology, golf, spas, wellness, and healthcare.
- Objective:** Invest in the maintenance and expansion of sports and recreational facilities, venues, and events to serve local demand and promote sports tourism.
- Objective:** Retain, enhance and expand the annual Gem, Mineral, and Fossil Show and make Tucson a year-round gem and mineral destination.
- Objective:** Enhance civic and convention facilities, outdoor spaces, and venues making them reflective of Tucson's cultural heritage and desert environment, in order to draw visitors to the area and serve the local community with year-round indoor and outdoor arts, culture, and sports programming.

Support and strengthen the emerging independent music and performing arts community.

- Number of social media followers

Facebook	1,532	1,750	1,650	2,000
Twitter	287	400	350	500
Instagram	596	900	750	1,500

- Number of app downloads<sup>1</sup>

El Rio	517	800	568/250	800
Fred Enke	361	500	406/175	500
Randolph/Dell Urich	917	1,000	1,012/450	1,200
Silverbell	553	600	604/275	600

<sup>1</sup>For the Estimated 2016/17 the first number represents an old app and the second number represents the new app.

### The Social Environment

- Goal:** A stabilized local economy with opportunities for diversified economic growth supported by high-level, high quality public infrastructure, facilities, and services.
- Objective:** Ensure equitable distribution of recreational resources to reach all populations throughout the City and make them affordable to all.
- Objective:** Ensure a range of recreational opportunities from passive to active.
- Objective:** Provide lifelong recreational opportunities for people of all ages and abilities.

- Total rounds of golf (18-hole equivalent).

	226,534	234,519	229,748	237,370
El Rio	40,390	41,019	40,337	42,498
Fred Enke	38,739	40,000	39,917	41,989
Randolph/Dell Urich	105,457	110,000	109,516	109,398
Silverbell	41,948	43,500	39,978	43,485

- Number of non golf events at courses.

El Rio	7	5	5	19
Fred Enke	2	5	3	—
Randolph/Dell Urich	62	75	85	104
Silverbell	5	5	3	8

## TUCSON CONVENTION CENTER

**Actual    Adopted    Estimated    Adopted**  
**FY 15/16   FY 16/17   FY 16/17   FY 17/18**

### The Economic Environment

<b>Goal:</b>	A community whose vibrant economy and quality of life benefits residents and attracts visitors.				
<b>Objective:</b>	Enhance the community attributes that are mutually beneficial to the business climate and quality of life for residents, including a safe environment, recreational opportunities, multi-modal transportation, a vibrant downtown, distinctive neighborhoods, excellent education, primary and secondary employment opportunities, and arts and entertainment venues.				
<b>Objective:</b>	Support and promote tourism in Southern Arizona as a major economic driver that benefits a variety of business sectors throughout the community.				
<b>Objective:</b>	Invest in the maintenance and expansion of sports and recreational facilities, venues, and events to serve local demand and promote sports tourism.				
<b>Objective:</b>	Retain, enhance and expand the annual Gem, Mineral, and Fossil Show and make Tucson a year-round gem and mineral destination.				
<b>Objective:</b>	Enhance civic and convention facilities, outdoor spaces, and venues making them reflective of Tucson's cultural heritage and desert environment, in order to draw visitors to the area and serve the local community with year-round indoor and outdoor arts, culture, and sports programming.				
<b>Objective:</b>	Support and strengthen the emerging independent music and performing arts community.				
	Number of attendees at events.	470,015	482,000	465,000	496,460
	ARENA - Types of events				
	· Concerts	8	5	4	3
	· Sporting events	50	154	142	163
	MUSIC HALL - Types of events				
	· Concerts	8	5	7	6
	· Performing arts	30	58	57	59
	LEO RICH THEATRE - Types of events				
	· Performing arts, concerts	27	31	42	31
	EXHIBITION, CONVENTION, BALLROOM - Types of events				
	· Consumer/Trade Show	36	64	76	38

### The Social Environment

<b>Goal:</b>	A stabilized local economy with opportunities for diversified economic growth supported by high-level, high quality public infrastructure, facilities, and services.				
<b>Goal:</b>	A community whose economic stability and sense of place reflects its commitment to arts and culture and its care for the natural environment.				
<b>Objective:</b>	Improve the quality of life and livability of the community through the arts by supporting avenues for expression and creativity that strengthens and enhance the social, civic, and cultural participation of citizens.				
<b>Objective:</b>	Increase the capacity of and access to buildings and open spaces to expand arts-related activities and public programming throughout the community.				
	ARENA - Types of events				
	· Family events, entertainment	3	19	13	8
	· Other - graduations, consumer/trade shows, assemblies	17	30	29	18



## TUCSON FIRE

		Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Built Environment</b>					
<b>Goal:</b>	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.				
<b>Objective:</b>	Invest in highest priority needs to manage and maintain public infrastructure and facilities that are fundamental to economic development and to sustaining and enhancing living condition in the community.				
	Conduct fire code inspections.				
	· Number of commercial buildings inspected	3,883	4,500	2,500	3,500
	· Number of schools inspected	31	20	40	50
	· Number of specialty inspections	4,600	1,500	2,862	3,000
<b>The Social Environment</b>					
<b>Goal:</b>	A safe community and secure neighborhoods.				
<b>Objective:</b>	Maintain a high quality, efficient and cost effective fire and hazardous material response and emergency medical service.				
	Respond to fire and medical emergency calls.				
	· Number of emergency calls	91,272	88,000	95,000	95,000
	· Number of unit responses to structure fires (house, apartment, building)	5,973	6,000	6,000	6,000
	· Number of calls concerning people experiencing cardiac arrests	1,033	1,000	1,000	1,000
	Respond to emergency calls by arriving at scene within a specific travel time 90% of the time per National Fire Protection Association (NFPA) recommendations.				
	· Medical calls – five minutes	82%	82%	N/A	N/A
	· Fire calls – five minutes, twenty seconds	65%	65%	N/A	N/A
	· Medical calls – five minutes, 12 seconds	N/A	N/A	84%	84%
	· Fire calls – five minutes, 12 seconds	N/A	N/A	66%	66%
	Arrive at scene within nine minutes of dispatch for advanced life support response per Arizona Department of Health Services' requirements.	91%	91%	91%	91%
	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	20,427	20,100	19,750	20,070
	· Cost recovery	55%	49%	58%	58%

Tucson Fire (Continued)

Actual      Adopted      Estimated      Adopted  
 FY 15/16    FY 16/17    FY 16/17    FY 17/18

**The Social Environment (Continued)**

<b>Objective:</b>	Reduce potential harm to life and property in natural hazard areas and from hazards resulting from human activities and development through prevention measure.				
	Investigate fires to determine cause and origin.	188	200	224	212
<b>Objective:</b>	Direct resources to education and prevention program, such as Neighborhood Watch, that encourage residents to be proactive regarding personal property and traffic safety.				
	Promote public safety through public education.				
	· Number of community contacts through educational programs	69,878	25,000	70,000	70,000
	· Number of Juvenile Fire Stopper (JFS) classes conducted	8	10	10	10

## TUCSON POLICE

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Social Environment</b>				
<b>Goal:</b>	A safe community and secure neighborhoods.			
<b>Objective:</b>	Identify, implement, and maintain standards for high quality, efficient, and cost effective law enforcement services			
Respond to calls for service.				
· Number of emergency responses	2,201	2,272	2,322	2,322
· Number of critical responses	42,439	44,806	43,712	43,712
· Number of urgent responses	72,295	73,456	75,910	75,910
· Number of general responses	78,652	80,535	84,944	84,944
Respond to emergency response calls within five minutes.	67%	72%	72%	72%
Respond to critical response calls within ten minutes.	53%	60%	60%	60%
Respond to urgent response calls within 30 minutes.	72%	75%	75%	75%
Respond to general response calls within 120 minutes.	66%	65%	66%	66%
Answer emergency 9-1-1 calls routed to the Tucson Police Department.				
· Inbound service calls	374,829	353,000	393,570	393,570
· Outbound service calls	289,126	304,000	297,800	297,800
Requests received for evidence comparison and analysis sent to the crime laboratory.	3,563	3,700	4,200	4,200
Requests completed/closed for evidence comparison and analysis sent to the crime laboratory.	3,402	3,300	4,300	4,300
Process incoming items of evidence and property.	91,325	86,000	98,000	98,000
Process outgoing items of evidence and property.	65,117	94,600	68,000	107,800
Yearly percentage of property turnover (number of items disposed/returned vs. number of items seized).	71%	110%	70%	110%
Optimize clearance rates (for assigned cases).				
· Homicide	58%	79%	79%	79%
· Sexual Assault	6%	7%	7%	7%
· Robbery	16%	18%	18%	18%
· Aggravated Assault	32%	35%	35%	35%
· Burglary	5%	5%	5%	5%
· Larceny	12%	16%	16%	16%
· Auto Theft	6%	5%	6%	6%

## TUCSON WATER

	Actual FY 15/16	Adopted FY 16/17	Estimated FY 16/17	Adopted FY 17/18
<b>The Built Environment</b>				
<b>Goal:</b>	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.			
<b>Objective:</b>	Prioritize major public infrastructure investments in developed areas and for improvements of the existing infrastructure.			
	Provide water customers with reliable, high quality water.			
· Number of operational wells	208	222	202	208
· Number of new meter and full-service requests completed annually	1,496	1,375	1,400	1,496
· Number of emergency water outages repaired	488	575	525	525
· Percent of emergency water outages restored within four to eight hours	99%	98%	99%	99%
	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	7	9	7	7
· Number of requests for new water services (meters, hydrants, etc.) processed	1,520	1,334	1,600	1,700
	Ensure system modification projects submitted for review are processed within established timelines.			
· Number of system modification plans reviewed	30	54	30	40
· Percentage of system modification plans reviewed within 15 working days	25%	40%	40%	40%
<b>The Social Environment</b>				
<b>Goal:</b>	A safe community and secure neighborhoods.			
<b>Objective:</b>	Continue to provide customer service programs.			
	Provide timely responses to customer telephone calls regarding utility accounts.			
· Number of incoming calls	414,000	485,000	420,000	425,000
· Average number of minutes customers wait to speak to a service representative	5:35	2:50	4:30	3:30
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.	0.25	4.00	1.00	1.00
Read water meters for billing purposes.	2,906	2,916	2,909	2,909
	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	1,021	720	720	720
· Number of samples analyzed in-house	7,657	7,400	7,400	7,500
· Number of compliance samples collected	3,854	3,200	3,200	3,700
· Number of discretionary samples collected	3,803	4,200	4,200	4,200
· Percent of water samples collected which meet regulatory requirements	100%	100%	100%	100%

## Section E Capital Improvement Program



*Our Priority is to Protect Our Citizens from Harm and  
Other Non-Desirable Outcomes*

# **OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**

A Capital Improvement Plan (CIP) is a community planning and fiscal management tool used to coordinate the location, timing, and financing of capital improvements over a five year period. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure, and equipment, all with a cost of \$100,000 or more. The CIP is necessary to improve public facilities and infrastructure assets for the economic, aesthetic, and functional viability to our City. The plan identifies our City's specific capital needs based on various long-range plans, goals, and policies and also provides analysis for decision making for City officials and strategic capital planning efforts with City departments.

