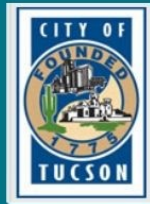
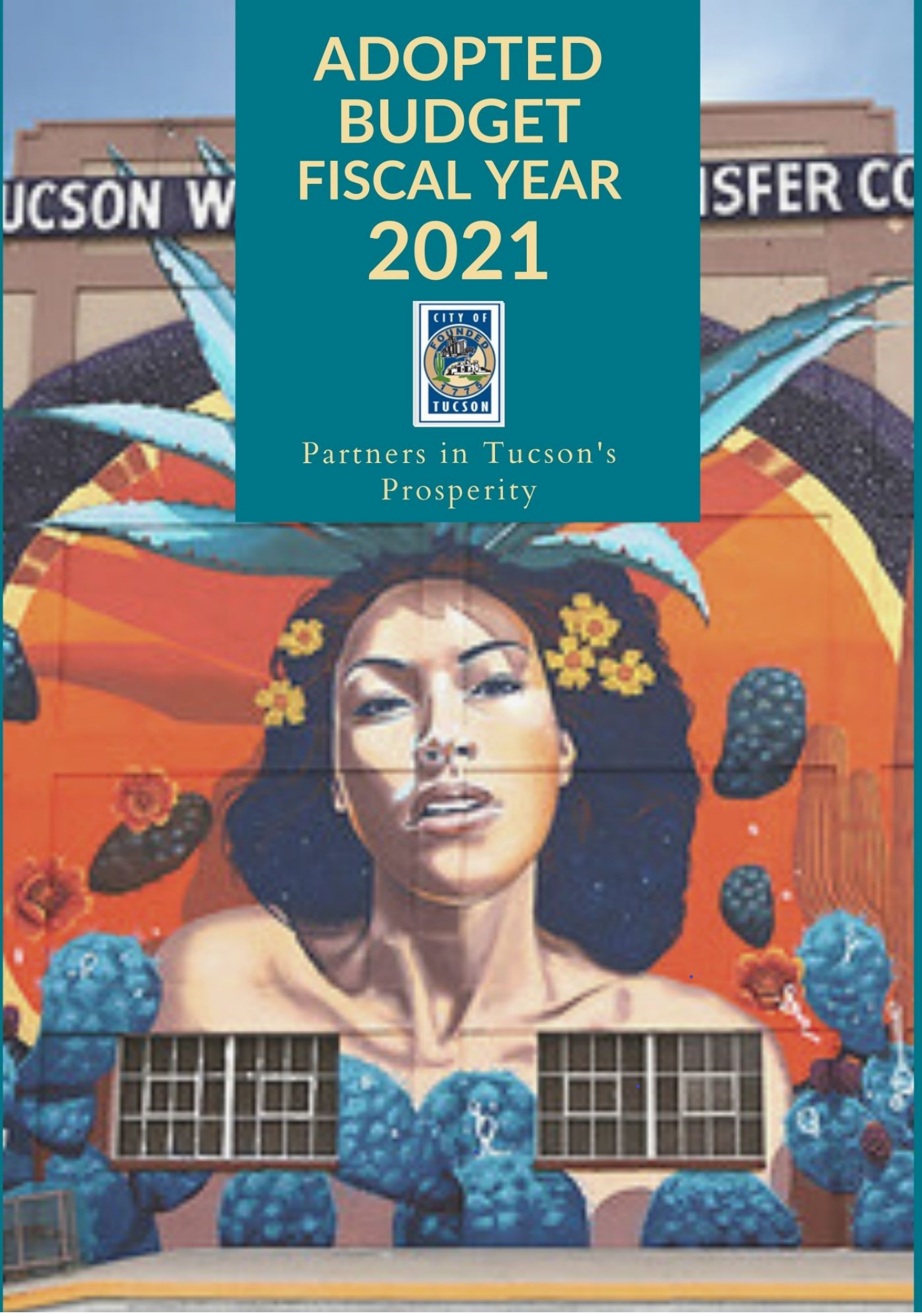


ADOPTED BUDGET FISCAL YEAR 2021



Partners in Tucson's
Prosperity



CITY OF TUCSON, ARIZONA

Adopted Budget Fiscal Year 2021 *Effective July 1, 2020*

Mayor and Council



HONORABLE
REGINA ROMERO
Mayor



LANE SANTA CRUZ
Ward One



PAUL CUNNINGHAM
Ward Two



PAUL DURHAM
Ward Three



NIKKI LEE
Ward Four



RICHARD FIMBRES
Ward Five



STEVE KOZACHIK
Ward Six

City Administration

MICHAEL J. ORTEGA, P.E.
City Manager

ALBERT ELIAS, AICP
Assistant City Manager

JOYCE GARLAND, CPA
CFO/Assistant City Manager



DISTINGUISHED
BUDGET PRESENTATION
AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Tucson

Arizona

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Tucson, Arizona for its annual budget for the Fiscal Year beginning July 1, 2019.

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.

TABLE of CONTENTS



City of Tucson Organization Chart Fiscal Year 2020/21	i
City of Tucson Officials and Directors	ii
Budget Calendar for Fiscal Year 2020/21	iii
Community Profile	iv
How to Use This Budget	xii

SECTION A CITY MANAGER'S MESSAGE

City Manager's Letter	A-1
Budget Highlights	A-2

SECTION B POLICIES and LEGAL REQUIREMENTS

Financial Policies and Practices	B-1
Debt Management Policy	B-4
Legal Requirements	
Imposed by the State	B-7
Imposed by the Tucson City Charter	B-10
Statement Required by Arizona Revised Statutes 42-17102	B-11
Resolution No. 23157 adopting the Budget for Fiscal Year 2020/21	B-13

SECTION C FUNDING SOURCES

Revenues	C-1
General Fund	C-2
Special Revenue Funds	C-9
Enterprise Funds	C-14
Debt Service Funds	C-17
Capital Projects Funds	C-19
Internal Service Funds	C-20
Fiduciary Funds	C-21
Summary Resources by Fund	C-22
Resources by Fund	C-24
Summary of Projected Fund Balance	C-29

TABLE of CONTENTS



SECTION D DEPARTMENT BUDGETS

Expenditures	D-1
Summary of Expenditures by Department	D-2
Mayor and Council	D-4
Business Services	D-9
City Attorney	D-18
City Clerk	D-23
City Court	D-27
City Manager	D-35
Employee Health Benefits	D-41
Environmental and General Services	D-46
Housing and Community Development	D-56
Human Resources	D-63
Information Technology	D-69
Parks and Recreation	D-76
Planning and Development Services	D-87
Public Defender	D-92
Public Safety Communications Center	D-96
Transportation and Mobility	D-100
Tucson City Golf	D-112
Tucson Convention Center	D-116
Tucson Fire	D-120
Tucson Police	D-129
Tucson Water	D-141
General Government	D-152
Pension Services	D-158
Four-Year City Staffing Comparison	D-162

TABLE of CONTENTS



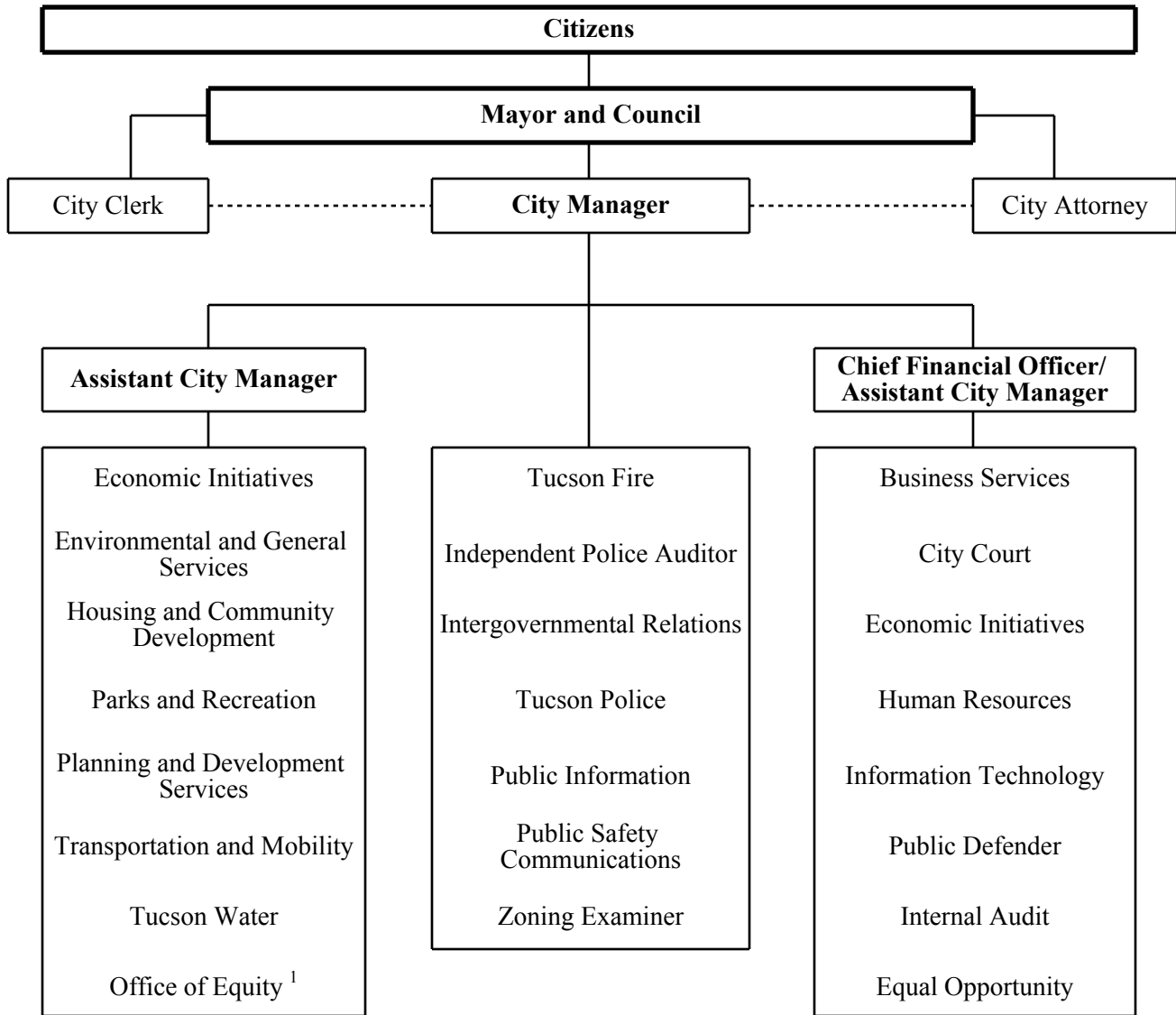
SECTION E CAPITAL IMPROVEMENT PROGRAM

Overview of the Five-Year Capital Improvement Program.....	E-1
Summary Tables	
Table I, Summary by Department.....	E-8
Table II, Summary by Funding Source.....	E-9
Table III, Summary of CIP Impact on the Operating Budget.....	E-11
Table IV, Projects with Pima County Bond Funding.....	E-15
Table V, Projects with Development Impact Fees.....	E-16
Department Programs.....	E-18

GLOSSARY

Glossary of Terms.....	F-1
Acronyms and Initialisms.....	F-7

**CITY OF TUCSON
ORGANIZATION CHART
FISCAL YEAR 2020/21**



¹ The Mayor and Council approved to establish the Office of Equity on the Mayor and Council meeting on September of 9, 2020.

CITY OF TUCSON OFFICIALS and DIRECTORS

OFFICIALS

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

COMMUNITY ENRICHMENT and DEVELOPMENT

- Housing and Community Development, *Liz Morales*
- Parks and Recreation, *Interim Director, Tim Thomure* ● Planning and Development Services, *Scott Clark*
- Transportation and Mobility, *Diana Alarcon* ● Tucson City Golf, *Interim Director, Tim Thomure*
- Tucson Convention Center, *Interim Director, Tim Thomure*

PUBLIC SAFETY and JUSTICE SERVICES

- City Court, *Antonio Riojas* ● Public Defender, *Mary Trejo* ● Tucson Fire, *Chuck Ryan*
- Tucson Police, *Chris Magnus* ● Public Safety Communications, *Jamie O'Leary*

PUBLIC UTILITIES

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

SUPPORT SERVICES

- Business Services, *Jeffrey Yates* ● Human Resources, *Ana Urquijo*
- Information Technology, *Collin Boyce*

Special Thanks to the Budget Staff

- Business Services Administrator, *Vivian Newsheller*
- Budget Manager, *WeiChun Kuan* ● Budget Analyst, *Celia Yang*
- Budget Analyst, *Monica Barcenas* ● Budget Analyst, *Jacquelyne Vega*
- Administrative Assistant, *Jennifer Schneider*

Acknowledgment

- *Lane Mandle and Robert Rappaport*, for Cover Design and Images

BUDGET CALENDAR

FISCAL YEAR 2020/21

November 19, 2019	Study Session: Discussion of the General Fund and Tucson City Golf Fiscal Year 2018/19 Preliminary financial results and General Fund 1st Quarter Fiscal Year 2019/20 Update
January 28, 2020	Study Session: Retreat. Update on Fiscal Year 2020/21 General Fund budget process
April 21, 2020	Study Session: General Fund Budget Discussion
May 5, 2020	Study Session: Submission of the City Manager's Recommended Fiscal Year 2020/21 Budget, including the Capital Improvement Program
May 19, 2020	Study Session: Discussion of the Recommended Fiscal Year 2020/21 Budget
June 9, 2020	Regular Meeting: Public Hearing on the Recommended Fiscal Year 2020/21 Budget
June 23, 2020 (cancelled)	Regular Meeting: Continued Public Hearing on the Recommended Budget Study Session: Recommended Budget Discussion
June 30, 2020	Special Meeting: Continued Public Hearing on the Recommended Budget Study Session: Recommended Budget Discussion Regular Meeting: Adoption of the Tentative Budget
July 7, 2020	Regular Meeting: Continued Public Hearing on the Recommended Budget
July 21, 2020	Regular Meeting: Public Hearing Truth and Taxation for primary property tax increase Regular Meeting: Public Hearing on the Tentative Budget Special Meeting: Final Budget Adoption
August 11, 2020	Special Meeting - Adoption of the property tax levies

COMMUNITY PROFILE

A Fantastic Place to Live and Visit



With a culturally diverse population of more than 548,000, Tucson is Arizona's second largest city, with a metropolitan area exceeding 1.1 million people. Surrounded by four majestic mountain ranges and nestled in the heart of a lush Sonoran Desert valley, Tucson offers residents and visitors the climate, attractions, amenities, and opportunities that create an unparalleled and authentic life experience.



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



Some of the attractions that draw families and children of all ages, including the "young at heart," are the Children's Museum Tucson, the Tucson Botanical Gardens, the Pima Air and Space Museum, and the Reid Park Zoo, a 24-acre campus that houses hundreds of animals in naturalistic habitats like Expedition Tanzania elephant habitat which saw its first elephant birth in 2014, bringing us the amazing baby Nandi, and then on April 6 of this year, her baby sister Mapenzi was born. Nationally known regional attractions that highlight our unique ecosystem, natural beauty, and culture include the Arizona-Sonoran Desert Museum, Saguaro National Park East and West, Mount Lemmon, the Kitt Peak National Observatory, and Mission San Xavier del Bac.



Tucson's vibrant and still growing downtown is full of theaters, performance spaces, locally owned shops, and restaurants. It is the place to experience so much of the best that our community has to offer including; our vibrant arts community that includes a symphony, an opera company, art galleries, the Tucson Museum of Art, and the Museum Of Contemporary Art, live music and entertainment events at historic venues like the Fox Theater, Rialto Theatre, Hotel Congress, Temple of Music and Art, and the renewed Tucson Arena. Our many diverse cultural and outdoor festivals held throughout the year, include Tucson Meet Yourself, the All Souls Procession, El Dia de San Juan Fiesta, the Fourth Avenue Street Fair, and the Tucson Gem and Mineral Show that brings gem, mineral, and fossil dealers from around the world to display and sell their precious wares to global buyers, collectors, and the fascinated public. More than 65,000 buyers, 4,800 vendors, and 457,000 attendees of this annual event, traditionally held over the first two weeks of February, generate an estimated \$131 million in direct spending for the region.



COMMUNITY PROFILE



Accessing Downtown Tucson, the Mercado, 4th Avenue, U of A Main Gate Square, Main Campus, and Medical Center areas has never been easier thanks to the investments made in our Sun Link streetcar system and the construction and modernization of our parking infrastructure, which includes conveniently located, transit adjacent multistory parking garages and electronic on-street parking meters that can be paid for via our GoTucson Parking and Transit apps.



Sun Link celebrated its fifth anniversary on July 28, 2019 and has been a resounding success for our community. More than 4 million riders have used Sun Link to date, and our community has experienced a huge economic benefit because of its development combined with financial and development incentives approved by the Mayor and Council. More than \$1 billion of combined public and private investment projects have been completed and an additional \$500 million in projects are underway, including three new hotels, two hotel renovations, student rental housing towers, market-rate rental apartments, market-rate residential housing, commercial retail, and corporate headquarters along its 3.9 mile loop.



We Mean Business

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



Some of the successes include:

- **Caterpillar Inc.**
The new 150,000 square foot Tucson Mining Center at Cushing Street and the Santa Cruz River is just about complete, and employees are moving in. Caterpillar will create more than 600 new jobs over five years and have an estimated economic impact of \$600 million.
- **Raytheon**
Raytheon recently announced Tucson as headquarters for the new Raytheon Missiles & Defense business, after their successful merger with United Technologies. Expansion continues and Raytheon is adding 1,975 new jobs, at an average wage of \$110,000 annually while making a capital investment of \$233.8 million. The estimated economic impact to the City of Tucson is \$2.4 million annually.
- **GEICO**
Construction of their new 200,000 square foot regional office building at The Bridges is complete. GEICO created 700 new jobs with this expansion and now employs more than 2,100 in Tucson.
- **Amazon**
The new fulfillment center at the Port of Tucson and last-mile distribution center near Downtown are complete. Amazon has created more than 1,500 permanent jobs and will have an estimated economic impact of \$600 million over the next five years



COMMUNITY PROFILE



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



- **Texas Instruments**
An institutional anchor of Tucson's tech-economy, Texas Instruments is nearing completion of their new 125,000 square foot corporate office and research and development facility in central Tucson. Creating 35 new positions in addition to 300 existing employees, this project will have an estimated economic impact of \$68 million over five years



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



The Tucson International Airport (TUS) is a cornerstone of our logistics and tourism industries. TUS is a U.S. Port of Entry with 24-hour customs and immigration services. At 8,300 acres, TUS is the 10th largest commercial airport in the nation, by land area. TUS has both existing facilities and development sites available airside and landside for business and industry to explore.



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



Workforce Development – University of Arizona and Pima Community College



Tucson has amazing workforce development assets in the University of Arizona and Pima Community College. From the University of Arizona website, "The University of Arizona, a land-grant university with two independently accredited medical schools, is one of the nation's top public universities, according to U.S. News & World Report. Established in 1885, the UA is widely recognized as a student-centric university and has been designated as a Hispanic Serving Institution by the U.S. Department of Education. The UA ranked in the top 25 in 2018 in research expenditures among all public universities, according to the National Science Foundation, and is a leading Research 1 institution with \$687 million in annual research expenditures. The UA advances the frontiers of interdisciplinary scholarship and entrepreneurial partnerships as a member of the Association of American Universities, the 62 leading public and private research universities in the U.S. It benefits the state with an estimated economic impact of \$4.1 billion annually."

COMMUNITY PROFILE



Arizona ranks as a top 40 public university in the 2021 U.S. News and World The Report, is ranked as one of the top 100 higher education institutions in the world by the Times Higher Education World Reputation Rankings, is a 2019 "Best Buy" school in the Fiske Guide to Colleges and a 2019 Best Value in the Forbes & Princeton Review.



The University of Arizona is the recipient of more NASA grants for space exploration research than any other university. U.S. News & World Report 2020 has ranked the Eller College of Management's MIS program the #1 public and #3 overall program, the McGuire Entrepreneurship Program as the #5 public program and #12 program in the United States. The UA faculties have a global reputation for innovative research and are helping create the next generation of knowledgeable workers.



Pima Community College (PCC) is a two-year college serving the greater Tucson metropolitan area at six locations throughout Pima County. Founded in 1966, PCC offers more than 150 transfer and occupational programs across five campuses and four learning centers. The college also customizes workforce training for regional employers, with training for approximately 5,600 employees annually. For many of its 50-plus years, PCC has ranked among the 10 largest multi-campus community colleges in the nation.



In 2019, the PCC Aviation Center and the Aviation Technology Program, the only program and facility to focus on maintenance and repair training for large transport commercial aircraft, received a one-time state appropriation of \$15 million to fund program expansion. The funding will allow the program to expand from 125 to 250 students per year. Pima County represents the largest concentration of aviation occupations in the Southern Arizona region with 1,336 of the total 1,535 jobs reported. The College helps supply the workforce for 15 Arizona aviation employers.



PCC also announced in 2019 a new partnership with autonomous trucking company TuSimple for an Autonomous Vehicle Driver and Operations Specialist certificate program. The certificate program is teaching experienced truck drivers how to operate and work with autonomous trucks in as little as one semester. The program equips truck drivers with the knowledge and skills to expand their roles in this new and rapidly expanding industry. The certificate prepares individuals for jobs such as training the autonomous system as test drivers, operating the vehicle in situations where autonomous driving is not suitable, and to remotely monitor the system from a command center.



In September of this year, PCC received a \$2.5 million grant from the Thomas R. Brown Family Foundation to help advance their emerging "centers of excellence" in technical education as well as support the efforts that the college is undertaking to expand technological workforce training partnerships, create new programs in Additive Manufacturing focused on 3-D printing and a unmanned aircraft flight, maintenance and repair program.



COMMUNITY PROFILE

City Government

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

Demographics

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



Population	Tucson	Pima County
1990	405,371	666,957
2000	486,699	843,746
2010	520,116	980,263
2019 ¹	548,073	1,047,279

Land Area	Land Use, 2010
1990	Undeveloped 52.84 %
2000	Residential 22.5 %
2010	Commercial 4.06 %
2020	Government 3.26 %
	Industrial 3.09 %
	Open Space 2.59 %
	Agricultural 0.77 %
	Other 10.89 %



Racial/Ethnic Composition, 2019	Median Age
White, Non-Hispanic	44.5 % 1990 30.8 years
Hispanic/Latino	43.2 % 2000 32.1 years
Black/African American	5.1 % 2010 34.2 years
Two or more races	5.1 %
American Indian	3.5 %
Asian	3.2 %

¹ Estimate from www.census.gov; In light of the COVID-19 outbreak, the U.S. Census Bureau is continually adjusting 2020 Census operations to ensure a complete and accurate count of all communities.

COMMUNITY PROFILE

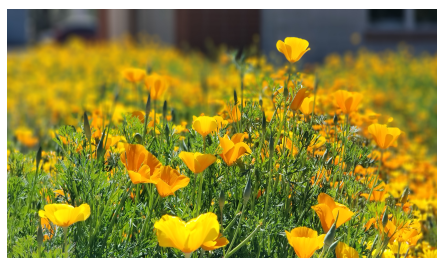
Economy



Major Employers - Southern Arizona, 2020 (Number of full-time positions)

University of Arizona	10,846
Raytheon Missile Systems	9,600
Davis-Monthan Air Force Base	8,580
State of Arizona	8,500
Tucson Unified School District	7,700
Pima County	7,060
Banner-University Medical Center	6,272
U.S. Customs and Border Patrol	5,739
Freeport-McMoran Copper and Gold, Inc.	5,530
Walmart	5,500

<https://tucsonrelocationguide.com/2018/12/17/10-largest-tucson-employers/>

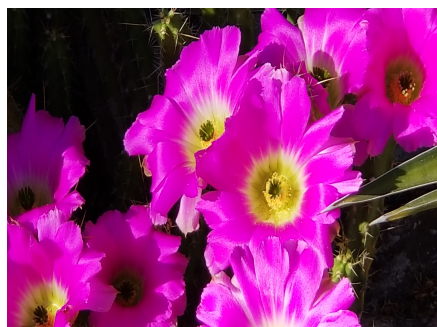


Total Employment - Pima County

2015	437,916
2016	444,339
2017	454,292
2018	426,120

Unemployment Rates - Pima County

2015	5.5 %
2016	5.0 %
2017	4.5 %
2018	4.4 %
2019	4.4 %



Annual Rate of Earnings

(Per worker in current dollars)

2014	\$37,755
2015	\$38,261
2016	\$39,695
2017	\$40,339
2018	\$43,676

<https://datausa.io/profile/geo/tucson-az/>



Building Permits Issued (Calendar Year Information)

	Residential	Commercial
2015	346	74
2016	731	99
2017	732	193
2018	711	116
2019	1,026	126

COMMUNITY PROFILE

City Services

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



Environmental Services

Tons of Waste Received at Los Reales Landfill	747,028
Tons of Waste Collected by City of Tucson Refuse Services	234,952
Tons delivered to the Materials Recovery Facility (MRF)	33,000

Parks and Recreation/Golf Resources

Parks (district, neighborhood, school, regional, and open space)	164
Recreation Centers	17
Senior Centers	3
Out of School Program Sites	18
Senior Citizen Program Sites	14
Swimming Pools Sites	25
Splash Pad Sites	3
Municipal Golf Courses	5
Tennis Court Sites	15
Ball Fields/Multipurpose Fields (including joint-use school parks)	236

Public Safety

Number of Authorized Sworn Police Personnel	884
Number of Authorized Professional Staff	268.5
Number of Service Calls	334,696
Number of Authorized Commissioned Fire Personnel (including Paramedics)	632
Number of Fire Stations	22
Number of Fire Emergency Calls	90,393
Number of Ambulance Transports (Advanced Life Support)	15,759
Total Fire Call Response Time (Dispatch to arrive on Scene)	8.78 min
Total Medical Call Response Time (Dispatch to arrive on Scene)	7.33 min

Transportation and Mobility

Number of Street Miles Maintained	5,793
Miles of Bikeways	578
Miles of Drainageway	383
Miles of Sidewalks	1,799
Number of Street Lights	22,324
Annual Miles of Fixed-Route Bus Service	9,544,609
Annual Miles of Paratransit Service	4,430,301
Annual Miles of Fixed-Rail Streetcar Service	205,434
Number of Traffic Signals	623

Tucson Water

Miles of Water Lines	4,616
Miles of Reclaimed Water Lines	173
Number of Active Water Connections	236,536
Millions of Gallons of Potable Water Storage Capacity	317
Billions of Gallons of Potable Water Delivered Annually	30

COMMUNITY PROFILE

SELECTED ECONOMIC INDICATORS - TUCSON METRO AREA

Calendar Year

Description	2018	Projected 2019	Projected 2020	Projected 2021
Personal Income (\$Millions)	\$45,748	\$48,138	\$49,700	\$50,874
Percentage Change from Prior Year	5.7%	5.2%	3.2%	2.4%
Retail Sales-Excluding Food ¹ (\$Millions)	\$9,320	\$9,827	\$9,570	\$9,847
Percentage Change from Prior Year	5.3%	5.4%	(2.6)%	2.9%
Residential Building Permits (Units)	4,404	4,717	4,767	4,598
Percentage Change from Prior Year	(2.0)%	7.1%	1.0%	(3.5)%
Gasoline Sales (Millions of Gallons)	404.0	412.0	356.0	411.0
Percentage Change from Prior Year	-6.3%	2.2%	(13.6)%	15.4%
Population (000s)	1,034.2	1,044.7	1,052.6	1,061.7
Percentage Change from Prior Year	80.0%	1.0%	80.0%	90.0%
Real Per Capita Disposable Income	\$33,500	\$34,039	\$34,849	\$34,948
Percentage Change from Prior Year	1.8%	1.6%	2.4%	0.3%
Aggregate Earnings Rate	\$52,127	\$53,706	\$54,208	\$55,354
Percentage Change from Prior Year	3.4%	3.0%	0.9%	2.1%
Consumer Price Index (CPI) Western Region (Percent Change)	3.3%	2.7%	0.9%	1.8%
Personal Consumption Deflator (Percent Change)	2.1%	1.4%	0.6%	1.0%

Source: Economic Outlook, June 2020, Economics and Business Research Center, Eller College of Management, The University of Arizona.

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

HOW TO USE THIS BUDGET

This document guide outlines the City of Tucson's Fiscal Year 2020/21 Adopted Budget. A copy of the budget is available for viewing at the Joel D. Valdez Main Library, the City Clerk's Office, and the Budget office. In addition, the budget may be viewed on the City of Tucson web site, <https://www.tucsonaz.gov/finance/budget>. Information may be obtained by calling the Budget office at (520) 837-4074 or e-mailing the office at budget@tucsonaz.gov.

The Adopted Budget is organized as follows.

City Manager's Message - This section includes the letter from the City Manager transmitting the budget to the Mayor and Council and an overview of the budget. In the transmittal letter, the City Manager highlights the strategic approach to maintaining the City financial strength.

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

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

Department Budgets - This section provides an overview of the departments' budgets. Within each department is a summary of its services, funding sources, expenditures, staffing, significant changes, trends, future challenges and operation program budget overview, recent accomplishments, descriptions of the department's operating programs, and personnel resources that support each program.

Capital Improvement Program - This section provides an overview and a summary of the approved Five-Year Capital Improvement Program.

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



Section A

City Manager's Message



We Protect and Serve Our Community

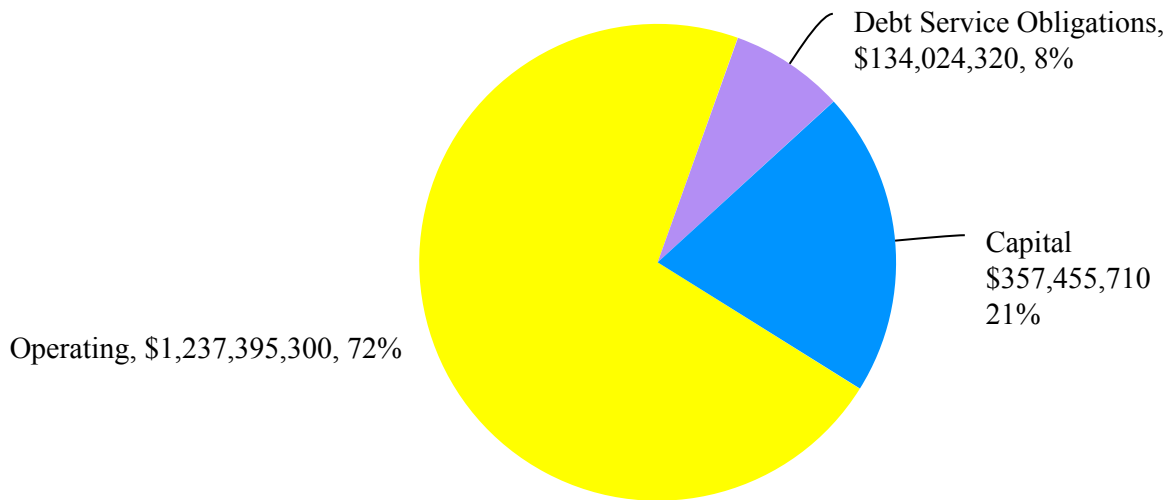
Manager's Message is forthcoming.

BUDGET HIGHLIGHTS

The Tucson City Charter requires that the City Manager submit a recommended budget for the following fiscal year on or before the first Monday in May, or on such date in each year as shall be fixed by the Mayor and Council. The Mayor and Council review the City Manager's recommended budget and as required by the State of Arizona, adopt a balanced budget on or before the third Monday in August. For Fiscal Year 2020/21, the recommended budget was submitted on May 5, 2020. In light of the COVID-19 pandemic, Mayor and Council adopted the budget later than in past years on July 21, 2020 to allow for more public engagement and discussion on how to best utilize the federal disaster relief funding awarded to the City under the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

The Fiscal Year 2020/21 Adopted Budget totals \$1.729 billion representing an increase of \$173.0 million over the Fiscal Year 2019/20 Adopted Budget of \$1.556 billion. The total operating budgets for all funds is \$1.237 billion, an increase of \$82.0 million or 7.1% over last year's total operating budget of \$1.155 billion. The Capital Improvement Plan for Fiscal Year 2020/21 is \$357.5 million, an increase of \$88.5 million or 32.9% from last year's total capital budget of \$269.0 million. The City's debt service obligations total \$134.0 million, an increase of \$1.2 million or 0.9% over Fiscal Year 2019/20 of \$132.8 million.

Fiscal Year 2020/21 \$1.729 billion



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

Fiscal Year 2020/21 (\$ millions)					
Fund Type	7/1/2020 Estimated Beginning Fund Balance	Estimated Revenues	Interfund Transfers	Total Financing Resources Available	Adopted Expenditure Budget
General Fund	\$ 150.5	\$ 532.4	\$ (49.3)	\$ 633.6	\$ 516.5
Enterprise Funds	259.7	389.8	—	649.5	384.9
Special Revenue Funds	199.8	308.8	45.8	554.4	452.6
Internal Service Funds	51.2	98.8	—	150.0	99.5
Capital Project Funds	49.9	161.2	0.9	212.0	137.0
Debt Service Funds	0.3	41.6	2.6	44.5	43.8
Fiduciary Fund	845.8	108.5	—	954.3	94.6
Total	\$ 1,557.2	\$ 1,641.1	\$ —	\$ 3,198.3	\$ 1,728.9

The General Fund, which receives sales and other tax revenues to provide for traditional government services such as Police, Fire, and Parks and Recreation, makes up 29.9% of the total expenditure budget. The three largest enterprise funds, funded by fees paid by users of the services are: Tucson Water, Environmental Services and Tucson City Golf which make up 22.3% of the total budget. Special Revenue Funds account for several revenue sources restricted to expenditures for specific purpose, make up 26.2% of the total expenditure budget. The remainder is attributable to other operating or special revenue, debt service, internal service, and fiduciary funds. Amounts for future debt retirement, capital projects, and financial stability are included in the total financing resources available.

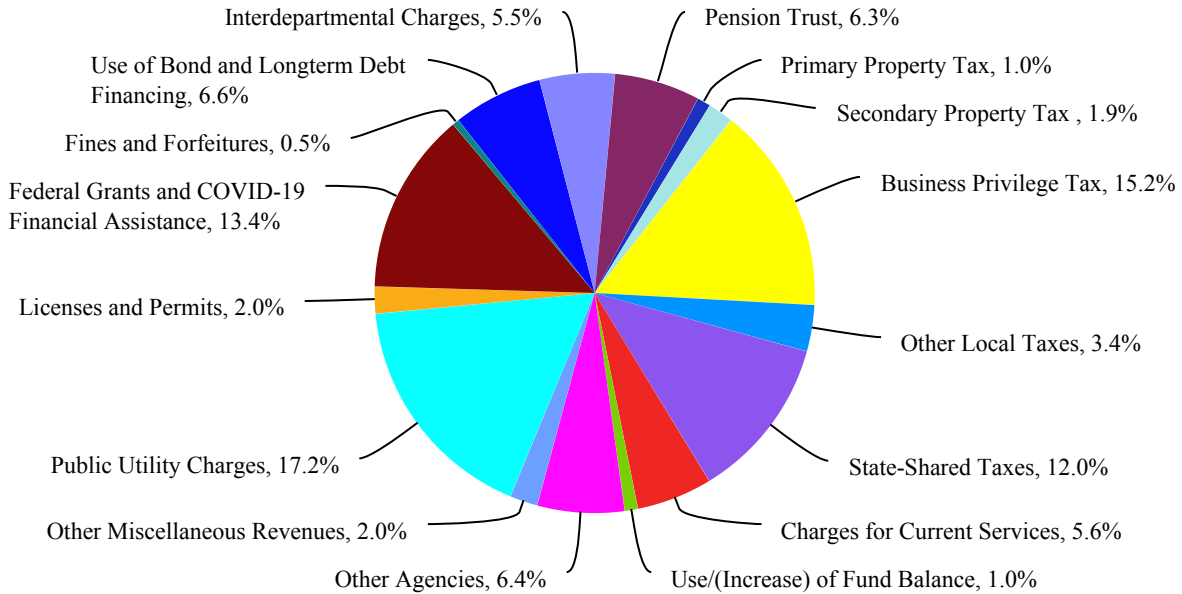
City Revenues

Revenues funding the operation of the government come from various sources, as illustrated by the chart on the following page. The single largest source of revenue for Fiscal Year 2020/21 comes from Public Utility charges which are 17.2% of total revenues. The Water Utility's financial plan incorporated a rate increase in Fiscal Year 2020/21, however due to the COVID-19 pandemic social and economic impact, it was decided a rate increase would not be added to the budget.

Business privilege taxes are the next largest revenue source at 15.2% which is the major funding source for the General Fund. The business privilege tax rate for most business activities is 2.6%; 2.0% of collections are used to fund General Fund operations; 0.5% is restricted for public safety capital needs and road repairs; and 0.1% is for zoo operating and capital needs. Due to the COVID-19 pandemic, the City is projecting a flat 15.0% decrease in sales taxes through December 2020 with a slight increase of 2.0% per month from January through June 2021.

The chart on the following page illustrates the City's multiple funding sources for Fiscal Year 2020/21:

Revenues
Fiscal Year 2020/21
\$1.729 billion



City Property Taxes

The City imposes two taxes on property within the city limits: a primary and secondary property tax. A single assessed value, called the Limited Property Value (LPV), is used for both the primary and secondary tax levies. The growth in the LPV is limited to no more than 5.0% per year, excluding new construction.

The Arizona State Constitution limits the amount of ad valorem taxes levied by a city to an amount not to exceed 2.0% greater than the maximum allowable levy in the preceding year. This levy limitation permits additional taxes to be levied on new or annexed property which may be taxed at the allowable rate computed for property taxed in the preceding year. Property annexed by November 1 will be taxable in the following year. The Fiscal Year 2020/21 revenues reflect the 2.0% allowable increase.

The combined property tax rate for the Fiscal Year 2020/21 Adopted Budget is \$1.3573 per \$100 of assessed valuation, which is a decrease of \$0.0237 from the prior year. As allowed by state law, the City will adjust the primary property tax levy by the actual cost of involuntary torts or claims paid in Fiscal Year 2018/19.

The involuntary tort levy amount is \$1,622,030 which is \$1,356,890 more than the amount from the prior year; this increased the estimated primary property tax by \$0.0361 per \$100 of assessed valuation. The involuntary tort revenue will be a reimbursement to the City's Self Insurance Fund. There is a decrease to the secondary tax rate that is required to repay the annual general obligation bond principal and interest obligations. The \$0.0237 decrease in the combined rate would mean a decrease of \$2.37 annually for an owner of a home with a \$100,000 actual valuation.

Property Tax Comparison

Rate Changes:	Actual FY 19/20	Adopted FY 20/21	Change Increase/ (Decrease)
Primary Property Tax	\$ 0.4481	\$ 0.4448	\$ (0.0033)
Primary Property Tax - Involuntary Tort	0.0074	0.0435	0.0361
Secondary Property Tax	0.9255	0.8690	(0.0565)
Total	\$ 1.3810	\$ 1.3573	\$ (0.0237)

General Fund Overview

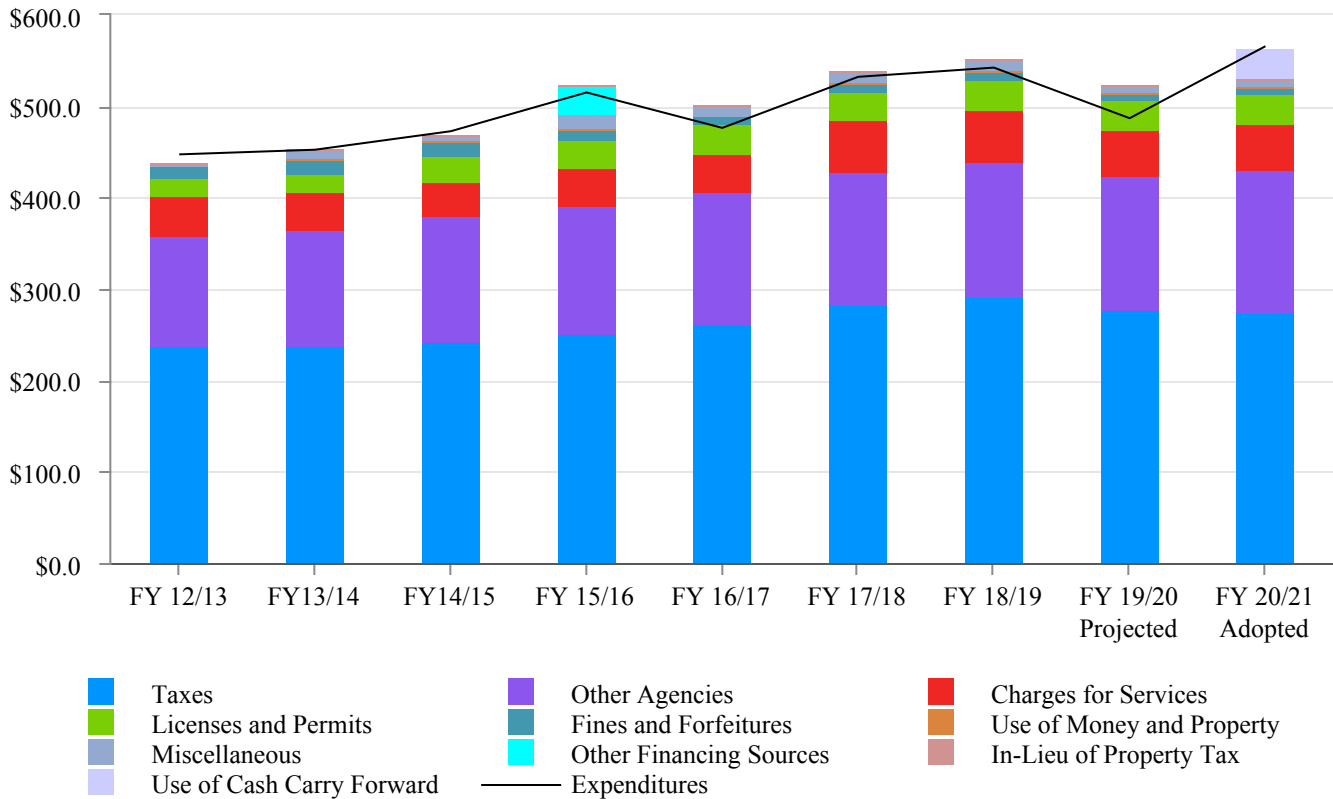
Along with the rest of the nation, the City's financial situation and its projected Fiscal Year 2020/21 budget was affected by the COVID-19 pandemic. There were daily fluctuating valuations and unprecedented volatility of the financial markets. The City's business operations had been curtailed, supply chains had been disrupted, and travel was severely restricted. The total financial impact from the crisis was unknown.

Previous to the pandemic, the City had seen an upward trend in Business Privilege Tax, its major revenue source, with increases in new revenue for Fiscal Year 2020/21. However, due to the virus, revenue projections were no longer accurate, and the City was facing a potential deficit for Fiscal Year 2019/20 with declines in most sales tax related revenues. Based on information received from the University of Arizona, it appeared as though the negative impact could be greater than what the City had experienced during the Great Recession of 2009. Therefore, the Fiscal Year 2019/20 revenue projections were adjusted by using February 2020 projections with a decline of 25.0% to major tax revenues from March through June 2020. The Fiscal Year 2020/21 revenue projections were also adjusted by using post COVID-19 pandemic projections with a flat 15.0% decrease to major tax revenues for the first half of the fiscal year and a 2.0% increase per month starting in January through June 2021.

On March 27, 2020, the Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law. The approximately \$2.0 Trillion economic relief package established the \$150.0 billion Coronavirus Relief Fund (CRF) to provide payments to states, local, and tribal governments. The City met the requirements for this funding as a local government with a population over 500,000 and so qualified for \$95.5 million in funds to navigate the impact of the pandemic. Federal guidance stipulated that the dollars be used to pay for eligible costs incurred by December 30, 2020. In Addition, the City was awarded a \$44.3 million grant from the Department of Transportation Federal Transit Administration (FTA) as part of the CARES Act. The FTA relief funding could be used to pay for operating costs to maintain transit services in response to the pandemic. In Fiscal Year 2019/20, General Fund payroll costs of \$24.8 million were projected to be paid by using CRF funding and FTA relief funding of \$27.7 million was projected to pay for transit operating costs. The remaining CRF and FTA relief funding is included in this year's budgeted to be spent the first half of the fiscal year.

As illustrated by the chart on the following page, Fiscal Year 2019/20 General Fund revenues are projected to exceed expenditures by approximately \$33.4 million, this was a result of using CRF and FTA relief funding. Most of the Fiscal Year 2019/20 projected excess funding was used to balance this year's budget. However, beyond Fiscal Year 2020/21, there remains uncertainty in how quickly the economy will recover and how much the economy will recover to pre-COVID-19 pandemic levels. The City will keep costing cutting measures and other options in mind to provide necessary services to the community if revenues do not rebound.

General Fund Expenditures and Revenues Fiscal Year 2012/13 - Fiscal Year 2020/21

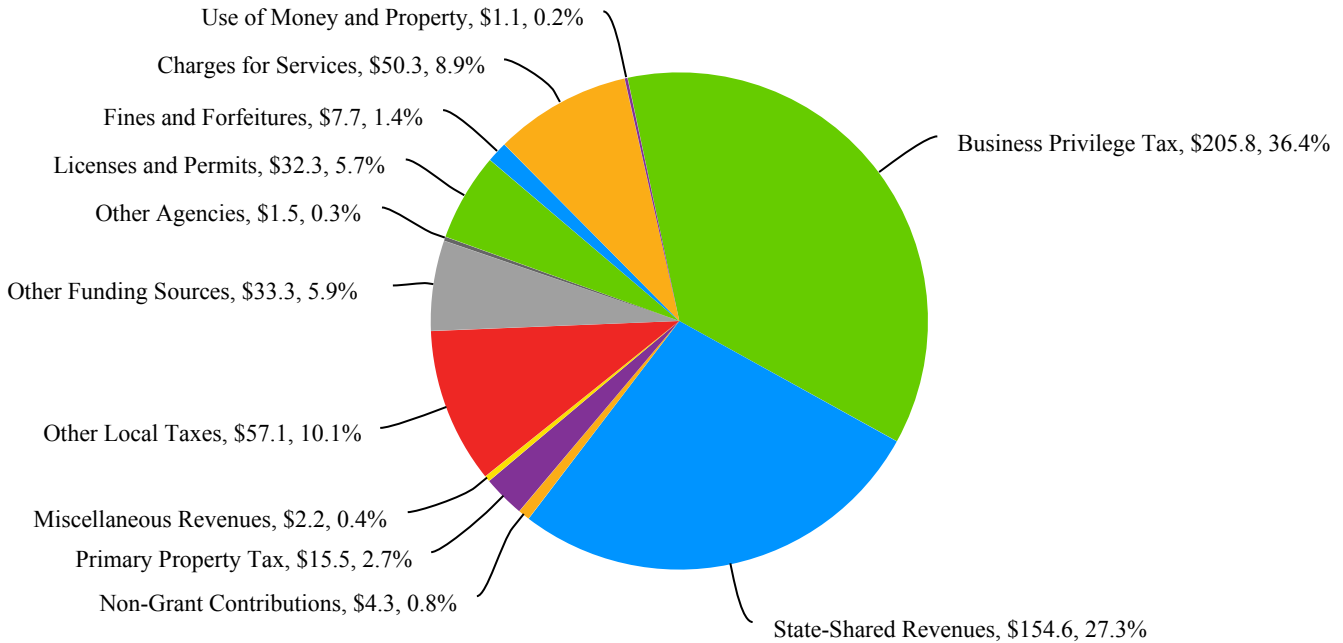


General Fund Revenue

This year's budget includes a total of \$565.8 million in General Fund revenue which is a \$14.4 million or 2.0% decrease from the Fiscal Year 2019/20 Adopted Budget of \$583.2 million. The business privilege tax revenue of \$205.8 million or 36.4% of the total, represents the largest single source of General Fund revenue. Other local taxes, including utility, use, transient occupancy, and liquor taxes account for a total of \$57.1 million or 10.1% of the total revenues. State-shared revenues (income, sales, and auto lieu) account for a total of \$154.7 million or 27.3% of the total revenues.

When the pandemic started, the Fiscal Year 2020/21 revenue projections were adjusted by using post COVID-19 pandemic projections with a flat 15% decrease to major tax revenues for the first half of the fiscal year and a 2.0% increase per month starting in January through June 2021. State shared revenue estimates used in this year's budget are based on information from the Arizona League of Cities. This year's budget includes an increase of \$2.0 million more than Fiscal Year 2019/20 projected revenues. A portion of the increase is generated by state shared income tax continued revenue growth in the individual income tax category offset with decreases in sales and auto lieu taxes.

**Fiscal Year 2020/21
General Fund Revenues
\$565.8 million**

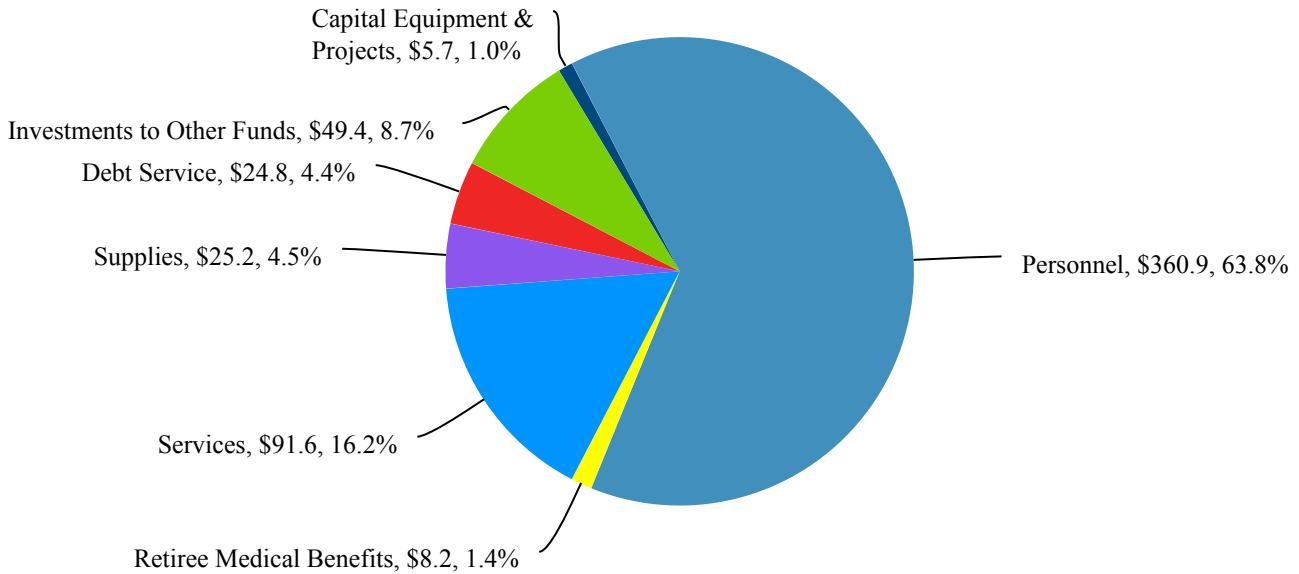


General Fund Expenditures

The approach on expenditures for this year’s budget was different than we have done in the past, simply because of the uncertainty caused by the worldwide pandemic. At the onset of the pandemic, a plan was developed where departments provided a monthly spending plan to reduce expenditures approximately 1.0% per month from May 2020 through June 2021. This was put on hold when CRF and FTA relief funding was awarded to the City and projected to offset costs in both Fiscal Years 2019/20 and 2020/21. If revenues do not rebound to pre-COVID-19 pandemic levels, the spending plan to reduce expenditures will be kept as an option as we move into planning for Fiscal Year 2021/22.

As illustrated by the chart on the following page, the General Fund’s single largest investment is in personnel at \$360.9 million or 63.8% of total General Fund expenditures, which is nearly flat from Fiscal Year 2019/20. Operating expenses, costs for post-employment, services, commodities, and capital equipment make up an additional \$130.7 million or 23.1% of the total General Fund expenditures. Debt service obligations are \$24.8 million or 4.4% and investments to other funds are \$49.4 million or 8.7% of the total General Fund expenditures. Investments to other funds are cash transfers to the Transit System, Tucson Convention Center, and Development Fee Funds.

**Fiscal Year 2020/21
General Fund Expenditures
\$565.8 million**



The General Fund is organized into seven functions: the largest being Public Safety and Judicial Services; this function includes Police, Fire, Public Safety Communications Center, City Court, and the Public Defender’s Office; Community Enrichment and Development includes the quality of life type services provided by the Parks and Recreation Department, Planning and Development Services, Transportation and Mobility, and Housing and Community Development; Elected and Official function includes Mayor and Council, City Manager, City Attorney, and City Clerk; Support Services function includes Business Services, General Services, Human Resources, and Information Technology; Public Utilities consists of Environmental Services code enforcement; General Government includes outside agencies, debt service, and general expense; and Investments to Other funds are primarily transfers for development fee waivers on behalf of low income housing and the Transit System and Tucson Convention Center, this covers the difference between the costs of operations and the revenue generated.

Total General Fund Expenditures (\$ millions)				
Function	Adopted FY 2019/20 Budget	Adopted FY 2020/21 Budget	Dollar Amount Change	Percentage Change
Elected and Official	\$ 19.7	\$ 20.3	\$ 0.6	3.0 %
Public Safety and Justice Services	293.7	296.7	3.0	1.0 %
Community Enrichment and Development	38.6	40.2	1.6	4.1 %
Support Services	92.7	95.7	3.0	3.2 %
Public Utilities	2.4	2.8	0.4	16.7 %
General Government	79.5	60.8	(18.7)	(23.5)%
Investments to Other Funds	56.6	49.3	(7.3)	(12.9)%
Total	\$ 583.2	\$ 565.8	\$ (17.4)	(3.0)%

The General Fund overall decreased from the Fiscal Year 2019/20 Adopted Budget of \$583.2 million to the Fiscal Year 2020/21 Adopted Budget of \$565.8 million, is \$17.4 million. The majority of the decrease is from the General Government function offset with newly established measures. The following are the main reasons for the dollar amount change:

The Fiscal Year 2020/21 budget for General Government was decreased by \$18.7 million from the Fiscal Year 2019/20 Adopted Budget of \$79.5 million. The Fiscal Year 2019/20 Adopted Budget included the final one-time distribution of \$4.0 million for eligible employees as part of employee retention plan. The purchase of a land parcel for \$4.5 million was paid from the restricted Raytheon annexation account and elections and campaign finance funding of \$1.7 million were also part of the Fiscal Year 2019/20 Adopted Budget. A 2.0% or \$4.4 million turnover credit was applied to some Fiscal Year 2020/21 personnel costs as part of a hiring freeze that was immediately instituted when the pandemic started.

The City's retiree medical insurance contributions are decreasing as a result of participants reaching Medicare eligibility age. The decrease was \$1.3 million from the Fiscal Year 2019/20 Adopted Budget of \$8.6 million to the Fiscal Year 2020/21 adopted budget of \$7.3 million. In addition, retirement medical incentive programs expired at the end of Fiscal Year of 2019/20, which generated a decrease of \$0.9 million.

The agreement with Visit Tucson provides for additional funding once the City's share of Transient Occupancy Tax and half of the hotel/motel room surcharge revenues combined are greater than \$9.4 million. Due to the stoppage in tourism caused by the pandemic, the City expects a corresponding decrease in all tourism related revenues. This year's budget for Visit Tucson decreased by \$1.0 million from the Fiscal Year 2019/20 Adopted Budget.

In order to address inequities within city government and the provisions of services, \$0.5 million for an equity assessment was added to the budget. One-time funding will be used to pay for this assessment.

The City adopted a measure to reduce its carbon footprint, promote sustainability, and enhance public health with a focus on communities that are disproportionately affected by the effects of climate change and rising temperatures. This year's budget includes one-time funding sources of \$0.25 million to develop a comprehensive climate action plan.

This year's budget also includes funding for the hiring of a "Housing First Director" that implements the widely accepted "housing first model", which prioritizes providing permanent housing to people experiencing homelessness before addressing other needs including behavioral health treatment and job security. As previously approved by Mayor and Council at the January 28, 2020 Budget Retreat, a Housing First Coordinator position was included under Housing and Community Development. The budget for this position is \$102,620, with the costs split 50/50 between General Fund and grant funding.

General Fund - Fund Balance

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

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

In Fiscal Year 2010/11, Mayor and Council established a Stabilization Fund within the Committed Fund Balance category with a minimum policy goal of 10.0% of prior year General Fund revenues or \$55.2 million and a goal of 7.0% for the Unassigned Fund Balance. At the end of Fiscal Year 2018/19, the Stabilization Fund was \$22.8 million, or 4.1% of operating revenues. The Unassigned Fund Balance, or residual net resources, was \$48.1 million or 8.7% of revenues, which is slightly above the Mayor and Council's target of 7.0% minimum or \$38.77 million to meet policy.

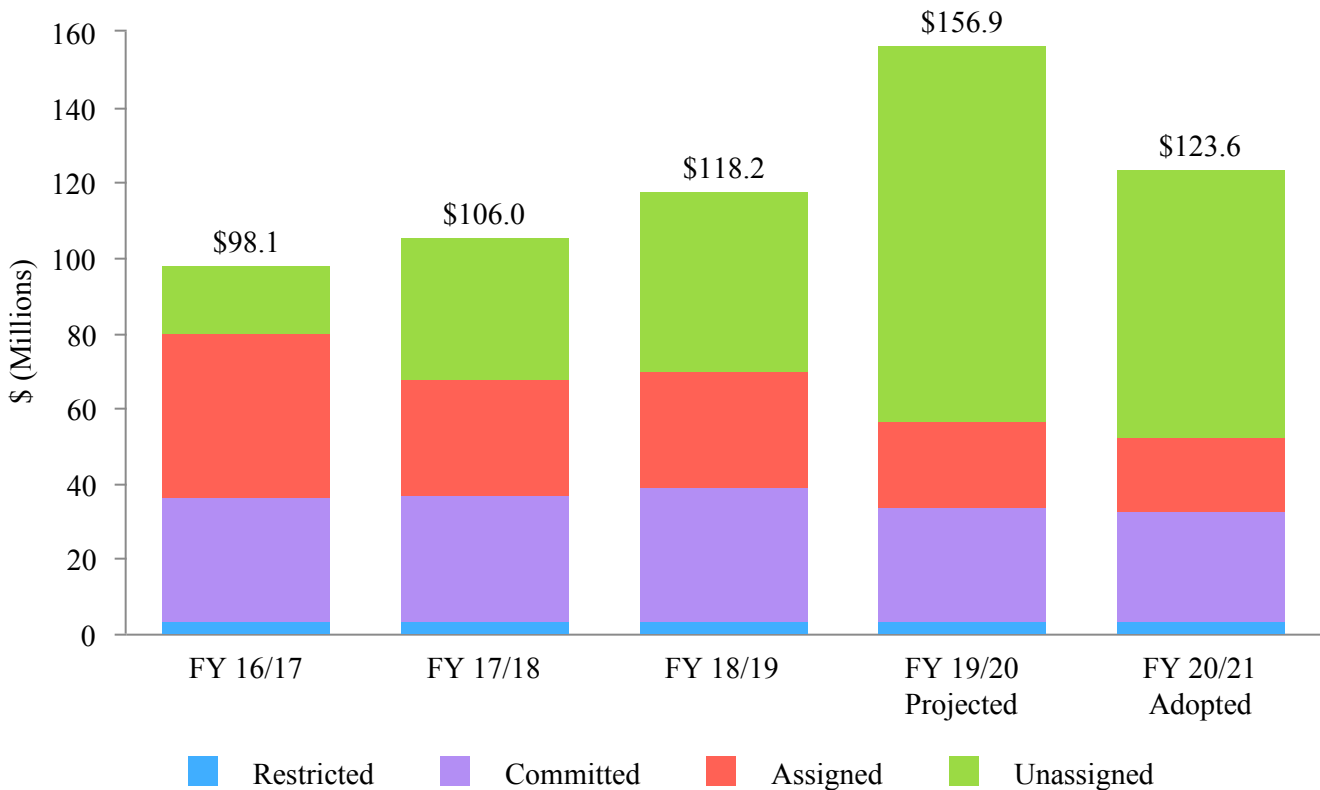
In Fiscal Year 2019/20, the City drew \$5.1 million from committed funds to purchase land parcels from the restricted annexation account and to pay for development agreement reimbursements. Another \$6.4 million was drawn from assigned funds budgeted to pay for employee distributions, an election, vehicle replacements, a new

permitting software system, fiber optic relocation, public works building renovation, and an asset management system. Restricted fund balance remained flat from the previous year. The increase to unassigned funds is primarily generated from CRF and FTA relief funding used to pay for payroll costs and investment funding to the transit system.

Fiscal Year 2020/21 ongoing projected expenditures are expected to exceed ongoing projected revenues by approximately \$29.1 million due to the pandemic. Unassigned funds are projected to be used to cover the projected shortfall. Separately, the City plans to withdraw \$1.2 million from committed fund balance to pay for the Barrios Sin Nombre street improvement project. Development agreement construction sales tax and permitting revenues are projected to be added to committed funds. Another \$3.0 million in assigned funds is budgeted to pay for the completion of a new permitting system, city hall elevator, and air conditioning unit replacement. Restricted fund balance is projected to remain flat.

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

**General Fund
Fund Balance
Fiscal Year 2016/17 - Fiscal Year 2020/21**



Personnel Overview

Salaries and benefits make up 38.9% of the total operating budget and 63.8% of the General Fund budget. Traditionally, these costs tend to increase at a higher rate than other operating costs. For Fiscal Year 2020/21, there is an increase of eight FTE positions from 4,588 authorized in Fiscal Year 2019/20 to 4,596. The increase in positions is due to the addition of one Housing First Coordinator, one Lead Human Resource Analyst, one City Clerk Administrator, one Data Analyst for the City Manager's office, two grant funded Detective positions for Tucson Police Department, three Associate Analysts with the trade-off of two Detectives for Tucson Police Department, two Accounting Technicians for Business Services Department, one Deputy Director and one Public Safety Communication Coordinator to support the Public Safety Communications Department. Three Tucson Fire civilian positions were deleted to help establish the social worker program.

Salary and Benefits Costs

The City was on track to move forward with the next phase of the Employee Retention Plan previous to the pandemic. The phased implementation of the plan has been in motion for more than three years. Based on the planned schedule, we have implemented four one-time distributions, two pay increases, and most recently, we implemented a decompression plan. After the City stabilizes financially during the pandemic, we will continue to follow the plan by adjusting salaries to meet market and implement performance based pay in conjunction with new evaluations systems. Each of these steps will take significant effort, but are essential to changing the culture, ensuring we retain employees, and creating a sustainable and balanced workforce.

Mayor and Council approved funding the employee's portion of a 7.6% medical insurance increase in Fiscal Year 202/21. The increase amount is \$3.6 million from the Fiscal Year 2019/20 of \$48.3 million to \$51.9 million for Fiscal Year 2020/21. The General Fund Fiscal Year 2020/21 amount will be \$37.0 million, an increase of \$2.5 million from the Fiscal Year 2019/20 Adopted Budget amount of \$34.5 million.

Pension costs are determined by an independent actuarial study. The Tucson Supplemental Retirement System (TSRS) employer pension rate is the same as Fiscal Year 2019/20 at 27.5%. In Fiscal Year 2020/21, employee pension costs are \$40.6 million, an increase of \$0.4 million from the Fiscal Year 2019/20 adopted budget of \$40.2 million.

The City's Public Safety Personnel Retirement System (PSPRS) unfunded liability increased \$74.0 million from \$955.0 million to \$1.029 billion, a trend that we anticipate will continue into the foreseeable future. We are making full contributions to PSPRS over a 29-year schedule to minimize our short-term funding requirements. Ultimately, the only relief will be from legislative changes and the time for implementation of any changes. Unlike the past few years, we will make the minimum contribution. In addition, we will not be making a large payment to PSPRS at the beginning of the fiscal year. We will also explore delaying payments to PSPRS until January 2021. We expect these measures will not reduce our long term unfunded liability like we planned, but it will be important to transition back to paying more than the minimum contribution and making the PSPRS payment at the start of fiscal year as early as Fiscal Year 2021/22 to ensure the unfunded liability continues to decrease.

The Police and Fire PSPRS pension increased by \$2.8 million from \$73.5 million in Fiscal Year 2019/20 to \$76.3 million in Fiscal Year 2020/21. The increase is primarily due to the increase to the unfunded liability and increased participation in the newer tier plans.

The table below details citywide personnel expenditures:

Total Personnel Expenditures (\$ millions)				
Personnel Costs	Adopted FY 2019/20	Adopted FY 2020/21	Dollar Amount Change Increase/ (Decrease)	Percentage Change
Salaries and wages	\$ 262.54	\$ 258.72	\$(3.82)	(1.5)%
Extra and overtime	23.36	22.68	(0.68)	(2.5)%
Employer Pension Contributions:				
Elected Officers	0.11	0.11	—	— %
Police ²	44.26	46.42	2.16	4.9 %
Fire ²	29.22	29.89	0.67	2.3 %
Tucson Supplemental Retirement System	40.22	40.56	0.34	0.8 %
FICA	13.54	14.34	0.80	5.9 %
Workers' Compensation	7.43	9.16	1.73	23.3 %
Group Health Plans	51.18	54.41	3.23	6.3 %
Compensation for earned leave accrual	2.48	3.18	0.70	28.2 %
Sick leave paid out upon retirement	0.46	0.44	(0.02)	(4.3)%
Other personnel expenditures ¹	1.91	1.99	0.08	4.2 %
Total	\$ 476.71	\$ 481.90	\$5.19	1.1 %

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

²Police and Fire Pension expenditures include deferred compensation contributions.

Other Funds Highlights

Tucson Water Utility Fund

The Tucson Water Utility operating revenues are projected to be \$254.3 million for Fiscal Year 2020/21, an increase of 2.3% from the Fiscal Year 2019/20 projection of \$248.6 million. Tucson Water plans on purchasing its full Central Arizona Project (CAP) Water allocation each year. The Projected cost for CAP is \$31.5 million in Fiscal Year 2020/21, a decrease of \$3.5 million from Fiscal Year 2019/20.

On May 22, 2018, Mayor and Council approved a 6.8% increase on water sales followed by a 6.5% revenue increase for Fiscal Years 2018/19 and 2019/20, respectively. Mayor and Council has determined that water rates will not be increased in Fiscal Year 2020/21 in response to COVID-19 pandemic. In order to allow the utility to operate in a financially sound manner, a review of the multi-year rates will be pursued during the next budget cycle as necessary to meet the utility's financial goals and obligation.

Environmental Services Fund

In Fiscal Year 2019/20, the Environmental and General Services Department transitioned from a once a week recycling collection service to an every-other-week collection service. Residents have and continue to adapt very well to new recycling collection schedule. As a result of this transition, recycling tonnages have not significantly dropped, at the same time, refuse tonnages have not significantly increased.

The department has continued with the implementation of the Brush & Bulky Plus program which over time has gained the support from various active neighborhood associations as the work accomplished as part of this program brings various benefits to the neighborhoods.

The department continues to respond to the challenges of increased recycling processing costs and the high rate of contamination in our recycling stream. Over 30% of our recycling stream is comprised of purely trash. Aggressive anti-contamination and education program will need to be put in place in an effort to reduce our contamination rate in half.

The department will continue to consider and recommend slight rate adjustments. Refuse fees have not been adjusted in over 10 years. While rising costs continue to challenge the financial stability of the department, currently not an emergency, we want to take proactive steps to ensure the fund remains on stable financial footing to address both its near-term and long-term financial obligations.

