



CITY OF TUCSON, ARIZONA ADOPTED BUDGET FISCAL YEAR 2019

We're Partners in Tucson's Prosperity



CITY OF TUCSON, ARIZONA

Adopted Budget

Fiscal Year 2019

Effective July 1, 2018

Mayor and Council



HONORABLE
JONATHAN ROTHSCHILD
Mayor



REGINA ROMERO
Ward One



PAUL CUNNINGHAM
Ward Two



PAUL DURHAM
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, AICP
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, 2017

Christopher P. Morrill

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, 2017.

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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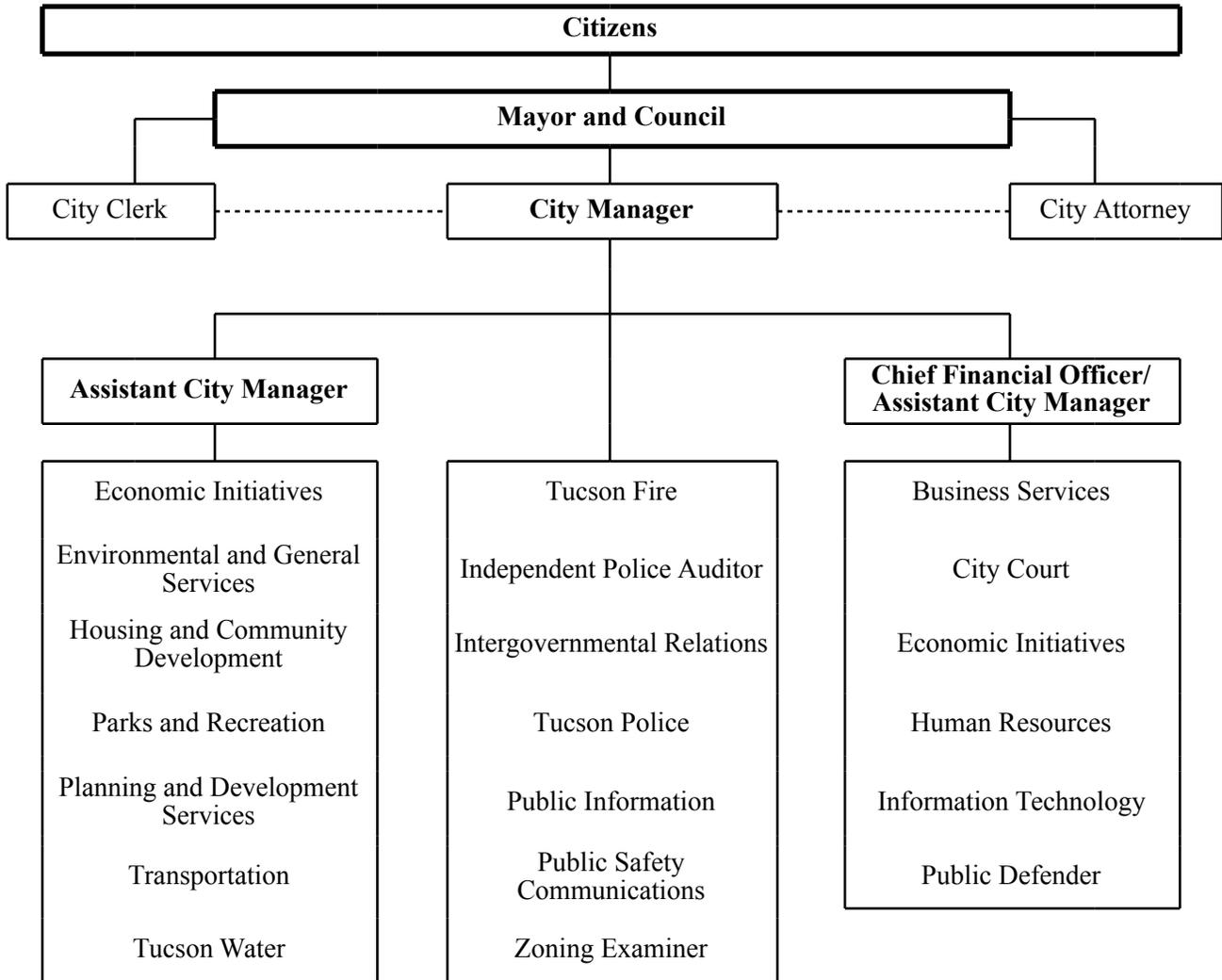
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**CITY OF TUCSON
ORGANIZATION CHART
FISCAL YEAR 2018/19**



CITY OF TUCSON

OFFICIALS and DIRECTORS

OFFICIALS

- City Manager, *Michael J. Ortega, P.E.*
- Assistant City Manager, *Albert Elias, AICP*
- 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, *Brent Dennis* ● Planning and Development Services, Interim, *Scott Clark*
- Transportation, Interim, *Robin Raine* ● 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, Interim, *Joe Gullota*
- Tucson Police, *Chris Magnus* ● Public Safety Communications, Interim, *Ross Adelman*

PUBLIC UTILITIES

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

SUPPORT SERVICES

- Business Services, *Pete Saxton, CPA* ● Human Resources, *Ana Urquijo*
- Information Technology, Interim, *Charles Sakwa*

Special Thanks to the Budget Staff

- Budget Administrator, *Vivian Newsheller*
- *Lynn Erbe* ● *Antonio Figueroa* ● *William Knowles*
- *David Ortega* ● *Alicia Roberson* ● *Holly Barraza*
- *WeiChun Kuan* ● *Celia Yang* ● *Loretta Peters*

Acknowledgment

Holly Barraza, for Cover Design and Images

BUDGET CALENDAR FOR FISCAL YEAR 2018/19

December 5, 2017	Study Session: General Fund and Tucson Golf Fiscal Year 2016/17 Preliminary Finance Results and 1st Quarter Fiscal Year 2017/18 Update
January 26, 2018	Regular Special Meeting: Retreat. FY 2018/19 Budget Discussion and Update on General Fund Five-Year Financial Plan
February 21, 2018	Study Session: Preliminary Fiscal Year 2018/19 General Fund Projection Discussions
March 6, 2018	Study Session: Update on Fiscal Year 2018/19 General Fund budget Process
March 20, 2018	Regular Special Meeting: Retreat. Review of Fiscal Year 2018/19 Budget
April 3, 2018	Study Session: Discussion of Fiscal Year 2018/19 Budget Study Session: Discussion of Special Revenue and Enterprise Funds
April 17, 2018	Study Session: Submission of the City Manager's Recommended Fiscal Year 2018/19 Budget, including the Five-Year Capital Improvement Program
May 8, 2018	Study Session: Discussion of Recommended Fiscal Year 2018/19 Budget Regular Agenda: Public Hearing on the Recommended Fiscal Year 2018/19 Budget
May 22, 2018	Regular Agenda: Adoption of a Tentative Budget for Fiscal Year 2018/19
June 5, 2018	Regular Agenda: Public Hearing on the Fiscal Year 2018/19 budget as tentatively adopted Truth in Taxation Public Hearing for the primary property tax increase. Special Agenda: Mayor and Council meeting for the purpose of final budget adoption
June 19, 2018	Regular Agenda: Adoption of Fiscal Year 2018/19 property tax levies

COMMUNITY PROFILE



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



Accessing the Downtown and the surrounding Mercado, 4th Avenue, UofA Main Gate Square, Main Campus, and Medical Center areas has never been easier thanks to the investments made in our SunLink Streetcar system and the construction and modernization of our parking infrastructure which includes conveniently located, transit adjacent 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.



SunLink celebrates the completion of its fourth year of operation on July 28th and has been a great success for our community. More than 3.89 million riders have used Sun Link to date and our community has experienced a huge economic benefit from the more than \$1 billion 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 chose 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.

- **Raytheon** in November 2016 announced 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.



- **GEICO** in January 2018 announced the relocation and expansion of their regional office, currently employing 2,100, with the construction of a new 200,000 square feet multi-level office building at The Bridges. Construction will begin mid-2018 with occupancy expected in mid-2019. GEICO will create 700 new jobs with this expansion.



- **Amazon** in May 2018 announced a new Tucson fulfillment center at the Port of Tucson. The facility, currently under construction, has an 855,000 sf footprint and with four levels will have more than 1.2 million usable square feet. Amazon will create 1,500 permanent jobs and have an estimated economic impact of \$600 million over the next 5 years. Operations are expected to begin in June 2019

COMMUNITY PROFILE



- **Hexagon Mining** in July 2018 opened their North American Headquarters in the new downtown City Park building. This relocation and expansion of their corporate headquarters brings their existing 140 jobs and adds 120 jobs, over the next five years, with an average annual salary of \$110,000, an investment of \$9.4 million, and a total economic impact of \$224 million.



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 10th 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** and **Pima Community College**. The National Science Foundation ranks the University of Arizona No. 1 in astronomy and astrophysics research and No. 22 overall in research funding among U.S. public institutions. U.S. News & World Report ranks Arizona among America's best colleges and the Princeton Review lists Arizona as one of the nation's best universities. In 2018, the University of Arizona earned the designation of Hispanic-Serving Institution from the U.S. Department of Education for its success in the enrollment of Hispanic students and in providing educational opportunities to them.



Arizona ranks No. 75 in the world and No. 45 nationally according to the Center for University World Rankings, a "Best Buy" school by Fiske Guide to Colleges and is also one of the nation's top producers of Fulbright Scholars.

COMMUNITY PROFILE



The University of Arizona is a member of the prestigious Association of American Universities (AAU), one of 62 leading public and private research universities in the United States and Canada and the only AAU member in Arizona. Membership in AAU is by invitation and is based on the high quality of programs of academic research and scholarship and undergraduate, graduate, and professional education, as well as general recognition that a university is outstanding by reason of the excellence of its research and education programs. 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.

Pima Community College (PCC) is a two-year college serving the greater Tucson metropolitan area at six locations throughout Pima County. Founded in 1966, Pima's credit courses award certificates and associates degrees in a variety of fields. PCC also provides workforce development, career training programs, continuing education, and adult education.

Pima Community College offers more than 180 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, 2017 (Number of full-time positions)

University of Arizona	10,846
Raytheon Missile Systems	10,300
Davis-Monthan Air Force Base	9,100
State of Arizona	8,807
Tucson Unified School District	7,688
Walmart Stores, Inc.	7,450
U.S. Customs and Border Patrol	6,500
Banner University Health Care	6,099
Pima County	6,076
Freeport-McMoran Copper and Gold, Inc.	5,463

<http://www.phoenixrelocationguide.com/Top-25-Tucson-Employers-and-Businesses/>



Total Employment - Pima County

2013	426,120
2014	433,561
2015	437,916
2016	444,339
2017	454,292

Unemployment Rates - Pima County

2013	6.8%
2014	6.0%
2015	5.5%
2016	5.0%
2017	4.5%



Annual Rate of Earnings

(Per worker in current dollars)

2013	\$	36,767
2014	\$	37,755
2015	\$	38,261
2016	\$	39,695
2017	\$	40,339



Building Permits Issued (Calendar Year Information)

	Residential	Commercial
2012	336	104
2013	490	136
2014	547	146
2015	346	74
2016	731	99
2017	732	193

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	948,481
Tons of Waste Collected by City of Tucson Refuse Services	239,570
Tons of Material Recycled	29,247

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	16
Senior Citizen Program Sites	12
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	866
Number of Authorized Professional Staff	242
Number of Service Calls	286,811
Number of Authorized Commissioned Fire Personnel (including Paramedics)	632
Number of Fire Stations	22
Number of Fire Emergency Calls	90,965
Number of Ambulance Transports (Advanced Life Support)	17,327
Total Fire Response Time (including travel time; 90% of the time)	8.4 min.

Transportation

Number of Street Miles Maintained	5,617
Miles of Bikeways	557
Miles of Drainageway	344
Miles of Sidewalks	1,799
Number of Street Lights	21,936
Annual Miles of Fixed-Route Bus Service	9,778,909
Annual Miles of Paratransit Service	4,496,774
Annual Miles of Fixed-Rail Streetcar Service	204,557
Number of Traffic Signals	590

Tucson Water

Miles of Water Lines	4,603
Miles of Reclaimed Water Lines	194
Number of Active Water Connections	231,927
Millions of Gallons of Potable Water Storage Capacity	315.6
Billions of Gallons of Potable Water Delivered Annually	33

COMMUNITY PROFILE

SELECTED ECONOMIC INDICATORS - TUCSON METRO AREA Calendar Year

Description	2016	Projected 2017	Projected 2018	Projected 2019
Personal Income (\$Millions)	\$40,182	\$41,515	\$43,223	\$45,288
Percentage Change from Prior Year	2.4	3.3	4.1	4.8
Retail Sales-Excluding Food ¹ (\$Millions)	\$8,559	\$8,851	\$9,205	\$9,509
Percentage Change from Prior Year	1.4	3.4	4.0	3.3
Residential Building Permits (Units)	2,466	2,862	3,082	3,151
Percentage Change from Prior Year	1.6	16.1	7.7	2.2
Gasoline Sales (Millions of Gallons)	399.0	431.0	405.0	410.0
Percentage Change from Prior Year	2.9	8.1	(6.0)	1.1
Population (000s)	1,013.1	1,026.1	1,032.9	1,039.8
Percentage Change from Prior Year	0.4	1.3	0.7	0.7
Real Per Capita Disposable Income	\$31,820	\$31,509	\$31,780	\$32,554
Percentage Change from Prior Year	0.3	(1.0)	0.9	2.4
Aggregate Earnings Rate	\$47,825	\$4,885	\$50,101	\$51,628
Percentage Change from Prior Year	1.3	2.2	2.5	3.0
Consumer Price Index (CPI) Western Region (Percent Change)	1.9	2.4	2.4	1.7
Personal Consumption Deflator (Percent Change)	1.3	1.8	2.0	2.5

Source: Economic Outlook, May 2018, Economics and Business Research Center, Eller College of Management, The University of Arizona.

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

HOW TO USE THIS BUDGET

This document guide outlines the City of Tucson's Fiscal Year 2018/19 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.

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, 2018

To the Honorable Mayor and Council Members:

The City of Tucson's 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. Its adoption is the most important action the Mayor and Council take each year. Under your leadership, the City implemented a sustainable Fiscal Year 2018/19 financial plan, the result of which is another structurally balanced budget.

The City of Tucson voters continue to express their confidence in the leadership of the Mayor and Council through the adoption of initiatives such as the Gene C. Reid Park Zoo Improvement tax. This is a one-tenth of one cent increase to the sales tax rate for ten years, and all monies collected will be used for the operation and improvement of the City's Gene C. Reid Park Zoo (Zoo). The City will utilize the Tucson Zoological Society, a non-profit group dedicated to supporting the Zoo, as a management company to run the daily operations of the Zoo and oversee Zoo improvements. In our arrangement, the City will maintain oversight of all public monies, and we will work collaboratively with the Zoological Society to improve the Zoo and maximize its value to the public.

The City's efforts to improve our financial condition continue to be noticed by the credit rating agencies Fitch, Standard & Poor's (S&P), and Moody's. While we did not need to seek a credit rating due to the fact that we did not issue any general obligation debt, all three agencies left their ratings from prior years intact. This means the City continues to have a stable outlook and that we continue to make strong financial management decisions. It is gratifying to see that the rating agencies note our financial stability and affirm this with their actions.

The Fiscal Year 2018/19 Budget

City leaders helped create the detailed plan that is documented in this book. The plan is based on the following principles:

- Adhere to Mayor and Council objectives
- Balance the budget for the City government
- Support employees, now and in the future
- Excel in services 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

Two fees will be increased this upcoming fiscal year: (1) Mayor and Council approved a two-year increase for water rates and (2) a voter-approved sales tax increase for Zoo operations and capital improvements. We continue to review all revenue generated from fees across the organization. Any additional sources can be considered in an attempt to alleviate the City's reliance on sales tax. During the budget process, we touched on alternative revenue sources such as surcharges, differential rates, and other fee increase. These discussions will continue throughout the fiscal year.

Employee retention and recruitment continue to be a challenge for our organization. Pay is often cited by employees as a primary reason they search for employment elsewhere. In response to this staff and I have worked closely with you to address this in the short term, and we will continue to work to address it for the long term. This year's budget funds the 2.5% raise given to most employees in April, 2018 and the police officer retention plan, as well as an employee cash distribution similar in size and scope to the prior fiscal year, along with the City absorbing the full amount of the health insurance increase. I have also included a cost for one-half the year for a 2% salary adjustment for employees. This adjustment is a target as several General Fund expense measures or revenue increases must occur during the fiscal year in order for us to be able to fund this additional expense. I believe it is important to include the costs of the salary adjustment to demonstrate our commitment to work toward this goal and reinforce our recognition of the value of our employees.

Our employees also want career development opportunities and a chance to grow in their chosen field. They want feedback on how they are doing and how the organization is doing. They want to contribute to the organization and be recognized for doing so. Employees also want benefits tailored to their individual needs. Recognizing this, we will implement a new benefit which provides care for employee dependents at no cost to the employee. This benefit will relieve some of the stress associated with the balancing act of work and family by providing care for children, elderly parents or other loved ones, thereby allowing the employee to return to work. This is good for employees and good for the Citizens of Tucson who depend upon employees for excellent public services.

In the spring of 2017, we began to restructure the Police Department in order to sustain and enhance key services. We are focused on providing full-service policing with an emphasis on patrol operations and improved efficiencies. In addition, we are re-building the department to meet the current and future needs of the community. This means adding 10 full-time police officers and community service officers this fiscal year with a commitment to add an additional 20 police officers each year for the next 3 years. This budget provides funding to pay for additional personnel, and it provides additional support to recruit, train, and equip all new employees.

The budget also provides the funding to hold a firefighter recruit class to fill current and future vacancies. The funds will cover trainee salaries, uniforms, and other non-personnel costs, as well as costs to backfill the positions of those doing the training. Similar to police, I will continue to challenge the fire department to ensure operational efficiency and effectiveness given our resource levels.

With the adoption of the current budget, the Mayor and Council opted to take advantage of an extended amortization period for the public safety pension funding. The Public Safety Retirement System has been underfunded for several years, and, since the investment returns have not been sufficient to restore it to full financial health, the City (along with other cities, counties, and state agencies) is required to make additional contributions to restore it to full funding. We are extending the amortization period in which to make these additional contributions by 10 years (i.e. from an original 19-year amortization period to a 29-year period). The effect of this will reduce our annual contributions, but it will increase the total cost to the City. The Mayor and Council are using this financial flexibility to address the pressing needs that are currently facing the City.

In order to improve efficiency and service to riders, an organizational review of SunTran, SunLink, and SunVan is underway. City staff and I are reviewing all business services provided under our existing contract, and we are looking for ways to more closely partner with our transit management contractor to market and enhance our services. Our current transit management contract is in its last term; we are evaluating proposals for a new contract. We anticipate that the successful company will continue to provide excellent service and will bring forward new and creative ways to enhance efficiency and improve service.

This budget funds the second year of a two-year pilot program for Department of Correction (DOC) crews to supplement landscape maintenance, with an emphasis on graffiti abatement. The first year of the pilot program was very successful, and we are expanding the number of DOC crews from three crews to a total of six which will allow us to increase the frequency of landscape maintenance along arterial and collector streets. In addition, DOC crews will be used for a new program that focuses on repairing, cleaning, and restoring neighborhood roadways and alleys. This is a pilot program overseen by Environmental Services, and the program will perform clean-up work, landscape maintenance, and pothole repair.

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 for and finance building system or component replacements or upgrades intended to reduce energy and water usage.

In this year's budget, we are committed to reducing our general fund expenditures by \$3.2 million through an aggressive program of citywide innovation and improvement. We will meet this obligation through concerted efforts to reduce expenditures brought about by improving procedures, eliminating redundancies, and streamlining processes. This will be managed by the City's new Innovation Office, working in collaboration with all levels of the organization to make lasting changes. This office will not only work on process improvement coordination but will also focus on over-all strategic planning for the organization and establishment of formal metrics and performance measures for all service delivery, both internal to the organization and external to the community.

Looking Ahead

The next five years will bring new challenges. We anticipate increased revenue, but the expenditures are expected to increase faster than revenues, demanding careful planning and strategic decision making. Therefore, in order to develop adequate plans, we will be monitoring the following areas closely:

- Capital improvements to our parks and recreation facilities are an important feature of our future plans. We will present to the voters a general obligation bond authorization specifically targeted at the improvements most desired and beneficial to our community. This will be reviewed and voted on in November 6, 2018.
- Public safety pension costs will continue to rise. Despite the longer amortization period, the amount required to be contributed annually will continue to increase. 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 becoming self-insured, giving us greater flexibility.
- 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. We will also continue to implement strategies to retain our employees.
- Capital needs in the areas of technology will become more essential in order to provide essential services to the community. In other industries, technology is leveraged to improve productivity and, with selective investments, we believe we can duplicate this result. This investment is part of our long-term review of our staffing considerations, and it can allow us to improve our existing services provided to the public without adding personnel.
- We are utilizing the capital funding provided by the voters through Proposition 101 last year to enhance and improve our public safety equipment and our streets and roadway systems. This is funded by a five-year tax increase and will allow the City to improve our equipment, facilities, and roadways in support of the voters' wishes.
- The upcoming 2020 census is extremely important for the City because the census population numbers are used in formulas that determine how many dollars are allocated

to the City. We will work with our regional partners to ensure we have a strong marketing campaign to ensure everyone is counted. Included in the adopted budget is \$100,000 in support of this campaign.

In summary

The City is an example of how states, counties, cities, and towns continue to feel financial stress from increasing costs with limited revenue sources. While there have been some encouraging developments in the general economic growth (such as the recent Supreme Court decision to allow taxation on virtual stores), we still face an environment of limited resources and growing community needs. To meet these challenges, we will continue to transform ourselves and develop a culture of flexibility, innovation, and accountability. We will evaluate and reevaluate what services are most critical, how we can best serve the public interest, and what the best delivery method is for those critical services. 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, seeking their creativity and innovation to restructure our organization. Ultimately, we will remain focused on the community, on our citizens, and on our stakeholders, and we will exceed their expectations.

Acknowledgements

I want to thank the Mayor and City Council for your leadership and guidance in the construction of the Fiscal Year 2018/2019 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,

A handwritten signature in blue ink, appearing to read "M. Ortega", with a long horizontal flourish extending to the right.

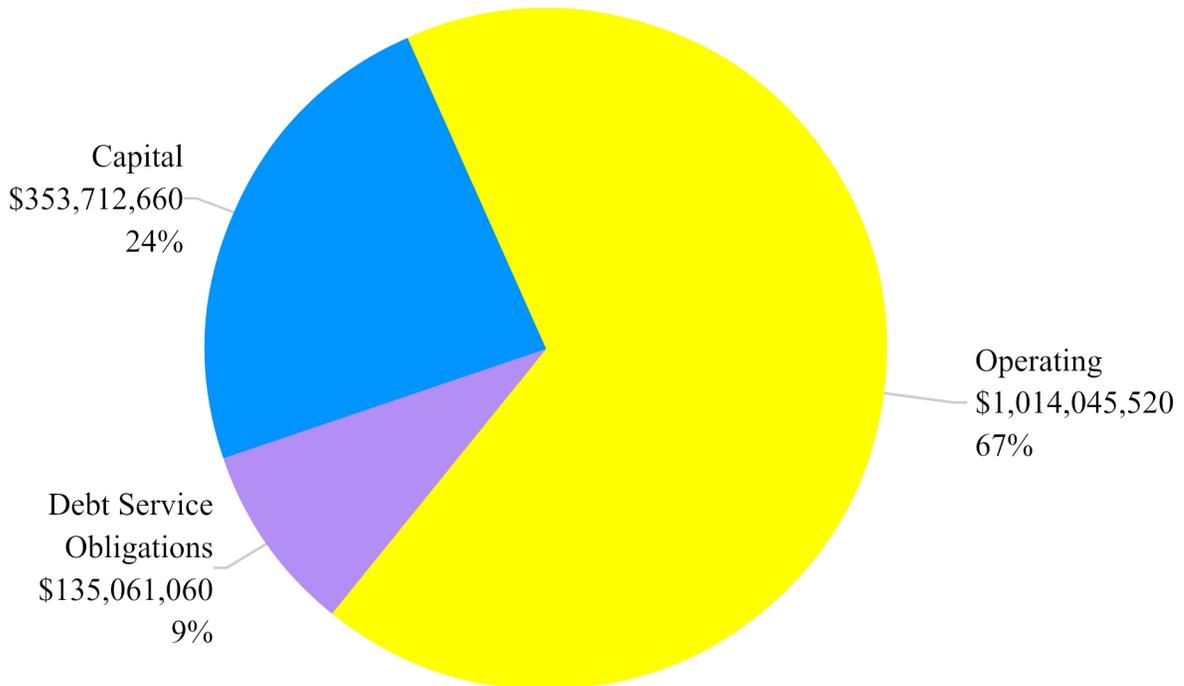
Michael J. Ortega, P.E.
City Manager

BUDGET HIGHLIGHTS

The Tucson City Charter requires that the City Manager submit a recommended budget for the following fiscal year on or before the first Monday in May, or on such date in each year as shall be fixed by the Mayor and Council. The Mayor and Council review the City Manager's recommended budget and as required by the State of Arizona, adopt a balanced budget on or before the third Monday in August. For Fiscal Year 2018/19, the recommended budget was submitted on April 17, 2018 and was adopted by the Mayor and Council on June 5, 2018.

The Fiscal Year 2018/19 Adopted Budget totals \$1.503 billion representing an increase of \$73.0 million over the Fiscal Year 2017/18 Adopted Budget of \$1.430 billion. The total operating budgets for all funds is \$1.014 billion, an increase of \$30.6 million or 3.1% over last year's total operating budget of \$983.4 million. The Capital Improvement Plan for Fiscal Year 2018/19 is \$353.7 million, an increase of \$47.8 million or 15.6% from last year's total capital budget of \$305.9 million. The City's debt service obligations total \$135.1 million, a decrease of \$5.8 million or a 4.11% reduction over Fiscal Year 2017/18 of \$140.9 million.

Fiscal Year 2018/19 \$1.503 billion



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 costs for different city operations and programs. The table on the following page shows the dollar amount budgeted by fund type.

Fiscal Year 2018/19 (\$ millions)					
Fund Type	7/1/2018 Estimated Beginning Fund Balance	Estimated Revenues	Interfund Transfers	Total Financing Resources Available	Adopted Expenditure Budget
General Fund	\$ 86.1	\$ 534.7	\$ (54.0)	\$ 566.8	\$ 497.6
Enterprise Funds	171.2	311.1	—	482.3	363.7
Special Revenue Funds	61.7	279.8	49.9	391.4	342.7
Internal Service Funds	21.8	12.8	—	34.6	16.4
Capital Project Funds	45.0	140.3	1.1	186.4	144.7
Debt Service Funds	2.4	41.8	3.0	47.2	45.6
Fiduciary Fund	790.0	68.8	—	858.8	92.1
Total	\$ 1,178.2	\$ 1,389.3	\$ —	\$ 2,567.5	\$ 1,502.8

The General Fund, which receives the sales and other tax revenues to provide for traditional government services such as Police, Fire, and Parks and Recreation, makes up 33% of the total expenditure budget. The three largest enterprise funds, funded by fees paid by users of the services are: Tucson Water, Environmental Services and Tucson City Golf which make up 24% of the total budget. The remainder is attributable to other operating or special revenue, debt service, internal service, and fiduciary funds.

City Overview

The City continues to operate with a structurally balanced budget and has completed payments for a significant one-time liability related to the disposition of the Public Safety Retirement System (PSPRS) lawsuit. Accumulated savings from previous years were used to pay \$15.6 million one-time expenditures for the final settlement of this lawsuit which related to changes enacted by the State Legislature that negatively impacted participants in the PSPRS. This lawsuit was commonly referred to as the Parker-Hall case, and with the payment made by the City to all affected individuals in the second half of Fiscal Year 2017/18, the City has fulfilled its obligations.

The City also implemented two voter-approved propositions which increase local sales tax rates for particular purposes. Proposition 101 which went into effect on July 1, 2017 established a 0.5% sales tax increase for five years for the betterment of streets and public safety capital equipment and improvements. This initiative is expected to generate approximately \$50.0 million per year in new revenues. Propositions 202 and 203 established a 0.1% sales tax increase for 10 years for the betterment and operation of the Gene C. Reid Park Zoo. This initiative is expected to generate approximately \$10.0 million per year in new revenues. This tax went into effect on February 1, 2018. Each of these revenue streams are accounted for in a separate fund that will be expensed for the purposes approved by voters. The amount budgeted for these programs in this year's budget is \$64.7 million.

This fiscal year's budget approach was similar to years past where City leadership met with Mayor and Council in a retreat format to begin the discussions about revenue and expenditure projections. Based on these discussions, one of the major initiatives that Mayor and Council approved was to extend the amortization period for the PSPRS from 19 years to 29 years.

In an effort to address the City's employee retention and pay challenges, Mayor and Council approved a 2.5% salary adjustment for most employees on April 3, 2018. In addition, a 2% salary increase for one-half the year for most employees was also included in this year's budget. The budget for this salary increase was set as a target as several expense cutting measures or revenue increases must occur during the fiscal year in order to fund this ongoing expense.

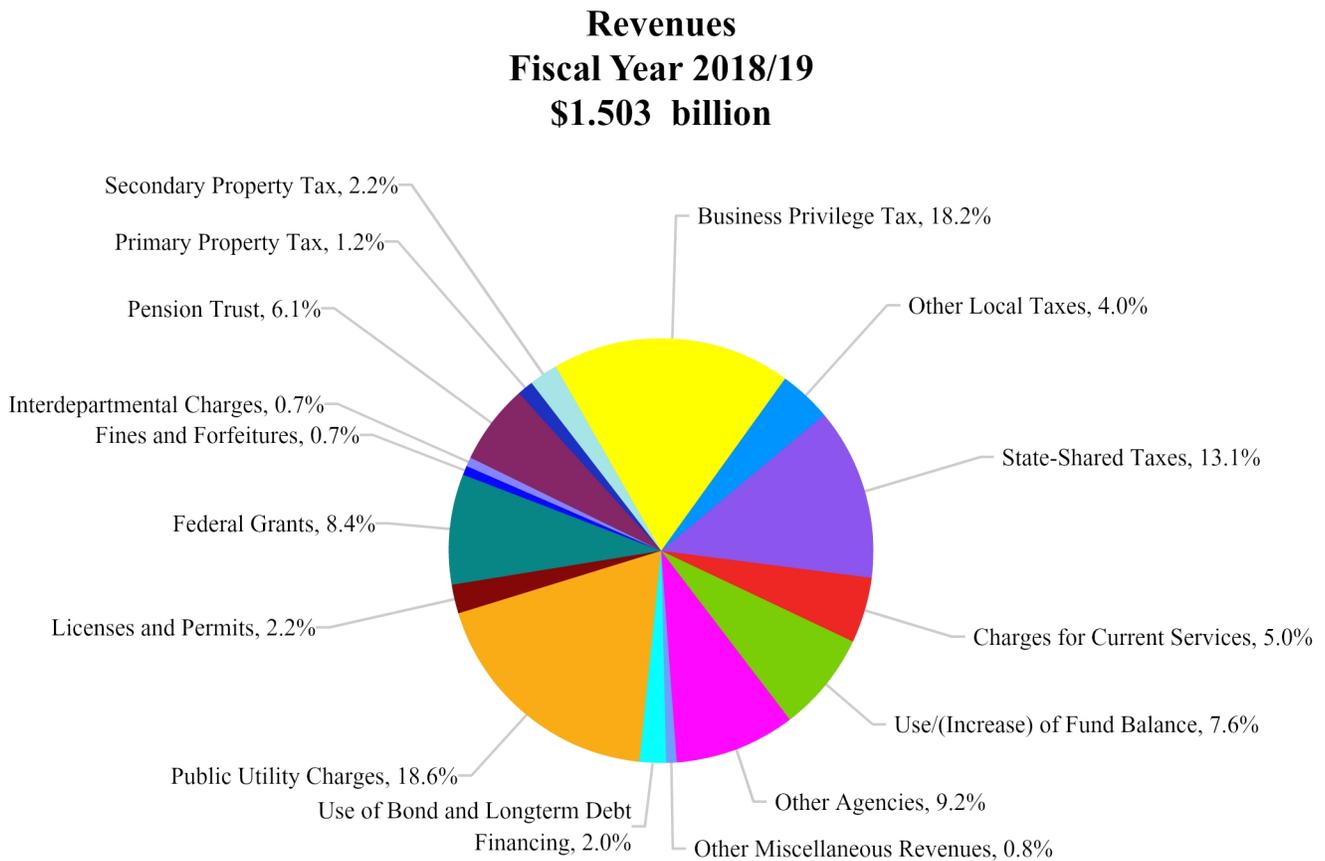
The City will continue to absorb the full amount of the health insurance increase and will not be passing on this increase to its employees. City leadership recognizes employees want benefits tailored to their individual needs. To begin addressing this, a new benefit was implemented to provide care for employee dependents without cost to the employees. This benefit is focused on relieving some of the stress associated with balancing responsibilities of providing care for children, elderly parents or other loved ones, and thereby allowing the employee to return to work.

City Revenues

Overall revenues for the City are on an upward trend. In addition to the new voter-approved revenue streams, the year-over-year revenue in the City's General Fund has increased. The most notable change in the General Fund revenue is related to the local tax revenues, primarily due to a general increase in taxable economic activity.

Revenues funding the operation of the government come from various sources. The single largest source of revenue for Fiscal Year 2018/19 comes from Public Utility charges which are 18.6% of total revenues. On May 22, 2018, Mayor and Council approved a 6.8% revenue increase as part of the two-year water rate package. The next largest source of revenue comes from business privilege tax which is 18.2% of total revenues. Proposition 101, 202, and 203 measures increased the City's business privilege tax rate for most business activities from 2% to 2.6%; 2% of the collections are the major funding source for the General Fund, 0.5% is restricted for road repairs and public safety capital needs, and 0.1% is for zoo operating and capital needs.

The following graph illustrates the City's multiple funding sources for Fiscal Year 2018/19:



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 2018/19 revenues reflect the 2% allowable increase.

The combined property tax rate for the Fiscal Year 2018/19 Adopted Budget is \$1.4819 per \$100 of assessed valuation, which is a increase of \$0.0477 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 2016/17.

The involuntary tort levy amount is \$2,555,580 which is \$2,350,580 greater than the amount from prior year; this increased the estimated primary property tax by \$0.0687 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 \$0.0477 increase in the combined rate would mean an increase of \$4.77 annually for an owner of a home with a \$100,000 actual valuation.

Property Tax Comparison			
Rate Changes:	Actual FY 17/18	Adopted FY 18/19	Change Increase/ Decrease
Primary Property Tax	\$ 0.4519	\$ 0.4562	\$ 0.0043
Primary Property Tax - Involuntary Tort	0.0062	0.0749	0.0687
Secondary Property Tax	0.9761	0.9508	(0.0253)
Total	\$ 1.4342	\$ 1.4819	\$ 0.0477

General Fund Overview

The General Fund is the main source of funding for most of the City's Charter-required services which includes Police, Fire, and Parks and Recreation. Having extended the PSPRS funding amortization period from 19 years to 29 years provides flexibility in the General Fund to continue addressing employee retention and pay challenges. The capacity generated by the lengthening of the amortization period will not fundamentally change the need for ongoing review of operations, as long-term needs are many and will require the identification of funding sources and/or savings needed to address them over time.

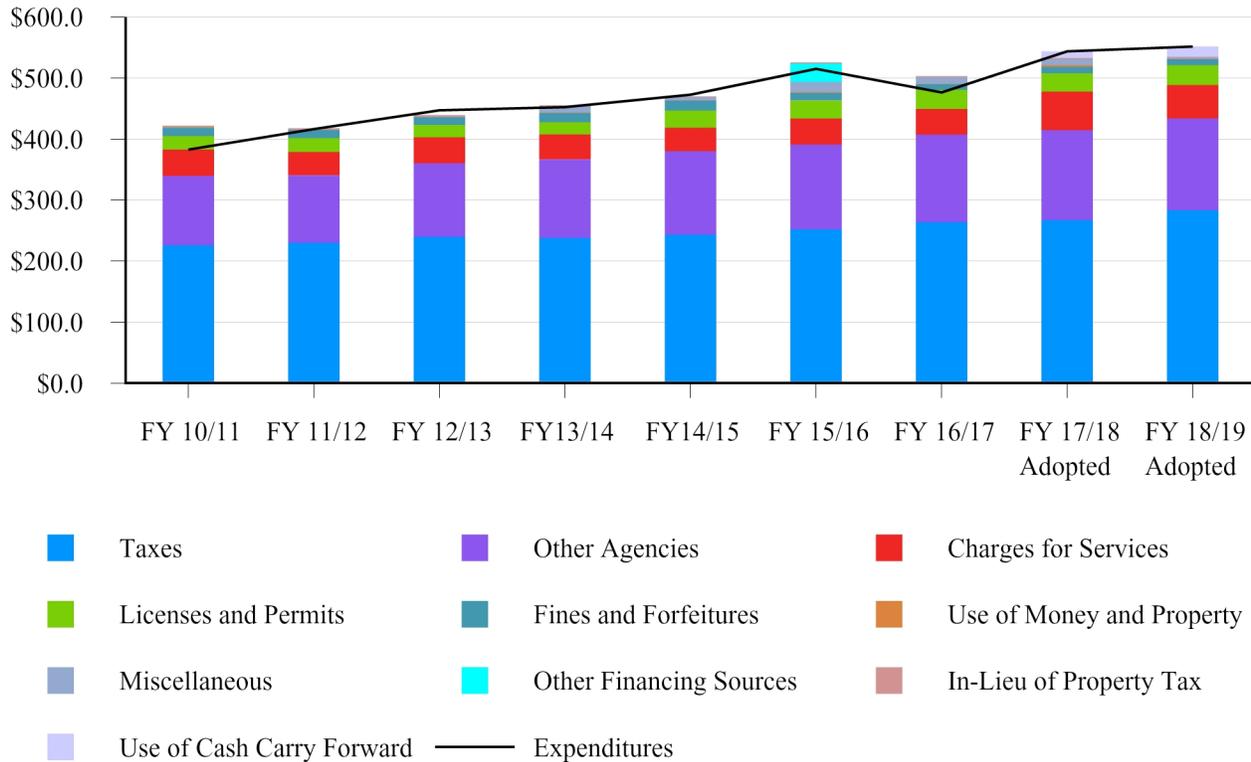
To address employee retention and pay challenges, Mayor and council approved a 2.5% salary adjustment for most employees, a police retention plan, group insurance increases, and a one-time distribution. In addition, a 2% salary increase for the second half of the year for most employees was also included in this year's budget. The budget for this salary increase was set as a target as several expense cutting measures or revenue increases must occur during the fiscal year in order to be able to fund this ongoing expense.

This year's budget was balanced by instituting strategies to reduce expenditures, which include extending the PSPRS amortization period from 19 years to 29 years, instituting pretrial services at the jail, court and community development consolidations, transit service efficiencies, use of fuel contingency, and implementation of department efficiencies. The majority of these initiatives will entail further review and analysis, but ultimately, the Executive Leadership Team (ELT) has committed to working to accomplish these targeted reductions.

Certain one-time expenditures will be funded from one-time sources. These sources will vary depending on their use, but range from using a portion of a prior year legal settlement for one-time employee distributions, to using previous year cash carry forward (CCF) for information technology software needs.

The following chart illustrates that over the past three years the City's revenues exceeded expenditures primarily due to large property sales, vacancy savings, and the institution of operating efficiencies. Starting Fiscal Year 2016/17 the City's ongoing revenues exceeded or are expected to exceed ongoing expenditures with comparison to budget. Fiscal Year 2017/18 through Fiscal Year 2018/19 one-time expenditures will be paid from cash carry forward.

General Fund Expenditures and Revenues Fiscal Year 2010/11 - Fiscal Year 2018/19



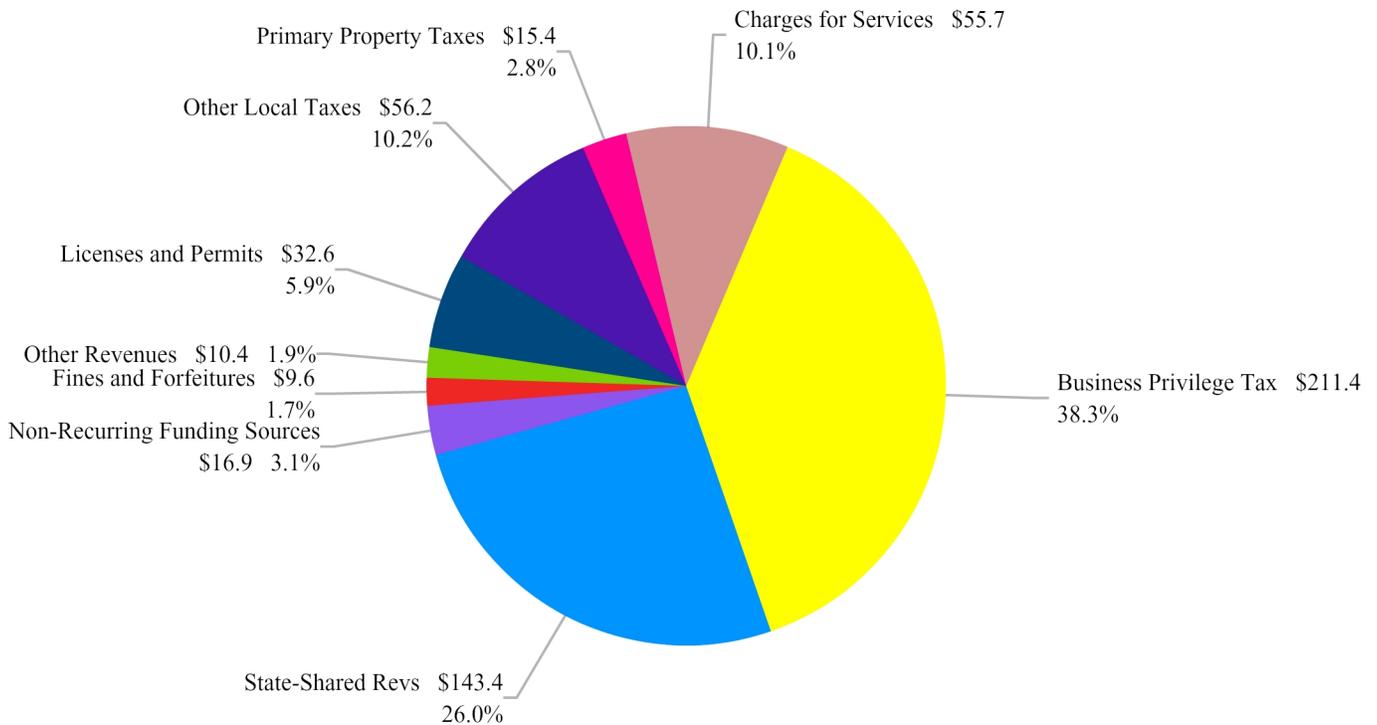
General Fund Revenue

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. This year's budget includes a total of \$551.6 million in General Fund revenue which is a \$7.9 million increase or 1.5% more than the Fiscal Year 2017/18 Adopted Budget of \$543.7 million. The General Fund is supported by business privilege tax revenue. The business privilege tax revenue of \$211.4 million or 38.3% 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 \$56.2 million or 10.2% of the total revenues. State-shared taxes (income, sales, and auto lieu) account for a total of \$143.4 million or 26.0% of the total revenues. These revenues have a high potential for revenue fluctuations.

The City's business privilege tax revenue continues to gradually increase particularly for retail, restaurant, and construction sales. The Fiscal Year 2018/19 Adopted Budget of \$211.4 million is \$6.3 million more than Fiscal Year 2017/18 projected revenues of \$205.1 million. This is due to a general increase in taxable economic activity.

The City state shared revenue estimates used in this year's budget are based on information from the Arizona League of Cities. The 2016 population estimates from the U.S. Census Bureau were used to formulate the City's distribution. This year's budget includes an increase of \$3.6 million more than Fiscal Year 2017/18 projected revenues.

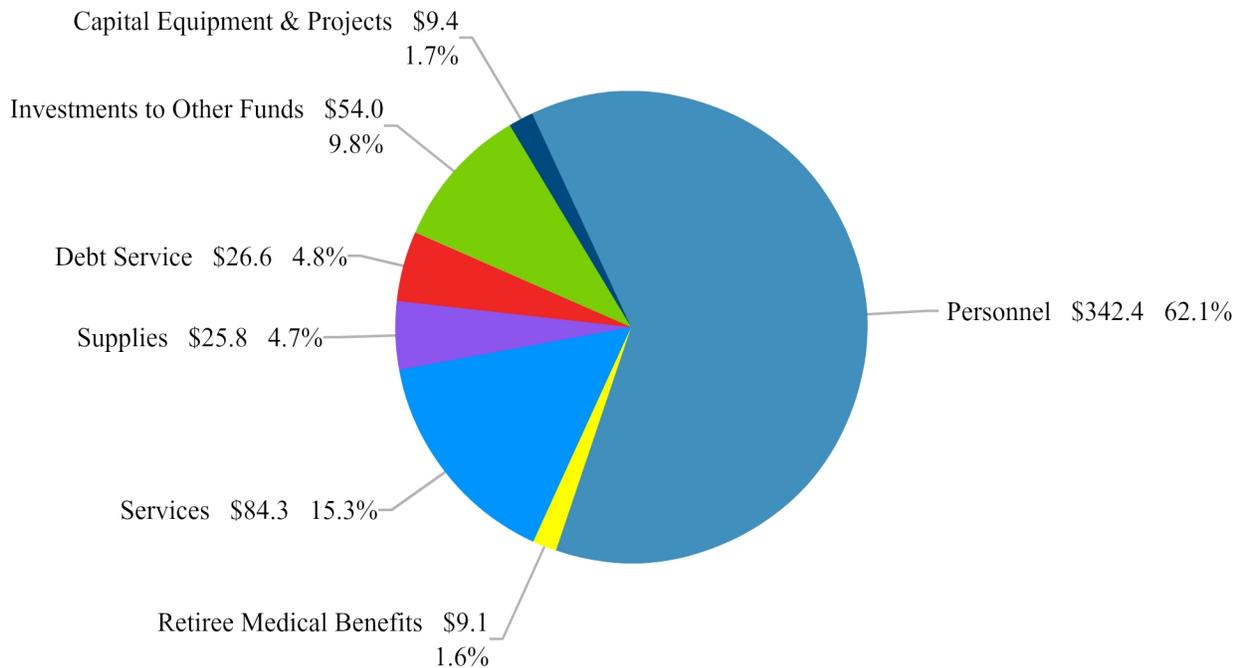
**Fiscal Year 2018/19
General Fund Revenues
\$551.6 million**



General Fund Expenditures

The single largest investment is in personnel at \$342.4 million or 62.1% of total General Fund expenditures, an increase of \$8.5 million from Fiscal Year 2017/18. Operating expenses, costs for post-employment, services, commodities, and capital equipment make up an additional \$128.6 million or 23.3% of the total General Fund expenditures. Debt service obligations are \$26.6 million or 4.8% and Investments to Other funds are \$54.0 million or 9.8% of the total General Fund expenditures. Investments to Other funds are cash transfers to SunLink, Tucson Convention Center, and Development Fee Funds.

**Fiscal Year 2018/19
General Fund Expenditures
\$551.6 million**



The General Fund is organized into seven functions: the largest being Public Safety and Judicial Services; this function includes Police, Fire, Public Safety Communications Center, 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; Business Services, General Services, Human Resources, and Information Technology; Public Utilities consists of code enforcement; General Government includes outside agencies, debt service, and general expense; and Investments to Other funds are primarily transfers for development fee waivers on behalf of low income housing and the Transit System and Tucson Convention Center, that cover the difference between the costs of operations and the revenue generated.

Total General Fund Expenditures (\$ millions)				
Function	Adopted FY 2017/18 Budget	Adopted FY 2018/19 Budget	Dollar Amount Change	Percentage Change
Elected and Official	\$ 18.1	\$ 17.5	\$ (0.6)	-3.3 %
Public Safety and Justice Services	276.1	277.2	1.1	0.4 %
Community Enrichment and Development	41.4	36.2	(5.2)	-12.6 %
Support Services	91.9	94.7	2.8	3.0 %
Public Utilities	1.8	1.8	—	— %
General Government	62.8	70.2	7.4	11.8 %
Investments to Other Funds	51.6	54.0	2.4	4.7 %
Total	\$ 543.7	\$ 551.6	\$ 7.9	1.5 %

The overall increase from the Fiscal Year 17/18 Adopted budget of \$543.7 million to the Fiscal Year 18/19 Adopted Budget of \$551.6 million is \$7.9 million. This increase spans across all functions, primarily due to the 2.5% or \$6.0 million ongoing wage adjustment approved by Mayor and Council on April 3, 2018. Other increases include the addition of 10 police officers for \$0.07 million, addition of community resource officers for \$0.5 million, police training for \$2.2 million, public safety defined contributions plan for \$0.7 million, a Fire recruit class for \$1.1 million, overtime increase of \$1.5 million for Tucson Fire, medical insurance increase of \$1.4 million, and \$4.0 million for the purchase of land. Offsetting reductions include a reduction of \$8.5 million from extending the PSPRS amortization period from 19 years to 29 years and insurance claims cost recovery reduction of \$1.8 million.

As noted in previous year budgets, changes to the organizational structure of the City will be under continued examination to ensure that the efficiencies identified will be realized. Over the last year, leadership from Human Resources, Procurement and Finance departments worked on a consolidation of business services and initiated the creation of a shared services environment to standardize work and change reporting structures. A shared services environment for purposes of this consolidation means that the majority of positions throughout major city departments that perform business services functions like human resources, procurement and finance, now report directly to the Human Resources Department and Business Services Department, respectively. The creation of the Business Services department reduced costs by \$1.5 million in Fiscal Year 2017/18, and this savings will increase to \$2.1 million this fiscal year. In addition, as part of the business services consolidation, an Innovation Office is budgeted in this year's budget under the City Manager's Office. This office will bring long-needed focus on overall strategic planning for the organization, process improvement coordination and accountability across all departments, and the establishment of formal metrics and performance measure for all service delivery, both internal to the organization and external to the community.

This year's budget also includes the consolidation of the communication divisions of Police and Fire under new leadership as the Public Safety Communications Department. The savings realized from this consolidation was used for employee training and retention to maintain quality service delivery to the community. This consolidation is the first step in developing a Customer Service Portal or 311 System which is expected to significantly improve our complaint tracking as well as service delivery in other non-public safety areas.

General Fund - Fund Balance

The status of the General Fund Unrestricted Fund Balance is critical to the financial health of the City. It has implications for the City's access to the financial markets and the cost of borrowing in order to finance needed infrastructure and facility projects. Our efforts to improve our financial condition continue to be noticed by the credit rating agencies Fitch, Standard and Poor's (S&P), and Moody's. All three agencies continue to identify the City with high ratings and stable outlook.

Certain revenues are subject to constraints either externally imposed by creditors, grantors, contributors, laws or regulations of other governments; or are imposed by law through constitutional provisions (i.e. state assessment fee, vehicle impoundment fee, forfeitures). If the City is unable to spend the restricted 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.

In Fiscal Year 2010/11, 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 \$50.1 million and a goal of 7% for the Unassigned Fund Balance. At the end of Fiscal Year 2015/17, the Stabilization Fund was \$22.8 million, or 4.6% of operating revenues. The Unassigned Fund Balance, or residual net resources, was \$18.0 million or 3.6% of revenues, which is slightly half of the Mayor and Council's target of 7% minimum or \$35.1 million to meet policy.

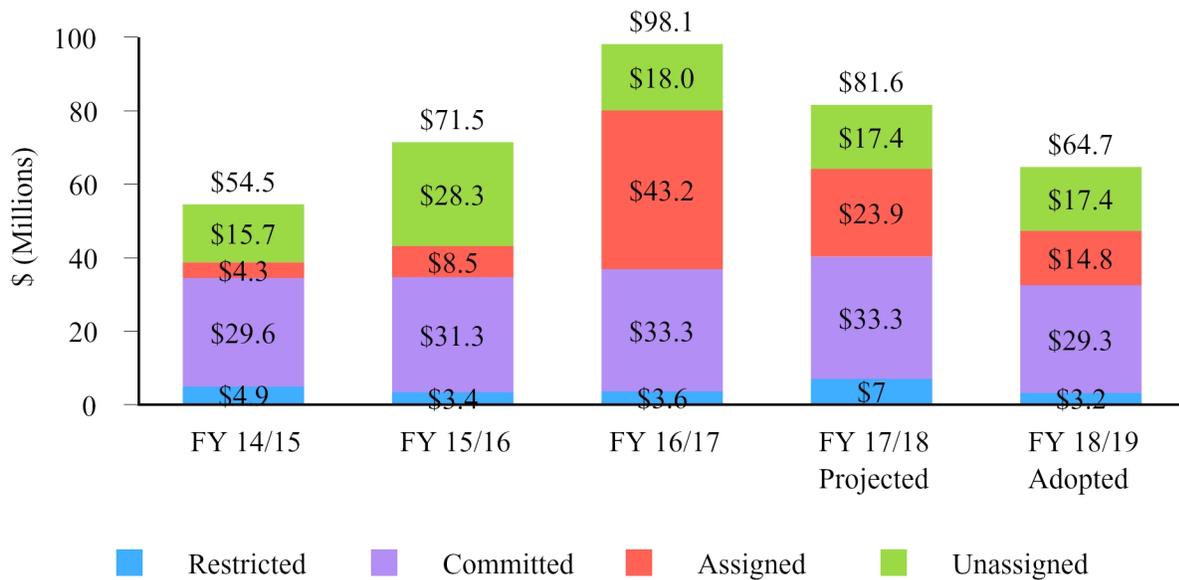
The Fiscal Year 2017/18 ongoing projected revenues are expected to exceed ongoing projected expenditures by approximately \$2.0 million. This is based on an improving economy generating greater than expected recurring revenues. Separately, the City identified one-time expenditures of \$24.8 million and withdrew from assigned fund balance for that purpose. These one-time expenditures included payment for the final settlement of the PSPRS lawsuit, employee distributions, election costs, financial and human resource software system upgrade, and Fire and Police vehicles. Savings of approximately \$5.5 million from fuel, vehicles and building maintenance from the previous year

elimination of the Fleet and General Services Internal Services Funds is projected to increase assigned fund balance. Remaining proceeds of the Energy Performance Contracting project delay will add to restricted fund balance. Committed fund balance is projected to remain flat while remaining use of fund balance will be applied to unassigned fund balance.

The City is expecting to draw \$9.1 million this fiscal year to pay for employee one-time distributions, a Tucson Fire recruit class, a permitting system, last payment for the financial and human resource software system upgrade, time keeping system, fuel contingency, and non-public safety replacement vehicles from assigned fund balance. The use of committed fund balance will go to purchase land parcels from the Raytheon annexation account. Unassigned fund balance is anticipated to remain flat while restricted fund balance will decrease due to the use of proceeds for the completion of the Energy Performance Contracting project.

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

General Fund Fund Balance Fiscal Year 2014/15 - Fiscal Year 2018/19



Personnel Overview

Salaries and benefits make up 44.5% of the total operating budget and 62.1% 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 increase in the number of positions to the greatest extent possible through the combining of functions, reorganizations, and other efficiency enhancements. For Fiscal Year 2018/19, there is a decrease of 13 FTE positions from 4504 authorized in Fiscal Year 2017/18 to 4491 primarily due to consolidation of certain functions and offset by the addition of public safety positions and the new Innovation Office.

Salary and Benefits Costs

Employee retention has been a growing concern for the City. To address this, included in this budget is a raise in base pay of 2.5% as well as an employee distribution for most employees. In addition, funding for a half year 2% salary increase is included in the Fiscal Year 2018/19 budget, however, this increase is dependent upon achieving targeted expense cutting measures or revenue increases that must occur within the General Fund this fiscal year. The City has also instituted alternative compensation plans. Over the past three years, Tucson Water, Environmental Services, Housing and Community Development, and the Public Safety Communications Center departments implemented a skill based compensation plan to reduce turnover of critical staff.

In order to compete for and retain quality employees in today's market place, recommendations to improve employee benefits were submitted to City leadership in Fiscal Year 2016/17. In Fiscal Year 2017/18, the City implemented and enhanced employee benefits by adding six weeks of continuous paid parental leave, increased vacation leave accrual rates and usage, expanded the tuition reimbursement program, and began leadership and supervisor training programs. Included in the this year's General Fund budget is \$0.5 million to pay for the employee training programs.

Health insurance costs will increase by 3.1% across all plans, respectively. In order to avoid impacting employees' pay, the City will pay the increased costs for the health insurance plans. Of the \$451.0 million budgeted for salaries and benefits, employee health insurance costs are \$48.7million. Beginning this fiscal year, staff will begin to transition to a self-insured funding structure for Fiscal Year 2019/20 in an effort to provide more efficient cost control opportunities and will be an optimal long-term solution to employee health care. In Fiscal Year 2015/16, a reserve was established within the General Fund to support this effort.

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 2018/19, General Fund employee pension costs are \$37.1 million, an increase of \$1.4 million from the Fiscal Year 2017/18 adopted budget of \$35.7 million. The increase is primarily due to the compensation adjustments as part of the City's effort to retain and hire highly skilled workers.

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

The Police and Fire public safety pension decreased from \$83.0 million in Fiscal Year 2017/18 to \$73.0 million in Fiscal Year 2018/19, a decrease of \$10.0 million or 12.0% from the prior fiscal year. The decrease is due to Mayor and Council electing to extend the amortization period for the PSPRS from 19 years to 29 years under the amendment to SB1442 which affected the amortization period of the unfunded liabilities providing employers the ability to choose a longer amortization period now and have it applied to their June 30, 2016 actuary valuation. This extension will save the City \$1.0 million in Fiscal Year 2018/19 and each year thereafter, although it adds an extra year of payments, which will end up costing \$102.0 million in year 30.

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%, this change was implemented in the early part of calendar year 2018. A second impact required the City to return excess contributions. These excess contributions were required to be paid with interest. The City fulfilled its requirement in Fiscal Year 2017/18 by paying eligible plan members \$13.7 million of excess contributions and interest payments of \$1.8 million.

The following table details the citywide personnel expenditures:

Total Personnel Expenditures (\$ millions)				
Personnel Costs	Adopted FY 2017/18	Adopted FY 2018/19	Dollar Amount Change Increase/ (Decrease)	Percentage Change
Salaries and wages	\$ 229.63	\$ 243.76	\$ 14.13	6.2 %
Extra and overtime	20.30	23.95	3.65	18.0 %
Employer Pension Contributions:				
Elected Officers	0.04	0.11	0.07	175.0 %
Police ²	50.51	44.23	(6.28)	-12.4 %
Fire ²	32.46	28.81	(3.65)	-11.2 %
Tucson Supplemental Retirement System	35.74	37.14	1.40	3.9 %
FICA	11.09	11.11	0.02	0.2 %
Workers' Compensation	9.69	7.70	(1.99)	-20.6 %
Group Health Plans	46.79	48.74	1.95	4.2 %
Compensation for earned leave accrual	2.50	2.53	0.03	1.2 %
Sick leave paid out upon retirement	0.51	0.44	(0.07)	-14.0 %
Other personnel expenditures ¹	2.58	2.48	(0.10)	-3.8 %
Total	\$ 441.84	\$ 451.00	\$ 9.16	2.1%

¹ Other personnel expenditures include uniform allowance, second language pay, downtown employee allowance, state unemployment, meal allowance, paramedic certification, fire prevention pay, compressed natural gas certification, and wellness incentive.

² Police and Fire Pension expenditures include deferred compensation contributions.

Other Funds Overview

Tucson Water Utility Fund

The Tucson Water Utility operating revenues are projected to be \$233.8 million for Fiscal Year 2018/19, an increase of 4.1% from the Fiscal Year 2017/18 projection of \$224.6 million. On May 22, 2018, Mayor and Council approved a 6.8% revenue increase followed by a 6.5% revenue increase for Fiscal Years 2018/19 and 2019/20, respectively. This is the first year of the two-year water rate package; the average single family household will see an increase of approximately \$2.77 per month.

Fiscal Year 2018/19: \$211.4 million of water sales revenue, of which \$197.6 million is projected to be generated from existing rates and \$13.8 million to be generated by an increase in water rates.

A review of the multi-year rates will occur during the next budget cycle to help ensure projected revenues are adequate to cover the utility's operating and capital costs.

Environmental Services Fund

In Fiscal Year 2018/19, the Environmental and General Services Department (EGSD) will develop a five-year comprehensive capital and financial plan that will culminate into a proposed rate plan that is scheduled to be presented to Mayor and Council in the Fall of 2018.

EGSD will continue charging a recycling surcharge of \$0.45 per month. The surcharge was implemented in FY 2016/17, to stabilize the income from recyclables, to address a substantial reduction in the value of recyclables that has resulted in a decline in recycling revenue.

Highway User Revenue Fund (HURF)

The Street and Highway Revenue Bonds debt obligation is decreasing, thus freeing up HURF revenues in FY 2018/19 for priority programs including pavement maintenance, safety and ADA improvements. The annual debt obligation will continue to decrease until it is fully paid at the end of FY 2021/22. The City Manager's Office will work with Mayor and Council to program the additional funds toward maintenance, safety, and other programs.

The Fiscal Year 2017/18 pilot program employing Department of Corrections as labor crews for landscaping maintenance along arterial and collector streets was successful and led the way for the new right-of-way maintenance program with additional crews.

Park Tucson

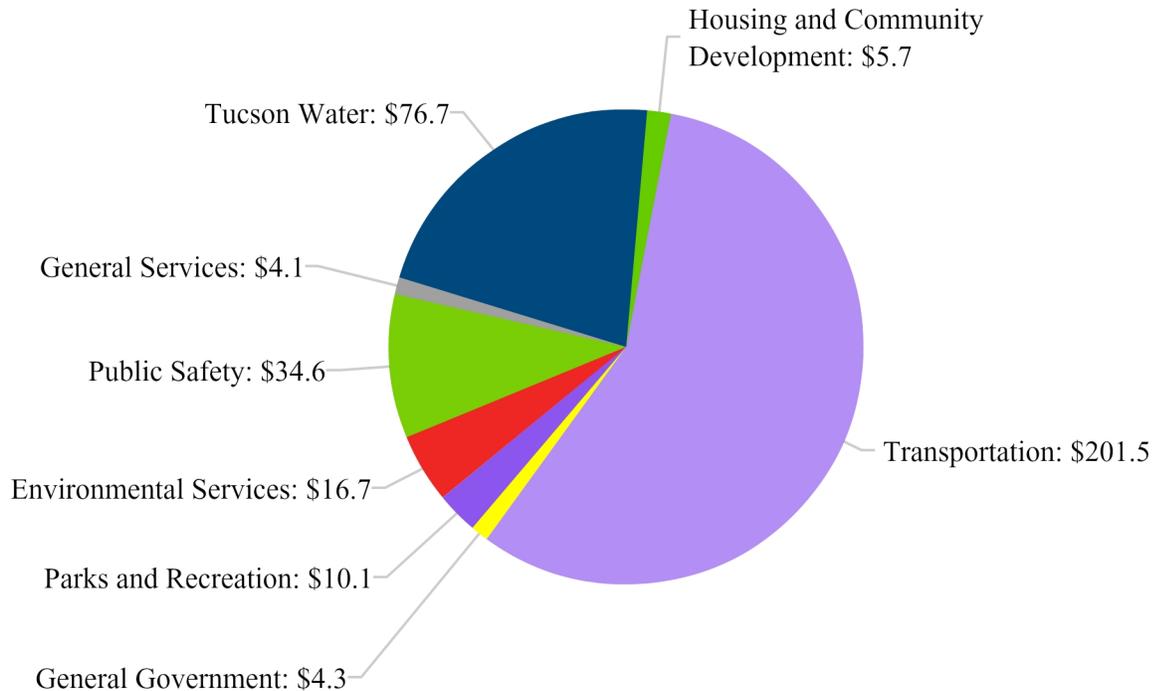
In Fiscal Year 2018/19, Transportation's Park Tucson Division will continue to upgrade the City's off-street and on-street parking facilities. Funds were budgeted for additional security cameras, painting, and structural improvements in parking garages. Improvements to signage and curb markings will continue. Customer service and convenience improvements are ongoing, including offering options for the purchase and renewal of all annual on-street and monthly off-street permits through the GoTucson Parking app as well as on-line. Funds were budgeted for transportation and streetscape improvements in neighborhoods that participate in the Neighborhood Parking Program. Park Tucson is making program and service improvements that were identified through the process of applying to the International Parking Institute's Accredited Parking Organization program. Park Tucson anticipates transferring approximately \$0.2 million to the General Fund from parking citation fines paid on-time to Park Tucson.

Capital Improvement Program

The Adopted Five-Year Capital Improvement Program (CIP) covering Fiscal Years 2018/19 through Fiscal Year 2022/23 totals \$1.2 billion. The Fiscal Year 2018/19 CIP plan is estimated at \$353.7 million, \$47.8 million more than Fiscal Year 2017/18. Section E of this book includes a complete listing of the proposed capital projects to be implemented during Fiscal Year 2018/19, summaries for each capital improvement funds provide a five-year look into the future.

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

**Fiscal Year 2018/19
CIP Budget by Department
\$353.7 million**



The Transportation Department’s Fiscal Year 2018/19 CIP plan is \$201.5 million. The department has 57 projects in the plan with funding sources from the Regional Transportation Authority (RTA), Federal Highway Administration grants, Better Streets Improvement Fund, and general obligation bond proceeds. Limited funding is provided from Highway User Revenue Fees, development fees, and Pima County bond proceeds.

On May 16, 2017, voters approved Proposition 101 for a five-year, half-cent sales tax to fund road repairs. Funds collected over the five-year period will be spent to restore, repair, and resurface City streets. The projects funded are only on items approved by the voters and spending is overseen by a citizen oversight commission based on cash collections. Fiscal Year 2018/19 includes \$30.0 million.

