THE DIARY OF AN ADMINISTRATIVE INTERNSHIP
AS PERFORMED AT THE CITY OF TUCSON
SEPTEMBER 26, 1966 TO JUNE 26, 1967

by

Frank Julian Cox Griffin

A Diary Submitted to the Faculty of the
DEPARTMENT OF PUBLIC ADMINISTRATION
In Partial Fulfillment of the Requirements
For the Degree of
MASTER OF PUBLIC ADMINISTRATION
In the Graduate College
THE UNIVERSITY OF ARIZONA

1967
STATEMENT BY AUTHOR

This diary has been submitted in partial fulfillment of requirements for an advanced degree at the University of Arizona.

Brief quotations from this diary are allowable without special permission, provided that accurate acknowledgement of the source is made. Requests for permission for extended quotations from or reproduction of this diary in whole or part may be granted by the Head of the Department of Public Administration or the Dean of the Graduate College when in his judgment the proposed use of the material is in the interests of scholarship. In all other instances, however, permission must be obtained from the author.

SIGNED: _____________________________

APPROVAL BY INTERNSHIP DIRECTOR

This diary has been approved on the date shown below:

_______________________________  ________________________
R. A. MULLIGAN  Date
Head of the Department of
Public Administration
PREFACE

The author of this diary has served as an Administrative Intern with the City of Tucson since September 26, 1966. The first nine months of the internship were intended to partially fulfill the requirements for the Degree of Master of Public Administration in the Graduate College, University of Arizona. All work included in the diary was completed between September 26, 1966, and June 26, 1967, although reference is made occasionally to activities, projects, and programs which were in progress on or continued after the latter date.

The material included in this diary was gathered by conventional research techniques, including the interview and the simple questionnaire. The author also made use of the available resource material of the City of Tucson.

The author would like to express his appreciation to his professional supervisors for providing the opportunity to carry out this project with the City of Tucson. In particular, sincere thanks are extended to L. E. Woodall, Assistant City Manager, for his invaluable assistance and cooperation.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>LIST OF TABLES</th>
<th>v</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIST OF ILLUSTRATIONS</td>
<td>v1</td>
</tr>
</tbody>
</table>

## Chapter

1. THE INTERNSHIP PROGRAM                | 1    |
2. THE DEPARTMENT OF FINANCE             | 6    |
3. A STUDY OF DEPARTMENTAL ORGANIZATION  | 23   |
4. A STUDY OF CITIZEN BOARDS AND COMMITTEES | 27   |
5. THE WEED CONTROL STUDY                | 32   |
6. TUCSON MUNICIPAL BUILDING MOVING PLANS | 42   |
7. THE OFFICE OF THE CITY MANAGER        | 48   |
8. STUDENT CITY ADMINISTRATION DAY       | 52   |
9. STUDY SESSIONS AND COUNCIL MEETINGS   | 58   |
10. ROUTINE DUTIES AND SPECIAL REPORTS    | 67   |
11. EVALUATION OF INTERNSHIP             | 73   |

## Appendices

- A. ORGANIZATION CHARTS OF THE DEPARTMENT OF PUBLIC WORKS | 77   |
- B. MUNICIPAL BUILDING MOVE                | 92   |
- C. STUDENT CITY ADMINISTRATION DAY ORGANIZATION | 95   |
- D. PREPARATIONS FOR STUDY SESSIONS AND MAYOR-COUNCIL MEETINGS | 103  |
- E. ROUTINE CORRESPONDENCE                 | 112  |
LIST OF TABLES

Table                                                                 Page

1. Accounting Division Budget ................................................. 10

2. Data Processing Division Budget ......................................... 12

3. Treasury Division Budget .................................................. 14

4. Licenses Division Budget .................................................... 17

5. Purchasing Division Budget ................................................ 19

6. Budget & Research Division Budget ....................................... 21

7. City Manager's Budget ....................................................... 50

8. A Statistical Comparison of Five Western Cities with the City of Tucson ................................................. 71
# LIST OF ILLUSTRATIONS

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The Finance Department</td>
<td>7</td>
</tr>
<tr>
<td>2.</td>
<td>The Accounting Division</td>
<td>9</td>
</tr>
<tr>
<td>3.</td>
<td>The Data Processing Division</td>
<td>11</td>
</tr>
<tr>
<td>4.</td>
<td>The Treasury Division</td>
<td>13</td>
</tr>
<tr>
<td>5.</td>
<td>The Licenses Division</td>
<td>16</td>
</tr>
<tr>
<td>6.</td>
<td>The Purchasing Division</td>
<td>18</td>
</tr>
<tr>
<td>7.</td>
<td>The Budget and Research Division</td>
<td>20</td>
</tr>
<tr>
<td>8.</td>
<td>The Mayor-Council Agenda Flow Chart</td>
<td>63</td>
</tr>
</tbody>
</table>
CHAPTER 1. THE INTERNSHIP PROGRAM

The Administrative Internship program with the City of Tucson originated on January 21, 1963. On that date, the City Council approved the City Manager's request to begin an internship program in municipal management with the appointment of two interns to be selected from applicants who were college graduates in the field of municipal government and who either had or were completing master's degrees. The program was scheduled to begin in the summer of 1963.

The purpose of such a program, which is highly endorsed by the International City Managers' Association, was to be the conducting of a continuing series of research projects designed to improve the administration and program development operations of City government.

According to the original plan, two interns were appointed on July 1, 1963. The participants were expected to spend at least a year with the City as interns. Since the introduction of the program, with increased cooperation with the University of Arizona, this policy has been somewhat altered. Some interns spend more than a year with the City; others spend a much shorter period. Some interns devote full time to the internship; others work on a part-time basis, arranging work hours around University class schedules.
Administrative Interns with the City of Tucson are assigned to the Budget and Research Division of the Department of Finance and are under the immediate supervision of the Budget Officer. An effort is made to see that research projects take the intern into every department of City government sometime during his training in order to give him as broad an experience as possible.

In the spring of 1966, an administrative intern was assigned to the Office of the City Manager to help fill in during the illness of the Administrative Assistant. It was felt that such an assignment was beneficial to the intern involved in that he had an opportunity to observe and become actively associated with Mayor and Council activities and overall administrative functions. On the basis of this experience, it was decided that this type of an assignment should be continued, with each intern assigned from the Budget and Research Division to the Office of the City Manager for a six-month period.

As of September 26, 1966, three interns were employed by the City of Tucson. One was assigned at the time to the Office of the City Manager; two were located in the Budget and Research Division, including the author of this diary, hereafter referred to as the Intern.

The Intern remained with the Budget and Research Division until February 22, 1967, when he was assigned to
the Office of the City Manager. His work hours were set up around his University class schedule for both semesters. The actual work schedules were arranged as follows:

BUDGET AND RESEARCH DIVISION

September 26, 1966, to February 22, 1967

Monday - 10:00 to 5:00  
Tuesday - 8:00 to 5:00  
Wednesday - 10:00 to 2:00  
Thursday - 8:00 to 5:00  
Friday - 10:00 to 2:00  

CITY MANAGER'S OFFICE

February 23, 1967, to May 22, 1967

Monday - 8:00 to 11:00; 3:00 to 5:00  
Tuesday - 8:00 to 5:00  
Wednesday - 8:00 to 11:00; 3:00 to 5:00  
Thursday - 8:00 to 5:00  
Friday - 8:00 to 11:00; 3:00 to 5:00  

May 23, 1967, to June 26, 1967

Monday through Friday - 8:00 to 5:00  

The first several days of internship were spent in an indoctrination program. In order that an intern may properly carry out his duties, it is necessary that he become familiar with City personnel and organizational structure. To accomplish this, an indoctrination tour of the various departments and activities was arranged. The Intern was advised to investigate in detail during the tour the organization structure of each department. Department
heads had been requested to put together a program which would familiarize the Intern with various City functions and programs. The Program of Indoctrination was arranged as follows:

Monday, September 26, 1966

10:00 - 11:00 - Budget and Research Officer
11:00 - 12:00 - Director of Administration
1:00 - 2:00 - Accounting
2:00 - 2:30 - Data Processing
2:30 - 3:00 - Purchasing
3:00 - 3:30 - Treasury
3:30 - 4:00 - Licenses
4:00 - 4:30 - City Clerk
4:30 - 5:00 - City Attorney

Tuesday, September 27, 1966

8:00 - 12:00 - Police Department
1:00 - 5:00 - Fire Department

Wednesday, September 28, 1966

10:00 - 2:00 - Public Works

Thursday, September 29, 1966

8:00 - 12:00 - Public Works
1:00 - 5:00 - Water

Friday, September 30, 1966

10:00 - 2:00 - Water and Sewers

Monday, October 3, 1966

10:00 - 5:00 - Parks and Recreation
Tuesday, October 4, 1966

8:00 - 12:00 - Library

1:00 - 5:00 - Community Development
CHAPTER 2. THE DEPARTMENT OF FINANCE

The Department of Finance is under the supervision of the Finance Director, who is appointed by the City Manager, subject to the approval of the Mayor and Council. Civil Service provisions do not apply to the Finance Director.

When the Intern began his employment, the Director of Finance, John Urie, also held the title of Assistant City Manager and was Head of the Department of Administration, which had previously been known as the Department of Finance. Early in 1967, however, Mr. Urie left the City of Tucson to take another position. At approximately the same time, Budget Director L. E. Woodall was appointed to the position of Assistant City Manager. Since that time, the Department of Administration has again become known as the Department of Finance. The City of Tucson is presently looking for a Finance Director, who will be the head of the Department of Finance. Since the Director of Finance has control of all city expenditures, the Assistant City Manager was appointed to act as Finance Director until a permanent director can be found. Figure 1 illustrates the departmental organization as it presently stands.

In addition to the Division of Budget and Research, five other divisions are included in the Department of
Finance: Accounting, Data Processing, Treasury, Licenses and Purchasing. Tables 1 through 6 include information concerning the budget of each division.

The Accounting Division is responsible for maintaining a general accounting system for each of the offices, departments, and activities of the City. All bills, invoices, payrolls, etc., are audited and approved by this division before payment is made. The Accounting Division also maintains a continuous inventory of all property owned by the City. Figure 2 displays the organizational arrangement of the Accounting Division.

The Division of Data Processing originated merely as a service section of the City government, but it now serves a variety of purposes, functioning as a separate division. (See Figure 3.) The division is centralized and acts as a service agency for the rest of the City, providing specialized data processing services to those departments requesting them.

