

City of Tucson Annual Budget

Fiscal Year 2021/22



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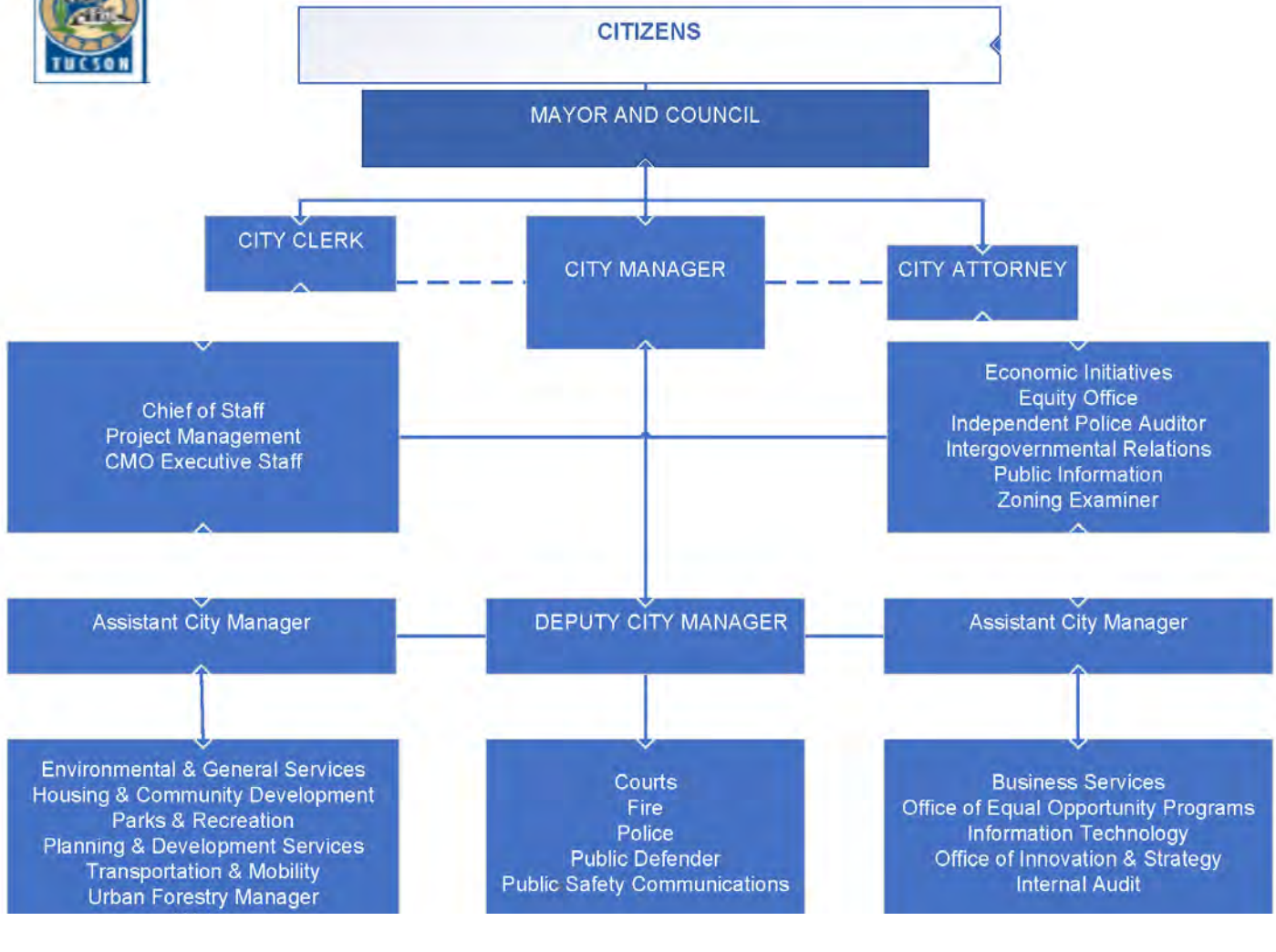
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Introduction

City Organizational Chart
City Officials and Directors
Mayor and Council
City Core Values
Strategic Plan
Budget Calendar FY21/22
Community Profile



CITY OF TUCSON ORGANIZATIONAL CHART



CITY OF TUCSON

OFFICIALS and DIRECTORS

OFFICIALS

- City Manager, *Michael J. Ortega, P.E.*
- Deputy City Manager, *Liana Perez*
- Assistant City Manager, *Interim, Ana Urquijo* ● Assistant City Manager, *Interim, Timothy Thomure*
- City Attorney, *Mike Rankin* ● City Clerk, *Roger Randolph*

COMMUNITY ENRICHMENT and DEVELOPMENT

- Housing and Community Development, *Liz Morales*
- Parks and Recreation, *Lara Hamwey* ● Planning and Development Services, *Scott Clark*
- Transportation and Mobility, *Diana Alarcon*

PUBLIC SAFETY and JUSTICE SERVICES

- City Court, *Antonio Riojas* ● Public Defender, *Mary Trejo* ● Tucson Fire, *Chuck Ryan*
- Tucson Police, *Chris Magnus* ● Public Safety Communications, *Interim, Chad Kasmar*

PUBLIC UTILITIES

- Environmental and General Services, *Carlos De La Torre* ● Tucson Water, *Interim, John Kmiec*

SUPPORT SERVICES

- Business Services, *Jeffrey Yates*
- Information Technology, *Collin Boyce*

Special Thanks to the Budget Staff

- Deputy Director Community Engagement, *Johanna Hernandez*
- Business Services Administrator, *Interim, WeiChun Kuan*
- Budget Manager, *Interim, Jacquelyne Vega* ● Lead Budget Analyst, *Andrew Min*
- Budget Analyst, *Monica Barcenas* ● Budget Analyst, *Celia Yang*
- Administrative Assistant, *Jennifer Schneider*

Acknowledgements

- *Robert Rappaport, for providing images*

CITY OF TUCSON, ARIZONA

Adopted Budget **Fiscal Year 2021/22** *Effective July 1, 2021*

Mayor and Council



HONORABLE
REGINA ROMERO
Mayor



LANE SANTA CRUZ
Ward One



PAUL CUNNINGHAM
Ward Two



KARIN UHLICH
Ward Three



NIKKI LEE
Ward Four



RICHARD FIMBRES
Ward Five



STEVE KOZACHIK
Ward Six

City Administration

MICHAEL J. ORTEGA, P.E.
City Manager

ANA URQUIJO
Assistant City Manager, Interim

TIMOTHY THOMURE
Assistant City Manager, Interim



City Core Values



CITY OF TUCSON

Transforming Organizational Culture

THIS CULTURE MAP
DEFINES THE VISION,
MISSION, AND ULTIMATELY
THE PRIORITIES
FOR THE CITY OF TUCSON.

THE CULTURE MAP CREATES THE
FOUNDATION FOR STRATEGIC
PLANNING AND ACTION AND
GUIDES THE POSITIVE
TRANSFORMATION OF
ORGANIZATIONAL CULTURE
BY OUTLINING THE
COMMITMENT THAT LEADERSHIP
MAKES TO ITS EMPLOYEES
AT ALL LEVELS,
IN ALL DEPARTMENTS
AND IN ALL LOCATIONS
THROUGHOUT
THE ORGANIZATION.

OUR VISION

Tucson – The Destination for Sustainable Living, Growth and Opportunities

OUR MISSION

Deliver Exceptional Service to the People of Tucson

OUR VALUES

Collaboration • Integrity • Excellence • Respect

OUR PHILOSOPHY

Prepare Tucson for the future Safety, Well-Being, Transparency and Civility first.

Take pride in maximizing value to our community. Protect and serve our community with compassion and passion. Be flexible and create an inspiring place to work - hiring, developing and promoting the best. Build public confidence in government leadership through great stewardship. Build a strong community while respecting our history, culture, and environment. Lead Tucson's Economic Development as a partner in wealth creation and prosperity. Create fiscal, social and environmental sustainability

OUR WORK ENVIRONMENT

Accountability • Laboratory for Innovation • Continuous Improvement
Open, Honest and Productive Communication

OUR MAJOR GUIDING PRINCIPLE

One City... One TEAM
(Tucson Empowers And Motivates)



OUR PRIORITIES

- Excellent Customer Service
- Employee Focused Organization
- Stable Financial Environment
- Smart City Focus

Strategic Plan

5-Year Plan (2020-2025)

Culture Map & Strategic Plan

The Culture Map creates the foundation for Strategic Planning and action and guides the positive transformation of organizational culture by outlining the commitment that leadership makes to it's employees at all levels, in all departments, and in all locations, throughout the organization.

With the Culture Map providing the structure, over one hundred Directors, Deputy Directors, and Administrators from around the organization collaborated to identify the areas the organization should focus on in the immediate and near term future.

OUR PRIORITIES

- Excellent Customer Service
- Employee Focused Organization
- Stable Financial Environment
- Smart City Focus

Exceptional Customer Service

Meeting customers where they are and creating the best customer experience by working with the customer to add value in the customer's eyes and maximizing impact for the customer.

Focus Area: Community Quality of Life

Long-term, functional based thinking about obligations and goals that does not limit our ability to do great things.

Employee Focused Organization

An organization where employees are happy with their jobs and work environment (satisfied) and where employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work (engaged).

Focus Area: Quality of Work Life

Embracing positive employment related experiences leading to enhanced service delivery for the people of Tucson.

Stable Financial Environment

Responsible allocation of taxpayer dollars and grant/bond funding, resulting in a sustainable and balanced financial plan that provides for growth and equity, manages risks, and creates resilience against external shocks.

Focus Area: Fiscal Responsibility

Does not limit our ability to do great things. Its long-term thinking about obligations gives the ability to withstand potential catastrophic events and is function driven.

Smart Cities - Laboratory Focus

Making bold, data-based decisions that maximize impact and value by exposing uncertainty and questioning assumptions through increased citizen engagement, taking measured risks, and experimentation.

Focus Area: Innovation & Technology

Being unafraid of failure in the pursuit of new and creative ways to more efficiently and effectively deliver city services.

Tell Our Story

In all focus areas, the City will emphasize messaging to employees and customers to communicate the value and impact of the work we do.

<p>OUR VISION Tucson – The Destination for Sustainable Living, Growth and Opportunities</p> <p>OUR WORK ENVIRONMENT Accountability • Laboratory for Innovation • Continuous Improvement • Open, Honest and Productive Communication</p> 	<p>OUR MISSION Deliver Exceptional Service to the People of Tucson</p> <p>OUR MAJOR GUIDING PRINCIPLE One City...One TEAM (Tucson Empowers And Motivates)</p> 	<p>OUR VALUES</p> <ul style="list-style-type: none"> • Collaboration • Integrity • Excellence • Respect <p>OUR PRIORITIES</p> <ul style="list-style-type: none"> • Excellent Customer Service • Employee Focused Organization • Stable Financial Environment • Smart City Focus 	<p>OUR PHILOSOPHY Prepare Tucson for the future Safety, Well-Being, Transparency and Civility first. Take pride in maximizing value to our community. Be flexible and create an inspiring place to work - hiring, developing and promoting the best. Build public confidence in government leadership through great stewardship. Build a strong community while respecting our history, culture, and environment. Lead Tucson's Economic Development as a partner in wealth creation and prosperity. Create fiscal, social and environmental sustainability</p>
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Aligning Outcomes with Priorities - Spotlight Projects



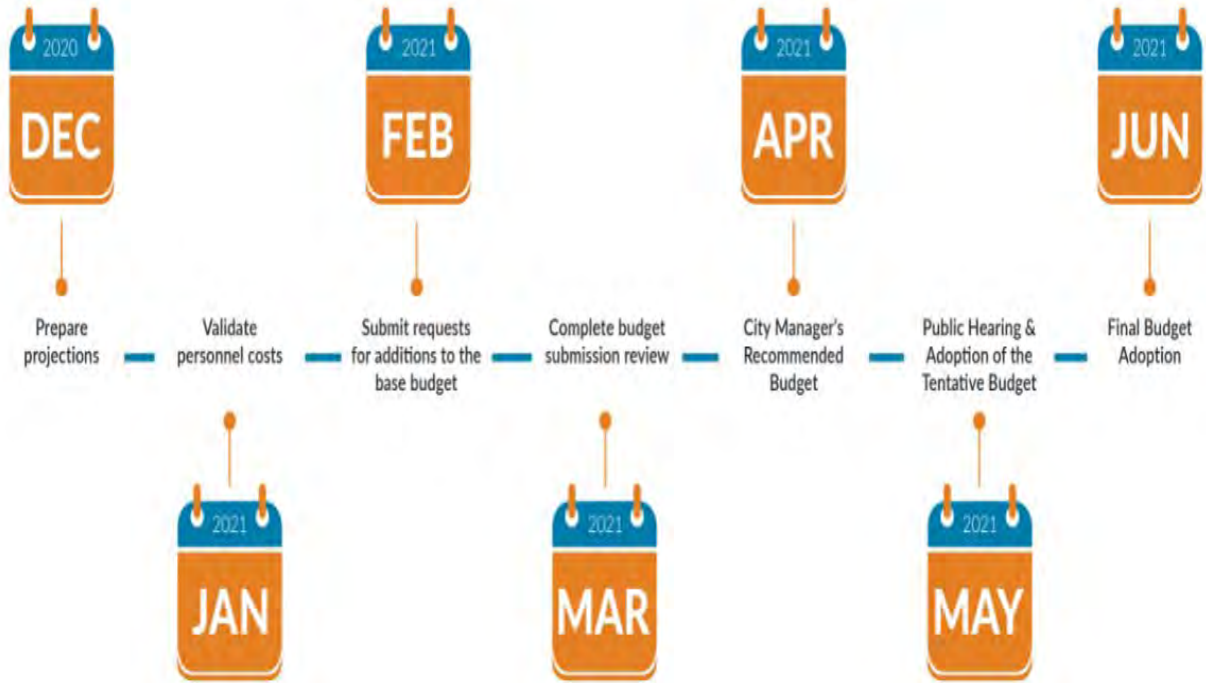
Department Action Plans

Business Services
City Attorney's Office
City Court
City Manager's Office
Clerk's Office
Environmental & General Services

Housing & Community Development
Human Resources
Information Technology
Parks & Recreation
Planning and Development
Public Defender

Public Safety Communications
Transportation
Tucson Fire
Tucson Police
Tucson Water

Budget Process Calendar





FROM

Community Profile

Fiscal Year 2021/22

Welcome To Tucson!

Known for its saguaro-studded landscape and seemingly endless sunny days, Tucson is indeed one of the most unique and stunning landscapes in the country. However, the spirit of Tucson lies in the warm, diverse, and authentic nature of the people who call Tucson home.

Arizona's second largest city, Tucson is surrounded by four majestic mountain ranges and nestled in the heart of a lush Sonoran Desert valley. Both residents and visitors delight in outdoor activities from hiking and biking to birding and stargazing. Tucson was also the country's first city to be named a UNESCO City of Gastronomy. The award recognizes the region's "rich agricultural heritage, thriving food traditions, and culinary distinctiveness." On top of just being delicious, the food reflects the unique cultures and traditions that make Tucson special. Tucson's vibrant culture is also reflected in its many events including the world's largest gem, mineral, and fossil showcase, All Souls Procession, and Tucson Meet Yourself. The energetic and still growing downtown is full of theaters, performance spaces, and museums showcasing a vibrant arts community.



Tucson's Economy

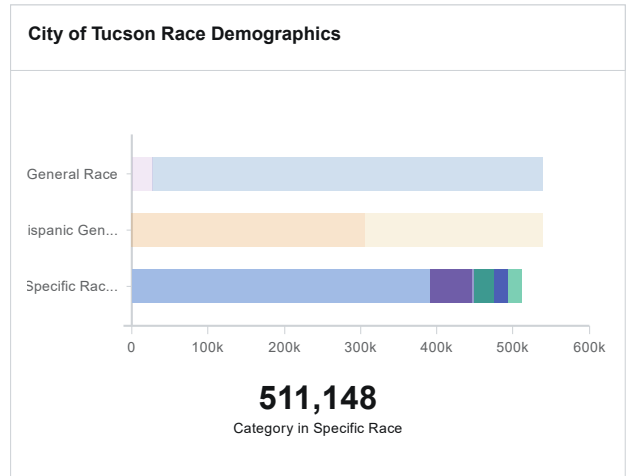
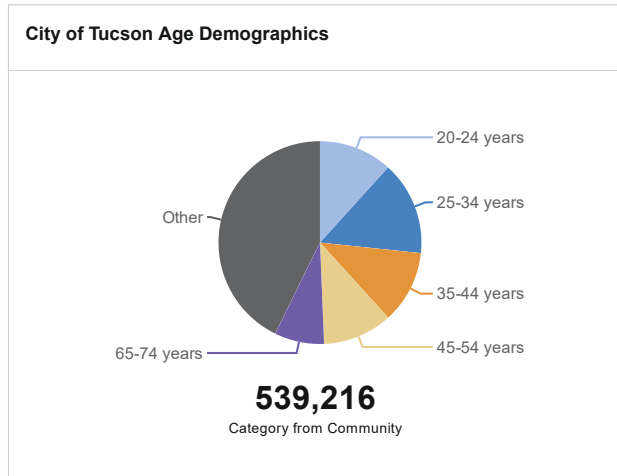
Under the leadership of Tucson's Mayor and Council, our community has entered a new era of collaboration with our economic partners, the State of Arizona, Rio Nuevo, Pima County, and Sun Corridor Inc, that has transformed our business environment and successfully attracted major investment and job creation by global and national corporations. During the pandemic, the Mayor and Council moved swiftly to leverage federal financial aid to provide economic support to Tucson's most-vulnerable community members. This work has helped to ensure a strong economy for all community members. Tucson has long been recognized as a center for the aerospace, defense, optics, and medical-health services industries and is now receiving global attention for its emergence as a center for logistics, mining technology, renewable energy, and biotechnology.

For more information, please refer to the Connect Tucson website, <https://connecttucson.com>.



Population and Demographics

Tucson, the second largest city in Arizona and the heart of the Southern Arizona region, saw steady growth in its population over the last four decades. Nationally, Tucson has grown from the 45th largest city in 1980, to the 34th largest in 1990, the 30th largest in 2000, and the 32nd largest by 2010. With this growth, Tucson's demographics have also continued to change. Monitoring demographics is essential to ensuring proper planning and operations by the City. The following charts break out Tucson's race and age group demographics.



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 six wards but are elected in citywide elections. The mayor is nominated and elected citywide. Elections occur on an odd-year cycle. 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. Only 65% of Pima County is incorporated into a city or town. Tucson has continued to grow its borders through the establishment of a strong annexation policy. This brings state-shared revenues to the city.

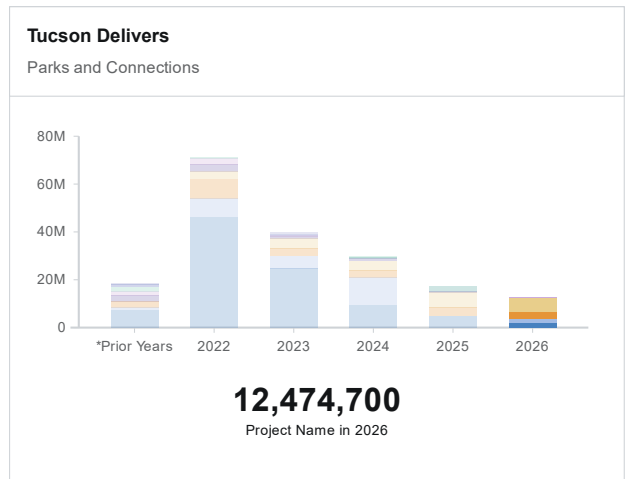
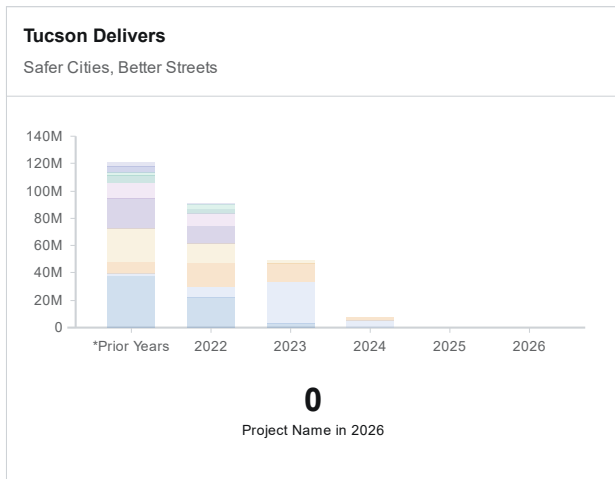
City Services and Amenities

Delivering exceptional service to the people of Tucson is the City of Tucson's mission. With a renewed commitment to ensuring equitable service, the City budget of just under \$1.8 billion is distributed across a variety of services. Details on all individual services are available in the Budget By Department section found in the [Table of Contents](#).

Tucson Delivers

The Tucson Delivers program tracks the progress of two voter-approved initiatives. In 2017 a half-cent sales tax increase was approved to provide \$150 million for vehicles, equipment, and facilities for the Tucson Fire and Police departments. Purchases include police patrol cars, fire trucks, ambulances, and police motorcycles. A new southside police substation, police academy training track, and five fire station rebuilds are included in the facilities category. The sales tax increase also provides \$100 million for road improvements. Of this \$100 million, 60% is dedicated for arterial road improvements, while the remaining 40 %will be used for local street improvements. In November 2018, a bond package was approved to provide \$225 million to improve City parks amenities and connections. Park projects include improvements to playgrounds, sports fields, pools, splash pads, and recreation centers and other amenities. Connection projects include greenways and shared-use paths, pedestrian safety and walkability, and bicycle boulevards.

Despite the challenges brought by the COVID-19 pandemic, the Tucson Delivers program initiatives thrived during the last fiscal year. Revenues collected exceeded expectations for both bonds and sales tax, oversight boards and commissions continued to meet and make decisions, public engagement continued with virtual town halls, and online and paper surveys. Project construction advanced and efficiencies were found as staff combined projects, bundled project elements, and supplemented projects with existing Arizona Department of Transportation and Community Development Block Grant project funds.



Budget in Brief

City Manager's Letter
Budget Highlights
Projected Fund Balance
CIP Budget Highlights



City Manager's Letter

Fiscal Year 2021/22

A Message from City Manager Michael Ortega

The City of Tucson continues to face unprecedented challenges and uncertainties as the pandemic continues to shape our world. These unusual times have presented an opportunity for creative problem solving and extraordinary leadership. This budget is the result of the Mayor and Council's strong leadership and the enduring innovation of our staff to present immediate and new ways to tackle the issues relative to our ever-changing landscape.

Over the past year, the dedicated team of City employees has been continuously adjusting and re-evaluating business practices to best meet the needs of our community and respond to the leadership priorities of the Mayor and Council. I am pleased to present the City of Tucson's Fiscal Year 2021/22 Adopted Budget totaling \$1.862 billion. This balanced budget not only demonstrates the leadership of the Mayor and Council, but also uniquely establishes a framework to build a stronger, more resilient community that benefits all residents.



The Fiscal Year 2021/22 Budget Process

At the direction of the Mayor and Council, the City staff worked to establish greater public participation in the budget planning process. Building upon the work that began with the last budget, we were able to increase our efforts during the creation of the FY2021/22 budget. Under Mayor Regina Romero's leadership, the City hosted four virtual town hall events to provide a platform for community members to voice their priorities for the budget. Each town hall focused on separate topics – Infrastructure and Mobility, Climate Action and Adaptation, Community Safety, and Resilient Recovery – based on a framework set out by the Mayor and Council. Community members were then able to hear from City leaders and ask questions about the topics most relevant to them. This new and innovative approach to receiving community input for the City's annual budget included moderated discussions on each of the four topics to enable community members to provide direct feedback to City leadership. In addition, there were three Mayor and Council public hearings.

The City also created two virtual budget engagement tools. In addition to an Open Comments forum dedicated to budget discussion, there was a dynamic Budget Engagement Tool in English and Spanish to provide a summary of the budget and gather public input. Community members were able to learn about the Tentative Budget and assign discretionary funds to the different departments.

Additionally, this budget dedicated \$1.75 million, with \$250,000 for the Mayor's Office and each Ward Office, to community projects that will be coordinated by each office in partnership with the community and supported by City staff. Because of the strong position of the City's General Fund, the budget is flexible enough to allocate funds to further the Mayor and Council's goals, including increasing budget participation at the community level..

The City is committed to growing budget engagement tools each year in an effort to improve transparency and accountability while ensuring alignment between community needs and budget allocation.

Aligning the Vision

The strength of the budget reserves allow the City to boldly engage the challenges surrounding the pandemic, racial inequities, and injustice. These challenges have served to strengthen our vision as the City built the FY 2021/22 budget. As the budget process coalesced, we identified four areas of focus that I would like to highlight as they drove the alignment of priorities, our commitment to tackle the dual challenges of post-pandemic recovery and issues of equity, and our deep commitment to the employees who have proved their unwavering dedication to our community. The four areas of focus include:

- Community Safety / Office of Equity
- Resilient Recovery
- Infrastructure
- Employee Retention and Recruitment

Community Safety

The safety and security of Tucsonans continue to be areas of priority for both the Mayor and Council and the community. Therefore, this budget increases the allocation of funds by \$2.8 million to a total of \$5.1 million for community safety. There are many divergent voices with ideas about what community safety means and how we at the City of Tucson should deliver these services to our residents. Supporting and engaging in Phase Two of the City's Community Safety Program is a critical step at this time. Phase Two includes Program Development and Community Engagement. Additionally, 14 new positions will be added to the Community Safety Program, the Independent Police Auditor's Office will be expanded, we are on the cusp of hiring a Housing First coordinator who will be supported by homeless support outreach coordinators, and we will expand the number of community service officers by an additional 20 positions.

Another area of commitment is to work toward understanding and addressing inequity in our community. The City serves a unique role in ensuring all people have access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential. In an effort to create more equitable outcomes, we will stand up an Office of Equity.

Resilient Recovery

This budget also includes funding to reflect the Mayor and Council's deliberate efforts to create a resilient recovery from the economic effects of the pandemic by expanding services to small, legacy, start-up, and emerging businesses. A new initiative called Ignite Tucson will look to spark our local business community and encourage innovation by adding five small business navigators and market local business through a collaboration with Visit Tucson. One of the exciting and unforeseen additions to this year's budget is a film incentive with them as well. Visit Tucson will use these funds along with other regional partners, to attract the film industry to the region in ways that we have not seen in several decades.

The federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding brought much-needed aid to our community last year for workers, families, small businesses the arts community, and housing. We will see even more investment to build back resiliency in community through the upcoming allocation of American Rescue Plan Act funding.

Infrastructure

Road infrastructure remains one of the core services and key interests of our community. Through the Mayor and Council's leadership, we are doubling the funding of local road repairs as a part of this budget. Voter-approved initiatives over the last nine years have allowed the City to make significant headway in the condition of major streets throughout the community. However, an overwhelming number of neighborhood roads remain in need of repair. \$14 million is dedicated to local road repairs over the next fiscal year. \$2 million will be allocated to each Ward and the Mayor's office for local roads most in need of maintenance. This marks the first time in recent history that the General Fund has been able to accommodate such an investment and reflects the continued economic strength of the fund.

Employee Engagement and Recruitment

The City has struggled to recruit and retain staff, often in key areas across the organization. Wage stagnation since the Great Recession has hindered the City's ability to keep up with market-rate wages. The City has been making concerted and strategic efforts to address these compensation issues over the last five years. This is a key component of the City's Strategic Plan priority of being an Employee Centric Organization and the driving force behind the Employee Retention Plan. With the Mayor and Council's leadership, the City has made significant progress in these efforts. The FY 2021/22 Tentative Budget includes \$33 million to implement this phase of the Employee Retention Plan and provide market-rate wage increases across the organization. This significant move to better stabilize our workforce is sustainable because of years of strong financial decision making and significant reserves within the budget.

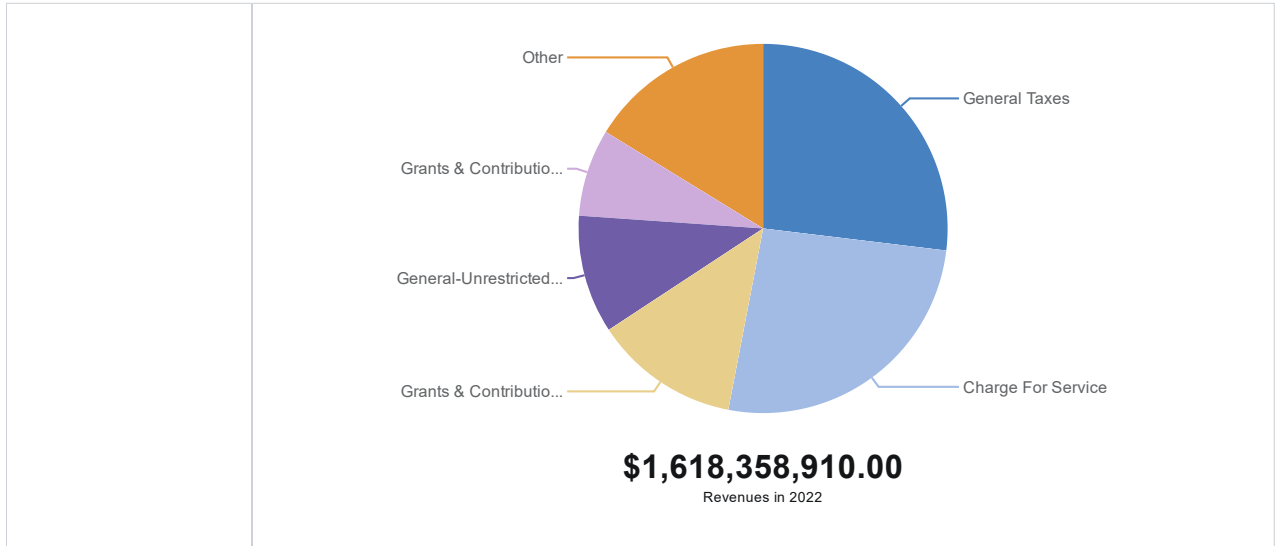
While the ongoing pandemic still makes the economic outlook uncertain, strong revenues, years of good policymaking, and long-term thinking by the Mayor and Council have created economic stability during these tumultuous times and allow us to continue providing excellent core services to our community. This fiscal year will prove in many ways to be just as challenging as the last. However, through our resiliency and the backbone of fiscal stability that this budget provides, we will not only continue to succeed, we will push ourselves to excel. We have proven that we have the leadership, dedication, and innovative spirit to govern like no other city and deliver on our commitments to the people of Tucson.



Budget Highlights

Fiscal Year 2021/22

Revenue By Category Adopted Budget FY2021/22



Revenue By Category Trends FY2019/20-FY2021/22

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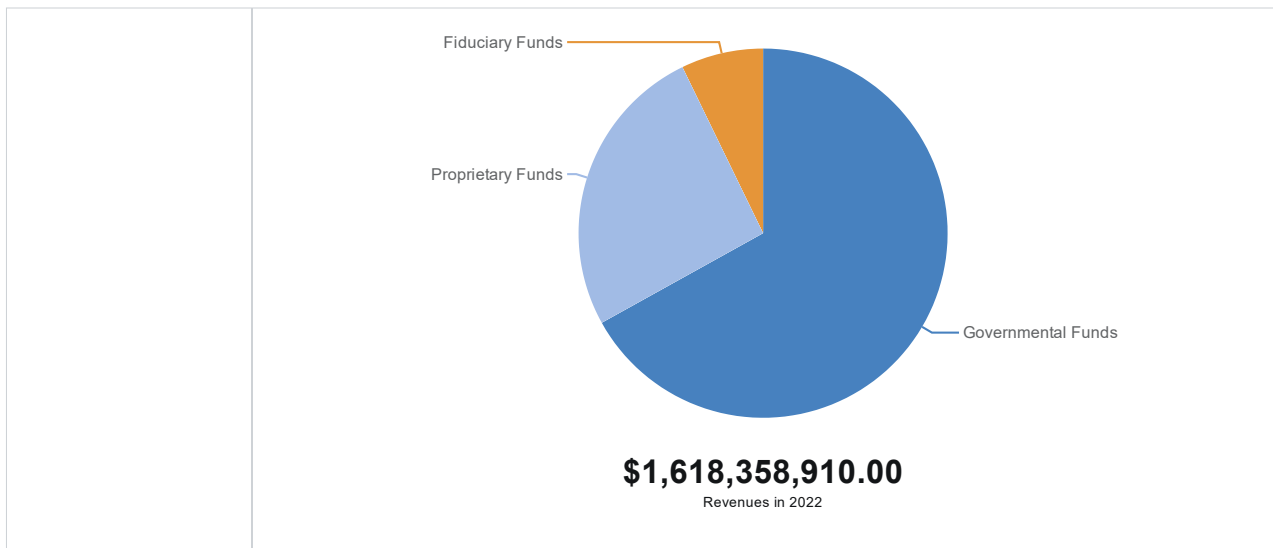
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Broken down by
Revenues*

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Charge For Service	433,827,072	442,907,460	431,432,355	422,628,720
▶ General Taxes	401,139,031	371,422,490	421,313,921	435,482,980
▶ Other Financial Sources/Use	0	114,000,000	759,000,000	40,000,000
▶ Grants & Contributions - OP	191,287,886	200,687,860	219,861,575	205,987,260
▶ General-Unrestricted Grant/Cont	154,874,952	154,648,750	170,318,010	167,543,990
▶ Grants & Contributions - Capital	87,935,051	139,172,420	168,404,990	123,790,060
▶ Fiduciary	84,205,679	108,529,560	87,252,160	116,558,150
▶ Internal Service Fund	88,208,431	95,365,590	89,763,140	90,852,120
▶ General-Miscellaneous	15,422,053	10,919,800	14,260,018	11,601,020
▶ General-Inv Earnings	10,771,918	3,434,580	5,669,390	3,914,610
Total	1,467,672,073	1,641,088,510	2,367,275,558	1,618,358,910

Revenue By Fund Adopted Budget FY2021/22



Revenue By Fund Trends FY2019/20-FY2021/22

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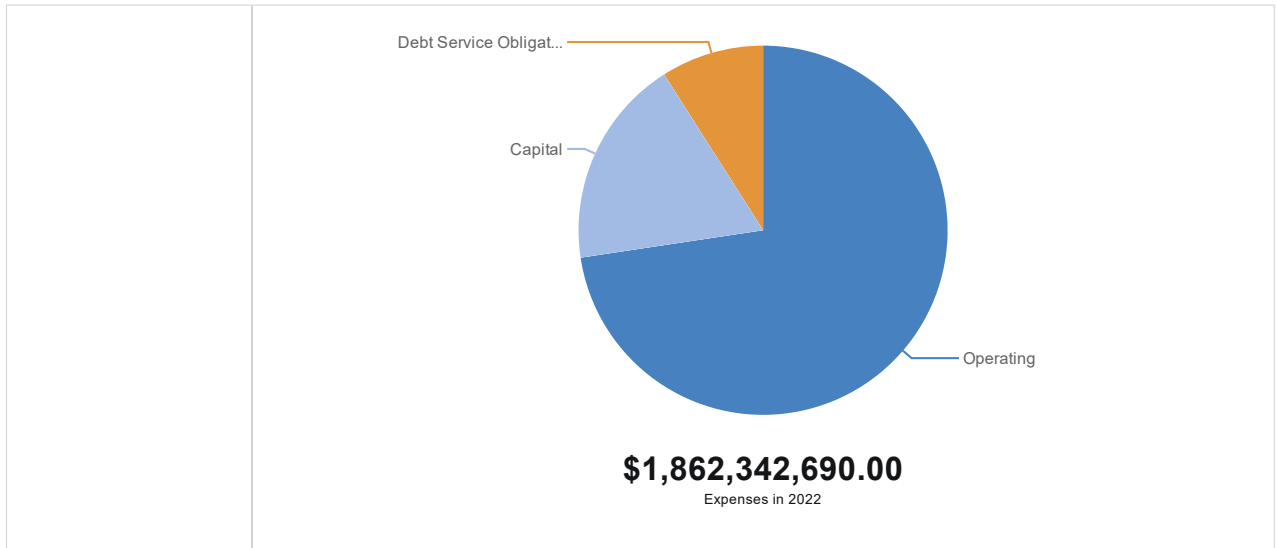
Broken down by

Funds ▾ Revenues ***

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	956,543,180	1,041,983,500	1,781,012,498	1,083,292,680
▶ The General Fund	558,450,701	530,081,540	582,342,018	593,581,990
▶ Special Revenue Funds	296,059,445	309,120,890	967,981,740	314,530,640
▶ Capital Projects Funds	60,077,149	161,212,190	188,936,900	131,330,700
▶ Debt Service Funds	41,955,885	41,568,880	41,751,840	43,849,350
▼ Proprietary Funds	428,287,024	490,575,450	498,916,500	418,508,080
▶ Enterprise Funds	338,441,855	391,754,710	405,276,710	326,229,800
▶ Internal Service Funds	89,845,169	98,820,740	93,639,790	92,278,280
▼ Fiduciary Funds	81,838,637	108,529,560	87,346,560	116,558,150
▶ Pension Funds	81,838,637	108,529,560	87,346,560	116,558,150
▶ Non-City Funds	1,003,232	0	0	0
Total	1,467,672,073	1,641,088,510	2,367,275,558	1,618,358,910

Expenditures By Category Adopted Budget FY2021/22



Expenditures By Category Trends FY2019/20-FY2021/22

Help Share

Updated On 14 Jul, 2022

← Back ↺ History ↻ Reset

Broken down by
Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,053,718,426	1,265,503,730	1,194,023,454	1,352,590,470
▶ Services	451,471,577	630,701,380	597,062,558	696,039,210
▶ Salaries and Benefits	537,058,560	560,994,210	529,479,643	578,916,810
▶ Supplies	65,188,289	73,808,140	67,481,252	77,634,450
▼ Capital	153,873,303	321,455,910	232,756,816	341,858,550
▶ Capital Improvement Projects	133,384,194	272,536,940	184,761,300	286,670,530
▶ Capital Outlay	20,489,109	48,918,970	47,995,515	55,188,020
▼ Debt Service Obligations	130,243,030	134,024,320	130,502,640	167,893,670
▶ Debt Service	130,243,030	134,024,320	130,502,640	167,893,670
Total	1,337,834,759	1,720,983,960	1,557,282,909	1,862,342,690

Expenditures By Department Trends FY2019/20-FY2021/22

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↺ History ↻ Reset

Broken down by

Department/Unit Expenses

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ 710 - Water Utility	252,164,656	303,839,690	264,773,754	295,724,680
▶ 491 - Department of Transportation and Mobility	180,427,926	265,255,040	224,313,750	239,639,470
▶ 201 - Police Department	166,348,146	193,995,680	186,664,290	164,259,910
▶ 114 - Housing & Community Development	73,754,968	130,828,150	130,311,598	102,674,760
▶ 301 - Fire Department	103,084,618	120,030,030	121,771,650	91,510,590
▶ 900 - Tucson Suppl Retirement System	85,249,896	94,623,810	82,386,450	95,770,820
▶ 198 - Debt Service	74,031,264	73,239,360	73,128,800	108,232,740
▶ 901 - Self Health Insurance	69,511,059	77,350,130	68,418,900	73,564,500
▶ 183 - General Government	34,129,476	29,907,630	34,691,800	170,821,430
▶ 460 - Environmental Services	54,275,500	63,517,740	59,488,820	65,640,310
▶ 410 - General Services Department	46,842,940	52,900,790	51,035,460	52,997,700
▶ 601 - Parks & Recreation	31,800,781	47,730,710	42,997,051	50,424,120
▶ 800 - Business Services Department	21,744,592	32,773,590	28,783,670	45,444,420
▶ 493 - Roads - Better Streets	14,277,265	38,981,500	38,159,000	36,518,000
▶ 210 - Public Safety - Safer Cities	9,505,668	32,348,800	22,509,800	54,033,100
▶ 155 - Information Technology	25,297,249	27,447,980	26,727,842	30,397,130
▶ 602 - Parks	2,385,555	21,092,500	13,045,369	31,216,230
▶ 250 - Public Safety Communications	13,077,943	14,407,750	14,539,770	17,228,260
▶ 181 - Outside Agencies	11,527,191	11,245,270	10,472,610	11,526,740
▶ 141 - City Court	9,858,394	11,611,740	9,849,470	11,796,980
▶ 171 - Convention Center	9,847,711	12,006,390	6,346,130	11,352,270
▶ 902 - PSPRS Trust Fund	0	0	0	35,665,550
▶ 494 - Connections	1,022,507	11,671,900	2,705,145	19,229,200
▶ 131 - City Attorney	7,824,178	8,656,990	8,820,950	8,699,380
▶ 610 - Golf Utility	7,600,064	7,725,940	8,215,140	8,434,660
▶ 174 - Planning & Development Services Center	7,787,413	8,224,340	6,940,760	8,694,670
▶ 103 - City Manager	5,157,566	10,834,690	5,889,800	7,313,500
▶ 495 - Park Tucson	5,826,229	4,822,360	2,614,520	3,433,950
▶ 101 - Mayor And Council	2,815,050	3,945,640	3,149,500	3,732,620
▶ 151 - City Clerk	3,476,879	4,020,580	2,598,180	3,095,740
▶ 146 - City Public Defender	2,970,996	3,257,250	3,466,530	3,269,260
▶ 161 - Human Resources	2,437,248	2,689,990	2,466,400	0
▶ N59 - Counter Narcotics Alliance	983,042	0	0	0
▶ 120 - Finance	791,000	0	0	0
▶ 165 - Neighborhood Resources Dept.	-213	0	0	0
Total	1,337,834,759	1,720,983,960	1,557,282,909	1,862,342,690

Revenue Less Expenditures FY2019/20-FY2021/22

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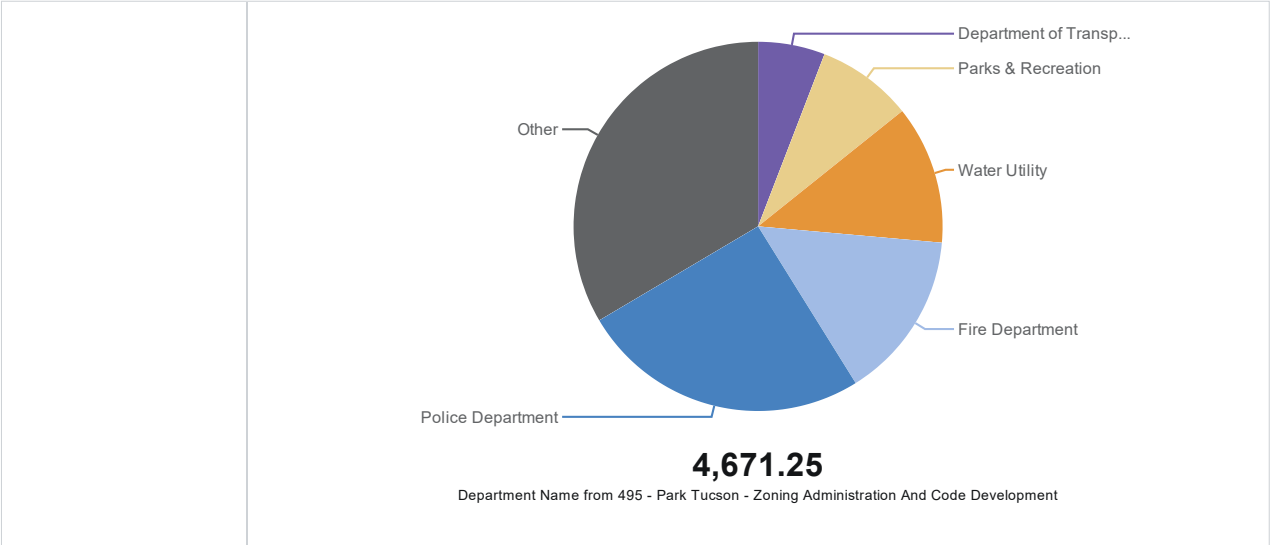
Broken down by

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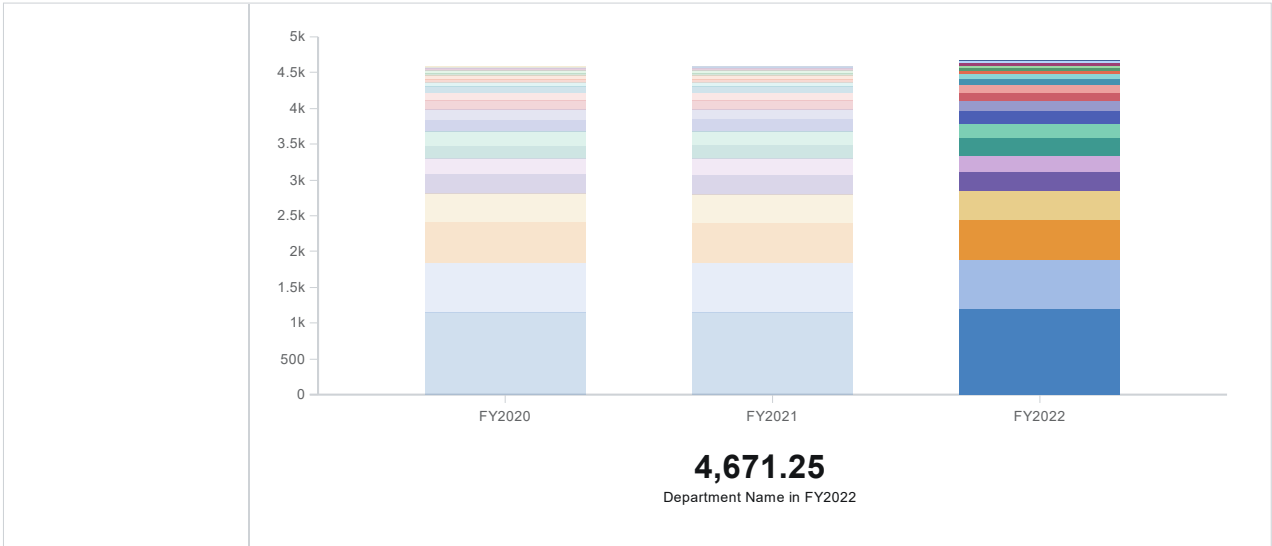
Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
► Revenues	1,467,726,960	1,641,088,510	2,366,988,588	1,618,358,910
► Expenses	1,337,834,759	1,720,983,960	1,557,282,909	1,862,342,690
Revenues Less Expenses	129,892,201	-79,895,450	809,705,679	-243,983,780

Personnel By Department Adopted Budget FY2021/22



Personnel By Department Adopted Budget Trends FY2019/20-FY2021/22



SUMMARY of PROJECTED FUND BALANCE
as of June 30, 2022

FINANCIAL RESOURCES	Estimated Beginning Funds Available	Projected Revenue	Projected Expenditures	Net Transfers In/(Out)	Available Funds
General Fund	\$ 257,107,750	\$ 595,939,310	\$ 602,839,430	\$ (45,799,560)	\$ 204,408,070
Special Revenue Funds					
Mass Transit Fund	5,375,610	65,335,590	102,982,720	37,647,130	5,375,610
Mass Transit Fund - Sun Link	2,056,380	1,510,000	6,100,140	4,590,140	2,056,380
Better Streets Improvement Fund	33,399,120	25,400,700	36,518,000	-	22,281,820
Safer City Improvement Fund	75,371,150	38,100,800	54,033,100	-	59,438,850
Tucson Convention Center Fund	812,070	8,076,050	11,352,270	3,276,220	812,070
Zoo Fund	11,100,830	9,200,320	18,365,000	-	1,936,150
Highway User Revenue Fund	10,796,650	46,770,000	50,276,320	(2,070,160)	5,220,170
Park Tucson Fund	1,133,930	5,190,000	5,190,000	-	1,133,930
Civic Contribution Fund	6,993,900	3,127,010	966,590	-	9,154,320
Community Development Block Grant Fund	5,090,510	6,564,480	6,564,480	-	5,090,510
Miscellaneous Housing Grant Fund	-	7,191,520	7,191,520	-	-
Public Housing Section 8 Fund	1,675,530	47,116,310	47,116,310	-	1,675,530
HOME Investment Partnerships Program Fund	810,130	4,904,550	4,904,550	-	810,130
Other Federal Grants Fund	-	37,330,820	37,330,820	-	-
Disaster Relief	3,600,000	-	3,600,000	-	-
Green Storm Water Infrastructure	3,927,230	3,052,640	3,047,590	-	3,932,280
Non-Federal Grants Fund	-	5,299,850	5,299,850	-	-
American Rescue Plan	67,848,380		67,848,380		-
Total Special Revenue Funds	\$ 229,991,420	\$ 314,170,640	\$ 468,687,640	\$ 43,443,330	\$ 118,917,750
Enterprise Funds					
Tucson Water Utility	155,064,580	243,906,760	293,850,770	-	105,120,570
Environmental Services Fund	43,000,000	53,331,300	63,444,410	-	32,886,890
Tucson Golf Course Fund	1,181,670	9,292,780	8,434,660	-	2,039,790
Public Housing Fund	20,099,700	15,620,140	15,620,140	-	20,099,700
Non-PHA Asset Management Fund	268,070	2,081,500	2,081,500	-	268,070
Total Enterprise Funds	\$ 219,614,020	\$ 324,232,480	\$ 383,431,480	\$ -	\$ 160,415,020
Debt Service Fund					
General Obligation Bond and Interest Fund	457,040	34,549,350	34,549,350		457,040
Street and Highway Bond and Interest Fund	-	9,300,000	11,145,750	1,845,750	-
Total Debt Service Funds	\$ 457,040	\$ 43,849,350	\$ 45,695,100	\$ 1,845,750	\$ 457,040
Capital Projects Funds					
General Obligation Fund (2020 Series)	38,705,210	40,000,000	48,307,100	-	30,398,110
Capital Improvement Fund	-	44,473,800	44,473,800	-	-
Development Fee Fund	61,280,690	13,173,800	5,885,530	510,480	69,079,440
Regional Transportation Authority Fund	824,340	33,683,100	33,683,100	-	824,340
Total Capital Projects Funds	\$ 100,810,240	\$ 131,330,700	\$ 132,349,530	\$ 510,480	\$ 100,301,890
Internal Service Funds					
Self Insurance Internal Service Fund	54,644,720	17,640,010	24,338,640	-	47,946,090
Health Insurance Internal Service Fund	13,851,760	74,638,270	73,564,500	-	14,925,530
Total Internal Service Funds	\$ 68,496,480	\$ 92,278,280	\$ 97,903,140	\$ -	\$ 62,871,620
Fiduciary Funds					
Tucson Supplemental Retirement System	822,379,960	116,558,150	95,770,820	-	843,167,290
PSPRS Pension Trust	644,000,000	-	35,665,550	-	608,334,450
Total Fiduciary Funds	1,466,379,960	116,558,150	131,436,370	-	1,451,501,740
Total All Budgeted Funds	\$ 2,342,856,910	\$ 1,618,358,910	\$ 1,862,342,690	\$ -	\$ 2,098,873,130



Capital Improvement Program Budget Highlights

Fiscal Year 2021/22

Overview

In order to provide our local community and its citizens with critical services and shared public spaces, such as, safe roads, topnotch public recreation areas and facilities, and world class public safety; the City of Tucson maintains and executes a Capital Improvement Plan (CIP). The CIP is a community planning and fiscal management tool used to coordinate the location, timing and financing of necessary capital improvements throughout the entirety of the City.

A capital improvement in this context is defined as a physical expenditure that has a cost of \$100,000 or more. Typical items that can be found in a CIP include but are not limited to items such as land, buildings, public infrastructure, and equipment. Based largely on the level of expense and complexity associated with these types of projects the City’s CIP designed to cover a five-year timeframe.

Five-Year CIP Summary of Expenditures		
(in \$000)	Adopted Year 1 FY 2021/22	Projected Five- Year Program
Community Enrichment and Development	\$ 204,479.5	\$ 741,061.3
Public Safety and Justice Services	54,033.1	108,450.0
Public Utilities	100,871.3	427,775.9
General Government	9,585.0	9,585.0
Total	\$ 368,968.9	\$ 1,286,872.2

Program Highlights

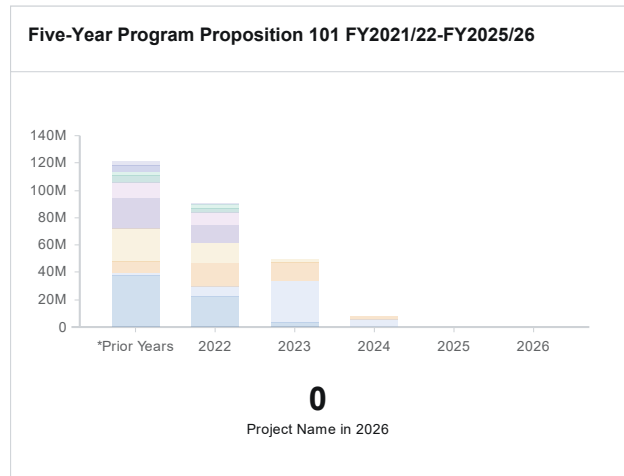
Some of the programs and projects included in the current and ongoing City CIP include the following:

*For further details please refer to the CIP book

Tucson Delivers/Proposition 101 - Safer City and Better Streets

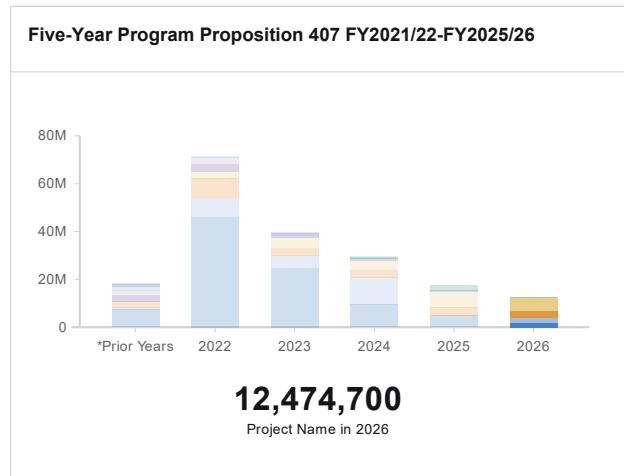
In May of 2017, City of Tucson voters approved a five-year, half-cent sales tax to fund public safety capital needs and road repairs. With regard to public safety equipment, this program has delivered over 150 marked police vehicles, 15 fire apparatus, 6 ambulances, 490 sets of firefighter turn out gear, and much more. Additionally, this program is also facilitating the complete rebuild of 4 fire stations, the remodeling of 9 fire stations, and the creation of a joint police and fire public safety complex.

With regard to creating better streets for our community, this program has improved 155 lane miles of City arterial roads, with an expectation to do an additional 209 lane miles over the next 12 months. Additionally, 113 lane miles of City local roads have been improved, and an additional 113 lane miles are expected to be completed over the next 12 months.



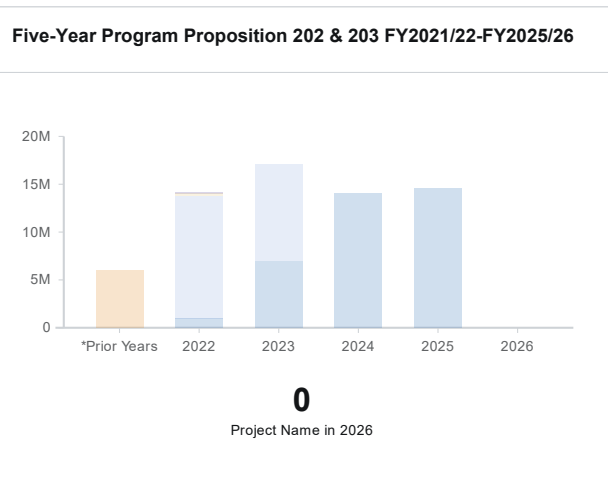
Tucson Delivers/Proposition 407- Great Parks and Strong Connections

In November of 2018, City of Tucson voters approved a bond package for capital improvements specifically geared towards the improvement of City parks amenities and connections. Park related projects include improvements to playgrounds, sports fields, pools, splash pads, and recreation centers. Connection projects include the creation of new greenways and shared-use paths, safety and walkability projects related to pedestrian use, as well as the creation of bicycle boulevards all throughout the community.



Reid Park Zoo Quality of Life Tax/Propositions 202 & 203

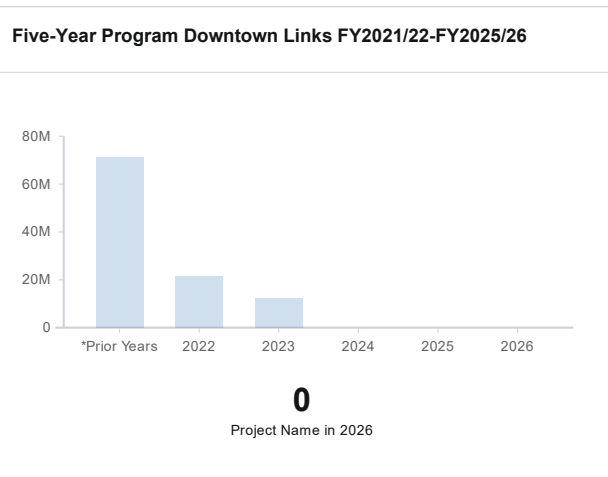
In February of 2018, City of Tucson voters approved a tenth-of-a-cent sales tax to fund operations and maintenance needs, as well as capital improvements at the City’s Gene Reid Park Zoo. Accordingly, the City has begun to update Zoo facilities and to modernize Zoo standards. Additionally, alligator, jaguar, grizzly bear, and andean bear habitats have been improved and four new species (meerkats, goats, squirrel monkeys, and wild dogs) have been deliver to the Zoo.



Downtown Links

In December 2006, the Downtown Links Citizen Advisory Committee (CAC) approved a roadway alignment north of the Union Pacific railroad that connects with 6th Street at 7th Avenue. Four CAC meetings and two public meetings were held between January 1 and June 30, 2008 to discuss and comment on the planned roadway alignment. The CAC endorsed the Curved 6th Street Alignment (3.d.) and the Mayor and Council voted 6-0 to approve this alignment on July 8, 2008. The three major benefits of this alignment include:

- Railroad-related improvements – eliminating an at-grade crossing and creating a downtown no-whistle zone.
- New roadway drainage systems and a major reconstruction of the Tucson Arroyo – to remove parts of downtown and area neighborhoods from the 100-year flood plain.
- More multi-modal connections – construction of a new pedestrian and bike deck, connections to new and existing multi-use paths.



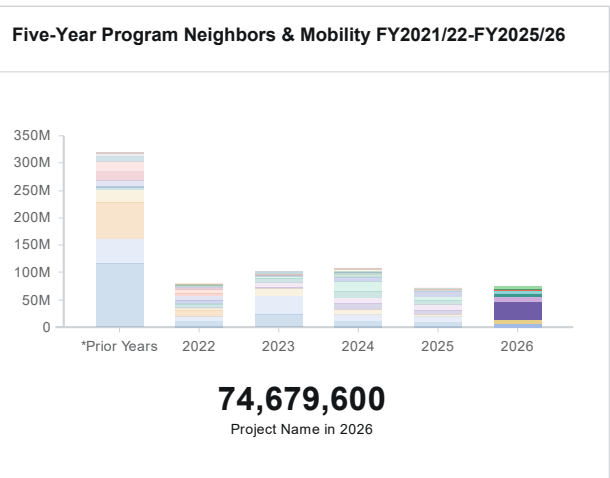
Neighborhoods & Mobility

HAWK: Pedestrian hybrid beacons (PHBs) or “HAWKS” provide pedestrians a safer crossing alternative than traditional crosswalks, especially in mid-block locations that are heavily travelled by pedestrians. PHBs have been shown to significantly reduce pedestrian crashes. Because the devices are only activated when a pedestrian is present, drivers experience minimal delays and the potential for rear end collisions is reduced.

Streets: The community benefits from roadway improvement projects in many ways. Resurfacing gives the benefit of smoother travel for bikes and automobiles while new multi-modal and automobile lanes, upgraded signal systems, and stormwater improvements make overall travel safer and more convenient.

Parks: The Parks and Recreation Department's Capital Improvement Program (CIP) is based on the Parks, Recreation, and Open Space component of Plan Tucson, the adopted City of Tucson Parks and Recreation Ten-Year Strategic Service Plan, and Mayor and Council direction. The CIP implements Mayor and Council policy by developing facilities that provide for family, youth, and senior adult recreation, while supporting inner-city revitalization, public art, and using arid and semi-arid landscaping wherever possible to conserve water.

Mass Transit: The Public Transit Program replaces and upgrades Sun Tran and Sun Van fleet vehicles and constructs facilities to support transit operations, including Park-and-Ride facilities, Americans with Disabilities Act (ADA) access improvements, and security improvements. Projects are primarily funded with Mass Transit Funds, Federal Transit Administration funding, and transit revenue. Sun Tran's acquisition of 40-foot buses include cleaner technology that operate on electric and CNG.



Funding Sources

General Fund

Special Revenue Funds

Special Revenue Funds (Continued)

Enterprise Funds

Debt Service Funds

Capital Projects Funds

Internal Service Funds

Fiduciary Funds



General Fund

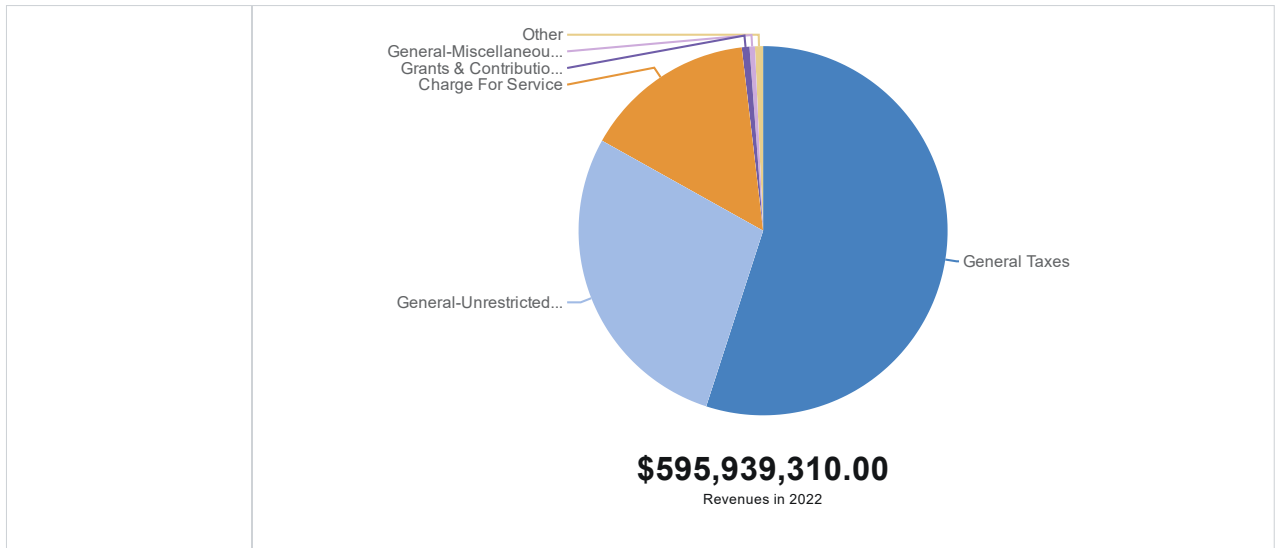
Fiscal Year 2021/22

Overview

The General Fund is the main operating fund for the City of Tucson. The government’s activities are reported in General Fund, unless there is a compelling reason to report an activity in a different fund. Compelling reasons may include requirements for certain generally accepted accounting principles, specific legal circumstances, or financial administration.

The City of Tucson’s adopted General Fund revenues for Fiscal Year 2021/22 are \$595.9 million, an increase of \$63.5 million or 11.9% from the Fiscal Year 2020/21 adopted budget of \$532.4 million. In addition to the current year revenue, the City expects to draw \$52.7 million from its fund balance in Fiscal Year 2021/22, an increase of \$19.4 million or 58.3% from the Fiscal Year 2020/21, primarily due to the reserve set aside of \$41.0 million.

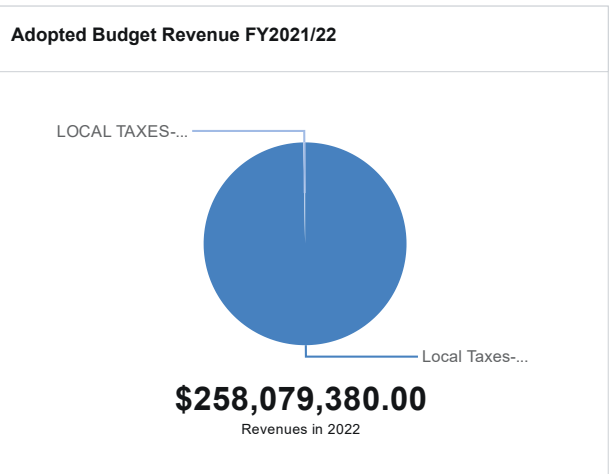
General Fund By Category FY2021/22



City Business Privilege (Sales) Tax

The Business Privilege Tax is a major source of revenue for the City and accounts for approximately 43.3% of the anticipated General Fund revenue. The Tucson City charter exempts food purchased for home consumption, but allows the taxation of food consumed in restaurants or carried out.

City Business Privilege Taxes are estimated to be \$258.1 million, an increase of \$12.3 million from the Fiscal Year 2020/21 projected year end revenues of \$245.8 million.