The Public Safety Department’s Fiscal Year 2018/19 CIP plan is \$34.6 million for capital needs funded with the new five-year, half-cent sales tax increase approved under the voter approved Proposition 101 initiative. The projects funded are only on items approved by the voters and spending is overseen by a citizen oversight commission. Revenues and expenditures related to the sales tax increase are segregated in the Safer City Improvement Fund.

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 2018/19 budget is \$76.7 million. The department has 122 projects in the plan with approximately \$38.3 in main replacements, potable upgrades, meter replacements, and reservoir rehabilitation.

Parks and Recreation includes zoo projects which will be funded by the voter approved sales tax increase. This initiative provides funding for new animal and naturalistic habitats, and infrastructure in Gene C. Reid Park Zoo. This year’s Parks and Recreation budget includes \$7.1 million to fund these improvement projects.

Budget Development Process

The budgetary process is governed by both State and City legal requirements and provides an opportunity for citizen comment. Within the framework of identified community priorities and policy initiatives, the Mayor and Council review the City Manager's recommended budget and make adjustments as necessary. Following this review and public hearings to obtain taxpayer comments, the Mayor and Council adopt the budget and property tax levy. The budget calendar for Fiscal Year 2018/19 can be found on page iii.

Section B

Policies and Legal Requirements



We are Stewards of the Public's Trust

FINANCIAL POLICIES and PRACTICES

In addition to legal requirements set by State law and the City Charter, the Mayor and Council adopted Comprehensive Financial Policies as recommended by the Government Finance Officers Association (GFOA) in December 2012 and 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.

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

Unassigned Fund Balance

- A target of a minimum of 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

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, 2017

Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	\$ 200,270,000	20.47%
Highway Revenue Bonds	56,180,000	5.74%
Certificates of Participation	208,735,000	21.34%
Special Assessment Debt	293,000	0.03%
Clean Renewable Energy Bonds	7,005,000	0.72%
Capital Leases	17,249,570	1.76%
Total	\$ 489,732,570	50.08%
Business-Type Activities:		
Water System Revenue Bonds	\$ 479,765,831	49.03%
Certificates of Participation	8,480,000	0.87%
Capital Leases	189,437	0.02%
Total	\$ 488,435,268	49.92%
Total Indebtedness	\$ 978,167,838	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. Remaining proceeds from the last installment will be spent this fiscal year.

Water System Revenue Obligations, Series 2018 - On May 22, 2018, Mayor and Council authorized the sale and issuance of water system revenue obligation bonds in an amount not to exceed \$26,000,000 to provide funds for the purposes of acquiring, constructing and improvement utility systems for the City. On June 12, 2018, \$23,935,000 of 2018 Water Revenue Obligations were issued and resulted with an interest cost of 2.453%.

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 2018/19, the required levy to cover outstanding bonds is estimated at \$32,462,790. The Fiscal Year 2018/19 secondary property rate is estimated at \$0.9508 per \$100 of assessed valuation, a decrease of \$0.0253 from the Fiscal Year 2017/18 rate of \$0.9761. The actual rate for Fiscal Year 2018/19 may be higher or lower depending on the final secondary assessed valuation set by Pima County in the summer of 2018.

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 2018/19 will be \$12,220,250.

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 2017/18	FY 2018/19
General Government Funds¹		
General Fund	\$ 26,726,640	\$ 26,557,008
Community Development Block Grant Fund	15,280	15,280
Park Tucson Fund	1,974,840	1,762,188
Public Housing Section 8 Fund	68,590	68,590
Highway User Revenue Fund	3,237,410	1,266,746
Mass Transit Fund - Sun Link	1,511,250	1,513,058
General Obligation Bond Debt Fund	31,660,790	33,389,817
Street and Highway Revenue Bond Debt Fund	16,902,450	12,220,250
Special Assessments Fund	266,840	36,946
Total General Government Funds	\$ 82,364,090	\$ 76,829,883
Enterprise Funds²		
Environmental Services Fund	\$ 783,500	\$ 673,995
Tucson City Golf Fund	32,110	4,301
Tucson Water Utility Fund	55,167,140	55,031,905
Total Enterprise Funds	\$ 55,982,750	\$ 55,710,201
Total Indebtedness	\$ 138,346,840	\$ 132,540,084

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

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

LEGAL REQUIREMENTS

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

LEGAL REQUIREMENTS IMPOSED BY THE STATE

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

The City's limitation amount for Fiscal Year 2018/19 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), was 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.

LEGAL REQUIREMENTS

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

The departments within a given program category are held accountable for their budget. Each department and the Business Services/Budget and Financial Planning 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

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 2017/18 AND 2018/19**

Property Tax	Adopted FY 17/18 Levy	Actual FY 17/18 Levy	FY 18/19 Maximum Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	\$15,030,260	\$15,030,260	\$15,575,410 ¹	\$545,150	3.6%
Primary - Involuntary Tort	205,000	205,000	2,555,580	2,350,580	1,146.6%
Secondary	32,465,710	32,465,710	32,462,790	(2,920)	(0.01%)
Total	\$47,700,970	\$47,700,970	\$50,593,780	\$2,892,810	6.0%

Property Tax	Actual FY 17/18 Rate	Estimated FY 18/19 Rate ²	Amount Rate Increase/ (Decrease)	Percentage Rate Increase/ (Decrease)
Primary	\$0.4519	\$0.4562	\$0.0043	1.0%
Primary - Involuntary Tort	0.0062	0.0749	0.0687	1,108.1%
Secondary	0.9761	0.9508	(0.0253)	(2.6)%
Total	\$1.4342	\$1.4819	\$0.0477	3.3%

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

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

ADOPTED BY THE
MAYOR AND COUNCIL

June 5, 2018

RESOLUTION NO. 22882

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019, 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, 2018 and ending June 30, 2019, which was tentatively adopted on May 22, 2018 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, 2018 and ending June 30, 2019, 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 2018/19 Fiscal Year:

Final 2018/19 Budget

Elected and Official	\$ 18,020,310
Public Safety and Justice Services	329,566,140
Community Enrichment and Development	489,529,000
Public Utilities	339,536,950
Support Services	121,485,020
General Government	121,485,020
Fiduciary Funds	<u>95,057,920</u>
 TOTAL	 <u>\$ 1,502,819,240</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 2018/19 Fiscal Year which is subject to the State Budget Law:

<u>Purpose of Expenditure</u>	<u>Final 2018/19 Budget</u> <u>Subject to State Budget Law</u>
Elected and Official	\$ 17,682,890

Public Safety and Justice Services	310,270,720
Community Enrichment and Development	215,661,530
Public Utilities	249,923,430
Support Services	90,887,560
General Government	17,549,260
Fiduciary Funds	-0-
	<hr/>
TOTAL	<u>\$ 901,975,390</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.

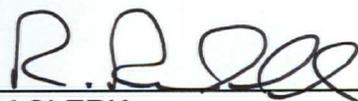
SECTION 5. That the Five-Year Capital Improvement Program (CIP), as summarized in Section D of the Recommended Budget Fiscal Year 2018/19, is approved with the first year of the CIP being adopted as part of the aforementioned budget.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 5th day of June, 2018.



 MAYOR

ATTEST:



 CITY CLERK

APPROVED AS TO FORM:



 CITY ATTORNEY

REVIEWED BY:



 CITY MANAGER

 SS/tl
 5/25/18



Schedule A Resolution No. 22882
CITY OF TUCSON
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2019

Fiscal Year	Sch	FUNDS								Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Fiduciary Funds	
2018	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
2018	E	497,831,310	259,298,360	50,548,960	61,366,840		313,533,910	17,996,000	84,725,430	1,285,300,810
2019		86,112,920	29,299,850	2,381,710	77,433,480		171,169,280	21,835,880	789,942,940	1,178,176,060
2019	B	15,575,410						2,555,580		18,130,990
2019	B			32,462,790						32,462,790
2019	C	519,548,530	264,529,360	9,927,690	139,854,140		311,065,460	12,780,540	68,815,080	1,326,520,800
2019	D				—		30,000,000			30,000,000
2019	D	—	53,476,500	2,959,170	1,102,410		—			57,538,080
2019	D	(53,954,500)	(3,583,580)				—			(57,538,080)
2019										
2019		567,282,360	343,722,130	47,731,360	218,390,030		512,234,740	37,172,000	858,758,020	2,585,290,640
2019	E	497,634,490	342,692,520	45,654,020	144,693,910		363,658,080	16,428,300	92,057,920	1,502,819,240

EXPENDITURE LIMITATION COMPARISON

	2018	2019
1. Budgeted expenditures/expenses	\$ 1,430,152,400	\$ 1,502,819,240
2. Add/subtract: estimated net reconciling items	—	—
3. Budgeted expenditures/expenses adjusted for reconciling items	1,430,152,400	1,502,819,240
4. Less: estimated exclusions	603,300,902	600,843,854
5. Amount subject to the expenditure limitation	\$ 826,851,498	\$ 901,975,386
6. EEC expenditure limitation	\$ 949,981,773	\$ 977,564,460

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. 22882
CITY OF TUCSON
Tax Levy and Tax Rate Information
Fiscal Year 2019

	<u>2018</u>	<u>2019</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	<u>\$ 15,235,260</u>	<u>\$ 18,130,990</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	<u>\$ —</u>	
3. Property tax levy amounts		
A. Primary property taxes	<u>\$ 15,235,260</u>	<u>\$ 18,130,990</u>
B. Secondary property taxes	<u>32,465,710</u>	<u>32,462,790</u>
C. Total property tax levy amounts	<u>\$ 47,700,970</u>	<u>\$ 50,593,780</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	<u>\$ 14,534,130</u>	
(2) Prior years' levies	<u>321,970</u>	
(3) Total primary property taxes	<u>\$ 14,856,100</u>	
B. Secondary property taxes		
(1) Current year's levy	<u>\$ 31,846,840</u>	
(2) Prior years' levies	<u>650,000</u>	
(3) Total secondary property taxes	<u>\$ 32,496,840</u>	
C. Total property taxes collected	<u>\$ 47,352,940</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.4581</u>	<u>0.5311</u>
(2) Secondary property tax rate	<u>0.9761</u>	<u>0.9508</u>
(3) Total city/town tax rate	<u>1.4342</u>	<u>1.4819</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. 22882
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2019

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
GENERAL FUND			
Local Taxes			
Business Privilege Tax	\$ 199,370,010	\$ 205,128,920	\$ 211,442,410
Public Utility Tax	27,024,170	26,213,450	26,953,420
Use Tax	6,263,890	9,010,060	9,744,800
Transient Occupancy Tax	10,998,850	10,998,850	11,218,830
Room Tax	7,732,790	7,732,790	7,851,450
Pawn Broker Second Hand Dealer	517,100	254,980	386,810
Property Taxes - Prior Years	400,000	288,570	321,970
Government Property Lease Excise Tax	21,020	20,910	10,000
State Shared Revenues			
State Shared Income Tax	\$ 66,727,160	\$ 65,732,990	\$ 65,149,930
State Shared Sales Tax	49,506,790	49,792,740	52,672,090
State Shared Auto Lieu Tax	24,751,250	24,679,990	25,593,310
Licenses and Permits			
Utility Franchise Fees	\$ 14,810,810	\$ 14,739,100	\$ 15,321,630
Permits/Inspection Fees	5,250,000	7,183,120	8,000,000
Cable Television Licenses	3,229,950	2,730,280	2,730,280
License Application Fees	2,731,520	2,805,380	2,811,500
Animal License and Care Fees	1,100,000	1,100,000	1,100,000
Liquor License	507,430	615,800	939,980
Sign Regulation Fee	262,500	169,750	261,500
Litter Assessment Fee	172,500	200,000	200,000
Alarm Permit Fee	264,500	226,300	210,000
Telecommunications Licenses and Franchise Fee	170,300	165,000	165,000
Dealer Trade Show License	692,000	97,780	97,780
Fire Permit and Inspection Fees	587,400	636,100	635,600
Miscellaneous Licenses and Permits	139,400	537,080	136,250
Charges for Services			
Administration Charges	\$ 13,279,230	\$ 13,279,230	\$ 13,386,030
City Attorney	14,000	14,000	14,000
Environmental and General Services	20,838,100	17,888,510	19,810,190
General Government	664,630	811,920	405,000
Information Technology	67,590	67,590	67,590
Parks and Recreation	5,104,050	4,507,630	3,002,400
Planning and Development Services	2,572,410	3,628,740	3,627,800
Public Defender	78,880	89,000	88,000
Tucson Fire	14,081,090	10,240,800	10,200,590
Tucson Police	5,495,590	4,951,610	5,115,000
Fines and Forfeits			
City Attorney	\$ 330,000	\$ 250,000	\$ 250,000
City Court	8,360,710	7,694,540	8,142,230
Finance	2,700	18,270	18,270
General Government	15,380	—	—
Planning and Development Services	1,980	530	600
Tucson Fire	350	350	350
Tucson Police	1,990,900	1,402,360	1,427,000
Use of Money and Property			
Rentals and Leases	\$ 230,920	\$ 214,610	\$ 225,470
Interest Earnings	239,950	315,440	262,350
In-lieu Property Taxes			
Tucson Water Utility	\$ 1,938,060	\$ 1,938,060	\$ 1,873,340

Schedule C Resolution No. 22882
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2019

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
Other Agencies			
Dispatch Services	\$ 1,166,890	\$ 1,186,760	\$ 1,125,100
University of Arizona Fire Service	141,430	141,430	141,430
Law Enforcement Training	215,000	227,250	250,000
Radio and Telephonic Services	37,460	37,460	37,460
Non-Grant Contributions			
General Government	\$ 1,278,390	\$ 878,390	\$ 993,100
General Services	902,840	902,480	246,980
Parks and Recreation	3,420	68,780	42,120
Tucson Fire Department	1,400,000	1,400,000	1,400,000
Tucson Police Department	1,877,710	2,006,070	1,913,000
Miscellaneous			
Sale of Property	\$ 2,500,000	\$ —	\$ —
Miscellaneous Revenues	1,141,750	409,910	456,190
Rebates Purchasing Card	800,000	800,000	800,000
Recovered Expenditures	642,480	352,780	272,400
Total General Fund	\$ 510,645,230	\$ 506,784,440	\$ 519,548,530
SPECIAL REVENUE FUNDS			
Mass Transit Fund			
Passenger Revenue	\$ 11,621,750	\$ 10,773,300	\$ 11,230,490
Advertising Revenue	366,660	539,890	525,000
Regional Transportation Authority	8,532,130	8,130,500	8,570,940
Other Governmental Operating Assistance	5,065,950	5,256,350	5,651,650
Special Needs	1,267,470	1,218,830	1,246,720
Rents and Leases	480,000	711,440	604,560
Miscellaneous Revenue	1,012,320	1,001,000	1,088,730
Federal Transit Grants	14,540,670	8,428,630	20,719,990
Total Mass Transit Fund	\$ 42,886,950	\$ 36,059,940	\$ 49,638,080
Mass Transit Fund - Sun Link			
Passenger Revenue	\$ 741,000	\$ 836,360	\$ 832,500
Advertising	175,680	175,680	175,680
Regional Transportation Authority	1,200,000	1,200,000	1,200,000
Total Mass Transit Fund - Sun Link	\$ 2,116,680	\$ 2,212,040	\$ 2,208,180
Zoo Fund			
Business Privilege Tax	\$ —	\$ —	\$ 10,000,000
Zoo Fees	—	—	2,044,760
Total Zoo Fund	\$ —	\$ —	\$ 12,044,760
Better Streets Improvement Fund			
Business Privilege Tax	\$ 20,000,000	\$ 17,350,000	\$ 21,214,600
Use Tax	—	900,000	1,032,100
Total Better Streets Improvement Fund	\$ 20,000,000	\$ 18,250,000	\$ 22,246,700
Safer City Improvement Fund			
Business Privilege Tax	\$ 30,000,000	\$ 26,500,000	\$ 31,821,900
Use Tax	—	900,000	1,548,100
Total Safer City Improvement Fund	\$ 30,000,000	\$ 27,400,000	\$ 33,370,000

Schedule C Resolution No. 22882
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2019

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
Tucson Convention Center Fund			
Room and Space Rental	\$ 1,663,620	\$ 1,663,620	\$ 1,674,270
Parking	851,510	851,510	896,260
Catering and Concessions	2,174,470	2,174,470	2,563,610
Novelty Sales	27,250	27,250	21,300
Facility User Fees	564,450	564,450	568,400
Event Ticket Rebates	248,960	248,960	281,490
Recovered Expenditures	1,230,400	1,230,400	1,272,720
Total Tucson Convention Center Fund	\$ 6,760,660	\$ 6,760,660	\$ 7,278,050
Highway User Revenue Fund			
State Shared HURF	\$ 41,050,000	\$ 41,100,000	\$ 44,029,710
Permits and Inspection Fees	350,000	575,210	610,000
Temporary Work Zone Traffic Control	270,000	677,950	398,000
Other Charges for Service	24,800	220,000	205,000
Rents and Leases	100,000	894,110	462,560
Proceeds from Sale of Capital Assets	650,000	650,000	—
Interest Earnings	80,000	100,000	80,000
Recovered Expenditures	130,000	425,650	351,000
Miscellaneous Revenues	1,000,000	952,570	8,000
Total Highway User Revenue Fund	\$ 43,654,800	\$ 45,595,490	\$ 46,144,270
Park Tucson Fund			
Parking Meter Collections	\$ 1,467,900	\$ 1,473,950	\$ 1,566,830
Parking Revenues	3,278,250	3,261,030	3,508,090
Hooded Meter Fees	100,000	110,000	115,000
Interest Earnings	—	20,000	20,000
Assessment Fee	87,000	92,000	92,000
Parking Violations	720,000	775,000	783,300
Rents and Leases	108,840	110,000	110,000
Recovered Expenditures	—	34,040	—
Total Park Tucson Fund	\$ 5,761,990	\$ 5,876,020	\$ 6,195,220
Civic Contribution Fund			
Mayor's Office	\$ 75,000	\$ 40,740	\$ 80,000
Parks and Recreation	2,002,000	2,035,450	118,850
Tucson Convention Center	30,000	30,000	30,000
Tucson Fire	29,000	—	—
Tucson Police	15,000	—	—
Total Civic Contribution Fund	\$ 2,151,000	\$ 2,106,190	\$ 228,850
Community Development Block Grant Fund			
Community Development Block Grant	\$ 13,743,650	\$ 13,855,650	\$ 13,000,000
Program Income	40,000	60,000	40,000
Miscellaneous Revenues	—	—	—
Total Community Development Block Grant Fund	\$ 13,783,650	\$ 13,915,650	\$ 13,040,000
Miscellaneous Housing Grant Fund			
Federal Miscellaneous Housing Grants	\$ 3,137,060	\$ 5,488,440	\$ 4,500,000
Program Income	551,380	—	—
Total Miscellaneous Housing Grant Fund	\$ 3,688,440	\$ 5,488,440	\$ 4,500,000
Public Housing Section 8 Fund			
Federal Public Housing Section 8 Grant	\$ 38,937,000	\$ 38,937,000	\$ 41,228,370
Charges for Service	—	—	—
Interest Earnings	20,000	20,000	20,000
Miscellaneous Revenues	12,000	12,000	12,000
Total Public Housing Section 8 Fund	\$ 38,969,000	\$ 38,969,000	\$ 41,260,370

Schedule C Resolution No. 22882
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2019

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
HOME Investment Partnerships Program Fund			
HOME Funds	\$ 6,998,240	\$ 7,946,390	\$ 8,000,000
Program Income	572,050	932,150	708,000
Total HOME Investment Partnerships Program Fund	\$ 7,570,290	\$ 8,878,540	\$ 8,708,000
Other Federal Grants Fund			
City Attorney	\$ 172,250	\$ 107,640	\$ 107,640
City Court	687,390	687,390	687,390
Parks and Recreation	578,720	385,000	562,410
Transportation	15,296,980	11,052,860	13,070,300
Tucson Fire	4,461,240	2,967,040	889,500
Tucson Police	11,660,340	11,660,340	11,152,800
Total Other Federal Grants Fund	\$ 32,856,920	\$ 26,860,270	\$ 26,470,040
Non-Federal Grants Fund			
City Attorney	\$ 82,200	\$ 170,980	\$ 149,780
Housing and Community Development	351,000	351,000	—
Parks and Recreation	108,000	108,000	104,760
Transportation	—	100,000	10,000
Tucson Fire	25,000	—	5,530
Tucson Police	3,209,750	3,209,750	2,971,530
Total Non-Federal Grants Fund	\$ 3,775,950	\$ 3,939,730	\$ 3,241,600
Total Special Revenue Funds	\$ 253,976,330	\$ 221,849,930	\$ 264,529,360
DEBT SERVICE FUNDS			
Street and Highway Bond and Interest Fund			
State Shared - HURF	\$ 7,900,000	\$ 8,224,250	\$ 9,261,080
Total Street and Highway Bond and Interest Fund	\$ 7,900,000	\$ 8,224,250	\$ 9,261,080
General Obligation Bond and Interest Fund			
Secondary Property Taxes - Prior Years	\$ 1,000,000	\$ 650,000	\$ 650,000
Total General Obligation Bond and Interest Fund	\$ 1,000,000	\$ 650,000	\$ 650,000
Special Assessment Bond and Interest Fund			
Special Assessment Collections	\$ 80,380	\$ 80,380	\$ 12,510
Interest Earnings	—	—	4,100
Miscellaneous Revenues	3,100	100	—
Total Special Assessment Bond and Interest Fund	\$ 83,480	\$ 80,480	\$ 16,610
Total Debt Service Funds	\$ 8,983,480	\$ 8,954,730	\$ 9,927,690
CAPITAL PROJECTS FUNDS			
2012 General Obligation Bond Fund			
Capital Improvement Fund			
Intergovernmental Agreements	\$ 36,442,100	\$ 20,374,430	\$ 53,410,800
Total Capital Improvement Fund	\$ 36,442,100	\$ 20,374,430	\$ 53,410,800
Development Fee Fund			
Development Fees for Police	\$ 702,870	\$ 702,870	\$ 611,930
Development Fees for Fire	433,720	433,720	425,650
Development Fees for Transportation	13,868,380	13,868,380	14,303,400
Development Fees to Parks	2,711,240	3,132,890	2,629,890
Total Development Fee Fund	\$ 17,716,210	\$ 18,137,860	\$ 17,970,870

Schedule C Resolution No. 22882
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2019

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
Regional Transportation Authority Fund			
Regional Transportation Authority	\$ 51,728,900	\$ 15,587,510	\$ 67,924,470
Proceeds from Sale of Capital Assets	—	—	500,000
Rentals and Leases	—	65,500	48,000
Total Regional Transportation Authority Fund	\$ 51,728,900	\$ 15,653,010	\$ 68,472,470
Total Capital Projects Funds	\$ 105,887,210	\$ 54,165,300	\$ 139,854,140
ENTERPRISE FUNDS			
Tucson Water Utility			
Potable Water Sales	\$ 145,150,000	\$ 159,700,000	\$ 170,850,000
Reclaimed Water Sales	9,150,000	9,000,000	9,125,000
Central Arizona Project Surcharge	24,200,000	26,500,000	28,325,000
Water Conservation Fee	3,000,000	3,600,000	3,600,000
Fire Sprinkler Fee	2,650,000	2,950,000	3,150,000
Connection Fees	1,500,000	1,850,000	1,750,000
Service Charges	3,500,000	3,600,000	3,500,000
Development Plan Review/Inspection Fees	550,000	570,000	550,000
Billing Services	4,315,000	4,500,000	6,300,000
Miscellaneous Revenues	3,050,000	3,640,000	3,640,000
Tucson Airport Remediation Project	975,000	—	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	350,000	350,000
Grants and Contributions	975,000	375,000	865,000
Investment Income	385,000	100,000	100,000
Billing Services	\$ 202,100,000	\$ 219,085,000	\$ 235,430,000
Environmental Services Fund			
Residential Refuse Services	\$ 28,790,000	\$ 29,503,200	\$ 29,342,310
Commercial Refuse Services	7,681,000	7,667,110	7,525,530
Landfill Services Charges	6,860,000	7,606,660	7,500,000
Remediation Ground Fee	3,680,000	3,661,200	3,642,680
Self Haul Fee	1,300,000	1,712,710	1,671,640
Refuse Penalties	141,000	146,600	161,700
Recycling	800,000	563,140	750,000
Household Hazardous Waste	70,800	63,940	62,500
Intergovernmental Agreements	40,000	—	—
Miscellaneous Grants	125,000	191,000	104,000
Sale of Capital Assets	150,000	230,000	100,000
Interest Earnings	126,000	347,340	250,000
Recovered Expenses	100,000	3,000	3,000
Miscellaneous Revenues	—	220,970	212,950
Total Environmental Services Fund	\$ 49,863,800	\$ 51,916,870	\$ 51,326,310
Tucson Golf Course Enterprise Fund			
El Rio Golf Course	\$ 1,061,380	\$ 1,061,380	\$ 1,019,010
Randolf Golf Course	3,531,940	3,531,940	3,380,070
Fred Enke Golf Course	1,133,920	1,133,920	1,053,350
Silverbell Golf Course	1,285,430	1,285,430	1,210,670
Food and Beverage	1,441,610	1,441,610	1,353,280
Other Income	—	—	—
Total Tucson Golf Course Enterprise Fund	\$ 8,454,280	\$ 8,454,280	\$ 8,016,380

Schedule C Resolution No. 22882
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2019

SOURCE OF REVENUES	ESTIMATED REVENUES 2018	ACTUAL REVENUES* 2018	ESTIMATED REVENUES 2019
Public Housing Fund			
Federal Grants	\$ 6,700,570	\$ 6,582,460	\$ 7,035,200
Housing Administration Charges	3,009,220	2,796,420	2,787,170
Tenant Rent and Parking Fees	3,302,610	3,307,610	3,509,600
Charges for Other Services	97,030	333,030	504,030
Interest Earnings	34,820	53,240	30,690
Total Public Housing Fund	\$ 13,144,250	\$ 13,072,760	\$ 13,866,690
Non-Public Housing Asset Management Fund			
Federal Grants	\$ 227,000	\$ 227,000	\$ 220,000
Tenant Rent	2,456,360	2,425,290	2,006,150
Charges for Other Services	129,750	64,570	40,550
Rents and Leases	56,000	84,250	159,380
Total Non-Public Housing Asset Management Fund	\$ 2,869,110	\$ 2,801,110	\$ 2,426,080
Total Enterprise Funds	\$ 276,431,440	\$ 295,330,020	\$ 311,065,460
INTERNAL SERVICE FUNDS			
Self Insurance Internal Service Fund			
Interdepartmental Charges	\$ 15,613,030	\$ 14,810,360	\$ 12,780,540
Total Self Insurance Internal Service Fund	\$ 15,613,030	\$ 14,810,360	\$ 12,780,540
Total Internal Service Funds	\$ 15,613,030	\$ 14,810,360	\$ 12,780,540
FIDUCIARY FUNDS			
Tucson Supplemental Retirement System			
Employer Contributions	\$ 18,335,210	\$ 31,820,000	\$ 37,255,320
Employee Contributions	4,411,120	7,424,760	7,424,760
Portfolio Earnings	25,882,700	25,882,700	24,000,000
Miscellaneous Revenues	136,400	100,000	135,000
Total Tucson Supplemental Retirement System	\$ 48,765,430	\$ 65,227,460	\$ 68,815,080
Total Fiduciary Funds	\$ 48,765,430	\$ 65,227,460	\$ 68,815,080
TOTAL ALL FUNDS	\$ 1,220,302,150	\$ 1,167,122,240	\$ 1,326,520,800

* 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. 22882

CITY OF TUCSON

Other Financing Sources/<Uses> and Interfund Transfers

Fiscal Year 2019

FUND	2019		2019	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Transfer to Mass Transit Fund	\$ —	\$ —	\$ —	\$ (45,265,480)
Transfer to Mass Transit - Sun Link Fund	—	—	—	(3,729,970)
Transfer to Tucson Convention Center	—	—	—	(4,481,050)
Transfer to Development Fee Fund	—	—	—	(478,000)
Total General Fund	\$ —	\$ —	\$ —	\$ (53,954,500)
SPECIAL REVENUE FUNDS				
Transfer to/from General Fund	\$ —	\$ —	\$ 53,476,500	\$ —
Transfer to Street and Highway Bond and Interest Fund	—	—	—	(2,959,170)
Transfer to Development Fee Fund	—	—	—	(624,410)
Total Special Revenue Funds	\$ —	\$ —	\$ 53,476,500	\$ (3,583,580)
DEBT SERVICE FUNDS				
Transfer from Highway User Revenue Fund	\$ —	\$ —	\$ 2,959,170	\$ —
Total Debt Service Funds	\$ —	\$ —	\$ 2,959,170	\$ —
CAPITAL PROJECTS FUNDS				
Transfer from General Fund	\$ —	\$ —	478,000	\$ —
Transfer from Highway User Revenue Fund	—	—	624,410	—
Total Capital Projects Funds	\$ —	\$ —	\$ 1,102,410	\$ —
ENTERPRISE FUNDS				
Water System Obligation Bond Proceeds	\$ 30,000,000	\$ —	\$ —	\$ —
Total Enterprise Funds	\$ 30,000,000	\$ —	\$ —	\$ —
TOTAL ALL FUNDS	\$ 30,000,000	\$ —	\$ 57,538,080	\$ (57,538,080)

Schedule E to Resolution No. 22882
CITY OF TUCSON
Expenditures/Expenses by Fund
Fiscal Year 2019

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
GENERAL FUND				
Mayor and Council	\$ 2,470,230		\$ 2,144,810	\$ 2,583,950
Business Services	—	—	—	12,123,110
City Attorney	7,617,420	—	7,310,080	7,430,040
City Clerk	3,324,170	—	3,308,900	2,618,200
City Court	9,450,970	—	9,431,040	9,658,720
City Manager	4,690,980	—	4,420,720	4,819,530
Environmental Services	1,829,960	—	1,370,410	1,828,720
Finance	7,923,580	—	7,016,180	—
General Services	55,999,400	—	48,633,300	55,678,650
Housing and Community Development	2,608,080	—	2,605,770	2,470,720
Human Resources	—	—	—	—
Human Resources	2,447,210	—	2,845,540	4,368,900
Information Technology	22,202,300	—	21,615,750	22,564,430
Parks and Recreation	31,014,310	—	26,817,300	26,110,660
Planning and Development Services	6,450,580	—	6,343,770	6,278,990
Procurement	—	—	—	—
Procurement	3,354,740	—	2,808,990	—
Public Defender	2,696,930	—	2,702,710	2,758,440
Public Safety Communications	—	—	12,504,650	13,467,710
Transportation	1,312,060	—	1,312,060	1,321,550
Tucson Fire	103,142,400	—	98,599,190	95,780,520
Tucson Police	160,808,940	—	157,416,180	155,506,490
General Government	61,524,580	—	62,662,700	67,469,660
Contingency	1,250,000	—	365,390	2,795,500
Pension Refunds and Interest Pmts	—	15,595,870	15,595,870	—
Total General Fund	\$ 492,118,840	\$ 15,595,870	\$ 497,831,310	\$ 497,634,490
SPECIAL REVENUE FUNDS				
Mass Transit Fund				
Transportation	\$ 86,542,690	\$ —	\$ 81,382,170	\$ 94,867,690
Total Fund	\$ 86,542,690	\$ —	\$ 81,382,170	\$ 94,867,690
Mass Transit Fund - Sun Link				
Transportation	\$ 5,146,660	\$ —	\$ 5,323,730	\$ 5,937,650
Total Fund	\$ 5,146,660	\$ —	\$ 5,323,730	\$ 5,937,650
Zoo Fund				
Parks and Recreation	\$ —	\$ —	\$ —	\$ 11,661,000
Total Fund	\$ —	\$ —	\$ —	\$ 11,661,000
Better Streets Improvement Fund				
Transportation	\$ 20,000,000	\$ —	\$ —	\$ 30,000,000
Total Fund	\$ 20,000,000	\$ —	\$ —	\$ 30,000,000
Safer City Improvement Fund				
Tucson Fire	\$ 17,100,000	\$ —	\$ 8,063,880	\$ 20,788,500
Tucson Police	12,900,000	—	6,083,270	13,859,000
Total Fund	\$ 30,000,000	\$ —	\$ 14,147,150	\$ 34,647,500

Schedule E to Resolution No. 22882
CITY OF TUCSON
Expenditures/Expenses by Fund
Fiscal Year 2019

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
Tucson Convention Center Fund				
Tucson Convention Center	\$ 9,913,870	\$ —	\$ 9,813,870	\$ 10,413,690
General Government	1,311,720	—	1,311,720	1,315,410
Total Fund	\$ 11,225,590	\$ —	\$ 11,125,590	\$ 11,729,100
Highway User Revenue Fund				
Transportation	\$ 42,676,820	\$ —	\$ 38,704,950	\$ 41,154,140
Business Services	—	—	100,000	1,107,930
General Government	100,580	—	100,580	100,580
Human Resources	—	—	—	198,040
Total Fund	\$ 42,777,400	\$ —	\$ 38,905,530	\$ 42,560,690
Park Tucson Fund				
Transportation	\$ 7,586,020	\$ —	\$ 5,761,530	\$ 6,039,680
Total Fund	\$ 7,586,020	\$ —	\$ 5,761,530	\$ 6,039,680
Civic Contribution Fund				
Mayor and Council	\$ 75,000	\$ —	\$ 75,000	\$ 78,700
Parks and Recreation	2,419,070	—	2,415,070	726,820
Tucson Convention Center	30,000	—	30,000	30,000
Tucson Fire	29,000	—	48,470	48,470
Tucson Police	15,000	—	15,000	15,000
Total Fund	\$ 2,568,070	\$ —	\$ 2,583,540	\$ 898,990
Community Development Block Grant				
Housing and Community Development	\$ 13,850,930	\$ —	\$ 16,075,220	\$ 17,939,900
Total Fund	\$ 13,850,930	\$ —	\$ 16,075,220	\$ 17,939,900
Miscellaneous Housing Grant Fund				
Housing and Community Development	\$ 5,486,900	\$ —	\$ 5,916,260	\$ 4,497,140
Total Fund	\$ 5,486,900	\$ —	\$ 5,916,260	\$ 4,497,140
Public Housing Section 8 Fund				
Housing and Community Development	\$ 38,962,060	\$ —	\$ 38,962,060	\$ 41,280,340
Total Fund	\$ 38,962,060	\$ —	\$ 38,962,060	\$ 41,280,340
HOME Investment Partnerships				
Housing and Community Development	\$ 7,585,550	\$ —	\$ 7,426,520	\$ 8,808,200
Total Fund	\$ 7,585,550	\$ —	\$ 7,426,520	\$ 8,808,200
Other Federal Grants Fund				
City Attorney	\$ 172,250	\$ —	\$ 107,640	\$ 343,190
City Court	687,390	—	724,530	820,190
Parks and Recreation	578,720	—	578,720	427,350
Transportation	15,296,980	—	11,052,860	13,382,090
Tucson Fire	4,461,240	—	3,716,010	1,149,900
Tucson Police	11,660,340	—	11,546,070	11,944,080
Total Fund	\$ 32,856,920	\$ —	\$ 27,725,830	\$ 28,066,800
Non-Federal Grants Fund				
City Attorney	\$ 82,200	\$ —	\$ 170,980	\$ 116,700
City Manager	—	—	40,000	30,000
Housing and Community Development	351,000	—	349,800	—
Parks and Recreation	108,000	—	108,000	124,500

Schedule E to Resolution No. 22882
CITY OF TUCSON
Expenditures/Expenses by Fund
Fiscal Year 2019

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
Transportation	—	—	—	10,000
Tucson Fire	25,000	—	—	5,530
Tucson Police	3,209,750	—	3,294,450	3,471,110
Total Fund	\$ 3,775,950	\$ —	\$ 3,963,230	\$ 3,757,840
Total Special Revenue Funds	\$ 308,364,740	\$ —	\$ 259,298,360	\$ 342,692,520
DEBT SERVICE FUNDS				
General Obligation Bond and Interest Fund				
General Government	\$ 31,660,790	\$ —	\$ 33,379,670	\$ 33,396,070
Total Fund	\$ 31,660,790	\$ —	\$ 33,379,670	\$ 33,396,070
Street and Highway Bond and Interest Fund				
General Government	\$ 16,902,450	\$ —	\$ 16,902,450	\$ 12,220,250
Total Fund	\$ 16,902,450	\$ —	\$ 16,902,450	\$ 12,220,250
Special Assessment Bond and Interest Fund				
General Government	\$ 266,840	\$ —	\$ 266,840	\$ 37,700
Total Fund	\$ 266,840	\$ —	\$ 266,840	\$ 37,700
Total Debt Service Funds	\$ 48,830,080	\$ —	\$ 50,548,960	\$ 45,654,020
CAPITAL PROJECTS FUNDS				
2013 General Obligation Fund				
Transportation	\$ 27,600,000	\$ —	\$ 17,300,000	\$ 4,000,000
Total Fund	\$ 27,600,000	\$ —	\$ 17,300,000	\$ 4,000,000
Capital Improvement Fund				
Parks and Recreation	\$ 194,400	\$ —	\$ 228,690	\$ 630
Transportation	36,247,700	—	16,434,690	54,278,750
Total Fund	\$ 36,442,100	\$ —	\$ 16,663,380	\$ 54,279,380
Development Fee Fund				
General Government	\$ —	\$ —	\$ —	\$ 1,142,000
Parks and Recreation	4,158,200	—	4,070,400	2,936,160
Transportation	18,367,000	—	7,568,700	14,449,300
Total Fund	\$ 22,525,200	\$ —	\$ 11,639,100	\$ 18,527,460
Regional Transportation Authority				
Transportation	\$ 51,728,900	\$ —	\$ 15,764,360	\$ 67,887,070
Total Fund	\$ 51,728,900	\$ —	\$ 15,764,360	\$ 67,887,070
Total Capital Projects Funds	\$ 138,296,200	\$ —	\$ 61,366,840	\$ 144,693,910
ENTERPRISE FUNDS				
Tucson Water Utility Fund				
Tucson Water Utility	\$ 254,449,260	\$ —	\$ 238,767,000	\$ 270,574,780
Business Services	—	—	50,000	704,230
Human Resources	—	—	—	269,980
Total Fund	\$ 254,449,260	\$ —	\$ 238,817,000	\$ 271,548,990
Environmental Services Fund				
Business Services	\$ —	\$ —	\$ —	\$ 642,740
Environmental Services	61,400,170	—	50,165,310	65,637,580
Human Resources	—	—	100,000	250,070
Tucson Water Utility	—	—	800,000	1,495,870
Total Fund	\$ 61,400,170	\$ —	\$ 51,065,310	\$ 68,026,260

Schedule E to Resolution No. 22882
CITY OF TUCSON
Expenditures/Expenses by Fund
Fiscal Year 2019

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
Tucson Golf Enterprise Fund				
Tucson City Golf	\$ 7,884,320	\$ —	\$ 7,884,320	\$ 7,750,910
Total Fund	\$ 7,884,320	\$ —	\$ 7,884,320	\$ 7,750,910
Public Housing AMP Fund				
General Government	\$ 68,590	\$ —	\$ 68,590	\$ 68,590
Housing and Community Development	13,063,510	—	12,893,730	13,792,830
Total Fund	\$ 13,132,100	\$ —	\$ 12,962,320	\$ 13,861,420
Non-Public Housing Asset				
Housing and Community Development	\$ 2,804,960	\$ —	\$ 2,804,960	\$ 2,470,500
Total Fund	\$ 2,804,960	\$ —	\$ 2,804,960	\$ 2,470,500
Total Enterprise Funds	\$ 339,670,810	\$ —	\$ 313,533,910	\$ 363,658,080
INTERNAL SERVICE FUNDS				
Self Insurance Internal Service Fund				
Business Services	\$ —	\$ —	\$ —	\$ 8,528,190
Finance	16,103,760	—	9,657,260	—
Human Resources	257,500	—	6,607,410	6,187,630
Transportation	1,420,000	—	1,420,000	1,420,000
Tucson Fire	325,040	—	311,330	292,480
Total Fund	\$ 18,106,300	\$ —	\$ 17,996,000	\$ 16,428,300
Total Internal Service Funds	\$ 18,106,300	\$ —	\$ 17,996,000	\$ 16,428,300
FIDUCIARY FUNDS				
Tucson Supplemental Retirement System	\$ 84,765,430	\$ —	\$ 84,725,430	\$ 92,057,920
Total Fund	\$ 84,765,430	\$ —	\$ 84,725,430	\$ 92,057,920
Total Fiduciary Funds	\$ 84,765,430	\$ —	\$ 84,725,430	\$ 92,057,920
TOTAL ALL FUNDS	\$ 1,430,152,400	\$ 15,595,870	\$ 1,285,300,810	\$ 1,502,819,240

* 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. 22882
CITY OF TUCSON
Expenditures / Expenses by Department
Fiscal Year 2019

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
Mayor and Council				
General Fund	\$ 2,470,230	\$ —	\$ 2,144,810	\$ 2,583,950
EORP Refunds and Interest Payments	—	50,720	50,720	—
Civic Contribution Fund	75,000	—	75,000	78,700
Department Total	\$ 2,545,230	\$ 50,720	\$ 2,270,530	\$ 2,662,650
City Attorney				
General Fund	\$ 7,617,420	\$ —	\$ 7,310,080	\$ 7,430,040
Non-Federal Grants Fund	82,200	—	170,980	116,700
Other Federal Grants Fund	172,250	—	107,640	343,190
Department Total	\$ 7,871,870	\$ —	\$ 7,588,700	\$ 7,889,930
City Clerk				
General Fund	\$ 3,324,170	\$ —	\$ 3,308,900	\$ 2,618,200
Department Total	\$ 3,324,170	\$ —	\$ 3,308,900	\$ 2,618,200
City Court				
General Fund	\$ 9,450,970	\$ —	\$ 9,431,040	\$ 9,658,720
Other Federal Grants Fund	687,390	—	724,530	820,190
Department Total	\$ 10,138,360	\$ —	\$ 10,155,570	\$ 10,478,910
City Manager				
General Fund	\$ 4,690,980	\$ —	\$ 4,420,720	\$ 4,819,530
Non-Federal Grants Fund	—	—	40,000	30,000
Department Total	\$ 4,690,980	\$ —	\$ 4,460,720	\$ 4,849,530
Business Services				
Environmental Services Fund	\$ —	\$ —	\$ —	\$ 642,740
General Fund	—	—	—	12,123,110
Highway User Revenue Fund	—	—	100,000	1,107,930
Self Insurance Fund	—	—	—	8,528,190
Tucson Water Utility Fund	—	—	50,000	704,230
Department Total	\$ —	\$ —	\$ 150,000	\$ 23,106,200
Debt Service				
General Fund	\$ 24,990,250	\$ —	\$ 24,960,250	\$ 24,726,260
Community Development Block Grant	15,280	—	15,280	15,280
Environmental Services Fund	680,150	—	—	—
General Obligation Fund	31,660,790	—	33,379,670	33,396,070
Special Assessments Fund	266,840	—	266,840	37,700
Streets and Highway Debt Service Fund	16,902,450	—	16,902,450	12,220,250
Highway User Revenue Fund	3,237,410	—	3,237,410	1,296,640
Mass Transit Fund	1,511,250	—	1,511,250	1,513,060
Park Tucson	1,974,840	—	324,100	114,280
Public Housing AMP Fund	68,590	—	68,590	68,590
Department Total	\$ 81,307,850	\$ —	\$ 80,665,840	\$ 73,388,130
Environmental Services				
General Fund	\$ 1,829,960	\$ —	\$ 1,370,410	\$ 1,828,720
Environmental Services Fund	60,595,020	—	50,165,310	65,637,580
Other Federal Grants Fund	125,000	—	—	—
Department Total	\$ 62,549,980	\$ —	\$ 51,535,720	\$ 67,466,300
Finance Department				
General Fund	\$ 7,923,580	\$ —	\$ 7,016,180	\$ —
Self Insurance Internal Service Fund	16,103,760	—	9,657,260	—
Department Total	\$ 24,027,340	\$ —	\$ 16,673,440	\$ —

Schedule F to Resolution No. 22882
CITY OF TUCSON
Expenditures / Expenses by Department
Fiscal Year 2019

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
General Services				
Department Total	\$ 55,999,400	\$ —	\$ 48,633,300	\$ 55,678,650
Department Total	\$ 55,999,400	\$ —	\$ 48,633,300	\$ 55,678,650
Housing and Community Development				
General Fund	\$ 2,608,080	\$ —	\$ 2,605,770	\$ 2,470,720
Community Development Block Grant	13,835,650	—	16,059,940	17,924,620
HOME Investment Partnerships	7,585,550	—	7,426,520	8,808,200
Miscellaneous Housing Grants	3,686,900	—	5,916,260	4,497,140
Non-Federal Grants Fund	351,000	—	349,800	—
Non-Public Housing Assistance	2,804,960	—	2,804,960	2,470,500
Asset Management	—	—	—	—
Other Federal Grants Fund	1,800,000	—	—	—
Public Housing AMP Fund	13,063,510	—	12,893,730	13,792,830
Public Housing Section 8 Fund	38,962,060	—	38,962,060	41,280,340
Department Total	\$ 84,697,710	\$ —	\$ 87,019,040	\$ 91,244,350
Human Resources				
Environmental Services Fund	\$ —	\$ —	\$ 100,000	\$ 250,070
General Fund	2,447,210	—	2,845,540	4,368,900
Highway User Revenue Fund	—	—	—	198,040
Self Insurance Internal Service Fund	257,500	—	6,607,410	6,187,630
Tucson Water Utility Fund	—	—	—	269,980
Department Total	\$ 2,704,710	\$ —	\$ 9,552,950	\$ 11,274,620
Information Technology				
General Fund	\$ 22,202,300	\$ —	\$ 21,615,750	\$ 22,564,430
Department Total	\$ 22,202,300	\$ —	\$ 21,615,750	\$ 22,564,430
Outside Agencies				
General Fund	\$ 9,852,510	\$ —	\$ 9,852,510	\$ 10,865,210
Highway User Revenue Fund	100,580	—	100,580	100,580
Department Total	\$ 9,953,090	\$ —	\$ 9,953,090	\$ 10,965,790
Park Tucson				
Park Tucson Fund	\$ 5,611,180	\$ —	\$ 5,437,430	\$ 5,925,400
Department Total	\$ 5,611,180	\$ —	\$ 5,437,430	\$ 5,925,400
Parks and Recreation				
General Fund	\$ 31,014,310	\$ —	\$ 26,817,300	\$ 26,110,660
Capital Improvements Fund	194,400	—	228,690	630
Civic Contribution Fund	2,419,070	—	2,415,070	726,820
Development Fee Fund	4,158,200	—	4,070,400	2,936,160
Non-Federal Grant Fund	108,000	—	108,000	124,500
Zoo Fund	—	—	—	11,661,000
Other Federal Grants Fund	578,720	—	578,720	427,350
Department Total	\$ 38,472,700	\$ —	\$ 34,218,180	\$ 41,987,120
Planning and Development Services				
General Fund	\$ 6,450,580	\$ —	\$ 6,343,770	\$ 6,278,990
Department Total	\$ 6,450,580	\$ —	\$ 6,343,770	\$ 6,278,990
Procurement				
General Fund	\$ 3,354,740	\$ —	\$ 2,808,990	\$ —
Department Total	\$ 3,354,740	\$ —	\$ 2,808,990	\$ —
Public Defender				
General Fund	\$ 2,696,930	\$ —	\$ 2,702,710	\$ 2,758,440
Department Total	\$ 2,696,930	\$ —	\$ 2,702,710	\$ 2,758,440

Schedule F to Resolution No. 22882
CITY OF TUCSON
Expenditures / Expenses by Department
Fiscal Year 2019

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
Transportation				
General Fund	\$ 1,312,060	\$ —	\$ 1,312,060	\$ 1,321,550
General Obligation Fund	27,600,000	—	17,300,000	4,000,000
Highway User Revenue Fund	39,439,410	—	35,467,540	39,857,500
Better Streets Improvement Fund	20,000,000	—	—	30,000,000
Capital Improvements Fund	36,247,700	—	16,434,690	54,278,750
Development Fee Fund	18,367,000	—	7,568,700	14,449,300
Other Federal Grants Fund	15,296,980	—	11,052,860	13,382,090
Mass Transit Fund	90,178,100	—	85,194,650	99,292,280
Non-Federal Grants Fund	—	—	—	10,000
Regional Transportation Authority	51,728,900	—	15,764,360	67,887,070
Self Insurance Internal Service Fund	1,420,000	—	1,420,000	1,420,000
Department Total	\$ 301,590,150	\$ —	\$ 191,514,860	\$ 325,898,540
Tucson City Golf				
Golf Course Fund	\$ 7,884,320	\$ —	\$ 7,884,320	\$ 7,750,910
Department Total	\$ 7,884,320	\$ —	\$ 7,884,320	\$ 7,750,910
Tucson Convention Center				
Convention Center Fund	\$ 9,913,870	\$ —	\$ 9,813,870	\$ 10,413,690
Civic Contributions	30,000	—	30,000	30,000
Department Total	\$ 9,943,870	\$ —	\$ 9,843,870	\$ 10,443,690
Tucson Fire				
General Fund	\$ 103,142,400	\$ —	\$ 98,599,190	\$ 95,780,520
PSPRS Refunds and Interest Payments	—	6,478,220	6,478,220	—
Civic Contribution Fund	29,000	—	48,470	48,470
Non-Federal Grants Fund	25,000	—	—	5,530
Other Federal Grants Fund	4,461,240	—	3,716,010	1,149,900
Safer City Improvement Fund	17,100,000	—	8,063,880	20,788,500
Self Insurance Internal Service Fund	325,040	—	311,330	292,480
Department Total	\$ 125,082,680	\$ —	\$ 117,217,100	\$ 118,065,400
Tucson Police				
General Fund	\$ 160,808,940	\$ —	\$ 157,416,180	\$ 155,506,490
PSPRS Refunds and Interest Payments	—	9,066,930	9,066,930	—
Civic Contribution Fund	15,000	—	15,000	15,000
Non-Federal Grants Fund	3,209,750	—	3,294,450	3,471,110
Other Federal Grants	11,660,340	—	11,546,070	11,944,080
Safer City Improvement Fund	12,900,000	—	6,083,270	13,859,000
Department Total	\$ 188,594,030	\$ —	\$ 187,421,900	\$ 184,795,680
Tucson Water				
Tucson Water Utility Fund	\$ 254,449,260	\$ —	\$ 238,767,000	\$ 270,574,780
Environmental Services Fund	—	—	800,000	1,495,870
Department Total	\$ 254,449,260	\$ —	\$ 239,567,000	\$ 272,070,650
General Government				
General Fund	\$ 27,931,820	\$ —	\$ 28,215,330	\$ 34,673,690
Development Fee Fund	—	—	—	1,142,000
Convention Center Fund	1,311,720	—	1,311,720	1,315,410
Department Total	\$ 29,243,540	\$ —	\$ 29,527,050	\$ 37,131,100

Schedule F to Resolution No. 22882
CITY OF TUCSON
Expenditures / Expenses by Department
Fiscal Year 2019

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018	ACTUAL EXPENDITURES/ EXPENSES* 2018	BUDGETED EXPENDITURES/ EXPENSES 2019
Pension Services				
Department Total	84,765,430	—	84,725,430	92,057,920
Department Total	\$ 84,765,430	\$ —	\$ 84,725,430	\$ 92,057,920
TOTAL ALL DEPARTMENTS	\$ 1,430,152,400	\$ 15,595,870	\$ 1,285,300,810	\$ 1,502,819,240

* 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. 22882
CITY OF TUCSON
Full-Time Employees and Personnel Compensation
Fiscal Year 2019

FUND	Full-Time Equivalent (FTE) 2019	Employee Salaries, and Hourly Costs 2019	Retirement Costs 2019	Healthcare Costs 2019	Other Benefit Costs 2019	Total Estimated Personnel Compensation 2019
GENERAL FUND	3,192.85	\$ 195,341,230	\$ 91,888,330	\$ 34,981,540	\$ 17,917,430	\$ 340,128,530
SPECIAL REVENUE FUNDS						
Community Block Grants Fund	10.50	\$ 755,190	\$ 206,250	\$ 123,160	\$ 87,370	\$ 1,171,970
Civic Contribution Fund	—	12,000	—	—	—	12,000
Convention Center Fund	—	34,050	9,050	5,560	3,760	52,420
Highway User Revenue Fund	272.00	13,927,300	3,685,290	2,797,680	1,448,450	21,858,720
HOME Investment Partnerships Program Fund	3.25	200,870	54,500	36,070	23,450	314,890
Mass Transit Fund	4.00	276,180	75,950	60,480	30,320	442,930
Miscellaneous Housing Grants Fund	6.80	358,800	80,360	50,650	42,160	531,970
Non-Federal Grants Fund	9.00	2,221,010	31,080	41,640	28,540	2,322,270
Other Federal Grants Fund	56.10	5,862,460	1,211,440	261,900	143,110	7,478,910
Park Tucson Fund	18.00	728,230	189,810	181,320	81,690	1,181,050
Public Housing Section 8 Fund	35.75	1,230,770	334,330	299,430	154,780	2,019,310
Total Special Revenue Funds	415.40	\$ 25,606,860	\$ 5,878,060	\$ 3,857,890	\$ 2,043,630	\$ 37,386,440
ENTERPRISE FUNDS						
Environmental Service Fund	209.00	\$ 11,019,270	\$ 2,722,240	\$ 2,455,720	\$ 1,186,080	\$ 17,383,310
Tucson Water Utility Fund	568.50	30,554,130	7,821,370	6,427,350	3,176,930	47,979,780
Public Housing AMP Fund	71.19	3,226,900	829,540	674,080	391,590	5,122,110
Non-Public Housing Asset Management Fund	9.36	436,290	105,690	104,150	51,260	697,390
Tucson City Golf Fund	—	34,040	9,050	5,560	3,740	52,390
Total Enterprise Funds	858.05	\$ 45,270,630	\$ 11,487,890	\$ 9,666,860	\$ 4,809,600	\$ 71,234,980
INTERNAL SERVICE FUND						
Self Insurance Fund	20.25	\$ 1,219,500	\$ 298,920	\$ 203,390	\$ 132,270	\$ 1,854,080
Total Internal Service Fund	20.25	\$ 1,219,500	\$ 298,920	\$ 203,390	\$ 132,270	\$ 1,854,080
FIDUCIARY						
Tucson Supplemental Retirement System	4.50	\$ 276,420	\$ 76,010	\$ 27,000	\$ 27,280	\$ 406,710
Total Fiduciary Funds	4.50	\$ 276,420	\$ 76,010	\$ 27,000	\$ 27,280	\$ 406,710
TOTAL ALL FUNDS	4,491.05	\$ 267,714,640	\$ 109,629,210	\$ 48,736,680	\$ 24,930,210	\$ 451,010,740

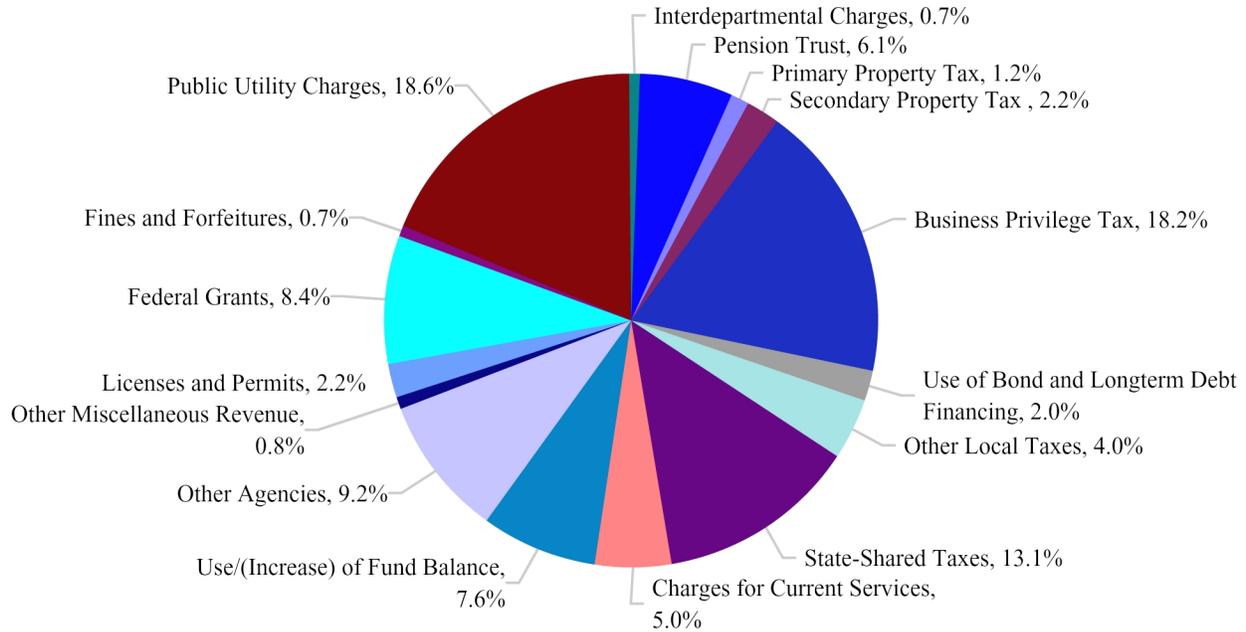
Section C

Funding Sources



We Educate and Inform

REVENUES FISCAL YEAR 2018/19 TOTAL

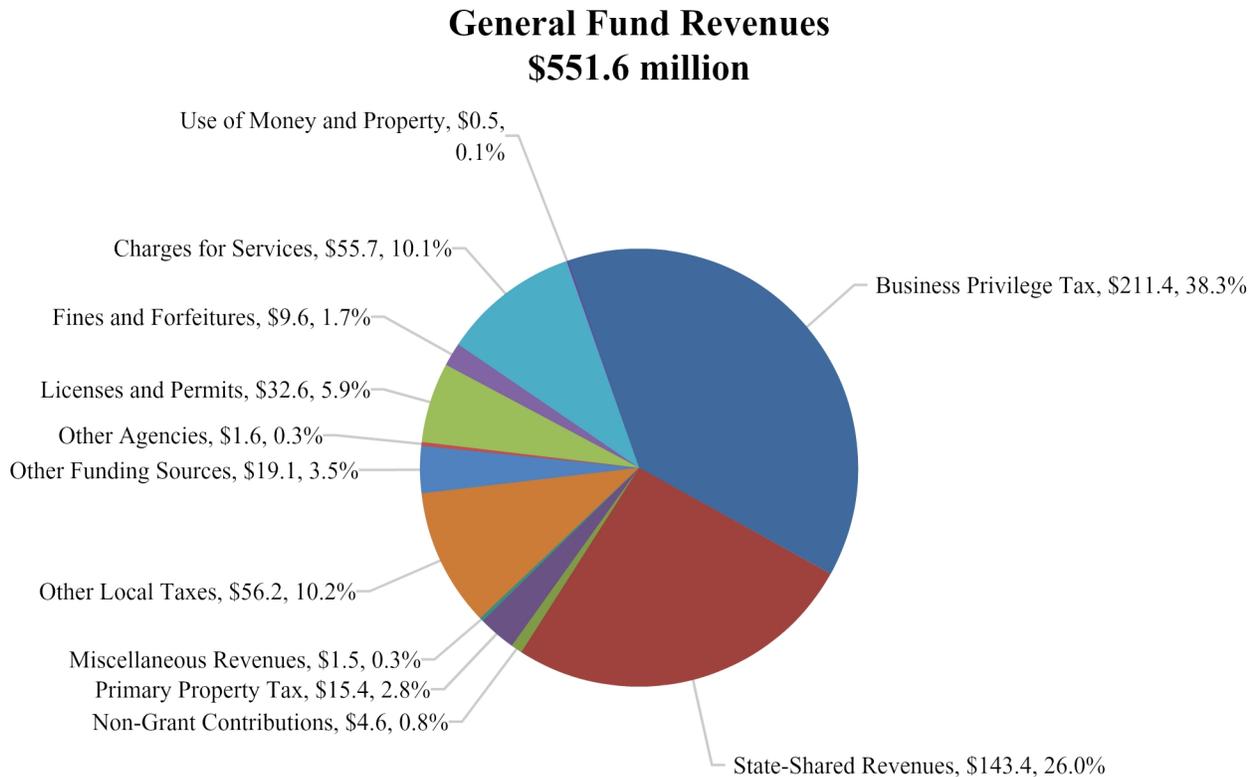


Funds Available	Annual Budget Total	Percent of Total
Primary Property Tax	\$ 18,056,030	1.2 %
Secondary Property Tax	32,478,380	2.2 %
Business Privilege Tax	273,478,910	18.2 %
Other Local Taxes	59,745,590	4.0 %
State-Shared Taxes	196,706,120	13.1 %
Charges for Current Services	75,502,310	5.0 %
Use/(Increase) of Fund Balance	113,481,990	7.6 %
Other Agencies	137,592,880	9.2 %
Other Miscellaneous Revenue	13,948,160	0.8 %
Use of Bond and Longterm Debt Financing	30,000,000	2.0 %
Public Utility Charges	279,293,310	18.6 %
Licenses and Permits	33,617,520	2.2 %
Federal Grants	126,181,420	8.4 %
Fines and Forfeitures	10,513,750	0.7 %
Interdepartmental Charges	10,164,950	0.7 %
Pension Trust	92,057,920	6.1 %
Total Funds Available	\$ 1,502,819,240	100.0%

GENERAL FUND

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

The City of Tucson's Adopted General Fund revenues for Fiscal Year 2018/19 are \$551.6 million, an increase of \$7.9 million or 1.45% from the Fiscal Year 2017/18 adopted budget of \$543.7 million.



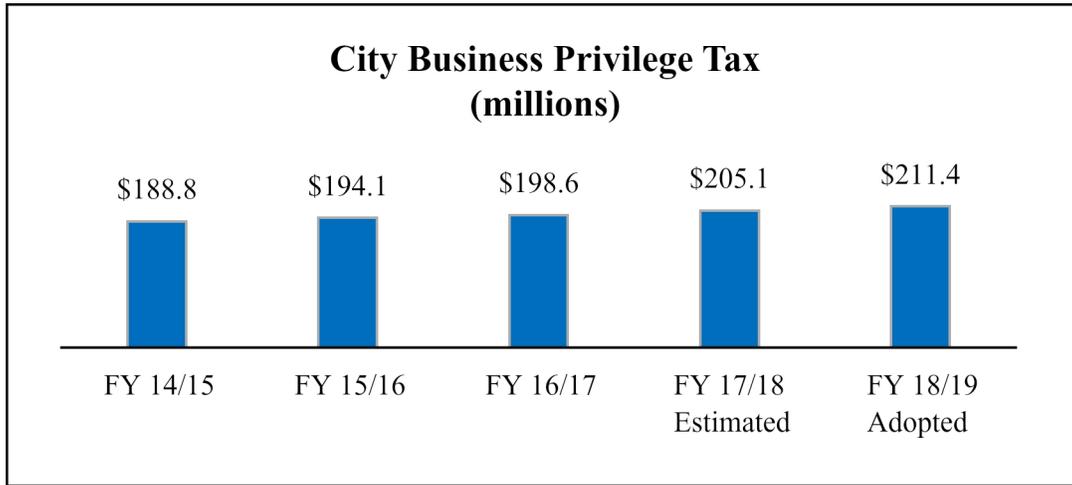
CITY BUSINESS PRIVILEGE (SALES) TAX

The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 38.3% 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 tax increase to fund public safety capital needs and road repairs.

On November 7, 2017, citizens approved Propositions 202 & 203, Zoo initiative, for a ten-year, one-tenth of one cent sales tax. This initiative will provide funding for animal care, operational needs, new animal and naturalistic habitats, and infrastructure in the Gene Reid Park Zoo.

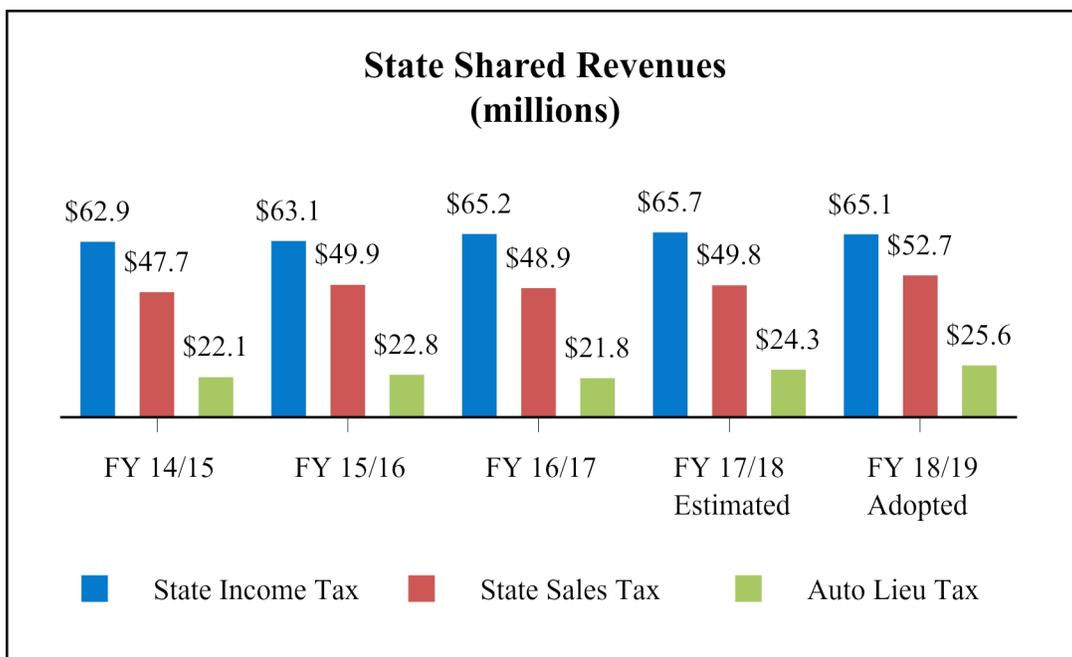
The total of six-tenth of one cent increase changes the tax rate to 2.6%; of which 2% of the collections will go to the General Fund, 0.5% is restricted for road repairs and public safety capital needs, and 0.1% is for zoo operating and capital needs. The charter further provides, as long as the city 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.

