



City of Tucson, Arizona

Adopted Budget Fiscal Year 2012



City of Tucson, Arizona

Adopted Budget
Fiscal Year 2012
Effective July 1, 2011

Mayor and Council



HONORABLE
ROBERT E. WALKUP
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

MIKE LETCHER
City Manager

RICHARD MIRANDA
Deputy City Manager

SEAN McBRIDE
Assistant City Manager

KELLY GOTTSCHALK
Assistant City Manager/
Chief Financial Officer



**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, 2010

President

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, 2010.

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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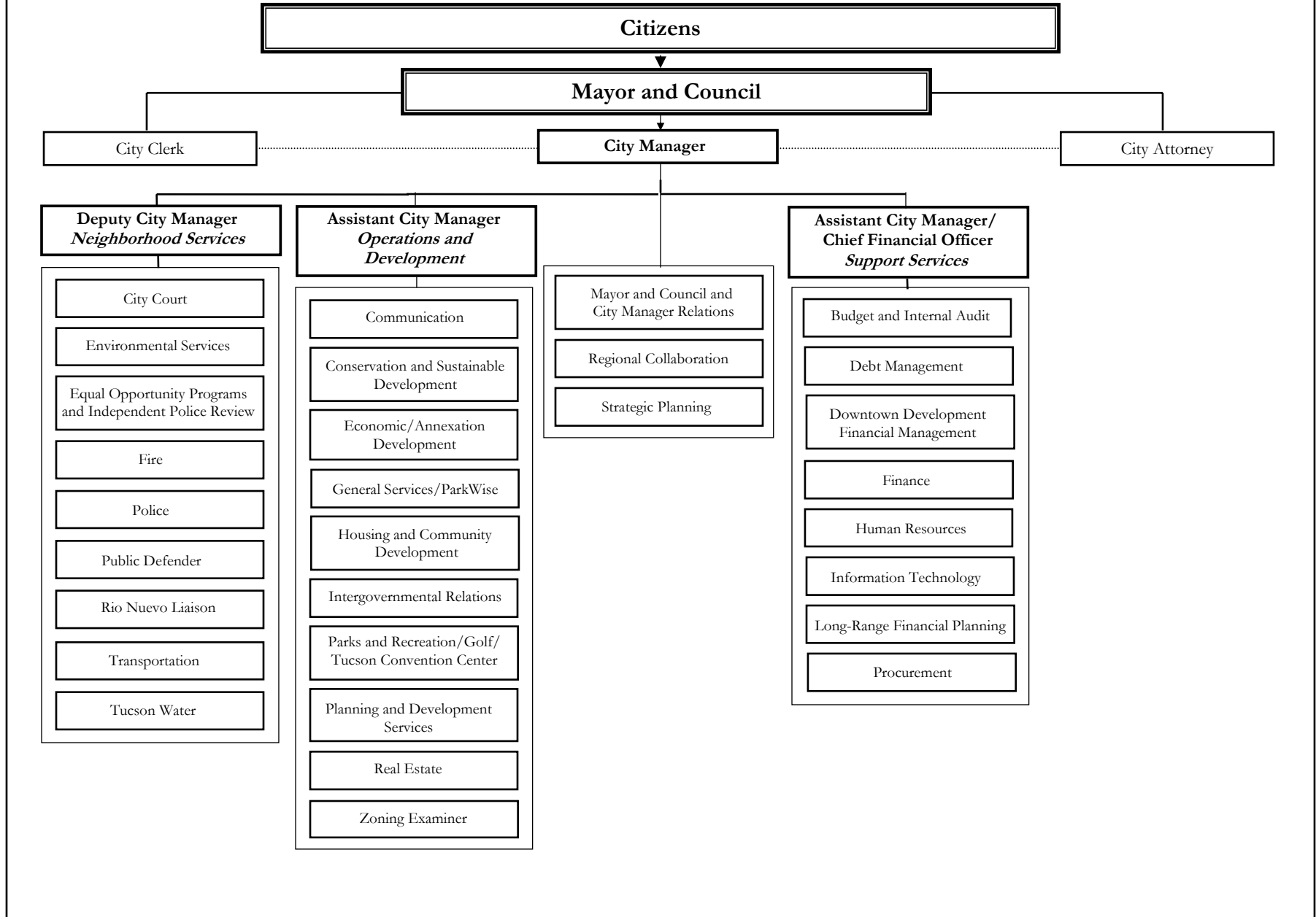
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**CITY OF TUCSON
ORGANIZATION CHART
FISCAL YEAR 2012**



City of Tucson

OFFICIALS and DIRECTORS

OFFICIALS

City Manager, *Mike Letcher*

Deputy City Manager, *Richard Miranda*

Assistant City Manager, *Sean McBride*

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

City Attorney, *Mike Rankin*

City Clerk, *Roger Randolph*

NEIGHBORHOOD SERVICES

City Court, *Antonio Riojas*

Environmental Services, *Andrew Quigley*

Equal Opportunity Programs and Independent Police Review, *Liana Perez*

Public Defender, *Mary Trejo, Interim*

Transportation, *James W. Glock*

Tucson Fire, *James Critchley, Jr., Interim*

Tucson Police, *Roberto Villaseñor*

Tucson Water, *Andrew Quigley, Interim*

OPERATIONS and DEVELOPMENT

General Services, *Ronald Lewis*

Housing and Community Development, *Albert Elias*

Parks and Recreation, *Fred H. Gray, Jr.*

ParkWise, *Ronald Lewis*

Planning and Development Services,
Ernest A. Duarte

Tucson City Golf, *Fred H. Gray, Jr.*

Tucson Convention Center, *Fred H. Gray, Jr.*

SUPPORT SERVICES

Budget and Internal Audit, *Marie Nemerguth*

Finance, *Kelly Gottschalk*

Human Resources, *Cindy Bezaury*

Information Technology, *Kelly Gottschalk*

Procurement, *Mark Neihart*

BUDGET CALENDAR

FISCAL YEAR 2012

Sequence of events in the budget-setting process.

November - December 2010	Collaborative discussion by management and labor council representatives regarding details and impacts of potential cost savings and revenues options.
January 4, 2011	Mayor and Council adoption of comprehensive financial policies.
January 19, 2011	Submittal of Fiscal Year 2012 Budget Options Balancing System (BOBS) to Mayor and Council and update on Fiscal Year 2011 revenues.
January 25, 2011	Study Session to discuss preliminary revenue estimates and budget balancing strategies using the 5-year financial model. Review of potential layoff plans.
January – February 2011	Departmental development of Capital Improvement Program requests.
February 1, 2011	Study Session discussion of proposed expenditure reductions.
February 8, 2011	Study Session discussion of staff responses to budget questions.
February 15, 2011	Study Session discussion of proposed revenue enhancements and expenditure reductions with direction to staff.
March 8, 2011	Study Session discussion of budget.
April 26, 2011	Submission of the City Manager's Recommended Fiscal Year 2012 Budget, including the Five-Year Capital Improvement Program, to Mayor and Council and preliminary discussion.
May 3, 2011	Study Session discussion of Recommended Fiscal Year 2012 Budget. Public hearing on the Recommended Fiscal Year 2012 Budget.
May 10, 2011	Study Session discussion of Recommended Fiscal Year 2012 Budget. Adoption of a Tentative Budget for Fiscal Year 2012.
May 24, 2011	Truth in Taxation public hearing on primary property tax levy. Public hearing on the Fiscal Year 2012 budget as tentatively adopted. Special Mayor and Council meeting for the purpose of final budget adoption.
May - July, 2011	Study Session discussions of Fiscal Year 2012 Strategic Work Plan projects.
June 7, 2011	Adoption of Fiscal Year 2012 property tax levies.
August 9, 2011	Scheduled Mayor and Council approval of Fiscal Years 2012 and 2013 Strategic Work Plan.

COMMUNITY PROFILE

COMBINING A RICH HISTORY WITH A BRIGHT FUTURE

Permanent settlements were built in Tucson nearly 2,000 years ago by people of the Hohokam culture.



A Long History of Many Cultures

The Hohokam culture thrived in this region until it suddenly declined during the fourteenth century. Native American cultures believed to be descendants of the Hohokam were joined by new arrivals from Spain, Mexico, and the eastern United States. Mission San Xavier del Bac, the “White Dove of the Desert,” was founded by the Franciscan Order in the late 1600s and continues to serve the Tohono O’odham Native American community. The mission has been restored; the interior frescoes were cleaned and painted by European artists, who trained local Tohono O’odham tribal members in the craft.

More than 300 years after Tucson’s founding as a mission site, the “Old Pueblo” continues to grow and celebrate its diverse cultural influences.

An Interesting Place to Live

Located in the Sonoran Desert, Tucson is surrounded by mountain ranges and lush desert valleys. Tucsonans enjoy about 350 days of sunshine each year and an average daytime temperature of 83 degrees. Leisure activities are abundant. The Tucson area has more than 27,000 acres of park lands and 732 miles of designated bikeways. In 2010, *Bicycling Magazine* ranked Tucson as the 9th most bike-friendly city in America. In the nearby mountains and deserts, there are many places to camp, hike, and fish; the southern Arizona region is ranked one of the five best areas in the United States for bird watching. Golfing is available year-round on over 40 public and private golf courses. In the winter, skiing is only a one-hour drive from Tucson.

The Tucson metropolitan region is increasingly becoming a favorite destination for sports-related competitions. Since 2007, it has annually hosted the Professional Golf Association’s (PGA) Accenture Match Play Championship which features the top 64 golfers in the world. Tucson Padres, the Triple-A affiliate of the San Diego Padres, offers a full season of minor league baseball.



The University of Arizona Wildcats’ intercollegiate athletic events provide an exciting array of Pacific-12 division competition. In 2011, the program received a Top 20 standing in the Directors Cup. Since 2008, Arizona men’s football has returned to bowl game prominence. The men’s basketball team has been one of the country’s most successful programs since 1983, and most recently finished in the Elite Eight at the 2011 National Collegiate Athletic Association (NCAA) tournament. The men’s and women’s swim teams won the NCAA Swimming and Diving championships. The women’s softball team has won eight NCAA championships including the 2006 and 2007 titles.

Tucson provides opportunities to stimulate the mind as well as the body. The University of Arizona offers undergraduate, graduate, and doctoral degree programs and has an extension program open to the public. Its Eller College of Management has been ranked in the top ten of *Princeton Review’s* list of best entrepreneurial graduate programs. The University is rich in history. It was established in 1885 as the first university in the Arizona Territory and is the state’s only land grant institution. It has 329 fields of study with 19 colleges and 18 schools on 3 campuses.

COMMUNITY PROFILE

COMBINING A RICH HISTORY WITH A BRIGHT FUTURE



Pima Community College (PCC) offers 195 transfer and occupational programs across six campuses and four 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.

There are over 215 arts groups and over 35 art galleries in Tucson. Tucson's downtown arts district hosts over 800 arts and cultural events annually, with many other events and fairs available throughout Tucson. Many museums and other attractions are located in the Tucson area, including the Tucson Museum of Art, the Arizona Historical Society Museum, the Arizona State Museum, the Center for Creative Photography, the Tucson Children's Museum, the Fort Lowell Museum, the Pima Air and Space Museum, the Tucson Botanical Gardens, the Reid Park Zoo, the Flandrau Planetarium, the Kitt Peak National Observatory, the Mission San Xavier del Bac, and the Arizona-Sonora Desert Museum (rated as one of America's top ten zoos by *Parade Magazine*).

We Mean Business



Tucson's business environment is as agreeable and diverse as its natural climate. Tucson is the base of major military installations as well as prominent corporations in high tech and aerospace industries and major medical and research facilities. Tucson is recognized as one of the megatrend cities for the 21st century with its emerging presence as a center for optics, astronomy, and health services. The University of Arizona is ranked among the top 20 public research universities nationwide and is an integral part of our local business with an impact of \$2.1 billion in the county. Tourism contributes almost \$3 billion annually to the local economy and continues to be a major contributor to the region's economic base.

In 2007, Tucson was designated one of 25 Solar America Cities by the U.S. Department of Energy. *Business Facilities*, in its 2010 Rankings Report, ranked Tucson first as Alternative Energy Industry Leaders, sixth for Economic Growth Potential, and sixth in Aerospace/Defense Manufacturing.

COMMUNITY PROFILE

KEY STATISTICS

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 33rd largest in 2010. Tucson is the second largest city in Arizona behind Phoenix.

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



Land Area		Land Use, 2010	
1990	157.53 square miles	Undeveloped	52.84%
2000	195.5 square miles	Residential	22.50%
2010	227.7 square miles	Commercial	4.06%
		Government	3.26%
		Industrial	3.09%
		Open Space	2.59%
		Agricultural	0.77%
		Other	10.89%

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

COMMUNITY PROFILE

KEY STATISTICS

Economy



Major Employers - Southern Arizona, 2011¹ (Based on number of full-time equivalent positions)

Raytheon Missile Systems	11,850
University of Arizona	11,635
State of Arizona	8,700
Walmart Stores, Inc.	7,140
Pima County	6,630
U.S. Army Intelligence Center and Fort Huachuca	6,300
Tucson Unified School District	5,547
Tohono O'odham Nation	5,400
City of Tucson	4,896
Freeport-McMoRan Copper & Gold, Inc. ²	4,600
Carondelet Health Network	4,566
U.S. Customs and Border Patrol	3,730
University Medical Center Corporation	3,552
Fry's Food and Drug Stores	3,200
Tucson Medical Center HealthCare	3,050
Sunnyside Unified School District	2,600

¹Source: "Book of Lists," *Inside Tucson Business*, January 2011.

²Formerly Phelps Dodge Mining Company



Total Employment

(Pima County)

2005	472,200
2006	490,200
2007	491,700
2008	449,699
2009	448,258
2010	450,641

Unemployment Rates

(Pima County)

2005	3.7%
2006	3.9%
2007	3.6%
2008	5.6%
2009	8.8%
2010	9.0%

Annual Rate of Earnings

(Per worker in current dollars)

2005	\$38,603
2006	\$40,260
2007	\$41,502
2008	\$40,322
2009	\$39,900
2010	\$43,266

Building Permits Issued

	Residential	Commercial	Industrial
2005	2,302	159	8
2006	2,904	171	6
2007	1,518	129	14
2008	701	208	10
2009	361	65	1
2010	376	47	1

COMMUNITY PROFILE

KEY STATISTICS

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.



Parks and Recreation/Golf Resources

Parks (District, Neighborhood, School, Regional, and Open Space)	162
Recreation Centers	17
Senior Centers	3
Out of School Program Sites	25
Senior Citizen Program Sites	10
Municipal Swimming Pools*	27
Municipal Golf Courses	5
Tennis Court Sites	17
Ballfields/Multipurpose Fields	196

*Some have been kept out of operation due to budget constraints.

Environmental Services

Tons of Waste Received at Los Reales Landfill	412,950
Tons of Waste Collected by City of Tucson refuse and recycling services	256,013
Tons of Material Recycled	44,622



Transportation

Number of Street Miles Maintained	1,853
Miles of Bikeways	512
Miles of Drainageway	1,449
Number of Street Lights	19,385
Annual Miles of Fixed-Route Bus Service	8,247,489
Annual Miles of Paratransit Service	3,339,900
Number of Traffic Signals	564

Tucson Water

Miles of Water Lines	4,500
Miles of Reclaimed Water Lines	190
Number of Water Connections	244,955
Millions of gallons of potable water storage capacity	290
Billions of gallons of potable water delivered annually	39

Public Safety

Number of Authorized Commissioned Law Enforcement Personnel	973
Average Police Emergency Response Time (in minutes)	3.74
Average Police Response Time for All Emergency, Critical, Urgent, and General Response Calls (in minutes)	36.58
Number of Commissioned Fire Personnel (including Paramedics)	619
Annual Number of Units Responding to Structural Fires	2,880
Annual Number of Paramedic Runs (Advanced Life Support only)	20,800
Annual Number of Other Emergency Responses	55,840
Number of Paramedic Personnel	164

COMMUNITY PROFILE

SELECTED ECONOMIC INDICATORS – TUCSON METRO AREA Calendar Year

Description	2009	2010	Projected	
			2011	2012
Personal Income (\$Millions)	\$ 33,932.8	\$ 35,073.8	\$ 36,372.0	\$ 37,503.5
Percentage Change from Prior Year	-1.3	1.6	3.7	3.1
Retail Sales-Excluding Food ¹	\$ 6,593.7	\$ 6,449.2	\$ 6,736.0	\$ 7,139.3
Percentage Change from Prior Year	-7.9	-1.5	4.4	6.0
Residential Building Permits (Units)	2,090.0	2,145.0	1,973.0	2,291.0
Percentage Change from Prior Year	-35.1	0.8	-8.0	16.1
Gasoline Sales (Millions of Gallons)	376.9	384.2	388.9	389.5
Percentage Change from Prior Year	4.7	1.9	1.2	0.1
Population (000)	1,020.2	980.3	974.9	977.1
Percentage Change from Prior Year	1	-1.1	-0.5	0.2
Real Per Capita Disposable Income	\$ 14,057	\$ 14,994	\$ 15,127	\$ 15,093
Percentage Change from Prior Year	0.5	1.7	0.9	-0.2
Aggregate Earnings Rate	\$ 42,010	\$ 43,266	\$ 44,277	\$ 45,638
Percentage Change from Prior Year	-0.3	0.8	2.3	3.1
Consumer Price Index (CPI) Western Region (Percent Change)	-0.4	1.1	2.7	2.3
Personal Consumption Deflator (Percent Change)	0.2	1.7	2.1	1.8

Source: Economic Outlook, May 2011, Economics and Business Research Center, Eller College of Management, 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 2012 Adopted Budget. Copies of the budget are available for viewing at the Joel D. Valdez Main Library, the City Clerk's Office, and the Office of Budget and Internal Audit. In addition, the budget may be viewed on the City of Tucson Web site, <http://www.tucsonaz.gov>. Information may be obtained by calling the Office of Budget and Internal Audit at (520) 791-4551 or e-mailing the department at budget@tucsonaz.gov.

The Adopted Budget is organized as follows.

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

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

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

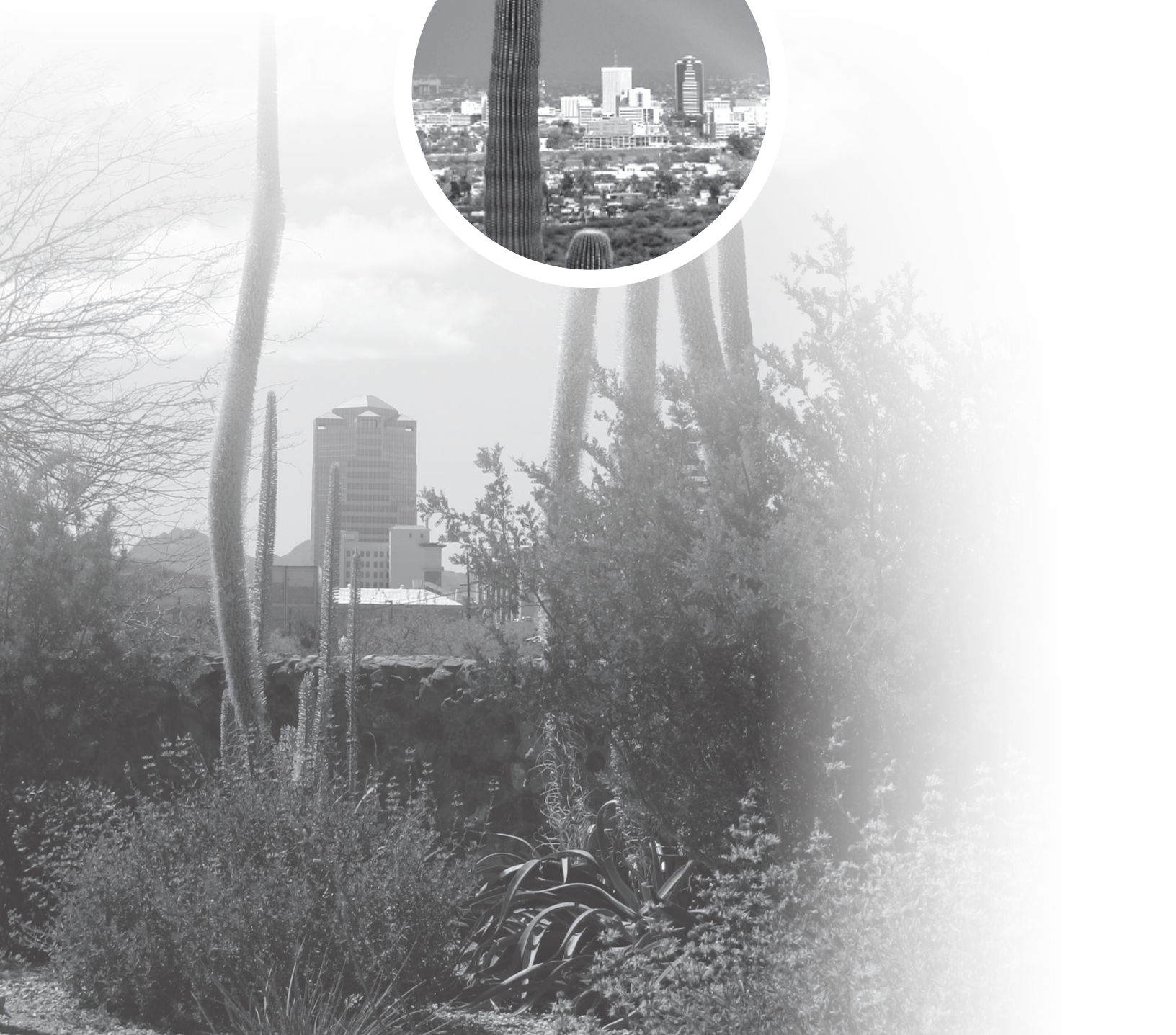
Funding Sources – This section of this document offers descriptions of the City's funds, detailed discussion on the various revenue sources and includes a historical summary of certain revenues for each fund.

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. This section also contains Tucson demographic and economic information.

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.

Glossary - The glossary defines terms used in the budget.

Section A
City Manager's Message





CITY OF TUCSON

OFFICE OF THE CITY MANAGER

July 1, 2011

Honorable Mayor and Council Members:

It has been over a decade since the City has been faced with the financial challenges the Mayor and Council have confronted in balancing the Fiscal Year 2012 budget. We continue to experience a structural budget deficit in the City's General Fund as a result of the Great Recession and a local government taxing structure that results in an overreliance on volatile and undiversified revenue sources to sustain our City services.

Our budget situation was featured in a November 2010 *Arizona Daily Star* newspaper editorial titled "Deficit-saddled city has little choice but to cut 'core' services." This was published immediately following the voters' rejection of a proposed ½ cent sales tax increase to fund core services. "Further, anyone who thinks the city budget conceals vast amounts of wasted spending on unimportant programs has his head in the sand. That's simply not true. Don't get us wrong: We do believe there are untapped options for reducing spending and improving revenues – but they wouldn't raise enough cash to close a projected \$50 million-plus deficit."

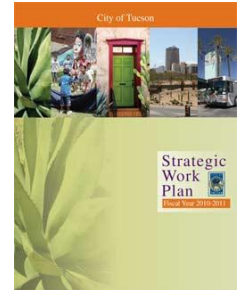
The City has met the challenges of the Great Recession "head on." Thanks to the leadership of Mayor and Council and the dedicated work of the Executive Leadership Team, Labor Council, and great employees our current economic condition is better now than it was three years ago. Following are some significant changes:

	<u>FY 2009</u>	<u>FY 2012</u>
Structural Deficit	\$41 million	\$13 million
Reserves Balance	\$17 million	\$22.8 million
Five-Year Financial Model	Did not exist	Model implemented
Authorized Staffing	6,033	4,944
Public Utility Tax Revenue	\$6.7 million	\$23.0 million
General Fund Expenditures	\$474 million	\$426 million

Strategic Work Plan

In October 2009, the Mayor and Council approved a two-year strategic work plan for Fiscal Years 2010 and 2011. The development of the Strategic Work Plan was included as a specific provision in the City Manager's employment contract and is a joint agreement that sets the operational and project priorities for the City Manager. The Strategic Work Plan has been an important tool to assist the Mayor and Council and City Manager in adjusting work priorities for a shrinking workforce.

Mayor and Council approved the following specific Focus Areas - Community Safety, Strong Neighborhoods & Parks, Economic and Financial Recovery, Effective Government, Good Planning, Transportation & Infrastructure, and Downtown Revitalization – as well as City Objectives to address the operational priorities. Both the focus areas and objectives provide guidance in a balanced approach to setting annual work project priorities. Over the past two fiscal years, 82% of the high priority projects have been completed.



For Fiscal Year 2012, the approved work plan projects will be in alignment with the available budgetary resources as allocated to the individual departmental operating programs. Mayor and Council discussions of the proposed projects were held in May and June; approval of the Fiscal Years 2012 and 2013 Work Plan is scheduled for August 9, 2011.

Three-Pronged Approach to Financial Sustainability

It is important to recognize the close relationship that exists between reducing services and staffing, implementing new taxes and/or fee increases, and the economic recovery framework adopted by Mayor and Council in February 2010. It is increasingly obvious that we cannot cut our way out of our situation as well as protect core services and programs. The City's financial sustainability is dependent upon a three-pronged approach which includes a focus on what can be done to grow the economic pie in the community. Due to the critical condition of our budget in recent years, countless stakeholders (e.g., citizens, business owners, employees) have demonstrated their commitment to working with and advising the Mayor and Council in creating a stable future which promotes economic recovery and protects core government services. This dedicated focus has informed the Fiscal Year 2012 budget balancing process over the past year.



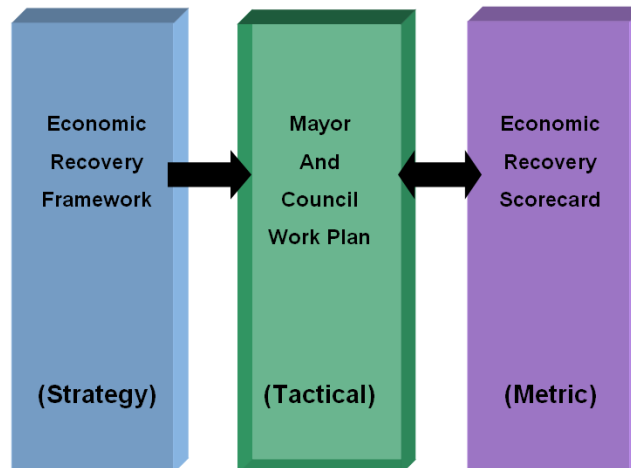
Regional Economic Perspective

The City of Tucson's Fiscal Year 2012 Adopted Budget reflects the local financial problems that continue to exist as the result of Tucson's economic downturn during the global recession. Following are some statistics that illustrate the impact that the recession has had on our community and on some of the financial resources we rely on to fund our services.

	<u>Calendar Year 2006</u>	<u>Calendar Year 2010</u>
• Residential Building Permits	2,861	354
• Residential Foreclosures (Pima County)	3,469	13,138
• Unemployment Rate	4.5%	9.0%
	<u>Fiscal Year 2007</u>	<u>Fiscal Year 2011 (Estimated)</u>
• Local sales tax receipts (millions)	\$ 202.3	\$ 166.0
• Transient occupancy (bed) tax (millions)	\$ 10.9	\$ 8.5

Economic Recovery Plan

The Mayor and Council adopted an Economic Recovery Framework in February 2010 which is comprised of four "building blocks": City financial recovery and core service delivery, business customer focus, partnerships, tools, and resources; and public-private partnerships. These represent the key areas that the City needs to focus on to do its part in helping create a healthy local economy and encourage economic recovery. An internal economic development team is using this framework to develop strategies for economic recovery that are then assigned to staff as specific projects in the Mayor and Council's Strategic Work Plan. Staff is currently in the process of developing an Economic Recovery Scorecard for accomplishments and expectations for the Plan.



What has the City done to address the economic downturn and resulting structural deficits?



Reduced or eliminated community services and programs –

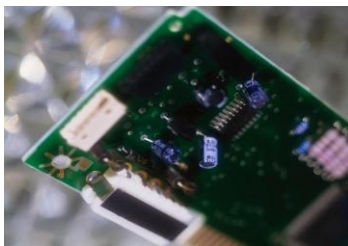
Examples include swimming pool and recreation center hours, leisure class and sport program offerings, residential street paving and road and landscape/median maintenance. Both Police and Fire have had to restructure their operations to mitigate the impact of reduced staffing on public safety efforts in our community. To preserve the police department's ability to respond to emergency calls, officers are no longer responding to motor vehicle collisions involving only property damage.



Raised fees – The City is overly reliant on volatile revenue sources such as local sales tax and state-shared taxes to support its services. In order to offset these shrinking revenues, additional cost recovery will be achieved through increased fees for KIDCO, driving school rescheduling, and court diversion programs. Transit fares increases were approved to take effect in July 2011 in order to maintain service levels; specific Environmental Services fees and Tucson Water rates have also been increased.



Reduced staffing and employees' salaries and benefits – The citywide adopted staffing level is at 4944, an almost 9% reduction from one year ago and is comparable to Fiscal Year 1995. Since Fiscal Year 2009, the city has eliminated almost 1,100 positions, including 900 General Fund positions. The number of City employees per 1,000 population has decreased from 11.3 in Fiscal Year 2003 to 9.6 for Fiscal Year 2012. A majority of our employees will continue a base salary reduction in the form of furlough days, and all will contribute more to medical insurance premiums.



Continued to defer infrastructure and preventative maintenance investments – Since 2001, the City has reduced its investment in infrastructure needs in order to balance the budget and/or shift funds to other priorities. Our deferred infrastructure inventory (i.e., vehicle and equipment replacements, facility maintenance needs, technology) significantly contributes to our future structural deficit and could lead to more expense and safety issues in the long-term.



Implemented consolidations and efficiencies – Significant staffing cuts over the past years as well as department realignments, consolidations, and workforce planning efforts continue to achieve cost savings. Strategic use of the organization's limited resources, both internally and externally, aids in better serving our citizens while ensuring that the community's core needs are met. Examples include alternative to jail and video appearances program expansions; improving overtime management; increasing solar power usage and the use of open source technology tools.



Improved approach to setting operational and project priorities – The Strategic Work Plan is a collaborative effort between the City Council and staff to set priorities and provide guidance for the development and implementation of critical projects in relationship to the availability of fiscal year resources. All projects must be in alignment with at least one City objective. The Plan is a ‘living document’ which is developed biannually and can be revised to add projects or potentially delete or delay those projects that are reliant upon the same resources for completion.



Improved financial management – A financial monitoring team collaboratively meets to review projected expenditures and revenues with each department’s management and financial staff on a quarterly basis. This focused discussion also looks at trends and enhancements, service and process efficiencies, and other potential revenue sources in order to facilitate more timely oversight and coordinated information flow across all departments and management.

Five-Year Financial Model

Over the past year, a financial model has been developed to improve both short- and long-term decision making by proactively planning for anticipated future changes in both revenues and expenditures. The model is based on the City’s comprehensive financial policies, in general, and helps to prioritize limited resources while evaluating the long-term impact of choices. In addition, it improves both the information available for decision-making purposes and transparency, communication and understanding. Its usage provides a guide to developing a structurally balanced budget which will result in a more consistent environment for both our employees and services and programs provided to our citizens. Specific operating guidelines will be developed and incorporated into the model at a future date, as well as revenues and expenditures in funds other than the General Fund.

General Fund: Strategies and Options for Balancing the Budget

Core Tax Committee and Budget Collaboration Team - The Fiscal Year 2012 Adopted Budget was prepared with significant input from the Mayor and Council. The Budget Options Balancing System (BOBS), which was first used in developing the Fiscal Year 2011 budget, again served to facilitate transparency in preparing the budget. During the summer of 2010, the BOBS were used to inform the citizens who served on the Mayor and Council’s Core Tax and Permanent Override Committee in their discussions and subsequent recommendations provided to Mayor and Council regarding the structural budget deficit. This deficit was due to the economic situation in which sales tax revenues have not rebounded from the recession, pension and medical costs continue to increase, state-shared revenues continue to decline, and past budget balancing had included significant one-time fixes (i.e. debt restructuring, use of fund balance).

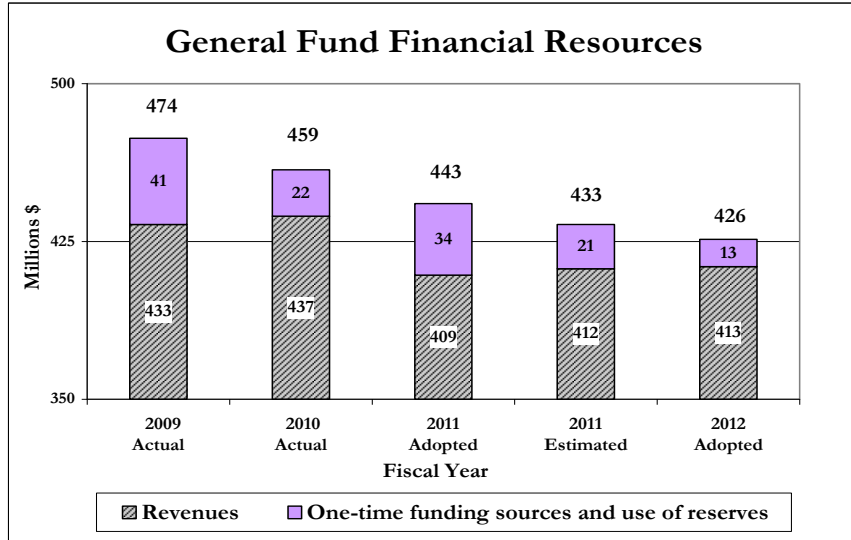
Following October 2010 Council direction, a Budget Collaboration Team comprised of department heads and labor council members reviewed, developed, and refined strategies and options for balancing the budget. The Team’s subsequent January 11, 2011 report was designed to assist the Mayor and Council and community in navigating through Fiscal Year 2012 budget balancing strategies and options.

Mayor and Council Balanced Budget Framework - On February 15, 2011, the Mayor and Council provided staff with a framework to address a projected \$55 million General Fund structural deficit. Components of the Mayor and Council's adopted framework included a provision for revenue growth over Fiscal Year 2010, transit fare increases, KIDCO program 50% cost recovery, new and increased revenues, department expenditure cuts, and debt restructuring. This framework built upon specific Mayor and Council direction in December 2010 to provide for stabilization in the public safety budgets by holding the reductions in Police and Fire to 7.5% and 6.7% respectively. The final allocation to Police and Fire includes benefit increases which partially offset these percentage reductions as noted below. Staff was directed to prepare proposed budget documents with final, suggested refinements to the framework, and the adopted budget includes these adjustments.

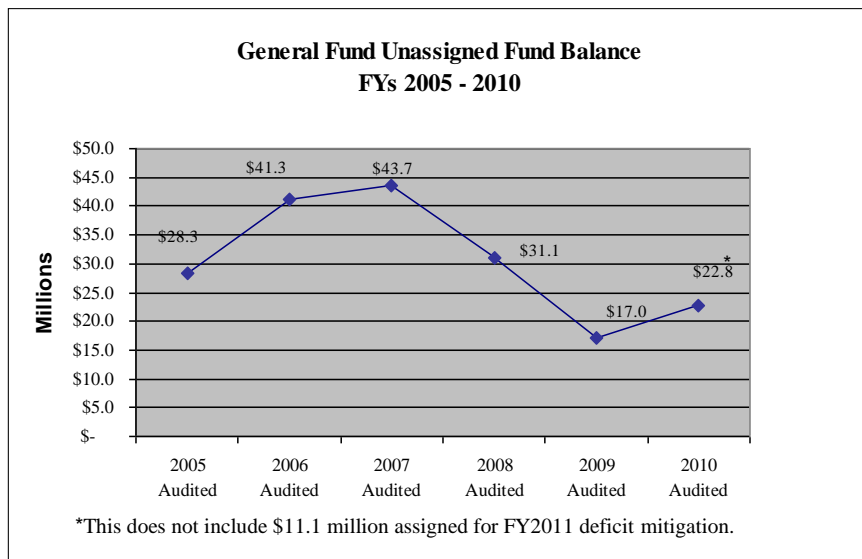
<u>Mayor and Council Framework</u>	(\$ millions)	<u>Adopted Budget</u>
Revenue growth over FY 2010	\$ 12.5	\$ 11.8 adjusted based on trends
Transit Fare Increase	1.6	1.3 approved on 4/12/11
KIDCO cost recovery revenues	0.3	0.3
Specific new/increased revenues	1.8	1.8
Police: 7.5% budget reduction	10.2	10.2 offset by \$1.3 benefit increases
Fire: 6.7% budget reduction	5.0	5.0 offset by \$1.6 benefit increases
Other departmental reductions	11.0	11.0
MTCVB reduction	0.5	0.5 Convention Center subsidy
October 2010 direction	2.7	2.7 overtime/jail board reductions
Debt restructuring	9.5	9.5

General Fund Structural Budget Deficit

Shrinking Financial Resources - The following chart illustrates the historical availability of General Fund financial resources as well as our continued reliance on one-time funding sources to offset expenditures. In Fiscal Year 2009, the onset of the global recession caused local and state-shared revenues to decline to the point that it was necessary to use fund balance reserves at fiscal year-end. During the next two fiscal years, one-time resources were again used to balance the budget in addition to further reducing expenditures. Because current planned expenditures exceed projected revenues despite significant budget balancing efforts, the adopted Fiscal Year 2012 budget has been balanced with debt restructuring for the fourth consecutive year. The use of this one-time revenue source results in a structural General Fund budget deficit. Per Mayor and Council direction, debt restructuring will only be pursued in the spring of 2012 if other unbudgeted "one time" time revenue sources (e.g., land sales, delinquent sales tax collections) or further expenditure savings do not materialize during the fiscal year and close the gap.



General Fund Unassigned Fund Balance - The status of the General Fund Unassigned Fund Balance is critical to the financial health of the City, and it also has implications for securing general obligation bonds that finance public safety infrastructure and other facilities that service the public. However, in the recent economic downturn we had to fall back on using this fund balance to close our budget deficits in Fiscal Years 2008 and 2009. At the end of Fiscal Year 2010, \$11.1 million of fund balance was assigned for Fiscal Year 2011 deficit mitigation to avoid a sale and asset leaseback transaction. In addition, the unassigned fund balance was increased for the first time in three years from \$17.0 million to \$22.8 million, a \$5.8 million increase. For Fiscal Year 2012, it is anticipated that additional fund balance will be available to be assigned to reduce up to 32 furlough hours for employees funded with General Fund. At the same time, it is critical that we continue to restore our fund balance to ensure a sustainable organization for the future.



Key Core Services: Budget Impacts



Police – Retirements and attrition have reduced staffing levels, and funding is not available to support hiring increases other than those funded through recent grants including a federal COPS hiring grant. Funding has been included for 973 authorized commissioned police officer positions (including 56 funded with short-term federal and state hiring grant funds), down from 1,113 authorized strength in Fiscal Year 2011. A state-of-the-art Crime Lab is scheduled to open in fall 2011, and a computer-aided dispatch/records management system will also go live in late 2011 to facilitate dispatching capabilities for both Police and Fire. Corresponding debt service funding has been included in the non-departmental budget.



Fire – Commissioned staffing has been reduced by 54 positions which will result in longer fire/medical response times and delays in permit inspections and certificates of occupancy. Four alpha trucks, two paramedic units, and one water tender have been taken out of service. Four fire trucks were purchased in Fiscal Year 2011; there is no additional funding to replace other aging fire apparatus or for a firefighter recruit class. Staffing is anticipated to be down another 24 commissioned positions by fiscal year end, which may lead to additional service reductions.



Judicial – City Court, Prosecutor's Office, and Public Defender comprise key elements of public safety efforts. Retirements and staffing reductions have resulted in organizational restructurings. A specialized prosecution team handling graffiti, prostitution, and other nuisance crimes has been eliminated; many cases are instead being handled through diversion. Wait times and case processing times have increased.



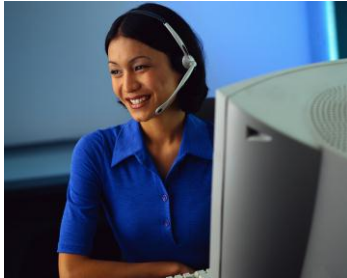
Parks and Recreation – The reduction of 85 authorized staff positions (29 permanent and 56 non-permanent) will likely result in a significant restructuring effort to effectively deliver services with the resources available. Reductions are being made in the level of in-kind support for civic/performing arts events, routine and preventive maintenance services, recreation programming and hours of operation. Efforts are underway to increase the overall cost recovery ratio to approximately 15% for services provided. Fee increases have been programmed for both the KIDCO program (at 50% cost recovery) and swimming lessons.

Key Core Services: Budget Impacts (Continued)



Mass Transit System – The adopted General Fund transfer of \$39.5 million for Sun Tran, Sun Van, and transit services reflects a \$4.5 million increase over Adopted Fiscal Year 2011 and is almost \$2.5 million over the projected costs for Fiscal Year 2011. The mass transit system operating transfer is almost 10% of the citywide General Fund budget. Increased Sun Tran operating costs are the result of contract labor health and pension costs, rising fuel costs, lower fare box revenues and funding the liability insurance reserve. Revenues have been increased to reflect a fare increase in July 2011 that could generate \$1.3 million. Fares have been increased twice in the past 2 years following 9 years of no increases. Mayor and Council directed staff to develop a five-year financial plan to include modest mass transit rate adjustments as warranted.

Support Functions: Budget Impacts



Specific City departments provide critical operational support for public safety, other key core services, and the enterprise operations. These include the City Manager, City Attorney, City Clerk, Budget and Internal Audit, Equal Opportunity Programs and Independent Police Review, Finance, Human Resources, Information Technology, and Procurement. General Fund expenditure capacity dedicated to these functions is approximately \$5 million, which is a 2.5% decrease from Fiscal Year 2011. Staff positions in these areas have been reduced by 17% since Fiscal Year 2009. Staffing was slightly increased in the Finance Department in order to provide for increased revenue collection capability.

Planning and Development Services, Housing and Community Development, and General Services Departments: Budget Impacts

- Adjustments to Planning and Development Services fees were approved by Mayor and Council in January 2010 to increase cost recovery for building and development services. Development services fees generate full cost recovery for functions which provide key services and support resources to the public, business owners, and the development community. The community's economic recovery is reliant on the City's ability to deliver quality services to create an environment that attracts and facilitates business growth.
- General Fund reductions in the Housing and Community Development Department continue to impact neighborhood and community support efforts such as neighborhood association mailings; removal of graffiti in washes; orphan waste clean up; annexation support; historic preservation projects; and code enforcement response times. Uncertainty still exists regarding the level of federal funding that will be available for the Community Development Block Grant, Housing Choice Voucher, Housing Management, and HOME Programs. Therefore, budget capacity has been included that is level with Fiscal Year 2011.



- General Services Department operations are primarily funded through internal services charges to other departments for fleet, facilities, and communications maintenance systems. Any change in service demand by citywide departments requires an adjustment and/or reallocation of General Services' resources and related charges. Closure of fleet's East Side Service Center Shop in Fiscal Year 2011 reduced both fleet and facility costs and related charges. General Fund cost reductions have been made in General Services' contingency funding for the emergency repair of public safety communications equipment, systems, infrastructure and I-Net; and in funds available for the repair and replacement of building components. Responsibility for the ParkWise program resources and operations was transferred to General Services during Fiscal Year 2011.

City Enterprise Operations: Budget Impacts



Environmental Services, Tucson Water, and Tucson City Golf are primarily funded by user fees charged for services. In our current economic climate, it is essential that these operations are carefully managed in order to continue to provide quality services to the community while being fiscally responsible regarding long-term operation and sustainability. As revenue shortfalls have been experienced over the past years, staffing has been reduced and efficiencies have been implemented. However, specific programmatic and critical operating and maintenance costs cannot be

supported without fee and rate increases for Environmental Services and Tucson Water.

- Environmental Services – Based upon a review of projected operating cost increases and an evaluation of existing fee structures, specific fee changes related to commercial and residential refuse collection and disposal and groundwater protection were approved by Mayor and Council for Fiscal Year 2012. Additional revenues have also been projected as a result of improved markets for the sale of recyclable materials.
- Tucson Water – Specific water rate increases were approved by Mayor and Council to generate \$11.1 million (an additional 8.2%) as well as \$0.9 million to be generated by an increase to the conservation charge. Water sales generate over 80% of utility revenues, and rates were last adjusted in July 2010.
- Tucson City Golf – Golf revenue projections are based upon an anticipated 5% reduction in the number of golf rounds played and other related sales. As recommended by the Tucson Greens Committee and directed by Mayor and Council, food and beverage concessions are being handled through an outside service contract in Fiscal Year 2012. This will result in the elimination of 3 permanent and 24 non-permanent (vacant, unfunded) positions and provide the opportunity for additional recurring cost savings.

Outside Agencies: Budget Impacts

These contractual allocations fund non-profit agencies that support human services, economic development, arts, and community events in our community as well as payments to other jurisdictions for services as contracted through intergovernmental agreements (e.g. Pima Animal Care Center for animal services). The Fiscal Year 2012 Adopted Budget is funded at the revised Fiscal Year 2011 level. General Fund payments to outside agencies will total \$8.1 million, in comparison to the Fiscal Year 2009 allocation of \$14 million allocation, which is an over 42% reduction over the past three years. In addition, expenditure capacity for Pima Animal Care Center has been increased by \$1 million over Fiscal Year 2011 Adopted. In Fiscal Year 2012, all animal services fee revenue that is collected by Pima County on behalf of the City will be remitted to the City. In past years, these revenues were retained by the County and subsequently used to offset the amount of payments made by the City for services rendered.

Department Realignments

Mayor and Council approved the elimination of department head positions in Information Technology and Tucson Convention Center for Fiscal Year 2012. These functions will operate under the oversight of the Chief Financial Officer and the Parks and Recreation Director respectively. We continue to review city services and functions that can potentially be consolidated or re-aligned with both immediate and long-term goals for improving services and reducing costs. Due to a reduction in management level positions citywide, annual personnel costs will be reduced by over \$3 million.

“New Normal”: Planning Our Future Organization

As a result of the Great Recession, many governmental entities have developed a “new normal” way of doing business due to the changes and adjustments they have been forced to make. Initially, in many cases, the economic downturn required near-term survival efforts. While the economy gradually improves, it is now time to closely examine the City’s mission and services in order to purposefully reallocate our scarcer resources in the future.

Managed Attrition Planning - The City’s ongoing structural budget deficit coupled with increasing employee health and pension benefit costs must be addressed over the next several fiscal years. It is apparent that the large amount of attrition that the City continues to experience from planned retirements (i.e., End of Service, DROP) provides us with the opportunity to strategically align and manage our workforce within the constraints of our “new normal.” A managed attrition planning process that is currently underway will utilize the Five-Year Financial Model as well as process improvements to both shape and ensure a sustainable future organization. This plan will be a strategic tool to assist the City toward eliminating the structural deficit and employee furloughs over time.

Forecasting Future Challenges: Beyond Fiscal Year 2012

In recent years, expenditures have exceeded our recurring revenues which resulted in significant structural deficits and the need for one-time fixes. Thanks to the leadership of Mayor and Council, department heads, and great employees, the City has managed to slowly shrink our structural deficit over time. However, the journey to eliminating the structural deficit is not done. For the short-term, we are relying on debt restructuring again as well as assigned fund balance in order to balance our Fiscal Year 2012 budget which does not resolve the structural deficit. As we continue to experience a gradual recovery from the Great Recession, other significant challenges lie ahead which are outlined below.

- Annual benefit cost increases for pension, health insurance, workers’ compensation, unemployment insurance, and public liability insurance will consume a significant portion of future revenue growth.
- Restoring salary cuts from furloughs which annually save the City approximately \$11 million. Increased future costs for employees in paying their share of health insurance and pension contributions.
- Continued impact of the 2010 Census on the distribution of state-shared revenues.
- Impact of any future State of Arizona budget deficits on City revenues or programs.
- Approximately \$2 million less in cable franchise fee revenue will be available in Fiscal Year 2013.
- Impact of budget reductions and employee redeployments on future revenue collections.
- Annual funding of \$4 million will be needed by Fiscal Year 2015 for the cost of police officers hired with federal grant funds during Fiscal Year 2012.
- Aging infrastructure needs (e.g. vehicles, facilities, equipment) and the potential for even greater costs in the long-term, as well as the identification of areas where safety concerns are going to necessitate an expenditure on assets.
- Adequate funding for community maintenance needs such as road repair, median maintenance, litter and graffiti removal, code enforcement issues, and drainage needs.

- Operations and maintenance costs of significant Pima County bond or federally-funded capital projects such as the Pima County Wireless Integrated System (public safety connectivity), joint courts complex, and the modern streetcar.
- Increased debt service payments.
- Need to invest in technology to better provide our services with fewer employees.
- Need to invest strategically to grow the local economy and improve the quality of life for citizens.
- Building and maintaining adequate financial reserve levels.

The *Comprehensive Financial Policies* approved by the Mayor and Council in January 2011 establish guidelines for the City's overall fiscal planning and management. Utilization of the Five-Year Financial Model will continue to improve decision making by proactively planning for anticipated future changes in both revenues and expenditures. By taking a strategic approach now to address long-term sustainability we can maintain core services and facilitate responsible management and dedication of future revenue growth.

Conclusion

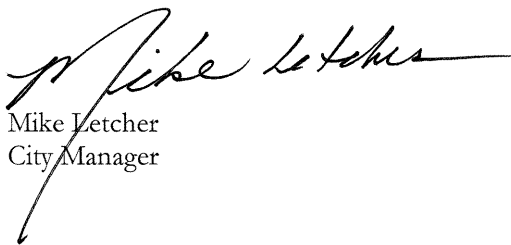
The efforts of City staff throughout the organization in putting this budget together are greatly appreciated. Special thanks to the department heads; labor council; and staff of the Budget and Internal Audit Office, and the Finance and Human Resources Departments for their commitment and long hours dedicated to the Fiscal Year 2012 budget.

It is important to recognize that City employees are continuing to serve our community well even with the financial challenges we have faced over the last three years. It is not easy, considering that their salaries have been reduced, benefit costs have increased, and that they, in most cases, continue to provide the same level of service to citizens with less help. I appreciate and respect their efforts and what they do on a daily basis to make this a great community.

The Mayor and Council have had to make many tough decisions related to our City budget in recent years. Through your leadership, we have significantly narrowed our structural deficit. Working together as a community, we will continue to meet the many future challenges we face, improve our city and help our economy to recover.

It is an honor for me to serve you and our great employees.

Respectfully submitted,

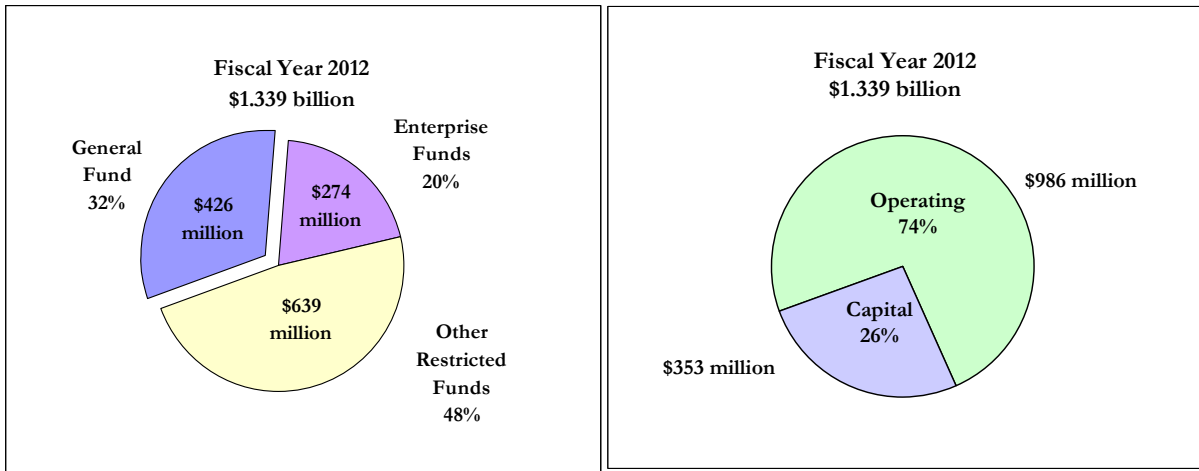


Mike Fletcher
City Manager

BUDGET OVERVIEW

The Tucson City Charter requires that the City Manager submit a recommended budget for the following fiscal year on or before the first Monday in May, or on such date in each year as shall be fixed by the Mayor and Council. The Mayor and Council review the City Manager's recommended budget and are required by the State of Arizona to adopt a balanced budget on or before the third Monday in August. For Fiscal Year 2012, the recommended budget was submitted to the Mayor and Council on April 26, 2011. Mayor and Council adopted the budget on May 24, 2011.

The Fiscal Year 2012 Adopted Budget totals \$1.339 billion. Approximately 68% is from restricted funds that can only be used for specific purposes: 20% from Enterprise Funds of \$274 million and 48% from Other Restricted Funds of \$639 million. The remaining 32% or \$426 million is from the General Fund, which the Mayor and Council have discretion to program to meet the City's priority needs. The General Fund budget has decreased by \$17 million, or 4%, from Fiscal Year 2011.



The citywide budget is slightly more than the Adopted Fiscal Year 2011 Budget, increasing by \$4 million, which can be attributed primarily to providing capacity for the reduction of furlough days. The capital budget increased by \$12 million, while the operating budget decreased by \$8 million. The increase in the capital budget is primarily due to \$57.1 million in funding carried forward to Fiscal Year 2012 for transportation projects not completed as planned during Fiscal Year 2011. The decrease in the operating budget can be attributed to the citywide elimination of vacant positions, as well as reductions in programs and services funded by the General Fund. See chart below.

Total Budget (\$ millions)				
	Adopted FY 2011 Budget	Adopted FY 2012 Budget	Change	Percentage Change
General Fund	\$ 443.1	\$ 425.8	\$ (17.3)	(4%)
Enterprise Funds	266.4	273.7	7.3	3%
Other Restricted Funds	625.1	639.3	14.2	2%
Total	\$ 1,334.6	\$ 1,338.8	\$ 4.2	
Operating	\$ 994.1	985.9	\$ (8.2)	(1%)
Capital	340.5	352.9	12.4	4%
Total	\$ 1,334.6	\$ 1,338.8	\$ 4.2	

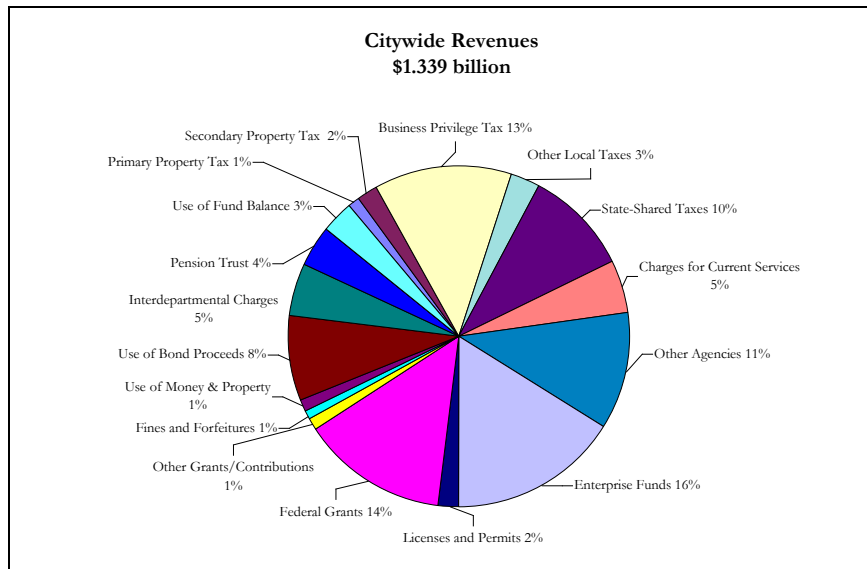
This Budget Overview is organized into four sections which focus on the changes from the Adopted Fiscal Year 2011 Budget to the Adopted Fiscal Year 2012 Budget:

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

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

WHERE THE MONEY COMES FROM

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



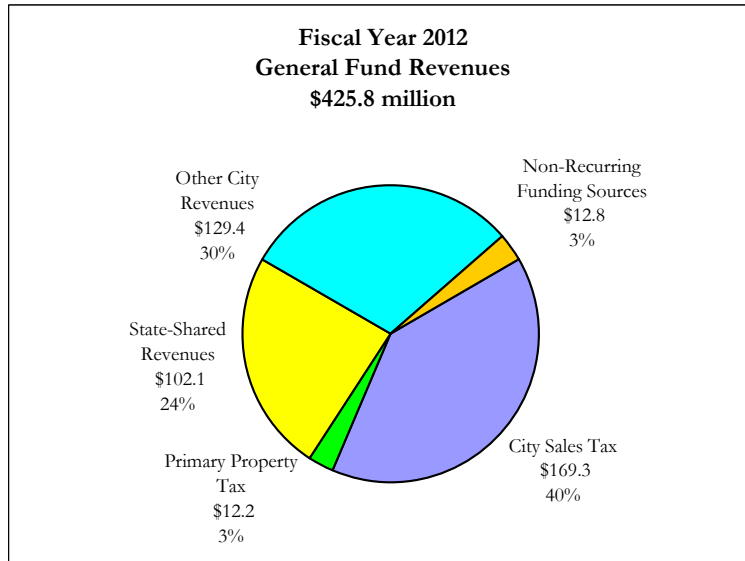
General Fund Revenues

Revenue for the Fiscal Year 2012 General Fund adopted budget comes from both city-generated and state-shared sources. Revenues totaling \$425.8 million are included: \$413.0 million of which is recurring; \$12.8 million is non-recurring. This is \$17.3 million less than, or almost 4%, from the Fiscal Year 2011 Adopted Budget and \$7.1 million less than the projected Fiscal Year 2011 revenues. Local sales tax revenues of \$169.3 million, which comprise 40% of the General Fund revenues, have been estimated at a 2% growth over projected Fiscal Year 2011 collections. The City's primary property tax will provide funding for less than 3% of the General Fund budget.

State-shared taxes (sales, income, and auto lieu) make up 24% of the adopted General Fund revenues. Decreases in state income tax collections will result in Tucson's share being \$6.4 million lower than the estimated revenues for Fiscal Year 2011. Tucson's population, which is used by the State in calculating state-shared revenue distribution, has not grown proportionately greater than other Arizona cities per the 2010 Census. This impacts our allocation of state-shared revenues (sales, income, and auto lieu) which are estimated to be almost 6% less than in Fiscal Year 2011. However, the decrease attributable to the Census has been somewhat offset by an assumed growth in statewide sales and auto lieu tax revenues. The 31% in Other City

Revenues shown in the chart below consists of other local taxes and fees, fines and forfeitures, charges for city services, and contributions.

Debt restructuring in the amount of \$9.5 million has been programmed in order to balance the budget. This is the fourth budget year that restructuring has been included as “one-time” revenue which offsets the debt principal repayment expenditure. Per Mayor and Council direction, debt restructuring will only be pursued in the spring of 2012 if other unbudgeted “one time” time revenue sources (e.g., land sales, delinquent sales tax collections) or further expenditure savings do not materialize during the fiscal year and close the gap.

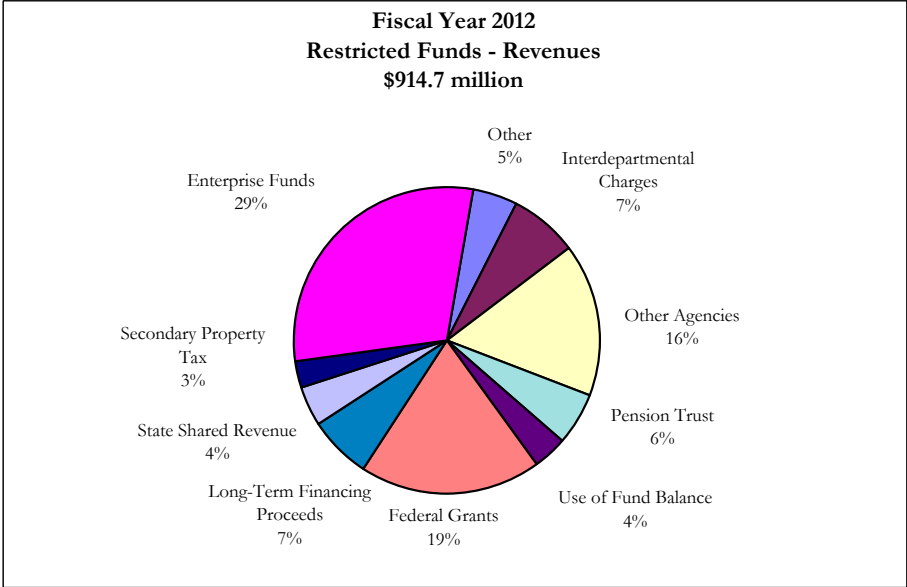


Restricted Funds – Revenues

Restricted funds account for 68% of the total Fiscal Year 2012 Budget. These funds are considered restricted because their use is limited to specific purposes. Restricted fund revenues are generated from the following federal, state, and local sources:

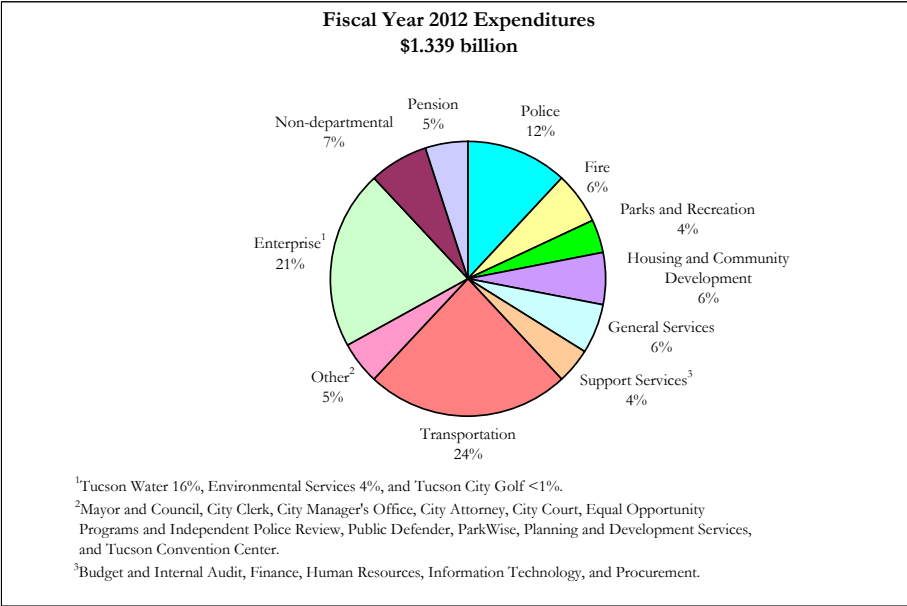
- (1) grants, shared revenues, and contributions from other state and local governments
- (2) self-supporting enterprise funds (environmental services, golf, and water)
- (3) city revenues that are collected for a specific purpose, such as certificates of participation and other debt financing, and reserves set aside for a particular requirement
- (4) internal service and fiduciary funds

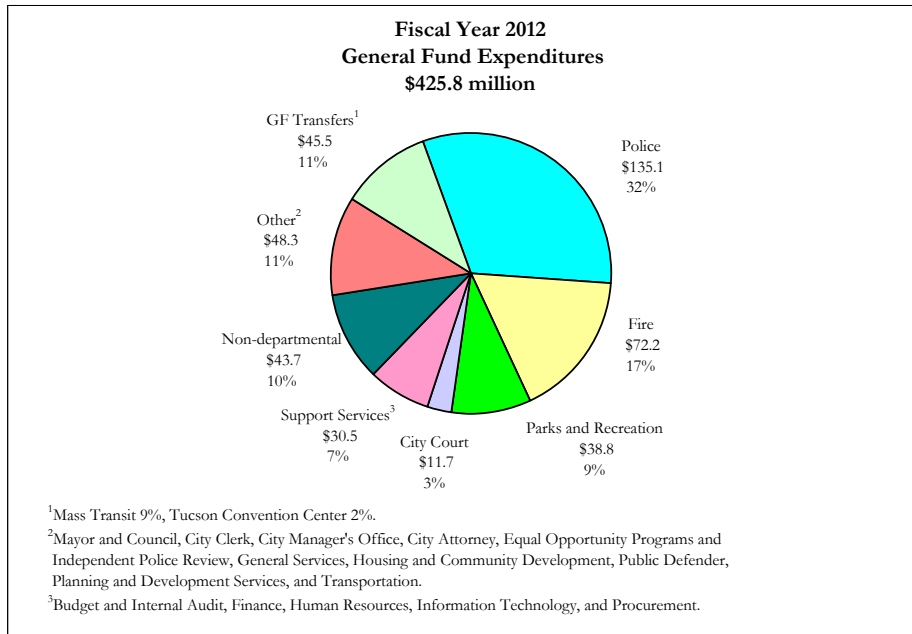
The largest component of restricted revenue is from the Enterprise Funds while federal grants comprise the second largest component. See following chart and additional information which is available in Section D.



WHERE THE MONEY GOES

The City budget funds a broad range of services. Environmental Services, Tucson Water, and Tucson City Golf are self-supporting through their fees for services and are included in the Enterprise group, which makes up 20% of the Fiscal Year 2012 Adopted Budget. The following two graphs illustrate the specific areas in which citywide and General Fund expenditures are budgeted. Detailed information on individual department budgets can be found in Section B.



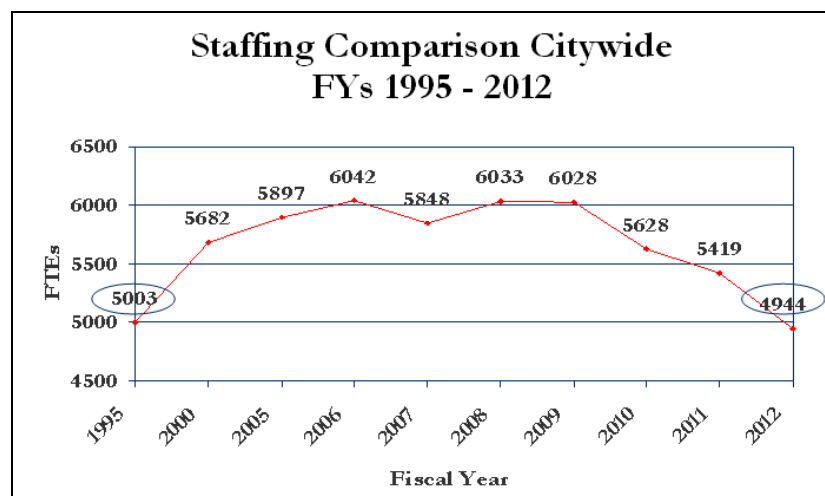


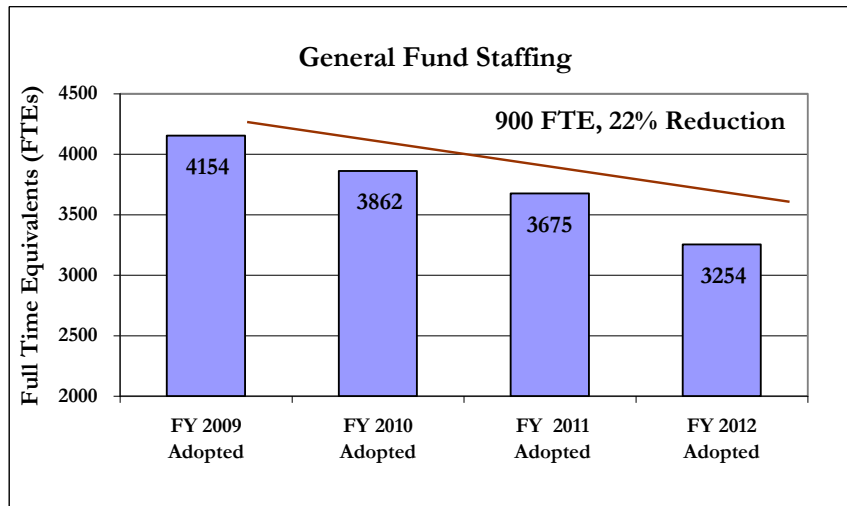
Staffing

The number of City employees in the adopted budget for Fiscal Year 2012 totals 4944.25, a decrease of 475 full-time equivalent (FTE) positions from Fiscal Year 2011. An FTE is equal to a 40-hour work week or 2,080 hours per year. The overall decrease in positions is primarily due to the significant reduction of 421 General Fund vacant positions eliminated through attrition and retirement.

The citywide FTE comparison chart below illustrates how staffing over the past decades peaked in Fiscal Year 2006 at 6,042. The adopted Fiscal Year 2012 staffing of 4,944 approximates the City's authorized staffing level back in Fiscal Year 1995, and is almost 1,100 less than it was as recently as Fiscal Year 2009. The trend toward a smaller City workforce will continue. General Fund staffing alone has decreased by 900 FTEs since Fiscal Year 2009 as also illustrated below. For more detail on authorized staffing, see the individual department positions resources in Section B.

A four-year City staffing comparison chart is included in Section E. One potential measure of municipal efficiency, and the value that residents are getting for their taxes, is the staffing ratio per 1,000 population. A chart is also included in Section E which illustrates that the number of City employees per 1,000 population has gradually declined in the past 10 years from 11.3 to 9.6.





Note: FY 2011 Adopted included 82 Tucson Police Department positions that were unfunded.

Specific management positions at administrator and above levels have been eliminated throughout the organization for Fiscal Year 2012 and will provide for over \$3 million in annual salary and benefit savings. As we continue to strategically manage our attrition in order to downsize our organization to reduce future costs, it remains critical that we institute the greatest degree of oversight in key financial management areas.

For Fiscal Year 2012, the job classification of the chief financial officer is being reassigned to reflect increased responsibilities. This reassignment will result in a promotion effective July 1, 2011 that is in alignment with the City's general policies for compensation administration and Civil Service Commission Rules and Regulations. The chief financial officer has been reassigned to a salary grade equivalent to an assistant city manager which is at the executive management level and has assumed oversight responsibility for additional support services departments. This change is reflected in the citywide organization chart on page i. The chart also illustrates changes in oversight responsibilities for the deputy city manager and assistant city manager. The deputy city manager will manage departments providing most of the City's core neighborhood services. The assistant city manager will oversee departments that provide operations and development functions. These executive management assignments are designed to improve communication and coordination between departments.

CITIZEN IMPACTS

City Property Taxes. The City's property tax rates will increase in Fiscal Year 2012. The City imposes two taxes on property within the city limits. The primary property tax, which is applied to the limited value assessed by the Pima County Assessor, is used for general purposes; and the secondary property tax, which is applied to the full cash value assessed by the Pima County Assessor, is used to pay off general obligation bond debt.

The combined property tax rate for the Fiscal Year 2012 Adopted Budget is \$1.1621 per \$100 of assessed valuation, which is an increase of \$0.2071. As allowed by state law, the City will increase the primary property tax levy by the actual cost of involuntary torts or claims that were paid in Fiscal Year 2010. The involuntary tort levy amount is \$2,492,500, which increases the estimated primary tax rate by \$0.0728 per \$100 of assessed valuation. The involuntary tort revenue will be a reimbursement to the City's Self Insurance Fund and will help toward eliminating the deficit in that fund. The increase to the secondary tax rate is needed to repay the general obligation bond principal and interest obligations. This \$0.2071 increase in the combined rate would mean an increase of \$20.71 annually for an owner of a home with a \$100,000 actual valuation.

	Actual FY 2011	Adopted FY 2012	Changes
Rate Changes			
Primary	\$ 0.3289	\$ 0.4297	\$ 0.1008
Secondary	<u>0.6261</u>	<u>0.7324</u>	<u>0.1063</u>
Total	\$ 0.9550	\$ 1.1621	\$ 0.2071

Charges for Services. Not all charges for services directly impact the general public; e.g., court fines and development fee increases. The charges for services that generally affect the majority of Tucson residents are the refuse collection and disposal service fees and water system cost of service/usage rates. Specific refuse fees and water rate increases were approved by Mayor and Council on May 17 and 24, 2011 respectively. In addition, fees for participation in the KIDCO program were increased to achieve 50% cost recovery. This pricing will maintain the quality of supervision and activities, keeping safety and recreation as program priorities.

Service Levels. The economic recession has caused the City to reduce staffing and reduce or eliminate certain services. Staffing has fallen to the Fiscal Year 1995 level through attrition and the elimination of vacant positions. Following is a list of services and related programs that have either been reduced or eliminated over the past three fiscal years.

- Residential street paving; roadway and median maintenance
- Back to Basics neighborhood infrastructure improvement program
- 17 of 27 summer-session swimming pools and 6 of 10 winter-session pools; swimming lessons
- Neighborhood center hours, including closure of Ormsby Recreation Center
- Leisure class offerings; teens program; and adult sports programs
- KIDCO program capacity
- Parks maintenance and watering schedules
- Non-emergency public safety service call response times
- Prosecution of graffiti, prostitution, criminal nuisance crimes
- Infrastructure replacement and maintenance: streets, facilities, vehicles, equipment, and technology
- Funding for human services, economic development, community event, and arts organizations
- Neighborhood association mailings and support

BUDGET DEVELOPMENT PROCESS

The budgetary process is governed by both state and City legal requirements and provides an opportunity for citizen comment.

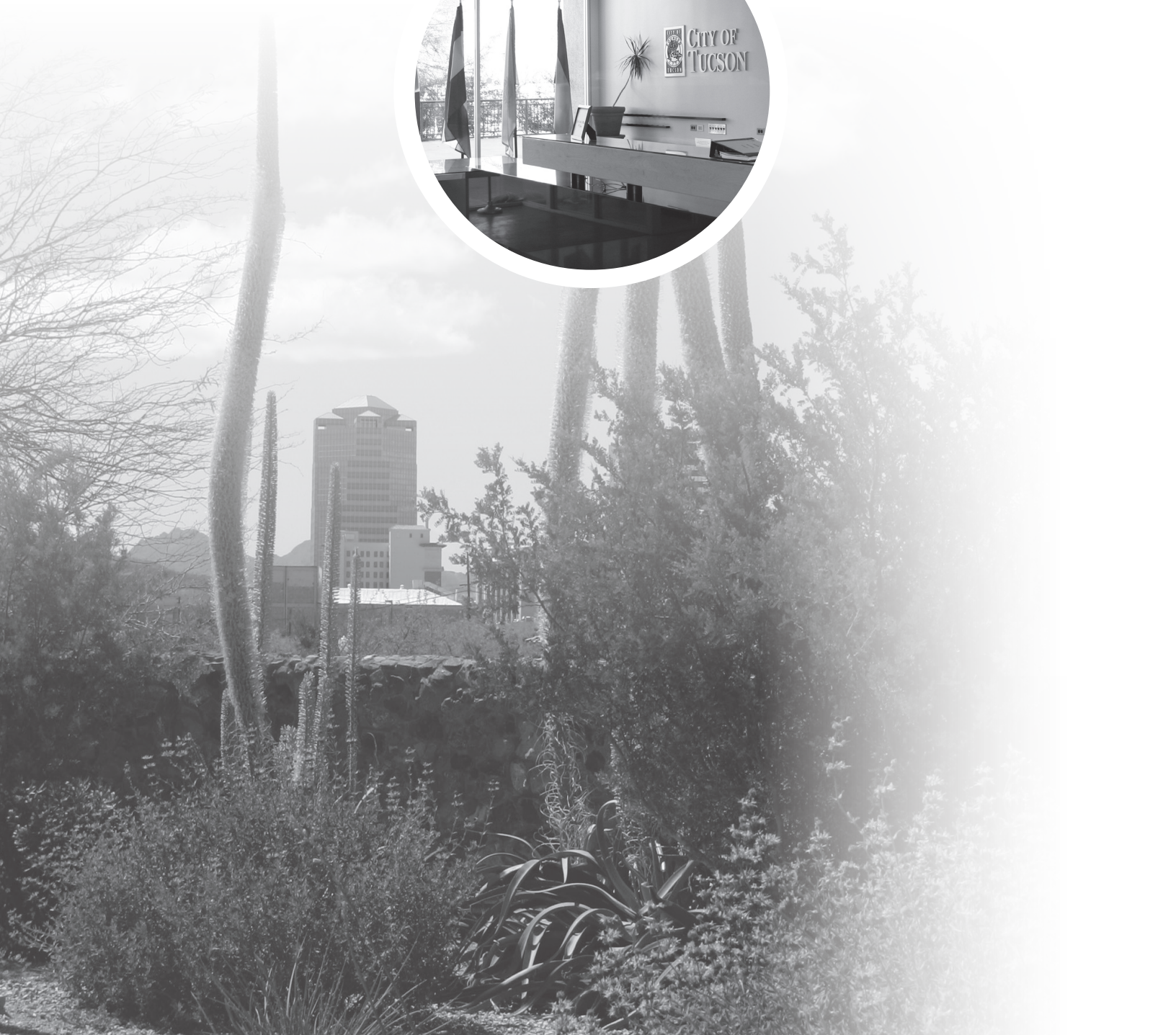
On April 26, 2011 the city manager submitted the Fiscal Year 2012 Recommended Budget and the Proposed Five-Year Capital Improvement Program for Fiscal Years 2012-2016. The submission was in compliance with the Tucson City Charter which requires that the city manager prepare a written estimate of the funds required to conduct the business and affairs of the city for the next fiscal year.

A public hearing for the Recommended Fiscal Year 2012 Budget was held on May 3, 2011 to provide the public with an opportunity to comment on the recommended budget. On May 3rd and 10th, time was set aside at Mayor and Council study sessions for review of the recommended budget; and the budget was tentatively adopted at the regular Mayor and Council meeting on May 10th. The tentative budget adoption was in compliance with the City Charter by which the city manager is required to submit to Mayor and Council an estimate of the probable expenditures for the coming fiscal year.

On May 24th, the City of Tucson held a truth in taxation public hearing for its proposal to levy a primary property tax greater than the amount levied in the preceding tax year, excluding amounts that are attributable to new construction. This was followed by a public hearing on the budget as tentatively adopted and a special meeting for final budget adoption. Adoption of the property tax levies was held on June 7th in accordance with state law.

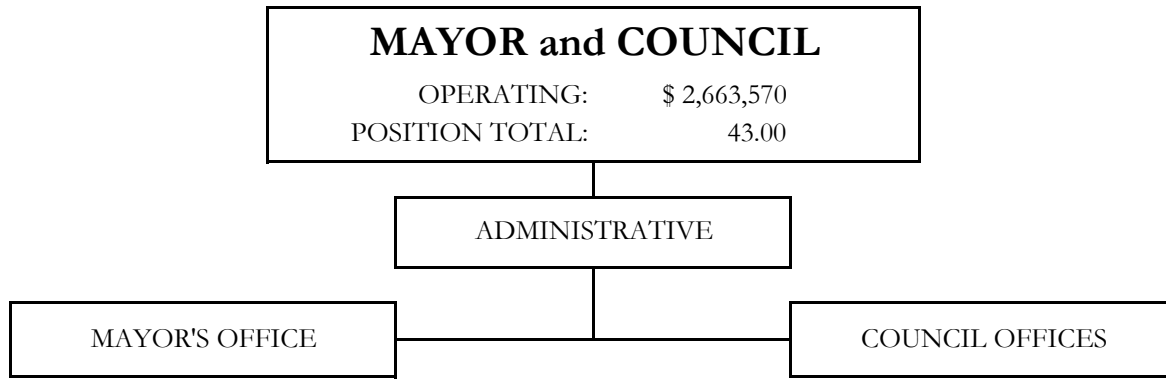
The budget calendar for Fiscal Year 2012 can be found on page iii.

Section B
Department Budgets

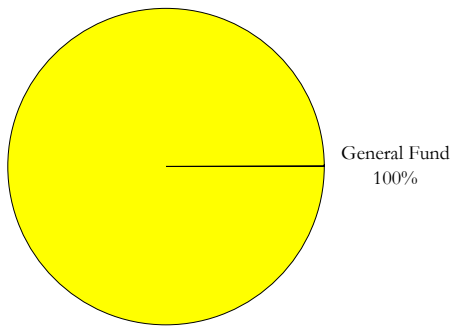


SUMMARY OF EXPENDITURES BY DEPARTMENT

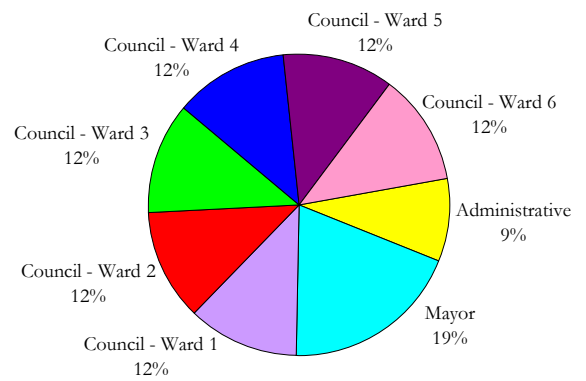
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Elected And Official				
Mayor and Council	\$ 2,906,907	\$ 2,923,620	\$ 2,653,410	\$ 2,663,570
City Attorney	8,074,452	9,050,590	8,424,290	8,491,910
City Clerk	3,598,609	3,148,920	3,308,570	4,240,110
City Manager	3,861,401	10,326,970	9,260,860	10,362,520
Subtotal	\$ 18,441,369	\$ 25,450,100	\$ 23,647,130	\$ 25,758,110
Neighborhood Services				
City Court	\$ 9,890,825	\$ 13,624,330	\$ 11,872,560	\$ 12,445,890
Environmental Services	46,565,917	49,138,560	42,434,300	51,476,220
Equal Opportunity Programs and Independent Police Review	891,484	893,500	795,170	823,250
Public Defender	3,065,916	3,197,320	2,703,380	2,797,640
Transportation	173,937,949	273,124,750	268,498,880	327,704,600
Tucson Fire	82,734,187	82,236,280	80,731,960	75,745,650
Tucson Police	153,385,978	198,744,300	175,309,680	163,326,490
Tucson Water	158,246,478	209,425,310	193,509,690	215,059,200
Subtotal	\$ 628,718,734	\$ 830,384,350	\$ 775,855,620	\$ 849,378,940
Operations and Development				
General Services	\$ 49,218,058	\$ 81,376,160	\$ 53,072,320	\$ 76,053,730
Housing and Community Development	80,266,530	88,441,760	87,148,630	85,007,150
Parks and Recreation	46,968,634	60,356,250	51,301,400	55,197,910
ParkWise	2,769,527	9,146,860	7,721,970	3,959,950
Planning and Development Services	7,487,449	8,011,090	7,714,240	7,583,500
Tucson City Golf	8,275,441	7,838,500	7,676,890	7,136,750
Tucson Convention Center	5,378,892	5,999,310	5,470,150	6,819,060
Subtotal	\$ 200,364,531	\$ 261,169,930	\$ 220,105,600	\$ 241,758,050
Support Services				
Budget and Internal Audit	\$ 1,414,409	\$ 1,419,180	\$ 1,389,740	\$ 1,416,390
Finance	15,846,530	16,689,870	16,293,580	17,313,170
Human Resources	15,541,651	9,851,390	9,638,840	9,705,320
Information Technology	16,363,137	17,277,320	16,592,460	16,649,380
Procurement	3,636,297	3,708,470	3,559,520	3,278,660
Subtotal	\$ 52,802,024	\$ 48,946,230	\$ 47,474,140	\$ 48,362,920
Non-Departmental	\$ 112,530,155	\$ 102,124,990	\$ 96,149,420	\$ 99,987,250
Pension Fund	\$ 59,476,466	\$ 66,584,120	\$ 66,584,120	\$ 73,572,600
Total All Departments	\$ 1,072,333,279	\$ 1,334,659,720	\$ 1,229,816,030	\$ 1,338,817,870



FINANCING PLAN



PROGRAM ALLOCATION



MAYOR and COUNCIL

The Mayor and Council establishes public policy and develops programs as mandated by the Tucson City Charter, represents community interests, and works with city management to effectively meet the community's current and long-term needs.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Mayor	6.00	9.50	7.00	7.00
Ward 1	6.00	7.00	6.00	6.00
Ward 2	5.00	7.00	6.00	6.00
Ward 3	5.75	7.00	6.00	6.00
Ward 4	5.00	7.00	6.00	6.00
Ward 5	5.75	7.00	6.00	6.00
Ward 6	5.25	7.00	6.00	6.00
Department Total	38.75	51.50	43.00	43.00
TOTAL BUDGET				
Administrative	\$ 256,583	\$ 247,820	\$ 276,530	\$ 223,370
Mayor	522,044	520,840	506,700	474,900
Ward 1	344,593	359,160	332,850	327,550
Ward 2	373,836	359,160	313,560	327,550
Ward 3	339,480	359,160	305,150	327,550
Ward 4	354,037	359,160	348,000	327,550
Ward 5	376,548	359,160	309,490	327,550
Ward 6	339,786	359,160	268,670	327,550
Department Total	\$ 2,906,907	\$ 2,923,620	\$ 2,660,950	\$ 2,663,570
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,534,614	\$ 2,528,210	\$ 2,286,890	\$ 2,334,390
Services	321,109	319,420	341,590	300,980
Supplies	51,184	75,990	32,470	28,200
Department Total	\$ 2,906,907	\$ 2,923,620	\$ 2,660,950	\$ 2,663,570
FUNDING SOURCES				
General Fund	\$ 2,890,832	\$ 2,923,620	\$ 2,660,950	\$ 2,663,570
Civic Contributions Fund	5,348	-0-	-0-	-0-
Non-Federal Grants Fund	10,727	-0-	-0-	-0-
Department Total	\$ 2,906,907	\$ 2,923,620	\$ 2,660,950	\$ 2,663,570

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$2,663,570 reflects a decrease of \$260,050 from the Fiscal Year 2011 Adopted Budget. Changes include:

Reduction in vehicle maintenance, parking, travel, and public relations	\$ (18,440)
Reduction in computers, supplies, and equipment	(47,790)
Personnel costs	(193,820)
Total	\$ (260,050)

OPERATING PROGRAMS

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 240,508	\$ 247,820	\$ 276,530	\$ 223,370
Civic Events	5,348	-0-	-0-	-0-
Non-Federal Grants Fund	10,727	-0-	-0-	-0-
Program Total	\$ 256,583	\$ 247,820	\$ 276,530	\$ 223,370
Character of Expenditures				
Services	\$ 240,505	\$ 212,030	\$ 271,870	\$ 218,570
Supplies	16,078	35,790	4,660	4,800
Program Total	\$ 256,583	\$ 247,820	\$ 276,530	\$ 223,370

NOTE: The individual council office operating programs as shown below (i.e., Wards 1-6) are all budgeted at equivalent levels of funding and position classifications. However, both the actual spending levels and employees working in each office (including the Mayor's Office) may vary over the course of the fiscal year. These variances may reflect the specific constituent services provided by the council member and the corresponding resource needs.