The City of Tucson's practice is to develop, maintain, and revise when necessary a continuing Capital Improvement Program that covers a five-year planning horizon. This budget document covers Fiscal Years 2017/18 through 2021/22 and identifies capital projects during this timeframe to include the funding sources available for projected expenditures.

The objective of this overview is to give the reader a brief look into the CIP which contains the following financial and narrative information:

- Capital Improvement Program Process
- Budget Highlights
- Summary of Expenditures and Funding Sources
- Department Programs
- Impact on the Operating Budget

## **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, with a cost of \$100,000 or more and a useful life of at least six years.
- Major renovation or rehabilitation of an existing City-owned facility that requires an expenditure of \$100,000 or more and will extend the life of the original City asset.

Exceptions have been made for inclusion of a few projects that do not meet the above criteria (Sun Tran buses, Sun Van paratransit vans, and street improvements) 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 2016, the CIP process began with the Finance/ Budget Division providing direction and guidelines to department liaisons. Departments were given approximately seven weeks to develop their CIP requests based on their assessment of needs, 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 (FTA), 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 Budget Division and applicable revisions were made.

The proposed CIP was presented to the Mayor and Council on April 19, 2017, along with the Recommended Fiscal Year 2017/18 Budget. The first year of the CIP was included as part of the City's Recommended Budget. The Mayor

# OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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and Council reviewed and discussed both the operating and capital budgets at Study Sessions in May. Two public hearings were held prior to the adoption of the Fiscal Year 2017/18 budget on June 6, 2017.

## BUDGET HIGHLIGHTS

This proposed Five-Year CIP totals \$1,115.1 million; \$305.9 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2017/18 Adopted Budget. Notable projects include the following:

**Aerospace-Sonoran Corridor Transmission Main Extension.** Support future expansion needs along the Sonoran Corridor by changing the relocation of the previously planned water treatment facility and modifying piping to support the new facility. Installation of a reservoir and booster facility will provide fire service flows to Section 31 and the Aerospace Parkway. A main extension along the Aerospace Parkway will provide water to World View and additional customers. This project began in Fiscal Year 2016/17 and will be completed in Fiscal Year 2020/21. The Five-Year CIP is estimated to be \$17.8 million with \$10.5 million budgeted in Fiscal Year 2017/18.

**Los Reales Landfill.** Design and construct upgrades to the existing landfill site to increase efficiency, improve customer services, and provide for continued waste disposal capacity at the landfill. The project, when complete, will better serve both the needs of the City of Tucson and the community. Total project costs are estimated at \$20.5 million with \$8.1 million budgeted in Fiscal Year 2017/2018. This project is funded with Environmental Services user revenues.

**Reid Park Zoo Health Center.** Design and construct an addition to the existing veterinary facility at the Reid Park Zoo. This project is necessary as the existing facility is extremely dated (approximately 40 years old) and is no longer large enough to accommodate the zoo's current collection of animals. The facility is also needed to help meet the standards set by the Association of Zoos and Aquariums. Total project costs are estimated at \$3.5 million. The Reid Park Zoological Society is raising the funds for this project.

**Street Improvements: Proposition 409.** Restore, repair, and resurface streets inside Tucson City limits with the \$100 million bond program approved by voters in November 2012. Street resurfacing will be over a five-year period and approximately 85% of bond funds will be allocated to major streets and 15% will be allocated to neighborhood streets. Accordingly, the Tucson Department of Transportation's (TDOT) conservative road repair estimates and a favorable bidding environment resulting from lower material costs and falling gas prices, the arterial road mileage repairs authorized by the bond package are now roughly estimated to cost only \$60 million. As a result, the Bond Oversight Commission recommended, and the Mayor and Council unanimously adopted, an allocation of an extra \$40 million in bonded revenue to be spent on an expanded list of arterial and residential road repairs. With the additional capacity, TDOT added 550 lane miles to the program, resulting in roadway improvements to about 45 more roadway segments. Total project costs are estimated to be \$99.0 million with \$27.6 million budgeted in Fiscal Year 2017/18 (\$1.0 million is for the bond issuance costs).

**Roads and Public Safety: Proposition 101.** On May 16, 2017, the City of Tucson voters approved a five-year, half-cent sales tax to fund public safety capital needs and road repairs. Funds collected over the five-year period will be split with \$100 million being spent to restore, repair, and resurface City streets, and \$150 million being spent on vehicles, equipment, and facilities for the Tucson Police Department and Tucson Fire Department.

## SUMMARY of EXPENDITURES and FINANCING PLANS

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 2017/18 through 2021/22 totals \$1,115.1 million. The majority of the projects are in the Public Utilities category, which includes Environmental Services and Tucson Water. The majority of expenditures are in the Community Enrichment and Development category, which includes Housing and Community Development, Parks and Recreation, Public Safety, and Transportation.

# OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

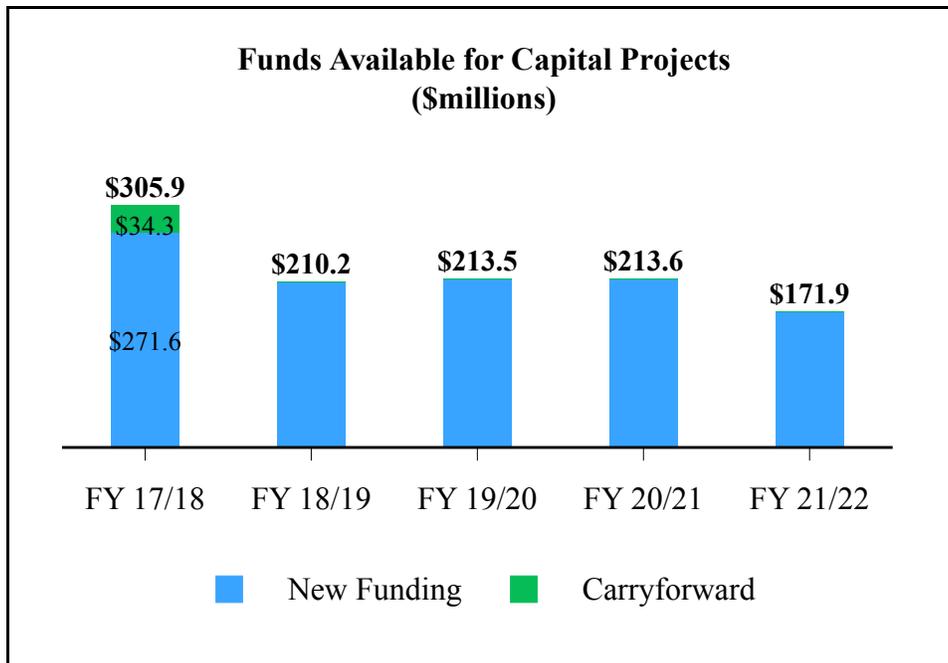
## Five-Year CIP Summary of Expenditures

(in \$Millions)	Adopted Year 1 FY 17/18	Projected Five- Year Program
Community Enrichment and Development	\$ 186.3	\$ 624.1
Public Safety and Justice Services	30.0	150.0
Public Utilities	87.2	337.1
General Government	2.4	3.9
<b>Total</b>	<b>\$ 305.9</b>	<b>\$ 1,115.1</b>

This Five-Year CIP is \$265.2 million more than the approved Five-Year CIP for Fiscal Years 2016/17 through 2020/21.

Fiscal Year 2017/18 includes \$34.3 million carried forward for project expenditures not spent as planned during Fiscal Year 2016/17 and \$271.6 million in new funding. The CIP presumes that all of the Fiscal Year 2017/18 budget will be spent in that year.

CIP expenditures decrease significantly after Fiscal Year 2017/18 from \$305.9 million in Fiscal Year 2017/18 to \$171.9 million by Fiscal Year 2021/22.



For a summary of expenditures by department and fiscal year, see Table I, Five-Year CIP Summary by Department on page E-7.

### Financing Plans

This five-year program of \$1,115.1 million is funded primarily from Capital Projects Funds.

# OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## Five-Year CIP Summary of Financing Plan

(in \$millions)	Adopted Year 1 FY 17/18	Projected Five- Year Program
Capital Projects Funds	\$ 138.3	\$ 434.0
Enterprise Funds	81.9	331.8
General Fund	7.7	9.2
Special Revenue Funds	78.1	340.1
<b>Total</b>	<b>\$ 306.0</b>	<b>\$ 1,115.1</b>

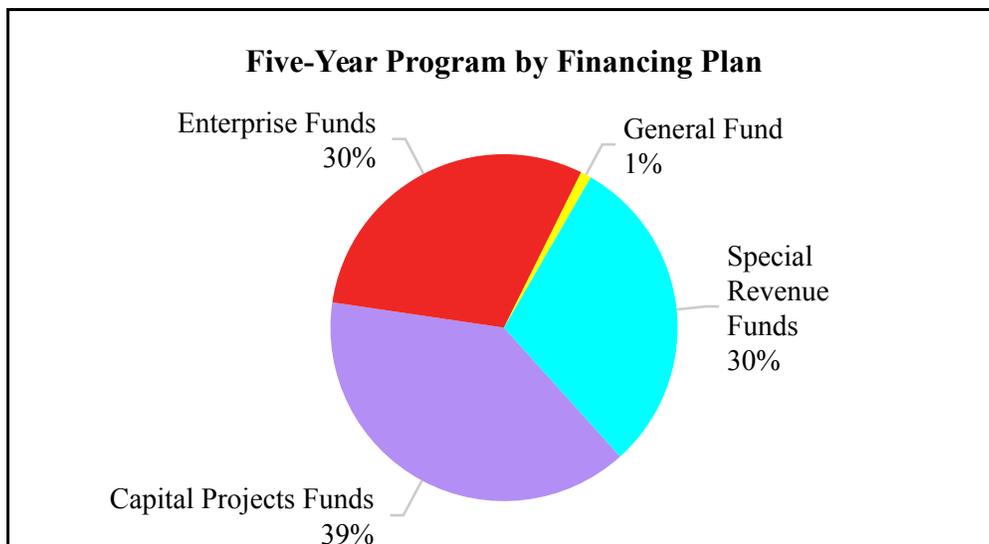
**Capital Projects Funds.** (This category, which includes the City bond funds, is 39% of the five-year CIP). These funds will provide \$433.9 million over the next five years. Regional Transportation Authority (RTA) funds of \$264.9 million account for the largest portion of this category. Next are General Obligation Street Bonds of \$27.6 million. Pima County bonds will provide \$41.7 million. Capacity of \$39.1 million was added for road, regional park, and communications improvements along with \$60.6 million from regional Highway User Revenue Funds (HURF) distributed by the Pima Association of Governments (PAG).