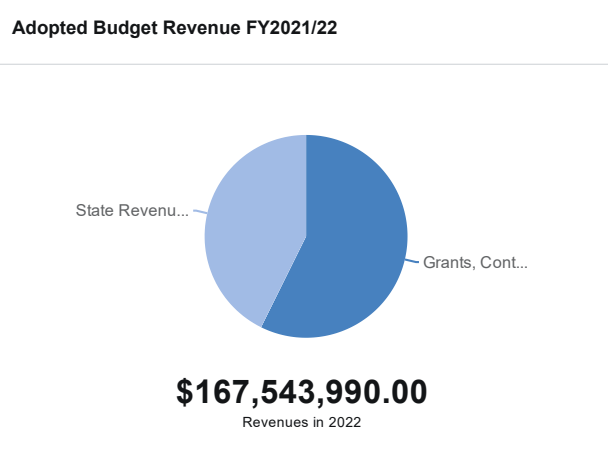
The major revenue sources below comprise General Fund -

City Business Privilege (Sales) Tax Revenues FY2019/20 - FY2021/22

	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
(8123) Local Taxes-Bus Privilege Tax	225,757,942	205,582,770	245,526,760	257,471,100
(8123-N5) LOCAL TAXES-BUS PRIVILEGE TAX	154,252	244,140	244,140	44,930
(8123-MG) LOCAL TAXES-BUS PRIVILEGE TAX	0	0	0	563,350
Total	225,912,193	205,826,910	245,770,900	258,079,380

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. These state-shared revenues represent 28.1% of the General Fund budget. Revenues from these sources may be used for any general government activity. For Fiscal Year 2021/22, the projected state-shared revenues are \$167.5 million, representing a 1.6% decrease from the \$170.3 million estimate for Fiscal Year 2020/21.

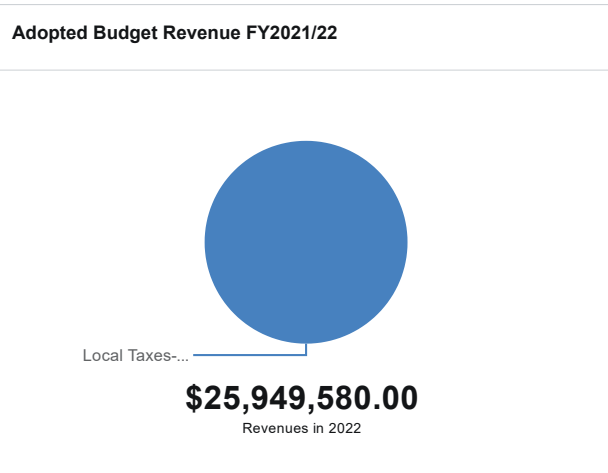


Public Utility Tax

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

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

Adopted revenues from public utility taxes for Fiscal Year 2021/22 total \$25.9 million, representing an increase of \$0.4 million from the Fiscal Year 2020/21 estimated budget of \$25.5 million.

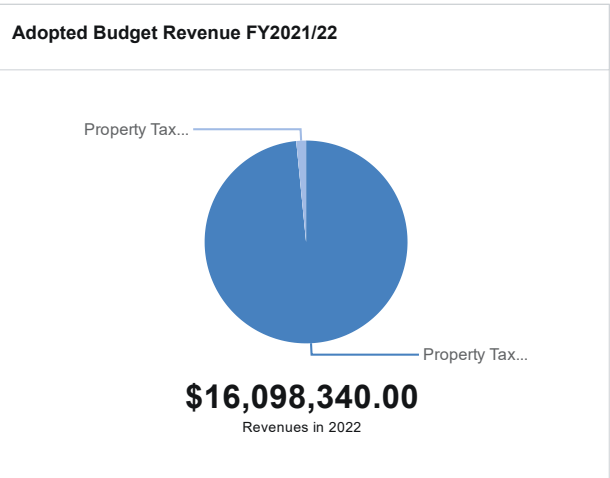


Primary Property Tax

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 primary property tax rate adopted by Mayor and Council is \$0.4301 per \$100 assessed value (up to the levy of \$17,043,080) and the Involuntary Tort Judgment Primary Tax rate is \$0.0129 per \$100 assessed value (up to the levy of \$513,010).



Public Utility Tax Revenues FY2019/20 - FY2021/22

	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
(8121) Local Taxes-Public Utility Tax	24,215,598	22,657,990	25,452,040	25,949,580
Total	24,215,598	22,657,990	25,452,040	25,949,580

State Shared Revenues FY2019/20 - FY2021/22

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Grants, Contrb.,& Shared Taxes	82,985,011	75,350,840	91,990,730	96,033,630
▶ State Tax-Sales Tax	57,110,824	52,707,360	64,264,140	68,465,540
▶ State Tax-Auto Lieu Tax	25,874,187	22,643,480	27,726,590	27,568,090
▼ State Revenue	71,889,941	79,297,910	78,327,280	71,510,360
▶ State Shared - Income Tax	71,889,941	79,297,910	78,327,280	71,510,360
Total	154,874,952	154,648,750	170,318,010	167,543,990

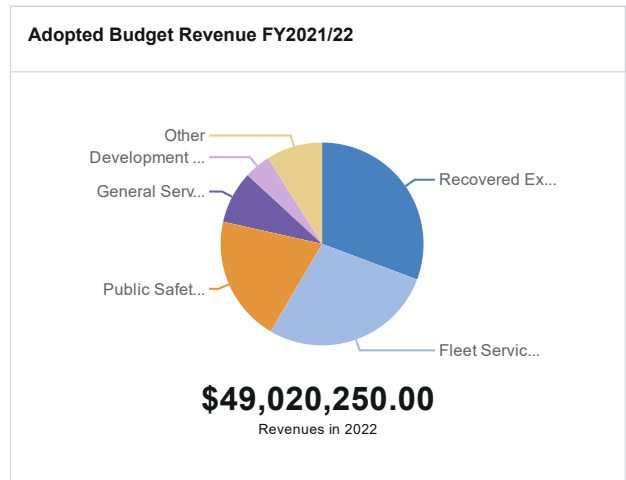
Primary Property Tax Revenues FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Property Taxes-Current Levy	15,659,589	15,248,830	15,248,830	15,848,340
▶ Property Taxes-Prior Years	239,074	250,000	250,000	250,000
Total	15,898,663	15,498,830	15,498,830	16,098,340

Charges for Services

City departments may charge fees for a certain level of cost recovery. The Planning and Development Services Department charges fees for project planning, review, and zoning. The Fire Department charges fees for services provided for emergency medical transport and fire inspections. The Parks and Recreation Department has fees for recreational programs and classes. The Environmental and General Services Departmental charges other funds for vehicle servicing, building maintenance, and fuel usage.

The City charges an administrative fee to the Water and Environmental Services Enterprise Funds, as well as the Park Tucson and Highway User Revenue Funds (HURF). This charge covers the cost of General Fund central support services provided to the business-type activities of the City.



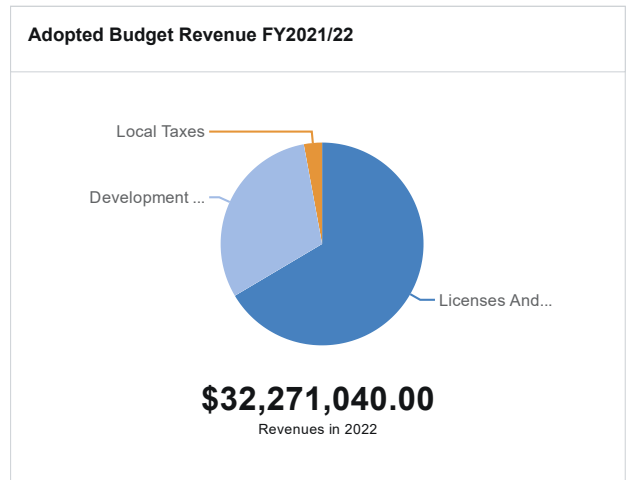
Charges for Services Revenues FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Recovered Expenditures	14,128,543	14,272,030	14,152,910	15,055,500
▶ Fleet Service Charges	13,047,730	14,695,780	13,385,170	13,601,100
▶ Public Safety Charges	10,395,256	9,943,210	9,725,000	9,833,210
▶ General Services	4,009,626	4,348,810	4,167,500	4,089,210
▶ Development Services Charges	3,042,923	2,057,360	2,205,300	2,057,360
▶ Parks And Recreation Charges	1,916,028	2,699,320	1,314,020	1,893,470
▶ Police Charges	2,839,438	450,000	350,000	859,100
▶ General Government Charges	590,409	628,900	244,710	498,900
▶ General Services Charges	427,688	450,000	430,000	450,000
▶ Sundry Income	347,988	363,920	335,870	378,920
▶ Sanitation/Refuse Charges	114,730	200,000	200,000	200,000
▶ Public Safety Academy	75,040	189,360	224,360	99,700
▶ Public Housing	3,500	4,800	2,280	3,360
▶ Transportation	600	600	285	420
▶ Rev-Use Of Money And Property	758	0	0	0
Total	50,940,257	50,304,090	46,737,405	49,020,250

Licenses and Permits

Licenses and permits revenues include revenue from franchise fees, licenses for various business activities, and permits for signs, alarms, and trash hauling.

For Fiscal Year 2021/22, the adopted licenses and permits revenues are \$32.3 million, representing a slight increase from the \$32.2 million Fiscal Year 2020/21 estimated.



Licenses and Permits Revenues FY2019/20 - FY2021/22

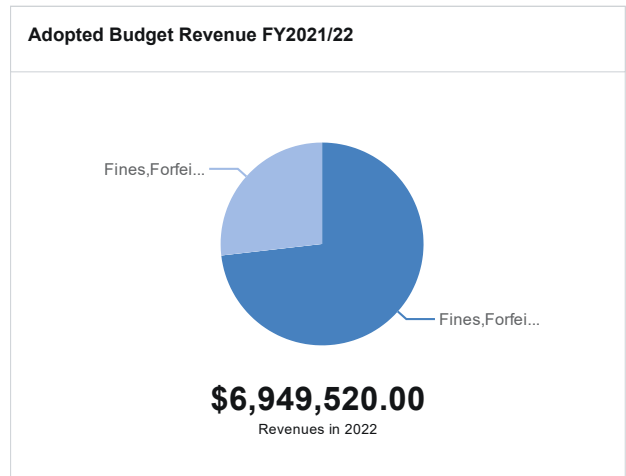
Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Licenses And Permits	22,417,127	21,470,110	21,593,500	21,452,810
▶ Development Services Charges	9,575,242	9,881,230	9,581,230	9,881,230
▶ Local Taxes	862,869	937,000	1,008,000	937,000
Total	32,855,238	32,288,340	32,182,730	32,271,040

Fines and Forfeitures

This revenue is derived from fines for violations of State Statutes and the Tucson City Code, and from forfeitures collected by the Tucson Police Department and the City Attorney. Fines include driving under the influence and other criminal misdemeanors, along with civil traffic violations.

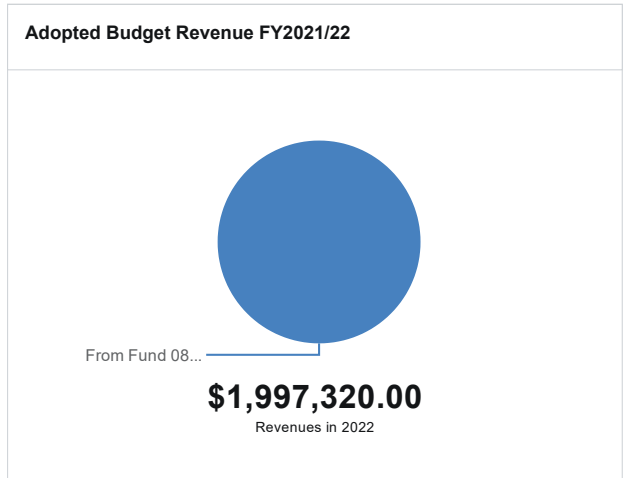
Fines and penalty revenues are accounted for in both the General Fund and the Special Revenue Funds. Forfeitures, which are accounted for in the General Fund, are restricted for specific law enforcement expenses.

The Adopted Fiscal Year 2021/22 revenues of \$6.9 million are projected to slightly decrease from Fiscal Year 2020/21 estimated revenues of \$7.2 million.



In Lieu of Taxes

Municipal-owned utilities are exempt from property taxes. In order to compensate the City for the lost property tax revenues, the City collects a payment in lieu of tax (PILOT) from Tucson Water Utility Fund for \$2.0 million.



In Lieu of Taxes Revenues FY2019/20 - FY2021/22

	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
(8807-81) From Fund 081	2,013,720	2,000,150	2,000,150	1,997,320
Total	2,013,720	2,000,150	2,000,150	1,997,320

Fines and Forfeitures Revenues FY2019/20 - FY2021/22

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Broken down by

Fines Forfeitures And Penalty ▾ General Fund

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Fines,Forfeit,Penalties-Courts	6,359,690	5,462,000	5,758,750	5,086,030
▶ Fines,Forfeit,Penalties-Other	1,609,713	1,869,490	1,447,930	1,863,490
Total	7,969,403	7,331,490	7,206,680	6,949,520

Other Financing Sources

Other Financing Sources is the category in which current financial resources are reported separately from standard operating revenues to avoid distorting revenue trends. For Fiscal Year 2021/22, other financial resources are use of fund balance.

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

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Broken down by

Types ▾ General Fund

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▾ Revenues	561,870,852	532,441,690	584,702,168	595,939,310
▶ General Taxes	296,653,398	276,359,480	314,290,981	327,708,800
▶ General-Unrestricted Grant/Cont	154,874,952	154,648,750	170,318,010	167,543,990
▶ Charge For Service	93,145,063	91,408,670	87,421,025	89,645,680
▶ Grants & Contributions - OP	4,035,121	4,323,560	4,088,145	4,015,730
▶ General-Miscellaneous	5,369,959	2,426,850	4,451,048	2,809,630
▾ Transfers	3,420,151	2,360,150	2,360,150	2,357,320
▾ Transfers	3,420,151	2,360,150	2,360,150	2,357,320
▾ Operating Transfers	3,420,151	2,360,150	2,360,150	2,357,320
▶ Operating Transfers - In	3,420,151	2,360,150	2,360,150	2,357,320
▶ General-Inv Earnings	1,939,965	914,230	1,772,810	1,858,160
▶ Fiduciary	2,432,243	0	0	0
▶ Expenses	470,241,318	516,441,490	493,502,539	602,839,430
Revenues Less Expenses	91,629,534	16,000,200	91,199,629	-6,900,120



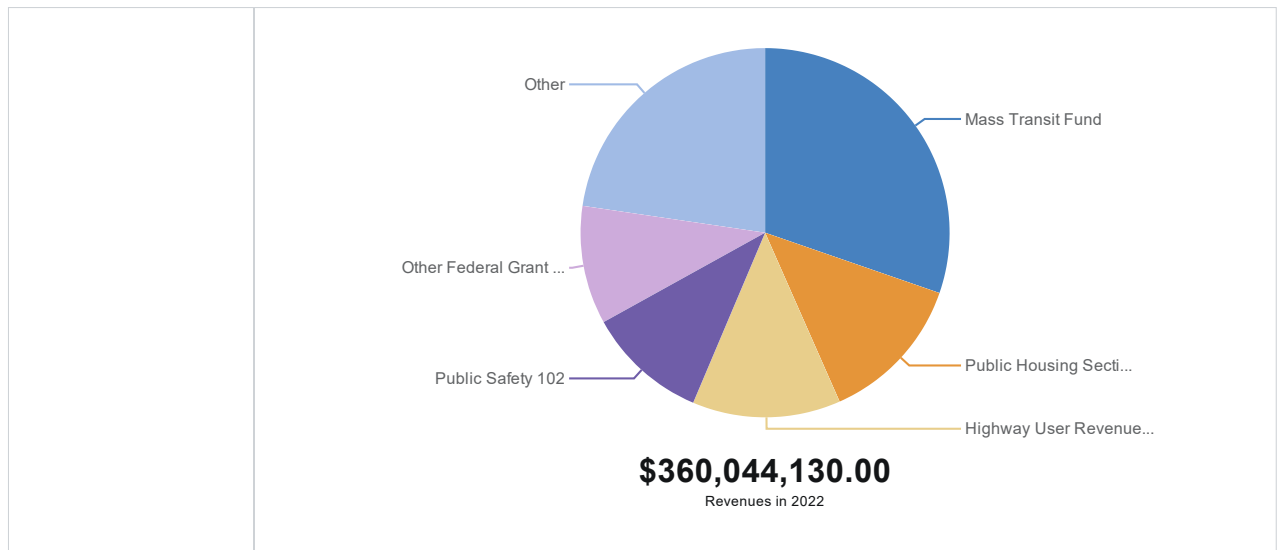
Special Revenue Funds

Fiscal Year 2021/22

Overview

Included in this page are the Mass Transit Funds, Tucson Convention Center (TCC) Fund, Highway Revenue User Fund (HURF), Park Tucson Fund, Civic Contribution Fund, Community Development Block Grant Fund (CDBG), Federal Miscellaneous Housing Grant Funds, Public Housing Section 8 Fund, Tucson Delivers - Safer City and Better Streets Improvement Fund, and Reid Park Zoo Fund.

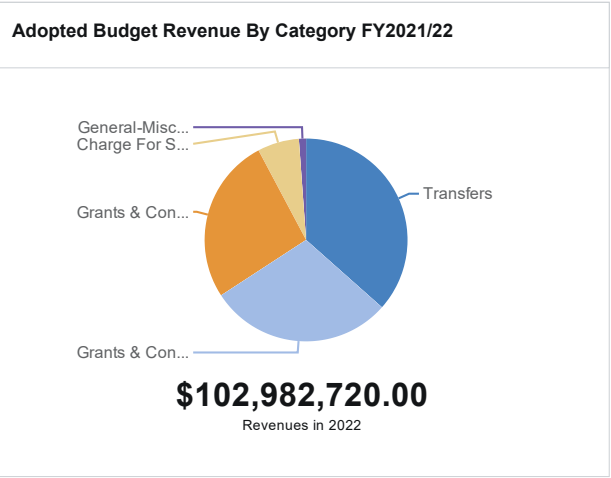
Special Revenue Funds By Fund FY2021/22



The funds below comprise Special Revenue Funds -

Mass Transit Fund

The Mass Transit Fund records the revenues generated and expenditures for the region's fixed route service and paratransit service. Revenues include passenger revenues, operating assistance from the Regional Transportation Authority, Pima County and other local jurisdictions, and other miscellaneous revenues. This fund also records the Federal Transit Administration's (FTA) expenditures reimbursable from awarded grants such as the Coronavirus Aid, Relief and Economic Security (CARES), the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA), and American Rescue Plan Act (ARPA).



Due to the Covid-19 pandemic, Mayor and Council approved to suspend passenger fares box for transit system for Fiscal Year 2020/21 and Fiscal Year 2021/22. As part of the American Rescue Plan Act, the Department of Transportation's Federal Transit Administration (FTA) awarded the City a \$47 million grant. It is estimated that the adopted budget for Fiscal Year 2021/22 will draw \$23.7 million out of the \$47 million to help cover the operating expenditures for transit net fare box revenues and operating costs for Mass Transit.

Fiscal Year 2021/22 federal grant revenue budget of \$46.9 million represents a decrease of \$5.1million from the Fiscal Year 2020/21 estimated total of \$52.0 million.

The City's General Fund is projected to provide \$37.6 million in funding in Fiscal Year 2021/22 to cover operating costs.

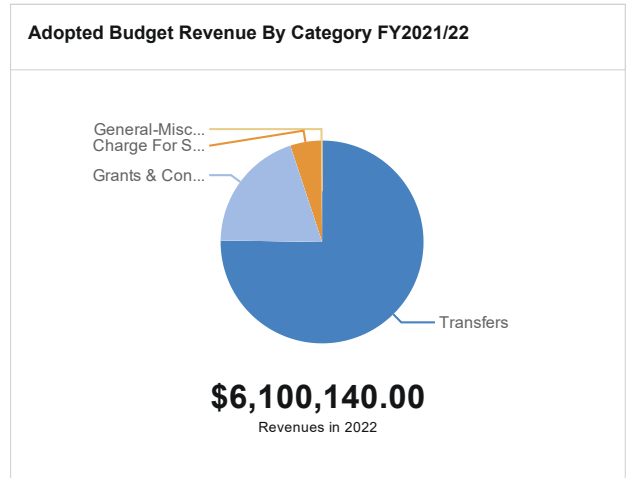
Mass Transit Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Transfers	21,320,173	42,718,100	29,862,730	37,647,130
▶ Grants & Contributions - OP	31,498,824	21,188,110	34,584,920	30,117,230
▶ Grants & Contributions - Capital	14,778,832	28,509,930	29,451,680	27,215,360
▶ Charge For Service	13,462,059	15,418,220	6,589,460	6,828,000
▶ General-Miscellaneous	1,955,502	853,000	972,620	1,175,000
▶ General-Inv Earnings	0	0	400	0
Total	83,015,391	108,687,360	101,461,810	102,982,720

Mass Transit - Sun Link Fund

The Sun Link Fund records the revenues and expenditures related to the Modern Streetcar, a transit rail service that serves the downtown and university areas. Besides the fare box suspension for the transit system, Mayor and Council approved suspending fares box passenger revenues for transit rail service for Fiscal Year 2020/21 and Fiscal Year 2021/22.

The City's General Fund is projected to provide \$4.6 million in funding in Fiscal Year 2021/22 to cover operating costs and debt service on the street cars.



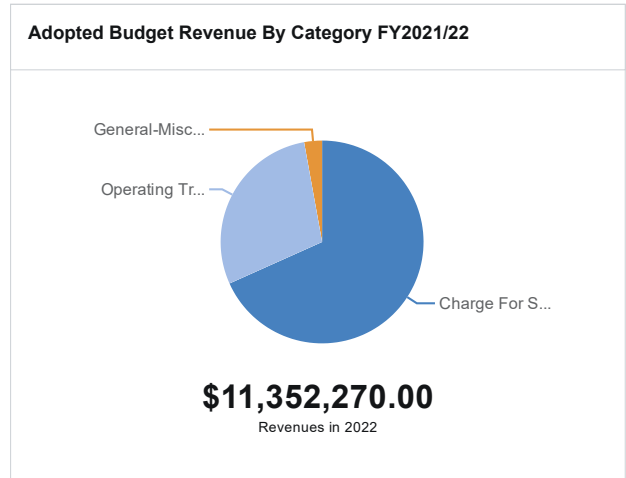
Mass Transit - Sun Link Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Transfers	1,816,037	3,109,170	3,594,190	4,590,140
▶ Grants & Contributions - Capital	1,200,000	1,200,000	1,200,000	1,200,000
▶ Charge For Service	733,680	1,236,400	61,000	300,000
▶ General-Miscellaneous	34,616	16,000	0	10,000
▶ General-Inv Earnings	349	0	0	0
Total	3,784,682	5,561,570	4,855,190	6,100,140

Tucson Convention Center Fund

The Tucson Convention Center Fund is used for the operation of the convention center and it is operated by an outside contractor, ASM Global. The fund is for operating the Leo Rich Theater, Music Hall, the arena, exhibit halls, Eckbo Plaza, parking areas and convention center spaces. This includes all administration, maintenance and operations, event management, ticketing, parking and security.

The Fiscal Year 2021/22 budgeted revenue for Convention Center Charges is \$7.8 million, an increase of \$5.5 million from Fiscal Year 2020/21 estimated of \$2.3 million.



Tucson Convention Center Fund By Category FY2019/20 - FY2021/22

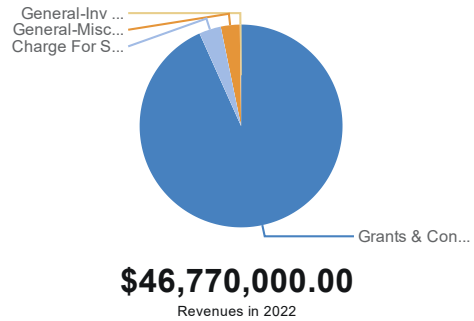
Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Charge For Service	6,659,323	8,252,470	2,302,790	7,752,850
▼ Transfers	3,221,939	3,212,790	3,785,900	3,276,220
▼ Transfers	3,221,939	3,212,790	3,785,900	3,276,220
▼ Operating Transfers	3,221,939	3,212,790	3,785,900	3,276,220
▶ Operating Transfers - In	3,221,939	3,212,790	3,785,900	3,276,220
▶ General-Miscellaneous	282,639	341,130	57,440	323,200
Total	10,163,900	11,806,390	6,146,130	11,352,270

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 27.5% is allocated to cities and towns. One-half of the monies received under this formula are distributed on the basis of population and the remaining half of the monies are distributed on the basis of gasoline sales from the “county of origin.” This portion is then allocated in relation to the population of all incorporated cities and towns in the county. Tucson also receives an additional 3% that is distributed to cities and towns with a population greater than 300,000.

The HURF revenues are restricted solely for street and highway purposes. Eligible activities for HURF revenues include rights-of-way acquisitions, street construction, maintenance and improvements, and debt service on highway and street bonds. HURF revenues for Fiscal Year 2021/22 budget of \$46.8 million remain flat from Fiscal Year 2020/21 estimated amount.

Adopted Budget Revenue By Category FY2021/22

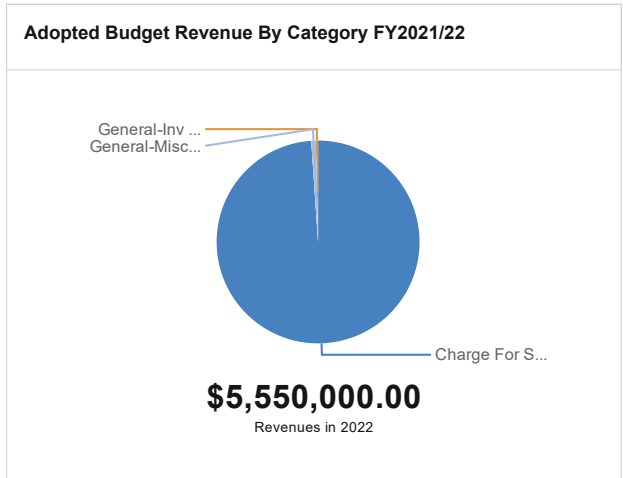


Highway User Revenue Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	42,655,868	43,628,900	43,100,000	43,630,000
▶ Charge For Service	2,782,221	2,099,770	1,787,530	1,630,000
▶ General-Miscellaneous	2,325,843	940,000	1,447,000	1,410,000
▶ Grants & Contributions - Capital	3,500,000	0	0	0
▶ General-Inv Earnings	374,149	100,000	120,000	100,000
Total	51,638,082	46,768,670	46,454,530	46,770,000

Park Tucson Fund

The Park Tucson Fund is used to account for the operations of the City’s parking garages, parking lots, parking meters, neighborhood permit programs, and parking ticket fine collections. Due to the COVID-19 pandemic, revenue collections decreased significantly. The Fiscal Year 2021/22 budget of \$5.6 million, a decrease of \$1.6 million from the Fiscal Year 2020/21 estimated of \$4.0 million.

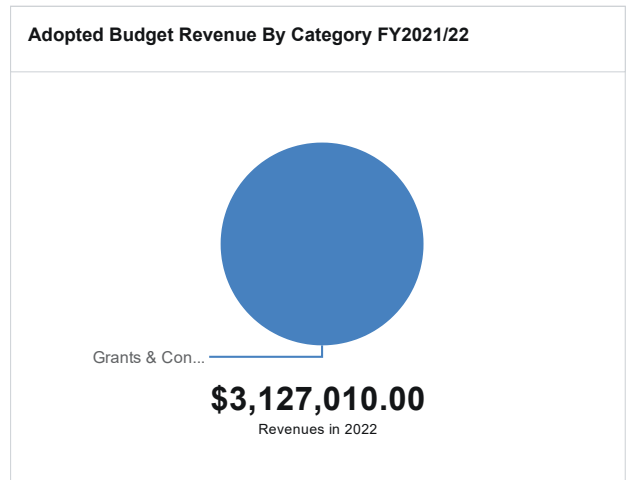


Park Tucson Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Charge For Service	5,347,183	7,004,200	4,002,800	5,490,000
▶ General-Miscellaneous	100,375	110,180	3,000	40,000
▶ General-Inv Earnings	53,525	20,000	17,000	20,000
Total	5,501,083	7,134,380	4,022,800	5,550,000

Civic Contribution Fund

The Civic Contribution Fund accounts for any monetary contributions from individuals or organizations for a specific purpose. Budgeted contributions to be expended during Fiscal Year 2021/22 equal to \$3.1 million.



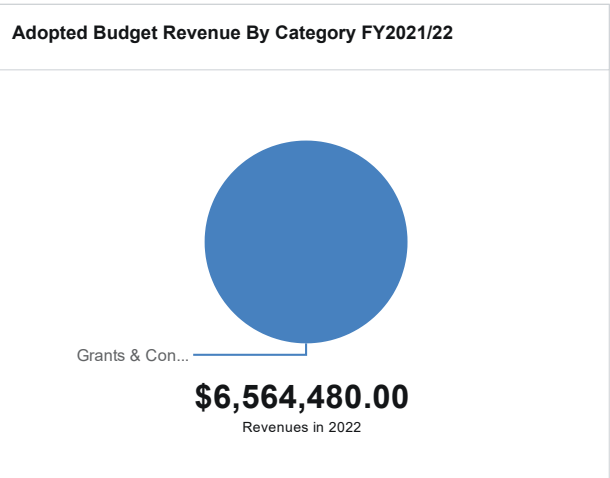
Civic Contribution Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	778,195	1,847,700	6,050,980	3,127,010
▶ General-Inv Earnings	14,980	0	0	0
▶ Charge For Service	9,995	0	0	0
Total	803,170	1,847,700	6,050,980	3,127,010

Community Development Block Grant Fund

The Community Development Block Grant (CDBG) Fund is for funds received from a federal program administered by the U.S. Department of Housing and Urban Development (HUD). Grant funds are awarded to local and state governments to develop viable urban communities by providing decent housing and expanding economic opportunities for low- and moderate-income residents.

For Fiscal Year 2021/22, the budgeted CDBG funding of \$6.6 million represents a decline from the Fiscal Year 2020/21 estimates of \$13.9 million. The decrease is due to CDBG funding being reported based upon current year grant funding.



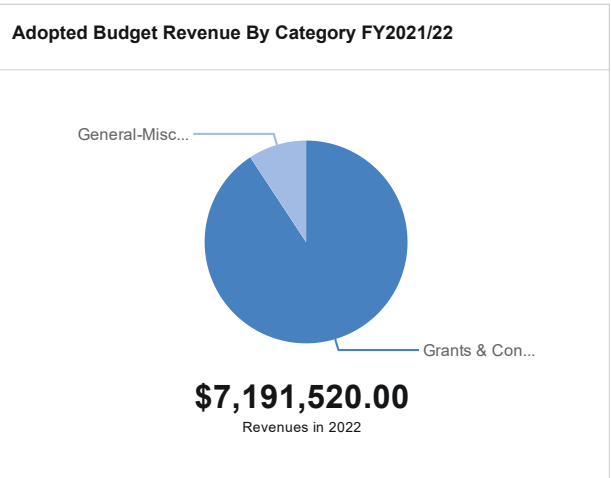
Community Development Block Grant Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	9,720,286	13,900,450	13,900,450	6,564,480
Total	9,720,286	13,900,450	13,900,450	6,564,480

Federal Miscellaneous Housing Grant Fund

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

The revenues in the Miscellaneous Housing Grant Fund are budgeted at \$7.2 million for Fiscal Year 2021/22 representing a decrease of \$16.5 million from the Fiscal Year 2020/21 estimated amount.



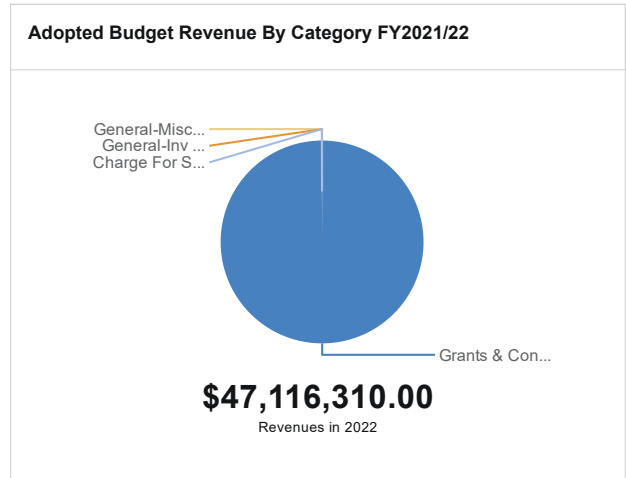
Federal Miscellaneous Housing Grant Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	5,061,662	23,094,950	23,094,950	6,525,650
▶ General-Miscellaneous	0	570,000	570,000	665,870
Total	5,061,662	23,664,950	23,664,950	7,191,520

Public Housing Section 8 Fund

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

During Fiscal Year 2020/21 the City distributed over \$40.0 million of federal housing assistance to more than 1,450 participating property owners. The budget for Fiscal Year 2021/22 is \$47.1 million.



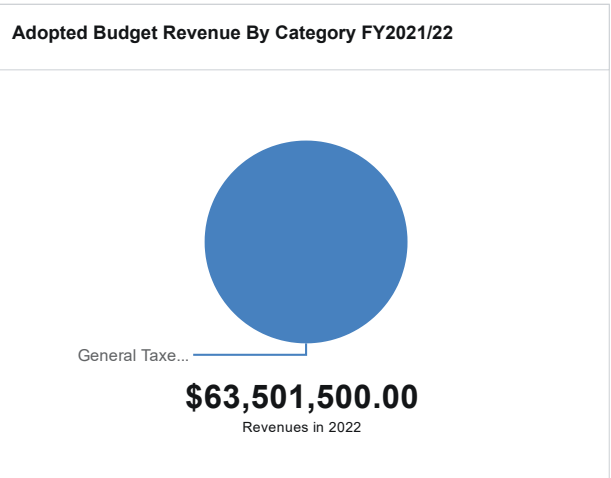
Public Housing Section 8 Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	34,569,291	42,704,810	42,704,810	47,097,810
▶ General-Inv Earnings	5,699	30,000	30,000	7,500
▶ Transfers	60,645	0	0	0
▶ General-Miscellaneous	-6,603	21,000	21,000	3,000
▶ Charge For Service	25,342	0	0	8,000
Total	34,654,374	42,755,810	42,755,810	47,116,310

Tucson Delivers - Safer City And Better Streets Improvement Fund

The Tucson Delivers- Safer City Improvement Fund accounts for the taxes collected to fund public safety vehicles, equipment, and facility needs of the Tucson Police and Tucson Fire Department. The Tucson Delivers- Better Street Improvement Fund accounts for the sales taxes collected to repair and maintain city streets.

The Fiscal Year 2021/22 revenue budgeted for Tucson Delivers is \$63.5 million, an increase of \$1.8 million from Fiscal Year 2020/21 estimated. The increase is an anticipated boost in spending coming out of the Covid-19 pandemic and legalization of marijuana sales.



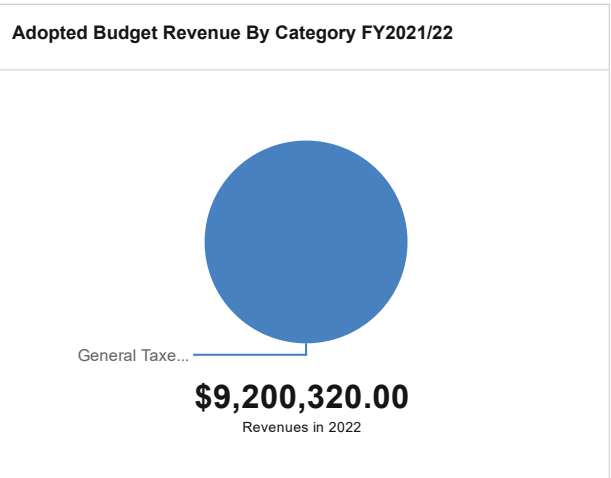
Tucson Delivers - Safer City And Better Streets Improvement Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ General Taxes	59,442,836	50,803,800	61,651,800	63,501,500
▶ General-Inv Earnings	1,590,339	0	0	0
Total	61,033,175	50,803,800	61,651,800	63,501,500

Reid Park Zoo Fund

Tucson voters approved two zoo initiatives on November 7, 2017 to provide critical funding for animal care, operational needs, new animals and naturalistic habitats, and aging infrastructure. The propositions authorized a temporary (10 years) increase in the sales tax and the creation of a dedicated fund for the Zoo. The sales tax went into effect on February 1, 2018, and revenues collected are in the Zoo fund. The City will utilize the Tucson Zoological Society, a non-profit group dedicated to supporting the Zoo, as a management company to run the daily operations of the zoo and oversee zoo improvements. The City will maintain oversight of all public monies, and will work collaboratively with the Society to improve the zoo and maximize its value to the public.

The sales tax revenues for Fiscal Year 2021/22 are projected to be \$9.2 million, a decrease of \$2.3 million from Fiscal Year 2020/21 projected revenues of \$11.5 million.



Reid Park Zoo Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ General Taxes	11,846,520	10,222,590	11,334,520	9,200,320
▶ General-Inv Earnings	233,277	0	190,000	0
Total	12,079,798	10,222,590	11,524,520	9,200,320



Special Revenue Funds (Continued)

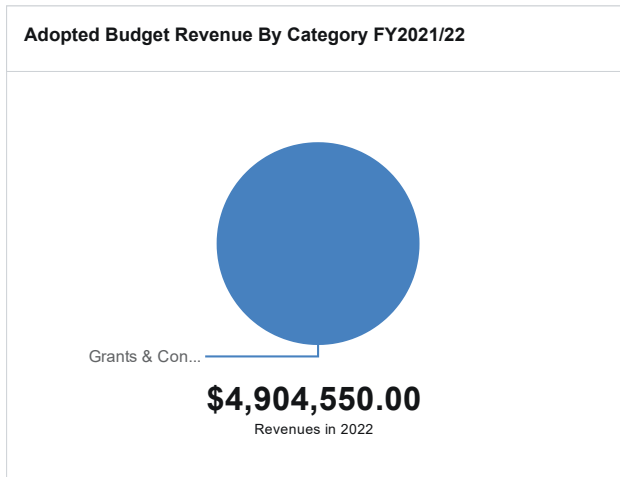
Fiscal Year 2021/22

Included in this funds are the Home Investment Partnerships Program Fund, Other Federal and Non-Federal Grants Funds, Green Strom Water Infrastructure Fund, and PSPRS Pension Trust.

Home Investment Partnerships Program Fund

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

The adopted revenues for Fiscal Year 2021/22 are \$4.9 million, which is a \$4.3 decrease from FY 2020/21 estimated revenues of \$9.2 million.



Home Investment Partnerships Program Fund By Category FY2019/20 - FY2021/22

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Revenues ▾ H.O.M.E. Affordable Housing Fu...

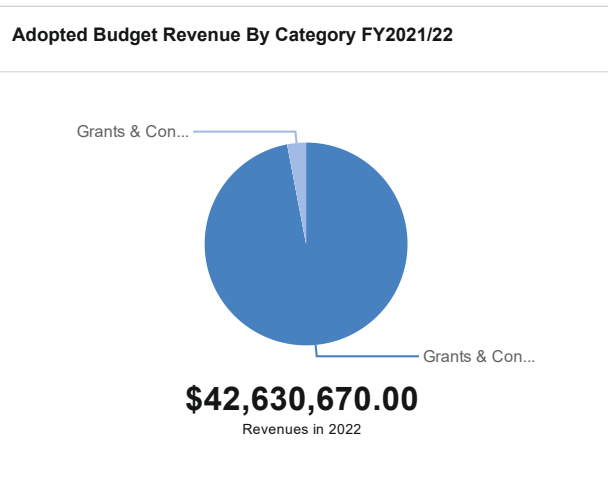
Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▸ Grants & Contributions - OP	1,035,192	9,240,730	9,240,730	4,904,550
Total	1,035,192	9,240,730	9,240,730	4,904,550

Other Federal and Non-Federal Grants Fund

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

The adopted Fiscal Year 2021/22 revenue budget is \$42.6 million, an increase of \$17.8 million from the Fiscal Year 2020/21 estimated revenues of \$24.8. The increase is mainly due to new grant funding awarded to the Tucson Police Department.



Other Federal and Non-Federal Grants Fund By Category FY2019/20 - FY2021/22

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Broken down by

Revenues ▾ Special Revenue Funds ...

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	13,811,176	20,129,890	22,084,110	41,351,670
▶ Grants & Contributions - Capital	27,000	2,425,300	1,268,210	1,279,000
▶ Charge For Service	249,162	0	480	0
▶ General-Invt Earnings	205	0	0	0
Total	14,087,543	22,555,190	23,352,800	42,630,670

Coronavirus Aid, Relief, and Economic Security Act

As part of the Federal Government's response to the COVID-19 pandemic the Coronavirus Aid, Relief, and Economic Security Act was passed on March 27th 2020. The \$2 trillion economic relief package established the \$150 billion Coronavirus Relief Fund (CRF) to provide payments to state, local, and tribal governments. Under this Act the City of Tucson received \$95,634,512 in CRF funding.

At the May 27, 2020 Mayor and Council Study Session, the Mayor and Council approved the CRF Strategic Plan as the framework to allocate the funding among a variety of programs and projects to address the primary and secondary impacts of the pandemic within our community.

Coronavirus Aid, Relief, and Economic Security Act By Category FY2019/20 - FY2021/22

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Broken down by

Revenues ▾ DISASTER RELIEF

Data

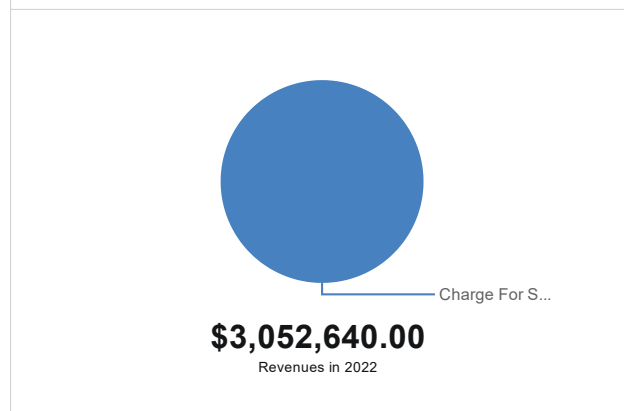
Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	28,961,402	0	1,500,000	0
▶ General-Inv Earnings	306,640	0	0	0
Total	29,268,042	0	1,500,000	0

Green Stormwater Infrastructure Fund

On May 1, 2020 a new fee was included on the water utility services bill. The fee is based on customers' water usage, at a rate of \$0.13 per CcF (cubic feet) (about \$1.0 per month for the average residential customer). Revenues are used for building and maintenance projects throughout the City that capture stormwater runoff from public streets and parking lots and divert it into vegetated water harvesting areas.

The adopted Fiscal Year 2021/22 revenue budget is \$3.1 million, a decrease of \$0.5 million from the Fiscal Year 2020/21 estimated revenues of \$3.6 million. Fiscal Year 2020/21 revenues were higher than anticipated due to an increase in overall consumption likely due to a lackluster monsoon season and warmer weather.

Adopted Budget Revenue By Category FY2021/22



American Rescue Plan Act

In order to aid public health and economic recovery, the Federal Government passed the \$1.9 trillion American Rescue Plan Act (APRA) on March 11, 2021. The plan includes \$350 billion in emergency funding for state, local and territorial and tribal governments, known as the Coronavirus State and Local Fiscal Recovery Funds (SLFRF). The City of Tucson is allocated \$135.7 million in funding as a metropolitan city, funding will be received in two disbursements for \$67.8 million each. By December 31, 2024, the funds must be obligated and spent by December 31, 2026. The first of the disbursements was received in May 2021; the second is expected in May 2022.

American Rescue Plan Act By Category FY2019/20 - FY2021/22

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Revenues ▾ American Rescue Plan

Data

	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
Total				

Green Stormwater Infrastructure Fund By Category FY2019/20 - FY2021/22

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Broken down by

Revenues ▾ GREEN STORM WATER INFRAS...

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Charge For Service	631,412	3,211,360	3,630,160	3,052,640
▶ General-Inv Earnings	448	0	11,900	0
Total	631,860	3,211,360	3,642,060	3,052,640

PSPRS Pension Trust By Category FY2019/20 - FY2021/22

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Revenues ▼ PSPRS Pension Trust

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
► Other Financial Sources/Use	0	0	645,000,000	0
Total	0	0	645,000,000	0

PSPRS Pension Trust

City of Tucson Public Safety Pension Trust (section 115 Trust) was established in Fiscal Year 2020/21. Mayor and Council approved the issuance of \$658.0 million of certificates of participations to partially fund the City's long-term Public Safety Personnel Retirement System (PSPRS) obligation through Public Safety Pension Trust. The PSPRS liability arises from the retirement benefits provided to elected officials and sworn public safety personnel, which is about \$1.5 billion. This is the largest liability for the City. Through the creation of the section 115 Trust, the City can manage and safeguard the proceeds in the investment portfolio established with pension bond proceeds.

The goal of the trust is to bring the City's pension funding level to at least 70% of the City's PSPRS pension obligation. The City plans to use a stairstep approach to minimize the City's increases over time. The contributions by the City are projected to be \$77.25 million through Fiscal Year 2024/25 and increase gradually as modeled out.



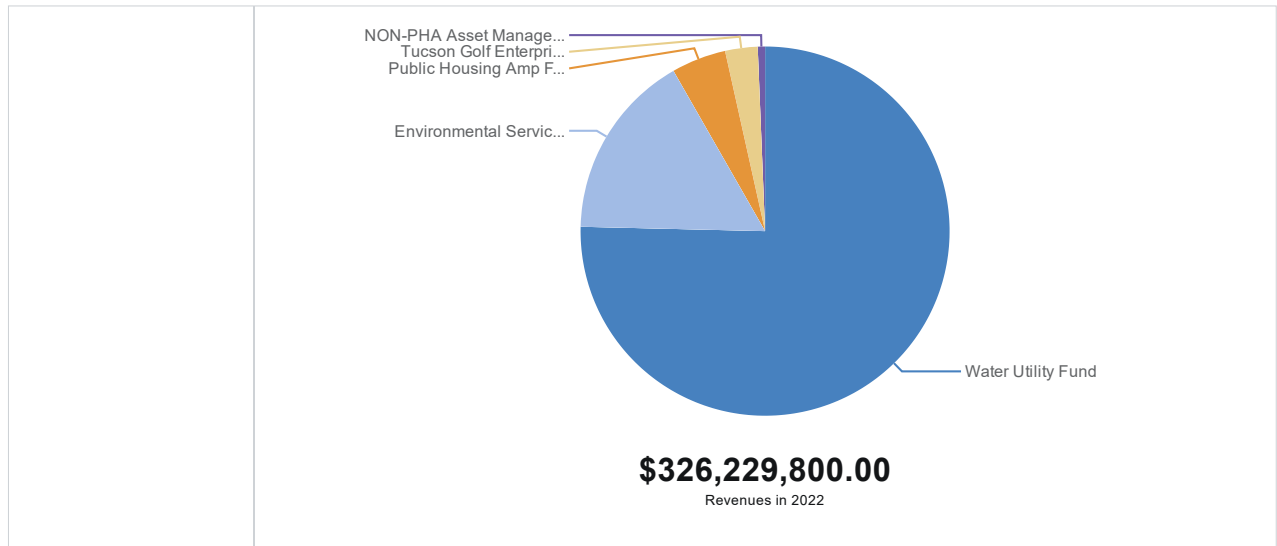
Enterprise Funds

Fiscal Year 2021/22

Overview

Enterprise Funds are used to account for certain operations providing services to the general public for a fee. The City of Tucson’s Enterprise Funds are established to set fees or charges in order to recover the cost of providing services, including capital costs. The Enterprise Funds may issue debt backed solely by the fees and charges of the funds. Included in the category are Tucson Water Utility, Environmental Services Fund, Tucson Golf Enterprise Fund, Public Housing (AMP) Fund, and non-PHA Asset Management Fund.

Enterprise Funds By Fund FY2021/22



The funds below comprise Enterprise Funds -

Tucson Water Utility Fund

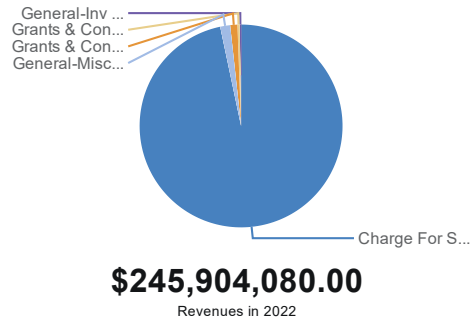
Tucson Water Utility Fund is committed to providing high quality water service to the general public. As an enterprise fund, the Tucson Water Utility Fund was established to set fees or charges to recover the cost of providing water services, including related capital costs.

The Tucson Water fees reported within this fund include potable water sales, Central Arizona Project (CAP) surcharge, water conservation fees, reclaimed water sales, connection fees, and other miscellaneous operating revenues. Non-operating revenues within this fund include interest earnings, reimbursement from the Tucson Airport Authority Remediation Project, equity fees, and miscellaneous state and federal grants.

Mayor and Council approved a rate differential for Tucson Water customers living within un-incorporated Pima County. This differential was approved on the July 8, 2021 Mayor and Council meeting and is not scheduled to take effect until December 1, 2021. The revenue projected to be collected through this differential was not included as part of Tucson Water's Fiscal Year 2021/22 adopted budget.

For fiscal Year 2021/22, the potable water sales are projected to be \$182.4 million, a decrease of \$15.9 million from Fiscal Year 2020/21 estimated, primarily the result of higher revenues in Fiscal Year 2020/21. This was caused by a weak monsoon and warmer weather that led to an overall consumption surge.

Adopted Budget Revenue By Category FY2021/22



Tucson Water Utility Fund By Category FY2019/20 - FY2021/22

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Broken down by

Revenues* Water Utility Fund

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Charge For Service	241,114,901	244,963,090	255,213,260	237,780,970
▶ Other Financial Sources/Use	0	57,000,000	57,000,000	0
▶ Grants & Contributions - Capital	9,939,050	2,825,000	3,362,030	2,825,000
▶ General-Miscellaneous	4,050,663	3,879,520	4,444,000	3,879,520
▶ General-Inv Earnings	3,379,030	1,000,000	2,042,100	553,590
▶ Grants & Contributions - OP	372,857	1,657,470	792,470	865,000
Total	258,856,500	311,325,080	322,853,860	245,904,080

Metered Sales Revenue For Tucson Water Utility Fund FY2019/20 - FY2021/22

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Charges For Current Services* Water Utility Fund

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Water Op Revenue-Metered Sales	183,772,590	188,029,430	198,322,500	182,408,730
Total	183,772,590	188,029,430	198,322,500	182,408,730

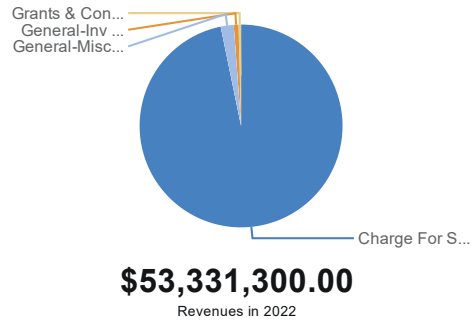
Environmental Services Fund

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.

The adopted revenues for Fiscal Year 2021/22 are \$53.3 million, a decrease of \$0.4 million from Fiscal Year 2020/21 estimated.

The major revenue sources for the Environmental Services Fund are Residential and Commercial Services, budgeted at \$37.1 million for Fiscal Year 2021/22.

Adopted Budget Revenue By Category FY2021/22



Environmental Services Fund By Category FY2019/20 - FY2021/22

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Broken down by

Revenues Environmental Services Fund

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Charge For Service	52,074,503	51,311,500	51,085,800	51,611,500
▶ General-Miscellaneous	-9,246	1,101,000	1,996,940	1,100,800
▶ General-Inv Earnings	843,669	400,000	400,000	400,000
▶ Transfers	2,000,000	0	0	0
▶ Grants & Contributions - OP	12,746	219,000	215,400	219,000
Total	54,921,672	53,031,500	53,698,140	53,331,300

Residential and Commercial Services Revenue For Environmental Services Fund FY2019/20 - FY2021/22

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Charges For Current Services* ▾ Environmental Services Fund

Data

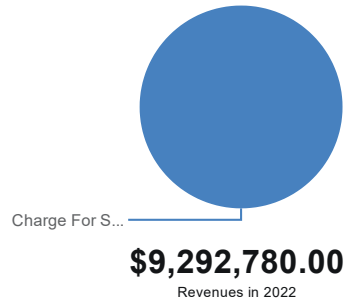
Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▾ Sanitation/Refuse Charges	30,017,374	29,857,400	29,357,400	29,857,400
▸ Residential Services	30,017,374	29,857,400	29,357,400	29,857,400
▾ Commercial Services	7,037,717	7,200,000	7,200,000	7,200,000
▸ Commercial Services	7,037,717	7,200,000	7,200,000	7,200,000
Total	37,055,091	37,057,400	36,557,400	37,057,400

Tucson Golf Enterprise Fund

The Tucson Golf Fund operates five golf courses throughout the city: El Rio, Randolph, Dell Urich, Fred Enke, and Silverbell. The revenues are collected from the following sources: golf course operations include golf fees, cart rental, driving range, pro shops, and food and beverage sales. The City contracts with OB Sports to manage the golf course operations.

The adopted revenues for Fiscal Year 2021/22 are \$9.3 million.

Adopted Budget Revenue By Category FY2021/22



Tucson Golf Enterprise Fund By Category FY2019/20 - FY2021/22

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Revenues ▾ Tucson City Golf

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Charge For Service	8,487,428	8,061,830	9,388,410	9,292,780
▶ General-Miscellaneous	6,816	0	0	0
▶ General-Inv Earnings	-22,213	0	0	0
Total	8,472,030	8,061,830	9,388,410	9,292,780

Golf Course Revenue For Tucson Golf Enterprise Fund FY2019/20 - FY2021/22

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Golf Course Revenues Tucson City Golf

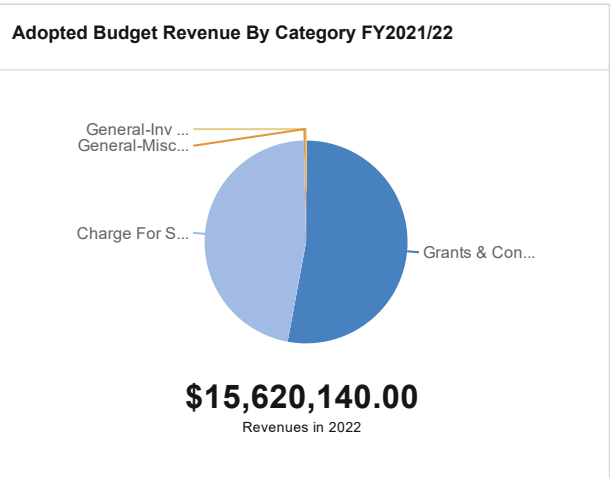
Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Randolph Golf Course	3,448,065	3,411,630	3,748,870	3,805,710
▶ Silverbell Golf Course	1,342,066	1,194,510	1,544,950	1,427,760
▶ Fred Enke Golf Course	1,265,652	1,027,450	1,350,660	1,339,700
▶ El Rio Golf Course	1,073,155	1,034,940	1,229,140	1,163,390
▶ Randolph Clubhouse	698,644	751,840	785,330	809,700
▶ El Rio Clubhouse	242,666	245,580	259,280	273,740
▶ Silverbell Clubhouse	219,442	217,750	253,370	251,010
▶ Fred Enke Clubhouse	197,738	178,130	216,810	221,770
Total	8,487,428	8,061,830	9,388,410	9,292,780

Public Housing (AMP) Fund

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

The Public Housing (AMP) Funds federal grant funding is projected to decrease from Fiscal Year 2020/21 estimated total of \$16.4 million to \$15.6 million for Fiscal Year 2021/22.



Public Housing (AMP) Fund By Category FY2019/20 - FY2021/22

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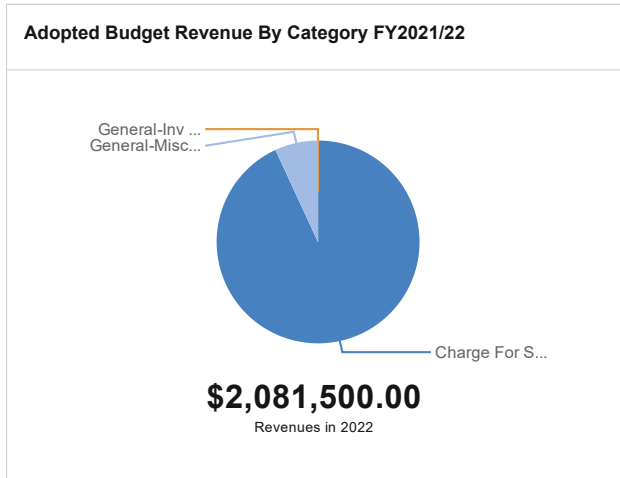
Revenues ▼ Public Housing Amp Funds

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	8,419,031	8,893,000	8,893,000	8,265,980
▶ Charge For Service	7,107,181	7,345,880	7,345,880	7,298,100
▶ General-Miscellaneous	265,598	8,000	8,000	41,000
▶ General-Investment Earnings	15,429	70,350	70,350	15,060
▶ Transfers	15,060	0	0	0
Total	15,822,300	16,317,230	16,317,230	15,620,140

Non-PHA Asset Management Fund

This fund accounts for asset management activities by the Housing and Community Development Department, consisting of affordable multifamily housing rentals and department office buildings. The Fiscal Year 2021/22 budgeted revenues are \$2.1 million.



Non-PHA Asset Management Fund By Category FY2019/20 - FY2021/22

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Revenues ▾ HCD NON-PHA Asset Manage...

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Charge For Service	1,980,427	2,594,070	2,594,070	1,938,200
▶ Grants & Contributions - OP	252,689	225,000	225,000	0
▶ General-Miscellaneous	150,957	200,000	200,000	143,000
▶ General-Inv Earnings	341	0	0	300
Total	2,384,414	3,019,070	3,019,070	2,081,500



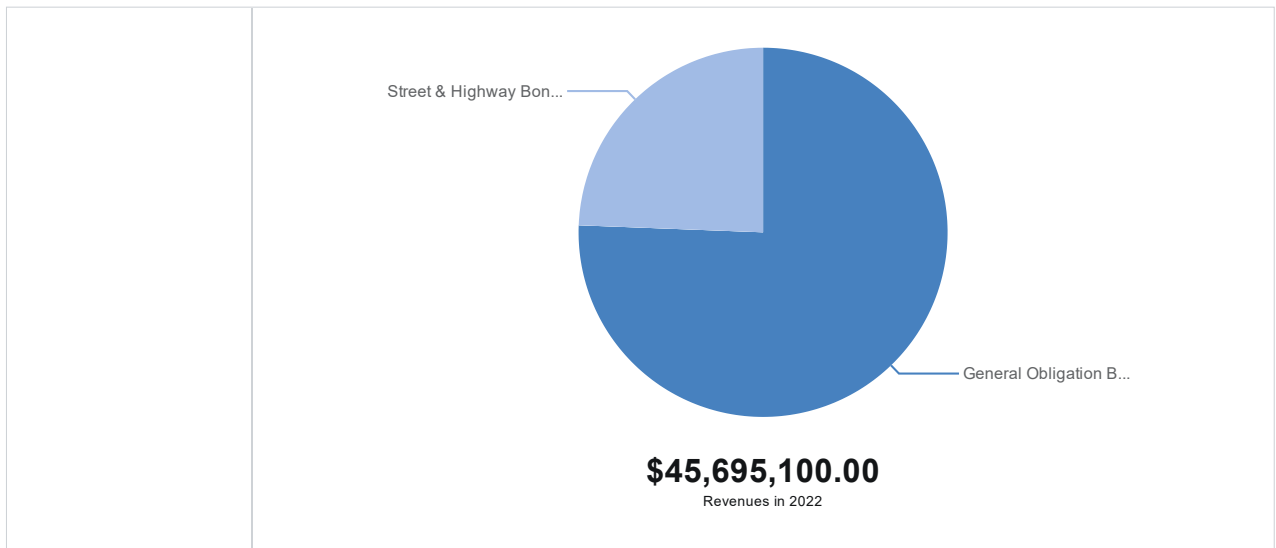
Debt Service Funds

Fiscal Year 2021/22

Overview

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. They do not include contractual obligations accounted for in the individual funds.

Debt Service Funds By Fund FY2021/22

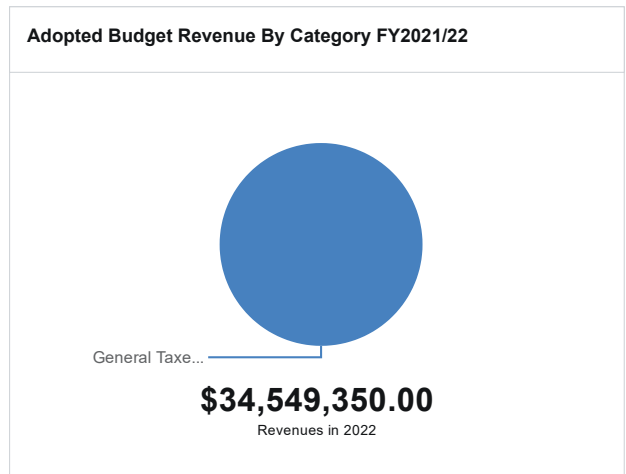


The funds below comprise Debt Service Funds -

General Obligation Bond and Interest Fund

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

The budgeted amount for Fiscal Year 2021/22 is \$34.5 million, an increase of \$2.1 million from the Fiscal Year 2020/21 estimated amount.



General Obligation Bond and Interest Fund By Category FY2019/20 - FY2021/22

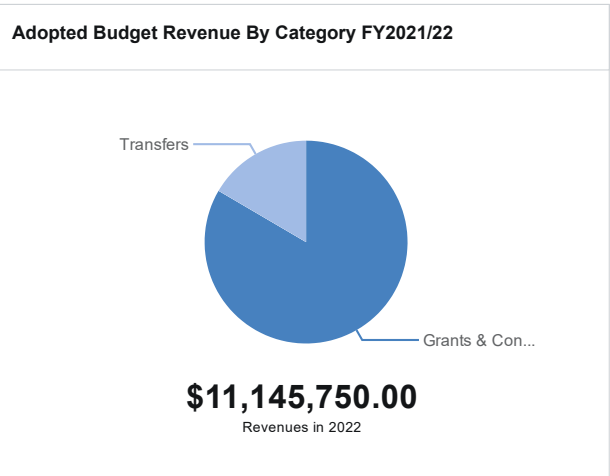
Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ General Taxes	32,846,521	32,404,590	32,404,590	34,549,350
▼ Transfers	-14,806	0	0	0
▼ Transfers	-14,806	0	0	0
▼ Operating Transfers	-14,806	0	0	0
▶ Operating Transfers - In	-14,806	0	0	0
Total	32,831,715	32,404,590	32,404,590	34,549,350

Street and Highway Bond and Interest Fund

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

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

The budgeted amount for Fiscal Year 2021/22 is \$11.1 million, a decrease of \$0.7 million from the Fiscal Year 2020/21 estimated amount. The debt services payments are due to be paid off in this Fiscal Year.



Street and Highway Bond and Interest Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - OP	9,109,365	9,164,290	9,347,250	9,300,000
▶ Transfers	3,034,385	2,632,960	2,450,000	1,845,750
Total	12,143,750	11,797,250	11,797,250	11,145,750



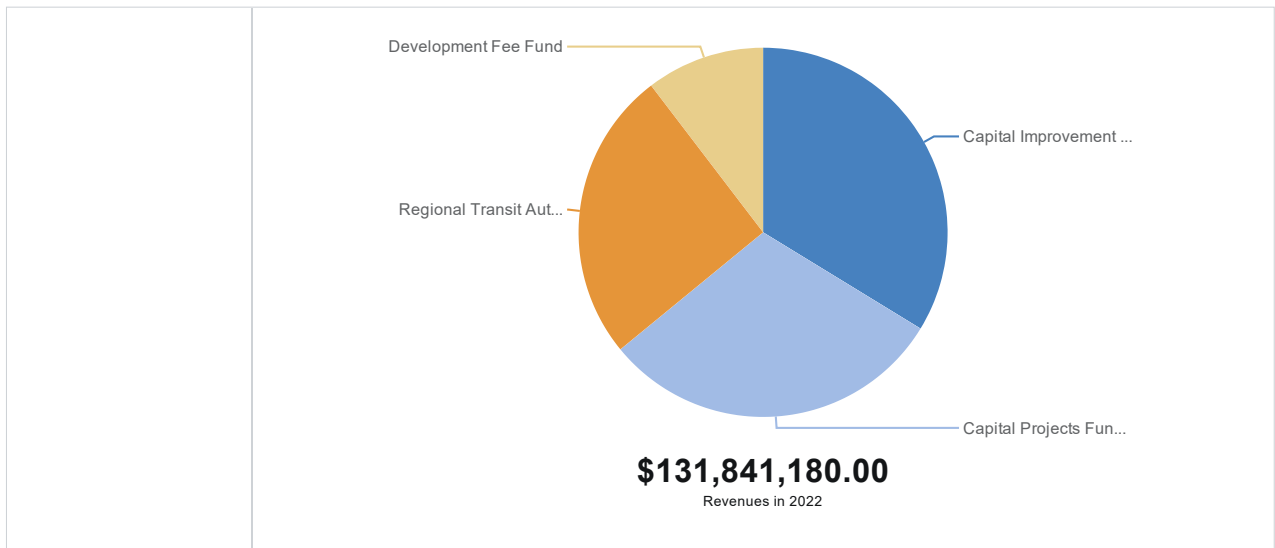
Capital Projects Funds

Fiscal Year 2021/22

Overview

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

Capital Projects Funds By Fund FY2021/22



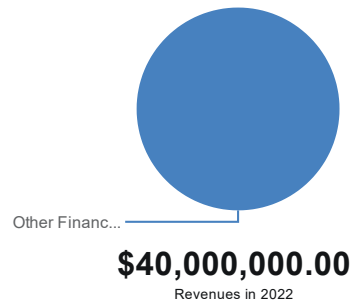
The funds below comprise Capital Projects Funds -

General Obligation Parks and Connections Improvement Fund

On November 6, 2018, the voters approved Proposition 407, a \$225.0 million General Obligation bond package for capital improvements dedicated to City park amenities, connections for mobility, and greenways. The first bond series were issued in the Summer of 2020 in the amount of \$57.0 million. These proceeds reimbursed the Mayor and Council-approved cash loan that accelerated implementation and design plans. Fiscal Year 2020/21 projects included additional playground shades, splash pads, walking paths, sports field lighting, and a variety of other park-specific amenities. The first set of connections projects started construction in spring of 2021. The second set of Phase 1 connections projects started construction in the Summer of 2021.