The Treasury Division is the agency for centralized collections. The division has custody of all public funds belonging to all activities of the City and is responsible for the deposit of all funds in depositories designated by the Mayor and Council. Fines for traffic violations are also collected by the Treasury Division. Figure 4 shows the organization structure of this division.
Fig. 2
ACCOUNTING DIVISION
Dept. of Finance
1230 – Accounting
Table 1.
The 1966-1967 Budget of the Accounting Division
<table>
<thead>
<tr>
<th>CODE</th>
<th>CLASSIFICATION</th>
<th>ADMINISTRATION</th>
<th>DIVISION</th>
<th>ACCOUNTING</th>
<th>SECTION</th>
<th>ACTIVITY NO.</th>
<th>FUND</th>
<th>FUNCTION</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>General</td>
<td>General</td>
<td>Government</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ACTUAL</td>
<td>CURRENT</td>
<td>ALLOWED</td>
<td></td>
<td>SALARY RANGE NO.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>'64-'65</td>
<td>'65-'66</td>
<td>'66-'67</td>
<td></td>
<td>'65-'66</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100</td>
<td>Personal Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12,208</td>
<td></td>
<td>12,107</td>
</tr>
<tr>
<td></td>
<td>Payroll Charges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12,208</td>
<td></td>
<td>12,107</td>
</tr>
<tr>
<td>101</td>
<td>Clerk Typist I</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>16</td>
<td>7,149</td>
<td>10,797</td>
<td></td>
<td></td>
</tr>
<tr>
<td>102</td>
<td>Clerk Typist II</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>19</td>
<td>8,400</td>
<td>8,460</td>
<td></td>
<td></td>
</tr>
<tr>
<td>103</td>
<td>Machine Oper. I</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>19</td>
<td>3,735</td>
<td>-0-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>104</td>
<td>Account Clerk I</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>19</td>
<td>15,195</td>
<td>8,625</td>
<td></td>
<td></td>
</tr>
<tr>
<td>105</td>
<td>Account Clerk II</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>21</td>
<td>12,660</td>
<td>14,420</td>
<td></td>
<td></td>
</tr>
<tr>
<td>106</td>
<td>Account Clerk III</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>24</td>
<td>9,600</td>
<td>17,100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>107</td>
<td>Accountant I</td>
<td>3</td>
<td>5</td>
<td>6</td>
<td>28</td>
<td>16,260</td>
<td>37,625</td>
<td></td>
<td></td>
</tr>
<tr>
<td>108</td>
<td>Accountant II</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>30</td>
<td>24,360</td>
<td>14,225</td>
<td></td>
<td></td>
</tr>
<tr>
<td>109</td>
<td>Accountant III</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>32</td>
<td>19,850</td>
<td>22,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>110</td>
<td>Accounting Supvr.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>35</td>
<td>8,400</td>
<td>9,480</td>
<td></td>
<td></td>
</tr>
<tr>
<td>111</td>
<td>Chief Accountant</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>40</td>
<td>9,570</td>
<td>10,440</td>
<td></td>
<td></td>
</tr>
<tr>
<td>112</td>
<td>Turnover Credit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-0-</td>
<td>-1,539</td>
<td></td>
<td></td>
</tr>
<tr>
<td>113</td>
<td>Extra Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>700</td>
<td>700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>114</td>
<td>Over Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>303</td>
<td>303</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>132,485</td>
<td>136,179</td>
<td>131,036</td>
<td>153,386</td>
</tr>
<tr>
<td>115</td>
<td>Fringe Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>116</td>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>144,144</td>
<td>150,243</td>
<td>143,244</td>
<td>168,976</td>
</tr>
<tr>
<td>210</td>
<td>Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>211</td>
<td>Professional Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11,830</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>212</td>
<td>Transportation &amp; Communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3,218</td>
<td>3,510</td>
<td>3,236</td>
<td>5,600</td>
</tr>
<tr>
<td>213</td>
<td>Maintenance Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,366</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>214</td>
<td>Rent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>342</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>215</td>
<td>Other Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>160</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>216</td>
<td>Inter-Activity Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>185</td>
<td>300</td>
<td>79</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>17,101</td>
<td>6,175</td>
<td>10,207</td>
<td>20,265</td>
</tr>
<tr>
<td>310</td>
<td>Supplies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>311</td>
<td>Office Supplies and Reproduction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7,947</td>
<td>7,875</td>
<td>7,192</td>
<td>12,025</td>
</tr>
<tr>
<td>312</td>
<td>Operation and Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>165</td>
<td>-0-</td>
<td>10</td>
<td>-0-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>8,112</td>
<td>7,875</td>
<td>7,202</td>
<td>12,025</td>
</tr>
<tr>
<td>430</td>
<td>Capital Outlay</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>431</td>
<td>Furniture &amp; Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,248</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>540</td>
<td>Fiscal Agent Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-0-</td>
<td>-0-</td>
<td>-0-</td>
<td>-0-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gross Expenditures</td>
<td></td>
<td></td>
<td></td>
<td>170,605</td>
<td>165,683</td>
<td>161,883</td>
<td>203,876</td>
</tr>
<tr>
<td>900</td>
<td>Less: Credits for ID Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-19,858</td>
<td>-20,000</td>
<td>-16,247</td>
<td>-0-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Net Expenditures</td>
<td></td>
<td></td>
<td></td>
<td>150,747</td>
<td>145,683</td>
<td>145,636</td>
<td>203,876</td>
</tr>
</tbody>
</table>

CITY OF TUCSON
Fig. 3

DATA PROCESSING
Dept. of Finance
1260 - Data Processing
## Annual Budget

### Activity Detail

<table>
<thead>
<tr>
<th>Fund</th>
<th>General Fund</th>
<th>General Government</th>
<th>Data Processing</th>
<th>Activity No.</th>
<th>1260</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEPARTMENT</td>
<td>Administration</td>
<td>Data Processing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FUNCTION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Classification

<table>
<thead>
<tr>
<th>CODE</th>
<th>CLASSIFICATION</th>
<th>ACTUAL '64-'65</th>
<th>CURRENT BUDGET '65-'66</th>
<th>ALLOWED '66-'67</th>
<th>SALARY RANGE NO.</th>
<th>ACTUAL EXPENDITURES '64-65</th>
<th>ADOPTED BUDGET '65-66</th>
<th>ESTIMATED EXPENDITURES '65-66</th>
<th>FINAL ALLOWANCE '66-'67</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>Personal Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Payroll Charges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clerk Typist I</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>16</td>
<td>3,660</td>
<td>4,140</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Keypunch Oper. I</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>20</td>
<td>11,700</td>
<td>13,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Keypunch Oper. II</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>22</td>
<td>8,280</td>
<td>9,980</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tab Operator I</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>22</td>
<td>9,015</td>
<td>4,680</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tab Operator II</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>26</td>
<td>15,960</td>
<td>23,855</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Keypunch Supvr.</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>26</td>
<td>4,800</td>
<td>5,640</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Data Proc. Analyst</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>34</td>
<td>20,300</td>
<td>48,150</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Data Proc. Supvr.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>36</td>
<td>8,350</td>
<td>9,060</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Account Clerk I</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>19</td>
<td>16,695</td>
<td>18,880</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Account Clerk III</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>24</td>
<td>5,260</td>
<td>5,980</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Relief &amp; Overtime</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3,000</td>
<td>2,900</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Turnover Credit</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-2,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>21</td>
<td>21</td>
<td>24</td>
<td>97,420</td>
<td>107,020</td>
<td>107,761</td>
<td>144,465</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Fringe Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>9,160</td>
<td>11,928</td>
<td>10,208</td>
<td>13,097</td>
<td>106,580</td>
<td>118,948</td>
<td>117,969</td>
<td>157,562</td>
</tr>
</tbody>
</table>

### Total

|                  |                            | 106,580        | 118,948              | 117,969         | 157,562                       |

### Services

<table>
<thead>
<tr>
<th>CODE</th>
<th>Professional Services</th>
<th>282</th>
<th>-0-</th>
<th>784</th>
<th>1,200</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Transportation &amp; Communication</td>
<td>278</td>
<td>400</td>
<td>797</td>
<td>5,400</td>
</tr>
<tr>
<td></td>
<td>Maintenance Services</td>
<td>169</td>
<td>10</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Rent</td>
<td>62,578</td>
<td>68,808</td>
<td>63,913</td>
<td>62,520</td>
</tr>
<tr>
<td></td>
<td>Other Services</td>
<td>39</td>
<td>80</td>
<td>104</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>Inter-Activity Services</td>
<td>12</td>
<td>-0-</td>
<td>76</td>
<td>76</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>63,358</td>
<td>69,298</td>
<td>65,714</td>
<td>70,340</td>
</tr>
</tbody>
</table>

### Supplies

<table>
<thead>
<tr>
<th>CODE</th>
<th>Office Supplies and Reproduction</th>
<th>648</th>
<th>700</th>
<th>566</th>
<th>600</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operation and Maintenance</td>
<td>14,418</td>
<td>13,500</td>
<td>16,795</td>
<td>16,700</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>15,066</td>
<td>14,200</td>
<td>17,361</td>
<td>17,300</td>
</tr>
</tbody>
</table>

### Capital Outlay

| CODE | Furniture and Equipment | 968 | 863 | 863 | 747 |

### Gross Expenditures

<table>
<thead>
<tr>
<th></th>
<th>185,972</th>
<th>203,309</th>
<th>201,907</th>
<th>245,949</th>
</tr>
</thead>
</table>

### Less: Credits for ID Services

|                  | -118,000 | -125,000 | -125,000 | -0-     |

### Net Expenditures

|                  | 67,972  | 78,309  | 76,907  | 245,949 |

---

**City of Tucson**
Fig. 4
TREASURY DIVISION
Dept. of Finance
1240 - Treasury
Table 3.
The 1966-1967 Budget of the Treasury Division
<table>
<thead>
<tr>
<th>Code</th>
<th>Classification</th>
<th>General Government</th>
<th>Treasury</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>Final Allowance 1966-67</td>
</tr>
<tr>
<td>00</td>
<td>Personal Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Payroll Charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clerk Typist I</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Clerk Steno I</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Cashier I</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Cashier II</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Account Clerk I</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Accountant II</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Treasury Supvr.</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Over Time and Extra Time</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fringe Benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>71,087</td>
<td>74,797</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5,962</td>
<td>7,586</td>
</tr>
<tr>
<td></td>
<td></td>
<td>77,049</td>
<td>82,383</td>
</tr>
<tr>
<td>20</td>
<td>Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transportation and Communications</td>
<td>4,040</td>
<td>1,715</td>
</tr>
<tr>
<td></td>
<td>Maintenance Service</td>
<td>1,060</td>
<td>615</td>
</tr>
<tr>
<td></td>
<td>Other Services</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>Inter-Activity Services</td>
<td>-0-</td>
<td>-0-</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>5,149</td>
<td>2,379</td>
</tr>
<tr>
<td>10</td>
<td>Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Office Supplies and Reproduction</td>
<td>4,216</td>
<td>4,710</td>
</tr>
<tr>
<td></td>
<td>Operation and Maintenance</td>
<td>-0-</td>
<td>-0-</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>4,216</td>
<td>4,710</td>
</tr>
<tr>
<td>30</td>
<td>Capital Outlay</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Furniture and Equipment</td>
<td>807</td>
<td>525</td>
</tr>
<tr>
<td></td>
<td>Gross Expenditures</td>
<td>87,221</td>
<td>89,997</td>
</tr>
<tr>
<td></td>
<td>Less: Credits for ID Services</td>
<td>-22,444</td>
<td>-27,150</td>
</tr>
<tr>
<td></td>
<td>Net Expenditures</td>
<td>64,777</td>
<td>62,847</td>
</tr>
</tbody>
</table>
The Licenses Division collects all taxes, license fees, and other revenues of the City. This office is also authorized to license and inspect, in cooperation with the county, all places of amusement and the carrying on of certain other businesses and trades. Figure 5 shows the organization of this division.

The Purchasing Division is organized for the purpose of centralized purchasing. The Purchasing Agent (see Figure 6,) contracts for, purchases, stores, and distributes all supplies, materials, and equipment required by any department, office, or agency of the City. The Duplicating Section of this division handles all duplicating operations for the City.

The Budget and Research Division, to which all administrative interns are assigned originally, is responsible for the preparation of the annual budget; preparation, at the end of each fiscal year, of a complete financial report; and preparation, for submission to the Mayor and Council, of a monthly statement of all receipts and expenditures. In addition, this division undertakes various research projects to determine methods which will make City operations more efficient, thereby reducing expenditures. Figure 7 illustrates the organizational structure of this division.

Interns assigned to the Budget and Research Division are given a variety of responsibilities. Work assignments
Fig. 5
LICENSE DIVISION
Dept. of Finance
1250 — Licenses
Table 4.