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	\$ 522,044	\$ 520,840	\$ 506,700	\$ 474,900
Character of Expenditures				
Salaries and Benefits	\$ 495,070	\$ 484,250	\$ 476,680	\$ 450,690
Services	23,469	30,590	26,660	20,010
Supplies	3,505	6,000	3,360	4,200
Program Total	\$ 522,044	\$ 520,840	\$ 506,700	\$ 474,900

WARD 1

Projected Revenue Sources				
General Fund	\$ 344,593	\$ 359,160	\$ 332,850	\$ 327,550
Character of Expenditures				
Salaries and Benefits	\$ 329,329	\$ 340,660	\$ 319,560	\$ 313,950
Services	7,962	12,800	7,750	10,400
Supplies	7,302	5,700	5,540	3,200
Program Total	\$ 344,593	\$ 359,160	\$ 332,850	\$ 327,550

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
WARD 2				
Projected Revenue Sources				
General Fund	\$ 373,836	\$ 359,160	\$ 313,560	\$ 327,550
Character of Expenditures				
Salaries and Benefits	\$ 353,494	\$ 340,660	\$ 299,630	\$ 313,950
Services	13,792	12,800	9,880	10,400
Supplies	6,550	5,700	4,050	3,200
Program Total	\$ 373,836	\$ 359,160	\$ 313,560	\$ 327,550
WARD 3				
Projected Revenue Sources				
General Fund	\$ 339,480	\$ 359,160	\$ 305,150	\$ 327,550
Character of Expenditures				
Salaries and Benefits	\$ 326,754	\$ 340,660	\$ 292,810	\$ 313,950
Services	10,510	12,800	6,330	10,400
Supplies	2,216	5,700	6,010	3,200
Program Total	\$ 339,480	\$ 359,160	\$ 305,150	\$ 327,550
WARD 4				
Projected Revenue Sources				
General Fund	\$ 354,037	\$ 359,160	\$ 348,000	\$ 327,550
Character of Expenditures				
Salaries and Benefits	\$ 345,104	\$ 340,660	\$ 339,230	\$ 313,950
Services	8,002	12,800	7,690	10,400
Supplies	931	5,700	1,080	3,200
Program Total	\$ 354,037	\$ 359,160	\$ 348,000	\$ 327,550
WARD 5				
Projected Revenue Sources				
General Fund	\$ 376,548	\$ 359,160	\$ 309,490	\$ 327,550
Character of Expenditures				
Salaries and Benefits	\$ 354,952	\$ 340,660	\$ 298,150	\$ 313,950
Services	9,748	12,800	5,860	10,400
Supplies	11,848	5,700	5,480	3,200
Program Total	\$ 376,548	\$ 359,160	\$ 309,490	\$ 327,550

MAYOR and COUNCIL

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
WARD 6				
Projected Revenue Sources				
General Fund	\$ 339,786	\$ 359,160	\$ 268,670	\$ 327,550
Character of Expenditures				
Salaries and Benefits	\$ 329,911	\$ 340,660	\$ 260,830	\$ 313,950
Services	7,121	12,800	5,550	10,400
Supplies	2,754	5,700	2,290	3,200
Program Total	\$ 339,786	\$ 359,160	\$ 268,670	\$ 327,550

POSITION RESOURCES

Mayor's Office

Mayor	1.00	1.00	1.00	1.00
Chief of Staff: Office of the Mayor	1.00	1.50	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	2.00	1.00	1.00
Executive Assistant/Mayor	2.00	4.00	3.00	3.00
Program Total	6.00	9.50	7.00	7.00

Council - Ward 1

Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	4.00	3.00	3.00
Executive Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	7.00	6.00	6.00

Council - Ward 2

Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	4.00	3.00	3.00
Executive Assistant	1.00	2.00	2.00	2.00
Program Total	5.00	7.00	6.00	6.00

Council - Ward 3

Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.25	4.00	3.00	3.00
Executive Assistant	1.50	2.00	2.00	2.00
Program Total	5.75	7.00	6.00	6.00

Council - Ward 4

Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	4.00	3.00	3.00
Executive Assistant	1.00	2.00	2.00	2.00
Program Total	5.00	7.00	6.00	6.00

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Council - Ward 5				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.00	4.00	3.00	3.00
Executive Assistant	1.75	2.00	2.00	2.00
Program Total	5.75	7.00	6.00	6.00
Council - Ward 6				
Council Member	1.00	1.00	1.00	1.00
Council Administrative Assistant	3.25	4.00	3.00	3.00
Executive Assistant	1.00	2.00	2.00	2.00
Program Total	5.25	7.00	6.00	6.00
Department Total	38.75	51.50	43.00	43.00

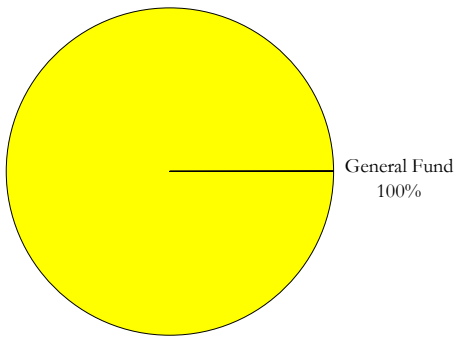
BUDGET and INTERNAL AUDIT

OPERATING: \$ 1,416,390
POSITION TOTAL: 14.00

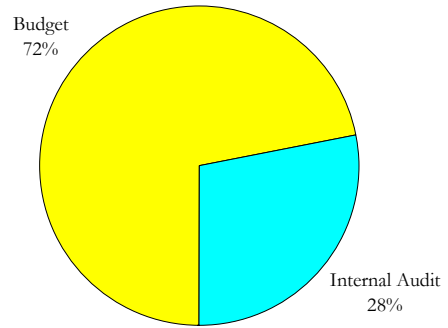
BUDGET

INTERNAL AUDIT

FINANCING PLAN



PROGRAM ALLOCATION



BUDGET and INTERNAL AUDIT

The Office of Budget and Internal Audit develops and manages the operating and capital budgets by working with the Mayor and Council, City Manager, and city departments and offices; and conducts audits and reviews of city departments and processes to facilitate service improvements and resolve operational issues.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Budget	10.00	10.00	10.00	10.00
Internal Audit	5.00	4.00	4.00	4.00
Department Total	15.00	14.00	14.00	14.00
TOTAL BUDGET				
Operating	\$ 1,414,409	\$ 1,419,180	\$ 1,389,740	\$ 1,416,390
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 1,345,587	\$ 1,333,490	\$ 1,315,700	\$ 1,346,270
Services	56,413	66,530	62,960	57,960
Supplies	12,409	19,160	11,080	12,160
Department Total	\$ 1,414,409	\$ 1,419,180	\$ 1,389,740	\$ 1,416,390
FUNDING SOURCES				
General Fund	\$ 1,414,409	\$ 1,419,180	\$ 1,389,740	\$ 1,416,390

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$ 1,416,390 reflects a decrease of \$2,790 from the Fiscal Year 2011 Adopted Budget. Changes include:

Personnel costs	\$ 12,780
Miscellaneous adjustments	(2,570)
Reduction in quantity of hardcopy budget documents printed for distribution	(6,000)
Reduction of legal advertising costs by placing ads at minimum statutory requirements	(7,000)
Total	\$ (2,790)

BUDGET and INTERNAL AUDIT

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Ensure that expenditures do not exceed projected revenues and authorized amounts.	100%	N/A	100%	100%
Prepare quarterly financial reports on projected year-end expenditure and revenue balances and position vacancies for management and City departments so they can make informed decisions.				
• Number of reports	3	N/A	3	3
Facilitate quarterly Financial Monitoring Team (FMT) meetings to provide control of the budget.				
• Number of meetings	2	N/A	3	3
Provide administrative support and audit assistance to the Mayor and Council's Independent Audit and Performance Commission.				
• Number of meetings	14	N/A	18	18
Conduct internal audit and other projects as requested by management.				
• Number of projects	24	N/A	25	18

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund	\$ 977,545	\$ 1,037,730	\$ 1,006,060	\$ 1,013,480
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Character of Expenditures

Salaries and Benefits	\$ 917,497	\$ 956,800	\$ 936,780	\$ 946,800
Services	48,039	61,770	58,200	54,520
Supplies	12,009	19,160	11,080	12,160
Program Total	\$ 977,545	\$ 1,037,730	\$ 1,006,060	\$ 1,013,480

INTERNAL AUDIT: This program area conducts audits, reviews, cost studies, investigations, special projects, consultations, analyzes departments' collaborative auditing performance measures, and serves as staff liaison to the Mayor and Council's Independent Audit and Performance Commission. Auditors work in an independent and objective manner to provide management with information necessary to improve the city's operations.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 436,864	\$ 381,450	\$ 383,680	\$ 402,910
Character of Expenditures				
Salaries and Benefits	\$ 428,090	\$ 376,690	\$ 378,920	\$ 399,470
Services	8,374	4,760	4,760	3,440
Supplies	400	-0-	-0-	-0-
Program Total	\$ 436,864	\$ 381,450	\$ 383,680	\$ 402,910

POSITION RESOURCES

Budget

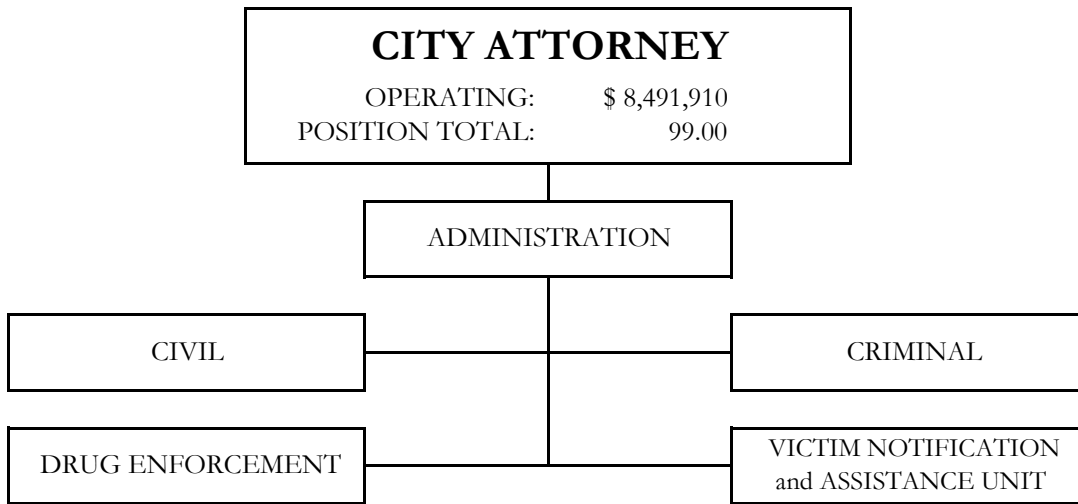
Budget and Internal Audit Program Director	1.00	1.00	1.00	1.00
Budget Administrator	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Budget Specialist	1.00	1.00	1.00	1.00
Lead Budget Analyst	4.00	4.00	4.00	4.00
Staff Assistant	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	10.00	10.00	10.00	10.00

Internal Audit

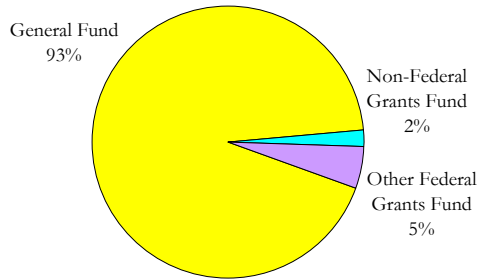
Finance Manager	1.00	1.00	1.00	1.00
Principal Accountant/Auditor	2.00	2.00	2.00	2.00
Senior Accountant/Auditor	2.00	1.00	1.00	1.00
Program Total	5.00	4.00	4.00	4.00

Department Total

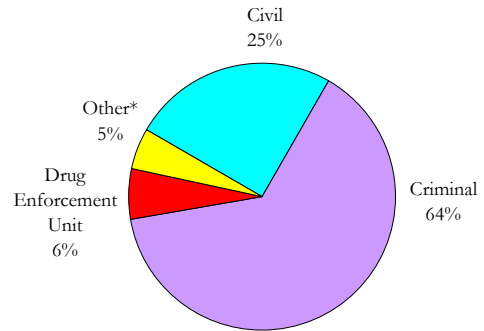
	15.00	14.00	14.00	14.00
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FINANCING PLAN



PROGRAM ALLOCATION



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

CITY ATTORNEY

The City Attorney's Office provides legal advice to ensure the legality of the official business of the City of Tucson; represents the city in all legal proceedings and administrative matters involving issues of law; and enforces criminal state statutes and local ordinances to ensure the safety of Tucson's citizens. The Office consists of the Administration, Civil, and Criminal Divisions.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	3.00	3.00	3.00	3.00
Civil	23.00	23.00	23.00	23.00
Criminal	67.50	67.50	67.50	65.00
Drug Enforcement Unit	5.00	5.00	5.00	5.00
Victim Notification and Assistance Unit	3.00	3.00	3.00	3.00
Department Total	101.50	101.50	101.50	99.00
TOTAL BUDGET				
Operating	\$ 8,074,452	\$ 9,050,590	\$ 8,424,290	\$ 8,491,910
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 7,564,860	\$ 8,133,220	\$ 7,682,960	\$ 7,766,230
Services	380,340	712,280	542,750	518,420
Supplies	129,252	205,090	198,580	207,260
Department Total	\$ 8,074,452	\$ 9,050,590	\$ 8,424,290	\$ 8,491,910
FUNDING SOURCES				
General Fund	\$ 7,635,588	\$ 8,499,830	\$ 7,984,230	\$ 7,900,950
Miscellaneous Federal Grants	360,064	404,510	360,060	439,650
Miscellaneous Non-Federal Grants	78,800	146,250	80,000	151,310
Department Total	\$ 8,074,452	\$ 9,050,590	\$ 8,424,290	\$ 8,491,910

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$8,491,910 reflects a decrease of \$558,680 from the Fiscal Year 2011 Adopted Budget. Changes include:

Decrease in public liability and hazardous waste insurance costs	\$ (27,930)
Decrease in legal services	(60,000)
Elimination of budget capacity for Forfeiture Funds	(103,760)
Personnel costs	(366,990)
Total	\$ (558,680)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Monitor and respond to requests from the Mayor and Council, the City Manager, and city departments for legal advice and representation.				
• Number of legal opinions	72	N/A	75	77
• Number of responses to requests for legal advice on daily operational issues	13,165	N/A	13,823	14,238
• Legal review of contracts and inter-governmental agreements	640	N/A	672	692
Control litigation of all active civil cases involving the city during the year.				
• Actively defend wrongful act litigation cases against the City	52	N/A	55	56
• Maximize amount of money saved through settlement or litigation (\$000s)	\$ 1,798	N/A	\$ 1,888	\$ 1,944
Produce favorable civil case outcomes for the City.				
• Number of civil cases with favorable outcomes, i.e., (less than estimated exposure)	96	N/A	100	104
• Percent of cases with favorable outcomes	80%	N/A	95%	95%
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	13,326	N/A	13,450	13,500
Defer the prosecution of first-time, non-violent defendants by offering counseling and education opportunities to first-time offenders.				
• Number of defendants who applied for, or were offered, diversion	14,121	N/A	14,230	14,300
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.				
• Number of notifications	22,776	N/A	22,980	23,000
• Number of victims assisted in obtaining restitution	498	N/A	530	535
• Amount obtained in restitution awards for crime victims and City Court	\$ 252,702	N/A	\$ 255,000	\$ 260,000

OPERATING PROGRAMS

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 244,770	\$ 264,170	\$ 240,040	\$ 236,720
Character of Expenditures				
Salaries and Benefits	\$ 231,910	\$ 234,940	\$ 220,990	\$ 208,160
Services	10,533	25,870	15,690	25,200
Supplies	2,327	3,360	3,360	3,360
Program Total	\$ 244,770	\$ 264,170	\$ 240,040	\$ 236,720

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	\$ 1,873,354	\$ 2,217,430	\$ 2,175,750	\$ 2,130,650
Character of Expenditures				
Salaries and Benefits	\$ 1,801,506	\$ 2,030,940	\$ 2,018,460	\$ 1,952,470
Services	47,807	129,700	100,500	121,710
Supplies	24,041	56,790	56,790	56,470
Program Total	\$ 1,873,354	\$ 2,217,430	\$ 2,175,750	\$ 2,130,650

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

Projected Revenue Sources				
General Fund	\$ 5,502,555	\$ 5,828,010	\$ 5,503,600	\$ 5,456,160
Character of Expenditures				
Salaries and Benefits	\$ 5,100,760	\$ 5,293,700	\$ 4,980,190	\$ 4,999,430
Services	312,062	424,110	413,210	346,530
Supplies	89,733	110,200	110,200	110,200
Program Total	\$ 5,502,555	\$ 5,828,010	\$ 5,503,600	\$ 5,456,160

CITY ATTORNEY

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 1,390	\$ 51,460	\$ 51,840	\$ 42,420
General Fund: Forfeiture Funds	13,519	138,760	13,000	35,000
Miscellaneous Federal Grants	360,064	404,510	360,060	439,650
Program Total	\$ 374,973	\$ 594,730	\$ 424,900	\$ 517,070
Character of Expenditures				
Salaries and Benefits	\$ 360,684	\$ 451,180	\$ 407,110	\$ 478,300
Services	9,938	131,040	11,790	23,770
Supplies	4,351	12,510	6,000	15,000
Program Total	\$ 374,973	\$ 594,730	\$ 424,900	\$ 517,070

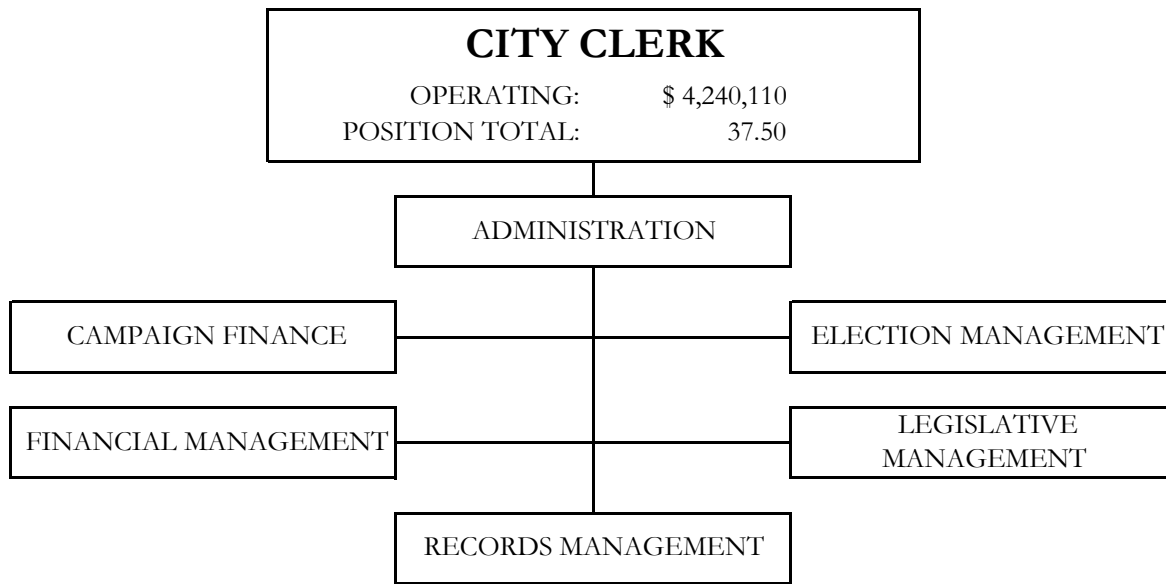
VICTIM NOTIFICATION and ASSISTANCE UNIT: This program area maintains victims' rights through the provision of timely notification to victims and responses to inquiries about cases pending in City Court.

Projected Revenue Sources				
Miscellaneous Non-Federal Grants	\$ 78,800	\$ 146,250	\$ 80,000	\$ 151,310
Character of Expenditures				
Salaries and Benefits	\$ 70,000	\$ 122,460	\$ 56,210	\$ 127,870
Services	-0-	1,560	1,560	1,210
Supplies	8,800	22,230	22,230	22,230
Program Total	\$ 78,800	\$ 146,250	\$ 80,000	\$ 151,310

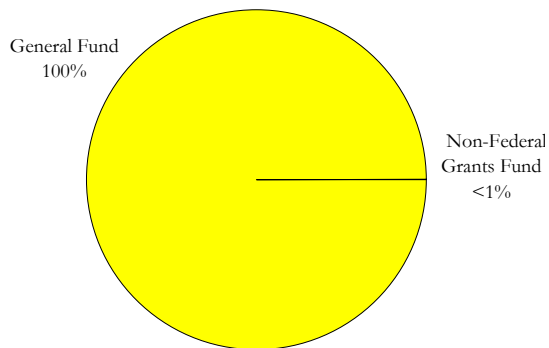
POSITION RESOURCES

Administration				
City Attorney	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	-0-	-0-	1.00	1.00
Senior Account Clerk	1.00	1.00	-0-	-0-
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	14.00	14.00	14.00	15.00
Senior Assistant City Attorney	1.00	1.00	1.00	-0-
Paralegal	2.00	2.00	2.00	2.00
Legal Secretary	4.00	4.00	4.00	4.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	23.00	23.00	23.00	23.00

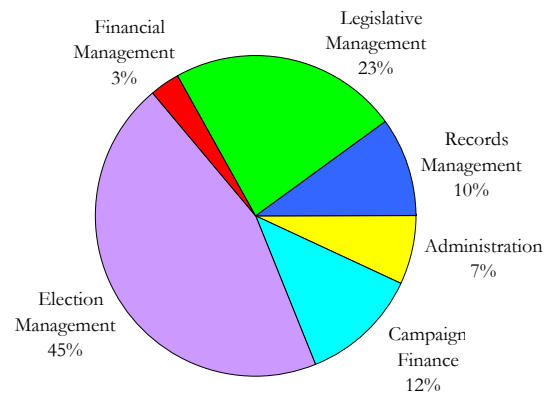
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Criminal				
Principal Assistant City Attorney (Deputy)	1.00	1.00	1.00	1.00
Principal Assistant City Attorney	2.00	2.00	2.00	2.00
Senior Assistant Prosecuting City Attorney	4.00	4.00	4.00	4.00
Associate Prosecuting City Attorney	23.50	23.50	23.50	23.00
Assistant City Attorney	3.00	3.00	3.00	2.00
Management Assistant	-0-	-0-	1.00	1.00
Court Supervisor	2.00	2.00	-0-	-0-
Litigation Support Supervisor	-0-	-0-	3.00	3.00
Legal Secretary	4.00	4.00	4.00	4.00
Senior Court Clerk	9.00	9.00	-0-	-0-
Litigation Support Clerk	-0-	-0-	24.00	23.00
Customer Service Representative	-0-	-0-	2.00	2.00
Court Clerk	19.00	19.00	-0-	-0-
Program Total	67.50	67.50	67.50	65.00
Drug Enforcement Unit				
Senior Assistant Prosecuting City Attorney	1.00	1.00	1.00	1.00
Associate Prosecuting City Attorney	2.00	2.00	2.00	2.00
Legal Secretary	1.00	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	-0-	-0-
Litigation Support Clerk	-0-	-0-	1.00	1.00
Program Total	5.00	5.00	5.00	5.00
Victim Notification and Assistance Unit				
Senior Court Clerk	3.00	3.00	-0-	-0-
Litigation Support Clerk	-0-	-0-	3.00	3.00
Program Total	3.00	3.00	3.00	3.00
Department Total	101.50	101.50	101.50	99.00



FINANCING PLAN



PROGRAM ALLOCATION



CITY CLERK

The City Clerk's Office provides accurate, accessible and timely legislative information to various constituencies, including the Mayor and Council, city staff and the public. The primary function of the office is to provide administrative, clerical, and logistical support to the Mayor and Council; coordinate and administer records management throughout the city; conduct regular and special municipal elections in conformance with federal, state, and city laws and procedures; and administer the City of Tucson Campaign Finance Program.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	2.00	2.00	2.00	2.00
Campaign Finance	1.75	1.75	1.75	1.75
Election Management	18.60	6.10	5.30	13.30
Financial Management	1.70	1.70	1.70	1.70
Legislative Management	12.70	12.70	12.50	12.50
Records Management	6.25	6.25	6.25	6.25
Department Total	43.00	30.50	29.50	37.50
TOTAL BUDGET				
Operating	\$ 3,598,609	\$ 3,148,920	\$ 3,308,570	\$ 4,240,110
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,061,415	\$ 2,053,890	\$ 1,923,050	\$ 2,547,900
Services	1,186,282	916,070	811,270	1,023,080
Supplies	327,439	153,040	574,250	659,130
Equipment	5,826	-0-	-0-	-0-
Grant Capacity	-0-	10,000	-0-	10,000
Other	17,647	15,920	-0-	-0-
Department Total	\$ 3,598,609	\$ 3,148,920	\$ 3,308,570	\$ 4,240,110
FUNDING SOURCES				
General Fund	\$ 3,598,609	\$ 3,138,920	\$ 3,308,570	\$ 4,230,110
Miscellaneous Non-Federal Grant	-0-	10,000	-0-	10,000
Department Total	\$ 3,598,609	\$ 3,148,920	\$ 3,308,570	\$ 4,240,110

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$4,240,110 reflects an increase of \$1,091,190 from the Fiscal Year 2011 Adopted Budget. Changes include:

Addition of one-time funding needed to conduct city-wide elections for a mayor and three council members	\$ 1,150,000
Eliminate support funds to specific Boards, Committees and Commissions	(15,920)
Personnel costs	(42,890)
Total	\$ 1,091,190

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provides full support, prepares Agendas, Administrative Action Reports and Minutes for Study Session and Regular Mayor & Council meetings. Posts agendas, reports and minutes for staff and the public on the City of Tucson, City Clerk website.				
• Number of meetings supported and attended	106	N/A	110	111
• Number of Mayor & Council Agenda items processed	1,022	N/A	1,095	1,110
Provides limited support, prepares Agendas, Legal Action Reports and Minutes for major Boards, Committees & Commissions (BCC) programs. Posts agendas, reports and minutes for staff and the public on the City of Tucson, City Clerk, BCC website. Maintains BCC appointments including the coordination of loyalty oaths.				
• Number of meeting notices and agendas posted	1,449	N/A	1,450	1,450
• Number of BCC members appointed and processed	274	N/A	150	275
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	55	N/A	127	50
• Number of special event applications processed	123	N/A	125	125
• Number of extension of premise applications processed	32	N/A	49	48
Processes and files official city documents received as public record in accordance with city and state law.				
• Number of official City documents such as ordinances, resolutions, contracts and Mayor & Council minutes processed and filed	10,803	N/A	8,540	9,675

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Processes and stores records received from City departments at the City Records Center.				
• Individual records stored at the City Records Center	13,622	N/A	14,500	15,150
Conducts City of Tucson Mayor, Council and Special elections. Provides election materials to registered City voters; ensures all registered voters, within the City limits, receive information and instructions regarding the election process.				
• Number of registered voters	221,316	N/A	227,694	228,000
• Number of voter information pamphlets distributed to households	211,502	N/A	139,231	278,000
• Number of registered voters casting a ballot	74,168	N/A	139,193	91,200
• Number of early ballots tabulated	45,180	N/A	84,780	59,280
• Number of ballots cast at the polling places	28,988	N/A	54,413	31,920
Complete tasks associated with the Campaign Finance Program within established guidelines. This measure is linked to the number of candidates and election year, which varies between a three council seat only election and a mayoral and three council seat election.				
• Number of mayoral and council candidate campaign finance reports reviewed and processed	85	N/A	50	150
• Number of audits completed	12	N/A	4	16
• Amount of public matching funds disbursed	\$ 236,785	N/A	\$ 160,100	\$ 320,200

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.

Projected Revenue Sources

General Fund	\$ 233,973	\$ 253,280	\$ 236,360	\$ 275,110
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Character of Expenditures

Salaries and Benefits	\$ 224,076	\$ 234,500	\$ 219,610	\$ 255,780
Services	8,897	16,580	14,680	17,350
Supplies	1,000	2,200	2,070	1,980
Program Total	\$ 233,973	\$ 253,280	\$ 236,360	\$ 275,110

CITY CLERK

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 374,294	\$ 322,200	\$ 291,590	\$ 508,630
Character of Expenditures				
Salaries and Benefits	\$ 114,409	\$ 119,620	\$ 111,920	\$ 100,960
Services	257,885	198,170	175,480	404,200
Supplies	2,000	4,410	4,190	3,470
Program Total	\$ 374,294	\$ 322,200	\$ 291,590	\$ 508,630

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

Projected Revenue Sources				
General Fund	\$ 1,505,127	\$ 908,650	\$ 1,260,510	\$ 1,906,230
Character of Expenditures				
Salaries and Benefits	\$ 550,810	\$ 430,860	\$ 403,460	\$ 923,090
Services	654,379	398,240	352,740	369,990
Supplies	294,112	79,550	504,310	613,150
Equipment	5,826	-0-	-0-	-0-
Program Total	\$ 1,505,127	\$ 908,650	\$ 1,260,510	\$ 1,906,230

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.

Projected Revenue Sources				
General Fund	\$ 129,270	\$ 152,130	\$ 140,870	\$ 143,380
Character of Expenditures				
Salaries and Benefits	\$ 109,667	\$ 114,550	\$ 107,310	\$ 120,810
Services	17,437	33,170	29,370	19,200
Supplies	2,166	4,410	4,190	3,370
Program Total	\$ 129,270	\$ 152,130	\$ 140,870	\$ 143,380

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 952,666	\$ 1,065,590	\$ 988,340	\$ 953,910
Grant Capacity	-0-	10,000	-0-	10,000
Program Total	\$ 952,666	\$ 1,075,590	\$ 988,340	\$ 963,910
Character of Expenditures				
Salaries and Benefits	\$ 741,697	\$ 818,480	\$ 766,330	\$ 787,390
Services	189,440	199,340	176,530	141,750
Supplies	21,529	47,770	45,480	24,770
Grant Capacity	-0-	10,000	-0-	10,000
Program Total	\$ 952,666	\$ 1,075,590	\$ 988,340	\$ 963,910

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	\$ 385,632	\$ 421,150	\$ 390,900	\$ 442,850
Character of Expenditures				
Salaries and Benefits	\$ 320,756	\$ 335,880	\$ 314,420	\$ 359,870
Services	58,244	70,570	62,470	70,590
Supplies	6,632	14,700	14,010	12,390
Program Total	\$ 385,632	\$ 421,150	\$ 390,900	\$ 442,850

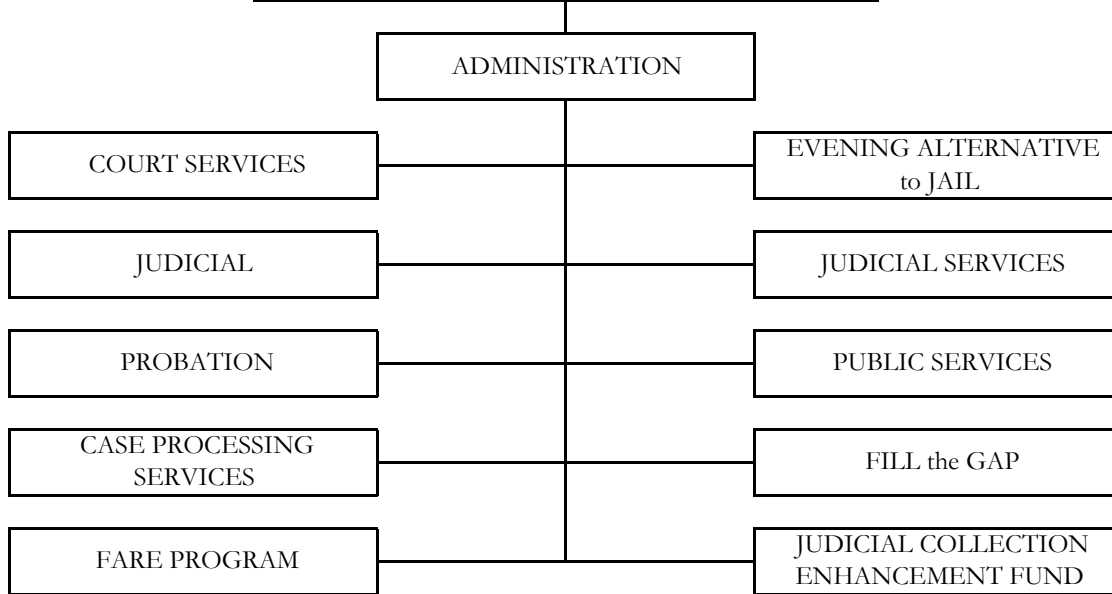
BOARDS, COMMITTEES and COMMISSIONS (BCCs): In addition to the Legislative Management support provided to the BCCs, the City Clerk had provided full administrative support and monitored budget expenditures for three of them; support was eliminated in Fiscal Year 2011.

Projected Revenue Sources				
General Fund	\$ 17,647	\$ 15,920	\$ -0-	\$ -0-
Character of Expenditures				
Commission Support	\$ 17,647	\$ 15,920	\$ -0-	\$ -0-

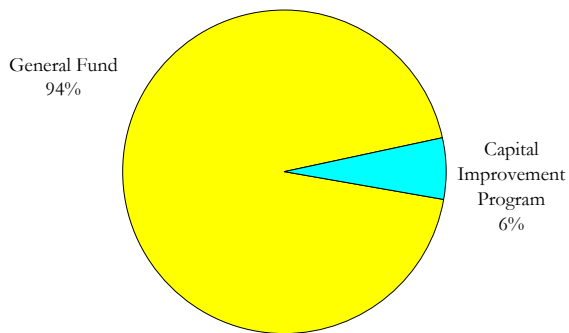
POSITION RESOURCES

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Administration				
City Clerk	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Campaign Finance				
City Clerk Administrator	0.25	0.25	0.25	0.25
Management Assistant	0.50	0.50	0.50	0.50
Secretary	1.00	1.00	1.00	1.00
Program Total	1.75	1.75	1.75	1.75
Election Management				
Deputy City Clerk	0.50	0.50	0.50	0.50
Information Technology Supervisor	0.60	0.60	0.60	0.60
Management Coordinator	0.50	0.50	0.50	0.50
Management Assistant	1.00	1.00	1.00	1.00
Office Supervisor	0.20	0.20	0.20	0.20
Information Technology Specialist	0.80	0.80	-0-	-0-
Secretary (Hourly)	1.00	-0-	-0-	1.00
Election Specialist (Hourly)	3.00	1.50	1.00	3.00
Senior Election Technician (Hourly)	7.00	-0-	0.50	2.50
Election Technician (Hourly)	4.00	1.00	1.00	4.00
Program Total	18.60	6.10	5.30	13.30
Financial Management				
Deputy City Clerk	0.20	0.20	0.20	0.20
Management Coordinator	0.50	0.50	0.50	0.50
Secretary	1.00	1.00	1.00	1.00
Program Total	1.70	1.70	1.70	1.70
Legislative Management				
Deputy City Clerk	0.30	0.30	0.30	0.30
City Clerk Administrator	0.50	0.50	0.50	0.50
Management Assistant	1.50	1.50	1.50	1.50
Information Technology Supervisor	0.40	0.40	0.40	0.40
Office Supervisor	0.80	0.80	0.80	0.80
Information Technology Specialist	0.20	0.20	-0-	-0-
Office Coordinator	1.00	1.00	1.00	1.00
Secretary	8.00	8.00	8.00	8.00
Program Total	12.70	12.70	12.50	12.50
Records Management				
City Clerk Administrator	0.25	0.25	0.25	0.25
City Records Manager	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Secretary	4.00	4.00	4.00	4.00
Program Total	6.25	6.25	6.25	6.25
Department Total	43.00	30.50	29.50	37.50

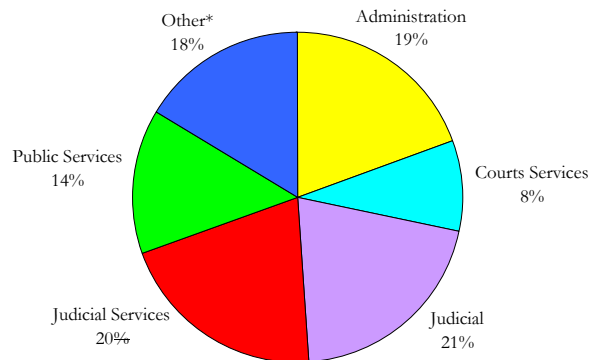
CITY COURT	
OPERATING:	\$ 11,655,890
CAPITAL:	790,000
TOTAL:	<u>\$ 12,445,890</u>
POSITION TOTAL:	<u>134.00</u>



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Restricted Revenues - Case Processing Services (8%), Probation (5%), Fines/Fees and Restitution Enforcement Program (FARE) (2%), Judicial Collection Enhancement Fund (2%), Fill the Gap (1%), and Evening Alternative to Jail (<1%).

CITY COURT

City Court protects individual rights by providing fair and prompt administration of justice by adjudicating charges and enforcing court-ordered sanctions within the City of Tucson. Additionally, the court also processes Orders of Protection and Injunctions against Harassment. The court instills respect for the law and modifies behavior so that citizens do not become repeat offenders through various diversion programs and the imposition of sanctions, such as community service and fines.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	6.50	6.50	16.50	16.00
Administrative Services	11.00	10.00	1.00	-0-
Court Services	18.50	16.50	17.50	18.00
Judicial	17.30	17.30	17.30	15.00
Judicial Services	44.00	47.00	43.00	43.00
Probation	10.00	9.00	9.00	8.00
Public Services	39.50	32.50	34.50	34.00
Department Total	146.80	138.80	138.80	134.00
TOTAL BUDGET				
Operating	\$ 9,890,825	\$ 11,874,330	\$ 11,082,560	\$ 11,655,890
Capital	-0-	1,750,000	790,000	790,000
Department Total	\$ 9,890,825	\$ 13,624,330	\$ 11,872,560	\$ 12,445,890
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 8,184,194	\$ 9,038,630	\$ 8,455,240	\$ 8,694,380
Services	1,483,209	2,108,750	2,179,070	2,159,560
Supplies	196,849	651,950	365,250	651,950
Equipment	26,573	75,000	83,000	150,000
Operating Total	\$ 9,890,825	\$ 11,874,330	\$ 11,082,560	\$ 11,655,890
Capital Improvement	-0-	1,750,000	790,000	790,000
Department Total	\$ 9,890,825	\$ 13,624,330	\$ 11,872,560	\$ 12,445,890
FUNDING SOURCES				
General Fund	\$ 9,890,825	\$ 11,874,330	\$ 11,082,560	\$ 11,655,890
Department Total	\$ 9,890,825	\$ 11,874,330	\$ 11,082,560	\$ 11,655,890
Capital Improvement	-0-	1,750,000	790,000	790,000
Department Total	\$ 9,890,825	\$ 13,624,330	\$ 11,872,560	\$ 12,445,890

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$11,655,890 reflects a decrease of \$218,440 from the Fiscal Year 2011 Adopted Budget. Changes include:

Equipment – restricted revenues	\$ 75,000
Computer software maintenance	50,810
Personnel costs	(144,250)
Elimination of building security funding	(200,000)
Total	\$ (218,440)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Adjudicate all charges brought before the court.				
• Number of criminal arraignments	99,904	N/A	83,833	83,833
• Number of bench trials	339	N/A	390	390
• Number of jury trials	162	N/A	181	181
• Number of civil traffic hearings	2,595	N/A	1,950	1,950
• Number of criminal charges that require action by a judicial officer, (consists of DUI, criminal traffic and misdemeanor charges)	77,968	N/A	66,950	66,950
Provide access to judicial services for victims of domestic violence or harassment from 8:00 a.m. to 4:30 p.m. on weekdays.				
• Number of requests for petitions	2,844	N/A	2,933	2,933
Provide alternative out-of-custody initial appearance when appropriate to avoid first day booking and jail cost.				
• Number of defendants processed through Day Alternative to Jail (DATJ), which operates Monday - Friday 8:30 a.m. to 4:15 p.m.	1,475	N/A	1,797	1,850
• Number of defendants processed through Evening Alternative to Jail (EATJ) which operates 5:00 to 8:30 p.m. on Monday, Friday, Saturday, and Sunday; and 5:00 to 10:00 p.m. Tuesday, Wednesday, and Thursday	788	N/A	827	868

OPERATING PROGRAMS

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 1,409,364	\$ 1,527,190	\$ 1,417,320	\$ 2,187,890
Case Processing Service Fees	-0-	-0-	-0-	27,300
Program Total	\$ 1,409,364	\$ 1,527,190	\$ 1,417,320	\$ 2,215,190
Character of Expenditures				
Salaries and Benefits	\$ 534,856	\$ 546,560	\$ 433,290	\$ 1,158,560
Services	714,358	829,930	830,330	860,930
Supplies	160,150	150,700	153,700	195,700
Program Total	\$ 1,409,364	\$ 1,527,190	\$ 1,417,320	\$ 2,215,190

ADMINISTRATIVE SERVICES: For Fiscal Year 2012, this program area has been combined with Administration.

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 749,776	\$ 841,130	\$ 805,340	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 587,064	\$ 624,980	\$ 590,770	-0-
Services	157,285	171,150	169,570	-0-
Supplies	5,427	45,000	45,000	-0-
Program Total	\$ 749,776	\$ 841,130	\$ 805,340	\$ -0-

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	\$ 840,763	\$ 892,370	\$ 821,120	\$ 937,990
Case Processing Service Fees	-0-	-0-	-0-	22,890
Program Total	\$ 840,763	\$ 892,370	\$ 821,120	\$ 960,880
Character of Expenditures				
Salaries and Benefits	\$ 818,435	\$ 863,950	\$ 792,700	\$ 934,400
Services	8,116	14,070	14,070	12,130
Supplies	14,212	14,350	14,350	14,350
Program Total	\$ 840,763	\$ 892,370	\$ 821,120	\$ 960,880

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 and 8:30 p.m. 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 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Court Fines and Forfeitures	\$ 21,666	\$ 100,000	\$ 70,000	\$ 70,000
Character of Expenditures				
Salaries and Benefits	\$ 21,666	\$ 100,000	\$ 70,000	\$ 70,000

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	\$ 2,197,022	\$ 2,787,420	\$ 2,727,090	\$ 2,395,770
Character of Expenditures				
Salaries and Benefits	\$ 1,638,436	\$ 2,280,920	\$ 2,148,790	\$ 1,919,740
Services	558,490	504,600	576,100	474,130
Supplies	96	1,900	2,200	1,900
Program Total	\$ 2,197,022	\$ 2,787,420	\$ 2,727,090	\$ 2,395,770

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	\$ 2,002,153	\$ 2,443,220	\$ 2,324,120	\$ 2,296,870
Case Processing Service Fees	-0-	-0-	-0-	69,140
Program Total	\$ 2,002,153	\$ 2,443,220	\$ 2,324,120	\$ 2,366,010
Character of Expenditures				
Salaries and Benefits	\$ 1,984,817	\$ 2,411,970	\$ 2,292,870	\$ 2,342,960
Services	17,336	31,250	31,250	23,050
Program Total	\$ 2,002,153	\$ 2,443,220	\$ 2,324,120	\$ 2,366,010

PROBATION: This program area is responsible for monitoring high-risk offenders or those ordered by the court for the purpose of rehabilitating the offender and for the protection of the community. Probation oversees the Home Detention Program which offsets city jail costs. Additionally, Probation is responsible for collecting court ordered fines and fees, and coordination of treatment services including substance abuse, sex offenders and domestic violence offenders. It also serves as a point of contact for victims and other criminal justice/social service agencies.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 285,417	\$ 303,260	\$ 332,190	\$ 6,980
Probation Fees	274,990	274,990	250,000	-0-
Case Processing Service Fee	-0-	-0-	-0-	528,220
Program Total	\$ 560,407	\$ 578,250	\$ 582,190	\$ 535,200
Character of Expenditures				
Salaries and Benefits	\$ 556,097	\$ 569,150	\$ 573,090	\$ 527,800
Services	4,310	9,100	9,100	7,400
Program Total	\$ 560,407	\$ 578,250	\$ 582,190	\$ 535,200

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

Projected Revenue Sources				
Court Fines and Forfeitures	\$ 1,409,094	\$ 1,541,750	\$ 1,427,380	\$ 1,569,920
Case Processing Service Fees	-0-	-0-	-0-	67,920
Program Total	\$ 1,409,094	\$ 1,541,750	\$ 1,427,380	\$ 1,637,840
Character of Expenditures				
Salaries and Benefits	\$ 1,394,156	\$ 1,521,100	\$ 1,406,730	\$ 1,620,920
Services	14,938	20,650	20,650	16,920
Program Total	\$ 1,409,094	\$ 1,541,750	\$ 1,427,380	\$ 1,637,840

GENERAL RESTRICTED REVENUE FUNDS-PURPOSE and USE

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

Projected Revenue Sources				
Case Processing Service Fees	\$ 500,000	\$ 738,000	\$ 738,000	\$ 900,000

CITY COURT

Case Processing Service Fund (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Character of Expenditures				
Salaries and Benefits	\$ 500,000	\$ 120,000	\$ 120,000	\$ 120,000
Services	-0-	518,000	518,000	680,000
Supplies	-0-	100,000	100,000	100,000
Program Total	\$ 500,000	\$ 738,000	\$ 738,000	\$ 900,000

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	\$ 148,667	\$ 75,000	\$ 75,000	\$ 150,000
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Character of Expenditures

Salaries and Benefits	\$ 148,667	\$ -0-	\$ -0-	\$ -0-
Equipment	-0-	75,000	75,000	150,000
Program Total	\$ 148,667	\$ 75,000	\$ 75,000	\$ 150,000

FINES/FEES and RESTITUTION ENFORCEMENT PROGRAM (FARE) FUND: The FARE Program 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 has received limited reimbursement to help cover costs for data entry, computer programming, payment processing and other FARE-related duties that may increase workload.

Projected Revenue Sources

FARE Fees	\$ 1,424	\$ 100,000	\$ 25,000	\$ 175,000
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Character of Expenditures

Services	\$ 1,424	\$ 10,000	\$ 10,000	\$ 85,000
Supplies	-0-	90,000	15,000	90,000
Program Total	\$ 1,424	\$ 100,000	\$ 25,000	\$ 175,000

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

Projected Revenue Sources

JCEF Fees	\$ 50,489	\$ 250,000	\$ 70,000	\$ 250,000
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Judicial Collection Enhancement Fund (Continued)

Character of Expenditures	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Personal Services	\$ -0-	\$ -0-	\$ 27,000	\$ -0-
Services	6,952	-0-	-0-	-0-
Supplies	16,964	250,000	35,000	250,000
Equipment	26,573	-0-	8,000	-0-
Program Total	\$ 50,489	\$ 250,000	\$ 70,000	\$ 250,000

POSITION RESOURCES

Administration

Deputy Director	1.00	1.00	1.00	1.00
Court Administrator	2.00	2.00	2.00	2.00
Information Technology Manager	-0-	-0-	1.00	1.00
System Administrator	-0-	-0-	1.00	1.00
Systems Analyst	-0-	-0-	3.00	3.00
Information Technology Analyst	-0-	-0-	1.00	1.00
Court Supervisor	-0-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	-0-	-0-	-0-
Accountant	-0-	-0-	1.00	1.00
Senior Court Clerk	-0-	-0-	2.00	2.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Court Clerk	0.50	0.50	1.50	1.00
Program Total	6.50	6.50	16.50	16.00

Administrative Services

Information Technology Manager	1.00	1.00	-0-	-0-
Management Assistant	1.00	1.00	1.00	-0-
Systems Analyst	3.00	3.00	-0-	-0-
Information Technology Specialist	2.00	1.00	-0-	-0-
Information Technology Analyst	1.00	1.00	-0-	-0-
Accountant	1.00	1.00	-0-	-0-
Senior Court Clerk	2.00	2.00	-0-	-0-
Program Total	11.00	10.00	1.00	-0-

Court Services

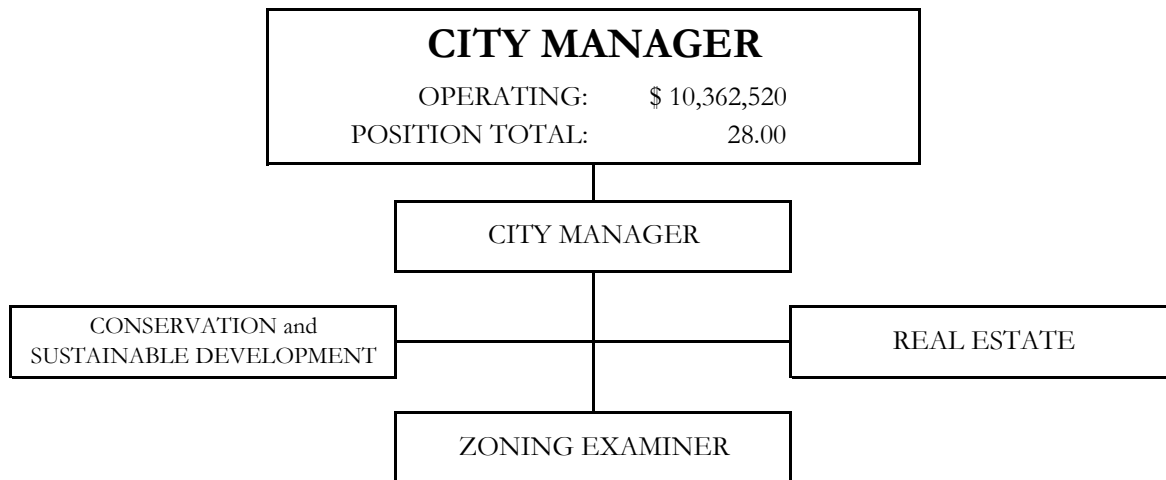
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	2.00	2.00	3.00	3.00
Senior Court Clerk	9.50	8.50	8.50	7.00
Court Clerk	6.00	5.00	5.00	7.00
Program Total	18.50	16.50	17.50	18.00

Judicial

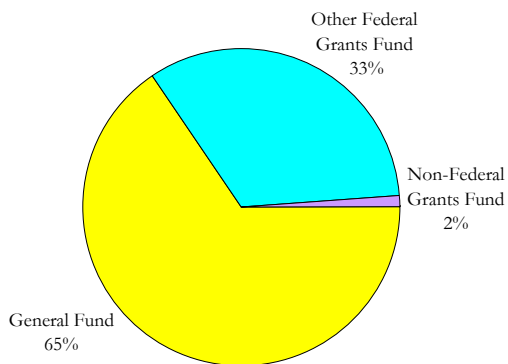
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	13.30	13.30	13.30	11.00
Limited Special City Magistrate	3.00	3.00	3.00	3.00
Program Total	17.30	17.30	17.30	15.00

CITY COURT

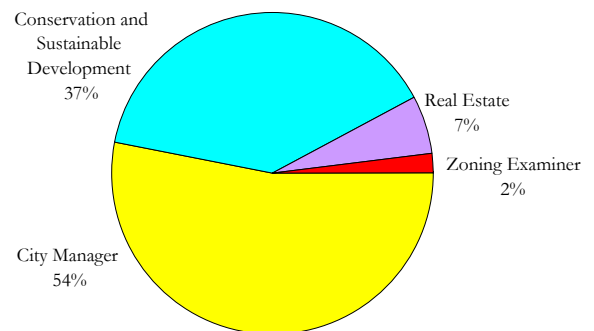
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Judicial Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Interpreter Supervisor	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	2.00	2.00
Court Interpreter	2.00	2.00	2.00	2.00
Senior Court Clerk	37.00	40.00	37.00	37.00
Program Total	44.00	47.00	43.00	43.00
Probation				
Court Section Manager	1.00	1.00	1.00	1.00
Senior Probation Officer	4.00	4.00	4.00	4.00
Probation Officer	3.00	3.00	3.00	3.00
Court Clerk	2.00	1.00	1.00	-0-
Program Total	10.00	9.00	9.00	8.00
Public Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	3.00	3.00
Senior Court Clerk	17.00	10.00	13.00	14.00
Court Clerk	18.50	18.50	17.50	16.00
Program Total	39.50	32.50	34.50	34.00
Department Total	146.80	138.80	138.80	134.00



FINANCING PLAN



PROGRAM ALLOCATION



CITY MANAGER

The City Manager provides executive leadership in implementing the legislative policy of the Mayor and Council; formulates and oversees the fiscal plans that allocate current and future resources in accordance with Mayor and Council direction; and systematically monitors and reports on performance and progress to ensure accountability and to attain desired outcomes.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
City Manager	16.00	15.00	13.00	13.00
Conservation and Sustainable Development	4.00	4.00	4.00	4.00
Real Estate	10.00	10.00	9.00	9.00
Zoning Examiner	2.00	2.00	2.00	2.00
Department Total	32.00	31.00	28.00	28.00
TOTAL BUDGET				
Operating	\$ 3,861,401	\$ 10,326,970	\$ 9,260,860	\$ 10,362,520
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,739,818	\$ 2,534,220	\$ 2,311,420	\$ 2,410,200
Services	462,329	4,844,760	4,609,850	4,304,330
Supplies	28,587	47,990	39,590	47,990
Grant Capacity	630,667	2,900,000	2,300,000	3,600,000
Department Total	\$ 3,861,401	\$ 10,326,970	\$ 9,260,860	\$ 10,362,520
FUNDING SOURCES				
General Fund	\$ 3,230,734	\$ 7,426,970	\$ 6,960,860	\$ 6,762,520
Other Federal Grants Fund	630,667	2,750,000	2,150,000	3,450,000
Non-Federal Grants Fund	-0-	150,000	150,000	150,000
Department Total	\$ 3,861,401	\$ 10,326,970	\$ 9,260,860	\$ 10,362,520

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$10,362,520 reflects an increase of \$35,550 from the Fiscal Year 2011 Adopted Budget. Changes include:

Increase in capacity for the energy efficiency and conservation block grant	\$ 700,000
Personnel costs	(124,020)
Reduction in economic and workforce development contractual allocations	(540,430)
Total	\$ 35,550

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Coordinate and manage property acquisitions, including rights-of-way, for Tucson Water, Parks and Recreation, Transportation, and the Regional Transportation Authority.				
• Number of acquisitions – rights-of-way	200	N/A	150	150
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	21	N/A	12	18
• Number of special exception land use case	19	N/A	22	25
Provide administrative support to various advisory committees.				
• Number of meetings held	15	N/A	12	15
Certify businesses through the Green Business Certification program.				
• Number of businesses certified	3	N/A	30	40
Manage conservation and sustainability grants.				
• Number of grants	3	N/A	3	3
Ensure regular, timely and accurate information is provided to residents about the City of Tucson.				
• Number of media releases distributed	N/A	N/A	200	225
Respond quickly and effectively to media requests and inquiries.				
• Number of media inquiries handled	N/A	N/A	500	550
Defeat legislation that is harmful to the City of Tucson and its residents.				
• Percent defeated	80%	N/A	84%	80%

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; planning and developing programs in response to community needs; and fostering and maintaining the city's relationships with other governmental entities on the local, state, and federal levels. It is responsible for the City's economic development efforts and managing contractual obligations for organizations that promote economic and workforce development. This program area is also responsible for communicating with employees and the public, communications with the media, and coordinating communication efforts across departments.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 2,188,376	\$ 6,341,970	\$ 6,001,130	\$ 5,627,160
Character of Expenditures				
Salaries and Benefits	\$ 1,794,782	\$ 1,595,480	\$ 1,467,940	\$ 1,398,570
Services ¹	383,403	4,727,520	4,517,220	4,209,620
Supplies	10,191	18,970	15,970	18,970
Program Total	\$ 2,188,376	\$ 6,341,970	\$ 6,001,130	\$ 5,627,160

¹In Fiscal Year 2011, funding for contractual allocations for economic and workforce development was transferred from Non-Departmental budget.

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

Projected Revenue Sources				
General Fund	\$ 337,892	\$ 205,140	\$ 195,760	\$ 220,030
Economic Stimulus Fund	521,072	2,500,000	2,050,000	3,200,000
Other Federal Grants Fund	109,595	250,000	100,000	250,000
Non-Federal Grants Fund	-0-	150,000	150,000	150,000
Program Total	\$ 968,559	\$ 3,105,140	\$ 2,495,760	\$ 3,820,030
Character of Expenditures				
Salaries and Benefits	\$ 298,441	\$ 165,160	\$ 155,780	\$ 180,110
Services	35,353	32,200	32,200	32,140
Supplies	4,098	7,780	7,780	7,780
Grant Capacity	630,667	2,900,000	2,300,000	3,600,000
Program Total	\$ 968,559	\$ 3,105,140	\$ 2,495,760	\$ 3,820,030

CITY MANAGER

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 497,965	\$ 636,860	\$ 483,960	\$ 609,750
Real Estate Fees	-0-	30,000	60,000	60,000
Program Total	\$ 497,965	\$ 666,860	\$ 543,960	\$ 669,750
Character of Expenditures				
Salaries and Benefits	\$ 448,503	\$ 572,000	\$ 479,110	\$ 597,290
Services	36,477	75,040	50,430	52,640
Supplies	12,985	19,820	14,420	19,820
Program Total	\$ 497,965	\$ 666,860	\$ 543,960	\$ 669,750

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

Projected Revenue Sources				
General Fund	\$ 206,501	\$ 213,000	\$ 220,010	\$ 245,580
Character of Expenditures				
Salaries and Benefits	\$ 198,092	\$ 201,580	\$ 208,590	\$ 234,230
Services	7,096	10,000	10,000	9,930
Supplies	1,313	1,420	1,420	1,420
Program Total	\$ 206,501	\$ 213,000	\$ 220,010	\$ 245,580

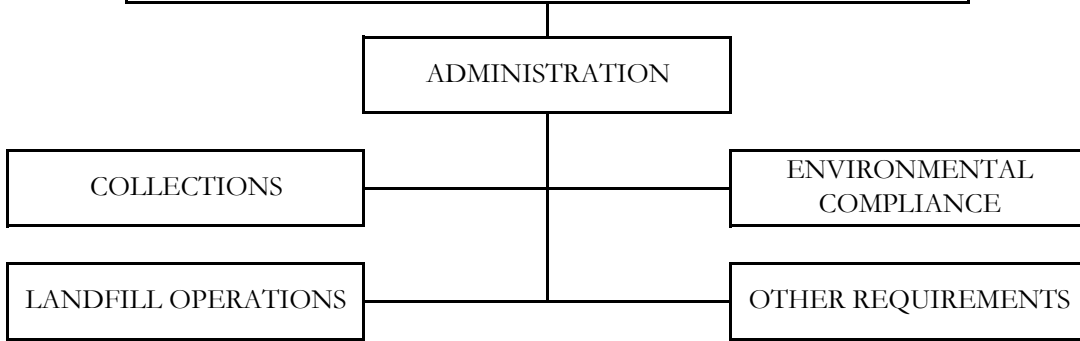
POSITION RESOURCES

City Manager				
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
Intergovernmental Relations Program Director	1.00	1.00	-0-	-0-
Assistant to the City Manager	2.00	2.00	2.00	2.00
Planning Administrator	1.00	1.00	1.00	-0-
Special Projects Manager	1.00	1.00	1.00	1.00
Finance Manager	1.00	-0-	-0-	-0-
Management Assistant to the City Manager	1.00	1.00	1.00	2.00
Intergovernmental Relations Program Liaison	1.00	1.00	-0-	-0-
Executive Assistant/City Manager	3.00	3.00	3.00	3.00
Executive Assistant/Public Safety Retirement Support	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	16.00	15.00	13.00	13.00

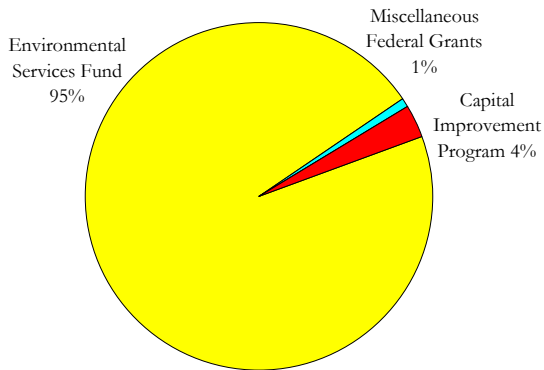
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Office of Conservation and Sustainable Development				
Conservation and Sustainable Development Program Director	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Program Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Real Estate				
Real Estate Program Director	1.00	1.00	1.00	1.00
Real Estate Program Coordinator	2.00	2.00	2.00	2.00
Review Appraiser	1.00	1.00	1.00	1.00
Real Estate Agent	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Property Manager	1.00	-0-	1.00	1.00
Systems Analyst	-0-	1.00	-0-	-0-
Property Agent	1.00	1.00	-0-	-0-
Secretary	1.00	1.00	1.00	1.00
Program Total	10.00	10.00	9.00	9.00
Zoning Examiner				
Zoning Examiner	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Department Total	32.00	31.00	28.00	28.00

ENVIRONMENTAL SERVICES

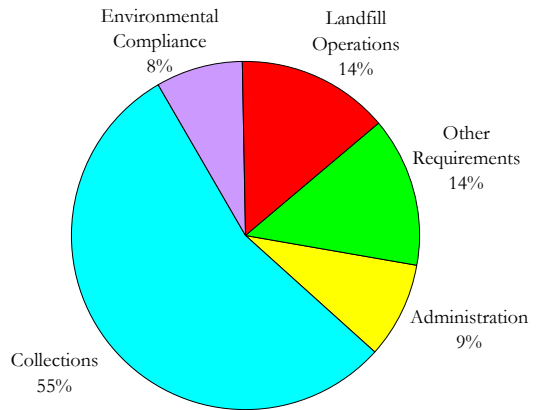
OPERATING:	\$ 49,313,020
CAPITAL:	<u>2,163,200</u>
TOTAL:	<u>\$ 51,476,220</u>
POSITION TOTAL:	241.00



FINANCING PLAN



PROGRAM ALLOCATION



ENVIRONMENTAL SERVICES

The Environmental Services Department (ES) provides for the collection of refuse and recycling materials throughout the community. Additionally, ES ensures a safe environment for our citizens through the safe disposal of waste at the landfill and through groundwater protection/remediation activities.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	38.00	40.00	40.00	40.00
Collections	154.00	155.00	155.00	155.00
Environmental Compliance	15.00	15.00	15.00	15.00
Landfill Operations	37.00	31.00	31.00	31.00
Department Total	244.00	241.00	241.00	241.00
TOTAL BUDGET				
Operating	\$ 40,980,757	\$ 47,336,260	\$ 41,935,460	\$ 49,313,020
Capital	5,585,160	1,802,300	498,840	2,163,200
Department Total	\$ 46,565,917	\$ 49,138,560	\$ 42,434,300	\$ 51,476,220
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 15,351,722	\$ 15,911,690	\$ 15,122,970	\$ 16,915,330
Services	16,244,633	18,494,360	15,670,730	19,838,780
Supplies	3,917,918	5,533,680	4,467,150	5,633,680
Equipment	2,890,298	5,069,000	4,538,010	5,369,000
Debt Service	2,576,186	2,136,600	2,136,600	1,365,300
Grant Capacity	-0-	190,930	-0-	190,930
Operating Total	\$ 40,980,757	\$ 47,336,260	\$ 41,935,460	\$ 49,313,020
Capital Improvement Program	5,585,160	1,802,300	498,840	2,163,200
Department Total	\$ 46,565,917	\$ 49,138,560	\$ 42,434,300	\$ 51,476,220
FUNDING SOURCES				
Environmental Services Fund	\$ 40,812,047	\$ 46,741,130	\$ 41,871,040	\$ 48,717,890
Miscellaneous Federal Grants	168,710	404,200	64,270	404,200
Miscellaneous Non-Federal Grants	-0-	190,930	150	190,930
Operating Total	\$ 40,980,757	\$ 47,336,260	\$ 41,935,460	\$ 49,313,020
Capital Improvement Program	5,585,160	1,802,300	498,840	2,163,200
Department Total	\$ 46,565,917	\$ 49,138,560	\$ 42,434,300	\$ 51,476,220

ENVIRONMENTAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$49,313,020 reflects an increase of \$1,976,760 from the Fiscal Year 2011 Adopted Budget. Changes include:

Personnel costs	\$ 1,003,640
Collection vehicles, heavy equipment replacements/refurbishings, and fleet services acquisition fees	840,120
Pueblo billing system charges	385,710
Rate increase in public liability and hazardous waste	222,050
Routing software purchase and related billing system updates	150,000
Bad debt expense	128,680
Other miscellaneous items	17,860
Debt service	(771,300)
Total	\$ 1,976,760

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Enhance customer accessibility to the department by monitoring the telephone hang-up (abandoned calls) rate and adjusting the phone system to ensure quality customer service.				
• Percent of abandoned calls	3.8%	N/A	3.5%	3.0%
• Average time to answer calls (seconds)	14	N/A	20	20
Low Income Program participants (monthly average).	5,502	N/A	5,500	4,000
Collect solid waste materials.				
• Number of residential customers	136,044	N/A	137,400	138,800
• Number of residential refuse tons collected	153,328	N/A	154,800	156,200
• Number of commercial customers	3,439	N/A	3,350	3,450
• Number of commercial refuse tons collected	89,177	N/A	83,360	84,200
• Number of bins provided for community clean-ups	135	N/A	125	130
Brownfields Assessments and Cleanups. ¹				
• Phase I Environmental Site Assessments (Historic property use investigation)	139	N/A	155	155
• Phase II Environmental Site Assessments (Sampling or contaminant investigation)	16	N/A	19	19

¹Brownfields are properties which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Additional grant funding allowed an increase in assessment and cleanup of properties.

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Groundwater Protection - Provide groundwater remediation, sampling and assessment to protect the drinking water aquifer.				
• Number of landfill gas monitoring wells sampled by ES staff (quarterly) ²	247	N/A	251	256
• Number of sites under active groundwater remediation ³	5	N/A	5	6
Environmental Management Program (EMP), a committee of senior representatives from various departments, meets regularly to address City environmental issues, set priorities, manage current incidents, and follow-up on previous incidents.				
• Number of significant environmental incidents handled	21	N/A	20	20
Recycling.				
• Tons recycled at a local facility owned by Waste Management	44,622	N/A	44,500	45,500
• Tons of electronic components recycled	55	N/A	60	65
• Reduction in greenhouse gas emissions (metric tons of carbon dioxide)	49,088	N/A	55,000	65,000
Household Hazardous Waste Program.				
• Number of residents served	32,000	N/A	32,800	33,620
• Number of businesses served	122	N/A	125	128
• Number of total tons collected	619	N/A	634	650
Provide safe and environmentally-secure disposal of refuse.				
• Tons collected by city and private haulers	412,950	N/A	480,000	450,000
• Number of loads	158,619	N/A	175,000	175,000
Provide green energy from renewable landfill gas resources and reduce greenhouse gas emissions.				
• Landfill gas diverted to Tucson Electric Power for power generation (million cubic feet)	324	N/A	350	350

²Expansion of active landfills require additional gas monitoring.

³Additional site added as a result of Silverbell Capital Project which is needed to remove groundwater contaminants from below the landfill.

ENVIRONMENTAL SERVICES

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Public Information - ES is committed to providing Tucsonans with up-to-date information about its services and programs while recognizing that public education and outreach is an important function.				
• Number of student contacts in K-12 schools	11,150	N/A	15,000	17,500
• Number of participants on ES tours	741	N/A	800	1,000

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight 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. Administrative functions include the Director’s Office, Customer Service and Billing, Recycling and Waste Reduction, Tucson Clean and Beautiful, Public Information, and Management Support Services (i.e. finance, human resources, procurement and information technology).

Projected Revenue Sources

Environmental Services Fund	\$ 4,066,009	\$ 4,324,570	\$ 3,723,900	\$ 4,521,530
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Character of Expenditures

Salaries and Benefits	\$ 2,985,387	\$ 3,167,440	\$ 2,887,600	\$ 3,179,000
Services	933,107	890,360	742,460	975,760
Supplies	147,515	266,770	93,840	366,770
Program Total	\$ 4,066,009	\$ 4,324,570	\$ 3,723,900	\$ 4,521,530

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. These costs also include the residential brush and bulky items collections, container maintenance, and funding for the Household Hazardous Waste (HHW) program.

Projected Revenue Sources

Environmental Services Fund	\$ 23,132,236	\$ 26,869,040	\$ 24,304,550	\$ 27,192,600
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Character of Expenditures

Salaries and Benefits	\$ 9,349,647	\$ 9,722,460	\$ 9,311,190	\$ 10,256,940
Services	7,698,424	8,392,590	7,453,090	8,711,670
Supplies	3,193,867	4,334,990	3,542,260	4,334,990
Equipment	2,890,298	4,419,000	3,998,010	3,889,000
Program Total	\$ 23,132,236	\$ 26,869,040	\$ 24,304,550	\$ 27,192,600

ENVIRONMENTAL SERVICES

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, grants, groundwater protection, and the remediation of the environment.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Environmental Services Fund	\$ 1,722,786	\$ 2,887,250	\$ 2,405,630	\$ 3,530,080
Miscellaneous Federal Grants	168,710	404,200	-0-	404,200
Miscellaneous Non-Federal Grants	-0-	190,930	-0-	190,930
Program Total	\$ 1,891,496	\$ 3,482,380	\$ 2,405,630	\$ 4,125,210
Character of Expenditures				
Salaries and Benefits	\$ 774,377	\$ 934,620	\$ 898,600	\$ 1,348,100
Services	1,061,972	2,056,850	1,449,220	2,286,200
Supplies	55,147	99,980	57,810	99,980
Equipment	-0-	200,000	-0-	200,000
Grant Capacity	-0-	190,930	-0-	190,930
Program Total	\$ 1,891,496	\$ 3,482,380	\$ 2,405,630	\$ 4,125,210

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	\$ 4,699,230	\$ 5,400,320	\$ 4,932,740	\$ 6,823,640
Character of Expenditures				
Salaries and Benefits	\$ 2,242,311	\$ 2,087,170	\$ 2,025,580	\$ 2,131,290
Services	1,935,530	2,031,210	1,593,920	2,580,410
Supplies	521,389	831,940	773,240	831,940
Equipment	-0-	450,000	540,000	1,280,000
Program Total	\$ 4,699,230	\$ 5,400,320	\$ 4,932,740	\$ 6,823,640

OTHER REQUIREMENTS: This program area funds ES Debt Service and an administrative service charge which compensates the general government for services received (e.g., procurement, financial, etc.).

Projected Revenue Sources				
Environmental Services Fund	\$ 7,191,786	\$ 7,259,950	\$ 6,568,640	\$ 6,650,040
Character of Expenditures				
Administrative Service Charges	\$ 4,615,600	\$ 5,123,350	\$ 4,432,040	\$ 5,284,740
Debt Service	2,576,186	2,136,600	2,136,600	1,365,300
Program Total	\$ 7,191,786	\$ 7,259,950	\$ 6,568,640	\$ 6,650,040

POSITION RESOURCES

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	2.00	2.00	2.00
Environmental Services Administrator	2.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00
Environmental Manager	-0-	1.00	1.00	1.00
GIS Supervisor	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Management Assistant	3.00	3.00	3.00	3.00
Public Information Officer	1.00	1.00	1.00	1.00
Recycling Coordinator	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
Administrative Assistant	6.00	6.00	6.00	6.00
Customer Service Representative	12.00	13.00	13.00	13.00
Secretary	2.00	2.00	2.00	2.00
Program Total	38.00	40.00	40.00	40.00
Collections				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Services Superintendant	2.00	3.00	3.00	3.00
Welder Supervisor	1.00	1.00	1.00	1.00
Environmental Services Accounts Representative Supervisor	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Resources Supervisor	9.00	9.00	9.00	9.00
Welder	3.00	3.00	3.00	3.00
Equipment Operation Specialist	-0-	1.00	1.00	1.00
Utility Service Representative	2.00	2.00	2.00	2.00
Environmental Services Equipment Operator	120.00	116.00	116.00	116.00
Senior Environmental Services Worker	4.00	6.00	6.00	6.00
Senior Trades Helper	2.00	2.00	2.00	2.00
Environmental Services Worker	9.00	10.00	10.00	10.00
Program Total	154.00	155.00	155.00	155.00

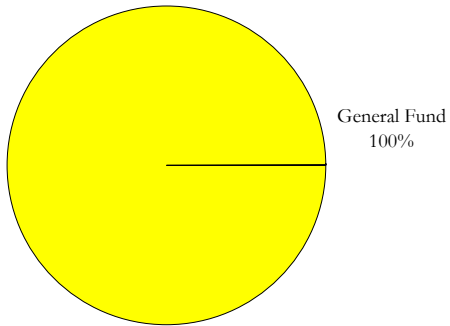
ENVIRONMENTAL SERVICES

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Environmental Compliance				
Environmental Manager	3.00	2.00	2.00	2.00
Environmental Project Coordinator	3.00	3.00	3.00	3.00
Civil Engineer	-0-	1.00	1.00	1.00
Environmental Scientist	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Environmental Services Inspection Supervisor	1.00	1.00	1.00	1.00
Environmental Services Inspector	5.00	5.00	5.00	5.00
Program Total	15.00	15.00	15.00	15.00
Landfill Operations				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Civil Engineer	1.00	-0-	-0-	-0-
Environmental Services Superintendent	1.00	1.00	1.00	1.00
Environmental Scientist	1.00	1.00	1.00	1.00
Environmental Services/Neighborhood Services Supervisor	2.00	2.00	2.00	2.00
Office Supervisor	1.00	1.00	1.00	1.00
Equipment Operation Specialist	14.00	12.00	12.00	12.00
Customer Service Representative	5.00	4.00	4.00	4.00
Senior Environmental Services Worker	3.00	3.00	3.00	3.00
Environmental Services Worker	8.00	6.00	6.00	6.00
Program Total	37.00	31.00	31.00	31.00
Department Total	244.00	241.00	241.00	241.00

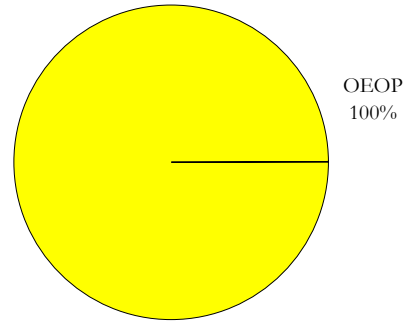
**OFFICE of EQUAL OPPORTUNITY
PROGRAMS and INDEPENDENT
POLICE REVIEW (OEO)**

OPERATING: \$ 823,250
POSITION TOTAL: 9.00

FINANCING PLAN



PROGRAM ALLOCATION



OFFICE of EQUAL OPPORTUNITY PROGRAMS and INDEPENDENT POLICE REVIEW

The Office of Equal Opportunity Programs and Independent Police Review investigates complaints of discrimination filed by citizens and city employees and ensures accessibility to city programs, facilities, and services for persons with disabilities. The Small Business and Disadvantaged Business Enterprise Programs are also administered through this office.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Equal Opportunity/Independent Police Review	10.00	10.00	9.00	9.00
TOTAL BUDGET				
Operating	\$ 891,484	\$ 893,500	\$ 795,170	\$ 823,250
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 834,856	\$ 823,650	\$ 728,570	\$ 756,030
Services	53,409	62,350	59,100	59,720
Supplies	3,219	7,500	7,500	7,500
Department Total	\$ 891,484	\$ 893,500	\$ 795,170	\$ 823,250
FUNDING SOURCES				
General Fund	\$ 891,484	\$ 893,500	\$ 795,170	\$ 823,250

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$823,250 reflects a decrease of \$70,250 from the Fiscal Year 2011 Adopted Budget.

Personnel costs	\$ (70,250)
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DEPARTMENT MEASURES of PERFORMANCE

Process, investigate, and mediate complaints of discrimination filed by citizens and city employees.

• Number of complaints processed	26	N/A	25	25
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Provide Minority and Women-Owned Business/Disadvantaged Business Enterprise certification and re-certification.

• Number of certifications processed	207	N/A	200	200
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EQUAL OPPORTUNITY/INDEPENDENT POLICE REVIEW

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provide citizens with an external police review process to ensure a thorough, objective, and fair resolution of citizen inquiries and complaints regarding police misconduct.				
• Number of complaints reviewed	201	N/A	200	200

OPERATING PROGRAM

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

Projected Revenue Sources

General Fund	\$ 891,484	\$ 893,500	\$ 795,170	\$ 823,250
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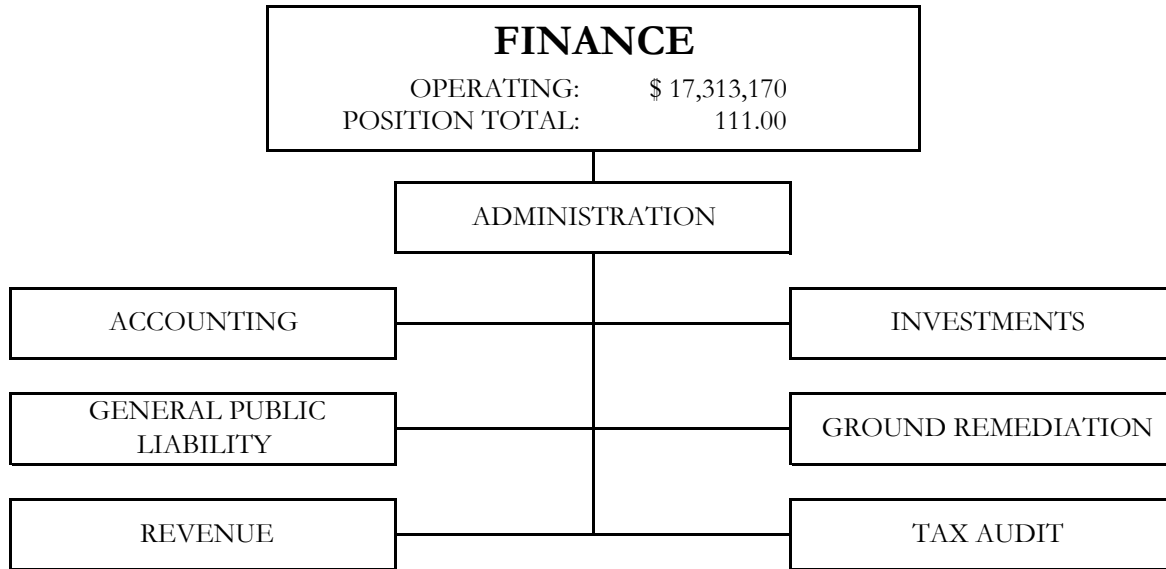
Character of Expenditures

Salaries and Benefits	\$ 834,856	\$ 823,650	\$ 728,570	\$ 756,030
Services	53,409	62,350	59,100	59,720
Supplies	3,219	7,500	7,500	7,500
Program Total	\$ 891,484	\$ 893,500	\$ 795,170	\$ 823,250

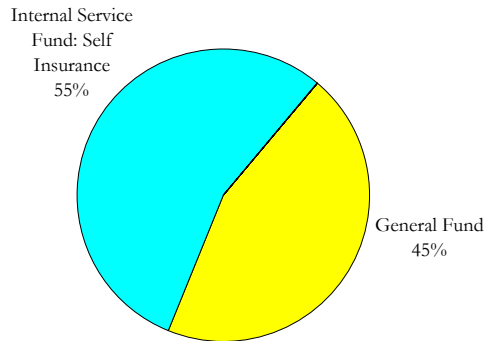
POSITION RESOURCES

Equal Opportunity/Independent Police Review

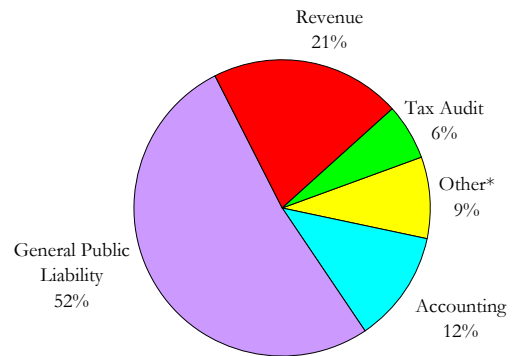
Equal Opportunity and Independent Police Review Program Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
ADA Compliance Specialist	1.00	1.00	1.00	1.00
Business Enterprise Compliance Specialist	-0-	-0-	1.00	1.00
Senior Equal Opportunity Specialist	3.00	3.00	1.00	1.00
Equal Opportunity Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	10.00	10.00	9.00	9.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Administration (4%), Ground Remediation (3%), and Investments (<2%).