The budget for Fiscal Year 2021/22 is \$40.0 million which is a decrease of \$17.0 million from the Fiscal Year 2020/21 estimated amount.

Adopted Budget Revenue By Category FY2021/22



General Obligation Parks and Connections Improvement Fund By Category FY2019/20 - FY2021/22

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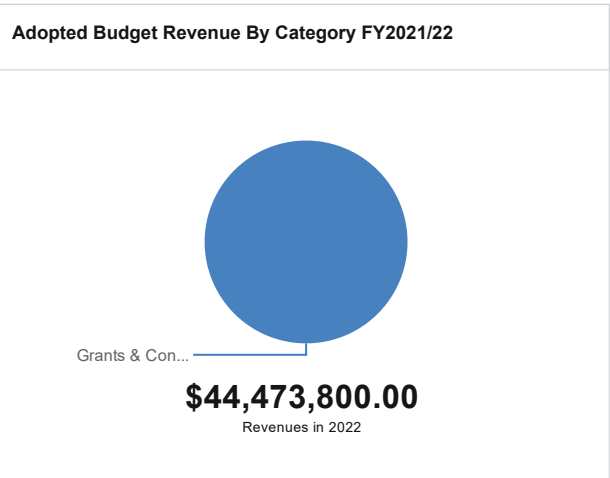
Revenues Capital Projects Funds ...

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Other Financial Sources/Use	0	57,000,000	57,000,000	40,000,000
▶ Transfers	14,806	0	0	0
▶ General-Inv Earnings	14,311	0	0	0
Total	29,117	57,000,000	57,000,000	40,000,000

Capital Improvement Fund

The Capital Improvement Fund accounts for capital projects 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. The budgeted revenues for Fiscal Year 2021/22 are \$44.5 million, which is a decrease of \$26.7 million from the estimated Fiscal Year 2020/21 amount.



Capital Improvement Fund By Category FY2019/20 - FY2021/22

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Revenues ▾ Capital Improvement Fund

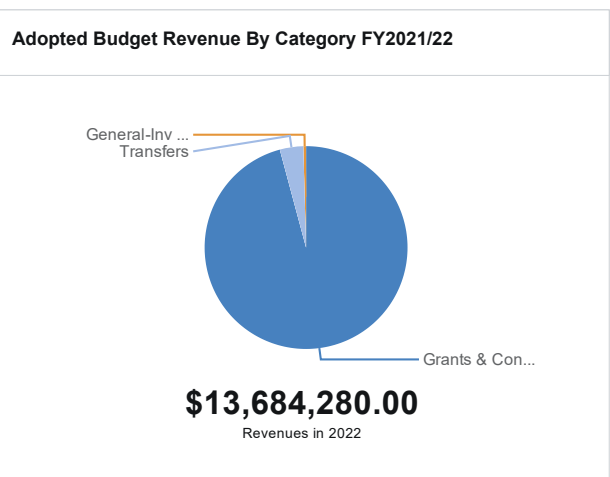
Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - Capital	17,325,897	71,208,000	99,636,400	44,473,800
▶ Grants & Contributions - OP	0	0	37,500	0
Total	17,325,897	71,208,000	99,673,900	44,473,800

Development Fee Fund

The Development Fee Fund accounts for the capital projects funded by impact fees. Impact fees are charged to new development as a means of paying for the facilities and infrastructure needed to serve development. The City of Tucson currently assesses impact fees for water, roads, parks, police, and fire. The impact fees for water are accounted for in the Tucson Water Utility Fund. The budgeted revenues for Fiscal Year 2021/22 are \$13.7 million, which is a decrease of \$1.6 million from the estimated Fiscal Year 2020/21 amount.

Funding from impact fees will go towards various Parks, Transportation, Police and Fire projects in Fiscal Year 2021/22.



Development Fee Fund By Category FY2019/20 - FY2021/22

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Revenues ▾ Development Fee Fund

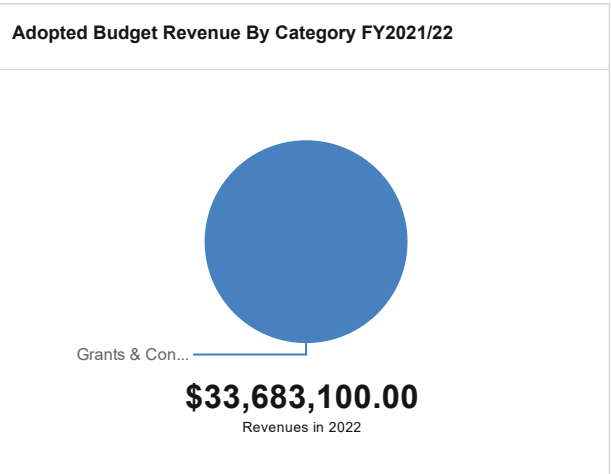
Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - Capital	14,668,545	13,951,090	13,118,900	13,113,800
▶ Transfers	57,348	910,480	910,480	510,480
▶ General-Inv Earnings	990,252	0	0	60,000
▶ General-Miscellaneous	28,002	0	0	0
▶ Charge For Service	4,029	0	0	0
Total	15,748,175	14,861,570	14,029,380	13,684,280

Regional Transportation Authority (RTA) Fund

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

Revenues fluctuate widely from one year to the next, depending on status of projects. Projects funded with RTA funds include design and improvements along major arterial and collector roadways within the City of Tucson. The improvements include street widening, storm drains, sidewalks, street lighting, bike paths and landscaping.



Regional Transportation Authority (RTA) Fund By Category FY2019/20 - FY2021/22

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Revenues ▾ Regional Transportation Author...

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Grants & Contributions - Capital	26,480,146	19,053,100	19,144,100	33,683,100
▶ General-Miscellaneous	566,964	0	0	0
▶ Grants & Contributions - OP	-996	0	0	0
Total	27,046,114	19,053,100	19,144,100	33,683,100



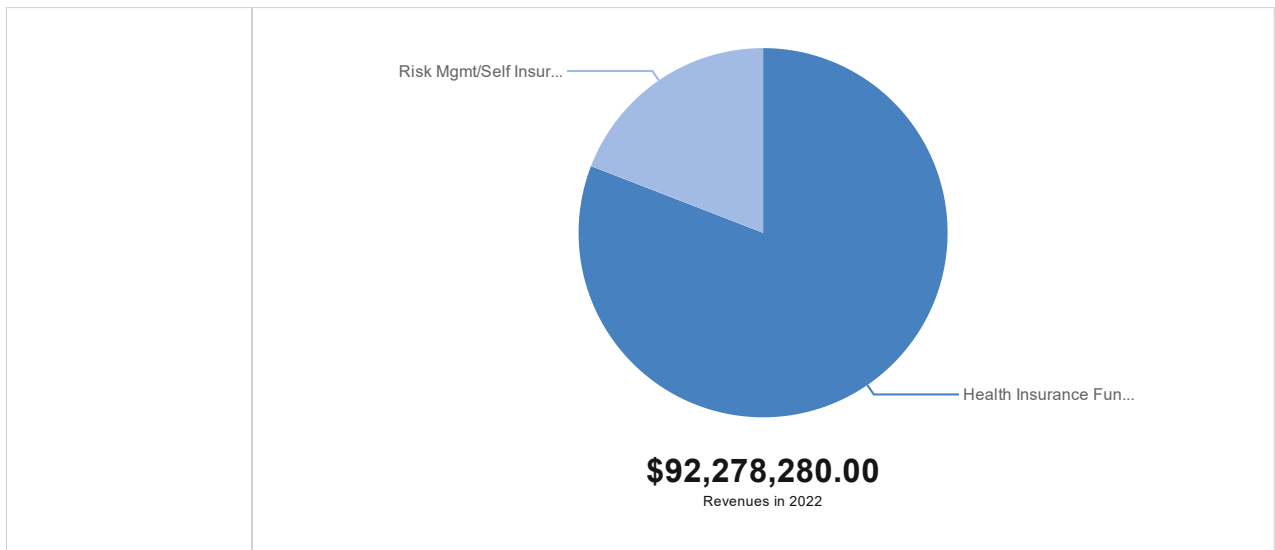
Internal Service Funds

Fiscal Year 2021/22

Overview

Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments within City, or to other governments on a cost reimbursement basis. The Self Insurance Fund accounts for property and public liability, workers' compensation, and the safety program. The Health Insurance Fund accounts for medical, dental, and other insurance programs provided to employees and retirees of the City.

Internal Service Funds By Fund FY2021/22



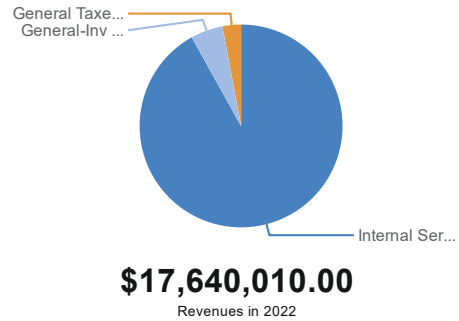
The funds below comprise Internal Service Funds -

Self Insurance Fund

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

In Fiscal Year 2020/21, the City continues to include tort claim reimbursements in the primary tax levy as allowed by state law. The property tax revenue represents a reimbursement to the City's Self Insurance Fund for the actual cost of liability claim judgments paid during Fiscal Year 2019/20. The amount levied for the tort liability reimbursement will be \$513,010, a \$0.0129 property tax impact per \$100 assessed value to the primary tax levy.

Adopted Budget Revenue By Category FY2021/22

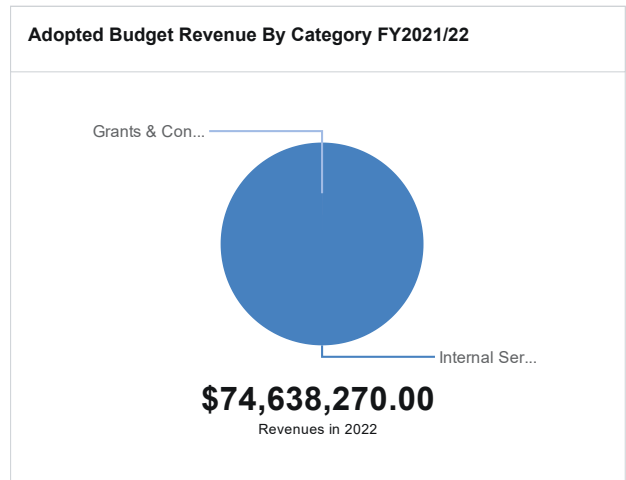


Self Insurance Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Internal Service Fund	14,790,249	17,862,580	15,382,230	16,217,000
▶ General Taxes	349,756	1,632,030	1,632,030	523,010
▶ General-Inv Earnings	935,702	900,000	900,000	900,000
▶ Grants & Contributions - Capital	15,581	0	1,223,670	0
▶ General-Miscellaneous	14,736	0	4,260	0
Total	16,106,024	20,394,610	19,142,190	17,640,010

Health Insurance Fund

The Health Insurance Fund was established in Fiscal Year 2019/20 with the purpose to managing life and medical insurance costs by providing health related benefits to participants; City employees, City retirees, and qualified family members through various benefit plan networks administered by a combination of third-party administrators and contractors. A major source of revenues for these programs come from various plan networks offered to participants, pharmacy rebates, and interest earnings. These programs are funded primarily by charges to City departments for each participating member and contributions from the members themselves. In general, the monies are held in a trust for the benefit of the plan benefits.



Health Insurance Fund By Category FY2019/20 - FY2021/22

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Internal Service Fund	73,418,182	77,503,010	74,380,910	74,635,120
▶ General-Miscellaneous	221,992	453,120	0	0
▶ Grants & Contributions - OP	3,150	470,000	1,860	3,150
▶ Transfers	429,352	0	0	0
▶ General-Inv Earnings	95,820	0	114,830	0
Total	74,168,496	78,426,130	74,497,600	74,638,270



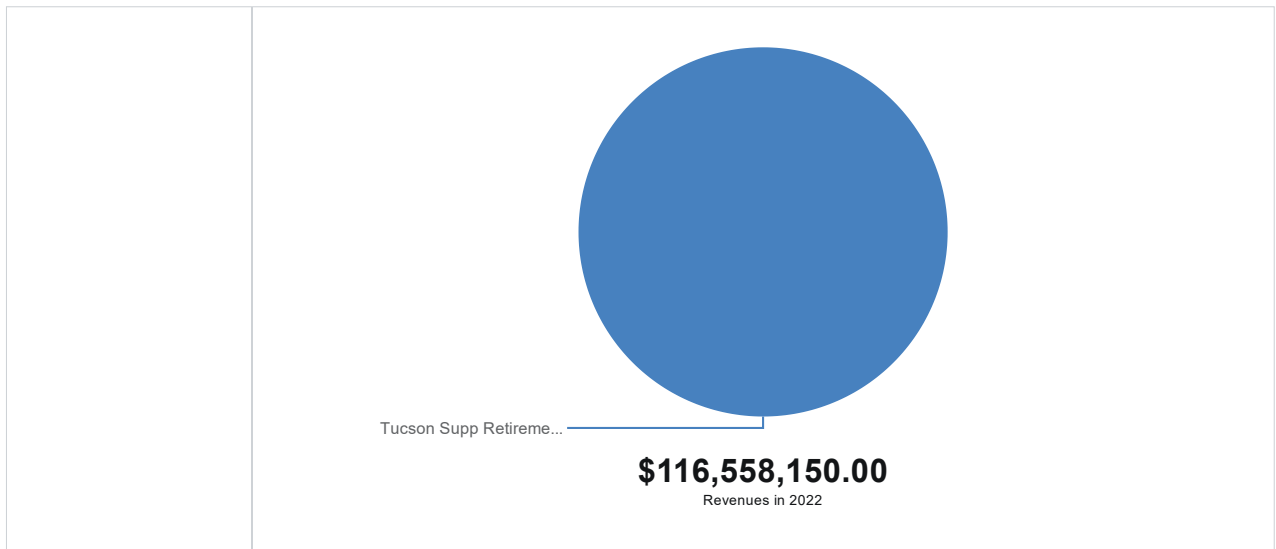
Fiduciary Funds

Fiscal Year 2021/22

Overview

Fiduciary 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.

Fiduciary Funds By Fund FY2021/22



The funds below comprise Fiduciary Funds -

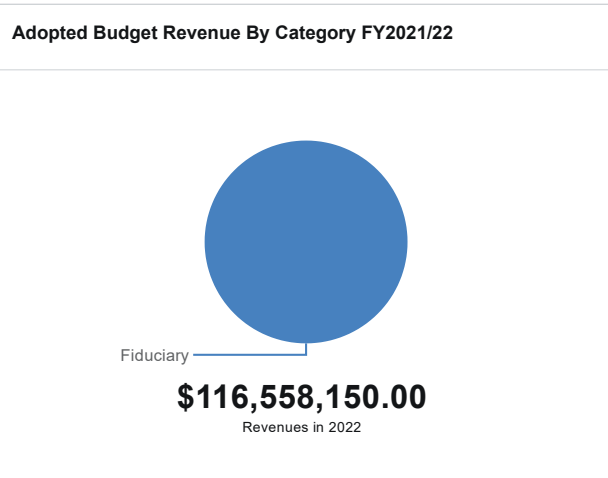
Tucson Supplemental Retirement System

The Tucson Supplemental Retirement System (TSRS) was established in 1953 to provide retirement, survivor, and disability benefits for eligible city employees. The majority of all full-time and a portion of 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.

The Mayor and Council approves the employer/employee contribution rates for all TSRS members that will take effect July 1, 2020. The rates were held flat to FY 19/20 to offer employees a level of predictability and stability in their take home pay. The City anticipates achieving full funding of the plan in 2034.

For TSRS employees hired prior to July 1, 2006, the employee contribution rate of 5% of their annual covered payroll through bi-weekly payroll deductions did not change. For employees hired after July 1, 2006, the contribution rate is 6.5%; for employees hired after June 30, 2011, the rate is 5.25%.

The Fiscal Year 2021/22 employer contribution rate is 27.5% for all employee members of the TSRS.



Tucson Supplemental Retirement System By Category FY2019/20 - FY2021/22

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Revenues ▾ Tucson Supp Retirement System

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Fiduciary	81,773,436	108,529,560	87,252,160	116,558,150
▶ General-Miscellaneous	63,241	0	84,710	0
▶ Charge For Service	1,960	0	9,690	0
Total	81,838,637	108,529,560	87,346,560	116,558,150

Budget by Department

Mayor and Council
Business Services Department
City Attorney
City Clerk
City Court
City Manager
Employee Health Benefits
Environmental and General Services
Housing and Community Development
Human Resources
Information Technology
Parks & Recreation
Planning and Development Services Center
Public Defender
Public Safety Communications Center
Transportation and Mobility
Tucson City Golf
Tucson Convention Center
Tucson Fire
Tucson Police
Tucson Water
General Government
Pension Services
PSPRS Trust Fund



Mayor & Council Overview

Fiscal Year 2021/22

Mission Statement

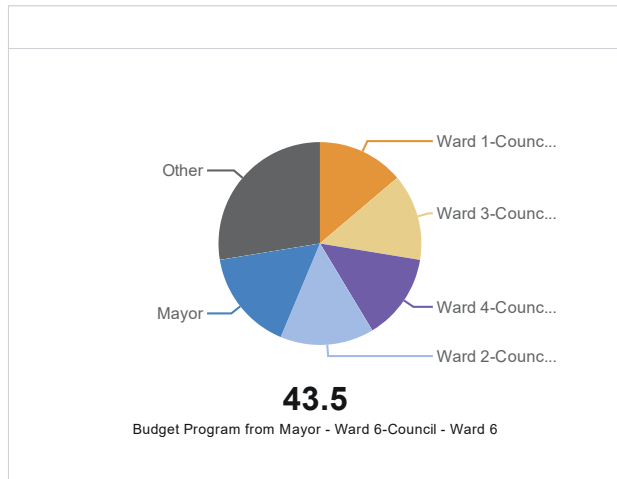
To establish public policy and develop programs as mandated by the Tucson City Chamber, represent community interests, and work with City management to effectively meet the community's current and long-term needs.

Programs

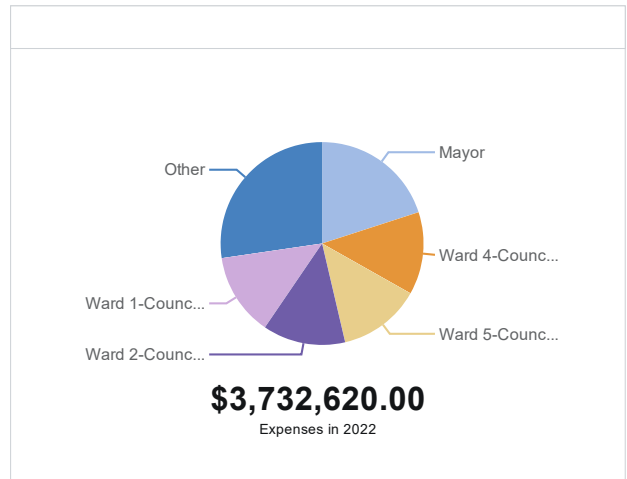
The following programs are included in this department:

- Administration
- Mayor & Council
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,798,797	3,945,640	3,149,500	3,732,620
▶ Salaries and Benefits	2,514,727	3,218,620	2,716,430	3,206,870
▶ Services	167,277	696,960	347,150	495,690
▶ Supplies	116,793	30,060	85,920	30,060
▼ Capital	16,252	0	0	0
▶ Capital Outlay	16,252	0	0	0
Total	2,815,050	3,945,640	3,149,500	3,732,620

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,815,050	3,945,640	3,149,500	3,732,620
▶ The General Fund	2,785,657	3,710,380	2,919,490	3,697,360
▶ Special Revenue Funds	29,392	235,260	230,010	35,260
Total	2,815,050	3,945,640	3,149,500	3,732,620

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$3,732,620 reflects a decrease of \$213,020 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Decrease in COVID-19 disaster relief funding by \$200,000

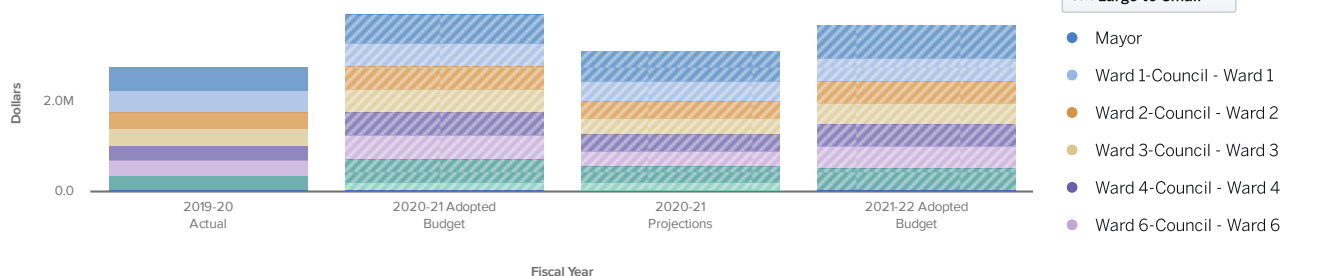
Trends

The budget for Mayor and Council has remained relatively flat for the past couple of years. Programs and initiatives approved by the Mayor and Council usually have an impact in the designated department's budget rather than having a direct impact to the Mayor and Council's budget. Per regular budgetary practice, the budget for each of the Wards remain equal for Fiscal Year 2021/22.

Broken down by

101 - Mayor And Council Expenses

Visualization



Accomplishments

Mayor and Council has completed 32 live sessions in Fiscal Year 2020/21; discussed and addressed a wide range of topics from Covid testing, Centers for Disease Control (CDC) guidelines, and City Ordinances related to the COVID pandemic, Cares Act funding as well as the receipt of federal funding through the American Rescue Plan for \$139.6 million to be expended over two years and the adoption of \$1.9 billion City of Tucson budget for the Fiscal Year 2021/22.

Future Objectives

Continue to work on establishing policies that provide economic and equal opportunities for Tucson citizens.



Administration

Fiscal Year 2021/22

Purpose

Provide the necessary operating expenses to support the Mayor and Council.

Task

Provide support for the Mayor Office and six Council Office.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	56,935	36,290	29,330	36,290
▶ Services	40,378	28,560	17,270	28,560
▶ Supplies	16,557	7,730	12,060	7,730
Total	56,935	36,290	29,330	36,290

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	56,935	36,290	29,330	36,290
▶ The General Fund	55,875	32,590	17,660	32,590
▶ Special Revenue Funds	1,060	3,700	11,670	3,700
Total	56,935	36,290	29,330	36,290



Mayor and Council

Fiscal Year 2021/22

Purpose

Act as the policy making body for the City of Tucson.

Task

Pass City ordinances, establish policy for administrative staff by resolution, approve new programs, and adopt the budget.

Program Budget By Expense Category

Help ▼ Share ▼

Updated On 14 Jul, 2022

[← Back](#)
[↺ History](#)
[↻ Reset](#)

Broken down by

Expenses ▼ 101 - Mayor And Council ***

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,741,851	3,709,350	2,920,170	3,696,330
▶ Salaries and Benefits	2,514,727	3,218,620	2,716,430	3,206,870
▶ Services	126,899	468,400	129,880	467,130
▶ Supplies	100,225	22,330	73,860	22,330
▼ Capital	16,252	0	0	0
▶ Capital Outlay	16,252	0	0	0
Total	2,758,103	3,709,350	2,920,170	3,696,330

Program Budget By Funding Source

Help ▾ Share ▾

Updated On 14 Jul, 2022

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Broken down by

Funds

▾ 101 - Mayor And Council •••

▾ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▾ Governmental Funds	2,758,103	3,709,350	2,920,170	3,696,330
▸ The General Fund	2,729,782	3,677,790	2,901,830	3,664,770
▸ Special Revenue Funds	28,321	31,560	18,340	31,560
Total	2,758,103	3,709,350	2,920,170	3,696,330



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Help ▾ Share ▾

Updated On 14 Jul, 2022

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Broken down by

Expenses ▾ DISASTER RELIEF - CARES ACT

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	11	200,000	200,000	0
▶ Services	0	200,000	200,000	0
▶ Supplies	11	0	0	0
Total	11	200,000	200,000	0

Program Budget By Funding Source

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↺ History ▾ ↻ Reset

Broken down by

Funds ▾ DISASTER RELIEF - CARES ACT ▾ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▾ Governmental Funds	11	200,000	200,000	0
▸ Special Revenue Funds	11	200,000	200,000	0
Total	11	200,000	200,000	0



Business Services Overview

Fiscal Year 2021/22

Mission Statement

To partner with City departments and facilitate the development of a culture that attracts and retains an effective, engaged, and diverse workforce as well as to deliver high quality business services that support customer departments, the City Manager's Office, Elected Officials, and the Tucson community.

***Beginning in Fiscal Year 2021/22 Human Resources has been consolidated into the Business Services Department. Historical year data can be found at [Human Resources](#).**

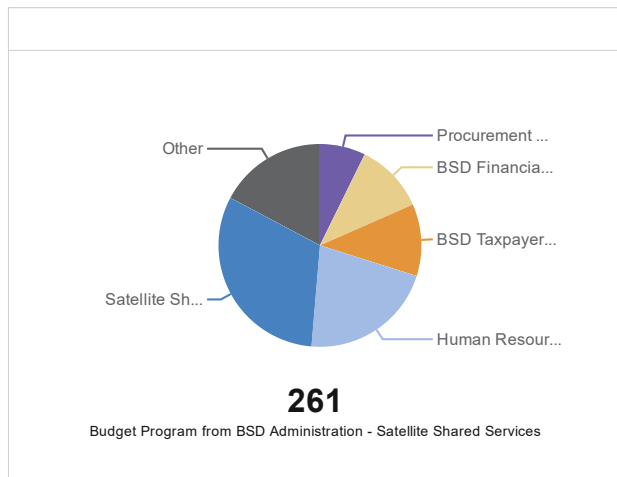
Programs

The following programs are included in this department:

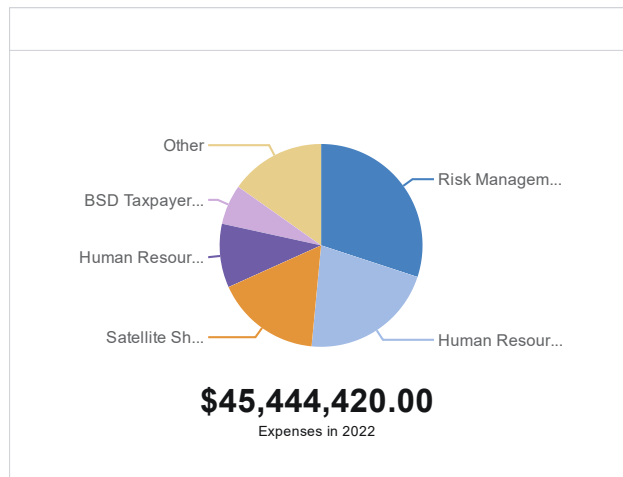
- [Administration](#)
- [Budget Operations](#)
- [Enterprise Resource Planning,\(ERP\)](#)
- [Financial Operations](#)
- [Procurement Operations](#)

- [Risk Management](#)
- [Shared Services](#)
- [Taxpayer Assistance](#)
- [Covid-19 Disaster Relief](#)
- [Human Resources](#)

Staffing By Program



Budget By Program



***Full Time Equivalent Employee (FTE)**

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	21,696,777	32,773,590	28,783,670	45,442,920
▶ Salaries and Benefits	16,397,535	20,026,970	15,856,370	22,912,650
▶ Services	4,909,517	12,301,650	12,369,020	22,059,220
▶ Supplies	389,725	444,970	558,280	471,050
▼ Capital	47,815	0	0	1,500
▶ Capital Outlay	47,815	0	0	1,500
Total	21,744,592	32,773,590	28,783,670	45,444,420

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	15,220,621	17,827,120	15,034,620	20,353,210
▶ The General Fund	13,624,181	15,536,640	13,523,010	18,422,270
▶ Special Revenue Funds	1,596,440	2,290,480	1,511,610	1,930,940
▼ Proprietary Funds	6,523,970	14,946,470	13,749,050	25,091,210
▶ Internal Service Funds	5,055,986	12,412,570	12,134,520	22,335,440
▶ Enterprise Funds	1,467,984	2,533,900	1,614,530	2,755,770
Total	21,744,592	32,773,590	28,783,670	45,444,420

Significant Changes

The adopted budget for Fiscal Year 2021/2002 of \$ 45,444,420 reflects an increase of \$15,885,010 from the Fiscal Year 2020/2021 Adopted Budget. Major changes include the following:

- Increase in costs by \$14,373,510 due to consolidation of Human Resources Department and Business Services Department
- Increase in work compensation insurance claims payments by \$799,580
- Increase in public liability insurance premium by \$1,250,000
- Decrease in capacity for COVID-19 relief funding by \$530,000

Trends

The Business Services Department (BSD) provides financial, human resources, and procurement services to the City and to Tucson's citizens. The department strives to provide the highest standards of financial management and ensure to balance the City's financial resources and financial obligations. The Risk Management efforts in providing department metrics utilizing Origami Claims management software, implementing virtual, and in-person customized training, reducing injuries, establishing procedures and policies, identifying trends, and working collaboratively with staff to educate and mitigate losses is continuous. Public Liability continues to experience increased litigation from varied areas but primarily from bodily injury and excessive force and social factors. Worker's Compensation has experienced an increase in posttraumatic stress disorders and cancer claims. The use of drones continues to rise assisting with operational efficiencies in aerial photography, construction, inspections, surveys, mapping, and 3D terrain modeling. Providing contractual language and appropriate insurance limits to minimize city exposures and transfer risk continues. Working with the special events team to develop a commercial fee-based activity module will assist with transferring risk for identified events. In addition, BSD continues to achieve excellence in the management of City procurement and related purchasing activities. The department maintains a strategic presence throughout the organization with multi-talented individuals who believe the City's guiding principle, "One City...One Team!"

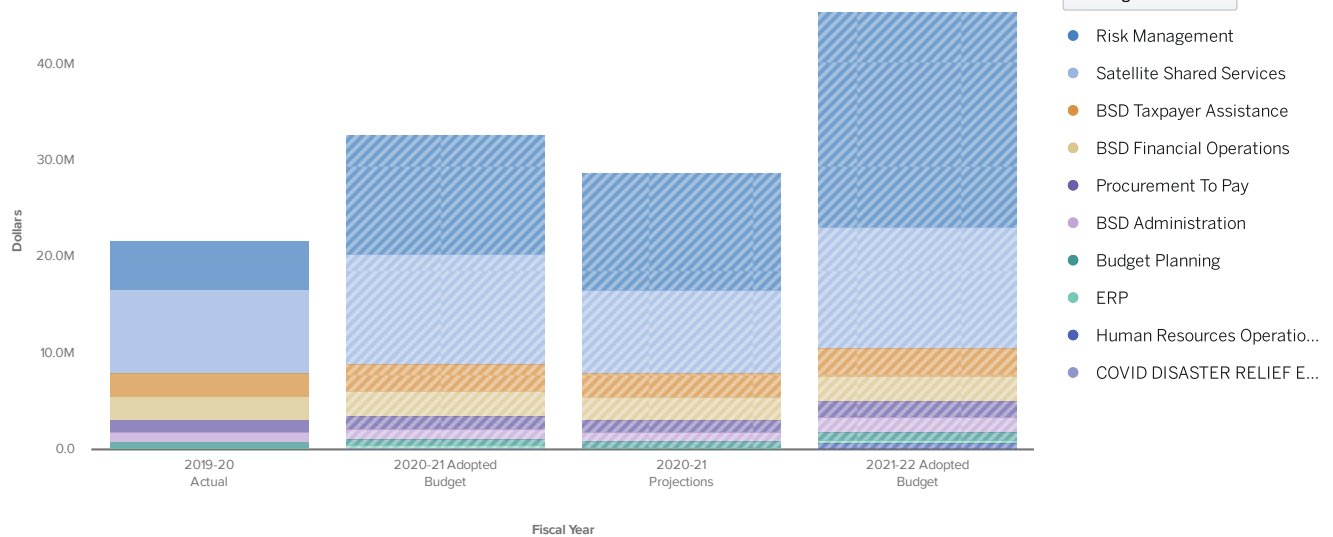
Broken down by

800 - Business Services Department Expenses



Visualization

Sort **Large to Small**



Accomplishments

Employee safety culture requires “early” identification of trends to aid in reducing overall losses impacting the financial health of the self-insurance fund. With the implementation of Target Zero—Get Home Safe the safety culture is beginning to shift with department stakeholders investing in working safer, attending trainings, and engaging employees in monthly safety meetings and/or scheduled department tailgates. Department Collaboration meetings are proving successful, allowing directors and their management team an opportunity to review and discuss trending, assess goals, and determine future direction.

Sustained Industrial Commission of Arizona (ICA) Bond Exemption is based on actuarial liabilities for workers’ compensation claims determined by the actuary in accordance with Government Accounting Standards Board Statement #10 as well as workers’ compensation reserves. This is an annual renewal that has a significant overall financial impact if not sustained.

The City was award bond exemption for the third consecutive year and entered a consultation plan with ADOSH to continue efforts in reducing liabilities. Public liability team reviewed 1,111 incidents and paid 482 claims. Last fiscal year this team reviewed 1783 incidents and paid 690 claims. Although there was a realized decrease in incidents and claims, the severity of claim payouts increased during the Fiscal Year 2020/21. This is primarily due to impacts from the pandemic and large payout settlements/judgements/awards. Subrogation billed 544 accounts totaling \$940,297, recovering approximately \$427,372 by year end. This team also worked with the city’s property insurance carrier for reimbursement of \$1.2 million on two large property claims.

Future Objectives

Several technological, legal, and social factors are driving up the frequency and severity of claims. The impact from the pandemic will be felt with worker’s compensation seeing a lack of premium adequacy funding. Challenges will continue to exist with increased post-traumatic and cancer claims increasing nationwide and within the city. The commercial insurance marketplace continues to “harden” with reduced capacity availability resulting from rising insurance losses, growing emergence of litigation funders, higher jury awards, more liberal workers’ compensation claims, legislated compensation increases and new tort and negligence concepts. Public Officials, Policy and Auto Liability coverages are expected to trend higher causing rates to increase. Police liability due largely to civil unrest and excessive force is a growing concern with a high potential for lower capacity, higher self-insured retention, and higher premiums.



Administration

Fiscal Year 2021/22

Purpose

Provide strategic direction and management to the citywide departments.

Task

Plan, coordinate, and direct business services including Budgeting, finance, and procurement in accordance with applicable laws, Mayor and Council policy, and the administrative direction of the City Manager.

Program Budget By Expense Category

Help

Updated On 14 Jul, 2022

Broken down by

Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	969,780	920,940	965,220	1,714,550
▶ Salaries and Benefits	402,192	598,080	646,510	1,273,440
▶ Supplies	234,719	258,790	253,450	274,420
▶ Services	332,869	64,070	65,260	166,690
▼ Capital	9,620	0	0	0
▶ Capital Outlay	9,620	0	0	0
Total	979,401	920,940	965,220	1,714,550

Program Budget By Funding Source

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↺ History ▾ ↻ Reset

Broken down by

Funds

▾ Administration

▾ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▾ Governmental Funds	979,401	920,940	965,220	1,714,550
▸ The General Fund	979,401	920,940	965,220	1,714,550
Total	979,401	920,940	965,220	1,714,550



Budget Operations

Fiscal Year 2021/22

Purpose

Manage the information needed for Mayor and Council to adopt a budget, ensuring compliance with federal, state, and municipal laws including requirements to levy the City's property tax.

Task

Coordinate citywide efforts in long-term financial planning and analysis.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	567,924	716,390	666,430	731,720
▶ Salaries and Benefits	503,498	684,380	630,480	701,860
▶ Services	50,188	24,680	26,170	22,530
▶ Supplies	14,238	7,330	9,780	7,330
Total	567,924	716,390	666,430	731,720

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	567,924	716,390	666,430	731,720
▶ The General Fund	567,924	716,390	666,430	731,720
Total	567,924	716,390	666,430	731,720



Enterprise Resource Planning (ERP)

Fiscal Year 2021/22

Purpose

Ensure day-to-day support of the City's ERP system.

Task

Coordinate with the Information Technology Department to ensure the system is up to date and operational.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	247,742	268,990	256,350	267,890
▶ Salaries and Benefits	245,142	248,070	245,430	247,710
▶ Services	2,383	19,020	8,350	18,280
▶ Supplies	218	1,900	2,570	1,900
Total	247,742	268,990	256,350	267,890

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	247,742	268,990	256,350	267,890
▶ The General Fund	247,742	268,990	256,350	267,890
Total	247,742	268,990	256,350	267,890



Financial Operations

Fiscal Year 2021/22

Purpose

Manage accounts payables and ensure appropriate reporting of the City's funds and financial transactions and prepares financial reports including the Comprehensive Annual Financial Report (CAFR), Single Audit, and Annual Expenditure Limitation. This program area operates cashier stations; manages the City's cash and investments by projecting cash needs to maintain adequate liquidity, ensuring the timely transfer of funds to meet daily cash needs and investing the excess to provide maximum returns at acceptable levels of risk.

Task

Manage the City's debt obligations and requirements, handle all City banking needs and be the point of contact for the City's banking services provider.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,367,126	2,579,680	2,416,530	2,672,030
▶ Salaries and Benefits	1,909,284	2,134,510	1,602,740	2,232,690
▶ Services	443,672	409,370	796,370	403,540
▶ Supplies	14,170	35,800	17,420	35,800
Total	2,367,126	2,579,680	2,416,530	2,672,030

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,367,126	2,579,680	2,370,630	2,672,030
▶ The General Fund	2,367,126	2,579,680	2,370,630	2,672,030
▼ Proprietary Funds	0	0	45,900	0
▶ Enterprise Funds	0	0	45,900	0
Total	2,367,126	2,579,680	2,416,530	2,672,030



Procurement Operations

Fiscal Year 2021/22

Purpose

Provide support to all City departments for their contracting and procurement-related needs.

Task

Ensure compliance with federal and local laws through the Contract Administration program, Small Business Enterprise and Disadvantaged Business Enterprise program, and Davis Bacon and Related Acts program, centralized management of surplus equipment, auction of equipment that is no longer needed, and management of inventory items.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,311,082	1,424,310	1,215,740	1,524,950
▶ Salaries and Benefits	1,128,092	1,278,100	1,128,640	1,381,330
▶ Services	153,489	121,810	73,370	119,220
▶ Supplies	29,501	24,400	13,730	24,400
▼ Capital	38,195	0	0	0
▶ Capital Outlay	38,195	0	0	0
Total	1,349,277	1,424,310	1,215,740	1,524,950

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,349,277	1,424,310	1,215,740	1,524,950
▶ The General Fund	1,349,277	1,424,310	1,215,740	1,524,950
Total	1,349,277	1,424,310	1,215,740	1,524,950



Risk Management

Fiscal Year 2021/22

Purpose

Administer the Self Insurance Trust Fund for the City, including external public liability claims, workers' compensation, employee safety (loss control), and subrogation programs.

Task

Review claims filed against the City and pay for public liability. Review contracts for insurance and indemnification requirements. Responsible for compliance and education of employees on the practices and procedures for a safe and healthful work environment.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	5,055,986	12,412,570	12,134,520	22,333,940
▶ Services	3,616,518	10,763,320	10,869,470	20,420,990
▶ Salaries and Benefits	1,388,816	1,590,750	1,235,420	1,844,000
▶ Supplies	50,651	58,500	29,630	68,950
▶ Capital	0	0	0	1,500
Total	5,055,986	12,412,570	12,134,520	22,335,440

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	5,055,986	12,412,570	12,134,520	22,335,440
▶ Internal Service Funds	5,055,986	12,412,570	12,134,520	22,335,440
Total	5,055,986	12,412,570	12,134,520	22,335,440



Shared Services

Fiscal Year 2021/22

Purpose

Provide department support through the establishment of satellite offices.

Task

Support and serve as subject matter experts related to the following functions: budget, finance, payroll, human resources management, and procurement.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	8,713,836	11,327,800	8,637,820	12,513,290
▶ Salaries and Benefits	8,575,919	11,076,930	8,255,000	12,285,000
▶ Services	120,509	217,120	243,920	194,540
▶ Supplies	17,408	33,750	138,900	33,750
Total	8,713,836	11,327,800	8,637,820	12,513,290

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	7,245,851	8,793,900	7,069,190	9,757,520
▶ The General Fund	5,661,568	6,753,420	5,558,580	7,826,580
▶ Special Revenue Funds	1,584,283	2,040,480	1,510,610	1,930,940
▼ Proprietary Funds	1,467,984	2,533,900	1,568,630	2,755,770
▶ Enterprise Funds	1,467,984	2,533,900	1,568,630	2,755,770
Total	8,713,836	11,327,800	8,637,820	12,513,290



Taxpayer Assistance

Fiscal Year 2021/22

Purpose

Assist businesses with City taxpayer services.

Task

Issue licenses, investigate unlicensed businesses, coordinate tax audits with the State Department of Revenue, administer the City's Tax Code, update the State to ensure local code changes are reflected in the Department of Revenue collection site, and educate the business community about all tax and license issues.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,451,143	2,872,910	2,490,060	2,891,950
▶ Salaries and Benefits	2,244,592	2,416,150	2,112,150	2,459,100
▶ Services	189,888	432,260	285,110	408,350
▶ Supplies	16,663	24,500	92,800	24,500
Total	2,451,143	2,872,910	2,490,060	2,891,950

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,451,143	2,872,910	2,490,060	2,891,950
▶ The General Fund	2,451,143	2,872,910	2,490,060	2,891,950
Total	2,451,143	2,872,910	2,490,060	2,891,950



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	12,157	250,000	1,000	0
▶ Services	0	250,000	1,000	0
▶ Supplies	12,157	0	0	0
Total	12,157	250,000	1,000	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	12,157	250,000	1,000	0
▶ Special Revenue Funds	12,157	250,000	1,000	0
Total	12,157	250,000	1,000	0



Human Resources Operations

Fiscal Year 2021/22

Purpose

Manage Central Payroll, Human Resources Information Systems (HRIS)/Records, Occupational Health and Leaves (OHL), and Workforce Development & Employee Engagement.

Task

Central Payroll manages payroll compliance and reporting for the City of Tucson and ensures that all employees are paid both accurately and timely following all federal, state, and local regulations. HRIS/Records manage the administration of HR data entry as it relates to any personnel action changes initiated citywide and develop and implement configuration changes in the City's Human Resource Management System. OHL team support employees in the areas of Family Medical Leave (FML), City Medical Leave, Donated Leave, Paid Parental Leave, Light Duty, Americans with Disabilities Act (ADA), and Workers Compensation.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	0	0	0	792,600
▶ Salaries and Benefits	0	0	0	487,520
▶ Services	0	0	0	305,080
Total	0	0	0	792,600

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	0	0	0	792,600
▶ The General Fund	0	0	0	792,600
Total	0	0	0	792,600



City Attorney Overview

Fiscal Year 2021/22

Mission Statement

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

Programs

The following programs are included in this department:

Administration

Civil

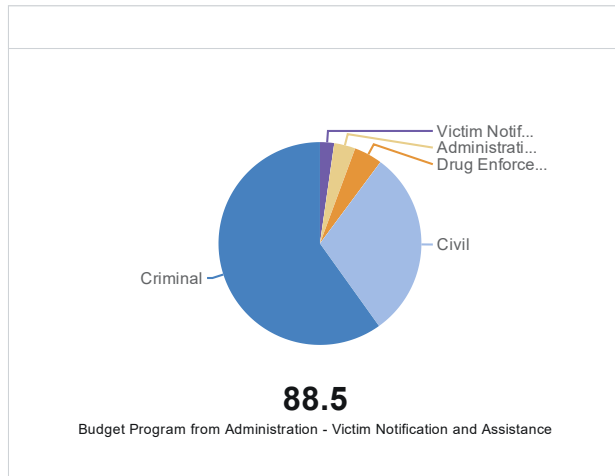
Criminal

Drug Enforcement Unit

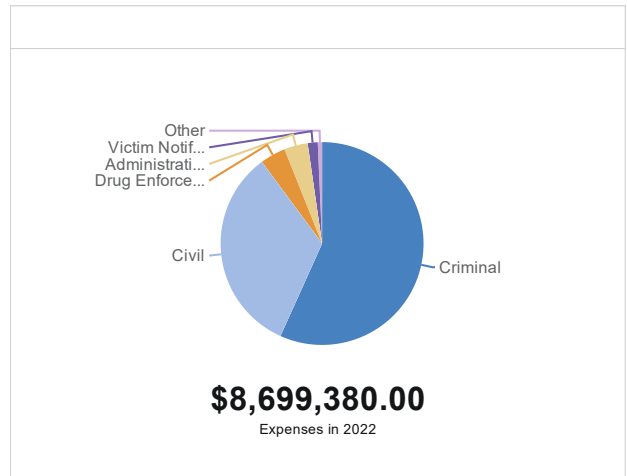
Victim Notification and Assistance Unit

Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	7,824,178	8,656,990	8,820,950	8,699,380
▶ Salaries and Benefits	7,091,405	7,572,430	7,257,650	7,873,390
▶ Services	678,180	1,009,100	1,212,730	751,870
▶ Supplies	54,593	75,460	350,570	74,120
Total	7,824,178	8,656,990	8,820,950	8,699,380

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	7,824,178	8,656,990	8,820,950	8,462,240
▶ The General Fund	7,565,849	8,165,930	8,337,630	8,136,640
▶ Special Revenue Funds	258,328	491,060	483,320	325,600
▼ Proprietary Funds	0	0	0	237,140
▶ Internal Service Funds	0	0	0	237,140
Total	7,824,178	8,656,990	8,820,950	8,699,380

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$8,699,380 reflects a net increase of \$42,390 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in salary and employee related expenses by* \$300,960
- Decrease in COVID-19 disaster relief funding by \$225,000

*1.5 new Principal Assistant Attorney full-time equivalent employees have been added to the Fiscal Year 2021/22 Adopted Budget.

Trends

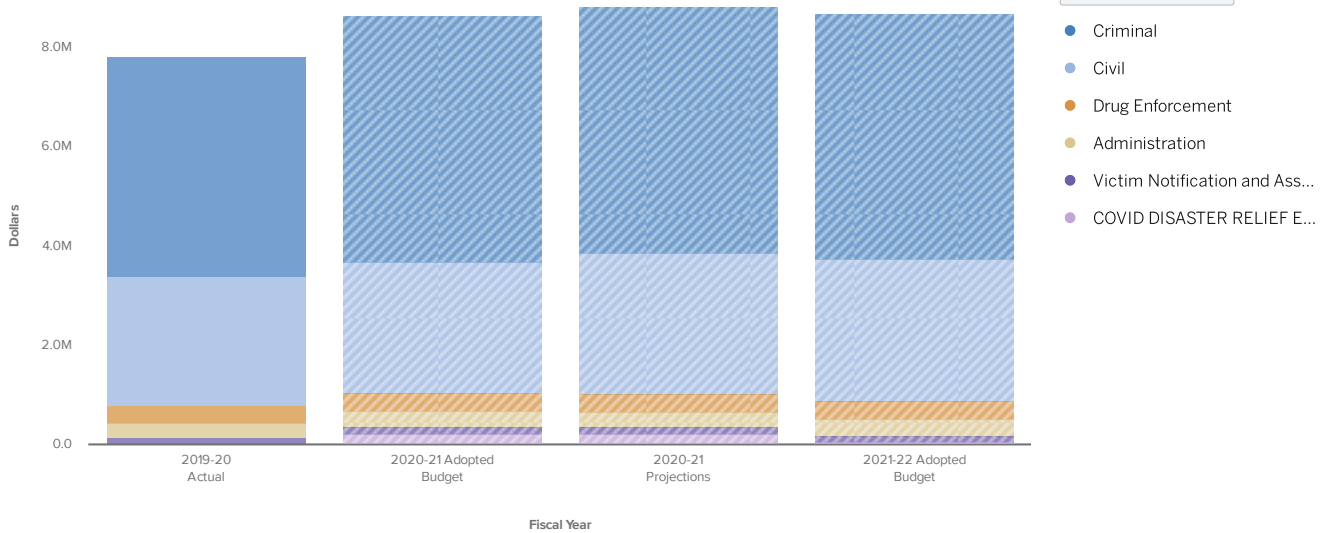
The last eighteen months have been influenced to an extraordinary degree by a global pandemic. Due to the nature of the City Attorney's office, nearly all the department's expenses are personnel related. The starting salary for attorneys and support staff has been raised based on the market rate analysis, and now the department offers competitive starting salaries that exceed those offered by adjacent municipalities. The hope is that the raises in salaries will increase the ability to recruit and retain qualified employees.

Broken down by

131 - City Attorney Expenses



Visualization



Accomplishments

The productivity and responsiveness of the department has remained high even in the face of compelled changes in the department's work model due to the COVID-19 pandemic. Within the Internal Litigation Unit, litigation strategies, including an aggressive motions practice aimed at dismissing or narrowing cases in the pre-trial stages; early evaluation of liability exposure to identify reasonable settlement opportunities; and taking defensible cases to trial where reasonable settlement terms cannot be reached, continue to produce successful results.

Future Objectives

With the assistance of Business Services - Risk Management Division and the City Manager's Office, City Attorney continues to maintain resources in the litigation unit to keep more cases in house rather than assigning them to outside counsel. The City Attorney's Office will continue to work with City partners (Public Defender, City Courts) to administer prosecutions efficiently while reducing jail and other costs.



Administration

Fiscal Year 2021/22

Purpose

Provide administrative duties for City Attorney department.

Task

Provide legal advice to the Mayor and Council and City management, as well as professional leadership, guidance, and support to the other program areas.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	289,605	329,390	315,380	325,910
▶ Salaries and Benefits	279,875	307,430	294,990	304,620
▶ Services	8,282	17,910	17,740	17,240
▶ Supplies	1,447	4,050	2,650	4,050
Total	289,605	329,390	315,380	325,910

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	289,605	329,390	315,380	325,910
▶ The General Fund	289,605	329,390	315,380	325,910
Total	289,605	329,390	315,380	325,910



Civil

Fiscal Year 2021/22

Purpose

Provide legal advice and representation to the Mayor and Council, the City Manager, and all City departments.

Task

Serve 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.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,609,539	2,636,740	2,869,470	2,883,310
▶ Salaries and Benefits	2,160,077	2,164,470	2,203,090	2,416,980
▶ Services	425,895	449,290	649,030	444,690
▶ Supplies	23,567	22,980	17,350	21,640
Total	2,609,539	2,636,740	2,869,470	2,883,310

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,609,539	2,636,740	2,869,470	2,646,170
▶ The General Fund	2,609,539	2,636,740	2,869,470	2,646,170
▼ Proprietary Funds	0	0	0	237,140
▶ Internal Service Funds	0	0	0	237,140
Total	2,609,539	2,636,740	2,869,470	2,883,310



Criminal

Fiscal Year 2021/22

Purpose

Promote the safety of the community and support local law enforcement.

Task

Uphold state and local laws and ordinances through the prosecution of misdemeanor, criminal, and civil infraction cases, and provide for rehabilitation of first-time, non-violent offenders through a diversion program. Provide timely notification to victims and respond to citizen inquiries about cases pending in City Court.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	4,422,549	4,960,870	4,932,720	4,935,440
▶ Salaries and Benefits	4,164,562	4,624,780	4,304,140	4,625,590
▶ Services	238,352	304,760	310,410	278,520
▶ Supplies	19,635	31,330	318,170	31,330
Total	4,422,549	4,960,870	4,932,720	4,935,440

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	4,422,549	4,960,870	4,932,720	4,935,440
▶ The General Fund	4,422,549	4,960,870	4,932,720	4,935,440
Total	4,422,549	4,960,870	4,932,720	4,935,440



Drug Enforcement Unit

Fiscal Year 2021/22

Purpose

Enhance violent crime control efforts.

Task

Investigate, prosecute, adjudicate, and punish drug, gang and related criminal offenders.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	355,708	362,840	337,170	355,490
▶ Salaries and Benefits	348,711	351,650	327,670	345,630
▶ Services	5,506	10,090	8,500	8,760
▶ Supplies	1,491	1,100	1,000	1,100
Total	355,708	362,840	337,170	355,490

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	355,708	362,840	337,170	355,490
▶ Special Revenue Funds	202,028	208,010	202,020	206,310
▶ The General Fund	153,680	154,830	135,150	149,180
Total	355,708	362,840	337,170	355,490



Victim Notification and Assistance Unit

Fiscal Year 2021/22

Purpose

Maintain victims' rights.

Task

Manage the provision of timely notification to victims and responses to inquiries about cases pending in City Court.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	146,777	142,150	141,210	139,530
▶ Salaries and Benefits	138,180	124,100	127,760	121,670
▶ Supplies	8,453	16,000	11,400	16,000
▶ Services	145	2,050	2,050	1,860
Total	146,777	142,150	141,210	139,530

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	146,777	142,150	141,210	139,530
▶ The General Fund	90,477	84,100	84,910	79,940
▶ Special Revenue Funds	56,300	58,050	56,300	59,590
Total	146,777	142,150	141,210	139,530



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	0	225,000	225,000	59,700
▶ Services	0	225,000	225,000	800
▶ Salaries and Benefits	0	0	0	58,900
Total	0	225,000	225,000	59,700

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	0	225,000	225,000	59,700
▶ Special Revenue Funds	0	225,000	225,000	59,700
Total	0	225,000	225,000	59,700



City Clerk Overview

Fiscal Year 2021/22

Mission Statement

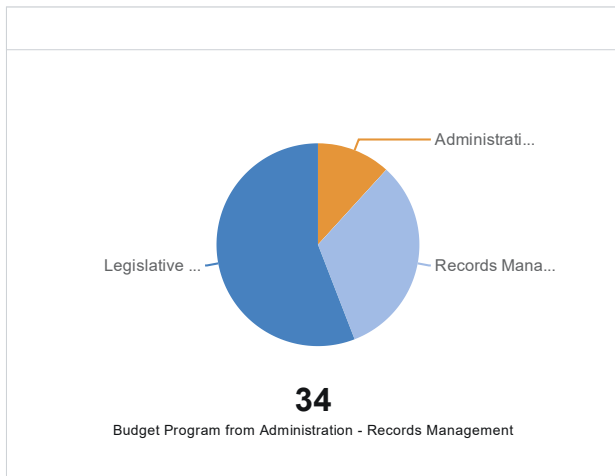
To enable the public to fully participate in the governmental process, by providing accurate information and services in a professional manner, enabling the public to make informed decisions affecting the quality of their lives.

Programs

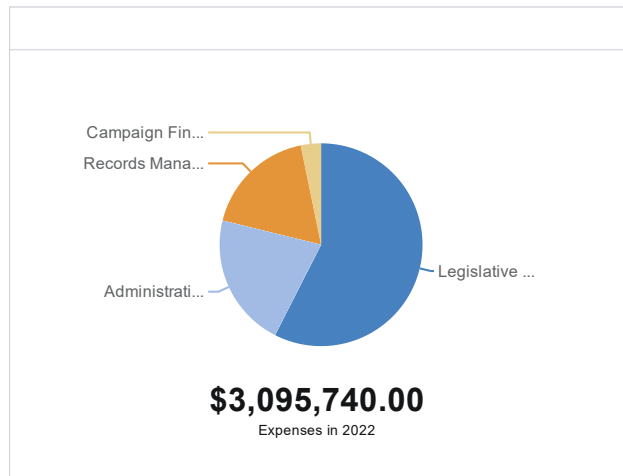
The following programs are included in this department:

- Administration
- Campaign Finance
- Legislative Management
- Records Management
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	3,476,879	4,020,580	2,598,180	3,095,740
▶ Salaries and Benefits	2,011,248	2,246,210	1,790,960	2,428,140
▶ Services	859,137	1,620,110	423,740	513,340
▶ Supplies	606,494	154,260	383,480	154,260
Total	3,476,879	4,020,580	2,598,180	3,095,740

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	3,476,879	4,020,580	2,598,180	3,095,740
▶ The General Fund	3,429,086	2,920,580	2,488,180	3,095,740
▶ Special Revenue Funds	47,793	1,100,000	110,000	0
Total	3,476,879	4,020,580	2,598,180	3,095,740

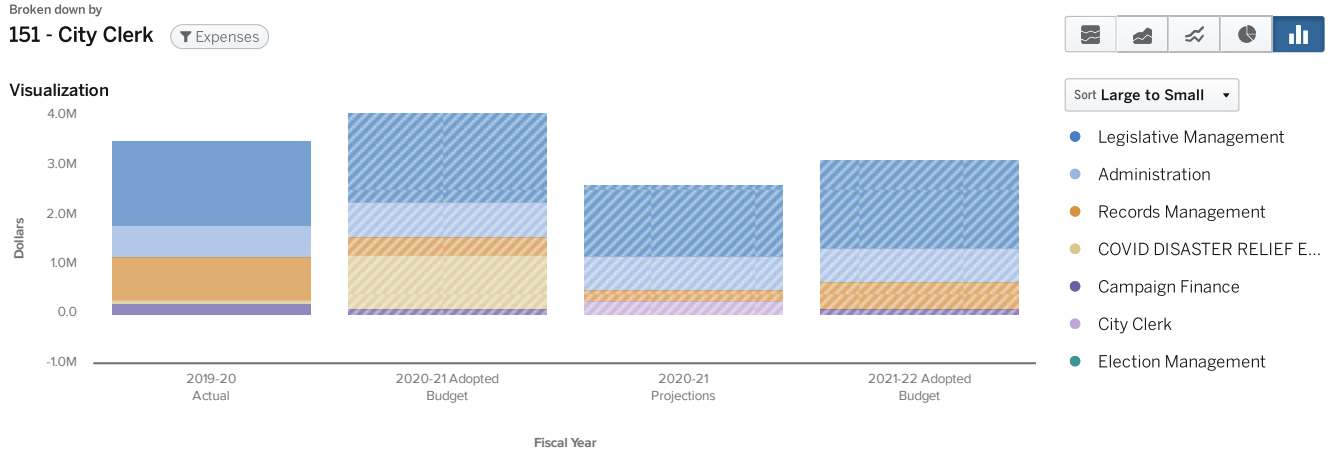
Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$3,095,740 reflects a net decrease of \$924,840 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in personnel costs including group insurance rates by \$181,930
- Decrease in COVID-19 disaster relief funds by \$1,100,000

Trends

City Clerk’s budget has remained relatively flat for the last couple of years. City Clerk’s budget experiences increases in budgeted expenses during years where elections take place.



Accomplishments

The City Clerk transitioned to a new Agenda Management and Electronic Content Management Software to provide greater access to official City records.

Future Objectives

The City Clerk will continue to update election policies and procedures to comply with any new provisions.



Administration

Fiscal Year 2021/22

Purpose

Provide administrative direction to the department and ensure that all department programs deliver services as required by law and in accordance with City of Tucson policies and procedures.

Task

Provide financial direction and assistance with budget development to the department and the Mayor and Council offices.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	637,564	705,670	680,940	660,860
▶ Salaries and Benefits	613,578	647,330	637,530	606,170
▶ Services	16,375	51,810	30,690	48,160
▶ Supplies	7,610	6,530	12,720	6,530
Total	637,564	705,670	680,940	660,860

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	637,564	705,670	680,940	660,860
▶ The General Fund	637,564	705,670	680,940	660,860
Total	637,564	705,670	680,940	660,860



Campaign Finance

Fiscal Year 2021/22

Purpose

Ensure that the Campaign Finance Program is followed as prescribed by the City Charter.

Task

Serves as the Campaign Finance Administrator and administer the Campaign Finance Program as prescribed by the City Charter.

Program Budget By Expense Category

Help Share

Updated On 15 Jul, 2022

← Back ↺ History ↻ Reset

Broken down by

Expenses ▼ Election Campaign Account

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	217,849	100,000	19,590	100,000
▶ Services	217,849	100,000	19,590	100,000
Total	217,849	100,000	19,590	100,000

Program Budget By Funding Source

Help Share

Updated On 15 Jul, 2022

← Back ↺ History ↻ Reset

Broken down by

Funds ▼ Election Campaign Account ▼ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	217,849	100,000	19,590	100,000
▶ The General Fund	217,849	100,000	19,590	100,000
Total	217,849	100,000	19,590	100,000



Legislative Management

Fiscal Year 2021/22

Purpose

Document the legislative actions taken by the Mayor and Council.

Task

Facilitate the processing and distribution of meeting agendas, minutes, executed agreements, contracts, resolutions and ordinances for Mayor and Council and other public meetings. Manage the filling of boards, committee, and commission seats. Oversee the liquor license application process.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,686,861	1,759,110	1,431,740	1,779,830
▶ Salaries and Benefits	1,342,280	1,428,900	1,150,190	1,458,840
▶ Services	325,259	290,480	269,570	281,260
▶ Supplies	19,322	39,730	11,980	39,730
Total	1,686,861	1,759,110	1,431,740	1,779,830

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,686,861	1,759,110	1,431,740	1,779,830
▶ The General Fund	1,686,861	1,759,110	1,431,740	1,779,830
Total	1,686,861	1,759,110	1,431,740	1,779,830



Records Management

Fiscal Year 2021/22

Purpose

Manage the City Records Center and administer records management throughout the city.

Task

Coordinate and implement citywide records policies and procedures as well as provide public records request to City staff and the public in accordance with the legal requirements.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	887,016	355,800	220,970	555,050
▶ Supplies	531,768	108,000	113,840	108,000
▶ Salaries and Benefits	55,593	169,980	3,240	363,130
▶ Services	299,655	77,820	103,890	83,920
Total	887,016	355,800	220,970	555,050

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	887,016	355,800	220,970	555,050
▶ The General Fund	887,016	355,800	220,970	555,050
Total	887,016	355,800	220,970	555,050



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	47,793	1,100,000	0	0
▶ Services	0	1,100,000	0	0
▶ Supplies	47,793	0	0	0
Total	47,793	1,100,000	0	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	47,793	1,100,000	0	0
▼ Special Revenue Funds	47,793	1,100,000	0	0
▶ Other Federal Grant Fund	47,793	1,100,000	0	0
Total	47,793	1,100,000	0	0



City Court Overview

Fiscal Year 2021/22

Mission Statement

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

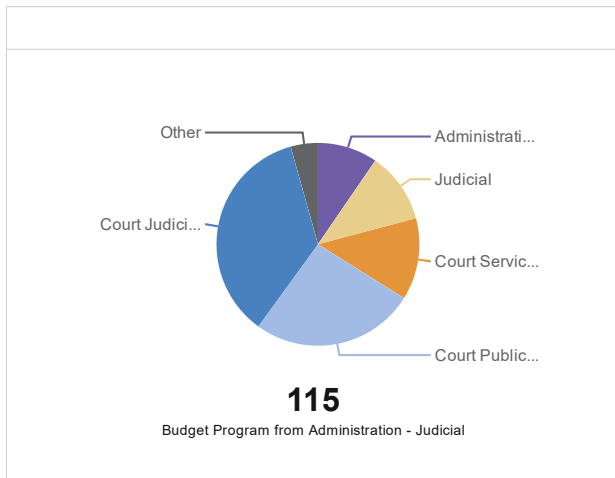
Programs

The following programs are included in this department:

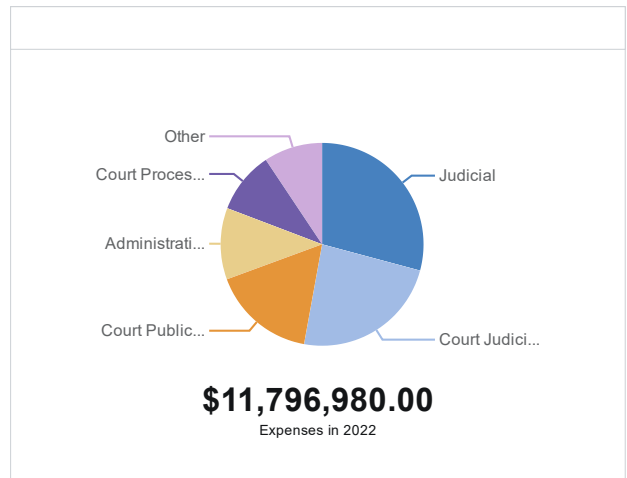
Administration
Court Services
Judicial
Judicial Services
Public Services

Case Processing Service Fund
Judicial Collection Enhancement Fund (JCEF)
Covid-19 Disaster Relief
Fill The Gap Fund

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	9,825,289	11,353,700	9,836,710	11,538,940
▶ Salaries and Benefits	8,020,052	8,406,380	7,625,550	8,812,920
▶ Services	1,577,273	2,647,300	2,109,180	2,426,000
▶ Supplies	227,964	300,020	101,980	300,020
▼ Capital	33,105	258,040	12,760	258,040
▶ Capital Outlay	33,105	258,040	12,760	258,040
Total	9,858,394	11,611,740	9,849,470	11,796,980

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	9,858,394	11,611,740	9,849,470	11,796,980
▶ The General Fund	9,436,783	10,225,620	8,816,410	10,658,630
▶ Special Revenue Funds	421,612	1,386,120	1,033,060	1,138,350
Total	9,858,394	11,611,740	9,849,470	11,796,980

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$11,796,980 reflects an increase of \$185,240 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

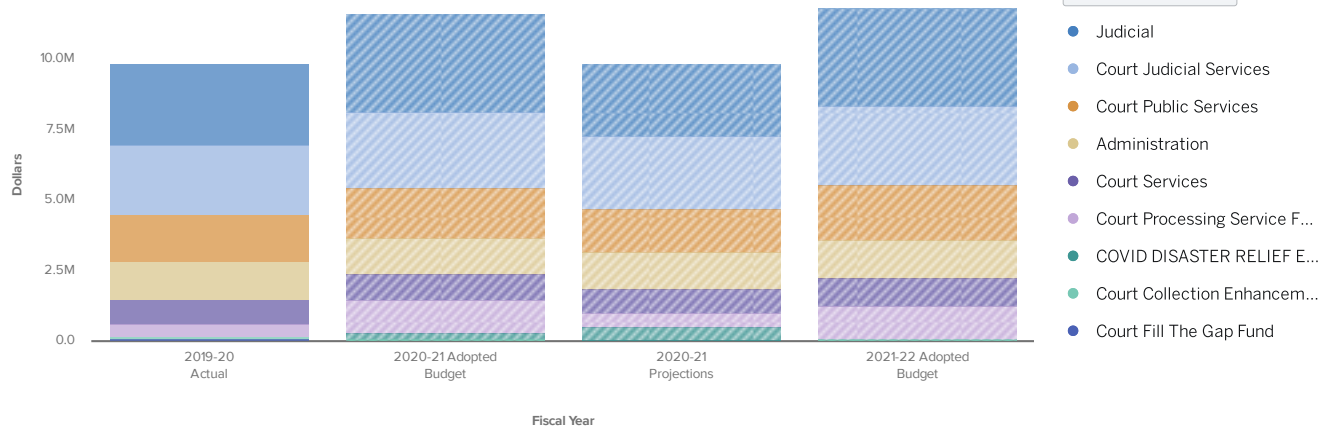
- Increase in salary and employee related expenses by \$406,540
- Decrease in COVID-19 disaster relief funding by \$200,000

Trends

The signing of the new legislations will have a significant impact on court revenues and workload related with the passing of Proposition 207-Marijuana Legalization or Smart and Safe Arizona Act and Senate Bill 1551. Proposition 207 allows a person who has been arrested for, charged with, adjudicated or convicted by trial or plea of or sentenced for specified offenses to petition the court to have the marijuana related criminal record expunged. Proposition 207 will also impose a 16% excise tax on marijuana sales to fund public programs for the State of Arizona. Senate Bill 1551 ends the practice of suspending or restricting a person's driver's license for failure to pay a civil penalty, surcharge, or assessment alone. The bill also reinstates the driving privileges of Arizona drivers whose licenses had been suspended or restricted for failure to pay civil traffic violations only.