Highway User Revenue Fund (HURF)

The revenues in this fund are collected by the State via a tax on motor fuel and related usage fees and distributed to cities and towns. As a result of the COVID-19 pandemic that hit in the third quarter of Fiscal Year 2019/20, the collected and distributed amount declined \$0.8 million from the prior fiscal year. As such, the Fiscal Year 2020/21 state shared HURF revenue budget is \$43.6 million which is flat from the Fiscal Year 2019/20 year-end projection. The department's revenue budget includes the use of fund balance of \$0.8 million to balance the expenditure budget of \$44.4 million for roadway initiatives. The City will be performing a monthly review of revenues to provided the organization's leaders and community with the tools to reassess priorities should the sale of gasoline continue to decline.

Park Tucson

Parking revenues declined sharply over the final quarter of Fiscal Year 2019/20 due to the COVID-19 pandemic, the resulting in cancellation of special events, closure of arts and entertainment venues and an increase in telecommuters. Significant reductions in parking revenues are anticipated well into Fiscal Year 2020/21, likely forcing the postponement of some planned improvements, including parking guidance systems for Centro and Pennington Street Garages, installation of security cameras at garages, and the expansion of the license plate recognition (LPR) system for parking enforcement.

A booting program to collect past due citation fines from individuals with three or more unpaid citations was set to launch March 2020, but was postponed when the pandemic began. The program will launch in Fiscal Year 2020/21. Additional changes include on-street paid parking in the Mercado District and extended meter enforcement hours near the Tucson Convention Center.

Mass Transit

Due to the pandemic, Mass Transit stopped fare box collections for all modes from March 17 through June 30, 2020. Passenger revenues decreased by 2% for all modes, when comparing Fiscal Year 2019/20 estimates against the Fiscal Year 2020/21 Adopted Budget. Grant funding from the Federal Transit Authority has increased by 59% when comparing Fiscal Year 2019/20 estimates versus the Fiscal Year 2020/21 Adopted Budget.

On April 16, 2020 the Federal Transit Administration awarded the City of Tucson \$44.3 million in CARES Act funding to help respond and recover from the COVID-19 pandemic. The CARES Act funding is a 100% Federal reimbursement and does not require a local match by the City. The total amount of CARES Act reimbursement is projected to cover Mass Transit operating expenditures for Fiscal Year 2019/20 is \$27.7 million and \$16.6 million in Fiscal Year 2020/21. As a result of the 5307 Urbanized Area Formula Grant (CARES Act) award, the City's General Fund investment to the system will decrease in Fiscal Year 2019/20 and Fiscal Year 2020/21.

HCD Funding CARES Act

Housing and Community Development Department (HCD) has received numerous allocations of funds from the U.S. Department of Housing and Urban Development out of the CARES Act funding issued by Congress. The funding received covers a variety of programs and each has distinct requirements and eligible activities. The funding that is provided directly or on behalf of City of Tucson residents require that recipients being assisted demonstrate the need is related to the COVID-19 pandemic.

The granted funds include \$3.3 million from the Community Development Block Grant (CDBG), \$7.3 million from the Emergency Solutions Grant (ESG), \$0.1 million from the Housing Opportunities for Persons with AIDS (HOPWA), \$1.5 million from Section 8 Administrative fees and \$0.9 million from the Public Housing Operations Grant.

Coronavirus Aid, Relief, and Economic Security Act

The Coronavirus Aid, Relief, and Economic Security (CARES) Act made \$95,634,512 in Coronavirus Relief Funding (CRF) available to the City of Tucson to address primary and secondary impacts of the pandemic within the community. These funds will cover programs and costs associated with the City's response to the pandemic as outlined in the Mayor and Council adopted CRF Strategic Plan. These funds must be used by December 30, 2020. Remaining funds must be returned to the Department of Treasury.

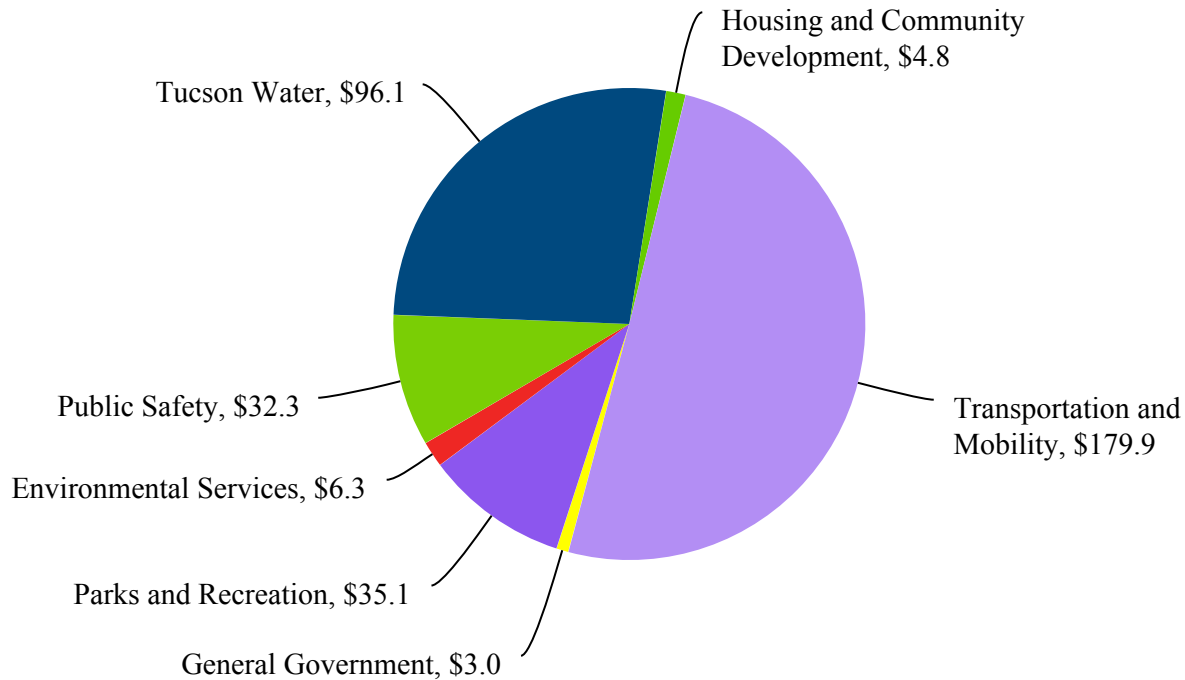
In Fiscal Year 2019/20, these funds were used primarily to cover costs associated with the purchase of personal protective equipment (PPE); enhanced cleaning and sanitizing; equipment to transition some of the City workforce to teleworking to comply with local shut down orders and CDC recommendations for social distancing; COVID-19 testing for the community and City employees; and payroll costs for our front-line public safety employees responding to the pandemic. Fiscal Year 2020/21 expenditures under this fund will include expenditures in the same categories as well as a commitment of funds to reconfigure City facilities to limit the spread of the virus upon reopening and to provide for community support programs that will help limit the spread of the virus in our most vulnerable populations and provide economic support to those suffering from unemployment or business interruptions due to COVID-19 business closures.

Capital Improvement Program

The adopted Five-Year Capital Improvement Program (CIP) covering Fiscal Years 2020/21 through Fiscal Year 2024/25, totals \$1.3 billion. The Fiscal Year 2020/21 CIP plan is estimated at \$357.5 million, \$88.5 million more than Fiscal Year 2019/20. Section E of this book includes a complete listing of the proposed capital projects to be implemented during Fiscal Year 2020/21, summaries for each capital improvement fund provide a five-year look into the future.

The chart on the following page illustrates the capital improvement plan budget by department:

**Fiscal Year 2020/21
CIP Budget by Department
\$357.5 million**



The Transportation and Mobility Department’s Fiscal Year 2020/21 CIP plan is \$179.9 million. The department has fifty five projects in the plan, with funding sources from the Regional Transportation Authority, Better Streets Improvement Fund, Pima County bond proceeds, and development fees. Limited funding is provided from Highway User Revenue Fees, general obligation bond proceeds, and Federal Highway Administration Grants.

The Public Safety Department’s Fiscal Year 2020/21 CIP plan is \$32.3 million for capital needs funded with the restricted five-year sales tax. The projects funded are only on items approved by the voters and spending is overseen by a citizen oversight commission. Revenues and expenditures related to the sales tax increase are segregated in the Safer City Improvement Fund. Funded projects include facility upgrades and new construction, new vehicles, technology upgrades, air support equipment, and personnel safety equipment.

Funding for enterprise fund CIP projects comes from operating funds revenues on a pay-as-you-go basis, as well as, revenue bond proceeds. The Tucson Water Department’s Fiscal Year 2020/21 budget is \$96.1 million. The department has one hundred and twenty projects in the plan for facility improvements, main replacements, potable upgrades, meter replacements, and reservoir rehabilitation.

Parks and Recreation CIP plan includes zoo projects funded by voter approved sales taxes. This initiative provides funding for new animal and naturalistic habitats, and infrastructure in Gene Reid Park Zoo. Projects include Andean Bear Exhibits, Asia Exhibits, New Entry and Treetop Playhouse. This year’s Parks and Recreation budget includes \$35.1 million to fund these improvement projects.

Budget Development Process

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

The budget calendar for Fiscal Year 2020/21 can be found on page iii.



Section B

Policies and Legal Requirements



We are Stewards of the Public's Trust

FINANCIAL POLICIES and PRACTICES

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

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

Balanced Budget

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

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

Operating Management Policies

- Department directors are expected to manage their areas with the overall financial health of the City in mind and to look for effective and efficient ways to deliver quality services to our citizens while meeting the goals of the City Council.
- All personnel requests must be fully justified to show they will either meet new program purposes or maintain or enhance service delivery.
- Revenue projections will be based on 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, 2020

Issue Type	Principal Outstanding	% of Total
Governmental Activities:		
General Obligation Bonds	\$ 148,145,000	18.14 %
Highway Revenue Bonds	31,905,000	3.91 %
Certificates of Participation	161,987,596	19.84 %
Clean Renewable Energy Bonds	7,212,900	0.88 %
Capital Leases	13,599,767	1.67 %
Total	\$ 362,850,263	44.44 %
Business-Type Activities:		
Water System Revenue Bonds	\$ 443,916,199	54.37 %
Certificates of Participation	9,562,405	1.17 %
Capital Leases	206,967	0.02 %
Total	\$ 453,685,571	55.56 %
Total Indebtedness	\$ 816,535,834	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%.

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 2020/21, the required levy to cover outstanding bonds is estimated at \$32,365,220, a decrease of \$745,700 from the Fiscal Year 2019/20 levy. The Fiscal Year 2020/21 secondary property rate is estimated at \$0.8690 per \$100 of assessed valuation that is higher based on the final secondary assessed valuation set by Pima County in the summer of 2019.

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 \$11,797,250.

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

**DEBT SERVICE BY SOURCE OF FUNDS
PRINCIPAL AND INTEREST**

	FY 2019/20	FY 2020/21
General Government Funds¹		
General Fund	\$ 25,187,800	\$ 24,771,150
Community Development Block Grant Fund	15,280	15,280
Park Tucson Fund	1,815,300	1,664,470
Highway User Revenue Fund	1,443,460	1,388,080
Mass Transit Fund - Sun Link	1,512,010	1,499,810
General Obligation Bond Debt Fund	33,737,180	32,034,730
Street and Highway Revenue Bond Debt Fund	12,143,750	11,797,250
Total General Government Funds	\$ 75,854,780	\$ 73,170,770
Enterprise Funds²		
Environmental Services Fund	\$ 1,075,500	\$ 1,062,400
Public Housing Section 8 Fund	68,590	68,590
Tucson City Golf Fund	16,490	21,900
Tucson Water Utility Fund	55,813,760	59,700,660
Total Enterprise Funds	\$ 56,974,340	\$ 59,791,150
Total Indebtedness	\$ 132,829,120	\$ 132,961,920

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 2020/21 includes three voter-approved increases to the expenditure base. In November 1981, the voters passed an \$800,000 increase and in November 1987, the voters approved a \$46.9 million permanent increase to the base limitation and then in the November 2013 election, the voters approved an additional \$50.0 million permanent increase to the base limitation.

Property Tax Levy Limitation

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

Proposition 117, passed by Arizona voters in 2012, changes the method used to determine values used in calculating assessed values used for tax rates and levies. Beginning with tax year 2015, 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

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 transfer does not violate the state set spending limitations.

Department directors are required to control expenditures to prevent exceeding their departmental expenditure budget. If budget changes are needed within a department budget, city departments prepare budget change requests identifying the areas to be increased and decreased. The 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 2019/20 AND 2020/21**

Property Tax	Adopted FY 19/20 Levy	Actual FY 19/20 Levy	FY 20/21 Maximum Levy Amount	Amount of Levy Increase/ (Decrease)	Percentage Levy Increase/ (Decrease)
Primary	\$ 16,031,060	\$ 16,031,060	\$ 16,566,890 ¹	\$535,830	3.3%
Primary - Involuntary Tort	265,140	265,130	1,622,030	1,356,890	511.8%
Secondary	33,110,920	33,110,920	32,365,220	(745,700)	(2.3)%
Total	\$ 49,407,120	\$ 49,407,110	\$ 50,554,140	\$1,147,020	2.3%

Property Tax	Actual FY 19/20 Rate	Estimated FY 20/21 Rate	Amount Rate Increase/ (Decrease) ²	Amount Rate Increase/ (Decrease)
Primary	\$0.4481	\$0.4448	\$(0.0033)	(0.7)%
Primary - Involuntary Tort	0.0074	0.0435	\$0.0361	487.8%
Secondary	0.9255	0.8690	\$(0.0565)	(6.1)%
Total	\$1.3810	\$1.3573	\$(0.0237)	(1.7)%

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.



ADOPTED BY THE
MAYOR AND COUNCIL

July 21, 2020

RESOLUTION NO. 23157

RELATING TO FINANCE; FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF TUCSON FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021, DECLARING THAT TOGETHER SAID EXPENDITURES SHALL CONSTITUTE THE BUDGET OF THE CITY OF TUCSON FOR SUCH FISCAL YEAR AND DECLARING THAT THE 5 YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) HAS BEEN APPROVED WITH THE FIRST YEAR OF THE CIP BEING ADOPTED AS PART OF THE AFOREMENTIONED BUDGET.

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

WHEREAS, the Mayor and Council have prepared and filed with the City Clerk a proposed budget for the Fiscal Year beginning July 1, 2020 and ending June 30, 2021, which was tentatively adopted on June 9, 2020 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, 2020 and ending June 30, 2021, 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 2020/21 Fiscal Year:

Final 2020/21 Budget

Elected and Official	\$ 27,457,900
Public Safety and Justice Services	375,651,250
Community Enrichment and Development	548,338,830
Public Utilities	367,357,430
Support Services	201,053,850
General Government	114,392,260
Fiduciary Funds	<u>94,623,810</u>
 TOTAL	 <u>\$ 1,728,875,330</u>

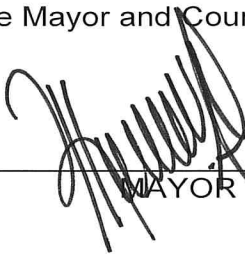
SECTION 3. That the Purposes of Expenditure and the amount finally determined upon for each purpose as set forth in this section constitutes the portion of the adopted budget of the City for the 2020/21 Fiscal Year which is subject to the State Budget Law:

<u>Purpose of Expenditure</u>	<u>Final 2020/21 Budget Subject to State Budget Law</u>
Elected and Official	\$ 20,311,580
Public Safety and Justice Services	329,285,940
Community Enrichment and Development	224,838,180
Public Utilities	264,748,710
Support Services	78,056,330
General Government	23,888,990
Fiduciary Funds	-0-
	<hr/>
TOTAL	<u>\$ 941,129,730</u>

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

SECTION 5. That the Five-Year Capital Improvement Program (CIP), as summarized in Section E of the Recommended Budget Fiscal Year 2020/21, 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 21st day of July 2020.



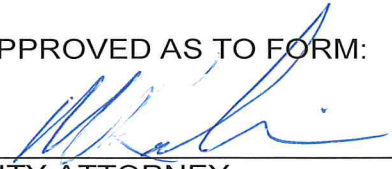
MAYOR

ATTEST:



CITY CLERK

APPROVED AS TO FORM:



CITY ATTORNEY

REVIEWED BY:



CITY MANAGER

DD/tl
7/9/20

Schedule A Resolution No. 23157

CITY OF TUCSON

**Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021**

Fiscal Year	Sch		FUNDS								
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Fiduciary Funds	Total All Funds
2020	E	1	526,529,520	330,393,700	45,881,680	98,524,770		365,767,080	97,218,580	92,087,100	1,556,402,430
2020	E	2	519,800,340	319,769,530	45,881,680	63,535,500		341,516,800	96,213,180	92,327,110	1,479,044,140
2021		3	150,503,750	212,085,430	309,400	49,857,950		259,744,550	51,211,520	845,789,610	1,569,502,210
2021	B	4	16,566,890						1,622,030		18,188,920
2021	B	5			32,365,220						32,365,220
2021	C	6	517,192,860	296,460,040	9,664,290	104,212,190		332,754,560	97,198,710	108,529,560	1,466,012,210
2021	D	7				57,000,000		57,000,000			114,000,000
2021	D	8									—
2021	D	9		49,040,060	2,632,960	910,480					52,583,500
2021	D	10	(49,326,130)	(3,257,370)							(52,583,500)
2021		11									
LESS:					679,260						679,260
				11,982,410		144,770,000		75,286,400			232,038,810
			22,836,510					15,000,000			37,836,510
2021		12	612,100,860	542,345,750	44,292,610	67,210,620		559,212,710	150,032,260	954,319,170	2,929,513,980
2021	E	13	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

EXPENDITURE LIMITATION COMPARISON

	2020	2021
1. Budgeted expenditures/expenses	\$ 1,556,402,430	\$ 1,728,875,330
2. Add/subtract: estimated net reconciling items	—	—
3. Budgeted expenditures/expenses adjusted for reconciling items	1,556,402,430	1,728,875,330
4. Less: estimated exclusions	619,545,660	787,745,600
5. Amount subject to the expenditure limitation	\$ 936,856,770	\$ 941,129,730
6. EEC expenditure limitation	\$ 1,011,946,304	\$ 1,036,147,906

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

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

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

Schedule B to Resolution No. 23157
CITY OF TUCSON
Tax Levy and Tax Rate Information
Fiscal Year 2021

	2020	2021
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 16,296,190	\$ 18,188,920
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)	\$ —	
3. Property tax levy amounts		
A. Primary property taxes	\$ 16,296,200	\$ 18,188,920
B. Secondary property taxes	33,110,920	32,365,220
C. Total property tax levy amounts	\$ 49,407,120	\$ 50,554,140
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 15,250,470	
(2) Prior years' levies	354,130	
(3) Total primary property taxes	\$ 15,604,600	
B. Secondary property taxes		
(1) Current year's levy	\$ 32,562,680	
(2) Prior years' levies	500,000	
(3) Total secondary property taxes	\$ 33,062,680	
C. Total property taxes collected	\$ 48,667,280	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.4555	0.4883
(2) Secondary property tax rate	0.9255	0.8690
(3) Total city/town tax rate	1.3810	1.3573
B. Special assessment district tax rates		

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

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

Schedule C Resolution No. 23157
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local Taxes			
Business Privilege Tax	\$ 228,278,070	\$ 208,420,810	\$ 205,826,910
Public Utility Tax	27,251,110	24,073,320	22,657,990
Use Tax	11,886,850	11,813,960	12,771,520
Transient Occupancy Tax	13,216,040	11,136,750	12,264,850
Room Tax	7,882,920	7,171,580	7,044,600
Pawn Broker Second Hand Dealer	363,370	363,370	273,870
Property Taxes - Prior Years	319,130	319,130	250,000
Government Property Lease Excise Tax	20,910	20,910	20,910
State Shared Revenues			
State Shared Income Tax	\$ 70,973,790	\$ 72,051,720	\$ 79,297,910
State Shared Sales Tax	55,435,810	51,323,050	52,707,360
State Shared Auto Lieu Tax	26,295,610	23,877,360	22,643,480
Licenses and Permits			
Utility Franchise Fees	\$ 15,248,910	\$ 17,237,920	\$ 13,404,500
Permits/Inspection Fees	7,548,500	5,352,570	9,100,000
Cable Television Licenses	3,229,950	3,229,950	3,542,080
License Application Fees	3,146,590	3,360,590	2,857,350
Animal License and Care Fees	1,100,000	778,000	910,370
Liquor License	1,024,720	975,640	921,000
Litter Assessment Fee	252,330	282,330	252,330
Alarm Permit Fee	230,000	183,480	220,000
Telecommunications Licenses and Franchise Fee	165,000	165,000	186,190
Dealer Trade Show License	96,830	96,830	87,000
Fire Permit and Inspection Fees	781,230	892,000	781,230
Miscellaneous Licenses and Permits	31,120	37,620	26,290
Charges for Services			
Administration Charges	\$ 13,386,030	\$ 13,386,030	\$ 13,386,030
City Attorney	18,000	29,000	25,000
Environmental and General Services	19,572,490	18,610,100	19,924,590
General Government	676,590	667,590	787,590
Parks and Recreation	2,762,610	1,919,750	2,704,720
Planning and Development Services	3,627,800	3,627,800	2,532,260
Public Defender	88,000	88,000	80,000
Tucson Fire	12,138,030	7,320,080	9,901,240
Tucson Police	5,305,000	3,831,970	962,660
Fines and Forfeits			
City Attorney	\$ 250,000	\$ 300,000	\$ 300,000
City Court	6,797,000	6,609,320	5,538,500
Business Services	21,490	21,490	17,270
Planning and Development Services	600	—	600
Tucson Fire	220	270	220
Tucson Police	1,543,100	1,407,670	1,834,900
Use of Money and Property			
Rentals and Leases	\$ 196,260	\$ 251,120	\$ 186,800
Interest Earnings	306,980	673,890	914,230
In-lieu Property Taxes			
Tucson Water Utility	\$ 2,013,720	\$ 2,013,720	\$ 2,000,150

* 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. 23157
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Other Agencies			
Dispatch Services	\$ 980,000	\$ 1,038,090	\$ 1,038,090
University of Arizona Fire Service	146,660	146,660	146,660
Law Enforcement Training	330,000	185,350	300,000
Non-Grant Contributions			
General Government	\$ 1,148,790	\$ 1,154,790	\$ 1,019,560
Parks and Recreation	38,800	45,080	40,000
Tucson Fire Department	1,400,000	1,400,000	1,580,000
Tucson Police Department	1,798,000	1,706,140	1,683,000
Miscellaneous			
Miscellaneous Revenues	\$ 639,640	\$ 772,670	\$ 747,640
Rebates Purchasing Card	1,150,000	—	1,150,000
Recovered Expenditures	342,310	318,290	343,410
Total General Fund	\$ 551,456,910	\$ 510,634,760	\$ 517,192,860
SPECIAL REVENUE FUNDS			
Mass Transit Fund			
Passenger Revenue	\$ 10,863,990	\$ 5,763,990	\$ 5,863,990
Advertising Revenue	1,193,900	1,193,000	1,193,900
Regional Transportation Authority	9,468,330	10,978,200	10,869,330
Other Governmental Operating Assistance	6,273,290	5,158,750	6,734,040
Special Needs	1,226,000	1,226,000	1,226,000
Rents and Leases	504,000	504,000	515,000
Miscellaneous Revenue	694,510	806,690	738,290
Federal Transit Grants	15,697,290	19,822,500	26,527,860
Total Mass Transit Fund	\$ 45,921,310	\$ 45,453,130	\$ 53,668,410
Mass Transit Fund - Sun Link			
Passenger Revenue	\$ 1,032,630	\$ 894,420	\$ 1,036,400
Advertising	200,000	200,000	200,000
Regional Transportation Authority	1,200,000	1,200,000	1,200,000
Miscellaneous Revenue	19,770	15,000	16,000
Total Mass Transit Fund - Sun Link	\$ 2,452,400	\$ 2,309,420	\$ 2,452,400
Zoo Fund			
Business Privilege Tax	\$ 10,481,900	\$ 9,624,680	\$ 9,654,430
Use Tax	607,200	566,410	568,160
Total Zoo Fund	\$ 11,089,100	\$ 10,191,090	\$ 10,222,590
Better Streets Improvement Fund			
Business Privilege Tax	\$ 22,353,000	\$ 18,605,990	\$ 18,663,500
Use Tax	1,937,600	1,297,500	1,297,500
Total Better Streets Improvement Fund	\$ 24,290,600	\$ 19,903,490	\$ 19,961,000
Safer City Improvement Fund			
Business Privilege Tax	\$ 33,529,400	\$ 28,749,140	\$ 28,838,000
Use Tax	1,937,600	1,998,620	2,004,800
Total Safer City Improvement Fund	\$ 35,467,000	\$ 30,747,760	\$ 30,842,800

* 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. 23157
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Tucson Convention Center Fund			
Room and Space Rental	\$ 1,722,180	\$ 1,722,180	\$ 1,786,600
Parking	978,380	978,380	932,580
Catering and Concessions	3,026,070	3,026,070	3,209,920
Novelty Sales	28,400	28,400	32,800
Facility User Fees	558,200	558,200	565,550
Event Ticket Rebates	326,740	326,740	341,130
Recovered Expenditures	1,445,740	1,445,740	1,725,020
Total Tucson Convention Center Fund	\$ 8,085,710	\$ 8,085,710	\$ 8,593,600
Highway User Revenue Fund			
State Shared HURF	\$ 46,572,370	\$ 43,650,000	\$ 43,628,900
Permits and Inspection Fees	500,000	1,200,000	1,200,000
Temporary Work Zone Traffic Control	628,000	986,000	752,770
Other Charges for Service	25,000	80,110	25,000
Rents and Leases	460,500	545,870	540,000
Proceeds from Sale of Capital Assets	2,000,000	3,408,170	150,000
Interest Earnings	100,000	180,000	100,000
Recovered Expenditures	500,000	350,000	200,000
Miscellaneous Revenues	345,000	309,700	172,000
Grants Contributions	2,040,800	3,500,000	—
Total Highway User Revenue Fund	\$ 53,171,670	\$ 54,209,850	\$ 46,768,670
Park Tucson Fund			
Parking Meter Collections	\$ 2,040,000	\$ 1,896,800	\$ 1,812,000
Parking Revenues	3,538,820	3,540,000	3,872,200
Hooded Meter Fees	230,000	123,200	130,000
Interest Earnings	20,000	20,000	20,000
Assessment Fee	95,000	80,000	119,000
Parking Violations	665,000	705,000	711,000
Rents and Leases	110,180	110,180	110,180
Recovered Expenditures	—	5,140	—
Total Park Tucson Fund	\$ 6,699,000	\$ 6,480,320	\$ 6,774,380
Civic Contribution Fund			
Mayor's Office	\$ 39,000	\$ 39,000	\$ 39,000
Parks and Recreation	1,044,850	1,044,850	1,773,700
Tucson Fire	20,000	20,000	20,000
Tucson Police	950	950	15,000
Total Civic Contribution Fund	\$ 1,104,800	\$ 1,104,800	\$ 1,847,700
Community Development Block Grant Fund			
Community Development Block Grant	\$ 13,805,450	\$ 13,805,450	\$ 13,805,450
Program Income	81,380	81,380	95,000
Miscellaneous Revenues	52,000	52,000	—
Total Community Development Block Grant Fund	\$ 13,938,830	\$ 13,938,830	\$ 13,900,450
Miscellaneous Housing Grant Fund			
Federal Miscellaneous Housing Grants	\$ 4,257,260	\$ 4,257,260	\$ 23,094,950
Proceeds from Sale of Capital Assets	520,000	520,000	570,000
Total Miscellaneous Housing Grant Fund	\$ 4,777,260	\$ 4,777,260	\$ 23,664,950

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

Schedule C Resolution No. 23157
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Public Housing Section 8 Fund			
Federal Public Housing Section 8 Grant	\$ 41,871,000	\$ 41,871,000	\$ 42,704,810
Interest Earnings	20,000	20,000	30,000
Miscellaneous Revenues	12,000	12,000	21,000
Total Public Housing Section 8 Fund	\$ 41,903,000	\$ 41,903,000	\$ 42,755,810
HOME Investment Partnerships Program Fund			
HOME Funds	\$ 7,982,730	\$ 7,982,730	\$ 8,482,730
Program Income	708,000	708,000	758,000
Miscellaneous Revenues	16,000	16,000	—
Total HOME Investment Partnerships Program Fund	\$ 8,706,730	\$ 8,706,730	\$ 9,240,730
Green Storm Water Infrastructure			
Green Storm Water Infrastructure	\$ —	\$ —	\$ 3,211,360
Total Green Storm Water Infrastructure Fund	\$ —	\$ —	\$ 3,211,360
Other Federal Grants Fund			
City Attorney	\$ 89,740	\$ 89,740	\$ 96,830
City Court	1,316,020	600,650	1,186,120
Planning and Development	31,920	31,920	32,000
Parks and Recreation	464,450	464,450	468,910
Transportation and Mobility	6,530,960	1,873,520	2,831,840
Tucson Fire	1,088,180	1,088,180	1,126,130
Tucson Police	14,865,900	14,865,900	13,947,110
Total Other Federal Grants Fund	\$ 24,387,170	\$ 19,014,360	\$ 19,688,940
Non-Federal Grants Fund			
City Attorney	\$ 158,860	\$ 158,860	\$ 169,230
Housing and Community Development	262,930	262,930	325,000
Parks and Recreation	95,700	95,700	95,700
Transportation and Mobility	—	—	86,500
Tucson Fire	5,530	5,530	5,530
Tucson Police	1,976,270	1,976,270	2,184,290
Total Non-Federal Grants Fund	\$ 2,499,290	\$ 2,499,290	\$ 2,866,250
Total Special Revenue Funds	\$ 284,493,870	\$ 269,325,040	\$ 296,460,040
DEBT SERVICE FUNDS			
Street and Highway Bond and Interest Fund			
State Shared - HURF	\$ 9,000,000	\$ 9,164,290	\$ 9,164,290
Total Street and Highway Bond and Interest Fund	\$ 9,000,000	\$ 9,164,290	\$ 9,164,290
General Obligation Bond and Interest Fund			
Secondary Property Taxes - Prior Years	\$ 600,000	\$ 500,000	\$ 500,000
Total General Obligation Bond and Interest Fund	\$ 600,000	\$ 500,000	\$ 500,000
Special Assessment Bond and Interest Fund			
Interest Earnings	\$ 2,000	\$ 2,000	\$ —
Total Special Assessment Bond and Interest Fund	\$ 2,000	\$ 2,000	\$ —
Total Debt Service Funds	\$ 9,602,000	\$ 9,666,290	\$ 9,664,290

* 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. 23157
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
CAPITAL PROJECTS FUNDS			
Capital Improvement Fund			
Intergovernmental Agreements	\$ 25,169,300	\$ 38,762,900	\$ 71,208,000
Total Capital Improvement Fund	\$ 25,169,300	\$ 38,762,900	\$ 71,208,000
Development Fee Fund			
Development Fees for Police	\$ 1,155,560	\$ 1,155,560	\$ 1,160,000
Development Fees for Fire	701,400	701,400	701,400
Development Fees for General Government	20,600	20,600	—
Development Fees for Transportation and Mobility	9,830,500	7,312,300	10,151,590
Development Fees for Parks	2,121,800	2,121,800	1,938,100
Total Development Fee Fund	\$ 13,829,860	\$ 11,311,660	\$ 13,951,090
Regional Transportation Authority Fund			
Regional Transportation Authority	\$ 45,575,000	\$ 16,803,200	\$ 19,053,100
Proceeds from Sale of Capital Assets	500,000	—	—
Rentals and Leases	48,000	190,000	—
Total Regional Transportation Authority Fund	\$ 46,123,000	\$ 16,993,200	\$ 19,053,100
Total Capital Projects Funds	\$ 85,122,160	\$ 67,067,760	\$ 104,212,190
ENTERPRISE FUNDS			
Tucson Water Utility			
Potable Water Sales	\$ 182,032,490	\$ 184,232,300	\$ 188,029,430
Reclaimed Water Sales	9,766,720	9,612,180	10,180,470
Central Arizona Project Surcharge	27,862,160	25,638,210	25,953,830
Water Conservation Fee	3,791,540	3,746,950	3,707,690
Fire Sprinkler Fee	3,083,140	3,083,140	3,814,950
Connection Fees	1,767,500	2,019,780	2,000,000
Service Charges	3,500,000	3,500,000	3,500,000
Development Plan Review/Inspection Fees	555,500	496,800	555,500
Billing Services	6,363,000	5,317,010	5,500,000
Miscellaneous Revenues	4,146,500	4,628,880	3,498,330
Tucson Airport Remediation Project	1,069,730	1,793,330	1,069,730
Water System Equity Fees	2,300,000	2,300,000	2,300,000
CAP Resource Fee	350,000	361,150	350,000
Grants and Contributions	865,000	865,000	865,000
Investment Income	107,500	1,311,150	1,000,000
Total Tucson Water Utility	\$ 247,560,780	\$ 248,905,880	\$ 252,324,930
Environmental Services Fund			
Residential Refuse Services	\$ 29,700,000	\$ 29,780,000	\$ 29,857,400
Commercial Refuse Services	7,400,000	7,200,000	7,200,000
Landfill Services Charges	8,210,000	8,330,000	8,330,000
Remediation Ground Fee	3,800,000	3,800,000	3,800,000
Self Haul Fee	1,600,000	1,700,000	1,700,000
Refuse Penalties	162,000	162,000	162,000
Recycling	750,000	800,000	800,000
Household Hazardous Waste	65,000	65,000	65,000
Miscellaneous Grants	95,000	95,000	219,000
Sale of Capital Assets	400,000	400,000	200,000
Interest Earnings	400,000	364,900	400,000
Recovered Expenses	100,000	185,000	100,000
Miscellaneous Revenues	197,500	283,200	198,100
Total Environmental Services Fund	\$ 52,879,500	\$ 53,165,100	\$ 53,031,500

* 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. 23157
CITY OF TUCSON
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Tucson Golf Course Enterprise Fund			
El Rio Golf Course	\$ 1,034,940	\$ 1,034,940	\$ 1,034,940
Randolf Golf Course	3,411,610	3,411,610	3,411,630
Fred Enke Golf Course	1,027,450	1,027,450	1,027,450
Silverbell Golf Course	1,194,520	1,194,520	1,194,510
Food and Beverage	1,393,290	1,393,290	1,393,300
Total Tucson Golf Course Enterprise Fund	\$ 8,061,810	\$ 8,061,810	\$ 8,061,830
Public Housing Fund			
Federal Grants	\$ 7,474,490	\$ 7,474,490	\$ 8,893,000
Housing Administration Charges	3,103,280	3,103,280	3,178,280
Tenant Rent and Parking Fees	3,494,980	3,494,980	3,790,000
Charges for Other Services	284,530	284,530	385,600
Interest Earnings	32,350	32,350	70,350
Total Public Housing Fund	\$ 14,389,630	\$ 14,389,630	\$ 16,317,230
Non-Public Housing Asset Management Fund			
Federal Grants	\$ 220,000	\$ 220,000	\$ 225,000
Tenant Rent	2,071,320	2,071,320	2,539,320
Charges for Other Services	40,550	40,550	54,750
Rents and Leases	159,380	159,380	200,000
Total Non-Public Housing Asset Management Fund	\$ 2,491,250	\$ 2,491,250	\$ 3,019,070
Total Enterprise Funds	\$ 325,382,970	\$ 327,013,670	\$ 332,754,560
INTERNAL SERVICE FUNDS			
Health Insurance Trust Fund			
Self Health Insurance Trust	\$ 76,176,150	\$ 76,176,150	\$ 78,426,130
Total Health Insurance Trust Fund	\$ 76,176,150	\$ 76,176,150	\$ 78,426,130
Self Insurance Internal Service Fund			
Interdepartmental Charges	\$ 16,970,090	\$ 16,989,760	\$ 18,772,580
Total Self Insurance Internal Service Fund	\$ 16,970,090	\$ 16,989,760	\$ 18,772,580
Total Internal Service Funds	\$ 93,146,240	\$ 93,165,910	\$ 97,198,710
FIDUCIARY FUNDS			
Tucson Supplemental Retirement System			
Employer Contributions	\$ 38,000,430	\$ 38,000,430	\$ 40,696,240
Employee Contributions	7,573,260	7,573,260	6,984,440
Portfolio Earnings	55,825,000	55,825,000	60,713,880
Miscellaneous Revenues	135,000	135,000	135,000
Total Tucson Supplemental Retirement System	\$ 101,533,690	\$ 101,533,690	\$ 108,529,560
Total Fiduciary Funds	\$ 101,533,690	\$ 101,533,690	\$ 108,529,560
TOTAL ALL FUNDS	\$ 1,450,737,840	\$ 1,378,407,120	\$ 1,466,012,210

* 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 to Resolution No. 23157
CITY OF TUCSON
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2021

FUND	2021		2021	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Transfer to Mass Transit Fund	\$ —	\$ —	\$ —	\$ (42,718,100)
Transfer to Mass Transit - Sun Link Fund	—	—	—	(3,109,170)
Transfer to Tucson Convention Center	—	—	—	(3,212,790)
Transfer to Development Fee Fund	—	—	—	(286,070)
Total General Fund	\$ —	\$ —	\$ —	\$ (49,326,130)
SPECIAL REVENUE FUNDS				
Transfer from General Fund	\$ —	\$ —	\$ 49,040,060	\$ —
Transfer to Street and Highway Bond and Interest Fund	—	—	—	(2,632,960)
Transfer to Development Fee Fund	—	—	—	(624,410)
Total Special Revenue Funds	\$ —	\$ —	\$ 49,040,060	\$ (3,257,370)
DEBT SERVICE FUNDS				
Transfer from Highway User Revenue Fund	\$ —	\$ —	\$ 2,632,960	\$ —
Total Debt Service Funds	\$ —	\$ —	\$ 2,632,960	\$ —
CAPITAL PROJECTS FUNDS				
Transfer from General Fund	\$ —	\$ —	286,070	\$ —
Transfer from Highway User Revenue Fund	—	—	624,410	\$ —
General Obligation Bond Proceeds - Prop 407	\$ 57,000,000	\$ —	—	\$ —
Total Capital Projects Funds	\$ 57,000,000	\$ —	\$ 910,480	\$ —
ENTERPRISE FUNDS				
Water Revenue Obligation Bond Proceeds	\$ 57,000,000	\$ —	—	\$ —
Total Enterprise Funds	\$ 57,000,000	\$ —	\$ —	\$ —
TOTAL ALL FUNDS	\$ 114,000,000	\$ —	\$ 52,583,500	\$ (52,583,500)

* 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 E to Resolution No. 23157

CITY OF TUCSON

Expenditures/Expenses by Fund

Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
Mayor and Council	3,639,590		3,191,810	3,710,380
Business Services	12,573,300	—	12,378,990	13,311,560
City Attorney	8,103,880	—	7,766,830	8,165,930
City Clerk	2,766,160	—	4,225,490	2,920,580
City Court	11,399,930	—	9,863,700	10,225,620
City Manager	5,223,200	—	5,285,960	5,514,690
Environmental Services	2,266,730	—	2,501,080	2,848,940
General Services	51,255,170	—	49,056,760	52,360,790
Housing and Community Development	2,705,850	—	2,705,850	2,575,450
Human Resources	4,694,920	—	4,510,050	4,635,070
Information Technology	24,167,170	—	23,513,770	25,332,980
Parks and Recreation	27,469,550	—	26,697,250	27,776,400
Planning and Development Services	7,782,520	—	8,840,770	7,992,340
Public Defender	3,155,730	—	3,080,970	3,157,250
Public Safety Communications	13,947,520	—	13,940,810	14,132,750
Transportation and Mobility	656,240	—	520,370	1,812,200
Tucson Fire	101,136,290	—	101,285,430	103,065,810
Tucson Police	164,080,030	—	164,080,030	166,079,280
General Government	76,905,740	—	73,613,450	58,223,470
Contingency	2,600,000	—	1,937,000	2,600,000
Pension Refunds and Interest Payments	—	803,970	803,970	—
Total General Fund	\$ 526,529,520	\$ 803,970	\$ 519,800,340	\$ 516,441,490
SPECIAL REVENUE FUNDS				
Mass Transit Fund				
Transportation and Mobility	\$ 94,111,700	\$ 26,519,080	\$ 92,083,600	\$ 108,472,060
Total Fund	\$ 94,111,700	\$ 26,519,080	\$ 92,083,600	\$ 108,472,060
Mass Transit Fund - Sun Link				
General Government	\$ 1,512,010	\$ 1,180,080	\$ 1,512,010	\$ 1,499,810
Transportation and Mobility	4,585,820	—	4,538,380	4,585,820
Total Fund	\$ 6,097,830	\$ 1,180,080	\$ 6,050,390	\$ 6,085,630
Zoo Fund				
Parks and Recreation	\$ 9,221,000	\$ —	\$ 13,126,830	\$ 17,333,840
Total Fund	\$ 9,221,000	\$ —	\$ 13,126,830	\$ 17,333,840
Better Streets Improvement Fund				
Transportation and Mobility	\$ 28,907,700	\$ —	\$ 28,907,700	\$ 38,981,500
Total Fund	\$ 28,907,700	\$ —	\$ 28,907,700	\$ 38,981,500
Safer City Improvement Fund				
Tucson Fire	\$ 12,585,400	\$ —	\$ 10,118,200	\$ 16,252,600
Tucson Police	12,344,400	—	7,761,120	16,096,200
Total Fund	\$ 24,929,800	\$ —	\$ 17,879,320	\$ 32,348,800
Tucson Convention Center Fund				
Tucson Convention Center	\$ 11,155,920	\$ —	\$ 11,155,920	\$ 11,806,390
General Government	15,410	—	15,410	—
Total Fund	\$ 11,171,330	\$ —	\$ 11,171,330	\$ 11,806,390

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

Schedule E to Resolution No. 23157

CITY OF TUCSON

Expenditures/Expenses by Fund

Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Highway User Revenue Fund				
Transportation and Mobility	\$ 48,370,250	\$ —	\$ 48,534,220	\$ 41,202,650
Business Services	1,273,340	—	1,287,060	1,329,200
General Government	1,544,040	—	1,544,040	1,488,660
Human Resources	351,880	—	278,020	387,250
Total Fund	\$ 51,539,510	\$ —	\$ 51,643,340	\$ 44,407,760
Park Tucson Fund				
General Government	\$ 116,920	\$ —	\$ 116,920	\$ 1,664,470
Park Tucson	6,594,240	—	6,555,090	4,722,360
Total Fund	\$ 6,711,160	\$ —	\$ 6,672,010	\$ 6,386,830
Civic Contribution Fund				
Mayor and Council	\$ 46,300	\$ —	\$ 46,300	\$ 35,260
Parks and Recreation	1,388,800	—	1,388,800	855,860
Tucson Fire	48,470	—	1,750	48,470
Tucson Police	7,830	—	7,830	15,000
Total Fund	\$ 1,491,400	\$ —	\$ 1,444,680	\$ 954,590
Community Development Block Grant Fund				
Business Services	\$ —	\$ —	\$ 297,110	\$ 241,840
Housing and Community Development	\$ 13,923,550	\$ —	\$ 13,923,550	\$ 13,643,330
General Government	15,280	—	15,280	15,280
Total Fund	\$ 13,938,830	\$ —	\$ 14,235,940	\$ 13,900,450
Miscellaneous Housing Grant Fund				
Business Services	\$ —	\$ —	\$ —	\$ 52,470
Housing and Community Development	\$ 4,777,260	\$ —	\$ 4,801,630	\$ 23,612,480
Total Fund	\$ 4,777,260	\$ —	\$ 4,801,630	\$ 23,664,950
Public Housing Section 8 Fund				
Housing and Community Development	\$ 41,903,000	\$ —	\$ 41,903,000	\$ 42,755,810
Total Fund	\$ 41,903,000	\$ —	\$ 41,903,000	\$ 42,755,810
HOME Investment Partnerships Program Fund				
Business Services	\$ —	\$ —	\$ —	\$ 29,720
Housing and Community Development	\$ 8,706,720	\$ —	\$ 8,735,850	\$ 9,211,010
Total Fund	\$ 8,706,720	\$ —	\$ 8,735,850	\$ 9,240,730
Other Federal Grants Fund				
City Attorney	\$ 89,740	\$ —	\$ 94,280	\$ 96,830
City Court	1,316,020	—	584,170	1,186,120
Parks and Recreation	464,450	—	464,450	468,910
Planning and Development Services	31,920	—	31,920	32,000
Transportation and Mobility	6,530,960	—	1,873,520	2,831,840
Tucson Fire	1,088,180	—	700,730	1,126,130
Tucson Police	14,865,900	—	14,865,900	13,947,110
Total Fund	\$ 24,387,170	\$ —	\$ 18,614,970	\$ 19,688,940

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

Schedule E to Resolution No. 23157

CITY OF TUCSON

Expenditures/Expenses by Fund

Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Disaster Relief Fund				
Mayor and Council	\$ —	\$ —	\$ —	\$ 200,000
Business Services	—	—	—	250,000
City Attorney	—	—	—	225,000
City Clerk	—	—	—	1,100,000
City Court	—	—	—	200,000
City Manager	—	—	—	5,320,000
Environmental Services	—	—	—	500,000
General Services	—	—	—	540,000
Housing and Community Development	—	—	—	20,000,000
Human Resources	—	—	—	280,000
Information Technology	—	—	—	2,115,000
Parks and Recreation	—	—	—	300,000
Planning and Development Services	—	—	—	200,000
Public Defender	—	—	—	100,000
Public Safety Communications	—	—	—	275,000
Park Tucson	—	—	—	100,000
Transportation and Mobility	—	—	—	1,500,000
Tucson Convention center	—	—	—	200,000
Tucson Fire	—	—	—	15,380,000
Tucson Police	—	—	—	11,770,000
Tucson Water Utility	—	—	—	5,445,000
General Government	—	—	—	5,000,000
Total Fund	\$ —	\$ —	\$ —	\$ 71,000,000
Green Storm Water Infrastructure				
Tucson Water Utility	\$ —	\$ —	\$ —	\$ 2,718,780
Total Fund	\$ —	\$ —	\$ —	\$ 2,718,780
Non-Federal Grants Fund				
City Attorney	\$ 158,860	\$ —	\$ 164,040	\$ 169,230
Housing and Community Development	262,910	—	262,930	325,000
Parks and Recreation	95,700	—	95,700	95,700
Transportation and Mobility	—	—	—	86,500
Tucson Fire	5,530	—	—	5,530
Tucson Police	1,976,270	—	1,976,270	2,184,290
Total Fund	\$ 2,866,250	\$ —	\$ 2,498,940	\$ 2,866,250
Total Special Revenue Funds	\$ 330,393,700	\$ 27,699,160	\$ 319,769,530	\$ 452,613,310

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

Schedule E to Resolution No. 23157

CITY OF TUCSON

Expenditures/Expenses by Fund

Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
DEBT SERVICE FUNDS				
General Obligation Bond and Interest Fund				
General Government	\$ 33,737,180	\$ —	\$ 33,737,180	\$ 32,034,730
Total Fund	\$ 33,737,180	\$ —	\$ 33,737,180	\$ 32,034,730
Street and Highway Bond and Interest Fund				
General Government	\$ 12,143,750	\$ —	\$ 12,143,750	\$ 11,797,250
Total Fund	\$ 12,143,750	\$ —	\$ 12,143,750	\$ 11,797,250
Special Assessment Bond and Interest Fund				
General Government	\$ 750	\$ —	\$ 750	\$ —
Total Fund	\$ 750	\$ —	\$ 750	\$ —
Total Debt Service Funds	\$ 45,881,680	\$ —	\$ 45,881,680	\$ 43,831,980
CAPITAL PROJECTS FUNDS				
General Obligation Bond Fund				
- Prop 409, Street Improvements				
Transportation and Mobility	\$ —	\$ —	\$ —	\$ 1,041,170
Total Fund	\$ —	\$ —	\$ —	\$ 1,041,170
Capital Improvement Fund				
Transportation and Mobility	25,169,300	—	20,660,000	71,208,000
Total Fund	\$ 25,169,300	\$ —	\$ 20,660,000	\$ 71,208,000
Development Fee Fund				
General Government	\$ 1,142,000	\$ —	\$ 1,142,000	\$ —
Parks and Recreation	4,404,100	—	4,404,100	2,125,000
Transportation and Mobility	9,942,570	—	7,812,300	12,041,700
Total Fund	\$ 15,488,670	\$ —	\$ 13,358,400	\$ 14,166,700
General Obligation Fund				
Prop 407, Parks and Connections				
Parks and Recreation	\$ 10,082,800	\$ —	\$ 9,660,100	\$ 19,867,500
Transportation and Mobility	1,661,000	—	2,863,800	11,671,900
Total Fund	\$ 11,743,800	\$ —	\$ 12,523,900	\$ 31,539,400
Regional Transportation Authority Fund				
Transportation and Mobility	\$ 46,123,000	\$ —	\$ 16,993,200	\$ 19,053,100
Total Fund	\$ 46,123,000	\$ —	\$ 16,993,200	\$ 19,053,100
Total Capital Projects Funds	\$ 98,524,770	\$ —	\$ 63,535,500	\$ 137,008,370
ENTERPRISE FUNDS				
Tucson Water Utility Fund				
Tucson Water Utility	\$ 273,900,960	\$ —	\$ 256,561,900	\$ 295,675,910
Business Services	730,250	—	758,220	804,790
Human Resources	401,050	—	506,460	405,950
Total Fund	\$ 275,032,260	\$ —	\$ 257,826,580	\$ 296,886,650

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

Schedule E to Resolution No. 23157

CITY OF TUCSON

Expenditures/Expenses by Fund

Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Environmental Services Fund				
Business Services	\$ 569,940	\$ —	\$ 501,560	\$ 564,620
Environmental Services	65,450,410	—	57,934,740	60,168,800
Human Resources	172,720	—	193,690	195,900
Total Fund	\$ 66,193,070	\$ —	\$ 58,629,990	\$ 60,929,320
Tucson Golf Enterprise Fund				
Tucson City Golf	\$ 7,660,870	\$ —	\$ 7,660,870	\$ 7,725,940
Total Fund	\$ 7,660,870	\$ —	\$ 7,660,870	\$ 7,725,940
Public Housing AMP Fund				
Business Services	\$ —	\$ —	\$ 518,480	\$ 562,640
General Government	68,590	—	68,590	68,590
Housing and Community Development	14,321,040	—	14,321,040	15,686,000
Total Fund	\$ 14,389,630	\$ —	\$ 14,908,110	\$ 16,317,230
Non-Public Housing Asset Management Fund				
Housing and Community Development	\$ 2,491,250	\$ —	\$ 2,491,250	\$ 3,019,070
Total Fund	\$ 2,491,250	\$ —	\$ 2,491,250	\$ 3,019,070
Total Enterprise Funds	\$ 363,658,080	\$ —	\$ 341,516,800	\$ 384,878,210
INTERNAL SERVICE FUNDS				
Health Insurance Trust Fund				
Self Health Insurance	\$ 72,764,940	\$ —	\$ 73,459,060	\$ 77,350,130
Total Fund	\$ 72,764,940	\$ —	\$ 73,459,060	\$ 77,350,130
Self Insurance Internal Service Fund				
Business Services	\$ 11,318,880	\$ —	\$ 11,104,110	\$ 12,412,570
Human Resources	11,413,220	—	9,990,600	7,891,370
Transportation and Mobility	1,420,000	—	1,420,000	1,420,000
Tucson Fire	301,540	—	239,410	404,090
Total Fund	\$ 24,453,640	\$ —	\$ 22,754,120	\$ 22,128,030
Total Internal Service Funds	\$ 97,218,580	\$ —	\$ 96,213,180	\$ 99,478,160
FIDUCIARY FUNDS				
Tucson Supplemental Retirement System	\$ 92,087,100	\$ —	\$ 92,327,110	\$ 94,623,810
Total Fund	\$ 92,087,100	\$ —	\$ 92,327,110	\$ 94,623,810
Total Fiduciary Funds	\$ 92,087,100	\$ —	\$ 92,327,110	\$ 94,623,810
TOTAL ALL FUNDS	\$ 1,556,402,430	\$ 28,503,130	\$ 1,479,044,140	\$ 1,728,875,330

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

Schedule F to Resolution No. 23157
CITY OF TUCSON
Expenditures / Expenses by Department
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Mayor and Council				
General Fund	\$ 3,639,590	\$ —	\$ 3,191,810	\$ 3,710,380
Civic Contribution Fund	46,300	—	46,300	35,260
Disaster Relief Fund	—	—	—	200,000
Department Total	\$ 3,685,890	\$ —	\$ 3,238,110	\$ 3,945,640
City Attorney				
General Fund	\$ 81,038,830	\$ —	\$ 7,766,830	\$ 8,165,930
Disaster Relief Fund	—	—	—	225,000
Non-Federal Grants Fund	158,860	—	164,040	169,230
Other Federal Grants Fund	89,740	—	94,280	96,830
Department Total	\$ 8,352,480	\$ —	\$ 8,025,150	\$ 8,656,990
City Clerk				
General Fund	\$ 2,766,160	\$ —	\$ 4,225,490	\$ 2,920,580
Disaster Relief Fund	—	—	—	1,100,000
Department Total	\$ 2,766,160	\$ —	\$ 4,225,490	\$ 4,020,580
City Court				
General Fund	\$ 11,399,930	\$ —	\$ 9,863,700	\$ 10,225,620
Disaster Relief Fund	—	—	—	200,000
Other Federal Grants Fund	1,316,020	—	584,170	1,186,120
Department Total	\$ 12,715,950	\$ —	\$ 10,447,870	\$ 11,611,740
City Manager				
General Fund	\$ 5,223,200	\$ —	\$ 5,285,960	\$ 5,514,690
Disaster Relief Fund	—	—	—	5,320,000
Department Total	\$ 5,223,200	\$ —	\$ 5,285,960	\$ 10,834,690
Business Services				
General Fund	\$ 12,573,300	\$ —	\$ 12,378,990	\$ 13,311,560
Disaster Relief Fund	—	—	—	250,000
Environmental Services Fund	569,940	—	501,560	564,620
Highway User Revenue Fund	1,273,340	—	1,287,060	1,329,200
Self Insurance Internal Service Fund	11,318,880	—	11,104,110	12,412,570
Community Development Block Grant	—	—	297,110	241,840
Public Housing AMP Fund	—	—	518,480	562,640
HOME Investment Partnerships Program Fund	—	—	29,130	29,720
Miscellaneous Housing Grants	—	—	24,370	52,470
Tucson Water Utility Fund	730,250	—	758,220	804,790
Department Total	\$ 26,465,710	\$ —	\$ 26,899,030	\$ 29,559,410

*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 F to Resolution No. 23157

CITY OF TUCSON

Expenditures / Expenses by Department

Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Debt Service				
General Fund	\$ 25,187,050	\$ —	\$ 25,187,050	\$ 24,771,150
Community Development Block Grant	15,280	—	15,280	15,280
General Obligations Bond Fund	33,737,180	—	33,737,180	32,034,730
Special Assessments Fund	750	—	750	—
Streets and Highway Debt Service Fund	12,143,750	—	12,143,750	11,797,250
Highway User Revenue Fund	1,443,460	—	1,443,460	1,388,080
Mass Transit --Sunlink Fund	1,512,010	—	1,512,010	1,499,810
Park Tucson	116,920	—	116,920	1,664,470
Public Housing AMP Fund	68,590	—	68,590	68,590
Department Total	\$ 74,224,990	\$ —	\$ 74,224,990	\$ 73,239,360
Environmental Services				
General Fund	\$ 2,266,730	\$ —	\$ 2,501,080	\$ 2,848,940
Disaster Relief Fund	—	—	—	500,000
Environmental Services Fund	65,450,410	—	57,934,740	60,168,800
Department Total	\$ 67,717,140	\$ —	\$ 60,435,820	\$ 63,517,740
General Services				
General Fund	\$ 51,255,170	\$ —	\$ 49,056,760	\$ 52,360,790
Disaster Relief Fund	—	—	—	540,000
Department Total	\$ 51,255,170	\$ —	\$ 49,056,760	\$ 52,900,790
Housing and Community Development				
General Fund	\$ 2,705,850	\$ —	\$ 2,705,850	\$ 2,575,450
Community Development Block Grant	13,923,550	—	13,923,550	13,643,330
Disaster Relief Fund	—	—	—	20,000,000
HOME Investment Partnerships Program Fund	8,706,720	—	8,706,720	9,211,010
Miscellaneous Housing Grants	4,777,260	—	4,777,260	23,612,480
Non-Federal Grants Fund	262,930	—	262,930	325,000
Non-Public Housing Assistance Asset Management	2,491,250	—	2,491,250	3,019,070
Public Housing AMP Fund	14,321,040	—	14,321,040	15,686,000
Public Housing Section 8 Fund	41,903,000	—	41,903,000	42,755,810
Department Total	\$ 89,091,600	\$ —	\$ 89,091,600	\$ 130,828,150
Human Resources				
General Fund	\$ 4,694,920	\$ —	\$ 4,510,050	\$ 4,635,070
Disaster Relief Fund	—	—	—	280,000
Environmental Services Fund	172,720	—	193,690	195,900
Highway User Revenue Fund	351,880	—	278,020	387,250
Self Insurance Internal Service Fund	11,413,220	—	9,990,600	7,891,370
Tucson Water Utility Fund	401,050	—	506,460	405,950
Department Total	\$ 17,033,790	\$ —	\$ 15,478,820	\$ 13,795,540
Information Technology				
General Fund	\$ 24,167,170	\$ —	\$ 23,513,770	\$ 25,332,980
Disaster Relief Fund	—	—	—	2,115,000
Department Total	\$ 24,167,170	\$ —	\$ 23,513,770	\$ 27,447,980

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

Schedule F to Resolution No. 23157
CITY OF TUCSON
Expenditures / Expenses by Department
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Outside Agencies				
General Fund	\$ 12,383,600	\$ —	\$ 11,870,360	\$ 11,144,690
Highway User Revenue Fund	100,580	—	100,580	100,580
Department Total	\$ 12,484,180	\$ —	\$ 11,970,940	\$ 11,245,270
Park Tucson				
Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 100,000
Park Tucson Fund	\$ 6,594,240	\$ —	\$ 6,555,090	\$ 4,722,360
Department Total	\$ 6,594,240	\$ —	\$ 6,555,090	\$ 4,822,360
Parks and Recreation				
General Fund	\$ 27,469,550	\$ —	\$ 26,697,250	\$ 27,776,400
Disaster Relief Fund	—	—	—	300,000
General Obligations Bond Fund -Prop 407, Parks	10,082,800	—	9,660,100	19,867,500
Civic Contribution Fund	1,388,800	—	1,388,800	855,860
Development Fee Fund	4,404,100	—	4,404,100	2,125,000
Non-Federal Grant Fund	95,700	—	95,700	95,700
Zoo Fund	9,221,000	—	13,126,830	17,333,840
Other Federal Grants Fund	464,450	—	464,450	468,940
Department Total	\$ 53,126,400	\$ —	\$ 55,837,230	\$ 68,823,240
Planning and Development Services				
General Fund	\$ 7,782,520	\$ —	\$ 8,840,770	\$ 7,992,340
Disaster Relief Fund	—	—	—	200,000
Other Federal Grants Fund	31,920	—	31,920	32,000
Department Total	\$ 7,814,440	\$ —	\$ 8,872,690	\$ 8,224,340
Public Defender				
General Fund	\$ 3,155,730	\$ —	\$ 3,080,970	\$ 3,157,250
Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 100,000
Department Total	\$ 3,155,730	\$ —	\$ 3,080,970	\$ 3,257,250
Public Safety Communications				
General Fund	\$ 13,947,520	\$ —	\$ 13,940,810	\$ 14,132,750
Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 275,000
Department Total	\$ 13,947,520	\$ —	\$ 13,940,810	\$ 14,407,750
Transportation and Mobility				
General Fund	\$ 656,240	\$ —	\$ 520,370	\$ 1,812,200
Disaster Relief Fund	—	—	—	1,500,000
Highway User Revenue Fund	48,370,250	—	48,534,220	41,202,650
Better Streets Improvement Fund	28,907,700	—	28,907,700	38,981,500
General Obligation Bond Fund -Prop 407, Street Improvements	—	—	—	1,041,170
Capital Improvements Fund	25,169,300	—	20,660,000	71,208,000
Development Fee Fund	9,942,570	—	7,812,300	12,041,700
Other Federal Grants Fund	6,530,960	—	1,873,520	2,831,840
Mass Transit Fund	98,697,520	—	96,621,980	113,057,880
General Obligations Bond Fund	1,661,000	—	2,863,800	11,671,900
Non-Federal Grants Fund	—	—	—	86,500
Regional Transportation Authority	46,123,000	—	16,993,200	19,053,100
Self Insurance Internal Service Fund	1,420,000	—	1,420,000	1,420,000
Department Total	\$ 267,478,540	\$ —	\$ 226,207,090	\$ 315,908,440

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

Schedule F to Resolution No. 23157

CITY OF TUCSON

Expenditures / Expenses by Department

Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Tucson City Golf				
Golf Course Fund	\$ 7,660,870	\$ —	\$ 7,660,870	\$ 7,725,940
Department Total	\$ 7,660,870	\$ —	\$ 7,660,870	\$ 7,725,940
Tucson Convention Center				
Convention Center Fund	\$ 11,155,920	\$ —	\$ 11,155,920	\$ 11,806,390
Disaster Relief Fund	—	—	—	200,000
Department Total	\$ 11,155,920	\$ —	\$ 11,155,920	\$ 12,006,390
Tucson Fire				
General Fund	\$ 101,136,290	\$ 258,600	\$ 101,544,030	\$ 103,065,810
Disaster Relief Fund	—	—	—	15,380,000
Civic Contribution Fund	48,470	—	1,750	48,470
Non-Federal Grants Fund	5,530	—	—	5,530
Other Federal Grants Fund	1,088,180	—	700,730	1,126,130
Safer City Improvement Fund	12,585,400	—	10,118,200	16,252,600
Self Insurance Internal Service Fund	301,540	—	239,410	404,090
Department Total	\$ 115,165,410	\$ 258,600	\$ 112,604,120	\$ 136,282,630
Tucson Police				
General Fund	\$ 164,080,030	\$ 545,370	\$ 164,625,400	\$ 166,079,280
Disaster Relief Fund	—	—	—	11,770,000
Civic Contribution Fund	7,830	—	7,830	15,000
Non-Federal Grants Fund	1,976,270	—	1,976,270	2,184,290
Other Federal Grants	14,865,900	—	14,865,900	13,947,110
Safer City Improvement Fund	12,344,400	—	7,761,120	16,096,200
Department Total	\$ 193,274,430	\$ 545,370	\$ 189,236,520	\$ 210,091,880
Tucson Water				
Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 5,445,000
Tucson Water Utility Fund	273,900,960	—	256,561,900	295,675,910
Environmental Services Fund	—	—	—	2,718,780
Department Total	\$ 273,900,960	\$ —	\$ 256,561,900	\$ 303,839,690
General Government				
General Fund	\$ 41,935,090	\$ —	\$ 38,493,040	\$ 24,907,630
Disaster Relief Fund	—	—	—	5,000,000
Development Fee Fund	1,142,000	—	1,142,000	—
Convention Center Fund	15,410	—	15,410	—
Department Total	\$ 43,092,500	\$ —	\$ 39,650,450	\$ 29,907,630
Pension Services				
Tucson Supplemental Retirement System	\$ 92,087,100	\$ —	\$ 92,327,110	\$ 94,623,810
Department Total	\$ 92,087,100	\$ —	\$ 92,327,110	\$ 94,623,810
Self Health Insurance				
Health Insurance Fund	\$ 72,764,940	\$ —	\$ 92,327,110	\$ 94,623,810
Department Total	\$ 72,764,940	\$ —	\$ 92,327,110	\$ 94,623,810
TOTAL ALL DEPARTMENTS	\$ 1,556,402,430	\$ 28,503,130	\$ 1,479,044,140	\$ 1,728,875,330

* 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. 23157
CITY OF TUCSON
Full-Time Employees and Personnel Compensation
Fiscal Year 2021

FUND	Full-Time Equivalent (FTE) 2021	Employee Salaries, and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
GENERAL FUND	3,292.22	\$ 203,776,540	\$ 98,150,380	\$ 39,148,680	\$ 26,305,850	\$ 367,381,450
SPECIAL REVENUE FUNDS						
Community Block Grants Fund	12.80	\$ 807,720	\$ 221,850	\$ 135,130	\$ 111,280	\$ 1,275,980
Convention Center Fund	—	33,790	9,290	6,300	29,590	78,970
Highway User Revenue Fund	285.00	14,117,220	3,731,830	3,301,970	2,424,960	23,575,980
HOME Investment Partnerships Program Fund	3.80	224,400	61,620	47,570	31,350	364,940
Mass Transit Fund	4.00	300,980	82,770	53,940	49,770	487,460
Miscellaneous Housing Grants Fund	10.25	549,700	132,860	106,900	77,860	867,320
Non-Federal Grants Fund	5.64	1,516,120	133,390	67,120	105,480	1,822,110
Other Federal Grants Fund	26.84	3,354,330	540,150	239,320	319,650	4,453,450
Park Tucson Fund	21.00	865,460	225,990	177,060	144,620	1,413,130
Public Housing Section 8 Fund	42.65	1,820,200	495,930	389,360	263,590	2,969,080
Total Special Revenue Funds	411.98	\$ 23,589,920	\$ 5,635,680	\$ 4,524,670	\$ 3,558,150	\$ 37,308,420
ENTERPRISE FUNDS						
Environmental Service Fund	214.00	\$ 11,395,880	\$ 2,772,650	\$ 2,769,870	\$ 1,818,070	\$ 18,756,470
Tucson Water Utility Fund	575.50	30,988,770	7,903,470	6,825,520	4,486,730	50,204,490
Public Housing AMP Fund	61.22	3,244,210	859,500	657,980	455,970	5,217,660
Non-Public Housing Asset Management Fund	10.08	514,210	132,690	109,070	73,670	829,640
Tucson City Golf Fund	—	32,840	9,040	5,540	29,480	76,900
Total Enterprise Funds	860.80	\$ 46,175,910	\$ 11,677,350	\$ 10,367,980	\$ 6,863,920	\$ 75,085,160
INTERNAL SERVICE FUND						
Health Insurance Trust Fund	4.50	\$ 315,440	\$ 86,730	\$ 51,620	\$ 34,650	\$ 488,440
Self Insurance Fund	22.00	1,351,770	429,760	280,460	167,670	2,229,660
Total Internal Service Fund	26.50	\$ 1,667,210	\$ 516,490	\$ 332,080	\$ 202,320	\$ 2,718,100
FIDUCIARY						
Tucson Supplemental Retirement System	4.50	\$ 285,920	\$ 78,630	\$ 36,750	\$ 32,300	\$ 433,600
Total Fiduciary Funds	4.50	\$ 285,920	\$ 78,630	\$ 36,750	\$ 32,300	\$ 433,600
TOTAL ALL FUNDS	4,596.00	\$ 275,495,500	\$ 116,058,530	\$ 54,410,160	\$ 36,962,540	\$ 482,926,730



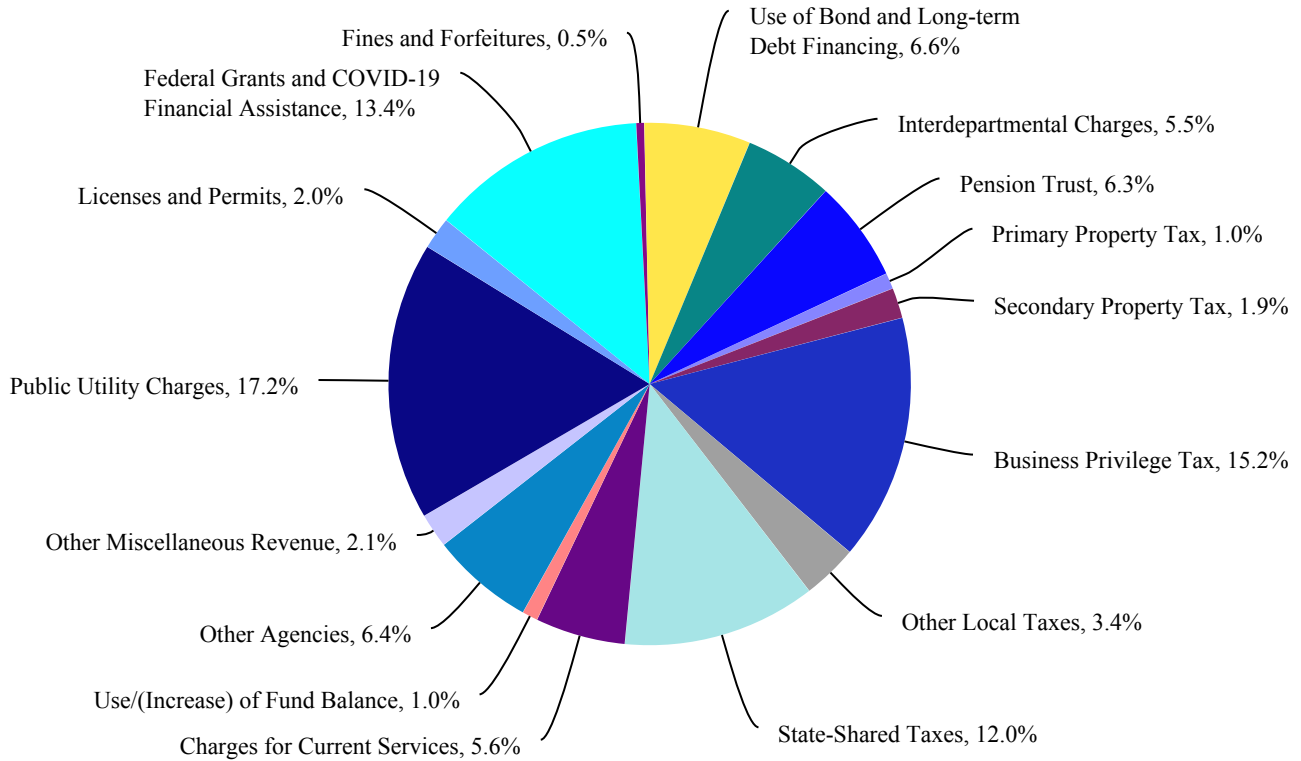
Section C

Funding Sources



We Educate and Inform

REVENUES FISCAL YEAR 2020/21 TOTAL



Funds Available	Annual Budget Total	Percent of Total
Primary Property Tax	\$ 17,130,860	1.0%
Secondary Property Tax	32,404,590	1.9%
Business Privilege Tax	262,982,840	15.2%
Other Local Taxes	58,904,200	3.4%
State-Shared Taxes	207,441,940	12.0%
Charges for Current Services	96,081,610	5.6%
Use/(Increase) of Fund Balance	16,794,820	1.0%
Other Agencies	110,349,220	6.4%
Other Miscellaneous Revenue	37,041,660	2.0%
Public Utility Charges	297,572,000	17.2%
Licenses and Permits	34,357,110	2.0%
Federal Grants and COVID-19 Financial Assistance	231,397,840	13.4%
Fines and Forfeitures	8,521,490	0.5%
Use of Bond and Long-term Debt Financing	114,000,000	6.6%
Interdepartmental Charges	95,365,590	5.5%
Pension Trust	108,529,560	6.3%
Total Funds Available	\$ 1,728,875,330	100.0%

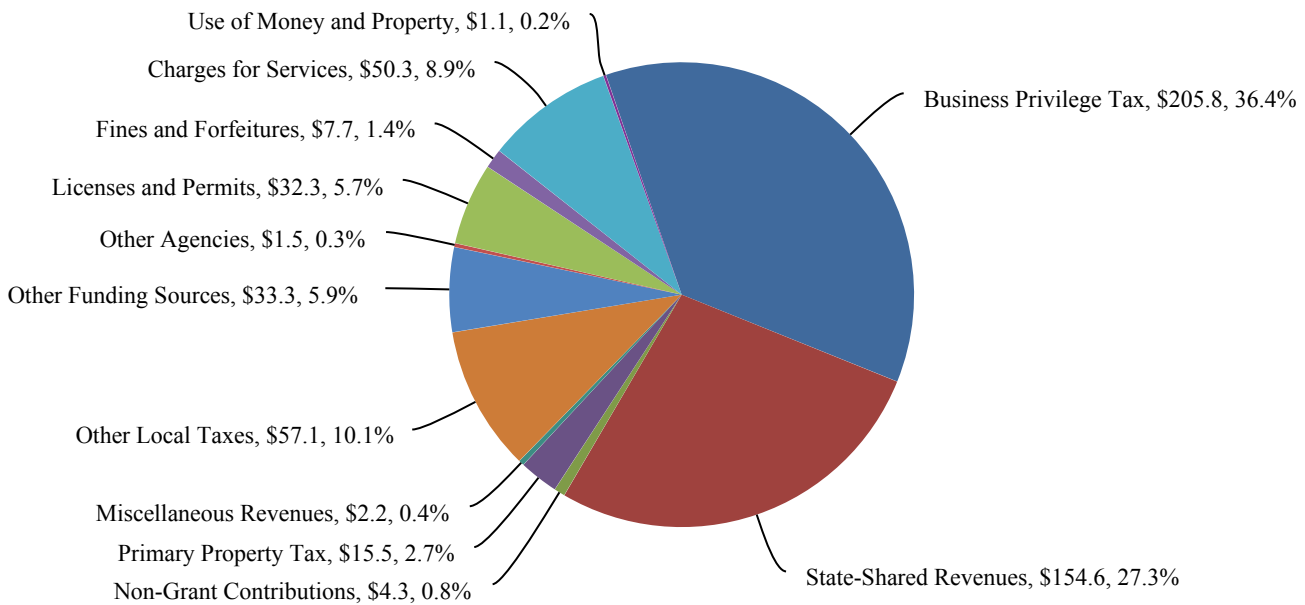
GENERAL FUND

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

The City of Tucson's Adopted General Fund revenues for Fiscal Year 2020/21 are \$565.8 million, a decrease of \$17.4 million or 3.0% from the Fiscal Year 2019/20 adopted budget of \$583.2 million.

