



CITY OF TUCSON, ARIZONA ADOPTED BUDGET FISCAL YEAR 2017



Adopted Budget
Fiscal Year 2016/17
Effective July 1, 2016

Mayor and Council



HONORABLE
JONATHAN ROTHSCHILD
Mayor



REGINA ROMERO
Ward One



PAUL CUNNINGHAM
Ward Two



KARIN UHLICH
Ward Three



SHIRLEY SCOTT
Ward Four



RICHARD FIMBRES
Ward Five



STEVE KOZACHIK
Ward Six

City Administration

MICHAEL J. ORTEGA, P.E.
City Manager

ALBERT ELIAS
Assistant City Manager

JOYCE GARLAND
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, 2015

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, 2015.

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

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

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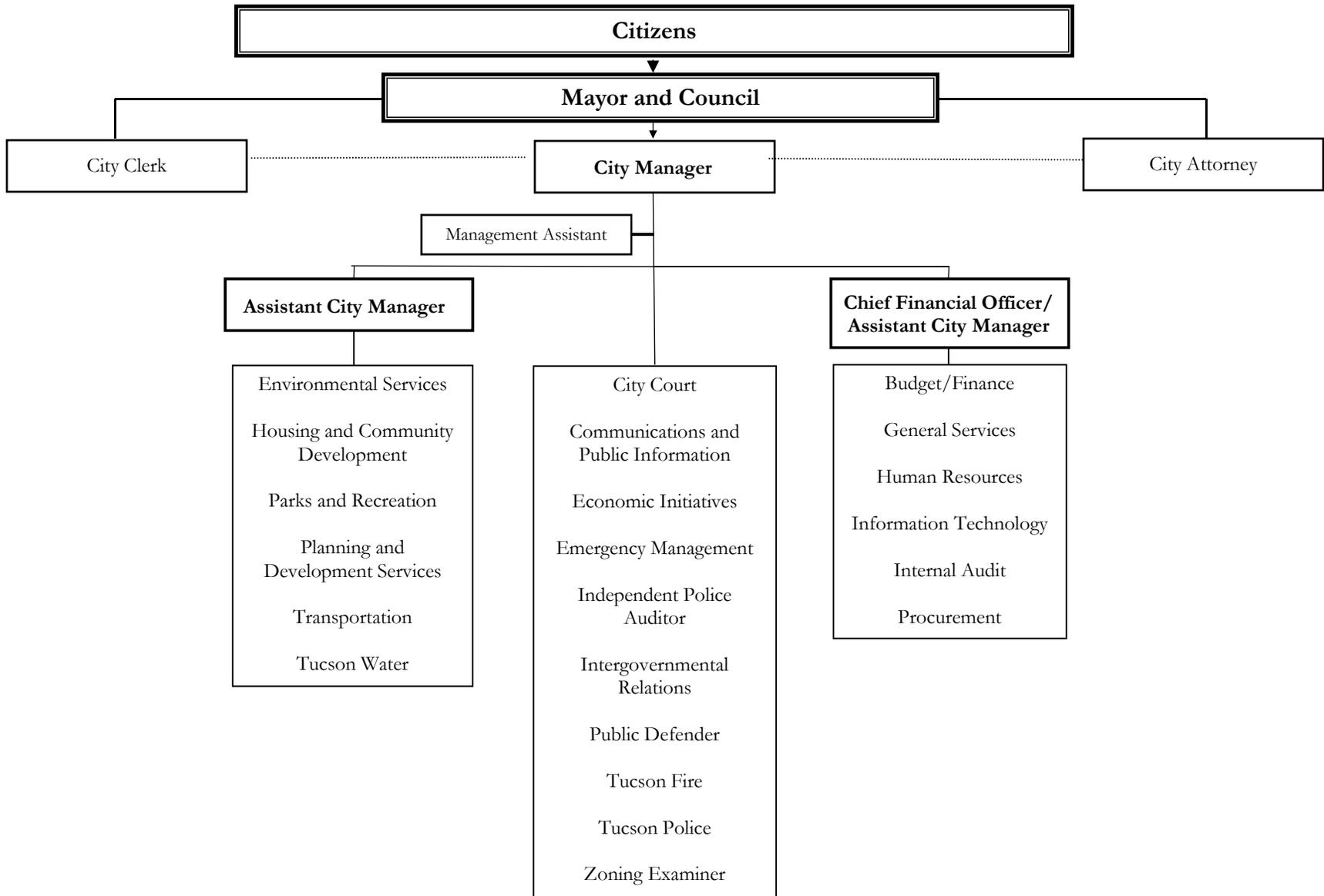
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**CITY OF TUCSON
ORGANIZATION CHART
FISCAL YEAR 2017**



City of Tucson

OFFICIALS and DIRECTORS

OFFICIALS

- City Manager, *Michael J. Ortega, P.E.*
- Assistant City Manager, *Albert Elias*
- CFO/Assistant City Manager, *Joyce Garland*
- City Attorney, *Mike Rankin* • City Clerk, *Roger Randolph*

COMMUNITY ENRICHMENT and DEVELOPMENT

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

PUBLIC SAFETY and JUSTICE SERVICES

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

PUBLIC UTILITIES

- Environmental Services, *Pat Tapia, Interim* • Tucson Water, *Tim Thomure*

SUPPORT SERVICES

- Finance, *Silvia Amparano*
- General Services, *Joan Stauch* • Human Resources, *Rebecca Hill, Interim*
- Information Technology, *David Scheuch* • Procurement, *Marcheta Gilliespie*

Special Thanks to the Budget Staff

- Vivian Newsheller, Budget Administrator
- Todd Bullington • Roy Lawson • David Ortega
- Ann Jones • Melisa Ley • Joseph Ware
- William Knowles • Diane Link

Acknowledgement

Katherine Roberts, Graphic Artist, for Cover Design and Images

BUDGET CALENDAR

FISCAL YEAR 2016/17

January 20, 2016	Study Session: Discuss Potential Election Options for City Funding.
February 23, 2016	Study Session: Preliminary Fiscal Year 2016/17 General Fund projection and Tucson Water's and Conservation Fund Financial Plans for Fiscal Year 2015/16 through 2020/21.
March 8, 2016	Study Session: Update on Fiscal Year 2016/17 General Fund budget process.
March 22, 2016	Study Session: Update on Fiscal Year 2016/17 General Fund budget process.
April 4, 2016	Special Meeting: Mayor and Council/Executive Leadership Team Retreat.
April 5, 2016	Study Session: Update on Fiscal Year 2016/17 General Fund budget process.
April 19, 2016	Study Session: Submission of the City Manager's Recommended Fiscal Year 2016/17 Budget, including the Five-Year Capital Improvement Program.
May 3, 2016	Study Session: Discuss the Recommended Fiscal Year 2016/17 Budget. Public Hearing on the Recommended Fiscal Year 2016/17 Budget.
May 17, 2016	Study Session: Discussion of Recommended Fiscal Year 2016/17 Budget. Regular Agenda: Adoption of a Tentative Budget for Fiscal Year 2016/17.
June 7, 2016	Public Hearing on the Fiscal Year 2016/17 budget as tentatively adopted. Truth in Taxation Public Hearing for the primary property tax increase. Special Mayor and Council meeting for the purpose of final budget adoption.
June 21, 2016	Regular Agenda: Adoption of Fiscal Year 2016/17 property tax levies.

COMMUNITY PROFILE



A Fantastic Place to Live and Visit

With a culturally diverse population of more than 520,000, Tucson is Arizona's second largest city with a metropolitan area exceeding one million people. Surrounded by four majestic mountain ranges and nestled in the heart of the lush Sonoran Desert valley, Tucson offers residents and visitors the climate, opportunities, amenities, and attractions allowing them to experience an unparalleled quality of life.



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 region and beauty are the Arizona Sonoran Desert Museum, Mt. Lemmon, Saguaro National Monument East and West, and the Kitt Peak National Observatory.



With 350 days of sunshine, Tucson is a destination for outdoor enthusiasts. The *Atlantic* Magazine recognized Tucson as a top-rated city in the country for bicycle-friendly neighborhoods and *Outdoor* Magazine ranked Tucson the Number One Bike Town in America. Additionally in 2013, *Travel Channel* ranked Tucson as the 6th best city nationwide for cycling, and *WalkScore.com* ranked Tucson 8th in the top 10 most bikeable large U.S. cities. Tucsonans enjoy over 620 miles of streets with bicycle lanes and the 55-mile dedicated Pima County Urban Loop, a paved, shared-use path, that form the most comprehensive network for active cyclists in the nation. Tucson is also home to the world-renowned Fantasy Island Mountain Biking Park.



Tucson's vibrant and growing downtown core, crowded with theaters, performance spaces, locally owned shops and restaurants, is the place to experience the best that our community has to offer including the many diverse cultural and outdoor festivals that are held throughout the year. These include Tucson Meet Yourself, All Souls Procession, Dia de San Juan, the Fourth Avenue Street Fair, and the Tucson Gem and Mineral Show known locally as “The Gem Show”. The Gem Show brings gem, mineral, and fossil dealers of the world to Tucson every February to show and sell their precious wares to buyers, collectors, and the fascinated public at over 40 shows. More than 55 thousand visitors generate an estimated \$120 million in direct spending for the region in those two weeks.



Downtown is also a major place to experience our vibrant arts community that includes a symphony, an opera company, more than 215 arts groups and 35 art galleries. Tucson offers a jam-packed calendar of live music and performance events at historic venues like the historic Fox Theater, Rialto Theater, Hotel Congress, and the Temple of Music and Art, as well as numerous museums including the Tucson Museum of Art, Museum of Contemporary Art, and the Center for Creative Photography.

COMMUNITY PROFILE



The Sun Link Streetcar, now in its second year, has carried over two million riders along a 3.9 mile loop that has seen more than \$900 million of combined public and private investment. Sun Link connects the expanding Mercado District, the Downtown Core, the Fourth Avenue commercial district, University Main Gate shopping and entertainment area, the University of Arizona Main Campus, and the University of Arizona Medical Center. This project and City economic development efforts are creating new urban spaces in the confluence where hip meets historic for citizens to live, work, experience, and play, day and night.



We Mean Business

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



Caterpillar Inc. chose Tucson in May of this year as the new location for its surface mining and technology offices bringing 600 projected new Arizona jobs over five years, with employees in executive management, engineering, product development, and support positions. The state has estimated the economic impact of Caterpillar's consolidation in Southern Arizona at \$600 million. This success for our region marks a renewed climate of cooperation with our state, county, and regional economic development entities that creates a pro-business environment and ensures our economic future.



Tucson has amazing workforce development assets in the University of Arizona (UA) and Pima Community College (PCC). The UA is Arizona's premier research university and is ranked among the top 20 of public research universities nationwide. It is ranked 1st in the nation by the National Science Foundation for physical sciences research and is the recipient of more NASA grants for space exploration research than any other university. Its Eller College of Management has been ranked in the top ten of *Princeton Review's* list of best entrepreneurial graduate programs. The UA faculties have a global reputation for innovative research and are helping create the next generation of knowledgeable workers.



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



The Mayor and Council have put into place economic development incentives, streamlined departmental processes, and simplified city code. Companies and entrepreneurs will find Tucson the place to start up or expand their business in an environment that is dynamic, open, and innovative.

COMMUNITY PROFILE

City Government

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

Demographics

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



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

Land Area	
1990	157.53 square miles
2000	195.5 square miles
2010	227.7 square miles

Land Use, 2010	
Undeveloped	52.84%
Residential	22.50%
Commercial	4.06%
Government	3.26%
Industrial	3.09%
Open Space	2.59%
Agricultural	0.77%
Other	10.89%



Racial/Ethnic Composition, 2010	
White, Non-Hispanic	40.3%
Hispanic/Latino	35.6%
Black/African American	4.2%
Native American	2.3%
Asian/Pacific Islander	2.6%
Other	13.3%
Two or more races	1.7%

Median Age	
1990	30.8 years
2000	32.1 years
2010	34.2 years

COMMUNITY PROFILE

Economy



Major Employers - Southern Arizona, 2016 (Based on number of full-time equivalent positions)

University of Arizona	12,479
Davis-Monthan Air Force Base	10,410
Raytheon Missile Systems	9,600
University of Arizona Health Network	8,301
Pima County	7,254
U.S. Border Patrol	6,800
Tucson Unified School District	6,277
Freeport-McMoran Copper and Gold, Inc.	5,819
U.S. Army Intelligence Center and Fort Huachuca	5,096
State of Arizona	4,986
City of Tucson	4,526
Walmart Stores, Inc.	4,360
Carondelet Health Network	3,594
Fry's Food and Drug Stores	3,109
Tucson Medical Center HealthCare	2,766
Sunnyside Unified School District	2,230

<u>Total Employment – Pima County</u>		<u>Unemployment Rates – Pima County</u>	
2010	450,641	2010	9.0%
2011	448,000	2011	9.1%
2012	430,100	2012	7.2%
2013	416,800	2013	6.8%
2014	419,900	2014	6.8%
2015	444,500	2015	5.3%

Annual Rate of Earnings

(Per worker in current dollars)

2010	\$44,048
2011	\$44,908
2012	\$45,384
2013	\$46,034
2014	\$46,123
2015	\$46,638

Building Permits Issued

	Residential	Commercial
2010	376	47
2011	270	45
2012	336	104
2013	490	136
2014	547	146
2015	346	74

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	580,000
Tons of Waste Collected by City of Tucson Refuse Services	215,500
Tons of Material Recycled	38,000

Parks and Recreation/Golf Resources

Parks (District, Neighborhood, School, Regional, and Open Space)	174
Recreation Centers	16
Senior Centers	3
Out of School Program Sites	24
Senior Citizen Program Sites	13
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	879
Number of Authorized Professional Staff	328.5
Number of Service Calls in 2015	326,893
Number of Authorized Commissioned Fire Personnel (including Paramedics)	643
Number of Fire Stations	22
Number of Fire Emergency Calls	85,594
Number of Ambulance Transports (Advanced Life Support)	19,570
Total Fire Response Time (including travel time; 90% of the time)	6.5 min.



Transportation

Number of Street Miles Maintained	5,478
Miles of Bikeways	513
Miles of Drainageway	344
Number of Street Lights	21,766
Annual Miles of Fixed-Route Bus Service	9,495,000
Annual Miles of Paratransit Service	4,974,800
Number of Traffic Signals	580



Tucson Water

Miles of Water Lines	4,433
Miles of Reclaimed Water Lines	164
Number of Active Water Connections	234,012
Millions of Gallons of Potable Water Storage Capacity	315.6
Billions of Gallons of Potable Water Delivered Annually	30.6



COMMUNITY PROFILE

SELECTED ECONOMIC INDICATORS – TUCSON METRO AREA Calendar Year

Description	2014	Projected 2015	Projected 2016	Projected 2017
Personal Income (\$Millions)	\$ 37,199	\$ 38,629	\$ 40,212	\$ 41,971
Percentage Change from Prior Year	4.0	3.8	4.1	4.4
Retail Sales-Excluding Food ¹ (\$Millions)	\$ 7,852	\$ 8,444	\$ 8,777	\$ 9,103
Percentage Change from Prior Year	2.2	7.5	4.0	3.7
Residential Building Permits (Units)	3,250	3,532	3,861	4,328
Percentage Change from Prior Year	-6.9	8.7	9.3	12.1
Gasoline Sales (Millions of Gallons)	371.0	390.0	409.0	419.0
Percentage Change from Prior Year	-1.4	5.1	4.8	2.5
Population (000)	1,007.2	1,009.4	1,015.9	1,026.1
Percentage Change from Prior Year	1.1	0.2	0.6	1.0
Real Per Capita Disposable Income	\$ 30,642	\$ 31,245	\$ 31,694	\$31,956
Percentage Change from Prior Year	0.8	2.0	1.4	.08
Aggregate Earnings Rate	\$ 46,123	\$ 46,638	\$ 47,697	\$ 48,945
Percentage Change from Prior Year	1.9	1.1	2.3	2.6
Consumer Price Index (CPI) Western Region (Percent Change)	1.9	1.2	1.4	2.3
Personal Consumption Deflator (Percent Change)	1.4	0.3	0.9	1.6

Source: Economic Outlook, June 2016, Economics and Business Research Center, Eller College of Management, The University of Arizona.

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

HOW TO USE THIS BUDGET

This document guide outlines the City of Tucson's Fiscal Year 2016/17 Adopted Budget. Copies of the budget are available for viewing at the Joel D. Valdez Main Library, the City Clerk's Office, and the Department of Finance/Budget. In addition, the budget may be viewed on the City of Tucson web site, <http://www.tucsonaz.gov>. Information may be obtained by calling the Budget Division (520) 791-4893 or e-mailing the office at budget@tucsonaz.gov.

The Adopted Budget is organized as follows.

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

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

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

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

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

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

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



Section A City Manager's Message





CITY OF TUCSON

OFFICE OF THE CITY MANAGER

July 1, 2016

Honorable Mayor and Council Members:

The City's annual budget determines the manner in which services will be provided to the community during the coming year, and its adoption is the most important action the Mayor and Council take each year. Under the leadership of Mayor and City Council, we worked together to guide this organization through a difficult financial situation and, for the first time since the Great Recession, the Fiscal Year 2016/17 Adopted Budget is structurally balanced.

A structurally balanced General Fund budget is a significant accomplishment that could only have been achieved with open communication and honest discussion. The Fiscal Year 2016/17 budget process began with a Mayor and Council retreat on December 4, 2015. At this retreat we discussed my observations on the organization's culture and what that culture could look like in the future. We also discussed the projected General Fund deficit where increasing costs continue to outpace ongoing revenues. The outcome to this discussion was an agreement to provide an operational structural balanced General Fund budget and a structural balanced budget with capital by June 30, 2020 (Fiscal Year 2019/20).

To achieve our One City/One Team Plan, the following actions were put into motion:

- A hiring freeze;
- Retirement incentive to Tucson Supplemental Retirement System (TSRS) employees;
- Evaluation of probationary employees;
- Combining functions:
 - Human Resources
 - Finance and Budget
 - City Manager's Office
 - Office of Integrated Planning with Planning and Development Services
 - Real Estate with the Transportation Department

- Evaluation of staffing resource distribution;
- Reorganizing departments;
- Evaluating revenue options;
- And, preparing for a possible election.

Mayor and Council were kept informed as to changes in revenue and expenditure projections throughout the budget process. Updates were given on the actions taking place to improve our financial situation. Town halls were held by Wards 1, 5, and 6 to talk with the community about the City's General Fund budget situation and how Mayor and Council were taking the steps necessary to provide a structurally balanced General Fund budget.

The City's Executive Leadership Team (ELT) met for three days between February 29 and March 4 to develop various strategies for addressing the General Fund budget shortfall. As a part of this exercise, a list of overarching goals was established to place the City into a financially sustainable position:

- Structural balance for the General Fund budget
- Engagement of Mayor and City Council
- Consideration of employees
- Challenge the way we do business
- Think long-term
- Maintain pride of public appearance
- Compliance with City Charter and applicable laws
- Use of technology

Each department director was challenged to look at their business model and how services are provided. This was an opportunity for a total review of all aspects of how departments provide fundamental services to ensure efficiency and effectiveness. A safe atmosphere was created to allow for innovation and exploration.

The next step in the process was to present the ideas from the ELT to Mayor and City Council. In April 2016, a retreat was held. Mayor and City Council discussed with each director their thoughts on changes to their organization and the impacts to the community. Through this effort, with guidance from Mayor and City Council, an operationally structured General Fund budget was achieved.

Listed below are highlights of the Fiscal Year 2016/17 Adopted Budget:

- Contract with the American Hockey League;
- Inclusion of funding for a one-time distribution for all employees to be funded from excess revenue from Fiscal Year 2015/16;
- The 1.9% increase in health insurance premium was absorbed by the City and plan changes were made moving the funding arrangement from a fully insured to a minimum premium model (the first step to self-insurance);

- Approval of a 2-year revenue increase of 7% annually for the Tucson Water Utility;
- Approved rate increases for a recycling surcharge, commercial waste, and groundwater protection fees for Environmental Services;
- Approval to proceed with the Title VI process for route changes and fee increases for SunTran, SunVan, and SunLink;
- A ½% increase in the Public Utility Tax generating \$2.9 million in new revenue;
- A \$2 per night increase in the bed surcharge generating \$3.7 million of additional revenue;
- Approval to increase the zoo admission charge by \$1.50, of which \$150,000 from the new revenue will be set aside each fiscal year for capital improvements;
- An increase of Highway User Revenues of \$1.6 million from a one-time distribution from the State of Arizona;
- Reduction of 256 Full-time equivalent (FTE) positions citywide;
- General Fund employees were transitioned to enterprise and special revenue funds to avoid layoffs;
- Reorganizations and efficiency changes allowing for reduced expenditure budgets for General Fund departments;
- Utility, vehicle maintenance, and fuel budgets consolidated into General Services; postage budgets consolidated into Procurement; and telephone budgets consolidated into Information Technology for General Fund departments;
- Code Enforcement transferred to Environmental Services from Planning and Development Services Department;
- Proceeds from the sale of land to provide \$2 million in funding to purchase police vehicles;
- Flexibility within the budget to allow for one-time expenditures depending on financial results of FY 2015/16 (e.g. lump sum payment to employees, pre-payment to the Public Safety Retirement System, technology upgrades, vehicles, deferred maintenance).

Our efforts were noticed by the credit rating agencies Fitch, Standard & Poor's (S&P), and Moody's. All three agencies seemed pleased with our progress. Even though Moody's and S&P kept their rating levels the same, Fitch improved our rating outlook from negative to stable. That improvement and all of their comments are confirmation that we are on a good forward track to higher ratings in the future based on our financial performances.

We have made progress but are not finished with our review of the various functions and programs provided by the various city departments. We will continue our work of challenging the way we do business across the board and will continue to question the status quo. Our goal is to have flexibility in the organization in order to react quickly to a changing environment.

Our goal is to provide our citizens the most effective and efficient level of services with the funds available. The objective for this budget is to exercise sound financial management to ensure the City of Tucson's long-term fiscal strength while providing responsive, cost-effective, and innovative local government services. With a commitment to strong fiscal responsibility, this budget meets this goal.

Acknowledgements

I appreciate the efforts of the Mayor and Council and City staff throughout the organization in the construction of this adopted budget. Special thanks are due to employees in the Budget Office for their commitment and long hours dedicated to preparing this budget.

Respectfully submitted,

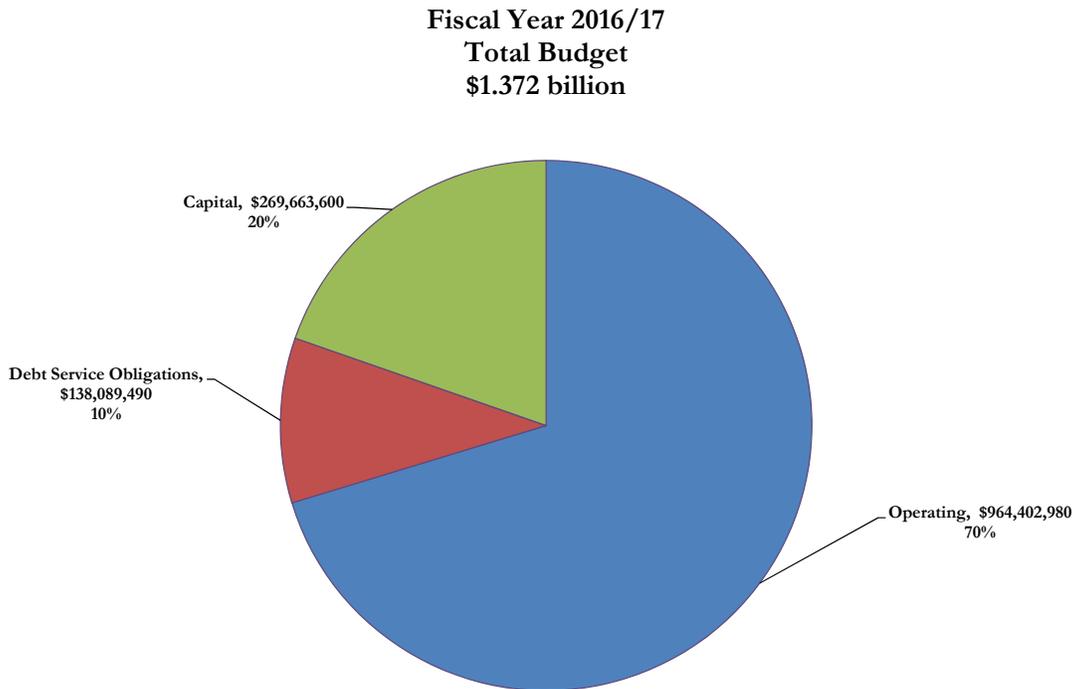
A handwritten signature in blue ink, appearing to read "M. Ortega", with a long horizontal flourish extending to the right.

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 2016/17, the recommended budget was submitted on April 19, 2016 and was adopted by the Mayor and Council on June 7, 2016.

The Fiscal Year 2016/17 Adopted Budget totals \$1.372 billion, \$4.9 million more than Fiscal Year 2015/16 Adopted Budget of \$1.367 billion. The total operating budgets for all funds is \$964.4 million, an increase of \$19.4 million or 2% over last year's total operating budget of \$945.0 million. The Capital Improvement Plan for Fiscal Year 2016/17 is \$269.7 million, a decrease of \$19.9 million or 6.9% from last year's total capital budget of \$289.6 million. The City's debt service obligations total \$138.1 million, an increase of \$4.7 million or 3.5% over Fiscal Year 2015/16 of \$133.4 million.



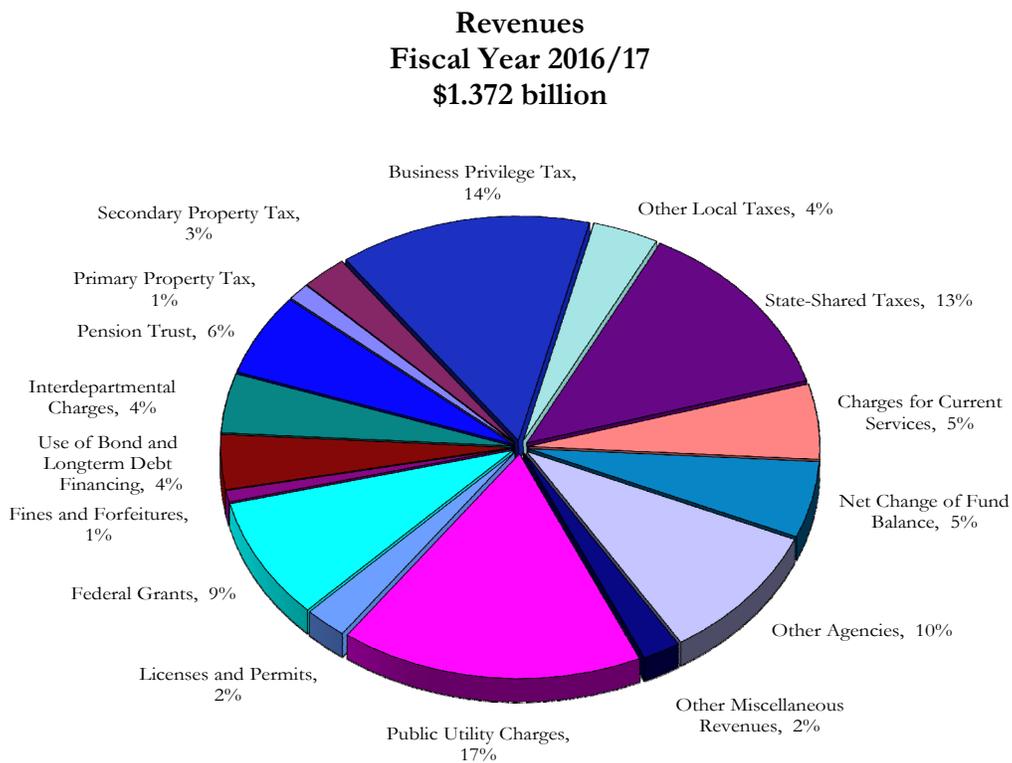
The City's budget is comprised of a number of different funds which are set up to accomplish different functions. This allows for segregation and tracking of the cost of different city operations and programs. The table on the following page shows the dollar amount budgeted by fund type:

Fiscal Year 2016/17 (\$ millions)					
Fund Type	7/1/2016			Total Financing Resources Available	Adopted Expenditure Budget
	Estimated Beginning Fund Balance	Estimated Revenues	Interfund Transfers		
General Fund	\$ 48.7	\$ 495.6	\$ (53.4)	\$ 490.9	\$ 436.2
Enterprise Funds	143.9	296.8	0.7	441.4	319.6
Special Revenue Funds	35.6	199.7	42.3	277.6	265.1
Internal Service Funds	15.1	61.3		76.4	61.7
Capital Project Funds	64.5	143.4	1.3	209.2	157.3
Debt Service Funds	3.6	42.0	9.1	54.7	51.0
Fiduciary Fund	717.7	59.2		776.9	81.3
Total	\$ 1,029.1	\$ 1,298.0	\$ -0-	\$ 2,327.1	\$ 1,372.2

The General Fund, which receives sales and other tax revenues to provide for traditional government services such as Police, Fire, and Parks and Recreation, makes up 31.8% of the total expenditure budget. The three largest enterprise funds, funded by fees paid by users of the services, Tucson Water, Environmental Services, and Tucson City Golf make up 23.3% of the total budget. The remainder is attributable to other operating or special revenue, debt service, internal service, and fiduciary funds.

Revenues funding the operation of the government come from various sources, as illustrated by the chart below. The single largest source of revenue comes from public utility charges generated by Tucson Water and Environmental Services which are 16.9% of the total revenues. The business privilege tax is the next largest revenue source at 14.0% which is the major funding source for the General Fund.

The following graph illustrates the City's multiple funding sources for Fiscal Year 2016/17:



City Property Taxes

The City imposes two taxes on property within the city limits: a primary and secondary property tax. Proposition 117, passed by Arizona voters in 2012, changes the method used to determine values used in calculating assessed values used for tax rates and levies. Beginning with tax year 2015, used for property tax revenues in Fiscal Year 2016/17, a single assessed value, called the Limited Property Value (LPV), will be used for both the primary and secondary tax levies. The growth in the LPV is limited to no more than 5% per year, excluding new construction.

The Arizona State Constitution limits the amount of ad valorem taxes levied by a city to an amount not to exceed 2% greater than the maximum allowable levy in the preceding year. This levy limitation permits additional taxes to be levied on new or annexed property which may be taxed at the allowable rate computed for property taxed in the preceding year. Property annexed by November 1 will be taxable in the following year. The Fiscal Year 2016/17 revenues reflect the 2% allowable increase.

The combined property tax rate for the Fiscal Year 2016/17 Adopted Budget is \$1.5982 per \$100 of assessed valuation, which is an increase of \$0.0022 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 2014/15.

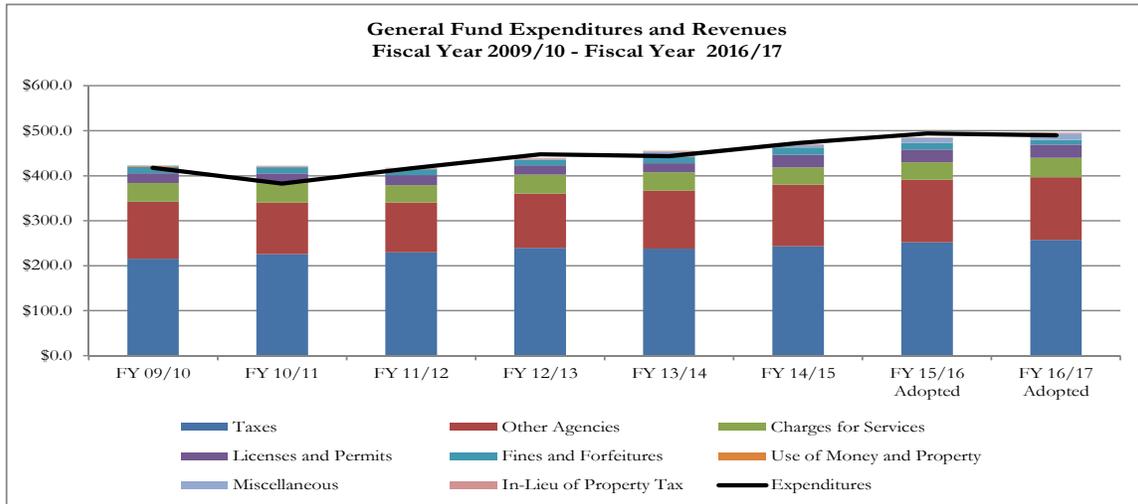
The involuntary tort levy amount is \$2,500,001, which is \$35,469 less than the amount from the prior year resulting in a decrease in the estimated primary tax rate by \$0.0027 per \$100 of assessed valuation. The involuntary tort revenue will be a reimbursement to the City's Self Insurance Fund. There is no increase to the secondary tax rate that is required to repay the annual general obligation bond principal and interest obligations. The \$0.0022 increase in the combined rate would mean an increase of \$0.22 annually for an owner of a home with a \$100,000 actual valuation.

Property Tax Comparison			
Rate Changes:	Actual FY 15/16	Adopted FY 16/17	Change Increase (Decrease)
Primary Property Tax	\$ 0.4514	\$ 0.4563	\$ 0.0049
Primary Property Tax – Involuntary Tort	0.0812	0.0785	(0.0027)
Secondary Property Tax	1.0634	1.0634	0.0000
Total	\$ 1.5960	\$ 1.5982	\$ 0.0022

General Fund

During the recent recession, the City balanced its budget in part by making expenditure reductions and by using one-time revenues and other resources, such as debt proceeds and fund balances. The City began decreasing the number of full-time equivalent (FTE) positions through attrition, retirements, and layoffs. Although revenues have stabilized, the City struggles to provide optimal service delivery to its citizens with its available funding sources. The major fiscal challenge the City continues to face is the increase in personnel benefits, primarily for public safety pension contributions. The Fiscal Year 2016/17 Adopted Budget is structurally balanced through a combination of revenue increases and cost cutting measures which included a hiring freeze, department reorganizations, merging of functions, and eliminating positions vacated by retirement incentive.

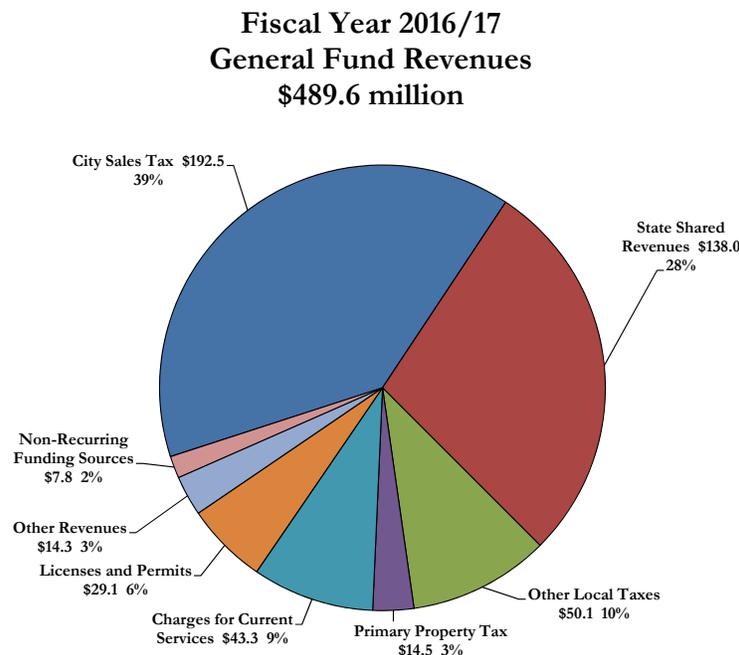
The chart on the following page illustrates General Fund expenditures outpacing revenues through Fiscal Year 2015/16. However, in Fiscal Year 2016/17, the revenue forecast is anticipated to slightly exceed expenditures. The revenues in the chart do not include other funding sources (e.g. use of fund balance) and uses related to debt restructuring.



General Fund Revenue

The General Fund is the main operating fund for general government operations including Police, Fire, Parks and Recreation, Planning and Development Services, etc. The Fiscal Year 2016/17 Adopted Budget includes a total of \$489.6 million in General Fund revenue which is a \$4.5 million decrease or 1% less than the Fiscal Year 2015/16 Adopted Budget of \$494.1 million.

The City's goal is to maintain its General Fund revenue base balanced between taxes, intergovernmental shared revenues, and other revenue sources such as: licenses and permits, user fees, and miscellaneous revenues. The General Fund is the only fund supported by business privilege tax revenue. The City sales tax revenue of \$192.5 million or 38.9% of the total represents the largest single source of General Fund revenue. Other local taxes, including utility, use, transient occupancy, and liquor taxes account for a total of \$64.6 million or 13.0% of the total revenues. State-shared taxes (income, sales, and auto lieu) account for a total of \$138.0 million or 27.9% of the total revenues. These revenues have a high potential for revenue fluctuations.



The City has seen a gradual increase to the business privilege tax revenue particularly for retail and restaurant sales since the recent recession. However, recent State laws limited what may be taxed in local jurisdictions. Those limits include disallowing commercial lease sales tax on lease arrangements between businesses owned by at least 80% of the same owners, and changing the rules regarding collection of contracting sales tax, and the definitions of “alteration” and “replacement” construction contracts.

The City’s state shared revenue estimates used in the Fiscal Year 2016/17 Adopted Budget are based on new legislation recently passed in the state legislature. In previous years, allocations for these revenues were primarily based on U.S. Census population, however, this new legislation allows cities to update their population figures annually without using the U.S. Census Bureau estimate instead of having to conduct a costly mid-decade census or wait for their decennial census numbers. The new law stipulates the following:

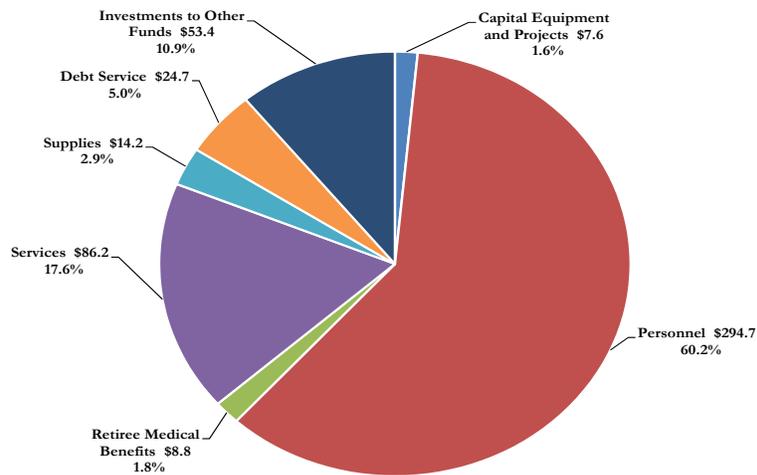
- a city may elect to use either the most recent population estimates from the U.S. Census Bureau or the results of a special mid-decade census (if they have conducted one) as the basis for distribution of state shared revenues for Fiscal Year 2016/17;
- or a city may use only the results of the special census for one year, and beginning on July 1 in the second year after the special census, requires the city to use the most recent population estimates from the U.S. Census Bureau as the basis for distribution of state shared revenues;
- or a city use the most recent population estimates of the U.S. Census Bureau must be used annually for distribution of state shared tax revenues to all cities and towns beginning on July 1 in the second year following the decennial census through June 30 of the following the next decennial census.

Overall, General Fund revenues are forecasted conservatively and, not including the non-recurring funding sources, are expected to increase \$11.6 million or approximately 2.4% from the Fiscal Year 2015/16 Adopted Budget. The Fiscal Year 2016/17 Adopted Budget includes an increase to Public Utility Tax from 4% to 4.5% that will generate additional revenue of \$2.9 million and an increase to the Room Surcharge from \$2/night to \$4/night for \$3.7 million of new revenue.

General Fund Expenditures

The single largest investment is in personnel at \$294.7 million or 60.2% of total General Fund expenditures which is a reduction of \$15.4 million from Fiscal Year 2015/16. Operating expenses, costs for post-employment, services, and commodities, make up an additional \$116.8 million or 23.9% of the total General Fund expenditures. Debt service obligations are \$24.7 million or 5.0% and Investments to Other funds are \$53.4 million or 10.9% of the total General Fund expenditures. Investments to Other funds are cash transfers to Mass Transit, Tucson Convention Center, and Development Fee Funds.

**Fiscal Year 2016/17
General Fund Expenditures
\$489.6 million**



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

Total General Fund Expenditures (\$ million)					
Function	Adopted FY 15/16 Budget	Adopted FY 16/17 Budget	Dollar Amount Change	Percentage Change	
Elected and Official	\$ 20.5	\$ 17.1	\$ (3.4)	-16.6%	
Public Safety and Justice Services	267.1	252.0	(15.1)	-5.7%	
Community Enrichment and Development	53.5	37.0	(16.5)	-30.8%	
Support Services	48.0	63.8	15.8	32.9%	
Public Utilities	-	3.1	3.1	-	
General Government	52.4	63.2	10.8	20.6%	
Investments to Other Funds	52.6	53.4	0.8	1.5%	
Total	\$ 494.1	\$ 489.6	\$ (4.5)	-0.9%	

During the FY 2016/17 budget process, City leadership worked together to guide the organization through a difficult financial situation and, for the first time since the Great Recession, the budget is structurally balanced which is a significant accomplishment. The first step taken to achieve this included meeting with city leadership to address the projected General Fund deficit with an end goal to have an operationally balanced budget by FY 2017/18 and a structurally balanced budget with capital by FY 2019/20.

To achieve this, actions were put into motion that included the institution of a hiring freeze whereby non-essential General Fund vacant positions went either unfilled or were assessed for movement to Special Revenue and Enterprise funds such as the Highway User Revenue Fund (HURF) and Tucson Water.

In addition, a retirement incentive was made available to employees participating in the Tucson Supplemental Retirement System (TSRS) and who were eligible to retire by February 5, 2016. The incentive equaled three (3) months of base salary (520 hours) in a one-time lump sum payment. It was non-pensionable, and not included in the TSRS pension calculation. This incentive was modified on January 13, 2016 when Mayor and Council approved a medical retiree health subsidy for 36 months or three years from the date of retirement or until the employee reached the age of 65, whichever comes first. The employee had to separate service by June 10, 2016 and must permanently opt out of the City's medical plan to receive the incentive. The majority of positions vacated by employees who participated in this program were eliminated.

The City's Executive Leader Team (ELT) met for several days between February 29 and March 4 to develop various strategies for addressing the FY 2016/17 budget shortfall. A list of overarching goals was established to place the city into a financially sustainable position. Goals included structural balance for the general fund, engagement with Mayor and Council, challenging the way we do business; think long-term; consider employees, and use of technology. Each department director was challenged to look at their business model and how services are provided. This was an opportunity for a total review of departments' fundamental services to ensure efficiency and effectiveness.

The next step in the process was to present the ideas from ELT to Mayor and Council. In April 2016, a retreat was held. Discussion with directors took place to address their thoughts on changes to their organization and the impacts to the community. Through this effort, program and staff realignments' were implemented to focus on prioritized service levels allowing for reduced expenditure budgets for most General Fund departments which were then incorporated within the Fiscal Year 2016/17 Adopted Budget.

Ongoing efforts to review many functions and programs provided by various city departments will continue by challenging the way we do business across the board and questioning the status quo.

Other expenditure changes included the transfer to the General Services Department of General Fund utilities: electricity; water; waste disposal; natural gas; sewer, and district heating and cooling. The utilities budget was adjusted to reflect changes in rate increases for electricity due to loss of a 16% discount and a projected 4% rate increase effective January 2017. A 3% rate increase for sewer was also added based on a five-year trend. Liquid fuel and CNG General Fund budgets were also transferred to the General Services Department.

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.

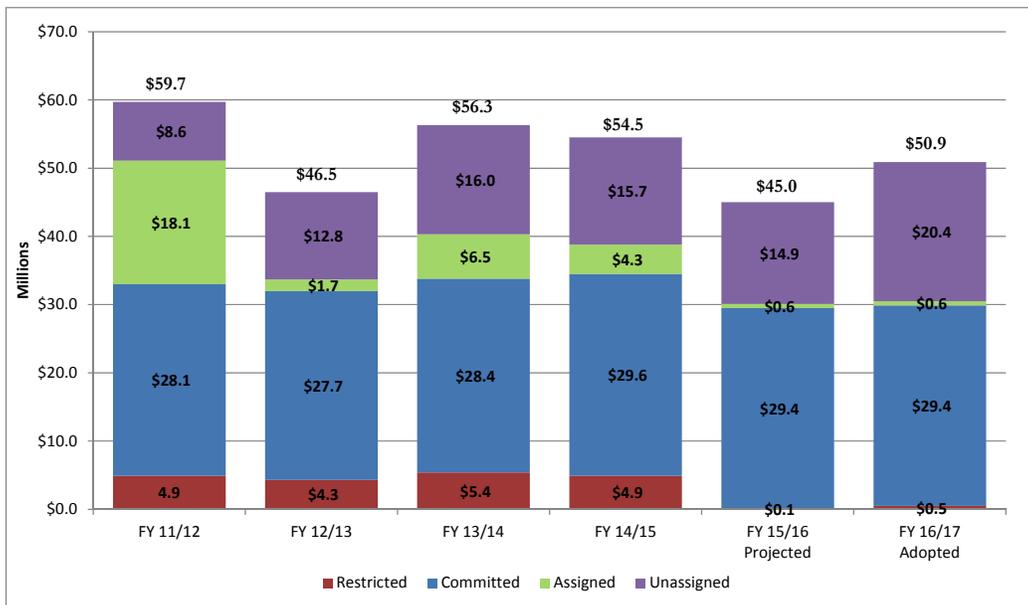
There are certain funds which are subject to constraints either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or are imposed by law through constitutional provisions (i.e. state assessment fee, vehicle impoundment fee, forfeitures). If the City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

During Fiscal Year 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 \$45.3 million and a goal of 7% for the Unassigned Fund Balance. At the end of Fiscal Year 2014/15, the Stabilization Fund was \$22.8 million, or 4.9% of operating revenues. The Unassigned Fund Balance, or residual net resources, was \$15.7 million or 3.4% of revenues, which is half of the Mayor and Council's target of 7% minimum or \$32.8 million to meet policy.

Unfortunately, the revenues projected for Fiscal Year 2015/16 will not be attained. The business privilege tax is projected to be \$6.2 million less than the adopted of \$197.1 million or \$190.9 million. The \$5.8 million sale of real estate programmed in Fiscal Year 2015/16 will not occur until next fiscal year. Department expenditures are projected to come in less than the adopted budget because a hiring freeze was instituted, retirement incentive vacated positions were eliminated, department reorganizations, and consolidation of functions. For Fiscal Year 2015/16, the City expected to draw \$5.5 million from the fund balance to cover ongoing operating costs. However, the Fiscal Year 2016/17 Adopted Budget plans to make up the timing of the land sale and increase fund balance by \$6.0 million.

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

**General Fund
Fund Balance
Fiscal Year 2011/12 - Fiscal Year 2016/17**



Other Funds Highlights

Tucson Water Utility Fund

The Tucson Water Utility operating revenues are projected to be \$191.7 million, an increase of 5.5% from the Fiscal Year 2015/16 projection. On May 17, 2016, Mayor and Council approved a 7% rate increase for each of the next two years.

- Fiscal Year 2016/17: \$179.6 million of required water sales revenue, of which \$167.8 million is projected to be generated from existing rates and \$11.7 million to be generated by an increase in water rates.
- Fiscal Year 2017/18: \$190.0 million of required water sales revenue, of which \$178.1 million is projected to be generated from Fiscal Year 2015/16 rates plus the approved Fiscal Year 2016/17 rates and \$11.9 from the approved FY 2017/18 rates.

Environmental Services Fund

The operating budget for Environmental Services has been designed to provide quality services to the community and to align with the Long-Term Financial Sustainability Plan. This fiscal year marks the second year the City is paying \$0.2 million for recycling processing and will receive no revenue from the sale of recyclables. On June 21, 2016, Mayor and Council approved a recycling surcharge on each residential and commercial account to offset the revenue loss. Along with the recycling surcharge, approval was granted for a 3% increase to commercial collection rates, and a groundwater protection fee increase.

Fiscal Year 2016/17 will be the department's fourth year replacing its collections fleet with clean natural gas fueled trucks and continues its commitment to replace the residential collection fleet after five years, resulting in higher operating efficiencies. Environmental Services also invested in technology improvements, including location monitors and an Environmental/Regulator Data System to record test results.

Park Tucson Fund

Having invested in new revenue-enhancing technology for on-street and off-street parking facilities and a new enforcement system in Fiscal Years 2014/15 and 2015/16, Park Tucson will address deferred maintenance needs at its garages, focusing on safety and security features, structural integrity, lighting, signage, and aesthetics during Fiscal Year 2016/17. More security cameras will be installed in strategic locations of Park Tucson garages to deter criminal activity and offer parking customers a greater sense of safety. All of the lighting systems in Park Tucson garages will be replaced with LED systems with dimmers and sensors, which will reduce energy consumption and costs, improve visibility, and allow for all interior garage areas to be lit when needed.

Park Tucson will also be upgrading its permitting system to include an on-line option for monthly garage and lot permit-holders, as well as resident and non-resident on-street parking permit-holders. This will improve customer convenience and potentially, in conjunction with Park Tucson's new enforcement system, allow for the introduction of new parking products and services.

Implementation of the Toole Lot monthly permit fee increase from \$35 to \$40 was postponed until October 2016. The annual cost of weekday Meter Exemption Permits in Downtown will increase from \$150 to \$200, effective July 1, 2016.

Federal Grants Fund

In September 2015, the City was awarded \$8.6 million through the U.S. Department of Homeland Security's Staffing for Adequate Fire and Emergency Response (SAFER) grant program to hire 54 firefighters. The grant's performance period spans two years. The Fiscal Year 2016/17 Adopted Budget includes \$4.5 million budget capacity for the grant.

Highway User Revenue Fund

The City commissioned an investment grade audit to evaluate all City lighting managed by the Transportation Department. The audit resulted in a project to convert roadway and garage lighting to LED to help reduce energy consumption, improve dark skies lighting environment, and address life cycle concerns. The potential project savings from implementing these energy conservation measures is anticipated to be \$2.4 million per year. The Fiscal Year 2016/17 budget includes \$15.3 million for the roads portion of the LED lighting conversion project.

Personnel Overview

Salaries and benefits make up 43.5% of the total operating budget and 62.0% 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 use of technology improvements, reorganizations, and other efficiency enhancements. For Fiscal Year 2016/17, there is a 5.4% reduction of 256 FTE positions from 4,782 authorized in Fiscal Year 2015/16 to 4,526.

Salary and Benefits Costs

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

In Fiscal Year 2015/16, the City completed a comprehensive review of its benefits package. Changes to insurance benefits were recommended to ensure long-term sustainability of the City's insurance program. As a result, Mayor and Council approved the elimination of the life insurance portability for new employees and discontinued retiree medical insurance benefits for all new hires beginning employment on or after January 1, 2016 and for domestic partners effective July 1, 2016. Also, to achieve cost savings of approximately \$2.1 million, Mayor and Council approved a conversion from a fully insured medical plan to a minimum premium plan which lowers monthly payments and realizes premium tax savings.

Medical health insurance costs will increase by 1.9%. The City negotiated a three-year rate guarantee for the City's dental plans. Fiscal Year 2016/17 is the second year under the rate guarantee. In order to avoid impacting employees' pay, and to keep the plan designs the same, the City will cover the increased costs for the medical insurance plans. Employees can enroll in the Dental HMO at no cost. Of the \$410.2 million budgeted for salaries and benefits, employee health insurance costs are \$44.8 million.

The City is sensitive to the rising costs of healthcare and other insurance for its employees and retirees. In Fiscal Year 2016/17, the City will contract with an independent firm to perform a dependent audit to verify that dependents enrolled in the City's insurance plans meet eligibility guidelines. This program will help the City manage overall plan costs.

Pension costs are determined by an independent actuarial study. The Tucson Supplemental Retirement System employer pension rate is the same as Fiscal Year 2015/16 at 27.5%. In Fiscal Year 2016/17, general employee pension costs are \$34.5 million, a decrease of \$1.5 million from the Fiscal Year 2015/16 adopted budget of \$36.0 million. This is mainly due to the decrease of budgeted positions.

The Police and Fire public safety pension increased from \$54.4 million in Fiscal Year 2015/16 to \$62.6 million in Fiscal Year 2016/17. This is an \$8.2 million or 15% increase from the prior fiscal year. The increase is contributed to the Arizona Supreme Court determination that Senate Bill 1609 was unconstitutional. The Board of Trustees of the Arizona Public Safety Personnel Retirement System adopted a policy to allow employers to phase-in the pension contribution rate increase over three years, if necessary. Plans which have a funded ratio below 50% were strongly encouraged by the Board to contribute the full amount prior to phase-in. The funding ratio of the police pension plan is 39.18% as of June 30, 2015 and the calculated contribution rate for Fiscal Year 2016/17 is 65.77%; the Fiscal Year 2015/16 rate was 64.94%. The funding ratio of the fire pension plan is 38.37% as of June 30, 2015 and the calculated contribution rate for Fiscal Year 2016/17 is 68.21%; the Fiscal Year 2015/16 rate was 66.79%. The three year phase-in rates options for Fiscal Year 2016/17 are 59.52% for the police pension plan and 61.83% for the fire pension plan.

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

The table on the following page details the citywide personnel expenditures:

Total Personnel Expenditures (\$ millions)

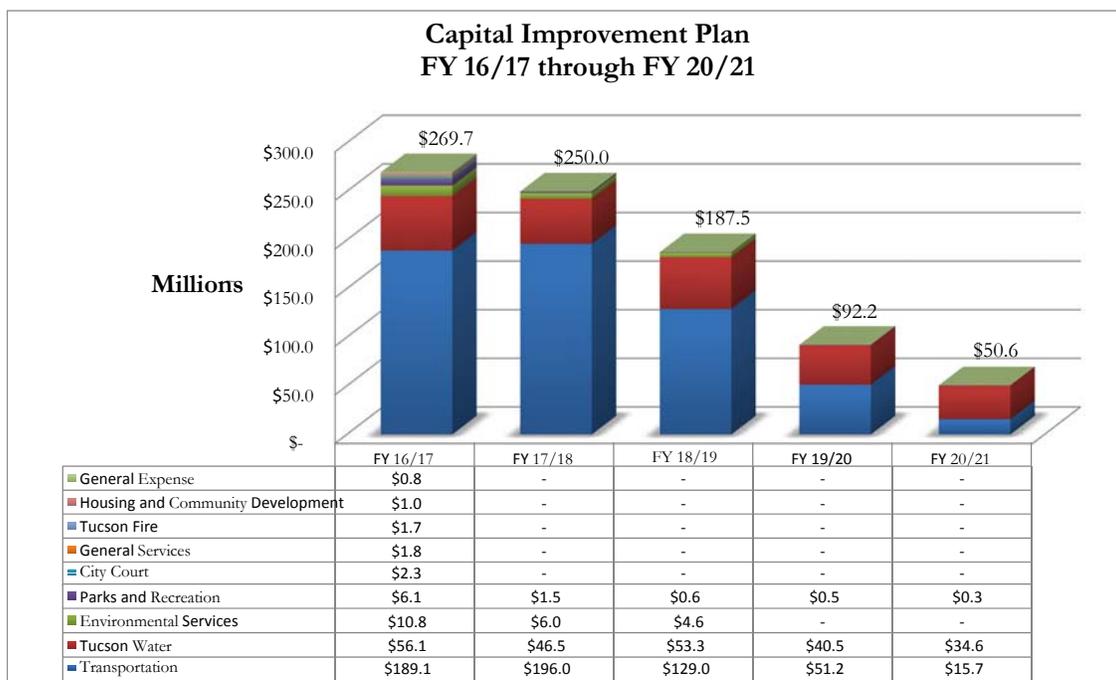
Personnel Costs	Adopted FY 2015/16 Budget	Adopted FY 2016/17 Budget	Dollar Amount Change	Percentage Change
Salaries and wages – permanent and non-permanent	\$ 239.0	\$ 228.2	\$ (10.8)	-4.5%
Extra and overtime	19.0	17.3	(1.7)	-8.9%
Employer Pension Contributions:				
Police	33.3	36.9	3.6	10.8%
Fire	21.1	25.7	4.6	21.8%
Tucson Supplemental Retirement System	36.0	34.5	(1.5)	-4.2%
FICA	12.0	10.8	(1.2)	-10.0%
Workers' Compensation	7.0	6.6	(0.4)	-5.7%
Group Health Plans	45.6	44.8	(0.8)	-1.8%
Compensation for earned leave accrual	2.6	2.5	(0.1)	-3.8%
Sick leave paid out upon retirement	2.9	0.3	(2.6)	-89.7%
Other personnel expenditures ¹	5.2	2.6	(2.6)	-50.0%
Total	\$ 423.7	\$ 410.2	\$ (13.5)	-3.2%

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

Capital Improvement Program

The Adopted Five-Year Capital Improvement Program (CIP) covering Fiscal Years 2016/17 through 2020/21 totals \$849.9 million. The Fiscal Year 2016/17 CIP plan is estimated at \$269.7 million, \$19.9 million less than Fiscal Year 2015/16. Fund summaries for each capital improvement fund and other summaries provide a five-year look into the future.

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



The Transportation Department's five-year CIP is \$581.0 million; the Fiscal Year 2016/17 plan is \$189.1 million. The department has 58 projects in the plan with primary funding sources from the Regional Transportation Authority (RTA), Federal Highway Administration grants, and general obligation bonds. Limited funding is provided from Highway User Revenue Fees, development fees, and Pima County bond proceeds.

In November 2012, the voters approved a \$100 million Road Recovery bond program to restore, repair, resurface, and improve defined streets inside the city limits. A favorable bidding environment, high original estimates, and lower prices for petroleum products over the last two years created excess capacity, estimated at \$40.0 million. This excess capacity will enable the expansion of the roadway rehabilitation program. On April 21, 2015, Mayor and Council approved moving forward with improving the additional roadway segments beyond the original commitment to the voters as recommended by the Bond Oversight Commission. Fiscal Year 2016/17 includes the fourth installment of \$20.0 million of General Obligation bonds.

Funding for enterprise fund CIP projects comes from operating revenues on a pay-as-you-go-basis, as well as, from debt. Tucson Water Department's five-year capital plan provides for a Fiscal Year 2016/17-2020/21 capital program of \$231 million. The CIP proposes about 40% debt financing and 60% current revenues/reserves funding during the five-year planning period. Major areas of focus include advanced metering; RTA and other roadway agency work relocating water facilities; Santa Cruz Wellfield and Aerospace/Sonoran Corridor construction; control system upgrades; reservoir rehabilitation; recycled water planning; and necessary infrastructure replacement. The Environmental Services Department's five-year CIP of \$21.4 million is comprised of seven projects all funded with operating revenues. Major projects include the Los Reales landfill self-hauler facility, Silverbell landfill water quality assurance, and the Tenth Avenue maintenance facility.

Budget Development Process

The budgetary process is governed by both state and City legal requirements and provides an opportunity for citizen comment. Within the framework of identified community priorities and policy initiatives, the Mayor and Council review the City Manager's recommended budget and make adjustments as necessary. Following this review and public hearings to obtain taxpayer comments, the Mayor and Council adopt the budget and property tax levy. The budget calendar for Fiscal Year 2016/17 can be found on page iii.



Section B Policies and Legal Requirements



FINANCIAL POLICIES and PRACTICES

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

The Comprehensive Financial Policies are available in their entirety on the City Finance Department's website at http://www.tucsonaz.gov/files/finance/Comprehensive_Financial_Policies_Nov_2014.pdf.

Balanced Budget

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

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

Operating Management Policies

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

Capital Management Policy

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

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

Revenue Diversification

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

General Accounting Policies

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

Budgetary Policies

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

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

Fund Balance Policy

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

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

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

Committed Fund Balance

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

Assigned Fund Balance

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

Unassigned Fund Balance

- A target of a minimum of seven percent (7%) of General Fund revenues will be "unassigned/contingency", with the intention to provide additional stability to the General Fund recognizing the cyclical nature of the economy and the volatility of the major revenue sources of the City.
- Funds in excess of the seven percent target will be retained in the unassigned General Fund balance, and may be considered to supplement "pay as you go" capital outlay expenditures, or may be used to prepay existing City debt.
- These funds may not be used to establish or support costs that are recurring in nature.

Investment Policy

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

Comparison to the Basis of Accounting for the CAFR

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

DEBT MANAGEMENT POLICY

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

The debt policy is to be used in conjunction with the Adopted Budget, the 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.

DEBT MANAGEMENT POLICY

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, 2015

Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	\$ 213,495,000	19.86%
Highway Revenue Bonds	82,975,000	7.72%
Certificates of Participation	231,775,881	21.56%
Special Assessment Debt	1,139,000	0.11%
Clean Renewable Energy Bonds	12,580,100	1.17%
Capital Leases	3,073,227	0.29%
	545,038,208	50.70%
Business-type Activities:		
Water System Revenue Bonds	518,990,120	48.28%
Certificates of Participation	10,589,119	0.99%
Capital Leases	355,417	0.03%
	529,934,656	49.30%
Total Indebtedness	\$ 1,074,972,864	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 May 17, 2016, Mayor and Council authorized the fourth installment of \$20,000,000 in General Obligation Bonds for this purpose and \$30,000,000 for refunding existing debt to take advantage of the low interest rate environment. On June 14, 2016 the \$20,000,000 of new money and \$23,020,000 of General Obligation Refunding Bonds were sold. The interest cost was 1.571% and the net present value savings to secondary property taxpayers is \$1,781,055. The final \$20,000,000 installment of the 2012 authorization is planned to be issued in the spring of 2017.

Water System Revenue Obligations, Series 2015 - On May 17, 2016, Mayor and Council authorized the sale and issuance of water system revenue obligation bonds in an amount not to exceed \$50,000,000 to provide funds for the purposes of acquiring, constructing and improvement utility systems for the City and to refund existing debt to realize interest savings. On June 8, 2016, \$17,215,000 of 2016 Water Revenue Obligations were issued and resulted with an interest cost of 2.838%.

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

Repayment Impact of Bond Sales

General Obligation Bond Debt Service - General obligation bond debt is paid off from the secondary property tax rate, which is determined each year by the levy required to meet the annual debt service divided by the City’s projected secondary assessed valuation. For Fiscal Year 2016/17, the required levy to cover outstanding bonds is estimated at \$33,874,570, an increase of \$657,160 from the levy for Fiscal Year 2015/16. The Fiscal Year 2016/17 secondary property rate is estimated at \$1.0634 per \$100 of assessed valuation, which is the same as Fiscal Year 2015/16. The actual rate for Fiscal Year 2016/17 may be higher or lower depending on the final secondary assessed valuation set by Pima County later this summer.

DEBT MANAGEMENT POLICY

Street and Highway Revenue Bond Debt Service - Street and highway revenue bonds are repaid from state-shared Highway User Revenue Fund receipts. Repayment from this source in Fiscal Year 2016/17 will be \$17,016,550.

Enterprise Funds Debt Service - Enterprise Fund revenue bonds and other long-term obligations are payable solely from fees, charges for services, or rents paid by users of the service provided.

DEBT SERVICE BY SOURCE OF FUNDS PRINCIPAL AND INTEREST

	FY 2015/16	FY 2016/17
General Government Funds¹		
General Fund	\$ 23,884,000	\$ 24,717,140
Park Tucson Fund	1,310,550	1,553,020
Public Housing Section 8 Fund	84,000	83,870
Mass Transit Fund - Sun Link	1,512,430	1,514,120
General Obligation Bond Debt Fund	32,468,110	33,490,600
Street and Highway Revenue Bond Debt Fund	17,484,100	17,016,550
Special Assessments Fund	495,830	425,630
Total General Government Funds	<u>77,239,020</u>	<u>78,800,930</u>
Internal Service Funds²		
General Service Fund	<u>1,791,200</u>	<u>1,764,140</u>
Total Internal Service Funds	1,791,200	1,764,140
Enterprise Funds²		
Environmental Services Fund	751,220	757,510
Tucson City Golf Fund	102,220	100,140
Tucson Water Utility Fund	<u>51,566,220</u>	<u>54,709,850</u>
Total Enterprise Funds	52,419,660	55,567,500
Grand Total	<u>\$ 131,449,880</u>	<u>\$ 136,132,570</u>

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

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

LEGAL REQUIREMENTS

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

LEGAL REQUIREMENTS IMPOSED BY THE STATE

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

The City's limitation amount for Fiscal Year 2016/17 includes three voter-approved increases to the expenditure base. In November 1981, the voters passed an \$800,000 increase and in November 1987, the voters approved a \$46.9 million permanent increase to the base limitation and then in the November 2013 election, the voters approved an additional \$50.0 million permanent increase to the base limitation.

Property Tax Levy Limitation

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

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

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

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

LEGAL REQUIREMENTS

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

Budget Adoption

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

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

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

Adoption of Tax Levy

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

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

Budget Revisions

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

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

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

Department directors are required to control expenditures to prevent exceeding their departmental expenditure budget. If budget changes are needed within a department budget, city departments prepare budget change requests identifying the areas to be increased and decreased. The Finance/Budget office approves these budget change requests; under special circumstances the City Manager or his designee also approves the change requests. If there are major policy or program implications associated with a change, the City Manager may submit it to the Mayor and Council for approval. Once approved, the revised appropriation is entered into the City's financial management system.

LEGAL REQUIREMENTS IMPOSED BY THE TUCSON CITY CHARTER

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

Property Tax Levy Limitation

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

Fiscal Year

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

Submission of the Recommended Budget

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

Budget Approval

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

LEGAL REQUIREMENTS

Budget Publication and Hearings

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

Adoption of the Budget and Tax Levy

Under Chapter XIII, Section 13 of the 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 2015/16 AND 2016/17**

Property Tax	Adopted FY 15/16 Levy	Actual FY 15/16 Levy	FY 16/17 Maximum Levy Amount	FY 16/17 Involuntary Tort Levy Amount	FY 16/17 Total Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	\$ 16,635,720	\$ 16,635,714	\$ 14,535,127 ¹	\$ 2,500,001	\$ 17,035,128	\$ 399,414	2.4%
Secondary	33,217,410	33,217,410	33,874,570	-0-	33,874,570	657,160	2.0%
Total	\$ 49,853,130	\$ 49,853,124	\$ 48,409,697	\$ 2,500,001	\$ 50,909,698	\$ 1,056,574	2.1%

Property Tax	Actual FY 15/16 Rate	Estimated FY 16/17 Rate ²	Amount Rate Increase/ (Decrease)	Percentage Rate Increase/ (Decrease)
Primary	\$ 0.5326	\$ 0.5348	\$ 0.0022	0%
Secondary	1.0634	1.0634	-0-	0%
Total	\$ 1.5960	\$ 1.5982	\$ 0.0022	0.1%

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

² 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 7, 2016

RESOLUTION NO. 22564

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017, 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, 2016 and ending June 30, 2017, which was tentatively adopted on May 17, 2016 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, 2016 and ending June 30, 2017, and such finally determined estimates are hereby adopted as the budget of the City of Tucson for said fiscal year.

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

<u>Purpose of Expenditure</u>	<u>Final 2017 Budget</u>
Elected and Official	\$ 17,569,430
Public Safety and Justice Services	273,827,990
Community Enrichment and Development	458,312,640
Public Utilities	299,909,110
Support Services	124,111,600
General Government	117,152,590
Fiduciary Funds	<u>81,272,710</u>
 TOTAL	 <u>\$ 1,372,156,070</u>

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

Purpose of Expenditure

Final 2017 Budget
Subject to State Budget Law

Elected and Official	\$ 17,151,730
Public Safety and Justice Services	248,801,550
Community Enrichment and Development	188,655,180
Public Utilities	194,332,210
Support Services	62,732,210
General Government	28,827,890
Fiduciary Funds	-0-
TOTAL	<u>\$ 740,500,770</u>

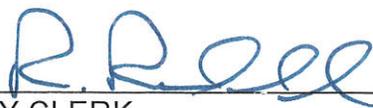
SECTION 4. That money for any fund may be used for any of the purposes set forth in Section 2, except money specifically restricted by State or Federal law or City Charter, Code, Ordinances or Resolutions or bond covenants.

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

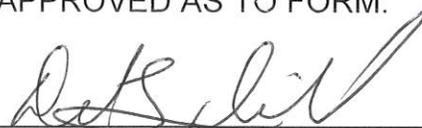
PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 7th day of June, 2016.