FINANCE

The Finance Department supports 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 provides quality service in the areas of investments, debt management, revenue administration and projections, accounting, and tax audit.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	4.00	5.00	5.00	5.00
Accounting	33.00	33.00	33.00	33.00
General Public Liability	4.00	4.00	4.00	4.00
Investments	3.00	3.00	3.00	3.00
Revenue	51.00	51.00	54.00	54.00
Tax Audit	12.00	11.00	12.00	12.00
Department Total	107.00	107.00	111.00	111.00
TOTAL BUDGET				
Operating	\$ 15,846,530	\$ 16,689,870	\$ 16,293,580	\$ 17,313,170
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 6,381,684	\$ 6,801,490	\$ 6,584,370	\$ 7,204,970
Services	9,189,699	9,391,570	9,344,820	9,619,260
Supplies	275,147	496,810	364,390	488,940
Department Total	\$ 15,846,530	\$ 16,689,870	\$ 16,293,580	\$ 17,313,170
FUNDING SOURCES				
General Fund	\$ 7,015,739	\$ 7,433,790	\$ 7,258,880	\$ 7,778,620
Internal Service Fund: Self Insurance	8,830,791	9,256,080	9,034,700	9,534,550
Department Total	\$ 15,846,530	\$ 16,689,870	\$ 16,293,580	\$ 17,313,170

SIGNIFICANT CHANGES: GENERAL FUND

The adopted General Fund operating budget for Fiscal Year 2012 of \$7,778,620 is an increase of \$344,830 from the Fiscal Year 2011 Adopted Budget. Changes include:

Personnel costs	\$ 419,750
Increased budget capacity for bank fees in Investments program area	17,710
Miscellaneous adjustments	(2,960)
Decreased postage usage due to the implementation of the business license management system	(10,000)
Reduced cost of armored car transport services contract	(19,310)
Operational budget reduction in Public Safety Personnel Retirement System support unit	(25,000)
Decrease in temporary services usage	(35,360)
Total	\$ 344,830

FINANCE

SIGNIFICANT CHANGES: SELF INSURANCE FUND

The Self Insurance Fund adopted operating budget for Fiscal Year 2012 of \$9,534,550 is an increase of \$278,470 from the Fiscal Year 2011 Adopted Budget. Changes include:

Ground remediation at Eastside Service Center Fuel Island to begin in Fiscal Year 2012	\$ 243,990
Cost increase for continued ground remediation	34,800
Operational costs in the General Public Liability program area	15,950
Personnel costs	(16,270)
Total	\$ 278,470

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Plan, organize, and direct city debt offerings.				
• Number of debt offerings	6	N/A	7	6
Pay vendor invoices.				
• Vendor checks issued	73,524	N/A	75,000	75,000
• Accounts payable turnover ratio	14.79	N/A	13.00	13.00
Issue new licenses and bill accounts.				
• New licenses issued	4,989	N/A	5,000	5,000
• Accounts billed	20,000	N/A	15,000	15,000
Process and deposit utility, tax, and license payments and other city revenue.				
• Total number of payments processed (000s)	1,983	N/A	1,940	1,900
• Percent of utility payments processed the same day as received	72.8%	N/A	60.8%	60.0%
• Percent of tax, license, and other payments processed the same day as received	90%	N/A	80%	80%
• Collect business sales taxes and occupational license fees (\$000s)	\$ 167,433	N/A	\$ 167,550	\$ 167,550
Recover unpaid taxes identified in audits and collect delinquent taxes (\$000s).	\$ 4,039	N/A	\$ 5,100	\$ 5,500

OPERATING PROGRAMS

ADMINISTRATION: This program area provides supervision to the department and financial direction to city management and other city departments; conducts financial analysis; prepares and monitors the department's budget; manages the city's debt obligations and requirements; prepares revenue projections; and carries out the administrative functions and requirements of the Public Safety Pension Retirement System.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 597,894	\$ 778,630	\$ 757,910	\$ 753,740
Character of Expenditures				
Salaries and Benefits	\$ 478,558	\$ 661,940	\$ 643,810	\$ 642,290
Services	112,638	95,900	101,850	93,660
Supplies	6,698	20,790	12,250	17,790
Program Total	\$ 597,894	\$ 778,630	\$ 757,910	\$ 753,740

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	\$ 1,882,980	\$ 2,060,880	\$ 1,974,180	\$ 2,084,970
Character of Expenditures				
Salaries and Benefits	\$ 1,744,058	\$ 1,927,600	\$ 1,821,430	\$ 1,951,200
Services	87,758	74,710	98,230	75,200
Supplies	51,164	58,570	54,520	58,570
Program Total	\$ 1,882,980	\$ 2,060,880	\$ 1,974,180	\$ 2,084,970

GENERAL PUBLIC LIABILITY: This program area reviews claims filed against the city and pays for public liability and property losses. It also reviews contracts for insurance and indemnification requirements.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 8,830,791	\$ 9,044,880	\$ 8,748,700	\$ 9,044,560
Character of Expenditures				
Salaries and Benefits	\$ 318,254	\$ 338,580	\$ 272,350	\$ 322,310
Services	8,503,006	8,531,000	8,393,920	8,541,820
Supplies	9,531	175,300	82,430	180,430
Program Total	\$ 8,830,791	\$ 9,044,880	\$ 8,748,700	\$ 9,044,560

FINANCE

INVESTMENTS: This program area is responsible for managing the city’s cash and investments by projecting cash needs to maintain adequate liquidity, ensuring the timely transfer of funds to meet daily cash needs and investing the excess to provide maximum returns at acceptable levels of risk. This area is the main contact point for the city's banking services provider. This program area also provides administration and oversight in the management of investments for the Tucson Supplemental Retirement System (TSRS).

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 256,179	\$ 215,420	\$ 230,670	\$ 242,470
Character of Expenditures				
Salaries and Benefits	\$ 72,510	\$ 86,380	\$ 81,960	\$ 95,300
Services	182,875	127,990	147,660	146,120
Supplies	794	1,050	1,050	1,050
Program Total	\$ 256,179	\$ 215,420	\$ 230,670	\$ 242,470

GROUND REMEDIATION: This program area ensures that the surrounding area is remediated after removal of underground storage tanks as required for compliance with local, state, and federal laws.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ -0-	\$ 211,200	\$ 286,000	\$ 489,990
Character of Expenditures				
Services	\$ -0-	\$ 211,200	\$ 285,500	\$ 489,990
Supplies	-0-	-0-	500	-0-
Program Total	\$ -0-	\$ 211,200	\$ 286,000	\$ 489,990

REVENUE: This program area operates cashier stations throughout the community, processes business tax returns, manages all city business licenses, investigates unlicensed businesses, and provides staff support to the City of Tucson Small Business Commission.

Projected Revenue Sources				
General Fund	\$ 3,299,866	\$ 3,442,810	\$ 3,320,710	\$ 3,649,990
Character of Expenditures				
Salaries and Benefits	\$ 2,821,742	\$ 2,891,450	\$ 2,823,430	\$ 3,178,190
Services	278,622	316,010	290,930	246,450
Supplies	199,502	235,350	206,350	225,350
Program Total	\$ 3,299,866	\$ 3,442,810	\$ 3,320,710	\$ 3,649,990

TAX AUDIT: This program area administers the City 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 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 978,820	\$ 936,050	\$ 975,410	\$ 1,047,450
Character of Expenditures				
Salaries and Benefits	\$ 946,562	\$ 895,540	\$ 941,390	\$ 1,015,680
Services	24,800	34,760	26,730	26,020
Supplies	7,458	5,750	7,290	5,750
Program Total	\$ 978,820	\$ 936,050	\$ 975,410	\$ 1,047,450

POSITION RESOURCES

Administration

Assistant City Manager/Chief Financial Officer	-0-	-0-	-0-	1.00
Director	1.00	1.00	1.00	-0-
Deputy Director	1.00	1.00	1.00	1.00
Finance Manager	1.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	4.00	5.00	5.00	5.00

Accounting

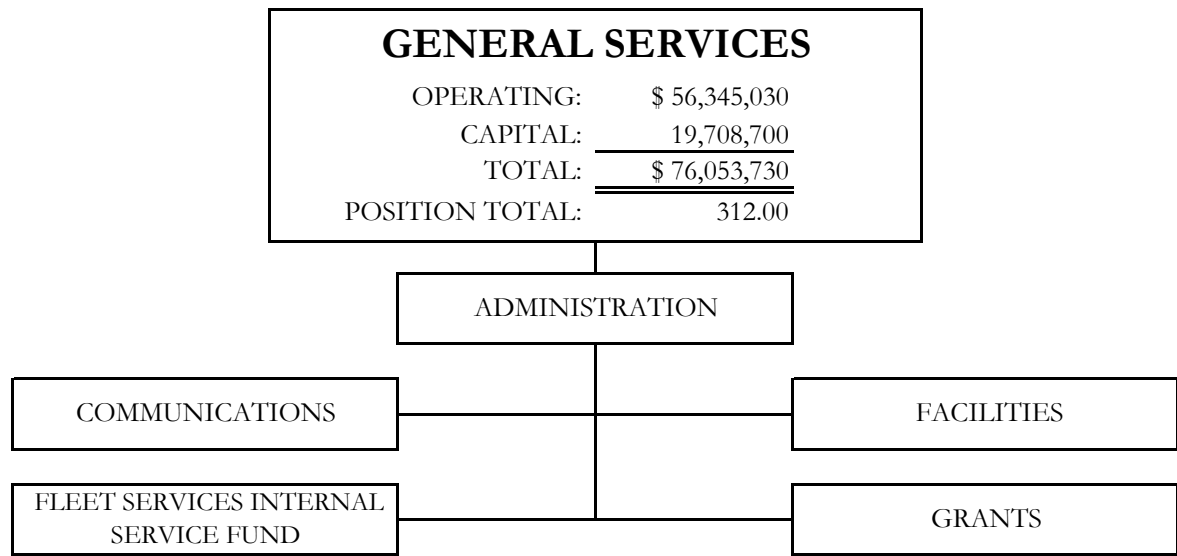
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	2.00	2.00	2.00	2.00
Finance Analyst	2.00	2.00	2.00	2.00
Principal Accountant/Auditor	2.00	2.00	2.00	2.00
Senior Accountant/Auditor	6.00	6.00	6.00	6.00
Financial Services Supervisor	3.00	3.00	3.00	3.00
Account Clerk Supervisor	3.00	3.00	3.00	3.00
Administrative Assistant	3.00	3.00	3.00	3.00
Senior Account Clerk	10.00	10.00	10.00	10.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	33.00	33.00	33.00	33.00

General Public Liability

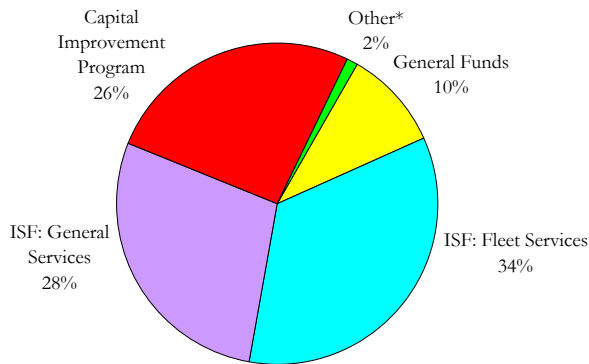
Risk Manager	1.00	1.00	1.00	1.00
Risk Management Supervisor	1.00	-0-	-0-	-0-
Risk Management Claims Adjuster	-0-	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00

FINANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Investments				
Finance Manager	1.00	1.00	1.00	1.00
Finance Analyst	-0-	-0-	1.00	1.00
Senior Accountant/Auditor	1.00	1.00	-0-	-0-
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Revenue				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Finance Analyst	2.00	2.00	2.00	2.00
Financial Services Supervisor	4.00	4.00	4.00	4.00
Office Supervisor	2.00	2.00	2.00	2.00
Revenue Investigation Supervisor	1.00	1.00	1.00	1.00
Revenue Investigator	12.00	12.00	16.00	16.00
Account Clerk Supervisor	1.00	1.00	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	4.00	4.00	5.00	5.00
Senior Account Clerk	10.00	10.00	9.00	9.00
Senior Cashier	12.00	12.00	12.00	12.00
Program Total	51.00	51.00	54.00	54.00
Tax Audit				
Finance Administrator	1.00	1.00	1.00	1.00
Principal Accountant/Auditor	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	-0-	-0-	-0-
Senior Accountant/Auditor	8.00	8.00	8.00	8.00
Senior Account Clerk	-0-	-0-	1.00	1.00
Program Total	12.00	11.00	12.00	12.00
Department Total	107.00	107.00	111.00	111.00

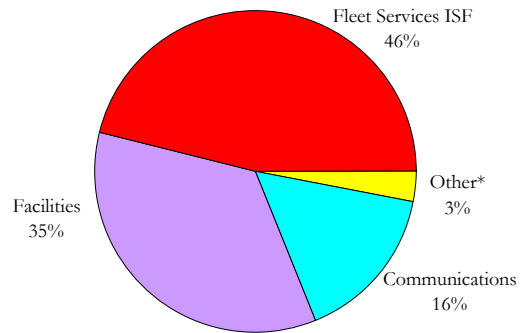


FINANCING PLAN



*Other includes Capital Improvement Fund (<1%), Non-Federal Grants Fund (<1%), and Other Federal Grants Fund (<1%).

PROGRAM ALLOCATION



*Other includes Administration (2%) and Grants (1%).

GENERAL SERVICES

The General Services Department manages three major programs: Facilities, Communications, and Fleet. These programs directly support service delivery to the community by all other city departments. Under administrative leadership and support, the department manages and provides services in planning, design, construction, repair, and demolition of buildings; planning, scheduling, and executing building maintenance and repair; managing the city's energy needs, supplies, and costs; installation, maintenance, and repair of critical public safety communications systems and equipment; coordination on behalf of the State of Arizona of all regional 911 systems, operations, and equipment; 911 call taking and fire-medical response dispatch for Tucson and surrounding jurisdictions; new vehicle specification and acquisition; supply, storage, and dispensing of all city fuel; managing city motor pools; and planning, scheduling, and performance of vehicle preventive maintenance and repair. Oversight and management is also provided for the ParkWise program.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	7.00	7.00	7.00	7.00
Communications	109.00	108.00	108.00	103.00
Facilities	104.00	105.00	105.00	105.00
Fleet Services	104.00	104.00	99.00	97.00
Department Total	324.00	324.00	319.00	312.00
TOTAL BUDGET				
Operating	\$ 46,882,424	\$ 57,217,160	\$ 47,534,900	\$ 56,345,030
Capital	2,335,634	24,159,000	5,537,420	19,708,700
	\$ 49,218,058	\$ 81,376,160	\$ 53,072,320	\$ 76,053,730
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 19,453,929	\$ 21,368,000	\$ 19,555,600	\$ 21,511,090
Services	13,160,772	15,983,780	13,470,070	14,069,210
Supplies	13,539,508	18,065,710	13,795,630	17,382,230
Equipment	136,730	313,670	123,500	1,377,830
Debt Service	591,485	1,486,000	590,100	2,004,670
Operating Total	\$ 46,882,424	\$ 57,217,160	\$ 47,534,900	\$ 56,345,030
Capital Improvement Program	2,335,634	24,159,000	5,537,420	19,708,700
Department Total	\$ 49,218,058	\$ 81,376,160	\$ 53,072,320	\$ 76,053,730
FUNDING SOURCES				
General Fund	\$ 8,280,588	\$ 8,831,400	\$ 8,263,060	\$ 7,962,650
Capital Improvement Fund	-0-	-0-	100,000	400,000
Internal Service Fund: Fleet Services	21,826,042	27,211,900	21,554,650	26,116,740
Internal Service Fund: General Services	16,683,735	20,100,060	17,443,390	21,217,190
Non-Federal Grants Fund	-0-	900,000	-0-	530,830
Other Federal Grants Fund	92,059	173,800	173,800	117,620
Department Total	\$ 46,882,424	\$ 57,217,160	\$ 47,534,900	\$ 56,345,030
Capital Improvement Program	2,335,634	24,159,000	5,537,420	19,708,700
Department Total	\$ 49,218,058	\$ 81,376,160	\$ 53,072,320	\$ 76,053,730

GENERAL SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$56,345,030 reflects a decrease of \$872,130 from the Fiscal Year 2011 Adopted Budget. Changes include:

Increase in capacity for vehicle replacement and Phase I of the purchase of a comprehensive Maintenance Management System in the Facilities Management Division to be paid from the Internal Service Fund balance	\$ 700,000
Capacity for an awarded Qualified Energy Conservation Bond (QECCB) allocation	530,830
Capital improvement funds allocated for the replacement of the Tucson Convention Center Exhibition Hall roof	400,000
Personnel costs	31,950
Transfer of the Children's Museum and Temple of Music and Art facilities' costs to non-departmental budget	(166,430)
Reduction of contingency funding for the emergency repair of public safety communications equipment, systems, infrastructure and I-Net and elimination of funds available for the repair/replacement of building components	(580,530)
Reductions in capacity as a result of decreased demand for vehicle repair parts, projected decline in CNG fuel consumption, and reduction in facility-related costs due to the closure of the East Side Service Center	(887,950)
Reduction in un-utilized grant capacity	<u>(900,000)</u>
Total	\$ (872,130)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Work toward a 100% on-time completion rate of Facilities Management work orders.				
• Percent of work orders completed within 5 days after receipt	New Measure	N/A	60%	65%
• Percent of preventive maintenance work orders completed on set schedule	New Measure	N/A	74%	75%
Reduce the costs associated with the permitting and inspecting of repair/replacement building component projects by utilizing the Registered Plant (annual permit) concept.				
• Targeted annual cost reduction (\$000)	New Measure	N/A	N/A	\$ 2,000

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Minimize internal project management (PM) costs for the design and construction of City facilities.				
• Percent of completed large (greater than \$500,000) projects where PM costs did not exceed 5%	New Measure	N/A	90%	100%
• Percent of completed small (less than \$500,000) projects where PM costs did not exceed 10%	New Measure	N/A	80%	100%
Provide the Environmental Services Department with 100% of its daily collection equipment requirements for side-loaders and front-end loaders.				
• 46 side loaders daily	94%	N/A	95%	100%
• 13 front-end loaders daily	97%	N/A	98%	100%
Provide each of the Police Department's five teams with 100% of their daily marked vehicle requirements.	100%	N/A	100%	100%
Answer 9-1-1 calls for fire, medical, and police assistance.				
• Number of annual calls	528,287	N/A	530,000	535,000
• Percent answered within 3 seconds	98%	N/A	98%	100%
Dispatch correct level of fire/medical emergency response with applicable patient or scene information 100% of the time based on feedback from customer fire departments and districts.				
• Percent on target	New Measure	N/A	99%	100%
Maximize public safety communications equipment availability while minimizing operational costs by ensuring repeat repairs are kept to 5% or less.				
• Percent repeat repairs	10%	N/A	8%	5%

OPERATING PROGRAMS

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Interdepartmental Charges	\$ 750,044	\$ 780,760	\$ 803,310	\$ 932,790
Character of Expenditures				
Salaries and Benefits	\$ 715,281	\$ 733,200	\$ 768,600	\$ 891,580
Services	29,467	34,690	29,430	30,310
Supplies	5,296	12,870	5,280	10,900
Program Total	\$ 750,044	\$ 780,760	\$ 803,310	\$ 932,790

COMMUNICATIONS: This program area provides and maintains critical public safety and general services communications equipment; 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	\$ 6,434,164	\$ 6,995,930	\$ 6,567,260	\$ 6,616,040
State 911 Revenue	6,226	65,760	90,310	40,000
TriBand IGA Revenue	20,729	18,660	18,630	18,010
Interdepartmental Charges	1,928,073	2,567,210	2,119,950	2,578,500
Program Total	\$ 8,389,192	\$ 9,647,560	\$ 8,796,150	\$ 9,252,550
Character of Expenditures				
Salaries and Benefits	\$ 6,186,384	\$ 6,841,590	\$ 6,254,270	\$ 6,717,350
Services	1,835,240	2,245,160	2,084,440	2,035,870
Supplies	324,386	505,810	333,940	424,330
Equipment	43,182	55,000	123,500	75,000
Program Total	\$ 8,389,192	\$ 9,647,560	\$ 8,796,150	\$ 9,252,550

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, and 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.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 1,819,469	\$ 1,751,050	\$ 1,586,860	\$ 1,288,600
Interdepartmental Charges	14,005,618	16,752,090	14,520,130	17,705,900
Capital Improvement Fund	-0-	-0-	100,000	400,000
Solar America Cities Grant	92,059	173,800	173,800	117,620
Program Total	\$ 15,917,146	\$ 18,676,940	\$ 16,380,790	\$ 19,512,120
Character of Expenditures				
Salaries and Benefits	\$ 6,544,703	\$ 7,375,550	\$ 6,766,170	\$ 7,726,110
Services	7,429,726	8,128,720	7,552,080	7,507,850
Supplies	1,351,232	1,669,670	1,472,440	1,593,160
Equipment	-0-	17,000	-0-	680,330
Debt Service	591,485	1,486,000	590,100	2,004,670
Program Total	\$ 15,917,146	\$ 18,676,940	\$ 16,380,790	\$ 19,512,120

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

Projected Revenue Sources				
Interdepartmental Charges	\$ 21,538,240	\$ 27,056,900	\$ 21,520,990	\$ 26,086,740
Sale of Biodiesel to University of Arizona	60,209	80,000	8,660	-0-
Vehicle Auction Revenue	227,593	75,000	25,000	30,000
Program Total	\$ 21,826,042	\$ 27,211,900	\$ 21,554,650	\$ 26,116,740
Character of Expenditures				
Salaries and Benefits	\$ 6,007,561	\$ 6,417,660	\$ 5,766,560	\$ 6,176,050
Services	3,866,339	4,775,210	3,804,120	4,495,180
Supplies	11,858,594	15,877,360	11,983,970	15,353,840
Equipment	93,548	141,670	-0-	91,670
Program Total	\$ 21,826,042	\$ 27,211,900	\$ 21,554,650	\$ 26,116,740

GENERAL SERVICES

GRANTS: This program area provides capacity for grant funding allocated to the General Services Department in order to enhance operational objectives outlined by the Mayor and Council.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Non-Federal Grants	\$ -0-	\$ 900,000	\$ -0-	\$ 530,830
Character of Expenditures				
Services	\$ -0-	\$ 800,000	\$ -0-	\$ -0-
Equipment	-0-	100,000	-0-	530,830
	\$ -0-	\$ 900,000	\$ -0-	\$ 530,830

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Management Coordinator	2.00	2.00	2.00	2.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	7.00	7.00
Communications				
General Services Administrator	1.00	1.00	1.00	1.00
Communications Superintendent	2.00	2.00	1.00	1.00
Communications Maintenance Superintendent	-0-	-0-	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Communications Maintenance Scheduler	-0-	-0-	1.00	1.00
Planner Scheduler	1.00	1.00	-0-	-0-
Electronics Technician Supervisor	2.00	2.00	2.00	2.00
Electronics Technician	8.00	8.00	8.00	8.00
Public Safety Communications Supervisor	8.00	8.00	8.00	8.00
Electronics Bench Technician	4.00	4.00	4.00	4.00
Public Safety Dispatcher	56.00	56.00	56.00	51.00
Administrative Assistant	2.00	1.00	1.00	1.00
Master Street Address Guide Scheduler	-0-	-0-	1.00	1.00
Secretary	1.00	1.00	-0-	-0-
Senior Account Clerk	1.00	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Emergency 911 Operator	20.00	20.00	20.00	20.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Program Total	109.00	108.00	108.00	103.00

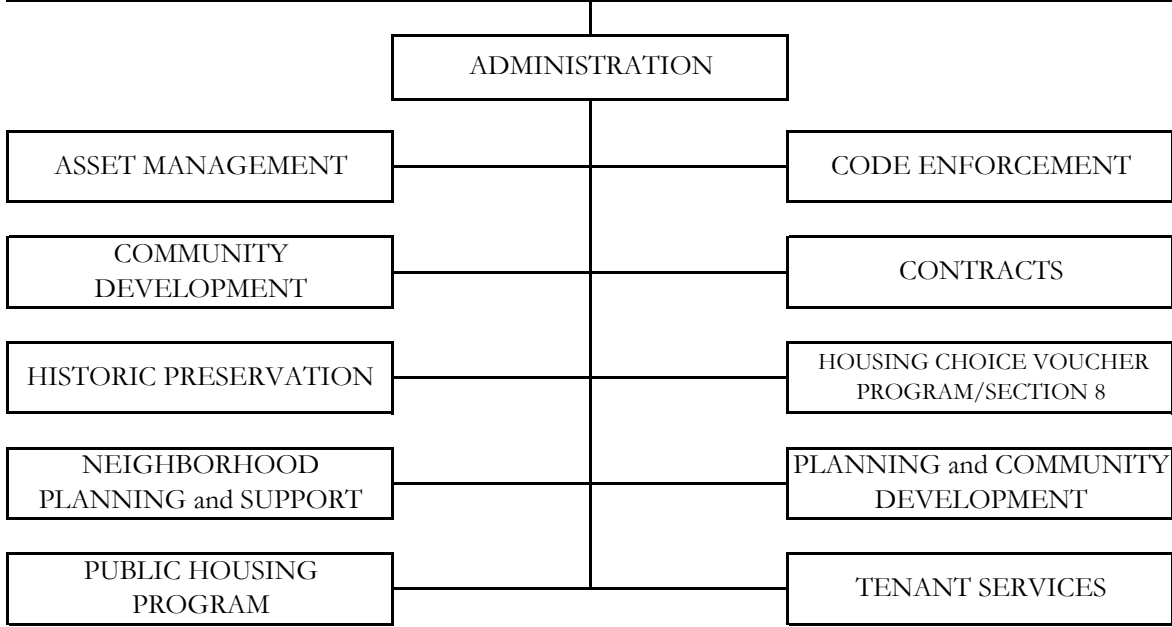
GENERAL SERVICES

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Facilities				
Architecture and Engineering Administrator	-0-	-0-	1.00	1.00
Facilities Management Administrator	-0-	-0-	1.00	1.00
General Services Administrator	2.00	2.00	-0-	-0-
Energy Manager	1.00	1.00	1.00	1.00
Facilities Management Superintendent	2.00	2.00	2.00	3.00
Management Coordinator	1.00	1.00	1.00	-0-
Architect	3.00	3.00	3.00	3.00
Mechanical Engineer	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	3.00	3.00	3.00	3.00
Staff Assistant	1.00	1.00	1.00	1.00
Planner Scheduler	1.00	1.00	1.00	2.00
Carpentry Supervisor	-0-	-0-	1.00	1.00
Facilities Management Supervisor	5.00	5.00	-0-	-0-
Electrical Supervisor	-0-	-0-	1.00	1.00
HVAC-R Supervisor	-0-	-0-	1.00	1.00
Lock Shop Supervisor	-0-	-0-	1.00	1.00
Plumbing Supervisor	-0-	-0-	1.00	1.00
Electrician	9.00	9.00	9.00	9.00
Electronics Technician	2.00	2.00	-0-	-0-
Energy Management Control System Technician	-0-	-0-	2.00	2.00
Engineering Associate	-0-	-0-	-0-	1.00
Facilities Project Coordinator	4.00	4.00	4.00	4.00
Fuel Station Mechanic	3.00	3.00	3.00	3.00
HVAC-R Mechanic	8.00	8.00	8.00	8.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	2.00	2.00	2.00	2.00
Locksmith	3.00	3.00	3.00	3.00
Physical Plant Operator	4.00	4.00	4.00	4.00
Plumber	6.00	6.00	6.00	6.00
Painter	3.00	3.00	3.00	3.00
Roofer	2.00	2.00	2.00	2.00
Administrative Assistant	-0-	1.00	-0-	-0-
Building Maintenance Worker	6.00	6.00	6.00	4.00
Lead Custodian	3.00	3.00	3.00	3.00
Secretary	1.00	1.00	2.00	2.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Storekeeper	-0-	-0-	-0-	1.00
Custodian	15.00	15.00	15.00	15.00
Customer Service Clerk	2.00	2.00	2.00	1.00
Technological Intern	1.00	1.00	1.00	1.00
Program Total	104.00	105.00	105.00	105.00

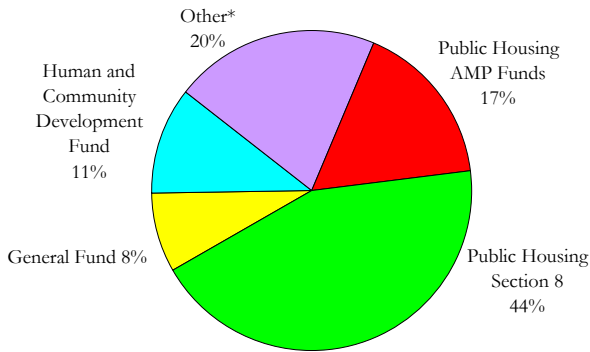
GENERAL SERVICES

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Fleet Services				
Fleet Administrator	-0-	-0-	1.00	1.00
General Services Administrator	1.00	1.00	-0-	-0-
Fleet Maintenance Superintendent	-0-	-0-	1.00	1.00
Fleet Services Superintendent	2.00	2.00	1.00	1.00
Certified Fleet Services Supervisor	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	3.00	3.00	3.00	3.00
Fleet Services Supervisor	6.00	6.00	5.00	5.00
Certified Lead Automotive Mechanic	1.00	1.00	1.00	1.00
Certified Senior Heavy Equipment Mechanic	-0-	-0-	-0-	1.00
Certified Automotive Mechanic	4.00	6.00	6.00	10.00
Lead Automotive Mechanic	3.00	3.00	2.00	2.00
Senior Heavy Equipment Mechanic	25.00	25.00	25.00	24.00
Automotive Mechanic	13.00	11.00	11.00	7.00
Certified Lead Fleet Services Technician	1.00	1.00	1.00	1.00
Welder	2.00	2.00	2.00	2.00
Automotive Body Technician	1.00	1.00	1.00	1.00
Automotive Parts Specialist	9.00	9.00	8.00	8.00
Certified Fleet Control Specialist	2.00	2.00	2.00	2.00
Heavy Equipment Operator	1.00	1.00	1.00	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Certified Senior Fleet Services Technician	11.00	12.00	12.00	14.00
Customer Service Representative	1.00	1.00	-0-	-0-
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	4.00	4.00	3.00	3.00
Senior Fleet Services Technician	4.00	3.00	3.00	1.00
Senior Storekeeper	2.00	2.00	2.00	1.00
Automotive Service Writer	-0-	-0-	1.00	1.00
Customer Service Clerk	1.00	1.00	-0-	-0-
Fleet Services Attendant	3.00	3.00	3.00	3.00
Program Total	104.00	104.00	99.00	97.00
Department Total	324.00	324.00	319.00	312.00

HOUSING and COMMUNITY DEVELOPMENT	
OPERATING:	\$ 82,107,850
CAPITAL:	2,899,300
TOTAL:	<u>\$ 85,007,150</u>
POSITION TOTAL:	201.25

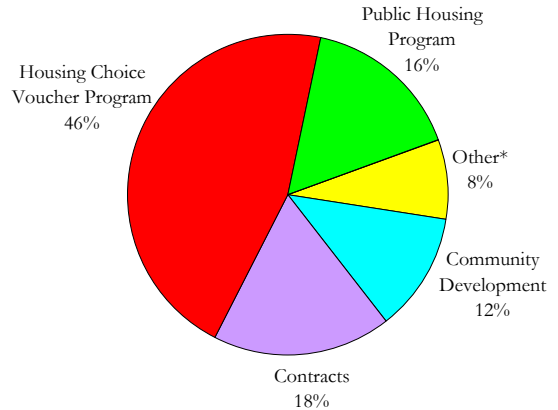


FINANCING PLAN



*Other includes HOME Investment Partnerships (6%), Miscellaneous Housing Grant Fund (6%), Non-Federal Grants (5%), Capital Improvement Program (3%), and Other Federal Grants (<1%).

PROGRAM ALLOCATION



*Other includes Code Enforcement (3%), Administration (2%), Asset Management (1%), Neighborhood Planning (1%), Planning and Community Development (1%), Historic Preservation (<1%), and Tenant Services (<1%).

HOUSING and COMMUNITY DEVELOPMENT

Acting as the city's housing authority, the department of Housing and Community Development ensures safe and sanitary housing for subsidized rental clients and low-income clients housed in city-owned units; develops and rehabilitates affordable housing; and enforces property and housing codes. The department also supports neighborhood associations; develops long-range community planning; oversees funding contracts with human services agencies; administers the Back to Basics capital program; and works with other departments and community stakeholders to preserve and document historic and archaeological resources.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	14.00	13.00	12.00	12.00
Asset Management	0.50	0.50	0.50	0.50
Code Enforcement	34.00	34.00	32.00	31.00
Community Development	18.00	15.00	14.00	14.00
Contracts	7.00	9.00	10.00	10.00
Historic Preservation	1.00	4.00	4.00	4.00
Housing Choice Voucher/Section 8 Program	41.00	41.00	42.00	42.00
Neighborhood Planning and Support	-0-	6.00	6.00	6.00
Planning and Community Development Administration	7.00	8.00	8.00	8.00
Public Housing Program	66.75	66.75	68.75	69.75
Tenant Services	4.00	4.00	4.00	4.00
Comprehensive Planning	10.00	-0-	-0-	-0-
HOPE VI and Depot Plaza/Martin Luther King Revitalization	1.00	1.00	1.00	-0-
Department Total	204.25	202.25	202.25	201.25
TOTAL BUDGET				
Operating	\$ 71,400,839	\$ 80,325,960	\$ 80,964,390	\$ 82,107,850
Capital	8,865,691	8,115,800	6,184,240	2,899,300
Department Total	\$ 80,266,530	\$ 88,441,760	\$ 87,148,630	\$ 85,007,150
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 12,535,910	\$ 12,865,730	\$ 12,736,650	\$ 13,741,600
Services	57,501,740	65,963,920	66,963,730	67,368,720
Supplies	1,363,189	1,496,310	1,264,010	988,530
Equipment	-0-	-0-	-0-	9,000
Operating Total	\$ 71,400,839	\$ 80,325,960	\$ 80,964,390	\$ 82,107,850
Capital Improvement Program	8,865,691	8,115,800	6,184,240	2,899,300
Department Total	\$ 80,266,530	\$ 88,441,760	\$ 87,148,630	\$ 85,007,150

HOUSING and COMMUNITY DEVELOPMENT

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
FUNDING SOURCES				
General Fund	\$ 6,280,767	\$ 6,981,770	\$ 6,448,280	\$ 6,403,960
Civic Contributions Fund	50,000	-0-	11,600	-0-
Community Development Block Grant	4,635,365	9,664,720	9,741,230	9,185,890
HOME Investment Partnerships	4,358,830	5,307,980	6,289,790	5,471,830
Miscellaneous Housing Grant Fund	8,883,006	6,925,450	5,307,600	5,418,140
Non-Federal Grants	188,246	2,754,090	3,575,900	3,878,280
Other Federal Grants	110,335	170,540	116,000	230,840
Public Housing (AMP) Funds	12,809,990	12,949,330	13,960,290	14,200,440
Public Housing Section 8 Fund	34,084,300	35,572,080	35,513,700	37,318,470
Operating Total	\$ 71,400,839	\$ 80,325,960	\$ 80,964,390	\$ 82,107,850
Capital Improvement Program	8,865,691	8,115,800	6,184,240	2,899,300
Department Total	\$ 80,266,530	\$ 88,441,760	\$ 87,148,630	\$ 85,007,150

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$82,107,850 reflects an increase of \$1,781,890 from the Fiscal Year 2011 Adopted Budget. Changes include:

Housing Choice Voucher program non-salary increase	\$ 1,697,200
Personnel costs	875,870
First Things First grant non-salary increase	811,770
General Fund allocated to human services contracts	(148,430)
Martin Luther King Apartment project completion in Fiscal Year 2011	(464,540)
General Fund non-salary program reductions in code enforcement, historic preservation, neighborhood newsletter, and administrative support	(464,910)
Other federal program adjustments	(525,070)
Total	\$ 1,781,890

DEPARTMENT MEASURES of PERFORMANCE

Occupancy rate of the City's Public Housing Program.

• Occupancy rate	98.7%	N/A	97.0%	97.0%
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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	442	N/A	157	170
• Dollar value (\$000s)	\$ 3,488	N/A	\$ 1,264	\$ 1,650

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
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	95	N/A	150	181
◇ Dollar value (\$000s)	\$ 660	N/A	\$ 1,500	\$ 1,991
• Multi-family homes				
◇ Number of units	20	N/A	139	125
◇ Dollar value (\$000s)	\$ 976	N/A	\$ 2,995	\$ 1,875
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 (\$000s)	\$ 1,526	N/A	\$ 1,465	\$ 1,465
• First Things First Economic Stabilization of Families Scholarship	N/A	N/A	\$ 1,800	\$ 2,205
• Community Development Block Grant (\$000s)	\$ 902	N/A	\$ 1,007	\$ 1,007
• Federal Housing Opportunities for People with AIDS (\$000s)	\$ 408	N/A	\$ 440	\$ 440
Provide market rental homes subsidized with federal funds by the City's Public Housing Authority.				
• Number of unit months leased	59,587	N/A	64,637	64,637
• Percentage of available unit months leased	98%	N/A	98%	98%
• Housing assistance payments (\$000s)	\$ 31,423	N/A	\$ 32,838	\$ 32,419

HOUSING and COMMUNITY DEVELOPMENT

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Meet or exceed the Department of Housing and Urban Development, Section 8 Management Assessment Program (SEMAP) annual target rate of 90%.				
• Tucson	100%	N/A	100%	100%
• Pima County	96%	N/A	100%	100%
Promote safe, clean environment and healthy neighborhoods by resolving code violations.				
• Calls received	24,499	N/A	24,500	24,500
• Cases created	8,276	N/A	8,300	8,300
• Violations issued	5,672	N/A	5,600	5,600

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund	\$ 713,253	\$ 584,730	\$ 469,110	\$ 500,530
Community Development Block Grant	367,585	413,940	414,780	384,750
Central Office Cost Center	79,865	100,050	100,050	100,000
HOME Investment Partnerships	22,406	26,200	26,200	23,580
HOPE VI – Martin Luther King Revitalization	83,975	24,170	33,070	-0-
Housing Choice Voucher (Section 8) Fund	198,731	231,210	231,210	220,000
Miscellaneous HUD Grant Fund	3,370	4,000	4,000	4,000
Miscellaneous Non-Federal Housing Grants	15,877	-0-	7,150	7,500
Program Total	\$ 1,485,062	\$ 1,384,300	\$ 1,285,570	\$ 1,240,360

Character of Expenditures

Salaries and Benefits	\$ 1,337,035	\$ 1,145,050	\$ 1,104,240	\$ 1,064,280
Services	131,187	197,010	147,670	139,130
Supplies	16,840	42,240	33,660	27,950
Equipment	-0-	-0-	-0-	9,000
Program Total	\$ 1,485,062	\$ 1,384,300	\$ 1,285,570	\$ 1,240,360

HOUSING and COMMUNITY DEVELOPMENT

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.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 533,565	\$ -0-	\$ -0-	\$ -0-
Community Development Block Grant	-0-	840	-0-	-0-
Central Office Cost Center	-0-	762,540	745,000	745,000
Program Total	\$ 533,565	\$ 763,380	\$ 745,000	\$ 745,000
Character of Expenditures				
Salaries and Benefits	\$ 85,502	\$ 105,780	\$ 110,790	\$ 97,530
Services	441,093	648,620	625,330	638,970
Supplies	6,970	8,980	8,880	8,500
Program Total	\$ 533,565	\$ 763,380	\$ 745,000	\$ 745,000

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

Projected Revenue Sources				
General Fund	\$ 2,649,968	\$ 2,710,800	\$ 2,554,670	\$ 2,557,040
Character of Expenditures				
Salaries and Benefits	\$ 2,200,595	\$ 2,181,560	\$ 2,080,430	\$ 2,149,410
Services	355,510	380,650	365,650	315,710
Supplies	93,863	148,590	108,590	91,920
Program Total	\$ 2,649,968	\$ 2,710,800	\$ 2,554,670	\$ 2,557,040

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	\$ 331,639	\$ 535,960	\$ 638,360	\$ 467,080
General Fund: Housing Trust Fund	308,813	35,000	62,500	83,350
Community Development Block Grant	1,520,102	2,128,660	3,210,160	2,703,480
HOME Investment Partnerships	4,155,127	5,096,220	6,082,350	5,260,740
Lead Hazard Control Program Grant	1,600,902	1,061,960	48,950	1,090,800
Other Federal Grants	109,390	170,540	116,000	230,840
Miscellaneous HUD Grant Fund	-0-	-0-	-0-	7,800
Program Total	\$ 8,025,973	\$ 9,028,340	\$ 10,158,320	\$ 9,844,090

HOUSING and COMMUNITY DEVELOPMENT

Community Development (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Character of Expenditures				
Salaries and Benefits	\$ 1,069,712	\$ 1,088,690	\$ 1,117,440	\$ 1,134,870
Services	6,945,130	7,904,200	8,999,670	8,689,470
Supplies	11,131	35,450	41,210	19,750
Program Total	\$ 8,025,973	\$ 9,028,340	\$ 10,158,320	\$ 9,844,090

CONTRACTS: This program area oversees contract awards and monitoring of agencies receiving funding, reporting outcomes and financial data to the funding sources, and reporting to the Mayor and Council and the public on the impact of funded programs.

Projected Revenue Sources				
General Fund	\$ 294,097	\$ 1,874,230	\$ 1,688,740	\$ 1,713,470
Civic Contributions	50,000	-0-	-0-	-0-
Community Development Block Grant	2,492,423	6,741,390	5,847,230	5,729,390
HOME Investment Partnerships	75,125	-0-	-0-	-0-
Other Federal Grants	44	-0-	-0-	-0-
Miscellaneous HUD Grant Fund	3,341,345	4,884,350	4,278,970	3,741,180
Miscellaneous Non-Federal Grants	115,813	2,599,630	3,247,560	3,542,500
Program Total	\$ 6,368,847	\$ 16,099,600	\$ 15,062,500	\$ 14,726,540

Character of Expenditures				
Salaries and Benefits	\$ 490,542	\$ 669,740	\$ 774,660	\$ 798,040
Services	5,869,247	15,402,440	14,228,030	13,920,230
Supplies	9,058	27,420	59,810	8,270
Program Total	\$ 6,368,847	\$ 16,099,600	\$ 15,062,500	\$ 14,726,540

HISTORIC PRESERVATION: This program area documents and preserves significant archaeological sites and historic structures that are impacted by city construction projects. With the Tucson-Pima County Historical Commission, program staff review demolition requests and proposed alterations to historic buildings, and assist neighborhoods with National Register of Historic Places' nominations. (A portion of the Comprehensive Planning program area was reorganized into this program in Fiscal Year 2011).

Projected Revenue Sources				
General Fund	\$ 69,830	\$ 395,250	\$ 350,190	\$ 302,030
Civic Contributions	-0-	-0-	11,600	-0-
Community Development Block Grant	-0-	70,580	37,790	59,770
HOPE VI – Martin Luther King Revitalization	44,950	-0-	-0-	-0-
HOME Investment Partnerships	-0-	39,670	18,900	19,920
Lead Hazard Control Program Grant	-0-	3,770	-0-	-0-
Program Total	\$ 114,780	\$ 509,270	\$ 418,480	\$ 381,720

Historic Preservation (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Character of Expenditures				
Salaries and Benefits	\$ 44,954	\$ 364,700	\$ 321,220	\$ 365,830
Services	69,826	138,570	91,260	12,390
Supplies	-0-	6,000	6,000	3,500
Program Total	\$ 114,780	\$ 509,270	\$ 418,480	\$ 381,720

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 5,300 households and 30,000 individuals in the greater Pima County area. During the past year, the program distributed over \$34 million of federal housing assistance to more than 1,800 participating property owners.

Projected Revenue Sources

Central Office Cost Center Fund	\$ 66,113	\$ 69,000	\$ 69,000	\$ 69,000
Housing Choice Voucher (Section 8) Fund	33,716,750	35,172,930	35,172,930	36,988,910
Miscellaneous HUD Grant Fund	485,804	432,900	480,550	497,480
Miscellaneous Non-Federal Funds	56,555	132,100	321,190	328,280
Program Total	\$ 34,325,222	\$ 35,806,930	\$ 36,043,670	\$ 37,883,670

Character of Expenditures

Salaries and Benefits	\$ 2,395,758	\$ 2,469,660	\$ 2,512,030	\$ 2,849,200
Services	31,756,215	33,158,400	33,350,940	34,834,590
Supplies	173,249	178,870	180,700	199,880
Program Total	\$ 34,325,222	\$ 35,806,930	\$ 36,043,670	\$ 37,883,670

NEIGHBORHOOD PLANNING and SUPPORT: This program area provides policy and implementation support for the long-term planning issues in the community, including the General Plan, neighborhood planning, impact fee administration, regional growth and planning, affordable housing initiatives, and infill development. This program provides services to neighborhood association in the following: mailing assistance, guidance through workshops, one-on-one consultations, and maintenance of a web page and provision of equipment for neighborhood clean-ups. (A portion of the Comprehensive Planning program area was reorganized into this program in Fiscal Year 2011).

Projected Revenue Sources

General Fund	\$ -0-	\$ 602,130	\$ 444,540	\$ 556,070
Community Development Block Grant	-0-	-0-	17,670	-0-
HOME Investment Partnerships	-0-	-0-	20,790	10,980
Program Total	\$ -0-	\$ 602,130	\$ 483,000	\$ 567,050

HOUSING and COMMUNITY DEVELOPMENT

Neighborhood Planning and Support (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ 465,800	\$ 426,260	\$ 490,650
Services	-0-	11,160	10,570	11,150
Supplies	-0-	125,170	46,170	65,250
Program Total	\$ -0-	\$ 602,130	\$ 483,000	\$ 567,050

PLANNING and COMMUNITY DEVELOPMENT ADMINISTRATION: This program area administers and provides financial support to the Community Development, Contracts, Historic Preservation and Downtown Development, and Neighborhood Planning and Support program areas.

Projected Revenue Sources

General Fund	\$ 166,714	\$ 243,670	\$ 240,170	\$ 224,390
Community Development Block Grant	239,885	309,310	193,600	288,500
HOME Investment Partnerships	106,173	145,890	141,550	156,610
Lead Hazard Control Program Grant	-0-	2,960	-0-	-0-
Miscellaneous HUD Grant Fund	-0-	2,970	2,970	8,880
Miscellaneous Non-Federal Grants	-0-	22,360	-0-	-0-
Program Total	\$ 512,772	\$ 727,160	\$ 578,290	\$ 678,380

Character of Expenditures

Salaries and Benefits	\$ 371,484	\$ 534,650	\$ 398,960	\$ 510,670
Services	124,675	140,550	139,090	129,110
Supplies	16,613	51,960	40,240	38,600
Program Total	\$ 512,772	\$ 727,160	\$ 578,290	\$ 678,380

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 newly constructed Martin Luther King Apartments. Family housing is scattered over 500 sites, from single-family homes to medium-sized apartment complexes.

Projected Revenue Sources

Central Office Cost Center	\$ 2,244,202	\$ 3,241,820	\$ 4,851,100	\$ 5,087,540
Housing Choice Voucher (Section 8) Fund	29,711	24,610	24,610	15,040
Public Housing Asset Management Program Funds	10,336,720	8,079,220	8,117,660	8,106,930
Program Total	\$ 12,610,633	\$ 11,345,650	\$ 12,993,370	\$ 13,209,510

Character of Expenditures

Salaries and Benefits	\$ 3,393,036	\$ 3,629,340	\$ 3,732,700	\$ 4,109,950
Services	8,395,221	7,081,280	8,646,090	8,579,250
Supplies	822,376	635,030	614,580	520,310
Program Total	\$ 12,610,633	\$ 11,345,650	\$ 12,993,370	\$ 13,209,510

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 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Community Development Block Grant	\$ 15,370	\$ -0-	\$ 20,000	\$ 20,000
Central Office Cost Center	83,089	78,490	77,480	91,970
Housing Choice Voucher (Section 8) Fund	139,108	143,330	84,950	94,520
Miscellaneous HUD Grant Fund	76,686	68,000	68,000	68,000
Program Total	\$ 314,253	\$ 289,820	\$ 250,430	\$ 274,490
Character of Expenditures				
Salaries and Benefits	\$ 215,208	\$ 210,760	\$ 151,950	\$ 171,170
Services	95,362	74,460	93,880	98,720
Supplies	3,683	4,600	4,600	4,600
Program Total	\$ 314,253	\$ 289,820	\$ 250,430	\$ 274,490

COMPREHENSIVE PLANNING: This program was reorganized into the Neighborhood Planning and Support and Historic Preservation programs in Fiscal Year 2011.

Projected Revenue Sources				
General Fund	\$ 1,213,794	\$ -0-	\$ -0-	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 846,635	\$ -0-	\$ -0-	\$ -0-
Services	158,840	-0-	-0-	-0-
Supplies	208,319	-0-	-0-	-0-
Program Total	\$ 1,213,794	\$ -0-	\$ -0-	\$ -0-

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

Projected Revenue Sources				
Central Office Cost Center	\$ -0-	\$ 618,210	\$ -0-	\$ -0-
HOPE VI – Martin Luther King Revitalization	3,245,970	440,370	391,090	-0-
Program Total	\$ 3,245,970	\$ 1,058,580	\$ 391,090	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 85,450	\$ -0-	\$ 5,970	\$ -0-
Services	3,159,435	826,580	265,550	-0-
Supplies	1,085	232,000	119,570	-0-
Program Total	\$ 3,245,970	\$ 1,058,580	\$ 391,090	\$ -0-

POSITION RESOURCES

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Community Services Administrator	1.00	1.00	1.00	1.00
Staff Assistant	4.00	4.00	4.00	4.00
Community Services Project Coordinator	1.00	-0-	-0-	-0-
Systems Analyst	1.00	1.00	-0-	-0-
Executive Assistant	1.00	1.00	-0-	-0-
Secretary	-0-	-0-	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	14.00	13.00	12.00	12.00
Asset Management				
Custodian	0.50	0.50	0.50	0.50
Program Total	0.50	0.50	0.50	0.50
Code Enforcement				
Community Services Administrator	-0-	-0-	-0-	1.00
Neighborhood Resources Administrator	1.00	1.00	1.00	-0-
Inspection Supervisor	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Environmental Services Supervisor	1.00	1.00	1.00	-0-
Code Inspector	20.00	20.00	20.00	20.00
Environmental Services Equipment Operator	2.00	2.00	-0-	-0-
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00	5.00
Program Total	34.00	34.00	32.00	31.00
Community Development				
Community Services Manager	1.00	2.00	2.00	2.00
Community Services Project Supervisor	4.00	3.00	3.00	2.00
Rehabilitation Inspector/Estimator Supervisor	1.00	1.00	1.00	1.00
Community Services Project Coordinator	2.00	1.00	1.00	1.00
Residential Rehabilitation Project Coordinator	8.00	6.00	6.00	7.00
Facilities Project Coordinator	1.00	1.00	1.00	1.00
Rehabilitation Inspector/Estimator Supervisor	1.00	1.00	-0-	-0-
Program Total	18.00	15.00	14.00	14.00

HOUSING and COMMUNITY DEVELOPMENT

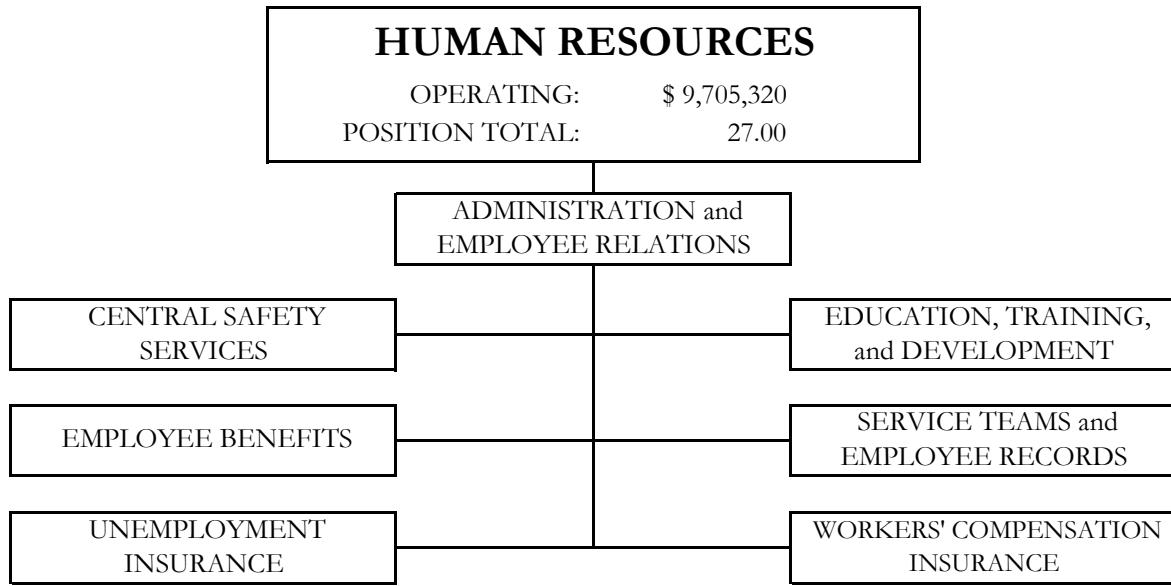
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Comprehensive Planning				
Planning Administrator	1.00	-0-	-0-	-0-
Principal Planner	2.00	-0-	-0-	-0-
Historic Preservation Planner	1.00	-0-	-0-	-0-
Lead Planner	2.00	-0-	-0-	-0-
Community Services Project Coordinator	2.00	-0-	-0-	-0-
Management Analyst	1.00	-0-	-0-	-0-
Housing Assistance and Outreach Coordinator	1.00	-0-	-0-	-0-
Program Total	10.00	-0-	-0-	-0-
Contracts				
Principal Planner	-0-	1.00	1.00	1.00
Community Services Project Coordinator	6.00	7.00	8.00	8.00
Rehabilitation Inspector/Estimator	1.00	-0-	-0-	-0-
Administrative Assistant	-0-	1.00	1.00	1.00
Program Total	7.00	9.00	10.00	10.00
Historic Preservation				
Historic Preservation Planner	-0-	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	-0-	-0-
Lead Planner	-0-	1.00	1.00	1.00
Community Services Project Coordinator	-0-	1.00	1.00	1.00
Management Analyst	-0-	-0-	1.00	1.00
Program Total	1.00	4.00	4.00	4.00
HOPE VI and Depot Plaza/Martin Luther King Revitalization				
Community Services Project Supervisor	1.00	1.00	1.00	-0-
Program Total	1.00	1.00	1.00	-0-
Housing Choice Voucher/Section 8 Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Community Services Manager	1.00	1.00	1.00	1.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Housing Quality Standards Supervisor	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Principal Accountant/Auditor	1.00	1.00	1.00	1.00
Senior Accountant/Auditor	2.00	2.00	2.00	2.00
Housing Assistance Supervisor	3.00	3.00	3.00	3.00
Housing Quality Standards Inspector	5.00	5.00	6.00	6.00
Administrative Assistant	3.00	3.00	3.00	3.00
Housing Services Agent	15.00	15.00	15.00	15.00
Customer Service Representative	2.00	2.00	2.00	2.00
Customer Service Clerk	3.00	3.00	3.00	3.00
Office Assistant	2.00	2.00	2.00	2.00
Program Total	41.00	41.00	42.00	42.00

HOUSING and COMMUNITY DEVELOPMENT

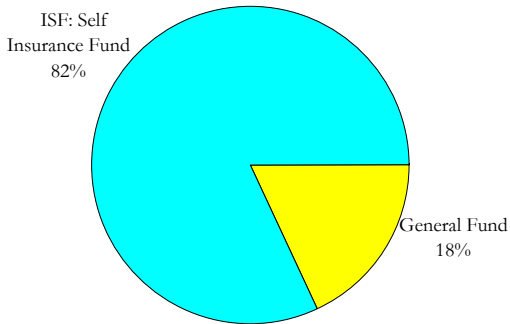
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Neighborhood Planning and Support				
Principal Planner	-0-	1.00	1.00	1.00
Lead Planner	-0-	1.00	1.00	1.00
Community Services Project Supervisor	-0-	-0-	1.00	1.00
Community Services Project Coordinator	-0-	2.00	2.00	2.00
Management Analyst	-0-	1.00	-0-	-0-
Housing Assistance/Outreach Coordinator	-0-	1.00	1.00	1.00
Program Total	-0-	6.00	6.00	6.00
Planning Community Development Administration				
Community Services Administrator	-0-	1.00	1.00	1.00
Principal Accountant/Auditor	1.00	1.00	1.00	1.00
Senior Accountant/Auditor	3.00	3.00	3.00	3.00
Office Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Program Total	7.00	8.00	8.00	8.00
Public Housing Program				
Community Services Administrator	1.00	1.00	1.00	1.00
Community Services Manager	1.00	1.00	1.00	1.00
Principal Accountant/Auditor	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Community Services Project Supervisor	-0-	-0-	-0-	1.00
Community Services Project Coordinator	9.00	9.00	9.00	9.00
Senior Accountant/Auditor	2.00	2.00	2.00	2.00
Housing Field Operations Supervisor	2.00	2.00	2.00	2.00
Locksmith	1.75	1.75	1.75	1.75
Lead Housing Technician	17.00	17.00	17.00	17.00
Physical Plant Operator	2.00	2.00	2.00	2.00
Accountant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Housing Services Agent	10.00	10.00	10.00	10.00
Housing Technician	5.00	5.00	5.00	5.00
Customer Service Representative	3.00	3.00	4.00	4.00
Secretary	1.00	1.00	-0-	-0-
Senior Account Clerk	1.00	1.00	1.00	1.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Custodian	2.00	2.00	2.00	2.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Office Assistant	2.00	2.00	2.00	2.00
Non-Permanent Office Assistant	-0-	-0-	2.00	2.00
Program Total	66.75	66.75	68.75	69.75

HOUSING and COMMUNITY DEVELOPMENT

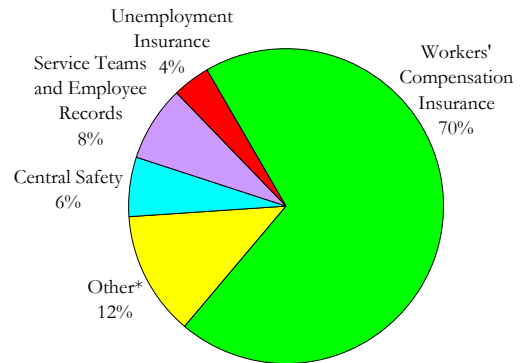
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Tenant Services				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Housing Services Agent	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00
Department Total	204.25	202.25	202.25	201.25



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Administration and Employee Relations (5%), Education, Training and Development (3%), Employee Benefits (3%), and Wellness Program (1%).

HUMAN RESOURCES

The Human Resources Department is the centralized personnel source for the City of Tucson, serving all city departments and offices by recruiting, training, and retaining a highly qualified and diverse workforce.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration and Employee Relations	4.00	4.00	4.00	4.00
Central Safety Services	3.00	4.00	4.00	3.00
Education, Training, and Development	2.00	2.00	2.00	2.00
Employee Benefits	3.00	3.00	3.00	3.00
Service Teams and Employee Records	13.00	13.00	11.00	11.00
Wellness Program	1.00	-0-	-0-	1.00
Workers' Compensation Insurance	3.00	3.00	3.00	3.00
Department Total	29.00	29.00	27.00	27.00
TOTAL BUDGET				
Operating	\$ 15,541,651	\$ 9,851,390	\$ 9,638,840	\$ 9,705,320
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,132,761	\$ 2,162,930	\$ 2,036,380	\$ 2,069,580
Services	13,333,421	7,549,450	7,456,890	7,481,940
Supplies	75,469	124,010	130,570	141,800
Equipment	-0-	15,000	15,000	12,000
Department Total	\$ 15,541,651	\$ 9,851,390	\$ 9,638,840	\$ 9,705,320
FUNDING SOURCES				
General Fund	\$ 1,972,685	\$ 2,031,440	\$ 1,852,890	\$ 1,766,520
Self Insurance Internal Service Fund	13,568,966	7,819,950	7,785,950	7,938,800
Department Total	\$ 15,541,651	\$ 9,851,390	\$ 9,638,840	\$ 9,705,320

SIGNIFICANT CHANGES: GENERAL FUND

The adopted General Fund operating budget for Fiscal Year 2012 of \$1,766,520 reflects a decrease of \$264,920 from the Fiscal Year 2011 Adopted Budget. Changes include:

Miscellaneous adjustments	\$ (2,590)
Savings in self-insurance liability coverage	(7,280)
Reductions in public relations and advertising expenses	(7,500)
Reductions in office supplies	(8,000)
Reductions in training and educational reimbursements	(57,250)
Personnel costs	(182,300)
Total	\$ (264,920)

HUMAN RESOURCES

SIGNIFICANT CHANGES: SELF INSURANCE FUND

The Self Insurance Fund adopted operating budget for Fiscal Year 2012 of \$7,938,800 reflects an increase of \$118,850 from the Fiscal Year 2011 Adopted Budget. Changes include:

Personnel costs	\$ 88,950
Anticipated increases in workers' compensation claims	40,000
Miscellaneous other adjustments	18,500
Reductions in medical and professional services contracts	(28,600)
Total	\$ 118,850

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Manage the employee selection process.				
• Process applications for City positions	7,777	N/A	8,500	10,000
• Vacancies posted	148	N/A	150	150
• Candidates hired	394	N/A	390	390
• Average days to fill	39	N/A	65	65
Enhance employee skills through City supported training, education and development.				
• Number of formal learning event completions including participation in classroom courses, workshops, online courses, and webinars	1,075	N/A	2,000	3,500
• Number of professional development event completions including coaching sessions, performance management activities, focus groups, strategic projects and collaborative processes	93	N/A	400	500
• Number of credits reimbursed through tuition reimbursement	1,231	N/A	1,100	1,100

OPERATING PROGRAMS

ADMINISTRATION and EMPLOYEE RELATIONS: This program area provides administrative support to all program areas in Human Resources, including budgeting, compliance and process. Staff is responsible for support of the Civil Service Commission, grievance process, and labor agreements. Human Resources' Administration also has responsibility for oversight of the Tucson Supplemental Retirement System, whose staff and expenditures are budgeted separately under Pension Services.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 605,039	\$ 522,130	\$ 512,170	\$ 447,550
Character of Expenditures				
Salaries and Benefits	\$ 483,016	\$ 346,120	\$ 329,600	\$ 302,280
Services	101,101	105,770	105,770	76,470
Supplies	20,922	70,240	76,800	68,800
Program Total	\$ 605,039	\$ 522,130	\$ 512,170	\$ 447,550

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

Projected Revenue Sources				
Interdepartmental Charges	\$ 398,720	\$ 655,840	\$ 639,840	\$ 590,000
Character of Expenditures				
Salaries and Benefits	\$ 219,159	\$ 317,480	\$ 302,480	\$ 258,640
Services	165,160	278,090	277,090	277,160
Supplies	14,401	45,270	45,270	42,200
Equipment	-0-	15,000	15,000	12,000
Program Total	\$ 398,720	\$ 655,840	\$ 639,840	\$ 590,000

For Fiscal Year 2011, the Wellness Program was consolidated with the Central Safety Program. It is now reported in a separate program area.

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

Projected Revenue Sources				
General Fund	\$ 289,615	\$ 356,570	\$ 295,290	\$ 296,870
Character of Expenditures				
Salaries and Benefits	\$ 150,084	\$ 174,390	\$ 153,110	\$ 162,260
Services	135,502	182,180	142,180	130,610
Supplies	4,029	-0-	-0-	4,000
Program Total	\$ 289,615	\$ 356,570	\$ 295,290	\$ 296,870

HUMAN RESOURCES

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 232,410	\$ 257,860	\$ 243,190	\$ 263,840
Character of Expenditures				
Salaries and Benefits	\$ 178,998	\$ 209,340	\$ 201,230	\$ 215,600
Services	42,915	42,520	35,960	43,240
Supplies	10,497	6,000	6,000	5,000
Program Total	\$ 232,410	\$ 257,860	\$ 243,190	\$ 263,840

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

Projected Revenue Sources				
General Fund	\$ 845,621	\$ 894,880	\$ 802,240	\$ 758,260
Character of Expenditures				
Salaries and Benefits	\$ 785,535	\$ 884,580	\$ 791,940	\$ 751,990
Services	37,863	10,300	10,300	6,270
Supplies	22,223	-0-	-0-	-0-
Program Total	\$ 845,621	\$ 894,880	\$ 802,240	\$ 758,260

SHORT-TERM DISABILITY: This program area provided oversight of restricted funds previously utilized to support short-term disability payments. This benefit is no longer provided; the decreasing expenditures reflect the closing of the outstanding claims.

Projected Revenue Sources				
Interdepartmental Charges	\$ 271,931	\$ 50,000	\$ 5,000	\$ -0-
Character of Expenditures				
Services	\$ 271,931	\$ 50,000	\$ 5,000	\$ -0-

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

Projected Revenue Sources				
Interdepartmental Charges	\$ 400,461	\$ 560,000	\$ 560,000	\$ 430,000
Character of Expenditures				
Services	\$ 400,461	\$ 560,000	\$ 560,000	\$ 430,000

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 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Interdepartmental Charges	\$ 74,239	\$ -0-	\$ -0-	\$ 113,360
Character of Expenditures				
Salaries and Benefits	\$ 72,698	\$ -0-	\$ -0-	\$ 79,160
Services	352	-0-	-0-	14,600
Supplies	1,189	-0-	-0-	19,600
Program Total	\$ 74,239	\$ -0-	\$ -0-	\$ 113,360

For Fiscal Year 2011, the Wellness Program was consolidated with the Central Safety Program.

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

Projected Revenue Sources				
Interdepartmental Charges	\$ 12,423,615	\$ 6,554,110	\$ 6,581,110	\$ 6,805,440
Character of Expenditures				
Salaries and Benefits	\$ 243,271	\$ 231,020	\$ 258,020	\$ 299,650
Services	12,178,136	6,320,590	6,320,590	6,503,590
Supplies	2,208	2,500	2,500	2,200
Program Total	\$ 12,423,615	\$ 6,554,110	\$ 6,581,110	\$ 6,805,440

POSITION RESOURCES

Administration and Employee Relations

Director	1.00	1.00	1.00	1.00
Human Resources Administrator	1.00	1.00	1.00	0.50
Employee Relations Specialist	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Senior Account Clerk	-0-	-0-	-0-	0.50
Program Total	4.00	4.00	4.00	4.00

Central Safety Services

Human Resources Manager	1.00	1.00	1.00	1.00
Risk Management Specialist	2.00	3.00	3.00	2.00
Program Total	3.00	4.00	4.00	3.00

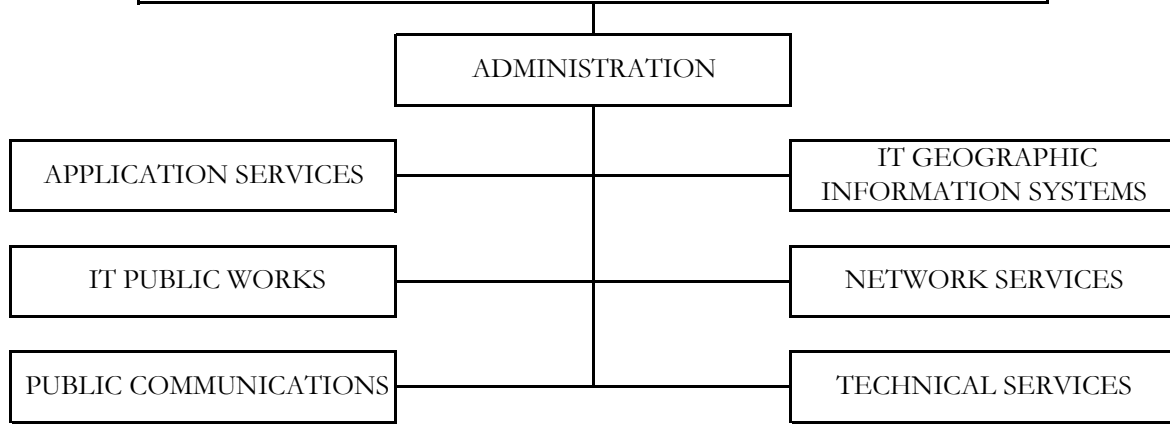
HUMAN RESOURCES

Position Resources (Continued)

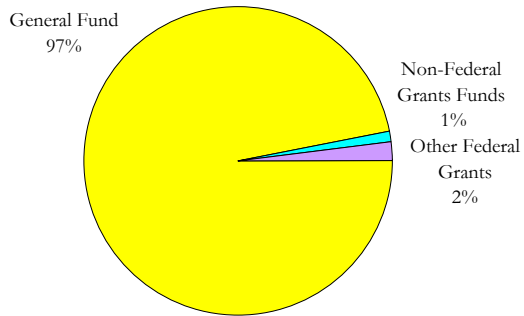
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Education, Training, and Development				
Lead Human Resources Analyst	2.00	2.00	2.00	2.00
Program Total	2.00	2.00	2.00	2.00
Employee Benefits				
Benefits Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Insurance Clerk	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Service Teams and Employee Records				
Human Resources Administrator	2.00	2.00	2.00	2.00
Lead Human Resources Analyst	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00
Human Resources Technician: Assignment	-0-	-0-	-0-	1.00
Human Resources Technician	5.00	5.00	3.00	2.00
Program Total	13.00	13.00	11.00	11.00
Wellness Program				
Risk Management Specialist	1.00	-0-	-0-	1.00
Program Total	1.00	-0-	-0-	1.00
Workers' Compensation Insurance				
Employee Relations Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	2.00	2.00
Office Assistant	1.00	1.00	-0-	-0-
Program Total	3.00	3.00	3.00	3.00
Department Total	29.00	29.00	27.00	27.00

INFORMATION TECHNOLOGY

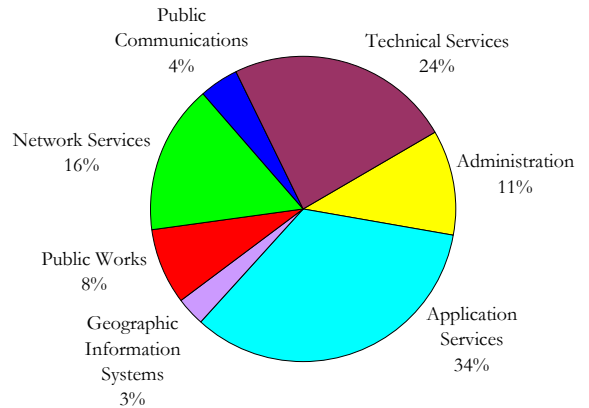
OPERATING: \$ 16,649,380
 POSITION TOTAL: 110.50



FINANCING PLAN



PROGRAM ALLOCATION



INFORMATION TECHNOLOGY

The Information Technology Department supplies the City with leadership, skills and technology infrastructure that enables the City and its citizens to benefit from enhanced services. The department provides services that support all departments with their business systems. These services include computer center operations, network services, business application support, end-user computer system support, technology innovation, standards development and enforcement, enterprise information security, and technology investigation. The department also provides contract administration for hardware and software acquisition and maintenance, City telecommunications and cable television delivery.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	10.00	10.00	9.00	9.00
Application Services	33.00	32.00	34.00	34.00
IT Geographic Information Systems (GIS) Services	4.00	5.00	4.00	4.00
IT Public Works	15.00	14.00	15.00	15.00
Network Services	15.00	15.00	15.00	14.00
Public Communications	14.70	14.50	9.50	6.50
Technical Services	32.00	32.00	28.00	28.00
Department Total	123.70	122.50	114.50	110.50
TOTAL BUDGET				
Operating	\$ 16,108,099	\$ 17,277,320	\$ 16,592,460	\$ 16,649,380
Capital	255,038	-0-	-0-	-0-
Department Total	\$ 16,363,137	\$ 17,277,320	\$ 16,592,460	\$ 16,649,380
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 10,731,355	\$ 10,816,320	\$ 9,974,450	\$ 10,264,260
Services	4,669,401	5,393,600	5,524,930	4,968,830
Supplies	481,502	587,530	613,210	478,090
Equipment	225,841	85,000	85,000	543,330
Grant Capacity	-0-	394,870	394,870	394,870
Operating Total	\$ 16,108,099	\$ 17,277,320	\$ 16,592,460	\$ 16,649,380
Capital Improvement Program	255,038	-0-	-0-	-0-
Department Total	\$ 16,363,137	\$ 17,277,320	\$ 16,592,460	\$ 16,649,380
FUNDING SOURCES				
General Fund	\$ 16,108,099	\$ 16,882,450	\$ 16,197,590	\$ 16,254,510
Non-Federal Grants Fund	-0-	94,870	94,870	94,870
Other Federal Grants Fund	-0-	300,000	300,000	300,000
Operating Total	\$ 16,108,099	\$ 17,277,320	\$ 16,592,460	\$ 16,649,380
Capital Improvement Program	255,038	-0-	-0-	-0-
Department Total	\$ 16,363,137	\$ 17,277,320	\$ 16,592,460	\$ 16,649,380

INFORMATION TECHNOLOGY

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 \$16,649,380 reflects a decrease of \$627,940 from the Fiscal Year 2011 Adopted Budget. Changes include:

Increase in network and data center equipment costs and maintenance	\$ 323,330
Decrease in contracted software maintenance costs	(91,210)
Decreases in operating budgets for public communications	(125,710)
Decrease in new computer software and training	(182,290)
Personnel costs	(552,060)
Total	\$ (627,940)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Ensure that supported applications are available to internal customers during scheduled business hours and to the public on a highly available basis.				
• Number of interruptions of service during which the user cannot access the service to perform their work	342	N/A	350	350
• Number of single points of failure which stop business functionality in the IT organization	21	N/A	20	22
• Percentage of production hardware on a maintenance contract	99%	N/A	96%	96%
Protect and secure all City data and systems.				
• Number of computers infected with a virus which can cause a loss of 1.5-2 days of productivity	1,342	N/A	828	325
Increase the leverage of IT investments.				
• Percentage of personal computers with supported operating systems and browsers	82%	N/A	18%	50%
• Percent of web pages which can be maintained by the end users	63%	N/A	94%	99%
• Percent of problems and requests resolved on the first call to the Service Desk. Improvement plan goal is to reach 50% by fiscal year 2013.	2%	N/A	9%	20%

OPERATING PROGRAMS

ADMINISTRATION: This program area provides executive management, administrative support and facilities management to the entire department. Key responsibilities include grant pre-approval; technology investments; standards enforcement; and organizational design.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 1,415,107	\$ 1,612,740	\$ 1,531,050	\$ 1,441,130
Miscellaneous Federal Grants	-0-	300,000	300,000	300,000
Miscellaneous Non-Federal Grants	-0-	94,870	94,870	94,870
Program Total	\$ 1,415,107	\$ 2,007,610	\$ 1,925,920	\$ 1,836,000
Character of Expenditures				
Salaries and Benefits	\$ 817,114	\$ 913,470	\$ 834,740	\$ 814,110
Services	570,847	635,370	632,410	595,390
Supplies	27,146	63,900	63,900	31,630
Grant Capacity	-0-	394,870	394,870	394,870
Program Total	\$ 1,415,107	\$ 2,007,610	\$ 1,925,920	\$ 1,836,000

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. This area 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.

Projected Revenue Sources				
General Fund	\$ 4,938,404	\$ 5,461,680	\$ 5,437,760	\$ 5,618,790
Character of Expenditures				
Salaries and Benefits	\$ 2,978,731	\$ 3,082,020	\$ 3,021,690	\$ 3,274,050
Services	1,831,615	2,196,820	2,233,230	2,161,920
Supplies	128,058	182,840	182,840	182,820
Program Total	\$ 4,938,404	\$ 5,461,680	\$ 5,437,760	\$ 5,618,790

INFORMATION TECHNOLOGY

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 672,906	\$ 593,410	\$ 521,310	\$ 516,840
Character of Expenditures				
Salaries and Benefits	\$ 481,854	\$ 431,640	\$ 361,540	\$ 388,100
Services	144,384	113,850	111,850	120,820
Supplies	46,668	47,920	47,920	7,920
Program Total	\$ 672,906	\$ 593,410	\$ 521,310	\$ 516,840

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

Projected Revenue Sources				
General Fund	\$ 831,253	\$ 1,223,130	\$ 1,197,480	\$ 1,370,540
Character of Expenditures				
Salaries and Benefits	\$ 696,861	\$ 1,026,340	\$ 967,030	\$ 1,176,740
Services	134,049	192,790	226,450	189,300
Supplies	343	4,000	4,000	4,500
Program Total	\$ 831,253	\$ 1,223,130	\$ 1,197,480	\$ 1,370,540

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

Projected Revenue Sources				
General Fund	\$ 2,541,445	\$ 2,330,480	\$ 2,190,610	\$ 2,491,000
General Fund: Restricted	69,964	123,760	123,760	232,800
Program Total	\$ 2,611,409	\$ 2,454,240	\$ 2,314,370	\$ 2,723,800
Character of Expenditures				
Salaries and Benefits	\$ 1,818,922	\$ 1,584,180	\$ 1,443,540	\$ 1,567,140
Services	547,382	796,690	831,690	767,290
Supplies	54,582	73,370	39,140	117,710
Equipment	190,523	-0-	-0-	271,660
Program Total	\$ 2,611,409	\$ 2,454,240	\$ 2,314,370	\$ 2,723,800

PUBLIC COMMUNICATIONS: This program area supports the internal and external video communications of all City departments as well as Mayor and Council offices. Tucson's government access TV Channel 12 reaches out to the public with television programming that explains City services by coordinating media activities through the broadcasting of Mayor and Council meetings and the maintenance of a web site with streaming video content affording access to programming for those without cable service.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 1,246,462	\$ 1,335,270	\$ 1,079,940	\$ 661,410
Character of Expenditures				
Salaries and Benefits	\$ 1,020,180	\$ 1,026,680	\$ 777,890	\$ 496,220
Services	203,510	268,220	263,740	139,790
Supplies	22,772	40,370	38,310	25,400
Program Total	\$ 1,246,462	\$ 1,335,270	\$ 1,079,940	\$ 661,410

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

Projected Revenue Sources				
General Fund	\$ 4,392,558	\$ 4,201,980	\$ 4,115,680	\$ 3,922,000
Character of Expenditures				
Salaries and Benefits	\$ 2,917,693	\$ 2,751,990	\$ 2,568,020	\$ 2,547,900
Services	1,237,614	1,189,860	1,225,560	994,320
Supplies	201,933	175,130	237,100	108,110
Equipment	35,318	85,000	85,000	271,670
Program Total	\$ 4,392,558	\$ 4,201,980	\$ 4,115,680	\$ 3,922,000

POSITION RESOURCES

Administration				
Director	1.00	1.00	-0-	-0-
Deputy Director	1.00	1.00	1.00	1.00
Information Technology Administrator - Security Certified	-0-	-0-	1.00	1.00
Information Technology Administrator	1.00	1.00	-0-	-0-
Management Coordinator	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	3.00	3.00
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	10.00	10.00	9.00	9.00

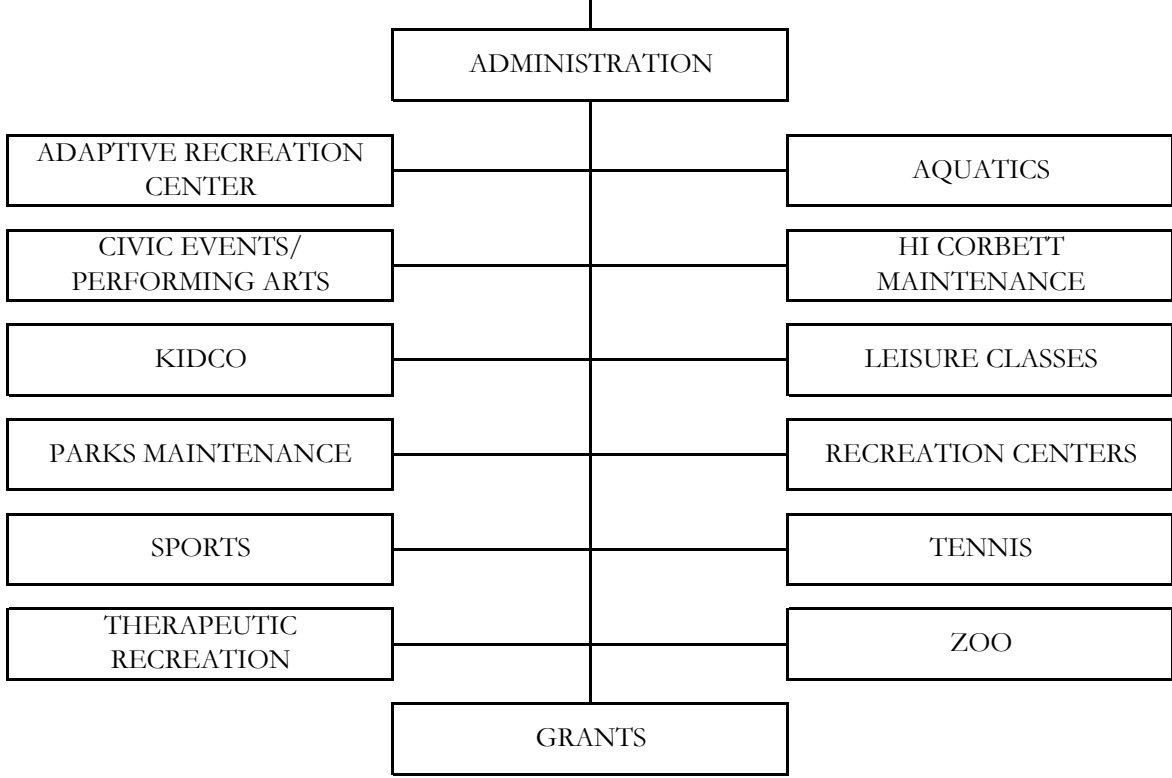
INFORMATION TECHNOLOGY

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Application Services				
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	4.00	4.00	2.00	2.00
Lead Data Base Administrator - Security Certified	-0-	-0-	1.00	1.00
Lead Data Base Administrator	1.00	1.00	-0-	-0-
IT Manager - Security Certified	-0-	-0-	2.00	2.00
Data Base Administrator - Security Certified	-0-	-0-	2.00	2.00
Data Base Administrator	3.00	3.00	1.00	1.00
Software Engineer	1.00	1.00	1.00	1.00
Systems Analyst - Security Certified	-0-	-0-	10.00	12.00
Systems Analyst	22.00	21.00	11.00	9.00
Web Administrator	1.00	1.00	1.00	1.00
IT Analyst - Security Certified	-0-	-0-	1.00	1.00
Graphic Arts Specialist	-0-	-0-	1.00	1.00
Program Total	33.00	32.00	34.00	34.00
IT Geographic Information Systems (GIS) Services				
Information Technology Manager - Security Certified	-0-	-0-	-0-	1.00
Information Technology Manager	1.00	1.00	1.00	-0-
Data Base Administrator	1.00	1.00	1.00	1.00
GIS Programmer - Security Certified	-0-	-0-	1.00	1.00
GIS Programmer	1.00	1.00	-0-	-0-
GIS Data Analyst	-0-	1.00	1.00	1.00
GIS Technician	1.00	1.00	-0-	-0-
Program Total	4.00	5.00	4.00	4.00
IT Public Works				
Information Technology Administrator - Security Certified	-0-	-0-	1.00	1.00
Information Technology Administrator	1.00	1.00	-0-	-0-
Systems Administrator - Security Certified	-0-	-0-	2.00	2.00
Information Technology Supervisor - Security Certified	-0-	-0-	-0-	1.00
Information Technology Supervisor	1.00	1.00	1.00	-0-
Systems Analyst	5.00	4.00	4.00	4.00
Information Technology Analyst - Security Certified	-0-	-0-	1.00	1.00
Information Technology Analyst	2.00	2.00	1.00	1.00
Information Technology Specialist - Security Certified	-0-	-0-	1.00	2.00
Information Technology Specialist	6.00	6.00	4.00	3.00
Program Total	15.00	14.00	15.00	15.00

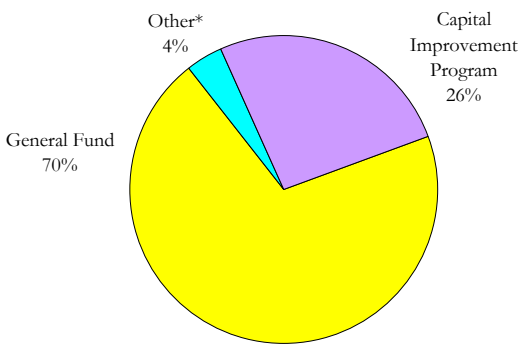
INFORMATION TECHNOLOGY

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Network Services				
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Manager - Security Certified	-0-	-0-	1.00	1.00
Information Technology Manager	2.00	2.00	1.00	1.00
Lead Security Administrator	-0-	-0-	1.00	1.00
Telephone Service Coordinator	1.00	1.00	1.00	1.00
Network Engineer - Security Certified	-0-	-0-	2.00	2.00
Network Engineer	6.00	6.00	4.00	3.00
Communication Engineer - Security Certified	-0-	-0-	1.00	1.00
Communications Engineer	3.00	3.00	1.00	1.00
Telephone System Technician	2.00	2.00	2.00	2.00
Program Total	15.00	15.00	15.00	14.00
Public Communications				
TV Production Manager	1.00	1.00	1.00	1.00
Public Information Coordinator	1.00	1.00	-0-	-0-
Lead Graphic Arts Specialist	1.00	1.00	-0-	-0-
Lead TV Production Specialist	1.00	1.00	1.00	1.00
Public Information Specialist	1.00	1.00	-0-	-0-
TV Production Specialist	4.20	4.00	4.00	3.00
TV Program Development Specialist	2.50	2.50	2.50	0.50
TV Production Technician	1.00	1.00	1.00	1.00
Graphic Arts Specialist	2.00	2.00	-0-	-0-
Program Total	14.70	14.50	9.50	6.50
Technical Services				
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Manager - Security Certified	-0-	-0-	1.00	1.00
Information Technology Manager	3.00	3.00	2.00	2.00
Lead Systems Analyst	1.00	1.00	1.00	1.00
Systems Administrator - Security Certified	-0-	-0-	5.00	5.00
Systems Administrator	11.00	11.00	5.00	5.00
Network Engineer	2.00	2.00	-0-	-0-
Systems Analyst	1.00	1.00	-0-	-0-
Information Technology Specialist - Security Certified	-0-	-0-	3.00	3.00
Information Technology Specialist	8.00	8.00	5.00	5.00
Computer Operator	5.00	5.00	5.00	5.00
Program Total	32.00	32.00	28.00	28.00
Department Total	123.70	122.50	114.50	110.50

PARKS and RECREATION	
OPERATING:	\$ 41,046,330
CAPITAL:	14,151,580
TOTAL:	<u>\$ 55,197,910</u>
POSITION TOTAL:	500.00

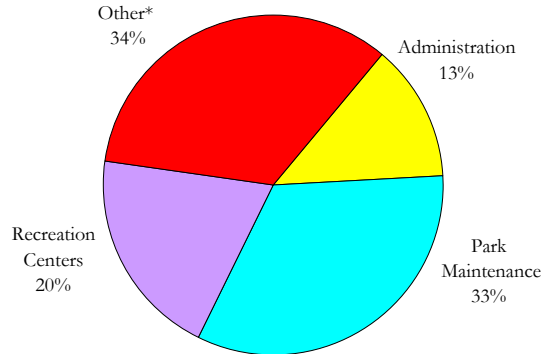


FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Zoo (8%), Aquatics (7%), Grants (6%), KIDCO (5%), Adaptive Recreation Center (2%), Leisure Classes (2%), Civic Events/Performing Arts (1%), Hi Corbett Maintenance (1%), Sports (1%), Therapeutic Recreation (1%), and Tennis (<1%).