In light of the COVID-19 pandemic, scenarios were developed that showed declines in some revenues of 15%, 20%, and 25% through December 2020, with an increase of 2% per month starting in January 2021.

General Fund Revenues \$565.8 million



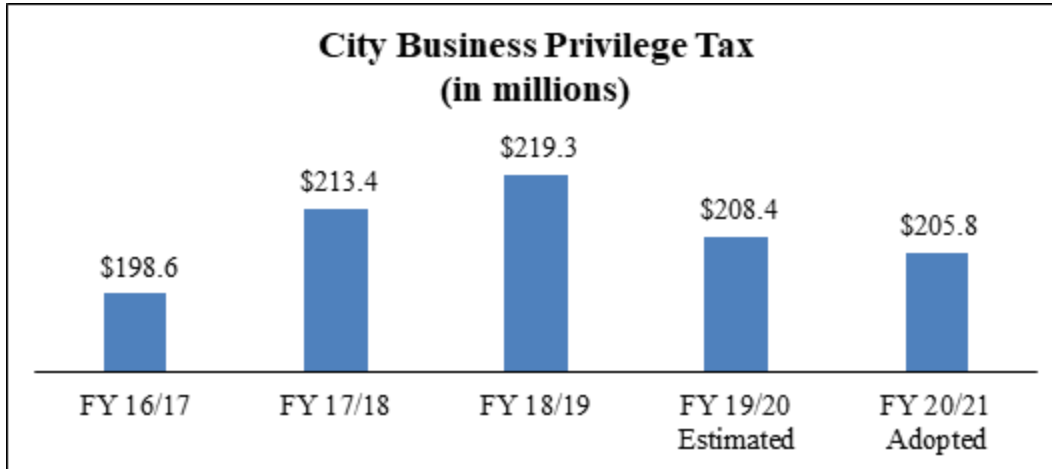
CITY BUSINESS PRIVILEGE (SALES) TAX

The Business Privilege Tax is a major source of revenue to the City and accounts for approximately 36.4% 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 \$205.8 million, a decrease of \$2.6 million from the Fiscal Year 2019/20 projected year end revenues of \$208.4 million. Based on the pandemic, the City is projecting a flat 15% decrease in sales taxes through December 2020 with a slight increase of 2% per month from January through July 2021.

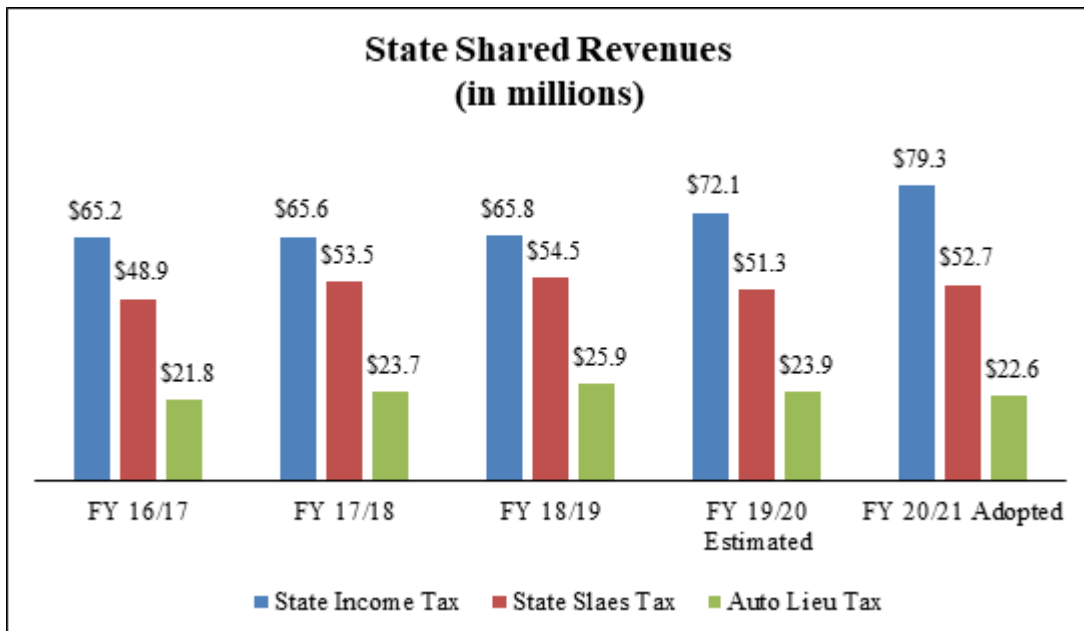
GENERAL FUND

Effective October 1, 2019, the Wayfair ruling allows states to require out-of-state online business without a physical presence with more than two hundred transactions or \$100,000 in-state sales to collect and remit tax on sales from transactions in their state.



STATE SHARED REVENUES

Cities and towns in Arizona receive a portion of revenues collected by the State of Arizona. The allocations for these revenues are primarily based on U.S. Census population figures. The three state-shared revenues represent 27.3% of the General Fund budget. Revenues from these sources may be used for any general government activity. For Fiscal Year 2020/21, the projected state-shared revenues are \$154.6 million, representing a 4.8% decrease from the \$147.3 million estimate for Fiscal Year 2019/20.



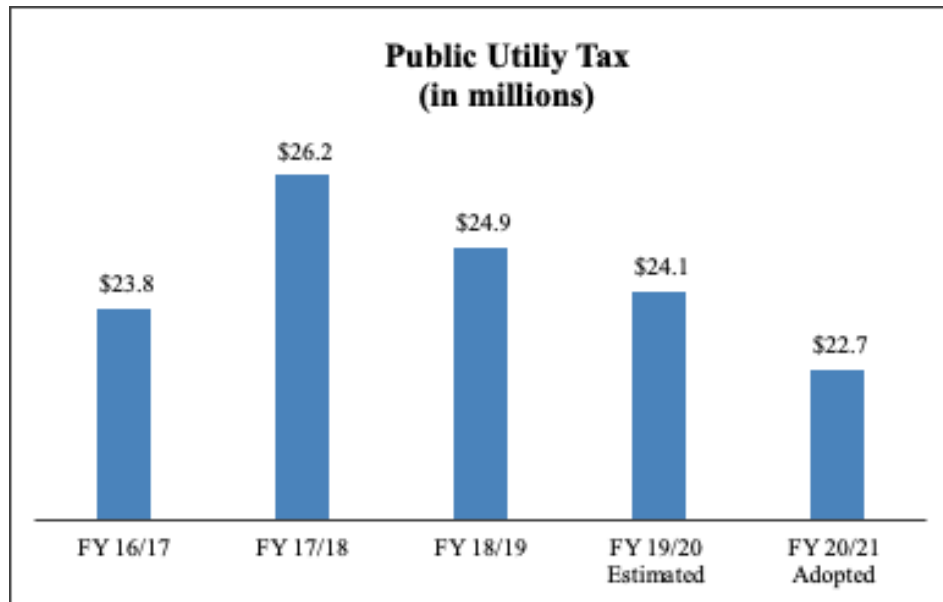
GENERAL FUND

PUBLIC UTILITY TAX

The Tucson City Charter authorizes a tax on the gross sales by public utilities and telecommunication providers operating without a franchise to consumers within the city limits. The tax is paid monthly on gross income with a provision allowing credit against the public utility tax for any franchise fees paid to the City. The public utility tax is in addition to the 2.0% city sales tax of General Fund.

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

Estimated revenues from public utility taxes for Fiscal Year 2020/21 total \$22.7 million, representing a decrease of \$1.4 million from the Fiscal Year 2019/20 estimated budget of \$24.1 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 Fiscal Year 2020/21 revenues reflect the 2% allowable increase.

The city applies a state law allowing an increase to the primary property tax levy by the amount of involuntary torts or claims paid in Fiscal Year 2018/19. The involuntary tort levy amount is \$1,622,030, which is greater than the prior year and increases the estimated primary tax rate by \$0.0361 per \$100 of assessed valuation. The revenue from this primary property tax will be recognized in the Self-Insurance Internal Service Fund.

GENERAL FUND

The adopted primary property tax for Fiscal Year 2020/21, including the amount for the tort levy, is \$18,188,920 or \$1.9 million more than the actual levy of \$16,296,200 for Fiscal Year 2019/20. The tax rate for Fiscal Year 2020/21 will increase to \$0.4883 per \$100 of assessed valuation from \$0.4555 for Fiscal Year 2019/20. The chart illustrates the Primary tax rates and levy for five years.

Primary Tax Rate and Levy					
	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Adopted
Primary Tax Rate	\$0.5348	\$0.4581	\$0.5311	\$0.4555	\$0.4883
Primary Tax	\$17,035,130	\$15,235,260	\$18,130,990	\$16,296,200	\$18,188,920
Net Taxable	\$3,185,432,195	\$3,326,022,182	\$3,414,161,333	\$3,577,563,370	\$3,724,571,754

OTHER LOCAL TAXES

Other local taxes that the City imposes include use, transient occupancy, room, occupational, liquor, and excise. The use tax applies when goods are purchased from a retailer who does not collect sales tax. The Tucson City Code authorizes a 6% transient occupancy tax on rooms rented for 30 days or less. In addition to the transient occupancy tax, there is a daily hotel/motel surcharge of \$4.00 per rented room. This year's budget increased slightly from the estimate for Fiscal Year 2019/20 due to expected economic rebound from the COVID-19 outbreak during January through July 2021.

Not including public utility tax and hotel/motel surcharge, estimated revenues from transient occupancy and other local taxes for Fiscal Year 2020/21 total \$25.3 million, an increase of \$2.0 million from Fiscal Year 2019/20 estimated revenues of \$23.3 million.

CHARGES for SERVICES

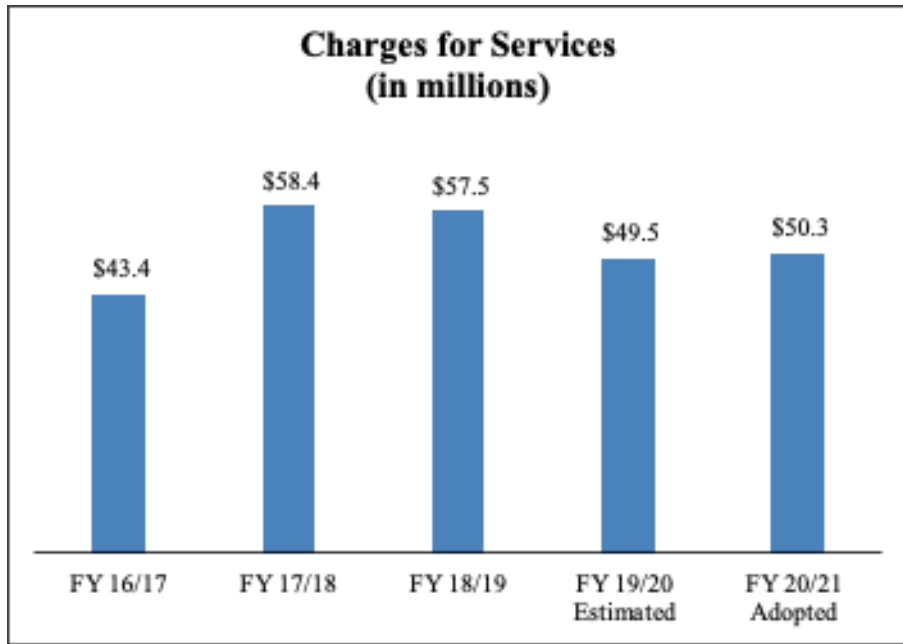
City departments may charge fees for a certain level of cost recovery. The Planning and Development Services Department charges fees for project planning, review, and zoning. The Fire Department charges fees for services provided for emergency medical transport and fire inspections. The Parks and Recreation Department has fees for 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.

In Fiscal Year 2020/21, charges for services are projected to increase approximately \$0.8 million from estimated Fiscal Year 2019/20. Charges for services collections decreased after the pandemic hit. There were significant impacts on fee collections from recreational programs and classes due to facility closures, and the number of emergency medical transports due to lower medical transports volume.

GENERAL FUND

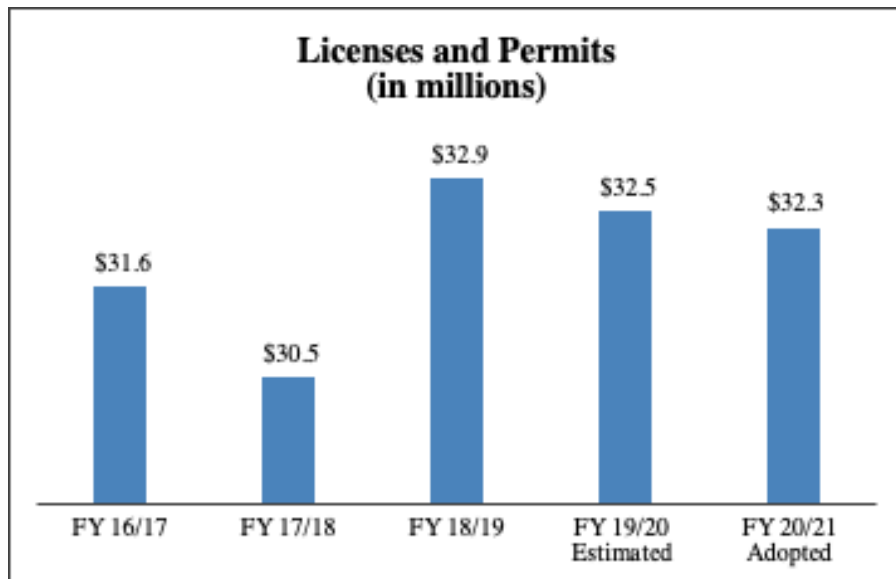
The following graph illustrates the City of Tucson Charges for Services over five years.



LICENSES and PERMITS

Licenses and Permits revenues include revenue from franchise fees, licenses for various business activities, and permits for signs, alarms, and trash hauling. For Fiscal Year 2020/21, the projected licenses and permits revenues are \$32.3 million, representing a decrease from the \$32.5 million Fiscal Year 2019/20 estimated.

Building permit activity has remained strong during the pandemic, the City is expecting permit activity to slow from Fiscal Year 2018/19 as the impacts of the virus are felt in the the building industry.



GENERAL FUND

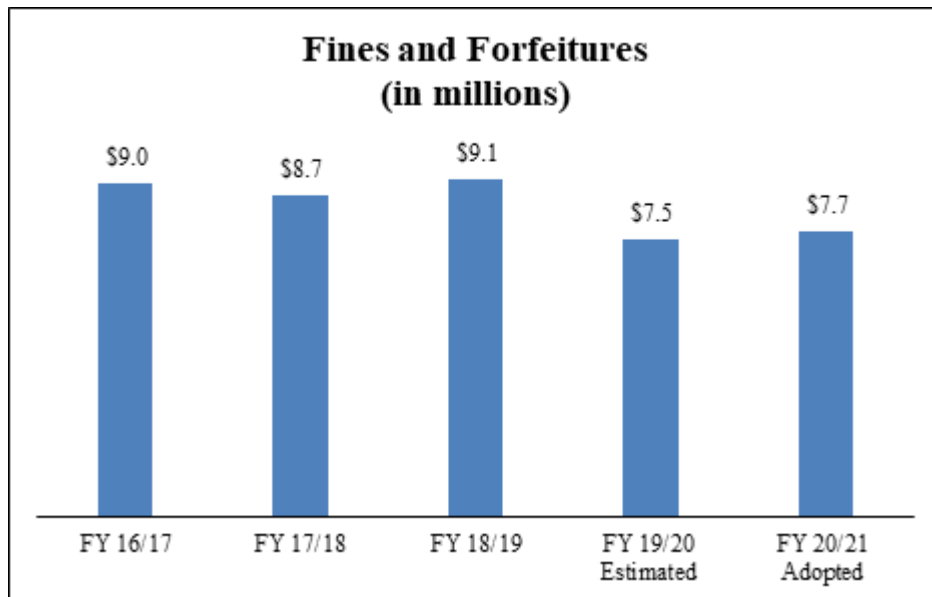
FINES and FORFEITURES

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

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

The proposed Fiscal Year 2020/21 revenues of \$7.7 million are projected to slightly increase from Fiscal Year 2019/20 estimated revenues of \$7.5 million.

During the COVID-19 outbreak, the court closed and court cases were postponed, as a result, the revenue collections from court base fines decreased by \$1.8 million from Fiscal Year 2019/20 estimated revenues of \$3.5 million. The level of revenue collections for Fiscal Year 2020/21 is lower than the collections in Fiscal Year 2018/19.



USE of MONEY and PROPERTY

Revenues in this category include payments from the leasing of City property and interest earnings. The Business Services Department invests funds available but not needed for immediate disbursement. Fiscal Year 2020/21 interest earnings and rental revenues are anticipated to be slightly higher over the Fiscal Year 2019/20 revenue projection.

OTHER AGENCIES

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

GENERAL FUND

NON-GRANT CONTRIBUTIONS

Revenues in this category are from miscellaneous contributions. The major source of revenue in this category is from a federal subsidy to investors equal to 35% of the interest payable by the issuer of Qualified Energy Conservation Bonds (QECBs) and Build America Bonds (BABs). The City projects to receive \$1.0 million from these subsidies to offset the debt service interest payments, a slight increase of \$0.1 million.

The City entered into a contract with Raytheon to provide for fire services late in Fiscal Year 2014/15, the annual amount for Fiscal Year 2020/21 is \$1.6 million which reflects a slight increase from the initial contract amount of \$1.4 million. The renewed amount accounts for increases in salaries and benefits. Additionally, the City agreed to provide school resource officers at Tucson and Amphitheater Unified School district campuses for \$0.1 million, which is relatively flat from Fiscal Year 2018/19 projected.

MISCELLANEOUS REVENUES

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

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.

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 2020/21, other financial resources is the use of fund balance.

The City receives certain funds which are subject to constraints either externally imposed by creditors, grantors, contributors, laws or regulations of other governments; or are imposed by law through constitutional provisions (i.e. state assessment fee, vehicle impoundment fee, 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.

For Fiscal Year 2021/21, the City is expecting to draw \$1.2 million from restricted funds. Another \$3.0 million from assigned funds is budgeted to pay for a new permitting software system, city hall elevator and air conditioning unit replacement. The use of committed fund balance will go towards paying for court case processing fees.

Revenue detail for General Fund revenue on page C-24

SPECIAL REVENUE FUNDS

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

MASS TRANSIT FUND

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

The Department of Transportation's Federal Transit Administration (FTA) awarded the City a \$44.3 million grant as part of the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The grant will help cover the operating expenditures of transit net fare box revenues and operating costs for Mass Transit system.

The Fiscal Year 2020/21 passenger revenues of \$5.9 million are projected to decrease by \$5.0 million from the Fiscal Year 2019/20 adopted total of \$10.9 million, due to the suspension of fare box charges to riders during the pandemic.

Fiscal Year 2019/20 federal grant revenue of \$38.8 million decreased \$8.7 million from the Fiscal Year 2019/20 estimated total of \$47.5 million due to the \$27.0 million estimated reimbursement amount in Fiscal Year 2019/20 to alleviate financial pressure caused by the COVID-19 pandemic.

The General Fund transfer to the Mass Transit Fund is projected to decrease by \$4.7 million from \$47.4 million Adopted Fiscal Year 2019/20 to estimated total of \$42.7 million in Fiscal Year 2020/21.

MASS TRANSIT – SUN LINK FUND

Sun Link, the City's streetcar system estimated passenger revenues for Fiscal Year 2020/21 total \$1.0 million. The forecast assumes an increase from Fiscal Year 2019/20 estimated total of \$0.6 million.

The City's General Fund is projected to provide \$3.1 million in funding in Fiscal Year 2020/21 to cover operating costs and debt service on the street cars. This is a decrease of \$1.0 million from Fiscal Year 2019/20 estimated total of \$4.1 million and is attributed to the FTA CARES Act Funding award.

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, SMG. Revenues include room and space rental, parking fees, catering and concessions, and other miscellaneous revenues.

The Fiscal Year 2019/20 projected revenue is \$5.2 million, compared to Fiscal Year 2019/20 budgeted revenue of \$8.1 million. Prior to the COVID-19 pandemic, revenue was on track to exceed the budget. The Fiscal Year 2020/21 budgeted operational revenues of \$8.6 million represent an increase of \$0.5 from the budgeted Fiscal Year 2019/20.

On May 17, 2016, the City entered into a ten-year license contract with the American Hockey League (AHL) for use of the Convention Center arena beginning in October 2016. Under this contract, the AHL pays the City an annual license fee of \$300,000, adjusted for inflation each year. The City and the AHL share net revenues from the sales of concessions, parking, other types of advertising, and naming rights. In addition, the City collects a Facility Fee on sold tickets to fund a capital improvement and maintenance reserve account. The reserve balance is approximately \$0.6 million.

SPECIAL REVENUE FUNDS

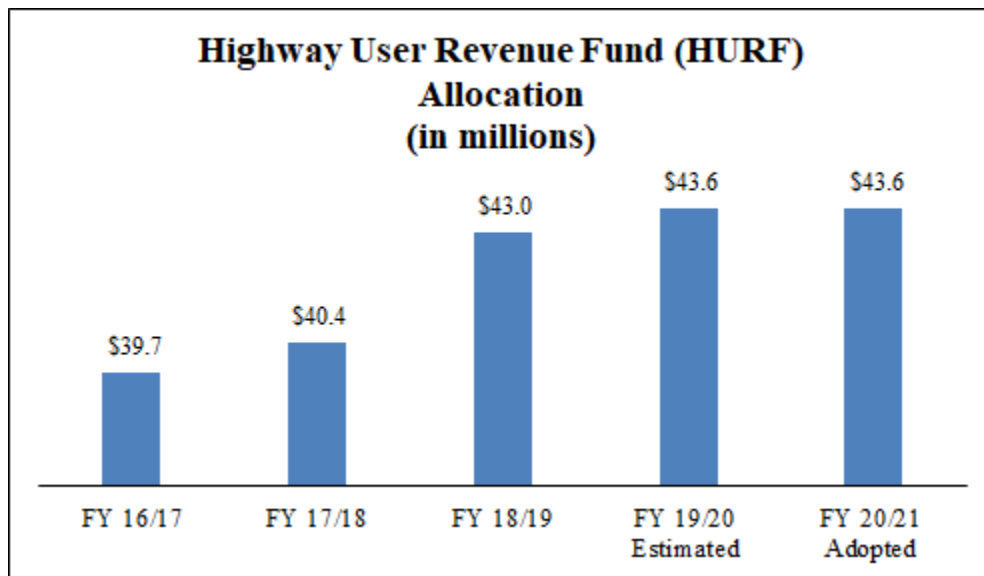
HIGHWAY USER REVENUE FUND

The HURF revenues are generated from the state-collected gasoline tax. Currently, the gas tax is levied at a rate of \$0.18 per gallon and distributed to cities and towns under two formulas. The first formula deposits \$0.13 of the \$0.18 in a fund from which 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.

The Fiscal Year 2020/21 HURF estimate provided by the Arizona Department of Transportation is approximately 6.5% higher from Fiscal Year 2019/20.

The following graph shows the amount of state-shared HURF revenues received and anticipated by the City. It reflects an approximate 9.8% increase in revenues since Fiscal Year 2016/17.



SPECIAL REVENUE FUNDS

PARK TUCSON FUND

The Park Tucson Fund is used to account for the operations of the City's parking garages, parking lots and parking meters. With the expansion of metered parking in the Mercado District, extending enforcement hours to evenings and weekends, and implementing a potential rate increase, metered parking revenues were projected to increase in Fiscal Year 2019/20. However, due to the COVID-19 pandemic, revenue collections decreased. The Fiscal Year 2020/21 revenues are projected to increase by \$1.2 million from the Fiscal Year 2019/20 estimated revenues of \$4.6 million.

Park Tucson collects payments for parking ticket fines, including Tucson Police Department issued parking citations, for 30 days after the ticket issued date. The projected revenue on parking ticket fines for Fiscal Year 2020/21 is \$1.2 million. A portion of these payments are deposited to the City's General Fund. Citations not resolved within 30 days are referred to City Court. In Fiscal Year 2020/21, \$0.4 million is projected to be transferred to the General Fund.

CIVIC CONTRIBUTION FUND

The Civic Contribution Fund accounts for any monetary contributions from individuals or organizations for a specific purpose. Projected contributions to be expended during Fiscal Year 2020/21 include those for the Parks and Recreation Departments, along with the Tucson Police Department, and the Mayor's Office for the Hats Off to Heroes annual event.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Community Development Block Grant (CDBG) Fund is for funds received from a federal program administered by the U.S. Department of Housing and Urban Development (HUD). Grant funds are awarded to local and state governments to develop viable urban communities by providing decent housing and expanding economic opportunities for low- and moderate-income residents. For Fiscal Year 2020/21, the projected CDBG funding of \$13.9 million is anticipated to remain the same from the Fiscal Year 2019/20 estimated revenues.

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 anticipated to increase \$18.9 million in Fiscal Year 2020/21 from the Fiscal Year 2019/20 estimated revenues of \$4.8 million to \$23.7 million. The increase is mostly due to the newly awarded Continuum of Care grant from Emergency Solutions Grant (ESG).

PUBLIC HOUSING SECTION 8 FUND

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

The City received an additional allocation of Section 8 funding of \$1.1 million. The Fiscal Year 2020/21 budget revenues are anticipated to increase by \$0.8 million from the Fiscal Year 2019/20 estimated revenues of \$41.9 million.

SPECIAL REVENUE FUNDS

TUCSON DELIVERS - SAFER CITY AND BETTER STREETS IMPROVEMENT FUNDS

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 Fiscal Year 2020/21 revenue forecast is \$30.8 million, a decrease of \$4.7 million from the Fiscal Year 2019/20 projection of \$35.5 million. The decrease is due to the potential economic strain from the COVID-19 pandemic.

The Tucson Delivers, Better Street Improvement Fund accounts for the sales taxes collected to repair and maintain city streets.

The Fiscal Year 2020/21 revenue forecast is \$20.0 million, a decrease of \$4.3 million from the Fiscal Year 2019/20 projection of \$24.3 million. The decrease is due to the potential economic strain from the COVID-19 pandemic.

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 2020/21 are projected to be \$10.2 million, a decrease of \$0.9 million from Fiscal Year 2019/20 projected revenues of \$11.1 million. The decrease is due to the potential economy effects of the COVID-19 pandemic.

HOME INVESTMENT PARTNERSHIPS PROGRAM FUND

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

The adopted revenues for Fiscal Year 2020/21 are \$9.2 million, which is a \$0.5 million increase from FY 2019/20 estimated revenues of \$8.7 million.

SPECIAL REVENUE FUNDS

OTHER FEDERAL and NON-FEDERAL GRANTS FUNDS

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

The adopted Fiscal Year 2020/21 revenue budget is \$22.6 million, an increase of \$2.3 million from the Fiscal Year 2019/20 estimated revenues of \$20.3. The increase is mainly due to new grant funding awarded to the Tucson Police and Housing and Community Development departments.

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. Current federal guidance is that these dollars should be used to cover eligible costs that are incurred by December 30, 2020. Any remaining funds must be returned to the Department of Treasury.

The adopted Fiscal Year 2020/21 revenue budget is \$71.0 million.

GREEN STORM WATER INFRASTRUCTURE FUND

On May 1, 2020 a new fee was included on the water utility services bill. The fee is assessed based on customers' water use at a rate of \$0.13 cents per CCF (about \$1.0 per month for the average residential customer).

The adopted Fiscal Year 2020/21 revenue budget is estimated to be \$3.2 million.

Revenue detail for all Special Revenue Funds is on page C-25.

ENTERPRISE FUNDS

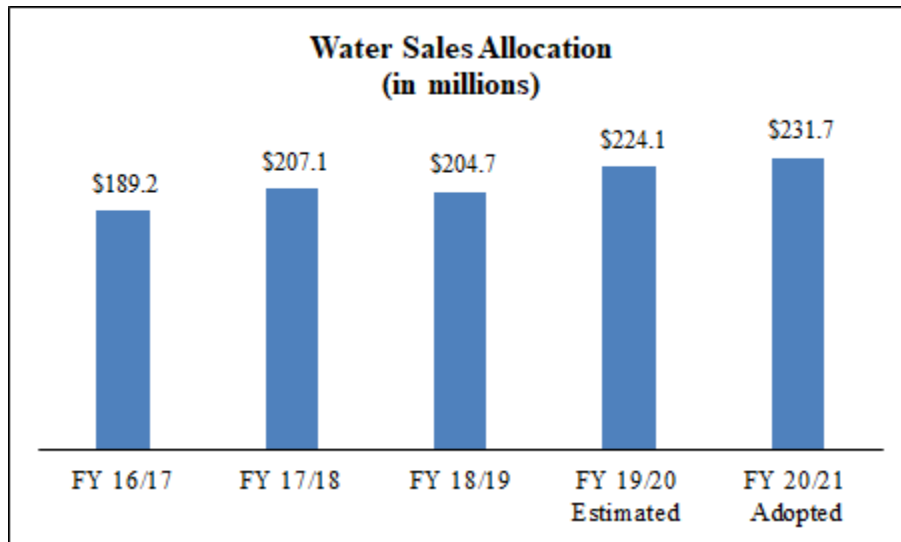
Enterprise Funds are used to account for certain operations providing services to the general public for a fee. The City of Tucson’s Enterprise Funds are established to set fees or charges to recover the cost of providing services, including capital costs. The Enterprise Funds may issue debt backed solely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

TUCSON WATER UTILITY

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

The updated Fiscal Year 2019/20 to Fiscal Year 2024/25 Financial Plan originally incorporated a rate increase in Fiscal Year 2020/21; however, due to the social and economic impacts resulting from the COVID-19 pandemic, it was decided that water rates would not be increased. Further, the Financial Plan presented does not assume any increase in water sales revenues for Fiscal Year 2021/22 as a conservative forecast of the potential revenue impacts of the COVID-19 Pandemic. Real-time revenue/expense tracking and management decision-making provides Tucson Water with needed flexibility to operate the utility in a financially sound manner and well within its established financial metrics.

For Fiscal Year 2020/21, the water sales revenue (Potable, Reclaimed, Central Arizona Project Surcharge, Conservation and Fire Sprinkler Fees) is projected to increase by \$7.6 million or 3.3% over Fiscal Year 2019/20 estimated.



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

The bonds will be used for improvements to storage, treatment, and distribution facilities to the Water System. Major projects over the next 2-3 years include: completion of the Tucson Airport Remediation Project (TARP) / Advanced Oxidation Process (AOP) plant expansion; Aerospace Corridor transmission main(s); Supervisory Control and Data Acquisition (SCADA) system upgrades; reservoir rehabilitation projects; well drilling and equipping; and replacement of failing distribution pipelines.

Details on projects funded by the Tucson Water Department may be found in Section E, Capital Improvement Program.

ENTERPRISE FUNDS

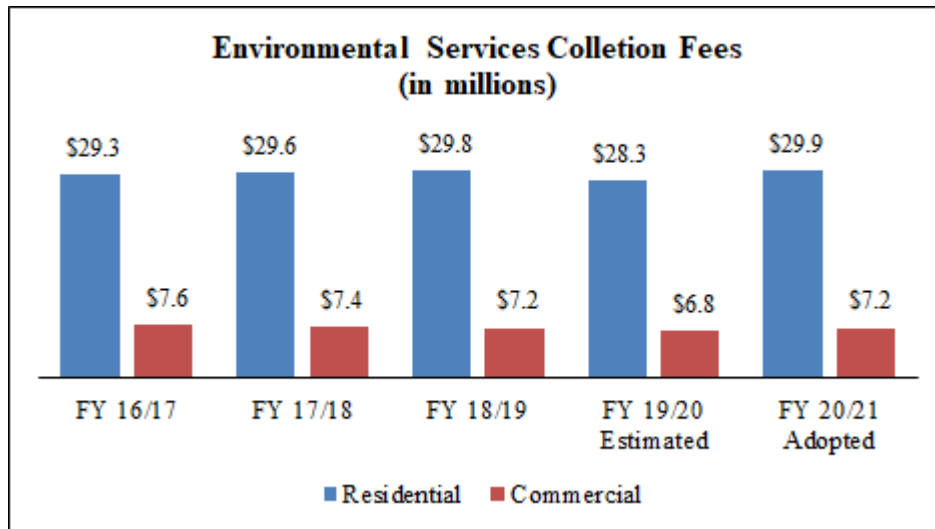
ENVIRONMENTAL SERVICES FUND

Environmental Services provides Tucson citizens and businesses with refuse and recycling trash collection and waste disposal services. The department operates the City's landfill in compliance with State and Federal regulations and administers the city's Environmental Compliance and Brownfields programs as well as the Household Hazardous Waste program.

The City's recycling program continues to be affected by global recycling trends in the recycling industry that are having significant financial impacts on the recycling program. The City's recycling program continues to incur additional costs to process and market the collected recyclables to satisfy stricter regulations. Last fiscal year, the City changed its residential recycling service from once-a-week pick-up to every-other-week while continuing to recycle all recyclable items currently accepted by the City's recycling program. Environmental Services continues to access the benefits of the implementation of the every-other-week recycling program.

The projected revenues are anticipated to decrease by \$2.0 million, from Fiscal Year 2019/20 budget \$35.1 million to \$37.1 million for Fiscal Year 2020/21.

Environmental services is continuing with the development and implementation of various capital programs to include, but not limited to, the relocation of the Household Hazardous Waste (HHW) Facility to Los Reales Landfill, Gas to Energy Project at Los Reales Landfill, and the relocation of the container maintenance facility to the Thomas O. Price Center.

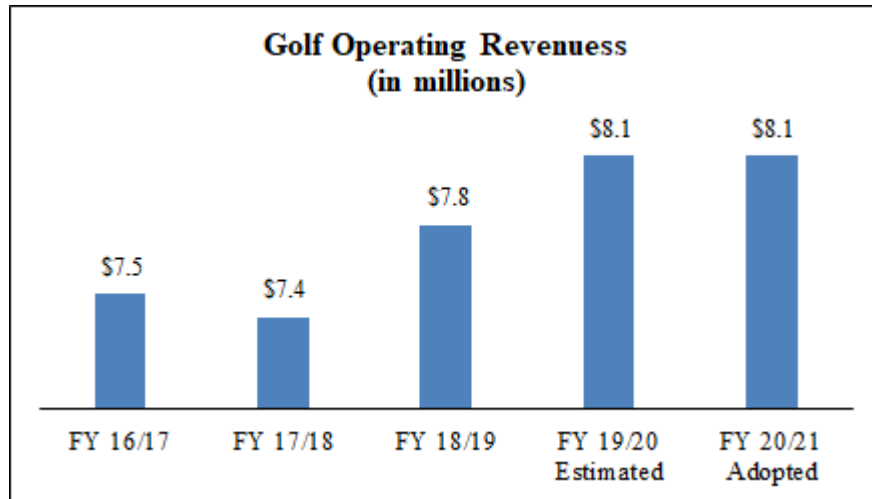


ENTERPRISE FUNDS

TUCSON GOLF ENTERPRISE FUND

The Tucson Golf Fund operates five golf courses throughout the city: El Rio, Randolph, Dell Urich, Fred Enke, and Silverbell. The revenues funding the golf operations include golf fees, cart rental, driving range, pro shops, and food and beverage sales. The City contracts with OB Sports to manage the golf operations. The projected revenues are anticipated to be flat from Fiscal Year 2019/20 estimated level of \$8.1 million for Fiscal Year 2020/21.

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



PUBLIC HOUSING (AMP) FUNDS

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

The Public Housing (AMP) Funds federal grant funding is projected to increase over Fiscal Year 2019/20 estimated total of \$7.5 million to \$8.9 million for Fiscal Year 2020/21.

NON-PHA ASSET MANAGEMENT FUND

This fund accounts for asset management activities by the Housing and Community Development Department, consisting of affordable multifamily housing rentals and department office buildings.

Revenue detail of each Enterprise Fund on page C-26.

DEBT SERVICE FUNDS

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

GENERAL OBLIGATION BOND and INTEREST FUND

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

The city's total estimated debt service requirement on general obligation bonds for Fiscal Year 2020/21 is \$32,365,220 a slight decrease from the Fiscal Year 2019/20 actual levy of \$33,110,900. The secondary property tax rate for Fiscal Year 2019/20 was \$0.9255 per \$100 valuation. For Fiscal Year 2020/21, the secondary property tax rate will decrease by \$0.0565 per \$100 valuation to \$0.8690 per \$100 valuation.

Secondary Tax Rate and Levy					
	FY16/17 Actual	FY17/18 Actual	FY18/19 Actual	FY19/20 Actual	FY20/21 Adopted
Secondary Tax Rate	\$1.0634	\$0.9761	\$0.9508	\$0.9255	\$0.8690
Secondary Tax Levy	\$33,874,570	\$32,465,710	\$32,462,790	\$33,110,920	32,365,220
Net Taxable Value	\$3,185,496,639	\$3,326,063,928	\$3,414,169,185	\$3,577,563,370	\$3,724,571,754

STREET and HIGHWAY BOND and INTEREST FUND

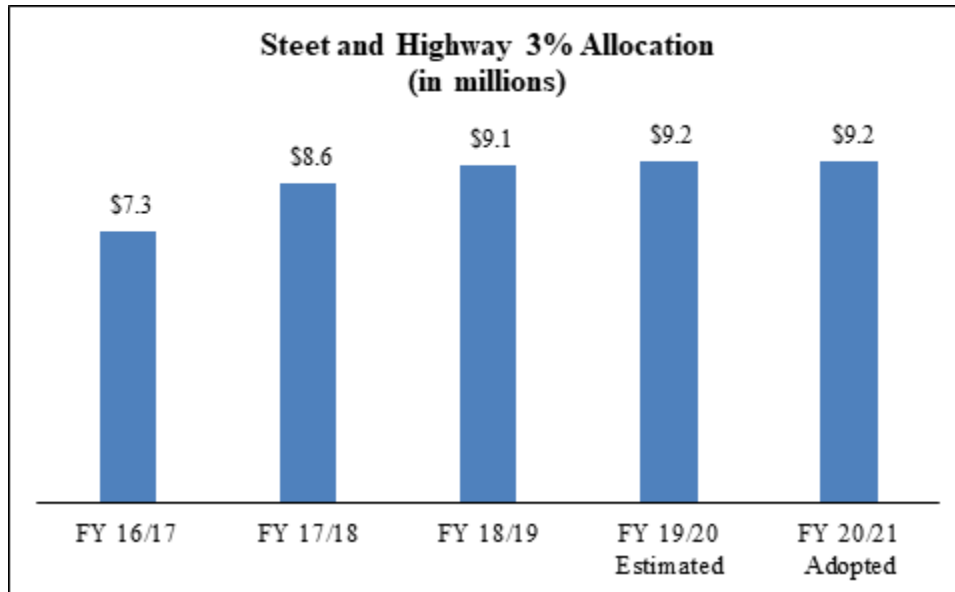
Street and Highway special revenue bonds are issued specifically for the purpose of constructing street and highway projects. These bonds require voter approval and are secured by gasoline tax revenues collected by the State of Arizona. The State's current distribution formula provides that 50.5% be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

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

The projected amount for Fiscal Year 2020/21 is \$9.2 million, which remains flat from Fiscal Year 2019/20 estimated.

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

DEBT SERVICE FUNDS



Revenue detail for all Debt Service Funds on page C-27.

CAPITAL PROJECTS FUNDS

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

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

GENERAL OBLIGATION 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 on August 19, 2020 in the amount of \$45.7 million. These proceeds will reimburse the Mayor and Council-approved cash loan that accelerated implementation and design plans. Parks projects scheduled for this fiscal year include additional playground shades, splash pads, walking paths, sports field lighting, and a variety of other park-specific amenities. The first set of Connections project design plans are nearing 100% and will be fully constructed by the Spring of 2021. The second set of Phase 1 Connections projects will start design at the beginning of the fiscal year to be under construction in the Summer of 2021.

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 projected revenues are anticipated to increase by \$39.1 million, from Fiscal Year 2019/20 estimate of \$32.1 million to \$71.2 million for Fiscal Year 2020/21.

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 projected revenues are anticipated to increase by \$0.6 million, from Fiscal Year 2019/20 adopted budget of \$13.4 million to \$14.0 million for Fiscal Year 2020/21.

Funding from impact fees will go towards various Parks, Transportation, and Planning and Development Services projects in Fiscal Year 2020/21, major projects include the arterial road expansions and signalization upgrade.

REGIONAL TRANSPORTATION AUTHORITY (RTA) FUND

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

Revenues fluctuate widely from one year to the next, depending on 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.

Revenue detail for all Capital Projects Funds on page C-27.

INTERNAL SERVICE FUNDS

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

SELF INSURANCE FUND

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

In Fiscal Year 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 2018/19. The amount levied for the tort liability reimbursement will be 1,622,030 a 0.0361 property tax increase per \$100 assessed value to the primary tax levy.

HEALTH INSURANCE FUND

The Health Insurance Fund is used to account for health related benefits to City employees and their families as well as City retirees and their families. The services provided include three different medical plans, two different dental plans, and various other insurance and wellness programs. Revenues for this fund are primarily charges to other City departments and contributions from the participants. The charges are based on a full cost recovery of the required expenses including claims payments, and the administrative costs to operate the programs (e.g. stop loss insurance, legal consultants, medical claims administrator and other costs).

Revenue detail of Internal Service Funds is on page C-28.

FIDUCIARY FUNDS

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

TUCSON SUPPLEMENTAL RETIREMENT SYSTEM

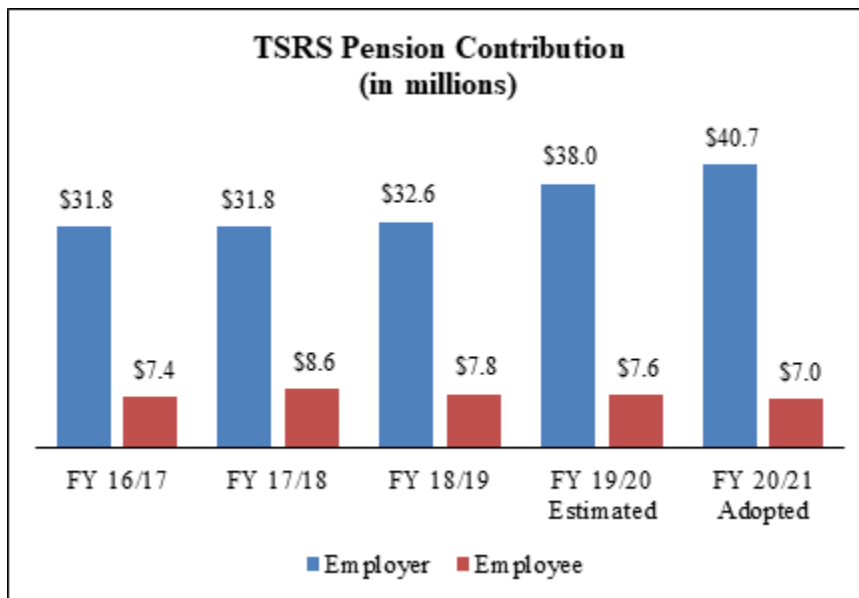
The Tucson Supplemental Retirement System (TSRS) was established in 1953 to provide retirement, survivor, and disability benefits for eligible city employees. Substantially all full-time and certain part-time employees, with the exception of those covered by the Arizona Public Safety Personnel Retirement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

The Mayor and Council approved the employer/employee contribution rates for all TSRS members that will take effect July 1, 2020. The rates were held flat to Fiscal Year 2020/21 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 2020/21 employer contribution rate is 27.50% for all employee members in the TSRS.

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



Revenue detail for TSRS on page C-28.

CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2021
SUMMARY RESOURCES BY FUND

	ACTUAL FY 18/19	ADOPTED FY 19/20	ESTIMATED FY 19/20	ADOPTED FY 20/21
General Fund	\$ 542,379,464	\$ 583,166,940	\$ 497,922,500	\$ 565,767,620
Special Revenue Funds:				
Civic Contribution Fund	\$ 658,110	\$ 1,491,400	\$ 481,790	\$ 954,590
Community Development Block Grant Fund	11,545,065	13,938,830	14,069,180	13,900,450
Highway User Revenue Fund	42,826,474	51,539,510	48,906,180	44,407,760
HOME Affordable Housing Fund	2,176,728	8,706,720	8,714,880	9,240,730
Green Storm Water Infrastructure Fund	—	—	—	2,718,780
Mass Transit Fund	87,685,103	94,111,700	81,657,660	108,472,060
Mass Transit Fund - Sun Link	5,568,643	6,097,830	6,027,830	6,085,630
Miscellaneous Housing Grant Fund	4,112,847	4,777,260	4,790,860	23,664,950
Non-Federal Grants Fund	1,990,778	2,499,290	2,489,740	2,866,250
Other Federal Grants Fund	20,747,723	24,387,170	18,319,770	19,688,940
Covid Disaster Relief Fund	—	—	24,750,000	71,000,000
Park Tucson Fund	5,623,346	6,711,160	6,003,860	6,386,830
Public Housing Section 8 Fund	36,391,332	41,903,000	41,903,000	42,755,810
Public Safety Improvement Fund	15,983,747	24,929,800	14,648,900	32,348,800
Reid Park Zoo Fund	4,877,763	9,221,000	6,224,080	17,333,840
Safer City and Better Streets Improvement Fund	7,513,945	28,907,700	27,107,300	38,981,500
Tucson Convention Center Fund	13,115,144	11,171,330	8,379,600	11,806,390
Total Special Revenue Funds	\$ 260,816,748	\$ 330,393,700	\$ 314,474,630	\$ 452,613,310
Enterprise Funds:				
Environmental Services Fund	\$ 41,530,261	\$ 66,193,070	\$ 56,810,280	\$ 60,929,320
Non-PHA Asset Management Fund	2,822,565	2,491,250	2,491,250	3,019,070
Public Housing Fund	12,776,478	14,389,630	14,532,080	16,317,230
Tucson Golf Enterprise Fund	8,099,458	7,660,870	7,405,450	7,725,940
Tucson Water Utility	180,336,349	275,032,260	245,398,460	296,886,650
Total Enterprise Funds	\$ 245,565,111	\$ 365,767,080	\$ 326,637,520	\$ 384,878,210
Capital Projects Funds:				
General Obligation Fund	\$ 1,418,580	\$ —	\$ 1,041,100	\$ 1,041,170
Capital Improvement Fund	13,083,042	25,169,300	15,633,900	71,208,000
Development Fee Fund	2,534,116	15,488,670	8,976,240	14,166,700
General Obligation Parks and Connections Improvement Fund	401,373	11,743,800	4,223,830	31,539,400
Regional Transportation Authority Fund	31,418,498	46,123,000	24,451,700	19,053,100
Total Capital Projects Funds	\$ 48,855,609	\$ 98,524,770	\$ 54,326,770	\$ 137,008,370

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2021
SUMMARY RESOURCES BY FUND**

	ACTUAL FY 18/19	ADOPTED FY 19/20	ESTIMATED FY 19/20	ADOPTED FY 20/21
Debt Service Funds:				
General Obligation Bond and Interest Fund	\$ 33,395,018	\$ 33,737,180	\$ 33,737,180	\$ 32,034,730
Special Assessment Bond and Interest Fund	38,546	—	—	—
Street and Highway Bond and Interest Fund	12,222,250	12,144,500	12,143,750	11,797,250
Total Debt Service Funds	\$ 45,655,814	\$ 45,881,680	\$ 45,880,930	\$ 43,831,980
Internal Service Funds:				
Self Risk Management Insurance Fund	\$ 24,607,348	\$ 24,453,640	\$ 23,572,750	\$ 22,128,030
Self Health Insurance Fund	—	72,764,940	73,106,460	77,350,130
Total Internal Service Funds	\$ 24,607,348	\$ 97,218,580	\$ 96,679,210	\$ 99,478,160
Fiduciary Funds:				
Tucson Supplemental Retirement System	\$ 82,169,036	\$ 92,087,100	\$ 92,087,100	\$ 94,623,810
Total Fiduciary Funds	\$ 82,169,036	\$ 92,087,100	\$ 92,087,100	\$ 94,623,810
Total City Resources	\$1,250,049,130	\$1,613,039,850	\$1,428,008,660	\$1,778,201,460

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2021**

RESOURCES BY FUND

	ACTUAL FY 18/19	ADOPTED FY 19/20	ESTIMATED FY 19/20	ADOPTED FY 20/21
GENERAL FUND				
Revenues:				
Primary Property Tax	\$ 15,430,330	\$ 15,304,460	\$ 15,304,460	\$ 15,498,830
Business Privilege Tax	219,326,265	228,278,070	208,420,810	205,826,910
Public Utility Tax	24,929,107	27,251,110	24,073,320	22,657,990
Transient Occupancy Tax	13,045,172	13,216,040	11,136,750	12,264,850
Room Surcharge	7,525,818	7,882,920	7,171,580	7,044,600
Other Local Taxes	12,955,991	12,271,130	12,198,240	13,066,300
State Shared Taxes:				
State Income Tax	65,826,118	70,973,790	72,051,720	79,297,910
State Sales Tax	54,458,475	55,435,810	51,323,050	52,707,360
Auto Lieu Tax	25,925,868	26,295,610	23,877,360	22,643,480
Licenses and Permits	32,866,534	32,855,180	32,537,930	32,288,340
Fines, Forfeitures and Penalty	9,078,203	8,612,410	7,470,240	7,691,490
Charges for Services	57,545,531	57,574,550	49,480,320	50,304,090
Use of Money and Property	1,942,398	503,240	925,010	1,101,030
Other Agencies	1,612,116	1,456,660	1,370,100	1,484,750
Non-Grant Contributions	3,994,018	4,385,590	4,306,010	4,322,560
Miscellaneous Revenues	5,905,088	2,131,950	2,044,470	2,241,050
In Lieu of Taxes	1,873,340	2,013,720	2,013,720	2,000,150
Total Revenues	\$ 554,240,372	\$ 566,442,240	\$ 525,705,090	\$ 532,441,690
Other Financing Sources:				
Use/(Increase) of Restricted Fund Balance	(1,813,712)	7,796,730	5,557,460	1,221,190
Use/(Increase) of Assigned Fund Balance	(256,194)	8,927,970	9,247,320	2,950,000
Transfer in - Other Funds	375,180	—	—	—
Use/(Increase) of Fund Balance	(10,166,182)	—	(42,587,370)	29,154,740
Total Sources	\$ (11,860,908)	\$ 16,724,700	\$ (27,782,590)	\$ 33,325,930
Total General Fund	\$ 542,379,464	\$ 583,166,940	\$ 497,922,500	\$ 565,767,620

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2021**

RESOURCES BY FUND

	ACTUAL FY 18/19	ADOPTED FY 19/20	ESTIMATED FY 19/20	ADOPTED FY 20/21
Special Revenue Funds				
Revenues:				
Business Privilege Tax	\$ 64,900,103	\$ 66,364,300	\$ 56,979,810	\$ 57,155,930
Other Local Taxes	3,810,187	4,482,400	3,862,530	3,870,460
Licenses and Permits	1,727,745	1,140,000	2,586,000	2,068,770
Fines, Forfeitures, and Penalties	793,085	760,000	615,480	830,000
Use of Money and Property	2,699,584	1,214,680	1,707,420	1,315,180
Community Development Block Grant Entitlement	11,462,771	13,886,830	13,886,830	13,900,450
Federal Miscellaneous Housing Grants	4,112,847	4,777,260	4,777,260	23,664,950
HOME Investment Partnerships Program Fund	2,684,773	8,706,730	8,690,730	9,240,730
Public Housing Section 8 Grants	35,611,370	41,871,000	41,871,000	42,704,810
Other Federal and Non-Federal Grants	22,738,501	26,886,460	20,289,890	22,555,190
Other Agencies	17,158,758	18,742,420	17,864,430	18,603,370
Contributions	453,997	1,104,800	1,110,600	1,847,700
Green Storm Water Infrastructure	—	—	—	3,211,360
Mass Transit Passenger Revenue	10,918,214	10,863,990	5,763,990	5,863,990
Mass Transit Federal Grants	18,447,821	15,697,290	47,521,650	38,828,710
Mass Transit Sun Link Passenger Revenue	677,079	1,032,630	578,790	1,036,400
Highway User Revenue Fund - State Shared Revenue	43,021,120	46,572,370	43,628,900	43,628,900
Tucson Convention Center	9,334,739	8,085,710	5,210,090	8,593,600
Park Tucson Meter and Parking Revenues	5,056,049	5,808,820	4,580,600	5,814,200
COVID-19 Disaster Relief	—	—	24,750,000	—
Charges for Current Services	62,296	25,000	100,000	25,000
Miscellaneous Revenue	4,187,138	6,471,180	2,642,390	4,001,190
Total Revenues	\$ 259,858,177	\$ 284,493,870	\$ 309,018,390	\$ 308,760,890
Other Financing Sources:				
Transfer In - General Fund	\$ 49,887,498	\$ 54,145,240	\$ 30,125,350	\$ 49,040,060
Transfer Out - Street and Highway Bond and Interest Fund	(3,116,224)	(3,143,750)	(2,979,460)	(2,632,960)
Transfer Out - Development Fee Fund	(444,202)	(624,410)	(624,410)	(624,410)
Use/ (Increase) of Disaster Relief Fund	—	—	—	71,000,000
Use/ (Increase) of Fund Balance	(45,368,501)	(4,477,250)	(21,065,240)	27,069,730
Total Sources	\$ 958,571	\$ 45,899,830	\$ 5,456,240	\$ 143,852,420
Total Special Revenue Funds	\$ 260,816,748	\$ 330,393,700	\$ 314,474,630	\$ 452,613,310

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2021**

RESOURCES BY FUND

	ACTUAL FY 18/19	ADOPTED FY 19/20	ESTIMATED FY 19/20	ADOPTED FY 20/21
Enterprise Funds				
Revenues:				
Environment Services:				
Residential Refuse Service	\$ 29,773,511	\$ 29,700,000	\$ 28,291,000	\$ 29,857,400
Commercial Refuse Service	7,208,829	7,400,000	6,840,000	7,200,000
Landfill Service Charges	8,349,106	8,210,000	7,913,500	8,330,000
Remediation Ground Fees	3,769,849	3,800,000	3,610,000	3,800,000
Self Haul Fees	1,700,243	1,600,000	1,615,000	1,700,000
Other Income	2,317,859	2,169,500	2,415,190	2,144,100
Tucson Water Utility:				
Potable Water Sales	\$ 164,411,704	\$ 182,032,490	\$ 182,011,390	\$ 188,029,430
Reclaimed Water Sales	8,277,772	9,766,720	9,629,510	10,180,470
Central Arizona Project Surcharge	24,971,194	27,862,160	25,598,000	25,953,830
Water Conservation Fee	3,613,761	3,791,540	3,740,500	3,707,690
Fire Sprinkler Fee	3,387,280	3,083,140	3,083,140	3,814,950
Other Income	29,659,111	21,024,730	22,261,310	20,638,560
Tucson Golf Enterprise Fund:				
El Rio Golf	\$ 1,242,951	\$ 1,280,490	\$ 1,280,490	\$ 1,280,520
Randolph Golf	3,962,817	4,163,460	4,163,460	4,163,470
Fred Enke Golf	1,155,433	1,205,590	1,205,590	1,205,580
Silverbell Golf	1,457,526	1,412,270	1,412,270	1,412,260
Public Housing Federal Grant Funds:				
Federal Grants	\$ 6,122,690	\$ 7,474,490	\$ 7,474,490	\$ 8,893,000
Housing Administration Charges	2,671,131	3,103,280	3,103,280	3,178,280
Tenant Rent and Parking Fees	4,006,969	3,494,980	3,494,980	3,790,000
Other Income	189,500	316,880	316,880	455,950
Non-PHA Asset Management Fund:				
Federal Grants	\$ 221,438	\$ 220,000	\$ 220,000	\$ 225,000
Tenant Rent	1,892,694	2,071,320	2,071,320	2,539,320
Other Income	239,789	199,930	199,930	254,750
Total Revenues	\$ 310,603,157	\$ 325,382,970	\$ 321,951,230	\$ 332,754,560
Other Financing Sources:				
Water Revenue Bonds	\$ —	\$ —	\$ —	\$ 57,000,000
Other Fund Contributions and Transfers	—	2,000,000	2,000,000	—
Use/(Increase) of Fund Balance	(65,038,046)	38,384,110	2,686,290	(4,876,350)
Total Sources	\$ (65,038,046)	\$ 40,384,110	\$ 4,686,290	\$ 52,123,650
 Total Enterprise Funds	 \$ 245,565,111	 \$ 365,767,080	 \$ 326,637,520	 \$ 384,878,210

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2021**

RESOURCES BY FUND

	ACTUAL FY 18/19	ADOPTED FY 19/20	ESTIMATED FY 19/20	ADOPTED FY 20/21
Debt Service Funds				
Revenues:				
Secondary Property Tax	\$ 32,178,627	\$ 33,162,680	\$ 33,162,680	\$ 32,404,590
State Shared Revenue - HURF	9,119,354	9,000,000	9,164,290	9,164,290
Use of Money and Property	3,756	2,000	2,000	—
Total Revenues	\$ 41,301,737	\$ 42,164,680	\$ 42,328,970	\$ 41,568,880
Other Financing Sources:				
Transfer in - Highway User Revenue Fund	\$ 3,116,224	\$ 3,143,750	\$ 2,979,460	\$ 2,632,960
Transfer out - General Fund	(199,844)	—	—	—
Transfer in - Capital Project Fund	1,437,697	573,250	572,500	(369,860)
Total Sources	\$ 4,354,077	\$ 3,717,000	\$ 3,551,960	\$ 2,263,100
 Total Debt Service Funds	 \$ 45,655,814	 \$ 45,881,680	 \$ 45,880,930	 \$ 43,831,980
 Capital Project Funds				
Revenues:				
Other Agencies	\$ 12,657,440	\$ 25,169,300	\$ 32,074,760	\$ 71,208,000
Development Impact Fees	10,582,494	13,368,470	18,699,100	13,951,090
Regional Transportation Authority	25,784,195	45,162,600	24,308,700	19,053,100
Use of Money and Property	1,023,481	509,390	190,000	—
Miscellaneous Revenues	233,500	912,400	47,400	—
Total Revenues	\$ 50,281,110	\$ 85,122,160	\$ 75,319,960	\$ 104,212,190
Other Financing Sources:				
Transfer in - General Fund	\$ 434,898	\$ 492,180	\$ —	\$ 286,070
Transfer in - Highway User Fund Revenue Fund	668,399	624,410	377,620	624,410
General Obligation Parks and Connections Improvement Fund	—	20,000,000	20,000,000	57,000,000
Use/(Increase) of Fund Balance	(2,528,798)	(7,713,980)	(41,370,810)	(25,114,300)
Total Sources	\$ (1,425,501)	\$ 13,402,610	\$ (20,993,190)	\$ 32,796,180
 Total Capital Project Funds	 \$ 48,855,609	 \$ 98,524,770	 \$ 54,326,770	 \$ 137,008,370

**CITY OF TUCSON
ADOPTED BUDGET
FOR FISCAL YEAR ENDING JUNE 30, 2021**

RESOURCES BY FUND

	ACTUAL FY 18/19	ADOPTED FY 19/20	ESTIMATED FY 19/20	ADOPTED FY 20/21
Internal Service Funds				
Revenues:				
Primary Property Tax	\$ 2,445,760	\$ 300,140	\$ 300,140	\$ 1,632,030
Self Insurance:				
Interdepartmental Charges	11,858,581	16,935,090	16,935,090	18,762,580
Health Insurance	—	76,176,150	76,176,150	77,503,010
Miscellaneous Revenues	944,244	—	—	923,120
Total Revenues	\$ 15,248,585	\$ 93,411,380	\$ 93,411,380	\$ 98,820,740
Other Financing Sources:				
Other Fund Contributions and Transfers	\$ (175,350)	\$ —	\$ —	\$ —
Use/(Increase) of Fund Balance	9,534,113	3,807,200	3,267,830	657,420
Total Sources	\$ 9,358,763	\$ 3,807,200	\$ 3,267,830	\$ 657,420
Total Internal Service Funds	\$ 24,607,348	\$ 97,218,580	\$ 96,679,210	\$ 99,478,160
Tucson Supplemental Retirement System				
Revenues:				
Employer Contributions	\$ 32,589,204	\$ 38,000,430	\$ 38,000,430	\$ 40,696,240
Employee Contributions	7,779,477	7,573,260	7,573,260	6,984,440
Portfolio Earnings	14,516,767	10,266,670	10,266,670	9,131,200
Miscellaneous Revenue	175,079	135,000	135,000	135,000
Total Revenues	\$ 55,060,527	\$ 55,975,360	\$ 55,975,360	\$ 56,946,880
Other Financing Sources:				
Use/(Increase) of Fund Balance	\$ 27,108,509	\$ 36,111,740	\$ 36,111,740	\$ 37,676,930
Total Sources	\$ 27,108,509	\$ 36,111,740	\$ 36,111,740	\$ 37,676,930
Total TSRS Fund	\$ 82,169,036	\$ 92,087,100	\$ 92,087,100	\$ 94,623,810
Grand Total	\$1,250,049,130	\$1,613,039,850	\$1,428,008,660	\$1,778,201,460