MAYOR

ATTEST:


CITY CLERK

APPROVED AS TO FORM:


CITY ATTORNEY

REVIEWED BY:


CITY MANAGER

Schedule A Resolution No. 22564
CITY OF TUCSON
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2017

Fiscal Year	S c h	FUNDS									
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Fiduciary Funds	Total All Funds	
2016	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	441,565,090	265,729,270	50,448,040	133,678,700	0	333,941,230	65,633,340	76,216,870	1,367,212,540
2016	Actual Expenditures/Expenses**	E	435,510,150	245,977,740	50,218,480	81,727,720	0	262,569,150	53,843,260	77,060,870	1,206,907,370
2017	Fund Balance/Net Position at July 1***		48,654,726	35,591,333	3,590,979	64,543,022		143,872,994	15,088,633	717,722,797	1,029,064,484
2017	Primary Property Tax Levy	B	14,535,130						2,500,000		17,035,130
2017	Secondary Property Tax Levy	B			33,874,570						33,874,570
2017	Estimated Revenues Other than Property Taxes	C	480,637,250	199,714,940	9,115,350	119,419,120	0	266,771,270	58,814,480	59,161,600	1,193,634,010
2017	Other Financing Sources	D				24,016,200	0	30,000,000	0	0	54,016,200
2017	Interfund Transfers In	D		52,215,760	9,141,070	1,277,190	0	700,000	0	0	63,334,020
2017	Interfund Transfers (Out)	D	(53,394,380)	(9,939,640)	0	0	0	0	0	0	(63,334,020)
2017	Reduction for Amounts Not Available:										
2017	Total Financial Resources Available		597,221,486	297,461,673	55,721,969	209,255,532	0	441,344,264	76,403,113	776,884,397	2,454,292,434
2017	Budgeted Expenditures/Expenses	E	436,223,930	265,133,430	50,932,780	157,269,540	0	319,578,940	61,744,740	81,272,710	1,372,156,070

EXPENDITURE LIMITATION COMPARISON

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

	2016	2017
1.	\$ 1,367,212,540	\$ 1,372,156,070
2.		
3.	1,367,212,540	1,372,156,070
4.	661,888,082	631,655,302
5.	\$ 705,324,458	\$ 740,500,768
6.	\$ 920,791,755	\$ 932,798,747

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. 22564
CITY OF TUCSON
Tax Levy and Tax Rate Information
Fiscal Year 2017

	2016	2017
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>16,635,720</u>	\$ <u>17,035,130</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>-0-</u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>16,635,720</u>	\$ <u>17,035,130</u>
B. Secondary property taxes	<u>33,217,410</u>	<u>33,874,570</u>
C. Total property tax levy amounts	\$ <u>49,853,130</u>	\$ <u>50,909,700</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>16,635,720</u>	
(2) Prior years' levies	<u>490,500</u>	
(3) Total primary property taxes	\$ <u>17,126,220</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>33,217,410</u>	
(2) Prior years' levies	<u>993,750</u>	
(3) Total secondary property taxes	\$ <u>34,211,160</u>	
C. Total property taxes collected	\$ <u>51,337,380</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.5326</u>	<u>0.5348</u>
(2) Secondary property tax rate	<u>1.0634</u>	<u>1.0634</u>
(3) Total city/town tax rate	<u>1.5960</u>	<u>1.5982</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>no</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

Schedule C Resolution No. 22564
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
GENERAL FUND			
Local taxes			
Business Privilege Tax	\$ 197,118,630	\$ 190,912,670	\$ 192,539,300
Public Utility Tax	22,111,320	22,539,710	26,722,100
Use Tax	4,900,000	5,010,770	5,090,860
Transient Occupancy Tax	9,346,980	10,334,860	10,425,620
Room Tax	3,629,240	3,918,560	7,502,400
Pawn Broker Second Hand Dealer	310,660	310,660	352,770
Property Taxes - Prior Years	250,000	550,000	250,000
Government Property Lease Excise Tax	10,000	9,920	-0-
State Shared Revenues			
State Shared Income Tax	\$ 63,205,510	\$ 63,070,690	\$ 65,118,880
State Shared Sales Tax	48,935,140	49,411,020	50,099,800
State Shared Auto Lieu Tax	21,968,250	22,059,120	22,790,790
Licenses and permits			
Utility Franchise Fees	\$ 14,608,540	\$ 14,669,330	\$ 14,850,000
Permits/Inspection Fees	5,000,000	5,000,000	5,000,000
Cable Television Licenses	3,395,640	3,400,200	3,400,200
License Application Fees	2,479,000	2,711,020	2,663,000
Animal License and Care Fees	1,150,000	1,150,000	1,150,000
Liquor License	750,920	750,000	800,000
Sign Regulation Fee	225,000	245,000	250,000
Litter Assessment Fee	200,000	160,000	160,000
Alarm Permit Fee	125,000	200,000	200,000
Telecommunications Licenses and Franchise Fee	105,870	190,420	280,500
Dealer Trade Show License	132,090	148,930	148,930
Miscellaneous Licenses and Permits	177,100	157,670	172,100
Charges for services			
Administration Charge to Enterprise Funds	\$ 12,878,210	\$ 12,878,210	\$ 13,554,070
City Attorney	11,000	14,000	14,000
General Government	539,760	564,780	674,600
Information Technology	96,000	84,590	67,590
Parks and Recreation	5,445,640	5,384,460	5,778,440
Planning and Development Services	2,915,000	2,960,000	2,788,000
Public Defender	115,060	115,060	117,440
Tucson Fire	11,102,500	13,099,000	13,598,090
Tucson Police	5,950,000	6,235,000	6,735,000
Fines and forfeits			
City Attorney	\$ 583,000	\$ 450,100	\$ 280,000
City Court	11,802,370	8,652,040	8,597,730
Finance	5,500	1,930	5,500
General Government	26,000	12,000	14,500
Planning and Development Services	6,000	2,030	1,500
Tucson Fire	500	200	500
Tucson Police	1,908,500	1,576,300	1,578,900
Use of Money and Property			
Rentals and Leases	\$ 404,900	\$ 414,040	\$ 192,840
Interest Earnings	244,030	244,030	255,950
In-lieu property taxes			
Tucson Water Utility	\$ 1,600,000	\$ 1,600,000	\$ 1,918,300

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

Schedule C Resolution No. 22564
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
Other Agencies			
Dispatch Services	\$ 1,037,300	\$ 1,067,300	\$ 1,162,560
University of Arizona Fire Service	141,430	141,430	141,430
Law Enforcement Training	240,000	240,000	240,000
State Telecommunications 911 Excise Tax	-	40,000	40,000
Non-Grant Contributions			
General Government	\$ 1,097,760	\$ 1,097,760	\$ 1,065,280
Housing and Community Development			
Parks and Recreation	359,160	382,200	383,100
Tucson Fire Department	1,300,000	1,300,000	1,300,000
Tucson Police Department	750,000	1,280,000	1,838,270
Miscellaneous			
Sale of Property	\$ 9,218,500	\$ 7,673,500	\$ 7,233,000
Miscellaneous Revenues	424,230	340,840	123,020
Rebates Purchasing Card	600,000	600,000	600,000
Recovered Expenditures	139,390	363,440	370,390
Total General Fund	\$ 471,076,630	\$ 465,724,790	\$ 480,637,250
SPECIAL REVENUE FUNDS			
Mass Transit Fund			
Passenger Revenue	\$ 11,546,000	\$ 9,863,200	\$ 10,959,150
Advertising Revenue	253,750	287,480	349,200
Regional Transportation Authority	8,286,720	7,944,750	8,574,760
Other Governmental Operating Assistance	5,586,300	5,027,760	5,411,170
Special Needs	780,230	791,300	1,089,100
Rents and Leases	360,000	395,760	414,100
Miscellaneous Revenue	633,020	540,720	1,049,360
Federal Transit Grants	30,100,570	23,558,850	18,527,880
Total Mass Transit Fund	\$ 57,546,590	\$ 48,409,820	\$ 46,374,720
Mass Transit Fund - Sun Link			
Passenger Revenue	\$ 1,312,280	\$ 892,150	\$ 917,260
Advertising	84,000	175,680	175,680
Regional Transportation Authority	2,000,000	2,000,000	1,200,000
Total Mass Transit Fund - Sun Link	\$ 3,396,280	\$ 3,067,830	\$ 2,292,940
Tucson Convention Center Fund			
Room and Space Rental	\$ 1,374,920	\$ 1,281,390	\$ 1,600,160
Parking	1,017,480	888,780	1,088,000
Catering and Concessions	1,048,690	1,753,330	2,167,140
Novelty Sales	22,610	24,070	38,700
Commission Revenue	-	2,770	-
Facility User Fees	198,840	455,200	906,930
Event Ticket Rebates	119,690	152,360	212,660
Recovered Expenditures	404,580	984,000	1,059,650
Rents and Leases	66,080	45,840	-
Miscellaneous Revenues	-	510	-
Total Tucson Convention Center Fund	\$ 4,252,890	\$ 5,588,250	\$ 7,073,240
Highway User Revenue Fund			
State Shared HURF	\$ 36,492,310	\$ 36,679,180	\$ 38,274,480
Permits and Inspection Fees	403,000	420,040	400,000
Temporary Work Zone Traffic Control	140,000	200,000	250,000
Other Charges for Service	-	32,580	24,800
Rents and Leases	555,840	555,840	550,000
Proceeds from Sale of Capital Assets	500,000	700,000	500,000
Interest Earnings	80,000	90,000	80,000
Recovered Expenditures	-	362,980	100,000
Miscellaneous Revenues	-	3,630	-
Total Highway User Revenue Fund	\$ 38,171,150	\$ 39,044,250	\$ 40,179,280

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

Schedule C Resolution No. 22564
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
Park Tucson Fund			
Parking Meter Collections	\$ 1,491,150	\$ 1,471,200	\$ 1,442,220
Parking Revenues	2,579,220	2,745,510	2,919,760
Hooded Meter Fees	56,000	56,000	56,000
Assessment Fee	64,350	65,000	63,900
Parking Violations	715,000	700,000	710,000
Rents and Leases	117,300	120,000	108,840
Miscellaneous Revenues	-	32,800	-
Total Park Tucson Fund	\$ 5,023,020	\$ 5,190,510	\$ 5,300,720
Civic Contribution Fund			
City Clerk's Office	\$ -	\$ -	\$ 5,000
Office of Integrated Planning	20,000	7,000	-
Mayor's Office	-	11,500	52,500
Parks and Recreation	190,100	204,140	176,700
Tucson Convention Center	-	-	30,000
Tucson Fire	20,000	30,400	47,000
Tucson Police	1,000	14,000	15,000
Open Space Contributions	10,000	-	-
Interest Earnings	8,500	6,800	-
Total Civic Contribution Fund	\$ 249,600	\$ 273,840	\$ 326,200
Community Development Block Grant Fund			
Community Development Block Grant	\$ 7,770,610	\$ 6,058,090	\$ 17,942,100
Program Income	264,000	443,910	142,000
El Portal Income	328,270	-	-
Miscellaneous Revenues	860	-	860
Total Community Development Block Grant Fund	\$ 8,363,740	\$ 6,502,000	\$ 18,084,960
Miscellaneous Housing Grant Fund			
Federal Miscellaneous Housing Grants	\$ 3,014,310	\$ 3,532,280	\$ 3,014,030
Lead Hazard Control Grants	600,310	188,250	-
Program Income	852,440	344,010	720,280
Total Miscellaneous Housing Grant Fund	\$ 4,467,060	\$ 4,064,540	\$ 3,734,310
Public Housing Section 8 Fund			
Federal Public Housing Section 8 Grant	\$ 38,114,730	\$ 37,880,040	\$ 36,367,610
Charges for Service	-	44,600	57,300
Interest Earnings	20,000	-	17,750
Miscellaneous Revenues	-	45,420	48,620
Total Public Housing Section 8 Fund	\$ 38,134,730	\$ 37,970,060	\$ 36,491,280
HOME Investment Partnerships Program Fund			
HOME Funds	\$ 4,284,830	\$ 3,585,870	\$ 7,039,070
Program Income	396,880	1,110,700	418,270
El Portal Program Income	228,130	-	-
Miscellaneous Revenues	100	-	100
Total HOME Investment Partnerships Program Fund	\$ 4,909,940	\$ 4,696,570	\$ 7,457,440
Other Federal Grants Fund			
City Attorney	\$ 333,000	\$ 224,010	\$ 297,900
City Court	653,720	653,720	861,940
Housing and Community Development	76,560	-	-
Office of Integrated Planning	40,000	3,500	-
Parks and Recreation	561,150	365,760	619,670
Transportation	33,594,700	30,313,770	11,835,490
Tucson Fire	4,741,620	3,337,820	6,871,340
Tucson Police	8,723,490	7,467,580	8,656,240
Total Other Federal Grants Fund	\$ 48,724,240	\$ 42,366,160	\$ 29,142,580

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

Schedule C Resolution No. 22564
CITY OF TUCSON
 Revenues Other Than Property Taxes
 Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
Non-Federal Grants Fund			
City Attorney	\$ 113,440	\$ 82,200	\$ 119,800
Housing and Community Development	442,040	442,040	442,000
Parks and Recreation	241,520	50,400	156,420
Tucson Fire	25,000	-	25,000
Tucson Police	1,614,450	1,600,000	2,514,050
Total Non-Federal Grants Fund	\$ 2,436,450	\$ 2,174,640	\$ 3,257,270
Total Special Revenue Funds	\$ 215,675,690	\$ 199,348,470	\$ 199,714,940
DEBT SERVICE FUNDS			
Street and Highway Bond and Interest Fund			
State Shared - HURF	\$ 7,651,020	\$ 7,705,370	\$ 7,859,480
Interest Earnings	11,490	11,490	16,000
Miscellaneous Revenues	-	12,330	-
Total Street and Highway Bond and Interest Fund	\$ 7,662,510	\$ 7,729,190	\$ 7,875,480
General Obligation Bond and Interest Fund			
Secondary Property Taxes - Prior Years	\$ -	\$ 1,000,000	\$ 1,000,000
Total General Obligation Bond and Interest Fund	\$ -	\$ 1,000,000	\$ 1,000,000
Special Assessment Bond and Interest Fund			
Special Assessment Collections	\$ 265,300	\$ 265,300	\$ 227,240
Interest Earnings	16,480	16,480	10,000
Miscellaneous Revenues	1,960	1,960	2,630
Total Special Assessment Bond and Interest Fund	\$ 283,740	\$ 283,740	\$ 239,870
Total Debt Service Funds	\$ 7,946,250	\$ 9,012,930	\$ 9,115,350
CAPITAL PROJECTS FUNDS			
2012 General Obligation Bond Fund			
Interest Earnings	\$ 90,000	\$ -	\$ -
Total 2012 General Obligation Fund	\$ 90,000	\$ -	\$ -
Capital Improvement Fund			
Intergovernmental Agreements	\$ 7,902,900	\$ 2,793,560	\$ 25,189,000
Total Capital Improvement Fund	\$ 7,902,900	\$ 2,793,560	\$ 25,189,000
Development Fee Fund			
Development Fees for Police	\$ 40,000	\$ 110,000	\$ 217,780
Development Fees for Fire	25,000	-	87,470
Development Fees for Transportation	275,000	-	2,015,730
Development Fees to Parks	80,000	-	462,980
Interest Earnings	70,000	70,000	55,220
Total Development Fee Fund	\$ 490,000	\$ 180,000	\$ 2,839,180
Regional Transportation Authority Fund			
Regional Transportation Authority	\$ 85,589,430	\$ 56,693,530	\$ 91,225,330
Rentals and Leases	103,000	95,610	165,610
Sale of Capital Assets	-	6,370	-
Total Regional Transportation Authority Fund	\$ 85,692,430	\$ 56,795,510	\$ 91,390,940
Total Capital Projects Funds	\$ 94,175,330	\$ 59,769,070	\$ 119,419,120
ENTERPRISE FUNDS			
Tucson Water Utility			
Potable Water Sales	\$ 143,732,530	\$ 131,875,000	\$ 135,000,000
Reclaimed Water Sales	11,163,000	8,600,000	9,000,000
Central Arizona Project Surcharge	21,785,000	21,950,000	22,500,000
Water Conservation Fee	2,707,000	2,830,000	3,000,000
Fire Sprinkler Fee	1,964,000	2,435,000	2,500,000
Connection Fees	1,450,000	1,600,000	1,500,000
Service Charges	4,250,000	3,340,000	3,550,000

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

Schedule C Resolution No. 22564
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
Tucson Water Utility (Continued)			
Development Plan Review/Inspection Fees	\$ 518,730	\$ 500,000	\$ 510,000
Billing Services	3,658,000	4,315,000	4,315,000
Miscellaneous Revenues	5,041,520	4,237,200	9,825,000
Tucson Airport Remediation Project	923,870	976,000	975,000
Water System Equity Fees	2,408,340	2,408,340	2,408,340
CAP Water Resource Fees	350,000	551,500	400,000
Grants and Contributions	865,000	-0-	865,000
Sale of Capital Assets	-0-	340,000	-0-
Investment Income	319,540	535,560	335,000
Total Tucson Water Utility	\$ 201,136,530	\$ 186,493,600	\$ 196,683,340
Environmental Services Fund			
Residential Refuse Services	\$ 28,437,000	\$ 28,662,000	\$ 28,637,000
Commercial Refuse Services	7,130,000	7,385,000	7,130,000
Landfill Services Charges	6,650,000	7,274,220	6,650,000
Remediation Ground Fee	3,500,000	3,590,000	3,500,000
Self Haul Fee	1,100,000	1,439,000	1,200,000
Refuse Penalties	141,000	140,770	141,000
Recycling	850,000	600,400	-0-
Household Hazardous Waste	109,180	62,170	109,180
Intergovernmental Agreements	40,000	40,000	40,000
Miscellaneous Grants	130,000	-0-	124,000
Sale of Capital Assets	200,000	506,700	200,000
Interest Earnings	35,000	66,070	35,000
Recovered Expenses	8,000	19,810	8,000
Miscellaneous Revenues	-0-	290,600	-0-
Total Environmental Services Fund	\$ 48,330,180	\$ 50,076,740	\$ 47,774,180
Tucson Golf Course Enterprise Fund			
Greens Fees	\$ 3,481,340	\$ 3,295,770	\$ 3,251,300
Cart Fees	1,375,730	1,521,820	1,685,960
Driving Range	748,190	599,330	661,000
Food and Beverage	1,231,950	1,183,730	1,311,600
Other Income	500,230	776,770	869,590
Pro Shops	361,420	326,040	364,650
Total Tucson Golf Course Enterprise Fund	\$ 7,698,860	\$ 7,703,460	\$ 8,144,100
Public Housing Fund			
Federal Grants	\$ 5,815,660	\$ 7,036,360	\$ 5,603,290
Housing Administration Charges	3,117,260	2,731,050	3,127,830
Tenant Rent and Parking Fees	3,451,300	3,595,180	3,362,030
Charges for Other Services	166,210	163,030	151,150
Other Rental Income	7,900	5,950	7,960
Interest Earnings	26,860	20,860	30,620
Miscellaneous Revenues	168,160	210,960	124,650
Total Public Housing Fund	\$ 12,753,350	\$ 13,763,390	\$ 12,407,530
Non-Public Housing Asset Management Fund			
Federal Grants	\$ 208,200	\$ 206,150	\$ 223,720
Tenant Rent	991,240	1,337,320	1,456,720
Charges for Other Services	33,070	47,280	64,180
Rents and Leases	55,640	50,530	17,500
Total Non-Public Housing Asset Management Fund	\$ 1,288,150	\$ 1,641,280	\$ 1,762,120
Total Enterprise Funds	\$ 271,207,070	\$ 259,678,470	\$ 266,771,270

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

Schedule C Resolution No. 22564
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
INTERNAL SERVICE FUNDS			
Fleet Services Internal Service Fund			
Interdepartmental Charges	\$ 26,508,120	\$ 21,765,060	\$ 23,926,210
Proceeds from the Sale of Capital Assets	25,000	142,000	142,000
Miscellaneous Revenues	102,000	124,950	72,110
Total Fleet Services Internal Service Fund	\$ 26,635,120	\$ 22,032,010	\$ 24,140,320
General Services Internal Service Fund			
Interdepartmental Charges	\$ 20,854,820	\$ 18,550,140	\$ 18,933,560
Non-Grant Contributions	308,210	286,950	261,670
Miscellaneous Revenues	8,000	5,900	5,400
Total General Services Internal Service Fund	\$ 21,171,030	\$ 18,842,990	\$ 19,200,630
Self Insurance Internal Service Fund			
Interdepartmental Charges	\$ 14,630,030	\$ 13,631,790	\$ 15,473,530
Interest Revenue	55,000	55,000	-
Miscellaneous Revenue	200,000	12,000	-
Total Self Insurance Internal Service Fund	\$ 14,885,030	\$ 13,698,790	\$ 15,473,530
Total Internal Service Funds	\$ 62,691,180	\$ 54,573,790	\$ 58,814,480
FIDUCIARY FUNDS			
Tucson Supplemental Retirement System			
Employer Contributions	\$ 35,969,120	\$ 35,969,120	\$ 40,203,900
Employee Contributions	6,836,000	6,836,000	6,772,700
Portfolio Earnings	12,135,000	12,135,000	12,135,000
Miscellaneous Revenues	50,000	50,000	50,000
Total Tucson Supplemental Retirement System	\$ 54,990,120	\$ 54,990,120	\$ 59,161,600
Total Fiduciary Funds	\$ 54,990,120	\$ 54,990,120	\$ 59,161,600
TOTAL ALL FUNDS	\$ 1,177,762,270	\$ 1,103,097,640	\$ 1,193,634,010

* 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. 22564
CITY OF TUCSON
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2017

FUND	OTHER FINANCING 2017		INTERFUND TRANSFERS 2017	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Transfer to Mass Transit Fund	\$	\$	\$	\$ (44,563,920)
Transfer to Mass Transit - Sun Link Fund				(3,175,280)
Transfer to Tucson Convention Center				(4,476,560)
Transfer to Development Fee Fund				(478,620)
Transfer to Water Fund				(700,000)
Total General Fund	\$	\$	\$	\$ (53,394,380)
SPECIAL REVENUE FUNDS				
Transfer from General Fund	\$	\$	\$ 52,215,760	\$
Transfer to Street & Highway Bond and Interest Fund				(9,141,070)
Transfer to Development Fee Fund				(798,570)
Total Special Revenue Funds	\$	\$	\$ 52,215,760	\$ (9,939,640)
DEBT SERVICE FUNDS				
Transfer from Highway User Revenue Fund	\$	\$	\$ 9,141,070	\$
Total Debt Service Funds	\$	\$	\$ 9,141,070	\$
CAPITAL PROJECTS FUNDS				
Transfer from General Fund	\$	\$	\$ 478,620	\$
Transfer from Highway User Revenue Fund			798,570	
General Obligation Bond Proceeds	20,000,000			
General Obligation Bond Premium	500,000			
Certificates of Participation	3,516,200			
Total Capital Projects Funds	\$ 24,016,200	\$	\$ 1,277,190	\$
ENTERPRISE FUNDS				
Water System Obligation Bond Proceeds	\$ 30,000,000	\$	\$	\$
Transfer from General Fund			700,000	
Total Enterprise Funds	\$ 30,000,000	\$	\$ 700,000	\$
INTERNAL SERVICE FUNDS				
None	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 54,016,200	\$	\$ 63,334,020	\$ (63,334,020)

Schedule E to Resolution No. 22564
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2017

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
GENERAL FUND				
Mayor and Council	\$ 2,559,710	\$	\$ 2,477,500	\$ 2,386,810
Budget and Internal Audit	1,482,770		1,164,660	-
City Attorney	8,191,610		7,555,170	7,435,540
City Clerk	4,300,410		3,718,100	3,172,710
City Court	12,618,680		12,262,740	9,380,940
City Manager	5,426,800		4,604,870	4,156,670
Environmental Services	-		-	3,061,600
Finance	10,492,840		8,216,810	8,363,620
General Services	10,678,790		10,677,670	29,076,870
Housing and Community Development	3,074,460		2,651,680	2,553,900
Human Resources	2,789,020		2,488,650	2,365,420
Information Technology	19,436,900		21,255,600	20,649,250
Integrated Planning	1,902,190		1,746,980	-
Parks and Recreation	36,454,370		36,099,420	27,104,310
Planning and Development Services	8,953,620		8,321,220	5,863,630
Procurement	3,156,990		2,980,750	3,311,340
Public Defender	3,191,360		3,022,070	2,700,840
Transportation	3,166,810		2,788,150	1,491,290
Tucson Fire	93,984,840		95,022,460	91,165,710
Tucson Police	157,309,280		155,861,740	148,779,290
General Government	52,143,640		52,343,910	59,954,190
Contingency	250,000		250,000	3,250,000
Total General Fund	\$ 441,565,090	\$	\$ 435,510,150	\$ 436,223,930
SPECIAL REVENUE FUNDS				
Mass Transit Fund				
Transportation	\$ 97,707,380	\$	\$ 89,867,790	\$ 90,738,640
General Services	3,500,000		3,500,940	-
Total Fund	\$ 101,207,380	\$	\$ 93,368,730	\$ 90,738,640
Mass Transit Fund - Sun Link				
Transportation	\$ 5,733,230	\$	\$ 5,534,670	\$ 5,468,220
Total Fund	\$ 5,733,230	\$	\$ 5,534,670	\$ 5,468,220
Tucson Convention Center Fund				
Tucson Convention Center	\$ 7,683,630	\$	\$ 8,426,650	\$ 10,232,750
General Government	1,315,820		1,315,820	1,317,050
Total Fund	\$ 8,999,450	\$	\$ 9,742,470	\$ 11,549,800
Highway User Revenue Fund				
Transportation	\$ 34,981,610	\$	\$ 33,271,800	\$ 51,603,960
General Government	100,580		100,580	100,580
Total Fund	\$ 35,082,190	\$	\$ 33,372,380	\$ 51,704,540

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

Schedule E to Resolution No. 22564
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2017

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Park Tucson Fund				
Transportation	\$ 5,017,210	\$	\$ 5,605,970	\$ 6,739,540
Total Fund	\$ 5,017,210	\$	\$ 5,605,970	\$ 6,739,540
Civic Contribution Fund				
Mayor and Council	\$ -0-	\$	\$ 7,500	\$ -0-
City Clerk	-0-		-0-	-0-
Integrated Planning	20,000		6,950	-0-
Parks and Recreation	699,490		209,960	659,490
Planning and Development Services	-0-		-0-	3,860
Tucson Convention Center	30,000		-0-	30,000
Tucson Fire	20,000		47,000	47,000
Tucson Police	1,000		15,000	15,000
Total Fund	\$ 770,490	\$	\$ 286,410	\$ 755,350
Community Development Block Grant Fund				
Housing and Community Development	\$ 8,363,740	\$	\$ 6,502,000	\$ 18,084,960
Total Fund	\$ 8,363,740	\$	\$ 6,502,000	\$ 18,084,960
Miscellaneous Housing Grant Fund				
General Government	\$	\$	\$ 84,000	\$ -0-
Housing and Community Development	4,467,060		4,064,540	3,734,310
Total Fund	\$ 4,467,060	\$	\$ 4,148,540	\$ 3,734,310
Public Housing Section 8 Fund				
General Government	\$ 84,000	\$	\$ -0-	\$ -0-
Housing and Community Development	38,136,740		37,886,060	36,491,280
Total Fund	\$ 38,220,740	\$	\$ 37,886,060	\$ 36,491,280
HOME Investment Partnerships Program Fund				
Housing and Community Development	\$ 4,909,940	\$	\$ 4,696,570	\$ 7,457,440
Total Fund	\$ 4,909,940	\$	\$ 4,696,570	\$ 7,457,440
Other Federal Grants Fund				
City Attorney	\$ 333,000	\$	\$ 236,270	\$ 297,900
City Court	653,720		1,070,880	861,940
Housing and Community Development	76,560		-0-	-0-
Integrated Planning	40,000		3,500	-0-
Parks and Recreation	561,150		365,760	619,670
Planning and Development Services	-0-		-0-	9,500
Transportation	35,391,850		30,313,770	11,835,490
Tucson Fire	4,741,620		3,211,710	6,871,340
Tucson Police	8,723,490		7,467,580	8,656,240
Total Fund	\$ 50,521,390	\$	\$ 42,669,470	\$ 29,152,080

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Schedule E to Resolution No. 22564
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2017

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Non-Federal Grants Fund				
City Attorney	\$ 113,440	\$	\$ 82,200	\$ 119,800
Housing and Community Development	442,040		442,040	442,000
Parks and Recreation	241,520		50,400	156,420
Tucson Fire	25,000		-0-	25,000
Tucson Police	1,614,450		1,589,830	2,514,050
Total Fund	\$ 2,436,450	\$	\$ 2,164,470	\$ 3,257,270
Total Special Revenue Funds	\$ 265,729,270	\$	\$ 245,977,740	\$ 265,133,430
DEBT SERVICE FUNDS				
General Obligation Bond and Interest Fund				
General Government	\$ 32,468,110	\$	\$ 32,681,480	\$ 33,490,600
Total Fund	\$ 32,468,110	\$	\$ 32,681,480	\$ 33,490,600
Street and Highway Bond and Interest Fund				
General Government	\$ 17,484,100	\$	\$ 17,046,920	\$ 17,016,550
Total Fund	\$ 17,484,100	\$	\$ 17,046,920	\$ 17,016,550
Special Assessment Bond and Interest Fund				
General Government	\$ 495,830	\$	\$ 490,080	\$ 425,630
Total Fund	\$ 495,830	\$	\$ 490,080	\$ 425,630
Total Debt Service Funds	\$ 50,448,040	\$	\$ 50,218,480	\$ 50,932,780
CAPITAL PROJECTS FUNDS				
2013 General Obligation Fund				
Transportation	\$ 22,780,000	\$	\$ 13,005,890	\$ 18,220,000
Total Fund	\$ 22,780,000	\$	\$ 13,005,890	\$ 18,220,000
Capital Improvement Fund				
City Court	\$ 2,600,000	\$	\$ 1,000,000	\$ 2,336,000
General Services	2,566,500		2,566,500	-0-
Parks and Recreation	2,344,100		2,344,000	3,516,200
Transportation	7,902,900		449,560	25,189,000
Total Fund	\$ 15,413,500	\$	\$ 6,360,060	\$ 31,041,200
Development Fee Fund				
Parks and Recreation	\$ 2,101,900	\$	\$ 1,230,690	\$ 2,542,500
Transportation	7,690,900		3,314,570	13,944,900
Tucson Fire	-0-		-0-	130,000
Total Fund	\$ 9,792,800	\$	\$ 4,545,260	\$ 16,617,400
Regional Transportation Authority Fund				
Transportation	\$ 85,692,400	\$	\$ 57,816,510	\$ 91,390,940
Total Fund	\$ 85,692,400	\$	\$ 57,816,510	\$ 91,390,940
Total Capital Projects Funds	\$ 133,678,700	\$	\$ 81,727,720	\$ 157,269,540

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Schedule E to Resolution No. 22564
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2017

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
ENTERPRISE FUNDS				
Tucson Water Utility Fund				
Tucson Water Utility	\$ 247,274,690	\$	\$ 185,930,260	\$ 237,540,270
Total Fund	\$ 247,274,690	\$	\$ 185,930,260	\$ 237,540,270
Environmental Services Fund				
Environmental Services	\$ 58,652,000	\$	\$ 47,255,780	\$ 59,307,240
General Services	6,236,000		6,235,320	345,000
Total Fund	\$ 64,888,000	\$	\$ 53,491,100	\$ 59,652,240
Tucson Golf Enterprise Fund				
Tucson City Golf	\$ 7,629,660	\$	\$ 7,654,750	\$ 7,902,410
Total Fund	\$ 7,629,660	\$	\$ 7,654,750	\$ 7,902,410
Public Housing AMP Fund				
General Government	\$ -0-	\$	\$ -0-	\$ 83,870
Housing and Community Development	12,860,730		13,733,390	12,570,650
Total Fund	\$ 12,860,730	\$	\$ 13,733,390	\$ 12,654,520
Non-Public Housing Asset Management Fund				
Housing and Community Development	\$ 1,288,150	\$	\$ 1,759,650	\$ 1,829,500
Total Fund	\$ 1,288,150	\$	\$ 1,759,650	\$ 1,829,500
Total Enterprise Funds	\$ 333,941,230	\$	\$ 262,569,150	\$ 319,578,940
INTERNAL SERVICE FUNDS				
Fleet Services Internal Service Fund				
General Services	\$ 26,635,120	\$	\$ 21,653,360	\$ 25,240,320
Total Fund	\$ 26,635,120	\$	\$ 21,653,360	\$ 25,240,320
General Services Internal Service Fund				
General Services	\$ 21,171,030	\$	\$ 19,148,790	\$ 19,200,630
Total Fund	\$ 21,171,030	\$	\$ 19,148,790	\$ 19,200,630
Self Insurance Internal Service Fund				
Finance	\$ 9,128,050	\$	\$ 6,968,530	\$ 15,287,650
Human Resources	6,913,730		4,274,970	271,500
Transportation	1,400,000		1,500,000	1,400,000
Tucson Fire	385,410		297,610	344,640
Total Fund	\$ 17,827,190	\$	\$ 13,041,110	\$ 17,303,790
Total Internal Service Funds	\$ 65,633,340	\$	\$ 53,843,260	\$ 61,744,740

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Schedule E to Resolution No. 22564
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2017

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
FIDUCIARY FUNDS				
Tucson Supplemental Retirement System	\$ 76,216,870	\$	\$ 77,060,870	\$ 81,272,710
Total Fund	\$ 76,216,870	\$	\$ 77,060,870	\$ 81,272,710
Total Fiduciary Funds	\$ 76,216,870	\$	\$ 77,060,870	\$ 81,272,710
TOTAL ALL FUNDS	\$ 1,367,212,540	\$	\$ 1,206,907,370	\$ 1,372,156,070

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Schedule F to Resolution No. 22564
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2017

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2016	2016	2016	2017
Mayor and Council				
General Fund	\$ 2,559,710	\$	\$ 2,477,500	\$ 2,386,810
Civic Contribution Fund	-	-	7,500	-
Department Total	\$ 2,559,710	\$	\$ 2,485,000	\$ 2,386,810
Budget and Internal Audit				
General Fund	\$ 1,482,770	\$	\$ 1,164,660	\$ -0-
Department Total	\$ 1,482,770	\$	\$ 1,164,660	\$ -0-
City Attorney				
General Fund	\$ 8,191,610	\$	\$ 7,555,170	\$ 7,435,540
Non-Federal Grants Fund	113,440	-	82,200	119,800
Other Federal Grants Fund	333,000	-	236,270	297,900
Department Total	\$ 8,638,050	\$	\$ 7,873,640	\$ 7,853,240
City Clerk				
General Fund	\$ 4,300,410	\$	\$ 3,718,100	\$ 3,172,710
Civic Contribution Fund	-	-	-	-
Department Total	\$ 4,300,410	\$	\$ 3,718,100	\$ 3,172,710
City Court				
General Fund	\$ 12,618,680	\$	\$ 12,262,740	\$ 9,380,940
Capital Improvement Fund	2,600,000	-	1,000,000	2,336,000
Other Federal Grants Fund	653,720	-	1,070,880	861,940
Department Total	\$ 15,872,400	\$	\$ 14,333,620	\$ 12,578,880
City Manager				
General Fund	\$ 5,426,800	\$	\$ 4,604,870	\$ 4,156,670
Department Total	\$ 5,426,800	\$	\$ 4,604,870	\$ 4,156,670
Environmental Services				
General Fund	\$ -0-	\$	\$ -0-	\$ 3,061,600
Environmental Services Fund	58,652,000	-	47,255,780	59,307,240
Department Total	\$ 58,652,000	\$	\$ 47,255,780	\$ 62,368,840
Finance Department				
General Fund	\$ 10,492,840	\$	\$ 8,216,810	\$ 8,363,620
Self Insurance Internal Service Fund	9,128,050	-	6,968,530	15,287,650
Department Total	\$ 19,620,890	\$	\$ 15,185,340	\$ 23,651,270
General Services				
General Fund	\$ 10,678,790	\$	\$ 10,677,670	\$ 29,076,870
Capital Improvements Fund	2,566,500	-	2,566,500	-
Environmental Services Fund	6,236,000	-	6,235,320	345,000
Fleet Services Internal Service Fund	26,635,120	-	21,653,360	25,240,320
General Service Internal Service Fund	21,171,030	-	19,148,790	19,200,630
Mass Transit Fund	3,500,000	-	3,500,940	-
Department Total	\$ 70,787,440	\$	\$ 63,782,580	\$ 73,862,820

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Schedule F to Resolution No. 22564
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2017

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2016	2016	2016	2017
Housing and Community Development				
General Fund	\$ 3,074,460	\$	\$ 2,651,680	\$ 2,553,900
Community Development Block Grant	8,363,740		6,502,000	18,084,960
HOME Investment Partnerships	4,909,940		4,696,570	7,457,440
Miscellaneous Housing Grants	4,467,060		4,064,540	3,734,310
Non-Federal Grants Fund	442,040		442,040	442,000
Non-Public Housing Assistance	1,288,150		1,759,650	1,829,500
Asset Management				
Other Federal Grants Fund	76,560		-0-	-0-
Public Housing AMP Fund	12,860,730		13,733,390	12,570,650
Public Housing Section 8 Fund	38,136,740		37,886,060	36,491,280
Department Total	\$ 73,619,420	\$	\$ 71,735,930	\$ 83,164,040
Human Resources				
General Fund	\$ 2,789,020	\$	\$ 2,488,650	\$ 2,365,420
Self Insurance Internal Service Fund	6,913,730		4,274,970	271,500
Department Total	\$ 9,702,750	\$	\$ 6,763,620	\$ 2,636,920
Information Technology				
General Fund	\$ 19,436,900	\$	\$ 21,255,600	\$ 20,649,250
Department Total	\$ 19,436,900	\$	\$ 21,255,600	\$ 20,649,250
Integrated Planning				
General Fund	\$ 1,902,190	\$	\$ 1,746,980	\$ -0-
Civic Contributions Fund	20,000		6,950	-0-
Other Federal Grants Fund	40,000		3,500	-0-
Department Total	\$ 1,962,190	\$	\$ 1,757,430	\$ -0-
Parks and Recreation				
General Fund	\$ 36,454,370	\$	\$ 36,099,420	\$ 27,104,310
Capital Improvements Fund	2,344,100		2,344,100	3,516,200
Civic Contribution Fund	699,490		209,960	659,490
Development Fee Fund	2,101,900		1,230,690	2,542,500
Non-Federal Grant Fund	241,520		50,400	156,420
Other Federal Grants Fund	561,150		365,760	619,670
Department Total	\$ 42,402,530	\$	\$ 40,300,330	\$ 34,598,590
Planning and Development Services				
General Fund	\$ 8,953,620	\$	\$ 8,321,220	\$ 5,863,630
Civic Contributions Fund	-0-		-0-	3,860
Other Federal Grants Fund	-0-		-0-	9,500
Department Total	\$ 8,953,620	\$	\$ 8,321,220	\$ 5,876,990
Procurement				
General Fund	\$ 3,156,990	\$	\$ 2,980,750	\$ 3,311,340
Department Total	\$ 3,156,990	\$	\$ 2,980,750	\$ 3,311,340
Public Defender				
General Fund	\$ 3,191,360	\$	\$ 3,022,070	\$ 2,700,840
Department Total	\$ 3,191,360	\$	\$ 3,022,070	\$ 2,700,840

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Schedule F to Resolution No. 22564
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2017

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2016	2016	2016	2017
Transportation				
General Fund	\$ 3,166,810	\$	\$ 2,788,150	\$ 1,491,290
2013 General Obligation Fund	22,780,000		13,005,890	18,220,000
Highway User Revenue Fund	34,981,610		33,271,800	51,403,960
Capital Improvements Fund	7,902,900		449,460	25,189,000
Development Fee Fund	7,690,900		3,314,570	13,944,900
Other Federal Grants	33,021,850		30,313,770	11,835,490
Mass Transit Fund	104,298,180		93,890,030	94,892,740
Park Tucson Fund	5,017,210		5,605,970	6,739,540
Regional Transportation Authority	85,692,400		57,816,510	91,390,940
Self Insurance Internal Service Fund	1,400,000		1,500,000	1,400,000
Department Total	\$ 305,951,860	\$	\$ 241,956,150	\$ 316,507,860
Tucson City Golf				
Golf Course Fund	\$ 7,629,660	\$	\$ 7,654,750	\$ 7,902,410
Department Total	\$ 7,629,660	\$	\$ 7,654,750	\$ 7,902,410
Tucson Convention Center				
Convention Center Fund	\$ 7,683,630	\$	\$ 8,426,650	\$ 10,232,750
Civic Contributions	30,000		-	30,000
Department Total	\$ 7,713,630	\$	\$ 8,426,650	\$ 10,262,750
Tucson Fire				
General Fund	\$ 93,984,840	\$	\$ 95,022,460	\$ 91,165,710
Civic Contribution Fund	20,000		47,000	47,000
Development Fee Fund	-		-	130,000
Non-Federal Grants Fund	25,000		-	25,000
Other Federal Grants Fund	4,741,620		3,211,710	6,871,340
Self Insurance Internal Service Fund	385,410		297,610	344,640
Department Total	\$ 99,156,870	\$	\$ 98,578,780	\$ 98,583,690
Tucson Police				
General Fund	\$ 157,309,280	\$	\$ 155,861,740	\$ 148,779,290
Civic Contribution Fund	1,000		15,000	15,000
Non-Federal Grants Fund	1,614,450		1,589,830	2,514,050
Other Federal Grants	8,723,490		7,467,580	8,656,240
Department Total	\$ 167,648,220	\$	\$ 164,934,150	\$ 159,964,580
Tucson Water				
Tucson Water Utility Fund	\$ 247,274,690	\$	\$ 185,930,260	\$ 237,540,270
Department Total	\$ 247,274,690	\$	\$ 185,930,260	\$ 237,540,270
General Government				
General Fund	\$ 52,393,640	\$	\$ 52,593,910	\$ 63,204,190
General Obligation Bond Debt Service Fund	32,468,110		32,681,480	33,490,600
Highway User Revenue Fund	100,580		100,580	100,580

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Schedule F to Resolution No. 22564
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2017

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
General Government (Continued)				
Mass Transit Fund	1,512,430		1,512,430	1,514,120
Other Federal Grants	84,000		84,000	83,870
Special Assessments Fund	495,830		490,080	425,630
Street and Highway Bond Debt Service Fund	17,484,100		17,046,920	17,016,550
Tucson Convention Center Fund	1,315,820		1,315,820	1,317,050
Department Total	\$ 105,854,510	\$	\$ 105,825,220	\$ 117,152,590
Pension Services				
TSRS Pension Fund	\$ 76,216,870	\$	\$ 77,060,870	\$ 81,272,710
Department Total	\$ 76,216,870	\$	\$ 77,060,870	\$ 81,272,710
TOTAL ALL DEPARTMENTS	\$ 1,367,212,540	\$	\$ 1,206,907,370	\$ 1,372,156,070

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Schedule G Resolution No. 22564
CITY OF TUCSON
Full-Time Employees and Personnel Compensation
Fiscal Year 2017

FUND	Full-Time Equivalent (FTE) 2017	Employee Salaries, and Hourly Costs 2017	Retirement Costs 2017	Healthcare Costs 2017	Other Benefit Costs 2017	Total Estimated Personnel Compensation 2017
GENERAL FUND	\$ 2,993.95	\$ 173,565,690	\$ 77,158,140	\$ 29,583,180	\$ 15,405,810	\$ 295,712,820
SPECIAL REVENUE FUNDS						
Community Block Grants Fund	\$ 16.30	\$ 783,260	\$ 214,660	\$ 148,310	\$ 83,710	\$ 1,229,940
Civic Contribution Fund	-	18,000	-	-	1,300	19,300
Convention Center Fund	-	32,920	9,050	5,150	3,430	50,550
Highway User Revenue Fund	264.00	13,440,330	3,576,930	2,812,600	1,348,270	21,178,130
HOME Investment Partnerships Program Fund	5.05	257,560	70,890	41,960	28,170	398,580
Mass Transit Fund	6.00	390,530	107,400	57,980	39,470	595,380
Miscellaneous Housing Grants Fund	2.80	244,540	61,910	67,720	26,570	400,740
Non-Federal Grants Fund	9.00	941,270	459,170	117,200	58,830	1,576,470
Other Federal Grants Fund	100.05	4,700,360	2,441,880	655,890	260,210	8,058,340
Park Tucson Fund	19.00	735,180	187,200	164,580	80,020	1,166,980
Public Housing Section 8 Fund	26.80	985,800	265,040	209,560	111,790	1,572,190
Total Special Revenue Funds	\$ 449.00	\$ 22,529,750	\$ 7,394,130	\$ 4,280,950	\$ 2,041,770	\$ 36,246,600
ENTERPRISE FUNDS						
Environmental Service Fund	\$ 213.00	\$ 9,571,410	\$ 2,431,030	\$ 2,343,690	\$ 1,040,540	\$ 15,386,670
Tucson Water Utility Fund	550.50	25,502,430	6,445,380	5,567,340	2,718,640	40,233,790
Public Housing AMP Fund	74.95	3,017,210	806,920	612,530	345,300	4,781,960
Non-Public Housing Asset Management Fund	7.90	379,740	96,410	75,860	44,160	596,170
Tucson City Golf Fund	-	32,910	9,050	5,150	3,420	50,530
Total Enterprise Funds	\$ 846.35	\$ 38,503,700	\$ 9,788,790	\$ 8,604,570	\$ 4,152,060	\$ 61,049,120
INTERNAL SERVICE FUND						
Fleet Services Fund	\$ 93.00	\$ 3,888,880	\$ 1,038,370	\$ 859,520	\$ 429,150	\$ 6,215,920
Self Insurance Fund	14.00	854,480	237,560	164,560	86,970	1,343,570
General Services Fund	126.00	5,866,570	1,526,200	1,256,090	638,410	9,287,270
Total Internal Service Fund	\$ 233.00	\$ 10,609,930	\$ 2,802,130	\$ 2,280,170	\$ 1,154,530	\$ 16,846,760
FIDUCIARY						
Tucson Supplemental Retirement System	\$ 4.00	\$ 230,100	\$ 63,280	\$ 32,760	\$ 25,540	\$ 351,680
Total Fiduciary Funds	\$ 4.00	\$ 230,100	\$ 63,280	\$ 32,760	\$ 25,540	\$ 351,680
TOTAL ALL FUNDS	\$ 4,526.30	\$ 245,439,170	\$ 97,206,470	\$ 44,781,630	\$ 22,779,710	\$ 410,206,980

Section C Funding Sources

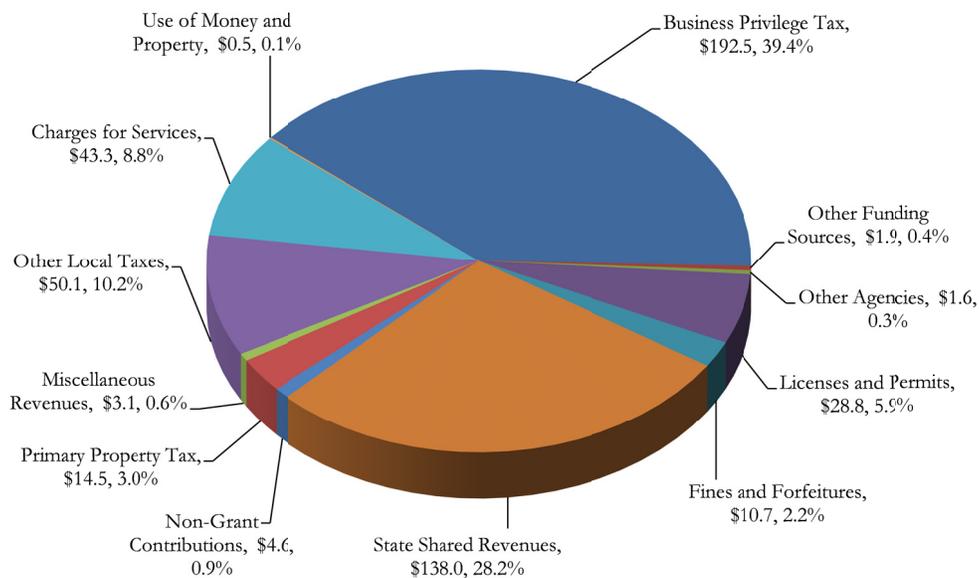


GENERAL FUND

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

The City of Tucson's Adopted General Fund revenues for Fiscal Year 2016/17 are \$489.6 million, a decrease of \$4.5 million or 0.9% from the Fiscal Year 2015/16 adopted budget of \$494.1 million.

General Fund Revenues \$489.6 million



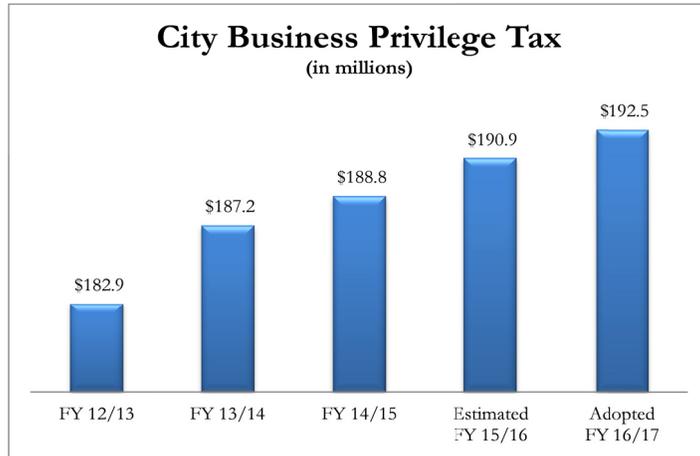
CITY BUSINESS PRIVILEGE (SALES) TAX

The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 40% of the anticipated General Fund revenue. The Tucson City Charter authorizes a 2% tax on taxable business activity transacted within the city limits. The charter exempts food purchased for home consumption, but allows the taxation of food consumed in restaurants or carried out. The charter further provides, as long as the city sales tax is imposed, no ad valorem tax shall be imposed on real or personal property within the city in excess of \$1.75 per \$100 of assessed valuation.

Changes in the availability of this resource greatly impact the ability of the City to provide general government services. Since Fiscal Year 2009/10, the City has seen a gradual increase to local sales tax revenue. In 2013, Lawmakers passed HB 2111 to streamline Arizona's Transaction Privilege Tax (TPT) system. The bill establishes the Arizona Department of Revenue (ADOR) as the sole collection agency for municipal and state TPT. The effective date of this change has been delayed. The bill also changes the rules regarding collection of contracting sales tax, and the definitions of "alteration" and "replacement" construction contracts. Finally, the bill integrates municipal and state TPT audits into a program that all taxing agencies will use to ensure taxpayer compliance.

GENERAL FUND

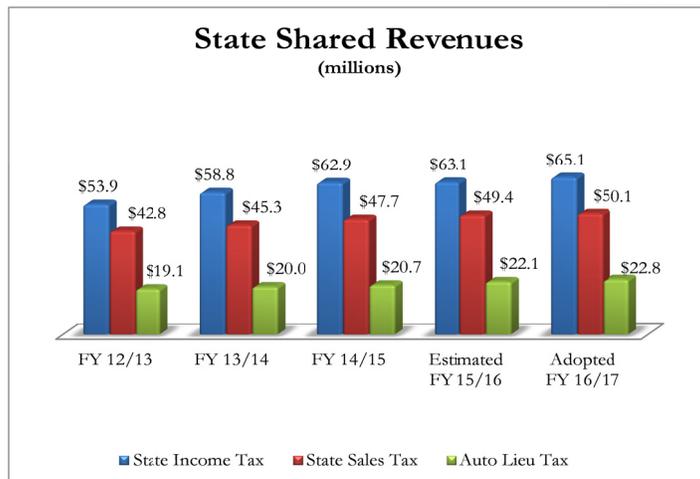
The following graph illustrates the increase in business privilege tax since Fiscal Year 2012/13.



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 28.1% of the General Fund budget. Revenues from these sources may be used for any general government activity.

For Fiscal Year 2016/17, the projected state-shared revenues are \$138.0 million, representing a 2.5% increase from the \$134.6 million estimate for Fiscal Year 2015/16.



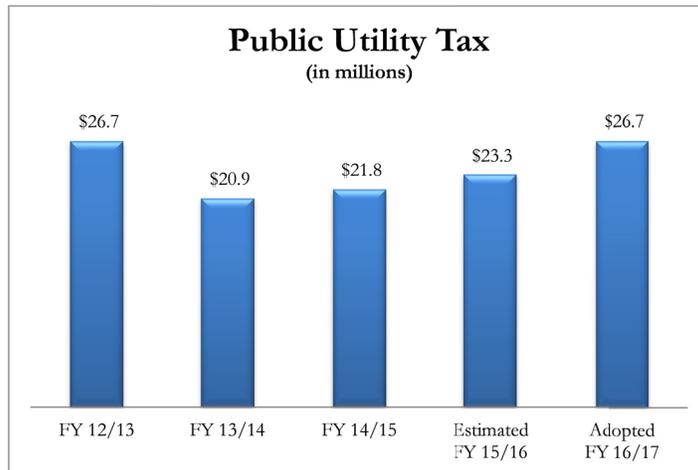
PUBLIC UTILITY TAX

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.

GENERAL FUND

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

Estimated revenues from public utility taxes for Fiscal Year 2016/17 total \$26.7 million. The forecast includes an increase from 4% to 4.5% that will generate \$3.4 million from Fiscal Year 2015/16 estimated revenues of \$23.3 million. Fiscal Year's 2013/14 and 2014/15 include the impact of eliminating a separate telecommunications license fee from Charges for Services, and collecting the same amount under Public Utility Tax. Although some utility companies have had rate increases since Fiscal Year 2013/14, they have not resulted in increased utility tax revenues. Some possible causes for this are mild weather or more energy conservation activity.



PRIMARY PROPERTY TAX

The City imposes a primary property tax on real and personal property located within the city limits. Revenues from the primary property tax can be used to pay any expense legally chargeable to the General Fund.

The Arizona State Constitution limits the amount of ad valorem taxes levied by a city to an amount not to exceed 2% greater than the maximum allowable levy in the preceding year. This levy limitation permits additional taxes to be levied on new or annexed property which may be taxed at the allowable rate computed for property taxed in the preceding year. Property annexed by November 1 will be taxable in the following year. The Fiscal Year 2016/17 revenues reflect the 2% allowable increase.

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

The city applies a state law allowing an increase to the primary property tax levy by the amount of involuntary torts or claims paid in Fiscal Year 2014/15. The involuntary tort levy amount is \$2,500,001, which increases the estimated primary tax rate by \$0.0785 per \$100 of assessed valuation. The additional revenue from the primary property tax increase will be recognized in the Self-Insurance Internal Service Fund.

GENERAL FUND

The estimated primary property tax for Fiscal Year 2016/17, including the amount for the tort levy, is \$17,035,728 or \$.4 million more than the actual levy of \$16,635,720 for Fiscal Year 2015/16. The tax rate for Fiscal Year 2016/17 will increase to \$0.5348 per \$100 of assessed valuation from \$0.5326 for Fiscal Year 2015/16. The chart illustrates the Primary tax rates and levy for five years.

Primary Tax Rate and Levy					
	FY 11/12	FY 13/14	FY 14/15	FY 15/16	FY 16/17
	Actual	Actual	Actual	Actual	Adopted
Primary Tax Rate	\$0.4125	\$0.5245	\$0.4829	\$0.5326	\$0.5348
Primary Tax Levy	\$13,670,900	\$16,333,360	\$14,973,710	\$16,635,720	\$17,035,128
Net Taxable Value	\$3,313,878,996	\$3,114,079,421	\$3,068,049,790	\$3,123,670,375	\$3,185,432,195

OTHER LOCAL TAXES

Other local taxes that the City imposes include use, transient occupancy, room, occupational, liquor, and excise. The use tax applies when goods are purchased from a retailer who does not collect sales tax. The Tucson City Code authorizes a 6% transient occupancy tax on rooms rented for 30 days or less. In addition to the transient occupancy tax, there is a daily hotel/motel surtax of \$2.00 per rented room. The forecast for Fiscal 2016/17 total \$7.5 million includes an increase to the room surcharge from \$2.00/night to \$4.00/night for an increase of \$3.8 million from the FY 2015/16 estimated revenues of \$3.7 million.

Not including public utility tax and hotel/motel surtax, estimated revenues from transient occupancy and other local taxes for Fiscal Year 2016/17 total \$15.9 million, a decrease of \$0.2 million from Fiscal Year 2015/16 estimated revenues of \$16.1 million.

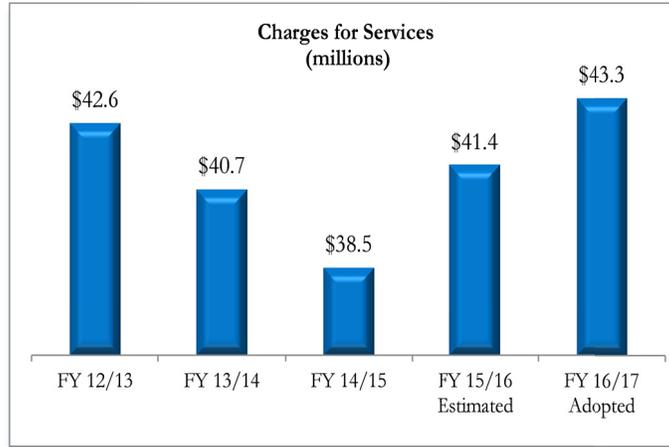
CHARGES for SERVICES

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 2016/17, charges for services are projected to increase approximately \$1.9 million from estimated Fiscal Year 2015/16. The primary changes in Fiscal Year 2016/17 are increases for emergency medical transport fees, zoo fees, parks and recreation fees, administrative charges, vehicle impound fees offset by decreases for planning charges and review fees, and Information Technology agency fees.

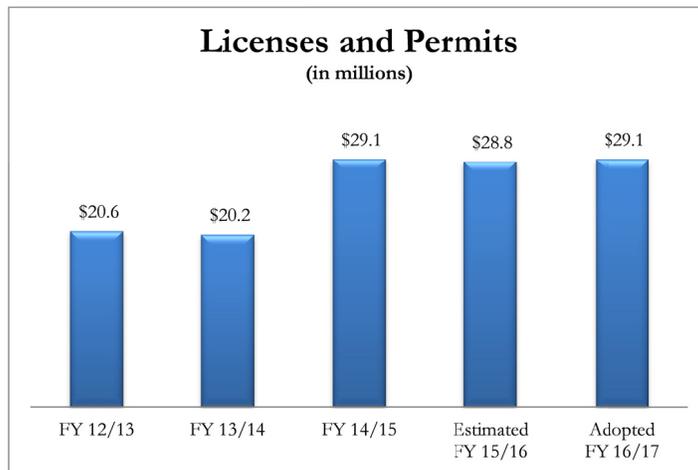
GENERAL FUND

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



LICENSES and PERMITS

Licenses and Permits revenues include revenue from franchise fees, licenses for various business activities, and permits for signs, alarms, and trash hauling. For Fiscal Year 2016/17, the projected licenses and permits revenues are \$29.1 million, representing a slight increase from the \$28.8 million estimate for Fiscal Year 2015/16. Fiscal Year's 2014/15 through 2016/17 includes the impact of transferring Liquor License Fees from Other Local Taxes, Animal Care License Fees from Other Agencies, Permits and Inspections Fees from Charges for Service to other revenue categories.



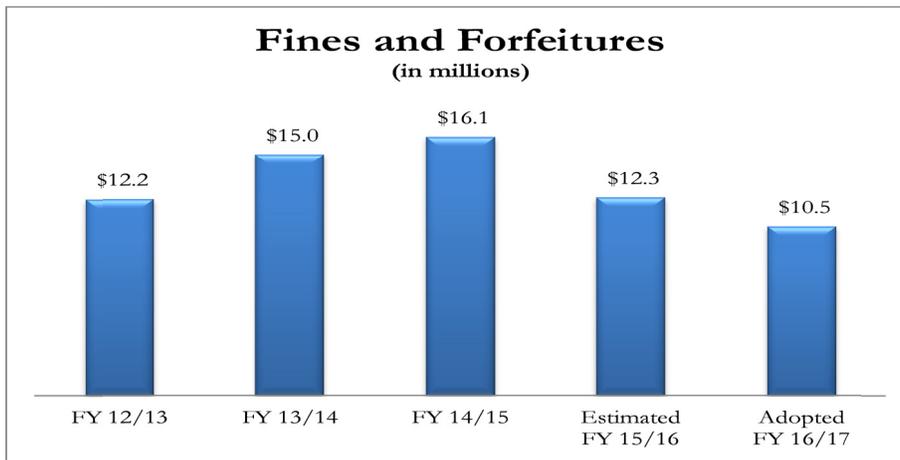
GENERAL FUND

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 2016/17 revenues of \$10.5 million are projected to decrease \$1.8 million from Fiscal Year 2015/16 estimated revenues of \$12.3. One major factor contributing to the decrease is the elimination of processing citations through the Traffic Safety Program in response to the passage of Proposition 201, a measure banning the use of traffic cameras for prosecuting traffic violations.



USE of MONEY and PROPERTY

Revenues in this category include payments from the leasing of City property and interest earnings. The Finance Department invests funds available but not needed for immediate disbursement. Fiscal Year 2016/17 interest earnings are anticipated to increase slightly and rental revenues are projected to decrease from Fiscal Year 2015/16.

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.

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 (QECS) and Build America Bonds (BABs). The City projects to receive \$1.1 million from the subsidy to offset the debt service interest payments. The City entered into new contracts with Raytheon to provide fire services for \$1.3 million annually starting late in Fiscal Year 2014/15 and Tucson and Amphitheater Unified school districts to provide school resource officers on school campus for \$.8 million.

MISCELLANEOUS REVENUES

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

GENERAL FUND

OTHER FUNDING SOURCES

Other Funding Sources is the category in which current financial resources are reported separately from standard operating revenues to avoid distorting revenue trends. For Fiscal Year 2016/17, the other financial resources are in lieu of taxes and use of fund balance.

Municipal-owned utilities are exempt from property taxes. In order to compensate the City for the lost property tax revenues, the City imposed a payment in lieu of tax (PILOT) on the Tucson Water Utility Fund which will bring \$1.9 million into the General Fund for Fiscal Year 2016/17.

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.

General Fund revenue detail on page C-22.

SPECIAL REVENUE FUNDS

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

MASS TRANSIT FUND

The Mass Transit Fund records the revenues generated and expenditures made in order to run the public transportation system for the City. Revenues include passenger revenues, operating assistance from the Regional Transportation Authority (RTA), Pima County and other local jurisdictions, and other miscellaneous revenues.

The Fiscal Year 2016/17 passenger revenues of \$11.0 million are projected to increase by \$1.1 million from the Fiscal Year 2015/16 estimated of \$9.9 million. The increase in revenue is mainly due to a Sun Tran fare increase, and Sun Van out of area fee increase.

Fiscal Year 2016/17 federal grant revenue of \$18.5 million is a decrease of \$5.1 million from the Fiscal Year 2015/16 estimated of \$23.6 million due to timing of Sun Tran's bus replacement schedule.

The General Fund transfer to the Mass Transit Fund is decreasing by \$0.3 million from \$44.9 million estimated in Fiscal Year 2015/16 to the projected \$44.6 million in Fiscal Year 2016/17. The decrease is primarily due to fare increases for Sun Tran.

MASS TRANSIT – SUN LINK FUND

The City received a federal Transportation Investment Generating Economic Recovery (TIGER) grant to install a modern, high-capacity streetcar system. The City's modern street car system, Sun Link, began operating in July 2014. Estimated passenger revenues for Fiscal Year 2016/17 total \$0.9 million. The forecast assumes a slight change from Fiscal Year 2015/16 estimated total.

In Fiscal Year 2016/17, the RTA is reimbursing the City \$1.2 million of maintenance and operations expenditures, a decrease of \$0.8 million from Fiscal Year 2015/16 estimated total of \$2.0 million.

The City's General Fund is projected to provide \$3.2 million in funding in Fiscal Year 2016/17 to cover operating costs and debt service on the street cars, an increase of \$0.7 million from Fiscal Year 2015/16 estimated total of \$2.5 million. The increase is primarily due to decreased reimbursement from the RTA.

TUCSON CONVENTION CENTER FUND

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

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 for the upcoming season which starts in October 2016. Under this contract, the AHL will pay the City an annual license fee of \$300,000, adjusted for inflation each year. The City will be responsible for the operational costs associated with the AHL's use. The City and the AHL will split net revenues from the sales of concessions, parking, other types of advertising, and naming rights. In addition, the City will collect its Convention Center Facility Fee on sold tickets to fund a capital improvement and maintenance reserve account.

Revenues include room and space rental, parking fees, catering and concessions, and other miscellaneous revenues. Projected operational revenues of \$7.1 million for Fiscal Year 2016/17 are anticipated to increase from the adopted Fiscal Year 2015/16 budgeted revenues of \$4.3 million primarily due to increase of concessions, facility user fees, and the addition of the new AHL contract.

SPECIAL REVENUE FUNDS

The decrease of the General Fund transfer in Fiscal Year 2016/17 is due to an increase in operational revenues, resulting from a return to more usage with the completion of the renovation projects.

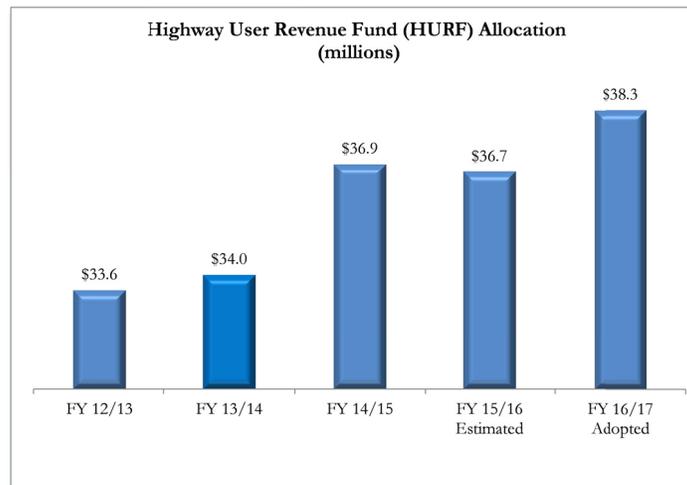
HIGHWAY USER REVENUE FUND

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.

The Fiscal Year 2016/17 HURF estimate provided by the Arizona Department of Transportation (ADOT) is approximately 5% higher than last year’s revenues. Consequently, an additional one-time \$14.4 million is included in this year’s budget and is allocated in the regular HURF distribution 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 14.0% increase in revenues since Fiscal Year 2012/13.



PARK TUCSON FUND

The Park Tucson Fund is used to account for the operations of the City’s parking garages, parking lots and parking meters. The projected parking space and meter collections of \$4.4 million for Fiscal Year 2016/17 are anticipated to increase \$0.1 million from Fiscal Year 2015/16 estimated revenues of \$4.3 million due to new revenue enhancements for on-street and off-street parking facilities and a new enforcement system implemented during Fiscal Year 2014/15 and Fiscal Year 2015/16.

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

SPECIAL REVENUE FUNDS

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

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

CIVIC CONTRIBUTION FUND

The Civic Contribution Fund accounts for any monetary contributions from individuals or organizations for a specific purpose. Projected contributions to be expended during Fiscal Year 2016/17 include those for the Tucson Fire, Police, Parks and Recreation Departments, along with Tucson Convention Center, and for Historic Designations.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Community Development Block Grant (CDBG) Fund are for funds received from a federal program administered by the U.S. Department of Housing and Urban Development (HUD). Grant funds are awarded to local and state governments to develop viable urban communities by providing decent housing and expanding economic opportunities for low- and moderate-income residents. For Fiscal Year 2016/17, the projected CDBG funding of \$17.9 million is anticipated to increase \$11.9 million from the Fiscal Year 2015/16 estimate of \$6.1 million to provide funding for the purchase of ambulance vehicles and grant carry forward for multi-year projects.

MISCELLANEOUS HOUSING GRANT FUND

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

The revenues in the Miscellaneous Housing Grant Fund are anticipated to decrease \$0.4 million in Fiscal Year 2016/17 from the Fiscal Year 2015/16 estimated revenues of \$4.1 million to \$3.7 million. The decrease is mainly due to a reduction in the Lead Hazard Control Program.

PUBLIC HOUSING SECTION 8 FUND

The Public Housing Section 8 Fund 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 2015/16 is \$37.8 million, and Fiscal Year 2016/17 is anticipated to decrease by \$1.4 million to \$36.4 million.

HOME INVESTMENT PARTNERSHIPS PROGRAM FUND

This is a U.S. Department of Housing and Urban Development entitlement grant program used to strengthen public-private partnerships and to expand the supply of decent, safe, sanitary, and affordable housing, with primary attention to rental housing for very low-income and low-income families.

Projected revenues for Fiscal Year 2016/17 are \$7.4 million, a decrease of \$2.7 million from prior year estimate of \$4.7 million.

SPECIAL REVENUE FUNDS

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 2016/17, other federal and non-federal grant revenue is decreasing from an estimated \$45.0 million in Fiscal Year 2015/16 to \$32.4 million. The decrease is mainly due to reduced Surface Transportation Program Enhancement funding offset with increase from the Fire Department's SAFER grant.

Revenue detail for all Special Revenue Funds on page C-23.

ENTERPRISE FUNDS

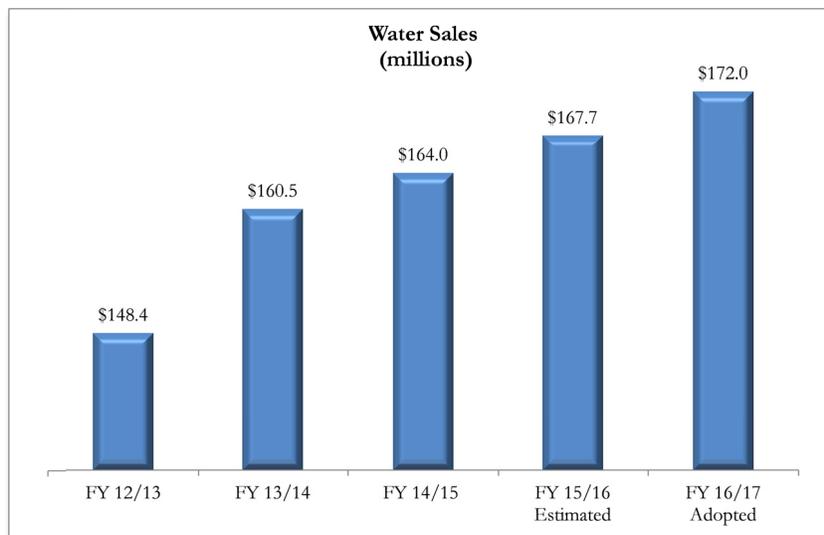
Enterprise Funds are used to account for certain operations providing services to the general public for a fee. The City of Tucson's Enterprise Funds are established to set fees or charges to recover the cost of providing services, including capital costs. The Enterprise Funds may issue debt backed solely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

TUCSON WATER UTILITY

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

Mayor and Council approved a 7.0% increase to water rates as presented in the Water Financial Plan for Fiscal Years 2016/17 – 2020/21 on May 17, 2016. The rate increases are projected to generate an additional \$11.7 million in revenue for Fiscal Year 2016/17 and are effective July 5, 2016.

For Fiscal Year 2016/17, the water sales revenue (Potable, Reclaimed, Central Arizona Project Surcharge, Conservation and Fire Sprinkler fees) is projected to increase by \$4.3 million or 2.6% over Fiscal Year 2015/16 estimated.



The Tucson Water Department issues Water Revenue System Obligations to provide funds for the acquisition and construction of water system improvements. Revenue System Obligations are loaned to a utility by its guarantee of repayment solely from revenues generated by the utility rather than from a tax. Mayor and Council approval is needed to issue this type of debt obligation.

The Tucson Water Department will be using capital funding to continue replacement/upgrades to an advanced metering infrastructure, upgrades to the Supervisory Control Data Acquisition (SCADA) system, 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.

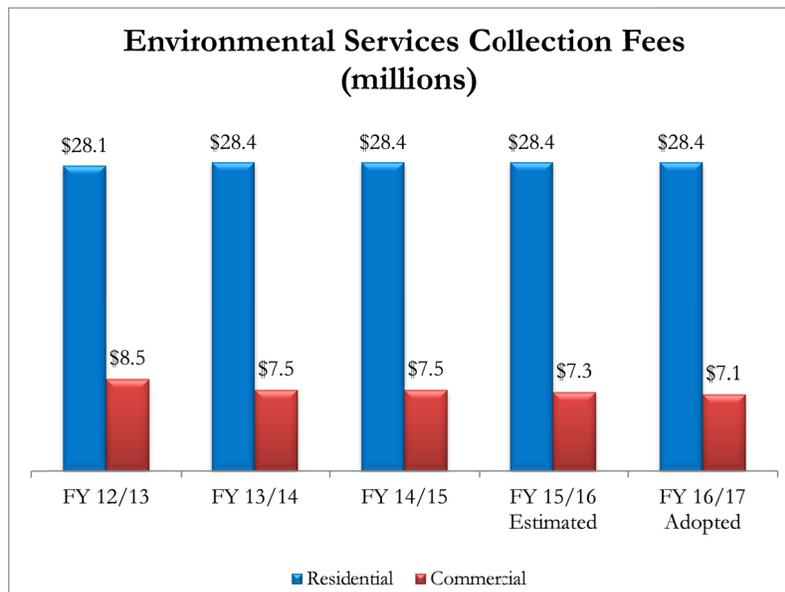
ENTERPRISE FUNDS

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 with Pima County.

In Fiscal Year 2014/15, the Mayor and Council approved a 3% increase to the commercial waste collection fee; the first increase in four years. Another 5% increase in front load refuse rates was approved in June 2016 to provide for an additional \$0.2 million for FY 2016/17. In addition, Mayor and Council approved Residential Recycling Surcharge estimated to generate \$0.8 million and Groundwater Protection Fee for an additional \$0.2 million for FY 2016/17.

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

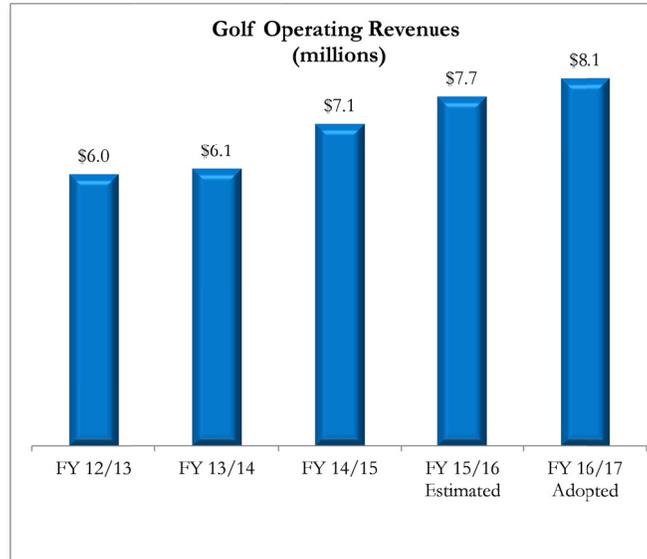


TUCSON GOLF ENTERPRISE FUND

The Tucson Golf Fund operates five golf courses throughout the city: El Rio, Randolph, Dell Urich, Fred Enke and Silverbell. The revenues funding the golf operations include golf fees, cart rental, driving range, pro shops, and food and beverage sales. Beginning on February 1, 2014, the City contracted with OB Sports to manage the golf operations for the City. The projected revenues are anticipated to increase by \$0.4 million, from Fiscal Year 2015/16's estimated level of \$7.7 million to \$8.1 million for Fiscal Year 2016/17.

ENTERPRISE FUNDS

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



PUBLIC HOUSING (AMP) FUNDS

Public housing provides decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. The City of Tucson owns and manages 1,505 public housing units located throughout the city. The public housing unit portfolio includes elderly/disabled high-rises, multi-unit housing complexes, and scattered site single family homes.

The Public Housing AMP Funds federal grant funding is projected to be flat over FY 2015/16 estimated total of \$5.6 million.

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-23 and 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 2016/17 is \$33,874,570, an increase of \$657,160 from the Fiscal Year 2015/16 actual levy of \$33,217,410. The secondary property tax rate for Fiscal Year 2015/16 was \$1.0634 per \$100 valuation. For Fiscal Year 2016/17, the secondary property tax rate remains the same at \$1.0634 per \$100 valuation.

Even with the issuance of the fourth installment of the \$20.0 million in streets general obligation bonds, the City will not need to increase the secondary property tax rate in Fiscal Year 2016/17 from the Fiscal Year 2015/16 rate. The favorable financial markets offered the City the ability to refund existing obligations to lower the interest amounts due.

	Secondary Tax Rate and Levy				
	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Adopted
Secondary Tax Rate	\$ 0.8514	\$ 0.9059	\$ 0.9777	\$ 1.0634	\$ 1.0634
Secondary Tax Levy	\$ 28,754,300	\$ 28,545,290	\$ 30,622,420	\$ 33,217,410	\$ 33,874,570
Net Taxable Value	\$ 3,377,401,416	\$ 3,151,042,287	\$ 3,099,471,500	\$ 3,123,678,733	\$ 3,185,496,639

STREET and HIGHWAY BOND and INTEREST FUND

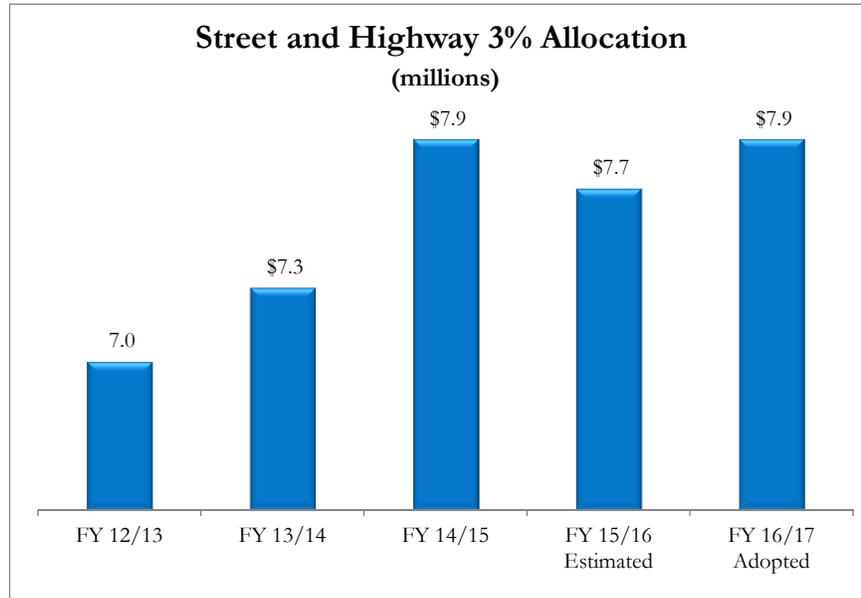
Street and Highway special revenue bonds are issued specifically for the purpose of constructing street and highway projects. These bonds require voter approval and are secured by gasoline tax revenues collected by the State of Arizona. The State's current distribution formula provides that 50.5% be retained in the state highway fund, 19% be distributed to counties, 27.5% be distributed to all incorporated cities and towns, and a final 3% be distributed to cities with a population greater than 300,000.

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

The projected amount for Fiscal Year 2016/17 is \$7,875,480, an increase of \$146,290 over the prior year estimate of \$7,729,190 million.

DEBT SERVICE FUNDS

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



SPECIAL ASSESSMENT BOND and INTEREST DEBT SERVICE FUND

Special Assessment bonds are issued by the City on behalf of improvement districts created for a specific purpose, such as to finance local street paving, street lighting, or sidewalk improvements. Property owners in the designated districts are proportionately assessed for the principal and interest costs of repaying bonds. The City, as trustee for improvement districts, is responsible for collecting the assessments levied against owners of property within each improvement district and for disbursing these amounts to retire the bonds issued to finance the improvements. In the event of default (non-payment) by the property owner, the City may enforce auction sale of the property to satisfy the debt service requirements of the special assessment bonds. The City of Tucson administers special improvement districts in accordance with the provisions of Arizona Revised Statutes Chapter 4 of Title 48 which governs these types of taxing districts.

The City invoices the property owners twice a year, during the fall and spring of the calendar year. The monies received are used to pay the debt service on the bonds.

Revenue detail for all Debt Service Funds on page C-24.

CAPITAL PROJECTS FUNDS

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

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

2012 GENERAL OBLIGATION FUND

The City of Tucson voters approved a \$100 million General Obligation Bond program to improve the condition of city streets in the election held on November 6, 2012. The bond funds are being used to restore, repair, and resurface streets inside Tucson City limits over a five-year timeframe. The bond sale date of the first bond issuance of the authorization was June 11, 2013. The Transportation Department will spend \$20.5 million for the repair and resurfacing of city streets during Fiscal Year 2016/17 which is the fourth year into bond program.

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 eleven Parks projects, eight Transportation projects, and one Tucson Fire project in Fiscal Year 2016/17, the largest projects being the Reid Park Expansion, Houghton Road, Sunset Road, Broadway Boulevard, and Valencia Road.

REGIONAL TRANSPORTATION AUTHORITY (RTA) FUND

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

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

Revenue detail for all Capital Projects Funds on page C-25.

INTERNAL SERVICE FUNDS

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

FLEET SERVICES INTERNAL SERVICE FUND

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

For Fiscal Year 2016/17, the anticipated interdepartmental charges of \$23.9 million are projected to increase by \$2.8 million from estimated Fiscal Year 2015/16 of \$21.1million primarily due to increased vehicle maintenance costs. While the City is replacing vehicles as funding becomes available, the vast majority of the City's fleet is aging; therefore, becoming more costly to maintain.

GENERAL SERVICES INTERNAL SERVICE FUND

The General Services Internal Service fund provides architecture and engineering services, communication services, and facility maintenance for other City departments. The architects and engineering services provide project management. The Facilities Management Division provides well-managed, efficient, and healthy environments in all City of Tucson owned and/or leased properties.

The interdepartmental charges are projected to decrease by \$1.9 million from the Fiscal Year 2015/16 estimated \$20.8 million to the projected Fiscal Year 2016/17 of \$18.9 million. The decrease is primarily due to directly charging departments for district heating and cooling costs.