PARKS and RECREATION

The Parks and Recreation Department provides a variety of parks, recreation facilities and program experiences equitably throughout the community. Programs are operated at the highest quality level, ensuring a safe environment with exceptional service to develop lifetime customers. Services demonstrate a positive economic investment through partnerships with other service providers, both public and private, contributing to a high quality of life for Tucsonans. The department includes the Administration Offices, Southwest District, Northwest District, East District, Reid Park Operations, and Zoo Operations.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	52.00	53.00	50.00	49.00
Adaptive Recreation Center	18.00	18.00	18.00	18.00
Aquatics	44.50	44.50	42.50	42.50
Civic Events/Performing Arts	9.25	8.25	8.25	6.75
Hi Corbett Maintenance	6.00	6.00	6.00	5.00
KIDCO	130.75	127.75	89.75	78.00
Leisure Classes	17.25	17.25	17.25	17.25
Parks Maintenance	134.00	134.00	120.00	118.00
Recreation Centers	111.25	107.25	97.75	91.25
Sports	7.00	7.50	7.00	6.00
Therapeutic Recreation	15.50	15.50	15.50	15.50
Zoo	36.00	36.00	36.00	43.00
Grants	10.75	10.75	9.75	9.75
Department Total	592.25	585.75	517.75	500.00
TOTAL BUDGET				
Operating	\$ 39,653,829	\$ 43,088,950	\$ 40,794,720	\$ 41,046,330
Capital	7,314,805	17,267,300	10,506,680	14,151,580
Department Total	\$ 46,968,634	\$ 60,356,250	\$ 51,301,400	\$ 55,197,910
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 24,024,190	\$ 24,926,920	\$ 22,951,790	\$ 22,735,020
Services	12,297,983	12,800,260	12,761,130	12,737,090
Supplies	2,582,772	3,478,530	3,198,560	3,189,520
Equipment	-0-	9,020	9,020	16,500
Grant Capacity	748,884	1,874,220	1,874,220	2,368,200
Operating Total	\$ 39,653,829	\$ 43,088,950	\$ 40,794,720	\$ 41,046,330
Capital Improvement Program	7,314,805	17,267,300	10,506,680	14,151,580
Department Total	\$ 46,968,634	\$ 60,356,250	\$ 51,301,400	\$ 55,197,910

PARKS and RECREATION

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
FUNDING SOURCES				
General Fund	\$ 38,904,945	\$ 41,233,170	\$ 38,938,940	\$ 38,696,570
Civic Contributions Fund	169,453	316,720	316,720	687,200
Non-Federal Grants	168,199	964,310	964,310	964,350
Other Federal Grants	411,232	574,750	574,750	698,210
Operating Total	\$ 39,653,829	\$ 43,088,950	\$ 40,794,720	\$ 41,046,330
Capital Improvement Program	7,314,805	17,267,300	10,506,680	14,151,580
Department Total	\$ 46,968,634	\$ 60,356,250	\$ 51,301,400	\$ 55,197,910

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$41,046,330 reflects a decrease of \$2,042,620 from the Fiscal Year 2011 Adopted Budget. Changes include:

Operational capacity for civic contributions	\$ 493,980
Operational capacity of the Zoo African Expansion	67,400
Reduction of KIDCO program budget capacity	(47,960)
Operational efficiency reductions	(364,140)
Personnel costs	(2,191,900)
Total	\$ (2,042,620)

DEPARTMENT MEASURES of PERFORMANCE

Provide age-appropriate leisure activities to increase socialization, wellness, arts, aquatics, and environmental benefits.

• Courses offered	2,530	N/A	2,470	2,520
• Courses completed	2,114	N/A	1,970	2,010
• Courses registration	26,327	N/A	23,640	24,110
• Courses revenues (\$000s)	\$ 1,318	N/A	\$ 1,655	\$ 1,755

Provide, operate, and maintain recreation center facilities for various programs and activities.

• Pass holders	12,335	N/A	10,660	10,870
• Drop-ins	174,280	N/A	159,540	162,730
• Revenues (excludes rentals)	\$ 546,213	N/A	\$ 638,010	\$ 655,070
• Facilities rentals	3,167	N/A	3,000	3,060
• Facilities rentals revenue	\$ 98,889	N/A	\$ 112,560	\$ 114,740

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provide safe, clean, and well maintained parks, athletic fields, and special places.				
• Facilities rentals	49,561	N/A	46,330	47,260
• Facilities rental revenues	\$ 364,823	N/A	\$ 562,220	\$ 572,220
• Facilities rental maintenance hours	N/A	N/A	N/A	16,310
Attract visitors to Reid Park Zoo promoting education and preservation programs and a safe, fun experience.				
• Total number of admissions	467,406	N/A	478,460	488,030
• Total revenues collected (\$000s)	\$ 1,130	N/A	\$ 1,202	\$ 1,516

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, Planning and Development, and Management Support Services (e.g., human resources, information technology, accounting, reservation/registration services, environmental management and safety). The administration program area also includes the oversight and supervision of the three outlying geographic districts, Reid Park, Tucson City Golf, and Tucson Convention Center.

Projected Revenue Sources

General Fund	\$ 5,497,610	\$ 5,871,330	\$ 5,398,130	\$ 5,158,350
Miscellaneous Revenue	36,780	-0-	201,850	40,850
Program Total	\$ 5,534,390	\$ 5,871,330	\$ 5,599,980	\$ 5,199,200

Character of Expenditures

Salaries and Benefits	\$ 3,792,392	\$ 3,724,850	\$ 3,683,900	\$ 3,678,560
Services	1,624,689	1,954,540	1,808,060	1,366,150
Supplies	117,309	182,920	99,000	154,490
Equipment	-0-	9,020	9,020	-0-
Program Total	\$ 5,534,390	\$ 5,871,330	\$ 5,599,980	\$ 5,199,200

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

Projected Revenue Sources

General Fund	\$ 489,879	\$ 423,410	\$ 512,860	\$ 528,020
Adaptive Recreation Center Fees	115,394	254,970	165,400	165,400
Program Total	\$ 605,273	\$ 678,380	\$ 678,260	\$ 693,420

PARKS and RECREATION

Adaptive Recreation Center (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Character of Expenditures				
Salaries and Benefits	\$ 361,956	\$ 451,220	\$ 451,100	\$ 459,850
Services	213,280	198,580	198,580	225,640
Supplies	30,037	28,580	28,580	7,930
Program Total	\$ 605,273	\$ 678,380	\$ 678,260	\$ 693,420

AQUATICS: The primary purpose of this program is 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 16 and above. The Adaptive Recreation Center, Catalina, Sunnyside, and Clements Pools provide year-round swimming. Amphi, Archer, Fort Lowell, El Pueblo, Quincie Douglas and Udall Pools are open April through November 15. Seventeen seasonal pools will not operate during the ten-week summer season.

Projected Revenue Sources

General Fund	\$ 3,154,122	\$ 2,529,460	\$ 2,487,710	\$ 2,562,160
Programs and Miscellaneous Revenue	26,471	63,590	61,530	78,530
Swimming Pool Admissions	94,810	218,900	198,000	198,000
Program Total	\$ 3,275,403	\$ 2,811,950	\$ 2,747,240	\$ 2,838,690

Character of Expenditures

Salaries and Benefits	\$ 1,993,134	\$ 1,480,270	\$ 1,415,560	\$ 1,466,310
Services	680,692	719,170	719,170	748,620
Supplies	601,577	612,510	612,510	623,760
Program Total	\$ 3,275,403	\$ 2,811,950	\$ 2,747,240	\$ 2,838,690

CIVIC EVENTS/PERFORMING ARTS: 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 agencies and organizations. This program area also provides audio and technical support for co-sponsored theatrical events.

Projected Revenue Sources

General Fund	\$ 582,125	\$ 479,700	\$ 475,590	\$ 426,990
Civic Events/Performing Arts Fees	87,966	119,170	92,720	92,720
Program Total	\$ 670,091	\$ 598,870	\$ 568,310	\$ 519,710

Character of Expenditures

Salaries and Benefits	\$ 507,842	\$ 448,710	\$ 418,150	\$ 330,470
Services	112,671	80,760	80,760	126,300
Supplies	49,578	69,400	69,400	62,940
Program Total	\$ 670,091	\$ 598,870	\$ 568,310	\$ 519,710

HI CORBETT MAINTENANCE: Maintenance of Hi Corbett Field and the surrounding annex fields is accomplished at a high level in order to meet the needs of advanced level athletic events. The complex is also maintained for local youth and adult baseball leagues during the summer months.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 324,777	\$ 599,370	\$ 593,240	\$ 539,820
Baseball Fees	375,817	85,000	89,590	30,000
Program Total	\$ 700,594	\$ 684,370	\$ 682,830	\$ 569,820
Character of Expenditures				
Salaries and Benefits	\$ 277,116	\$ 241,130	\$ 239,590	\$ 201,330
Services	330,006	325,550	326,050	314,000
Supplies	93,472	117,690	117,190	54,490
Program Total	\$ 700,594	\$ 684,370	\$ 682,830	\$ 569,820

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

Projected Revenue Sources				
General Fund	\$ 1,789,703	\$ 2,370,150	\$ 1,332,190	\$ 1,088,580
KIDCO Fees	476,385	642,900	680,000	883,910
Program Total	\$ 2,266,088	\$ 3,013,050	\$ 2,012,190	\$ 1,972,490
Character of Expenditures				
Salaries and Benefits	\$ 2,080,074	\$ 2,798,050	\$ 1,797,190	\$ 1,805,450
Services	95,717	41,430	41,430	58,470
Supplies	90,297	173,570	173,570	108,570
Program Total	\$ 2,266,088	\$ 3,013,050	\$ 2,012,190	\$ 1,972,490

LEISURE CLASSES: This program area offers approximately 1,170 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	\$ -0-	\$ 8,120	\$ 67,710	\$ -0-
Leisure Classes Fees	703,875	874,300	814,500	815,230
Program Total	\$ 703,875	\$ 882,420	\$ 882,210	\$ 815,230
Character of Expenditures				
Salaries and Benefits	\$ 600,809	\$ 777,200	\$ 776,990	\$ 706,800
Services	52,080	33,700	33,700	38,000
Supplies	50,986	71,520	71,520	70,430
Program Total	\$ 703,875	\$ 882,420	\$ 882,210	\$ 815,230

PARKS and RECREATION

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 12,863,625	\$ 13,542,510	\$ 12,850,410	\$ 12,842,640
Facility Reservations and Permit Fees	312,406	417,700	494,140	494,150
Program Total	\$ 13,176,031	\$ 13,960,210	\$ 13,344,550	\$ 13,336,790
Character of Expenditures				
Salaries and Benefits	\$ 6,818,677	\$ 6,966,160	\$ 6,448,080	\$ 6,301,330
Services	5,339,814	5,535,830	5,633,000	5,669,250
Supplies	1,017,540	1,458,220	1,263,470	1,366,210
Program Total	\$ 13,176,031	\$ 13,960,210	\$ 13,344,550	\$ 13,336,790

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

Projected Revenue Sources				
General Fund	\$ 7,465,100	\$ 8,007,370	\$ 7,730,540	\$ 7,621,100
Recreation Center Fees	539,714	646,420	706,850	729,640
Program Total	\$ 8,004,814	\$ 8,653,790	\$ 8,437,390	\$ 8,350,740
Character of Expenditures				
Salaries and Benefits	\$ 5,136,263	\$ 5,414,090	\$ 5,188,810	\$ 4,930,920
Services	2,712,360	2,863,740	2,873,420	3,106,290
Supplies	156,191	375,960	375,160	313,530
Program Total	\$ 8,004,814	\$ 8,653,790	\$ 8,437,390	\$ 8,350,740

SPORTS: This program area offers organized league play for adult softball and summer track and field events. This program is also responsible for facilitating and scheduling 215 fields for 284 organizations, which represent 4,342 teams.

Projected Revenue Sources				
General Fund	\$ 435,419	\$ 65,910	\$ 195,010	\$ 109,690
Sports Leagues' Fees	273,892	417,370	287,850	287,850
Program Total	\$ 709,311	\$ 483,280	\$ 482,860	\$ 397,540
Character of Expenditures				
Salaries and Benefits	\$ 375,989	\$ 234,570	\$ 234,150	\$ 218,590
Services	319,208	221,480	221,480	151,720
Supplies	14,114	27,230	27,230	27,230
Program Total	\$ 709,311	\$ 483,280	\$ 482,860	\$ 397,540

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 91,429	\$ 89,160	\$ 89,160	\$ 89,160
Tennis Program Fees	8,147	10,000	10,000	10,000
Program Total	\$ 99,576	\$ 99,160	\$ 99,160	\$ 99,160
Character of Expenditures				
Services	\$ 90,207	\$ 91,700	\$ 91,700	\$ 86,480
Supplies	9,369	7,460	7,460	12,680
Program Total	\$ 99,576	\$ 99,160	\$ 99,160	\$ 99,160

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

Projected Revenue Sources				
General Fund	\$ 437,995	\$ 530,500	\$ 544,760	\$ 539,180
Therapeutics' Program Fees	7,270	46,300	32,000	46,300
Program Total	\$ 445,265	\$ 576,800	\$ 576,760	\$ 585,480
Character of Expenditures				
Salaries and Benefits	\$ 381,727	\$ 500,350	\$ 500,310	\$ 500,340
Services	58,602	61,070	61,070	78,930
Supplies	4,936	15,380	15,380	6,210
Program Total	\$ 445,265	\$ 576,800	\$ 576,760	\$ 585,480

ZOO: This Association of Zoos and Aquariums (AZA) accredited facility offers an environmentally friendly, educational, and recreational experience to over 500,000 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 Howloween event during the fall and Zoo Lights during the winter holiday season. Train rides around the large Reid Park pond are offered daily. Funding for the Tanzania Expedition expansion has also been included for a half year of operations.

Projected Revenue Sources				
General Fund	\$ 1,223,042	\$ 1,368,890	\$ 1,277,150	\$ 1,553,540
Zoo Admissions and other revenue	1,440,118	1,531,230	1,531,610	1,746,320
Program Total	\$ 2,663,160	\$ 2,900,120	\$ 2,808,760	\$ 3,299,860
Character of Expenditures				
Salaries and Benefits	\$ 1,698,211	\$ 1,890,320	\$ 1,797,960	\$ 2,135,070
Services	618,504	672,710	672,710	767,240
Supplies	346,445	337,090	338,090	381,050
Equipment	-0-	-0-	-0-	16,500
Program Total	\$ 2,663,160	\$ 2,900,120	\$ 2,808,760	\$ 3,299,860

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 U.S. Department of Economic Security and the Pima Council on Aging will provide support for the developmentally disabled and for senior nutrition respectively.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund: Restricted Revenues	\$ -0-	\$ 19,440	\$ 18,440	\$ 18,440
Civic Contributions Fund	169,453	316,720	316,720	687,200
Miscellaneous Non-Federal Grants	168,199	964,310	964,310	964,350
Miscellaneous Other Federal Grants	411,232	574,750	574,750	698,210
Program Total	\$ 748,884	\$ 1,875,220	\$ 1,874,220	\$ 2,368,200
Character of Expenditures				
Grant Capacity	\$ 748,884	\$ 1,875,220	\$ 1,874,220	\$ 2,368,200

SPRING TRAINING: This program area previously provided for the operational needs of spring training. The budget has been eliminated due to the Colorado Rockies decision to conduct its activities outside of the City of Tucson.

Projected Revenue Sources				
General Fund	\$ 51,074	\$ -0-	\$ -0-	\$ -0-
Character of Expenditures				
Services	\$ 50,153	\$ -0-	\$ -0-	\$ -0-
Supplies	921	-0-	-0-	-0-
Program Total	\$ 51,074	\$ -0-	\$ -0-	\$ -0-

POSITION RESOURCES

Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Parks and Recreation Administrator	3.00	3.00	3.00	3.00
Capital Planning and Development Manager	1.00	1.00	1.00	1.00
Department Finance Manager	-0-	-0-	1.00	1.00
Management Coordinator	1.00	1.00	-0-	-0-
Parks and Recreation Superintendent	6.00	6.00	6.00	6.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Landscape Architect	5.00	5.00	5.00	5.00
Lead Planner	1.00	-0-	-0-	-0-
Management Assistant	1.00	1.00	1.00	1.00

Administration (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Public Information Officer	1.00	1.00	1.00	1.00
Staff 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	2.00	2.00	2.00	2.00
Office Supervisor	1.00	1.00	1.00	1.00
Class Registration Coordinator	1.00	1.00	1.00	1.00
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	3.00	3.00
Secretary	3.00	3.00	3.00	3.00
Senior Account Clerk	5.00	5.00	4.00	3.00
Customer Services Representative	4.00	4.00	4.00	4.00
Recreation Assistant	1.00	3.00	1.00	1.00
Office Assistant	2.50	2.50	2.50	2.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	0.50	0.50	0.50	0.50
Program Total	52.00	53.00	50.00	49.00
Adaptive Recreation Center				
Aquatics Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.50	1.50	1.50
Water Safety Instructor/Senior Lifeguard (Hourly)	8.50	8.50	8.50	8.50
Lifeguard (Hourly)	5.00	5.00	5.00	5.00
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Program Total	18.00	18.00	18.00	18.00
Aquatics				
Aquatics Program Manager	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00
Lead Maintenance Mechanic	1.00	1.00	1.00	1.00
Trade Specialist	3.00	3.00	3.00	3.00
Swimming Pool Supervisor	6.50	6.50	4.50	4.50
Aquatics Program Supervisor (Hourly)	2.75	2.75	2.75	2.75
Swimming Pool Supervisor (Hourly)	5.00	5.00	5.00	5.00
Water Safety Instructor/Senior Lifeguard (Hourly)	21.50	21.50	21.50	21.50
Lifeguard (Hourly)	1.75	1.75	1.75	1.75
Program Total	44.50	44.50	42.50	42.50
Civic Events/Performing Arts				
Recreation Supervisor	1.00	1.00	1.00	-0-
Parks Events Coordinator	1.00	1.00	1.00	1.00
Recreation Specialist	0.75	0.75	0.75	-0-
Trade Specialist	2.00	2.00	2.00	2.00

PARKS and RECREATION**Civic Events/Performing Arts (Continued)**

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Equipment Operator	3.00	3.00	2.00	2.00
Recreation Assistant	1.00	0.50	0.50	-0-
Groundskeeper	-0-	-0-	1.00	-0-
Convention Center Workers	0.50	-0-	-0-	-0-
Convention Center Workers (Hourly)	-0-	-0-	-0-	1.75
Program Total	9.25	8.25	8.25	6.75
Hi Corbett Maintenance				
Lead Groundskeeper	2.00	2.00	2.00	1.00
Groundskeeper	2.00	2.00	2.00	2.00
General Maintenance Trainee/Worker (Hourly)	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	5.00
KIDCO				
Recreation Supervisor	3.00	2.00	2.00	2.00
Recreation Program Coordinator	4.00	4.00	5.00	4.00
Recreation Assistant	4.50	4.50	3.50	2.00
Senior Recreation Worker (Hourly)	27.75	26.75	26.75	27.50
Class Instructor Fine Arts	1.00	1.00	1.00	1.00
Recreation Worker (Hourly)	90.50	89.50	51.50	41.50
Program Total	130.75	127.75	89.75	78.00
Leisure Classes				
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Recreation Assistant	1.00	1.00	1.00	1.00
Program Coordinator (Hourly)	0.25	0.25	0.25	0.25
Class Instructor Fine Arts	13.00	13.00	13.00	13.00
Program Total	17.25	17.25	17.25	17.25
Parks Maintenance				
Parks and Golf Area Supervisor	8.00	8.00	8.00	8.00
Electrician	1.00	1.00	1.00	1.00
Carpenter	1.00	1.00	1.00	1.00
Equipment Operation Specialist	1.00	1.00	1.00	1.00
Lead Groundskeeper	7.00	7.00	7.00	8.00
Lead Maintenance Mechanic	-0-	1.00	1.00	1.00
Lead Parks Equipment Mechanic	1.00	-0-	-0-	-0-
Pest Control Specialist	3.00	3.00	3.00	3.00
Plumber	2.00	2.00	2.00	2.00
Welder	2.00	2.00	2.00	2.00
Heavy Equipment Operator	2.00	2.00	2.00	2.00
Parks Equipment Mechanic	5.00	-0-	5.00	5.00
Maintenance Mechanic	5.00	5.00	-0-	-0-

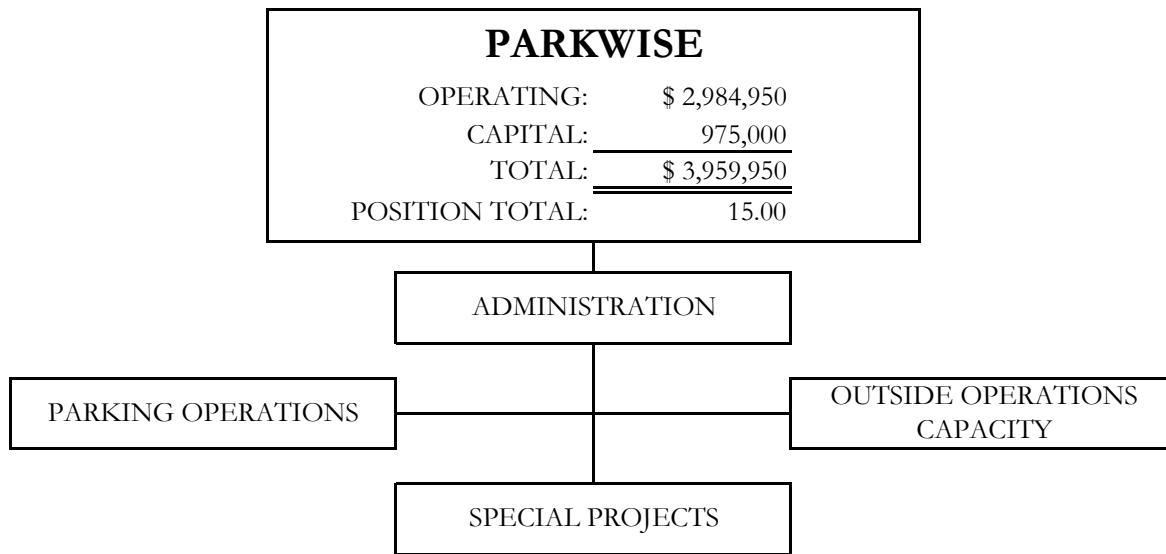
Parks Maintenance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Trade Specialist	24.00	24.00	22.00	21.00
Administrative Assistant	1.00	1.00	1.00	1.00
Parks Equipment Operator	13.00	13.00	9.00	9.00
Groundskeeper	63.00	63.00	55.00	52.00
General Maintenance Trainee/Worker (Hourly)	-0-	-0-	-0-	1.00
Program Total	139.00	134.00	120.00	118.00
Recreation Centers				
Recreation Supervisor	11.00	12.00	12.00	11.00
Recreation Program Coordinator	19.00	18.00	17.00	17.00
Recreation Assistant	48.00	44.00	40.00	40.00
Customer Service Clerk	-0-	-0-	1.00	1.00
Custodian	16.00	16.00	15.00	15.00
Senior Recreation Worker (Hourly)	15.75	15.75	11.25	7.25
Recreation Worker (Hourly)	0.50	0.50	0.50	-0-
Center Attendant (Hourly)	1.00	1.00	1.00	-0-
Program Total	111.25	107.25	97.75	91.25
Sports				
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	2.00	1.50	1.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	2.50	2.50	2.50	1.50
Program Total	7.00	7.50	7.00	6.00
Therapeutic Recreation				
Recreation Supervisor	1.00	1.00	1.00	-0-
Therapeutic Recreation Supervisor	-0-	-0-	-0-	1.00
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Recreation Specialist	-0-	-0-	1.00	1.00
Recreation Assistant	2.00	2.00	1.00	1.00
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	5.50	5.50	5.50	5.50
Recreation Worker (Hourly)	4.00	4.00	4.00	4.00
Program Total	15.50	15.50	15.50	15.50
Zoo				
Zoo Administrator	1.00	1.00	1.00	1.00
Zoo General Curator	1.00	1.00	1.00	1.00
Zoo Education Curator	1.00	1.00	1.00	1.00
Parks and Golf Area Supervisor	1.00	1.00	1.00	1.00
Zoo Area Supervisor	3.00	3.00	3.00	3.00
Trade Specialist	-0-	-0-	-0-	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Zookeeper	14.00	14.00	14.00	17.00

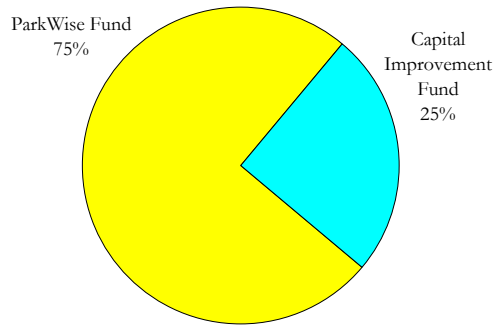
PARKS and RECREATION

Zoo (Continued)

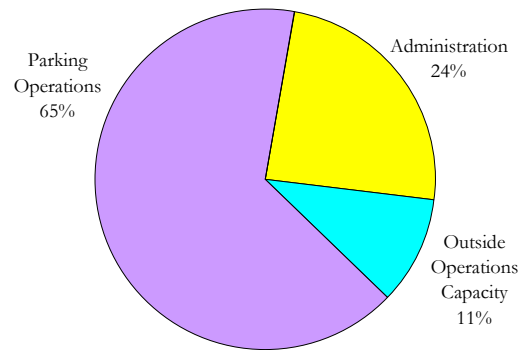
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Zookeeper (Hourly)	1.00	1.00	1.00	1.00
Recreation Assistant	1.00	1.00	1.00	2.00
Cashier	1.50	1.50	1.50	2.50
Groundskeeper	4.00	4.00	4.00	5.00
Parks Maintenance Worker	2.50	2.50	2.50	2.50
Senior Recreation Worker (Hourly)	2.00	2.00	2.00	2.00
Recreation Worker (Hourly)	1.00	1.00	1.00	1.00
Program Total	36.00	36.00	36.00	43.00
Grants				
Recreation Program Coordinator	0.75	0.75	0.75	0.75
Recreation Assistant	4.00	4.00	4.00	4.00
Program Coordinator (Hourly)	1.00	1.00	1.00	1.00
Senior Recreation Worker (Hourly)	3.00	3.00	2.00	2.00
Short Order Cook	1.00	1.00	1.00	1.00
Concession Worker	1.00	1.00	1.00	1.00
Program Total	10.75	10.75	9.75	9.75
Department Total	597.25	585.75	517.75	500.00



FINANCING PLAN



PROGRAM ALLOCATION*



*Special Projects (<1%).

PARKWISE

ParkWise provides a parking management program that enhances quality of life, stimulates the economic development within the area defined by the City Center Strategic Vision Plan, and efficiently and creatively utilizes parking resources to improve the overall accessibility and environment of the region. During the latter part of Fiscal Year 2011, the program was organizationally made part of the General Services Department.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	6.00	6.00	6.00	6.00
Off-Street Parking	2.00	2.00	2.00	-0-
On-Street Parking	5.00	7.00	7.00	-0-
Parking Operations	-0-	-0-	-0-	9.00
Department Total	13.00	15.00	15.00	15.00

TOTAL BUDGET				
Operating	\$ 2,401,708	\$ 2,646,860	\$ 2,196,970	\$ 2,984,950
Capital	367,819	6,500,000	5,525,000	975,000
Department Total	\$ 2,769,527	\$ 9,146,860	\$ 7,721,970	\$ 3,959,950

CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 724,467	\$ 848,920	\$ 793,370	\$ 897,820
Services	1,132,368	1,507,970	1,308,750	1,655,900
Supplies	79,989	152,970	87,850	369,230
Equipment	-0-	137,000	7,000	62,000
Debt Service	464,884	-0-	-0-	-0-
Operating Total	\$ 2,401,708	\$ 2,646,860	\$ 2,196,970	\$ 2,984,950
Capital Improvement Program	367,819	6,500,000	5,525,000	975,000
Department Total	\$ 2,769,527	\$ 9,146,860	\$ 7,721,970	\$ 3,959,950

FUNDING SOURCES				
ParkWise Fund	\$ 2,401,708	\$ 2,646,860	\$ 2,196,970	\$ 2,984,950
Operating Total	\$ 2,401,708	\$ 2,646,860	\$ 2,196,970	\$ 2,984,950
Capital Improvement Program	367,819	6,500,000	5,525,000	975,000
Department Total	\$ 2,769,527	\$ 9,146,860	\$ 7,721,970	\$ 3,959,950

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$2,984,950 reflects an increase of \$338,090 from the Fiscal Year 2011 Adopted Budget. Changes include:

Increased utility, garage maintenance, business improvement district fees and staffing/security costs as a result of Plaza Centro opening August 2011	\$ 184,840
Increased materials cost due to planned restriping and signage improvements at all garages	89,310
Personnel costs	63,940
Total	\$ 338,090

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Achieve 100% cost recovery in the residential parking program.				
• Percent cost recovery	18%	N/A	30%	73%
• Revenue collected (\$000)	\$ 77	N/A	\$ 133	\$ 315
Resolve 90% of parking garage maintenance issues within two days of request for service.				
• Percent resolved within two days	90%	N/A	90%	90%

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight by developing and managing the operating budget, providing administrative and clerical support, ensuring customers are provided with excellent customer service, and managing neighborhood parking programs, metered parking and off-street parking programs.

Projected Revenue Sources

Hooded Meter Fees	\$ 28,987	\$ 16,100	\$ 33,000	\$ 16,500
Meter Collections	454,684	617,810	435,900	376,650
Off Street Parking Facilities	67,291	-0-	133,470	289,460
Parking Violations	-0-	-0-	560	-0-
Residential Permit Program	-0-	-0-	-0-	33,190
Towing Administration Fee	-0-	200	200	500
Program Total	\$ 550,962	\$ 634,110	\$ 603,130	\$ 716,300

Character of Expenditures

Salaries and Benefits	\$ 419,513	\$ 416,770	\$ 416,770	\$ 437,130
Services	120,220	202,680	175,160	264,510
Supplies	11,229	14,660	11,200	14,660
Program Total	\$ 550,962	\$ 634,110	\$ 603,130	\$ 716,300

PARKING OPERATIONS: This program area provides security, cleaning, and maintenance for all ParkWise parking facilities. Contracted security is also utilized for events such as the Gem Show, 4th of July and special events that require extended hours at parking facilities. This program area continually educates the public on safe parking; responds to citizen calls; and monitors parking throughout the city, with the focus on the downtown area, University Main Gate area and neighborhoods that have paid permit parking programs.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Meter Collections	\$ -0-	\$ -0-	\$ -0-	\$ 29,290
Off Street Parking Facilities	-0-	-0-	-0-	467,830
Pennington Garage Rental	-0-	-0-	-0-	250,000
Gem Show	-0-	-0-	-0-	45,000
Non-Residential	-0-	-0-	-0-	56,300
Parking Violations	-0-	-0-	-0-	873,430
Residential	-0-	-0-	-0-	225,470
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 1,947,320
Character of Expenditures				
Salaries and Benefits	\$ -0-	\$ -0-	\$ -0-	\$ 460,690
Services	-0-	-0-	-0-	1,308,540
Supplies	-0-	-0-	-0-	116,090
Equipment	-0-	-0-	-0-	62,000
Program Total	\$ -0-	\$ -0-	\$ -0-	\$ 1,947,320

OUTSIDE OPERATIONS CAPACITY: ParkWise provides parking operations and management services for outside organizations which fall outside its routine operating budget. This capacity will allow for ParkWise to manage outside operations without affecting existing operations. These outside operations could include Tucson Convention Center parking operations and private property operations.

Projected Revenue Sources				
Pennington Garage Rental	\$ -0-	\$ -0-	\$ -0-	\$ 33,190
Meter Collections	-0-	100,360	-0-	276,840
Program Total	\$ -0-	\$ 100,360	\$ -0-	\$ 310,030
Character of Expenditures				
Services	\$ -0-	\$ 71,550	\$ -0-	\$ 71,550
Supplies	-0-	28,810	-0-	238,480
Program Total	\$ -0-	\$ 100,360	\$ -0-	\$ 310,030

SPECIAL PROJECTS: This program area provides funding to implement reinvestment projects in revenue generating areas. The ParkWise Commission will allocate funds and decide on projects once revenues are recognized.

Projected Revenue Sources				
Meter Collections	\$ -0-	\$ 11,300	\$ 100	\$ 11,300
Character of Expenditures				
Services	\$ -0-	\$ 11,300	\$ 100	\$ 11,300

PARKWISE

OFF-STREET PARKING: This program has been consolidated into Parking Operations for Fiscal Year 2012.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Gem Show	\$ 64,761	\$ 45,000	\$ 45,000	\$ -0-
Meter Collections	-0-	60,530	-0-	-0-
Off-Street Parking Facilities	1,218,687	881,120	802,500	-0-
Pennington Garage Rental	268,852	256,100	270,000	-0-
Pima County Reimbursement	-0-	97,560	-0-	-0-
Program Total	\$ 1,552,300	\$ 1,340,310	\$ 1,117,500	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 87,739	\$ 96,890	\$ 96,890	\$ -0-
Services	952,902	1,058,260	981,670	-0-
Supplies	46,775	48,160	31,940	-0-
Equipment	-0-	137,000	7,000	-0-
Debt Service ¹	464,884	-0-	-0-	-0-
Program Total	\$ 1,552,300	\$ 1,340,310	\$ 1,117,500	\$ -0-

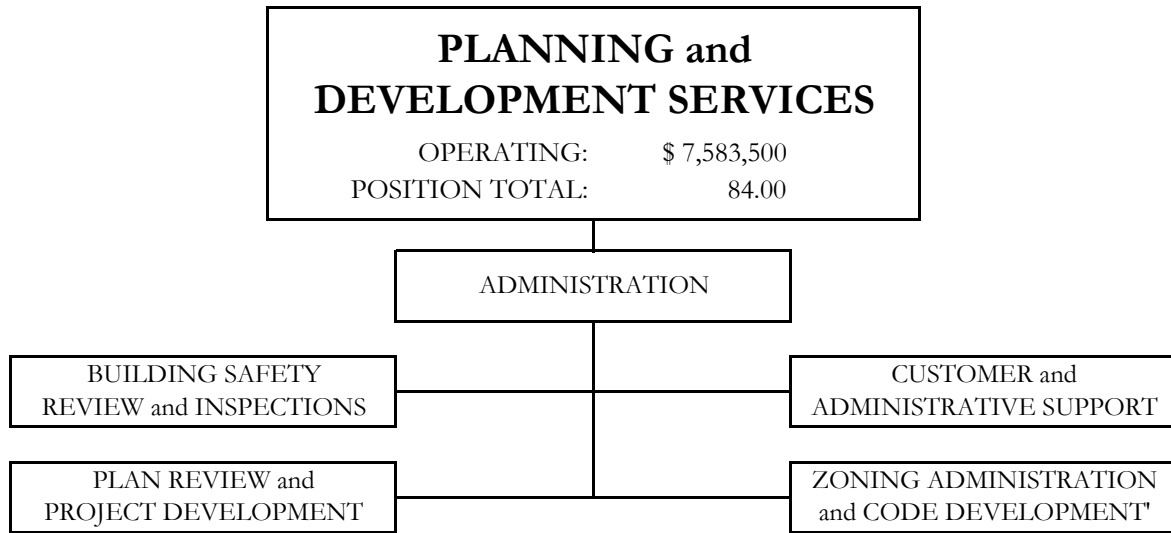
¹Debt Service was budgeted in Non-Departmental starting in Fiscal Year 2011.

ON-STREET PARKING: This program has been consolidated into Parking Operations for Fiscal Year 2012.

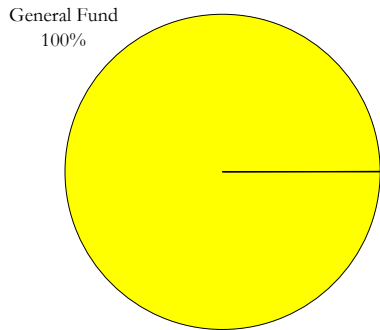
Projected Revenue Sources				
Meter Collections	\$ -0-	\$ 87,070	\$ -0-	\$ -0-
Non-Residential	60,735	201,800	51,000	-0-
Parking Violations	221,689	246,750	390,240	-0-
Residential	16,022	25,160	35,000	-0-
Program Total	\$ 298,446	\$ 560,780	\$ 476,240	\$ -0-
Character of Expenditures				
Salaries and Benefits	\$ 217,215	\$ 335,260	\$ 279,710	\$ -0-
Services	59,246	164,180	151,820	-0-
Supplies	21,985	61,340	44,710	-0-
Program Total	\$ 298,446	\$ 560,780	\$ 476,240	\$ -0-

POSITION RESOURCES

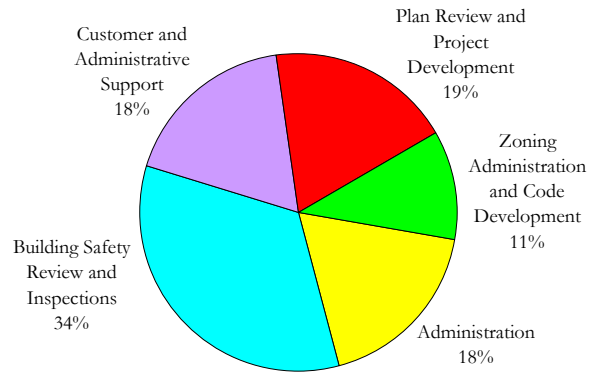
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Administration				
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Facilities Management Supervisor	1.00	1.00	1.00	1.00
Parking Services Supervisor	1.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Parking Operations				
Parking Services Supervisor	-0-	-0-	-0-	1.00
Parking Services Agent	-0-	-0-	-0-	8.00
Program Total	-0-	-0-	-0-	9.00
Off-Street Parking				
Parking Services Agent	2.00	2.00	2.00	-0-
Program Total	2.00	2.00	2.00	-0-
On-Street Parking				
Parking Services Supervisor	1.00	1.00	1.00	-0-
Parking Services Agent	4.00	6.00	6.00	-0-
Program Total	5.00	7.00	7.00	-0-
Total	13.00	15.00	15.00	15.00



FINANCING PLAN



PROGRAM ALLOCATION



PLANNING and DEVELOPMENT SERVICES

The Planning and Development Services Department provides zoning, plan review, permitting, inspection, and special exception processes to the public and the development community. These programs are provided in the most comprehensive and flexible manner possible to facilitate responsible planning, development, and construction in the City of Tucson, while ensuring a safe, attractive, and sustainable community.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	10.00	12.00	12.00	12.00
Building Safety Review and Inspections	30.00	30.00	30.00	29.50
Customer and Administrative Support	18.00	18.00	18.00	17.50
Plan Review and Project Development	18.00	18.00	18.00	15.50
Zoning Administration and Code Development	10.00	10.00	10.00	9.50
Department Total	86.00	88.00	88.00	84.00
TOTAL BUDGET				
Operating	\$ 7,487,449	\$ 8,011,090	\$ 7,714,240	\$ 7,583,500
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 6,710,782	\$ 7,064,920	\$ 6,843,790	\$ 6,642,750
Services	644,704	730,050	724,400	730,180
Supplies	131,963	211,120	146,050	205,570
Equipment	-0-	5,000	-0-	5,000
Department Total	\$ 7,487,449	\$ 8,011,090	\$ 7,714,240	\$ 7,583,500
FUNDING SOURCES				
General Fund	\$ 7,487,449	\$ 8,011,090	\$ 7,714,240	\$ 7,583,500

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$7,583,500 reflects a decrease of \$427,590 from the Fiscal Year 2011 Adopted Budget. Changes include:

Increased capacity for professional services	\$ 28,750
Increased capacity for equipment purchases and maintenance	25,000
Increased capacity for vehicle maintenance and fuel	17,550
Increased capacity for training and public relations	13,250
Miscellaneous other adjustments	12,510
Reductions in printing and postage	(28,400)
Savings in self-insurance liability coverage	(74,080)
Personnel costs	(422,170)
Total	\$ (427,590)

PLANNING and DEVELOPMENT SERVICES

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provide timely and impartial plans reviews while protecting the public health and welfare.				
• Number of plans reviewed	11,571	N/A	11,000	11,000
• Percent of commercial plan reviews completed within four weeks	95%	N/A	95%	95%
• Percent of residential plan reviews completed within four weeks	95%	N/A	95%	95%
Prepare and issue commercial and residential building permits.				
• Total number of commercial permits	4,085	N/A	4,100	4,100
• Number of new commercial permits	105	N/A	110	110
• Total number of residential permits	6,807	N/A	6,500	6,500
• Number of new residential permits	408	N/A	320	320
Perform inspections of new construction, remodels, and additions.				
• Number of commercial inspections	47,096	N/A	43,000	43,000
• Number of residential inspections	48,358	N/A	44,000	44,000
• Number of sign inspections	3,090	N/A	3,000	3,000
Coordinate and review all submitted subdivision plats and development plans.				
• Number of plats and plans reviewed	56	N/A	40	40
Review all sign permit applications.				
• Number of applications reviewed	1,545	N/A	1,400	1,400
Provide assistance to walk-in customers.				
• Number of permit counter customers	28,903	N/A	25,000	25,000
• Number of records customers	9,130	N/A	8,500	8,500

OPERATING PROGRAMS

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

Projected Revenue Sources

General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 18,510
Impact Fee Administrative Charges	25,850	25,900	24,000	23,000
Permit and Inspection Fees	847,046	1,317,390	1,352,390	1,300,480
Plan Review Fees	21,400	21,420	21,420	23,420
Program Total	\$ 894,296	\$ 1,364,710	\$ 1,397,810	\$ 1,365,410

Administration (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Character of Expenditures				
Salaries and Benefits	\$ 813,969	\$ 1,319,290	\$ 1,311,340	\$ 1,329,710
Services	58,897	42,420	83,470	32,700
Supplies	21,430	3,000	3,000	3,000
Program Total	\$ 894,296	\$ 1,364,710	\$ 1,397,810	\$ 1,365,410

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

Projected Revenue Sources

General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 28,510
Building Code Violations	157	3,000	-0-	-0-
Permit and Inspection Fees	2,198,333	2,682,610	2,562,480	2,528,580
Program Total	\$ 2,198,490	\$ 2,685,610	\$ 2,562,480	\$ 2,557,090

Character of Expenditures

Salaries and Benefits	\$ 2,117,153	\$ 2,428,590	\$ 2,323,260	\$ 2,277,240
Services	61,752	180,160	178,660	189,490
Supplies	19,585	76,860	60,560	90,360
Program Total	\$ 2,198,490	\$ 2,685,610	\$ 2,562,480	\$ 2,557,090

CUSTOMER and ADMINISTRATIVE SUPPORT: This program area provides administrative, clerical, and technical support to all divisions of the department, as well as external customers, with the key focus of providing outstanding customer service.

Projected Revenue Sources

General Fund	\$ -0-	\$ 542,430	\$ -0-	\$ 11,400
Other Development Fees	187,000	227,000	178,800	27,000
Permit and Inspection Fees	337,046	-0-	250,960	257,810
Plan Review Fees	570,000	595,010	821,880	1,051,490
Planning Charges	-0-	-0-	-0-	15,680
Program Total	\$ 1,094,046	\$ 1,364,440	\$ 1,251,640	\$ 1,363,380

Character of Expenditures

Salaries and Benefits	\$ 719,201	\$ 937,280	\$ 892,650	\$ 915,640
Services	331,267	342,690	299,590	364,120
Supplies	43,578	79,470	59,400	78,620
Equipment	-0-	5,000	-0-	5,000
Program Total	\$ 1,094,046	\$ 1,364,440	\$ 1,251,640	\$ 1,363,380

PLANNING and DEVELOPMENT SERVICES

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ -0-	\$ 135,000	\$ -0-	\$ 18,740
Permit and Inspection Fees	627,742	-0-	146,170	113,130
Plan Review Fees	1,268,960	1,199,520	1,106,030	868,160
Planning Charges	-0-	-0-	-0-	99,900
Sign Regulation Fees	387,764	295,900	300,000	316,620
Program Total	\$ 2,284,466	\$ 1,630,420	\$ 1,552,200	\$ 1,416,550
Character of Expenditures				
Salaries and Benefits	\$ 2,135,260	\$ 1,543,610	\$ 1,484,590	\$ 1,355,370
Services	131,523	54,820	52,320	39,890
Supplies	17,683	31,990	15,290	21,290
Program Total	\$ 2,284,466	\$ 1,630,420	\$ 1,552,200	\$ 1,416,550

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

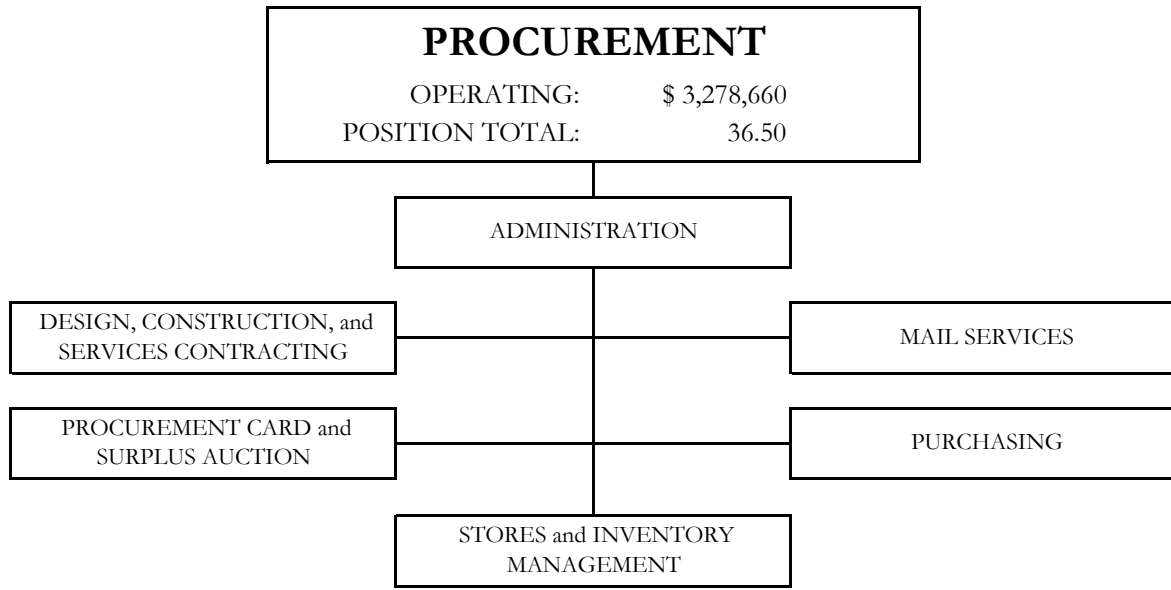
Projected Revenue Sources				
General Fund	\$ 516,309	\$ 830,910	\$ 164,640	\$ 856,650
Other Development Fees	98,313	-0-	-0-	-0-
Permit and Inspection Fees	144,993	-0-	-0-	-0-
Plan Review Fees	-0-	-0-	470,670	-0-
Planning Charges	252,940	135,000	311,800	24,420
Zoning Code Violations	3,596	-0-	3,000	-0-
Program Total	\$ 1,016,151	\$ 965,910	\$ 950,110	\$ 881,070
Character of Expenditures				
Salaries and Benefits	\$ 925,199	\$ 836,150	\$ 831,950	\$ 764,790
Services	61,265	109,960	110,360	103,980
Supplies	29,687	19,800	7,800	12,300
Program Total	\$ 1,016,151	\$ 965,910	\$ 950,110	\$ 881,070

POSITION RESOURCES

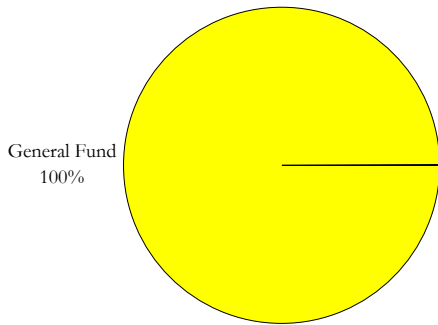
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Building Official	-0-	-0-	1.00	1.00
Development Services Administrator	2.00	3.00	2.00	2.00
Planning Administrator	1.00	1.00	1.00	1.00
Development Services Manager	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Project Coordinator	-0-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Program Total	10.00	12.00	12.00	12.00
Building Safety Review and Inspections				
Inspection Supervisor	1.00	1.00	1.00	1.00
Structural Plans Examiner	2.00	2.00	2.00	2.00
Mechanical Plans Examiner	1.00	1.00	1.00	1.00
Construction Inspection Supervisor	3.00	3.00	3.00	3.00
Building Permit Specialist	2.00	2.00	2.00	2.00
Lead Building Inspector	1.00	1.00	1.00	1.00
Lead Residential Inspector	1.00	1.00	1.00	1.00
Senior Mechanical Inspector	1.00	1.00	1.00	1.00
Senior Plumbing Inspector	1.00	1.00	1.00	1.00
Building Inspector	4.00	4.00	4.00	3.50
Electrical Inspector	4.00	4.00	4.00	4.00
Environmental Inspector	2.00	2.00	2.00	2.00
Mechanical Inspector	1.00	1.00	1.00	1.00
Plumbing Inspector	3.00	3.00	3.00	3.00
Residential Inspector	3.00	3.00	3.00	3.00
Program Total	30.00	30.00	30.00	29.50
Customer and Administrative Support				
Planning Technician	3.00	3.00	3.00	3.00
Administrative Assistant	4.00	4.00	4.00	4.00
Customer Service Representative	5.00	5.00	5.00	4.50
Secretary	2.00	2.00	2.00	2.00
Customer Service Clerk	3.00	3.00	3.00	3.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	18.00	18.00	18.00	17.50

PLANNING and DEVELOPMENT SERVICES

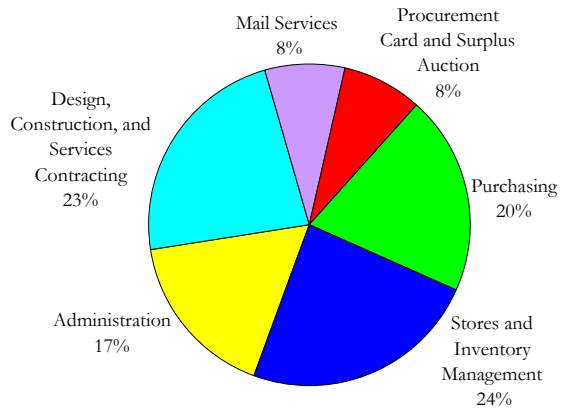
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Plan Review and Project Development				
Civil Engineer	3.00	3.00	3.00	2.00
Principal Planner	3.00	3.00	3.00	3.00
Lead Planner	5.00	5.00	5.00	4.50
Senior Engineering Associate	3.00	3.00	3.00	3.00
Engineering Associate	1.00	1.00	1.00	1.00
Landscape Field Representative	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	1.00	1.00
Sign Inspector	1.00	1.00	1.00	-0-
Program Total	18.00	18.00	18.00	15.50
Zoning Administration and Code Development				
Principal Planner	3.00	3.00	3.00	3.00
Lead Planner	4.00	4.00	4.00	4.00
Planner	3.00	3.00	3.00	2.50
Program Total	10.00	10.00	10.00	9.50
Department Total	86.00	88.00	88.00	84.00



FINANCING PLAN



PROGRAM ALLOCATION



PROCUREMENT

The Procurement Department maximizes the purchasing value of public funds and supports city departments by providing efficient and effective procurement practices and policies. Policies promote environmentally-sensitive purchases, competition among all vendors, and local purchase preferences. Services include contracting for all supplies, materials, equipment, services, and construction; maintaining inventories for daily operations; distributing interdepartmental and postal mail; disposing of surplus, unclaimed, lost, and confiscated property; and managing the city's Procurement Card (pCard) and Cooperative Purchasing programs.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	5.00	5.00	5.00	3.50
Design, Construction, and Services	11.00	11.00	10.00	9.00
Contracting				
Mail Services	4.00	4.00	4.00	4.00
Printing Services ¹	2.00	2.00	2.00	-0-
Procurement Card (pCard) and Surplus Auction	4.00	4.00	3.00	3.00
Purchasing	10.00	8.00	8.00	8.00
Stores and Inventory Management	11.00	10.00	8.00	9.00
Department Total	47.00	44.00	40.00	36.50
TOTAL BUDGET				
Operating	\$ 3,636,297	\$ 3,708,470	\$ 3,568,020	\$ 3,278,660
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 3,275,265	\$ 3,294,010	\$ 3,062,840	\$ 2,834,040
Services	503,092	496,410	468,630	367,520
Supplies	276,985	342,860	452,860	77,100
Interdepartmental Charges	(419,045)	(424,810)	(416,310)	-0-
Department Total	\$ 3,636,297	\$ 3,708,470	\$ 3,568,020	\$ 3,278,660
FUNDING SOURCES				
General Fund	\$ 3,636,297	\$ 3,708,470	\$ 3,568,020	\$ 3,278,660

¹In-house printing services was eliminated for Fiscal Year 2012, and staff was transferred to vacant positions within the department.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$3,278,660 reflects a decrease of \$429,810 from the Fiscal Year 2011 Adopted Budget. Changes include:

Budget capacity for potential increases in mailing costs and auction services	\$ 30,160
Personnel costs	(459,970)
Total	\$ (429,810)

PROCUREMENT

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
To ensure professional best practices, to comply with all city, state and federal regulations, and to provide value-added procurement services Procurement will:				
• Negotiate added value in at least 20% of the total number of eligible contracts over the City's formal bid threshold	New Measure	N/A	20%	20%
• Ensure that a minimum of 25% commodity and services expenditures are through annual requirements contracts to realize the most favorable price and terms	New Measure	N/A	40%	40%
• Generate revenue by expanding the National Cooperative Procurement and pCard Programs	New Measure	N/A	\$ 329,116	\$ 305,000
To ensure high standards of technical expertise and competency of staff Procurement will:				
• Achieve a minimum level of 75% professional certification for staff	94%	N/A	94%	94%
• Participate in a minimum of four (4) outreach events for the local business and contracting communities	4	N/A	4	5

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	\$ 713,998	\$ 619,150	\$ 630,350	\$ 554,820
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Character of Expenditures

Salaries and Benefits	\$ 620,643	\$ 540,660	\$ 529,370	\$ 454,920
Services	82,457	63,970	86,460	86,100
Supplies	10,898	14,520	14,520	13,800
Program Total	\$ 713,998	\$ 619,150	\$ 630,350	\$ 554,820

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 812,995	\$ 923,910	\$ 778,350	\$ 757,690
Character of Expenditures				
Salaries and Benefits	\$ 800,667	\$ 865,900	\$ 763,460	\$ 742,320
Services	10,186	55,610	12,490	10,970
Supplies	2,142	2,400	2,400	4,400
Program Total	\$ 812,995	\$ 923,910	\$ 778,350	\$ 757,690

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

Projected Revenue Sources				
General Fund	\$ 138,515	\$ 239,560	\$ 293,500	\$ 273,440
Character of Expenditures				
Salaries and Benefits	\$ 184,593	\$ 188,760	\$ 192,700	\$ 205,350
Services	18,433	18,090	18,090	22,580
Supplies	(64,511)	32,710	82,710	45,510
Program Total	\$ 138,515	\$ 239,560	\$ 293,500	\$ 273,440

PRINTING SERVICES: This program area has provided responsive, quality, in-house services to all departments by typesetting, copying, and binding documents at or below commercial prices and in a timely manner and has historically charged out its expenses to user departments. This program will be eliminated effective July 1, 2011.

Character of Expenditures				
Salaries and Benefits	\$ 105,805	\$ 107,440	\$ 107,940	\$ -0-
Services	35,295	36,440	27,440	-0-
Supplies	261,354	280,930	280,930	-0-
Intradepartmental Charges	(419,045)	(424,810)	(416,310)	-0-
Program Total	\$ (16,591)	\$ -0-	\$ -0-	\$ -0-

PROCUREMENT

PROCUREMENT CARD (pCard) and SURPLUS AUCTION: These program areas manage and administer the city's pCard (direct credit card purchase) program and the surplus auction program.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ -0-	\$ 88,560	\$ 29,290	\$ 59,440
pCard Program Rebate	119,641	150,000	214,120	190,000
Auction Administrative Fees	2,000	2,000	3,000	-0-
Program Total	\$ 121,641	\$ 240,560	\$ 246,410	\$ 249,440
Character of Expenditures				
Salaries and Benefits	\$ 113,776	\$ 237,590	\$ 222,810	\$ 215,690
Services	7,302	2,870	23,500	33,450
Supplies	563	100	100	300
Program Total	\$ 121,641	\$ 240,560	\$ 246,410	\$ 249,440

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

Projected Revenue Sources				
General Fund	\$ 552,827	\$ 595,480	\$ 524,940	\$ 531,010
pCard Program Rebate	79,721	-0-	-0-	-0-
National Cooperative Purchasing Fees	77,140	50,000	115,000	115,000
Program Total	\$ 709,688	\$ 645,480	\$ 639,940	\$ 646,010
Character of Expenditures				
Salaries and Benefits	\$ 703,118	\$ 637,830	\$ 632,290	\$ 640,510
Services	6,570	7,650	7,650	5,500
Program Total	\$ 709,688	\$ 645,480	\$ 639,940	\$ 646,010

STORES and INVENTORY MANAGEMENT: 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.

Projected Revenue Sources				
General Fund	\$ 1,156,051	\$ 1,039,810	\$ 979,470	\$ 797,260
Character of Expenditures				
Salaries and Benefits	\$ 746,663	\$ 715,830	\$ 614,270	\$ 575,250
Services	342,849	311,780	293,000	208,920
Supplies	66,539	12,200	72,200	13,090
Program Total	\$ 1,156,051	\$ 1,039,810	\$ 979,470	\$ 797,260

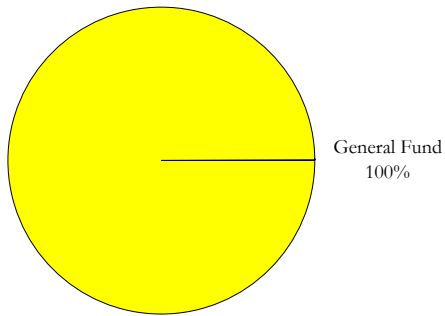
POSITION RESOURCES

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Information Technology Specialist	2.00	2.00	2.00	1.00
Executive Assistant	1.00	1.00	1.00	0.50
Program Total	5.00	5.00	5.00	3.50
Design, Construction, and Services				
Contracting				
Contract Administrator	1.00	1.00	1.00	1.00
Contract Officer	7.00	7.00	6.00	5.00
Contract Compliance Officer	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Program Total	11.00	11.00	10.00	9.00
Mail Services				
Mail Services Supervisor	1.00	1.00	1.00	1.00
Mail Clerk	3.00	3.00	3.00	3.00
Program Total	4.00	4.00	4.00	4.00
Printing Services				
Lead Reprographics Technician	1.00	1.00	1.00	-0-
Senior Copy Technician	1.00	1.00	1.00	-0-
Program Total	2.00	2.00	2.00	-0-
Procurement Card (pCard) and Surplus Auction				
Contract Administrator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	1.00	1.00
Program Total	4.00	4.00	3.00	3.00
Purchasing				
Contract Administrator	1.00	1.00	1.00	1.00
Contract Officer	6.00	5.00	5.00	5.00
Secretary	3.00	2.00	2.00	2.00
Program Total	10.00	8.00	8.00	8.00
Stores and Inventory Management				
Stores Superintendent	1.00	1.00	1.00	1.00
Stores Supervisor	2.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Lead Reprographics Technician	-0-	-0-	-0-	1.00
Senior Copy Technician	-0-	-0-	-0-	1.00
Storekeeper	7.00	7.00	5.00	4.00
Program Total	11.00	10.00	8.00	9.00
Department Total	47.00	44.00	40.00	36.50

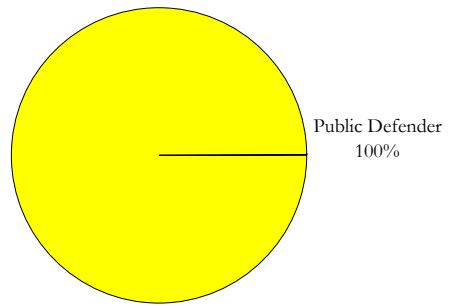
**OFFICE of the PUBLIC
DEFENDER**

OPERATING: \$ 2,797,640
POSITION TOTAL: 35.00

FINANCING PLAN



PROGRAM ALLOCATION



OFFICE of the PUBLIC DEFENDER

The Office of the Public Defender provides quality, cost-effective legal representation to indigent defendants entitled to appointed counsel in City Court in accordance with the mandates of state and federal law and the Ethical Rules of the Arizona State Supreme Court.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Public Defender	36.00	36.00	35.00	35.00
TOTAL BUDGET				
Operating	\$ 3,065,916	\$ 3,197,320	\$ 2,703,380	\$ 2,797,640
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,871,892	\$ 2,942,450	\$ 2,447,860	\$ 2,551,960
Services	138,682	183,720	184,370	174,530
Supplies	55,342	71,150	71,150	71,150
Department Total	\$ 3,065,916	\$ 3,197,320	\$ 2,703,380	\$ 2,797,640
FUNDING SOURCES				
General Fund	\$ 3,065,916	\$ 3,197,320	\$ 2,703,380	\$ 2,797,640

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$2,797,640 reflects a decrease of \$399,680 from the Fiscal Year 2011 Adopted Budget. Changes include:

Decrease in public liability and hazardous waste insurance costs	\$ (9,190)
Personnel costs	<u>(390,490)</u>
Total	\$ (399,680)

DEPARTMENT MEASURES of PERFORMANCE

Provide representation in a cost-effective manner.

• Average cost per case	\$ 215	N/A	\$ 265	\$ 228
• Number of defendants	7,503	N/A	6,046	5,700

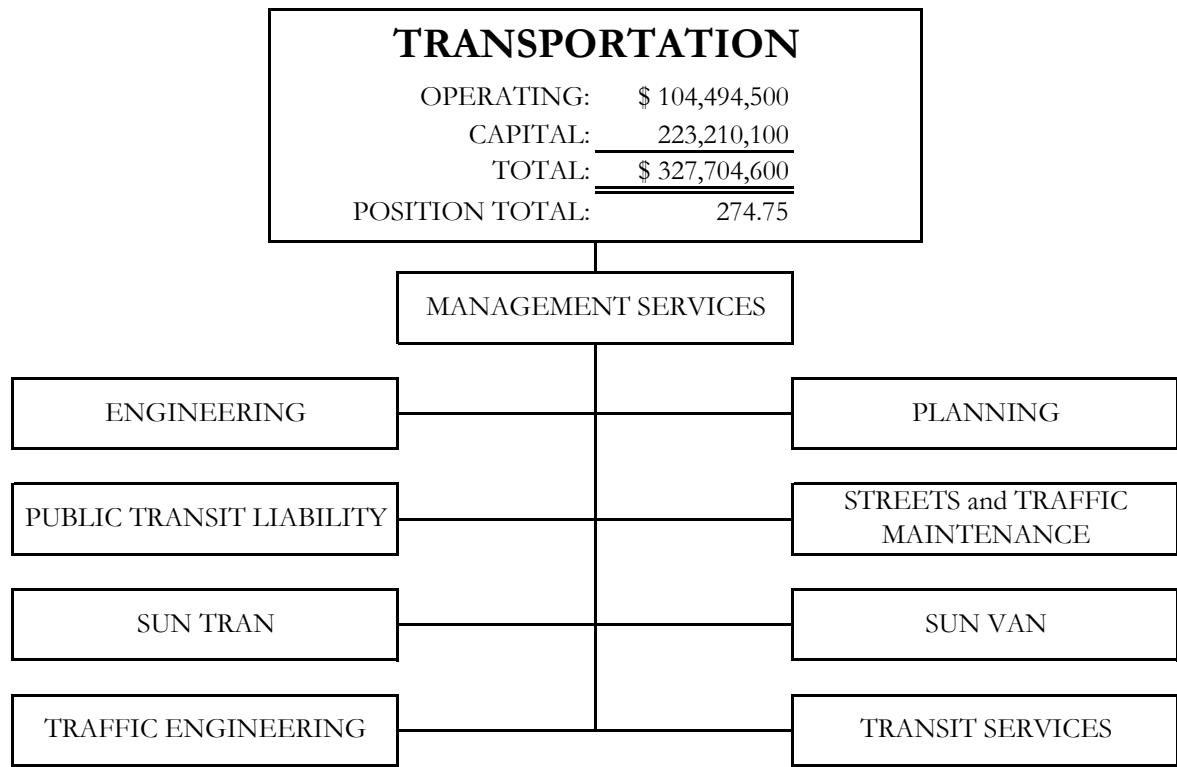
OPERATING PROGRAMS

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 22 attorneys and 13 support positions.

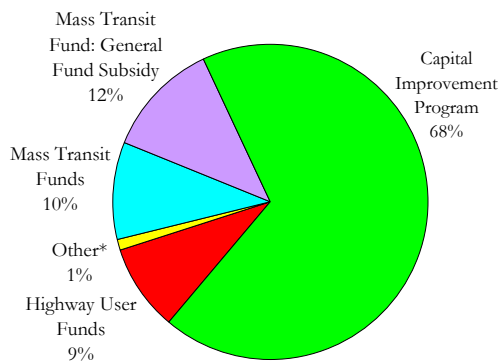
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 3,065,916	\$ 3,197,320	\$ 2,703,380	\$ 2,797,640
Character of Expenditures				
Salaries and Benefits	\$ 2,871,892	\$ 2,942,450	\$ 2,447,860	\$ 2,551,960
Services	138,682	183,720	184,370	174,530
Supplies	55,342	71,150	71,150	71,150
Program Total	\$ 3,065,916	\$ 3,197,320	\$ 2,703,380	\$ 2,797,640

POSITION RESOURCES

Public Defender				
Chief Public Defender	1.00	1.00	1.00	1.00
Deputy Public Defender	1.00	1.00	1.00	1.00
Public Defender Supervisor	8.00	8.00	8.00	8.00
Public Defender	13.00	13.00	12.00	12.00
Law Clerk	3.00	3.00	3.00	3.00
Legal Secretary	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00	2.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Program Total	36.00	36.00	35.00	35.00

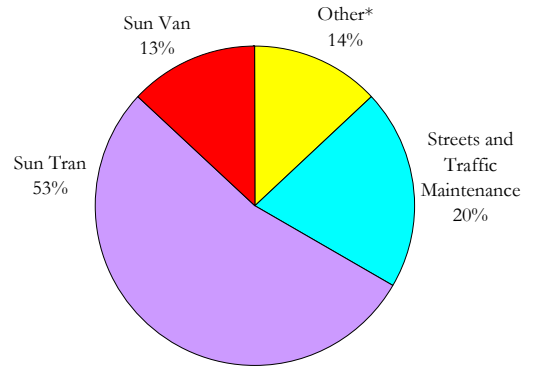


FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Management Services (4%), Engineering (3%), Traffic Engineering (3%), Transit Services (2%), Planning (1%), and Public Transit Liability (1%).

TRANSPORTATION

The Transportation Department creates, maintains, and operates a safe and reliable system for the movement of people throughout our community with the highest quality transportation services, programs, and facilities.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Management Services	12.00	12.00	14.00	14.00
Engineering	70.00	70.00	70.00	68.50
Planning	13.00	13.00	14.00	13.50
Streets and Traffic Maintenance	169.00	169.00	169.00	153.75
Traffic Engineering	21.00	21.00	22.00	18.00
Transit Services	12.00	12.00	7.00	7.00
Department Total	297.00	297.00	296.00	274.75
TOTAL BUDGET				
Operating	\$ 93,062,624	\$ 102,489,150	\$ 100,147,630	\$ 104,494,500
Capital	81,697,972	170,635,600	168,351,250	223,210,100
Total Department	\$ 174,760,596	\$ 273,124,750	\$ 268,498,880	\$ 327,704,600
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 15,931,206	\$ 17,413,620	\$ 15,747,960	\$ 17,353,530
Services	19,599,595	23,483,790	23,460,920	24,891,930
Supplies	15,404,212	18,170,230	16,468,750	17,486,550
Equipment	89,802	157,500	157,500	697,500
Contracted Labor	42,037,809	43,264,010	44,312,500	44,064,990
Total Operating Budget	\$ 93,062,624	\$ 102,489,150	\$ 100,147,630	\$ 104,494,500
Capital Improvement Program	81,697,972	170,635,600	168,351,250	223,210,100
Total Department	\$ 174,760,596	\$ 273,124,750	\$ 268,498,880	\$ 327,704,600
FUNDING SOURCES				
General Fund	\$ 1,403,794	\$ 1,290,550	\$ 1,240,170	\$ 1,174,780
Highway User Revenue Fund	25,089,369	29,327,620	27,943,560	29,598,000
Capital Agreement Fund	318,322	177,500	196,880	25,000
Other Federal Grants	848,333	1,408,250	1,187,160	1,174,350
Non-Federal Grants	2,068,401	-0-	436,000	-0-
Mass Transit Fund	32,616,575	33,631,830	30,402,540	31,923,370
Mass Transit Fund: General Fund Transfer ¹	29,051,537	34,698,400	36,698,400	38,711,000
Regional Transportation Authority	844,344	1,285,000	1,372,920	1,218,000
Internal Service Fund: Self Insurance	821,949	670,000	670,000	670,000
Total Operating Revenues	\$ 93,062,624	\$ 102,489,150	\$ 100,147,630	\$ 104,494,500
Capital Improvement Program ¹	81,697,972	170,635,600	168,351,250	223,210,100
Total Department	\$ 174,760,596	\$ 273,124,750	\$ 268,498,880	\$ 327,704,600

¹The total Fiscal Year 2012 General Fund transfer budgeted for the mass transit system is \$39,495,700. There is \$38,711,000 in the operating budget and \$784,700 in the capital improvement program.

TRANSPORTATION

SIGNIFICANT CHANGES

The Fiscal Year 2012 adopted operating budget reflects an increase of \$2,005,350 from Fiscal Year 2011 Adopted Budget. Significant changes are summarized below:

Increased costs for auto and public liability insurance, utilities, and renewal of software maintenance agreement	\$ 1,364,920
Increased benefit costs in the Mass Transit Fund, primarily due to negotiated settlements with the bargaining units, account for the increase in contracted labor costs	800,980
Personnel costs	(60,090)
Reduction in streets maintenance supplies	(100,460)
Total	\$ 2,005,350

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provide regional fixed-route bus service.				
• Number of buses	241	N/A	240	240
• Number of annual passenger trips (000s)	20,384	N/A	19,459	17,206
• Annual passenger revenue (\$000s)	\$ 11,048	N/A	\$ 10,309	\$ 11,806
• Total miles (000s)	9,200	N/A	9,110	9,292
• Cost per mile	\$ 5.34	N/A	\$ 5.65	\$ 5.83
• Revenue per mile	\$ 1.20	N/A	\$ 1.13	\$ 1.27
Provide paratransit services to persons with disabilities who cannot use Sun Tran.				
• Number of vans	121	N/A	125	125
• Number of scheduled passenger trips (000s)	464	N/A	478	490
• Miles of service provided (000s)	3,910	N/A	3,966	4,065
Design and construct capital improvement projects and oversee the resurfacing of major streets.				
• Number of capital projects completed	9	N/A	20	25
• Number of street lane miles resurfaced	30	N/A	50	15

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
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	43%	N/A	45%	45%
• Number of traffic signal trouble calls	730	N/A	850	850
• Number of streetlight trouble calls	1647	N/A	1,500	1,500

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	\$ 493,040	\$ 415,900	\$ 441,180	\$ 654,770
General Fund: Use of Property	74,906	90,000	90,000	90,000
Highway User Revenue Fund	2,592,315	3,079,700	3,065,270	3,125,210
Highway User Revenue Fund: Use of Property	90,607	60,000	73,400	60,000
Program Total	\$ 3,250,868	\$ 3,645,600	\$ 3,669,850	\$ 3,929,980

Character of Expenditures

Salaries and Benefits	\$ 1,011,399	\$ 1,178,760	\$ 1,204,510	\$ 1,444,090
Services	2,151,758	2,413,040	2,411,540	2,439,360
Supplies	50,103	53,800	53,800	46,530
Equipment	37,608	-0-	-0-	-0-
Program Total	\$ 3,250,868	\$ 3,645,600	\$ 3,669,850	\$ 3,929,980

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	\$ 366,189	\$ 209,170	\$ 177,790	\$ 228,290
Capital Agreement Fund	230,251	152,500	152,500	-0-
Highway User Revenue Fund	2,050,738	2,215,730	2,190,650	3,097,060
Highway User Revenue Fund: Developer Contributions	27,290	75,000	76,740	40,000
Program Total	\$ 2,674,468	\$ 2,652,400	\$ 2,597,680	\$ 3,365,350

TRANSPORTATION

Engineering (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Character of Expenditures				
Salaries and Benefits	\$ 1,964,337	\$ 2,006,880	\$ 1,937,760	\$ 2,406,670
Services	614,488	541,590	555,990	869,200
Supplies	95,643	89,930	89,930	85,480
Equipment	-0-	14,000	14,000	4,000
Program Total	\$ 2,674,468	\$ 2,652,400	\$ 2,597,680	\$ 3,365,350

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

Projected Revenue Sources				
General Fund	\$ 49,772	\$ 47,980	\$ 45,660	\$ 47,460
General Fund: Restricted	369	12,000	12,000	-0-
Federal Highway Administration Grants	227,158	272,000	226,610	200,000
Highway User Revenue Fund	764,483	992,840	1,038,250	989,240
Program Total	\$ 1,041,782	\$ 1,324,820	\$ 1,322,520	\$ 1,236,700

Character of Expenditures				
Salaries and Benefits	\$ 669,279	\$ 759,930	\$ 779,190	\$ 793,710
Services	263,668	506,920	485,370	394,260
Supplies	108,835	57,970	57,960	48,730
Program Total	\$ 1,041,782	\$ 1,324,820	\$ 1,322,520	\$ 1,236,700

PUBLIC TRANSIT LIABILITY: This program area pays the liability and property losses incurred by Sun Tran and Sun Van that are not covered by purchased insurance policies.