The 1966-1967 Budget of the Licenses Division
<table>
<thead>
<tr>
<th>CODE</th>
<th>CLASSIFICATION</th>
<th>NUMBER OF PERSONNEL</th>
<th>NUMBER OF PERSONNEL</th>
<th>SALARY RANGE NO.</th>
<th>ACTUAL EXPENDITURES</th>
<th>ADOPTED BUDGET</th>
<th>ESTIMATED EXPENDITURES</th>
<th>FINAL ALLOWANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>ACTUAL '44-'45</td>
<td>CURRENT BUDGET '45-'46</td>
<td>ALLOWED '45-'46</td>
<td>1954-55</td>
<td>1955-56</td>
<td>1956-57</td>
<td>1957-58</td>
</tr>
<tr>
<td>100</td>
<td>Payroll Charges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clerk II</td>
<td>1 1 1</td>
<td></td>
<td></td>
<td>3,690</td>
<td>4,050</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clerk Typist I</td>
<td>3 3 3</td>
<td></td>
<td></td>
<td>10,767</td>
<td>11,370</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clerk Typist II</td>
<td>1 1 1</td>
<td></td>
<td></td>
<td>4,560</td>
<td>4,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clerk Steno I</td>
<td>1 1 1</td>
<td></td>
<td></td>
<td>3,720</td>
<td>4,260</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Account Clerk I</td>
<td>2 1 1</td>
<td></td>
<td></td>
<td>4,095</td>
<td>4,740</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Account Clerk II</td>
<td>1 1 1</td>
<td></td>
<td></td>
<td>4,520</td>
<td>5,260</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Field Auditor I</td>
<td>3 2 3</td>
<td></td>
<td></td>
<td>11,120</td>
<td>19,650</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Field Auditor II</td>
<td>1 2 2</td>
<td></td>
<td></td>
<td>12,010</td>
<td>14,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Field Auditor III</td>
<td>1 1 1</td>
<td></td>
<td></td>
<td>6,850</td>
<td>7,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>License Insp. I</td>
<td>2 2 2</td>
<td></td>
<td></td>
<td>10,560</td>
<td>12,060</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>License Insp. II</td>
<td>1 1 1</td>
<td></td>
<td></td>
<td>5,900</td>
<td>6,775</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>License Supvr.</td>
<td>1 1 1</td>
<td></td>
<td></td>
<td>8,075</td>
<td>8,730</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overtime</td>
<td></td>
<td></td>
<td></td>
<td>200</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>17 17 18</td>
<td></td>
<td></td>
<td>77,739</td>
<td>86,067</td>
<td>88,408</td>
<td>104,095</td>
</tr>
</tbody>
</table>

| 110  | Fringe Benefits        |                     |                     |                  | 7,509               | 9,028         | 8,982                  | 11,215          |

|      | **Total**              | 85,248              | 95,095              | 97,390           | 115,310            |

| 210  | Professional Services  |                     |                     |                  | -0-                 | 100           | 65                     | 100             |
| 220  | Transportation & Communications |     |                     |                  | 743 1,264          | 1,525         | 2,113                  |                 |
| 230  | Maintenance Service    |                     |                     |                  | 102 291            | 286           | 291                    |                 |
| 280  | Other Services         | 64 281              |                     |                  | 864 1,264          | 1,525         | 2,113                  |                 |
| 290  | Inter-Activity Services|                     |                     |                  | 1,618 1,823        | 1,768         | 1,823                  |                 |
|      | **Total**              | 2,527               | 3,759               | 3,742            | 4,427              |

| 310  | Office Supplies & Reproduction |     |                     |                  | 8,437 9,186        | 8,794         | 8,836                  |                 |
| 340  | Books, Periodicals and Records |     |                     |                  | 15 30              | 140           | 140                    |                 |
| 350  | Operation & Maintenance  | 110 40              |                     |                  | 110 40            | 49            | 40                     |                 |
|      | **Total**              | 8,562               | 9,256               | 8,983            | 9,016              |

| 430  | Furniture & Equipment  |                     |                     |                  | 747 913            | 901           | 2,007                  |                 |

|      | **Total Expenditures** | 97,084              | 109,023             | 111,016          | 130,760            |
Fig. 6
PURCHASING DIVISION
Dept. of Finance
1270 - Purchasing
Table 5.
The 1966-1967 Budget of the Purchasing Division
<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>DIVISION</th>
<th>SECTION</th>
<th>ACTIVITY NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Purchasing</td>
<td></td>
<td>1270</td>
</tr>
</tbody>
</table>

### Code: 100

**General**

**Personal Services**

<table>
<thead>
<tr>
<th>PAYROLL CHARGES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Messenger</strong></td>
<td>2 2 2 15</td>
</tr>
<tr>
<td><strong>Clerk Typist I</strong></td>
<td>2 2 2 16</td>
</tr>
<tr>
<td><strong>Clerk Steno II</strong></td>
<td>1 1 1 22</td>
</tr>
<tr>
<td><strong>Dup. Oper. I</strong></td>
<td>1 1 1 18</td>
</tr>
<tr>
<td><strong>Dup. Oper. II</strong></td>
<td>1 1 1 22</td>
</tr>
<tr>
<td><strong>Dup. Oper. III</strong></td>
<td>1 1 1 25</td>
</tr>
<tr>
<td><strong>Storekeeper I</strong></td>
<td>6 6 6 20</td>
</tr>
<tr>
<td><strong>Storekeeper II</strong></td>
<td>1 1 1 22</td>
</tr>
<tr>
<td><strong>Auto Parts Man</strong></td>
<td>1 1 1 24</td>
</tr>
<tr>
<td><strong>Inventory Clk. II</strong></td>
<td>1 1 1 21</td>
</tr>
<tr>
<td><strong>Stores Supervisor</strong></td>
<td>1 1 1 27</td>
</tr>
<tr>
<td><strong>Buyer I</strong></td>
<td>2 2 2 28</td>
</tr>
<tr>
<td><strong>Buyer II</strong></td>
<td>1 1 1 31</td>
</tr>
<tr>
<td><strong>Purchasing Agent</strong></td>
<td>1 1 1 40</td>
</tr>
<tr>
<td><strong>Overtime</strong></td>
<td>- - -</td>
</tr>
<tr>
<td><strong>Turnover Credit</strong></td>
<td>- - -</td>
</tr>
</tbody>
</table>

| **Total** | 22 22 22 |
| **Personal Services** | 102,570 106,507 111,020 120,518 |

### Code: 110

**Fringe Benefits**

| **Total** | 9,644 10,872 11,128 12,685 |

### Code: 210

**Professional Services**

<table>
<thead>
<tr>
<th><strong>Services</strong></th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transportation and Communications</strong></td>
<td>5,441 1,230 1,133 1,230</td>
</tr>
<tr>
<td><strong>Maintenance Service</strong></td>
<td>1,860 1,629 1,029 1,234</td>
</tr>
<tr>
<td><strong>Utilities</strong></td>
<td>-0- 500 368 500</td>
</tr>
<tr>
<td><strong>Other Services</strong></td>
<td>559 175 172 175</td>
</tr>
<tr>
<td><strong>Inter-Activity Services</strong></td>
<td>1,687 2,204 2,531 4,432</td>
</tr>
</tbody>
</table>

| **Total** | 9,554 5,938 5,233 7,771 |

### Code: 310

**Office Supplies & Reproduction**

<table>
<thead>
<tr>
<th><strong>Supplies</strong></th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Books, Periodicals and Records</strong></td>
<td>19,049 15,615 24,992 25,315</td>
</tr>
<tr>
<td><strong>Operation &amp; Maintenance</strong></td>
<td>33 25 25 25</td>
</tr>
<tr>
<td><strong>Operation &amp; Maintenance</strong></td>
<td>224 1,240 595 890</td>
</tr>
<tr>
<td><strong>Inter-Activity Services and Supplies</strong></td>
<td>25,849 20,000 30,479 30,000</td>
</tr>
</tbody>
</table>

| **Total** | 45,155 36,880 56,091 56,230 |

### Code: 430

**Capital Outlay**

| **Capital Outlay** | 2,914 630 575 19,655 |
| **Gross Expenditures** | 169,837 160,827 184,047 216,859 |
| **Less: Credits for ID Services** | -26,990 -20,000 -33,010 -30,000 |
| **Net Expenditures** | 142,847 140,827 151,037 186,859 |
Table 6.

The 1966-1967 Budget of the Division of Budget and Research
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payroll Charges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clerk Typist II</td>
<td>1</td>
<td>1</td>
<td>19</td>
<td></td>
<td>4,260</td>
<td>4,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin. Intern</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>27</td>
<td>10,320</td>
<td>11,960</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin. Analyst</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>30</td>
<td>5,880</td>
<td>6,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Officer</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>40</td>
<td>9,270</td>
<td>10,215</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin. Asst.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>35</td>
<td>8,400</td>
<td>9,480</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover Allowance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Fringe Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>6</td>
<td>6</td>
<td></td>
<td>33,076</td>
<td>38,130</td>
<td>33,519</td>
<td>42,773</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,348</td>
<td>3,203</td>
<td>2,714</td>
<td>3,834</td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation and Communications</td>
<td>318</td>
<td>705</td>
<td>576</td>
<td></td>
<td>1,204</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance Service</td>
<td>174</td>
<td>120</td>
<td>100</td>
<td>120</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Outside Services</td>
<td>19</td>
<td>250</td>
<td>102</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inter-Activity Services</td>
<td>5</td>
<td>-0</td>
<td>77</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>516</td>
<td>1,075</td>
<td>855</td>
<td>1,574</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supplies</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Supplies and Reproduction</td>
<td>1,962</td>
<td>1,600</td>
<td>2,126</td>
<td>2,050</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Books, Periodicals and Records</td>
<td>44</td>
<td>75</td>
<td>39</td>
<td>75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,006</td>
<td>1,675</td>
<td>2,165</td>
<td>2,125</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capital Outlay</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture and Equipment</td>
<td>561</td>
<td>248</td>
<td>188</td>
<td>211</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>38,507</td>
<td>44,331</td>
<td>39,441</td>
<td>50,517</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 2.
The 1966-1967 Budget of the Data Processing Division
ordinarily involve research studies of problems in organization, administrative procedures, work methods and processes, etc. In general, the intern performs the following types of work:

(1) Conducting or assisting in conducting surveys and collecting information to be used in administrative, budgetary, and procedural analysis;

(2) Compiling and calculating statistical data in the preparation and administration of the annual budget;

(3) Making recommendations for improvement of administrative planning, organization, and operation;

(4) Assisting in the design and revision of various forms;

(5) Assisting in the preparation of manuals;

(6) Acting as a liaison between departments and divisions;

(7) Making organizational and management studies and reporting findings;

(8) Assisting with the installation of new programs, systems, procedures, and methods of operation;

(9) Preparing organization charts and work flow charts.
CHAPTER 3. A STUDY OF DEPARTMENTAL ORGANIZATION

Immediately upon completion of the indoctrination tour of the City, the Intern was given the assignment of preparing an organizational chart of the City departments.

After several preliminary conversations with Budget Officer Larry Woodall, it was decided that each department in the City organization would be broken down into its component parts and the personnel shown graphically in a superior-subordinate relationship according to lines of authority. The Intern was given complete freedom to rank positions as they actually existed and to devise a system to graphically display these hierarchical relationships.

As the first step of the project, the Intern secured from the Personnel office a copy of the chart which shows all City personnel arranged according to the compensation received. Although the Personnel chart does not indicate lines of authority, it did serve to give the Intern a general picture of the City organization.

Next, the Intern began to set up interviews with various departmental personnel (usually the Administrative Assistant.) The Intern visited all departments to determine employee relationships and lines of authority. At each meeting the Intern asked if a chart of the department
presently existed. With a few exceptions, no such chart had ever been prepared. During the interview, detailed notes were taken on the position relationship of individuals within each department.