SELF INSURANCE FUND

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

In Fiscal Year 2016/17, the City will continue to include tort claim reimbursements in the primary tax levy as allowed by state law. The property tax revenue represents a reimbursement to the City's Self Insurance Fund for the actual cost of liability claim judgments paid during Fiscal Year 2014/15. The amount levied for the tort liability reimbursement will be \$2,500,001, a \$0.0785 property tax increase per \$100 assessed value.

Revenue Detail of Internal Service Funds is on page C-25.

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

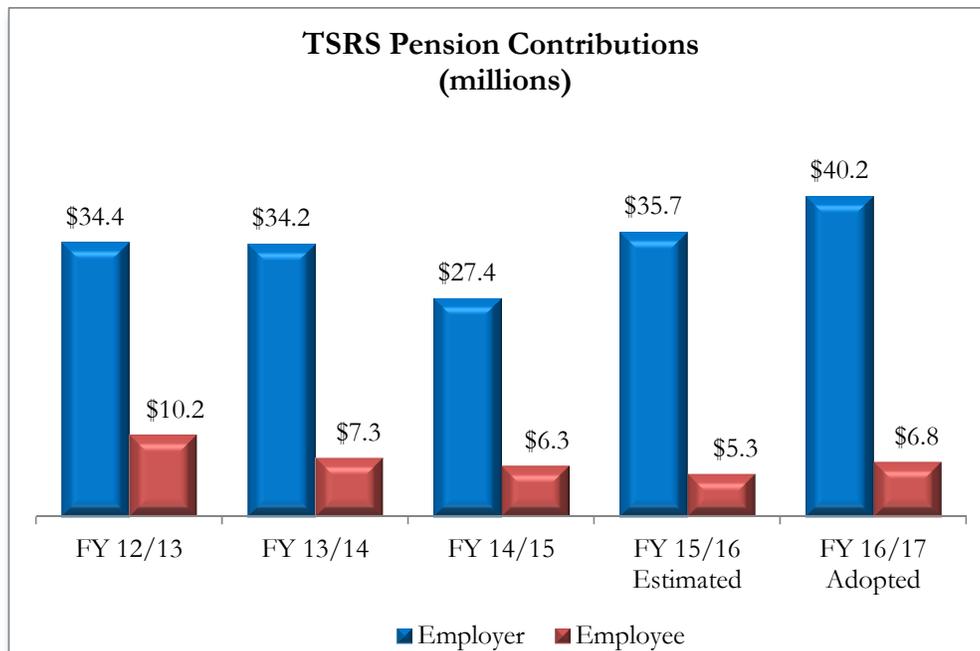
The Tucson Supplemental Retirement System (TSRS) was established in 1953 to provide retirement, survivor, and disability benefits for eligible city employees. Substantially all full-time and certain part-time employees, with the exception of those covered by the Arizona Public Safety Personnel Retirement 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, 2016. The rates incorporate the Actuary's recommendations plus additional contributions related to funding policy changes recommended by the TSRS Board aimed at achieving a fully funded status by the year 2029. The Board's funding policy changes add contributions from both member and employer contributions that exceed the Actuary's recommended rates for the fiscal year ending 2015/16 by approximately 1.99%.

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 2016/17 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 Fund on page C-26.

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2017**

SUMMARY RESOURCES BY FUND

	ACTUAL FY 14/15	ADOPTED FY 15/16	ESTIMATED FY 15/16	ADOPTED FY 16/17
General Fund	\$ 494,268,497	\$ 494,136,490	\$ 495,654,580	\$ 489,618,310
Special Revenue Funds:				
Civic Contribution Fund	\$ 326,402	\$ 740,490	\$ 286,410	\$ 755,350
Community Development Block Grant Fund	7,539,205	8,363,740	6,502,000	18,084,960
Highway User Revenue Fund	30,167,792	35,082,210	33,372,380	51,504,540
HOME Affordable Housing Fund	4,025,981	4,909,940	4,696,570	7,457,440
Mass Transit Fund	92,460,374	101,207,380	93,368,730	90,938,640
Mass Transit Fund - Sun Link	4,977,879	5,733,230	5,534,670	5,468,220
Miscellaneous Housing Grant Fund	4,423,678	4,551,080	4,148,540	3,734,310
Non-Federal Grants Fund	2,012,209	2,436,450	2,164,470	3,257,270
Other Federal Grants Fund	6,020,756	50,521,340	42,669,470	29,152,080
Park Tucson Fund	5,838,183	5,017,210	5,605,970	6,739,540
Public Housing Section 8 Fund	35,361,537	38,136,720	37,886,060	36,491,280
Tucson Convention Center Fund	9,513,693	9,029,450	9,742,470	11,549,800
Total Special Revenue Funds	\$ 202,667,689	\$ 265,729,240	\$ 245,977,740	\$ 265,133,430
Enterprise Funds:				
Environmental Services Fund	\$ 51,462,596	\$ 64,888,000	\$ 53,491,100	\$ 59,652,240
Non-PHA Asset Management Fund	1,760,262	1,288,150	1,759,650	1,829,500
Public Housing Fund	11,858,810	12,860,730	12,333,390	12,654,520
Tucson Golf Enterprise Fund	8,041,836	7,629,660	7,654,750	7,902,410
Tucson Water Utility	199,687,731	247,274,690	185,930,260	237,540,270
Total Enterprise Funds	\$ 272,811,235	\$ 333,941,230	\$ 261,169,150	\$ 319,578,940
Capital Projects Funds:				
2012 General Obligation Fund	\$ 22,695,627	\$ 22,780,000	\$ 13,005,890	\$ 18,220,000
Capital Improvement Fund	14,276,331	15,413,500	6,360,060	31,041,200
Development Fee Fund	3,857,458	9,792,800	4,545,260	16,617,400
Regional Transportation Authority Fund	39,983,535	85,692,430	57,816,510	91,390,940
Total Capital Projects Funds	\$ 80,812,951	\$ 133,678,730	\$ 81,727,720	\$ 157,269,540
Debt Service Funds:				
General Obligation Bond and Interest Fund	\$ 68,419,522	\$ 32,468,110	\$ 32,681,480	\$ 33,490,600
Special Assessment Bond and Interest Fund	480,224	495,830	490,080	425,630
Street and Highway Bond and Interest Fund	43,293,586	17,484,100	17,046,920	17,016,550
Total Debt Service Funds	\$ 112,193,332	\$ 50,448,040	\$ 50,218,480	\$ 50,932,780

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2017**

SUMMARY RESOURCES BY FUND

	ACTUAL FY 14/15	ADOPTED FY 15/16	ESTIMATED FY 15/16	ADOPTED FY 16/17
Internal Service Funds:				
Fleet Services Internal Service Fund	\$ 23,169,413	\$ 26,635,120	\$ 21,653,360	\$ 25,240,320
General Services Internal Service Fund	19,450,879	21,171,030	19,148,790	19,200,630
Self Insurance Internal Service Fund	14,298,130	17,827,190	13,041,110	17,303,790
Total Internal Service Funds	\$ 56,918,422	\$ 65,633,340	\$ 53,843,260	\$ 61,744,740
Fiduciary Funds:				
Tucson Supplemental Retirement System	\$ 70,954,351	\$ 76,216,870	\$ 77,060,870	\$ 81,272,710
Total Fiduciary Funds	\$ 70,954,351	\$ 76,216,870	\$ 77,060,870	\$ 81,272,710
Total City Resources	\$ 1,290,626,477	\$ 1,419,783,940	\$ 1,265,651,800	\$ 1,425,550,450

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2017
RESOURCES BY FUND**

	ACTUAL FY 14/15	ADOPTED FY 15/16	ESTIMATED FY 15/16	ADOPTED FY 16/17
GENERAL FUND				
Revenues:				
Primary Property Tax	\$ 13,413,323	\$ 14,350,250	\$ 13,936,240	\$ 14,494,430
Business Privilege Tax	188,784,244	197,118,630	190,912,670	192,539,300
Public Utility Tax	21,797,368	22,111,320	23,284,020	26,722,100
Transient Occupancy Tax	9,743,022	9,346,980	10,543,480	10,425,620
Room Tax	3,654,750	3,629,240	3,712,010	7,502,400
Other Local Taxes	5,665,662	5,220,660	5,584,970	5,443,630
State Shared Taxes:				
State Income Tax	62,906,365	63,205,510	63,070,690	65,118,880
State Sales Tax	47,733,015	48,935,140	49,411,020	50,099,800
Auto Lieu Tax	20,709,722	21,968,250	22,059,120	22,790,790
Licenses and Permits	29,081,635	28,349,160	28,816,170	29,074,730
Fines and Forfeitures	16,062,877	14,331,870	10,659,900	10,478,630
Charges for Services	38,542,309	39,053,170	40,937,190	43,327,230
Use of Money and Property	438,371	648,930	658,070	448,790
Other Agencies	1,562,967	1,418,730	1,488,730	1,583,990
Non-Grant Contributions	2,871,890	3,506,920	3,559,960	4,586,650
Sale of Real Property	3,383,040	9,000,000	7,501,000	7,789,000
Miscellaneous Revenues	2,035,371	1,382,120	1,497,380	1,237,410
In Lieu of Taxes	1,600,000	1,600,000	1,600,000	1,918,300
Total Revenues	\$ 469,985,931	\$ 485,176,880	\$ 479,232,620	\$ 495,581,680
Other Financing Sources:				
Refunding Proceeds	\$ 21,938,955	\$ -0-	\$ -0-	\$ -0-
Capital Lease Proceeds	1,300,000	-0-	-0-	-0-
Use/(Increase) of Restricted Fund Balance	(616,347)	5,248,180	4,876,010	(504,370)
Use of Assigned Fund Balance	-0-	-0-	3,711,430	-0-
Use/(Increase) of Fund Balance	1,659,958	3,711,430	7,834,520	(5,459,000)
Total Sources	\$ 24,282,566	\$ 8,959,610	\$ 16,421,960	\$ (5,963,370)
Total Fund	\$ 494,268,497	\$ 494,136,490	\$ 495,654,580	\$ 489,618,310

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2017
RESOURCES BY FUND**

	ACTUAL FY 14/15	ADOPTED FY 15/16	ESTIMATED FY 15/16	ADOPTED FY 16/17
Special Revenue Funds				
Revenues:				
Licenses and Permits	\$ 781,469	\$ 543,000	\$ 620,040	\$ 650,000
Fines, Forfeitures, and Penalties	766,146	779,350	779,350	773,900
Use of Money and Property	1,344,149	1,141,640	1,221,310	1,170,690
Community Development Block Grant Entitlement	6,417,424	7,770,610	6,058,090	17,942,100
Federal Miscellaneous Housing Grants	4,487,468	4,467,060	4,064,540	3,734,310
HOME Investment Partnerships Program Fund	4,382,728	4,909,940	4,751,170	7,441,440
Public Housing Section 8 Grants	34,720,132	38,114,730	37,880,040	36,367,610
Other Federal and Non-Federal Grants	18,846,637	53,221,790	45,019,200	32,437,890
Other Agencies	15,321,712	15,829,020	14,911,770	13,745,600
Contributions	340,993	221,100	281,740	333,800
Mass Transit Passenger Revenue	11,216,502	11,590,000	9,907,200	11,006,150
Mass Transit Federal Grants	22,475,522	28,303,470	23,558,850	18,527,880
Mass Transit Sun Link Passenger Revenue	976,486	1,312,280	892,150	917,260
Highway User Revenue Fund - State Shared Revenue	36,945,778	36,492,310	36,679,180	38,274,480
Tucson Convention Center	4,673,448	4,252,890	5,617,100	7,073,240
Park Tucson Meter and Parking Revenues	3,830,448	4,126,370	4,358,000	4,417,980
Other Charges for Current Services	2,749,137	1,988,900	1,533,460	1,807,230
Miscellaneous Revenue	1,498,021	611,230	1,398,170	866,830
Total Revenues	\$ 171,774,200	\$ 215,675,690	\$ 199,531,360	\$ 197,488,390
Other Financing Sources:				
General Fund Contributions	\$ 50,588,719	\$ 52,571,400	\$ 51,579,970	\$ 53,277,990
Highway User Revenue Fund Transfers	(8,877,066)	(9,821,590)	(9,317,730)	(9,939,640)
Other Fund Contributions and Transfers	-0-	-0-	(202,940)	68,000
Capital Lease Proceeds	-0-	-0-	16,445,980	-0-
Use/(Increase) of Fund Balance	(10,818,164)	7,303,740	(12,058,900)	24,238,690
Total Sources	\$ 30,893,489	\$ 50,053,550	\$ 46,446,380	\$ 67,645,040
Total Special Revenue Funds	\$ 202,667,689	\$ 265,729,240	\$ 245,977,740	\$ 265,133,430
Enterprise Funds				
Revenues:				
Environment Services:				
Residential Refuse Service	\$ 28,094,581	\$ 28,437,000	\$ 28,662,000	\$ 28,637,000
Commercial Refuse Service	7,685,450	7,130,000	7,385,000	7,130,000
Landfill Service Charges	7,127,436	6,650,000	7,274,220	6,650,000
Remediation Ground Fees	3,597,349	3,500,000	3,590,000	3,500,000
Self Haul Fees	1,353,369	1,100,000	1,439,000	1,200,000
Other Income	1,645,234	1,513,180	1,239,680	657,180
Tucson Water Utility:				
Potable Water Sales	128,588,270	143,732,530	131,875,000	135,000,000
Reclaimed Water Sales	9,070,375	11,163,000	8,600,000	9,000,000
Central Arizona Project Surcharge	21,410,392	21,785,000	21,950,000	22,500,000
Water Conservation Fee	2,706,341	2,707,000	2,830,000	3,000,000
Fire Sprinkler Fee	2,198,755	1,964,000	2,435,000	2,500,000

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2017
RESOURCES BY FUND**

	ACTUAL FY 14/15	ADOPTED FY 15/16	ESTIMATED FY 15/16	ADOPTED FY 16/17
Enterprise Funds (Continued)				
Other Income	\$ 17,170,387	\$ 19,785,000	\$ 18,803,600	\$ 24,683,340
Tucson Golf Enterprise Fund:				
Greens Fees	2,972,512	3,481,340	3,295,770	3,251,300
Cart Fees	1,422,471	1,375,730	1,521,820	1,685,960
Food and Beverage	1,066,078	1,231,950	1,183,730	1,311,600
Other Income	1,674,359	1,609,840	1,702,140	1,895,240
Public Housing Federal Grant Funds:				
Federal Grants	5,881,249	5,815,660	5,636,360	5,603,290
Housing Administration Charges	2,857,031	3,117,260	2,731,050	3,127,830
Tenant Rent and Parking Fees	3,460,888	3,451,300	3,595,180	3,362,030
Other Income	880,325	369,130	400,800	314,380
Non-PHA Asset Management Fund:				
Federal Grants	228,604	208,200	206,150	223,720
Tenant Rent	991,198	991,240	1,337,320	1,456,720
Other Income	481,245	88,710	97,810	81,680
Total Revenues	\$ 252,563,899	\$ 271,207,070	\$ 257,791,630	\$ 266,771,270
Other Financing Sources:				
Water Revenue Bonds	\$ 27,119,584	\$ 31,631,000	\$ -0-	\$ 30,000,000
Use/(Increase) of Fund Balance	(6,872,248)	31,103,160	3,377,520	22,807,670
Total Sources	\$ 20,247,336	\$ 62,734,160	\$ 3,377,520	\$ 52,807,670
Total Enterprise Funds	\$ 272,811,235	\$ 333,941,230	\$ 261,169,150	\$ 319,578,940
Debt Service Funds				
Revenues:				
Secondary Property Tax	\$ 30,148,102	\$ 33,217,410	\$ 34,217,410	\$ 34,874,570
State Shared Revenue - HURF	37,416,520	7,651,020	7,729,190	7,875,480
Special Assessment Collections	335,927	283,740	283,740	239,870
Use of Money and Property	-0-	11,490	-0-	-0-
Total Revenues	\$ 67,900,549	\$ 41,163,660	\$ 42,230,340	\$ 42,989,920
Other Financing Sources:				
General Obligation Bond Proceeds	\$ 39,623,310	\$ -0-	\$ -0-	\$ -0-
Transfer in - Highway User Revenue Fund	8,877,066	9,821,590	9,317,730	9,141,070
Use/(Increase) of Fund Balance	(4,207,593)	(537,210)	(1,329,590)	(1,198,210)
Total Sources	\$ 44,292,783	\$ 9,284,380	\$ 7,988,140	\$ 7,942,860
Total Debt Service Funds	\$ 112,193,332	\$ 50,448,040	\$ 50,218,480	\$ 50,932,780

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2017
RESOURCES BY FUND**

	ACTUAL FY 14/15	ADOPTED FY 15/16	ESTIMATED FY 15/16	ADOPTED FY 16/17
Capital Project Funds				
Revenues:				
Other Agencies	\$ 1,504,121	\$ 7,902,900	\$ 2,543,560	\$ 25,259,000
Development Impact Fees	1,547,573	420,000	110,000	2,783,950
Regional Transportation Authority	40,358,359	85,589,430	56,693,530	91,225,330
Use of Money and Property	607,851	263,000	165,610	150,830
Contributions	19,751	-0-	-0-	-0-
Miscellaneous Revenue	1,019,193	-0-	6,370	-0-
Total Revenues	\$ 45,056,848	\$ 94,175,330	\$ 59,519,070	\$ 119,419,110
Other Financing Sources:				
General Fund Contributions	\$ -0-	\$ -0-	\$ 250,000	\$ 478,620
Highway User Revenue Fund Contributions	-0-	-0-	-0-	798,570
General Obligation Bond Proceeds	20,538,520	25,310,600	15,572,390	24,016,200
Use of Fund Balance	15,217,583	14,192,800	6,386,260	12,557,040
Total Sources	\$ 35,756,103	\$ 39,503,400	\$ 22,208,650	\$ 37,850,430
Total Capital Project Funds	\$ 80,812,951	\$ 133,678,730	\$ 81,727,720	\$ 157,269,540
Internal Service Funds				
Revenues:				
Primary Property Tax	\$ 1,430,707	\$ 2,535,470	\$ 2,535,470	\$ 2,500,000
Fleet Services:				
Interdepartmental Charges	23,116,489	26,508,120	21,080,080	23,926,210
Other Income	569,352	127,000	951,930	214,110
General Services:				
Interdepartmental Charges	20,060,588	20,854,820	18,213,910	18,933,560
Other Income	344,485	316,210	629,080	267,070
Self Insurance:				
Interdepartmental Charges	16,960,158	14,630,030	13,698,790	15,473,530
Other Income	189,488	255,000	-0-	-0-
Total Revenues	\$ 62,671,267	\$ 65,226,650	\$ 57,109,260	\$ 61,314,480
Other Financing Sources: Internal Service Funds (Continued)				
Use/(Increase) of Fund Balance	\$ (5,752,845)	\$ 406,690	\$ (3,266,000)	\$ 430,260
Total Sources	\$ (5,752,845)	\$ 406,690	\$ (3,266,000)	\$ 430,260
Total Internal Service Funds	\$ 56,918,422	\$ 65,633,340	\$ 53,843,260	\$ 61,744,740

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2017**

RESOURCES BY FUND

	ACTUAL FY 14/15	ADOPTED FY 15/16	ESTIMATED FY 15/16	ADOPTED FY 16/17
Tucson Supplemental Retirement System				
Revenues:				
Employer Contributions	\$ 27,395,229	\$ 35,969,120	\$ 35,684,120	\$ 40,203,900
Employee Contributions	6,266,306	6,836,000	5,268,500	6,772,700
Portfolio Earnings	34,939,776	12,135,000	12,135,000	12,135,000
Miscellaneous Revenue	57,040	50,000	50,000	50,000
Total Revenues	\$ 68,658,351	\$ 54,990,120	\$ 53,137,620	\$ 59,161,600
Other Financing Sources:				
Use of Fund Balance	\$ 2,296,000	\$ 21,226,750	\$ 23,923,250	\$ 22,111,110
Total Sources	\$ 2,296,000	\$ 21,226,750	\$ 23,923,250	\$ 22,111,110
Total TSRS Fund	\$ 70,954,351	\$ 76,216,870	\$ 77,060,870	\$ 81,272,710

Section D
Department Budgets



SUMMARY OF EXPENDITURES BY DEPARTMENT

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Elected and Official				
Mayor and Council	\$ 2,485,336	\$ 2,559,710	\$ 2,484,990	\$ 2,386,810
City Manager	7,697,219	5,426,800	4,604,870	4,156,670
City Attorney	8,448,952	8,638,050	7,873,640	7,853,240
City Clerk	3,823,459	4,300,410	3,709,900	3,172,710
Subtotal	\$ 22,454,966	\$ 20,924,970	\$ 18,673,400	\$ 17,569,430
Public Safety and Justice Services				
City Court	\$ 12,870,279	\$ 15,872,400	\$ 14,333,620	\$ 12,578,880
Public Defender	2,972,398	3,191,360	3,022,070	2,700,840
Tucson Fire	91,470,005	99,156,870	98,578,780	98,583,690
Tucson Police	161,079,405	167,648,220	164,934,160	159,964,580
Subtotal	\$ 268,392,087	\$ 285,868,850	\$ 280,868,630	\$ 273,827,990
Community Enrichment and Development				
Housing and Community Development	\$ 68,218,710	\$ 73,619,420	\$ 71,735,930	\$ 83,164,040
Integrated Planning	1,683,964	1,962,190	1,757,430	-0-
Parks and Recreation	37,216,227	42,402,530	37,956,230	34,598,590
Planning and Development Services	8,717,562	8,953,620	8,321,220	5,876,990
Transportation	214,918,516	305,951,860	220,688,530	316,507,860
Tucson City Golf	8,046,349	7,629,660	7,654,750	7,902,410
Tucson Convention Center	8,220,583	7,713,630	8,426,650	10,262,750
Subtotal	\$ 347,021,911	\$ 448,232,910	\$ 356,540,740	\$ 458,312,640
Public Utilities				
Environmental Services	\$ 50,600,611	\$ 58,652,000	\$ 47,255,780	\$ 62,368,840
Tucson Water	199,687,740	247,274,690	185,930,260	237,540,270
Subtotal	\$ 250,288,351	\$ 305,926,690	\$ 233,186,040	\$ 299,909,110
Support Services				
Budget and Internal Audit	\$ 1,299,490	\$ 1,482,770	\$ 1,138,140	\$ -0-
Finance	16,749,837	19,620,890	15,185,340	23,651,270
General Services	57,212,446	70,787,440	63,782,580	73,862,820
Human Resources	8,820,156	9,702,750	6,763,618	2,636,920
Information Technology	17,934,650	19,436,900	21,255,600	20,649,250
Procurement	3,220,829	3,156,990	2,980,750	3,311,340
Subtotal	\$ 105,237,408	\$ 124,187,740	\$ 111,106,028	\$ 124,111,600

	Actual FY 2015	Adopted FY 2016	Estimated FY 2016	Adopted FY 16/17
General Government				
General Government	\$ 186,742,695	\$ 105,854,510	\$ 105,630,750	\$ 117,152,590
Subtotal	\$ 186,742,695	\$ 105,854,510	\$ 105,630,750	\$ 117,152,590
Pension Funds				
Pension Services	\$ 70,954,351	\$ 76,216,870	\$ 76,216,870	\$ 81,272,710
Subtotal	\$ 70,954,351	\$ 76,216,870	\$ 76,216,870	\$ 81,272,710
Total All Departments	\$ 1,251,091,769	\$ 1,367,212,540	\$ 1,182,222,458	\$ 1,372,156,070

MAYOR and COUNCIL

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Mayor	7.00	7.00	7.00	7.00
Ward 1	6.00	6.00	6.00	6.00
Ward 2	6.00	6.00	6.00	5.00
Ward 3	6.00	6.00	6.00	6.00
Ward 4	6.00	6.00	6.00	6.00
Ward 5	6.00	6.00	6.00	6.00
Ward 6	6.00	6.00	6.00	6.00
Department Total	43.00	43.00	43.00	42.00
TOTAL BUDGET				
Administrative	\$ 148,596	\$ 130,390	\$ 142,710	\$ 42,110
Mayor	458,764	454,720	481,610	471,380
Ward 1	325,217	329,100	336,300	312,220
Ward 2	322,132	329,100	334,460	312,220
Ward 3	291,774	329,100	304,990	312,220
Ward 4	349,913	329,100	281,800	312,220
Ward 5	295,440	329,100	300,030	312,220
Ward 6	293,500	329,100	303,090	312,220
Department Total	\$ 2,485,336	\$ 2,559,710	\$ 2,484,990	\$ 2,386,810
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,199,184	\$ 2,317,600	\$ 2,222,770	\$ 2,210,610
Services	248,492	213,900	221,100	127,450
Supplies	37,660	28,210	41,120	48,750
Department Total	\$ 2,485,336	\$ 2,559,710	\$ 2,484,990	\$ 2,386,810
FUNDING SOURCES				
General Fund	\$ 2,477,402	\$ 2,559,710	\$ 2,428,100	\$ 2,386,810
Civic Contribution Fund	7,934	-0-	56,890	-0-
Department Total	\$ 2,485,336	\$ 2,559,710	\$ 2,484,990	\$ 2,386,810

MAYOR and COUNCIL

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$2,386,810 reflects a decrease of \$172,900 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase to printing costs for ward office newsletters	\$ 30,000
Increase to public liability insurance and hazardous waste	310
Decrease due to transfer of postage capacity to the Procurement Department	(4,000)
Decrease in personnel costs	(8,990)
Decrease due to transfer of vehicle maintenance and fuel capacity to the General Services Department	(19,460)
Decrease due to transfer of telephone capacity to the Information Technology Department	(31,490)
Decrease due to transfer of utilities capacity to the General Services Department	(41,270)
Decrease due to position reductions	(98,000)
Total	\$ (172,900)

OPERATING PROGRAMS

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 148,596	\$ 130,390	\$ 142,710	\$ 42,110
Character of Expenditures				
Services	\$ 145,266	\$ 125,710	\$ 131,540	\$ 37,430
Supplies	3,330	4,680	11,170	4,680
Program Total	\$ 148,596	\$ 130,390	\$ 142,710	\$ 42,110

MAYOR and COUNCIL: This program area consists of the Mayor and six Council members. The Mayor and Council act as the policymaking body for the City of Tucson, pass City ordinances, establish policy for administrative staff by resolution, approve new programs, and adopt the budget.

MAYOR'S OFFICE

Projected Revenue Sources				
General Fund	\$ 450,830	\$ 454,720	\$ 428,460	\$ 471,380
Civic Contribution Fund	7,934	-0-	53,150	-0-
Department Total	\$ 458,764	\$ 454,720	\$ 481,610	\$ 471,380
Character of Expenditures				
Salaries and Benefits	\$ 415,691	\$ 424,600	\$ 435,650	\$ 442,590
Services	37,989	26,270	33,000	26,720
Supplies	5,084	3,850	12,960	2,070
Program Total	\$ 458,764	\$ 454,720	\$ 481,610	\$ 471,380

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
WARD 1				
Projected Revenue Sources				
General Fund	\$ 325,217	\$ 329,100	\$ 336,300	\$ 312,220
Character of Expenditures				
Salaries and Benefits	\$ 303,795	\$ 315,500	\$ 319,410	\$ 294,670
Services	14,552	10,320	13,430	10,550
Supplies	6,870	3,280	3,460	7,000
Program Total	\$ 325,217	\$ 329,100	\$ 336,300	\$ 312,220
WARD 2				
Projected Revenue Sources				
General Fund	\$ 322,132	\$ 329,100	\$ 334,460	\$ 312,220
Character of Expenditures				
Salaries and Benefits	\$ 306,091	\$ 315,500	\$ 320,470	\$ 294,670
Services	12,609	10,320	12,420	10,550
Supplies	3,432	3,280	1,570	7,000
Program Total	\$ 322,132	\$ 329,100	\$ 334,460	\$ 312,220
WARD 3				
Projected Revenue Sources				
General Fund	\$ 291,774	\$ 329,100	\$ 301,250	\$ 312,220
Civic Contribution Fund	-0-	-0-	3,740	-0-
Department Total	\$ 291,774	\$ 329,100	\$ 304,990	\$ 312,220
Character of Expenditures				
Salaries and Benefits	\$ 275,728	\$ 315,500	\$ 291,290	\$ 294,670
Services	12,178	10,320	10,550	10,550
Supplies	3,868	3,280	3,150	7,000
Program Total	\$ 291,774	\$ 329,100	\$ 304,990	\$ 312,220
WARD 4				
Projected Revenue Sources				
General Fund	\$ 349,913	\$ 329,100	\$ 281,800	\$ 312,220
Character of Expenditures				
Salaries and Benefits	\$ 340,768	\$ 315,500	\$ 274,310	\$ 294,670
Services	7,244	10,320	5,590	10,550
Supplies	1,901	3,280	1,900	7,000
Program Total	\$ 349,913	\$ 329,100	\$ 281,800	\$ 312,220

MAYOR and COUNCIL

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
WARD 5				
Projected Revenue Sources				
General Fund	\$ 295,440	\$ 329,100	\$ 300,030	\$ 312,220
Character of Expenditures				
Salaries and Benefits	\$ 273,963	\$ 315,500	\$ 288,720	\$ 294,670
Services	11,148	10,320	7,330	10,550
Supplies	10,329	3,280	3,980	7,000
Program Total	\$ 295,440	\$ 329,100	\$ 300,030	\$ 312,220

WARD 6				
Projected Revenue Sources				
General Fund	\$ 293,500	\$ 329,100	\$ 303,090	\$ 312,220
Character of Expenditures				
Salaries and Benefits	\$ 283,148	\$ 315,500	\$ 292,920	\$ 294,670
Services	7,506	10,320	7,240	10,550
Supplies	2,846	3,280	2,930	7,000
Program Total	\$ 293,500	\$ 329,100	\$ 303,090	\$ 312,220

POSITION RESOURCES

Mayor's Office				
Mayor	1.00	1.00	1.00	1.00
Chief of Staff: Office of the Mayor	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Executive Assistant/Mayor	3.00	3.00	3.00	3.00
Program Total	7.00	7.00	7.00	7.00

Council - Ward 1				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00

Council - Ward 2				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	2.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	5.00

MAYOR and COUNCIL

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Council - Ward 3				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Council - Ward 4				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Council - Ward 5				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Council - Ward 6				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	3.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Department Total	43.00	43.00	43.00	42.00

BUDGET and INTERNAL AUDIT¹

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	2.00	2.00	2.00	-0-
Budget Management	10.00	7.00	7.00	-0-
Impact Fee Administration	-0-	2.00	2.00	-0-
Internal Audit	3.00	3.00	3.00	-0-
Long-term Planning	-0-	1.00	1.00	-0-
Department Total	15.00	15.00	15.00	-0-
TOTAL BUDGET				
Operating	\$ 1,299,490	\$ 1,482,770	\$ 1,138,140	\$ -0-
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,234,160	\$ 1,415,110	\$ 1,083,320	\$ -0-
Services	46,070	58,700	46,270	-0-
Supplies	11,990	8,960	8,550	-0-
Equipment	7,270	-0-	-0-	-0-
Department Total	\$ 1,299,490	\$ 1,482,770	\$ 1,138,140	\$ -0-
FUNDING SOURCES				
General Fund	\$ 1,299,490	\$ 1,482,770	\$ 1,138,140	\$ -0-

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$0 reflects a decrease of \$1,482,770 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Decrease due to transfer of telephone capacity to Information Technology Department	\$ (5,740)
Decrease to miscellaneous costs	(55,110)
Decrease due to Internal Audit Program merge into the City Manager's Office	(317,130)
Decrease due to position reductions	(363,390)
Decrease due to the Budget Office merge into the Finance Department	(741,400)
Total	\$ (1,482,770)

¹Effective Fiscal Year 2016/17, the Budget Office merged into the Finance Department and the Internal Audit Program merged into the City Manager's Office.

BUDGET and INTERNAL AUDIT

DEPARTMENT MEASURES OF PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Ensure that expenditures do not exceed projected revenues and authorized amounts.	100%	100%	100%	N/A
Prepare quarterly reports on projected year-end expenditure and revenue balances and position vacancies for management and city departments so they can make informed fiscal decisions.	3	3	3	N/A
Facilitate quarterly Financial Monitoring Team (FMT) meetings to provide control of the budget.	3	3	3	N/A
Provide administrative support and audit assistance to the Mayor and Council's Independent Audit and Performance Commission regular and subcommittee meetings.	33	15	15	N/A
Conduct internal audit and other projects as requested by management.	40	40	55	N/A

OPERATING PROGRAMS

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

General Fund	\$ 274,850	\$ 283,390	\$ 203,150	\$ -0-
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Character of Expenditures

Salaries and Benefits	\$ 231,140	\$ 235,190	\$ 167,790	\$ -0-
Services	24,500	39,240	26,810	-0-
Supplies	11,940	8,960	8,550	-0-
Equipment	7,270	-0-	-0-	-0-
Program Total	\$ 274,850	\$ 283,390	\$ 203,150	\$ -0-

BUDGET and INTERNAL AUDIT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 800,250	\$ 657,230	\$ 437,040	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 786,450	\$ 648,350	\$ 428,160	\$ -0-
Services	13,800	8,880	8,880	-0-
Program Total	\$ 800,250	\$ 657,230	\$ 437,040	\$ -0-

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

Projected Revenue Sources				
Impact Fee Administrative Charges	\$ -0-	\$ 25,000	\$ 25,000	\$ -0-
General Fund	-0-	148,890	137,920	-0-
Program Total	\$ -0-	\$ 173,890	\$ 162,920	\$ -0-
Character of Expenditures				
Salaries and Benefits	-0-	\$ 171,690	\$ 160,720	\$ -0-
Services	-0-	2,200	2,200	-0-
Program Total	\$ -0-	\$ 173,890	\$ 162,920	\$ -0-

INTERNAL AUDIT: This program area conducts audits, reviews, cost studies, investigations, special projects, consultations, and analyzes department performance measures. Auditors work in an independent and objective manner to provide management with information necessary to improve the city's operations.

Projected Revenue Sources				
General Fund	\$ 224,390	\$ 258,980	\$ 238,180	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 216,570	\$ 253,880	\$ 233,080	\$ -0-
Services	7,770	5,100	5,100	-0-
Supplies	50	-0-	-0-	-0-
Program Total	\$ 224,390	\$ 258,980	\$ 238,180	\$ -0-

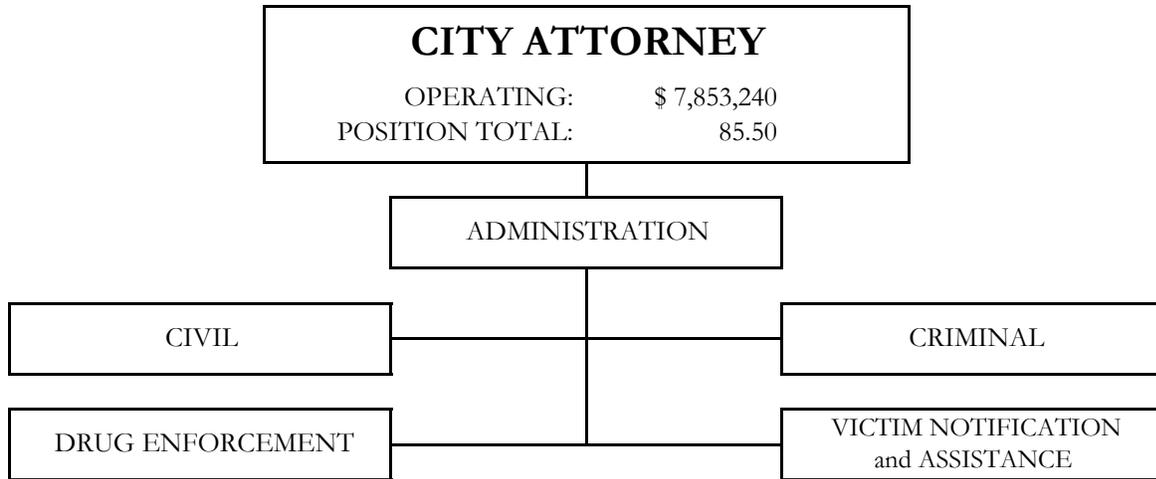
BUDGET and INTERNAL AUDIT

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

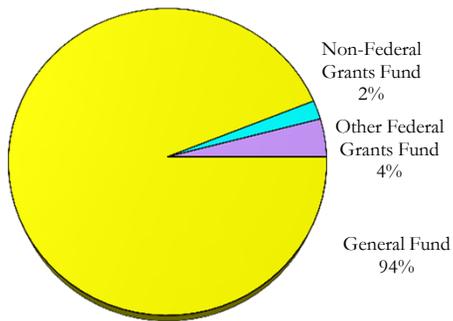
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ -0-	\$ 109,280	\$ 96,850	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ 106,000	\$ 93,570	\$ -0-
Services	-0-	3,280	3,280	-0-
Program Total	\$ -0-	\$ 109,280	\$ 96,850	\$ -0-

POSITION RESOURCES

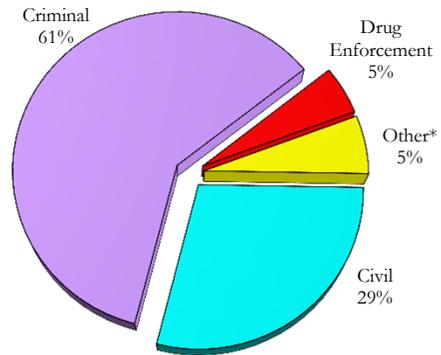
Administration				
Budget and Internal Audit Program Director	1.00	1.00	1.00	-0-
Administrative Assistant	1.00	1.00	1.00	-0-
Program Total	2.00	2.00	2.00	-0-
Budget Management				
Budget Administrator	1.00	1.00	1.00	-0-
Management Coordinator	1.00	-0-	-0-	-0-
Budget Specialist	1.00	1.00	1.00	-0-
Financial Specialist	1.00	-0-	-0-	-0-
Lead Budget Analyst	6.00	5.00	5.00	-0-
Program Total	10.00	7.00	7.00	-0-
Impact Fee Administration				
Management Coordinator	-0-	1.00	1.00	-0-
Lead Budget Analyst	-0-	1.00	1.00	-0-
Program Total	-0-	2.00	2.00	-0-
Internal Audit				
Finance Manager	-0-	1.00	1.00	-0-
Principal Internal Auditor	-0-	2.00	2.00	-0-
Senior Internal Auditor	-0-	-0-	-0-	-0-
Program Total	-0-	3.00	3.00	-0-
Long-term Planning				
Financial Specialist	-0-	1.00	1.00	-0-
Program Total	-0-	1.00	1.00	-0-
Department Total	12.00	15.00	15.00	-0-



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Administration (3%) and Victim Notification and Assistance (2%).

CITY ATTORNEY

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	3.00	3.00	3.00	3.00
Civil	23.00	25.00	25.00	24.00
Criminal	59.00	59.00	59.00	52.50
Drug Enforcement Unit	4.00	4.00	4.00	4.00
Victim Notification and Assistance Unit	2.00	2.00	2.00	2.00
Department Total	91.00	93.00	93.00	85.50
TOTAL BUDGET				
Operating	\$ 8,448,952	\$ 8,638,050	\$ 7,873,640	\$ 7,853,240
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 7,564,680	\$ 7,906,430	\$ 7,121,890	\$ 7,279,920
Services	510,794	570,010	652,710	460,530
Supplies	373,478	161,610	99,040	112,790
Department Total	\$ 8,448,952	\$ 8,638,050	\$ 7,873,640	\$ 7,853,240
FUNDING SOURCES				
General Fund	\$ 8,077,281	\$ 8,191,610	\$ 7,555,170	\$ 7,435,540
Non-Federal Grants	83,942	113,440	82,200	119,800
Other Federal Grants	287,728	333,000	236,270	297,900
Department Total	\$ 8,448,952	\$ 8,638,050	\$ 7,873,640	\$ 7,853,240

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$7,853,240 reflects a decrease of \$784,810 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase to personnel costs	\$ 12,900
Increase to public liability insurance and hazardous waste	3,820
Decrease due to transfer of vehicle maintenance and fuel capacity to General Services Department	(5,250)
Decrease due to transfer of postage capacity to Procurement Department	(12,030)
Decrease to miscellaneous costs	(16,920)
Decrease due to transfer of utilities capacity to the General Services Department	(30,450)
Decrease due to transfer of telephone capacity to the Information Technology Department	(39,180)
Decrease due to transfer of building and custodial maintenance capacity to the General Services Department	(63,170)
Decrease due to position reductions	(634,530)
Total	\$ (784,810)

CITY ATTORNEY

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Monitor and respond to requests from the Mayor and Council, the City Manager, and City departments for legal advice and representation.				
• Number of responses to requests for legal opinions and advise on operational issues	10,248	10,500	10,500	10,500
• Legal review of contracts and inter-governmental agreements	348	400	450	400
• Legal review of Mayor and Council Agenda items	693	N/A	720	720
Control litigation of all active civil cases involving the City during the year.				
• Actively defend litigation cases against the City	117	145	135	135
• Maximize amount of money saved through settlement or litigation (\$000s)	\$ 1,000	\$ 750	\$ 850	\$ 1,000
Produce favorable civil case outcomes for the City.				
• Number of civil cases with favorable outcomes (less than estimated exposure)	30	40	35	35
• Percent of cases with favorable outcomes	83%	90%	90%	90%
Monitor prosecution of misdemeanor cases to ensure fair treatment of defendants, compliance with victims' rights, staff professionalism, and efficiency of procedures.				
• Number of cases prosecuted	12,645	14,000	13,000	13,200
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	5,895	4,000	4,000	4,200

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.				
• Number of notifications	30,000	33,000	35,000	36,000
• Number of victims assisted in obtaining restitution	298	350	320	330
• Amount obtained in restitution awards for crime victims and City Court	\$ 133,000	\$ 130,000	\$ 135,000	\$ 137,000

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund	\$ 280,047	\$ 283,250	\$ 276,210	\$ 272,610
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Character of Expenditures

Salaries and Benefits	\$ 265,417	\$ 258,730	\$ 256,800	\$ 254,300
Services	13,038	19,670	14,150	15,600
Supplies	1,592	4,850	5,260	2,710
Program Total	\$ 280,047	\$ 283,250	\$ 276,210	\$ 272,610

CIVIL: This program area provides legal advice and representation to the Mayor and Council, the City Manager, and all City departments; and serves as the City representative in courts of law and administrative proceedings (including contracts, employment, environment and land use, personal injury, property damage, wrongful death and civil rights actions) to help ensure the lawfulness of the official business of the City of Tucson and avert litigation contrary to the City's interest for all civil cases.

Projected Revenue Sources

General Fund	\$ 2,095,276	\$ 2,222,240	\$ 2,237,800	\$ 2,238,240
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Character of Expenditures

Salaries and Benefits	\$ 1,909,426	\$ 2,028,030	\$ 1,960,660	\$ 2,054,860
Services	121,332	145,000	245,140	159,460
Supplies	64,518	49,210	32,000	23,920
Program Total	\$ 2,095,276	\$ 2,222,240	\$ 2,237,800	\$ 2,238,240

CITY ATTORNEY

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 5,610,051	\$ 5,550,320	\$ 4,907,720	\$ 4,793,710
Character of Expenditures				
Salaries and Benefits	\$ 4,962,084	\$ 5,082,560	\$ 4,481,280	\$ 4,454,690
Services	362,524	388,810	382,190	272,340
Supplies	285,443	78,950	44,250	66,680
Program Total	\$ 5,610,051	\$ 5,550,320	\$ 4,907,720	\$ 4,793,710

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

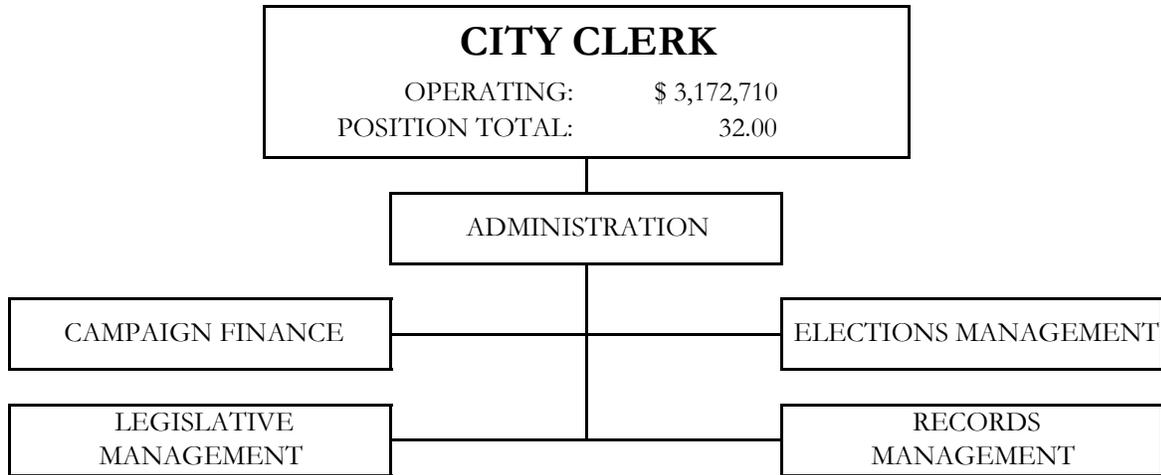
Projected Revenue Sources				
General Fund	\$ 26,445	\$ 74,910	\$ 83,430	\$ 136,960
General Fund: Forfeiture Funds	23,307	8,000	8,000	8,000
Other Federal Grants	287,728	333,000	236,270	236,270
Program Total	\$ 337,480	\$ 415,910	\$ 327,700	\$ 381,230
Character of Expenditures				
Salaries and Benefits	\$ 322,446	\$ 394,140	\$ 315,830	\$ 366,800
Services	11,970	14,770	9,470	11,330
Supplies	3,064	7,000	2,400	3,100
Program Total	\$ 337,480	\$ 415,910	\$ 327,700	\$ 381,230

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

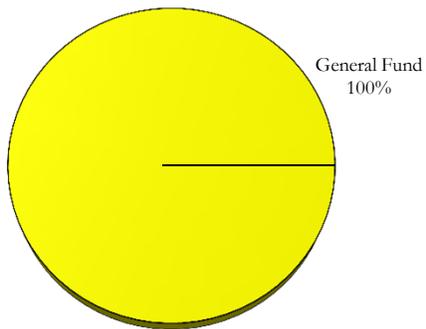
Projected Revenue Sources				
General Fund	\$ 42,156	\$ 52,890	\$ 42,010	\$ 85,250
Non-Federal Grants	83,942	113,440	82,200	82,200
Program Total	\$ 126,098	\$ 166,330	\$ 124,210	\$ 167,450
Character of Expenditures				
Salaries and Benefits	\$ 105,307	\$ 142,970	\$ 107,320	\$ 149,270
Services	1,930	1,760	1,760	1,800
Supplies	18,861	21,600	15,130	16,380
Program Total	\$ 126,098	\$ 166,330	\$ 124,210	\$ 167,450

POSITION RESOURCES

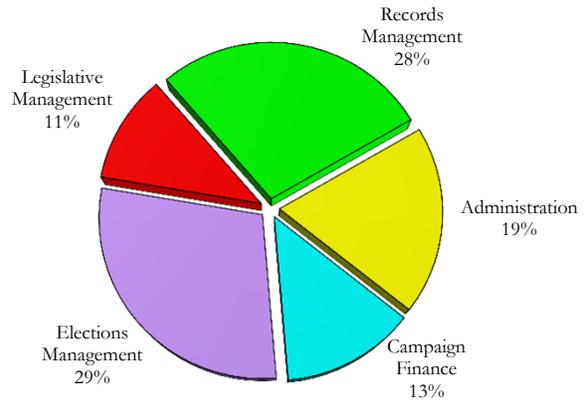
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Administration				
City Attorney	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Civil				
Principal Assistant City Attorney (Chief Deputy)	1.00	1.00	1.00	1.00
Principal Assistant City Attorney Assignment: Lead Civil Division	1.00	1.00	1.00	1.00
Principal Assistant City Attorney	14.00	14.00	14.00	14.00
Executive Assistant	1.00	1.00	1.00	1.00
Paralegal	2.00	3.00	3.00	3.00
Legal Secretary	3.00	4.00	4.00	4.00
Customer Service Representative	1.00	1.00	1.00	-0-
Program Total	23.00	25.00	25.00	24.00
Criminal				
Principal Assistant City Attorney (Deputy)	1.00	1.00	1.00	1.00
Principal Assistant Prosecuting City Attorney	2.00	2.00	2.00	2.00
Senior Assistant Prosecuting City Attorney	4.00	4.00	4.00	4.00
Associate Prosecuting City Attorney	19.00	19.00	19.00	15.50
Assistant City Attorney	2.00	2.00	2.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Litigation Support Supervisor	3.00	3.00	3.00	3.00
Legal Secretary	4.00	4.00	4.00	3.00
Litigation Support Clerk	21.00	21.00	21.00	20.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	59.00	59.00	59.00	52.50
Drug Enforcement Unit				
Senior Assistant Prosecuting City Attorney	1.00	1.00	1.00	1.00
Associate Prosecuting City Attorney	1.00	1.00	1.00	1.00
Legal Secretary	1.00	1.00	1.00	1.00
Litigation Support Clerk	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Victim Notification and Assistance Unit				
Litigation Support Clerk	2.00	2.00	2.00	2.00
Program Total	2.00	2.00	2.00	2.00
Department Total	91.00	93.00	93.00	85.50



FINANCING PLAN



PROGRAM ALLOCATION



CITY CLERK

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
Elections Management	10.50	16.50	16.50	10.00
Financial Management	2.00	2.00	2.00	-0-
Legislative Management	6.00	6.00	6.00	4.00
Records Management	15.00	15.00	15.00	14.00
Department Total	37.50	43.50	43.50	32.00
TOTAL BUDGET				
Operating	\$ 3,823,459	\$ 4,300,410	\$ 3,709,900	\$ 3,172,710
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,849,898	\$ 2,427,790	\$ 1,901,340	\$ 1,910,330
Services	390,366	949,380	897,920	760,740
Supplies	248,258	923,240	910,640	501,640
Equipment	1,334,937	-0-	-0-	-0-
Department Total	\$ 3,823,459	\$ 4,300,410	\$ 3,709,900	\$ 3,172,710
FUNDING SOURCES				
General Fund	\$ 3,817,766	\$ 4,300,410	\$ 3,704,900	\$ 3,172,710
Civic Contribution Fund	5,693	-0-	5,000	-0-
Department Total	\$ 3,823,459	\$ 4,300,410	\$ 3,709,900	\$ 3,172,710

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$3,172,710 reflects a decrease of \$1,127,700 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase to public liability insurance and hazardous waste	\$ 3,490
Decrease due to transfer of telephone capacity to the Information Technology Department	(15,320)
Decrease due to transfer of utilities capacity to the General Services Department	(33,480)
Decrease due to transfer of vehicle maintenance and fuel capacity to the General Services Department	(37,890)
Decrease to personnel costs	(68,730)
Decrease due to position reductions	(448,730)
Decrease in elections costs	(527,040)
Total	\$ (1,127,700)

CITY CLERK

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provides full support, prepares agendas, administrative action reports and minutes for Study Session and regular Mayor and Council meetings. Posts agendas, reports and minutes to staff and the public on the City of Tucson, City Clerk web site.				
• Number of meetings supported and attended	48	50	50	50
• Number of Mayor and Council agenda items processed	782	750	750	750
Provides limited support, prepares agendas, legal action reports and minutes for major boards, committees, and commissions (BCC) programs. Posts agendas, reports and minutes to staff and the public on the City of Tucson, City Clerk, BCC web site. Maintains BCC appointments including the coordination of loyalty oaths.				
• Number of meetings notices and agendas	1,436	1,150	1,155	1,150
• Number of BCC members appointed and processed	247	500	355	300
Provides support for liquor license applications; includes provision for public notices, coordination of staff recommendations and posting requirements.				
• Number of new person and location transfer applications processed	137	135	138	140
• Number of special event applications processed	166	150	165	160
• Number of extension of premise applications processed	49	50	45	50
Processes and files official City documents such as ordinances, resolutions, contracts and Mayor and Council minutes received as public record in accordance with City and state law.	4,982	5,000	5,000	5,000

OPERATING PROGRAMS

ADMINISTRATION: This program area provides administrative direction to the department and ensures that all department programs are delivered as required by law and in accordance with City of Tucson policies and procedures. Financial Management has been combined with Administration; therefore, this unit will provide all financial responsibilities for the department.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 584,720	\$ 589,480	\$ 600,600	\$ 592,420
Character of Expenditures				
Salaries and Benefits	\$ 521,069	\$ 516,420	\$ 528,040	\$ 535,000
Services	49,452	62,400	58,400	43,890
Supplies	14,199	10,660	14,160	13,530
Program Total	\$ 584,720	\$ 589,480	\$ 600,600	\$ 592,420

CAMPAIGN FINANCE: This program area administers the Campaign Finance Program as prescribed by the City Charter.

Projected Revenue Sources				
General Fund	\$ 14,137	\$ 403,140	\$ 173,030	\$ 403,140
Character of Expenditures				
Salaries and Benefits	\$ 14,137	\$ 540	\$ -0-	\$ 540
Services	-0-	400,000	170,430	400,000
Supplies	-0-	2,600	2,600.00	2,600
Program Total	\$ 14,137	\$ 403,140	\$ 173,030	\$ 403,140

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

Projected Revenue Sources				
General Fund	\$ 1,805,602	\$ 1,715,570	\$ 1,658,070	\$ 916,450
Character of Expenditures				
Salaries and Benefits	\$ 93,758	\$ 523,480	\$ 306,400	\$ 288,490
Services	168,787	336,750	507,690	190,390
Supplies	208,120	855,340	843,980	437,570
Equipment	1,334,937	-0-	-0-	-0-
Program Total	\$ 1,805,602	\$ 1,715,570	\$ 1,658,070	\$ 916,450

CITY CLERK

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 liquor license application process.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 391,273	\$ 456,430	\$ 416,420	\$ 356,930
Civic Contribution Fund	5,693	-0-	5,000	-0-
	\$ 396,966	\$ 456,430	\$ 421,420	\$ 356,930
Character of Expenditures				
Salaries and Benefits	\$ 270,671	\$ 318,240	\$ 280,380	\$ 222,040
Services	116,185	108,560	111,860	106,910
Supplies	10,110	29,630	29,180	27,980
Program Total	\$ 396,966	\$ 456,430	\$ 421,420	\$ 356,930

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

Projected Revenue Sources				
General Fund	\$ 902,435	\$ 990,180	\$ 710,510	\$ 903,770
Character of Expenditures				
Salaries and Benefits	\$ 838,545	\$ 930,390	\$ 646,510	\$ 864,260
Services	51,048	39,080	46,230	19,550
Supplies	12,842	20,710	17,770	19,960
Program Total	\$ 902,435	\$ 990,180	\$ 710,510	\$ 903,770

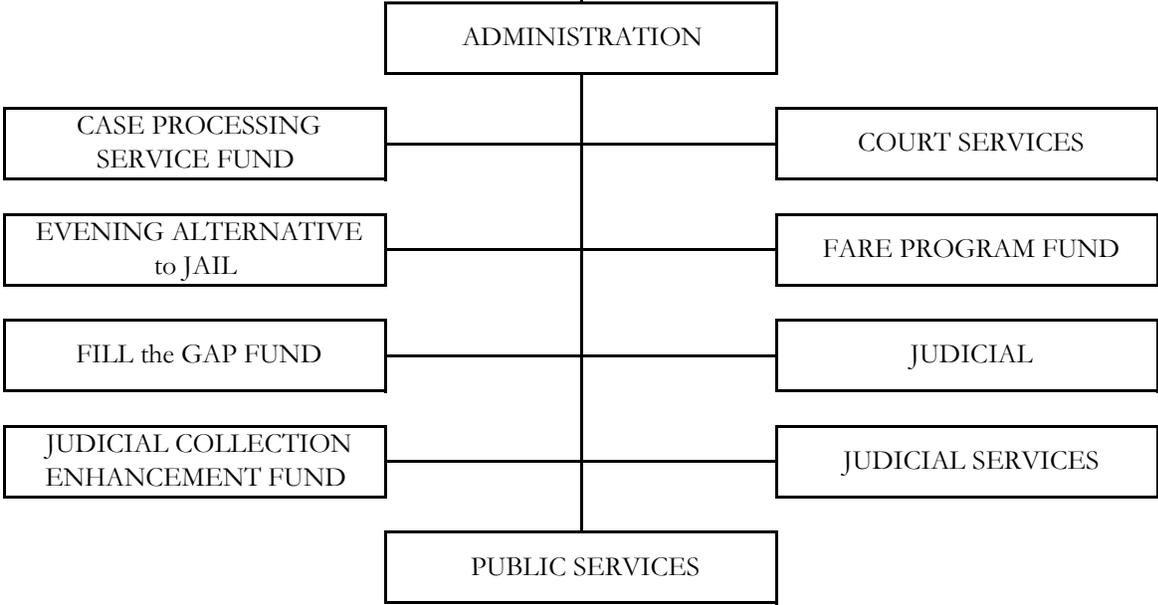
FINANCIAL MANAGEMENT: This program area provides financial direction to the department and the Mayor and Council offices; monitors budget expenditures; assists with the development of budgets; maintains internal controls and ensures transactions comply with City of Tucson rules, regulations and policies. For Fiscal Year 2016/17 this program area has been combined with Administration.

Projected Revenue Sources				
General Fund	\$ 119,599	\$ 145,610	\$ 146,270	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 111,718	\$ 138,720	\$ 140,010	\$ -0-
Services	4,894	2,590	3,310	-0-
Supplies	2,987	4,300	2,950	-0-
Program Total	\$ 119,599	\$ 145,610	\$ 146,270	\$ -0-

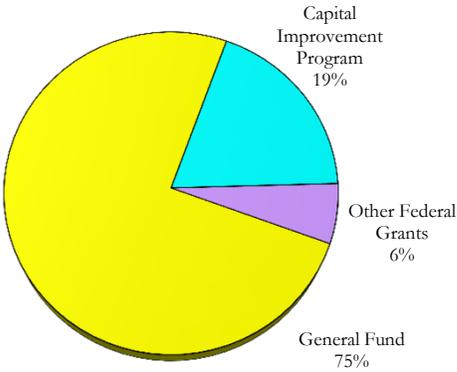
POSITION RESOURCES

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Administration				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
City Clerk Administrator	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Elections Management				
Election Specialist (Hourly)	1.00	1.00	1.00	-0-
Senior Election Technician (Hourly)	1.00	1.00	1.00	-0-
Election Technician (Hourly)	8.50	14.50	14.50	10.00
Program Total	10.50	16.50	16.50	10.00
Financial Management				
Management Coordinator	1.00	1.00	1.00	-0-
Secretary	1.00	1.00	1.00	-0-
Program Total	2.00	2.00	2.00	-0-
Legislative Management				
Management Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Agenda Office Coordinator	1.00	1.00	1.00	-0-
Administrative Assistant	-0-	-0-	3.00	2.00
Secretary	3.00	3.00	-0-	-0-
Program Total	6.00	6.00	6.00	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	1.00	1.00	1.00
Administrative Assistant	-0-	-0-	4.00	4.00
Secretary	10.00	10.00	6.00	5.00
Program Total	15.00	15.00	15.00	14.00
Department Total	37.50	43.50	43.50	32.00

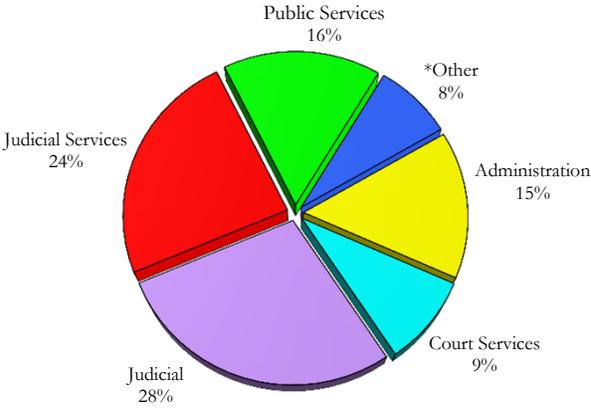
CITY COURT	
OPERATING:	\$ 10,242,880
CAPITAL:	2,336,000
TOTAL:	<u>\$ 12,578,880</u>
POSITION TOTAL:	<u>112.80</u>



FINANCING PLAN



PROGRAM ALLOCATION



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

CITY COURT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	17.00	17.00	17.00	14.00
Case Processing Service Fund	5.00	5.00	5.00	-0-
Court Services	17.00	17.00	17.00	16.00
Judicial	13.80	13.80	13.80	11.80
Judicial Collection Enhancement Fund	6.00	6.00	6.00	-0-
Judicial Services	44.00	44.00	44.00	43.00
Public Services	34.00	34.00	34.00	28.00
Department Total	136.80	136.80	136.80	112.80
TOTAL BUDGET				
Operating	\$ 12,406,640	\$ 13,272,400	\$ 13,333,620	\$ 10,242,880
Capital	463,639	2,600,000	1,000,000	2,336,000
Department Total	\$ 12,870,279	\$ 15,872,400	\$ 14,333,620	\$ 12,578,880
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 9,004,722	\$ 9,038,350	\$ 8,983,400	\$ 7,848,560
Services	2,275,279	2,302,330	2,525,620	1,699,060
Supplies	542,349	1,191,680	1,183,450	508,260
Equipment	584,290	740,040	641,150	187,000
Operating Total	\$ 12,406,640	\$ 13,272,400	\$ 13,333,620	\$ 10,242,880
Capital Improvement	463,639	2,600,000	1,000,000	2,336,000
Department Total	\$ 12,870,279	\$ 15,872,400	\$ 14,333,620	\$ 12,578,880
FUNDING SOURCES				
General Fund	\$ 11,733,557	\$ 12,618,680	\$ 12,262,740	\$ 9,380,940
Other Federal Grants	673,083	653,720	1,070,880	861,940
Department Total	\$ 12,406,640	\$ 13,272,400	\$ 13,333,620	\$ 10,242,880
Capital Improvement	463,639	2,600,000	1,000,000	2,336,000
Department Total	\$ 12,870,279	\$ 15,872,400	\$ 14,333,620	\$ 12,578,880

CITY COURT

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2016/17 of \$10,242,880 reflects a decrease of \$3,029,520 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase to personnel	\$ 28,560
Increase to public liability insurance and hazardous waste	10,690
Decrease due to transfer of vehicle maintenance and fuel capacity to the General Services Department	(4,140)
Decrease due to transfer of postage capacity to the Procurement Department	(30,000)
Decrease due to transfer of telephone capacity to the Information Technology Department	(60,000)
Decrease due to transfer of utilities capacity to the General Services Department	(146,140)
Decrease due to transfer of building and custodial maintenance capacity to the General Services Department	(343,100)
Decrease due to position reductions	(2,485,390)
Total	<u>\$ (3,029,520)</u>

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Clearance Rate: measures new filing of charges against charges disposed within a specific time period. Indicates whether caseload is expanding or contracting. Goal: 100% clearance rate.				
• Criminal Charge Clearance Rate	184%	100%	210%	100%
• Civil Charge Clearance Rate	108%	100%	121%	100%
Cost Per Charge: measures the cost of processing a single violation (charge) by charge type. The Court has a responsibility to use resources effectively to deliver desired outcomes such as access to the court, fairness, impartiality, and timeliness in case processing. This performance measure assists in gauging that effectiveness over time. Goal is to keep costs within 5% of prior year costs (dependent upon external factors).				
• Cost Per Criminal Charge	\$ 70	\$ 70	\$ 70	\$ 70
• Cost Per Civil Charge	\$ 20	\$ 20	\$ 20	\$ 20
Wait times to access court services.				
• Customer Service Lobby: average wait time of no more than 15 minutes, dependent upon staff levels	30:00	15:00	15:00	15:00

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
• Customer Service Call Center: average wait time of no more than 10 minutes, dependent upon staff levels	15:00	10:00	10:00	10:00

OPERATING PROGRAMS

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

Projected Revenue Sources

Court Fines and Forfeitures	\$ 2,439,069	\$ 2,481,510	\$ 2,030,910	\$ 1,583,200
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Character of Expenditures

Salaries and Benefits	\$ 1,254,359	\$ 1,369,810	\$ 985,100	\$ 1,130,780
Services	931,603	944,140	885,180	316,000
Supplies	221,552	167,560	159,520	136,420
Equipment	31,555	-0-	1,110	-0-
Program Total	\$ 2,439,069	\$ 2,481,510	\$ 2,030,910	\$ 1,583,200

COURT SERVICES: This program area oversees the records management section of the court, with approximately 500,000 active records. It is responsible for records retention and the destruction of court files. Additionally, it is responsible for the processing of case file requests, motions, set-asides, records requests, and appeals. Court Services also monitors electronic functions such as document scanning, computerized case tracking, photo enforcement, and e-citations.

Projected Revenue Sources

Court Fines and Forfeitures	\$ 961,495	\$ 958,200	\$ 987,260	\$ 910,210
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Character of Expenditures

Salaries and Benefits	\$ 944,670	\$ 944,290	\$ 973,700	\$ 894,890
Services	16,825	13,910	13,560	15,320
Program Total	\$ 961,495	\$ 958,200	\$ 987,260	\$ 910,210

CITY COURT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 94,756	\$ 80,000	\$ 100,970	\$ 80,000
Character of Expenditures				
Salaries and Benefits	\$ 94,756	\$ 80,000	\$ 100,970	\$ 80,000

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

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,307,252	\$ 2,166,060	\$ 2,569,900	\$ 1,994,950
Other Federal Grants	671,358	653,720	653,720	862,170
Program Total	\$ 2,978,610	\$ 2,819,780	\$ 3,223,620	\$ 2,857,120
Character of Expenditures				
Salaries and Benefits	\$ 2,181,371	\$ 1,866,970	\$ 2,249,840	\$ 1,837,160
Services	786,226	933,090	953,550	994,240
Supplies	11,013	19,720	20,230	25,720
Program Total	\$ 2,978,610	\$ 2,819,780	\$ 3,223,620	\$ 2,857,120

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

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 2,552,344	\$ 2,571,850	\$ 2,591,650	\$ 2,436,260
Character of Expenditures				
Salaries and Benefits	\$ 2,497,972	\$ 2,536,890	\$ 2,559,260	\$ 2,397,930
Services	54,372	34,960	32,390	38,330
Program Total	\$ 2,552,344	\$ 2,571,850	\$ 2,591,650	\$ 2,436,260

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 1,829,665	\$ 1,750,040	\$ 1,900,230	\$ 1,629,980
Character of Expenditures				
Salaries and Benefits	\$ 1,662,548	\$ 1,685,000	\$ 1,741,860	\$ 1,485,420
Services	167,117	65,040	158,370	144,560
Program Total	\$ 1,829,665	\$ 1,750,040	\$ 1,900,230	\$ 1,629,980

GENERAL RESTRICTED REVENUE FUNDS-PURPOSE and USE

CASE PROCESSING SERVICE FUND¹: The Case Processing Service Fund was established to cover case processing costs incurred by the court, such as credit card processing fees; cost of a bond clerk at the Pima County Jail; postage costs for mailing parking notices to defendants per ordinance; bond card publication; and court security.

Projected Revenue Sources				
Case Processing Service Fees	\$ 341,494	\$ 691,690	\$ 653,970	\$ 468,790
Character of Expenditures				
Salaries and Benefits	\$ 139,494	\$ 205,520	\$ 137,800	\$ -0-
Services	160,018	155,630	212,350	138,250
Supplies	41,982	203,540	176,820	203,540
Equipment	-0-	127,000	127,000	127,000
Program Total	\$ 341,494	\$ 691,690	\$ 653,970	\$ 468,790

¹ FY 2016/17 Case Processing Service Fund salaries and benefits expenditure adopted budget is zero due to decreased program funding.

FILL the GAP FUND: The Fill the Gap Fund was established by the Arizona Supreme Court for courts to use to improve, maintain, and enhance the ability to collect and manage monies assessed or received by the courts; improve court automation; and improve case processing or the administration of justice.

Projected Revenue Sources				
Fill the Gap Fees	\$ 143,952	\$ 733,380	\$ 733,380	\$ 86,850
Character of Expenditures				
Salaries and Benefits	\$ 28,649	\$ 35,380	\$ 35,380	\$ 22,380
Services	75,000	24,000	124,000	14,470
Supplies	5,440	280,000	280,000	30,000
Equipment	34,863	394,000	294,000	20,000
Program Total	\$ 143,952	\$ 733,380	\$ 733,380	\$ 86,850

CITY COURT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
FARE Fees	\$ 136,430	\$ 189,460	\$ 230,980	\$ 30,000
Character of Expenditures				
Services	\$ 84,118	\$ 108,980	\$ 124,480	\$ 15,000
Supplies	52,312	61,440	87,460	15,000
Equipment	-0-	19,040	19,040	-0-
Program Total	\$ 136,430	\$ 189,460	\$ 230,980	\$ 30,000

JUDICIAL COLLECTION ENHANCEMENT FUND (JCEF)²: 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.

Projected Revenue Sources				
JCEF Fees	\$ 928,825	\$ 996,490	\$ 880,650	\$ 160,470
Character of Expenditures				
Salaries and Benefits	\$ 200,903	\$ 314,490	\$ 199,490	\$ -0-
Services	-0-	22,580	21,740	22,890
Supplies	210,050	459,420	459,420	97,580
Equipment	517,872	200,000	200,000	40,000
Program Total	\$ 928,825	\$ 996,490	\$ 880,650	\$ 160,470

² FY 2016/17 salaries and benefits expenditures adopted budget is zero due to decreased program funding.

POSITION RESOURCES

Administration

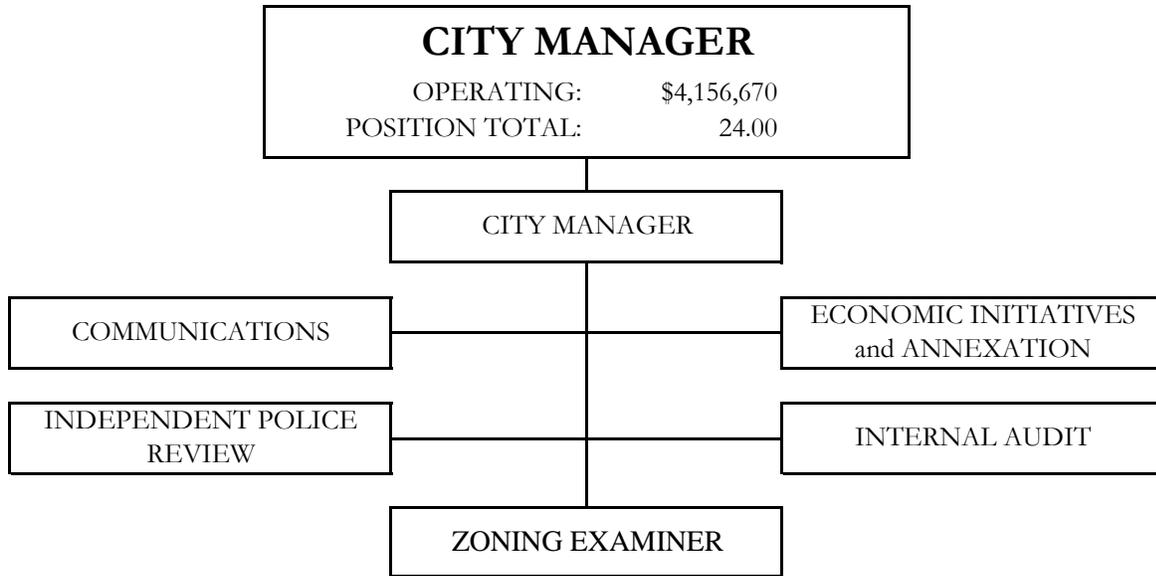
Deputy Director of City Court	1.00	1.00	1.00	1.00
Court Administrator	2.00	2.00	2.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Data Base Administrator	1.00	1.00	1.00	1.00
System Administrator	1.00	1.00	1.00	-0-
Systems Analyst	2.00	2.00	2.00	2.00
Information Technology Specialist	2.00	2.00	2.00	2.00
Court Supervisor	1.00	1.00	1.00	-0-

Administration (Continued)

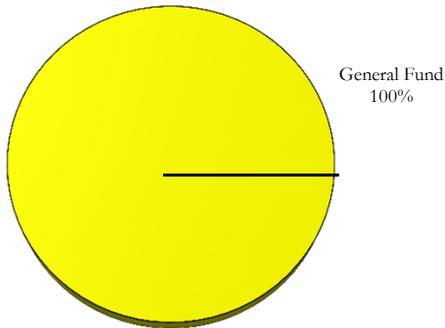
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Executive Assistant	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00
Management Assistant	-0-	-0-	1.00	1.00
Administrative Assistant	2.00	2.00	1.00	1.00
Senior Court Clerk	2.00	2.00	2.00	2.00
Program Total	17.00	17.00	17.00	14.00
Case Processing Service Fund				
Court Clerk	5.00	5.00	5.00	-0-
Program Total	5.00	5.00	5.00	-0-
Court Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	2.00	2.00	2.00	2.00
Senior Court Clerk	4.00	4.00	4.00	4.00
Court Clerk	10.00	10.00	10.00	9.00
Program Total	17.00	17.00	17.00	16.00
Judicial				
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	8.00	8.00	8.00	8.00
Limited Special City Magistrate	2.00	2.00	2.00	-0-
Administrative Assistant	1.80	1.80	1.80	1.80
Court Clerk	1.00	1.00	1.00	1.00
Program Total	13.80	13.80	13.80	11.80
Judicial Collection Enhancement Fund				
Court Clerk	6.00	6.00	6.00	-0-
Program Total	6.00	6.00	6.00	-0-
Judicial Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Interpreter Supervisor	1.00	1.00	1.00	1.00
Court Supervisor	4.00	4.00	4.00	3.00
Court Interpreter	1.00	1.00	1.00	1.00
Senior Court Clerk	30.00	30.00	30.00	30.00
Court Clerk	7.00	7.00	7.00	7.00
Program Total	44.00	44.00	44.00	43.00

CITY COURT

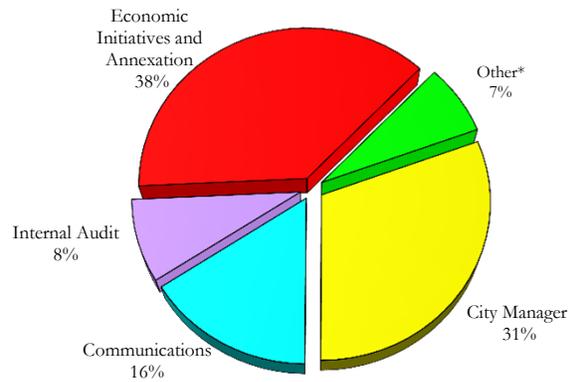
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Public Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	3.00	3.00
Senior Court Clerk	9.00	9.00	9.00	9.00
Court Clerk	21.00	21.00	21.00	15.00
Program Total	34.00	34.00	34.00	28.00
Department Total	136.80	136.80	136.80	112.80



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Zoning Examiner (4%) and Independent Police Review (3%).