Projected Revenue Sources				
Internal Service Fund: Self Insurance	\$ 821,949	\$ 670,000	\$ 670,000	\$ 670,000

Character of Expenditures				
Services	\$ 821,949	\$ 670,000	\$ 670,000	\$ 670,000

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 38,440	\$ 315,500	\$ 323,540	\$ 53,560
General Fund: Restricted	158,891	200,000	150,000	100,700
Federal Highway Administration Grants	376,553	424,350	403,650	424,350
Highway User Revenue Fund	18,128,699	21,001,840	19,700,930	20,541,340
Highway User Revenue Fund: In-Lieu Fees	71,277	161,320	161,320	119,410
Program Total	\$ 18,773,860	\$ 22,103,010	\$ 20,739,440	\$ 21,239,360
Character of Expenditures				
Salaries and Benefits	\$ 10,105,147	\$ 11,194,740	\$ 10,042,370	\$ 11,018,970
Services	6,441,092	8,164,420	7,856,220	7,957,910
Supplies	2,227,621	2,700,350	2,797,350	2,218,980
Equipment	-0-	43,500	43,500	43,500
Program Total	\$ 18,773,860	\$ 22,103,010	\$ 20,739,440	\$ 21,239,360

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

Projected Revenue Sources				
Mass Transit Fund: General Fund	\$ 18,745,841	\$ 25,316,370	\$ 25,545,590	\$ 27,379,700
Transfer				
Mass Transit Fund: Federal Grants	5,945,314	6,396,500	6,396,500	6,144,000
Mass Transit Fund: Regional Transportation Authority	7,570,495	5,500,000	5,500,000	5,570,000
Mass Transit Fund: State Funds	1,783,526	-0-	436,000	-0-
Mass Transit Fund: User Fees	15,442,870	15,316,630	14,211,630	15,956,300
Miscellaneous Federal Grants	93,916	556,900	556,900	500,000
Program Total	\$ 49,581,962	\$ 53,086,400	\$ 52,646,620	\$ 55,550,000
Character of Expenditures				
Services	\$ 4,479,205	\$ 5,157,570	\$ 5,464,070	\$ 7,091,870
Supplies	11,303,714	13,240,300	11,531,760	13,212,550
Equipment	52,194	-0-	-0-	-0-
Contracted Labor	33,746,849	34,688,530	35,650,790	35,245,580
Program Total	\$ 49,581,962	\$ 53,086,400	\$ 52,646,620	\$ 55,550,000

TRANSPORTATION

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Mass Transit Fund: General Fund Transfer	\$ 9,466,263	\$ 8,402,000	\$ 10,102,000	\$ 10,374,600
Mass Transit Fund: Federal Grants	1,098,833	1,600,000	1,600,000	1,320,000
Mass Transit Fund: Regional Transportation Authority	-0-	2,000,000	300,010	300,000
Mass Transit Fund: State Funds	284,875	-0-	-0-	-0-
Mass Transit Fund: User Fees	1,497,078	1,628,000	1,628,000	1,555,400
Program Total	\$ 12,347,049	\$ 13,630,000	\$ 13,630,000	\$ 13,550,000
Character of Expenditures				
Services	\$ 2,650,685	\$ 3,322,960	\$ 3,326,670	\$ 3,070,700
Supplies	1,405,404	1,731,560	1,641,620	1,659,890
Contracted Labor	8,290,960	8,575,480	8,661,710	8,819,410
Program Total	\$ 12,347,049	\$ 13,630,000	\$ 13,630,000	\$ 13,550,000

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

Projected Revenue Sources				
General Fund	\$ 222,189	\$ -0-	\$ -0-	\$ -0-
Capital Agreements Fund	50,000	25,000	25,000	25,000
Capital Agreements Fund: Pima County	26,646	-0-	-0-	-0-
Federal Highway Administration Grants	-0-	-0-	-0-	50,000
Highway User Revenue Fund	1,363,960	1,741,190	1,637,000	1,625,740
Regional Transportation Authority Fund	844,344	1,285,000	1,372,920	1,218,000
Program Total	\$ 2,507,139	\$ 3,051,190	\$ 3,034,920	\$ 2,918,740
Character of Expenditures				
Salaries and Benefits	\$ 1,314,366	\$ 1,359,230	\$ 1,165,430	\$ 1,274,830
Services	1,029,640	1,435,490	1,613,020	1,469,380
Supplies	163,133	256,470	256,470	174,530
Program Total	\$ 2,507,139	\$ 3,051,190	\$ 3,034,920	\$ 2,918,740

TRANSIT SERVICES: This program area administers and coordinates the activities of the public transportation system, which includes Sun Tran, a fixed-route bus service, and Van Tran, a paratransit service for persons with disabilities.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Capital Agreements Fund	\$ 11,422	\$ -0-	\$ 19,380	\$ -0-
Federal Highway Administration Grants	150,707	155,000	-0-	-0-
Mass Transit Fund: General Fund	839,433	980,030	593,810	956,700
Transfer				
Mass Transit Fund: Federal Grants	436,524	587,000	587,000	795,000
Mass Transit Fund: Use of Property	239,018	225,000	257,710	160,000
Mass Transit Fund: User Fees	386,443	378,700	378,700	122,670
Program Total	\$ 2,063,547	\$ 2,325,730	\$ 1,836,600	\$ 2,034,370
 Character of Expenditures				
Salaries and Benefits	\$ 866,612	\$ 914,080	\$ 618,700	\$ 415,260
Services	1,147,175	1,271,790	1,078,040	929,250
Supplies	49,760	39,860	39,860	39,860
Equipment	-0-	100,000	100,000	650,000
Program Total	\$ 2,063,547	\$ 2,325,730	\$ 1,836,600	\$ 2,034,370

POSITION RESOURCES

Management Services				
Director	1.00	1.00	1.00	1.00
Deputy/Assistant Director	1.00	1.00	1.00	1.00
Research Assistant Special Projects	1.00	1.00	1.00	1.00
Transportation Administrator	1.00	1.00	2.00	2.00
Transit Services Coordinator	-0-	-0-	1.00	1.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Transportation Public Information Officer	1.00	1.00	1.00	1.00
Staff Assistant	3.00	3.00	2.00	2.00
Management Analyst	-0-	-0-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Supervisor	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	12.00	12.00	14.00	14.00
 Engineering				
Transportation Administrator	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Engineering Manager	2.00	2.00	2.00	2.00
Civil Engineer	-0-	-0-	-0-	1.00
Engineering Project Manager	5.00	5.00	5.00	4.50
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00	1.00
Transportation Program Coordinator	2.00	2.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00

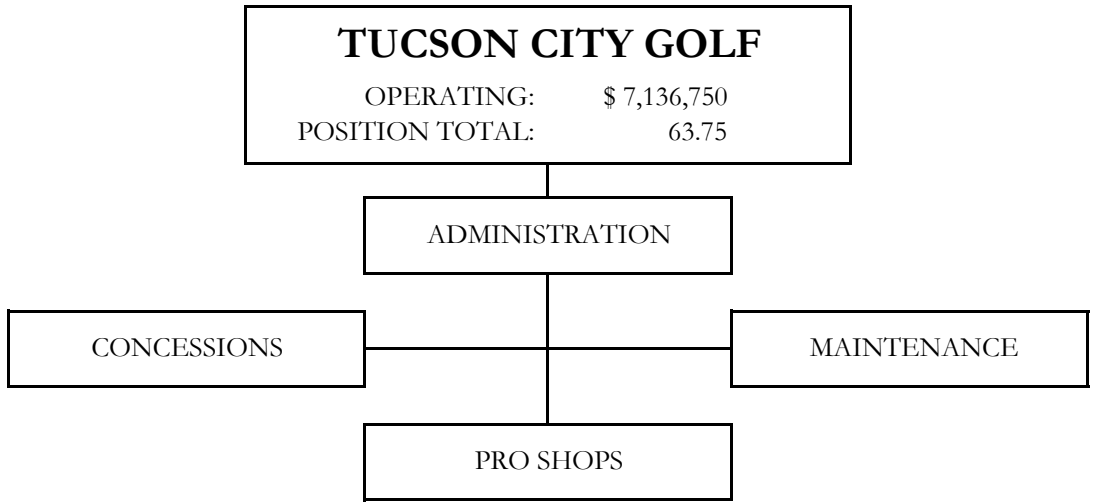
TRANSPORTATION

Engineering (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Senior Engineering Associate	6.00	6.00	6.00	5.00
Community Services/Neighborhood Services Project Coordinator	1.00	1.00	1.00	1.00
Construction Inspection Supervisor	1.00	1.00	1.00	1.00
Engineering Associate	2.00	2.00	2.00	2.00
Lead Construction Inspector	2.00	2.00	2.00	2.00
Lead Construction Materials Inspector	1.00	1.00	1.00	1.00
Construction Inspector	10.00	10.00	10.00	10.00
Construction Materials Inspector	2.00	2.00	2.00	2.00
Environmental Inspector	2.00	2.00	2.00	2.00
Senior Engineering Technician	1.00	1.00	1.00	1.00
Survey Crew Chief	6.00	6.00	6.00	6.00
Engineering Permit and Code Inspector	4.00	4.00	4.00	3.00
Survey Instrument Technician	6.00	6.00	6.00	6.00
Administrative Assistant	2.00	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Survey Technician	5.00	5.00	5.00	5.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Program Total	70.00	70.00	70.00	68.50
Planning				
Transportation Administrator	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Project Manager	4.00	4.00	5.00	5.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Planner	1.00	1.00	1.00	1.00
Senior Engineering Technician	4.00	4.00	4.00	3.50
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	13.00	13.00	14.00	13.50
Streets and Traffic Maintenance				
Transportation Administrator	1.00	1.00	1.00	1.00
Transportation Superintendent	3.00	3.00	3.00	2.50
Civil Engineer	1.00	1.00	-0-	-0-
Engineering Project Manager	1.00	1.00	1.00	-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	13.00	13.00	13.00	11.50
Senior Engineering Associate	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
High Voltage Electrician Supervisor	2.00	2.00	2.00	2.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
Lead High Voltage Electrician	8.00	8.00	8.00	8.00
Cement Mason	4.00	4.00	4.00	4.00
Equipment Operation Specialist	13.00	13.00	12.00	10.50
Engineering Associate	2.00	2.00	2.00	2.00
High Voltage Electrician	1.00	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00	0.50
Lead Traffic Control Technician	10.00	10.00	10.00	10.00

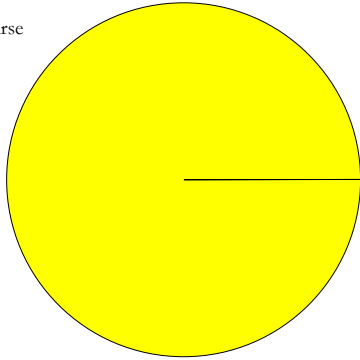
Streets and Traffic Maintenance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Street Maintenance Crew Leader	10.00	10.00	14.00	13.00
Streets Inspector and Compliance Specialist	6.00	6.00	6.00	6.00
Welder	1.00	1.00	1.00	1.00
Construction Maintenance Worker	6.00	6.00	6.00	5.00
Heavy Equipment Operator	45.00	45.00	44.00	40.25
Sign Painter	1.00	1.00	1.00	1.00
Traffic Control Technician	2.00	2.00	2.00	2.00
Account Clerk Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	-0-	-0-	1.00	1.00
Customer Service Representative	4.00	4.00	3.00	3.00
Electronic Technician	6.00	6.00	6.00	6.00
Secretary	1.00	1.00	1.00	0.50
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	15.00	15.00	14.00	10.00
Senior Trades Helper	2.00	2.00	2.00	2.00
Program Total	169.00	169.00	169.00	153.75
Traffic Engineering				
Engineering Project Manager	2.00	2.00	2.00	2.00
Transportation Program Coordinator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	0.50
Senior Engineering Associate	1.00	1.00	1.00	1.00
Systems Engineer	1.00	1.00	1.00	1.00
Electronics Technician	2.00	2.00	2.00	1.50
Traffic Engineering Technician Supervisor	2.00	2.00	2.00	2.00
Traffic Engineering Technician	7.00	7.00	7.00	6.00
Administrative Assistant	1.50	1.50	1.50	1.50
Customer Service Representative	1.00	1.00	2.00	1.00
Customer Service Clerk	0.50	0.50	0.50	0.50
Technological Intern	1.00	1.00	1.00	-0-
Program Total	21.00	21.00	22.00	18.00
Transit Services				
Transportation Administrator	1.00	1.00	-0-	-0-
Project Manager	1.00	1.00	-0-	-0-
Transit Services Coordinator	1.00	1.00	-0-	-0-
Management Analyst	1.00	1.00	-0-	-0-
Transportation Eligibility Specialist	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	-0-	-0-
Customer Service Representative	3.00	3.00	3.00	3.00
Secretary	2.00	2.00	2.00	2.00
Program Total	12.00	12.00	7.00	7.00
Department Total	297.00	297.00	296.00	274.75

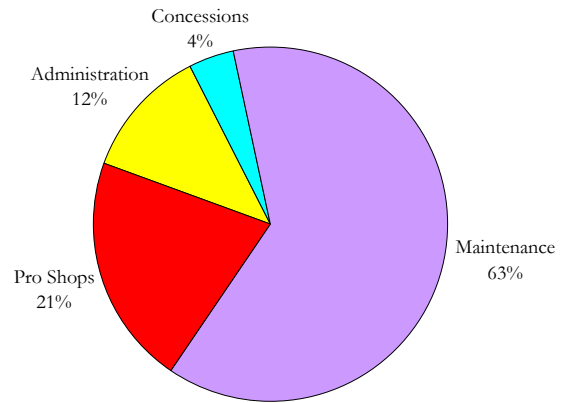


FINANCING PLAN

Golf Course
Fund
100%



PROGRAM ALLOCATION



TUCSON CITY GOLF

Tucson City Golf strives to provide golfers with the best value through well-maintained golf courses and outstanding customer service at reasonable prices. Tucson City Golf (TCG) operates five 18-hole championship golf courses at four facilities across the City of Tucson. In addition to the golf course, each facility provides a well stocked pro shop, a lighted driving range and clubhouse. Tucson City Golf programs include the Administration Office, Concessions, Golf Course Maintenance, and Pro Shops.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	6.00	5.00	5.00	5.00
Concessions	25.75	19.50	6.00	-0-
Maintenance	70.00	70.00	38.00	31.50
Pro Shops	53.00	50.75	37.75	27.25
Department Total	154.75	145.25	86.75	63.75
TOTAL BUDGET				
Operating	\$ 8,275,441	\$ 7,838,500	\$ 7,676,890	\$ 7,136,750
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 4,003,646	\$ 3,881,500	\$ 3,803,740	\$ 3,709,320
Services	2,007,475	1,805,340	1,929,050	1,808,360
Supplies	2,052,197	1,919,160	1,761,600	1,436,570
Equipment	35,845	-0-	-0-	-0-
Debt Service	176,278	232,500	182,500	182,500
Department Total	\$ 8,275,441	\$ 7,838,500	\$ 7,676,890	\$ 7,136,750
FUNDING SOURCES				
Golf Course Fund	\$ 8,275,441	\$ 7,838,500	\$ 7,676,890	\$ 7,136,750

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$7,136,750 reflects a decrease of \$701,750 from the Fiscal Year 2011 Adopted Budget. Changes include:

Personnel costs	\$ 158,430
Debt Service reduction to match refunding and lease purchase payments	(50,000)
Reduction in maintenance supplies	(98,370)
Reduction of staff, salaries and food and beverage supplies due to privatization of concessions	(711,810)
Total	\$ (701,750)

TUCSON CITY GOLF

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provide five municipal golf courses and four driving ranges for the enjoyment and recreation of the public.				
• Total rounds of golf (18-hole equivalent)	191,950	N/A	197,320	197,320
Provide operations support, customer service, golf lessons, and merchandise sales at the four golf course pro shops.				
• Hours of golf lessons	590	N/A	650	720
• Revenue from driving ranges	\$ 674,430	N/A	\$ 713,960	\$ 707,090
• Revenue from pro shops	\$ 577,070	N/A	\$ 588,030	\$ 559,540
Provide opportunities for junior golf play.				
• Number of junior card holders	1,030	N/A	1,050	1,070
• Total rounds of junior golf	3,616	N/A	3,900	3,900

OPERATING PROGRAMS

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

Projected Revenue Sources

Golf Course Fund	\$ 945,904	\$ 970,950	\$ 766,900	\$ 849,700
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Character of Expenditures

Salaries and Benefits	\$ 540,235	\$ 566,060	\$ 488,300	\$ 584,150
Services	200,144	146,200	69,910	60,730
Supplies	29,247	26,190	26,190	22,320
Debt Service	176,278	232,500	182,500	182,500
Program Total	\$ 945,904	\$ 970,950	\$ 766,900	\$ 849,700

CONCESSIONS: Fiscal Year 2012 will be the first year Tucson City Golf has contracted for these services to be provided by an outside vendor. This program area provides high quality food and beverage service at a value to golfers and guests, both on-course and in each golf facility's clubhouse. This program also hosts seminars, luncheons, dinners, banquets and parties for both golf and non-golf events and groups.

Projected Revenue Sources

Golf Course Fund	\$ 1,001,147	\$ 986,140	\$ 986,140	\$ 274,330
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Character of Expenditures

Salaries and Benefits	\$ 462,657	\$ 433,220	\$ 433,220	\$ 102,610
Services	173,515	243,130	243,130	165,060
Supplies	364,975	309,790	309,790	6,660
Program Total	\$ 1,001,147	\$ 986,140	\$ 986,140	\$ 274,330

MAINTENANCE: This program area ensures that golfers are provided the best possible turf and golf course conditions with the resources available, including the practice of proven agronomic processes; appropriate training and oversight of staff; responsible upkeep and repairs of turf maintenance equipment; and management of the golf cart fleet.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Golf Course Fund	\$ 4,783,533	\$ 4,353,120	\$ 4,395,560	\$ 4,484,590
Character of Expenditures				
Salaries and Benefits	\$ 1,876,858	\$ 1,783,960	\$ 1,783,960	\$ 1,905,710
Services	1,546,880	1,270,890	1,470,890	1,387,900
Supplies	1,323,950	1,298,270	1,140,710	1,190,980
Equipment	35,845	-0-	-0-	-0-
Program Total	\$ 4,783,533	\$ 4,353,120	\$ 4,395,560	\$ 4,484,590

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

Projected Revenue Sources				
Golf Course Fund	\$ 1,544,857	\$ 1,528,290	\$ 1,528,290	\$ 1,528,130
Character of Expenditures				
Salaries and Benefits	\$ 1,123,896	\$ 1,098,260	\$ 1,098,260	\$ 1,116,850
Services	86,936	145,120	145,120	194,670
Supplies	334,025	284,910	284,910	216,610
Program Total	\$ 1,544,857	\$ 1,528,290	\$ 1,528,290	\$ 1,528,130

POSITION RESOURCES*

Administration				
Deputy Director	1.00	1.00	1.00	1.00
Golf Administrator	1.00	1.00	1.00	1.00
Golf Course Operations Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Senior Account Clerk	1.00	-0-	-0-	-0-
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	6.00	5.00	5.00	5.00
Concessions				
Concession Manager	1.00	1.00	1.00	-0-
Food and Beverage Supervisor	4.00	2.00	2.00	-0-
Assistant Food and Beverage Supervisor	1.00	1.00	1.00	-0-
Short Order Cook (Hourly)	6.75	2.50	1.00	-0-
Concessions Worker (Hourly)	13.00	13.00	1.00	-0-
Program Total	25.75	19.50	6.00	-0-

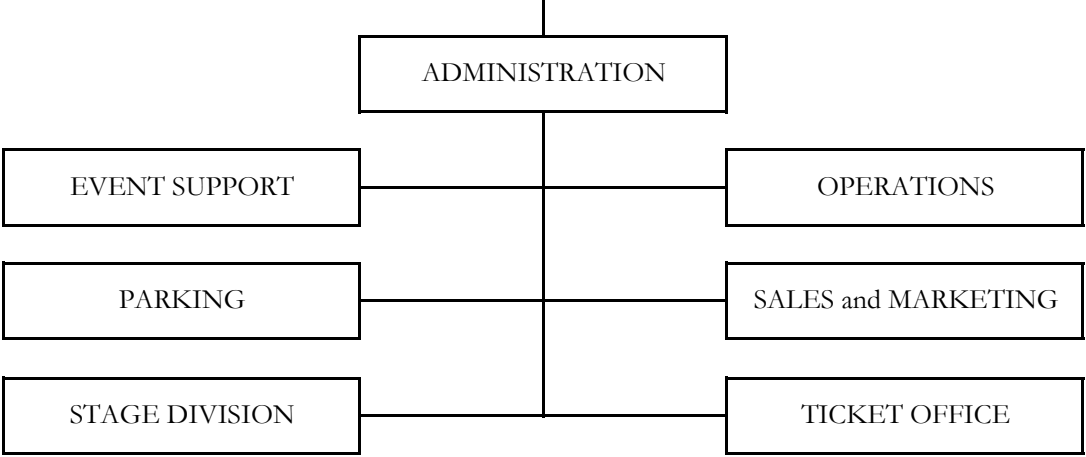
TUCSON CITY GOLF

Position Resources (Continued)

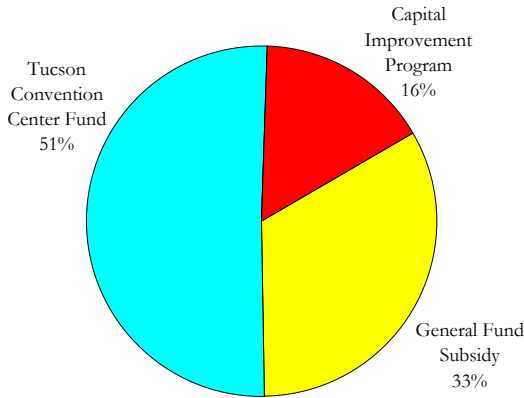
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Maintenance				
Parks and Golf Area Supervisor	8.00	8.00	8.00	8.00
Parks Equipment Mechanic	8.00	8.00	8.00	7.00
Trade Specialist	7.00	7.00	7.00	7.00
Parks Maintenance Worker	47.00	47.00	15.00	9.50
Program Total	70.00	70.00	38.00	31.50
Pro Shop				
Golf Professional Supervisor	3.00	3.00	3.00	1.00
Golf Professional	1.00	1.00	1.00	2.00
Senior Assistant Golf Professional	3.00	3.00	3.00	3.00
Assistant Golf Professional	2.00	2.00	2.00	2.00
Cashier	7.50	7.50	4.50	2.50
Custodian	3.75	3.00	3.00	2.00
Golf Host (Hourly)	25.25	25.25	15.25	11.25
General Maintenance Trainee/Worker (Hourly)	7.50	6.00	6.00	3.50
Program Total	53.00	50.75	37.75	27.25
Department Total	154.75	145.25	86.75	63.75

*Authorized positions have been reduced to reflect the actual resources being utilized to support golf operations.

TUCSON CONVENTION CENTER	
OPERATING:	\$ 5,719,060
CAPITAL:	1,100,000
TOTAL:	<u>\$ 6,819,060</u>
POSITION TOTAL:	47.00

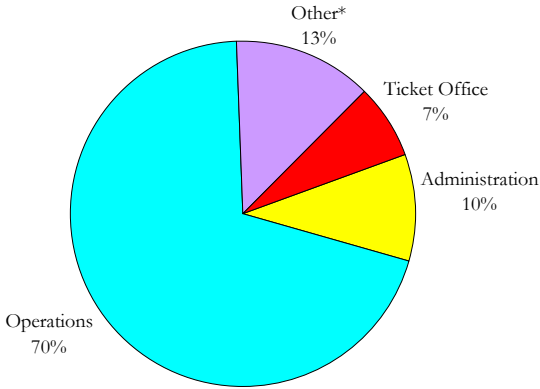


FINANCING PLAN



Civic Contributions (<1%)

PROGRAM ALLOCATION



*Other includes Stage Division (4%), Event Support (3%), Parking (3%), and Sales and Marketing (3%)

TUCSON CONVENTION CENTER

The Tucson Convention Center (TCC) attracts convention visitors and community members to the downtown area by providing quality event space and services for community organizations and a destination for entertainment, performing arts and exhibitions. It provides for quality management of the City of Tucson's public assembly facilities. The TCC organization includes seven units: Administration, Event Support, Operations, Parking, Sales and Marketing, Stage, and Ticket Office.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	7.00	7.00	7.00	6.00
Event Support	2.50	2.50	2.50	2.50
Operations	23.00	23.00	23.00	22.00
Parking	5.50	5.50	5.50	5.50
Sales and Marketing	1.00	1.00	1.00	1.00
Stage Division	3.50	3.50	3.50	2.50
Ticket Office	7.50	7.50	7.50	7.50
Department Total	50.00	50.00	50.00	47.00
TOTAL BUDGET				
Operating	\$ 5,378,892	\$ 5,999,310	\$ 5,470,150	\$ 5,719,060
Capital	-0-	-0-	-0-	1,100,000
Department Total	\$ 5,378,892	\$ 5,999,310	\$ 5,470,150	\$ 6,819,060
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 2,456,496	\$ 2,696,170	\$ 2,386,950	\$ 2,446,940
Services	2,815,315	3,066,680	2,947,960	3,095,620
Supplies	107,081	236,460	135,240	176,500
Operating Total	\$ 5,378,892	\$ 5,999,310	\$ 5,470,150	\$ 5,719,060
Capital Improvement Program	-0-	-0-	-0-	1,100,000
Department Total	\$ 5,378,892	\$ 5,999,310	\$ 5,470,150	\$ 6,819,060
FUNDING SOURCES				
General Fund Transfer	\$ 1,864,947	\$ 1,788,660	\$ 1,954,350	\$ 2,248,660
Tucson Convention Center Fund	3,480,751	4,210,650	3,493,440	3,455,000
Civic Contributions	33,194	-0-	22,360	15,400
Operating Total	\$ 5,378,892	\$ 5,999,310	\$ 5,470,150	\$ 5,719,060
Capital Improvement Program	-0-	-0-	-0-	1,100,000
Department Total	\$ 5,378,892	\$ 5,999,310	\$ 5,470,150	\$ 6,819,060

TUCSON CONVENTION CENTER

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$5,719,060 reflects a decrease of \$280,250 from the Fiscal Year 2011 Adopted Budget. Changes include:

Services and Supplies	\$ (31,020)
Personnel costs	(249,230)
Total	\$ (280,250)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provide quality space and event services for use of the arena, music hall, Leo Rich Theatre, exhibition, meeting and ballroom space.				
• Number of attendees at events	663,000	N/A	650,000	650,000
• Total days used in arena	240	N/A	230	230
◇ Concerts	11	N/A	10	10
◇ Family events	21	N/A	23	23
◇ Sporting events	128	N/A	122	122
◇ Other - graduations, trade shows, religious	80	N/A	75	75
• Total days used in music hall	234	N/A	221	221
◇ Concerts	17	N/A	15	15
◇ Graduations/meetings	25	N/A	25	25
◇ Performing arts	192	N/A	181	181
• Total days used in Leo Rich Theatre	105	N/A	91	91
◇ Concerts/theater	75	N/A	60	60
◇ Meetings	30	N/A	31	31
• Total days used in exhibition halls, meeting & ballroom space	340	N/A	355	355
◇ Convention/trade	155	N/A	153	153
◇ Sporting	36	N/A	56	56
◇ Meeting/ballroom/education	149	N/A	146	146
Create an economic catalyst for downtown Tucson through the attraction of convention visitors and local community members.				
• Amount of transient occupancy tax generated downtown	\$ 721,185	N/A	\$ 725,000	\$ 725,000
• Sales and rental tax collected from events as well as sales tax for food and beverage	\$ 656,681	N/A	\$ 622,000	\$ 622,000

OPERATING PROGRAMS

ADMINISTRATION: This program area plans, coordinates and provides analytical fiscal support; maintains accurate accounting systems; and administers event support services for the organization.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund Transfer	\$ 650,599	\$ 745,150	\$ 638,510	\$ 542,220
Outside Contracts	46,506	47,000	49,450	50,000
Program Total	\$ 697,105	\$ 792,150	\$ 687,960	\$ 592,220
Character of Expenditures				
Salaries and Benefits	\$ 609,912	\$ 634,930	\$ 576,070	\$ 457,220
Services	77,565	128,390	96,370	105,170
Supplies	9,628	28,830	15,520	29,830
Program Total	\$ 697,105	\$ 792,150	\$ 687,960	\$ 592,220

EVENT SUPPORT: This program area provides event management and coordinates all events to include service provider contracts and ensure a quality guest experience.

Projected Revenue Sources				
General Fund Transfer	\$ -0-	\$ -0-	\$ -0-	\$ 1,810
Catering and Concessions	-0-	125,330	-0-	131,090
Commission Revenue	105,355	400	40,250	-0-
Novelty Sales	43,069	25,990	25,000	30,000
Program Total	\$ 148,424	\$ 151,720	\$ 65,250	\$ 162,900
Character of Expenditures				
Salaries and Benefits	\$ 145,596	\$ 142,530	\$ 57,960	\$ 150,950
Services	2,810	8,830	7,290	11,590
Supplies	18	360	-0-	360
Program Total	\$ 148,424	\$ 151,720	\$ 65,250	\$ 162,900

OPERATIONS: This program area provides event set-up and maintenance for all events. Staff is responsible for ice set-ups and the building venues.

Projected Revenue Sources				
General Fund Transfer	\$ 1,093,395	\$ 871,320	\$ 1,191,550	\$ 1,545,320
Catering and Concessions	342,237	307,790	380,000	218,910
Commission Revenue	6,084	-0-	15,110	-0-
Facility Fees	374,636	604,910	366,900	318,460
Parking Fees	624,986	999,920	656,090	651,750
Room and Space Rental	1,251,682	1,264,510	1,220,520	1,250,000
Program Total	\$ 3,693,020	\$ 4,048,450	\$ 3,830,170	\$ 3,984,440

TUCSON CONVENTION CENTER

Operations (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Character of Expenditures				
Salaries and Benefits	\$ 965,763	\$ 1,088,850	\$ 981,060	\$ 1,022,850
Services	2,634,732	2,791,180	2,740,340	2,835,180
Supplies	92,525	168,420	108,770	126,410
Program Total	\$ 3,693,020	\$ 4,048,450	\$ 3,830,170	\$ 3,984,440

PARKING: This program area manages all parking functions for multiple events and venues. Staff is responsible for cash handling of all parking fee collections.

Projected Revenue Sources

General Fund Transfer	\$ -0-	\$ -0-	\$ -0-	\$ 1,070
Parking Fees	213,256	200,080	218,910	223,250
Program Total	\$ 213,256	\$ 200,080	\$ 218,910	\$ 224,320

Character of Expenditures

Salaries and Benefits	\$ 207,716	\$ 192,360	\$ 215,490	\$ 213,990
Services	3,080	4,160	3,420	5,920
Supplies	2,460	3,560	-0-	4,410
Program Total	\$ 213,256	\$ 200,080	\$ 218,910	\$ 224,320

SALES and MARKETING: This program area attracts a wide variety of local and national revenue-generating events. Staff conducts site visits, tours and works collaboratively with the Metropolitan Tucson Convention and Visitors Bureau.

Projected Revenue Sources

General Fund Transfer	\$ 120,953	\$ 172,190	\$ 124,290	\$ 154,720
Civic Contributions	33,194	-0-	22,360	15,400
Program Total	\$ 154,147	\$ 172,190	\$ 146,650	\$ 170,120

Character of Expenditures

Salaries and Benefits	\$ 97,160	\$ 98,800	\$ 99,350	\$ 104,090
Services	56,012	72,390	46,820	65,030
Supplies	975	1,000	480	1,000
Program Total	\$ 154,147	\$ 172,190	\$ 146,650	\$ 170,120

STAGE DIVISION: This program area supports events requiring staging and theatrical services. Staff oversees all arena and music hall rigging and concert set-ups as well as provides telephone and internet services to events.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund Transfer	\$ -0-	\$ -0-	\$ -0-	\$ 460
Commission Revenue	54,130	164,600	94,640	125,000
Facility Fees	-0-	-0-	-0-	44,360
Recovered Expenditure Revenue	87,597	72,310	60,000	40,000
Program Total	\$ 141,727	\$ 236,910	\$ 154,640	\$ 209,820
Character of Expenditures				
Salaries and Benefits	\$ 133,728	\$ 189,150	\$ 130,410	\$ 173,540
Services	6,569	20,160	14,230	23,260
Supplies	1,430	27,600	10,000	13,020
Program Total	\$ 141,727	\$ 236,910	\$ 154,640	\$ 209,820

TICKET OFFICE: This program area provides quality promoter and guest experiences by managing all ticketing functions. Staff is responsible for all ticketing fund handling.

Projected Revenue Sources				
General Fund Transfer	\$ -0-	\$ -0-	\$ -0-	\$ 3,060
Box Office Fees	162,410	177,290	140,000	140,000
Event Ticket Rebates	128,000	115,000	133,480	135,000
Facility Fees	40,803	105,520	93,090	97,180
Program Total	\$ 331,213	\$ 397,810	\$ 366,570	\$ 375,240
Character of Expenditures				
Salaries and Benefits	\$ 296,621	\$ 349,550	\$ 326,610	\$ 324,300
Services	34,547	41,570	39,490	49,470
Supplies	45	6,690	470	1,470
Program Total	\$ 331,213	\$ 397,810	\$ 366,570	\$ 375,240

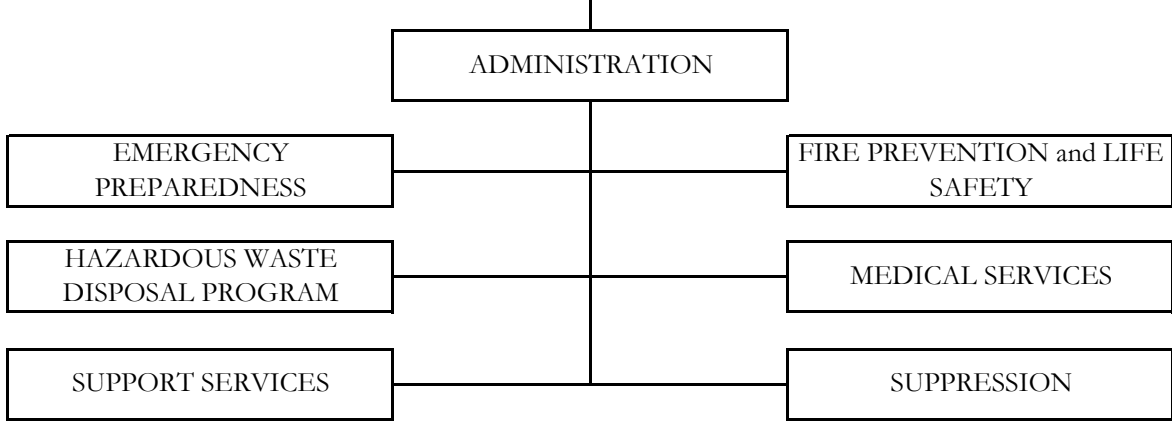
POSITION RESOURCES

Administration				
Director of Convention Center	1.00	1.00	1.00	-0-
Deputy Director of Convention Center	1.00	1.00	1.00	1.00
Convention Center Administrator	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	7.00	7.00	7.00	6.00

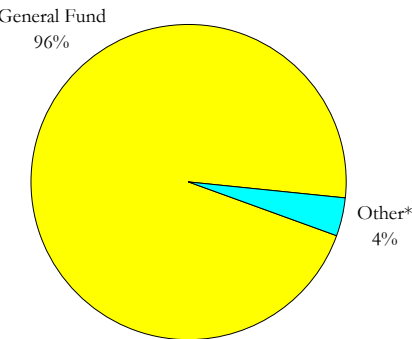
TUCSON CONVENTION CENTER

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Event Support				
Convention Center Event Services	1.00	1.00	1.00	1.00
Manager				
Convention Center Events Coordinator	1.00	1.00	1.00	1.00
Center Services Assistant	0.50	0.50	0.50	0.50
Program Total	2.50	2.50	2.50	2.50
Operations				
Convention Center Event Services	1.00	1.00	1.00	1.00
Manager				
Convention Center Operation Manager	1.00	1.00	1.00	1.00
Convention Center Worker Supervisor	1.00	1.00	1.00	-0-
Building Maintenance Worker	1.00	1.00	1.00	1.00
Lead Custodian	1.00	1.00	1.00	1.00
Convention Center Worker	18.00	18.00	18.00	18.00
Program Total	23.00	23.00	23.00	22.00
Parking				
Convention Center Parking Supervisor	1.00	1.00	1.00	1.00
Cashier	4.50	4.50	4.50	4.50
Program Total	5.50	5.50	5.50	5.50
Sales and Marketing				
Convention Center Event Services	1.00	1.00	1.00	1.00
Manager				
Program Total	1.00	1.00	1.00	1.00
Stage Division				
Convention Center Technical Manager	1.00	1.00	1.00	-0-
Convention Center Stagehand Supervisor	2.50	2.50	2.50	2.50
Program Total	3.50	3.50	3.50	2.50
Ticket Office				
Convention Center Box Office Supervisor	1.00	1.00	1.00	1.00
Convention Center Cashier	1.50	1.50	1.50	1.50
Senior Cashier	2.00	2.00	2.00	2.00
Cashier	3.00	3.00	3.00	3.00
Program Total	7.50	7.50	7.50	7.50
Department Total	50.00	50.00	50.00	47.00

TUCSON FIRE	
OPERATING:	\$ 75,545,650
CAPITAL:	<u>200,000</u>
TOTAL:	<u>\$ 75,745,650</u>
POSITION TOTAL:	671.00

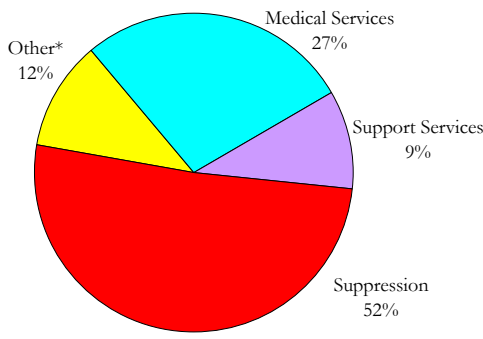


FINANCING PLAN



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

PROGRAM ALLOCATION



*Other includes Fire Prevention and Life Safety (5%), Emergency Preparedness (4%), Administration (2%), and Hazardous Waste Disposal Program (1%).

TUCSON FIRE

The Tucson Fire Department protects the lives and property of the citizens of Tucson from natural and man-made hazards and acute medical emergencies. This is accomplished through proactive prevention efforts and educational and code inspection programs coupled with timely responses to all emergencies by highly trained, professional fire fighters and paramedics.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	11.00	11.00	11.00	11.00
Emergency Preparedness	6.00	6.00	6.00	6.00
Fire Prevention and Life Safety	43.00	43.00	43.00	36.00
Hazardous Waste Disposal Program	2.00	2.00	2.00	2.00
Household Hazardous Waste Program	8.00	-0-	-0-	-0-
Medical Services	187.00	187.00	187.00	191.00
Support Services	30.50	30.50	30.50	30.00
Suppression	445.00	445.00	445.00	395.00
Department Total	732.50	724.50	724.50	671.00
 TOTAL BUDGET				
Operating	\$ 77,421,097	\$ 80,570,480	\$ 79,517,160	\$ 75,545,650
Capital	5,313,090	1,665,800	1,214,800	200,000
Department Total	\$ 82,734,187	\$ 82,236,280	\$ 80,731,960	\$ 75,745,650
 CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 66,516,509	\$ 67,010,770	\$ 66,296,080	\$ 64,902,190
Services	4,089,757	4,611,840	4,962,750	4,584,060
Supplies	3,957,616	4,377,940	5,008,680	4,044,070
Equipment	2,771,341	4,569,930	3,249,650	2,015,330
Other	85,874	-0-	-0-	-0-
Operating Total	\$ 77,421,097	\$ 80,570,480	\$ 79,517,160	\$ 75,545,650
Capital Improvement Program	5,313,090	1,665,800	1,214,800	200,000
Department Total	\$ 82,734,187	\$ 82,236,280	\$ 80,731,960	\$ 75,745,650
 FUNDING SOURCES				
General Fund	\$ 73,495,045	\$ 75,295,990	\$ 74,114,080	\$ 72,193,670
Miscellaneous Federal Grants	1,533,893	1,575,940	1,864,520	1,800,940
Miscellaneous Non-Federal Grants	51,106	1,200,000	1,040,010	1,050,000
Capital Improvement Fund	2,327,208	2,000,000	2,000,000	-0-
Civic Contributions Fund	13,845	50,000	50,000	50,000
Internal Service Fund: Self Insurance	-0-	448,550	448,550	451,040
Operating Total	\$ 77,421,097	\$ 80,570,480	\$ 79,517,160	\$ 75,545,650
Capital Improvement Program	5,313,090	1,665,800	1,214,800	200,000
Department Total	\$ 82,734,187	\$ 82,236,280	\$ 80,731,960	\$ 75,745,650

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$75,545,650 reflects a decrease of \$5,024,830 from the Fiscal Year 2011 Adopted Budget. Changes include:

Reduction in insurance costs	\$ (50,770)
Personnel costs	(2,108,580)
Elimination of fire apparatus replacement program	(2,865,480)
Total	\$ (5,024,830)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Recover costs for advanced life support/ambulance service from either the patients' insurance carriers or the patients themselves.				
• Number of billed advanced life support ambulance transports	18,979	N/A	19,200	19,390
• Net collection rate	80%	N/A	80%	80%
• Cost recovery	56%	N/A	63%	63%
Respond to fire and medical emergency calls.				
• Number of emergency calls	77,814	N/A	78,600	79,400
• Number of unit responses to structure fires (house, apartment, building)	166	N/A	170	170
• Number of requests for paramedic services	20,500	N/A	20,750	21,000
• Number of calls concerning people experiencing cardiac arrests	482	N/A	490	500
Respond to emergency calls by arriving at scene within five minutes of dispatch.				
• Percent of timely response	77%	N/A	78%	76%
Arrive at scene within nine minutes of dispatch for advanced life support response.				
• Percent of timely response	95%	N/A	95%	95%
Conduct fire code inspections.				
• Number of commercial buildings inspected	5,385	N/A	5,377	4,840
• Number of schools inspected	35	N/A	35	35
• Number of specialty inspections	1,624	N/A	1,454	1,300

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Investigate fires to determine cause and origin.				
• Number of fires investigated	354	N/A	400	400
Promote public safety through public education.				
• Number of community contacts through educational programs	21,575	N/A	25,000	25,000
• Number of Juvenile Fire Stopper (JFS) classes conducted	10	N/A	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. In addition, this program provides accurate and timely information to the news media and the community on events and services provided.

Projected Revenue Sources

General Fund	\$ 1,060,682	\$ 1,101,710	\$ 1,084,180	\$ 1,188,440
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Character of Expenditures

Salaries and Benefits	\$ 919,793	\$ 938,300	\$ 934,690	\$ 998,900
Services	119,128	137,960	124,040	164,090
Supplies	21,761	25,450	25,450	25,450
Program Total	\$ 1,060,682	\$ 1,101,710	\$ 1,084,180	\$ 1,188,440

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

Projected Revenue Sources

General Fund	\$ 518,228	\$ 417,110	\$ 407,010	\$ 418,940
Miscellaneous Federal Grants	1,533,893	1,575,940	1,864,520	1,725,940
Miscellaneous Non-Federal Grants	-0-	1,200,000	1,032,940	1,050,000
Program Total	\$ 2,052,121	\$ 3,193,050	\$ 3,304,470	\$ 3,194,880

Character of Expenditures

Salaries and Benefits	\$ 620,323	\$ 496,400	\$ 961,700	\$ 716,040
Services	377,029	10,170	740,170	327,570
Supplies	849,318	279,670	576,070	299,060
Equipment	205,451	2,406,810	1,026,530	1,852,210
Program Total	\$ 2,052,121	\$ 3,193,050	\$ 3,304,470	\$ 3,194,880

TUCSON FIRE

FIRE PREVENTION and LIFE SAFETY: This program area promotes public safety by administering fire codes and standards, conducting regular building inspections, and enforcing compliance of code violations. The Fire Prevention Section conducts inspections of facilities such as commercial buildings, schools, vacant and neglected structures, group homes, and landfills. 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. Finally, 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.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 3,913,289	\$ 3,711,130	\$ 3,804,010	\$ 3,593,890
Miscellaneous Non-Federal Grants	51,106	-0-	7,070	-0-
Civic Contribution Fund	7,229	25,000	25,000	25,000
Program Total	\$ 3,971,624	\$ 3,736,130	\$ 3,836,080	\$ 3,618,890
Character of Expenditures				
Salaries and Benefits	\$ 3,744,774	\$ 3,477,850	\$ 3,597,740	\$ 3,377,940
Services	96,942	134,740	107,730	117,410
Supplies	129,908	123,540	130,610	123,540
Program Total	\$ 3,971,624	\$ 3,736,130	\$ 3,836,080	\$ 3,618,890

HAZARDOUS WASTE DISPOSAL PROGRAM: The Hazardous Waste Disposal Program ensures that city generated hazardous waste is properly collected, packaged and disposed of per local, state and federal laws. This program is funded by the city's Self-Insurance Internal Service Fund.

Projected Revenue Sources				
Internal Service Fund: Self Insurance Fund	\$ -0-	\$ 448,550	\$ 448,550	\$ 451,040
Character of Expenditures				
Salaries and Benefits	-0-	\$ 199,720	\$ 199,720	\$ 211,090
Services	-0-	188,420	188,420	179,540
Supplies	-0-	60,410	60,410	60,410
Program Total	\$ -0-	\$ 448,550	\$ 448,550	\$ 451,040

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

Projected Revenue Sources				
General Fund	\$ 8,481,697	\$ 4,339,470	\$ 7,667,620	\$ 8,469,380
ALS Cost Recovery Fees	10,921,905	15,530,540	12,041,350	12,041,350
Program Total	\$ 19,403,602	\$ 19,870,010	\$ 19,708,970	\$ 20,510,730

Medical Services (Continued)

Character of Expenditures	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Salaries and Benefits	\$ 17,440,554	\$ 17,923,280	\$ 18,092,400	\$ 18,592,770
Services	735,097	811,660	622,500	782,890
Supplies	1,142,077	1,135,070	994,070	1,135,070
Other	85,874	-0-	-0-	-0-
Program Total	\$ 19,403,602	\$ 19,870,010	\$ 19,708,970	\$ 20,510,730

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

Projected Revenue Sources

General Fund	\$ 7,250,160	\$ 7,669,220	\$ 8,166,360	\$ 6,871,500
General Fund: Restricted Revenues	9,474	144,000	140,800	144,000
Regional Training Fees	-0-	90,000	-0-	-0-
Program Total	\$ 7,259,634	\$ 7,903,220	\$ 8,307,160	\$ 7,015,500

Character of Expenditures

Salaries and Benefits	\$ 3,355,571	\$ 3,054,490	\$ 2,879,160	\$ 2,593,180
Services	2,244,065	2,526,390	2,357,390	2,403,240
Supplies	1,421,316	2,159,220	2,847,490	1,855,960
Equipment	238,682	163,120	223,120	163,120
Program Total	\$ 7,259,634	\$ 7,903,220	\$ 8,307,160	\$ 7,015,500

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

Projected Revenue Sources

General Fund	\$ 41,339,610	\$ 42,292,810	\$ 40,802,750	\$ 39,466,170
Civic Contribution Fund	6,616	25,000	25,000	25,000
Capital Improvement Fund	2,327,208	2,000,000	2,000,000	-0-
Miscellaneous Federal Grants	-0-	-0-	-0-	75,000
Program Total	\$ 43,673,434	\$ 44,317,810	\$ 42,827,750	\$ 39,566,170

Character of Expenditures

Salaries and Benefits	\$ 40,435,494	\$ 40,920,730	\$ 39,630,670	\$ 38,412,270
Services	517,496	802,500	822,500	609,320
Supplies	393,236	594,580	374,580	544,580
Equipment	2,327,208	2,000,000	2,000,000	-0-
Program Total	\$ 43,673,434	\$ 44,317,810	\$ 42,827,750	\$ 39,566,170

POSITION RESOURCES

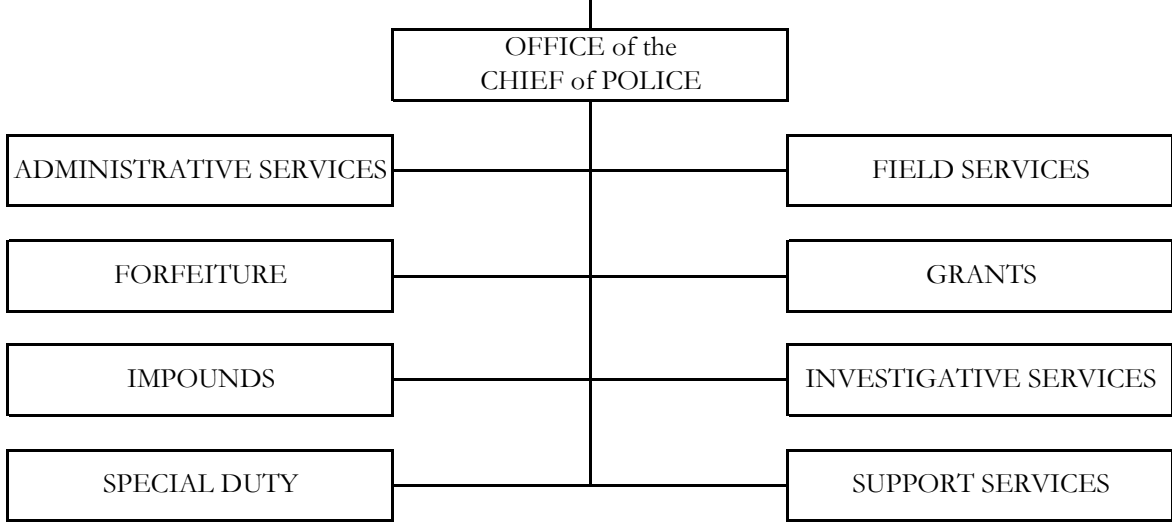
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Administration				
Fire Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Senior Accountant/Auditor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Program Total	11.00	11.00	11.00	11.00
Emergency Preparedness				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Captain	1.00	1.00	1.00	1.00
Risk Management Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	6.00	6.00	6.00	6.00
Fire Prevention and Life Safety				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	2.00	1.00
Fire Captain: Eight Hour	3.00	3.00	3.00	3.00
Fire Prevention Inspector	28.00	28.00	28.00	22.00
Fire Code Administrator	1.00	1.00	1.00	1.00
Fire Protection Plans Examiner	1.00	1.00	1.00	1.00
Public Safety Education Specialist	4.00	4.00	4.00	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	43.00	43.00	43.00	36.00
Hazardous Waste Disposal Program				
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Prevention Inspector: Hazmat	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Household Hazardous Waste (HHW)				
Program				
Environmental Services Superintendent	1.00	-0-	-0-	-0-
Environmental Services Supervisor	1.00	-0-	-0-	-0-
Equipment Operation Specialist	1.00	-0-	-0-	-0-
Environmental Services Equipment Operator	1.00	-0-	-0-	-0-
Senior Environmental Services Worker	2.00	-0-	-0-	-0-
Environmental Services Worker	2.00	-0-	-0-	-0-
Program Total	8.00	-0-	-0-	-0-
Medical Services				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Fire Captain	11.00	11.00	11.00	11.00
Paramedic: HazMat/Technical Rescue Team	30.00	30.00	30.00	30.00
Paramedic	134.00	134.00	134.00	138.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00	1.00
Cost Recovery Clerk	6.00	6.00	6.00	6.00
Program Total	187.00	187.00	187.00	191.00
Support Services				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	2.00	2.00
Fire Captain Assignment: Training Officer	5.00	5.00	5.00	4.00
Equipment Maintenance Superintendent	1.00	1.00	1.00	1.00
Certified Emergency Vehicle Technician Supervisor	2.00	2.00	2.00	2.00
Fire Training Coordinator	1.00	1.00	1.00	1.00
Certified Emergency Vehicle Technician	8.00	8.00	8.00	8.00
Certified Auto Parts Specialist	2.00	2.00	2.00	2.00
Certified Fire Equipment Specialist	2.00	2.00	2.00	2.00
Lead Housing Technician	0.50	0.50	0.50	1.00
Certified Senior Fleet Service Technician	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Secretary	1.00	1.00	1.00	1.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Program Total	30.50	30.50	30.50	30.00

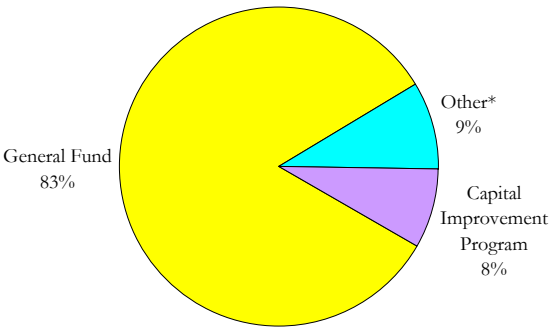
TUCSON FIRE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Suppression				
Fire Battalion Chief: Assistant Fire Chief	1.00	1.00	1.00	-0-
Fire Battalion Chief Assignment: Deputy Chief	2.00	2.00	2.00	2.00
Fire Battalion Chief	12.00	12.00	12.00	12.00
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Captain: HazMat/Technical Rescue Team	27.00	27.00	27.00	26.00
Fire Captain	79.00	79.00	79.00	81.00
Fire Engineer: HazMat/Technical Rescue Team	30.00	30.00	30.00	30.00
Fire Engineer	81.00	81.00	81.00	82.00
Fire Fighter: HazMat/Technical Rescue Team	54.00	54.00	54.00	53.00
Fire Fighter	158.00	158.00	158.00	108.00
Program Total	445.00	445.00	445.00	395.00
Department Total	732.50	724.50	724.50	671.00

TUCSON POLICE	
OPERATING:	\$ 150,038,490
CAPITAL:	13,288,000
TOTAL:	<u>\$ 163,326,490</u>
POSITION TOTAL:	1,290.00

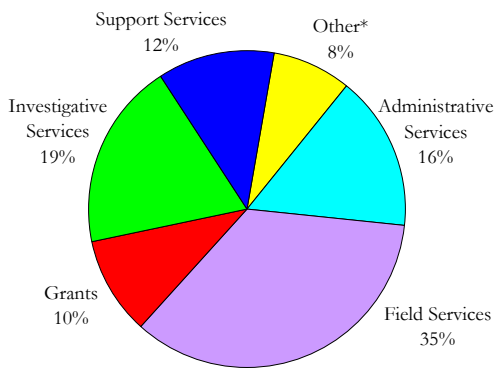


FINANCING PLAN



*Other includes Federal Grants Fund (8%) and Non-Federal Grants Fund (1%).

PROGRAM ALLOCATION



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

TUCSON POLICE

The Tucson Police Department serves the public in partnership with our community, to protect life and property, prevent crime, and resolve problems. The department is categorized into nine programs, including the Chief's Office.

	Actual FY 2010 ¹	Adopted FY 2011 ²	Estimated FY 2011	Adopted FY 2012 ³
POSITION RESOURCES				
Office of the Chief of Police	40.00	39.00	35.00	35.00
Administrative Services	208.00	208.00	123.50	123.50
Field Services	674.00	699.00	567.00	567.00
Forfeiture	4.00	4.00	4.00	4.00
Grants	18.00	19.00	24.00	78.00
Impounds	9.00	9.00	7.00	7.00
Investigative Services	292.50	287.50	287.50	287.50
Special Duty	4.00	4.00	4.00	4.00
Support Services	222.00	201.00	184.00	184.00
Department Total	1,471.50	1,470.50	1,236.00	1,290.00
TOTAL BUDGET				
Operating	\$ 148,468,367	\$ 162,442,770	\$ 154,268,080	\$ 150,038,490
Capital	4,917,611	36,301,530	21,041,600	13,288,000
Department Total	\$ 153,385,978	\$ 198,744,300	\$ 175,309,680	\$ 163,326,490
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 125,245,372	\$ 132,824,890	\$ 122,160,200	\$ 122,884,190
Services	16,476,424	20,105,280	19,905,280	19,511,390
Supplies	5,374,293	7,216,900	7,216,900	6,058,590
Equipment	1,372,278	2,295,700	4,985,700	1,584,320
Operating Total	\$ 148,468,367	\$ 162,442,770	\$ 154,268,080	\$ 150,038,490
Capital Improvement Program	4,917,611	36,301,530	21,041,600	13,288,000
Department Total	\$ 153,385,978	\$ 198,744,300	\$ 175,309,680	\$ 163,326,490
FUNDING SOURCES				
General Fund	\$ 140,333,210	\$ 142,843,080	\$ 140,068,390	\$ 135,105,880
Civic Contribution Fund	67,730	-	-	-
Miscellaneous Federal Grants	6,989,894	17,916,610	12,516,610	13,340,490
Miscellaneous Non-Federal Grants	1,077,533	1,683,080	1,683,080	1,592,120
Operating Total	\$ 148,468,367	\$ 162,442,770	\$ 154,268,080	\$ 150,038,490
Capital Improvement Program	4,917,611	36,301,530	21,041,600	13,288,000
Department Total	\$ 153,385,978	\$ 198,744,300	\$ 175,309,680	\$ 163,326,490

¹FY 2010 total reflects budgeted authorized positions rather than actual staffing.

²FY 2011 total includes 72 commissioned and 10 civilian vacant positions that were not funded.

³FY 2012 total includes 917 commissioned that were previously funded; 50 newly authorized commissioned funded by the Community Oriented Policing Services (COPS) Grant; new funding for 4 full-time equivalent positions awarded by the Governor's Office Public Safety Sustainability Program and 2 new sworn positions funded by the COPS Office Child Sexual Predator Program. It also includes 317 civilians.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$150,038,490 reflects a decrease of \$12,404,280 from the Fiscal Year 2011 Adopted Budget. Changes include:

Decreases in grant related contract services and photo enforcement expenses	\$ (593,890)
Capacity for equipment was adjusted based on expected expenditures	(711,380)
Capacity for supplies was adjusted based on expected expenditures	(1,158,310)
Personnel costs	<u>(9,940,700)</u>
Total	\$ (12,404,280)

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Respond to calls for service.				
• Number of emergency responses	1,163	N/A	1,150	1,090
• Number of critical responses	46,611	N/A	47,190	46,880
• Number of urgent responses	68,651	N/A	68,690	69,530
• Number of general responses	71,363	N/A	71,390	70,120
Respond to emergency response calls.				
• Percent within five minutes	84%	N/A	84%	83%
Respond to critical response calls.				
• Percent within ten minutes	71%	N/A	71%	70%
Respond to urgent response calls.				
• Percent within 30 minutes	85%	N/A	85%	84%
Respond to general response calls.				
• Percent within 60 minutes	63%	N/A	62%	61%
Answer emergency 9-1-1 calls routed to the Tucson Police Department.				
• Inbound service calls	561,216	N/A	533,880	533,880
• Outbound service calls	321,498	N/A	297,855	297,855
Requests received for evidence comparison and analysis sent to the crime laboratory.	3,674	N/A	3,700	3,700
Requests completed/closed for evidence comparison and analysis sent to the crime laboratory.	3,837	N/A	3,850	3,850

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Process incoming items of evidence and property.	79,961	N/A	81,000	82,000
Process outgoing items of evidence and property.	65,460	N/A	72,000	73,000
Yearly percentage of property turnover (number of items disposed/returned vs. number of items seized).	82%	N/A	88%	89%
Optimize clearance rates (for assigned cases).				
• Homicide	66%	N/A	66%	66%
• Sexual Assault	32%	N/A	32%	32%
• Robbery	48%	N/A	48%	48%
• Aggravated Assault	73%	N/A	73%	73%
• Burglary	43%	N/A	43%	43%
• Larceny	72%	N/A	72%	72%
• Auto Theft	53%	N/A	53%	53%

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.

Projected Revenue Sources

General Fund	\$ 4,922,404	\$ 4,697,680	\$ 4,879,130	\$ 5,031,970
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Character of Expenditures

Salaries and Benefits	\$ 4,775,000	\$ 4,473,190	\$ 4,654,640	\$ 4,829,060
Services	129,982	151,930	151,930	138,630
Supplies	17,422	72,560	72,560	64,280
Program Total	\$ 4,922,404	\$ 4,697,680	\$ 4,879,130	\$ 5,031,970

TUCSON POLICE

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 23,444,818	\$ 22,979,870	\$ 25,469,640	\$ 22,904,550
General Fund: Restricted	77,572	805,710	805,710	730,000
Miscellaneous Federal Grants	-0-	5,400,000	-0-	58,610
Program Total	\$ 23,522,390	\$ 29,185,580	\$ 26,275,350	\$ 23,693,160
Character of Expenditures				
Salaries and Benefits	\$ 12,139,412	\$ 15,674,600	\$ 9,974,370	\$ 9,951,610
Services	8,556,548	9,228,740	9,328,740	9,384,370
Supplies	2,808,331	3,869,860	3,869,860	3,962,180
Equipment	18,099	412,380	3,102,380	395,000
Program Total	\$ 23,522,390	\$ 29,185,580	\$ 26,275,350	\$ 23,693,160

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

Projected Revenue Sources				
General Fund	\$ 57,456,050	\$ 60,279,050	\$ 55,945,520	\$ 52,428,270
General Fund: Restricted	45,149	40,010	40,010	-0-
Program Total	\$ 57,501,199	\$ 60,319,060	\$ 55,985,530	\$ 52,428,270
Character of Expenditures				
Salaries and Benefits	\$ 55,950,065	\$ 58,582,170	\$ 54,248,640	\$ 51,212,990
Services	1,543,700	1,621,590	1,621,590	1,200,870
Supplies	7,434	115,300	115,300	14,410
Program Total	\$ 57,501,199	\$ 60,319,060	\$ 55,985,530	\$ 52,428,270

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				
Forfeitures	\$ 1,293,503	\$ 1,701,310	\$ 1,701,310	\$ 1,701,310
General Fund	(5,672)	342,460	8,940	358,540
General Fund: Restricted	120,185	289,380	289,380	275,000
Miscellaneous Federal Grants	50,491	600,000	600,000	200,000
Program Total	\$ 1,458,507	\$ 2,933,150	\$ 2,599,630	\$ 2,534,850

Forfeiture (Continued)

Character of Expenditures	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Salaries and Benefits	\$ 881,703	\$ 333,670	\$ 150	\$ 350,270
Services	388,490	1,913,570	1,913,570	1,502,290
Supplies	145,654	224,240	224,240	226,860
Equipment	42,660	461,670	461,670	455,430
Program Total	\$ 1,458,507	\$ 2,933,150	\$ 2,599,630	\$ 2,534,850

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. The department was awarded a federal grant from the Office of Community Oriented Policing Services (COPS) under the American Recovery and Reinvestment Act which will be used to fund police officers for three years starting in Fiscal Year 2012. Grant capacity of approximately \$3.5 million is included for this funding.

Projected Revenue Sources

Forfeitures	\$ -0-	\$ -0-	\$ -0-	\$ 75,110
General Fund	171,685	620,850	676,190	1,194,040
Civic Contribution Fund	67,730	-0-	-0-	-0-
Miscellaneous Federal Grants	6,939,403	11,862,900	11,849,550	12,956,620
Miscellaneous Non-Federal Grants	1,077,533	1,683,080	1,683,080	1,592,120
Program Total	\$ 8,256,351	\$ 14,166,830	\$ 14,208,820	\$ 15,817,890

Character of Expenditures

Salaries and Benefits	\$ 3,099,591	\$ 7,659,570	\$ 7,701,560	\$ 10,645,960
Services	2,538,915	3,513,760	3,513,760	3,928,980
Supplies	1,306,326	1,673,860	1,673,860	609,210
Equipment	1,311,519	1,319,640	1,319,640	633,740
Program Total	\$ 8,256,351	\$ 14,166,830	\$ 14,208,820	\$ 15,817,890

IMPOUNDS: Established based on enforcement of Arizona Statute 28-3511, for the removal and immobilization or impoundment of vehicles. This program area provides tracking of operational requirements and funding based partially on associated restricted revenues generated from impound fee receipts.

Projected Revenue Sources

General Fund	\$ -0-	\$ 521,420	\$ 521,420	\$ -0-
Vehicle Impoundment	1,170,400	436,020	436,020	877,080
Program Total	\$ 1,170,400	\$ 957,440	\$ 957,440	\$ 877,080

Character of Expenditures

Salaries and Benefits	\$ 733,216	\$ 576,510	\$ 576,510	\$ 459,160
Services	366,085	276,040	276,040	313,030
Supplies	71,099	14,740	14,740	14,740
Equipment	-0-	90,150	90,150	90,150
Program Total	\$ 1,170,400	\$ 957,440	\$ 957,440	\$ 877,080

TUCSON POLICE

INVESTIGATIVE SERVICES: This program area conducts professional, exemplary criminal investigations, with an awareness of the impact upon the quality of life in the community while striving to set the highest standard in investigative, forensic, and evidentiary procedures.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 28,433,920	\$ 28,087,750	\$ 28,152,880	\$ 28,516,990
Miscellaneous Federal Grants	-0-	-0-	52,940	74,260
Program Total	\$ 28,433,920	\$ 28,087,750	\$ 28,205,820	\$ 28,591,250
Character of Expenditures				
Salaries and Benefits	\$ 27,241,802	\$ 26,408,990	\$ 26,527,060	\$ 26,962,950
Services	826,245	1,275,460	1,275,460	1,191,770
Supplies	365,873	403,300	403,300	436,530
Program Total	\$ 28,433,920	\$ 28,087,750	\$ 28,205,820	\$ 28,591,250

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

Projected Revenue Sources				
General Fund	\$ -0-	\$ 421,970	\$ 410,440	\$ 291,810
Special Duty	3,383,459	3,040,120	3,040,120	3,040,120
Program Total	\$ 3,383,459	\$ 3,462,090	\$ 3,450,560	\$ 3,331,930
Character of Expenditures				
Salaries and Benefits	\$ 3,266,470	\$ 3,411,770	\$ 3,400,240	\$ 3,285,050
Services	116,989	50,210	50,210	46,770
Supplies	-0-	110	110	110
Program Total	\$ 3,383,459	\$ 3,462,090	\$ 3,450,560	\$ 3,331,930

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	\$ 19,819,737	\$ 18,579,480	\$ 17,691,680	\$ 17,681,090
Miscellaneous Federal Funds	-0-	53,710	14,120	51,000
Program Total	\$ 19,819,737	\$ 18,633,190	\$ 17,705,800	\$ 17,732,090
Character of Expenditures				
Salaries and Benefits	\$ 17,158,113	\$ 15,704,420	\$ 15,077,030	\$ 15,187,140
Services	2,009,470	2,073,980	1,773,980	1,804,680
Supplies	652,154	842,930	842,930	730,270
Equipment	-0-	11,860	11,860	10,000
Program Total	\$ 19,819,737	\$ 18,633,190	\$ 17,705,800	\$ 17,732,090

POSITION RESOURCES

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Office of the Chief of Police				
Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Deputy Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Assistant Police Chief	4.00	4.00	4.00	4.00
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	5.00	4.00	4.00	4.00
Police Sergeant: Assignments	4.00	4.00	5.00	5.00
Police Sergeant	-0-	-0-	5.00	5.00
Detective: Assignments	4.00	4.00	-0-	-0-
Lead Management Analyst	2.00	2.00	2.00	2.00
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Staff Assistant	2.00	2.00	1.00	1.00
Detective	3.00	3.00	1.00	1.00
Police Officer: Assignments	4.00	4.00	2.00	2.00
Police Officer	2.00	2.00	1.00	1.00
Community and Neighborhood Services Project Supervisor	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Program Total	40.00	39.00	35.00	35.00
Administrative Services				
Police Lieutenant: Police Captain	5.00	5.00	3.00	3.00
Police Lieutenant	6.00	5.00	4.00	4.00
Police Sergeant: Assignments	9.00	9.00	9.00	9.00
Police Sergeant	1.00	1.00	2.00	2.00
Management Coordinator	1.00	1.00	1.00	1.00
Police Psychologist	1.00	1.00	1.00	1.00
Crime Laboratory Coordinator	1.00	1.00	-0-	-0-
Police Records Superintendent	1.00	1.00	1.00	1.00
Police Hazardous Device Technician	1.00	1.00	-0-	-0-
Lead Management Analyst	-0-	-0-	1.00	1.00
Management Assistant	1.00	1.00	-0-	-0-
Staff Assistant	10.00	10.00	6.00	6.00
Detective	3.00	2.00	-0-	-0-
Police Officer: Assignments	67.00	68.00	17.50	17.50
Police Officer	25.00	25.00	14.50	14.50
Public Safety Communication Supervisor	1.00	1.00	-0-	-0-
Management Analyst	-0-	-0-	1.00	1.00
Police Crime Analyst	1.00	1.00	-0-	-0-
Police Evidence Technician	1.00	1.00	-0-	-0-
Lead Housing Technician	0.50	0.50	-0-	-0-
Community Service Officer	1.00	1.00	-0-	-0-
Automated Fingerprint Identification System Technician	1.00	1.00	-0-	-0-
Police Records Supervisor	8.00	8.00	8.00	8.00
Administrative Assistant	3.00	3.00	2.00	2.00

TUCSON POLICE

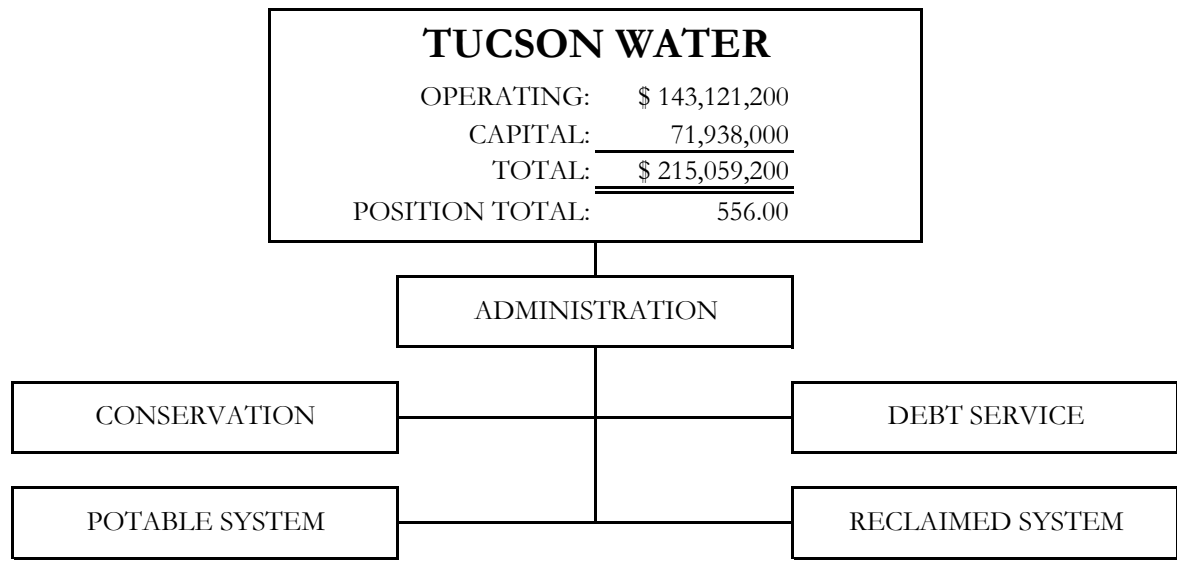
Administrative Services (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Police Records Specialist	40.00	40.00	35.00	35.00
Secretary	4.00	5.00	3.00	3.00
Senior Account Clerk	5.00	5.00	5.00	5.00
Senior Fleet Services Technician	5.00	5.00	5.00	5.00
Senior Storekeeper	2.00	2.00	2.00	2.00
Data Control Clerk	1.00	1.00	1.00	1.00
Office Assistant	2.50	2.50	1.50	1.50
Program Total	208.00	208.00	123.50	123.50
Field Services				
Police Lieutenant: Police Captain	5.00	6.00	5.00	5.00
Police Lieutenant	12.00	12.00	12.00	12.00
Police Sergeant: Assignments	10.00	10.00	10.00	10.00
Police Sergeant	70.00	69.00	61.00	61.00
Detective	17.00	18.00	17.00	17.00
Police Officer: Assignments	100.00	124.00	91.00	91.00
Police Officer	425.00	425.00	342.00	342.00
Marshall	1.00	1.00	1.00	1.00
Community Service Officer	28.00	28.00	23.00	23.00
Secretary	5.00	5.00	5.00	5.00
Clerk Transcriptionist	1.00	1.00	-0-	-0-
Program Total	674.00	699.00	567.00	567.00
Forfeiture				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Financial Specialist	1.00	1.00	1.00	1.00
Police Crime Analyst	1.00	1.00	1.00	1.00
Senior Fleet Services Technician	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Grants - Federal Grants				
Police Sergeant: Assignments	1.00	2.00	3.00	3.00
Detective	-0-	-0-	3.00	3.00
Finance Analyst	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Police Officer: Assignments	3.00	3.00	2.00	2.50
Police Officer	-0-	-0-	-0-	53.50
Criminalist	1.00	1.00	1.00	1.00
Electronics Technician	1.00	1.00	1.00	1.00
Financial Investigator	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Crime Scene Specialist	-0-	-0-	1.00	1.00
Police Crime Analyst	2.00	2.00	2.00	2.00
Regional Emergency Response Planner	-0-	-0-	1.00	1.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	13.00	14.00	19.00	73.00

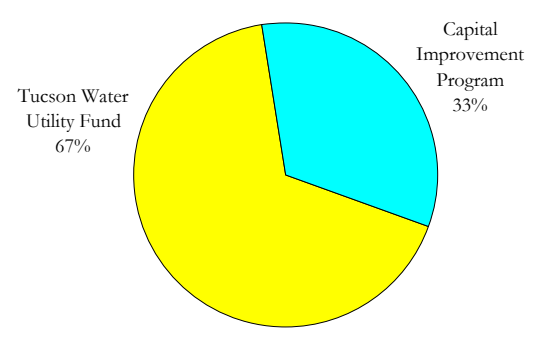
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Grants - Non-Federal Grants				
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Senior Criminalist	1.00	1.00	1.00	1.00
Police Officer: Assignments	2.00	2.00	2.00	2.00
Criminalist	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	5.00	5.00
Impounds				
Police Sergeant: Assignments	1.00	1.00	-0-	-0-
Police Sergeant	1.00	1.00	1.00	1.00
Police Records Specialist	7.00	7.00	2.00	2.00
Customer Service Representative	-0-	-0-	4.00	4.00
Program Total	9.00	9.00	7.00	7.00
Investigative Services				
Police Lieutenant: Police Captain	3.00	3.00	3.00	3.00
Police Lieutenant	5.00	6.00	6.00	6.00
Forensics Administrator	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	22.00	22.00	21.00	21.00
Police Sergeant	2.00	2.00	4.00	4.00
Crime Laboratory Superintendent	1.00	1.00	1.00	1.00
Police Identification Superintendent	1.00	1.00	1.00	1.00
Crime Laboratory Coordinator	4.50	4.50	4.50	4.50
DNA Technical Leader	1.00	1.00	1.00	1.00
Police Evidence Superintendent	1.00	1.00	1.00	1.00
Senior Criminalist	15.00	15.00	15.00	15.00
Staff Assistant	1.00	1.00	1.00	1.00
Detective: Assignments	-0-	-0-	4.00	4.00
Detective	118.00	118.00	121.00	121.00
Police Officer: Assignments	35.00	33.00	29.00	29.00
Police Officer	9.00	9.00	11.00	11.00
Criminalist	2.00	2.00	2.00	2.00
Crime Scene Specialist Supervisor	4.00	4.00	4.00	4.00
Police Evidence Supervisor	2.00	2.00	2.00	2.00
Crime Scene Specialist	20.00	20.00	18.00	18.00
Automated Fingerprint Identification System Supervisor	1.00	1.00	-0-	-0-
Police Crime Analyst	8.00	8.00	8.00	8.00
Police Evidence Technician	16.00	15.00	12.00	12.00
Automated Fingerprint Identification System Technician	7.00	6.00	7.00	7.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	5.00	4.00	3.00	3.00
Clerk Transcriptionist	5.00	5.00	4.00	4.00
Office Assistant	2.00	1.00	2.00	2.00
Program Total	292.50	287.50	287.50	287.50

TUCSON POLICE

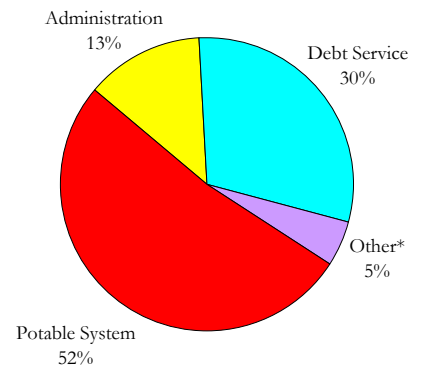
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Special Duty				
Police Sergeant: Assignments	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	4.00	4.00	4.00	4.00
Support Services				
Police Lieutenant: Police Captain	2.00	1.00	2.00	2.00
Police Lieutenant	6.00	7.00	6.00	6.00
Police Sergeant: Assignments	14.00	14.00	13.00	13.00
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	5.00	5.00	5.00
Police Officer: Assignments	91.00	68.00	61.00	61.00
Police Officer	2.00	2.00	3.00	3.00
Aircraft Mechanic	2.00	2.00	2.00	2.00
Public Safety Communications Supervisor	10.00	10.00	10.00	10.00
Regional Emergency Response Planner	-0-	1.00	-0-	-0-
Regional Intelligence Analyst	-0-	1.00	1.00	1.00
Public Safety Dispatcher	35.00	35.00	33.00	33.00
Administrative Assistant	1.00	1.00	-0-	-0-
Police Service Operator	46.00	46.00	41.00	41.00
Secretary	2.00	2.00	1.00	1.00
Clerk Transcriptionist	1.00	1.00	1.00	1.00
Program Total	222.00	201.00	184.00	184.00
Department Total	1,471.50	1,470.50	1,236.00	1,290.00



FINANCING PLAN



PROGRAM ALLOCATION



*Other includes Reclaimed System (3%) and Conservation (2%).

TUCSON WATER

Tucson Water, an enterprise fund of the City of Tucson, is operated and maintained as a self-supporting, municipally-owned utility of the City. The department is committed to ensuring that customers receive high quality water and excellent service in a cost efficient and environmentally responsible manner. The department includes five divisions: Director's Office, Business Services, Customer Services, Maintenance, and Water Quality and Operations.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	155.50	149.50	155.50	155.50
Conservation	4.00	4.00	5.00	5.00
Potable System	394.00	385.00	378.00	378.00
Reclaimed System	17.50	17.50	17.50	17.50
Department Total	571.00	556.00	556.00	556.00
TOTAL BUDGET				
Operating	\$ 117,850,128	\$ 138,821,310	\$ 136,119,690	\$ 143,121,200
Capital	40,396,350	70,604,000	57,390,000	71,938,000
Department Total	\$ 158,246,478	\$ 209,425,310	\$ 193,509,690	\$ 215,059,200
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 25,165,384	\$ 27,124,520	\$ 27,124,520	\$ 26,055,670
Services	48,229,817	58,950,320	58,843,390	63,308,840
Supplies	6,135,495	10,069,690	8,370,000	9,840,470
Equipment	577,229	1,073,180	1,073,180	1,109,660
Debt Service	37,732,998	40,708,600	40,708,600	41,881,130
Grant Capacity	9,205	895,000	-	925,430
Operating Total	\$ 117,850,128	\$ 138,821,310	\$ 136,119,690	\$ 143,121,200
Capital Improvement Program	40,396,350	70,604,000	57,390,000	71,938,000
Department Total	\$ 158,246,478	\$ 209,425,310	\$ 193,509,690	\$ 215,059,200
FUNDING SOURCES				
Tucson Water Utility Fund	\$ 117,850,128	\$ 138,821,310	\$ 136,119,690	\$ 143,121,200
Operating Total	\$ 117,850,128	\$ 138,821,310	\$ 136,119,690	\$ 143,121,200
Capital Improvement Program	40,396,350	70,604,000	57,390,000	71,938,000
Department Total	\$ 158,246,478	\$ 209,425,310	\$ 193,509,690	\$ 215,059,200

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$143,121,200 reflects an increase of \$4,299,890 from the Fiscal Year 2011 Adopted Budget. Changes include:

Increases in capital and commodity costs for Central Arizona Project (CAP) water	\$ 2,100,000
Increase in debt service in accordance with existing payment schedules and planned debt issuance for June 2011	1,172,530
Increase in miscellaneous professional services including increased groundwater withdrawal fees, Southern Arizona Water Rights Settlement Act sinkhole payment, and payment to Arizona Department of Water Resources	741,520
Increase in power costs	514,000
Increase in grant capacity for conservation programs	480,430
Increases in direct charges from City departments for computer maintenance, building maintenance, motor pool charges, and radio charges	228,000
Increase in cost of water quality reporting	200,000
Increase in maintenance outsourcing contracts	125,000
Savings on repair parts for maintenance of the water system based on City contract pricing	(192,740)
Personnel costs reduction due to increase in capitalized expense, additional chargeouts to the capital program, vacancy savings, and a reduction in funds required for industrial insurance	(1,068,850)
Total	\$ 4,299,890

DEPARTMENT MEASURES of PERFORMANCE

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provide timely responses to customer telephone calls regarding utility accounts.				
• Number of incoming calls	240,252	N/A	247,000	350,000
• Average number of minutes customers wait to speak to a service representative	11.2	N/A	10.8	5.8
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.				
• Number of errors per 10,000 reads	2.4	N/A	4	4
Read water meters for billing purposes.				
• Number of water meters read annually (000s)	2,824	N/A	2,825	2,825

Department Measures of Performance (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Provide water customers with reliable, high quality water.				
• Number of operational wells	214	N/A	214	216
• Number of new meter and full-service requests completed annually	1,060	N/A	780	800
• Number of emergency water outages repaired	2,254	N/A	2,457	2,500
• Percent of emergency water outages restored within four to eight hours	93%	N/A	94%	95%
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	20	N/A	24	26
• Number of requests for new water services (meters, hydrants, etc.) processed	1,164	N/A	950	1,000
Ensure system modification projects submitted for review are processed within established timelines.				
• Number of system modification plans reviewed	124	N/A	90	110
• Percentage of system modification plans reviewed within 15 working days	75%	N/A	90%	100%
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	625	N/A	550	600
• Number of samples analyzed in-house	8,995	N/A	8,450	8,000
• Number of compliance samples collected	3,662	N/A	3,150	3,500
• Number of discretionary samples collected	5,333	N/A	5,300	4,500
• Percent of water samples collected which meet regulatory requirements	100%	N/A	100%	100%

OPERATING PROGRAMS

ADMINISTRATION: This program area provides general oversight for the department by ensuring compliance with Mayor and Council water policies, developing and managing the department's operating and capital budgets, and ensuring that customers are provided excellent services. Administrative functions include the Director's Office, Financial Services, Customer Services, Public Information Office, and Employee Services.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Miscellaneous Non-Federal Grants	\$ 9,205	\$ 895,000	\$ -0-	\$ 925,430
Tucson Water Utility Fund	14,828,202	16,798,320	17,462,370	17,547,850
Program Total	\$ 14,837,407	\$ 17,693,320	\$ 17,462,370	\$ 18,473,280
Character of Expenditures				
Salaries and Benefits	\$ 4,710,922	\$ 4,929,220	\$ 5,069,680	\$ 4,866,600
Services	8,982,869	10,132,030	10,836,670	10,847,010
Supplies	1,134,411	1,737,070	1,556,020	1,834,240
Grant Capacity	9,205	895,000	-0-	925,430
Program Total	\$ 14,837,407	\$ 17,693,320	\$ 17,462,370	\$ 18,473,280

CONSERVATION: The Mayor and Council established the Conservation Fund as a separate fund in August 2008. The Conservation Program includes Tucson Water's base conservation programming, which includes Beat the Peak, as well as the programs recommended by the Community Conservation Task Force (CCTF). The CCTF program focuses on rebates for replacement of high water use fixtures in older housing and irrigation system upgrades. The program is designed to affect the water use of residential and multi-family customers of the utility and is expected to reduce water usage of those customer groups by around 4,000 acre-feet by Fiscal Year 2015. The Conservation Program is administered by the Public Information Office.

Projected Revenue Sources				
Tucson Water Conservation Fund	\$ 1,448,286	\$ 2,430,690	\$ 2,430,690	\$ 2,902,630
Character of Expenditures				
Salaries and Benefits	\$ 371,058	\$ 442,000	\$ 442,000	\$ 442,000
Services	912,319	1,808,270	1,808,270	2,274,060
Supplies	164,909	180,420	180,420	186,570
Program Total	\$ 1,448,286	\$ 2,430,690	\$ 2,430,690	\$ 2,902,630

DEBT SERVICE: This program area includes the principal, interest, and fiscal agent fees on the utility's debt.

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 37,732,998	\$ 40,708,600	\$ 40,708,600	\$ 41,881,130
Character of Expenditures				
Debt Service	\$ 37,732,998	\$ 40,708,600	\$ 40,708,600	\$ 41,881,130

POTABLE SYSTEM: Tucson Water obtains municipal potable water (water meeting or exceeding all federal, state, and local drinking standards) from groundwater well fields and facilities where Central Arizona Project (CAP) water is recharged and recovered. The Planning and Engineering Division plans, designs, and constructs the water production and distribution systems; the Maintenance Division maintains all of the water facilities; and the Water Quality and Operations Division provides water sampling, analyses, and treatment to provide the highest quality water to customers and ensures a continuous supply of water to our customers.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
Tucson Water Utility Fund	\$ 59,926,856	\$ 73,258,250	\$ 70,922,670	\$ 75,002,770
Character of Expenditures				
Salaries and Benefits	\$ 18,843,688	\$ 20,381,830	\$ 20,278,710	\$ 19,466,390
Services	35,968,294	44,108,160	43,346,700	47,089,760
Supplies	4,537,645	7,695,080	6,224,080	7,336,960
Equipment	577,229	1,073,180	1,073,180	1,109,660
Program Total	\$ 59,926,856	\$ 73,258,250	\$ 70,922,670	\$ 75,002,770

RECLAIMED SYSTEM: This program area provides for an important component of Tucson’s water supply, in that reclaimed water usage for turf irrigation reduces total demand for potable water. The program includes operation and maintenance of the department’s Roger Road Reclaimed Water Plant and Sweetwater Wetlands, as well as separate reclaimed water infrastructure. This system is overseen by the Water Quality and Operations Division, which ensures regulatory compliance with all federal, state, and local agencies.