GENERAL FUND



STATE SHARED REVENUES

Cities and towns in Arizona receive a portion of revenues collected by the State of Arizona. The allocations for these revenues are primarily based on U.S. Census population figures. The three state-shared revenues represent 26.0% of the General Fund budget. Revenues from these sources may be used for any general government activity. For Fiscal Year 2018/19, the projected state-shared revenues are \$143.4 million, representing a 2.6% increase from the \$139.8 million estimate for Fiscal Year 2017/18.



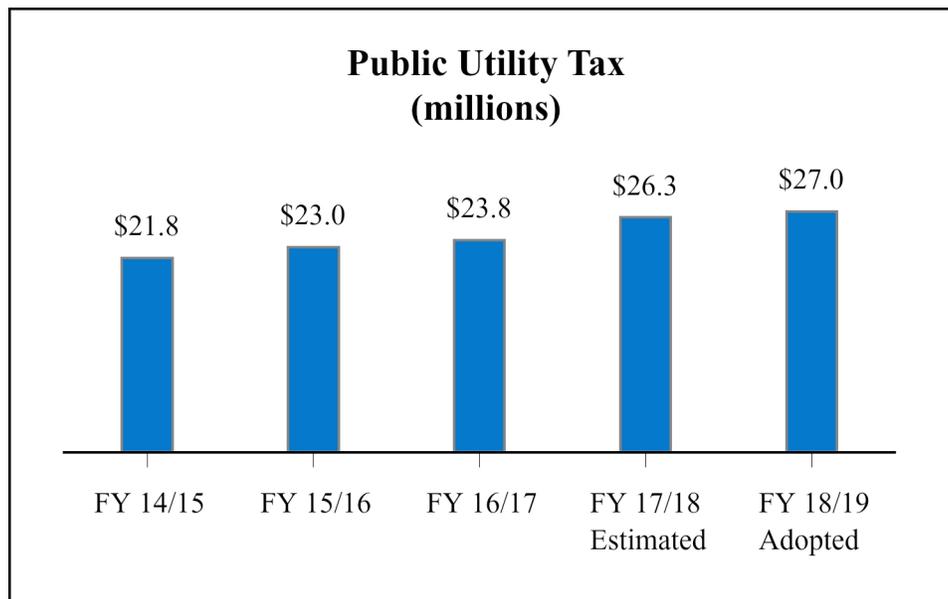
GENERAL FUND

PUBLIC UTILITY TAX

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

Under the terms of voter-approved franchises granted to Tucson Electric Power and Southwest Gas for use of public rights-of-way, the City collects 2.25% on gross sales of electricity and 3.0% on natural gas consumed within the city. 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 2018/19 total \$27.0 million. The forecast remained flat over Fiscal Year 2017/18 adopted revenues.



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 2018/19 revenues reflect the 2% allowable increase.

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 2018/19. The involuntary tort levy amount is \$2,555,580, which is greater than the prior year and increases the estimated primary tax rate by \$0.0687 per \$100 of assessed valuation. The revenue from this primary property tax will be recognized in the Self-Insurance Internal Service Fund.

GENERAL FUND

The estimated primary property tax for Fiscal Year 2018/19, including the amount for the tort levy, is \$18,130,990 or \$2.9 million greater than the actual levy of \$15,235,260 for Fiscal Year 2017/18. The tax rate for Fiscal Year 2018/19 will increase to \$0.5311 per \$100 of assessed valuation from \$0.4581 for Fiscal Year 2017/18. The chart illustrates the Primary tax rates and levy for five years.

Primary Tax Rate and Levy					
	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Adopted
Primary Tax Rate	\$0.4829	\$0.5326	\$0.5348	\$0.4581	\$0.5311
Primary Tax Levy	\$16,333,360	\$14,973,710	\$17,035,130	\$15,235,260	\$18,130,990
Net Taxable Value	\$3,114,079,421	\$3,068,049,790	\$3,185,432,195	\$3,326,022,182	\$3,414,161,333

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 Fiscal 2016/17 and adjusted 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. This year's budget includes the elimination of the remaining \$2.00/night for recreational vehicles. The forecast for Fiscal 2018/19 total of \$7.9 million shows an increase of \$0.2 million from the Fiscal 2017/18 estimated revenues of \$7.7 million.

Not including public utility tax and hotel/motel surtax, estimated revenues from transient occupancy and other local taxes for Fiscal Year 2018/19 total \$21.3 million, an increase of \$0.4 million from Fiscal Year 2017/18 estimated revenues of \$20.9 million.

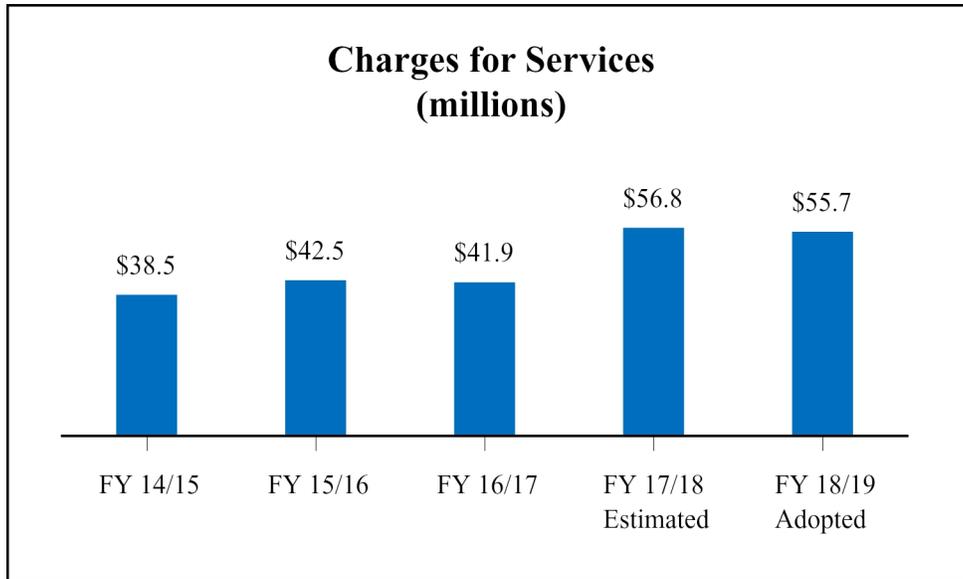
CHARGES for SERVICES

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 2018/19, charges for services are projected to decrease approximately \$1.1 million from estimated Fiscal Year 2017/18. The primary change in Fiscal Year 2018/19 is due to decreased emergency medical transport and the transfer of zoo charges of service to the Zoo Improvement fund.

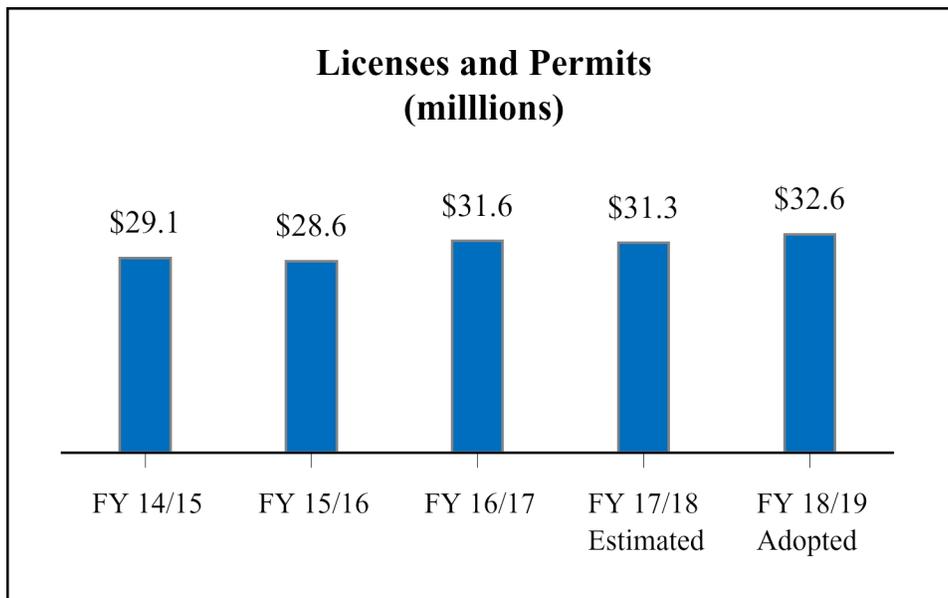
GENERAL FUND

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



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 2018/19, the projected licenses and permits revenues are \$32.6 million, representing an increase from the \$31.3 million Fiscal Year 2017/18 estimated.



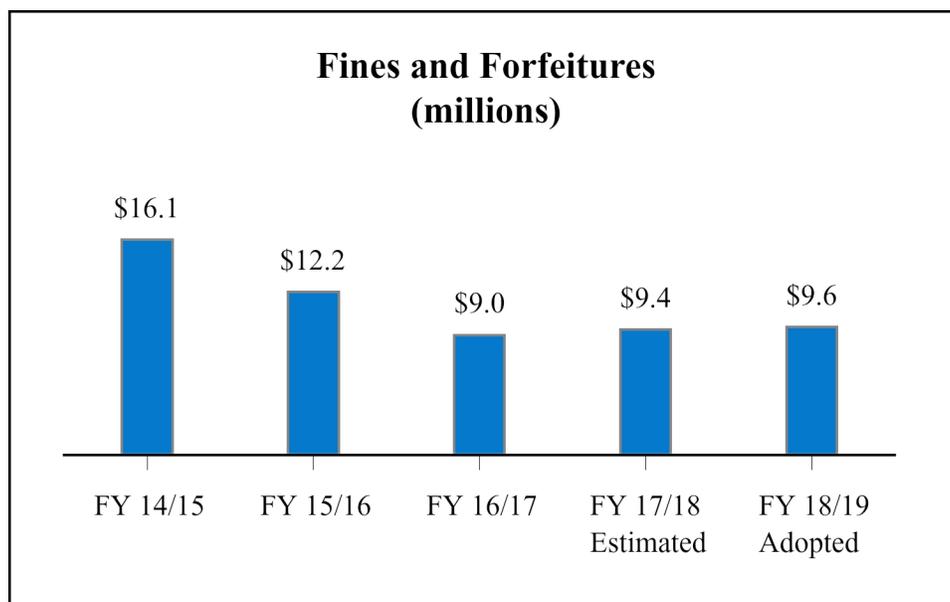
GENERAL FUND

FINES and FORFEITURES

This revenue is derived from fines for violations of state statutes and the Tucson City Code, and from forfeitures collected by the Tucson Police Department and the City Attorney. Fines include driving under the influence and other criminal misdemeanors, 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 2018/19 revenues of \$9.6 million are projected to slightly increase from Fiscal Year 2017/18 estimated revenues of \$9.4.



A part of the Arizona Vehicle Impoundment state law that had previously allowed police officers the ability to impound an individual's vehicle if their license had been suspended has been eliminated and becomes effective on January 1st 2019. This change in that part of the law will decrease Fiscal Year 2018/19 projected impound revenues.

USE of MONEY and PROPERTY

Revenues in this category include payments from the leasing of City property and interest earnings. The Business Services Department invests funds available but not needed for immediate disbursement. Fiscal Year 2018/19 interest earnings and rental revenues are anticipated to be relatively flat over the Fiscal Year 2017/18 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

NON-GRANT CONTRIBUTIONS

Revenues in this category are from miscellaneous contributions. The major source of revenue in this category is from a federal subsidy to investors equal to 35% of the interest payable by the issuer of Qualified Energy Conservation Bonds (QECBs) and Build America Bonds (BABs). The City projects to receive \$1.0 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 continues to be \$1.4 million. Additionally, the City agreed to provide school resource officers at Tucson and Amphitheater Unified School district campuses for \$0.5 million, a slight decrease from Fiscal Year 2017/18 projected.

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 2018/19, the other financial resources are capital lease proceeds and use/increase 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 \$2.1 million into the General Fund for Fiscal Year 2018/19.

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 is expecting to draw \$9.1 million, this fiscal year, to pay for employee distributions, Tucson Fire recruit class, a permitting system, last payment for the financial and human resource software system upgrade, time keeping system, fuel contingency, and non-public safety replacement vehicles from assigned fund balance. The use of committed fund balance will go to purchase land parcels from the restricted annexation account. Unassigned fund balance is anticipated to remain flat while restricted fund balance will decrease due to the use of proceeds for the completion of the Energy Performance Contracting project.

Revenue detail for General Fund revenue on page C-23.

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of several revenue sources restricted to expenditures for specified purposes. Included in this category are the Mass Transit Funds, 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 Funds record 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 2018/19 passenger revenues of \$11.2 million are projected to increase by \$0.4 million from the Fiscal Year 2017/18 of \$10.8 million. The increase in revenue is due to the anticipation of capturing a full year from fare adjustments that occurred in January 2018.

Fiscal Year 2018/19 federal grant revenue of \$20.7 million is an increase of \$12.3 million from the Fiscal Year 2017/18 estimated of \$8.4 million. The increase is to pay for bus replacements ordered in Fiscal Year 2017/18.

The General Fund transfer to the Mass Transit Funds is increasing by \$0.6 million from \$44.7 million estimated in Fiscal Year 2017/18 to the projected \$45.3 million in Fiscal Year 2018/19. The increase is primarily due to contracted labor increases and bus replacement local match offset with anticipated minor service changes.

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 2018/19 total \$0.8 million. The forecast assumes a slight decrease from Fiscal Year 2017/18 estimated total.

The City's General Fund is projected to provide \$3.7 million in funding in Fiscal Year 2018/19 to cover operating costs and debt service on the street cars, an increase of \$0.7 million from Fiscal Year 2017/18 estimated total of \$3.0 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 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. The reserve balance as of June 30, 2017, is approximately \$0.2 million.

Revenues include room and space rental, parking fees, catering and concessions, and other miscellaneous revenues. Projected operational revenues of \$7.3 million for Fiscal Year 2018/19 are anticipated to increase from the estimated Fiscal Year 2017/18 budgeted revenues of \$6.8 million.

SPECIAL REVENUE FUNDS

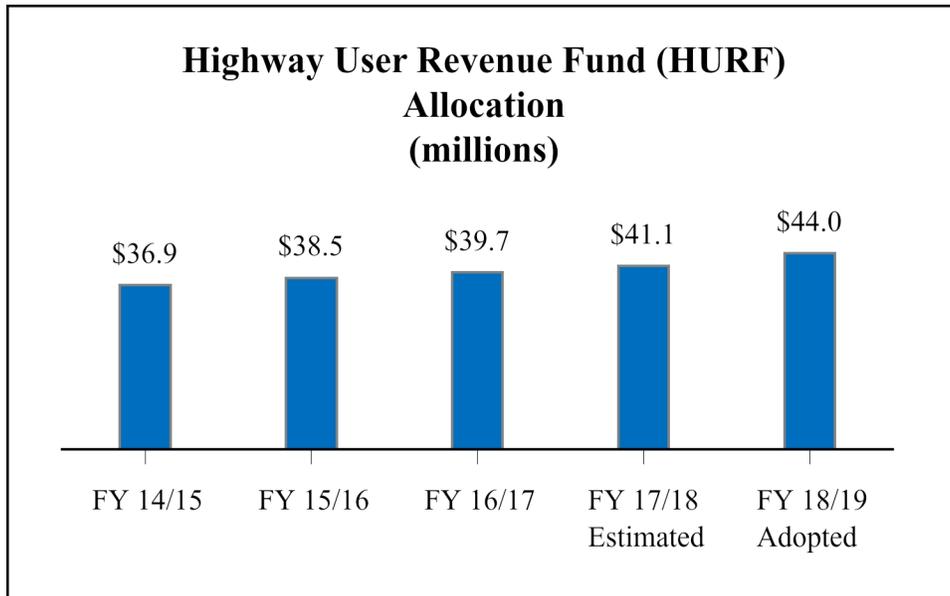
HIGHWAY USER REVENUE FUND

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 \$2.9 million in Fiscal Year 2018/19 from Fiscal Year 2017/18 budgeted revenues of \$41.1 million to \$44.0 million. The increase is generated by additional one-time HURF distribution of \$12 million for 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 19.3% increase in revenues since Fiscal Year 2014/15.



SPECIAL REVENUE FUNDS

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 \$5.2 million for Fiscal Year 2018/19 are anticipated to decrease from Fiscal Year 2017/18 estimated revenues.

Park Tucson collects payments for parking ticket fines, including Tucson Police Department issued parking citations, for 30 days after the ticket issued date. A portion of these payments are deposited to the City's General Fund. Citations not resolved within 30 days are referred to City Court.

CIVIC CONTRIBUTION FUND

The Civic Contribution Fund accounts for any monetary contributions from individuals or organizations for a specific purpose. Projected contributions to be expended during Fiscal Year 2018/19 include those for the Parks and Recreation Departments, along with Tucson Convention Center, and the Mayor's Office for the Hats Off to Heros annual event.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Community Development Block Grant (CDBG) Fund is 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 2018/19, the projected CDBG funding of \$13.0 million is anticipated to decrease \$0.9 million from the Fiscal Year 2017/18 budget of \$13.9 million.

MISCELLANEOUS HOUSING GRANT FUND

The Miscellaneous Housing Grant Fund is 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 decrease \$1.0 million in Fiscal Year 2018/19 from the Fiscal Year 2017/18 budgeted revenues of \$5.5 million to \$4.5 million. The decrease is due to two-year grant carry forward unspent portion to this Fiscal Year.

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 2017/18 is \$39.0 million, and Fiscal Year 2018/19 is anticipated to increase by \$2.3 million to \$41.3 million. The increase is primarily due to grant carry forward spending of multi-year projects.

SPECIAL REVENUE FUNDS

TUCSON DELIVERS - SAFER STREETS AND BETTER 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 went into effect July 1, 2017. The funds collected over the five-year period are split with \$100 million to restore, repair, and resurface City streets and \$150 million for new vehicles, equipment, and facilities for the Tucson Police and Fire departments. Citizen oversight commissions oversee the spending plan of these programs.

The Tucson Delivers, Safer Streets Improvement Fund accounts for the taxes collected to fund public safety vehicles, equipment, and facility needs of the Tucson Police and Tucson Fire Department. The Fiscal Year 2018/19 revenue forecast is \$33.4 million.

The Tucson Delivers, Better Street Improvement Fund accounts for the taxes collected to repair and maintain city streets. The Fiscal Year 2018/19 revenue forecast is \$22.2 million. Projects are scheduled to begin this fiscal year as bond proceeds from the Prop 409, Street Pavement initiative approved by voters in November 2012, will be spent first.

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 2018/19 are \$8.7 million, a slight decrease from prior year estimate of \$8.9 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 2018/19, other federal and non-federal grant revenue is decreasing from an estimated \$30.8 million in Fiscal Year 2017/18 to \$29.7 million in Fiscal Year 2018/19. The decrease is mainly due to the Staffing for Adequate Fire and Emergency Response grant, which expired at the beginning of last fiscal year.

Revenue detail for all Special Revenue Funds is on page C-24.

ENTERPRISE FUNDS

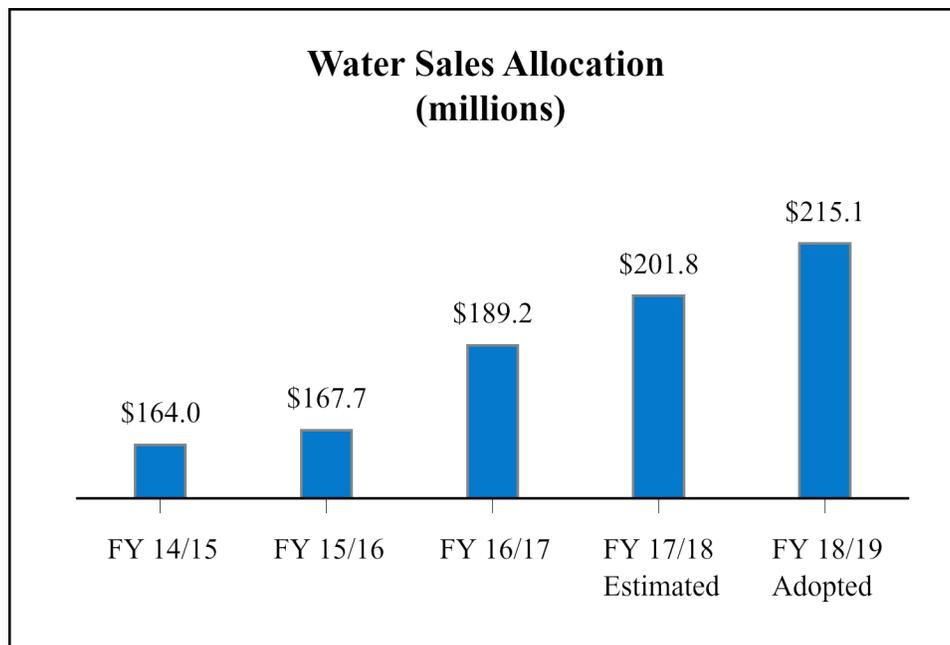
Enterprise Funds are used to account for certain operations providing services to the general public for a fee. The City of Tucson’s Enterprise Funds are established to set fees or charges to recover the cost of providing services, including capital costs. The Enterprise Funds may issue debt backed solely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

TUCSON WATER UTILITY

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

Mayor and Council approved a 6.8% increase to water rates as presented in the Water Financial Plan for Fiscal Years 2018/19- 2019/20 on May 22, 2018. This is the first year of the two-year water rate package. The rate increase is projected to generate an additional \$11.2 million in revenue for Fiscal Year 2018/19.

For Fiscal Year 2018/19, the water sales revenue (Potable, Reclaimed, Central Arizona Project Surcharge, Conservation and Fire Sprinkler fees) is projected to increase by \$13.3 million or 6.6% over Fiscal Year 2017/18 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

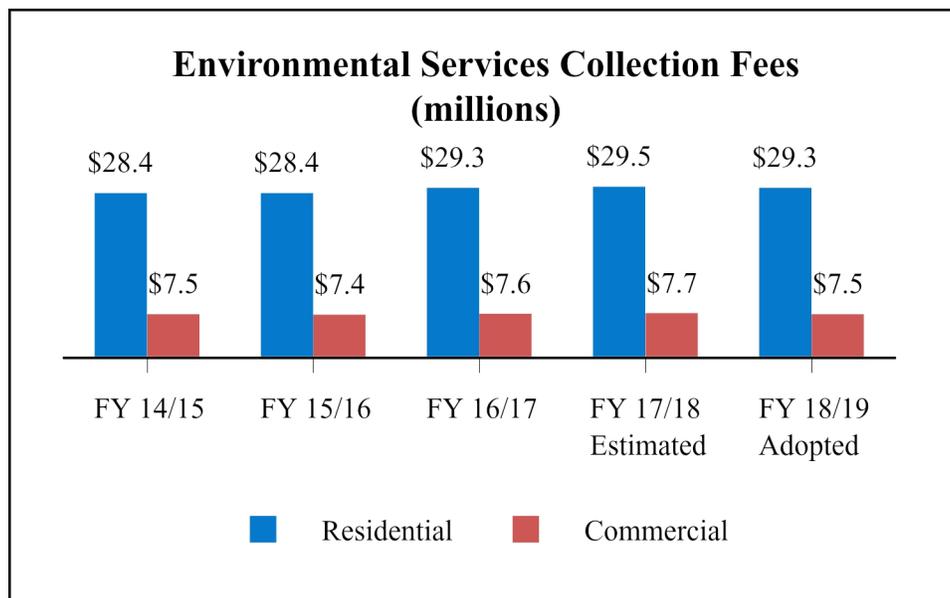
ENVIRONMENTAL SERVICES FUND

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.

During Fiscal Year 2018/19, Environmental Services will develop a five-year comprehensive capital and financial plan that will culminate into a proposed rate plan to be presented to Mayor and Council in the Fall of 2018.

The City's recycling program continues to be affected by global recycling trends in the recycling industry that are having significant financial impacts on the recycling program. The City's recycling program will incur additional costs to process and market the collected recyclables to satisfy with stricter regulation. Environmental Services will increase the residential recycling surcharge to offset the recycling costs. The projected revenues are anticipated to decrease by \$0.4 million, from Fiscal Year 2017/18 estimated level of \$37.2 million to \$36.8 million for Fiscal Year 2018/19.

Environmental services is continuing with the development and implementation of various capital programs to include but not limited to, the reclamation of the Congress/Nearmont landfills, Sillverbell Pump and Treat System, construction of a new landfill cell 4a, household hazardous waste, and container maintenance facilities at the Los Reales Landfill.

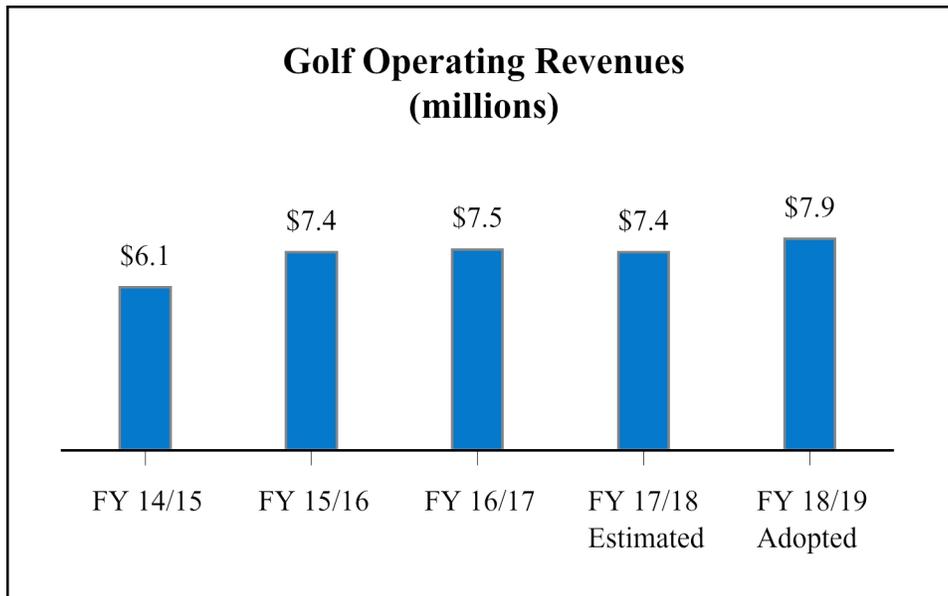


ENTERPRISE FUNDS

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 \$0.5 million, from Fiscal Year 2017/18 estimated level of \$7.4 million to \$7.9 million for Fiscal Year 2018/19.

The following graph shows the amount of golf operating revenues received and anticipated by the City.



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 2017/18 estimated total of \$6.6 million to \$7.0 million in FY 2018/19.

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-24.

DEBT SERVICE FUNDS

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

GENERAL OBLIGATION BOND and INTEREST FUND

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

The city's total estimated debt service requirement on general obligation bonds for Fiscal Year 2018/19 is \$32,462,790 a slight decrease from the Fiscal Year 2017/18 actual levy of \$32,465,710. The secondary property tax rate for Fiscal Year 2017/18 was \$0.9761 per \$100 valuation. For Fiscal Year 2018/19, the secondary property tax rate will decrease by \$0.0253 per \$100 valuation to \$0.9508 per \$100 valuation.

Secondary Tax Rate and Levy					
	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Actual	FY18/19 Adopted
Secondary Tax Rate	\$0.9777	\$1.0634	\$1.0634	\$0.9761	\$0.9508
Secondary Tax Levy	\$30,622,420	\$33,217,410	\$33,874,570	\$32,465,710	\$32,462,790
Net Taxable Value	\$3,099,471,500	\$3,123,678,733	\$3,185,496,639	\$3,326,063,928	\$3,414,169,185

STREET and HIGHWAY BOND and INTEREST FUND

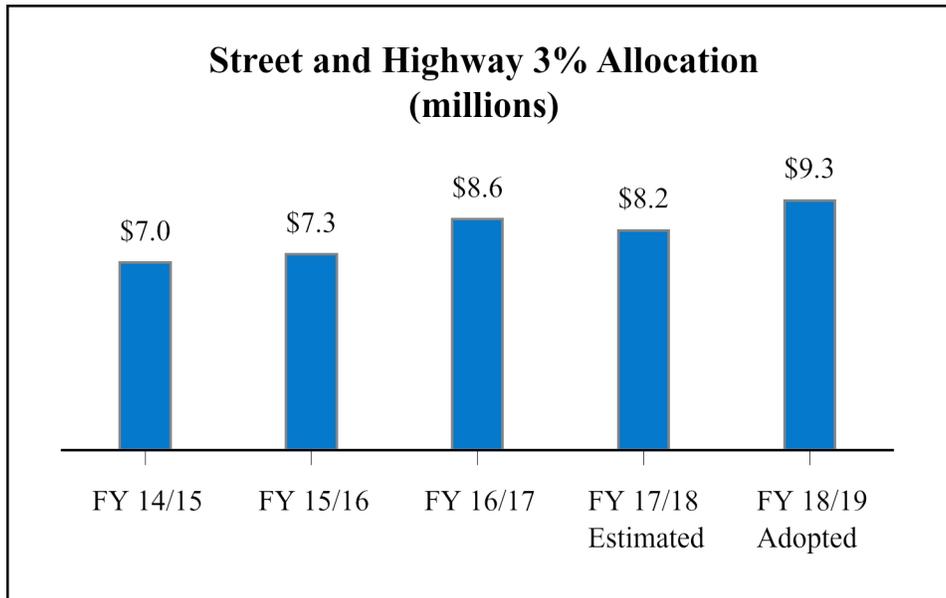
Street and Highway special revenue bonds are issued specifically for the purpose of constructing street and highway projects. These bonds require voter approval and are secured by gasoline tax revenues collected by the State of Arizona. The State's current distribution formula provides that 50.5% be 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 2018/19 is \$9.3 million, which is an increase of \$1.1 million from Fiscal Year 2017/18 projection of \$8.2 million generated by an additional one-time HURF distribution of \$12 million for cities and towns.

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

DEBT SERVICE FUNDS



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. The remaining obligations will be paid off this fiscal year.

Revenue detail for all Debt Service Funds on page C-25.

CAPITAL PROJECTS FUNDS

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

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

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 time frame. The bond sale date of the first bond issuance of the authorization was June 11, 2013. The Transportation Department will spend the last proceed of \$4 million for the repair and resurfacing of city streets during Fiscal Year 2018/19. All bond proceeds are anticipated to be paid by the end of the fiscal year.

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 various Parks, Transportation, and Planning and Development Services projects in Fiscal Year 2018/19, major projects include the Reid Park expansion, Purple Hear Park expansion, major arterial road expansions, and a new permitting system.

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 Pima Association of Governments (PAG), the region's metropolitan planning organization. The tax will fund the vote-approved 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-26.

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City or to other governments on a cost reimbursement basis.

SELF INSURANCE FUND

The Self Insurance Fund accounts for property and public liability, workers' compensation, and the safety and wellness programs. 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 2018/19, 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 2016/17. The amount levied for the tort liability reimbursement will be \$2,555,580, a 0.0253 increase per \$100 assessed value.

Revenue detail of Internal Service Funds is on page C-26.

FIDUCIARY FUNDS

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

TUCSON SUPPLEMENTAL RETIREMENT SYSTEM

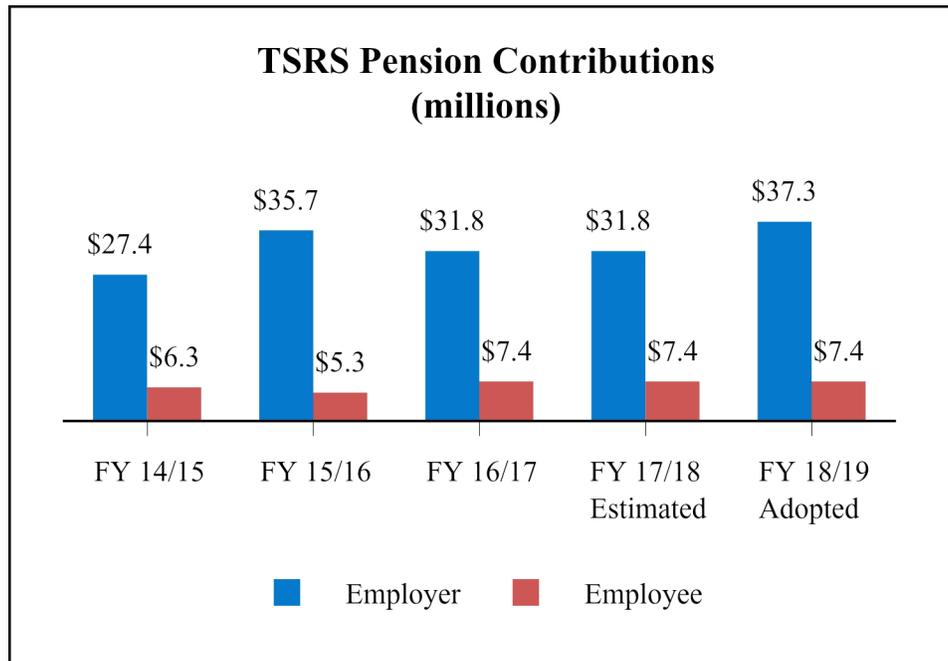
The Tucson Supplemental Retirement System (TSRS) was established in 1953 to provide retirement, survivor, and disability benefits for eligible city employees. Substantially all full-time and certain part-time employees, with the exception of those covered by the Arizona Public Safety Personnel Retirement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

Upon recommendation by the TSRS Board, the Mayor and Council approved the employer/employee contribution rates for all TSRS members that will take effect July 1, 2018. 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 2031. 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 2018/19 by approximately 4.02%.

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 2018/19 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-26.

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2019
SUMMARY RESOURCES BY FUND**

	ACTUAL FY 16/17	ADOPTED FY 17/18	ESTIMATED FY 17/18	ADOPTED FY 18/19
General Fund	\$ 476,351,561	\$ 543,748,210	\$ 540,315,630	\$ 551,588,990
Special Revenue Funds:				
Civic Contribution Fund	\$ 1,297,345	2,568,070	\$ 2,583,540	\$ 898,990
Community Development Block Grant Fund	3,775,570	13,850,930	16,075,220	17,939,900
Highway User Revenue Fund	48,468,061	42,777,400	38,905,530	42,560,690
HOME Affordable Housing Fund	3,043,498	7,585,550	7,426,520	8,808,200
Mass Transit Fund	76,580,189	86,542,690	81,382,170	94,867,690
Mass Transit Fund - Sun Link	6,627,157	5,146,660	5,323,730	5,937,650
Miscellaneous Housing Grant Fund	3,770,901	3,686,900	5,916,260	4,497,140
Non-Federal Grants Fund	2,084,867	3,775,950	3,963,230	3,757,840
Other Federal Grants Fund	18,641,398	34,656,920	27,725,830	28,066,800
Park Tucson Fund	6,723,340	7,586,020	5,761,530	6,039,680
Public Housing Section 8 Fund	36,507,870	38,962,060	38,962,060	41,280,340
Public Safety Improvement Fund	—	30,000,000	14,147,150	34,647,500
Reid Park Zoo Capital Improvement Fund	—	—	18,250,000	11,661,000
Streets Improvement Fund	—	20,000,000	—	30,000,000
Tucson Convention Center Fund	11,702,577	11,225,590	11,225,590	11,729,100
Total Special Revenue Funds	\$ 219,222,773	\$ 308,364,740	\$ 277,648,360	\$ 342,692,520
Enterprise Funds:				
Environmental Services Fund	\$ 42,925,014	\$ 61,400,170	\$ 51,065,310	\$ 68,026,260
Non-PHA Asset Management Fund	3,009,448	2,804,960	2,804,960	2,470,500
Public Housing Fund	9,681,933	13,132,100	12,962,320	13,861,420
Tucson Golf Enterprise Fund	7,977,207	7,884,320	7,884,320	7,750,910
Tucson Water Utility	162,914,059	254,449,260	238,817,000	271,548,990
Total Enterprise Funds	\$ 226,507,661	\$ 339,670,810	\$ 313,533,910	\$ 363,658,080
Capital Projects Funds:				
General Obligation Fund	\$ 20,854,373	\$ 27,600,000	\$ 17,300,000	\$ 4,000,000
Capital Improvement Fund	11,654,645	36,442,100	16,663,380	54,279,380
Development Fee Fund	7,467,742	22,525,200	11,639,100	18,527,460
Regional Transportation Authority Fund	23,322,986	51,728,900	15,764,360	67,887,070
Total Capital Projects Funds	\$ 63,299,746	\$ 138,296,200	\$ 61,366,840	\$ 144,693,910

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2019
SUMMARY RESOURCES BY FUND**

	ACTUAL FY 16/17	ADOPTED FY 17/18	ESTIMATED FY 17/18	ADOPTED FY 18/19
Debt Service Funds:				
General Obligation Bond and Interest Fund	\$ 42,614,593	\$ 31,660,790	\$ 33,379,670	\$ 33,396,070
Special Assessment Bond and Interest Fund	429,125	266,840	266,840	37,700
Street and Highway Bond and Interest Fund	8,463,678	16,902,450	16,902,450	12,220,250
Total Debt Service Funds	\$ 51,507,396	\$ 48,830,080	\$ 50,548,960	\$ 45,654,020
Internal Service Funds:				
Self Insurance Internal Service Fund	\$ 9,986,465	\$ 18,106,300	\$ 17,996,000	\$ 16,428,300
Total Internal Service Funds	\$ 9,986,465	\$ 18,106,300	\$ 17,996,000	\$ 16,428,300
Fiduciary Funds:				
Tucson Supplemental Retirement System	\$ 78,146,116	\$ 84,765,430	\$ 84,725,430	\$ 92,057,920
Total Fiduciary Funds	\$ 78,146,116	\$ 84,765,430	\$ 84,725,430	\$ 92,057,920
Total City Resources	\$1,125,021,718	\$1,481,781,770	\$1,346,135,130	\$1,556,773,740

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2019
RESOURCES BY FUND**

	ACTUAL FY 16/17	ADOPTED FY 17/18	ESTIMATED FY 17/18	ADOPTED FY 18/19
GENERAL FUND				
Revenues:				
Primary Property Tax	\$ 14,215,062	\$ 15,054,500	\$ 14,856,100	\$ 15,440,440
Business Privilege Tax	198,629,422	199,370,010	205,128,920	211,442,410
Public Utility Tax	23,786,210	27,024,170	26,317,450	26,953,420
Transient Occupancy Tax	11,079,644	10,998,850	10,998,850	11,218,830
Room Tax	7,547,047	7,732,790	7,732,790	7,851,450
Other Local Taxes	8,199,551	6,802,010	9,857,890	10,141,690
State Shared Taxes:				
State Income Tax	65,150,606	66,727,160	65,732,990	65,149,930
State Sales Tax	48,859,397	49,506,790	49,792,740	52,672,090
Auto Lieu Tax	21,754,173	24,751,250	24,231,700	25,593,310
Licenses and Permits	31,594,680	29,918,310	31,296,110	32,609,520
Fines, Forfeitures and Penalty	8,954,045	10,502,020	9,400,690	9,638,450
Charges for Services	41,889,369	63,345,570	56,817,120	55,716,600
Use of Money and Property	645,156	470,870	581,430	487,820
Other Agencies	1,521,074	1,545,780	1,624,220	1,553,990
Non-Grant Contributions	6,769,712	5,502,360	5,466,520	4,595,200
Sale of Real Property	451,258	2,500,000	—	—
Miscellaneous Revenues	9,785,806	5,109,230	1,805,020	1,528,510
In Lieu of Taxes	2,225,376	1,938,060	2,138,060	2,073,340
Total Revenues	\$ 503,057,588	\$ 528,799,730	\$ 523,778,600	\$ 534,667,000
Other Financing Sources:				
Capital Lease Proceeds	\$ —	\$ 4,000,000	\$ —	\$ —
Use/(Increase) of Restricted Fund Balance	(202,219)	544,310	(3,380,490)	7,822,660
Use/(Increase) of Assigned Fund Balance	(34,737,839)	10,100,000	19,334,840	9,099,330
Use/(Increase) of Fund Balance	8,234,031	304,170	582,680	—
Total Sources	\$ (26,706,027)	\$ 14,948,480	\$ 16,537,030	\$ 16,921,990
Total Fund	\$ 476,351,561	\$ 543,748,210	\$ 540,315,630	\$ 551,588,990

CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2019
RESOURCES BY FUND

	ACTUAL FY 16/17	ADOPTED FY 17/18	ESTIMATED FY 17/18	ADOPTED FY 18/19
Special Revenue Funds				
Revenues:				
Business Privilege Tax	\$ —	\$ 50,000,000	\$ 43,850,000	\$ 63,036,500
Other Local Taxes	—	—	2,300,000	2,580,200
Licenses and Permits	1,265,982	620,000	1,417,560	1,008,000
Fines, Forfeitures, and Penalties	896,806	807,000	892,000	875,300
Use of Money and Property	1,326,449	788,840	1,835,550	1,297,120
Community Development Block Grant Entitlement	3,790,371	13,783,650	13,855,650	12,988,000
Federal Miscellaneous Housing Grants	3,253,578	3,688,440	5,488,440	4,500,000
HOME Investment Partnerships Program Fund	3,505,206	7,570,290	8,878,540	8,708,000
Public Housing Section 8 Grants	36,885,564	38,937,000	38,937,000	41,228,370
Other Federal and Non-Federal Grants	21,267,898	38,432,870	30,800,000	29,711,640
Other Agencies	15,517,732	14,822,880	14,617,680	15,186,620
Contributions	1,392,085	2,151,000	2,106,190	228,850
Mass Transit Passenger Revenue	12,360,944	11,822,300	10,773,300	11,230,490
Mass Transit Federal Grants	8,985,472	14,540,670	8,428,630	20,719,990
Mass Transit Sun Link Passenger Revenue	185,002	741,000	836,360	832,500
Highway User Revenue Fund - State Shared Revenue	39,659,648	41,050,000	41,100,000	44,029,710
Zoo Fees	—	—	—	2,044,760
Tucson Convention Center	7,198,366	6,760,660	6,760,660	7,278,050
Park Tucson Meter and Parking Revenues	4,405,066	4,846,150	5,876,020	5,177,750
Charges for Current Services	175,680	175,680	226,430	205,000
Miscellaneous Revenue	3,888,905	2,265,250	3,331,960	3,707,270
Total Revenues	\$ 165,960,754	\$ 253,803,680	\$ 242,311,970	\$ 276,574,120
Other Financing Sources:				
General Fund Contributions	\$ 50,064,217	\$ 51,629,370	\$ 47,890,440	\$ 53,476,500
Highway User Revenue Fund Transfers	(8,463,678)	(9,002,450)	(8,409,050)	(2,959,170)
Other Fund Contributions and Transfers	(2,318,490)	(357,750)	(518,490)	(624,410)
Use/(Increase) of Fund Balance	13,979,970	12,291,890	(3,626,510)	16,225,480
Total Sources	\$ 53,262,019	\$ 54,561,060	\$ 35,336,390	\$ 66,118,400
Total Special Revenue Funds	\$ 219,222,773	\$ 308,364,740	\$ 277,648,360	\$ 342,692,520
Enterprise Funds				
Revenues:				
Environment Services:				
Residential Refuse Service	\$ 29,266,681	\$ 28,790,000	\$ 29,503,200	\$ 29,342,310
Commercial Refuse Service	7,642,552	7,681,000	7,667,110	7,525,530
Landfill Service Charges	7,455,058	6,860,000	7,606,660	7,500,000
Remediation Ground Fees	3,636,631	3,680,000	3,661,200	3,642,680
Self Haul Fees	1,630,541	1,300,000	1,712,710	1,671,640
Other Income	2,081,503	1,552,800	1,765,990	1,644,150

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2019
RESOURCES BY FUND**

	ACTUAL FY 16/17	ADOPTED FY 17/18	ESTIMATED FY 17/18	ADOPTED FY 18/19
Tucson Water Utility:				
Potable Water Sales	\$ 148,826,425	\$ 145,150,000	\$ 159,700,000	\$ 170,850,000
Reclaimed Water Sales	9,721,282	9,150,000	9,000,000	9,125,000
Central Arizona Project Surcharge	24,916,415	24,200,000	26,500,000	28,325,000
Water Conservation Fee	3,035,932	3,000,000	3,600,000	3,600,000
Fire Sprinkler Fee	2,795,658	2,650,000	2,950,000	3,150,000
Other Income	24,317,865	17,950,000	17,335,000	20,380,000
Tucson Golf Enterprise Fund:				
El Rio Golf	\$ 1,161,262	\$ 1,162,610	\$ 1,061,380	\$ 1,236,550
Randolph Golf	3,836,376	3,945,980	3,931,940	4,127,020
Fred Enke Golf	1,176,129	1,208,980	1,133,920	1,235,530
Silverbell Golf	1,275,262	1,327,210	1,285,430	1,417,280
Other Income	1,000	—	—	—
Public Housing Federal Grant Funds:				
Federal Grants	\$ 5,654,863	\$ 6,657,590	\$ 6,582,460	\$ 7,035,200
Housing Administration Charges	319,126	2,648,530	2,796,420	2,787,170
Tenant Rent and Parking Fees	3,428,581	3,302,610	3,307,610	3,509,600
Other Income	93,717	535,520	386,270	534,720
Non-PHA Asset Management Fund:				
Federal Grants	\$ 227,649	\$ 227,000	\$ 227,000	\$ 220,000
Tenant Rent	1,789,259	2,059,460	2,425,290	2,006,150
Other Income	69,841	582,650	148,820	199,930
Total Revenues	\$ 284,359,608	\$ 275,621,940	\$ 294,288,410	\$ 311,065,460
Other Financing Sources:				
Water Revenue Bonds	\$ —	\$ 30,000,000	\$ —	\$ 30,000,000
Other Fund Contributions and Transfers	12,209,471	(1,938,300)	(1,968,000)	—
Use/(Increase) of Fund Balance	(70,061,418)	35,987,170	21,213,500	22,592,620
Total Sources	\$ (57,851,947)	\$ 64,048,870	\$ 19,245,500	\$ 52,592,620
Total Enterprise Funds	\$ 226,507,661	\$ 339,670,810	\$ 313,533,910	\$ 363,658,080
Debt Service Funds				
Revenues:				
Secondary Property Tax	\$ 34,014,340	\$ 31,632,200	\$ 32,496,840	\$ 32,478,380
State Shared Revenue - HURF	8,559,181	7,900,000	8,224,250	9,261,080
Special Assessment Collections	231,781	80,380	80,380	12,510
Use of Money and Property	—	3,100	100	4,100
Total Revenues	\$ 42,805,302	\$ 39,615,680	\$ 40,801,570	\$ 41,756,070
Other Financing Sources:				
Transfer in - Highway User Revenue Fund	\$ 8,463,678	\$ 9,002,450	\$ 8,409,050	\$ 2,959,170
Use of Fund Balance	238,416	211,950	1,338,340	938,780
Total Sources	\$ 8,702,094	\$ 9,214,400	\$ 9,747,390	\$ 3,897,950
Total Debt Service Funds	\$ 51,507,396	\$ 48,830,080	\$ 50,548,960	\$ 45,654,020

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2019
RESOURCES BY FUND**

	ACTUAL FY 16/17	ADOPTED FY 17/18	ESTIMATED FY 17/18	ADOPTED FY 18/19
Capital Project Funds				
Revenues:				
Other Agencies	\$ 33,189,701	\$ 36,442,100	\$ 20,374,430	\$ 53,340,200
Development Impact Fees	11,442,519	14,955,160	18,137,860	17,935,870
Regional Transportation Authority	—	51,728,900	15,653,010	67,512,070
Use of Money and Property	230,895	2,761,050	—	83,000
Other Income	281,803	—	—	983,000
Total Revenues	\$ 45,144,918	\$ 105,887,210	\$ 54,165,300	\$ 139,854,140
Other Financing Sources:				
General Fund Contributions	\$ 492,030	\$ 478,620	\$ 478,620	\$ 478,000
Highway User Fund Contributions	—	425,750	518,490	624,410
General Obligation Bond Proceeds	20,217,700	—	—	—
Use/(Increase) of Fund Balance	(2,554,902)	31,504,620	6,204,430	3,737,360
Total Sources	\$ 18,154,828	\$ 32,408,990	\$ 7,201,540	\$ 4,839,770
Total Capital Project Funds	\$ 63,299,746	\$ 138,296,200	\$ 61,366,840	\$ 144,693,910
Internal Service Funds				
Revenues:				
Primary Property Tax	\$ 2,494,675	\$ 205,000	\$ 205,000	\$ 2,615,590
Self Insurance:				
Interdepartmental Charges	14,701,346	15,408,030	14,810,360	10,164,950
Total Revenues	\$ 17,196,021	\$ 15,613,030	\$ 15,015,360	\$ 12,780,540
Other Financing Sources:				
Other Fund Contributions and Transfers	\$ —	\$ —	\$ —	\$ —
Use/(Increase) of Fund Balance	(7,209,556)	2,493,270	2,980,640	3,647,760
Total Sources	\$ (7,209,556)	\$ 2,493,270	\$ 2,980,640	\$ 3,647,760
Total Internal Service Funds	\$ 9,986,465	\$ 18,106,300	\$ 17,996,000	\$ 16,428,300
Tucson Supplemental Retirement System				
Revenues:				
Employer Contributions	\$ 31,823,694	\$ 35,335,840	\$ 31,820,000	\$ 37,255,320
Employee Contributions	7,439,065	4,411,120	7,424,760	7,424,760
Portfolio Earnings	101,853,840	8,882,070	25,882,700	24,000,000
Miscellaneous Revenue	189,575	136,400	100,000	135,000
Total Revenues	\$ 141,306,174	\$ 48,765,430	\$ 65,227,460	\$ 68,815,080
Other Financing Sources:				
Use/(Increase) of Fund Balance	\$ (63,160,058)	\$ 36,000,000	\$ 19,497,970	\$ 23,242,840
Total Sources	\$ (63,160,058)	\$ 36,000,000	\$ 19,497,970	\$ 23,242,840
Total TSRS Fund	\$ 78,146,116	\$ 84,765,430	\$ 84,725,430	\$ 92,057,920
Grand Total	\$1,125,021,718	\$1,481,781,770	\$1,346,135,130	\$1,556,773,740

SUMMARY of PROJECTED FUND BALANCE
as of June 30, 2019

FINANCIAL RESOURCES	Estimated Beginning Funds Available	Projected Revenue	Projected Expenditures	Net Transfers In/(Out)	Available Funds
General Fund	\$ 86,112,920	\$ 534,667,000	\$ 497,634,490	\$(53,954,500)	\$ 69,190,930
Special Revenue Funds					
Mass Transit Fund	\$ 3,793,977	\$ 49,638,080	\$ 94,867,690	\$ 45,265,480	\$ 3,829,847
Mass Transit Fund - Sun Link	674,250	2,208,180	5,937,650	3,729,970	674,750
Better Streets Improvement Fund	18,630,560	22,246,700	30,000,000	—	10,877,260
Safer City Improvement Fund	13,798,690	33,370,000	34,647,500	—	12,521,190
Tucson Convention Center Fund	281,820	7,278,050	11,729,100	4,481,050	311,820
Zoo Fund	3,500,000	12,044,760	11,661,000	—	3,883,760
Highway User Revenue Fund	11,647,908	46,144,270	42,560,690	(3,583,580)	11,647,908
Park Tucson Fund	2,080,125	6,195,220	6,039,680	—	2,235,665
Civic Contribution Fund	628,000	270,990	898,990	—	—
Community Development Block Grant Fund	3,695,270	14,244,630	17,939,900	—	—
Miscellaneous Housing Grant Fund	—	4,500,000	4,497,140	—	2,860
Public Housing Section 8 Fund	2,489,304	41,260,370	41,280,340	—	2,469,334
HOME Investment Partnerships	423,825	8,708,000	8,808,200	—	323,625
Other Federal Grants Fund	85,371	27,981,430	28,066,800	—	—
Non-Federal Grants Fund	—	3,757,840	3,757,840	—	—
Total Special Revenue Funds	\$ 61,729,100	\$ 279,848,520	\$ 342,692,520	\$ 49,892,920	\$ 48,778,019
Enterprise Funds					
Tucson Water Utility	\$ 127,281,925	\$ 235,430,000	\$ 271,548,990	\$ —	\$ 91,162,935
Environmental Services Fund	31,070,000	51,326,310	68,026,260	—	14,370,050
Tucson Golf Course Fund	—	8,016,380	7,750,910	—	265,470
Public Housing Fund	12,817,355	13,866,690	13,861,420	—	12,822,625
Non-PHA Asset Management Fund	—	2,470,500	2,470,500	—	—
Total Enterprise Funds	\$ 171,169,280	\$ 311,109,880	\$ 363,658,080	\$ —	\$ 118,621,080
Debt Service Fund					
General Obligation Bond and Interest Fund	\$ 1,667,680	\$ 32,478,380	\$ 33,396,070	\$ —	\$ 749,990
Street and Highway Bond and Interest Fund	—	9,261,080	12,220,250	2,959,170	—
Special Assessment Bond and Interest Fund	714,030	16,610	37,700	—	692,940
Total Debt Service Funds	\$ 2,381,710	\$ 41,756,070	\$ 45,654,020	\$ 2,959,170	\$ 1,442,930
Capital Projects Funds					
General Obligation Fund	\$ 5,923,740	\$ —	\$ 4,000,000	\$ —	\$ 1,923,740
Capital Improvement Fund	362,560	53,916,820	54,279,380	—	—
Development Fee Fund	37,722,090	17,970,870	18,527,460	1,102,410	38,267,910
Regional Transportation Authority	995,840	68,472,470	67,887,070	—	1,581,240
Total Capital Projects Funds	\$ 45,004,230	\$ 140,360,160	\$ 144,693,910	\$ 1,102,410	\$ 41,772,890
Internal Service Funds					
Self Insurance Internal Service Fund	\$ 21,835,880	\$ 12,780,540	\$ 16,428,300	\$ —	\$ 18,188,120
Total Internal Service Funds	\$ 21,835,880	\$ 12,780,540	\$ 16,428,300	\$ —	\$ 18,188,120
Fiduciary Funds					
Tucson Supplemental Retirement	\$ 789,942,940	\$ 68,815,080	\$ 92,057,920	\$ —	\$ 766,700,100
Total Fiduciary Funds	\$ 789,942,940	\$ 68,815,080	\$ 92,057,920	\$ —	\$ 766,700,100
Total All Budgeted Funds	\$ 1,178,176,060	\$ 1,389,337,250	\$ 1,502,819,240	\$ —	\$ 1,064,694,070

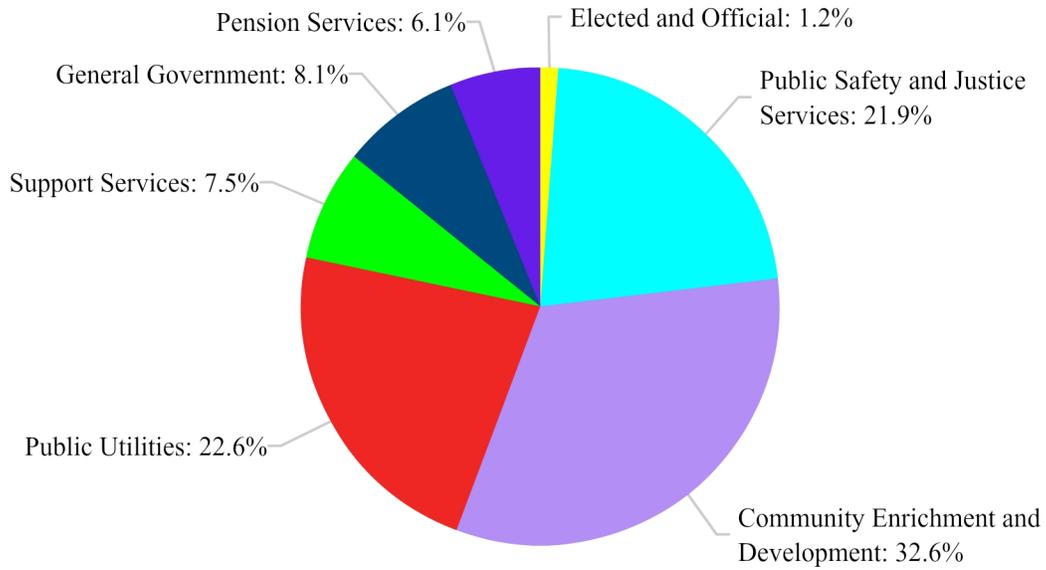
Section D

Department Budgets



We Serve with Compassion

**EXPENDITURES
FISCAL YEAR 2018/2019 TOTAL**



Funds Available	Annual Budget Total	Percent of Total
Elected and Official	\$ 18,020,310	1.2%
Public Safety and Justice Services	329,566,140	21.9%
Community Enrichment and Development	489,522,150	32.6%
Public Utilities	339,536,950	22.6%
Support Services	112,630,750	7.5%
General Government	121,485,020	8.1%
Pension Services	92,057,920	6.1%
Total Funds Available	\$ 1,502,819,240	100.0%

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

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Elected and Official				
Mayor and Council	\$ 2,600,741	\$ 2,545,230	\$ 2,144,810	\$ 2,662,650
City Manager	4,088,284	4,690,980	4,398,720	4,849,530
City Attorney	7,789,489	7,871,870	7,588,700	7,889,930
City Clerk	2,600,835	3,324,170	3,308,900	2,618,200
Subtotal	\$ 17,079,349	\$ 18,432,250	\$ 17,441,130	\$ 18,020,310
Public Safety and Justice Services				
City Court	\$ 9,910,062	\$ 10,138,360	\$ 10,155,570	\$ 10,478,910
Capital	2,499,509	—	—	—
Public Defender	2,661,087	2,696,930	2,702,710	2,758,440
Public Safety Communications Center	—	—	11,564,130	13,467,710
Tucson Fire	99,600,187	107,982,680	102,616,880	97,276,900
Capital	—	17,100,000	6,673,350	22,564,700
Tucson Police	161,194,125	175,694,030	171,504,760	170,936,680
Capital	—	12,900,000	7,473,800	12,082,800
Subtotal	\$ 275,864,970	\$ 326,512,000	\$ 312,691,200	\$ 329,566,140
Community Enrichment and Development				
Housing and Community Development	\$ 62,404,514	\$ 81,747,710	\$ 89,210,910	\$ 85,542,330
Capital	597,363	2,950,000	1,773,800	5,695,170
Parks and Recreation	25,480,597	32,169,800	27,789,250	31,875,350
Capital	1,464,829	6,302,900	6,363,930	10,111,890
Planning and Development Services	6,508,136	6,450,580	6,343,770	6,278,990
Transportation	118,411,242	130,038,840	125,780,660	130,297,420
Capital	92,992,870	177,162,490	73,799,000	201,526,400
Tucson City Golf	7,367,231	7,884,320	7,884,320	7,750,910
Tucson Convention Center	10,342,862	9,943,870	9,943,870	10,443,690
Subtotal	\$ 325,569,644	\$ 454,650,510	\$ 348,889,510	\$ 489,522,150
Public Utilities				
Environmental Services*	\$ 46,258,905	\$ 50,862,080	\$ 47,518,240	\$ 50,805,600
Capital	1,610,853	11,687,900	5,361,000	16,660,700
Tucson Water	162,072,708	184,239,230	167,021,660	195,358,650
Capital	59,578,764	70,210,030	26,910,000	76,712,000
Subtotal	\$ 269,521,230	\$ 316,999,240	\$ 246,810,900	\$ 339,536,950
Support Services				
Business Services	\$ —	\$ —	\$ —	\$ 23,106,200
Finance	16,756,144	24,027,340	16,673,450	—
General Services*	65,638,001	54,699,400	49,069,690	51,578,650
Capital	433,758	1,300,000	1,300,000	4,100,000
Human Resources	2,298,527	2,704,710	9,371,550	11,280,130
Information Technology	20,362,232	22,202,300	21,615,750	22,565,770
Procurement	3,095,916	3,354,740	2,791,190	—
Subtotal	\$ 108,584,578	\$ 108,288,490	\$ 100,821,630	\$ 112,630,750

* 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.

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

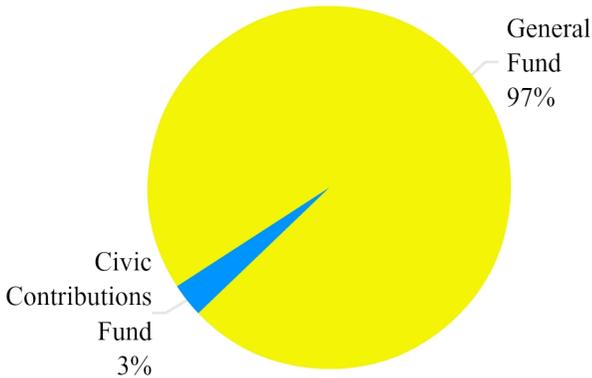
	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
General Government				
General Government	\$ 98,819,445	\$ 118,104,480	\$ 103,532,650	\$ 117,226,020
Capital	358,761	2,400,000	2,412,610	4,259,000
Subtotal	\$ 99,178,206	\$ 120,504,480	\$ 105,945,260	\$ 121,485,020
Pension Funds				
Pension Services	\$ 78,287,668	\$ 84,765,430	\$ 84,725,430	\$ 92,057,920
Subtotal	\$ 78,287,668	\$ 84,765,430	\$ 84,725,430	\$ 92,057,920
Total All Departments	\$ 1,174,085,645	\$ 1,430,152,400	\$ 1,217,325,060	\$ 1,502,819,240

MAYOR and COUNCIL

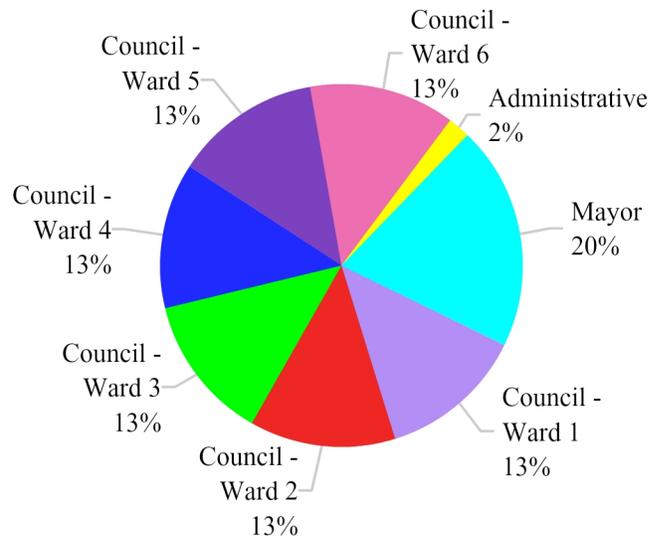
MISSION STATEMENT: To establish public policy and develop programs as mandated by the Tucson City Charter, represent community interests, and work with City management to effectively meet the community's current and long-term needs.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	42.00	44.00	44.00	44.00	—
EXPENDITURES					
Salaries and Benefits	\$ 2,161,861	\$ 2,315,580	\$ 1,992,980	\$ 2,429,320	\$ 113,740
Services	404,907	203,270	129,280	203,270	—
Supplies	33,973	26,380	22,550	30,060	3,680
Department Total	\$ 2,600,741	\$ 2,545,230	\$ 2,144,810	\$ 2,662,650	\$ 117,420
FUNDING SOURCES					
General Fund	\$ 2,369,505	\$ 2,470,230	\$ 2,144,810	\$ 2,583,950	\$ 113,720
Civic Contribution Fund	69,369	75,000	—	78,700	3,700
Other Federal Grants Fund	161,867	—	—	—	—
Department Total	\$ 2,600,741	\$ 2,545,230	\$ 2,144,810	\$ 2,662,650	\$ 117,420

FINANCING PLAN



PROGRAM ALLOCATION



SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$2,662,650 reflects an increase of \$117,420 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in Elected Officers Pension due to recent legislature change	\$ 70,680
Increase in other personnel costs	43,060
Increase in supplies	3,680
Total	\$ 117,420

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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ADMINISTRATIVE: This program area provides the necessary operating expenses to support the Mayor and Council.