**Enterprise Funds.** Enterprise Funds total \$331.8 million or 30% of the Five-Year CIP. Environmental and General Services totals \$29.5 million. Tucson Water accounts for the remaining \$302.3 million: \$147.7 million from user revenues, \$40.3 million from Water’s Obligation Funds, and \$114.3 million from future Water Revenue Bonds.

**General Fund.** This category totals \$9.2 million or less than 1% of the Five-Year CIP and is funding citywide technology upgrades.

**Special Revenue Funds.** This category totals \$340.1 million or 30% of the Five-Year CIP. Included in this category are Roads and Public Safety Improvement funds of \$250.0 million and federal grants of \$73.6 million. The General Fund provides \$13.7 million for Mass Transit. The City’s HURF allocation accounts for \$0.9 million and \$1.9 million comes from fees/charges and civic contributions.

For more detail on funding sources, see Table II, Five-Year CIP Summary by Funding Source beginning on page E-8.



# OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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## 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 General Government. A further listing of the projects by departments starts on page E-18.

### Community Enrichment and Development

The Community Enrichment and Development category, which accounts for 56.0% of the total Five-Year CIP, contains projects managed by Housing and Community Development, Parks and Recreation, Public Safety, and Transportation.

**Housing and Community Development.** This department's five-year program of \$3.0 million consists of two projects. Funding is provided by the Community Development Block Grant (CDBG).

**Parks and Recreation.** Parks' five-year CIP of \$8.5 million contains 22 projects. These projects are funded primarily from impact fee revenues of \$6.9 million. Civic contributions and certificates of participation provide for the remaining \$1.6 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 \$612.7 million includes four program areas: Road Improvements for \$200.0 million, Public Transit for \$67.1 million, Streets for \$443.6 million, Street Lighting for \$0.3 million, and Traffic Signals for \$1.7 million. Because there are insufficient funds to meet all of Transportation's needs, this CIP allocates available funding to the highest priority projects.

The largest funding source for Transportation's projects is the funding from the RTA plan which totals \$264.9 million. The Road Improvement funding from Proposition 101 will provide \$200.0 million for repairs. General Obligation Street Bonds total \$27.6 million. Federal funding provides another significant portion totaling \$70.7 million: \$52.6 million for transit projects and \$18.1 million for street projects. Other funding sources are Pima County bond funds of \$41.5 million, regional HURF from PAG of \$60.6 million, City HURF of \$0.9 million, and impact fee revenues of \$28.7 million. The remaining \$17.8 million is from the General Fund for Mass Transit and certificates of participation, which is used as the local match for federal transit grants.

# OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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## Public Safety and Justice Services

The Public Safety and Justice Services category, which accounts for 13.5% of the total Five-Year CIP, contains projects managed by Tucson Fire and Tucson Police.

**Public Safety.** The five-year Public Safety program of \$150.0 million includes fire and police vehicles, personnel safety equipment, technology upgrades and facility upgrades, police air support, equipment repairs/replacement, police evidence storage and Public Safety Training Academy track replacement, operating and security upgrades. Public Safety five-year program funding comes from Proposition 101 half-cent sales tax increase.

## Public Utilities

The Public Utilities category, which accounts for 30.2% of the total Five-Year CIP, contains projects managed by Environmental and General Services and Tucson Water.

**Environmental and General Services.** The department's five-year program of seven projects totals \$34.8 million. Environmental and General Services' CIP is funded from Environmental Services revenues, General Services revenues and General Fund.

**Tucson Water.** The five-year Tucson Water CIP of \$302.3 million includes \$291.7 million of improvements to the potable water system and \$10.6 million of improvements for the reclaimed water system. Tucson Water's CIP is funded with future water revenue bond authorization of \$114.3 million, operation funds of \$147.7 million, 2016 Revenue Obligation funds of \$13.2 million, and 2017 Revenue Obligation funds of \$27.1 million.

## General Government

The General Government category, which accounts for less than 1% of the total Five-Year CIP, contains two projects that are budgeted here because it is beyond the oversight scope of a single department. The Tucson Police and Tucson Fire NICE Recorder Logger will upgrade the capabilities of the 911 phone system. The Technology Upgrade Project will upgrade the City's multiple enterprise related systems to a current standard supported by the vendor. These projects are funded by the General Fund.

## IMPACT on the OPERATING BUDGET

The completion of many capital projects is the beginning of recurring costs for the operating budget. Operating and Maintenance (O&M) impacts from projects in this Five-Year CIP total \$272,500 for Fiscal Year 2017/18, increasing to a five-year total of \$3.4 million through Fiscal Year 2021/22. The General Fund O&M impacts in Fiscal Year 2017/18 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-10.

## SUMMARY TABLES

Table I	Summary by Department .....	Page <a href="#">E-7</a>
Table II	Summary by Funding Source .....	Page <a href="#">E-8</a>
Table III	Summary of CIP Impact on the Operating Budget .....	Page <a href="#">E-10</a>
Table IV	Projects with Pima County Bond Funding .....	Page <a href="#">E-15</a>
Table V	Projects with Development Impact Fees .....	Page <a href="#">E-16</a>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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**Table I. Summary by Department**  
**(\$000)**

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
<b>Community Enrichment and Development</b>						
Housing and Community Development	\$ 2,950.0	\$ —	\$ —	\$ —	\$ —	2,950.0
Parks and Recreation	6,202.9	949.3	445.3	425.0	434.5	8,457.0
Transportation	177,168.1	107,631.9	124,373.4	122,504.6	80,991.5	612,669.5
<b>Subtotal</b>	<b>\$ 186,321.0</b>	<b>\$ 108,581.2</b>	<b>\$ 124,818.7</b>	<b>\$ 122,929.6</b>	<b>\$ 81,426.0</b>	<b>\$ 624,076.5</b>
<b>Public Safety and Justice Services</b>						
Public Safety	\$ 30,000.0	\$ 30,000.0	\$ 30,000.0	\$ 30,000.0	\$ 30,000.0	150,000.0
<b>Subtotal</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 150,000.0</b>
<b>Public Utilities</b>						
Environmental and General Services	\$ 16,987.9	\$ 10,716.0	\$ 3,500.0	\$ 1,600.0	\$ 2,000.0	34,803.9
Tucson Water	70,211.0	59,391.0	55,136.0	59,104.0	58,483.0	302,325.0
<b>Subtotal</b>	<b>\$ 87,198.9</b>	<b>\$ 70,107.0</b>	<b>\$ 58,636.0</b>	<b>\$ 60,704.0</b>	<b>\$ 60,483.0</b>	<b>\$ 337,128.9</b>
<b>General Government</b>						
General Expense	\$ 2,400.0	\$ 1,500.0	\$ —	\$ —	\$ —	3,900.0
<b>Subtotal</b>	<b>\$ 2,400.0</b>	<b>\$ 1,500.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 3,900.0</b>
<b>Total</b>	<b>\$ 305,919.9</b>	<b>\$ 210,188.2</b>	<b>\$ 213,454.7</b>	<b>\$ 213,633.6</b>	<b>\$ 171,909.0</b>	<b>\$ 1,115,105.4</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## Table II. Summary by Financing Plan (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
<b>Capital Projects Funds</b>						
Capital Agreement Fund: PAG	\$ 17,685.0	\$ 2,625.0	\$ 19,823.0	\$ 20,500.0	\$ —	\$ 60,633.0
Capital Agreement Fund: Pima County Bonds	17,619.7	10,700.0	8,783.9	4,605.9	—	41,709.5
Capital Agreement Fund: Pima County Contribution	1,137.4	1,700.2	1,278.0	—	—	4,115.6
General Obligation Bonds: Series 2016	7,800.0	—	—	—	—	7,800.0
General Obligation Bonds: Series 2017	19,800.0	—	—	—	—	19,800.0
Impact Fee Fund: Central District	8,933.4	5,334.7	20.3	—	—	14,288.4
Impact Fee Fund: East District	3,239.0	—	—	—	—	3,239.0
Impact Fee Fund: Southeast District	7,789.7	2,269.5	2,000.0	—	—	12,059.2
Impact Fee Fund: Southlands District	240.0	600.0	700.0	400.0	409.5	2,349.5
Impact Fee Fund: West District	2,323.1	235.0	100.0	400.0	—	3,058.1
Regional Transportation Authority	51,686.5	42,495.0	58,102.0	63,528.4	49,118.0	264,929.9
<b>Subtotal</b>	<b>\$ 138,253.8</b>	<b>\$ 65,959.4</b>	<b>\$ 90,807.2</b>	<b>\$ 89,434.3</b>	<b>\$ 49,527.5</b>	<b>\$ 433,982.2</b>
<b>Enterprise Funds</b>						
2016 Water Revenue System Obligation Fund	\$ 13,175.0	\$ —	\$ —	\$ —	\$ —	\$ 13,175.0
2017 Water Revenue System Obligation Fund	27,126.0	—	—	—	—	27,126.0
Environmental Services Fund	11,687.9	10,716.0	3,500.0	1,600.0	2,000.0	29,503.9
Future Water Revenue	—	33,641.0	25,863.0	28,523.0	26,269.0	114,296.0
Tucson Water Revenue and Operations Fund	29,910.0	25,750.0	29,273.0	30,581.0	32,214.0	147,728.0
<b>Subtotal</b>	<b>\$ 81,898.9</b>	<b>\$ 70,107.0</b>	<b>\$ 58,636.0</b>	<b>\$ 60,704.0</b>	<b>\$ 60,483.0</b>	<b>\$ 331,828.9</b>
<b>General Fund</b>	<b>\$ 7,700.0</b>	<b>\$ 1,500.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 9,200.0</b>
<b>Subtotal</b>	<b>\$ 7,700.0</b>	<b>\$ 1,500.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 9,200.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

**Table II. Summary by Financing Plan**  
**(\$000)**

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
<b>Special Revenue Funds</b>						
Civic Contributions Fund	\$ 1,850.3	\$ 25.0	\$ 25.0	\$ 25.0	\$ 25.0	\$ 1,950.3
Community Development Block Grant Fund	2,950.0	—	—	—	—	2,950.0
Federal Highway Administration Grants	14,115.7	3,931.5	—	—	—	18,047.2
Highway User Revenue Fund	842.3	11.1	5.0	5.0	—	863.4
Mass Transit Fund: General Fund	1,112.3	3,667.8	3,131.3	3,379.7	2,392.6	13,683.7
Mass Transit Fund: Federal Grants	7,196.6	14,986.4	10,850.2	10,085.6	9,480.9	52,599.7
Road and Public Safety Improvement Fund	50,000.0	50,000.0	50,000.0	50,000.0	50,000.0	250,000.0
<b>Subtotal</b>	<b>\$ 78,067.2</b>	<b>\$ 72,621.8</b>	<b>\$ 64,011.5</b>	<b>\$ 63,495.3</b>	<b>\$ 61,898.5</b>	<b>\$ 340,094.3</b>
<b>Total</b>	<b>\$ 305,919.9</b>	<b>\$ 210,188.2</b>	<b>\$ 213,454.7</b>	<b>\$ 213,633.6</b>	<b>\$ 171,909.0</b>	<b>\$ 1,115,105.4</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## Table III. Summary of CIP Impact on the Operating Budget (\$000)