Projected Revenue Sources				
Tucson Water Utility Fund	\$ 3,904,581	\$ 4,730,450	\$ 4,595,360	\$ 4,861,390
Character of Expenditures				
Salaries and Benefits	\$ 1,239,716	\$ 1,371,470	\$ 1,334,130	\$ 1,280,680
Services	2,366,335	2,901,860	2,851,750	3,098,010
Supplies	298,530	457,120	409,480	482,700
Program Total	\$ 3,904,581	\$ 4,730,450	\$ 4,595,360	\$ 4,861,390

POSITION RESOURCES

Administration

Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Water Administrator	4.00	3.00	2.00	2.00
Department Human Resources Manager	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Management Coordinator	6.00	6.00	6.00	6.00
Water Operations Superintendent	2.00	2.00	2.00	2.00
Water Program Supervisor	0.50	0.50	0.50	0.50

TUCSON WATER

Administration (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Data Base Administrator	2.00	-0-	-0-	-0-
Lead Management Analyst	3.00	3.00	3.00	3.00
Principal Planner	1.00	1.00	1.00	1.00
Lead Planner	1.00	1.00	1.00	1.00
Risk Management Specialist	2.00	2.00	2.00	2.00
Staff Assistant	8.00	8.00	8.00	8.00
Systems Analyst	1.00	1.00	-0-	-0-
Information Technology Specialist	1.00	-0-	-0-	-0-
Engineering Associate	1.00	1.00	1.00	1.00
Public Information Specialist	2.00	2.00	2.00	2.00
Water Services Supervisor	8.00	8.00	9.00	9.00
Management Analyst	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Lead Utility Service Worker	4.00	4.00	4.00	4.00
Lead Water Meter Repairer	-0-	-0-	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
Meter Service Representative	12.00	12.00	11.00	11.00
Utility Service Representative	8.00	8.00	8.00	8.00
Water Meter Repairer	-0-	-0-	2.00	2.00
Administrative Assistant	2.00	2.00	3.00	3.00
Utility Service Worker	36.00	36.00	37.00	37.00
Customer Service Representative	30.00	30.00	34.00	34.00
Secretary	5.00	3.00	2.00	2.00
Senior Account Clerk	6.00	6.00	6.00	6.00
Program Total	155.50	149.50	155.50	155.50
Conservation				
Water Program Supervisor	0.50	0.50	0.50	0.50
Water Conservation/Information Supervisor	1.00	1.00	1.00	1.00
Public Information Specialist	1.00	1.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Secretary	0.50	0.50	0.50	0.50
Program Total	4.00	4.00	5.00	5.00
Potable System				
Water Administrator	5.00	5.00	5.00	5.00
Engineering Manager	7.50	7.50	7.50	7.50
Water Control Systems Manager	1.00	1.00	1.00	1.00
Water Program Supervisor	2.00	1.00	1.00	1.00
Water Operations Superintendent	8.00	8.00	8.00	8.00
Water Quality Laboratory Supervisor	1.00	1.00	1.00	1.00
GIS Supervisor	1.00	1.00	1.00	1.00
Civil Engineer	12.00	12.00	12.00	12.00

Potable System (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Electrical Engineer	2.00	2.00	2.00	2.00
Engineering Support Section Supervisor	1.00	1.00	1.00	1.00
Inspection Supervisor	2.00	2.00	2.00	2.00
Lead Hydrologist	3.00	3.00	3.00	3.00
Project Manager	1.00	1.00	1.00	1.00
Water Control Systems Engineer	3.50	2.50	2.50	2.50
Chemist Supervisor	5.00	5.00	5.00	5.00
Environmental Scientist	4.00	4.00	4.00	4.00
Hydrologist	10.00	10.00	10.00	10.00
Management Assistant	4.00	4.00	4.00	4.00
Senior Engineering Associate	14.00	13.00	13.00	13.00
GIS Data Analyst	2.00	2.00	2.00	2.00
Systems Analyst	1.00	1.00	1.00	1.00
Facility and Equipment Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Chemist	7.00	7.00	7.00	7.00
Utility Technician	61.50	62.50	60.50	60.50
Planner Scheduler	4.00	4.00	4.00	4.00
Electronics Technician Supervisor	2.00	2.00	1.00	1.00
Information Technology Specialist	2.00	2.00	2.00	2.00
Water Plant Supervisor	2.00	2.00	2.00	2.00
Electrician	5.50	5.50	5.50	5.50
Electronics Technician	3.50	3.50	3.50	3.50
Engineering Associate	8.00	8.00	8.00	8.00
Lead Construction Inspector	3.00	3.00	3.00	3.00
Senior Heavy Equipment Mechanic	9.00	9.00	9.00	9.00
Water Operations Supervisor	12.00	12.00	12.00	12.00
Water Services Supervisor	1.00	1.00	-0-	-0-
Management Analyst	-0-	-0-	1.00	1.00
Cable Tool Driller	2.00	2.00	2.00	2.00
Construction Inspector	17.00	16.00	16.00	16.00
Corrosion Control Technician	2.00	2.00	2.00	2.00
Disinfection Technician	-0-	-0-	4.50	4.50
Environmental Inspector	2.00	2.00	2.00	2.00
Equipment Operation Specialist	17.00	17.00	17.00	17.00
GIS Technician	4.00	4.00	4.00	4.00
Lead Maintenance Mechanic	5.50	5.50	1.00	1.00
Lead Water Meter Repairer	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 Engineering Technician	14.00	14.00	14.00	14.00
Stores Supervisor	-0-	-0-	1.00	1.00
Survey Crew Chief	4.00	4.00	4.00	4.00

TUCSON WATER

Potable System (Continued)

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Water Quality Analyst	8.00	6.00	6.00	6.00
Water System Operator	12.00	12.00	12.00	12.00
Welder	2.00	2.00	2.00	2.00
Engineering Technician	6.00	5.00	5.00	5.00
Lead Well Maintenance Mechanic	5.00	5.00	5.00	5.00
Maintenance Mechanic	2.00	2.00	2.00	2.00
Senior Utility Service Worker	6.00	6.00	5.00	5.00
Survey Instrument Technician	4.00	4.00	4.00	4.00
Water Meter Repairer	2.00	2.00	-0-	-0-
Water Service Locator	11.00	11.00	11.00	11.00
Water Treatment Plant Operator	4.00	4.00	4.00	4.00
Well Maintenance Mechanic	4.00	4.00	4.00	4.00
Account Clerk Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant	8.00	7.00	7.00	7.00
Senior Reprographics Technician	1.00	1.00	1.00	1.00
Utility Service Worker	3.00	3.00	3.00	3.00
Customer Service Clerk	1.00	1.00	-0-	-0-
Customer Service Representative	7.00	7.00	7.00	7.00
Secretary	7.00	5.00	5.00	5.00
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Storekeeper	4.00	4.00	4.00	4.00
Water Communications Operator	4.00	4.00	4.00	4.00
Survey Technician	2.00	2.00	2.00	2.00
Technological Intern	2.00	2.00	2.00	2.00
Program Total	394.00	385.00	378.00	378.00
Reclaimed System				
Engineering Manager	0.50	0.50	0.50	0.50
Water Program Supervisor	1.00	1.00	1.00	1.00
Inspection Supervisor	1.00	1.00	1.00	1.00
Electronics Technician	0.50	0.50	0.50	0.50
Water Plant Supervisor	1.00	1.00	1.00	1.00
Electrician	0.50	0.50	0.50	0.50
Cross Connection Control Specialist	5.00	5.00	5.00	5.00
Disinfection Technician	-0-	-0-	0.50	0.50
Lead Maintenance Mechanic	0.50	0.50	-0-	-0-
Water System Operator	5.00	5.00	5.00	5.00
Administrative Assistant	2.00	2.00	2.00	2.00
Utility Technician	0.50	0.50	0.50	0.50
Program Total	17.50	17.50	17.50	17.50
	571.00	556.00	556.00	556.00

NON-DEPARTMENTAL

The Non-Departmental category contains program budgets that are not associated with any specific department. Its programs are General Expense, Debt Repayments, Debt Refinancing, and Outside Agencies.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
TOTAL BUDGET				
Operating	\$ 112,530,155	\$ 100,374,990	\$ 95,399,420	\$ 97,487,250
Capital	-0-	1,750,000	750,000	2,500,000
Department Total	\$ 112,530,155	\$ 102,124,990	\$ 96,149,420	\$ 99,987,250
CHARACTER OF EXPENDITURES				
Retiree Benefits	\$ 6,664,804	\$ 6,456,790	\$ 5,976,550	\$ 7,199,490
Salary and Benefits	23,880	-0-	-0-	-0-
Services	23,712,155	20,526,010	16,030,680	21,029,740
Supplies	8,420	11,650	11,650	11,650
Equipment	2,428,669	-0-	-0-	-0-
Debt Service	54,727,850	62,170,540	50,425,540	59,784,370
Refunding	24,964,377	11,210,000	22,955,000	9,462,000
Operating Total	\$ 112,530,155	\$ 100,374,990	\$ 95,399,420	\$ 97,487,250
Capital Improvement Program	-0-	1,750,000	750,000	2,500,000
Department Total	\$ 112,530,155	\$ 102,124,990	\$ 96,149,420	\$ 99,987,250
FUNDING SOURCES				
General Fund	\$ 52,284,483	\$ 48,072,680	\$ 43,097,110	\$ 43,711,810
Capital Improvement Fund	131,356	332,000	332,000	-0-
Certificates of Participation	2,250,000	-0-	-0-	-0-
Convention Center Fund	3,778,335	3,778,340	3,778,340	3,793,780
Federal Highway Administration Grant	5,673,472	-0-	-0-	-0-
Fleet Services Internal Service Fund	7,713	5,140	5,140	5,140
General Obligation Bond Debt Service Fund	27,904,739	27,403,580	27,403,580	27,021,550
Highway User Revenue Fund	1,812,067	1,040,590	1,040,590	428,300
Miscellaneous Federal Grants	64,228	83,390	83,390	83,390
ParkWise: Fees and Charges	3,176	1,370,800	1,370,800	1,379,550
Risk Management Internal Service Fund	-0-	-0-	-0-	2,460,630
Special Assessments Fund	772,049	744,370	744,370	725,020
Street and Highway Bond Debt Service Fund	17,848,537	17,544,100	17,544,100	17,878,080
Department Total	\$ 112,530,155	\$ 100,374,990	\$ 95,399,420	\$ 97,487,250
Capital Improvement Program	-0-	1,750,000	750,000	2,500,000
Department Total	\$ 112,530,155	\$ 102,124,990	\$ 96,149,420	\$ 99,987,250

NON-DEPARTMENTAL

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$97,487,250 reflects a decrease of \$2,887,740 from the Fiscal Year 2011 Adopted Budget. Changes include:

Increase in capacity for Pima Animal Care Center expenses offset by collected revenues	\$ 1,000,000
Increase in capacity to cover medical insurance costs of retirees	742,700
Transfer of building maintenance and utility costs for the Tucson Children's Museum and Temple of Music and Art from General Services	151,270
Reduction in arts agency funding	(40,690)
Termination of 52 West Congress lease agreement	(188,500)
Elimination of one-time expenses	(208,350)
Reduction in capacity for jail board charges	(210,000)
Decrease in debt obligations due to payoff of lease purchase agreements and lower interest payments and issuance costs for certificates of participation	(4,134,170)
Total	\$ (2,887,740)

OPERATING PROGRAMS

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

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 16,856,377	\$ 17,611,590	\$ 15,214,860	\$ 17,984,790
General Fund: Restricted	-	2,460,630	-	-
Certificates of Participation	2,250,000	-	-	-
Convention Center Fund	3,778,335	3,778,340	3,778,340	3,793,780
Risk Management Internal Service Fund	-	-	-	2,460,630
Program Total	\$ 22,884,712	\$ 23,850,560	\$ 18,993,200	\$ 24,239,200
Character of Expenditures				
Retiree Benefits	\$ 6,664,804	\$ 6,456,790	\$ 5,976,550	\$ 7,199,490
Salaries and Benefits	23,880	-	-	-
Services	13,758,939	17,382,120	13,005,000	17,028,060
Supplies	8,420	11,650	11,650	11,650
Equipment	2,428,669	-	-	-
Program Total	\$ 22,884,712	\$ 23,850,560	\$ 18,993,200	\$ 24,239,200

DEBT REPAYMENTS: This program area (also referred to as Debt Service) contains debt issuance and repayment expenditures for equipment, vehicle, and facility financing needs of general government city departments. The Enterprise Fund departments (Environmental Services, Tucson City Golf, and Tucson Water) budget for their own debt service needs. The financing methods used are general obligation bonds, state's Highway Expansion Loan Program (H.E.L.P.), lease/purchases, and certificates of participation.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund	\$ 11,885,984	\$ 13,890,720	\$ 13,890,720	\$ 11,801,170
General Fund: Restricted	190,397	453,430	453,430	562,750
Capital Improvement Fund	131,356	332,000	332,000	-0-
Federal Highway Administration Grants	5,673,472	-0-	-0-	-0-
Fleet Services Internal Service Fund	7,713	5,140	5,140	5,140
General Obligation Bond Debt Service Fund	27,904,739	27,403,580	27,403,580	27,021,550
Highway User Revenue Fund	1,711,487	940,010	940,010	327,720
Miscellaneous Federal Grants	64,228	83,390	83,390	83,390
Parkwise Fund	3,176	773,800	773,800	1,379,550
Special Assessments Fund	772,049	744,370	744,370	725,020
Street and Highway Bond Debt Service Fund	6,383,249	17,544,100	5,799,100	17,878,080
Program Total	\$ 54,727,850	\$ 62,170,540	\$ 50,425,540	\$ 59,784,370
Character of Expenditures				
Debt Service	\$ 54,727,850	\$ 62,170,540	\$ 50,425,540	\$ 59,784,370

DEBT REFINANCING: This program area carries the capacity for the potential refinancing (refunding) of existing debt to lower interest payments and extend the repayment period. Accounting principles and state budget law require that the city record the principal amount of the refinancing as an expenditure. For Fiscal Year 2012, the city anticipates refinancing certificates of participation.

Projected Revenue Sources				
General Fund: Restricted	\$ 13,499,089	\$ 10,613,000	\$ 10,613,000	\$ 9,462,000
ParkWise Fund	-0-	597,000	597,000	-0-
Street and Highway Bond Debt Service Fund	11,465,288	-0-	11,745,000	-0-
Program Total	\$ 24,964,377	\$ 11,210,000	\$ 22,955,000	\$ 9,462,000
Character of Expenditures				
Refunding	\$ 24,964,377	\$ 11,210,000	\$ 22,955,000	\$ 9,462,000

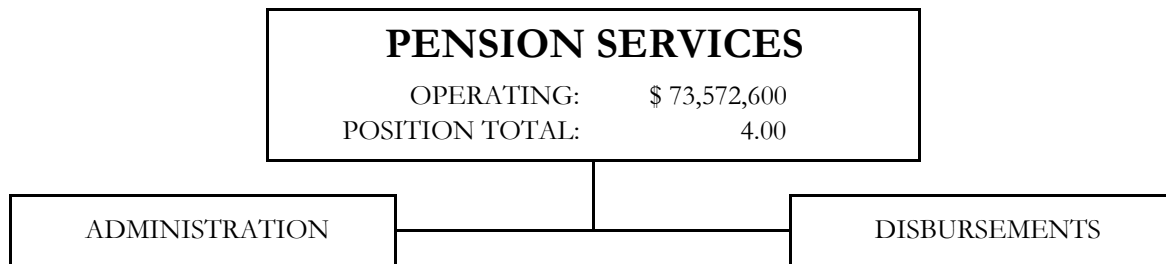
NON-DEPARTMENTAL

OUTSIDE AGENCIES¹: This program area provides funding for arts, community events, and other organizations that support the Mayor and Council's priorities, as well as payments to other governments for specific services (e.g. Pima Animal Care Center).

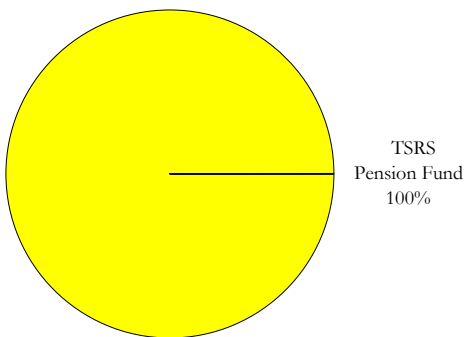
	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
General Fund ²	\$ 9,852,636	\$ 3,043,310	\$ 2,925,100	\$ 3,901,100
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Program Total	\$ 9,953,216	\$ 3,143,890	\$ 3,025,680	\$ 4,001,680
Character of Expenditures				
Services	\$ 9,953,216	\$ 3,143,890	\$ 3,025,680	\$ 4,001,680

¹Funding in the amount of \$3.7 million allocated for economic and workforce development and tourism agencies is included in the City Manager's Office budget; human services agencies funding totaling approximately \$1.5 million is included in the Housing and Community Development Department.

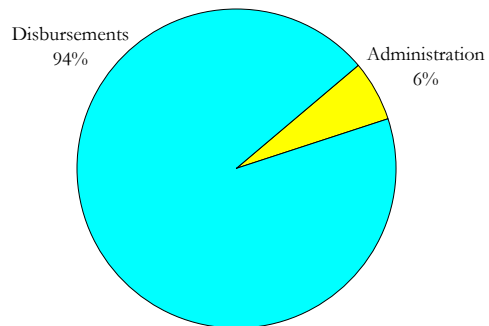
²Capacity for Pima Animal Care Center expenses has been increased by \$1 million over Fiscal Year 2011 Adopted. In Fiscal Year 2012, all animal services fee revenue that is collected by Pima County on behalf of the City will be remitted to the City. In past years, these revenues were retained by the County and subsequently used to offset the amount of payments made by the City for services rendered.



FINANCING PLAN



PROGRAM ALLOCATION



PENSION SERVICES

Pension Services maintains accurate and complete records pertaining to the accrual and payment of retirement benefits. It oversees the Tucson Supplemental Retirement System (TSRS) pension fund, which is provided for non-public safety city employees, retirees, and their beneficiaries. Management oversight of Pension Services personnel is provided by Human Resources Department administration.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
POSITION RESOURCES				
Administration	4.00	4.00	4.00	4.00
TOTAL BUDGET				
Operating	\$ 59,476,466	\$ 66,584,120	\$ 66,584,120	\$ 73,572,600
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 466,994	\$ 496,420	\$ 496,420	\$ 501,700
Retiree and Beneficiary Payments	54,708,986	62,050,000	62,050,000	68,900,000
Services	4,270,335	4,009,450	4,009,450	4,142,650
Supplies	30,151	28,250	28,250	28,250
Department Total	\$ 59,476,466	\$ 66,584,120	\$ 66,584,120	\$ 73,572,600
FUNDING SOURCES				
TSRS Pension Fund	\$ 59,476,466	\$ 66,584,120	\$ 66,584,120	\$ 73,572,600

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2012 of \$73,572,600 reflects an increase of \$6,988,480 from the Fiscal Year 2011 Adopted Budget. Changes include:

Retiree and beneficiary payments for 349 new retirees in Fiscal Year 2012	\$ 6,850,000
Budget capacity for potential increases in actuarial services	133,200
Personnel costs	5,280
Total	\$ 6,988,480

PENSION SERVICES

OPERATING PROGRAMS

ADMINISTRATION: This program area administers the Tucson Supplemental Retirement System for non-public safety city employees and retirees.

	Actual FY 2010	Adopted FY 2011	Estimated FY 2011	Adopted FY 2012
Projected Revenue Sources				
TSRS Pension Fund	\$ 4,767,480	\$ 4,534,120	\$ 4,534,120	\$ 4,672,600
Character of Expenditures				
Salaries and Benefits	\$ 466,994	\$ 496,420	\$ 496,420	\$ 501,700
Services	4,270,335	4,009,450	4,009,450	4,142,650
Supplies	30,151	28,250	28,250	28,250
Program Total	\$ 4,767,480	\$ 4,534,120	\$ 4,534,120	\$ 4,672,600

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

Projected Revenue Sources				
TSRS Pension Fund	\$ 54,708,986	\$ 62,050,000	\$ 62,050,000	\$ 68,900,000
Character of Expenditures				
Retiree and Beneficiary Payments	\$ 54,708,986	\$ 62,050,000	\$ 62,050,000	\$ 68,900,000

POSITION RESOURCES

Administration				
Benefits and Pension Administrator	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Finance Analyst	1.00	-0-	-0-	-0-
Management Analyst	-0-	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 C
Capital Improvement Program
Fiscal Years 2012-2016



OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

It is the practice of the City of Tucson to develop, maintain, and revise when necessary a continuing Capital Improvement Program (CIP). The CIP covers a five-year planning horizon (Fiscal Years 2012-2016) and identifies infrastructure and facility projects that the city will undertake during this timeframe as well as the funding sources available for projected expenditures.

The objective of this overview is to give the reader a brief look into the CIP and contains the following financial and narrative information:

- Budget Highlights
- Capital Improvement Program Process
- Summary of Expenditures and Funding
- Department Programs
- Impact on the Operating Budget
- Capital Unmet Needs

BUDGET HIGHLIGHTS

This approved CIP totals \$1.03 billion; \$352.9 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2012 Adopted Budget. Notable projects include: the Modern Streetcar, Reid Park Zoo Africa Expansion, Crime Lab, Solar Panel Installation, and the Plaza Centro Parking Garage.

Modern Streetcar. The Modern Streetcar is a 3.9-mile fixed rail transit system that will connect the University of Arizona Campus and the downtown redevelopment area on the west side of Interstate 10. Total project costs are estimated to be \$145.9 million with \$57.3 million budgeted in Fiscal Year 2012. The project includes \$63 million in Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Funding administered by the U.S. Department of Transportation. The project also includes \$75 million in Regional Transportation Authority (RTA) funding.

Reid Park Zoo Africa Expansion. The Africa Expansion-Elephant Exhibit will be completed in Fiscal Year 2012. This 7-acre expansion includes connecting pathways from the current zoo footprint and a 3-acre elephant exhibit and holding facility. Total project costs are estimated to be \$9.6 million with \$6.4 million budgeted in Fiscal Year 2012. The project is funded by Capital Improvement Funds (certificates of participation), City of Tucson 2000 General Obligation Bond funds, and civic contributions.

Crime Lab. The design and construction of a new crime lab adjacent to the Westside Service Center is expected to be completed in Fiscal Year 2012. The crime lab will enhance the Tucson Police Department's commitment in providing the community with quality forensic science and excellent service and will provide much needed space as called for by national standards. Total project costs are estimated to be \$39.8 million with \$13.3 million budgeted in Fiscal Year 2012. The project is funded by Capital Improvement Funds (certificates of participation).

Solar Panel Installation. The installation of solar panels on six city-owned facilities will be completed in Fiscal Year 2012. This solar project will further reduce the City's carbon footprint and continue Tucson's role as a recognized Solar America City. Total project costs are estimated to be \$12.0 million with \$10.6 million budgeted in Fiscal Year 2012. This work is funded by Clean Renewable Energy Bonds (CREBS).

Plaza Centro Parking Garage. The design and construction of a City-owned, ParkWise-operated, 371 space public parking garage is expected to be completed in Fiscal Year 2012. The facility will support mixed uses on-site including residential, retail, and office space. Total project costs are estimated to be \$6.9 million with \$0.9 million budgeted in Fiscal Year 2012. The project is funded by Capital Improvement Funds (certificates of participation).

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM PROCESS

Defining a Capital Improvement

To be included in the CIP, projects need to meet one of the following criteria:

- Construction of a new city asset or expansion of an existing city-owned facility, including preliminary planning and surveys, cost of land, staff and contractual services for design and construction, and related furnishings and equipment.
- Initial acquisition of a major equipment system, which will become a city asset at a cost of \$100,000 or more and a useful life of at least six years.
- Major renovation or rehabilitation of an existing city-owned facility that requires an expenditure of \$100,000 or more and will extend the life of the original city asset.

Exceptions have been made for inclusion of a few projects that do not meet the above criteria (Sun Tran buses and Sun Van paratransit vans) to make them more visible to the public and the governing body.

Steps from Submittal to Approval

In January 2011, the CIP process began with the Office of Budget and Internal Audit providing direction and guidelines to CIP department liaisons for the upcoming CIP. Departments were given approximately six weeks to develop their CIP requests based on their assessment of needs, citizen committee input, and existing bond authorizations and grant awards. Departments were directed to include only projects with secured funding. Exceptions were made for annual federal grant appropriations from the Federal Transit Administration, other pending awards that would require budget capacity be available (e.g., any non-federal grant or contribution), and future enterprise revenues bonds. Department requests were reviewed by the Office of Budget and Internal Audit.

The proposed CIP was presented to the Mayor and Council on April 26, 2011 along with the Recommended Fiscal Year 2012 budget. The first year of the CIP was included as part of the city's recommended budget which was reviewed and discussed by the Council at study session meetings in May. Two public hearings were held prior to the adoption of the Fiscal Year 2012 budget on May 24.

SUMMARY of EXPENDITURES and FUNDING SOURCES

Only funded projects, except as noted earlier, are presented in this five-year CIP. The objective is to clarify for the community what the city can do to meet its needs with the limited funds available.

Expenditures

The Approved Five-Year CIP for Fiscal Years 2012 through 2016 totals \$1.03 billion. The majority of the projects are in the Neighborhood Services category, which includes City Court, Environmental Services, Transportation, Tucson Fire, Tucson Police, and Tucson Water.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

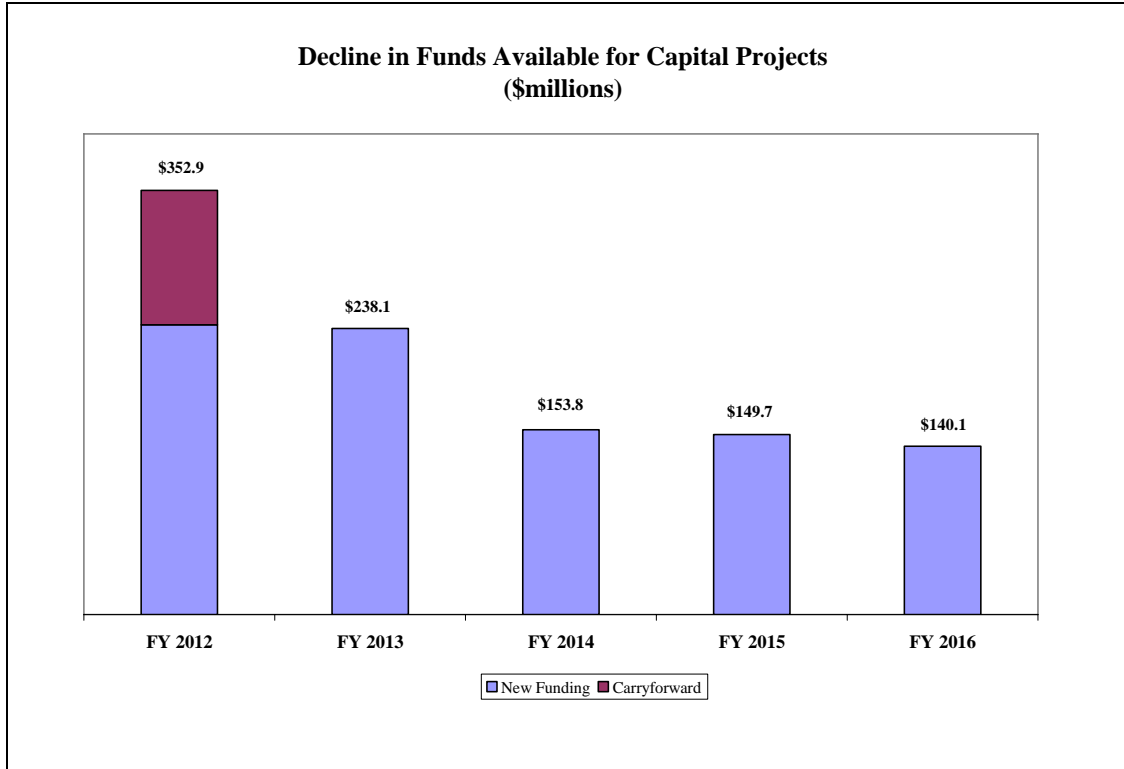
Five-Year CIP Summary of Expenditures

(in \$000)	Adopted Year 1 FY 2012	Projected Five- Year Program
Neighborhood Services	\$ 311,589.3	\$ 966,220.9
Operations and Development	38,834.6	64,747.3
Non-Departmental: General Expense	2,500.0	3,750.0
Total	\$ 352,923.9	\$ 1,034,718.2

This five-year CIP is \$100.6 million less than the \$1.14 billion approved five-year CIP for Fiscal Years 2011 through 2015. The decrease is primarily due to the completion of projects funded by certificates of participation and Pima County bonds.

Fiscal Year 2012 includes \$111.8 million carried forward for project expenditures not made as planned during Fiscal Year 2011. On top of that is \$241.1 million in new funding. The CIP presumes that all of the Fiscal Year 2012 budget will be spent in that year.

CIP expenditures decline significantly after Fiscal Year 2013 from \$238.1 million to \$140.1 million by Fiscal Year 2016. The decline in new funding over the following three years is primarily due to the spending down of the Pima County bond authorizations and a reduction in the use of certificates of participation.



OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

For a summary of expenditures by department and fiscal year, see Table I. Five Year Capital Improvement Program Summary by Department on page C-9.

Funding Sources

This five-year program of \$1.03 billion is funded primarily from Special Revenue Funds, which are predominately Transportation's Regional Transportation Authority Funds.

Five-Year CIP Summary of Funding Sources

(in \$000)	Adopted Year 1 FY 2012	Projected Five- Year Program
Capital Projects Funds	\$ 22,806.2	\$ 166,933.6
Enterprise Funds	53,761.0	134,333.0
General Fund	112.7	112.7
Internal Service Funds	11,230.2	11,290.2
Special Revenue Funds	265,013.8	722,048.7
Total	\$ 352,923.9	\$ 1,034,718.2

Capital Projects Funds. This category, which includes the City bond funds, is 16% of the five-year CIP. These funds will provide \$166.9 million over the next five years: \$0.4 million from future bond issuances, \$1.4 million from the 2000 Environmental Service General Obligation Bonds, \$2.5 million from authorized General Obligation Bonds, \$21.0 million in 2005 Water Infrastructure Financing Authority Bonds, and \$141.6 million from a future water revenue bond authorization.

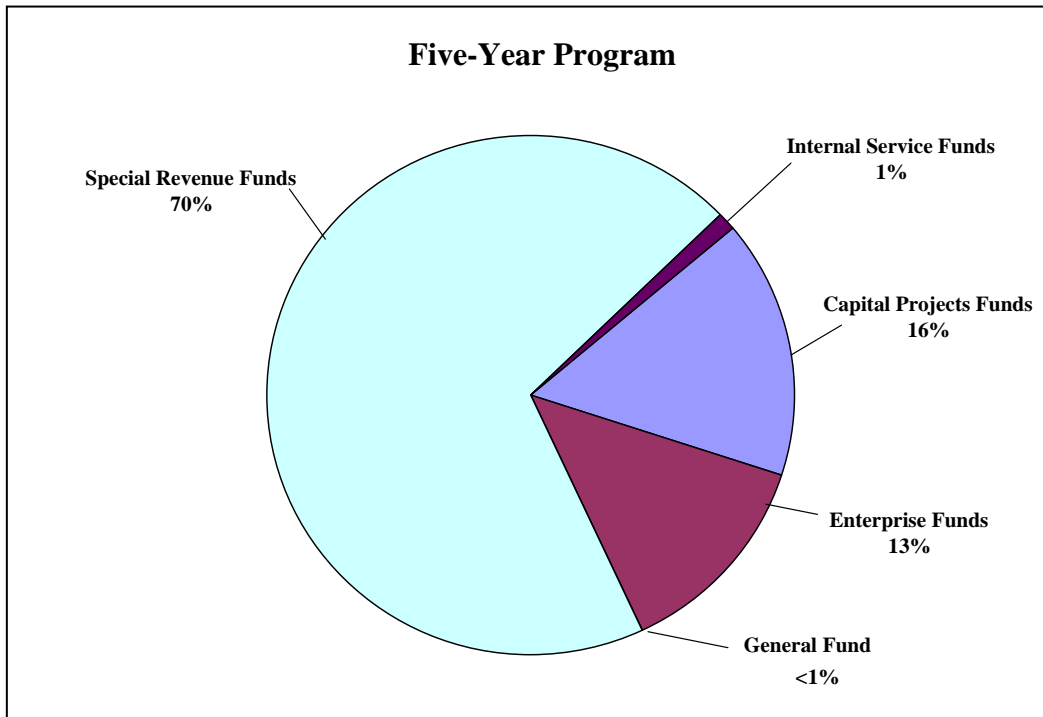
Enterprise Funds. Enterprise Funds total \$134.3 million or 13% of the five-year CIP. Environmental Services totals \$4.9 million. Tucson Water accounts for the remaining \$129.4 million: \$91.3 million from user revenues and \$38.1 million from Water's Obligation fund.

General Fund. This category totals \$0.13 million or less than 1% of the five-year CIP. Restricted Revenues in the amount of \$0.13 million are in the Parks and Recreation Department for the A Mountain Improvement Project.

Internal Service Fund. The Internal Service Fund category totals \$11.3 million or 1% of the five-year CIP. Clean Renewable Energy Bond funds of \$10.5 million and \$0.04 million in General Services Internal Services Funds will be used for the installation of photovoltaic solar panels on eleven city-owned properties. Fleet Services Internal Services Funds total \$0.7 million for fuel system upgrades.

Special Revenue Funds. This category totals \$722.0 million or 70% of the five-year CIP. Included in this category are federal grants, funding for the Regional Transportation Authority (RTA) plan, the city's Highway User Revenue Funds (HURF), regional HURF distributed by the Pima Association of Governments (PAG), and other agency and private sector contributions.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM



RTA funds of \$407.1 million account for the largest portion of this category. Next are federal grants of \$200.6 million. Pima County bonds will provide \$37.5 million. Certificates of participation within the Capital Improvement Fund is \$29.7 million. State-shared HURF provides another \$21.5 million: \$6.2 million from the City's HURF allocation and \$15.3 million from regional HURF distributed by PAG. Capacity of \$10.8 million was added for road and regional park improvements. Mass Transit Funds total \$5.5 million from the General Fund Transfer. The remaining \$9.3 million comes from a variety of sources including developers and certificates of participation for ParkWise.

For more detail on funding sources, see Table II. Five-Year Capital Improvement Program Summary by Funding Source beginning on page C-10.

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: Neighborhood Services, Operations and Development, and Non-Departmental. Their specific projects and detailed funding source information can be found in the Approved Capital Improvement Program Fiscal Years 2012 through 2016 available on the City Web site at www.tucsonaz.gov/budget.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Neighborhood Services

The Neighborhood Services category, which accounts for 94% of the total five-year CIP, contains projects managed by City Court, Environmental Services, Transportation, Tucson Fire, Tucson Police, and Tucson Water.

City Court. City Court's five-year program of \$0.8 million consists of two projects: Elevator Upgrades and a Heating, Ventilation, and Air Conditioning (HVAC) upgrade. These projects are funded with certificates of participation in the Capital Improvement Fund.

Environmental Services. The department's five-year program of seven projects totals \$6.3 million. Environmental Services' CIP is funded from Environmental Service General Obligation bonds of \$1.4 million, \$4.5 million from Environmental Service revenues, and \$0.4 million from certificates of participation.

Transportation. The five-year Transportation program of \$653.6 million includes five program areas: Drainage for \$1.3 million, Public Transit for \$231.7 million, Street Lighting for \$1.6 million, Streets for \$413.0 million, and Traffic Signals for \$6.0 million. Because there are insufficient funds to meet all of Transportation's needs, this CIP allocates available funding to the highest priority projects.

The largest funding source for Transportation's projects is the funding from the RTA plan which totals \$407.1 million. Federal funding provides another significant portion totaling \$195.5 million: \$146.6 million for transit projects, \$45.4 million for street projects, and \$3.5 million for economic stimulus grants. Other funding sources are Pima County bond funds of \$9.5 million, city bond funds of \$1.6 million, regional HURF of \$15.3 million, city HURF of \$5.5 million, and impact fee revenues of \$8.6 million. Restricted Mass Transit Fund and other contributions provide \$5.0 million. The remaining \$5.5 million is from the General Fund Transfer for Mass Transit, which is used as the local match for federal transit grants.

Tucson Fire. Tucson Fire's five-year program of \$0.2 million consists of one project for various Fire facility improvements. General obligation bonds fund this project.

Tucson Police. The Police department's five-year program of \$13.3 million consists of one project, the Crime Lab. This project is funded with certificates of participation in the Capital Improvement Fund.

Tucson Water. The five-year Tucson Water CIP of \$292.1 million includes \$264.3 million of improvements to the potable water system and \$27.8 million of improvements for the reclaimed water system. Tucson Water's CIP is funded with future water revenue bond authorization of \$141.6 million, operation funds of \$91.4 million, 2005 Water Infrastructure Financing Authority bond of \$21.0 million, 2010 Revenue Obligation funds of \$11.2 million, and 2011 Revenue Obligation funds of \$26.9 million.

Operations and Development

The Operations and Development category, which accounts for 6% of the total five-year CIP, contains projects managed by General Services, Housing and Community Development, Parks and Recreation, ParkWise, and Tucson Convention Center.

General Services. The five-year General Services program of five projects totals \$24.4 million. General Services' CIP is funded with certificates of participation in the amount of \$7.4 million, Clean Renewable Energy Bonds (CREB) of \$10.5 million, Pima County bonds of \$4.4 million, miscellaneous federal grants of \$1.3 million, and Internal Services Funds of \$0.8 million.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

Housing and Community Development. This department’s five-year program of \$4.8 million consists of three projects: Neighborhood Stabilization Acquisition II, Neighborhood Stabilization Acquisition III, and the Back to Basics program. Funding is provided by the city’s HURF and other federal grants.

Parks and Recreation. Parks’ five-year CIP of \$33.5 million contains 31 projects. These projects are funded primarily from Pima County bonds of \$23.6 million. Either a new city or county bond authorization is needed for \$0.4 million. Funding from the Capital Improvement Fund, which is certificates of participation is \$3.3 million. Civic contributions fund \$3.2 million. Revenue from impact fees and restricted General Fund revenues provide for the remaining \$3.0 million. These funds provide for a wide range of projects: improvements at regional parks, expansion of recreation centers, amenities at neighborhood parks, and zoo improvements.

ParkWise. ParkWise's five-year program of \$1.0 million consists of one project, the Plaza Centro Parking Garage. The project is funded by certificates of participation that will be paid for with ParkWise revenue.

Tucson Convention Center. The five-year Tucson Convention Center program of \$1.1 million consists of one project, the Tucson Convention Center Bleachers. The project is funded by certificates of participation.

Non-Departmental

The Non-Departmental category, which accounts for less than 1% of the total five-year CIP, contains one project that is included here because it is beyond the oversight scope of a single department.

General Expense: General Expense has one project in its five-year program. The Technology Improvements Project will convert the City’s multiple enterprise-related computer systems into a single Enterprise Resource Planning (ERP) system. This project is funded with certificates of participation in the Capital Improvement Fund.

IMPACT on the OPERATING BUDGET

The completion of many capital projects is the beginning of recurring costs for the operating budget. Operating and Maintenance (O & M) impacts from projects in this five-year CIP total \$0.6 million for Fiscal Year 2012, increasing to \$21.1 million for Fiscal Year 2013, and to \$24.6 million by Fiscal Year 2016.

Operating and Maintenance Impacts

(in \$000)	FY 2012	
	Amount	FTEs
General Fund	\$ 553.7	10.5

The O & M impacts in Fiscal Year 2012 are for the staffing and opening of new or expanded facilities and sport fields. Related General Fund fee collections will fund the O & M required for the Lincoln Park Sport Fields and the Reid Park Zoo African Expansion - Elephant Exhibit.

For a summary 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.

OVERVIEW of the CAPITAL IMPROVEMENT PROGRAM

CAPITAL UNMET NEEDS

One of the priority projects in the City of Tucson's Strategic Work Plan for Fiscal Years 2010 and 2011 was to start the process for a bond election. Finance Department staff worked with other City departments to identify the City's unmet capital needs which are potential projects with no currently identified funding source. The City's unmet needs total approximately \$940 million and provide a starting point for consideration of a new bond authorization.

The large amount of unmet capital needs has resulted from not having bond authorization funding available to meet the needs of the City and from the deferral of ongoing infrastructure maintenance.

The listing of unmet capital needs may be found at the end of this Section.

(in \$000)	Existing Unmet Needs
Neighborhood Resources	\$ 765,790.0
Operations and Development	83,990.0
Support Services	15,385.0
Non-Departmental	75,000.0
Total	<u>\$ 940,165.0</u>

SUMMARY TABLES

Table I, Summary by Department (page C-9).

Table II, Summary by Funding Source (page C-10).

Table III, Summary of CIP Impact on the Operating Budget (page C-12).

Table IV, Projects with Pima County Funding (page C-13).

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table I. Summary by Department
(\$000)

	Adopted Year 1 FY 2012	Year 2 FY 2013	Projected Requirements			Five Year Total
			Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	
Neighborhood Services						
City Court	\$ 790.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 790.0
Environmental Services	2,163.2	1,500.0	1,500.0	800.0	300.0	6,263.2
Transportation	223,210.1	160,957.7	90,582.5	100,557.3	78,283.1	653,590.7
Tucson Fire	200.0	-0-	-0-	-0-	-0-	200.0
Tucson Police	13,288.0	-0-	-0-	-0-	-0-	13,288.0
Tucson Water	71,938.0	60,388.0	53,025.0	46,825.0	59,913.0	292,089.0
Subtotal	\$ 311,589.3	\$ 222,845.7	\$ 145,107.5	\$ 148,182.3	\$ 138,496.1	\$ 966,220.9
Operations and Development						
General Services	\$ 19,708.7	\$ 4,710.0	\$ -0-	\$ -0-	\$ -0-	\$ 24,418.7
Housing and Community Development	2,899.3	1,157.4	700.0	-0-	-0-	4,756.7
Parks and Recreation	14,151.6	8,179.9	8,023.2	1,570.2	1,572.0	33,496.9
ParkWise	975.0	-0-	-0-	-0-	-0-	975.0
Tucson Convention Center	1,100.0	-0-	-0-	-0-	-0-	1,100.0
Subtotal	\$ 38,834.6	\$ 14,047.3	\$ 8,723.2	\$ 1,570.2	\$ 1,572.0	\$ 64,747.3
Non-Departmental						
General Expense	\$ 2,500.0	\$ 1,250.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,750.0
Subtotal	\$ 2,500.0	\$ 1,250.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,750.0
Total	\$ 352,923.9	\$ 238,143.0	\$ 153,830.7	\$ 149,752.5	\$ 140,068.1	\$ 1,034,718.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Source (\$000)

	Adopted Year 1 FY 2012	Year 2 FY 2013	Projected Requirements			Year 5 FY 2016	Five Year Total
			Year 3 FY 2014	Year 4 FY 2015			
Capital Project Funds							
2000 Environmental Services Bonds	\$ 1,386.1	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,386.1
2000 General Obligation Bond Fund	2,154.1	-0-	-0-	-0-	-0-	-0-	2,154.1
2000 General Obligation Bond Funds: Interest	312.0	-0-	-0-	-0-	-0-	-0-	312.0
2005 WIFA Bonds: Series H	15,954.0	-0-	-0-	-0-	-0-	-0-	15,954.0
2005 WIFA Bonds: Series I	3,000.0	2,100.0	-0-	-0-	-0-	-0-	5,100.0
Future Bond Issuances	-0-	448.4	-0-	-0-	-0-	-0-	448.4
Future Water Revenue Bonds	-0-	43,046.0	39,467.0	26,419.0	32,647.0	-0-	141,579.0
Subtotal	\$ 22,806.2	\$ 45,594.4	\$ 39,467.0	\$ 26,419.0	\$ 32,647.0	\$ -0-	\$ 166,933.6
Enterprise Funds							
2010 Water Revenue System Obligation Fund	\$ 11,234.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 11,234.0
2011 Water Revenue System Obligation Fund	26,855.0	-0-	-0-	-0-	-0-	-0-	26,855.0
Environmental Services Fund	400.0	1,500.0	1,500.0	800.0	300.0	-0-	4,500.0
Environmental Services Fund: COPs	377.0	-0-	-0-	-0-	-0-	-0-	377.0
Tucson Water Revenue and Operations Fund	14,895.0	15,242.0	13,558.0	20,406.0	27,266.0	-0-	91,367.0
Subtotal	\$ 53,761.0	\$ 16,742.0	\$ 15,058.0	\$ 21,206.0	\$ 27,566.0	\$ -0-	\$ 134,333.0
General Fund							
General Fund: Restricted Revenues	\$ 112.7	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 112.7
Subtotal	\$ 112.7	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 112.7
Internal Service Fund							
Clean Renewable Energy Bond Bond Fund	\$ 10,526.3	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 10,526.3
Fleet Services Internal Service Fund	665.0	60.0	-0-	-0-	-0-	-0-	725.0
General Services Internal Service Fund	38.9	-0-	-0-	-0-	-0-	-0-	38.9
Subtotal	\$ 11,230.2	\$ 60.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 11,290.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Source (\$000)

	Adopted Year 1 FY 2012	Year 2 FY 2013	Projected Requirements			Year 5 FY 2016	Five Year Total
			Year 3 FY 2014	Year 4 FY 2015			
Special Revenue Funds							
Capital Agreement Fund	\$ 900.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 900.0	
Capital Agreement Fund: PAG	5,592.5	957.0	375.0	5,000.0	3,350.0	15,274.5	
Capital Agreement Fund: Pima	12,209.6	14,903.3	7,408.8	1,520.2	1,500.0	37,541.9	
County Bonds							
Capital Improvement Fund	29,000.5	1,650.0	-0-	-0-	-0-	30,650.5	
Civic Contributions Fund	2,325.0	-0-	-0-	-0-	-0-	2,325.0	
Community Development	1,949.3	1,157.4	700.0	-0-	-0-	3,806.7	
Block Grant Fund							
Economic Stimulus Fund	3,004.9	500.0	-0-	-0-	-0-	3,504.9	
Federal Highway Administration	8,388.0	11,634.7	7,640.0	11,750.0	6,000.0	45,412.7	
Grants							
Highway User Revenue Fund	1,758.0	3,495.0	340.0	340.0	340.0	6,273.0	
Highway User Revenue Fund:	200.0	200.0	200.0	200.0	200.0	1,000.0	
Contribution							
Highway User Revenue Fund:	1,952.0	349.0	349.0	349.0	349.0	3,348.0	
In-Lieu Fees							
Mass Transit Fund: Federal	72,196.0	43,318.6	10,468.3	6.0	1,703.0	146,556.6	
Grants							
Mass Transit Fund: General	784.7	1,801.1	703.0	2,156.0	30.3	5,475.1	
Fund Transfer							
Mass Transit Fund: Restricted	723.8	-0-	-0-	-0-	-0-	723.8	
Revenues							
Miscellaneous Federal Grants	1,079.0	250.0	-0-	-0-	-0-	1,329.0	
Regional Transportation	116,515.8	94,864.3	70,507.2	58,891.6	66,310.8	407,089.7	
Authority Fund							
Road and Park Impact Fee Fund:	1,141.0	-0-	-0-	-0-	-0-	1,141.0	
Central District							
Road and Park Impact Fee Fund:	-0-	-0-	-0-	3,000.0	-0-	3,000.0	
Central Pending							
Road and Park Impact Fee Fund:	3,439.9	316.2	-0-	-0-	-0-	3,756.1	
East District							
Road and Park Impact Fee Fund:	1,202.1	-0-	-0-	-0-	-0-	1,202.1	
Southeast District							
Road and Park Impact Fee Fund:	56.6	350.0	614.4	50.0	72.0	1,143.0	
Southlands District							
Road and Park Impact Fee Fund:	595.1	-0-	-0-	-0-	-0-	595.1	
West District							
Subtotal	\$ 265,013.8	\$ 175,746.6	\$ 99,305.7	\$ 83,262.8	\$ 79,855.1	\$ 722,048.7	
Total	\$ 352,923.9	\$ 238,143.0	\$ 153,830.7	\$ 130,887.8	\$ 140,068.1	\$ 1,034,718.2	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table III. Summary of CIP Impact on the Operating Budget (\$000)

SERVICE AREA/IMPACT	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Operations and Development						
Parks and Recreation	553.7	687.5	695.0	2,001.5	1,816.0	5,753.7
ParkWise	\$ -0-	\$ 90.5	\$ 90.5	\$ 90.5	\$ 90.5	\$ 362.0
Subtotal	\$ 553.7	\$ 778.0	\$ 785.5	\$ 2,092.0	\$ 1,906.5	\$ 6,115.7
Neighborhood Services						
Transportation	\$ -0-	\$ 19,232.6	\$ 20,564.4	\$ 21,536.0	\$ 21,536.0	\$ 82,869.0
Tucson Police	-0-	156.0	162.2	168.7	168.7	655.6
Tucson Water	-0-	950.0	950.0	950.0	950.0	3,800.0
Subtotal	\$ -0-	\$ 20,338.6	\$ 21,676.6	\$ 22,654.7	\$ 22,654.7	\$ 87,324.6
Total	\$ 553.7	\$ 21,116.6	\$ 22,462.1	\$ 24,746.7	\$ 24,561.2	\$ 93,440.3
SOURCE OF FUND SUMMARY						
Enterprise Funds						
Tucson Water Revenue and Operations Fund	\$ -0-	\$ 950.0	\$ 950.0	\$ 950.0	\$ 950.0	\$ 3,800.0
Subtotal	\$ -0-	\$ 950.0	\$ 950.0	\$ 950.0	\$ 950.0	\$ 3,800.0
General Fund						
General Fund	\$ 553.7	\$ 843.5	\$ 857.2	\$ 2,170.2	\$ 1,984.7	\$ 6,409.3
Subtotal	\$ 553.7	\$ 843.5	\$ 857.2	\$ 2,170.2	\$ 1,984.7	\$ 6,409.3
Special Revenue Funds						
Highway User Revenue Fund	\$ -0-	\$ 348.0	\$ 606.0	\$ 606.0	\$ 606.0	\$ 2,166.0
Mass Transit Fund: Regional Transit Authority (RTA) Contribution	-0-	16,054.6	17,028.4	18,000.0	18,000.0	69,083.0
ParkWise: Fees and Charges	-0-	90.5	90.5	90.5	90.5	362.0
RTA Fund	-0-	2,830.0	2,930.0	2,930.0	2,930.0	11,620.0
Subtotal	\$ -0-	\$ 19,323.1	\$ 20,654.9	\$ 21,626.5	\$ 21,626.5	\$ 83,231.0
Total	\$ 553.7	\$ 21,116.6	\$ 22,462.1	\$ 24,746.7	\$ 24,561.2	\$ 93,440.3

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table IV. Projects with Pima County Bond Funding
(\$000)

	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
General Services						
Park and Ajo Communications	\$ 400.0	\$ 4,000.0	\$ -0-	\$ -0-	\$ -0-	\$ 4,400.0
Parks and Recreation						
Arroyo Chico Urban Path: Campbell/Parkway	308.7	-0-	-0-	-0-	-0-	308.7
Atterbury Wash Sanctuary Expansion	920.0	-0-	-0-	-0-	-0-	920.0
Catalina Park Integrated Play Area	260.7	-0-	-0-	-0-	-0-	260.7
Freedom Park Improvements/ 29th Street Coalition	225.0	275.0	-0-	-0-	-0-	500.0
Julian Wash Linear Park	906.0	-0-	-0-	-0-	-0-	906.0
Lincoln Park Sport Fields	993.4	-0-	-0-	-0-	-0-	993.4
Menlo Park Elementary Soccer Improvements	400.1	-0-	-0-	-0-	-0-	400.1
Menlo Park Improvements	142.6	-0-	-0-	-0-	-0-	142.6
Northside Recreation Center	158.2	856.5	4,280.5	-0-	-0-	5,295.2
Pima County Bond Project Capacity	1,250.0	1,500.0	1,500.0	1,500.0	1,500.0	7,250.0
Southeast Community Park	-0-	4,193.8	1,628.3	20.2	-0-	5,842.3
Toumey Park	160.0	40.0	-0-	-0-	-0-	200.0
Verdugo Park (Barrio Kroeger Lane)	87.0	-0-	-0-	-0-	-0-	87.0
Wakefield/St. John's Skate Facility	300.0	200.0	-0-	-0-	-0-	500.0
Transportation						
Avondale Neighborhood Lighting	265.6	-0-	-0-	-0-	-0-	265.6
Barrio Centro Neighborhood Lighting	419.0	-0-	-0-	-0-	-0-	419.0
Barrio San Antonio Neighborhood Improvements	40.0	-0-	-0-	-0-	-0-	40.0
Cambio Grande Street Revitalization	200.0	-0-	-0-	-0-	-0-	200.0
Dunbar Spring Neighborhood Improvements	200.0	-0-	-0-	-0-	-0-	200.0
Elvira Neighborhood Lighting	208.2	-0-	-0-	-0-	-0-	208.2
Five Points Transportation Enhancement	400.0	-0-	-0-	-0-	-0-	400.0
Houghton Road: Old Spanish Trail to Valencia	3,750.0	3,750.0	-0-	-0-	-0-	7,500.0
Northwest Neighborhood Improvements	15.0	-0-	-0-	-0-	-0-	15.0
Toumey Park Improvements	200.0	88.0	-0-	-0-	-0-	288.0
Total	\$ 12,209.6	\$ 14,903.3	\$ 7,408.8	\$ 1,520.2	\$ 1,500.0	\$ 37,541.8

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
CITY COURT
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Elevator Upgrades	\$ 740.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 740.0
HVAC System Upgrade	50.0	-0-	-0-	-0-	-0-	50.0
Total	\$ 790.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 790.0
Source of Funds Summary						
Capital Improvement Fund	\$ 790.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 790.0
Total	\$ 790.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 790.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
ENVIRONMENTAL SERVICES
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Los Reales 80-Acre Facilities Construction	\$ -0-	\$ 1,500.0	\$ 1,500.0	\$ -0-	\$ -0-	\$ 3,000.0
Los Reales Infrastructure Plan	377.0	-0-	-0-	-0-	-0-	377.0
Los Reales Landfill Buffer Improvements	400.0	-0-	-0-	-0-	-0-	400.0
Los Reales Landfill Lined Cell 4	-0-	-0-	-0-	-0-	300.0	300.0
Los Reales Landfill Westside Closure	-0-	-0-	-0-	800.0	-0-	800.0
Silverbell Jail Annex Landfill Remediation	686.2	-0-	-0-	-0-	-0-	686.2
Tumamoc Landfill Closure	700.0	-0-	-0-	-0-	-0-	700.0
Total	\$ 2,163.2	\$ 1,500.0	\$ 1,500.0	\$ 800.0	\$ 300.0	\$ 6,263.2
Source of Funds Summary						
2000 Environmental Service Bonds	\$ 1,386.2	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,386.2
Environmental Services Fund: COPs	377.0	-0-	-0-	-0-	-0-	377.0
Future Environmental Services Fund	400.0	1,500.0	1,500.0	800.0	300.0	4,500.0
Total	\$ 2,163.2	\$ 1,500.0	\$ 1,500.0	\$ 800.0	\$ 300.0	\$ 6,263.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

GENERAL SERVICES

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Clean Renewable Energy Bonds II	\$ 10,644.2	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 10,644.2
Elevator and Escalator Code Compliance	1,696.1	400.0	-0-	-0-	-0-	2,096.1
Energy Plant Repairs and Capacity Expansion	5,303.4	-0-	-0-	-0-	-0-	5,303.4
Fuel System Upgrades	665.0	60.0	-0-	-0-	-0-	725.0
Park and Ajo Communications Center Renovation	1,400.0	4,250.0	-0-	-0-	-0-	5,650.0
Total	\$ 19,708.7	\$ 4,710.0	\$ -0-	\$ -0-	\$ -0-	\$ 24,418.7

Source of Funds Summary

Capital Agreement Fund: Pima County Bonds	\$ 400.0	\$ 4,000.0	\$ -0-	\$ -0-	\$ -0-	\$ 4,400.0
Capital Improvement Fund	6,999.5	400.0	-0-	-0-	-0-	7,399.5
Clean Renewable Energy Bond Fund	10,526.3	-0-	-0-	-0-	-0-	10,526.3
Fleet Services Internal Service Fund	665.0	60.0	-0-	-0-	-0-	725.0
General Services Internal Service Fund	38.9	-0-	-0-	-0-	-0-	38.9
Miscellaneous Federal Grants	1,079.0	250.0	-0-	-0-	-0-	1,329.0
Total	\$ 19,708.7	\$ 4,710.0	\$ -0-	\$ -0-	\$ -0-	\$ 24,418.7

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
HOUSING and COMMUNITY DEVELOPMENT
(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Back to Basics	\$ 1,724.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,724.0
Neighborhood Stabilization: Acquisitions II	1,175.3	-0-	-0-	-0-	-0-	1,175.3
Neighborhood Stabilization: Acquisitions III	-0-	1,157.4	700.0	-0-	-0-	1,857.4
Total	\$ 2,899.3	\$ 1,157.4	\$ 700.0	\$ -0-	\$ -0-	\$ 4,756.7
Source of Funds Summary						
Community Development Block Grant Fund	\$ 1,949.3	\$ 1,157.4	\$ 700.0	\$ -0-	\$ -0-	\$ 3,806.7
Highway User Revenue Fund	950.0	-0-	-0-	-0-	-0-	950.0
Total	\$ 2,899.3	\$ 1,157.4	\$ 700.0	\$ -0-	\$ -0-	\$ 4,756.7

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

PARKS and RECREATION

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
A Mountain Improvement	\$ 112.7	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 112.7
Alamo Wash Trail	15.0	-0-	-0-	-0-	-0-	15.0
Arcadia Park, Phase I	66.6	67.8	-0-	-0-	-0-	134.4
Arroyo Chico Urban Path: Campbell/Parkway	308.7	-0-	-0-	-0-	-0-	308.7
Atterbury Wash Sanctuary Expansion	920.0	-0-	-0-	-0-	-0-	920.0
Ball Field Lighting Upgrade	150.0	-0-	-0-	-0-	-0-	150.0
Catalina Park Integrated Play Area	260.7	-0-	-0-	-0-	-0-	260.7
Cherry Avenue Center Expansion, Phase I	6.2	-0-	-0-	-0-	-0-	6.2
Clements Senior Center Recreation Facility	4.0	-0-	-0-	-0-	-0-	4.0
El Pueblo Center Expansion, Phase I	45.3	-0-	-0-	-0-	-0-	45.3
Freedom Park Improvements/ 29th Street Coalition	225.0	275.0	-0-	-0-	-0-	500.0
General Instruments Site Improvements	187.6	-0-	-0-	-0-	-0-	187.6
Julian Wash Linear Park	906.0	-0-	-0-	-0-	-0-	906.0
Lincoln Park Area Maintenance Compound	170.8	448.4	-0-	-0-	-0-	619.2
Lincoln Park Sport Fields	1,190.1	-0-	-0-	-0-	-0-	1,190.1
Menlo Park Elementary Soccer Improvements	400.1	-0-	-0-	-0-	-0-	400.1
Menlo Park Improvements	142.6	-0-	-0-	-0-	-0-	142.6
Northside Recreation Center	158.2	856.5	4,280.5	-0-	-0-	5,295.2
Ormsby Park Expansion Plan	50.0	-0-	-0-	-0-	-0-	50.0
Pima County Bond Project Capacity	1,250.0	1,500.0	1,500.0	1,500.0	1,500.0	7,250.0
Purple Heart Park Expansion	130.4	-0-	-0-	-0-	-0-	130.4
Reid Park Zoo Africa Expansion- Elephant Exhibit	6,367.7	-0-	-0-	-0-	-0-	6,367.7
Reuse of Landfill Areas	107.0	-0-	-0-	-0-	-0-	107.0
South Central Community Park, Phase I	373.3	248.4	-0-	-0-	-0-	621.7
Southeast Community Park	-0-	4,193.8	1,628.3	20.2	-0-	5,842.3

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

PARKS and RECREATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Toumey Park	\$ 160.0	\$ 40.0	\$ -0-	\$ -0-	\$ -0-	\$ 200.0
Valencia and Alvernon Community Park, Phase I	-0-	50.0	50.0	50.0	72.0	222.0
Valencia Corridor Facilities Plan	56.6	-0-	-0-	-0-	-0-	56.6
Valencia Corridor Land Acquisition, Phase I	-0-	300.0	564.4	-0-	-0-	864.4
Verdugo Park (Barrio Kroeger Lane)	87.0	-0-	-0-	-0-	-0-	87.0
Wakefield/St. John's Skate Facility	300.0	200.0	-0-	-0-	-0-	500.0
Total	\$ 14,151.6	\$ 8,179.9	\$ 8,023.2	\$ 1,570.2	\$ 1,572.0	\$ 33,496.9

Source of Funds Summary

2000 General Obligation Bond Funds	\$ 554.1	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 554.1
Capital Agreement Fund	900.0	-0-	-0-	-0-	-0-	900.0
Capital Agreement Fund: Pima County Bonds	6,111.8	7,065.3	7,408.8	1,520.2	1,500.0	23,606.1
Capital Improvement Fund	3,348.0	-0-	-0-	-0-	-0-	3,348.0
Civic Contributions Fund	2,325.0	-0-	-0-	-0-	-0-	2,325.0
Future Bond Issuances	-0-	448.4	-0-	-0-	-0-	448.4
General Fund: Restricted Revenues	112.7	-0-	-0-	-0-	-0-	112.7
Impact Fee Fund: Central Benefit District	50.0	-0-	-0-	-0-	-0-	50.0
Impact Fee Fund: East Benefit District	439.9	316.2	-0-	-0-	-0-	756.1
Impact Fee Fund: Southeast Benefit District	202.1	-0-	-0-	-0-	-0-	202.1
Impact Fee Fund: Southlands Benefit District	56.6	350.0	614.4	50.0	72.0	1,143.0
Impact Fee Fund: West Benefit District	51.4	-0-	-0-	-0-	-0-	51.4
Total	\$ 14,151.6	\$ 8,179.9	\$ 8,023.2	\$ 1,570.2	\$ 1,572.0	\$ 33,496.9

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

PARKWISE

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Plaza Centro Parking Garage	\$ 975.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 975.0
Total	\$ 975.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 975.0
Source of Funds Summary						
Capital Improvement Fund	\$ 975.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 975.0
Total	\$ 975.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 975.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
22nd Street: I-10 to Tucson Boulevard	\$ 17,195.0	\$ 8,132.0	\$ 11,075.0	\$ 24,000.0	\$ 19,000.0	\$ 79,402.0
ADA Transit Enhancements	492.7	151.3	151.3	151.3	151.3	1,097.9
Administration Building Upgrades	-0-	-0-	517.5	-0-	-0-	517.5
Alamo Wash Drainage Improvements	1,200.0	-0-	-0-	-0-	-0-	1,200.0
Avondale Neighborhood Lighting	265.6	-0-	-0-	-0-	-0-	265.6
Barraza-Aviation Downtown Links, Phase I	16,000.0	11,445.0	10,680.0	3,210.0	180.0	41,515.0
Barraza-Aviation Parkway: 4th Avenue	70.0	-0-	-0-	-0-	-0-	70.0
Barrio Centro Neighborhood Lighting	439.0	-0-	-0-	-0-	-0-	439.0
Barrio San Antonio Neighborhood Improvements	50.0	-0-	-0-	-0-	-0-	50.0
Broadway and Old Spanish Trail Pelican Crossing	270.0	-0-	-0-	-0-	-0-	270.0
Broadway Boulevard: Euclid to Country Club	2,298.0	3,498.0	10,000.0	12,000.0	7,500.0	35,296.0
Bus Pullouts: RTA Packages 1 through 6	200.0	-0-	-0-	-0-	-0-	200.0
Bus Storage and Maintenance Facility, Phase III	8,000.0	3,068.4	-0-	-0-	-0-	11,068.4
Cambio Grande Street Revitalization	200.0	-0-	-0-	-0-	-0-	200.0
Camino Seco: Speedway to Wrightstown	631.1	2,500.0	-0-	-0-	-0-	3,131.1
Campbell Avenue Revitalization	684.0	-0-	-0-	-0-	-0-	684.0
Columbus Corridor Pedestrian Path	195.0	-0-	-0-	-0-	-0-	195.0
Communication System Improvements	663.0	67.0	-0-	-0-	-0-	730.0
Dunbar Spring Neighborhood Improvements	240.0	-0-	-0-	-0-	-0-	240.0
El Paso and Southwestern Greenway	858.0	225.6	-0-	-0-	-0-	1,083.6
Elvira Neighborhood Lighting	228.2	-0-	-0-	-0-	-0-	228.2

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Expansion Buses for Sun Tran	\$ 7,225.0	\$ 10,625.0	\$ 6,800.0	\$ -0-	\$ 1,720.0	\$ 26,370.0
Expansion Vans for Sun Van	-0-	186.0	186.0	186.0	186.0	744.0
Five Points Pedestrian Improvements	275.0	-0-	-0-	-0-	-0-	275.0
Five Points Transportation Enhancement	675.0	175.0	175.0	-0-	-0-	1,025.0
Ft. Lowell Road: Oracle to Country Club	700.0	-0-	-0-	-0-	-0-	700.0
Glenn Street Transportation Enhancement	594.0	-0-	-0-	-0-	-0-	594.0
Golf Links and Kolb Intersection Design	3,500.0	-0-	-0-	-0-	-0-	3,500.0
Grant Road Corridor Improvements	12,443.0	20,898.0	13,148.0	17,967.0	10,800.0	75,256.0
Harrison and Irvington Signalization	150.0	0.0	-0-	-0-	-0-	150.0
Houghton Road: Bridge Replacement	179.0	3,243.4	-0-	-0-	5,000.0	8,422.4
Houghton Road: I-10 to Valencia	120.0	120.0	60.0	-0-	-0-	300.0
Houghton Road: Old Spanish Trail to Tanque Verde	4,004.0	4,500.0	350.0	-0-	20,706.8	29,560.8
Houghton Road: Old Spanish Trail to Valencia	17,750.0	18,550.0	2,500.0	-0-	-0-	38,800.0
Intermodal Center Projects	-0-	2,129.6	-0-	-0-	-0-	2,129.6
Intersection Improvements	292.9	-0-	-0-	-0-	-0-	292.9
Irvington and I-19 East Interchange	543.6	-0-	-0-	-0-	-0-	543.6
Kolb Road Connection to Sabino Canyon	5,500.0	1,915.0	0.0	11,750.0	350.0	19,515.0
La Paloma Academy Pedestrian Traffic Signal	203.0	-0-	-0-	-0-	-0-	203.0
Liberty Avenue Bicycle Boulevard	790.0	-0-	-0-	-0-	-0-	790.0
Local Match Budget Capacity	340.0	340.0	340.0	340.0	340.0	1,700.0
Miscellaneous Developer-Funded Improvements	549.0	549.0	549.0	549.0	549.0	2,745.0
Miscellaneous Drainage Improvements	112.0	-0-	-0-	-0-	-0-	112.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Modern Streetcar: Cushing Street Bridge	\$ 9,923.3	\$ 3,600.0	\$ -0-	\$ -0-	\$ -0-	\$ 13,523.3
Modern Streetcar: Infrastructure and Vehicles	57,327.2	34,000.0	21,148.6	-0-	-0-	112,475.8
Northwest Neighborhood Improvements	15.0	-0-	-0-	-0-	-0-	15.0
Old Pueblo Trolley Museum Enhancements	100.0	499.1	-0-	-0-	-0-	599.1
Park Avenue Transportation Enhancement	50.0	70.0	-0-	-0-	-0-	120.0
Park-and-Ride Lot: Houghton	1,448.5	-0-	-0-	-0-	-0-	1,448.5
Pedestrian Signal Improvements: RTA Funded	1,487.5	200.0	-0-	-0-	-0-	1,687.5
Pima Street Pedestrian Pathway Enhancements	60.0	475.0	-0-	-0-	-0-	535.0
Regional Seamless Fare System	3,131.6	-0-	-0-	-0-	-0-	3,131.6
Regional Traffic Operations	2,916.9	-0-	-0-	-0-	-0-	2,916.9
Regional Transportation Data Network	2,463.8	67.2	-0-	-0-	-0-	2,531.0
Replacement Buses for Sun Tran	12,175.2	12,534.1	-0-	19,800.0	-0-	44,509.3
Replacement Vans for Sun Van	1,767.0	3,906.0	3,348.1	2,604.0	-0-	11,625.1
Rita Road Enhancements	800.0	1,000.0	-0-	-0-	-0-	1,800.0
Road Resurfacing, Restoration, and Rehabilitation	260.0	3,975.0	-0-	-0-	-0-	4,235.0
Ronstadt Transit Center	1,097.0	1,600.0	-0-	-0-	-0-	2,697.0
Silverbell: Ina to Grant Road	3,336.0	4,333.0	1,664.0	8,000.0	11,800.0	29,133.0
Speedway and Sixth Avenue Signal Upgrades	180.0	-0-	-0-	-0-	-0-	180.0
Speedway Boulevard at Union Pacific Underpass	1,050.0	1,050.0	7,515.0	-0-	-0-	9,615.0
Speedway: Camino Seco to Houghton	12,649.8	-0-	-0-	-0-	-0-	12,649.8
Starr Pass and Mission Intersection Improvements	150.0	-0-	-0-	-0-	-0-	150.0
Stone Ave: Drachman and Speedway Improvements	2,893.0	732.0	375.0	-0-	-0-	4,000.0
Third Street and University Bicycle Boulevard	75.0	-0-	-0-	-0-	-0-	75.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

Project Name (Continued)	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Toumey Park Improvements	\$ 250.0	\$ 98.0	\$ -0-	\$ -0-	\$ -0-	\$ 348.0
Traffic Signal and Control Equipment, Phase I	251.0	-0-	-0-	-0-	-0-	251.0
Transit Bus Restoration	47.4	-0-	-0-	-0-	-0-	47.4
Transit Centers Improvements	315.0	-0-	-0-	-0-	-0-	315.0
Tucson Blvd Multi-use Path	464.8	-0-	-0-	-0-	-0-	464.8
Tyndall Avenue Enhancements	300.0	500.0	-0-	-0-	-0-	800.0
Union Pacific Railroad: Nogales Branch Safety	100.0	-0-	-0-	-0-	-0-	100.0
Total	\$223,210.1	\$160,957.7	\$ 90,582.5	\$ 100,557.3	\$ 78,283.1	\$653,590.7
Source of Funds Summary						
2000 General Obligation Bond Funds	\$ 1,600.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,600.0
2000 General Obligation Bond Funds: Interest	112.0	-0-	-0-	-0-	-0-	112.0
Capital Agreement Fund: PAG	5,592.5	957.0	375.0	5,000.0	3,350.0	15,274.5
Capital Agreement Fund: Pima County Bonds	5,697.8	3,838.0	-0-	-0-	-0-	9,535.8
Economic Stimulus Fund	3,004.9	500.0	-0-	-0-	-0-	3,504.9
Federal Highway Administration Grants	8,388.0	11,634.7	7,640.0	11,750.0	6,000.0	45,412.7
Highway User Revenue Fund	808.0	3,495.0	340.0	340.0	340.0	5,323.0
Highway User Revenue Fund: Contributions	200.0	200.0	200.0	200.0	200.0	1,000.0
Highway User Revenue Fund: In-Lieu Fees	1,952.0	349.0	349.0	349.0	349.0	3,348.0
Mass Transit Fund: Federal Grants	72,196.0	43,318.6	10,468.3	18,870.7	1,703.0	146,556.6
Mass Transit Fund: General Fund Transfer	784.7	1,801.1	703.0	2,156.0	30.3	5,475.1
Mass Transit Fund: Restricted Revenues	723.8	-0-	-0-	-0-	-0-	723.8
Regional Transportation Authority Fund	116,515.8	94,864.3	70,507.2	58,891.6	66,310.8	407,089.7
Road and Park Impact Fee Fund: Central District	1,091.0	-0-	-0-	-0-	-0-	1,091.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION

(\$000)

	Adopted Year 1 FY 2012	Year 2 FY 2013	Projected Requirements			Year 5 FY 2016	Five Year Total
			Year 3 FY 2014	Year 4 FY 2015			
Source of Funds Summary							
(Continued)							
Road and Park Impact Fee Fund: Central Pending	\$ -0-	\$ -0-	\$ -0-	\$ 3,000.0	\$ -0-	\$ -0-	\$ 3,000.0
Road and Park Impact Fee Fund: East District	3,000.0	-0-	-0-	-0-	-0-	-0-	3,000.0
Road and Park Impact Fee Fund: Southeast District	1,000.0	-0-	-0-	-0-	-0-	-0-	1,000.0
Road and Park Impact Fee Fund: West District	543.6	-0-	-0-	-0-	-0-	-0-	543.6
Total	\$223,210.1	\$160,957.7	\$ 90,582.5	\$ 100,557.3	\$ 78,283.1	\$ -0-	\$653,590.7

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON CONVENTION CENTER

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Tucson Convention Center Bleachers	\$ 1,100.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,100.0
Total	\$ 1,100.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,100.0
Source of Funds Summary						
Capital Improvement Fund	\$ 1,100.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,100.0
Total	\$ 1,100.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 1,100.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
TUCSON FIRE
(\$000)

	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Project Name						
Fire Facility Improvements Phase II	\$ 200.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 200.0
Total	\$ 200.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 200.0
Source of Funds Summary						
2000 General Obligation Bond Funds: Interest	\$ 200.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 200.0
Total	\$ 200.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 200.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON POLICE

(\$000)

	Adopted Year 1 FY 2012	Year 2 FY 2013	Projected Requirements			Year 5 FY 2016	Five Year Total
			Year 3 FY 2014	Year 4 FY 2015			
Project Name							
Crime Lab	\$ 13,288.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 13,288.0
Total	\$ 13,288.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 13,288.0
Source of Funds Summary							
Capital Improvement Fund	\$ 13,288.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 13,288.0
Total	\$ 13,288.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 13,288.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Advanced Metering Infrastructure	\$ -0-	\$ 394.0	\$ -0-	\$ -0-	\$ -0-	\$ 394.0
Advanced Oxidation Process Treatment	5,591.0	1,047.0	-0-	-0-	-0-	6,638.0
Arc Flash Service Upgrades	500.0	500.0	510.0	520.0	530.0	2,560.0
Avra Valley D-Zone Pressure Regulating Valves	-0-	-0-	-0-	-0-	159.0	159.0
Avra Valley Transmission Main Augmentation, Phase I	-0-	-0-	-0-	-0-	212.0	212.0
Capitalized Expense	6,500.0	6,500.0	6,630.0	6,760.0	6,890.0	33,280.0
Cathodic Protection for Critical Pipelines	600.0	600.0	612.0	624.0	636.0	3,072.0
CAVSARP Well Pump Improvements	600.0	600.0	612.0	624.0	636.0	3,072.0
CAVSARP/SAVSARP Interconnect Phase I	6,774.0	-0-	-0-	-0-	-0-	6,774.0
Chlorine System Improvements	50.0	50.0	51.0	52.0	53.0	256.0
Control Panel Replacements: Potable	120.0	120.0	122.0	104.0	106.0	572.0
Control Panels: Reclaimed System	113.0	150.0	255.0	260.0	265.0	1,043.0
Craycroft Addition Subdivision, Phase I	-0-	-0-	51.0	1,019.0	-0-	1,070.0
Debt Funded Capitalized Interest	3,100.0	2,655.0	2,335.0	2,063.0	2,653.0	12,806.0
Developer-Financed Reclaimed Systems	20.0	20.0	61.0	62.0	64.0	227.0
Disinfection Equipment Upgrades	110.0	50.0	122.0	125.0	127.0	534.0
Dove Mountain 30-inch Reclaimed Main	60.0	1,925.0	-0-	-0-	-0-	1,985.0
Drill Production Wells	250.0	250.0	1,887.0	1,040.0	1,060.0	4,487.0
Eastside Maintenance Facility	3,000.0	-0-	-0-	-0-	-0-	3,000.0
Effluent Master Plan	800.0	-0-	-0-	-0-	-0-	800.0
Electrical Upgrades at Reclaimed Plant	175.0	-0-	-0-	-0-	-0-	175.0
Emergency Main Replacement	200.0	200.0	204.0	208.0	212.0	1,024.0
Equip Reclaimed Well EW-009	-0-	50.0	459.0	-0-	-0-	509.0
EW-009A Reclaimed Extraction Well Drilling	-0-	240.0	-0-	-0-	-0-	240.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Extensions for New Services	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0	\$ 11.0	\$ 51.0
Facility Safety and Security	1,000.0	1,000.0	1,020.0	1,040.0	1,060.0	5,120.0
Filtration Modifications at Reclaimed Plant	-0-	-0-	255.0	1,274.0	-0-	1,529.0
Fire Services	2,000.0	2,000.0	1,789.0	2,080.0	2,120.0	9,989.0
Fred Enke MOV Relocation	59.0	-0-	-0-	-0-	-0-	59.0
Hayden-Udall Prime Reservoir and Booster Upgrade	-0-	-0-	-0-	-0-	265.0	265.0
I-1 Well and Booster Modifications	199.0	-0-	-0-	-0-	-0-	199.0
Laboratory Information Management System	100.0	100.0	102.0	-0-	-0-	302.0
Line Replacement - 3/4"	300.0	300.0	306.0	312.0	318.0	1,536.0
Maryvale Manor Subdivision, Phase I	-0-	50.0	877.0	-0-	-0-	927.0
Maryvale Manor Subdivision, Phase II	-0-	-0-	51.0	1,227.0	-0-	1,278.0
Meter Upgrade and Replacement Program	1,128.0	1,500.0	1,275.0	1,040.0	1,060.0	6,003.0
Miscellaneous Land and Right-of-Way Acquisitions	10.0	10.0	10.0	10.0	11.0	51.0
Monitor Wells	-0-	309.0	-0-	-0-	-0-	309.0
New Metered Services	50.0	50.0	51.0	52.0	53.0	256.0
New Well Equipping	3,350.0	2,800.0	3,060.0	967.0	986.0	11,163.0
Northgate Subdivision, Phase I	50.0	1,005.0	-0-	-0-	-0-	1,055.0
Northgate Subdivision, Phase II	-0-	50.0	1,214.0	-0-	-0-	1,264.0
On-Call Valve Replacement Program	400.0	400.0	408.0	416.0	424.0	2,048.0
Payments to Developers for Oversized Systems	100.0	100.0	102.0	104.0	106.0	512.0
Pipeline Protection: Acoustic Monitoring	200.0	200.0	204.0	208.0	212.0	1,024.0
Pressure Tank Replacement	250.0	250.0	459.0	468.0	477.0	1,904.0
Production Well Sites	50.0	75.0	77.0	78.0	80.0	360.0
Pumping Facility Modifications	310.0	310.0	316.0	322.0	329.0	1,587.0
Reclaimed Booster Expansion	-0-	-0-	-0-	-0-	265.0	265.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Reclaimed Emergency Main Enhancements	\$ 60.0	\$ 100.0	\$ 102.0	\$ 104.0	\$ 106.0	\$ 472.0
Reclaimed Extraction Well Drilling	-0-	-0-	-0-	-0-	297.0	297.0
Reclaimed Pumping Facility Modifications	50.0	50.0	51.0	52.0	53.0	256.0
Reclaimed Reservoir and Tank Rehabilitation	100.0	300.0	510.0	312.0	424.0	1,646.0
Reclaimed Storage and Recovery	500.0	6,510.0	-0-	-0-	-0-	7,010.0
Regional Reclaimed Facility: Effluent Pumping	500.0	500.0	1,020.0	-0-	-0-	2,020.0
Regional Reclaimed Facility: Ina Road Booster	-0-	-0-	-0-	-0-	1,060.0	1,060.0
Regional Reclaimed Facility: Ina Road Pumping	400.0	100.0	-0-	-0-	-0-	500.0
Rehabilitation of Critical Transmission Mains	320.0	320.0	326.0	333.0	339.0	1,638.0
Reservoir and Tank Rehabilitation	2,110.0	2,310.0	2,199.0	2,496.0	2,438.0	11,553.0
Responsive Meter Replacement	500.0	500.0	510.0	520.0	530.0	2,560.0
Review Developer-Financed Potable Projects	950.0	950.0	969.0	988.0	1,007.0	4,864.0
Rincon Ranch Operational Improvements	285.0	250.0	-0-	-0-	-0-	535.0
Road Improvement Main Replacements	9,825.0	6,646.0	8,594.0	5,733.0	5,297.0	36,095.0
Routine Main Replacements	500.0	300.0	306.0	260.0	265.0	1,631.0
Sahuarita Supply Line Slipliner	-0-	-0-	250.0	6,240.0	-0-	6,490.0
Santa Cruz Wellfield Chemical Feed/Monitoring Facility	50.0	-0-	-0-	-0-	-0-	50.0
Santa Rita Ranch/Houghton Road 12" Main	270.0	-0-	-0-	-0-	-0-	270.0
SAVSARP Booster Station Upgrade	-0-	-0-	-0-	-0-	212.0	212.0
SAVSARP Collector Lines, Phase II	70.0	2,900.0	-0-	-0-	-0-	2,970.0
SAVSARP Collector Pipelines, Phase I	4,000.0	-0-	-0-	-0-	-0-	4,000.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
SCADA Potable Upgrades	\$ 730.0	\$ 5,283.0	\$ 7,342.0	\$ 2,730.0	\$ 2,693.0	\$ 18,778.0
SCADA Reclaimed	224.0	699.0	1,060.0	266.0	258.0	2,507.0
Source Meter Replacement	150.0	150.0	153.0	156.0	159.0	768.0
South Avra Valley Recovered Transmission Main	-0-	110.0	1,362.0	738.0	20,575.0	22,785.0
Southeast Houghton Area Recharge Project (SHARP)	-0-	3,820.0	-0-	-0-	-0-	3,820.0
Southern Avra Valley Reservoir and Booster Station	9,180.0	-0-	-0-	-0-	-0-	9,180.0
Sweetwater Recharge Facility Pipeline, Phase II	300.0	-0-	-0-	-0-	-0-	300.0
System Enhancements: Reclaimed	115.0	100.0	102.0	104.0	106.0	527.0
Upgrade Corrosion Test Stations	50.0	50.0	51.0	52.0	53.0	256.0
Water Services	1,510.0	1,510.0	1,540.0	1,570.0	1,601.0	7,731.0
Water System Acquisitions	60.0	60.0	61.0	62.0	-0-	243.0
Wellfield Upgrades	1,000.0	1,000.0	1,020.0	1,040.0	1,060.0	5,120.0
Total	\$ 71,938.0	\$ 60,388.0	\$ 53,025.0	\$ 46,825.0	\$ 59,913.0	\$ 292,089.0

Source of Funds Summary

2005 WIFA Bonds: Series H	\$ 15,954.0	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ 15,954.0
2005 WIFA Bonds: Series I	3,000.0	2,100.0	-0-	-0-	-0-	5,100.0
2010 Water Revenue System Obligation Fund	11,234.0	-0-	-0-	-0-	-0-	11,234.0
2011 Water Revenue System Obligation Fund	26,855.0	-0-	-0-	-0-	-0-	26,855.0
Future Water Revenue Bonds	-0-	43,046.0	39,467.0	26,419.0	32,647.0	141,579.0
Tucson Water Revenue and Operations Fund	14,895.0	15,242.0	13,558.0	20,406.0	27,266.0	91,367.0
Total	\$ 71,938.0	\$ 60,388.0	\$ 53,025.0	\$ 46,825.0	\$ 59,913.0	\$ 292,089.0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

NON-DEPARTMENTAL

(\$000)

Project Name	Adopted	Projected Requirements				Five
	Year 1 FY 2012	Year 2 FY 2013	Year 3 FY 2014	Year 4 FY 2015	Year 5 FY 2016	Year Total
Technology Improvements	\$ 2,500.0	\$ 1,250.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,750.0
Total	\$ 2,500.0	\$ 1,250.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,750.0
Source of Funds Summary						
Capital Improvement Fund	\$ 2,500.0	\$ 1,250.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,750.0
Total	\$ 2,500.0	\$ 1,250.0	\$ -0-	\$ -0-	\$ -0-	\$ 3,750.0

IMPACT FEE PROJECTS PLAN

The 2007 impact fee ordinances adopted by Mayor and Council require an Impact Fee Projects Plan (IFPP) that lists the projects that are eligible for the use of impact fees. As required, the city's IFPP was established following a public hearing in March 2007. The ordinance further requires that the IFPP be included in the city's capital improvement program (CIP) and reviewed annually. This section of the CIP is presented to comply with that requirement.

Available Revenue for Projects

It is the city's budgeting practice to budget in Year 1 of the CIP only the impact fee revenue collected through December of the previous fiscal year, and only for those projects with potential funding in the following years to complete construction. Potential funding in the following years may come from impact fees, grants, bonds, or other revenues that are reasonably assured to be available.

Eligible Projects

In March 2007, following a public hearing, the Mayor and Council approved the arterial roadway and regional park projects listed on the following pages. These project listings are the ordinance-required Impact Fee Projects Plan. Projects programmed in this CIP are noted.

In August 2007, Mayor and Council adopted the ordinance for impact fees for Tucson Fire, Tucson Police, and Public Facilities. The collection of impact fees for residential development started on January 16, 2008. Collection of impact fees for non-residential development started on January 16, 2009. Capacity for these revenues are not yet included in this approved CIP or the IFPP. A public hearing for the eligible projects must be held prior to their inclusion in the IFPP.

The IFPP does not include projects funded with Tucson Water's impact fee because they are governed by separate ordinances.

IMPACT FEE PROJECTS PLAN

New and Deleted Projects in the FY 2012-2016 CIP (\$000)

The impact fee ordinance requires that the IFPP be included in the city's CIP and be reviewed annually. The projects currently in the IFPP were established by public hearing in March 2007.

The following table list one project in this adopted CIP for addition to the IFPP. The approval for this revision to the IFPP was part of the FY 2012 budget adoption public hearing. However, programming and spending against the allocation is contingent upon the availability of impact fee revenue.

	<u>Project Allocation</u>	
Project allocations to be deleted		
Southeast District - Houghton: Golf Links to I:10	\$ 1,000.0	
Deleted Allocations Total	\$ 1,000.0	
Project allocations to be added		Year to be programmed¹
Southeast District - Houghton: Valencia to Old Spanish Trail	\$ 1,000.0	FY 2012
Added Allocations Total	\$ 1,000.0	

¹As noted above, programming and spending is dependent upon the availability of impact fee revenue.