Character of Expenditures

Services	\$ 13,339	\$ 58,170	\$ 67,560	\$ 58,170	
Supplies	2,207	4,030	4,030	7,730	
Program Total	\$ 15,546	\$ 62,200	\$ 71,590	\$ 65,900	—

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	\$ 412,937	\$ 428,100	\$ 420,370	\$ 464,320	
Services	255,476	12,980	13,790	87,980	
Supplies	6,817	10,350	8,170	10,330	
Program Total	\$ 675,230	\$ 451,430	\$ 442,330	\$ 562,630	7.00

WARD 1

Character of Expenditures

Salaries and Benefits	\$ 300,967	\$ 314,580	\$ 328,470	\$ 327,500	
Services	19,548	9,520	11,950	9,520	
Supplies	3,887	2,000	1,000	2,000	
Program Total	\$ 324,402	\$ 326,100	\$ 341,420	\$ 339,020	7.00

WARD 2

Character of Expenditures

Salaries and Benefits	\$ 251,226	\$ 314,580	\$ 180,760	\$ 327,500	
Services	13,805	9,520	8,610	9,520	
Supplies	5,434	2,000	1,500	2,000	
Program Total	\$ 270,465	\$ 326,100	\$ 190,870	\$ 339,020	6.00

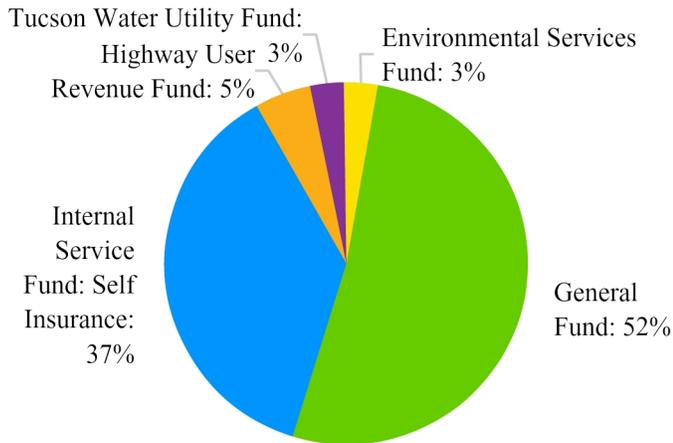
	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
WARD 3					
Character of Expenditures					
Salaries and Benefits	\$ 302,824	\$ 314,580	\$ 179,130	\$ 327,500	
Services	17,431	9,520	5,840	9,520	
Supplies	3,179	2,000	1,520	2,000	
Program Total	\$ 323,434	\$ 326,100	\$ 186,490	\$ 339,020	6.00
WARD 4					
Character of Expenditures					
Salaries and Benefits	\$ 307,788	\$ 314,580	\$ 295,770	\$ 327,500	
Services	31,837	9,520	6,580	9,520	
Supplies	928	2,000	580	2,000	
Program Total	\$ 340,553	\$ 326,100	\$ 302,930	\$ 339,020	6.00
WARD 5					
Character of Expenditures					
Salaries and Benefits	\$ 283,117	\$ 314,580	\$ 306,540	\$ 327,500	
Services	20,542	9,520	8,070	9,520	
Supplies	9,399	2,000	4,170	2,000	
Program Total	\$ 313,058	\$ 326,100	\$ 318,780	\$ 339,020	6.00
WARD 6					
Character of Expenditures					
Salaries and Benefits	\$ 303,002	\$ 314,580	\$ 281,940	\$ 327,500	
Services	32,929	9,520	6,880	9,520	
Supplies	2,122	2,000	1,580	2,000	
Program Total	\$ 338,053	\$ 326,100	\$ 290,400	\$ 339,020	6.00

BUSINESS SERVICES

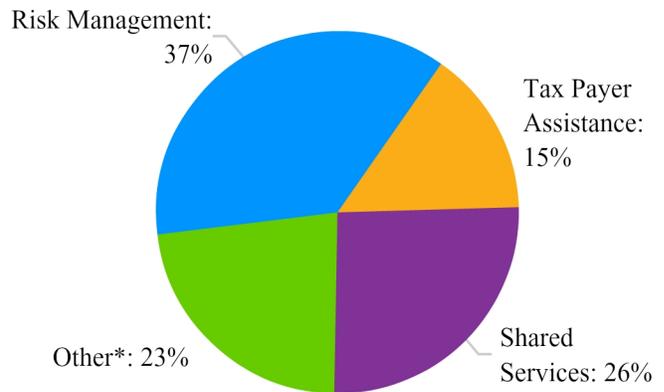
MISSION STATEMENT: To deliver high quality business services that support customer departments, the City Manager's Office, elected officials and the Tucson community.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	—	—	—	180.00	180.00
EXPENDITURES					
Salaries and Benefits	\$ —	\$ —	\$ —	\$ 14,396,970	\$ 14,396,970
Services	—	—	—	8,140,360	8,140,360
Supplies	—	—	—	563,870	563,870
Equipment	—	—	—	5,000	5,000
Department Total	\$ —	\$ —	\$ —	\$ 23,106,200	\$ 23,106,200
FUNDING SOURCES					
General Fund	\$ —	\$ —	\$ —	\$ 12,123,110	\$ 12,123,110
Internal Services: Self Insurance	—	—	—	8,528,190	8,528,190
Highway User Revenue Fund	—	—	—	1,107,930	1,107,930
Tucson Water Utility Fund	—	—	—	704,230	704,230
Environmental Services Fund	—	—	—	642,740	642,740
Department Total	\$ —	\$ —	\$ —	\$ 23,106,200	\$ 23,106,200

FINANCING PLAN



PROGRAM ALLOCATIONS



* Other includes Administration (5%), Budget (3%), Enterprise Resource Planning (1%), Financial Operations (7%), and Procurement Operations (7%).

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$23,106,200 reflects an increase of \$23,106,200 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase due to shift in personnel costs from the consolidation of citywide finance and procurement functions	\$ 14,396,970
Increase to services due to the consolidation of citywide finance and procurement functions	8,140,360
Increase to supplies due to the consolidation of citywide finance and procurement functions	563,870
Increase to equipment due to the consolidation of citywide finance and procurement functions	5,000
Total	\$ 23,106,200

Trends
 The Business Services Department provides financial and procurement services to the City and our citizens. We 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. We will also continue to achieve excellence in the management of City procurement and related program activities. We will enhance our services by reducing operating costs, streamlining processes, and making activities more efficient.

Future Challenges and Opportunities
 The Business Services Department is focusing on the implementation of new technologies and enhancing the knowledge of our staff. Specifically, we are adopting a more transparent budgeting system as well as implementing a financial system upgrade. We are also embarking upon a e-Payables pilot within our pCard program. These technology upgrades will enhance the services we provide. A current opportunity to achieve efficiencies savings is the consolidation of citywide purchasing.

Program Budget Overview
 The Business Services Department evaluates all services provided to improve our operation and support the City's overall goals.

Recent Accomplishments
 The Business Services Department was formally created in February 2018. We saved \$2M via the consolidation of the Finance and Procurement functions. We have implemented a satellite structure that provides direct support to our customers.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

ADMINISTRATION: This program area provides strategic direction and management to the department by planning, coordinating, and directing business services, including budgeting, finance and procurement; in accordance with applicable laws, Mayor and Council policy, and the administrative direction of the City Manager.

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	628,030	
Services		—		—		75,790	
Supplies		—		—		411,890	
Program Total	\$	—	\$	—	\$	1,115,710	5.00

BUSINESS SERVICES

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

BUDGET: This program area manages the information needed for Mayor and Council to adopt a budget, ensuring compliance with federal, state, and municipal laws including requirements to levy the City's property tax. In addition, this area coordinates city-wide efforts in long-term financial planning and analysis.

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	599,270	
Services		—		—		30,340	
Supplies		—		—		6,060	
Program Total	\$	—	\$	—	\$	635,670	6.00

ENTERPRISE RESOURCE PLANNING (ERP): The program area is responsible for day-to-day support of the City's ERP system. This area coordinates with the Information Technology Department to ensure the system is up to date and functional.

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	387,130	
Services		—		—		7,340	
Supplies		—		—		1,300	
Program Total	\$	—	\$	—	\$	395,770	4.00

FINANCIAL OPERATIONS: This program area ensures appropriate reporting of the City's funds and financial transactions and prepares financial reports including the Comprehensive Annual Financial Report (CAFR), Single Audit, and Annual Expenditure Limitation. This program area operates cashier stations; 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. This program area 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	\$	—	\$	—	\$	1,796,140	
Services		—		—		467,230	
Supplies		—		—		31,720	
Program Total	\$	—	\$	—	\$	2,295,090	28.00

PROCUREMENT OPERATIONS: This program area directs the citywide policy and operations for various programs including Accounts Payable, Contract Administration, Small Business Enterprise and Disadvantaged Business Enterprise compliance with city/federal requirements, Davis Bacon and Related Acts compliance for all federally funded construction projects, pCard, Surplus, Auction, and Materials Management.

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	1,146,560	
Services		—		—		44,060	
Supplies		—		—		7,070	
Program Total	\$	—	\$	—	\$	1,197,690	18.00

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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. 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	\$	—	\$	—	\$	1,396,460	
Services		—		—		7,041,220	
Supplies		—		—		78,870	
Equipment		—		—		5,000	
Program Total	\$	—	\$	—	\$	8,521,550	16.00

SHARED SERVICES: This program area provides department support through the establishment of satellite offices. These satellite offices are located in departments and perform the following functions: budgeting, financial and procurement.

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	6,233,130	
Services		—		—		79,070	
Supplies		—		—		4,300	
Program Total	\$	—	\$	—	\$	6,316,500	72.00

TAXPAYER ASSISTANCE: This program area assists businesses with City business licensure, investigates unlicensed businesses, coordinates tax audits with the State Department of Revenue, administers the City's Tax Code, updates the State to ensure local code changes are reflected in the Department of Revenue collection site, and educates the business community about all tax and license issues.

Character of Expenditures

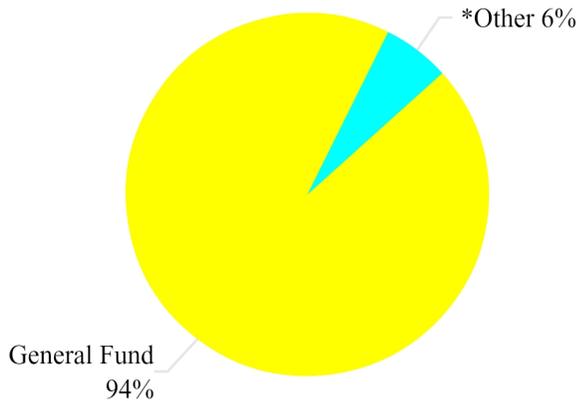
Salaries and Benefits	\$	—	\$	—	\$	2,210,250	
Services		—		—		395,310	
Supplies		—		—		22,660	
Program Total	\$	—	\$	—	\$	2,628,220	31.00

CITY ATTORNEY

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

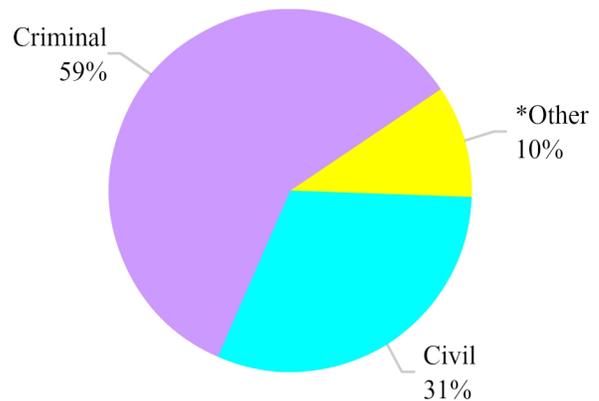
Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	84.50	84.50	84.50	84.50	—
EXPENDITURES					
Salaries and Benefits	\$ 6,937,795	\$ 7,089,900	\$ 6,831,630	\$ 7,131,890	\$ 41,990
Services	795,655	673,190	670,570	670,100	(3,090)
Supplies	56,039	108,780	86,500	87,940	(20,840)
Department Total	\$ 7,789,489	\$ 7,871,870	\$ 7,588,700	\$ 7,889,930	\$ 18,060
FUNDING SOURCES					
General Fund	\$ 7,513,020	\$ 7,617,420	\$ 7,310,080	\$ 7,430,040	\$ (187,380)
Non-Federal Grants Fund	84,932	82,200	170,980	116,700	34,500
Other Federal Grants Fund	191,537	172,250	107,640	343,190	170,940
Department Total	\$ 7,789,489	\$ 7,871,870	\$ 7,588,700	\$ 7,889,930	\$ 18,060

FINANCING PLAN



*Other includes Other Federal Grants Fund (4%) and Non-Federal Grants Fund (2%).

PROGRAM ALLOCATION



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

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$7,899,930 reflects an increase of \$18,060 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in personnel costs due to changes related to grant funding	\$ 41,990
Decrease in technology costs	(7,650)
Decrease in miscellaneous costs	(16,280)
Total	\$ 18,060

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. Another trend is that the funding of grants for drug enforcement prosecution and victim notification 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 majority of cases we assign to outside counsel are eminent domain cases for RTA projects. 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 two jurisdictions to administer prosecutions efficiently while reducing jail and other costs. The initiative to consolidate City Court with Pima County Justice Court will be an enormous challenge. Criminal Division employees are anxious about the impacts and timing of a consolidation, which adds to the stress on a Division that already has been under considerable pressure from personnel adjustments. Pursuing the opportunities presented by a consolidation of courts will require careful management of the Division and open communication with employees.

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

Implementation of case management software, which was already being used in both the Criminal and Civil Divisions, has been expanded to the Legal Advisor's Office (which serves Tucson Police Department). This will increase efficiency, and allow attorneys and staff to track their projects/workloads and collaborate more easily on matters, with the result being better service to Tucson Police Department. 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; tendering cases to third parties who have contractual obligations to defend and indemnify the City; and taking defensible cases to trial where reasonable settlement terms cannot be reached. These strategies have produced several recent positive results, including defense verdicts in several recent jury trials; before the accumulation of plaintiffs' attorney's fees would have made settlement more costly or impossible; and the removal of the City as a defendant in a case involving a fatal traffic accident.

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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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	\$ 311,055	\$ 283,960	\$ 282,320	\$ 266,220	
Services	11,268	14,160	13,140	14,270	
Supplies	—	2,710	1,210	2,610	
Program Total	\$ 322,323	\$ 300,830	\$ 296,670	\$ 283,100	3.00

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	\$ 2,114,526	\$ 2,075,840	\$ 2,010,410	\$ 2,017,390	
Services	528,064	387,600	412,900	415,090	
Supplies	19,279	11,700	24,900	21,240	
Program Total	\$ 2,661,869	\$ 2,475,140	\$ 2,448,210	\$ 2,453,720	24.00

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	\$ 4,085,494	\$ 4,335,350	\$ 4,079,740	\$ 4,383,350	
Services	245,165	234,160	237,860	230,910	
Supplies	18,855	68,670	44,540	48,270	
Program Total	\$ 4,349,514	\$ 4,638,180	\$ 4,362,140	\$ 4,662,530	51.50

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	\$ 317,491	\$ 319,260	\$ 348,860	\$ 347,060	
Services	9,475	8,830	5,630	8,890	
Supplies	1,069	2,800	1,250	2,510	
Program Total	\$ 328,035	\$ 330,890	\$ 355,740	\$ 358,460	4.00

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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

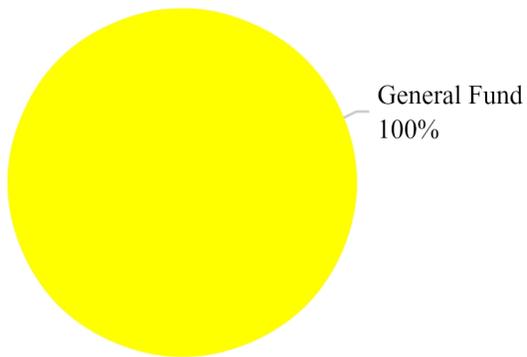
Salaries and Benefits	\$	109,229	\$	108,190	\$	110,300	\$	117,870	
Services		1,683		1,040		1,040		940	
Supplies		16,836		17,600		14,600		13,310	
Program Total	\$	127,748	\$	126,830	\$	125,940	\$	132,120	2.00

CITY CLERK

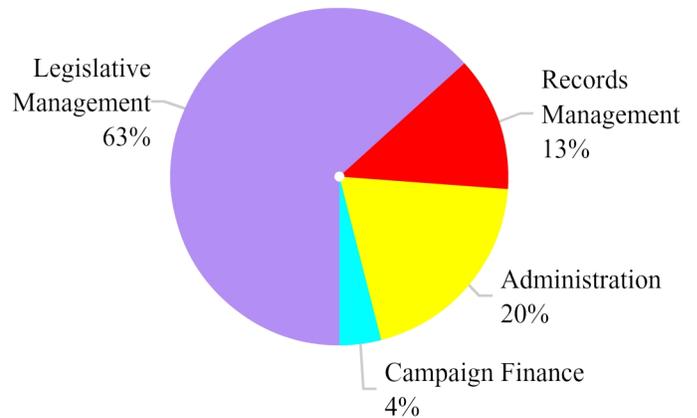
MISSION STATEMENT: To enable the public to fully participate in the governmental process, by providing accurate information and services in a professional manner, enabling the public to make informed decisions affecting the quality of their lives.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	32.00	33.00	33.00	33.00	—
EXPENDITURES					
Salaries and Benefits	\$ 1,747,942	\$ 2,029,060	\$ 2,042,620	\$ 1,971,900	\$ (57,160)
Services	591,296	753,860	731,460	492,040	(261,820)
Supplies	261,597	541,250	534,820	154,260	(386,990)
Department Total	\$ 2,600,835	\$ 3,324,170	\$ 3,308,900	\$ 2,618,200	\$ (705,970)
FUNDING SOURCES					
General Fund	\$ 2,600,835	\$ 3,324,170	\$ 3,308,900	\$ 2,618,200	\$ (705,970)

FINANCING PLAN



PROGRAM ALLOCATION



SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$2,618,200 reflects a decrease of \$705,970 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in miscellaneous costs	\$ 3,180
Decrease in election costs	(709,150)
Total	\$ (705,970)

Trends

The City Clerk conducts labor organization elections by using ballot tabulation software, rather than hand counting paper ballots.

Future Challenges and Opportunities

The City Clerk will be transitioning to new Agenda Management and Electronic Content Management software to provide for greater access to official City records.

Program Budget Overview

The decrease in the budget request is due to non-election year status and further cost savings through streamlining processes.

Recent Accomplishments

The City Clerk consolidated the election code provisions from the Arizona Constitution, the Arizona Revised Statutes, the Tucson City Code, and the Secretary of State Election Procedures Manual into Chapter 12 of the Tucson Code.

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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ADMINISTRATION: This program area provides administrative direction to the department and ensures that all department programs are delivered as required by law and in accordance with City of Tucson policies and procedures. This program area also provides financial direction to the department and the Mayor and Council offices; 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	\$ 551,179	\$ 471,750	\$ 471,640	\$ 473,760	
Services	27,271	38,680	16,280	43,390	
Supplies	6,935	6,530	100	6,530	
Program Total	\$ 585,385	\$ 516,960	\$ 488,020	\$ 523,680	3.00

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

Services	\$ 39,623	\$ 300,000	\$ 300,000	\$ 100,000	
Program Total	\$ 39,623	\$ 300,000	\$ 300,000	\$ 100,000	—

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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

Character of Expenditures

Salaries and Benefits	\$	44,105	\$	—	\$	—	\$	—	
Services		363,973		—		—		—	
Supplies		171,562		—		—		—	
Program Total	\$	579,640	\$	—	\$	—	\$	—	—

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

Character of Expenditures

Salaries and Benefits	\$	233,183	\$	1,252,910	\$	1,266,580	\$	1,335,130	
Services		123,838		204,600		204,600		272,200	
Supplies		24,700		29,730		29,730		39,730	
Program Total	\$	381,721	\$	1,487,240	\$	1,500,910	\$	1,647,060	4.00

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

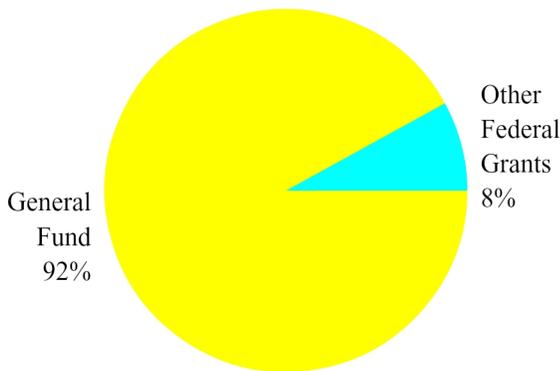
Salaries and Benefits	\$	919,475	\$	304,400	\$	304,400	\$	163,010	
Services		36,591		210,580		210,580		76,450	
Supplies		58,400		504,990		504,990		108,000	
Program Total	\$	1,014,466	\$	1,019,970	\$	1,019,970	\$	347,460	26.00

CITY COURT

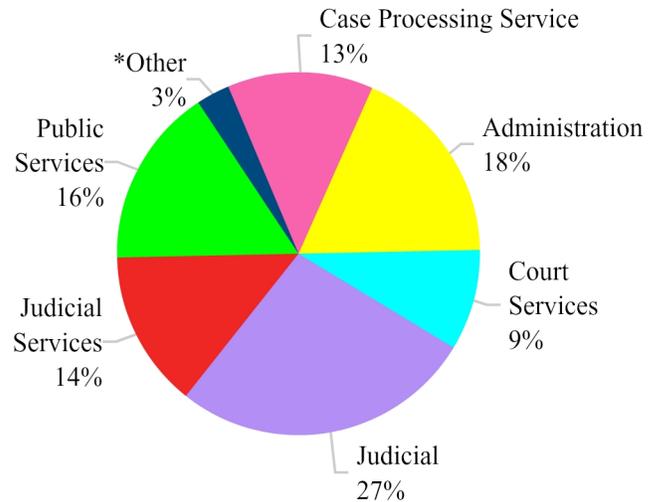
MISSION STATEMENT: To serve the community and protect individual rights by providing fair and prompt administration of justice.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	120.80	117.80	117.80	117.80	—
EXPENDITURES					
Salaries and Benefits	\$ 7,652,982	\$ 7,534,400	\$ 7,742,070	\$ 7,278,850	\$ (255,550)
Services	1,950,052	1,820,750	1,796,730	2,470,880	650,130
Supplies	306,555	404,240	316,770	365,510	(38,730)
Equipment	473	378,970	300,000	363,670	(15,300)
Operating Total	\$ 9,910,062	\$ 10,138,360	\$ 10,155,570	\$ 10,478,910	\$ 340,550
Capital Improvement Program	2,499,509	—	—	—	—
Department Total	\$ 12,409,571	\$ 10,138,360	\$ 10,155,570	\$ 10,478,910	\$ 340,550
FUNDING SOURCES					
General Fund	\$ 9,038,408	\$ 9,450,970	\$ 9,431,040	\$ 9,658,720	207,750
Other Federal Grants	871,654	687,390	724,530	820,190	132,800
Operating Total	\$ 9,910,062	\$ 10,138,360	\$ 10,155,570	\$ 10,478,910	\$ 340,550
Capital Improvement Program	2,499,509	—	—	—	—
Department Total	\$ 12,409,571	\$ 10,138,360	\$ 10,155,570	\$ 10,478,910	\$ 340,550

FINANCING PLAN



PROGRAM ALLOCATION



*Other includes: Evening Alternative to Jail (1%), Fill the Gap (1%), and Judicial Collections (1%)

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$10,478,910 reflects an increase of \$340,550 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in personnel costs	\$ 744,450
Increase in services and supplies	319,100
Increase in costs for the Regional Municipalities Veterans Court	277,000
Decrease for court consolidation	(1,000,000)
Total	\$ 340,550

Trends

The decriminalization of mental illness is a major initiative in Arizona this year. The decriminalization of mental illness is designed to assist with linking mentally ill individuals with health care providers and limiting their contact with the criminal justice system.

Future Challenges and Opportunities

Tucson City Court, Pima County Consolidated Justice Court, Pima County Superior Court, Pima County and the City of Tucson are exploring the possibility of combining Pima County Consolidated Justice Court and City Court into one court located in the Pima County Public Services Center building. This consolidation of courts could provide reduced court operating costs for both Pima County and the City of Tucson through economies of scale in the processing of civil and criminal cases and shared costs of security, building operations and maintenance and other combined services.

Program Budget Overview

Tucson City Courts has experienced a drastic reduction in charges filed since FY2016/17. This has affected collections and driven the cost per charge up despite reduction in staff levels and cost containment initiatives. This budget does not include full funding for extended operating hours for the Field Alternative To Jail Program, or treatment programs for the Regional Municipalities Veterans Treatment Court.

Recent Accomplishments

City Court has coordinated and conducted extended hours court and Saturday Warrant Courts with Pima County Justice Court. These events are held in the Pima County Public Service Center using Pima County Consolidated Justice Court equipment, security screening services and interpreters. These combined Extended Hours Courts and Saturday Warrant Courts save the City of Tucson by eliminating security screening and interpreter costs for these events and benefit the public who may have cases in both courts. Tucson City Court's Dedicated Domestic Violence Court was selected and awarded a federal grant from the Office on Violence against Women as a Mentor Court to assist new and developing Domestic Violence Courts nationwide.

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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ADMINISTRATION: This program area is responsible for personnel 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	\$ 1,087,697	\$ 922,870	\$ 956,930	\$ 1,214,450	
Services	148,831	442,370	450,970	668,340	
Supplies	109,502	112,220	103,120	22,770	
Program Total	\$ 1,346,030	\$ 1,477,460	\$ 1,511,020	\$ 1,905,560	15.00

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	\$ 789,528	\$ 898,180	\$ 752,530	\$ 873,400	
Services	12,470	8,880	8,780	8,450	
Supplies	—	—	—	10,650	
Program Total	\$ 801,998	\$ 907,060	\$ 761,310	\$ 892,500	15.00

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	\$ 95,493	\$ —	\$ 192,720	\$ 80,000	
Program Total	\$ 95,493	\$ —	\$ 192,720	\$ 80,000	—

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

Character of Expenditures

Salaries and Benefits	\$ 1,865,806	\$ 1,636,660	\$ 1,825,930	\$ 1,884,860	
Services	1,290,638	1,054,610	1,041,960	993,400	
Supplies	22,216	19,100	15,400	17,200	
Program Total	\$ 3,178,660	\$ 2,710,370	\$ 2,883,290	\$ 2,895,460	11.80

CITY COURT

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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	\$ 2,279,410	\$ 2,333,030	\$ 2,281,400	\$ 1,393,510	¹
Services	37,030	21,500	21,850	20,250	
Supplies	—	—	—	30,530	
Program Total	\$ 2,316,440	\$ 2,354,530	\$ 2,303,250	\$ 1,444,290	42.00

¹ Includes \$1M in projected savings in court consolidations with Pima County

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	\$ 1,366,863	\$ 1,458,000	\$ 1,482,180	\$ 1,526,880
Services	100,647	93,840	93,040	100,530
Supplies	—	—	—	20,590
Program Total	\$ 1,467,510	\$ 1,551,840	\$ 1,575,220	\$ 1,648,000

29.00

GENERAL RESTRICTED REVENUE FUNDS-PURPOSE and USE

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

Character of Expenditures

Salaries and Benefits	\$ 101,091	\$ 213,840	\$ 178,560	\$ 230,750
Services	303,717	170,080	156,980	657,110
Supplies	46,066	170,540	144,450	161,890
Equipment	—	378,970	300,000	363,670
Program Total	\$ 450,874	\$ 933,430	\$ 779,990	\$ 1,413,420

5.00

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	\$ 67,094	\$ 71,820	\$ 71,820	\$ 75,000
Services	—	9,470	6,000	4,000
Program Total	\$ 67,094	\$ 81,290	\$ 77,820	\$ 79,000

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	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$	5,469	\$	20,000	\$	17,150	\$	18,800	
Supplies		—		4,800		3,800		4,300	
Program Total	\$	5,469	\$	24,800	\$	20,950	\$	23,100	—

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

Character of Expenditures

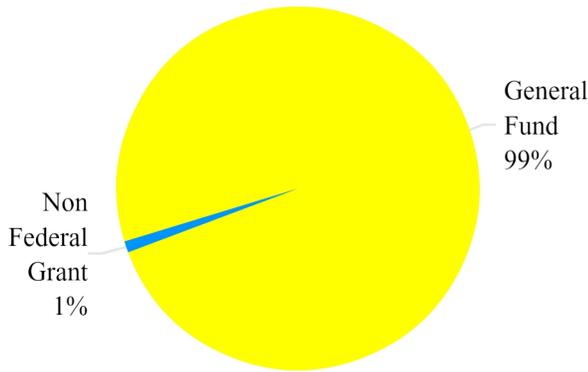
Services	\$	51,250	\$	—	\$	—	\$	—	
Supplies		128,771		97,580		50,000		97,580	
Equipment		473		—		—		—	
Program Total	\$	180,494	\$	97,580	\$	50,000	\$	97,580	—

CITY MANAGER

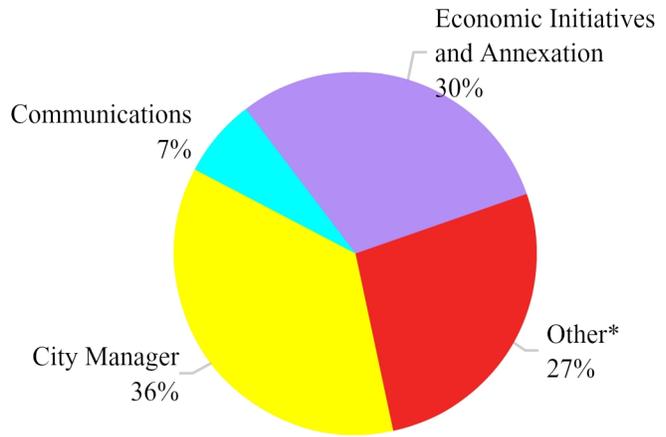
MISSION STATEMENT: To provide an environment that creates trust and confidence in the City of Tucson organization and management systems that facilitates the delivery of the highest quality municipal services to Tucson residents.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	24.00	23.00	30.00	29.00	6.00
*Increase in Fulltime Employees (FTE) due to addition of FTEs for the Innovation Office, FTEs moved from Human Resources Equal Opportunity Office to the City Manager and a new Administrative Assistant					
EXPENDITURES					
Salaries and Benefits	\$ 2,715,031	\$ 3,057,330	\$ 2,772,390	\$ 3,532,630	\$ 475,300
Services	1,311,663	1,585,220	1,532,520	1,195,390	(389,830)
Supplies	61,590	48,430	93,810	121,510	73,080
Department Total	\$ 4,088,284	\$ 4,690,980	\$ 4,398,720	\$ 4,849,530	\$ 158,550
FUNDING SOURCES					
General Fund	\$ 4,088,284	\$ 4,690,980	\$ 4,398,720	\$ 4,819,530	\$ 128,550
Non Federal Grant	—	—	—	30,000	30,000
Department Total	\$ 4,088,284	\$ 4,690,980	\$ 4,398,720	\$ 4,849,530	\$ 158,550

FINANCING PLAN



PROGRAM ALLOCATION



*Other includes: Internal Audit (6%), Independent Police Review (5%), Equal Opportunity Program (6%), Innovation Office (8%), and Zoning Examiner (2%)

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$4,849,530 reflects an increase of \$158,550 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in costs for the newly established Innovation Office	\$ 367,030
Increase in establishment of Zoning Examiner	113,510
Decrease in miscellaneous expenditures	(61,990)
Decrease in miscellaneous professional services due to transfer of the canvassing budget capacity to General Government	(240,000)
Total	\$ 178,550

Trends

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.

Future Challenges and Opportunities

To continue delivering excellent customer service to the citizens of Tucson with fewer resources. The 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.

Program Budget Overview

This is the second consecutive fiscal year that the adopted budget is structurally balanced.

Recent Accomplishments

Implementation of successful economic development and annexation programs.

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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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	\$ 1,280,129	\$ 1,599,330	\$ 1,392,650	\$ 1,508,470	
Services	105,471	313,200	312,730	169,770	
Supplies	28,158	12,590	63,550	93,240	
Program Total	\$ 1,413,758	\$ 1,925,120	\$ 1,768,930	\$ 1,771,480	11.00

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	\$ 351,780	\$ 271,700	\$ 220,220	\$ 167,860	
Services	298,189	187,980	185,680	183,650	
Supplies	7,350	8,840	8,840	7,840	
Program Total	\$ 657,319	\$ 468,520	\$ 414,740	\$ 359,350	2.00

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$	550,313	\$	580,230	\$	511,450	\$	714,720	
Services		856,231		1,006,590		943,480		733,430	
Supplies		22,624		26,000		17,920		14,330	
Program Total	\$	1,429,168	\$	1,612,820	\$	1,472,850	\$	1,462,480	6.00

EQUAL OPPORTUNITY PROGRAM ¹: 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	\$	—	\$	—	\$	182,380	\$	256,410	
Services		—		—		12,650		12,740	
Supplies		—		—		2,500		2,500	
Program Total	\$	—	\$	—	\$	197,530	\$	271,650	2.00

¹The Equal Opportunity Program transferred from the Human Resources Department for Fiscal Year 2017/18.

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	\$	236,134	\$	284,660	\$	252,200	\$	209,930	
Services		6,418		16,290		11,090		8,460	
Supplies		2,824		1,000		1,000		1,000	
Program Total	\$	245,376	\$	301,950	\$	264,290	\$	219,390	2.00

INNOVATION OFFICE: This program area will coordinate and consult on city-wide innovation projects focusing on the three program areas of strategic planning, performance analytics, and processes improvement through tracking, metrics, and analytics.

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	—	\$	350,980	
Services		—		—		—		14,050	
Supplies		—		—		—		2,000	
Program Total	\$	—	\$	—	\$	—	\$	367,030	3.00

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$	154,857	\$	321,410	\$	158,260	\$	216,940	
Services		34,704		61,160		61,160		61,210	
Supplies		68		—		—		—	
Program Total	\$	189,629	\$	382,570	\$	219,420	\$	278,150	2.00

ZONING EXAMINER²: 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	\$	141,818	\$	—	\$	55,230	\$	107,320	
Services		10,650		—		5,730		12,080	
Supplies		566		—		—		600	
Program Total	\$	153,034	\$	—	\$	60,960	\$	120,000	1.00

² In Fiscal Year 2017/18, the City's Zoning Examiner was contracted. During the fiscal year, personnel budget capacity and a position were re-established on a permanent basis to operate the program.

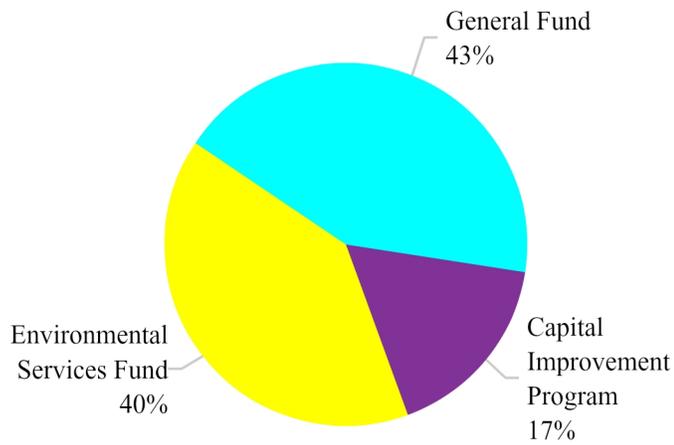
ENVIRONMENTAL and GENERAL SERVICES¹

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 Citywide service delivery.

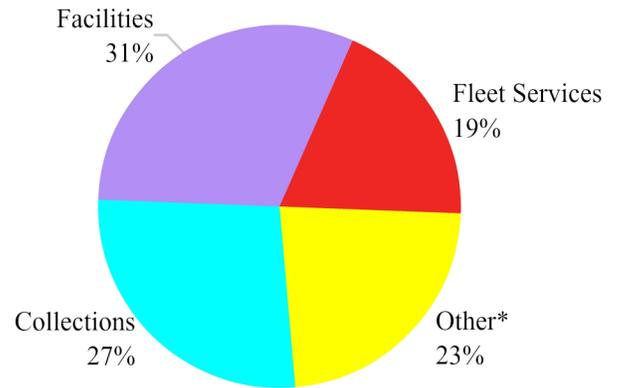
Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	455.00	450.00	432.00	417.00	(33.00)
*					
* Full Time Employees were moved to the Business Services Department and to the Human Resources Department					
EXPENDITURES					
Salaries and Benefits	\$ 30,155,438	\$ 32,416,510	\$ 29,681,080	\$ 32,167,600	\$ (248,910)
Services	56,139,847	42,684,170	40,783,190	43,574,450	890,280
Supplies	16,738,675	16,966,850	15,925,560	17,099,490	132,640
Equipment	6,465,458	6,974,060	6,778,800	7,007,960	33,900
Debt Service	2,387,901	2,519,890	2,416,500	2,534,750	14,860
Operating Total	\$ 111,887,319	\$ 101,561,480	\$ 95,585,130	\$ 102,384,250	\$ 822,770
Capital Improvement Program	2,054,200	16,987,900	7,663,800	20,760,700	3,772,800
Department Total	\$ 113,941,519	\$ 118,549,380	\$ 103,248,930	\$ 123,144,950	\$ 4,595,570
FUNDING SOURCES					
General Fund	\$ 28,953,094	\$ 52,529,360	\$ 49,955,100	\$ 53,407,370	\$ 878,010
Environmental Services Fund	44,387,018	48,907,120	45,505,030	48,976,880	69,760
Other Federal Grants	19,108	125,000	125,000	—	(125,000)
Internal Service Fund: Fleet Services	20,945,737	—	—	—	—
Internal Service Fund: General Services	17,582,362	—	—	—	—
Department Total	\$ 111,887,319	\$ 101,561,480	\$ 95,585,130	\$ 102,384,250	\$ 822,770
Capital Improvement Program	2,054,200	16,987,900	7,663,800	20,760,700	3,772,880
Department Total	\$ 113,941,519	\$ 118,549,380	\$ 103,248,930	\$ 123,144,950	\$ 4,595,650

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

FINANCING PLAN



PROGRAM ALLOCATION



*Other includes: Landfill Operations (8%), Other Requirements (6%), Administration (4%), Code Enforcement (2%), Groundwater Protection (2%), and Environmental Compliance (1%).

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$102,384,250 reflects an increase of \$822,770 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase from transfer of Zoo utilities	\$	512,700
Increase in other miscellaneous costs		317,220
Increase in vehicle repair and maintenance		300,000
Increase in contracted services		216,440
Decrease in salaries due to positions transferred to the Business Services Department and Human Resources Department		(248,910)
Decrease in fuel costs		(274,680)
Total	\$	822,770

Trends
Continue enhancement of programs; Code Enforcement, Illegal Dumping, and addressing the aesthetics of City facilities.
Future Challenges and Opportunities
Continue to increase operating efficiencies resulting from the Environmental and General Services Department consolidation.
Program Budget Overview
This budget reflects the elimination of the Internal Service fund and it also reflects the consolidated budget for Environmental Services and General Services.
Recent Accomplishments
This budget reflects the elimination of the Internal Service fund and it also reflects the consolidated budget for Environmental Services and General Services.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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 Services.

Character of Expenditures

Salaries and Benefits	\$ 3,808,376	\$ 4,298,240	\$ 3,678,670	\$ 2,613,300	
Services	944,880	1,195,800	913,720	972,500	
Supplies	81,909	104,390	63,480	107,790	
Equipment	87,370	28,160	45,000	58,160	
Program Total	\$ 4,922,535	\$ 5,626,590	\$ 4,700,870	\$ 3,751,750	21.00

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	\$ 1,546,011	\$ 1,473,900	\$ 1,460,450	\$ 1,476,970	
Services	277,821	273,660	344,690	318,080	
Supplies	19,475	30,800	29,270	33,670	
Equipment	—	51,600	51,000	—	
Program Total	\$ 1,843,307	\$ 1,829,960	\$ 1,885,410	\$ 1,828,720	21.00

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	\$ 9,090,249	\$ 9,723,670	\$ 9,764,730	\$ 10,651,940	
Services	9,780,657	9,547,450	9,403,980	9,735,650	
Supplies	2,614,953	3,222,100	2,992,540	2,854,590	
Equipment	4,658,216	4,602,800	4,644,800	4,659,800	
Program Total	\$ 26,144,075	\$ 27,096,020	\$ 26,806,050	\$ 27,901,980	144.00

ENVIRONMENTAL and GENERAL SERVICES

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

ENVIRONMENTAL COMPLIANCE: This program area provides a variety of regulatory and compliance activities to protect 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	\$ 248,319	\$ 534,430	\$ 102,080	\$ 450,000	
Services	125,672	262,760	241,500	470,540	
Supplies	516	3,780	1,800	3,780	
Program Total	\$ 374,507	\$ 800,970	\$ 345,380	\$ 924,320	4.00

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	\$ 6,889,142	\$ 7,457,780	\$ 6,203,510	\$ 7,526,400	
Services	28,225,770	19,584,360	19,839,230	20,155,510	
Supplies	1,541,305	1,664,150	1,650,970	1,699,150	
Equipment	68,810	6,500	10,000	—	
Debt Service	1,764,134	1,736,390	1,736,390	1,860,750	
Program Total	\$ 38,489,161	\$ 30,449,180	\$ 29,440,100	\$ 31,241,810	101.00

FLEET SERVICES: This program area provides 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	\$ 5,787,501	\$ 6,188,460	\$ 5,609,280	\$ 6,436,060	
Services	8,198,727	1,898,070	1,440,720	1,919,990	
Supplies	11,997,019	11,219,270	10,647,300	11,499,160	
Equipment	126,724	25,000	15,000	30,000	
Program Total	\$ 26,109,971	\$ 19,330,800	\$ 17,712,300	\$ 19,885,210	92.00

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$	625,945	\$	659,030	\$	629,980	\$	720,410	
Services		754,425		1,350,680		815,860		1,364,230	
Supplies		20,037		23,530		18,720		23,980	
Equipment		31,683		237,000		30,000		237,000	
Program Total	\$	1,432,090	\$	2,270,240	\$	1,494,560	\$	2,345,620	7.00

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	\$	2,159,895	\$	2,081,000	\$	2,232,380	\$	2,292,520	
Services		2,478,335		2,657,260		2,369,360		2,716,260	
Supplies		463,461		698,830		521,480		877,370	
Equipment		1,492,655		2,023,000		1,983,000		2,023,000	
Program Total	\$	6,594,346	\$	7,460,090	\$	7,106,220	\$	7,909,150	27.00

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

Services	\$	5,353,560	\$	5,914,130	\$	5,414,130	\$	5,921,690	
Debt Service		623,767		783,500		680,110		674,000	
Program Total	\$	5,977,327	\$	6,697,630	\$	6,094,240	\$	6,595,690	—

FINANCE¹

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 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	111.00	108.00	105.00	—	(108.00)
EXPENDITURES					
Salaries and Benefits	\$ 7,803,654	\$ 8,056,020	\$ 6,902,200	—	\$ (8,056,020)
Services	8,614,530	15,390,370	9,400,390	—	(15,390,370)
Supplies	166,333	194,450	185,860	—	(194,450)
Equipment	—	186,500	185,000	—	(186,500)
Debt Service	171,627	200,000	—	—	(200,000)
Department Total	\$ 16,756,144	\$ 24,027,340	\$ 16,673,450	—	\$ (24,027,340)
FUNDING SOURCES					
General Fund	\$ 7,854,310	\$ 7,923,580	\$ 7,016,190	—	\$ (7,923,580)
Internal Service Fund: Self Insurance	\$ 8,901,834	\$ 16,103,760	\$ 9,657,260	—	\$ (16,103,760)
Department Total	\$ 16,756,144	\$ 24,027,340	\$ 16,673,450	—	\$ (24,027,340)

¹ Effective Fiscal Year 2017/18, the Finance and Procurement Departments merged into the new Business Services Department.

SIGNIFICANT CHANGES

The adopted General Fund operating budget for Fiscal Year 2018/19 of \$0 reflects a decrease of \$24,027,340 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Decrease due to elimination of full-time employee positions (3 Tax Auditors and 1 Senior Financial Accountant)	\$ (302,237)
Decrease due to consolidation into new Business Services Department	<u>(23,725,103)</u>
Total	\$ (24,027,340)

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	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	\$ 342,213	\$ 469,900	\$ 420,590	—	
Services	79,199	54,240	65,400	—	
Supplies	6,222	2,080	2,700	—	
Program Total	\$ 427,634	\$ 526,220	\$ 488,690	—	—

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	\$ 1,926,484	\$ 1,816,000	\$ 1,670,100	—	
Services	96,430	80,370	108,240	—	
Supplies	19,635	27,700	28,100	—	
Program Total	\$ 2,042,549	\$ 1,924,070	\$ 1,806,440	—	—

BUDGET MANAGEMENT: 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	\$ 724,677	\$ 807,190	\$ 669,660	—	
Services	45,408	32,460	32,460	—	
Supplies	6,013	6,060	6,060	—	
Program Total	\$ 776,098	\$ 845,710	\$ 708,180	—	—

FINANCE

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$ 2,707,734	\$ 2,775,200	\$ 2,350,000	\$ —	
Services	211,066	131,280	134,860	—	
Supplies	50,655	24,420	25,090	—	
Program Total	\$ 2,969,455	\$ 2,959,230	\$ 2,509,950	\$ —	—

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	\$ 989,779	\$ 1,019,390	\$ 764,870	\$ —	
Services	7,670,531	14,579,990	8,594,810	—	
Supplies	69,897	117,880	112,580	—	
Equipment	—	186,500	185,000	—	
Program Total	\$ 8,730,207	\$ 15,903,760	\$ 9,657,260	\$ —	—

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	\$ 1,112,767	\$ 1,168,340	\$ 1,026,980	\$ —	
Services	511,896	512,030	464,620	—	
Supplies	13,911	16,310	11,330	—	
Program Total	\$ 1,638,574	\$ 1,708,340	\$ 1,502,930	\$ —	—

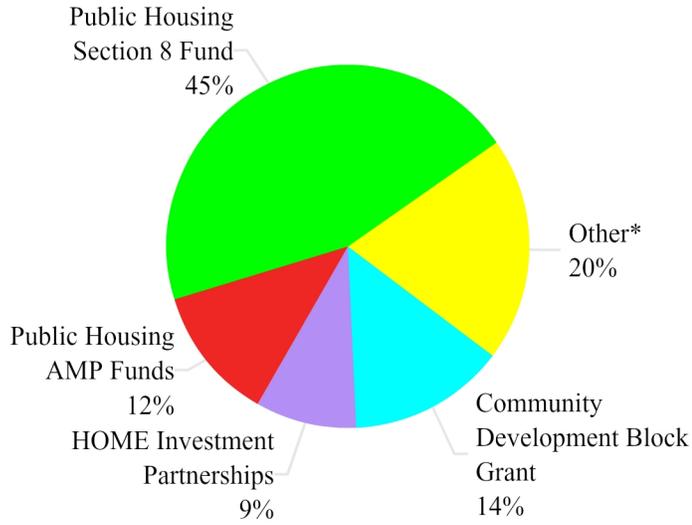
HOUSING and COMMUNITY DEVELOPMENT

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 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	132.34	141.25	141.25	151.00	9.75
EXPENDITURES					
Salaries and Benefits	\$ 9,478,239	\$ 10,505,580	\$ 10,672,090	\$ 10,993,230	\$ 487,650
Services	51,656,512	69,361,730	76,716,370	72,581,420	3,219,690
Supplies	1,269,763	1,856,920	1,798,970	1,943,110	86,190
Equipment	—	23,480	23,480	24,570	1,090
Operating Total	\$62,404,514	\$81,747,710	\$89,210,910	\$85,542,330	\$ 3,794,620
Capital Improvement Program	597,363	2,950,000	1,773,800	5,695,170	2,745,170
Department Total	\$63,001,877	\$84,697,710	\$90,984,710	\$91,237,500	\$ 6,539,790
FUNDING SOURCES					
General Fund	\$ 2,432,433	\$ 2,608,080	\$ 2,605,770	\$ 2,470,720	\$ (137,360)
Community Development Block Grant	2,619,916	10,885,650	18,880,970	13,029,190	2,143,540
HOME Investment Partnerships	2,975,001	7,585,550	6,623,150	8,002,830	417,280
Miscellaneous Housing Grant Fund	3,221,411	3,686,900	4,116,060	3,998,250	311,350
Non-Federal Grants	251,020	351,000	349,800	—	(351,000)
Non-Public Housing Assistance (PHA) Asset	2,436,941	2,804,960	2,804,960	2,470,500	(334,460)
Other Federal Grants	3,026,959	4,808,130	4,652,060	3,602,050	(1,206,080)
Public Housing (AMP) Fund	8,937,836	10,055,380	10,041,870	10,688,450	633,070
Public Housing Section 8 Fund	36,502,997	38,962,060	39,136,270	41,280,340	2,318,280
Operating Total	\$62,404,514	\$81,747,710	\$89,210,910	\$85,542,330	\$ 3,794,620
Capital Improvement Program	597,363	2,950,000	1,773,800	5,695,170	2,745,170
Department Total	\$63,001,877	\$84,697,710	\$90,984,710	\$91,237,500	\$ 6,539,790

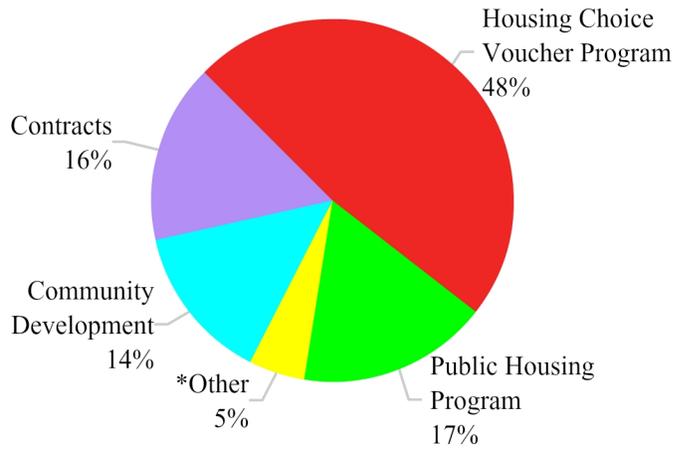
HOUSING and COMMUNITY DEVELOPMENT

FINANCING PLAN



*Other includes Capital Improvement Program (7%), Miscellaneous Housing Grant Fund (4%), General Fund (3%), Non-Public Housing Asset Management (3%), and Other Federal Grants (3%).

PROGRAM ALLOCATION



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

HOUSING and COMMUNITY DEVELOPMENT SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$85,542,330 reflects an increase of \$3,794,620 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in rent expense subsidy	\$ 2,372,950
Increase in rehabilitation services	1,111,350
Increase to personnel costs	234,390
Increase to equipment	64,880
Increase to other miscellaneous	11,050
Total	\$ 3,794,620

Trends

Federal funding is declining while regulations are increasing in complexity.

Future Challenges and Opportunities

At the Federal level, there is uncertainty regarding program continuation and funding levels.

Program Budget Overview

Given the uncertainties surrounding the Federal budget, the budget is relatively flat.

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 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	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	1,250,006	2,153,060	2,012,060	2,253,000	
Services	180,691	210,750	287,980	220,530	
Supplies	29,728	56,010	57,700	58,610	
Program Total	1,460,425	2,419,820	2,357,740	2,532,140	44.00

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	\$ 942,496	\$ 1,052,070	\$ 1,028,170	\$ 1,100,910	
Services	3,334,714	10,497,360	9,372,350	10,984,630	
Supplies	16,363	12,030	13,690	12,590	
Program Total	\$ 4,293,573	\$ 11,561,460	\$ 10,414,210	\$ 12,098,130	8.00

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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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	\$ 402,170	\$ 419,680	\$ 586,190	\$ 439,160	
Services	5,486,136	12,797,760	21,139,120	13,391,820	
Supplies	12,871	8,640	20,570	9,040	
Program Total	\$ 5,901,177	\$ 13,226,080	\$ 21,745,880	\$ 13,840,020	6.00

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	\$ 1,880,615	\$ 2,018,660	\$ 2,199,190	\$ 2,112,360	
Services	35,077,139	37,339,890	37,376,470	39,073,160	
Supplies	130,221	198,460	197,460	207,670	
Equipment	—	23,480	23,480	24,570	
Program Total	\$ 37,087,975	\$ 39,580,490	\$ 39,796,600	\$ 41,417,760	30.00

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	\$ 342,818	\$ 355,230	\$ 355,230	\$ 371,720	
Services	100,255	95,160	98,080	99,580	
Supplies	4,133	10,130	8,730	10,600	
Program Total	\$ 447,206	\$ 460,520	\$ 462,040	\$ 481,900	4.00

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	\$ 4,307,333	\$ 4,114,970	\$ 4,099,340	\$ 4,305,980	
Services	7,365,899	8,362,930	8,370,660	8,751,130	
Supplies	1,068,692	1,568,150	1,496,560	1,640,940	
Program Total	\$ 12,741,924	\$ 14,046,050	\$ 13,966,560	\$ 14,698,050	52.00

HOUSING and COMMUNITY DEVELOPMENT SERVICES

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

<p>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.</p>

Character of Expenditures

Salaries and Benefits	\$	352,801	\$	391,910	\$	391,910	\$	410,100	
Services		111,678		57,880		71,710		60,570	
Supplies		7,755		3,500		4,260		3,660	
Program Total	\$	472,234	\$	453,290	\$	467,880	\$	474,330	7.00

HUMAN RESOURCES

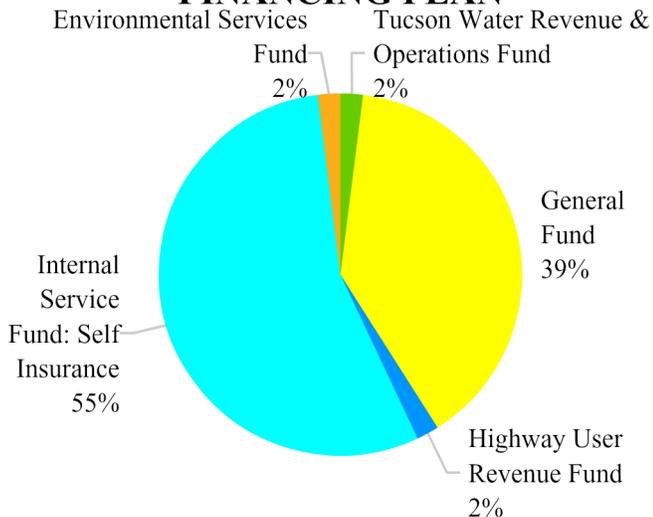
MISSION STATEMENT: To partner with City departments to facilitate the development of a culture that attracts and retains an effective, engaged, and diverse workforce.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	26.00	27.00	53.00	51.50	24.50
EXPENDITURES					
Salaries and Benefits	\$ 1,932,006	\$ 2,161,640	\$ 2,483,150	\$ 4,737,090	\$ 2,575,450
Services	255,201	517,300	6,646,520	6,194,310	5,677,010
Supplies	52,799	25,770	37,880	147,230	121,460
Equipment	58,521	—	4,000	1,500	1,500
Debt Service	—	—	200,000	200,000	200,000
Department Total	\$ 2,298,527	\$ 2,704,710	\$ 9,371,550	\$ 11,280,130	\$ 8,575,420

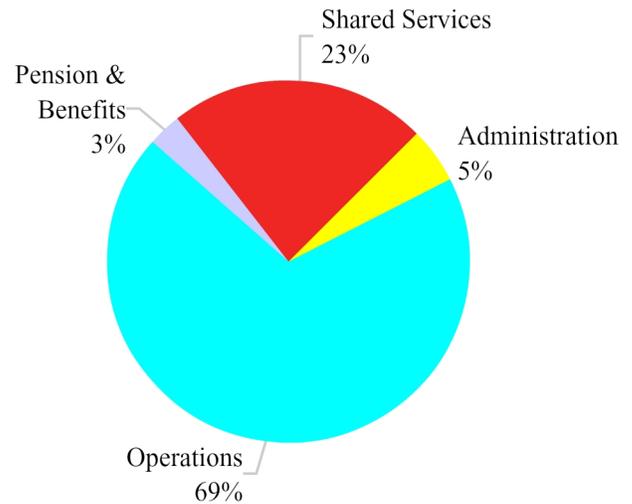
FUNDING SOURCES

General Fund	\$ 2,265,445	\$ 2,447,210	\$ 2,764,140	\$ 4,368,900	\$ 1,921,690
Highway User Revenue Fund	—	—	—	198,040	198,040
Community Development Block Grant Fund	—	—	—	4,960	4,960
Tucson Water Revenue & Operations Fund	—	—	—	269,980	269,980
Environmental Services Fund	—	—	—	250,070	250,070
Federal Funding	—	—	—	550	550
Internal Service Fund: Self Insurance	33,082	257,500	6,607,410	6,187,630	5,930,130
Department Total	\$ 2,298,527	\$ 2,704,710	\$ 9,371,550	\$ 11,280,130	\$ 8,575,420

FINANCING PLAN



PROGRAM ALLOCATION



SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$11,280,130 reflects an increase of \$8,575,420 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase to services primarily due to transfer of Workers Compensation function from Finance Department	\$ 4,772,650
Increase to personnel costs primarily due to establishment of Human Resources Shared Services	2,575,450
Increase to professional services	492,070
Increase to other services	412,290
Increase to educational reimbursement	200,000
Increase to computer software	120,850
Increase to equipment	1,500
Increase to other supplies	610
Total	\$ 8,575,420

Trends

The Human Resources (HR) department completed its first fiscal year under a new work model. The new Shared Services Division oversees eight satellite HR offices serving generalist functions to respective departments, while working in partnership with two other HR divisions for policy changes, core processing, and custody of records. The Pension and Benefits Division and the Operations Division remain at City Hall and are relocating floors to form a One Stop Shop and thereby provide employees with HR processing services from one location. The HR department continues to plan ways to support the changing needs of the organization.

Future Challenges and Opportunities

Efforts to transform organizational culture and strengthen areas of employee engagement and retention will be at the forefront on initiatives this fiscal year. A Culture Map has been developed to use as the foundation for strategic planning and action throughout the organization. New training initiatives are also underway focusing on leadership and supervisor training.

Program Budget Overview

Many programs shown in the Human Resources Department will show zero budget activity due to relocation to a new program area for Fiscal Year 18/19. The three primary program areas now being tracked are Shared Services, Operations, and Pension and Benefits. The Shared Services program budget detail includes the General Fund satellite HR Offices located at Parks and Recreation, Tucson Fire, Tucson Police, and Shared Services at City Hall. The remaining satellite HR Offices are funded by Tucson Water, Tucson Department of Transportation (TDOT), Environmental and General Services Department (EGSD), and Housing and Community Development (HCD). Operations program budget detail includes Payroll, Human Resources Information Systems/Records, Workforce Planning and Employee Engagement, and Occupational Health and Leaves. Pension and Benefits program budget detail will only show the Benefits program this fiscal year and Pension will continue to show under the Tucson Supplemental Retirement System (TSRS) budget.

Recent Accomplishments

Transitioned Payroll and Pension functions to the Human Resources Department as part of continued reorganization of Business Services within the organization; launched Seamless Docs, a new software intended to digitize manual forms and begin the transition to paperless forms across departments; developed standard operating procedures for the Shared Services Division to work in a consistent manner across all HR satellite offices; modified Civil Service Rules to simplify certain areas of the recruitment process.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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, and 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	\$	502,839	\$	571,150	\$	606,320	\$	467,910	
Services		62,075		82,680		85,590		72,530	
Supplies		11,354		13,820		22,760		10,610	
Equipment		8,539		—		—		—	
Program Total	\$	584,807	\$	667,650	\$	714,670	\$	551,050	4.00

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 to 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 Citywide wellness programs.

Character of Expenditures

Salaries and Benefits	\$	300,743	\$	343,650	\$	286,650	\$	343,660	
Services		43,140		20,680		20,680		19,370	
Supplies		26		2,300		2,300		2,300	
Program Total	\$	343,909	\$	366,630	\$	309,630	\$	365,330	3.50

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

Services	\$	66,197	\$	107,600	\$	—	\$	—	
Supplies		40,068		2,730		—		—	
Program Total	\$	106,265	\$	110,330	\$	—	\$	—	—

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

EQUAL OPPORTUNITY PROGRAM¹: 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	\$ 151,174	\$ 150,310	\$ —	\$ —	
Services	11,960	10,450	—	—	
Supplies	565	2,500	—	—	
Program Total	\$ 163,699	\$ 163,260	\$ —	\$ —	—

¹ The Equal Opportunity Program transferred to the City Manager's Office for Fiscal Year 2017/18

INFORMATION SYSTEMS / RECORDS: This program area partners with City departments and Central Payroll to process personnel action 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	\$ 342,055	\$ 392,150	\$ —	\$ —	
Services	13,957	18,630	—	—	
Supplies	786	1,900	—	—	
Program Total	\$ 356,798	\$ 412,680	\$ —	\$ —	—

OPERATIONS: This program area oversees Workforce Development and Employee Engagement, Occupational Health and Leaves, Human Resources/Records and Payroll. Operations staff provides a One Stop Service Office for employees at City Hall.

Character of Expenditures

Salaries and Benefits	\$ —	\$ —	\$ 1,003,290	\$ 1,466,140	
Services	—	—	6,522,150	6,079,480	
Supplies	—	—	12,520	39,930	
Debt Services	—	—	200,000	200,000	
Program Total	\$ —	\$ —	\$ 7,737,960	\$ 7,785,550	17.25

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	\$ 635,195	\$ 704,380	\$ —	\$ —	
Services	24,792	19,760	—	—	
Supplies	—	2,520	—	—	
Equipment	49,982	—	—	—	
Program Total	\$ 709,969	\$ 726,660	\$ —	\$ —	—

HUMAN RESOURCES

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

SHARED SERVICES: This program area provides department support through the establishment of eight satellite offices. These satellite offices are located across the organization and perform generalist HR functions for Tucson Police Department, Tucson Fire Department, Tucson Department of Transportation, Housing and Community Development, Parks and Recreation, Tucson Water, Environmental and General Services Department, and all other departments under a Shared Services Satellite Office. The new satellite environment fulfills a consistent and standardized execution in recruiting, processing personnel actions, managing employee relations, coordinating payroll and establishing strategic roles with respective departments. In addition, this program is responsible for the review and maintenance of the classification plan and for the preparation of the annual proposed compensation

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	586,890	\$	2,459,380	
Services		—		—		18,100		22,930	
Supplies		—		—		4,300		95,890	
Program Total	\$	—	\$	—	\$	609,290	\$	2,578,200	26.75

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

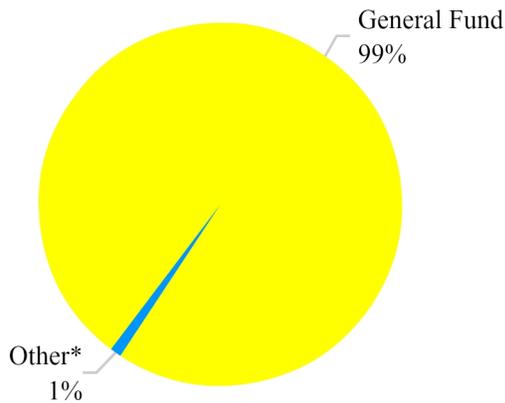
Services	\$	33,080	\$	257,500	\$	—	\$	—	
Program Total	\$	33,080	\$	257,500	\$	—	\$	—	—

INFORMATION TECHNOLOGY

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

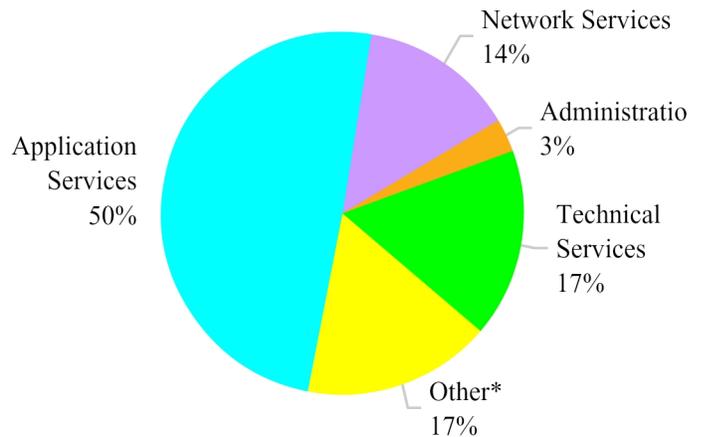
Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	98.00	96.00	95.00	96.00	—
EXPENDITURES					
Salaries and Benefits	\$ 9,320,831	\$ 9,764,450	\$ 9,186,010	\$ 9,967,940	\$ 203,490
Services	8,334,305	10,274,960	10,180,150	11,189,770	914,810
Supplies	1,643,351	809,870	725,510	759,280	(50,590)
Equipment	1,063,549	1,353,020	1,524,080	648,780	(704,240)
Department Total	\$ 20,362,036	\$ 22,202,300	\$ 21,615,750	\$ 22,565,770	\$ 363,470
FUNDING SOURCES					
General Fund	\$ 20,362,036	\$ 22,202,300	\$ 21,615,750	\$ 22,564,430	\$ 362,130
Community Development Block	—	—	—	670	670
Central Office Federal Funding	—	—	—	670	670
Department Total	\$ 20,362,036	\$ 22,202,300	\$ 21,615,750	\$ 22,565,770	\$ 363,470

FINANCING PLAN



*Other includes Community Development Block and Central Office Federal Funding (<1%)

PROGRAM ALLOCATION



*Other includes Customer Service (9%), Phone Services, (5%), Project Management, (3%).

INFORMATION TECHNOLOGY

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$22,565,770 reflects an increase of \$363,470 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in miscellaneous professional services	\$ 508,010
Increase to software maintenance agreements	319,800
Increase to personnel costs	203,490
Increase for manage print services funding	154,110
Increase for seamless document maintenance	60,500
Decrease to supplies	(52,590)
Decrease for wireless modem charges	(111,910)
Decrease in other computer equipment	(317,940)
Decrease in network switches capacity	(400,000)
Total	\$ 363,470

Trends
Departments are under significant pressure to do the jobs better, faster, and smarter. As a result, many turn to the Information Technology Department to help them achieve those goals, which places additional pressure on our resources.
Future Challenges and Opportunities
Information Technology Department offers virtual desktops to all departments at no cost as a viable alternative to purchasing new computers.
Program Budget Overview
After holding software maintenance costs in check for the last two years, we are seeing an average 5.5% increase in those costs, which requires additional capacity from the General Fund.
Recent Accomplishments
Information Technology Department is implementing a new 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

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$ 534,836	\$ 511,170	\$ 226,430	\$ 460,070	
Services	47,220	(92,150)	(92,240)	62,650	
Supplies	13,894	12,070	12,200	12,200	
Program Total	\$ 595,950	\$ 431,090	\$ 146,390	\$ 534,920	4.00

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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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	\$ 2,109,803	\$ 2,332,480	\$ 2,680,990	\$ 2,756,720	
Services	4,097,001	4,771,830	6,291,670	6,705,880	
Supplies	309,281	245,000	345,100	345,100	
Equipment	5,442	5,600	5,600	5,600	
Program Total	\$ 6,521,527	\$ 7,354,910	\$ 9,323,360	\$ 9,813,300	27.50

CUSTOMER ENGAGEMENT: This program area is charged with solving customer's business problems through the implementation of innovative, value added technology solutions. The team also supports rapid application development for digital innovation priorities. Additionally, the team provides project management support for customer technology projects. The program area includes members with GIS, web design and development, software development and project management skills.