SERVICE AREA/IMPACT	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
<b>Community Enrichment and Development</b>						
Parks and Recreation	\$ 13.0	\$ 33.7	\$ 37.7	\$ 39.6	\$ 29.5	\$ 153.5
Transportation	59.5	130.0	236.5	236.5	236.5	899.0
<b>Subtotal</b>	<b>\$ 72.5</b>	<b>\$ 163.7</b>	<b>\$ 274.2</b>	<b>\$ 276.1</b>	<b>\$ 266.0</b>	<b>\$ 1,052.5</b>
<b>Public Utilities</b>						
Environmental Services	\$ 200.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,384.0
<b>Subtotal</b>	<b>\$ 200.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 2,384.0</b>
<b>Total</b>	<b>\$ 272.5</b>	<b>\$ 709.7</b>	<b>\$ 820.2</b>	<b>\$ 822.1</b>	<b>\$ 812.0</b>	<b>\$ 3,436.5</b>
<b>SOURCE OF FUNDS SUMMARY</b>						
<b>General Fund</b>						
	\$ 13.0	\$ 33.7	\$ 37.7	\$ 39.6	\$ 29.5	\$ 153.5
<b>Subtotal</b>	<b>\$ 13.0</b>	<b>\$ 33.7</b>	<b>\$ 37.7</b>	<b>\$ 39.6</b>	<b>\$ 29.5</b>	<b>\$ 153.5</b>
<b>Enterprise Fund</b>						
Environmental Services	\$ 200.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,384.0
<b>Subtotal</b>	<b>\$ 200.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 2,384.0</b>
<b>Special Revenue Funds</b>						
Highway User Revenue Fund	\$ 59.5	\$ 110.0	\$ 216.5	\$ 216.5	\$ 216.5	\$ 819.0
Mass Transit Fund	—	20.0	20.0	20.0	20.0	80.0
<b>Subtotal</b>	<b>\$ 59.5</b>	<b>\$ 130.0</b>	<b>\$ 236.5</b>	<b>\$ 236.5</b>	<b>\$ 236.5</b>	<b>\$ 899.0</b>
<b>Total</b>	<b>\$ 272.5</b>	<b>\$ 709.7</b>	<b>\$ 820.2</b>	<b>\$ 822.1</b>	<b>\$ 812.0</b>	<b>\$ 3,436.5</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

The impact of this five-year CIP on future operating budgets is estimated to be \$200.0 in Fiscal Year 2017/18, increasing to \$546.0 by Fiscal Year 2021/22 for a five-year total of \$2,384.0. 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.

	<b>Adopted</b>		<b>Projected Requirements</b>			<b>Five</b>
<b>Project Name</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year</b>
	<b>FY 17/18</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>Total</b>
Silverbell Landfill Water Quality Assurance Treatment Facility	\$ 200.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,384.0
<b>Total</b>	<b>\$ 200.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 2,384.0</b>
<b>Source of Funds Summary</b>						
Environmental Services Fund	\$ 200.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,384.0
<b>Total</b>	<b>\$ 200.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 546.0</b>	<b>\$ 2,384.0</b>

# 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 \$13.0 in Fiscal Year 2017/18, increasing to \$29.5 by Fiscal Year 2021/22 for a five-year total of \$153.5. 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	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
A Mountain Improvement	\$ 1.6	\$ 1.6	\$ 1.7	\$ 1.7	\$ 1.8	\$ 8.4
Arroyo Chico Urban Path: Country Club to Treat	1.1	1.2	1.3	1.5	1.6	6.7
Barrio Santa Rosa-Viejo Ball Court	0.5	0.6	0.6	0.7	0.7	3.1
Cherry Avenue Improvements	0.5	0.6	0.6	0.7	0.7	3.1
Christopher Columbus Park Expansion	0.6	0.6	0.7	0.7	0.8	3.4
Groves Park Playground	1.1	1.2	1.3	1.5	1.6	6.7
Himmel Park Improvements	1.0	1.1	1.2	1.3	1.5	6.1
Lakeside Park Playground	1.1	1.2	1.3	1.5	1.6	6.7
Limberlost Family Park ADA Improvements and Walking Path	—	1.2	1.3	1.5	1.6	5.6
Lincoln Park Playground	1.1	1.2	1.3	1.5	1.6	6.7
Menlo Park Exercise Stations	0.5	0.6	0.6	0.7	0.7	3.1
Purple Heart Park Expansion	1.8	1.9	2.1	2.3	2.6	10.7
Reid Park Expansion, Phase I	—	—	2.0	2.1	2.4	6.5
Reid Park Zoo Health Center	0.5	6.6	7.2	7.3	8.0	29.6
Shade Structure Projects	0.6	0.6	0.7	0.7	0.8	3.4
South Central Community Park, Phase I	—	12.4	12.6	12.6	—	37.6
Sunnyside Airport Wash Multi-Use Path	1.0	1.1	1.2	1.3	1.5	6.1
<b>Total</b>	<b>\$ 13.0</b>	<b>\$ 33.7</b>	<b>\$ 37.7</b>	<b>\$ 39.6</b>	<b>\$ 29.5</b>	<b>\$ 153.5</b>
<b>Source of Funds Summary</b>						
General Fund	\$ 13.0	\$ 33.7	\$ 37.7	\$ 39.6	\$ 29.5	\$ 153.5
<b>Total</b>	<b>\$ 13.0</b>	<b>\$ 33.7</b>	<b>\$ 37.7</b>	<b>\$ 39.6</b>	<b>\$ 29.5</b>	<b>\$ 153.5</b>

# 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 is estimated to be \$59.5 in Fiscal Year 2017/18, increasing to \$236.5 by Fiscal Year 2021/22 for a five-year total of \$899.0. 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	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
4th/Congress/Toole Bike Pedestrian Improvements	\$ 5.0	\$ 5.0	\$ 5.0	\$ 5.0	\$ 5.0	\$ 25.0
Arroyo Chico Greenway	0.5	0.5	0.5	0.5	0.5	2.5
Broadway: Camino Seco to Houghton	—	7.5	7.5	7.5	7.5	30.0
Campbell and 9th HAWK	4.0	4.0	4.0	4.0	4.0	20.0
Campbell Avenue Revitalization	—	5.0	5.0	5.0	5.0	20.0
CNG Fueling System	—	20.0	20.0	20.0	20.0	80.0
Columbus Corridor Pedestrian Path	0.5	0.5	0.5	0.5	0.5	2.5
Copper Street Bike Boulevard	0.5	0.5	0.5	0.5	0.5	2.5
Craycroft and Ft. Lowell Park HAWK	4.0	4.0	4.0	4.0	4.0	20.0
El Paso and Southwestern Greenway	0.5	0.5	0.5	0.5	0.5	2.5
Five Points Pedestrian Improvements	1.0	1.0	1.0	1.0	1.0	5.0
Glenn Street Transportation Enhancement	1.0	1.0	1.0	1.0	1.0	5.0
Grant and Sahuara HAWK	4.0	4.0	4.0	4.0	4.0	20.0
Houghton Road: Bridge Replacement	—	5.0	5.0	5.0	5.0	20.0
Houghton Road: Irvington to Valencia	20.0	20.0	20.0	20.0	20.0	100.0
Houghton Road: Union Pacific Railroad to I-10	5.0	5.0	5.0	5.0	5.0	25.0
Houghton Road: Broadway to 22nd Street	5.0	5.0	5.0	5.0	5.0	25.0
Liberty Avenue Bicycle Boulevard	5.0	10.0	10.0	10.0	10.0	45.0
Park Avenue Transportation Enhancement	—	—	0.5	0.5	0.5	1.5
Pima Street Pedestrian Pathway Enhancements	—	—	1.0	1.0	1.0	3.0
Regional Transportation Data Network	—	—	100.0	100.0	100.0	300.0
Rio Vista Safe Routes to School	—	0.5	0.5	0.5	0.5	2.0
Robison Safe Routes to School	0.5	0.5	0.5	0.5	0.5	2.5
Stone Ave: Drachman and Speedway Improvements	—	—	5.0	5.0	5.0	15.0
Street Improvements Proposition 409	—	25.0	25.0	25.0	25.0	100.0
Treat Avenue Bike Boulevard	0.5	0.5	0.5	0.5	0.5	2.5
Valencia: Alvernon to Kolb	2.5	5.0	5.0	5.0	5.0	22.5
<b>Total</b>	<b>\$ 59.5</b>	<b>\$ 130.0</b>	<b>\$ 236.5</b>	<b>\$ 236.5</b>	<b>\$ 236.5</b>	<b>\$ 899.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