ROADS IMPACT FEE PROJECTS PLAN

District/Project	Projected Allocations (\$000s)	Budgeted Allocations (\$000s)	Status
West:			
Goret/Silverbell	800.0	700.0	Completed
Anklam: Player's Club to Greasewood	500.0	600.0	Completed
Irvington and Campbell Intersection	800.0	800.0	Completed
Irvington and Park Intersection	1,600.0		
Ajo and Park Intersection	775.0		
Irvington and 12th Intersection	1,600.0		
El Camino del Cerro Reconstruction	2,500.0	2,500.0	Completed
Speedway: Silverbell to Greasewood	2,500.0		
Irvington and I-19 East Interchange	1,500.0	1,500.0	Programmed
Drexel: I-19 to Midvale (design)	800.0		
	13,375.0	6,100.0	
East:			
Camino Seco: Speedway to Wrightstown	1,196.7	1,196.7	Programmed
Speedway: Camino Seco to Houghton	3,000.0	3,000.0	Programmed
Tanque Verde/Dos Hombres	250.0	250.0	Completed
Speedway and Swan Intersection	1,500.0		
Pantano: Golf Links to Research Park	2,000.0		
Broadway and Wilmot Intersection (design)	1,100.0		
Grant and Wilmot Intersection	800.0		
Ft. Lowell: Alvernon to Swan (design)	1,100.0		
Harrison/Wrightstown Curve	500.0	500.0	Completed
	11,446.7	4,946.7	
Central:			
Broadway: Euclid to Country Club	3,000.0	3,000.0	Programmed
22nd Street: I-10 to Tucson Boulevard	3,000.0	3,000.0	Programmed
Ft. Lowell and Campbell Intersection	150.0		
Grant Road Corridor	6,000.0	6,000.0	Programmed
	12,150.0	12,000.0	
Southeast:			
Mary Ann Cleveland Way	3,500.0	3,500.0	Completed
Golf Links and Kolb Intersection	2,000.0	500.1	Programmed
Harrison Bridget at Pantano Wash	2,000.0		
Irvington: Kolb to Houghton	13,000.0		
Valencia: Kolb to Houghton	1,000.0		
Houghton: Valencia to Old Spanish Trail	1,000.0	1,000.0	Programmed
	22,500.0	5,000.5	
Southlands:			
Wilmot Extension	6,000.0		
Total	65,471.7	28,046.8	

PARKS IMPACT FEE PROJECTS PLAN

District/Project	Projected Allocations (\$000s)	Budgeted Allocations (\$000s)	Status
West:			
Christopher Columbus Park Expansion	550.0	550.0	Completed
Cherry Avenue Center Expansion	1,000.0	226.2	Programmed
Desert Vista School Park Expansion	500.0		
El Pueblo Center Expansion	1,300.0	200.0	Programmed
Juhan Park Expansion	646.5	646.5	Completed
Rodeo Grounds Sports Field (design)	200.0		
Sentinel Peak Park	200.0		
Sunnyside School District Partnerships	378.0		
	4,774.5	1,622.7	
East:			
Arcadia Park	631.6	631.6	Programmed
Jesse Owens Park Expansion	300.0		
Pantano River Park Expansion	300.0		
South Central Community Park	1,000.0	643.9	Programmed
Udall Park Expansion	2,078.0		
	4,309.6	1,275.5	
Central:			
Arroyo Chico Urban Pathway	558.5	389.8	Completed
Jacobs Park and Center Expansion	200.0		
Mansfield Park and Center Expansion	150.0		
Northside Community Park	350.0		
Ormsby Park Expansion	100.0	100.0	Programmed
Quincie Douglas and Silverlake Park Expansion	150.0		
Reid Park and Centers Expansions	384.5	384.5	Completed
Silverlake Park Soccer Field Lighting	100.0	100.0	Completed
Sonoran Desert Natural Resources Park	100.0		
	2,093.0	974.3	
Southeast:			
Clements Senior Center Completion	2,500.0		
Lincoln Park Expansion	1,056.0	196.7	Completed
Purple Heart Park Expansion	840.0	840.0	Programmed
Southeast Regional Park Expansion	3,000.0		
South Central Community Park	1,000.0	1.6	Programmed
	8,396.0	1,038.3	
Southlands:			
Southlands Master Plan	250.0		
Valencia and Alvernon Community Park	300.0	300.0	Programmed
Valencia Corridor Facilities Plan	250.0	250.0	Programmed
Valencia Corridor Land Acquisition	1,289.0	866.5	Programmed
	2,089.0	1,416.5	
Total	21,662.1	6,327.3	

UNMET CAPITAL NEEDS

	ESTIMATED COST
NEIGHBORHOOD SERVICES	
Environmental Services	
Silverbell Jail Annex Landfill Remediation	\$ 4,000,000
Tumamoc Landfill Closure	3,000,000
Silverbell Landfill Closure Project	3,000,000
Former Ore Mill Site	1,000,000
Wilmot Training Academy	500,000
Subtotal	\$ 11,500,000
 Housing and Community Development	
Land/Property Acquisitions to increase supply of Quality Affordable Housing for Families and Seniors	\$ 10,000,000
Maintenance and Modernization for City-Owned Housing	4,430,000
Funding for Human Service Programs	1,500,000
Rehabilitation and Repair Program Matching Funds	1,250,000
Historic Assessment and Stabilization Program	750,000
Clean City Initiative to Improve the Visual Appearance of the Community	670,000
Public Housing Security	350,000
Historic Blight Removal Program	250,000
Permits Plus Information Technology Upgrade	250,000
Historic Sign Program	200,000
Subtotal	\$ 19,650,000
 Transportation - Drainage	
Tucson Stormwater Management System Program	\$ 60,000,000
Urban Neighborhood Drainage Improvements	20,000,000
Bridge Replacement Program	15,000,000
Box Culvert Replacement Program	5,000,000
Miscellaneous Drainage Improvements	5,000,000
Tucson Arroyo Drainage: Campbell to Country Club	5,000,000
Subtotal	\$ 110,000,000

UNMET CAPITAL NEEDS

	ESTIMATED COST
Transportation - Public Transit	
Sun Tran Replacement Buses	\$ 42,000,000
Sun Tran Expansion Buses	35,000,000
Southeast Bus Maintenance Facility	25,000,000
Greyhound Intermodal Center	22,000,000
Sun Van Replacement Paratransit Vans	10,000,000
Sun Van Expansion Paratransit Vans	6,500,000
Ronstadt Transit Center Expansion and Rehab	5,000,000
Southside Park and Ride	3,000,000
Westside Park and Ride	3,000,000
Southeast Park and Ride	3,000,000
Roy Laos Transit Center Rehabilitation	2,000,000
Tohono Tadaí Transit Center Rehabilitation	2,000,000
Additional Bus Shelters	2,000,000
Integrated Communication System	1,390,000
Tanque Verde/Catalina Hwy. Park and Ride	1,000,000
Refurbish Existing Bus Shelters	850,000
Transit Services Building Ground-floor Improvements	500,000
Speedway and Harrison Park and Ride Improvements	300,000
Golf Links-Kolb Park and Ride Improvements	300,000
Downtown Loop Shuttle Replacement Bus	130,000
Subtotal	\$ 164,970,000
 Transportation - Street Lighting	
Major Streets Street Lighting Program	\$ 10,000,000
Neighborhood Street Lighting Program	2,000,000
Conversion of Mounted Street Lighting	1,000,000
Subtotal	\$ 13,000,000
 Transportation - Traffic Signals	
Regional Communication Center	\$ 25,000,000
Downtown Signal and Street Light System Upgrades	10,000,000
Transportation Communication System Upgrade	10,000,000
2010 Manual on Uniform Traffic Devices (MUTCD) Compliance	5,000,000
Traffic Signal and Control Equipment Upgrades	5,000,000
Intelligent Transportation System Improvements	2,500,000
Central Traffic Management System Software Upgrade	2,000,000
Emergency Pre-emption and Transit Priority System	1,000,000
Miscellaneous Traffic Improvements	1,000,000
Traffic Signal and Flasher Construction	1,000,000
Communication System Traffic Controllers	500,000
Subtotal	\$ 63,000,000

UNMET CAPITAL NEEDS

	ESTIMATED COST
Transportation - Streets	
Residential Street Rehabilitation and Resurfacing Program	\$ 100,000,000
Major Street Rehabilitation and Resurfacing Program	50,000,000
Railroad Bridge Widening Program	25,000,000
Major Intersection Upgrades Program	15,000,000
Major Street Sidewalks Program	15,000,000
Urban Roadway Upgrades	15,000,000
Prince Road: Campbell Avenue to Country Club Road	10,000,000
Streets and Traffic Maintenance Division Facility	10,000,000
Houghton Road: Tanque Verde to Interstate 10	7,500,000
Silverbell Road: El Camino del Cerro to Grant Road	7,500,000
Residential Streets Sidewalks Program	5,000,000
Stone Avenue Corridor Improvements	5,000,000
Americans with Disabilities Act (ADA) Improvements	5,000,000
22nd St Corridor: Interstate 10 to Tucson Boulevard	3,000,000
Broadway Boulevard Corridor Improvements	3,000,000
Grant Road Corridor: Silverbell to Swan Road	3,000,000
Dirt Streets Paving Program	1,000,000
Major Street Landscaping Program	1,000,000
Median Irrigation System Upgrades	1,000,000
Subtotal	\$ 282,000,000
 Tucson Fire	
Station Replacement (6)	\$ 25,250,000
Apparatus Replacement Program	22,500,000
Public Safety Academy	7,000,000
Station Remodels (6)	2,940,000
Americans with Disabilities Act (ADA) Improvements	2,770,000
Mobile Data Terminal Replacement	2,500,000
Cardiac Monitors	1,060,000
Electronic Patient Care Reporting Tablets (EPCR)	650,000
Subtotal	\$ 64,670,000

UNMET CAPITAL NEEDS

	ESTIMATED COST
Tucson Police	
Police Headquarters remodel to include HVAC refit	\$ 15,000,000
Police Communications remodel/expansion	10,000,000
Refit/ repurpose of the two vacant buildings adjacent to the Westside Service Center	10,000,000
Americans with Disabilities Act (ADA) Improvements	1,500,000
Create a vehicle impound lot adjacent to the new crime lab	500,000
Subtotal	\$ 37,000,000
Neighborhood Services Total	\$ 765,790,000

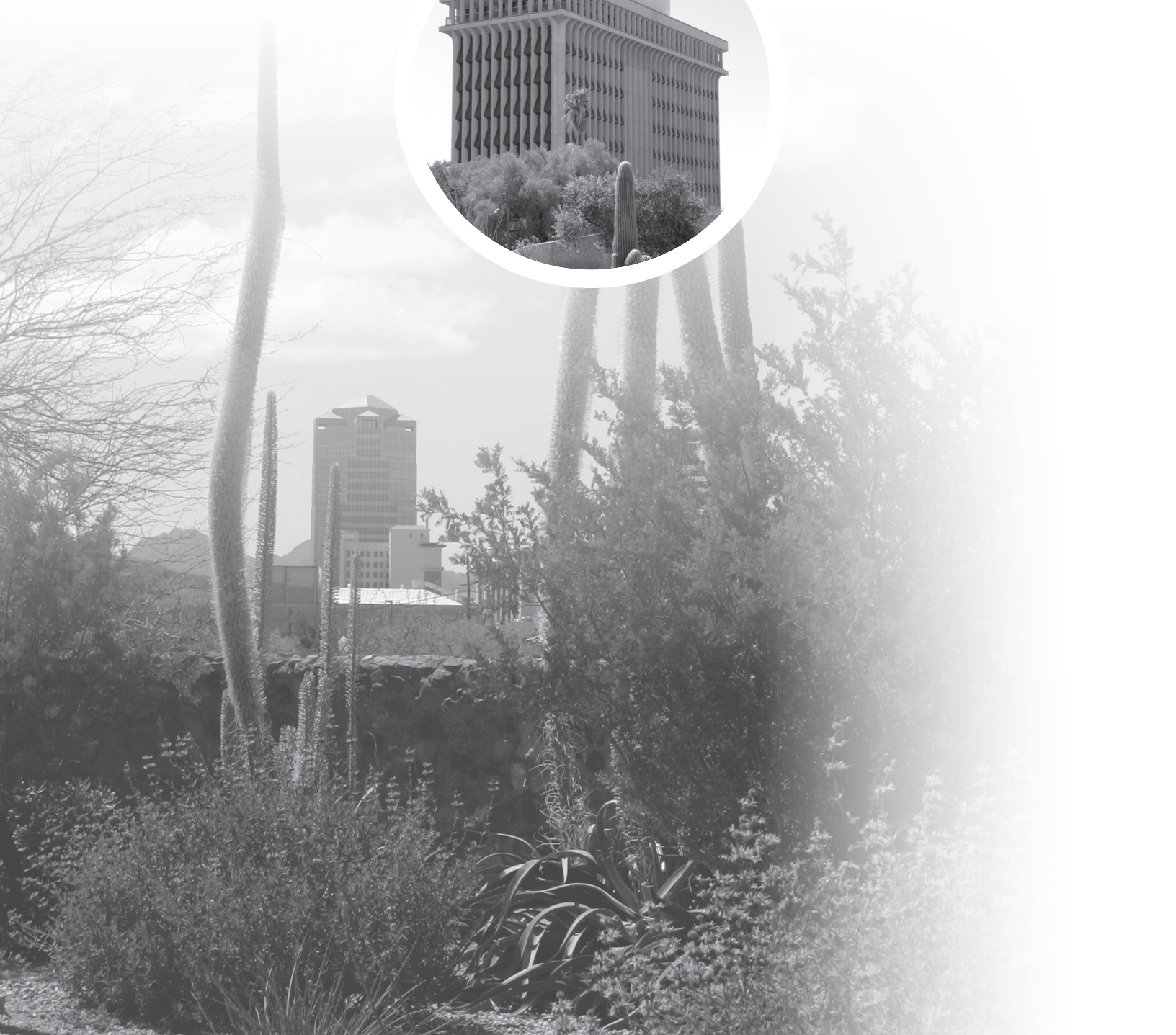
OPERATIONS and DEVELOPMENT

General Services	
General Service Radio System	\$ 2,000,000
Americans with Disabilities Act (ADA) Improvements	1,100,000
Logging Recorder System	1,000,000
Subtotal	\$ 4,100,000
Parks and Recreation	
Americans with Disabilities Act (ADA) Improvements	\$ 16,000,000
Long Term Electrical/Lighting System Upgrades/Replacement	6,600,000
Park Safety Improvements: Playground Replacements at Various Parks	5,000,000
Pool Bromine/Ozone Conversions at Various Pools (10)	3,750,000
Clements Senior Center	3,000,000
Southeast Community Park	2,200,000
Urgent Short Term Electrical/Lighting System Upgrades	1,110,000
Comfort Station Replacements/Upgrades	1,000,000
Irrigation System Replacements/Upgrades	1,000,000
Parking Lot Repairs at Various Parks	1,000,000
Irrigation System Replacements	750,000
Lincoln Park Maintenance Building	450,000
Replace Electrical Cabinets and Install New Wire at Various Parks (12)	360,000
New Ramadas at Various Park Locations (6)	300,000
New Backstops at Various Park Locations	200,000
Amphi Pool Cantilever Repair or Replacement	120,000
Rodeo Grounds Concession Stand Improvements	50,000
Subtotal	\$ 42,890,000

UNMET CAPITAL NEEDS

	ESTIMATED COST
Tucson Convention Center	
Expansion of Meeting Rooms	\$ 33,000,000
New Roof for Arena	2,000,000
Americans with Disabilities Act (ADA) Improvements	2,000,000
	\$ 37,000,000
Subtotal	\$ 37,000,000
Operations and Development Total	\$ 83,990,000
 SUPPORT SERVICES	
City Clerk's Office	
New Election Equipment and Software	\$ 320,000
	\$ 320,000
Subtotal	\$ 320,000
 Information Technology	
Fiber Optic Replacement	15,000,000
Americans with Disabilities Act (ADA) Improvements	65,000
	\$ 15,065,000
Subtotal	\$ 15,065,000
Support Services Total	\$ 15,385,000
 NON-DEPARTMENTAL	
General Expense	
New City Hall	\$ 75,000,000
	\$ 75,000,000
Non-Departmental Total	\$ 75,000,000
 Unmet Needs Total	\$ 940,165,000

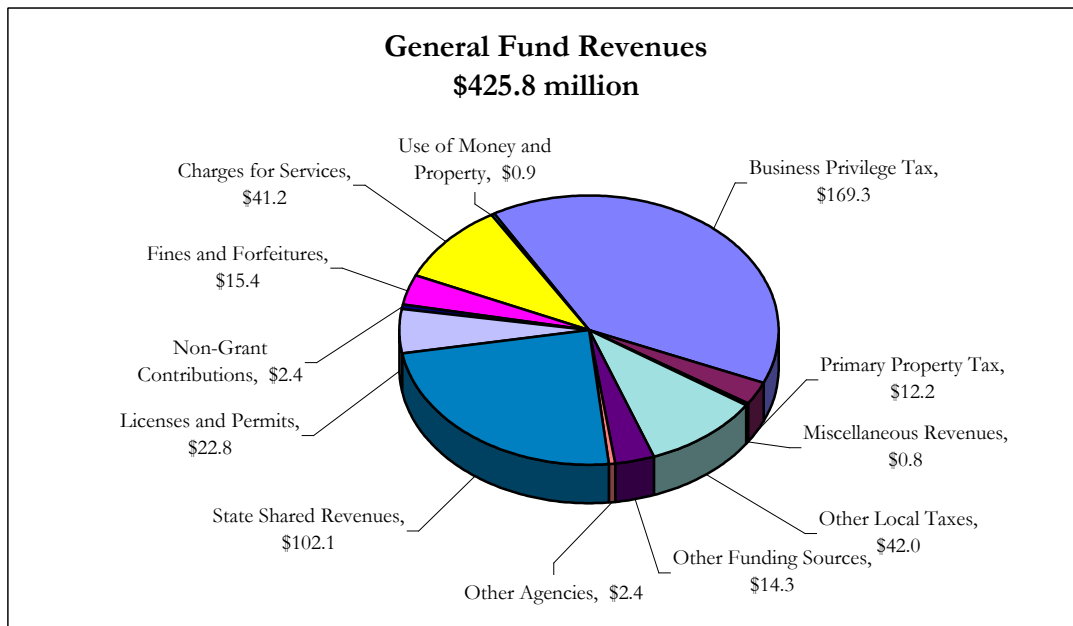
Section D
Funding Sources



GENERAL FUND

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

The City of Tucson's adopted General Fund revenues for Fiscal Year 2012 are \$425.8 million, a decrease of \$17.3 million or 3.9% from the Fiscal Year 2011 adopted budget of \$443.1 million. The Fiscal Year 2011 Adopted Budget included Certificates of Participation (COPs) in the amount of \$24.7 million to be issued for deficit mitigation. This amount is not included in Fiscal Year 2012.

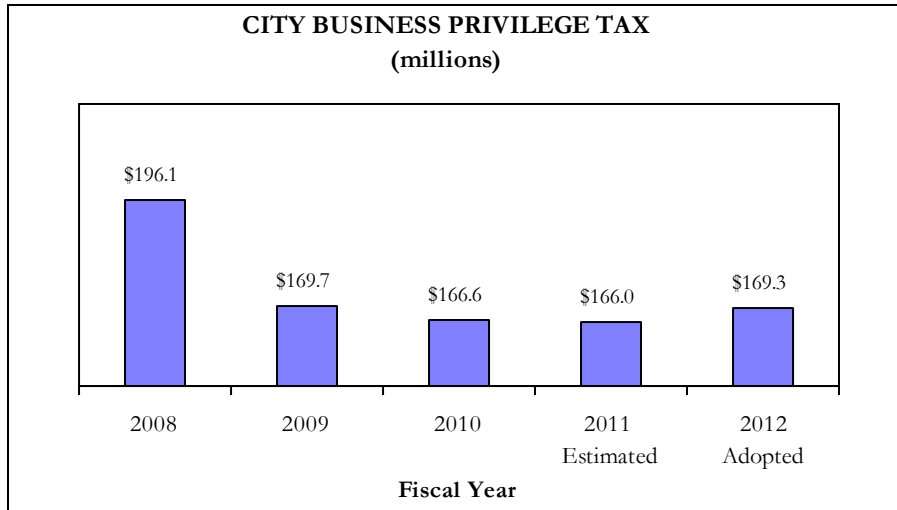


CITY BUSINESS PRIVILEGE (SALES) TAX

The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 40% of the anticipated General Fund revenue. Changes in the availability of this resource greatly impact the ability of the City to provide general government services. As a result of the Great Recession, the City went through an extended period of declining local sales tax revenue. However, the City is now seeing the gradual return of local sales tax growth. The projected rate of growth from estimated Fiscal Year 2011 revenues to Fiscal Year 2012 is 2%, or \$3.3 million, which assumes a slight uptick in local sales tax receipts.

The Tucson City Charter authorizes a 2% tax on taxable business activity transacted within the city limits. The tax is imposed on 15 separate business activities. The charter exempts food purchased for home consumption, but allows the taxation of food consumed in restaurants or carried out. The charter further provides that as long as the city sales tax is imposed, no ad valorem tax shall be imposed on real or personal property within the city in excess of \$1.75 per \$100 of assessed valuation.

GENERAL FUND



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 city is required, under the Truth in Taxation law, to notify taxpayers of its intention to increase primary property taxes over the previous year's levy, unless the amount increased is solely attributable to new construction and annexations. The Fiscal Year 2012 revenues reflect the 2% allowable increase.

The city also applies a state law that allows an increase to the primary property tax levy by the amount of involuntary torts or claims that were paid in Fiscal Year 2010. The involuntary tort levy amount is \$2,492,500, which increases the estimated primary tax rate by \$0.0728 per \$100 of assessed valuation. The additional revenue from the primary property tax increase will be recognized in the Self-Insurance Internal Service Fund.

The estimated primary property tax, including the amount for the tort levy, for Fiscal Year 2012 is \$14,707,820 or \$2.6 million more than the actual levy of \$12,063,167 for Fiscal Year 2011. The tax rate for Fiscal Year 2012 will increase to \$0.4297 per \$100 of assessed valuation from \$0.3289 for Fiscal Year 2011.

	Primary Tax Rate and Levy				
	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted
Primary Tax Rate	\$ 0.3296	\$ 0.3231	\$ 0.3144	\$ 0.3289	\$ 0.4297
Primary Tax Levy ¹	\$ 10,327,380	\$ 10,915,388	\$ 11,404,150	\$ 12,063,167	\$ 14,707,820
Valuation	\$ 3,133,309,748	\$ 3,378,331,185	\$ 3,627,276,148	\$ 3,667,565,654	\$ 3,422,592,245

¹The primary tax levy for Fiscal Years 2011 and 2012 include the amount for involuntary tort claims of \$264,608 and \$2,492,500, respectively.

GENERAL FUND

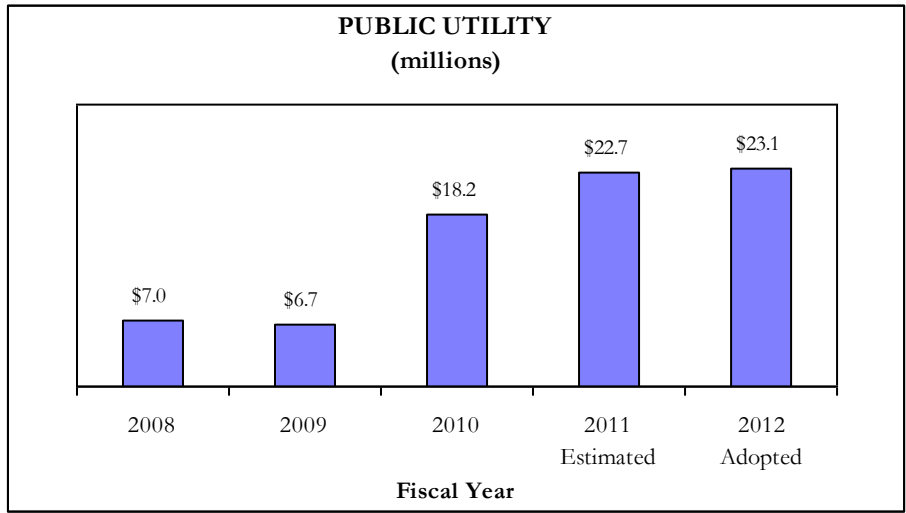
PUBLIC UTILITY TAX

The Tucson City Charter authorizes a tax on the gross sales by public utilities and telecommunication providers that operate without a franchise to consumers within the city limits. The City changed the tax rate paid from 2% to 4% beginning in Fiscal Year 2010. The tax is paid monthly on gross income with a provision allowing credit against the public utility tax for any franchise fees paid to the City. The public utility tax is in addition to the 2% city sales tax.

Under the terms of voter-approved franchises granted to Tucson Electric Power and Southwest Gas for use of public rights-of-way, the city collects 2.25% on gross sales of electricity and 3.0% on natural gas consumed within the city (1.5% is set aside for utility relocation reimbursements). Franchise fee payments received from Tucson Electric Power and Southwest Gas reduces the public utility tax due from them.

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

Estimated revenues from public utility taxes for Fiscal Year 2012 total \$23.1 million. The forecast assumes a less than 1% growth from Fiscal Year 2011 estimated revenues.



OTHER LOCAL TAXES

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

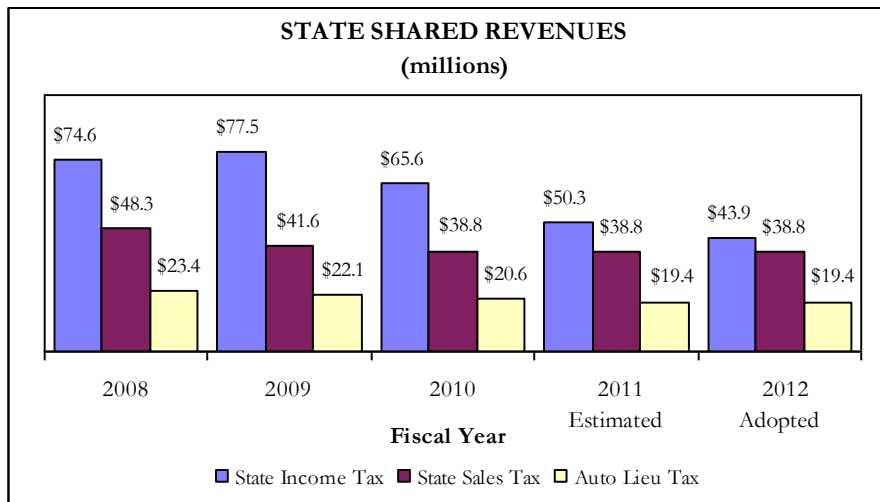
Estimated revenues from other local taxes not including public utility tax for Fiscal Year 2012 total \$18.9 million. The forecast assumes little growth from Fiscal Year 2011 estimated revenues of \$18.7 million.

GENERAL FUND

STATE SHARED REVENUES

Cities and towns in Arizona receive a portion of revenues collected by the State of Arizona. The allocations for these revenues are primarily based on U.S. Census population figures. The three state-shared revenues represent 24% of the General Fund budget. Revenues from these sources can be used for any general government activity.

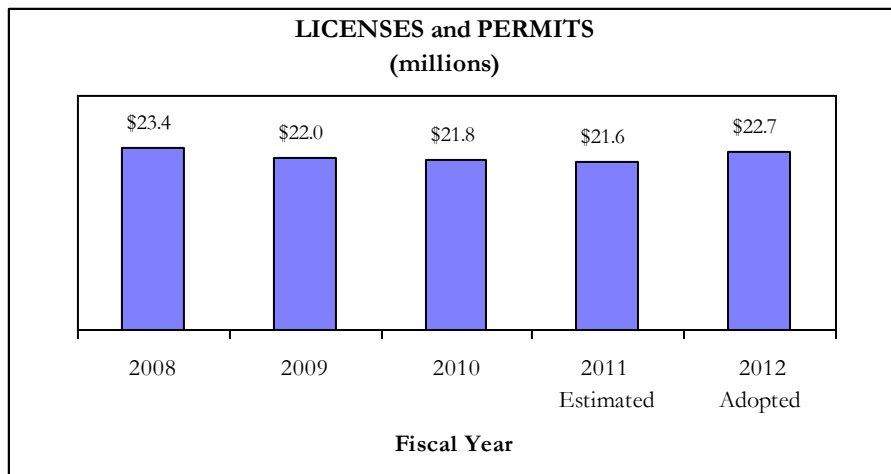
For Fiscal Year 2012, the projected state-shared revenues are \$102.1 million, representing an almost 6% decrease from the \$108.5 million estimate for Fiscal Year 2011. The declining estimates are mainly due to the decrease of state-shared income taxes and population declines recorded in the 2010 Census which offset the projected revenue increases from state sales and auto lieu taxes.



LICENSES and PERMITS

Licenses and Permits revenues include revenue from various business licenses and sign and miscellaneous permits.

For Fiscal Year 2012, the City has proposed implementation of a \$20 alarm fee for each active alarm system in the City limits. The City estimates that there are approximately 50,000 alarm systems, and that this fee would generate \$1.0 million each year to recover costs incurred by the Tucson Police Department in responding to false alarms. Other licenses and permits are projected to increase slightly from the estimated Fiscal Year 2011.



GENERAL FUND

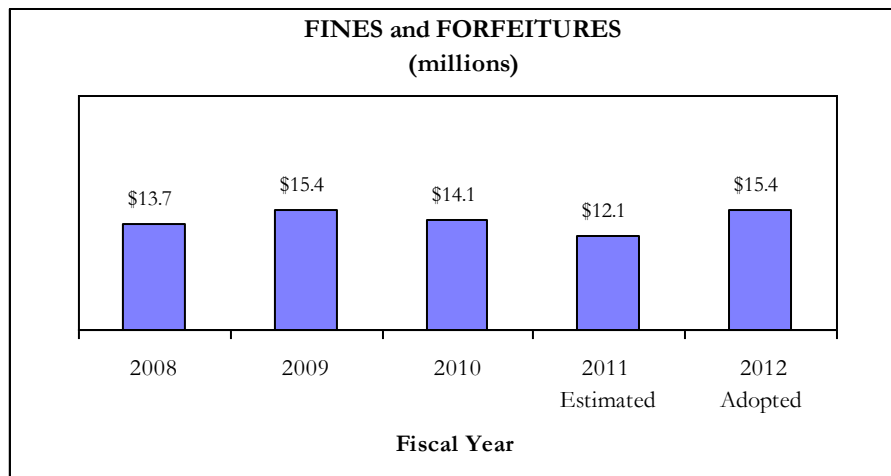
FINES and FORFEITURES

This revenue is derived from fines for violations of state statutes and the Tucson City Code, and from forfeitures collected by the Tucson Police Department and the City Attorney. Fines include driving under the influence and other criminal misdemeanors, civil traffic violations, and parking violations.

Fines and penalty revenues are accounted for in both the General Fund and the Special Revenue Funds. Forfeitures, which are accounted for in the General Fund, are restricted for specific law enforcement expenses.

The Fiscal Year 2012 revenues are projected to be greater than Fiscal Year 2011 estimated revenues by \$3.4 million mainly due to the increase in revenues from the Photo Enforcement Program which was expanded from four to eight intersections. Fiscal Year 2012 revenue projections include a full year of revenues from the expansion. Additional revenue increases are due to the City Court implementing a \$17 fee for rescheduling or extending time for a defendant to complete Defensive Driving School. The amount projected to be collected from this program is \$265,000. The City Prosecutor is also increasing the diversion fee offered to misdemeanor defendants to earn dismissal of charges by successfully completing all program requirements. The cost recovery fee is to cover increased operational costs and is projected to provide an additional \$200,000 in revenue.

In Fiscal Year 2012, the parking violation revenues will be recorded in the ParkWise Special Revenue Fund.



CHARGES for SERVICES

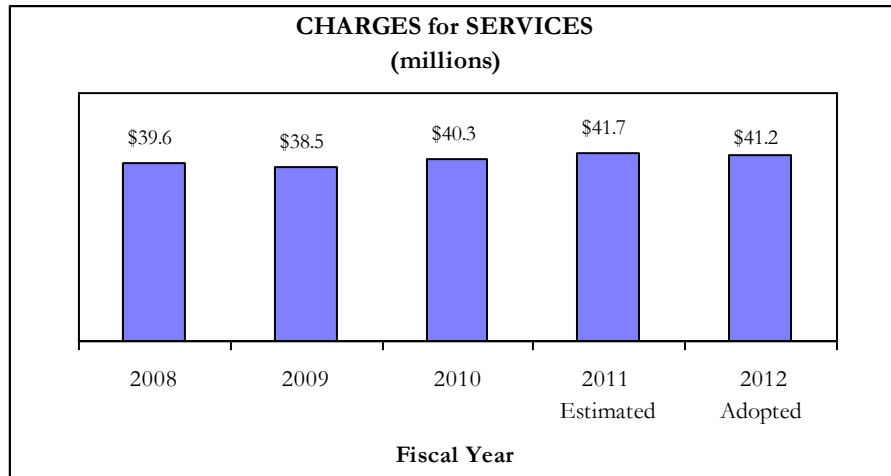
City departments may charge fees for a certain level of cost recovery. The Planning and Development Services Department charges fees for permits and inspections, project planning and review, and zoning. The Fire Department charges fees for services provided for emergency medical transport and fire inspections.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

In Fiscal Year 2012, charges for services are projected to decrease approximately \$0.5 million from estimated Fiscal Year 2011. The major decrease is with project planning and review fees because there were several significant commercial building projects underway in Fiscal Year 2011 that are not projected to continue in Fiscal Year 2012.

The decrease in project planning and review fees is offset by an increase of zoo admission revenues. In Fiscal Year 2012, the Reid Park Zoo will be completing the Expedition Tanzania expansion. The zoo revenue projection includes a fee increase for a total of \$214,700.

GENERAL FUND

The following graph illustrates the City of Tucson charges for services over five years.



USE of MONEY and PROPERTY

Revenues in this category include earnings from the leasing of City property and interest earnings. The Finance Department invests funds that are available but not needed for immediate disbursement. Funds are invested overnight in a Local Government Investment Pool and a core portfolio of U.S. Government obligations. Interest earnings are anticipated to slightly increase as the City's cash reserves increase. Rentals and lease revenues have been reduced due to the loss of tenants at several City properties. Tenant rent from El Portal housing has been transferred to the Public Housing (AMP) fund.

OTHER AGENCIES

Revenues in this category come from Intergovernmental Agreements with other jurisdictions. Beginning in Fiscal Year 2012, the financial arrangements with Pima County for animal care services will change. The County will send to the City any revenues collected on behalf of the City for animal services fees rather than reducing the expenditure charged to the City for the program. The change is projected to increase revenues by \$980,000. In addition, the renewal of an agency contract for dispatching services was negotiated at a lesser amount in Fiscal Year 2012 than in Fiscal Year 2011 decreasing revenues by \$256,200.

NON-GRANT CONTRIBUTIONS

Revenues in this category are from miscellaneous contributions. The major source of revenue in this category is from a federal subsidy to investors equal to 35% of the interest payable by the issuer of Qualified Energy Conservation Bonds (QECBs) and Build America Bonds (BABs). The City projects to receive \$1.1 million from the subsidy to offset the debt service interest payments.

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

GENERAL FUND

MISCELLANEOUS REVENUES

Revenues in this category include the sale of property, Open Space contributions, recovered expenditures and other miscellaneous funds. The revenues are projected to decrease from Fiscal Year 2011 estimate of \$1.0 million to \$0.8 million. The decrease is due to the projection of the amount of the property to be sold during Fiscal Year 2012.

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 2012, the other financial resources are In Lieu of Taxes and refunding proceeds.

Municipal-owned utilities are exempt from property taxes. In order to compensate the city for the lost property tax revenues, the City imposed an in lieu of tax on the Tucson Water Utility Fund which is projected to bring \$1.6 million into the General Fund for Fiscal Year 2012.

Refunding proceeds are those used to repay previously issued debt and related issuance costs. If necessary for deficit mitigation, the city plans to refinance its COPs principal payments due June 30, 2012. The principal payments will be deferred to future years.

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Business Privilege Tax	\$ 166,573,329	\$ 159,000,000	\$ 166,000,000	\$ 169,320,000
Primary Property Tax	\$ 11,633,044	\$ 11,798,560	\$ 11,798,560	\$ 12,215,330
Other Local Taxes				
Public Utility Tax	\$ 18,216,381	\$ 18,400,000	\$ 22,700,000	\$ 23,127,000
Use Tax	6,688,928	7,000,000	6,000,000	6,060,000
Transient Occupancy Tax	8,578,730	7,900,000	8,500,000	8,585,000
Room Tax	3,113,320	2,900,000	3,100,000	3,131,000
Liquor Taxes	732,622	690,000	800,000	750,000
Pawn Broker Second Hand Dealer	-0-	-0-	200,000	200,000
Occupational Taxes	127,851	45,000	100,000	125,000
Governmental Property Lease Excise Tax	4,004	1,030	2,400	3,500
Subtotal	\$ 37,461,836	\$ 36,936,030	\$ 41,402,400	\$ 41,981,500
State Shared Taxes				
State Income Tax	\$ 65,593,404	\$ 51,556,240	\$ 50,306,240	\$ 43,899,990
State Sales Tax	38,800,312	37,300,000	38,800,000	38,800,000
Auto Lieu Tax	20,618,278	21,112,830	19,400,000	19,400,000
Subtotal	\$ 125,011,994	\$ 109,969,070	\$ 108,506,240	\$ 102,099,990
Licenses and Permits				
Utility Franchise Fees	\$ 12,948,360	\$ 13,290,000	\$ 12,890,000	\$ 13,018,900
Cable Television Licenses	5,384,289	5,376,400	5,376,400	5,384,000
License Application Fees	1,937,792	2,000,000	1,900,000	1,938,000
Alarm Permit Fee	-0-	-0-	-0-	1,000,000
Telecommunications Licenses and Franchise Fees	921,070	915,250	915,250	923,300
Sign Regulation	387,764	295,900	300,000	316,620
Litter Assessment Fee	-0-	200,000	174,000	174,000
Temporary Work Zone Traffic Control	181,350	-0-	-0-	-0-
Miscellaneous Licenses and Permits	25,400	12,720	14,020	15,310
Subtotal	\$ 21,786,025	\$ 22,090,270	\$ 21,569,670	\$ 22,770,130
Fines and Forfeitures				
City Attorney	\$ 694,520	\$ 788,620	\$ 655,860	\$ 835,000
City Court	2,291,150	2,063,610	1,934,160	3,104,520
Finance	5,597	6,000	5,000	6,030
General Government	-0-	-0-	-0-	20,000
ParkWise	427,692	866,250	450,000	-0-
Planning and Development Services	9,030	3,000	3,000	-0-
Transportation	-0-	-0-	20	5,250
Tucson Fire	9,473	8,000	6,000	6,000
Tucson Police	10,710,796	13,792,110	9,020,420	11,490,500
Subtotal	\$ 14,148,258	\$ 17,527,590	\$ 12,074,460	\$ 15,467,300

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Charges for Services				
Administrative Charge to Enterprise Funds	\$ 11,883,750	\$ 11,878,730	\$ 11,878,730	\$ 11,878,730
City Attorney	12,751	11,550	12,050	13,050
General Government	93,651	52,000	122,600	123,320
General Services	494	-0-	240	400
Housing and Community Development	119,541	86,400	158,200	93,900
Information Technology	84,620	123,760	123,760	232,800
Parks and Recreation	4,565,093	5,286,150	5,164,210	5,577,320
ParkWise	345,111	-0-	161,790	-0-
Planning and Development Services	6,795,015	6,203,850	7,246,600	6,333,070
Public Defender	64,026	55,730	81,960	54,200
Transportation	2,136	-0-	-0-	2,850
Tucson Fire	11,061,926	15,674,540	12,175,550	12,167,550
Tucson Police	5,289,369	5,854,500	4,599,490	4,704,000
Subtotal	\$ 40,317,483	\$ 45,227,210	\$ 41,725,180	\$ 41,181,190
Use of Money and Property				
Rentals and Leases	\$ 587,384	\$ 131,700	\$ 946,270	\$ 329,350
Interest Earnings	552,011	748,360	396,690	546,980
Tenant Rent	809,918	-0-	-0-	-0-
Subtotal	\$ 1,949,313	\$ 880,060	\$ 1,342,960	\$ 876,330
Other Agencies				
Dispatch Services	\$ 1,170,974	\$ 1,170,970	\$ 1,310,090	\$ 1,053,890
Pima Animal Care Fees	-0-	-0-	-0-	980,000
University of Arizona Fire Service	126,218	126,220	126,220	126,220
Law Enforcement Training	195,426	175,000	152,080	180,130
State Telecomm 911 Excise Tax	40,807	59,680	63,000	40,000
Tri-Band Multi-Agency Agreements	25,283	26,000	24,000	18,010
Subtotal	\$ 1,558,708	\$ 1,557,870	\$ 1,675,390	\$ 2,398,250
Non-Grant Contributions				
General Government	\$ -0-	\$ -0-	\$ 1,063,950	\$ 1,103,810
Housing and Community Development	6,920	70,000	57,100	70,000
Parks and Recreation	257,841	350,000	356,400	356,400
Transportation	-0-	12,000	-0-	-0-
Tucson Police	859,464	700,000	856,000	833,800
Subtotal	\$ 1,124,225	\$ 1,132,000	\$ 2,333,450	\$ 2,364,010

GENERAL FUND

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Miscellaneous Revenues				
Sale of Property	\$ 168,673	\$ 101,000	\$ 371,460	\$ 121,010
Miscellaneous Revenues	735,022	495,310	577,120	577,000
Open Space Contributions	11,705	11,800	7,040	12,000
Election Campaign Contributions	-0-	-0-	1,020	-0-
Recovered Expenditures	354,172	292,510	66,410	103,350
Subtotal	\$ 1,269,572	\$ 900,620	\$ 1,023,050	\$ 813,360
Other Funding Sources				
In Lieu of Taxes	\$ -0-	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
Refunding Proceeds	13,829,486	9,448,440	9,448,440	9,462,000
Certificates of Participation	-0-	24,706,330	-0-	-0-
Capital Lease Proceeds	1,800,000	-0-	1,257,100	-0-
Transfers from Other Funds	69,988	-0-	-0-	-0-
Balances/Previous Year Surpluses	-0-	362,500	11,200,000	3,262,870
Subtotal	\$ 15,699,474	\$ 36,117,270	\$ 23,505,540	\$ 14,324,870
Total General Fund	\$ 438,533,261	\$ 443,136,550	\$ 432,956,900	\$ 425,812,260

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of several revenue sources that are restricted to expenditures for specified purposes. Included in this category are the Mass Transit Fund, Highway Revenue User Fund (HURF), ParkWise Fund, and Tucson Convention Center (TCC) Fund. Also included are revenues and expenditures for Federal and State Grants, Development Fees, and Capital Projects.

MASS TRANSIT FUND

The Mass Transit Fund records the revenues generated and expenditures made in order to run the public transportation program for the City. Revenues include fare box receipts; operating assistance from the Regional Transportation Authority (RTA), Pima County and other local jurisdictions; and other miscellaneous revenues. The Fiscal Year 2012 fare box revenue of \$6.1 million is projected to increase \$1.3 million from Fiscal Year 2011 due to a fare increase. The Federal Grant revenue is increasing mainly due to the design and construction of a modern, high-capacity streetcar system. The City received a federal Transportation Investment Generating Economic Recovery (TIGER) grant and is projecting to use \$39.4 million of this funding in Fiscal Year 2012 for the modern streetcar system. The State of Arizona allocated a portion of the revenues from the Local Transportation Assistance Fund (LTAF) to cities and towns during Fiscal Year 2011 before sweeping the remaining funds to help offset the State's budget deficit; there are no LTAF revenues projected for Fiscal Year 2012.

The General Fund transfer to the Mass Transit Fund is increasing by \$2.2 million from \$37.3 million estimated in Fiscal Year 2011 to the projected \$39.5 million in Fiscal Year 2012. The increase is due to the reduction in revenue from the RTA; lower fare box revenues; and increased costs for health and pension, fuel, and liability insurance.

TUCSON CONVENTION CENTER FUND

The Tucson Convention Center Fund is used for the operations of the convention center. Revenues include room and space rental, box office fees, parking fees, and other miscellaneous revenues. Projected revenues of \$9.5 million for Fiscal Year 2012 are anticipated to increase from the estimated Fiscal Year 2011 revenues of \$9.2 million. The Mayor and Council have directed that a specific allocation of funds from the transient occupancy tax be directed to the Tucson Convention Center for the promotion of tourism.

HIGHWAY USER REVENUE FUND

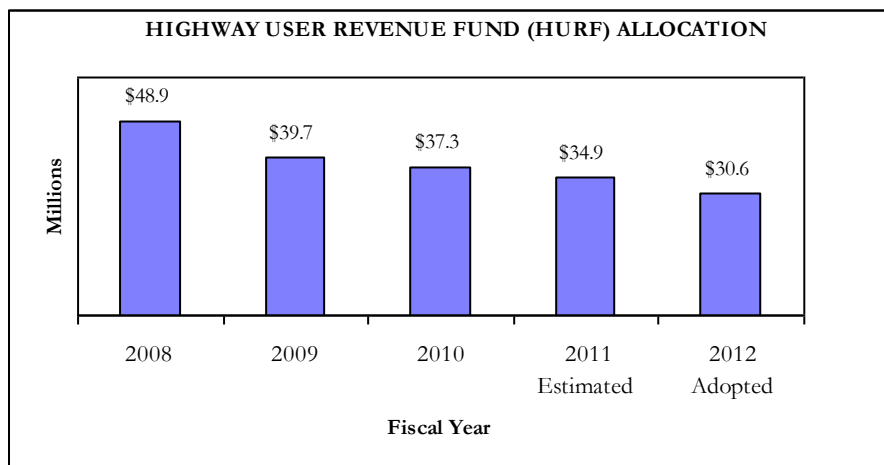
The HURF revenues are generated from the state-collected gasoline tax. Currently, the gas tax is levied at a rate of \$0.18 per gallon and distributed to cities and towns under two formulas. The first formula deposits \$0.13 of the \$0.18 in a fund from which 30% is allocated to cities and towns. One-half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

The HURF revenues are restricted solely for street and highway purposes. Eligible activities for HURF revenues include rights-of-way acquisitions, street construction, maintenance and improvements and for debt service on highway and street bonds. HURF revenues are projected to decrease \$4.3 million from the Fiscal Year 2011 estimate of \$34.9 million to the Fiscal Year 2012 projected \$30.6 million. The decrease is attributable to the State of Arizona sweep of \$120 million from the highway user revenues before the distribution to cities and towns. The money was given to the Department of Public Safety as part of the State of Arizona's budget deficit mitigation. The City's distribution also decreased due to a loss of population from the 2010 Census. The City is also selling right-of-way property for \$2.0 million as part of a development agreement in Fiscal Year 2012.

In Fiscal Year 2011, the City restructured the Street and Highway bonds but will not in Fiscal Year 2012. The total amount of debt service to be paid in Fiscal Year 2012 will be greater than the projected 3% HURF revenues that are set aside for the repayment of Street and Highway debt obligations. HURF revenues in the amount of \$11.4 million will need to be transferred to the debt service fund to cover the debt service obligations.

SPECIAL REVENUE FUNDS

The following graph shows the amount of state-shared HURF revenues received and anticipated by the City. It reflects an over 37% reduction since Fiscal Year 2008.



PARKWISE FUND

The ParkWise Fund is used to account for the operations of the City's parking garages, parking lots and parking meters. The projected parking revenues of \$2.1 million for Fiscal Year 2012 are an anticipated increase of \$0.8 million from Fiscal Year 2011 revenues of \$1.3 million. The increase is due to the opening of Plaza Centro, a new 400 stall public parking garage downtown. In Fiscal Year 2011, the total fund revenues of \$4.1 million include debt refunding proceeds of \$0.6 million. The City will not be refunding ParkWise debt obligations in Fiscal Year 2012.

CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund accounts for capital projects that are financed by Certificates of Participation (COPs) or are reimbursed by governmental agencies such as Pima County and Pima Association of Governments (PAG). Typical projects to be reimbursed by other agencies are street and highway and park improvements. In Fiscal Year 2012, two of the capital projects funded by COPs issued in prior years are the Crime Lab for \$13.3 million, and energy plant capacity and improvements for \$5.3 million.

CIVIC CONTRIBUTION FUND

The Civic Contribution Fund accounts for any monetary contributions from individuals or organizations for a specific purpose. Projected contributions for Fiscal Year 2012 include those for the Fire Department, Parks and Recreation Department, and Tucson Convention Center. The Parks and Recreation Department plans on using prior year contributions received from the Reid Park Zoological Society as part of the funding for the construction of the Reid Park Zoo Expedition Tanzania exhibit.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Community Development Block Grant (CDBG) Fund accounts for funds received from a federal program administered by the U.S. Department of Housing and Urban Development (HUD) which furnishes grant funds 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 2012, the projected use of CDBG funding is anticipated to decrease \$1.8 million from Fiscal Year 2011 estimate of \$13.5 million to \$11.7 million. The reduction is due to the ending of a one-time American Recovery and Reinvestment Act (ARRA) grant known as CDBG Recovery.

SPECIAL REVENUE FUNDS

DEVELOPMENT FEE FUND

The Development Fee Fund accounts for the capital projects which are funded by impact fees. Impact fees are charged to new development as a means of paying for the facilities and infrastructure needed to serve that development. The City of Tucson currently assesses impact fees for water, roads, parks, police, fire, and public facilities. The impact fees for water are accounted for in the Tucson Water Utility Fund. Two of the major projects to be funded with development fees for Fiscal Year 2012 include the design and construction of Speedway from Camino Seco to Houghton for \$3.0 million and Houghton Road from Old Spanish Trail to Valencia for \$1.0 million.

Projects funded by development fees may be found in Section C, Capital Improvement Program.

MISCELLANEOUS HOUSING GRANT FUND

The Miscellaneous Housing Grant Fund accounts for grants from HUD. One of the grants was a multi-year HOPE VI grant for the execution of the Martin Luther King Revitalization Plan. The grant was used for replacement of 96 public housing units at the former Martin Luther King building and Community and Supportive Services as outlined in the plan. The fund also accounts for the Lead Hazard Control Program that reduces lead-based paint hazards to help meet the goal of eliminating childhood lead poisoning. The fund also includes several grants for homeless activities, supportive services grants for public housing residents, and other smaller or non-recurring HUD grants.

The revenues in the Miscellaneous Housing Grant Fund are anticipated to decrease \$1.0 million in Fiscal Year 2012 from the Fiscal Year 2011 estimated revenues of \$4.5 million. The decrease is mainly due to the completed construction of the Martin Luther King building from HOPE VI funds. The City is receiving its three-year allocation of \$3.0 million from HUD for the Lead Hazard Control Program and projects spending \$1.0 million in Fiscal Year 2012.

PUBLIC HOUSING SECTION 8 FUND

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

The estimated revenue in Fiscal Year 2011 is \$35.6 million and Fiscal Year 2012 is anticipated to increase \$1.7 million to \$37.3 million due to the full-year funding of additional vouchers received for programs such as the Veterans Affairs Supportive Housing, the Family Unification Program, and Vista Sierra tenant relocation.

HOME INVESTMENT PARTNERSHIPS PROGRAM FUND

The HOME Investment Partnerships Program 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 2012 are \$6.3 million, a decrease of \$0.8 million from prior year estimate of \$5.5 million due to the completion of programs and spending down of carryforward funds during Fiscal Year 2011.

OTHER FEDERAL GRANTS FUND

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

SPECIAL REVENUE FUNDS

In Fiscal Year 2012, anticipated miscellaneous federal grant revenue is decreasing from an estimated \$53.5 million in Fiscal Year 2011 to \$33.9 million. The decrease is mainly due to the completion of an ARRA grant received by the Transportation Department for road resurfacing. The Office of Conservation and Sustainable Development, a program under the City Manager's Office, is increasing the capacity for an energy efficiency and conservation block grant by \$0.7 million from Fiscal Year 2011 as it enters its final years of grant-funded projects. The Fire Department also has projected \$1.0 million in anticipated ARRA grant funds. The General Services Department is anticipating a federal grant of \$1.2 million to renovate and upgrade the Emergency Communications Center. Federal Grant revenues have decreased in the Tucson Police Department from Fiscal Year 2011 estimate of \$17.9 million to \$13.3 million due to the reduction of grant capacity.

NON-FEDERAL GRANTS FUND

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

In Fiscal Year 2012, anticipated miscellaneous grant revenue is increasing \$0.8 million from an estimated \$7.6 million in Fiscal Year 2011 to \$8.4 million. The increase is due to receipt of \$0.3 million in funding by the Housing and Community Development Department for the First Things First Childcare Grant to expand the infant toddler care facilities and scholarships for child care. The General Services Department was awarded a Qualified Energy Conservation Bond (QECB) allocation of \$0.5 million.

REGIONAL TRANSPORTATION AUTHORITY FUND

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

Revenues are increasing \$71.5 million in Fiscal Year 2012 to \$117.7 million from the Fiscal Year 2012 estimate of \$46.2 million. The Transportation Department will be undertaking design and improvements along major arterial and collector roadways within the City of Tucson. The improvements will include street widening, storm drains, sidewalks, street lighting and landscaping.

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Mass Transit Fund				
Fare Box Revenue	\$ 5,637,871	\$ 5,807,740	\$ 4,632,740	\$ 6,126,800
Pass Sale Revenue	5,265,697	5,492,260	5,492,260	5,679,500
Shuttle Service	73,440	45,000	45,000	-0-
Advertising Revenue	170,597	220,000	140,000	205,000
Regional Transportation Authority	7,640,562	7,500,000	5,343,000	5,870,000
County/Local Operating Assistance	3,972,393	4,366,330	4,516,330	4,509,170
Special Needs	597,724	637,000	637,000	775,900
Rents and Leases	257,052	225,000	225,000	160,000
Proceeds from Sale of Capital Assets	392,197	-0-	50,000	-0-
Miscellaneous Revenues	1,212,593	755,000	705,000	338,000
Federal Transit Grants	26,303,155	44,642,300	44,137,700	81,178,800
Local Transit Assistance Fund	2,068,404	-0-	436,000	-0-
Transfer from General Fund	29,751,202	35,250,000	37,250,000	39,495,700
Subtotal	\$ 83,342,887	\$ 104,940,630	\$ 103,610,030	\$ 144,338,870
Tucson Convention Center Fund				
Room and Space Rental	\$ 1,251,682	\$ 1,264,510	\$ 1,220,520	\$ 1,250,000
Box Office Fees	162,410	177,290	140,000	140,000
Parking	838,242	1,200,000	875,000	875,000
Catering and Concessions	342,237	433,120	380,000	350,000
Novelty Sales	43,069	25,990	25,000	30,000
Commission Revenue	165,569	165,000	150,000	125,000
Facility User Fees	235,147	406,640	260,000	260,000
Arena Facility User Fees	180,292	303,790	200,000	200,000
Event Ticket Rebates	128,000	115,000	133,480	135,000
Recovered Expenditures	-0-	72,310	-0-	40,000
Rents and Leases	46,506	47,000	49,450	50,000
Miscellaneous Revenues	87,597	47,000	60,000	-0-
Transfer from General Fund	5,642,540	5,567,000	5,732,680	6,042,440
Subtotal	\$ 9,123,291	\$ 9,824,650	\$ 9,226,130	\$ 9,497,440

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Highway User Revenue Fund				
State Shared Tax - HURF	\$ 37,324,694	\$ 34,915,080	\$ 34,915,080	\$ 30,625,850
Permits and Inspection Fees	188,093	238,000	177,370	278,000
Developer In Lieu	65,454	1,811,320	3,000	-0-
Final Fog Seal	22,236	-0-	10,790	-0-
Temporary Work Zone Traffic Control	-0-	188,150	169,680	200,000
Intergovernmental Agreements	67,459	-0-	2,230	-0-
Rents and Leases	134,071	60,000	189,900	291,280
Proceeds from Sale of Capital Assets	113,420	-0-	115,510	2,000,000
Interest Earnings	41,032	-0-	24,380	-0-
Recovered Expenditures	36,230	-0-	-0-	-0-
Miscellaneous Revenues	264,004	-0-	270,380	-0-
Transfer from Street and Highway Debt Service Fund	1,083,722	-0-	1,223,900	-0-
Balances/Previous Year Surpluses	-0-	8,674,760	-0-	250,780
Subtotal	\$ 39,340,415	\$ 45,887,310	\$ 37,102,220	\$ 33,645,910
ParkWise Fund				
Parking Meter Collections	\$ 454,684	\$ 877,070	\$ 821,220	\$ 887,250
Parking Revenues	1,505,246	1,926,880	1,323,080	2,138,500
Hooded Meter Fees	28,987	16,100	33,000	16,500
Parking Enforcement Fee	-0-	246,750	-0-	-0-
Parking Violations	428,287	-0-	870,500	873,430
Rents and Leases	268,851	353,660	390,330	393,190
Proceeds from Sale of Capital Assets	11,400	-0-	-0-	-0-
Interest Earnings	126,374	-0-	104,030	104,030
Miscellaneous Revenues	6,586	200	-0-	500
Refunding Proceeds	-0-	597,000	597,000	-0-
Subtotal	\$ 2,830,415	\$ 4,017,660	\$ 4,139,160	\$ 4,413,400
Capital Improvement Fund				
Intergovernmental Agreements	\$ 9,763,376	\$ 19,152,600	\$ 145,600	\$ 18,727,050
Certificates of Participation	15,384,605	59,104,030	23,041,600	29,400,500
Interest Earnings	81,693	-0-	-0-	-0-
Subtotal	\$ 25,229,674	\$ 78,256,630	\$ 23,187,200	\$ 48,127,550

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Civic Contribution Fund				
Contributions for Mayor and Council Programs	\$ 6,034	\$ -0-	\$ 2,580	\$ -0-
Contribution for Housing and Community Development	-0-	-0-	11,600	-0-
Contributions for Parks and Recreation	179,875	316,720	101,900	205,100
Contributions for Transportation	2,700	-0-	-0-	-0-
Contributions for Tucson Convention Center	12,500	-0-	5,000	15,400
Contributions for Tucson Fire	18,608	50,000	3,200	50,000
Contributions for Tucson Police	10,368	-0-	6,300	-0-
Interest Earnings	12,904	-0-	3,860	3,500
Balances/Previous Year Surpluses	142,947	-0-	-0-	2,803,600
Subtotal	\$ 385,936	\$ 366,720	\$ 134,440	\$ 3,077,600
Community Development Block Grant Fund				
Community Development Block Grant Entitlement	\$ 11,259,305	\$ 14,533,500	\$ 13,467,710	\$ 11,747,150
Program Income	133,085	1,420	140,000	1,420
El Portal Income	-0-	-0-	120,000	120,000
Interest Earnings	1,221	-0-	-0-	-0-
Subtotal	\$ 11,393,611	\$ 14,534,920	\$ 13,727,710	\$ 11,868,570
Development Fee Fund				
Development Fees for Police	\$ 495,820	\$ -0-	\$ 539,840	\$ 500,000
Development Fees for Fire	280,892	-0-	250,180	250,000
Development Fees for Transportation	2,280,577	5,753,400	1,834,740	2,543,600
Development Fees for Parks	604,094	892,300	264,390	600,000
Development Fees for General Services	278,616	-0-	238,530	275,000
Interest Earnings	100,143	-0-	30,690	95,000
Balances/Previous Year Surpluses	-0-	-0-	-0-	2,171,100
Subtotal	\$ 4,040,142	\$ 6,645,700	\$ 3,158,370	\$ 6,434,700
Miscellaneous Housing Grant Fund				
Federal Miscellaneous Housing Grants	\$ 9,446,044	\$ 6,024,480	\$ 4,504,000	\$ 3,513,470
Lead Hazard Control Grants	1,600,902	1,068,690	48,950	1,090,800
Program Income		417,180	777,110	813,870
Balances/Previous Year Surpluses	20,845	-0-	-0-	-0-
Subtotal	\$ 11,067,791	\$ 7,510,350	\$ 5,330,060	\$ 5,418,140

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Public Housing Section 8 Fund				
Federal Public Housing Section 8 Grants	\$ 34,442,661	\$ 35,620,870	\$ 35,547,950	\$ 37,349,130
Program Income	210,297	28,310	28,310	31,500
Interest Earnings	13,245	6,290	6,290	7,000
Balances/Previous Year Surpluses	-0-	-0-	-0-	14,230
Subtotal	\$ 34,666,203	\$ 35,655,470	\$ 35,582,550	\$ 37,401,860
HOME Investment Partnerships Program				
HOME Funds	\$ 4,280,150	\$ 5,072,980	\$ 6,059,790	\$ 5,241,830
Program Income	269,078	235,000	230,000	230,000
Subtotal	\$ 4,549,228	\$ 5,307,980	\$ 6,289,790	\$ 5,471,830
Other Federal Grants Fund				
City Attorney	\$ 360,064	\$ 404,510	\$ 360,060	\$ 433,310
City Manager	630,666	2,750,000	2,750,000	3,450,000
General Services	92,059	423,800	544,800	1,196,620
Housing and Community Development	110,335	170,540	116,000	230,840
Information Technology	-0-	300,000	300,000	300,000
Parks and Recreation	625,555	574,750	614,750	698,210
Transportation	10,232,752	29,719,850	29,005,260	12,567,250
Tucson Fire	1,533,892	2,575,940	1,864,520	1,800,940
Tucson Police	6,977,593	17,916,610	17,916,610	13,252,470
Interest Earnings	10,238	-0-	-0-	-0-
Balances/Previous Year Surpluses	3,495,925	-0-	-0-	-0-
Subtotal	\$ 24,069,079	\$ 54,836,000	\$ 53,472,000	\$ 33,929,640

SPECIAL REVENUE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Non-Federal Grants Fund				
City Attorney	\$ 78,800	\$ 146,250	\$ 80,000	\$ 149,310
City Clerk	10,727	10,000	10,000	10,000
City Manager	-0-	150,000	150,000	150,000
General Services	-0-	1,350,000	-0-	530,830
Housing and Community Development	176,635	2,754,090	3,575,900	3,878,280
Information Technology	-0-	94,870	94,870	94,870
Parks and Recreation	168,199	964,310	964,310	964,350
Tucson Fire	51,106	1,200,000	1,040,000	1,050,000
Tucson Police	1,079,230	1,683,080	1,683,080	1,589,760
Subtotal	\$ 1,564,697	\$ 8,352,600	\$ 7,598,160	\$ 8,417,400
Regional Transportation Authority Fund				
Regional Transportation Authority	\$ 47,600,152	\$ 89,158,200	\$ 46,193,290	\$ 117,733,800
Total Special Revenue Funds	\$ 299,203,521	\$ 465,294,820	\$ 348,751,110	\$ 469,776,710

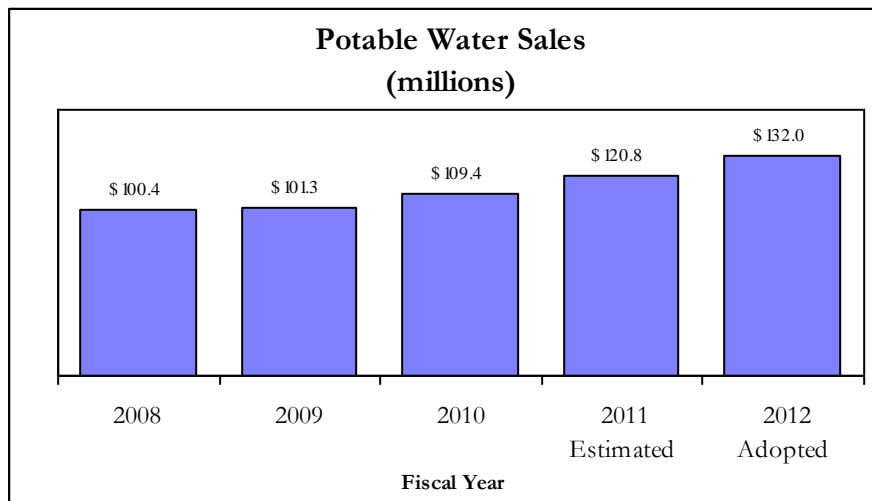
ENTERPRISE FUNDS

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

TUCSON WATER UTILITY

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

The Citizens' Water Advisory Committee (CWAC) recommended and the Mayor and Council approved specific water rate changes for Fiscal Year 2012. The potable water sales revenue is projected to increase by \$10.3 million (an additional 8.2%) over Fiscal Year 2011 projected due to an increase in water rates and \$0.9 million generated by an increase to the conservation charge.



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 issuing Water Revenue System Obligations in Fiscal Years 2011 and 2012. The department plans to use the funds to continue with the construction of the new Eastside Maintenance Facility for \$3.0 million, design and construct an advanced oxidation process treatment plant for \$5.6 million, and for multiple water system improvement projects.

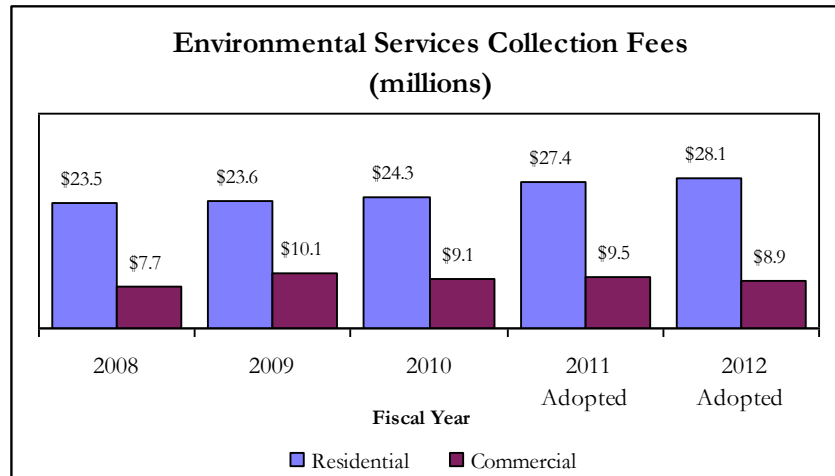
ENVIRONMENTAL SERVICES FUND

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.

For Fiscal Year 2012, the Mayor and Council approved commercial collection fee increases of approximately 2% for all refuse container sizes and collection frequencies; an additional \$5 per load for residential landfill self-hauler

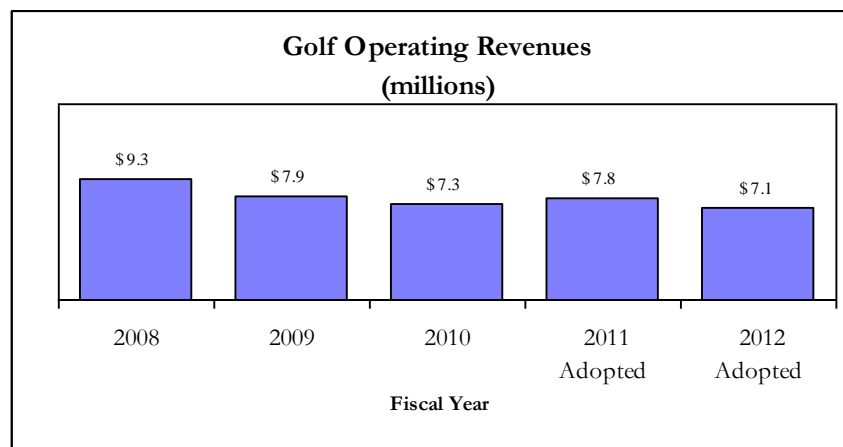
ENTERPRISE FUNDS

fees; and a \$0.34 increase in the remediation groundwater protection fee for each 5/8 inch water meter. The actual increase depends on the size of the water meter. The self-hauler fee provides better equity among the fees charged to users of the landfill and is expected to add approximately \$0.5 million annually in additional revenues. The increase in the remediation groundwater protection fee is expected to add nearly \$1.0 million annually in revenues.



TUCSON GOLF COURSE FUND

The Tucson Golf Course Fund operates five golf courses throughout the city: El Rio, Randolph, Dell Urich, Fred Enke and Silverbell. The revenues funding the golf operations include golf fees, cart rental, driving range and pro shops. For Fiscal Year 2012, the projected revenues are anticipated to decrease from Fiscal Year 2011 adopted budget. Revenue projections were reduced based upon an anticipated 5% reduction in the number of rounds of golf played and other related sales. The graph below does not include revenues from concessions. An outside contract for food and beverage operations will be in place for Fiscal Year 2012.



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 AMP Fund is projecting federal grant funding and other program revenues to remain relatively flat from the estimated Fiscal Year 2011 through Fiscal Year 2012.

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Tucson Water Utility				
Operating Revenues:				
Potable Water Sales	\$ 109,359,708	\$ 125,501,530	\$ 120,792,000	\$ 132,045,220
Reclaimed Water Sales	9,910,430	10,495,800	10,435,000	10,954,000
Central Arizona Project Surcharge	2,185,323	2,265,080	2,036,000	2,129,140
Water Conservation Fee	1,716,880	2,530,000	2,125,000	2,981,000
Fire Sprinkler Fee	1,232,051	1,166,970	1,000,000	1,279,640
Connection Fees	1,918,477	1,987,000	1,436,000	1,727,000
Service Charges	3,050,619	2,942,000	2,975,890	3,077,000
Development Plan Review/ Inspection Fees	676,146	689,680	349,380	608,000
Thornsdale/Tangerine	366,516	-0-	290,000	-0-
Billing Services	2,866,000	3,101,000	3,101,000	3,125,000
Miscellaneous Revenues	870,420	1,156,000	1,381,600	1,591,000
Subtotal	\$ 134,152,570	\$ 151,835,060	\$ 145,921,870	\$ 159,517,000
Non-Operating Revenues:				
Tucson Airport Remediation Project Reimbursement	\$ 1,269,426	\$ 1,322,000	\$ 1,322,000	\$ 1,692,000
Water System Equity Fees	3,168,290	3,644,000	2,826,930	3,061,000
CAP Water Resource Fees	377,513	383,000	335,130	361,000
Area Development Fees	-0-	10,000	-0-	-0-
Federal Grants	112,956	-0-	52,890	-0-
State and Local Grants	5,000	895,000	865,000	925,430
Sale of Capital Assets	184,086	200,000	119,360	180,000
Interest Earnings	214,705	257,000	239,060	94,000
Subtotal	\$ 5,331,976	\$ 6,711,000	\$ 5,760,370	\$ 6,313,430
Water System Obligation Bonds	21,083,586	56,090,000	43,039,000	38,089,000
Total Revenues	\$ 160,568,132	\$ 214,636,060	\$ 194,721,240	\$ 203,919,430
Environmental Services Fund				
Operating Revenues:				
Residential Refuse Services	\$ 24,337,187	\$ 27,380,000	\$ 27,256,750	\$ 28,050,000
Commercial Refuse Services	9,131,996	9,500,000	8,857,480	8,915,000
Landfill Services Charges	4,458,081	4,400,000	6,085,710	4,530,000
Remediation Ground Fee	-0-	2,520,000	2,160,150	3,500,000
Self Haul Fee	871,554	900,000	905,600	1,400,000
Refuse Penalties	221,920	200,000	206,460	200,000
Recycling	1,227,560	600,000	1,261,340	1,000,000
Subtotal	\$ 40,248,298	\$ 45,500,000	\$ 46,733,490	\$ 47,595,000

ENTERPRISE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Non-Operating Revenues:				
Household Hazardous Waste	\$ 79,510	\$ 71,700	\$ 93,250	\$ 140,000
Federal Grants	177,262	404,200	58,520	404,200
State and Local Grants	447,019	596,930	352,800	270,930
Sale of Capital Assets	506,721	348,500	337,930	300,000
Interest Earnings	54,808	14,000	44,200	14,000
Recovered Expenses	153,569	-0-	17,650	-0-
Miscellaneous Revenues	69,865	139,670	85,650	139,670
Subtotal	\$ 1,488,754	\$ 1,575,000	\$ 990,000	\$ 1,268,800
Certificates of Participation Proceeds	-0-	427,300	427,300	377,000
Transfer from General Fund	368,416	-0-	-0-	-0-
Balances/Previous Year Surpluses	2,876,126	436,260	436,260	849,220
Total Revenues	\$ 44,981,594	\$ 47,938,560	\$ 48,587,050	\$ 50,090,020
Tucson Golf Course Fund				
Operating Revenues:				
El Rio	\$ 765,258	\$ 618,970	\$ 858,960	\$ 938,230
Randolph	3,825,830	4,475,240	4,170,620	3,540,390
Fred Enke	1,361,001	1,411,760	1,322,290	1,288,260
Silverbell	1,319,304	1,332,530	1,353,080	1,346,870
Other Revenues	72,945	-0-	-0-	23,000
Subtotal	\$ 7,344,338	\$ 7,838,500	\$ 7,704,950	\$ 7,136,750
Balances/Previous Year Surpluses	1,624,347	-0-	-0-	-0-
Total Revenues	\$ 8,968,685	\$ 7,838,500	\$ 7,704,950	\$ 7,136,750
Public Housing Fund				
Operating Revenues:				
Federal Grants	\$ 7,762,635	\$ 5,876,510	\$ 6,619,360	\$ 6,626,660
Housing Administration Charges	2,324,924	1,993,090	2,402,290	2,330,050
Tenant Rent and Parking Fees	3,323,735	3,680,320	4,000,410	3,939,670
Charges for Other Services	187,957	-0-	616,540	443,540
Proceeds from Sale of Capital Assets	4,070	857,810	-0-	-0-
Other Rental Income	15,861	-0-	754,520	754,520
Interest Revenue	16,878	790	790	-0-
Other Revenues	63,552	780,410	-0-	106,000
Subtotal	\$ 13,699,612	\$ 13,188,930	\$ 14,393,910	\$ 14,200,440
Transfer from General Fund	2,271,270	-0-	-0-	-0-
Total Revenues	\$ 15,970,882	\$ 13,188,930	\$ 14,393,910	\$ 14,200,440
Total Enterprise Funds	\$ 230,489,293	\$ 283,602,050	\$ 265,407,150	\$ 275,346,640

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.

In Fiscal Year 2011, the secondary property tax rate was \$0.6261 per \$100 valuation. For Fiscal Year 2012, the secondary property tax rate is \$0.7324 per \$100 valuation. While there was a decline in the estimated property valuation, the General Obligation bond principal and interest obligations did not decrease. Therefore, the property tax rate was increased to provide the funding necessary to repay the existing debt.

	Secondary Tax Rate and Levy				
	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted
Secondary Tax Rate	\$ 0.8025	\$ 0.6370	\$ 0.6200	\$ 0.6261	\$ 0.7324
Secondary Tax Levy	\$ 27,962,810	\$ 24,814,860	\$ 24,987,501	\$ 24,506,213	\$ 25,721,550
Valuation	\$ 3,484,462,013	\$ 3,895,581,900	\$ 4,030,242,132	\$ 3,914,105,239	\$ 3,511,766,969

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.

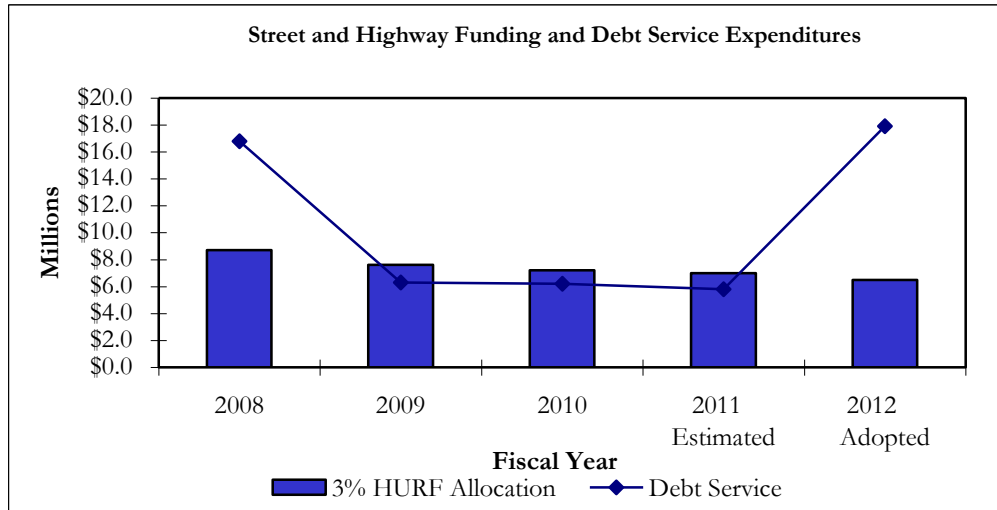
The City designates the 3% allocation to the repayment of the principal and interest on the Street and Highway revenue bonds. If the amount received is not sufficient to cover the debt service payments, then an operating transfer from the HURF Fund to the debt service fund is made to cover the difference.

For Fiscal Year 2012, the highway user revenues collected by the State decreased approximately 4% over the prior year. The decrease is attributable to the State of Arizona sweeping \$120 million from the projected highway user revenues before the distribution to cities and towns. The money will be given to the Department of Public Safety as part of the State of Arizona's budget deficit mitigation. The City's distribution also decreased due to a loss of population from the 2010 Census. The projected decrease of the 3% HURF allocation from Fiscal Year 2011 to Fiscal Year 2012 is \$420,700 or 6%.

The city is planning to restructure the principal debt service payments due at the end of June 2011. The restructuring will allow funds that would have been used for debt service to be redirected for street construction, maintenance and improvements.

The following graph shows the gap between the 3% HURF allocation and the debt service payments. The reduction in the debt service payments for Fiscal Years 2009, 2010, and 2011 illustrates the refunding and early redemption of certain outstanding Street and Highway Bonds. The refundings enable the city to achieve better management of its street and highway user revenue-bonded indebtedness and provide greater flexibility for the implementation of the City's transportation capital improvement program.

DEBT SERVICE FUNDS



SPECIAL ASSESSMENT BOND and INTEREST DEBT SERVICE FUND

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

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

DEBT SERVICE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
General Obligation Bond and Interest Fund				
Secondary Property Taxes	\$ 21,396,898	\$ 24,182,910	\$ 24,506,210	\$ 25,721,550
Balances/Previous Year Surpluses	-0-	3,220,670	2,897,370	1,300,000
Subtotal	\$ 21,396,898	\$ 27,403,580	\$ 27,403,580	\$ 27,021,550
Street and Highway Bond and Interest Fund				
State Shared Tax - HURF	\$ 7,234,028	\$ 7,020,700	\$ 7,020,700	\$ 6,480,240
Interest Earnings	-0-	-0-	2,300	-0-
Refunding Proceeds	11,696,970	-0-	11,745,000	-0-
Transfer from Highway User Revenue Fund	-0-	10,523,400	-0-	11,397,840
Subtotal	\$ 18,930,998	\$ 17,544,100	\$ 18,768,000	\$ 17,878,080
Special Assessment Bond and Interest Fund				
Special Assessment Collections	\$ 652,683	\$ 744,370	\$ 587,530	\$ 330,730
Interest Earnings	10,155	-0-	3,480	9,400
Miscellaneous Revenues	14,666	-0-	4,270	4,000
Balances/Previous Year Surpluses	-0-	-0-	-0-	380,890
Subtotal	\$ 677,504	\$ 744,370	\$ 595,280	\$ 725,020
Total Debt Service Funds	\$ 41,005,400	\$ 45,692,050	\$ 46,766,860	\$ 45,624,650

CAPITAL PROJECT 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 are the source of funds in this group. Proceeds from bond sales are reflected in the year that they are expended, not at the time of issuance. Details on capital projects may be found in Section C, Capital Improvement Program.

2000 GENERAL OBLIGATION FUND

The 2000 General Obligation Fund accounts for capital projects that are financed by General Obligation bonds issued by the city voters at a special bond election held on May 16, 2000. The voters authorized \$129.5 million in bonds that were issued for the purpose of providing funds for construction of park and library improvements, street lighting and sidewalk improvements, construction of drainage facilities' improvements, public safety improvements, environmental safety improvements, and paying the costs of issuance of the bonds. The City only issues an adequate amount of bonds to meet current capital needs.

The Fire Department is projected to spend \$0.2 million of general obligation interest earnings for facility improvements during Fiscal Year 2012. The Parks and Recreation Department has programmed \$0.5 million of general obligation and interest earnings for capital projects such as the Lincoln Park Area Maintenance Center along with several other projects. The Transportation Department has programmed \$1.3 million on several drainage improvement projects.

Details on projects funded by the 2000 General Obligation Fund may be found in Section C, Capital Improvement Program.

ENVIRONMENTAL SERVICES 2000 GENERAL OBLIGATION FUND

A portion of the 2000 General Obligation voter authorization cited above is for environmental safety improvements. The projects authorized for this area are accounted for in this fund. The Environmental Services Department has programmed \$1.4 million in general obligation proceeds for the Silverbell Jail Annex Landfill remediation and the Tumamoc Landfill closure.

Details on projects funded by the Environmental Services 2000 General Obligation Fund may be found in Section C, Capital Improvement Program.

TUCSON WATER UTILITY REVENUE BOND FUNDS

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 Water Infrastructure Finance Authority (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.

On May 17, 2005 the City of Tucson voters approved a Water Revenue Bond authorization of \$142.0 million to finance additional improvements to the water system. The City plans to enter into a loan agreement with WIFA in the spring of Fiscal Year 2012 to finance improvements to the water system. The Tucson Water Department will use the funding for the Southern Avra Valley Reservoir and Booster Station for \$9.2 million; and, as part of the Southern Avra Valley Storage and Recovery project, install collector pipelines for \$3.0 million and a transmission main for \$6.8 million.

The revenues for Water Revenue System Obligation bonds are described in the section on Enterprise Funds.

CAPITAL PROJECTS FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
2000 General Obligation Fund				
General Obligation Bond Proceeds	\$ 1,395,243	\$ 5,731,600	\$ 2,361,430	\$ 2,466,060
Interest Earnings	30,921	-0-	6,260	-0-
Subtotal	\$ 1,426,164	\$ 5,731,600	\$ 2,367,690	\$ 2,466,060
Environmental Services 2000				
General Obligation Fund				
General Obligation Bond Proceeds	\$ 1,039,886	\$ 1,200,000	\$ 287,380	\$ 1,386,200
Interest Earnings	15,370	-0-	1,580	-0-
Subtotal	\$ 1,055,256	\$ 1,200,000	\$ 288,960	\$ 1,386,200
Tucson Water Utility Revenue Bond Funds				
Water Utility Revenue Bond Proceeds	\$ 5,373,651	\$ 300,000	\$ -0-	\$ 18,954,000
Interest Earnings	-0-	-0-	12,970	-0-
Subtotal	\$ 5,373,651	\$ 300,000	\$ 12,970	\$ 18,954,000
Total Capital Projects Funds Revenues	\$ 7,855,071	\$ 7,231,600	\$ 2,669,620	\$ 22,806,260

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 maintenance, communications and architects and engineering; and Self Insurance for property and public liability, workers' compensation, and the safety and wellness programs.

FLEET SERVICES INTERNAL SERVICE FUND

Fleet Services meets the transportation needs of other City departments by providing vehicle and equipment preventive maintenance and repair services; administering vehicle fuel operations; managing vehicle and equipment acquisition, preparation, and disposal; and operating a city motor pool. Fleet Services charges other City departments for the services provided. For Fiscal Year 2012 the anticipated interdepartmental charges are projected to increase by \$4.1 million from estimated Fiscal Year 2011 primarily due to the anticipated increase to future fuel costs. Increased interdepartmental charges also reflect the potential increase in repair costs due to the lack of vehicle replacement funds citywide. Without a proactive vehicle replacement plan, the City's fleet is aging and becoming more costly to maintain.

GENERAL SERVICES INTERNAL SERVICE FUND

The General Services Internal Service fund provides architecture and engineering services, communication services, and facility maintenance for other City departments. The architects and engineering services provide project management. The Communications Division provides essential 9-1-1 and fire/medical emergency dispatch services. The Facilities Management Division provides well-managed, efficient and healthy environments in all City of Tucson owned and/or leased properties.

The interdepartmental charges are projected to increase from the Fiscal Year 2011 estimate of \$17.7 million to the projected Fiscal Year 2012 amount of \$19.7 million. The increase is due to additional services being provided to other departments by the General Services Internal Service Fund. The services include security services and energy conservation and optimization efforts.

Funding for the City's Clean Renewable Energy Bonds (CREBs) is accounted for in the Internal Service Fund and is dedicated to a program in which the City issues bonds to finance new solar installations. Tucson's commitment to solar power has earned the status of a U.S. Department of Energy Solar America City, which comes with a grant to finance more solar sites. The City successfully completed its second issuance of CREBs bonds in the amount of \$13.6 million in Fiscal Year 2011 and is projected to continue with a third CREBs bond issue of \$10.5 million in Fiscal Year 2012. Projected revenues include solar energy revenue that is collected in the Internal Service Fund to pay for the CREBs debt service. As part of the American Recovery and Reinvestment Act of 2009, the U.S. Treasury refunds to the City an amount equal to 70% of the posted Federal Tax Credit Rate. For Fiscal Year 2012, the subsidy amount is projected to be \$522,780 on the new CREBs issuance.

SELF INSURANCE FUND

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

In Fiscal Year 2012, 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 2010. The amount levied for the tort liability reimbursement will be \$2,492,500, a \$0.0728 property tax increase per \$100 assessed value.

The City has built in capacity for proceeds from a possible settlement from a claim in the W.R. Grace Bankruptcy case for property damages caused by the use or sale of products containing asbestos.

INTERNAL SERVICE FUNDS

FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Fleet Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 21,504,035	\$ 26,633,620	\$ 21,405,470	\$ 25,533,310
Interest Revenue	6,244	500	5,800	5,000
Proceeds from the Sale of Capital Assets	234,392	266,990	40,000	140,000
Miscellaneous Revenues	135,644	85,000	268,650	97,000
Subtotal	\$ 21,880,315	\$ 26,986,110	\$ 21,719,920	\$ 25,775,310
Balances/Previous Year Surpluses	6,016,430	945,930	-0-	1,011,570
Total Revenues	\$ 27,896,745	\$ 27,932,040	\$ 21,719,920	\$ 26,786,880
General Services Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 17,565,906	\$ 19,534,050	\$ 17,724,370	\$ 19,654,180
Non-Grant Contributions	-0-	-0-	-0-	522,780
Interest Revenue	15,058	-0-	-0-	-0-
Miscellaneous Revenues	6,148	-0-	30,000	30,000
Subtotal	\$ 17,587,112	\$ 19,534,050	\$ 17,754,370	\$ 20,206,960
Clean Renewable Energy Bond Proceeds	2,156,798	13,790,000	673,700	10,526,300
Balances/Previous Year Surpluses	-0-	566,010	-0-	1,049,130
Total Revenues	\$ 19,743,910	\$ 33,890,060	\$ 18,428,070	\$ 31,782,390
Self Insurance Internal Service Fund				
Operating Revenues:				
Interdepartmental Charges	\$ 13,108,296	\$ 18,505,090	\$ 16,180,810	\$ 20,518,700
Property Tax (Tort Claims)	-0-	265,000	265,000	2,492,500
Interest Revenue	87,518	450,000	80,000	-0-
Miscellaneous Revenues	2,576	-0-	-0-	-0-
Subtotal	\$ 13,198,390	\$ 19,220,090	\$ 16,525,810	\$ 23,011,200
Proceeds from Lawsuit Settlement	-0-	-0-	-0-	2,460,630
Balances/Previous Year Surpluses	10,382,388	-0-	-0-	-0-
Total Revenues	\$ 23,580,778	\$ 19,220,090	\$ 16,525,810	\$ 25,471,830
Total Internal Service Funds	\$ 71,221,433	\$ 81,042,190	\$ 56,673,800	\$ 84,041,100

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.