Visualization



Accomplishments

Tucson City Court upgraded all courtrooms with new audio-visual equipment that allows for easy access for virtual hearings. The court constructed a new spacious Jury Assembly room on the 6th floor of the courthouse, which accommodates summoned jurors to assemble at Tucson City Court rather than at Pima County Superior Court.

Future Objectives

Tucson City Court continues to enhance their customer service delivery. The Court was awarded COVID-19 relief funding through the CARES Act and a CESF Grant to assist with additional expenses incurred due to the pandemic. These funds paid for overtime work for staff due to the increased workload and backlogs, it also paid to staff the Night Court, and offer extended evening hours to the Public utilizing an outside public service window. Tucson City Court continues to develop problem solving courts and restorative justice service models to facilitate public access to court services.



Administration

Fiscal Year 2021/22

Purpose

Provide administration, efforts, support, and effectiveness to City Court.

Task

Facilitate personnel management, facilities management, procurement, financial, budget, contract management, and manage information technology needs.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,333,185	1,302,290	1,299,150	1,345,230
▶ Salaries and Benefits	992,338	934,010	928,210	977,840
▶ Services	263,022	300,080	278,480	299,190
▶ Supplies	77,825	68,200	92,460	68,200
▼ Capital	0	0	12,760	0
▶ Capital Outlay	0	0	12,760	0
Total	1,333,185	1,302,290	1,311,910	1,345,230

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,333,185	1,302,290	1,311,910	1,345,230
▶ The General Fund	1,333,185	1,302,290	1,311,910	1,345,230
Total	1,333,185	1,302,290	1,311,910	1,345,230



Court Services

Fiscal Year 2021/22

Purpose

Oversee the records management section of the court including retention and the destruction of court files.

Task

Process case file requests, motions, set-asides, records requests, and appeals. Monitor electronic functions such as document scanning, computerized case tracking, and e-citations.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	882,672	928,080	815,780	1,006,340
▶ Salaries and Benefits	873,343	910,210	797,910	988,870
▶ Services	9,329	17,870	17,870	17,470
Total	882,672	928,080	815,780	1,006,340

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	882,672	928,080	815,780	1,006,340
▶ The General Fund	882,672	928,080	815,780	1,006,340
Total	882,672	928,080	815,780	1,006,340



Judicial

Fiscal Year 2021/22

Purpose

Adjudicate a variety of cases that are usually tried before a jury.

Task

Adjudicate a variety of cases including traffic, driving under the influence (DUI), drug possession, shoplifting, domestic violence, and other city code violations.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,882,147	3,453,300	2,567,100	3,441,530
▶ Salaries and Benefits	1,934,436	1,977,350	1,807,470	1,967,980
▶ Services	942,493	1,453,600	754,880	1,451,200
▶ Supplies	5,218	22,350	4,750	22,350
Total	2,882,147	3,453,300	2,567,100	3,441,530

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,882,147	3,453,300	2,567,100	3,441,530
▶ The General Fund	2,478,937	2,339,740	2,113,900	2,335,500
▶ Special Revenue Funds	403,210	1,113,560	453,200	1,106,030
Total	2,882,147	3,453,300	2,567,100	3,441,530



Judicial Services

Fiscal Year 2021/22

Purpose

Provide clerical support to the magistrates.

Task

Assist with courtroom proceedings, update cases in the court's electronic case management system, and oversee the management of the daily court calendar.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,472,170	2,698,750	2,573,650	2,793,670
▶ Salaries and Benefits	2,446,856	2,634,300	2,510,650	2,746,410
▶ Services	25,305	64,450	63,000	47,260
▶ Supplies	9	0	0	0
Total	2,472,170	2,698,750	2,573,650	2,793,670

Program Budget By Funding Source

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Governmental Funds	2,472,170	2,698,750	2,573,650	2,793,670
Total	2,472,170	2,698,750	2,573,650	2,793,670



Public Services

Fiscal Year 2021/22

Purpose

Assist the public with processing various court-related orders.

Task

Provide court information, set civil and parking hearings, accept and process various court-ordered documents presented by citizens, and process payments. Provide customer service to individuals inquiring by telephone and citizens filing Orders of Protection and Injunctions Against Harassment.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,674,136	1,767,540	1,534,210	1,950,180
▶ Salaries and Benefits	1,601,950	1,670,930	1,460,960	1,853,670
▶ Services	72,161	96,610	73,250	96,510
▶ Supplies	25	0	0	0
Total	1,674,136	1,767,540	1,534,210	1,950,180

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,674,136	1,767,540	1,534,210	1,950,180
▶ The General Fund	1,674,136	1,767,540	1,534,210	1,950,180
Total	1,674,136	1,767,540	1,534,210	1,950,180



Case Processing Service Fund

Fiscal Year 2021/22

Purpose

The fund was established to cover case processing costs incurred by the court.

Task

Assist tasks to process credit card processing fees, cost of a bond clerk at the Pima County Jail, postage costs for mailing parking notices to define per ordinance, bond card publication, and court security.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	421,652	906,160	528,100	904,410
▶ Services	264,067	514,690	522,820	514,370
▶ Salaries and Benefits	31,099	279,580	5,280	278,150
▶ Supplies	126,486	111,890	0	111,890
▶ Capital	0	258,040	0	258,040
Total	421,652	1,164,200	528,100	1,162,450

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	421,652	1,164,200	528,100	1,162,450
▶ The General Fund	421,652	1,164,200	528,100	1,162,450
Total	421,652	1,164,200	528,100	1,162,450



Judicial Collection Enhancement Fund (JCEF)

Fiscal Year 2021/22

Purpose

The fund was established by the Arizona Supreme Court to appropriate monies to enhance the ability to collect and manage judicial collection assessed or received by the courts.

Task

Collect and management monies to improve court automation projects to assist in case processing or the administration of justice.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	60,199	97,580	0	97,580
▶ Supplies	0	97,580	0	97,580
▶ Salaries and Benefits	59,804	0	0	0
▶ Services	394	0	0	0
Total	60,199	97,580	0	97,580

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	60,199	97,580	0	97,580
▶ The General Fund	60,199	97,580	0	97,580
Total	60,199	97,580	0	97,580



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	18,402	200,000	510,140	0
▶ Services	0	200,000	390,300	0
▶ Salaries and Benefits	0	0	115,070	0
▶ Supplies	18,402	0	4,770	0
Total	18,402	200,000	510,140	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	18,402	200,000	510,140	0
▼ Special Revenue Funds	18,402	200,000	510,140	0
▶ Other Federal Grant Fund	18,402	200,000	510,140	0
Total	18,402	200,000	510,140	0



Fill the Gap Fund

Fiscal Year 2021/22

Purpose

The fund was established by the Arizona Supreme Court for courts to improve and enhance the ability to collect and manage monies assessed or received by the courts.

Task

Collect and manage monies to improve court automation projects to assist in case processing or the administration of justice.

*The program funding expired in Fiscal Year 2020/21.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	80,727	0	8,580	0
▶ Salaries and Benefits	80,226	0	0	0
▶ Services	501	0	8,580	0
▶ Capital	33,105	0	0	0
Total	113,832	0	8,580	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	113,832	0	8,580	0
▶ The General Fund	113,832	0	8,580	0
Total	113,832	0	8,580	0



City Manager Overview

Fiscal Year 2021/22

Mission Statement

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

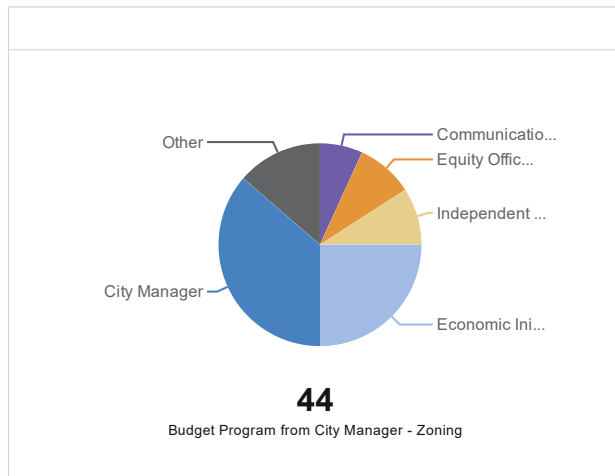
Programs

The following programs are included in this department:

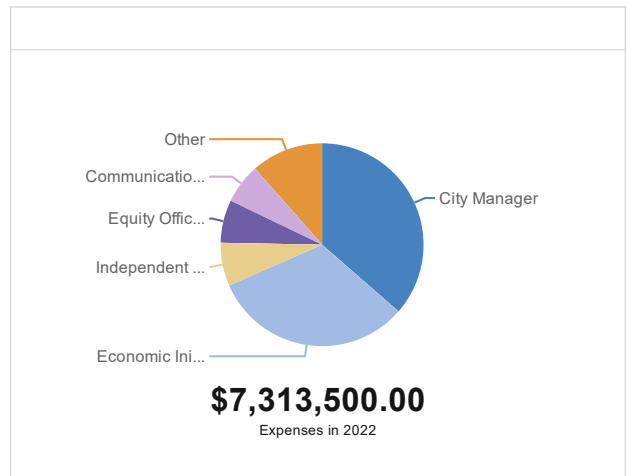
City Manager
Communications
Economic Initiatives and Annexations
Equal Opportunity Program
Independent Police Review

Innovation Office
Internal Audit
Zoning Examiner
Covid-19 Disaster Relief
Equity Office

Staff By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	5,157,566	10,834,690	5,889,800	7,313,500
▶ Salaries and Benefits	3,944,210	4,176,910	4,274,360	5,791,140
▶ Services	1,154,288	6,566,380	1,492,230	1,430,960
▶ Supplies	59,068	91,400	123,210	91,400
Total	5,157,566	10,834,690	5,889,800	7,313,500

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	5,157,566	10,834,690	5,889,800	7,313,500
▶ The General Fund	5,087,201	5,514,690	5,543,370	7,213,870
▶ Special Revenue Funds	70,366	5,320,000	346,430	99,630
Total	5,157,566	10,834,690	5,889,800	7,313,500

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$7,313,500 reflects a net decrease of \$3,521,190 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in Mayor and Council priorities for the Resilient Recovery Program* by \$816,040
- Increase in Mayor and Council priorities for the Community Safety Program** by \$373,260
- Increase in Mayor and Council priorities for the Equity Program*** by \$176,020
- Decrease in COVID-19 disaster relief funding by \$5,320,000

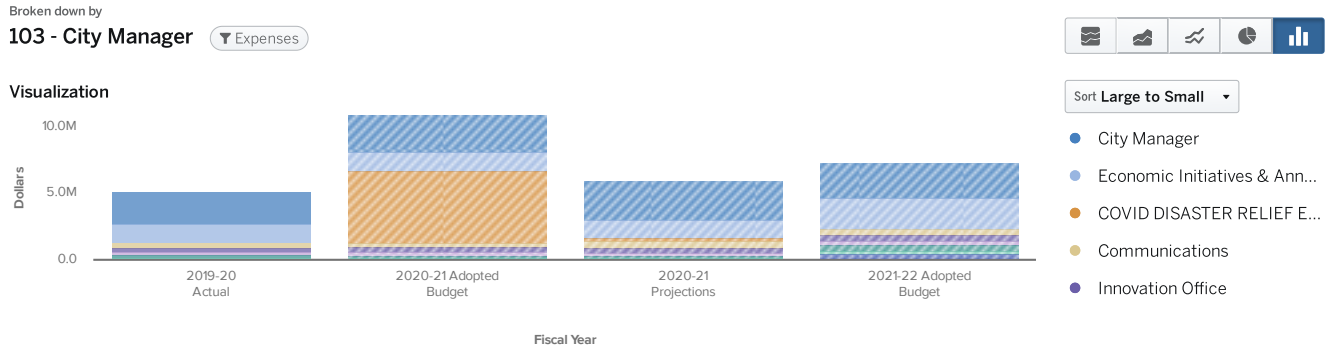
* Resilient Recovery program includes the Ignite Tucson and 5 full-time employees under Small Business Support and Development Project.

** Community Safety Program will expand the Independent Police Auditor's Office.

*** Equity program includes 2 new full-time employees.

Trends

The office of the City Manager has experienced growth in terms of personnel and programs in the last two years. The increase in personnel budget is mainly due to the establishment of the Equity Office and other initiatives that support Mayor and Council's initiatives, such as Small Business Support and Development, and the Community Safety Program.



Accomplishments

The City Manager's Office completed the market study to level employees' wages and salaries to market level. Successfully added positions to support the Mayor and Council priorities such as the Resilient Recovery, Community Safety, and Equity Programs.

Future Objectives

The City Manager's office will continue to provide excellent leadership to City departments, will strive to make Tucson's community a better place for its residents, and build a brilliant tomorrow.



City Manager

Fiscal Year 2021/22

Purpose

Carry out Mayor and Council's policy decisions.

Task

Provide executive oversight to City departments and provide planning and development of programs in response to community needs. Create a culture of integrity, inclusivity, and trust.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,203,623	2,429,630	2,566,430	2,385,700
▶ Salaries and Benefits	2,027,829	2,175,960	2,319,040	2,136,110
▶ Services	138,831	190,430	216,370	186,350
▶ Supplies	36,963	63,240	31,020	63,240
Total	2,203,623	2,429,630	2,566,430	2,385,700

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,203,623	2,429,630	2,566,430	2,385,700
▶ The General Fund	2,179,585	2,429,630	2,423,110	2,298,070
▶ Special Revenue Funds	24,038	0	143,320	87,630
Total	2,203,623	2,429,630	2,566,430	2,385,700



Communications

Fiscal Year 2021/22

Purpose

Provide management and oversight of the City Manager's Office communications.

Task

Disseminate the City Manager's information across all levels of government; within City government, the State of Arizona, federal government, and to the Tucson community. Maintain communications programs that include media response and public information, the City of Tucson website, email, and social media properties.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	369,401	368,780	612,050	464,000
▶ Salaries and Benefits	218,186	176,670	271,460	270,130
▶ Services	146,875	184,270	264,450	186,030
▶ Supplies	4,340	7,840	76,140	7,840
Total	369,401	368,780	612,050	464,000

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	369,401	368,780	612,050	464,000
▶ The General Fund	369,401	368,780	512,050	464,000
▶ Special Revenue Funds	0	0	100,000	0
Total	369,401	368,780	612,050	464,000



Economic Initiatives and Annexation

Fiscal Year 2021/22

Purpose

Ensure prosperity in the City of Tucson by strengthening the City’s competitiveness and economic growth through annexation.

Task

Manage annual contracts with Visit Tucson, the Business Improvement District (BID), and facilitate the Request for Proposal (RFP) process through the Economic and Workforce Development Selection Committee. Endeavor to raise the quality of life of Tucson citizens by facilitating investments, stimulating business activities, and promoting economic activities.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,353,677	1,437,750	1,431,870	2,338,720
▶ Salaries and Benefits	576,303	688,390	564,520	1,465,210
▶ Services	764,074	735,030	856,320	859,180
▶ Supplies	13,301	14,330	11,030	14,330
Total	1,353,677	1,437,750	1,431,870	2,338,720

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,353,677	1,437,750	1,431,870	2,338,720
▶ The General Fund	1,353,677	1,437,750	1,431,870	2,326,720
▶ Special Revenue Funds	0	0	0	12,000
Total	1,353,677	1,437,750	1,431,870	2,338,720



Equal Opportunity Program

Fiscal Year 2021/22

Purpose

Responsible for the City of Tucson’s compliance with the City’s Administrative Directives and Federal Equal Employment Opportunity rules and regulations.

Task

Facilitate adherence to all discrimination and employment policies, laws, and regulations. Investigates discrimination/wrongful conduct claims, both internal and external. Provide certification of adherence to the Federal Equal Employment Opportunity statute for hiring and promotions. Coordinate for employee reasonable accommodations under the Americans Disability Act (ADA), and employee relations.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	258,448	287,960	272,180	278,360
▶ Salaries and Benefits	252,912	271,590	259,250	261,830
▶ Services	5,070	13,870	10,430	14,030
▶ Supplies	466	2,500	2,500	2,500
Total	258,448	287,960	272,180	278,360

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	258,448	287,960	272,180	278,360
▶ The General Fund	258,448	287,960	272,180	278,360
Total	258,448	287,960	272,180	278,360



Independent Police Review

Fiscal Year 2021/22

Purpose

Ensures accessibility to City programs, facilities, and services for persons with disabilities and resolution to police misconduct.

Task

Investigate complaints of discrimination filed by citizens and City employees. Provide citizens with an external police review process to ensure thorough resolution of citizen complaints of police misconduct.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	223,407	130,910	131,920	504,580
▶ Salaries and Benefits	222,617	122,350	125,860	490,400
▶ Services	790	7,560	5,560	13,180
▶ Supplies	0	1,000	500	1,000
Total	223,407	130,910	131,920	504,580

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	223,407	130,910	131,920	504,580
▶ The General Fund	223,407	130,910	131,920	504,580
Total	223,407	130,910	131,920	504,580



Innovation Office

Fiscal Year 2021/22

Purpose

Coordinate and consult on city-wide innovation projects focusing on the three program areas of strategic planning, performance analytics, and process improvement.

Task

Review systems and or organizational performance. Analyze current processes and make improvements as needed.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	290,801	381,940	341,490	357,210
▶ Salaries and Benefits	237,578	335,020	319,340	310,280
▶ Services	49,999	45,030	20,260	45,040
▶ Supplies	3,225	1,890	1,890	1,890
Total	290,801	381,940	341,490	357,210

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	290,801	381,940	341,490	357,210
▶ The General Fund	290,801	381,940	341,490	357,210
Total	290,801	381,940	341,490	357,210



Internal Audit

Fiscal Year 2021/22

Purpose

Provide an independent and objective insight and information to the City Manager's for the purpose of improving the City's operations.

Task

Conduct audits, review, and analyze City departments' operations. Provide consultations, cost allocations studies, and provide oversight to special projects assigned by the City Manager.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	229,518	290,160	236,700	297,190
▶ Salaries and Benefits	227,559	228,100	231,530	234,750
▶ Services	1,868	62,060	5,170	62,440
▶ Supplies	91	0	0	0
Total	229,518	290,160	236,700	297,190

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	229,518	290,160	236,700	297,190
▶ The General Fund	229,518	290,160	236,700	297,190
Total	229,518	290,160	236,700	297,190



Zoning Examiner

Fiscal Year 2021/22

Purpose

Provide independent and professional review and analysis of zoning and land use changes, stolen property dispositions, and liquor license extension-of-premises cases.

Task

Participate in permit issuance and interpret changes in the zoning ordinance.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	182,364	187,560	186,550	187,740
▶ Salaries and Benefits	181,228	178,830	183,360	178,790
▶ Services	1,136	8,130	3,090	8,350
▶ Supplies	0	600	100	600
Total	182,364	187,560	186,550	187,740

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	182,364	187,560	186,550	187,740
▶ The General Fund	182,364	187,560	186,550	187,740
Total	182,364	187,560	186,550	187,740



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	46,328	5,320,000	103,110	0
▶ Services	45,645	5,320,000	103,080	0
▶ Supplies	683	0	30	0
Total	46,328	5,320,000	103,110	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	46,328	5,320,000	103,110	0
▶ Special Revenue Funds	46,328	5,320,000	103,110	0
Total	46,328	5,320,000	103,110	0



Equity Office

Fiscal Year 2021/22

Purpose

Advance equity in all aspects of city operations

Task

Ensure that all people have access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	0	0	7,500	500,000
▶ Salaries and Benefits	0	0	0	443,640
▶ Services	0	0	7,500	56,360
Total	0	0	7,500	500,000

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	0	0	7,500	500,000
▶ The General Fund	0	0	7,500	500,000
Total	0	0	7,500	500,000



Employee Health Benefits Overview

Fiscal Year 2021/22

Mission Statement

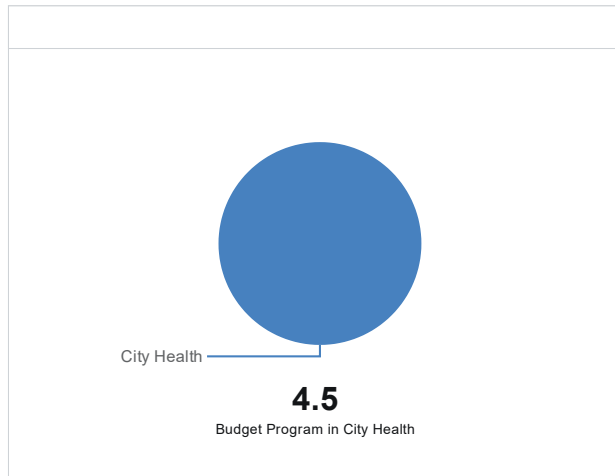
To provide health related benefits to City employees, City retirees, and qualified family members through various benefit plans administered by a combination of third-party administrators, and contractors. Medical claims are self-funded and administered through a third-party administrator; while other benefits will be funded through the purchase of fully insured contracts. The self-funded, medical program are overseen by a Board of Trustees.

Programs

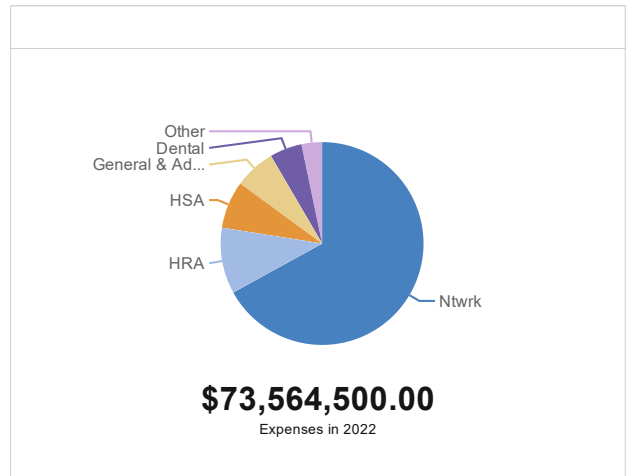
The following programs are included in this department:

- Dental Insurance
- Employee Assistance Program
- Life Insurance
- Long Term Disability
- Medical Insurance Benefits
- Vision Insurance

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	69,511,059	77,350,130	68,418,900	73,564,500
▶ Services	68,952,623	76,864,180	67,867,470	72,982,750
▶ Salaries and Benefits	552,709	481,750	547,770	577,550
▶ Supplies	5,728	4,200	3,660	4,200
Total	69,511,059	77,350,130	68,418,900	73,564,500

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	69,511,059	77,350,130	68,418,900	73,564,500
▶ Internal Service Funds	69,511,059	77,350,130	68,418,900	73,564,500
Total	69,511,059	77,350,130	68,418,900	73,564,500

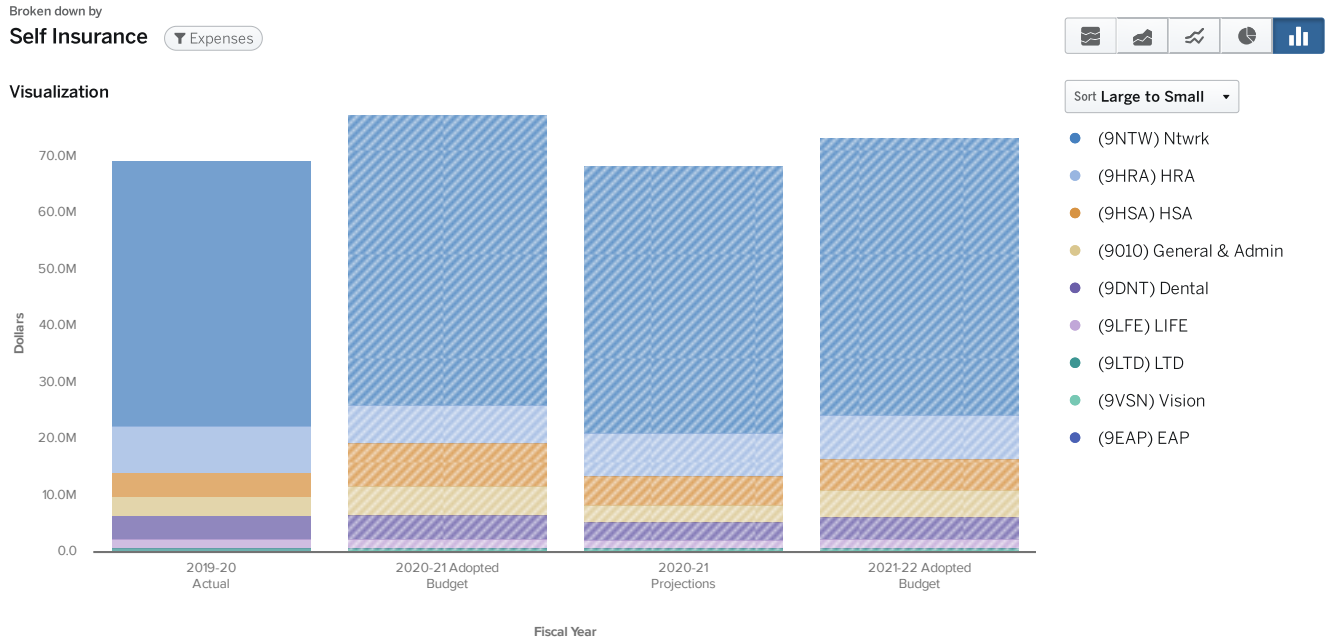
Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$73,564,500 reflects a net decrease of \$3,785,630 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Decrease in health insurance claims payments by \$2,486,710
- Decrease in health claims administration by \$973,200
- Decrease in health administrative services by \$478,860

Trends

The City of Tucson adopted a self-funded mechanism in Fiscal Year 2019/20 to provide health insurance and over the long term it should result in savings compared to purchasing a fully insured product from a major carrier. However, even with the savings, the overall trend of health care is increasing significantly, and the City anticipates the total cost to increase over time.



Accomplishments

The Self-Insured Health Benefits Trust has been operating without any major issues for the past two years.

Future Objectives

The City will continue to strategically pursue long-term approaches to alleviate the rising cost of health care insurance to the City while still providing comprehensive health care for employees, retirees, and their qualified family members.



Dental Insurance

Fiscal Year 2021/22

Purpose

Provide dental insurance to City employees.

Task

Procure cost effective benefit contracts and provide the best available dental insurance options to City employees.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	4,092,914	4,228,020	3,152,530	3,783,570
▶ Services	4,092,914	4,228,020	3,152,530	3,783,570
Total	4,092,914	4,228,020	3,152,530	3,783,570

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	4,092,914	4,228,020	3,152,530	3,783,570
▶ Internal Service Funds	4,092,914	4,228,020	3,152,530	3,783,570
Total	4,092,914	4,228,020	3,152,530	3,783,570



Employee Assistance Program

Fiscal Year 2021/22

Purpose

Provide employee assistance program to assist with stress of financial, mental health or other employee personal challenges.

Task

Procure cost effective benefit contracts for employee assistance program and invest in the well-being of city employees.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	63,297	63,880	64,090	67,160
▶ Services	63,297	63,880	64,090	67,160
Total	63,297	63,880	64,090	67,160

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	63,297	63,880	64,090	67,160
▶ Internal Service Funds	63,297	63,880	64,090	67,160
Total	63,297	63,880	64,090	67,160



Life Insurance

Fiscal Year 2021/22

Purpose

Provide life insurance to City employees.

Task

Procure cost effective benefit contracts for life insurance for city employees.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,679,167	1,664,680	1,510,540	1,607,420
▶ Services	1,679,167	1,664,680	1,510,540	1,607,420
Total	1,679,167	1,664,680	1,510,540	1,607,420

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	1,679,167	1,664,680	1,510,540	1,607,420
▶ Internal Service Funds	1,679,167	1,664,680	1,510,540	1,607,420
Total	1,679,167	1,664,680	1,510,540	1,607,420



Long Term Disability

Fiscal Year 2021/22

Purpose

Provide long-term disability insurance to City employees.

Task

Procure cost effective benefit contracts for long-term disability for city employees.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	396,949	392,570	321,370	377,000
▶ Services	396,949	392,570	321,370	377,000
Total	396,949	392,570	321,370	377,000

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	396,949	392,570	321,370	377,000
▶ Internal Service Funds	396,949	392,570	321,370	377,000
Total	396,949	392,570	321,370	377,000



Medical Insurance Benefits

Fiscal Year 2021/22

Purpose

Provide City employees access to different coverage options for health insurance.

Task

Provide employees with health insurance through three different plans including Health Reimbursement Arrangement (HRA) with a high deductible plan, Health Savings Account (HSA) and network plan.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	62,937,217	70,658,440	63,030,330	67,372,540
▶ Services	62,378,781	70,172,490	62,478,900	66,790,790
▶ Salaries and Benefits	552,709	481,750	547,770	577,550
▶ Supplies	5,728	4,200	3,660	4,200
Total	62,937,217	70,658,440	63,030,330	67,372,540

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	62,937,217	70,658,440	63,030,330	67,372,540
▶ Internal Service Funds	62,937,217	70,658,440	63,030,330	67,372,540
Total	62,937,217	70,658,440	63,030,330	67,372,540



Vision Insurance

Fiscal Year 2021/22

Purpose

Provide City employees access to vision insurance.

Task

Manage vision program administered through Avesis to City employees.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	341,516	342,540	340,040	356,810
▶ Services	341,516	342,540	340,040	356,810
Total	341,516	342,540	340,040	356,810

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	341,516	342,540	340,040	356,810
▶ Internal Service Funds	341,516	342,540	340,040	356,810
Total	341,516	342,540	340,040	356,810



Environmental and General Services Overview

Fiscal Year 2021/22

Mission Statement

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

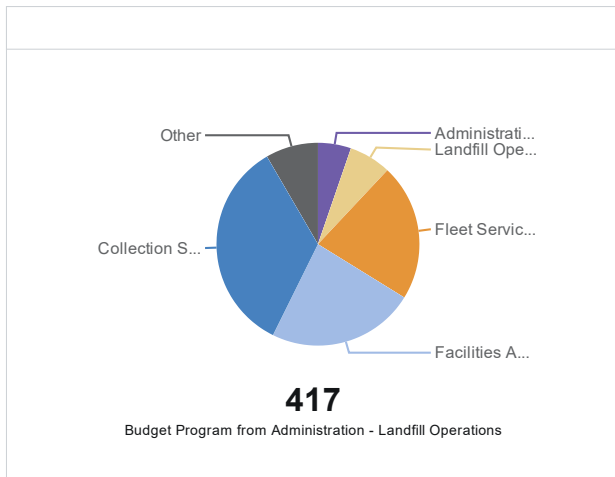
Programs

The following programs are included in this department:

- Administration
- Code Enforcement
- Collections
- Environmental Compliance
- Facilities
- Fleet Services

- Graffiti Abatement
- Groundwater Protection
- Landfill Operations
- Other Requirements
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	90,261,730	102,848,130	97,376,530	102,618,280
▶ Services	46,145,331	50,970,290	50,772,960	50,616,500
▶ Salaries and Benefits	29,562,819	35,065,840	29,145,290	35,655,760
▶ Supplies	14,553,579	16,812,000	17,458,280	16,346,020
▼ Capital	9,802,219	12,508,000	12,085,350	14,778,000
▶ Capital Outlay	5,217,942	6,258,000	6,240,350	7,178,000
▶ Capital Improvement Projects	4,584,277	6,250,000	5,845,000	7,600,000
▼ Debt Service Obligations	1,054,492	1,062,400	1,062,400	1,241,730
▶ Debt Service	1,054,492	1,062,400	1,062,400	1,241,730
Total	101,118,440	116,418,530	110,524,280	118,638,010

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	51,972,030	60,168,800	56,806,970	62,733,580
▶ Enterprise Funds	51,972,030	60,168,800	56,806,970	62,733,580
▼ Governmental Funds	49,146,411	56,249,730	53,717,310	55,904,430
▶ The General Fund	49,016,016	55,209,730	51,697,890	55,904,430
▶ Special Revenue Funds	130,395	1,040,000	2,019,420	0
Total	101,118,440	116,418,530	110,524,280	118,638,010

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$118,638,010 reflects a net decrease of \$2,219,480 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in salary and employee related expenses by \$589,920
- Increase in fleet maintenance expenses by \$217,500
- Increase in energy management control system upgrade (EMCS) by \$200,000
- Increase in Capital Improvement Projects on Los Reales Landfill and others by \$2,225,000
- Increase in debt service payments by \$179,330
- Decrease in COVID-19 disaster relief funding by \$ 1,040,000

Trends

Re-envisioning the City’s recycling and waste reduction program consistent with Zero Waste principles continues to be a priority. The department is also embarking on the deployment of high impact low-cost projects at Los Reales Sustainability Campus consistent with the City of Tucson Declaration of Climate Emergency.

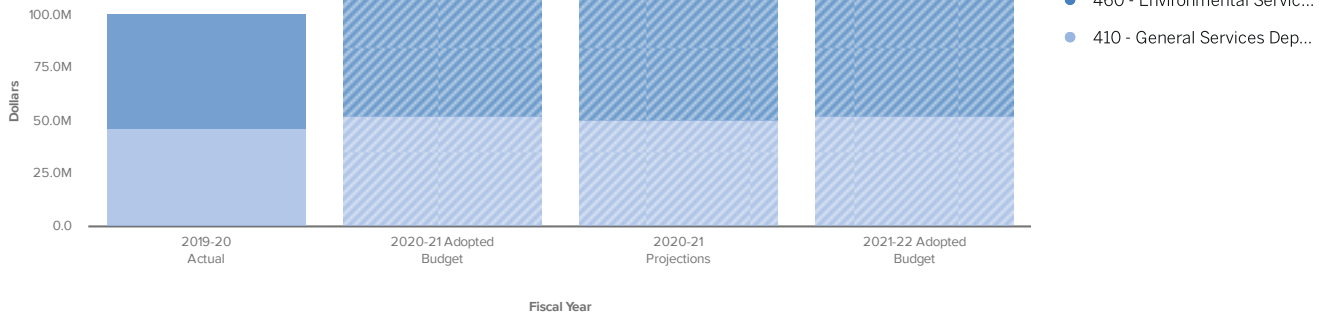
Broken down by

Department/Unit* Expenses



Visualization

Sort **Large to Small**



Accomplishments

The Environmental and General Services was successful at having uninterrupted internal and external services during the COVID-19 pandemic. The department also had a successful transition from glass recycling to glass reuse program.

Future Objectives

The department continues to evaluate the effectiveness and efficiency of the various work units and programs; the office is also taking an active role in addressing community wide clean-up requests resulting from homelessness encampments and implementation of various initiatives and projects intended to address climate change.



Administration

Fiscal Year 2021/22

Purpose

Provide general oversight by setting direction and policy, including rates, developing, and managing the department's operating and capital budgets, providing administrative and clerical support, and ensuring that customers are provided excellent services.

Task

Develop a full cost of service model for all environmental services as to fully design a rate structure to fully fund all the services and programs.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	6,934,579	6,838,840	6,498,830	6,945,910
▶ Services	4,586,978	3,919,770	4,042,740	3,914,250
▶ Salaries and Benefits	2,186,741	2,688,340	2,199,860	2,778,490
▶ Supplies	160,860	230,730	256,230	253,170
▼ Capital	62,338	30,000	37,750	30,000
▶ Capital Outlay	62,338	30,000	37,750	30,000
Total	6,996,917	6,868,840	6,536,580	6,975,910

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	6,580,878	6,241,160	6,053,720	6,343,990
▶ Enterprise Funds	6,580,878	6,241,160	6,053,720	6,343,990
▼ Governmental Funds	416,039	627,680	482,860	631,920
▶ The General Fund	416,039	627,680	482,860	631,920
Total	6,996,917	6,868,840	6,536,580	6,975,910



Code Enforcement

Fiscal Year 2021/22

Purpose

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

Task

Implement all the recommendations outlined by the Independent Audit and Performance Commission intended to improve the efficiency and effectiveness of the code enforcement program.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,739,523	2,103,440	1,988,340	2,158,170
▶ Salaries and Benefits	1,346,275	1,503,210	1,388,110	1,554,210
▶ Services	376,419	560,630	559,630	564,540
▶ Supplies	16,830	39,600	40,600	39,420
Total	1,739,523	2,103,440	1,988,340	2,158,170

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,739,523	2,103,440	1,988,340	2,158,170
▶ The General Fund	1,739,523	2,103,440	1,988,340	2,158,170
Total	1,739,523	2,103,440	1,988,340	2,158,170



Collections

Fiscal Year 2021/22

Purpose

Provide 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, including residential brush and bulk collections, container maintenance, and collects recycles, and disposes of hazardous materials such as automotive fluids, batteries, paint products, cleaning products, flammable materials, reactive materials, corrosives and poisons.

Task

Operate and deliver an effective and efficient refuse and recycling collection services through great customer service.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	21,867,347	24,510,820	23,025,410	24,598,260
▶ Salaries and Benefits	11,050,184	12,040,140	10,644,220	12,132,500
▶ Services	8,697,156	9,686,150	9,554,210	9,768,820
▶ Supplies	2,120,008	2,784,530	2,826,980	2,696,940
▼ Capital	4,524,383	4,575,000	4,425,720	4,575,000
▶ Capital Outlay	4,524,383	4,575,000	4,425,720	4,575,000
Total	26,391,730	29,085,820	27,451,130	29,173,260

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	26,391,730	29,085,820	27,451,130	29,173,260
▶ Enterprise Funds	26,391,730	29,085,820	27,451,130	29,173,260
Total	26,391,730	29,085,820	27,451,130	29,173,260



Environmental Compliance

Fiscal Year 2021/22

Purpose

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, including funding for Brownfields and Federal grants.

Task

Ensure that the City of Tucson complies with all environmental and regulatory compliance programs through the effective management and oversight of all permits.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	644,326	1,168,720	799,490	1,138,870
▶ Services	358,811	597,140	596,940	597,850
▶ Salaries and Benefits	283,302	566,220	196,990	535,660
▶ Supplies	2,214	5,360	5,560	5,360
Total	644,326	1,168,720	799,490	1,138,870

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	644,326	1,168,720	799,490	1,138,870
▶ Enterprise Funds	644,326	1,168,720	799,490	1,138,870
Total	644,326	1,168,720	799,490	1,138,870



Facilities

Fiscal Year 2022/23

Purpose

Ensures a healthy, functional, aesthetic, and sustainable building environment for all City employees and the public through development and oversight of long-term building plans and programs; detailed project scopes, cost estimates, design, construction documents; construction oversight for major new buildings; repairs, remodels, alteration and demolition projects; planning and scheduling ongoing and long-term facilities maintenance, repair, and custodial services; and planning and implementation for energy conservation and energy optimization efforts.

Task

Operate and deliver effective, efficient, and optimal facility management and maintenance programs.

Program Budget By Expense Category

Collapse All	2020-21 Actual	2021-22 Actual	2021-22 Adopted Budget	2021-22 Projections	2022-23 Actual	2022-23 Adopted Budget
▼ Operating	30,274,520	30,002,606	32,214,050	32,250,745	823,758	32,572,530
▶ Services	21,600,098	21,493,332	22,051,310	22,754,815	570,615	22,938,240
▶ Salaries and Benefits	7,331,756	6,962,233	8,452,800	8,019,140	252,997	7,917,350
▶ Supplies	1,342,666	1,547,041	1,709,940	1,476,790	147	1,716,940
Total	30,274,520	30,002,606	32,214,050	32,250,745	823,758	32,572,530

Program Budget By Funding Source

Collapse All	2020-21 Actual	2021-22 Actual	2021-22 Adopted Budget	2021-22 Projections	2022-23 Actual	2022-23 Adopted Budget
▼ Governmental Funds	30,274,520	30,002,606	32,214,050	32,250,745	823,758	32,572,530
▶ The General Fund	30,274,520	30,002,606	32,214,050	32,250,745	823,758	32,572,530
Total	30,274,520	30,002,606	32,214,050	32,250,745	823,758	32,572,530



Fleet Services

Fiscal Year 2021/22

Purpose

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

Task

Operate and deliver effective, efficient, and optimal fleet and maintenance programs.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	17,807,440	19,832,900	18,510,990	20,131,730
▶ Supplies	10,172,202	11,083,010	11,083,010	10,974,600
▶ Salaries and Benefits	5,977,546	6,904,130	5,577,820	7,029,590
▶ Services	1,657,691	1,845,760	1,850,160	2,127,540
▼ Capital	0	13,000	8,600	20,000
▶ Capital Outlay	0	13,000	8,600	20,000
Total	17,807,440	19,845,900	18,519,590	20,151,730

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	17,807,440	19,845,900	18,519,590	20,151,730
▶ The General Fund	17,807,440	19,845,900	18,519,590	20,151,730
Total	17,807,440	19,845,900	18,519,590	20,151,730



Graffiti Abatement

Fiscal Year 2021/22

Purpose

Ensure that graffiti is fully abated as soon as possible once it is reported.

Task

Provide enforcement and education on citywide removal of graffiti and provide resources to the public to report, prevent and assist with graffiti removal.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	557,721	745,500	683,340	748,560
▶ Services	477,422	556,420	556,420	556,840
▶ Salaries and Benefits	79,782	153,580	91,420	156,220
▶ Supplies	518	35,500	35,500	35,500
Total	557,721	745,500	683,340	748,560

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	557,721	745,500	683,340	748,560
▶ The General Fund	557,721	745,500	683,340	748,560
Total	557,721	745,500	683,340	748,560



Groundwater Protection

Fiscal Year 2021/22

Purpose

Protect the community from environmental hazards and public health and safety issues that can arise from old, closed landfills in the City. The department is responsible for maintenance, monitoring, and remediation at closed landfills, addressing the groundwater, soil, stormwater, and methane gas issues that may occur at these sites. The Groundwater Protection Fee directly funds these activities.

Task

Address any environmental impacts associated with any past and current solid waste facilities through the effective planning, design, and implementation of various environmental and infrastructure projects.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	709,471	2,261,520	1,688,640	2,321,080
▶ Services	591,365	1,559,830	1,559,830	1,623,970
▶ Salaries and Benefits	114,821	685,660	112,780	681,080
▶ Supplies	3,285	16,030	16,030	16,030
▼ Capital	0	243,000	243,000	243,000
▶ Capital Outlay	0	243,000	243,000	243,000
Total	709,471	2,504,520	1,931,640	2,564,080

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	709,471	2,504,520	1,931,640	2,564,080
▶ Enterprise Funds	709,471	2,504,520	1,931,640	2,564,080
Total	709,471	2,504,520	1,931,640	2,564,080



Landfill Operations

Fiscal Year 2021/22

Purpose

Provide 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 provide a clean environment.

Task

Operate and deliver effective, efficient and optimal landfilling services in full compliance with all environmental and regulatory mandates.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	5,881,561	6,143,380	6,018,620	6,203,010
▶ Services	3,071,096	2,958,090	3,087,830	3,252,740
▶ Salaries and Benefits	2,215,662	2,307,290	2,052,790	2,335,210
▶ Supplies	594,803	878,000	878,000	615,060
▼ Capital	592,120	1,372,000	1,525,280	1,410,000
▶ Capital Outlay	592,120	1,372,000	1,525,280	1,410,000
Total	6,473,681	7,515,380	7,543,900	7,613,010

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	6,473,681	7,515,380	7,543,900	7,613,010
▶ Enterprise Funds	6,473,681	7,515,380	7,543,900	7,613,010
Total	6,473,681	7,515,380	7,543,900	7,613,010



Other Requirements

Fiscal Year 2021/22

Purpose

Fund debt service and administrative service charges which compensates Tucson Water and the general government for services received (e.g., procurement, financial, human resources, etc.).

Task

Provide funding to support services provided by Tucson Water and the General Fund.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	5,533,174	6,315,800	6,119,690	6,158,640
▶ Services	6,207,724	6,315,800	6,119,690	6,158,640
▶ Salaries and Benefits	-674,550	0	0	0
▼ Debt Service Obligations	1,054,492	1,062,400	1,062,400	1,241,730
▶ Debt Service	1,054,492	1,062,400	1,062,400	1,241,730
Total	6,587,666	7,378,200	7,182,090	7,400,370

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	6,587,666	7,378,200	7,182,090	7,400,370
▶ Enterprise Funds	6,587,666	7,378,200	7,182,090	7,400,370
Total	6,587,666	7,378,200	7,182,090	7,400,370



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	130,395	1,040,000	2,019,420	0
▶ Services	37,925	1,040,000	1,429,790	0
▶ Supplies	92,469	0	589,630	0
Total	130,395	1,040,000	2,019,420	0

Program Budget By Funding Source

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↺ History ▾ ↻ Reset

Broken down by

Funds ▼ Department/Unit... ▼ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	130,395	1,040,000	2,019,420	0
▶ Special Revenue Funds	130,395	1,040,000	2,019,420	0
Total	130,395	1,040,000	2,019,420	0



Housing & Community Development

Fiscal Year 2021/22

Mission Statement

To make Tucson "Home for Everyone".

Programs

The following programs are included in this department:

Administration

Community Development

Contracts

Housing Choice Voucher Program (HCV)/Section 8

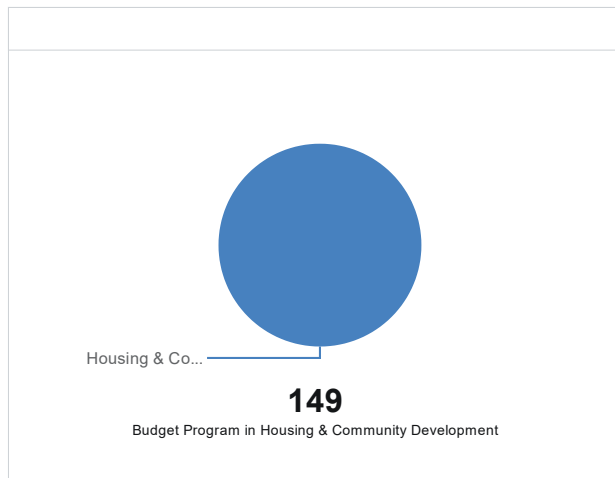
Planning and Community Development Administration

Public Housing Program

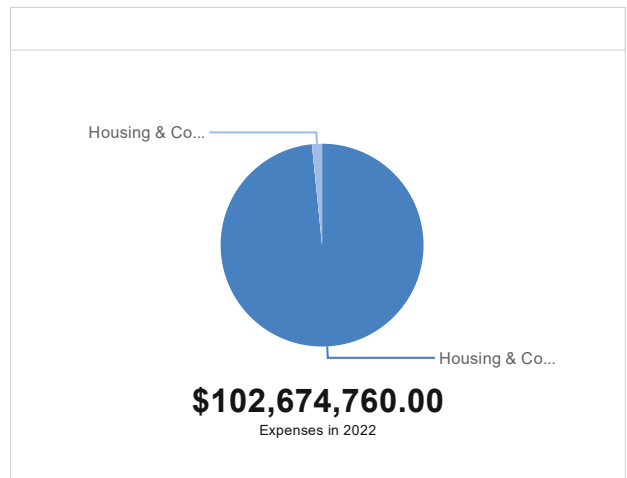
Tenant Services

Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Help ▼ Share ▼

Updated On 14 Jul, 2022

← Back ↻ History ▼ ↺ Reset

Broken down by

Expenses ▼ 114 - Housing & Community Dev...

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	70,456,045	125,940,790	125,424,238	101,019,960
▶ Services	57,995,404	112,827,240	112,728,119	87,002,260
▶ Salaries and Benefits	10,808,820	11,406,380	10,988,949	12,691,730
▶ Supplies	1,651,822	1,707,170	1,707,170	1,325,970
▼ Capital	3,298,922	4,887,360	4,887,360	1,654,800
▶ Capital Improvement Projects	1,472,488	4,829,000	4,829,000	1,650,000
▶ Capital Outlay	1,826,434	58,360	58,360	4,800
Total	73,754,968	130,828,150	130,311,598	102,674,760

Budget By Funding Source

Help ▼ Share ▼

Updated On 14 Jul, 2022

← Back ↻ History ▼ ↺ Reset

Broken down by

Funds ▼ 114 - Housing & Community Dev... ▼ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	55,044,271	112,123,080	111,228,010	85,844,380
▶ Special Revenue Funds	52,449,986	109,547,630	108,768,783	82,642,860
▶ The General Fund	2,594,285	2,575,450	2,459,227	3,201,520
▼ Proprietary Funds	18,710,697	18,705,070	19,083,588	16,830,380
▶ Enterprise Funds	18,710,697	18,705,070	19,083,588	16,830,380
Total	73,754,968	130,828,150	130,311,598	102,674,760

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$102,674,760 reflects a net decrease of \$28,153,390 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in salary and employee related expenses* by \$423,610
- Increase in Mayor and Council priorities for the Community Safety Program** by \$533,240
- Decrease in services by \$25,824,980
- Decrease in supplies by \$381,200
- Decrease in Capital Improvement Projects by \$3,232,560

*5 new full-time equivalent employees have been added to the Fiscal Year 2021/22 Adopted Budget.

**4 new full-time equivalent employees have been added to the Homeless Support Outreach Program for the Fiscal Year 2021/22 Adopted Budget.

Trends

Due to the COVID-19 pandemic, City of Tucson experienced many families with loss of income, falling behind on rent and utilities, and food insecurity. The department has been focusing on reducing public housing vacancies. Drafting of a transformation plan for the Choice planning grant area, known as Thrive in O5, for the revitalization of housing, and reduction of crime in the area. Greater collaboration and funding with nonprofit partners through the implementation of P-CHIP Plan and funding process.

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↻ History ▾ ↻ Reset

Broken down by

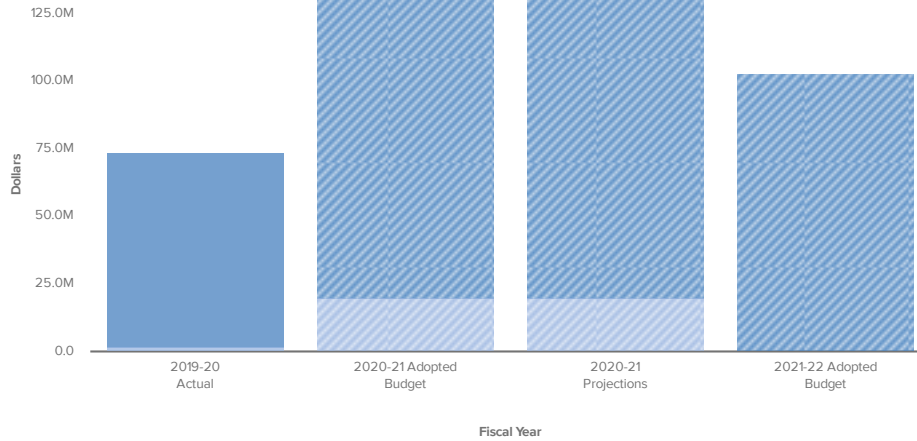
114 - Housing & Community Development Expenses



Sort Large to Small ▾

- Housing & Community Dev...
- COVID DISASTER RELIEF E...

Visualization



Accomplishments

Housing and Community Development (HCD) was tasked with assisting families on the waitlist for affordable housing, HCD was able to offer housing to over 965 families. Section 8/Housing Choice Voucher program made significant improvements with timeliness of inspections and housing payments. The inspection time dropped from an average of 13 days to 4 days and HCD decreased the average time of the first housing assistance payment from 39 days to 15 days. Due to the challenges of congregate shelters, HCD in collaboration with community partners, utilized hotels for persons who were COVID-19 positive or at high risk for COVID-19 and experiencing homelessness. As of this date, over 950 people have been sheltered and over 300 have been connected to permanent housing.

Future Objectives

HCD will be seeking the possibility of purchasing hotels for the use of bridge and supportive housing for persons experiencing homelessness. HCD will also develop a strategy and obtain Council approval for Public Housing Repositioning Plan. Other important objectives are to implement development strategies to expand affordable housing, submit Choice Implementation Application, develop interdepartmental strategies to reduce homelessness in coordination with Community, maintain Section 8 utilization at 105% of funding, and reach a public housing vacancy rate of less than 2%.



Administration

Fiscal Year 2021/22

Purpose	Task
Deliver administrative services to the department and City as needed.	Provide program, financial, personnel, and information technology management to the department. The administration program is also responsible for identifying and executing grants.

Program Budget By Expense Category

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Salaries and Benefits	\$ 860,053	\$ 2,360,610	\$ 1,201,168	\$ 1,541,880
Services	1,208,942	937,790	1,641,254	1,439,750
Supplies	39,787	92,280	18,990	22,220
Equipment	-	-	-	-
Total	\$ 2,108,782	\$ 3,390,680	\$ 2,861,412	\$ 3,003,850

Program Budget By Funding Source

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
General Fund	\$ -	\$ 656,470	\$ 402,185	\$ -
Other Federal Grants Fund	2,108,782	2,734,210	2,459,227	3,003,850
Total	\$ 2,108,782	\$ 3,390,680	\$ 2,861,412	\$ 3,003,850



Community Development

Fiscal Year 2021/22

Purpose

Support low-income homeowners.

Task

Provide resources to low-income homeowners in need of home repair.

Program Budget By Expense Category

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Salaries and Benefits	\$ 1,058,152	\$ 1,039,830	\$ 1,020,584	\$ 1,110,120
Services	7,882,877	7,751,610	7,750,333	4,797,020
Supplies	32,769	35,340	35,340	35,310
Total	\$ 8,973,798	\$ 8,826,780	\$ 8,806,257	\$ 5,942,450

Program Budget By Funding Source

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
General Fund	\$ 1,472,533	\$ 12,450	\$ -	\$ 1,167,380
Community Development Block Grant	7,501,265	8,814,330	8,806,257	4,775,070
Total	\$ 8,973,798	\$ 8,826,780	\$ 8,806,257	\$ 5,942,450



Contracts

Fiscal Year 2021/22

Purpose	Task
Oversee contract awards for the department.	Monitor received funding, report outcomes and financial data to funding sources. Contracts is also responsible for reporting to Mayor and Council, and the public on the impact of funded programs.

Program Budget By Expense Category

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Salaries and Benefits	\$ 1,128,485	\$ 1,708,860	\$ 1,115,840	\$ 1,199,670
Services	3,742,781	9,211,010	31,575,352	10,855,370
Supplies	52,944	21,816,520	13,610	41,030
Total	\$ 4,924,210	\$ 32,736,390	\$ 32,704,802	\$ 12,096,070

Program Budget By Funding Source

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
General Fund	\$ 932,202	\$ 1,708,860	\$ 1,859,372	\$ 1,836,470
HOME Investment Partnership	1,066,776	9,211,010	9,159,577	4,889,730
Miscellaneous Housing Grant Fund	2,925,232	21,816,520	21,685,853	5,369,870
Total	\$ 4,924,210	\$ 32,736,390	\$ 32,704,802	\$ 12,096,070



Housing Choice Voucher Program (HCV)/Section 8

Fiscal Year 2021/22

Purpose

Ensure the access of safe, sanitary, and affordable housing to Tucson residents.

Task

Provide rental assistance to eligible low-income individuals and families.

Program Budget By Expense Category

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Salaries and Benefits	\$ 2,076,373	\$ 2,954,930	\$ 2,383,280	\$ 2,820,170
Services	33,218,298	39,965,280	39,948,256	44,510,330
Supplies	66,599	160,600	160,600	156,300
Total	\$ 35,361,270	\$ 43,080,810	\$ 42,492,136	\$ 47,486,800

Program Budget By Funding Source

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Non-Federal Grants Fund	\$ 706,896	\$ 325,000	\$ 325,000	\$ 370,490
Public Housing Section 8 Fund	34,654,374	42,755,810	42,167,136	47,116,310
Total	\$ 35,361,270	\$ 43,080,810	\$ 42,492,136	\$ 47,486,800



Planning and Community Development Administration

Fiscal Year 2021/22

Purpose

Deliver administrative services to the department.

Task

Provide financial support to the Community Development and Contracts program areas as needed.

Program Budget By Expense Category

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Salaries and Benefits	\$ 107,859	\$ 68,060	\$ 68,060	\$ 68,060
Services	81,578	127,030	127,030	127,030
Supplies	113	2,580	2,580	2,580
Total	\$ 189,550	\$ 197,670	\$ 197,670	\$ 197,670

Program Budget By Funding Source

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
General Fund	\$ 189,550	\$ 197,670	\$ 197,670	\$ 197,670
Total	\$ 189,550	\$ 197,670	\$ 197,670	\$ 197,670



Public Housing Program

Fiscal Year 2021/22

Purpose	Task
Provide affordable housing to elderly and disabled persons and families.	Operate the 1,505 units of public housing available for this program. Four apartment complexes provide housing for the elderly and disabled persons: Tucson House, Craycroft Towers, Lander Garden Apartments, and the Martin Luther King Apartments. Family housing is scattered over 500 sites, from single-family homes to medium-sized apartment complexes.

Program Budget By Expense Category

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Salaries and Benefits	\$ 5,799,920	\$ 3,783,870	\$ 5,116,777	\$ 5,868,590
Services	11,528,305	13,506,720	12,435,361	9,891,420
Supplies	1,456,290	1,356,120	1,473,090	1,065,570
Equipment	1,826,434	58,360	58,360	4,800
Total	\$ 20,610,949	\$ 18,705,070	\$ 19,083,588	\$ 16,830,380

Program Budget By Funding Source

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Non-Public Housing Assitance (PHA) Asset	\$ 4,182,334	\$ 3,019,070	\$ 3,010,313	\$ 2,081,500
Public Housing (AMP) Fund	16,428,615	15,686,000	16,073,275	14,748,880
Total	\$ 20,610,949	\$ 18,705,070	\$ 19,083,588	\$ 16,830,380



Tenant Services

Fiscal Year 2021/22

Purpose

Help public housing tenants achieve greater financial independence.

Task

Combine housing assistance with counseling and education over a five-year period to help families reach economic independence.

Program Budget By Expense Category

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Salaries and Benefits	\$ 93,353	\$ 83,240	\$ 83,240	\$ 83,240
Services	1,917,500	1,709,760	1,709,760	1,709,760
Supplies	3,320	2,960	2,960	2,960
Total	\$ 2,014,173	\$ 1,795,960	\$ 1,795,960	\$ 1,795,960

Program Budget By Funding Source

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Miscellaneous Housing Grant Fund	\$ 2,014,173	\$ 1,795,960	\$ 1,795,960	\$ 1,795,960
Total	\$ 2,014,173	\$ 1,795,960	\$ 1,795,960	\$ 1,795,960



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -
Services	-	17,265,790	18,163,210	13,671,580
Supplies	-	-	-	-
Total	\$ -	\$ 17,265,790	\$ 18,163,210	\$ 13,671,580

Program Budget By Funding Source

	2019-20 Actual	2020-21 Budget	2020-21 Projections	2021-22 Budget
Disaster Relief Fund	\$ -	\$ 17,265,790	\$ 17,540,773	\$ 13,671,580
Total	\$ -	\$ 17,265,790	\$ 17,540,773	\$ 13,671,580



Human Resources Overview

Fiscal Year 2021/22

Mission Statement

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

***Beginning in Fiscal Year 2021/22 Human Resources has been consolidated into the Business Services Department**

Programs

The following programs are included in this department:

- Administration
- Operations
- Shared Services
- Covid-19 Disaster Relief

Department Expenses

***Budgets below are shown for historical years.**

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,437,248	2,689,990	2,466,400	0
▶ Salaries and Benefits	1,741,098	1,961,720	1,740,360	0
▶ Services	585,537	712,640	707,940	0
▶ Supplies	110,613	15,630	18,100	0
Total	2,437,248	2,689,990	2,466,400	0

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,437,248	2,689,990	2,466,400	0
▶ The General Fund	2,387,502	2,409,990	2,186,400	0
▶ Special Revenue Funds	49,746	280,000	280,000	0
Total	2,437,248	2,689,990	2,466,400	0

Trends

Broken down by

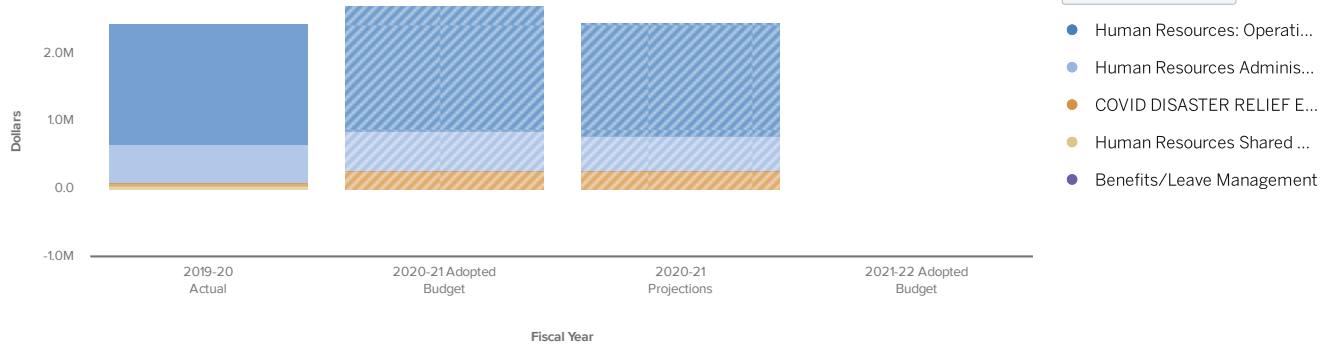
161 - Human Resources

Expenses



Sort **Large to Small**

Visualization





Administration

Fiscal Year 2021/22

Purpose

Provide oversight and management of all Human Resources functions in alignment with federal mandates, charter, code and civil service rules and administrative directives.

Task

Provide service as secretary and staff to the Civil Service Commission, manage labor relations with represented employee groups on behalf of the City Manager. Oversee education, training, employee development, administer family medical leave/military leave and the City wellness program.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	561,783	576,460	502,930	0
▶ Salaries and Benefits	332,999	453,980	399,290	0
▶ Services	160,131	106,850	85,540	0
▶ Supplies	68,653	15,630	18,100	0
Total	561,783	576,460	502,930	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	561,783	576,460	502,930	0
▶ The General Fund	561,783	576,460	502,930	0
Total	561,783	576,460	502,930	0



Operations

Fiscal Year 2021/22

Purpose

Oversee Workforce Development & Employee Engagement, Occupational Health and Leaves, HRIS/Records and Payroll.

Task

Provide a one stop service office for employees at City Hall.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,783,833	1,833,530	1,683,470	0
▶ Salaries and Benefits	1,408,099	1,507,740	1,341,070	0
▶ Services	375,734	325,790	342,400	0
Total	1,783,833	1,833,530	1,683,470	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,783,833	1,833,530	1,683,470	0
▶ The General Fund	1,783,833	1,833,530	1,683,470	0
Total	1,783,833	1,833,530	1,683,470	0



Shared Services

Fiscal Year 2021/22

Purpose

Provide department support through the establishment of satellite offices. Support the Classification and Compensation efforts throughout the City.