Source of Funds Summary	Adopted		Projected Requirements			Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	Total
Highway User Revenue Fund	\$ 59.5	\$ 110.0	\$ 216.5	\$ 216.5	\$ 216.5	\$ 819.0
Mass Transit Fund	—	20.0	20.0	20.0	20.0	80.0
<b>Total</b>	<b>\$ 59.5</b>	<b>\$ 130.0</b>	<b>\$ 236.5</b>	<b>\$ 236.5</b>	<b>\$ 236.5</b>	<b>\$ 899.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
<b>Parks and Recreation</b>						
Barrio Santa Rosa-Viejo Ball Court	\$ 84.4	\$ —	\$ —	\$ —	\$ —	\$ 84.4
Menlo Park Playground	10.0	—	—	—	—	10.0
Sunnyside Airport Wash Multi-Use Path	100.0	—	—	—	—	100.0
<b>Parks and Recreation Total</b>	<b>\$ 194.4</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 194.4</b>
<b>Transportation</b>						
22nd Street: I-10 to Tucson Boulevard	\$ —	\$ —	\$ 4,605.9	\$ 4,605.9	\$ —	\$ 9,211.8
Broadway Boulevard: Euclid to Country Club	10,000.0	10,000.0	3,652.8	—	—	23,652.8
Country Glenn Neighborhood Improvements	141.3	—	—	—	—	141.3
Elvira Solar Street Lighting	45.0	—	—	—	—	45.0
Five Points Pedestrian Improvements	276.7	—	—	—	—	276.7
Houghton Road: 22nd to Irvington	43.8	175.0	131.3	—	—	350.1
Houghton Road: Bridge Replacement	43.8	175.0	131.3	—	—	350.1
Houghton Road: Irvington to Valencia	43.8	175.0	131.3	—	—	350.1
Houghton Road: Valencia to Mary Ann Cleveland Way	43.8	175.0	131.3	—	—	350.1
Midvale Park Oak Tree Dr. Lighting	107.1	—	—	—	—	107.1
Santa Cruz SW Neighborhood Association Park Improvements	280.0	—	—	—	—	280.0
Silverbell Road: Grant to Ina	6,400.0	—	—	—	—	6,400.0
<b>Transportation Total</b>	<b>\$ 17,425.3</b>	<b>\$ 10,700.0</b>	<b>\$ 8,783.9</b>	<b>\$ 4,605.9</b>	<b>\$ —</b>	<b>\$ 41,515.1</b>
<b>Total</b>	<b>\$ 17,619.7</b>	<b>\$ 10,700.0</b>	<b>\$ 8,783.9</b>	<b>\$ 4,605.9</b>	<b>\$ —</b>	<b>\$ 41,709.5</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## Table V. Projects with Development Impact Fees (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
<b>Parks and Recreation</b>						
<b>East District</b>						
Jesse Owens Park	\$ 989.0	\$ —	\$ —	\$ —	\$ —	\$ 989.0
<b>East District Subtotal</b>	<b>\$ 989.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 989.0</b>
<b>Central District</b>						
Arroyo Chico Urban Path: Country Club to Treat	\$ 172.7	\$ 90.0	\$ —	\$ —	\$ —	\$ 262.7
Himmel Park Improvements	214.0	—	—	—	—	214.0
Limberlost Family Park ADA Improvements and Walking Path	152.0	25.0	—	—	—	177.0
Reid Park Expansion, Phase 1	600.2	239.8	20.3	—	—	860.3
Silverlake Park	292.5	—	—	—	—	860.3
<b>Central District Subtotal</b>	<b>\$ 1,431.4</b>	<b>\$ 354.8</b>	<b>\$ 20.3</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,374.3</b>
<b>Southeast District</b>						
Groves Park Playground	\$ 25.0	\$ —	\$ —	\$ —	\$ —	\$ 25.0
Lakeside Park Playground	125.0	—	—	—	—	125.0
Lincoln Park Playground	220.0	—	—	—	—	220.0
Purple Heart Park Expansion	540.0	—	—	—	—	540.0
South Central Community Park, Phase I	364.7	269.5	—	—	—	634.2
<b>Southeast District Subtotal</b>	<b>\$ 1,274.7</b>	<b>\$ 269.5</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,544.2</b>
<b>Southlands District</b>						
Valencia Corridor Land Acquisition, Phase I	\$ 180.0	\$ 300.0	\$ 400.0	\$ 400.0	\$ 409.5	\$ 1,689.5
<b>Southlands District Subtotal</b>	<b>\$ 180.0</b>	<b>\$ 300.0</b>	<b>\$ 400.0</b>	<b>\$ 400.0</b>	<b>\$ 409.5</b>	<b>\$ 1,689.5</b>
<b>West District</b>						
A Mountain Improvement	\$ 168.0	\$ —	\$ —	\$ —	\$ —	\$ 168.0
Cherry Avenue Improvements	50.0	—	—	—	—	50.0
Christopher Columbus Park Expansion	25.1	—	—	—	—	25.1
John F. Kennedy Park	9.0	—	—	—	—	9.0
San Juan Park	31.0	—	—	—	—	31.0
<b>West District Subtotal</b>	<b>\$ 283.1</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 283.1</b>
<b>Parks and Recreation Total</b>	<b>\$ 4,158.2</b>	<b>\$ 924.3</b>	<b>\$ 420.3</b>	<b>\$ 400.0</b>	<b>\$ 409.5</b>	<b>\$ 6,880.1</b>
<b>Transportation</b>						
<b>East District</b>						
Broadway: Camino Seco to Houghton	\$ 1,500.0	\$ —	\$ —	\$ —	\$ —	\$ 1,500.0
Houghton Road: Tanque Verde to 5th Street	50.0	—	—	—	—	50.0
Houghton Road: 22nd to Irvington	500.0	—	—	—	—	500.0
Houghton Road: Broadway to 22nd Street	200.0	—	—	—	—	200.0
<b>East District Subtotal</b>	<b>\$ 2,250.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,250.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## Table V. Projects with Development Impact Fees (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
<b>Central District</b>						
22nd Street: I-10 to Tucson Boulevard	\$ 3,000.0	\$ 2,979.9	\$ —	\$ —	\$ —	\$ 5,979.9
Arroyo Chico, MUP, Tucson Blvd	2.0	—	—	—	—	2.0
Broadway: Euclid to Country Club	1,500.0	—	—	—	—	1,500.0
Grant: Oracle to Swan	3,000.0	2,000.0	—	—	—	5,000.0
<b>Central District Subtotal</b>	<b>\$ 7,502.0</b>	<b>\$ 4,979.9</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 12,481.9</b>
<b>Southeast District</b>						
Houghton Road: Union Pacific Railroad to I-10	\$ 515.0	\$ —	\$ —	\$ —	\$ —	\$ 515.0
Valencia: Alvernon to Kolb	1,000.0	—	—	—	—	1,000.0
Valencia: Kolb to Houghton	5,000.0	2,000.0	2,000.0	—	—	9,000.0
<b>Southeast District Subtotal</b>	<b>\$ 6,515.0</b>	<b>\$ 2,000.0</b>	<b>\$ 2,000.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 10,515.0</b>
<b>Southlands District</b>						
Houghton Road: I-10 to Andrada Road	\$ 60.0	\$ 300.0	\$ 300.0	\$ —	\$ —	\$ 660.0
<b>Southlands District Subtotal</b>	<b>\$ 60.0</b>	<b>\$ 300.0</b>	<b>\$ 300.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 660.0</b>
<b>West District</b>						
Congress Grande Intersection Improvements	\$ 40.0	\$ 35.0	\$ 100.0	\$ 400.0	\$ —	\$ 575.0
Silverbell Road: Grant to Ina	2,000.0	200.0	—	—	—	2,200.0
<b>West District Subtotal</b>	<b>\$ 2,040.0</b>	<b>\$ 235.0</b>	<b>\$ 100.0</b>	<b>\$ 400.0</b>	<b>\$ —</b>	<b>\$ 2,775.0</b>
<b>Transportation Total</b>	<b>\$ 18,367.0</b>	<b>\$ 7,514.9</b>	<b>\$ 2,400.0</b>	<b>\$ 400.0</b>	<b>\$ —</b>	<b>\$ 28,681.9</b>
<b>Total</b>	<b>\$ 22,525.2</b>	<b>\$ 8,439.2</b>	<b>\$ 2,820.3</b>	<b>\$ 800.0</b>	<b>\$ 409.5</b>	<b>\$ 35,562.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## ENVIRONMENTAL and GENERAL SERVICES

(\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
Container Maintenance Assurance Treatment Facility	\$ 3,230.0	\$ 1,430.0	\$ —	\$ —	\$ —	\$ 4,660.0
Energy Performance Contract City Hall, Udall Park, DL Park	4,000.0	—	—	—	—	4,000.0
Expansion of Energy Plan at the TCC to Serve Catholic Diocese	1,300.0	—	—	—	—	1,300.0
Household Hazardous Waste Los Reales Relocation	87.0	483.0	—	—	—	570.0
Los Reales Education Center	—	—	—	—	2,000.0	2,000.0
Los Reales Landfill Buffer-Northeastern Berm and Landscape	200.0	—	—	—	—	200.0
Los Reales Landfill East Property Acquisition	50.9	—	—	—	—	50.9
Los Reales Landfill Lined Cell 4	300.0	2,500.0	2,500.0	300.0	—	5,600.0
Los Reales Landfill Self Hauler Facility	4,230.0	2,710.0	—	—	—	6,940.0
Los Reales Lite Maintenance Facility	—	—	500.0	—	—	500.0
Replacement Utility Billing and Operations System	200.0	500.0	500.0	1,300.0	—	2,500.0
Silverbell Landfill Final Cover Operations System	225.0	2,803.0	—	—	—	3,028.0
Silverbell Landfill Water Quality Assurance Treatment Facility	3,150.0	—	—	—	—	3,150.0
Tenth Avenue Maintenance Facility	15.0	290.0	—	—	—	305.0
<b>Total</b>	<b>\$ 16,987.9</b>	<b>\$ 10,716.0</b>	<b>\$ 3,500.0</b>	<b>\$ 1,600.0</b>	<b>\$ 2,000.0</b>	<b>\$ 34,803.9</b>
<b>Source of Funds Summary</b>						
Environmental Services Fund	\$ 11,687.9	\$ 10,716.0	\$ 3,500.0	\$ 1,600.0	\$ 2,000.0	\$ 29,503.9
General Fund	5,300.0	—	—	—	—	5,300.0
<b>Total</b>	<b>\$ 16,987.9</b>	<b>\$ 10,716.0</b>	<b>\$ 3,500.0</b>	<b>\$ 1,600.0</b>	<b>\$ 2,000.0</b>	<b>\$ 34,803.9</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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## HOUSING and COMMUNITY DEVELOPMENT

(\$000)

	Adopted Year 1 FY 17/18	Year 2 FY 18/19	Projected Requirements Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	Five Year Total
<b>Project Name</b>						
Community Development Block Grant allocated for housing assistance	\$ 1,000.0	\$ —	\$ —	\$ —	\$ —	\$ 1,000.0
Community Development Block Grant allocated for fire apparatus	1,950.0	—	—	—	—	1,950.0
<b>Total</b>	<b>\$ 2,950.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,950.0</b>
<b>Source of Funds Summary</b>						
Community Development Block Grant	\$ 2,950.0	\$ —	\$ —	\$ —	\$ —	\$ 2,950.0
<b>Total</b>	<b>\$ 2,950.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,950.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## PARKS and RECREATION

(\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
A Mountain Improvement	\$ 168.0	\$ —	\$ —	\$ —	\$ —	\$ 168.0
Arroyo Chico Urban Path: Country Club to Treat	172.7	90.0	—	—	—	262.7
Barrio Santa Rosa-Viejo Ball Court	84.4	—	—	—	—	84.4
Cherry Avenue Improvements	50.0	—	—	—	—	50.0
Christopher Columbus Park Expansion	25.1	—	—	—	—	25.1
Groves Park Playground	25.0	—	—	—	—	25.0
Himmel Park Improvements	214.0	—	—	—	—	214.0
Jesse Owens Park	989.0	—	—	—	—	989.0
John F. Kennedy Park	9.0	—	—	—	—	9.0
Lakeside Park Playground	125.0	—	—	—	—	125.0
Limberlost Family Park ADA Improvements and Walking Path	152.0	25.0	—	—	—	177.0
Lincoln Park Playground	220.0	—	—	—	—	220.0
Menlo Park Playground	10.0	—	—	—	—	10.0
Purple Heart Park Expansion	540.0	—	—	—	—	540.0
Reid Park Expansion, Phase 1	600.2	239.8	20.3	—	—	860.3
Reid Park Zoo Health Center	1,825.3	—	—	—	—	1,825.3
San Juan Park	31.0	—	—	—	—	31.0
Shade Structure Projects	25.0	25.0	25.0	25.0	25.0	125.0
Silverlake Park	292.5	—	—	—	—	292.5
South Central Community Park, Phase I	364.7	269.5	—	—	—	634.2
Sunnyside Airport Wash Multi Use Path	100.0	—	—	—	—	100.0
Valencia Corridor Land Acquisition, Phase I	180.0	300.0	400.0	400.0	409.5	1,689.5
<b>Total</b>	<b>\$ 6,202.9</b>	<b>\$ 949.3</b>	<b>\$ 445.3</b>	<b>\$ 425.0</b>	<b>\$ 434.5</b>	<b>\$ 8,457.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## PARKS and RECREATION