FINANCIAL RESOURCES	Estimated Beginning Funds Available	Projected Revenue	Projected Expenditures	Net Transfers In/(Out)	Available Funds
General Fund	\$ 150,503,750	\$ 532,441,690	\$ 516,441,490	\$ (49,326,130)	\$ 117,177,820
Special Revenue Funds					
Mass Transit Fund	\$ 5,588,960	\$ 65,445,200	\$ 108,472,060	\$ 42,718,100	\$ 5,280,200
Mass Transit Fund - Sun Link	2,184,020	2,976,460	6,085,630	3,109,170	2,184,020
Better Streets Improvement Fund	33,494,810	19,961,000	38,981,500	—	14,474,310
Safer City Improvement Fund	54,600,200	30,842,800	32,348,800	—	53,094,200
Tucson Convention Center Fund	495,890	8,593,600	11,806,390	3,212,790	495,890
Zoo Fund	8,695,220	10,222,590	17,333,840	—	1,583,970
Highway User Revenue Fund	14,564,350	46,768,670	44,407,760	(3,257,370)	13,667,890
Park Tucson Fund	1,792,840	6,774,380	6,386,830	—	2,180,390
Civic Contribution Fund	330,310	1,847,700	954,590	—	1,223,420
Community Development Block Grant Fund	4,046,870	13,900,450	13,900,450	—	4,046,870
Miscellaneous Housing Grant Fund	—	23,664,950	23,664,950	—	—
Public Housing Section 8 Fund	2,173,540	42,755,810	42,755,810	—	2,173,540
HOME Affordable Housing Fund	817,570	9,240,730	9,240,730	—	817,570
Other Federal Grants Fund	—	19,688,940	19,688,940	—	—
Disaster Relief Fund	71,000,000	—	71,000,000	—	—
Green Storm Water Infrastructure	—	3,211,360	2,718,780	—	492,580
Non-Federal Grants Fund	—	2,866,250	2,866,250	—	—
Total Special Revenue Funds	\$ 199,784,580	\$ 308,760,890	\$ 452,613,310	\$ 45,782,690	\$ 101,714,850
Enterprise Funds					
Tucson Water Utility	\$ 181,511,610	\$ 309,324,930	\$ 296,886,650	\$ —	\$ 193,949,890
Environmental Services Fund	42,000,000	53,031,500	60,929,320	—	34,102,180
Tucson Golf Course Fund	8,400	8,061,830	7,725,940	—	344,290
Public Housing Fund	23,735,902	16,317,230	16,317,230	—	23,735,902
Non-PHA Asset Management Fund	12,488,638	3,019,070	3,019,070	—	12,488,638
Total Enterprise Funds	\$ 259,744,550	\$ 389,754,560	\$ 384,878,210	\$ —	\$ 264,620,900
Debt Service Fund					
General Obligation Bond and Interest Fund	\$ 309,400	\$ 32,404,590	\$ 32,034,730	\$ —	\$ 679,260
Street and Highway Bond and Interest Fund	—	9,164,290	11,797,250	2,632,960	—
Special Assessment Bond and Interest Fund	—	—	—	—	—
Total Debt Service Funds	\$ 309,400	\$ 41,568,880	\$ 43,831,980	\$ 2,632,960	\$ 679,260
Capital Projects Funds					
General Obligation Parks and Connections Improvement Fund	\$ (3,301,370)	\$ 57,000,000	\$ 31,539,400	\$ —	\$ 22,159,230
Capital Improvement Fund	—	71,208,000	71,208,000	—	—
Development Fee Fund	48,194,000	13,951,090	14,166,700	910,480	48,888,870
Regional Transportation Authority Fund	3,924,150	19,053,100	19,053,100	—	3,924,150
General Obligation Street Improvements Fund	1,041,170	—	1,041,170	—	—
Total Capital Projects Funds	\$ 49,857,950	\$ 161,212,190	\$ 137,008,370	\$ 910,480	\$ 74,972,250
Internal Service Funds					
Health Insurance Internal Service Fund	\$ 4,829,350	\$ 78,426,130	\$ 77,350,130	\$ —	\$ 5,905,350
Self Insurance Internal Service Fund	46,382,170	20,394,610	22,128,030	—	44,648,750
Total Internal Service Funds	\$ 51,211,520	\$ 98,820,740	\$ 99,478,160	\$ —	\$ 50,554,100
Fiduciary Funds					
Tucson Supplemental Retirement System	\$ 845,789,610	\$ 108,529,560	\$ 94,623,810	\$ —	\$ 859,695,360
Total Fiduciary Funds	\$ 845,789,610	\$ 108,529,560	\$ 94,623,810	\$ —	\$ 859,695,360
Total All Budgeted Funds	\$ 1,557,201,360	\$ 1,641,088,510	\$ 1,728,875,330	\$ —	\$ 1,469,414,540



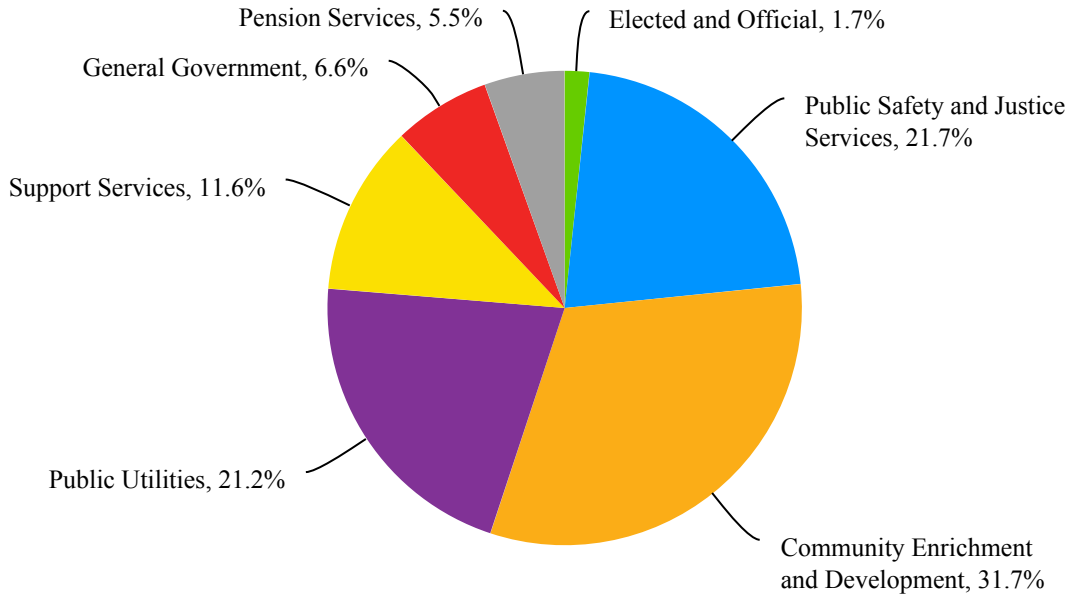
Section D

Department Budgets



We Serve with Compassion

EXPENDITURES FISCAL YEAR 2020/21 TOTAL



Funds Available	Annual Budget Total	Percent of Total
Elected and Official	\$ 27,457,900	1.7 %
Public Safety and Justice Services	375,651,250	21.7 %
Community Enrichment and Development	548,338,830	31.7 %
Public Utilities	367,357,430	21.2 %
Support Services	201,053,850	11.6 %
General Government	114,392,260	6.6 %
Pension Services	94,623,810	5.5 %
Total Funds Available	\$ 1,728,875,330	100.0 %

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

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Elected and Official				
Mayor and Council	\$ 2,453,883	\$ 3,685,890	\$ 3,127,230	\$ 3,945,640
City Manager	4,828,118	5,223,200	5,101,250	10,834,690
City Attorney	7,266,566	8,352,480	7,933,350	8,656,990
City Clerk	2,939,847	2,766,160	3,601,850	4,020,580
Subtotal	\$ 17,488,414	\$ 20,027,730	\$ 19,763,680	\$ 27,457,900
Public Safety and Justice Services				
City Court	\$ 9,804,781	\$ 12,715,950	\$ 9,999,910	\$ 11,611,740
Office of Public Defender	2,787,363	3,155,730	3,080,970	3,257,250
Public Safety Communications Center	13,230,261	13,947,520	13,637,150	14,407,750
Tucson Fire	98,850,303	102,580,010	102,691,880	120,030,030
Capital	7,625,136	12,585,400	9,548,500	16,252,600
Tucson Police	162,991,606	180,930,030	177,081,970	193,995,680
Capital	8,366,719	12,344,400	5,085,400	16,096,200
Subtotal	\$ 303,656,169	\$ 338,259,040	\$ 321,125,780	\$ 375,651,250
Community Enrichment and Development				
Housing and Community Development	\$ 62,601,923	\$ 83,360,840	\$ 69,065,460	\$ 125,999,150
Capital	438,674	5,730,760	2,625,500	4,829,000
Parks and Recreation	29,879,342	32,933,500	29,016,710	33,703,870
Capital	3,300,326	20,192,900	5,895,770	35,119,340
Planning and Development Services	7,983,981	7,814,440	8,872,690	8,224,340
Transportation and Mobility	123,857,318	143,925,110	131,698,410	140,887,030
Capital	80,664,249	130,147,670	86,040,340	179,843,770
Tucson City Golf	7,862,159	7,660,870	7,405,450	7,725,940
Tucson Convention Center	11,791,600	11,155,920	8,379,600	12,006,390
Subtotal	\$ 328,379,572	\$ 442,922,010	\$ 348,999,930	\$ 548,338,830
Public Utilities				
Environmental Services ¹	\$ 45,938,361	\$ 55,995,740	\$ 51,411,800	\$ 57,242,740
Capital	8,905,583	11,721,400	6,912,500	6,275,000
Tucson Water	178,693,560	202,086,960	185,323,980	207,749,890
Capital	66,990,043	71,814,000	59,102,100	96,089,800
Subtotal	\$ 300,527,547	\$ 341,618,100	\$ 302,750,380	\$ 367,357,430
Support Services				
Business Services	\$ 29,226,083	\$ 26,465,710	\$ 24,268,000	\$ 29,559,410
Employee Health Benefits	—	72,764,940	73,106,460	77,350,130
General Services ¹	46,975,200	51,255,170	47,086,020	52,900,790
Capital	2,273,920	—	—	—
Human Resources	11,849,968	17,033,790	16,855,220	13,795,540
Information Technology	21,930,496	24,167,170	23,513,770	27,447,980
Subtotal	\$ 112,255,667	\$ 191,686,780	\$ 184,829,470	\$ 201,053,850

¹ Although Environmental Services and General Services have been combined into one department (see page [D-46](#)), they are shown separately here as the expenditures fall into separate functional categories.

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

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
General Government				
General Government	\$ 130,171,940	\$ 125,309,950	\$ 120,091,400	\$ 111,442,260
Capital	1,607,111	4,491,720	3,391,720	2,950,000
Subtotal	\$ 131,779,051	\$ 129,801,670	\$ 123,483,120	\$ 114,392,260
Pension Funds				
Pension Services	\$ 82,169,036	\$ 92,087,100	\$ 92,087,100	\$ 94,623,810
Subtotal	\$ 82,169,036	\$ 92,087,100	\$ 92,087,100	\$ 94,623,810
Total All Departments	\$1,276,255,456	\$ 1,556,402,430	\$ 1,393,039,460	\$ 1,728,875,330

MAYOR and COUNCIL

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	44.00	44.00	44.00	44.00
EXPENDITURES				
Salaries and Benefits	\$ 2,285,740	\$ 3,139,280	\$ 2,607,350	\$ 3,218,620
Services	133,455	490,250	389,090	696,960
Supplies	34,688	56,360	111,770	30,060
Equipment	—	—	19,020	—
Department Total	\$ 2,453,883	\$ 3,685,890	\$ 3,127,230	\$ 3,945,640
FUNDING SOURCES				
General Fund	\$ 2,414,578	\$ 3,639,590	\$ 3,050,110	\$ 3,710,380
Civic Contribution Fund	39,305	46,300	77,120	35,260
Disaster Relief Fund	—	—	—	200,000
Department Total	\$ 2,453,883	\$ 3,685,890	\$ 3,127,230	\$ 3,945,640

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$3,945,640 reflects an increase of \$259,750 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase in services for COVID-19 disaster relief	\$ 206,710
Increase in personnel costs	79,340
Decrease in supplies	(26,300)
Total	\$ 259,750

OPERATING PROGRAMS

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

ADMINISTRATION: This program area provides the necessary operating expenses to support the Mayor and Council.
--

Funding Sources

General Fund	\$ 16,648	\$ 57,000	\$ 53,850	\$ 32,590
Civic Contributions Fund	4,130	30,000	6,200	3,700
Program Total	\$ 20,778	\$ 87,000	\$ 60,050	\$ 36,290

Character of Expenditures

Services	\$ 11,904	\$ 52,970	\$ 43,870	\$ 28,560
Supplies	8,874	34,030	16,180	7,730
Program Total	\$ 20,778	\$ 87,000	\$ 60,050	\$ 36,290

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

MAYOR'S OFFICE**Funding Sources**

General Fund	\$ 483,403	\$ 580,730	\$ 456,720	\$ 591,690
Civic Contributions Fund	35,175	16,300	70,420	31,560
Program Total	\$ 518,578	\$ 597,030	\$ 527,140	\$ 623,250

Character of Expenditures

Salaries and Benefits	\$ 463,747	\$ 505,700	\$ 421,820	\$ 513,040
Services	50,780	81,000	88,390	99,880
Supplies	4,051	10,330	14,170	10,330
Equipment	—	—	2,760	—
Program Total	\$ 518,578	\$ 597,030	\$ 527,140	\$ 623,250

Council - Ward 1**Funding Sources**

General Fund	\$ 354,622	\$ 500,310	\$ 560,350	\$ 514,350
Program Total	\$ 354,622	\$ 500,310	\$ 560,350	\$ 514,350

Character of Expenditures

Salaries and Benefits	\$ 330,138	\$ 438,930	\$ 404,900	\$ 450,930
Services	19,036	59,380	97,450	61,420
Supplies	5,448	2,000	58,000	2,000
Program Total	\$ 354,622	\$ 500,310	\$ 560,350	\$ 514,350

MAYOR and COUNCIL

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21
Council - Ward 2							
Funding Sources							
General Fund	\$ 308,077	\$	500,310	\$	381,000	\$	514,350
Program Total	\$ 308,077	\$	500,310	\$	381,000	\$	514,350

Character of Expenditures							
Salaries and Benefits	\$ 291,145	\$	438,930	\$	315,610	\$	450,930
Services	14,875		59,380		60,950		61,420
Supplies	2,057		2,000		4,440		2,000
Program Total	\$ 308,077	\$	500,310	\$	381,000	\$	514,350

Council - Ward 3							
Funding Sources							
General Fund	\$ 351,173	\$	500,310	\$	353,420	\$	514,350
Program Total	\$ 351,173	\$	500,310	\$	353,420	\$	514,350

Character of Expenditures							
Salaries and Benefits	\$ 339,211	\$	438,930	\$	335,730	\$	450,930
Services	10,615		59,380		14,740		61,420
Supplies	1,347		2,000		2,950		2,000
Program Total	\$ 351,173	\$	500,310	\$	353,420	\$	514,350

Council - Ward 4							
Funding Sources							
General Fund	\$ 274,778	\$	500,310	\$	389,500	\$	514,350
Civic Contribution Fund	—		—		500		—
Program Total	\$ 274,778	\$	500,310	\$	390,000	\$	514,350

Character of Expenditures							
Salaries and Benefits	\$ 265,860	\$	438,930	\$	363,760	\$	450,930
Services	8,232		59,380		14,630		61,420
Supplies	686		2,000		11,610		2,000
Program Total	\$ 274,778	\$	500,310	\$	390,000	\$	514,350

Council - Ward 5							
Funding Sources							
General Fund	\$ 297,203	\$	500,310	\$	377,970	\$	514,350
Program Total	\$ 297,203	\$	500,310	\$	377,970	\$	514,350

Character of Expenditures							
Salaries and Benefits	\$ 281,025	\$	438,930	\$	367,340	\$	450,930
Services	6,742		59,380		9,400		61,420
Supplies	9,436		2,000		1,230		2,000
Program Total	\$ 297,203	\$	500,310	\$	377,970	\$	514,350

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Council - Ward 6				
Funding Sources				
General Fund	\$ 328,674	\$ 500,310	\$ 477,300	\$ 514,350
Program Total	\$ 328,674	\$ 500,310	\$ 477,300	\$ 514,350

Character of Expenditures				
Salaries and Benefits	\$ 314,614	\$ 438,930	\$ 398,190	\$ 450,930
Services	11,271	59,380	59,660	61,420
Supplies	2,789	2,000	3,190	2,000
Equipment	—	—	16,260	—
Program Total	\$ 328,674	\$ 500,310	\$ 477,300	\$ 514,350

COVID-19 DISASTER RELIEF: This program area provides 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.

Funding Sources				
Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 200,000
Program Total	\$ —	\$ —	\$ —	\$ 200,000

Character of Expenditures				
Services	—	—	—	\$ 200,000
Program Total	\$ —	\$ —	\$ —	\$ 200,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Mayor's Office				
Mayor	1.00	1.00	1.00	1.00
M&C Personal Staff Member	4.00	4.00	4.00	4.00
Mayor and Council Assistant	2.00	2.00	2.00	2.00
Program Total	7.00	7.00	7.00	7.00
Council - Ward 1				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	5.00	5.00	4.00	4.00
Mayor and Council Assistant	1.00	1.00	2.00	2.00
Program Total	7.00	7.00	7.00	7.00
Council - Ward 2				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	4.00	4.00	4.00	4.00
Mayor and Council Assistant	1.00	1.00	1.00	1.00
Program Total	6.00	6.00	6.00	6.00
Council - Ward 3				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	5.00	5.00	5.00	5.00
Program Total	6.00	6.00	6.00	6.00
Council - Ward 4				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	5.00	5.00	4.00	5.00
Mayor and Council Assistant	—	—	1.00	—
Program Total	6.00	6.00	6.00	6.00
Council - Ward 5				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	2.00	2.00	4.00	4.00
Mayor and Council Assistant	3.00	3.00	1.00	1.00
Program Total	6.00	6.00	6.00	6.00
Council - Ward 6				
Council Member	1.00	1.00	1.00	1.00
M&C Personal Staff Member	4.00	4.00	4.00	4.00
Mayor and Council Assistant	1.00	1.00	1.00	1.00
Program Total	6.00	6.00	6.00	6.00
Department Total	44.00	44.00	44.00	44.00

BUSINESS SERVICES

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21 ¹
STAFFING	180.00	181.00	194.00	194.00
EXPENDITURES				
Salaries and Benefits	\$ 12,686,210	\$ 15,102,750	\$ 13,625,070	\$ 16,856,440
Services	15,944,855	10,545,040	9,947,990	12,258,000
Supplies	560,185	817,920	574,320	444,970
Equipment	34,833	—	120,620	—
Department Total	\$ 29,226,083	\$ 26,465,710	\$ 24,268,000	\$ 29,559,410
FUNDING SOURCES				
General Fund	\$ 10,622,402	\$ 12,573,300	\$ 11,236,290	\$ 13,311,560
Community Development Block Grants	—	—	130,350	241,840
Disaster Relief Fund	—	—	—	250,000
Environmental Services Fund	435,798	569,940	441,380	564,620
Highway User Revenue Fund	1,071,819	1,273,340	1,282,360	1,329,200
H.O.M.E. Affordable Housing Fund	—	—	8,160	29,720
Internal Services Fund: Self Insurance	16,610,355	11,318,880	10,547,490	12,412,570
Miscellaneous HUD Grant	—	—	13,600	52,470
Public Housing Amp Funds Central Office	—	—	142,450	562,640
Tucson Water Utility Fund	485,709	730,250	465,920	804,790
Department Total	\$ 29,226,083	\$ 26,465,710	\$ 24,268,000	\$ 29,559,410

¹ Increase to positions and funding from the transfer of Housing and Community Development Department Finance and Procurement Functions.

BUSINESS SERVICES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$29,559,410 reflects an increase of \$3,093,700 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase to services	\$ 1,462,960
Increase to personnel from transferring Housing and Community Development Department Finance and Procurement staff	1,226,650
Increase to other personnel costs	527,040
Increase for COVID-19 disaster relief	250,000
Decrease to supplies	(372,950)
Total	\$ 3,093,700

Trends

The Business Services Department (BSD) provides financial and procurement services to City departments and our citizens. We strive to provide the highest standards of financial management in order to balance the City's financial resources and financial obligations. We continue to achieve excellence in the management of City procurement and related procurement activities.

Future Challenges and Opportunities

We have proven ourselves successful in operating in a virtual environment, and we will continue to streamline and automate processes and forms. Our turnover rate is a challenge, and we must be strategic in our recruitment efforts to attract and develop new talent. Our future also includes the implementation of new software to enhance our services.

Program Budget Overview

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

Recent Accomplishments

We have operated under a consolidated department for two years (the former Finance and Procurement Departments merged in Fiscal Year 2017/18). A recent accomplishment was the hiring of a Business Services Director. Our satellite structure is proving to be a successful model for customer service. We are very proud of our support to internal operations during the time of the pandemic: assisting in financial tracking, conducting emergency procurements, and supporting the front-line logistical needs for critical PPE/safety equipment.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

General Fund	\$	936,871	\$	1,143,310	\$	965,780	\$	920,940
Program Total	\$	936,871	\$	1,143,310	\$	965,780	\$	920,940

Character of Expenditures

Salaries and Benefits	\$	526,007	\$	607,650	\$	397,070	\$	598,080
Services		44,323		40,340		55,380		64,070
Supplies		331,708		495,320		428,710		258,790
Equipment		34,833		—		84,620		—
Program Total	\$	936,871	\$	1,143,310	\$	965,780	\$	920,940

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

Funding Sources

General Fund	\$	500,637	\$	673,670	\$	530,460	\$	716,390
Program Total	\$	500,637	\$	673,670	\$	530,460	\$	716,390

Character of Expenditures

Salaries and Benefits	\$	475,511	\$	635,510	\$	492,250	\$	684,380
Services		20,506		31,750		23,700		24,680
Supplies		4,620		6,410		14,510		7,330
Program Total	\$	500,637	\$	673,670	\$	530,460	\$	716,390

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

Funding Sources

General Fund	\$	249,086	\$	265,290	\$	256,740	\$	268,990
Program Total	\$	249,086	\$	265,290	\$	256,740	\$	268,990

Character of Expenditures

Salaries and Benefits	\$	244,824	\$	251,590	\$	246,890	\$	248,070
Services		3,510		13,580		6,990		19,020
Supplies		752		120		2,860		1,900
Program Total	\$	249,086	\$	265,290	\$	256,740	\$	268,990

BUSINESS SERVICES

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

FINANCIAL OPERATIONS: This program area ensures appropriate reporting of the City’s funds and financial transactions and prepares financial reports including the Comprehensive Annual Financial Report (CAFR), Single Audit, and Annual Expenditure Limitation. This program area operates cashier stations; manages the City's cash and investments by projecting cash needs to maintain adequate liquidity, ensuring the timely transfer of funds to meet daily cash needs and investing the excess to provide maximum returns at acceptable levels of risk. This program area also manages the City's debt obligations and requirements, handles all City banking needs and is the point of contact for the City's banking services provider.

Funding Sources

General Fund	\$	2,071,392	\$	2,252,240	\$	2,104,320	\$	2,579,680
Program Total	\$	2,071,392	\$	2,252,240	\$	2,104,320	\$	2,579,680

Character of Expenditures

Salaries and Benefits	\$	1,755,388	\$	1,783,130	\$	1,680,440	\$	2,134,510
Services		290,755		423,910		407,900		409,370
Supplies		25,249		45,200		15,980		35,800
Program Total	\$	2,071,392	\$	2,252,240	\$	2,104,320	\$	2,579,680

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

Funding Sources

General Fund	\$	1,177,884	\$	1,291,360	\$	1,338,520	\$	1,424,310
Program Total	\$	1,177,884	\$	1,291,360	\$	1,338,520	\$	1,424,310

Character of Expenditures

Salaries and Benefits	\$	1,050,868	\$	1,205,220	\$	1,123,400	\$	1,278,100
Services		96,550		52,840		148,070		121,810
Supplies		30,466		33,300		31,050		24,400
Equipment		—		—		36,000		—
Program Total	\$	1,177,884	\$	1,291,360	\$	1,338,520	\$	1,424,310

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

RISK MANAGEMENT: This program area administers the Self Insurance Trust for the City, including external public liability claims, workers' compensation, employee safety (loss control), and subrogation programs. Risk Management reviews claims filed against the City and pays for public liability. It also reviews contracts for insurance and indemnification requirements. Safety Services is also responsible for compliance and education of employees on the practices and procedures for a safe and healthful work environment. It provides training, monitoring, and updating of work practices. This program also ensures that leaking underground storage tanks are remediated as required for compliance with local, state, and federal laws.

Funding Sources

Internal Services Fund: Self Insurance	\$	16,610,355	\$	11,318,880	\$	10,547,490	\$	12,412,570
Program Total	\$	16,610,355	\$	11,318,880	\$	10,547,490	\$	12,412,570

Character of Expenditures

Salaries and Benefits	\$	1,246,157	\$	1,601,470	\$	1,458,150	\$	1,590,750
Services		15,282,488		9,546,040		9,039,760		10,763,320
Supplies		81,710		171,370		49,580		58,500
Program Total	\$	16,610,355	\$	11,318,880	\$	10,547,490	\$	12,412,570

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

Funding Sources

General Fund	\$	3,347,755	\$	3,913,270	\$	3,693,140	\$	4,528,340
Community Development Block Grants		—		—		130,350		241,840
Environmental Services Fund		435,798		569,940		441,380		564,620
H.O.M.E. Affordable Housing Fund		—		—		8,160		29,720
Highway User Revenue Fund		1,071,819		1,273,340		1,282,360		1,329,200
Miscellaneous HUD Grant		—		—		13,600		52,470
Public Housing AMP Funds Central Office		—		—		142,450		562,640
Tucson Water Utility Fund		485,709		730,250		465,920		804,790
Program Total	\$	5,341,081	\$	6,486,800	\$	6,177,360	\$	8,113,620

Character of Expenditures

Salaries and Benefits	\$	5,222,720	\$	6,334,180	\$	6,027,940	\$	7,906,400
Services		52,013		106,720		134,030		173,470
Supplies		66,348		45,900		15,390		33,750
Program Total	\$	5,341,081	\$	6,486,800	\$	6,177,360	\$	8,113,620

BUSINESS SERVICES

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

General Fund	\$ 2,338,777	\$ 3,034,160	\$ 2,347,330	\$ 2,872,910
Program Total	\$ 2,338,777	\$ 3,034,160	\$ 2,347,330	\$ 2,872,910

Character of Expenditures

Salaries and Benefits	\$ 2,164,735	\$ 2,684,000	\$ 2,198,930	\$ 2,416,150
Services	154,710	329,860	132,160	432,260
Supplies	19,332	20,300	16,240	24,500
Program Total	\$ 2,338,777	\$ 3,034,160	\$ 2,347,330	\$ 2,872,910

COVID-19 DISASTER RELIEF: This program area provides 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.

Funding Source

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 250,000
Program Total	\$ —	\$ —	\$ —	\$ 250,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 250,000
Program Total	\$ —	\$ —	\$ —	\$ 250,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	1.00	1.00	1.00
Executive Assistant	2.00	1.00	1.00	1.00
Program Total	5.00	3.00	3.00	3.00
Budget Operations				
Budget Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Lead Budget Analyst	3.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	6.00	7.00	7.00	7.00
Enterprise Resource Planning				
Finance Administrator	0.00	1.00	1.00	1.00
Business Analyst II	2.00	1.00	1.00	1.00
Information Technology Analyst	2.00	—	—	—
Program total	4.00	2.00	2.00	2.00
Financial Operations				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	3.00	3.00	2.00	2.00
Business Analyst II	—	1.00	1.00	1.00
Financial Specialist	1.00	1.00	1.00	1.00
Principal Accountant	—	—	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Financial Accountant	4.00	5.00	5.00	5.00
Financial Services Supervisor	1.00	—	—	—
Office Supervisor	2.00	2.00	2.00	2.00
Accounting Technician	3.00	4.00	6.00	6.00
Administrative Assistant	2.00	1.00	1.00	1.00
Senior Account Clerk	4.00	5.00	3.00	3.00
Senior Cashier	5.00	4.00	4.00	4.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	28.00	29.00	29.00	29.00
Procurement Operations				
SAMM Superintendent	1.00	1.00	1.00	1.00
Business Enterprise Compliance Specialist	2.00	—	2.00	2.00
Financial Services Supervisor	1.00	1.00	1.00	1.00
SAMM Supervisor	1.00	1.00	1.00	1.00
pCard Coordinator	2.00	2.00	2.00	2.00
Account Clerk Supervisor	2.00	2.00	2.00	2.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Procurement Operations (Cont'd)				
Administrative Assistant	2.00	1.00	1.00	1.00
Surplus Specialist	3.00	4.00	4.00	4.00
Senior Account Clerk	4.00	3.00	3.00	3.00
Senior Storekeeper	0.00	1.00	1.00	1.00
Program Total	18.00	16.00	18.00	18.00
Risk Management				
Risk Manager	1.00	1.00	1.00	1.00
Safety and Health/Loss Control Manager	—	—	1.00	1.00
Risk Management Claims Adjuster	2.00	3.00	3.00	3.00
Safety and Environmental Compliance Supervisor	2.00	1.00	—	—
Safety and Health Loss Control Supervisor	—	—	1.00	1.00
Safety and Environmental Compliance Specialist	3.00	4.00	4.00	4.00
Management Analyst II	1.00	1.00	1.00	1.00
Safety Specialist	5.00	5.00	4.00	4.00
Administrative Assistant	2.00	2.00	2.00	2.00
Program Total	16.00	17.00	17.00	17.00
Shared Services				
Community Services Administrator	—	—	1.00	1.00
Contract Administrator	2.00	2.00	2.00	2.00
Finance Administrator	1.00	1.00	1.00	1.00
Transportation Administrator	1.00	1.00	1.00	1.00
Department Finance Manager	1.00	—	—	—
Finance Manager	3.00	5.00	9.00	9.00
Management Coordinator	3.00	3.00	1.00	1.00
Financial Specialist	2.00	5.00	5.00	5.00
Lead Management Analyst	2.00	2.00	2.00	2.00
Principal Accountant	—	—	3.00	3.00
Principal Contract Officer	6.00	5.00	5.00	5.00
Business Enterprise Comp Specialist	0.00	2.00	0.00	0.00
Contract Compliance Officer	0.00	1.00	2.00	2.00
Management Assistant	4.00	4.00	5.00	5.00
pCard Program Manager	1.00	0.00	0.00	0.00
Senior Contract Officer	4.00	5.00	9.00	9.00
Senior Financial Accountant	2.00	0.00	0.00	0.00
Staff Assistant	8.00	10.00	13.00	14.00
Contract Specialist	13.00	11.00	7.00	7.00
Management Analyst II	1.00	0.00	0.00	0.00
Management Analyst	1.00	2.00	2.00	2.00
Accounting Technician	0.00	12.00	15.00	14.00
Revenue Investigator	1.00	0.00	0.00	0.00

POSITION RESOURCES

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
Shared Services (Cont'd)				
Account Clerk Supervisor	1.00	0.00	0.00	0.00
Administrative Assistant	9.00	2.00	2.00	2.00
Secretary	1.00	0.00	0.00	0.00
Senior Account Clerk	4.00	3.00	3.00	3.00
Senior Cashier	1.00	0.00	0.00	0.00
Program Total	72.00	76.00	88.00	88.00
Taxpayer Assistance				
Finance Administrator	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Finance Analyst	1.00	1.00	1.00	1.00
Tax Audit Supervisor	2.00	2.00	2.00	2.00
Tax Auditor	4.00	4.00	4.00	4.00
Financial Services Supervisor	3.00	3.00	3.00	3.00
Revenue Investigator	12.00	12.00	12.00	12.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	4.00	4.00	4.00	4.00
Senior Account Clerk	2.00	2.00	1.00	1.00
Program Total	31.00	31.00	30.00	30.00
Department Total	180.00	181.00	194.00	194.00

CITY ATTORNEY

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	85.50	86.50	87.00	87.00
EXPENDITURES				
Salaries and Benefits	\$ 6,575,195	\$ 7,573,860	\$ 7,029,760	\$ 7,572,430
Services	624,053	701,070	793,610	1,009,100
Supplies	67,318	77,550	109,980	75,460
Department Total	\$ 7,266,566	\$ 8,352,480	\$ 7,933,350	\$ 8,656,990
FUNDING SOURCES				
General Fund	\$ 7,015,691	\$ 8,103,880	\$ 7,675,030	\$ 8,165,930
Non-Federal Grants Fund	160,073	158,860	164,040	169,230
Other Federal Grants Fund	90,802	89,740	94,280	96,830
Disaster Relief Fund	—	—	—	225,000
Department Total	\$ 7,266,566	\$ 8,352,480	\$ 7,933,350	\$ 8,656,990

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$8,656,990 reflects an increase of \$304,510 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 225,000
Increase in miscellaneous expenditures	78,080
Increase in personnel costs	1,430
Total	\$ 304,510

Trends

Due to the nature of our business, nearly all of our expenses are personnel related. Over the past several years, we have seen an increased personnel turnover rate, particularly in the Criminal Division, but we are not sure that trend will continue because employees might be less comfortable changing jobs in an uncertain economy. We have raised the starting salary for attorneys to match Pima County in an effort to avoid losing prosecutors to that agency. Currently, we are holding multiple positions vacant as we wait to see how the economy rebounds from Covid pandemic.

Future Challenges and Opportunities

With the assistance of Business Services Department Risk Management Division and the City Manager's Office, we continue to put increased resources in our litigation unit to keep more cases in house rather than assigning them to outside counsel. The City Attorney's Office will continue to work with Pima County on projects such as implementation of Consolidated Misdemeanor Problem Solving (CMPS) Court to pursue opportunities to coordinate or even consolidate the efforts of both jurisdictions, all with the goal of administering prosecutions efficiently while reducing jail and other costs. We have a new opportunity through our successful application for a grant that will enable us to hire staff and pay for overtime for work on the back log of cases resulting from the Covid-19 shut down and restrictions.

Program Budget Overview

All invoices for outside counsel are now paid through the City Attorney's Office. This has resulted in an enhanced ability to track and audit costs.

Recent Accomplishments

Our expanded use of case management software in both the Criminal and Civil Divisions continues to increase efficiency, and allows attorneys and staff to track their projects/workloads and collaborate more easily on matters. Having these systems in place was critical to our ability to carry out the work of the Office while the workplace was largely shut down and employees worked remotely - a situation that remains ongoing, particularly in the Civil Division. The productivity and responsiveness of the Office has remained high even in the face of this sudden and unanticipated change in our work model. Within our Internal Litigation Unit, our 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.

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

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

Funding Sources

General Fund	\$	291,252	\$	136,130	\$	316,090	\$	329,390
Program Total	\$	291,252	\$	136,130	\$	316,090	\$	329,390

Character of Expenditures

Salaries and Benefits	\$	280,224	\$	118,170	\$	296,770	\$	307,430
Services		11,014		15,510		15,270		17,910
Supplies		14		2,450		4,050		4,050
Program Total	\$	291,252	\$	136,130	\$	316,090	\$	329,390

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

Funding Sources

General Fund	\$	2,456,165	\$	2,536,540	\$	2,652,710	\$	2,636,740
Program Total	\$	2,456,165	\$	2,536,540	\$	2,652,710	\$	2,636,740

Character of Expenditures

Salaries and Benefits	\$	2,016,732	\$	2,090,600	\$	2,077,300	\$	2,164,470
Services		416,363		424,010		522,110		449,290
Supplies		23,070		21,930		53,300		22,980
Program Total	\$	2,456,165	\$	2,536,540	\$	2,652,710	\$	2,636,740

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

Funding Sources

General Fund	\$	4,049,564	\$	5,175,720	\$	4,494,690	\$	4,960,870
Program Total	\$	4,049,564	\$	5,175,720	\$	4,494,690	\$	4,960,870

Character of Expenditures

Salaries and Benefits	\$	3,826,459	\$	4,890,480	\$	4,205,300	\$	4,624,780
Services		191,495		250,980		248,980		304,760
Supplies		31,610		34,260		40,410		31,330
Program Total	\$	4,049,564	\$	5,175,720	\$	4,494,690	\$	4,960,870

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

General Fund	\$ 132,887	\$ 156,930	\$ 132,080	\$ 154,830
Non-Federal Grant Fund	103,773	98,620	107,740	111,180
Other Federal Grants Fund	90,802	89,740	94,280	96,830
Program Total	\$ 327,462	\$ 345,290	\$ 334,100	\$ 362,840

Character of Expenditures

Salaries and Benefits	\$ 322,650	\$ 335,080	\$ 326,640	\$ 351,650
Services	4,131	9,110	5,790	10,090
Supplies	680	1,100	1,670	1,100
Program Total	\$ 327,462	\$ 345,290	\$ 334,100	\$ 362,840

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

Funding Sources

General Fund	\$ 85,823	\$ 98,560	\$ 79,460	\$ 84,100
Non-Federal Grant Fund	56,300	60,240	56,300	58,050
Program Total	\$ 142,123	\$ 158,800	\$ 135,760	\$ 142,150

Character of Expenditures

Salaries and Benefits	\$ 129,129	\$ 139,530	\$ 123,750	\$ 124,100
Services	1,050	1,460	1,460	2,050
Supplies	11,944	17,810	10,550	16,000
Program Total	\$ 142,123	\$ 158,800	\$ 135,760	\$ 142,150

COVID-19 DISASTER RELIEF: This program area provides 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.

Funding Sources

COVID Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 225,000
Program Total	\$ —	\$ —	\$ —	\$ 225,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 225,000
Program Total	\$ —	\$ —	\$ —	\$ 225,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
City Attorney	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	3.00	3.00	3.00
Civil				
Principal Assistant City Attorney (Chief Deputy)	1.00	1.00	1.00	1.00
Principal Assistant City Attorney Assignment: Lead Civil Division	1.00	1.00	1.00	1.00
Principal Assistant City Attorney	14.00	14.00	14.00	14.00
Executive Assistant	1.00	1.00	1.00	1.00
Paralegal - Senior	2.00	2.00	2.00	2.00
Legal Secretary	5.00	6.00	6.00	6.00
Program Total	24.00	25.00	25.00	25.00
Criminal				
Principal Assistant City Attorney (Deputy)	1.00	1.00	1.00	1.00
Principal Assistant Prosecuting City Attorney	5.00	5.00	5.00	5.00
Associate Prosecuting City Attorney	16.50	16.50	17.00	17.00
Management Assistant	2.00	2.00	2.00	2.00
Litigation Support Supervisor	3.00	3.00	3.00	3.00
Paralegal Senior	1.00	1.00	1.00	1.00
Lead Litigation Support Clerk	20.00	20.00	20.00	20.00
Legal Secretary	3.00	3.00	3.00	3.00
Litigation Support Clerk	1.00	1.00	1.00	1.00
Program Total	52.50	52.50	53.00	53.00
Drug Enforcement Unit				
Associate Prosecuting City Attorney	2.00	2.00	2.00	2.00
Legal Secretary	1.00	1.00	1.00	1.00
Lead Litigation Support Clerk	1.00	1.00	1.00	1.00
Program Total	4.00	4.00	4.00	4.00
Victim Notification and Assistance Unit				
Lead Litigation Support Clerk	2.00	2.00	2.00	2.00
Program Total	2.00	2.00	2.00	2.00
Department Total	85.50	86.50	87.00	87.00

CITY CLERK

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	33.00	33.00	34.00	34.00
EXPENDITURES				
Salaries and Benefits	\$ 1,762,642	\$ 2,112,250	\$ 2,159,130	\$ 2,246,210
Services	916,104	499,650	882,340	1,620,110
Supplies	261,101	154,260	560,380	154,260
Department Total	\$ 2,939,847	\$ 2,766,160	\$ 3,601,850	\$ 4,020,580
FUNDING SOURCES				
General Fund	\$ 2,939,847	\$ 2,766,160	\$ 3,601,850	\$ 2,920,580
Disaster Relief Fund	—	—	—	1,100,000
Department Total	\$ 2,939,847	\$ 2,766,160	\$ 3,601,850	\$ 4,020,580

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$4,020,580 reflects an increase of \$1,254,420 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 1,100,000
Increase in personnel costs	133,960
Increase in services	20,460
Total	\$ 1,254,420

Trends

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

Future Challenges and Opportunities

There have been numerous changes in elections statutes. The City Clerk will update election policies and procedures to comply with the new provisions.

Program Budget Overview

This year's budget includes decreased election costs due to non-election year status.

Recent Accomplishments

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

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

ADMINISTRATION: This program area provides administrative direction to the department and ensures that all department programs are delivered as required by law and in accordance with City of Tucson policies and procedures. This program area also provides financial direction to the department and the Mayor and Council offices; assists with the development of budgets; maintains internal controls and ensures transactions comply with City of Tucson rules, regulations, and policies.

Funding Sources

General Fund	\$ 559,911	\$ 575,930	\$ 708,840	\$ 705,670
Program Total	\$ 559,911	\$ 575,930	\$ 708,840	\$ 705,670

Character of Expenditures

Salaries and Benefits	\$ 522,660	\$ 523,670	\$ 678,860	\$ 647,330
Services	33,852	45,730	25,170	51,810
Supplies	3,399	6,530	4,810	6,530
Program Total	\$ 559,911	\$ 575,930	\$ 708,840	\$ 705,670

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

Funding Sources

General Fund	\$ 165,344	\$ 100,000	\$ 217,850	\$ 100,000
Program Total	\$ 165,344	\$ 100,000	\$ 217,850	\$ 100,000

Character of Expenditures

Services	\$ 165,344	\$ 100,000	\$ 217,850	\$ 100,000
Program Total	\$ 165,344	\$ 100,000	\$ 217,850	\$ 100,000

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

Funding Sources

General Fund	\$ 1,649,415	\$ 1,785,780	\$ 1,658,890	\$ 1,759,110
Program Total	\$ 1,649,415	\$ 1,785,780	\$ 1,658,890	\$ 1,759,110

Character of Expenditures

Salaries and Benefits	\$ 1,239,982	\$ 1,468,580	\$ 1,352,300	\$ 1,428,900
Services	389,937	277,470	283,690	290,480
Supplies	19,496	39,730	22,900	39,730
Program Total	\$ 1,649,415	\$ 1,785,780	\$ 1,658,890	\$ 1,759,110

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

General Fund	\$ 565,177	\$ 304,450	\$ 1,016,270	\$ 355,800
Program Total	\$ 565,177	\$ 304,450	\$ 1,016,270	\$ 355,800

Character of Expenditures

Salaries and Benefits	\$ —	\$ 120,000	\$ 127,970	\$ 169,980
Services	326,971	76,450	355,630	77,820
Supplies	238,206	108,000	532,670	108,000
Program Total	\$ 565,177	\$ 304,450	\$ 1,016,270	\$ 355,800

COVID-19 Disaster Relief: This program area provides support to address primary and secondary impacts within the community with the use of Corona virus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) act.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 1,100,000
Program Total	\$ —	\$ —	\$ —	\$ 1,100,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 1,100,000
Program Total	\$ —	\$ —	\$ —	\$ 1,100,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
City Clerk Administrator	1.00	1.00	2.00	2.00
Program Total	3.00	3.00	4.00	4.00
Legislative Management				
City Records Manager	—	1.00	1.00	1.00
Management Assistant	1.00	3.00	3.00	3.00
Systems Analyst	—	1.00	1.00	1.00
Office Supervisor	1.00	3.00	3.00	3.00
Administrative Assistant	—	—	11.00	11.00
Secretary	2.00	11.00	—	—
Election Specialist (Hourly)	11.00	1.00	—	—
Election Technician (Hourly)	1.00	10.00	—	—
Program Total	16.00	30.00	19.00	19.00
Records Management				
City Records Manager	1.00	—	—	—
Management Assistant	2.00	—	—	—
Systems Analyst	1.00	—	—	—
Office Supervisor	1.00	—	—	—
Secretary	9.00	—	—	—
Election Specialist (Hourly)	—	—	1.00	1.00
Election Technician (Hourly)	—	—	10.00	10.00
Program Total	14.00	—	11.00	11.00
Department Total	33.00	33.00	34.00	34.00

CITY COURT

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	117.80	129.00	126.00	126.00
EXPENDITURES				
Salaries and Benefits	\$ 8,099,929	\$ 9,230,800	\$ 7,894,790	\$ 8,406,380
Services	1,558,330	2,760,580	1,857,310	2,647,300
Supplies	111,691	360,900	247,810	300,020
Equipment	34,831	363,670	—	258,040
Department Total	\$ 9,804,781	\$ 12,715,950	\$ 9,999,910	\$ 11,611,740
FUNDING SOURCES				
General Fund	\$ 9,204,508	\$ 11,399,930	\$ 9,532,040	\$ 10,225,620
Disaster Relief Fund	—	—	—	200,000
Other Federal Grants	600,273	1,316,020	467,870	1,186,120
Department Total	\$ 9,804,781	\$ 12,715,950	\$ 9,999,910	\$ 11,611,740

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$11,611,740 reflects a decrease of \$1,104,210 from the Fiscal Year 2019/20 adopted budget. Changes include:

Increase for COVID-19 disaster relief efforts	\$ 200,000
Decrease in miscellaneous costs	(83,080)
Decrease in equipment	(105,630)
Decrease in services	(313,280)
Decrease in personnel cost due to the transfer of three positions to the Information Technology Department	(334,120)
Decrease in personnel costs due to expiration of the Collection Enhancement Fund and Fill the Gap Funding.	(468,100)
Total	\$ (1,104,210)

Trends

Tucson City Court supports various problem-solving courts to assist offenders in addressing the problem that caused them to be in contact with the criminal justices system. The focus is on ensuring sentence compliance and offender engagement in effective treatment. These courts have proven to be effective and are serving a greater percentage of the Tucson City Court caseload each year. The Court will continue to evaluate the needs of the problem-solving courts and adjust practices and resources as needed. Overall, court caseloads are stable and yet court revenues have been declining as the Legislature adopts "Fair Justice" initiatives which directs courts to rely more upon non-monetary and community service sentencing as opposed to fines.

Future Challenges and Opportunities

Pandemic accommodations are an ongoing challenge proving to be a challenge for the future. The Court has implemented several processes to assist with the new social distancing requirements. The Court has opened an outside service window for the public to use. The Court has implemented a Courtroom Text Message Scheduling Application. Greater use of remote appearance technologies such as computer-based video will reduce building traffic and enhance customer service.

Program Budget Overview

Tucson City Court transitioned to the Arizona Supreme Court Computer Network. The Arizona Supreme Court supports a case management system and supplements the services provided by a reduced in-house Information Technology (IT) staff. Collaboration between the City Court and Pima Court Jail/Pretrial Services on the Pre-Release Booking Program. The program allows for the defendants that are arrested to be screened at the jail for possible release prior to being booked into the jail. Less bookings into the jail will result in lower jail fees that the City of Tucson is required to pay.

Recent Accomplishments

Tucson City Court transitioned to the Arizona Supreme Court Computer Network. Software upgrade to the Public Services automated ticketing system. Completion of phase one of becoming a paperless Court, only electronic images are maintained for all documents processed by public service staff. Court is rolling out more options for the public to appear remotely.

OPERATING PROGRAMS

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

ADMINISTRATION: This program area is responsible for the overall administration and effectiveness of the court. Major day to day areas of focus include personnel management, facilities management, procurement, financial, budget and contract management, case management, information technology, records retention, and the enforcement of court-ordered sanctions.

Funding Sources

General Fund	\$ 1,670,260	\$ 1,841,110	\$ 1,408,270	\$ 1,302,290
Program Total	\$ 1,670,260	\$ 1,841,110	\$ 1,408,270	\$ 1,302,290

Character of Expenditures

Salaries and Benefits	\$ 1,230,993	\$ 1,259,030	\$ 940,220	\$ 934,010
Services	343,980	506,540	399,670	300,080
Supplies	95,287	75,540	68,380	68,200
Program Total	\$ 1,670,260	\$ 1,841,110	\$ 1,408,270	\$ 1,302,290

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

Funding Sources

General Fund	\$ 775,268	\$ 864,120	\$ 878,730	\$ 928,080
Program Total	\$ 775,268	\$ 864,120	\$ 878,730	\$ 928,080

Character of Expenditures

Salaries and Benefits	\$ 769,944	\$ 854,790	\$ 869,400	\$ 910,210
Services	5,324	9,330	9,330	17,870
Program Total	\$ 775,268	\$ 864,120	\$ 878,730	\$ 928,080

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

Funding Sources

General Fund	\$ 2,229,682	\$ 2,116,270	\$ 2,275,230	\$ 2,339,740
Other Federal Grants	600,273	1,316,020	467,870	1,113,560
Program Total	\$ 2,829,955	\$ 3,432,290	\$ 2,743,100	\$ 3,453,300

Character of Expenditures

Salaries and Benefits	\$ 1,983,403	\$ 1,982,780	\$ 1,874,730	\$ 1,977,350
Services	840,703	1,427,920	861,580	1,453,600
Supplies	5,849	21,590	6,790	22,350
Program Total	\$ 2,829,955	\$ 3,432,290	\$ 2,743,100	\$ 3,453,300

CITY COURT

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

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

Funding Sources

General Fund	\$ 2,374,937	\$ 2,986,740	\$ 2,506,490	\$ 2,626,190
Other Federal Grants	—	—	—	72,560
Program Total	\$ 2,374,937	\$ 2,986,740	\$ 2,506,490	\$ 2,698,750

Character of Expenditures

Salaries and Benefits	\$ 2,358,685	\$ 2,961,870	\$ 2,481,380	\$ 2,634,300
Services	16,252	24,870	25,110	64,450
Program Total	\$ 2,374,937	\$ 2,986,740	\$ 2,506,490	\$ 2,698,750

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

Funding Sources

General Fund	\$ 1,479,071	\$ 1,562,650	\$ 1,701,160	\$ 1,767,540
Program Total	\$ 1,479,071	\$ 1,562,650	\$ 1,701,160	\$ 1,767,540

Character of Expenditures

Salaries and Benefits	\$ 1,373,454	\$ 1,456,580	\$ 1,621,790	\$ 1,670,930
Services	105,617	106,070	79,370	96,610
Program Total	\$ 1,479,071	\$ 1,562,650	\$ 1,701,160	\$ 1,767,540

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

Funding Sources

General Fund	\$ 307,159	\$ 1,431,150	\$ 624,140	\$ 1,164,200
Program Total	\$ 307,159	\$ 1,431,150	\$ 624,140	\$ 1,164,200

Character of Expenditures

Salaries and Benefits	\$ 58,552	\$ 247,650	\$ 7,470	\$ 279,580
Services	203,222	657,940	477,140	514,690
Supplies	10,555	161,890	139,530	111,890
Equipment	34,830	363,670	—	258,040
Program Total	\$ 307,159	\$ 1,431,150	\$ 624,140	\$ 1,164,200

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

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

Funding Sources

General Fund	\$ 150,831	\$ 336,360	\$ 47,750	\$ 97,580
Program Total	\$ 150,831	\$ 336,360	\$ 47,750	\$ 97,580

Character of Expenditures

Salaries and Benefits	\$ 146,130	\$ 236,110	\$ 45,080	—
Services	4,701	2,670	2,670	—
Supplies	—	97,580	—	97,580
Program Total	\$ 150,831	\$ 336,360	\$ 47,750	\$ 97,580

COVID-19 Disaster Relief: This program area provides support to address primary and secondary impacts within the community with the use of Corona virus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) act.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 200,000
Program Total	\$ —	\$ —	\$ —	\$ 200,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 200,000
Program Total	\$ —	\$ —	\$ —	\$ 200,000

FILL the GAP FUND¹: The Fill the Gap Fund was established by the Arizona Supreme Court for courts to use to improve, maintain, and enhance the ability to collect and manage monies assessed or received by the courts; improve court automation; and improve case processing or the administration of justice.

Funding Sources

General Fund	\$ 217,346	\$ 238,430	\$ 90,270	—
Program Total	\$ 217,300	\$ 238,430	\$ 90,270	—

Character of Expenditures

Salaries and Benefits	\$ 178,721	\$ 231,990	\$ 54,720	—
Services	38,579	6,440	2,440	—
Supplies	—	—	33,110	—
Program Total	\$ 217,300	\$ 238,430	\$ 90,270	—

¹ Program funding expired in Fiscal Year 2020/21

CITY COURT

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

FINES/FEES and RESTITUTION ENFORCEMENT PROGRAM (FARE) FUND²: This program fund was established by the Arizona Supreme Court to assist courts in becoming more consistent and uniform with their collection practices. As a FARE participant, City Court receives limited reimbursement to help cover costs for data entry, computer programming, payment processing and other FARE-related duties that may increase workload.

Funding Sources

General Fund	\$	—	\$	23,100	\$	—	\$	—
Program Total	\$	—	\$	23,100	\$	—	\$	—

Character of Expenditures

Services	\$	—	\$	18,800	\$	—	\$	—
Supplies		—		4,300		—		—
Program Total	\$	—	\$	23,100	\$	—	\$	—

² Program funding expired in Fiscal Year 2020/21

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Court Administrator	1.00	1.00	1.00	1.00
Assistant Court Administrator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	—	—
Data Base Administrator	1.00	1.00	—	—
Systems Analyst	2.00	2.00	1.00	1.00
Information Technology Specialist	2.00	2.00	2.00	2.00
Accounting Technician	2.00	1.00	1.00	1.00
Administrative Assistant	1.00	2.00	2.00	2.00
Senior Court Clerk	2.00	2.00	2.00	2.00
Court Clerk	1.00	1.00	—	—
Program Total	15.00	15.00	11.00	11.00
Case Processing Service Fund				
Court Clerk	5.00	5.00	5.00	5.00
Program Total	5.00	5.00	5.00	5.00
Court Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	2.00	2.00	2.00	2.00
Senior Court Clerk	4.00	4.00	4.00	4.00
Court Clerk	8.00	8.00	8.00	8.00
Program Total	15.00	15.00	15.00	15.00
Fill the Gap¹				
Court Supervisor	—	1.00	1.00	1.00
Court Clerk	—	4.00	4.00	4.00
Program Total	—	5.00	5.00	5.00
Judicial				
Presiding Magistrate	1.00	1.00	1.00	1.00
City Magistrate	8.00	8.00	8.00	9.00
Judge Pro Tempore	—	1.00	—	—
Special Magistrate	—	—	1.00	—
Administrative Assistant	1.80	2.00	2.00	2.00
Court Clerk	1.00	1.00	1.00	1.00
Program Total	11.80	13.00	13.00	13.00
Judicial Collection Enhancement Fund				
Court Clerk	—	6.00	6.00	6.00
Program Total	—	6.00	6.00	6.00

¹ Although program funding expired, position remain as unfunded until funding is reinstated.

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Judicial Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Interpreter Supervisor	1.00	—	—	—
Court Supervisor	3.00	3.00	3.00	3.00
Lead Court Interpreter	—	—	1.00	1.00
Court Interpreter	1.00	1.00	—	—
Senior Court Clerk	30.00	30.00	30.00	30.00
Court Clerk	6.00	6.00	6.00	6.00
Program Total	42.00	41.00	41.00	41.00
Public Services				
Court Section Manager	1.00	1.00	1.00	1.00
Court Supervisor	3.00	3.00	3.00	3.00
Senior Court Clerk	9.00	9.00	9.00	9.00
Court Clerk	16.00	16.00	17.00	17.00
Program Total	29.00	29.00	30.00	30.00
Department Total	117.80	129.00	126.00	126.00

CITY MANAGER

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	29.00	29.00	30.00	30.00
EXPENDITURES				
Salaries and Benefits	\$ 3,366,498	\$ 3,909,900	\$ 3,692,930	\$ 4,176,910
Services	1,322,118	1,221,900	1,321,180	6,566,380
Supplies	101,627	91,400	87,140	91,400
Equipment	37,875	—	—	—
Department Total	\$ 4,828,118	\$ 5,223,200	\$ 5,101,250	\$ 10,834,690
FUNDING SOURCES				
General Fund	\$ 4,790,564	\$ 5,223,200	\$ 5,100,280	\$ 5,514,690
Civic Contributions	—	—	970	—
Disaster Relief Fund	—	—	—	5,320,000
Non-Federal Grant Funds	37,554	—	—	—
Department Total	\$ 4,828,118	\$ 5,223,200	\$ 5,101,250	\$ 10,834,690

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$10,834,690 reflects an increase of \$5,611,490 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 5,320,000
Increase in personnel costs	267,010
Increase in miscellaneous costs	24,480
Total	\$ 5,611,490

Trends
Department did not respond.
Future Challenges and Opportunities
Department did not respond.
Program Budget Overview
Department did not respond.
Recent Accomplishments
Department did not respond.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

General Fund	\$ 1,915,842	\$ 2,096,550	\$ 2,193,430	\$ 2,429,630
Civic Contributions	—	—	970	—
Non-Federal Grant Funds	37,554	—	—	—
Program Total	\$ 1,953,396	\$ 2,096,550	\$ 2,194,400	\$ 2,429,630

Character of Expenditures

Salaries and Benefits	\$ 1,656,727	\$ 1,859,870	\$ 1,941,750	\$ 2,175,960
Services	198,915	173,440	194,610	190,430
Supplies	59,879	63,240	58,040	63,240
Equipment	37,875	—	—	—
Program Total	\$ 1,953,396	\$ 2,096,550	\$ 2,194,400	\$ 2,429,630

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

Funding Sources

General Fund	\$ 339,439	\$ 477,200	\$ 379,220	\$ 368,780
Program Total	\$ 339,439	\$ 477,200	\$ 379,220	\$ 368,780

Character of Expenditures

Salaries and Benefits	\$ 170,632	\$ 285,440	\$ 185,980	\$ 176,670
Services	164,110	183,920	184,430	184,270
Supplies	4,697	7,840	8,810	7,840
Program Total	\$ 339,439	\$ 477,200	\$ 379,220	\$ 368,780

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

Funding Sources

General Fund	\$ 1,290,684	\$ 1,355,200	\$ 1,367,280	\$ 1,437,750
Program Total	\$ 1,290,684	\$ 1,355,200	\$ 1,367,280	\$ 1,437,750

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

ECONOMIC INITIATIVES and ANNEXATION (Continued)

Character of Expenditures

Salaries and Benefits	\$ 383,626	\$ 611,970	\$ 555,090	\$ 688,390
Services	892,175	728,900	799,470	735,030
Supplies	14,883	14,330	12,720	14,330
Program Total	\$ 1,290,684	\$ 1,355,200	\$ 1,367,280	\$ 1,437,750

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

Funding Sources

General Fund	\$ 264,313	\$ 275,520	\$ 250,780	\$ 287,960
Program Total	\$ 264,313	\$ 275,520	\$ 250,780	\$ 287,960

Character of Expenditures

Salaries and Benefits	\$ 240,639	\$ 259,950	\$ 238,280	\$ 271,590
Services	22,142	13,070	9,870	13,870
Supplies	1,532	2,500	2,630	2,500
Program Total	\$ 264,313	\$ 275,520	\$ 250,780	\$ 287,960

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

Funding Sources

General Fund	\$ 415,940	\$ 136,210	\$ 161,980	\$ 130,910
Program Total	\$ 415,940	\$ 136,210	\$ 161,980	\$ 130,910

Character of Expenditures

Salaries and Benefits	\$ 413,227	\$ 127,890	\$ 158,060	\$ 122,350
Services	2,713	7,320	3,420	7,560
Supplies	—	1,000	500	1,000
Program Total	\$ 415,940	\$ 136,210	\$ 161,980	\$ 130,910

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

Funding Sources

General Fund	\$ 226,393	\$ 417,110	\$ 286,650	\$ 381,940
Program Total	\$ 226,393	\$ 417,110	\$ 286,650	\$ 381,940

CITY MANAGER

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

INNOVATION OFFICE (continued)

Character of Expenditures

Salaries and Benefits	\$ 183,535	\$ 370,560	\$ 226,090	\$ 335,020
Services	25,640	44,660	56,450	45,030
Supplies	17,218	1,890	4,110	1,890
Program Total	\$ 226,393	\$ 417,110	\$ 286,650	\$ 381,940

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

Funding Source

General Fund	\$ 231,257	\$ 281,270	\$ 276,650	\$ 290,160
Program Total	\$ 231,257	\$ 281,270	\$ 276,650	\$ 290,160

Character of Expenditures

Salaries and Benefits	\$ 216,499	\$ 219,780	\$ 215,640	\$ 228,100
Services	14,758	61,490	60,980	62,060
Supplies	—	—	30	—
Program Total	\$ 231,257	\$ 281,270	\$ 276,650	\$ 290,160

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

Funding Source

General Fund	\$ 106,696	\$ 184,140	\$ 184,290	\$ 187,560
Program Total	\$ 106,696	\$ 184,140	\$ 184,290	\$ 187,560

Character of Expenditures

Salaries and Benefits	\$ 101,613	\$ 174,440	\$ 172,040	\$ 178,830
Services	1,665	9,100	11,950	8,130
Supplies	3,418	600	300	600
Program Total	\$ 106,696	\$ 184,140	\$ 184,290	\$ 187,560

COVID-19 DISASTER RELIEF: This program area provides 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.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 5,320,000
Program Total	\$ —	\$ —	\$ —	\$ 5,320,000

Character of Expenditures

Services	—	—	—	5,320,000
Program Total	\$ —	\$ —	\$ —	\$ 5,320,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
City Manager				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
Assistant City Manager/Chief Financial Officer	1.00	1.00	1.00	1.00
Executive Management Advisor	2.00	3.00	3.00	3.00
Chief of Staff: Office of the City Manager	1.00	1.00	1.00	1.00
Data Analyst	—	—	1.00	1.00
Financial Specialist	—	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Management Assistant to the City Manager	1.00	1.00	1.00	1.00
Executive Assistant/City Manager	—	1.00	1.00	1.00
Administrative Assistant	3.00	2.00	2.00	2.00
Program Total	11.00	13.00	14.00	14.00
Communications				
Public Information Coordinator	1.00	1.00	1.00	1.00
Public Information Officer	—	1.00	1.00	—
Management Analyst II	1.00	1.00	1.00	1.00
Program Total	2.00	3.00	3.00	2.00
Economic Initiatives and Annexation				
Economic Development Program Director	1.00	1.00	1.00	1.00
Executive Management Advisor	—	1.00	2.00	2.00
Economic Development Deputy Director	—	1.00	—	—
Management Coordinator	1.00	—	—	—
Economic Development Specialist	2.00	—	—	—
Project Manager	1.00	1.00	1.00	1.00
Public Information Officer	1.00	—	—	1.00
Program Total	6.00	4.00	4.00	5.00
Equal Opportunity Program				
Executive Management Advisor	1.00	1.00	1.00	1.00
Senior Equal Opportunity Specialist	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Independent Police Review				
Independent Police Auditor	1.00	1.00	1.00	1.00
Management Assistant to the City Manager	1.00	—	—	—
Program Total	2.00	1.00	1.00	1.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Innovation Office				
Innovation Office Administrator	1.00	1.00	1.00	1.00
Innovation Coordinator	—	1.00	2.00	1.00
Innovation Technologist	—	1.00	—	1.00
Management Coordinator	1.00	—	—	—
Business Analyst II	1.00	—	—	—
Program Total	3.00	3.00	3.00	3.00
Internal Audit				
Finance Manager	1.00	—	—	—
Principal Internal Auditor	1.00	2.00	2.00	2.00
Program Total	2.00	2.00	2.00	2.00
Zoning Examiner				
Zoning Examiner	1.00	1.00	1.00	1.00
Program Total	1.00	1.00	1.00	1.00
Department Total	29.00	29.00	30.00	30.00

EMPLOYEE HEALTH BENEFITS

MISSION STATEMENT: To provide health related benefits to City employs, City retirees as well as 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 will be overseen by a Board of Trustees.

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	—	3.50	4.50	4.50
EXPENDITURES				
Salaries and Benefits	\$ —	\$ 366,220	\$ 366,220	\$ 481,750
Services	—	72,394,520	72,736,040	76,864,180
Supplies	—	4,200	4,200	4,200
Department Total	\$ —	\$ 72,764,940	\$ 73,106,460	\$ 77,350,130
FUNDING SOURCES				
Internal Service Fund: Health Insurance	\$ —	\$ 72,764,940	\$ 73,106,460	\$ 77,350,130
Department Total	\$ —	\$ 72,764,940	\$ 73,106,460	\$ 77,350,130

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$77,350,130 reflects an increase of \$4,585,190 from the Fiscal Year 2019/19 Adopted Budget. Changes include:

Increase in services due to increases in insurance claim payments	\$ 4,469,660
Increase in personnel costs	<u>115,530</u>
Total	\$ 4,585,190

EMPLOYEE HEALTH BENEFITS

Trends

The City of Tucson has 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 we anticipate the total cost to increase over time, however, it should increase more slowly than it otherwise would.

Future Challenges and Opportunities

In past years the City had been strategically working on long-term approaches to reduce the rising cost of health care while still providing comprehensive health care for employees, retirees and their qualified family members. Previously, the contract negotiations and rate guarantees made a fully insured environment more advantageous. However, this year it has become a financially sound decision to transition to a self-insurance model for City medical coverage via an internal service fund.

Program Budget Overview

The City offers three coverage options for health insurance, including a High-Deductible Plan with a Health Savings Account (HSA), a High-Deductible Plan with a Health Reimbursement Arrangement (HRA), and a Network Plan (formerly called an HMO). In addition, the City offers other health and wellness plans to provide for the welfare of city employees and retirees. 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.

Recent Accomplishments

The City received the Healthy Arizona Worksite Program (HAWP) Platinum level award for wellness initiatives in our workplace for 2019. We also established the Self-Insured Health Benefits Trust and hired a Lead Human Resources Analyst to support the move to self-insurance. Through a competitive RFP, the City awarded a new life insurance carrier (MetLife) as well as a benefits consultant, Segal.

EMPLOYEE HEALTH BENEFITS

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

DENTAL INSURANCE: This program provides dental insurance by purchasing insurance from a contractor.

Funding Sources

Internal Service Fund: Health Insurance Fund	\$	—	\$	4,152,540	\$	4,152,540	\$	4,228,020
Program Total	\$	—	\$	4,152,540	\$	4,152,540	\$	4,228,020

Character of Expenditures

Services	\$	—	\$	4,152,540	\$	4,152,540	\$	4,228,020
Program Total	\$	—	\$	4,152,540	\$	4,152,540	\$	4,228,020

EMPLOYEE ASSISTANCE PROGRAM: This program provides an employee assistance program to assist with stress of financial, mental health or other employee personal challenges.

Funding Sources

Internal Service Fund: Health Insurance Fund	\$	—	\$	69,490	\$	69,490	\$	63,880
Program Total	\$	—	\$	69,490	\$	69,490	\$	63,880

Character of Expenditures

Services	\$	—	\$	69,490	\$	69,490	\$	63,880
Program Total	\$	—	\$	69,490	\$	69,490	\$	63,880

LIFE INSURANCE: This program provides life insurance by purchasing insurance from a contractor.

Funding Sources

Internal Service Fund: Health Insurance Fund	\$	—	\$	1,573,200	\$	1,573,200	\$	1,664,680
Program Total	\$	—	\$	1,573,200	\$	1,573,200	\$	1,664,680

Character of Expenditures

Services	\$	—	\$	1,573,200	\$	1,573,200	\$	1,664,680
Program Total	\$	—	\$	1,573,200	\$	1,573,200	\$	1,664,680

LONG TERM DISABILITY: This program provides long term disability insurance by purchasing insurance from a contractor.