From the notes preliminary diagrams were made. Upon completion of the diagrams, the Intern surveyed selected positions within the department, questioning the employee occupying that position as to whom he felt were his subordinates and superiors. After this interview, a check of Personnel job descriptions gave further insight into the correctness of the preliminary diagrams.

Once the accuracy checks were made, the Intern again returned to the department where the diagrams were approved by the individual with whom the initial interview had been held. The Intern then sought final approval of the proposed organization chart from the department head himself.

The same procedure was followed in every department in the City organization.

The Intern's rough diagrams were sent to the Planning Division where they were accurately drawn and lettered. Reproduction of the charts was handled by the City's Duplicating Section. The completed charts for the Department of Public Works, one of the seven departments for which charts were prepared, are found in Appendix A. (The organizational charts of the Finance Department included in Chapter Two are also products of this project.)
The primary purpose for the organizational study was to provide the Budget and Research Division with an additional tool to aid in the evaluation of personnel requirements of the various departments in the City and in forecasting future requirements when preparing the annual budget. It is also hoped that the charts will help new employees to acclimate themselves to their position and to their new working environment.

The charts are not designed to display departmental functions nor to enumerate each employee, since the functions and number of personnel may vary depending on departmental needs. They represent an attempt to clarify the lines of authority, accountability, and responsibility within the organizational framework.

It is important to note that while the charts were well received by most City employees, there were some complaints. For the most part, the criticisms came from individuals who for the first time saw themselves in a superior-subordinate arrangement which did not show them in the position of authority in which they had perceived themselves. Another criticism stemmed from a misunderstanding of the manner in which the charts themselves were drawn. This misunderstanding was the result of confusion created by a comparison of the charts with other charts which had been previously prepared for other purposes. The misunderstanding was settled by consultation with the Intern.
This project was a worthwhile one for the Intern. The study took the Intern into all departments of the City, giving him the opportunity to observe all functions of the municipal operation and to become acquainted with a number of municipal employees.
CHAPTER 4. A STUDY OF CITIZEN BOARDS AND COMMITTEES

The City of Tucson cooperates with many citizen groups in order to accomplish projects which, lacking this public support, would otherwise fail.

The City Charter gives the Mayor and Council the authority to establish a Library Board and other such boards found to be necessary for the administration of municipal affairs.

For some time the City Clerk has kept a manual containing a list of all boards and committees created by the Mayor and Council and the names of all members of each board or committee. Because of other duties, the staff of the City Clerk's office has little time for maintaining the manual and keeping it up to date. A revision of the manual had been undertaken in 1965 by administrative intern Jim Pederson. The manual prepared by him was adequate for some time, but in the fall of 1966, it was again found to be in need of revision.

The task of revising this work was assigned to the Intern and Jim Pederson by the City Manager's Office. The project was to be completed within a two-week period as it was to be distributed to the Mayor and Council in order
that appointments could be made to fill any vacancies found during the revision.

Another of the purposes of this revision was to draw up a simplified form for reporting the information contained in the resolution creating the board or committee. The long resolutions containing enumeration of the purposes, powers, duties, etc., of the committees were found to be too cumbersome to be useful to one looking for a brief summary of purposes and functions. It was necessary that this information be presented in a compact form making quick reference possible.

Many new committees had been formed since the first revision, and these were to be added to the manual, along with all pertinent information. Some committees which had been created for a special purpose no longer continued as active bodies. It was necessary to eliminate these groups.

The task of revision was undertaken by the two interns. The first step was to prepare a form to be used for the summarization of the resolutions concerning each of the twenty-four committees.

The second step was to prepare a form for listing all members of each committee; addresses and phone numbers of the members; occupations of the members; and the term to be served by each individual. That information was then gathered and included on the forms.
The following active boards and committees were included in the manual:

Advisory Committee on Charter Revision
Architectural Approval Board
Baseball Commission
Board of Adjustment
Board of Appeals
Bond Advisory Committee
Civil Defense Commission
Civil Service Commission
Committee on Community Goals
Committee on Community Development
Committee on Municipal Blight
Development Authority for Tucson's Economy (DATE)
Greens Committee
Historical Sites Committee
Housing Advisory Board of Appeals
Housing Authority of the City of Tucson
Library Board
Olympic Games in Mexico Committee
Planning and Zoning Commission - City
Tucson City Employees Supplemental Retirement System - Board of Trustees
Tucson City Employees Supplemental Retirement System - Investment Advisory Council
Tucson Commission on Human Relations
Tucson Youth Board
Water Advisory Council

The first draft of the revision was submitted to the Mayor and Council for their immediate use and then returned to the Budget and Research Division for finalization. By this time, Jim Pederson had been transferred to another department, and the study was completed by the Intern.

Upon completion, the manual was resubmitted, this time to the Office of the City Manager, as the Mayor and Council no longer had an immediate need for it. After the manual was reviewed in the Manager's Office, it was decided that the City Clerk could once again be responsible for its maintenance since the revision was complete and the vacancies had been filled.

This report is used for several different purposes. The manual is used by the Mayor and Council to determine when appointments to various commissions and boards must be made. In the City Clerk's office, the manual is used for reference and for setting up meetings with the various committee members. The manual is used by the Office of the City Manager, and by all departments concerned with committee work, for contacting key committee members and
directing staff members in participation with the committees.
The information contained in the manual is also available
to the public upon request.
CHAPTER 5. THE WEED CONTROL STUDY

In the fall of 1966, the Intern was given the assignment of exploring the possibility of eliminating noxious weeds and plants growing within the City through an active program of control.

With the help of another intern in the Budget and Research Division, the project was initiated by making inquiries into the existing methods of weed control in other areas. The Intern wrote to forty cities and towns throughout the West, requesting information on each city's ordinances, fees, and procedures of weed control. Twenty-seven replies were received, each containing the requested information. The methods used by the replying cities were categorized for future reference.

The second area of study concerned collection of information pertaining to the existing conditions in the City of Tucson. The major part of the information came from Tom Price, City Refuse Division Superintendent, and Fred Dean, Assistant City Attorney.

An examination of the legal and practical aspects of the problems of the existing program revealed the following situation.
Section 15-16 of the City Code makes it unlawful for the owner, lessee, tenant, or occupant of any premises to permit the accumulation of weeds, garbage, trash, or other refuse upon such premises.

Section 15-17 imposes a duty upon the owner, lessee, tenant, or occupant to remove all such weeds, trash, garbage, etc., within five days of receipt of written notice thereof.

Although this subsection provides that the Chief of the Fire Department or the Director of Public Works may handle this matter, the duty has been delegated to the Director of Public Works, and he has subdelegated it to the Refuse Superintendent.

Section 15-18 provides that in lieu of personal service, notice may be given by registered mail to the owner of the premises at his last known address, or if an address is not available, by posting a notice in a conspicuous place on the premises. If within fifteen days after such notice, the weeds, trash, garbage, etc., have not been removed, the Refuse Superintendent may then have it removed by the City. The verified statement of the costs incurred by the City shall then be mailed to the owner and to the occupant, who shall be liable jointly or severally for the payment of the costs or expense.
This payment may be in addition to any penalty described for a misdemeanor.

Ordinance No. 2702 provides that any violation may be punishable by imprisonment in the City Jail not to exceed six months, or by a fine not to exceed three hundred dollars, or by both fine and imprisonment. Every day any violation of any provision of the ordinance continues shall constitute a separate offense.

Generally, the City's involvement originates with a complaint from a private citizen. The complaint may be initiated by a telephone call, a letter, or an article in "Action Please." Once the complaint is received the first step is verification that the weed problem actually exists. This is handled by an inspector from the Refuse Division.

If the property is found to be in violation of the City ordinance, the property records files are utilized to determine the owner of the property in violation. After the owner is found, a certified letter is sent to him, notifying him of the violation of the ordinance and explaining that he has fifteen days to restore the property to an acceptable condition.

Although about eighty percent of the violating property owners comply with the notice and voluntarily clean up their property, a sizeable number do not. It is this smaller percentage that causes most difficulties.
The Refuse Division can and does help in cleaning up a piece of property when the owner has consented to the clean-up but is unable to do the work himself.

Either the Refuse Division (if there is an available crew), or the Streets Maintenance Division can do the work. Generally, the Refuse Division submits a work order to the Streets Maintenance Division; Streets does the actual work, then bills the Refuse Division. Refuse in turn sends a bill to the property owner for payment.

The Refuse Division uses three form letters to correspond with property owners who are in violation of Section 15-16 of the City Code.

The first letter notifies the property owner of the problem and warns him that if he does not do the work, the City will do it after fifteen days, with the costs to be charged to the property owner.

The second letter is a follow-up letter extending a five-day grace period. This letter is used purely in the hope that the property owner will do the work after having the violation called to his attention a second time. Although Sections 15-17 and 15-18 taken together give the property owner only fifteen days to clean the property before the City is empowered to come in and do it, the Refuse Division is giving him the extra five-day period on its own.
The third letter is a letter prepared with the cooperation of the City Prosecutor. This letter is considered as a last resort, and has been used only once. In this one case, a complaint was filed, but before the trial, the property owner cleaned up the property. At that point, the complainants, who were private citizens, refused to proceed with prosecution and the court decided to dismiss the complaint.

The Refuse Division has discovered that although the City has the legal power to go in and clean out weeds, the budget allocated is insufficient. The Department of Public Works has consistently asked for funds to take care of this kind of weed control, but none were allocated.

Shortly after the ordinance was passed, the Superintendent of the Refuse Division made a list of known seriously offending properties and had crews go out and clean them up. The expenses for this clean-up were then billed to the various property owners, who had been notified previously, but had refused to do anything. After some time, the Refuse Division received notification from the Accounting Division that the accounts were all unpaid. The accounts were written off and Refuse was told that it would have to absorb them. The amount was in excess of six hundred dollars and it was difficult to find funds to absorb the costs. At this point, the Refuse Superintendent
decided that he could no longer make an extensive effort to clean up such property while he had inadequate funds to do so and could not expect repayment from the property owners.

The Refuse Division has made three specific suggestions concerning weed control problems.

(1) There is presently no central division to which all complaints are referred and subsequently dealt with. The establishment of a central handling body would cut down on overlapping and duplicity of action by the several sections now handling the problem.

(2) Establishment of a year-round weed and trash program with a constant routine of inspection and clean-up would help prevent a major weed problem in Tucson. In pursuing this year-round program, separate crews and a standard procedure should be maintained. Machinery will need to be purchased or converted from that which is now available.

(3) A weak point exists in the present City ordinance in the final stage, where payment cannot be enforced. The ordinance should be strengthened in this regard.

Mr. Fred Dean, Assistant City Attorney, was asked about the City's ability to place a lien upon private property for non-payment of weed abatement costs to City crews. It was found that the present legal limitations
of the City Charter prevent this type of action. In view of these limitations, three alternatives were suggested.

(1) Delay the adoption of any weed abatement program until adoption of proposed City Charter amendments. Initiation of a program after amendment adoption could include a lien penalty as the ultimate tool to force ordinance compliance. This would involve a wait of from a few months to two years.

(2) Utilize the present ordinance and force payment through an action in the civil court. This process involves several months delay of the payment, if payment is made at all.

(3) Increase the enforcement of the misdemeanor provision of the present ordinance, attempting to prosecute the more flagrant violators of the ordinance, thereby setting an example for other violating property owners.

In initiating a weed control program, two categories of problems must be met: procedural problems and legal problems.