CITY MANAGER

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
City Manager	10.00	10.00	10.00	10.00
Communications	5.00	3.00	3.00	3.00
Economic Initiatives and Annexation	7.00	7.00	6.00	6.00
Independent Police Review	1.00	1.00	1.00	1.00
Intergovernmental Relations	2.00	2.00	-0-	-0-
Internal Audit	-0-	-0-	-0-	3.00
Real Estate	9.00	9.00	8.00	-0-
Zoning Examiner	1.00	1.00	1.00	1.00
Department Total	35.00	33.00	29.00	24.00
TOTAL BUDGET				
Operating	\$ 7,697,219	\$ 5,426,800	\$ 4,604,870	\$ 4,156,670
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 3,303,284	\$ 3,477,070	\$ 2,898,340	\$ 2,584,240
Services	4,337,331	1,906,250	1,632,030	1,529,100
Supplies	56,604	43,480	54,500	43,330
Equipment	-0-	-0-	20,000	-0-
Department Total	\$ 7,697,219	\$ 5,426,800	\$ 4,604,870	\$ 4,156,670
FUNDING SOURCES				
General Fund	\$ 7,697,219	\$ 5,426,800	\$ 4,604,870	\$ 4,156,670

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$4,156,670 reflects a decrease of \$1,270,130 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase due to transfer of Internal Audit Program	\$ 351,120
Decrease due to the transfer of capacity for telephone costs to Department of Information Technology	(15,060)
Decrease from the transfer of Intergovernmental Relations functions to staff in Economic Initiatives and Tucson Water	(207,800)
Decrease from the transfer of capacity for federal and state lobbyist contracts to General Government	(303,000)
Decrease to personnel costs primarily due to position reductions	(470,500)
Decrease from the transfer of the Real Estate program to the Department of Transportation	(624,890)
Total	\$ (1,270,130)

CITY MANAGER

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Coordinate and manage property acquisitions, including rights-of-way, for Tucson Water, Parks and Recreation, Transportation, and the Regional Transportation Authority.	79	50	50	-0-
Hold public hearings, render decisions, and make recommendations to the Mayor and Council related to zoning and land use, stolen property disposition and liquor license extensions.				
• Number of rezoning cases	24	15	15	26
• Number of special exception land use cases	14	10	10	16
Number of new jobs created through economic development efforts.	1,221	475	1,846	500
Number of new development economic incentives awarded.	6	5	10	5
Number of annexations completed.	7	4	4	5
Number of social media views, follows and likes.	165,358	165,000	153,450	165,000
Respond to media requests and inquiries.	587	500	566	575
Develop the City's state and federal legislative agendas, research and gather information, monitor legislation, and advocate for the defeat of harmful legislation and the success of helpful legislation.				
• Defeat harmful legislation	N/A	100%	80%	-0-
• Enact helpful legislation	N/A	100%	60%	-0-
Process, monitor, and audit external complaints of police misconduct filed by citizens.	573	750	650	800

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provide administrative support and audit assistance to the Mayor and Council's Independent Audit and Performance Commission regular and subcommittee meetings.	N/A	N/A	N/A	25
Conduct internal audit and other projects as requested by management.	N/A	N/A	N/A	23

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund	\$ 1,260,011	\$ 1,635,840	\$ 1,103,150	\$ 1,274,450
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Character of Expenditures

Salaries and Benefits	\$ 1,099,510	\$ 1,523,040	\$ 962,530	\$ 1,175,320
Services	138,701	100,010	113,090	86,640
Supplies	21,800	12,790	27,530	12,490
Program Total	\$ 1,260,011	\$ 1,635,840	\$ 1,103,150	\$ 1,274,450

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

Projected Revenue Sources

General Fund	\$ 596,154	\$ 546,340	\$ 657,610	\$ 652,660
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Character of Expenditures

Salaries and Benefits	\$ 517,896	\$ 257,050	\$ 347,070	\$ 348,230
Services	71,486	288,450	290,390	295,590
Supplies	6,772	840	150	8,840
Equipment	-0-	-0-	20,000	-0-
Program Total	\$ 596,154	\$ 546,340	\$ 657,610	\$ 652,660

CITY MANAGER

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 4,134,656	\$ 1,714,450	\$ 800,280	\$ 1,575,320
Character of Expenditures				
Salaries and Benefits	\$ 668,468	\$ 619,590	\$ 590,080	\$ 487,560
Services	4,047,800	1,073,860	789,530	1,066,760
Supplies	18,388	21,000	20,670	21,000
Program Total	\$ 4,734,656	\$ 1,714,450	\$ 1,400,280	\$ 1,575,320

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.

Projected Revenue Sources				
General Fund	\$ 106,911	\$ 91,360	\$ 76,450	\$ 118,780
Character of Expenditures				
Salaries and Benefits	\$ 97,052	\$ 82,470	\$ 70,350	\$ 104,500
Services	9,507	7,890	5,770	13,280
Supplies	353	1,000	330	1,000
Program Total	\$ 106,912	\$ 91,360	\$ 76,450	\$ 118,780

INTERNAL AUDIT: This program area conducts audits, reviews, cost studies, investigations, special projects, consultations, and analyzes department performance measures. Auditors work in an independent and objective manner to provide management with information necessary to improve the city's operations.

Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 351,120
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 292,970
Services	-0-	-0-	-0-	58,150
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 351,120

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 153,667	\$ 149,360	\$ 155,020	\$ 184,340
Character of Expenditures				
Salaries and Benefits	\$ 140,401	\$ 140,880	\$ 144,830	\$ 175,660
Services	9,948	8,480	9,950	8,680
Supplies	3,318	-0-	240	-0-
Program Total	\$ 153,667	\$ 149,360	\$ 155,020	\$ 184,340

INTERGOVERNMENTAL RELATIONS¹: This program area coordinates and implements key Mayor and Council strategic initiatives for the City's state and federal legislative programs through developing the City's legislative agenda, researching and gathering information, monitoring legislation, and advocating on the City's behalf.

Projected Revenue Sources				
General Fund	\$ 139,474	\$ 510,800	\$ 506,460	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 123,368	\$ 182,830	\$ 122,300	\$ -0-
Services	16,077	327,010	383,540	-0-
Supplies	29	960	620	-0-
Program Total	\$ 139,474	\$ 510,800	\$ 506,460	\$ -0-

¹Transfer of Intergovernmental Relations functions to staff in Economic Initiatives and Tucson Water for FY 2016/17.

REAL ESTATE²: This program area provides professional real property support for City departments, including appraisal, acquisition, management, special studies, cultural resource clearance, environmental investigation, leasing, and disposition.

Projected Revenue Sources				
General Fund	\$ 648,496	\$ 753,650	\$ 659,240	\$ -0-
Real Estate Fees	57,850	25,000	46,660	-0-
Program Total	\$ 706,346	\$ 778,650	\$ 705,900	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 656,588	\$ 671,210	\$ 661,180	\$ -0-
Services	43,813	100,550	39,760	-0-
Supplies	5,945	6,890	4,960	-0-
Program Total	\$ 706,346	\$ 778,650	\$ 705,900	\$ -0-

²This program was transferred to the Transportation Department for FY 2016/17.

CITY MANAGER

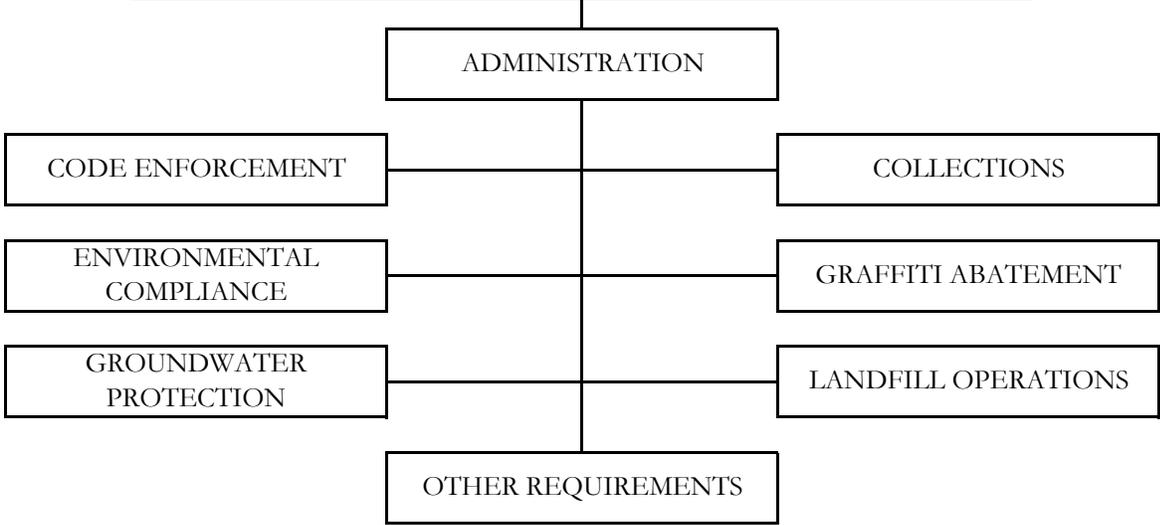
POSITION RESOURCES

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
City Manager				
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	2.00	1.00	1.00
Assistant City Manager/Chief Financial Officer	1.00	-0-	1.00	1.00
Assistant to the City Manager	1.00	1.00	-0-	-0-
Project Manager	-0-	-0-	2.00	2.00
Management Assistant to the City Manager	-0-	1.00	1.00	1.00
Executive Assistant/City Manager	4.00	3.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	10.00	10.00	10.00	10.00
Communications				
Television Production Manager	1.00	-0-	-0-	-0-
Management Assistant to the City Manager	-0-	1.00	1.00	1.00
Executive Assistant/City Manager	1.00	1.00	1.00	-0-
Public Information Specialist	2.00	1.00	1.00	1.00
Television Production Specialist	1.00	-0-	-0-	1.00
Program Total	5.00	3.00	3.00	3.00
Economic Development and Annexation				
Economic Development Program Director	1.00	1.00	-0-	-0-
Management Coordinator	1.00	1.00	1.00	1.00
Economic Development Specialist	3.00	3.00	3.00	3.00
Project Manager	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	6.00	6.00
Independent Police Review				
Independent Police Auditor	1.00	1.00	1.00	1.00
Program Total	1.00	1.00	1.00	1.00
Internal Audit				
Finance Manager	-0-	-0-	-0-	1.00
Principal Internal Auditor	-0-	-0-	-0-	2.00
Program Total	-0-	-0-	-0-	3.00
Zoning Examiner				
Zoning Examiner	1.00	1.00	1.00	1.00
Program Total	1.00	1.00	1.00	1.00

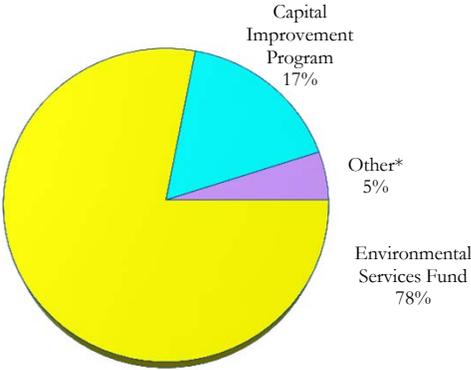
CITY MANAGER

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Intergovernmental Relations				
Intergovernmental Relations Program Manager	1.00	1.00	-0-	-0-
Management Assistant to the City Manager	1.00	1.00	-0-	-0-
Program Total	2.00	2.00	-0-	-0-
Real Estate				
Real Estate Program Director	1.00	1.00	-0-	-0-
Real Estate Program Coordinator	2.00	-0-	-0-	-0-
Real Estate Program Supervisor	-0-	2.00	2.00	-0-
Real Estate Agent	2.00	2.00	-0-	-0-
Staff Assistant	1.00	1.00	1.00	-0-
Senior Property Agent	-0-	2.00	4.00	-0-
Property Agent	2.00	-0-	-0-	-0-
Secretary	1.00	1.00	1.00	-0-
Program Total	9.00	9.00	8.00	-0-
 Department Total	 35.00	 33.00	 29.00	 24.00

ENVIRONMENTAL SERVICES	
OPERATING:	\$ 51,593,840
CAPITAL:	10,775,000
TOTAL:	<u>\$ 62,368,840</u>
POSITION TOTAL:	<u>241.00</u>

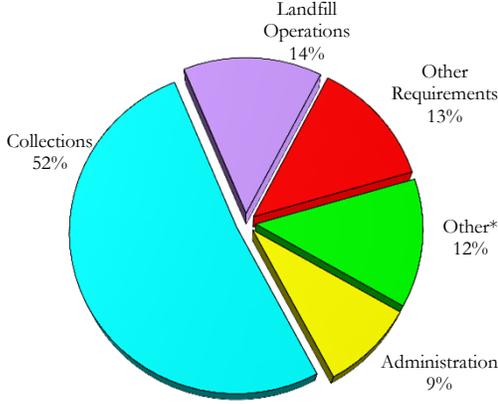


FINANCING PLAN



*Other includes General Fund (5%) and Miscellaneous Federal Grants (<1%).

PROGRAM ALLOCATION



*Other includes Groundwater Protection (5%), Code Enforcement (4%), Graffiti Abatement (2%), and Environmental Compliance (1%).

ENVIRONMENTAL SERVICES

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	38.00	38.00	38.00	38.00
Code Enforcement	-0-	-0-	-0-	26.00
Collections	138.00	137.00	137.00	135.00
Environmental Compliance	3.00	4.00	4.00	5.00
Graffiti Abatement	-0-	-0-	-0-	2.00
Groundwater Protection	7.00	7.00	7.00	7.00
Landfill Operations	28.00	28.00	28.00	28.00
Department Total	214.00	214.00	214.00	241.00
TOTAL BUDGET				
Operating	\$ 42,948,841	\$ 46,713,000	\$ 44,581,360	\$ 51,593,840
Capital	7,651,770	11,939,000	2,674,420	10,775,000
Department Total	\$ 50,600,611	\$ 58,652,000	\$ 47,255,780	\$ 62,368,840
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 14,867,073	\$ 15,232,240	\$ 15,063,590	\$ 17,693,300
Services	18,265,134	20,478,360	19,475,130	21,631,650
Supplies	4,294,269	4,978,320	3,907,360	4,752,220
Equipment	4,914,760	5,272,860	5,378,560	6,759,160
Debt Service	607,605	751,220	756,720	757,510
Operating Total	\$ 42,948,841	\$ 46,713,000	\$ 44,581,360	\$ 51,593,840
Capital Improvement Program	7,651,770	11,939,000	2,674,420	10,775,000
Department Total	\$ 50,600,611	\$ 58,652,000	\$ 47,255,780	\$ 62,368,840
FUNDING SOURCES				
Environmental Services Fund	\$ 42,840,264	\$ 46,583,000	\$ 44,476,240	\$ 48,408,240
General Fund	-0-	-0-	-0-	3,061,600
Other Federal Grants	108,577	130,000	105,120	124,000
Operating Total	\$ 42,948,841	\$ 46,713,000	\$ 44,581,360	\$ 51,593,840
Capital Improvement Program	7,651,770	11,939,000	2,674,420	10,775,000
Department Total	\$ 50,600,611	\$ 58,652,000	\$ 47,255,780	\$ 62,368,840

ENVIRONMENTAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$51,593,840 reflects an increase of \$4,880,840 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase due to transfer of Code Enforcement from Planning and Development Services	\$ 2,061,600
Increase for for purchase of landfill vehicles	1,640,000
Increase due to transfer of Graffiti Abatement from Transportation Department	1,000,000
Increase to personnel costs	237,080
Increase to recycling services	192,000
Increase to compressed natural gas	130,000
Increase to miscellaneous services and supplies	36,160
Decrease to fuel costs	(416,000)
Total	\$ 4,880,840

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Enhance customer accessibility to the department by monitoring the phone system to ensure quality customer service.				
• Percent of calls answered	97%	97%	97%	97%
• Average time to answer calls (seconds)	16	12	18	18
Low Income Program participants (monthly average).	3,200	3,350	3,200	3,400
Collection of Solid Waste.				
• Residential customers	131,850	132,000	132,300	132,500
• Residential refuse tons collected	145,393	140,000	148,600	148,000
• Commercial customers	3,490	3,400	3,510	3,500
• Commercial refuse tons collected	65,044	65,000	67,500	67,500
• Roll-offs provided for community cleanups	337	250	396	425
Brownfields Assessments and Cleanups.				
• Phase I Environmental Site Assessments (Historic property use investigation)	116	90	105	60
• Phase II Environmental Site Assessments (Sampling or contaminant investigation)	125	60	208	75

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Groundwater Protection - Provide groundwater and soil vapor remediation, sampling and assessment to protect the drinking water aquifer and nearby residents.				
• Number of landfill gas monitoring wells sampled by Environmental Services (ES) staff (quarterly)	480	480	503	503
• Average number of groundwater wells sampled by ES staff (annually)	303	303	305	306
• Number of sites under active groundwater remediation	2	1	2	2
• Number of sites with active landfill gas extraction systems	5	5	5	5
Environmental Management Program (EMP): Committee representatives from various departments meet regularly to address City environmental issues, set priorities, manage current incidents, and follow up on previous incidents.	4	5	3	4
Recycling.				
• Tons recycled at a local facility	39,457	38,000	39,500	38,000
• Tons of metal scrapped	120	175	130	130
• Metric tons of Carbon reduced	113,242	100,000	113,365	113,365
Tons of food waste collected.	514	800	700	750
Household Hazardous Waste Program.				
• Residents served	15,211	18,500	12,000	10,000
• Businesses served	193	135	165	160
• Total tons collected	357	350	350	350
Provide safe and environmentally secure disposal of refuse at Los Reales Landfill.				
• Tons disposed	558,135	533,000	570,000	580,000
• Number of loads	179,509	169,950	190,000	200,000
Provide green energy from renewable landfill gas resources and reduce greenhouse gas emissions. Landfill gas diverted to Tucson Electric Power for generation (million cubic feet).	529	529	627	731

ENVIRONMENTAL SERVICES

OPERATING PROGRAMS

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Environmental Services Fund	\$ 3,422,684	\$ 4,059,790	\$ 3,828,020	\$ 4,584,470
Character of Expenditures				
Salaries and Benefits	\$ 2,666,078	\$ 2,979,560	\$ 2,970,550	\$ 3,122,520
Services	625,090	899,550	672,500	1,274,550
Supplies	95,735	100,680	104,970	107,400
Equipment	35,781	80,000	80,000	80,000
Program Total	\$ 3,422,684	\$ 4,059,790	\$ 3,828,020	\$ 4,584,470

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.

Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 1,961,600
General Fund Restricted	-0-	-0-	-0-	100,000
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 2,061,600
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 1,783,330
Services	-0-	-0-	-0-	250,300
Supplies	-0-	-0-	-0-	27,970
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 2,061,600

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

Projected Revenue Sources				
Environmental Services Fund	\$ 25,951,372	\$ 26,672,360	\$ 26,059,760	\$ 26,889,050

ENVIRONMENTAL SERVICES

Collections (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 9,234,094	\$ 9,360,830	\$ 9,253,930	\$ 9,456,180
Services	8,907,088	8,670,840	8,676,760	8,977,550
Supplies	3,569,867	3,799,830	3,261,470	3,699,460
Equipment	4,240,323	4,840,860	4,867,600	4,755,860
Program Total	\$ 25,951,372	\$ 26,672,360	\$ 26,059,760	\$ 26,889,050

ENVIRONMENTAL COMPLIANCE: This program area provides a variety of regulatory and compliance activities to protect the citizens by providing a clean environment along with the development of renewable energy sources from landfill gas. The program area includes funding for Brownfields and Federal grants.
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Projected Revenue Sources				
Environmental Services Fund	\$ 400,364	\$ 650,420	\$ 568,480	\$ 714,670
Other Federal Grants	108,577	130,000	105,120	124,000
Program Total	\$ 508,941	\$ 780,420	\$ 673,600	\$ 838,670

Character of Expenditures				
Salaries and Benefits	\$ 347,586	\$ 440,780	\$ 413,640	\$ 544,450
Services	158,432	334,090	257,430	288,670
Supplies	2,923	5,550	2,530	5,550
Program Total	\$ 508,941	\$ 780,420	\$ 673,600	\$ 838,670

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

Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 1,000,000

Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 111,350
Services	-0-	-0-	-0-	850,170
Supplies	-0-	-0-	-0-	38,480
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 1,000,000

ENVIRONMENTAL SERVICES

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Environmental Services Fund	\$ 1,875,637	\$ 2,253,360	\$ 1,937,510	\$ 2,449,600
Character of Expenditures				
Salaries and Benefits	\$ 625,540	\$ 468,340	\$ 628,770	\$ 612,050
Services	1,029,598	1,429,210	1,010,020	1,545,640
Supplies	25,863	33,810	44,670	30,910
Equipment	194,636	322,000	254,050	261,000
Program Total	\$ 1,875,637	\$ 2,253,360	\$ 1,937,510	\$ 2,449,600

LANDFILL OPERATIONS: This program area provides for the safe disposal of refuse materials with on-site waste diversion and recycling opportunities while ensuring compliance with regulatory laws to help protect the citizens of our community and also provide a clean environment.

Projected Revenue Sources				
Environmental Services Fund	\$ 5,677,198	\$ 6,422,250	\$ 5,797,150	\$ 7,139,340
Character of Expenditures				
Salaries and Benefits	\$ 1,993,775	\$ 1,982,730	\$ 1,796,700	\$ 2,063,420
Services	2,639,522	3,371,070	3,329,820	2,571,170
Supplies	599,881	1,038,450	493,720	842,450
Equipment	444,020	30,000	176,910	1,662,300
Program Total	\$ 5,677,198	\$ 6,422,250	\$ 5,797,150	\$ 7,139,340

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

Projected Revenue Sources				
Environmental Services Fund	\$ 5,513,009	\$ 6,524,820	\$ 6,285,320	\$ 6,631,110
Character of Expenditures				
Administrative Services	\$ 4,689,734	\$ 5,034,030	\$ 5,034,030	\$ 5,133,030
Services	215,670	739,570	494,570	740,570
Debt Service	607,605	751,220	756,720	757,510
Program Total	\$ 5,513,009	\$ 6,524,820	\$ 6,285,320	\$ 6,631,110

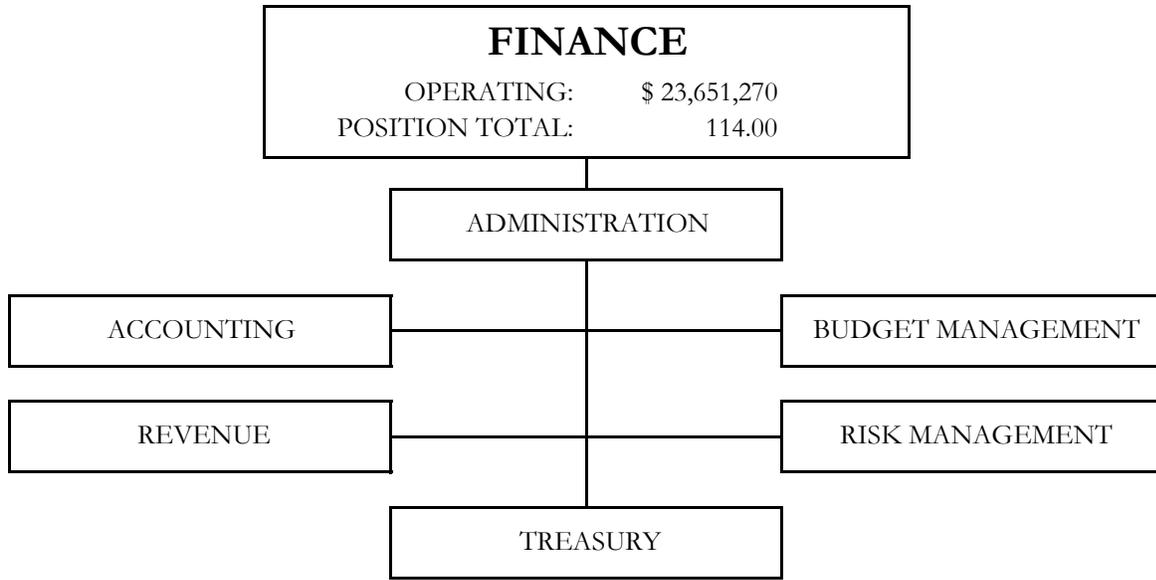
POSITION RESOURCES

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
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
Information Technology Manager	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	-0-	-0-
Environmental Manager	1.00	1.00	1.00	1.00
Management Coordinator	-0-	-0-	1.00	1.00
GIS Supervisor	1.00	1.00	1.00	1.00
Environmental Project Coordinator	2.00	2.00	2.00	2.00
Principal Planner	-0-	1.00	1.00	1.00
Management Assistant	2.00	1.00	1.00	1.00
Staff Assistant	-0-	-0-	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Public Information Specialist	1.00	1.00	1.00	1.00
Water Services Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Utility Service Representative	2.00	2.00	2.00	2.00
Training and Customer Relations	-0-	-0-	1.00	-0-
Administrative Assistant	6.00	6.00	4.00	5.00
Customer Service Representative	11.00	11.00	11.00	11.00
Secretary	1.00	1.00	1.00	1.00
Program Total	38.00	38.00	38.00	38.00
Code Enforcement				
Development Services Administrator	-0-	-0-	-0-	1.00
Inspection Supervisor	-0-	-0-	-0-	2.00
Code Inspector	-0-	-0-	-0-	17.00
Staff Assistant	-0-	-0-	-0-	1.00
Management Assistant	-0-	-0-	-0-	1.00
Customer Service Representative	-0-	-0-	-0-	4.00
Program Total	-0-	-0-	-0-	26.00
Collections				
Environmental Services Administrator	1.00	1.00	1.00	-0-
Environmental Services Superintendent	2.00	2.00	2.00	2.00
Environmental Services Accounts	1.00	1.00	1.00	1.00
Welder Supervisor	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Resources Supervisor	9.00	9.00	9.00	9.00
Environmental Services Accounts	1.00	1.00	1.00	1.00

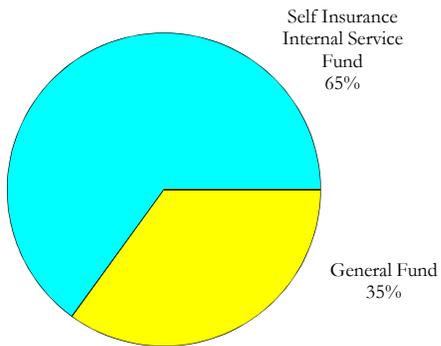
ENVIRONMENTAL SERVICES

Collections (Continued)

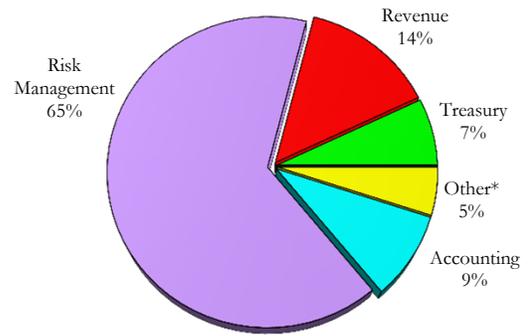
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Welder	2.00	2.00	2.00	2.00
Environmental Services Equipment	102.00	102.00	102.00	102.00
Lead Household Hazardous Waste Administrative Assistant	2.00	2.00	2.00	2.00
Household Hazardous Waste Technician	1.00	1.00	1.00	-0-
Senior Environmental Services Worker	3.00	3.00	3.00	3.00
Environmental Services Worker	5.00	5.00	5.00	5.00
Program Total	9.00	7.00	7.00	7.00
Environmental Compliance				
Environmental Services Administrator	-0-	-0-	-0-	1.00
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Scientist	1.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	4.00	4.00	5.00
Graffiti Abatement				
Street Maintenance Crew Leader	-0-	-0-	-0-	1.00
Customer Services Representative	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	2.00
Groundwater Protection				
Engineering Manager	-0-	1.00	1.00	1.00
Environmental Manager	1.00	-0-	-0-	-0-
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Environmental Scientist	1.00	-0-	-0-	-0-
Environmental Services Inspection Supervisor	1.00	1.00	1.00	1.00
Environmental Services Inspector	5.00	4.00	4.00	4.00
Program Total	9.00	7.00	7.00	7.00
Landfill Operations				
Landfill Manager	1.00	1.00	1.00	1.00
Environmental Services Superintendent	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Services Supervisor	2.00	2.00	2.00	2.00
Equipment Operation Specialist	12.00	12.00	12.00	12.00
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	3.00	3.00	3.00	3.00
Senior Environmental Services Worker	2.00	2.00	2.00	2.00
Environmental Services Worker	5.00	5.00	5.00	5.00
Program Total	28.00	28.00	28.00	28.00
Department Total	214.00	214.00	214.00	241.00



FINANCING PLAN



PROGRAM ALLOCATION



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

FINANCE

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
Accounting	35.00	35.00	35.00	31.00
Budget Management	-0-	-0-	-0-	8.00
Risk Management	5.00	9.00	9.00	12.00
Revenue	41.00	41.00	41.00	41.00
Treasury	23.00	23.00	23.00	18.00
Department Total	108.00	112.00	112.00	114.00
TOTAL BUDGET				
Operating	\$ 16,749,837	\$ 19,620,890	\$ 15,185,340	\$ 23,651,270
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 6,849,633	\$ 7,554,510	\$ 7,129,660	\$ 8,335,240
Services	9,546,012	11,671,680	7,577,130	14,893,060
Supplies	354,192	364,700	448,550	242,970
Equipment	-0-	30,000	30,000	180,000
Department Total	\$ 16,749,837	\$ 19,620,890	\$ 15,185,340	\$ 23,651,270
FUNDING SOURCES				
General Fund	\$ 9,865,161	\$ 10,492,840	\$ 8,216,810	\$ 8,363,620
Internal Service Fund: Self Insurance	6,884,676	9,128,050	6,968,530	15,287,650
Department Total	\$ 16,749,837	\$ 19,620,890	\$ 15,185,340	\$ 23,651,270

SIGNIFICANT CHANGES: GENERAL FUND

The adopted General Fund operating budget for Fiscal Year 2016/17 of \$8,363,620 is a decrease of \$2,129,220 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase due to consolidation of Budget Office	\$ 741,400
Increase for technology intern	62,230
Increase in supplies and services	37,740
Decrease due to transfer of postage capacity to City Clerk	(156,370)
Decrease due to position reductions	(350,580)
Decrease for Transaction Privilege Tax (TPT) administrative charge	(395,290)
Decrease due to CGI contract and telephone capacity transfer to the Information Technology Department	(2,068,350)
Total	\$ (2,129,220)

FINANCE

SIGNIFICANT CHANGES: SELF INSURANCE FUND

The Self-Insurance Fund adopted operating budget for Fiscal Year 2016/17 of \$15,287,650 is an increase of \$6,159,600 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase due to transfer of Workers' Compensation Program from the Human Resources Department	\$ 6,116,060
Increase in equipment	150,000
Increase in personnel costs	22,660
Increase for technology interns	20,880
Increase to services	260
Decrease to insurance claims capacity	(150,260)
Total	\$ 6,159,600

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Plan, organize, and direct City debt offerings.	4	5	3	4
Pay vendor invoices.				
• By check	24,496	24,000	26,000	24,000
• By electronic funds transfer	36,820	40,300	45,000	47,000
Issue new licenses and bill accounts.				
• New licenses issued	7,925	5,000	4,850	5,000
• Accounts billed	72,409	81,360	90,926	90,900
Process and deposit utility, tax, and license payments and other City revenue.				
• Total number of payments processed (000s)	1,558	1,585	1,470	1,470
• Percent of utility payments processed the same day as received	85%	95%	85%	85%
• Percent of tax, license, and other payments processed the same day as received	85%	95%	85%	85%
• Collect business privilege tax and license fees (\$000s)	\$ 227,806	\$ 222,309	\$ 232,242	\$ 236,775
Recover unpaid taxes identified in audits and collect delinquent taxes (\$000s).	\$ 5,080	\$ 4,088	\$ 7,839	\$ 6,686

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
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	N/A	N/A	3
Facilitate quarterly Financial Monitoring Team (FMT) meetings to provide control of the budget.	N/A	N/A	N/A	3

OPERATING PROGRAM

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.

Projected Revenue Sources

General Fund	\$ 593,977	\$ 567,670	\$ 519,390	\$ 607,680
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Character of Expenditures

Salaries and Benefits	\$ 534,085	\$ 534,030	\$ 483,970	\$ 576,590
Services	55,488	32,440	33,130	30,090
Supplies	4,404	1,200	2,290	1,000
Program Total	\$ 593,977	\$ 567,670	\$ 519,390	\$ 607,680

ACCOUNTING: This program area ensures appropriate reporting of the City's funds and financial transactions, prepares the Comprehensive Annual Financial Report (CAFR), processes employee payroll, manages accounts receivables and accounts payables, and pursues the collection of past due accounts.

Projected Revenue Sources

General Fund	\$ 4,252,109	\$ 4,379,900	\$ 2,175,170	\$ 2,198,150
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Character of Expenditures

Salaries and Benefits	\$ 2,080,229	\$ 2,215,380	\$ 2,000,100	\$ 2,044,110
Services	2,124,422	2,117,020	110,910	100,140
Supplies	47,458	47,500	64,160	53,900
Program Total	\$ 4,252,109	\$ 4,379,900	\$ 2,175,170	\$ 2,198,150

FINANCE

BUDGET MANAGEMENT¹: 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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 741,400
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 695,240
Services	-0-	-0-	-0-	40,100
Supplies	-0-	-0-	-0-	6,060
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 741,400

RISK MANAGEMENT^{2 and 3}: 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.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 6,884,676	\$ 9,128,050	\$ 6,968,530	\$ 15,287,650
Character of Expenditures				
Salaries and Benefits	\$ 356,285	\$ 712,420	\$ 724,270	\$ 1,086,330
Services	6,513,710	8,264,000	6,123,720	13,894,160
Supplies	14,681	121,630	90,540	127,160
Equipment	-0-	30,000	30,000.00	180,000
Program Total	\$ 6,884,676	\$ 9,128,050	\$ 6,968,530	\$ 15,287,650

¹The Office of Budget has merged into the Finance Department beginning in Fiscal Year 2016/17.

²The Safety program transferred from Human Resources beginning in Fiscal Year 2015/16.

³The Workers' Compensation program transferred from Human Resources beginning in Fiscal Year 2016/17.

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 3,204,147	\$ 3,694,090	\$ 3,780,000	\$ 3,218,600
Character of Expenditures				
Salaries and Benefits	\$ 2,607,098	\$ 2,790,070	\$ 2,790,380	\$ 2,874,550
Services	331,210	725,690	714,310	302,740
Supplies	265,839	178,330	275,310	41,310
Program Total	\$ 3,204,147	\$ 3,694,090	\$ 3,780,000	\$ 3,218,600

TREASURY: This program area operates cashier stations throughout the community; manages the City's cash and investments by projecting cash needs to maintain adequate liquidity, ensuring the timely transfer of funds to meet daily cash needs and investing the excess to provide maximum returns at acceptable levels of risk. The Treasury Division also manages the City's debt obligations and requirements, handles all City banking needs and is the point of contact for the City's banking services provider.

Projected Revenue Sources				
General Fund	\$ 1,814,928	\$ 1,851,180	\$ 1,742,250	\$ 1,597,790
Character of Expenditures				
Salaries and Benefits	\$ 1,271,936	\$ 1,302,610	\$ 1,130,940	\$ 1,058,420
Services	521,182	532,530	595,060	525,830
Supplies	21,810	16,040	16,250	13,540
Program Total	\$ 1,814,928	\$ 1,851,180	\$ 1,742,250	\$ 1,597,790

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00

FINANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Accounting				
Finance Administrator	2.00	2.00	2.00	2.00
Finance Manager	2.00	2.00	2.00	1.00
Budget Specialist	-0-	-0-	-0-	1.00
Business Analyst II	1.00	-0-	1.00	2.00
Lead Finance Analyst	-0-	1.00	-0-	-0-
Principal Accountant	3.00	3.00	2.00	-0-
Finance Analyst	-0-	1.00	-0-	-0-
Management Assistant	-0-	-0-	1.00	1.00
Business Analyst I	1.00	-0-	1.00	1.00
Senior Accountant	6.00	6.00	7.00	7.00
Financial Services Supervisor	3.00	3.00	2.00	2.00
Account Clerk Supervisor	3.00	3.00	3.00	2.00
Administrative Assistant	3.00	3.00	3.00	2.00
Senior Account Clerk	10.00	10.00	10.00	9.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	35.00	35.00	35.00	31.00
Budget Management				
Budget Administrator	-0-	-0-	-0-	1.00
Management Coordinator	-0-	-0-	-0-	1.00
Lead Budget Analyst	-0-	-0-	-0-	5.00
Administrative Assistant	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	8.00
Risk Management				
Risk Manager	1.00	1.00	1.00	1.00
Human Resources Manager	-0-	-0-	-0-	1.00
Risk Management Claims Adjuster	2.00	2.00	2.00	2.00
Safety and Environmental Compliance Supervisor	-0-	1.00	1.00	1.00
Risk Management Specialist	-0-	1.00	1.00	1.00
Safety and Environmental Compliance Specialist	-0-	2.00	2.00	2.00
Medical Leave Specialist	-0-	-0-	-0-	1.00
Administrative Assistant	2.00	2.00	2.00	3.00
Program Total	5.00	9.00	9.00	12.00
Revenue				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	2.00	2.00	2.00	2.00
Finance Analyst	1.00	1.00	1.00	1.00
Tax Audit Supervisor	2.00	2.00	2.00	2.00
Tax Auditor	7.00	7.00	7.00	7.00
Financial Services Supervisor	2.00	2.00	2.00	2.00
Revenue Investigation Supervisor	1.00	1.00	1.00	1.00

Revenue (Continued)

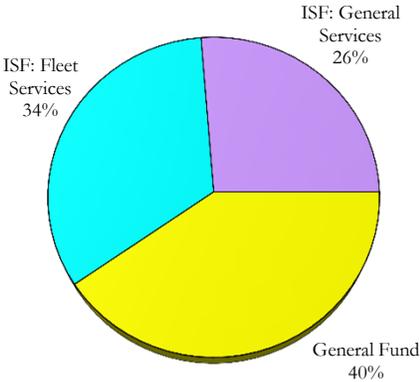
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Revenue Investigator	16.00	16.00	16.00	16.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00	4.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Office Assistant	-0-	-0-	-0-	1.00
Program Total	41.00	41.00	41.00	41.00
Treasury				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Financial Specialist	1.00	1.00	1.00	-0-
Financial Services Supervisor	1.00	1.00	1.00	1.00
Office Supervisor	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Cashier	12.00	12.00	12.00	9.00
Program Total	23.00	23.00	23.00	18.00
Department Total	108.00	112.00	112.00	114.00

GENERAL SERVICES	
OPERATING:	\$ 72,063,920
CAPTIAL:	1,798,900
TOTAL:	<u>\$ 73,862,820</u>
POSITION TOTAL:	<u>219.00</u>

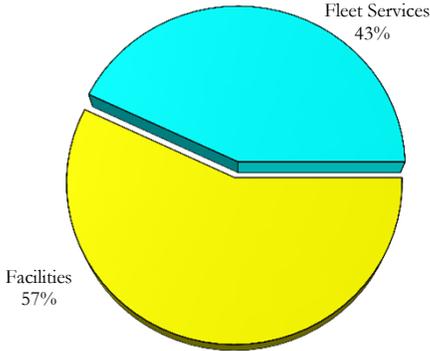
FACILITIES

FLEET SERVICES

FINANCING PLAN



PROGRAM ALLOCATION



GENERAL SERVICES

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Facilities	128.00	129.00	130.00	126.00
Fleet Services	96.00	93.00	93.00	93.00
Department Total	224.00	222.00	223.00	219.00
TOTAL BUDGET				
Operating	\$ 55,429,986	\$ 58,484,940	\$ 51,229,820	\$ 72,063,920
Capital	1,782,460	12,302,500	12,552,760	1,798,900
Department Total	\$ 57,212,446	\$ 70,787,440	\$ 63,782,580	\$ 73,862,820
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 14,562,898	\$ 15,577,500	\$ 15,137,820	\$ 15,503,190
Services	23,198,413	23,477,990	22,099,630	37,971,720
Supplies	14,303,970	17,374,250	11,966,710	16,743,370
Equipment	1,542,217	264,000	234,460	81,500
Debt Service	1,822,488	1,791,200	1,791,200	1,764,140
Operating Total	\$ 55,429,986	\$ 58,484,940	\$ 51,229,820	\$ 72,063,920
Capital Improvement Program	1,782,460	12,302,500	12,552,760	1,798,900
Department Total	\$ 57,212,446	\$ 70,787,440	\$ 63,782,580	\$ 73,862,820
FUNDING SOURCES				
General Fund	\$ 12,856,466	\$ 10,678,790	\$ 10,677,670	\$ 29,076,870
Internal Service Fund: Fleet Services	23,122,641	26,635,120	21,653,360	24,140,320
Internal Service Fund: General Services	19,450,879	21,171,030	18,898,790	18,846,730
Department Total	\$ 55,429,986	\$ 58,484,940	\$ 51,229,820	\$ 72,063,920
Capital Improvement Program	1,782,460	12,302,500	12,552,760	1,798,900
Department Total	\$ 57,212,446	\$ 70,787,440	\$ 63,782,580	\$ 73,862,820

GENERAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$72,063,920 reflects an increase of \$13,578,980 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase due to transfer of General Fund utility capacity	\$ 9,440,160
Increase due to transfer of General Fund vehicle maintenance and repair capacity	4,139,700
Increase due to transfer of General Fund fuel capacity	2,383,100
Increase due to transfer of Information Technology and City Courts building maintenance	609,470
Increase in contract services	152,810
Increase in fiber relocation costs	86,640
Increase in annual maintenance cost for backup consoles at the Pima Emergency Communications Center	7,810
Decrease to General Fund share of the Tucson Utility Management System (TUMS)	(6,980)
Decrease to Clean Renewable Energy Bonds (CREBs) debt service	(27,060)
Decrease to custodial and building maintenance costs for the Channel 12 building	(33,400)
Decrease for the removal of legacy communications equipment	(75,810)
Decrease to equipment	(182,500)
Decrease due to the elimination of support for building standards and building plan archives and reduce support for vertical construction project management	(513,760)
Decrease to fuel costs	(2,401,200)
Total	\$ 13,578,980

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Work toward a 100% on-time completion rate of facilities maintenance related work orders.				
• Percent of customer requested work orders completed within five days after receipt	61%	75%	60%	78%
• Percent of preventive maintenance work orders completed on set schedule	36%	75%	47%	78%
Reduce the costs associated with the permitting and inspecting of repair/replacement building component projects by utilizing the Registered Plant Program (annual permit) concept.				
• Average cost savings per permit	\$ 146	\$ 200	\$ 150	\$ 175

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provide the Environmental Services Department with 100% of its daily collection equipment needs for side-loaders and front-end loaders.				
• 45 side loaders daily	100%	100%	100%	100%
• 12 front-end loaders daily	98%	100%	97%	100%

OPERATING PROGRAMS

FACILITIES: This program area ensures a healthy, functional, aesthetic, and sustainable building environment for all City employees and the public through development and oversight of long-term building plans and programs; detailed project scopes, cost estimates, design, construction documents; construction oversight for major new buildings; repairs, remodels, alteration and demolition projects; planning and scheduling ongoing and long-term facilities maintenance, repair, and custodial services; and planning and implementation for energy conservation and energy optimization efforts. This program area also maintains critical public safety and public works communication equipment.

Projected Revenue Sources

General Fund	\$ 11,376,519	\$ 10,678,790	\$ 10,677,670	\$ 22,543,170
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Character of Expenditures

Salaries and Benefits	\$ 84,613	\$ 91,240	\$ -0-	\$ -0-
Services	11,286,065	10,577,550	10,669,660	22,543,170
Supplies	5,841	10,000	8,010	-0-
Program Total	\$ 11,376,519	\$ 10,678,790	\$ 10,677,670	\$ 22,543,170

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

Projected Revenue Sources

Interdepartmental Charges	\$ 19,140,150	\$ 20,862,820	\$ 18,611,840	\$ 18,585,060
U.S. Treasury Subsidy for CREBs II	310,729	308,210	286,950	261,670
Program Total	\$ 19,450,879	\$ 21,171,030	\$ 18,898,790	\$ 18,846,730

Character of Expenditures

Salaries and Benefits	\$ 8,598,941	\$ 9,383,750	\$ 9,288,130	\$ 9,287,270
Services	7,007,641	7,749,690	5,680,870	5,834,010
Supplies	1,991,636	2,057,390	1,926,590	1,954,810
Equipment	30,173	189,000	212,000	6,500
Debt Service	1,822,488	1,791,200	1,791,200	1,764,140
Program Total	\$ 19,450,879	\$ 21,171,030	\$ 18,898,790	\$ 18,846,730

GENERAL SERVICES

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 1,479,947	\$ -0-	\$ -0-	\$ 6,533,700
Character of Expenditures				
Services	\$ 10,778	\$ -0-	\$ -0-	\$ 4,140,600
Supplies	1,097	-0-	-0-	2,393,100
Equipment	1,468,072	-0-	-0-	-0-
Program Total	\$ 1,479,947	\$ -0-	\$ -0-	\$ 6,533,700

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

Projected Revenue Sources				
Interdepartmental Charges	\$ 23,152,377	\$ 26,562,120	\$ 21,505,430	\$ 23,992,320
Scrap Material Sales	39,931	52,000	5,930	6,000
Vehicle Auction Revenue	(69,667)	21,000	142,000	142,000
Program Total	\$ 23,122,641	\$ 26,635,120	\$ 21,653,360	\$ 24,140,320
Character of Expenditures				
Salaries and Benefits	\$ 5,879,344	\$ 6,102,510	\$ 5,849,690	\$ 6,215,920
Services	4,893,929	5,150,750	5,749,100	5,453,940
Supplies	12,305,396	15,306,860	10,032,110	12,395,460
Equipment	43,972	75,000	22,460	75,000
Program Total	\$ 23,122,641	\$ 26,635,120	\$ 21,653,360	\$ 24,140,320

POSITION RESOURCES

Facilities

Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Architecture and Engineering Administrator	1.00	1.00	1.00	1.00
Facilities Management Administrator	1.00	1.00	1.00	1.00
Communication Maintenance Superintendent	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	-0-	-0-
Energy Manager	1.00	1.00	1.00	1.00
Facilities Management Superintendent	3.00	3.00	3.00	2.00

GENERAL SERVICES

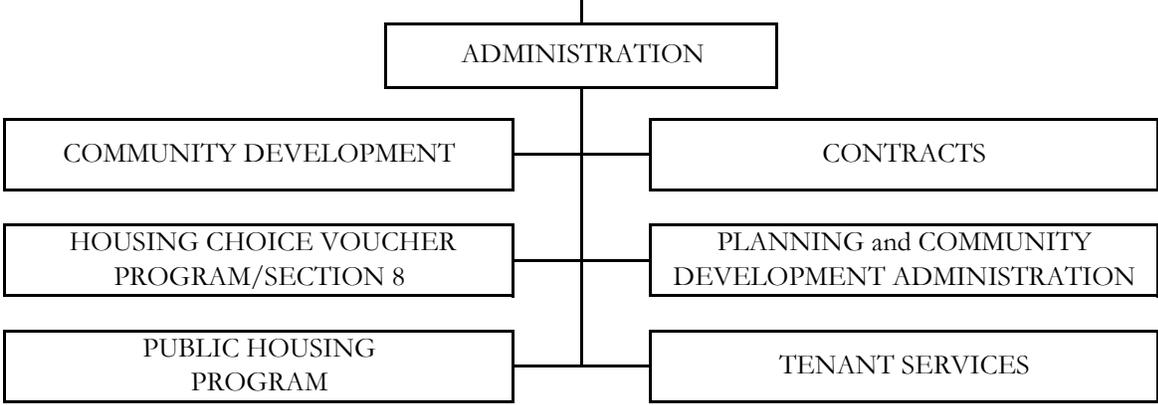
Facilities (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Management Coordinator	-0-	-0-	1.00	1.00
Architect	1.00	1.00	1.00	1.00
Mechanical Engineer	1.00	1.00	1.00	1.00
Project Manager	2.00	1.00	2.00	2.00
ADA Compliance Specialist	1.00	1.00	-0-	-0-
Management Assistant	2.00	2.00	-0-	-0-
Senior Engineering Associate	1.00	1.00	1.00	-0-
Staff Assistant	2.00	1.00	3.00	3.00
Safety Specialist	1.00	1.00	1.00	1.00
Communications Maintenance Scheduler	1.00	1.00	1.00	1.00
Planner Scheduler	2.00	2.00	2.00	2.00
Senior Communication Technician	1.00	1.00	1.00	1.00
Carpentry Supervisor	1.00	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00	1.00
Contract and Assessment Specialist	1.00	1.00	1.00	1.00
Electrician Supervisor	1.00	1.00	1.00	1.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
HVAC Supervisor	1.00	1.00	1.00	1.00
Lock Shop Supervisor	1.00	1.00	-0-	-0-
Plumbing Supervisor	1.00	1.00	1.00	1.00
Electrician	8.00	8.00	8.00	8.00
Electronics Technician	6.00	6.00	6.00	6.00
Engineering Associate	2.00	2.00	2.00	-0-
Facilities Project Coordinator	5.00	5.00	5.00	5.00
Financial Services Supervisor	-0-	-0-	1.00	1.00
Fuel Station Mechanic	3.00	3.00	3.00	3.00
HVAC Technician	13.00	13.00	13.00	13.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	1.00	1.00	1.00	1.00
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
Roofer	2.00	2.00	2.00	2.00
Painter	2.00	2.00	2.00	2.00
Administrative Assistant	3.00	4.00	4.00	4.00
Building Maintenance Worker	3.00	3.00	4.00	4.00
Lead Custodian	1.00	1.00	1.00	1.00
Secretary	1.00	2.00	2.00	2.00
Senior Account Clerk	3.00	4.00	5.00	5.00
Storekeeper	1.00	1.00	1.00	1.00
Custodian	16.00	16.00	15.00	15.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Program Total	128.00	129.00	130.00	126.00

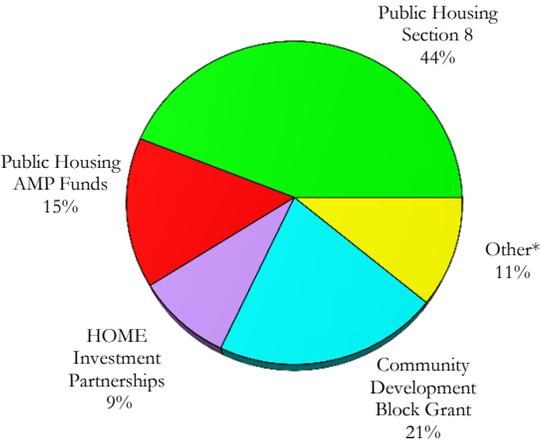
GENERAL SERVICES

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
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	7.00	6.00	6.00
Management Analyst	-0-	1.00	-0-	-0-
Lead Automotive Mechanic	2.00	2.00	2.00	3.00
Senior Heavy Equipment Mechanic	24.00	24.00	24.00	24.00
Automotive Mechanic	20.00	20.00	20.00	20.00
Welder	2.00	2.00	2.00	2.00
Asset Management Planning Technician	1.00	-0-	1.00	1.00
Automotive Parts Specialist	7.00	6.00	7.00	6.00
Lead Fleet Service Technician	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	1.00	1.00	1.00
Fleet Control Specialist	2.00	2.00	2.00	2.00
Senior Account Clerk	3.00	2.00	2.00	2.00
Secretary	1.00	-0-	-0-	-0-
Senior Fleet Service Technician	12.00	12.00	12.00	12.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Automotive Service Writer	1.00	1.00	1.00	1.00
Fleet Services Attendant	4.00	4.00	4.00	4.00
Program Total	96.00	93.00	93.00	93.00
Department Total	224.00	222.00	223.00	219.00

HOUSING and COMMUNITY DEVELOPMENT	
OPERATING:	\$ 82,164,040
CAPITAL:	1,000,000
TOTAL:	<u>\$ 83,164,040</u>
POSITION TOTAL:	<u>141.25</u>

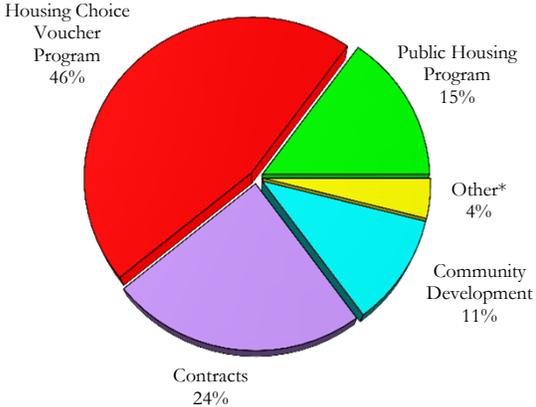


FINANCING PLAN



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

PROGRAM ALLOCATION



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

HOUSING and COMMUNITY DEVELOPMENT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	16.60	14.00	15.00	30.00
Asset Management	-0-	4.00	-0-	-0-
Community Development	12.00	11.00	11.00	8.00
Contracts	6.00	6.00	5.00	6.00
Housing Choice Voucher/Section 8 Program	32.00	32.00	33.00	29.00
Planning and Community Development Administration	7.00	9.00	8.00	4.00
Planning and Technical Support	1.00	2.00	-0-	-0-
Public Housing Program	65.65	63.25	66.25	58.25
Tenant Services	5.00	5.00	6.00	6.00
Department Total	145.25	146.25	144.25	141.25
TOTAL BUDGET				
Operating	\$ 66,661,910	\$ 72,459,220	\$ 71,735,930	\$ 82,164,040
Capital	1,556,800	1,160,200	-0-	1,000,000
Department Total	\$ 68,218,710	\$ 73,619,420	\$ 71,735,930	\$ 83,164,040
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 9,789,844	\$ 10,503,970	\$ 9,827,270	\$ 9,946,810
Services	55,662,840	60,498,380	60,429,350	67,968,080
Supplies	1,154,658	1,332,390	1,402,860	1,228,150
Equipment	54,568	124,480	76,450	3,021,000
Operating Total	\$ 66,661,910	\$ 72,459,220	\$ 71,735,930	\$ 82,164,040
Capital Improvement Program	1,556,800	1,160,200	-0-	1,000,000
Department Total	\$ 68,218,710	\$ 73,619,420	\$ 71,735,930	\$ 83,164,040

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
FUNDING SOURCES				
General Fund	\$ 2,907,236	\$ 3,074,460	\$ 2,651,680	\$ 2,553,900
Community Development Block Grant	5,967,125	7,203,500	6,502,000	17,084,960
HOME Investment Partnerships	4,025,981	4,909,930	4,696,570	7,457,450
Miscellaneous Housing Grant Fund	4,422,778	4,467,070	4,064,540	3,734,310
Non-Federal Grants	352,155	442,040	442,040	442,000
Non-Public Housing Assistance (PHA) Asset	1,760,262	1,288,170	1,759,650	1,829,500
Other Federal Grants	73,722	76,560	-0-	-0-
Public Housing (AMP) Fund	11,791,114	12,860,770	13,733,390	12,570,640
Public Housing Section 8 Fund	35,361,537	38,136,720	37,886,060	36,491,280
Operating Total	\$ 66,661,910	\$ 72,459,220	\$ 71,735,930	\$ 82,164,040
Capital Improvement Program	1,556,800	1,160,200	-0-	1,000,000
Department Total	\$ 68,218,710	\$ 73,619,420	\$ 71,735,930	\$ 83,164,040

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$82,164,040 reflects an increase of \$9,704,820 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase in community programs due to carry forward of various grants for multi-year projects	\$ 10,291,820
Increase for ambulance vehicle replacement	3,000,000
Decrease due to transfer of telephone capacity to the Information Technology Department	(6,050)
Decrease due to transfer of postage capacity to the Procurement Department	(10,000)
Decrease due to transfer of vehicle maintenance and fuel capacity to the General Services Department	(22,260)
Decrease in miscellaneous professional service costs	(241,510)
Decrease in supplies and other service costs	(290,900)
Decrease in personnel costs	(557,160)
Decrease in rehabilitation services, tenant utility subsidy allowance, and housing assistance payment costs	(2,459,120)
Total	\$ 9,704,820

DEPARTMENT MEASURES of PERFORMANCE

Occupancy rate of the City's Public Housing Program.	98%	98%	98%	98%
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Rehabilitate homes for low income persons using federal funds. Rehabilitation can include heating and cooling upgrades, plumbing, electrical, and structural improvements, or other badly needed improvements.

• Number of units	646	460	460	230
• Dollar value (\$000s)	\$ 1,450	\$ 2,076	\$ 1,510	\$ 910

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
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	59	45	50	50
◇ Dollar value (\$000s)	\$ 564	\$ 600	\$ 600	\$ 600
• Multi-Family Homes				
◇ Number of units	0 ¹	35	38	33
◇ Dollar value (\$000s)	\$ 2,800	\$ 2,240	\$ 2,800	\$ 3,000
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)	\$ 1,474	\$ 1,465	\$ 1,465	\$ 1,465
• Community Development Block Grant (\$000)	\$ 774	\$ 767	\$ 760	\$ 767
• Federal Housing Opportunities for People with AIDS (\$000)	\$ 392	\$ 453	\$ 400	\$ 452
• Emergency Solutions Grant (\$000)	\$ 424	\$ 393	\$ 425	\$ 455
• Continuum of Care Program (\$000)	\$ 2,180	\$ 2,193	\$ 2,215	\$ 2,215
Provide market rental homes subsidized with federal funds by the City's Public Housing Authority.				
• Number of unit months leased	64,568	65,604	62,566	62,566
• Percentage of annual unit months allocation	98%	98%	98%	98%
• Housing assistance payments (\$000)	\$ 32,309	\$ 34,804	\$ 34,563	\$ 34,563
Meet or exceed the Department of Housing and Urban Development, Section 8 Management Assessment Program (SEMAP) target rate of 90%.				
(Annual performance scores)				
• Tucson	93%	98%	93%	93%
• Pima County	93%	98%	93%	93%

¹Five (5) HOME Rental Projects were started in Fiscal Year 2015. Thirty-eight (38) units will be completed in Fiscal Year 2016.

HOUSING and COMMUNITY DEVELOPMENT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 401,479	\$ 470,670	\$ 523,850	\$ 478,930
Community Development Block Grant	259,902	312,440	281,620	483,710
HOME Investment Partnerships	7,636	14,320	-0-	174,790
Miscellaneous Housing Grant Fund	3,979	3,980	-0-	8,000
Public Housing (AMP) Funds	489,636	547,610	631,210	1,484,120
Public Housing Section 8 Fund	-0-	-0-	-0-	70,000
Program Total	\$ 1,162,632	\$ 1,349,020	\$ 1,436,680	\$ 2,699,550
Character of Expenditures				
Salaries and Benefits	\$ 1,030,609	\$ 1,176,820	\$ 1,252,480	\$ 2,453,490
Services	119,981	133,150	138,970	199,160
Supplies	12,042	30,050	39,480	46,900
Equipment	-0-	9,000	5,750	-0-
Program Total	\$ 1,162,632	\$ 1,349,020	\$ 1,436,680	\$ 2,699,550

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

Projected Revenue Sources				
General Fund	\$ 458,561	\$ 453,160	\$ 218,680	\$ 167,150
Community Development Block Grant	2,637,134	1,876,310	1,959,910	1,694,740
HOME Investment Partnerships	3,654,276	4,406,350	4,389,680	7,200,950
Miscellaneous Housing Grant Fund	916,057	600,290	188,250	-0-
Other Federal Grants	73,722	76,560	-0-	-0-
Public Housing (AMP) Fund	-0-	-0-	2,640	-0-
Program Total	\$ 7,739,750	\$ 7,412,670	\$ 6,759,160	\$ 9,062,840
Character of Expenditures				
Salaries and Benefits	\$ 1,111,471	\$ 941,370	\$ 1,047,480	\$ 694,790
Services	6,589,102	6,412,610	5,647,640	8,361,630
Supplies	18,626	26,690	32,040	6,420
Equipment	20,551	32,000	32,000	-0-
Program Total	\$ 7,739,750	\$ 7,412,670	\$ 6,759,160	\$ 9,062,840

HOUSING and COMMUNITY DEVELOPMENT

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 1,664,918	\$ 1,702,830	\$ 1,657,190	\$ 1,735,660
Community Development Block Grant	2,627,145	4,367,050	3,942,220	14,684,740
HOME Investment Partnerships	1,270	-0-	-0-	7,680
Miscellaneous Housing Grant Fund	2,962,003	3,097,750	3,080,260	3,071,580
Program Total	\$ 7,255,336	\$ 9,167,630	\$ 8,679,670	\$ 19,499,660
Character of Expenditures				
Salaries and Benefits	\$ 494,695	\$ 543,560	\$ 494,000	\$ 493,870
Services	6,750,569	8,616,900	8,174,000	15,997,290
Supplies	10,072	7,170	11,670	8,500
Equipment	-0-	-0-	-0-	3,000,000
Program Total	\$ 7,255,336	\$ 9,167,630	\$ 8,679,670	\$ 19,499,660

HOUSING CHOICE VOUCHER PROGRAM (HCV)/SECTION 8: This program area provides rental assistance to eligible low-income individuals and families ensuring that they live in safe, sanitary, and affordable housing. The HCV program currently provides rental assistance to approximately 5,400 households and 32,000 individuals in the greater Pima County area. During the past year, the program distributed over \$40 million of federal housing assistance to more than 2,000 participating property owners.

Projected Revenue Sources				
Miscellaneous Housing Grant Fund	\$ 356,700	\$ 514,980	\$ 514,950	\$ 311,750
Non-Federal Grants	352,155	442,040	442,040	442,000
Public Housing (AMP) Funds	585,487	476,080	452,490	312,470
Public Housing Section 8 Fund	35,293,542	38,136,520	37,886,060	36,421,280
Program Total	\$ 36,587,884	\$ 39,569,620	\$ 39,295,540	\$ 37,487,500
Character of Expenditures				
Salaries and Benefits	\$ 1,783,758	\$ 2,059,290	\$ 2,031,450	\$ 1,765,200
Services	34,624,876	37,224,660	37,012,820	35,466,670
Supplies	158,699	262,190	227,790	234,630
Equipment	20,551	23,480	23,480	21,000
Program Total	\$ 36,587,884	\$ 39,569,620	\$ 39,295,540	\$ 37,487,500

HOUSING and COMMUNITY DEVELOPMENT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 204,227	\$ 275,140	\$ 251,960	\$ 172,160
Community Development Block Grant	144,331	269,690	224,340	182,180
HOME Investment Partnerships	143,814	261,130	244,910	74,030
Public Housing (AMP) Funds	17,826	18,440	12,310	4,440
Program Total	\$ 510,198	\$ 824,400	\$ 733,520	\$ 432,810
Character of Expenditures				
Salaries and Benefits	\$ 369,727	\$ 671,920	\$ 581,520	\$ 347,840
Services	130,703	127,690	127,210	74,530
Supplies	9,768	24,790	24,790	10,440
Program Total	\$ 510,198	\$ 824,400	\$ 733,520	\$ 432,810

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

Projected Revenue Sources				
General Fund	\$ 257	\$ -0-	\$ -0-	\$ -0-
Community Development Block Grant	268,909	-0-	75,910	21,590
HOME Investment Partnerships	198,973	-0-	61,980	-0-
Non-PHA Asset Management	1,760,262	721,800	1,759,650	1,829,500
Public Housing (AMP) Funds	10,597,891	11,696,790	12,542,140	10,669,850
Program Total	\$ 12,826,292	\$ 12,418,590	\$ 14,439,680	\$ 12,520,940
Character of Expenditures				
Salaries and Benefits	\$ 4,495,114	\$ 4,201,070	\$ 4,106,170	\$ 3,829,800
Services	7,378,868	7,289,230	9,257,020	7,787,280
Supplies	938,844	868,290	1,061,270	903,860.00
Equipment	13,466	60,000	15,220	-0-
Program Total	\$ 12,826,292	\$ 12,418,590	\$ 14,439,680	\$ 12,520,940

HOUSING and COMMUNITY DEVELOPMENT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Community Development Block Grant	\$ 19,157	\$ 18,000	\$ 18,000	\$ 18,000
Miscellaneous Housing Grant Fund	184,039	250,070	281,080	342,980
Public Housing (AMP) Funds	59,510	64,280	92,600	99,760
Public Housing Section 8 Fund	67,995	200	-0-	-0-
Program Total	\$ 330,701	\$ 332,550	\$ 391,680	\$ 460,740
Character of Expenditures				
Salaries and Benefits	\$ 263,532	\$ 284,370	\$ 314,170	\$ 361,820
Services	60,655	44,220	71,690	81,520
Supplies	6,514	3,960	5,820	17,400
Program Total	\$ 330,701	\$ 332,550	\$ 391,680	\$ 460,740

ASSET MANAGEMENT: This program area manages the department's non-public housing assets, including the El Portal Housing, which includes approximately 270 affordable rental units, and the Community Resource Center, which houses the department's administrative offices.

Projected Revenue Sources				
Community Development Block Grant	\$ -0-	\$ 360,010	\$ -0-	\$ -0-
HOME Investment Partnerships	-0-	228,130	-0-	-0-
Non-PHA Asset Management	-0-	566,370	-0-	-0-
Program Total	\$ -0-	\$ 1,154,510	\$ -0-	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ 400,290	\$ -0-	\$ -0-
Services	-0-	644,970	-0-	-0-
Supplies	-0-	109,250	-0-	-0-
Program Total	\$ -0-	\$ 1,154,510	\$ -0-	\$ -0-

PLANNING and TECHNICAL SUPPORT: This program area provides technical assistance, preparing and maintaining required planning documents for the U.S. Department of Housing and Urban Development programs, completing environmental procedures necessary to obtain funding, and other technical services in support of department programs.

Projected Revenue Sources				
General Fund	\$ 177,794	\$ 172,660	\$ -0-	\$ -0-
Community Development Block Grant	10,547	-0-	-0-	-0-
HOME Investment Partnerships	20,012	-0-	-0-	-0-
Public Housing (AMP) Funds	40,764	57,570	-0-	-0-
Program Total	\$ 249,117	\$ 230,230	\$ -0-	\$ -0-

HOUSING and COMMUNITY DEVELOPMENT

Planning and Technical Support (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 240,938	\$ 225,280	\$ -0-	\$ -0-
Services	8,086	4,950	-0-	-0-
Supplies	93	-0-	-0-	-0-
Program Total	\$ 249,117	\$ 230,230	\$ -0-	\$ -0-

POSITION RESOURCES

Administration

Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Community Services Administrator	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	-0-	1.00	1.00
Community Services Project Coordinator	-0-	-0-	1.00	-0-
Lead Planner	1.00	-0-	-0-	-0-
Principal Accountant	1.00	1.00	1.00	3.00
Senior Accountant	-0-	-0-	-0-	5.00
Accountant	-0-	-0-	-0-	1.00
Staff Assistant	2.60	3.00	2.00	4.00
Executive Assistant	1.00	1.00	1.00	-0-
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	4.00
Customer Service Representative	-0-	-0-	-0-	1.00
Customer Service Clerk	3.00	3.00	3.00	3.00
Human Resources Analyst	-0-	-0-	-0-	1.00
Lead Management Analyst	-0-	-0-	-0-	1.00
Management Analyst	1.00	-0-	-0-	1.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	16.60	14.00	15.00	30.00

Community Development

Community Services Manager	1.00	-0-	1.00	1.00
Community Services Project Supervisor	2.00	2.00	2.00	1.00
Rehabilitation Inspector/Estimator	1.00	1.00	1.00	-0-
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Residential Rehabilitation Project Coordinator	6.00	6.00	5.00	5.00
Facilities Project Coordinator	1.00	1.00	1.00	-0-
Program Total	12.00	11.00	11.00	8.00

Contracts

Community Services Project Supervisor	1.00	2.00	1.00	1.00
Community Services Project Coordinator	5.00	4.00	4.00	5.00
Program Total	6.00	6.00	5.00	6.00

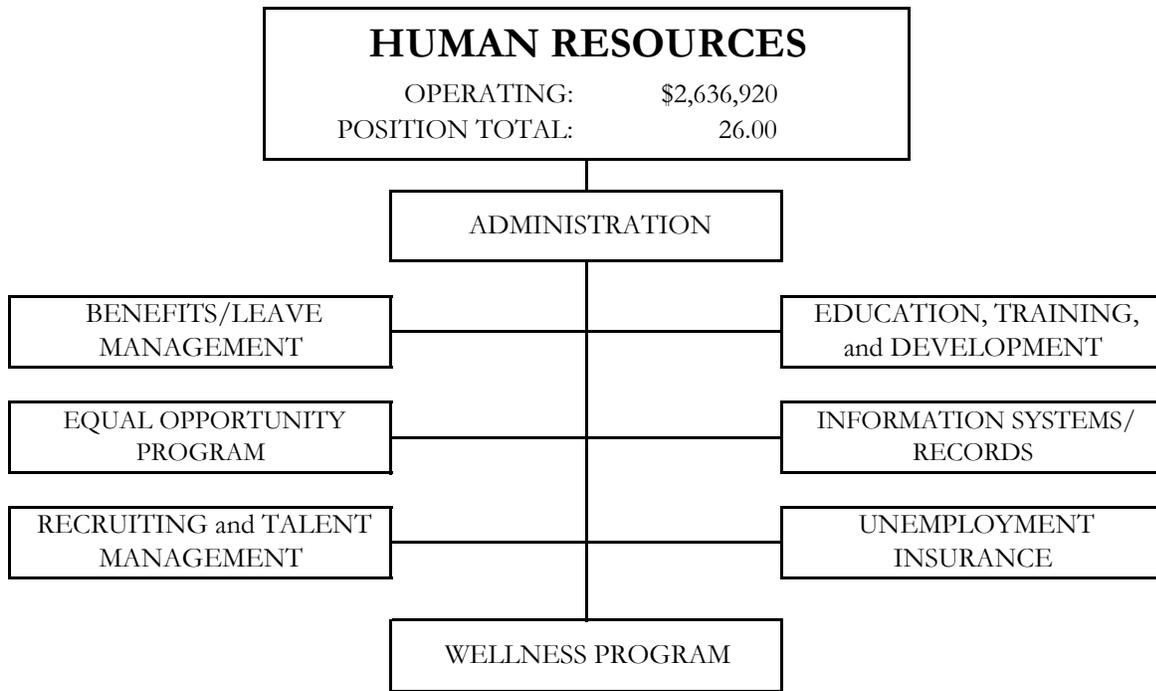
HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Housing Choice Voucher/Section 8 Program				
Community Services Manager	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	1.00	-0-	1.00	1.00
Housing Quality Standards Supervisor	1.00	1.00	1.00	1.00
Senior Accountant	1.00	-0-	1.00	-0-
Accountant	1.00	-0-	1.00	-0-
Management Analyst	-0-	-0-	1.00	-0-
Housing Assistance Supervisor	1.00	2.00	2.00	2.00
Housing Investigator	1.00	1.00	1.00	1.00
Housing Quality Standards Inspector	4.00	4.00	3.00	3.00
Administrative Assistant	3.00	3.00	3.00	2.00
Housing Services Agent	15.00	15.00	15.00	15.00
Customer Service Clerk	2.00	4.00	2.00	2.00
Program Total	32.00	32.00	33.00	29.00
Planning and Community Development Administration				
Community Services Administrator	1.00	1.00	1.00	1.00
Principal Accountant	1.00	1.00	1.00	-0-
Senior Accountant	2.00	2.00	2.00	-0-
Office Supervisor	1.00	1.00	1.00	-0-
Community Services / Neighborhood Resources Manager	-0-	1.00	-0-	1.00
Community Services / Neighborhood Resources Project Coordinator	-0-	1.00	1.00	1.00
Secretary	-0-	1.00	-0-	-0-
Customer Services Representative	1.00	-0-	1.00	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	9.00	8.00	4.00
Public Housing Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Housing Asset Manager	1.00	-0-	-0-	-0-
Principal Accountant	1.00	1.00	1.00	-0-
Community Services Resources Manager	1.00	1.00	2.00	2.00
Community Services Project Supervisor	2.00	1.00	2.00	2.00
Staff Assistant	2.40	2.00	2.00	-0-
Residential Property Manager	6.00	6.00	7.00	7.00
Residential Rehabilitation Project Coordinator	-0-	-0-	1.00	1.00
Senior Accountant	2.00	3.00	2.00	-0-
Community Services Project Coordinator	-0-	1.00	1.00	-0-
Housing Field Operations Coordinator	2.00	1.00	1.00	1.00
Lead Housing Technician	19.00	18.00	20.00	19.00
Locksmith	1.75	0.75	1.75	1.75
Physical Plant Operator	2.00	2.00	2.00	2.00

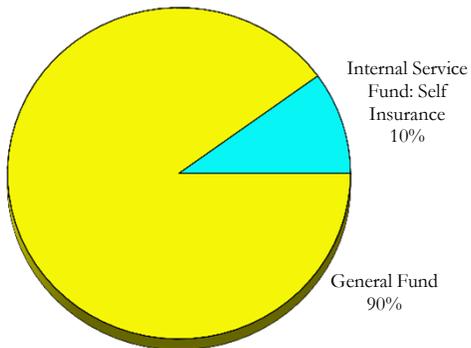
HOUSING and COMMUNITY DEVELOPMENT

Public Housing Program (Continued)

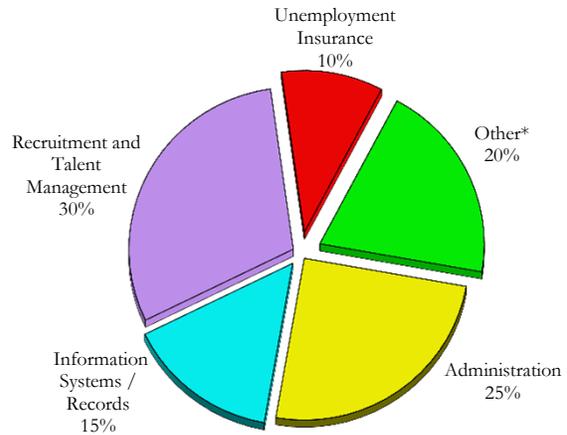
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Accountant	-0-	1.00	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	-0-
Housing Services Agent	15.00	14.00	13.00	14.00
Housing Technician	3.00	3.00	2.00	3.00
Customer Service Representative	2.00	3.00	3.00	2.00
Customer Service Clerk	1.00	1.00	1.00	-0-
Custodian	2.50	2.50	2.50	2.50
Program Total	65.65	63.25	66.25	58.25
Tenant Services				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	1.00	1.00	1.00	1.00
Housing Services Agent	2.00	2.00	4.00	4.00
Administrative Assistant	1.00	1.00	-0-	-0-
Program Total	5.00	5.00	6.00	6.00
Asset Management				
Community Services Manager	-0-	1.00	-0-	-0-
Staff Assistant	-0-	-0-	-0-	-0-
Residential Property Manager	-0-	1.00	-0-	-0-
Locksmith	-0-	1.00	-0-	-0-
Lead Housing Technician	-0-	1.00	-0-	-0-
Housing Services Agent	-0-	-0-	-0-	-0-
Custodian	-0-	-0-	-0-	-0-
Program Total	0.00	4.00	-0-	-0-
Planning and Technical Support				
Community Services Project Supervisor	-0-	1.00	-0-	-0-
Community Services Project Coordinator	1.00	-0-	-0-	-0-
Lead Planner	-0-	1.00	-0-	-0-
Program Total	1.00	2.00	-0-	-0-
Department Total	144.25	140.25	144.25	141.25



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Benefits / Leave Management (8%), Education, Training, and Development (6%), Equal Opportunity Program (6%), and Wellness Program (<1%).