Funding Sources

Internal Service Fund: Health Insurance Fund	\$	—	\$	378,010	\$	378,010	\$	392,570
Program Total	\$	—	\$	378,010	\$	378,010	\$	392,570

Character of Expenditures

Services	\$	—	\$	378,010	\$	378,010	\$	392,570
Program Total	\$	—	\$	378,010	\$	378,010	\$	392,570

EMPLOYEE HEALTH BENEFITS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

MEDICAL INSURANCE BENEFITS: This program provides 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.

Funding Sources

Internal Service Fund: Health Insurance Fund	\$	—	\$ 66,591,700	\$ 66,591,700	\$ 70,658,440
Program Total	\$	—	\$ 66,591,700	\$ 66,591,700	\$ 70,658,440

Character of Expenditures

Salaries and Benefits	\$	—	\$ 366,220	\$ 366,220	\$ 481,750
Services		—	66,221,280	66,221,280	70,172,490
Supplies		—	4,200	4,200	4,200
Program Total	\$	—	\$ 66,591,700	\$ 66,591,700	\$ 70,658,440

VISION INSURANCE: The City's program is administered through Avesis and it is a 100% employee paid benefit

Funding Sources

Internal Service Fund: Health Insurance Fund	\$	—	\$	\$ 341,520	\$ 342,540
Program Total	\$	—	\$	\$ 341,520	\$ 342,540

Character of Expenditures

Services		—	—	341,520	342,540
Program Total	\$	—	\$	\$ 341,520	\$ 342,540

EMPLOYEE HEALTH BENEFITS

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Pension & Benefits Administrator	—	0.50	0.50	0.50
Human Resources Manager	—	1.00	1.00	1.00
Lead Human Resources Analyst	—	—	1.00	1.00
Human Resources Analyst	—	1.00	1.00	1.00
Human Resources Technician	—	1.00	1.00	1.00
Program Total	—	3.50	4.50	4.50
Department Total	—	3.50	4.50	4.50

ENVIRONMENTAL and GENERAL SERVICES

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	417.00	417.00	417.00	417.00
EXPENDITURES				
Salaries and Benefits	\$ 28,179,974	\$ 34,930,750	\$ 28,958,360	\$ 35,065,840
Services	41,842,657	48,524,600	47,121,720	50,970,290
Supplies	15,220,764	16,472,060	15,402,870	16,812,000
Equipment	5,309,528	6,248,000	5,939,370	6,233,000
Debt Service	2,360,638	1,075,500	1,075,500	1,062,400
Operating Total	\$ 92,913,561	\$ 107,250,910	\$ 98,497,820	\$ 110,143,530
Capital Improvement Program	11,179,503	11,721,400	6,912,500	6,275,000
Department Total	\$ 104,093,064	\$ 118,972,310	\$ 105,410,320	\$ 116,418,530
FUNDING SOURCES				
General Fund	\$ 49,161,343	\$ 53,521,900	\$ 51,235,110	\$ 55,209,730
Disaster Relief Fund	—	—	—	1,040,000
Environmental Services Fund	43,752,218	53,729,010	47,262,710	53,893,800
Operating Total	\$ 92,913,561	\$ 107,250,910	\$ 98,497,820	\$ 110,143,530
Capital Improvement Program	11,179,503	11,721,400	6,912,500	6,275,000
Department Total	\$ 104,093,064	\$ 118,972,310	\$ 105,410,320	\$ 116,418,530

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$110,143,530 reflects an increase of \$2,892,620 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 1,040,000
Increase in utility costs	633,030
Increase for supplies	339,940
Increase in miscellaneous costs	284,810
Increase in service and regulatory fees for Silverbell Pump and Treatment System	272,850
Increase in equipment	200,000
Increase in personnel costs	135,090
Decrease in debt services	(13,100)
Total	\$ 2,892,620

Trends
Re-envisioning the City's recycling and waste reduction program continues to be a priority. We also are addressing facility and city-wide community clean-up, beautification and betterment projects and initiatives.
Future Challenges and Opportunities
We continue to evaluate the effectiveness and efficiency of the various work units and programs. We are 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.
Program Budget Overview
This budget reflects the continued escalation of our recycling processing costs, reduction in our refuse fleet and landfill equipment capital outlay replacement program.
Recent Accomplishments
We have had a successful implementation of the every other week Recycling Program and the continued implementation of the City's Brush & Bulk Plus Program.

ENVIRONMENTAL and GENERAL SERVICES

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

General Fund	\$ 363,539	\$ 575,920	\$ 407,030	\$ 627,680
Environmental Services Fund	4,391,291	5,831,370	6,704,800	6,241,160
Program Total	\$ 4,754,830	\$ 6,407,290	\$ 7,111,830	\$ 6,868,840

Character of Expenditures

Salaries and Benefits	\$ 2,337,943	\$ 2,558,400	\$ 2,059,310	\$ 2,688,340
Services	2,372,794	3,670,870	4,802,670	3,919,770
Supplies	44,093	148,020	183,350	230,730
Equipment	—	30,000	66,500	30,000
Program Total	\$ 4,754,830	\$ 6,407,290	\$ 7,111,830	\$ 6,868,840

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

Funding Sources

General Fund	\$ 1,581,423	\$ 2,088,210	\$ 1,614,440	\$ 2,103,440
Environmental Services Fund	735	—	—	—
Program Total	\$ 1,582,158	\$ 2,088,210	\$ 1,614,440	\$ 2,103,440

Character of Expenditures

Salaries and Benefits	\$ 1,284,559	\$ 1,499,680	\$ 1,285,750	\$ 1,503,210
Services	274,142	551,930	313,350	560,630
Supplies	23,457	36,600	15,340	39,600
Program Total	\$ 1,582,158	\$ 2,088,210	\$ 1,614,440	\$ 2,103,440

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

Funding Sources

General Fund	\$ —	\$ —	\$ 2,000,000	\$ —
Environmental Services Fund	26,161,907	29,627,380	24,582,450	29,085,820
Program Total	\$ 26,161,907	\$ 29,627,380	\$ 26,582,450	\$ 29,085,820

ENVIRONMENTAL and GENERAL SERVICES

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21
COLLECTIONS (continued)							
Character of Expenditures							
Salaries and Benefits	\$ 10,375,309	\$	12,140,230	\$	10,670,680	\$	12,040,140
Services	8,896,601		10,102,980		8,654,310		9,686,150
Supplies	2,436,113		2,799,170		2,322,770		2,784,530
Equipment	4,453,074		4,585,000		4,934,690		4,575,000
Program Total	\$ 26,161,097	\$	29,627,380	\$	26,582,450	\$	29,085,820

<p>ENVIRONMENTAL COMPLIANCE: This program area provides a variety of regulatory and compliance activities to protect the citizens by providing a clean environment along with the development of renewable energy sources from landfill gas. The program area includes funding for Brownfields and other federal grants.</p>

Funding Sources							
Environmental Services Fund	\$ 491,783	\$	1,167,200	\$	681,790	\$	1,168,720
Program Total	\$ 491,783	\$	1,167,200	\$	681,790	\$	1,168,720

Character of Expenditures							
Salaries and Benefits	\$ 274,641	\$	534,740	\$	255,000	\$	566,220
Services	215,614		626,900		422,660		597,140
Supplies	1,528		5,560		4,130		5,360
Program Total	\$ 491,783	\$	1,167,200	\$	681,790	\$	1,168,720

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

Funding Sources							
General Fund	\$ 29,459,780	\$	30,729,950	\$	28,881,460	\$	31,887,210
Program Total	\$ 29,459,780	\$	30,729,950	\$	28,881,460	\$	31,887,210

Character of Expenditures							
Salaries and Benefits	\$ 6,153,906	\$	7,833,350	\$	6,669,190	\$	8,217,270
Services	19,887,064		21,157,560		20,437,070		21,930,700
Supplies	1,711,154		1,739,040		1,738,520		1,739,240
Equipment	—		—		36,680		—
Debt Service	1,707,656		—		—		—
Program Total	\$ 29,459,780	\$	30,729,950	\$	28,881,460	\$	31,887,210

ENVIRONMENTAL and GENERAL SERVICES

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

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

Funding Sources

General Fund	\$ 17,151,881	\$ 19,949,710	\$ 17,797,530	\$ 19,845,900
Program Total	\$ 17,151,881	\$ 19,949,710	\$ 17,797,530	\$ 19,845,900

Character of Expenditures

Salaries and Benefits	\$ 5,297,055	\$ 7,185,680	\$ 5,641,640	\$ 6,904,130
Services	1,374,129	1,669,490	1,664,500	1,845,760
Supplies	10,440,815	11,064,540	10,476,390	11,083,010
Equipment	39,882	30,000	15,000	13,000
Program Total	\$ 17,151,881	\$ 19,949,710	\$ 17,797,530	\$ 19,845,900

GRAFFITI ABATEMENT¹: This program area provides enforcement and education on graffiti removal throughout the City of Tucson and provides resources to the public to report, prevent and assist with graffiti removal.

Funding Sources

General Fund	\$ 604,720	\$ 178,110	\$ 534,650	\$ 745,500
Environmental Services Fund	56	—	—	—
Program Total	\$ 604,776	\$ 178,110	\$ 534,650	\$ 745,500

Character of Expenditures

Salaries and Benefits	\$ 84,465	\$ 137,670	\$ 77,960	\$ 153,580
Services	519,585	5,440	453,690	556,420
Supplies	726	35,000	3,000	35,500
Program Total	\$ 604,776	\$ 178,110	\$ 534,650	\$ 745,500

¹ Reinstated General Fund funding of \$500,000.

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

Funding Sources

Environmental Services Fund	\$ 989,617	\$ 2,294,030	\$ 1,636,340	\$ 2,504,520
Program Total	\$ 989,617	\$ 2,294,030	\$ 1,636,340	\$ 2,504,520

Character of Expenditures

Salaries and Benefits	\$ 322,170	\$ 752,400	\$ 112,550	\$ 685,660
Services	628,139	1,274,730	1,273,180	1,559,830
Supplies	11,189	23,900	7,610	16,030
Equipment	28,119	243,000	243,000	243,000
Program Total	\$ 989,617	\$ 2,294,030	\$ 1,636,340	\$ 2,504,520

ENVIRONMENTAL and GENERAL SERVICES

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

Environmental Services Fund	\$ 5,888,383	\$ 7,115,230	\$ 6,408,530	\$ 7,515,380
Program Total	\$ 5,888,383	\$ 7,115,230	\$ 6,408,530	\$ 7,515,380

Character of Expenditures

Salaries and Benefits	\$ 2,049,926	\$ 2,288,600	\$ 2,186,280	\$ 2,307,290
Services	2,498,315	2,846,400	2,926,990	2,958,090
Supplies	551,689	620,230	651,760	878,000
Equipment	788,453	1,360,000	643,500	1,372,000
Program Total	\$ 5,888,383	\$ 7,115,230	\$ 6,408,530	\$ 7,515,380

OTHER REQUIREMENTS: This program area funds debt service and administrative service charges which compensates Tucson Water and the general government for services received.

Funding Sources

Environmental Services Fund	\$ 5,829,256	\$ 7,693,800	\$ 7,248,800	\$ 7,378,200
Program Total	\$ 5,829,256	\$ 7,693,800	\$ 7,248,800	\$ 7,378,200

Character of Expenditures

Services	\$ 5,176,274	\$ 6,618,300	\$ 6,173,300	\$ 6,315,800
Debt Service	652,982	1,075,500	1,075,500	1,062,400
Program Total	\$ 5,829,256	\$ 1,075,500	\$ 7,248,800	\$ 1,062,400

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of the funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 1,040,000
Program Total	\$ —	\$ —	\$ —	\$ 1,040,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 1,040,000
Program Total	\$ —	\$ —	\$ —	\$ 1,040,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
ENVIRONMENTAL SERVICES				
Administration				
Director of Environmental Services (UC)	0.50	0.50	0.50	0.50
Deputy Director of Environmental Services	1.00	1.00	1.00	1.00
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Project Coordinator	2.00	2.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00
Surplus, Auction, & Materials Management Superintendent	—	—	1.00	1.00
Environmental Scientist	—	—	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	—	—
GIS Supervisor	1.00	1.00	1.00	1.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Systems Analyst	—	—	1.00	1.00
Public Information Specialist	1.00	1.00	2.00	2.00
Utility Account Relations Specialist III	2.00	2.00	2.00	2.00
Utility Account Relations Specialist II	1.00	1.00	1.00	1.00
Utility Service Representative	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Program Total	20.50	20.50	21.50	21.50
Code Enforcement				
Inspection Supervisor	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Code Inspector	13.00	13.00	13.00	13.00
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	17.00	17.00	17.00	17.00
Collections				
Environmental Services Superintendent	2.00	2.00	3.00	3.00
Environmental Services Supervisor	—	—	10.00	10.00
Environmental Services/Neighborhood Resources Supervisor	9.00	9.00	—	—
Environmental Services Accounts Representative Supervisor	1.00	1.00	1.00	1.00
Welder Supervisor	1.00	1.00	—	—
Environmental Services Accounts Representative Welder	1.00	1.00	1.00	1.00
Welder	2.00	2.00	2.00	2.00
Environmental Services Equipment Operator	108.00	108.00	110.00	110.00
Lead Household Hazardous Waste Technician	2.00	2.00	2.00	2.00
Trade Specialist	3.00	3.00	3.00	3.00
Household Hazardous Waste Technician	2.50	2.50	2.50	2.50
Senior Environmental Services Worker	5.00	5.00	4.00	4.00
Environmental Services Worker	7.00	7.00	5.00	5.00
Program Total	143.50	143.50	143.50	143.50

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Environmental Compliance				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Scientist	2.00	2.00	2.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Program Total	5.00	5.00	5.00	5.00
Graffiti Abatement Program				
Streets Inspection & Compliance Specialist	2.00	2.00	2.00	2.00
Program Total	2.00	2.00	2.00	2.00
Groundwater Protection				
Engineering Manager	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
Environmental Services Inspection Supervisor	1.00	1.00	1.00	1.00
Environmental Services Inspector	4.00	4.00	4.00	4.00
Program Total	7.00	7.00	7.00	7.00
Landfill Operations				
Environmental Services Administrator	1.00	1.00	1.00	1.00
Environmental Services Superintendent	1.00	1.00	—	—
Environmental Services Supervisor	—	—	3.00	3.00
Environmental Services/Neighborhood Resources Supervisor	2.00	2.00	—	—
Equipment Operation Specialist	12.00	12.00	12.00	12.00
Office Supervisor	1.00	1.00	—	—
Utility Account Relations Specialist II	—	—	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Household Hazardous Waste Technician	0.50	0.50	0.50	0.50
Senior Environmental Services Worker	3.00	3.00	3.00	3.00
Utility Account Relations Specialist I	3.00	3.00	1.00	1.00
Environmental Services Worker	4.00	4.00	4.00	4.00
Program Total	28.50	28.50	27.50	27.50
Department Total	223.50	223.50	223.50	223.50

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
GENERAL SERVICES				
Facilities				
Director of Environmental Services (UC)	0.50	0.50	0.50	0.50
Deputy Director of General Services	1.00	1.00	1.00	1.00
Architecture and Engineering Administrator	1.00	1.00	1.00	1.00
Facilities Administrator	—	—	1.00	1.00
Facilities Maintenance Administrator	1.00	1.00	—	—
Energy Manager	1.00	1.00	1.00	1.00
Facilities Management Superintendent	3.00	3.00	3.00	3.00
Electrical Engineer	1.00	1.00	1.00	1.00
Mechanical Engineer	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Senior Engineering Associate	—	—	2.00	2.00
Facilities Project Coordinator	1.00	1.00	—	—
Management Analyst II	—	—	1.00	1.00
Management Analyst	1.00	1.00	—	—
Communications Maintenance Scheduler	1.00	1.00	1.00	1.00
Fire Impairment Specialist	1.00	1.00	1.00	1.00
Planner Scheduler	2.00	2.00	2.00	2.00
Senior Communication Technician	1.00	1.00	1.00	1.00
Carpentry Supervisor	1.00	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00	1.00
Contract and Assessment Specialist	1.00	1.00	1.00	1.00
Electrical Supervisor	—	—	1.00	1.00
Electrician Supervisor	1.00	1.00	—	—
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
HVAC Supervisor	1.00	1.00	1.00	1.00
Plumbing Supervisor	1.00	1.00	1.00	1.00
Electrician	8.00	8.00	8.00	8.00
Electronics Technician	6.00	6.00	6.00	6.00
Engineering Associate	1.00	1.00	1.00	1.00
Facilities Project Coordinator	5.00	5.00	4.00	4.00
Fuel Station Mechanic	3.00	3.00	3.00	3.00
HVAC Technician	12.00	12.00	12.00	12.00
Carpenter	7.00	7.00	7.00	7.00
Custodial Services Supervisor	1.00	1.00	1.00	1.00
Locksmith	3.00	3.00	3.00	3.00
Office Supervisor	1.00	1.00	1.00	1.00
Plumber	6.00	6.00	6.00	6.00
Asset Management Planning Technician	1.00	1.00	1.00	1.00
Electronics Bench Technician	4.00	4.00	4.00	4.00
Painter	2.00	2.00	2.00	2.00
Roofer	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Building Maintenance Worker	5.00	5.00	5.00	5.00
Storekeeper	1.00	1.00	1.00	1.00
Custodian	8.00	8.00	8.00	8.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Program Total	102.50	102.50	102.50	102.50

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
GENERAL SERVICES				
Fleet Services				
Fleet Administrator	1.00	1.00	1.00	1.00
Fleet Maintenance Superintendent	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Fleet Equipment Specialist	3.00	3.00	3.00	3.00
Fleet Services Supervisor	6.00	6.00	6.00	6.00
Lead Automotive Mechanic	2.00	2.00	2.00	2.00
Senior Heavy Equipment Mechanic	24.00	24.00	24.00	24.00
Automotive Mechanic	20.00	20.00	20.00	20.00
Welder	2.00	2.00	2.00	2.00
Asset Management Planning Technician	1.00	1.00	1.00	1.00
Automotive Parts Specialist	6.00	6.00	6.00	6.00
Lead Fleet Service Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Fleet Control Specialist	2.00	2.00	2.00	2.00
Fleet Equipment Mechanic	2.00	2.00	2.00	2.00
Senior Fleet Service Technician	12.00	12.00	12.00	12.00
Senior Storekeeper	1.00	1.00	1.00	1.00
Automotive Service Writer	1.00	1.00	1.00	1.00
Fleet Services Attendant	4.00	4.00	4.00	4.00
Program Total	91.00	91.00	91.00	91.00
Department Total	193.50	193.50	193.50	193.50
Grand Department Total	417.00	417.00	417.00	417.00

HOUSING and COMMUNITY DEVELOPMENT

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21 ¹
STAFFING	151.00	151.00	136.00	137.00
EXPENDITURES				
Salaries and Benefits	\$ 10,137,496	\$ 12,061,960	\$ 10,684,230	\$ 11,406,380
Services	50,838,070	69,533,350	56,892,250	112,827,240
Supplies	1,538,991	1,707,170	1,469,530	1,707,170
Equipment	87,366	58,360	19,450	58,360
Operating Total	\$ 62,601,923	\$ 83,360,840	\$ 69,065,460	\$ 125,999,150
Capital Improvement Program	438,674	5,730,760	2,625,500	4,829,000
Department Total	\$ 63,040,597	\$ 89,091,600	\$ 71,690,960	\$ 130,828,150
FUNDING SOURCES				
General Fund	\$ 2,751,849	\$ 2,705,850	\$ 2,584,950	\$ 2,575,450
Community Development Block Grant	2,969,620	9,529,990	5,497,350	8,814,330
Disaster Relief Fund	—	—	—	20,000,000
HOME Investment Partnerships	2,176,728	7,369,520	1,066,780	9,211,010
Miscellaneous Housing Grant Fund	4,112,848	4,777,260	4,939,410	23,612,480
Non-Federal Grants Fund	—	262,930	—	325,000
Non-Public Housing Assistance (PHA) Asset	2,464,606	2,491,250	3,230,660	3,019,070
Public Housing (AMP) Fund	11,734,940	14,321,040	16,375,520	15,686,000
Public Housing Section 8 Fund	36,391,332	41,903,000	35,370,790	42,755,810
Operating Total	\$ 62,601,923	\$ 83,360,840	\$ 69,065,460	\$ 125,999,150
Capital Improvement Program	438,674	5,730,760	2,625,500	4,829,000
Department Total	\$ 63,040,597	\$ 89,091,600	\$ 71,690,960	\$ 130,828,150

¹ Decrease to positions and funding due to the transfer to the Business Services Department Shared Services Finance and Procurement Functions.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$125,999,150 reflects an increase of \$42,638,310 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 20,000,000
Increase for CAREs Act funding	13,026,760
Increase in various grants	10,267,130
Decrease in personnel costs	(655,580)
Total	\$ 42,638,310

Trends

Supplemental funding from the U.S Department of Housing and Urban Development has been awarded through the CAREs Act to the Housing Department in an effort to keep families housed. Actual operating expenditures from Fiscal Year 2018/19 to FY 2019/20 increased \$6.5million and budgeted operating expenditures from Fiscal Year 2019/20 to Fiscal Year 2020/21 are projected to increase \$42.6 million to help mitigate the economic impact of the COVID-19 pandemic.

Future Challenges and Opportunities

Ongoing program implementation, along with new supplemental programs, will present challenges in the current environment due to clientele with greater needs.

Program Budget Overview

Housing and Community Development Department (HCD) has received numerous allocations of funds from the U.S. Department of Housing and Urban Development out of the CARES Act funding issued by Congress. The funding received covers a variety of programs and each has distinct requirements and eligible activities, some of which include:

- Housing, services and shelter for persons experiencing homelessness
- Personal protective equipment and cleaning supplies for department staff and residents
- Reconfiguration of offices to provide appropriate safety measures in serving the public
- Rental, Utility and Mortgage Assistance The funding that is provided directly or on behalf of City of Tucson residents require that recipients being assisted demonstrate the need is related to the COVID-19 pandemic.

Recent Accomplishments**Improved Quality of Assisted Housing:**

- Completed project renovations/modernization by replacing roofs, updated cabinets, flooring, converting to air conditioning, improving parking lots
- Awarded a \$250,000 HUD Security Grant, which improved security with replacement of windows, doors, etc.
- Continued to work with non-profit agencies to award project-based vouchers. A total of 220 have been awarded of those 164 were designated for special populations. With HOME funding, six (6) complexes were built or rehabilitated to accept those project-based vouchers
- Increased program availability for homeless persons with a partnership with the Tucson Pima Collaboration to End Homeless to provide 10% of public housing inventory and Housing Choice Vouchers to accept referrals for the most vulnerable related to homelessness
- Revitalized the Tucson House resident council and in the process of doing the same with MLK Apartments
- Implemented smoke-free policy for all of Public Housing program

Expand Supply:

- Decreased unit vacancies for public housing to 4%
- Increased the number vouchers for the Veterans Affairs Supportive Housing (VASH) program to 636 total available vouchers

Promoted Self-Sufficiency:

- The Agency was awarded Family Unification Vouchers and is currently working on leasing on of the vouchers
- Hosted quarterly workshops for Family Self Sufficiency participants associated with Financial Literacy, Education Fair, Job Fair, Fall Festival, Mother's Day event and in conjunction with Parks and Rec hosted a School Supply Event in addition, the FSS program awarded scholarship to participants to assist them with achieving their goals.

HOUSING and COMMUNITY DEVELOPMENT SERVICES

OPERATING PROGRAMS

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

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

Funding Sources

General Fund	\$ 915,516	\$	662,180	\$	535,770	\$	656,470
Public Housing (AMP) Fund	2,263,079		3,196,780		2,952,750		2,734,210
Program Total	\$ 3,178,595	\$	3,858,960	\$	3,488,520	\$	3,390,680

Character of Expenditures

Salaries and Benefits	\$ 2,470,281	\$	3,327,390	\$	2,533,180	\$	2,360,610
Services	594,801		412,000		726,860		937,790
Supplies	99,036		119,570		228,480		92,280
Equipment	14,477		—		—		—
Program Total	\$ 3,178,595	\$	3,858,960	\$	3,488,520	\$	3,390,680

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

Funding Sources

General Fund	\$ 11,914	\$	13,240	\$	5,560	\$	12,450
Community Development Block Grant	2,969,620		9,529,990		5,497,350		8,814,330
Program Total	\$ 2,981,534	\$	9,543,230	\$	5,502,910	\$	8,826,780

Character of Expenditures

Salaries and Benefits	\$ 851,748	\$	1,319,120	\$	1,037,290	\$	1,039,830
Services	2,011,487		8,183,810		4,442,340		7,751,610
Supplies	52,087		40,300		23,280		35,340
Equipment	66,212		—		—		—
Program Total	\$ 2,981,534	\$	9,543,230	\$	5,502,910	\$	8,826,780

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

Funding Sources

General Fund	\$ 1,635,267	\$	1,819,820	\$	1,816,920	\$	1,708,860
HOME Investment Partnerships	2,176,728		7,369,520		1,066,780		9,211,010
Miscellaneous Housing Grant Fund	3,704,442		4,302,930		4,665,830		21,816,520
Program Total	\$ 7,516,437	\$	13,492,270	\$	7,549,530	\$	32,736,390

Character of Expenditures

Salaries and Benefits	\$ 1,570,102	\$	688,130	\$	1,075,340	\$	1,115,840
Services	5,911,149		12,783,100		6,445,200		31,563,260
Supplies	35,186		21,040		28,990		57,290
Program Total	\$ 7,516,437	\$	13,492,270	\$	7,549,530	\$	32,736,390

HOUSING and COMMUNITY DEVELOPMENT

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

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

Funding Sources

Non-Federal Grants Fund	\$	—	\$	262,930	\$	—	\$	325,000
Public Housing Section 8 Fund		36,391,332		41,903,000		35,370,790		42,755,810
Program Total		\$ 36,391,332		\$ 42,165,930		\$ 35,370,790		\$ 43,080,810

Character of Expenditures

Salaries and Benefits	\$	1,782,645	\$	2,684,310	\$	1,810,540	\$	2,954,930
Services		34,325,770		39,321,020		33,436,540		39,965,280
Supplies		282,917		160,600		123,710		160,600
Program Total		\$ 36,391,332		\$ 42,165,930		\$ 35,370,790		\$ 43,080,810

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

Funding Sources

General Fund	\$	189,152	\$	210,610	\$	226,700	\$	197,670
Program Total		\$ 189,152		\$ 210,610		\$ 226,700		\$ 197,670

Character of Expenditures

Salaries and Benefits	\$	67,630	\$	126,090	\$	188,030	\$	68,060
Services		114,777		78,640		27,600		127,030
Supplies		6,745		5,880		11,070		2,580
Program Total		\$ 189,152		\$ 210,610		\$ 226,700		\$ 197,670

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

Funding Sources

Non-Public Housing Assistance (PHA) Asset	\$	2,464,606	\$	2,491,250	\$	3,230,660	\$	3,019,070
Public Housing (AMP) Fund		9,471,861		11,124,260		13,337,430		12,951,790
Program Total		\$ 11,936,467		\$ 13,615,510		\$ 16,568,090		\$ 15,970,860

Character of Expenditures

Salaries and Benefits	\$	3,312,098	\$	3,506,820	\$	3,696,480	\$	3,783,870
Services		7,557,461		8,694,210		11,798,900		10,772,510
Supplies		1,060,231		1,356,120		1,053,260		1,356,120
Equipment		6,677		58,360		19,450		58,360
Program Total		\$ 11,936,467		\$ 13,615,510		\$ 16,568,090		\$ 15,970,860

HOUSING and COMMUNITY DEVELOPMENT SERVICES

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

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

Funding Sources

Miscellaneous Housing Grant Fund	\$	408,406	\$	474,330	\$	273,580	\$	1,795,960
Public Housing (AMP) Fund		—		—		85,340		—
Program Total		\$ 408,406		\$ 474,330		\$ 358,920		\$ 1,795,960

Character of Expenditures

Salaries and Benefits	\$	82,992	\$	410,100	\$	343,370	\$	83,240
Services		322,625		60,570		14,810		1,709,760
Supplies		2,789		3,660		740		2,960
Program Total		\$ 408,406		\$ 474,330		\$ 358,920		\$ 1,795,960

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of the funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Funding Sources

Disaster Relief Fund	\$	—	\$	—	\$	—	\$	20,000,000
Program Total		\$ —		\$ —		\$ —		\$ 20,000,000

Character of Expenditures

Services	\$	—	\$	—	\$	—	\$	20,000,000
Program Total		\$ —		\$ —		\$ —		\$ 20,000,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Community Services Administrator	3.00	3.00	2.00	2.00
Lead Management Analyst	1.00	—	—	—
Principal Accountant	3.00	3.00	—	—
Community Services/Neighborhood Resources Manager	—	3.00	1.00	1.00
Community Services/Neighborhood Resources Project Coordinator	—	4.00	4.00	10.00
Community Services Project Supervisor	7.00	1.00	—	6.00
Staff Assistant	8.00	4.00	1.00	1.00
Human Resources Analyst	1.00	—	—	—
Management Analyst	1.00	1.00	1.00	1.00
Office Supervisor	1.00	—	—	—
Accounting Technician	1.00	1.00	—	1.00
Administrative Assistant	8.00	6.00	6.00	5.00
Grant Writer	—	1.00	1.00	1.00
Environmental Project Coordinator	—	1.00	1.00	1.00
Customer Service Representative	3.00	—	—	—
Customer Service Clerk	2.00	—	—	—
Housing Technician	—	2.00	2.00	20.00
Management Assistant	—	4.00	—	—
Office Assistant	1.00	—	—	—
Program Total	42.00	36.00	21.00	51.00
Community Development				
Community Services Project Supervisor	2.00	2.00	2.00	—
Community Services/Neighborhood Resources Project Coordinator	1.00	3.00	3.00	—
Residential Rehabilitation Project Coordinator	5.00	—	—	—
Community Outreach Representative	2.00	2.00	2.00	2.00
Program Total	10.00	7.00	7.00	2.00
Contracts				
Community Services Project Supervisor	1.00	1.00	1.00	—
Community Services/Neighborhood Resources Project Coordinator	5.00	3.00	3.00	1.00
Housing Specialist III	—	2.00	2.00	2.00
Administrative Assistant	—	1.00	1.00	—
Program Total	6.00	7.00	7.00	3.00
Housing Choice Voucher (HCV)/Section 8 Program				
Community Services/Neighborhood Resources Manager	1.00	1.00	1.00	—
Community Services Project Supervisor	1.00	1.00	1.00	—
Housing Quality Standards Supervisor	1.00	—	—	—
Community Services/Neighborhood Resources Project Coordinator	1.00	1.00	1.00	—
Housing Assistance Supervisor	3.00	4.00	4.00	4.00
Housing Investigator	1.00	—	—	1.00
Housing Choice Voucher (HCV)/Section 8 Program (continued)				

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Housing Quality Standards Inspector	3.00	—	—	—
Lead Planner	—	1.00	1.00	1.00
Housing Specialist III	—	8.00	8.00	—
Housing Specialist II	—	16.00	16.00	25.00
Housing Specialist I	—	8.00	8.00	8.00
Staff Assistant	2.00	1.00	1.00	—
Housing Services Agent	15.00	—	—	—
Administrative Assistant	2.00	1.00	1.00	—
Program Total	30.00	42.00	42.00	39.00
Planning and Community Development Administration				
Community Services Administrator	1.00	—	—	—
Community Services Project Supervisor	—	1.00	1.00	1.00
Community Services / Neighborhood Resources Manager	2.00	—	—	—
Residential Rehabilitation Project Coordinator	—	4.00	4.00	4.00
Administrative Assistant	1.00	—	—	—
Program Total	4.00	5.00	5.00	5.00
Public Housing Program				
Community Services Administrator	1.00	—	—	—
Community Services/Neighborhood Resources Manager	2.00	1.00	1.00	—
Community Services Project Supervisor	2.00	—	—	2.00
Housing Field Operations Supervisor	1.00	—	—	—
Residential Rehabilitation Project Coordinator	1.75	—	—	—
Lead Housing Technician	15.00	—	—	—
Housing Technician	3.00	18.00	18.00	—
Management Assistant	—	5.00	5.00	7.00
Housing Investigator	—	1.00	1.00	—
Locksmith	1.75	1.00	1.00	1.00
Physical Plant Operator	2.00	2.00	2.00	2.00
Residential Property Manager	7.00	4.00	4.00	4.00
Housing Specialist III	—	4.00	4.00	—
Housing Specialist II	—	10.00	10.00	12.00
Housing Technician Supervisor	—	4.00	4.00	4.00
Housing Services Agent	13.00	—	—	—
Custodian	2.50	2.00	2.00	2.00
Program Total	52.00	52.00	52.00	34.00
Tenant Services				
Community Services Project Supervisor	1.00	1.00	1.00	1.00
Community Services/Neighborhood Resources Project Coordinator	1.00	1.00	1.00	1.00
Housing Services Agent	5.00	—	—	1.00
Program Total	7.00	2.00	2.00	3.00
Department Total	151.00	151.00	136.00	137.00

HUMAN RESOURCES

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	51.50	62.00	66.00 ¹	66.00
EXPENDITURES				
Salaries and Benefits	\$ 4,725,056	\$ 5,335,200	\$ 5,179,190	\$ 5,405,290
Services	7,047,061	11,547,510	11,536,650	8,362,670
Supplies	77,851	149,580	137,880	26,080
Equipment	—	1,500	1,500	1,500
Department Total	\$ 11,849,968	\$ 17,033,790	\$ 16,855,220	\$ 13,795,540
FUNDING SOURCES				
General Fund	\$ 4,115,936	\$ 4,694,920	\$ 4,510,050	\$ 4,635,070
Disaster Relief Fund	—	—	—	280,000
Environmental Services Fund	175,939	172,720	193,690	195,900
Highway User Revenue Fund	267,278	351,880	278,020	387,250
Internal Service Fund: Self Insurance	6,920,509	11,413,220	11,367,000	7,891,370
Tucson Water Utility Fund	370,306	401,050	506,460	405,950
Department Total	\$ 11,849,968	\$ 17,033,790	\$ 16,855,220	\$ 13,795,540

¹Housing and Community Development Satellite positions were formally transferred in Fiscal Year 2019/20.

HUMAN RESOURCES

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$13,795,540 reflects a decrease of \$3,238,250 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase in services mainly due to insurance public liability	\$ 535,160
Increase in COVID-19 disaster relief	280,000
Increase in personnel costs	70,090
Decrease in computer software	(123,500)
Decrease in insurance claim payments	(4,000,000)
Total	\$ (3,238,250)

Trends

The Human Resources (HR) department maintains a strategic presence in the organization with three (3) divisions that strive to always stand ready to serve a changing organization. The Shared Services Division directly oversees eight (8) satellite HR offices serving generalist functions to respective departments. Satellite offices work in partnership with the divisions of Operations and Pension & Benefits for policy changes, core processing, auditing and custody of records. HR priorities that are currently trending include a move to telecommuting in a more permanent setting for the organization and the utilization of technology to communicate more effectively with employees organization wide. The changing environment caused by a world pandemic as well as racial tensions nationwide has produced opportunities to re-look at best practices from a new lens, primarily in the area of equity and inclusion. The HR department will be a key player in ensuring that equity is absorbed into organizational culture efforts already underway and create an expanded team of resources through the organization to instill equity into the existing Culture Map as we continue to deliver on the transformation of organizational culture in a way that is enduring and foundational.

Future Challenges and Opportunities

The HR Department was well on its way to achieve a more competitive posture for employee compensation before the newest economic downturn as a result of the COVID-19 local health emergency. HR will continue to work on market reviews to keep a solid gauge on market position and be ready to make recommendations when the economy becomes stronger. New automation is also underway to provide effective tools to better manage staff in a virtual setting to include, but not limited to, demographic monitoring, turnover analysis, management of performance and more.

Program Budget Overview

The three primary program areas now being tracked are Administration, Shared Services and Operations. The Shared Services program budget detail includes the General Fund satellite HR Offices located at Parks & Recreation, Tucson Fire, Tucson Police, and Shared Services at City Hall. The remaining satellite HR Offices are funded by Tucson Water, Tucson Department of Transportation (TDOT), Environmental and General Services Department (EGSD), and Housing and Community Development (HCD). Operations program budget detail includes Payroll, HRIS/Records, Workforce Planning & Employee Engagement, and Occupational Health and Leaves. Benefits/Leave Management is managed under a newly effective health insurance program started in Fiscal Year 2019/20.

Recent Accomplishments

The HR Department remained poised and diligent in providing foundational system changes to support the local health emergency related to COVID-19. HR units of Payroll, Occupational Health and Leaves, HRIS and Benefits quickly acclimated to the regulatory requirements of the Families First Coronavirus Relief Act and developed new pay codes, leave policies, training and monitoring of various related programs. HR leadership became skilled in providing guidance throughout the organization on all related Covid-19 pay issues and remained a resource to point employees in the right direction on necessary protocols. HR managed the Employee Resource Page for the organization during the local health emergency. The Benefits unit was instrumental in guiding the City to achieve the Healthiest Employer Award under the Healthy Arizona Worksites Program through the Arizona Department of Health Services. The Platinum Award is the highest wellness award level possible and is a testament to the hard work staff performs in the area of staff wellness and engagement.

HUMAN RESOURCES

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

General Fund	\$ 401,585	\$ 669,460	\$ 542,280	\$ 576,460
Program Total	\$ 401,585	\$ 669,460	\$ 542,280	\$ 576,460

Character of Expenditures

Salaries and Benefits	\$ 254,883	\$ 464,200	\$ 368,620	\$ 453,980
Services	88,388	105,630	87,940	106,850
Supplies	58,314	99,630	85,720	15,630
Program Total	\$ 401,585	\$ 669,460	\$ 542,280	\$ 576,460

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

Funding Sources

General Fund	\$ 1,359,256	\$ 1,816,290	\$ 1,807,080	\$ 1,833,530
Internal Service Fund: Self Insurance	6,920,509	11,413,220	11,367,000	7,891,370
Program Total	\$ 8,279,765	\$ 13,229,510	\$ 13,174,080	\$ 9,724,900

Character of Expenditures

Salaries and Benefits	\$ 1,356,067	\$ 1,796,800	\$ 1,741,370	\$ 1,780,780
Services	6,910,325	11,420,760	11,420,760	7,932,170
Supplies	13,373	10,450	10,450	10,450
Equipment	—	1,500	1,500	1,500
Program Total	\$ 8,279,765	\$ 13,229,510	\$ 13,174,080	\$ 9,724,900

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

Funding Sources

General Fund	\$ 1,989,495	\$ 2,209,170	\$ 2,160,690	\$ 2,225,080
Environmental Services Fund	175,939	172,720	193,690	195,900
Highway User Revenue Fund	267,278	351,880	278,020	387,250
Tucson Water Utility Fund	370,306	401,050	506,460	405,950
Program Total	\$ 2,803,018	\$ 3,134,820	\$ 3,138,860	\$ 3,214,180

HUMAN RESOURCES

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
SHARED SERVICES (continued)				
Character of Expenditures				
Salaries and Benefits	\$ 2,754,851	\$ 3,074,200	\$ 3,069,200	\$ 3,170,530
Services	42,823	21,120	27,950	43,650
Supplies	5,344	39,500	41,710	—
Program Total	\$ 2,803,018	\$ 3,134,820	\$ 3,138,860	\$ 3,214,180

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of the funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 280,000
Program Total	\$ —	\$ —	\$ —	\$ 280,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 280,000
Program Total	\$ —	\$ —	\$ —	\$ 280,000

BENEFITS/LEAVE MANAGEMENT¹: The Leave Management Program is now the office of Occupational Health and Leaves under the Operation Division within the HR Department as stated below. The Benefits Program has transitioned into the Pension and Benefits Division within the HR Department and funded by the Self Insurance Trust Fund.

Funding Sources

General Fund	\$ 365,600	\$ —	\$ —	\$ —
Program Total	\$ 365,600	\$ —	\$ —	\$ —

Character of Expenditures

Salaries and Benefits	\$ 359,255	\$ —	\$ —	\$ —
Services	5,525	—	—	—
Supplies	820	—	—	—
Program Total	\$ 365,600	\$ —	\$ —	\$ —

¹ Effective Fiscal Year 2019/20, employee health benefits will be managed under the newly establish health insurance program.

HUMAN RESOURCES

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Administrative Service Officer	1.00	1.00	1.00	1.00
Deputy Director of Human Resources	1.00	1.00	1.00	1.00
Lead Management Analyst	—	—	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	—	—	—
Program Total	4.00	3.00	4.00	4.00
Operations				
Human Resources Administrator	1.00	1.00	1.00	1.00
Human Resources Manager	1.25	2.00	2.00	2.00
Human Resources Information Systems Manager	—	—	1.00	1.00
Business Analyst II	—	1.00	—	—
Lead Human Resources Analyst	1.00	2.00	1.00	1.00
Lead Management Analyst	1.00	1.00	—	—
Payroll Manager	—	1.00	1.00	1.00
Management Assistant	2.00	—	—	—
Payroll Supervisor	—	—	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Business Analyst I	—	1.00	1.00	1.00
Human Resources Analyst	—	1.00	2.00	2.00
Workers Compensation Specialist	0.25	—	—	—
Senior Payroll Technician	0.50	1.00	1.00	1.00
Human Resources Technician	2.00	4.00	4.00	4.00
Payroll Technician	—	3.00	3.00	3.00
Account Clerk Supervisor	1.00	—	—	—
Administrative Assistant	1.25	1.00	2.00	2.00
Senior Account Clerk	5.00	—	1.00	1.00
Program Total	17.25	20.00	22.00	22.00
Shared Services				
Human Resources Administrator	—	1.00	1.00	1.00
Human Resources Manager	9.00	9.00	8.00	8.00
Lead Human Resources Analyst	6.00	7.00	8.00	8.00
Management Assistant	—	2.00	—	—
Staff Assistant	1.00	—	—	—
Human Resources Analyst	3.75	6.00	6.00	6.00
Senior Payroll Technician	—	—	1.00	1.00
Human Resources Technician	7.00	6.00	7.00	7.00
Administrative Assistant	—	1.00	1.00	1.00
Account Clerk Supervisor	—	1.00	—	—
Senior Account Clerk	—	6.00	8.00	8.00
Program Total	26.75	39.00	40.00	40.00

HUMAN RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Benefits/Leave Management				
Pension Administrator	0.50	—	—	—
Human Resources Manager	1.00	—	—	—
Lead Human Resources Analyst	1.00	—	—	—
Human Resources Technician	1.00	—	—	—
Program Total	3.50	—	—	—
Department Total	51.50	62.00	66.00	66.00

INFORMATION TECHNOLOGY

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	102.00	99.00	102.00	101.00
EXPENDITURES				
Salaries and Benefits	\$ 9,465,578	\$ 10,869,790	\$ 10,245,120	\$ 11,293,870
Services	9,822,650	11,762,740	11,743,010	14,284,350
Supplies	1,250,920	663,150	654,150	956,270
Equipment	1,391,348	871,490	871,490	913,490
Department Total	\$ 21,930,496	\$ 24,167,170	\$ 23,513,770	\$ 27,447,980
FUNDING SOURCES				
General Fund	\$ 21,930,496	\$ 24,167,170	\$ 23,513,770	\$ 25,332,980
Disaster Relief Fund	—	—	—	2,115,000
Department Total	\$ 21,930,496	\$ 24,167,170	\$ 23,513,770	\$ 27,447,980

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$27,447,980 reflects an increase of \$3,280,810 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 2,115,000
Increase software maintenance agreement cost	446,860
Increase in personnel costs from the transfer of three positions from City Court	334,120
Increase in supplies	293,120
Increase in miscellaneous costs	91,710
Total	\$ 3,280,810

Trends
Department did not respond.
Future Challenges and Opportunities
Department did not respond.
Program Budget Overview
Department did not respond.
Recent Accomplishments
Department did not respond.

OPERATING PROGRAMS

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	----------------------------	-----------------------------	-------------------------------	-----------------------------

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

Funding Sources

General Fund	\$ 1,147,142	\$ 1,292,980	\$ 691,830	\$ 3,173,110
Program Total	\$ 1,147,142	\$ 1,292,980	\$ 691,830	\$ 3,173,110

Character of Expenditures

Salaries and Benefits	\$ 511,863	\$ 1,180,990	\$ 608,570	\$ 532,900
Services	107,471	77,690	57,960	1,100,450
Supplies	527,808	34,300	25,300	956,270
Equipment	—	—	—	583,490
Program Total	\$ 1,147,142	\$ 1,292,980	\$ 691,830	\$ 3,173,110

CLIENT APPLICATION SERVICES¹: This program area provides the analysis, development, implementation and on-going support of specific and enterprise software applications that run City business processes, ensuring the performance, availability and stability of those systems. Application Services also provides analysis, development, implementation and on-going support of the applications supporting public safety including fire and police dispatch, records, and special functions. City data is designed, managed and controlled within this area which also provides consultation for software purchases and develops application and architectural standards and best practices. In addition, the Application Services area provides design, development, support, and maintenance for the City's Internet Web sites and promotes increased public information and access to City services.

Funding Sources

General Fund	\$ 9,621,266	\$ 10,982,840	\$ 10,818,450	\$ 11,074,380
Program Total	\$ 9,621,266	\$ 10,982,840	\$ 10,818,450	\$ 11,074,380

Character of Expenditures

Salaries and Benefits	\$ 2,705,076	\$ 3,228,480	\$ 3,064,090	\$ 3,176,040
Services	6,643,740	7,439,900	7,439,900	7,898,340
Supplies	260,858	308,400	308,400	—
Equipment	11,592	6,060	6,060	—
Program Total	\$ 9,621,266	\$ 10,982,840	\$ 10,818,450	\$ 11,074,380

¹Program was previously known as Application Services

BUSINESS MANAGEMENT SERVICES²: This program area is charged with proactively working with stakeholder to understand their technology requirements and assist in identifying and implementing innovative, value added technology solutions. The team also provides technology project management support, technology training support and quality assurance services, data analytics and GIS services, web and citizen applications, and departmental business relationship management with stakeholders.

Funding Sources

General Fund	\$ 1,977,167	\$ 1,700,310	\$ 2,106,240	\$ 3,014,680
Program Total	\$ 1,977,167	\$ 1,700,310	\$ 2,106,240	\$ 3,014,680

Character of Expenditures

Salaries and Benefits	\$ 1,740,867	\$ 1,594,070	\$ 2,000,000	\$ 2,972,870
Services	210,691	68,940	68,940	41,810
Supplies	25,609	37,300	37,300	—
Program Total	\$ 1,977,167	\$ 1,700,310	\$ 2,106,240	\$ 3,014,680

²Program was previously known as Customer Engagement

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

GOVERNANCE AND ASSET MANAGEMENT³: The Information Technology Governance team is responsible for developing, defining and communicating processes to ensure the effective and efficient use of information technology throughout the IT Department and City. The team is also responsible for cyber security within the City - defending City technology systems, networks, computers, programs and data from malicious digital attack. In addition, the Asset Management Team develops and manages business practices combining financial, inventory, contractual and risk management tools and techniques to manage the overall life cycle of City technology hardware and software. Their efforts not only minimize risk and assure compliance but provide data for tactical and strategic decision making.

Funding Sources

General Fund	\$ 635,665	\$ 767,120	\$ 645,500	\$ 590,560
Program Total	\$ 635,665	\$ 767,120	\$ 645,500	\$ 590,560

Character of Expenditures

Salaries and Benefits	\$ 448,276	\$ 536,980	\$ 415,360	\$ 549,310
Services	55,452	162,560	162,560	41,250
Supplies	131,937	67,580	67,580	—
Program Total	\$ 635,665	\$ 767,120	\$ 645,500	\$ 590,560

³ Program was previously known as Information Technology Asset Management.

MANAGED PRINT SERVICES: This program area consolidates 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.

Funding Sources

General Fund	\$ 447,596	\$ 403,820	\$ 403,820	\$ 403,820
Program Total	\$ 447,596	\$ 403,820	\$ 403,820	\$ 403,820

Character of Expenditures

Services	\$ 447,596	\$ 403,820	\$ 403,820	\$ 403,820
Program Total	\$ 447,596	\$ 403,820	\$ 403,820	\$ 403,820

INFRASTRUCTURE SERVICES⁴: This program area ensures a stable and secure computing environment by supporting data center operations and by monitoring and maintaining the servers and storage infrastructure needed to support City applications and services. This program also provides citywide replacement of personal computing equipment, e-mail, and calendar support, as well as customer services field support which focuses on hardware and software for desktop and mobile computing units.

Funding Sources

General Fund	\$ 3,305,248	\$ 3,351,530	\$ 3,329,410	\$ 7,076,430
Program Total	\$ 3,305,248	\$ 3,351,530	\$ 3,329,410	\$ 7,076,430

Character of Expenditures

Salaries and Benefits	\$ 1,430,722	\$ 1,399,070	\$ 1,376,950	\$ 4,062,750
Services	1,125,098	1,564,430	1,564,430	2,683,680
Supplies	36,322	43,550	43,550	—
Equipment	713,106	344,480	344,480	330,000
Program Total	\$ 3,305,248	\$ 3,351,530	\$ 3,329,410	\$ 7,076,430

⁴ The program was previously known as Technical Services. Customer Service, Network Services and Phone Services programs merged in Fiscal Year 2020/21.

INFORMATION TECHNOLOGY

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of Corona virus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) act.

Funding Sources

Disaster Relief Fund	\$	—	\$	—	\$	—	\$	2,115,000
Program Total	\$	—	\$	—	\$	—	\$	2,115,000

Character of Expenditures

Services	—	—	—	—	—	—	—	2,115,000
Program Total	\$	—	\$	—	\$	—	\$	2,115,000

CUSTOMER SERVICE⁵: This program area provides life-cycle services for nearly 5,000 devices including Personal Computers, printers, and mobile devices.

Funding Sources

General Fund	\$	1,580,595	\$	1,777,280	\$	1,729,500	\$	—
Program Total	\$	1,580,595	\$	1,777,280	\$	1,729,500	\$	—

Character of Expenditures

Salaries and Benefits	\$	1,499,334	\$	1,620,390	\$	1,572,610	\$	—
Services		47,492		128,560		128,560		—
Supplies		33,769		28,330		28,330		—
Program Total	\$	1,580,595	\$	1,777,280	\$	1,729,500	\$	—

⁵ Customer Service program was merged into Infrastructure Services program during Fiscal Year 2019/20.

DATA CENTER FACILITIES⁶: This program provides funding for maintaining the City's data center facility for the expenses not covered by Facility Maintenance.

Funding Sources

General Fund	\$	178,576	\$	239,010	\$	239,010	\$	—
Program Total	\$	178,576	\$	239,010	\$	239,010	\$	—

Character of Expenditures

Services	\$	171,168	\$	239,010	\$	239,010	\$	—
Supplies		7,408		—		—		—
Program Total	\$	178,576	\$	239,010	\$	239,010	\$	—

⁶ Data Center Facilities program was merged into the Administration program during Fiscal Year 2019/20.

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

NETWORK SERVICES⁷: This program provides a robust network structure which supports data transmission and security.

Funding Sources

General Fund	\$ 2,350,924	\$ 2,627,410	\$ 2,525,140	\$ —
Program Total	\$ 2,350,924	\$ 2,627,410	\$ 2,525,140	\$ —

Character of Expenditures

Salaries and Benefits	\$ 1,129,440	\$ 1,309,810	\$ 1,207,540	\$ —
Services	444,190	989,930	989,930	—
Supplies	116,409	121,720	121,720	—
Equipment	660,885	205,950	205,950	—
Program Total	\$ 2,350,924	\$ 2,627,410	\$ 2,525,140	\$ —

⁷ Network Services program was merged into the Infrastructure Services program during Fiscal Year 2019/20.

PHONE SERVICES⁸: This program area ensures a stable and secure communications environment for all City departments, including communications networks, Internet access, data networks, voice-over-internet-protocol (VOIP) telecommunications, and wireless connectivity. Also, this area directs Citywide information and access security practices.

Funding Sources

General Fund	\$ 686,317	\$ 1,024,870	\$ 1,024,870	\$ —
Program Total	\$ 686,317	\$ 1,024,870	\$ 1,024,870	\$ —

Character of Expenditures

Services	\$ 569,752	\$ 687,900	\$ 687,900	\$ —
Supplies	110,800	21,970	21,970	—
Equipment	5,765	315,000	315,000	—
Program Total	\$ 686,317	\$ 1,024,870	\$ 1,024,870	\$ —

⁸ Phone Services program was merged into the Infrastructure Services program during Fiscal Year 2019/20.

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Director of Information Technology	1.00	1.00	1.00	1.00
Deputy Director of Information Technology	1.00	1.00	1.00	—
ERP Manager	1.00	1.00	1.00	—
Information Technology Analyst	2.00	2.00	2.00	—
Management Coordinator	1.00	1.00	1.00	1.00
Business Analyst II	1.00	1.00	1.00	—
Project Manager	1.00	1.00	1.00	—
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	10.00	10.00	10.00	4.00
Client Applications Services				
Information Technology Administrator	—	1.00	1.00	1.00
Information Technology Manager	4.00	3.00	3.00	4.00
Lead Systems Analyst	2.00	4.00	4.00	4.00
Data Base Administrator	4.00	5.00	5.00	4.00
GIS Data Analyst	0.50	—	—	—
Systems Analyst	15.00	14.00	14.00	12.00
Information Technology Analyst	1.00	—	3.00	3.00
IT Associate	1.00	1.00	1.00	—
Program Total	27.50	28.00	31.00	28.00
Business Management Services				
Information Technology Administrator	2.00	1.00	1.00	1.00
Information Technology Manager	—	1.00	1.00	4.00
GIS Supervisor	1.00	—	—	—
System Administrator	1.00	1.00	1.00	—
Web Developer	2.00	2.00	2.00	1.00
GIS Data Analyst	0.50	2.00	2.00	2.00
GIS Programmer	1.00	1.00	1.00	1.00
Software Engineer	2.00	2.00	2.00	1.00
Systems Analyst	2.00	1.00	1.00	—
Web Design Analyst	1.00	1.00	1.00	1.00
Finance Manager	1.00	—	—	—
Telephone Services Coordinator	1.00	1.00	1.00	—
Project Manager	2.00	1.00	1.00	2.00
IT Data Analyst	—	—	—	2.00
IT Analyst	—	—	—	4.00
Business Relationship Manager	—	—	—	3.00
Business Analyst I	—	—	—	1.00
Lead QA Analyst	—	—	—	1.00
QA Analyst	—	—	—	2.00
Program Total	16.50	14.00	14.00	26.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Governance and IT Asset Management				
Information Technology Manager	—	1.00	1.00	1.00
Information Technology Analyst	4.00	3.00	3.00	2.00
Systems Analyst	—	1.00	1.00	—
Information Technology Specialist	1.00	1.00	1.00	—
Lead Security Administrator	—	—	—	1.00
Security Administrator	—	—	—	1.00
Program Total	5.00	6.00	6.00	5.00
Infrastructure Services				
Deputy Director of Information Technology	1.00	—	—	—
Information Technology Administrator	1.00	1.00	1.00	1.00
Lead Data and Backup Administrator	1.00	1.00	1.00	1.00
Lead Systems Administrator	1.00	1.00	1.00	1.00
Systems Administrator	5.00	5.00	5.00	2.00
Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Analyst	3.00	3.00	3.00	4.00
Lead Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Manager	—	—	—	4.00
Lead Network Engineer	—	—	—	1.00
Network Engineer	—	—	—	3.00
Communications Engineer	—	—	—	2.00
Lead Comm Engineer	—	—	—	1.00
IT Associate	—	—	—	1.00
Telephone Services Coordinator	—	—	—	1.00
IT Supervisor	—	—	—	4.00
IT Specialist	—	—	—	10.00
Program Total	14.00	13.00	13.00	38.00
Customer Service				
Information Technology Manager	1.00	1.00	1.00	—
Information Technology Specialist	14.00	14.00	14.00	—
Web Design Analyst	1.00	1.00	1.00	—
Information Technology Administrator	1.00	1.00	1.00	—
Program Total	17.00	17.00	17.00	—
Network Services				
Information Technology Manager	1.00	1.00	1.00	—
Lead Network Engineer	1.00	1.00	1.00	—
Lead Security Administrator	1.00	1.00	1.00	—
Network Engineer	4.00	4.00	4.00	—
Communications Engineer	5.00	4.00	4.00	—
Program Total	12.00	11.00	11.00	—
Department Total	102.00	99.00	102.00	101.00

PARKS and RECREATION

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	392.25	392.25	392.25	392.25
EXPENDITURES				
Salaries and Benefits	\$ 17,880,564	\$ 19,977,070	\$ 17,981,140	\$ 20,323,030
Services	8,690,304	10,371,620	8,653,230	10,885,980
Supplies	2,812,486	2,548,830	2,306,870	2,478,880
Equipment	495,988	35,980	75,310	15,980
Operating Total	\$ 29,879,342	\$ 32,933,500	\$ 29,016,550	\$ 33,703,870
Capital Improvement Program	3,300,326	20,192,900	5,895,770	35,119,340
Department Total	\$ 33,179,668	\$ 53,126,400	\$ 34,912,320	\$ 68,823,210
FUNDING SOURCES				
General Fund	\$ 25,110,524	\$ 27,469,550	\$ 23,759,460	\$ 27,776,400
Civic Contribution Fund	323,188	388,800	310,500	855,860
Disaster Relief Fund	—	—	—	300,000
Gene Reid Park Zoo Fund	4,051,000	4,515,000	4,500,000	4,207,000
Non-Federal Grants Fund	1,747	95,700	—	95,700
Other Federal Grants Fund	392,883	464,450	446,750	468,910
Operating Total	\$ 29,879,342	\$ 32,933,500	\$ 29,016,710	\$ 33,703,870
Capital Improvement Program	3,300,326	20,192,900	5,895,770	35,119,340
Department Total	\$ 33,179,668	\$ 53,126,400	\$ 34,912,480	\$ 68,823,210

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$33,703,870 reflects an increase of \$770,370 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase in personnel costs	\$ 306,850
Increase for COVID-19 disaster relief	300,000
Decrease in other miscellaneous charges	163,520
Total	\$ 770,370

PARKS and RECREATION

Trends

COVID-19 has impacted Tucson Parks and Recreation in a variety of ways. Recreation and Senior Centers are closed with an uncertain reopening date. If the pandemic continues, Recreation is implementing virtual programming opportunities for citizens. Outdoor recreation, while limited for team sports, individualized activities such as walking and bicycling in the parks has increased. The new normal has resulted in an increase in sanitization of park amenities. Demand for pickleball space, both indoor and outdoor, continues.

Future Challenges and Opportunities

The department continues to get significant request from neighborhood associations for park improvements. Developing park master plans would better guide park improvements and future capital needs. Common requests are more trees and shade. The pandemic has resulted in an uncertainty of when special events can start back up. The aging rolling stock for park maintenance results in higher downtime, increased maintenance costs and impacts staff's ability to service parks. An opportunity exists to increase community-based programming out of the recreation centers. The department continues to focus on updating Inter-government agreements with community partners to better serve our constituents.

Program Budget Overview

Benefit cost and below market wage adjustments have continued to be a significant impact. As Parks and Connection bond projects are being implemented, other operating and maintenance needs surrounding these projects will continue to be identified and evaluated for future operating and management budget increases.

Recent Accomplishments

The department has completed a lot of the "quick implementation" projects for the Parks and Connections Bond: 12 New playground shade structures, 2 new playgrounds with shade, 2 pools resurfaced, a filtration system replaced, 1 pool slide stairs replaced, Ft. Lowell tennis courts resurfaced, several basketball courts resurfaced and several walking paths resurfaced. The department successfully transitioned to a new asset management system. Park operations expanded to a second, evening shift to better serve park users. Partnership with the Tucson Police Department resulted in adding Park Safety Officers. The department was recognized with the City's "Safety Excellence" award.

OPERATING PROGRAMS

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

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

Funding Sources

General Fund	\$ 2,093,022	\$ 2,222,880	\$ 1,932,010	\$ 2,040,850
Civic Contribution Fund	14,686	27,400	16,000	16,800
Program Total	\$ 2,107,708	\$ 2,250,280	\$ 1,948,010	\$ 2,057,650

Character of Expenditures

Salaries and Benefits	\$ 1,298,856	\$ 1,456,510	\$ 1,282,440	\$ 1,291,080
Services	521,172	611,510	515,070	573,500
Supplies	192,394	182,260	150,500	193,070
Equipment	95,286	—	—	—
Program Total	\$ 2,107,708	\$ 2,250,280	\$ 1,948,010	\$ 2,057,650

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

Funding Sources

General Fund	\$ 2,528,993	\$ 2,463,950	\$ 2,006,970	\$ 2,411,720
Program Total	\$ 2,528,993	\$ 2,463,950	\$ 2,006,970	\$ 2,411,720

Character of Expenditures

Salaries and Benefits	\$ 1,611,789	\$ 1,607,740	\$ 1,241,250	\$ 1,592,490
Services	100,517	149,070	134,040	136,910
Supplies	816,687	707,140	631,680	682,320
Program Total	\$ 2,528,993	\$ 2,463,950	\$ 2,006,970	\$ 2,411,720

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

Funding Sources

General Fund	\$ 517,588	\$ 567,210	\$ 710,720	\$ 617,080
Program Total	\$ 517,588	\$ 567,210	\$ 710,720	\$ 617,080

PARKS and RECREATION

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

CAPITAL PLANNING and DEVELOPMENT (CONTINUED)

Character of Expenditures

Salaries and Benefits	\$ 506,209	\$ 544,020	\$ 654,550	\$ 553,320
Services	7,500	19,040	42,320	59,760
Supplies	3,879	4,150	2,760	4,000
Equipment	—	—	11,090	—
Program Total	\$ 517,588	\$ 567,210	\$ 710,720	\$ 617,080

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

Funding Sources

General Fund	\$ 266,632	\$ 269,610	\$ 221,560	\$ 257,710
Civic Contribution Fund	304,904	337,010	289,710	831,060
Program Total	\$ 571,536	\$ 606,620	\$ 511,270	\$ 1,088,770

Character of Expenditures

Salaries and Benefits	\$ 242,082	\$ 221,960	\$ 201,420	\$ 209,580
Services	82,569	282,910	223,430	800,580
Supplies	26,136	101,750	86,420	78,610
Equipment	220,749	—	—	—
Program Total	\$ 571,536	\$ 606,620	\$ 511,270	\$ 1,088,770

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

Funding Sources

General Fund	\$ 148,471	\$ 83,890	\$ 91,800	\$ 168,370
Other Federal Grant Fund	392,883	464,450	446,750	395,510
Non Federal Grant Fund	1,747	95,700	—	95,700
Program Total	\$ 543,101	\$ 644,040	\$ 538,550	\$ 659,580

Character of Expenditures

Salaries and Benefits	\$ 345,278	\$ 356,050	\$ 388,740	\$ 379,270
Services	142,416	222,540	105,510	229,910
Supplies	55,407	65,450	44,140	50,400
Program Total	\$ 543,101	\$ 644,040	\$ 538,390	\$ 659,580

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

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

Funding Sources

General Fund	\$	103,339	\$	102,750	\$	77,870	\$	102,750
Program Total	\$	103,339	\$	102,750	\$	77,870	\$	102,750

Character of Expenditures

Salaries and Benefits	\$	14,034	\$	—	\$	—	\$	—
Services		35,757		24,510		8,780		24,510
Supplies		53,548		78,240		69,090		78,240
Program Total	\$	103,339	\$	102,750	\$	77,870	\$	102,750

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

Funding Sources

General Fund	\$	—	\$	40,120	\$	—	\$	40,120
Program Total	\$	—	\$	40,120	\$	—	\$	40,120

Character of Expenditures

Services	\$	—	\$	40,120	\$	—	\$	40,120
Program Total	\$	—	\$	40,120	\$	—	\$	40,120

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

Funding Sources

General Fund	\$	1,961,145	\$	1,945,570	\$	1,679,340	\$	2,073,070
Civic Contribution Fund		3,307		19,890		3,970		7,000
Program Total	\$	1,964,452	\$	1,965,460	\$	1,683,310	\$	2,080,070

Character of Expenditures

Salaries and Benefits	\$	1,855,951	\$	1,830,900	\$	1,608,940	\$	1,994,860
Services		40,989		56,590		26,430		15,820
Supplies		67,512		77,970		47,940		69,390
Program Total	\$	1,964,452	\$	1,965,460	\$	1,683,310	\$	2,080,070

PARKS and RECREATION

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

LEISURE CLASSES: This program area offers instructional/special interest classes to youth and adults throughout the year. Class topics include fitness, arts and crafts, music, pottery, sports, dance, gymnastics, and many others.

Funding Sources

General Fund	\$ 935,139	\$ 830,630	\$ 860,240	\$ 901,920
Program Total	\$ 935,139	\$ 830,630	\$ 860,240	\$ 901,920

Character of Expenditures

Salaries and Benefits	\$ 806,199	\$ 774,180	\$ 810,880	\$ 843,110
Services	16,259	23,690	13,490	22,050
Supplies	46,325	32,760	35,870	36,760
Equipment	66,356	—	—	—
Program Total	\$ 935,139	\$ 830,630	\$ 860,240	\$ 901,920

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

Funding Sources

General Fund	\$ 8,586,296	\$ 9,331,090	\$ 8,039,350	\$ 8,906,790
Program Total	\$ 8,586,296	\$ 9,331,090	\$ 8,039,350	\$ 8,906,790

Character of Expenditures

Salaries and Benefits	\$ 4,913,208	\$ 6,604,800	\$ 5,315,800	\$ 6,371,020
Services	2,623,286	1,850,400	1,739,910	1,788,640
Supplies	945,833	848,710	919,420	739,950
Equipment	103,969	27,180	64,220	7,180
Program Total	\$ 8,586,296	\$ 9,331,090	\$ 8,039,350	\$ 8,906,790

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

Funding Sources

General Fund	\$ 6,394,273	\$ 6,665,790	\$ 6,391,100	\$ 7,136,610
Civic Contribution Fund	291	4,500	820	1,000
Other Federal Grant Fund	—	—	—	73,400
Program Total	\$ 6,394,564	\$ 6,670,290	\$ 6,391,920	\$ 7,211,010

Character of Expenditures

Salaries and Benefits	\$ 5,222,106	\$ 5,464,510	\$ 5,535,060	\$ 5,770,560
Services	647,444	783,350	585,650	919,080
Supplies	515,386	413,630	271,210	512,570
Equipment	9,628	8,800	—	8,800
Program Total	\$ 6,394,564	\$ 6,670,290	\$ 6,391,920	\$ 7,211,010

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

SPORTS: This program area offers organized league play for adult softball and summer track and field events. This program is also responsible for facilitating and scheduling 215 fields for 146 organizations representing a total of 4,002 teams.