(\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
<b>Source of Funds Summary</b>						
Capital Improvement Fund	\$ 194.4	\$ —	\$ —	\$ —	\$ —	\$ 194.4
Civic Contributions Fund	1,850.3	25.0	25.0	25.0	25.0	1,950.3
Impact Fee Fund: Central Benefit District	1,431.4	354.8	20.3	—	—	1,806.5
Impact Fee Fund: East Benefit District	989.0	—	—	—	—	989.0
Impact Fee Fund: Southeast Benefit District	1,274.7	269.5	—	—	—	1,544.2
Impact Fee Fund: Southlands Benefit District	180.0	300.0	400.0	400.0	409.5	1,689.5
Impact Fee Fund: West Benefit District	283.1	—	—	—	—	283.1
<b>Total</b>	<b>\$ 6,202.9</b>	<b>\$ 949.3</b>	<b>\$ 445.3</b>	<b>\$ 425.0</b>	<b>\$ 434.5</b>	<b>\$ 8,457.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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## PUBLIC SAFETY

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	Total
Tucson Fire Improvements	\$ 17,100.0	\$ 14,475.0	\$ 14,475.0	\$ 14,475.0	\$ 14,475.0	\$ 75,000.0
Tucson Police Improvements	12,900.0	15,525.0	15,525.0	15,525.0	15,525.0	75,000.0
<b>Total</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$150,000.0</b>
<b>Source of Funds Summary</b>						
Public Safety Improvement Fund	\$ 30,000.0	\$ 30,000.0	\$ 30,000.0	\$ 30,000.0	\$ 30,000.0	\$150,000.0
<b>Total</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$ 30,000.0</b>	<b>\$150,000.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## TRANSPORTATION

(\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
4th /Congress/Toole Bike Pedestrian Improvements	\$ 311.6	\$ —	\$ —	\$ —	\$ —	\$ 311.6
22nd Street: I-10 to Tucson Boulevard	3,005.0	5,394.9	19,005.9	19,005.9	14,400.0	60,811.7
ADA Transition Plan	822.0	—	—	—	—	822.0
Arcadia and Timrod Bike Boulevards	39.1	—	—	—	—	39.1
Arroyo Chico Greenway	501.7	—	—	—	—	501.7
Arroyo Chico MUP, Tucson Boulevard	6.0	—	—	—	—	6.0
Associated Transit Improvements	932.2	177.0	177.0	177.0	177.0	1,640.2
Broadway Boulevard: Camino Seco to Houghton	5,599.0	3,750.0	—	—	—	9,349.0
Broadway Boulevard: Euclid to Country Club	26,837.0	16,760.0	18,652.8	4,550.0	—	66,799.8
Campbell and 9th HAWK	15.0	—	—	—	—	15.0
Campbell Avenue Revitalization	98.5	—	—	—	—	98.5
CNG Fueling System - NW Expansion	4,000.0	4,000.0	—	—	—	8,000.0
Columbus Corridor Pedestrian Path	35.0	—	—	—	—	35.0
Congress Grande Intersection Improvements	40.0	35.0	100.0	400.0	—	575.0
Copper Street Bike Boulevard	388.0	—	—	—	—	388.0
Country Glenn Neighborhood Improvements	141.3	—	—	—	—	141.3
Craycroft and Ft. Lowell Park HAWK	40.0	—	—	—	—	40.0
Downtown Links Barraza-Aviation	16,761.0	17,700.0	11,752.0	—	—	46,213.0
El Paso and Southwestern Greenway	269.8	—	—	—	—	269.8
Elvira Solar Street Lighting	45.0	—	—	—	—	45.0
First Avenue: Grant to River	3,000.0	—	13,000.0	7,000.0	17,500.0	40,500.0
Five Points Pedestrian Improvements	555.7	—	—	—	—	555.7
Glenn Street Transportation Enhancement	903.0	—	—	—	—	903.0
Grant and Sahuara HAWK	25.0	—	—	—	—	25.0
Grant: Oracle to Swan	17,600.0	4,000.0	22,563.0	40,500.0	318.0	84,981.0
Houghton Road: Tanque Verde to 5th Street	50.0	—	—	—	—	50.0
Houghton Road: 22nd to Irvington	2,114.7	458.4	344.3	—	—	2,917.4
Houghton Road: Bridge Replacement	2,949.7	1,058.4	794.3	9,000.0	9,000.0	22,802.4
Houghton Road: Broadway to 22nd Street	205.0	—	—	—	—	205.0
Houghton Road: I-10 to Andrada Road	60.0	300.0	300.0	—	—	660.0
Houghton Road: Irvington to Valencia	826.8	458.3	344.3	—	—	1,629.4
Houghton Road: Union Pacific Railroad to I-10	3,066.7	566.7	426.0	28.4	—	4,087.8
Houghton: Valencia to Mary Ann Cleveland Way	814.7	458.4	344.3	—	—	1,617.4

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## TRANSPORTATION

(\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Kolb Road: Irvington to Valencia	\$ 68.0	\$ 2,114.0	\$ —	\$ —	\$ —	\$ 2,182.0
Liberty Avenue Bicycle Boulevard	1,061.0	—	—	—	—	1,061.0
MAC Way Atterbury Wash Way	500.0	—	—	—	—	500.0
Midvale Park Oak Tree Dr. Lighting	107.1	—	—	—	—	107.1
Park Avenue Transportation Enhancement	23.7	7.5	—	—	—	31.2
Pima Street Pedestrian Pathway Enhancements	19.1	10.1	—	—	—	29.2
Regional Transportation Data Network	250.0	250.0	250.0	250.0	—	1,000.0
Rio Vista Safe Routes to School	244.0	—	—	—	—	244.0
Road Improvements: Proposition 101	20,000.0	20,000.0	20,000.0	20,000.0	20,000.0	100,000.0
Robison Safe Routes to School	252.0	—	—	—	—	252.0
Safe Routes to School Program	27.0	—	—	—	—	27.0
Santa Cruz SW Neighborhood Association Park Improvements	280.0	—	—	—	—	280.0
Security for Transit	177.0	177.0	177.0	177.0	176.5	884.5
Silverbell: Ina to Grant Road	17,267.0	2,205.0	265.0	5.0	—	19,742.0
Stone Ave: Drachman and Speedway Improvements	404.0	11.0	—	—	—	415.0
Street Improvements: Proposition 409	27,665.0	—	—	—	—	27,665.0
Sun Tran Replacement Buses 40 ft.	—	11,696.0	10,907.0	8,280.0	8,532.0	39,415.0
Sun Tran South Park Electrical System Repair	—	—	500.0	—	—	500.0
Sun Tran South Park Facility Bus Wash Replacement	—	450.0	—	—	—	450.0
Sun Van Fuel Tank Replacements	—	—	—	300.0	—	300.0
Sun Van Replacement Buses <30 ft.	—	2,154.2	2,220.5	3,831.3	2,988.0	11,194.0
Sun Van Revenue Vehicle Parking Lot Expansion	—	—	—	700.0	—	700.0
Transit Facility Improvements South Park Stormwater Yard	3,199.7	—	—	—	—	3,199.7
Treat Avenue Bike Boulevard	215.0	—	—	—	—	215.0
Valencia: Alvernon to Kolb	5,010.0	6,000.0	—	—	—	11,010.0
Valencia: Kolb to Houghton	8,340.0	7,440.0	2,250.0	8,300.0	7,900.0	34,230.0
<b>Total</b>	<b>\$177,168.1</b>	<b>\$107,631.9</b>	<b>\$124,373.4</b>	<b>\$122,504.6</b>	<b>\$ 80,991.5</b>	<b>\$612,669.5</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## TRANSPORTATION

(\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 17/18	Year 2 FY 18/19	Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
<b>Source of Funds Summary</b>						
2016 General Obligation Street Bonds	\$ 7,800.0	\$ —	\$ —	\$ —	\$ —	\$ 7,800.0
2017 General Obligation Street Bonds	19,800.0	—	—	—	—	19,800.0
Capital Agreement Fund: PAG	17,685.0	2,625.0	19,823.0	20,500.0	—	60,633.0
Capital Agreement Fund: Pima County Bonds	17,425.3	10,700.0	8,783.9	4,605.9	—	41,515.1
Capital Agreement Fund: Pima County Contribution	1,137.4	1,700.2	1,278.0	—	—	4,115.6
Federal Highway Administration Grants	14,115.7	3,931.5	—	—	—	18,047.2
Highway User Revenue Fund	842.3	11.1	5.0	5.0	—	863.4
Impact Fee Fund: Central District	7,502.0	4,979.9	—	—	—	12,481.9
Impact Fee Fund: East District	2,250.0	—	—	—	—	2,250.0
Impact Fee Fund: Southeast District	6,515.0	2,000.0	2,000.0	—	—	10,515.0
Impact Fee Fund: Southlands District	60.0	300.0	300.0	—	—	660.0
Impact Fee Fund: West District	2,040.0	235.0	100.0	400.0	—	2,775.0
Mass Transit Fund: Federal Grants	7,196.6	14,986.4	10,850.2	10,085.6	9,480.9	52,599.7
Mass Transit Fund: General Fund	1,112.3	3,667.8	3,131.3	3,379.7	2,392.6	13,683.7
Road Improvement Fund	20,000.0	20,000.0	20,000.0	20,000.0	20,000.0	100,000.0
Regional Transportation Authority Fund	51,686.5	42,495.0	58,102.0	63,528.4	49,118.0	264,929.9
<b>Total</b>	<b>\$177,168.1</b>	<b>\$107,631.9</b>	<b>\$124,373.4</b>	<b>\$122,504.6</b>	<b>\$ 80,991.5</b>	<b>\$612,669.5</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## TUCSON WATER