Task

Fulfill a consistent and standardized execution in recruiting, processing personnel actions, managing employee relations, coordinating payroll and establishing strategic roles with respective departments.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	41,925	0	0	0
▶ Supplies	41,925	0	0	0
Total	41,925	0	0	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	41,925	0	0	0
▶ The General Fund	41,925	0	0	0
Total	41,925	0	0	0



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	49,746	280,000	280,000	0
▶ Services	49,711	280,000	280,000	0
▶ Supplies	35	0	0	0
Total	49,746	280,000	280,000	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	49,746	280,000	280,000	0
▶ Special Revenue Funds	49,746	280,000	280,000	0
Total	49,746	280,000	280,000	0



Information Technology Overview

Fiscal Year 2021/22

Mission Statement

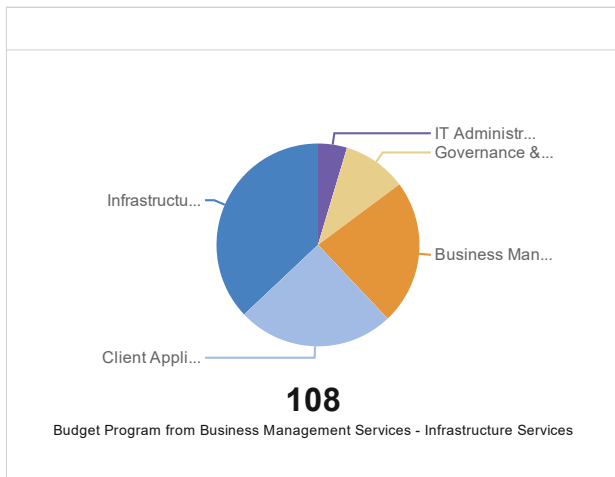
To enhance technology for the people of Tucson today and tomorrow based on citizen-centered government through technology. Information Technology Department values are: knowledge, simplicity, productive communication, collaboration, transparency, consistency, innovation, flexibility, and exceptional customer service.

Programs

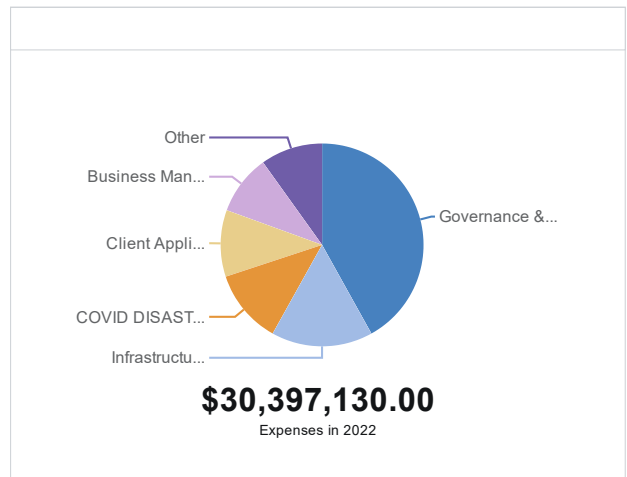
The following programs are included in this department:

- Administration
- Client Application Services
- Business Management Services
- Governance and Asset Management
- Managed Print Services
- Infrastructure Services
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	24,863,664	26,534,490	25,814,352	29,483,640
▶ Services	10,043,312	14,284,350	15,013,316	16,392,190
▶ Salaries and Benefits	10,213,781	11,293,870	9,725,326	12,135,180
▶ Supplies	4,606,571	956,270	1,075,710	956,270
▼ Capital	433,586	913,490	913,490	913,490
▶ Capital Outlay	152,997	898,490	804,595	898,490
▶ Capital Improvement Projects	280,589	15,000	108,895	15,000
Total	25,297,249	27,447,980	26,727,842	30,397,130

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	25,297,249	27,447,980	26,727,842	30,397,130
▶ The General Fund	21,828,142	25,332,980	24,612,842	26,797,130
▶ Special Revenue Funds	3,469,108	2,115,000	2,115,000	3,600,000
Total	25,297,249	27,447,980	26,727,842	30,397,130

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$30,397,130 reflects an increase of \$2,949,150 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in personnel related expenses* by \$841,310
- Increase in EnerGov annual software renewal by \$305,000
- Increase in IT project for distance learning by \$3,600,000

*5 new full-time equivalent positions for IT Transit Support have been added to the Fiscal Year 2021/22 Adopted Budget.

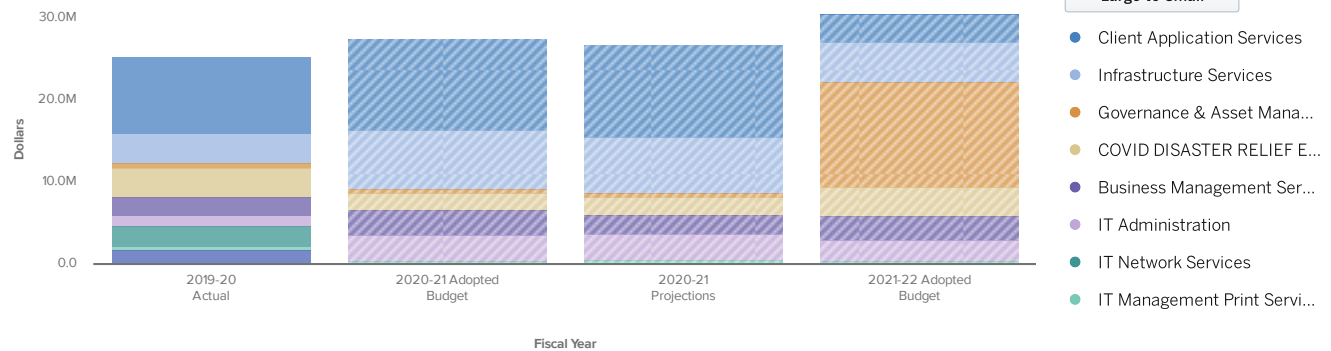
Trends

Throughout the year, the IT department worked to Enhance technology to support the increasing hybrid workforce and utilized technology to remotely monitor trends and resources. It also worked on reducing applications by consolidation of duplicate applications and retiring legacy applications. Strengthened cybersecurity posture by hardening systems, applications and network components. Utilized data to assist with data driven decisions by increased access to data analytics. Lastly, focused on the optimizations of City workflows & increased automation, and smart sourcing between public and private cloud options.

Broken down by

155 - Information Technology Expenses

Visualization



Accomplishments

The IT Department responded to over 34,400 requests for service while maintaining a 94% customer happiness rating. As a Covid-19 response, the department deployed more than 1,500 laptops, monitors and peripherals to enable hybrid work force. It also worked on an enterprise application implementation and consolidations included workflow optimization, after call support, online database options, and online signatures. Upgraded City phone system to support deployed soft phone capabilities and automated citizen call back. Built community wireless infrastructure to address City's digital divide. Application upgrades to ~30 City systems which impacted public safety operations (911, Police and Fire), time recording, and scheduling, assets management, and route optimization were completed. Established a Project Management/Quality Assurance & Training team to lead in standardized project management and training. Lastly, the department was successful in Establishing a Data Analytics/GIS team to provide quantitative information and spatial mapping to assist in data driven decisions.

Future Objectives

The IT Department seeks to work on expanding the Smart City investment to bring greater visibility to citizen impacting. The department will work towards an increase in access to data, data analytics and spatial computing. Modernization and simplification of network resources to adhere to good practices will also be a priority for the upcoming year. As well as asset standardization which will assist cyber security posture and visibility and the expansion internal communications tools to increase collaboration. Lastly, the IT Department will work on improving service based ITD support, development of analytics including of artificial intelligence and machine learning, and deployment of tools to increase enhance citizen services.



Administration

Fiscal Year 2021/22

Purpose

Lead and manage administrative responsibilities for the Information Technology Department in support of the department and City's vision, mission, and goals.

Task

Provide administrative leadership guidance and support, and facilitate management to the department. Key responsibilities include technology planning, financial stewardship, human resources support, and establishment and administration of standards and procedures.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,144,814	2,589,620	2,487,124	2,019,380
▶ Services	312,314	1,100,450	946,908	985,350
▶ Salaries and Benefits	704,088	532,900	589,316	777,760
▶ Supplies	128,412	956,270	950,900	256,270
▼ Capital	6,194	583,490	583,490	583,490
▶ Capital Outlay	6,194	583,490	583,490	583,490
Total	1,151,008	3,173,110	3,070,614	2,602,870

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,151,008	3,173,110	3,070,614	2,602,870
▶ The General Fund	1,151,008	3,173,110	3,070,614	2,602,870
Total	1,151,008	3,173,110	3,070,614	2,602,870



Client Application Services

Fiscal Year 2021/22

Purpose

Deliver citywide technology software improvements, enable technology changes and environment modernization, and provide maintenance and support functions including corrective, preventative, risk, and condition-based maintenance to maintain uptime and availability.

Task

Provide analysis, development, implementation, and on-going support of enterprise software applications, including public safety applications, internal applications that support City business processes, and constituent facing applications used by citizens. The Team also ensures application availability and manages the performance, availability, and stability of supporting systems and interfaces.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	9,317,313	11,074,380	11,127,791	3,229,980
▶ Services	6,288,102	7,898,340	7,898,340	41,000
▶ Salaries and Benefits	3,014,406	3,176,040	3,229,451	3,188,980
▶ Supplies	14,804	0	0	0
Total	9,317,313	11,074,380	11,127,791	3,229,980

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	9,317,313	11,074,380	11,127,791	3,229,980
▶ The General Fund	9,317,313	11,074,380	11,127,791	3,229,980
Total	9,317,313	11,074,380	11,127,791	3,229,980



Business Management Services

Fiscal Year 2021/22

Purpose

Proactively work with stakeholders to understand their technology requirements and assist in identifying and implementing innovative, value added technology solutions. Also, support and maintains City Internet Web Services.

Task

Provide technology project management support, technology training support and quality assurance services. Also, provide data analytics and GIS services, and promote increased public information and access to City services via web sites and applications.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,358,430	3,014,680	2,420,703	2,903,880
▶ Salaries and Benefits	2,006,106	2,972,870	2,334,504	2,867,300
▶ Services	277,568	41,810	86,199	36,580
▶ Supplies	74,756	0	0	0
Total	2,358,430	3,014,680	2,420,703	2,903,880

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,358,430	3,014,680	2,420,703	2,903,880
▶ The General Fund	2,358,430	3,014,680	2,420,703	2,903,880
Total	2,358,430	3,014,680	2,420,703	2,903,880



Governance and Asset Management

Fiscal Year 2021/22

Purpose

Develop, define and communicate processes to ensure the effective and efficient use of information technology throughout the City, including leading cyber security strategies, and technology asset management processes and procedures.

Task

Provide cyber security systems, tools, equipment, processes, and procedures to protect City technology systems, networks, computers, programs, and data from malicious digital attack. Also, develop and manage business practices combining financial, inventory, contractual and risk management tools, and techniques to manage the overall life cycle of City technology hardware and software.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	645,592	590,560	530,836	12,743,860
▶ Services	94,487	41,250	63,696	10,884,080
▶ Salaries and Benefits	455,848	549,310	467,140	1,159,780
▶ Supplies	95,256	0	0	700,000
Total	645,592	590,560	530,836	12,743,860

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	645,592	590,560	530,836	12,743,860
▶ The General Fund	645,592	590,560	530,836	12,743,860
Total	645,592	590,560	530,836	12,743,860



Managed Print Services

Fiscal Year 2021/22

Purpose

Partner with an external services provider to optimize and manage the City’s document output and costs.

Task

Provide consolidation of costs citywide for the management of network printers and malfunctioned devices that allows the City to both reduce printing costs and provide a higher level of service and reliability.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	410,706	403,820	476,864	403,820
▶ Services	410,706	403,820	476,864	403,820
Total	410,706	403,820	476,864	403,820

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	410,706	403,820	476,864	403,820
▶ The General Fund	410,706	403,820	476,864	403,820
Total	410,706	403,820	476,864	403,820



Infrastructure Services

Fiscal Year 2021/22

Purpose

Ensure a stable and secure computing and technology environment for City and citizen users of City owned and operated technology.

Task

Provide centralized data center, network and telephony operations and monitors and maintain City servers, storage, and related infrastructure to support City software applications. Also, provide citywide replacement of individual computing equipment, e-mail, and calendar support, as well as help desk services, and field support focusing on hardware and software for desktop and mobile computing units.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	3,508,863	6,746,430	6,528,035	4,582,170
▶ Salaries and Benefits	1,314,305	4,062,750	3,844,355	4,140,810
▶ Services	1,576,748	2,683,680	2,683,680	441,360
▶ Supplies	617,810	0	0	0
▼ Capital	106,891	330,000	330,000	330,000
▶ Capital Outlay	106,891	315,000	221,105	315,000
▶ Capital Improvement Projects	0	15,000	108,895	15,000
Total	3,615,754	7,076,430	6,858,035	4,912,170

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	3,615,754	7,076,430	6,858,035	4,912,170
▶ The General Fund	3,615,754	7,076,430	6,858,035	4,912,170
Total	3,615,754	7,076,430	6,858,035	4,912,170



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	6,977,971	8,861,430	8,643,035	8,182,170
▶ Services	1,605,703	4,798,680	4,798,680	4,041,360
▶ Salaries and Benefits	1,314,305	4,062,750	3,844,355	4,140,810
▶ Supplies	4,057,963	0	0	0
▼ Capital	106,891	330,000	330,000	330,000
▶ Capital Outlay	106,891	315,000	221,105	315,000
▶ Capital Improvement Projects	0	15,000	108,895	15,000
Total	7,084,861	9,191,430	8,973,035	8,512,170

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	7,084,861	9,191,430	8,973,035	8,512,170
▶ The General Fund	3,615,754	7,076,430	6,858,035	4,912,170
▶ Special Revenue Funds	3,469,108	2,115,000	2,115,000	3,600,000
Total	7,084,861	9,191,430	8,973,035	8,512,170



Parks and Recreation Overview

Fiscal Year 2021/22

Mission Statement

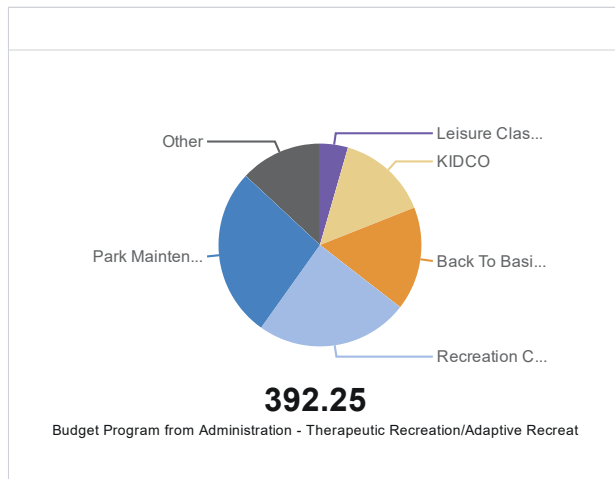
To provide a park system offering safe and high-quality recreational programs and services for Tucsonans of all ages and abilities.

Programs

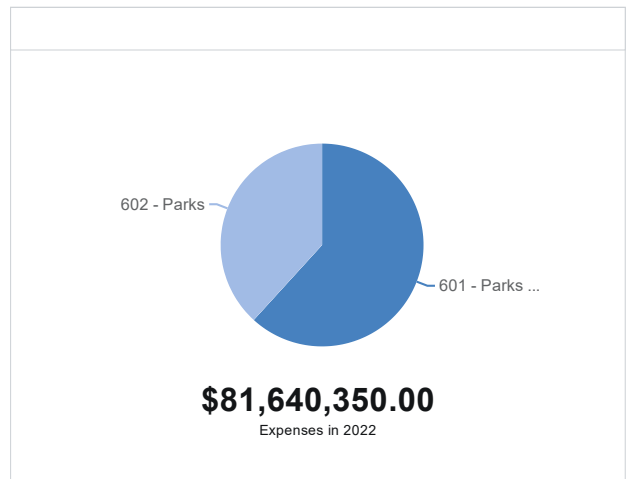
The following programs are included in this department:

- | | | |
|-----------------------------------------|-----------------------------------------|---------------------------------|
| <u>Administration</u> | <u>Hi Corbett Maintenance</u> | <u>Sports</u> |
| <u>Aquatics</u> | <u>Historical and Cultural Programs</u> | <u>Tennis</u> |
| <u>Capital Planning and Development</u> | <u>KIDCO</u> | <u>Therapeutic and Adaptive</u> |
| <u>Civic Event/Event Programming</u> | <u>Leisure Classes</u> | <u>Recreation</u> |
| <u>Grants</u> | <u>Parks Maintenance</u> | <u>Zoo</u> |
| | <u>Recreation Centers</u> | <u>Covid-19 Disaster Relief</u> |

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	30,397,690	38,925,890	32,455,037	43,236,840
▶ Salaries and Benefits	18,230,502	20,323,030	16,265,680	21,496,430
▶ Services	9,915,819	16,123,980	13,752,412	18,810,030
▶ Supplies	2,251,370	2,478,880	2,436,945	2,930,380
▼ Capital	3,788,646	29,897,320	23,587,383	38,403,510
▶ Capital Improvement Projects	3,743,245	29,661,640	23,211,403	36,220,030
▶ Capital Outlay	45,401	235,680	375,980	2,183,480
Total	34,186,336	68,823,210	56,042,420	81,640,350

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	34,186,336	68,823,210	56,042,420	81,640,350
▶ The General Fund	24,452,388	27,776,400	23,830,950	28,906,110
▶ Capital Projects Funds	3,035,843	21,992,500	14,153,859	32,441,230
▶ Special Revenue Funds	6,698,105	19,054,310	18,057,611	20,293,010
Total	34,186,336	68,823,210	56,042,420	81,640,350

Significant Changes

The Adopted Budget for Fiscal Year 2021/22 of \$81,640,350 reflects an increase of \$12,817,140 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

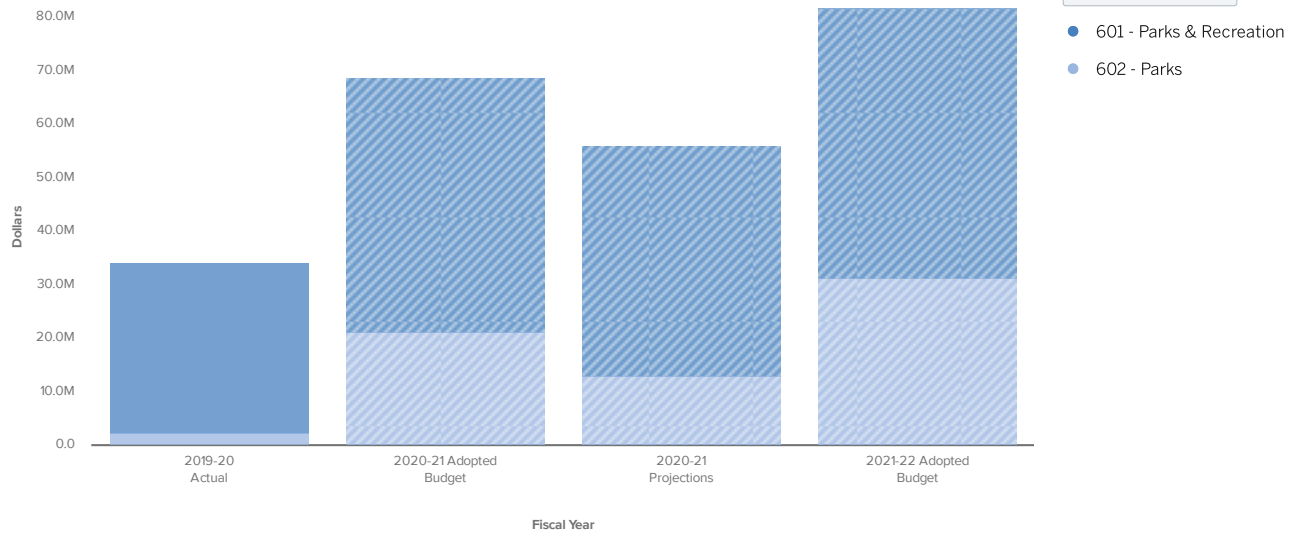
- Increase in salary and employee related expenses* by 310,300
- Increase in supplies costs \$351,500
- Increase in personnel costs \$960,660
- Decrease in services costs \$271,650

*5 new full-time equivalent employees have been added to the Fiscal Year 2021/22 Adopted Budget.

Trends

Tucson Parks and Recreation reinvented recreation and community engagement in several ways during the pandemic. Drive thru events, virtual classes, pick up and go entertainment kits and outdoor classes became the new normal for the majority of Fiscal Year 2020/21. Parks' reopening activities were done in a manner where safety of park users was a priority as seniors returned to the centers, as well as smaller sized classes were offered for leisure recreation. KIDCO summer camps remain split between school locations and recreation centers to meet the need of supporting parents who need a safe childcare option. Parks' staff are essential, with some being re-deployed to staff the resource line, which assists with maintaining normal city operations service levels despite the COVID-19 impact.

Visualization



Accomplishments

The department launched Ready, Set, Rec bringing a mobile recreation activity to all neighborhood parks through one van per ward courtesy of CARES funding. Completed the replacement of filters at the Adaptive Recreation Center to deliver optimal water quality and reliable operation as individuals returned to swim. Fiscal Year 2020/21 saw the first new splashpad get completed at Lincoln Park and Ft. Futhermore, the Lowell Pool was resurfaced and deck renovated. The Buffalo Soldiers memorial was opened, master planning started for the new Barrio Nopal Park as well as for new improvements at Ironhorse, Santa Rita, Jacobs and Kennedy parks. The master planning sets the stage for the major construction projects in Fiscal Year 2021/22. The department also achieved re-accreditation status from the National Parks and Recreation Association, confirming the department is operating within best practices standards. Lastily, moved up 10 spots on the ParkScore Index measured by the Trust for Public Land.

Future Objectives

The department has launched an inspection and asset condition inventory process to demonstrate the need for park future improvements and development of a capital plan to allow thoughtful awareness and response to an aging park infrastructure. With a growing percentage of staff entering retirement eligibility range, focus is being placed on succession planning, training, and investment on more internal subject matter experts. The department is seeking to perform a citywide resident recreation needs survey to allow a global understanding of programming needs and strategies to use to meet recreation needs by ward and demographics.



Administration

Fiscal Year 2021/22

Purpose

Provide 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.

Task

Provide clerical and facilitation support for the Tucson Parks and Recreation Commission and the Tucson Greens Committee.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,032,113	2,057,650	2,023,770	2,149,510
▶ Salaries and Benefits	1,330,901	1,291,080	1,247,280	1,382,620
▶ Services	553,761	573,500	589,360	573,820
▶ Supplies	147,450	193,070	187,130	193,070
Total	2,032,113	2,057,650	2,023,770	2,149,510

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,032,113	2,057,650	2,023,770	2,149,510
▶ The General Fund	2,014,965	2,040,850	2,017,050	2,132,710
▶ Special Revenue Funds	17,147	16,800	6,720	16,800
Total	2,032,113	2,057,650	2,023,770	2,149,510



Aquatics

Fiscal Year 2021/22

Purpose

Provide safe and clean facilities and opportunities for year-round swimming at the Adaptive Recreation Center, Catalina, Sunnyside, and Clements Pools and seasonal swimming, April through November, at Amphi, Archer, Fort Lowell, Quincie Douglas, and Udall Pools.

Task

Leisure classes, swimming lessons for children and adults, synchronized and competitive swimming, fitness training, and recreational and lap swimming are major components of this program. Lifeguarding and Water Safety Instruction (WSI) are offered, leading to job opportunities for youth ages 15 and above.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,970,509	2,778,770	1,738,770	3,231,440
▶ Salaries and Benefits	1,189,749	1,959,540	919,540	2,403,800
▶ Supplies	603,492	682,320	682,320	682,320
▶ Services	177,267	136,910	136,910	145,320
Total	1,970,509	2,778,770	1,738,770	3,231,440

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,970,509	2,778,770	1,738,770	3,231,440
▶ The General Fund	1,970,509	2,778,770	1,738,770	3,231,440
Total	1,970,509	2,778,770	1,738,770	3,231,440



Capital Planning and Development

Fiscal Year 2021/22

Purpose

Develop and administrate the Parks ten-year Strategic Services Plan and the five-year Capital Improvement Plan (CIP).

Task

Plan, design, construct, and contract administration of Parks projects, including Tucson Delivers Prop 407 Bond Projects.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	749,239	617,080	591,380	635,620
▶ Salaries and Benefits	657,113	553,320	527,620	572,050
▶ Services	62,795	59,760	59,760	59,570
▶ Supplies	29,332	4,000	4,000	4,000
Total	749,239	617,080	591,380	635,620

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	749,239	617,080	591,380	635,620
▶ The General Fund	749,239	617,080	591,380	635,620
Total	749,239	617,080	591,380	635,620



Civic Event/Event Programming

Fiscal Year 2021/22

Purpose

Provide equipment and technical support to special events.

Task

Provide support to special events throughout the City of Tucson for both City-sponsored events as well as a variety of community events sponsored by other organizations.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	250,333	1,088,770	512,234	1,117,450
▶ Services	13,976	800,580	334,944	807,210
▶ Salaries and Benefits	206,805	209,580	131,680	236,330
▶ Supplies	29,552	78,610	45,610	73,910
▼ Capital	7,060	0	0	0
▶ Capital Improvement Projects	7,060	0	0	0
Total	257,392	1,088,770	512,234	1,117,450

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	257,392	1,088,770	512,234	1,117,450
▶ Special Revenue Funds	36,076	831,060	332,424	831,060
▶ The General Fund	221,316	257,710	179,810	286,390
Total	257,392	1,088,770	512,234	1,117,450



Grants

Fiscal Year 2021/22

Purpose

Seek federal, state, and local funding for the provision of recreational opportunities and community support services.

Task

Emphasis on leveraging existing City resources to enhance funding for programs and services. Pima Council on Aging funding will be used to enhance funding for senior nutrition program.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	462,445	522,960	413,260	1,089,830
▶ Salaries and Benefits	277,518	242,650	228,650	402,420
▶ Supplies	41,325	50,400	50,400	550,400
▶ Services	143,602	229,910	134,210	137,010
Total	462,445	522,960	413,260	1,089,830

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	462,445	522,960	413,260	1,089,830
▼ Special Revenue Funds	376,991	491,210	358,610	977,840
▶ Other Federal Grant Fund	376,991	395,510	358,610	977,840
▶ Non Federal Grant Fund	0	95,700	0	0
▶ The General Fund	85,454	31,750	54,650	111,990
Total	462,445	522,960	413,260	1,089,830



Hi Corbett Maintenance

Fiscal Year 2021/22

Purpose

Maintain Hi Corbett Field and the surrounding annex fields.

Task

High professional maintenance standards are kept in order to meet the requirements of the lease agreement with the University of Arizona and the NC Dinos, a South Korean professional baseball team. The complex is also maintained for local youth and adult baseball leagues during the summer months.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	63,363	102,750	102,750	102,750
▶ Supplies	55,481	78,240	78,240	78,240
▶ Services	7,882	24,510	24,510	24,510
Total	63,363	102,750	102,750	102,750

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	63,363	102,750	102,750	102,750
▶ The General Fund	63,363	102,750	102,750	102,750
Total	63,363	102,750	102,750	102,750



Historical and Cultural Programs

Fiscal Year 2021/22

Purpose

Consists of the Presidio San Agustin del Tucson, a portion of Tucson's Spanish walled presidio, which is open to the public.

Task

This historic cultural center includes historic buildings used as a small museum and gift shop while providing interpretation and educational programs regarding the many levels of Tucson's history. This facility is operated and maintained by the Tucson Presidio Trust for Historic Preservation.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	0	40,120	40,120	30,000
▶ Services	0	40,120	40,120	30,000
Total	0	40,120	40,120	30,000

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	0	40,120	40,120	30,000
▶ The General Fund	0	40,120	40,120	30,000
Total	0	40,120	40,120	30,000



KIDCO

Fiscal Year 2021/22

Purpose

Provide after-school and summer recreation programs in a safe, supervised environment for children ages 5-11, kindergarten through fifth grade.

Task

Offer an opportunity for kids to express themselves creatively through various art forms, sports, and special events after school.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,576,148	419,940	1,263,240	1,702,200
▶ Salaries and Benefits	1,493,994	334,730	1,182,230	1,583,500
▶ Supplies	38,089	69,390	66,390	69,390
▶ Services	44,065	15,820	14,620	49,310
Total	1,576,148	419,940	1,263,240	1,702,200

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,576,148	419,940	1,263,240	1,702,200
▶ The General Fund	1,571,241	412,940	1,260,440	1,695,200
▶ Special Revenue Funds	4,907	7,000	2,800	7,000
Total	1,576,148	419,940	1,263,240	1,702,200



Leisure Classes

Fiscal Year 2021/22

Purpose

Offer instructional/special interest classes to youth and adults throughout the year.

Task

Class topics include fitness, arts and crafts, music, pottery, sports, dance, gymnastics, and many others.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	849,886	901,920	564,620	907,490
▶ Salaries and Benefits	797,819	843,110	505,810	849,550
▶ Supplies	32,195	36,760	36,760	36,760
▶ Services	19,872	22,050	22,050	21,180
Total	849,886	901,920	564,620	907,490

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	849,886	901,920	564,620	907,490
▶ The General Fund	849,886	901,920	564,620	907,490
Total	849,886	901,920	564,620	907,490



Parks Maintenance

Fiscal Year 2021/22

Purpose

Provide resources for the routine, specialized, and preventive maintenance of 126 parks and facilities throughout Tucson.

Task

Daily maintenance occurs throughout the park system to ensure clean, safe, and attractive facilities.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	8,647,512	8,899,610	7,633,910	9,266,920
▶ Salaries and Benefits	5,606,708	6,371,020	5,105,320	6,498,770
▶ Services	2,106,940	1,788,640	1,788,640	2,028,200
▶ Supplies	933,864	739,950	739,950	739,950
▼ Capital	45,401	7,180	7,180	7,180
▶ Capital Outlay	45,401	7,180	7,180	7,180
Total	8,692,913	8,906,790	7,641,090	9,274,100

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	8,692,913	8,906,790	7,641,090	9,274,100
▶ The General Fund	8,692,913	8,906,790	7,641,090	9,274,100
Total	8,692,913	8,906,790	7,641,090	9,274,100



Recreation Centers

Fiscal Year 2021/22

Purpose

Provide recreation and neighborhood centers that are open to the public up to six days per week for both structured and unstructured activities.

Task

Hours of operation will vary by center. Additionally, the four regional recreation centers (Udall, Clements, El Pueblo, and Randolph) are open on Saturdays. All centers are closed on Sundays.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	6,557,783	9,260,970	6,741,920	7,670,380
▶ Salaries and Benefits	5,669,345	7,829,320	5,310,870	6,464,950
▶ Services	664,751	919,080	919,080	736,660
▶ Supplies	223,687	512,570	511,970	468,770
▼ Capital	0	8,800	8,800	8,800
▶ Capital Outlay	0	8,800	8,800	8,800
Total	6,557,783	9,269,770	6,750,720	7,679,180

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	6,557,783	9,269,770	6,750,720	7,679,180
▶ The General Fund	6,556,967	9,195,370	6,676,920	7,583,870
▶ Special Revenue Funds	816	74,400	73,800	95,310
Total	6,557,783	9,269,770	6,750,720	7,679,180



Sports

Fiscal Year 2021/22

Purpose

Offer organized league play for adult softball and summer track and field events.

Task

Facilitate the scheduling of 215 fields for 146 organizations representing a total of 4,002 teams.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	277,058	285,790	291,490	402,660
▶ Salaries and Benefits	184,124	148,390	154,090	262,320
▶ Services	73,749	129,800	129,800	132,740
▶ Supplies	19,185	7,600	7,600	7,600
Total	277,058	285,790	291,490	402,660

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	277,058	285,790	291,490	402,660
▶ The General Fund	277,058	285,790	291,490	402,660
Total	277,058	285,790	291,490	402,660



Tennis

Fiscal Year 2021/22

Purpose

Support the operation of City owned tennis facilities located at Randolph, Fort Lowell, and Himmel Tennis Centers.

Task

Provide instructional programs and events for all ages, House 25 lighted Tennis Courts, 5 Racquetball Courts, 4 Pickleball Courts. Considered the largest public tennis facility in the Southwest for both semi-pro and USTA professionals. The City utilizes the Tucson Tennis Management to manage the operations of the tennis facilities.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	3,192	17,520	17,520	17,520
▶ Services	1,901	11,300	11,300	11,300
▶ Supplies	1,291	6,220	6,220	6,220
Total	3,192	17,520	17,520	17,520

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	3,192	17,520	17,520	17,520
▶ The General Fund	3,192	17,520	17,520	17,520
Total	3,192	17,520	17,520	17,520



Therapeutic and Adaptive Recreation

Fiscal Year 2021/22

Purpose

Offer social, fitness, arts, athletic, trips, and camp programs for youth, teens, and adults with various disabilities.

Task

Offer structured programs for citizens suffering from arthritis, recovering stroke patients, and a variety of other disabilities.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	847,885	614,740	627,040	922,070
▶ Salaries and Benefits	773,251	540,290	552,590	840,120
▶ Services	64,790	54,700	54,700	62,200
▶ Supplies	9,844	19,750	19,750	19,750
Total	847,885	614,740	627,040	922,070

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	847,885	614,740	627,040	922,070
▶ The General Fund	847,885	614,740	627,040	922,070
Total	847,885	614,740	627,040	922,070



Zoo

Fiscal Year 2021/22

Purpose

An Association of Zoos and Aquariums (AZA) accredited facility that offers an environmentally friendly, educational, and recreational experience to over 550,000 annual visitors and is open 364 days per year.

Task

Many special events are offered at the zoo throughout the year, including the ever-popular Howl-o-ween event during the fall and Zoo Lights during the winter holiday season. Train rides around the large Reid Park pond are offered daily. The City utilizes the Zoological Society to manage the operations of the zoo.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	5,048,400	5,779,300	5,428,717	5,795,300
▶ Services	4,997,018	5,779,300	5,428,717	5,795,300
▶ Salaries and Benefits	43,174	0	0	0
▶ Supplies	8,209	0	0	0
Total	5,048,400	5,779,300	5,428,717	5,795,300

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	5,048,400	5,779,300	5,428,717	5,795,300
▶ Special Revenue Funds	4,500,000	4,207,000	3,856,417	4,223,000
▶ The General Fund	548,400	1,572,300	1,572,300	1,572,300
Total	5,048,400	5,779,300	5,428,717	5,795,300



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	77,667	300,000	300,000	0
▶ Services	0	300,000	300,000	0
▶ Supplies	77,667	0	0	0
Total	77,667	300,000	300,000	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	77,667	300,000	300,000	0
▼ Special Revenue Funds	77,667	300,000	300,000	0
▶ Other Federal Grant Fund	77,667	300,000	300,000	0
Total	77,667	300,000	300,000	0



Planning and Development Services Overview

Fiscal Year 2021/22

Mission Statement

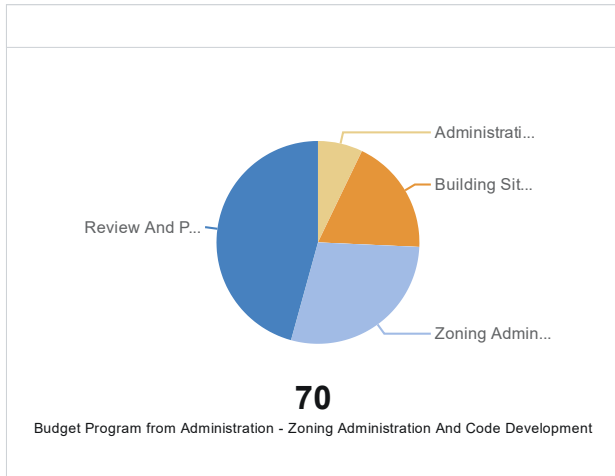
To protect the health, safety, and welfare of residents and visitors and enhance the quality of life in Tucson through professional planning, site and building review, and inspection services. To ensure Tucson is a sustainable, well-designed, and prosperous community with a business-friendly environment.

Programs

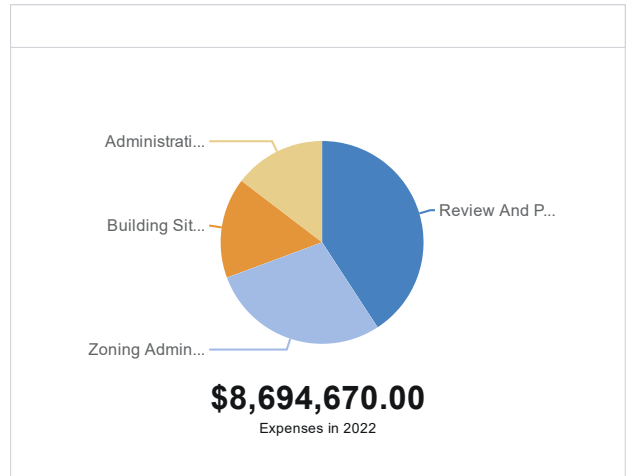
The following programs are included in this department:

- Administration
- Building and Site Inspections
- Plan Review and Permitting
- Zoning Administration and Code Development
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	7,787,413	8,224,340	6,940,760	8,694,670
▶ Salaries and Benefits	5,346,385	5,976,150	5,615,820	6,932,570
▶ Services	2,263,358	1,818,510	1,201,360	1,602,660
▶ Supplies	177,670	429,680	123,580	159,440
Total	7,787,413	8,224,340	6,940,760	8,694,670

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	7,787,413	8,224,340	6,940,760	8,694,670
▶ The General Fund	7,771,664	7,992,340	6,740,560	8,662,670
▶ Special Revenue Funds	15,749	232,000	200,200	32,000
Total	7,787,413	8,224,340	6,940,760	8,694,670

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$8,694,670 reflects an increase of \$470,330 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in salary and employee related expenses by *\$306,030
- Decrease in budget capacity for COVID-19 disaster relief by \$200,000

*3 new Lead Planner full-time equivalent employees have been added to Fiscal Year 2021/22 Adopted Budget.

Trends

Planning and Development Services has observed record-breaking development in Fiscal Year 2020/21. Development has not slowed down during the pandemic, Tucson has remained a strong market for new housing and development activity. While working remotely, the Department processed 9,724 applications in Fiscal Year 2020/22 and issued 1,063 permits with construction valuation of \$860 million, the highest level in the past 10 years.

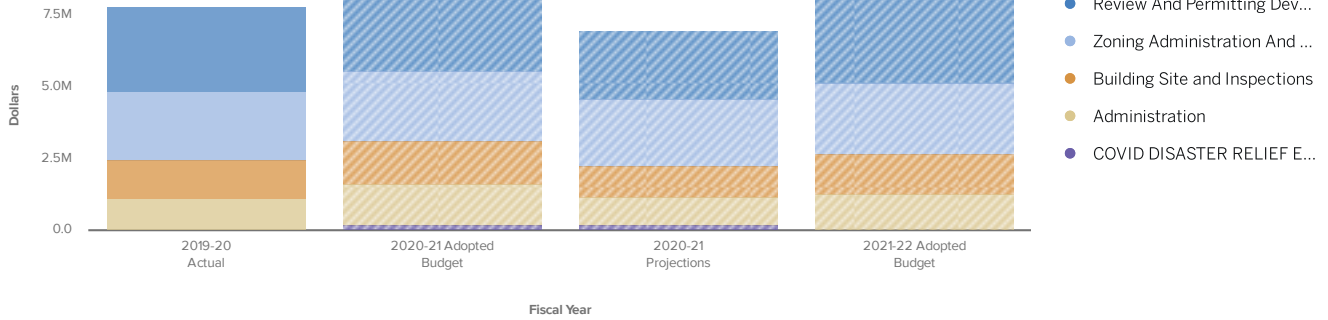
Broken down by

174 - Planning & Development Services Center Expenses



Visualization

Sort Large to Small



Accomplishments

Accomplishments are listed out in the following:

Opening of the Tucson Development Center - renovation completed to create a one-stop-shop for customer assistance and inter-departmental collaboration. All permit applications are now submitted digitally - with options for in-person assistance at the Tucson Development Center. PDSD increased the use of remote video inspections because of COVID-19, helping conserve city resources and improving efficiency for customers.

SolarApp - online application for same-day permitting for rooftop solar. This collaborative effort with Pima County and the National Renewable Energy Laboratory (NREL) promotes solar adoption and has been nationally recognized. In the first 60 days after the launch, 450 applications were processed.

Code modernization - the Unified Development Code was updated to modernize the sign code; allow adult use marijuana dispensaries as permitted by voter approved initiative; and consolidate development fees from multiple departments into a more transparent fee table

Transit-Oriented Infill Development - adoption of the Sunshine Mile District on Broadway will promote mixed-use development, affordable housing, historic preservation and adaptive reuse, and more mobility options

Future Objectives

Future objectives are listed out in the following:

PDSD 2024 - Study of department operations to identify policies, programs, technology, and personnel to streamline processes and right-size staffing, building on ongoing, continuous process improvements. Develop hybrid work model to promote a more adaptable and efficient office environment. Examine development fees to keep pace with inflation and cost of service.

Launch of new permit system at end of year 2021 - will improve online permitting capabilities and provide greater transparency to customers. This system will more seamlessly integrate submissions, review, payment, and issuance of permits. Over 200 staff in multiple departments will undergo training to successfully adopt this new system.

Update of Plan Tucson by year 2025 - this effort will involve extensive community engagement to identify long-range goals and opportunities and develop General Plan policies to support community objectives

Adoption of climate-resilient development practices - with Mayor and Council's Climate Emergency Declaration, PDSD has implemented new policies such as EV-ready requirements for new homes and will continue to pursue policies to support climate-resilient development

Meeting the demand for housing - our community is seeing increased demand for housing and faces a shortage of affordable housing, as identified by the recent Housing Study. PDSD is currently developing a code amendment to allow Accessory Dwelling Units, one tool to promote affordable housing options and multigenerational housing

Planning for inclusive growth - develop overlays and neighborhood plans to promote equitable transit-oriented development, job centers, housing, and a mix of uses in key opportunity areas such as Menlo Park, the Santa Cruz area, Oracle and S 6th, and others.



Administration

Fiscal Year 2021/22

Purpose

Set overall direction and policy and manage departmental operations and budget. Maintain communication with Mayor and Council as well as internal and external stakeholders.

Task

Guide overall direction and policy, manage department operations and budget, and communicate with internal and external stakeholders constantly.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,113,173	1,426,470	964,110	1,271,490
▶ Salaries and Benefits	535,659	607,510	577,940	722,930
▶ Services	435,002	407,540	281,990	407,380
▶ Supplies	142,513	411,420	104,180	141,180
Total	1,113,173	1,426,470	964,110	1,271,490

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,113,173	1,426,470	964,110	1,271,490
▶ The General Fund	1,113,173	1,426,470	964,110	1,271,490
Total	1,113,173	1,426,470	964,110	1,271,490



Building and Site Inspections

Fiscal Year 2021/22

Purpose

Ensure that all buildings are constructed to adopted codes and standards with the key purpose of ensuring life safety.

Task

Inspect commercial and residential construction.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,347,457	1,478,320	1,083,550	1,393,700
▶ Salaries and Benefits	1,017,277	1,226,840	941,300	1,148,220
▶ Services	325,886	247,480	138,250	241,480
▶ Supplies	4,294	4,000	4,000	4,000
Total	1,347,457	1,478,320	1,083,550	1,393,700

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,347,457	1,478,320	1,083,550	1,393,700
▶ The General Fund	1,347,457	1,478,320	1,083,550	1,393,700
Total	1,347,457	1,478,320	1,083,550	1,393,700



Plan Review and Permitting

Fiscal Year 2021/22

Purpose

Ensure compliance with the Unified Development Code and Building Codes.

Task

Review site and building plans, issue permits and certificates of occupancy.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,924,987	2,646,520	2,329,080	3,546,680
▶ Salaries and Benefits	1,742,324	1,965,000	1,832,170	2,857,350
▶ Services	1,155,498	679,520	494,910	687,330
▶ Supplies	27,164	2,000	2,000	2,000
Total	2,924,987	2,646,520	2,329,080	3,546,680

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,924,987	2,646,520	2,329,080	3,546,680
▶ The General Fund	2,924,987	2,646,520	2,329,080	3,546,680
Total	2,924,987	2,646,520	2,329,080	3,546,680



Zoning Administration and Code Development

Fiscal Year 2021/22

Purpose

Conduct advanced planning initiatives and manage the zoning code.

Task

Manage entitlement processes, historic preservation, and overlay districts.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,400,183	2,473,030	2,363,820	2,482,800
▶ Salaries and Benefits	2,051,124	2,176,800	2,264,410	2,204,070
▶ Services	346,972	283,970	86,210	266,470
▶ Supplies	2,086	12,260	13,200	12,260
Total	2,400,183	2,473,030	2,363,820	2,482,800

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,400,183	2,473,030	2,363,820	2,482,800
▶ The General Fund	2,386,047	2,441,030	2,363,820	2,450,800
▶ Special Revenue Funds	14,136	32,000	0	32,000
Total	2,400,183	2,473,030	2,363,820	2,482,800



COVID-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,613	200,000	200,200	0
▶ Services	0	200,000	200,000	0
▶ Supplies	1,613	0	200	0
Total	1,613	200,000	200,200	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,613	200,000	200,200	0
▶ Special Revenue Funds	1,613	200,000	200,200	0
Total	1,613	200,000	200,200	0



Office of the Public Defender Overview

Fiscal Year 2021/22

Mission Statement

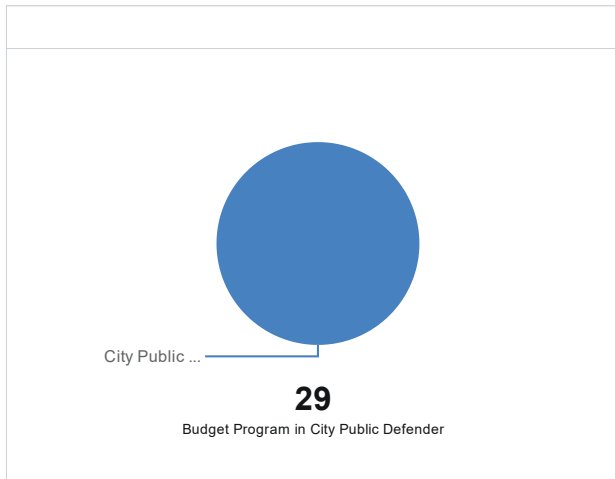
To provide quality, diligent and ethical representation of indigent defendants entitled to appointed counsel in Tucson City Court and to protect and defend the rights guaranteed us by the United States and Arizona Constitutions.

Programs

The following programs are included in this department:

- Public Defender
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



***Full Time Equivalent Employee (FTE)**

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,970,996	3,257,250	3,466,530	3,269,260
▶ Salaries and Benefits	2,837,828	2,959,830	3,062,960	3,071,580
▶ Services	103,119	255,570	204,140	155,830
▶ Supplies	30,049	41,850	199,430	41,850
Total	2,970,996	3,257,250	3,466,530	3,269,260

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,970,996	3,257,250	3,466,530	3,269,260
▶ The General Fund	2,969,084	3,157,250	3,236,690	3,269,260
▶ Special Revenue Funds	1,912	100,000	229,840	0
Total	2,970,996	3,257,250	3,466,530	3,269,260

Significant Changes

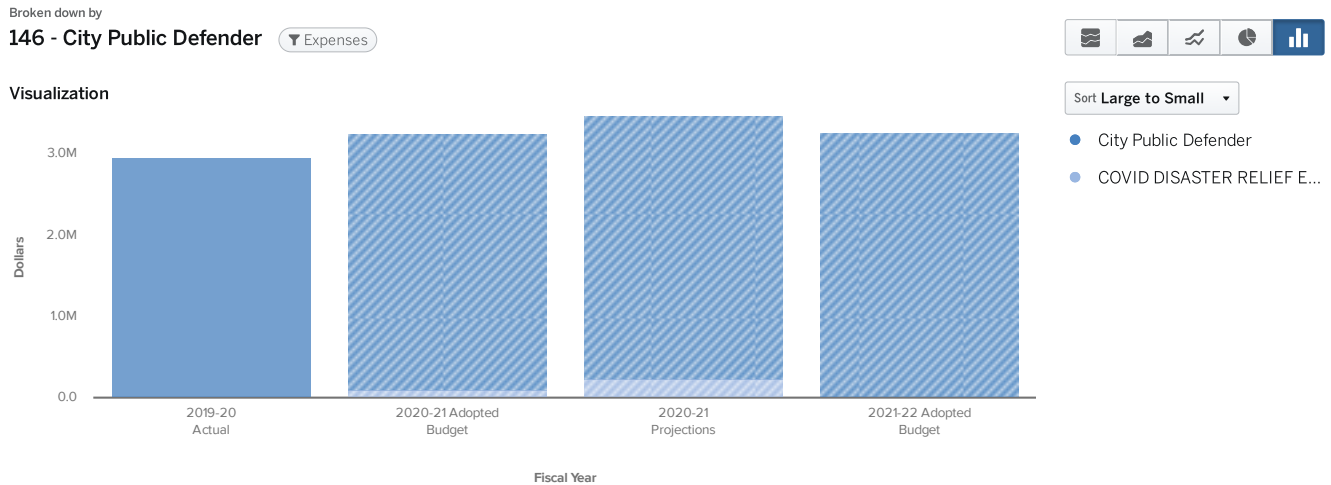
The adopted budget for Fiscal Year 2021/22 of \$3,269,260 reflects an increase of \$12,010 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in salary and employee related expenses* by \$100,580

Trends

The volume of criminal filings and the number of cases the Public Defender's Office is appointed on fluctuates, which created a direct impacts on budgetary needs. Use of grant funding has been instrumental to overcome ethical barriers presented in the Public Defender's Office representation.

In addition, with the COVID-19 pandemic, the office has adapted to new ways of practicing law which include hearings and meetings via Teams and Zoom. The department continues to collaborate with outside agencies focusing on jail reform and wrap-around services for clients.



Accomplishments

The past year was filled with great challenges; however, City Public Defender never lost focus of its mission and obligations. The office's greatest accomplishment was the continued diligent representation of its clients, both in-custody and out-of-custody and members of the community. The commitment to the community never wavered.

Future Objectives

City Public Defender continues to be challenged by the backlog of court cases, but with the recently grant funded attorney position there has been progress in minimizing the impact on current caseloads. The goal is to eventually reduce the backlog of court cases. The office continues to follow the Center for Disease Control's (CDC) guidelines to protect the team members and the public. Beyond the pandemic, the major challenge is the replacement of the case management system. Much focus, time and effort will need to be placed on this vital element necessary for the continuous success of the department's mission.



Public Defender

Fiscal Year 2021/22

Purpose

Provide legal representation independent from the Criminal Division in the City Attorney's Office.

Task

Represent indigent persons who are facing criminal prosecution in Tucson City Court.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,969,084	3,157,250	3,236,690	3,269,260
▶ Salaries and Benefits	2,837,828	2,959,830	2,986,290	3,071,580
▶ Services	103,119	155,570	99,170	155,830
▶ Supplies	28,138	41,850	151,230	41,850
Total	2,969,084	3,157,250	3,236,690	3,269,260

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,969,084	3,157,250	3,236,690	3,269,260
▶ The General Fund	2,969,084	3,157,250	3,236,690	3,269,260
Total	2,969,084	3,157,250	3,236,690	3,269,260



COVID-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,912	100,000	229,840	0
▶ Services	0	100,000	104,970	0
▶ Salaries and Benefits	0	0	76,670	0
▶ Supplies	1,912	0	48,200	0
Total	1,912	100,000	229,840	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,912	100,000	229,840	0
▶ Special Revenue Funds	1,912	100,000	229,840	0
Total	1,912	100,000	229,840	0



Public Safety Communications Center Overview

Fiscal Year 2021/22

Mission Statement

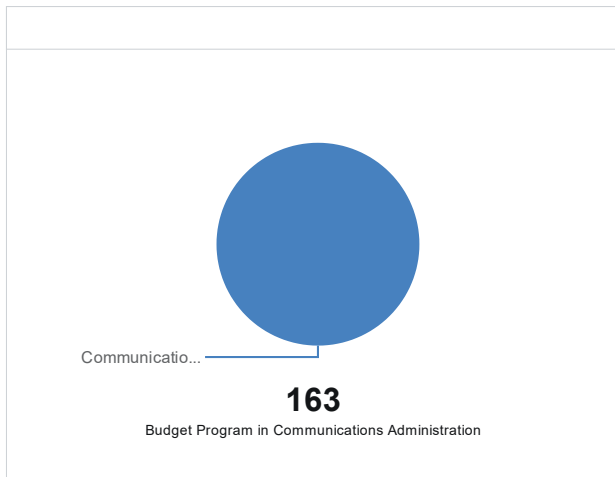
To ensure prompt emergency response for the citizens of Tucson, the Public Safety Communications Department strives to provide effective public safety services through the appropriate dispatch of fire, police, and medical units with the least possible delay. To accomplish this, a highly trained and capable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

Programs

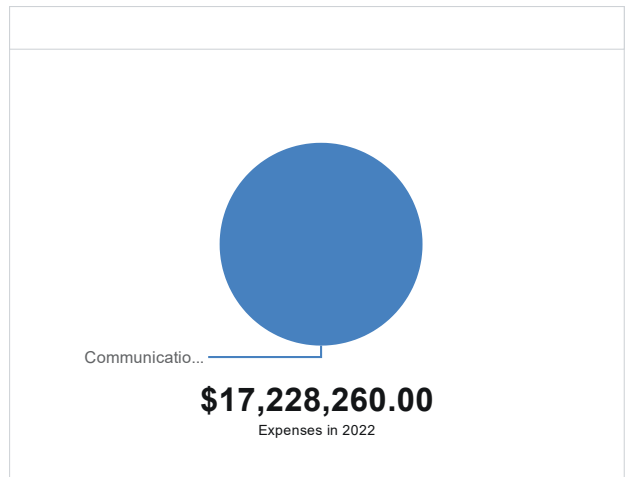
The following programs are included in this department:

- Administration
- Communications Center
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↺ History ▾ ↻ Reset

Broken down by

Expenses* 250 - Public Safety Communica...

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	13,077,943	14,407,750	14,539,770	17,228,260
▶ Salaries and Benefits	12,562,588	13,790,430	11,661,500	14,215,730
▶ Services	431,201	543,830	2,526,590	2,939,040
▶ Supplies	84,153	73,490	351,680	73,490
Total	13,077,943	14,407,750	14,539,770	17,228,260

Budget By Funding Source

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↺ History ▾ ↻ Reset

Broken down by

Funds 250 - Public Safety Communica... Expenses ...

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	13,077,943	14,407,750	14,539,770	17,228,260
▶ The General Fund	13,071,630	14,132,750	12,400,100	14,612,450
▶ Special Revenue Funds	6,313	275,000	2,139,670	2,615,810
Total	13,077,943	14,407,750	14,539,770	17,228,260

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$17,228,260 reflects an increase of \$2,820,510 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in services mainly due to grant awarded for Arizona 9-1-1 Grant Program by \$2,395,210
- Increase in salary and employee related expenses by \$425,300
- Decrease in COVID-19 disaster relief funding by \$275,000

Trends

Significant improvement across all aspects and functions of the PSCD have been realized. Improved recruitment and hiring coupled with a decrease in attrition has added stability and has allowed for improved performance metrics. Despite substantial increases in workload, the department has met industry matrix standards for the first time this year. The training division continues to produce solid new performers, while simultaneously cross-training existing forces and commissioned personnel. Commissioned staff have been introduced and are impacting performance matrices. Culture is shifting to a supported and empowered workforce with improved morale.

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back History ▾ Reset

Broken down by

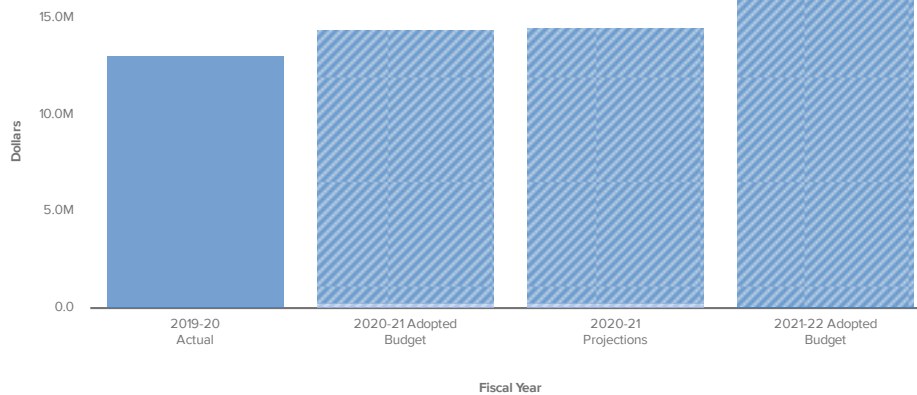
250 - Public Safety Communications Expenses



Sort Large to Small ▾

- Communications Administr...
- COVID DISASTER RELIEF E...

Visualization



Accomplishments

The department received approval for \$150,000 in budget for Behavioral Health Services, completed the purchase of the major components of the construction build out, including major appliances. Rapid SOS, Heads Up Display, Automated Secure Alarm Protocol to Public Safety Answering Point (ASAP to PSAP) alarm response program and Text-to-911 to allow more efficient vetting and management of emergency calls have been implemented.

The department has completed cross-training for all incumbent call-takers, improved employee compensation package, and created a new organizational structure inclusive of Fire, Emergency Medical Services (EMS) and Law Enforcement representation.

In addition, the Public Safety Communications Center has developed and implemented critical policy, managed workplace environmental controls including the impact of COVID-19 to a stressful and space-limited facility where tele-commute work was not an option, established performance matrices and improved data collection processes. It also improved shift balancing, increased alternative schedule options, and improved the flow of communications within the center by establishing work groups and an employee council.

Future Objectives

The Public Safety Communications Center will need continued enhancement to recruitment and hiring practices (56 open positions remain). Will continue cross-training of new call-takers and will work to increase the number of trained dispatchers and commissioned staff. Team building, policy and structure efforts will remain a priority as the department works towards a truly consolidated center where unity of effort is notable.

The PSCD remodel will enter final stages, with special attention to a live training environment inclusive of all needed technologies (Computer-Aided Dispatch (CAD), phone, radio) to allow for improved call management and public safety support. Discussion on a CAD-to-CAD interface with Pima County has begun and work with city and regional partner public safety agencies will continue to increase to allow for seamless management of 911 emergencies.

Workflow challenges will be scrutinized for planned improvements, and consistent review of Criteria Based Dispatching (CBD) will continue. PSCD leadership has engaged IXP Corporation for a full 360* evaluation of workflow, staffing and training needs and will work to implement recommended changes.

The department will require significantly improved IT support to manage the high load of ever-changing technologies that are critical to service delivery. PSCD leadership will create realistic long-term career pathways and will continue to foster and model a positive, professional, and empowered work environment.



Administration

Fiscal Year 2021/22

Purpose

Provide direction and policy to ensure the answering of 911 calls, processing of emergency calls and dispatching of emergency resources to the community.

Task

Provide leadership and direction to upper management and staff. Administer all fiscal operations and personnel policies, procedures, and actions, and carry out the administrative functions and requirements of the Public Safety Communications Department.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	321,316	395,500	468,070	514,300
▶ Salaries and Benefits	281,811	390,190	352,320	413,230
▶ Services	39,173	3,110	115,750	98,870
▶ Supplies	332	2,200	0	2,200
Total	321,316	395,500	468,070	514,300

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	321,316	395,500	468,070	514,300
▶ The General Fund	321,316	395,500	468,070	514,300
Total	321,316	395,500	468,070	514,300



Communications Center

Fiscal Year 2021/22

Purpose

Save lives, protect responders, and serve our diverse community with integrity, professionalism, and compassion.

Task

Coordinate regional 911 systems and operation on behalf of the State of Arizona, and provide continuous 911 call taking and emergency fire-medical and police dispatching services for Tucson and surrounding jurisdictions.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	12,750,314	13,737,250	13,796,700	16,713,960
▶ Salaries and Benefits	12,280,777	13,400,240	11,309,180	13,802,500
▶ Services	392,028	265,720	2,135,840	2,840,170
▶ Supplies	77,509	71,290	351,680	71,290
Total	12,750,314	13,737,250	13,796,700	16,713,960

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	12,750,314	13,737,250	13,796,700	16,713,960
▶ The General Fund	12,750,314	13,737,250	11,932,030	14,098,150
▶ Special Revenue Funds	0	0	1,864,670	2,615,810
Total	12,750,314	13,737,250	13,796,700	16,713,960



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	6,313	275,000	275,000	0
▶ Services	0	275,000	275,000	0
▶ Supplies	6,313	0	0	0
Total	\$ 6,313	\$ 275,000	\$ 275,000	\$ 0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	6,313	275,000	275,000	0
▶ Special Revenue Funds	6,313	275,000	275,000	0
Total	6,313	275,000	275,000	0



Transportation and Mobility Overview

Fiscal Year 2021/22

Mission Statement

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

Programs

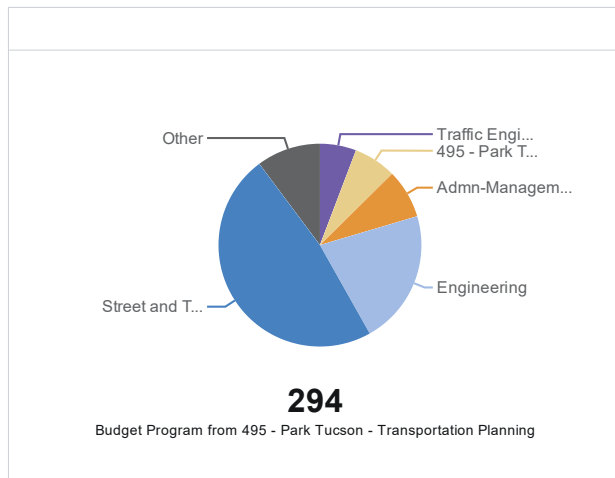
The following programs are included in this department:

Management Services
Engineering
Landscape and Roadway
Maintenance
Park Tucson
Planning

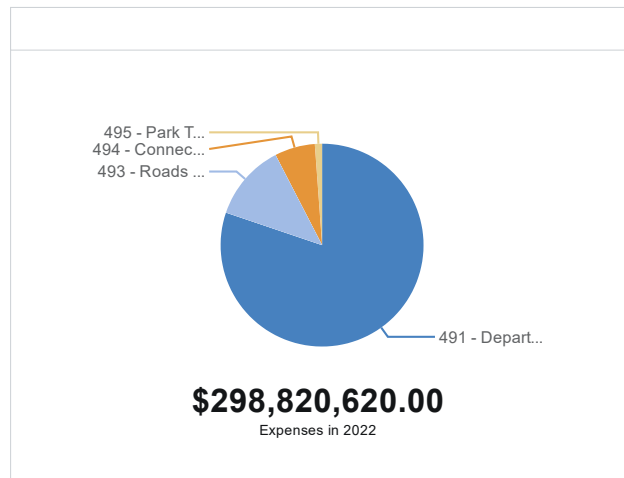
Public Transit Liability
Real Estate
Stormwater Quality
Streets and Traffic Maintenance
Sun Link

Sun Tran
Sun Van
Traffic Engineering and
Maintenance
Transit Services
Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

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Broken down by

Expenses ▼ Department/Unit...

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	143,738,105	179,568,150	187,919,970	176,374,170
▶ Services	104,476,181	134,794,570	145,968,940	130,843,830
▶ Salaries and Benefits	22,596,071	22,548,100	22,047,050	23,174,720
▶ Supplies	16,665,853	22,225,480	19,903,980	22,355,620
▼ Capital	56,252,127	141,162,650	79,872,445	122,446,450
▶ Capital Improvement Projects	52,867,578	119,823,800	59,249,915	104,484,800
▶ Capital Outlay	3,384,548	21,338,850	20,622,530	17,961,650
▼ Debt Service Obligations	1,563,696	0	0	0
▶ Debt Service	1,563,696	0	0	0
Total	201,553,927	320,730,800	267,792,415	298,820,620

Budget By Funding Source

Help ▼ Share ▼

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Broken down by

Funds ▼ Department/Unit... ▼ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	200,588,336	319,310,800	266,372,415	297,400,620
▶ Special Revenue Funds	153,502,558	202,482,730	211,175,010	196,175,610
▶ Capital Projects Funds	46,511,089	115,015,870	54,120,745	99,908,300
▶ The General Fund	574,689	1,812,200	1,076,660	1,316,710
▼ Proprietary Funds	965,591	1,420,000	1,420,000	1,420,000
▶ Internal Service Funds	965,591	1,420,000	1,420,000	1,420,000
Total	201,553,927	320,730,800	267,792,415	298,820,620

Significant Changes

The Adopted Budget for Fiscal Year 2021/22 of \$298,820,620 reflects a net decrease of \$21,910,180 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in salaries and benefits by \$626,620
- Increase in supplies \$385,740
- Increase in vehicle replacement program to include multi-patchers by \$1,171,000
- Decrease in contracted labor and services \$496,070
- Decrease in COVID-19 disaster relief funding by \$1,600,000
- Decrease in Capital Improvement Projects by \$23,597,470

Trends

The department provides necessary infrastructure improvements and maintenance with a focus on Smart City technology as well as the Complete Street Policy. The department continues to increase its presence on social media platforms to provide service updates and special events awareness to residents and visitors. The department's Mass Transit Division is compliant with the American with Disabilities Act and provides a green and environmentally friendly transportation infrastructure including compressed natural gas-operated buses, an electric streetcar, and is expanding to use electric buses.

In Fiscal Year 2021/22, the department will complete the Move Tucson transportation plan. Move Tucson, which was developed over two years, establishes the department's priorities for the next 20+ years. The plan is based on input from more than 5,000 Tucson residents combined with a data-driven review of the performance of the transportation system. In total, over 230 projects are included in Move Tucson totaling \$5.7 billion. These projects are intended to rebalance our transportation system by increasing transportation choices for all modes of travel, improving safety, and investing in the transportation system in place before the City looks to expand capacity.