Character of Expenditures

Salaries and Benefits	\$ —	\$ —	\$ 1,706,510	\$ 1,940,400	
Services	—	—	51,580	163,200	
Supplies	—	—	13,500	47,120	
Program Total	\$ —	\$ —	\$ 1,771,590	\$ 2,150,720	16.50

CUSTOMER SERVICE: This program area provides lifecycle services for nearly 5,000 devices including Personal Computers, printers, and mobile devices.

Character of Expenditures

Salaries and Benefits	\$ 753,326	\$ 754,290	\$ 1,585,580	\$ 1,525,870	
Services	52,044	117,500	144,540	141,890	
Supplies	10,549	11,500	31,070	31,070	
Program Total	\$ 815,919	\$ 883,290	\$ 1,761,190	\$ 1,698,830	17.00

DATA CENTER FACILITIES: This program provides funding for maintaining the City's data center facility for the expenses not covered by Facility Maintenance.

Character of Expenditures

Services	\$ 179,292	\$ 183,070	\$ 253,070	\$ 253,070	
Supplies	8,521	—	—	—	
Program Total	\$ 187,813	\$ 183,070	\$ 253,070	\$ 253,070	—

INFORMATION TECHNOLOGY

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

INFORMATION TECHNOLOGY ASSET MANAGEMENT: This program area monitors the City's hardware and software assets to help assure compliance with regulatory requirements and minimize potential risks; This program assists departments with the selection, planning, implementation, and stabilization of technology related projects. This includes providing City leadership City leadership with great visibility into projects plans and priorities.

Character of Expenditures

Salaries and Benefits	\$ 542,512	\$ 657,080	\$ 347,640	\$ 392,240	
Services	153,904	194,920	162,120	160,100	
Supplies	5,764	94,500	87,660	87,660	
Program Total	\$ 702,180	\$ 946,500	\$ 597,420	\$ 640,000	5.00

MANAGED PRINT SERVICES: This program area consolidates costs citywide for the management of network printers and malfunction devices that allows the City to both reduce printing costs and provide a higher level of service and reliability.

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 403,820	
Program Total	\$ —	\$ —	\$ —	\$ 403,820	—

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

Character of Expenditures

Salaries and Benefits	\$ 704,936	\$ 834,640	\$ 1,206,330	\$ 1,369,390	
Services	596,113	772,690	950,290	940,420	
Supplies	383,688	164,800	177,860	177,860	
Equipment	511,842	873,390	1,000,300	200,300	
Program Total	\$ 2,196,579	\$ 2,645,520	\$ 3,334,780	\$ 2,687,970	12.00

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

Character of Expenditures

Salaries and Benefits	\$ 314,821	\$ 309,650	\$ (9,460)	\$ —	
Services	690,411	900,060	841,530	895,030	
Supplies	265,276	7,020	7,020	7,020	
Equipment	—	102,880	159,080	102,880	
Program Total	\$ 1,270,508	\$ 1,319,610	\$ 998,170	\$ 1,004,930	—

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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PUBLIC SAFETY SERVICES: This program area provides critical support services for police, fire, and emergency management (911).

Character of Expenditures

Salaries and Benefits	\$ 1,444,847	\$ 1,425,580	\$ —	\$ —	
Services	1,070,178	1,741,550	—	—	
Supplies	97,817	112,000	—	—	
Equipment	—	135,000	—	—	
Program Total	\$ 2,612,842	\$ 3,414,130	\$ —	\$ —	—

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

Character of Expenditures

Salaries and Benefits	\$ 558,974	\$ 604,300	\$ —	\$ —	
Services	38,058	13,800	—	—	
Supplies	4,544	19,570	—	—	
Program Total	\$ 601,576	\$ 637,670	\$ —	\$ —	—

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	\$ 1,468,540	\$ 1,399,540	\$ 1,427,630	\$ 1,523,250	
Services	1,122,412	1,376,160	1,467,540	1,463,710	
Supplies	536,420	134,500	50,250	51,250	
Equipment	370,405	205,000	343,000	340,000	
Program Total	\$ 3,497,777	\$ 3,115,200	\$ 3,288,420	\$ 3,378,210	14.00

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

Character of Expenditures

Salaries and Benefits	\$ 488,006	\$ 544,290	\$ —	\$ —	
Services	151,511	169,930	—	—	
Supplies	6,421	8,060	—	—	
Equipment	169,177	15,000	—	—	
Program Total	\$ 815,115	\$ 737,280	\$ —	\$ —	—

INFORMATION TECHNOLOGY

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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

Character of Expenditures

Salaries and Benefits	\$ 400,230	\$ 391,430	\$ 14,360	\$ —	
Services	136,161	125,600	110,050	—	
Supplies	1,176	850	850	—	
Equipment	6,683	16,150	16,100	—	
Program Total	\$ 544,250	\$ 534,030	\$ 141,360	\$ —	—

PARKS and RECREATION

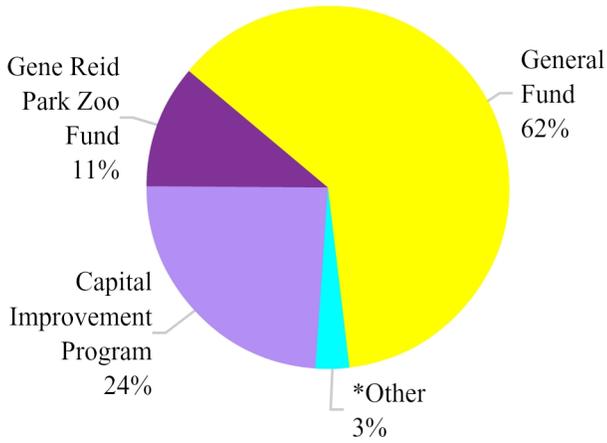
MISSION STATEMENT: To provide a park system that offers a safe and high quality recreational programs and services for Tucsonans of all ages and abilities.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
					*
STAFFING	429.25	433.75	423.75	391.75	(42.00)
* Personnel change due to shift of personnel to Human Resources, the Business Services Department and the new Zoological Society Management contract.					
EXPENDITURES					
Salaries and Benefits	\$ 19,094,587	\$ 20,816,850	\$ 20,158,820	\$ 18,614,730	\$ (2,202,120)
Services	3,705,221	8,265,410	4,618,350	6,931,160	(1,334,250)
Supplies	2,599,140	3,087,540	3,003,280	6,320,660	3,233,120
Equipment	81,650	—	8,800	8,800	8,800
Operating Total	\$ 25,480,597	\$ 32,169,800	\$ 27,789,250	\$ 31,875,350	\$ (294,450)
Capital Improvement Program	1,464,829	6,302,900	6,363,930	10,111,890	3,808,990
Department Total	\$ 26,945,426	\$ 38,472,700	\$ 34,153,180	\$ 41,987,240	\$ 3,514,540

FOUNDING SOURCES

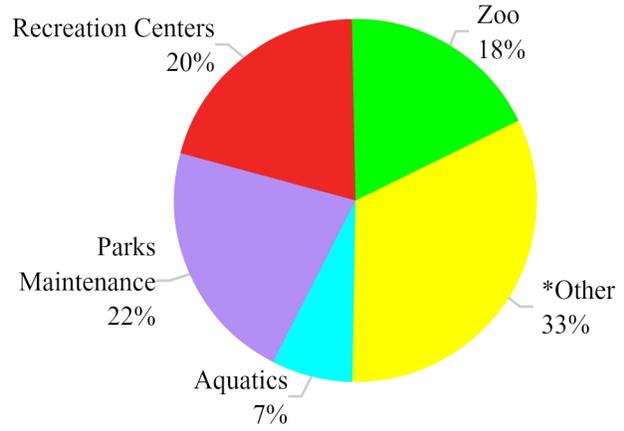
General Fund	\$ 25,019,607	\$ 30,939,310	\$ 26,575,060	\$ 26,110,780	\$ (4,828,530)
Civic Contribution Fund	96,772	543,770	539,770	551,820	8,050
Non-Federal Grants	2,152	108,000	95,700	124,500	16,500
Other Federal Grants	362,066	578,720	578,720	427,350	(151,370)
Gene Reid Park Zoo Fund	—	—	—	4,660,900	4,660,900
Operating Total	\$ 25,480,597	\$ 32,169,800	\$ 27,789,250	\$ 31,875,350	\$ (294,450)
Capital Improvement Program	1,464,829	6,302,900	6,363,930	10,111,890	3,808,990
Department Total	\$ 26,945,426	\$ 38,472,700	\$ 34,153,180	\$ 41,987,240	\$ 3,514,540

FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Administration (7%), KIDCO (6%), Therapeutic and Adaptive Recreation (4%), Leisure Classes (3%), Capital Planning and Development (2%), Civic Events/Performing Arts (2%), Hi Corbett Maintenance (1%), Historical (1%), Sports (1%), Grants (2%) and Tennis (1%).

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$31,875,350 reflects a decrease of \$294,450 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase for the transition to the Gene C. Reid Park Zoo	\$ 1,026,310
Increase in personnel costs	287,490
Decrease due to transfer of personnel to Human Resources and the new Business Services Department	(282,840)
Decrease due to transfer zoo utilities to Environmental General Services Department	(512,700)
Decrease in other miscellaneous costs	(812,710)
Total	\$ (294,450)

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 deterioration of many of our facilities that are in dire need of major repair, upgrade or replacement. In light of this, plans are under way to ask the taxpayers to vote for bond issue that would bring in funding to help resolve the above challenge.

Program Budget Overview

The minimum wage increase effective January 1, 2017 and the upcoming increase on January 1, 2018 have significantly impacted the fiscal year 2019 budget. It is expected that with the passing of the sales tax increase targeted towards the zoo that the impact of minimum wage increases will not continue to adversely affect the annual budget.

Recent Accomplishments

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

OPERATING PROGRAMS

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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, 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	\$	1,401,667	\$	1,700,660	\$	1,546,570	\$	1,674,880	
Services		366,906		533,820		530,230		478,050	
Supplies		120,978		143,230		156,380		176,570	
Equipment		27,707		—		—		—	
Program Total	\$	1,917,258	\$	2,377,710	\$	2,233,180	\$	2,329,500	13.00

AQUATICS: This program area provides 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	\$	1,673,443	\$	1,839,430	\$	1,744,870	\$	1,553,760	
Services		93,448		157,130		153,700		157,070	
Supplies		671,506		726,970		722,050		726,970	
Program Total	\$	2,438,397	\$	2,723,530	\$	2,620,620	\$	2,437,800	53.25

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	\$	420,624	\$	404,190	\$	505,210	\$	478,390	
Services		9,841		18,150		17,450		19,680	
Supplies		3,147		4,650		4,620		4,650	
Program Total	\$	433,612	\$	426,990	\$	527,280	\$	502,720	5.00

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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	\$	410,979	\$	492,640	\$	460,040	\$	209,620	
Services		53,260		474,130		441,250		455,560	
Supplies		16,567		33,850		65,870		69,520	
Program Total	\$	480,806	\$	1,000,620	\$	967,160	\$	734,700	2.75

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.

Character of Expenditures

Salaries and Benefits	\$	221,209	\$	319,610	\$	319,630	\$	298,380	
Services		128,111		231,240		218,940		218,890	
Supplies		54,301		165,450		165,250		165,450	
Program Total	\$	403,621	\$	716,300	\$	703,820	\$	682,720	12.25

Hi CORBETT MAINTENANCE: This program area is responsible for maintenance of Hi Corbett Field and the surrounding annex fields. This work is accomplished to a high professional standard 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	\$	210,752	\$	229,530	\$	230,020	\$	—	
Services		40,706		45,220		41,110		40,990	
Supplies		56,556		74,050		66,820		74,050	
Program Total	\$	308,014	\$	348,800	\$	337,950	\$	115,040	—

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	\$	51,320	\$	40,120	\$	40,120	\$	40,120	
Program Total	\$	51,320	\$	40,120	\$	40,120	\$	40,120	—

PARKS and RECREATION

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$ 1,419,760	\$ 1,724,360	\$ 1,640,600	\$ 1,752,460	
Services	54,179	41,930	41,540	45,920	
Supplies	56,514	82,590	82,000	82,190	
Program Total	\$ 1,530,453	\$ 1,848,880	\$ 1,764,140	\$ 1,880,570	58.00

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	\$ 638,223	\$ 757,500	\$ 755,870	\$ 800,810	
Services	15,885	17,960	15,900	20,880	
Supplies	30,085	30,090	26,470	29,990	
Program Total	\$ 684,193	\$ 805,550	\$ 798,240	\$ 851,680	16.50

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	\$ 4,270,956	\$ 4,468,560	\$ 4,548,500	\$ 4,944,210	
Services	1,465,077	5,070,350	1,519,120	1,540,870	
Supplies	677,852	642,890	604,570	918,160	
Equipment	\$ 53,943	\$ —	\$ —	\$ —	
Program Total	\$ 6,467,828	\$ 10,181,800	\$ 6,672,190	\$ 7,403,240	95.00

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	\$ 5,293,729	\$ 5,154,690	\$ 5,084,060	\$ 5,523,510	
Services	639,409	876,820	844,500	900,740	
Supplies	311,396	522,840	464,810	518,530	
Equipment	—	—	8,800	8,800	
Program Total	\$ 6,244,534	\$ 6,554,350	\$ 6,402,170	\$ 6,951,580	99.25

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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	\$	199,040	\$	240,280	\$	204,740	\$	297,130	
Services		161,979		142,920		142,920		144,700	
Supplies		6,599		8,250		5,780		8,250	
Program Total		\$ 367,618		\$ 391,450		\$ 353,440		\$ 450,080	6.25

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	\$	12,713	\$	11,840	\$	10,680	\$	11,840	
Supplies		8,633		5,680		5,570		5,680	
Program Total		\$ 21,346		\$ 17,520		\$ 16,250		\$ 17,520	—

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	\$	788,057	\$	1,015,390	\$	991,900	\$	1,060,520	
Services		53,873		55,070		53,970		58,020	
Supplies		19,192		31,130		28,900		30,280	
Program Total		\$ 861,122		\$ 1,101,590		\$ 1,074,770		\$ 1,148,820	30.50

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 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

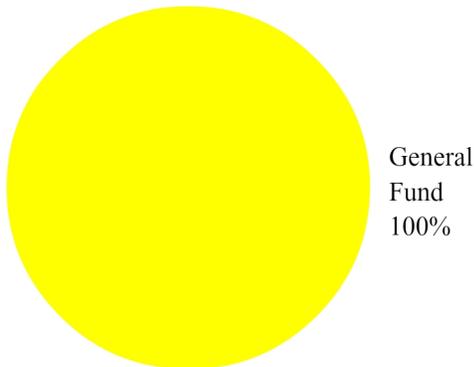
Salaries and Benefits	\$	2,146,148	\$	2,470,010	\$	2,126,810	\$	21,060	
Services		558,514		548,710		546,920		2,797,830	
Supplies		565,814		615,870		604,190		3,510,370	
Program Total		\$ 3,270,476		\$ 3,634,590		\$ 3,277,920		\$ 6,329,260	—

PLANNING and DEVELOPMENT SERVICES

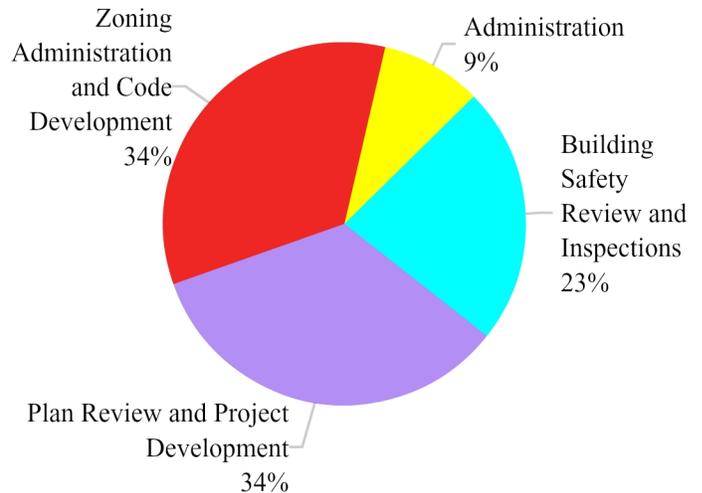
MISSION STATEMENT: To protect the health, safety and welfare of residents and visitors and enhance the quality of life in Tucson through professional planning, site and building review, and inspection services. To ensure Tucson is a sustainable, well-designed, and prosperous community with a business-friendly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

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	55.00	57.00	57.00	55.00	(2.00)
EXPENDITURES					
Salaries and Benefits	\$ 4,896,379	\$ 5,174,020	\$ 4,556,030	\$ 5,175,740	\$ 1,720
Services	1,520,215	1,176,480	1,623,620	1,006,470	(170,010)
Supplies	91,542	100,080	164,120	96,780	(3,300)
Department Total	\$ 6,508,136	\$ 6,450,580	\$ 6,343,770	\$ 6,278,990	\$ (171,590)
FUNDING SOURCES					
General Fund	\$ 6,488,201	\$ 6,450,580	\$ 6,343,770	\$ 6,278,990	\$ (171,590)
Other Federal Grants	19,935	—	—	—	—
Department Total	\$ 6,508,136	\$ 6,450,580	\$ 6,343,770	\$ 6,278,990	\$ (171,590)

FINANCING PLAN



PROGRAM ALLOCATION



SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$6,278,990 reflects an decrease of \$ 171,590 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase for digitizing of records	\$ 50,000
Increase in personnel costs	1,720
Decrease for other miscellaneous	(13,310)
Decrease due to consolidation of function with Housing and Community Services	(100,000)
Decrease for fee study and planning code book	(110,000)
Total	\$ (171,590)

Trends

Concerted effort towards economic development, customer services, partnership relationship building, budget stability, workforce/community satisfaction, and a Plan Tucson focus.

Future Challenges and Opportunities

Remain responsive to a growing market while maintaining a lean and flexible organizational structure by integrating technological improvements, and partnerships.

Program Budget Overview

Internal process review implementing new technology, staffing strategies, and improved customer service lead to a stronger, continually evolving department.

Recent Accomplishments

Increased shared services with other jurisdictions; coordinated services across departments; continued implementation of technology upgrades; adoption of a new Sign Code into the Unified Development Code (UDC); process mapping and streamlining preparatory work for the implementation of a new permitting system; continued emphasize on customer services and simplified processes.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$ 540,057	\$ 456,840	\$ 469,800	\$ 436,440	
Services	813,470	800,580	336,530	92,030	
Supplies	59,540	56,320	107,540	56,420	
Program Total	\$ 1,413,067	\$ 1,313,740	\$ 913,870	\$ 584,890	3.00

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	\$ 1,200,353	\$ 1,137,460	\$ 1,067,350	\$ 1,175,420	
Services	111,148	100,180	327,280	267,990	
Supplies	9,247	22,000	9,000	10,000	
Program Total	\$ 1,320,748	\$ 1,259,640	\$ 1,403,630	\$ 1,453,410	14.00

PLANNING and DEVELOPMENT SERVICES

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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	\$ 1,458,018	\$ 1,803,170	\$ 1,404,440	\$ 1,694,160	
Services	491,131	169,300	573,190	410,090	
Supplies	—	13,500	21,180	15,500	
Program Total	\$ 1,949,149	\$ 1,985,970	\$ 1,998,810	\$ 2,119,750	20.00

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	\$ 1,697,951	\$ 1,776,550	\$ 1,614,440	\$ 1,869,720	
Services	104,466	106,420	386,620	236,360	
Supplies	22,755	8,260	26,400	14,860	
Program Total	\$ 1,825,172	\$ 1,891,230	\$ 2,027,460	\$ 2,120,940	18.00

PROCUREMENT¹

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 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	35.00	35.00	33.00	—	(35.00)
EXPENDITURES					
Salaries and Benefits	\$ 2,533,345	\$ 2,801,360	\$ 2,245,590	\$ —	\$ (2,801,360)
Services	143,928	132,790	118,470	—	(132,790)
Supplies	384,126	420,590	419,130	—	(420,590)
Equipment	34,516	—	8,000	—	—
Department Total	\$ 3,095,915	\$ 3,354,740	\$ 2,791,190	\$ —	\$ (3,354,740)
FUNDING SOURCES					
General Fund	\$ 3,095,915	\$ 3,354,740	\$ 2,791,190	\$ —	\$ (3,354,740)

¹ Effective Fiscal Year 2017/18, the Finance and Procurement Departments merged into the new Business Services Department.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$0 reflects a decrease of \$3,354,740 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Decrease due to transfer of mail services to the Water Department	\$ (559,370)
Decrease due to transfer of the procurement function to the Business Services Department	(2,795,370)
Total	\$ (3,354,740)

OPERATING PROGRAMS

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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.

Character of Expenditures

Salaries and Benefits	\$	506,106	\$	506,420	\$	495,760	\$	—	
Services		90,595		77,490		77,490		—	
Supplies		29,673		9,240		9,240		—	
Equipment	\$	—	\$	—	\$	8,000	\$	—	
Program Total	\$	626,374	\$	593,150	\$	590,490	\$	—	—

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	\$	1,357,913	\$	1,602,620	\$	1,363,410	\$	—	
Services		31,314		14,040		14,550		—	
Supplies		—		300		300		—	
Program Total	\$	1,389,227	\$	1,616,960	\$	1,378,260	\$	—	—

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	\$	140,576	\$	135,990	\$	45,370	\$	—	
Services		16,597		18,820		4,550		—	
Supplies		340,117		404,560		402,850		—	
Program Total	\$	497,290	\$	559,370	\$	452,770	\$	—	—

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

Character of Expenditures

Salaries and Benefits	\$	173,779	\$	195,800	\$	2,130	\$	—	
Services		2,534		1,580		20		—	
Program Total	\$	176,313	\$	197,380	\$	2,150	\$	—	—

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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

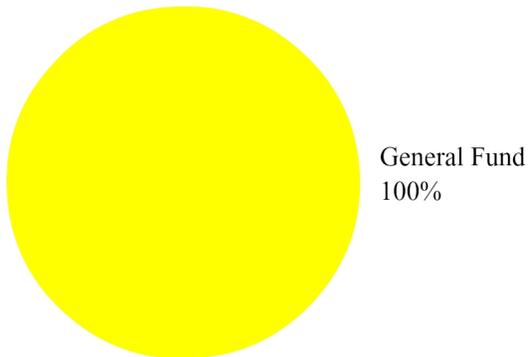
Salaries and Benefits	\$	354,971	\$	360,530	\$	338,920	\$	—	
Services		2,888		20,860		21,860		—	
Supplies		14,336		6,490		6,740		—	
Equipment		34,516		—		—		—	
Program Total	\$	406,711	\$	387,880	\$	367,520	\$	—	—

OFFICE of the PUBLIC DEFENDER

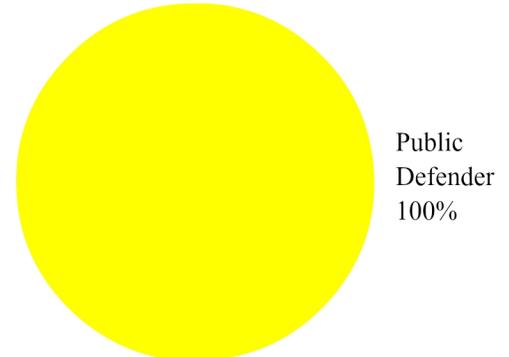
MISSION STATEMENT: To provide quality, diligent and ethical representation of indigent defendants entitled to appointed counsel in Tucson City Court and to protect and defend the rights guaranteed us by the United States and Arizona Constitutions.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	28.00	28.00	28.00	28.00	—
EXPENDITURES					
Salaries and Benefits	\$ 2,488,034	\$ 2,527,800	\$ 2,533,580	\$ 2,583,400	\$ 55,600
Services	132,902	133,020	133,020	138,930	5,910
Supplies	40,151	36,110	36,110	36,110	—
Department Total	\$ 2,661,087	\$ 2,696,930	\$ 2,702,710	\$ 2,758,440	\$ 61,510
FUNDING SOURCES					
General Fund	\$ 2,661,088	\$ 2,693,930	\$ 2,702,710	\$ 2,758,440	61,510

FINANCING PLAN



PROGRAM ALLOCATION



SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$2,758,440 reflects an increase of \$61,510 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase to personnel costs	\$ 55,600
Increase in services	5,910
Total	\$ 61,510

PUBLIC DEFENDER

Trends
Collaborate with the University of Arizona - College of Law on a new clinical program. The goal is to educate law students on the collateral consequences of criminal offenses. Further, alternatives to jail options continue to be explored and include diversion programs, and specialty courts such as Mental Health Court, Veteran's Court, and Domestic Violence Court. Lastly, educate attorneys in the areas of mental health and drug addition for alternative case dispositions.
Future Challenges and Opportunities
Embracing alternatives to jail has made progress but the application of these alternatives has been slowly accepted by some judges and prosecuting agencies. Changing the traditional thought process of incarceration as punishment has been slow and challenging. Continue to collaborate with Pima County and the MacArthur Grant on additional alternatives to jail.
Program Budget Overview
Budgetary demands fluctuate with the volume of criminal defense cases due to the number of criminal filings and the appointment of defense counsel.
Recent Accomplishments
Our office persevered to overcome budget challenges by shifting resources in order to continue to effectively represent our clients. Continued active participation in Mental Health Court, Domestic Violence Court, and Regional Municipalities Veterans Treatment Court; increased litigation with trials, bench and jury, and hearings; essential participant with Tucson City Court Video Court; working with The University of Arizona Law School, 38D law students/summer interns.*

* 38D is a rule of Criminal Procedures that allows a law student to work on cases under the direction of a licensed attorney.

OPERATING PROGRAMS

Actual	Adopted	Estimated	Adopted	Program
FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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.

Character of Expenditures					
Salaries and Benefits	\$ 2,488,034	\$ 2,527,800	\$ 2,533,580	\$ 2,583,400	
Services	132,902	133,020	133,020	138,930	
Supplies	40,151	36,110	36,110	36,110	
Program Total	\$ 2,661,087	\$ 2,696,930	\$ 2,702,710	\$ 2,758,440	28.00

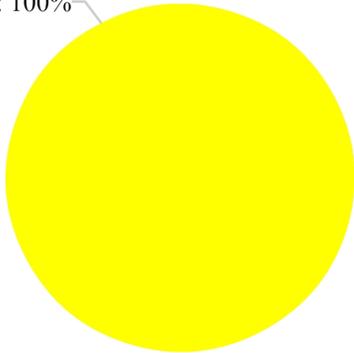
PUBLIC SAFETY COMMUNICATIONS CENTER¹

MISSION STATEMENT: To ensure prompt emergency response for the citizens of Tucson, the Public Safety Communications Department strives to provide effective public safety services through the appropriate dispatch of fire, police, and medical units with the least possible delay. To accomplish this a highly trained and capable work force is required, who will maintain professional standards, through continued education, cost effectiveness and cooperation both internal and with the surrounding public safety agencies. Public Safety Communication Team members will adhere to the highest standards of honesty, integrity, and morality in every action between and with the citizens we serve, and exhibit same with their fellow co-workers.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	—	—	163.00	163.00	163.00
EXPENDITURES					
Salaries and Benefits	\$ —	\$ —	\$ 11,019,370	\$ 13,028,560	\$ 13,028,560
Services	—	—	281,990	242,980	242,980
Supplies	—	—	262,770	164,670	164,670
Equipment	—	—	—	31,500	31,500
Department Total	\$ —	\$ —	\$ 11,564,130	\$ 13,467,710	\$ 13,467,710
FUNDING SOURCES					
General Fund	\$ —	\$ —	\$ 11,564,130	\$ 13,467,710	\$ 13,467,710

FINANCING PLAN

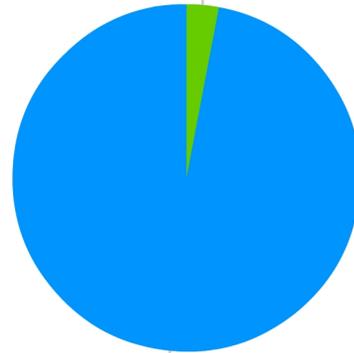
General Fund: 100%



Program Allocation

Administration: 3%

Communications Center: 97%



¹Effective Fiscal Year 2017/18, Tucson Fire and Police communication divisions were merged to establish this department.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$13,467,710 reflects an increase of \$13,467,710 from the Fiscal Year 2017/18 Adopted Budget. New Department created from Police & Fire Department Emergency operators and Dispatchers Changes include:

Increase to personnel due to the consolidation of the public safety communications function	\$ 13,028,560
Increase for services due to the consolidation of the public safety communications function	242,980
Increase for supplies due to the consolidation of the public safety communications function	164,670
Increase for equipment due to the consolidation of the public safety communications function	31,500
Total	\$ 13,467,710

Trends

Inbound emergency and non-emergency call make up to 80% of our total call volume. Trend: Outbound calls continue to be 20% of the total. Trend: Performance since January 1, 2018 has continued to improve month directly related to hiring of new personnel and process improvements. Trend: Training continues to produce solid new personnel while simultaneously cross-training current work force. Trend: Attrition since January 2018 has decreased month over month to near zero due to improvement communication throughout the organization by multiple means, new personnel being injected into the schedule and work flow, re-organizing into two divisions, support and operations, thereby simplifying chain of command.

Future Challenges and Opportunities

Continue toward halting employee turn-over and attrition. Continue to recruit and hire until all PCNs are filled. Continue to improve upon training-shorten turn time without sacrifice to quality. Continue with Supervisor leadership program. Continue to manage down over time. Continue with improving unity of effort and team building. Continue with 911 remodel project. Continue professional development of each team member. Continue to work with regional partners. Be an integral part of the CAD upgrade efforts.

Program Budget Overview

The department's general fund personnel budget is over 97% of the total department budget. 97% of the budget is directly to support 911 operations. The remaining 3% is attributed to the administrative staff of 5, services, and supplies to support the miscellaneous needs of the operations such as training, membership, computers, headphones, chairs, and office supplies. Overtime continues to be the primary cost driver. As new personnel are trained, full census capacity reached and those new personnel arrive at the level to operate independently (minus OJT-minor requirement) overtime will begin to drop.

Recent Accomplishments

The Public Safety Communications Department (PSCD) was formed in December of 2017 with the adoption of the department approved by Mayor and Council. Since that time, PSCD has had an appointed Director put in place and then shortly thereafter a Deputy Director position was authorized. PSCD was created by bringing in dispatchers and emergency operators from the Tucson Police Department and the Tucson Fire Department to form a team of emergency public safety employees that will work and train under one roof to provide superior service to the City of Tucson. PSCD has been successful in reshaping the training requirements to meet the needs of larger employee class sizes, the cross training of existing team members to form a new cohesive team, a site steering team consisting of team members from the floor to help tackle schedule requirements for the department, and department employee town hall meetings to share the vision and direction of the department while remaining open to receive any feedback from the employees. PSCD has also restructured its organization by creating new operations and support divisions and adding newly created Communications Coordinators positions that will assist with their expertise and help with process improvement changes. Along with this restructure, the department has also created and adopted a new condensed training program that allows the department the ability to place new employees on the floor quicker while being prepared to provide superior service to the public. This new condensed training program also includes assigned mentors which help the new employees acclimate and adjust to their new fast paced work environment. All these previously listed accomplishments have seen the PSCD call waiting of priority calls have gone down to an all time low.

PUBLIC SAFETY COMMUNICATIONS CENTER

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

ADMINISTRATION: This program area provides direction and policy to ensure the answering of 911 calls, processing of emergency calls and dispatching of emergency resources 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 Communications Department.

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	113,990	\$	265,340	
Services		—		—		22,140		41,580	
Supplies		—		—		2,920		14,310	
Equipment		—		—		—		31,500	
Program Total	\$	—	\$	—	\$	139,050	\$	352,730	2.00

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 and police dispatching services for Tucson and surrounding jurisdictions.

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	10,905,380	\$	12,763,220	
Services		—		—		259,850		201,400	
Supplies		—		—		177,620		150,360	
Program Total	\$	—	\$	—	\$	11,342,850	\$	13,114,980	161.00

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.

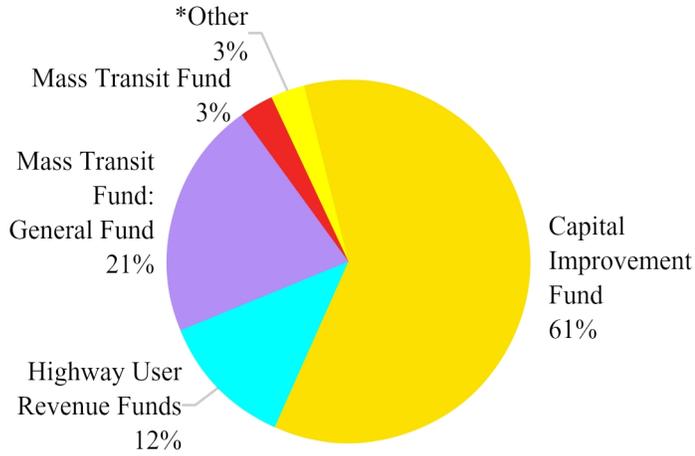
Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	299.00	297.00	297.00	287.00	(10.00)
* Decrease in Full Time Employees due to transfer to the Business Services Department and the Human Department					
EXPENDITURES					
Salaries and Benefits	\$ 18,745,428	\$ 22,624,180	\$ 19,775,300	\$ 19,268,400	\$ (3,355,780)
Services	30,252,546	32,068,410	30,933,150	34,249,550	2,181,140
Supplies	15,053,995	18,423,370	17,786,030	20,438,570	2,015,200
Equipment	2,167,552	3,957,000	2,783,690	2,107,000	(1,850,000)
Debt Service	1,552,101	1,650,740	1,650,740	1,650,540	(200)
Contracted Labor	50,639,620	51,315,140	52,851,750	52,570,110	1,254,970
Operating Total	\$ 118,411,242	\$ 130,038,840	\$ 125,780,660	\$ 130,284,170	\$ 245,330
Capital Improvement Program	92,992,870	177,162,490	73,799,000	201,526,400	24,363,910
Department Total	\$ 211,404,112	\$ 307,201,330	\$ 199,579,660	\$ 331,810,570	\$ 24,609,240

FUNDING SOURCES

General Fund	\$ 980,814	\$ 1,312,060	\$ 1,484,420	\$ 1,321,550	\$ 9,490
Capital Improvement Fund	93,324	—	48,440	131,820	131,820
Highway User Revenue Fund	32,212,846	38,602,730	33,814,280	38,773,050	170,320
Internal Service Fund: Self Insurance	775,606	1,420,000	—	1,420,000	—
Mass Transit Fund	9,949,377	10,979,510	11,200,490	10,619,480	(360,030)
Mass Transit Fund: General Fund Transfer	67,719,159	70,889,680	72,115,720	70,970,600	80,920
Other Federal Grants	972,183	1,181,280	1,316,710	747,390	(433,890)
Park Tucson Fund	5,446,352	5,611,180	5,437,430	5,925,280	314,100
Regional Transportation Authority	261,581	42,400	363,170	375,000	332,600
Total Operating Revenues	\$ 118,411,242	\$ 130,038,840	\$ 125,780,660	\$ 130,284,170	\$ 245,330
Capital Improvement Program	92,992,870	177,162,490	73,799,000	201,526,400	24,363,910
Total Department	\$ 211,404,112	\$ 307,201,330	\$ 199,579,660	\$ 331,810,570	\$ 24,609,240

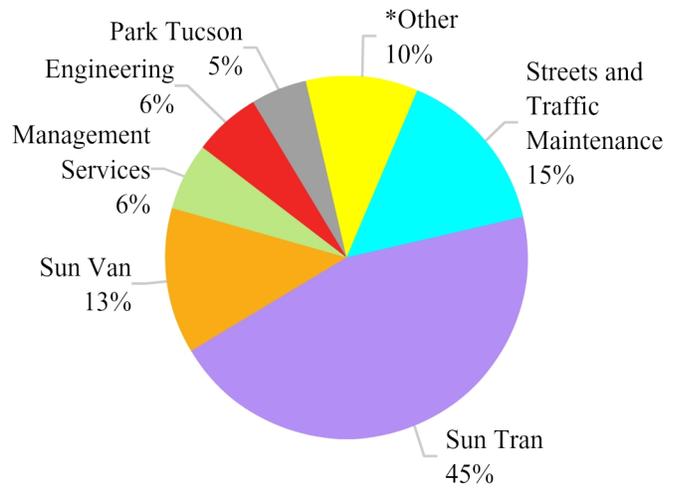
TRANSPORTATION

FINANCING PLAN



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

PROGRAM ALLOCATION



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

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$130,284,170 reflects an increase of \$245,330 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in transit salary and benefit costs due to recent labor agreement changes	\$ 1,254,970
Increase in sidewalk compliance and other street related improvements	1,181,760
Increase in other costs	760,000
Decrease in personal due to transfer of Full Time Employees to the Business Services Department and Human Resources Department	(951,400)
Decrease in transit minor service	(2,000,000)
Total	\$ 245,330

Trends

The Department of Transportation (TDOT) continues to increase its presence on social media platforms. This past fiscal year, TDOT created a Facebook page and a Twitter page to keep the public aware of announcements, accomplishments, and activities. As the population of Tucson continues to grow, the department is on the leading edge in providing necessary infrastructure improvements and maintenance. Additionally, TDOT is working on Smart City technology and infrastructure as well as a Complete Street Policy with Living Streets Alliance. This integrated planning, with a transit focus, started this year with the launch of a public bike share program called TuGo.

Future Challenges and Opportunities

The Department of Transportation faces challenges as it looks for funding to staff and maintain our current infrastructure. Currently we maintain 5,476 street lane miles, 344 miles of drainage ways, 99,388 traffic signs, 578 traffic signals with 11,000 traffic signal heads, 528 miles of bikeways, 1,942 speed humps, 156 traffic circles, and 21,378 LED lights. As traditional funding sources are dwindling, TDOT needs to find new dedicated funding sources such as Proposition 101 and RTA II. Preservation and maintenance of our transportation infrastructure will be a growing challenge. TDOT continues to improve roadways through major projects like Downtown Links, Grant Road, 22nd Street, Broadway, and Houghton. The transit team has identified future high capacity corridors as it moves to the next step of the Transit Master Plan. Future funding needs include funding the ADA Transition Plan, funding the Bike Boulevard Master Plan, and funding the Bike and Pedestrian Signal Plan. Opportunities exist with the use of drone technology which has increased efficiencies and reduced outside consultant costs. TDOT established priorities and has funded drainage projects that will result in removing commercial and residential structures from the Federal Emergency Management Agency (FEMA) and Cities Flood Plain.

Program Budget Overview

Given the uncertainties surrounding the Federal budget, we are very vigilant as to how every dollar is spent. The Department is looking forward to 2019 when the Street and Highway Revenue Bonds will be paid off. This will allow extra funds to be directed to our infrastructure projects.

Recent Accomplishments

TDOT completed 11 projects including the Airmen Memorial Bridge connecting Sabino Canyon to Kolb Road and the Kino/22nd Street Interchange. The Streets Division filled 501,000 sandbags during Operation Splash. TDOT has issued over 5,600 right of way permits. Awards include the 2017 Diversity Leadership Alliance Inclusive Workplace Award, APWA Outstanding Public Works Employee, and the APWA Project of the Year - Kolb/Sabino Canyon Extension. The 2017 League of United Latin American Citizens award went to Jesse Soto for Community Service. The Department of Transportation was awarded a Places for Bikes Planning/Building Award. The Public Relations Society of America, Southern Arizona Chapter awarded the Kolb/Sabino Canyon Extension project an Impact Award.

TRANSPORTATION

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$	2,803,787	\$	5,104,600	\$	2,955,610	\$	5,674,310	
Services		476,256		513,280		720,250		1,995,820	
Supplies		45,584		54,910		45,180		51,830	
Equipment		651,616		600,000		91,000		—	
Program Total	\$	3,977,243	\$	6,272,790	\$	3,812,040	\$	7,721,960	68.00

GRAFFITI ABATEMENT: 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	\$	37,581	\$	96,820	\$	339,410	\$	138,560	
Services		431,726		550,170		551,270		550,530	
Supplies		—		38,480		35,180		37,480	
Program Total	\$	469,307	\$	685,470	\$	925,860	\$	726,570	2.00

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

Character of Expenditures

Salaries and Benefits	\$	15,339	\$	100,000	\$	100,000	\$	100,000	
Services		82,288		129,000		129,000		129,000	
Supplies		23,573		16,000		16,000		16,000	
Equipment		—		30,500		30,500		30,500	
Program Total	\$	121,200	\$	275,500	\$	275,500	\$	275,500	—

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	\$	2,609,636	\$	2,562,380	\$	2,545,310	\$	1,645,910	
Services		3,612,440		3,712,700		3,156,430		3,206,980	
Supplies		495,237		765,160		587,950		832,760	
Equipment		808,042		3,000,000		1,550,000		1,500,000	
Program Total	\$	7,525,355	\$	10,040,240	\$	7,839,690	\$	7,185,650	14.00

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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	\$	989,266	\$	1,255,350	\$	1,061,150	\$	1,180,930	
Services		2,686,795		2,442,890		2,469,840		2,789,060	
Supplies		178,224		232,200		160,700		249,750	
Equipment		39,966		30,000		95,000		55,000	
Debt Service		1,552,101		1,650,740		1,650,740		1,650,540	
Program Total		\$ 5,446,352		\$ 5,611,180		\$ 5,437,430		\$ 5,925,280	18.00

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	\$	693,792	\$	1,289,750	\$	808,010	\$	1,284,360	
Services		112,685		297,770		339,960		1,381,030	
Supplies		65,169		341,200		342,490		414,100	
Equipment		92,803		150,000		150,000		150,000	
Program Total		\$ 964,449		\$ 2,078,720		\$ 1,640,460		\$ 3,229,490	7.00

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	\$	872,432	\$	1,420,000	\$	—	\$	1,420,000	
Program Total		\$ 872,432		\$ 1,420,000		\$ —		\$ 1,420,000	—

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

Character of Expenditures

Salaries and Benefits	\$	350,276	\$	768,800	\$	473,780	\$	728,360	
Services		42,310		84,630		80,930		84,480	
Supplies		300		1,350		2,100		2,650	
Program Total		\$ 392,886		\$ 854,780		\$ 556,810		\$ 815,490	9.00

TRANSPORTATION

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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

Character of Expenditures

Salaries and Benefits	\$ 191,705	\$ 254,840	\$ 217,700	\$ 256,150	
Services	52,772	32,470	57,710	51,680	
Supplies	294	1,650	1,650	1,650	
Equipment	73,456	10,000	5,000	10,000	
Program Total	\$ 318,227	\$ 298,960	\$ 282,060	\$ 319,480	3.00

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	\$ 9,426,977	\$ 9,204,480	\$ 9,617,830	\$ 6,700,610	
Services	6,149,579	6,231,150	6,290,400	7,012,040	
Supplies	2,493,004	2,533,210	2,875,900	5,179,740	
Equipment	119,654	26,500	26,430	46,500	
Program Total	\$ 18,189,214	\$ 17,995,340	\$ 18,810,560	\$ 18,938,890	147.00

SUN LINK: This program area provides a four-mile streetcar system with a route serving the University of Arizona and the downtown business district.

Character of Expenditures

Services	\$ 2,320,981	\$ 1,617,080	\$ 1,787,060	\$ 1,816,180	
Supplies	235,092	206,710	195,750	497,400	
Contracted Labor	1,774,108	1,811,620	1,818,680	2,111,010	
Program Total	\$ 4,330,181	\$ 3,635,410	\$ 3,801,490	\$ 4,424,590	—

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	\$ 9,093	\$ 24,000	\$ 24,000	\$ —	
Services	7,643,607	8,625,130	8,664,490	8,109,370	
Supplies	10,026,548	12,796,430	11,861,720	11,531,010	
Equipment	382,015	—	527,900	—	
Contracted Labor	38,404,217	39,216,960	40,718,580	39,443,590	
Program Total	\$ 56,465,480	\$ 60,662,520	\$ 61,796,690	\$ 59,083,970	—

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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 Americans with Disabilities Act of 1990 (ADA). The program gives persons with disabilities access to employment, shopping, services, community agencies, and events.

Character of Expenditures

Services	\$ 3,511,493	\$ 3,731,560	\$ 3,741,350	\$ 3,787,180	
Supplies	1,346,356	1,327,670	1,551,040	1,526,590	
Equipment	—	110,000	65,000	90,000	
Contracted Labor	10,461,295	10,286,560	10,314,490	11,015,510	
Program Total	\$ 15,319,144	\$ 15,455,790	\$ 15,671,880	\$ 16,419,280	—

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	\$ 1,155,793	\$ 1,216,110	\$ 1,020,450	\$ 1,108,860	
Services	1,294,276	1,361,160	1,545,690	735,500	
Supplies	112,407	59,900	75,040	59,000	
Equipment	—	—	242,860	225,000	
Program Total	\$ 2,562,476	\$ 2,637,170	\$ 2,884,040	\$ 2,128,360	15.00

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	\$ 462,183	\$ 747,050	\$ 612,050	\$ 450,350	
Services	962,906	1,319,420	1,398,770	1,180,700	
Supplies	32,207	48,500	35,330	38,610	
Program Total	\$ 1,457,296	\$ 2,114,970	\$ 2,046,150	\$ 1,669,660	4.00

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 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
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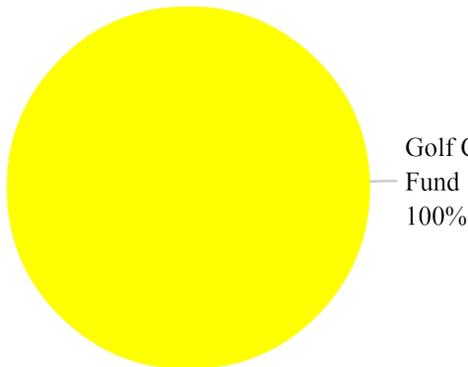
CHARACTER OF EXPENDITURES

Salaries and Benefits	\$ 51,092	\$ 51,460	\$ 51,460	\$ 52,390	\$ 930
Services	2,430,922	2,523,330	2,523,330	2,516,980	(6,350)
Supplies	1,772,291	1,904,630	1,904,630	1,695,240	(209,390)
Equipment	44,308	—	—	230,840	230,840
Debt Service	89,925	32,110	32,110	29,920	(2,190)
Contracted Labor	2,978,693	3,372,790	3,372,790	3,225,540	(147,250)
Department Total	\$ 7,367,231	\$ 7,884,320	\$ 7,884,320	\$ 7,750,910	\$ (133,410)

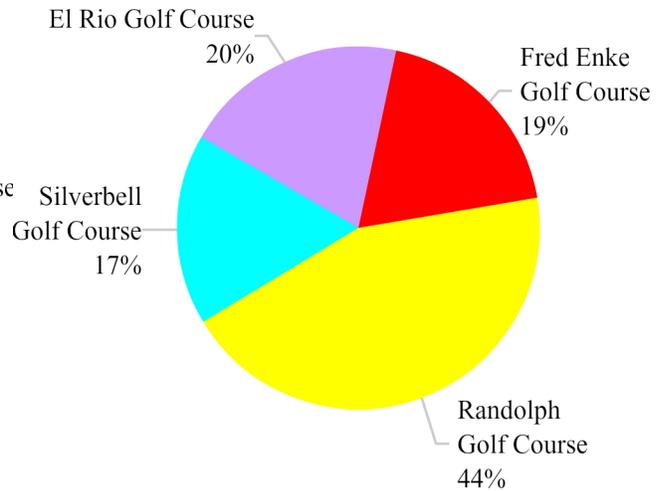
FUNDING SOURCES

Tucson Golf Enterprise Fund	\$ 7,367,231	\$ 7,884,320	\$ 7,884,320	\$ 7,750,910	\$ (133,410)
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FINANCING PLAN



PROGRAM ALLOCATION



SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$7,750,910 reflects a decrease of \$133,410 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in equipment	\$ 230,840
Increase in personnel costs	930
Decrease in debt service	(2,190)
Decrease in services	(6,350)
Decrease in contracted labor	(147,250)
Decrease in supplies due to less maintenance costs associated with new lease equipment	(209,390)
Total	\$ (133,410)

Trends

The revenue generated per round of golf is on the rise and the number of non-golf related activities in the clubhouses is increasing.

Future Challenges and Opportunities

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.

Program Budget Overview

Tucson City Golf operates five courses (Randolph North, Del Urich, 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.

Recent Accomplishments

Tucson City Golf recently replaced the netting along Randolph Way at the Randolph Golf Complex. The hood in the Silverbell kitchen has been renovated and that will allow hot food to be prepped and sold. This should increase revenue at the course and improve the customer experience.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing*

ELRIO 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	\$ 10,839	\$ 10,270	\$ 10,270	\$ 10,870	
Services	584,629	595,230	595,230	589,610	
Supplies	270,810	300,670	300,670	286,910	
Contracted Labor	597,507	656,010	656,010	654,490	
Program Total	\$ 1,463,785	\$ 1,562,180	\$ 1,562,180	\$ 1,541,880	—

TUCSON CITY GOLF

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing*

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	\$	10,837	\$	10,300	\$	10,300	\$	10,870	
Services		584,710		614,630		614,630		603,850	
Supplies		333,505		354,960		354,960		314,610	
Contracted Labor		566,030		647,020		647,020		569,020	
Equipment		868		—		—		—	
Program Total	\$	1,495,950	\$	1,626,910	\$	1,626,910	\$	1,498,350	—

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	\$	18,579	\$	20,590	\$	20,590	\$	19,780	
Services		919,551		962,760		962,760		969,560	
Supplies		732,260		845,170		845,170		763,370	
Equipment		21,720		—		—		230,840	
Debt Service		89,925		32,110		32,110		29,920	
Contracted Labor		1,223,321		1,380,780		1,380,780		1,375,700	
Program Total	\$	3,005,356	\$	3,241,410	\$	3,241,410	\$	3,389,170	—

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	\$	10,837	\$	10,300	\$	10,300	\$	10,870	
Services		342,032		350,710		350,710		353,960	
Supplies		435,716		403,830		403,830		330,350	
Contracted Labor		591,835		688,980		688,980		626,330	
Equipment		21,720		—		—		—	
Program Total	\$	1,402,140	\$	1,453,820	\$	1,453,820	\$	1,321,510	—

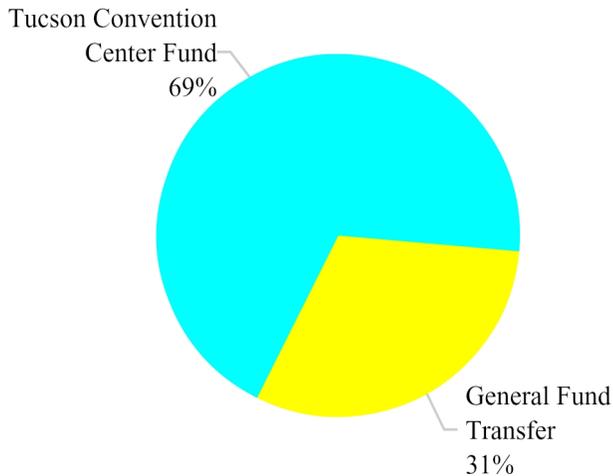
* Tucson City Golf is managed by a contracting company.

TUCSON CONVENTION CENTER

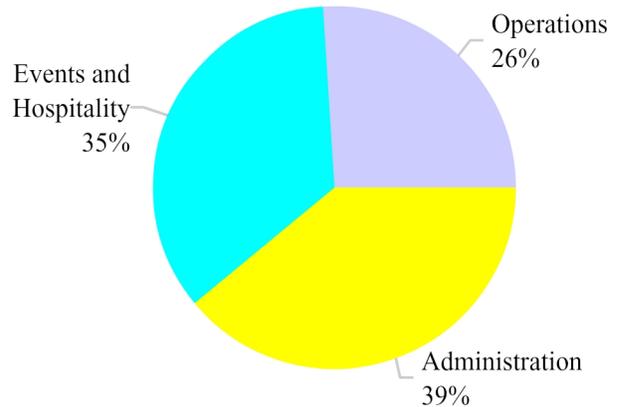
MISSION STATEMENT: To embody the hospitality of Tucson and to contribute to its economic vitality via a strong commitment to customer service and an appreciation for the community’s cultural diversity, thereby providing quality convention, meeting, and entertainment facilities and services to both local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

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
EXPENDITURES					
Salaries and Benefits	\$ 51,090	\$ 51,360	\$ 51,360	\$ 52,420	\$ 1,060
Services	4,685,440	4,719,920	4,719,920	2,920,260	(1,799,660)
Supplies	1,248,328	1,064,530	1,064,530	1,406,220	341,690
Equipment	754,070	489,460	489,460	427,630	(61,830)
Contracted Labor	3,603,934	3,618,600	3,618,600	5,637,160	2,018,560
Department Total	\$ 10,342,862	\$ 9,943,870	\$ 9,943,870	\$ 10,443,690	\$ 499,820
FUNDING SOURCES					
Civic Contributions	\$ 4,559	\$ 30,000	\$ 30,000	\$ 30,000	—
Tucson Convention Center Fund	10,338,304	9,913,870	9,913,870	10,413,690	499,820
Department Total	\$ 10,342,863	\$ 9,943,870	\$ 9,943,870	\$ 10,443,690	\$ 499,820

FINANCING PLAN



PROGRAM ALLOCATION



SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$10,443,690 reflects a increase of \$499,820 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in management company personnel costs due to bringing security in house	\$	565,600
Increase in personnel costs		1,060
Decrease in other miscellaneous costs		(66,840)
Total	\$	499,820

Trends

Interest in all parts of the facility has remained strong; which has led to more diversified programming. Use by non-profit organizations has not fallen off while programming by for-profit organizations has increased; this will increase the transaction privilege tax paid by the Tucson Convention Center.

Future Challenges and Opportunities

The number of ticketed events and attendance has increased. This will better position the Tucson Convention Center to seek sponsorship revenues. The Tucson Convention Center is well positioned to grow its banquet business. Conventions and association business will remain a challenge without having a host hotel.

Program Budget Overview

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.

Recent Accomplishments

Many improvements have been made to the Tucson Convention Center in esthetics, infrastructure, furniture, fixtures, and equipment. Recently many projects were completed that improved the attractiveness, efficiency and address aging of the property. These include: replacing the carpeting in the convention center, replace lights to their historically correct fixtures in Eckbo Plaza, and converted lighting in the Convention Center to LED.

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing*
ADMINISTRATION: This program area plans, coordinates, and provides analytical fiscal support; maintains accurate accounting systems; and financially administers event support services. Manages all parking functions for multiple events and venues and is responsible for cash handling of all parking fee collections. Provides quality promoter and guest experience by managing all ticketing functions including responsibility for the ticketing fund handling.					

Character of Expenditures

Salaries and Benefits	\$ 51,090	\$ 51,360	\$ 51,360	\$ 52,420	
Services	792,487	2,373,140	2,373,140	1,008,960	
Supplies	67,111	52,000	52,000	54,210	
Equipment	754,070	489,460	489,460	427,630	
Contracted Labor	935,542	950,060	950,060	2,461,920	
Program Total	\$ 2,600,300	\$ 3,916,020	\$ 3,916,020	\$ 4,005,140	—

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

Character of Expenditures

Services	\$ 1,595,916	\$ 1,601,150	\$ 1,601,150	\$ 1,156,600	
Supplies	908,036	793,530	793,530	1,144,010	
Contracted Labor	1,367,953	1,343,690	1,343,690	1,381,220	
Program Total	\$ 3,871,905	\$ 3,738,370	\$ 3,738,370	\$ 3,681,830	—

OPERATIONS: This program area provides event set-up and maintenance for all events, including responsibility for ice set-ups and all building maintenance. 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	\$ 2,297,037	\$ 745,630	\$ 745,630	\$ 754,700	
Supplies	273,181	219,000	219,000	208,000	
Contracted Labor	1,300,439	1,324,850	1,324,850	1,794,020	
Program Total	\$ 3,870,657	\$ 2,289,480	\$ 2,289,480	\$ 2,756,720	—

* Tucson Convention Center is managed by a contracting company.

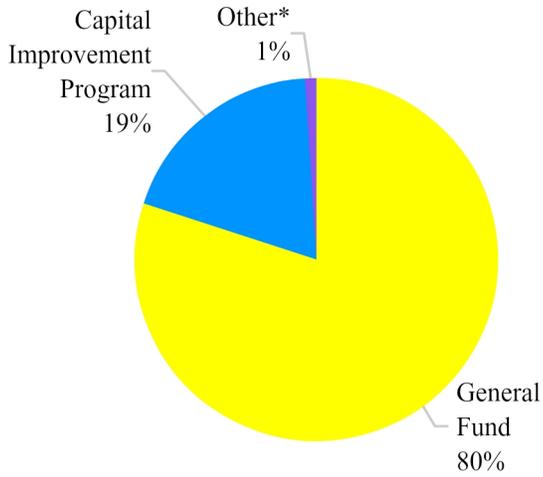
TUCSON FIRE

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.

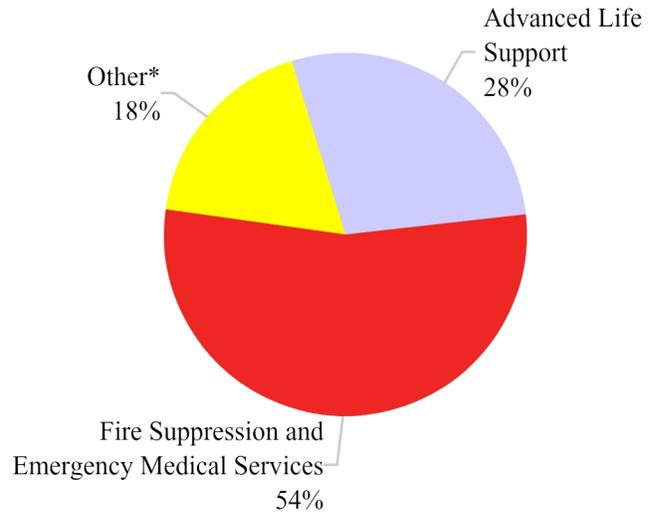
Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
					*
STAFFING	777.50	767.50	685.50	685.50	(82.00)
* Full Time Employees were transferred to the new Public Safety Communications Department, the newly formed Business Services Department, and the centralized Human Resources Department					
EXPENDITURES					
Salaries and Benefits	\$ 92,826,613	\$ 97,930,520	\$ 94,338,620	\$ 91,180,290	\$ (6,750,230)
Services	2,960,241	2,616,580	2,613,470	2,580,480	(36,100)
Supplies	3,780,179	3,427,380	3,372,600	3,336,600	(90,780)
Equipment	33,154	4,008,200	2,292,190	179,530	(3,828,670)
Department Total	\$ 99,600,187	\$ 107,982,680	\$ 102,616,880	\$ 97,276,900	\$ (10,705,780)
Capital Improvement Program	—	17,100,000	6,673,350	22,564,700	5,464,700
Total Department	\$ 99,600,187	\$ 125,082,680	\$ 109,290,230	\$ 119,841,600	\$ (5,241,080)

FUNDING SOURCES					
General Fund	\$ 94,212,170	\$ 103,142,400	\$ 98,545,490	\$ 95,780,520	\$ (7,361,880)
Civic Contributions Fund	14,921	29,000	44,000	48,470	19,470
Internal Service Fund: Self Insurance Fund	314,660	325,040	311,380	292,480	(32,560)
Non-Federal Grants	—	25,000	—	5,530	(19,470)
Other Federal Grants	5,058,436	4,461,240	3,716,010	1,149,900	(3,311,340)
Department Total	\$ 99,600,187	\$ 107,982,680	\$ 102,616,880	\$ 97,276,900	\$ (10,705,780)
Capital Improvement Program	—	17,100,000	6,673,350	22,564,700	5,464,700
Total Department	\$ 99,600,187	\$ 125,082,680	\$ 109,290,230	\$ 119,841,600	\$ (5,241,080)

FINANCING PLAN



PROGRAM ALLOCATION



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

*Other includes Communications Center (<1%), Fire Logistics (2%), Emergency Management (2%), Fire Prevention and Life Safety (5%), Emergency Vehicle Management (3%), Administration (3%), Fire Training (3%), and Hazardous Waste Disposal Program (<1%).

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$97,276,900 reflects a decrease of \$10,705,780 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in overtime	\$ 1,500,000
Increase in training classes	1,087,080
Increase in other personnel costs	895,000
Transfer to Human Resources Department	(158,440)
Decrease in other miscellaneous costs	(180,870)
Transfer to Business Services Department	(199,720)
Decrease in purchase of vehicles	(3,309,200)
Decrease in Public Safety Personnel Retirement System costs due to extension in amortization period	(3,903,010)
Transfer to Public Safety Communications Department	(6,436,620)
Total	<u>\$(10,705,780)</u>

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. In addition, firefighters are experiencing an increase in violent interactions with members of the public. This has forced changes in our dispatching protocols, reliance on police, and need for increased self-defense training for firefighters.

Future Challenges and Opportunities

Resource Demands- the increasing demand for emergency and non-emergency resources has put strain on our system. The department is exploring alternative methods of providing service in order to maintain a high quality.

Fleet - The successful passing of Prop 101 and the progress of Tucson Delivers is providing well needed relief to the capital needs. The department ordered 18 non-specialized and 8 specialized vehicles for year 1 of 5 of the sales tax increases. With the extended lead time on the 8-specialized vehicles, the department will continue to experience the maintenance challenges of our older fleet. As the newer vehicles begin to arrive at the end of 2018 we will be able to surplus older vehicles. The fleet vehicles outlined in Tucson Delivers will satisfy our fleet needs as they are known to us today.

Emergency Medical Services – The majority of emergency calls are medical in nature. Advanced Life Support (Paramedic) has become the standard of care for our first responders. The department was able to train 24 paramedics in FY17/18 but needs to train new paramedics each year. The department is moving to initiate programs where some 911 callers with social service needs are able to be redirected to social service agency. This will help reduce unnecessary emergency response calls.

Community Risk Reduction - This is a risk management process adopted by the fire service to eliminate risks present in the community. The Community Risk Reduction 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 Community Risk Reduction program applied for and received a \$315,000 federal grant to help with funding. That grant ran out August of 2018.

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.

Recent Accomplishments

In 2017, the department received a Federal Grant for \$1.5 million to train 24 firefighters to become certified paramedics. The Public Education and Fire Prevention units within the department conducted over 400 home visits and installed over 1,300 smoke detectors throughout the community. The department is also working on establishing private sector partnerships to help support the Tucson Collaborative Community Care (TC3) program financially. TC3 continues to provide 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 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 such as the 911 system. In 2018, the department was able to hire a full-time Community Service Outreach Coordinator to help manage this program.

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	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	\$ 1,672,289	\$ 1,892,290	\$ 2,081,160	\$ 2,642,530	
Services	79,530	73,200	79,760	87,950	
Supplies	21,749	17,650	27,270	25,840	
Program Total	\$ 1,773,568	\$ 1,983,140	\$ 2,188,190	\$ 2,756,320	13.50

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	\$ 22,335,035	\$ 24,896,290	\$ 24,885,930	\$ 25,108,360	
Services	909,249	743,380	826,220	812,440	
Supplies	1,444,457	972,890	995,700	964,560	
Program Total	\$ 24,688,741	\$ 26,612,560	\$ 26,707,850	\$ 26,885,360	179.00

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 preparedness.