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	5.00	4.00	7.00	5.00
Benefits/Leave Management	3.00	3.00	2.00	4.00
Equal Opportunity Program	3.00	3.00	3.00	4.00
Information Systems/ Records	-0-	-0-	-0-	6.00
Records				
Recruitment and Talent Management	-0-	-0-	-0-	7.00
Safety Program ¹	4.00	-0-	-0-	-0-
Education, Training, and Development	2.00	5.00	2.00	-0-
Medical Leave Management	6.00	6.00	5.00	-0-
Service Team and Employee Records	10.00	8.00	9.00	-0-
Department Total	33.00	29.00	28.00	26.00
TOTAL BUDGET				
Operating	\$ 8,820,156	\$ 9,702,750	\$ 6,763,618	\$ 2,636,920
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,569,788	\$ 2,501,060	\$ 2,254,810	\$ 1,995,680
Services	6,119,410	6,973,420	4,300,078	530,950
Supplies	130,958	53,270	33,730	70,290
Equipment	-0-	175,000	175,000	40,000
Department Total	\$ 8,820,156	\$ 9,702,750	\$ 6,763,618	\$ 2,636,920
FUNDING SOURCES				
General Fund	\$ 2,409,446	\$ 2,789,020	\$ 2,477,740	\$ 2,365,420
Internal Service Fund: Self Insurance	6,410,710	6,913,730	4,285,878	271,500
Department Total	\$ 8,820,156	\$ 9,702,750	\$ 6,763,618	\$ 2,636,920

¹Safety Program transferred to the Finance Department for Fiscal Year 2015/16.

HUMAN RESOURCES

SIGNIFICANT CHANGES: GENERAL FUND

The General Fund adopted operating budget for Fiscal Year 2016/17 of \$2,365,420 reflects a decrease of \$423,600 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase to public liability insurance and hazardous waste	\$ 4,030
Decrease to miscellaneous costs	(1,660)
Decrease due to transfer of postage capacity to the Procurement Department	(6,900)
Decrease due to transfer of telephone capacity to the Information Technology Department	(15,540)
Decrease to rental costs due to transfer of the Equal Opportunity Program staff to city hall	(35,500)
Decrease for one-time purchase of application tracking system	(135,000)
Decrease due to position reductions	(233,030)
Total	\$ (423,600)

SIGNIFICANT CHANGES: RISK MANAGEMENT FUND

The Risk Management Fund adopted operating budget for Fiscal Year 2016/17 of \$271,500 reflects a decrease of \$6,642,230 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase in wellness program costs	\$ 14,000
Decrease due to transfer of Workers' Compensation to the Finance	(6,656,230)
Total	\$ (6,642,230)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Support quality staffing by managing the employee selection process.				
• Process applications for City positions	15,226	13,200	13,790	13,000
• Vacancies posted	185	200	149	125
• Candidates selected	568	420	221	175
• Number of new hire, supervisory, managerial and tech training class completions	757	1,610	1,000	3,000
• Number of course credits reimbursed through Tuition Reimbursement	791	750	710	750
• Number of Personnel Action Request Forms (PARFs) processed	N/A	N/A	N/A	4,930
• Number of Insurance Enrollments and Related Benefits Transactions (other than PARFs)	N/A	N/A	N/A	2,797
• Number of Family Medical Leave (FML) and other leave	N/A	N/A	N/A	800

OPERATING PROGRAMS

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

	Actual	Adopted	Estimated	Adopted
	FY 14/15	FY 15/16	FY 15/16	FY 16/17
Projected Revenue Sources				
General Fund	\$ 652,539	\$ 700,890	\$ 485,630	\$ 664,440
Character of Expenditures				
Salaries and Benefits	\$ 441,199	\$ 613,420	\$ 398,400	\$ 575,410
Services	160,645	75,070	75,730	77,690
Supplies	50,695	12,400	11,500	11,340
Program Total	\$ 652,539	\$ 700,890	\$ 485,630	\$ 664,440

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

Projected Revenue Sources				
General Fund	\$ 257,060	\$ 287,140	\$ 265,580	\$ 216,380
Character of Expenditures				
Salaries and Benefits	\$ 220,572	\$ 243,410	\$ 240,170	\$ 188,600
Services	8,069	36,930	21,720	25,380
Supplies	28,419	6,800	3,690	2,400
Program Total	\$ 257,060	\$ 287,140	\$ 265,580	\$ 216,380

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

Projected Revenue Sources				
General Fund	\$ 305,130	\$ 365,790	\$ 262,530	\$ 145,930
Character of Expenditures				
Salaries and Benefits	\$ 217,118	\$ 240,090	\$ 156,360	\$ -0-
Services	88,012	109,150	100,210	108,200
Supplies	-0-	16,550	5960	37,730
Program Total	\$ 305,130	\$ 365,790	\$ 262,530	\$ 145,930

HUMAN RESOURCES

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 263,623	\$ 264,360	\$ 247,170	\$ 156,580
Character of Expenditures				
Salaries and Benefits	\$ 220,341	\$ 205,560	\$ 211,570	\$ 137,280
Services	33,349	51,810	31,850	16,600
Supplies	9,933	6,990	3,750	2,700
Program Total	\$ 263,623	\$ 264,360	\$ 247,170	\$ 156,580

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

Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 394,500
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 373,830
Services	-0-	-0-	-0-	18,570
Supplies	-0-	-0-	-0-	2,100
Equipment	-0-	-0-	-0-	-0-
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 394,500

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.

Projected Revenue Sources				
General Fund	\$ 931,094	\$ 1,170,840	\$ 1,216,830	\$ 787,590
Character of Expenditures				
Salaries and Benefits	\$ 907,784	\$ 926,230	\$ 992,290	\$ 720,560
Services	23,022	64,610	46,240	24,510
Supplies	288	5,000	3,300	2,520
Equipment	-0-	175,000	175,000	40,000
Program Total	\$ 931,094	\$ 1,170,840	\$ 1,216,830	\$ 787,590

HUMAN RESOURCES

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 136,002	\$ 257,500	\$ 143,980	\$ 257,500
Character of Expenditures				
Services	\$ 136,002	\$ 257,500	\$ 143,980	\$ 257,500

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 4,743	\$ -0-	\$ 2,120	\$ 14,000
Character of Expenditures				
Salaries and Benefits	\$ 3,874	\$ -0-	\$ 60	\$ -0-
Services	869	-0-	60	2,500
Supplies	-0-	-0-	2,000	11,500
Program Total	\$ 4,743	\$ -0-	\$ 2,120	\$ 14,000

MEDICAL and LEAVE MANAGEMENT: This program area provides case management for the FML, Americans with Disabilities, and Uniformed Services Employment and Reemployment Rights Acts in conjunction with the City's leave and Workers' Compensation policies. The Workers' Compensation portion of this program transferred to the Finance Department starting Fiscal Year 2016/17. FML and Military leave transferred to Benefits/Leave Management Division, and ADA transferred to the Equal Opportunity Programs Division.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 5,812,242	\$ 6,656,230	\$ 4,139,778	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 251,044	\$ 272,350	\$ 255,960	\$ -0-
Services	5,558,347	6,378,350	3,880,288	-0-
Supplies	2,851	5,530	3,530	-0-
Program Total	\$ 5,812,242	\$ 6,656,230	\$ 4,139,778	\$ -0-

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 457,723	\$ -0-	\$ -0-	\$ -0-

HUMAN RESOURCES

Safety Program (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 307,856	\$ -0-	\$ -0-	\$ -0-
Services	111,095	-0-	-0-	-0-
Supplies	38,772	-0-	-0-	-0-
Equipment	-0-	-0-	-0-	-0-
Program Total	\$ 457,723	\$ -0-	\$ -0-	\$ -0-

¹Safety Program transferred to the Finance Department for Fiscal Year 2015/16.

POSITION RESOURCES

Administration

Director of Human Resources	1.00	1.00	1.00	1.00
Deputy Director of Human Resources	1.00	1.00	1.00	1.00
Lead Human Resources Analyst	-0-	1.00	1.00	-0-
Human Resources Manager	-0-	-0-	1.00	1.00
Human Resources Analyst	1.00	-0-	1.00	-0-
Human Resources Technician	1.00	-0-	1.00	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Secretary	-0-	-0-	1.00	1.00
Program Total	5.00	4.00	7.00	5.00

Benefits/Leave Management

Human Resources Manager	-0-	-0-	-0-	1.00
Lead Management Analyst	-0-	1.00	-0-	-0-
Lead Human Resources Analyst	-0-	-0-	-0-	1.00
Human Resources Technician	-0-	-0-	-0-	1.00
Benefits Analyst	1.00	-0-	-0-	-0-
Insurance Clerk	1.00	-0-	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	-0-	1.00	1.00	-0-
Program Total	3.00	3.00	2.00	4.00

Equal Opportunity Program

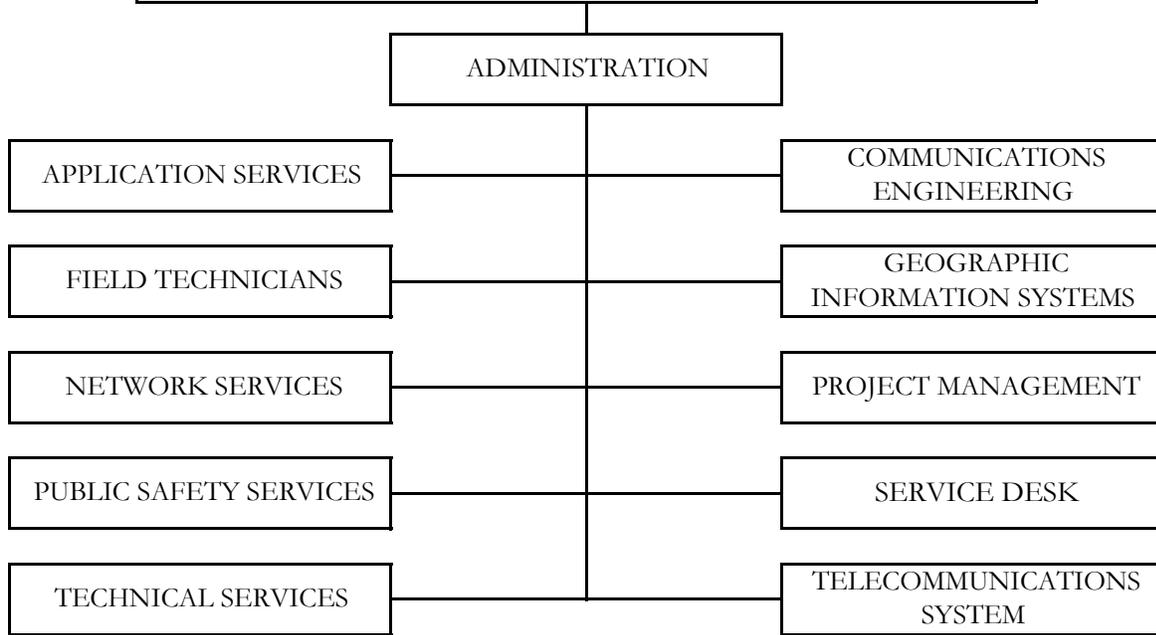
Human Resources Manager	-0-	-0-	1.00	1.00
Lead Civilian Investigator	1.00	1.00	-0-	-0-
Lead Human Resources Analyst	-0-	-0-	-0-	1.00
Senior Equal Opportunity Specialist	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	4.00

HUMAN RESOURCES

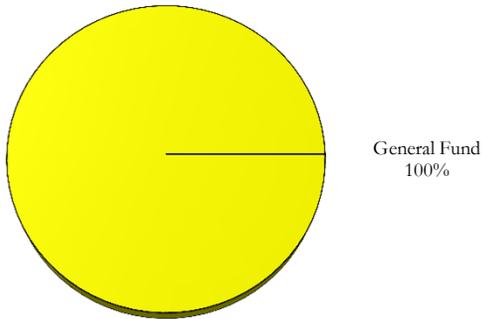
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Information Systems/Records				
Human Resources Manager	-0-	-0-	-0-	1.00
Human Resources Analyst	-0-	-0-	-0-	1.00
Business Analyst	-0-	-0-	-0-	1.00
Human Resources Technician	-0-	-0-	-0-	3.00
Program Total	-0-	-0-	-0-	6.00
Recruitment and Talent Management				
Human Resources Manager	-0-	-0-	-0-	1.00
Lead Human Resources Analyst	-0-	-0-	-0-	4.00
Human Resources Analyst	-0-	-0-	-0-	1.00
Human Resources Technician	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	7.00
Education, Training, and Development				
Lead Human Resources Analyst	1.00	3.00	1.00	-0-
Human Resources Technician	1.00	2.00	1.00	-0-
Program Total	2.00	5.00	2.00	-0-
Safety Program				
Risk Management Specialist	3.00	-0-	-0-	-0-
Risk Management Analyst	1.00	-0-	-0-	-0-
Program Total	4.00	-0-	-0-	-0-
Medical and Leave Management				
Human Resources Manager	1.00	1.00	1.00	-0-
Information Technology Analyst	1.00	1.00	1.00	-0-
Medical Leave Specialist	2.00	2.00	1.00	-0-
Human Resources Technician	-0-	-0-	1.00	-0-
Administrative Assistant	2.00	2.00	1.00	-0-
Program Total	6.00	6.00	5.00	-0-
Service Team and Employee Records				
Human Resources Administrator	1.00	1.00	-0-	-0-
Human Resources Manager	1.00	1.00	2.00	-0-
Lead Human Resources Analyst	3.00	2.00	3.00	-0-
Human Resources Analyst	3.00	2.00	2.00	-0-
Human Resources Technician	2.00	2.00	2.00	-0-
Program Total	10.00	8.00	9.00	-0-
Department Total	33.00	29.00	28.50	26.00

INFORMATION TECHNOLOGY

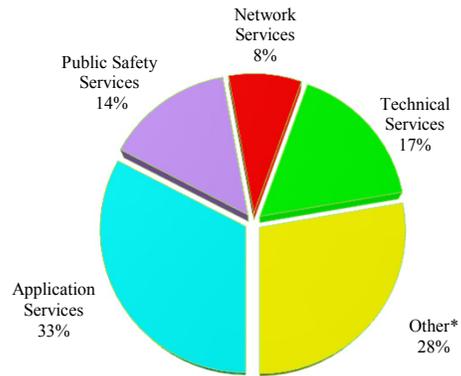
OPERATING: \$ 20,649,250
 POSITION TOTAL: 94.50



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Communications Engineering (5%), Telecommunications Systems (5%), Administration (4%), Field Technicians (4%), Project Management (4%), Geographic Information Systems (3%), and Service Desk (3%).

INFORMATION TECHNOLOGY

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	9.00	8.00	15.00	6.00
Application Services	30.00	28.00	23.00	20.50
Communications Engineering	6.00	6.00	7.00	4.00
Field Technicians	10.00	11.00	10.00	9.00
Geographic Information Systems (GIS)	3.00	5.50	2.50	3.00
Network Services	9.00	9.00	7.00	5.00
Project Management	-0-	-0-	-0-	8.00
Public Safety Services	14.00	15.00	14.00	13.00
Service Desk	6.00	6.00	6.00	8.00
Technical Services	15.00	14.00	19.00	15.00
Telecommunications System	3.00	3.00	3.00	3.00
Department Total	105.00	105.50	106.50	94.50
TOTAL BUDGET				
Operating	\$ 17,934,650	\$ 19,436,900	\$ 21,255,600	\$ 20,649,250
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 9,052,176	\$ 9,854,490	\$ 9,466,880	\$ 9,575,030
Services	6,728,026	7,387,190	8,937,370	9,811,050
Supplies	1,061,945	853,470	1,330,020	769,900
Equipment	1,092,503	1,341,750	1,521,330	493,270
Department Total	\$ 17,934,650	\$ 19,436,900	\$ 21,255,600	\$ 20,649,250
FUNDING SOURCES				
General Fund	\$ 17,934,650	\$ 19,436,900	\$ 21,255,600	\$ 20,649,250

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$20,649,250 reflects an increase of \$1,212,350 from the Fiscal Year 2015/16 adopted budget. Changes include:

Increase due to transfer of citywide maintenance agreements capacity	\$ 2,424,040
Increase due to transfer of citywide General Fund telephone budget capacity	958,650
Increase in one-time fiber relocation projects	400,000
Increase in public liability insurance, hazard waste, and miscellaneous services	61,930
Decrease due to reallocation of costs to other departments	(409,030)
Decrease in personnel costs	(500,240)
Decrease of one-time projects	(1,723,000)
Total	\$ 1,212,350

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
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	336	340	300	300
• Percentage of production hardware on a maintenance contract	98%	98%	98%	98%
Protect and secure all City data and systems.				
• Number of incidents for computers infected with a virus	307	290	450*	400
Increase the leverage of IT investments.				
• Percent of personal computers with supported operating systems and browsers	93%	93%	95%	96%
• Percent of web pages which can be maintained by the end users	90%	90%	90%	90%
• Percent of problems and requests resolved at the Service Desk	55%	50%	52%	55%

* This also includes virus definitions out of date and not necessarily infected.

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund	\$ 1,882,967	\$ 1,336,980	\$ 2,141,090	\$ 784,700
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Character of Expenditures

Salaries and Benefits	\$ 916,981	\$ 714,420	\$ 1,209,120	\$ 617,840
Services	652,388	605,190	785,400	154,790
Supplies	313,598	17,370	146,570	12,070
Program Total	\$ 1,882,967	\$ 1,336,980	\$ 2,141,090	\$ 784,700

INFORMATION TECHNOLOGY

APPLICATION SERVICES: This program area provides the analysis, development, implementation and on-going support of specific and enterprise software applications that run City business processes, ensuring the performance, availability and stability of those systems. Application Services also provides analysis, development, implementation and on-going support of the applications supporting public safety including fire and police dispatch, records, and special functions. City data is designed, managed and controlled within this area which also provides consultation for software purchases and develops application and architectural standards and best practices. In addition, the Application Services area provides design, development, support, and maintenance for the City's Internet Web sites and promotes increased public information and access to City services.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 4,567,363	\$ 5,306,770	\$ 6,762,000	\$ 6,738,040
Character of Expenditures				
Salaries and Benefits	\$ 2,453,566	\$ 2,899,560	\$ 2,394,610	\$ 2,249,050
Services	1,888,969	2,156,610	3,920,770	4,238,390
Supplies	213,407	250,600	446,620	250,600
Equipment	11,421	-0-	-0-	-0-
Program Total	\$ 4,567,363	\$ 5,306,770	\$ 6,762,000	\$ 6,738,040

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

Projected Revenue Sources				
General Fund	\$ 648,626	\$ 910,950	\$ 1,637,660	\$ 1,072,670
Character of Expenditures				
Salaries and Benefits	\$ 439,755	\$ 471,350	\$ 518,050	\$ 491,150
Services	201,669	433,600	1,112,210	573,290
Supplies	7,202	6,000	7,400	8,230
Program Total	\$ 648,626	\$ 910,950	\$ 1,637,660	\$ 1,072,670

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

Projected Revenue Sources				
General Fund	\$ 1,260,253	\$ 972,300	\$ 956,710	\$ 924,860
Character of Expenditures				
Salaries and Benefits	\$ 828,215	\$ 836,040	\$ 822,690	\$ 786,050
Services	421,107	124,760	122,440	127,310
Supplies	10,931	11,500	11,580	11,500
Program Total	\$ 1,260,253	\$ 972,300	\$ 956,710	\$ 924,860

INFORMATION TECHNOLOGY

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 430,891	\$ 632,720	\$ 527,090	\$ 541,990
Character of Expenditures				
Salaries and Benefits	\$ 288,279	\$ 487,040	\$ 383,840	\$ 396,480
Services	135,541	113,980	111,700	128,510
Supplies	7,071	5,000	7,560	5,000
Equipment	-0-	26,700	23,990	12,000
Program Total	\$ 430,891	\$ 632,720	\$ 527,090	\$ 541,990

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

Projected Revenue Sources				
General Fund	\$ 1,912,539	\$ 2,368,180	\$ 2,156,980	\$ 1,720,290
Character of Expenditures				
Salaries and Benefits	\$ 640,344	\$ 889,120	\$ 697,250	\$ 669,370
Services	895,079	659,060	491,780	762,730
Supplies	69,530	20,000	188,540	164,800
Equipment	307,586	800,000	779,410	123,390
Program Total	\$ 1,912,539	\$ 2,368,180	\$ 2,156,980	\$ 1,720,290

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

Projected Revenue Sources				
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 785,110
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 478,460
Services	-0-	-0-	-0-	212,150
Supplies	-0-	-0-	-0-	94,500
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 785,110

INFORMATION TECHNOLOGY

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 2,501,568	\$ 2,939,710	\$ 3,027,290	\$ 2,999,260
Character of Expenditures				
Salaries and Benefits	\$ 1,082,317	\$ 1,270,950	\$ 1,391,200	\$ 1,381,730
Services	1,085,921	1,406,760	1,374,090	1,355,530
Supplies	100,782	127,000	127,000	127,000
Equipment	232,548	135,000	135,000	135,000
Program Total	\$ 2,501,568	\$ 2,939,710	\$ 3,027,290	\$ 2,999,260

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

Projected Revenue Sources				
General Fund	\$ 502,930	\$ 506,780	\$ 698,060	\$ 650,680
Character of Expenditures				
Salaries and Benefits	\$ 466,826	\$ 464,710	\$ 516,490	\$ 603,390
Services	20,515	31,070	18,570	33,290
Supplies	15,589	11,000	163,000	14,000
Program Total	\$ 502,930	\$ 506,780	\$ 698,060	\$ 650,680

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.

Projected Revenue Sources				
General Fund	\$ 3,938,158	\$ 4,462,510	\$ 3,357,660	\$ 3,473,200
Character of Expenditures				
Salaries and Benefits	\$ 1,620,264	\$ 1,821,300	\$ 1,539,790	\$ 1,679,620
Services	1,461,241	1,856,160	1,112,820	1,598,130
Supplies	315,705	405,000	225,000	75,450
Equipment	540,948	380,050	480,050	120,000
Program Total	\$ 3,938,158	\$ 4,462,510	\$ 3,357,660	\$ 3,473,200

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 289,355	\$ -0-	\$ (8,940)	\$ 958,450
Character of Expenditures				
Salaries and Benefits	\$ 315,629	\$ 312,710	\$ (6,160)	\$ 221,890
Services	(34,404)	933,730	859,340	934,170
Supplies	8,130	8,500	6,750	6,750
Equipment	-0-	102,880	102,880	102,880
Interdepartmental Credits	-0-	(1,357,820)	(971,750)	(307,240)
Program Total	\$ 289,355	\$ -0-	\$ (8,940)	\$ 958,450

POSITION RESOURCES

Administration

Director of Information Technology	1.00	1.00	1.00	1.00
Deputy Director of Information Technology	-0-	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	-0-
Staff Assistant	1.00	1.00	1.00	1.00
Information Technology Specialist	-0-	1.00	1.00	-0-
Information Technology Analyst	-0-	-0-	1.00	-0-
Lead Systems Analyst	1.00	-0-	2.00	-0-
Information Technology Manager	1.00	-0-	2.00	-0-
Information Technology Administrator	1.00	-0-	2.00	-0-
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	9.00	8.00	15.00	6.00

Project Management

Information Technology Manager	-0-	-0-	-0-	2.00
Information Technology Administrator	-0-	-0-	-0-	2.00
Lead Systems Analyst	-0-	-0-	-0-	2.00
Information Technology Specialist	-0-	-0-	-0-	1.00
Information Technology Analyst	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	8.00

INFORMATION TECHNOLOGY

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Application Services				
Deputy Director of Information Technology	1.00	-0-	-0-	-0-
Information Technology Administrator	-0-	3.00	-0-	1.50
Data Base Administrator	4.00	4.00	3.00	3.00
Information Technology Manager	3.00	1.00	1.00	1.00
Enterprise Resource Planning Manager	1.00	1.00	1.00	-0-
Web Developer Supervisor	1.00	-0-	-0-	-0-
Software Engineer	4.00	3.00	3.00	1.00
Web Developer	1.00	2.00	2.00	2.00
Web Design Analyst	2.00	2.00	2.00	2.00
Lead Systems Analyst	-0-	2.00	2.00	2.00
Systems Analyst	13.00	10.00	9.00	8.00
Program Total	30.00	28.00	23.00	20.50
Communications Engineering				
Information Technology Manager	1.00	1.00	1.00	1.00
Communications Engineer	3.00	3.00	2.00	2.00
Information Technology Specialist	2.00	2.00	4.00	1.00
Program Total	6.00	6.00	7.00	4.00
Field Technicians				
Information Technology Manager	-0-	1.00	1.00	1.00
Information Technology Specialist	9.00	9.00	8.00	8.00
Information Technology Associate	1.00	1.00	1.00	-0-
Program Total	10.00	11.00	10.00	9.00
Geographic Information Systems (GIS) Services				
Database Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	-0-	1.00	-0-	-0-
GIS Supervisor	-0-	1.00	-0-	-0-
GIS Programmer	-0-	1.00	-0-	-0-
GIS Technician	1.00	-0-	-0-	-0-
GIS Data Analyst	1.00	1.50	1.50	2.00
Program Total	3.00	5.50	2.50	3.00
Network Services				
Deputy Director of Information Technology	1.00	-0-	-0-	-0-
Lead Security Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	2.00	1.00	1.00	1.00
Lead Network Engineer	-0-	1.00	-0-	-0-
Lead Systems Analyst	-0-	1.00	-0-	-0-
Network Engineer	5.00	4.00	4.00	3.00
Information Technology Associate	-0-	1.00	1.00	-0-
Program Total	9.00	9.00	7.00	5.00

INFORMATION TECHNOLOGY

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Public Safety Services				
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	2.00	2.00	2.00	2.00
Information Technology Analyst - SC	-0-	-0-	-0-	1.00
Lead Systems Analyst	-0-	1.00	1.00	1.00
Information Technology Specialist	1.00	-0-	1.00	1.00
Systems Analyst	10.00	11.00	9.00	7.00
Program Total	14.00	15.00	14.00	13.00
Service Desk				
Information Technology Manager	1.00	1.00	1.00	1.00
Information Technology Associate	-0-	-0-	-0-	2.00
Information Technology Specialist	5.00	5.00	5.00	5.00
Program Total	6.00	6.00	6.00	8.00
Technical Services				
Deputy Director of Information Technology	-0-	1.00	1.00	1.00
Systems Administrator	10.00	9.00	9.00	8.00
Systems Analyst	-0-	-0-	2.00	-0-
Lead Data and Backup Administrator	-0-	1.00	1.00	1.00
Information Technology Administrator	-0-	-0-	3.00	1.00
Information Technology Manager	-0-	1.00	-0-	1.00
Information Technology Specialist	-0-	-0-	1.00	1.00
Information Analyst	-0-	-0-	1.00	-0-
Computer Operator	5.00	-0-	-0-	-0-
Information Technology Associate	-0-	2.00	1.00	2.00
Program Total	15.00	14.00	19.00	15.00
Telecommunications System				
Information Technology Specialist	-0-	-0-	2.00	2.00
Telephone System Technician	2.00	2.00	-0-	-0-
Telephone System Coordinator	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Department Total	105.00	105.50	106.50	94.50

INTEGRATED PLANNING¹

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Integrated Planning	15.00	16.00	14.00	-0-
TOTAL BUDGET				
Operating	\$ 1,683,964	\$ 1,962,190	\$ 1,757,430	\$ -0-
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,387,550	\$ 1,575,740	\$ 1,483,540	\$ -0-
Services	244,869	331,100	230,390	-0-
Supplies	45,727	55,350	43,500	-0-
Equipment	5,818	-0-	-0-	-0-
Department Total	\$ 1,683,964	\$ 1,962,190	\$ 1,757,430	\$ -0-
FUNDING SOURCES				
General Fund	\$ 1,626,096	\$ 1,902,190	\$ 1,746,430	\$ -0-
Civic Contributions Fund	9,703	20,000	7,000	-0-
Other Federal Grants	48,165	40,000	4,000	-0-
Department Total	\$ 1,683,964	\$ 1,962,190	\$ 1,757,430	\$ -0-

¹Integrated Planning merging with Planning and Development Services beginning in Fiscal Year 2016/17.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$0 reflects an decrease of \$1,962,190 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Reduced due to consolidation with Planning and Development Services	\$ (1,962,190)
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INTEGRATED PLANNING

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Implement Plan Tucson. • Number of new actions initiated to implement Plan Tucson goals and policies	7	20	6	N/A
Conduct inclusive and effective community planning processes. • Number of stakeholder and community meetings held	32	40	38	N/A
Update and establish plans and policies for consistency with Plan Tucson. • Number of plans and policies established or updated	4	10	5	N/A
Staff the City and County Bond Committees, the Landscape Advisory Committee, and Climate Change Committee. • Number of advisory committee meetings held	39	52	29	N/A
Conduct historic reviews and formal consultations. • Number of Historic Preservation Zone and rezoning cases reviewed	139	110	165	N/A
• Numbers of architectural documentations reviewed	52	50	49	N/A
• Numbers of formal consultations with the State Historic Preservation Office and federal agencies	36	40	48	N/A

OPERATING PROGRAM

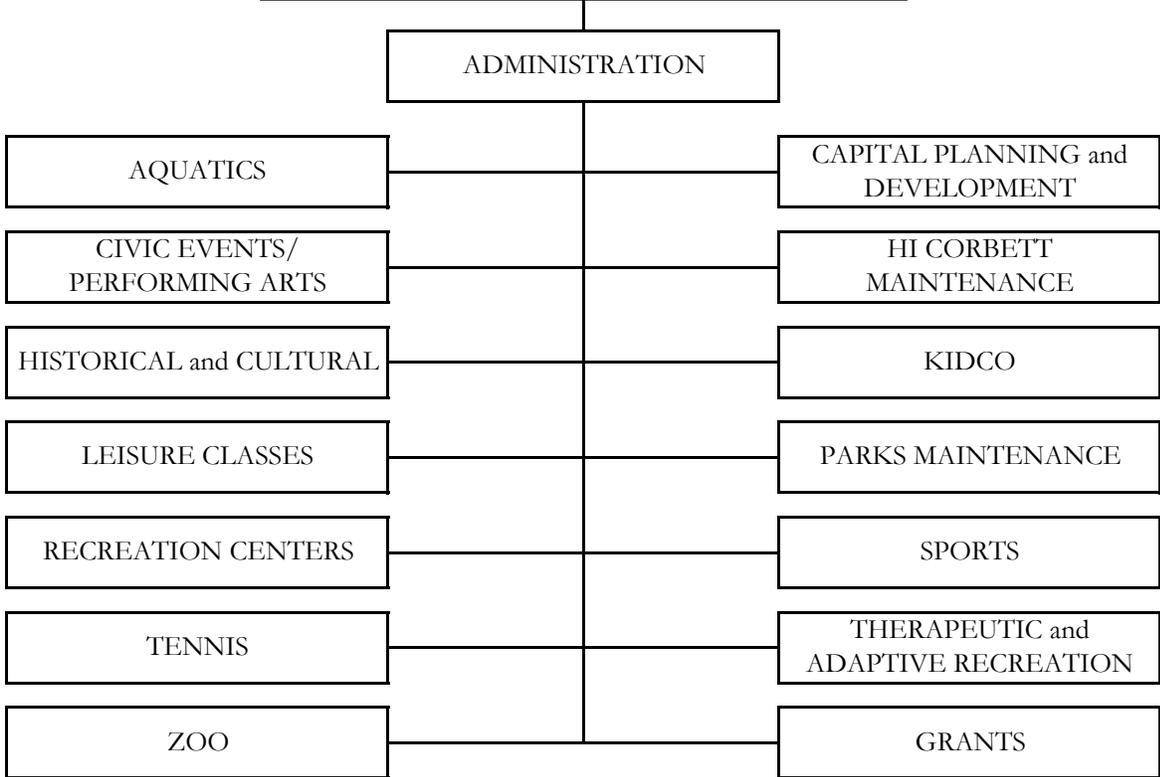
INTEGRATED PLANNING: This program area consists of an adaptable, multi-disciplinary team that supports strategic and cross-departmental initiatives of the City Manager’s Office. Establishes and manages systems to ensure informed policy development and implementation, thoughtful and balanced planning,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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 1,626,096	\$ 1,902,190	\$ 1,746,430	\$ -0-
Civic Contributions Fund	9,703	20,000	7,000	-0-
Other Federal Grants Fund	48,165	40,000	4,000	-0-
Program Total	\$ 1,683,964	\$ 1,962,190	\$ 1,757,430	\$ -0-
 Character of Expenditures				
Salaries and Benefits	\$ 1,387,550	\$ 1,575,740	\$ 1,483,540	\$ -0-
Services	244,869	331,100	230,390	-0-
Supplies	45,727	55,350	43,500	-0-
Equipment	5,818	-0-	-0-	-0-
Program Total	\$ 1,683,964	\$ 1,962,190	\$ 1,757,430	\$ -0-

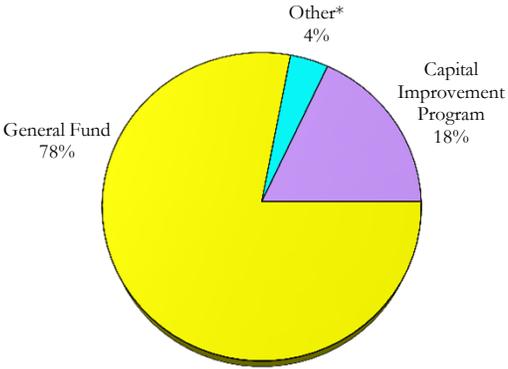
POSITION RESOURCES

Integrated Planning				
Office of Integrated Planning Program	1.00	1.00	1.00	-0-
Director				
Community Services Administrator	1.00	-0-	1.00	-0-
Planning Administrator	-0-	1.00	-0-	-0-
Environmental Manager	1.00	-0-	-0-	-0-
Historic Preservation Principal Planner	1.00	1.00	1.00	-0-
Management Coordinator	1.00	1.00	1.00	-0-
Principal Planner	1.00	1.00	1.00	-0-
Project Manager	1.00	2.00	2.00	-0-
Lead Planner	4.00	4.00	4.00	-0-
Staff Assistant	1.00	2.00	1.00	-0-
Systems Analyst	1.00	1.00	-0-	-0-
Housing Assistance/Outreach Coordinator	1.00	1.00	1.00	-0-
Administrative Assistant	1.00	1.00	1.00	-0-
Program Total	15.00	16.00	14.00	-0-
Department Total	15.00	16.00	14.00	-0-

PARKS and RECREATION	
OPERATING:	\$ 28,514,890
CAPITAL:	6,083,700
TOTAL:	<u>\$ 34,598,590</u>
POSITION TOTAL:	<u>433.75</u>

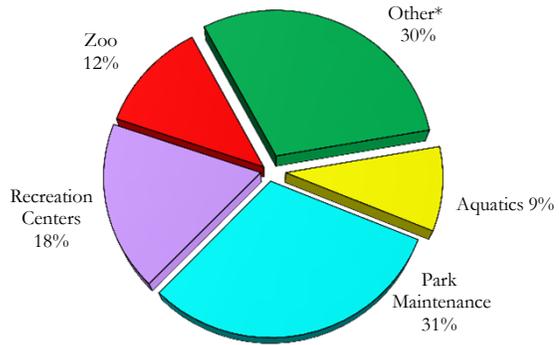


FINANCING PLAN



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

PROGRAM ALLOCATION



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

PARKS and RECREATION

MISSION STATEMENT: To provide a park system offering high quality facilities, programs and services for Tucsonans of all ages and abilities.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	19.00	16.00	16.00	15.00
Aquatics	42.25	58.25	58.25	58.25
Capital Planning and Development	6.00	6.00	6.00	5.00
Civic Events/Performing Arts	6.75	6.75	6.75	6.75
Hi Corbett Maintenance	8.00	8.00	9.00	7.00
Historical and Cultural Programs	1.00	-0-	-0-	-0-
KIDCO	59.50	60.00	60.00	59.00
Leisure Classes	17.50	17.50	17.50	15.50
Parks Maintenance	120.00	120.00	119.00	103.00
Recreation Centers	93.25	97.25	97.25	80.25
Sports	6.75	6.75	6.75	5.75
Therapeutic and Adaptive Recreation	33.50	33.50	33.50	32.50
Zoo	42.50	42.50	41.50	41.50
Grants	6.25	6.25	6.25	4.25
Department Total	462.25	478.75	477.75	433.75
TOTAL BUDGET				
Operating	\$ 36,764,051	\$ 37,891,530	\$ 36,706,810	\$ 28,514,890
Capital	452,176	4,511,000	1,249,420	6,083,700
Department Total	\$ 37,216,227	\$ 42,402,530	\$ 37,956,230	\$ 34,598,590
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 22,254,061	\$ 22,747,980	\$ 21,733,130	\$ 20,280,550
Services	11,428,799	11,603,340	11,845,410	4,758,550
Supplies	3,077,899	3,540,210	3,128,270	3,405,790
Equipment	3,292	-0-	-0-	70,000
Operating Total	\$ 36,764,051	\$ 37,891,530	\$ 36,706,810	\$ 28,514,890
Capital Improvement Program	452,176	4,511,000	1,249,420	6,083,700
Department Total	\$ 37,216,227	\$ 42,402,530	\$ 37,956,230	\$ 34,598,590
FUNDING SOURCES				
General Fund	\$ 36,154,456	\$ 36,454,370	\$ 36,099,420	\$ 27,104,310
Civic Contributions Fund	227,720	634,490	191,230	634,490
Non-Federal Grants	23,304	241,520	50,400	156,420
Other Federal Grants	358,571	561,150	365,760	619,670
Operating Total	\$ 36,764,051	\$ 37,891,530	\$ 36,706,810	\$ 28,514,890
Capital Improvement Program	452,176	4,511,000	1,249,420	6,083,700
Department Total	\$ 37,216,227	\$ 42,402,530	\$ 37,956,230	\$ 34,598,590

PARKS and RECREATION

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$28,514,890 reflects a decrease of \$9,376,640 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase in personnel services	\$ 108,710
Increase to supplies	138,740
Decrease due to transfer of postage budget capacity	(7,120)
Decrease in services	(21,680)
Decrease due to transfer of telephone capacity to Information Technology Department	(131,050)
Decrease due to position reductions	(2,262,610)
Decrease due to transfer of utilities, fuel, and vehicle maintenance transferred to the General Services Department	(7,201,630)
Total	\$ (9,376,640)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provide age-appropriate leisure activities to increase socialization, wellness, arts, aquatics, and environmental benefits.				
• Courses offered	2,167	1,934	2,154	2,150
• Courses completed	1,727	1,507	1,650	1,850
• Courses registration	18,762	21,896	18,470	19,541
• Courses revenues	\$ 1,408,440	\$ 1,472,410	\$ 1,424,030	\$ 1,466,910
Provide, operate, and maintain recreation center facilities for various programs and activities.				
• Pass holders	8,653	7,474	7,815	8,250
• Drop-ins	150,669	150,974	144,781	152,697
• Revenues (excludes rentals)	\$ 533,490	\$ 556,670	\$ 512,640	\$ 540,670
• Facilities rentals	1,560	1,300	1,548	1,550
• Facilities rentals revenue	\$ 106,220	\$ 114,500	\$ 107,000	\$ 106,000
Provide safe, clean, and well maintained parks, athletic fields, and special places.				
• Maintain the number of Park Facility Rentals				
◇ Facilities rentals	44,791	47,806	44,885	47,200
◇ Facilities rental revenues	\$ 622,040	\$ 658,000	\$ 623,340	\$ 655,500
Attract visitors to Reid Park Zoo promoting education and preservation programs and a safe fun experience.				
• Total number of admissions	618,357	575,500	585,500	572,500
• Total revenues collected	\$ 2,497,230	\$ 2,140,120	\$ 2,213,500	\$ 2,154,120

OPERATING PROGRAMS

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 2,109,484	\$ 1,801,840	\$ 1,770,120	\$ 1,673,730
Miscellaneous Revenue	131,265	135,050	150,630	204,440
Program Total	\$ 2,240,749	\$ 1,936,890	\$ 1,920,750	\$ 1,878,170
Character of Expenditures				
Salaries and Benefits	\$ 1,618,207	\$ 1,395,300	\$ 1,414,330	\$ 1,354,540
Services	525,528	493,130	445,290	374,160
Supplies	96,906	48,460	61,130	149,470
Equipment	108	-0-	-0-	-0-
Program Total	\$ 2,240,749	\$ 1,936,890	\$ 1,920,750	\$ 1,878,170

AQUATICS: This program area serves to provide safe and clean swimming facilities and opportunities for pool patrons. Leisure classes, swimming lessons for children and adults, synchronized and competitive swimming, fitness training, and recreational and lap swimming are major components of this program. Lifeguarding and Water Safety Instruction (WSI) are offered, leading to job opportunities for youth ages 15 and above. The Adaptive Recreation Center, Catalina, Sunnyside, and Clements Pools provide year-round swimming. Amphi, Archer, Fort Lowell, Quincie Douglas, and Udall Pools are open April through November. Nine summer seasonal pools will operate during the nine-week summer season.

Projected Revenue Sources				
General Fund	\$ 2,586,973	\$ 2,809,160	\$ 2,846,580	\$ 2,457,510
Programs and Miscellaneous Revenue	81,959	60,740	75,680	60,740
Swimming Pool Admissions	110,973	104,000	106,000	100,500
Program Total	\$ 2,779,905	\$ 2,973,900	\$ 3,028,260	\$ 2,618,750
Character of Expenditures				
Salaries and Benefits	\$ 1,555,016	\$ 1,660,160	\$ 1,692,830	\$ 1,684,140
Services	483,009	519,020	574,430	161,800
Supplies	741,550	794,720	761,000	772,810
Equipment	330	-0-	-0-	-0-
Program Total	\$ 2,779,905	\$ 2,973,900	\$ 3,028,260	\$ 2,618,750

PARKS and RECREATION

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 632,650	\$ 616,100	\$ 605,410	\$ 426,510
Character of Expenditures				
Salaries and Benefits	\$ 601,972	\$ 577,580	\$ 571,400	\$ 395,680
Services	26,303	30,400	28,160	24,880
Supplies	4,375	8,120	5,850	5,950
Program Total	\$ 632,650	\$ 616,100	\$ 605,410	\$ 426,510

CIVIC EVENTS/EVENT PROGRAMMING: This program area provides equipment and technical support to special events throughout the City of Tucson. Event support is provided for both City-sponsored events as well as a variety of community events sponsored by other organizations.

Projected Revenue Sources				
General Fund	\$ 361,750	\$ 377,160	\$ 395,200	\$ 330,210
Civic Events / Performing Arts Fees	100,899	100,000	100,000	100,000
Program Total	\$ 462,649	\$ 477,160	\$ 495,200	\$ 430,210

Character of Expenditures				
Salaries and Benefits	\$ 384,002	\$ 383,400	\$ 414,770	\$ 393,960
Services	54,157	62,580	55,930	22,750
Supplies	24,490	31,180	24,500	13,500
Program Total	\$ 462,649	\$ 477,160	\$ 495,200	\$ 430,210

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

Projected Revenue Sources				
General Fund	\$ 224,945	\$ 253,040	\$ 317,440	\$ 64,320
Baseball Fees	319,283	293,300	301,590	293,300
Program Total	\$ 544,228	\$ 546,340	\$ 619,030	\$ 357,620

Character of Expenditures				
Salaries and Benefits	\$ 296,269	\$ 293,990	\$ 352,760	\$ 216,600
Services	180,719	170,980	188,530	65,050
Supplies	67,240	81,370	77,740	75,970
Program Total	\$ 544,228	\$ 546,340	\$ 619,030	\$ 357,620

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 60,088	\$ 60,000	\$ 60,000	\$ 50,720
Character of Expenditures				
Salaries and Benefits	\$ 47,893	\$ -0-	\$ -0-	\$ -0-
Services	11,820	60,000	60,000	50,720
Supplies	375	-0-	-0-	-0-
Program Total	\$ 60,088	\$ 60,000	\$ 60,000	\$ 50,720

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.

Projected Revenue Sources				
General Fund	\$ 1,080,967	\$ 904,440	\$ 973,620	\$ 903,270
KIDCO Fees	644,721	722,500	658,500	700,000
Program Total	\$ 1,725,688	\$ 1,626,940	\$ 1,632,120	\$ 1,603,270
Character of Expenditures				
Salaries and Benefits	\$ 1,538,261	\$ 1,456,290	\$ 1,471,250	\$ 1,433,180
Services	105,248	85,590	93,600	85,030
Supplies	82,179	85,060	67,270	85,060
Program Total	\$ 1,725,688	\$ 1,626,940	\$ 1,632,120	\$ 1,603,270

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.

Projected Revenue Sources				
General Fund	\$ 133,491	\$ 240,760	\$ 108,720	\$ 173,740
Leisure Classes Fees	568,129	608,610	586,430	608,610
Program Total	\$ 701,620	\$ 849,370	\$ 695,150	\$ 782,350
Character of Expenditures				
Salaries and Benefits	\$ 646,241	\$ 780,670	\$ 646,320	\$ 717,500
Services	23,513	34,620	16,540	31,350
Supplies	31,866	34,080	32,290	33,500
Program Total	\$ 701,620	\$ 849,370	\$ 695,150	\$ 782,350

PARKS and RECREATION

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 14,003,832	\$ 14,159,540	\$ 13,849,980	\$ 8,388,730
Facility Reservations and Permit Fees	276,982	310,700	283,600	330,200
Program Total	\$ 14,280,814	\$ 14,470,240	\$ 14,133,580	\$ 8,718,930
Character of Expenditures				
Salaries and Benefits	\$ 6,785,203	\$ 6,893,200	\$ 6,369,300	\$ 5,884,870
Services	6,362,025	6,378,670	6,613,880	1,821,460
Supplies	1,130,840	1,198,370	1,150,400	1,012,600
Equipment	2,746	-0-	-0-	-0-
Program Total	\$ 14,280,814	\$ 14,470,240	\$ 14,133,580	\$ 8,718,930

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.

Projected Revenue Sources				
General Fund	\$ 6,681,290	\$ 6,911,050	\$ 6,986,160	\$ 4,585,450
Recreation Center Fees	554,080	546,570	518,940	533,070
Program Total	\$ 7,235,370	\$ 7,457,620	\$ 7,505,100	\$ 5,118,520
Character of Expenditures				
Salaries and Benefits	\$ 5,188,052	\$ 5,484,240	\$ 5,301,880	\$ 4,375,440
Services	1,863,985	1,751,520	2,017,150	547,070
Supplies	183,225	221,860	186,070	196,010
Equipment	108	-0-	-0-	-0-
Program Total	\$ 7,235,370	\$ 7,457,620	\$ 7,505,100	\$ 5,118,520

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.

Projected Revenue Sources				
Sports Leagues' Fees	\$ 363,561	\$ 387,570	\$ 369,650	\$ 375,220
Character of Expenditures				
Salaries and Benefits	\$ 205,611	\$ 232,520	\$ 212,450	\$ 220,510
Services	149,251	146,800	146,260	146,460
Supplies	8,699	8,250	10,940	8,250
Program Total	\$ 363,561	\$ 387,570	\$ 369,650	\$ 375,220

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 71,057	\$ 57,460	\$ 73,210	\$ 2,160
Tennis Program Fees	15,208	15,500	15,500	15,030
Program Total	\$ 86,265	\$ 72,960	\$ 88,710	\$ 17,190
Character of Expenditures				
Services	\$ 81,539	\$ 68,160	\$ 83,910	\$ 12,390
Supplies	4,726	4,800	4,800	4,800
Program Total	\$ 86,265	\$ 72,960	\$ 88,710	\$ 17,190

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

Projected Revenue Sources				
General Fund	\$ 1,124,005	\$ 1,095,100	\$ 972,410	\$ 927,310
Adaptive Recreation Center Fees	96,644	133,200	105,700	123,200
Therapeutics' Program Fees	12,560	13,000	13,000	7,500
Program Total	\$ 1,233,209	\$ 1,241,300	\$ 1,091,110	\$ 1,058,010
Character of Expenditures				
Salaries and Benefits	\$ 935,480	\$ 989,160	\$ 795,390	\$ 953,600
Services	276,071	216,470	262,940	61,460
Supplies	21,658	35,670	32,780	42,950
Program Total	\$ 1,233,209	\$ 1,241,300	\$ 1,091,110	\$ 1,058,010

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

Projected Revenue Sources				
General Fund	\$ 1,162,027	\$ 1,361,770	\$ 1,432,850	\$ 1,026,420
Zoo Admissions and other revenue	2,497,235	2,140,120	2,213,500	2,362,920
Program Total	\$ 3,659,262	\$ 3,501,890	\$ 3,646,350	\$ 3,389,340
Character of Expenditures				
Salaries and Benefits	\$ 2,220,693	\$ 2,300,650	\$ 2,239,350	\$ 2,368,410
Services	880,738	644,250	809,740	439,960
Supplies	557,831	556,990	597,260	580,970
Program Total	\$ 3,659,262	\$ 3,501,890	\$ 3,646,350	\$ 3,389,340

PARKS and RECREATION

GRANTS: This program area seeks federal, state, and local funding for the provision of recreational opportunities and community support services. Emphasis is placed on leveraging existing City resources to enhance funding for programs and services. Funding from the Pima Council on Aging will provide support for the senior nutrition program. Funding from the University of Arizona will provide support for a veterinarian position for the Reid Park Zoo.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund: Restricted Revenues	\$ 148,398	\$ 236,090	\$ 209,000	\$ 279,500
Civic Contributions Fund	227,720	634,490	191,230	634,490
Non-Federal Grants	23,304	241,520	50,400	156,420
Other Federal Grants	358,571	561,150	365,760	619,670
Program Total	\$ 757,993	\$ 1,673,250	\$ 816,390	\$ 1,690,080
Character of Expenditures				
Salaries and Benefits	\$ 231,161	\$ 300,820	\$ 251,100	\$ 282,120
Services	404,893	941,150	449,050	914,010
Supplies	121,939	431,280	116,240	423,950
Equipment	-0-	-0-	-0-	70,000
Program Total	\$ 757,993	\$ 1,673,250	\$ 816,390	\$ 1,690,080

POSITION RESOURCES

Administration

Director	1.00	1.00	1.00	1.00
Deputy Director of Parks and Recreation	1.00	1.00	1.00	1.00
Parks and Recreation Administrator	1.00	-0-	-0-	-0-
Department Finance Manager	1.00	1.00	1.00	1.00
GIS Project Manager	1.00	1.00	1.00	1.00
Community Promotions and Marketing Management Assistant	1.00	1.00	1.00	1.00
Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Specialist	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	4.00	3.00	3.00	3.00
Customer Services Representative	2.00	2.00	2.00	1.00
Secretary	1.00	-0-	-0-	-0-
Program Total	19.00	16.00	16.00	15.00

Aquatics

Aquatics Program Manager	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00
Lead Maintenance Mechanic	1.00	1.00	1.00	1.00
Trade Specialist	3.00	3.00	3.00	3.00

Aquatics (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Swimming Pool Supervisor	1.00	1.00	1.00	1.00
Aquatics Program Supervisor (Hourly)	2.75	2.75	2.75	2.75
Swimming Pool Supervisor (Hourly)	5.00	9.00	9.00	9.00
Water Safety Instructor/Senior Lifeguard (Hourly)	23.25	28.25	28.25	28.25
Lifeguard (Hourly)	4.25	11.25	11.25	11.25
Program Total	42.25	58.25	58.25	58.25

Capital Planning and Development

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

Civic Events/Performing Arts

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

Hi Corbett Maintenance

Lead Groundskeeper	2.00	2.00	2.00	1.00
Parks Equipment Operator	-0-	-0-	1.00	-0-
Groundskeeper	1.00	1.00	1.00	1.00
General Maintenance Trainee/Worker	5.00	5.00	5.00	5.00
Program Total	8.00	8.00	9.00	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	1.00	1.00
Senior Recreation Worker (Hourly)	23.50	23.50	23.50	23.50
Bus Driver	1.00	-0-	1.00	1.00
Class Instructor Fine Arts	1.00	1.00	1.00	-0-
Recreation Worker (Hourly)	28.00	29.50	28.50	28.50
Program Total	59.50	60.00	60.00	59.00

PARKS and RECREATION

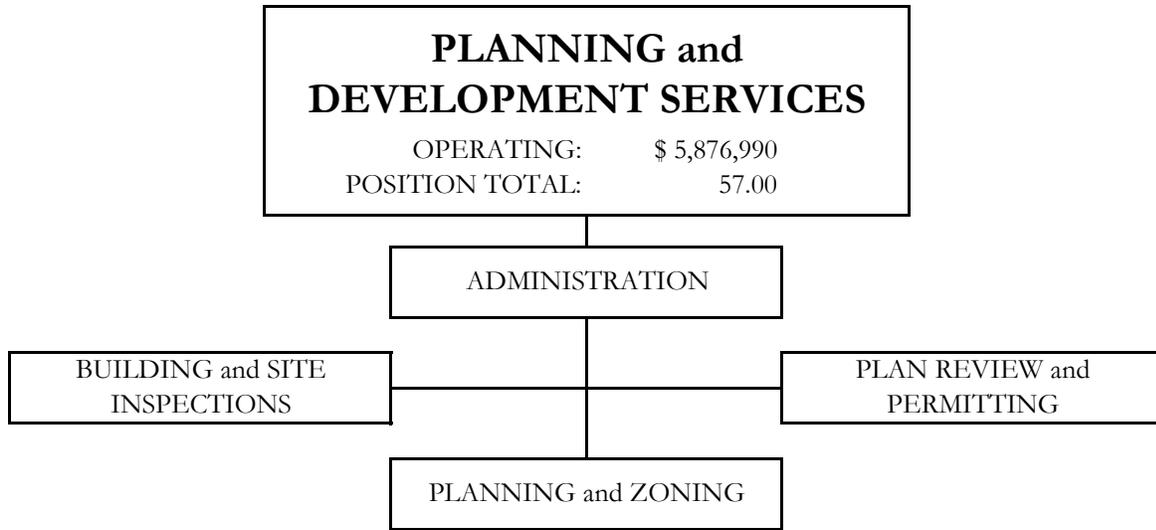
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Leisure Classes				
Class Registration Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Customer Services Representative	1.00	1.00	1.00	1.00
Recreation Assistant	1.00	1.00	1.00	1.00
Office Assistant	2.50	2.50	2.50	2.50
Class Instructor Fine Arts (Hourly)	10.00	10.00	10.00	8.00
Program Total	17.50	17.50	17.50	15.50
Parks Maintenance				
Parks and Recreation Administrator	1.00	1.00	1.00	1.00
Parks and Recreation Superintendent	2.00	2.00	2.00	1.00
Parks and Golf Area Supervisor	6.00	6.00	6.00	5.00
Electrician	1.00	1.00	1.00	-0-
Carpenter	1.00	1.00	1.00	-0-
Equipment Operation Specialist	1.00	1.00	1.00	1.00
Lead Groundskeeper	11.00	11.00	11.00	10.00
Lead Parks Equipment Mechanic	1.00	1.00	1.00	1.00
Pest Control Specialist	3.00	3.00	3.00	3.00
Plumber	2.00	2.00	2.00	2.00
Welder	2.00	2.00	2.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	-0-
Parks Equipment Mechanic	4.00	4.00	4.00	4.00
Trade Specialist	16.00	16.00	16.00	14.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Services Representative	1.00	1.00	1.00	-0-
Parks Equipment Operator	9.00	9.00	8.00	6.00
Groundskeeper	56.00	56.00	56.00	52.00
General Maintenance Trainee/Worker	1.00	1.00	1.00	1.00
Program Total	120.00	120.00	119.00	103.00
Recreation Centers				
Parks and Recreation Administrator	-0-	1.00	1.00	-0-
Parks and Recreation Superintendent	2.00	2.00	2.00	1.00
Recreation Supervisor	7.00	7.00	7.00	4.00
Recreation Program Coordinator	16.00	16.00	16.00	14.00
Administrative Assistant	1.00	2.00	2.00	1.00
Customer Services Representative	1.00	1.00	1.00	1.00
Secretary	-0-	1.00	1.00	1.00
Recreation Assistant	45.00	46.00	46.00	42.00
Custodian	14.00	14.00	14.00	9.00
Customer Service Clerk	1.00	1.00	1.00	1.00
General Maintenance Trainee/Worker	0.75	0.75	0.75	0.75
Senior Recreation Worker (Hourly)	5.50	5.50	5.50	5.50
Program Total	93.25	97.25	97.25	80.25

PARKS and RECREATION

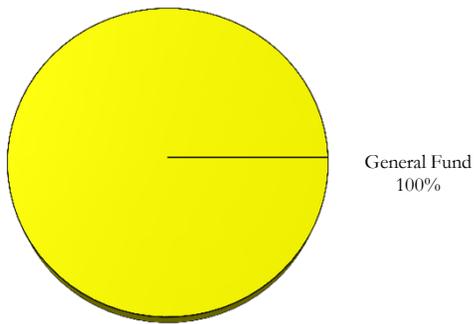
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Sports				
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.50	1.50	1.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	2.25	2.25	2.25	1.25
Program Total	6.75	6.75	6.75	5.75
Therapeutic and Adaptive Recreation				
Therapeutic Recreation Supervisor	1.00	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Assistant	3.50	3.50	3.50	2.50
Program Coordinator (Hourly)	1.00	1.00	1.00	2.00
Swimming Pool Supervisor (Hourly)	1.00	1.00	1.00	1.00
Water Safety Instructor/Senior Lifeguard (Hourly)	7.50	7.50	7.50	7.50
Lifeguard (Hourly)	5.00	5.00	5.00	5.00
Senior Recreation Worker (Hourly)	7.50	7.50	7.50	9.50
Recreation Worker (Hourly)	4.00	4.00	4.00	1.00
Program Total	33.50	33.50	33.50	32.50
Zoo				
Zoo Administrator	1.00	1.00	1.00	1.00
Zoo General Curator	1.00	1.00	1.00	1.00
Zoo Education Curator	1.00	1.00	1.00	1.00
Parks and Golf Area Supervisor	1.00	1.00	1.00	1.00
Zoo Area Supervisor	3.00	3.00	3.00	3.00
Lead Groundskeeper	1.00	1.00	1.00	1.00
Trade Specialist	1.00	1.00	1.00	1.00
Zoo Educator	1.00	1.00	1.00	1.00
Zookeeper	19.00	19.00	19.00	19.00
Customer Services Representative	1.00	1.00	1.00	1.00
Zoo Education Assistant	2.00	2.00	1.00	1.00
Groundskeeper	4.00	4.00	4.00	4.00
General Maintenance Trainee/Worker	3.50	3.50	3.50	3.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	1.00	1.00	1.00	1.00
Program Total	42.50	42.50	41.50	41.50
Grants				
Zoo Vet	-0-	-0-	-0-	1.00
Program Coordinator (Hourly)	1.00	1.00	1.00	-0-
Senior Recreation Worker (Hourly)	4.50	4.50	4.50	2.50
Short Order Cook	0.75	0.75	0.75	0.75
Program Total	6.25	6.25	6.25	4.25

PARKS and RECREATION

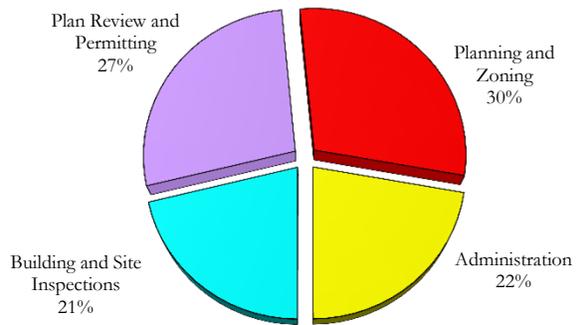
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Historical and Cultural Programs				
Recreation Assistant	1.00	-0-	-0-	-0-
Program Total	1.00	-0-	-0-	-0-
Department Total	462.25	478.75	477.75	433.75



FINANCING PLAN



PROGRAM ALLOCATION



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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	11.00	11.00	11.00	6.00
Building and Site Inspections	23.00	23.00	23.00	15.00
Code Enforcement	28.00	28.00	28.00	-0-
Customer and Administrative Support	14.00	14.00	14.00	-0-
Plan Review and Permitting	15.00	15.00	14.00	18.00
Planning and Zoning	8.00	8.00	8.00	18.00
Department Total	99.00	99.00	98.00	57.00

TOTAL BUDGET

Operating	\$ 8,717,562	\$ 8,953,620	\$ 8,321,220	\$ 5,876,990
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CHARACTER OF EXPENDITURES

Salaries and Benefits	\$ 7,471,594	\$ 7,853,280	\$ 7,206,460	\$ 4,999,100
Services	1,081,434	887,610	919,040	769,130
Supplies	164,426	212,730	195,720	108,760
Equipment	108	-0-	-0-	-0-
Department Total	\$ 8,717,562	\$ 8,953,620	\$ 8,321,220	\$ 5,876,990

FUNDING SOURCES

General Fund	\$ 8,717,562	\$ 8,953,620	\$ 8,321,220	\$ 5,863,630
Civic Contributions Fund	-0-	-0-	-0-	3,860
Other Federal Grants	-0-	-0-	-0-	9,500
Department Total	\$ 8,717,562	\$ 8,953,620	\$ 8,321,220	\$ 5,876,990

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$5,876,990 reflects a decrease of 3,076,630 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase due to consolidation of Office of Integrated Planning	\$ 1,511,400
Increase due to civic contributions and grants	13,360
Decrease due to transfer of postage budget capacity to the Procurement Department	(15,000)
Decrease due to transfer of telephone capacity to Information Technology Department	(32,200)
Decrease due to Socrata Open Data Portal funding	(60,000)
Decrease due to transfer of utilities, fuel, and vehicle maintenance capacity to the General Services Department	(208,660)
Decrease due to position reductions	(2,007,630)
Transfer of Code Enforcement Program to Environmental Services	(2,277,900)
Total	\$ (3,076,630)

PLANNING and DEVELOPMENT SERVICES

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provide timely and impartial plans reviews while protecting the public health and welfare.				
• Number of plan reviews completed	9,082	8,000	8,700	8,700
Issue commercial and residential building permits.				
• Total number of commercial permits	2,991	3,200	3,010	3,010
• Number of new commercial permits	126	150	120	120
• Total number of residential permits	5,360	6,000	6,500	6,500
• Number of new residential permits	515	350	380	380
Perform inspections of new construction, remodels, and additions.				
• Number of commercial inspections	30,979	30,000	33,000	33,000
• Number of residential inspections	46,636	40,000	42,200	42,200
• Number of sign inspections	2,688	2,800	2,700	2,700
Coordinate and review all submitted subdivision plats and development packages.				
• Number of plats and packages reviewed	302	200	250	250
Issue all sign permits.				
• Number of sign permits issued	1,049	900	910	910
Provide assistance to walk-in customers.				
• Number of records and permit counter customers assisted	29,704	30,000	29,820	29,800
• Number of certificates of occupancy issued for existing buildings	140	90	300	200
Implement Plan Tucson.				
• Number of new actions initiated to implement Plan Tucson goals and policies	N/A ¹	N/A ¹	N/A ¹	12
• Number of plans, policies, and regulations established or updated	N/A ¹	N/A ¹	N/A ¹	7
Conduct inclusive and effective community planning processes.				
• Number of stakeholder and community meetings held	N/A ¹	N/A ¹	N/A ¹	41
Staff PDS citizen advisory committees.				
• Number of advisory committee meetings held	N/A ¹	N/A ¹	N/A ¹	164

Performance Measures (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Conduct historic reviews and formal consultations.				
• Number of Historic Preservation Zone and rezoning cases reviewed	N/A ¹	N/A ¹	N/A ¹	170
• Number of architectural documentations reviewed	N/A ¹	N/A ¹	N/A ¹	60
• Number of formal consultations with the State Historic Preservation Office and federal agencies	N/A ¹	N/A ¹	N/A ¹	50
Code Enforcement: Promote a safe, clean environment, and healthy neighborhoods by resolving code violations.				
• Number of calls received	10,304	11,600	10,225	N/A ²
• Number of online inquiries received	6,098	5,700	6,200	N/A ²
• Number of cases created	10,846	10,500	11,200	N/A ²
• Number of actual violations found	10,355	10,000	9,200	N/A ²
• Number of inspections	21,827	20,000	18,500	N/A ²

¹Office of Integrated Planning merged into Planning and Development Services in Fiscal Year 2016/17.

²Code Enforcement moves to Environmental Services in Fiscal Year 2016/17.

OPERATING PROGRAMS

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.

Projected Revenue Sources

Permit and Inspection Fees	\$ 1,595,121	\$ 1,375,040	\$ 1,098,990	\$ 1,064,400
Impact Fee Administrative Charges	9,450	-0-	17,000	20,000
Plan Review Fees	23,499	22,000	22,000	215,000
Civic Contributions Fund	-0-	-0-	-0-	3,860
Other Federal Grants Fund	-0-	-0-	-0-	9,500
Program Total	\$ 1,628,070	\$ 1,397,040	\$ 1,137,990	\$ 1,312,760

Character of Expenditures

Salaries and Benefits	\$ 1,277,103	\$ 1,312,410	\$ 1,055,530	\$ 625,680
Services	334,686	69,830	67,460	597,960
Supplies	16,281	14,800	15,000	89,120
Program Total	\$ 1,628,070	\$ 1,397,040	\$ 1,137,990	\$ 1,312,760

PLANNING and DEVELOPMENT SERVICES

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Permit and Inspection Fees	\$ 1,924,590	\$ 2,054,680	\$ 1,843,180	\$ 1,254,430
Character of Expenditures				
Salaries and Benefits	\$ 1,801,247	\$ 1,862,700	\$ 1,655,650	\$ 1,166,920
Services	81,175	122,420	132,100	77,260
Supplies	42,060	69,560	55,430	10,250
Equipment	108	-0-	-0-	-0-
Program Total	\$ 1,924,590	\$ 2,054,680	\$ 1,843,180	\$ 1,254,430

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.

Projected Revenue Sources				
Plan Review Fees	\$ 800,459	\$ 988,940	\$ 871,420	\$ 1,222,120
Planning Charges	119,180	93,000	108,500	108,500
Sign Regulation Fees	293,075	225,000	245,000	250,000
Program Total	\$ 1,212,714	\$ 1,306,940	\$ 1,224,920	\$ 1,580,620
Character of Expenditures				
Salaries and Benefits	\$ 1,173,126	\$ 1,269,570	\$ 1,191,180	\$ 1,542,550
Services	36,457	30,170	25,500	32,030
Supplies	3,131	7,200	8,240	6,040
Program Total	\$ 1,212,714	\$ 1,306,940	\$ 1,224,920	\$ 1,580,620

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

Projected Revenue Sources				
Other Development Fees	\$ -0-	\$ 12,880	\$ -0-	\$ -0-
Permit and Inspection Fees	236,611	275,000	266,660	1,273,330
Plan Review Fees	232,642	217,800	217,800	212,850
Planning Charges	265,271	207,000	241,500	241,500
Zoning Code Violations	5,126	6,000	2,000	1,500
Program Total	\$ 739,650	\$ 718,680	\$ 727,960	\$ 1,729,180
Character of Expenditures				
Salaries and Benefits	\$ 653,397	\$ 666,410	\$ 675,030	\$ 1,663,950
Services	83,189	48,070	49,130	61,880
Supplies	3,064	4,200	3,800	3,350
Program Total	\$ 739,650	\$ 718,680	\$ 727,960	\$ 1,729,180

PLANNING and DEVELOPMENT SERVICES

CODE ENFORCEMENT³: This program area provides enforcement and education of City Codes relating to property maintenance and minimum housing standards as directed through the Neighborhood Preservation Ordinance (NPO), Sign Code, portions of the Unified Development Code (UDC), and the Peddler ordinance. Administers the Vacant and Neglected Structures (VANS) program and works to educate the public about resolving code violations.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 2,121,553	\$ 2,300,000	\$ 2,253,680	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 1,816,573	\$ 1,965,490	\$ 1,926,040	\$ -0-
Services	247,018	258,620	259,040	-0-
Supplies	57,962	75,890	68,600	-0-
Program Total	\$ 2,121,553	\$ 2,300,000	\$ 2,253,680	\$ -0-

³Code Enforcement is moving to Environmental Services for Fiscal Year 2016/17.

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

Projected Revenue Sources				
Other Development Fees	\$ 62,500	\$ 62,500	\$ 62,500	\$ -0-
Permit and Inspection Fees	350,000	350,000	350,000	-0-
Plan Review Fees	678,485	763,780	720,990	-0-
Program Total	\$ 1,090,985	\$ 1,176,280	\$ 1,133,490	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 750,148	\$ 776,700	\$ 703,030	\$ -0-
Services	298,909	358,500	385,810	-0-
Supplies	41,928	41,080	44,650	-0-
Program Total	\$ 1,090,985	\$ 1,176,280	\$ 1,133,490	\$ -0-

POSITION RESOURCES

Administration

Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	-0-
Development Services Administrator	2.00	2.00	2.00	-0-
Development Services Manager	2.00	2.00	2.00	-0-
Management Coordinator	1.00	1.00	1.00	-0-
Principal Planner	-0-	-0-	-0-	1.00
Management Assistant	-0-	-0-	1.00	-0-

PLANNING and DEVELOPMENT SERVICES

Administration (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Project Coordinator	1.00	1.00	1.00	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	-0-	-0-
Planning Technician	-0-	-0-	-0-	1.00
Administrative Assistant	-0-	-0-	-0-	1.00
Program Total	11.00	11.00	11.00	6.00

Building and Site Inspections

Building Inspector Manager	1.00	1.00	1.00	1.00
Building Plans Examiner	4.00	4.00	4.00	-0-
Construction Inspection Supervisor	1.00	1.00	1.00	1.00
Building Permit Specialist	2.00	2.00	2.00	-0-
Lead Building Inspector	1.00	1.00	1.00	-0-
Building Inspector	14.00	14.00	14.00	13.00
Program Total	23.00	23.00	23.00	15.00

Plan Review and Permitting

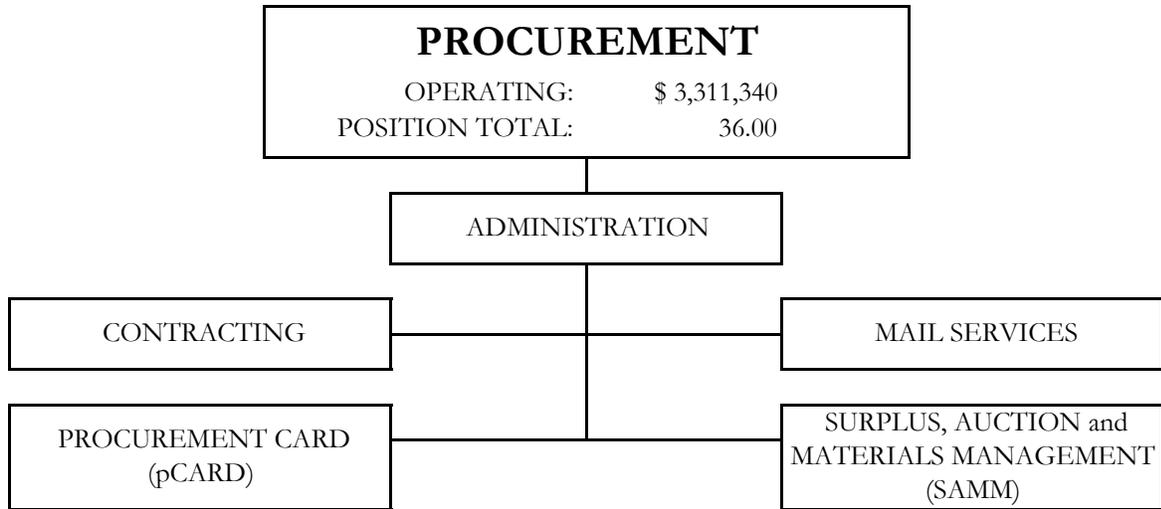
Building Official	-0-	-0-	-0-	1.00
Development Services Manager	-0-	-0-	-0-	1.00
Building Plans Examiner	-0-	-0-	-0-	3.00
Civil Engineer	2.00	2.00	1.00	1.00
Principal Planner	3.00	3.00	3.00	1.00
Lead Planner	4.00	4.00	4.00	1.00
Management Assistant	-0-	-0-	-0-	1.00
Senior Engineering Associate	2.00	2.00	2.00	1.00
Planner	-0-	-0-	-0-	1.00
Building Permit Specialist	-0-	-0-	-0-	1.00
Landscape Field Representative	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	1.00	-0-
Administrative Assistant	-0-	-0-	-0-	2.00
Customer Service Representative	-0-	-0-	1.00	3.00
Customer Service Clerk	2.00	2.00	1.00	-0-
Program Total	15.00	15.00	14.00	18.00

Planning and Zoning

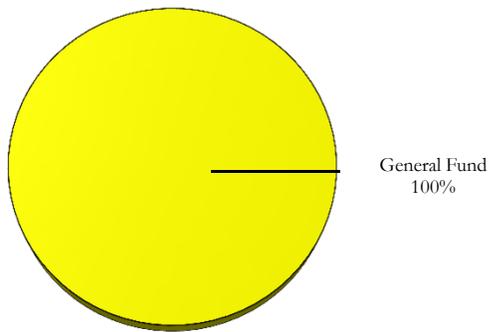
Development Services Manager	-0-	-0-	-0-	3.00
Historic Preservation Principal Planner	-0-	-0-	-0-	1.00
Management Coordinator	-0-	-0-	-0-	1.00
Principal Planner	3.00	3.00	3.00	2.00
Lead Planner	3.00	3.00	3.00	7.00
Planner	2.00	2.00	2.00	-0-
Building Inspector	-0-	-0-	-0-	1.00
Housing Assistance/Outreach Coordinator	-0-	-0-	-0-	1.00
Planning Technician	-0-	-0-	-0-	1.00
Secretary	-0-	-0-	-0-	1.00
Program Total	8.00	8.00	8.00	18.00

PLANNING and DEVELOPMENT SERVICES

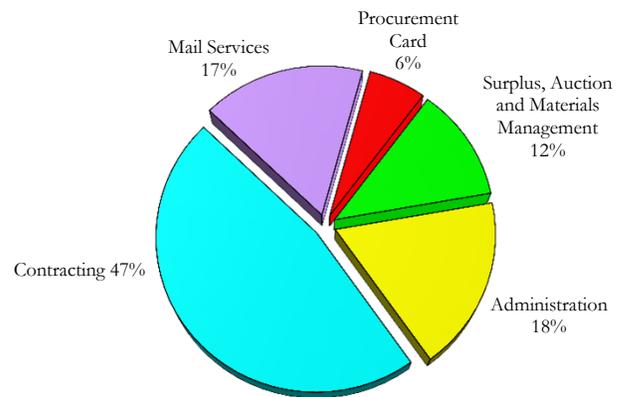
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Code Enforcement				
Development Services Administrator	1.00	1.00	1.00	-0-
Inspection Supervisor	2.00	2.00	2.00	-0-
Management Assistant	1.00	1.00	1.00	-0-
Staff Assistant	1.00	1.00	1.00	-0-
Code Inspector	17.00	17.00	17.00	-0-
Administrative Assistant	1.00	1.00	1.00	-0-
Customer Service Representative	5.00	5.00	4.00	-0-
Customer Service Clerk	-0-	-0-	1.00	-0-
Program Total	28.00	28.00	28.00	-0-
Customer and Administrative Support				
Planning Technician	2.00	2.00	2.00	-0-
Administrative Assistant	4.00	4.00	4.00	-0-
Customer Service Representative	5.00	4.00	5.00	-0-
Secretary	2.00	2.00	2.00	-0-
Customer Service Clerk	1.00	2.00	1.00	-0-
Program Total	14.00	14.00	14.00	-0-
Department Total	99.00	99.00	98.00	57.00



FINANCING PLAN



PROGRAM ALLOCATION



PROCUREMENT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
Contracting	21.00	21.00	21.00	20.00
Mail Services	4.00	4.00	4.00	3.00
Procurement Card (pCard)	3.00	3.00	3.00	3.00
Surplus, Auction and Materials Management (SAMM)	7.00	7.00	7.00	6.00
Department Total	39.00	39.00	39.00	36.00
TOTAL BUDGET				
Operating	\$ 3,220,829	\$ 3,156,990	\$ 2,980,750	\$ 3,311,340
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,730,032	\$ 2,910,460	\$ 2,668,520	\$ 2,730,540
Services	327,038	196,520	213,640	160,700
Supplies	163,759	50,010	98,590	420,100
Department Total	\$ 3,220,829	\$ 3,156,990	\$ 2,980,750	\$ 3,311,340
FUNDING SOURCES				
General Fund	\$ 3,220,829	\$ 3,156,990	\$ 2,980,750	\$ 3,311,340

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$3,311,340 reflects an increase of \$154,350 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase due to transfer of postage budget capacity from other departments	\$ 379,510
Decrease in personnel costs	(2,880)
Decrease to miscellaneous costs	(300)
Decrease due to transfer of utilities capacity to the General Services Department	(9,160)
Decrease due to transfer of telephone capacity to the Information Technology Department	(16,250)
Decrease due to transfer of vehicle maintenance and fuel capacity to the General Services Department	(21,100)
Decrease due to position reductions	(175,470)
Total	\$ 154,350

PROCUREMENT

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
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	16%	20%	29%	20%
• Ensure that a minimum of 25% of commodity and services expenditures through annual requirements contracts to realize the most favorable price and terms	61%	25%	75%	25%
• Generate revenue by expanding the National Cooperative Procurement and pCard Programs	\$ 1,197,692	\$ 1,000,000	\$ 1,349,555	\$ 1,000,000
Ensure high standards of technical expertise and competency of staff.				
• Achieve a minimum level of 70% professional certification for staff	69%	60%	62%	60%
• Participate in a minimum of four outreach events for the local business and contracting communities	5	4	4	4
Provide Small Business Enterprise and Disadvantaged Business Enterprise certification.	226	225	225	225

OPERATING PROGRAMS

ADMINISTRATION: This program area provides strategic direction and management to the department by planning, coordinating, and implementing procurement operations in accordance with applicable laws, Mayor and Council policy, and the administrative direction of the City Manager.