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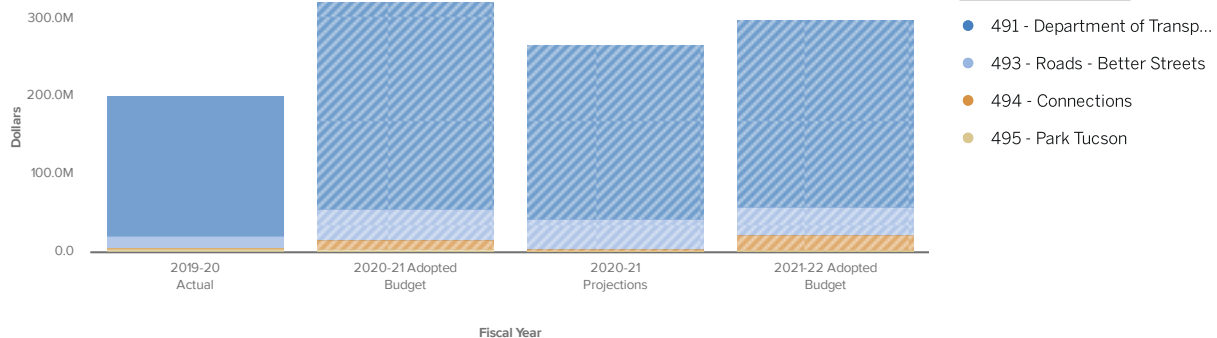
Broken down by

Department/Unit* Expenses



Sort Large to Small ▾

Visualization



Accomplishments

Sun Tran received five electric buses in June 2021, which are powered only by battery and produce zero-emissions, to contribute to cleaner air and a quieter, more comfortable ride for passengers.

Future Objectives

Move Tucson advances Tucson's Complete Streets policy by identifying future project and program investments, at all scales, that will incorporate the best practices in complete streets design. Each project that is constructed will move the department closer to having a network of complete streets to meet the needs of all users across the city, particularly those who face the highest mobility barriers. The plan employs an equity-based approach to identify and prioritize projects and programs to address historic underinvestment in areas of the city where these barriers exist.

As a result of the COVID-19 pandemic, the department experienced a decline in revenues, particularly in the Park Tucson Division. The Fiscal Year 2021/22 budget is balanced but will be continually monitored and analyzed to ensure revenues and expenditures occur in accordance with the financial plans.



Management Services

Fiscal Year 2021/22

Purpose

Coordinate, supervise, and perform administrative functions to ensure the efficient and successful operation of the department.

Task

Analyze operations, disseminate information, and support the strategic planning process.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	7,103,237	3,462,800	5,947,080	3,799,240
▶ Services	4,643,296	3,343,590	3,212,010	3,332,200
▶ Salaries and Benefits	1,985,206	-430,750	2,175,940	-84,820
▶ Supplies	474,735	549,960	559,130	551,860
▼ Capital	1,507,107	600,000	959,240	1,920,000
▶ Capital Outlay	1,507,107	600,000	959,240	1,920,000
Total	8,610,344	4,062,800	6,906,320	5,719,240

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	8,610,344	4,062,800	6,906,320	5,719,240
▶ Special Revenue Funds	8,610,344	4,062,800	6,906,320	5,719,240
Total	8,610,344	4,062,800	6,906,320	5,719,240



Engineering

Fiscal Year 2021/22

Purpose

Regulate and manage usage of public right-of-ways, and protect life and property from flood hazards.

Task

Design, construct, and maintain the city's transportation and mobility infrastructure, drainage conveyance systems, and oversee capital projects.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	6,376,807	7,430,240	8,989,680	10,120,010
▶ Special Revenue Funds	6,377,028	7,430,240	8,989,680	10,120,010
▶ Capital Projects Funds	-221	0	0	0
Total	6,376,807	7,430,240	8,989,680	10,120,010

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	6,376,807	7,430,240	8,989,680	10,080,010
▶ Salaries and Benefits	4,170,369	5,764,960	4,640,480	5,605,050
▶ Services	2,076,418	1,576,760	4,255,170	4,411,440
▶ Supplies	130,019	88,520	94,030	63,520
▼ Capital	0	0	0	40,000
▶ Capital Outlay	0	0	0	40,000
Total	6,376,807	7,430,240	8,989,680	10,120,010



Landscape and Roadway Maintenance

Fiscal Year 2021/22

Purpose

Improve the City's median islands through its litter fee program, assessed on commercial refuse haulers.

Task

Conduct pavement maintenance, maintain medians, landscaping, alleyways, and drainage channels. Ensure safe driving surfaces, prevent flooding, control dust, and repair concrete at a street sweeping site.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	203,264	175,500	118,500	175,500
▶ Services	127,306	159,500	118,500	159,500
▶ Salaries and Benefits	75,958	0	0	0
▶ Supplies	0	16,000	0	16,000
Total	203,264	175,500	118,500	175,500

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	203,264	175,500	118,500	175,500
▶ The General Fund	203,264	175,500	118,500	175,500
Total	203,264	175,500	118,500	175,500



Park Tucson

Fiscal Year 2021/22

Purpose

Provide safe and convenient public parking in garages, surface lots, and on-street in the downtown area and other business districts along the streetcar line to serve employees, customers, and visitors to the area.

Task

Maintain the Neighborhood Parking Program to support the quality of life in the city center/University of Arizona area neighborhoods affected by overflow parking from business districts, students, and special events. Enforce parking ordinances citywide to foster public safety, protect residents' rights, and promote efficient on- and off-street parking in densely populated areas. Establish financial sustainability in parking operations and maintenance, generating sufficient revenue and debt service to cover expenditures.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	4,184,703	4,662,360	2,514,520	3,403,950
▶ Services	2,699,681	2,977,600	1,592,470	2,172,860
▶ Salaries and Benefits	1,299,188	1,369,500	774,180	1,056,560
▶ Supplies	185,834	315,260	147,870	174,530
▼ Debt Service Obligations	1,563,696	0	0	0
▶ Debt Service	1,563,696	0	0	0
▼ Capital	54,027	60,000	0	30,000
▶ Capital Outlay	54,027	60,000	0	30,000
Total	5,802,427	4,722,360	2,514,520	3,433,950

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	5,802,427	4,722,360	2,514,520	3,433,950
▶ Special Revenue Funds	5,802,427	4,722,360	2,514,520	3,433,950
Total	5,802,427	4,722,360	2,514,520	3,433,950



Planning

Fiscal Year 2021/22

Purpose

Support sustainable growth through planning, design and funding of complete and equitable transportation networks and mobility options.

Task

Identify programs that reflect the community's needs (e.g., Complete Streets, Move Tucson, micro-mobility programs), use innovative and equitable approaches to partner and engage with the community, and track data to support decision-making and compliance with various funding requirements.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,972,950	2,325,840	2,328,470	2,755,250
▶ Salaries and Benefits	872,297	1,152,830	1,071,010	1,531,800
▶ Services	902,951	890,210	967,910	964,650
▶ Supplies	197,702	282,800	289,550	258,800
▼ Capital	0	98,000	0	126,000
▶ Capital Outlay	0	98,000	0	126,000
Total	1,972,950	2,423,840	2,328,470	2,881,250

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,972,950	2,423,840	2,328,470	2,881,250
▶ Special Revenue Funds	1,972,950	2,423,840	2,328,470	2,881,250
Total	1,972,950	2,423,840	2,328,470	2,881,250



Public Transit Liability

Fiscal Year 2021/22

Purpose

Assure a sufficient reserve for the liability and property losses incurred by Sun Tran, Sun Van, and Sun Link that are not covered by purchased insurance policies.

Task

Review and maintain adequate reserves based on actuary analysis.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	976,319	1,420,000	1,425,500	1,420,000
▶ Services	976,319	1,420,000	1,425,500	1,420,000
Total	976,319	1,420,000	1,425,500	1,420,000

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	962,902	1,420,000	1,420,000	1,420,000
▼ Internal Service Funds	962,902	1,420,000	1,420,000	1,420,000
▶ Self Insurance Fund	962,902	1,420,000	1,420,000	1,420,000
▼ Governmental Funds	13,417	0	5,500	0
▼ Special Revenue Funds	13,417	0	5,500	0
▶ Mass Transit Fund	13,417	0	5,500	0
Total	976,319	1,420,000	1,425,500	1,420,000



Real Estate

Fiscal Year 2021/22

Purpose

Provide comprehensive real estate services for all City departments.

Task

Manage rights-of-way acquisitions, rights-of-way certification for departmental projects, relocations, temporary revocable easements, Cell tower leases on city-owned properties, disposition of real property and administrative issues (rights of entry, utility service requests, and plan reviews), City property management, and GIS mapping.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	698,368	866,640	670,450	865,630
▶ Salaries and Benefits	516,251	756,060	522,590	756,110
▶ Services	181,072	107,560	145,540	106,500
▶ Supplies	1,044	3,020	2,320	3,020
▼ Capital	0	7,000	7,000	0
▶ Capital Outlay	0	7,000	7,000	0
Total	698,368	873,640	677,450	865,630

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	698,368	873,640	677,450	865,630
▼ Special Revenue Funds	698,368	873,640	677,450	865,630
▶ Highway User Revenue Fund	698,368	873,640	677,450	865,630
Total	698,368	873,640	677,450	865,630



Stormwater Quality

Fiscal Year 2021/22

Purpose

Regulate, inspect and abate stormwater discharges from new and existing development and businesses into streets, storm sewers, washes, public properties for all development.

Task

Provide support for floodplain administration, drainage capital project oversight, and City's Community Rating System program.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	306,913	376,700	308,590	381,210
▶ Salaries and Benefits	231,506	302,060	238,030	305,400
▶ Services	42,744	72,990	68,900	74,160
▶ Supplies	32,663	1,650	1,660	1,650
▼ Capital	0	10,000	10,000	10,000
▶ Capital Outlay	0	10,000	10,000	10,000
Total	306,913	386,700	318,590	391,210

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	306,913	386,700	318,590	391,210
▶ The General Fund	306,913	386,700	318,590	391,210
Total	306,913	386,700	318,590	391,210



Street and Traffic Maintenance

Fiscal Year 2021/22

Purpose

Oversee and maintain the arterial and residential roadways within the City of Tucson limits.

Task

Maintain asphalt, medians, roadside landscaping, irrigation systems, alleyways, and drainage systems. Performs street sweeping activities including speed humps, operation splash, operation freeze, brush and bulky plus, homeless camp cleanups and spill response.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	19,939,567	22,977,000	22,150,970	23,451,570
▶ Salaries and Benefits	10,420,421	11,574,710	10,474,640	11,387,270
▶ Services	7,091,674	7,978,780	8,254,580	7,990,790
▶ Supplies	2,427,472	3,423,510	3,421,750	4,073,510
▼ Capital	107,925	26,500	118,240	26,500
▶ Capital Outlay	107,925	26,500	118,240	26,500
Total	20,047,492	23,003,500	22,269,210	23,478,070

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	20,047,492	23,003,500	22,269,210	23,478,070
▶ Special Revenue Funds	20,047,645	23,003,500	22,269,210	23,478,070
▶ The General Fund	0	0	0	0
▶ Capital Projects Funds	-153	0	0	0
Total	20,047,492	23,003,500	22,269,210	23,478,070



Sun Link

Fiscal Year 2021/22

Purpose

Establish a sustainable, affordable, environmentally friendly, and economically viable transit system to ensure a high level of performance by providing real-time information about transit services, maintaining seamless transportation and improving customer service.

Task

Oversee the operation of the Modern Streetcar serving the University of Arizona and the downtown business district.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	3,847,650	4,585,820	3,766,370	4,590,620
▶ Services	3,424,247	4,166,060	3,396,900	4,109,800
▶ Supplies	423,403	419,760	369,470	480,820
Total	3,847,650	4,585,820	3,766,370	4,590,620

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	3,847,650	4,585,820	3,766,370	4,590,620
▼ Special Revenue Funds	3,847,650	4,585,820	3,766,370	4,590,620
▶ Mass Transit Fund	3,847,650	4,585,820	3,766,370	4,590,620
Total	3,847,650	4,585,820	3,766,370	4,590,620



Sun Tran

Fiscal Year 2021/22

Purpose

Establish a sustainable, affordable, environmentally friendly, and economically viable transit system to ensure a high level of performance by providing real-time information about transit services, maintaining seamless transportation and improving customer service.

Task

Oversee the operation of the fixed-route bus services for the Tucson metropolitan region.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	60,947,158	66,251,720	57,921,430	40,973,380
▶ Services	50,023,098	51,774,720	45,328,430	50,237,440
▶ Supplies	10,894,777	14,477,000	12,562,560	14,426,810
▶ Salaries and Benefits	29,282	0	30,440	-23,690,870
▼ Capital	101,115	700,150	-367,760	480,150
▶ Capital Outlay	101,115	700,150	-367,760	480,150
Total	61,048,272	66,951,870	57,553,670	41,453,530

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	61,045,583	66,951,870	57,553,670	41,453,530
▼ Special Revenue Funds	61,045,583	66,951,870	57,553,670	41,453,530
▶ Mass Transit Fund	61,045,583	66,951,870	57,553,670	41,453,530
▼ Proprietary Funds	2,689	0	0	0
▶ Internal Service Funds	2,689	0	0	0
Total	61,048,272	66,951,870	57,553,670	41,453,530



Sun Van

Fiscal Year 2021/22

Purpose

Establish a sustainable, affordable, environmentally friendly, and economically viable transit system to ensure a high level of performance by providing real-time information about transit services, maintaining seamless transportation and improving customer service.

Task

Oversee the operation provided for people with disabilities access to employment, services, community agencies, and events.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	16,011,079	18,571,870	16,774,800	17,962,200
▶ Services	14,801,295	16,478,170	15,339,150	15,915,800
▶ Supplies	1,207,939	2,093,700	1,435,650	2,046,400
▶ Salaries and Benefits	1,845	0	0	0
▼ Capital	186,876	0	30,000	40,000
▶ Capital Outlay	186,876	0	30,000	40,000
Total	16,197,955	18,571,870	16,804,800	18,002,200

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	16,197,955	18,571,870	16,804,800	18,002,200
▼ Special Revenue Funds	16,197,955	18,571,870	16,804,800	18,002,200
▶ Mass Transit Fund	16,197,955	18,571,870	16,804,800	18,002,200
Total	16,197,955	18,571,870	16,804,800	18,002,200



Traffic Engineering and Maintenance

Fiscal Year 2021/22

Purpose

Design, manage, maintain traffic signals, street lighting, signage, and pavement markings throughout the city.

Task

Proactively evaluate data, coordinate with partners and regulatory agencies, develop projects and programs to improve safety.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,732,095	2,341,770	2,603,790	3,104,920
▶ Salaries and Benefits	1,242,986	1,386,790	1,350,980	1,605,240
▶ Services	840,722	821,520	1,169,100	1,406,220
▶ Supplies	648,387	133,460	83,710	93,460
▼ Capital	115,311	225,000	244,430	225,000
▶ Capital Outlay	115,311	225,000	244,430	225,000
Total	2,847,405	2,566,770	2,848,220	3,329,920

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,847,405	2,566,770	2,848,220	3,329,920
▼ Special Revenue Funds	2,560,338	1,991,770	2,135,990	2,332,920
▶ Highway User Revenue Fund	2,340,218	1,761,510	2,040,190	2,084,660
▶ Other Federal Grant Fund	220,120	230,260	95,800	248,260
▶ Capital Projects Funds	222,556	425,000	572,660	847,000
▶ The General Fund	64,511	150,000	139,570	150,000
Total	2,847,405	2,566,770	2,848,220	3,329,920



Transit Services

Fiscal Year 2021/22

Purpose

Administrate and coordinate the activities of the public transportation system including Sun Link, Sun Tran, and Sun Van transit service..

Task

Provide the necessary support for public transportation.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,624,700	2,112,120	2,119,160	26,713,190
▶ Salaries and Benefits	499,066	671,940	696,770	24,702,980
▶ Services	1,107,966	1,404,440	1,397,210	1,974,470
▶ Supplies	17,668	35,740	25,180	35,740
Total	1,624,700	2,112,120	2,119,160	26,713,190

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,624,700	2,112,120	2,119,160	26,713,190
▼ Special Revenue Funds	1,624,700	2,112,120	2,119,160	26,713,190
▶ Mass Transit Fund	1,624,700	2,112,120	2,119,160	26,713,190
Total	1,624,700	2,112,120	2,119,160	26,713,190



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	37,846	1,600,000	2,617,820	0
▶ Services	0	1,600,000	2,091,820	0
▶ Supplies	18,740	0	526,000	0
▶ Salaries and Benefits	19,106	0	0	0
▶ Capital	0	0	482,180	0
Total	37,846	1,600,000	3,100,000	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	37,846	1,600,000	3,100,000	0
▼ Special Revenue Funds	37,846	1,600,000	3,100,000	0
▶ Other Federal Grant Fund	37,846	1,600,000	3,100,000	0
Total	37,846	1,600,000	3,100,000	0



Tucson City Golf Overview

Fiscal Year 2021/22

Mission Statement

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

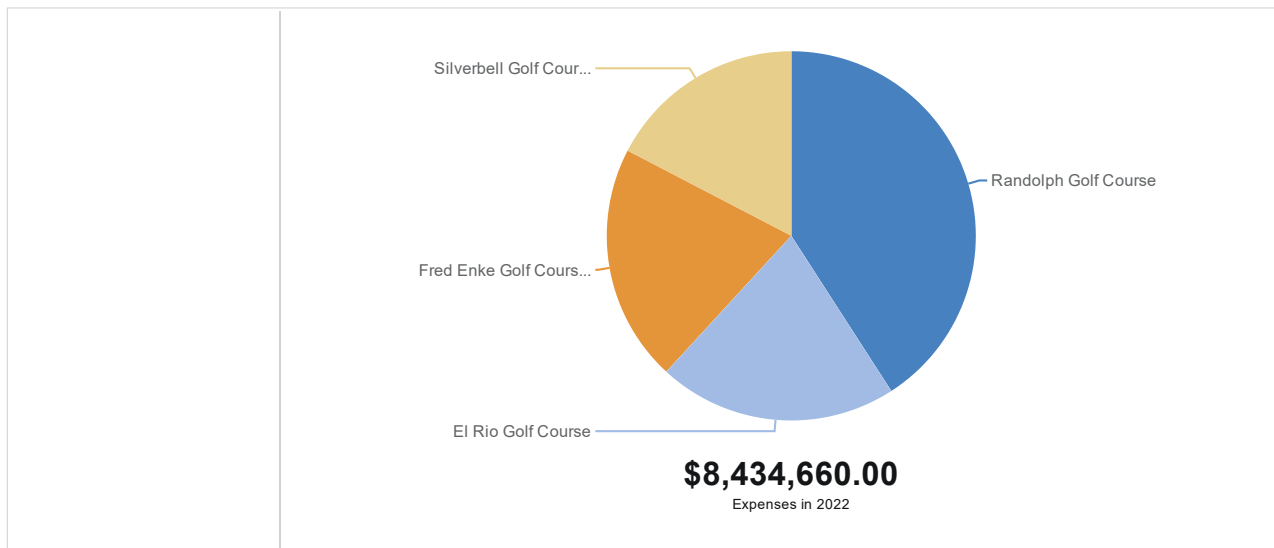
Programs

The following programs are included in this department:

- El Rio Golf Course
- Fred Enke Golf Course
- Randolph Golf Course
- Silverbell Golf Course

Budget By Program

***No budgeted FTEs as Tucson City Golf is managed by contractor OB Sports**



Department Expenses

Budget By Expense Category

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↻ History ▾ ↻ Reset

Broken down by

Expenses ▼ 610 - Golf Utility

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	7,573,226	7,704,040	8,202,860	8,414,090
▶ Services	5,798,360	5,915,730	6,340,600	6,597,640
▶ Supplies	1,722,022	1,737,050	1,810,060	1,765,770
▶ Salaries and Benefits	52,843	51,260	52,200	50,680
▼ Debt Service Obligations	26,838	21,900	12,280	20,570
▶ Debt Service	26,838	21,900	12,280	20,570
Total	7,600,064	7,725,940	8,215,140	8,434,660

Budget By Funding Source

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Broken down by

Funds ▼ 610 - Golf Utility ▼ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	7,588,021	7,725,940	8,215,140	8,434,660
▶ Enterprise Funds	7,588,021	7,725,940	8,215,140	8,434,660
▶ Governmental Funds	12,043	0	0	0
Total	7,600,064	7,725,940	8,215,140	8,434,660

Significant Changes

The Adopted Budget for Fiscal Year 2021/22 of \$8,434,660 reflects an increase of \$708,720 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in contracted labor by \$621,920
- Increase in miscellaneous items by \$86,800

Trends

For eight consecutive years the average rate collected per round of golf increased. Customers are willing to pay more for a round of golf. For the third year in a row, the number of rounds increased. Fiscal Year 2019/20 had the most rounds played on Tucson City Golf Courses, 231,185 since OB Sports started managing the courses in 2014. Fiscal Year 2020/21 saw another significant increase in rounds, ending the year with 257,597 rounds of golf played on Tucson City Golf courses.

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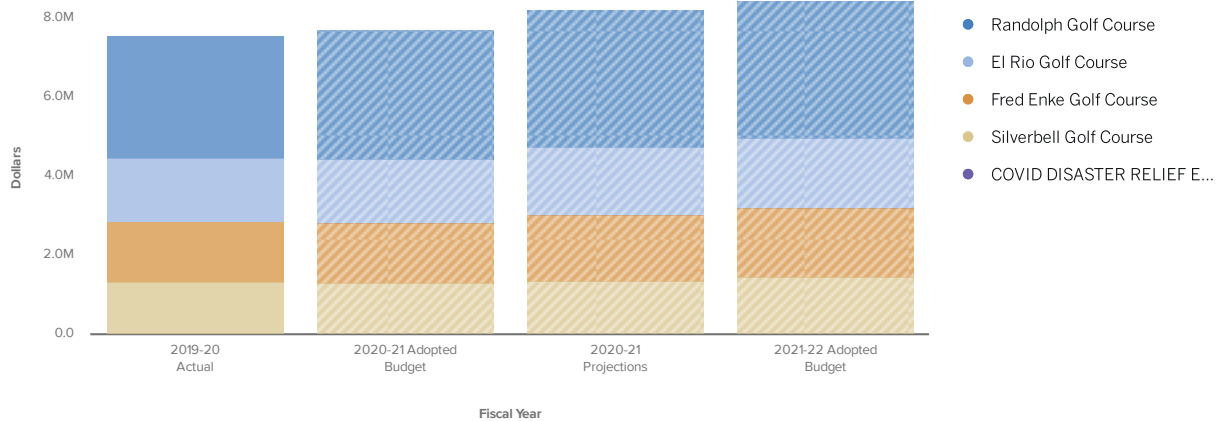
Broken down by

610 - Golf Utility Expenses



Sort Large to Small ▾

Visualization



Accomplishments

In an effort to improve customer satisfaction and generate revenue, golf shops and restaurants at El Rio, Silverbell and Fred Enke were completely renovated. This included new paint, new flooring, new furniture, new kitchen equipment and a new menu.

Future Objectives

Tucson City Golf continues to make improvements at courses to improve customer satisfaction and subsequently increase rounds and revenue. Replacing the golf course irrigation systems at Randolph (Parks and Connections bond) over the next couple years will help improve water efficiency and mitigate raising water costs. Green stormwater improvements will also be considered at the same time. The potential failure of the Fred Enke golf course irrigation system, the oldest in the system, remains the biggest challenge.



El Rio Golf Course

Fiscal Year 2021/22

Purpose

Provide an 18-hole facility of modest length with historical reference having hosted Tucson Open many years ago and is a Tucson favorite.

Task

Represent the budget for course services, food and beverage, golf shop, course maintenance, and general and administrative departments presented by OB Sports Golf Management.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,609,410	1,629,960	1,739,550	1,767,110
▶ Services	1,279,113	1,306,060	1,397,940	1,387,770
▶ Supplies	317,425	311,100	328,560	366,670
▶ Salaries and Benefits	12,873	12,800	13,050	12,670
Total	1,609,410	1,629,960	1,739,550	1,767,110

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	1,609,410	1,629,960	1,739,550	1,767,110
▶ Enterprise Funds	1,609,410	1,629,960	1,739,550	1,767,110
Total	1,609,410	1,629,960	1,739,550	1,767,110



Fred Enke Golf Course

Fiscal Year 2021/22

Purpose

Provide an 18-hole facility in a very scenic desert lined golf course that is seen as one of the most challenging in the Tucson City Golf portfolio.

Task

Represent the budget for course services, food and beverage, golf shop, course maintenance, and general and administrative departments presented by OB Sports Golf Management.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,526,272	1,512,410	1,639,600	1,754,060
▶ Services	1,206,427	1,174,080	1,289,540	1,401,630
▶ Supplies	306,972	325,510	337,010	339,760
▶ Salaries and Benefits	12,873	12,820	13,050	12,670
Total	1,526,272	1,512,410	1,639,600	1,754,060

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	1,526,272	1,512,410	1,639,600	1,754,060
▶ Enterprise Funds	1,526,272	1,512,410	1,639,600	1,754,060
Total	1,526,272	1,512,410	1,639,600	1,754,060



Randolph Golf Course

Fiscal Year 2021/22

Purpose

Provide Randolph North/Dell Urich Golf Course as a 36-hole facility, which is the premier course within the Tucson City Golf portfolio.

Task

Represent the budget for course services, food and beverage, golf shop, course maintenance, general and administrative departments, and includes the costs associated with capital leases for maintenance equipment presented by OB Sports Golf Management. Randolph has hosted the PGA Tour Tucson Open, Senior Open and LPGA Tour events.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	3,086,260	3,246,510	3,441,960	3,427,780
▶ Services	2,325,842	2,462,690	2,588,150	2,698,520
▶ Supplies	746,192	771,000	840,760	716,590
▶ Salaries and Benefits	14,225	12,820	13,050	12,670
▼ Debt Service Obligations	26,838	21,900	12,280	20,570
▶ Debt Service	26,838	21,900	12,280	20,570
Total	3,113,098	3,268,410	3,454,240	3,448,350

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	3,113,098	3,268,410	3,454,240	3,448,350
▶ Enterprise Funds	3,113,098	3,268,410	3,454,240	3,448,350
Total	3,113,098	3,268,410	3,454,240	3,448,350



Silverbell Golf Course

Fiscal Year 2021/22

Purpose

Provide an 18-hole facility in a very popular layout that is viewed as playable yet challenging with contiguous turf from tee to green in most cases.

Task

Represent the budget for course services, food and beverage, golf shop, course maintenance, and general and administrative departments presented by OB Sports Golf Management.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,339,241	1,315,160	1,381,750	1,465,140
▶ Services	986,978	972,900	1,064,970	1,109,720
▶ Supplies	339,391	329,440	303,730	342,750
▶ Salaries and Benefits	12,873	12,820	13,050	12,670
Total	1,339,241	1,315,160	1,381,750	1,465,140

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	1,339,241	1,315,160	1,381,750	1,465,140
▶ Enterprise Funds	1,339,241	1,315,160	1,381,750	1,465,140
Total	1,339,241	1,315,160	1,381,750	1,465,140



Tucson Convention Center Overview

Fiscal Year 2021/22

Mission Statement

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

Programs

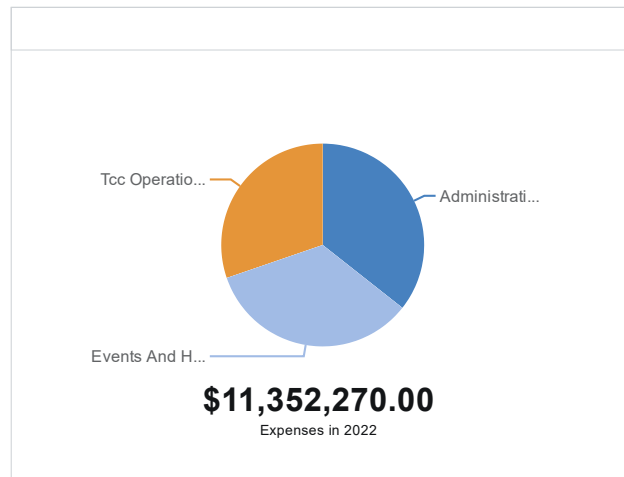
The following programs are included in this department:

- Administration
- Events and Hospitality
- Operations
- Covid-19 Disaster Relief

Staffing By Program

*No budgeted FTEs for Fiscal Year 2021/2022

Budget By Program



Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	9,711,594	11,592,390	6,285,420	10,885,680
▶ Services	8,285,020	9,867,280	5,619,980	9,068,680
▶ Supplies	1,372,583	1,671,790	611,350	1,763,790
▶ Salaries and Benefits	53,990	53,320	54,090	53,210
▼ Capital	136,118	414,000	60,710	466,590
▶ Capital Outlay	136,118	414,000	60,710	466,590
Total	9,847,711	12,006,390	6,346,130	11,352,270

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	9,847,711	12,006,390	6,346,130	11,352,270
▶ Special Revenue Funds	9,847,711	12,006,390	6,346,130	11,352,270
Total	9,847,711	12,006,390	6,346,130	11,352,270

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$11,352,270 reflects a net decrease of \$654,120 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Decrease in services by \$362,750 mainly due to a decrease in TCC event services and miscellaneous professional fees
- Decrease in contracted labor by \$435,850

Trends

Prior to the COVID-19 pandemic, event programming had steadily increased at the Tucson Convention Center for the past five years. It is anticipated that even programming levels, depending on the even type, events will return to pre-pandemic levels by the end if the Fiscal Year 2021/22. Meetings, banquets, and consumer trade shows will lag, but it is expected that sporting events and concerts will return to pre-pandemic levels. From all event types, the concert/entertainment programming have shown the most growth. With the addition of the hotel and upgraded meeting room space, convention and association businesses will be the next area of development.

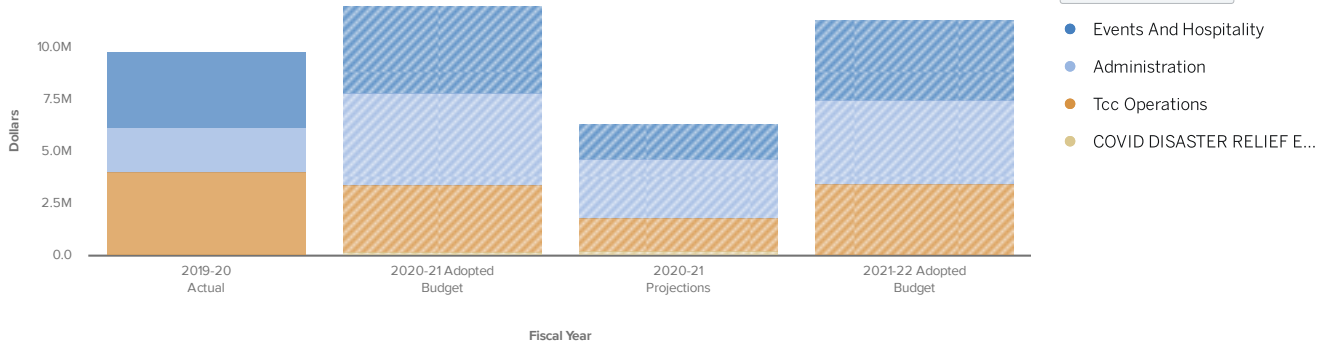
Broken down by

171 - Convention Center Expenses



Visualization

Sort **Large to Small**



Accomplishments

During Fiscal Year 2020/21, the Tucson Convention Center saw major improvements, upgrades, and additions. These improvements were funded by the Rio Nuevo Project.

Future Objectives

The TCC will work with Visit Tucson and the downtown hotels to market to the convention, event association and trade show industry. The TCC will seek to expand programming of all event types.



Administration

Fiscal Year 2021/22

Purpose

Plan, coordinate, and provide analytical fiscal support; maintain accurate accounting systems; and financially administer event support services.

Task

Manage all parking functions for multiple events and venues and handle cash collections for all parking fee. Provide quality promoter and guest experience by managing all ticketing functions including responsibility for the ticketing fund handling.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,966,364	4,023,450	2,742,570	3,578,490
▶ Services	1,860,470	3,905,330	2,651,250	3,457,480
▶ Supplies	51,904	64,800	37,230	67,800
▶ Salaries and Benefits	53,990	53,320	54,090	53,210
▼ Capital	136,118	414,000	60,710	466,590
▶ Capital Outlay	136,118	414,000	60,710	466,590
Total	2,102,482	4,437,450	2,803,280	4,045,080

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,102,482	4,437,450	2,803,280	4,045,080
▶ Special Revenue Funds	2,102,482	4,437,450	2,803,280	4,045,080
Total	2,102,482	4,437,450	2,803,280	4,045,080



Events and Hospitality

Fiscal Year 2021/22

Purpose

Provide event management and coordinate all events to include service provider contracts and ensure a quality guest experience.

Task

Staff conducts site visits, tours, and works collaboratively with Visit Tucson to attract a wide variety of local and national revenue-generating events.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	3,668,996	4,142,320	1,709,190	3,871,030
▶ Services	2,569,409	2,769,700	1,282,540	2,502,410
▶ Supplies	1,099,588	1,372,620	426,650	1,368,620
Total	3,668,996	4,142,320	1,709,190	3,871,030

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	3,668,996	4,142,320	1,709,190	3,871,030
▶ Special Revenue Funds	3,668,996	4,142,320	1,709,190	3,871,030
Total	3,668,996	4,142,320	1,709,190	3,871,030



Operations

Fiscal Year 2021/22

Purpose

Provide event set-up and maintenance for all events, including responsibility for ice set-ups and all buildings.

Task

Support events requiring staging and theatrical services and oversee all arena and music hall rigging, concert set-ups, and telephone and internet services for all events.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	4,011,808	3,226,620	1,583,970	3,436,160
▶ Services	3,791,509	2,992,250	1,456,790	3,108,790
▶ Supplies	220,300	234,370	127,180	327,370
Total	4,011,808	3,226,620	1,583,970	3,436,160

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	4,011,808	3,226,620	1,583,970	3,436,160
▶ Special Revenue Funds	4,011,808	3,226,620	1,583,970	3,436,160
Total	4,011,808	3,226,620	1,583,970	3,436,160



COVID-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	64,425	200,000	249,690	0
▶ Services	63,633	200,000	229,400	0
▶ Supplies	792	0	20,290	0
Total	64,425	200,000	249,690	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	64,425	200,000	249,690	0
▶ Special Revenue Funds	64,425	200,000	249,690	0
Total	64,425	200,000	249,690	0



Tucson Fire Overview

Fiscal Year 2021/22

Mission Statement

To be excellent public safety professionals, compassionately providing our community an all-hazards response with integrity and courage through innovative prevention, education and active intervention.

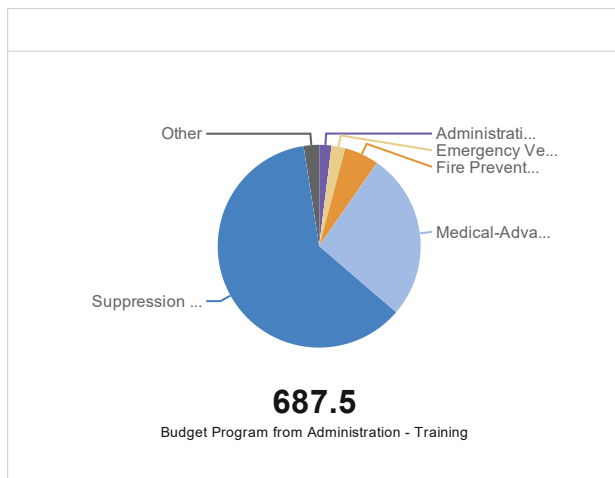
Programs

The following programs are included in this department:

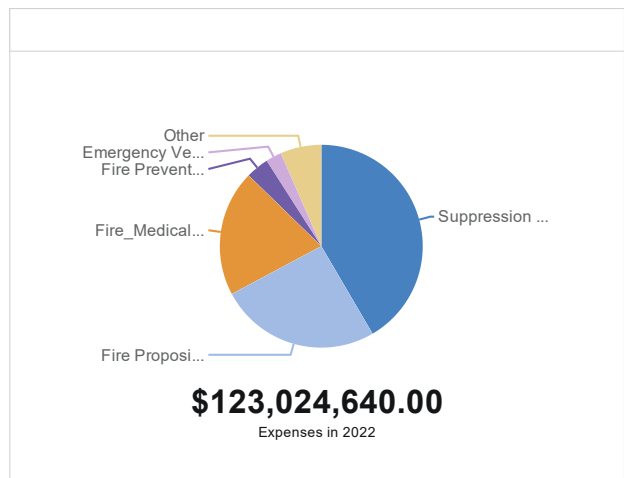
- Administration
- Advanced Life Support
- Emergency Management
- Emergency Vehicle Management
- Fire Logistics

- Fire Prevention and Life Safety
- Fire Suppression and Emergency Medical Services
- Fire Training
- Hazardous Waste Disposal
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

**632 of the 687.5 FTE for Fiscal Year 2021/22 are Commissioned Officers

Department Expenses

Budget By Expense Category

Help ▾ Share ▾

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Broken down by

Expenses ▾ Department/Unit...

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	\$ 103,821,939	\$ 120,016,980	\$ 121,629,320	\$ 91,962,210
▶ Salaries and Benefits	96,246,224	97,714,990	99,401,330	84,361,300
▶ Services	2,976,137	18,781,670	18,544,570	3,114,190
▶ Supplies	4,599,578	3,520,320	3,683,420	4,486,720
▼ Capital	5,015,309	16,265,650	16,829,830	31,062,430
▶ Capital Outlay	4,086,808	10,210,150	11,725,130	13,016,530
▶ Capital Improvement Projects	928,501	6,055,500	5,104,700	18,045,900
Total	\$ 108,837,248	\$ 136,282,630	\$ 138,459,150	\$ 123,024,640

Budget By Funding Source

Help ▾ Share ▾

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Broken down by

Funds ▾ Department/Unit... ▾ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	\$ 108,438,212	\$ 135,878,540	\$ 138,070,580	\$ 122,678,580
▶ The General Fund	87,099,001	103,065,810	100,050,260	88,306,150
▶ Special Revenue Funds	21,339,211	32,812,730	38,020,320	34,372,430
▶ Capital Projects Funds	0	0	0	0
▼ Proprietary Funds	399,036	404,090	388,570	346,060
▶ Internal Service Funds	399,036	404,090	388,570	346,060
Total	\$ 108,837,248	\$ 136,282,630	\$ 138,459,150	\$ 123,024,640

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$123,024,640 reflects a net decrease of \$13,257,990 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Decrease in PSPRS pension costs due to structure of pension obligation by \$13,398,880
- Decrease in COVID-19 disaster relief funding by \$15,380,000

Trends

Fiscal Year 2020/21 continued with the impacts of the COVID-19 pandemic largely through the end of the fiscal year. Firefighter vacancies remained a challenge, but this was partially alleviated towards the end of the fiscal year with the graduation of 30 recruits. Overall, structure fire calls rose rather remarkably within the City over the past fiscal year with a noticeable trend in the number of fires that are started by homeless individuals which then ignite a structure or start a brush fire which then extends to structures. The supply chain issues for personal protective equipment (PPE) continue, although not as severe as during the height of the pandemic, and now the department is witnessing extended vendor delivery challenges due to national shortages of things such as Nomex (fire retardant fabric used in our uniforms), microchips for vehicles, and the like.

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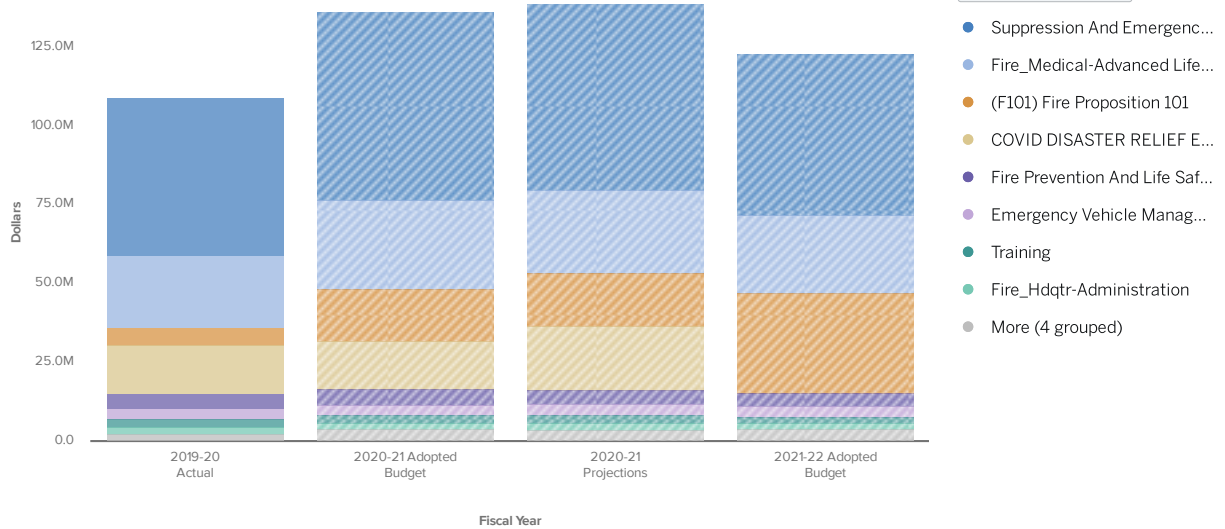
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Broken down by

Department/Unit* Expenses

Visualization



Accomplishments

The response metrics for emergency calls remained relatively constant despite the increase in the volume of calls for this fiscal year. The Prevention Division remained extremely active, processing record numbers of new construction fire plans reviews.

Further steps were taken to continue the implementation of automatic aid with neighboring fire districts, and the department also reinvigorated and reinvested in the Wildland Response Program with the purchase of a Type III Wildland Engine and being a more active participant in the State mutual aid system by providing resources for deployment to wildfires not only in Arizona, but in surrounding western states as well.

The Tucson Fire Department graduated a recruit class of 30 new firefighters on June 11, 2021 and was also successful in obtaining the award of a federal Assistance to Firefighters Grant that allowed the department to train 20 incumbent Firefighter/EMT personnel as advanced life support paramedics.

The SAFER grant was awarded to the department in the total amount of \$5.4 million dollars over a 3-year performance period that offsets existing personnel salary and benefit costs, providing welcome relief to the City's general fund budget.

Future Objectives

As the City grows, Tucson Fire will strive to grow its commissioned workforce and its complement of firefighting resources and apparatus in order to maintain the ISO Class 1 prestigious rating the department currently holds. Tucson Fire plans to seek international accreditation in the coming years, the department seeks to improve response times in comparison to national standards and best practices.

Tucson Fire Department seeks to assure the availability and competency of Emergency Medical Services (EMS) resources, institute a comprehensive continuing education program and encourage on-going quality assurance and improvement.

Tucson Fire Department will hold an annual paramedic training class to help maintain a robust pool of qualified Advanced Life Support (ALS) providers and keep EMS transport units and rescue trucks staffed. Additionally, with the help of a dedicated QA Manager and enhanced quality assurance measures, Fire can minimize risk and liability and improve patient care and cost recovery efforts.

Community Risk Reduction (CRR) has quickly become an industry standard and a community demand. The objective of a CRR program is to prevent the 911 call before it must occur through focused education and communication. Tucson Fire is committed to CRR's growth and improvement.



Administration

Fiscal Year 2021/22

Purpose

Provide direction and policy to ensure the delivery of high-quality, innovative, and evidence-based all-hazards emergency response, environmental protection, community risk reduction, and fire and life safety code enforcement in the community.

Task

Administer all fiscal operations and personnel policies, procedures and actions, and carry-out the administrative functions and requirements of the Public Safety Pension Retirement System.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,167,584	2,271,560	2,309,680	2,043,890
▶ Salaries and Benefits	1,966,912	2,147,470	2,175,560	1,919,030
▶ Services	178,407	100,250	113,490	101,020
▶ Supplies	22,265	23,840	20,630	23,840
Total	2,167,584	2,271,560	2,309,680	2,043,890

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,167,584	2,271,560	2,309,680	2,043,890
▶ The General Fund	2,167,584	2,271,560	2,309,680	2,043,890
Total	2,167,584	2,271,560	2,309,680	2,043,890



Advanced Life Support

Fiscal Year 2021/22

Purpose

Emergency Medical Services (EMS) Division manages the Advanced Life Support (ALS) services response, partially funded through in-house billing cost recovery for ALS ambulance services.

Task

The EMS Division's responsibilities include the creation and monitoring of service contracts; the development of equipment specifications, scope of practice and standards of care, and the resolution of customer and quality assurance, liability, and liaison issues related to pre-hospital medical care.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	22,844,966	28,109,140	26,632,070	24,732,400
▶ Salaries and Benefits	20,863,982	26,182,780	24,746,890	22,795,030
▶ Supplies	1,184,882	1,000,310	1,121,090	1,000,310
▶ Services	796,102	926,050	764,090	937,060
Total	22,844,966	28,109,140	26,632,070	24,732,400

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	22,844,966	28,109,140	26,632,070	24,732,400
▶ The General Fund	22,844,966	28,109,140	26,632,070	24,732,400
Total	22,844,966	28,109,140	26,632,070	24,732,400



Emergency Management

Fiscal Year 2021/22

Purpose

Provide Citywide management and coordination in response to natural and manmade disasters, and in advance of planned events and large public gatherings and increase community resilience through education, planning, and training.

Task

Provide coordinated, cooperative management, resource allocation, planning, regional, state, and federal all-hazard coordination to simulate regional response to significant adverse events that impact large portions of the City and its residents.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	373,381	1,434,130	1,515,510	1,512,100
▶ Salaries and Benefits	189,500	876,050	1,243,010	823,460
▶ Supplies	24,117	340,740	141,490	681,640
▶ Services	159,764	217,340	131,010	7,000
▼ Capital	0	168,550	120,000	125,530
▶ Capital Outlay	0	168,550	120,000	125,530
Total	373,381	1,602,680	1,635,510	1,637,630

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	373,381	1,602,680	1,635,510	1,637,630
▶ Special Revenue Funds	185,035	1,131,660	1,256,100	1,219,310
▶ The General Fund	188,346	471,020	379,410	418,320
Total	\$ 373,381	\$ 1,602,680	\$ 1,635,510	\$ 1,637,630



Emergency Vehicle Management

Fiscal Year 2021/22

Purpose

Maintain all emergency response vehicles and safety equipment.

Task

Organize and manage the maintenance of all front-line emergency response vehicles and safety equipment.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	3,446,216	3,072,170	3,246,000	3,096,970
▶ Salaries and Benefits	1,786,853	1,700,890	1,788,360	1,725,050
▶ Supplies	1,379,149	1,065,490	1,186,300	1,065,490
▶ Services	280,215	305,790	271,340	306,430
Total	3,446,216	3,072,170	3,246,000	3,096,970

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	3,446,216	3,072,170	3,246,000	3,096,970
▶ The General Fund	3,446,216	3,072,170	3,246,000	3,096,970
Total	3,446,216	3,072,170	3,246,000	3,096,970



Fire Logistics

Fiscal Year 2021/22

Purpose

Administer all logistical areas of the Tucson Fire Department.

Task

Administer all the procurement functions, process payment of invoices, distribute supplies and equipment to all stations, and coordinate facility repairs and improvements.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,509,471	1,740,420	1,680,080	1,785,200
▶ Supplies	771,876	804,390	889,600	962,390
▶ Salaries and Benefits	426,982	600,310	486,060	487,260
▶ Services	310,613	335,720	304,420	335,550
▶ Capital	32,844	54,000	26,000	54,000
Total	1,542,315	1,794,420	1,706,080	1,839,200

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,542,315	1,794,420	1,706,080	1,839,200
▶ The General Fund	1,542,315	1,794,420	1,706,080	1,839,200
Total	1,542,315	1,794,420	1,706,080	1,839,200



Fire Prevention and Life Safety

Fiscal Year 2021/22

Purpose

Promote public safety and fire prevention to the City of Tucson.

Task

Administer fire codes and standards, conduct regular building and facility inspections of commercial buildings, schools, vacant and neglected structures, group homes, and landfills, and enforce compliance of code violations. Respond to citizen complaints and conduct specialty inspections of tents, fireworks display, open burn permits, and administer the self-inspection program. In accordance with International Fire Code, this program investigates the cause and origin of all fires reported within City jurisdiction. This program proactively engages in fire prevention and life safety by educating the business community, residents, and even our own firefighters with instructional support, materials, and education programs focused on reducing the incidence of injury and death; and provides accurate and timely information to the news media and the community on events and services provided.

Program Budget By Expense Category

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Broken down by

Expenses ▾ Fire Prevention And Life Safety

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	4,567,159	5,097,680	4,753,280	4,495,760
▶ Salaries and Benefits	4,452,804	4,916,860	4,631,590	4,314,250
▶ Services	98,403	128,540	90,810	129,230
▶ Supplies	15,951	52,280	30,880	52,280
Total	4,567,159	5,097,680	4,753,280	4,495,760

Program Budget By Funding Source

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Broken down by

Funds ▾ Fire Prevention And Life Safety ▾ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▾ Governmental Funds	4,567,159	5,097,680	4,753,280	4,495,760
▸ The General Fund	4,566,581	5,049,210	4,747,780	4,447,290
▸ Special Revenue Funds	577	48,470	5,500	48,470
Total	4,567,159	5,097,680	4,753,280	4,495,760



Fire Training

Fiscal Year 2021/22

Purpose

Provide training to fire fighters and emergency medical technicians (EMTs).

Task

Ensure well-trained, highly qualified fire fighters and emergency medical technicians (EMTs) are available to provide emergency service to the Tucson community through comprehensive professional training programs and career enhancement opportunities.

Program Budget By Expense Category

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Broken down by

Expenses ▼ Fire Training & Safety

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,582,991	2,422,180	2,493,220	2,176,340
▶ Salaries and Benefits	2,147,526	2,033,270	2,039,160	1,788,010
▶ Services	216,014	209,280	219,200	208,700
▶ Supplies	219,452	179,630	234,860	179,630
Total	2,582,991	2,422,180	2,493,220	2,176,340

Program Budget By Funding Source

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Broken down by

Funds

▾ Fire Training & Safety ▾ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▾ Governmental Funds	2,582,991	2,422,180	2,493,220	2,176,340
▸ The General Fund	2,582,991	2,422,180	2,493,220	2,176,340
Total	2,582,991	2,422,180	2,493,220	2,176,340



Hazardous Waste Disposal

Fiscal Year 2021/22

Purpose

Manage the City's hazardous waste.

Task

Ensure that City-generated hazardous waste is properly collected, packaged, and disposed of per local, state, and federal laws.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	399,036	404,090	388,570	346,060
▶ Salaries and Benefits	348,955	337,570	334,200	279,890
▶ Services	30,267	43,560	31,410	43,210
▶ Supplies	19,814	22,960	22,960	22,960
Total	399,036	404,090	388,570	346,060

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	399,036	404,090	388,570	346,060
▶ Internal Service Funds	399,036	404,090	388,570	346,060
Total	399,036	404,090	388,570	346,060



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	15,400,970	15,380,000	19,967,690	0
▶ Services	2,606	15,380,000	15,389,510	0
▶ Salaries and Benefits	15,104,449	0	4,560,000	0
▶ Supplies	293,915	0	18,180	0
▼ Capital	0	0	103,530	0
▶ Capital Outlay	0	0	103,530	0
Total	15,400,970	15,380,000	20,071,220	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	15,400,970	15,380,000	20,071,220	0
▶ Special Revenue Funds	15,400,970	15,380,000	20,071,220	0
Total	15,400,970	15,380,000	20,071,220	0



Tucson Police Department Overview

Fiscal Year 2021/22

Mission Statement

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

Programs

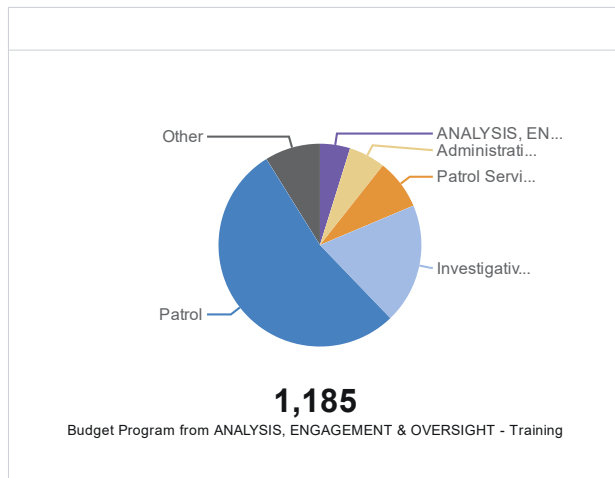
The following programs are included in this department:

Office of the Chief of Police
Administrative Services
Analysis, Engagement, and
Oversight
Emergency Management
Forfeiture

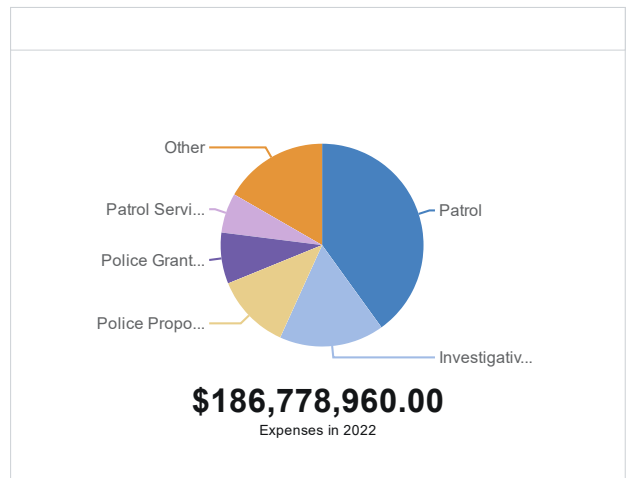
Grants
Impounds
Investigative Services
Logistics
Patrol

Special Duty
Support Services
Traffic Enforcement
Training
Covid-19 Disaster Relief

Staffing By Program



Budget By Program



***Full Time Equivalent Employee (FTE)**

****884 of the 1,185 FTE for Fiscal Year 2021/22 are Commissioned Officers**

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	167,786,195	196,372,280	185,711,320	169,081,520
▶ Salaries and Benefits	151,668,508	159,907,910	153,770,720	140,387,940
▶ Services	11,482,385	25,481,900	25,242,290	15,193,650
▶ Supplies	4,635,301	10,982,470	6,698,310	13,499,930
▼ Capital	2,314,989	13,719,600	6,775,270	17,697,440
▶ Capital Outlay	1,941,324	6,457,400	5,963,670	10,698,940
▶ Capital Improvement Projects	373,666	7,262,200	811,600	6,998,500
Total	170,101,184	210,091,880	192,486,590	186,778,960

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	170,101,184	210,091,880	192,486,590	186,778,960
▼ The General Fund	147,071,136	166,079,280	158,747,890	148,418,650
▼ General Fund	147,071,136	166,079,280	158,747,890	148,418,650
(001) General Fund	143,215,888	163,371,220	156,039,830	145,746,320
(017) General Fund Restricted	3,855,248	2,708,060	2,708,060	2,672,330
▼ Special Revenue Funds	23,030,048	44,012,600	33,738,700	38,360,310
▼ Other Federal Grant Fund	18,261,178	25,717,110	25,717,110	13,772,490
(092) Misc Federal Grant Funds	8,575,299	13,947,110	13,947,110	13,772,490
(161) DISASTER RELIEF	9,685,879	11,770,000	11,770,000	0
▼ Public Safety 102	3,753,038	16,096,200	5,822,300	22,519,050
(027) Safer City Improvement Fund	3,753,038	16,096,200	5,822,300	22,519,050
▼ Non Federal Grant Fund	1,008,516	2,184,290	2,184,290	2,053,770
(093) Misc Non Federal Grant Funds	1,008,516	2,184,290	2,184,290	2,053,770
▼ Civic Contributions Fund	7,316	15,000	15,000	15,000
(019) Civic Contributions Fund	7,316	15,000	15,000	15,000
▶ Capital Projects Funds	0	0	0	0
Total	170,101,184	210,091,880	192,486,590	186,778,960

Significant Changes

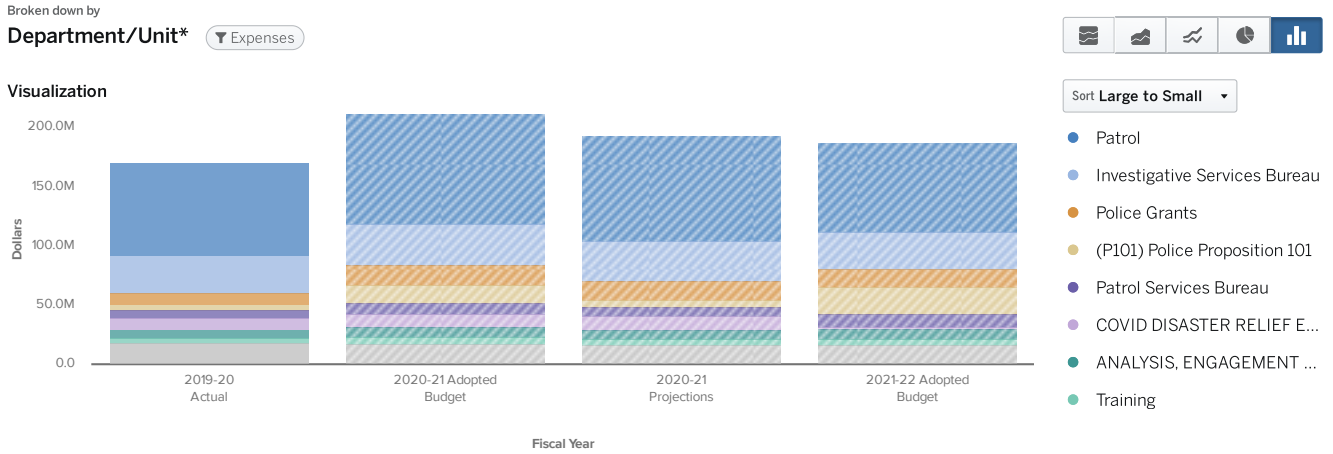
The adopted budget for Fiscal Year 2021/22 of \$186,778,960 reflects a net decrease of \$23,312,920 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in salary and employee related expenses* by \$2,100,000
- Decrease in police pension costs due to structure of pension obligation by \$20,808,500
- Decrease in COVID-19 disaster relief funding by \$11,770,000

*20 new Community Service Officers and 12 new Police Records Specialists have been added to the Fiscal Year 2021/22 Adopted Budget.

Trends

Due to the structure of public safety pension obligations, the operating budget has decreased over the last three years. Tucson Police Department is committed to recruiting and retaining police officers. Over the past three years, overtime has decreased due to the collaborative effort.



Accomplishments

TPD is extraordinarily successful at solving homicides with effective collaborative efforts. By diverting substance abuse addicts into treatment and away from prison, the department continues to build on the success of its deflection program. TPD has successfully reduced the reliance on incarceration using alternatives to arrest for many low-level offenses. TPD also improved the department's data analysis capabilities to support effective, evidence-based crime reduction efforts and enhance transparency.

Future Objectives

TPD continues to focus the department's efforts towards decreasing violent crime rates, specifically gun crimes, address challenges with recruiting and retention with a goal of hiring a highly qualified and diverse workforce staff and the increases in drug overdoses through the use of our drug diversion and deflection programs which support treatment as opposed to incarceration. TPD will continue to support employee health and wellness through increased resources and training.



Office of the Chief of Police

Fiscal Year 2021/22

Purpose

Direct policy, oversee the professionalism of department members, and coordinate the efforts of the department.

Task

Coordinate the efforts among all program areas.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	8,322,918	9,198,140	7,720,800	8,831,980
▶ Salaries and Benefits	7,860,051	8,535,080	7,111,280	8,085,280
▶ Services	373,643	593,190	576,770	675,330
▶ Supplies	89,224	69,870	32,750	71,370
Total	8,322,918	9,198,140	7,720,800	8,831,980

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	8,322,918	9,198,140	7,720,800	8,831,980
▶ The General Fund	8,322,918	9,198,140	7,720,800	8,831,980
Total	8,322,918	9,198,140	7,720,800	8,831,980



Administrative Services

Fiscal Year 2021/22

Purpose

Provide services necessary to ensure sustainable and proactive operations as directed by the Chief of Police.

Task

Provide support including Records, Capital, and Public Safety Health and Wellness.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	3,399,126	3,985,550	3,581,960	4,756,890
▶ Salaries and Benefits	3,334,593	3,907,050	3,510,020	4,621,210
▶ Services	52,911	64,440	60,750	121,320
▶ Supplies	11,622	14,060	11,190	14,360
Total	3,399,126	3,985,550	3,581,960	4,756,890

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	3,399,126	3,985,550	3,581,960	4,756,890
▶ The General Fund	3,399,126	3,985,550	3,581,960	4,756,890
Total	3,399,126	3,985,550	3,581,960	4,756,890



Analysis, Engagement, and Oversight

Fiscal Year 2021/22

Purpose

Provide accountability to the Tucson community.

Task

Provide data driven policing, best practices research, internal and external strategic communications, community advocacy and interest group engagement, and employee recruiting.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	871,230	1,180,980	1,279,000	2,423,670
▶ Salaries and Benefits	800,261	1,119,100	1,250,930	2,320,320
▶ Services	63,753	28,140	27,960	70,160
▶ Supplies	7,215	33,740	110	33,190
Total	871,230	1,180,980	1,279,000	2,423,670

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	871,230	1,180,980	1,279,000	2,423,670
▶ The General Fund	871,230	1,180,980	1,279,000	2,423,670
Total	871,230	1,180,980	1,279,000	2,423,670



Emergency Management

Fiscal Year 2021/22

Purpose

Promote a safer, less vulnerable community with the capacity to cope with all hazards.

Task

Plan, coordinate, and integrate activities necessary to build, sustain, and improve the City's capability to mitigate against, prepare for, respond to, and recover from threats, natural or man-made disasters, and acts of terrorism.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,507,588	1,826,700	1,832,390	1,274,180
▶ Salaries and Benefits	1,497,676	1,804,370	1,812,360	1,244,550
▶ Services	9,292	20,030	20,030	27,880
▶ Supplies	620	2,300	0	1,750
Total	1,507,588	1,826,700	1,832,390	1,274,180

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,507,588	1,826,700	1,832,390	1,274,180
▶ The General Fund	1,507,588	1,826,700	1,832,390	1,274,180
Total	1,507,588	1,826,700	1,832,390	1,274,180



Forfeiture

Fiscal Year 2021/22

Purpose

Effectively apply funding associated with the Racketeer Influenced and Corrupt Organizations (RICO) Act and Arizona forfeiture laws.

Task

Enhance operational objectives as determined by the Chief of Police.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	843,798	1,549,650	1,548,450	1,414,860
▶ Salaries and Benefits	583,970	740,560	739,360	603,540
▶ Supplies	47,031	624,890	624,890	624,890
▶ Services	212,798	184,200	184,200	186,430
▼ Capital	95,985	55,000	55,000	55,000
▶ Capital Outlay	95,985	55,000	55,000	55,000
Total	939,783	1,604,650	1,603,450	1,469,860

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	939,783	1,604,650	1,603,450	1,469,860
▶ The General Fund	939,783	1,604,650	1,603,450	1,469,860
Total	939,783	1,604,650	1,603,450	1,469,860



Grants

Fiscal Year 2021/22

Purpose

Provide administrative and financial oversight and capacity for grant funding allocated to the Tucson Police Department.

Task

Enhance operational objectives outlined by the Chief of Police.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	9,445,071	15,186,300	15,303,080	14,334,970
▶ Services	5,221,991	6,991,470	7,129,870	7,077,030
▶ Salaries and Benefits	3,534,547	5,317,500	5,317,300	4,502,820
▶ Supplies	688,533	2,877,330	2,855,910	2,755,120
▼ Capital	429,767	1,580,500	1,581,870	893,100
▶ Capital Outlay	429,767	1,577,200	1,578,570	893,100
▶ Capital Improvement Projects	0	3,300	3,300	0
Total	9,874,838	16,766,800	16,884,950	15,228,070

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	9,874,838	16,766,800	16,884,950	15,228,070
▼ Special Revenue Funds	9,500,473	16,146,400	16,146,400	14,630,260
▶ Other Federal Grant Fund	8,485,048	13,947,110	13,947,110	12,561,490
▶ Non Federal Grant Fund	1,008,108	2,184,290	2,184,290	2,053,770
▶ Civic Contributions Fund	7,316	15,000	15,000	15,000
▶ The General Fund	374,365	620,400	738,550	597,810
Total	9,874,838	16,766,800	16,884,950	15,228,070



Impounds

Fiscal Year 2021/22

Purpose

Implement the removal and immobilization or impoundment of vehicles based on enforcement of Arizona Revised State Statute 28-3511.

Task

Track operational requirements and funding based partially on associated restricted revenues generated from impound fee receipts.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	614,811	647,740	459,640	614,720
▶ Salaries and Benefits	584,250	607,520	428,120	568,650
▶ Services	30,561	40,220	31,520	45,820
▶ Supplies	0	0	0	250
Total	614,811	647,740	459,640	614,720

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	614,811	647,740	459,640	614,720
▶ The General Fund	614,811	647,740	459,640	614,720
Total	614,811	647,740	459,640	614,720



Investigative Services

Fiscal Year 2021/22

Purpose

Conduct professional and exemplary criminal investigations by striving to set the highest standards in investigative, forensic, and evidentiary procedures.

Task

Respond to calls for service and investigate crimes.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	31,306,653	34,195,000	32,854,590	31,095,570
▶ Salaries and Benefits	29,841,617	32,097,350	31,188,940	28,734,370
▶ Services	866,475	927,080	973,000	1,195,080
▶ Supplies	598,561	1,170,570	692,650	1,166,120
▼ Capital	0	56,330	50,000	143,670
▶ Capital Outlay	0	56,330	50,000	143,670
Total	31,306,653	34,251,330	32,904,590	31,239,240

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	31,306,653	34,251,330	32,904,590	31,239,240
▶ The General Fund	31,306,245	34,251,330	32,904,590	31,239,240
▶ Special Revenue Funds	408	0	0	0
Total	31,306,653	34,251,330	32,904,590	31,239,240



Logistics

Fiscal Year 2021/22

Purpose

Coordinate all facilities management within the Tucson Police Department and other logistical needs associated with Department operations.