Character of Expenditures

Salaries and Benefits	\$ 741,517	\$ 2,211,130	\$ 2,861,240	\$ 1,299,380	
Services	36,490	183,960	358,360	67,760	
Supplies	112,533	312,710	350,590	250,050	
Equipment	—	1,725,000	—	125,530	
Program Total	\$ 890,540	\$ 4,432,800	\$ 3,570,190	\$ 1,742,720	3.00

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

Character of Expenditures

Salaries and Benefits	\$ 1,485,125	\$ 1,513,370	\$ 1,598,620	\$ 1,496,570	
Services	337,297	291,430	291,430	296,420	
Supplies	1,249,397	1,066,280	1,107,660	1,065,490	
Program Total	\$ 3,071,819	\$ 2,871,080	\$ 2,997,710	\$ 2,858,480	14.00

Actual Adopted Estimated Adopted Program
FY 16/17 FY 17/18 FY 17/18 FY 18/19 Staffing

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	\$	692,767	\$	714,430	\$	728,770	\$	777,200	
Services		440,457		383,880		299,560		368,830	
Supplies		682,050		790,740		701,700		757,390	
Equipment		33,154		2,283,200		2,292,190		54,000	
Program Total	\$	1,848,428	\$	4,172,250	\$	4,022,220	\$	1,957,420	6.00

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	\$	4,161,363	\$	4,507,220	\$	4,297,360	\$	4,633,930	
Services		107,632		98,790		98,790		104,690	
Supplies		30,263		32,140		50,810		52,780	
Program Total	\$	4,299,258	\$	4,638,150	\$	4,446,960	\$	4,791,400	38.00

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	\$	59,783,328	\$	60,703,080	\$	56,292,390	\$	52,896,180	
Services		879,832		670,030		489,820		584,650	
Supplies		55,053		106,880		10,760		7,320	
Program Total	\$	60,718,213	\$	61,479,990	\$	56,792,970	\$	53,488,150	422.00

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	\$	1,688,853	\$	1,225,060	\$	1,336,990	\$	2,102,920	
Services		147,764		137,420		137,210		211,710	
Supplies		158,344		105,190		105,210		189,940	
Program Total	\$	1,994,961	\$	1,467,670	\$	1,579,410	\$	2,504,570	8.00

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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

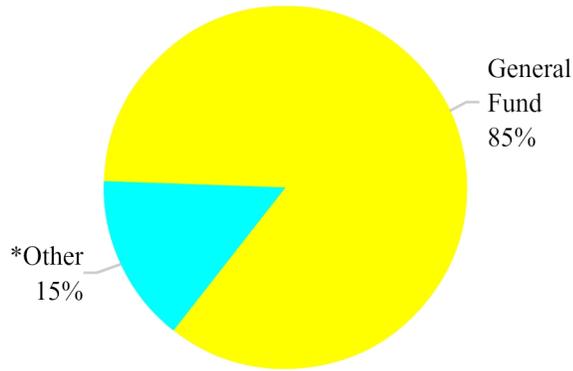
Salaries and Benefits	\$	266,336	\$	267,650	\$	256,160	\$	223,220	
Services		21,990		34,490		32,320		46,030	
Supplies		26,333		22,900		22,900		23,230	
Program Total	\$	314,659	\$	325,040	\$	311,380	\$	292,480	2.00

TUCSON POLICE

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

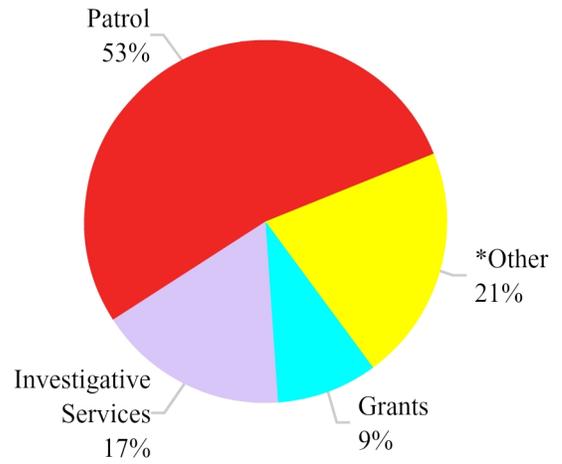
Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	1,207.50	1,203.50	1,203.50	1,108.00	(95.50)
* Decrease in Full Time Employees due to the transfer of FTEs to the Business Services Department, the Human Resources Department, the new Public Safety Communications Department and plus the addition of 10 Police Officer FTEs and 11 Community Service Officer FTEs					
EXPENDITURES					
Salaries and Benefits	\$ 145,491,769	\$ 158,126,680	\$ 152,878,280	\$ 153,442,420	\$ (4,684,260)
Services	10,676,308	9,108,470	12,680,890	12,400,420	3,291,950
Supplies	3,735,178	5,667,050	4,261,550	4,302,860	(1,364,190)
Equipment	1,290,870	2,791,830	1,684,040	790,980	(2,000,850)
Department Total	\$ 161,194,125	\$ 175,694,030	\$ 171,504,760	\$ 170,936,680	\$ (4,757,350)
Capital Improvement Program	—	12,900,000	7,473,800	12,082,800	(817,200)
Total Department	\$ 161,194,125	\$ 188,594,030	\$ 178,978,560	\$ 183,019,480	\$ (5,574,550)
FUNDING SOURCES					
General Fund	\$ 152,923,546	\$ 160,808,940	\$ 156,649,240	\$ 155,506,490	\$ (5,302,450)
Civic Contribution Fund	4,003	15,000	15,000	15,000	—
Non-Federal Grants	1,746,460	3,209,750	3,294,450	3,471,110	261,360
Other Federal Grants	6,520,116	11,660,340	11,546,070	11,944,080	283,740
Department Total	\$ 161,194,125	\$ 175,694,030	\$ 171,504,760	\$ 170,936,680	\$ (4,757,350)
Capital Improvement Program	—	12,900,000	7,473,800	12,082,800	(817,200)
Total Department	\$ 161,194,125	\$ 188,594,030	\$ 178,978,560	\$ 183,019,480	\$ (5,574,550)

FINANCING PLAN



*Other includes Capital Improvement Program (7%), Other Federal Grant Funds (6%), Non-Federal Grant Funds (2%), and Civic Contribution Fund (<1%).

PROGRAM ALLOCATION



*Other includes Office of the Chiefs of Police (4%), Support Services (4%), Logistics (3%), Administrative Services (2%), Special Duty (2%), Traffic Enforcement (1%), Training (3%), Forfeiture (1%), Impounds (1%), and Emergency Management (<1%).

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$170,936,680 reflects a decrease of \$4,757,350 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in personnel costs for 10 additional police officers and 11 community service officers	\$ 5,616,830
Increase in personnel costs for police candidate trainees	2,940,730
Decrease in other miscellaneous costs	(73,100)
Transfer to Human Resources	(85,500)
Transfer to Business Service Department	(908,740)
Transfer to Public Safety Communication Department	(5,558,830)
Decrease in pension contribution due to extension of amortization period	(6,688,740)
Total	\$ (4,757,350)

Trends

The department will continue to expand efforts to address issues of substance use disorder and mental illness using collaborative methods. Our recently implemented deflection program will augment ongoing crime prevention efforts. We will continue to support the "One City, One Team" approach to build relationships with personnel from other City departments. Additionally, the department will begin a new CompStat 360 process that will involve department members, personnel from other City departments, and community leaders in 360 degree approach to problem solving related to crime trends and public safety issues.

Future Challenges and Opportunities

The department is committed to ensuring department-wide awareness of crime trends and public safety issues through the implementation of a new, collaborative CompStat 360 process. CompStat 360 will enable more responsive decision-making, resource deployment, as well as the tracking and evaluation of new and on-going policing initiatives. Recruitment and hiring for the department has been a challenge for several years but recent collaboration with City Human Resources staff has produced positive returns. A new model for hiring has yielded a significant increase in qualified candidates for both sworn and professional staff positions. We are committed to achieve the goal of not only replacing the personnel lost through attrition, but to also grow the sworn ranks consistent with our staffing allocation. Increasing the number of new officers hired necessitates an increased demand for basic recruit training. As a result, the Training Academy will roll-out a significantly updated and improved basic training program. Finally, the department will incorporate an increased focus on crime prevention efforts and initiatives. This will be achieved through the development of high quality crime prevention materials, crime prevention focused training, and the incorporation of prevention efforts into CompStat 360 discussions.

Program Budget Overview

The department will continue to look at opportunities for collaboration across City departments to enhance effective delivery of service to the Tucson community. We are committed to improving staffing levels in the sworn ranks and professional staff areas (e.g. Police Records Section).

Recent Accomplishments

The department recently implemented a first of its kind deflection program to help those in our community who suffer from substance use disorder. This program gives officers the discretion to "deflect" individuals in certain circumstances to medication assisted treatment in lieu of arrest and incarceration for specific low level misdemeanor offenses and narcotics possession charges. The ultimate goal of the program is to reduce deaths associated with opioid overdose, reduce crime associated with narcotics use, and improve the quality of life in our community.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$	3,112,634	\$	3,883,760	\$	3,684,980	\$	3,724,860	
Services		95,382		97,370		109,140		111,010	
Supplies		2,054		1,500		4,340		3,260	
Program Total	\$	3,210,070	\$	3,982,630	\$	3,798,460	\$	3,839,130	85.00

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	\$	618,635	\$	566,380	\$	540,680	\$	510,660	
Services		3,841		6,420		4,420		6,160	
Supplies		405		1,500		1,500		1,500	
Program Total	\$	622,881	\$	574,300	\$	546,600	\$	518,320	3.00

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	\$	985,567	\$	1,007,790	\$	942,560	\$	499,650	
Services		106,312		313,870		207,550		513,290	
Supplies		329,123		340,470		355,570		646,800	
Equipment		2,206		77,510		90,630		55,000	
Program Total	\$	1,423,208	\$	1,739,640	\$	1,596,310	\$	1,714,740	3.00

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	\$	4,393,422	\$	7,409,290	\$	6,877,190	\$	7,615,230	
Services		4,724,793		3,671,950		7,551,560		7,079,400	
Supplies		330,528		2,428,220		976,780		786,560	
Equipment		154,350		1,594,050		578,010		660,880	
Program Total	\$	9,603,093	\$	15,103,510	\$	15,983,540	\$	16,142,070	50.00

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$ 595,972	\$ 797,430	\$ 750,530	\$ 690,820	
Services	88,780	132,570	53,940	102,870	
Supplies	113,383	500	2,200	26,000	
Equipment	5,883	—	—	—	
Program Total	\$ 804,018	\$ 930,500	\$ 806,670	\$ 819,690	8.00

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	\$ 30,783,293	\$ 29,557,760	\$ 29,982,630	\$ 28,207,290	
Services	804,358	763,490	733,210	718,050	
Supplies	548,435	672,950	698,200	654,890	
Equipment	—	6,500	6,320	6,330	
Program Total	\$ 32,136,086	\$ 30,994,200	\$ 31,420,360	\$ 29,586,560	246.00

LOGISTICS: This program area is responsible for coordination of 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	\$ 1,650,709	\$ 1,801,510	\$ 1,939,990	\$ 2,145,350	
Services	2,520,350	1,927,960	1,873,700	1,813,600	
Supplies	1,344,500	879,180	900,110	768,520	
Equipment	1,084,608	1,062,270	983,300	43,270	
Program Total	\$ 6,600,167	\$ 5,670,920	\$ 5,697,100	\$ 4,770,740	19.00

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	\$ 11,185,714	\$ 8,670,450	\$ 8,522,040	\$ 6,851,350	
Services	452,137	458,600	601,950	469,490	
Supplies	84,492	31,460	49,630	59,790	
Program Total	\$ 11,722,343	\$ 9,160,510	\$ 9,173,620	\$ 7,380,630	40.00

TUCSON POLICE

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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	\$ 69,762,448	\$ 82,166,530	\$ 82,733,410	\$ 87,438,860	
Services	1,071,898	671,800	675,870	691,180	
Supplies	4,761	23,930	23,520	26,480	
Program Total	\$ 70,839,107	\$ 82,862,260	\$ 83,432,800	\$ 88,156,520	581.00

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.

Character of Expenditures

Salaries and Benefits	\$ 3,193,652	\$ 3,426,750	\$ 3,440,820	\$ 3,408,910	
Services	12,581	117,340	36,290	43,570	
Supplies	49,607	1,400	88,650	89,000	
Equipment	22,303	—	6,500	5,500	
Program Total	\$ 3,278,143	\$ 3,558,090	\$ 3,572,260	\$ 3,546,980	3.00

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	\$ 11,865,362	\$ 13,435,610	\$ 7,585,590	\$ 6,917,890	
Services	236,578	252,660	196,230	199,190	
Supplies	467,282	441,860	423,600	424,390	
Equipment	21,520	51,500	19,280	20,000	
Program Total	\$ 12,590,742	\$ 14,181,630	\$ 8,224,700	\$ 7,561,470	39.00

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	\$ 4,942,988	\$ 2,666,400	\$ 2,816,980	\$ 2,057,490	
Services	66,218	17,540	17,540	12,840	
Supplies	11,675	41,630	41,630	39,130	
Program Total	\$ 5,020,881	\$ 2,725,570	\$ 2,876,150	\$ 2,109,460	11.00

	Actual		Adopted		Estimated		Adopted		Program
	FY 16/17		FY 17/18		FY 17/18		FY 18/19		Staffing

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

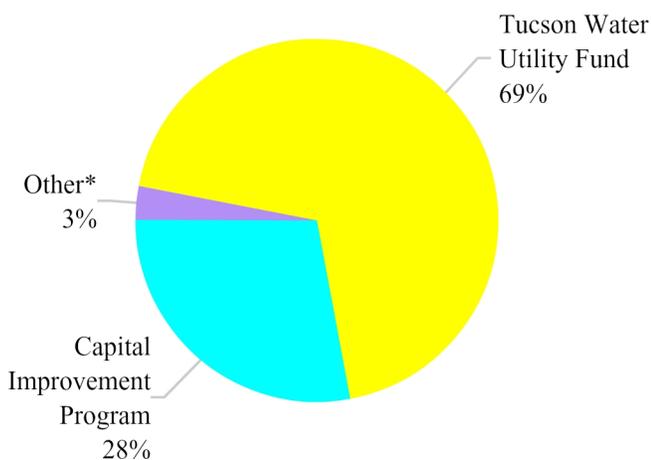
Salaries and Benefits	\$ 2,401,373	\$	2,737,020	\$	3,060,880	\$	3,374,060	
Services	493,080		676,900		619,490		639,770	
Supplies	448,933		789,850		695,820		776,540	
Program Total	\$ 3,343,386	\$	4,203,770	\$	4,376,190	\$	4,790,370	20.00

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.

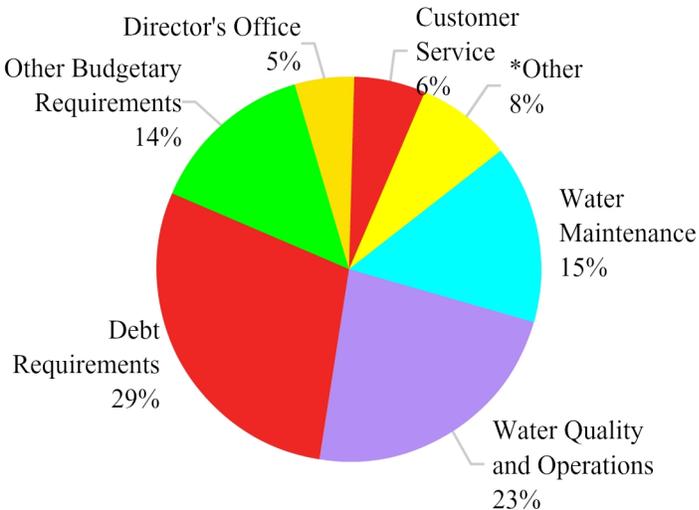
Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	555.50	554.50	566.50	564.50	10.00
EXPENDITURES					
Salaries and Benefits	\$ 36,301,159	\$ 37,148,120	\$ 36,524,510	\$ 42,249,390	\$ 5,101,270
Services	64,900,142	77,997,468	69,486,340	81,294,280	3,296,812
Supplies	9,990,591	10,601,502	7,505,010	10,703,620	102,118
Equipment	2,374,458	3,325,000	3,002,200	3,883,640	558,640
Debt Service	48,506,358	55,167,140	50,503,600	57,257,720	2,090,580
Operating Total	\$ 162,072,708	\$ 184,239,230	\$ 167,021,660	\$ 195,388,650	\$ 11,149,420
Capital Improvement Program	59,578,764	70,210,030	26,910,000	76,712,000	6,471,970
Department Total	\$ 221,651,472	\$ 254,449,260	\$ 193,931,660	\$ 272,100,650	\$ 17,621,390
FUNDING SOURCES					
Tucson Water Utility Fund	\$ 155,571,688	\$ 178,048,980	\$ 167,021,660	\$ 188,317,160	\$ 10,268,180
Water Conservation Fund	3,545,983	3,540,250	—	3,895,620	355,370
Water Resource Fee	386,276	350,000	—	350,000	—
System Equity Fee	2,568,761	2,300,000	—	2,300,000	—
Environmental Services Fund	—	—	—	525,870	525,870
Operating Total	\$ 162,072,708	\$ 184,239,230	\$ 167,021,660	\$ 195,388,650	\$ 11,149,420
Capital Improvement Program	59,578,764	70,210,030	26,910,000	76,712,000	6,471,970
Department Total	\$ 221,651,472	\$ 254,449,260	\$ 193,931,660	\$ 272,100,650	\$ 17,621,390

FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Business Services (4%), and Planning and Engineering (4%)

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$195,388,650 reflects an increase of \$11,149,420 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase in personnel costs	\$ 2,592,750
Increase in services	2,207,102
Increase in debt service	2,090,580
Transfer of employees from Environmental and General Services Departments to consolidated Solutions Center	1,949,150
Increase in miscellaneous professional services	1,344,190
Increase in Central Arizona Project capital charges	865,150
Increase in mail service charges due to transfer from the Procurement Department	559,370
Increase in equipment	528,640
Increase in supplies	132,118
Decrease in Central Arizona Project commodity charges	(1,119,630)
Total	\$ 11,149,420

Trends

Water sales are based on the most recent 5-year trends, and forecast of development-related revenues (System Equity Fee, CAP Water Resource Fee, and connection fees) consistent with current-year estimates. The forecast for development-related revenues is relatively flat with revenue levels similar to those in the prior Plan. Water-sales revenue under the existing rates is forecasted to continue to decrease during each year of the Plan, but at a decline rate slightly slower than the prior Plan, although continuing to reflect a downward trend in average annual use per service. Customer account growth is steady, reflecting approximately 100 new customers each month (1,200 annually). Mayor and council continued with a multi-year rate cycle with gradual annual revenue increases over the next two (2) years with revenue increases of 6.8% in FY 2019 and 6.5% in FY 2020.

Future Challenges and Opportunities

The City has made some of its CAP allocation available to be used as System Conservation in Lake Mead to help forestall a Colorado River shortage declaration in the near-term. Total CAP commodity-related expenses are approximately \$27.3 million in FY 2019. A shortage would reduce the amount of CAP water delivered to others, which in turn would increase the unit cost of water purchased. Actions in the Colorado River basin to delay and/or reduce the impacts of a shortage continue to occur each year. Tucson Water is engaged in the statewide Drought Contingency Planning efforts. Customers expect enhanced customer service excellence. Tucson Water is developing a plan to update and modernize its IT business processes. It will identify IT needs and systems, suggest efficiencies and eliminate redundancies.

Program Budget Overview

The budget allows Tucson Water to meet its financial obligations, maintain regulatory compliance, and ensure public health and safety. It also provides funding for key Mayor & Council priorities, including payment assistance for limited-income customers and continuation of conservation and rain water/storm water investments.

Recent Accomplishments

Consolidated Environmental Services customer service call center with Tucson Water’s Solution Center. Implemented a short main replacement program, completed reservoir rehabilitation program including Clearwell reservoir rehabilitation project.

OPERATING PROGRAMS

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Program Staffing
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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), and system administration for the utility billing system.

Character of Expenditures

Salaries and Benefits	\$ 692,607	\$ 926,000	\$ 926,000	\$ 775,130	
Services	2,317,346	3,445,000	1,661,560	3,810,970	
Supplies	1,452,292	1,577,100	1,058,960	1,912,090	
Equipment	—	250,000	190,000	883,640	
Program Total	\$ 4,462,245	\$ 6,198,100	\$ 3,836,520	\$ 7,381,830	11.00

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	\$ 7,517,623	\$ 8,607,880	\$ 8,607,880	\$ 9,656,990	
Services	541,410	806,520	752,920	806,320	
Supplies	534,228	750,130	634,170	862,800	
Program Total	\$ 8,593,261	\$ 10,164,530	\$ 9,994,970	\$ 11,326,110	155.50

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	\$ 48,506,358	\$ 55,167,140	\$ 50,503,600	\$ 57,257,720	—
Program Total	\$ 48,506,358	\$ 55,167,140	\$ 50,503,600	\$ 57,257,720	

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	\$ 3,247,527	\$ 3,466,020	\$ 2,967,320	\$ 3,284,200	
Services	4,872,205	5,711,158	2,180,900	6,359,920	
Supplies	422,003	427,762	173,130	359,120	
Program Total	\$ 8,541,735	\$ 9,604,940	\$ 5,321,350	\$ 10,003,240	35.00

TUCSON WATER

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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

Character of Expenditures

Salaries and Benefits	\$ 555,594	\$ 900,000	\$ 775,090	\$ 818,120	
Services	15,774,615	21,630,580	23,340,550	22,923,180	
Supplies	729,323	168,380	127,970	171,380	
Equipment	2,374,458	3,075,000	2,812,200	3,000,000	
Program Total	\$ 19,433,990	\$ 25,773,960	\$ 27,055,810	\$ 26,912,680	3.00

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	\$ 4,974,759	\$ 4,875,280	\$ 4,875,280	\$ 7,211,170	
Services	300,072	645,350	633,950	615,440	
Supplies	274,996	379,550	285,790	497,880	
Program Total	\$ 5,549,827	\$ 5,900,180	\$ 5,795,020	\$ 8,324,490	120.00

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	\$ 13,053,298	\$ 11,302,950	\$ 11,302,950	\$ 13,259,260	
Services	10,098,221	9,888,950	8,567,940	11,366,800	
Supplies	5,098,179	4,566,660	3,139,630	4,303,720	
Program Total	\$ 28,249,698	\$ 25,758,560	\$ 23,010,520	\$ 28,929,780	170.50

WATER QUALITY and OPERATIONS: This program area provides water quality sampling, analysis, 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

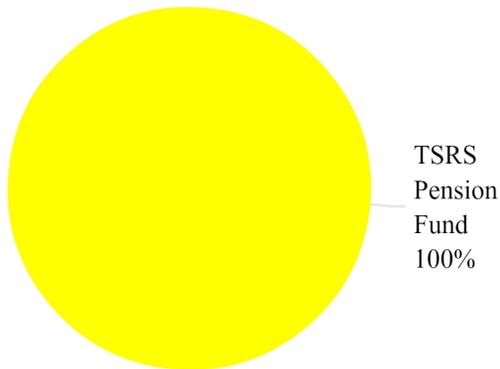
Salaries and Benefits	\$ 6,259,751	\$ 7,069,990	\$ 7,069,990	\$ 7,244,520	
Services	30,996,273	35,869,910	32,348,520	35,411,650	
Supplies	1,479,570	2,731,920	2,085,360	2,596,630	
Program Total	\$ 38,735,594	\$ 45,671,820	\$ 41,503,870	\$ 45,252,800	69.50

PENSION SERVICES

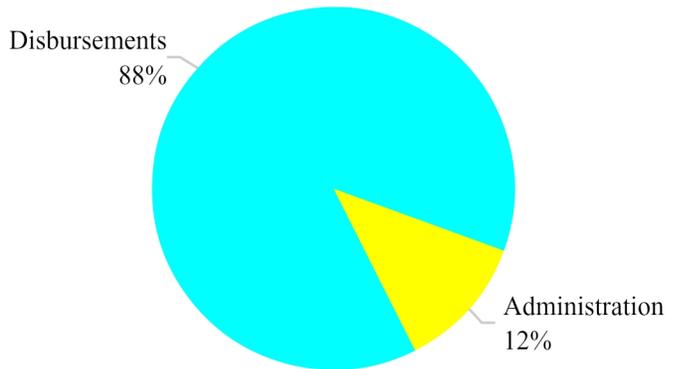
MISSION STATEMENT: To assist Tucson Supplemental Retirement System (TSRS) members with planning for a secure retirement; and provide monthly retirement benefits that supplement social security benefits and personal investment savings of our members and their beneficiaries.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
STAFFING	4.00	4.00	4.00	4.50	0.50
EXPENDITURES					
Salaries and Benefits	\$ 446,315	\$ 467,440	\$ 467,440	\$ 502,710	\$ 35,270
TSRS Refunds	2,154,067	2,650,000	2,610,000	2,986,000	336,000
Retiree and Beneficiary Payments	71,059,090	77,140,000	77,140,000	78,370,000	1,230,000
Services	4,588,183	4,475,740	4,475,740	10,166,960	5,691,220
Supplies	40,013	32,250	32,250	32,250	—
Department Total	\$ 78,287,668	\$ 84,765,430	\$ 84,725,430	\$ 92,057,920	\$ 7,292,490
FUNDING SOURCES					
TSRS Pension Fund	\$ 78,287,668	\$ 84,765,430	\$ 84,725,430	\$ 92,057,920	\$ 7,292,490

FINANCING PLAN



PROGRAM ALLOCATION



SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$92,057,920 reflects an increase of \$7,292,490 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase is due to reporting change for carried interest	\$ 5,691,220
Increase in retirement benefit payments	1,230,000
Increase in pension refunds	336,000
Increase in other personnel costs	35,270
Total	\$ 7,292,490

Trends

The Tucson Supplemental Retirement System currently pays benefits to approximately 2,974 retirees with an average pension of \$23,856 per retiree. As of June 30, 2017 there were 2,526 active participants and the System’s funded status was 74.1%.

Future Challenges and Opportunities

Per city code, the Tucson Supplemental Retirement System is to operate for the exclusive purpose of providing benefits to members and beneficiaries. The Tucson Supplemental Retirement System receives resources to pay these benefits through contributions from both the City and plan members, and from investment returns. Tucson Supplemental Retirement System is continually challenged to increase the funding status of the plan while maintaining the existing employer and employee contribution rates.

Program Budget Overview

The primary expenditures of the Tucson Supplemental Retirement System involve the payment of benefits to members and their beneficiaries. In addition, the Tucson Supplemental Retirement System board annually prepares and maintains a budget setting forth the administrative costs of the system. The system budget includes 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.

Recent Accomplishments

The Tucson Supplemental Retirement System net assets held in trust for pensions was valued at approximately \$789.9 million as of June 30, 2017. During that time frame the annual rate of return on the plan’s investments was 14.26%, which was above the plan benchmark return of 12.04% for the same period, ranking in the top tenth percentile among peers in institutional government investors. The increase in benefits was caused in part due to the timing of the FY 2016/17 retirement incentive offered by the City.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted	Program
	FY 16/17	FY 17/18	FY 17/18	FY 18/19	Staffing

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

Character of Expenditures

Salaries and Benefits	\$ 446,315	\$ 467,440	\$ 467,440	\$ 502,710	
Services	4,588,183	4,475,740	4,475,740	10,166,960	
Supplies	40,013	32,250	32,250	32,250	
Program Total	\$ 5,074,511	\$ 4,975,430	\$ 4,975,430	\$ 10,701,920	4.50

DISBURSEMENTS: This program area provides for the distribution of pension benefits to non-public safety City retirees and their beneficiaries, including transfers to and from other pension systems.

Character of Expenditures

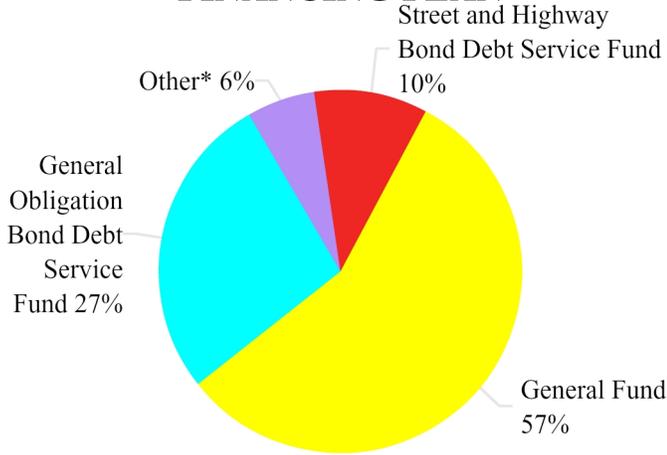
Retiree and Beneficiary	\$ 71,059,090	\$ 77,140,000	\$ 77,140,000	\$ 78,370,000	
TSRS Refunds	2,154,067	2,650,000	2,610,000	2,986,000	
Program Total	\$ 73,213,157	\$ 79,790,000	\$ 79,750,000	\$ 81,356,000	—

GENERAL GOVERNMENT

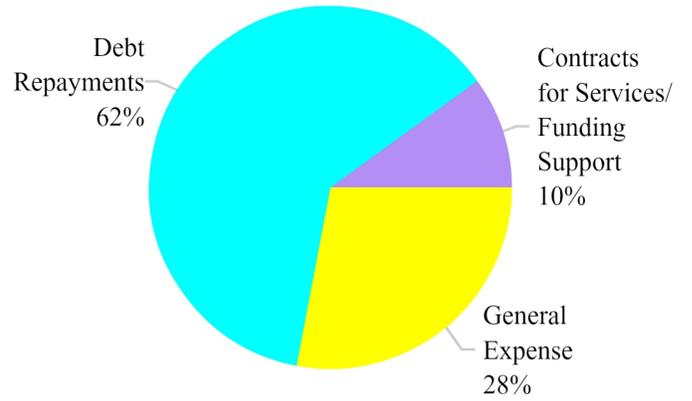
The General Government category contains program budgets that are not associated with any specific department. Its programs are General Expense, Debt Repayments, and Contracts for Services or Funding Support.

Department Cost Summary	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19	Variance
EXPENDITURES					
Retiree Health Benefits	\$ 8,978,960	\$ 7,635,370	\$ 8,254,480	\$ 12,118,390	\$ 4,483,020
Services	23,746,932	28,886,070	15,837,050	30,000,890	1,114,820
Supplies	79,380	135,190	296,520	929,360	794,170
Equipment	808,048	140,000	40,000	789,250	649,250
Debt Service	75,005,254	81,307,850	79,104,600	73,388,130	(7,919,720)
Operating Total	\$ 108,618,574	\$ 118,104,480	\$ 103,532,650	\$ 117,226,020	\$ (878,460)
Capital Improvement Program	358,761	2,400,000	2,412,610	4,259,000	1,859,000
Department Total	\$ 108,977,335	\$ 120,504,480	\$ 105,945,260	\$ 121,485,020	\$ 980,540
FUNDING SOURCES					
General Fund	\$ 54,621,006	\$ 60,374,580	\$ 58,809,380	\$ 67,148,160	\$ 6,773,580
Civic Contributions Fund	27,400	—	—	—	—
Community Development Block Grant Fund	—	15,280	15,280	15,280	—
Environmental Services Fund	—	680,150	—	—	(680,150)
General Obligation Bond Debt Service Fund	33,464,843	31,660,790	31,660,790	33,396,070	1,735,280
Highway User Revenue Fund	101,011	3,337,990	3,445,340	1,397,220	(1,940,770)
Mass Transit Fund: General Fund Transfer	1,514,115	1,511,250	1,511,250	1,513,060	1,810
Other Federal Grants Fund	82,253	68,590	68,590	68,590	—
Park Tucson	—	1,974,840	324,100	114,280	(1,860,560)
Special Assesments Fund	429,125	266,840	266,840	37,700	(229,140)
Street and Highway Bond Debt Service Fund	17,014,548	16,902,450	16,902,450	12,220,250	(4,682,200)
Tucson Convention Center Fund	1,364,273	1,311,720	1,311,720	1,315,410	3,690
Operating Total	\$ 108,618,574	\$ 118,104,480	\$ 114,315,740	\$ 117,226,020	\$ (878,460)
Capital Improvement Program	358,761	2,400,000	2,412,610	4,259,000	1,859,000
Department Total	\$ 108,977,335	\$ 120,504,480	\$ 116,728,350	\$ 121,485,020	\$ 980,540

FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Highway User Revenue Fund (1%), Park Tucson Fund (<1%), Sun Link Fund (1%), Community Development Block Grant Fund (<1%), Other Federal Grants (<1%), Special Assessment Fund (<1%), Tucson Convention Center Fund (<1%), and Capital Improvement Program (4%).

GENERAL GOVERNMENT

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2018/19 of \$117,226,020 reflects a decrease of \$878,460 from the Fiscal Year 2017/18 Adopted Budget. Changes include:

Increase for Raytheon land purchase	\$ 4,000,000
Increase for contingent raises	3,000,000
Increase in contingency funding	1,350,000
Increase in payments to Visit Tucson and Southern Arizona Arts Foundation	1,012,700
Increase for technology software and maintenance	735,680
Increase for fuel contingency	500,000
Increase for fiber optics relocations	400,000
Increase in business incentives	315,550
Increase for Housing and Community Development grant local match	195,500
Increase for the purchase of vehicles	89,250
Decrease in retiree benefits	(286,880)
Decrease for jail board as part of the City's strategy to reduce costs	(1,000,000)
Decrease for department efficiencies	(3,215,000)
Decrease for streets and highways debt services	(7,975,260)
Total	\$ (878,460)

OPERATING PROGRAMS

Actual	Adopted	Estimated	Adopted
FY 16/17	FY 17/18	FY 17/18	FY 18/19

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	\$ 9,784,933	\$ 9,929,090	\$ 10,759,090	\$ 10,941,790
Outside Agencies	14,197	24,000	24,000	24,000
Program Total	\$ 9,799,130	\$ 9,953,090	\$ 10,783,090	\$ 10,965,790

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	\$ 75,005,254	\$ 81,307,850	\$ 24,428,050	\$ 32,872,100
Program Total	\$ 75,005,254	\$ 81,307,850	\$ 24,428,050	\$ 32,872,100

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19

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 Health Benefits	\$ 8,978,960	\$ 7,635,370	\$ 8,254,480	\$ 12,118,390
Services	13,947,803	18,932,980	15,837,050	19,035,100
Supplies	79,380	135,190	296,520	929,360
Equipment	808,048	140,000	40,000	789,250
Program Total	\$ 23,814,191	\$ 26,843,540	\$ 24,428,050	\$ 32,872,100

CONTRACTS for SERVICES or FUNDING SUPPORT

	Adopted FY 17/18	Adopted FY 18/19
Arts and Cultural Enrichment¹		
Tucson-Pima Arts Council (TPAC)	\$ 480,070	\$ 544,820
Program Total	\$ 480,070	\$ 544,820
 Civic/Special Community Events¹		
Veterans Day	\$ 8,000	\$ 8,000
Martin Luther King	8,000	8,000
Cesar Chavez	8,000	8,000
Program Total	\$ 24,000	\$ 24,000
 Payments to Other Governments¹		
Jail Board	\$ 6,900,000	\$ 4,900,000
Pima Animal Control Center ²	4,550,000	4,850,000
Pima Association of Governments ³	199,000	299,000
Victim Witness	24,900	24,900
Program Total	\$ 11,673,900	\$ 10,073,900
 Human Services⁵	 \$ 1,469,910	 \$ 1,476,910
 Economic and Workforce Development¹		
Metropolitan Education Commission	\$ 19,570	\$ 19,570
Tucson Downtown Partnership	365,000	365,000
Visit Tucson ⁴	4,290,550	4,838,500
Program Total	\$ 4,675,120	\$ 5,223,070
 Total	 \$ 18,323,000	 \$ 17,342,700

¹ Funding is in the General Government Budget.

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

³ Additional funding is also in the Tucson Water Department's budget (\$99,000) and in the Highway User Revenue Fund. (\$100,580) which is budgeted in General Government for this purpose.

⁴ Fiscal Year 2018/19 reflects an estimate of the allocation to Visit Tucson based on a projection of Fiscal Year 2017/18 t.o.t. and Hotel/Motel Room collections.

⁵ Funding is in the Housing and Community Development Department Budget.

FOUR-YEAR CITY STAFFING COMPARISON

Department	Adopted FY 15/16	Adopted FY 16/17	Adopted FY 17/18	Adopted FY 18/19
Elected and Official				
Mayor and Council	43.00	42.00	44.00	44.00
City Manager	33.00	24.00	23.00	29.00
City Attorney	93.00	85.50	84.50	84.50
City Clerk	43.50	32.00	33.00	33.00
Sub-Total	212.50	183.50	184.50	190.50
Public Safety and Justice Services				
City Court	136.80	112.80	117.80	117.80
Public Defender	32.00	28.00	28.00	28.00
Public Safety Communication Center	—	—	—	163.00
Tucson Fire	766.50	778.50	767.50	685.50
Tucson Police	1,319.50	1,207.50	1,203.50	1,108.00
Sub-Total	2,254.80	2,126.80	2,116.80	2,102.30
Community Enrichment and Development				
Housing and Community Development	146.25	141.25	141.25	151.00
Integrated Planning	16.00	—	—	—
Parks and Recreation	478.75	433.75	433.75	391.75
Planning and Development Services	99.00	57.00	57.00	55.00
Transportation	287.00	299.00	297.00	287.00
Sub-Total	1,027.00	931.00	929.00	884.75
Public Utilities				
Environmental Services	214.00	241.00	236.00	224.00
Tucson Water	547.50	550.50	554.50	564.50
Sub-Total	761.50	791.50	790.50	788.50
Support Services				
Budget and Internal Audit	15.00	—	—	—
Business Services	—	—	—	180.00
Finance	112.00	114.00	108.00	0.00
General Services	222.00	219.00	214.00	193.00
Human Resources	29.00	26.00	27.00	51.50
Information Technology	105.50	94.50	96.00	96.00
Procurement	39.00	36.00	35.00	—
Sub-Total	522.50	489.50	480.00	520.50
Pension Services				
	4.00	4.00	4.00	4.50
Sub-Total	4.00	4.00	4.00	4.50
Total	4,782.30	4,526.30	4,504.80	4,491.05

DEPARTMENTAL POSITION RESOURCES

MAYOR'S OFFICE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Mayor's Office				
Mayor	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	5.00	4.00	4.00
Mayor and Council Assistant	—	1.00	2.00	2.00
Chief of Staff: Office of the Mayor	1.00	—	—	—
Management Coordinator	1.00	—	—	—
Management Assistant	1.00	—	—	—
Executive Assistant/Mayor	3.00	—	—	—
Program Total	7.00	7.00	7.00	7.00
Council - Ward 1				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	5.00	5.00	5.00
Mayor and Council Assistant	—	1.00	1.00	1.00
Executive Assistant	2.00	—	—	—
Council Administrative Assistant	3.00	—	—	—
Program Total	6.00	7.00	7.00	7.00
Council - Ward 2				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	4.00	4.00	4.00
Mayor and Council Assistant	—	1.00	1.00	1.00
Executive Assistant	2.00	—	—	—
Council Administrative Assistant	2.00	—	—	—
Program Total	5.00	6.00	6.00	6.00
Council - Ward 3				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	4.00	5.00	5.00
Executive Assistant	2.00	1.00	—	—
Council Administrative Assistant	3.00	—	—	—
Program Total	6.00	6.00	6.00	6.00
Council - Ward 4				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	5.00	5.00	5.00
Executive Assistant	2.00	—	—	—
Council Administrative Assistant	3.00	—	—	—
Program Total	6.00	6.00	6.00	6.00
Council - Ward 5				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	2.00	2.00	2.00
Mayor and Council Assistant	—	3.00	3.00	3.00
Executive Assistant	2.00	—	—	—
Council Administrative Assistant	3.00	—	—	—
Program Total	6.00	6.00	6.00	6.00

MAYOR'S OFFICE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Council - Ward 6				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	—	4.00	4.00	4.00
Mayor and Council Assistant	—	1.00	1.00	1.00
Executive Assistant	2.00	—	—	—
Council Administrative Assistant	3.00	—	—	—
Program Total	6.00	6.00	6.00	6.00
Department Total	42.00	44.00	44.00	44.00

CITY ATTORNEY

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
City Attorney	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Civil				
Principal Assistant City Attorney (Chief Deputy)	1.00	1.00	1.00	1.00
Principal Assistant City Attorney	15.00	15.00	15.00	15.00
Executive Assistant	1.00	1.00	1.00	1.00
Legal Secretary	5.00	5.00	5.00	5.00
Paralegal	2.00	2.00	2.00	2.00
Program Total	24.00	24.00	24.00	24.00
Criminal				
Principal Assistant City Attorney (Deputy)	1.00	1.00	1.00	1.00
Principal Assistant Prosecuting City Attorney	6.00	5.00	5.00	5.00
Associate Prosecuting City Attorney	16.50	16.50	16.50	16.50
Management Assistant	2.00	2.00	2.00	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	1.00
Litigation Support Clerk	18.00	18.00	18.00	18.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	52.50	51.50	51.50	51.50
Drug Enforcement Unit				
Associate Prosecuting City Attorney	2.00	2.00	2.00	2.00
Legal Secretary	1.00	1.00	1.00	1.00
Litigation Support Clerk	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Victim Notification and Assistance Unit				
Litigation Support Clerk	2.00	2.00	2.00	2.00
Program Total	2.00	2.00	2.00	2.00
Department Total	85.50	84.50	84.50	84.50

POSITION RESOURCES

CITY CLERK

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
City Clerk Administrator	1.00	1.00	1.00	1.00
Executive Assistant	1.00	—	—	—
Program Total	4.00	3.00	3.00	3.00
Election Management				
Election Specialist (Hourly)	1.00	1.00	1.00	—
Election Technician (Hourly)	9.00	10.00	10.00	—
Program Total	10.00	11.00	11.00	—
Legislative Management				
Management Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00
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	2.00	2.00	1.00
Secretary	9.00	9.00	9.00	9.00
Election Specialist (Hourly)	—	—	—	1.00
Election Technician (Hourly)	—	—	—	11.00
Program Total	14.00	15.00	15.00	26.00
Department Total	32.00	33.00	33.00	33.00

CITY COURT

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Court Administrator	1.00	1.00	1.00	1.00
Assistant Court Administrator	1.00	1.00	1.00	1.00
Management Assistant	—	—	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
Systems Analyst	2.00	2.00	2.00	2.00
Information Technology Specialist	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	—	—
Accounting Technician	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	1.00	2.00	2.00
Senior Court Clerk	1.00	2.00	2.00	2.00
Court Clerk	1.00	1.00	1.00	1.00
Program Total	14.00	14.00	15.00	15.00

CITY COURT

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Case Processing Service Fund				
Court Clerk	—	5.00	5.00	5.00
Program Total	—	5.00	5.00	5.00
Court Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	2.00	2.00	2.00	2.00
Senior Court Clerk	4.00	4.00	4.00	4.00
Court Clerk	9.00	9.00	8.00	8.00
Program Total	16.00	16.00	15.00	15.00
Judicial				
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	8.00	8.00	8.00	8.00
Administrative Assistant	1.80	1.80	1.80	1.80
Court Clerk	1.00	1.00	1.00	1.00
Program Total	11.80	11.80	11.80	11.80
Judicial Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Interpreter Supervisor	—	1.00	1.00	1.00
Court Supervisor	3.00	3.00	3.00	3.00
Court Interpreter	2.00	1.00	1.00	1.00
Senior Court Clerk	30.00	30.00	30.00	30.00
Court Clerk	7.00	6.00	6.00	6.00
Program Total	43.00	42.00	42.00	42.00
Public Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	3.00	3.00
Senior Court Clerk	9.00	9.00	9.00	9.00
Court Clerk	15.00	16.00	16.00	16.00
Program Total	28.00	29.00	29.00	29.00
Department Total	112.80	117.80	117.80	117.80

CITY MANAGER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
City Manager				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
Assistant City Manager/Chief Financial Officer	1.00	1.00	1.00	1.00
Executive Management Advisor	1.00	2.00	4.00	2.00
Assistant to City Manager	2.00	—	—	—
Chief of Staff	—	—	—	1.00
Project Manager	—	2.00	—	1.00
Management Assistant to the City Manager	1.00	1.00	1.00	1.00
Executive Assistant/City Manager	1.00	1.00	1.00	—
Administrative Assistant	1.00	1.00	1.00	3.00

CITY MANAGER

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19
Program Total	9.00	10.00	10.00	11.00
Communications				
Public Information Coordinator	—	—	—	1.00
Management Analyst II	—	—	—	1.00
Management Assistant to the City Manager	2.00	1.00	—	—
Executive Assistant/City Manager	1.00	—	—	—
Public Information Specialist	1.00	1.00	1.00	—
Television Production Specialist	—	1.00	1.00	—
Program Total	4.00	3.00	2.00	2.00
Economic Development and Annexation				
Economic Development Program Director	—	—	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Economic Development Specialist	3.00	3.00	3.00	2.00
Project Manager	1.00	1.00	1.00	1.00
Public Information Officer	—	—	—	1.00
Management Analyst	1.00	1.00	—	—
Program Total	6.00	6.00	6.00	6.00
Equal Opportunity				
Executive Management Advisor	—	—	1.00	1.00
Senior Equal Opportunity Specialist	—	—	1.00	1.00
Program Total	—	—	2.00	2.00
Independent Police Review				
Independent Police Auditor	1.00	1.00	1.00	1.00
Management Assistant to the City Manager	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Innovation Office				
Innovation Office Administrator	—	—	2.00	1.00
Management Coordinator	—	—	1.00	1.00
Business Analyst II	—	—	—	1.00
Program Total	—	—	3.00	3.00
Internal Audit				
Finance Manager	1.00	1.00	2.00	1.00
Principal Internal Auditor	1.00	1.00	—	1.00
Program Total	2.00	2.00	2.00	2.00
Zoning Examiner				
Zoning Examiner	1.00	—	—	1.00
Program Total	1.00	—	—	1.00
Department Total	24.00	23.00	30.00	29.00

BUSINESS SERVICES

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19
Administration				
Director of Finance	—	—	—	1.00
Deputy Director of Finance	—	—	—	1.00
Deputy Director of Procurement	—	—	—	1.00
Executive Assistant	—	—	—	2.00
Program Total	—	—	—	5.00
Financial Operations				
Finance Administrator	—	—	—	1.00
Finance Manager	—	—	—	3.00
Financial Specialist	—	—	—	1.00
Management Assistant	—	—	—	1.00
Senior Financial Accountant	—	—	—	4.00
Financial Services Supervisor	—	—	—	1.00
Office Supervisor	—	—	—	2.00
Accounting Technician	—	—	—	3.00
Administrative Assistant	—	—	—	2.00
Senior Account Clerk	—	—	—	4.00
Senior Cashier	—	—	—	5.00
Office Assistant	—	—	—	1.00
Program Total	—	—	—	28.00
Budget				
Budget Administrator	—	—	—	1.00
Department Finance Manager	—	—	—	1.00
Lead Budget Analyst	—	—	—	3.00
Administrative Assistant	—	—	—	1.00
Program Total	—	—	—	6.00
Risk Management				
Risk Manager	—	—	—	1.00
Risk Management Claims Adjuster	—	—	—	2.00
Safety and Environmental Compliance Supervisor	—	—	—	2.00
Safety and Environmental Compliance Specialist	—	—	—	3.00
Management Analyst II	—	—	—	1.00
Safety Specialist	—	—	—	5.00
Administrative Assistant	—	—	—	2.00
Program Total	—	—	—	16.00

POSITION RESOURCES

BUSINESS SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Taxpayer Assistance				
Finance Administrator	—	—	—	1.00
Finance Manager	—	—	—	1.00
Finance Analyst	—	—	—	1.00
Tax Audit Supervisor	—	—	—	2.00
Tax Auditor	—	—	—	4.00
Financial Services Supervisor	—	—	—	3.00
Revenue Investigator	—	—	—	12.00
Administrative Assistant	—	—	—	1.00
Customer Service Representative	—	—	—	4.00
Senior Account Clerk	—	—	—	2.00
Program Total	—	—	—	31.00
Procurement Operations				
SAMM Superintendent	—	—	—	1.00
Business Enterprise Comp Specialist	—	—	—	2.00
Financial Services Supervisor	—	—	—	1.00
SAMM Supervisors	—	—	—	1.00
pCard Coordinator	—	—	—	2.00
Account Clerk Supervisor	—	—	—	2.00
Administrative Assistant	—	—	—	2.00
Surplus Specialist	—	—	—	3.00
Senior Account Clerk	—	—	—	4.00
Program Total	—	—	—	18.00
ERP				
Business Analyst II	—	—	—	2.00
Information Technology Analyst	—	—	—	2.00
Program Total	—	—	—	4.00
Shared Services				
Contract Administrator	—	—	—	2.00
Finance Administrator	—	—	—	1.00
Transportation Administrator	—	—	—	1.00
Department Finance Manager	—	—	—	1.00
Finance Manager	—	—	—	3.00
Management Coordinator	—	—	—	3.00
Financial Specialist	—	—	—	2.00
Lead Management Analyst	—	—	—	2.00
Principle Contract Officer	—	—	—	6.00
Management Assistant	—	—	—	4.00
pCard Program Manager	—	—	—	1.00
Senior Contract Officer	—	—	—	4.00

BUSINESS SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Senior Financial Accountant	—	—	—	2.00
Staff Assistant	—	—	—	8.00
Contract Specialist	—	—	—	13.00
Management Analyst II	—	—	—	1.00
Management Analyst	—	—	—	1.00
Revenue Investigator	—	—	—	1.00
Account Clerk Supervisor	—	—	—	1.00
Administrative Assistant	—	—	—	9.00
Secretary	—	—	—	1.00
Senior Account Clerk	—	—	—	4.00
Senior Cashier	—	—	—	1.00
Program Total	—	—	—	72.00
Department Total	—	—	—	180.00

ENVIRONMENTAL SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
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
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
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	—	—
Public Information Officer	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	—	—
Information Technology Manager	1.00	1.00	1.00	1.00
GIS Supervisor	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Utility Account Supervisor	1.00	1.00	—	—
Public Information Specialist	1.00	1.00	1.00	1.00
Utility Account Relations Specialist III	3.00	3.00	2.00	—
Utility Account Relations Specialist II	4.00	4.00	1.00	—
Utility Service Representative	2.00	2.00	2.00	2.00
Administrative Assistant	5.00	5.00	5.00	3.00
Secretary	1.00	1.00	1.00	1.00
Utility Account Relations Specialist I	5.00	5.00	—	—
Program Total	38.00	38.00	26.00	21.00

ENVIRONMENTAL SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Code Enforcement				
Development Services Administrator	1.00	—	1.00	1.00
Inspection Supervisor	2.00	2.00	2.00	2.00
Management Assistant	—	—	1.00	1.00
Staff Assistant	1.00	1.00	1.00	—
Code Inspector	17.00	14.00	17.00	13.00
Customer Service Representative	4.00	3.00	4.00	4.00
Program Total	25.00	20.00	26.00	21.00
Collections				
Environmental Services Superintendent	2.00	2.00	2.00	2.00
Environmental Services Accounts Representative	1.00	1.00	1.00	1.00
Welder Supervisor	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Resources	9.00	9.00	9.00	9.00
Environmental Services Accounts Representative	1.00	1.00	1.00	1.00
Welder	2.00	2.00	2.00	2.00
Environmental Services Equipment Operator	102.00	102.00	102.00	108.00
Lead Household Hazardous Waste Technician	2.00	2.00	2.00	2.00
Trade Specialist	3.00	3.00	3.00	3.00
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
Program Total	138.00	138.00	138.00	144.00
Environmental Compliance				
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	1.00
Program Total	5.00	5.00	4.00	4.00
Groundwater Protection				
Engineering Manager	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Environmental Services Inspection Supervisor	1.00	1.00	1.00	1.00
Environmental Services Inspector	4.00	4.00	4.00	4.00
Program Total	7.00	7.00	7.00	7.00
Landfill Operations				
Environmental Services Administrator	—	—	1.00	1.00
Landfill Manager	1.00	1.00	—	—
Environmental Services Superintendent	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Services	2.00	3.00	2.00	2.00
Equipment Operation Specialist	12.00	12.00	12.00	12.00
Office Supervisor	1.00	—	—	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Senior Environmental Services Worker	3.00	2.00	3.00	3.00
Utility Account Relations Specialist I	3.00	3.00	3.00	3.00
Environmental Services Worker	4.00	5.00	4.00	4.00
Program Total	28.00	28.00	28.00	27.00

ENVIRONMENTAL SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Department Total	241.00	236.00	229.00	224.00

FINANCE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Director	1.00	1.00	1.00	—
Deputy Director	1.00	1.00	1.00	—
Executive Assistant	1.00	1.00	1.00	—
Program Total	3.00	3.00	3.00	—
Accounting				
Finance Administrator	1.00	1.00	2.00	—
Finance Manager	1.00	1.00	1.00	—
Business Analyst II	1.00	1.00	2.00	—
Payroll Manager	1.00	1.00	—	—
Management Assistant	—	—	1.00	—
Senior Financial Accountant	7.00	7.00	6.00	—
Business Analyst I	1.00	1.00	—	—
Financial Services Supervisor	2.00	2.00	2.00	—
Senior Payroll Technician	1.00	1.00	—	—
PCard Coordinator	—	—	2.00	—
Payroll Technician	3.00	3.00	—	—
Revenue Investigator	—	—	3.00	—
Account Clerk Supervisor	2.00	2.00	2.00	—
Administrative Assistant	—	—	1.00	—
Senior Account Clerk	9.00	5.00	5.00	—
Office Assistant	1.00	1.00	1.00	—
Program Total	30.00	26.00	28.00	—
Budget Management				
Budget Administrator	1.00	1.00	1.00	—
Management Coordinator	1.00	1.00	2.00	—
Lead Budget Analyst	5.00	5.00	4.00	—
Budget Specialist	1.00	1.00	—	—
Administrative Assistant	1.00	1.00	—	—
Program Total	9.00	9.00	7.00	—
Risk Management				
Risk Manager	1.00	1.00	1.00	—
Risk Management Claims Adjuster	2.00	2.00	2.00	—
Safety and Environmental Compliance Supervisor	1.00	1.00	1.00	—
Work Compensation Supervisor	1.00	1.00	—	—
Risk Management Specialist	1.00	1.00	—	—
Safety and Environmental Compliance Specialist	2.00	2.00	4.00	—
Workers Compensation Specialist	1.00	1.00	—	—
Management Analyst II	—	—	1.00	—
Safety Specialist	—	—	5.00	—
Administrative Assistant	3.00	3.00	2.00	—
Program Total	12.00	12.00	16.00	—

POSITION RESOURCES

FINANCE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Revenue				
Finance Administrator	1.00	1.00	1.00	—
Finance Manager	1.00	1.00	1.00	—
Finance Analyst	2.00	2.00	2.00	—
Tax Audit Supervisor	2.00	2.00	2.00	—
Tax Auditor	7.00	7.00	4.00	—
Financial Services Supervisor	2.00	2.00	3.00	—
Revenue Investigation Supervisor	1.00	1.00	—	—
Revenue Investigator	16.00	16.00	13.00	—
Administrative Assistant	1.00	1.00	1.00	—
Customer Service Representative	4.00	4.00	4.00	—
Senior Account Clerk	3.00	3.00	3.00	—
Office Assistant	1.00	—	—	—
Program Total	41.00	40.00	34.00	—
Treasury				
Finance Administrator	1.00	1.00	1.00	—
Finance Manager	1.00	1.00	1.00	—
Financial Specialist	1.00	1.00	1.00	—
Financial Services Supervisor	1.00	1.00	1.00	—
Office Supervisor	2.00	2.00	2.00	—
Administrative Assistant	1.00	1.00	1.00	—
Senior Account Clerk	3.00	3.00	3.00	—
Senior Cashier	9.00	8.00	7.00	—
Program Total	19.00	18.00	17.00	—
Department Total	114.00	108.00	105.00	—

GENERAL SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Facilities				
Deputy Director	1.00	1.00	1.00	1.00
Facilities Management Administrator	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	—
Facilities Management Superintendent	3.00	3.00	3.00	2.00
Energy Manager	1.00	1.00	1.00	1.00
Management Coordinator	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	1.00	1.00	1.00
Senior Engineering Associate	—	—	1.00	1.00
Staff Assistant	3.00	2.00	2.00	2.00
Safety Specialist	1.00	1.00	—	1.00
Management Analyst	—	—	1.00	—
Communications Maintenance Scheduler	1.00	1.00	1.00	1.00
Fire Impairment Specialist	1.00	1.00	1.00	1.00
Planner Scheduler	2.00	2.00	2.00	1.00
Senior Communication Technician	2.00	2.00	2.00	2.00
Carpentry Supervisor	1.00	1.00	1.00	1.00

GENERAL SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
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	5.00
Engineering Associate	1.00	1.00	1.00	1.00
Facilities Project Coordinator	5.00	5.00	4.00	4.00
Financial Services Supervisor	1.00	1.00	1.00	—
Fuel Station Mechanic	3.00	3.00	3.00	3.00
HVAC Technician	12.00	12.00	12.00	12.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	1.00	1.00	1.00	1.00
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
Painter	2.00	2.00	2.00	2.00
Roofer	2.00	2.00	2.00	2.00
Administrative Assistant	4.00	4.00	3.00	1.00
Building Maintenance Worker	5.00	5.00	5.00	5.00
Lead Custodian	1.00	—	—	—
Secretary	2.00	—	—	—
Senior Account Clerk	5.00	5.00	3.00	—
Storekeeper	1.00	1.00	1.00	1.00
Custodian	15.00	15.00	8.00	8.00
Customer Service Clerk	1.00	2.00	2.00	2.00
Program Total	126.00	121.00	111.00	101.00
Fleet Services				
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	2.00	2.00
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
Fleet Equipment Mechanic	—	—	2.00	2.00
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	1.00
Senior Fleet Service Technician	12.00	12.00	11.00	11.00
Senior Storekeeper	1.00	1.00	1.00	1.00

POSITION RESOURCES

GENERAL SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Automotive Service Writer	1.00	1.00	1.00	1.00
Fleet Services Attendant	4.00	4.00	4.00	4.00
Program Total	93.00	93.00	92.00	92.00
Department Total	219.00	214.00	203.00	193.00

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
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	3.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Principal Accountant	3.00	3.00	3.00	3.00
Community Services Project Supervisor	—	1.00	1.00	7.00
Staff Assistant	4.00	4.00	3.00	8.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Senior Accountant	5.00	5.00	5.00	—
Management Analyst	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00	1.00
Administrative Assistant	5.00	4.00	7.00	8.00
Community Outreach Representative	—	—	2.00	2.00
Customer Service Representative	1.00	1.00	3.00	3.00
Customer Service Clerk	3.00	3.00	2.00	2.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	30.00	30.00	35.00	44.00
Community Development				
Community Services Project Supervisor	2.00	2.00	2.00	2.00
Community Services and Neighborhood Service	1.00	1.00	1.00	1.00
Residential Rehabilitation Project Coordinator	5.00	5.00	5.00	5.00
Program Total	8.00	8.00	8.00	8.00
Contracts				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services and Neighborhood Service	5.00	5.00	5.00	5.00
Program Total	6.00	6.00	6.00	6.00
Housing Choice Voucher/Section 8 Program				
Community Services/Neighborhood Resources Manager	2.00	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
Community Services and Neighborhood Service	1.00	1.00	1.00	1.00
Housing Assistance Supervisor	2.00	2.00	3.00	3.00
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

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Program Total	29.00	29.00	30.00	30.00
Planning and Community Development				
Community Services Administrator	1.00	1.00	1.00	1.00
Community Services / Neighborhood Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00
Public Housing Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Community Services/Neighborhood 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 Supervisor	1.00	1.00	1.00	1.00
Residential Rehabilitation Project Coordinator	1.00	1.00	2.00	1.75
Housing Technician	3.00	3.00	3.00	3.00
Lead Housing Technician	19.00	19.00	15.00	15.00
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
Housing Services Agent	14.00	14.00	13.00	13.00
Customer Service Representative	2.00	2.00	1.00	—
Custodian	2.50	2.50	2.50	2.50
Program Total	58.25	58.25	53.25	52.00
Tenant Services				
Community Service Project Supervisor	1.00	1.00	1.00	1.00
Community Service Project Coordinator	1.00	1.00	1.00	1.00
Housing Services Agent	4.00	4.00	5.00	5.00
Program Total	6.00	6.00	7.00	7.00
Department Total	141.25	141.25	141.25	151.00

HUMAN RESOURCES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Director of Human Resources	1.00	1.00	1.00	1.00
Deputy Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	—	—
Management Coordinator	—	—	1.00	—
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	5.00	4.00
Human Resources Operations				
Human Resources Administrator	—	—	1.00	1.00
Human Resources Manager	—	—	1.25	1.25
Lead Human Resources Analyst	—	—	1.00	1.00
Lead Management Analyst	—	—	1.00	1.00

POSITION RESOURCES

HUMAN RESOURCES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Payroll Manager	—	—	1.00	—
Management Assistant	—	—	2.00	2.00
Staff Assistant	—	—	2.00	1.00
Workers Compensation Specialist	—	—	0.25	0.25
Senior Payroll Technician	—	—	1.00	0.50
Human Resources Technician	—	—	—	2.00
Payroll Technician	—	—	1.00	—
Account Clerk Supervisor	—	—	1.00	1.00
Administrative Assistant	—	—	1.25	1.25
Senior Account Clerk	—	—	5.00	5.00
Program Total	—	—	21.75	17.25
Human Resources Shared Services				
Human Resources Manager	—	—	9.00	9.00
Lead Human Resources Analyst	—	—	6.00	6.00
Staff Assistant	—	—	1.00	1.00
Human Resources Analyst	—	—	3.25	3.75
Human Resources Technician	—	—	7.00	7.00
Program Total	—	—	26.25	26.75
Benefits/Leave Management				
Pension Administrator	—	—	—	0.50
Human Resources Manager	1.00	1.00	1.00	1.00
Lead Human Resources Analyst	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	—	—
Program Total	4.00	4.00	3.00	3.50
Equal Opportunity Program				
Human Resources Manager	—	1.00	—	—
Lead Human Resources Analyst	1.00	1.00	—	—
Senior Equal Opportunity Specialist	1.00	1.00	—	—
Staff Assistant	1.00	1.00	—	—
Program Total	3.00	4.00	—	—
Information Systems/Records				
Human Resources Manager	1.00	1.00	—	—
Business Analyst II	1.00	1.00	—	—
Business Analyst	1.00	1.00	—	—
Human Resources Technician	3.00	3.00	—	—
Program Total	6.00	6.00	—	—
Recruiting and Talent Management				
Human Resources Manager	1.00	1.00	—	—
Lead Human Resources Analyst	4.00	4.00	—	—
Human Resources Analyst	2.00	2.00	—	—
Human Resources Technician	1.00	1.00	—	—
Program Total	8.00	8.00	—	—
Department Total	26.00	27.00	53.00	51.50

INFORMATION TECHNOLOGY

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Director of Information Technology	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Staff Assistant	—	—	1.00	—
Administrative Assistant	3.00	3.00	1.00	2.00
Program Total	5.00	5.00	4.00	4.00
Application Services				
Information Technology Administrator	1.00	1.00	—	—
Information Technology Manager	1.00	1.00	4.00	4.00
Lead Systems Analyst	2.00	2.00	3.00	2.00
Data Base Administrator	3.00	3.00	4.00	4.00
Web Developer	2.00	2.00	—	—
GIS Data Analyst	1.00	1.00	1.00	0.50
Software Engineer	1.00	1.00	—	—
Systems Analyst	9.00	9.00	15.00	15.00
Web Design Analyst	2.00	2.00	—	—
Information Technology Analyst	—	—	—	1.00
IT Associate	—	—	1.00	1.00
Program Total	22.00	22.00	28.00	27.50
Customer Service				
Information Technology Administrator	—	—	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Web Design Analyst	—	—	1.00	1.00
Information Technology Analyst	1.00	1.00	—	—
Information Technology Specialist	7.00	7.00	13.00	14.00
Information Technology Associate	—	—	1.00	—
Program Total	9.00	9.00	17.00	17.00
Network Services				
Information Technology Manager	1.00	1.00	—	1.00
Lead Network Engineer	1.00	1.00	1.00	1.00
Lead Security Administrator	1.00	1.00	1.00	1.00
Network Engineer	4.00	4.00	4.00	4.00
Communications Engineer	—	—	3.00	5.00
Engineering Associate	—	—	1.00	—
Information Technology Associate	—	—	1.00	—
Program Total	7.00	7.00	11.00	12.00
Information Technology Asset Management				
Information Technology Administrator	1.00	1.00	—	—
Information Technology Manager	1.00	1.00	2.00	—
Lead Systems Analyst	1.00	1.00	—	—
Systems Analyst	1.00	—	—	—
Information Technology Analyst	1.00	1.00	3.00	4.00
Finance Manager	1.00	—	—	—
Project Manager	1.00	—	—	—
Information Technology Specialist	—	—	1.00	1.00

INFORMATION TECHNOLOGY

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Program Total	7.00	4.00	6.00	5.00
Technical Services				
Deputy Director of Information Technology	1.00	1.00	1.00	1.00
Information Technology Administrator	1.00	1.00	1.00	1.00
Lead Data and Backup Administrator	1.00	1.00	1.00	1.00
Lead Systems Analyst	—	—	1.00	1.00
Lead Systems Administrator	1.00	1.00	1.00	1.00
Systems Administrators	6.00	6.00	5.00	5.00
Systems Analyst	—	1.00	—	1.00
Information Technology Analyst	3.00	3.00	2.00	3.00
Program Total	13.00	14.00	12.00	14.00
Phone Services				
Telephone System Coordinator	—	1.00	—	—
Information Technology Specialist	—	2.00	—	—
Program Total	—	3.00	—	—
Customer Engagement				
Information Technology Administrator	—	—	2.00	2.00
Information Technology Manager	—	—	1.00	—
Lead Systems Analyst	—	—	1.00	—
GIS Supervisor	—	—	1.00	1.00
System Administrator	—	—	1.00	1.00
Web Developer	—	—	2.00	2.00
GIS Data Analyst	—	—	1.00	0.50
GIS Programmer	—	—	1.00	1.00
Software Engineer	—	—	2.00	2.00
Systems Analyst	—	—	2.00	2.00
Web Design Analyst	—	—	1.00	1.00
Finance Manager	—	—	1.00	1.00
Telephone Services Coordinator	—	—	1.00	1.00
Project Manager	—	—	—	2.00
Program Total	—	—	17.00	14.50
Public Safety Services				
Information Technology Administrator	1.00	1.00	—	—
Information Technology Manager	2.00	2.00	—	—
Lead Systems Analyst	2.00	2.00	—	—
Systems Analyst	7.00	8.00	—	—
Information Technology Analyst	1.00	1.00	—	—
Program Total	13.00	14.00	—	—
Service Desk				
Information Technology Manager	1.00	1.00	—	—
Information Technology Specialist	5.00	5.00	—	—
Information Technology Associate	2.00	2.00	—	—
Program Total	8.00	8.00	—	—

INFORMATION TECHNOLOGY

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Communications Engineering				
Information Technology Manager	1.00	1.00	—	—
Communications Engineer	3.00	3.00	—	—
Engineering Associate	1.00	1.00	—	—
IT Associate	1.00	1.00	—	—
Program Total	6.00	6.00	—	—
Geographic Information Systems (GIS) Services				
Database Administrator	1.00	1.00	—	—
GIS Supervisor	1.00	1.00	—	—
GIS Data Analyst	1.00	1.00	—	—
GIS Programmer	1.00	1.00	—	—
Program Total	4.00	4.00	—	—
Department Total	94.00	96.00	95.00	96.00