Information relating to procedural problems can be obtained from examples set by other cities and towns in those cases where existing Tucson policies are not adequate. Procedural aspects of a weed abatement program would include:

(1) The formation of a definition of a "weed problem";
(2) The formulation of an expedient method of elimination of weeds;

(3) A decision on the question of use of private contract crews versus use of city crews for doing the work;

(4) The determination of the time period to intervene between the time the initial violation notice has been sent to the property owner and action by the city;

(5) The establishment of the fees to be charged for clearing a lot.

Although Pima County has an ordinance to control air pollution, burning to aid in weed abatement is permitted when the cooperation and permission of the City Fire Department is obtained.

As the air pollution problem continues to grow, however, the burning method of weed control may have to be discontinued. In many cities where this is already the case, chemical spraying has been found to be an adequate solution to weed control.

The legal aspects of initiation of a weed control program would include:

(1) An evaluation of the legal difficulties involved with working men and equipment on private property without the owner's consent;

(2) The determination of how stringent the ordinance could be without having the courts construe the ordinance to be in violation of a property owner's legal rights;
(3) An evaluation of the legal procedures involved in envoking a lien on property;

(4) The formulation of a proper program to assure that all procedures conform with the constitutional rights of property owners.

In a communication to William Mills, Urban Programs Administrator for the City of Tucson, John DeBolske, Executive Director of the League of Arizona Cities and Towns, commented on the legal problems involved in the enactment of a weed control ordinance. Mr. DeBolske stated that the cities and towns of Arizona have the power to provide that it is unlawful to allow weeds and debris to collect, this power coming from the authority of cities and towns to define nuisances and to pass ordinances for the general health, safety, and welfare of the public.

According to Mr. DeBolske, the major problem is one of collecting costs from absentee owners in view of the fact that if a violator resides within the city limits, a judgment can be collected in the magistrate's court. It is the opinion of the League that, as there has been some difficulty in securing passage of state enabling legislation covering all cities and towns, the solution would be to have charter cities adopt charter provisions allowing them to place liens against property. The City of Phoenix is one of several charter cities having such authority.
As a result of the Weed Control Study, the Intern made the recommendation that the present program be continued with increased cooperation between the City Attorney's office and the Refuse Division, thus prosecuting violators under the existing ordinance until such time as the Charter Revision Committee makes its revision proposals and they are adopted by the citizens of Tucson.

Hopefully, with the advent of the charter revisions will come the ability of the City to place a lien upon property upon which City work has been done and no payment received. This would allow for expanded efforts on the part of the City in the eradication of pollen-producing weeds growing in the Tucson area. At that time the information collected in the study should be reviewed for possible guidelines to improve the existing program and its implementation.
CHAPTER 6. TUCSON MUNICIPAL BUILDING MOVING PLANS

In October, 1966, the Budget and Research Division was given the responsibility of coordinating the moving of all departmental offices and equipment designated to occupy floor space in the Tucson Municipal Building upon its scheduled completion in August, 1967. (See Appendix B for activities to be located in the new building.)

The Budget and Research Division, in cooperation with the Engineering Division of Public Works, began a study of the most efficient means to move all designated offices of departments presently occupying quarters other than those assigned to them in the new municipal tower complex.

The Intern was given the responsibility of initiating the study, and Jerry Fortson of the Engineering Division was appointed to help with the engineering aspects of the plans.

The second week of October was devoted to a series of conferences with Russ Ealy, City Architect, Larry Woodall, Budget Officer, and Verne Tregonis, City Engineer, to determine the goals of an organized move. After a thorough briefing on the events which had taken place prior to their appointment, the Intern and Fortson began to formulate a
program which they felt would provide flexibility with the desired efficiency.

The first of a series of meetings between the two staff members was held on October 18, 1966. These meetings produced a timetable of expected progress in the moving plan execution. The timetable is presented below:

Stage I:

1. Formulation of ideas into a workable program.

2. Appointment of a moving coordinator from each department or activity to be represented in the move.

3. Creation of a code system designed for easy understanding, yet providing adequate coverage for equipment that might be encountered.

4. Compilation of proper floor and room designations.

Deadline: January 1, 1967

Stage II:

1. This stage involves a series of meetings with department moving coordinators to insure their cooperation and complete understanding of the efforts required of them.

2. The culmination of this stage is an inventory of all existing equipment involved in the transfer, and a determination of any surplus or deficient equipment.

Deadline: April 1, 1967
Stage III:

The completed inventories of each department to be moved will be compared and plans made for inter-departmental equipment exchange according to need.

Deadline: May 1, 1967

Stage IV:

Department heads will meet with the Budget Officer to discuss the purchasing of new equipment still required for the new office space. The result of these meetings will be acceptance or rejection of departmental requisitions.

Deadline: June 1, 1967

Stage V:

1. Purchase of new equipment, if any approved.

2. Calling for a bid and granting the same to a moving company.

3. Preparation and distribution of coding tags to moving coordinators to place upon equipment to be moved by moving contractors.

Deadline: July 1, 1967

Stage VI:

Successful transfer of departmental offices and equipment into the new building complex.

Deadline: August 1, 1967
Although changes in floor partitions and even in floor assignments were still in doubt, it was decided to continue with the program, since changes in assignments are a possibility even in the final days of moving.

On December 12, each department head was asked to appoint a moving coordinator to aid in the moving plan. As notification of each appointment was received, a conference was set up to explain to the coordinator the procedures of the departmental survey. Each department was given a print of the approved floor layouts showing the proposed locations of furniture and equipment for each division within the department. The moving coordinator was asked to familiarize himself with these plans as soon as possible.

The next step in Stage I involved the creation of a code system. (See Appendix B.) Each item included in the equipment inventory would be assigned a number. This number would correspond to the equipment list and the New City Hall floor plans. The assigned number would be placed in an inconspicuous place on the equipment.

The numbering system would contain four basic numbers. The first number would indicate the floor and general area number included on the floor plans. Each activity to be located in the New City Hall would be assigned a number; this activity number would be the second
of the base numbers. The third symbol would describe the type of equipment, and the fourth number would indicate the number of the item in the individual activity.

Example: 815 - 14 - SD.5 - 1

1) 815 - Floor and general location

2) 14 - Activity number; here it designates Budget and Research

3) SD.5 - Furniture symbol, meaning five-foot desk

4) 1 - The number of the item in the activity and all things related to it, such as pencils, lamps, chair, calendars, etc.

To carry out Stage Two a series of meetings were held with departmental moving coordinators to explain the purposes and procedures involved in the inventory.

According to the plan, an inventory list of furnishings was made by department coordinators. Each piece of equipment carried an accurate description and included details such as size, color, distinguishable features, and condition of the item. From the inventory lists, special category lists were drawn up:

(a) Surplus Equipment List -- A list of any activity's equipment which is in suitable condition but is not needed in the new building space.

(b) Deficiency List -- A list of equipment needed by an activity to fulfill the new office space requirements and not included in the present space.
At this point, it was suggested by the Post Auditor and the Accounting Division that as a partial inventory had been made, this would be a suitable time to conduct an extensive inventory of all City operations, whether or not included in the moving plans. At the time, Police was the only department which had conducted and was maintaining a complete inventory utilizing data processing procedures. After an examination of the system used by the Police Department, it was decided that such an inventory should be conducted in all other city activities. This task was assigned to the Accounting Division and the inventory is in progress at this time.

Prior to the implementation of Stage II, the Intern was assigned to the office of the City Manager, and the remainder of the project was turned over to the new intern in the Budget and Research Division.
CHAPTER 7. THE OFFICE OF THE CITY MANAGER

The City Manager directs and coordinates the general administration of the City government in accordance with policies determined by the City Council. Basically, the duties of the Manager are as follows:

(1) To appoint and remove all officers of the City whose appointment or election is not otherwise provided for by the City Charter;

(2) To exercise supervision and control over all appointive officials except the Attorney, Clerk, and Magistrate;

(3) To prepare and submit to the Mayor and Council, at the first meeting of each month, a report of the affairs of the City;

(4) To make recommendations to the Mayor and Council regarding the affairs of the City;

(5) To prepare and submit to the Mayor and Council any reports requested by them;

(6) To keep the Mayor and Council advised of the financial condition and future needs of the City;

(7) To prepare and submit to the Mayor and Council the estimates of each department and his own recommendations and estimates as to the probable expenditures of the City for the next ensuing fiscal year;

(8) To keep the public informed on the operations of the City;
(9) To see that all laws and ordinances are enforced;

(10) To perform such other duties as may be required of him by the Charter or by ordinance or resolution of the City Council.

In the City Manager's Office, short- and long-range plans are developed and implemented in a manner consistent with the programs and appropriations established by the City Council. Table 7 provides information about the City Manager's budget.

The Manager's Office represents the City in its relations with the public, the press, and other governmental and private agencies. Service requests from the public are recorded, and assigned to the proper department for action.

To assist him in carrying out his duties, the City Manager maintains the following personnel: the Assistant City Manager, the Economic Development Officer, an Administrative Assistant, an Administrative Intern assigned from the Budget and Research Division, and a secretarial staff.

Basically, the duties of the Administrative Intern in the Manager's Office are as follows:

(1) Preparing and assisting in the preparation of various public and administrative reports;
Table 7.
The 1966-1967 Budget of the Executive Office of the City Manager
## Activity Detail

<table>
<thead>
<tr>
<th>Department</th>
<th>Division</th>
<th>Section</th>
<th>Activity No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Manager</td>
<td>Executive Office</td>
<td></td>
<td>1040</td>
</tr>
</tbody>
</table>

### Activity Details

<table>
<thead>
<tr>
<th>Code</th>
<th>Classification</th>
<th>General</th>
<th>General Government</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual '64-'65</td>
<td>Current Budget '65-'66</td>
<td>Allowed '66-'67</td>
<td></td>
</tr>
<tr>
<td>100</td>
<td>Payroll Charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clerk Typist I</td>
<td>0 0 0 16</td>
<td>-0-</td>
<td>-0-</td>
</tr>
<tr>
<td></td>
<td>Clerk Typist II</td>
<td>1 1 1 19</td>
<td>4,140</td>
<td>4,580</td>
</tr>
<tr>
<td></td>
<td>Clerk Steno II</td>
<td>1 1 1 22</td>
<td>4,800</td>
<td>5,440</td>
</tr>
<tr>
<td></td>
<td>Clerk Steno III</td>
<td>1 1 1 24</td>
<td>5,280</td>
<td>6,000</td>
</tr>
<tr>
<td></td>
<td>Admin. Analyst</td>
<td>0 1 0 28</td>
<td>6,375</td>
<td>-0-</td>
</tr>
<tr>
<td></td>
<td>Admin. Asst.</td>
<td>1 0 1 35</td>
<td>-0-</td>
<td>9,060</td>
</tr>
<tr>
<td></td>
<td>Deputy City Mgr.</td>
<td>1 1 1 50</td>
<td>18,000</td>
<td>18,450</td>
</tr>
<tr>
<td></td>
<td>City Manager</td>
<td>1 1</td>
<td>-</td>
<td>23,000</td>
</tr>
<tr>
<td></td>
<td>Relief &amp; Overtime</td>
<td>- -</td>
<td>650</td>
<td>600</td>
</tr>
<tr>
<td></td>
<td>Fringe Benefits</td>
<td>66,575</td>
<td>62,245</td>
<td>66,535</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>4,625</td>
<td>4,834</td>
<td>4,555</td>
</tr>
</tbody>
</table>