Projected Revenue Sources

General Fund	\$ 675,313	\$ 617,320	\$ 623,470	\$ 605,650
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Character of Expenditures

Salaries and Benefits	\$ 498,579	\$ 501,790	\$ 507,080	\$ 505,730
Services	150,480	105,940	107,270	90,680
Supplies	26,254	9,590	9,120	9,240
Program Total	\$ 675,313	\$ 617,320	\$ 623,470	\$ 605,650

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 1,024,411	\$ 1,188,570	\$ 1,044,620	\$ 1,164,540
National Cooperative Purchasing Fees	487,579	400,000	465,000	400,000
Program Total	\$ 1,511,990	\$ 1,588,570	\$ 1,509,620	\$ 1,564,540
Character of Expenditures				
Salaries and Benefits	\$ 1,464,548	\$ 1,563,610	\$ 1,486,800	\$ 1,542,140
Services	46,637	23,660	22,130	22,100
Supplies	805	1,300	690	300
Program Total	\$ 1,511,990	\$ 1,588,570	\$ 1,509,620	\$ 1,564,540

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.

Projected Revenue Sources				
General Fund	\$ 315,071	\$ 259,330	\$ 247,230	\$ 563,520
Character of Expenditures				
Salaries and Benefits	\$ 201,054	\$ 203,040	\$ 142,200	\$ 138,790
Services	34,407	25,300	24,510	20,400
Supplies	79,610	30,990	80,520	404,330
Program Total	\$ 315,071	\$ 259,330	\$ 247,230	\$ 563,520

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

Projected Revenue Sources				
pCard Program Rebate	\$ 150,900	\$ 194,420	\$ 113,700	\$ 187,050
Character of Expenditures				
Salaries and Benefits	\$ 147,330	\$ 191,960	\$ 112,350	\$ 184,390
Services	3,570	2,460	1,350	2,660
Program Total	\$ 150,900	\$ 194,420	\$ 113,700	\$ 187,050

PROCUREMENT

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 567,555	\$ 497,350	\$ 486,730	\$ 390,580
Character of Expenditures				
Salaries and Benefits	\$ 418,521	\$ 450,060	\$ 420,090	\$ 359,490
Services	91,944	39,160	58,380	24,860
Supplies	57,090	8,130	8,260	6,230
Program Total	\$ 567,555	\$ 497,350	\$ 486,730	\$ 390,580

POSITION RESOURCES

Administration

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

Contracting

Contract Administrator	2.00	2.00	2.00	2.00
Principal Contract Officer	6.00	6.00	6.00	6.00
Senior Contract Officer	5.00	5.00	5.00	5.00
Business Enterprise Compliance Specialist	1.00	1.00	1.00	1.00
Equal Opportunity Specialist	1.00	1.00	1.00	1.00
Contract Compliance Officer	1.00	1.00	1.00	1.00
Administrative Assistant	5.00	5.00	5.00	4.00
Program Total	21.00	21.00	21.00	20.00

Mail Services

Office Supervisor	1.00	1.00	1.00	-0-
Mail Clerk	3.00	3.00	3.00	3.00
Program Total	4.00	4.00	4.00	3.00

Procurement Card (pCard)

pCard Manager	1.00	1.00	1.00	1.00
pCard Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00

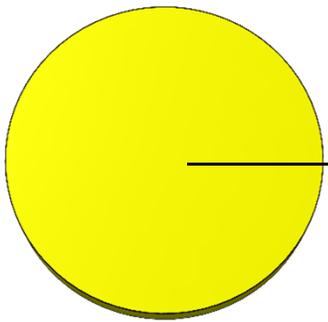
PROCUREMENT

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Surplus, Auction and Materials Management (SAMM)				
SAMM Superintendent	1.00	1.00	1.00	1.00
SAMM Supervisor	2.00	2.00	2.00	1.00
SAMM Specialists	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	7.00	6.00
 Department Total	 39.00	 39.00	 39.00	 36.00

**OFFICE of the PUBLIC
DEFENDER**

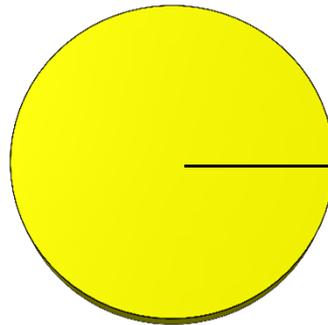
OPERATING: \$ 2,700,840
POSITION TOTAL: 28.00

FINANCING PLAN



General Fund
100%

PROGRAM ALLOCATION



Public
Defender
100%

OFFICE of the PUBLIC DEFENDER

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Public Defender	32.00	32.00	32.00	28.00
TOTAL BUDGET				
Operating	\$ 2,972,398	\$ 3,191,360	\$ 3,022,070	\$ 2,700,840
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,731,833	\$ 2,919,760	\$ 2,739,550	\$ 2,518,760
Services	168,809	217,440	221,100	140,310
Supplies	71,756	54,160	61,420	41,770
Department Total	\$ 2,972,398	\$ 3,191,360	\$ 3,022,070	\$ 2,700,840
FUNDING SOURCES				
General Fund	\$ 2,972,398	\$ 3,191,360	\$ 3,022,070	\$ 2,700,840

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$2,700,840 reflects a decrease of \$490,520 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Decrease due to transfer of vehicle maintenance capacity to the General Services Department	\$ (1,500)
Decrease to public liability insurance and hazardous waste	(3,160)
Decrease due to transfer of postage capacity to the Procurement Department	(5,390)
Decrease due to transfer of telephone capacity to the Information Technology Department	(12,440)
Decrease due to transfer of utilities capacity to the General Services Department	(18,340)
Decrease to personnel costs	(19,380)
Decrease due to transfer of building and custodial maintenance capacity to the General Services Department	(48,690)
Decrease due to position reductions	(381,620)
Total	\$ (490,520)

PUBLIC DEFENDER

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provide representation in a cost-effective manner.				
• Average cost per docket/case	\$ 200	\$ 210	\$ 210	\$ 210
• Number of defendants	6,150	6,140	6,140	6,150
• Approximate number of dockets/cases closed	14,280	13,800	13,800	13,800
• Approximate number of defendants seen at Video Court that are represented by the Public Defender's Office	1,695	1,850	1,700	1,700

OPERATING PROGRAMS

Public Defender: This program area was established as a cost-effective alternative to the use of contract attorneys. The office provides legal representation independent from the Criminal Division of the City Attorney's Office. The Office of the Public Defender is staffed by 19 attorneys and 9 support positions.

Projected Revenue Sources

General Fund	\$ 2,972,398	\$ 3,191,360	\$ 3,022,070	\$ 2,700,840
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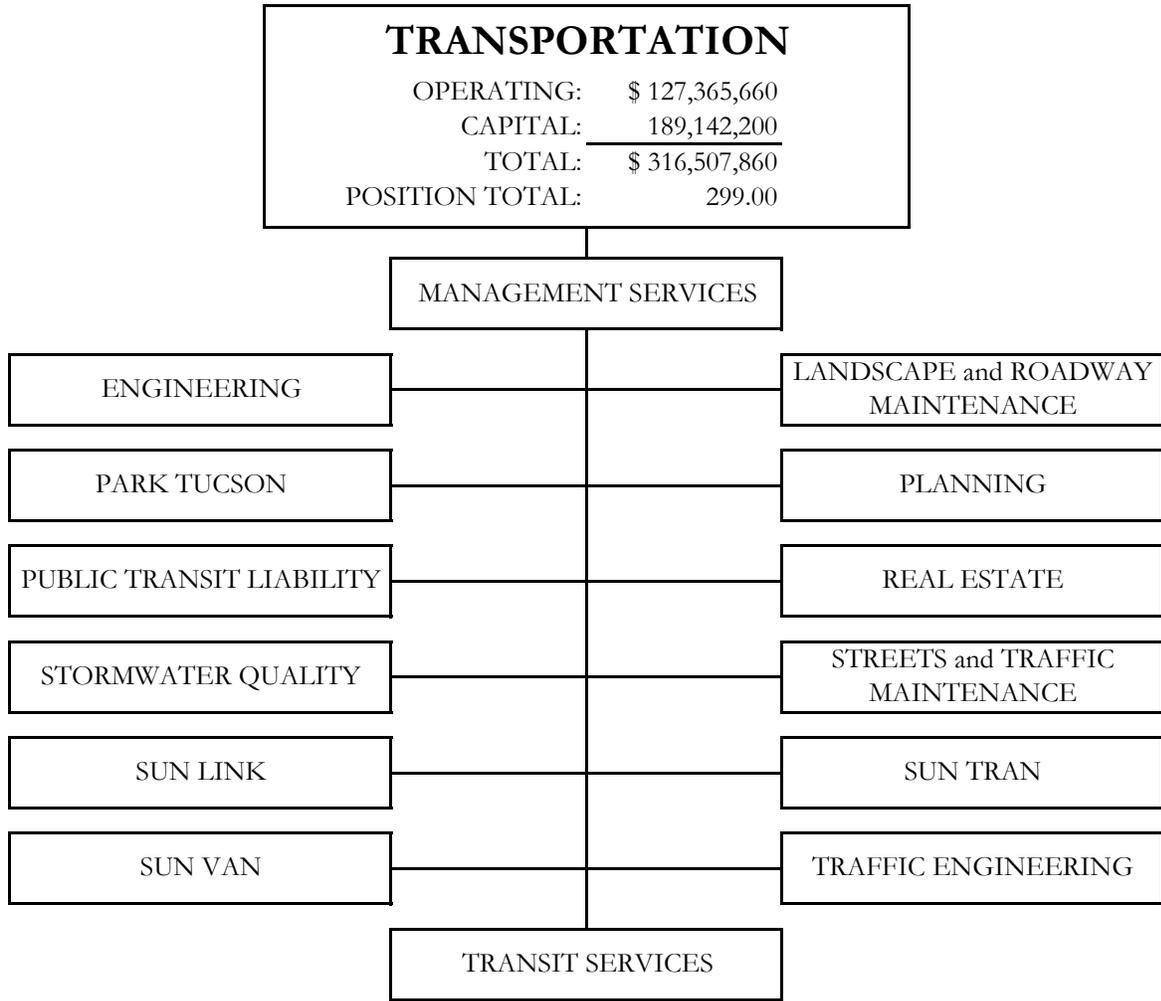
Character of Expenditures

Salaries and Benefits	\$ 2,731,833	\$ 2,919,760	\$ 2,739,550	\$ 2,518,760
Services	168,809	217,440	221,100	140,310
Supplies	71,756	54,160	61,420	41,770
Program Total	\$ 2,972,398	\$ 3,191,360	\$ 3,022,070	\$ 2,700,840

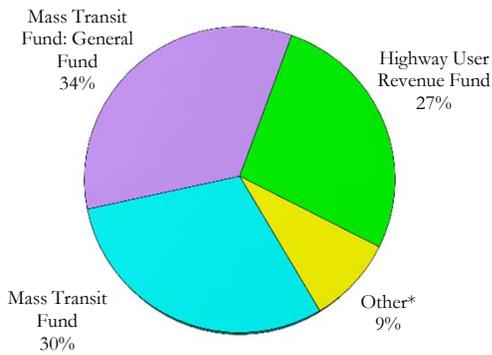
POSITION RESOURCES

Public Defender

Chief Public Defender	1.00	1.00	1.00	1.00
Supervising Public Defender	7.00	7.00	7.00	5.00
Associate Public Defender	5.00	9.00	9.00	9.00
Assistant Public Defender	8.00	4.00	4.00	4.00
Management Assistant	1.00	1.00	1.00	1.00
Law Clerk	2.00	2.00	2.00	-0-
Paralegal	-0-	-0-	1.00	1.00
Legal Secretary	5.00	5.00	5.00	5.00
Litigation Support Clerk	1.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00	1.00
Program Total	32.00	32.00	33.00	28.00
Department Total	32.00	32.00	33.00	28.00

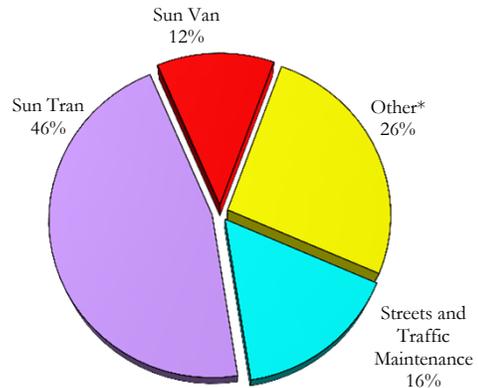


FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes: Management Services (6%), Engineering (5%), Park Tucson (4%), Sun Link (3%), Traffic Engineering (3%), Transit Services (2%), Planning (1%), Public Transit Liability (1%), Landscape and Roadway Maintenance (<1%), and Real Estate (>1%), Stormwater Quality (<1%), .

TRANSPORTATION

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Management Services	29.00	30.00	32.00	30.00
Engineering	65.00	65.00	67.00	67.00
Park Tucson	17.00	17.00	19.00	19.00
Planning	7.00	6.00	8.00	8.00
Real Estate	-0-	-0-	-0-	8.00
Stormwater Quality	3.00	3.00	2.00	2.00
Streets and Traffic Maintenance	143.00	142.00	141.00	144.00
Traffic Engineering	15.00	16.00	15.00	15.00
Transit Services	6.00	6.00	6.00	6.00
Graffiti Abatement	2.00	2.00	2.00	-0-
Department Total	287.00	287.00	292.00	299.00
TOTAL BUDGET				
Operating	\$ 118,484,055	\$ 125,078,630	\$ 120,385,910	\$ 127,365,660
Capital	96,434,461	180,873,230	100,302,620	189,142,200
Total Department	\$ 214,918,516	\$ 305,951,860	\$ 220,688,530	\$ 316,507,860
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 17,307,327	\$ 19,218,170	\$ 17,545,490	\$ 22,270,940
Services	26,722,942	34,101,290	34,070,850	34,062,690
Supplies	19,867,472	20,176,160	15,533,230	18,089,400
Equipment	5,047,626	1,495,650	2,357,900	958,450
Debt Service	1,257,693	1,310,550	1,310,550	1,553,020
Contracted Labor	48,280,995	48,776,810	49,567,890	50,431,160
Total Operating Budget	\$ 118,484,055	\$ 125,078,630	\$ 120,385,910	\$ 127,365,660
Capital Improvement Program	96,434,461	180,873,230	100,302,620	189,142,200
Total Department	\$ 214,918,516	\$ 305,951,860	\$ 220,688,530	\$ 316,507,860
FUNDING SOURCES				
General Fund	\$ 2,778,739	\$ 3,166,810	\$ 2,788,150	\$ 1,491,290
Capital Improvements Fund	89,664	-0-	-0-	80,000
Highway User Revenue Fund	28,665,388	31,683,010	30,471,800	34,826,060
Internal Service Fund: Self Insurance	692,533	1,400,000	1,500,000	1,400,000
Mass Transit Fund	38,075,321	39,350,770	36,944,660	37,879,660
Mass Transit Fund: General Fund	41,167,455	42,565,310	42,362,060	43,789,580
Transfer ¹				
Other Federal Grants	931,716	1,515,520	338,540	1,617,990
Park Tucson Fund	5,838,184	5,017,210	5,605,970	5,394,740
Regional Transportation Authority	245,055	380,000	374,730	886,340
Total Operating Revenues	\$ 118,484,055	\$ 125,078,630	\$ 120,385,910	\$ 127,365,660
Capital Improvement Program	96,434,461	180,873,230	100,302,620	189,142,200
Total Department	\$ 214,918,516	\$ 305,951,860	\$ 220,688,530	\$ 316,507,860

¹Total Fiscal Year 2016/17 General Fund budgeted for the mass transit system is \$46,225,080. There is \$43,789,580 in the operating budget and \$2,435,500 in the capital improvement program.

TRANSPORTATION

SIGNIFICANT CHANGES

The recommended operating budget for Fiscal Year 2016/17 of \$127,365,660 reflects an increase of \$2,287,030 from Fiscal Year 2016 Adopted budget. Changes includes:

Increase in personnel	\$ 2,615,090
Increase to Contract Labor for Mass Transit	1,654,350
Increase due to Real Estate Division transfer from the City Manager's Office	424,890
Increase for LED lighting debt service	242,470
Decrease in Services	(38,600)
Decrease in Supplies	(321,290)
Decrease in Equipment	(537,200)
Decrease due to Graffiti Abatement Program transfer to the Environmental Services Department	(1,752,680)
Total	\$ 2,287,030

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provide regional fixed-route bus service.				
• Number of buses	252	252	252	252
• Number of annual passenger trips (000s)	19,658	21,000	17,930	18,846
• Annual passenger revenue (\$000s)	\$ 12,013	\$ 11,590	\$ 9,870	\$ 10,984
• Total miles (000s)	9,551	9,567	8,482	9,495
• Cost per mile	\$ 6.07	\$ 6.42	\$ 6.61	\$ 6.24
• Revenue per mile	\$ 1.26	\$ 1.21	\$ 1.16	\$ 1.16
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%.				
• Fare box recovery ratio	21%	19%	18%	19%
Provide paratransit services to persons with disabilities who cannot use Sun Tran.				
• Number of vans	13	134	135	135
• Number of scheduled passenger trips	553	554	582	611
• Miles of service provided (000s)	4,461	4,616	4,693	4,927
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	181,754	25,280	194,477	194,477
• Number of annual scheduled streetcar stops	723,872	98,592	774,543	774,543

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Design and construct capital improvement projects.				
•Number of capital projects	49	44	45	43
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	46%	51%	53%	58%
•Number of traffic signal trouble calls	2,192	1,773	1,340	1,766
•Number of streetlight trouble calls	3,127	1,408	3,645	3,386
Achieve 100% cost recovery in the residential parking program.				
•Percent cost recovery	52%	60%	60%	60%
Resolve 90% of parking garage maintenance issues within two days of request for service.				
•Percent resolved within two days	90%	90%	90%	90%
Coordinate and manage property acquisitions, including rights-of-way, for Tucson Water, Parks and Recreation, Transportation, and the Regional Transportation Authority.	N/A	N/A	N/A	45

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund	\$ 553,601	\$ 762,310	\$ 597,050	\$ 313,400
Highway User Revenue Fund	4,755,550	4,611,840	7,778,160	7,389,590
Mass Transit Fund	-0-	-0-	-0-	56,710
Program Total	\$ 5,309,151	\$ 5,374,150	\$ 8,375,210	\$ 7,759,700

TRANSPORTATION

Management Services (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 2,117,035	\$ 2,948,260	\$ 3,220,650	\$ 2,891,490
Services	2,114,450	2,376,960	4,125,830	3,635,030
Supplies	713,762	48,930	543,730	483,180
Equipment	363,904	-0-	485,000	750,000
Program Total	\$ 5,309,151	\$ 5,374,150	\$ 8,375,210	\$ 7,759,700

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.

Projected Revenue Sources

General Fund	\$ 142	\$ -0-	\$ -0-	\$ -0-
General Fund: Restricted	864,428	250,000	875,000	899,940
Capital Agreements Fund	59,576	-0-	-0-	-0-
Highway User Revenue Fund	3,092,571	3,178,990	3,295,110	5,064,040
Highway User Revenue Fund: Developer Contributions	20,930	40,000	40,000	40,000
Mass Transit Funds: General Fund	387	-0-	-0-	-0-
Program Total	\$ 4,038,034	\$ 3,468,990	\$ 4,210,110	\$ 6,003,980

Character of Expenditures

Salaries and Benefits	\$ 2,538,470	\$ 2,744,240	\$ 2,443,930	\$ 4,569,420
Services	1,357,580	339,450	1,174,940	1,330,750
Supplies	72,972	102,500	58,440	58,810
Equipment	69,012	282,800	532,800	45,000
Program Total	\$ 4,038,034	\$ 3,468,990	\$ 4,210,110	\$ 6,003,980

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

Projected Revenue Sources

General Fund: Restricted	\$ 184,113	\$ 100,700	\$ 93,300	\$ 100,700
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Character of Expenditures

Salaries and Benefits	\$ 41,363	\$ 41,450	\$ 41,450	\$ 41,450
Services	140,429	55,940	48,920	55,940
Supplies	2,321	3,310	2,930	3,310
Program Total	\$ 184,113	\$ 100,700	\$ 93,300	\$ 100,700

TRANSPORTATION

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Hooded Meter Fee	\$ 52,437	\$ 56,000	\$ 58,000	\$ 56,000
Miscellaneous Revenues	31,897	-0-	356,620	-0-
Parking Meter Collections	1,057,615	1,491,150	1,471,200	1,442,220
Parking Revenues	2,581,815	2,473,410	2,722,140	2,819,760
Parking Violations	766,145	779,350	779,350	773,900
Park Tucson Fund	1,088,529	-0-	-0-	94,020
Rents and Leases	259,746	217,300	218,660	208,840
Program Total	\$ 5,838,184	\$ 5,017,210	\$ 5,605,970	\$ 5,394,740
Character of Expenditures				
Salaries and Benefits	\$ 823,002	\$ 1,072,070	\$ 935,800	\$ 1,166,980
Services	1,943,914	2,405,490	2,341,720	2,475,740
Supplies	104,902	179,100	155,900	149,000
Equipment	1,708,673	50,000	862,000	50,000
Debt Service	1,257,693	1,310,550	1,310,550	1,553,020
Program Total	\$ 5,838,184	\$ 5,017,210	\$ 5,605,970	\$ 5,394,740

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.

Projected Revenue Sources				
General Fund	\$ 41,157	\$ -0-	\$ -0-	\$ -0-
Federal Highway Administration Grants	101,967	98,000	-0-	98,000
Highway User Revenue Fund	750,698	378,230	128,500	1,084,040
Mass Transit Funds: General Fund	554	-0-	-0-	-0-
Program Total	\$ 894,376	\$ 476,230	\$ 128,500	\$ 1,182,040
Character of Expenditures				
Salaries and Benefits	\$ 735,758	\$ 306,680	\$ -0-	\$ 1,041,650
Services	136,551	166,350	128,500	98,690
Supplies	22,067	3,200	-0-	41,700
Program Total	\$ 894,376	\$ 476,230	\$ 128,500	\$ 1,182,040

TRANSPORTATION

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 692,533	\$ 1,400,000	\$ 1,500,000	\$ 1,400,000
Character of Expenditures				
Services	\$ 692,533	\$ 1,400,000	\$ 1,500,000	\$ 1,400,000

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.

Projected Revenue Sources				
Highway User Revenue Fund	\$ -0-	\$ -0-	\$ -0-	\$ 424,890
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 326,330
Services	-0-	-0-	-0-	93,110
Supplies	-0-	-0-	-0-	5,450
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 424,890

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

Projected Revenue Sources				
General Fund	\$ 257,166	\$ 275,180	\$ 194,100	\$ 177,250
Highway User Revenue Fund	908	-0-	-0-	-0-
Program Total	\$ 258,074	\$ 275,180	\$ 194,100	\$ 177,250
Character of Expenditures				
Salaries and Benefits	\$ 216,599	\$ 237,040	\$ 155,300	\$ 151,440
Services	34,889	31,300	31,230	23,660
Supplies	6,586	6,840	7,570	2,150
Program Total	\$ 258,074	\$ 275,180	\$ 194,100	\$ 177,250

TRANSPORTATION

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 28,966	\$ -0-	\$ -0-	\$ -0-
Federal Highway Administration Grants	280,420	450,320	338,540	343,190
Highway User Revenue Fund	18,851,138	22,057,660	18,129,140	19,490,730
Program Total	\$ 19,160,524	\$ 22,507,980	\$ 18,467,680	\$ 19,833,920
Character of Expenditures				
Salaries and Benefits	\$ 9,484,493	\$ 10,038,900	\$ 9,116,430	\$ 10,381,950
Services	6,854,454	8,373,580	6,817,640	6,907,760
Supplies	2,660,196	3,042,650	2,519,610	2,517,710
Equipment	161,381	1,052,850	14,000	26,500
Program Total	\$ 19,160,524	\$ 22,507,980	\$ 18,467,680	\$ 19,833,920

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

Projected Revenue Sources				
Mass Transit Fund: General Fund	\$ 856,079	\$ 799,340	\$ 954,410	\$ 1,661,160
Mass Transit Fund: Regional Transportation Authority	2,001,628	2,000,000	2,000,000	1,200,000
Mass Transit Fund: Use of Property	72,924	84,000	255,280	229,520
Mass Transit Fund: User Fees	903,560	1,312,280	811,900	837,660
Program Total	\$ 3,834,191	\$ 4,195,620	\$ 4,021,590	\$ 3,928,340
Character of Expenditures				
Services	\$ 1,689,452	\$ 1,927,050	\$ 1,801,150	\$ 1,685,680
Supplies	284,312	291,900	244,900	247,400
Equipment	181,902	-0-	193,340	-0-
Contracted Labor	1,678,525	1,976,670	1,782,200	1,995,260
Program Total	\$ 3,834,191	\$ 4,195,620	\$ 4,021,590	\$ 3,928,340

TRANSPORTATION

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Mass Transit Fund: General Fund	\$ 29,143,278	\$ 29,908,320	\$ 29,747,870	\$ 30,458,550
Mass Transit Fund: Federal Grants	4,877,400	5,142,240	4,944,490	5,020,340
Mass Transit Fund: Regional Transportation Authority	10,908,788	11,438,400	10,665,460	11,634,720
Mass Transit Fund: Use of Property	824,255	824,400	867,430	884,550
Mass Transit Fund: User Fees	12,216,900	11,590,000	9,870,120	11,037,900
Program Total	\$ 57,970,621	\$ 58,903,360	\$ 56,095,370	\$ 59,036,060
Character of Expenditures				
Services	\$ 5,330,692	\$ 7,448,040	\$ 8,095,510	\$ 7,894,450
Supplies	13,780,032	14,732,770	10,405,260	12,894,100
Equipment	2,054,494	55,000	247,850	85,000
Contracted Labor	36,805,403	36,667,550	37,346,750	38,162,510
Program Total	\$ 57,970,621	\$ 58,903,360	\$ 56,095,370	\$ 59,036,060

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

Projected Revenue Sources				
Mass Transit Fund: General Fund	\$ 10,795,554	\$ 11,318,720	\$ 10,986,050	\$ 10,823,290
Mass Transit Fund: Federal Grants	1,297,000	1,204,000	1,288,700	1,256,000
Mass Transit Fund: Other Agencies	38,769	-0-	51,000	51,000
Mass Transit Fund: Regional Transportation Authority	2,387,850	2,298,820	2,607,580	2,650,610
Mass Transit Fund: User Fees	748,010	818,390	791,300	1,089,100
Program Total	\$ 15,267,183	\$ 15,639,930	\$ 15,724,630	\$ 15,870,000
Character of Expenditures				
Services	\$ 3,392,977	\$ 3,891,960	\$ 3,829,020	\$ 4,027,620
Supplies	2,085,187	1,560,380	1,435,710	1,568,990
Equipment	78,502	55,000	20,960	-0-
Contracted Labor	9,710,517	10,132,590	10,438,940	10,273,390
Program Total	\$ 15,267,183	\$ 15,639,930	\$ 15,724,630	\$ 15,870,000

TRANSPORTATION

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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 1,260	\$ 25,940	\$ -0-	\$ -0-
Capital Agreements Fund	30,088	-0-	-0-	80,000
Federal Highway Administration Grants	549,329	967,200	-0-	1,176,800
Highway User Revenue Fund	1,193,593	1,416,290	1,100,890	1,332,770
Regional Transportation Authority Fund	245,055	350,000	350,820	856,340
Program Total	\$ 2,019,325	\$ 2,759,430	\$ 1,451,710	\$ 3,445,910
 Character of Expenditures				
Salaries and Benefits	\$ 798,693	\$ 1,042,580	\$ 846,150	\$ 1,057,730
Services	648,667	1,640,250	560,560	2,319,080
Supplies	94,060	76,600	45,000	69,100
Equipment	429,758	-0-	-0-	-0-
Capital	48,147	-0-	-0-	-0-
Program Total	\$ 2,019,325	\$ 2,759,430	\$ 1,451,710	\$ 3,445,910

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.

Projected Revenue Sources				
Mass Transit Fund: General Fund	\$ 371,603	\$ 538,930	\$ 673,730	\$ 846,580
Mass Transit Fund: Federal Grants	1,144,268	2,162,230	2,431,400	1,463,540
Mass Transit Fund: Regional Transportation Authority	23,446	91,800	-0-	23,910
Mass Transit Fund: Use of Property	630,523	384,210	360,000	444,100
Regional Transportation Authority Fund	-0-	30,000	23,910	30,000
Program Total	\$ 2,169,840	\$ 3,207,170	\$ 3,489,040	\$ 2,808,130
 Character of Expenditures				
Salaries and Benefits	\$ 485,748	\$ 675,600	\$ 629,990	\$ 642,500
Services	1,618,815	2,442,070	2,762,920	2,115,180
Supplies	26,874	89,500	94,180	48,500
Equipment	-0-	-0-	1,950	1,950
Capital	38,403	-0-	-0-	-0-
Program Total	\$ 2,169,840	\$ 3,207,170	\$ 3,489,040	\$ 2,808,130

TRANSPORTATION

GRAFFITI ABATEMENT¹: 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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 847,906	\$ 1,752,680	\$ 1,028,700	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 66,166	\$ 111,350	\$ 155,790	\$ -0-
Services	767,539	1,602,850	852,910	-0-
Supplies	14,201	38,480	20,000	-0-
Program Total	\$ 847,906	\$ 1,752,680	\$ 1,028,700	\$ -0-

¹ Transferred to Environmental Services for FY 2016/17

POSITION RESOURCES

Management Services				
Director	1.00	1.00	1.00	1.00
Deputy/Assistant Director	2.00	2.00	2.00	2.00
Research Assistant Special Projects	1.00	1.00	1.00	-0-
Transportation Administrator	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	2.00	2.00
Transportation Program Coordinator	4.00	4.00	4.00	2.00
Transportation Public Information Officer	1.00	1.00	1.00	1.00
Lead Management Analyst	-0-	-0-	-0-	1.00
Staff Assistant	4.00	5.00	5.00	5.00
Systems Analyst	1.00	1.00	2.00	2.00
Safety Specialist	-0-	1.00	1.00	1.00
Management Assistant	2.00	2.00	2.00	2.00
Management Analyst	1.00	-0-	-0-	-0-
Executive Assistant	2.00	2.00	2.00	2.00
Administrative Assistant	3.00	3.00	3.00	3.00
Customer Service Representative	1.00	1.00	2.00	2.00
Secretary	2.00	2.00	1.00	1.00
Program Total	29.00	30.00	32.00	30.00

TRANSPORTATION

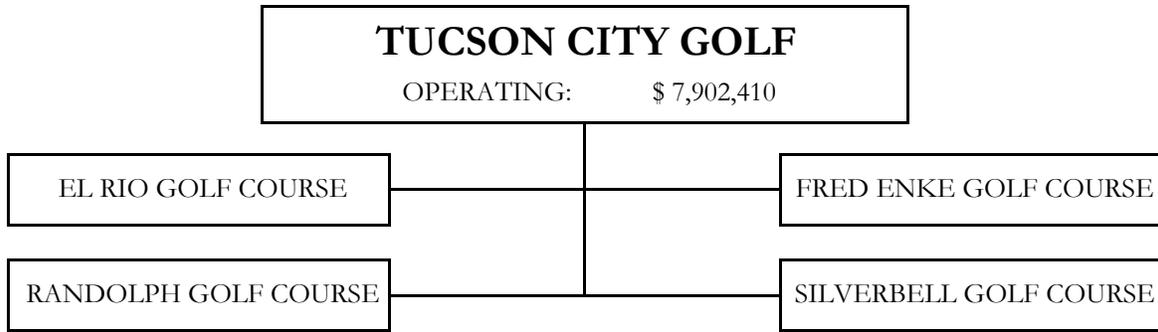
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Engineering				
Transportation Administrator	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Civil Engineer	-0-	-0-	1.00	1.00
Engineering Manager	1.00	1.00	2.00	2.00
Engineering Project Manager	7.00	7.00	8.00	8.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Landscape Architect	-0-	-0-	1.00	1.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Land Surveyor	1.00	1.00	1.00	1.00
Inspection Supervisor	1.00	1.00	1.00	1.00
Senior Engineering Associate	3.00	3.00	3.00	3.00
Engineering Associate	2.00	2.00	1.00	1.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Lead Construction Materials Inspector	1.00	1.00	-0-	-0-
Construction Inspector	10.00	10.00	10.00	10.00
Construction Materials Inspector	2.00	2.00	2.00	2.00
Senior Engineering Technician	3.00	3.00	3.00	3.00
Survey Crew Chief	6.00	6.00	6.00	6.00
Engineering Permit and Code Inspector	3.00	3.00	3.00	3.00
Survey Instrument Technician	6.00	6.00	6.00	6.00
Traffic Engineering Technician	2.00	2.00	2.00	2.00
Administrative Assistant	-0-	-0-	1.00	1.00
Customer Service Representative	2.00	2.00	1.00	2.00
Secretary	2.00	2.00	2.00	2.00
Survey Technician	3.00	3.00	3.00	3.00
Customer Service Clerk	2.00	2.00	2.00	1.00
Street Maintenance Supervisor	1.00	1.00	1.00	1.00
Program Total	65.00	65.00	67.00	67.00
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
Management Assistant	1.00	1.00	1.00	1.00
Lead Parking Service Agent	1.00	1.00	1.00	1.00
Parking Services Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Parking Services Agent	7.00	7.00	9.00	9.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Program Total	17.00	17.00	19.00	19.00
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	-0-	2.00	2.00
Lead Planner	1.00	1.00	1.00	1.00
Program Total	7.00	6.00	8.00	8.00

TRANSPORTATION

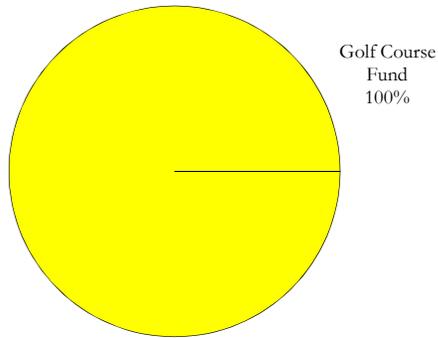
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Real Estate				
Real Estate Program Supervisor	-0-	-0-	-0-	2.00
Staff Assistant	-0-	-0-	-0-	1.00
Senior Property Agent	-0-	-0-	-0-	4.00
Secretary	-0-	-0-	-0-	1.00
Program Total	-0-	-0-	-0-	8.00
Stormwater Quality				
Engineering Project Manager	1.00	1.00	-0-	-0-
Construction Inspector	2.00	2.00	2.00	2.00
Program Total	3.00	3.00	2.00	2.00
Streets and Traffic Maintenance				
Transportation Administrator	1.00	1.00	1.00	1.00
Transportation Superintendent	2.00	2.00	2.00	2.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Landscape Architect	1.00	-0-	-0-	-0-
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Street Maintenance Supervisor	7.00	7.00	7.00	7.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	1.00	1.00	1.00	1.00
Safety Specialist	1.00	-0-	-0-	-0-
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
High Voltage Electrician Supervisor	2.00	2.00	2.00	2.00
Electronic Technician	6.00	6.00	6.00	6.00
Engineering Associate	2.00	2.00	3.00	3.00
Lead High Voltage Electrician	5.00	4.00	4.00	4.00
Cement Mason	4.00	4.00	4.00	4.00
Construction Inspector	1.00	1.00	1.00	1.00
Equipment Operation Specialist	6.00	6.00	6.00	6.00
High Voltage Electrician	4.00	4.00	4.00	4.00
Lead Traffic Control Technician	10.00	10.00	10.00	10.00
Street Maintenance Crew Leader	11.00	11.00	11.00	12.00
Streets Inspector and Compliance Specialist	5.00	5.00	4.00	5.00
Welder	1.00	1.00	1.00	1.00
Construction Maintenance Worker	5.00	5.00	5.00	5.00
Heavy Equipment Operator	34.00	34.00	33.00	33.00
Sign Painter	1.00	1.00	1.00	1.00
Traffic Control Technician	4.00	4.00	4.00	4.00
Administrative Assistant	-0-	2.00	2.00	2.00
Customer Service Representative	2.00	2.00	2.00	3.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Senior Street Maintenance Worker	14.00	14.00	14.00	14.00
Senior Trades Helper	4.00	4.00	4.00	4.00
Program Total	143.00	142.00	141.00	144.00

TRANSPORTATION

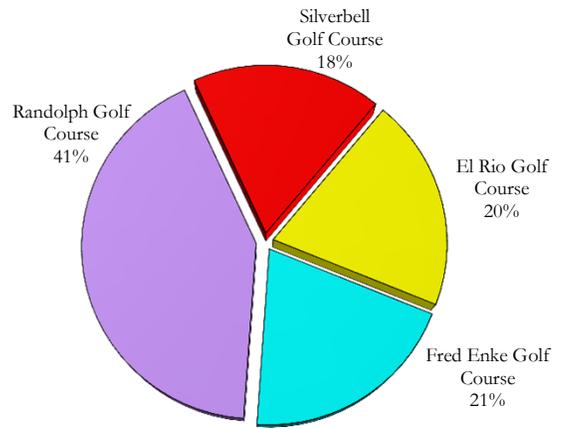
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Traffic Engineering				
Transportation Administrator	1.00	2.00	1.00	1.00
Engineering Project Manager	1.00	1.00	1.00	1.00
Community Services/Neighborhood Resource Project Coordinator	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Systems Analyst	1.00	1.00	1.00	1.00
Systems Engineer	1.00	1.00	1.00	1.00
Electronics Technician	-0-	1.00	1.00	1.00
Traffic Engineering Technician Supervisor	-0-	-0-	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	4.00	4.00	4.00
Administrative Assistant	2.00	1.50	0.50	0.50
Customer Service Clerk	1.00	0.50	0.50	0.50
Program Total	15.00	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	2.00	2.00	2.00	2.00
Secretary	1.00	1.00	1.00	1.00
Program Total	6.00	6.00	6.00	6.00
Graffiti Abatement				
Street Maintenance Crew Leader	1.00	1.00	1.00	-0-
Customer Service Representative	1.00	1.00	1.00	-0-
Program Total	2.00	2.00	2.00	-0-
Department Total	285.00	285.00	290.00	299.00



FINANCING PLAN



PROGRAM ALLOCATION



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.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
TOTAL BUDGET				
Operating	\$ 8,046,349	\$ 7,629,660	\$ 7,654,750	\$ 7,902,410
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 43,686	\$ 45,840	\$ 50,740	\$ 50,530
Services	2,394,998	2,398,360	2,440,890	2,474,890
Supplies	1,777,852	1,944,130	1,847,460	1,908,290
Equipment	423,051	-0-	-0-	-0-
Debt Service	74,937	102,220	102,220	100,140
Contracted Labor	3,331,825	3,139,110	3,213,440	3,368,560
Department Total	\$ 8,046,349	\$ 7,629,660	\$ 7,654,750	\$ 7,902,410
FUNDING SOURCES				
Tucson Golf Enterprise Fund	\$ 8,046,349	\$ 7,629,660	\$ 7,654,750	\$ 7,902,410

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$7,902,410 reflects an increase of \$272,750 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase in contracted labor	\$ 229,450
Increase in services	76,450
Increase to cost for City employed contract manager	4,770
Decrease in debt service	(2,080)
Decrease in supplies	(35,840)
Total	\$ 272,750

DEPARTMENT MEASURES of PERFORMANCE

Provide five municipal golf courses and four driving ranges for the enjoyment and recreation of the public.

• Total rounds of golf (18-hole equivalent).	218,907	219,480	223,419	234,519
◇ El Rio	39,707	N/A	39,136	41,019
◇ Fred Enke	36,767	N/A	38,523	40,000
◇ Randolph/Dell Urich	99,161	N/A	103,801	110,000
◇ Silverbell	43,272	N/A	41,959	43,500

TUCSON CITY GOLF

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
• Number of social media followers				
◇ Facebook	1370	N/A	1485	1,750
◇ Twitter	229	N/A	277	400
◇ Instagram	N/A	N/A	528	900
• Number of app downloads				
◇ El Rio	205	N/A	475	800
◇ Fred Enke	95	N/A	332	500
◇ Randolph/Dell Urich	263	N/A	806	1,000
◇ Silverbell	135	N/A	487	600
• Number of non golf events at courses.				
◇ El Rio	N/A	N/A	N/A	5
◇ Fred Enke	N/A	N/A	N/A	5
◇ Randolph/Dell Urich	34	N/A	62	75
◇ Silverbell	N/A	N/A	N/A	5

OPERATING PROGRAMS

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

Projected Revenue Sources

Tucson Golf Enterprise Fund	\$ 1,549,331	\$ 1,491,890	\$ 1,505,560	\$ 1,560,620
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Character of Expenditures

Salaries and Benefits	\$ 8,919	\$ 9,170	\$ 10,760	\$ 10,700
Services	559,123	557,160	586,530	583,500
Supplies	284,654	316,180	279,470	301,310
Equipment	49,031	-0-	-0-	-0-
Contracted Labor	647,604	609,380	628,800	665,110
Program Total	\$ 1,549,331	\$ 1,491,890	\$ 1,505,560	\$ 1,560,620

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.

Projected Revenue Sources

Tucson Golf Enterprise Fund	\$ 1,657,469	\$ 1,564,640	\$ 1,568,110	\$ 1,634,060
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Fred Enke Golf Course (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 8,589	\$ 9,170	\$ 10,760	\$ 10,700
Services	568,509	590,170	590,040	605,780
Supplies	314,616	378,360	342,530	352,080
Equipment	130,881	-0-	-0-	-0-
Contracted Labor	634,874	586,940	624,780	665,500
Program Total	\$ 1,657,469	\$ 1,564,640	\$ 1,568,110	\$ 1,634,060

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

Projected Revenue Sources

Tucson Golf Enterprise Fund	\$ 3,391,496	\$ 3,247,310	\$ 3,200,100	\$ 3,289,630
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Character of Expenditures

Salaries and Benefits	\$ 17,259	\$ 18,330	\$ 18,460	\$ 18,430
Services	925,987	935,780	925,640	944,390
Supplies	802,402	858,880	829,860	849,770
Equipment	159,698	-0-	-0-	-0-
Debt Service	74,937	102,220	102,220	100,140
Contracted Labor	1,411,213	1,332,100	1,323,920	1,376,900
Program Total	\$ 3,391,496	\$ 3,247,310	\$ 3,200,100	\$ 3,289,630

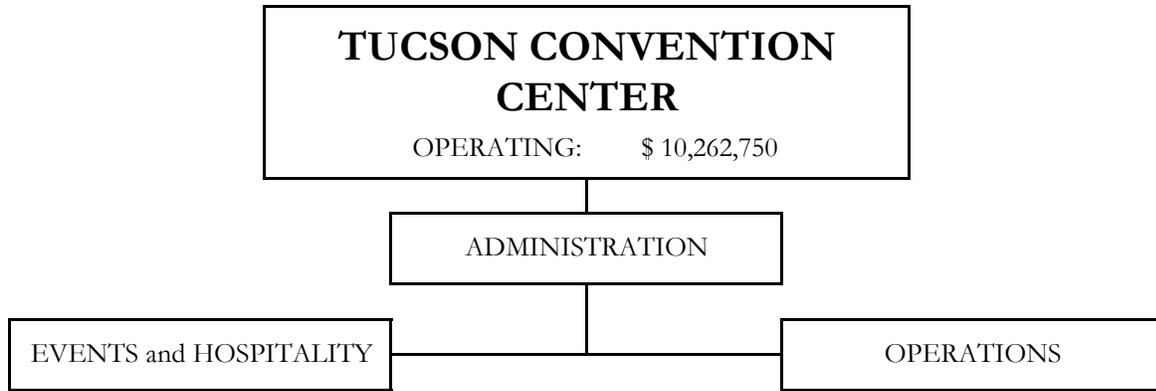
SILVERBELL GOLF COURSE: This program area provides an 18-hole facility in a very popular layout that is viewed as playable, yet challenging with contiguous turf from tee to green in most cases. This program, presented by OB Sports Golf Management, represents the budget for course services, food and beverage,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

Projected Revenue Sources

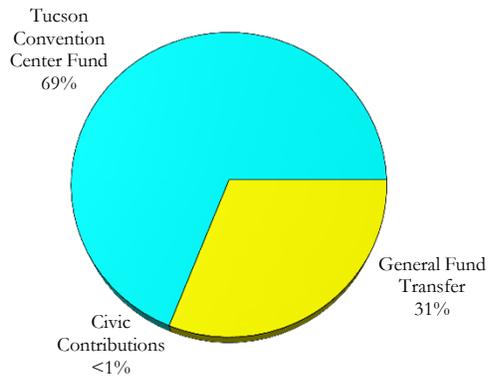
Tucson Golf Enterprise Fund	\$ 1,448,053	\$ 1,325,820	\$ 1,380,980	\$ 1,418,100
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Character of Expenditures

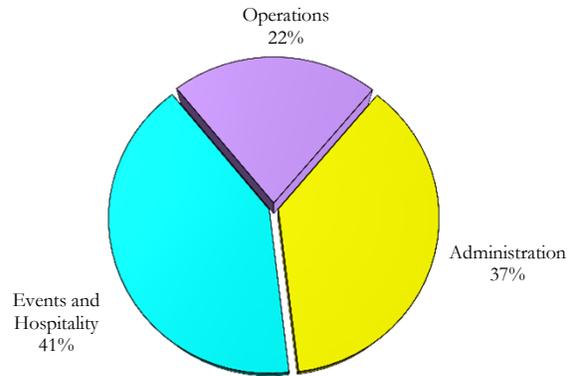
Salaries and Benefits	\$ 8,919	\$ 9,170	\$ 10,760	\$ 10,700
Services	341,379	315,250	338,680	341,220
Supplies	376,180	390,710	395,600	405,130
Equipment	83,441	-0-	-0-	-0-
Contracted Labor	638,134	610,690	635,940	661,050
Program Total	\$ 1,448,053	\$ 1,325,820	\$ 1,380,980	\$ 1,418,100



FINANCING PLAN



PROGRAM ALLOCATION



TUCSON CONVENTION CENTER

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
TOTAL BUDGET				
Operating	\$ 8,220,583	\$ 7,713,630	\$ 8,426,650	\$ 10,262,750
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 544,969	\$ 46,230	\$ 40,060	\$ 50,550
Services	4,886,391	4,696,970	4,402,950	5,217,960
Supplies	941,275	444,020	947,600	1,316,200
Equipment	59,775	-0-	557,490	759,850
Contracted Labor	1,788,173	2,526,410	2,478,550	2,918,190
Department Total	\$ 8,220,583	\$ 7,713,630	\$ 8,426,650	\$ 10,262,750
FUNDING SOURCES				
General Fund Transfer	\$ 3,547,135	\$ 3,460,730	\$ 2,838,400	\$ 3,159,510
Civic Contributions	-0-	-0-	-0-	30,000
Tucson Convention Center Fund	4,673,448	4,252,900	5,588,250	7,073,240
Department Total	\$ 8,220,583	\$ 7,713,630	\$ 8,426,650	\$ 10,262,750

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$10,262,750 reflects an increase of \$2,549,120 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase for American Hockey League contract	\$ 1,300,000
Increase for renovations and equipment purchases such as security cameras, banquet chairs, and ice rink equipment	759,850
Increase to contract labor and supplies	484,950
Increase to cost for City employed contract manager	4,320
Total	\$ 2,549,120

TUCSON CONVENTION CENTER

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provide quality space and event services for use of the arena, music hall, Leo Rich Theatre, exhibition, convention, meeting and ballroom space.				
• Number of attendees at events	443,804	500,000	527,000	482,000
• ARENA - Types of events				
◇ Concerts	2	4	9	5
◇ Family events, entertainment	20	14	15	19
◇ Sporting events	102	120	155	154
◇ Other - graduations, consumer/trade shows, assemblies	49	28	17	30
• MUSIC HALL - Types of events				
◇ Concerts	3	4	5	5
◇ Performing arts	56	58	55	58
◇ Other - graduations, meetings, assemblies	18	16	14	12
• LEO RICH THEATRE - Types of events				
◇ Performing arts, concerts	48	32	30	31
◇ Other - graduations, meetings, assemblies	17	13	22	6
• EXHIBITION, CONVENTION, BALLROOM - Types of events				
◇ Consumer/Trade Show	69	45	43	64
◇ Assemblies/Banquets	31	42	51	46
◇ Meetings	63	66	34	31

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund Transfer	\$ 845,045	\$ 1,717,780	\$ 2,163,060	\$ 1,788,240
Box Office Fees	6,532	-0-	-0-	-0-
Event Ticket Rebates	71,721	119,690	152,360	212,660
Facility Fees	433,663	198,850	455,200	906,930
Outside Contracts	72,975	66,080	45,840	-0-
Parking Fees	436,659	650,210	755,460	924,800
Program Total	\$ 1,866,595	\$ 2,752,610	\$ 3,571,920	\$ 3,832,630

TUCSON CONVENTION CENTER

Administration (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 256,257	\$ 46,230	\$ 40,060	\$ 50,550
Services	806,088	1,806,170	2,242,810	2,284,190
Supplies	136,451	12,700	38,230	282,530
Equipment	-0-	-0-	557,490	759,850
Contracted Labor	667,799	887,510	693,330	455,510
Program Total	\$ 1,866,595	\$ 2,752,610	\$ 3,571,920	\$ 3,832,630

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

Projected Revenue Sources

General Fund Transfer	\$ 1,420,564	\$ 1,712,950	\$ 675,340	\$ 1,371,270
Catering and Concessions	817,731	658,010	1,104,600	1,842,070
Novelty Sales	13,565	22,610	24,070	38,700
Recovered Expenditure Revenue	-0-	-0-	318,010	721,960
Room and Space Rental	-0-	-0-	833,850	242,700
Program Total	\$ 2,251,860	\$ 2,393,570	\$ 2,955,870	\$ 4,216,700

Character of Expenditures

Salaries and Benefits	\$ 73,189	\$ -0-	\$ -0-	\$ -0-
Services	841,515	1,051,800	1,294,310	1,889,980
Supplies	586,263	346,370	746,090	908,070
Equipment	15,551	-0-	-0-	-0-
Contracted Labor	735,342	995,400	915,470	1,418,650
Program Total	\$ 2,251,860	\$ 2,393,570	\$ 2,955,870	\$ 4,216,700

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

Projected Revenue Sources

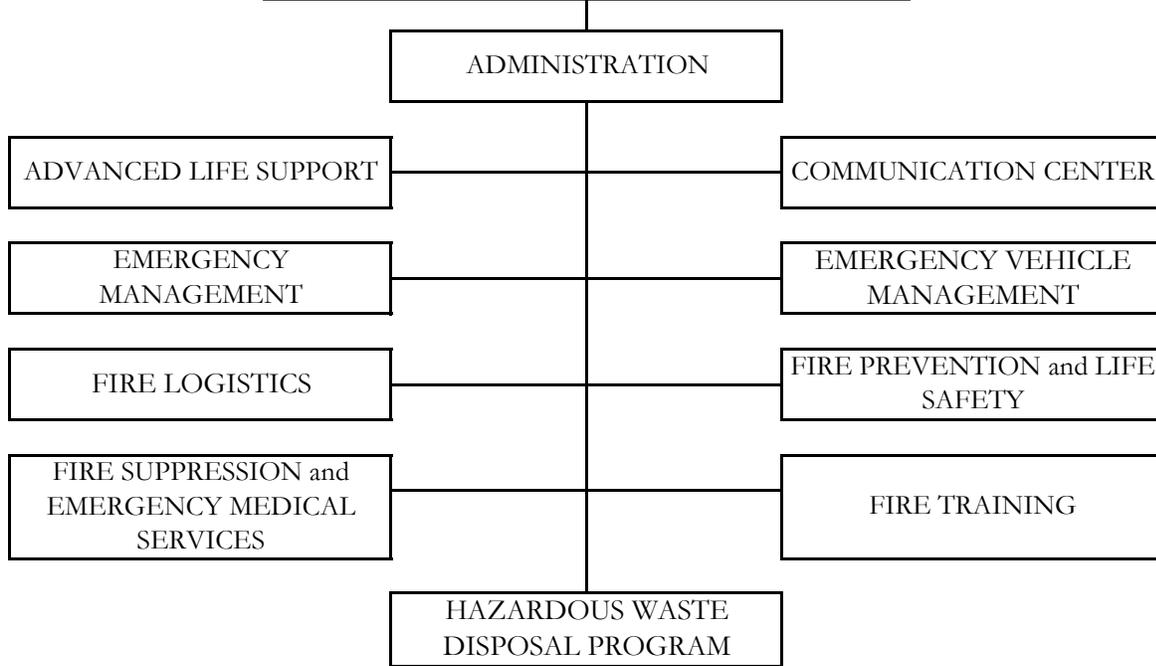
General Fund Transfer	\$ 1,281,526	\$ 30,000	\$ -0-	\$ -0-
Catering and Concessions	480,254	390,680	648,730	325,070
Civic Contributions	-0-	-0-	-0-	30,000
Commission Revenue	53,699	-0-	2,770	-0-
Parking Fees	245,621	367,270	133,320	173,230
Recovered Expenditure Revenue	869,152	404,580	666,500	309,410
Room and Space Rental	1,171,876	1,374,920	447,540	1,375,710
Program Total	\$ 4,102,128	\$ 2,567,450	\$ 1,898,860	\$ 2,213,420

TUCSON CONVENTION CENTER

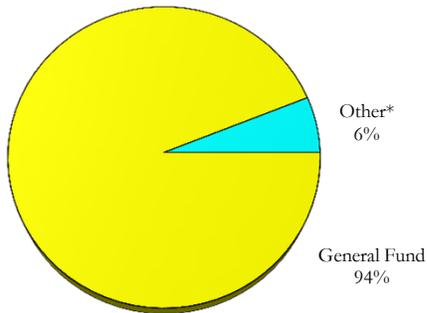
Operations (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 215,523	\$ -0-	\$ -0-	\$ -0-
Services	3,238,788	1,839,000	865,830	1,043,790
Supplies	218,561	84,950	163,280	125,600
Equipment	44,224	-0-	-0-	-0-
Contracted Labor	385,032	643,500.00	869,750.00	1,044,030
Program Total	\$ 4,102,128	\$ 2,567,450	\$ 1,898,860	\$ 2,213,420

TUCSON FIRE	
OPERATING:	\$ 96,903,890
CAPTIAL	1,679,800
TOTAL	<u>\$ 98,583,690</u>
POSITION TOTAL:	<u>778.50</u>

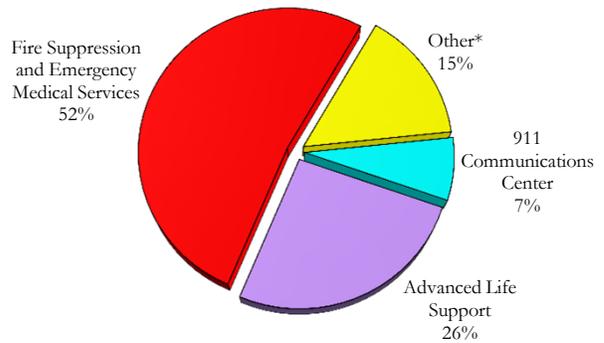


FINANCING PLAN



*Other includes Other Federal Grants (6%), Civic Contributions Fund (<1%), Internal Service Fund: Self Insurance (<1%), and Non-Federal Grants Fund (<1%).

PROGRAM ALLOCATION



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

TUCSON FIRE

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	11.50	11.50	15.50	15.50
Advanced Life Support	193.00	193.00	190.00	178.00
Communication Center	83.00	83.00	83.00	83.00
Emergency Management	5.00	5.00	5.00	5.00
Emergency Vehicle Management	16.00	16.00	16.00	13.00
Fire Logistics	5.00	5.00	7.00	7.00
Fire Prevention and Life Safety	36.00	36.00	35.00	40.00
Fire Suppression and Emergency Medical Services	407.00	407.00	429.00	428.00
Fire Training	8.00	8.00	8.00	7.00
Hazardous Waste Disposal Program	2.00	2.00	2.00	2.00
Department Total	766.50	766.50	790.50	778.50
TOTAL BUDGET				
Operating	\$ 89,767,439	\$ 99,156,870	\$ 98,578,780	\$ 96,903,890
Capital	1,702,566	-0-	-0-	1,679,800
Department Total	\$ 91,470,005	\$ 99,156,870	\$ 98,578,780	\$ 98,583,690
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 80,892,994	\$ 90,499,690	\$ 89,620,530	\$ 89,804,410
Services	4,259,421	4,203,710	4,376,730	3,363,030
Supplies	4,170,227	3,390,580	4,423,410	2,849,540
Equipment	444,797	1,062,890	158,110	886,910
Department Total	\$ 89,767,439	\$ 99,156,870	\$ 98,578,780	\$ 96,903,890
Capital Improvement Program	1,702,566	-0-	-0-	1,679,800
Total Department	\$ 91,470,005	\$ 99,156,870	\$ 98,578,780	\$ 98,583,690
FUNDING SOURCES				
General Fund	\$ 88,994,363	\$ 93,984,840	\$ 95,022,460	\$ 91,024,810
Civic Contributions Fund	17,878	20,000	47,000	47,000
Impact Fees	4,675	-0-	-0-	-0-
Internal Service Fund: Self Insurance Fund	324,060	385,410	297,610	344,640
Non-Federal Grants	553	25,000	-0-	25,000
Other Federal Grants	425,910	4,741,620	3,211,710	5,462,440
Department Total	\$ 89,767,439	\$ 99,156,870	\$ 98,578,780	\$ 96,903,890
Capital Improvement Program	1,702,566	-0-	-0-	1,679,800
Total Department	\$ 91,470,005	\$ 99,156,870	\$ 98,578,780	\$ 98,583,690

TUCSON FIRE

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$96,903,890 reflects a decrease of \$2,252,980 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase to pension costs	\$ 5,340,680
Increase to federal grant capacity primarily for the SAFER grant	720,820
Increase for new building inspection team	341,210
Increase to repair parts	165,000
Increase for uniform allowance due to labor agreement changes	157,750
Increase to miscellaneous costs	127,360
Increase for new cost recovery clerk	43,130
Decrease due to transfer of postage capacity to Procurement Department	(20,830)
Decrease due to transfer of telephone capacity to Information Technology Department	(137,480)
Decrease due to conversion of paramedic positions to fire fighter positions	(315,380)
Decrease due to transfer of vehicle maintenance and fuel capacity to the General Services Department	(785,070)
Decrease due to utility budget capacity transfer to the General Services Department	(898,420)
Decrease due to position reductions	(1,405,310)
Decrease to earned leave accrual	(1,619,990)
Decrease to other personnel costs	(1,692,450)
Decrease to overtime costs	(2,274,000)
Total	\$ (2,252,980)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Recover costs for advanced life support/ ambulance service from either the patients' insurance carriers or the patients themselves.				
• Number of billed advanced life support ambulance transports	19,783	18,850	20,100	20,100
• Cost recovery	45%	49%	49%	49%
Respond to fire and medical emergency calls.				
• Number of emergency calls	85,594	80,000	88,000	88,000
• Number of unit responses to structure fires (house, apartment, building)	6,625	7,000	6,000	6,000
• Number of calls concerning people experiencing cardiac arrests	1,198	850	1,000	1,000

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Respond to emergency calls by arriving at scene within a four minute travel time 90% of the time per National Fire Protection Association (NFPA) recommendations.				
• Medical calls – five minutes	64%	65%	65%	65%
• Fire calls – five minutes, twenty seconds	61%	62%	62%	62%
Arrive at scene within nine minutes of dispatch for advanced life support response per Arizona Department of Health Services' requirements.	91%	92%	91%	91%
Conduct fire code inspections.				
• Number of commercial buildings inspected	4,468	4,500	4,500	4,500
• Number of schools inspected	18	27	20	20
• Number of specialty inspections	1,784	1,500	1,500	1,500
Investigate fires to determine cause and origin.	190	230	200	200
Promote public safety through public education.				
• Number of community contacts through educational programs	21,669	20,000	28,000	25,000
• Number of Juvenile Fire Stopper (JFS) classes conducted	9	10	10	10

OPERATING PROGRAMS

ADMINISTRATION: This program area provides direction and policy to ensure the prevention and extinguishment of fires, and the provision of emergency medical services, environmental protection, and code enforcement to the community. It responsibly administers all fiscal operations and personnel policies, procedures and actions, and carries out the administrative functions and requirements of the Public Safety Pension Retirement System.

Projected Revenue Sources

General Fund	\$ 1,297,437	\$ 1,220,100	\$ 1,272,440	\$ 1,908,320
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TUCSON FIRE

Administration (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 1,147,087	\$ 1,079,680	\$ 1,116,420	\$ 1,788,830
Services	117,122	106,990	120,690	101,210
Supplies	33,228	33,430	35,330	18,280
Program Total	\$ 1,297,437	\$ 1,220,100	\$ 1,272,440	\$ 1,908,320

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.

Projected Revenue Sources

General Fund	\$ 13,759,140	\$ 15,450,320	\$ 11,707,330	\$ 11,440,750
ALS Cost Recovery Fees	11,155,836	11,000,000	13,000,000	13,495,000
Program Total	\$ 24,914,976	\$ 26,450,320	\$ 24,707,330	\$ 24,935,750

Character of Expenditures

Salaries and Benefits	\$ 22,473,141	\$ 24,116,080	\$ 22,218,480	\$ 22,952,840
Services	1,068,883	1,130,980	1,134,140	1,181,930
Supplies	1,372,952	1,203,260	1,354,710	800,980
Program Total	\$ 24,914,976	\$ 26,450,320	\$ 24,707,330	\$ 24,935,750

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

Projected Revenue Sources

General Fund	\$ 5,002,955	\$ 5,724,420	\$ 4,936,110	\$ 5,718,080
Dispatch IGA	899,300	937,300	937,300	969,800
State Telecomm Excise Tax	25,567	-0-	-0-	-0-
Program Total	\$ 5,927,822	\$ 6,661,720	\$ 5,873,410	\$ 6,687,880

Character of Expenditures

Salaries and Benefits	\$ 5,595,478	\$ 6,264,190	\$ 5,482,540	\$ 6,379,250
Services	319,141	388,310	382,100	302,120
Supplies	13,203	9,220	8,770	6,510
Program Total	\$ 5,927,822	\$ 6,661,720	\$ 5,873,410	\$ 6,687,880

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 907,335	\$ 637,500	\$ 22,410	\$ 608,550
Non-Federal Grants	553	25,000	25,000	25,000
Other Federal Grants	89,931	1,000,000	1,000,000	1,000,000
Program Total	\$ 997,819	\$ 1,662,500	\$ 1,047,410	\$ 1,633,550
Emergency Management (Continued)				
Character of Expenditures				
Salaries and Benefits	\$ 564,704	\$ 644,490	\$ 768,000	\$ 768,870
Services	24,549	17,010	37,250	10,220
Supplies	187,891	67,260	242,160	90,660
Equipment	220,675	933,740	-0-	763,800
Program Total	\$ 997,819	\$ 1,662,500	\$ 1,047,410	\$ 1,633,550

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

Projected Revenue Sources				
General Fund	\$ 2,258,496	\$ 2,368,680	\$ 2,509,970	\$ 2,559,590
Character of Expenditures				
Salaries and Benefits	\$ 1,018,163	\$ 1,387,870	\$ 1,259,470	\$ 1,319,270
Services	254,397	215,610	279,480	280,200
Supplies	985,936	765,200	971,020	960,120
Program Total	\$ 2,258,496	\$ 2,368,680	\$ 2,509,970	\$ 2,559,590

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

Projected Revenue Sources				
General Fund	\$ 2,526,683	\$ 2,337,500	\$ 2,356,930	\$ 2,106,320
Character of Expenditures				
Salaries and Benefits	\$ 339,081	\$ 414,070	\$ 393,770	\$ 719,190
Services	1,199,074	1,134,960	1,155,910	435,380
Supplies	764,405	665,360	684,140	828,640
Equipment	224,123	123,110	123,110	123,110
Program Total	\$ 2,526,683	\$ 2,337,500	\$ 2,356,930	\$ 2,106,320

TUCSON FIRE

FIRE PREVENTION and LIFE SAFETY: This program area promotes public safety by administering fire codes and standards, conducting regular building and facility inspections of commercial buildings, schools, vacant and neglected structures, group homes, and landfills; and enforcing compliance of code violations. They also respond to citizen complaints and conduct specialty inspections of tents, fireworks displays, open burn permits, and the self-inspection program. In accordance with International Fire Code, this program investigates the cause and origin of all fires reported within City jurisdiction. This program proactively engages in fire prevention and life safety by educating fire fighters and the community with instructional support, materials, and education programs focused on reducing the incidence of injury and death; and provides accurate and timely information to the news media and the community on events and services provided.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 4,142,991	\$ 4,459,580	\$ 4,255,150	\$ 4,815,300
Civic Contribution Fund	19,558	20,000	20,000	47,000
Program Total	\$ 4,162,549	\$ 4,479,580	\$ 4,275,150	\$ 4,862,300
Character of Expenditures				
Salaries and Benefits	\$ 3,946,583	\$ 4,214,860	\$ 4,026,150	\$ 4,701,220
Services	148,405	164,210	151,620	91,700
Supplies	67,561	100,510	97,380	69,380
Program Total	\$ 4,162,549	\$ 4,479,580	\$ 4,275,150	\$ 4,862,300

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

Projected Revenue Sources				
General Fund	\$ 43,822,987	\$ 48,492,520	\$ 49,061,900	\$ 46,279,450
Other Federal Grants	336,281	3,741,620	3,741,620	4,462,440
Program Total	\$ 44,159,268	\$ 52,234,140	\$ 52,803,520	\$ 50,741,890
Character of Expenditures				
Salaries and Benefits	\$ 42,952,206	\$ 51,031,370	\$ 51,547,060	\$ 49,956,260
Services	780,263	741,600	735,750	764,290
Supplies	426,799	461,170	485,710	21,340
Equipment	-0-	-0-	35,000	-0-
Program Total	\$ 44,159,268	\$ 52,234,140	\$ 52,803,520	\$ 50,741,890

FIRE TRAINING: This program area ensures well-trained, highly-qualified fire fighters are available to provide emergency service to the Tucson community through comprehensive professional training programs and career enhancement opportunities.

Projected Revenue Sources				
General Fund	\$ 3,198,332	\$ 1,356,920	\$ 3,435,010	\$ 1,123,650

Fire Training (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 2,602,992	\$ 1,065,640	\$ 2,571,470	\$ 961,440
Services	300,223	236,570	344,350	133,580
Supplies	295,117	48,670	519,190	28,630
Equipment	-0-	6,040	-0-	-0-
Program Total	\$ 3,198,332	\$ 1,356,920	\$ 3,435,010	\$ 1,123,650

HAZARDOUS WASTE DISPOSAL PROGRAM: This program area ensures that City generated hazardous waste is properly collected, packaged, and disposed of per local, state, and federal laws.

Projected Revenue Sources

Internal Service Fund: Self Insurance Fund	\$ 324,060	\$ 385,410	\$ 297,610	\$ 344,640
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Character of Expenditures

Salaries and Benefits	\$ 253,558	\$ 281,440	\$ 237,170	\$ 257,240
Services	47,366	67,470	35,440	62,400
Supplies	23,136	36,500	25,000	25,000
Program Total	\$ 324,060	\$ 385,410	\$ 297,610	\$ 344,640

POSITION RESOURCES**Administration**

Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief	-0-	-0-	3.00	3.00
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	-0-	-0-
Management Coordinator	-0-	-0-	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	-0-	-0-	1.00	1.00
Staff Assistant	1.00	1.00	-0-	-0-
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	2.50	2.50	3.50	3.50
Customer Service Representative	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Program Total	11.50	11.50	15.50	15.50

Advanced Life Support

Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	-0-	-0-
Fire Captain: Eight Hour	2.00	2.00	1.00	1.00
Fire Captain	12.00	12.00	12.00	12.00

TUCSON FIRE

Advanced Life Support (Continued)

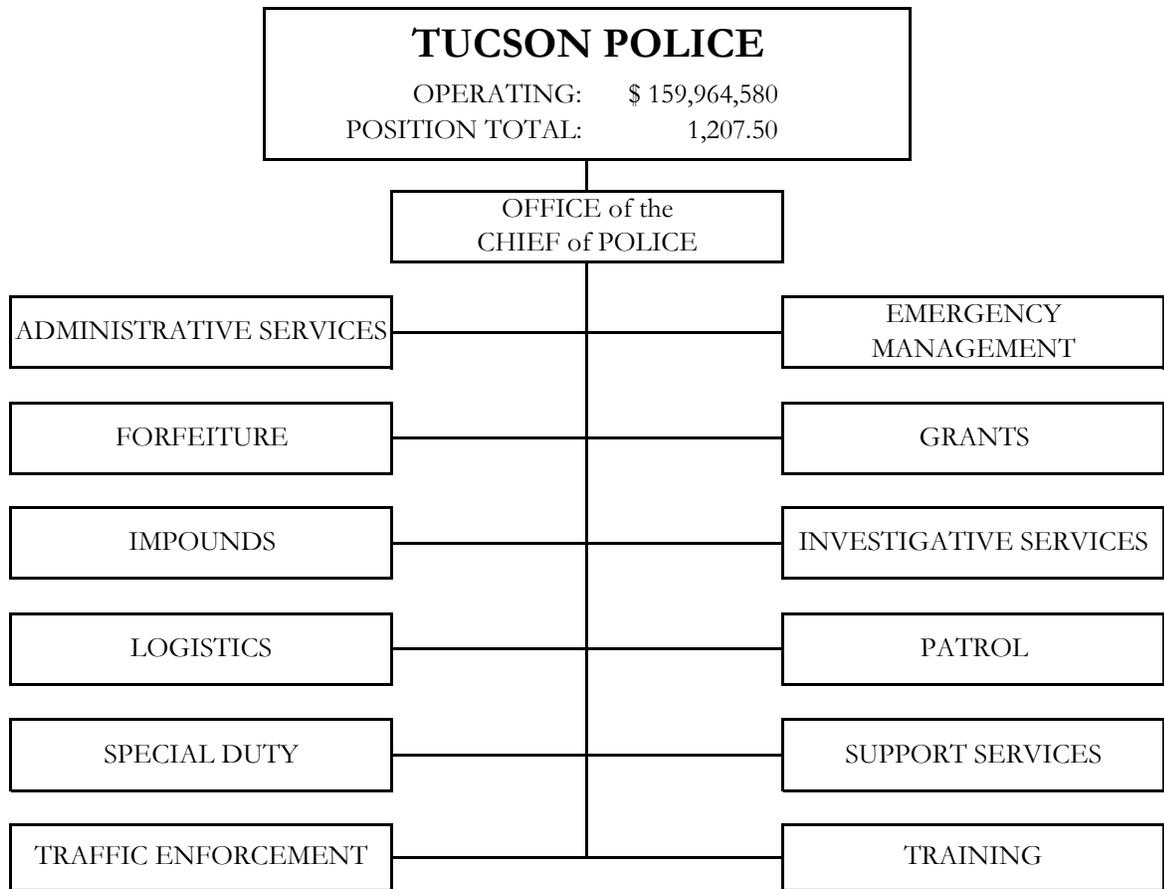
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Paramedic: Haz Mat/Technical Rescue Team	12.00	12.00	12.00	12.00
Paramedic	156.00	156.00	156.00	143.00
Lead Cost Recovery Clerk	2.00	2.00	2.00	2.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	-0-	-0-
Cost Recovery Clerk	4.00	4.00	4.00	5.00
Program Total	193.00	193.00	190.00	178.00
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	1.00	1.00
Public Safety Communications Supervisor	7.00	7.00	7.00	7.00
Emergency Communications Manager	1.00	1.00	1.00	1.00
Lead Public Safety Dispatcher	5.00	5.00	5.00	5.00
Public Safety Dispatcher	47.00	47.00	47.00	47.00
Master Street Address Guide Scheduler	1.00	1.00	1.00	1.00
Emergency 911 Operator	18.00	18.00	18.00	18.00
Program Total	83.00	83.00	83.00	83.00
Emergency Management				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Emergency Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	5.00	5.00
Emergency Vehicle Management				
Equipment Vehicle Fleet Superintendent	1.00	1.00	1.00	1.00
Emergency Vehicle Technician Supervisor	2.00	2.00	2.00	1.00
Emergency Vehicle Technician	7.00	7.00	7.00	7.00
Automotive Parts Specialist	2.00	2.00	2.00	2.00
Certified Fire Equipment Specialist	2.00	2.00	2.00	2.00
Senior Fleet Service Technician	1.00	1.00	1.00	1.00
Fleet Service Attendant	1.00	1.00	1.00	-0-
Program Total	16.00	16.00	16.00	14.00

TUCSON FIRE

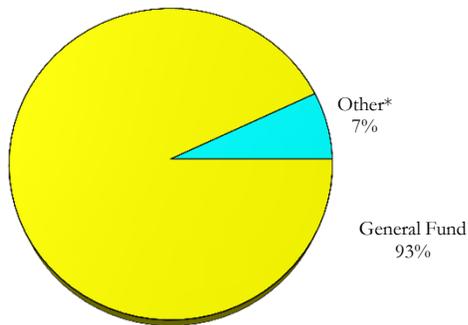
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Fire Logistics				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour Administrative Assistant	-0-	-0-	2.00	2.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Program Total	5.00	5.00	7.00	6.00
Fire Prevention and Life Safety				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	-0-	-0-
Fire Captain: Eight Hour	4.00	4.00	4.00	4.00
Fire Prevention Inspector Assignment: Fire Investigator	-0-	-0-	6.00	6.00
Fire Prevention Inspector	22.00	22.00	16.00	16.00
Fire Code Administrator	1.00	1.00	1.00	1.00
Fire Protection Plans Examiner	1.00	1.00	1.00	1.00
Building Inspection Manager	-0-	-0-	-0-	1.00
Public Safety Education Specialist	3.00	3.00	3.00	3.00
Building Inspection	-0-	-0-	-0-	4.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	36.00	36.00	35.00	40.00
Fire Suppression and Emergency Medical Services				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	-0-	-0-
Fire Battalion Chief	12.00	12.00	12.00	12.00
Fire Captain: Haz Mat/Technical Rescue	15.00	15.00	15.00	15.00
Fire Captain	87.00	87.00	86.00	86.00
Fire Engineer: Haz Mat/Technical Rescue	21.00	21.00	21.00	21.00
Fire Engineer	91.00	91.00	94.00	94.00
Fire Fighter: Haz Mat/Technical Rescue	27.00	27.00	27.00	27.00
Fire Fighter	151.00	151.00	172.00	171.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	407.00	407.00	429.00	428.00

TUCSON FIRE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Fire Training				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain Assignment: Eight Hour	-0-	-0-	4.00	4.00
Fire Captain Assignment: Training Officer	4.00	4.00	-0-	-0-
Fire Training Coordinator	1.00	1.00	1.00	-0-
Lead Housing Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	8.00	8.00	8.00	7.00
Hazardous Waste Disposal Program				
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Prevention Inspector: Haz Mat	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Department Total	766.50	766.50	790.50	778.50

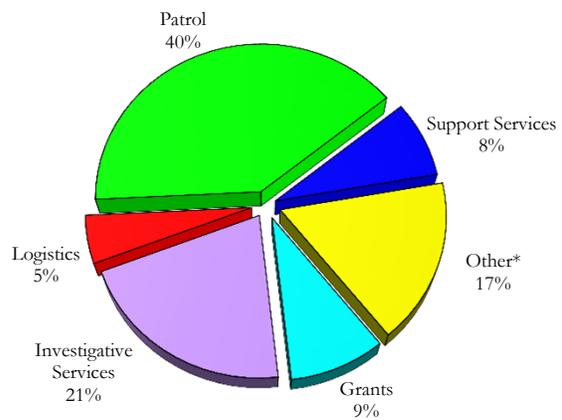


FINANCING PLAN



*Other includes Other Federal Grants Funds (5%), Non-Federal Grants Funds (2%), and Civic Contribution Funds (<1%).