PARKS and RECREATION

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director of Parks and Recreation	1.00	1.00	1.00	1.00
Parks and Recreation Administrator	—	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	—
Management Coordinator	1.00	1.00	—	—
Parks and Recreation Program Manager	—	—	2.00	2.00
GIS Project Manager	1.00	1.00	1.00	1.00
Community Promotions and Marketing Coordinator	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00	1.00
Systems Analyst	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	—	—
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	—	—
Customer Services Representative	1.00	1.00	2.00	2.00
Program Total	15.00	16.00	14.00	13.00
Aquatics				
Aquatics Program Manager	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	—	—
Lead Maintenance Mechanic	1.00	1.00	—	—
Trade Specialist	3.00	3.00	—	—
Swimming Pool Supervisor	1.00	1.00	1.00	1.00
Swimming Pool Supervisor (Hourly)	9.00	9.00	9.00	9.00
Aquatics Program Supervisor (Hourly)	2.75	2.75	2.75	2.75
Water Safety Instructor/Senior Lifeguard (Hourly)	28.25	28.25	28.25	28.25
Lifeguard (Hourly)	11.25	11.25	11.25	11.25
Program Total	58.25	58.25	53.25	53.25

PARKS and RECREATION

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Capital Planning and Development				
Management Coordinator	—	—	1.00	1.00
Landscape Architect	3.00	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00	—
Management Analyst	—	—	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	—
Program Total	5.00	5.00	7.00	5.00
Civic Events/Performing Arts				
Parks Events Coordinator	1.00	1.00	1.00	1.00
Trade Specialist	2.00	2.00	—	—
Equipment Operator	2.00	2.00	—	—
Parks Events Worker (Hourly)	1.75	1.75	1.75	1.75
Program Total	6.75	6.75	2.75	2.75
Grants				
Recreation Assistant	4.50	—	—	4.50
Program Coordinator	1.00	—	—	1.00
Senior Recreation Worker (Hourly)	6.00	3.00	3.00	6.00
Short Order Cook	0.75	0.75	0.75	0.75
Program Total	12.25	3.75	12.25	12.25
Hi Corbett Maintenance				
Parks Maintenance Coordinator	1.00	1.00	—	—
Grounds Keeper	1.00	1.00	—	—
General Maintenance Trainee/Worker (Hourly)	5.00	5.00	—	—
Program Total	7.00	7.00	—	—
KIDCO				
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	—	—
Senior Recreation Worker (Hourly)	23.50	23.50	23.50	23.50
Bus Driver	2.00	1.00	1.00	1.00
Recreation Worker (Hourly)	28.50	28.50	28.50	28.50
Program Total	60.00	59.00	58.00	58.00
Leisure Classes				
Class Registration Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Secretary	—	—	1.00	1.00
Customer Services Representative	1.00	1.00	1.00	1.00
Recreation Assistant	1.00	1.00	1.00	1.00
Office Assistant	2.50	2.50	2.50	2.50
Class Instructor Fine Arts (Hourly)	8.00	8.00	8.00	8.00
Program Total	15.50	15.50	16.50	16.50
Parks Maintenance				
Parks and Recreation Administrator	1.00	—	—	—
Parks and Recreation Superintendent	1.00	1.00	1.00	1.00
Parks and Golf Area Supervisor	5.00	5.00	5.00	5.00

PARKS and RECREATION

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Electrician	—	1.00	1.00	1.00
Equipment Operation Specialist	1.00	1.00	1.00	1.00
Lead Maintenance Mechanic	—	—	1.00	1.00
Parks Maintenance Coordinator	9.00	10.00	10.00	10.00
Plumber	2.00	2.00	2.00	2.00
Trade Specialist	9.00	13.00	13.00	13.00
Administrative Assistant	1.00	—	—	—
Equipment Operator	—	—	3.00	3.00
Parks Equipment Operator	5.00	6.00	3.00	4.00
Grounds Keeper	47.00	52.00	48.00	48.00
General Maintenance Trainee/Worker (Hourly)	1.00	1.00	6.00	6.00
Program Total	82.00	92.00	94.00	95.00
Recreation Centers				
Parks and Recreation Superintendent	1.00	1.00	1.00	1.00
Parks and Golf Area Supervisor	—	—	1.00	1.00
Recreation Supervisor	4.00	4.00	4.00	4.00
Lead Parks Equipment Mechanic	1.00	—	1.00	1.00
Parks Maintenance Coordinator	1.00	—	2.00	2.00
Pest Control Specialist	1.00	—	—	—
Welder	1.00	—	1.00	1.00
Parks Equipment Mechanic	4.00	—	—	4.00
Recreation Program Coordinator	14.00	14.00	14.00	14.00
Trade Specialist	2.00	—	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Services Representative	1.00	1.00	1.00	1.00
Parks Equipment Operator	1.00	—	—	1.00
Secretary	1.00	1.00	—	—
Recreation Assistant	36.50	42.00	36.50	36.50
Custodian	9.00	9.00	8.00	8.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Grounds Keeper	5.00	—	9.00	9.00
Senior Recreation Worker (Hourly)	6.50	10.00	6.50	6.50
General Maintenance Trainee/Worker (Hourly)	1.25	0.75	4.25	4.25
Program Total	92.00	84.75	99.25	99.25
Sports				
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	2.00	2.00	3.00	3.00
Recreation Worker (Hourly)	1.25	1.25	1.25	1.25
Program Total	5.75	5.25	6.25	6.25
Therapeutic and Adaptive Recreation				
Therapeutic Recreation Supervisor	1.00	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Assistant	3.50	2.00	3.50	3.50
Program Coordinator (Hourly)	1.00	2.00	1.00	1.00
Swimming Pool Supervisor (Hourly)	1.00	1.00	1.00	1.00

POSITION RESOURCES

PARKS and RECREATION

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19
Senior Recreation Worker (Hourly)	9.50	9.50	7.50	7.50
Water Safety Instructor/Senior Lifeguard (Hourly)	7.50	7.50	7.50	7.50
Lifeguard (Hourly)	5.00	5.00	5.00	5.00
Recreation Worker (Hourly)	1.00	2.00	1.00	1.00
Program Total	32.50	33.00	30.50	30.50
Zoo				
Zoo Administrator	1.00	1.00	1.00	—
Zoo General Curator	1.00	1.00	1.00	—
Zoo Education Curator	1.00	1.00	1.00	—
Zoo Vet	1.00	1.00	1.00	—
Parks and Golf Area Supervisor	1.00	1.00	—	—
Zoo Area Supervisor	3.00	3.00	3.00	—
Parks Maintenance Coordinator	1.00	1.00	—	—
Trade Specialist	1.00	1.00	—	—
Zoo Educator	1.00	1.00	—	—
Zoo Keeper	19.00	19.00	19.00	—
Customer Services Representative	1.00	1.00	—	—
Zoo Education Assistant	1.00	1.00	1.00	—
Grounds Keeper	4.00	4.00	—	—
Senior Seasonal Senior Recreation Worker	2.00	—	2.00	—
General Maintenance Trainee/Worker (Hourly)	3.50	3.50	—	—
Recreation Seasonal Recreation Worker	—	—	1.00	—
Program Total	41.50	39.50	30.00	—
Department Total	433.75	433.75	423.75	391.75

PLANNING and DEVELOPMENT SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Director of Development Services	1.00	1.00	1.00	1.00
Deputy Director of Development Services	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	—
Program Total	4.00	4.00	4.00	3.00
Building and Site Inspections				
Building Inspector Manager	1.00	1.00	1.00	1.00
Construction Inspection Supervisor	1.00	1.00	1.00	1.00
Building Inspector	13.00	12.00	12.00	12.00
Program Total	15.00	14.00	14.00	14.00
Plan Review and Permitting				
Building Official	1.00	1.00	1.00	1.00
Development Services Manager	1.00	1.00	1.00	1.00
Building Plans Examiner	4.00	4.00	4.00	4.00
Civil Engineer	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00
Lead Planner	3.00	3.00	3.00	3.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Building Permit Specialist	1.00	1.00	1.00	1.00
Landscape Field Representative	1.00	1.00	1.00	1.00
Planning Technician	2.00	2.00	2.00	3.00
Administrative Assistant	1.00	2.00	2.00	1.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	19.00	20.00	20.00	20.00
Planning and Zoning				
Planning Administrator	—	—	1.00	1.00
Development Services Manager	2.00	2.00	2.00	2.00
Historic Preservation Principal Planner	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Principal Planner	3.00	3.00	2.00	2.00
Lead Planner	8.00	8.00	8.00	8.00
Building Inspector	1.00	1.00	1.00	1.00
Housing Assistance and Outreach Coordinator	1.00	1.00	1.00	1.00
Planning Technician	2.00	2.00	2.00	1.00
Program Total	19.00	19.00	19.00	18.00
Department Total	57.00	57.00	57.00	55.00

POSITION RESOURCES

PROCUREMENT

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Director	1.00	1.00	1.00	—
Deputy Director	1.00	1.00	1.00	—
Business Analyst II	—	—	1.00	—
Management Assistant	1.00	1.00	—	—
Contract Specialist	—	—	3.00	—
Executive Assistant	1.00	1.00	1.00	—
Program Total	4.00	4.00	7.00	—
Contract Administration and Supplier Management				
Contract Administrator	2.00	2.00	2.00	—
Management Coordinator	1.00	1.00	1.00	—
Principal Contract Officer	6.00	5.00	5.00	—
Business Enterprise Compliance Specialist	1.00	1.00	2.00	—
Senior Contract Officer	5.00	5.00	5.00	—
Equal Opportunity Specialist	1.00	1.00	—	—
pCard Program Manager	—	—	1.00	—
Administrative Assistant	4.00	4.00	4.00	—
Program Total	20.00	19.00	20.00	—
Mail Services				
Mail Clerk	3.00	3.00	—	—
Program Total	3.00	3.00	—	—
Procurement Card (pCard)				
pCard Manager	1.00	1.00	—	—
pCard Coordinator	1.00	1.00	—	—
Administrative Assistant	1.00	1.00	—	—
Program Total	3.00	3.00	—	—
Surplus, Auction and Materials				
SAMM Superintendent	1.00	1.00	1.00	—
SAMM Supervisor	1.00	1.00	1.00	—
Administrative Assistant	1.00	1.00	1.00	—
SAMM Specialists	3.00	3.00	3.00	—
Program Total	6.00	6.00	6.00	—
Department Total	36.00	35.00	33.00	—

PUBLIC SAFETY COMMUNICATIONS CENTER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Public Safety Communications Department Director	—	—	1.00	1.00
Executive Assistant	—	—	1.00	1.00
Program Total	—	—	2.00	2.00
Communications Center				
Public Safety Communications Administrator	—	—	2.00	2.00
Emergency Communications Manager	—	—	1.00	1.00
Public Safety Communications Coordinator	—	—	—	4.00
Public Safety Communications Supervisor	—	—	21.00	20.00
Public Safety Communications Specialist III	—	—	1.00	—
Lead Public Safety Dispatcher	—	—	2.00	—
Public Safety Communications Specialist II	—	—	62.00	62.00
Public Safety Communications Specialist I	—	—	23.00	23.00
Public Safety Dispatcher	—	—	22.00	22.00
Master Street Address Guide Scheduler (MSAG)	—	—	1.00	1.00
Public Safety Service Operator	—	—	25.00	25.00
Emergency 911 Operator	—	—	1.00	1.00
Program Total	—	—	161.00	161.00
Department Total	—	—	163.00	163.00

OFFICE of the PUBLIC DEFENDER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Public Defender				
Chief Public Defender	1.00	1.00	1.00	1.00
Supervising Public Defender	5.00	5.00	5.00	5.00
Associate Public Defender	9.00	9.00	9.00	9.00
Assistant Public Defender	4.00	4.00	4.00	4.00
Management Assistant	1.00	1.00	1.00	1.00
Law Clerk	1.00	1.00	1.00	1.00
Legal Secretary	5.00	5.00	6.00	5.00
Litigation Support Clerk	1.00	1.00	—	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	28.00	28.00	28.00	28.00
Department Total	28.00	28.00	28.00	28.00

POSITION RESOURCES

TRANSPORTATION

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Management Services				
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	—
Department Finance Manager	1.00	1.00	1.00	—
Management Coordinator	1.00	2.00	2.00	—
Lead Management Analyst	1.00	1.00	1.00	1.00
Transportation Public Information Officer	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Staff Assistant	6.00	5.00	4.00	1.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Systems Analyst	2.00	2.00	2.00	2.00
Contract Compliance Officer	1.00	1.00	1.00	—
Executive Assistant	2.00	2.00	2.00	2.00
Administrative Assistant	3.00	3.00	2.00	—
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	26.00	26.00	24.00	14.00
Capital Program Support				
Transportation Administrator	1.00	1.00	1.00	1.00
Engineering Project Manager	10.00	9.00	9.00	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	—	—	—
Program Total	14.00	12.00	12.00	12.00
Engineering				
City Surveyor	1.00	1.00	1.00	1.00
Engineering Manager	2.00	2.00	2.00	2.00
Engineering Project Manager	1.00	1.00	—	—
Inspection Supervisor	2.00	2.00	2.00	2.00
Land Surveyor	—	1.00	—	—
Survey Surveyor	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	4.00	4.00	5.00	5.00
Lead Construction Inspector	4.00	4.00	4.00	4.00
Lead Construction Materials Inspector	1.00	1.00	1.00	1.00
Construction Inspector	10.00	10.00	11.00	11.00
Construction Materials Inspector	2.00	2.00	2.00	2.00
Senior Engineering Technician	2.00	2.00	2.00	2.00
Survey Crew Chief	6.00	6.00	6.00	6.00
Engineering Permit and Code Inspector	1.00	1.00	2.00	2.00
Planning Technician	—	—	2.00	2.00
Survey Instrument Technician	6.00	6.00	6.00	6.00
Traffic Engineering Technician	2.00	2.00	—	—
Administrative Assistant	—	1.00	1.00	1.00
Customer Service Representative	3.00	3.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Survey Technician	3.00	3.00	3.00	3.00
Program Total	55.00	56.00	56.00	56.00

TRANSPORTATION

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Park Tucson				
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	2.00	2.00
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	8.00	8.00
Customer Service Representative	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Program Total	18.00	18.00	18.00	18.00
Planning				
Transportation Administrator	1.00	1.00	1.00	1.00
Project Manager	4.00	4.00	4.00	4.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Lead Planner	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	7.00	7.00
Real Estate				
Transportation Administrator	1.00	1.00	1.00	1.00
Real Estate Program Supervisor	2.00	2.00	1.00	1.00
Property Manager	—	—	1.00	1.00
Senior Property Agent	4.00	4.00	4.00	4.00
Property Agent	—	—	1.00	1.00
Senior Engineering Technician	1.00	1.00	—	—
Secretary	1.00	1.00	1.00	1.00
Program Total	9.00	9.00	9.00	9.00
Streets and Traffic Maintenance/Graffiti Abatement/Stormwater Quality				
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	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Transportation Program Coordinator	1.00	1.00	2.00	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
Business Analyst	—	—	1.00	1.00
Fleet Equipment Specialist	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Electrical Supervisor	2.00	—	2.00	2.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
High Voltage Electrician Supervisor	—	2.00	1.00	2.00
Electrician	8.00	1.00	8.00	8.00
Electronic Technician	6.00	6.00	7.00	7.00
Engineering Associate	3.00	3.00	3.00	3.00
High Voltage Electrician	—	3.00	—	—
Lead High Voltage Electrician	—	4.00	—	—
Cement Mason	4.00	4.00	4.00	4.00
Construction Inspector	3.00	3.00	3.00	3.00

POSITION RESOURCES

TRANSPORTATION

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Equipment Operation Specialist	6.00	6.00	6.00	6.00
Lead Traffic Control Technician	8.00	8.00	8.00	8.00
Street Maintenance Crew Leader	13.00	12.00	12.00	12.00
Streets Inspector and Compliance Specialist	6.00	6.00	6.00	6.00
Welder	1.00	1.00	1.00	1.00
Construction Maintenance Worker	6.00	6.00	6.00	6.00
Heavy Equipment Operator	31.00	31.00	31.00	31.00
Sign Painter	1.00	1.00	1.00	1.00
Traffic Control Technician	6.00	6.00	6.00	6.00
Administrative Assistant	2.00	2.00	2.00	3.00
Customer Service Representative	4.00	4.00	5.00	5.00
Senior Account Clerk	2.00	2.00	2.00	1.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Senior Street Maintenance Worker	16.00	16.00	1.00	7.00
Senior Trades Helper	3.00	3.00	3.00	3.00
Street Maintenance Worker	—	—	13.00	7.00
Program Total	150.00	149.00	152.00	152.00
Traffic Engineering				
Transportation Administrator	1.00	1.00	1.00	1.00
Traffic Engineering Manager	1.00	—	1.00	1.00
Engineering Project Manager	1.00	1.00	1.00	1.00
Community Services/Neighborhood Resource Project	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Systems Analyst	1.00	1.00	—	—
Systems Engineer	1.00	1.00	1.00	1.00
Engineering Associate	1.00	1.00	1.00	1.00
Traffic Engineering Technician Supervisor	1.00	1.00	1.00	1.00
Geographic Information System Technician	1.00	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00	1.00
Traffic Engineering Technician	4.00	5.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	16.00	16.00	15.00	15.00
Transit Services				
Transportation Administrator	1.00	1.00	1.00	1.00
Transit Services Coordinator	2.00	2.00	2.00	2.00
Transportation Eligibility Specialist	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Department Total	299.00	297.00	297.00	287.00

TUCSON FIRE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Administration				
Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief: Assistant Fire Chief	3.00	3.00	3.00	3.00
Fire Battalion Chief	—	—	—	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	—	—
Management Assistant	2.00	2.00	1.00	1.00
Public Information Officer	—	—	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	3.50	3.50	2.50	2.50
Customer Service Representative	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	—	—
Program Total	16.50	16.50	12.50	13.50
Advanced Life Support				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	—	—
Fire Battalion Chief Assignment: Deputy Chief	—	—	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 Team	12.00	12.00	12.00	12.00
Paramedic	143.00	143.00	143.00	143.00
Communications Coordinator	—	—	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Lead Cost Recovery Clerk	2.00	2.00	2.00	2.00
Cost Recovery Clerk	5.00	5.00	5.00	5.00
Program Total	178.00	178.00	179.00	179.00
Communications Center				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Communications Superintendent	1.00	1.00	—	—
Emergency Communications Manager	1.00	1.00	—	—
Public Safety Communications Supervisor	7.00	7.00	—	—
Lead Public Safety Dispatcher	5.00	5.00	—	—
Public Safety Dispatcher	47.00	47.00	—	—
Master Street Address Guide Scheduler	1.00	1.00	—	—
Emergency 911 Operator	18.00	18.00	—	—
Program Total	83.00	83.00	3.00	3.00
Emergency Management				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	1.00	1.00
Emergency Management Coordinator	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	3.00	3.00
Emergency Vehicle Management				
Equipment Vehicle Fleet Superintendent	1.00	1.00	1.00	1.00
Emergency Vehicle Technician Supervisor	1.00	1.00	1.00	1.00
Emergency Vehicle Technician	7.00	7.00	7.00	7.00

POSITION RESOURCES

TUCSON FIRE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Certified Fire Equipment Specialist	2.00	2.00	2.00	2.00
Automotive Parts Specialist	2.00	2.00	2.00	2.00
Senior Fleet Service Technician	1.00	1.00	1.00	1.00
Program Total	14.00	14.00	14.00	14.00
Fire Logistics				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Fire Prevention and Life Safety				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	4.00	2.00	2.00
Fire Prevention Inspector Assignment: Fire Investigator	6.00	6.00	6.00	6.00
Fire Prevention Inspector: Haz Mat	—	3.00	3.00	3.00
Fire Prevention Inspector	16.00	13.00	13.00	13.00
Fire Code Administrator	1.00	1.00	1.00	1.00
Building Inspection Manager	1.00	1.00	1.00	1.00
Fire Protection Plans Examiner	1.00	1.00	1.00	1.00
Public Safety Education Specialist	3.00	3.00	3.00	3.00
Building Inspection	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	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
Program Total	38.00	40.00	38.00	38.00
Fire Suppression and Emergency				
Fire Battalion Chief Assignment: Deputy	1.00	1.00	1.00	1.00
Fire Battalion Chief	12.00	12.00	12.00	11.00
Fire Captain: Eight Hour	3.00	—	1.00	1.00
Fire Captain: Haz Mat/Technical Rescue	15.00	15.00	15.00	15.00
Fire Captain	86.00	86.00	86.00	86.00
Fire Engineer: Haz Mat/Technical Rescue	94.00	94.00	94.00	94.00
Fire Engineer	21.00	21.00	21.00	21.00
Fire Fighter: Haz Mat/Technical Rescue	27.00	45.00	45.00	45.00
Fire Fighter	171.00	143.00	144.00	144.00
Administrative Assistant	—	—	1.00	1.00
Program Total	430.00	417.00	420.00	419.00
Fire Training				
Fire Battalion Chief Assignment: Deputy Chief	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	1.00
Lead Housing Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	8.00	8.00

TUCSON FIRE

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19
Hazardous Waste Disposal Program				
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Prevention Inspector: Haz Mat	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Department Total	778.50	767.50	685.50	685.50

TUCSON POLICE

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19
Office of the Chief of Police				
Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Assistant Police Chief	4.00	4.00	4.00	4.00
Police Lieutenant: Police Captain	2.00	2.00	2.00	2.00
Police Lieutenant	4.00	4.00	4.00	4.00
Police Sergeant: Assignments	6.00	6.00	6.00	6.00
Police Sergeant	5.00	5.00	5.00	5.00
Police Officer: Assignments	2.00	2.00	2.00	2.00
Police Officer	4.00	4.00	4.00	4.00
Police Chief of Staff	—	—	1.00	1.00
Human Resources Administrator	1.00	1.00	—	—
Management Coordinator	1.00	1.00	1.00	—
Lead Management Analyst	3.00	3.00	3.00	2.00
Management Assistant	2.00	2.00	2.00	1.00
Staff Assistant	3.00	2.00	2.00	1.00
Management Analyst	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
Administrative Assistant	—	—	—	1.00
Community Liaison and Volunteer Coordinator	—	—	1.00	1.00
Secretary	5.00	3.00	3.00	1.00
Senior Account Clerk	4.00	4.00	4.00	2.00
Program Total	51.00	48.00	49.00	40.00
Administrative Services				
Police Sergeant: Assignments	2.00	2.00	2.00	2.00
Police Officer	2.00	—	—	31.00
Police Officer: Assignments	2.00	—	—	—
Police Psychologist	1.00	1.00	1.00	1.00
Police Records Supervisor	7.00	7.00	7.00	7.00
Police Records Specialist	41.00	41.00	41.00	41.00
Clerk Transcriptionist	1.00	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
Program Total	58.00	54.00	54.00	85.00

POSITION RESOURCES

TUCSON POLICE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
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
Program Total	3.00	3.00	3.00	3.00
Forfeiture				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Senior Fleet Services Technician	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
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	3.00	3.00	3.00	3.00
Police Officer	23.00	8.00	8.00	33.00
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	1.00
Financial Investigator	1.00	1.00	1.00	1.00
Crime Scene Specialist	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	40.00	25.00	25.00	50.00
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
Program Total	8.00	8.00	8.00	8.00
Investigative Services				
Police Lieutenant: Police Captain	2.00	2.00	2.00	2.00
Police Lieutenant	4.00	4.00	4.00	6.00
Police Sergeant: Assignments	12.00	12.00	12.00	12.00
Police Sergeant	3.00	3.00	3.00	3.00
Detective: Assignments	2.00	2.00	2.00	2.00
Detective	98.00	98.00	98.00	99.00
Police Officer: Assignments	22.00	22.00	22.00	22.00
Police Officer	6.00	6.00	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 Analyst Superintendent	—	—	—	1.00
Crime Laboratory Coordinator	4.50	4.50	4.50	4.00
DNA Technical Leader	1.00	1.00	1.00	1.00
Police Identification Superintendent	1.00	1.00	1.00	1.00
Criminalist III	19.00	19.00	19.00	19.00
Police Evidence Superintendent	1.00	1.00	1.00	1.00
Crime Analyst Supervisor	—	—	—	1.00

TUCSON POLICE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Staff Assistant	2.00	2.00	2.00	2.00
Information Technology Specialist	1.00	1.00	1.00	1.00
Crime Scene Specialist Supervisor	4.00	4.00	4.00	4.00
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	16.00	16.00	16.00	16.00
Police Crime Analyst	10.00	10.00	10.00	10.00
Police Evidence Technician	9.00	11.00	11.00	11.00
Automated Fingerprint Identification System (AFIS)	7.00	7.00	7.00	7.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	3.00	3.00	3.00	3.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Clerk Transcriptionist	3.00	3.00	3.00	3.00
Office Assistant	1.00	2.00	2.00	2.00
Program Total	238.50	241.50	241.50	246.00
Logistics				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00	2.00
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Police Officer: Assignments	2.00	2.00	2.00	2.00
Police Officer	2.00	2.00	2.00	2.00
Management Assistant	—	—	—	2.00
Staff Assistant	3.00	3.00	3.00	2.00
Senior Fleet Services Technician	5.00	5.00	5.00	5.00
Senior Shop Keeper	2.00	2.00	2.00	2.00
Program Total	17.00	17.00	17.00	19.00
Patrol				
Police Lieutenant: Police Captain	5.00	5.00	5.00	5.00
Police Lieutenant	18.00	18.00	18.00	14.00
Police Sergeant: Assignments	21.00	20.00	20.00	21.00
Police Sergeant	58.00	56.00	56.00	58.00
Detective Assignment	1.00	1.00	1.00	1.00
Detective	29.00	29.00	29.00	29.00
Police Officer: Assignments	104.00	97.00	97.00	100.00
Police Officer	350.00	322.00	322.00	334.00
Community Service Officer	5.00	36.00	36.00	15.00
Secretary	35.00	4.00	4.00	4.00
Program Total	626.00	588.00	588.00	581.00
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	1.00	1.00	1.00
Program Total	4.00	3.00	3.00	3.00
Support Services				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	5.00	5.00	5.00	1.00
Police Sergeant: Assignments	5.00	5.00	5.00	5.00

POSITION RESOURCES

TUCSON POLICE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Police Sergeant	—	2.00	2.00	—
Police Hazardous Devices Technician	3.00	3.00	3.00	3.00
Detective	5.00	—	—	6.00
Police Officer: Assignments	16.00	20.00	20.00	16.00
Police Officer	2.00	16.00	16.00	3.00
Public Safety Communications Administrator	1.00	—	—	—
Communications Superintendent	1.00	1.00	1.00	1.00
Public Safety Communications Supervisor	11.00	10.00	10.00	—
Aircraft Mechanic	2.00	37.00	37.00	2.00
Public Safety Dispatcher	40.00	40.00	40.00	—
Police Service Operator	36.00	37.00	37.00	—
Clerk Transcriptionist	1.00	—	—	1.00
Program Total	129.00	177.00	177.00	39.00
Traffic Enforcement				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00	—
Police Sergeant: Assignments	2.00	3.00	3.00	2.00
Detective	—	5.00	5.00	—
Police Officer: Assignments	9.00	7.00	7.00	8.00
Police Officer	—	1.00	1.00	—
Clerk Transcriptionist	—	1.00	1.00	—
Program Total	13.00	19.00	19.00	11.00
Training				
Police Lieutenant	1.00	1.00	1.00	2.00
Police Sergeant: Assignments	3.00	3.00	3.00	3.00
Police Officer: Assignments	6.00	6.00	6.00	6.00
Police Officer	6.00	6.00	6.00	8.00
Secretary	1.00	1.00	1.00	1.00
Program Total	17.00	17.00	17.00	20.00
Department Total	1,207.50	1,203.50	1,204.50	1,108.00

TUCSON WATER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
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	2.00	2.00
Water Program Superintendent	1.00	—	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Project Manager	2.00	2.00	4.00	4.00
Water Public Information Officer	1.00	1.00	1.00	1.00
Lead Planner	—	—	1.00	1.00
Management Assistant	1.00	1.00	—	—
Risk Management Specialist	2.00	2.00	—	—

TUCSON WATER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Staff Assistant	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	—	—
Executive Assistant	—	1.00	—	—
Public Information Specialist	4.00	4.00	3.00	3.00
Water Services Supervisor	—	—	—	1.00
Executive Assistant	1.00	—	1.00	1.00
Management Analyst	2.00	2.00	—	—
Utility Service Representative	1.00	1.00	6.00	7.00
Administrative Assistant	3.00	3.00	3.00	3.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	—	—
Program Total	33.00	33.00	33.00	35.00
Business Services				
Water Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	—	—
Management Coordinator	1.00	1.00	2.00	2.00
Business Analyst II	—	—	2.00	2.00
Lead Financial Accountant	1.00	1.00	1.00	1.00
Staff Assistant	5.00	5.00	3.00	3.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	11.00	11.00	11.00	11.00
Customer Service				
Water Administrator	1.00	1.00	1.00	1.00
Water Operations Superintendent	2.00	—	3.00	3.00
Lead Management Analyst	—	—	1.00	1.00
Assistant Water Operations Superintendent	—	—	3.00	3.00
Management Assistant	—	—	2.00	3.00
Staff Assistant	1.00	1.00	—	—
Utility Account Supervisor	4.00	4.00	5.00	6.00
Water Operations Supervisor	—	2.00	—	—
Engineering Associate	1.00	1.00	1.00	1.00
Utility Account Relations Specialist III	8.00	8.00	13.00	14.00
Water Services Supervisor	6.00	6.00	6.00	5.00
Lead Utility Service Worker	4.00	4.00	4.00	4.00
Lead Water Meter Repairer	1.00	1.00	1.00	1.00
Meter Service Representative	7.00	7.00	7.00	7.00
Utility Account Relations Specialist II	7.50	7.50	15.50	19.00
Utility Service Representative	5.00	5.00	—	—
Water Meter Repairer	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	1.00	2.00
Utility Service Worker	41.00	41.00	39.00	39.00
Senior Account Clerk	5.00	5.00	4.00	3.00
Utility Account Relations Specialist I	31.50	37.50	36.50	41.50
Program Total	129.00	135.00	145.00	155.50

POSITION RESOURCES

TUCSON WATER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Planning and Engineering				
Water Administrator	2.00	2.00	2.00	2.00
Chief Hydrologist	1.00	1.00	1.00	1.00
Engineering Manager	5.00	5.00	5.00	5.00
Civil Engineer	14.00	13.00	13.00	13.00
Electrical Engineer	4.00	4.00	2.00	2.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
GIS Project Manager	1.00	—	—	—
Inspection Supervisor	1.00	1.00	1.00	1.00
Land Surveyor	—	1.00	—	—
Lead Hydrologist	3.00	3.00	3.00	3.00
Survey Surveyor	1.00	—	1.00	1.00
Water Control Systems Engineer	—	—	1.00	1.00
Hydrologist	7.00	8.00	8.00	8.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	9.00	9.00	10.00	10.00
GIS Supervisor	1.00	1.00	1.00	1.00
GIS Data Analyst	4.00	3.00	3.00	3.00
Construction Inspection Supervisor	—	—	3.00	3.00
Engineering Associate	7.00	7.00	8.00	8.00
Engineering Records and Information Supervisor	1.00	1.00	1.00	1.00
Lead Construction Inspector	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	3.00	3.00
Senior Engineering Technician	11.00	12.00	14.00	14.00
Survey Crew Chief	4.00	4.00	4.00	4.00
Engineering Technician	3.00	2.00	1.00	1.00
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	4.00	4.00
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
Program Total	121.00	120.00	120.00	120.00
Water Maintenance				
Water Administrator	1.00	1.00	1.00	1.00
Water Control Systems Manager	1.00	1.00	1.00	1.00
Water Operations Superintendent	4.00	3.00	4.00	3.00
Water Program Superintendent	1.00	1.00	1.00	1.00
Water Control Systems Engineer	3.00	3.00	3.00	3.00
Inspection Supervisor	—	1.00	—	—
Assistant Water Operations Superintendent	2.00	2.00	1.00	1.00
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	—	—
Planner Scheduler	5.00	5.00	5.00	4.50
Corrosion Control Supervisor	1.00	1.00	1.00	1.00
Electrician Supervisor	1.00	1.00	1.00	1.00
Electronics Technician Supervisor	—	—	1.00	—

TUCSON WATER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
Water Operations Supervisor	14.00	13.00	13.00	13.00
Electrician	6.00	6.00	7.00	7.00
Electronics Technician	4.00	4.00	5.00	5.00
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	—	—
Cross Connection Control Specialist	—	5.00	—	—
Corrosion Control Technician	2.00	2.00	2.00	2.00
Equipment Operation Specialist	16.00	16.00	16.00	16.00
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
Maintenance Mechanic	2.00	2.00	2.00	2.00
Senior Utility Service Worker	2.00	3.00	3.00	3.00
Utility Technician	66.00	66.00	63.00	56.00
Water Service Locator	11.00	11.00	11.00	8.00
Well Maintenance Mechanic	5.00	5.00	6.00	4.00
Administrative Assistant	3.00	5.00	3.00	3.00
Water Parts Specialist	6.00	6.00	6.00	6.00
Water Parts Supervisor	1.00	—	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Fleet Technician	1.00	1.00	1.00	1.00
Water Communications Operator	4.00	4.00	4.00	4.00
Program Total	187.00	194.00	185.00	171.50
Water Quality and Operations				
Water Administrator	1.00	1.00	1.00	1.00
Water Operations Superintendent	2.00	2.00	2.00	2.00
Water Program Superintendent	1.00	—	1.00	1.00
Water Quality Laboratory Supervisor	1.00	1.00	1.00	1.00
Business Analyst II	—	—	1.00	1.00
Inspection Supervisor	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
Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Analyst	—	2.00	1.00	1.00
Planner Scheduler	1.00	1.00	1.00	1.00
Information Technology Specialist	2.00	—	—	—
Water Plant Supervisor	3.00	3.00	3.00	3.00
Water Program Supervisor	—	1.00	—	—
Water Services Supervisor	1.00	1.00	1.00	1.00
Cross Connection Control Specialist	5.00	—	5.00	5.00
Disinfection Technician	5.00	4.00	4.00	4.00
Lead Maintenance Mechanic	1.00	2.00	2.00	2.00
Water Quality Analyst	3.00	3.00	3.00	3.00

POSITION RESOURCES

TUCSON WATER

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19
Water System Operator	17.00	17.00	17.00	17.00
Water Treatment Plant Operator	4.00	4.00	4.00	4.00
Administrative Assistant	3.00	1.00	3.00	3.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	69.50	61.50	69.50	69.50
Other Budgetary Requirements				
Mail Clerk	—	—	3.00	3.00
Department Total	550.50	554.50	566.50	564.50

PENSION SERVICES

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19
Administration				
Pension Administrator	—	—	1.00	0.50
Finance Manager	—	—	—	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
Program Total	4.00	4.00	4.00	4.50
Department Total	4.00	4.00	4.00	4.50

DEPARTMENTAL PERFORMANCE MEASURES

BUSINESS SERVICES DEPARTMENT

Actual **Adopted** **Estimated** **Adopted**
FY 16/17 **FY 17/18** **FY 17/18** **FY 18/19**

The Built Environment

Goal: Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.

Objective: 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).	\$—	\$3,965	\$3,014	\$—
Issue new licenses, bill accounts and ensure professional best practices, to comply with all city, state and federal regulations, and to provide value-added procurement services.				
•New licenses issued	—	5,000	5,174	—
•Accounts billed	—	96,000	81,844	—
•Negotiate added value in at least 20% of the total number of eligible contracts over the City's formal bid threshold	23%	20%	26%	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.	54%	25%	44%	25%
•Generate revenue by expanding the National Cooperative Procurement and pCard Programs.	\$1,790,514	\$1,250,000	\$1,172,386	\$1,200,000

The Economic Environment

Goal: 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.

Objective: 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. Promote and support local, minority-owned, independent, and small business involved in the sale and purchase of locally produced goods and services.

Process and deposit utility, tax, and license payments and other City revenue.				
•Total number of payments processed (000s)	—	1,475,000	460,403	—
•Percent of utility payments processed the same day as received	—	95%	—	—
•Percent of tax, license, and other payments processed the same day as received	—	N/A	—	—
•Collect business privilege tax and license fees (\$000s)	\$—	\$274,469	\$316,186	\$—
Pay vendor invoices.				
•By check	—	20,000	—	—
•By electronic funds transfer	—	47,000	—	—
Develop strong partnerships with the business and contracting communities.				
•Support a minimum of four outreach events for the local business and contracting communities.	8	4	4	4
•Provide Small Business Enterprise and Disadvantaged Business Enterprise certification for the Tucson Metropolitan Region	208	-0-	218	229

PERFORMANCE MEASURES

The Social Environment

Goal: Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.

Objective: 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.	—	3	3	—
•Produce Comprehensive Annual Financial Report.	—	1	1	—
•Produce monthly financial statements within two weeks of month close.	—	10	10	—

CITY ATTORNEY'S OFFICE

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19

The Economic Environment

Goal: 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.

Objective: 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	7,832	8,840	9,480	10,000
•Legal review of contracts and inter-governmental agreements	467	425	460	450
•Legal review of Mayor and Council Agenda items	696	720	650	680

Control litigation of all active civil cases involving the City during the year.

•Actively defend litigation cases against the City	167	150	170	175
•Number of cases handled by outside counsel	98	80	90	85

Produce favorable civil case outcomes for the City.

•Number of civil cases with favorable outcomes (less than estimated exposure)	110	50	73	110
•Percent of cases with favorable outcomes	96%	93%	92%	95%

The Social Environment

Goal: A safe community and secure neighborhoods.

Objective: Department did not submit

Monitor prosecution of misdemeanor cases to ensure fair treatment of defendants, compliance with victims' rights, staff professionalism, and efficiency of procedures.

•Number of cases prosecuted	12,500	13,540	13,500	13,500
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Defer the prosecution of first-time, non-violent defendants by offering counseling/education opportunities to first-time offenders.

•Number of defendants who applied for, or were offered diversion	1,986	2,450	1,900	1,600
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Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.

•Number of notifications	43,375	44,100	43,500	44,000
•Number of victims assisted in obtaining restitution	449	270	350	300
•Amount obtained in restitution awards for crime victims and City Court	116,500	83,500	100,000	115,000

CITY CLERK

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
The Social Environment				
Goal: Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.				
Objective: 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	76	95	82	*
•Number of Mayor and Council agenda items processed	807	965	700	*
•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.	2,400	1,120	2,040	*
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	84	80	85	*
•Number of special event applications processed	185	235	270	*
•Number of extension of premise applications processed	43	45	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	5,550	4,400	5,000	*
•Claims/Lawsuits filed	825	855	650	*
•Public Record Requests processed	280	200	430	*
•Contracts processed and filed applications processed	181	150	170	*
•Documents recorded	680	650	800	*
•Scan and upload official City documents into the electronic document management system for access by City departments	5168	6255	6,200	*
Objective: 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	230	300	260	*
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	254,540	367430	75,840	*
•Number of sample ballots/election information pamphlets compiled, printed and mailed to each voter household prior to each election	150,746	266000	212,350	*

* Department did not submit

CITY COURT

	Actual	Adopted	Estimated	Adopted
	FY 16/17	FY 17/18	FY 17/18	FY 18/19
The Social Environment				
Goal:	A safe community and secure neighborhoods.			
Objective:	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	136%	98%	98%	98%
•Civil Charge Clearance Rate	101%	98%	98%	98%
Objective:	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). The cost of processing a civil charge has nearly doubled due to the loss of civil charges that were processed by automated means and significantly less charges being filed with the court.			
•Cost Per Criminal Charge	\$91	\$72	\$96	\$96
•Cost Per Civil Charge	\$51	\$23	\$54	\$54
Goal:	A safe community and secure neighborhoods			
Objective:	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	11:30	15:00	15:00	15:00
•Customer Service Phone Wait Time	15:50	10:00	12:00	12:00

CITY MANAGER

Actual **Adopted** **Estimated** **Adopted**
FY 16/17 **FY 17/18** **FY 17/18** **FY 18/19**

The Built Environment

Goal: 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 and goods.

Objective: 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 historic and natural resources and neighborhood character.

•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

The Economic Environment

Goal: 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.

Objective: 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

Objective: 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

The Social Environment

Goal: Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.

Objective: 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

Goal: A safe community and secure neighborhoods

Objective: Identify, implement, and maintain standards for high quality, efficient, and cost effective law enforcement services

•Process, monitor, and audit external complaints of police misconduct filed by citizens	494	800	700	700
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ENVIRONMENTAL and GENERAL SERVICES

Actual Adopted Estimated Adopted
FY 16/17 FY 17/18 FY 17/18 FY 18/19

The Built Environment

Goal: Well-maintained public facilities and Infrastructure that support coordinated cost-effective service delivery for current and future residents.

Objective: 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)	30	45	35
•Phase II Environmental Site Assessments (Sampling or contaminant investigation)	25	18	15

Objective: 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.

The Economic Environment

Goal: 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.

Objective: 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	3,600	3,600
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Goal: A community whose vibrant economy and quality of life benefits residents and attracts visitors.

Objective: 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	133,400	134,600	135,000
•Residential refuse tons collected	157,000	161,000	161,500
•Commercial customers	3,300	2,960	2,700
•Commercial refuse tons collected	66,500	54,000	49,000
•Roll-offs provided for community cleanups	400	500	550

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)	506	506	506
•Average number of groundwater wells sampled by ES staff (annually)	306	291	300
•Number of sites under active groundwater remediation	1	1	1
•Number of sites with active landfill gas extraction systems	5	5	5

PERFORMANCE MEASURES

Actual Adopted Estimated Adopted
FY 16/17 FY 17/18 FY 17/18 FY 18/19

ENVIRONMENTAL and GENERAL SERVICES (Continued)

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	32,000	30,000	30,000
•Tons of metal scrapped	175	350	350
•Metric tons of Carbon reduced	95,560	73,000	73,000
•Tons of food waste collected.	775	775	800

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	12,000	12,000	12,250
•Businesses served	150	190	200
•Total tons collected	600	475	480

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	605,000	785,000	620,000
•Number of loads	205,000	215,000	205,500

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).	635	635	635
•Support the Citywide reduction of energy consumption and procure renewable energy	109,000	108,900	106,820

The Social Environment

Goal: A safe community and secure neighborhoods.
Objective: Prioritize property maintenance and order as a preventive measure against crime and disorder.

•Work toward more timely resolution of code violations.	10,000	8,000	8,000
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Goal: An educated citizenry.
Objective: 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)	150	135	120
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1 Code Enforcement moved to Environmental Services in Fiscal Year 2016/17.

FINANCE DEPARTMENT

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
The Built Environment				
Goal:	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.			
Objective:	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	\$—
Issue new licenses and bill accounts.				
•New licenses issued	5,663	5,000	5,024	—
•Accounts billed	95,726	90,900	100,691	—
The Economic Environment				
Goal:	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.			
Objective:	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	—
•Percent of utility payments processed the same day as received	0.85	0.85	0.9	—
•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	\$—
Pay vendor invoices.				
•By check	23,091	24,000	21,500	—
•By electronic funds transfer	38,719	47,000	45,000	—
The Social Environment				
Goal:	Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.			
Objective:	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	—
•Produce Comprehensive Annual Financial Report.	N/A	N/A	N/A	—
•Produce monthly financial statements within two weeks of month close.	N/A	N/A	N/A	—

HOUSING and COMMUNITY DEVELOPMENT

Actual **Adopted** **Estimated** **Adopted**
FY 16/17 **FY 17/18** **FY 17/18** **FY 18/19**

The Economic Environment

Goal: 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.

Objective: 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

The Social Environment

Goal: 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.

Objective: Focus public and private investment on documented housing needs and priorities considering long-term housing supply and demand.

Objective: 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

Objective: 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

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%
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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

Actual Adopted Estimated Adopted
 FY 16/17 FY 17/18 FY 17/18 FY 18/19

HOUSING and COMMUNITY DEVELOPMENT (Continued)

The Social Environment (Continued)

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

Actual Adopted Estimated Adopted
 FY 16/17 FY 17/18 FY 17/18 FY 18/19

The Economic Environment

Goal: 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.

Objective: 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	11,381	13,000	12,408	12,500
•Vacancies posted	300	125	545	500
•Candidates selected	309	175	544	475
•Number of new hire, supervisory, managerial and tech training class completions	801	800	900	1,000
•Number of course credits reimbursed through Tuition Reimbursement	3,800	4,000	3,500	4,000
•Number of Personnel Action Request Forms (PARFs) processed	8,000	8,000	9,000	9,500
•Number of Insurance Enrollments and Related Benefits Transactions (other than PARFs)	675	2,100	916	1,200
•Number of Family Medical Leave (FML) and other leave requests processed (other than PARFs)	11,381	13,000	12,408	12,500

The Social Environment

Goal: A community that is healthy physically, mentally, economically, and environmentally.

Objective: Continue to provide and support workforce wellness programs.

Support employee health by offering wellness programs.

•Number of participants:	932	1,200	1,422	1,400
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INFORMATION TECHNOLOGY

Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
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The Built Environment

Goal: Strategic public and private investments for long-term economic, social, and environmental sustainability.
Objective: 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	98%	98%	98%	98%
•Percent of virtualized servers	90%	90%	90%	90%
•Number of virtualized desktops/laptops	550	1000	950	1,200
•Average customer satisfaction score (based on surveys, 5 is highest)	4.7	4.7	4.7	4.7

The Economic Environment

Goal: 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.
Objective: 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	126	120	106	100
•Percentage of production hardware on a maintenance contract	98%	98%	98%	98%
•Percentage of server uptime	99%	99%	99%	99%

Protect and secure all City data and systems.

•Number of incidents for computers infected with a virus ¹	296	240	240	200
•Number of blocked network attacks (connections in billions)	11.8	11.0	11.8	12.0

¹ This also includes virus definitions out of date and not necessarily infected.

PARKS and RECREATION

Actual	Adopted	Estimated	Adopted
FY 16/17	FY 17/18	FY 17/18	FY 18/19

The Economic Environment

Goal: A community whose vibrant economy and quality of life benefits residents and attracts visitors.

Objective: 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	485,074	525,000	403,680	450,000
•Total revenues collected	\$1,858,124	\$2,108,000	\$1,512,530	\$1,843,000

The Natural Environment

Goal: A comfortable, attractive, and pollution-free environment.

Objective: 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.

•Parks	155	150	155	155
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Maintain the number of park facility rentals.

•Pass holders	43,904	47,200	45,850	46,020
•Drop-ins	580,174	655,500	588,730	594,010

The Social Environment

Goal: A community that is healthy physically, mentally, economically, and environmentally.

Objective: 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	2,134	2,150	1,950	2,100
•Courses completed	1,825	1,850	1,730	1,900
•Courses registration	18,602	20,084	19,140	19,550
•Courses revenues	\$1,278,406	\$1,466,910	\$1,390,450	\$1,430,240

Objective: 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	6,343	8,250	7,220	8,100
•Drop-ins	155,331	152,700	146,340	149,200
•Revenues (excludes rentals)	\$606,255	\$540,670	\$507,000	\$527,150
•Facilities rentals	1,720	1,550	1,620	1,650
•Facilities rentals revenue	\$155,312	\$106,000	\$145,000	\$146,450

PLANNING and DEVELOPMENT SERVICES

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
The Built Environment				
Goal:	Strategic public and private investments for long-term economic, social, and environmental sustainability.			
Objective:	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.			
•Provide timely and impartial plans reviews while protecting the public health and welfare.	8,900	9,000	9,200	9,000
Issue commercial and residential building permits.				
•Total number of commercial permits	2,656	3,200	2,550	3,000
•Number of new commercial permits	93	100	65	75
•Total number of residential permits	7,721	7,035	7,203	7,050
•Number of new residential permits	755	700	693	650
Perform inspections of new construction, remodels, and additions.				
•Number of commercial inspections	27,780	39,900	30,914	35,000
•Number of residential inspections	56,660	33,500	56,273	56,000
•Number of sign inspections	2,177	2,000	1,839	1,500
•Coordinate and review all submitted sub-division plats and development packages.	333	360	382	350
•Issue all sign permits.	870	920	855	850
Provide assistance to walk-in customers.				
•Number of records and permit counter customers assisted	32,327	33,600	35,250	32,000
•Number of certificates of occupancy issued for existing buildings	491	226	289	280
Goal:	A community that respects and integrates historic resources into the built environment and uses them for the advancement of multiple community goals.			
Objective:	Evaluate the benefits of new development relative to historic preservation in land use decisions.			
Conduct historic reviews and formal consultations. ¹				
•Number of Historic Preservation Zone and rezoning cases reviewed	123	238	132	160
•Number of architectural documentations reviewed	53	70	99	100
•Number of formal consultations with the State Historic Preservation Office and federal agencies	33	58	236	258

Actual Adopted Estimated Adopted
FY 16/17 FY 17/18 FY 17/18 FY 18/19

PLANNING and DEVELOPMENT SERVICES (Continued)

The Social Environment

Goal: Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.

Objective: Coordinate consistent and integrated policy, program, and project planning across City departments.

Implement Plan Tucson.¹

•Number of new actions initiated to implement Plan Tucson goals and policies	4	—	5	9
•Number of plans, policies, and regulations established or updated	8	6	5	14

Objective: 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. ¹	33	29	35	40
•Staff PDS citizen advisory committees. ¹	169	165	157	160

¹ Office of Integrated Planning merged into Planning and Development Services in Fiscal Year 2016/17.

PROCUREMENT

		Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
The Built Environment					
Goal:	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.				
Objective:	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.	23%	20%	30%	—%
	•Ensure that a minimum of 25% of commodity and services expenditures are through annual requirements contracts to realize the most favorable price and terms.	54%	25%	68%	—%
	•Generate revenue by expanding the National Cooperative Procurement and pCard Programs.	\$1,790,514	\$1,250,000	\$1,500,000	\$—
The Economic Environment					
Goal:	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.				
Objective:	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.	53%	50%	60%	—%
Goal:	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.				
Objective:	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.	8	4	4	—
	•Provide Small Business Enterprise and Disadvantaged Business Enterprise certification.	208	—	218	—
	•Increase Small Business Enterprise and Disadvantaged Business Enterprise certification by 5%.	—%	5%	5%	—%

OFFICE of the PUBLIC DEFENDER

Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
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The Social Environment

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	\$235	\$210	\$210
•Recidivism	4,700	5,200	5,400	5,400
•Approximate number of dockets/cases closed	10,900	12,000	12,300	12,300
•Approximate number of defendants seen at video that are represented by the Public Defender's Office	1,470	1,500	1,360	1,360

TRANSPORTATION

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
The Built Environment				
Goal:	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.			
Objective:	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	29	29	29
•Number of regional express routes	13	12	12	12
•Number of buses	252	252	246	246
•Number of annual passenger trips (000s)	18,846	16,787	16,388	16,060
•Annual passenger revenue (\$000s)	\$10,984	\$10,209	\$10,713	\$11,310
•Total miles (000s)	9,495	9,537	9,557	9,706
•Cost per mile	\$6.24	\$6.24	\$5.9	\$6.41
•Revenue per mile	\$1.16	\$1.1	\$1.15	\$1.17
•Resolve 90% of parking garage maintenance issues within two days of request for service.	90%	92%	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	200,247	192,306	197,200
•Number of annual scheduled streetcar stops	844,968	780,963	841,160	860,000
Goal:	Strategic public and private investments for long-term economic, social, and environmental sustainability.			
Objective:	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%.	19%	17%	17%	17%
The Economic Environment				
Goal:	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.			
Objective:	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.	45	60	60	60

Actual Adopted Estimated Adopted
FY 16/17 FY 17/18 FY 17/18 FY 18/19

TRANSPORTATION (Continued)

The Natural Environment

Goal: 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.

Objective: 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.	48	63	63	61
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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	57%	49%	59%	54%
•Number of traffic signal trouble calls	2,924	3,141	2,954	3,047
•Number of streetlight trouble calls	2,688	2,748	2,194	2,471
•Cost recovery in the residential parking program.	60%	71%	71%	71%

The Social Environment

Goal: A safe community and secure neighborhoods.

Objective: Continue to provide and support workforce wellness programs.

Provide paratransit services to persons with disabilities who cannot use Sun Tran.

•Number of vans	135	139	139	139
•Number of scheduled passenger trips (000s)	611	757	703	717
•Miles of service provided (000s)	4,927	4,626	4,199	4,285

TUCSON CITY GOLF

Actual Adopted Estimated Adopted
FY 16/17 FY 17/18 FY 17/18 FY 18/19

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	1,650	2,000	3,000	3,900
•Twitter	313	500	350	460
•Instagram	650	1,500	800	1,050

Number of app downloads

•El Rio	575	800	650	850
•Fred Enke	515	500	625	815
•Randolph/Dell Urich	900	1,200	925	1,200
•Silverbell	590	600	625	815

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).	211,301	237,370	207,955	218,700
•El Rio	39,834	42,498	38,016	40,850
•Fred Enke	35,098	41,989	33,500	35,600
•Randolph/Dell Urich	97,665	109,398	98,739	101,250
•Silverbell	38,704	43,485	37,700	41,000

Number of non golf events at courses.

•El Rio	4	19	3	5
•Fred Enke	2	—	3	5
•Randolph/Dell Urich	63	104	65	75
•Silverbell	1	8	3	5

TUCSON CONVENTION CENTER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
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:	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.			
Objective:	Support and strengthen the emerging independent music and performing arts community.			
•Number of attendees at events.	523,399	496,460	490,676	534,650
ARENA - Types of events				
•Concerts	2	3	3	3
•Sporting events	217	163	320	230
MUSIC HALL - Types of events				
•Concerts	6	6	10	11
•Performing arts	57	59	53	49
LEO RICH THEATRE - Types of events				
•Performing arts, concerts	33	31	37	34
EXHIBITION, CONVENTION, BALLROOM - Types of events				
•Consumer/Trade Show	34	38	38	28

PERFORMANCE MEASURES

Actual Adopted Estimated Adopted
FY 16/17 FY 17/18 FY 17/18 FY 18/19

TUCSON CONVENTION CENTER (Continued)

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.
- Goal:** A community whose economic stability and sense of place reflects its commitment to arts and culture and its care for the natural environment.
- Objective:** 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.
- Objective:** 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	21	8	17	21
•Other - graduations, consumer/trade shows, assemblies	10	18	12	11

MUSIC HALL - Types of events

•Other - graduations, meetings, assemblies	16	11	10	9
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LEO RICH THEATRE - Types of events

•Other - graduations, meetings, assemblies	19	25	23	9
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EXHIBITION, CONVENTION, BALLROOM - Types of events

•Assemblies/Banquets	54	97	66	39
•Meetings	21	61	37	22

TUCSON FIRE

Actual **Adopted** **Estimated** **Adopted**
FY 16/17 **FY 17/18** **FY 17/18** **FY 18/19**

The Built Environment

Goal: Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.

Objective: 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	2,580	3,500	3,500	3,800
•Number of schools inspected	19	50	20	20
•Number of specialty inspections	3,211	3,000	3,000	3,200

The Social Environment

Goal: A safe community and secure neighborhoods.

Objective: 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	92,009	95,000	92,000	95,000
•Number of unit responses to structure fires (house, apartment, building)	6,712	6,000	7,000	6,500
•Number of calls concerning people experiencing cardiac arrests	1,161	1,000	1,200	1,200

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	N/A	N/A	N/A	N/A
•Fire calls – five minutes, twenty seconds	N/A	N/A	N/A	N/A
•Medical calls – five minutes, 12 seconds	76%	84%	76%	76%
•Fire calls – five minutes, 12 seconds	69%	66%	69%	70%
•Arrive at scene within nine minutes of dispatch for advanced life support response per Arizona Department of Health Services' requirements.	90%	91%	90%	90%

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	18,344	20,070	17,166	20,100
•Cost recovery	55%	58%	45%	58%

Objective: 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.	194	212	225	200
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Objective: 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	23,222	70,000	25,000	25,000
•Number of Juvenile Fire Stopper (JFS) classes conducted	21	10	15	15

TUCSON POLICE

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
The Social Environment				
Goal: A safe community and secure neighborhoods.				
Objective: Identify, implement, and maintain standards for high quality, efficient, and cost effective law enforcement services				
Respond to calls for service.				
•Number of emergency responses	2,033	2,077	2,055	2,055
•Number of critical responses	38,850	38,436	38,643	38,643
•Number of urgent responses	72,398	70,597	71,498	71,498
•Number of general responses	59,358	58,025	58,692	58,692
•Respond to emergency response calls within five minutes.	62%	72%	72%	72%
•Respond to critical response calls within ten minutes.	47%	60%	60%	60%
•Respond to urgent response calls within 30 minutes.	64%	75%	75%	75%
•Respond to general response calls within 120 minutes.	59%	66%	66%	66%
Answer emergency 9-1-1 calls routed to the Tucson Police Department.				
•Inbound service calls	405,438	393,570	404,850	404,850
•Outbound service calls	296,219	297,800	300,512	300,512
•Requests received for evidence comparison and analysis sent to the crime laboratory.	4,452	4,200	5,617	4,500
•Requests completed/closed for evidence comparison and analysis sent to the crime laboratory.	4,602	4,300	4,825	5,000
•Process incoming items of evidence and property.	101,090	98,000	112,000	110,000
•Process outgoing items of evidence and property.	97,196	107,800	133,300	120,000
•Yearly percentage of property turnover (number of items disposed/returned vs. number of items seized).	96%	110%	119%	110%
Optimize clearance rates (for assigned cases)				
•Homicide	45%	79%	79%	79%
•Sexual Assault	5%	7%	7%	7%
•Robbery	16%	18%	18%	18%
•Aggravated Assault	33%	35%	35%	35%
•Burglary	4%	5%	5%	5%
•Larceny	13%	16%	16%	16%
•Auto Theft	6%	6%	6%	6%

TUCSON WATER

	Actual FY 16/17	Adopted FY 17/18	Estimated FY 17/18	Adopted FY 18/19
The Built Environment				
Goal:	Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.			
Objective:	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	214	208	219	216
•Number of new meter and full-service requests completed annually	1,593	1,496	1,436	1,554
•Number of emergency water outages repaired	1,050	525	1,000	594
•Percent of emergency water outages restored within four to eight hours	10%	99%	10%	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	6	7	8	9
•Number of requests for new water services (meters, hydrants, etc.) processed	1,691	1,700	1,534	1,571
Ensure system modification projects submitted for review are processed within established timelines.				
•Number of system modification plans reviewed	32	40	70	80
•Percentage of system modification plans reviewed within 15 working days	100%	40%	100%	85%
The Social Environment				
Goal:	A safe community and secure neighborhoods.			
Objective:	Continue to provide customer service programs.			
Provide timely responses to customer telephone calls regarding utility accounts.				
•Number of incoming calls	510,532	425,000	520,000	512,000
•Average number of minutes customers wait to speak to a service representative	4:40	3:30	3:05	4:06
•Provide customers with accurate monthly water bills by limiting the number of meter reading errors.	1.1	1.00	1.00	1.00
•Read water meters for billing purposes.	2,918	2,909	3,139	3,026
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	688	720	720	450
•Number of samples analyzed in-house	7,412	7,500	7,500	7,430
•Number of compliance samples collected	4,955	3,700	4,500	3,420
•Number of discretionary samples collected	3,381	4,200	3,500	4,010
•Percent of water samples collected which meet regulatory requirements	99.96%	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 2018/19 through 2022/23 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, street improvements, and public safety equipment and 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 November 2017, the CIP process began with the Budget and Long-Term Financial Planning Division of the Business Services Department, 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 and Financial Planning Division and applicable revisions were made.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

The proposed CIP was presented to the Mayor and Council on April 17, 2018, along with the Recommended Fiscal Year 2018/19 Budget. The first year of the CIP was included as part of the City's Recommended Budget. The Mayor and Council reviewed and discussed both the operating and capital budgets at Study Sessions in April and May. Two public hearings were held prior to the adoption of the Fiscal Year 2018/19 budget on May 8, 2018 and June 5, 2018.

BUDGET HIGHLIGHTS

This proposed Five-Year CIP totals \$1.152 billion; \$353.7 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2018/19 Adopted Budget. Notable projects include the following:

Congress and Narmont Landfill Excavation. The landfills are located just south of Congress Street on the western bank of the Santa Cruz River. The project is to remove about 392,000 cubic yards of refuse material from the landfills, and eventually will promote the potential residential and commercial redevelopment of the area. The total project is estimated to be \$7.0 million with \$4.0 million budgeted in Fiscal Year 2018/19 and is funded by the Environmental Services Fund.

Broadway Improvement Project: Euclid to Country Club. This is a Regional Transportation Authority (RTA) Plan roadway improvement project managed by the City of Tucson. The improvement is to design and reconstruct the two-mile section of arterial roadway to include widening from four-lanes to six-lanes with bike lanes, sidewalks, and landscaping. The total project cost is estimated to be \$83.3 million, \$34.7 million has been spent in prior years, \$20.5 million is budgeted in Fiscal Year 2018/19 and \$48.6 million for future years.

Reid Park Zoo Quality of Life Tax: Proposition 202 and 203. An estimated \$10.0 million annually is expected to be provided as a result of voter approved a tenth-of-a cent sales tax for a period of 10 years, from February 1, 2018 to December 31, 2027. The Reid Park Zoo Capital Improvement Fund is restricted to be used for capital improvements, operations and maintenance of the 50-year old Zoo. The plan is to improve and update the Zoo facilities to modern zoo standard by improving existing habitats and bringing in new species by building new habitats that will provide safer and healthier environments for the animals. Currently the Five-year CIP for this project is budgeted at \$35.0 million with \$7.0 million budgeted in Fiscal Year 2018/19.

Road Improvement Mainline Replacement Program. This is an ongoing project for the Tucson Water Department to relocate water mainlines during road improvement projects of the City of Tucson, Pima County, Arizona Department of Transportation and other agencies, including RTA projects. Intergovernmental agreements determine the City of Tucson cost allocation for each project. Replacing water mainlines during roadway projects allows Tucson Water to maintain system capacity while saving money on the cost of pavement removal and replacement. This is the largest CIP project for Fiscal Year 2018/19 budgeted to \$7.7 million, while Five-year CIP total is budgeted at \$30.7 million. The project is funded by the Tucson Water Revenue and Operation Fund and Future Water Bonds.

Tucson Delivers: Better Roads and Safer City: Proposition 101. On May 16, 2017, the City of Tucson voters approved a new, five-year, half-cent sales tax to fund public safety capital needs and road repairs. The Five-year CIP is estimated to be \$100.0 million for the restoration, repair, and resurface City streets, with \$30.0 million budgeted for Fiscal Year 2018/19. The Five-Year CIP is estimated at \$135.8 million, with a total of project cost of \$150.0 million, will be spent on vehicles, equipment, and facilities for the Tucson Police Department and Tucson Fire Department, with \$34.6 million is budgeted in Fiscal Year 2018/19.

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.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Expenditures

The proposed Five-Year CIP for Fiscal Years 2018/19 through 2022/23 totals \$1.152 billion. The majority of the projects are in the Transportation and Tucson Water Departments. The majority of expenditures are in the Community Enrichment and Development category, which includes Housing and Community Development, Parks and Recreation, Transportation and Tucson Delivers: Better Streets. The Public Safety and Justice Services category includes the Police and Fire equipment, technology upgrades, and improvement projects funded by Tucson Delivers: Safer City. The Public Utilities category includes Environmental and General Services and Tucson Water.

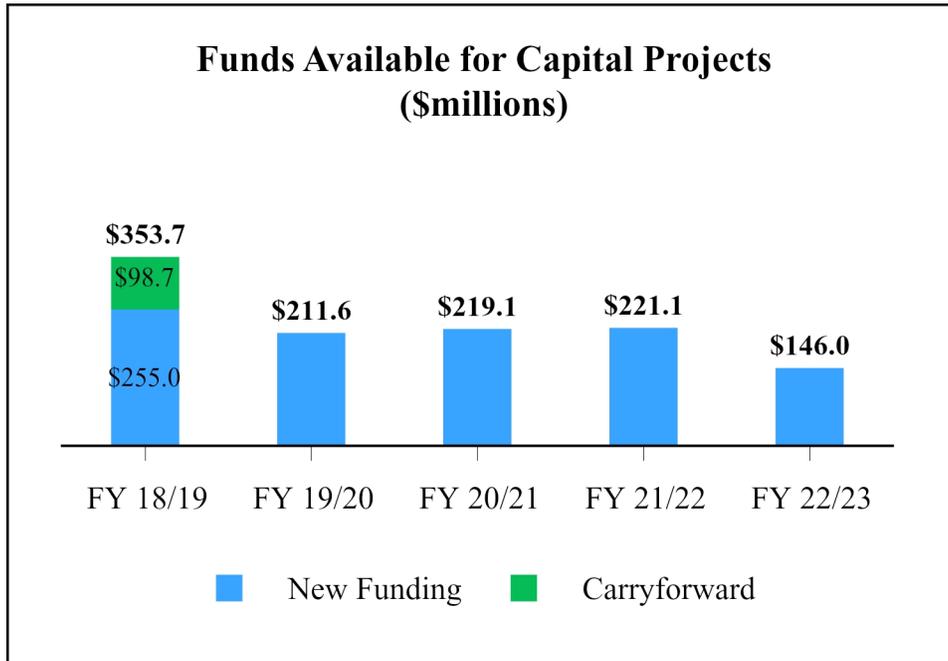
Five-Year CIP Summary of Expenditures

(in \$millions)	Adopted Year 1 FY 18/19	Projected Five- Year Program
Community Enrichment and Development	\$ 217.3	\$ 651.7
Public Safety and Justice Services	34.6	135.8
Public Utilities	97.5	356.2
General Government	4.3	7.9
Total	\$ 353.7	\$ 1,151.6

This Five-Year CIP is \$36.5 million more than the approved Five-Year CIP for Fiscal Years 2017/18 through 2021/22.

Fiscal Year 2018/19 includes \$98.7 million carried forward for project expenditures not spent as planned during Fiscal Year 2017/18 and \$255.0 million in new funding. The CIP presumes that all of the Fiscal Year 2018/19 budget will be spent in that year.

CIP expenditures decrease significantly after Fiscal Year 2018/19 from \$353.7 million in Fiscal Year 2018/19 to \$146.0 million by Fiscal Year 2022/23.