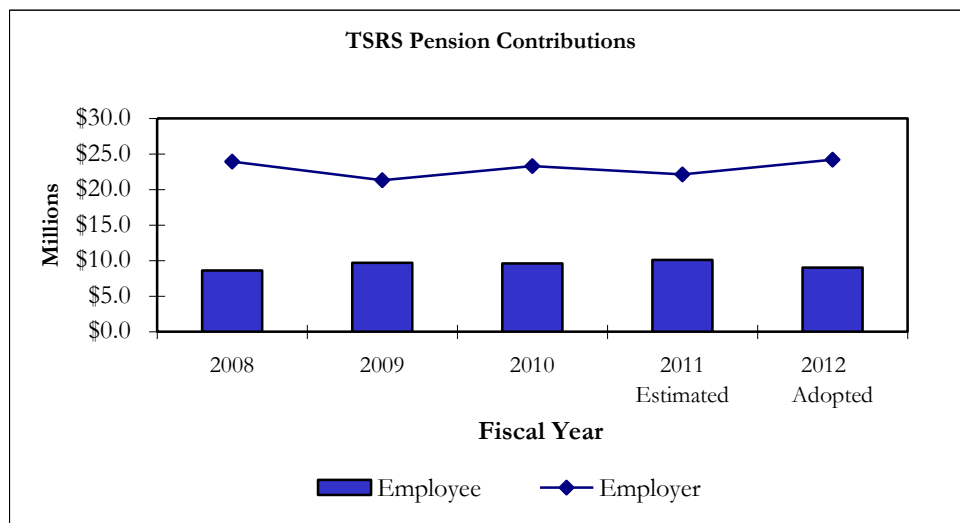
TUCSON SUPPLEMENTAL RETIREMENT SYSTEM

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.

For Tucson Supplemental Retirement System employees hired prior to July 1, 2006 the employee contributes 5% of their annual covered payroll through bi-weekly payroll deductions. Employees hired after June 30, 2006, contribute 40% of the total required rate calculated annually by the system actuary with future changes to employee contribution rates limited to a maximum annual increase not to exceed 2.5% of annual salary.

Future Tucson Supplemental Retirement System employees hired after June 30, 2011 will be provided a modified pension program (or pension “tier”) that establishes age 60 as the minimum age required for retirement eligibility after 20 years of credited service; requiring 85 points for eligibility (previously 80 points); normal retirement age of 65 (previously age 62); and reducing the pension benefit formula to 2.0% per year of credited service (previously 2.25% per year). In addition, the pension calculation for the new tier will exclude service credits and average final pay associated with the members accrued unused sick and vacation leave pay at retirement (these elements are included for employees hired on or before June 30, 2011). The contribution rate for the new tier will remain at 40% of the recommended rate for TSRS by the System’s actuary.

In Fiscal Year 2012, the total pension contribution rate increased to 29.05% from the Fiscal Year 2011 rate of 23.57%. The Fiscal Year 2012 employer contribution rate is projected to be 24.05% for the employees hired before June 30, 2006 and 17.43% for those employees hired after June 30, 2006.



FIDUCIARY FUNDS

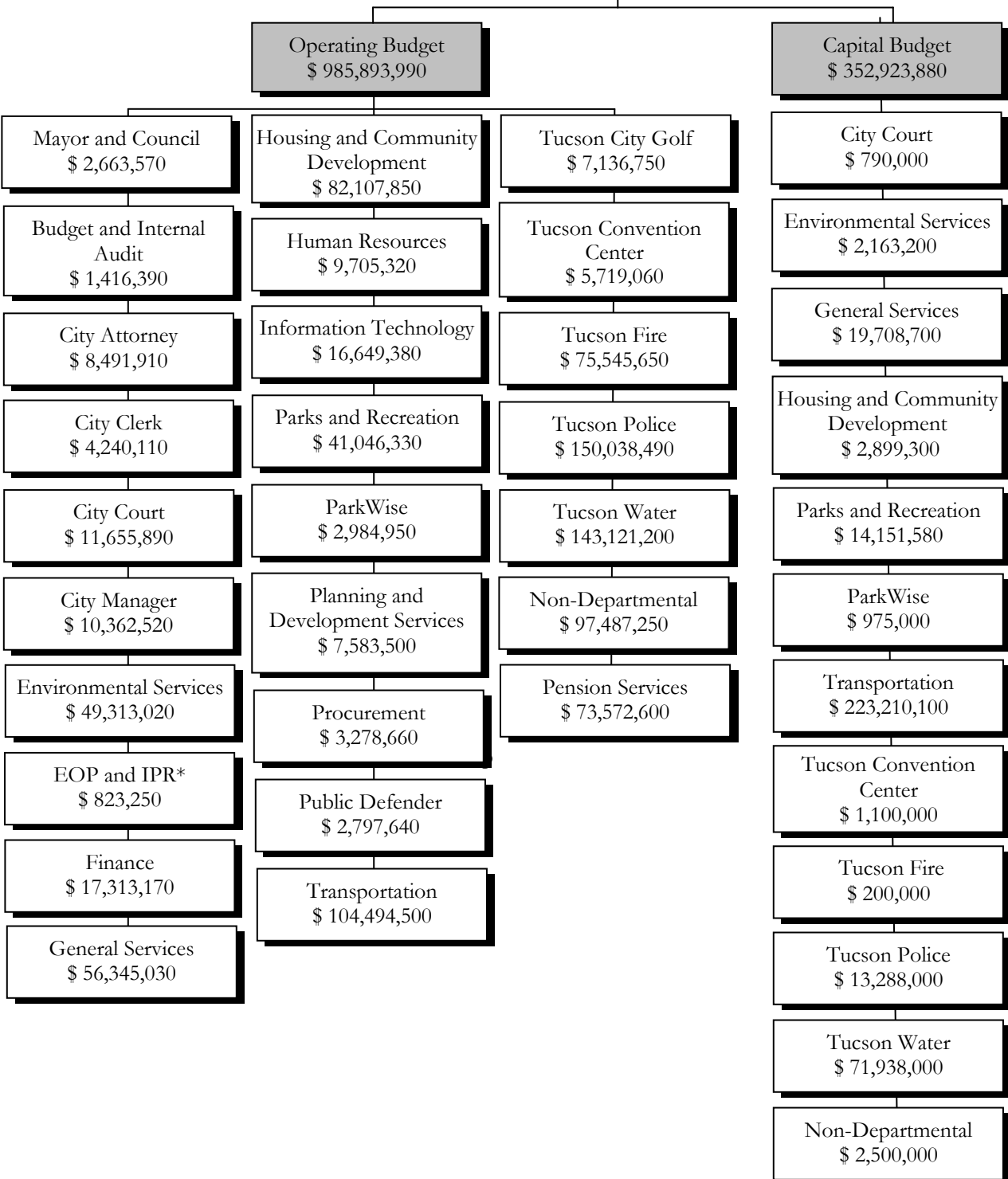
FINANCIAL RESOURCES	ACTUAL FY 2010	ADOPTED FY 2011	ESTIMATED FY 2011	ADOPTED FY 2012
Tucson Supplemental Retirement System				
Employer Contributions	\$ 23,260,609	\$ 24,200,000	\$ 22,095,900	\$ 30,000,000
Employee Contributions	9,598,580	8,950,000	10,059,500	9,000,000
Portfolio Earnings	54,419,724	14,675,000	11,671,500	11,634,000
Transfers from Other Sources	1,652,656	1,325,000	700,000	500,000
Miscellaneous Revenue	53,640	92,000	50,000	35,000
Balances/Previous Year Surpluses	-0-	17,342,120	22,007,220	22,403,600
Total Fiduciary Funds	\$ 88,985,209	\$ 66,584,120	\$ 66,584,120	\$ 73,572,600

Section E
Summary Information



CITY OF TUCSON
 Components of the Total Financial Plan
 Fiscal Year 2012

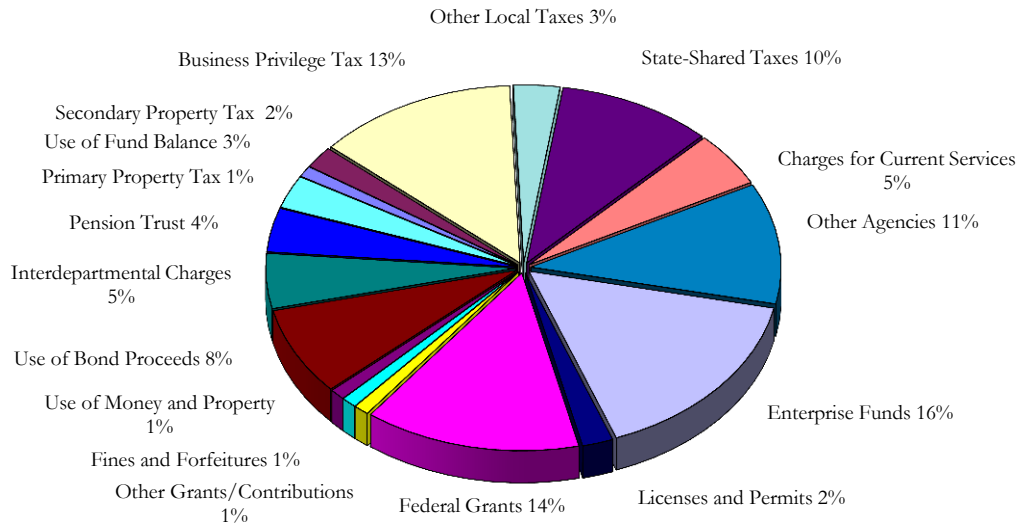
Total Adopted Budget
 \$ 1,338,817,870



*Equal Opportunity Programs and Independent Police Review

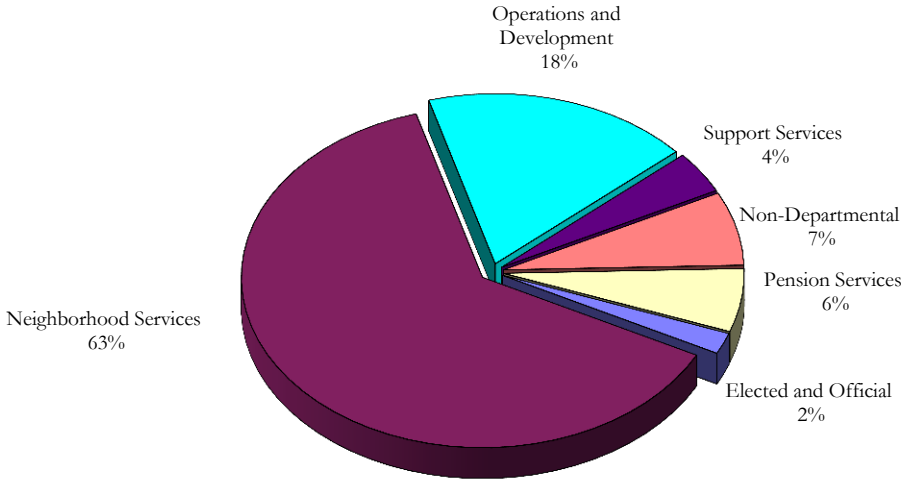
REVENUES

FISCAL YEAR 2012 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Primary Property Tax	\$ 14,707,820	1%
Secondary Property Tax	25,721,550	2%
Business Privilege Tax	169,320,000	13%
Other Local Taxes	41,981,510	3%
State-Shared Taxes	139,206,080	10%
Charges for Current Services	65,152,970	5%
Other Agencies	149,238,270	11%
Enterprise Funds	220,662,340	16%
Licenses and Permits	22,970,130	2%
Federal Grants	181,081,680	14%
Other Grants/Contributions	13,847,840	1%
Fines and Forfeitures	16,340,730	1%
Use of Money & Property	9,536,920	1%
Use of Bond Proceeds	110,661,060	8%
Interdepartmental Charges	65,706,190	5%
Pension Trust	51,169,000	4%
Miscellaneous Revenues	5,643,160	< 1%
Use of Fund Balance	35,870,620	3%
Total Funds Available	\$ 1,338,817,870	100%

EXPENDITURES FISCAL YEAR 2012 ADOPTED



Funds Available	Annual Budget Total	Percent of Total
Elected and Official	\$ 25,758,110	2%
Neighborhood Services	849,378,940	63%
Operations and Development	241,758,050	18%
Support Services	48,362,920	4%
Non-Departmental	99,987,250	7%
Pension Services	73,572,600	6%
Total Funds Available	\$ 1,338,817,870	100%

SUMMARY of PROJECTED FUND BALANCE

as of JUNE 30, 2012

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	DEBT SERVICE FUNDS
Projected Fund Balance, June 30, 2011	\$ 46,426,020	\$ 50,174,970	\$ 599,094,140	\$ 3,476,300
Restricted, Committed and Assigned Fund Balance	23,615,500	50,174,970	622,748,140	3,476,300
Projected Unassigned Fund Balance, June 30, 2011	22,810,520	-0-	(23,654,000)	-0-
Revenues:				
Taxes	223,516,830	-0-	-0-	25,721,550
State-Shared Taxes	102,099,990	30,625,850	-0-	6,480,240
Licenses and Permits	22,770,130	200,000	-0-	-0-
Fines and Forfeitures	15,467,300	873,430	-0-	-0-
Charges for Services	41,181,190	23,641,050	220,662,340	330,730
Other Agencies	2,398,250	146,840,020	-0-	-0-
Federal Grants and Contributions	-0-	174,050,820	7,030,860	-0-
Miscellaneous State and Local Grants	-0-	8,417,400	1,196,360	-0-
Non-Grant Contributions	2,364,010	1,347,290	-0-	-0-
Use of Money and Property	876,330	3,224,000	5,282,190	9,400
Use of Long-Term Financing Proceeds	9,462,000	29,400,500	38,466,000	-0-
Interdepartmental Charges	-0-	-0-	-0-	-0-
Additions to Pension Trust Fund	-0-	-0-	-0-	-0-
Miscellaneous Revenues	813,360	378,500	1,859,670	4,000
Total Revenues	420,949,390	418,998,860	274,497,420	32,545,920
Operating Transfers In	1,600,000	45,538,140	-0-	11,397,840
Expenditures/Expenses:				
Personnel Costs	272,940,440	36,955,590	57,731,790	-0-
Services	68,200,110	99,487,590	86,968,380	-0-
Supplies	15,336,450	19,975,260	17,450,310	-0-
Capital Equipment	1,858,530	24,960,280	6,478,660	-0-
Capital Projects	112,670	242,149,170	53,761,000	-0-
Debt Service	21,825,920	1,790,660	45,142,270	45,624,650
Contracted Labor	-0-	44,064,990	-0-	-0-
Deductions from Pension Trust Fund	-0-	-0-	-0-	-0-
Total Expenditures/Expenses:	380,274,120	469,383,540	267,532,410	45,624,650
Operating Transfers Out	45,538,140	11,397,840	1,600,000	-0-
Excess of Revenues and Other Financing Sources over (under) Expenditures	(3,262,870)	(16,244,380)	5,365,010	(1,680,890)
Projected Fund Balance, June 30, 2012	43,163,150	33,930,590	604,459,150	1,795,410
Restricted, Committed and Assigned Fund Balance	20,352,630	33,930,590	616,748,138	1,795,410
Projected Unassigned Fund Balance, June 30, 2012	\$ 22,810,520	\$ -0-	\$ (12,288,988)	\$ -0-

SUMMARY of PROJECTED FUND BALANCE

as of JUNE 30, 2012

	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	FIDUCIARY FUND	TOTAL
Projected Fund Balance, June 30, 2011	\$ (5,402,960)	\$ -0-	\$ 492,114,300	\$ 1,185,882,770
Restricted, Committed and Assigned Fund Balance	42,856,130	-0-	492,114,300	1,234,985,340
Projected Unassigned Fund Balance, June 30, 2011	(48,259,090)	-0-	-0-	(49,102,570)
Revenues:				
Taxes	2,492,500	-0-	-0-	251,730,880
State-Shared Taxes	-0-	-0-	-0-	139,206,080
Licenses and Permits	-0-	-0-	-0-	22,970,130
Fines and Forfeitures	-0-	-0-	-0-	16,340,730
Charges for Services	-0-	-0-	-0-	285,815,310
Other Agencies	-0-	-0-	-0-	149,238,270
Federal Grants and Contributions	-0-	-0-	-0-	181,081,680
Miscellaneous State and Local Grants	-0-	-0-	-0-	9,613,760
Non-Grant Contributions	522,780	-0-	-0-	4,234,080
Use of Money and Property	145,000	-0-	-0-	9,536,920
Use of Long-Term Financing Proceeds	10,526,300	22,806,260	-0-	110,661,060
Interdepartmental Charges	65,706,190	-0-	-0-	65,706,190
Additions to Pension Trust Fund	-0-	-0-	51,169,000	51,169,000
Miscellaneous Revenues	2,587,630	-0-	-0-	5,643,160
Total Revenues	81,980,400	22,806,260	51,169,000	1,302,947,250
Operating Transfers In	-0-	-0-	-0-	58,535,980
Expenditures/Expenses:				
Personnel Costs	17,507,030	-0-	-0-	385,134,850
Services	30,396,980	-0-	-0-	285,053,060
Supplies	17,651,270	-0-	-0-	70,413,290
Capital Equipment	829,000	-0-	-0-	34,126,470
Capital Projects	11,230,200	22,806,260	-0-	330,059,300
Debt Service	2,009,810	-0-	-0-	116,393,310
Contracted Labor	-0-	-0-	-0-	44,064,990
Deductions from Pension Trust Fund	-0-	-0-	73,572,600	73,572,600
Total Expenditures/Expenses:	79,624,290	22,806,260	73,572,600	1,338,817,870
Operating Transfers Out	-0-	-0-	-0-	58,535,980
Excess of Revenues and Other Financing Sources over (under) Expenditures	2,356,110	-0-	(22,403,600)	(35,870,620)
Projected Fund Balance, June 30, 2012	(3,046,850)	-0-	469,710,700	1,150,012,150
Restricted, Committed and Assigned Fund Balance	41,497,000	-0-	469,710,700	1,184,034,468
Projected Unassigned Fund Balance, June 30, 2012	\$ (44,543,850)	\$ -0-	\$ -0-	\$ (34,022,318)

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 2009	Adopted FY 2010	Adopted FY 2011	Adopted FY 2012
Elected and Official				
Mayor and Council	51.50	51.50	51.50	43.00
City Manager	48.00	44.00	31.00	28.00
City Clerk	38.50	46.00	30.50	37.50
City Attorney	112.00	106.00	101.50	99.00
Sub-Total	250.00	247.50	214.50	207.50
Neighborhood Services				
City Court	158.30	142.80	138.80	134.00
Environmental Services	263.00	248.00	241.00	241.00
Equal Opportunity Programs and Independent Police Review	12.00	11.00	10.00	9.00
Neighborhood Resources ¹	62.00	-0-	-0-	-0-
Public Defender	39.00	36.00	36.00	35.00
Transportation ²	403.50	305.00	297.00	274.75
Tucson Fire	745.00	736.00	724.50	671.00
Tucson Police	1,532.50	1,495.50	1,470.50	1,290.00
Tucson Water	580.00	568.00	556.00	556.00
Sub-Total	3,795.30	3,542.30	3,473.80	3,210.75
Operations and Development				
General Services	341.00	330.00	324.00	312.00
Housing and Community Development ¹	148.75	207.75	202.25	201.25
Parks and Recreation	749.50	648.50	585.75	500.00
ParkWise ²	-0-	12.00	15.00	15.00
Planning and Development Services ³	119.00	88.00	88.00	84.00
Tucson City Golf	154.75	154.75	145.25	63.75
Tucson Convention Center	63.75	51.00	50.00	47.00
Urban Planning and Design ³	41.00	-0-	-0-	-0-
Sub-Total	1,617.75	1,492.00	1,410.25	1,223.00
Support Services				
Budget and Internal Audit ⁴	18.00	16.00	14.00	14.00
Finance ⁴	136.00	114.00	107.00	111.00
Human Resources	39.00	31.00	29.00	27.00
Information Technology ⁵	100.16	130.66	122.50	110.50
Procurement	64.00	51.00	44.00	36.50
Sub-Total	357.16	342.66	316.50	299.00

FOUR-YEAR CITY STAFFING COMPARISON

DEPARTMENTS	Adopted FY 2009	Adopted FY 2010	Adopted FY 2011	Adopted FY 2012
Non-Departmental	4.00	-0-	-0-	-0-
Pension Services	4.00	4.00	4.00	4.00
Total	6,028.21	5,628.46	5,419.05	4,944.25

¹ Neighborhood Resources was consolidated with Housing and Community Development (formerly called Community Services) during Fiscal Year 2009.

² ParkWise was included in the Transportation Department until Fiscal Year 2010.

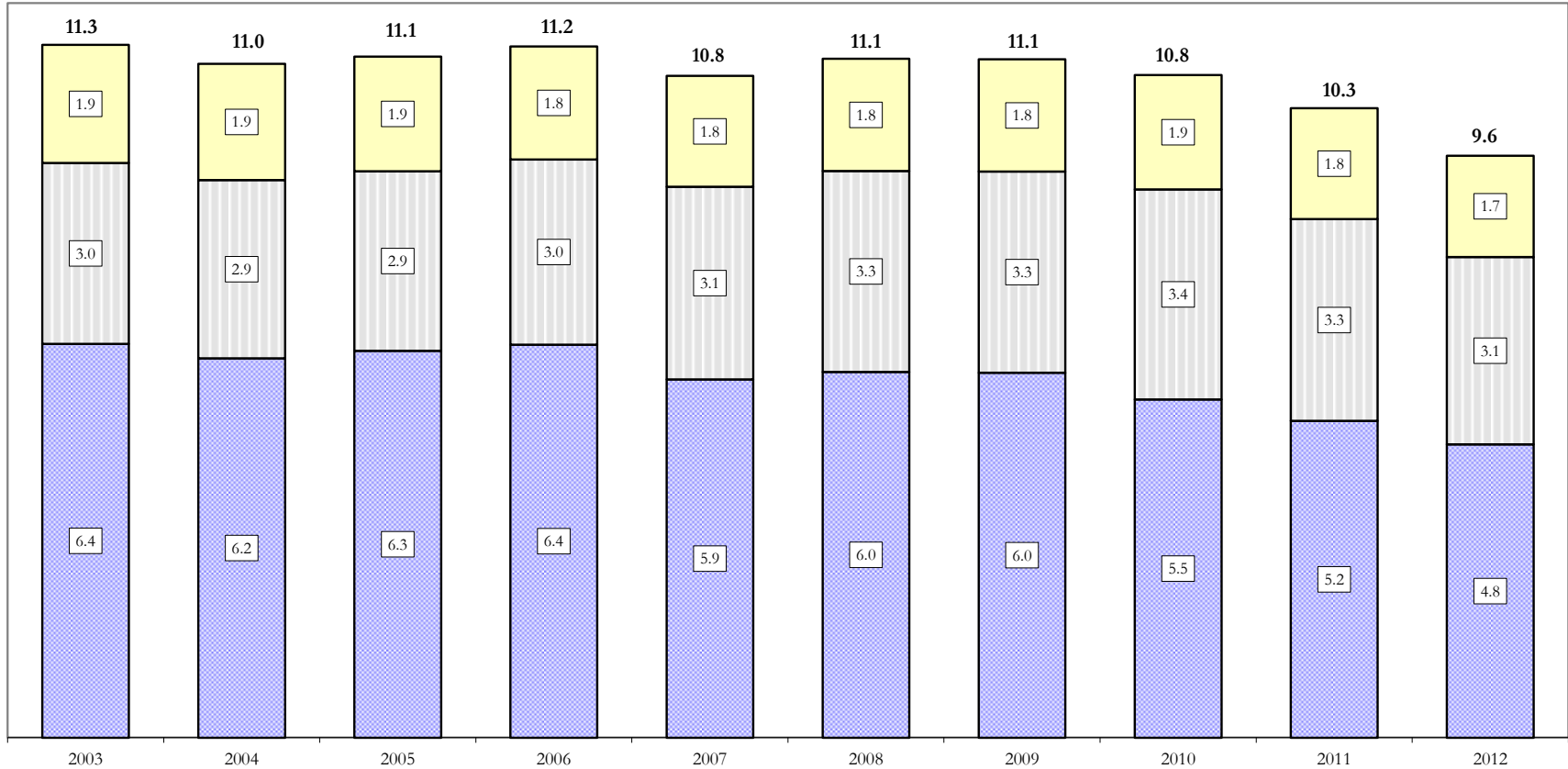
³ The various programs in Urban Planning and Design were consolidated into the Housing and Community Development and Planning and Development Services Departments effective Fiscal Year 2010.

⁴ The internal audit program in the Finance Department was consolidated with the Office of Budget and Internal Audit (formerly the Department of Budget and Research) effective Fiscal Year 2010.

⁵ Information technology staff from various other departments were consolidated into Information Technology during Fiscal Year 2009.

NUMBER OF CITY EMPLOYEES PER 1,000 POPULATION

■ Other*
 ■ Commissioned Public Safety Personnel**
 ■ Enterprise Positions***



* In Fiscal Year 2007, Library staff was transferred to Pima County.

** Fire and Police personnel.

*** Includes Environmental Services, Tucson City Golf, and Tucson Water. Beginning in Fiscal Year 2005, Environmental Services became an enterprise department; prior year data has been revised for consistency.

Section F
Policies and Legal Requirements



FINANCIAL POLICIES and PRACTICES

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

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

In addition to legal requirements set by State law and the City Charter, the Mayor and Council adopted Comprehensive Financial Policies in January 2011 as recommended by the Government Finance Officers Association (GFOA). These policies establish guidelines for the City's overall fiscal planning and management. These principles are intended to foster and support the continued financial strength and stability of the City as reflected in its financial goals. Following these principles will enhance the City's financial health as well as its image and credibility with its citizens, the public in general, bond rating agencies and investors. It will also protect the Council's policy-making ability by ensuring that important policy decisions are not controlled by financial problems or emergencies.

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

Balanced Budget

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

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

Operating Management Policies

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

FINANCIAL POLICIES and PRACTICES

- 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 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 Capital Improvement Program (CIP).
- The CIP must include a list of proposed capital improvements with cost estimates, funding sources, time schedules for each improvement and estimated operating and maintenance costs.
- The CIP will cover a five-year planning horizon, identifying infrastructure and facility projects along with the funding sources available for projected expenditures.

Revenue Diversification

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

General Accounting Policies

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

Budgetary Policies

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

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

Fund Balance Policy

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

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

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

Committed Fund Balance

- Mayor and Council action is required to "commit" and "uncommit" funds for a specific purpose.
- The City will maintain a stabilization fund or "rainy day fund" as a committed fund balance in the General Fund of no less than ten percent (10%) of General Fund revenues.
- The stabilization fund may only be used if specific action is taken by Mayor and Council after the unassigned/contingency fund balance is depleted and if the City Manager is able to demonstrate the magnitude of the unforeseen emergency and there are no reasonable budget adjustments available to continue to provide the essential services to the public.
- In the event the stabilization fund must be used to provide for temporary funding, the City must restore to the minimum limit over a period not to exceed five fiscal years following the fiscal year in which the event occurred. If the depletion of the stabilization fund was a result of an ongoing economic downturn, the City's goal is to restore the fund balance within five years of revenue stabilization.

Assigned Fund Balance - The Chief Financial Officer/Finance Director will approve any assigned fund balance.

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 minimum targets 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 are scheduled so that maturing principal and interest, plus ongoing, non-investment cash flow, is sufficient to cover projected payroll, operating, and capital expenses as these become payable. Funds available for the day-to-day operation of the City may be invested in authorized investments with a final maturity not exceeding three years from the date of the investment. Monies not related to the day-to-day operation of the City, such as bond proceeds, also may be invested for a maximum of three years with maturities based upon anticipated needs.

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

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

DEBT MANAGEMENT POLICY

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

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

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

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

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

General Obligation Bonds

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

General obligation bonds are payable by the secondary property tax. The Tucson City Charter limits the combined primary and secondary property tax rate to \$1.75 per \$100 of assessed valuation. To provide assurance to the bond rating agencies, the combined tax rate is held to a maximum of \$1.50 per \$100 of assessed valuation. The city generally issues general obligation bonds with 20 - 30 year maturities.

Street and Highway Revenue Bonds

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

Water Revenue Bonds and Obligations

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

Special Assessment Bonds

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

Water Infrastructure Finance Authority (WIFA) Loans

In 1997, Arizona State Legislation increased the powers of the Wastewater Management Authority created in 1989 and permitted additional types of borrowers to access funds through the establishment of the Water Infrastructure Finance Authority (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.

On May 17, 2005 the City of Tucson voters approved a Water Revenue Bond authorization of \$142.0 million to finance additional improvements to the water system. The City plans to enter into a loan agreement with WIFA in the spring of Fiscal Year 2012 to finance improvements to the water system.

Clean Renewable Energy Bonds

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 'clean renewable energy bonds' (CREBs) to finance certain renewable energy and clean coal facilities.

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

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

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

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

SUMMARY OF OUTSTANDING INDEBTEDNESS
As of July 1, 2011

Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	\$ 222,360,610	35.02%
Highway Revenue Bonds	123,550,000	19.46%
Certificates of Participation	200,726,000	31.61%
Special Assessment Debt	3,052,000	0.48%
Clean Renewable Energy Bonds	17,662,300	2.78%
Capital Leases	2,706,740	0.43%
	570,057,650	89.77%
Business-type Activities:		
Water System Revenue Bonds	49,450,060	7.79%
Certificates of Participation	14,434,000	2.27%
Capital Leases	1,061,540	0.17%
	64,945,600	10.23%
Total Indebtedness	\$ 635,003,250	100.00%

Bond Sales Forecast

2005 Bond Authorization Sales: In May 2005, the voters approved \$142,000,000 of water revenue bonds for a five-year program of capital improvements to the water system. As of July 1, 2011, the City had sold \$120,830,000 of that authorization. New bond authorization sales are not planned for Fiscal Year 2012. The Tucson Water Utility will instead issue water system revenue obligation bonds in the amount of \$47,653,000 for the acquisition and construction of water system improvements.

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 2012, the required levy to cover outstanding bonds is estimated at \$25,721,550, an increase of \$1,215,337 from the levy for Fiscal Year 2011. The Fiscal Year 2012 secondary property rate is estimated at \$0.7324 per \$100 of assessed valuation, an increase of \$0.1063 from the Fiscal Year 2011 actual rate of \$0.6261. The actual rate for Fiscal Year 2012 may be higher or lower depending on the final secondary assessed valuation set by Pima County later this summer.

Street and Highway Revenue Bond Debt Service. Street and highway revenue bonds are repaid from state-shared Highway User Revenue Fund receipts. Repayment from this source in Fiscal Year 2012 will be \$17,878,080.

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.

The repayment of general obligation bonds used for general government purposes and the repayment of street and highway revenue bonds is budgeted in Non-Departmental. The repayment of debt incurred by internal service and enterprise funds is budgeted in their respective departments.

**DEBT SERVICE BY SOURCE OF FUNDS
PRINCIPAL AND INTEREST**

	FY 2011	FY 2012
General Government Funds¹		
General Fund	\$ 14,344,150	\$ 12,363,920
Capital Improvement Fund	332,000	-0-
ParkWise Fund	773,800	1,379,550
Highway User Revenue Fund	940,010	327,720
General Obligation Bond Debt Fund	27,403,580	27,021,550
Street and Highway Revenue Bond Debt Fund	5,799,100	17,878,080
Miscellaneous Federal Grants Fund	83,390	83,390
Special Assessments Fund	744,370	725,020
Total General Government Funds	50,420,400	59,779,230
Internal Service Funds²		
Facilities Management Internal Service Fund	5,140	5,140
General Service Fund	1,486,000	1,470,000
Total Internal Service Funds	1,491,140	1,475,140
Enterprise Funds²		
Environmental Services Fund	2,136,600	1,365,300
Tucson City Golf Fund	182,500	182,500
Tucson Water Utility Fund	40,708,600	41,881,130
Total Enterprise Funds	43,027,700	43,428,930
Grand Total	\$ 94,939,240	\$ 104,683,300

¹ General Government Funds debt service payments are budgeted in Non-Departmental.

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 2012 includes the two 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.

Property Tax Levy Limitation

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

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

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

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

Not only is the dollar amount of the secondary property tax levy "unlimited," the actual full cash value of property that is used in determining the tax rate can be adjusted by changes in market value without a cap (Article IX, Section 18 and 19, Arizona Constitution). Unlike the primary tax system, which uses a controlled assessment system to determine the tax rate, state laws allow the city to levy the amount of secondary property tax necessary to pay off its general obligation bonds.

LEGAL REQUIREMENTS

Budget Adoption

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

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

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

Adoption of Tax Levy

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

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

Budget Revisions

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

- 1) Elected and Official
- 2) Neighborhood Services
- 3) Operations and Development
- 4) Support Services
- 5) Non-Departmental
- 6) Fiduciary Fund

The departments within a given program category are held accountable for their budget. Each department and the Office of Budget and Internal Audit continuously monitor expenditures. If budget changes are needed, city departments prepare budget change requests that identify the areas to be increased and decreased. The budget office approves these budget change requests; under special circumstances the city manager or his designee also approves the change requests. If there are major policy or program implications associated with a change, the city manager may submit it to the mayor and council for approval. Once approved, the revised appropriation is entered into the city's financial management system.

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.

LEGAL REQUIREMENTS IMPOSED BY THE CITY CHARTER

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

Property Tax Levy Limitation

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

Fiscal Year

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

Submission of the Recommended Budget

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

Budget Approval

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

Budget Publication and Hearings

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

Adoption of the Budget and Tax Levy

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

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

LEGAL REQUIREMENTS

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 2011 AND 2012**

Property Tax	Adopted FY 2011 Levy	Actual FY 2011 Levy	FY 2012 Maximum Levy Amount	FY 2012 Involuntary Tort Levy Amount	FY 2012 Total Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	\$ 12,063,560	\$ 12,063,167	\$ 12,215,320 ¹	\$ 2,492,500 ²	\$ 14,707,820	\$ 2,644,653	21.9%
Secondary	24,182,910	24,506,213	25,721,550	-0-	25,721,550	1,215,337	5.0%
Total	\$ 36,246,470	\$ 36,569,380	\$ 37,936,870	\$ 2,492,500	\$ 40,429,370	\$ 3,859,990	10.6%

Property Tax	Actual FY 2011 Rate	Estimated FY 2012 Rate ³	Amount Rate Increase/ (Decrease)	Percentage Rate Increase/ (Decrease)
Primary	\$ 0.3289	\$ 0.4297	\$ 0.1008	30.6%
Secondary	0.6261	0.7324	0.1063	17.0%
Total	\$ 0.9550	\$ 1.1621	\$ 0.2071	21.7%

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

² Increase to the levy rate as reimbursement for Fiscal Year 2010 tort claim payments.

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

ADOPTED BY THE
MAYOR AND COUNCIL

May 24, 2011

RESOLUTION NO. 21732

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012, DECLARING THAT TOGETHER SAID EXPENDITURES SHALL CONSTITUTE THE BUDGET OF THE CITY OF TUCSON FOR SUCH FISCAL YEAR.

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, 2011 and ending June 30, 2012, which was tentatively adopted on May 10, 2011 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, and F attached and incorporated herein by this reference, which will be required of the City of Tucson for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012, 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 2012 Fiscal Year:

<u>Purpose of Expenditure</u>	<u>Final 2012 Budget</u>
Elected and Official	\$ 25,758,110
Neighborhood Services	849,378,940
Operations and Development	241,758,050
Support Services	48,362,920
Non-Departmental	99,987,250
Fiduciary Funds	<u>73,572,600</u>
TOTAL	<u>\$ 1,338,817,870</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 2012 Fiscal Year which is subject to the State Budget Law:

Purpose of Expenditure

Final 2012 Budget
Subject to State Budget Law

Elected and Official	\$ 21,559,150
Neighborhood Services	465,806,530
Operations and Development	66,470,960
Support Services	45,475,550
Non-Departmental	27,511,000
Fiduciary Funds	<u>-0-</u>
 TOTAL	 <u>\$ 626,823,190</u>

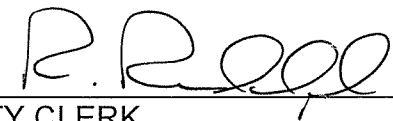
SECTION 4. That money for any fund may be used for any of the purposes set forth in Section 2, except money specifically restricted by State or Federal law or City Charter, Code, Ordinances or Resolutions or bond covenants.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 24th day of May, 2011.



MAYOR

ATTEST:



CITY CLERK

APPROVED AS TO FORM:



CITY ATTORNEY

REVIEWED BY:



CITY MANAGER


MR/MN/dc
5/16/2011

**Schedule A to Resolution No. 21732
City of Tucson
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2012**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2011	ACTUAL EXPENDITURES/EXPENSES ** 2011	FUND BALANCE/NET ASSETS*** July 1, 2011**	PROPERTY TAX REVENUES 2012	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2012	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012		TOTAL FINANCIAL RESOURCES AVAILABLE 2012	BUDGETED EXPENDITURES/EXPENSES 2012
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 391,706,550	\$ 375,342,580	\$ 43,334,930	Primary: \$ 12,215,320	\$ 400,872,060	\$ 9,462,000	\$ 9,462,000	\$	\$ 45,538,140	\$ 410,884,170	\$ 370,812,120
2. Special Revenue Funds	454,127,420	409,325,030	50,174,970		418,998,860			45,538,140	11,397,840	503,314,130	469,368,540
3. Debt Service Funds Available	45,692,050	33,947,050	3,476,300	Secondary: 25,721,550	6,824,370			11,397,840		47,420,060	45,624,650
4. Less: Amounts for Future Debt Retirement			-0-							-0-	
5. Total Debt Service Funds	45,692,050	33,947,050	3,476,300	25,721,550	6,824,370			11,397,840		47,420,060	45,624,650
6. Capital Projects Funds	63,184,600	6,091,660	-0-		22,806,260					22,806,260	22,806,260
7. Permanent Funds	N/A	N/A	N/A							N/A	
8. Enterprise Funds Available	222,138,300	257,533,390	599,094,140		274,497,420					873,591,560	267,532,410
9. Less: Amounts for Future Debt Retirement			-0-							-0-	
10. Total Enterprise Funds	222,138,300	257,533,390	599,094,140		274,497,420					873,591,560	267,532,410
11. Internal Service Funds	80,016,680	58,037,200	(48,259,090)	Primary: \$ 2,492,500	79,487,900					33,721,310	79,639,290
12. Fiduciary Fund	66,584,120	66,584,120	492,114,300		51,169,000					543,283,300	73,572,600
13. TOTAL ALL FUNDS	\$ 1,323,449,720	\$ 1,206,861,030	\$ 1,139,935,550	\$ 40,429,370	\$ 1,254,655,870	\$ 9,462,000	\$ 9,462,000	\$ 56,935,980	\$ 56,935,980	\$ 2,435,020,790	\$ 1,329,355,870

EXPENDITURE LIMITATION COMPARISON

	2011	2012
1. Budgeted expenditures/expenses	\$ 1,323,449,720	\$ 1,329,355,870
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	1,323,449,720	1,329,355,870
4. Less: estimated exclusions	738,830,560	702,532,680
5. Amount subject to the expenditure limitation	\$ 584,619,160	\$ 626,823,190
6. EEC or voter-approved alternative expenditure limitation	\$ 654,917,290	\$ 632,631,190

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 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 in this column represent Fund Balance/Net Asset 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. 21732
City of Tucson
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2012

	2011	2012
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>12,063,167</u>	\$ <u>12,215,320</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u> </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>12,063,167</u>	\$ <u>14,707,820</u>
B. Secondary property taxes	<u>24,506,213</u>	<u>25,721,550</u>
C. Total property tax levy amounts	\$ <u>36,569,380</u>	\$ <u>40,429,370</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>12,063,167</u>	
(2) Prior years' levies		
(3) Total primary property taxes	\$ <u>12,063,167</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>24,506,213</u>	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ <u>24,506,213</u>	
C. Total property taxes collected	\$ <u>36,569,380</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.3289</u>	<u>0.4297</u>
(2) Secondary property tax rate	<u>0.6261</u>	<u>0.7324</u>
(3) Total city/town tax rate	<u>0.9550</u>	<u>1.1621</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 no 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 to Resolution No. 21732
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
GENERAL FUND			
Local taxes			
Business Privilege	\$ 159,000,000	\$ 166,000,000	\$ 169,320,000
Public Utility	18,400,000	22,700,000	23,127,000
Use Tax	7,000,000	6,000,000	6,060,000
Transient Occupancy Tax	7,900,000	8,500,000	8,585,000
Room Tax	2,900,000	3,100,000	3,131,000
Liquor Tax	690,000	800,000	750,000
Pawn Broker Second Hand Dealer	-0-	200,000	200,000
Occupational Taxes	45,000	100,000	125,000
Governmental Property Lease Excise Tax	1,030	2,400	3,500
State Shared Revenues			
Income Tax	51,556,240	50,306,240	43,899,990
Sales Tax	37,300,000	38,800,000	38,800,000
Auto Lieu Tax	21,112,830	19,400,000	19,400,000
Licenses and Permits			
Utility Franchise Fees	13,290,000	12,890,000	13,018,900
Cable Television Licenses	5,376,400	5,376,400	5,384,000
License Application Fees	2,000,000	1,900,000	1,938,000
Alarm Permit Fee	-0-	-0-	1,000,000
Telecommunications License & Franchise Fees	915,250	915,250	923,300
Sign Regulation Fee	295,900	300,000	316,620
Litter Assessment Fee	200,000	174,000	174,000
Miscellaneous Licenses and Permits	12,720	14,020	15,310
Fines and forfeits			
City Attorney	788,620	655,860	835,000
City Court	2,063,610	1,934,160	3,104,520
Finance	6,000	5,000	6,030
General Government	-0-	-0-	20,000
ParkWise	866,250	450,000	-0-
Planning & Development Services	3,000	3,000	-0-
Transportation	-0-	20	5,250
Tucson Fire	8,000	6,000	6,000
Tucson Police	13,792,110	9,020,420	11,490,500
Charges for services			
Administrative Charge to Enterprise Funds	11,878,730	11,878,730	11,878,730
City Attorney	11,550	12,050	13,050
General Government	52,000	122,600	123,320
General Services	-0-	240	400
Housing and Community Development	86,400	158,200	93,900
Information Technology	123,760	123,760	232,800
Parks and Recreation	5,286,150	5,164,210	5,577,320
ParkWise	-0-	161,790	-0-
Planning and Development Services	6,203,850	7,246,600	6,333,070
Public Defender	55,730	81,960	54,200
Transportation	-0-	-0-	2,850
Tucson Fire	15,674,540	12,175,550	12,167,550
Tucson Police	5,854,500	4,599,490	4,704,000

* 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 to Resolution No. 21732
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
Use of Money and Property			
Interest Earnings	748,360	396,690	546,980
Rentals and Leases	131,700	946,270	329,350
Other Agencies			
Dispatch Services	1,170,970	1,310,090	1,053,890
Pima Animal Care Fees			980,000
University of Arizona Fire Service	126,220	126,220	126,220
Law Enforcement Training	175,000	152,080	180,130
State Telecomm 911 Excise Tax	59,680	63,000	40,000
Tri-Band Multi-Agency Agreements	26,000	24,000	18,010
Non-Grant Contributions			
General Government	-0-	1,063,950	1,103,810
Housing and Community Development	70,000	57,100	70,000
Parks and Recreation	350,000	356,400	356,400
Transportation	12,000	-0-	-0-
Tucson Police	700,000	856,000	833,800
Open Space Contributions	11,800	7,040	12,000
Election Campaign Contributions	-0-	1,020	-0-
In-lieu property taxes			
Tucson Water	1,600,000	1,600,000	1,600,000
Miscellaneous			
Sale of Property	101,000	371,460	121,010
Miscellaneous Revenues	495,310	577,120	577,000
Recovered Expenditures	292,510	66,410	103,350
Total General Fund	\$ 396,820,720	\$ 399,252,800	\$ 400,872,060
SPECIAL REVENUE FUNDS			
Mass Transit Fund			
Fare Box Revenue	\$ 5,807,740	\$ 4,632,740	\$ 6,126,800
Pass Sale Revenue	5,492,260	5,492,260	5,679,500
Shuttle Service	45,000	45,000	-0-
Advertising Revenue	220,000	140,000	205,000
Regional Transportation Authority	7,500,000	5,343,000	5,870,000
County/Local Operating Assistance	4,366,330	4,516,330	4,509,170
Special Needs	637,000	637,000	775,900
Rents and Leases	225,000	225,000	160,000
Proceeds from Sale of Capital Assets	-0-	50,000	-0-
Miscellaneous Revenues	755,000	705,000	338,000
Federal Transit Grants	44,642,300	44,137,700	81,178,800
Local Transit Assistance Fund	-0-	436,000	-0-
Total Mass Transit Fund	\$ 69,690,630	\$ 66,360,030	\$ 104,843,170

* 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 to Resolution No. 21732
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
Tucson Convention Center Fund			
Room and Space Rental	\$ 1,264,510	\$ 1,220,520	\$ 1,250,000
Box Office Fees	177,290	140,000	140,000
Parking	1,200,000	875,000	875,000
Catering and Concessions	433,120	380,000	350,000
Novelty Sales	25,990	25,000	30,000
Commission Revenue	165,000	150,000	125,000
Facility User Fees	406,640	260,000	260,000
Arena Facility User Fees	303,790	200,000	200,000
Event Ticket Rebates	115,000	133,480	135,000
Recovered Expenditures	72,310	-0-	40,000
Rents and Leases	47,000	49,450	50,000
Miscellaneous Revenues	47,000	60,000	-0-
Total Tucson Convention Center Fund	\$ 4,257,650	\$ 3,493,450	\$ 3,455,000
Highway User Revenue Fund			
State Shared Tax - HURF	\$ 34,915,080	\$ 34,915,080	\$ 30,625,850
Permits and Inspection Fees	238,000	177,370	278,000
Developer In Lieu	1,811,320	3,000	-0-
Final Fog Seal	-0-	10,790	-0-
Temporary Work Zone Traffic Control	188,150	169,680	200,000
Intergovernmental Agreements	-0-	2,230	-0-
Rents and Leases	60,000	189,900	291,280
Proceeds from Sale of Capital Assets	-0-	115,510	2,000,000
Interest Earnings	-0-	24,380	-0-
Recovered Expenditures	-0-	-0-	-0-
Miscellaneous Revenues	-0-	270,380	-0-
Total Highway User Revenue Fund	\$ 37,212,550	\$ 35,878,320	\$ 33,395,130
ParkWise Fund			
Parking Meter Collections	\$ 877,070	\$ 821,220	\$ 887,250
Parking Revenues	1,926,880	1,323,080	2,138,500
Hooded Meter Fees	16,100	33,000	16,500
Parking Enforcement Fee	246,750	-0-	-0-
Parking Violations	-0-	870,500	873,430
Rents and Leases	353,660	390,330	393,190
Proceeds from Sale of Capital Assets	-0-	-0-	-0-
Interest Earnings	-0-	104,030	104,030
Miscellaneous Revenues	200	-0-	500
Total ParkWise Fund	\$ 3,420,660	\$ 3,542,160	\$ 4,413,400
Capital Improvement Fund			
Intergovernmental Agreements	19,152,600	145,600	\$ 18,727,050
Certificates of Participation	59,104,030	23,041,600	29,400,500
Interest Earnings	-0-	-0-	-0-
Total Capital Improvement Fund	\$ 78,256,630	\$ 23,187,200	\$ 48,127,550

* 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 to Resolution No. 21732
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
Civic Contribution Fund			
Mayor and Council Programs	\$ -0-	\$ 2,580	\$ -0-
Housing and Community Development	-0-	11,600	-0-
Parks and Recreation	316,720	101,900	205,100
Tucson Convention Center	-0-	5,000	15,400
Tucson Fire	50,000	3,200	50,000
Tucson Police	-0-	6,300	-0-
Interest Earnings	-0-	3,860	3,500
Total Civic Contribution Fund	\$ 366,720	\$ 134,440	\$ 274,000
Community Development Block Grant (CDBG) Fund			
CDBG Entitlement	\$ 14,533,500	\$ 13,467,710	\$ 11,747,150
Program Income	1,420	140,000	1,420
EI Portal Income	-0-	120,000	120,000
Total CDBG Fund	\$ 14,534,920	\$ 13,727,710	\$ 11,868,570
Development Fee Fund			
Development Fees for Police	\$ -0-	\$ 539,840	\$ 500,000
Development Fees for Fire	-0-	250,180	250,000
Development Fees for Transportation	5,753,400	1,834,740	2,543,600
Development Fees for Parks	892,300	264,390	600,000
Development Fees for General Service	-0-	238,530	275,000
Interest Earnings	-0-	30,690	95,000
Total Development Fee Fund	\$ 6,645,700	\$ 3,158,370	\$ 4,263,600
Miscellaneous Housing Grant Fund			
Federal Miscellaneous Housing Grants	\$ 6,024,480	\$ 4,504,000	\$ 3,513,470
Lead Hazard Control Grants	1,068,690	48,950	1,090,800
Program Income	417,180	777,110	813,870
Total Miscellaneous Housing Grant Fund	\$ 7,510,350	\$ 5,330,060	\$ 5,418,140
Public Housing Section 8 Fund			
Federal Public Housing Section 8 Grants	\$ 35,620,870	\$ 35,547,950	\$ 37,349,130
Program Income	28,310	28,310	31,500
Interest Earnings	6,290	6,290	7,000
Total Public Housing Section 8 Fund	\$ 35,655,470	\$ 35,582,550	\$ 37,387,630
HOME Investment Partnerships Program			
HOME Funds	\$ 5,072,980	\$ 6,059,790	\$ 5,241,830
Program Income	235,000	230,000	230,000
Total HOME Investment Partnership Program	\$ 5,307,980	\$ 6,289,790	\$ 5,471,830
Other Federal Grants Fund			
City Attorney	\$ 404,510	\$ 360,060	\$ 433,310
City Manager	2,750,000	2,750,000	3,450,000
General Services	423,800	544,800	1,196,620
Housing and Community Development	170,540	116,000	230,840
Information Technology	300,000	300,000	300,000
Parks and Recreation	574,750	614,750	698,210
Transportation	29,719,850	29,005,260	12,567,250
Tucson Fire	2,575,940	1,864,520	1,800,940
Tucson Police	17,916,610	17,916,610	13,252,470
Total Other Federal Grants Fund	\$ 54,836,000	\$ 53,472,000	\$ 33,929,640

* 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 to Resolution No. 21732
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
Non-Federal Grants Fund			
City Attorney	\$ 146,250	\$ 80,000	\$ 149,310
City Clerk	10,000	10,000	10,000
City Manager	150,000	150,000	150,000
General Services	1,350,000	-	530,830
Housing and Community Development	2,754,090	3,575,900	3,878,280
Information Technology	94,870	94,870	94,870
Parks and Recreation	964,310	964,310	964,350
Tucson Fire	1,200,000	1,040,000	1,050,000
Tucson Police	1,683,080	1,683,080	1,589,760
Total Non-Federal Grants Fund	\$ 8,352,600	\$ 7,598,160	\$ 8,417,400
Regional Transportation Authority Fund			
Regional Transportation Authority	\$ 89,158,200	\$ 46,193,290	\$ 117,733,800
Total Regional Transportation Authority Fund	\$ 89,158,200	\$ 46,193,290	\$ 117,733,800
Total Special Revenue Funds	\$ 415,206,060	\$ 303,947,530	\$ 418,998,860
DEBT SERVICE FUNDS			
Street and Highway Bond and Interest Fund			
State Shared Tax - HURF	\$ 7,020,700	\$ 7,020,700	\$ 6,480,240
Interest Earnings	-	2,300	-
Total Street and Highway Bond and Interest Fund	\$ 7,020,700	\$ 7,023,000	\$ 6,480,240
Special Assessment Bond and Interest Fund			
Special Assessment Collections	\$ 743,370	\$ 587,530	\$ 330,730
Interest Earnings	-	3,480	9,400
Miscellaneous Revenues	-	4,270	4,000
Total Special Assessment Bond and Interest Fund	\$ 743,370	\$ 595,280	\$ 344,130
Total Debt Service Funds	\$ 7,764,070	\$ 7,618,280	\$ 6,824,370
CAPITAL PROJECTS FUNDS			
2000 General Obligation Fund			
General Obligation Proceeds	\$ 5,731,600	\$ 2,361,430	\$ 2,466,060
Interest Earnings	-	6,260	-
Total 2000 General Obligation Fund	\$ 5,731,600	\$ 2,367,690	\$ 2,466,060
Environmental Services 2000 General Obligation Fund			
General Obligation Proceeds	\$ 1,200,000	\$ 287,380	\$ 1,386,200
Interest Earnings	-	1,580	-
Total Environmental Services 2000 General Obligation Fund	\$ 1,200,000	\$ 288,960	\$ 1,386,200
Tucson Water Utility Revenue Bond Fund			
Water Utility Revenue Bond Proceeds	\$ 300,000	\$ -	\$ 18,954,000
Interest Earnings	-	12,970	-
Total Tucson Water Utility Revenue Bond Fund	\$ 300,000	\$ 12,970	\$ 18,954,000
Total Capital Projects Funds	\$ 7,231,600	\$ 2,669,620	\$ 22,806,260

* 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 to Resolution No. 21732
City of Tucson
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
ENTERPRISE FUNDS			
Tucson Water Utility Fund			
Operating Revenues	\$ 151,835,060	\$ 145,921,870	\$ 159,517,000
Non-Operating Revenues	6,711,000	5,760,370	6,313,430
Water System Obligation Bond Proceeds	56,090,000	43,039,000	38,089,000
Total Tucson Water Utility Fund	\$ 214,636,060	\$ 194,721,240	\$ 203,919,430
Environmental Services Fund			
Operating Revenues	\$ 45,500,000	\$ 46,733,490	\$ 47,595,000
Non-Operating Revenues	1,575,000	990,000	1,268,800
Certificates of Participation Proceeds	427,300	427,300	377,000
Total Environmental Services Fund	\$ 47,502,300	\$ 48,150,790	\$ 49,240,800
Tucson Golf Course Fund			
Operating Revenues	\$ 7,838,500	\$ 7,704,950	\$ 7,136,750
Total Tucson Golf Course Fund	\$ 7,838,500	\$ 7,704,950	\$ 7,136,750
Public Housing Fund			
Operating Revenues	\$ 13,188,930	\$ 14,393,910	\$ 14,200,440
Total Public Housing Fund	\$ 13,188,930	\$ 14,393,910	\$ 14,200,440
Total Enterprise Funds	\$ 283,165,790	\$ 264,970,890	\$ 274,497,420
INTERNAL SERVICE FUNDS			
Fleet Services Internal Service Fund			
Interdepartmental Charges	\$ 26,633,620	\$ 21,405,470	\$ 25,533,310
Miscellaneous Revenues	352,490	314,450	242,000
Total Fleet Services Internal Service Fund	\$ 26,986,110	\$ 21,719,920	\$ 25,775,310
General Services Internal Service Fund			
Interdepartmental Charges	\$ 19,534,050	\$ 17,724,370	\$ 19,654,180
Miscellaneous Revenues	-0-	30,000	552,780
Clean Renewable Energy Bond proceeds	13,790,000	673,700	10,526,300
Total General Services Internal Service Fund	\$ 33,324,050	\$ 18,428,070	\$ 30,733,260
Self Insurance Internal Service Fund			
Interdepartmental Charges	\$ 18,505,090	\$ 16,180,810	\$ 20,518,700
Miscellaneous Revenues	450,000	80,000	-0-
Proceeds from Lawsuit Settlement	-0-	-0-	2,460,630
Total Self Insurance Internal Service Fund	\$ 18,955,090	\$ 16,260,810	\$ 22,979,330
Total Internal Service Funds	\$ 79,265,250	\$ 56,408,800	\$ 79,487,900
FIDUCIARY FUND			
Tucson Supplemental Retirement System			
Contributions	\$ 33,150,000	\$ 32,155,400	\$ 39,000,000
Portfolio Earnings	14,675,000	11,671,500	11,634,000
Transfers from Other Sources	1,325,000	700,000	500,000
Miscellaneous Revenue	92,000	50,000	35,000
Total Tucson Supplemental Retirement System	\$ 49,242,000	\$ 44,576,900	\$ 51,169,000
TOTAL ALL FUNDS	\$ 1,238,695,490	\$ 1,079,444,820	\$ 1,254,655,870

* 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. 21732

City of Tucson

**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2012**

FUND	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Refunding Certificates of Participation	\$ 9,462,000	\$ 9,462,000	\$	\$
Transfer to Mass Transit Fund				39,495,700
Transfer to Tucson Convention Center				6,042,440
Total General Fund	\$ 9,462,000	\$ 9,462,000	\$ -0-	\$ 45,538,140
SPECIAL REVENUE FUNDS				
Transfer from General Fund	\$	\$	\$ 45,538,140	\$
Transfer to Street and Highway Bond and Interest Fund				11,397,840
Total Special Revenue Funds	\$ -0-	\$ -0-	\$ 45,538,140	\$ 11,397,840
DEBT SERVICE FUNDS				
Transfer from HURF Fund	\$	\$	\$ 11,397,840	\$
Total Debt Service Funds	\$ -0-	\$ -0-	\$ 11,397,840	\$ -0-
CAPITAL PROJECTS FUNDS				
None	\$	\$	\$	\$
Total Capital Projects Funds	\$ -0-	\$ -0-	\$ -0-	\$ -0-
PERMANENT FUNDS				
None	\$	\$	\$	\$
Total Permanent Funds	\$ -0-	\$ -0-	\$ -0-	\$ -0-
ENTERPRISE FUNDS				
None	\$	\$	\$	\$
Total Enterprise Funds	\$ -0-	\$ -0-	\$ -0-	\$ -0-
INTERNAL SERVICE FUNDS				
None	\$	\$	\$	\$
Total Internal Service Funds	\$ -0-	\$ -0-	\$ -0-	\$ -0-
TOTAL ALL FUNDS	\$ 9,462,000	\$ 9,462,000	\$ 56,935,980	\$ 56,935,980

Schedule E to Resolution No. 21732
City of Tucson
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
GENERAL FUND				
Mayor and Council	\$ 2,923,620	\$	\$ 2,653,410	\$ 2,663,570
Budget and Internal Audit	1,419,180		1,389,740	1,416,390
City Attorney	8,499,830		7,984,230	7,900,950
City Clerk	3,138,920		3,308,570	4,230,110
City Court	11,874,330		11,082,560	11,655,890
City Manager	7,426,970		6,960,860	6,762,520
Finance	7,433,790		7,258,880	7,778,620
General Services	8,831,400		8,263,060	7,962,650
Housing and Community Development	6,981,770		6,472,790	6,403,960
Human Resources	2,031,440		1,852,890	1,766,520
Information Technology	16,882,450		16,197,590	16,254,510
Office of Equal Opportunity	893,500		795,170	823,250
Parks and Recreation	41,263,170		38,938,940	38,809,240
Planning and Development Services	8,011,090		7,714,240	7,583,500
Procurement	3,708,470		3,559,520	3,278,660
Public Defender	3,197,320		2,703,380	2,797,640
Transportation	1,590,550		1,540,170	1,174,780
Tucson Fire	75,295,990		74,114,080	72,193,670
Tucson Police	142,843,080		140,068,390	135,105,880
Non-Departmental	37,459,680		32,484,110	34,249,810
Total General Fund	\$ 391,706,550	\$ -0-	\$ 375,342,580	\$ 370,812,120
SPECIAL REVENUE FUNDS				
City Attorney	550,760		440,060	590,960
City Clerk	10,000		-0-	10,000
City Court	1,750,000		790,000	790,000
City Manager	2,900,000		2,300,000	3,600,000
General Services	10,727,800		4,716,400	9,511,950
Housing and Community Development	68,271,060		66,475,950	64,402,750
Information Technology	394,870		394,870	394,870
Parks and Recreation	16,207,380		9,626,960	15,834,610
ParkWise	9,146,860		7,721,970	3,959,950
Transportation	268,684,100		263,708,730	324,147,820
Tucson Convention Center	5,999,310		5,470,150	6,819,060
Tucson Fire	5,825,940		5,680,530	2,900,940
Tucson Police	55,901,220		35,241,290	28,220,610
Non-Departmental	7,758,120		6,758,120	8,185,020
Total Special Revenue Funds	\$ 454,127,420	\$ -0-	\$ 409,325,030	\$ 469,368,540
DEBT SERVICE FUNDS				
Non-Departmental	\$ 45,692,050	\$	\$ 33,947,050	\$ 45,624,650
Total Debt Service Funds	\$ 45,692,050	\$ -0-	\$ 33,947,050	\$ 45,624,650

* 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. 21732
City of Tucson
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
CAPITAL PROJECTS FUNDS				
Environmental Services	1,200,000		287,380	1,386,200
Parks and Recreation	\$ 2,885,700	\$	\$ 2,735,500	\$ 554,060
Transportation	2,180,100		2,579,980	1,712,000
Tucson Fire	665,800		488,800	200,000
Tucson Water	56,253,000		-0-	18,954,000
Total Capital Projects Funds	\$ 63,184,600	\$ -0-	\$ 6,091,660	\$ 22,806,260
ENTERPRISE FUNDS				
Environmental Services	\$ 47,938,560	\$	\$ 42,146,920	\$ 50,090,020
Housing and Community Development	13,188,930		14,199,890	14,200,440
Tucson City Golf	7,838,500		7,676,890	7,136,750
Tucson Water Utility	153,172,310		193,509,690	196,105,200
Total Enterprise Funds	\$ 222,138,300	\$ -0-	\$ 257,533,390	\$ 267,532,410
INTERNAL SERVICE FUNDS				
Finance Department	9,256,080		9,034,700	9,534,550
General Services	\$ 61,816,960	\$	\$ 40,092,860	\$ 58,579,130
Human Resources Department	7,819,950		7,785,950	7,938,800
Transportation	670,000		670,000	670,000
Tucson Fire	448,550		448,550	451,040
Non-Departmental	5,140		5,140	2,465,770
Total Internal Service Funds	\$ 80,016,680	\$ -0-	\$ 58,037,200	\$ 79,639,290
FIDUCIARY FUNDS				
Tucson Supplemental Retirement System	\$ 66,584,120	\$	\$ 66,584,120	\$ 73,572,600
Total Fiduciary Funds	\$ 66,584,120	\$	\$ 66,584,120	\$ 73,572,600
TOTAL ALL FUNDS	\$ 1,323,449,720	\$ -0-	\$ 1,206,861,030	\$ 1,329,355,870

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

**Schedule F to Resolution No. 21732
City of Tucson
Summary by Department of Expenditures/Expenses
Fiscal Year 2012**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Mayor and Council				
General Fund	\$ 2,923,620	\$	\$ 2,653,410	\$ 2,663,570
Department Total	<u>\$ 2,923,620</u>	<u>\$ -0-</u>	<u>\$ 2,653,410</u>	<u>\$ 2,663,570</u>
Budget and Internal Audit				
General Fund	\$ 1,419,180	\$	\$ 1,389,740	\$ 1,416,390
Department Total	<u>\$ 1,419,180</u>	<u>\$ -0-</u>	<u>\$ 1,389,740</u>	<u>\$ 1,416,390</u>
City Attorney				
General Fund	\$ 8,499,830	\$	\$ 7,984,230	\$ 7,900,950
Other Federal Grants Fund	404,510		360,060	439,650
Non-Federal Grants Fund	146,250		80,000	151,310
Department Total	<u>\$ 9,050,590</u>	<u>\$ -0-</u>	<u>\$ 8,424,290</u>	<u>\$ 8,491,910</u>
City Clerk				
General Fund	\$ 3,138,920	\$	\$ 3,308,570	\$ 4,230,110
Non-Federal Grants Fund	10,000			10,000
Department Total	<u>\$ 3,148,920</u>	<u>\$ -0-</u>	<u>\$ 3,308,570</u>	<u>\$ 4,240,110</u>
City Court				
General Fund	\$ 11,874,330	\$	\$ 11,082,560	\$ 11,655,890
Capital Improvement Fund	1,750,000		790,000	790,000
Department Total	<u>\$ 13,624,330</u>	<u>\$ -0-</u>	<u>\$ 11,872,560</u>	<u>\$ 12,445,890</u>
City Manager				
General Fund	\$ 7,426,970	\$	\$ 6,960,860	\$ 6,762,520
Non-Federal Grants Fund	150,000		150,000	150,000
Other Federal Grants Fund	2,750,000		2,150,000	3,450,000
Department Total	<u>\$ 10,326,970</u>	<u>\$ -0-</u>	<u>\$ 9,260,860</u>	<u>\$ 10,362,520</u>
Environmental Services				
Environmental Services Fund	\$ 47,938,560	\$	\$ 42,146,920	\$ 50,090,020
2000 General Obligation Bond Fund	1,200,000		287,380	1,386,200
Department Total	<u>\$ 49,138,560</u>	<u>\$ -0-</u>	<u>\$ 42,434,300</u>	<u>\$ 51,476,220</u>
Equal Opportunity Programs				
General Fund	\$ 893,500	\$	\$ 795,170	\$ 823,250
Department Total	<u>\$ 893,500</u>	<u>\$ -0-</u>	<u>\$ 795,170</u>	<u>\$ 823,250</u>
Finance Department				
General Fund	\$ 7,433,790	\$	\$ 7,258,880	\$ 7,778,620
Self Insurance Internal Service Fund	9,256,080		9,034,700	9,534,550
Department Total	<u>\$ 16,689,870</u>	<u>\$ -0-</u>	<u>\$ 16,293,580</u>	<u>\$ 17,313,170</u>
General Services				
General Fund	\$ 8,831,400	\$	\$ 8,263,060	\$ 7,962,650
Capital Improvements Fund	8,954,000		4,171,600	7,784,500
Fleet Services Internal Service Fund	27,926,900		21,604,650	26,781,740
General Service Internal Service Fund	33,890,060		18,488,210	31,797,390
Non-Federal Grants Fund	1,350,000		-0-	530,830
Other Federal Grants Fund	423,800		544,800	1,196,620
Department Total	<u>\$ 81,376,160</u>	<u>\$ -0-</u>	<u>\$ 53,072,320</u>	<u>\$ 76,053,730</u>

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Schedule F to Resolution No. 21732
City of Tucson
Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Housing and Community Development				
General Fund	\$ 6,981,770	\$	\$ 6,472,790	\$ 6,403,960
Capital Improvements Fund	145,600		145,600	-0-
Civic Contribution Fund	-0-		11,600	-0-
Community Development Block Grant	14,534,920		15,401,910	11,135,190
Highway User Revenue Fund	2,275,500		56,350	950,000
Miscellaneous Housing Grants	7,510,350		5,365,100	5,418,140
Non-Federal Grants Fund	2,754,090		3,575,900	3,878,280
Other Federal Grants Fund	170,540		116,000	230,840
Public Housing Funds (AMP)	13,188,930		14,199,890	14,200,440
Public Housing HOME Program	5,307,980		6,289,790	5,471,830
Public Housing Section 8 Fund	35,572,080		35,513,700	37,318,470
Department Total	\$ 88,441,760	\$ -0-	\$ 87,148,630	\$ 85,007,150
Human Resources				
General Fund	\$ 2,031,440	\$	\$ 1,852,890	\$ 1,766,520
Self Insurance Internal Service Fund	7,819,950		7,785,950	7,938,800
Department Total	\$ 9,851,390	\$ -0-	\$ 9,638,840	\$ 9,705,320
Information Technology				
General Fund	\$ 16,882,450	\$	\$ 16,197,590	\$ 16,254,510
Non-Federal Grants Fund	94,870		94,870	94,870
Other Federal Grants Fund	300,000		300,000	300,000
Department Total	\$ 17,277,320	\$ -0-	\$ 16,592,460	\$ 16,649,380
Parks and Recreation				
General Fund	\$ 41,263,170	\$	\$ 38,938,940	\$ 38,809,240
2000 General Obligation Fund	2,885,700		2,735,500	554,060
Capital Improvements Fund	13,459,300		6,954,550	10,359,750
Civic Contribution Fund	316,720		371,980	3,012,200
Development Fee Fund	892,300		443,960	800,100
Non-Federal Grant Fund	964,310		964,310	964,350
Other Federal Grants Fund	574,750		614,750	698,210
Regional Transportation Authority	-0-		277,410	-0-
Department Total	\$ 60,356,250	\$ -0-	\$ 51,301,400	\$ 55,197,910
ParkWise				
ParkWise Fund	\$ 2,646,860	\$	\$ 2,196,970	\$ 2,984,950
Capital Improvements Fund	6,500,000		5,525,000	975,000
Department Total	\$ 9,146,860	\$ -0-	\$ 7,721,970	\$ 3,959,950
Planning and Development Services				
General Fund	\$ 8,011,090	\$	\$ 7,714,240	\$ 7,583,500
Department Total	\$ 8,011,090	\$ -0-	\$ 7,714,240	\$ 7,583,500
Procurement				
General Fund	\$ 3,708,470	\$	\$ 3,559,520	\$ 3,278,660
Department Total	\$ 3,708,470	\$ -0-	\$ 3,559,520	\$ 3,278,660
Public Defender				
General Fund	\$ 3,197,320	\$	\$ 2,703,380	\$ 2,797,640
Department Total	\$ 3,197,320	\$ -0-	\$ 2,703,380	\$ 2,797,640

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Schedule F to Resolution No. 21732
City of Tucson
Summary by Department of Expenditures/Expenses
Fiscal Year 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Transportation				
General Fund	\$ 1,590,550	\$	\$ 1,540,170	\$ 1,174,780
2000 General Obligation Fund	2,180,100		2,579,980	1,712,000
Highway User Revenue Fund	32,047,820		30,802,380	32,558,000
Capital Improvements Fund	7,064,200		7,498,530	11,315,300
Development Fee Fund	5,753,400		7,073,720	5,634,600
Other Federal Grants	29,719,850		29,005,260	12,567,250
Non-Federal Grants Fund	-		41,260	-
Mass Transit Fund	104,940,630		103,642,740	144,338,870
Regional Transportation Authority	89,158,200		85,644,840	117,733,800
Self Insurance Internal Service Fund	670,000		670,000	670,000
Department Total	\$ 273,124,750	\$ -0-	\$ 268,498,880	\$ 327,704,600
Tucson City Golf				
Golf Course Fund	\$ 7,838,500	\$	\$ 7,676,890	\$ 7,136,750
Department Total	\$ 7,838,500	\$ -0-	\$ 7,676,890	\$ 7,136,750
Tucson Convention Center				
Convention Center Fund	\$ 5,999,310	\$	\$ 5,447,790	\$ 5,703,660
Capital Improvements Fund	-		-	1,100,000
Civic Contributions	-		22,360	15,400
Department Total	\$ 5,999,310	\$ -0-	\$ 5,470,150	\$ 6,819,060
Tucson Fire				
General Fund	\$ 75,295,990	\$	\$ 74,114,080	\$ 72,193,670
2000 General Obligation Fund	665,800		488,800	200,000
Capital Improvements Fund	2,000,000		2,726,000	-
Civic Contribution Fund	50,000		50,000	50,000
Non-Federal Grants Fund	1,200,000		1,040,010	1,050,000
Other Federal Grants Fund	2,575,940		1,864,520	1,800,940
Self Insurance Internal Service Fund	448,550		448,550	451,040
Department Total	\$ 82,236,280	\$ -0-	\$ 80,731,960	\$ 75,745,650
Tucson Police				
General Fund	\$ 142,843,080	\$	\$ 140,068,390	\$ 135,105,880
Capital Improvements Fund	36,301,530		21,041,600	13,288,000
Non-Federal Grants Fund	1,683,080		1,683,080	1,597,210
Other Federal Grants	17,916,610		12,516,610	13,335,400
Department Total	\$ 198,744,300	\$ -0-	\$ 175,309,680	\$ 163,326,490
Tucson Water				
Tucson Water Utility Fund	\$ 153,172,310	\$	\$ 193,509,690	\$ 196,105,200
Tucson Water Utility Revenue Bond	56,253,000		-	18,954,000
Department Total	\$ 209,425,310	\$ -0-	\$ 193,509,690	\$ 215,059,200

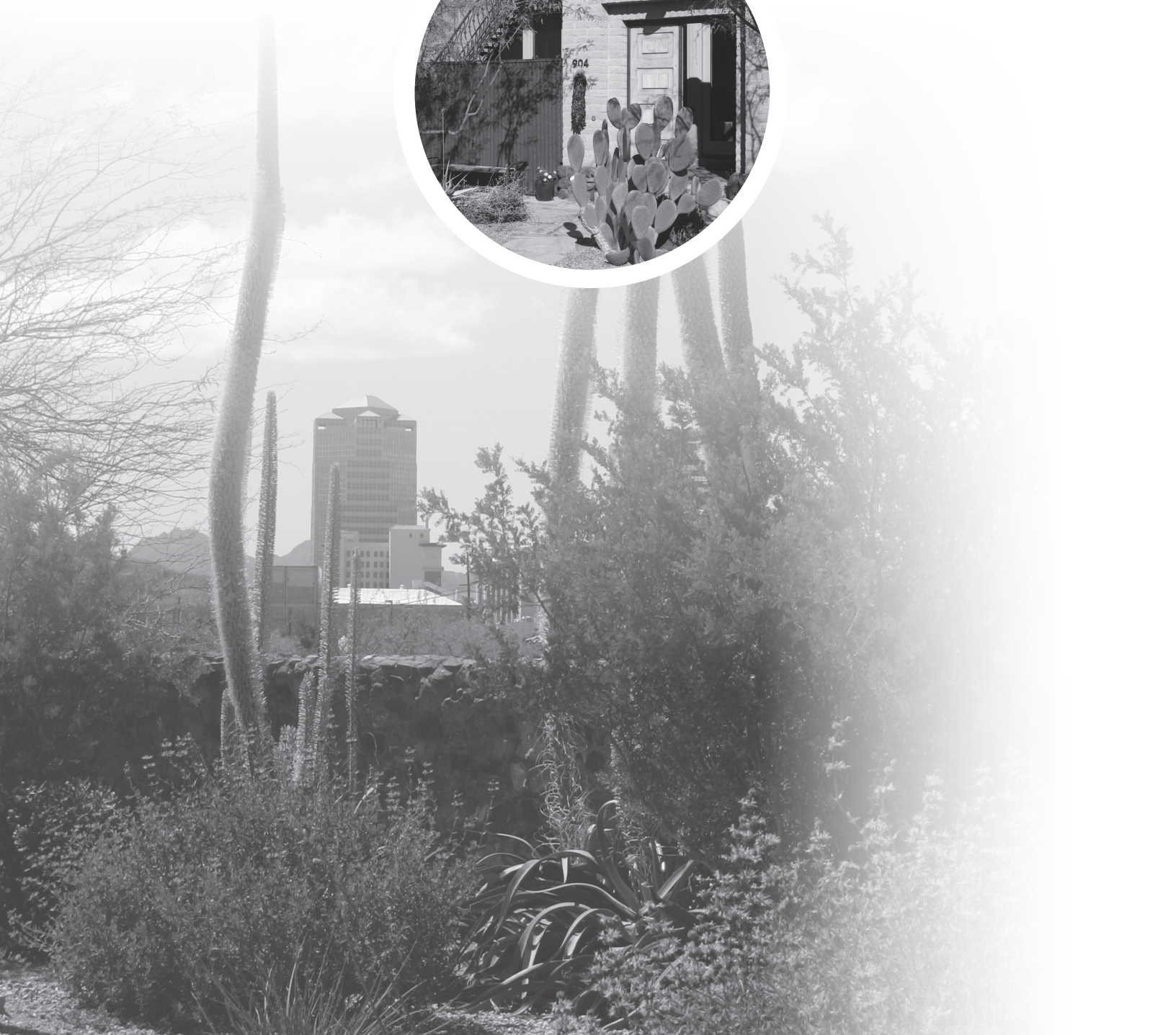
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**Schedule F to Resolution No. 21732
City of Tucson
Summary by Department of Expenditures/Expenses
Fiscal Year 2012**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Non-Departmental				
General Fund	\$ 37,459,680	\$ -	\$ 32,484,110	\$ 34,249,810
Capital Improvements Fund	2,082,000	-	1,082,000	2,500,000
Convention Center Fund	3,778,340	-	3,778,340	3,793,780
Fleet Services Internal Service Fund	5,140	-	5,140	5,140
General Obligation Bond Debt Service Fund	27,403,580	-	27,403,580	27,021,550
Highway User Revenue Fund	1,040,590	-	1,040,590	428,300
ParkWise Fund	773,800	-	773,800	1,379,550
Public Housing Section 8 Fund	83,390	-	83,390	83,390
Self Insurance Internal Service Fund	-0-	-	-0-	2,460,630
Special Assessments Fund	744,370	-	744,370	725,020
Street and Highway Bond Debt Service Fund	17,544,100	-	5,799,100	17,878,080
Department Total	\$ 90,914,990	\$ -0-	\$ 73,194,420	\$ 90,525,250
Pension Services				
TSRS Pension Fund	\$ 66,584,120	\$ -	\$ 66,584,120	\$ 73,572,600
Department Total	\$ 66,584,120	\$ -0-	\$ 66,584,120	\$ 73,572,600
TOTAL ALL DEPARTMENTS	\$ 1,323,449,720	\$ -0-	\$ 1,206,861,030	\$ 1,329,355,870

* 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.

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.
CARRYFORWARD OPERATING FUND BALANCES	Operating funds unspent and brought forward from prior fiscal years.
CERTIFICATES of PARTICIPATION (COPs)	A debt financing tool which is used to enable the city to purchase large equipment and improve or construct city facilities. Interest is paid and principal repaid through annual payments made from funds appropriated each fiscal year by the Mayor and Council.

Term	Definition
COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)	Financial report that contains, at a minimum, three sections: (1) introductory, (2) financial, and (3) statistical, and whose financial section provides information on each individual fund and component unit.
CUSTOMER	The recipient of a product or service provided by the city. Internal customers are city departments, employees, or officials who receive products or services provided by other city departments. External customers are citizens, neighborhoods, community organizations, businesses, or other public entities who receive products or services provided by a city department.
DEBT SERVICE	The amount required to retire the principal and pay the interest on outstanding debt.
ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished.
ENTERPRISE FUND	An accounting entity established to account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting.
EQUIPMENT	An item of machinery or furniture having a unit cost of more than \$5,000 and an estimated useful life of more than one year. Heavy equipment and machinery that are capital improvements are included in the capital budget and are not considered equipment items in the operating budget.
EXPENDITURE	Any authorization made for the payment or disbursing of funds during the fiscal year.
FEDERAL ECONOMIC STIMULUS	Federal grant funding provided through the 2009 American Recovery and Reinvestment Act in order to create jobs and stimulate the local economy.
FIDUCIARY FUNDS	Funds used to report assets held in a trustee capacity and therefore cannot be used to support the city's programs. The Tucson Supplemental Retirement System fund is a fiduciary fund.
FISCAL YEAR (FY)	A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. Fiscal Year 2012 refers to the period July 1, 2011 through June 30, 2012.

GLOSSARY of TERMS

Term	Definition
FULL-TIME EQUIVALENT POSITION (FTE)	A full-time position, or part-time position converted to a decimal equivalent of a full-time position, based on 2,080 hours per year. For example, a summer lifeguard working for four months, or 690 hours, would be equivalent to .33 of a full-time position.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund.
GENERAL FUND	A fund used to account for all general transactions of the city that do not require a special type of fund.
HOME RULE	Home Rule is an alternative to the State set expenditure limitation. A home rule prescribes the method the city will use to calculate its own expenditure limitation each year. Voter approval of a home rule must occur prior to the first fiscal year in which it applies. Home rules apply for four succeeding fiscal years, after which the constitutional expenditure limitation becomes effective, unless a new home rule is adopted.
IN LIEU of TAXES	Enterprise funds most often are not subject to property taxes because of their governmental character. In lieu of tax payments compensate the general government for public services received. In some cases, these payments are calculated to be reasonably equivalent in value to the services provided. In other cases, there is no clear link between the amounts paid and the value of services received.
INTER ACTIVITY TRANSFERS	Transactions between city organizations or funds that would be treated as revenues or expenditures if they involved parties external to the city. Transactions may be charged against other organizations or funds.
INTERNAL SERVICE FUNDS	Funds used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing goods or services for the purpose of fully recovering that cost through fees or charges. The Risk Management Fund is such a fund; departments are assessed charges to fund the city's self-insurance expenses.

Term	Definition
NON-RECURRING REVENUE	Proceeds of general obligation bonds, revenue bonds, and other restricted revenue.
OPERATING BUDGET	A financial plan which applies to all proposed expenditures other than for capital improvements.
OPERATING FUNDS	Resources derived from recurring revenue sources used to finance operating expenditures and pay-as-you-go capital expenditures.
ORGANIZATION	The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the city is responsible.
OTHER COSTS	This classification of costs includes Sun Tran expenditures, contributions to outside agencies, specific federal fund expenditures, and miscellaneous expenditures.
OUTSIDE AGENCIES	Non-profit organizations whose activities support the Mayor and Council's priorities.
pCARD	A charge card that allows goods 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 full cash value (market value) is the basis for computing taxes for budget overrides, bonds, and for sanitary, fire, and other special districts.
SERVICES	Costs which involve the performance of a specific service by an outside organization or other city organization. Examples of services include consultants, utilities, and vehicle maintenance.
SPECIAL ASSESSMENTS	Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.
STREET and HIGHWAY BONDS	Revenue bonds which are secured by the city's Highway User Revenues and used for the construction of street, highway, and related capital projects.
SUPPLIES	Expendable items used by operating departments. Examples include office supplies, repair and replacement parts for equipment, books, and gasoline.
TAX LEVY	The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.
TAX RATE	The amount of tax levied for each one hundred dollars of assessed valuation.

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMP	Asset Management Project
ARRA	American Recovery and Reinvestment Act
ARS	Arizona Revised Statutes
AZA	Association of Zoos and Aquariums
BABs	Build America Bonds
BCC	Boards, Committees and Commissions
BOBS	Budget Options Balancing System
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CAVSARP	Central Avra Valley Storage and Recovery Project
CCTF	Community Conservation Task Force
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CNA	Counter Narcotics Alliance
COPs	Certificates of Participation
COPS	Community Oriented Policing Services
CREBs	Clean Renewable Energy Bonds
CWAC	Citizen's Water Advisory Committee
DATJ	Day Alternative to Jail
DUI	Driving Under the Influence
EATJ	Evening Alternative to Jail
EEC	Economic Estimates Commission
EMP	Environmental Management Program
EMS	Emergency Medical Service
EPCR	Electronic Patient Care Reporting
ES	Environmental Services
FARE	Fines/Fees and Restitution Enforcement Program
FMT	Financial Monitoring Team
FTE	Full-Time Equivalent
FY	Fiscal Year
GDP	Gross Domestic Product
GIS	Geographic Information Systems
HCD	Housing and Community Development
HCV	Housing Choice Voucher
HELP	Highway Expansion Loan Program
HHW	Household Hazardous Waste
HOPE VI	Housing Opportunities for People Everywhere
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
IFPP	Impact Fee Projects Plan
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
JFS	Juvenile Fire Stopper
MOV	Motor Operated Valve
MUTCD	Manual on Uniform Traffic Devices
OCSD	Office of Conservation and Sustainable Development
OEOP	Office of Equal Opportunity Programs
O&M	Operating and Maintenance
PAG	Pima Association of Governments
PSPRS	Public Safety Personnel Retirement System
QECB	Qualified Energy Conservation Bonds
RICO	Racketeer Influenced and Corrupt Organizations
RTA	Regional Transportation Authority
SAVSARP	Southern Avra Valley Storage and Recovery Project
SCADA	Supervisory Control and Data Acquisition
SEMAP	Section 8 Management Assessment Program
SHARP	Southeast Houghton Area Recharge Project
TCC	Tucson Convention Center
TCG	Tucson City Golf
TIGER	Transportation Investment Generating Economic Recovery
TSRS	Tucson Supplemental Retirement System
VOIP	Voice Over Internet Protocol
WIFA	Water Infrastructure Finance Authority
WSI	Water Safety Instruction