### Services

<table>
<thead>
<tr>
<th>Code</th>
<th>Classification</th>
<th>General</th>
<th>General Government</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>210</td>
<td>Professional Services</td>
<td>-0-</td>
<td>700</td>
<td>-0-</td>
</tr>
<tr>
<td>220</td>
<td>Transportation and Communication</td>
<td>3,263</td>
<td>2,670</td>
<td>3,615</td>
</tr>
<tr>
<td>230</td>
<td>Maintenance Service</td>
<td>-0-</td>
<td>-0-</td>
<td>510</td>
</tr>
<tr>
<td>250</td>
<td>Rent</td>
<td>-0-</td>
<td>-0-</td>
<td>245</td>
</tr>
<tr>
<td>280</td>
<td>Other Services</td>
<td>165</td>
<td>400</td>
<td>199</td>
</tr>
<tr>
<td>290</td>
<td>Inter-Activity Services</td>
<td>936</td>
<td>950</td>
<td>600</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>4,364</td>
<td>4,720</td>
<td>5,169</td>
</tr>
</tbody>
</table>

### Supplies

<table>
<thead>
<tr>
<th>Code</th>
<th>Classification</th>
<th>General</th>
<th>General Government</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>310</td>
<td>Office Supplies and Reproduction</td>
<td>1,346</td>
<td>700</td>
<td>1,650</td>
</tr>
<tr>
<td>340</td>
<td>Books, Periodicals and Records</td>
<td>116</td>
<td>-0-</td>
<td>200</td>
</tr>
<tr>
<td>350</td>
<td>Operation and Maintenance</td>
<td>170</td>
<td>230</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1,632</td>
<td>930</td>
<td>2,050</td>
</tr>
</tbody>
</table>

### Capital Outlay

<table>
<thead>
<tr>
<th>Code</th>
<th>Classification</th>
<th>General</th>
<th>General Government</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>430</td>
<td>Furniture and Equipment</td>
<td>93</td>
<td>510</td>
<td>75</td>
</tr>
</tbody>
</table>

#### Gross Expenditures

- 77,289
- 73,239
- 78,384
- 79,416

#### Less: Credits for ID Services

- 70
- 0
- 42
- 0

#### Net Expenditures

- 77,219
- 73,239
- 78,342
- 79,416
(2) Serving as a recording secretary for various administrative and citizens committees;

(3) Designing and revising forms and records;

(4) Conducting and preparing special studies and surveys, and analyzing and reporting findings;

(5) Performing fiscal, statistical, and personnel studies for the City Manager;

(6) Conferring with persons requesting service or making complaints on matters of general importance to the City, and disposing of cases handled in accordance with established policies;

(7) Receiving inquiries from the public by letters, phone, or in person, and furnishing information or directing the inquiry to the proper source for answer;

(8) Composing correspondence subject to review;

(9) Arranging conferences and meetings;

(10) Assisting in the preparation of the agenda;

(11) Generally assisting the City Manager and Assistant City Manager.
CHAPTER 8. STUDENT CITY ADMINISTRATION DAY

Each spring the City of Tucson plays host to the annual Student City Administration Day (SCAD), jointly sponsored by the Student Progress Organization of Tucson (SPOT) and the Downtown Kiwanis Club. The object of this event is to acquaint high school students with the overall functioning of municipal government.

On February 23, 1967, a letter from Pat Boulay, Vice Chairman of the Student Progress Organization of Tucson was received in the Mayor's Office. The letter indicated that SPOT members were interested in arranging a 1967 Student City Administration Day and asked permission to sponsor the event sometime in April or May. The letter was forwarded to the Office of the City Manager where the Intern was assigned to the task of organizing the 1967 SCAD, which was held on April 7 and 8.

As two or three interns had been jointly responsible for organizing SCAD in the past, the Intern asked Micheal Strausser of the Budget and Research Division to assist him in making some of the arrangements.

Several meetings were held with the student leaders to arrange the schedule of events and to clarify the duties of the Intern and students during the preparations.

52
All but two of the high schools in the Tucson area participated in the program. The ten schools represented were:

- Amphitheater High School
- Canyon Del Oro High School
- Catalina High School
- Palo Verde High School
- Pueblo High School
- Regina Cleri Seminary
- Rincon High School
- Salpointe High School
- Sunnyside High School
- Villa Carondelet High School

The delegates from each high school were selected by methods established by the individual schools. All arrangements for selection were made by SPOT members. In general, delegates were selected on the basis of interest and willingness to devote time and effort to the project.

At a student meeting held at Salpointe High School, the delegates elected a mayor and six councilmen. These elected officials then selected delegates to fill the administrative positions of the City government. Appointments were made on the basis of population of the high schools represented. (See Appendix C for a list of the positions filled by the delegates.)
Following this meeting, the Intern was contacted by the sponsor of the delegation from one of the high schools. The delegation wished to register a complaint concerning the election which had taken place. The sponsor accused other delegations of "playing politics" prior to the election by "trading votes." Apparently, a student from the complaining high school had planned to run for the office of Mayor, but had been told prior to the meeting that she should consider another position, as the winning candidate for Mayor had already been determined. The sponsor was asking that certain proposed revisions in the SPOT organization be scheduled for discussion during the SCAD activities and that the Intern be responsible for the introduction of the revisions.

It was the opinion of the Intern that this problem was actually one to be handled by the sponsoring organization, SPOT, rather than by the City, which was merely acting as host to the students. This opinion was based on several important facts:

(1) The City plays no part in the selection of delegates or the election of officials; all selection procedures are determined by SPOT.

(2) SCAD is merely one activity sponsored by SPOT, rather than its single purpose.
(3) The objective of SCAD is to allow students to observe the functioning of municipal government; the time schedule arranged to meet this objective does not allow for discussion of organizational problems of the sponsoring organization.

(4) Many individuals present at SCAD activities are not SPOT members; they are in attendance for the purpose of observing the regularly scheduled activities.

In view of this decision, the Intern met with the officers of SPOT to explain the situation. They reviewed the proposed changes and agreed to meet with the sponsor and delegation in question and any other interested parties to discuss the proposals and to consider possible implementation. This meeting was scheduled to take place after the SCAD activities.

Upon receipt of the names of student officials, the Intern prepared a list of City officials designated to take part in the program, including a list of the names of student counterparts. This list, along with a schedule of the activities in which the officials were asked to participate, was sent to all Department and Division Heads. (See Appendix C.) Similar information was sent to the Mayor and to each councilman.

After a number of organizational meetings, the Intern outlined the final program. A copy of the program of activities for the two days is included in Appendix C.
At 9:00 on April 7, all participants assembled in the Council Chambers where they were welcomed by City Manager Roger O'Mara. Prior to the introduction of all participants, Assistant City Manager L. E. Woodall explained the agenda for the two days and expressed the hope that the experience would be a rewarding one for all concerned.

The students spent the rest of the morning in department/division orientation. Each student was taken on a tour of City facilities and then introduced to the routine and problems of the department or division to which he had been assigned.

A luncheon in honor of the students was held at the Pioneer Hotel, sponsored by the Downtown Kiwanis Club. Following the luncheon, a short program was given by the student Mayor and City Manager Roger O'Mara.

Immediately after the luncheon program, all participants returned to the City offices, where the City officials helped their student counterparts prepare their departmental reports. At this time, students also received suggestions about the topics to be debated in the mock Council Meeting scheduled for Saturday.

During the rest of the afternoon, students participated in a department staff meeting in which they reported what they had seen and heard during the morning. After
the reports had been given, the Intern assisted the students in the preparation of resolutions for Saturday's mock Council Meeting.

On Saturday morning, participants heard an address by Dr. Conrad Joyner, Professor of Government at the University of Arizona. Dr. Joyner outlined for the students the type of problems encountered by a public official.

After a short recess, students were briefed on the procedures to follow during the Council Meeting. At the Meeting, each item on the agenda was introduced by one of the student officials. The issues were then debated and voted upon by members of the student Council.

Following the Council Meeting, Mr. O'Mara praised the students' work and expressed the hope that they would leave with a better understanding of the workings of municipal government. Each participant was presented with a certificate acknowledging his part in the proceedings.

The Intern found working with this program a most rewarding experience. The students were eager to learn and asked many searching questions about municipal policies and procedures.
CHAPTER 9. STUDY SESSIONS AND COUNCIL MEETINGS

Assisting in arrangements for the Mayor-Council Study Session was one of the important duties of the Intern while in the Office of the City Manager.

Study Sessions are held on Monday, the time varying according to the time of the City Council Meeting. On the first and third Mondays of the month, Study Sessions are held at 9:30 A.M. before the 10:30 A.M. Council Meeting. Generally, the Session is continued from 2:00 to 5:00 P.M. on the same day, the time depending, of course, on the number of items to be discussed by the Mayor and Council.

On the second and fourth Mondays, the City Council Meetings are held at 7:30 P.M. The Study Sessions are for 2:00 or 2:30 P.M. and run until 5:00 P.M. or later. Usually, no Study Session is held on a fifth Monday.

Present at the Study Session are members of the Council, with the Mayor as the presiding officer. Although all formal rules of procedure are followed, the atmosphere is one of informality, and discussion by all is encouraged.

The City Manager, Assistant City Manager, City Attorney, and Administrative Intern are regular members of the Session. Other City staff members or special consultants are also called in to give verbal reports if
the Council or City Manager so desire.

Private citizens and members of the press are allowed to attend the Study Session, except when the Council calls for an Executive Session, which excludes the public and the press. Executive Sessions are called to avoid open disclosure and discussion of certain matters when such disclosure could cause the City's case to be substantially damaged. For example, when the Council is discussing the purchase of property, disclosure of a contemplated offer might be harmful to the City's attempt to purchase at a certain price.

At the Study Session it is the responsibility of the City Manager to introduce the agenda items and to be prepared to answer questions about each item. The Assistant City Manager answers any questions the Mayor and Council may direct to him, especially questions concerning finance, which is the specialty of the present Assistant City Manager.

The City Attorney is present to answer any legal questions which may arise during the discussions.

The Intern serves as the secretary of the meeting, and records the discussions and consensus of the Mayor and Council on any item introduced during the Session. He also contacts City officials when their presence at the Session becomes necessary, and gathers additional
information and materials to clarify issues brought up in the meeting.

Staff members are often called upon during the meeting to justify or clarify their requests or stands on agenda items concerning their particular area of interest.

At the Study Session discussion takes place on any items on which the Mayor and Council desire action or information, especially items on which they plan to take action at the formal Council Meeting.

Items introduced by the City Manager are generally those which have been submitted to the Manager's Office by department heads or other sources and which require action by the Council. These items are introduced for discussion at the Study Session before any formal action is taken.

A great deal of preparation is necessary for the Study Sessions. Preparation for the coming week begins immediately after the close of a Session. The preparation cycle begins with the collection of information for the next Session. This information is then discussed and analyzed at a meeting of the City Manager, Assistant City Manager, Administrative Assistant, and Intern; and items for the tentative agenda are selected.

After the initial conference and selection, any additional information found to be necessary is obtained from the department in which the item originated, and
tentative drafts of resolutions and ordinances are obtained from the City Attorney's Office. A complete file of all background information is assembled for each item scheduled. (Appendix D contains a copy of a Study Session Agenda.)

On Friday, drafts of memorandums explaining the items in a brief manner are prepared by the Intern and the Administrative Assistant and are submitted to the City Manager. The Manager reviews the complete file on each item and approves the memorandums which are then finalized and returned to him for his signature. (See Appendix D for an example of such a memorandum.)

The memorandums are then duplicated and all material, such as ordinances, maps, diagrams, written reports, etc., which is to accompany them is attached. All information is assembled into packets which are distributed to the Mayor, members of the Council, the City Manager, the Assistant City Manager, the City Attorney, and staff members who have items on the agenda. Copies are also made available to the public and the press. All preparation for the Study Session is completed by Friday afternoon.

Another time-consuming duty performed by the Intern in the Office of the City Manager was that of assisting in the preparation of the Agenda for the City Council Meeting.