PROGRAM ALLOCATION



*Other includes Office of the Chief's of Police (5%), Traffic Enforcement (3%), Administrative Services (2%), Special Duty (2%), Training (2%), Forfeiture (1%), Impounds (1%), and Emergency Management (1%).

TUCSON POLICE

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Office of the Chief of Police	61.00	58.00	57.00	52.00
Administrative Services	46.00	46.00	49.00	54.00
Emergency Management	4.00	8.00	3.00	3.00
Forfeiture	4.00	4.00	4.00	4.00
Grants	95.00	47.00	16.00	16.00
Impounds	8.00	8.00	8.00	8.00
Investigative Services	289.50	282.50	293.50	275.50
Logistics	18.00	20.00	18.00	17.00
Patrol	584.00	639.00	664.00	589.00
Special Duty	4.00	4.00	4.00	4.00
Support Services	134.00	131.00	136.00	131.00
Traffic Enforcement	51.00	52.00	50.00	36.00
Training	21.00	20.00	20.00	18.00
Department Total	1,319.50	1,319.50	1,322.50	1,207.50
TOTAL BUDGET				
Operating	\$ 159,982,318	\$ 167,648,220	\$ 164,934,160	\$ 159,964,580
Capital	1,097,087	-0-	-0-	-0-
Department Total	\$ 161,079,405	\$ 167,648,220	\$ 164,934,160	\$ 159,964,580
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 136,052,073	\$ 144,005,810	\$ 141,601,560	\$ 140,389,090
Services	15,889,127	16,738,990	17,139,670	12,419,420
Supplies	5,991,677	6,575,190	5,622,030	4,557,090
Equipment	2,049,441	328,230	570,900	2,598,980
Department Total	\$ 159,982,318	\$ 167,648,220	\$ 164,934,160	\$ 159,964,580
FUNDING SOURCES				
General Fund	\$ 148,214,110	\$ 157,309,280	\$ 155,861,750	\$ 148,779,290
Civic Contribution Fund	26,617	1,000	15,000	15,000
Non-Federal Grants	1,510,038	1,614,450	1,589,830	2,514,050
Other Federal Grants	10,231,553	8,723,490	7,467,580	8,656,240
Department Total	\$ 159,982,318	\$ 167,648,220	\$ 164,934,160	\$ 159,964,580
Capital Improvement Program	1,097,087	-0-	-0-	-0-
Total Department	\$ 161,079,405	\$ 167,648,220	\$ 164,934,160	\$ 159,964,580

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$159,964,580 reflects a decrease of \$7,683,640 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase to pension costs	\$ 10,343,680
Increase for recruitment class training	3,334,530
Increase to equipment for vehicle purchases	2,000,000
Increase for cell phones and uniforms	990,000
Increase to overtime costs	704,220
Increase for other training	450,000
Increase to reorganize and rehabilitate facilities	375,000
Increase to public liability insurance and hazardous waste	191,550
Increase to miscellaneous costs	58,250
Decrease due to the transfer of telephone capacity to the Information Technology Department	(398,680)
Decrease to other equipment	(572,410)
Decrease for uniform allowance due to labor agreement changes	(909,350)
Decrease due to the removal of the photo enforcement program	(971,360)
Decrease to compensation for earned leave accrual	(1,934,850)
Decrease due to transfer of utilities capacity to the General Services Department	(2,252,370)
Decrease due to transfer of vehicle maintenance and fuel capacity to the General Services Department	(5,090,150)
Decrease due to commissioned position reductions and adjustments	(14,001,700)
Total	\$ (7,683,640)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Respond to calls for service.				
• Number of emergency responses	2,433	2,850	2,272	2,272
• Number of critical responses	43,238	46,000	44,806	44,806
• Number of urgent responses	68,024	69,500	73,456	73,456
• Number of general responses	76,364	82,000	80,535	80,535
Respond to emergency response calls within five minutes.	71%	70%	72%	72%
Respond to critical response calls within ten minutes.	56%	60%	60%	60%
Respond to urgent response calls within 30 minutes.	74%	75%	75%	75%
Respond to general response calls within 120 minutes.	63%	65%	65%	65%

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Answer emergency 9-1-1 calls routed to the Tucson Police Department.				
• Inbound service calls	376,784	386,936	353,598	353,000
• Outbound service calls	326,878	347,346	303,997	304,000
Requests received for evidence comparison and analysis sent to the crime laboratory.	3,714	3,800	3,700	3,700
Requests completed/closed for evidence comparison and analysis sent to the crime laboratory.	3,279	3,400	3,300	3,300
Process incoming items of evidence and property.	85,566	86,000	88,000	86,000
Process outgoing items of evidence and property.	80,381	80,000	73,000	94,600
Yearly percentage of property turnover (number of items disposed/returned vs. number of items seized).	93%	93%	83%	110%
Optimize clearance rates (for assigned cases).				
• Homicide	79%	70%	79%	79%
• Sexual Assault	5%	7%	7%	7%
• Robbery	18%	18%	18%	18%
• Aggravated Assault	34%	35%	35%	35%
• Burglary	5%	3%	5%	5%
• Larceny	16%	14%	16%	16%
• Auto Theft	4%	5%	5%	5%

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund	\$ 8,730,321	\$ 8,312,830	\$ 8,612,630	\$ 8,286,100
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TUCSON POLICE

Office of the Chief of Police (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 8,195,964	\$ 7,965,350	\$ 7,956,470	\$ 7,754,850
Services	472,438	326,190	640,210	514,290
Supplies	61,919	21,290	15,950	16,960
Program Total	\$ 8,730,321	\$ 8,312,830	\$ 8,612,630	\$ 8,286,100

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

Projected Revenue Sources

General Fund	\$ 2,480,634	\$ 2,829,490	\$ 2,821,630	\$ 3,413,430
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Character of Expenditures

Salaries and Benefits	\$ 2,425,096	\$ 2,788,720	\$ 2,743,450	\$ 3,360,460
Services	54,673	40,770	78,180	51,470
Supplies	865	-0-	-0-	1,500
Program Total	\$ 2,480,634	\$ 2,829,490	\$ 2,821,630	\$ 3,413,430

EMERGENCY MANAGEMENT: This program area plans, coordinates, and integrates activities necessary to build, sustain, and improve the City's capability to mitigate against, prepare for, respond to, and recover from threats, natural or man-made disasters, and acts of terrorism; to promote a safer, less vulnerable community with the capacity to cope with all hazards. Homeland Security Section protects communities by identifying, preparing for, and mitigating potential threats to critical infrastructure within the City, and by coordinating with regional partners to reduce vulnerability.

Projected Revenue Sources

General Fund	\$ 986,442	\$ 1,120,420	\$ 1,112,020	\$ 513,510
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Character of Expenditures

Salaries and Benefits	\$ 965,271	\$ 1,104,550	\$ 1,092,800	\$ 502,960
Services	19,042	15,870	18,020	9,050
Supplies	2,129	-0-	1,200	1,500
Program Total	\$ 986,442	\$ 1,120,420	\$ 1,112,020	\$ 513,510

FORFEITURE: This program area effectively applies funding associated with the Racketeer Influenced and Corrupt Organizations (RICO) Act and Arizona forfeiture laws, enhancing operational objectives as determined by the Chief of Police.

Projected Revenue Sources

General Fund	\$ 105,636	\$ -0-	\$ -0-	\$ -0-
General Fund: Restricted	1,539,789	2,750,640	2,733,340	1,332,480
Other Federal Grants	233,908	250,010	-0-	250,010
Program Total	\$ 1,879,333	\$ 3,000,650	\$ 2,733,340	\$ 1,582,490

Forfeiture (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 666,880	\$ 938,660	\$ 938,660	\$ 856,970
Services	747,627	1,074,280	910,780	366,540
Supplies	374,358	720,200	691,400	261,470
Equipment	90,468	267,510	192,500	97,510
Program Total	\$ 1,879,333	\$ 3,000,650	\$ 2,733,340	\$ 1,582,490

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

Projected Revenue Sources

General Fund	\$ 2,577,356	\$ 5,487,560	\$ 4,953,340	\$ 4,095,030
Civic Contribution Fund	26,617	1,000	15,000	15,000
Non-Federal Grants	1,510,038	1,611,250	1,589,830	2,285,070
Other Federal Grants	9,988,779	8,473,480	7,467,580	8,148,200
Program Total	\$ 14,102,790	\$ 15,573,290	\$ 14,025,750	\$ 14,543,300

Character of Expenditures

Salaries and Benefits	\$ 9,894,751	\$ 10,384,800	\$ 8,637,750	\$ 7,371,350
Services	2,363,073	3,753,830	3,907,680	5,459,920
Supplies	1,070,708	1,393,660	1,133,420	1,268,830
Equipment	774,258	41,000	346,900	443,200
Program Total	\$ 14,102,790	\$ 15,573,290	\$ 14,025,750	\$ 14,543,300

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

Projected Revenue Sources

Vehicle Impoundment	\$ 1,897,552	\$ 3,983,420	\$ 3,983,420	\$ 1,043,350
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Character of Expenditures

Salaries and Benefits	\$ 620,022	\$ 3,690,580	\$ 3,690,580	\$ 749,520
Services	68,142	126,520	126,520	127,510
Supplies	33,080	166,320	166,320	166,320
Equipment	1,176,308	-0-	-0-	-0-
Program Total	\$ 1,897,552	\$ 3,983,420	\$ 3,983,420	\$ 1,043,350

TUCSON POLICE

INVESTIGATIVE SERVICES: This program area conducts professional and exemplary criminal investigations by striving to set the highest standards in investigative, forensic, and evidentiary procedures.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 32,385,851	\$ 31,664,650	\$ 31,592,580	\$ 32,665,210
Non-Federal Grants	-0-	-0-	-0-	225,780
Other Federal Grants	-0-	-0-	-0-	258,030
Program Total	\$ 32,385,851	\$ 31,664,650	\$ 31,592,580	\$ 33,149,020
Character of Expenditures				
Salaries and Benefits	\$ 30,773,464	\$ 30,478,190	\$ 30,222,060	\$ 31,620,100
Services	1,067,967	743,790	765,900	1,016,460
Supplies	544,420	429,450	604,620	512,460
Equipment	-0-	13,220	-0-	-0-
Program Total	\$ 32,385,851	\$ 31,664,650	\$ 31,592,580	\$ 33,149,020

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

Projected Revenue Sources				
General Fund	\$ 12,657,962	\$ 12,375,860	\$ 12,479,080	\$ 7,490,760
Character of Expenditures				
Salaries and Benefits	\$ 1,863,116	\$ 2,244,520	\$ 2,233,600	\$ 1,827,660
Services	8,089,737	7,433,340	8,036,550	2,562,160
Supplies	2,705,109	2,698,000	2,208,930	1,100,670
Equipment	-0-	-0-	-0-	2,000,270
Program Total	\$ 12,657,962	\$ 12,375,860	\$ 12,479,080	\$ 7,490,760

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

Projected Revenue Sources				
General Fund	\$ 61,244,848	\$ 61,654,500	\$ 61,275,680	\$ 64,121,930
Character of Expenditures				
Salaries and Benefits	\$ 60,053,915	\$ 60,736,340	\$ 60,367,490	\$ 63,094,230
Services	1,180,143	895,230	903,910	999,400
Supplies	10,790	22,930	4,280	28,300
Program Total	\$ 61,244,848	\$ 61,654,500	\$ 61,275,680	\$ 64,121,930

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ -0-	\$ 940	\$ 940	\$ -0-
Special Duty	3,609,161	3,851,520	3,845,020	3,813,440
Program Total	\$ 3,609,161	\$ 3,852,460	\$ 3,845,960	\$ 3,813,440
Character of Expenditures				
Salaries and Benefits	\$ 3,327,798	\$ 3,599,760	\$ 3,599,760	\$ 3,560,060
Services	264,939	206,500	206,500	207,380
Supplies	16,424	39,700	39,700	39,500
Equipment	-0-	6,500	-0-	6,500
Program Total	\$ 3,609,161	\$ 3,852,460	\$ 3,845,960	\$ 3,813,440

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.

Projected Revenue Sources				
General Fund	\$ 11,992,509	\$ 12,489,940	\$ 12,296,440	\$ 13,198,060
Character of Expenditures				
Salaries and Benefits	\$ 11,164,178	\$ 11,661,540	\$ 11,679,010	\$ 12,399,600
Services	293,953	287,870	259,790	297,600
Supplies	534,378	540,530	326,140	449,360
Equipment	-0-	-0-	31,500	51,500
Program Total	\$ 11,992,509	\$ 12,489,940	\$ 12,296,440	\$ 13,198,060

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. Effective FY 2015/16, the Photo Enforcement Program was eliminated due to the passage of an initiative banning the use of traffic cameras for processing traffic violations.

Projected Revenue Sources				
General Fund	\$ 4,745,207	\$ 7,557,780	\$ 7,100,400	\$ 5,010,820
Character of Expenditures				
Salaries and Benefits	\$ 3,682,930	\$ 6,094,590	\$ 6,070,380	\$ 4,884,130
Services	1,045,607	1,419,990	1,020,530	84,900
Supplies	16,670	43,200	9,490	41,790
Program Total	\$ 4,745,207	\$ 7,557,780	\$ 7,100,400	\$ 5,010,820

TUCSON POLICE

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 3,269,708	\$ 3,229,730	\$ 3,055,230	\$ 3,795,170
Non-Federal Grant	-0-	3,200	-0-	3,200
Program Total	\$ 3,269,708	\$ 3,232,930	\$ 3,055,230	\$ 3,798,370
Character of Expenditures				
Salaries and Benefits	\$ 2,418,688	\$ 2,318,210	\$ 2,369,550	\$ 2,407,200
Services	221,786	414,810	265,100	722,740
Supplies	620,827	499,910	420,580	668,430
Equipment	8,407	-0-	-0-	-0-
Program Total	\$ 3,269,708	\$ 3,232,930	\$ 3,055,230	\$ 3,798,370

POSITION RESOURCES

Office of the Chief of Police

Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Deputy Police Chief	1.00	1.00	1.00	-0-
Police Lieutenant: Assistant Police Chief	4.00	4.00	4.00	4.00
Police Lieutenant: Police Captain	2.00	2.00	2.00	2.00
Police Lieutenant	5.00	5.00	4.00	4.00
Police Sergeant: Assignments	8.00	8.00	7.00	7.00
Police Sergeant	6.00	5.00	6.00	6.00
Detective	1.00	1.00	1.00	-0-
Police Officer: Assignments	3.00	3.00	2.00	2.00
Police Officer	5.00	3.00	6.00	4.00
Police Psychologist	1.00	1.00	-0-	-0-
Management Coordinator	1.00	1.00	1.00	1.00
Lead Management Analyst	3.00	3.00	3.00	3.00
Staff Assistant	2.00	2.00	3.00	3.00
Management Assistant	1.00	1.00	2.00	2.00
Human Resources Administrator	-0-	-0-	1.00	-0-
Management Analyst	3.00	3.00	2.00	2.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	-0-	-0-
Executive Assistant	1.00	1.00	-0-	-0-
Administrative Assistant	1.00	1.00	-0-	-0-
Account Clerk Supervisor	-0-	-0-	1.00	1.00
Senior Account Clerk	5.00	5.00	4.00	4.00
Secretary	5.00	5.00	5.00	5.00
Program Total	61.00	58.00	57.00	52.00

TUCSON POLICE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Administrative Services				
Police Sergeant: Assignments	-0-	-0-	2.00	2.00
Police Psychologist	-0-	-0-	1.00	1.00
Police Records Superintendent	1.00	1.00	1.00	-0-
Police Records Supervisor	8.00	8.00	8.00	7.00
Police Records Specialist	35.00	35.00	35.00	41.00
Data Control Clerk	1.00	1.00	1.00	1.00
Clerk Transcriptionist	-0-	-0-	-0-	1.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	46.00	46.00	49.00	54.00
Emergency Management				
Police Lieutenant: Police Captain	-0-	1.00	-0-	-0-
Police Lieutenant	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	2.00	3.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Police Officer: Assignments	-0-	1.00	-0-	-0-
Regional Intelligence Analyst	-0-	1.00	-0-	-0-
Program Total	4.00	8.00	3.00	3.00
Forfeiture				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Department Finance Manager	-0-	-0-	1.00	1.00
Financial Specialist	1.00	1.00	-0-	-0-
Police Crime Analyst	1.00	1.00	1.00	1.00
Senior Fleet Services Technician	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Grants				
Police Lieutenant	-0-	-0-	1.00	1.00
Police Sergeant: Assignments	2.00	2.00	2.00	2.00
Detective	1.00	1.00	2.00	2.00
Finance Analyst	1.00	1.00	-0-	-0-
Police Officer: Assignments	4.00	6.00	3.00	3.00
Police Officer	75.00	25.00	-0-	-0-
Criminalist III	-0-	-0-	3.00	3.00
Criminalist	4.00	4.00	-0-	-0-
Lead Management Analyst	-0-	-0-	1.00	1.00
Staff Assistant	1.00	1.00	-0-	-0-
Electronics Technician	1.00	1.00	1.00	1.00
Financial Investigator	1.00	1.00	1.00	1.00
Crime Scene Specialist	-0-	-0-	1.00	1.00
Police Crime Analyst	2.00	2.00	-0-	-0-
Senior Account Clerk	2.00	2.00	1.00	1.00
Information Tech Specialist	1.00	1.00	-0-	-0-
Program Total	95.00	47.00	16.00	16.00

TUCSON POLICE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Impounds				
Police Sergeant	1.00	1.00	1.00	1.00
Police Records Specialist	2.00	2.00	2.00	2.00
Customer Service Representative	5.00	5.00	5.00	5.00
Program Total	8.00	8.00	8.00	8.00
Investigative Services				
Police Lieutenant: Police Captain	3.00	3.00	3.00	3.00
Police Lieutenant	7.00	7.00	6.00	6.00
Forensics Administrator	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	19.00	18.00	18.00	15.00
Police Sergeant	5.00	4.00	5.00	5.00
Crime Laboratory Superintendent	1.00	1.00	1.00	1.00
Police Identification Superintendent	1.00	1.00	1.00	1.00
Crime Laboratory Coordinator	4.50	4.50	4.50	4.50
DNA Technical Leader	1.00	1.00	1.00	1.00
Police Evidence Superintendent	1.00	1.00	1.00	1.00
Criminalist III	1.00	1.00	18.00	17.00
Criminalist II	15.00	15.00	-0-	-0-
Staff Assistant	1.00	1.00	2.00	2.00
Detective: Assignments	4.00	4.00	4.00	3.00
Detective	118.00	120.00	118.00	115.00
Police Officer: Assignments	29.00	26.00	31.00	27.00
Police Officer	14.00	11.00	14.00	12.00
Criminalist	1.00	1.00	-0-	-0-
Information Technology Specialist	-0-	-0-	1.00	1.00
Crime Scene Specialist Supervisor	6.00	6.00	4.00	4.00
Police Evidence Supervisor	2.00	2.00	2.00	2.00
Crime Scene Specialist	17.00	17.00	18.00	18.00
Regional Intelligence Analyst	1.00	-0-	1.00	1.00
Police Crime Analyst	8.00	8.00	10.00	10.00
Police Evidence Technician	12.00	12.00	12.00	9.00
Automated Fingerprint Identification	7.00	7.00	7.00	7.00
Administrative Assistant	1.00	1.00	1.00	1.00
Senior Account Clerk	-0-	-0-	1.00	1.00
Secretary	3.00	3.00	3.00	3.00
Clerk Transcriptionist	4.00	4.00	3.00	3.00
Office Assistant	2.00	2.00	2.00	1.00
Program Total	289.50	282.50	293.50	275.50

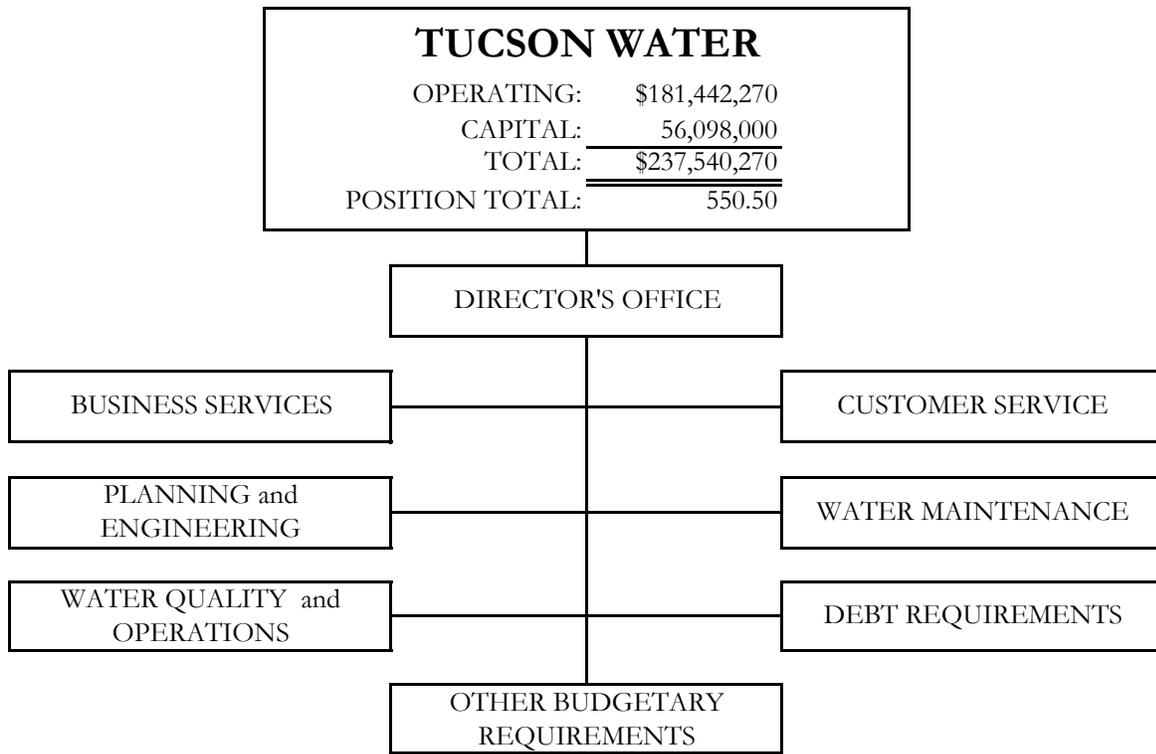
TUCSON POLICE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Logistics				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	-0-	1.00	1.00	1.00
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Police Sergeant	-0-	1.00	-0-	-0-
Police Officer: Assignments	3.00	6.00	2.00	2.00
Police Officer	3.00	-0-	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
Staff Assistant	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Program Total	18.00	20.00	18.00	17.00
Patrol				
Police Lieutenant: Police Captain	5.00	5.00	5.00	4.00
Police Lieutenant	11.00	11.00	16.00	16.00
Police Sergeant: Assignments	13.00	12.00	15.00	13.00
Police Sergeant	62.00	63.00	57.00	55.00
Detective	20.00	20.00	19.00	12.00
Police Officer: Assignments	97.00	93.00	99.00	82.00
Police Officer	351.00	410.00	412.00	367.00
Marshall	1.00	1.00	-0-	-0-
Community Service Officer	19.00	19.00	36.00	35.00
Secretary	5.00	5.00	5.00	5.00
Program Total	584.00	639.00	664.00	589.00
Special Duty				
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Staff Assistant	-0-	-0-	1.00	1.00
Management Assistant	1.00	1.00	-0-	-0-
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00
Support Services				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	4.00	3.00	5.00	5.00
Police Sergeant: Assignments	5.00	5.00	5.00	5.00
Public Safety Communications Administrator	1.00	1.00	1.00	1.00
Communications Superintendent	1.00	1.00	1.00	1.00
Police Hazardous Devices Technician	3.00	3.00	3.00	3.00
Detective	5.00	4.00	6.00	5.00
Police Officer: Assignments	19.00	19.00	19.00	16.00
Police Officer	4.00	3.00	4.00	3.00

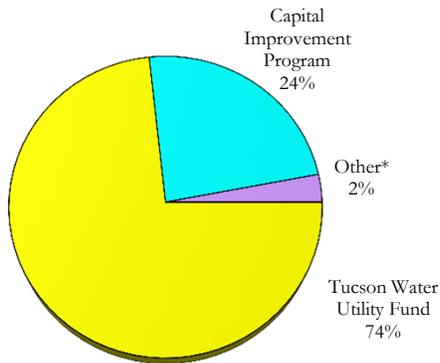
TUCSON POLICE

Support Services (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Aircraft Mechanic	2.00	2.00	2.00	2.00
Public Safety Communications Supervisor	11.00	11.00	11.00	11.00
Public Safety Dispatcher	33.00	33.00	33.00	33.00
Police Service Operator	44.00	44.00	44.00	44.00
Clerk Transcriptionist	1.00	1.00	1.00	1.00
Program Total	134.00	131.00	136.00	131.00
Traffic Enforcement				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	1.00	1.00
Police Sergeant: Assignments	5.00	6.00	5.00	5.00
Police Officer: Assignments	42.00	42.00	42.00	28.00
Police Officer	1.00	1.00	1.00	1.00
Program Total	51.00	52.00	50.00	36.00
Training				
Police Lieutenant: Police Captain	2.00	1.00	1.00	-0-
Police Lieutenant	2.00	2.00	1.00	1.00
Police Sergeant: Assignments	4.00	4.00	4.00	4.00
Police Officer: Assignments	7.00	7.00	6.00	6.00
Police Officer	4.00	4.00	6.00	6.00
Administrative Assistant	1.00	1.00	1.00	-0-
Secretary	1.00	1.00	1.00	1.00
Program Total	21.00	20.00	20.00	18.00
Department Total	1,319.50	1,319.50	1,322.50	1,207.50

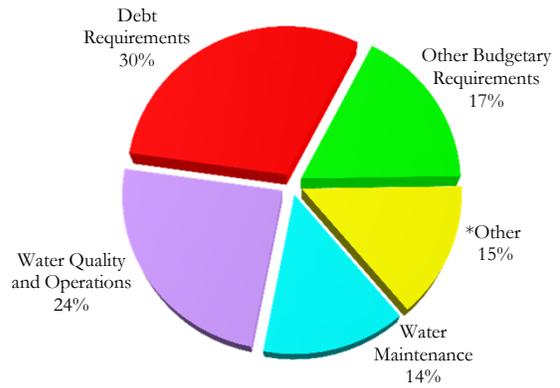


FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Customer Service (5%), Director's Office (5%), Planning and Engineering (3%), and Business Services (2%).

TUCSON WATER

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Director Office	29.00	30.00	32.00	33.00
Business Services	13.00	13.00	12.00	12.00
Customer Service	124.00	123.00	129.00	129.00
Planning and Engineering	123.00	123.00	121.00	121.00
Water Maintenance	188.00	185.00	189.00	189.00
Water Quality and Operations	70.50	73.50	67.50	66.50
Department Total	547.50	547.50	550.50	550.50
TOTAL BUDGET				
Operating	\$ 160,944,560	\$ 172,069,690	\$ 169,210,290	\$ 181,442,270
Capital	38,743,180	75,205,000	16,719,970	56,098,000
Department Total	\$ 199,687,740	\$ 247,274,690	\$ 185,930,260	\$ 237,540,270
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 34,302,560	\$ 33,917,310	\$ 32,371,350	\$ 34,484,570
Services	67,103,020	75,371,040	73,416,680	78,981,580
Supplies	7,725,130	9,450,670	9,065,510	10,036,780
Equipment	3,590,310	1,764,450	3,014,740	3,229,490
Debt Service	48,223,540	51,566,220	51,342,010	54,709,850
Operating Total	\$ 160,944,560	\$ 172,069,690	\$ 169,210,290	\$ 181,442,270
Capital Improvement Program	38,743,180	75,205,000	16,719,970	56,098,000
Department Total	\$ 199,687,740	\$ 247,274,690	\$ 185,930,260	\$ 237,540,270
FUNDING SOURCES				
Tucson Water Utility Fund	\$ 155,863,690	\$ 165,679,440	\$ 163,018,540	\$ 175,252,020
Water Conservation Fund	2,726,210	3,540,250	3,540,250	3,540,250
Water Resource Fee	311,910	350,000	351,500	350,000
System Equity Fee	2,042,750	2,500,000	2,300,000	2,300,000
Operating Total	\$ 160,944,560	\$ 172,069,690	\$ 169,210,290	\$ 181,442,270
Capital Improvement Program	38,743,180	75,205,000	16,719,970	56,098,000
Department Total	\$ 199,687,740	\$ 247,274,690	\$ 185,930,260	\$ 237,540,270

TUCSON WATER

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$181,442,270 reflects an increase of \$9,372,580 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase for debt service associated with issuance of new debt	\$ 3,155,770
Increase in water conservation costs	1,608,100
Increase in cost of new vehicle replacement	1,286,000
Increase in repair parts and equipment	1,163,430
Increase in rate changes associated with Central Arizona Project (CAP) water and capital costs	719,790
Increase in legal, consultants, and outside professional services	689,930
Increase in personnel costs	521,560
Increase in computer equipment	228,000
Total	\$ 9,372,580

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Provide timely responses to customer telephone calls regarding utility accounts.				
• Number of incoming calls	415,000	415,000	435,000	485,000
• Average number of minutes customers wait to speak to a service representative	5:38	2:00	3:00	2:50
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.				
• Number of errors per 1,000 meter reads	0.16	4	4	4
Read water meters for billing purposes.				
• Number of water meters read annually (thousands)	2,890	2,886	2,904	2,916
Provide water customers with reliable, high quality water.				
• Number of operational wells	217	222	222	222
• Number of new meter and full-service requests completed annually	1,371	1,400	1,400	1,375
• Number of emergency water outages repaired	634	600	580	575
• Percent of emergency water outages restored within four to eight hours	97%	98%	98%	98%

Department Measures of Performance (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
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	9	8	9	9
• Number of requests for new water services (meters, hydrants, etc.) processed	1,445	3,000	1,334	1,334
Ensure system modification projects submitted for review are processed within established timelines.				
• Number of system modification plans reviewed	65	60	54	54
• Percentage of system modification plans reviewed within 15 working days	25%	25%	35%	40%
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	714	720	900	720
• Number of samples analyzed in-house	8,841	7,380	8,000	7,400
• Number of compliance samples collected	5,645	3,200	5,500	3,200
• Number of discretionary samples collected	3,196	4,180	2,500	4,200
• Percent of water samples collected which meet regulatory requirements	100%	100%	100%	100%

OPERATING PROGRAMS

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Tucson Water Utility Fund	\$ 4,145,370	\$ 5,129,840	\$ 3,484,210	\$ 4,983,030
Tucson Water Conservation Fund	2,726,210	3,540,250	3,540,250	3,540,250
Program Total	\$ 6,871,580	\$ 8,670,090	\$ 7,024,460	\$ 8,523,280
Character of Expenditures				
Salaries and Benefits	\$ 2,510,830	\$ 2,662,320	\$ 2,065,730	\$ 2,836,250
Services	4,075,210	5,574,990	4,550,060	5,295,980
Supplies	285,540	432,780	408,670	391,050
Program Total	\$ 6,871,580	\$ 8,670,090	\$ 7,024,460	\$ 8,523,280

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

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 3,953,080	\$ 4,292,770	\$ 4,451,980	\$ 4,517,070
Character of Expenditures				
Salaries and Benefits	\$ 768,870	\$ 874,110	\$ 766,550	\$ 821,480
Services	1,727,120	1,945,760	1,894,400	1,977,590
Supplies	1,457,090	1,472,900	1,502,730	1,476,630
Equipment	-0-	-0-	288,300	241,370
Program Total	\$ 3,953,080	\$ 4,292,770	\$ 4,451,980	\$ 4,517,070

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

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 7,635,630	\$ 7,801,470	\$ 7,331,910	\$ 8,436,280

Customer Service (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 6,662,670	\$ 6,617,840	\$ 6,353,970	\$ 7,246,340
Services	465,990	521,500	465,680	577,760
Supplies	469,290	662,130	512,260	612,180
Equipment	37,680	-0-	-0-	-0-
Program Total	\$ 7,635,630	\$ 7,801,470	\$ 7,331,910	\$ 8,436,280

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

Projected Revenue Sources

Tucson Water Utility Fund	\$ 5,442,570	\$ 5,705,760	\$ 1,615,920	\$ 4,715,160
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Character of Expenditures

Salaries and Benefits	\$ 4,771,030	\$ 4,907,260	\$ 1,053,990	\$ 3,929,500
Services	576,230	519,440	349,250	513,200
Supplies	95,310	279,060	212,680	272,460
Program Total	\$ 5,442,570	\$ 5,705,760	\$ 1,615,920	\$ 4,715,160

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

Projected Revenue Sources

Tucson Water Utility Fund	\$ 21,386,370	\$ 22,646,390	\$ 22,275,870	\$ 26,194,060
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Character of Expenditures

Salaries and Benefits	\$ 11,197,050	\$ 11,359,420	\$ 10,723,000	\$ 12,262,820
Services	6,459,340	7,990,770	8,045,810	9,185,660
Supplies	3,729,980	3,296,200	3,507,060	4,745,580
Program Total	\$ 21,386,370	\$ 22,646,390	\$ 22,275,870	\$ 26,194,060

TUCSON WATER

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
Tucson Water Utility Fund	\$ 41,702,620	\$ 43,833,840	\$ 45,174,550	\$ 44,348,530
Character of Expenditures				
Salaries and Benefits	\$ 5,744,310	\$ 6,203,130	\$ 6,663,060	\$ 5,769,440
Services	34,302,030	34,874,450	36,121,930	36,199,350
Supplies	1,656,280	2,756,260	2,389,560	2,379,740
Program Total	\$ 41,702,620	\$ 43,833,840	\$ 45,174,550	\$ 44,348,530

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

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 48,223,540	\$ 51,566,220	\$ 51,342,010	\$ 54,709,850
Character of Expenditures				
Debt Service	\$ 48,223,540	\$ 51,566,220	\$ 51,342,010	\$ 54,709,850

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

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 23,374,510	\$ 24,703,150	\$ 27,342,090	\$ 27,348,040
Water Resource Fee	311,910	350,000	351,500	350,000
Water System Equity Fee	2,042,750	2,500,000	2,300,000	2,300,000
Program Total	\$ 25,729,170	\$ 27,553,150	\$ 29,993,590	\$ 29,998,040
Character of Expenditures				
Salaries and Benefits	\$ 2,647,800	\$ 1,293,230	\$ 4,745,050	\$ 1,618,740
Services	19,497,100	23,944,130	21,989,550	25,232,040
Supplies	31,640	551,340	532,550	159,140
Equipment	3,552,630	1,764,450	2,726,440	2,988,120
Program Total	\$ 25,729,170	\$ 27,553,150	\$ 29,993,590	\$ 29,998,040

POSITION RESOURCES

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Director's Office				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Water Administrator	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Management Coordinator	2.00	2.00	3.00	3.00
Water Program Supervisor	1.00	1.00	1.00	1.00
Water Plant Supervisor	-0-	-0-	1.00	1.00
Water Conservation / Information Supervisor	1.00	1.00	1.00	1.00
Project Manager	-0-	-0-	1.00	2.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Risk Management Specialist	2.00	2.00	2.00	2.00
Public Information Specialist	4.00	4.00	4.00	4.00
Management Analyst	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Staff Assistant	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Utility Service Representative	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	2.00	3.00	2.00	2.00
Program Total	29.00	30.00	32.00	33.00
Business Services				
Water Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	-0-	-0-
Management Coordinator	2.00	2.00	1.00	1.00
Lead Management Analyst	-0-	1.00	-0-	-0-
Lead Financial Accountant	1.00	-0-	2.00	2.00
Staff Assistant	6.00	6.00	6.00	6.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	13.00	13.00	12.00	12.00
Customer Service				
Water Administrator	1.00	1.00	1.00	1.00
Engineering Associate	1.00	1.00	1.00	1.00
Water Operations Supervisor	2.00	2.00	2.00	2.00
Water Services Supervisor	10.00	10.00	10.00	10.00
Staff Assistant	1.00	1.00	1.00	1.00
Training and Customer Relations Specialist	-0-	-0-	2.00	2.00
Lead Water Meter Repairer	1.00	1.00	1.00	1.00
Lead Utility Service Worker	4.00	4.00	4.00	4.00
Meter Service Representative	4.00	7.00	7.00	7.00
Utility Service Representative	6.00	6.00	5.00	5.00
Administrative Assistant	2.00	1.00	2.00	2.00

TUCSON WATER

Customer Service (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Water Meter Repairer	2.00	2.00	2.00	2.00
Utility Service Worker	45.00	42.00	41.00	41.00
Customer Service Representative	40.00	40.00	45.00	45.00
Senior Account Clerk	5.00	5.00	5.00	5.00
Program Total	124.00	123.00	129.00	129.00

Planning and Engineering

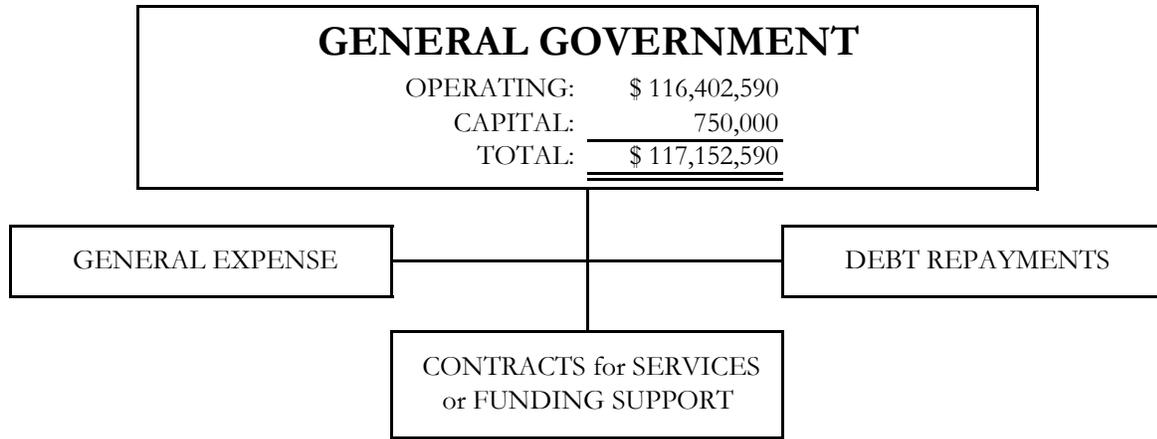
Water Administrator	2.00	2.00	2.00	2.00
Engineering Manager	5.00	5.00	5.00	5.00
Geographic Information Systems (GIS) Supervisor	1.00	1.00	1.00	1.00
Chief Hydrologist	1.00	1.00	1.00	1.00
Civil Engineer	14.00	14.00	13.00	13.00
Electrical Engineer	1.00	2.00	4.00	4.00
Engineering Records and Information Supervisor	1.00	1.00	1.00	1.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Inspection Supervisor	1.00	1.00	1.00	1.00
Water Services Supervisor	-0-	-0-	1.00	1.00
Lead Hydrologist	2.00	2.00	3.00	3.00
Hydrologist	9.00	9.00	9.00	9.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	12.00	11.00	9.00	9.00
GIS Data Analyst	2.00	2.00	2.00	2.00
Engineering Associate	6.00	6.00	6.00	6.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Construction Inspector	16.00	16.00	15.00	15.00
GIS Technician	4.00	4.00	4.00	4.00
Senior Engineering Technician	13.00	13.00	13.00	13.00
Survey Crew Chief	4.00	4.00	4.00	4.00
Land Surveyor	1.00	1.00	1.00	1.00
Engineering Technician	4.00	4.00	2.00	2.00
Survey Instrument Technician	4.00	4.00	4.00	4.00
Administrative Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	6.00	6.00	5.00	5.00
Secretary	2.00	2.00	3.00	3.00
Survey Technician	1.00	1.00	1.00	1.00
Technological Intern	2.00	2.00	2.00	2.00
Program Total	123.00	123.00	121.00	121.00

TUCSON WATER

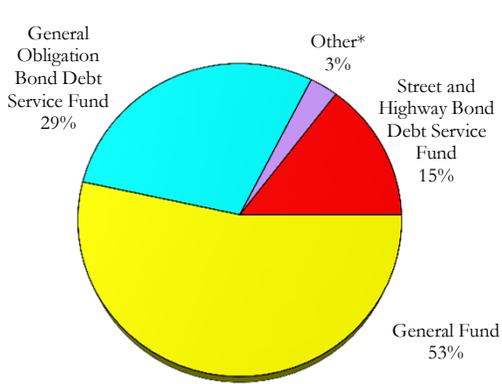
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Water Maintenance				
Water Administrator	1.00	1.00	1.00	1.00
Water Control Systems Manager	1.00	1.00	1.00	1.00
Water Operations Superintendent	4.00	5.00	3.00	3.00
Assistant Water Operations Superintendent	2.00	1.00	2.00	2.00
Water Control Systems Engineer	2.00	2.00	3.00	3.00
Management Assistant	2.00	2.00	2.00	2.00
Senior Engineering Associate	-0-	1.00	-0-	-0-
Facility and Equipment Maintenance Specialist	1.00	1.00	1.00	-0-
Fleet Services Supervisor	2.00	2.00	1.00	1.00
Inspection Supervisor	1.00	-0-	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Utility Technician	66.00	65.00	66.00	66.00
Planner Scheduler	3.00	3.00	4.00	5.00
Electrician Supervisor	-0-	-0-	1.00	1.00
Electrician	6.00	6.00	6.00	6.00
Electronics Technician	4.00	4.00	4.00	4.00
Senior Heavy Equipment Mechanic	5.00	5.00	5.00	5.00
Water Operations Supervisor	14.00	13.00	14.00	14.00
Water Parts Supervisor	-0-	-0-	1.00	1.00
Senior Fleet Technician	1.00	1.00	1.00	1.00
Cable Tool Driller	1.00	1.00	1.00	1.00
Corrosion Control Technician	3.00	3.00	3.00	3.00
Equipment Operation Specialist	17.00	17.00	16.00	16.00
Lead Maintenance Mechanic	1.00	1.00	-0-	-0-
Office Supervisor	1.00	1.00	1.00	1.00
Pest Control Specialist	2.00	2.00	2.00	2.00
Senior Utility Service Worker	2.00	2.00	3.00	3.00
Stores Supervisor	1.00	1.00	-0-	-0-
Welder	2.00	2.00	2.00	2.00
Lead Well Maintenance Mechanic	5.00	5.00	5.00	5.00
Maintenance Mechanic	2.00	2.00	2.00	2.00
Water Service Locator	11.00	11.00	11.00	11.00
Well Maintenance Mechanic	4.00	4.00	5.00	5.00
Administrative Assistant	5.00	3.00	5.00	5.00
Utility Service Worker	-0-	1.00	-0-	-0-
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	6.00	6.00	-0-	-0-
Water Parts Specialist	-0-	-0-	6.00	6.00
Water Communications Operator	4.00	4.00	4.00	4.00
Program Total	188.00	185.00	189.00	189.00

TUCSON WATER

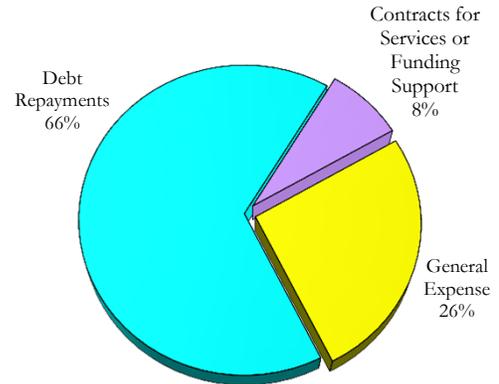
	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Water Quality and Operations				
Water Administrator	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	-0-	-0-
Water Program Supervisor	1.00	1.00	1.00	1.00
Water Operations Superintendent	2.00	2.00	2.00	2.00
Water Quality Laboratory Supervisor	1.00	1.00	1.00	1.00
Inspection Supervisor	-0-	1.00	1.00	1.00
Project Manager	1.00	1.00	-0-	-0-
Water Control Systems Engineer	0.50	0.50	0.50	0.50
Chemist Supervisor	4.00	4.00	4.00	4.00
Environmental Scientist	3.00	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00	1.00
Environmental Inspector	1.00	1.00	-0-	-0-
Information Technology Analyst	2.00	2.00	2.00	2.00
Systems Analyst	1.00	1.00	1.00	1.00
Chemist	8.00	8.00	8.00	8.00
Planner Scheduler	1.00	1.00	1.00	1.00
Water Plant Supervisor	3.00	3.00	3.00	3.00
Disinfection Technician	2.00	2.00	3.00	3.00
Lead Maintenance Mechanic	3.00	3.00	3.00	3.00
Cross Connection Control Specialist	5.00	5.00	5.00	5.00
Water Quality Analyst	6.00	6.00	4.00	3.00
Water System Operator	17.00	17.00	17.00	17.00
Water Treatment Plant Operator	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	3.00	1.00	1.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	70.50	73.50	67.50	66.50
Department Total	547.50	547.50	550.50	550.50



FINANCING PLAN



PROGRAM ALLOCATION



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

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.
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	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
TOTAL BUDGET				
Operating	\$ 186,047,726	\$ 104,822,710	\$ 104,786,810	\$ 116,402,590
Capital	694,969	1,031,800	843,940	750,000
Department Total	\$ 186,742,695	\$ 105,854,510	\$ 105,630,750	\$ 117,152,590

CHARACTER OF EXPENDITURES

Retiree Benefits	\$ 7,695,148	\$ 8,257,690	\$ 8,533,400	\$ 8,830,770
Services	16,287,743	20,636,550	20,759,920	26,617,850
Supplies	2,845	-0-	18,320	-0-
Equipment	-0-	-0-	-0-	3,706,060
Debt Service	72,622,027	75,928,470	75,475,170	77,247,910
Refunding	89,439,963	-0-	-0-	-0-
Operating Total	\$ 186,047,726	\$ 104,822,710	\$ 104,786,810	\$ 116,402,590
Capital Improvement Program	694,969	1,031,800	843,940	750,000
Department Total	\$ 186,742,695	\$ 105,854,510	\$ 105,630,750	\$ 117,152,590

FUNDING SOURCES

General Fund	\$ 68,419,521	\$ 51,361,840	\$ 51,546,500	\$ 62,454,190
Public Housing Fund	-0-	84,000	84,000	-0-
Capital Improvement Fund	659,371	-0-	-0-	-0-
Community Development Block Grant Fund	15,280	-0-	-0-	-0-
General Obligation Bond Debt Service Fund	68,668,081	32,468,110	32,681,480	33,490,600
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Other Federal Grants Fund	68,590	-0-	-0-	83,870
Special Assessments Fund	509,564	495,830	499,080	425,630
Street and Highway Bond Debt Service Fund	46,293,586	17,484,100	17,046,920	17,016,550
Mass Transit Fund: General Fund Transfer	-0-	1,512,430	1,512,430	1,514,120
Tucson Convention Center Fund	1,313,153	1,315,820	1,315,820	1,317,050
Operating Total	\$ 186,047,726	\$ 104,822,710	\$ 104,786,810	\$ 116,402,590
Capital Improvement Program	694,969	1,031,800	843,940	750,000
Department Total	\$ 186,742,695	\$ 105,854,510	\$ 105,630,750	\$ 117,152,590

GENERAL GOVERNMENT

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$116,402,590, reflects an increase of \$11,579,880 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase for critical needs	\$ 3,706,060
Increase to contingency	3,000,000
Increase to Debt Service	1,319,440
Increase in capacity for payments to Visit Tucson based on projected bed tax revenues	1,091,580
Increase for animal care services paid to Pima County	800,000
Increase in projected miscellaneous real estate costs	698,490
Increase in retiree medical costs	573,080
Increase due to transfer of state and federal lobbyist payments from the City Manager's Office	303,000
Increase due to estimated Santa Cruz Jail charges	150,000
Increase to rental payments	7,230
Decrease due to a reduction in the payment to the State of Arizona for the TPT Simplification	(15,070)
Decrease due to transfer of utility capacity to the General Services Department	(53,930)
Total	\$ 11,579,880

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 17,574,838	\$ 19,611,450	\$ 19,562,560	\$ 27,979,080
General Fund: Restricted	64,908	200,000	90,000	200,000
Tucson Convention Center Fund	1,313,153	1,315,820	1,315,820	1,317,050
Program Total	\$ 18,952,899	\$ 21,127,270	\$ 20,968,380	\$ 29,496,130
Character of Expenditures				
Retiree Benefits	\$ 7,695,148	\$ 8,257,690	\$ 8,533,400	\$ 8,830,770
Services	11,254,906	12,869,580	12,416,660	16,959,300
Supplies	2,845	-0-	18,320	-0-
Equipment	-0-	-0-	-0-	3,706,060
Program Total	\$ 18,952,899	\$ 21,127,270	\$ 20,968,380	\$ 29,496,130

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 21,938,955	\$ -0-	\$ -0-	\$ -0-
General Obligation Bond Debt Service Fund	38,717,772	-0-	-0-	-0-
Street and Highway Bond Debt Service Fund	28,783,263	-0-	-0-	-0-
Program Total	\$ 89,439,990	\$ -0-	\$ -0-	\$ -0-
Character of Expenditures				
Refunding	\$ 89,439,963	\$ -0-	\$ -0-	\$ -0-

DEBT REPAYMENTS: This program area (also referred to as Debt Service) contains debt issuance and repayment expenditures for equipment, vehicle, and facility financing needs of general government City departments. 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.

Projected Revenue Sources				
General Fund	\$ 24,157,123	\$ 22,838,220	\$ 22,605,480	\$ 24,436,360
General Fund: Restricted	-0-	1,045,780	1,045,780	280,780
General Obligation Bond Debt Service Fund	29,701,749	32,468,110	32,681,480	33,490,600
Public Housing Fund	-0-	84,000	84,000	-0-
Community Development Block Grant Fund	15,280	-0-	-0-	-0-
Certificate of Participation Series 2010 Fund	277,346	-0-	-0-	-0-
Certificate of Participation Series 2014 Fund	382,025	-0-	-0-	-0-
Other Federal Grants Fund	68,590	-0-	-0-	83,870
Special Assessments Fund	509,564	495,830	499,080	425,630
Street and Highway Bond Debt Service Fund	17,510,350	17,484,100	17,046,920	17,016,550
Mass Transit Fund: General Fund Transfer	-0-	1,512,430	1,512,430	1,514,120
Program Total	\$ 72,622,027	\$ 75,928,470	\$ 75,475,170	\$ 77,247,910
Character of Expenditures				
Debt Service	\$ 72,622,027	\$ 75,928,470	\$ 75,475,170	\$ 77,247,910

GENERAL GOVERNMENT

CONTRACTS for SERVICES or FUNDING SUPPORT: This program area provides funding for organizations that support the Mayor and Council's priorities. Specific organizations and their annual allocations are listed on the following page. Some of the funding is included in the City Manager's Office and the Housing and Community Development Department.

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Projected Revenue Sources				
General Fund	\$ 4,932,257	\$ 7,666,390	\$ 8,242,680	\$ 9,557,970
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Program Total	\$ 5,032,837	\$ 7,766,970	\$ 8,343,260	\$ 9,658,550
Character of Expenditures				
Services	\$ 5,032,837	\$ 7,742,970	\$ 8,319,260	\$ 9,634,550
Outside Agencies	-0-	24,000	24,000	24,000
Program Total	\$ 5,032,837	\$ 7,766,970	\$ 8,343,260	\$ 9,658,550

CONTRACTS for SERVICES or FUNDING SUPPORT

	Adopted FY 15/16	Adopted FY 16/17
Arts and Cultural Enrichment¹		
Tucson-Pima Arts Council (TPAC)	\$ 350,000	\$ 350,000
Program Total	\$ 350,000	\$ 350,000
Civic/Special Community Events¹		
Veterans Day	\$ 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	\$ 6,900,000
Pima Animal Control Center ²	3,700,000	4,500,000
Pima Association of Governments ³	98,420	98,420
Victim Witness	24,900	24,900
Program Total	\$ 10,723,320	\$ 11,523,320
Human Services RFP Allocation⁴	\$ 1,129,000	\$ 1,464,910
Economic and Workforce		
Metropolitan Education Commission	\$ 19,570	\$ 19,570
Request for Proposals	600,000	600,000
Tucson Downtown Partnership	365,000	365,000
Visit Tucson ⁵	3,084,500	3,544,710
Program Total	\$ 4,069,070	\$ 4,529,280
Total	\$ 16,295,390	\$ 17,891,510

¹Funding is in the General Government Budget.

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

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

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

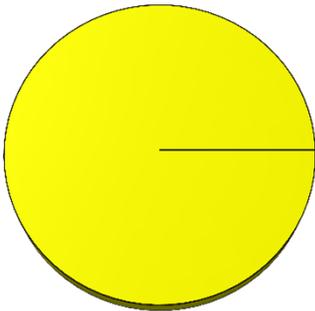
⁵Fiscal Year 2015/16 funding reflects the actual contract allocation made to Visit Tucson based on Fiscal Year 2014/15 transient occupancy tax (t.o.t.) collections. Fiscal Year 2016/17 reflects an estimate of the allocation to Visit Tucson based on a projection of Fiscal Year 2015/16 t.o.t. and Hotel/Motel Room Tax collections.

PENSION SERVICES	
OPERATING:	\$ 81,272,710
POSITION TOTAL:	4.00

ADMINISTRATION

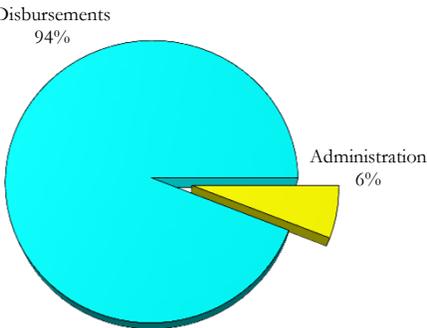
DISBURSEMENTS

FINANCING PLAN



TSRS
Pension Fund
100%

PROGRAM ALLOCATION



Disbursements
94%

Administration
6%

PENSION SERVICES¹

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

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
TOTAL BUDGET				
Operating	\$ 70,954,351	\$ 76,216,870	\$ 76,216,870	\$ 81,272,710
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 459,631	\$ 544,740	\$ 438,620	\$ 507,680
TSRS Refunds	2,395,893	2,650,000	3,236,790	2,650,000
Retiree and Beneficiary Payments	65,216,458	68,725,000	70,030,040	73,725,000
Services	2,855,788	4,269,880	2,497,730	4,357,780
Supplies	26,581	27,250	13,690	32,250
Department Total	\$ 70,954,351	\$ 76,216,870	\$ 76,216,870	\$ 81,272,710
FUNDING SOURCES				
TSRS Pension Fund	\$ 70,954,351	\$ 76,216,870	\$ 76,216,870	\$ 81,272,710

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2016/17 of \$81,272,710 reflects an increase of \$5,055,840 from the Fiscal Year 2015/16 Adopted Budget. Changes include:

Increase in retirement benefit payments	\$ 5,000,000
Increase in miscellaneous professional services	92,900
Decrease in personnel costs	(37,060)
Total	\$ 5,055,840

OPERATING PROGRAMS

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

Projected Revenue Sources

TSRS Pension Fund	\$ 3,342,000	\$ 4,841,870	\$ 2,950,040	\$ 4,897,710
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¹Administration and oversight in the management of investments for the TSRS is provided by the Treasury Division of the Finance Department.

PENSION

Administration (Continued)

	Actual FY 14/15	Adopted FY 15/16	Estimated FY 15/16	Adopted FY 16/17
Character of Expenditures				
Salaries and Benefits	\$ 459,631	\$ 544,740	\$ 438,620	\$ 507,680
Services	2,855,788	4,269,880	2,497,730	4,357,780
Supplies	26,581	27,250	13,690	32,250
Program Total	\$ 3,342,000	\$ 4,841,870	\$ 2,950,040	\$ 4,897,710

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

Projected Revenue Sources

TSRS Pension Fund	\$ 67,612,351	\$ 71,375,000	\$ 73,266,830	\$ 76,375,000
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Character of Expenditures

Retiree and Beneficiary Payments	\$ 65,216,458	\$ 68,725,000	\$ 70,030,040	\$ 73,725,000
TSRS Refunds	2,395,893	2,650,000	3,236,790	2,650,000
Program Total	\$ 67,612,351	\$ 71,375,000	\$ 73,266,830	\$ 76,375,000

POSITION RESOURCES

Administration

Pension Administrator	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
 Department Total	 4.00	 4.00	 4.00	 4.00

Section E Capital Improvement Program



OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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 2016/17 through 2020/21 and identifies capital projects during this timeframe to include the funding sources available for projected expenditures.

The objective of this overview is to give the reader a brief look into the CIP which contains the following financial and narrative information:

- Capital Improvement Program Process
- Budget Highlights
- Summary of Expenditures and Funding Sources
- Department Programs
- Impact on the Operating Budget

CAPITAL IMPROVEMENT PROGRAM PROCESS

Defining a Capital Improvement

To be included in the CIP, projects need to meet one of the following criteria:

- Construction of a new City asset or expansion of an existing City-owned facility, including preliminary planning and surveys, cost of land, staff and contractual services for design and construction, and related furnishings and equipment.
- Initial acquisition of a major equipment system which will become a City asset, with a cost of \$100,000 or more and a useful life of at least six years.
- Major renovation or rehabilitation of an existing City-owned facility that requires an expenditure of \$100,000 or more and will extend the life of the original City asset.

Exceptions have been made for inclusion of a few projects that do not meet the above criteria (Sun Tran buses, Sun Van paratransit vans, and street improvements) to make the planning, funding, and acquisition of these purchases more visible to the public and the governing body.

Steps from Submittal to Approval

In December 2015, the CIP process began with the Office of Budget and Internal Audit providing direction and guidelines to department liaisons. Departments were given approximately seven weeks to develop their CIP requests based on their assessment of needs, 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 Office of Budget and Internal Audit and applicable revisions were made.

The proposed CIP was presented to the Mayor and Council on April 19, 2016, along with the Recommended Fiscal Year 2016/17 Budget. The first year of the CIP was included as part of the City's Recommended Budget.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

The Mayor and Council reviewed and discussed both the operating and capital budgets at Study Sessions in May. Two public hearings were held prior to the adoption of the Fiscal Year 2016/17 budget on June 7, 2016.

BUDGET HIGHLIGHTS

This proposed Five-Year CIP totals \$849.9 million; \$269.7 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2016/17 Adopted Budget. Notable projects include the following:

Aerospace-Sonoran Corridor Transmission Main Extension. Support future expansion needs along the Sonoran Corridor by changing the relocation of the previously planned water treatment facility and modifying piping to support the new facility. Installation of a reservoir and booster facility will provide fire service flows to Section 31 and the Aerospace Parkway. A main extension along the Aerospace Parkway will provide water to World View and additional customers. This project will begin in Fiscal Year 2016/17 and will be completed in Fiscal Year 2018/19. Total project costs are estimated to be \$9.3 million with \$583,000 budgeted in Fiscal Year 2016/17.

Compressed Natural Gas (CNG) Plant. Replace the existing aged CNG Plant with a new plant that has the equipment necessary to meet industry vehicle fueling standards and provide backup emergency generator power to sustain plant operations in the event of a power outage. The project, when complete, will better serve both Sun Tran and Environmental Services' planned expansion of the CNG Fleet. Total project costs are estimated to be \$11.3 million with \$698,900 budgeted in Fiscal Year 2016/17. The project is funded with certificates of participation, Environmental Services user revenues, federal grants, and General Services Internal Services Funds.

Reid Park Zoo Health Center. Design and construct an addition to the existing veterinary facility at the Reid Park Zoo. This project is necessary as the existing facility is extremely dated (approximately 40 years old) and is no longer large enough to accommodate the zoo's current collection of animals. The facility is also needed to help meet the standards set by the Association of Zoos and Aquariums. Total project costs are estimated at \$3.5 million. The Reid Park Zoological Society is raising the funds for this project.

Street Improvements: Proposition 409. Restore, repair, and resurface streets inside Tucson City limits with the \$100 million bond program approved by voters in November 2012. Street resurfacing will be over a five-year period and approximately 85% of bond funds will be allocated to major streets and 15% will be allocated to neighborhood streets. Accordingly, the Tucson Department of Transportation's (TDOT) conservative road repair estimates and a favorable bidding environment resulting from lower material costs and falling gas prices, the arterial road mileage repairs authorized by the bond package are now roughly estimated to cost only \$60 million. As a result, the Bond Oversight Commission recommended, and the Mayor and Council unanimously adopted, an allocation of an extra \$40 million in bonded revenue to be spent on an expanded list of arterial and residential road repairs. With the additional capacity, TDOT added 550 lane miles to the program, resulting in roadway improvements to about 45 more roadway segments. Total project costs are estimated to be \$99.0 million with \$19.0 million budgeted in Fiscal Year 2016/17 (\$1.0 million is for the bond issuance costs).

Tenth Avenue Maintenance Facility. Design and construct a new facility and make improvements at the Environmental Services Container Maintenance Facility located at South Tenth Avenue. A new facility is needed for the welding, storage, and operations maintenance staff. Improvements include demolition, earthwork, infrastructure, and drainage. Safety improvements are necessary to the vacant, former transfer station building. Project design began October 2013. The construction phase started in Fiscal Year 2015/16 and is scheduled to finish in Fiscal Year 2016/17. Total project costs are estimated to be \$4.9 million with \$4.3 million budgeted in Fiscal Year 2016/17. The project is funded from the Environmental Services Fund.

SUMMARY of EXPENDITURES and FUNDING SOURCES

Only funded projects, except as noted earlier, are presented in this Five-Year CIP. The objective is to clarify for the community what the City can do to meet its needs with the limited funds available.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Expenditures

The proposed Five-Year CIP for Fiscal Years 2016/17 through 2020/21 totals \$849.9 million. The majority of the projects are in the Public Utilities category, which includes Environmental Services and Tucson Water. The majority of expenditures are in the Community Enrichment and Development category, which includes Housing and Community Development, Parks and Recreation, and Transportation.

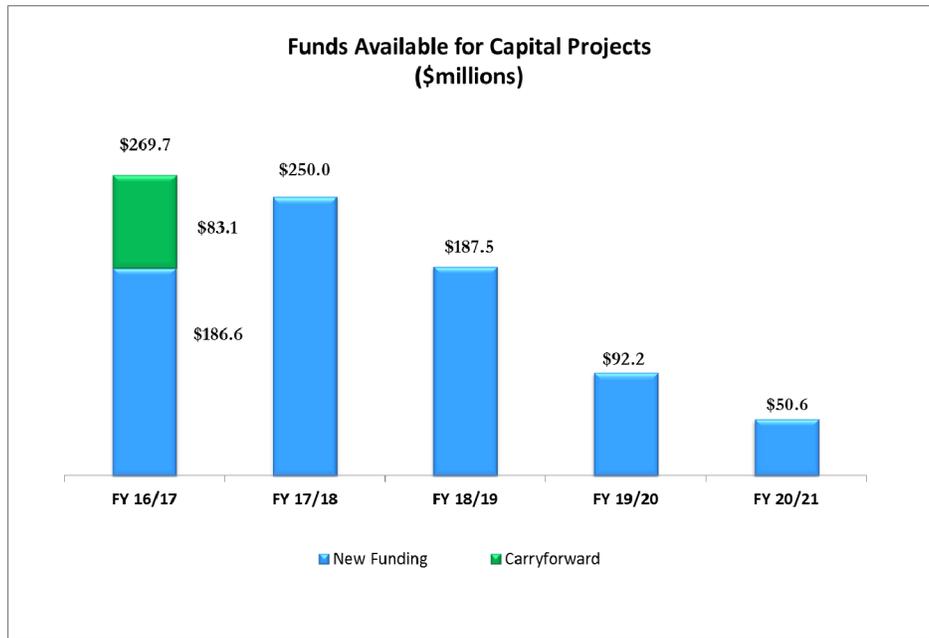
Five-Year CIP Summary of Expenditures

(in \$000s)	Adopted Year 1 FY 16/17	Projected Five- Year Program
Community Enrichment and Development	\$ 196,225.9	\$ 590,974.7
Public Safety and Justice Services	4,015.8	4,015.8
Public Utilities	66,873.0	252,381.0
Support Services	1,798.9	1,798.9
General Government	750.0	750.0
Total	\$ 269,663.6	\$ 849,920.4

This Five-Year CIP is \$166.8 million less than the approved Five-Year CIP for Fiscal Years 2015/16 through 2019/20.

Fiscal Year 2016/17 includes \$83.1 million carried forward for project expenditures not spent as planned during Fiscal Year 2015/16 and \$186.6 million in new funding. The CIP presumes that all of the Fiscal Year 2016/17 budget will be spent in that year.

CIP expenditures decrease significantly after Fiscal Year 2016/17 from \$269.7 million in Fiscal Year 2016/17 to \$50.6 million by Fiscal Year 2020/21.



For a summary of expenditures by department and fiscal year, see Table I, Five-Year CIP Summary by Department on page E-8.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Funding Sources

This five-year program of \$849.9 million is funded primarily from Capital Projects Funds.

Five-Year CIP Summary of Funding Sources

(in \$000s)	Adopted Year 1 FY 16/17	Projected Five- Year Program
Capital Projects Funds	\$ 156,303.2	\$ 484,540.0
Enterprise Funds	67,218.0	252,726.0
General Fund	890.9	890.9
Internal Service Fund	1,453.9	1,453.9
Special Revenue Funds	43,797.6	110,309.6
Total	\$ 269,663.6	\$ 849,920.4

Capital Projects Funds. (This category, which includes the City bond funds, is 57% of the five-year CIP). These funds will provide \$484.5 million over the next five years. Regional Transportation Authority (RTA) funds of \$286.5 million account for the largest portion of this category. Next are General Obligation Street Bonds of \$53.8 million. Pima County bonds will provide \$43.9 million. Capacity of \$43.7 million was added for road, regional park, and communications improvements along with \$50.7 million from regional Highway User Revenue Funds (HURF) distributed by the Pima Association of Governments (PAG). Certificates of Participation (COPs) account for \$5.9 million.

Enterprise Funds. Enterprise Funds total \$252.7 million or 30% of the Five-Year CIP. Environmental Services totals \$21.7 million. Tucson Water accounts for the remaining \$231.0 million: \$137.1 million from user revenues, \$27.0 million from Water’s Obligation funds, and \$66.9 million from future Water Revenue Bonds.

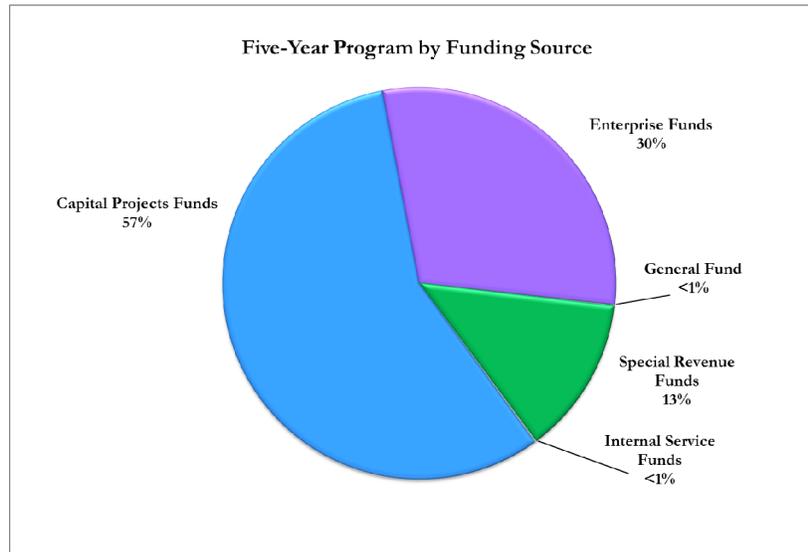
General Fund. This category totals \$890,900 or less than 1% of the Five-Year CIP and is funding citywide technology upgrades.

Internal Service Funds. This category totals \$1.5 million or less than 1% of the Five-Year CIP and is funding the CNG fueling upgrade and the pipeline.

Special Revenue Funds. This category totals \$110.3 million or 13% of the Five-Year CIP. Included in this category are federal grants of \$78.0 million. The General Fund provides \$11.2 million for Mass Transit. The City’s HURF allocation accounts for \$19.7 million, and \$1.4 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-9.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM



DEPARTMENT PROGRAMS

Programs are briefly presented in this section by departments which are listed alphabetically within their budget reporting categories, also known as service areas: Community Enrichment and Development, Public Safety and Justice Services, Public Utilities, Support Services, and General Government. For a further listing of the projects by departments see pages E-20 through E-34.

Community Enrichment and Development

The Community Enrichment and Development category, which accounts for 69.6% of the total Five-Year CIP, contains projects managed by Housing and Community Development, Parks and Recreation, and Transportation.

Housing and Community Development. This department's five-year program of \$1.0 million consists of one project. Funding is provided by the Community Development Block Grant Fund (CDBG).

Parks and Recreation. Parks' five-year CIP of \$8.9 million contains 21 projects. These projects are funded primarily from impact fee revenues of \$5.1 million. Civic contributions and certificates of participation provide for the remaining \$3.8 million. These funds provide for a wide range of projects: improvements at regional parks, urban greenway improvements, and amenities at neighborhood parks.

Transportation. The five-year Transportation program of \$581.0 million includes four program areas: Public Transit for \$66.6 million, Streets for \$496.0 million, Street Lighting for \$16.7 million, and Traffic Signals for \$1.7 million. Because there are insufficient funds to meet all of Transportation's needs, this CIP allocates available funding to the highest priority projects.

The largest funding source for Transportation's projects is the funding from the RTA plan which totals \$286.5 million. General Obligation Street Bonds total \$53.8 million. Federal funding provides another significant portion totaling \$75.6 million: \$55.5 million for transit projects and \$20.1 million for street projects. Other funding sources are Pima County bond funds of \$43.9 million, regional HURF from PAG of \$50.7 million, City HURF of \$19.7 million, and impact fee revenues of \$38.3 million. Park Tucson Fees/Charges account for \$1.3 million. The remaining \$11.2 million is from the General Fund for Mass Transit, which is used as the local match for federal transit grants.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Public Safety and Justice Services

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

City Court. City Court's five-year program of \$2.3 million consists of one project, Court building remodel. This project is funded with certificates of participation in the Capital Improvement Fund.

Tucson Fire. Tucson Fire's five-year program of \$1.7 million consists of two projects: the Alerting System and the Park Ajo Communications Center Administrative Phone System. Funding is provided by the General Fund, the Miscellaneous Federal Grant Fund, and Public Safety impact fees.

Public Utilities

The Public Utilities category, which accounts for 29.6% of the total Five-Year CIP, contains projects managed by Environmental Services and Tucson Water.

Environmental Services. The department's five-year program of seven projects totals \$21.4 million. Environmental Services' CIP is funded from Environmental Services revenues.

Tucson Water. The five-year Tucson Water CIP of \$231.0 million includes \$213.3 million of improvements to the potable water system and \$17.7 million of improvements for the reclaimed water system. Tucson Water's CIP is funded with future water revenue bond authorization of \$67.0 million, operation funds of \$137.1 million, 2015 Revenue Obligation funds of \$10.3 million, and 2016 Revenue Obligation funds of \$16.6 million.

Support Services

The Support Services category, which accounts for less than 1% of the total Five-Year CIP, contains two projects managed by General Services.

General Services. The five-year General Services program of \$1.8 million will bring to completion the CNG fueling upgrade and the CNG Pipeline Southwest Gas (SWG) Bypass. General Services' CIP is funded with Environmental Services Funds and Internal Service Funds.

General Government

The General Government category, which accounts for less than 1% of the total Five-Year CIP, contains two projects that are budgeted here because they are beyond the oversight scope of a single department. The Technology Upgrade Project will upgrade the City's multiple enterprise related systems to a current standard supported by the vendor. The Kronos Citywide System Project will implement an Enterprise Timekeeping management system to automate time keeping for all City departments. Both projects are funded by the General Fund.

IMPACT on the OPERATING BUDGET

The completion of many capital projects is the beginning of recurring costs for the operating budget. Operating and Maintenance (O&M) impacts from projects in this Five-Year CIP total \$95,900 for Fiscal Year 2016/17, increasing to a five-year total of \$3.2 million through Fiscal Year 2020/21. The General Fund O&M impacts in Fiscal Year 2016/17 are for the opening of new or expanded facilities.

For summaries and project detail of O&M impacts by department and funding source over the next five years, see Table III, Summary of CIP Impact on the Operating Budget on page E-11.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

SUMMARY TABLES

Table I, Summary by Department (page E-8).

Table II, Summary by Funding Source (page E-9).

Table III, Summary of CIP Impact on the Operating Budget (page E-11).

Table IV, Projects with Pima County Fond Funding (page E-17).

Table V, projects with Development Impact Fees (page E-18).