Funding Sources

General Fund	\$	306,025	\$	352,250	\$	309,700	\$	285,790
Program Total	\$	306,025	\$	352,250	\$	309,700	\$	285,790

Character of Expenditures

Salaries and Benefits	\$	194,509	\$	198,120	\$	179,560	\$	148,390
Services		101,754		142,970		97,850		129,800
Supplies		9,762		11,160		32,290		7,600
Program Total	\$	306,025	\$	352,250	\$	309,700	\$	285,790

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

Funding Sources

General Fund	\$	9,223	\$	17,520	\$	3,150	\$	17,520
Program Total	\$	9,223	\$	17,520	\$	3,150	\$	17,520

Character of Expenditures

Services	\$	2,318	\$	11,840	\$	1,090	\$	11,300
Supplies		6,905		5,680		2,060		6,220
Program Total	\$	9,223	\$	17,520	\$	3,150	\$	17,520

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

Funding Sources

General Fund	\$	848,732	\$	1,003,990	\$	819,660	\$	1,243,800
Program Total	\$	848,732	\$	1,003,990	\$	819,660	\$	1,243,800

Character of Expenditures

Salaries and Benefits	\$	777,578	\$	918,280	\$	762,500	\$	1,169,350
Services		53,302		65,970		50,610		54,700
Supplies		17,852		19,740		6,550		19,750
Program Total	\$	848,732	\$	1,003,990	\$	819,660	\$	1,243,800

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

Funding Sources

General Fund	\$	411,646	\$	1,572,300	\$	615,990	\$	1,572,300
Gene Reid Park Zoo Fund		4,051,000		4,515,000		4,500,000		4,207,000
Program Total	\$	4,462,646	\$	6,087,300	\$	5,115,990	\$	5,779,300

PARKS and RECREATION

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
ZOO (CONTINUED)				
Character of Expenditures				
Salaries and Benefits	\$ 92,765	\$ —	\$ —	\$ —
Services	4,315,021	6,087,300	5,109,050	5,779,300
Supplies	54,860	—	6,940	—
Program Total	\$ 4,462,646	\$ 6,087,300	\$ 5,115,990	\$ 5,779,300

COVID-19 Disaster Relief: This program area provides support to address primary and secondary impacts within the community with the use of Corona virus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) act.

Funding Sources				
Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 300,000
Program Total	\$ —	\$ —	\$ —	\$ 300,000

Character of Expenditures				
Services	\$ —	\$ —	\$ —	\$ 300,000
Program Total	\$ —	\$ —	\$ —	\$ 300,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director of Parks and Recreation	2.00	2.00	2.00	2.00
Parks and Recreation Administrator	1.00	1.00	1.00	1.00
GIS Project Manager	1.00	1.00	1.00	1.00
Community Promotions and Marketing Coordinator	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00	1.00
Systems Analyst	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Graphic Arts Specialist	1.00	1.00	1.00	1.00
Parks and Recreation Program Manager	2.00	2.00	—	—
Customer Services Representative	3.00	3.00	3.00	2.00
Program Total	15.00	15.00	13.00	12.00
Aquatics				
Aquatics Program Manager	1.00	1.00	1.00	1.00
Swimming Pool Supervisor	1.00	1.00	1.00	1.00
Aquatics Program Supervisor	2.75	2.75	2.75	2.75
Swimming Pool Supervisor	9.00	9.00	9.00	9.00
Water Safety Instructor/Senior Lifeguard	28.25	28.25	28.25	28.25
Lifeguard	11.25	11.25	11.25	11.25
Program Total	53.25	53.25	53.25	53.25
Capital Planning and Development				
Landscape Architect	3.00	3.00	3.00	3.00
Project Manager	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Program Total	6.00	6.00	6.00	6.00
Civic Events/Performing Arts				
Parks Events Coordinator	1.00	1.00	1.00	1.00
Trade Specialist	—	—	—	1.00
Parks Events Worker	1.75	1.75	1.75	1.75
Program Total	2.75	2.75	2.75	3.75
Grants				
Recreation Assistant	4.00	4.00	4.00	4.00
Senior Recreation Worker	6.00	6.00	6.00	6.00
Program	1.00	1.00	1.00	1.00
Kitchen Manager	1.00	1.00	1.00	1.00
Short Order Cook	1.00	1.00	1.00	1.00
Program Total	13.00	13.00	13.00	13.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
KIDCO				
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	4.00	4.00	4.00	4.00
Recreation Assistant	1.00	1.00	1.00	1.00
Senior Recreation Worker	22.25	22.25	22.25	23.00
Bus Driver	1.00	1.00	1.00	1.00
Recreation Worker	28.50	28.50	28.50	28.50
Program Total	57.75	57.75	57.75	58.50
Leisure Classes				
Class Registration Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Secretary	1.00	1.00	1.00	1.00
Customer Services Representative	1.00	1.00	1.00	2.00
Recreation Assistant	1.00	1.00	1.00	1.00
Office Assistant	2.50	2.50	2.50	2.50
Class Instructor Fine Arts	8.00	8.00	8.00	8.00
Program Total	16.50	16.50	16.50	17.50
Parks Maintenance				
Parks and Recreation Program Manager	—	—	1.00	1.00
Parks and Recreation Superintendent	1.00	1.00	1.00	1.00
Parks and Golf Area Supervisor	6.00	6.00	6.00	5.00
Electrician Supervisor	—	1.00	1.00	1.00
Electrician	1.00	—	—	—
Equipment Operation Specialist	1.00	1.00	1.00	1.00
Parks Maintenance Coordinator	13.00	13.00	13.00	9.00
Plumber	2.00	2.00	2.00	2.00
Trade Specialist	16.00	16.00	16.00	13.00
Parks Equipment Operator	2.00	2.00	2.00	1.00
Lead Groundskeeper	—	—	4.00	4.00
Groundskeeper	57.00	57.00	57.00	49.00
Lead Parks Equipment Mechanic	1.00	1.00	—	—
Parks Equipment Mechanic	4.00	4.00	—	—
Senior Trades Helper	—	—	1.00	2.00
Welder	1.00	1.00	1.00	—
Lead Maintenance Mechanic	1.00	1.00	1.00	1.00
Equipment Operator	3.00	3.00	3.00	3.00
General Maintenance Trainee/Worker	10.25	10.25	10.25	11.25
Program Total	119.25	119.25	120.25	104.25

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Recreation Centers				
Parks and Recreation Program Manager	—	—	1.00	1.00
Parks and Recreation Superintendent	1.00	1.00	1.00	1.00
Parks and Golf Area Supervisor	—	—	—	1.00
Recreation Supervisor	4.00	4.00	4.00	6.00
Lead Groundskeeper	—	—	1.00	1.00
Lead Parks Equipment Mechanic	—	—	—	1.00
Welder	—	—	—	1.00
Parks Equipment Mechanic	—	—	—	4.00
Recreation Program Coordinator	14.00	14.00	14.00	14.00
Trade Specialist	—	—	—	2.00
Recreation Assistant	36.50	36.50	36.50	36.50
Senior Trades Helper	1.00	1.00	—	—
Custodian	7.00	7.00	7.00	7.00
Groundskeeper	—	—	—	8.00
Customer Service Clerk	1.00	1.00	1.00	—
General Maintenance Trainee/Worker	1.00	1.00	1.00	—
Bus Driver	—	—	—	1.00
Senior Recreation Worker	6.50	6.50	6.50	6.50
Program Total	72.00	72.00	73.00	91.00
Sports				
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Assistant	1.00	1.00	1.00	1.00
Senior Recreation Worker	3.00	3.00	3.00	—
Recreation Worker	1.25	1.25	1.25	—
Program Total	6.25	6.25	6.25	2.00
Therapeutic and Adaptive Recreation				
Therapeutic Recreation Supervisor	1.00	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00
Swimming Pool Supervisor	1.00	1.00	1.00	1.00
Recreation Assistant	3.50	3.50	3.50	3.50
Program Coordinator	1.00	1.00	1.00	1.50
Water Safety Instructor/Senior Lifeguard	7.50	7.50	7.50	7.50
Lifeguard	5.00	5.00	5.00	5.00
Senior Recreation Worker	7.50	7.50	7.50	7.50
Recreation Worker	1.00	1.00	1.00	1.00
Program Total	30.50	30.50	30.50	31.00
Department Total	392.25	392.25	392.25	392.25

PLANNING and DEVELOPMENT SERVICES

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	55.00	59.00	59.00	59.00
EXPENDITURES				
Salaries and Benefits	\$ 5,138,633	\$ 5,823,570	\$ 5,677,940	\$ 5,976,150
Services	2,664,391	1,564,090	2,965,830	1,818,510
Supplies	180,957	426,780	228,920	429,680
Department Total	\$ 7,983,981	\$ 7,814,440	\$ 8,872,690	\$ 8,224,340
FUNDING SOURCES				
General Fund	\$ 7,982,157	\$ 7,782,520	\$ 8,840,770	\$ 7,992,340
Disaster Relief Fund	—	—	—	200,000
Other Federal Grants Fund	1,824	31,920	31,920	32,000
Department Total	\$ 7,983,981	\$ 7,814,440	\$ 8,872,690	\$ 8,224,340

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$8,224,340 reflects an increase of \$409,900 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for to COVID-19 disaster relief	\$ 200,000
Increase in personnel costs	152,580
Increase in other miscellaneous costs	57,320
Total	\$ 409,900

Trends

Due to the success of the special district overlays and the regions push to attract business and industry, Planning and Development Services is seeing an increase in multi-story, multi-family, and large industrial developments. Additionally, there is an upward trend to redevelop existing structures (adaptive reuse). The aforementioned types of development create more public process, require more complex review processes than Tucson's traditional single-family home development pattern. This has led to challenges in Planning and Development Services current capacity and capabilities.

Future Challenges and Opportunities

COVID-19 has resulted in substantial reductions in professional services to PDS. As a result, permit application review times have increased resulting in customer dissatisfaction. Additionally, the capacity to address Mayor and Council legislative initiative is limited due to the shift in professional planning staff to permit review. The opportunities to establish a prioritized legislative work-plan, streamline review processes and an assessment of how to rebuild capacity and capabilities coming out of the pandemic.

Program Budget Overview

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

Recent Accomplishments

The department accomplished several advanced planning initiatives. For example, the department collaborated on the Housing Study, "Thrive in the 05" neighborhood grant, Sunshine Mile, and completed the Arizona State Land's request for one of the largest rezoning in the City's recent history. The rezoning resulted in the City's acquisition of Fantasy Island Bike Park and ability for the Arizona State Lands to sell property that will develop under the environmentally friendly guideline in the Houghton Area Master Plan. PDS has transitioned to virtual inspections, 100% online submittal, constructing the Tucson Development Center (One Stop Shop) and PDS is developing a new permitting system. Additionally, over the last 24 months, PDS has processed record levels of development activities. For example, this fiscal year resulted in \$780M (construction valuation), while Fiscal Year 2019 was \$790M (construction valuation) compared to Fiscal Year 2016 at \$483M (construction valuation). PDS has processed and issued 8,500 permits and has completed over 90,000 building inspections in Fiscal Year 2020.

PLANNING and DEVELOPMENT SERVICES

OPERATING PROGRAMS

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

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

Funding Sources

General Fund	\$	979,914	\$	1,346,860	\$	1,325,690	\$	1,426,470
Program Total	\$	979,914	\$	1,346,860	\$	1,325,690	\$	1,426,470

Character of Expenditures

Salaries and Benefits	\$	451,986	\$	533,370	\$	558,640	\$	607,510
Services		449,049		404,970		582,800		407,540
Supplies		78,879		408,520		184,250		411,420
Program Total	\$	979,914	\$	1,346,860	\$	1,325,690	\$	1,426,470

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

Funding Sources

General Fund	\$	2,223,465	\$	1,332,880	\$	1,777,980	\$	1,478,320
Program Total	\$	2,223,465	\$	1,332,880	\$	1,777,980	\$	1,478,320

Character of Expenditures

Salaries and Benefits	\$	1,275,400	\$	1,091,470	\$	1,193,570	\$	1,226,840
Services		916,120		237,410		575,460		247,480
Supplies		31,945		4,000		8,950		4,000
Program Total	\$	2,223,465	\$	1,332,880	\$	1,777,980	\$	1,478,320

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

Funding Sources

General Fund	\$	2,459,000	\$	2,802,580	\$	3,138,430	\$	2,646,520
Program Total	\$	2,459,000	\$	2,802,580	\$	3,138,430	\$	2,646,520

Character of Expenditures

Salaries and Benefits	\$	1,553,900	\$	2,134,160	\$	1,837,750	\$	1,965,000
Services		849,276		666,420		1,278,190		679,520
Supplies		55,824		2,000		22,490		2,000
Program Total	\$	2,459,000	\$	2,802,580	\$	3,138,430	\$	2,646,520

PLANNING and DEVELOPMENT SERVICES

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

ZONING ADMINISTRATION and CODE DEVELOPMENT¹: This program area conducts advanced planning initiatives, manages the zoning code, and handles entitlement processes, historic preservation, and overlay districts.
--

Funding Sources

General Fund	\$	2,319,778	\$	2,300,200	\$	2,598,670	\$	2,424,870
Other Federal Grants Fund		1,824		31,920		31,920		32,000
Program Total	\$	2,321,602	\$	2,332,120	\$	2,630,590	\$	2,456,870

Character of Expenditures

Salaries and Benefits	\$	1,857,347	\$	2,064,570	\$	2,087,980	\$	2,170,930
Services		449,946		255,290		529,380		273,680
Supplies		14,309		12,260		13,230		12,260
Program Total	\$	2,321,602	\$	2,332,120	\$	2,630,590	\$	2,456,870

¹ Program previously known as Planning and Zoning

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of Corona virus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) act.
--

Funding Sources

Disaster Relief Fund	\$	—	\$	—	\$	—	\$	200,000
Program Total	\$	—	\$	—	\$	—	\$	200,000

Character of Expenditures

Services	\$	—	\$	—	\$	—	\$	200,000
Program Total	\$	—	\$	—	\$	—	\$	200,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Executive Assistant	—	1.00	1.00	1.00
Program Total	3.00	4.00	4.00	4.00
Building and Site Inspections				
Building Inspector Manager	1.00	1.00	1.00	1.00
Construction Inspection Supervisor	1.00	1.00	2.00	2.00
Building Inspector	12.00	11.00	11.00	11.00
Program Total	14.00	13.00	14.00	14.00
Plan Review and Permitting				
Building Official	1.00	1.00	1.00	1.00
Development Services Manager	1.00	1.00	1.00	1.00
PDSO Section Manager	—	1.00	1.00	1.00
Building Plans Examiner	4.00	4.00	4.00	4.00
Civil Engineer	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00
Lead Planner	3.00	4.00	3.00	3.00
Senior Engineering Associate	1.00	1.00	1.00	1.00
Planner	—	2.00	2.00	2.00
Construction Inspection Supervisor	—	1.00	—	—
Building Permit Specialist	1.00	1.00	1.00	1.00
Office Supervisor	—	1.00	1.00	1.00
Landscape Field Representative	1.00	—	—	—
Planning Technician	3.00	2.00	2.00	2.00
Administrative Assistant	1.00	—	—	—
Customer Service Representative	2.00	2.00	2.00	2.00
Program Total	20.00	23.00	21.00	21.00
Zoning Administration and Code Development				
Planning Administrator	1.00	1.00	2.00	2.00
Development Services Manager	2.00	2.00	1.00	1.00
Historic Preservation Principal Planner	1.00	1.00	1.00	1.00
Management Coordinator	1.00	1.00	1.00	1.00
Principal Planner	2.00	2.00	3.00	3.00
Inspection Supervisor	—	1.00	1.00	1.00
Lead Planner	8.00	8.00	8.00	8.00
Building Inspector	1.00	1.00	1.00	1.00
Housing Assistance and Outreach Coordinator	1.00	1.00	—	—
Planning Technician	1.00	1.00	2.00	2.00
Program Total	18.00	19.00	20.00	20.00
Department Total	55.00	59.00	59.00	59.00

OFFICE of the PUBLIC DEFENDER

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	28.00	29.00	29.00	29.00
EXPENDITURES				
Salaries and Benefits	\$ 2,639,921	\$ 2,970,850	\$ 2,894,070	\$ 2,959,830
Services	99,396	148,770	149,930	255,570
Supplies	48,046	36,110	36,970	41,850
Department Total	\$ 2,787,363	\$ 3,155,730	\$ 3,080,970	\$ 3,257,250
FUNDING SOURCES				
General Fund	\$ 2,787,363	\$ 3,155,730	\$ 3,080,970	\$ 3,157,250
Disaster Relief Fund	—	—	—	100,000
Department Total	\$ 2,787,363	\$ 3,155,730	\$ 3,080,970	\$ 3,257,250

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$3,257,250 reflects an increase of \$101,520 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for Covid-19 disaster relief	\$ 100,000
Increase in other miscellaneous costs	12,540
Decrease in personnel cost	(11,020)
Total	\$ 101,520

Trends

COVID-19 pandemic has had a dramatic effect on our caseloads and how we practice law. We have adapted to social distancing which have included, telecommuting/teleconferencing, Teams meeting, Zoom hearings and night court sessions. Our collaborative efforts with outside agencies continue as we seek to reduce jail time and explore wrap-around services which may include housing, medical care, treatment, education, etc. The office will continue to pursue alternative-to-jail options and continue active participation in Mental Health Court, Veteran's Court and Domestic Violence Court.

Future Challenges and Opportunities

The pandemic forced the shutdown of City Court for several months which created a backlog of court cases and thus, impacted the caseloads of this office. Maneuvering through Center for Disease Control social distancing requirements while telecommuting/teleconferencing, all while continuing to provide quality, diligent and ethical representation of indigent defendants has been weary. The approval of a grant-funded attorney position for one year, additional resources, equipment and services will assist and provide opportunities with the mission of the office and successful representation for our clients. An additional challenge is the uncertainty of City Court consolidation. This has added a layer of anxiety for many of our employees who seek assurance with their employment status.

Program Budget Overview

Budgetary demands continue to fluctuate due to the volume of criminal filings and the number of cases where we are appointed as defense counsel. Additional factors include consequences of COVID-19, which will have a lingering unknown effect on our representation. Use of grant funding for this department is instrumental to overcome barriers presented to our representation due to the pandemic.

Recent Accomplishments

The resilient attitude and character of our office members has helped us overcome and conquer the challenges presented by COVID-19. We overcame the challenges of switching to Outlook 365 the same week that the City closed its public lobbies and instituted telecommuting. At the same time, we were able to maintain our representation of in-custody clients and continue with our efforts to visit them in jail and continue with video court hearings. Understanding our ethical obligations, as a team we continued to communicate with our clients who were both in and out-of-custody. Prior to the strike of COVID-19, we had instituted a legal intern program with the University of Arizona as well as welcomed two San Miguel Students to our office. These programs were short lived due to virus exposure concerns. The reclassification study for our Legal Secretaries to Senior Paralegals was completed and instituted.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

PUBLIC DEFENDER: The office provides legal representation independent from the Criminal Division of the City Attorney's Office.

Funding Sources

General Fund	\$ 2,787,363	\$ 3,155,730	\$ 3,080,970	\$ 3,157,250
Program Total	\$ 2,787,363	\$ 3,155,730	\$ 3,080,970	\$ 3,157,250

Character of Expenditures

Salaries and Benefits	\$ 2,639,921	\$ 2,970,850	\$ 2,894,070	\$ 2,959,830
Services	99,396	148,770	149,930	155,570
Supplies	48,046	36,110	36,970	41,850
Program Total	\$ 2,787,363	\$ 3,155,730	\$ 3,080,970	\$ 3,157,250

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of Corona virus Relief Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) act.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	100,000
Program Total	\$ —	\$ —	\$ —	100,000

Character of Expenditures

Services	—	—	—	100,000
Program Total	\$ —	\$ —	\$ —	100,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Public Defender				
Chief Public Defender	1.00	1.00	1.00	1.00
Supervising Public Defender	5.00	5.00	5.00	4.00
Associate Public Defender	9.00	9.00	9.00	7.00
Assistant Public Defender	4.00	5.00	5.00	8.00
Law Clerk	1.00	—	—	—
Management Assistant	1.00	1.00	1.00	1.00
Senior Paralegal	—	1.00	—	7.00
Paralegal	—	6.00	1.00	—
Legal Secretary	5.00	—	6.00	—
Litigation Support Clerk	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	—	—	—
Program Total	28.00	29.00	29.00	29.00
Department Total	28.00	29.00	29.00	29.00

PUBLIC SAFETY COMMUNICATIONS CENTER

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	163.00	163.00	165.00	165.00
EXPENDITURES				
Salaries and Benefits	\$ 12,735,397	\$ 13,557,920	\$ 13,121,840	\$ 13,790,430
Services	257,054	316,110	447,870	543,830
Supplies	237,810	73,490	67,440	73,490
Department Total	\$ 13,230,261	\$ 13,947,520	\$ 13,637,150	\$ 14,407,750
FUNDING SOURCES				
General Fund	\$ 13,230,261	\$ 13,947,520	\$ 13,637,150	\$ 14,132,750
Disaster Relief Fund	—	—	—	275,000
Department Total	\$ 13,230,261	\$ 13,947,520	\$ 13,637,150	\$ 14,407,750

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$14,407,750 reflects an increase of \$460,230 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 275,000
Increase in personnel costs are mainly due to the addition of Public Safety Communication Deputy and Coordinator positions	232,510
Decrease in other miscellaneous costs	(47,280)
Total	\$ 460,230

Trends

Tremendous improvements across all aspects and functions of the Public Safety Communications Department (PSCD) have been realized. Enthusiastic hiring this past year, with managed attrition, has demonstrated sustained levels of personnel in critical areas. Performance metrics have improved in all categories month over month. Training continues to produce solid new performers, while simultaneously cross training existing forces.

Future Challenges and Opportunities

We will continue recruitment and hiring; 24 positions remain open to be filled. Maintain current cross training of call takers with emphasis on increasing dispatchers. Sustain team building and improving unity of effort. Continue with Public Safety Communications Retrofit project. Implement Computer-Aided Dispatch (CAD) 9.4 and Criteria Based Dispatching (CBD) Police side.

Program Budget Overview

The department's general fund budget is 98% operational personnel costs. Only 3% of personnel costs are for those individuals who do not directly impact floor operations (Director, Deputy Director, Executive Assistant and Administrators). Overtime continues to have a significant impact to the budget and is not expected to decrease until employee positions are filled to capacity of 165, personnel mature in skills and operational improvements such as CAD, CBD and the Public Safety Communications Retrofit project come to fruition. Oversight of overtime management and assignment is provided at the Director level, and that will continue.

Recent Accomplishments

During Fiscal Year 2019/20, the PSCD conducted a major hiring processes for both a Director and Deputy Director, resulting in both positions being filled. A Human Resource Manager was assigned to PSCD to assist with personnel matters within the department. Additionally, uniforms were designed and distributed to all personnel, cross training was conducted for all call takers, cross training for dispatchers began, and a robust background check was created.

OPERATING PROGRAMS

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

ADMINISTRATION: This program area provides direction and policy to ensure the answering of 911 calls, processing of emergency calls and dispatching of emergency resources to the community. It responsibly administers all fiscal operations and personnel policies, procedures and actions, and carries out the administrative functions and requirements of the Public Safety Communications Department.

Funding Sources

General Fund	\$ 196,091	\$ 279,810	\$ 304,820	\$ 395,500
Program Total	\$ 196,091	\$ 279,810	\$ 304,820	\$ 395,500

Character of Expenditures

Salaries and Benefits	\$ 189,206	\$ 269,220	\$ 276,580	\$ 390,190
Services	6,885	8,390	27,910	3,110
Supplies	—	2,200	330	2,200
Program Total	\$ 196,091	\$ 279,810	\$ 304,820	\$ 395,500

COMMUNICATIONS CENTER: This program area coordinates regional 911 systems and operations on behalf of the State of Arizona and provides continuous 911 call taking and emergency fire-medical and police dispatching services for Tucson and surrounding jurisdictions.

Funding Sources

General Fund	\$ 13,034,170	\$ 13,667,710	\$ 13,332,330	\$ 13,737,250
Program Total	\$ 13,034,170	\$ 13,667,710	\$ 13,332,330	\$ 13,737,250

Character of Expenditures

Salaries and Benefits	\$ 12,546,191	\$ 13,288,700	\$ 12,845,260	\$ 13,400,240
Services	250,169	307,720	419,960	265,720
Supplies	237,810	71,290	67,110	71,290
Program Total	\$ 13,034,170	\$ 13,667,710	\$ 13,332,330	\$ 13,737,250

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of the funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 275,000
Program Total	\$ —	\$ —	\$ —	\$ 275,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 275,000
Program Total	\$ —	\$ —	\$ —	\$ 275,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Director of Public Safety Communications	1.00	1.00	1.00	1.00
Deputy Director of Public Safety Communications	—	—	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	3.00	3.00
Communications Center				
Public Safety Communications Administrator	2.00	2.00	2.00	2.00
Emergency Communications Manager	1.00	—	—	—
Public Safety Communications Coordinator	4.00	4.00	5.00	5.00
Public Safety Communications Supervisor	20.00	21.00	21.00	21.00
Public Safety Communications Specialist II	62.00	83.00	83.00	83.00
Public Safety Communications Specialist I	23.00	51.00	51.00	51.00
Public Safety Dispatcher	22.00	—	—	—
Master Street Address Guide Scheduler (MSAG)	1.00	—	—	—
Public Safety Service Operator	25.00	—	—	—
Emergency 911 Operator	1.00	—	—	—
Program Total	161.00	161.00	162.00	162.00
Department Total	163.00	163.00	165.00	165.00

TRANSPORTATION and MOBILITY

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	291.00	294.00	294.00	294.00
EXPENDITURES				
Salaries and Benefits	\$ 18,338,023	\$ 22,255,620	\$ 19,135,410	\$ 22,548,100
Services	31,344,246	38,228,140	35,453,200	36,453,910
Supplies	16,904,761	23,389,430	19,396,770	21,840,380
Equipment	2,302,928	2,601,500	1,686,020	1,726,650
Debt Service ¹	1,650,538	1,698,380	1,815,300	—
Contracted Labor	53,316,822	55,752,040	54,211,710	58,317,990
Operating Total	\$ 123,857,318	\$ 143,925,110	\$ 131,698,410	\$ 140,887,030
Capital Improvement Program	80,664,249	130,147,670	86,040,340	179,843,770
Department Total	\$ 204,521,567	\$ 274,072,780	\$ 217,738,750	\$ 320,730,800
FUNDING SOURCES				
General Fund	\$ 286,771	\$ 656,240	\$ 542,490	\$ 712,200
Capital Improvement Fund	25,745	45,600	70,000	50,000
Civic Contributions Fund	1,682	—	—	—
Disaster Relief Fund	—	—	—	1,600,000
Highway User Revenue Fund	36,570,913	43,463,650	39,580,260	39,405,350
Internal Service Fund: Self Insurance	844,602	1,420,000	1,420,000	1,420,000
Mass Transit Fund	35,371,253	41,282,300	56,956,680	—
Mass Transit Fund: General Fund Transfer ²	44,628,463	49,744,220	26,684,860	42,381,870
Non Federal Grants Fund	50,000	—	—	—
Other Federal Grants Fund	423,430	343,860	414,180	380,440
Park Tucson Fund	5,511,459	6,594,240	5,886,940	4,722,360
Regional Transportation Authority	143,000	375,000	143,000	375,000
Operating Total	\$ 123,857,318	\$ 143,925,110	\$ 131,698,410	\$ 91,047,220
Capital Improvement Program	80,664,249	130,147,670	86,040,340	179,843,770
Department Total	\$ 204,521,567	\$ 274,072,780	\$ 217,738,750	\$ 270,890,990

¹ Debt Service for LED lighting lease transferred to General Government Department Debt Service Program area starting FY 2020/21.

² Total Fiscal Year 2020/21 General Fund Budgeted for the mass transit system is \$45,827,270. There is \$42,381,870 in the operating budget and \$3,445,400 in the capital improvement program.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$140,887,030 reflects a decrease of \$3,038,080 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase in contracted labor for transit personnel including overtime as the result of COVID-19	\$ 2,565,950
Increase for COVID-19 disaster relief	1,600,000
Increase in liability insurance including transit auto insurance costs	886,020
Increase in personnel costs	292,480
Decrease in the equipment and tool costs	(298,840)
Decrease in vehicle replacement program, including regional transit vans	(809,600)
Decrease in maintenance services for annexed areas	(1,100,000)
Decrease in debt service that is now budgeted in General Government Department	(1,698,380)
Decrease in equipment repair and maintenance supply costs	(2,025,250)
Decrease in outsourced service costs	(2,450,460)
Total	\$ (3,038,080)

Trends

In January 2020, Mayor and Council approved to change the name of the department to the Department of Transportation and Mobility. The name change better reflects how the department serves the community. 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 is providing necessary infrastructure improvements and maintenance with the focus on Smart City technology as well as the Complete Street Policy. 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 implementing an electric bus pilot program.

Future Challenges and Opportunities

As preservation and maintenance of the department's infrastructure, including roadways, garages and streetcar, is a growing challenge, the department created a public forum to solicit input and feedback on its Mobility Master Plan to shape the future of the department's priorities for the funding and programs. With the onset of the COVID-19 pandemic, the department is experiencing a decline in revenues. The Fiscal Year 2020/21 budget is balanced, but will be continually monitored and analyzed to ensure revenues and expenditures occur in accordance with department's financial planning.

Program Budget Overview

Given the uncertainties surrounding federal and state budgets, the department is vigilant as to how every dollar is spent. In Fiscal Year 2022/23, the Streets and Highway Bonds will be repaid, thus affording extra funds to be directed toward infrastructure projects.

Recent Accomplishments

Completed projects include the Broadway Boulevard from Camino Seco to Houghton Road, El Paso Southwestern Greenway (22nd Street to Simpson Street), the Copper Street Bicycle Boulevard, signalized crossings at Speedway Boulevard, Richey Boulevard, 22nd Street and Belvedere Avenue, arterial and residential roadway improvements as approved by voters on Proposition 101 and various sidewalk improvements. Sun Tran introduced its first electric bus to the public on May 17, 2020. The Electric bus is powered only by battery and produces zero-emissions, contributing to cleaner air and a quieter, more comfortable ride for passengers. Sun Tran expects to receive five additional electric buses in Fiscal Year 2020/21.

OPERATING PROGRAMS

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

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

Funding Sources

General Fund	\$ 7,216	\$ —	\$ —	\$ —
Highway User Revenue Fund	7,219,004	9,745,970	8,962,980	6,812,800
Program Total	7,226,220	9,745,970	8,962,980	6,812,800

Character of Expenditures

Salaries and Benefits	\$ 1,281,985	\$ 1,857,120	\$ 2,063,510	\$ 2,319,250
Services	3,549,065	6,070,120	4,855,110	3,343,590
Supplies	560,520	618,730	728,820	549,960
Equipment	1,834,650	1,200,000	1,315,540	600,000
Program Total	\$ 7,226,220	\$ 9,745,970	\$ 8,962,980	\$ 6,812,800

ENGINEERING: This program area designs and constructs improvements to the city's roadways and flood control system, manages the use of and access to public rights-of-way, and protects life and property from flood hazards.

Funding Sources

Highway User Revenue Fund	\$ 5,492,077	\$ 3,696,900	\$ 3,478,790	\$ 4,680,240
Program Total	\$ 5,492,077	\$ 3,696,900	\$ 3,478,790	\$ 4,680,240

Character of Expenditures

Salaries and Benefits	\$ 3,571,537	\$ 2,835,460	\$ 1,272,280	3,014,960
Services	1,869,508	809,920	2,014,680	1,576,760
Supplies	51,032	51,520	164,830	88,520
Equipment	—	—	27,000	—
Program Total	\$ 5,492,077	\$ 3,696,900	\$ 3,478,790	\$ 4,680,240

LANDSCAPE and ROADWAY MAINTENANCE: This program area is responsible for the maintenance of the City's median islands. This program is funded by the revenues collected from the City's Litter Fee Program assessed on commercial refuse haulers.

Funding Sources

General Fund	\$ 96,743	\$ 175,500	\$ 145,000	\$ 175,500
Program Total	\$ 96,743	\$ 175,500	\$ 145,000	\$ 175,500

Character of Expenditures

Services	\$ —	\$ 129,000	\$ 129,000	\$ 159,500
Supplies	2,782	16,000	16,000	16,000
Equipment	93,961	30,500	—	—
Program Total	\$ 96,743	\$ 175,500	\$ 145,000	\$ 175,500

TRANSPORTATION AND MOBILITY

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

<p>PARK TUCSON: This program area provides a parking management program that enhances quality of life, stimulates the economic development within the area defined by the City Center Strategic Vision Plan, and efficiently and creatively utilizes parking resources to improve overall accessibility and environment of the region.</p>

Funding Sources

Park Tucson Fund	\$ 5,511,459	\$ 6,594,240	\$ 5,886,940	\$ 4,722,360
Program Total	\$ 5,511,459	\$ 6,594,240	\$ 5,886,940	\$ 4,722,360

Character of Expenditures

Salaries and Benefits	\$ 953,465	\$ 1,387,260	\$ 1,300,000	\$ 1,369,500
Services	2,681,141	3,073,770	2,525,170	2,977,600
Supplies	195,033	364,830	196,770	315,260
Equipment	31,282	70,000	49,700	60,000
Debt Service ³	1,650,538	1,698,380	1,815,300	—
Program Total	\$ 5,511,459	\$ 6,594,240	\$ 5,886,940	\$ 4,722,360

³ Debt Service for LED lighting lease transferred to General Government Department in Fiscal Year 2020/21.

<p>PLANNING: This program area is responsible for the implementation of the Complete Street Policy, Community livability and traffic calming programs and oversees planning efforts including Move Tucson and Plan Tucson, grant writing and regional Funding coordination including compliance with federal regulations.</p>
--

Funding Sources

Highway User Revenue Fund	1,484,942	3,297,420	2,073,230	2,423,840
Program Total	\$ 1,484,942	\$ 3,297,420	\$ 2,073,230	\$ 2,423,840

Character of Expenditures

Salaries and Benefits	\$ 632,270	\$ 1,158,650	\$ 823,090	\$ 1,152,830
Services	524,508	1,627,970	833,340	890,210
Supplies	217,969	360,800	416,800	282,800
Equipment	110,195	150,000	—	98,000
Program Total	\$ 1,484,942	\$ 3,297,420	\$ 2,073,230	\$ 2,423,840

<p>PUBLIC TRANSIT LIABILITY: This program area pays the liability and property losses incurred by Sun Tran, Sun Van, and Sun Link that are not covered by purchased insurance policies.</p>
--

Funding Sources

Internal Service Fund: Self Insurance	\$ 844,602	\$ 1,420,000	\$ 1,420,000	\$ 1,420,000
Program Total	\$ 844,602	\$ 1,420,000	\$ 1,420,000	\$ 1,420,000

Character of Expenditures

Services	\$ 844,602	\$ 1,420,000	\$ 1,420,000	\$ 1,420,000
Program Total	\$ 844,602	\$ 1,420,000	\$ 1,420,000	\$ 1,420,000

TRANSPORTATION and MOBILITY

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

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

Funding Sources

Highway User Revenue Fund	\$ 591,223	\$	831,310	\$	802,770	\$	873,640
Program Total	\$ 591,223	\$	831,310	\$	802,770	\$	873,640

Character of Expenditures

Salaries and Benefits	\$ 444,049	\$	732,390	\$	595,310	\$	756,060
Services	145,901		96,800		203,140		107,560
Supplies	1,273		2,120		4,320		3,020
Equipment	—		—		—		7,000
Program Total	\$ 591,223	\$	831,310	\$	802,770	\$	873,640

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

Funding Sources

General Fund	\$ 182,812	\$	368,260	\$	322,490	\$	386,700
Program Total	\$ 182,812	\$	368,260	\$	322,490	\$	386,700

Character of Expenditures

Salaries and Benefits	\$ 138,706	\$	287,910	\$	230,880	\$	302,060
Services	38,762		68,700		41,760		72,990
Supplies	5,344		1,650		31,850		1,650
Equipment	—		10,000		18,000		10,000
Program Total	\$ 182,812	\$	368,260	\$	322,490	\$	386,700

STREETS and TRAFFIC MAINTENANCE: This program area (among many activities) performs asphalt pavement maintenance, maintains median and roadside landscaping, alleyways, and drainage ways, and performs street sweeping activities to ensure safe driving surfaces, decrease the potential for flooding, control dust, and concrete repairs.

Funding Sources

General Fund	\$ —	\$	37,480	\$	—	\$	—
Highway User Revenue Fund	20,039,015		24,405,970		21,715,400		22,853,320
Other Federal Grants Fund	257,853		113,600		121,160		150,180
Program Total	\$ 20,296,868	\$	24,557,050	\$	21,836,560	\$	23,003,500

Character of Expenditures

Salaries and Benefits	\$ 9,893,558	\$	12,258,360	\$	10,840,020	\$	11,574,710
Services	7,689,062		8,577,200		7,563,360		7,978,780
Supplies	2,610,801		3,694,990		3,326,080		3,423,510
Equipment	103,447		26,500		107,100		26,500
Program Total	\$ 20,296,868	\$	24,557,050	\$	21,836,560	\$	23,003,500

TRANSPORTATION AND MOBILITY

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

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

Funding Sources

Mass Transit Fund: General Fund Transfer	\$ 3,456,251	\$ 3,645,430	\$ 2,972,860	\$ 3,109,170
Mass Transit Fund: Federal Transit Grants	—	—	1,180,080	524,060
Mass Transit Fund: Regional Transportation Authority	519,163	940,390	362,880	952,590
Program Total	\$ 3,975,414	\$ 4,585,820	\$ 4,515,820	\$ 4,585,820

Character of Expenditures

Services	\$ 1,715,924	\$ 1,859,700	\$ 2,012,480	\$ 1,799,960
Supplies	412,900	506,020	430,920	419,760
Contracted Labor	1,846,590	2,220,100	2,072,420	2,366,100
Program Total	\$ 3,975,414	\$ 4,585,820	\$ 4,515,820	\$ 4,585,820

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

Funding Sources

Mass Transit Fund: General Fund Transfer	\$ 28,642,137	\$ 29,459,400	\$ 8,691,680	\$ 23,495,980
Mass Transit Fund: Other Agencies	3,283,052	4,486,360	3,637,050	4,886,370
Mass Transit Fund: Federal Transit Grants	5,910,126	6,993,780	33,294,210	18,955,250
Mass Transit Fund: User Fees	12,977,436	15,973,090	9,442,120	10,771,730
Mass Transit Fund: Regional Transportation Authority	7,076,997	7,692,540	5,707,650	8,842,540
Program Total	\$ 57,889,748	\$ 64,605,170	\$ 60,772,710	\$ 66,951,870

Character of Expenditures

Services	\$ 6,472,773	\$ 7,428,410	\$ 8,056,910	\$ 7,975,320
Supplies	11,071,552	15,393,710	11,466,100	14,477,000
Equipment	55,501	388,000	121,550	700,150
Contracted Labor	40,289,922	41,395,050	41,128,150	43,799,400
Program Total	\$ 57,889,748	\$ 64,605,170	\$ 60,772,710	\$ 66,951,870

TRANSPORTATION and MOBILITY

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

SUN VAN: This program area provides paratransit services by appointment that are comparable to Sun Tran’s fixed-route bus service and are in accordance with the Americans with Disabilities Act of 1990 (ADA). The program gives persons with disabilities access to employment, shopping, services, community agencies, and events.

Funding Sources

Mass Transit Fund: General Fund Transfer	\$	11,516,763	\$	15,097,890	\$	13,779,670	\$	14,583,200
Mass Transit Fund: Other Agencies		2,216,577		1,546,930		1,207,230		1,647,670
Mass Transit Fund: Federal Transit Grants		1,297,001		1,121,030		960,000		1,040,000
Mass Transit Fund: User Fees		1,165,675		1,301,000		804,220		1,301,000
Program Total		\$ 16,196,016		\$ 19,066,850		\$ 16,751,120		\$ 18,571,870

Character of Expenditures

Services	\$	3,401,494	\$	4,624,850	\$	4,054,610	\$	4,325,680
Supplies		1,582,303		2,284,860		1,665,120		2,093,700
Equipment		31,909		20,250		20,250		—
Contracted Labor		11,180,310		12,136,890		11,011,140		12,152,490
Program Total		\$ 16,196,016		\$ 19,066,850		\$ 16,751,120		\$ 18,571,870

TRAFFIC ENGINEERING and MAINTENANCE (TE&M)⁴: This program area designs, manages, and maintains traffic signals, street lighting, signs, and pavement markings across the City while developing programs to modernize the City's mobility infrastructure and responds to resident concerns and requests regarding traffic safety. TE&M proactively evaluates data, coordinates with partner and regulatory agencies, and develops projects and programs to innovate and improve safety across the City. TE&M provides plan review, coordination, and support to many other City departments as well as Divisions within the Department of Transportation and Mobility.

Funding Sources

General Fund	\$	—	\$	75,000	\$	75,000	\$	150,000
Capital Improvement Fund		25,745		45,600		70,000		50,000
Highway User Revenue Fund		1,744,652		1,486,080		2,546,890		1,761,510
Other Federal Grants Fund		165,577		230,260		293,020		230,260
Non Federal Grants Fund		50,000		—		—		—
Civic Contribution Fund		1,682		—		—		—
Regional Transportation Authority		143,000		375,000		143,000		375,000
Program Total		\$ 2,130,656		\$ 2,211,940		\$ 3,127,910		\$ 2,566,770

Character of Expenditures

Salaries and Benefits	\$	1,036,437	\$	1,175,790	\$	1,287,050	\$	1,386,790
Services		878,842		752,590		899,560		821,520
Supplies		173,394		58,560		914,420		133,460
Equipment		41,983		225,000		26,880		225,000
Program Total		\$ 2,130,656		\$ 2,211,940		\$ 3,127,910		\$ 2,566,770

⁴ Program was previously known as Traffic Engineering

TRANSPORTATION AND MOBILITY

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

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

Funding Sources

Mass Transit Fund: General Fund Transfer	\$ 1,013,312	\$ 1,541,500	\$ 1,240,650	\$ 1,193,520
Mass Transit Fund: Federal Transit Grants	925,226	1,227,180	361,240	918,600
Program Total	\$ 1,938,538	\$ 2,768,680	\$ 1,601,890	\$ 2,112,120

Character of Expenditures

Salaries and Benefits	\$ 386,016	\$ 562,680	\$ 723,270	\$ 671,940
Services	1,532,664	1,689,110	843,880	1,404,440
Supplies	19,858	35,640	34,740	35,740
Equipment	—	481,250	—	—
Program Total	\$ 1,938,538	\$ 2,768,680	\$ 1,601,890	\$ 2,112,120

COVID-19 DISASTER RELIEF: This program area provides 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.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 1,600,000
Program Total	\$ —	\$ —	\$ —	\$ 1,600,000

Character of Expenditures

Services	—	—	—	\$ 1,600,000
Program Total	\$ —	\$ —	\$ —	\$ 1,600,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Management Services				
Director	1.00	1.00	1.00	1.00
Deputy/Assistant Director	3.00	3.00	3.00	3.00
Transportation Administrator	—	—	1.00	1.00
Management Coordinator	1.00	1.00	—	—
Lead Management Analyst	1.00	1.00	—	—
Transportation Program Coordinator	1.00	—	2.00	2.00
Transportation Public Information Officer	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	2.00	2.00
Public Information Coordinator	1.00	—	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Lead Systems Analyst	—	—	1.00	1.00
Systems Analyst	1.00	1.00	—	—
Office Supervisor	—	—	1.00	1.00
Executive Assistant	—	1.00	1.00	1.00
Administrative Assistant	2.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	5.00	5.00
Program Total	17.00	15.00	22.00	22.00
Capital Program Support				
Transportation Administrator	1.00	1.00	1.00	1.00
Engineering Project Manager	9.00	9.00	9.00	9.00
Landscape Architect	1.00	1.00	1.00	1.00
Senior Engineering Associate	—	—	1.00	1.00
Street Maintenance Supervisor	1.00	1.00	—	—
Program Total	12.00	12.00	12.00	12.00
Engineering				
Engineering Manager	3.00	3.00	3.00	3.00
Inspection Supervisor	2.00	2.00	—	—
Land Surveyor	1.00	1.00	1.00	1.00
Transportation Program Coordinator	1.00	1.00	2.00	2.00
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	5.00	5.00	5.00	5.00
Construction Inspection Supervisor	—	—	2.00	2.00
Lead Construction Inspector	4.00	4.00	3.00	3.00
Lead Construction Materials Inspector	1.00	1.00	1.00	1.00
Construction Inspector	11.00	11.00	11.00	11.00
Construction Materials Inspector	2.00	2.00	2.00	2.00
Senior Engineering Technician	2.00	2.00	2.00	2.00
Survey Crew Chief	6.00	6.00	5.00	5.00
Engineering Permit and Code Inspector	1.00	2.00	1.00	1.00
Planning Technician	4.00	4.00	4.00	4.00
Survey Instrument Technician	6.00	6.00	6.00	6.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	—	—
Survey Technician	3.00	2.00	2.00	2.00
Program Total	55.00	55.00	52.00	52.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Stormwater Quality				
Civil Engineer	1.00	1.00	1.00	1.00
Construction Inspector	2.00	2.00	2.00	2.00
Program Total	3.00	3.00	3.00	3.00
Park Tucson				
Park Tucson Program Administrator	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Executive Assistant	1.00	—	1.00	1.00
Parking Services Supervisor	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	2.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00
Parking Services Agent	9.00	12.00	12.00	12.00
Senior Account Clerk	2.00	2.00	2.00	2.00
Program Total	18.00	21.00	21.00	21.00
Planning				
Transportation Administrator	1.00	1.00	1.00	1.00
Senior Project Manager	—	—	1.00	1.00
Project Manager	5.00	5.00	4.00	4.00
Transportation Program Coordinator	1.00	3.00	2.00	2.00
Lead Planner	1.00	1.00	1.00	1.00
Management Assistant	—	—	1.00	1.00
Senior Engineering Technician	—	1.00	—	—
Program Total	8.00	11.00	10.00	10.00
Real Estate				
Transportation Administrator	1.00	1.00	1.00	1.00
Real Estate Program Supervisor	1.00	1.00	1.00	1.00
Property Manager	1.00	1.00	1.00	1.00
Senior Property Agent	4.00	4.00	4.00	4.00
Property Agent	1.00	1.00	1.00	1.00
Program Total	8.00	8.00	8.00	8.00
Streets and Traffic Maintenance				
Transportation Administrator	1.00	1.00	1.00	1.00
Transportation Superintendent	2.00	3.00	3.00	3.00
Lead Management Analyst	1.00	1.00	1.00	1.00
Transportation Program Coordinator	1.00	2.00	1.00	1.00
Management Assistant	2.00	1.00	—	—
Senior Engineering Associate	1.00	—	—	—
Street Maintenance Supervisor	8.00	8.00	7.00	7.00
Fleet Equipment Specialist	1.00	1.00	1.00	1.00
Engineering Associate	3.00	2.00	2.00	2.00
Cement Mason	4.00	4.00	4.00	4.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Streets and Traffic Maintenance (Continued)				
Equipment Operation Specialist	6.00	6.00	6.00	6.00
Office Supervisor	1.00	—	—	—
Street Maintenance Crew Leader	12.00	20.00	20.00	20.00
Streets Inspector and Compliance Specialist	4.00	4.00	4.00	4.00
Welder	1.00	1.00	1.00	1.00
Construction Maintenance Worker	2.00	2.00	4.00	4.00
Heavy Equipment Operator	31.00	31.00	31.00	31.00
Parts Specialist	—	—	1.00	1.00
Administrative Assistant	1.00	1.00	—	—
Senior Storekeeper	1.00	1.00	—	—
Senior Street Maintenance Worker	7.00	1.00	1.00	1.00
Street Maintenance Worker II	3.00	3.00	3.00	3.00
Customer Service Representative	5.00	4.00	1.00	1.00
Street Maintenance Worker I	12.00	12.00	11.00	11.00
Program Total	110.00	109.00	103.00	103.00
Traffic Engineering and Management				
Transportation Administrator	1.00	1.00	1.00	1.00
Smart Mobility Program Manager	1.00	—	1.00	1.00
Traffic Engineering Manager	1.00	1.00	1.00	1.00
Traffic Engineering Safety Manager	—	—	1.00	1.00
Engineering Project Manager	1.00	1.00	1.00	1.00
Geographic Information System Project Manager	—	—	1.00	1.00
Transportation Program Coordinator	—	—	1.00	1.00
Street Maintenance Supervisor	—	—	1.00	1.00
Business Analyst	1.00	1.00	1.00	1.00
Electrical Supervisor	2.00	2.00	2.00	2.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
Information Technology Manager	—	1.00	—	—
Systems Engineer	1.00	1.00	1.00	1.00
Electrician	9.00	9.00	9.00	9.00
Electronic Technician	7.00	7.00	7.00	7.00
Engineering Associate	3.00	1.00	1.00	1.00
Lead High Voltage Electrician	—	1.00	—	—
Lead Sign Fabricator	1.00	—	1.00	1.00
Traffic Engineering Technician Supervisor	1.00	1.00	1.00	1.00
Geographic Information System Technician	1.00	1.00	—	—
Lead Traffic Control Technician	8.00	8.00	8.00	8.00
Sign Fabricator	1.00	1.00	1.00	1.00
Construction Maintenance Worker	2.00	2.00	2.00	2.00
Senior Engineering Technician	1.00	—	1.00	1.00
Traffic Control Technician	6.00	6.00	6.00	6.00
Traffic Engineering Technician	4.00	4.00	5.00	5.00
Administrative Assistant	1.00	1.00	2.00	2.00
Senior Trades Helper	2.00	2.00	2.00	2.00
Program Total	56.00	53.00	59.00	59.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Transit Services				
Transportation Administrator	1.00	1.00	1.00	1.00
Transit Services Manager	—	—	1.00	1.00
Transit Services Coordinator	2.00	2.00	1.00	1.00
Transportation Planner	—	1.00	—	—
Transportation Eligibility Specialist	1.00	1.00	1.00	1.00
Program Total	4.00	5.00	4.00	4.00
Department Total	291.00	294.00	294.00	294.00

TUCSON CITY GOLF¹

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
CHARACTER OF EXPENDITURES				
Salaries and Benefits	\$ 27,698	\$ 47,600	\$ 47,600	\$ 51,260
Services	2,531,982	2,653,780	2,653,780	2,743,590
Supplies	1,885,947	1,770,900	1,770,900	1,737,050
Equipment	420,460	—	—	—
Debt Service	95,649	16,490	16,490	21,900
Contracted Labor	2,900,423	3,172,100	2,916,680	3,172,140
Department Total	\$ 7,862,159	\$ 7,660,870	\$ 7,405,450	\$ 7,725,940
FUNDING SOURCES				
Tucson Golf Enterprise Fund	\$ 7,862,159	\$ 7,660,870	\$ 7,405,450	\$ 7,725,940
Department Total	\$ 7,862,159	\$ 7,660,870	\$ 7,405,450	\$ 7,725,940

¹Tucson City Golf is managed by OB Sports, a contracting company.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$7,725,940 reflects an increase of \$65,070 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase in miscellaneous costs	\$ 89,850
Increase in debt service costs	5,410
Increase in personnel costs	3,660
Decrease in supply costs	(33,850)
Total	\$ 65,070

Trends

For the seventh consecutive year the average rate collected per round of golf increased; a strong indication of customers' willingness to pay more for a round of golf. Rounds increased for the second year in a row, ending the year 7% better than the previous year and the most rounds of golf played since OB Sports took over management of Tucson City Golf.

Future Challenges and Opportunities

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.

Program Budget Overview

Tucson City Golf operates five courses (Randolph North, Dell Urich, Silverbell, El Rio and Fred Enke) year-round. Golf course operations are managed by OB Sports, which includes all maintenance, operations of the clubhouse, pro shops, and restaurants. OB Sports is focused on improving course and facility conditions and ensuring a great customer experience.

Recent Accomplishments

Tucson City Golf put in 8,700 linear feet of cart paths on the back nine at Fred Enke Golf Course. The gravel paths were the number 1 customer complaint. All golf course identification signs were painted and replaced, matching the Parks and Recreation park signs. New outdoor restaurant furniture has been installed at Randolph to encourage customers to enjoy the great weather and views at the golf course and hopefully increase food and beverage sales.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

Tucson Golf Enterprise Fund	\$ 1,815,426	\$ 1,642,800	\$ 1,642,800	\$ 1,629,960
Program Total	\$ 1,815,426	\$ 1,642,800	\$ 1,642,800	\$ 1,629,960

Character of Expenditures

Salaries and Benefits	\$ 6,209	\$ 11,900	\$ 11,900	\$ 12,800
Services	594,841	631,130	631,130	637,550
Supplies	385,001	331,260	331,260	311,100
Equipment	203,642	—	—	—
Contracted Labor	625,733	668,510	668,510	668,510
Program Total	\$ 1,815,426	\$ 1,642,800	\$ 1,642,800	\$ 1,629,960

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

Funding Sources

Tucson Golf Enterprise Fund	\$ 1,420,653	\$ 1,508,620	\$ 1,508,620	\$ 1,512,410
Program Total	\$ 1,420,653	\$ 1,508,620	\$ 1,508,620	\$ 1,512,410

Character of Expenditures

Salaries and Benefits	\$ 6,208	\$ 11,900	\$ 11,900	\$ 12,820
Services	545,366	604,780	604,780	611,210
Supplies	307,342	329,070	329,070	325,510
Equipment	62,063	—	—	—
Contracted Labor	499,674	562,870	562,870	562,870
Program Total	\$ 1,420,653	\$ 1,508,620	\$ 1,508,620	\$ 1,512,410

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

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

Funding Sources

Tucson Golf Enterprise Fund	\$	3,386,984	\$	3,203,240	\$	2,947,820	\$	3,268,410
Program Total	\$	3,386,984	\$	3,203,240	\$	2,947,820	\$	3,268,410

Character of Expenditures

Salaries and Benefits	\$	9,072	\$	11,900	\$	11,900	\$	12,820
Services		1,057,298		1,054,790		1,054,790		1,125,330
Supplies		876,429		782,740		782,740		771,000
Equipment		113,766		—		—		—
Debt Service		95,649		16,490		16,490		21,900
Contracted Labor		1,234,770		1,337,320		1,081,900		1,337,360
Program Total	\$	3,386,984	\$	3,203,240	\$	2,947,820	\$	3,268,410

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

Funding Sources

Tucson Golf Enterprise Fund	\$	1,239,096	\$	1,306,210	\$	1,306,210	\$	1,315,160
Program Total	\$	1,239,096	\$	1,306,210	\$	1,306,210	\$	1,315,160

Character of Expenditures

Salaries and Benefits	\$	6,209	\$	11,900	\$	11,900	\$	12,820
Services		334,477		363,080		363,080		369,500
Supplies		317,175		327,830		327,830		329,440
Equipment		40,989		—		—		—
Contracted Labor		540,246		603,400		603,400		603,400
Program Total	\$	1,239,096	\$	1,306,210	\$	1,306,210	\$	1,315,160

TUCSON CONVENTION CENTER¹

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
EXPENDITURES				
Salaries and Benefits	\$ 18,897	\$ 50,260	\$ 50,260	\$ 53,320
Services	5,224,666	4,392,430	3,741,470	4,803,470
Supplies	1,687,495	1,604,310	1,104,760	1,671,790
Equipment	215,102	427,630	21,000	414,000
Contracted Labor	4,645,440	4,681,290	3,462,110	5,063,810
Department Total	\$ 11,791,600	\$ 11,155,920	\$ 8,379,600	\$ 12,006,390
FUNDING SOURCES				
Tucson Convention Center Fund	\$ 11,791,600	\$ 11,155,920	\$ 8,379,600	\$ 11,806,390
Disaster Relief Fund	—	—	—	200,000
Department Total	\$ 11,791,600	\$ 11,155,920	\$ 8,379,600	\$ 12,006,390

¹ Tucson Convention Center is managed by SMG, a contracting company.

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$12,006,390 reflects an increase of \$850,470 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase in contract labor	\$ 382,520
Increase in professional and other miscellaneous services	211,040
Increase for COVID-19 disaster relief	200,000
Increase in supplies	67,480
Increase in personnel costs	3,060
Decrease in equipment	(13,630)
Total	\$ 850,470

Trends

Event programming has steadily increased at the Tucson Convention Center for the past five years. Meetings, banquets, and concert/entertainment programming have shown the most growth. With the addition of the hotel and upgraded meeting room space, convention and association business will be the next area to develop.

Future Challenges and Opportunities

The event business will see a dramatic change of how events are presented in light of the COVID-19 pandemic; all of the challenges of this change have yet to be fully defined. Marketing surrounding the renovations and additions to the convention center space will proceed as planned as these events book several years in advance.

Program Budget Overview

The Tucson Convention Center is managed by SMG on behalf of the city. The budget is for operating the Leo Rich Theater, Music Hall, the arena, exhibit halls, Eckbo Plaza, parking areas and convention center spaces. This includes all administration, maintenance and operations, event management, ticketing, parking and security.

Recent Accomplishments

Prior to the Fiscal Year 2019/20 4th quarter, the Tucson Convention Center was continuing the trend of increasing events and event revenue. Within the Fiscal Year 2019/20 budget many infrastructure repairs and improvements were completed as well as several life safety projects.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

Tucson Convention Center Fund	\$ 2,169,320	\$ 4,231,460	\$ 3,183,980	\$ 4,437,450
Program Total	\$ 2,169,320	\$ 4,231,460	\$ 3,183,980	\$ 4,437,450

Character of Expenditures

Salaries and Benefits	\$ 18,897	\$ 50,260	\$ 50,260	\$ 53,320
Services	872,740	2,604,710	1,963,860	2,920,860
Supplies	65,084	66,230	66,230	64,800
Equipment	215,102	427,630	21,000	414,000
Contracted Labor	997,497	1,082,630	1,082,630	1,184,470
Program Total	\$ 2,169,320	\$ 4,231,460	\$ 3,183,980	\$ 4,637,450

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

Funding Sources

Tucson Convention Center Fund	\$ 4,562,294	\$ 3,989,440	\$ 3,308,720	\$ 4,142,320
Program Total	\$ 4,562,294	\$ 3,989,440	\$ 3,308,720	\$ 4,142,320

Character of Expenditures

Services	\$ 1,544,528	\$ 1,052,420	\$ 843,980	\$ 1,110,370
Supplies	1,285,231	1,313,080	840,800	1,372,620
Contracted Labor	1,732,535	1,623,940	1,623,940	1,659,330
Program Total	\$ 4,562,294	\$ 3,989,440	\$ 3,308,720	\$ 4,142,320

OPERATIONS: This program area provides event set-up and maintenance for all events, including responsibility for ice set-ups and all buildings. The area also supports events requiring staging and theatrical services and oversees all arena and music hall rigging, concert set-ups, and telephone and internet services for all events.

Funding Sources

Tucson Convention Center Fund	\$ 5,059,986	\$ 2,935,020	\$ 1,886,900	\$ 3,226,620
Program Total	\$ 5,059,986	\$ 2,935,020	\$ 1,886,900	\$ 3,226,620

Character of Expenditures

Services	\$ 2,807,398	\$ 735,300	\$ 933,630	\$ 772,240
Supplies	337,180	225,000	197,730	234,370
Contracted Labor	1,915,408	1,974,720	755,540	2,220,010
Program Total	\$ 5,059,986	\$ 2,935,020	\$ 1,886,900	\$ 3,226,620

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of the funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	200,000
Program Total	\$ —	\$ —	\$ —	200,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	200,000
Program Total	\$ —	\$ —	\$ —	200,000

TUCSON FIRE

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.

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	681.00	698.00	698.75	687.75
EXPENDITURES				
Salaries and Benefits	\$ 92,889,538	\$ 95,937,030	\$ 96,401,020	\$ 97,714,990
Services	2,580,228	2,903,700	2,657,570	18,572,170
Supplies	3,380,537	3,516,730	3,450,480	3,520,320
Equipment	—	222,550	182,810	222,550
Department Total	\$ 98,850,303	\$ 102,580,010	\$ 102,691,880	\$ 120,030,030
Capital Improvement Program	7,625,136	12,585,400	9,548,500	16,252,600
Total Department	\$ 106,475,439	\$ 115,165,410	\$ 112,240,380	\$ 136,282,630
FUNDING SOURCES				
General Fund	\$ 98,484,727	\$ 101,136,290	\$ 101,662,400	\$ 103,065,810
Civic Contributions Fund	5,267	48,470	1,750	48,470
Disaster Relief Fund	—	—	—	15,380,000
Internal Service Fund: Self Insurance	313,119	301,540	238,260	404,090
Non-Federal Grants	—	5,530	—	5,530
Other Federal Grants	47,190	1,088,180	789,470	1,126,130
Department Total	\$ 98,850,303	\$ 102,580,010	\$ 102,691,880	\$ 120,030,030
Capital Improvement Program	7,625,136	12,585,400	9,548,500	16,252,600
Total Department	\$ 106,475,439	\$ 115,165,410	\$ 112,240,380	\$ 136,282,630

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$120,030,030 reflects an increase of \$17,450,020 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 15,380,000
Increase in personnel costs	2,340,680
Increase in miscellaneous costs	412,510
Decrease from converting eleven civilian positions to fund eight social worker positions	(683,170)
Total	\$ 17,450,020

Trends

The COVID-19 pandemic consumed half of the third quarter and one hundred percent of the fourth quarter of Fiscal Year 2019/20. In addition, a high number of firefighter vacancies persisted for the entire fiscal year, but was partially eased with the graduation of thirty-four probationary firefighters on June 5, 2020. The pandemic has increased stress on our community and on our front line personnel, as they are exposed to the current environment daily. We have been challenged with changing the way we do business, both administratively and with our emergency response. Emergency medical response continues to comprise over eighty-five percent of our total call volume; however, our department still continues to experience a high volume of fire, specialty rescue, and hazardous material response.

Future Challenges and Opportunities

Resource Demands: Maintaining a fully-staffed commissioned work force is our greatest budgetary challenge. Being understaffed at both the firefighter and paramedic ranks is creating an overtime burden on the organization. Resolution of these issues is critical in our ability to maintain exceptional service delivery to the community and to properly take care of our employees to avoid burnout and undue stress.

Fleet: This past fiscal year marked year “3” of Tucson Delivers funding. The Department ordered 18 non-specialized (general fleet) vehicles to replace aging and obsolete platforms. In addition, 4 new fire engines, 2 new ladder trucks, 2 new ambulances, and 2 new brush style trucks were procured. The new acquisitions allowed the Department to retire assets which were no longer cost effective to maintain. The Fire Department continues to experience heavy workload in fleet maintenance, as we still have a large portion of aging apparatus, and newer apparatus have more complex (and time consuming) systems and needs. The Tucson Delivers program has provided some much needed relief to the heavy fleet. However, a dedicated fleet replacement fund is still required after the sunset of the sales tax increase.

Emergency Medical Services (EMS): To protect our residents and visitors, we must continually assess and maintain appropriate coverage and system reliability as our City continues to grow. It is imperative that we are able to respond to time-sensitive EMS emergencies quickly and to expertly provide and document advanced life support (ALS) interventions. To do so, we must assure the availability and competency of EMS resources, institute a comprehensive continuing education program and encourage on-going quality assurance and improvement. Through the addition of the Tucson Collaborative Community Care (TC3) program and Rescue truck programs, we are able to reduce call load and right-size resources to incidents in a meaningful way. Collaboration with Public Safety Communications Department, Tucson Police Department, and Transportation & Mobility will further this effort by taking a deeper dive on caller questioning and providing alternative response and transportation options. We also need to hold an annual paramedic training class to help maintain a robust pool of qualified ALS providers and keep EMS transport units and Rescue trucks staffed. Implementing an EMS Services Unit (ESU) would allow the department to provide quality continuing education to our providers while minimizing out of service time and overtime expenses. Additionally, with the help of a dedicated manager and enhanced quality assurance measures, we 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, capitalizing on education and prevention efforts in order to reduce the risk inherent to an individual community. The CRR process involves the identification and prioritization of risks within the community and promotes the development of educational programs and resources to reduce negative occurrences and to minimize their impact.

Program Budget Overview

The department's general fund personnel budget is over 93% of the total department budget. The remaining 7% is used to support the purchase of all firefighting, medical, and safety equipment as well as all computer and office products and supplies, repair and maintenance of equipment, and travel and training of all personnel.

Recent Accomplishments

Fire Chief Ryan started in late September 2019 at the very beginning of second quarter of Fiscal Year 2019/20. Since then, a structural business unit realignment was implemented, a revised executive leadership team was seated, and organizational needs assessment was conducted in December 2019 and January 2020. The results of that needs assessment publicly shared with Mayor & Council at the January 28, 2020 Budget Retreat. An expanded Recruit Firefighter Academy started with 42 new hires in January 2020, and 34 of those 42 successfully completed training and graduated on June 5, 2020. Several station improvement projects finally began moving forward including the repair and renovation of Fire Station 11 and the rebuild of Fire Station 9. A new Public Information Officer was hired who has completely re-branded and re-marketed the department through intense, positive social media activity. We have embarked on the initial steps toward becoming an accredited department through a scorecard approach to the Community Driven Strategic Plan. We continue to expand public/private partnerships to help support the Tucson Collaborative Community Care (TC3) program, and the department entered into its first automatic aid emergency response agreement with regional partners.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

ADMINISTRATION: This program area provides 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. It responsibly administers all fiscal operations and personnel policies, procedures and actions, and carries out the administrative functions and requirements of the Public Safety Pension Retirement System.

Funding Sources

General Fund	\$ 1,545,088	\$ 2,169,310	\$ 2,250,660	\$ 2,271,560
Program Total	\$ 1,545,088	\$ 2,169,310	\$ 2,250,660	\$ 2,271,560

Character of Expenditures

Salaries and Benefits	\$ 1,406,633	\$ 2,051,880	\$ 2,099,010	\$ 2,147,470
Services	120,161	91,590	127,740	100,250
Supplies	18,294	25,840	23,910	23,840
Program Total	\$ 1,545,088	\$ 2,169,310	\$ 2,250,660	\$ 2,271,560

ADVANCED LIFE SUPPORT: This program area, managed through the Emergency Medical Services (EMS) Division, is responsible for the department's Advanced Life Support (ALS) services response and EMS administration. 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. This program is partially funded through in-house billing cost recovery for ALS ambulance services.

Funding Sources

General Fund	\$ 27,269,575	\$ 27,582,310	\$ 27,123,010	\$ 28,109,140
Program Total	\$ 27,269,575	\$ 27,582,310	\$ 27,123,010	\$ 28,109,140

Character of Expenditures

Salaries and Benefits	\$ 25,211,159	\$ 25,759,870	\$ 25,191,830	\$ 26,182,780
Services	880,755	857,880	771,700	926,050
Supplies	1,177,661	964,560	1,159,480	1,000,310
Program Total	\$ 27,269,575	\$ 27,582,310	\$ 27,123,010	\$ 28,109,140

EMERGENCY MANAGEMENT: This program area provides Citywide natural and man-made management, homeland security protection as relating to fire and EMS services, and regional, state, and federal all-hazard coordination. Other functions include special operations training, education, regional response, and mass casualty preparedness.

Funding Sources

General Fund	\$ 296,241	\$ 455,520	\$ 373,590	\$ 471,020
Non-Federal Grants	—	5,530	—	5,530
Other Federal Grants	47,190	1,088,180	789,470	1,126,130
Program Total	\$ 343,431	\$ 1,549,230	\$ 1,163,060	\$ 1,602,680

TUCSON FIRE

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
EMERGENCY MANAGEMENT				
(continued)				
Character of Expenditures				
Salaries and Benefits	\$ 178,303	\$ 824,590	\$ 550,080	\$ 876,050
Services	110,007	214,850	269,930	217,340
Supplies	55,121	341,240	197,240	340,740
Equipment	—	168,550	145,810	168,550
Program Total	\$ 343,431	\$ 1,549,230	\$ 1,163,060	\$ 1,602,680

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

Funding Sources

General Fund	\$ 3,047,108	\$ 3,117,930	\$ 3,098,690	\$ 3,072,170
Program Total	\$ 3,047,108	\$ 3,117,930	\$ 3,098,690	\$ 3,072,170

Character of Expenditures

Salaries and Benefits	\$ 1,704,841	\$ 1,752,240	\$ 1,792,900	\$ 1,700,890
Services	238,281	300,200	207,880	305,790
Supplies	1,103,986	1,065,490	1,097,910	1,065,490
Program Total	\$ 3,047,108	\$ 3,117,930	\$ 3,098,690	\$ 3,072,170

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

Funding Sources

General Fund	\$ 1,600,241	\$ 1,744,160	\$ 1,517,020	\$ 1,794,420
Program Total	\$ 1,600,241	\$ 1,744,160	\$ 1,517,020	\$ 1,794,420

Character of Expenditures

Salaries and Benefits	\$ 537,776	\$ 523,050	\$ 460,590	\$ 600,310
Services	344,784	367,720	270,250	335,720
Supplies	717,681	799,390	749,180	804,390
Equipment	—	54,000	37,000	54,000
Program Total	\$ 1,600,241	\$ 1,744,160	\$ 1,517,020	\$ 1,794,420

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

FIRE PREVENTION and LIFE SAFETY: This program area promotes public safety by administering fire codes and standards, conducting regular building and facility inspections of commercial buildings, schools, vacant and neglected structures, group homes, and landfills; and enforcing compliance of code violations. They also respond to citizen complaints and conduct specialty inspections of tents, fireworks displays, open burn permits, and 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 fire fighters 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.