The City Charter requires that the City Council meet regularly on the first Monday of each month. It is
the practice of the Council, however, to meet four times a month. On the first and third Mondays, as mentioned previously, Council Meetings are held at 10:30 A.M. On the second and fourth Mondays, the Meetings are held at 7:30 P.M. The evening meetings are generally reserved for zoning matters, but adherence to this rule depends on the number of zoning matters scheduled for the Agenda.

City Council Meetings are attended by the Mayor and Council, the City Manager, the Assistant City Manager, the City Attorney, the City Clerk and a secretary from her office who acts as a recorder for the Meeting, members of the press, and interested citizens.

Except in the case of certain types of items, preparation of the Agenda is handled in the Office of the City Manager. Figure 8 pictorially describes the preparation of the Agenda.

Items to be placed on the Agenda come from a variety of sources: from City departments and agencies, from the Mayor-Council Study Sessions, from State agencies, and from private citizens. Generally all items for the Agenda must be submitted to the City Manager's Office by 12:00 noon the previous Wednesday. This deadline was established to insure that the Agenda will be completed by Thursday for distribution on Friday to the Council.
During the early part of the week, the City Manager, the Assistant City Manager, the Administrative Assistant and the Administrative Intern meet for a preliminary conference to review requests considered for placement on the Agenda. During this conference, many items are eliminated. Items eliminated from the Agenda are those which the Manager feels can be handled by his office without Council approval, those items which need further departmental study before presentation to the Mayor and Council, and those which the Manager simply rejects.

The items selected to go before the Council fall into three categories: (1) items requiring Study Session discussion by the Mayor and Council; (2) items already discussed in the Study Session which are ready for action by the Mayor and Council; and (3) items automatically placed on the Agenda, such as the annual tax levy which is set by the Charter and merely requires annual renewal.

At the preliminary conference, the items selected to be put on the Agenda are divided between the Intern and the Administrative Assistant for preparation. Additional information, if required, is gathered by the Intern and the Administrative Assistant. Written authorization is given to the City Attorney to prepare the necessary documents, resolutions and ordinances.

Simultaneously, work is begun on the communications which explain the items in a condensed form. These com-
munications accompany every item requiring Council action. (See Appendix D.) They are prepared by reviewing all information which has been collected and selecting only the pertinent facts.

Some items do not go to the City Manager's Office for preparation. For example, liquor license applications come from the State Liquor Control Department directly to the Office of the City Clerk, where they are placed on the agenda immediately.

Some items from the Department of Public Works concerning projects previously approved and calling for further allocation of granted resources are also placed directly on the agenda. These items, along with the necessary documents prepared by the City Attorney, are sent to the City Clerk, who notifies the City Manager's Office of all items placed on the Agenda in her office.

The Agenda is usually in its final stage on Thursday. The written communications are approved by the City Manager, finalized by the Intern and Administrative Assistant, and signed by the Manager. All information goes to the Duplicating Section and then back to the Manager's Office for assembly. The assembled materials are then sent to the City Clerk where they are put into the Mayor-Council books for distribution to the Mayor and Councilmen Thursday evening.
Accompanying these materials is a listing of all special meetings, luncheons, and guests scheduled for the day of the Study Session and Council Meeting. This list is prepared in the Office of the City Clerk from information supplied by the Manager's Office.

During the final month of internship, in the absence of the Administrative Assistant, the Intern was given additional responsibility for preparation of the Study Session agenda and items for the Council Meeting Agenda. Although the additional responsibility amounted to a great deal of work, it provided the Intern with the valuable experience of being in a position to review all types of issues brought before the Mayor and Council.
CHAPTER 10. ROUTINE DUTIES AND SPECIAL REPORTS

In addition to Study Session activities and Agenda preparation, the Intern had numerous routine responsibilities in the Manager's Office.

The City Manager's Office receives from citizens many complaints and requests concerning all areas of City operations. All complaints and requests are answered or acknowledged, and often these responses require a great deal of research and investigation. Many of the complaints and requests are turned over to the Intern.

In the case of a telephoned complaint, the Intern makes the necessary investigations, takes action, if any is needed or advisable, and personally answers the request in writing. Written complaints and requests addressed to the City Manager are often turned over to the Intern, who performs the necessary research and prepares a letter for the Manager's signature. (Examples of this type of correspondence are included in Appendix E.) The Intern also handles similar correspondence for the Mayor.

Requests for information from private citizens and other public agencies are also common in the Manager's Office. These requests come from various sources: college students requesting information for use in course work,
other cities interested in Tucson programs and policies, local agencies seeking information concerning various local affairs, individuals desiring information available in City records, etc. Some of these requests are forwarded by the Intern to other City departments for action, but usually he gathers the information and sends it directly from the Manager's Office. In either case, the Intern sends an answer acknowledging receipt of the request. (See Appendix E for examples of this type of correspondence.)

Requests for permission to use public facilities are common. Requests for the use of City parks or for parade permits are approved or denied by the City Manager. If approved, the Intern notifies the appropriate City department where final arrangements are made. (See Appendix E.)

Other routine duties of the Intern include arranging for speakers requested at civic meetings, participation in workshops in various areas concerning municipal government, gathering information for speeches to be given by the City Manager, collecting special information requested by the Mayor, and attending monthly staff meetings.

Another type of work performed by the Intern in the City Manager's Office involved researching and preparing special projects. In most cases, these were studies of short length which were prepared when time was available.
The studies were usually undertaken for the purpose of adding additional information to the Manager's records.

**Personnel Salary Comparisons**

The Intern was assigned the responsibility of revising a study originally made by Administrative Assistant Bob Keiser in 1965. The study was designed to keep the City Manager aware of the salary received by his staff and key departmental personnel. The information also included the present pay step for each individual and the date and type (automatic or merit) of their next scheduled pay raise. This information makes the Manager aware of when an employee evaluation completed by him would result in a pay increase.

The up-dating of the study involved four basic steps. The first step was a search through personnel files for the service records of all personnel included in the study. Next, the Intern revised all charts and tables for those employees still with the City, adding all new employees and eliminating those no longer with the City. After obtaining copies of resolutions which set the salary of the employees whose salaries are established by the Mayor and Council, all information was organized and catalogued into a manual.
A Comparison of Six Western Cities

The Intern was asked to make a study of various aspects of five selected western cities and to compare these cities with the City of Tucson in a statistical analysis. The cities chosen for the study were Phoenix, Sacramento, Tulsa, Albuquerque and Austin.

With the exception of Phoenix, the cities included in the study were chosen on the basis of similarity of population, climate, and type of government. Phoenix was chosen because it was the only city of size in Arizona which could be compared to Tucson and adequately display the relationship of the statistics included. Table 8 displays the results of this study in brief form.

In addition to special research assigned by the City Manager, the Intern often gathered information to answer various questions raised by the council members during the Study Sessions.
### Table 8: Statistical Comparison of Five Western Cities with Tucson, Arizona

<table>
<thead>
<tr>
<th>City</th>
<th>Population</th>
<th>Total Employees*</th>
<th>Total Payroll* (Per Mo. 1000)</th>
<th>No. Employees (Per 1000)</th>
<th>Utilities* (Owned by City)</th>
<th>Type of Gov't</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix, Arizona</td>
<td>520,000</td>
<td>4223</td>
<td>2,120.4</td>
<td>8.12</td>
<td>S.W.A.</td>
<td>Manager</td>
</tr>
<tr>
<td>Tulsa, Oklahoma</td>
<td>280,000</td>
<td>2061</td>
<td>881.5</td>
<td>7.36</td>
<td>S.W.</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Sacramento, Calif.</td>
<td>265,000</td>
<td>2356</td>
<td>1563.2</td>
<td>8.89</td>
<td>B.S.W.A.</td>
<td>Manager</td>
</tr>
<tr>
<td>Tucson, Arizona</td>
<td>245,000</td>
<td>2052</td>
<td>944.6</td>
<td>8.37</td>
<td>S.W.</td>
<td>Manager</td>
</tr>
<tr>
<td>Albuquerque, New Mex.</td>
<td>242,000</td>
<td>2097</td>
<td>858.7</td>
<td>8.66</td>
<td>S.W.A.</td>
<td>Manager</td>
</tr>
<tr>
<td>Austin, Texas</td>
<td>220,000</td>
<td>3231</td>
<td>1231.8</td>
<td>14.68</td>
<td>B.S.W.A.</td>
<td>Manager</td>
</tr>
</tbody>
</table>

* TOTAL Employees - Indicates Full-Time Employees

* TOTAL PAYROLL - Indicates Full-time Employees Payroll

* Utilities Owned - Symbols Indicate:
  - A - Airport
  - B - Bus and/or Trolley System
  - E - Electric generator and distribution
  - S - Sewage Treatment
  - W - Water Supply and Distribution

### General Revenue (in 1000s)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Total</th>
<th>Taxes Total</th>
<th>Property</th>
<th>Inter-Govt. Revenue</th>
<th>Miscellaneous Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>41,379</td>
<td>18,390</td>
<td>11,714</td>
<td>11,507</td>
<td>7,183</td>
</tr>
<tr>
<td>Sacramento</td>
<td>25,983</td>
<td>13,257</td>
<td>8,181</td>
<td>3,656</td>
<td>4,636</td>
</tr>
<tr>
<td>Tucson</td>
<td>19,938</td>
<td>9,377</td>
<td>4,188</td>
<td>5,360</td>
<td>3,178</td>
</tr>
<tr>
<td>Tulsa</td>
<td>19,634</td>
<td>7,858</td>
<td>6,403</td>
<td>2,340</td>
<td>2,153</td>
</tr>
<tr>
<td>Albuquerque</td>
<td>19,132</td>
<td>13,549</td>
<td>13,350</td>
<td>4,738</td>
<td>726</td>
</tr>
<tr>
<td>Austin</td>
<td>13,750</td>
<td>7,038</td>
<td>6,405</td>
<td>790</td>
<td>1,652</td>
</tr>
</tbody>
</table>
### TABLE 8—Continued

<table>
<thead>
<tr>
<th>RANK</th>
<th>TOTAL</th>
<th>TOTAL LESS CAPITAL OUTLAY</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>All Functions</td>
<td>Highways</td>
<td></td>
</tr>
<tr>
<td>Phoenix</td>
<td>47,679</td>
<td>28,099</td>
<td>2,339</td>
<td></td>
</tr>
<tr>
<td>Austin</td>
<td>22,715</td>
<td>15,015</td>
<td>775</td>
<td></td>
</tr>
<tr>
<td>Sacramento</td>
<td>22,231</td>
<td>18,718</td>
<td>1,674</td>
<td></td>
</tr>
<tr>
<td>Tucson</td>
<td>21,754</td>
<td>15,597</td>
<td>1,380</td>
<td></td>
</tr>
<tr>
<td>Tulsa</td>
<td>21,596</td>
<td>15,292</td>
<td>1,276</td>
<td></td>
</tr>
<tr>
<td>Albuquerque</td>
<td>18,754</td>
<td>12,168</td>
<td>1,144</td>
<td></td>
</tr>
</tbody>
</table>

### FIRE INFO

<table>
<thead>
<tr>
<th>RANK</th>
<th>FULL-TIME EMPLOYEES</th>
<th>EMPLOYEES PER 1000 POPULATION</th>
<th>DUTY HOURS/Week</th>
<th>Expenditures (1000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Salaries &amp; Wages</td>
</tr>
<tr>
<td>Phoenix</td>
<td>485</td>
<td>1/1072</td>
<td>56</td>
<td>2,919</td>
</tr>
<tr>
<td>Sacramento</td>
<td>445</td>
<td>1/597</td>
<td>60</td>
<td>3,439</td>
</tr>
<tr>
<td>Tulsa</td>
<td>401</td>
<td>1/698</td>
<td>56</td>
<td>2,397</td>
</tr>
<tr>
<td>Albuquerque</td>
<td>333</td>
<td>1/726</td>
<td>56</td>
<td>1,488</td>
</tr>
<tr>
<td>Austin</td>
<td>299</td>
<td>1/736</td>
<td>56</td>
<td>1,716</td>
</tr>
<tr>
<td>Tucson</td>
<td>270</td>
<td>1/907</td>
<td>61</td>
<td>1,645</td>
</tr>
</tbody>
</table>