(\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Academy Reservoir	\$ 300.0	\$ —	\$ —	\$ —	\$ —	\$ 300.0
Advanced Metering Infrastructure	1,050.0	896.0	948.0	351.0	—	3,245.0
Arc Flash Service Upgrades	1,134.0	1,123.0	1,156.0	117.0	60.0	3,590.0
Billing System	—	—	578.0	8,180.0	17,888.0	26,646.0
Calle Santa Cruz Transmission Main Replacement	63.0	3,117.0	—	—	—	3,180.0
CAP Basin Collector Pipelines	—	—	—	—	60.0	60.0
CAP Basin Well 24" Transmission Main, Old Nogales Highway	—	—	—	118.0	42.0	160.0
Cathodic Protection for Critical Pipelines	680.0	674.0	694.0	701.0	716.0	3,465.0
CAVSARP Well Pump Improvements	340.0	337.0	347.0	351.0	358.0	1,733.0
Clearwell Reservoir Rehabilitation	7,711.0	135.0	—	—	—	7,846.0
Control Panel Replacements: Potable	113.0	112.0	116.0	117.0	119.0	577.0
Control Panels: Reclaimed System	170.0	168.0	173.0	175.0	179.0	865.0
Craycroft Addition Subdivision, Phase I	454.0	—	—	—	—	454.0
Danforth E-F Booster Station Upgrade	40.0	—	—	—	—	40.0
Developer-Financed Reclaimed Systems	68.0	67.0	69.0	70.0	72.0	346.0
Devine Reservoir Parking Lot	65.0	—	—	—	—	65.0
Diamond Bell Production Facilities Improvement	113.0	281.0	636.0	—	—	1,030.0
Drexel I-19 Crossing 24 Main	—	—	58.0	1,110.0	—	1,168.0
Drill Production Wells	—	—	—	1,753.0	1,789.0	3,542.0
Effluent Pump Station Expansion	140.0	—	1,588.0	—	—	1,728.0
Eisenhower Road D-Zone Transmission Main	363.0	—	—	—	—	363.0
Emergency Main Replacement	227.0	225.0	231.0	234.0	239.0	1,156.0
Equip Well A-061	397.0	—	—	—	—	397.0
Equip Wells SS-021 and SS-023	—	—	—	—	179.0	179.0
Equip Well W-006	40.0	—	—	—	—	40.0
Escalante Reservoir	—	168.0	752.0	760.0	—	1,680.0
Excellence in Customer Care Center	3,024.0	—	—	—	—	3,024.0
Extensions for New Services	113.0	112.0	116.0	117.0	119.0	577.0
Facility Safety and Security Infrastructure	567.0	561.0	1,156.0	1,169.0	1,193.0	4,646.0
Filtration Modifications at Reclaimed Plant	1,269.0	—	—	—	—	1,269.0
Fire Hydrants in Annexation Areas	113.0	112.0	116.0	117.0	119.0	577.0
Fire Services	1,984.0	1,965.0	2,024.0	2,045.0	2,087.0	10,105.0
Gas Engines	—	842.0	867.0	876.0	894.0	3,479.0
Goebel Avenue Distribution Main	—	—	29.0	103.0	—	132.0

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## TUCSON WATER (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
H-1 Ironwood PRV Station Bailey Valve Replacement	\$ —	\$ 365.0	\$ 52.0	\$ —	\$ —	\$ 417.0
Houghton Road Reclaimed Reservoir	—	2,919.0	—	—	—	2,919.0
Magee Road (410E) PRV	—	—	—	88.0	—	88.0
Manzanita Tank Lining	—	34.0	752.0	—	—	786.0
Maryvale Manor Subdivision, Phase I	57.0	943.0	—	—	—	1,000.0
Maryvale Manor Subdivision, Phase III	—	56.0	543.0	—	—	599.0
Meter Upgrade and Replacement Program	4,489.0	4,447.0	4,625.0	3,506.0	3,578.0	20,645.0
Miscellaneous Land and Right-of-Way Acquisitions	11.0	11.0	12.0	12.0	12.0	58.0
Nebraska Road Distribution Main	—	—	289.0	—	—	289.0
New Metered Services	57.0	56.0	58.0	58.0	60.0	289.0
Northgate Subdivision, Phase I	1,384.0	—	—	—	—	1,384.0
Old Vail Steel Tank Upgrades (Rehab)	150.0	—	—	—	—	150.0
Payments to Developers for Oversized Systems	113.0	112.0	116.0	117.0	119.0	577.0
Pima Mine Road Production Well Drilling	—	—	—	2,921.0	—	2,921.0
Pima Mine Road Well Equipping (3)	—	—	—	—	179.0	179.0
Plant 1 Building 10 and 11 Improvements	—	112.0	116.0	58.0	—	286.0
Plant 1 Building 3 Remodeling	57.0	225.0	173.0	—	—	455.0
Plant 1 New Meter Shop	113.0	561.0	463.0	—	—	1,137.0
Pressure Tank Replacement	510.0	505.0	520.0	526.0	537.0	2,598.0
Production Well Sites	84.0	83.0	86.0	87.0	89.0	429.0
Rauscher D-E Booster Station	30.0	—	—	—	—	30.0
Reclaimed Booster Expansion	—	—	—	310.0	2,385.0	2,695.0
Recycled Water Program	3,118.0	994.0	1,000.0	1,005.0	1,002.0	7,119.0
RE-Equip Well I-001B	195.0	—	—	—	—	195.0
Relocate Aeropark Teton PRV	85.0	—	—	—	—	85.0
Relocate Anklam Road PRV	—	—	—	204.0	—	204.0
Relocate Camino De Los Ranchos PRV	—	197.0	—	—	—	197.0
Relocate Craycroft Shadow Ridge PRV	—	11.0	249.0	—	—	260.0
Relocate Spencer PRV	—	—	173.0	—	—	173.0
Relocate Via Velazquez PRV	34.0	168.0	—	—	—	202.0
Reservoir and Tank Rehabilitation	—	—	5,782.0	5,843.0	5,963.0	17,588.0
Responsive Meter Replacement	567.0	561.0	578.0	—	—	1,706.0
Review Developer-Financed Potable Projects	1,077.0	1,067.0	1,099.0	1,110.0	1,133.0	5,486.0
Rita Road F2 to G2 Zone Booster Station	—	168.0	1,388.0	—	—	1,556.0
River Road 12-Inch Main	34.0	674.0	—	—	—	708.0

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## TUCSON WATER (\$000)

	Adopted		Projected Requirements			Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	Total
Road Improvement Main Replacements	\$ 15,757.0	\$ 7,860.0	\$ 5,782.0	\$ 5,843.0	\$ 5,963.0	\$ 41,205.0
SA-016A Recovery Well Drilling	—	—	694.0	—	—	694.0
SA-019A, SA-021A Recovery Well Drilling	—	—	1,322.0	—	—	1,322.0
SA-023A Recovery Well Drilling	—	—	694.0	—	—	694.0
Sahuarita Supply Line Slipliner	1,856.0	7,153.0	1,156.0	—	—	10,165.0
San Paulo Village Main Replacement Phase I	595.0	—	—	—	—	595.0
San Paulo Village Main Replacement Phase II	113.0	1,273.0	—	—	—	1,386.0
San Paulo Village Main Replacement Phase III	57.0	460.0	—	—	—	517.0
Santa Cruz SC-008 Well Collector Line	1,474.0	—	—	—	—	1,474.0
Santa Cruz Wellfield Chemical Feed/Monitoring Facility	2,826.0	—	—	—	—	2,826.0
Santa Cruz Wellfield Facility Pipeline	1,905.0	—	—	—	—	1,905.0
Santa Cruz Well SC-001/04/14 Equipping	—	—	173.0	1,402.0	—	1,575.0
Santa Cruz Wells Re-Equipping	195.0	—	—	—	—	195.0
SAVSARP Booster Station Upgrade	—	—	—	—	302.0	302.0
SAVSARP Collector Lines, Phase III	—	—	—	876.0	894.0	1,770.0
SAVSARP Collector Lines, Phase IV	—	—	—	—	41.0	41.0
SAVSARP Collector Lines, Phase V	—	—	39.0	2,083.0	—	2,122.0
SAVSARP Phase III Well Equipping Cathodic Protection	—	—	—	1,110.0	2,445.0	3,555.0
SC-001 and SC-004 Well Transmission Lines	57.0	67.0	130.0	570.0	—	824.0
SCADA Potable Upgrades	6,236.0	5,839.0	6,128.0	6,193.0	2,385.0	26,781.0
SC Well Replacement SC-001, SC-004, SC-014	—	—	2,313.0	—	—	2,313.0
Silverbell Orange Grove 12" PRV SC-004, SC-014	23.0	202.0	—	—	—	225.0
Source Meter Replacement	249.0	247.0	254.0	257.0	262.0	1,269.0
South Avra Valley Recovered Transmission Main	—	—	—	584.0	1,193.0	1,777.0
Southeast Houghton Area Discharge Project	624.0	6,569.0	—	—	—	7,193.0
Stallion Road Distribution Main, Catalina	172.0	—	—	—	—	172.0
System Enhancements: Reclaimed	283.0	281.0	289.0	292.0	298.0	1,443.0
Tanque Verde to Wentworth 8-Inch Main	254.0	—	—	—	—	254.0
TARP AOP Settling Tank	140.0	—	—	—	—	140.0

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

## TUCSON WATER (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
TARP Wells R-001 - R-008 Drilling Replacement	\$ 567.0	\$ 561.0	\$ —	\$ 1,169.0	\$ —	\$ 2,297.0
TARP Wells R-001 - R-008 Re-Equipping	113.0	505.0	520.0	526.0	537.0	2,201.0
Thunderbird Old Spanish Trail Distribution Main	—	—	58.0	958.0	—	1,016.0
Thunderbird Old Spanish Trail PRV	—	56.0	254.0	—	—	310.0
Tierra Del Sol Main Replacement Phase I	476.0	—	—	—	—	476.0
Tierra Del Sol Main Replacement Phase II	—	56.0	486.0	—	—	542.0
Tierra Del Sol Main Replacement Phase III	—	56.0	717.0	—	—	773.0
Tierra Del Sol Main Replacement Phase IV	—	56.0	572.0	—	—	628.0
Trails End Reservoir Rehabilitation	—	168.0	925.0	—	—	1,093.0
Valve Access Vault	567.0	561.0	578.0	584.0	596.0	2,886.0
Water Services	1,712.0	1,696.0	1,746.0	1,764.0	1,801.0	8,719.0
Wellfield Upgrades	567.0	561.0	578.0	584.0	596.0	2,886.0
Wilmot Main Replacement	690.0	—	—	—	—	690.0
<b>Total</b>	<b>\$ 70,211.0</b>	<b>\$ 59,391.0</b>	<b>\$ 55,136.0</b>	<b>\$ 59,104.0</b>	<b>\$ 58,483.0</b>	<b>\$302,325.0</b>