For a summary of expenditures by department and fiscal year, see Table I, Five-Year CIP Summary by Department on page E-7.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Financing Plans

This Five-Year program of \$1.152 billion is funded primarily from Capital Projects Funds.

Five-Year CIP Summary of Financing Plan

(in \$millions)	Adopted Year 1 FY 18/19	Projected Five- Year Program
Capital Projects Funds	\$ 144.2	\$ 427.1
Enterprise Funds	93.4	352.1
General Fund	7.2	10.8
Special Revenue Funds	108.9	361.6
Total	\$ 353.7	\$ 1,151.6

Capital Projects Funds. This category, which includes the City bond funds, is 37% of the Five-Year CIP. These funds will provide \$427.1 million over the next five years. Regional Transportation Authority (RTA) funds of \$222.5 million account for the largest portion of this category. Next are General Obligation Street Bonds of \$4.0 million. Pima County bonds will provide \$43.3 million. Capacity of \$48.5 million was added for road, regional park, and communications improvements along with \$108.8 million from regional Highway User Revenue Funds (HURF) distributed by the Pima Association of Governments (PAG).

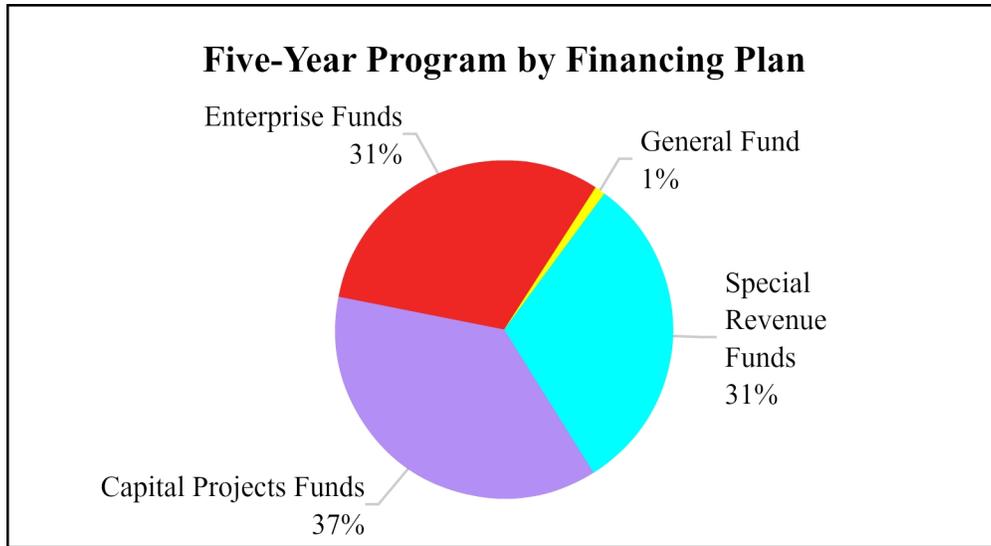
Enterprise Funds. Enterprise Funds total \$352.1 million or 31% of the Five-Year CIP. Environmental Services totals \$19.4 million. Tucson Water accounts for the remaining \$332.7 million: \$217.3 million from user revenues, \$34.4 million from Water’s Obligation Funds, and \$81.0 million from Future Water Revenue Bonds.

General Fund. This category totals \$10.8 million or less than 1% of the Five-Year CIP and is funding citywide technology upgrades, energy performance improvements, expansion of the energy plant, and a new permitting software system.

Special Revenue Funds. This category totals \$361.6 million or 31% of the Five-Year CIP. Included in this category are Safer City Improvement funds of \$135.8 million, Better Streets Improvement Fund of \$100.0 million, Reid Park Zoo Capital Improvement Fund of \$35.0 million and Federal Grants of \$75.1 million. The General Fund provides \$14.2 million for Mass Transit as local match for federal grants. The City’s HURF allocation accounts for \$1.3 million, and \$0.2 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



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 57% of the total Five-Year CIP, contains projects managed by Housing and Community Development, Parks and Recreation, and Transportation.

Housing and Community Development. This department's Five-Year program of \$5.7 million consists of a master plan with funding provided by the Community Development Block Grant (CDBG).

Parks and Recreation. Parks' Five-Year CIP of \$39.9 million contains of 19 projects. These projects are funded primarily from Reid Park Zoo Capital Improvement Fund of \$35.0 million and impact fee revenues of \$4.6 million. Pima County bond funds and civic contributions provide for the remaining \$0.3 million. These funds provide for a wide range of projects: improvements at regional parks, urban greenway improvements, and amenities at neighborhood parks.

Transportation. The Five-Year Transportation program of \$506.1 million includes major program areas such as: Public Transit for \$71.8 million, Streets for \$432.8 million, and Traffic Signals for \$1.5 million.

The largest funding source for Transportation's projects is the funding from the RTA plan which totals \$222.5 million. General Obligation Street Bonds total \$4 million. Federal funding provides another significant portion totaling \$69.4 million: \$53.8 million for transit projects and \$15.6 million for street projects. Other funding sources are Pima County bond funds of \$43.3 million, regional HURF from PAG of \$108.8 million, City HURF of \$1.3 million, and impact fee revenues of \$29.5 million. The remaining \$27.3 million is from the General Fund for Mass Transit, which is used as the local match for federal transit grants.

In addition, the Better Street Improvement funding from the voter approved Proposition 101 will provide \$100.0 million to restore, repair, and resurface city streets.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Public Safety and Justice Services

The Public and Safety and Justice Services category, which accounts for 12% of the Five-Year CIP, contains projects managed by the City Manager’s office in partnership with the Fire and Police Department.

Public Safety. The Five-Year Public Safety Programs of \$135.8 million includes \$70.9 million on facility upgrades and building new facilities, \$48.4 million Public Safety vehicles, \$5.4 million personnel safety equipment and \$8.9 million in technology upgrades. Other projects include \$0.60 million Police Air Support equipment repairs and replacement, \$0.3 million Police Evidence Storage and \$1.3 million Public Safety Training Academy track replacement, operating and security upgrades. The program funding comes from a voter approved half-cent sales tax increase.

Public Utilities

The Public Utilities category, which accounts for 31% 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 11 projects totals \$22.5 million. Environmental and General Services’ CIP is funded from Environmental Services and General Fund revenues.

Tucson Water. The Five-Year Tucson Water CIP of \$333.7 million includes \$316.2 million of improvements to the potable water system, \$1.0 million for customer service center renovation, and \$16.5 million of improvements for the reclaimed water system. Tucson Water's CIP is funded with Environmental Services Fund of \$1.0 million, Future Water Revenue Bond of \$81.0 million, operation funds of \$217.3 million, and 2018 Revenue Obligation Funds of \$34.4 million.

General Government

The General Government category, which accounts for less than 1% of the total Five-Year CIP, contains three projects that are budgeted here because it is beyond the oversight scope of a single department. The major projects are mainly Technology Projects. One of these projects is an upgrade to the City’s enterprise resource planning system to a current standard supported by the vendor and the implementation of a new multi-department Permitting System to replace the existing system. These projects are funded by the General Fund and Public Facilities Impact Fee 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 \$0.7 million for Fiscal Year 2018/19, increasing to a Five-Year total of \$4.0 million through Fiscal Year 2022/23. The General Fund O&M impacts in Fiscal Year 2018/19 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 E-7
Table II	Summary by Funding Source	Page E-8
Table III	Summary of CIP Impact on the Operating Budget	Page E-10
Table IV	Projects with Pima County Bond Funding	Page E-15
Table V	Projects with Development Impact Fees	Page E-16

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table I. Summary by Department (\$000)

	Adopted Year 1 FY 18/19	Year 2 FY 19/20	Projected Requirements			Year 5 FY 22/23	Five Year Total
			Year 3 FY 20/21	Year 4 FY 21/22			
Community Enrichment and Development							
Housing and Community Development	\$ 5,695.2	\$ —	\$ —	\$ —	\$ —	\$ —	5,695.2
Parks and Recreation	10,111.9	7,580.2	7,559.8	7,325.1	7,334.6		39,911.6
Transportation	171,526.4	99,114.7	86,766.9	92,856.3	55,844.2		506,108.5
Tucson Delivers: Better Streets	30,000.0	20,000.0	20,000.0	20,000.0	10,000.0		100,000.0
Subtotal	\$ 217,333.5	\$ 126,694.9	\$ 114,326.7	\$ 120,181.4	\$ 73,178.8		\$ 651,715.3
Public Safety and Justice Services							
Tucson Delivers: Safer City	\$ 34,647.5	\$ 25,408.9	\$ 41,566.1	\$ 33,432.8	\$ 767.7		\$ 135,823.0
Subtotal	\$ 34,647.5	\$ 25,408.9	\$ 41,566.1	\$ 33,432.8	\$ 767.7		\$ 135,823.0
Public Utilities							
Environmental and General Services	\$ 20,760.7	\$ 1,722.4	\$ —	\$ —	\$ —		22,483.1
Tucson Water	76,712.0	57,796.0	63,240.0	65,697.0	70,252.0		333,697.0
Subtotal	\$ 97,472.7	\$ 59,518.4	\$ 63,240.0	\$ 65,697.0	\$ 70,252.0		\$ 356,180.1
General Government							
General Expense	\$ 4,259.0	\$ —	\$ —	\$ 1,800.0	\$ 1,800.0		\$ 7,859.0
Subtotal	\$ 4,259.0	\$ —	\$ —	\$ 1,800.0	\$ 1,800.0		\$ 7,859.0
Total	\$ 353,712.7	\$ 211,622.2	\$ 219,132.8	\$ 221,111.2	\$ 145,998.5		\$ 1,151,577.4

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Financing Plan (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	
Capital Projects Funds						
Capital Agreement Fund: PAG	\$ 27,114.5	\$ 24,973.0	\$ 22,860.0	\$ 33,832.0	\$ —	\$ 108,779.5
Capital Agreement Fund: Pima County Bonds	16,604.9	13,857.3	7,605.8	5,128.3	94.6	43,290.9
Capital Agreement Fund: Pima County Contribution	10,479.3	2,726.0	—	—	—	13,205.3
General Obligation Bonds: Series 2017	4,000.0	—	—	—	—	4,000.0
Impact Fee Fund: Central District	3,223.3	1,450.8	4,400.0	—	—	9,074.1
Impact Fee Fund: East District	3,392.2	—	—	—	—	3,392.2
Impact Fee Fund: Public Facilities	1,142.0	—	—	—	—	1,142.0
Impact Fee Fund: Southeast District	7,533.6	576.8	134.7	9,000.0	—	17,245.1
Impact Fee Fund: Southlands District	1,001.0	300.0	300.0	300.0	309.5	2,210.5
Impact Fee Fund: West District	2,235.4	—	—	—	—	2,235.4
Regional Transportation Authority Fund	67,512.1	42,835.0	39,110.0	31,165.0	41,849.0	222,471.1
Subtotal	\$ 144,238.3	\$ 86,718.9	\$ 74,410.5	\$ 79,425.3	\$ 42,253.1	\$ 427,046.1
Enterprise Funds						
2018 Water Revenue System Obligation Fund	\$ 34,440.0	\$ —	\$ —	\$ —	\$ —	\$ 34,440.0
Environmental Services Fund	17,660.7	1,722.4	—	—	—	19,383.1
Future Water Revenue Bonds	—	21,816.0	25,251.0	16,400.0	17,501.0	80,968.0
Tucson Water Revenue and Operations Fund	41,272.0	35,980.0	37,989.0	49,297.0	52,751.0	217,289.0
Subtotal	\$ 93,372.7	\$ 59,518.4	\$ 63,240.0	\$ 65,697.0	\$ 70,252.0	\$ 352,080.1
General Fund	\$ 7,217.0	\$ —	\$ —	\$ 1,800.0	\$ 1,800.0	\$ 10,817.0
Subtotal	\$ 7,217.0	\$ —	\$ —	\$ 1,800.0	\$ 1,800.0	\$ 10,817.0

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 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Special Revenue Funds						
Better Streets Improvement Fund	\$ 30,000.0	\$ 20,000.0	\$ 20,000.0	\$ 20,000.0	\$ 10,000.0	\$ 100,000.0
Civic Contributions Fund	175.0	25.0	25.0	25.0	25.0	275.0
Community Development Block Grant Fund	5,695.2	—	—	—	—	5,695.2
Federal Highway Administration Grants	12,644.7	881.0	701.0	701.0	708.0	15,635.7
Highway User Revenue Fund	1,020.0	253.3	—	—	—	1,273.3
Mass Transit Fund: Federal Grants	14,525.1	9,019.2	9,318.2	10,390.2	10,520.2	53,772.9
Mass Transit Fund: General Fund	3,177.1	2,797.4	2,871.9	2,639.8	2,672.4	14,158.6
Reid Park Zoo Capital Improvement Fund	7,000.1	7,000.1	7,000.1	7,000.1	7,000.1	35,000.5
Safer City Improvement Fund	34,647.5	25,408.9	41,566.1	33,432.8	767.7	135,823.0
Subtotal	\$ 108,884.7	\$ 65,384.9	\$ 81,482.3	\$ 74,188.9	\$ 31,693.4	\$ 361,634.2
Total	\$ 353,712.7	\$ 211,622.2	\$ 219,132.8	\$ 221,111.2	\$ 145,998.5	\$ 1,151,577.4

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 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	
Community Enrichment and Development						
Parks and Recreation	\$ 33.7	\$ 37.7	\$ 39.6	\$ 43.4	\$ 45.1	\$ 199.5
Transportation	130.0	236.5	236.5	236.5	236.5	1,076.0
Subtotal	\$ 163.7	\$ 274.2	\$ 276.1	\$ 279.9	\$ 281.6	\$ 1,275.5
Public Utilities						
Environmental Services Fund	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,730.0
Subtotal	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,730.0
Total	\$ 709.7	\$ 820.2	\$ 822.1	\$ 825.9	\$ 827.6	\$ 4,005.5
SOURCE OF FUNDS SUMMARY						
General Fund						
Subtotal	\$ 33.7	\$ 37.7	\$ 39.6	\$ 43.4	\$ 45.1	\$ 199.5
Enterprise Fund						
Environmental Services Fund	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,730.0
Subtotal	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,730.0
Special Revenue Funds						
Highway User Revenue Fund	\$ 110.0	\$ 216.5	\$ 216.5	\$ 216.5	\$ 216.5	\$ 976.0
Mass Transit Fund	20.0	20.0	20.0	20.0	20.0	100.0
Subtotal	\$ 130.0	\$ 236.5	\$ 236.5	\$ 236.5	\$ 236.5	\$ 1,076.0
Total	\$ 709.7	\$ 820.2	\$ 822.1	\$ 825.9	\$ 827.6	\$ 4,005.5

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 \$546.0 every year from Fiscal Year 2018/19 to Fiscal Year 2022/23 for a five-year total of \$2,730.0. 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 1 FY 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	Year Total
Silverbell Landfill Water Quality Assurance Treatment Facility	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,730.0
Total	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,730.0
Source of Funds Summary						
Environmental Services Fund	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,730.0
Total	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 2,730.0

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 \$33.7 in Fiscal Year 2018/19, increasing to \$45.1 by Fiscal Year 2022/23 for a five-year total of \$199.5. 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 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
A Mountain Improvements	\$ 1.6	\$ 1.7	\$ 1.7	\$ 1.8	\$ 2.0	\$ 8.8
Arroyo Chico Urban Path: Country Club to Treat	1.2	1.3	1.5	1.6	1.8	7.4
Barrio Santa Rosa-Viejo Ball Court	0.6	0.6	0.7	0.7	0.8	3.4
Cherry Avenue Improvements	0.6	0.6	0.7	0.7	0.8	3.4
Christopher Columbus Park Expansion	0.6	0.7	0.7	0.8	0.9	3.7
Groves Park Playground	1.2	1.3	1.5	1.6	1.8	7.4
Himmel Park Improvements	1.1	1.2	1.3	1.5	1.7	6.8
Lakeside Park Playground	1.2	1.3	1.5	1.6	1.7	7.3
Limberlost Family Park ADA Improvements and Walking Path	1.2	1.3	1.5	1.6	1.7	7.3
Lincoln Park Playground	1.2	1.3	1.5	1.6	1.7	7.3
Menlo Park Exercise Stations	0.6	0.6	0.7	0.7	0.8	3.4
Purple Heart Park Expansion	1.9	2.1	2.3	2.6	2.9	11.8
Reid Park Expansion, Phase I	—	2.0	2.1	2.4	—	6.5
Reid Park Zoo Health Center	6.6	7.2	7.3	8.0	8.8	37.9
Shade Structure Projects	0.6	0.7	0.7	0.8	0.9	3.7
South Central Community Park, Phase I	12.4	12.6	12.6	13.9	15.2	66.7
Sunnyside Airport Wash Multi-Use Path	1.1	1.2	1.3	1.5	1.6	6.7
Total	\$ 33.7	\$ 37.7	\$ 39.6	\$ 43.4	\$ 45.1	\$ 199.5
Source of Funds Summary						
General Fund	\$ 33.7	\$ 37.7	\$ 39.6	\$ 43.4	\$ 45.1	\$ 199.5
Total	\$ 33.7	\$ 37.7	\$ 39.6	\$ 43.4	\$ 45.1	\$ 199.5

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 \$130.0 in Fiscal Year 2018/19, increasing to \$236.5 by Fiscal Year 2022/23 for a five-year total of \$1,076.0. 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 1	Year 2	Year 3	Year 4	Year 5	Year		
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total		
4th/Congress/Toole Bike Pedestrian Improvements	\$ 5.0	\$ 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	0.5	2.5	
Broadway: Camino Seco to Houghton	7.5	7.5	7.5	7.5	7.5	7.5	37.5	
Campbell and 9th HAWK	4.0	4.0	4.0	4.0	4.0	4.0	20.0	
Campbell Avenue Revitalization	5.0	5.0	5.0	5.0	5.0	5.0	25.0	
CNG Fueling System	20.0	20.0	20.0	20.0	20.0	20.0	100.0	
Columbus Corridor Pedestrian Path	0.5	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	0.5	2.5	
Craycroft and Fort Lowell Park HAWK	4.0	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	0.5	2.5	
Five Points Pedestrian Improvements	1.0	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	1.0	5.0	
Grant and Sahuara HAWK	4.0	4.0	4.0	4.0	4.0	4.0	20.0	
Houghton Road: Bridge Replacement	5.0	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	5.0	25.0	
Houghton Road: Irvington to Valencia	20.0	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	5.0	25.0	
Liberty Avenue Bicycle Boulevard	10.0	10.0	10.0	10.0	10.0	10.0	50.0	
Park Avenue Transportation Enhancement	—	0.5	0.5	0.5	0.5	0.5	2.0	
Pima Street Pedestrian Pathway Enhancements	—	1.0	1.0	1.0	1.0	1.0	4.0	
Regional Transportation Data Network	—	100.0	100.0	100.0	100.0	100.0	400.0	
Rio Vista Safe Routes to School	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
Robinson Safe Routes to School	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
Stone Avenue: Drachman and Speedway Improvements	—	5.0	5.0	5.0	5.0	5.0	20.0	
Street Improvements Proposition 409	25.0	25.0	25.0	25.0	25.0	25.0	125.0	
Treat Avenue Bike Boulevard	0.5	0.5	0.5	0.5	0.5	0.5	2.5	
Valencia Road: Alvernon to Kolb	5.0	5.0	5.0	5.0	5.0	5.0	25.0	
Total	\$ 130.0	\$ 236.5	\$ 236.5	\$ 236.5	\$ 236.5	\$ 236.5	1,076.0	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Source of Funds Summary						
Highway User Revenue Fund	\$ 110.0	\$ 216.5	\$ 216.5	\$ 216.5	\$ 216.5	\$ 976.0
Mass Transit Fund	20.0	20.0	20.0	20.0	20.0	100.0
Total	\$ 130.0	\$ 236.5	\$ 236.5	\$ 236.5	\$ 236.5	\$ 1,076.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	
Parks and Recreation						
Menlo Park Playground	\$ 0.6	\$ —	\$ —	\$ —	\$ —	\$ 0.6
Parks and Recreation Total	\$ 0.6	\$ —	\$ —	\$ —	\$ —	\$ 0.6
Transportation						
22nd Street: I-10 to Tucson Boulevard	\$ —	\$ 4,605.9	\$ 4,605.8	\$ —	\$ —	\$ 9,211.7
Broadway Boulevard: Euclid to Country Club	12,000.0	7,305.6	—	—	—	19,305.6
Country Glenn Neighborhood Improvements	50.0	—	—	—	—	50.0
Elvira Solar Street Lighting	2.0	—	—	—	—	2.0
Five Points Pedestrian Improvements	44.0	—	—	—	—	44.0
Five Points Transportation Enhancement	290.0	—	—	—	—	290.0
Houghton Road: 22nd to Irvington	—	1,945.8	—	3,000.0	94.6	5,040.4
Houghton Road: Bridge Replacement	2,100.0	—	—	—	—	2,100.0
Houghton Road: Valencia to Mary Ann Cleveland Way	—	—	3,000.0	2,128.3	—	5,128.3
Midvale Park Oak Tree Dr Lighting	45.8	—	—	—	—	45.8
Santa Cruz Southwest Neighborhood Association Park Improvements	45.8	—	—	—	—	45.8
Silverbell Road: Grant to Ina	2,026.7	—	—	—	—	2,026.7
Transportation Total	\$ 16,604.3	\$ 13,857.3	\$ 7,605.8	\$ 5,128.3	\$ 94.6	\$ 43,290.3
Total	\$ 16,604.9	\$ 13,857.3	\$ 7,605.8	\$ 5,128.3	\$ 94.6	\$ 43,290.9

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table V. Projects with Development Impact Fees (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	
General Government						
Public Facility Fees						
Permitting System	\$ 1,142.0	—	—	—	—	\$ 1,142.0
General Government Total	\$ 1,142.0	—	—	—	—	\$ 1,142.0
Parks and Recreation						
East District						
Jesse Owens Park Improvements	\$ 200.0	\$ —	\$ —	\$ —	\$ —	\$ 200.0
East District Subtotal	\$ 200.0	\$ —	\$ —	\$ —	\$ —	\$ 200.0
Central District						
Arroyo Chico Urban Path: Country Club to Treat	\$ 262.7	\$ —	\$ —	\$ —	\$ —	\$ 262.7
Himmel Park Improvements	264.0	—	—	—	—	264.0
Limberlost Family Park ADA Improvements and Walking Path	22.1	—	—	—	—	22.1
Reid Park Expansion, Phase 1	590.0	120.3	100.0	—	—	810.3
Silverlake Park Improvements	27.5	—	—	—	—	27.5
Central District Subtotal	\$ 1,166.3	\$ 120.3	\$ 100.0	\$ —	\$ —	\$ 1,386.6
Southeast District						
Lakeside Park Playground	\$ 50.0	\$ —	\$ —	\$ —	\$ —	\$ 50.0
Lincoln Park Playground	220.0	—	—	—	—	220.0
Purple Heart Park Expansion	485.4	—	—	—	—	485.4
South Central Community Park, Phase I	197.4	134.8	134.7	—	—	466.9
Southeast District Subtotal	\$ 952.8	\$ 134.8	\$ 134.7	\$ —	\$ —	\$ 1,222.3
Southlands District						
Valencia Corridor Land Acquisition, Phase I	\$ 401.0	\$ 300.0	\$ 300.0	\$ 300.0	\$ 309.5	\$ 1,610.5
Southlands District Subtotal	\$ 401.0	\$ 300.0	\$ 300.0	\$ 300.0	\$ 309.5	\$ 1,610.5
West District						
A Mountain Improvements	\$ 141.0	\$ —	\$ —	\$ —	\$ —	\$ 141.0
Cherry Avenue Improvements	50.0	—	—	—	—	50.0
Christopher Columbus Park Expansion	25.1	—	—	—	—	25.1
West District Subtotal	\$ 216.1	\$ —	\$ —	\$ —	\$ —	\$ 216.1
Parks and Recreation Total						
	\$ 2,936.2	\$ 555.1	\$ 534.7	\$ 300.0	\$ 309.5	\$ 4,635.5
Transportation						
East District						
Broadway: Camino Seco to Houghton	\$ 3,000.2	\$ —	\$ —	\$ —	\$ —	\$ 3,000.2
Houghton Road: Tanque Verde to 5th Street	50.0	—	—	—	—	50.0
Houghton Road: 22nd to Irvington	142.0	—	—	—	—	142.0
East District Subtotal	\$ 3,192.2	\$ —	\$ —	\$ —	\$ —	\$ 3,192.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table V. Projects with Development Impact Fees (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	
Central District						
22nd Street: I-10 to Tucson Boulevard	\$ 122.0	\$ 1,230.5	\$ —	\$ —	\$ —	\$ 1,352.5
Broadway: Euclid to Country Club	650.0	—	1,000.0	—	—	1,650.0
Congress Grande Intersection Improvements	35.0	100.0	400.0	—	—	535.0
First Avenue: Grant to River	150.0	—	2,900.0	—	—	3,050.0
Grant: Oracle to Swan	1,100.0	—	—	—	—	1,100.0
Central District Subtotal	\$ 2,057.0	\$ 1,330.5	\$ 4,300.0	\$ —	\$ —	\$ 7,687.5
Southeast District						
Houghton Road: 22nd to Irvington	\$ 0.8	\$ —	\$ —	\$ —	\$ —	\$ 0.8
Houghton Road: Valencia to Mary Ann Cleveland Way	3,500.0	—	—	—	—	3,500.0
Valencia Road: Alvernon to Kolb	80.0	—	—	—	—	80.0
Valencia Road: Kolb to Houghton	3,000.0	442.0	—	9,000.0	—	12,442.0
Southeast District Subtotal	\$ 6,580.8	\$ 442.0	\$ —	\$ 9,000.0	\$ —	\$ 16,022.8
Southlands District						
Houghton Road: I-10 to Andrada Road	\$ 600.0	\$ —	\$ —	\$ —	\$ —	\$ 600.0
Southlands District Subtotal	\$ 600.0	\$ —	\$ —	\$ —	\$ —	\$ 600.0
West District						
Silverbell Road: Grant to Ina	\$ 2,019.3	\$ —	\$ —	\$ —	\$ —	\$ 2,019.3
West District Subtotal	\$ 2,019.3	\$ —	\$ —	\$ —	\$ —	\$ 2,019.3
Transportation Total	\$ 14,449.3	\$ 1,772.5	\$ 4,300.0	\$ 9,000.0	\$ —	\$ 29,521.8
Total	\$ 18,527.5	\$ 2,327.6	\$ 4,834.7	\$ 9,300.0	\$ 309.5	\$ 35,299.3

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

ENVIRONMENTAL and GENERAL SERVICES

(\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Congress and Nearmont Landfill Excavation	\$ 4,000.0	\$ —	\$ —	\$ —	\$ —	\$ 4,000.0
Container Maintenance Los Reales Relocation	3,858.5	562.4	—	—	—	4,420.9
Energy Performance Contract	3,000.0	—	—	—	—	3,000.0
Expansion of Energy Plant at the TCC	1,100.0	—	—	—	—	1,100.0
Household Hazardous Waste Los Reales Relocation	2,219.3	60.0	—	—	—	2,279.3
Los Reales Landfill Buffer-Northeastern Berm and Landscape	130.0	—	—	—	—	130.0
Los Reales Landfill Lined Cell 4	2,004.7	300.0	—	—	—	2,304.7
Los Reales Light Maintenance Facility	—	500.0	—	—	—	500.0
Los Reales Property Acquisition Phase 2	700.0	—	—	—	—	700.0
Silverbell Landfill Water Quality Assurance Treatment Facility	3,748.2	—	—	—	—	3,748.2
Tenth Avenue Maintenance Facility	—	300.0	—	—	—	300.0
Total	\$ 20,760.7	\$ 1,722.4	\$ —	\$ —	\$ —	\$ 22,483.1
Source of Funds Summary						
Environmental Services Fund	\$ 16,660.7	\$ 1,722.4	\$ —	\$ —	\$ —	\$ 18,383.1
General Fund	4,100.0	—	—	—	—	4,100.0
Total	\$ 20,760.7	\$ 1,722.4	\$ —	\$ —	\$ —	\$ 22,483.1

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

HOUSING and COMMUNITY DEVELOPMENT

(\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	
Community Development Block Grant Masterplan CIP	\$ 5,695.2	\$ —	\$ —	\$ —	\$ —	\$ 5,695.2
Total	\$ 5,695.2	\$ —	\$ —	\$ —	\$ —	\$ 5,695.2
Source of Funds Summary						
Community Development Block Grant Fund	\$ 5,695.2	\$ —	\$ —	\$ —	\$ —	\$ 5,695.2
Total	\$ 5,695.2	\$ —	\$ —	\$ —	\$ —	\$ 5,695.2

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 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
A Mountain Improvements	\$ 141.0	\$ —	\$ —	\$ —	\$ —	\$ 141.0
Arroyo Chico Urban Path: Country Club to Treat	262.7	—	—	—	—	262.7
Cherry Avenue Improvements	50.0	—	—	—	—	50.0
Christopher Columbus Park Expansion	25.1	—	—	—	—	25.1
Himmel Park Improvements	264.0	—	—	—	—	264.0
Jesse Owens Park Improvements	200.0	—	—	—	—	200.0
Lakeside Park Playground	50.0	—	—	—	—	50.0
Limberlost Family Park ADA Improvements and Walking Path	22.1	—	—	—	—	22.1
Lincoln Park Playground	220.0	—	—	—	—	220.0
Menlo Park Exercise Stations	0.6	—	—	—	—	0.6
Purple Heart Park Expansion	485.4	—	—	—	—	485.4
Reid Park Expansion, Phase 1	590.0	120.3	100.0	—	—	810.3
Reid Park Zoo Health Center	50.0	—	—	—	—	50.0
Reid Park Zoo Meerkat Expansion	75.0	—	—	—	—	75.0
Reid Park Zoo Quality of Life Tax	7,000.1	7,000.1	7,000.1	7,000.1	7,000.1	35,000.5
Shade Structure Projects	50.0	25.0	25.0	25.0	25.0	150.0
Silverlake Park Improvements	27.5	—	—	—	—	27.5
South Central Community Park, Phase I	197.4	134.8	134.7	—	—	466.9
Valencia Corridor Land Acquisition, Phase I	401.0	300.0	300.0	300.0	309.5	1,610.5
Total	\$ 10,111.9	\$ 7,580.2	\$ 7,559.8	\$ 7,325.1	\$ 7,334.6	\$ 39,911.6
Source of Funds Summary						
Capital Improvement Fund: Pima County Bond	\$ 0.6	\$ —	\$ —	\$ —	\$ —	\$ 0.6
Civic Contributions Fund	175.0	25.0	25.0	25.0	25.0	275.0
Reid Park Zoo Capital Improvement Fund	7,000.1	7,000.1	7,000.1	7,000.1	7,000.1	35,000.5
Impact Fee Fund: Central Benefit District	1,166.3	120.3	100.0	—	—	1,386.6
Impact Fee Fund: East Benefit District	200.0	—	—	—	—	200.0
Impact Fee Fund: Southeast Benefit District	952.8	134.8	134.7	—	—	1,222.3
Impact Fee Fund: Southlands Benefit District	401.0	300.0	300.0	300.0	309.5	1,610.5
Impact Fee Fund: West Benefit District	216.1	—	—	—	—	216.1
Total	\$ 10,111.9	\$ 7,580.2	\$ 7,559.8	\$ 7,325.1	\$ 7,334.6	\$ 39,911.6

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 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
22nd Street and Belvedere HAWK	\$ —	\$ 250.0	\$ —	\$ —	\$ —	\$ 250.0
22nd Street and Osborne HAWK	200.0	—	—	—	—	200.0
22nd Street: I-10 to Tucson Boulevard	127.0	18,736.4	19,005.8	14,397.0	—	52,266.2
ADA Connectivity	968.8	—	—	—	—	968.8
ADA Sidewalks	968.8	—	—	—	—	968.8
ADA Transition Plan	94.6	—	—	—	—	94.6
Arcadia and Timrod Bike Blvds	1,198.0	—	—	—	—	1,198.0
Arroyo Chico Greenway	500.0	—	—	—	—	500.0
Associated Transit Improvements	182.0	177.0	177.0	177.0	177.0	890.0
Broadway Boulevard: Camino Seco to Houghton	12,362.7	3,500.0	—	—	—	15,862.7
Broadway Boulevard: Euclid to Country Club	20,510.0	22,355.6	5,687.0	—	—	48,552.6
Congress Grande Intersection Improvements	35.0	100.0	400.0	—	—	535.0
Copper Street Bike Boulevard	388.0	—	—	—	—	388.0
Country Glenn Neighborhood Improvements	50.0	—	—	—	—	50.0
Downtown Links Barraza-Aviation	29,902.0	21,050.0	—	—	—	50,952.0
El Paso and Southwestern Greenway	936.7	61.3	—	—	—	998.0
Elvira Solar Street Lighting	2.0	—	—	—	—	2.0
First Avenue: Grant to River	150.0	4,000.0	9,900.0	17,500.0	—	31,550.0
Five Points Pedestrian Improvements	555.8	—	—	—	—	555.8
Five Points Transportation Enhancement	290.0	—	—	—	—	290.0
Glenn Street Transportation Enhancement	1,104.7	—	—	—	—	1,104.7
Grant and Arcadia HAWK	—	—	200.0	—	—	200.0
Grant: Oracle to Swan	13,025.4	10,000.0	20,000.0	10,000.0	20,000.0	73,025.4
Houghton Road: 22nd to Irvington	1,947.0	2,158.8	2,500.0	12,000.0	11,094.6	29,700.4
Houghton Road: Bridge Replacement	2,717.9	2,300.0	—	—	—	5,017.9
Houghton Road: Broadway to 22nd Street	100.0	—	—	—	—	100.0
Houghton Road: I-10 to Andrada Road	600.0	—	—	—	—	600.0
Houghton Road: Tanque Verde to 5th Street	50.0	—	—	—	—	50.0
Houghton Road: Union Pacific Railroad to I-10	8,434.9	150.0	100.0	—	—	8,684.9
Houghton Road: Valencia to Mary Ann Cleveland Way	4,054.3	663.0	10,413.0	4,128.3	—	19,258.6
Houghton Road: Wildlife Crossing	3.3	—	—	—	—	3.3
Kolb Road Connection to Sabino Canyon	505.0	100.0	—	—	—	605.0
Kolb Road: Irvington to Valencia	68.0	—	—	—	—	68.0
Liberty Avenue Bicycle Boulevard	1,046.0	—	—	—	—	1,046.0
Mary Ann Cleveland Way Atterbury Wash Way	250.0	—	—	—	—	250.0
Midvale Park Oak Tree Drive Lighting	45.8	—	—	—	—	45.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Pima Street Pedestrian Pathway Enhancements	\$ 64.1	\$ —	\$ —	\$ —	\$ —	\$ 64.1
Regional Transportation Data Network	621.9	—	—	—	—	621.9
Rio Vista Safe Routes to School	540.2	—	—	—	—	540.2
Robinson Safe Routes to School	580.1	—	—	—	—	580.1
Safe Routes to School Program	103.0	122.0	—	—	—	225.0
Santa Cruz Southwest Neighborhood Association Park Improvements	45.8	—	—	—	—	45.8
Security for Transit	177.0	177.0	177.0	177.0	177.0	885.0
Silverbell: Ina to Grant Road	22,653.2	—	3,420.0	—	—	26,073.2
Speedway and Richey HAWK	—	—	200.0	—	—	200.0
Stone Avenue: Drachman and Speedway Improvements	488.7	—	—	—	—	488.7
Street Improvements: Proposition 409	4,000.0	—	—	—	—	4,000.0
Sun Tran Replacement Buses 40 feet	9,839.6	9,359.6	8,062.1	10,277.0	10,446.6	47,984.9
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	—	—	500.0	—	—	500.0
Sun Van Replacement Buses <30 feet	2,235.0	2,304.0	3,975.0	3,100.0	3,100.0	14,714.0
Transit Facility Improvements South Park Stormwater Yard	3,969.6	—	—	—	—	3,969.6
Treat Avenue Bike Boulevard	215.0	—	—	—	—	215.0
University of Arizona 2nd Bike Pedestrian Improvement	5.0	—	—	—	—	5.0
Valencia Road: Alvernon to Kolb	18,790.0	50.0	50.0	—	—	18,890.0
Valencia Road: Kolb to Houghton	3,374.5	1,000.0	2,000.0	21,100.0	10,849.0	38,323.5
Total	\$ 171,526.4	\$ 99,114.7	\$ 86,766.9	\$ 92,856.3	\$ 55,844.2	\$ 506,108.5

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Source of Funds Summary						
2017 General Obligation Street Bonds	\$ 4,000.0	\$ —	\$ —	\$ —	\$ —	\$ 4,000.0
Capital Agreement Fund: PAG	27,114.5	24,973.0	22,860.0	33,832.0	—	108,779.5
Capital Agreement Fund: Pima County Bonds	16,604.3	13,857.3	7,605.8	5,128.3	94.6	43,290.3
Capital Agreement Fund: Pima County Contribution	10,479.3	2,726.0	—	—	—	13,205.3
Federal Highway Administration Grants	12,644.7	881.0	701.0	701.0	708.0	15,635.7
Highway User Revenue Fund	1,020.0	253.3	—	—	—	1,273.3
Impact Fee Fund: Central District	2,057.0	1,330.5	4,300.0	—	—	7,687.5
Impact Fee Fund: East District	3,192.2	—	—	—	—	3,192.2
Impact Fee Fund: Southeast District	6,580.8	442.0	—	9,000.0	—	16,022.8
Impact Fee Fund: Southlands District	600.0	—	—	—	—	600.0
Impact Fee Fund: West District	2,019.3	—	—	—	—	2,019.3
Mass Transit Fund: Federal Grants	14,525.1	9,019.2	9,318.2	10,390.2	10,520.2	53,772.9
Mass Transit Fund: General Fund	3,177.1	2,797.4	2,871.9	2,639.8	2,672.4	14,158.6
Regional Transportation Authority Fund	67,512.1	42,835.0	39,110.0	31,165.0	41,849.0	222,471.1
Total	\$ 171,526.4	\$ 99,114.7	\$ 86,766.9	\$ 92,856.3	\$ 55,844.2	\$ 506,108.5

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON DELIVERS: Better Streets ¹ (\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	
Arterial	\$ 18,000.0	\$ 12,000.0	\$ 12,000.0	\$ 12,000.0	\$ 6,000.0	\$ 60,000.0
Local	12,000.0	8,000.0	8,000.0	8,000.0	4,000.0	40,000.0
Total	\$ 30,000.0	\$ 20,000.0	\$ 20,000.0	\$ 20,000.0	\$ 10,000.0	\$ 100,000.0

Source of Funds Summary

Better Streets Improvement Fund	\$ 30,000.0	\$ 20,000.0	\$ 20,000.0	\$ 20,000.0	\$ 10,000.0	\$ 100,000.0
Total	\$ 30,000.0	\$ 20,000.0	\$ 20,000.0	\$ 20,000.0	\$ 10,000.0	\$ 100,000.0

¹This program relates to the Transportation Department.

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON DELIVERS: Safer City¹

(\$000)

Project Name	Adopted		Projected Requirements			Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Fire Facilities	\$ 8,840.0	\$ 5,962.1	\$ 10,079.8	\$ 7,232.4	\$ 767.7	\$ 32,882.0
Fire Fleet	11,582.7	8,521.3	6,992.3	4,819.2	—	31,915.5
Fire Personnel Safety Equipment	245.0	245.0	245.0	237.3	—	972.3
Fire Technology Upgrades	1,637.0	182.0	182.0	145.0	—	2,146.0
Police Air Support	150.0	150.0	150.0	150.0	—	600.0
Police Evidence Storage	90.0	90.0	90.0	90.0	—	360.0
Police Facilities	2,336.2	4,471.5	16,982.0	14,297.0	—	38,086.7
Police Fleet	4,427.9	3,948.0	4,256.0	3,833.0	—	16,464.9
Police Personnel Safety Equipment	890.9	886.0	886.0	1,733.3	—	4,396.2
Police Technology Upgrades	3,927.8	953.0	953.0	895.6	—	6,729.4
Public Safety Training Academy Improvements	520.0	—	750.0	—	—	1,270.0
Total	\$ 34,647.5	\$ 25,408.9	\$ 41,566.1	\$ 33,432.8	\$ 767.7	\$ 135,823.0
Source of Funds Summary						
Safer City Improvement Fund	\$ 34,647.5	\$ 25,408.9	\$ 41,566.1	\$ 33,432.8	\$ 767.7	\$ 135,823.0
Total	\$ 34,647.5	\$ 25,408.9	\$ 41,566.1	\$ 33,432.8	\$ 767.7	\$ 135,823.0

¹ This program relates to the Tucson Fire and Police Departments.

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER (\$000)

Project Name	Adopted		Projected Requirements			Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
22nd Street to 36th Street, Kolb to Craycroft Distribution Mains	\$ —	\$ —	\$ —	\$ 1,252.0	\$ 11,424.0	\$ 12,676.0
Advanced Metering Infrastructure	109.0	924.0	1,139.0	1,159.0	1,175.0	4,506.0
Annual Production Well Equipping	—	—	—	—	2,351.0	2,351.0
Arc Flash Service Upgrades	1,094.0	1,127.0	114.0	58.0	—	2,393.0
Bear Canyon South of Snyder Distribution Main	—	—	—	—	834.0	834.0
Billing System	—	563.0	7,976.0	17,390.0	1,763.0	27,692.0
Calle Santa Cruz Transmission Main Replacement	3,037.0	—	—	—	—	3,037.0
CAP Basin Collector Pipelines	—	—	—	58.0	1,352.0	1,410.0
CAP Basin Well 24" Transmission Main, Old Nogales Highway	—	—	115.0	41.0	1,721.0	1,877.0
Cathodic Protection for Critical Pipelines	891.0	993.0	1,033.0	1,094.0	1,143.0	5,154.0
CAVSARP Well Pump Improvements	328.0	338.0	342.0	3,478.0	3,526.0	8,012.0
Cherry Avenue Distribution Main, Silver Street to Well B-010	55.0	—	—	—	—	55.0
Clearwell Reservoir Rehabilitation	131.0	—	—	—	—	131.0
Control Panel Replacements: Potable	109.0	113.0	114.0	116.0	118.0	570.0
Control Panels: Reclaimed System	164.0	169.0	171.0	174.0	176.0	854.0
Craycroft Road D-E Booster Station	—	—	—	—	118.0	118.0
Developer-Financed Reclaimed Systems	66.0	68.0	68.0	70.0	71.0	343.0
Devine Reservoir Rehabilitation	66.0	2,929.0	—	—	—	2,995.0
Diamond Bell Production Facilities Improvement	273.0	620.0	—	—	—	893.0
Drexel I-19 Crossing 24 Main	—	56.0	1,082.0	—	—	1,138.0
Drill Production Wells	—	—	—	2,319.0	3,526.0	5,845.0
E-031A Well Equipping	350.0	—	—	—	—	350.0
E-031A Well 12-Inch Transmission Main	92.0	—	—	—	—	92.0
Emergency Main Replacement	438.0	451.0	456.0	464.0	470.0	2,279.0
Equip Wells SS-021 & SS-023	—	—	—	87.0	—	87.0
Escalante Reservoir	33.0	—	1,709.0	—	—	1,742.0
Excellence in Customer Care Center	2,422.0	2,141.0	—	—	—	4,563.0
Extensions for New Services	109.0	113.0	114.0	116.0	118.0	570.0
F-001 and F-003 Tank Rehabilitation	295.0	—	—	—	—	295.0
Facility Safety and Security Infrastructure	547.0	1,127.0	1,139.0	1,159.0	1,175.0	5,147.0
Filtration Modifications at Reclaimed Plant	1,094.0	1,547.0	—	—	—	2,641.0
Fire Hydrants in Annexation Areas	109.0	113.0	114.0	116.0	118.0	570.0
Fire Services	1,914.0	1,972.0	1,994.0	2,029.0	2,057.0	9,966.0
Gas Engines	820.0	845.0	855.0	869.0	—	3,389.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER (\$000)

	Adopted		Projected Requirements			Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Glenn Street Reclaimed Maintenance, Craycroft to Swan	\$ 1,871.0	\$ —	\$ —	\$ —	\$ —	\$ 1,871.0
Goebel Ave Distribution Main	—	28.0	100.0	—	—	128.0
H-002A Well Re-Drilling	—	—	570.0	—	—	570.0
H-002A Well Re-Equipping	—	—	57.0	522.0	—	579.0
H-005 Well Collector Line	—	—	57.0	1,449.0	—	1,506.0
H-005 Well Drilling	—	—	1,139.0	—	—	1,139.0
H-005 Well Equipping	—	—	57.0	522.0	—	579.0
H-1 Ironwood PRV Station Bailey Valve Replacement	356.0	51.0	—	—	—	407.0
Harrison Road 12-Inch Transmission Main	719.0	—	—	—	—	719.0
Hayden Udall Fuel System	55.0	789.0	—	—	—	844.0
Houghton Road Reclaimed Reservoir	2,844.0	—	—	—	—	2,844.0
Iowa Distribution Main, Spencer Road to Sunset	55.0	—	—	—	—	55.0
Irvington Distribution Main, Cardinal to Moonstar	55.0	—	—	—	—	55.0
La Estancia 24-Inch Transmission Main Phase I	470.0	—	—	—	—	470.0
La Estancia 24-Inch Transmission Main Phase II	711.0	—	—	—	—	711.0
La Paloma Reclaimed Reservoir Rehabilitation	—	113.0	2,963.0	—	—	3,076.0
Magee Road (410E) PRV Replacement	—	—	85.0	—	—	85.0
Manzanita Tank Lining	720.0	—	—	—	—	720.0
Maryvale Manor Subdivision, Phase I	919.0	—	—	—	—	919.0
Maryvale Manor Subdivision, Phase III	55.0	530.0	—	—	—	585.0
Meter Upgrade and Replacement Program	4,332.0	4,507.0	3,418.0	3,478.0	—	15,735.0
Miscellaneous Land and Right-of-Way Acquisitions	11.0	11.0	11.0	12.0	12.0	57.0
Nebraska Road Distribution Main	—	282.0	—	—	—	282.0
New Metered Services	55.0	56.0	57.0	58.0	59.0	285.0
North Satellite Mustering Room Expansion	383.0	—	—	—	—	383.0
Old Vail 36-Inch Transmission Main Alvernon to Wilmot	—	—	—	—	118.0	118.0
Old Vail Steel Tank Upgrades (Rehabilitation)	34.0	—	—	—	—	34.0
Online Water Quality Monitoring Network Upgrade	438.0	451.0	456.0	464.0	—	1,809.0
Payments to Developers for Oversized Systems	109.0	113.0	114.0	116.0	118.0	570.0
Pima Mine Road Production Well Drilling	—	—	2,849.0	—	—	2,849.0
Pima Mine Road Well Equipping (3)	—	—	—	174.0	1,410.0	1,584.0
Plant 1 Building 3 Remodeling	219.0	169.0	—	—	—	388.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$000)

	Adopted		Projected Requirements			Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Plant 1 Miscellaneous Improvements	\$ 109.0	\$ 113.0	\$ 57.0	\$ —	\$ —	\$ 279.0
Plant 1 New Meter Shop	109.0	901.0	—	—	—	1,010.0
Pressure Tank Replacement	492.0	507.0	513.0	522.0	529.0	2,563.0
Production Well Sites	82.0	85.0	85.0	87.0	88.0	427.0
Pumping Plant Improvements	—	—	2,279.0	1,159.0	2,351.0	5,789.0
Relocate Anklam Road PRV	—	—	199.0	—	—	199.0
Relocate Camino De Los Ranchos PRV	191.0	—	—	—	—	191.0
Relocate Craycroft Shadow Ridge PRV	11.0	242.0	—	—	—	253.0
Relocate Spencer PRV	—	169.0	—	—	—	169.0
Relocate Via Velazquez PRV	164.0	—	—	—	—	164.0
Reservoir and Tank Rehabilitation	—	—	—	2,898.0	7,052.0	9,950.0
Responsive Meter Replacement	547.0	563.0	—	—	—	1,110.0
Review Developer-Financed Potable Projects	1,039.0	1,070.0	1,082.0	1,101.0	1,117.0	5,409.0
Rio De La Roma D-C PRV	164.0	—	—	—	—	164.0
Rita Road F2 to G2 Zone Booster Station	164.0	1,352.0	—	—	—	1,516.0
River Road 12-Inch Main	656.0	—	—	—	—	656.0
Road Improvement Main Replacements	7,657.0	5,634.0	5,697.0	5,797.0	5,876.0	30,661.0
Routine Main Replacements	—	—	—	3,478.0	3,526.0	7,004.0
Sahuarita Supply Line Slipliner	6,968.0	1,127.0	—	—	—	8,095.0
San Paulo Village Main Replacement Phase II	1,240.0	—	—	—	—	1,240.0
San Paulo Village Main Replacement Phase III	449.0	—	—	—	—	449.0
Santa Cruz River Heritage Project	1,641.0	2,253.0	—	—	—	3,894.0
Santa Cruz Wellfield Chemical Feed/ Monitoring Facility	3,610.0	—	—	—	—	3,610.0
Santa Cruz Well SC-001, SC-004/, SC-014 Equipping	—	169.0	1,367.0	—	—	1,536.0
SC-001 and SC-004 Well Transmission Lines	66.0	126.0	556.0	—	—	748.0
SCADA Potable Upgrades	5,688.0	5,972.0	6,039.0	2,319.0	—	20,018.0
Santa Cruz Well Replacement SC-001, SC-004, SC-014	—	2,253.0	—	—	—	2,253.0
Silverbell Orange Grove 12" PRV 3SC-004, SC-014	197.0	—	—	—	—	197.0
Skyline Bel Air Tank Rehabilitation	131.0	—	—	—	—	131.0
Source Meter Replacement	241.0	248.0	251.0	255.0	259.0	1,254.0
Southeast Houghton Area Discharge Project	6,399.0	—	—	—	—	6,399.0
System Enhancements: Reclaimed	273.0	282.0	285.0	290.0	294.0	1,424.0
TARP AOP Settling Tank	109.0	—	—	—	—	109.0
TARP Wells R-001 - R-008 Drilling Replacement	547.0	—	1,139.0	—	1,175.0	2,861.0
TARP Wells R-001 - R-008 Re-Equipping	492.0	507.0	513.0	522.0	529.0	2,563.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER (\$000)

	Adopted		Projected Requirements			Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Technological Upgrades	\$ —	\$ —	\$ —	\$ —	\$ 7,052.0	\$ 7,052.0
Thornsdale Reclaimed Reservoir Rehabilitation	—	—	114.0	3,014.0	—	3,128.0
Thunderbird Old Spanish Trail Distribution Main	—	56.0	934.0	—	—	990.0
Thunderbird Old Spanish Trail PRV	—	56.0	251.0	—	—	307.0
Tierra Del Sol Main Replacement Phase II	55.0	473.0	—	—	—	528.0
Tierra Del Sol Main Replacement Phase III	55.0	699.0	—	—	—	754.0
Tierra Del Sol Main Replacement Phase IV	55.0	558.0	—	—	—	613.0
Tierra Del Sol Main Replacement Phase V	—	56.0	809.0	—	—	865.0
Tierra Del Sol Main Replacement Phase VI	—	56.0	1,538.0	—	—	1,594.0
Tierra Del Sol Main Replacement Phase VII	—	56.0	1,424.0	—	—	1,480.0
Trails End Reservoir Rehabilitation	184.0	1,042.0	—	—	—	1,226.0
Tucson Estates Parkway/Michigan Street PRV Relocate	164.0	—	—	—	—	164.0
University of Arizona Science Park 16-inch Transmission Main	55.0	1,408.0	—	—	—	1,463.0
University of Arizona Science and Tech Park F-G Booster Upgrade	109.0	1,014.0	—	—	—	1,123.0
Valencia Stand Pipe Rehabilitation	44.0	113.0	2,279.0	—	—	2,436.0
Valve Access Vault	547.0	563.0	570.0	580.0	588.0	2,848.0
W-004A and W-005A Well Replacement	2,188.0	—	—	—	—	2,188.0
W-004 Tank Rehabilitation	164.0	—	—	—	—	164.0
Water Infrastructure Incentive Program	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	12,500.0
Water Services	1,652.0	1,701.0	1,721.0	1,751.0	1,775.0	8,600.0
Wellfield Upgrades	547.0	563.0	570.0	580.0	588.0	2,848.0
Total	\$ 76,712.0	\$ 57,796.0	\$ 63,240.0	\$ 65,697.0	\$ 70,252.0	\$ 333,697.0

Source of Funds Summary

2018 Water Revenue System Obligation Fund	\$ 34,440.0	\$ —	\$ —	\$ —	\$ —	\$ 34,440.0
Environmental Services Fund	1,000.0	—	—	—	—	1,000.0
Future Water Revenue Bonds	—	21,816.0	25,251.0	16,400.0	17,501.0	80,968.0
Tucson Water Revenue and Operations Fund	41,272.0	35,980.0	37,989.0	49,297.0	52,751.0	217,289.0
Total	\$ 76,712.0	\$ 57,796.0	\$ 63,240.0	\$ 65,697.0	\$ 70,252.0	\$ 333,697.0

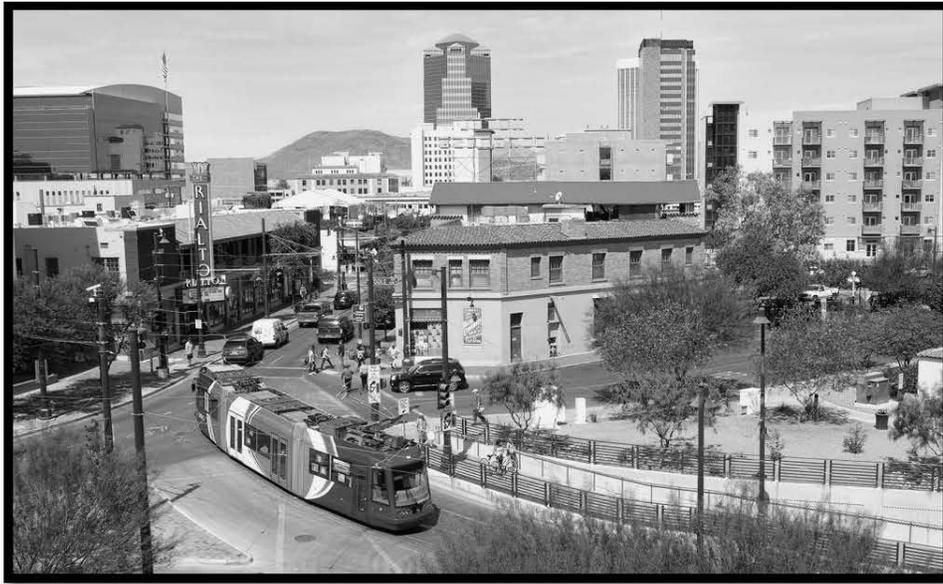
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

GENERAL GOVERNMENT (\$000)

Project Name	Adopted		Projected Requirements			Five
	Year 1 FY 18/19	Year 2 FY 19/20	Year 3 FY 20/21	Year 4 FY 21/22	Year 5 FY 22/23	Year Total
Enterprise Timekeeping Management System	\$ 133.7	\$ —	\$ —	\$ —	\$ —	\$ 133.7
Enterprise Resource Planning System Upgrade	1,500.0	—	—	1,800.0	1,800.0	5,100.0
Permitting System	2,625.3	—	—	—	—	2,625.3
Total	\$ 4,259.0	\$ —	\$ —	\$ 1,800.0	\$ 1,800.0	\$ 7,859.0
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Source of Funds Summary						
General Fund	\$ 3,117.0	\$ —	\$ —	\$ 1,800.0	\$ 1,800.0	\$ 6,717.0
Impact Fee Fund: Public Facilities	1,142.0	—	—	—	—	1,142.0
Total	\$ 4,259.0	\$ —	\$ —	\$ 1,800.0	\$ 1,800.0	\$ 7,859.0

Section F

Glossary



*Our Goal Is to Meet or Exceed Needs while Providing
Services with a Positive Attitude*

GLOSSARY of TERMS

Terms	Definition
ACCOUNTABILITY	The state of being obliged to explain actions to justify what was done. Accountability requires justification for the raising of public funds and the purposes for which they are used.
ACTIVITY	A group of related functions performed by one or more organizational units for the purpose of satisfying a need for which the city is responsible.
ALLOCATION	Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.
ANALYSIS	A process that separates the whole into its parts to determine their nature, proportion, function, and relationship.
ANNUALIZED COSTS	Operating costs incurred at annual rates for a portion of the prior fiscal year that must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.
APPROPRIATION	An authorization granted by the Mayor and Council to make expenditures and to incur obligations for purposes specified in the appropriation resolution.
ASSESSED VALUATION	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes.
BOND	A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specific rate.
BOND FUNDS	Funds used for the purchase or construction of major capital facilities, which are not financed by other funds. The use of bond funds is limited to ensure that bond proceeds are spent only in the amounts and for the purposes authorized.
BOND PROCEEDS	Funds derived from the sale of bonds for the purpose of constructing major capital facilities.
BONDS - GENERAL OBLIGATION	Limited tax bonds that are secured by the city's secondary property tax.
BUDGET	A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.
CAPITAL BUDGET	A financial plan of proposed capital expenditures and the means of financing them.

Terms

Definition

CAPITAL CARRYFORWARD

Capital funds unspent and brought forward from prior years.

CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund accounts for capital projects that are financed by Certificate of Participation (COPs) or are reimbursed by governmental agencies such as Pima County and Pima Association of Governments (PAG).

CAPITAL IMPROVEMENT PROGRAM (CIP)

A plan separate from the annual budget that identifies: (1) all capital improvements which are proposed to be undertaken during a five fiscal year period, (2) the cost estimate for each improvement, (3) the method of financing each improvement, and (4) the planned implementation schedule for each project.

CAPITAL PROJECT

Any project having assets of significant value and a useful life of six years or more. Capital projects include the purchase of land, design, engineering, and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital improvements are permanent attachments intended to remain on the land. Capital projects may include the acquisition of heavy equipment and machinery or specialized vehicles using capital funding sources.

CARRYFORWARD CAPITAL IMPROVEMENT PROJECT

Any capital project that has been previously approved by the Mayor and Council, but for various reasons has not been implemented on schedule. Under state law and Generally Accepted Accounting Principles, only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, violate state budget law, such a project and the associated projected costs are included in the subsequent fiscal year's budget.

CERTIFICATES of PARTICIPATION (COPs)

A debt financing tool which is used to enable the city to purchase large equipment and improve or construct city facilities. Interest is paid and principal repaid through annual payments made from funds appropriated each fiscal year by the Mayor and Council.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

Financial report that contains, at a minimum, three sections: (1) introductory, (2) financial, and (3) statistical, and whose financial section provides information on each individual fund and component unit.

CUSTOMER

The recipient of a product or service provided by the city. Internal customers are city departments, employees, or officials who receive products or services provided by other city departments. External customers are citizens, neighborhoods, community organizations, businesses, or other public entities who receive products or services provided by a city department.

Terms	Definition
DEBT SERVICE	The amount required to retire the principal and pay the interest on outstanding debt.
ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished.
ENTERPRISE FUND	An accounting entity established to account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting.
EQUIPMENT	An item of machinery or furniture having a unit cost of more than \$5,000 and an estimated useful life of more than one year. Heavy equipment and machinery that are capital improvements are included in the capital budget and are not considered equipment items in the operating budget.
EXPENDITURE	Any authorization made for the payment or disbursing of funds during the fiscal year.
FEDERAL ECONOMIC STIMULUS	Federal grant funding provided through the 2009 American Recovery and Reinvestment Act in order to create jobs and stimulate the local economy.
FIDUCIARY FUNDS	Funds used to report assets held in a trustee capacity and therefore cannot be used to support the city's programs. The Tucson Supplemental Retirement System fund is a fiduciary fund.
FISCAL YEAR (FY)	A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. Fiscal Year 2016 refers to the period July 1, 2015 through June 30, 2016.
FULL-TIME EQUIVALENT POSITION (FTE)	A full-time position or part-time position converted to a decimal equivalent of a full-time position, based on 2,080 hours per year. For example, a summer lifeguard working for four months, or 690 hours, would be equivalent to .33 of a full-time position.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund.

Terms	Definition
GENERAL FUND	A fund used to account for all general transactions of the city that do not require a special type of fund.
HOME RULE	Home Rule is an alternative to the State set expenditure limitation. A home rule prescribes the method the city will use to calculate its own expenditure limitation each year. Voter approval of a home rule must occur prior to the first fiscal year in which it applies. Home rules apply for four succeeding fiscal years, after which the constitutional expenditure limitation becomes effective, unless a new home rule is adopted.
IN LIEU of TAXES	Enterprise funds most often are not subject to property taxes because of their governmental character. In lieu of tax payments compensate the general government for public services received. In some cases, these payments are calculated to be reasonably equivalent in value to the services provided. In other cases, there is no clear link between the amounts paid and the value of services received.
INTER ACTIVITY TRANSFERS	Transactions between city organizations or funds that would be treated as revenues or expenditures if they involved parties external to the city. Transactions may be charged against other organizations or funds.
INTERNAL SERVICE FUNDS	Funds used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing goods or services for the purpose of fully recovering that cost through fees or charges. The Risk Management Fund is such a fund; departments are assessed charges to fund the city's self-insurance expenses.
LIMITED PROPERTY VALUE	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes. This single valuation will be used for taxation of both primary and secondary property taxes beginning with tax year 2015.
NON-RECURRING REVENUE	Proceeds of general obligation bonds, revenue bonds, and other restricted revenue.
OPERATING BUDGET	A financial plan which applies to all proposed expenditures other than for capital improvements.
OPERATING FUNDS	Resources derived from recurring revenue sources used to finance operating expenditures and pay-as-you-go capital expenditures.

Terms	Definition
ORGANIZATION	The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the city is responsible.
OTHER COSTS	This classification of costs includes Sun Tran expenditures, contributions to outside agencies, specific federal fund expenditures, and miscellaneous expenditures.
OUTSIDE AGENCIES	Non-profit organizations whose activities support the Mayor and Council's priorities.
pCARD	A charge card that allows goods and services to be procured without using a traditional procurement process. A pCard is also known as a procurement card.
PRIMARY PROPERTY TAXES	All ad valorem taxes, except the secondary property taxes, which can be used for any lawful purpose.
PROGRAMS	Desired output-oriented accomplishments which can be measured and achieved within a given timeframe. Achievement of the programs advance the activity and organization toward fulfillment of a corresponding need.
PROJECTS	Unique assignments having a finite time span and a deliverable; normally associated with capital improvements such as roadways, neighborhood facilities, etc.
RECURRING REVENUES	Revenue sources available on a continuing basis to support operating and capital budgetary needs.
RESTRICTED REVENUES	Revenues which are legally restricted for a specific purpose by the federal, state, or local governments.
REVENUES	Income from taxes and other sources during the fiscal year.
SALARIES and BENEFITS	The costs of compensating employees of the City of Tucson, including salaries and employee benefit costs, such as health, dental, and life insurance, city contributions for retirement, social security, and workers' compensation insurance.
SECONDARY PROPERTY TAXES	Ad valorem taxes or special property assessments used to pay the principal, interest, and redemption charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality, county, or taxing district; and assessments levied by or for assessment districts and for limited purpose districts other than school districts and community colleges pursuant to an election to temporarily exceed (up to one year) budget, expenditure, or tax limitations.

Terms

Definition

SECONDARY TAX RATE

The rate per one hundred dollars of assessed value employed in the levy of secondary property taxes. The assessed value derived from the current Limited Property Value is the basis for computing taxes for budget overrides, bonds, and for sanitary, fire, and other special districts.

SERVICES

Costs which involve the performance of a specific service by an outside organization or other city organization. Examples of services include consultants, utilities, and vehicle maintenance.

SPECIAL ASSESSMENTS

Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

STREET and HIGHWAY BONDS

Revenue bonds which are secured by the city's Highway User Revenues and used for the construction of street, highway, and related capital projects.

SUPPLIES

Expendable items used by operating departments. Examples include office supplies, repair and replacement parts for equipment, books, and gasoline.

TAX LEVY

The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE

The amount of tax levied for each one hundred dollars of assessed valuation.

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
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
BSD	Business Services Department
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CAVSARP	Central Avra Valley Storage and Recovery Project
CCF	Cash Carry Forward
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

Acronym/Initialisms**Definitions**

ERP	Enterprise Resource Program
ES	Environmental Services
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

Acronym/Initialisms**Definitions**

PCWIN	Pima County Wireless Integrated Network
PECOC	Pima Emergency Communications Center
PGA	Professional Golf Association
PHA	Public Housing Asset
PILOT	Payment in Lieu of Tax
PRV	Pressure Relief Valve
PSCC	Public Safety Communications Center
QECBs	Qualified Energy Conservation Bonds
RFP	Request for Proposal
RICO	Racketeer Influenced and Corrupt Organizations Act
RTA	Regional Transportation Authority
SAMM	Surplus, Auction and Materials Management
SAVSARP	Southern Avra Valley Storage and Recovery Project
SCADA	Supervisory Control and Data Acquisition
SC	Security Certified
SEMAP	Section 8 Management Assessment Program
SGR	State of Good Repair
SHARP	Southeast Houghton Area Recharge Project
SWG	Southwest Gas
TCC	Tucson Convention Center
TDOT	Tucson Department of Transportation
TIGER	Transportation Investment Generating Economic Recovery
TPAC	Tucson Pima Arts Council
TPT	Transaction Privilege Tax
TSRS	Tucson Supplemental Retirement System
TUMS	Tucson Utility Management System
TUS	Tucson International Airport's International Air Transport Association airport code
UDC	Unified Development Code
VANS	Vacant and Neglected Structures
VOIP	Voice Over Internet Protocol
WIFA	Water Infrastructure Finance Authority
WSI	Water Safety Instruction



tucsonaz.gov/finance/budget