Task

Support Fleet Management and Data Services.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	4,869,250	4,905,080	4,819,380	4,583,370
▶ Services	2,619,818	2,397,280	2,548,840	2,410,480
▶ Salaries and Benefits	1,492,212	1,788,340	1,677,000	1,453,430
▶ Supplies	757,220	719,460	593,540	719,460
▼ Capital	13,605	43,270	40,000	43,270
▶ Capital Outlay	13,605	43,270	40,000	43,270
Total	4,882,854	4,948,350	4,859,380	4,626,640

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	4,882,854	4,948,350	4,859,380	4,626,640
▶ The General Fund	4,882,854	4,948,350	4,859,380	4,626,640
Total	4,882,854	4,948,350	4,859,380	4,626,640



Patrol

Fiscal Year 2021/22

Purpose

Maintain strong relationships with neighborhood and business associations, as well as furthering partnerships to protect life, property, prevent crime, and resolve problems.

Task

Respond to calls for service and investigate crimes.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	78,553,968	91,651,880	88,290,690	74,809,340
▶ Salaries and Benefits	77,747,207	90,427,530	87,093,320	73,238,110
▶ Services	782,921	1,190,670	1,177,160	1,538,050
▶ Supplies	23,840	33,680	20,210	33,180
Total	78,553,968	91,651,880	88,290,690	74,809,340

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	78,553,968	91,651,880	88,290,690	74,809,340
▶ The General Fund	78,553,968	91,651,880	88,290,690	74,809,340
Total	78,553,968	91,651,880	88,290,690	74,809,340



Special Duty

Fiscal Year 2021/22

Purpose

Enhance existing public safety and community police efforts.

Task

Provide police-related services to an employer, other than City of Tucson, by department personnel during off-duty hours including point control, security, or any time required to work in a police capacity.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	2,625,118	561,840	561,840	447,790
▶ Salaries and Benefits	2,463,521	400,710	400,710	306,680
▶ Services	131,669	118,980	118,980	112,360
▶ Supplies	29,929	42,150	42,150	28,750
Total	2,625,118	561,840	561,840	447,790

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	2,625,118	561,840	561,840	447,790
▶ The General Fund	2,625,118	561,840	561,840	447,790
Total	2,625,118	561,840	561,840	447,790



Support Services

Fiscal Year 2021/22

Purpose

Provide specialized assistance to the department including training and homeland security support.

Task

Enable the department to respond to unusual events, disasters, or human-caused crises.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	7,119,053	8,239,170	7,736,570	11,809,010
▶ Salaries and Benefits	6,775,450	7,593,160	7,151,940	11,002,830
▶ Supplies	225,103	423,200	389,330	423,370
▶ Services	118,500	222,810	195,300	382,810
▼ Capital	70,972	20,000	20,000	20,000
▶ Capital Outlay	70,972	20,000	20,000	20,000
Total	7,190,025	8,259,170	7,756,570	11,829,010

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	7,190,025	8,259,170	7,756,570	11,829,010
▶ The General Fund	7,190,025	8,259,170	7,756,570	11,829,010
Total	7,190,025	8,259,170	7,756,570	11,829,010



Traffic Enforcement

Fiscal Year 2021/22

Purpose

Provide and coordinate effective professional support in all functions relating to traffic as they pertain to the Department.

Task

Provide for the safe flow of traffic.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,611,256	1,831,700	1,671,610	482,010
▶ Salaries and Benefits	1,585,518	1,777,760	1,650,640	440,540
▶ Supplies	6,351	39,130	6,160	39,130
▶ Services	19,387	14,810	14,810	2,340
Total	1,611,256	1,831,700	1,671,610	482,010

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	1,611,256	1,831,700	1,671,610	482,010
▶ The General Fund	1,611,256	1,831,700	1,671,610	482,010
Total	1,611,256	1,831,700	1,671,610	482,010



Training

Fiscal Year 2021/22

Purpose

Maintain employee retention by implementing a professional training plan.

Task

Provide professional training for the basic recruits and on-going training for department members.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	4,807,846	5,410,850	4,809,420	4,915,510
▶ Salaries and Benefits	3,905,578	3,791,880	3,760,800	3,265,610
▶ Supplies	480,024	866,890	635,520	866,890
▶ Services	422,245	752,080	413,100	783,010
▼ Capital	64,002	100,000	0	100,000
▶ Capital Outlay	64,002	100,000	0	100,000
Total	4,871,848	5,510,850	4,809,420	5,015,510

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	4,871,848	5,510,850	4,809,420	5,015,510
▶ The General Fund	4,871,848	5,510,850	4,809,420	5,015,510
Total	4,871,848	5,510,850	4,809,420	5,015,510



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	9,776,130	11,770,000	11,770,000	1,211,000
▶ Services	8,550	11,770,000	11,770,000	0
▶ Salaries and Benefits	9,662,059	0	0	0
▶ Supplies	105,521	0	0	1,211,000
Total	9,776,130	11,770,000	11,770,000	1,211,000

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	9,776,130	11,770,000	11,770,000	1,211,000
▼ Special Revenue Funds	9,776,130	11,770,000	11,770,000	1,211,000
▶ Other Federal Grant Fund	9,776,130	11,770,000	11,770,000	1,211,000
Total	9,776,130	11,770,000	11,770,000	1,211,000



Tucson Water Overview

Fiscal Year 2021/22

Mission Statement

To ensure customers receive high quality water and excellent service in a safe, reliable, efficient, and environmentally responsible manner with reasonable, fair and affordable water rates for citizens. Provide the necessary resources to balance the need to maintain Tucson Water's critical infrastructure with the established rates. Above all, to continue to provide excellent customer service, professional development, and continuous process improvement.

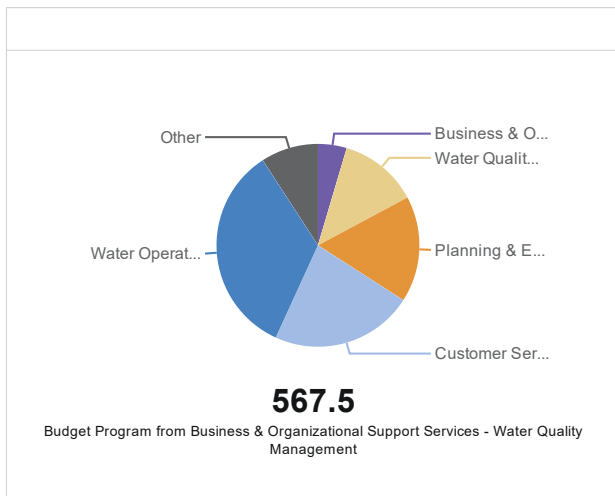
Programs

The following programs are included in this department:

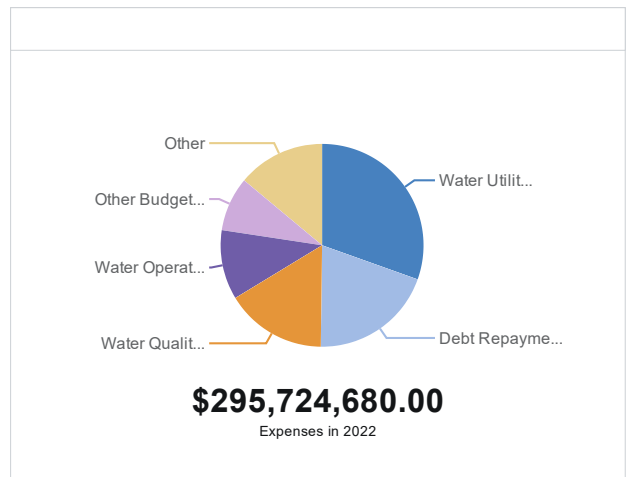
- Director's Office
- Business and Organizational Support Services
- Customer Service
- Debt Repayments
- Planning and Engineering
- Source Water

- Water Maintenance
- Water Quality and Operations
- Other Budgetary Requirements
- Green Stormwater Infrastructure
- Covid-19 Disaster Relief

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Help ▼ Share ▼

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Broken down by

Expenses ▼ 710 - Water Utility

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	128,822,356	145,699,230	128,184,136	144,024,750
▶ Services	76,377,624	92,021,920	77,533,851	89,037,400
▶ Salaries and Benefits	43,011,032	43,665,450	43,512,288	45,090,490
▶ Supplies	9,433,700	10,011,860	7,137,997	9,896,860
▼ Capital	69,775,561	98,439,800	80,290,457	93,301,300
▶ Capital Improvement Projects	66,914,638	96,089,800	79,900,787	92,371,300
▶ Capital Outlay	2,860,923	2,350,000	389,670	930,000
▼ Debt Service Obligations	53,566,740	59,700,660	56,299,160	58,398,630
▶ Debt Service	53,566,740	59,700,660	56,299,160	58,398,630
Total	252,164,656	303,839,690	264,773,754	295,724,680

Budget By Funding Source

Help ▼ Share ▼

Updated On 14 Jul, 2022

← Back ↻ History ▼ ↺ Reset

Broken down by

Funds ▼ 710 - Water Utility ▼ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	252,137,812	295,675,910	259,055,123	292,677,090
▶ Enterprise Funds	252,137,812	295,675,910	259,055,123	292,677,090
▼ Governmental Funds	26,845	8,163,780	5,718,631	3,047,590
▶ Special Revenue Funds	26,845	8,163,780	5,718,631	3,047,590
Total	252,164,656	303,839,690	264,773,754	295,724,680

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$295,724,680 reflects a net decrease of \$8,115,010 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in road & maintenance streets and water infrastructure expenses by \$2,365,610
- Increase in consultant and survey costs by \$1,707,760
- Increase in salary and employee related expenses by \$1,425,040 mainly due to increase in starting pay and new additional positions for Green Infrastructure Services
- Increase in CAP (Central Arizona Project) commodity charges by \$1,081,430
- Decrease in other miscellaneous supplies by \$115,000
- Decrease in other miscellaneous services by \$974,510
- Decrease in debt services cost by \$1,302,030
- Decrease in equipment by \$1,420,000
- Decrease in CAP (Central Arizona Project) capital charges by \$1,719,810
- Decrease in COVID-19 disaster relief funding by \$5,445,000

Trends

Water sales are based on the most recent 5-year trends and forecast of development-related revenues (System Equity Fee, CAP Water Resource Fee, and connection fees) consistent with current-year estimates. The Fiscal Year 2021/22 forecast for development-related revenues is relatively flat with revenue levels similar to those in the prior plan. Under the existing rates, water sales revenue is forecasted to continue to decrease during each year of the plan, but at a declining rate slightly slower than the prior plan, although continuing to reflect a downward trend in average annual use per service. Customer account growth in Fiscal Year 2021/22 is expected to increase by less than 1% as compared to Fiscal Year 2020/21 reflecting an approximately increase 750 customers annually. Annual potable sales volumes are projected to decrease at an average rate of about 1.5%. Tucson Water has not noticed a material decline in demand in Fiscal Year 2020/21.

Help Share

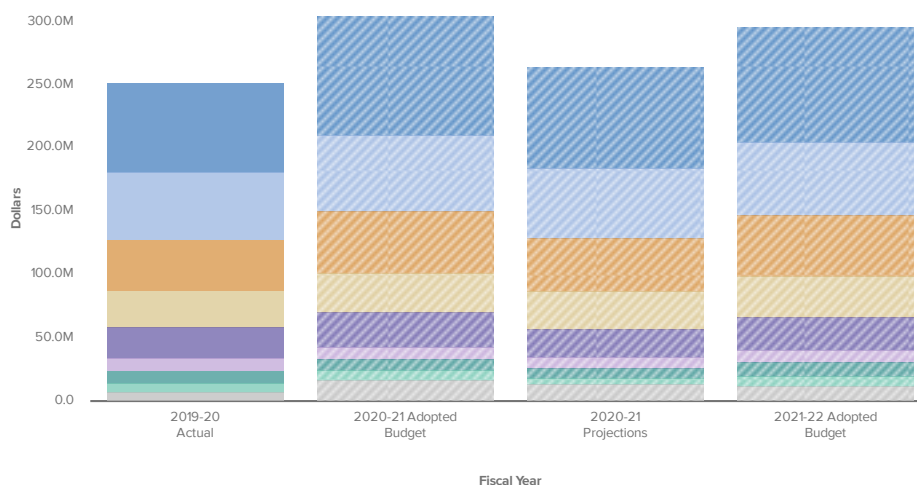
Updated On 14 Jul, 2022

← Back History Reset

Broken down by

710 - Water Utility Expenses

Visualization



Accomplishments

In partnership with other City of Tucson Departments, Tucson Water completed the buildout of the City of Tucson Development Center. This center provides a one stop shop for those within the business and development community to get information related to construction projects. To improve customer service, Tucson Water updated the payment processing system to provide customers with multiple payment options and improve customer access to billing and payment information. This upgrade has increased payment processing efficiency and has eliminated redundant processes and fees.

The department also worked on the Implementation of a new learning management system (Vector Solutions) to assist in providing training content to Tucson Water's employees and tracking and reporting on training status. This system will help ensure training is consistent with water industry standards and other operational training requirements. Tucson Water was awarded Water Loss Control Program grant to monitor and reduce lost and unaccounted for water to below 4%.

Future Objectives

Tucson Water is diligently working on FOCUS 21, the utility's action plan previously developed to prioritize the utility's major initiatives.

Specific priorities for 2022 include:

- Undergoing digital transformation to better support decision-making and drive cost efficiencies that help deliver sustainability.
- Kick off two major systems implementations to replace the outdated billing system and unsupported asset management system.
- Establish the Green Stormwater Infrastructure Program.
- Continue to protect public health from water quality threats.
- Complete the One Water 2100 Master Plan.
- Reorganize and reenergize engineering functions to improve project delivery, optimize capital investments, and enhance career opportunities for staff.



Director's Office

Fiscal Year 2021/22

Purpose

Provide vision for the future and leadership for Tucson Water; oversees the utility's programs, activities, and strategic planning process to ensure proactive compliance with Mayor and Council's water policies, City Manager direction, regulatory requirements, and community expectations. This office supports all of the utility's commitments and strategic initiatives.

Task

Coordinate and facilitate communication with customers, Mayor and Council, outside agencies, other city departments, and the media; provides personnel; training and safety programs; develops efficiency improvements; promotes water conservation through educational information; and training.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	9,845,712	8,465,300	6,948,950	10,383,600
▶ Services	6,400,669	5,253,130	4,280,550	7,400,780
▶ Salaries and Benefits	3,145,676	2,903,760	2,513,950	2,643,550
▶ Supplies	299,368	308,410	154,450	339,270
Total	9,845,712	8,465,300	6,948,950	10,383,600

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	9,845,712	8,465,300	6,948,950	10,383,600
▶ Enterprise Funds	9,845,712	8,465,300	6,948,950	10,383,600
Total	9,845,712	8,465,300	6,948,950	10,383,600



Business and Organizational Support Services

Fiscal Year 2021/22

Purpose

Promote service excellence by providing centralized administrative support to the department, the City Manager, the Mayor and Council, and the Citizens' Water Advisory Committee (CWAC).

Task

Provide financial services and analysis related to water rates and revenues, organizational development driving Focus 21 initiatives, budget development in coordination (operating and capital) with the Business Service Department, and system administration for the utility billing system.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	7,497,210	7,726,180	5,370,317	7,953,670
▶ Services	4,149,271	3,914,000	2,641,960	4,109,910
▶ Salaries and Benefits	2,009,192	2,361,130	2,192,630	2,463,320
▶ Supplies	1,338,747	1,451,050	535,727	1,380,440
▼ Capital	0	100,000	0	0
▶ Capital Outlay	0	100,000	0	0
Total	7,497,210	7,826,180	5,370,317	7,953,670

Program Budget By Funding Source

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Proprietary Funds	7,497,210	7,826,180	5,370,317	7,953,670
Total	7,497,210	7,826,180	5,370,317	7,953,670



Customer Service

Fiscal Year 2021/22

Purpose

Oversee water service-related activities including meter reading, service turn-on and turn-off, and issuing monthly water, sewer, and refuse bills. The call center and customer service representatives serve as the primary customer contact for most Tucson Water customers

Task

Conduct high bill investigations, investigates water waste complaints, and provide other customer assistance services. Respond to water complaint issues and provides water audit services to customers with high bills and high water use landscaping.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	9,598,608	10,154,100	8,974,080	10,272,100
▶ Salaries and Benefits	8,452,624	8,532,600	7,988,260	8,872,990
▶ Services	680,633	794,440	657,350	860,870
▶ Supplies	465,351	827,060	328,470	538,240
Total	9,598,608	10,154,100	8,974,080	10,272,100

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	9,598,608	10,154,100	8,974,080	10,272,100
▶ Enterprise Funds	9,598,608	10,154,100	8,974,080	10,272,100
Total	9,598,608	10,154,100	8,974,080	10,272,100



Debt Repayments

Fiscal Year 2021/22

Purpose

Contain debt issuance and repayment expenses for the acquisition and construction of water system improvements.

Task

The financing methods used are water revenue bonds and obligations and Water Infrastructure Finance Authority Loans.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Debt Service Obligations	53,566,740	59,700,660	56,299,160	58,398,630
▶ Debt Service	53,566,740	59,700,660	56,299,160	58,398,630
Total	53,566,740	59,700,660	56,299,160	58,398,630

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	53,566,740	59,700,660	56,299,160	58,398,630
▶ Enterprise Funds	53,566,740	59,700,660	56,299,160	58,398,630
Total	53,566,740	59,700,660	56,299,160	58,398,630



Planning and Engineering

Fiscal Year 2021/22

Purpose

Ensure that water production and distribution systems are planned, designed, constructed, and protected in a manner that meets customer needs, and comply with city, state, and federal consumer regulations.

Task

Innovate and deliver the Capital Improvement Program (CIP) project through the use of existing alternate delivery methods and by developing new delivery methods using Job Ordering Contract resources and "Sketch-Build-Document".

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	5,439,411	6,993,190	6,038,790	7,369,420
▶ Salaries and Benefits	4,499,121	5,894,330	4,742,460	6,092,520
▶ Services	660,345	709,070	1,075,020	859,560
▶ Supplies	279,946	389,790	221,310	417,340
Total	5,439,411	6,993,190	6,038,790	7,369,420

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	5,439,411	6,993,190	6,038,790	7,369,420
▼ Enterprise Funds	5,439,411	6,993,190	6,038,790	7,369,420
▼ Water Utility Fund	5,439,411	6,993,190	6,038,790	7,369,420
(081) Water Revenue & Operations Fd	5,439,411	6,993,190	6,038,790	7,369,420
Total	5,439,411	6,993,190	6,038,790	7,369,420



Source Water

Fiscal Year 2021/22

Purpose

Provide comprehensive planning to determine future water system needs.

Task

Implement methods to preserve groundwater, efficiently utilize CAP water, and enhance use of alternative water resources such as reclaimed.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	1,901,238	2,041,500	1,934,390	2,215,930
▶ Salaries and Benefits	1,640,404	1,706,990	1,625,160	1,931,580
▶ Services	178,717	232,190	207,020	200,280
▶ Supplies	82,117	102,320	102,210	84,070
Total	1,901,238	2,041,500	1,934,390	2,215,930

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	1,901,238	2,041,500	1,934,390	2,215,930
▶ Enterprise Funds	1,901,238	2,041,500	1,934,390	2,215,930
Total	1,901,238	2,041,500	1,934,390	2,215,930



Water Maintenance

Fiscal Year 2021/22

Purpose

Ensure a continuous supply of water acceptable to customers in terms of cleanliness, clarity, flow, and pressure.

Task

Maintain all water production, disinfection, and distribution facilities and also install and maintain new water services and meters.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	28,857,523	30,712,260	28,980,790	32,794,020
▶ Salaries and Benefits	14,156,635	15,131,750	15,148,000	15,387,130
▶ Services	9,914,322	10,937,000	9,765,680	12,396,290
▶ Supplies	4,786,566	4,643,510	4,067,110	5,010,600
▼ Capital	0	0	45,540	0
▶ Capital Outlay	0	0	45,540	0
▶ Capital Improvement Projects	0	0	0	0
Total	28,857,523	30,712,260	29,026,330	32,794,020

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	28,857,523	30,712,260	29,026,330	32,794,020
▼ Enterprise Funds	28,857,523	30,712,260	29,026,330	32,794,020
▼ Water Utility Fund	28,857,523	30,712,260	29,026,330	32,794,020
(081) Water Revenue & Operations Fd	28,857,523	30,712,260	29,026,330	32,794,020
Total	28,857,523	30,712,260	29,026,330	32,794,020



Water Quality and Operations

Fiscal Year 2021/22

Purpose

Provide water quality sampling, analysis, and treatment to ensure that the highest quality water is available to our customers.

Task

Oversee all functions of water quality including operation of all water delivery facilities, maintain regulatory compliance with all state, county, and federal agencies, and provide analytical support to the City of Tucson through its state-of-the-art laboratory facilities.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	40,545,777	48,617,890	41,941,000	47,613,170
▶ Services	31,977,028	39,361,620	34,441,940	38,400,990
▶ Salaries and Benefits	6,928,836	7,170,550	6,014,130	7,254,280
▶ Supplies	1,639,914	2,085,720	1,484,930	1,957,900
Total	40,545,777	48,617,890	41,941,000	47,613,170

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	40,545,777	48,617,890	41,941,000	47,613,170
▶ Enterprise Funds	40,545,777	48,617,890	41,941,000	47,613,170
Total	40,545,777	48,617,890	41,941,000	47,613,170



Other Budgetary Requirements

Fiscal Year 2021/22

Purpose

Provide budget capacity for various expenses not associated with specific programs within Tucson Water.

Task

Used to budget general expenses and administrative service charges.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	21,678,686	25,125,030	22,302,188	24,675,250
▶ Services	22,393,162	24,968,690	18,773,700	24,546,000
▶ Salaries and Benefits	-1,238,554	-35,660	3,287,698	-27,750
▶ Supplies	524,078	192,000	240,790	157,000
▼ Capital	2,860,923	2,250,000	344,130	930,000
▶ Capital Outlay	2,860,923	2,250,000	344,130	930,000
Total	24,539,609	27,375,030	22,646,318	25,605,250

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Proprietary Funds	24,539,609	27,375,030	22,646,318	25,605,250
▼ Enterprise Funds	24,539,609	27,375,030	22,646,318	25,605,250
▼ Water Utility Fund	24,539,609	27,375,030	22,646,318	25,605,250
(081) Water Revenue & Operations Fd	24,120,476	27,025,030	22,646,318	25,255,250
(106) Cap Water Resource Fee	419,133	350,000	0	350,000
Total	24,539,609	27,375,030	22,646,318	25,605,250



Green Stormwater Infrastructure

Fiscal Year 2021/22

Purpose

Oversee the maintenance, capital improvements, planning, outreach, and stakeholder and public involvement of green stormwater infrastructure.

Task

Set-up infrastructure that captures rainwater resources for beneficial reuse, flood protection, re-greening and beautifying neighborhoods, improving air and water quality, and mitigating urban heat island effects.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	0	418,780	248,631	747,590
▶ Services	0	406,780	245,631	262,720
▶ Salaries and Benefits	0	0	0	472,870
▶ Supplies	0	12,000	3,000	12,000
Total	0	418,780	248,631	747,590

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	0	418,780	248,631	747,590
▶ Special Revenue Funds	0	418,780	248,631	747,590
Total	0	418,780	248,631	747,590



COVID-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	26,845	5,445,000	5,445,000	0
▶ Services	8,460	5,445,000	5,445,000	0
▶ Supplies	18,385	0	0	0
Total	26,845	5,445,000	5,445,000	0

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	26,845	5,445,000	5,445,000	0
▶ Special Revenue Funds	26,845	5,445,000	5,445,000	0
Total	26,845	5,445,000	5,445,000	0



General Government Overview

Fiscal Year 2021/22

Mission Statement

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

Programs

The following programs are included in this department:

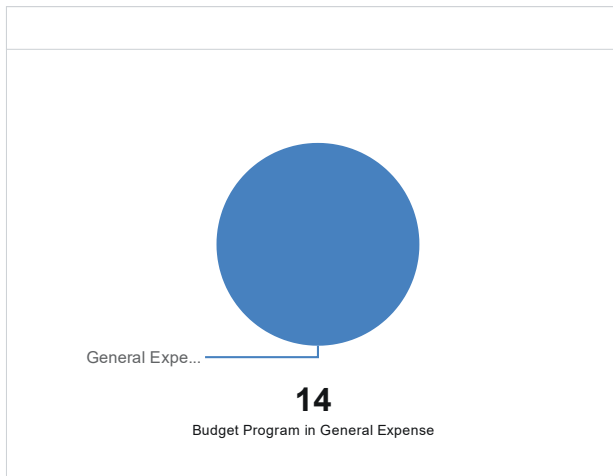
Contracts for Services or Funding Support

Debt Repayments

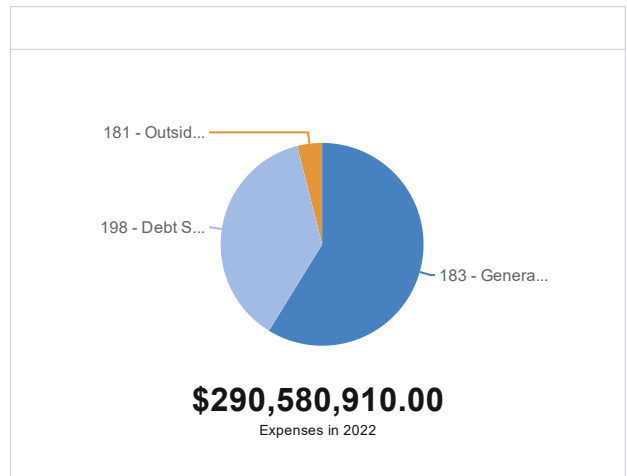
General Expense

Covid-19 Disaster Relief

Staffing By Program



Budget By Program



Department Expenses

Budget By Expense Category

Help ▼ Share ▼

Updated On 14 Jul, 2022

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Broken down by

Expenses ▼ Department/Unit...

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Debt Service Obligations	74,031,264	73,239,360	73,128,800	108,232,740
▶ Debt Service	74,031,264	73,239,360	73,128,800	108,232,740
▼ Operating	42,697,800	38,162,900	37,722,650	161,473,170
▶ Services	28,169,576	34,440,160	32,725,060	153,269,890
▶ Salaries and Benefits	12,900,187	3,711,160	2,360,040	7,331,700
▶ Supplies	1,628,037	11,580	2,637,550	871,580
▼ Capital	2,958,867	2,990,000	7,441,760	20,875,000
▶ Capital Improvement Projects	2,219,425	2,550,000	5,700,000	19,285,000
▶ Capital Outlay	739,442	440,000	1,741,760	1,590,000
Total	119,687,931	114,392,260	118,293,210	290,580,910

Budget By Funding Source

Help ▼ Share ▼

Updated On 14 Jul, 2022

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Broken down by

Funds ▼ Department/Unit... ▼ Expenses

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	119,670,771	114,323,670	118,224,620	290,580,910
▶ The General Fund	69,477,024	60,823,470	64,834,980	172,219,840
▶ Debt Service Funds	45,870,933	43,831,980	43,831,980	45,695,100
▶ Special Revenue Funds	3,074,452	9,668,220	9,557,660	72,665,970
▶ Capital Projects Funds	1,248,363	0	0	0
▼ Proprietary Funds	17,160	68,590	68,590	0
▶ Enterprise Funds	17,160	68,590	68,590	0
Total	119,687,931	114,392,260	118,293,210	290,580,910

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$290,580,910 reflects an increase of \$176,188,650 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

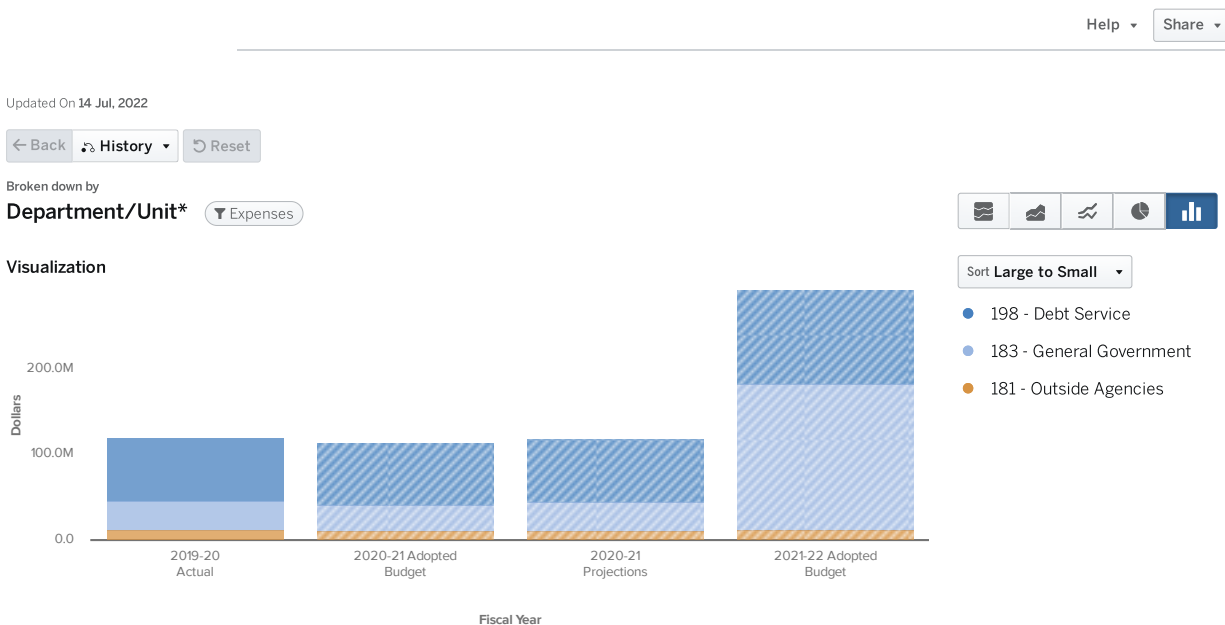
- Increase in Neighborhood Road Improvement Project by \$14,000,000
- Increase in debt service obligations by \$34,993,380
- Increase in unassigned policy reserve by \$40,665,210
- Increase in American Rescue Plan funding by \$67,848,380
- Increase in revenue contingency by \$2,434,380
- Increase in miscellaneous costs* by \$12,233,250
- Increase in Public Safety Communication Center Retrofit Project by \$3,300,000
- Increase in Workday implementation by \$5,457,120
- Increase in Mayor and Council priorities** by \$1,797,150
- Decrease in COVID-19 disaster relief funding by \$5,000,000

*The miscellaneous items include Case Management Software, election costs, one-time payments to Visit Tucson, film incentive to Visit Tucson, fuel contingency, 2% and market rate compensation adjustments, one-time recognition for Long-term employees, Vehicle Replacement Program, building maintenance, TPD evidence freezer, TPD chiller, El Presidio/Ft Lowell Museum renovation, mental health support professional, consultants for compensation analysis, code enforcement abatements and demolitions, and El Pueblo Park safety measures.

**The Mayor and Council priorities include ancillary costs for 20 new Community Safety Officers, 6 new positions for Community Safety Program (1 Program Director, 1 Data Analyst, 2 Crisis Response Coordinator and 2 System Analyst), and Public Safety Health and Wellness.

Trends

Increase in community engagement project costs and policy contingency reserve capacity in accordance with Mayor and Council's budget priorities.



Accomplishments

Renewed contracts with local organizations to enhance the department's commitment and service to the community.

Future Objectives

Continue to support the City's needs through oversight of non-departmental projects, renewal and execution of various intergovernmental agreements and financial participation agreements, as well providing oversight over the City's debt obligations.



Contracts for Services or Funding Support

Fiscal Year 2021/22

Purpose

Provide funding for organizations that support the Mayor and Council's priorities.

Task

Manage the renewal and execution of the intergovernmental agreements (IGA) and financial participation agreements (FPA) within the department.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	11,527,191	11,245,270	10,472,610	11,526,740
▶ Services	11,527,191	11,245,270	10,472,610	11,526,740
Total	11,527,191	11,245,270	10,472,610	11,526,740

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	11,527,191	11,245,270	10,472,610	11,526,740
▶ The General Fund	11,426,611	11,144,690	10,372,030	11,426,160
▶ Special Revenue Funds	100,580	100,580	100,580	100,580
Total	11,527,191	11,245,270	10,472,610	11,526,740



Debt Repayments

Fiscal Year 2021/22

Purpose

Manage debt issuance and repayment expenditures for equipment, vehicle, and facility financing needs of City departments funded by Governmental Funds.

Task

The financing sources include General Obligation bonds, Street and Highway User Revenue bonds, Operating and capital leases, and Certificates of Participation.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Debt Service Obligations	74,031,264	73,239,360	73,128,800	108,232,740
▶ Debt Service	74,031,264	73,239,360	73,128,800	108,232,740
Total	74,031,264	73,239,360	73,128,800	108,232,740

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	74,014,104	73,170,770	73,060,210	108,232,740
▶ Debt Service Funds	45,870,933	43,831,980	43,831,980	45,695,100
▶ The General Fund	25,187,703	24,771,150	24,771,150	57,820,630
▶ Special Revenue Funds	2,955,469	4,567,640	4,457,080	4,717,010
▼ Proprietary Funds	17,160	68,590	68,590	0
▶ Enterprise Funds	17,160	68,590	68,590	0
Total	74,031,264	73,239,360	73,128,800	108,232,740



General Expense

Fiscal Year 2021/22

Purpose

Provide centralized budget capacity and accounting and management control for expenditures that are not directly associated with City department programs.

Task

Manage department operations and budgets. Constant communication with internal and external stakeholders.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	30,401,969	21,417,630	18,650,040	77,698,050
▶ Services	15,908,392	17,694,890	15,652,450	69,994,770
▶ Salaries and Benefits	12,900,187	3,711,160	2,360,040	7,331,700
▶ Supplies	1,593,390	11,580	637,550	371,580
▼ Capital	1,449,770	540,000	1,437,300	15,690,000
▶ Capital Improvement Projects	710,328	100,000	100,000	14,100,000
▶ Capital Outlay	739,442	440,000	1,337,300	1,590,000
Total	31,851,739	21,957,630	20,087,340	93,388,050

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	31,851,739	21,957,630	20,087,340	93,388,050
▶ The General Fund	31,851,739	21,957,630	20,087,340	93,388,050
Total	31,851,739	21,957,630	20,087,340	93,388,050



Covid-19 Disaster Relief

Fiscal Year 2021/22

Purpose

Provide economic relief to hardships caused by the Covid-19 pandemic.

Task

Provide support to address primary and secondary impacts within the community with the use of Coronavirus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	152,151	5,000,000	6,000,000	67,848,380
▶ Services	133,748	5,000,000	6,000,000	67,848,380
▶ Supplies	18,403	0	0	0
▼ Capital	0	0	404,460	0
▶ Capital Outlay	0	0	404,460	0
Total	152,151	5,000,000	6,404,460	67,848,380

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Governmental Funds	152,151	5,000,000	6,404,460	67,848,380
▶ Special Revenue Funds	18,403	5,000,000	5,000,000	67,848,380
▶ The General Fund	133,748	0	1,404,460	0
Total	152,151	5,000,000	6,404,460	67,848,380



Pension Services Overview

Fiscal Year 2021/22

Mission Statement

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

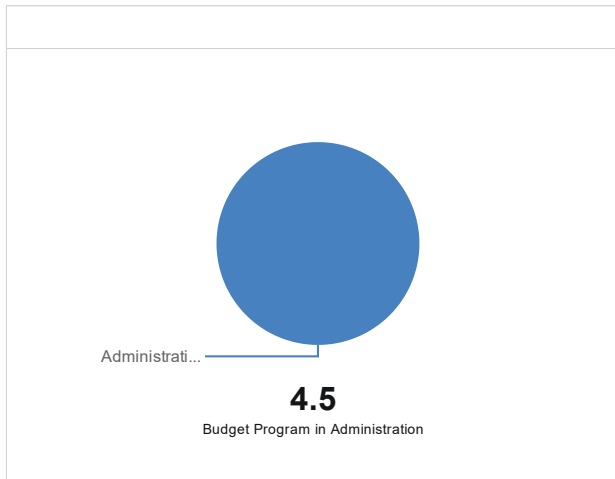
Programs

The following programs are included in this department:

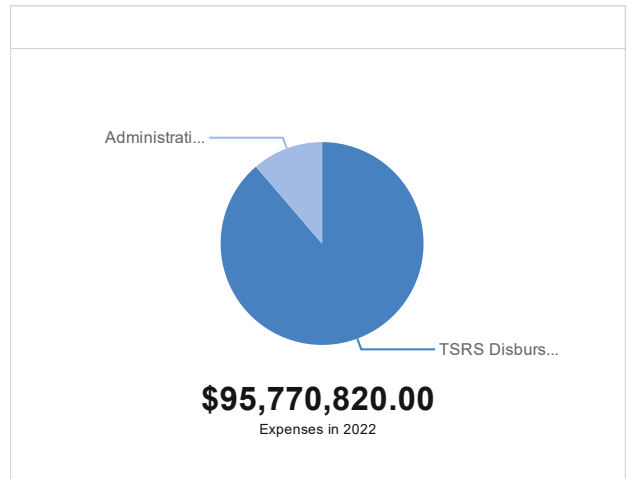
Administration

Disbursements

Staffing By Program



Budget By Program



*Full Time Equivalent Employee (FTE)

Department Expenses

Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	85,249,896	94,623,810	82,386,450	95,770,820
▶ Salaries and Benefits	78,693,999	84,435,500	80,006,950	85,510,180
▶ Services	6,535,663	10,156,060	2,358,910	10,224,990
▶ Supplies	20,235	32,250	20,590	35,650
Total	85,249,896	94,623,810	82,386,450	95,770,820

Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Fiduciary Funds	85,249,896	94,623,810	82,386,450	95,770,820
▶ Pension Funds	85,249,896	94,623,810	82,386,450	95,770,820
Total	85,249,896	94,623,810	82,386,450	95,770,820

Significant Changes

The adopted budget for Fiscal Year 2021/22 of \$95,770,820 reflects a net increase of \$1,147,010 from the Fiscal Year 2020/21 Adopted Budget. Major changes include the following:

- Increase in retiree and beneficiary payments by \$910,000
- Increase in TSRS refunds by \$141,000

Trends

The Tucson Supplemental Retirement System (TSRS) sets retirement rates for both employees and for the City. These rates are a direct cost to both the individual employee and the City as a whole. The funded ratio increased from June 30, 2019 to June 30, 2020 primarily due to anticipated improvement based on the current funding policy. On a market value basis, the funded ratio decreased from June 30, 2019 to June 30, 2020, due to market value investment returns less than the assumed 7.00% during the year. The Board has adopted a funding policy which rounds up the employee and City contribution rates, sets a 27.50% minimum on the City contribution rate until full funding is reached. Based on this funding policy, the System is projected to reach full funding in 2037.

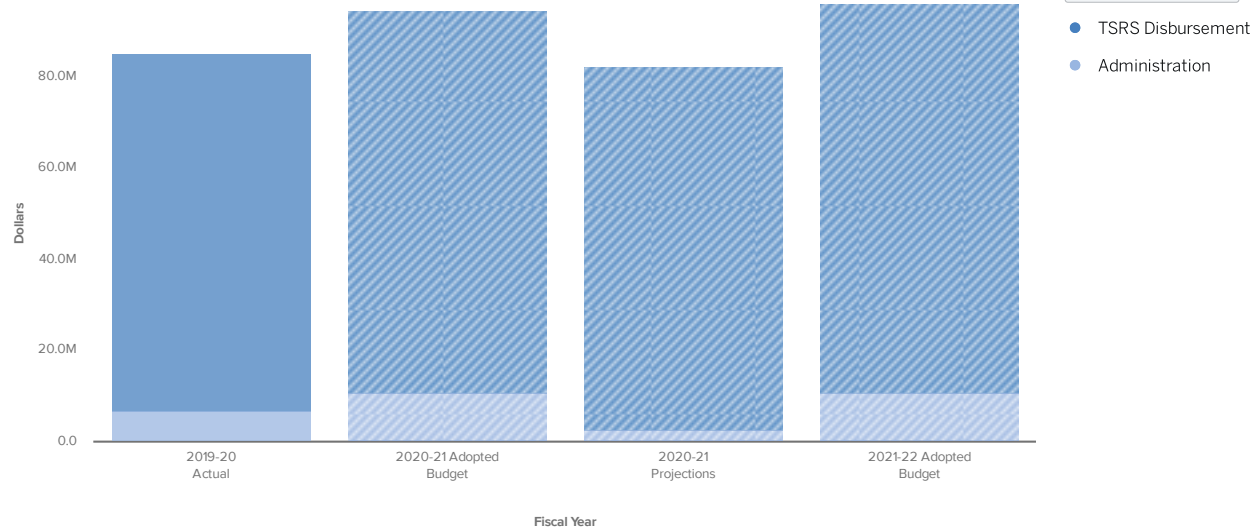
Broken down by

900 - Tucson Suppl Retirement System Expenses



Visualization

Sort Large to Small



Accomplishments

Based on the actuarial valuation as of June 30, 2020, the Plan has an unfunded liability of \$306.5 million and a funded ratio of 73.3%. This is a slight increase in the funded ratio, from 72.8% to 73.3%, primarily due to anticipated improvement based on the current funding policy.

Future Objectives

To reduce unfunded liability and increase the funded ratio to reach the Retirement System fully funded.



Administration

Fiscal Year 2021/22

Purpose

Administer pension benefits for non-public safety City employees and retirees.

Task

Manage the plan's securities and investments, monitor insurance proceeds and participant contributions, and educate new employees about the different plan tiers available.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	6,951,219	10,711,810	2,818,490	10,807,820
▶ Services	6,535,663	10,156,060	2,358,910	10,224,990
▶ Salaries and Benefits	395,321	523,500	438,990	547,180
▶ Supplies	20,235	32,250	20,590	35,650
Total	6,951,219	10,711,810	2,818,490	10,807,820

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Fiduciary Funds	6,951,219	10,711,810	2,818,490	10,807,820
▶ Pension Funds	6,951,219	10,711,810	2,818,490	10,807,820
Total	6,951,219	10,711,810	2,818,490	10,807,820



Disbursements

Fiscal Year 2021/22

Purpose

Provide the distribution of pension benefits.

Task

Process refunds to participants who dropped out of the program. Process and disburse payments and transfers of pension benefits to City retirees and their beneficiaries, including transfers to and from other pension systems.

Program Budget By Expense Category

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	78,298,677	83,912,000	79,567,960	84,963,000
► Salaries and Benefits	78,298,677	83,912,000	79,567,960	84,963,000
Total	78,298,677	83,912,000	79,567,960	84,963,000

Program Budget By Funding Source

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Fiduciary Funds	78,298,677	83,912,000	79,567,960	84,963,000
► Pension Funds	78,298,677	83,912,000	79,567,960	84,963,000
Total	78,298,677	83,912,000	79,567,960	84,963,000



PSPRS Trust Fund Overview

Fiscal Year 2021/22

Mission Statement

The PSPRS Trust Fund was established for the structure of PSPRS obligation liability beginning in Fiscal Year 2021/22.

Department Expenses

Budget By Expense Category

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↻ History ▾ ↺ Reset

Broken down by

Expenses* ▾ PSPRS TRUST

Data

Collapse All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▼ Operating	0	0	0	35,665,550
▶ Salaries and Benefits	0	0	0	35,154,950
▶ Services	0	0	0	510,600
Total	0	0	0	35,665,550

Budget By Funding Source

Help ▾ Share ▾

Updated On 14 Jul, 2022

← Back ↻ History ▾ ↻ Reset

Broken down by

Funds ▼ PSPRS TRUST ▼ Expenses...

Data

Expand All	2019-20 Actual	2020-21 Adopted Budget	2020-21 Projections	2021-22 Adopted Budget
▶ Governmental Funds	0	0	0	35,665,550
Total	0	0	0	35,665,550

Trends

Help ▾ Share ▾

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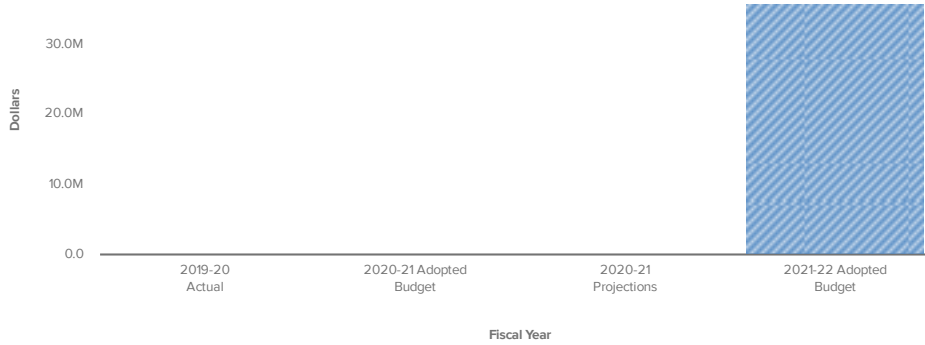
PSPRS TRUST ▼ Expenses



Sort **Large to Small** ▾

● (9172) PSPRS TRUST

Visualization



Appendix

Glossary and Acronyms

State Form

Adopted Budget Resolution

Financial Policies and Practices

Debt Management Policy

Legal Requirements

Statement Required by Arizona Revised Statute 42-17102

CIP Policy & Process

Development Impact Fee

Distinguished Budget Presentation Award

GLOSSARY of TERMS

Terms	Definition
ACCOUNTABILITY	The state of being obliged to explain actions to justify what was done. Accountability requires justification for the raising of public funds and the purposes for which they are used.
ACTIVITY	A group of related functions performed by one or more organizational units for the purpose of satisfying a need for which the city is responsible.
AD VALOREM TAX	A tax based on the assessed value of an item, such as real estate.
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.

Terms	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.
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.
CITY CHARTER	A municipal charter is the basic document that defines the organization, powers, functions and essential procedures of the city government.
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.
COVID-19 PANDEMIC	The COVID-19 pandemic, also known as the coronavirus pandemic, is an ongoing pandemic of coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2).
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.

Terms	Definition
ECONOMIC INDICATORS	A piece of economic data, usually of macroeconomic scale, that is used by analysts to interpret current or future investment possibilities. These indicators also help to judge the overall health of an economy.
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 2021/22 refers to the period July 1, 2021 through June 30, 2022.
FULL-TIME EQUIVALENT POSITION (FTE)	A full-time position or part-time position converted to a decimal equivalent of a full-time position, based on 2,080 hours per year. For example, a summer lifeguard working for four months, or 690 hours, would be equivalent to .33 of a full-time position.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund.

Terms	Definition
GENERAL FUND	A fund used to account for all general transactions of the city that do not require a special type of fund.
HOME RULE	Home Rule is an alternative to the State set expenditure limitation. A home rule prescribes the method the city will use to calculate its own expenditure limitation each year. Voter approval of a home rule must occur prior to the first fiscal year in which it applies. Home rules apply for four succeeding fiscal years, after which the constitutional expenditure limitation becomes effective, unless a new home rule is adopted.
IN LIEU of TAXES	Enterprise funds most often are not subject to property taxes because of their governmental character. In lieu of tax payments compensate the general government for public services received. In some cases, these payments are calculated to be reasonably equivalent in value to the services provided. In other cases, there is no clear link between the amounts paid and the value of services received.
INTER ACTIVITY TRANSFERS	Transactions between city organizations or funds that would be treated as revenues or expenditures if they involved parties external to the city. Transactions may be charged against other organizations or funds.
INTERNAL SERVICE FUNDS	Funds used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing goods or services for the purpose of fully recovering that cost through fees or charges. The Risk Management Fund is such a fund; departments are assessed charges to fund the city's self-insurance expenses.
LIMITED PROPERTY VALUE	A valuation set upon real estate or other property by the county assessor and the state as a basis for levying taxes. This single valuation will be used for taxation of both primary and secondary property taxes beginning with tax year 2015.
MATERIALS RECOVERY FACILITY	A materials recovery facility, materials reclamation facility, materials recycling facility or Multi re-use facility (MRF, pronounced "murf") is a specialized plant that receives, separates and prepares recyclable materials for marketing to end-user manufacturers. Generally, there are two different types: clean and dirty materials recovery facilities.
NON-RECURRING REVENUE	Proceeds of general obligation bonds, revenue bonds, and other restricted revenue.
OPERATING BUDGET	A financial plan which applies to all proposed expenditures other than for capital improvements.
OPERATING FUNDS	Resources derived from recurring revenue sources used to finance operating expenditures and pay-as-you-go capital expenditures.

Terms	Definition
ORGANIZATION	The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the city is responsible.
OTHER COSTS	This classification of costs includes Sun Tran expenditures, contributions to outside agencies, specific federal fund expenditures, and miscellaneous expenditures.
OUTSIDE AGENCIES	Non-profit organizations whose activities support the Mayor and Council's priorities.
pCARD	A charge card that allows goods and services to be procured without using a traditional procurement process. A pCARD is also known as a procurement card.
PANDEMIC	(of a disease) prevalent over a whole country or world
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.

Terms	Definition
SECONDARY PROPERTY TAXES	Ad valorem taxes or special property assessments used to pay the principal, interest, and redemption charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality, county, or taxing district; and assessments levied by or for assessment districts and for limited purpose districts other than school districts and community colleges pursuant to an election to temporarily exceed (up to one year) budget, expenditure, or tax limitations.
SECONDARY TAX RATE	The rate per one hundred dollars of assessed value employed in the levy of secondary property taxes. The assessed value derived from the current Limited Property Value is the basis for computing taxes for budget overrides, bonds, and for sanitary, fire, and other special districts.
SERVICES	Costs which involve the performance of a specific service by an outside organization or other city organization. Examples of services include consultants, utilities, and vehicle maintenance.
SPECIAL ASSESSMENTS	Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.
STREET and HIGHWAY BONDS	Revenue bonds which are secured by the city's Highway User Revenues and used for the construction of street, highway, and related capital projects.
SUPPLIES	Expendable items used by operating departments. Examples include office supplies, repair and replacement parts for equipment, books, and gasoline.
TAX LEVY	The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.
TAX RATE	The amount of tax levied for each one hundred dollars of assessed valuation.
TRANSACTION PRIVILEGE TAXES	The Arizona transaction privilege tax (TPT) is a tax on a vendor for the privilege of doing business in the state.

State Form

Fiscal Year 2021/22

Schedule A Resolution No. 23318
 CITY OF TUCSON
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2022

Fiscal Year	S C H	FUNDS									
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Fiduciary Funds	Total All Funds	
2021	E	1	516,441,490	452,613,310	43,831,980	137,008,370		384,878,210	99,478,160	94,623,810	1,728,875,330
2021	E	2	491,884,740	424,001,430	43,831,980	73,337,310		345,231,050	87,570,430	83,998,460	1,549,855,400
2022		3	257,107,750	229,991,420	457,040	100,810,240		219,614,020	68,496,480	1,466,379,960	2,342,856,910
2022	B	4	17,043,080						513,010		17,556,090
2022	B	5			34,448,600						34,448,600
2022	C	6	580,090,970	314,170,640	9,800,000	91,330,700		324,232,480	91,765,270	116,558,150	1,527,948,210
2022	D	7				40,000,000					40,000,000
2022	D	8									-
2022	D	9		45,513,490	1,845,750	510,480					47,869,720
2022	D	10	(45,799,560)	(2,070,160)							(47,869,720)
2022		11									
2022					725,290						725,290
2022				8,641,700		69,903,780		70,071,300			148,616,780
2022			54,975,880					20,000,000			74,975,880
2022		12	753,466,360	578,963,690	45,826,100	162,747,640		453,775,200	160,774,760	1,582,938,110	3,738,491,860
2022	E	13	602,839,430	468,687,640	45,695,100	132,349,530		383,431,480	97,903,140	131,436,370	1,862,342,690

EXPENDITURE LIMITATION COMPARISON

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

	2021	2022
	\$ 1,728,875,330	\$ 1,862,342,690
	1,728,875,330	1,862,342,690
	787,745,600	894,800,070
	941,129,730	967,542,620
	\$ 1,036,147,906	\$ 1,052,647,816

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

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

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

Schedule B Resolution No. 23318
CITY OF TUCSON
Tax Levy and Tax Rate Information
Fiscal Year 2022

	2021	2022
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>18,188,920</u>	\$ <u>17,556,090</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u>-0-</u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>18,188,920</u>	\$ <u>17,556,090</u>
Property tax judgment	<u>-0-</u>	<u>-0-</u>
B. Secondary property taxes	<u>32,365,220</u>	<u>34,448,600</u>
Property tax judgment	<u>-0-</u>	<u>-0-</u>
C. Total property tax levy amounts	\$ <u>50,554,140</u>	\$ <u>52,004,690</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>16,870,860</u>	
(2) Prior years' levies	<u>407,870</u>	
(3) Total primary property taxes	\$ <u>17,278,730</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>31,904,590</u>	
(2) Prior years' levies	<u>900,000</u>	
(3) Total secondary property taxes	\$ <u>32,804,590</u>	
C. Total property taxes collected	\$ <u>50,083,320</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.4883</u>	<u>0.4430</u>
Property tax judgment	<u>-0-</u>	<u>-0-</u>
(2) Secondary property tax rate	<u>0.8690</u>	<u>0.8693</u>
Property tax judgment	<u>-0-</u>	<u>-0-</u>
(3) Total city/town tax rate	<u>1.3573</u>	<u>1.3123</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>no</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

Schedule C Resolution No. 23318
Revenues Other Than Property Taxes
CITY OF TUCSON

SOURCE OF REVENUES	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
	2021	2021	2022
GENERAL FUND			
Local taxes			
Business Privilege Tax	\$ 205,826,910	\$ 245,372,510	\$ 258,079,380
Public Utility Tax	22,657,990	24,876,890	25,949,580
Use Tax	12,771,520	15,536,880	14,335,460
Transient Occupancy Tax	12,264,850	7,388,170	7,609,820
Room Tax	7,044,600	5,306,540	5,414,790
Pawn Broker Second Hand Dealer	273,870	200,520	200,520
Property Taxes - Prior Years	250,000	250,000	250,000
Government Property Lease Excise Tax	20,910	20,910	20,910
State Shared Revenues			
State Shared Income Tax	\$ 79,297,910	\$ 78,327,280	\$ 71,510,360
State Shared Sales Tax	52,707,360	64,264,140	68,465,540
State Shared Auto Lieu Tax	22,643,480	27,726,590	27,568,090
Licenses and permits			
Utility Franchise Fees	\$ 13,404,500	\$ 13,321,330	\$ 13,404,500
Permits/Inspection Fees	9,100,000	9,100,000	9,100,000
Cable Television Licenses	3,542,080	3,542,080	3,542,080
License Application Fees	2,857,350	2,857,350	2,857,350
Animal License and Care Fees	910,370	910,370	910,370
Liquor License	921,000	921,000	899,700
Litter Assessment Fee	252,330	252,330	252,330
Alarm Permit Fee	220,000	172,060	220,000
Telecommunications Licenses and Franchise Fee	186,190	186,190	186,190
Dealer Trade Show License	87,000	87,000	87,000
Fire Permit and Inspection Fees	781,230	781,230	781,230
Miscellaneous Licenses and Permits	26,290	51,790	30,290
Charges for Services			
Administration Charges	\$ 13,386,030	\$ 13,386,030	\$ 13,386,030
City Attorney	25,000	15,000	25,000
Environmental and General Services	19,924,590	18,240,220	18,340,310
General Government	787,590	772,380	1,671,060
Parks and Recreation	2,704,720	1,316,590	1,897,250
Planning and Development Services	2,532,260	2,092,960	2,532,260
Public Defender	80,000	94,040	80,000
Tucson Fire	9,901,240	9,738,030	9,801,240
Tucson Police	962,660	802,660	1,287,100
Fines and forfeits			
City Attorney	\$ 300,000	\$ 150,000	\$ 250,000
City Court	5,538,500	5,178,500	5,213,530
Business Services	17,270	16,310	17,270
Planning and Development Services	600	400	600
Tucson Fire	220	220	220
Tucson Police	1,834,900	1,417,900	1,827,900
Use of Money and Property			
Rentals and Leases	\$ 186,800	\$ 314,530	\$ 148,570
Interest Earnings	914,230	1,772,810	1,858,160
In-lieu Property Taxes			
Tucson Water Utility	\$ 2,000,150	\$ 2,000,150	\$ 1,997,320

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

Schedule C Resolution No. 23318
Revenues Other Than Property Taxes
CITY OF TUCSON

SOURCE OF REVENUES	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
	2021	2021	2022
Other Agencies			
Dispatch Services	\$ 1,038,090	\$ 997,550	\$ 997,550
University of Arizona Fire Service	146,660	146,660	146,660
Law Enforcement Training	300,000	150,000	260,660
Non-Grant Contributions			
General Government	\$ 1,019,560	\$ 1,019,560	\$ 1,019,560
Parks and Recreation	40,000	19,000	28,700
Tucson Fire Department	1,580,000	1,580,000	1,580,000
Tucson Police Department	1,683,000	1,469,110	1,387,470
Miscellaneous			
Miscellaneous Revenues	\$ 526,360	\$ 1,945,660	\$ 531,060
Rebates Purchasing Card	1,150,000	978,530	1,150,000
Recovered Expenditures	564,690	1,161,990	980,000
Total General Fund	\$ 517,192,860	\$ 568,229,950	\$ 580,090,970

SPECIAL REVENUE FUNDS

Mass Transit Fund

Passenger Revenue	\$ 5,863,990	\$ 139,660	\$ 0
Advertising Revenue	1,193,900	800,000	900,000
Regional Transportation Authority	10,869,330	8,641,560	10,401,560
Other Governmental Operating Assistance	6,734,040	5,600,000	5,928,000
Special Needs	1,226,000	11,200	0
Rents and Leases	515,000	716,560	720,000
Miscellaneous Revenue	738,290	3,644,580	455,000
Federal Transit Grants	26,527,860	52,045,520	46,931,030
Total Mass Transit Fund	\$ 53,668,410	\$ 71,599,080	\$ 65,335,590

Mass Transit Fund - Sun Link

Passenger Revenue	\$ 1,036,400	\$ 0	\$ 0
Advertising	200,000	61,000	300,000
Regional Transportation Authority	1,200,000	1,200,000	1,200,000
Miscellaneous Revenue	16,000	0	10,000
Total Mass Transit Fund - Sun Link	\$ 2,452,400	\$ 1,261,000	\$ 1,510,000

Zoo Fund

Business Privilege Tax	\$ 9,654,430	\$ 10,647,170	\$ 8,688,980
Use Tax	568,160	687,350	511,340
Use of Money and Property	0	190,000	0
Total Zoo Improvement Fund	\$ 10,222,590	\$ 11,524,520	\$ 9,200,320

Better Streets Improvement Fund

Business Privilege Tax	\$ 18,663,500	\$ 23,057,800	\$ 23,622,700
Use Tax	1,297,500	1,603,000	1,778,000
Total Better Streets Improvement Fund	\$ 19,961,000	\$ 24,660,800	\$ 25,400,700

Safer City Improvement Fund

Business Privilege Tax	\$ 28,838,000	\$ 34,586,600	\$ 35,433,800
Use Tax	2,004,800	2,404,400	2,667,000
Total Safer City Improvement Fund	\$ 30,842,800	\$ 36,991,000	\$ 38,100,800

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

Schedule C Resolution No. 23318
Revenues Other Than Property Taxes
CITY OF TUCSON

SOURCE OF REVENUES	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
	2021	2021	2022
Tucson Convention Center Fund			
Room and Space Rental	\$ 1,786,600	\$ 635,600	\$ 1,618,820
Parking	932,580	305,020	946,450
Catering and Concessions	3,209,920	752,320	3,046,110
Novelty Sales	32,800	0	22,300
Facility User Fees	565,550	133,770	488,310
Event Ticket Rebates	341,130	57,440	323,200
Recovered Expenditures	1,725,020	476,080	1,630,860
Total Tucson Convention Center Fund	\$ 8,593,600	\$ 2,360,230	\$ 8,076,050
Highway User Revenue Fund			
State Shared HURF	\$ 43,628,900	\$ 43,100,000	\$ 43,630,000
Permits and Inspection Fees	1,200,000	1,013,000	1,316,000
Temporary Work Zone Traffic Control	752,770	675,030	752,770
Other Charges for Service	25,000	50,000	25,000
Rents and Leases	540,000	708,000	540,000
Proceeds from Sale of Capital Assets	150,000	176,000	150,000
Interest Earnings	100,000	120,000	100,000
Recovered Expenditures	200,000	500,000	200,000
Miscellaneous Revenues	172,000	112,500	56,230
Grants Contributions	0	0	0
Total Highway User Revenue Fund	\$ 46,768,670	\$ 46,454,530	\$ 46,770,000
Park Tucson Fund			
Parking Meter Collections	\$ 1,812,000	\$ 826,930	\$ 1,412,000
Parking Revenues	3,872,200	2,615,790	3,120,000
Hooded Meter Fees	130,000	45,000	78,000
Interest Earnings	20,000	17,000	20,000
Assessment Fee	119,000	45,000	80,000
Parking Violations	711,000	110,000	440,000
Rents and Leases	110,180	0	40,000
Recovered Expenditures	0	3,080	0
Total Park Tucson Fund	\$ 6,774,380	\$ 3,662,800	\$ 5,190,000
Civic Contribution Fund			
City Manager	\$ 0	\$ 35,160	\$ 0
Mayor's Office	39,000	40,260	39,000
Parks and Recreation	1,773,700	367,540	3,053,010
Tucson Fire	20,000	20,000	20,000
Tucson Police	15,000	15,000	15,000
Total Civic Contribution Fund	\$ 1,847,700	\$ 477,960	\$ 3,127,010
Community Development Block Grant Fund			
Community Development Block Grant	\$ 13,805,450	\$ 13,805,450	\$ 5,698,480
Program Income	95,000	95,000	866,000
Miscellaneous Revenues	0	0	0
Total Community Development Block Grant Fund	\$ 13,900,450	\$ 13,900,450	\$ 6,564,480
Miscellaneous Housing Grant Fund			
Federal Miscellaneous Housing Grants	\$ 23,094,950	\$ 23,094,950	\$ 6,525,650
Proceeds from Sale of Capital Assets	570,000	570,000	665,870
Total Miscellaneous Housing Grants Fund	\$ 23,664,950	\$ 23,664,950	\$ 7,191,520

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

Schedule C Resolution No. 23318
Revenues Other Than Property Taxes
CITY OF TUCSON

SOURCE OF REVENUES	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
	2021	2021	2022
Public Housing Section 8 Fund			
Federal Public Housing Section 8 Grant	\$ 42,704,810	\$ 42,704,810	\$ 47,097,810
Interest Earnings	30,000	30,000	7,500
Miscellaneous Revenues	21,000	21,000	3,000
Charges for Current Services	0	0	8,000
Total Public Housing Section 8 Fund	\$ 42,755,810	\$ 42,755,810	\$ 47,116,310
HOME Investment Partnerships Program Fund			
HOME Funds	\$ 8,482,730	\$ 8,482,730	\$ 4,404,550
Program Income	758,000	758,000	500,000
Miscellaneous Revenues	0	0	0
Total HOME Investment Partnerships Program Fund	\$ 9,240,730	\$ 9,240,730	\$ 4,904,550
Green Storm Water Infrastructure			
Green Storm Water Infrastructure	\$ 3,211,360	\$ 3,630,160	\$ 3,052,640
Use of Money and Property	0	11,900	0
Total Green Storm Water Infrastructure Fund	\$ 3,211,360	\$ 3,642,060	\$ 3,052,640
Other Federal Grants Fund			
City Attorney	\$ 96,830	\$ 94,280	\$ 158,980
City Clerk	0	158,560	0
City Court	1,186,120	691,640	1,138,350
City Manager	0	108,960	0
City Public Defender	0	77,210	0
Housing and Community Development	0	0	16,675,430
Planning and Development	32,000	32,000	32,000
Parks and Recreation	468,910	468,910	1,072,150
Transportation and Mobility	2,831,840	3,406,720	1,677,040
Tucson Fire	1,126,130	1,255,950	2,804,380
Tucson Police	13,947,110	13,947,110	13,772,490
Total Other Federal Grants Fund	\$ 19,688,940	\$ 20,241,340	\$ 37,330,820
Non-Federal Grants Fund			
City Attorney	\$ 169,230	\$ 164,040	\$ 166,620
City Manager	0	106,700	87,630
Mayor and Council	0	18,340	0
Housing and Community Development	325,000	325,000	370,490
Parks and Recreation	95,700	0	0
Public Safety Communications	0	1,746,790	2,615,810
Transportation and Mobility	86,500	20,000	0
Tucson Fire	5,530	0	5,530
Tucson Police	2,184,290	2,184,290	2,053,770
Total Non-Federal Grants Fund	\$ 2,866,250	\$ 4,565,160	\$ 5,299,850
Total Special Revenue Funds	\$ 296,460,040	\$ 317,002,420	\$ 314,170,640
DEBT SERVICE FUNDS			
Street and Highway Bond and Interest Fund			
State Shared - HURF	\$ 9,164,290	\$ 9,347,250	\$ 9,300,000
Total Street and Highway Bond and Interest Fund	\$ 9,164,290	\$ 9,347,250	\$ 9,300,000
General Obligation Bond and Interest Fund			
Secondary Property Taxes - Prior Years	\$ 500,000	\$ 500,000	\$ 500,000
Total General Obligation Bond and Interest Fund	\$ 500,000	\$ 500,000	\$ 500,000
Total Debt Service Funds	\$ 9,664,290	\$ 9,847,250	\$ 9,800,000