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table I. Summary by Department
(\$000)

	Adopted Year 1 FY 16/17	Year 2 FY 17/18	Projected Requirements		Year 5 FY 20/21	Five Year Total
			Year 3 FY 18/19	Year 4 FY 19/20		
Community Enrichment and Development						
Housing and Community Development	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Parks and Recreation	6,083.7	1,460.8	620.0	494.9	275.0	8,934.4
Transportation	189,142.2	196,001.4	128,944.3	51,239.3	15,713.1	581,040.3
Subtotal	\$ 196,225.9	\$197,462.2	\$ 129,564.3	\$ 51,734.2	\$ 15,988.1	\$ 590,974.7
Public Safety and Justice Services						
City Court	\$ 2,336.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 2,336.0
Tucson Fire	1,679.8	-0-	-0-	-0-	-0-	1,679.8
Subtotal	\$ 4,015.8	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 4,015.8
Public Utilities						
Environmental Services	\$ 10,775.0	\$ 5,975.0	\$ 4,603.0	\$ -0-	\$ -0-	\$ 21,353.0
Tucson Water	56,098.0	46,539.0	53,297.0	40,492.0	34,602.0	231,028.0
Subtotal	\$ 66,873.0	\$ 52,514.0	\$ 57,900.0	\$ 40,492.0	\$ 34,602.0	\$ 252,381.0
Support Services						
General Services	\$ 1,798.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,798.9
Subtotal	\$ 1,798.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,798.9
General Government						
General Expense	\$ 750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 750.0
Subtotal	\$ 750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 750.0
Total	\$ 269,663.6	\$249,976.2	\$ 187,464.3	\$ 92,226.2	\$ 50,590.1	\$ 849,920.4

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Capital Projects Funds						
Capital Improvement Fund	\$ 5,852.2	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 5,852.2
Capital Agreement Fund: PAG	13,002.0	15,003.0	4,125.0	18,560.0	-0-	50,690.0
Capital Agreement Fund: Pima County Bonds	12,107.0	19,830.0	12,000.0	-0-	-0-	43,937.0
General Obligation Bonds: Series 2015	14,220.0	-0-	-0-	-0-	-0-	14,220.0
General Obligation Bonds: Series 2016	4,000.0	14,000.0	1,800.0	-0-	-0-	19,800.0
General Obligation Bonds: Series 2017	-0-	4,000.0	14,000.0	1,800.0	-0-	19,800.0
Impact Fee Fund: Central District	4,723.8	4,809.5	3,000.2	3,000.0	-0-	15,533.5
Impact Fee Fund: East District	3,167.9	2,154.4	-0-	-0-	-0-	5,322.3
Impact Fee Fund: Southeast District	3,977.3	5,176.6	2,000.0	2,000.0	-0-	13,153.9
Impact Fee Fund: Southlands District	110.0	550.0	874.7	469.9	250.0	2,254.6
Impact Fee Fund: West District	4,508.4	2,610.0	200.0	-0-	-0-	7,318.4
Impact Fee Fund: Tucson Fire	65.0	-0-	-0-	-0-	-0-	65.0
Impact Fee Fund: Tucson Police	65.0	-0-	-0-	-0-	-0-	65.0
Regional Transportation Authority Fund	90,504.6	104,725.1	73,229.4	15,069.0	3,000.0	286,528.1
Subtotal	\$ 156,303.2	\$ 172,858.6	\$ 111,229.3	\$ 40,898.9	\$ 3,250.0	\$ 484,540.0
Enterprise Funds						
2015 Water Revenue System Obligation Fund	\$ 10,300.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 10,300.0
2016 Water Revenue System Obligation Fund	16,668.0	-0-	-0-	-0-	-0-	16,668.0
Environmental Services Fund	11,120.0	5,975.0	4,603.0	-0-	-0-	21,698.0
Future Water Revenue Bonds	-0-	19,501.0	27,658.0	12,923.0	6,899.0	66,981.0
Tucson Water Revenue and Operations Fund	29,130.0	27,038.0	25,639.0	27,569.0	27,703.0	137,079.0
Subtotal	\$ 67,218.0	\$ 52,514.0	\$ 57,900.0	\$ 40,492.0	\$ 34,602.0	\$ 252,726.0
General Fund	\$ 890.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 890.9
Subtotal	\$ 890.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 890.9

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Internal Service Fund						
General Services Internal Service Fund	\$ 1,453.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,453.9
Subtotal	\$ 1,453.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,453.9
Special Revenue Funds						
Civic Contributions Fund	\$ 25.0	\$ 25.0	\$ 25.0	\$ 25.0	\$ 25.0	\$ 125.0
Community Development Block Grant Fund	1,000.0	-0-	-0-	-0-	-0-	1,000.0
Federal Highway Administration Grants	10,217.5	5,448.4	4,442.4	-0-	-0-	20,108.3
Highway User Revenue Fund	16,577.9	3,089.4	11.6	5.0	5.0	19,688.9
Mass Transit Fund: General Fund	2,435.5	2,610.2	2,291.9	1,726.6	2,083.2	11,147.4
Mass Transit Fund: Federal Grants	10,788.0	13,430.6	11,564.1	9,078.7	10,624.9	55,486.3
Miscellaneous Federal Grants	1,408.9	-0-	-0-	-0-	-0-	1,408.9
Park Tucson: Fees and Charges	1,344.8	-0-	-0-	-0-	-0-	1,344.8
Subtotal	\$ 43,797.6	\$ 24,603.6	\$ 18,335.0	\$ 10,835.3	\$ 12,738.1	\$ 110,309.6
Total	\$ 269,663.6	\$ 249,976.2	\$ 187,464.3	\$ 92,226.2	\$ 50,590.1	\$ 849,920.4

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 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Community Enrichment and Development						
Parks and Recreation	\$ 0.5	\$ 12.2	\$ 32.0	\$ 34.1	\$ 35.5	\$ 114.3
Transportation	26.5	84.5	155.0	263.5	263.5	793.0
Subtotal	\$ 27.0	\$ 96.7	\$ 187.0	\$ 297.6	\$ 299.0	\$ 907.3
Public Safety						
Fire Department	\$ 68.9	\$ 70.3	\$ 71.7	\$ 73.1	\$ 74.6	\$ 358.6
Subtotal	\$ 68.9	\$ 70.3	\$ 71.7	\$ 73.1	\$ 74.6	\$ 358.6
Public Utilities						
Environmental Services	\$ -0-	\$ 273.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 1,911.0
Subtotal	\$ -0-	\$ 273.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 1,911.0
Total	\$ 95.9	\$ 440.0	\$ 804.7	\$ 916.7	\$ 919.6	\$ 3,176.9
SOURCE OF FUNDS SUMMARY						
General Fund						
	\$ 69.4	\$ 82.5	\$ 103.7	\$ 107.2	\$ 110.1	\$ 472.9
Subtotal	\$ 69.4	\$ 82.5	\$ 103.7	\$ 107.2	\$ 110.1	\$ 472.9
Enterprise Fund						
Environmental Services	\$ -0-	\$ 273.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 1,911.0
Subtotal	\$ -0-	\$ 273.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 1,911.0
Special Revenue Funds						
Highway User Revenue Fund	\$ 26.5	\$ 84.5	\$ 135.0	\$ 243.5	\$ 243.5	\$ 733.0
Mass Transit Fund	-0-	-0-	20.0	20.0	20.0	60.0
Subtotal	\$ 26.5	\$ 84.5	\$ 155.0	\$ 263.5	\$ 263.5	\$ 793.0
Total	\$ 95.9	\$ 440.0	\$ 804.7	\$ 916.7	\$ 919.6	\$ 3,176.9

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 \$273.0 in Fiscal Year 2017/18, increasing to \$546.0 by Fiscal Year 2020/21 for a five-year total of \$1,911.0. 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 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total
Silverbell Landfill Water Quality Assurance Treatment Facility	\$ -0-	\$ 273.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 1,911.0
Total	\$ -0-	\$ 273.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 1,911.0
Source of Funds Summary						
Environmental Services Fund	\$ -0-	\$ 273.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 1,911.0
Total	\$ -0-	\$ 273.0	\$ 546.0	\$ 546.0	\$ 546.0	\$ 1,911.0

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 \$0.5 in Fiscal Year 2016/17, increasing to \$34.5 by Fiscal Year 2020/21 for a five-year total of \$114.3. When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
A Mountain Improvement	\$ -0-	\$ 1.6	\$ 1.6	\$ 1.7	\$ 1.7	\$ 6.6
Arcadia park, Phase I	-0-	-0-	1.2	1.3	1.5	4.0
Arroyo Chico Urban Path: Country Club to Treat	-0-	-0-	1.2	1.3	1.5	4.0
Christopher Columbus Park Expansion	-0-	0.6	0.6	0.7	0.7	2.6
Groves Park Playground	-0-	-0-	1.2	1.3	1.5	4.0
Lakeside park Playground	-0-	-0-	1.2	1.3	1.5	4.0
Limberlost Family Park ADA Improvements and Walking Path	-0-	1.1	1.2	1.3	1.5	5.1
Lincoln Park Playground	-0-	1.1	1.2	1.3	1.5	5.1
Purple Heart Park Expansion	-0-	0.6	0.6	0.7	0.7	2.6
Reid Park Expansion, Phase I	-0-	-0-	1.8	2.0	2.1	5.9
Reid Park Zoo Health Center	-0-	6.0	6.6	7.2	7.3	27.1
Shade Structure Projects	0.5	0.6	0.6	0.7	0.7	3.1
South Central Community Park, Phase I	-0-	-0-	12.4	12.6	12.6	37.6
Vista del Prado Group Ramada	-0-	0.6	0.6	0.7	0.7	2.6
Total	\$ 0.5	\$ 12.2	\$ 32.0	\$ 34.1	\$ 35.5	\$ 114.3
Source of Funds Summary						
General Fund	\$ 0.5	\$ 12.2	\$ 32.0	\$ 34.1	\$ 35.5	\$ 114.3
Total	\$ 0.5	\$ 12.2	\$ 32.0	\$ 34.1	\$ 35.5	\$ 114.3

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 \$26.5 in Fiscal Year 2016/17, increasing to \$263.5 by Fiscal Year 2020/21 for a five-year total of \$793.0. When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
4th/Congress/Toole Bike Pedestrian Improvements	\$ -0-	\$ 5.0	\$ 5.0	\$ 5.0	\$ 5.0	\$ 20.0
Arroyo Chico Greenway	-0-	0.5	0.5	0.5	0.5	2.0
Broadway: Camino Seco to Houghton	-0-	-0-	7.5	7.5	7.5	22.5
Campbell and 9th HAWK	2.0	4.0	4.0	4.0	4.0	18.0
Campbell Avenue Revitalization	-0-	-0-	5.0	5.0	5.0	15.0
CNG Fueling System	-0-	-0-	20.0	20.0	20.0	60.0
Columbus Corridor Pedestrian Path	-0-	0.5	0.5	0.5	0.5	2.0
Copper Street Bike Boulevard	0.5	0.5	0.5	0.5	0.5	2.5
Craycroft and Ft. Lowell Park HAWK	2.0	4.0	4.0	4.0	4.0	18.0
El Paso and Southwestern Greenway	-0-	0.5	0.5	0.5	0.5	2.0
Fifth Street Bike Boulevard	-0-	0.5	0.5	0.5	0.5	2.0
Five Points Pedestrian Improvements	-0-	1.0	1.0	1.0	1.0	4.0
Five Points Transportation Enhancement	-0-	5.0	5.0	5.0	5.0	20.0
Gila Panther Tracks Safe Routes to School	-0-	0.5	0.5	0.5	0.5	2.0
Glenn Street Transportation Enhancement	-0-	1.0	1.0	1.0	1.0	4.0
Grant and Sahuara HAWK	2.0	4.0	4.0	4.0	4.0	18.0
Houghton Road: Bridge Replacement	-0-	-0-	5.0	5.0	5.0	15.0
Houghton Road: Irvington to Valencia	20.0	20.0	20.0	20.0	20.0	100.0
Houghton Road: Union Pacific Railroad to I-10	-0-	5.0	5.0	5.0	5.0	20.0
Houghton Road: Broadway to 22nd Street	-0-	5.0	5.0	5.0	5.0	20.0
Kolb Road Connection to Sabino Canyon	-0-	-0-	-0-	2.0	2.0	4.0
LED Street Light Conversion	-0-	15.0	15.0	15.0	15.0	60.0
Liberty Avenue Bicycle Boulevard	-0-	5.0	10.0	10.0	10.0	35.0
Park Avenue Transportation Enhancement	-0-	-0-	-0-	0.5	0.5	1.0
Pima Street Pedestrian Pathway Enhancements	-0-	-0-	-0-	1.0	1.0	2.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Regional Transportation Data Network	\$ -0-	\$ -0-	\$ -0-	\$ 100.0	\$ 100.0	\$ 200.0
Rio Vista Safe Routes to School	-0-	-0-	0.5	0.5	0.5	1.5
Robison Safe Routes to School	-0-	0.5	0.5	0.5	0.5	2.0
Stone Ave: Drachman and Speedway Improvements	-0-	-0-	-0-	5.0	5.0	10.0
Street Improvements Proposition 409	-0-	-0-	25.0	25.0	25.0	75.0
Treat Avenue Bike Boulevard	-0-	0.5	0.5	0.5	0.5	2.0
Valencia/Hemisphere Loop Hawk	-0-	4.0	4.0	4.0	4.0	16.0
Valencia: Alvernon to Kolb	-0-	2.5	5.0	5.0	5.0	17.5
Total	\$ 26.5	\$ 84.5	\$ 155.0	\$ 263.5	\$ 263.5	\$ 793.0
Source of Funds Summary						
Highway User Revenue Fund	\$ 26.5	\$ 84.5	\$ 135.0	\$ 243.5	\$ 243.5	\$ 733.0
Mass Transit Fund	-0-	-0-	20.0	20.0	20.0	60.0
Total	\$ 26.5	\$ 84.5	\$ 155.0	\$ 263.5	\$ 263.5	\$ 793.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

The impact of this five-year CIP on future operating budgets is estimated to be \$68.9 in Fiscal Year 2016/17, increasing to \$74.4 by Fiscal Year 2020/21 for a five-year total of \$358.6. When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Alerting System	\$ 65.0	\$ 66.3	\$ 67.6	\$ 69.0	\$ 70.4	\$ 338.3
Park Ajo Communications Center Administrative Phone System	3.9	4.0	4.1	4.1	4.2	20.3
Total	\$ 68.9	\$ 70.3	\$ 71.7	\$ 73.1	\$ 74.6	\$ 358.6
Source of Funds Summary						
General Fund	\$ 68.9	\$ 70.3	\$ 71.7	\$ 73.1	\$ 74.6	\$ 358.6
Total	\$ 68.9	\$ 70.3	\$ 71.7	\$ 73.1	\$ 74.6	\$ 358.6

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Transportation						
22nd Street: I-10 to Tucson Boulevard	\$ 9,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 9,000.0
Broadway Boulevard: Euclid to Country Club	-0-	12,000.0	12,000.0	-0-	-0-	24,000.0
Five Points Pedestrian Improvements	187.0	-0-	-0-	-0-	-0-	187.0
Five Points Transportation Enhancement	220.0	-0-	-0-	-0-	-0-	220.0
Houghton Road: Bridge Replacement	1,980.0	-0-	-0-	-0-	-0-	1,980.0
Houghton Road: Union Pacific Railroad to I-10	720.0	1,430.0	-0-	-0-	-0-	2,150.0
Silverbell Road: Grant to Ina	-0-	6,400.0	-0-	-0-	-0-	6,400.0
Total	\$ 12,107.0	\$ 19,830.0	\$ 12,000.0	\$ -0-	\$ -0-	\$ 43,937.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table V. Projects with Development Impact Fees (\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Parks and Recreation						
East District						
Arcadia Park, Phase I	\$ 100.0	\$ 186.5	\$ -0-	\$ -0-	\$ -0-	\$ 286.5
Jesse Owens Park	25.0	-0-	-0-	-0-	-0-	25.0
Palo Verde Park	109.0	200.0	-0-	-0-	-0-	309.0
Parks Strategic Plan	30.0	-0-	-0-	-0-	-0-	30.0
South Central Community Park, Phase I	117.9	267.9	-0-	-0-	-0-	385.8
East District Subtotal	\$ 381.9	\$ 654.4	\$ -0-	\$ -0-	\$ -0-	\$ 1,036.3
Central District						
Arroyo Chico Urban Path: Country Club to Treat	\$ 172.7	\$ 90.0	\$ -0-	\$ -0-	\$ -0-	\$ 262.7
Limberlost Family Park ADA Improvements and Walking Path	152.0	25.0	-0-	-0-	-0-	177.0
Reid Park Expansion Phase I	600.2	239.8	20.3	-0-	-0-	860.3
Central District Subtotal	\$ 924.9	\$ 354.8	\$ 20.3	\$ -0-	\$ -0-	\$ 1,300.0
Southeast District						
Groves Park Playground	\$ 175.0	\$ 25.0	\$ -0-	\$ -0-	\$ -0-	\$ 200.0
Lakeside Park Playground	175.0	25.0	-0-	-0-	-0-	200.0
Lincoln Park Playground	175.0	25.0	-0-	-0-	-0-	200.0
Purple Heart Park Expansion	140.5	-0-	-0-	-0-	-0-	140.5
South Central Community Park, Phase I	246.8	1.6	-0-	-0-	-0-	248.4
Vista del Prado Group Ramada	15.0	100.0	-0-	-0-	-0-	115.0
Southeast District Subtotal	\$ 927.3	\$ 176.6	\$ -0-	\$ -0-	\$ -0-	\$ 1,103.9
Southlands District						
Valencia and Alvernon Community Park, Phase I	\$ -0-	\$ 150.0	\$ 253.3	\$ 150.0	\$ 50.0	\$ 603.3
Valencia Corridor Land Acquisition, Phase I	50.0	100.0	321.4	319.9	200.0	991.3
Southlands District Subtotal	\$ 50.0	\$ 250.0	\$ 574.7	\$ 469.9	\$ 250.0	\$ 1,594.6
West District						
A Mountain Improvement	\$ 125.7	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 125.7
Christopher Columbus Park Expansion	73.9	-0-	-0-	-0-	-0-	73.9
John F. Kennedy Park	27.8	-0-	-0-	-0-	-0-	27.8
San Juan Park	31.0	-0-	-0-	-0-	-0-	31.0
West District Subtotal	\$ 258.4	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 258.4
Parks and Recreation Total	\$ 2,542.5	\$ 1,435.8	\$ 595.0	\$ 469.9	\$ 250.0	\$ 5,293.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table V. Projects with Development Impact Fees (\$000)

	Adopted Year 1 FY 16/17	Year 2 FY 17/18	Projected Requirements			Year 5 FY 20/21	Five Year Total
			Year 3 FY 18/19	Year 4 FY 19/20			
Transportation							
East District							
Broadway: Camino Seco to Houghton	\$ 1,000.0	\$ 1,500.0	\$ -0-	\$ -0-	\$ -0-		\$ 2,500.0
Houghton Road: 22nd to Irvington	500.0	-0-	-0-	-0-	-0-		500.0
Houghton Road: Broadway to 22nd Street	1,286.0	-0-	-0-	-0-	-0-		1,286.0
East District Subtotal	\$ 2,786.0	\$ 1,500.0	\$ -0-	\$ -0-	\$ -0-		\$ 4,286.0
Central District							
22nd Street: I-10 to Tucson Boulevard	\$ 1,298.9	\$ 1,000.0	\$ 2,979.9	\$ -0-	\$ -0-		\$ 5,278.8
Broadway: Euclid to Country Club	1,500.0	1,500.0	-0-	-0-	-0-		3,000.0
Grant: Oracle to Swan	1,000.0	1,954.7	-0-	3,000.0	-0-		5,954.7
Central District Subtotal	\$ 3,798.9	\$ 4,454.7	\$ 2,979.9	\$ 3,000.0	\$ -0-		\$ 14,233.5
Southeast District							
Houghton Road: Union Pacific Railroad to I-10	\$ 550.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-		\$ 550.0
Valencia: Alvernon to Kolb	2,500.0	-0-	-0-	-0-	-0-		2,500.0
Valencia: Kolb to Houghton	-0-	5,000.0	2,000.0	2,000.0	-0-		9,000.0
Southeast District Subtotal	\$ 3,050.0	\$ 5,000.0	\$ 2,000.0	\$ 2,000.0	\$ -0-		\$ 12,050.0
Southlands District							
Houghton Road: I-10 to Andrada Road	\$ 60.0	\$ 300.0	\$ 300.0	\$ -0-	\$ -0-		\$ 660.0
Southlands District Subtotal	\$ 60.0	\$ 300.0	\$ 300.0	\$ -0-	\$ -0-		\$ 660.0
West District							
Irving Road: Santa Cruz River to I-19	\$ 1,750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-		\$ 1,750.0
Silverbell Road: Grant to Ina	800.0	910.0	200.0	-0-	-0-		1,910.0
Sunset: Silverbell to I-10 to River	1,700.0	1,700.0	-0-	-0-	-0-		3,400.0
West District Subtotal	\$ 4,250.0	\$ 2,610.0	\$ 200.0	\$ -0-	\$ -0-		\$ 7,060.0
Transportation Total	\$ 13,944.9	\$ 13,864.7	\$ 5,479.9	\$ 5,000.0	\$ -0-		\$ 38,289.5
Tucson Fire							
Park Ajo Communications Center Administrative Phone System	\$ 130.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-		\$ 130.0
Tucson Fire Total	\$ 130.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-		\$ 130.0
Total	\$ 16,617.4	\$ 15,300.5	\$ 6,074.9	\$ 5,469.9	\$ 250.0		\$ 43,712.7

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

CITY COURT

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total
Court Building Remodel	\$ 2,336.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 2,336.0
Total	\$ 2,336.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 2,336.0
Source of Funds Summary						
Capital Improvement Fund	\$ 2,336.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 2,336.0
Total	\$ 2,336.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 2,336.0

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

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total
Los Reales Landfill Buffer-Northeastern Berm and Landscape	\$ 505.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 505.0
Los Reales Landfill East Property Acquisition	320.0	-0-	-0-	-0-	-0-	320.0
Los Reales Landfill Self Hauler Facility	2,150.0	2,950.0	-0-	-0-	-0-	5,100.0
Replacement Utility Billing and Operations System	200.0	500.0	1,800.0	-0-	-0-	2,500.0
Silverbell Landfill Final Cover System - South Cell	-0-	225.0	2,803.0	-0-	-0-	3,028.0
Silverbell Landfill Water Quality Assurance Treatment Facility	3,300.0	2,300.0	-0-	-0-	-0-	5,600.0
Tenth Avenue Maintenance Facility	4,300.0	-0-	-0-	-0-	-0-	4,300.0
Total	\$ 10,775.0	\$ 5,975.0	\$ 4,603.0	\$ -0-	\$ -0-	\$ 21,353.0
Source of Funds Summary						
Environmental Services Fund	\$ 10,775.0	\$ 5,975.0	\$ 4,603.0	\$ -0-	\$ -0-	\$ 21,353.0
Total	\$ 10,775.0	\$ 5,975.0	\$ 4,603.0	\$ -0-	\$ -0-	\$ 21,353.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

GENERAL SERVICES

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total
CNG Fueling Plant Upgrade	\$ 698.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 698.9
CNG Pipeline SWG Bypass Project	1,100.0	-0-	-0-	-0-	-0-	1,100.0
Total	\$ 1,798.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,798.9
Source of Funds Summary						
Environmental Services Fund	\$ 345.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 345.0
General Services Internal Service Fund	1,453.9	-0-	-0-	-0-	-0-	1,453.9
Total	\$ 1,798.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,798.9

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

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total
Community Development Block Grant Master CIP	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Total	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Source of Funds Summary						
Community Development Block Grant Fund	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0
Total	\$ 1,000.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,000.0

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

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total
A Mountain Improvement	\$ 125.7	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 125.7
Arcadia Park, Phase I	100.0	186.5	-0-	-0-	-0-	286.5
Arroyo Chico Urban Path: Country Club to Treat	172.7	90.0	-0-	-0-	-0-	262.7
Christopher Columbus Park Expansion	73.9	-0-	-0-	-0-	-0-	73.9
Groves Park Playground	175.0	25.0	-0-	-0-	-0-	200.0
Jesse Owens Park	25.0	-0-	-0-	-0-	-0-	25.0
John F. Kennedy Park	27.8	-0-	-0-	-0-	-0-	27.8
Lakeside Park Playground	175.0	25.0	-0-	-0-	-0-	200.0
Limberlost Family Park ADA Improvements and Walking Path	152.0	25.0	-0-	-0-	-0-	177.0
Lincoln Park Playground	175.0	25.0	-0-	-0-	-0-	200.0
Palo Verde Park	109.0	200.0	-0-	-0-	-0-	309.0
Parks Strategic Plan	30.0	-0-	-0-	-0-	-0-	30.0
Purple Heart Park Expansion	140.5	-0-	-0-	-0-	-0-	140.5
Reid Park Expansion, Phase 1	600.2	239.8	20.3	-0-	-0-	860.3
Reid Park Zoo Health Center	3,516.2	-0-	-0-	-0-	-0-	3,516.2
San Juan Park	31.0	-0-	-0-	-0-	-0-	31.0
Shade Structure Projects	25.0	25.0	25.0	25.0	25.0	125.0
South Central Community Park, Phase I	364.7	269.5	-0-	-0-	-0-	634.2
Valencia and Alvernon Community Park, Phase I	-0-	150.0	253.3	150.0	50.0	603.3
Valencia Corridor Land Acquisition, Phase I	50.0	100.0	321.4	319.9	200.0	991.3
Vista del Prado Group Ramada	15.0	100.0	-0-	-0-	-0-	115.0
Total	\$ 6,083.7	\$ 1,460.8	\$ 620.0	\$ 494.9	\$ 275.0	\$ 8,934.4

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

	Adopted	Projected Requirements				Five
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total
Source of Funds Summary						
Capital Improvement Fund	\$ 3,516.2	\$ 200.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,716.2
Civic Contributions Fund	25.0	25.0	25.0	25.0	25.0	125.0
Impact Fee Fund: Central Benefit District	924.9	354.8	20.3	-0-	-0-	1,300.0
Impact Fee Fund: East Benefit District	381.9	654.4	-0-	-0-	-0-	1,036.3
Impact Fee Fund: Southeast Benefit District	927.3	176.6	-0-	-0-	-0-	1,103.9
Impact Fee Fund: Southlands Benefit District	50.0	50.0	574.7	469.9	250.0	1,394.6
Impact Fee Fund: West Benefit District	258.4	-0-	-0-	-0-	-0-	258.4
Total	\$ 6,083.7	\$ 1,460.8	\$ 620.0	\$ 494.9	\$ 275.0	\$ 8,934.4

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION (\$000)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
4th /Congress/Toole Bike Pedestrian Improvements	\$ 330.2	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 330.2
22nd Street: I-10 to Tucson Boulevard	14,749.5	21,000.0	34,753.8	-0-	-0-	70,503.3
ADA Transition Plan	316.4	822.0	-0-	-0-	-0-	1,138.4
Arroyo Chico Greenway	1,034.0	-0-	-0-	-0-	-0-	1,034.0
Arroyo Chico MUP, Tucson Boulevard	73.3	-0-	-0-	-0-	-0-	73.3
Associated Transit Improvements	1,909.7	172.4	172.4	172.4	172.4	2,599.3
Broadway Boulevard: Camino Seco to Houghton	9,048.0	4,162.0	-0-	-0-	-0-	13,210.0
Broadway Boulevard: Euclid to Country Club	18,505.0	23,505.0	18,125.5	-0-	-0-	60,135.5
Campbell and 9th HAWK	79.3	-0-	-0-	-0-	-0-	79.3
Campbell Avenue Revitalization	52.5	17.5	-0-	-0-	-0-	70.0
CNG Fueling System - NW Expansion	4,500.0	4,000.0	-0-	-0-	-0-	8,500.0
Columbus Corridor Pedestrian Path	225.0	-0-	-0-	-0-	-0-	225.0
Copper Street Bike Boulevard	833.0	-0-	-0-	-0-	-0-	833.0
Craycroft and Ft. Lowell Park HAWK	79.3	-0-	-0-	-0-	-0-	79.3
Downtown Links Barraza-Aviation	8,058.0	30,053.1	10,000.0	1,100.0	-0-	49,211.1
El Paso and Southwestern Greenway	713.0	217.0	-0-	-0-	-0-	930.0
Fifth Street Bike Boulevard	178.0	-0-	-0-	-0-	-0-	178.0
First Avenue: Grant to River	981.0	3,000.0	-0-	7,000.0	-0-	10,981.0
Five Points Pedestrian Improvements	681.0	-0-	-0-	-0-	-0-	681.0
Five Points Transportation Enhancement	420.0	-0-	-0-	-0-	-0-	420.0
Gila Panther Tracks Safe Routes to School	255.4	-0-	-0-	-0-	-0-	255.4
Glenn Street Transportation Enhancement	411.0	-0-	-0-	-0-	-0-	411.0
Grant and Sahuara HAWK	79.3	-0-	-0-	-0-	-0-	79.3
Grant: Oracle to Swan	23,155.0	33,954.7	11,000.0	24,769.0	-0-	92,878.7
Houghton Road: 22nd to Irvington	2,000.0	1,500.0	3,500.0	3,500.0	3,000.0	13,500.0
Houghton Road: Bridge Replacement	7,572.0	2,225.0	-0-	-0-	-0-	9,797.0
Houghton Road: Broadway to 22nd Street	6,823.0	20.0	-0-	-0-	-0-	6,843.0
Houghton Road: I-10 to Andrada Road	60.0	300.0	300.0	-0-	-0-	660.0
Houghton Road: Irvington to Valencia	26.0	-0-	-0-	-0-	-0-	26.0
Houghton Road: Union Pacific Railroad to I-10	2,058.0	3,235.0	-0-	-0-	-0-	5,293.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION (\$000)

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Houghton: Valencia to Mary Ann Cleveland Way	\$ -0-	\$ 300.0	\$ -0-	\$ -0-	\$ -0-	\$ 300.0
Houghton Road: Wildlife Crossing	76.1	-0-	-0-	-0-	-0-	76.1
Irvington Road: Santa Cruz River to I-19	1,750.0	-0-	-0-	-0-	-0-	1,750.0
Kolb Road Connection to Sabino Canyon	11,931.0	8,785.0	6,000.0	-0-	-0-	26,716.0
Kolb Road: Irvington to Valencia	243.0	-0-	2,114.0	-0-	-0-	2,357.0
LED Street Light Conversion	16,650.1	-0-	-0-	-0-	-0-	16,650.1
Liberty Avenue Bicycle Boulevard	130.0	1,137.0	-0-	-0-	-0-	1,267.0
Park Avenue Transportation Enhancement	488.0	14.0	14.0	-0-	-0-	516.0
Pima Street Pedestrian Pathway Enhancements	422.8	15.0	15.0	-0-	-0-	452.8
Regional Transportation Data Network	778.5	250.0	250.0	-0-	-0-	1,278.5
Rio Vista Safe Routes to School	253.9	117.3	-0-	-0-	-0-	371.2
Robison Safe Routes to School	32.5	338.0	-0-	-0-	-0-	370.5
Ronstadt Transit Center	412.0	-0-	-0-	-0-	-0-	412.0
Safe Routes to School Program	236.6	27.0	-0-	-0-	-0-	263.6
Security for Transit	172.4	172.4	172.4	172.4	172.4	862.0
Silverbell: Ina to Grant Road	10,701.0	18,255.0	11,205.0	265.0	5.0	40,431.0
Speedway Boulevard at Union Pacific Underpass	224.0	-0-	-0-	-0-	-0-	224.0
Stone Ave: Drachman and Speedway Improvements	2,521.0	11.0	11.0	-0-	-0-	2,543.0
Street Improvements: Proposition 409	19,020.0	18,000.0	15,800.0	1,800.0	-0-	54,620.0
Sun Tran Replacement Busses 40 ft.	-0-	11,696.0	10,907.0	8,280.0	8,532.0	39,415.0
Sun Tran South Park Facility Bus Wash Replacement	-0-	-0-	450.0	-0-	-0-	450.0
Sun Van Replacement Buses <30 ft.	4,229.4	-0-	2,154.2	2,180.5	3,831.3	12,395.4
Sunset: Silverbell I-10 to River	1,700.0	1,700.0	-0-	-0-	-0-	3,400.0
Transit Facility Improvements South Park Stormwater Yard	2,000.0	-0-	-0-	-0-	-0-	2,000.0
Treat Avenue Bike Boulevard	649.0	-0-	-0-	-0-	-0-	649.0
Valencia: Alvernon to Kolb	7,510.0	1,000.0	-0-	-0-	-0-	8,510.0
Valencia: Hemisphere Loop HAWK	200.0	-0-	-0-	-0-	-0-	200.0
Valencia: Kolb to Houghton	1,605.0	6,000.0	2,000.0	2,000.0	-0-	11,605.0
Total	\$ 189,142.2	\$ 196,001.4	\$ 128,944.3	\$ 51,239.3	\$ 15,713.1	\$ 581,040.3

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Source of Funds Summary						
2015 General Obligation Street Bonds	\$ 14,220.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 14,220.0
2016 General Obligation Street Bonds	4,000.0	14,000.0	1,800.0	-0-	-0-	19,800.0
2017 General Obligation Street Bonds	-0-	4,000.0	14,000.0	1,800.0	-0-	19,800.0
Capital Agreement Fund: PAG	13,002.0	15,003.0	4,125.0	18,560.0	-0-	50,690.0
Capital Agreement Fund: Pima	12,107.0	19,830.0	12,000.0	-0-	-0-	43,937.0
County Bonds						
Federal Highway Administration	10,217.5	5,448.4	4,442.4	-0-	-0-	20,108.3
Grants						
Highway User Revenue Fund	16,577.9	3,089.4	11.6	5.0	5.0	19,688.9
Impact Fee Fund: Central District	3,798.9	4,454.7	2,979.9	3,000.0	-0-	14,233.5
Impact Fee Fund: East District	2,786.0	1,500.0	-0-	-0-	-0-	4,286.0
Impact Fee Fund: Southeast District	3,050.0	5,000.0	2,000.0	2,000.0	-0-	12,050.0
Impact Fee Fund: Southlands District	60.0	300.0	300.0	-0-	-0-	660.0
Impact Fee Fund: West District	4,250.0	2,610.0	200.0	-0-	-0-	7,060.0
Mass Transit Fund: Federal Grants	10,788.0	13,430.6	11,564.1	9,078.7	10,624.9	55,486.3
Mass Transit Fund: General Fund	2,435.5	2,610.2	2,291.9	1,726.6	2,083.2	11,147.4
Park Tucson: Fees and Charges	1,344.8	-0-	-0-	-0-	-0-	1,344.8
Regional Transportation	90,504.6	104,725.1	73,229.4	15,069.0	3,000.0	286,528.1
Authority Fund						
Total	\$ 189,142.2	\$ 196,001.4	\$ 128,944.3	\$ 51,239.3	\$ 15,713.1	\$ 581,040.3

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON FIRE

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total
Alerting System	\$ 1,549.8	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,549.8
Park Ajo Communications Center Administrative Phone System	130.0	-0-	-0-	-0-	-0-	130.0
Total	\$ 1,679.8	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,679.8
Source of Funds Summary						
General Fund	\$ 140.9	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 140.9
Miscellaneous Federal Grants	1,408.9	-0-	-0-	-0-	-0-	1,408.9
Fire Impact Fees	65.0	-0-	-0-	-0-	-0-	65.0
Police Impact Fees	65.0	-0-	-0-	-0-	-0-	65.0
Total	\$ 1,679.8	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,679.8

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

Project Name	Adopted	Projected Requirements					Five
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	Year Total	
24 CCP Roger Road Reclaimed Crossing	\$ 100.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 100.0	
48" Aviation/3rd Ave Cathodic Protection System	200.0	-0-	-0-	-0-	-0-	200.0	
Academy Reservoir	500.0	-0-	-0-	-0-	-0-	500.0	
Advanced Metering Infrastructure	1,651.0	872.0	927.0	1,016.0	391.0	4,857.0	
Aerospace-Sonoran Corridor Transmission Main Extension	583.0	1,744.0	6,970.0	-0-	-0-	9,297.0	
Arc Flash Service Upgrades	1,165.0	1,162.0	1,162.0	1,239.0	1,305.0	6,033.0	
Arizona Avenue Main Replacement	58.0	-0-	-0-	-0-	-0-	58.0	
ASR at F-008 Equipping	-0-	-0-	290.0	2,478.0	-0-	2,768.0	
AV-020B/SA-013A Recovery Well Drilling	250.0	-0-	-0-	-0-	-0-	250.0	
Bailey Sleeve Valve Replacement	70.0	-0-	-0-	-0-	-0-	70.0	
Calle Santa Cruz Transmission Main Replacement	2,506.0	-0-	-0-	-0-	-0-	2,506.0	
Camino de Oeste Pressure Reducing Valve at Thornydale	50.0	-0-	-0-	-0-	-0-	50.0	
CAP Basin Well 24" Transmission Main, Old Nogales Highway	-0-	-0-	-0-	-0-	196.0	196.0	
Cathodic Protection for Critical Pipelines	699.0	697.0	697.0	743.0	783.0	3,619.0	
Cavalier Estates Phase I	58.0	416.0	-0-	-0-	-0-	474.0	
CAVSARP Well Pump Improvements	350.0	349.0	349.0	372.0	391.0	1,811.0	
Clearwell Reservoir Rehabilitation	7,886.0	6,180.0	139.0	-0-	-0-	14,205.0	
Cocio Road Main Replacement Phase II	200.0	-0-	-0-	-0-	-0-	200.0	
Control Panel Replacements: Potable	117.0	116.0	116.0	124.0	130.0	603.0	
Control Panels: Reclaimed System	175.0	174.0	174.0	186.0	196.0	905.0	
Craycroft Addition Subdivision, Phase I	554.0	-0-	-0-	-0-	-0-	554.0	
Developer-Financed Reclaimed Systems	70.0	70.0	70.0	74.0	78.0	362.0	
Drexel I-19 Crossing 24 Main	-0-	-0-	-0-	62.0	1,240.0	1,302.0	
Drill Production Wells	-0-	-0-	-0-	-0-	1,957.0	1,957.0	
Effluent Pump Station Expansion	1,560.0	-0-	-0-	-0-	-0-	1,560.0	
Emergency Main Replacement	233.0	232.0	232.0	248.0	261.0	1,206.0	
Equip Well A-061	-0-	-0-	-0-	62.0	457.0	519.0	
Equip Well W-006	466.0	-0-	-0-	-0-	-0-	466.0	
Escalante Reservoir	12.0	12.0	174.0	805.0	848.0	1,851.0	
Extensions for New Services	117.0	116.0	116.0	124.0	130.0	603.0	
Facility Safety and Security Infrastructure	1,165.0	581.0	581.0	619.0	652.0	3,598.0	

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

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Fifth Street Distribution Main	\$ 100.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 100.0
Filtration Modifications at Reclaimed Plant	200.0	-0-	-0-	619.0	913.0	1,732.0
Fire Hydrants in Annexation Areas	117.0	116.0	116.0	124.0	130.0	603.0
Fire Services	2,039.0	2,034.0	2,033.0	2,168.0	2,283.0	10,557.0
Gas Engines	437.0	436.0	436.0	465.0	489.0	2,263.0
Golf Links Main Replacement Phase II	340.0	-0-	-0-	-0-	-0-	340.0
Golf Links Phase V	68.0	581.0	-0-	-0-	-0-	649.0
Houghton Road Reclaimed Reservoir	29.0	2,836.0	-0-	-0-	-0-	2,865.0
La Entrada Electrical Service Modernization	370.0	-0-	-0-	-0-	-0-	370.0
Magee Road (410E) PRV	-0-	-0-	-0-	-0-	98.0	98.0
Manzanita Tank Lining	12.0	12.0	35.0	805.0	-0-	864.0
Maryvale Manor Subdivision, Phase I	-0-	58.0	918.0	-0-	-0-	976.0
Maryvale Manor Subdivision, Phase III	-0-	-0-	58.0	520.0	-0-	578.0
Meter Upgrade and Replacement Program	7,020.0	7,002.0	6,854.0	2,973.0	-0-	23,849.0
Miscellaneous Land and Right-of-Way Acquisitions	12.0	12.0	12.0	12.0	13.0	61.0
Nebraska Road Distribution Main	-0-	-0-	58.0	248.0	-0-	306.0
New Metered Services	58.0	58.0	58.0	62.0	65.0	301.0
Nogales Highway 36" Transmission Main Replacement Phase I	932.0	2,554.0	-0-	-0-	-0-	3,486.0
Northgate Subdivision, Phase I	900.0	-0-	-0-	-0-	-0-	900.0
Northgate Subdivision, Phase II	-0-	58.0	918.0	-0-	-0-	976.0
Old Vail Steel Tank Upgrades (Rehab)	562.0	-0-	-0-	-0-	-0-	562.0
Payments to Developers for Oversized Systems	117.0	116.0	116.0	124.0	130.0	603.0
Pima Mine Road Production Well Drilling	-0-	-0-	-0-	-0-	3,262.0	3,262.0
Plant 2 Relocation	50.0	-0-	-0-	-0-	-0-	50.0
Potable MOV at Thornydale Reclaimed Reservoir	40.0	-0-	-0-	-0-	-0-	40.0
Pressure Tank Replacement	175.0	174.0	174.0	186.0	196.0	905.0
Production Well Sites	87.0	87.0	87.0	93.0	98.0	452.0
Rauscher Reservoir Rehabilitation	712.0	-0-	-0-	-0-	-0-	712.0
Recycled Water Program	1,165.0	1,162.0	1,162.0	1,239.0	1,305.0	6,033.0
RE-Equip Well C-049	198.0	-0-	-0-	-0-	-0-	198.0

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

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Relocate Aeropark Teton PRV	\$ 50.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 50.0
Relocate Anklam Road PRV	-0-	-0-	-0-	-0-	228.0	228.0
Relocate Craycroft Shadow Ridge	-0-	-0-	-0-	279.0	-0-	279.0
Relocate Glenn/Campbell PRV	-0-	-0-	-0-	248.0	-0-	248.0
Relocate Via Velazquez PRV	-0-	-0-	-0-	217.0	-0-	217.0
Responsive Meter Replacement	583.0	581.0	581.0	619.0	-0-	2,364.0
Review Developer-Financed	1,107.0	1,104.0	1,104.0	1,177.0	1,240.0	5,732.0
Potable Projects						
Rita Road F2 to G2 Zone Booster Station	-0-	1,046.0	-0-	-0-	-0-	1,046.0
River Road 12-Inch Main	-0-	35.0	697.0	-0-	-0-	732.0
Road Improvement Main Replacements	4,663.0	4,653.0	5,226.0	4,336.0	5,834.0	24,712.0
SA-012A Recovery Well Drilling	100.0	-0-	-0-	-0-	-0-	100.0
Sahuarita Supply Line Slip Liner	-0-	81.0	1,205.0	6,686.0	-0-	7,972.0
San Paulo Village Main Replacement Phase I	79.0	165.0	-0-	-0-	-0-	244.0
San Paulo Village Main Replacement Phase II	58.0	116.0	1,317.0	-0-	-0-	1,491.0
San Paulo Village Main Replacement Phase III	29.0	58.0	476.0	-0-	-0-	563.0
Santa Cruz SC-008 Well Collector Line	-0-	232.0	-0-	-0-	-0-	232.0
Santa Cruz Transmission Main Replacement Phase 2	-0-	6.0	99.0	-0-	-0-	105.0
Santa Cruz Well SC-001/04/14 Equipping	-0-	-0-	-0-	-0-	196.0	196.0
Santa Cruz Wellfield Chemical Feed/Monitoring Facility	466.0	174.0	2,788.0	-0-	-0-	3,428.0
Santa Cruz Wellfield Facility Pipeline	-0-	46.0	639.0	-0-	-0-	685.0
Santa Cruz Wells Re-Equipping	100.0	709.0	-0-	-0-	-0-	809.0
Santa Rita Ranch/Houghton Road 12" Main	200.0	-0-	-0-	-0-	-0-	200.0
SAVSARP Collector Lines, Phase II	1,299.0	-0-	-0-	-0-	-0-	1,299.0
SAVSARP Raw Water Rcvrd Cathodic Protection	150.0	-0-	-0-	-0-	-0-	150.0
SC Well Replacement SC-001, SC-004, SC-014	-0-	-0-	-0-	186.0	1,566.0	1,752.0
SC-001 and SC-004 Well Transmission Lines	-0-	58.0	244.0	-0-	-0-	302.0
SC-005 Well Transmission Line	-0-	116.0	-0-	-0-	-0-	116.0
SC-013 Well Transmission Line	-0-	105.0	-0-	-0-	-0-	105.0

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

Project Name (Continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
SCADA Potable Upgrades	\$ 5,004.0	\$ 2,763.0	\$ 2,723.0	\$ 2,909.0	\$ 2,610.0	\$ 16,009.0
SCADA Reclaimed	341.0	250.0	141.0	266.0	-0-	998.0
Silverbell/Orange Grove 12 PRV	130.0	-0-	-0-	-0-	-0-	130.0
Source Meter Replacement	254.0	256.0	256.0	273.0	287.0	1,326.0
Southeast Houghton Area Recharge Project (SHARP)	-0-	-0-	7,377.0	-0-	-0-	7,377.0
System Enhancements: Reclaimed	291.0	291.0	290.0	310.0	326.0	1,508.0
Tanque Verde to Wentworth 8-Inch Main	28.0	260.0	-0-	-0-	-0-	288.0
TARP R-009A Well	500.0	-0-	-0-	-0-	-0-	500.0
Tierra Del Sol Main Replacement Phase I	65.0	488.0	-0-	-0-	-0-	553.0
Tierra Del Sol Main Replacement Phase II	-0-	-0-	58.0	520.0	-0-	578.0
Tierra Del Sol Main Replacement Phase III	-0-	-0-	58.0	768.0	-0-	826.0
Tierra Del Sol Main Replacement Phase IV	-0-	-0-	58.0	613.0	-0-	671.0
Trails End Reservoir Rehabilitation	-0-	12.0	12.0	186.0	1,044.0	1,254.0
Valve Access Vault	583.0	581.0	581.0	619.0	652.0	3,016.0
Water Services	1,760.0	1,755.0	1,754.0	1,871.0	1,970.0	9,110.0
Wellfield Upgrades	583.0	581.0	581.0	619.0	652.0	3,016.0
Well W-006 Transmission Main	320.0	-0-	-0-	-0-	-0-	320.0
Wilmot Main Replacement	820.0	-0-	-0-	-0-	-0-	820.0
Total	\$ 56,098.0	\$ 46,539.0	\$ 53,297.0	\$ 40,492.0	\$ 34,602.0	\$ 231,028.0
Source of Funds Summary						
2015 Water Revenue System Obligation Fund	\$ 10,300.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 10,300.0
2016 Water Revenue System Obligation Fund	16,668.0	-0-	-0-	-0-	-0-	16,668.0
Future Water Revenue Bonds	-0-	19,501.0	27,658.0	12,923.0	6,899.0	66,981.0
Tucson Water Revenue and Operations Fund	29,130.0	27,038.0	25,639.0	27,569.0	27,703.0	137,079.0
Total	\$ 56,098.0	\$ 46,539.0	\$ 53,297.0	\$ 40,492.0	\$ 34,602.0	\$ 231,028.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

General Government (\$000)

Project Name	Adopted	Projected Requirements				Five Year Total
	Year 1 FY 16/17	Year 2 FY 17/18	Year 3 FY 18/19	Year 4 FY 19/20	Year 5 FY 20/21	
Kronos Citywide System	\$ 250.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 250.0
Enterprise Resource System (ERP) Upgrades	500.0	-0-	-0-	-0-	-0-	500.0
Total	\$ 750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 750.0
Source of Funds Summary						
General Fund	\$ 750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 750.0
Total	\$ 750.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 750.0

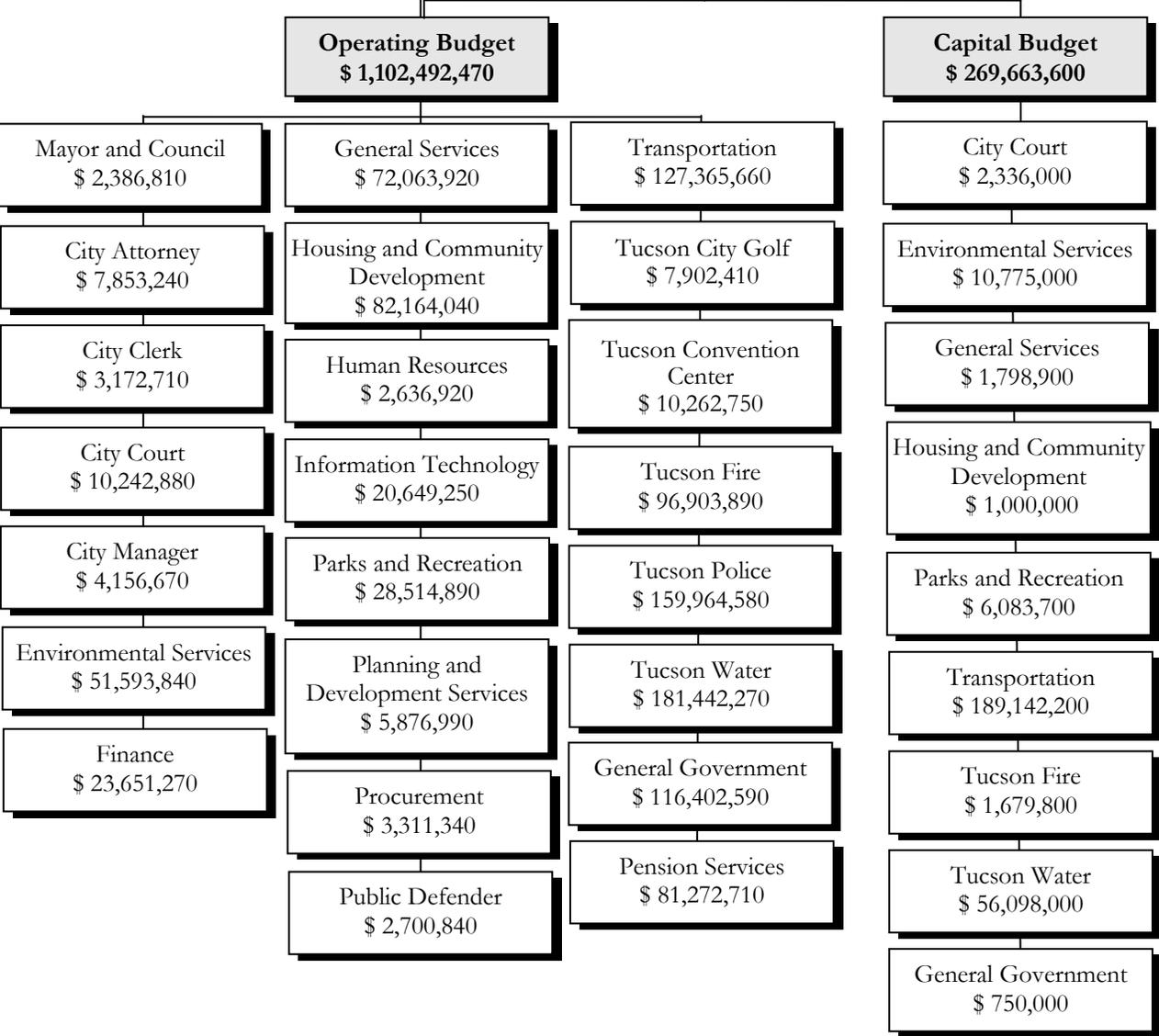


Section F Summary



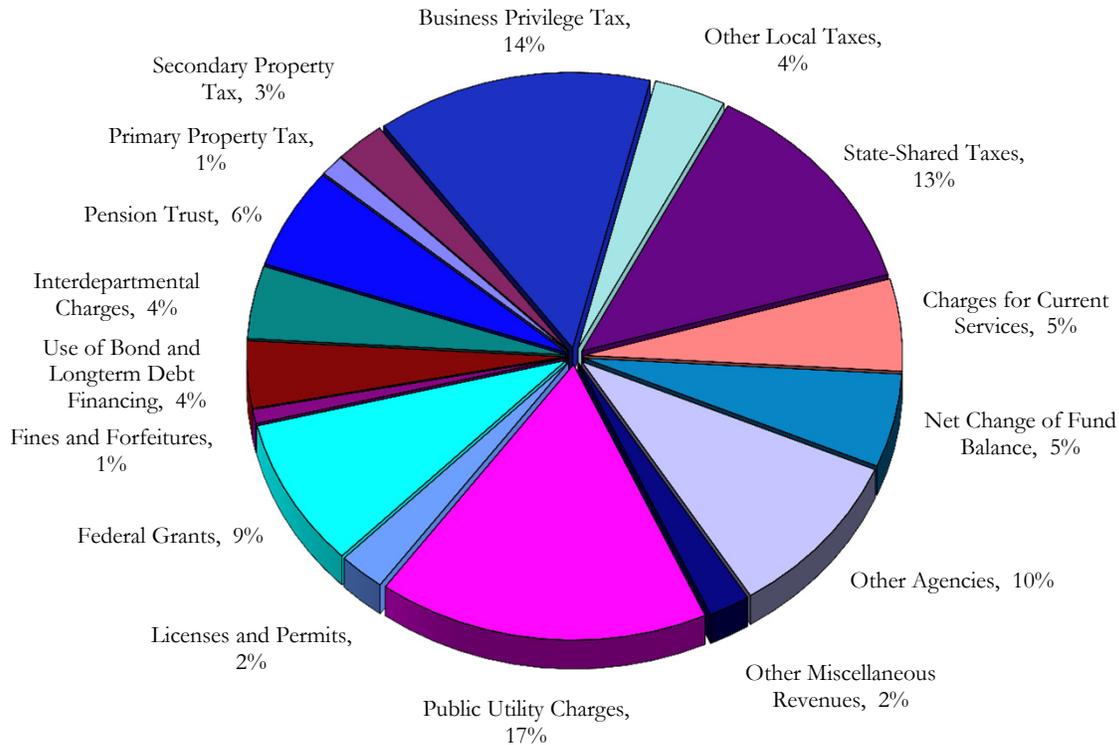
CITY OF TUCSON
 Components of the Total Financial Plan
 Fiscal Year 2016/17

Total Budget
\$ 1,372,156,070



REVENUES

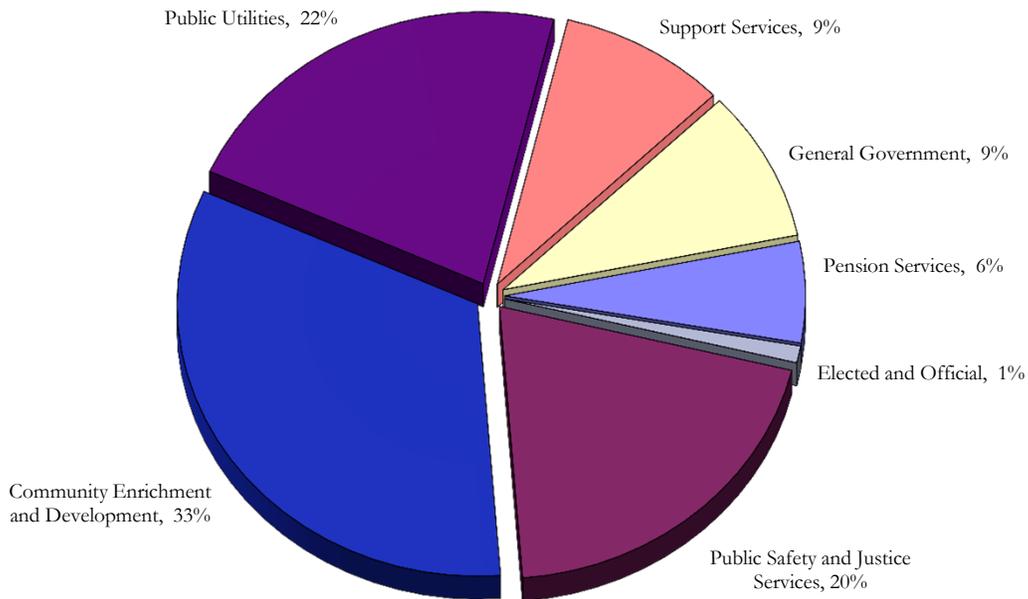
FISCAL YEAR 2016/17 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Primary Property Tax	\$ 16,994,430	1%
Secondary Property Tax	34,874,570	3%
Business Privilege Tax	192,539,300	14%
Other Local Taxes	50,093,750	4%
State-Shared Taxes	177,728,050	13%
Charges for Current Services	73,961,050	5%
Net Change of Fund Balance	75,302,250	5%
Other Agencies	133,353,300	10%
Other Miscellaneous Revenues	28,743,140	2%
Public Utility Charges	231,241,180	17%
Licenses and Permits	32,508,690	2%
Federal Grants	119,937,990	9%
Fines and Forfeitures	11,256,160	1%
Use of Bond and Longterm Debt Financing	54,016,200	4%
Interdepartmental Charges	58,333,300	4%
Pension Trust	81,272,710	6%
Total Funds Available	\$ 1,372,156,070	100%

EXPENDITURES

FISCAL YEAR 2016/17 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Elected and Official	\$ 17,569,430	1%
Public Safety and Justice Services	273,827,990	20%
Community Enrichment and Development	458,312,640	33%
Public Utilities	299,909,110	22%
Support Services	124,111,600	9%
General Government	117,152,590	9%
Pension Services	81,272,710	6%
Total Funds Available	\$ 1,372,156,070	100%

SUMMARY of PROJECTED FUND BALANCE
as of June 30, 2017

FINANCIAL RESOURCES	Estimated Beginning Funds Available¹	Projected Revenue	Projected Expenditures	Net Transfers In/(Out)	Available Funds
General Fund	48,654,726	495,581,680	436,223,930	(53,394,380)	54,618,096
Special Revenue Funds					
Mass Transit Fund	341,520	46,374,720	90,738,640	44,563,920	541,520
Mass Transit Fund - Sun Link	2,519,110	2,292,940	5,468,220	3,175,280	2,519,110
Tucson Convention Center Fund	24,500	7,073,240	11,549,800	4,476,560	24,500
Highway User Revenue Fund	22,737,940	40,179,280	51,704,540	(9,939,640)	1,273,040
Park Tucson Fund	2,888,250	5,300,720	6,739,540		1,449,430
Civic Contribution Fund	607,713	326,220	755,350		178,583
Community Development Block Grant Fund	3,664,529	18,084,960	18,084,960		3,664,529
Miscellaneous Housing Grant Fund	-0-	3,734,310	3,734,310		-0-
Public Housing Section 8 Fund	2,798,271	36,491,280	36,491,280		2,798,271
HOME Investment Partnerships Program Fund	-0-	7,457,440	7,457,440		-0-
Other Federal Grants Fund	9,500	29,142,580	29,152,080		-0-
Non-Federal Grants Fund	-0-	3,257,270	3,257,270		-0-
Total Special Revenue Funds	35,591,333	199,714,960	265,133,430	42,276,120	12,448,983
Enterprise Funds					
Tucson Water Utility	119,698,013	226,683,340	237,540,270	700,000	109,541,083
Environmental Services Fund	11,878,060	47,774,180	59,652,240		-0-
Tucson Golf Course Fund	9,550	8,144,100	7,902,410		251,240
Public Housing Fund	9,304,225	12,407,530	12,654,520		9,057,235
Non-PHA Asset Management Fund	2,983,146	1,762,120	1,829,500		2,915,766
Total Enterprise Funds	143,872,994	296,771,270	319,578,940	700,000	121,765,324
Debt Service Fund					
General Obligation Bond and Interest Fund	2,505,546	33,874,570	33,490,600		2,889,516
Street and Highway Bond and Interest Fund	-0-	7,875,480	17,016,550	9,141,070	-0-
Special Assessment Bond and Interest Fund	1,085,433	239,870	425,630		899,673
Total Debt Service Funds	3,590,979	41,989,920	50,932,780	9,141,070	3,789,189
Capital Projects Funds					
2012 General Obligation Fund	27,891,583	20,500,000	18,220,000		30,171,583
Capital Improvement Fund	4,531,357	28,705,200	31,041,200		2,195,357
Development Fee Fund	32,086,908	2,839,180	16,617,400	1,277,190	19,585,878
Regional Transportation Authority Fund	33,174	91,390,940	91,390,940		33,174
Total Capital Projects Funds	64,543,022	143,435,320	157,269,540	1,277,190	51,985,992
Internal Service Funds					
Fleet Services Internal Service Fund	2,207,855	24,140,320	25,240,320		1,107,855
General Services Internal Service	2,563,143	19,200,630	19,200,630		2,563,143
Self Insurance Internal Service Fund	10,317,635	17,973,530	17,303,790		10,987,375
Total Internal Service Funds	15,088,633	61,314,480	61,744,740	-0-	14,658,373
Fiduciary Funds					
Tucson Supplemental Retirement System	717,722,797	59,161,600	81,272,710		695,611,687
Total Fiduciary Funds	717,722,797	59,161,600	81,272,710	-0-	695,611,687
Total All Budgeted Funds	1,029,064,484	1,297,969,230	1,372,156,070	-0-	954,877,644

¹ Estimated Beginning Funds Available does not include Nonspendable fund balance.

**FULL-TIME EQUIVALENT POSITIONS
PERMANENT and NON-PERMANENT
FISCAL YEAR 2016/17**

Department	Permanent	Non-Permanent	Total
Elected and Official			
Mayor and Council	42.00	-0-	42.00
City Manager	24.00	-0-	24.00
City Attorney	85.50	-0-	85.50
City Clerk	22.00	10.00	32.00
Program Total	173.50	10.00	183.50
Public Safety and Justice Services			
City Court	112.80	-0-	112.80
Public Defender	28.00	-0-	28.00
Tucson Fire	778.50	-0-	778.50
Tucson Police	1,207.50	-0-	1,207.50
Program Total	2,126.80	-0-	2,126.80
Community Enrichment and Development			
Housing and Community Development	141.25	-0-	141.25
Parks and Recreation	266.00	167.75	433.75
Planning and Development Services	57.00	-0-	57.00
Transportation	299.00	-0-	299.00
Program Total	763.25	167.75	931.00
Public Utilities			
Environmental Services	241.00	-0-	241.00
Tucson Water	550.50	-0-	550.50
Program Total	791.50	-0-	791.50
Support Services			
Finance	113.00	1.00	114.00
General Services	219.00	-0-	219.00
Human Resources	26.00	-0-	26.00
Information Technology	91.50	3.00	94.50
Procurement	36.00	-0-	36.00
Program Total	485.50	4.00	489.50
Pension Services	4.00	-0-	4.00
Total	4,344.55	181.75	4,526.30

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 13/14	Adopted FY 14/15	Adopted FY 15/16	Adopted FY 16/17
Elected and Official				
Mayor and Council	43.00	43.00	43.00	42.00
City Manager	43.00	35.00	33.00	24.00
City Attorney	95.00	91.00	93.00	85.50
City Clerk	42.00	37.50	43.50	32.00
Sub-Total	223.00	206.50	212.50	183.50
Public Safety and Justice Services				
City Court	130.80	136.80	136.80	112.80
Equal Opportunity Programs and Independent Police Review	9.00	-0-	-0-	-0-
Public Defender	34.00	32.00	32.00	28.00
Tucson Fire	753.00	753.50	766.50	778.50
Tucson Police	1,312.50	1,315.50	1,319.50	1,207.50
Sub-Total	2,099.50	2,237.80	2,254.80	2,126.80
Community Enrichment and Development				
Housing and Community Development	186.25	146.25	146.25	141.25
Integrated Planning	N/A	15.00	16.00	-0-
Parks and Recreation	497.50	462.75	478.75	433.75
Planning and Development Services	80.00	100.00	99.00	57.00
Transportation ¹	282.00	284.00	287.00	299.00
Tucson City Golf	68.00	-0-	-0-	-0-
Tucson Convention Center	44.50	44.50	-0-	-0-
Sub-Total	1,158.25	1,052.50	1,027.00	931.00
Public Utilities				
Environmental Services	222.00	216.00	214.00	241.00
Tucson Water	547.00	547.50	547.50	550.50
Sub-Total	769.00	763.50	761.50	791.50

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 13/14	Adopted FY 14/15	Adopted FY 15/16	Adopted FY 16/17
Support Services				
Budget and Internal Audit	14.00	14.00	15.00	-0-
Finance	111.00	107.00	112.00	114.00
General Services	229.00	223.00	222.00	219.00
Human Resources	27.00	30.00	29.00	26.00
Information Technology	106.00	105.00	105.50	94.50
Procurement	37.00	39.00	39.00	36.00
Sub-Total	524.00	518.00	522.50	489.50
Pension Services	4.00	4.00	4.00	4.00
Total	4,847.65	4,782.30	4,782.30	4,526.30



Section G Glossary



GLOSSARY of TERMS

Term	Definition
ACCOUNTABILITY	The state of being obliged to explain actions to justify what was done. Accountability requires justification for the raising of public funds and the purposes for which they are used.
ACTIVITY	A group of related functions performed by one or more organizational units for the purpose of satisfying a need for which the city is responsible.
ALLOCATION	Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.
ANALYSIS	A process that separates the whole into its parts to determine their nature, proportion, function, and relationship.
ANNUALIZED COSTS	Operating costs incurred at annual rates for a portion of the prior fiscal year that must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.
APPROPRIATION	An authorization granted by the Mayor and Council to make expenditures and to incur obligations for purposes specified in the appropriation resolution.
ASSESSED VALUATION	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes.
BOND	A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specific rate.
BOND FUNDS	Funds used for the purchase or construction of major capital facilities, which are not financed by other funds. The use of bond funds is limited to ensure that bond proceeds are spent only in the amounts and for the purposes authorized.
BOND PROCEEDS	Funds derived from the sale of bonds for the purpose of constructing major capital facilities.
BONDS - GENERAL OBLIGATION	Limited tax bonds that are secured by the city's secondary property tax.
BUDGET	A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

GLOSSARY of TERMS

Term	Definition
CAPITAL BUDGET	A financial plan of proposed capital expenditures and the means of financing them.
CAPITAL CARRYFORWARD	Capital funds unspent and brought forward from prior years.
CAPITAL IMPROVEMENT FUND	The Capital Improvement Fund accounts for capital projects that are financed by Certificate of Participation (COPs) or are reimbursed by governmental agencies such as Pima County and Pima Association of Governments (PAG).
CAPITAL IMPROVEMENT PROGRAM (CIP)	A plan separate from the annual budget that identifies: (1) all capital improvements which are proposed to be undertaken during a five fiscal year period, (2) the cost estimate for each improvement, (3) the method of financing each improvement, and (4) the planned implementation schedule for each project.
CAPITAL PROJECT	Any project having assets of significant value and a useful life of six years or more. Capital projects include the purchase of land, design, engineering, and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital improvements are permanent attachments intended to remain on the land. Capital projects may include the acquisition of heavy equipment and machinery or specialized vehicles using capital funding sources.
CARRYFORWARD CAPITAL IMPROVEMENT PROJECT	Any capital project that has been previously approved by the Mayor and Council, but for various reasons has not been implemented on schedule. Under state law and Generally Accepted Accounting Principles, only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, violate state budget law, such a project and the associated projected costs are included in the subsequent fiscal year's budget.
CERTIFICATES of PARTICIPATION (COPs)	A debt financing tool which is used to enable the city to purchase large equipment and improve or construct city facilities. Interest is paid and principal repaid through annual payments made from funds appropriated each fiscal year by the Mayor and Council.
COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)	Financial report that contains, at a minimum, three sections: (1) introductory, (2) financial, and (3) statistical, and whose financial section provides information on each individual fund and component unit.

Term	Definition
CUSTOMER	The recipient of a product or service provided by the city. Internal customers are city departments, employees, or officials who receive products or services provided by other city departments. External customers are citizens, neighborhoods, community organizations, businesses, or other public entities who receive products or services provided by a city department.
DEBT SERVICE	The amount required to retire the principal and pay the interest on outstanding debt.
ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished.
ENTERPRISE FUND	An accounting entity established to account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting.
EQUIPMENT	An item of machinery or furniture having a unit cost of more than \$5,000 and an estimated useful life of more than one year. Heavy equipment and machinery that are capital improvements are included in the capital budget and are not considered equipment items in the operating budget.
EXPENDITURE	Any authorization made for the payment or disbursing of funds during the fiscal year.
FEDERAL ECONOMIC STIMULUS	Federal grant funding provided through the 2009 American Recovery and Reinvestment Act in order to create jobs and stimulate the local economy.
FIDUCIARY FUNDS	Funds used to report assets held in a trustee capacity and therefore cannot be used to support the city's programs. The Tucson Supplemental Retirement System fund is a fiduciary fund.
FISCAL YEAR (FY)	A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. Fiscal Year 2016 refers to the period July 1, 2015 through June 30, 2016.
FULL-TIME EQUIVALENT POSITION (FTE)	A full-time position or part-time position converted to a decimal equivalent of a full-time position, based on 2,080 hours per year. For example, a summer lifeguard working for four months, or 690 hours, would be equivalent to .33 of a full-time position.

GLOSSARY of TERMS

Term	Definition
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund.
GENERAL FUND	A fund used to account for all general transactions of the city that do not require a special type of fund.
HOME RULE	Home Rule is an alternative to the State set expenditure limitation. A home rule prescribes the method the city will use to calculate its own expenditure limitation each year. Voter approval of a home rule must occur prior to the first fiscal year in which it applies. Home rules apply for four succeeding fiscal years, after which the constitutional expenditure limitation becomes effective, unless a new home rule is adopted.
IN LIEU of TAXES	Enterprise funds most often are not subject to property taxes because of their governmental character. In lieu of tax payments compensate the general government for public services received. In some cases, these payments are calculated to be reasonably equivalent in value to the services provided. In other cases, there is no clear link between the amounts paid and the value of services received.
INTER ACTIVITY TRANSFERS	Transactions between city organizations or funds that would be treated as revenues or expenditures if they involved parties external to the city. Transactions may be charged against other organizations or funds.
INTERNAL SERVICE FUNDS	Funds used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing goods or services for the purpose of fully recovering that cost through fees or charges. The Risk Management Fund is such a fund; departments are assessed charges to fund the city's self-insurance expenses.
LIMITED PROPERTY VALUE	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes. This single valuation will be used for taxation of both primary and secondary property taxes beginning with tax year 2015.
NON-RECURRING REVENUE	Proceeds of general obligation bonds, revenue bonds, and other restricted revenue.

Term	Definition
OPERATING BUDGET	A financial plan which applies to all proposed expenditures other than for capital improvements.
OPERATING FUNDS	Resources derived from recurring revenue sources used to finance operating expenditures and pay-as-you-go capital expenditures.
ORGANIZATION	The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the city is responsible.
OTHER COSTS	This classification of costs includes Sun Tran expenditures, contributions to outside agencies, specific federal fund expenditures, and miscellaneous expenditures.
OUTSIDE AGENCIES	Non-profit organizations whose activities support the Mayor and Council's priorities.
pCARD	A charge card that allows goods and services to be procured without using a traditional procurement process. A pCard is also known as a procurement card.
PRIMARY PROPERTY TAXES	All ad valorem taxes, except the secondary property taxes, which can be used for any lawful purpose.
PROGRAMS	Desired output-oriented accomplishments which can be measured and achieved within a given timeframe. Achievement of the programs advance the activity and organization toward fulfillment of a corresponding need.
PROJECTS	Unique assignments having a finite time span and a deliverable; normally associated with capital improvements such as roadways, neighborhood facilities, etc.
RECURRING REVENUES	Revenue sources available on a continuing basis to support operating and capital budgetary needs.
RESTRICTED REVENUES	Revenues which are legally restricted for a specific purpose by the federal, state, or local governments.
REVENUES	Income from taxes and other sources during the fiscal year.
SALARIES and BENEFITS	The costs of compensating employees of the City of Tucson, including salaries and employee benefit costs, such as health, dental, and life insurance, city contributions for retirement, social security, and workers' compensation insurance.

GLOSSARY of TERMS

Term	Definition
SECONDARY PROPERTY TAXES	Ad valorem taxes or special property assessments used to pay the principal, interest, and redemption charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality, county, or taxing district; and assessments levied by or for assessment districts and for limited purpose districts other than school districts and community colleges pursuant to an election to temporarily exceed (up to one year) budget, expenditure, or tax limitations.
SECONDARY TAX RATE	The rate per one hundred dollars of assessed value employed in the levy of secondary property taxes. The assessed value derived from the current Limited Property Value is the basis for computing taxes for budget overrides, bonds, and for sanitary, fire, and other special districts.
SERVICES	Costs which involve the performance of a specific service by an outside organization or other city organization. Examples of services include consultants, utilities, and vehicle maintenance.
SPECIAL ASSESSMENTS	Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.
STREET and HIGHWAY BONDS	Revenue bonds which are secured by the city's Highway User Revenues and used for the construction of street, highway, and related capital projects.
SUPPLIES	Expendable items used by operating departments. Examples include office supplies, repair and replacement parts for equipment, books, and gasoline.
TAX LEVY	The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.
TAX RATE	The amount of tax levied for each one hundred dollars of assessed valuation.

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
ADA	Americans with Disabilities Act
ADOR	Arizona Department of Revenue
ADOT	Arizona Department of Transportation
ALS	Advanced Life Support
AMP	Asset Management Project
ARRA	American Recovery and Reinvestment Act
ARS	Arizona Revised Statutes
ASR	Aquifer Storage and Recovery
AZA	Association of Zoos and Aquariums
BABs	Build America Bonds
BCC	Boards, Committees and Commissions
BID	Business Improvement District
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CAVSARP	Central Avra Valley Storage and Recovery Project
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CNA	Counter Narcotics Alliance
CNG	Compressed Natural Gas
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPs	Certificates of Participation
CREBs	Clean Renewable Energy Bonds
CWAC	Citizens' Water Advisory Committee
DNA	Deoxyribonucleic acid
DUI	Driving Under the Influence
EEC	Economic Estimates Commission
ELT	Executive Leadership Team
EMS	Emergency Medical Service
EMP	Environmental Management Program
ERP	Enterprise Resource Program
ES	Environmental Services
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
HCV	Housing Choice Voucher
HURF	Highway User Revenue Fund

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
HVAC	Heating, Ventilation, and Air Conditioning
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
JFS	Juvenile Fire Stopper
LED	Light Emitting Diode
LPGA	Ladies Professional Golf Association
LPV	Limited Property Value
MOV	Motor Operated Valve
MUP	Multi-Use Path
NFPA	National Fire Protection Association
NPO	Neighborhood Preservation Ordinance
NPZ	Neighborhood Preservation Zones
O&M	Operating and Maintenance
PAG	Pima Association of Governments
PARF	Personnel Action Request Form
PASER	Pavement Surface Evaluation and Rating System
PCI	Pavement Condition Index
PCWIN	Pima County Wireless Integrated Network
PECOC	Pima Emergency Communications Center
PGA	Professional Golf Association
PHA	Public Housing Asset
PILOT	Payment in Lieu of Tax
PRV	Pressure Relief Valve
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
SHARP	Southeast Houghton Area Recharge Project
SWG	Southwest Gas
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
UDC	Unified Development Code

ACRONYMS and INITIALISMS

Acronym/Initialisms

Definitions

VANS
VOIP

Vacant and Neglected Structures
Voice Over Internet Protocol

WIFA
WSI

Water Infrastructure Finance Authority
Water Safety Instruction



tucsonaz.gov/budget