Funding Sources

General Fund	\$ 4,173,717	\$ 4,833,270	\$ 4,780,620	\$ 5,049,210
Civic Contribution Fund	5,267	48,470	1,750	48,470
Program Total	\$ 4,178,984	\$ 4,881,740	\$ 4,782,370	\$ 5,097,680

Character of Expenditures

Salaries and Benefits	\$ 4,059,266	\$ 4,715,480	\$ 4,655,910	\$ 4,916,860
Services	87,392	113,480	106,350	128,540
Supplies	32,326	52,780	20,110	52,280
Program Total	\$ 4,178,984	\$ 4,881,740	\$ 4,782,370	\$ 5,097,680

FIRE SUPPRESSION and EMERGENCY MEDICAL SERVICES: This program area provides all-hazard risk protection and timely response to the Tucson community using contemporary, efficient, and compliant emergency response service, including a highly-trained force of professional and dedicated emergency fire and rescue personnel. It focuses on continuously improving customer service, internal processes, and technologies, and strives diligently to maintain and protect the hard-earned ISO Class 1 rating enjoyed by the City's residents and business community.

Funding Sources

General Fund	\$ 58,478,676	\$ 58,536,360	\$ 59,823,560	\$ 59,876,110
Program Total	\$ 58,478,676	\$ 58,536,360	\$ 59,823,560	\$ 59,876,110

Character of Expenditures

Salaries and Benefits	\$ 57,835,616	\$ 57,811,110	\$ 59,129,130	\$ 58,919,790
Services	635,709	694,320	682,490	925,640
Supplies	7,351	30,930	11,940	30,680
Program Total	\$ 58,478,676	\$ 58,536,360	\$ 59,823,560	\$ 59,876,110

FIRE TRAINING: This program area ensures 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.

Funding Sources

General Fund	\$ 2,074,081	\$ 2,697,430	\$ 2,695,250	\$ 2,422,180
Program Total	\$ 2,074,081	\$ 2,697,430	\$ 2,695,250	\$ 2,422,180

Character of Expenditures

Salaries and Benefits	\$ 1,692,862	\$ 2,262,500	\$ 2,325,510	\$ 2,033,270
Services	132,122	221,390	189,330	209,280
Supplies	249,097	213,540	180,410	179,630
Program Total	\$ 2,074,081	\$ 2,697,430	\$ 2,695,250	\$ 2,422,180

TUCSON FIRE

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

HAZARDOUS WASTE DISPOSAL PROGRAM: This program area ensures that City generated hazardous waste is properly collected, packaged, and disposed of per local, state, and federal laws.

Funding Sources

Internal Service Fund: Self Insurance Fund	\$	313,119	\$	301,540	\$	238,260	\$	404,090
Program Total	\$	313,119	\$	301,540	\$	238,260	\$	404,090

Character of Expenditures

Salaries and Benefits	\$	263,082	\$	236,310	\$	202,560	\$	337,570
Services		31,017		42,270		25,400		43,560
Supplies		19,020		22,960		10,300		22,960
Program Total	\$	313,119	\$	301,540	\$	238,260	\$	404,090

COVID-19 DISASTER RELIEF: This program area provides 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.”

Funding Sources

Disaster Relief Fund	\$	—	\$	—	\$	—	\$	15,380,000
Program Total	\$	—	\$	—	\$	—	\$	15,380,000

Character of Expenditures

Services	\$	—	\$	—	\$	—	\$	15,380,000
Program Total	\$	—	\$	—	\$	—	\$	15,380,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Fire Chief	1.00	1.00	1.00	1.00
Fire Battalion Chief: Assistant Fire Chief	3.00	3.00	3.00	3.00
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	3.75	3.75
Customer Service Representative	1.00	1.00	1.00	1.00
Program Total	13.00	13.00	13.75	13.75
Advanced Life Support				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Fire Captain	12.00	12.00	12.00	12.00
Paramedic: Haz Mat/Technical Rescue Team	12.00	12.00	12.00	12.00
Paramedic	143.00	143.00	143.00	143.00
GIS Data Analyst	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00	1.00
EMS Administrator	—	1.00	1.00	—
EMS Manager	—	1.00	1.00	—
Emergency Medical Technician Civilian	—	7.00	7.00	1.00
Paramedic Civilian	—	7.00	7.00	5.00
Lead Ambulance Billing Specialist	2.00	2.00	2.00	2.00
Ambulance Billing Specialist	4.00	4.00	4.00	4.00
Program Total	179.00	195.00	195.00	185.00
Emergency Management				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Emergency Management Manager	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Emergency Vehicle Management				
Equipment Vehicle Fleet Superintendent	1.00	1.00	1.00	1.00
Emergency Vehicle Technician Supervisor	1.00	1.00	1.00	1.00
Emergency Vehicle Technician	8.00	8.00	8.00	8.00
Certified Fire Equipment Specialist	2.00	2.00	2.00	2.00
Automotive Parts Specialist	2.00	2.00	2.00	2.00
Senior Fleet Service Technician	1.00	1.00	1.00	1.00
Program Total	15.00	15.00	15.00	15.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Fire Logistics				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Logistics Manager	—	1.00	1.00	—
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	3.00	4.00	4.00	3.00
Fire Prevention and Life Safety				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain: Eight Hour	2.00	2.00	2.00	2.00
Fire Prevention Inspector Assignment: Fire Investigator	6.00	6.00	6.00	6.00
Fire Prevention Inspector: Haz Mat	3.00	3.00	3.00	3.00
Fire Prevention Inspector	13.00	13.00	13.00	13.00
Fire Code Administrator	1.00	1.00	1.00	1.00
Fire Protection Plans Examiner	1.00	1.00	1.00	1.00
Public Safety Education Specialist	2.00	2.00	2.00	2.00
Community Risk Reduction Manager	1.00	1.00	1.00	1.00
Code Inspector	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	37.00	37.00	37.00	37.00
Fire Suppression and Emergency Medical Services				
Fire Battalion Chief Assignment: Deputy Chief	3.00	3.00	3.00	3.00
Fire Battalion Chief	11.00	11.00	11.00	11.00
Fire Captain: Eight Hour	3.00	3.00	3.00	3.00
Fire Captain: Haz Mat/Technical Rescue Team	15.00	15.00	15.00	15.00
Fire Captain	87.00	87.00	87.00	87.00
Fire Engineer: Haz Mat/Technical Rescue Team	94.00	94.00	94.00	94.00
Fire Engineer	21.00	21.00	24.00	24.00
Fire Fighter: Haz Mat/Technical Rescue Team	46.00	46.00	46.00	46.00
Fire Fighter	141.00	141.00	138.00	138.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	422.00	422.00	422.00	422.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Fire Training				
Fire Battalion Chief Assignment: Deputy Chief	1.00	1.00	1.00	1.00
Fire Captain Assignment: Eight Hour	4.00	4.00	4.00	4.00
Fire Training Coordinator	1.00	1.00	1.00	1.00
Lead Housing Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	8.00	8.00	8.00	8.00
Hazardous Waste Disposal Program				
Fire Captain: Eight Hour	1.00	1.00	1.00	1.00
Fire Prevention Inspector: Haz Mat	1.00	1.00	1.00	1.00
Program Total	2.00	2.00	2.00	2.00
Department Total	681.00	698.00	698.75	687.75

TUCSON POLICE

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	1,108.00	1,149.50	1,152.50	1,152.50
EXPENDITURES				
Salaries and Benefits	\$ 148,684,801	\$ 159,820,020	\$ 156,888,310	\$ 159,907,910
Services	10,003,569	11,356,430	11,133,650	25,315,400
Supplies	3,756,212	8,026,690	7,345,240	6,917,270
Equipment	547,024	1,726,890	1,714,770	1,855,100
Department Total	\$ 162,991,606	\$ 180,930,030	\$ 177,081,970	\$ 193,995,680
Capital Improvement Program	8,366,719	12,344,400	5,085,400	16,096,200
Total Department	\$ 171,358,325	\$ 193,274,430	\$ 182,167,370	\$ 210,091,880
FUNDING SOURCES				
General Fund	\$ 154,066,327	\$ 164,080,030	\$ 160,231,970	\$ 166,079,280
Civic Contribution Fund	7,507	7,830	7,830	15,000
Disaster Relief Fund	—	—	—	11,770,000
Other Federal Grants	7,176,368	14,865,900	14,865,900	13,947,110
Non-Federal Grants	1,741,404	1,976,270	1,976,270	2,184,290
Department Total	\$ 162,991,606	\$ 180,930,030	\$ 177,081,970	\$ 193,995,680
Capital Improvement Program	8,366,719	12,344,400	5,085,400	16,096,200
Total Department	\$ 171,358,325	\$ 193,274,430	\$ 182,167,370	\$ 210,091,880

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$193,995,680 reflects an increase of \$13,065,650 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 11,770,000
Increase in personnel costs	3,076,760
Increase in services costs for furnishings and equipment	2,188,430
Increase in other miscellaneous costs	218,110
Decrease to computer hardware purchases	(1,109,420)
Decrease from privatization of special duty	(3,078,230)
Total	\$ 13,065,650

Trends

The Tucson Police Department continues its commitment to progressive policing and providing innovative service delivery to the Tucson community. Better use of data analytics allows the department to take a smarter, more efficient, precise, and strategic approach to public safety. In addition, the department is working with the City’s IT department to put data in a forward-facing interactive format, for increased transparency and accountability, and as part of Compstat360. As the name implies, this initiative involves a 360-degree approach to addressing crime trends, traffic injuries and deaths, community priorities, and employee performance and wellness. In addition, the department continues to recruit and hire high quality and diverse applicants for sworn and professional staff positions.

Future Challenges and Opportunities

The Tucson Police Department and the Public Safety Communications Department continue to refine implementation of Criteria Based Dispatching (CBD). One of the key goals of this program involves improving information collection at the initial point of call intake to better triage service needs, reduce call for service wait times, and most importantly ensure that the right resources are brought to bear. A well-calibrated CBD program can add significantly to public safety locally and serve as a model for agencies nationally and internationally. Another ongoing challenge involves federal reporting. By January 1, 2021, the Tucson Police Department must be in compliance with the Federal Bureau of Investigation’s (FBI) National Incident Based Reporting System (NIBRS), a replacement for Uniform Crime Reporting (UCR). In order to meet compliance regulations and the implementation timeline, the department needs to replace our outdated Records Management System (RMS) software.

Program Budget Overview

The Tucson Police Department continues to explore opportunities for collaboration with City departments and other community partners to realize economies of scale and improve service delivery to the Tucson community. In addition, the department continues its longstanding practice of researching and applying for federal, state, local, and private funding that fits the mission and goals of the department and the City.

Recent Accomplishments

In response to community concerns about policing nationally, as well as locally, the Tucson Police Department has aggressively sought to increase community input, including launching regular meetings with the local chapter of the National Association for the Advancement of Colored People (NAACP). The department has transitioned its Critical Incident Review Board to a Sentinel Event Review Board, broadening areas of inquiry from training, supervision, and policy to addressing community problems through a systemic, multidisciplinary approach, and involving increased, diverse community input. The department also continues its innovative approaches to reducing incarceration levels, such as deflection to treatment, rather than booking into jail, for specific low-level misdemeanor offenses.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

OFFICE of the CHIEF of POLICE: This program area directs policy, oversees the professionalism of department members, and coordinates the efforts of the department. This program also includes Internal Affairs, Finance, Human Resources, and Special Events.

Funding Sources

General Fund	\$ 6,077,772	\$ 9,210,420	\$ 8,858,410	\$ 8,752,800
Program Total	6,077,772	9,210,420	8,858,410	8,752,800

Character of Expenditures

Salaries and Benefits	\$ 5,643,802	\$ 8,599,540	\$ 8,207,880	\$ 8,097,850
Services	360,894	551,530	571,070	585,080
Supplies	73,076	59,350	79,460	69,870
Program Total	6,077,772	9,210,420	8,858,410	8,752,800

ADMINISTRATIVE SERVICES: This program area provides services necessary to ensure sustainable and proactive operations as directed by the Chief of Police. This support also includes Capital and Records.

Funding Sources

General Fund	\$ 3,171,583	\$ 3,794,450	\$ 3,613,710	\$ 3,985,550
Program Total	\$ 3,171,583	\$ 3,794,450	\$ 3,613,710	\$ 3,985,550

Character of Expenditures

Salaries and Benefits	\$ 3,135,190	\$ 3,733,730	\$ 3,541,850	\$ 3,907,050
Services	33,760	57,460	58,650	64,440
Supplies	2,633	3,260	13,210	14,060
Program Total	\$ 3,171,583	\$ 3,794,450	\$ 3,613,710	\$ 3,985,550

ANALYSIS, ENGAGEMENT AND OVERSIGHT¹: This program area provides data driven policing, accountability to the community, best practices research, internal and external strategic communications, community advocacy and interest group engagement, and employee recruiting. This program includes the Office of Professional Standards (formerly Internal Affairs), the Crime Analysis Division, and the Strategic Communications Division.

Funding Source

General Fund	\$ —	\$ —	\$ 156,190	\$ 445,340
Program Total	\$ —	\$ —	\$ 156,190	\$ 445,340

Character of Expenditures

Salaries and Benefits	\$ —	\$ —	\$ 156,190	\$ 437,230
Services	—	—	—	8,110
Program Total	\$ —	\$ —	\$ 156,190	\$ 445,340

¹Program area was newly established in Fiscal Year 2019/20.

TUCSON POLICE

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

EMERGENCY MANAGEMENT: This program area plans, coordinates, and integrates activities necessary to build, sustain, and improve the City's capability to mitigate against, prepare for, respond to, and recover from threats, natural or man-made disasters, and acts of terrorism; to promote a safer, less vulnerable community with the capacity to cope with all hazards. Homeland Security Section protects communities by identifying, preparing for, and mitigating potential threats to critical infrastructure within the City, and by coordinating with regional partners to reduce vulnerability.

Funding Source

General Fund	\$	816,808	\$	1,002,890	\$	1,652,300	\$	1,826,700
Program Total	\$	816,808	\$	1,002,890	\$	1,652,300	\$	1,826,700

Character of Expenditures

Salaries and Benefits	\$	811,609	\$	992,600	\$	1,642,580	\$	1,804,370
Services		4,265		8,790		8,790		20,030
Supplies		934		1,500		930		2,300
Program Total	\$	816,808	\$	1,002,890	\$	1,652,300	\$	1,826,700

FORFEITURE: This program area effectively applies funding associated with the Racketeer Influenced and Corrupt Organizations (RICO) Act and Arizona forfeiture laws, enhancing operational objectives as determined by the Chief of Police.

Funding Sources

General Fund	\$	1,134,722	\$	1,972,990	\$	1,372,110	\$	1,604,650
Program Total	\$	1,134,722	\$	1,972,990	\$	1,372,110	\$	1,604,650

Character of Expenditures

Salaries and Benefits	\$	601,397	\$	703,820	\$	339,110	\$	740,560
Services		262,387		486,780		530,730		184,200
Supplies		66,487		727,390		447,270		624,890
Equipment		204,451		55,000		55,000		55,000
Program Total	\$	1,134,722	\$	1,972,990	\$	1,372,110	\$	1,604,650

GRANTS: This program area provides administrative and financial oversight and capacity for grant funding allocated to the Tucson Police Department in order to enhance operational objectives outlined by the Chief of Police.

Funding Sources

General Fund	\$	367,181	\$	733,280	\$	367,350	\$	620,400
Civic Contribution Fund		7,507		7,830		7,830		15,000
Non-Federal Grants Fund		1,740,743		1,976,270		1,976,270		2,184,290
Other Federal Grants Fund		7,176,368		14,107,250		14,107,250		13,947,110
Program Total	\$	9,291,799	\$	16,824,630	\$	16,458,700	\$	16,766,800

Character of Expenditures

Salaries and Benefits	\$	3,393,167	\$	6,093,940	\$	6,243,180	\$	5,317,500
Services		5,039,126		5,344,300		4,908,630		6,991,470
Supplies		747,268		3,884,100		3,804,600		2,877,330
Equipment		112,238		1,502,290		1,502,290		1,580,500
Program Total	\$	9,291,799	\$	16,824,630	\$	16,458,700	\$	16,766,800

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

General Fund	\$ 649,806	\$ 621,650	\$ 639,380	\$ 647,740
Program Total	\$ 649,806	\$ 621,650	\$ 639,380	\$ 647,740

Character of Expenditures

Salaries and Benefits	\$ 620,520	\$ 566,770	\$ 581,360	\$ 607,520
Services	28,634	39,880	43,020	40,220
Supplies	652	15,000	15,000	—
Program Total	\$ 649,806	\$ 621,650	\$ 639,380	\$ 647,740

INVESTIGATIVE SERVICES: This program area conducts professional and exemplary criminal investigations by striving to set the highest standards in investigative, forensic, and evidentiary procedures.

Funding Sources

General Fund	\$ 31,601,517	\$ 36,470,450	\$ 34,270,250	\$ 35,432,310
Other Federal Grants Fund	—	758,650	758,650	—
Program Total	\$ 31,601,517	\$ 37,229,100	\$ 35,028,900	\$ 35,432,310

Character of Expenditures

Salaries and Benefits	\$ 30,184,976	\$ 35,165,820	\$ 33,082,750	\$ 33,216,450
Services	818,933	841,540	968,970	955,220
Supplies	491,929	1,215,410	977,180	1,204,310
Equipment	105,679	6,330	—	56,330
Program Total	\$ 31,601,517	\$ 37,229,100	\$ 35,028,900	\$ 35,432,310

LOGISTICS: This program area is responsible for coordination of all facilities management within the Tucson Police Department and other logistical needs associated with Department operations. This support includes Fleet Management and Data Services.

Funding Sources

General Fund	\$ 4,337,890	\$ 4,748,530	\$ 5,267,870	\$ 4,948,350
Program Total	\$ 4,337,890	\$ 4,748,530	\$ 5,267,870	\$ 4,948,350

Character of Expenditures

Salaries and Benefits	\$ 1,527,297	\$ 1,825,900	\$ 1,794,740	\$ 1,788,340
Services	1,802,345	2,145,840	2,493,850	2,397,280
Supplies	1,004,066	733,520	936,010	719,460
Equipment	4,182	43,270	43,270	43,270
Program Total	\$ 4,337,890	\$ 4,748,530	\$ 5,267,870	\$ 4,948,350

TUCSON POLICE

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

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

Funding Sources

General Fund	\$	88,127,686	\$	87,097,210	\$	86,369,200	\$	91,651,880
Program Total	\$	88,127,686	\$	87,097,210	\$	86,369,200	\$	91,651,880

Character of Expenditures

Salaries and Benefits	\$	87,427,652	\$	86,290,580	\$	85,563,970	\$	90,427,530
Services		698,513		792,600		775,410		1,190,670
Supplies		1,521		14,030		29,820		33,680
Program Total	\$	88,127,686	\$	87,097,210	\$	86,369,200	\$	91,651,880

SPECIAL DUTY²: This program area provides police-related services to an employer, other than the City of Tucson, by departmental personnel during off-duty hours (i.e., point control, security, or any time required to work in a police capacity) in order to enhance existing public safety and community policing efforts.

Funding Sources

General Fund	\$	3,501,084	\$	3,640,070	\$	3,120,850	\$	561,840
Non-Federal Grant Fund		661		—		—		—
Program Total	\$	3,501,745	\$	3,640,070	\$	3,120,850	\$	561,840

Character of Expenditures

Salaries and Benefits	\$	3,401,500	\$	3,479,480	\$	2,974,160	\$	400,710
Services		100,245		118,440		118,440		118,980
Supplies		—		42,150		28,250		42,150
Program Total	\$	3,501,745	\$	3,640,070	\$	3,120,850	\$	561,840

² Special duty service privatized in Fiscal Year 2020/21. A liaison team continues to work with the management company.

SUPPORT SERVICES: This program area consists of staff and equipment to provide specialized assistance to the department including training and homeland security support, enabling the department to respond to unusual events, disasters, or human-caused crises.

Funding Sources

General Fund	\$	7,470,627	\$	7,997,270	\$	7,962,180	\$	8,259,170
Program Total	\$	7,470,627	\$	7,997,270	\$	7,962,180	\$	8,259,170

Character of Expenditures

Salaries and Benefits	\$	6,826,522	\$	7,340,580	\$	7,356,700	\$	7,593,160
Services		164,344		212,180		174,710		222,810
Supplies		464,275		424,510		410,770		423,200
Equipment		15,486		20,000		20,000		20,000
Program Total	\$	7,470,627	\$	7,997,270	\$	7,962,180	\$	8,259,170

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
--	--------------------	---------------------	-----------------------	---------------------

TRAFFIC ENFORCEMENT: This program area provides and coordinates effective professional support in all functions relating to traffic as they pertain to the Department. This program consists of Solo Motors, DUI squads, Commercial Vehicle Enforcement Officers, Traffic Investigations, Off-Road Enforcement, Mandatory Impound Section, and Alarm Enforcement Unit.

Funding Sources

General Fund	\$ 1,710,560	\$ 1,824,500	\$ 1,683,160	\$ 1,831,700
Program Total	\$ 1,710,560	\$ 1,824,500	\$ 1,683,160	\$ 1,831,700

Character of Expenditures

Salaries and Benefits	\$ 1,686,577	\$ 1,772,630	\$ 1,657,150	\$ 1,777,760
Services	15,645	12,740	20,470	14,810
Supplies	8,338	39,130	5,540	39,130
Program Total	\$ 1,710,560	\$ 1,824,500	\$ 1,683,160	\$ 1,831,700

TRAINING: This program area is responsible for the training of basic recruits and provides on-going training for Tucson Police Department employees.

Funding Sources

General Fund	\$ 5,099,091	\$ 4,966,320	\$ 4,899,010	\$ 5,510,850
Program Total	\$ 5,099,091	\$ 4,966,320	\$ 4,899,010	\$ 5,510,850

Character of Expenditures

Salaries and Benefits	\$ 3,424,592	\$ 3,254,630	\$ 3,746,690	\$ 3,791,880
Services	674,478	744,350	460,910	752,080
Supplies	895,033	867,340	597,200	866,890
Equipment	104,988	100,000	94,210	100,000
Program Total	\$ 5,099,091	\$ 4,966,320	\$ 4,899,010	\$ 5,510,850

COVID-19 DISASTER RELIEF: This program area provides 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.

Funding Source

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 11,770,000
Program Total	\$ —	\$ —	\$ —	\$ 11,770,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 11,770,000
Program Total	\$ —	\$ —	\$ —	\$ 11,770,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Office of the Chief of Police				
Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant: Deputy Police Chief	—	1.00	1.00	1.00
Police Lieutenant: Assistant Police Chief	4.00	4.00	3.00	3.00
Police Lieutenant: Police Captain	2.00	—	—	—
Police Lieutenant	4.00	4.00	5.00	5.00
Chief of Staff	—	1.00	1.00	—
Police Sergeant: Assignments	6.00	4.00	5.00	5.00
Police Sergeant	5.00	4.00	5.00	5.00
Detective	—	—	1.00	1.00
Police Officer: Assignments	2.00	2.00	2.00	2.00
Police Officer	4.00	26.00	4.00	4.00
Assistant Police Chief (Civilian)	—	—	1.00	1.00
Police Chief of Staff	1.00	—	—	1.00
Community Liaison and Volunteer Coordinator	1.00	—	—	—
Lead Management Analyst	2.00	—	—	—
Management Assistant	1.00	1.00	1.00	1.00
Staff Assistant	1.00	—	—	—
Community Service Officer	—	10.00	5.00	5.00
Police Crime Analyst	1.00	—	—	—
Account Clerk Supervisor	1.00	—	—	—
Administrative Assistant	1.00	2.00	3.00	3.00
Secretary	1.00	1.00	—	—
Senior Account Clerk	2.00	—	—	—
Program Total	40.00	61.00	38.00	38.00
Analysis, Engagement and Oversight				
Police Sergeant: Assignments	—	—	1.00	1.00
Police Officer	—	—	2.00	2.00
Strategic Communications Administrator	—	—	1.00	1.00
Community Liaison and Volunteer Coordinator	—	—	1.00	1.00
Program Total	—	—	5.00	5.00
Administrative Services				
Police Sergeant: Assignments	2.00	2.00	2.00	2.00
Police Officer	31.00	—	—	—
Police Psychologist	1.00	1.00	1.00	1.00
Police Records Superintendent	—	1.00	1.00	1.00
Police Records Supervisor	7.00	8.00	8.00	8.00
Police Records Specialist	41.00	42.00	42.00	42.00
Clerk Transcriptionist	1.00	1.00	1.00	1.00
Data Control Clerk	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
Program Total	85.00	57.00	57.00	57.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Emergency Management				
Police Lieutenant	1.00	1.00	1.00	1.00
Police Sergeant: Assignments	1.00	2.00	3.00	3.00
Police Sergeant	1.00	—	—	—
Detective	—	3.00	3.00	3.00
Community Service Officer	—	—	10.00	10.00
Program Total	3.00	6.00	17.00	17.00
Forfeiture				
Police Lieutenant: Police Captain	1.00	—	1.00	1.00
Department Finance Manager	1.00	1.00	1.00	1.00
Senior Fleet Services Technician	1.00	1.00	1.00	1.00
Program Total	3.00	2.00	3.00	3.00
Grants				
Police Lieutenant	1.00	—	—	—
Police Sergeant: Assignments	2.00	3.00	3.00	3.00
Detective: Assignments	—	1.00	1.00	1.00
Detective	2.00	5.00	5.00	5.00
Police Officer: Assignments	3.00	2.00	3.00	3.00
Police Officer	33.00	—	—	—
Criminalist III	3.00	5.00	4.00	4.00
Lead Management Analyst	1.00	1.00	—	—
Staff Assistant	—	—	1.00	1.00
Information Technology Specialist	—	—	1.00	1.00
Electronics Technician	1.00	1.00	1.00	1.00
Financial Investigator	1.00	1.00	1.00	1.00
Regional Intelligence Analyst	—	—	2.00	2.00
Crime Scene Specialist	1.00	3.00	—	—
Police Crime Analyst	1.00	1.00	—	—
Police Evidence Examination Specialist	—	—	3.00	3.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	50.00	24.00	26.00	26.00
Impounds				
Police Sergeant	1.00	1.00	1.00	1.00
Police Records Specialist	2.00	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00	5.00
Program Total	8.00	7.00	7.00	7.00
Investigative Services				
Police Lieutenant: Police Captain	2.00	4.00	2.00	2.00
Police Lieutenant	6.00	7.00	6.00	6.00
Police Sergeant: Assignments	12.00	17.00	13.00	13.00
Police Sergeant	3.00	8.00	9.00	9.00
Detective: Assignments	2.00	2.00	3.00	3.00
Detective	99.00	94.00	94.00	94.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Investigative Services (Continued)				
Police Officer: Assignments	22.00	16.00	11.00	12.00
Police Officer	6.00	6.00	4.00	4.00
Analyst Administrator	—	—	1.00	1.00
Crime Laboratory Superintendent	1.00	1.00	1.00	1.00
Forensics Administrator	1.00	1.00	1.00	1.00
Crime Analyst Superintendent	1.00	1.00	1.00	1.00
Crime Laboratory Coordinator	4.00	4.50	4.50	4.50
DNA Technical Leader	1.00	1.00	1.00	1.00
Police Identification Superintendent	1.00	1.00	1.00	1.00
Criminalist III	19.00	19.00	20.00	20.00
Police Evidence Superintendent	1.00	1.00	1.00	1.00
Lead Analyst	—	—	3.00	3.00
Crime Analyst Supervisor	1.00	1.00	1.00	1.00
Management Assistant	—	—	1.00	—
Staff Assistant	2.00	2.00	—	1.00
Information Technology Specialist	1.00	1.00	—	—
Associate Analyst	—	—	8.00	8.00
Crime Scene Specialist Supervisor	4.00	4.00	4.00	4.00
Lead Crime Scene Analyst	—	—	1.00	—
Police Crime Analyst	10.00	—	—	—
Police Evidence Supervisor	2.00	2.00	4.00	2.00
Regional Intelligence Analyst	1.00	1.00	1.00	1.00
Automated Fingerprint Identification System (AFIS) Supervisor	—	1.00	1.00	1.00
Crime Scene Specialist	16.00	16.00	13.00	14.00
Police Crime Analyst	—	11.00	4.00	4.00
Police Evidence Examination Specialist	—	—	2.00	2.00
Police Evidence Technician	11.00	12.00	11.00	12.00
Automated Fingerprint Identification System (AFIS) Technician	7.00	6.00	6.00	6.00
Administrative Assistant	1.00	—	—	—
Secretary	3.00	3.00	3.00	3.00
Senior Account Clerk	1.00	—	1.00	1.00
Clerk Transcriptionist	3.00	3.00	2.00	3.00
Office Assistant	2.00	1.00	1.00	1.00
Program Total	246.00	247.50	240.50	241.50
Logistics				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	1.00	1.00	1.00
Police Sergeant: Assignments	1.00	2.00	2.00	2.00
Detective	—	1.00	—	—
Police Officer: Assignments	2.00	2.00	2.00	2.00
Police Officer	2.00	2.00	2.00	2.00
Logistics Management Assistant	—	1.00	1.00	1.00
Management Assistant	2.00	—	—	—

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Logistics (Continued)				
Staff Assistant	2.00	2.00	2.00	2.00
Senior Fleet Services Technician	5.00	1.00	—	—
Senior Shop Keeper	2.00	—	—	—
Program Total	19.00	13.00	11.00	11.00
Patrol				
Police Lieutenant: Police Captain	5.00	5.00	5.00	5.00
Police Lieutenant	14.00	14.00	15.00	15.00
Police Sergeant: Assignments	21.00	18.00	23.00	23.00
Police Sergeant	58.00	49.00	45.00	45.00
Detective Assignment	1.00	1.00	—	—
Detective	29.00	24.00	24.00	24.00
Police Officer: Assignments	100.00	103.00	107.00	106.00
Police Officer	334.00	371.00	390.00	390.00
Community Service Officer	15.00	57.00	52.00	52.00
Administrative Assistant	—	—	3.00	1.00
Sr Fleet Services Technician	—	4.00	4.00	4.00
Secretary	4.00	4.00	1.00	3.00
Office Assistant	—	1.00	1.00	1.00
Program Total	581.00	651.00	670.00	669.00
Special Duty				
Police Sergeant: Assignments	1.00	1.00	—	—
Police Officer: Assignments	—	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	2.00	2.00	2.00
Program Total	3.00	5.00	4.00	4.00
Support Services				
Police Lieutenant: Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	1.00	2.00	1.00	1.00
Police Sergeant: Assignments	5.00	6.00	4.00	4.00
Police Sergeant	—	2.00	3.00	3.00
Police Hazardous Devices Technician	3.00	3.00	3.00	3.00
Detective	6.00	10.00	10.00	10.00
Police Officer: Assignments	16.00	14.00	14.00	14.00
Police Officer	3.00	3.00	3.00	3.00
Communications Superintendent	1.00	—	—	—
Community Liaison and Volunteer Coordinator	—	1.00	—	—
Aircraft Mechanic	2.00	2.00	2.00	2.00
Administrative Assistant	—	—	1.00	—
Sr Fleet Services Technician	—	—	—	1.00
Clerk Transcriptionist	1.00	1.00	1.00	1.00
Program Total	39.00	45.00	43.00	43.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Traffic Enforcement				
Police Lieutenant: Police Captain	1.00	—	—	—
Police Sergeant: Assignments	2.00	1.00	1.00	1.00
Police Officer: Assignments	8.00	10.00	10.00	10.00
Program Total	11.00	11.00	11.00	11.00
Training				
Police Lieutenant: Police Captain	—	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00
Police Sergeant: Assignments	3.00	3.00	3.00	3.00
Police Officer: Assignments	6.00	6.00	6.00	6.00
Police Officer	8.00	7.00	9.00	9.00
Secretary	1.00	1.00	1.00	1.00
Program Total	20.00	20.00	22.00	22.00
Department Total	1,108.00	1,149.50	1,152.50	1,152.50

TUCSON WATER

MISSION STATEMENT: To ensure that our customers receive high quality water and excellent service in a safe, reliable, efficient, and environmentally responsible manner.

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	563.50	563.50	563.50	563.50
EXPENDITURES				
Salaries and Benefits	\$ 40,723,416	\$ 43,983,550	\$ 41,098,910	\$ 43,665,450
Services	68,994,776	89,481,420	78,502,224	92,021,920
Supplies	9,013,024	9,930,230	7,463,196	10,011,860
Equipment	2,485,628	2,878,000	2,445,890	2,350,000
Debt Service	57,476,716	55,813,760	55,813,760	59,700,660
Operating Total	\$ 178,693,560	\$ 202,086,960	\$ 185,323,980	\$ 207,749,890
Capital Improvement Program	66,990,043	71,814,000	59,102,100	96,089,800
Department Total	\$ 245,683,603	\$ 273,900,960	\$ 244,426,080	\$ 303,839,690
FUNDING SOURCES				
Tucson Water Utility Fund	\$ 172,446,492	\$ 195,607,510	\$ 179,167,790	\$ 195,762,370
Disaster Relief Fund	—	—	—	5,445,000
Green Stormwater Infrastructure Fund	—	—	—	418,780
System Equity Fee	2,785,368	2,300,000	2,300,000	2,300,000
Water Conservation Fund	3,081,927	3,829,450	3,506,190	3,473,740
Water Resource Fee	379,773	350,000	350,000	350,000
Operating Total	\$ 178,693,560	\$ 202,086,960	\$ 185,323,980	\$ 207,749,890
Capital Improvement Program	66,990,043	71,814,000	59,102,100	96,089,800
Department Total	\$ 245,683,603	\$ 273,900,960	\$ 244,426,080	\$ 303,839,690

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$207,749,890 reflects an increase of \$5,662,930 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase for COVID-19 disaster relief	\$ 5,445,000
Increase in debt service costs	3,886,900
Increase in service cost from new PFAS Response Water Quality	2,290,000
Increase from newly established Green Stormwater Infrastructure Fund	418,780
Decrease in other miscellaneous services and supplies	(52,390)
Decrease in personnel costs	(318,100)
Decrease in equipment	(528,000)
Decrease in CAP commodity charges	(5,479,260)
Total	\$ 5,662,930

Trends

Water sales are based on the most recent 5-year trends, and forecast of development-related revenues (System Equity Fee, CAP Water Resource Fee, and connection fees) consistent with current-year estimates. The forecast for development-related revenues is relatively flat with revenue levels similar to those in the prior plan. Water-sales revenue under the existing rates is forecasted to continue to decrease during each year of the plan, but at a 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 2020/21 is expected to increase by 1 percent as compared to Fiscal Year 2020/21 reflecting approximately 1,200 customers annually. Given these assumptions, annual potable sales volumes are projected to decrease at an average rate of about 1.5 percent. While it is likely that water demand will be impacted as a result of the COVID-19 pandemic, Tucson Water has not noticed a material decline in demand in Fiscal Year 2020/21.

Future Challenges and Opportunities

Tucson Water's Tucson Airport and Remediation Project facility upgrades for treatment for the removal of per-and polyfluoroalkyl substances (PFAS) is a continuation to plan and manage the City's water supplies, quality, and infrastructure for long-term reliability and efficiency. These upgrades are an investment in the highest priority intentioned to manage and maintain public infrastructure and facilities fundamental to economic development and to sustaining and enhancing living conditions in the community. This will protect groundwater, surface water, and storm water from contamination. Tucson Water is engaging in the Information Technology Business Operations Plan (ITBOP) to modernize Tucson Water's IT business processes. It will also identify similar IT needs and systems city-wide which will suggest efficiencies and eliminate redundancies. The ITBOP will create a practical plan to identify Tucson Water's short-term needs and address Tucson Water and City of Tucson long-term technology goals.

Program Budget Overview

The budget provides the necessary resources to balance the need to maintain Tucson Water's critical infrastructure with rates that are reasonable, fair and affordable. The budget focuses on controlling both operating and capital expenditures while continuing to provide excellent customer service, professional development, and continuous process improvement.

Recent Accomplishments

The Santa Cruz Wellfield Upgrade project was recently completed to maximize the ability to fully utilize the Santa Cruz Wellfield. Full utilization of this well field will help minimize operational costs (due to the relatively low power consumption of the wellfield), and will allow Tucson Water to take all the water it delivers to the Pima Mine road recharge facility. This is important to minimize issues related to rising groundwater levels in the area. Tucson Water was inducted into the Leading Utilities of the World in October 2019.

OPERATING PROGRAMS

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

DIRECTOR'S OFFICE¹: This office provides vision for the future and leadership for Tucson Water; oversees the utility's programs, activities, and strategic planning process to ensure proactive compliance with Mayor and Council's water policies, City Manager direction, regulatory requirements, and community expectations; coordinates and facilitates communication with customers, Mayor and Council, outside agencies, other city departments, and the media; provides personnel; training and safety programs; develops efficiency improvements; promotes water conservation through educational information; and training. The Director's Office supports all of the utility's commitments and strategic initiatives.

Funding Sources

Tucson Water Utility Fund	\$	6,452,954	\$	6,318,660	\$	5,918,290	\$	4,991,560
Water Conservation Fund		3,081,927		3,829,450		3,506,190		3,473,740
Program Total	\$	9,534,881	\$	10,148,110	\$	9,424,480	\$	8,465,300

Character of Expenditures

Salaries and Benefits	\$	3,648,215	\$	3,754,250	\$	3,860,210	\$	2,903,760
Services		5,455,827		6,032,720		5,258,390		5,253,130
Supplies		430,839		361,140		305,880		308,410
Program Total	\$	9,534,881	\$	10,148,110	\$	9,424,480	\$	8,465,300

¹Effective in Fiscal Year 2020/21, the Organization Development Office was moved to Business and Organization Support Services program area.

BUSINESS and ORGANIZATIONAL SUPPORT SERVICES²: This program promotes service excellence by providing centralized administrative support to the department, the City Manager, the Mayor and Council, and the Citizens' Water Advisory Committee (CWAC). The division provides financial services and analysis related to water rates and revenues, 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.

Funding Sources

Tucson Water Utility Fund	\$	5,112,296	\$	4,863,840	\$	4,325,900	\$	7,826,180
Program Total	\$	5,112,296	\$	4,863,840	\$	4,325,900	\$	7,826,180

Character of Expenditures

Salaries and Benefits	\$	734,475	\$	631,080	\$	1,143,480	\$	2,361,130
Services		3,053,770		2,595,710		2,465,494		3,914,000
Supplies		1,324,051		1,387,050		716,926		1,451,050
Equipment		—		250,000		—		100,000
Program Total	\$	5,112,296	\$	4,863,840	\$	4,325,900	\$	7,826,180

²Effective in Fiscal Year 2020/21, the Organization Development Office was merged to this program.

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

CUSTOMER SERVICE: This program area is responsible for water service-related activities including meter reading, service turn-on and turn-off, and issuing monthly water, sewer, and refuse bills. The call center and customer service representatives serve as the primary customer contact for most Tucson Water customers. In addition, the office conducts high bill investigations, investigates water waste complaints, and provides other customer assistance services. Specialized staff in this section responds to water complaint issues and provides water audit services to customers with high bills and high water use landscaping.

Funding Sources

Tucson Water Utility Fund	\$	9,421,023	\$	11,874,280	\$	7,081,250	\$	10,154,100
Program Total	\$	9,421,023	\$	11,874,280	\$	7,081,250	\$	10,154,100

Character of Expenditures

Salaries and Benefits	\$	8,304,819	\$	10,342,160	\$	6,017,580	\$	8,532,600
Services		494,935		695,960		487,560		794,440
Supplies		621,269		836,160		576,110		827,060
Program Total	\$	9,421,023	\$	11,874,280	\$	7,081,250	\$	10,154,100

DEBT REPAYMENTS: This program area (also referred to as Debt Service) contains debt issuance and repayment expenses for the acquisition and construction of water system improvements. The financing methods used are water revenue bonds and obligations and Water Infrastructure Finance Authority Loans.

Funding Sources

Tucson Water Utility Fund	\$	54,691,348	\$	53,513,760	\$	53,513,760	\$	57,400,660
System Equity Fee		2,785,368		2,300,000		2,300,000		2,300,000
Program Total	\$	57,476,716	\$	55,813,760	\$	55,813,760	\$	59,700,660

Character of Expenditures

Debt Service	\$	57,476,716	\$	55,813,760	\$	55,813,760	\$	59,700,660
Program Total	\$	57,476,716	\$	55,813,760	\$	55,813,760	\$	59,700,660

PLANNING and ENGINEERING³: This program area ensures that water production and distribution systems are planned, designed, constructed, and protected in a manner that meets customer needs, and complies with city, state, and federal consumer regulations.

Funding Sources

Tucson Water Utility Fund	\$	7,498,606	\$	8,870,670	\$	7,614,780	\$	6,993,190
Program Total	\$	7,498,606	\$	8,870,670	\$	7,614,780	\$	6,993,190

Character of Expenditures

Salaries and Benefits	\$	6,475,533	\$	7,695,460	\$	6,559,380	\$	5,894,330
Services		680,091		701,420		609,320		709,070
Supplies		342,982		473,790		446,080		389,790
Program Total	\$	7,498,606	\$	8,870,670	\$	7,614,780	\$	6,993,190

³Effective Fiscal Year 2020/21, the Water Resources Management was transferred to establish the Source Water program area.

TUCSON WATER

Actual Adopted Estimated Adopted
FY 18/19 FY 19/20 FY 19/20 FY 20/21

SOURCE WATER⁴: This program area provides comprehensive planning to determine future water system needs, to preserve groundwater, efficiently utilize CAP water and to enhance use of alternative water resources such as reclaimed.

Funding Sources

Tucson Water Utility Fund	\$	—	\$	—	\$	2,041,500
Program Total	\$	—	\$	—	\$	2,041,500

Character of Expenditures

Salaries and Benefits	\$	—	\$	—	\$	1,706,990
Services		—		—		232,190
Supplies		—		—		102,320
Program Total	\$	—	\$	—	\$	2,041,500

⁴Effective Fiscal Year 2020/21, the Water Resources Management merged into this new established program area.

WATER MAINTENANCE: This program area ensures a continuous supply of water acceptable to customers in terms of cleanliness, clarity, flow, and pressure through the maintenance of all water production, disinfection, and distribution facilities, as well as, the installation and maintenance of new water services and meters.

Funding Sources

Tucson Water Utility Fund	\$	29,725,778	\$	30,137,250	\$	28,079,360	\$	29,934,110
Program Total	\$	29,725,778	\$	30,137,250	\$	28,079,360	\$	29,934,110

Character of Expenditures

Salaries and Benefits	\$	14,857,353	\$	14,086,920	\$	15,845,340	\$	14,353,600
Services		10,436,728		11,644,770		8,444,270		10,937,000
Supplies		4,130,603		4,405,560		3,782,310		4,643,510
Equipment		301,094		—		7,440		—
Program Total	\$	29,725,778	\$	30,137,250	\$	28,079,360	\$	29,934,110

WATER QUALITY and OPERATIONS: This program area provides water quality sampling, analysis, and treatment to ensure that the highest quality water is available to our customers. Water Quality Management oversees all functions of water quality including operation of all water delivery facilities. In addition, the division maintains regulatory compliance with all state, county, and federal agencies as well as provides analytical support to the City of Tucson through its state-of-the-art laboratory facilities.

Funding Sources

Tucson Water Utility Fund	\$	38,729,696	\$	50,681,910	\$	49,482,580	\$	48,617,890
Program Total	\$	38,729,696	\$	50,681,910	\$	49,482,580	\$	48,617,890

Character of Expenditures

Salaries and Benefits	\$	6,168,418	\$	6,654,840	\$	7,002,850	\$	7,170,550
Services		31,029,432		41,724,390		41,057,270		39,361,620
Supplies		1,531,846		2,302,680		1,422,460		2,085,720
Program Total	\$	38,729,696	\$	50,681,910	\$	49,482,580	\$	48,617,890

	Actual		Adopted		Estimated		Adopted
	FY 18/19		FY 19/20		FY 19/20		FY 20/21

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

Funding Sources

Tucson Water Utility Fund	\$ 20,814,791	\$ 29,347,140	\$ 23,151,870	\$ 27,803,180
Water Resource Fee	379,773	350,000	350,000	350,000
Program Total	\$ 21,194,564	\$ 29,697,140	\$ 23,501,870	\$ 28,153,180

Character of Expenditures

Salaries and Benefits	\$ 534,603	\$ 818,840	\$ 670,070	\$ 742,490
Services	17,843,993	26,086,450	20,179,920	24,968,690
Supplies	631,434	163,850	213,430	192,000
Equipment	2,184,534	2,628,000	2,438,450	2,250,000
Program Total	\$ 21,194,564	\$ 29,697,140	\$ 23,501,870	\$ 28,153,180

GREEN STORMWATER INFRASTRUCTURE: This program area oversees the maintenance, capital improvements, planning, outreach, and stakeholder and public involvement of green stormwater infrastructure. The program is intended to 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.

Funding Sources

Green Stormwater Infrastructure Fund	\$ —	\$ —	\$ —	\$ 418,780
Program Total	\$ —	\$ —	\$ —	\$ 418,780

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 406,780
Supplies	—	—	—	12,000
Program Total	\$ —	\$ —	\$ —	\$ 418,780

COVID-19 DISASTER RELIEF: This program area provides support to address primary and secondary impacts within the community with the use of the funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Funding Sources

Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 5,445,000
Program Total	\$ —	\$ —	\$ —	\$ 5,445,000

Character of Expenditures

Services	\$ —	\$ —	\$ —	\$ 5,445,000
Program Total	\$ —	\$ —	\$ —	\$ 5,445,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Director's Office				
Director	1.00	1.00	1.00	1.00
Deputy Director	2.00	2.00	2.00	2.00
Water Administrator	1.00	1.00	—	—
Department Human Resources Manager	1.00	—	—	—
Management Coordinator	2.00	2.00	2.00	1.00
Water Program Superintendent	1.00	1.00	1.00	1.00
Lead Management Analyst	1.00	2.00	2.00	1.00
Project Manager	4.00	5.00	5.00	2.00
Water Public Information Officer	1.00	1.00	1.00	1.00
Risk Management Specialist	—	1.00	—	—
Lead Planner	1.00	1.00	1.00	1.00
Staff Assistant	2.00	1.00	1.00	1.00
Water Conservation / Information Supervisor	1.00	1.00	1.00	1.00
Water Plant Supervisor	1.00	—	—	—
Water Services Supervisor	1.00	1.00	1.00	1.00
Public Information Specialist	3.00	3.00	3.00	3.00
Executive Assistant	1.00	1.00	1.00	1.00
Utility Service Representative	7.00	6.00	6.00	6.00
Administrative Assistant	3.00	3.00	3.00	3.00
Customer Service Representative	1.00	—	—	—
Program Total	35.00	33.00	31.00	26.00
Business & Organizational Support Services				
Water Administrator	1.00	1.00	1.00	1.00
Management Coordinator	2.00	1.00	1.00	2.00
Water Program Superintendent	—	1.00	1.00	1.00
Business Analyst II	2.00	2.00	4.00	3.00
Lead Financial Accountant	1.00	—	—	—
Lead Management Analyst	—	—	—	1.00
Project Manager	—	—	—	5.00
Management Assistant	—	—	—	—
Staff Assistant	3.00	1.00	1.00	1.00
Business Analyst I	—	—	1.00	2.00
GIS Supervisor	—	—	—	1.00
GIS Data Analyst	—	—	—	3.00
Utility Account Relations Supervisor	—	—	1.00	1.00
Utility Account Relations Specialist III	—	1.00	5.00	5.00
GIS Technician	—	—	—	3.00
Utility Account Relations Specialist II	—	—	2.00	2.00
Administrative Assistant	2.00	1.00	1.00	1.00
Program Total	11.00	8.00	18.00	32.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Customer Service				
Water Administrator	1.00	1.00	1.00	1.00
Water Operations Superintendent	3.00	3.00	2.00	2.00
Assistant Water Operations Superintendent	3.00	3.00	4.00	4.00
Management Assistant	3.00	1.00	1.00	1.00
Staff Assistant	—	1.00	1.00	1.00
Management Analyst II	—	—	1.00	1.00
Lead Management Analyst	1.00	—	—	—
Utility Account Supervisor	6.00	5.00	5.00	5.00
Water Services Supervisor	5.00	6.00	6.00	6.00
Engineering Associate	1.00	—	—	—
Lead Utility Service Technician	4.00	4.00	4.00	4.00
Utility Account Relations Specialist III	14.00	11.00	6.00	2.00
Lead Water Meter Repairer	1.00	1.00	1.00	1.00
Meter Service Representative	7.00	7.00	3.00	—
Utility Account Relations Specialist II	19.00	15.00	22.00	4.00
Utility Service Technician II	39.00	37.00	30.00	35.00
Water Meter Repairer	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	4.00	4.00	4.00
Utility Service Technician I	—	—	9.00	9.00
Utility Service Worker	—	—	1.00	—
Utility Account Relations Specialist I	41.5	34.00	33.00	46.00
Senior Account Clerk	3.00	1.00	—	—
Program Total	155.50	136.00	136.00	128.00
Planning and Engineering				
Water Administrator	2.00	3.00	3.00	2.00
Chief Hydrologist	1.00	1.00	1.00	—
Engineering Manager	5.00	5.00	4.00	4.00
Water Program Superintendent	—	2.00	2.00	1.00
Civil Engineer	13.00	15.00	13.00	14.00
Electrical Engineer	2.00	2.00	2.00	2.00
Engineering Support Section Supervisor	1.00	—	—	—
GIS Project Manager	—	1.00	1.00	—
Inspection Supervisor	1.00	1.00	1.00	1.00
Land Surveyor	—	1.00	1.00	1.00
Lead Hydrologist	3.00	2.00	3.00	—
Project Manager	—	—	3.00	3.00
Survey Surveyor	1.00	—	—	—
Water Control Systems Engineer	1.00	—	—	—
Hydrologist	8.00	7.00	7.00	—
Management Assistant	1.00	1.00	1.00	1.00
Senior Engineering Associate	10.00	9.00	6.00	6.00
GIS Supervisor	1.00	1.00	2.00	—
GIS Data Analyst	3.00	4.00	3.00	—
Construction Inspection Supervisor	3.00	3.00	3.00	3.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Planning and Engineering (continued)				
Water Services Supervisor	1.00	1.00	1.00	1.00
Engineering Associate	8.00	9.00	8.00	5.00
Engineering Records and Information Supervisor	1.00	1.00	1.00	1.00
Construction Inspector	15.00	15.00	14.00	14.00
GIS Technician	3.00	3.00	4.00	1.00
Senior Engineering Technician	14.00	13.00	13.00	12.00
Survey Crew Chief	4.00	4.00	4.00	4.00
Engineering Technician	1.00	3.00	2.00	2.00
Survey Instrument Technician	4.00	4.00	4.00	4.00
Administrative Assistant	4.00	4.00	5.00	5.00
Customer Service Representative	4.00	2.00	1.00	1.00
Secretary	2.00	1.00	—	—
Survey Technician	1.00	—	—	—
Technological Intern	2.00	2.00	2.00	1.00
Program Total	120.00	120.00	115.00	89.00
Source Water				
Water Administrator	—	—	—	1.00
Chief Hydrologist	—	—	—	1.00
Water Program Superintendent	—	—	—	1.00
GIS Project Manager	—	—	—	1.00
Lead Hydrologist	—	—	—	3.00
Hydrologist	—	—	—	7.00
GIS Data Analyst	—	—	—	1.00
Engineering Associate	—	—	—	3.00
Senior Engineering Technician	—	—	—	1.00
Technological Intern	—	—	—	1.00
Program Total	—	—	—	20.00
Water Maintenance				
Water Administrator	1.00	1.00	2.00	2.00
Engineering Manager	—	1.00	1.00	1.00
Management Coordinator	—	1.00	1.00	1.00
Water Control Systems Manager	1.00	—	—	—
Water Operations Superintendent	3.00	6.00	6.00	6.00
Water Program Superintendent	1.00	1.00	1.00	1.00
Business Analyst II	1.00	1.00	1.00	1.00
Civil Engineer	3.00	3.00	2.00	2.00
Assistant Water Operations Superintendent	1.00	1.00	1.00	1.00
Management Assistant	2.00	2.00	2.00	2.00
Senior Engineering Associate	—	—	1.00	1.00
Water Control Systems Supervisor	—	—	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Information Technology Analyst	1.00	1.00	1.00	1.00
Planner Scheduler	4.50	5.00	2.00	6.00
Corrosion Control Supervisor	1.00	1.00	1.00	1.00

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Water Maintenance (continued)				
Electrical Supervisor	1.00	1.00	1.00	1.00
Electronics Technician Supervisor	—	1.00	1.00	1.00
Utility Services Crew Supervisor	—	1.00	—	—
Water Operations Supervisor	13.00	13.00	14.00	14.00
Electrician	7.00	7.00	7.00	7.00
Electronics Technician	5.00	5.00	4.00	4.00
Senior Heavy Equipment Mechanic	5.00	6.00	6.00	6.00
Water Parts Supervisor	—	—	1.00	1.00
Corrosion Control Technician	2.00	2.00	2.00	2.00
Equipment Operation Specialist	16.00	16.00	15.00	16.00
Lead Well Maintenance Mechanic	5.00	5.00	5.00	5.00
Office Supervisor	1.00	1.00	1.00	1.00
Pest Control Specialist	2.00	2.00	2.00	2.00
Welder	2.00	2.00	2.00	2.00
Senior Maintenance Mechanic	2.00	1.00	1.00	1.00
Senior Utility Service Worker	3.00	1.00	1.00	1.00
Utility Technician	56.00	62.00	64.00	64.00
Water Service Locator	8.00	11.00	11.00	11.00
Well Maintenance Mechanic	4.00	5.00	6.00	6.00
Disinfection Technician	—	1.00	—	—
Administrative Assistant	3.00	3.00	4.00	4.00
Water Parts Specialist	6.00	7.00	7.00	7.00
Customer Service Representative	1.00	—	—	—
Secretary	1.00	—	—	—
Senior Account Clerk	3.00	3.00	3.00	3.00
Senior Fleet Services Technician	1.00	1.00	1.00	1.00
Water Communications Operator	4.00	6.00	6.00	6.00
Program Total	171.50	188.00	189.00	194.00
Water Quality and Operations				
Water Administrator	1.00	2.00	1.00	1.00
Management Coordinator	—	1.00	—	—
Water Control Systems Manager	—	—	1.00	1.00
Water Operations Superintendent	2.00	1.00	1.00	1.00
Water Program Superintendent	1.00	1.00	1.00	1.00
Water Quality Laboratory Supervisor	1.00	1.00	1.00	1.00
Business Analyst II	0.00	2.00	0.00	0.00
Inspection Supervisor	1.00	1.00	1.00	1.00
Water Control Systems Engineer	0.50	0.50	4.50	4.50
Chemist Supervisor	4.00	4.00	4.00	4.00
Environmental Scientist	3.00	3.00	3.00	3.00
Management Assistant	1.00	1.00	1.00	1.00
Chemist	8.00	8.00	8.00	8.00
Systems Analyst	1.00	1.00	—	—
Planner Scheduler	1.00	1.00	—	—

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Water Quality and Operations (Continued)				
Water Plant Supervisor	3.00	3.00	3.00	3.00
Water Services Supervisor	1.00	1.00	1.00	1.00
Electrician	—	1.00	—	—
Senior Heavy Equipment Mechanic	—	1.00	—	—
Cross Connection Control Specialist	5.00	5.00	5.00	5.00
Disinfection Technician	4.00	5.00	6.00	6.00
Lead Maintenance Mechanic	2.00	1.00	—	—
Water Quality Analyst	3.00	4.00	5.00	5.00
Water System Operator	17.00	17.00	17.00	17.00
Utility Technician	—	2.00	—	—
Water Treatment Plant Operator	4.00	4.00	4.00	4.00
Administrative Assistant	3.00	3.00	3.00	3.00
Senior Account Clerk	1.00	1.00	1.00	1.00
Program Total	67.50	75.50	71.50	71.50
Other Budgetary Requirements				
Mail Clerk	3.00	3.00	3.00	3.00
Program Total	3.00	3.00	3.00	3.00
Department Total	563.50	563.50	563.50	563.50

GENERAL GOVERNMENT

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	—	—	—	8.00
EXPENDITURES				
Retiree Health Benefits and Other	\$ 13,627,760	\$ 9,373,860	\$ 7,429,600	\$ 3,711,160
Services	33,324,980	39,137,690	36,114,770	33,940,160
Supplies	679,171	708,410	415,610	11,580
Equipment	821,121	1,865,000	1,907,180	540,000
Debt Service	81,718,908	74,224,990	74,224,240	73,239,360
Operating Total	\$ 130,171,940	\$ 125,309,950	\$ 120,091,400	\$ 111,442,260
Capital Improvement Program	1,607,111	4,491,720	3,391,720	2,950,000
Department Total	\$ 131,779,051	\$ 129,801,670	\$ 123,483,120	\$ 114,392,260
FUNDING SOURCES				
General Fund	\$ 71,589,260	\$ 76,156,770	\$ 70,953,630	\$ 57,873,470
Capital Project Funds	426,752	—	—	—
Civic Contributions Fund	10,000	—	—	—
Community Development Block Grant Fund	8,136,772	15,280	15,280	15,280
Disaster Relief Fund	—	—	—	5,000,000
General Obligation Bond Debt Service Fund	33,395,018	33,737,180	33,737,180	32,034,730
Highway User Revenue Fund	1,367,089	1,544,040	1,544,040	1,488,660
Park Tucson	111,887	116,920	116,920	1,664,470
Public Housing Amp Funds	38,200	68,590	68,590	68,590
Special Assessments Fund	38,546	—	—	—
Street and Highway Bond Debt Service Fund	12,222,250	12,143,750	12,143,750	11,797,250
Mass Transit Fund: General Fund Transfer	1,513,058	1,512,010	1,512,010	1,499,810
Tucson Convention Center Fund	1,323,108	15,410	—	—
Operating Total	\$ 130,171,940	\$ 125,309,950	\$ 120,091,400	\$ 111,442,260
Capital Improvement Program	1,607,111	4,491,720	3,391,720	2,950,000
Department Total	\$ 131,779,051	\$ 129,801,670	\$ 123,483,120	\$ 114,392,260

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$111,442,260 reflects an decrease of \$13,867,690 from the Fiscal Year 2019/20 Adopted Budget. Changes include:
--

Increase in COVID-19 Disaster Relief Fund	\$ 5,000,000
Increase in Jail Boarding charges	1,300,000
Increase in Eight Social Workers	697,480
Increase in Technology and Innovation	691,520
Increase in Equity Assessment	500,000
Increase in Climate Action Plan	250,000
Decrease of Non-Permanent Employees	(379,600)
Decrease in miscellaneous costs	(402,790)
Decrease in Fuel Contingency	(500,000)
Decrease in Business Incentives	(900,000)
Decrease in Debt Services	(985,630)
Decrease in Vehicle Replacement	(1,000,000)
Decrease to One-Time Items	(1,026,500)
Decrease to Outside Agencies Visit Tucson and Arts Foundation for Tucson and Southern Arizona	(1,164,880)
Decrease in Retirement Medical Incentive and Costs	(1,354,660)
Decrease of One time funding of Election Management and Campaign Finance costs	(1,720,000)
Decrease in Employee Recognition	(4,000,000)
Decrease in General Fund Turnover Credits	(4,372,630)
Decrease due to completion of Raytheon Land Purchase	(4,500,000)
Total	\$ (13,867,690)

GENERAL GOVERNMENT

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

CONTRACTS for SERVICES or FUNDING SUPPORT: This program area provides funding for organizations that support the Mayor and Council’s priorities. Specific organizations and their annual allocations are listed on the following page. Some of the funding is included in the City Manager's Office and the Housing and Community Development Department.

Funding Sources

General Fund	\$ 10,618,590	\$ 12,383,780	\$ 11,858,880	\$ 11,144,690
Highway User Revenue Fund	100,580	100,580	100,580	100,580
Program Total	\$ 10,719,170	\$ 12,484,360	\$ 11,959,460	\$ 11,245,270

Character of Expenditures

Services	\$ 10,701,531	\$ 12,460,360	\$ 11,947,460	\$ 11,221,270
Civic/Special Community Events	17,639	24,000	12,000	24,000
Program Total	\$ 10,719,170	\$ 12,484,360	\$ 11,959,460	\$ 11,245,270

DEBT REPAYMENTS: This program area (also referred to as Debt Service) contains debt issuance and repayment expenditures for equipment, vehicle, and facility financing needs of general government City departments. Environmental Services and Tucson Water budget for their own debt service needs. The financing methods used are general obligation bonds, the street and highway user revenue bonds, lease/purchases, and certificates of participation.

Funding Sources

General Fund	\$ 24,571,066	\$ 25,187,800	\$ 25,187,050	\$ 24,771,150
Capital Project Funds	425,602	—	—	—
Park Tucson	111,887	116,920	116,920	1,664,470
Community Development Block Grant Fund	8,136,772	15,280	15,280	15,280
General Obligation Bond Debt Service Fund	33,395,018	33,737,180	33,737,180	32,034,730
Highway User Revenue Fund	1,266,509	1,443,460	1,443,460	1,388,080
Special Assessments Fund	38,546	—	—	—
Street and Highway Bond Debt Service Fund	12,222,250	12,143,750	12,143,750	11,797,250
Mass Transit Fund: General Fund Transfer	1,513,058	1,512,010	1,512,010	1,499,810
Public Housing Amp Funds	38,200	68,590	68,590	68,590
Program Total	\$ 81,718,908	\$ 74,224,990	\$ 74,224,240	\$ 73,239,360

Character of Expenditures

Debt Service	\$ 81,718,908	\$ 74,224,990	\$ 74,224,240	\$ 73,239,360
Program Total	\$ 81,718,908	\$ 74,224,990	\$ 74,224,240	\$ 73,239,360

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

Funding Sources

General Fund	\$ 36,399,604	\$ 38,585,190	\$ 33,907,700	\$ 21,957,630
Tucson Convention Center Fund	1,323,108	15,410	—	—
Civic Contributions Fund	10,000	—	—	—
Development Fee Fund	1,150	—	—	—
Program Total	\$ 37,733,862	\$ 38,600,600	\$ 33,907,700	\$ 21,957,630

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
GENERAL EXPENSE (Continued)				
Character of Expenditures				
Retiree Health Benefits and Other	\$ 13,627,760	\$ 9,373,860	\$ 7,429,600	\$ 3,711,160
Services	22,605,810	26,653,330	24,155,310	17,694,890
Supplies	679,171	708,410	415,610	11,580
Equipment	821,121	1,865,000	1,907,180	540,000
Program Total	\$ 37,733,862	\$ 38,600,600	\$ 33,907,700	\$ 21,957,630

COVID-19 DISASTER RELIEF: This program area provides 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.

Funding Sources				
Disaster Relief Fund	\$ —	\$ —	\$ —	\$ 5,000,000
Program Total	\$ —	\$ —	\$ —	\$ 5,000,000

Character of Expenditures				
Services	—	—	—	\$ 5,000,000
Program Total	\$ —	\$ —	\$ —	\$ 5,000,000

POSITION RESOURCES

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
General Expense				
Social Workers	—	—	—	8.00
Program Total	—	—	—	8.00
Department Total	—	—	—	8.00

CONTRACTS for SERVICES or FUNDING SUPPORT

	Adopted FY 19/20	Adopted FY 20/21
Arts and Cultural Enrichment¹		
Arts Foundation for Tucson and Southern Arizona	\$ 676,410	\$ 553,990
Program Total	\$ 676,410	\$ 553,990
Civic/Special Community Events¹		
Veterans Day	\$ 8,000	\$ 8,000
Martin Luther King	8,000	8,000
Cesar Chavez	8,000	8,000
Program Total	\$ 24,000	\$ 24,000
Payments to Other Governments¹		
Jail Board	\$ 4,900,000	\$ 6,400,000
Pima Animal Control Center ²	4,850,000	4,945,360
Pima Association of Governments ³	498,000	98,420
Victim Witness	24,900	24,900
Program Total	\$ 10,272,900	\$ 11,468,680
Human Services⁴	\$ 1,479,910	\$ 1,479,910
Economic and Workforce Development¹		
Metropolitan Education Commission	\$ 19,570	\$ —
Requests for Proposals	600,000	600,000
Tucson Downtown Partnership	365,000	365,000
Visit Tucson ⁵	6,125,480	5,083,020
Program Total	\$ 7,110,050	\$ 6,048,020
Total	\$ 19,563,270	\$ 19,574,600

¹ Funding is in the General Government Budget.

² Revenues received for fees and licensing offset the expenditures.

³ Funding is in the General Government budget (\$98,420), Tucson Water Department's budget (\$99,000), and in the Highway User Revenue Fund (\$100,580) which is budgeted in General Government for this purpose.

⁴ Funding is in the Housing and Community Development Department budget.

⁵ Fiscal Year 2019/20 reflects the actual contract allocation to Visit Tucson based on Fiscal Year 2018/19 transient occupancy tax (t.o.t.) and Hotel/Motel Room Surcharge collections. Fiscal Year 2020/21 reflects estimates of the allocation to Visit Tucson based on a projection of the FY 2019/20 t.o.t and Hotel/Motel Room Surcharge collections.

PENSION SERVICES

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

Department Summary	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
STAFFING	4.50	4.50	4.50	4.50
EXPENDITURES				
Salaries and Benefits	\$ 455,219	\$ 545,260	\$ 545,260	\$ 523,500
TSRS Refunds	1,970,511	2,986,000	2,986,000	3,122,000
Retiree and Beneficiary Payments	74,619,677	78,370,000	78,370,000	80,790,000
Services	5,096,707	10,153,590	10,153,590	10,156,060
Supplies	26,922	32,250	32,250	32,250
Department Total	\$ 82,169,036	\$ 92,087,100	\$ 92,087,100	\$ 94,623,810
FUNDING SOURCES				
TSRS Pension Fund	\$ 82,169,036	\$ 92,087,100	\$ 92,087,100	\$ 94,623,810
Department Total	\$ 82,169,036	\$ 92,087,100	\$ 92,087,100	\$ 94,623,810

SIGNIFICANT CHANGES

The adopted operating budget for Fiscal Year 2020/21 of \$94,623,810 reflects an increase of \$2,536,710 from the Fiscal Year 2019/20 Adopted Budget. Changes include:

Increase in retiree and beneficiary payments	\$ 2,420,000
Increase in TSRS refunds	136,000
Increase in services	2,470
Decrease in personnel costs	(21,760)
Total	\$ 2,536,710

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. In recent years, these rates have been very stable, and both employees and the City with have contributed at the same rate for the last three years in a row. It is one goal of the TSRS to increase its funded status, and this measure has been trending upward over the past five years, including funding ratios of 71%, 72% and 74% over the last four years. Fiscal Year 2019/20 saw a reduction in funded status as a direct result in a change of actuarial assumptions in January 2019 based on the City's actuarial experience over the prior 5 year period. Despite the small reduction, the plan is expected to reach full funding in 2034.