### Source of Funds Summary

2016 Water Revenue System Obligation Fund	\$ 13,175.0	\$ —	\$ —	\$ —	\$ —	\$ 13,175.0
2017 Water Revenue System Obligation Fund	27,126.0	—	—	—	—	27,126.0
Future Water Revenue Bonds	—	33,641.0	25,863.0	28,523.0	26,269.0	114,296.0
Tucson Water Utility Fund	29,910.0	25,750.0	29,273.0	30,581.0	32,214.0	147,728.0
<b>Total</b>	<b>\$ 70,211.0</b>	<b>\$ 59,391.0</b>	<b>\$ 55,136.0</b>	<b>\$ 59,104.0</b>	<b>\$ 58,483.0</b>	<b>\$302,325.0</b>

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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## GENERAL GOVERNMENT

(\$000)

Project Name	Adopted Year 1 FY 17/18	Year 2 FY 18/19	Projected Requirements			Five Year Total
			Year 3 FY 19/20	Year 4 FY 20/21	Year 5 FY 21/22	
NICE Recorder Logger Replacement	\$ 600.0	\$ —	\$ —	\$ —	\$ —	\$ 600.0
Enterprise Resource System (ERP) Upgrades	1,800.0	1,500.0	—	—	—	3,300.0
<b>Total</b>	<b>\$ 2,400.0</b>	<b>\$ 1,500.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 3,900.0</b>
<b>Source of Funds Summary</b>						
General Fund	\$ 2,400.0	\$ 1,500.0	\$ —	\$ —	\$ —	\$ 3,900.0
<b>Total</b>	<b>\$ 2,400.0</b>	<b>\$ 1,500.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 3,900.0</b>

## Section F Glossary



*Our Goal Is to Meet or Exceed Needs while Providing  
Services with a Positive Attitude*

# GLOSSARY of TERMS

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<b>Terms</b>	<b>Definition</b>
<b>ACCOUNTABILITY</b>	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.
<b>ACTIVITY</b>	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.
<b>ALLOCATION</b>	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.
<b>ANALYSIS</b>	A process that separates the whole into its parts to determine their nature, proportion, function, and relationship.
<b>ANNUALIZED COSTS</b>	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.
<b>APPROPRIATION</b>	An authorization granted by the Mayor and Council to make expenditures and to incur obligations for purposes specified in the appropriation resolution.
<b>ASSESSED VALUATION</b>	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes.
<b>BOND</b>	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.
<b>BOND FUNDS</b>	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.
<b>BOND PROCEEDS</b>	Funds derived from the sale of bonds for the purpose of constructing major capital facilities.
<b>BONDS - GENERAL OBLIGATION</b>	Limited tax bonds that are secured by the city's secondary property tax.
<b>BUDGET</b>	A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

<b>Terms</b>	<b>Definition</b>
<b>CAPITAL BUDGET</b>	A financial plan of proposed capital expenditures and the means of financing them.
<b>CAPITAL CARRYFORWARD</b>	Capital funds unspent and brought forward from prior years.
<b>CAPITAL IMPROVEMENT FUND</b>	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).
<b>CAPITAL IMPROVEMENT PROGRAM (CIP)</b>	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.
<b>CAPITAL PROJECT</b>	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.
<b>CARRYFORWARD CAPITAL IMPROVEMENT PROJECT</b>	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.
<b>CERTIFICATES of PARTICIPATION (COPs)</b>	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.
<b>COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)</b>	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.

<b>Terms</b>	<b>Definition</b>
<b>CUSTOMER</b>	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.
<b>DEBT SERVICE</b>	The amount required to retire the principal and pay the interest on outstanding debt.
<b>ENCUMBRANCES</b>	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.
<b>ENTERPRISE FUND</b>	An accounting entity established to account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting.
<b>EQUIPMENT</b>	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.
<b>EXPENDITURE</b>	Any authorization made for the payment or disbursing of funds during the fiscal year.
<b>FEDERAL ECONOMIC STIMULUS</b>	Federal grant funding provided through the 2009 American Recovery and Reinvestment Act in order to create jobs and stimulate the local economy.
<b>FIDUCIARY FUNDS</b>	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.
<b>FISCAL YEAR (FY)</b>	A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. Fiscal Year 2016 refers to the period July 1, 2015 through June 30, 2016.
<b>FULL-TIME EQUIVALENT POSITION (FTE)</b>	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.

<b>Terms</b>	<b>Definition</b>
<b>FUND</b>	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.
<b>FUND BALANCE</b>	The difference between assets and liabilities reported in a governmental fund.
<b>GENERAL FUND</b>	A fund used to account for all general transactions of the city that do not require a special type of fund.
<b>HOME RULE</b>	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.
<b>IN LIEU of TAXES</b>	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.
<b>INTER ACTIVITY TRANSFERS</b>	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.
<b>INTERNAL SERVICE FUNDS</b>	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.
<b>LIMITED PROPERTY VALUE</b>	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes. This single valuation will be used for taxation of both primary and secondary property taxes beginning with tax year 2015.
<b>NON-RECURRING REVENUE</b>	Proceeds of general obligation bonds, revenue bonds, and other restricted revenue.

<b>Terms</b>	<b>Definition</b>
<b>OPERATING BUDGET</b>	A financial plan which applies to all proposed expenditures other than for capital improvements.
<b>OPERATING FUNDS</b>	Resources derived from recurring revenue sources used to finance operating expenditures and pay-as-you-go capital expenditures.
<b>ORGANIZATION</b>	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.
<b>OTHER COSTS</b>	This classification of costs includes Sun Tran expenditures, contributions to outside agencies, specific federal fund expenditures, and miscellaneous expenditures.
<b>OUTSIDE AGENCIES</b>	Non-profit organizations whose activities support the Mayor and Council's priorities.
<b>pCARD</b>	A charge card that allows goods and services to be procured without using a traditional procurement process. A pCard is also known as a procurement card.
<b>PRIMARY PROPERTY TAXES</b>	All ad valorem taxes, except the secondary property taxes, which can be used for any lawful purpose.
<b>PROGRAMS</b>	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.
<b>PROJECTS</b>	Unique assignments having a finite time span and a deliverable; normally associated with capital improvements such as roadways, neighborhood facilities, etc.
<b>RECURRING REVENUES</b>	Revenue sources available on a continuing basis to support operating and capital budgetary needs.
<b>RESTRICTED REVENUES</b>	Revenues which are legally restricted for a specific purpose by the federal, state, or local governments.
<b>REVENUES</b>	Income from taxes and other sources during the fiscal year.
<b>SALARIES and BENEFITS</b>	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.

<b>Terms</b>	<b>Definition</b>
<b>SECONDARY PROPERTY TAXES</b>	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.
<b>SECONDARY TAX RATE</b>	The rate per one hundred dollars of assessed value employed in the levy of secondary property taxes. The assessed value derived from the current Limited Property Value is the basis for computing taxes for budget overrides, bonds, and for sanitary, fire, and other special districts.
<b>SERVICES</b>	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.
<b>SPECIAL ASSESSMENTS</b>	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.
<b>STREET and HIGHWAY BONDS</b>	Revenue bonds which are secured by the city's Highway User Revenues and used for the construction of street, highway, and related capital projects.
<b>SUPPLIES</b>	Expendable items used by operating departments. Examples include office supplies, repair and replacement parts for equipment, books, and gasoline.
<b>TAX LEVY</b>	The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.
<b>TAX RATE</b>	The amount of tax levied for each one hundred dollars of assessed valuation.

# ACRONYMS and INITIALISMS

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## Acronym/Initialisms

## Definitions

ACAP	Attorney/Consumer Assistance Program (ACAP)
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOR	Arizona Department of Revenue
ADOT	Arizona Department of Transportation
ALS	Advanced Life Support
AMI	Advanced Metering Infrastructure
AMP	Asset Management Project
AMR	Advanced Meter Reading
ARRA	American Recovery and Reinvestment Act
ARS	Arizona Revised Statutes
ASR	Aquifer Storage and Recovery
AZA	Association of Zoos and Aquariums
BABs	Build America Bonds
BCC	Boards, Committees and Commissions
BID	Business Improvement District
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CAVSARP	Central Avra Valley Storage and Recovery Project
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CNA	Counter Narcotics Alliance
CNG	Compressed Natural Gas
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPs	Certificates of Participation
CREBs	Clean Renewable Energy Bonds
CSR	Customer Service Representative
CWAC	Citizens' Water Advisory Committee
DNA	Deoxyribonucleic acid
DUI	Driving Under the Influence
EEC	Economic Estimates Commission
ELT	Executive Leadership Team
EMS	Emergency Medical Service
EMP	Environmental Management Program
ERP	Enterprise Resource Program
ES	Environmental Services

## Acronym/Initialisms

## Definitions

FARE	Fines/Fees and Restitution Enforcement Program
FML	Family Medical Leave
FMT	Financial Monitoring Team
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GO	General Obligation Bond
HCV	Housing Choice Voucher
HQLA	High Quality Liquid Assets
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
JFS	Juvenile Fire Stopper
LED	Light Emitting Diode
LPGA	Ladies Professional Golf Association
LPV	Limited Property Value
MOV	Motor Operated Valve
MUP	Multi-Use Path
NFPA	National Fire Protection Association
NPO	Neighborhood Preservation Ordinance
NPZ	Neighborhood Preservation Zones
O&M	Operating and Maintenance
PAG	Pima Association of Governments
PARF	Personnel Action Request Form
PASER	Pavement Surface Evaluation and Rating System
PCI	Pavement Condition Index
PCWIN	Pima County Wireless Integrated Network

**Acronym/Initialisms**

PECOC

PGA

PHA

PILOT

PRV

QECBs

RFP

RICO

RTA

SAMM

SAVSARP

SCADA

SC

SEMAP

SGR

SHARP

SWG

TCC

TDOT

TIGER

TPAC

TPT

TSRS

TUMS

TUS

UDC

VANS

VOIP

WIFA

WSI

**Definitions**

Pima Emergency Communications Center

Professional Golf Association

Public Housing Asset

Payment in Lieu of Tax

Pressure Relief Valve

Qualified Energy Conservation Bonds

Request for Proposal

Racketeer Influenced and Corrupt Organizations Act

Regional Transportation Authority

Surplus, Auction and Materials Management

Southern Avra Valley Storage and Recovery Project

Supervisory Control and Data Acquisition

Security Certified

Section 8 Management Assessment Program

State of Good Repair

Southeast Houghton Area Recharge Project

Southwest Gas

Tucson Convention Center

Tucson Department of Transportation

Transportation Investment Generating Economic Recovery

Tucson Pima Arts Council

Transaction Privilege Tax

Tucson Supplemental Retirement System

Tucson Utility Management System

Tucson International Airport's International Air Transport Association airport code

Unified Development Code

Vacant and Neglected Structures

Voice Over Internet Protocol

Water Infrastructure Finance Authority

Water Safety Instruction



[tucsonaz.gov/finance/budget](http://tucsonaz.gov/finance/budget)