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

Schedule C Resolution No. 23318
Revenues Other Than Property Taxes
CITY OF TUCSON

SOURCE OF REVENUES	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
	2021	2021	2022
CAPITAL PROJECTS FUNDS			
Capital Improvement Fund			
Intergovernmental Agreements	\$ 71,208,000	\$ 99,673,900	\$ 44,473,800
Total Capital Improvement Fund	\$ 71,208,000	\$ 99,673,900	\$ 44,473,800
Development Fee Fund			
Development Fees for Police	\$ 1,160,000	\$ 854,000	\$ 914,000
Development Fees for Fire	701,400	602,500	602,400
Development Fees for Transportation and Mobility	10,151,590	8,862,400	8,862,000
Development Fees for Parks	1,938,100	2,800,000	2,795,400
Total Development Fee Fund	\$ 13,951,090	\$ 13,118,900	\$ 13,173,800
Regional Transportation Authority Fund			
Regional Transportation Authority	\$ 19,053,100	\$ 19,144,100	\$ 33,683,100
Total Regional Transportation Authority Fund	\$ 19,053,100	\$ 19,144,100	\$ 33,683,100
Total Capital Projects Funds	\$ 104,212,190	\$ 131,936,900	\$ 91,330,700
ENTERPRISE FUNDS			
Tucson Water Utility			
Potable Water Sales	\$ 188,029,430	\$ 197,198,380	\$ 182,408,730
Reclaimed Water Sales	10,180,470	11,383,230	9,582,900
Central Arizona Project Surcharge	25,953,830	26,022,490	25,035,280
Water Conservation Fee	3,707,690	3,977,460	3,612,590
Fire Sprinkler Fee	3,814,950	3,390,430	3,864,750
Connection Fees	2,000,000	2,135,110	2,000,000
Service Charges	3,500,000	1,525,250	3,500,000
Development Plan Review/Inspection Fees	555,500	559,300	555,500
Billing Services	5,500,000	5,968,130	5,500,000
Miscellaneous Revenues	3,498,330	4,101,410	2,708,690
Tucson Airport Remediation Project	1,069,730	785,730	1,069,730
Water System Equity Fees	2,300,000	2,705,370	2,300,000
CAP Resource Fee	350,000	372,100	350,000
Grants and Contributions	865,000	0	865,000
Investment Income	1,000,000	1,816,210	553,590
Total Tucson Water Utility	\$ 252,324,930	\$ 261,940,600	\$ 243,906,760
Environmental Services Fund			
Residential Refuse Services	\$ 29,857,400	\$ 29,357,400	\$ 29,857,400
Commercial Refuse Services	7,200,000	7,200,000	7,200,000
Landfill Services Charges	8,330,000	8,330,000	8,330,000
Remediation Ground Fee	3,800,000	3,800,000	3,800,000
Self Haul Fee	1,700,000	2,000,000	2,000,000
Refuse Penalties	162,000	162,000	162,000
Recycling	800,000	800,000	800,000
Household Hazardous Waste	65,000	40,000	65,000
Miscellaneous Grants	219,000	215,400	219,000
Sale of Capital Assets	200,000	900,000	200,000
Interest Earnings	400,000	400,000	400,000
Recovered Expenses	100,000	296,340	100,000
Miscellaneous Revenues	198,100	197,000	197,900
Total Environmental Services Fund	\$ 53,031,500	\$ 53,698,140	\$ 53,331,300

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

Schedule C Resolution No. 23318
Revenues Other Than Property Taxes
CITY OF TUCSON

SOURCE OF REVENUES	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
	2021	2021	2022
Tucson Golf Course Enterprise Fund			
El Rio Golf Course	\$ 1,034,940	\$ 1,229,140	\$ 1,163,390
Randolph Golf Course	3,411,630	3,748,870	3,805,710
Fred Enke Golf Course	1,027,450	1,350,660	1,339,700
Silverbell Golf Course	1,194,510	1,544,950	1,427,760
Food and Beverage	1,393,300	1,514,790	1,556,220
Total Tucson Golf Course Enterprise Fund	\$ 8,061,830	\$ 9,388,410	\$ 9,292,780
Public Housing Fund			
Federal Grants	\$ 8,893,000	\$ 8,893,000	\$ 8,265,980
Housing Administration Charges	3,178,280	3,178,280	3,033,600
Tenant Rent and Parking Fees	3,790,000	3,790,000	4,150,500
Charges for Other Services	385,600	385,600	155,000
Interest Earnings	70,350	70,350	15,060
Total Public Housing Fund	\$ 16,317,230	\$ 16,317,230	\$ 15,620,140
Non-Public Housing Asset Management Fund			
Federal Grants	\$ 225,000	\$ 225,000	\$ 0
Tenant Rent	2,539,320	2,539,320	1,900,000
Charges for Other Services	54,750	54,750	38,200
Rents and Leases	200,000	200,000	123,000
Miscellaneous Revenues	0	0	20,300
Total Non-Public Housing Asset Management Fund	\$ 3,019,070	\$ 3,019,070	\$ 2,081,500
Total Enterprise Funds	\$ 332,754,560	\$ 344,363,450	\$ 324,232,480
INTERNAL SERVICE FUNDS			
Health Insurance Trust Fund			
Interdepartmental Charges	\$ 78,426,130	\$ 70,811,720	\$ 74,638,270
Total Health Insurance Trust Fund	\$ 78,426,130	\$ 70,811,720	\$ 74,638,270
Self Insurance Internal Service Fund			
Interdepartmental Charges	\$ 18,772,580	\$ 15,074,120	\$ 17,127,000
Total Self Insurance Internal Service Fund	\$ 18,772,580	\$ 15,074,120	\$ 17,127,000
Total Internal Service Funds	\$ 97,198,710	\$ 85,885,840	\$ 91,765,270
FIDUCIARY FUNDS			
Tucson Supplemental Retirement System			
Employer Contributions	\$ 40,696,240	\$ 33,475,260	\$ 41,801,110
Employee Contributions	6,984,440	7,069,140	7,020,000
Portfolio Earnings	60,713,880	32,411,270	67,602,040
Miscellaneous Revenues	135,000	220,020	135,000
Total Tucson Supplemental Retirement System	\$ 108,529,560	\$ 73,175,690	\$ 116,558,150
Total Fiduciary Funds	\$ 108,529,560	\$ 73,175,690	\$ 116,558,150
TOTAL ALL FUNDS	\$ 1,466,012,210	\$ 1,530,441,500	\$ 1,527,948,210

* 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 Resolution No. 23318
CITY OF TUCSON
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2022

FUND	OTHER FINANCING 2022		INTERFUND TRANSFERS 2022	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Transfer to Mass Transit Fund	\$	\$	\$	\$ (37,647,130)
Transfer to Mass Transit - Sun Link Fund				(4,590,140)
Transfer to Tucson Convention Center				(3,276,220)
Transfer to Development Fee Fund				(286,070)
Total General Fund	\$	\$	\$	\$ (45,799,560)
SPECIAL REVENUE FUNDS				
Transfer from General Fund	\$	\$	\$ 45,513,490	\$
Transfer to Street and Highway Bond and Interest Fund				(1,845,750)
Transfer to Development Fee Fund				(224,410)
Total Special Revenue Funds	\$	\$	\$ 45,513,490	\$ (2,070,160)
DEBT SERVICE FUNDS				
Transfer from Highway User Revenue Fund	\$	\$	\$ 1,845,750	\$
Total Debt Service Funds	\$	\$	\$ 1,845,750	\$
CAPITAL PROJECTS FUNDS				
Transfer from General Fund	\$	\$	\$ 286,070	\$
Transfer from Highway User Revenue Fund			224,410	
General Obligation Bond Proceeds - Prop 407	40,000,000			
Total Capital Projects Funds	\$ 40,000,000	\$	\$ 510,480	\$
ENTERPRISE FUNDS				
Water Revenue Obligation Bond Proceeds	\$	\$	\$	\$
Total Enterprise Funds	\$ 0	\$	\$	\$
TOTAL ALL FUNDS	\$ 40,000,000	\$	\$ 47,869,720	\$ (47,869,720)

Schedule E Resolution No. 23318
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2022

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
GENERAL FUND				
Mayor and Council	\$ 3,710,380	\$	\$ 2,699,660	\$ 3,697,360
Business Services	13,311,560		11,528,880	18,422,270
City Attorney	8,165,930		8,337,630	8,136,640
City Clerk	2,920,580		2,162,810	3,095,740
City Court	10,225,620		8,850,380	10,658,630
City Manager	5,514,690		5,543,370	7,213,870
Environmental Services	2,848,940		2,671,680	2,906,730
General Services	52,360,790		49,026,210	52,997,700
Housing and Community Development	2,575,450		2,459,230	3,201,520
Human Resources	4,635,070		4,180,530	0
Information Technology	25,332,980		24,612,840	26,797,130
Parks and Recreation	27,776,400		23,830,950	28,906,110
Planning and Development Services	7,992,340		6,740,560	8,662,670
Public Defender	3,157,250		3,025,130	3,269,260
Public Safety Communications	14,132,750		11,875,090	14,612,450
Transportation and Mobility	1,812,200		1,076,660	1,316,710
Tucson Fire	103,065,810		100,050,260	88,306,150
Tucson Police	166,079,280		158,747,890	148,418,650
General Government	58,223,470		62,771,660	169,219,840
Contingency	2,600,000		1,693,320	3,000,000
Total General Fund	\$ 516,441,490	\$ 0	\$ 491,884,740	\$ 602,839,430
SPECIAL REVENUE FUNDS				
Mass Transit Fund				
Transportation and Mobility	\$ 108,472,060	\$ 18,007,850	\$ 99,394,940	\$ 102,982,720
Total Fund	\$ 108,472,060	\$ 18,007,850	\$ 99,394,940	\$ 102,982,720
Mass Transit Fund - Sun Link				
General Government	\$ 1,499,810	\$	\$ 1,499,810	\$ 1,509,520
Transportation and Mobility	4,585,820		3,355,380	4,590,620
Total Fund	\$ 6,085,630	\$ 0	\$ 4,855,190	\$ 6,100,140
Zoo Fund				
Parks and Recreation	\$ 17,333,840	\$	\$ 16,983,260	\$ 18,365,000
Total Fund	\$ 17,333,840	\$ 0	\$ 16,983,260	\$ 18,365,000
Better Streets Improvement Fund				
Transportation and Mobility	\$ 38,981,500	\$	\$ 38,159,000	\$ 36,518,000
Total Fund	\$ 38,981,500	\$ 0	\$ 38,159,000	\$ 36,518,000
Safer City Improvement Fund				
Tucson Fire	\$ 16,252,600	\$	\$ 16,687,500	\$ 31,514,050
Tucson Police	16,096,200		5,822,300	22,519,050
Total Fund	\$ 32,348,800	\$ 0	\$ 22,509,800	\$ 54,033,100
Tucson Convention Center Fund				
Tucson Convention Center	\$ 11,806,390	\$	\$ 6,146,130	\$ 11,352,270
General Government	0		0	0
Total Fund	\$ 11,806,390	\$ 0	\$ 6,146,130	\$ 11,352,270

* 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 Resolution No. 23318
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2022

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
Highway User Revenue Fund				
Transportation and Mobility	\$ 41,202,650	\$	\$ 44,967,980	\$ 46,973,280
Business Services	1,329,200		1,168,870	1,751,020
General Government	1,488,660		1,488,660	1,552,020
Human Resources	387,250		341,740	0
Total Fund	\$ 44,407,760	\$ 0	\$ 47,967,250	\$ 50,276,320
Park Tucson Fund				
General Government	\$ 1,664,470	\$	\$ 1,553,910	\$ 1,756,050
Park Tucson	4,722,360		2,514,520	3,433,950
Total Fund	\$ 6,386,830	\$ 0	\$ 4,068,430	\$ 5,190,000
Civic Contribution Fund				
Mayor and Council	\$ 35,260	\$	\$ 35,260	\$ 35,260
City Manager	0		0	12,000
Parks and Recreation	855,860		342,340	855,860
Tucson Fire	48,470		5,500	48,470
Tucson Police	15,000		15,000	15,000
Total Fund	\$ 954,590	\$ 0	\$ 398,100	\$ 966,590
Community Development Block Grant Fund				
Business Services	\$ 241,840	\$	\$ 0	\$ 139,410
Housing and Community Development	13,643,330		13,635,260	6,425,070
General Government	15,280		15,280	0
Total Fund	\$ 13,900,450	\$ 0	\$ 13,650,540	\$ 6,564,480
Miscellaneous Housing Grant Fund				
Business Services	\$ 52,470	\$	\$ 0	\$ 25,690
Housing and Community Development	23,612,480		23,481,810	7,165,830
Total Fund	\$ 23,664,950	\$ 0	\$ 23,481,810	\$ 7,191,520
Public Housing Section 8 Fund				
Housing and Community Development	\$ 42,755,810	\$	\$ 42,167,140	\$ 47,116,310
Total Fund	\$ 42,755,810	\$ 0	\$ 42,167,140	\$ 47,116,310
HOME Investment Partnerships Program Fund				
Business Services	\$ 29,720	\$	\$ 0	\$ 14,820
Housing and Community Development	9,211,010		9,159,580	4,889,730
Total Fund	\$ 9,240,730	\$ 0	\$ 9,159,580	\$ 4,904,550
Other Federal Grants Fund				
City Attorney	\$ 96,830	\$	\$ 94,280	\$ 158,980
City Clerk	0		80,000	0
City Court	1,186,120		828,590	1,138,350
Public Defender	0		106,630	0
City Manager	0		100,000	0
Environmental Services	0		500	0
General Services	0		450	0
Housing and Community Development	0		0	16,675,430
Parks and Recreation	468,910		432,010	1,072,150
Planning and Development Services	32,000		0	32,000
Transportation and Mobility	2,831,840		1,693,040	1,677,040
Tucson Fire	1,126,130		1,256,100	2,804,380
Tucson Police	13,947,110		13,947,110	13,772,490
Total Fund	\$ 19,688,940	\$ 0	\$ 18,538,710	\$ 37,330,820

* 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 Resolution No. 23318
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2022

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
American Rescue Plan Fund				
General Government	0		0	67,848,380
Total Fund	\$ 0	\$ 0	\$ 0	\$ 67,848,380
Disaster Relief Fund				
Mayor and Council	\$ 200,000		\$ 200,000	\$ 0
Business Services	250,000		1,000	0
City Attorney	225,000		225,000	0
City Clerk	1,100,000		30,000	0
City Court	200,000		204,470	0
City Manager	5,320,000		103,110	0
Environmental Services	500,000		9,670	0
General Services	540,000		2,008,800	0
Housing and Community Development	20,000,000		20,000,000	0
Human Resources	280,000		280,000	0
Information Technology	2,115,000		2,115,000	3,600,000
Parks and Recreation	300,000		300,000	0
Planning and Development Services	200,000		200,200	0
Public Defender	100,000		100,000	0
Public Safety Communications	275,000		275,000	0
Park Tucson	100,000		100,000	0
Transportation and Mobility	1,500,000		3,000,000	0
Tucson Convention Center	200,000		200,000	0
Tucson Fire	15,380,000		20,071,220	0
Tucson Police	11,770,000		11,770,000	0
Tucson Water Utility	5,445,000		5,445,000	0
General Government	5,000,000		5,000,000	0
Total Fund	\$ 71,000,000	\$ 0	\$ 71,638,470	\$ 3,600,000
Green Storm Water Infrastructure				
City Manager	\$ 0		\$ 69,690	\$ 0
Tucson Water Utility	2,718,780		273,630	3,047,590
Total Fund	\$ 2,718,780	\$ 0	\$ 343,320	\$ 3,047,590
Non-Federal Grants Fund				
City Attorney	\$ 169,230		\$ 164,040	\$ 166,620
City Manager	0		73,630	87,630
Housing and Community Development	325,000		325,000	370,490
Mayor and Council	0		26,010	0
Parks and Recreation	95,700		0	0
Public Safety Communications	0		1,746,790	2,615,810
Transportation and Mobility	86,500		20,000	0
Tucson Fire	5,530		0	5,530
Tucson Police	2,184,290		2,184,290	2,053,770
Total Fund	\$ 2,866,250	\$ 0	\$ 4,539,760	\$ 5,299,850
Total Special Revenue Funds	\$ 452,613,310	\$ 18,007,850	\$ 424,001,430	\$ 468,687,640

* 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 Resolution No. 23318
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2022

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
DEBT SERVICE FUNDS				
General Obligation Bond and Interest Fund				
General Government	\$ 32,034,730	\$ 0	\$ 32,034,730	\$ 34,549,350
Total Fund	\$ 32,034,730	\$ 0	\$ 32,034,730	\$ 34,549,350
Street and Highway Bond and Interest Fund				
General Government	\$ 11,797,250	\$ 0	\$ 11,797,250	\$ 11,145,750
Total Fund	\$ 11,797,250	\$ 0	\$ 11,797,250	\$ 11,145,750
Total Debt Service Funds	\$ 43,831,980	\$ 0	\$ 43,831,980	\$ 45,695,100
CAPITAL PROJECTS FUNDS				
General Obligation Bond Fund				
- Prop 409, Street Improvements				
Transportation and Mobility	\$ 1,041,170	\$ 0	\$ 554,900	\$ 0
Total Fund	\$ 1,041,170	\$ 0	\$ 554,900	\$ 0
Capital Improvement Fund				
Transportation and Mobility	\$ 71,208,000	\$ 0	\$ 29,256,700	\$ 44,473,800
Total Fund	\$ 71,208,000	\$ 0	\$ 29,256,700	\$ 44,473,800
Development Fee Fund				
Parks and Recreation	\$ 2,125,000	\$ 0	\$ 2,373,640	\$ 3,363,330
Transportation and Mobility	12,041,700	0	7,522,600	2,522,200
Total Fund	\$ 14,166,700	\$ 0	\$ 9,896,240	\$ 5,885,530
General Obligation Bond Fund				
- Prop 407, Parks and Connections				
Parks and Recreation	\$ 19,867,500	\$ 0	\$ 11,780,220	\$ 29,077,900
Transportation and Mobility	11,671,900	0	2,705,150	19,229,200
Total Fund	\$ 31,539,400	\$ 0	\$ 14,485,370	\$ 48,307,100
Regional Transportation Authority Fund				
Transportation and Mobility	\$ 19,053,100	\$ 0	\$ 19,144,100	\$ 33,683,100
Total Fund	\$ 19,053,100	\$ 0	\$ 19,144,100	\$ 33,683,100
Total Capital Projects Funds	\$ 137,008,370	\$ 0	\$ 73,337,310	\$ 132,349,530
ENTERPRISE FUNDS				
Tucson Water Utility Fund				
Tucson Water Utility	\$ 295,675,910	\$ 0	\$ 259,467,910	\$ 292,677,090
Business Services	804,790	0	552,520	1,173,680
Human Resources	405,950	0	394,350	0
Total Fund	\$ 296,886,650	\$ 0	\$ 260,414,780	\$ 293,850,770
Environmental Services Fund				
Business Services	\$ 564,620	\$ 0	\$ 449,330	\$ 710,830
Environmental Services	60,168,800	0	56,806,970	62,733,580
Human Resources	195,900	0	191,260	0
Total Fund	\$ 60,929,320	\$ 0	\$ 57,447,560	\$ 63,444,410

* 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 Resolution No. 23318
CITY OF TUCSON
 Expenditures/Expenses by Fund
 Fiscal Year 2022

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
Tucson Golf Enterprise Fund				
Tucson City Golf	\$ 7,725,940	\$ 0	\$ 8,216,540	\$ 8,434,660
Total Fund	\$ 7,725,940	\$ 0	\$ 8,216,540	\$ 8,434,660
Public Housing AMP Fund				
Business Services	\$ 562,640	\$ 0	\$ 0	\$ 871,260
General Government	68,590		68,590	0
Housing and Community Development	15,686,000		16,073,280	14,748,880
Total Fund	\$ 16,317,230	\$ 0	\$ 16,141,870	\$ 15,620,140
Non-Public Housing Asset Management Fund				
Housing and Community Development	\$ 3,019,070	\$ 0	\$ 3,010,300	\$ 2,081,500
Total Fund	\$ 3,019,070	\$ 0	\$ 3,010,300	\$ 2,081,500
Total Enterprise Funds	\$ 384,878,210	\$ 0	\$ 345,231,050	\$ 383,431,480
INTERNAL SERVICE FUNDS				
Health Insurance Fund				
Health Insurance	\$ 77,350,130	\$ 0	\$ 68,418,900	\$ 73,564,500
Total Fund	\$ 77,350,130	\$ 0	\$ 68,418,900	\$ 73,564,500
Self Insurance Internal Service Fund				
Business Services	\$ 12,412,570	\$ 0	\$ 11,596,680	\$ 22,335,440
Citty Attorney	0		0	237,140
Human Resources	7,891,370		5,746,280	0
Transportation and Mobility	1,420,000		1,420,000	1,420,000
Tucson Fire	404,090		388,570	346,060
Total Fund	\$ 22,128,030	\$ 0	\$ 19,151,530	\$ 24,338,640
Total Internal Service Funds	\$ 99,478,160	\$ 0	\$ 87,570,430	\$ 97,903,140
FIDUCIARY FUNDS				
Tucson Supplemental Retirement System				
Pension Services	\$ 94,623,810	\$ 0	\$ 83,998,460	\$ 95,770,820
Total Fund	\$ 94,623,810	\$ 0	\$ 83,998,460	\$ 95,770,820
PSPRS Pension Trust				
Pension Services	\$ 0	\$ 0	\$ 0	\$ 35,665,550
Total Fund	\$ 0	\$ 0	\$ 0	\$ 35,665,550
Total Fiduciary Funds	\$ 94,623,810	\$ 0	\$ 83,998,460	\$ 131,436,370
TOTAL ALL FUNDS	\$ 1,728,875,330	\$ 18,007,850	\$ 1,549,855,400	\$ 1,862,342,690

* 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 Resolution No. 23318
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2022

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2021	2021	2021	2022
Mayor and Council				
General Fund	\$ 3,710,380	\$	\$ 2,699,660	\$ 3,697,360
Civic Contribution Fund	35,260		35,260	35,260
Disaster Relief Fund	200,000		200,000	0
Non-Federal Grants Fund	0		26,010	0
Department Total	\$ 3,945,640	\$ 0	\$ 2,960,930	\$ 3,732,620
City Attorney				
General Fund	\$ 8,165,930	\$	\$ 8,337,630	\$ 8,136,640
Disaster Relief Fund	225,000		225,000	0
Non-Federal Grants Fund	169,230		164,040	166,620
Self Insurance Internal Service Fund	0		0	237,140
Other Federal Grants Fund	96,830		94,280	158,980
Department Total	\$ 8,656,990	\$ 0	\$ 8,820,950	\$ 8,699,380
City Clerk				
General Fund	\$ 2,920,580	\$	\$ 2,162,810	\$ 3,095,740
Disaster Relief Fund	1,100,000		30,000	0
Other Federal Grants Fund	0		80,000	0
Department Total	\$ 4,020,580	\$ 0	\$ 2,272,810	\$ 3,095,740
City Court				
General Fund	\$ 10,225,620	\$	\$ 8,850,380	\$ 10,658,630
Disaster Relief Fund	200,000		204,470	0
Other Federal Grants Fund	1,186,120		828,590	1,138,350
Department Total	\$ 11,611,740	\$ 0	\$ 9,883,440	\$ 11,796,980
City Manager				
General Fund	\$ 5,514,690	\$	\$ 5,543,370	\$ 7,213,870
Civic Contribution Fund	0		0	12,000
Green Storm Water Infrastructure	0		69,690	0
Disaster Relief Fund	5,320,000		103,110	0
Non-Federal Grants Fund	0		73,630	87,630
Other Federal Grants Fund	0		100,000	0
Department Total	\$ 10,834,690	\$ 0	\$ 5,889,800	\$ 7,313,500
Business Services				
General Fund	\$ 13,311,560	\$	\$ 11,528,880	\$ 18,422,270
Disaster Relief Fund	250,000		1,000	0
Environmental Services Fund	564,620		449,330	710,830
Highway User Revenue Fund	1,329,200		1,168,870	1,751,020
Self Insurance Internal Service Fund	12,412,570		11,596,680	22,335,440
Community Development Block Grant	241,840		0	139,410
Public Housing AMP Fund	562,640		0	871,260
HOME Investment Partnerships				
Program Fund	29,720		0	14,820
Miscellaneous Housing Grants	52,470		0	25,690
Tucson Water Utility Fund	804,790		552,520	1,173,680
Department Total	\$ 29,559,410	\$ 0	\$ 25,297,280	\$ 45,444,420

* 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 Resolution No. 23318
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2022

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2021	2021	2021	2022
Debt Service				
General Fund	\$ 24,771,150	\$	\$ 24,771,150	\$ 57,820,630
Community Development Block Grant	15,280		15,280	0
General Obligations Bond Fund	32,034,730		32,034,730	34,549,350
Streets and Highway Debt Service Fund	11,797,250		11,797,250	11,145,750
Highway User Revenue Fund	1,388,080		1,388,080	1,451,440
Mass Transit - Sun Link Fund	1,499,810		1,499,810	1,509,520
Park Tucson Fund	1,664,470		1,553,910	1,756,050
Public Housing AMP Fund	68,590		68,590	0
Department Total	\$ 73,239,360	\$ 0	\$ 73,128,800	\$ 108,232,740
Environmental Services				
General Fund	\$ 2,848,940	\$	\$ 2,671,680	\$ 2,906,730
Disaster Relief Fund	500,000		9,670	0
Environmental Services Fund	60,168,800		56,806,970	62,733,580
Other Federal Grants Fund	0		500	0
Department Total	\$ 63,517,740	\$ 0	\$ 59,488,820	\$ 65,640,310
General Services				
General Fund	\$ 52,360,790	\$	\$ 49,026,210	\$ 52,997,700
Disaster Relief Fund	540,000		2,008,800	0
Other Federal Grants Fund	0		450	0
Department Total	\$ 52,900,790	\$ 0	\$ 51,035,460	\$ 52,997,700
Housing and Community Development				
General Fund	\$ 2,575,450	\$	\$ 2,459,230	\$ 3,201,520
Community Development Block Grant	13,643,330		13,635,260	6,425,070
Disaster Relief Fund	20,000,000		20,000,000	0
HOME Investment Partnerships Program Fund	9,211,010		9,159,580	4,889,730
Miscellaneous Housing Grants	23,612,480		23,481,810	7,165,830
Other Federal Grants Fund	0		0	16,675,430
Non-Federal Grants Fund	325,000		325,000	370,490
Non-Public Housing Assistance	3,019,070		3,010,300	2,081,500
Public Housing AMP Fund	15,686,000		16,073,280	14,748,880
Public Housing Section 8 Fund	42,755,810		42,167,140	47,116,310
Department Total	\$ 130,828,150	\$ 0	\$ 130,311,600	\$ 102,674,760
Human Resources				
General Fund	\$ 4,635,070	\$	\$ 4,180,530	\$ 0
Disaster Relief Fund	280,000		280,000	0
Environmental Services Fund	195,900		191,260	0
Highway User Revenue Fund	387,250		341,740	0
Self Insurance Internal Service Fund	7,891,370		5,746,280	0
Tucson Water Utility Fund	405,950		394,350	0
Department Total	\$ 13,795,540	\$ 0	\$ 11,134,160	\$ 0
Information Technology				
General Fund	\$ 25,332,980	\$	\$ 24,612,840	\$ 26,797,130
Disaster Relief Fund	2,115,000		2,115,000	3,600,000
Department Total	\$ 27,447,980	\$ 0	\$ 26,727,840	\$ 30,397,130

* 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 Resolution No. 23318
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2022

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2021	2021	2021	2022
Outside Agencies				
General Fund	\$ 11,144,690	\$	\$ 10,372,030	\$ 10,926,160
Highway User Revenue Fund	100,580		100,580	100,580
Department Total	\$ 11,245,270	\$ 0	\$ 10,472,610	\$ 11,026,740
Park Tucson				
Disaster Relief Fund	\$ 100,000	\$	\$ 100,000	\$ 0
Park Tucson Fund	4,722,360		2,514,520	3,433,950
Department Total	\$ 4,822,360	\$ 0	\$ 2,614,520	\$ 3,433,950
Parks and Recreation				
General Fund	\$ 27,776,400	\$	\$ 23,830,950	\$ 28,906,110
Disaster Relief Fund	300,000		300,000	0
General Obligations Bond Fund	19,867,500		11,780,220	29,077,900
Civic Contribution Fund	855,860		342,340	855,860
Development Fee Fund	2,125,000		2,373,640	3,363,330
Non-Federal Grant Fund	95,700		0	0
Zoo Fund	17,333,840		16,983,260	18,365,000
Other Federal Grants Fund	468,910		432,010	1,072,150
Department Total	\$ 68,823,210	\$ 0	\$ 56,042,420	\$ 81,640,350
Planning and Development Services				
General Fund	\$ 7,992,340	\$	\$ 6,940,760	\$ 8,662,670
Disaster Relief Fund	200,000		0	0
Other Federal Grants Fund	32,000		0	32,000
Department Total	\$ 8,224,340	\$ 0	\$ 6,940,760	\$ 8,694,670
Public Defender				
General Fund	\$ 3,157,250	\$	\$ 3,025,130	\$ 3,269,260
Disaster Relief Fund	100,000		100,000	0
Other Federal Grants Fund	0		106,630	0
Department Total	\$ 3,257,250	\$ 0	\$ 3,231,760	\$ 3,269,260
Public Safety Communications				
General Fund	\$ 14,132,750	\$	\$ 11,875,090	\$ 14,612,450
Disaster Relief Fund	275,000		275,000	0
Non-Federal Grant Fund	0		1,746,790	2,615,810
Department Total	\$ 14,407,750	\$ 0	\$ 13,896,880	\$ 17,228,260
Transportation and Mobility				
General Fund	\$ 1,812,200	\$	\$ 1,076,660	\$ 1,316,710
Disaster Relief Fund	1,500,000		3,000,000	0
Highway User Revenue Fund	41,202,650		44,967,980	46,973,280
Better Streets Improvement Fund	38,981,500		38,159,000	36,518,000
General Obligation Bond Fund	1,041,170		554,900	0
Capital Improvements Fund	71,208,000		29,256,700	44,473,800
Development Fee Fund	12,041,700		7,522,600	2,522,200
Other Federal Grants Fund	2,831,840		1,693,040	1,677,040

* 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 Resolution No. 23318
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2022

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2021	2021	2021	2022
Transportation and Mobility (Continued)				
Mass Transit Fund	113,057,880	18,007,850	102,750,320	107,573,340
General Obligations Bond Fund	11,671,900		2,705,150	19,229,200
Non-Federal Grants Fund	86,500		20,000	0
Regional Transportation Authority	19,053,100		19,144,100	33,683,100
Self Insurance Internal Service Fund	1,420,000		1,420,000	1,420,000
Department Total	\$ 315,908,440	\$ 18,007,850	\$ 252,270,450	\$ 295,386,670
Tucson City Golf				
Golf Course Fund	\$ 7,725,940		\$ 8,216,540	\$ 8,434,660
Department Total	\$ 7,725,940	\$ 0	\$ 8,216,540	\$ 8,434,660
Tucson Convention Center				
Convention Center Fund	\$ 11,806,390		\$ 6,146,130	\$ 11,352,270
Disaster Relief Fund	200,000		200,000	0
Department Total	\$ 12,006,390	\$ 0	\$ 6,346,130	\$ 11,352,270
Tucson Fire				
General Fund	\$ 103,065,810		\$ 100,050,260	\$ 88,306,150
Disaster Relief Fund	15,380,000		20,071,220	0
Civic Contribution Fund	48,470		5,500	48,470
Non-Federal Grants Fund	5,530		0	5,530
Other Federal Grants Fund	1,126,130		1,256,100	2,804,380
Safer City Improvement Fund	16,252,600		16,687,500	\$ 31,514,050
Self Insurance Internal Service Fund	404,090		388,570	346,060
Department Total	\$ 136,282,630	\$ 0	\$ 138,459,150	\$ 123,024,640
Tucson Police				
General Fund	\$ 166,079,280		\$ 158,747,890	\$ 148,418,650
Disaster Relief Fund	11,770,000		11,770,000	0
Civic Contribution Fund	15,000		15,000	15,000
Non-Federal Grants Fund	2,184,290		2,184,290	2,053,770
Other Federal Grants	13,947,110		13,947,110	13,772,490
Safer City Improvement Fund	16,096,200		5,822,300	22,519,050
Department Total	\$ 210,091,880	\$ 0	\$ 192,486,590	\$ 186,778,960
Tucson Water				
Disaster Relief Fund	\$ 5,445,000		\$ 5,445,000	\$ 0
Tucson Water Utility Fund	295,675,910		259,467,910	292,677,090
Green Storm Water Infrastructure	2,718,780		273,630	3,047,590
Department Total	\$ 303,839,690	\$ 0	\$ 265,186,540	\$ 295,724,680
General Government				
General Fund	\$ 24,907,630		\$ 29,321,800	\$ 103,473,050
American Rescue Plan	0		0	67,848,380
Disaster Relief Fund	5,000,000		5,000,000	0
Department Total	\$ 29,907,630	\$ 0	\$ 34,321,800	\$ 171,321,430

* 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 Resolution No. 23318
CITY OF TUCSON
Expenditures/Expenses by Department
Fiscal Year 2022

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2021	2021	2021	2022
Pension Services				
Tucson Supplemental Retirement System	\$ 94,623,810	\$	\$ 83,998,460	\$ 95,770,820
PSPRS Pension Trust	0	0	0	35,665,550
Department Total	\$ 94,623,810	\$ 0	\$ 83,998,460	\$ 131,436,370
Self Health Insurance				
Health Insurance Fund	\$ 77,350,130	\$	\$ 68,418,900	\$ 73,564,500
Department Total	\$ 77,350,130	\$ 0	\$ 68,418,900	\$ 73,564,500
TOTAL ALL DEPARTMENTS	\$ 1,728,875,330	\$ 18,007,850	\$ 1,549,855,400	\$ 1,862,342,690

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

Schedule G Resolution No. 23318
CITY OF TUCSON
Full-Time Employees and Personnel Compensation
Fiscal Year 2022

FUND	Full-Time Equivalent (FTE) 2022	Employee Salaries, and Hourly Costs 2022	Retirement Costs 2022	Healthcare Costs 2022	Other Benefit Costs 2022	Total Estimated Personnel Compensation 2022
GENERAL FUND	3,336.60	\$ 210,707,200	\$ 65,631,120	\$ 41,063,990	\$ 25,913,850	\$ 343,316,160
SPECIAL REVENUE FUNDS						
Community Block Grants Fund	12.09	\$ 788,010	\$ 196,880	\$ 119,400	\$ 97,320	\$ 1,201,610
Convention Center Fund	-	33,790	9,290	6,340	4,860	54,280
Green Storm Water Infrastructure Fund	5.00	306,450	95,810	37,850	47,420	487,530
Highway User Revenue Fund	286.00	15,433,870	4,095,450	3,493,750	2,376,750	25,399,820
HOME Investment Partnerships Program Fund	2.70	169,520	46,520	41,970	22,450	280,460
Mass Transit Fund	4.00	287,430	79,050	66,760	46,700	479,940
Miscellaneous Housing Grants Fund	13.21	702,530	193,180	130,900	92,400	1,119,010
Non-Federal Grants Fund	6.64	1,326,480	117,070	80,800	114,100	1,638,450
Other Federal Grants Fund	45.09	4,118,150	730,930	476,280	375,840	5,701,200
Park Tucson Fund	20.00	824,890	216,410	173,500	136,520	1,351,320
Public Housing Section 8 Fund	40.65	1,726,290	444,220	370,110	227,010	2,767,630
Total Special Revenue Funds	435.38	\$ 25,717,410	\$ 6,224,810	\$ 4,997,660	\$ 3,541,370	\$ 40,481,250
ENTERPRISE FUNDS						
Environmental Service Fund	213.00	\$ 11,511,490	\$ 2,809,960	\$ 2,838,220	\$ 1,772,560	\$ 18,932,230
Tucson Water Utility Fund	575.50	31,615,040	8,159,170	7,188,170	4,373,940	51,336,320
Public Housing AMP Fund	68.47	3,768,070	992,800	744,360	480,240	5,985,470
Non-Public Housing Asset Management Fund	10.18	531,160	137,350	118,670	71,500	858,680
Tucson City Golf Fund	-	32,840	9,040	5,720	3,870	51,470
Total Enterprise Funds	867.15	\$ 47,458,600	\$ 12,108,320	\$ 10,895,140	\$ 6,702,110	\$ 77,164,170
INTERNAL SERVICE FUNDS						
Health Insurance Trust Fund	4.87	\$ 369,340	\$ 101,580	\$ 71,790	\$ 42,890	\$ 585,600
Self Insurance Fund	22.50	1,549,980	422,810	263,860	144,090	2,380,740
Total Internal Service Fund	27.37	\$ 1,919,320	\$ 524,390	\$ 335,650	\$ 186,980	\$ 2,966,340
FIDUCIARY FUNDS						
PSPRS Pension Trust	-	\$ 0	\$ 35,154,950	\$ 0	\$ 0	\$ 35,154,950
Tucson Supplemental Retirement System	4.75	340,080	93,520	57,980	38,030	529,610
Total Fiduciary Funds	4.75	\$ 340,080	\$ 35,248,470	\$ 57,980	\$ 38,030	\$ 35,684,560
TOTAL ALL FUNDS	4,671.25	\$ 286,142,610	\$ 119,737,110	\$ 57,350,420	\$ 36,382,340	\$ 499,612,480

ADOPTED BY THE
MAYOR AND COUNCIL

June 22, 2021

RESOLUTION NO. 23318

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2021 AND ENDING JUNE 30, 2022, DECLARING THAT TOGETHER SAID EXPENDITURES SHALL CONSTITUTE THE BUDGET OF THE CITY OF TUCSON FOR SUCH FISCAL YEAR AND DECLARING THAT THE 5 YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) HAS BEEN APPROVED WITH THE FIRST YEAR OF THE CIP BEING ADOPTED AS PART OF THE AFOREMENTIONED BUDGET; AND SETTING AN EFFECTIVE DATE.

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, 2021 and ending June 30, 2022, which was tentatively adopted on June 8, 2021 and consists of estimates of the amounts of money required to meet the public expenses for that year, an estimate of expected revenues from sources other than direct taxation and the amount needed to be raised by taxation upon real and personal property; and

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

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

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

SECTION 1. The Mayor and Council have finally determined the estimates of revenue and expenditures, as set forth in Schedules A, B, C, D, E, F, and G attached and incorporated herein by this reference, which will be required of the City of Tucson for the Fiscal Year beginning July 1, 2021 and ending June 30, 2022, 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 2021/22 Fiscal Year:

Final 2021/22 Budget

Elected and Official	\$ 22,841,240
Public Safety and Justice Services	342,098,100
Community Enrichment and Development	525,617,330
Public Utilities	361,364,990
Support Services	202,403,750
General Government	276,580,910
Fiduciary Funds	<u>131,436,370</u>
 TOTAL	 <u>\$ 1,862,342,690</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 2021/22 Fiscal Year which is subject to the State Budget Law:

<u>Purpose of Expenditure</u>	<u>Final 2021/22 Budget Subject to State Budget Law</u>
Elected and Official	\$ 21,884,250
Public Safety and Justice Services	309,847,480
Community Enrichment and Development	170,004,550
Public Utilities	297,819,720
Support Services	85,272,410
General Government	82,714,210
Fiduciary Funds	<u>-0-</u>

ADOPTED BY THE
MAYOR AND COUNCIL

June 22, 2021

RESOLUTION NO. 23318

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2021 AND ENDING JUNE 30, 2022, DECLARING THAT TOGETHER SAID EXPENDITURES SHALL CONSTITUTE THE BUDGET OF THE CITY OF TUCSON FOR SUCH FISCAL YEAR AND DECLARING THAT THE 5 YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) HAS BEEN APPROVED WITH THE FIRST YEAR OF THE CIP BEING ADOPTED AS PART OF THE AFOREMENTIONED BUDGET; AND SETTING AN EFFECTIVE DATE.

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, 2021 and ending June 30, 2022, which was tentatively adopted on June 8, 2021 and consists of estimates of the amounts of money required to meet the public expenses for that year, an estimate of expected revenues from sources other than direct taxation and the amount needed to be raised by taxation upon real and personal property; and

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

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

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

SECTION 1. The Mayor and Council have finally determined the estimates of revenue and expenditures, as set forth in Schedules A, B, C, D, E, F, and G attached and incorporated herein by this reference, which will be required of the City of Tucson for the Fiscal Year beginning July 1, 2021 and ending June 30, 2022, 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 2021/22 Fiscal Year:

Final 2021/22 Budget

Elected and Official	\$ 22,841,240
Public Safety and Justice Services	342,098,100
Community Enrichment and Development	525,617,330
Public Utilities	361,364,990
Support Services	202,403,750
General Government	276,580,910
Fiduciary Funds	<u>131,436,370</u>
 TOTAL	 <u>\$ 1,862,342,690</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 2021/22 Fiscal Year which is subject to the State Budget Law:

<u>Purpose of Expenditure</u>	<u>Final 2021/22 Budget Subject to State Budget Law</u>
Elected and Official	\$ 21,884,250
Public Safety and Justice Services	309,847,480
Community Enrichment and Development	170,004,550
Public Utilities	297,819,720
Support Services	85,272,410
General Government	82,714,210
Fiduciary Funds	<u>-0-</u>

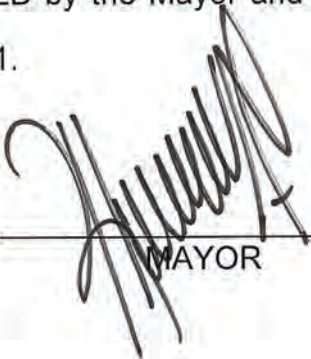
TOTAL

\$ 967,542,620

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

SECTION 5. That the Five-Year Capital Improvement Program (CIP), as summarized in Section E of the Recommended Budget Fiscal Year 2021/22, is approved with the first year of the CIP being adopted as part of the aforementioned budget.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 22nd day of June 2021.




MAYOR

ATTEST:




CITY CLERK

APPROVED AS TO FORM: ,



CITY ATTORNEY

REVIEWED BY:



CITY MANAGER

JS/tl
6/15/21

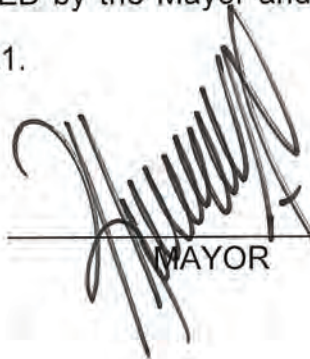
TOTAL

\$ 967,542,620

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

SECTION 5. That the Five-Year Capital Improvement Program (CIP), as summarized in Section E of the Recommended Budget Fiscal Year 2021/22, is approved with the first year of the CIP being adopted as part of the aforementioned budget.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Tucson, Arizona, this 22nd day of June 2021.




MAYOR

ATTEST:




CITY CLERK

APPROVED AS TO FORM: ,



CITY ATTORNEY

REVIEWED BY:



CITY MANAGER

JS/tl
6/15/21

FINANCIAL POLICIES and PRACTICES

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

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

Balanced Budget

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

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

Operating Management Policies

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

Capital Management Policy

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

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

Revenue Diversification

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

General Accounting Policies

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

Budgetary Policies

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

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

Fund Balance Policy

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

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

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

Committed Fund Balance

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

Assigned Fund Balance

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

Unassigned Fund Balance

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

Investment Policy

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

Comparison to the Basis of Accounting for the CAFR

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

DEBT MANAGEMENT POLICY

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

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

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

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

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

General Obligation (GO) Bonds

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

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

Street and Highway Revenue Bonds

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

Water Revenue Bonds and Obligations

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

Water Infrastructure Finance Authority (WIFA) Loans

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

Clean Renewable Energy Bonds (CREBs)

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

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

The City began issuing CREBs in Fiscal Year 2009 and 2011, using 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 and Certificates of Participation

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

As of July 1, 2021

Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	\$ 139,940,000	10.13 %
Highway Revenue Bonds	10,615,000	0.77 %
Certificates of Participation	101,300,578	7.33 %
Clean Renewable Energy Bonds	4,434,300	0.32 %
Capital Leases	9,314,742	0.67 %
Pension Obligations COPs	658,055,000	47.63 %
Total	\$ 923,659,620	66.86 %
Business-Type Activities:		
Water System Revenue Bonds	\$ 422,246,165	30.56 %
Certificates of Participation	35,404,422	2.56 %
Capital Leases	249,762	0.02 %
Total	\$ 457,900,349	33.14 %
Total Indebtedness	\$ 1,381,559,969	100.00 %

Bond Sales

2012 Bond Authorization Sales - In November 2012, the voters approved \$100,000,000 of General Obligation bonds for a five-year program to restore, repair, and resurface streets inside Tucson City limits. In this year's budget, Mayor and Council appropriated \$1,041,170.

2018 Bond Authorization Sales - In November 2018, the voters approved \$225,000,000 of General Obligation bonds for Parks and Connectivity projects within Tucson City limits. On June 30, 2020, Mayor and Council authorized up to \$57,000,000 in General Obligation Bonds for this purpose. On August 19, 2020, \$57,000,000 of General Obligation Bonds were sold. The interest cost was 0.92%.

Water System Revenue Obligations, Series 2020 - On June 30, 2020, Mayor and Council authorized up to \$57,000,000 for the proposal of acquiring, construction and improvement utility systems for the City. On August 19, 2020, \$57,000,000 of Water Revenue Obligation were issued and resulted with an interest rate of 1.63%.

Certificates of Participation, Refunding Series 2020 - On October 6, 2020, Mayor and Council authorized up to \$16,960,000 of taxable refunding Certificates of Participation and authorized the potential to issue up to \$50,000,000 of new taxable Certificates of Participation for the City.

Certificates of Participation, Pension Obligation

On November 4, 2020, Mayor and Council authorized to prepare for Pension Obligation bond sales, structured as Certificates of Participation. City of Tucson Public Safety Pension Trust (section 115 Trust) was created in Fiscal Year 2021, via Certificate of Participation or "Pension Bonds". The City uses this financing mechanism to fund the PSPRS liability arising from the retirement benefits provided to elected officials and sworn public safety personnel. The Pension Trust debt is pledged by City assets, primarily public safety, giving bondholders the right to foreclose pledged assets. The annual debt service for Pension Bonds is not an allowable expense for the Section 115 Trust and therefore is assumed by the General Fund. The Trust will pay for the management, investment and advisor fees created by the Trust. The Board of Trustees will recommend the annual payment from the Trust to PSPRS.

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 2021/22, the required levy to cover outstanding bonds is estimated at \$34,448,600, an increase of \$2,083,380 from the Fiscal Year 2020/21 levy. The Fiscal Year 2021/22 secondary property rate is estimated at \$0.8693 per \$100 of assessed valuation that is higher based on the final secondary assessed valuation set by Pima County in the summer of 2020.

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 for this fiscal year will be \$11,145,750.

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

DEBT SERVICE BY SOURCE OF FUNDS PRINCIPAL AND INTEREST

	FY 2020/21	FY 2021/22
General Government Funds¹		
General Fund	\$ 24,771,150	\$ 57,820,630
Community Development Block Grant Fund	15,280	-
Park Tucson Fund	1,664,470	1,756,050
Highway User Revenue Fund	1,388,080	1,451,440
Mass Transit Fund - Sun Link	1,499,810	1,509,520
General Obligation Bond Debt Fund	32,034,730	34,549,350
Street and Highway Revenue Bond Debt Fund	11,797,250	11,145,750
Total General Government Funds	\$ 73,170,770	\$ 108,232,740
Enterprise Funds²		
Environmental Services Fund	\$ 1,062,400	\$ 1,241,730
Public Housing Section 8 Fund	68,590	-
Tucson City Golf Fund	21,900	20,570
Tucson Water Utility Fund	59,700,660	58,398,630
Total Enterprise Funds	\$ 59,791,150	\$ 59,660,930
Total Indebtedness	\$ 132,961,920	\$ 167,893,670

¹ General Government Funds debt service payments are budgeted in General Governmental

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

LEGAL REQUIREMENTS

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

LEGAL REQUIREMENTS IMPOSED BY THE STATE

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

The City's limitation amount for Fiscal Year 2021/22 includes three voter-approved increases to the expenditure base. In November 1981, the voters passed an \$800,000 increase and in November 1987, the voters approved a \$46.9 million permanent increase to the base limitation and then in the November 2013 election, the voters approved an additional \$50.0 million permanent increase to the base limitation.

Property Tax Levy Limitation

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

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

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

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

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

Budget Adoption

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

LEGAL REQUIREMENTS

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

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

Adoption of Tax Levy

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

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

Budget Revisions

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

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

LEGAL REQUIREMENTS

The departments within a given program category are held accountable for their budget. Each department and the Business Services Department continuously monitor expenditures. Expenditures will be controlled by an annual budget at the purpose level. The City Council shall establish appropriations through the budget process. The Council or City Manager may transfer these appropriations as necessary through the budget amendment process.

ARS
§42-17106 permits the Mayor and Council, on the affirmation of a majority of the members at a duly noticed public meeting, to authorize the transfer of funds between program categories if the funds are available so long as the

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

LEGAL REQUIREMENTS

LEGAL REQUIREMENTS IMPOSED BY THE TUCSON CITY CHARTER

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

Property Tax Levy Limitation

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

Fiscal Year

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

Submission of the Recommended Budget

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

Budget Approval

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

Budget Publication and Hearings

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

Adoption of the Budget and Tax Levy

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

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

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

City Ordinance Setting the Property Tax Rate

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

**STATEMENT REQUIRED BY ARIZONA REVISED STATUTES §42-17102
RELATIVE TO PROPERTY TAXATION
PRIMARY AND SECONDARY TAX LEVIES
FISCAL YEARS 2020/21 AND 2021/22**

Property Tax	Adopted FY 20/21 Levy	Actual FY 20/21 Levy	FY 21/22 Maximum Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	\$ 16,566,890	\$ 16,566,890	\$ 17,043,080 ¹	\$476,190	2.9%
Primary - Involuntary Tort	1,622,030	1,622,030	513,010	(1,109,020)	(68.4)%
Secondary	32,365,220	32,365,220	34,448,600	2,083,380	6.4%
Total	\$ 50,554,140	\$ 50,554,140	\$ 52,004,690	\$1,450,550	2.9%

Property Tax	Actual FY 20/21 Rate	Estimated FY 21/22 Rate	Amount Rate Increase/ (Decrease) ²	Amount Rate Increase/ (Decrease)
Primary	\$0.4448	\$0.4301	\$(0.0147)	(3.3)%
Primary - Involuntary Tort	0.0435	0.0129	\$(0.0306)	(70.3)%
Secondary	0.8690	0.8693	\$0.0003	—%
Total	\$1.3573	\$1.3123	\$(0.045)	(3.3)%

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

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



CIP Policy & Process

Fiscal Year 2021/22

Overview of the Five-Year Capital Improvement Program

A Capital Improvement Plan (CIP) is a community planning and fiscal management tool used to coordinate the location, timing, and financing of capital improvements over a five-year period. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure, and equipment, all with a cost of \$100,000 or more. The CIP is necessary to improve public facilities and infrastructure assets for the economic, aesthetic, and functional viability to our City. The plan identifies our City's specific capital needs based on various long-range plans, goals, and policies. It also provides analysis for decision making for City officials and strategic capital planning efforts with City departments.

The City of Tucson's practice is to develop, maintain, and revise when necessary a continuing Capital Improvement Program that covers a five-year planning horizon. This budget document covers Fiscal Years 2021/22 through 2025/26 and identifies capital projects during this timeframe to include the funding sources available for projected expenditures.

The objective of this overview is to give the reader a brief look into the CIP program process.

Capital Improvement Program Process

Defining a Capital Improvement

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

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

Exceptions have been made for inclusion of a few projects that do not meet the above criteria (Sun Tran buses, Sun Van paratransit vans, street improvements, and Tucson Delivers, Parks and Connections) to make the planning, funding, and acquisition of these purchases more visible to the public and the governing body.

Steps from Submittal to Approval

In December 2020, the CIP process began with the Budget and Financial Planning Division of the Business Services Department, providing direction and guidelines to department liaisons. Departments were given approximately seven weeks to develop their CIP requests based on their assessment of needs, existing bond authorizations, and grant awards. Departments were directed to include only projects with secured funding. Exceptions were made for annual federal grant appropriations from the Federal Transit Administration (FTA), other pending awards that would require budget capacity (e.g. any non-federal grants or contributions), and

future enterprise revenue bonds. Department requests were reviewed by the Budget and Financial Planning Division and applicable revisions were made..

The proposed CIP was presented to the Mayor and Council May 4, 2021, along with the Recommended Fiscal Year 2021/22 Budget. The first year of the CIP was included as part of the City's Recommended Budget. The Mayor and Council reviewed and discussed both the operating and capital budgets at Study Sessions in May.

LOGOTYPE



Development Impact Fees

[Learn more about how fees are assessed and used.](#)

Introduction

When the City grows through new development, our community grows. This can come with many benefits, such as local amenities, jobs, and improved quality of life for our community. To ensure that the City can provide adequate services for this growth, it is important that we grow the necessary facilities and services for the development proportionately. The City funds that growth of services through the collection of Development Impact Fees.

The Development Impact Fees cover the proportionate cost of necessary facilities and services for the related new development. Read on to learn more about what Development Impact Fees are, how they are assessed, what they can be used for, and how much is collected and spent in the City of Tucson.

What are Development Impact Fees?

When new development comes to the City, all of the related costs of the development are considered during the permitting process. While the obvious costs, such as construction of a building or licensing and permitting, are generally well understood, there are other less obvious costs that must also be considered. This includes the cost of necessary services, like recreation facilities, streets, and emergency services.

The City collects this Fee as a one-time payment from developers to cover the costs of infrastructure and service needs directly related and proportionate to the new development. The City is authorized to collect Impact Fees under Arizona Revised Statute (ARS §9-436.05).

Development Impact Fee collection and use are managed through the City's [Infrastructure Improvements Plan \(IIP\)](#).

How are Development Impact Fees Assessed?

The amount of Impact Fees the City collects is based on what development-related capital improvements are needed and what types of development are happening. The City uses two main methods to calculate costs: Incremental Expansion and Plan-Based.

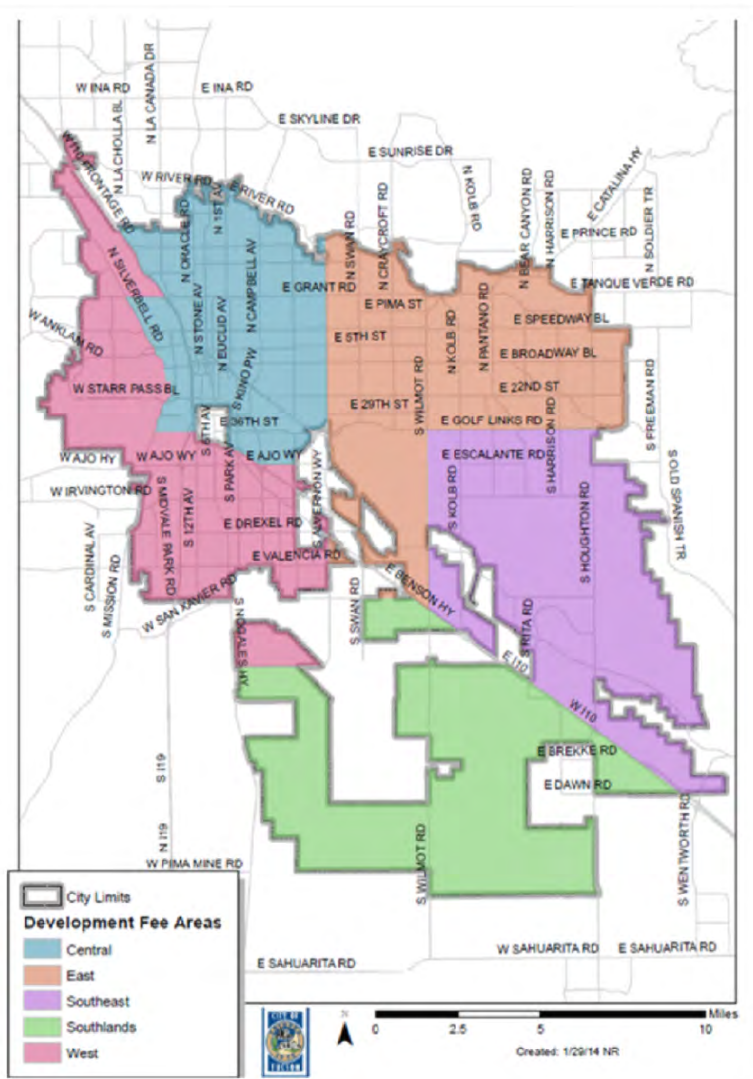
Incremental Expansion focuses concurrent improvements and is based on understanding the current level of service, determining the needed level of service, and assessing fees to cover the cost of the growth.

Plan-Based focuses on future improvements and is based on needed improvements and proposed development defined in long-range and land use plans.

Learn more about how the fees are calculated in the City's [Infrastructure Improvements Plan \(IIP\)](#).

Impact Fee Service Areas

Previous IIP Service Areas

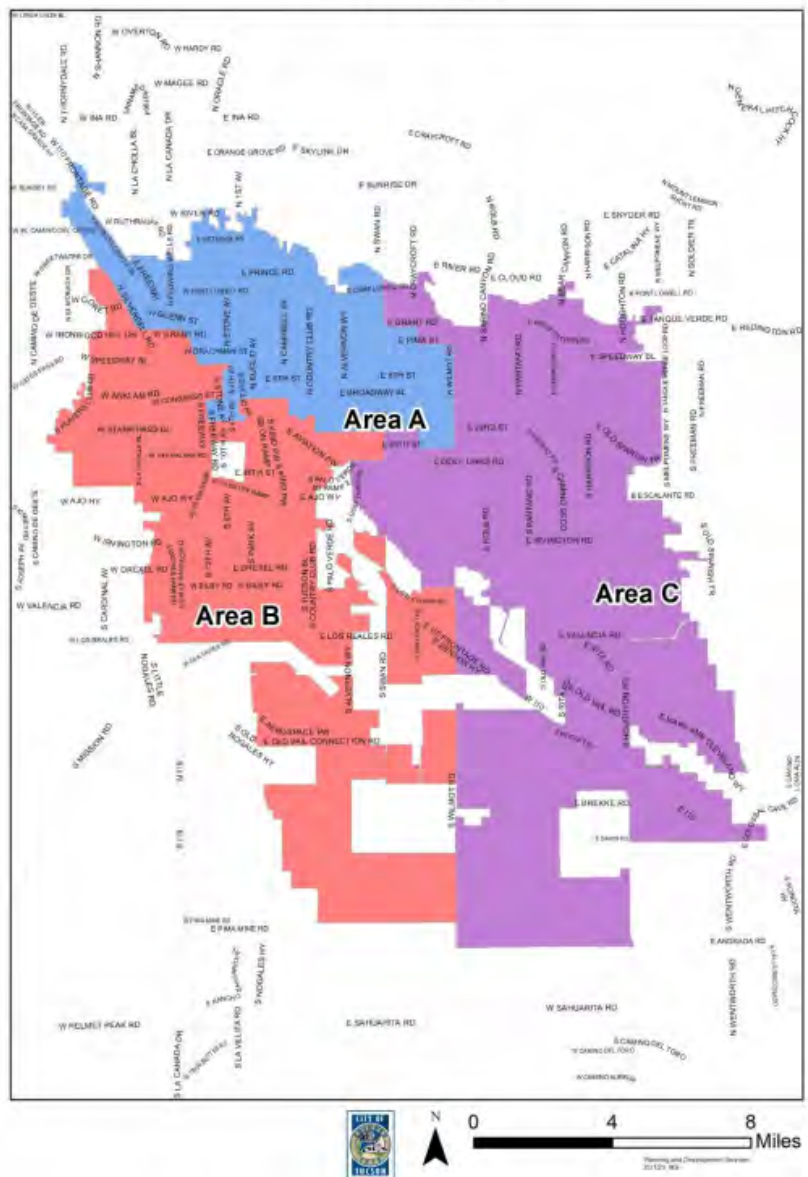


The City's IIP determines what types projects Impact Fees can be used to fund. These Fees can only be used to fund infrastructure expansion or debt service for development related facilities for Parks and Recreational, Police, Fire, and Streets and can not be used to fund operations, maintenance, replacement, or remediation of facilities.

Traditionally, Impact Fees have been used as a funding mechanism to support projects aligned with the IIP.

Current IIP Service Areas

Service Areas



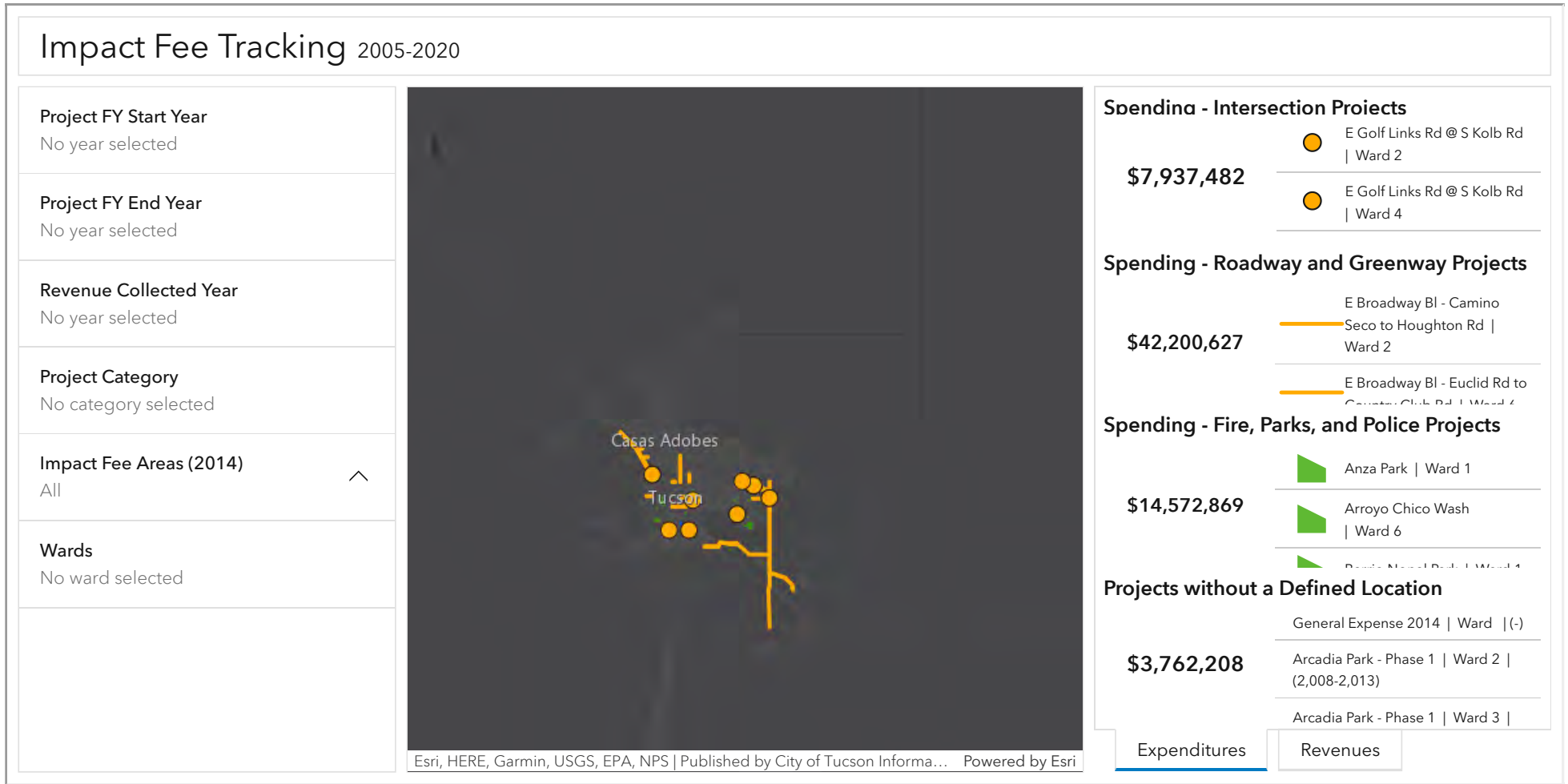
The facilities and services Impact Fees fund benefit the whole city and, as a result, are calculated on a city-wide basis. However, Impact Fees are allocated based on the type of service needed. For example, police and fire services are used city-wide, and therefore police and fire Impact Fees are allocated on a city-wide basis. Streets and

parks and recreation facilities largely benefit the area directly around the development and therefore those Impact Fees are allocated within the service area of where the Impact Fee was collected. The map below reflects the Streets and Parks and Recreational Facilities Service Area Map.

Impact Fee Collection and Allocation

How much the City collects in Impact Fees is highly dependent on the amount, type, and size of new development **and** the needed services for that development. Impact Fees can be calculated with the [Impact Fee Calculator](#). Impact Fees are allocated according to needed infrastructure and service improvements and service area. Explore this interactive map to learn more about how much the City collects in Impact Fees, where the fees are collected, and where the fees have been spent.

Previous IIP



Current IIP

Impact Fee Tracking 2020 - Current

Revenue Collected Year

No category selected

Project FY Start Year

No category selected

Project FY End Year

No category selected

Project Category

No category selected

Impact Fee Areas

Area A

Area B

Area C

Citywide



CONANP, Esri, HERE, Garmin, Foursquare, SafeGraph, FAO, METI/NASA, US... Powered by Esri

Spending -

No Data

Spending -

No Data

Spending - Fire Parks.

No Data

Expenditures

Revenue



Distinguished Budget Presentation Award

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, 2020.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tucson
Arizona**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director