Future Challenges and Opportunities

Per City Code the TSRS is to operate for the exclusive purpose of providing benefits to members and their beneficiaries. The TSRS receives resources to pay these benefits through contributions from both the City and plan members, and from investment returns. The system is annually challenged to increase the funded status of the plan while holding employee and employer contributions rates constant. The market volatility sparked by COVID-19 will undoubtedly prove challenging for TSRS as we evaluate the system's annual investment return and the impact the volatility had on the portfolio which will impact future year's employer and employee rates.

Program Budget Overview

The primary expenditures of the Tucson Supplemental Retirement System involve the payment of benefits to members and their beneficiaries. In addition, the Tucson Supplemental Retirement System board annually prepares and maintains a budget setting forth the administrative costs of the system. The system budget includes separate line items for the primary administrative expenses of the system, including, but not limited to, record keeping, accounting fees, actuarial expenses, investment fees and expenses, audit expenses, staffing costs, other independent professional expenses, and professional development fees and expenses for board members and the system administrator.

Recent Accomplishments

Tucson Supplemental Retirement System net assets held in trust for pensions was valued at approximately \$836.5 million as of June 30, 2019. During that time frame, the annual rate of return on the plan's investments was 6.21%, which was just shy of the plan benchmark return of 6.28% for the same period, ranking in the top 34th percentile among peers in institutional government investors. The Government Finance Officers Association (GFOA) awarded the Certificate of Achievement for Excellence in Financial Reporting to the System for its Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2019. This marks the 23rd consecutive year the System has received this prestigious award.

OPERATING PROGRAMS

	Actual	Adopted	Estimated	Adopted
	FY 18/19	FY 19/20	FY 19/20	FY 20/21

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

Funding Sources

TSRS Pension Fund	\$ 5,578,848	\$ 10,731,100	\$ 10,731,100	\$ 10,711,810
Program Total	\$ 5,578,848	\$ 10,731,100	\$ 10,731,100	\$ 10,711,810

Character of Expenditures

Salaries and Benefits	\$ 455,219	\$ 545,260	\$ 545,260	\$ 523,500
Services	5,096,707	10,153,590	10,153,590	10,156,060
Supplies	26,922	32,250	32,250	32,250
Program Total	\$ 5,578,848	\$ 10,731,100	\$ 10,731,100	\$ 10,711,810

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

Funding Sources

TSRS Pension Fund	\$ 76,590,188	\$ 81,356,000	\$ 81,356,000	\$ 83,912,000
Program Total	\$ 76,590,188	\$ 81,356,000	\$ 81,356,000	\$ 83,912,000

Character of Expenditures

Retiree and Beneficiary Payments	\$ 74,619,677	\$ 78,370,000	\$ 78,370,000	\$ 80,790,000
TSRS Refunds	1,970,511	2,986,000	2,986,000	3,122,000
Program Total	\$ 76,590,188	\$ 81,356,000	\$ 81,356,000	\$ 83,912,000

POSITION RESOURCES

	Actual FY 18/19	Adopted FY 19/20	Estimated FY 19/20	Adopted FY 20/21
Administration				
Pension & Benefits Administrator	0.50	0.50	0.50	0.50
Finance Manager	1.00	—	—	—
Pension Manager	—	1.00	1.00	1.00
Lead Pension Analyst	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	—	—
Pension Assistant	—	—	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Program Total	4.50	4.50	4.50	4.50
Department Total	4.50	4.50	4.50	4.50

FOUR-YEAR CITY STAFFING COMPARISON

Department	Adopted FY 17/18	Adopted FY 18/19	Adopted FY 19/20	Adopted FY 20/21
Elected and Official				
Mayor and Council	44.00	44.00	44.00	44.00
City Manager	23.00	29.00	29.00	30.00
City Attorney	84.50	84.50	86.50	87.00
City Clerk	33.00	33.00	33.00	34.00
Sub-Total	184.50	190.50	192.50	195.00
Public Safety and Justice Services				
City Court	117.80	117.80	129.00	126.00
Public Defender	28.00	28.00	29.00	29.00
Public Safety Communication Center	—	163.00	163.00	165.00
Tucson Fire	767.50	685.50	698.00	687.75
Tucson Police	1,203.50	1,108.00	1,149.50	1,152.50
Sub-Total	2,116.80	2,102.30	2,168.50	2,160.25
Community Enrichment and Development				
Housing and Community Development	141.25	151.00	151.00	137.00
Parks and Recreation	433.75	391.75	392.25	392.25
Planning and Development Services	57.00	55.00	59.00	59.00
Transportation and Mobility	297.00	287.00	294.00	294.00
Sub-Total	929.00	884.75	896.25	882.25
Public Utilities				
Environmental Services	236.00	224.00	223.50	223.50
Tucson Water	554.50	564.50	563.50	563.50
Sub-Total	790.50	788.50	787.00	787.00
Support Services				
Business Services	—	180.00	181.00	194.00
Employee Health Benefits	—	—	3.50	4.50
Finance ¹	108.00	—	—	—
General Services	214.00	193.00	193.50	193.50
Human Resources	27.00	51.50	62.00	66.00
Information Technology	96.00	96.00	99.00	101.00
Procurement	35.00	—	—	—
Sub-Total	480.00	520.50	539.00	559.00
General Government	—	—	—	8.00
Pension Services	4.00	4.50	4.50	4.50
Total	4,504.80	4,491.05	4,587.75	4,596.00

¹Effective Fiscal Year 2017/18, the Financial Department merged into the new Business Services Department in March 2018. Transition was completed in Fiscal Year 2018/19.



Section E

Capital Improvement Program



*Our Priority Is to Protect Our Citizens from Harm and
Other Non-Desirable Outcomes*

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

A Capital Improvement Plan (CIP) is a community planning and fiscal management tool used to coordinate the location, timing, and financing of capital improvements over a five-year period. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure, and equipment, all with a cost of \$100,000 or more. The CIP is necessary to improve public facilities and infrastructure assets for the economic, aesthetic, and functional viability to our City. The plan identifies our City's specific capital needs based on various long-range plans, goals, and policies and also provides analysis for decision making for City officials and strategic capital planning efforts with City departments.

The City of Tucson's practice is to develop, maintain, and revise when necessary a continuing Capital Improvement Program that covers a five-year planning horizon. This budget document covers Fiscal Years 2020/21 through 2024/25 and identifies capital projects during this timeframe to include the funding sources available for projected expenditures.

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

- Capital Improvement Program Process
- Budget Highlights
- Summary of Expenditures and Funding Sources
- Department Programs
- Impacts on the Operating Budget

CAPITAL IMPROVEMENT PROGRAM PROCESS

Defining a Capital Improvement

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

- Construction of a new City asset or expansion of an existing City-owned facility, including preliminary planning and surveys, cost of land, staff and contractual services for design and construction, and related furnishings and equipments.
- 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 2019, the CIP process began with the Budget and Long-Term Financial Planning Division of the Business Services Department, providing direction and guidelines to department liaisons. Departments were given approximately seven weeks to develop their CIP requests based on their assessment of needs, existing bond authorizations, and grant awards. Departments were directed to include only projects with secured funding. Exceptions were made for annual federal grant appropriations from the Federal Transit Administration (FTA), other pending awards that would require budget capacity (e.g. any non-federal grants or contributions), and future enterprise revenue bonds. Department requests were reviewed by the Budget and Financial Planning Division and applicable revisions were made.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

The proposed CIP was presented to the Mayor and Council May 5, 2020, along with the Recommended Fiscal Year 2020/21 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. Four public hearings were held prior to the adoption of the Fiscal Year 2020/21 budget on July 21, 2020.

BUDGET HIGHLIGHTS

This proposed five-year CIP totals \$1.31 billion; \$357.5 million is budgeted in the first year of the CIP and is a component of the Fiscal Year 2020/21 Adopted Budget. Notable projects include the following:

Grant Road: Oracle Road to Swan. This project is a Regional Transportation Authority Plan roadway improvement managed by the City of Tucson. The improvements to the five-mile section of Grant Road between Oracle Road and Swan Road include widening to six lanes with bike lanes, and streetscape and pedestrian improvements to create a state-of-the-art, multi-modal transportation corridor. The total five-year CIP project is estimated to be \$69.8 million, with \$25.0 million budgeted in Fiscal Year 2020/21.

Green Stormwater Infrastructure (GSI). GSI refers to constructing features that use living, natural systems to provide environmental services, such as capturing, cleaning, and infiltrating stormwater; creating wildlife habitat; shading and cooling streets and buildings; and calming traffic. On May 1, 2020 a new fee was included on the utility services bill. The fee is assessed based on customers' water use at a rate of 13 cents per CCF (about \$1 per month for the average residential customer), and will raise about \$3.0 million each year. The new fee is used to fund the new GSI programs in construction and maintenance of public green infrastructure within City's limit. The five-year CIP for this project is budgeted at \$11.5 million, with \$2.3 million project cost budgeted every year.

Tucson Delivers: Great Parks and Strong Connections: Proposition 407. On Nov 6, 2018, the City of Tucson voters approved a \$225.0 million bond package for capital improvements on City parks amenities and connections. The five-year Great Parks projects are estimated to be \$82.2 million with \$19.9 million budgeted in Fiscal Year 2020/21, which include improvements to playground, sport fields, pool, splash pads, and recreation centers. The five-year Strong Connections projects are estimated to be \$59.3 million with \$11.7 million budgeted in Fiscal Year 2020/21, which includes greenways, shared use paths, pedestrian safety and walkability, and bicycle safety projects.

Tucson Delivers: Safer City and Better Streets: Proposition 101. On May 16, 2017, the City of Tucson voters approved a new, five-year, half-cent sales tax to fund public safety capital needs and road repairs. The five-year Better Streets' CIP is estimated to be \$71.0 million for the restoration, repair, and resurfacing of City streets, with \$39.0 million budgeted in Fiscal Year 2020/21. The provision will end at the beginning of Fiscal Year 2022/23. The five-year Safer City's CIP is estimated at \$105.8 million, to be spent on vehicles, equipment, and facilities for the Tucson Police Department and Tucson Fire Department, with \$32.3 million budgeted in Fiscal Year 2020/21.

Reid Park Zoo Quality of Life Tax: Proposition 202 and 203. The City of Tucson voters approved a tenth-of-a cent sales tax for a period of ten years, from February 1, 2018 to December 31, 2027. The Gene Reid Park Zoo Capital Improvement Fund is restricted to be used for capital improvements, operations and maintenance of the Zoo. The plan is to improve and update Zoo facilities to modern zoo standards, by improving existing habitats and bringing in new species with the construction of new habitats that will provide safer and healthier environments for the animals. The five-year CIP for this project is budgeted at \$66.8 million, with \$13.1 million budgeted in Fiscal Year 2020/21.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

SUMMARY of EXPENDITURES and FUNDING SOURCES

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

Expenditures

The proposed five-year CIP for Fiscal Years 2020/21 through 2024/25 totals \$1.31 billion. The majority of the projects and expenditures are in the Community Enrichment and Development category, which includes Housing and Community Development, Parks and Recreation, and Transportation and Mobility.

Parks and Recreation and Transportation and Mobility are mainly include projects for zoo improvements, road repair, park amenities, connections for mobility, and greenways. The Public Safety and Justice Services category include police and fire equipment and improvement projects funded by Tucson Delivers: Safer City.

Five-Year CIP Summary of Expenditures

(in millions)	Adopted Year 1 FY 20/21	Projected Five- Year Program
Community Enrichment and Development	\$ 219.8	\$ 796.5
Public Safety and Justice Services	32.3	108.8
Public Utilities	102.4	397.8
General Government	3.0	3.0
Total	\$ 357.5	\$ 1,306.1

This five-year CIP is \$145.0 million more than the approved five-year CIP for Fiscal Years 2019/20 through 2023/24 projected at \$1.16 billion. The CIP presumes that all of the Fiscal Year 2020/21 budget will be spent in that year.

The majority of CIP is projected to be spent in the first two Fiscal Years, 2020/21 and 2021/22. After Fiscal Year 2020/21 CIP expenditures decrease significantly from \$357.5 million to \$129.8 million by Fiscal Year 2024/25.

For a summary of expenditures by department and fiscal year, see Table I, five-year CIP Summary by Department on page E-8.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Funding Sources

This five-year program of \$1.31 billion is funded primarily from Capital Projects Funds.

Five-Year CIP Summary of Funding Sources

(in millions)	Adopted Year 1 FY 20/21	Projected Five- Year Program
Capital Projects Funds	\$ 136.6	\$ 556.4
Enterprise Funds	100.1	386.3
General Fund	4.0	4.0
Special Revenue Funds	116.8	359.4
Total	\$ 357.5	\$ 1,306.1

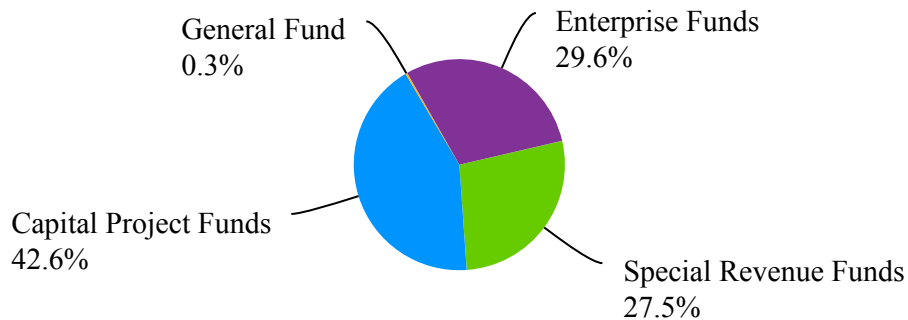
Capital Projects Funds. (This category, including the City bond funds, is 42.6% of the five-year CIP). These funds will provide \$556.4 million over the next five years. Regional Transportation Authority (RTA) funds of \$208.1 million account for the largest portion of this category. Next are General Obligations Parks and Connections Improvement Fund of \$141.5 million and regional Highway User Revenue Funds (HURF) distributed by the Pima Association of Governments (PAG) of \$113.3 million. Pima County will also provide additional funding of \$56.2 million. The remaining capacity of \$37.3 million is added for road, regional park, and communications improvements mainly provided by development impact fee.

Enterprise Funds. Enterprise Funds total \$386.3 million or 29.6% of the five-year CIP. Environmental and General Services totals \$9.2 million. Tucson Water accounts for the remaining \$377.1 million: \$317.1 million from user revenues and \$60.00 million from Water’s Obligation Funds.

General Fund. This category totals \$4.0 million or less than 1% of the five-year CIP and is funded for a new permitting software system, city hall air conditioning and elevator improvements.

Special Revenue Funds. This category totals \$359.4 million or 27.5% of the five-year CIP. Included in this category are Safer City Improvement funds of \$105.8 million, Better Streets Improvement Fund of \$71.0 million, Reid Park Zoo Capital Improvement Fund of \$66.8 million, and Federal Grants of \$83.6 million. The General Fund provides \$14.8 million for Mass Transit as local match for Federal Grant. The City’s HURF allocation accounts for \$5.8 million, and \$0.10 million comes from other non Federal Grant Fund. The newly established Green Stormwater Infrastructure Fund accounts for \$11.5 million.

Five-Year Program by Funding Source



For more detail on funding sources, see Table II, five-year CIP Summary by Funding Source beginning on page E-9.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

DEPARTMENT PROGRAMS

Programs are briefly presented in this section by departments which are listed alphabetically within their budget reporting categories, also known as service areas: Community Enrichment and Development, Public Safety and Justice Services, Public Utilities, Support Services, and General Government. A further listing of the projects by departments are presented on pages E-18 through E-31.

Community Enrichment and Development

The Community Enrichment and Development category, which accounts for 61% of the total five-year CIP, contains projects managed by Housing and Community Development, Parks and Recreation, and Transportation departments.

Housing and Community Development. This department's five-year program of \$11.4 million consists of 12 projects. Funding is provided by the Community Development Block Grant (CDBG). These Funds provide for streets, bus stop, and public housing building improvements.

Parks and Recreation. Parks' five-year CIP of \$156.0 million contains 42 projects. These projects are funded primarily from General Obligation Parks and Connections Improvement Fund of \$82.2 million and Gene Reid Park Zoo Capital Improvement Fund of \$66.8 million, and impact fee revenues of \$7.0 million. These funds provide for a wide range of projects: improvements at regional parks, urban greenway improvements, and amenities at neighborhood parks.

Transportation and Mobility. The five-year Transportation and Mobility program totals to \$629.1 million and consists of 58 projects. Major program areas such as Streets, Public Transit, Street Lighting, Traffic Signals and drainage projects. The major funding sources for Transportation's projects include the funding from the RTA plan of \$208.1 million, Better Streets Improvement Fund of \$71.0 million, and General Obligation Parks and Connections Improvement Fund of \$59.3 million. Federal funding provides total funding of \$72.2 million: \$61.4 million for transit projects and \$10.8 million for street projects. Other funding sources are Pima County bond funds of \$26.6 million, regional HURF from PAG of \$113.3 million, Capital Agreement fund of \$20.3 million, City HURF of \$5.8 million, City impact fee revenues of \$26.2 million and Pima county impact fee funding of \$9.3 million. The remaining \$17.0 million is from the General Fund mainly for Mass Transit as local match for federal transit grants.

Public Safety and Justice Services

The Public Safety and Justice Services category, which accounts for 8% of the total five-year CIP, contains projects managed by the City manager's office in partnership with the Fire and police Department. The program funding comes from voter approved half-cent sales tax increase of \$105.8 million and impact fee revenue of \$3.0 million.

Tucson Fire. This department's five-year program of \$56.9 million consists of projects including \$39.8 million for facility upgrades and building new facilities, \$16.0 million for fire vehicles and fire apparatus, \$0.8 million for technology upgrades, and \$0.3 million for the Public Safety Training Academy improvements.

Tucson Police. This department's five-year program of \$51.9 million consists of projects including \$36.9 million for facility upgrades and building new facilities, \$8.5 million for vehicles, \$3.2 million for technology upgrades, \$2.5 million for personnel safety equipment, \$0.3 million for the Public Safety Training Academy improvements, \$0.3 million for air support equipment repairs and replacement, and \$0.2 million for evidence storage.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Public Utilities

The Public Utilities category, which accounts for 30% of the total five-year CIP, contains projects managed by Environmental and General Services and Tucson Water departments.

Environmental and General Services. The department's five-year program of 9 projects totals \$9.2 million. Environmental and General Services' CIP is funded from Environmental Services revenues for landfill and facility improvements.

Tucson Water. The five-year Tucson Water CIP totals to \$388.5 million and consists of 120 projects includes \$365.1 million of improvements to the potable water system, \$11.9 million of improvements for the reclaimed water system and \$11.5 million for Green Stormwater infrastructure. Tucson Water's CIP is funded with operation funds of \$317.0 million, Water Revenue Obligation Funds of \$60.0 million and the newly established Green Stormwater Infrastructure Fund of \$11.5 million.

General Government

The General Government category, which accounts for less than 1% or \$3.0 million of the total five-year CIP, contains three projects that are budgeted here because it is beyond the oversight scope of a single department. The major projects are mainly replacement of City Hall's facilities and the implementing of a new multi-department permitting software system to replace the existing about obsolete system. These projects are funded by the General Fund.

IMPACTS on the OPERATING BUDGET

The completion of many capital projects is the beginning of recurring costs for the operating budget. Operating and Maintenance (O&M) impacts from projects in this five-year CIP total \$0.9 million for Fiscal Year 2020/21, increasing to a five-year total of \$4.9 million through Fiscal Year 2024/25. The General Fund O&M impacts in Fiscal Year 2020/21 are for the opening of new or expanded facilities and software maintenance.

For summaries and project detail of O&M impacts by department and funding source over the next five years, see Table III, Summary of CIP Impact on the Operating Budget on page E-11.

OVERVIEW of the FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

SUMMARY TABLES

Table I Summary by Department (page E-8).

Table II Summary by Funding Sources (page E-9).

Table III Summary of CIP Impact on the Operating Budget (page E-11).

Table IV Projects with Pima County Bond Funding (page E-15).

Table V Projects with Development Impact Fees (page E-16).

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table I. Summary by Department (\$ millions)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
Community Enrichment and Development						
Housing and Community Development	\$ 4.83	\$ 1.65	\$ 1.65	\$ 1.65	\$ 1.65	\$ 11.43
Parks and Recreation	35.12	29.34	25.82	36.98	28.74	156.00
Transportation and Mobility	179.84	176.67	128.20	116.54	27.89	629.14
Subtotal	\$ 219.79	\$ 207.66	\$ 155.67	\$ 155.17	\$ 58.28	\$ 796.57
Public Safety and Justice Services						
Tucson Fire	\$ 16.25	\$ 18.81	\$ 16.79	\$ 5.08	\$ —	\$ 56.93
Tucson Police	16.09	20.34	15.46	—	—	51.89
Subtotal	\$ 32.34	\$ 39.15	\$ 32.25	\$ 5.08	\$ —	\$ 108.82
Public Utilities						
Environmental and General Services	\$ 6.28	\$ 2.95	\$ —	\$ —	\$ —	\$ 9.23
Tucson Water	96.09	80.38	66.50	74.05	71.52	388.54
Subtotal	\$ 102.37	\$ 83.33	\$ 66.50	\$ 74.05	\$ 71.52	\$ 397.77
General Government						
General Expense	\$ 2.95	\$ —	\$ —	\$ —	\$ —	\$ 2.95
Subtotal	\$ 2.95	\$ —	\$ —	\$ —	\$ —	\$ 2.95
Total	\$ 357.45	\$ 330.14	\$ 254.42	\$ 234.30	\$ 129.80	\$ 1,306.11

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Sources (\$ millions)

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Capital Projects Funds						
Capital Agreement Fund: PAG	\$ 13.24	\$ 7.02	\$ 0.03	\$ 0.03	\$ —	\$ 20.32
Capital Agreement Fund: PAG HURF	41.65	31.85	24.50	15.25	—	113.25
Capital Agreement Fund: Pima County Bonds	16.21	10.40	—	—	—	26.61
Capital Agreement Fund: Pima County Contribution	0.05	—	0.07	9.17	0.02	9.31
General Obligation Parks and Connections Improvement Fund	31.54	19.20	32.70	37.25	20.81	141.50
General Obligation Street Improvement Fund	1.04	—	—	—	—	1.04
Impact Fee Fund: Central District	4.22	1.97	2.31	0.25	0.45	9.20
Impact Fee Fund: East District	0.85	0.34	4.57	0.15	—	5.91
Impact Fee Fund: Fire	—	0.92	2.09	—	—	3.01
Impact Fee Fund: Southeast District	7.40	0.50	1.00	1.12	0.70	10.72
Impact Fee Fund: Southlands District	0.30	0.37	0.50	0.48	0.31	1.96
Impact Fee Fund: West District	1.39	0.82	3.13	—	0.12	5.46
Regional Transportation Authority Fund	18.68	73.92	57.98	53.38	4.14	208.10
Subtotal	\$ 136.57	\$ 147.31	\$ 128.88	\$ 117.08	\$ 26.55	\$ 556.39
Enterprise Funds						
Environmental Services Fund	\$ 6.28	\$ 2.95	\$ —	\$ —	\$ —	\$ 9.23
Tucson Water Revenue and Operations Fund	72.23	57.40	46.44	71.75	69.22	317.04
Water Revenue System Obligation Fund	21.56	20.68	17.76	—	—	60.00
Subtotal	\$ 100.07	\$ 81.03	\$ 64.20	\$ 71.75	\$ 69.22	\$ 386.27
General Fund	\$ 4.05	\$ —	\$ —	\$ —	\$ —	\$ 4.05
Subtotal	\$ 4.05	\$ —	\$ —	\$ —	\$ —	\$ 4.05

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table II. Summary by Funding Sources
(\$ millions)

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Special Revenue Funds						
Better Streets Improvement Fund	\$ 38.98	\$ 28.13	\$ 3.89	\$ —	\$ —	\$ 71.00
Community Development Block Grant Fund	4.83	1.65	1.65	1.65	1.65	11.43
Federal Highway Administration Grants	2.45	0.01	1.00	7.36	—	10.82
Gene Reid Park Zoo Fund	13.13	16.69	7.97	14.00	15.00	66.79
Green Stormwater Infrastructure Fund	2.30	2.30	2.30	2.30	2.30	11.50
Highway User Revenue Fund	1.80	1.03	1.01	1.00	1.00	5.84
Mass Transit Fund: Federal Grants	17.39	10.99	10.61	11.18	11.18	61.35
Mass Transit Fund: General Fund	3.45	2.77	2.75	2.90	2.90	14.77
Miscellaneous Non Federal Grant	0.09	—	—	—	—	0.09
Safer City Improvement Fund	32.34	38.23	30.16	5.08	—	105.81
Subtotal	\$ 116.76	\$ 101.80	\$ 61.34	\$ 45.47	\$ 34.03	\$ 359.40
Total	\$ 357.45	\$ 330.14	\$ 254.42	\$ 234.30	\$ 129.80	\$ 1,306.11

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

SERVICE AREA/IMPACT	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
Community Enrichment and Development						
Parks and Recreation	\$ 0.34	\$ 0.37	\$ 0.39	\$ 0.42	\$ 0.42	\$ 1.94
Transportation and Mobility	0.02	0.02	0.02	0.02	0.02	0.10
Subtotal	\$ 0.36	\$ 0.39	\$ 0.41	\$ 0.44	\$ 0.44	\$ 2.04
Public Utilities						
Environmental and General Services	\$ 0.55	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 2.84
Subtotal	\$ 0.55	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 2.84
Total	\$ 0.91	\$ 0.94	\$ 0.98	\$ 1.02	\$ 1.03	\$ 4.88
SOURCE OF FUNDS SUMMARY						
General Fund						
	\$ 0.34	\$ 0.37	\$ 0.39	\$ 0.42	\$ 0.42	\$ 1.94
Subtotal	\$ 0.34	\$ 0.37	\$ 0.39	\$ 0.42	\$ 0.42	\$ 1.94
Enterprise Fund						
Environmental Services Fund	\$ 0.55	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 2.84
Subtotal	\$ 0.55	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 2.84
Special Revenue Funds						
Highway User Revenue Fund	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10
Subtotal	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10
Total	\$ 0.91	\$ 0.94	\$ 0.98	\$ 1.02	\$ 1.03	\$ 4.88

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

**Table III. Environmental and General Services: CIP Impact
on the Operating Budget
(\$ millions)**

The impact of this Five-Year CIP on future operating budgets is estimated to be \$0.55 million for Fiscal Year 2020/21 and Fiscal Year 21/22 and increasing to \$0.59 million by Fiscal Year 2024/25 for a Five-Year total of \$2.84 million. When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

Project Name	Adopted		Projected Requirements			Five
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	Year Total
Silverbell Landfill Water Quality Assurance Treatment Facility	\$ 0.55	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 2.84
Total	\$ 0.55	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 2.84
Source of Funds Summary						
Environmental Services Fund	\$ 0.55	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 2.84
Total	\$ 0.55	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 2.84

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

**Table III. Parks and Recreation: CIP Impact on the Operating Budget
(\$ millions)**

The impact of this Five-Year CIP on future operating budgets is estimated to be \$0.34 million in Fiscal Year 2020/21, increasing to \$0.42 million by Fiscal Year 2024/25 for a Five-Year total of \$1.94 million. When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

Project Name	Adopted		Projected Requirements					Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year		
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total		
A Mountain Improvement	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10		
Arroyo Chico Urban Path	0.01	0.02	0.02	0.02	0.02	0.09		
Himmel Park Improvements	0.01	0.01	0.01	0.02	0.02	0.07		
Lincoln Regional Park	0.04	0.04	0.04	0.04	0.04	0.20		
Purple Heart Park Expansion	0.06	0.07	0.07	0.07	0.07	0.34		
Reid Park Expansion, Phase I	0.06	0.06	0.07	0.07	0.07	0.33		
Shade Structure Projects	0.01	0.01	0.01	0.01	0.01	0.05		
South Central Community Park, Phase I	0.13	0.14	0.15	0.17	0.17	0.76		
Total	\$ 0.34	\$ 0.37	\$ 0.39	\$ 0.42	\$ 0.42	\$ 1.94		
Source of Funds Summary								
General Fund	\$ 0.34	\$ 0.37	\$ 0.39	\$ 0.42	\$ 0.42	\$ 1.94		
Total	\$ 0.34	\$ 0.37	\$ 0.39	\$ 0.42	\$ 0.42	\$ 1.94		

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table III. Transportation and Mobility: CIP Impact on the Operating Budget
(\$ millions)

The impact of this Five-Year CIP on future operating budgets is estimated to be \$.02 million every year from Fiscal Year 2020/21 to Fiscal Year 2023/24 for a Five-Year total of \$10.0 million. When the following projects in the CIP are completed, they will require funding for annual operations. The estimated impact of these projects on the operating budget over the next five years is shown in the table below.

	Adopted		Projected Requirements					Five
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 5	Year	
Project Name	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 24/25	Total	
Kolb Road Extension	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10	
Total	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10	
Source of Funds Summary								
Highway User Revenue Fund	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10	
Total	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Transportation and Mobility						
22nd Street: I-10 to Tucson Boulevard	\$ 9.21	\$ —	\$ —	\$ —	\$ —	\$ 9.21
Broadway Boulevard: Euclid to Country Club	7.00	—	—	—	—	7.00
Houghton Road: 22nd Street to Irvington	—	10.40	—	—	—	10.40
Total	\$ 16.21	\$ 10.40	\$ —	\$ —	\$ —	\$ 26.61

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table V. Projects with Development Impact Fees (\$ millions)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
Parks and Recreation						
Central District						
Anza Park Improvements	\$ 0.11	\$ —	\$ —	\$ —	\$ —	\$ 0.11
Himmel Park	—	—	0.03	—	—	0.03
Iron Horse Park	0.20	—	—	—	—	0.20
Joaquin Murrieta Park	—	—	—	0.12	—	0.12
La Madera Park	—	—	—	0.13	—	0.13
Land Acquisition: Central District	—	0.12	0.13	—	—	0.25
Reid Park Expansion	0.15	—	—	—	—	0.15
Rio Vista Park	—	—	—	—	0.13	0.13
Santa Rita Park	—	—	0.30	—	—	0.30
Central District Subtotal	\$ 0.46	\$ 0.12	\$ 0.46	\$ 0.25	\$ 0.13	\$ 1.42
East District						
Fort Lowell Park	\$ 0.03	\$ —	\$ —	\$ —	\$ —	\$ 0.03
Freedom Park	0.03	—	—	—	—	0.03
Jesse Owens Parks	0.03	—	—	—	—	0.03
Land Acquisition: East District	—	0.13	0.12	—	—	0.25
McCormick Park	—	—	0.15	—	—	0.15
Morris K. Udall Park	0.13	—	—	—	—	0.13
Palo Verde Park	—	—	0.3	—	—	0.30
Sears Park	—	—	—	0.15	—	0.15
East District Subtotal	\$ 0.22	\$ 0.13	\$ 0.57	\$ 0.15	\$ —	\$ 1.07
Southeast District						
Lincoln Park Playground	\$ 0.30	\$ —	\$ —	\$ —	\$ —	\$ 0.30
Land Acquisition: Southeast District	0.20	0.20	—	—	—	0.40
Purple Heart Park Expansion	0.25	—	—	—	—	0.25
Southeast New Park Development Master Plan	—	—	—	0.12	0.70	0.82
Southeast District Subtotal	\$ 0.75	\$ 0.20	\$ —	\$ 0.12	\$ 0.70	\$ 1.77
Southlands District						
Land Acquisition: Southland District	\$ 0.30	\$ 0.30	\$ —	\$ —	\$ —	\$ 0.60
Southland New Park Development Master Plan	—	0.07	0.50	0.48	0.31	1.36
Southlands District Subtotal	\$ 0.30	\$ 0.37	\$ 0.50	\$ 0.48	\$ 0.31	\$ 1.96

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Table V. Projects with Development Impact Fees (\$ millions)

	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
West District						
Barrio Nopal Park	\$ 0.27	\$ 0.13	\$ —	\$ —	\$ —	\$ 0.40
Christopher Columbus Park	—	—	0.13	—	—	0.13
CSM Gunny Berreras Memorial Park	0.12	—	—	—	—	0.12
El Pueblo Park	—	—	—	—	0.12	0.12
Mission Manor Park	—	0.03	—	—	—	0.03
West District Subtotal	\$ 0.39	\$ 0.16	\$ 0.13	\$ —	\$ 0.12	\$ 0.80
Parks and Recreation Total	\$ 2.12	\$ 0.98	\$ 1.66	\$ 1.00	\$ 1.26	\$ 7.02
Transportation and Mobility						
East District						
Houghton Road: Tanque Verde to Broadway	\$ 0.63	\$ 0.21	\$ 4.00	\$ —	\$ —	\$ 4.84
East District Subtotal	\$ 0.63	\$ 0.21	\$ 4.00	\$ —	\$ —	\$ 4.84
Central District						
22nd Street: I-10 to Tucson Boulevard	\$ —	\$ 1.85	\$ 1.85	\$ —	\$ 0.32	\$ 4.02
Broadway: Euclid to Country Club	0.86	—	—	—	—	0.86
First Avenue: River to Grant	2.90	—	—	—	—	2.90
Central District Subtotal	\$ 3.76	\$ 1.85	\$ 1.85	\$ —	\$ 0.32	\$ 7.78
Southeast District						
Houghton Road: Valencia Road to Mary Ann Cleveland Way	\$ 5.65	\$ —	\$ —	\$ —	\$ —	\$ 5.65
Valencia: Kolb to Houghton	1.00	0.30	1.00	1.00	—	3.30
Southeast District Subtotal	\$ 6.65	\$ 0.30	\$ 1.00	\$ 1.00	\$ —	\$ 8.95
West District						
Adaptive Signalization Upgrade	\$ 1.00	\$ —	\$ —	\$ —	\$ —	\$ 1.00
Irvington Road: Santa Cruz River to I-19	—	0.66	—	—	—	0.66
Silverbell Road: Grant to Ina	—	—	3.00	—	—	3.00
West District Subtotal	\$ 1.00	\$ 0.66	\$ 3.00	\$ —	\$ —	\$ 4.66
Transportation and Mobility Total	\$ 12.04	\$ 3.02	\$ 9.85	\$ 1.00	\$ 0.32	\$ 26.23
Tucson Fire						
Fire Facilities	\$ —	\$ 0.92	\$ 2.09	\$ —	\$ —	\$ 3.01
Tucson Fire Total	\$ —	\$ 0.92	\$ 2.09	\$ —	\$ —	\$ 3.01
Total	\$ 14.16	\$ 4.92	\$ 13.60	\$ 2.00	\$ 1.58	\$ 36.26

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

ENVIRONMENTAL and GENERAL SERVICES

(\$ millions)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Congress and Nearthmount Landfill Excavation	\$ 0.40	\$ —	\$ —	\$ —	\$ —	\$ 0.40
Compressed Nature Gas Plant: Third Nature Gas Compresso	0.60	—	—	—	—	0.60
Los Reales Household Hazardous Waste Relocation	1.00	0.20	—	—	—	1.20
Los Reales Landfill Buffer: Northeastern Berm and Landscape	0.50	—	—	—	—	0.50
Los Reales Landfill: Computer Upgrade	0.03	0.50	—	—	—	0.53
Los Reales Landfill: Gas to Energy Project	1.00	1.00	—	—	—	2.00
Nearthmont Landfill Upgrade Plan	1.50	—	—	—	—	1.50
Thomas O Price Service Center Container Maintenance Relocation	1.00	1.00	—	—	—	2.00
Thomas O Price Service Center Remodel	0.25	0.25	—	—	—	0.50
Total	\$ 6.28	\$ 2.95	\$ —	\$ —	\$ —	\$ 9.23
Source of Funds Summary						
Environmental Services Fund	\$ 6.28	\$ 2.95	\$ —	\$ —	\$ —	\$ 9.23
Total	\$ 6.28	\$ 2.95	\$ —	\$ —	\$ —	\$ 9.23

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

HOUSING and COMMUNITY DEVELOPMENT

(\$ millions)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
12th Avenue: Nebraska and Wyoming Street	\$ 0.75	\$ —	\$ —	\$ —	\$ —	\$ 0.75
Anza Park ADA Ramp Improvements	0.02	—	—	—	—	0.02
Bus Stop ADA Improvements: Pima and Alvernon Sidewalk	0.08	—	—	—	—	0.08
Citywide Bus Stop ADA Improvements	0.22	—	—	—	—	0.22
Dodge Apartment Improvements	1.30	—	—	—	—	1.30
Downtown ADA Restroom Improvements	0.25	—	—	—	—	0.25
Dunbar Pavilion Facility Improvements	0.12	—	—	—	—	0.12
Flint Oil Remediation	0.35	—	—	—	—	0.35
Oury Pool ADA Improvements	0.04	—	—	—	—	0.04
Public Facilities Improvements	—	1.65	1.65	1.65	1.65	6.60
Tucson House: Elevator Improvements	1.50	—	—	—	—	1.50
Tucson House: St. Elizabeth Health Center Improvements	0.20	—	—	—	—	0.20
Total	\$ 4.83	\$ 1.65	\$ 1.65	\$ 1.65	\$ 1.65	\$ 11.43
Source of Funds Summary						
Community Development Block Grant Fund	\$ 4.83	\$ 1.65	\$ 1.65	\$ 1.65	\$ 1.65	\$ 11.43
Total	\$ 4.83	\$ 1.65	\$ 1.65	\$ 1.65	\$ 1.65	\$ 11.43

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

PARKS and RECREATION (\$ millions)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Anza Park	\$ 0.11	\$ —	\$ —	\$ —	\$ —	\$ 0.11
Barrio Nopal Park	0.27	0.13	—	—	—	0.40
Christopher Columbus Park	—	—	0.13	—	—	0.13
CSM Martin R. Gunny Berreras Memorial Park	0.12	—	—	—	—	0.12
El Pueblo Park	—	—	—	—	0.12	0.12
Fort Lowell Park	0.03	—	—	—	—	0.03
Freedom Park	0.03	—	—	—	—	0.03
Great Parks: Golf	0.37	—	—	0.38	2.12	2.87
Great Parks: Pools and Splash Pads	3.27	0.27	1.09	1.60	0.27	6.50
Great Parks: Parks	10.19	9.19	14.21	19.67	9.94	63.20
Great Parks: Recreation Centers	0.23	—	0.30	—	—	0.53
Great Parks: Sports Courts	0.49	—	0.42	0.03	0.01	0.95
Great Parks: Sports Fields	4.19	—	—	—	—	4.19
Great Parks: Walking Path	1.13	2.21	0.17	0.30	0.14	3.95
Himmel Park	—	—	0.03	—	—	0.03
Iron Horse Park	0.20	—	—	—	—	0.20
Jesse Owens Parks	0.03	—	—	—	—	0.03
Joaquin Murrieta Park	—	—	—	0.12	—	0.12
La Madera Park	—	—	—	0.13	—	0.13
Land Acquisition: Central District	—	0.12	0.13	—	—	0.25
Land Acquisition: East District	—	0.13	0.12	—	—	0.25
Land Acquisition: Southeast District	0.20	0.20	—	—	—	0.40
Land Acquisition: Southland District	0.30	0.30	—	—	—	0.60
Lincoln Regional Park	0.30	—	—	—	—	0.30
McCormick Park	—	—	0.15	—	—	0.15
Mission Manor Park	—	0.03	—	—	—	0.03
Morris K. Udall Park	0.13	—	—	—	—	0.13
Palo Verde Park	—	—	0.30	—	—	0.30
Purple Heart Park Expansion	0.25	—	—	—	—	0.25
Reid Park Expansion: Phase I	0.15	—	—	—	—	0.15
Reid Park Zoo: African Safari Lodge	—	1.07	7.00	14.00	15.00	37.07
Reid Park Zoo: Andean Bear Exhibit	1.30	—	—	—	—	1.30
Reid Park Zoo: Asia Exhibits	7.19	13.11	0.97	—	—	21.27
Reid Park Zoo: Flamingo Habitat	0.69	—	—	—	—	0.69
Reid Park Zoo: New Entry	2.31	—	—	—	—	2.31
Reid Park Zoo: Treetop Playhouse	1.48	2.51	—	—	—	3.99
Reid Park Zoo: Warehouse Expansion	0.16	—	—	—	—	0.16

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

PARKS and RECREATION (\$ millions)

Project Name (continued)	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
Rio Vista Park	\$ —	\$ —	\$ —	\$ —	\$ 0.13	\$ 0.13
Santa Rita Park	—	—	0.30	—	—	0.30
Sears Park	—	—	—	0.15	—	0.15
Southeast New Park Development Master Plan	—	—	—	0.12	0.70	0.82
Southland New Park Development Master Plan	—	0.07	0.50	0.48	0.31	1.36
Total	\$ 35.12	\$ 29.34	\$ 25.82	\$ 36.98	\$ 28.74	\$ 156.00
Source of Funds Summary						
Gene Reid Park Zoo Fund	\$ 13.13	\$ 16.69	\$ 7.97	\$ 14.00	\$ 15.00	\$ 66.79
General Obligation Parks and Connections Improvement Fund	19.87	11.67	16.19	21.98	12.48	82.19
Impact Fee Fund: Central Benefit District	0.46	0.12	0.46	0.25	0.13	1.42
Impact Fee Fund: East Benefit District	0.22	0.13	0.57	0.15	—	1.07
Impact Fee Fund: Southeast Benefit District	0.75	0.20	—	0.12	0.70	1.77
Impact Fee Fund: Southlands Benefit District	0.30	0.37	0.50	0.48	0.31	1.96
Impact Fee Fund: West Benefit District	0.39	0.16	0.13	—	0.12	0.80
Total	\$ 35.12	\$ 29.34	\$ 25.82	\$ 36.98	\$ 28.74	\$ 156.00

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION and MOBILITY

(\$ millions)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
12th Avenue and District Street HAWK	\$ —	\$ —	\$ 0.05	\$ 0.25	\$ —	\$ 0.30
22nd Street and Irving HAWK	0.23	—	—	—	—	0.23
22nd Street: I-10 to Tucson Boulevard	9.21	20.25	12.25	6.00	0.32	48.03
36th Street and Martin Luther King Jr Way HAWK	—	—	0.05	0.33	—	0.38
6th Avenue LED Lighting Project	0.09	—	—	—	—	0.09
ADA Sidewalk Project	0.75	1.00	1.00	1.00	1.00	4.75
Adaptive Signalization Upgrades	1.00	—	—	—	—	1.00
Alvernon and Bellevue HAWK	0.20	—	—	—	—	0.20
Arcadia and Timrod Bike Boulevard	1.18	—	—	—	—	1.18
Associated Transit Improvements	0.24	0.19	0.19	0.19	0.19	1.00
Barrio Sin Nombre Improvements	1.10	—	—	—	—	1.10
Better Streets: Arterial Road Improvements	21.90	20.90	1.68	—	—	44.48
Better Streets: Local Road Improvements	17.08	7.23	2.21	—	—	26.52
Broadway: Camino Seco to Houghton	0.02	0.02	—	—	—	0.04
Broadway: Euclid to Country Club	20.36	5.60	0.03	0.03	—	26.02
Campbell and Wyoming HAWK	0.20	—	—	—	—	0.20
Compressed Nature Gas Fueling System: Sun Tran Facility	0.40	—	—	—	—	0.40
Country Club: Grant Road to 22nd Street Lighting	—	—	0.20	1.37	—	1.57
Downtown Links, Barraza to Aviation	20.24	31.22	0.53	0.03	—	52.02
El Paso and Southwestern Greenway Improvements	0.04	—	—	—	—	0.04
First Avenue: River to Grant	3.90	14.50	23.00	18.00	—	59.40
Flashing Yellow Arrow 1	—	—	0.05	0.39	—	0.44
Flashing Yellow Arrow 2	—	—	0.05	1.14	—	1.19
Fixed Route Fleet Replacement	4.50	10.40	10.60	10.60	10.60	46.70
Fort Lowell and Balboa Avenue HAWK	—	—	0.05	0.33	—	0.38
Grant and Arcadia HAWK	0.16	—	—	—	—	0.16
Grant Road and Edith Boulevard HAWK	—	—	0.05	0.35	—	0.40
Grant: Oracle to Swan	25.00	20.00	10.00	10.70	4.10	69.80
Grant Road: Union Pacific Railroad Underpass	1.90	0.20	11.00	10.00	—	23.10
Houghton Road: 22nd Street to Irvington	1.31	25.40	6.95	—	—	33.66
Houghton Road: Bridge Replacement	0.01	0.01	—	—	—	0.02

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION and MOBILITY

(\$ millions)

Project Name (continued)	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Houghton Road: Tanque Verde to Broadway	\$ 0.63	\$ 0.21	\$ 4.00	\$ 4.10	\$ —	\$ 8.94
Houghton Road: Union Pacific Railroad to I-10	0.04	0.03	0.01	—	—	0.08
Houghton: Valencia to Mary Ann Cleveland	12.00	3.00	0.07	0.07	0.02	15.16
Irvington Road: Santa Cruz River to I-19	—	0.66	—	—	—	0.66
Irvington Road and First Avenue HAWK	—	—	0.05	0.35	—	0.40
Kolb Road and Rosewood HAWK	—	—	0.05	0.34	—	0.39
Nogales Highway: Drexel to Los Reales Street Lighting	—	—	0.20	1.20	—	1.40
Pima and Mountain View HAWK	0.20	—	—	—	—	0.20
Preventive Maintenance Real Property - Chiller	0.20	—	—	—	—	0.20
Prince and Crescent Manor HAWK	0.20	—	—	—	—	0.20
Replacement Compressed Natural Gas 40 feet Bus	11.16	—	—	—	—	11.16
Replacement Vans For Sun Van	3.95	2.98	2.38	3.10	3.10	15.51
Santa Cruz River Alignment: Irvington to Drexel	1.00	—	—	—	—	1.00
Security For Transit - Future	0.39	0.19	0.19	0.19	0.19	1.15
Silverbell Road: Grant to Ina	3.00	4.85	16.40	17.00	0.04	41.29
Silverlake and Cottonwood HAWK	—	—	0.05	0.31	—	0.36
Sixth and Ohio HAWK	0.20	—	—	—	—	0.20
Speedway and Sahuara Avenue HAWK	—	—	0.05	0.34	—	0.39
Street Improvements Proposition 409	1.04	—	—	—	—	1.04
Strong Connections: Bicycle Safety and Mobility	6.17	4.52	2.73	2.34	5.39	21.15
Strong Connections: Greenway	0.97	0.75	2.25	5.81	—	9.78
Strong Connections: Pedestrian Safety and Walkability	4.53	2.26	11.53	7.12	2.94	28.38
Swan and Cecelia Street HAWK	—	—	0.05	0.34	—	0.39
University of Arizona: 2nd Street Bike and Pedestrian Improvements	0.11	—	—	—	—	0.11
Valencia: Alvernon to Kolb	0.03	—	—	—	—	0.03
Valencia: Kolb to Houghton	3.00	0.30	8.20	12.90	—	24.40
Wetmore and Neffson Drive HAWK	—	—	0.05	0.32	—	0.37
Total	\$ 179.84	\$ 176.67	\$ 128.20	\$ 116.54	\$ 27.89	\$ 629.14

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TRANSPORTATION and MOBILITY

(\$ millions)

	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Source of Funds Summary						
Better Streets Improvement Fund	\$ 38.98	\$ 28.13	\$ 3.89	\$ —	\$ —	\$ 71.00
Capital Agreement Fund: PAG	13.24	7.02	0.03	0.03	—	20.32
Capital Agreement Fund: PAG HURF	41.65	31.85	24.50	15.25	—	113.25
Capital Agreement Fund: Pima County Bonds	16.21	10.40	—	—	—	26.61
Capital Agreement Fund: Pima County Contribution	0.05	—	0.07	9.17	0.02	9.31
Federal Highway Administration Grants	2.45	0.01	1.00	7.36	—	10.82
General Fund	1.10	—	—	—	—	1.10
General Obligation Parks and Connections Improvement Fund	11.67	7.53	16.51	15.27	8.33	59.31
General Obligation Streets Improvement Fund	1.04	—	—	—	—	1.04
Highway User Revenue Fund	1.80	1.03	1.01	1.00	1.00	5.84
Impact Fee Fund: Central District	3.76	1.85	1.85	—	0.32	7.78
Impact Fee Fund: East District	0.63	0.21	4.00	—	—	4.84
Impact Fee Fund: Southeast District	6.65	0.30	1.00	1.00	—	8.95
Impact Fee Fund: West District	1.00	0.66	3.00	—	—	4.66
Mass Transit Fund: Federal Grants	17.39	10.99	10.61	11.18	11.18	61.35
Mass Transit Fund: General Fund	3.45	2.77	2.75	2.90	2.90	14.77
Miscellaneous Non Federal Grant	0.09	—	—	—	—	0.09
Regional Transportation Authority Fund	18.68	73.92	57.98	53.38	4.14	208.10
Total	\$ 179.84	\$ 176.67	\$ 128.20	\$ 116.54	\$ 27.89	\$ 629.14

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON FIRE

(\$ millions)

Project Name	Projected Requirements					Five Year Total
	Adopted Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
	Fire Facility Upgrades and New Construction	\$ 5.63	\$ 12.33	\$ 16.79	\$ 5.08	
Fire Vehicles and Apparatus	9.99	6.02	—	—	—	16.01
Fire Technology Upgrades	0.29	0.46	—	—	—	0.75
Public Safety Training Academy Improvements	0.34	—	—	—	—	0.34
Total	\$ 16.25	\$ 18.81	\$ 16.79	\$ 5.08	\$ —	\$ 56.93
Source of Funds Summary						
Impact Fee: Tucson Fire	\$ —	\$ 0.92	\$ 2.09	\$ —	\$ —	\$ 3.01
Safer City Improvement Fund	16.25	17.89	14.70	5.08	—	53.92
Total	\$ 16.25	\$ 18.81	\$ 16.79	\$ 5.08	\$ —	\$ 56.93

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON POLICE

(\$ millions)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
Police Air Support Equipment	\$ 0.15	\$ 0.12	\$ —	\$ —	\$ —	0.27
Police Evidence Storage	0.09	0.10	—	—	—	0.19
Police Facility Upgrades and New Construction	7.07	14.34	15.46	—	—	36.87
Police Vehicles	4.85	3.67	—	—	—	8.52
Police Personnel Safety Equipment	0.88	1.59	—	—	—	2.47
Police Technology Upgrades	2.70	0.52	—	—	—	3.22
Public Safety Training Academy Improvements	0.35	—	—	—	—	0.35
Total	\$ 16.09	\$ 20.34	\$ 15.46	\$ —	\$ —	51.89

Source of Funds Summary

Safer City Improvement Fund	\$ 16.09	\$ 20.34	\$ 15.46	\$ —	\$ —	51.89
Total	\$ 16.09	\$ 20.34	\$ 15.46	\$ —	\$ —	51.89

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$ millions)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
A062 12-inch Transmission Main	\$ 0.36	\$ —	\$ —	\$ —	\$ —	\$ 0.36
Advanced Metering Infrastructure	—	1.09	1.13	1.14	—	3.36
Advanced Treatment for Emerging Contaminants	—	2.18	2.27	2.29	2.34	9.08
Aerospace 24-inch Transmission Main	4.35	—	—	—	—	4.35
Aerospace 24-inch Transmission Main Loop	1.46	—	—	—	—	1.46
Ajo Wash Raw Water Discharge	—	0.22	0.79	—	—	1.01
Ajo Wash Raw Water Main	—	0.39	3.97	—	—	4.36
Alvernon 16-inch Transmission Main	3.94	—	—	—	—	3.94
Anklam Road Relocate PRV	0.19	—	—	—	—	0.19
Annual Production Well Equipping	0.11	1.26	2.72	4.80	4.91	13.80
Arc Flash System Upgrades	0.11	0.05	—	—	—	0.16
Armoring CAVSARP Basins	—	0.55	0.57	0.57	—	1.69
Billing System	0.75	2.73	2.84	2.86	—	9.18
Calle Santa Cruz Transmission Main Replacement	1.71	—	—	—	—	1.71
Cathodic Protection for Critical Pipelines	0.65	0.65	0.68	0.69	0.70	3.37
CAVSARP Well Pump Improvements	0.32	0.33	0.34	0.34	0.35	1.68
Columbus PCCP Rehabilitation	0.11	5.45	—	—	—	5.56
Control Panel Replacements: Potable	0.11	0.11	0.11	0.11	0.12	0.56
Control Panels: Reclaimed System	0.16	0.16	0.17	0.17	0.18	0.84
Craycroft Road D-E Booster Station	—	—	0.11	10.18	—	10.29
Devine Reservoir Rehabilitation	3.22	—	—	—	—	3.22
Diamond Bell I-K Reservoir Rehabilitation Project	1.28	—	—	—	—	1.28
Diamond Bell Production Facilities Improvement	0.59	—	—	—	—	0.59
Drill Production Wells	2.15	2.18	4.54	9.15	9.36	27.38
Drill Replacement Well A-032B	1.48	—	—	—	—	1.48
Drill Replacement Well B-045C	—	1.63	—	—	—	1.63
Drill Replacement Well B-051C	—	1.62	—	—	—	1.62
Drill Replacement Well C-049	—	1.64	—	—	—	1.64
Drill Replacement Well C-124B	—	1.88	—	—	—	1.88
Drill Replacement Well F-033B	1.74	—	—	—	—	1.74
Emergency Main Replacement	1.07	1.09	1.14	1.14	1.17	5.61
Enterprise Asset Management System Implementation	2.42	1.09	—	—	—	3.51
Equip Tarp Well R-006B	0.18	0.14	—	—	—	0.32
Equip Tarp Well R-007B	0.26	0.06	—	—	—	0.32
Equip Well A-027C	0.51	—	—	—	—	0.51
Equip Well A-032B	0.05	0.52	—	—	—	0.57

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$ millions)

Project Name (continued)	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Equip Well A-062A	\$ 0.55	\$ —	\$ —	\$ —	\$ —	\$ 0.55
Equip Well AV-003B	0.51	—	—	—	—	0.51
Equip Well AV-009B	0.05	0.52	—	—	—	0.57
Equip Well B-045C	—	0.05	0.54	—	—	0.59
Equip Well B-051C	—	0.05	0.54	—	—	0.59
Equip Well B-052B	0.51	—	—	—	—	0.51
Equip Well C-049C	—	0.05	0.54	—	—	0.59
Equip Well C-124B	—	0.05	0.54	—	—	0.59
Equip Well F-001B	0.51	—	—	—	—	0.51
Equip Well F-003B	0.05	0.52	—	—	—	0.57
Equip Well SC-001B	0.43	—	—	—	—	0.43
Equip Well SC-004B	0.43	—	—	—	—	0.43
Equip Well SC-014B	0.43	—	—	—	—	0.43
Equip Well W-004B	0.70	—	—	—	—	0.70
Equip Well W-005B	0.54	0.54	0.57	—	—	1.65
Escalante Reservoir Rehabilitation	0.03	1.64	—	—	—	1.67
Facility Safety and Security Infrastructure	0.54	0.55	0.57	0.57	0.58	2.81
Fire Hydrants in Annexation Areas	0.05	0.05	0.06	0.06	0.06	0.28
Fire Services	1.88	1.91	1.99	2.00	2.04	9.82
Gas Engines	—	0.55	0.57	0.57	0.58	2.27
Green Storm Infrastructure	2.30	2.30	2.30	2.30	2.30	11.50
H-002A Well Re-Equipping	0.48	—	—	—	—	0.48
Harrison Road 24-inch Transmission Main, Harrison -Old Vail Booster	—	—	—	0.29	0.11	0.40
Harrison Road F-G Booster Station	—	—	—	0.12	4.62	4.74
Install Well R-006B Replacement for R-006A	0.91	—	—	—	—	0.91
Install Well R-007B Replacement for R-007A	1.11	—	—	—	—	1.11
La Estancia 24-inch Transmission Main Phase I	1.18	—	—	—	—	1.18
La Estancia 24-inch Transmission Main Phase II	0.74	—	—	—	—	0.74
La Paloma Reclaimed Reservoir Rehabilitation	0.11	2.84	—	—	—	2.95
Linda Vista Neighborhood-Phase 1	0.98	—	—	—	—	0.98
Linda Vista to Thornydale to Oasis Transmission Interconnection	—	0.05	1.42	—	—	1.47
Maryvale Manor Subdivision-Phase I	0.51	—	—	—	—	0.51
Miscellaneous Land and Right-Of-Way Acquisitions	0.16	0.16	0.17	0.17	0.18	0.84
New Building and Plant 1 Complex	0.54	7.31	7.60	—	—	15.45
New Metered Services	0.06	0.07	0.07	0.07	0.07	0.34

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$ millions)

Project Name (continued)	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
North Satellite Mustering Room Expansion	\$ 0.97	\$ —	\$ —	\$ —	\$ —	\$ 0.97
Old Vail Road 36-inch Transmission Main: Alvernon to Wilmot	—	—	0.11	7.66	—	7.77
Old Vail Road 36-inch Transmission Main-Phase 2: Pantano to Harrison	—	—	—	0.11	2.81	2.92
Old Vail Road 36-inch Transmission Main: Wilmot to Pantano	—	—	—	0.11	3.92	4.03
One Stop City Development Center	0.59	—	—	—	—	0.59
One Water Master Plan 2100	0.54	—	—	—	—	0.54
Online Water Quality Monitoring Network Upgrade	0.43	0.44	—	—	—	0.87
Pantano Road E-F Booster Station	—	—	—	0.23	10.53	10.76
Payments to Developers for Oversized Systems	0.05	0.05	0.06	0.06	0.06	0.28
Pressure Tank Replacement	0.48	0.49	0.51	0.52	0.53	2.53
Production Well Sites	0.08	0.08	0.08	0.09	0.09	0.42
Raw Water Pump Station Modifications	—	0.01	0.18	1.14	—	1.33
Relocate Camino De Los Ranchos PRV	0.32	—	—	—	—	0.32
Relocate Via Velazquez PRV	0.16	—	—	—	—	0.16
Reservoir and Tank Rehabilitation Program	—	2.73	6.81	6.29	7.02	22.85
Review Developer: Financed Potable Project	0.16	0.16	0.17	0.17	0.18	0.84
Review Developer: Financed Reclaimed Project	0.03	0.03	0.03	0.04	0.04	0.17
Rio De La Roma D-C PRV	0.14	—	—	—	—	0.14
Rita Road "F2" To "G2" Zone Booster Station	0.16	1.32	—	—	—	1.48
Rita Road 16-inch Transmission Main	—	—	—	0.03	0.06	0.09
Road Improvement Main Replacements	5.37	5.45	5.67	5.72	5.85	28.06
Routine Main Replacements	2.15	2.18	3.41	3.43	3.51	14.68
Sahuarita Supply Line Slipliner	5.70	3.60	—	—	—	9.30
San Paulo Village Main Replacement Phase II	4.10	—	—	—	—	4.10
Santa Cruz River Heritage Project	0.54	2.23	0.06	0.06	—	2.89
SCADA Potable Upgrades	6.45	6.55	6.26	6.29	4.68	30.23
Snyder Hill Pump Station Forebay Rehabilitation Project	1.58	1.58	—	—	—	3.16
Southeast Houghton Recharge Project	0.02	—	—	—	—	0.02
Southern Santa Cruz Well Field 28-inch Main Liner	2.36	—	—	—	—	2.36

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

TUCSON WATER

(\$ millions)

Project Name (continued)	Adopted		Projected Requirements			Five Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Sweetwater Reclamation Facility System	\$ 1.07	\$ 2.73	\$ —	\$ —	\$ —	\$ 3.80
System Enhancements: Reclaimed Main	0.11	0.11	0.11	0.11	0.12	0.56
TARP AOP Treatment Upgrade	6.88	1.31	—	—	—	8.19
TARP SCADA and Communication Upgrade	0.13	0.11	—	—	—	0.24
TARP Well R127A Drill	0.22	—	—	—	—	0.22
TARP Well R-127A Equipping	0.82	—	—	—	—	0.82
TARP Well R-127A Transmission Main	0.16	—	—	—	—	0.16
Thornydale Reclaimed Reservoir Rehabilitation	2.85	—	—	—	—	2.85
Thunderhead Old Spanish Trail Distribution Main	0.87	—	—	—	—	0.87
Thunderhead Old Spanish Trail PRV	0.24	—	—	—	—	0.24
Trails End Reservoir Rehabilitation	1.07	—	—	—	—	1.07
Tucson Estates Parkway and Michigan Street PRV Relocation	0.16	—	—	—	—	0.16
University of Arizona Science Park 16-inch Transmission Main	—	—	1.79	—	—	1.79
Upper Impound Closure at Hayden Udall Water Treatment Facility	—	0.55	—	—	—	0.55
Valencia Stand Pipe Rehabilitation	1.07	—	—	—	—	1.07
Valve Access Vault	0.54	0.55	0.57	0.57	0.58	2.81
Violet Avenue 12-inch Distribution Main	—	0.14	—	—	—	0.14
Water Services	1.39	1.42	1.48	1.49	1.52	7.30
Well B-025B Distribution Main	0.24	—	—	—	—	0.24
Wellfield Upgrades	0.32	0.33	0.34	0.34	0.35	1.68
Total	\$ 96.09	\$ 80.38	\$ 66.50	\$ 74.05	\$ 71.52	\$ 388.54

Source of Funds Summary

Green Stormwater Infrastructure Fund	\$ 2.30	\$ 2.30	\$ 2.30	\$ 2.30	\$ 2.30	\$ 11.50
Tucson Water Revenue and Operation Fund	72.23	57.40	46.44	71.75	69.22	317.04
Water Revenue System Obligation Fund	21.56	20.68	17.76	—	—	60.00
Total	\$ 96.09	\$ 80.38	\$ 66.50	\$ 74.05	\$ 71.52	\$ 388.54

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

GENERAL GOVERNMENT

(\$ millions)

Project Name	Adopted		Projected Requirements			Five Year Total
	Year 1 FY 20/21	Year 2 FY 21/22	Year 3 FY 22/23	Year 4 FY 23/24	Year 5 FY 24/25	
City Hall Elevator	\$ 0.65	\$ —	\$ —	\$ —	\$ —	\$ 0.65
City Hall Heating, Ventilation and Air Conditioning System	0.50	—	—	—	—	0.50
Permitting Software System	1.80	—	—	—	—	1.80
Total	\$ 2.95	\$ —	\$ —	\$ —	\$ —	\$ 2.95
Source of Funds Summary						
General Fund	\$ 2.95	\$ —	\$ —	\$ —	\$ —	\$ 2.95
Total	\$ 2.95	\$ —	\$ —	\$ —	\$ —	\$ 2.95



Section F

Glossary



*Our Goal Is to Meet or Exceed Needs while Providing
Services with a Positive Attitude*

GLOSSARY of TERMS

Terms	Definition
ACCOUNTABILITY	The state of being obliged to explain actions to justify what was done. Accountability requires justification for the raising of public funds and the purposes for which they are used.
ACTIVITY	A group of related functions performed by one or more organizational units for the purpose of satisfying a need for which the city is responsible.
AD VALOREM TAX	A tax based on the assessed value of an item, such as real estate or
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 2019/20 refers to the period July 1, 2019 through June 30, 2020.
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.

ACRONYMS and INITIALISMS

Acronym/Initialisms	Definitions
ACAP	Attorney/Consumer Assistance Program (ACAP)
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOR	Arizona Department of Revenue
ADOT	Arizona Department of Transportation
ALS	Advanced Life Support
AMI	Advanced Metering Infrastructure
AMP	Asset Management Project
AMR	Advanced Meter Reading
AOP	Advanced Oxidation Process
ARRA	American Recovery and Reinvestment Act
ARS	Arizona Revised Statutes
ASR	Aquifer Storage and Recovery
AZA	Association of Zoos and Aquariums
BABs	Build America Bonds
BCC	Boards, Committees and Commissions
BID	Business Improvement District
BSD	Business Services Department
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CARES ACT	Corona Virus Aid, Relief and Economic Security Act
CAVSARP	Central Avra Valley Storage and Recovery Project
CCF	Cash Carry Forward
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CFO	Chief Financial Officer
CIP	Capital Improvement Program
CMPS	Consolidated Misdemeanor Problem Solving
CNA	Counter Narcotics Alliance
CNG	Compressed Natural Gas
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPs	Certificates of Participation
COVID-19	Coronavirus Disease 2019
CREBs	Clean Renewable Energy Bonds
CRR	Community Risk Reduction
CSR	Customer Service Representative
CWAC	Citizens' Water Advisory Committee

Acronym/Initialisms**Definitions**

DNA	Deoxyribonucleic acid
DUI	Driving Under the Influence
EEC	Economic Estimates Commission
ELT	Executive Leadership Team
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
EMP	Environmental Management Program
ERP	Enterprise Resource Program
ES	Environmental Services
ESGD	Environmental Services and General Services Departments
FARE	Fines/Fees and Restitution Enforcement Program
FEMA	Federal Emergency Management Agency
FML	Family Medical Leave
FMT	Financial Monitoring Team
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GO	Green Stormwater Infastructure
GSI	
HAWK	High-Intensity Activated Crosswalk
HCV	Housing Choice Voucher
HHW	Household Hazardous Waste
HQLA	High Quality Liquid Assets
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
JFS	Juvenile Fire Stopper

Acronym/Initialisms

LED
LPGA
LPV

MOV
MRF
MUP

NAACP
NFPA
NPO
NPZ

O&M

PAG
PARF
PASER
PCI
PCWIN
PECOC
PFAS
PGA
PHA
PILOT
PRV
PSCC

QECBs

RFP
RICO
RIO NUEVO
RTA

SAMM
SAVSARP
SCADA
SC
SEMAP
SGR
SHARP
SWG

Definitions

Light Emitting Diode
Ladies Professional Golf Association
Limited Property Value

Motor Operated Valve
Materials Recovery Facility
Multi-Use Path
National Association for the Advancement of Colored People
National Fire Protection Association
Neighborhood Preservation Ordinance
Neighborhood Preservation Zones

Operating and Maintenance

Pima Association of Governments
Personnel Action Request Form
Pavement Surface Evaluation and Rating System
Pavement Condition Index
Pima County Wireless Integrated Network
Pima Emergency Communications Center
Per- and Polyfluoroalkyl substances
Professional Golf Association
Public Housing Asset
Payment in Lieu of Tax
Pressure Relief Valve
Public Safety Communications Center

Qualified Energy Conservation Bonds

Request for Proposal
Racketeer Influenced and Corrupt Organizations Act
Rio Nuevo Multipurpose Facilities District
Regional Transportation Authority

Surplus, Auction and Materials Management
Southern Avra Valley Storage and Recovery Project
Supervisory Control and Data Acquisition
Security Certified
Section 8 Management Assessment Program
State of Good Repair
Southeast Houghton Area Recharge Project
Southwest Gas

Acronym/Initialisms**Definitions**

TARP	Tucson Airport Remediation Project
TCC	Tucson Convention Center
TC3	Tucson Collaborative Community Care
TDOT	Tucson Department of Transportation
TIGER	Transportation Investment Generating Economic Recovery
TPAC	Tucson Pima Arts Council
TPT	Transaction Privilege Tax
TSRS	Tucson Supplemental Retirement System
TUMS	Tucson Utility Management System
TUS	Tucson International Airport's International Air Transport Association airport code
UDC	Unified Development Code
VANS	Vacant and Neglected Structures
VOIP	Voice Over Internet Protocol
WIFA	Water Infrastructure Finance Authority
WSI	Water Safety Instruction





www.tucsonaz.gov/finance/budget