### POLICE INFO

<table>
<thead>
<tr>
<th>RANK</th>
<th>Empl.</th>
<th>Total Civ.</th>
<th>EMPLOYEES PER 1000 POPULATION</th>
<th>DUTY HOURS/Week</th>
<th>Expenditures (1000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Salaries &amp; Wages</td>
</tr>
<tr>
<td>Phoenix</td>
<td>819</td>
<td>121</td>
<td>1/635</td>
<td>40</td>
<td>4,832</td>
</tr>
<tr>
<td>Sacramento</td>
<td>444</td>
<td>72</td>
<td>1/597</td>
<td>40</td>
<td>3,170</td>
</tr>
<tr>
<td>Tulsa</td>
<td>343</td>
<td>56</td>
<td>1/816</td>
<td>40</td>
<td>1,724</td>
</tr>
<tr>
<td>Albuquerque</td>
<td>286</td>
<td>49</td>
<td>1/846</td>
<td>40</td>
<td>1,876</td>
</tr>
<tr>
<td>Austin</td>
<td>347</td>
<td>99</td>
<td>1/634</td>
<td>40</td>
<td>1,972</td>
</tr>
<tr>
<td>Tucson</td>
<td>356</td>
<td>81</td>
<td>1/688</td>
<td>40</td>
<td>2,109</td>
</tr>
</tbody>
</table>
CHAPTER 11. EVALUATION OF INTERNSHIP

The period of internship with the City of Tucson was the one most valuable experience of the Intern's education and training. In addition to the specialized information acquired during research and gathering of data, the internship provided an opportunity to gain practical experience and to apply academic theories to specific problems in local government.

The internship helped the Intern secure a broad knowledge of municipal administration by giving him the opportunity to perform a variety of functions and to observe trained and experienced professionals in their daily routine.

The orientation program prepared by the Budget and Research Division provided the Intern with a general knowledge of the City's organization and functions. However, even more valuable in this respect was the initial project assigned immediately following the orientation. The preparation of organizational charts of all City departments brought the Intern in contact with City employees in all areas and gave him the opportunity to establish a rapport which proved to be beneficial throughout the entire period of internship. In addition, the
Intern gained a much clearer picture of the City's organization and operations.

This initial project also gave the Intern considerable insight into other important aspects of administration. During the study, the Intern learned the importance of periodically reporting his progress to his supervisor and of asking advice of his supervisor on matters about which he was unsure. In addition, the Intern considers himself fortunate to have discovered at this early stage that it can be extremely difficult to complete a project or make a decision of which everyone will approve. Public administration would be a most frustrating field for one who did not realize this and accept some criticism as inevitable.

The promotion of Budget Officer L. E. Woodall to the position of Assistant City Manager and the resignation of Director of Finance John Urie early in 1967 gave the Intern an opportunity to observe a situation not uncommon in the field of public administration. This loss of key personnel from one department created a brief period of instability in terms of administration during the critical period when preparation of the annual budget was to begin. As the Intern's subordinate position in the organization was not directly affected, the Intern was able to observe that aspect of municipal government that makes it possible for a part of the organization to adjust quickly
to a change in personnel without any interruption in operations.

The Intern was transferred to the Office of the City Manager just as actual work on the 1967-1968 budget was beginning. It is unfortunate that the Intern missed the experience of assisting in the preparation of the budget. Participation in this extremely important aspect of municipal administration would undoubtedly have provided the Intern with valuable insights into the area of financial administration.

However, the experience gained in the City Manager's Office will surely prove to be of most value to the Intern. First-hand observation of and participation in executive decision-making processes, complemented by a broad academic background in public administration, developed a comprehensive understanding of municipal administration which could probably have been gained in no other way. The Intern learned the importance of being able to communicate ideas without being misunderstood, of learning to make decisions based on past experience and present situations, of learning to anticipate future needs and outcomes, and of developing the ability to deal with all kinds of people in a variety of situations.
The cooperation between the University of Arizona and the City of Tucson in an organized program of internship provides students of public administration with an opportunity to apply and integrate the theories of formal education in the actual administration process. The Intern considers himself most fortunate to have been able to participate in this program.
APPENDIX A

ORGANIZATION CHARTS OF THE DEPARTMENT OF PUBLIC WORKS
BUILDING MAINTENANCE DIVISION
Public Works Dept.
4102 - Bldg. Maint. & Improvement
COMMUNICATIONS DIVISION
Public Works Dept.
4311 - Radio Oper. Center
4322 - Radio & Elect. Maint.
CITY ENGINEERING
Construction Section
Public Works Dept.
TRAFFIC SIGNAL MAINTENANCE
Public Works Dept.
4621 - Traffic Signal Maint.
APPENDIX B

MUNICIPAL BUILDING MOVE
NEW CITY HALL ACTIVITY DETAIL

1. Mayor
2. Council
3. Post Auditor
4. City Manager
5. City Attorney
6. City Clerk
7. Personnel
8. Insurance
9. Community Development Coordinator
10. Urban Renewal
11. Planning
12. Building Inspections
13. Urban Programs
14. Budget and Research
15. Accounting
16. Treasury
17. Licenses
18. Purchasing
19. Data Processing
20. Police Administration
21. Fire Administration
22. Public Works Administration
23. Public Works Director
24. Public Works Engineer
25. Water and Sewers Billing and Accounting
26. Library Administration
27. Library Service
28. Water & Sewers Engineering
29. Water & Sewers Administration
30. Parks and Recreation Administration
31. Parking Meters
32. Community Development Records
<table>
<thead>
<tr>
<th>Symbol</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SC</td>
<td>Straight Chair</td>
</tr>
<tr>
<td>FC</td>
<td>Folding Chair</td>
</tr>
<tr>
<td>AC</td>
<td>Arm Chair</td>
</tr>
<tr>
<td>DS</td>
<td>Drafting Stool</td>
</tr>
<tr>
<td>S</td>
<td>Stool</td>
</tr>
<tr>
<td>D</td>
<td>Divan</td>
</tr>
<tr>
<td>SD</td>
<td>Secretary Desk</td>
</tr>
<tr>
<td>ED</td>
<td>Executive Desk</td>
</tr>
<tr>
<td>WT</td>
<td>Work Table</td>
</tr>
<tr>
<td>DT</td>
<td>Drafting Table</td>
</tr>
<tr>
<td>CT</td>
<td>Conference Table</td>
</tr>
<tr>
<td>ET</td>
<td>End Table</td>
</tr>
<tr>
<td>RT</td>
<td>Reference Table</td>
</tr>
<tr>
<td>F</td>
<td>File (Catch-all)</td>
</tr>
<tr>
<td>FF</td>
<td>Plan File</td>
</tr>
<tr>
<td>PR</td>
<td>Plan Rack</td>
</tr>
<tr>
<td>BC</td>
<td>Bookcase</td>
</tr>
<tr>
<td>C</td>
<td>Cabinet</td>
</tr>
<tr>
<td>SB</td>
<td>Storage Bins</td>
</tr>
<tr>
<td>CR</td>
<td>Coat Rack</td>
</tr>
<tr>
<td>DC</td>
<td>Dictaphone Cabinet</td>
</tr>
<tr>
<td>MC</td>
<td>Movable Counter</td>
</tr>
<tr>
<td>SF</td>
<td>Storage File</td>
</tr>
<tr>
<td>CB</td>
<td>Cork Board</td>
</tr>
<tr>
<td>CF</td>
<td>Card File</td>
</tr>
</tbody>
</table>
APPENDIX C

STUDENT CITY ADMINISTRATION DAY

ORGANIZATION
# STUDENT CITY ADMINISTRATION DAY

## POSITIONS TO BE FILLED

### Elected by the People

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor</td>
<td>Lew Davis</td>
<td>12-4-67</td>
</tr>
<tr>
<td>Councilman, Ward 1</td>
<td>G. Freeman Woods</td>
<td>12-4-67</td>
</tr>
<tr>
<td>Councilman, Ward 2</td>
<td>James Corbett, Jr.</td>
<td>12-4-67</td>
</tr>
<tr>
<td>Councilman, Ward 3</td>
<td>Kirk Storch</td>
<td>12-1-69</td>
</tr>
<tr>
<td>Councilman, Ward 4</td>
<td>M. J. Southard</td>
<td>12-4-67</td>
</tr>
<tr>
<td>Councilman, Ward 5</td>
<td>Hector Morales</td>
<td>12-1-69</td>
</tr>
<tr>
<td>Councilman, Ward 6</td>
<td>Jim Murphy</td>
<td>12-1-69</td>
</tr>
</tbody>
</table>

### Appointments

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Manager</td>
<td>Roger O'Mara</td>
<td>No term</td>
</tr>
<tr>
<td>Assistant City Manager</td>
<td>Larry Woodall</td>
<td>No term</td>
</tr>
<tr>
<td>Dir. Community Dev.</td>
<td>J. Thomas Via</td>
<td>No term</td>
</tr>
<tr>
<td>City Attorney</td>
<td>Gordon Kipps</td>
<td>1-20-68</td>
</tr>
<tr>
<td>City Clerk</td>
<td>Mary Fields</td>
<td>12-31-68</td>
</tr>
<tr>
<td>Chief Magistrate</td>
<td>Hyman Copins</td>
<td>12-1-68</td>
</tr>
<tr>
<td>Dir. Parks &amp; Rec.</td>
<td>Gene Reid</td>
<td>No term</td>
</tr>
<tr>
<td>Post Auditor</td>
<td>Frank Beiser</td>
<td>3-31-68</td>
</tr>
<tr>
<td>Dir. Public Works</td>
<td>Herman Danforth</td>
<td>No term</td>
</tr>
<tr>
<td>Library Director</td>
<td>John Anderson</td>
<td>No term</td>
</tr>
<tr>
<td>Purchasing Agent</td>
<td>Sidney Wilson</td>
<td>No term</td>
</tr>
</tbody>
</table>
Civil Service

Accounting Supervisor  Joe Barkenbush
Budget Officer         George Wheeland
Building Inspections Supt. Richard Higginbotham
Business License Supervisor Ruben Suarez
City Engineer          Verne Tregonis
Communications Superintendent Donald W. Richards
Data Processing Supervisor Patrick Dwyer
Fire Chief             Leonel Peterson
Personnel Director     Paul Miner
Planning Director      Andre M. Faure
Police Chief           Bernard Garmire
Refuse Superintendent  Thomas O. Price
Street Maintenance Supt. Milton Dumm
Traffic Engineer        Charles N. Mele
Treasury Supervisor     H. H. Borland, Jr.
Water and Sewers Director Paul Beermann
Finance Director (Acting) Tim Campbell
Economic Development Officer Robert N. Folks
STUDENT CITY ADMINISTRATION DAY

SCHEDULE FOR PARTICIPATING OFFICIALS

Friday, April 7

8:45 A.M. - All municipal employees designated to participate should be at the Old City Hall, Main Lobby, to meet their counterparts.

9:00 A.M. - Assemble in Council Chambers for welcoming speech.

9:30 A.M. - Proceed in any manner you desire to orient your counterpart to your municipal position.

12:00 noon - Accompany your counterpart to the Kiwanis Luncheon in the Main Ballroom of the Pioneer Hotel. The cost of the luncheon is $2.50. Following the luncheon a short program will be given, after which you and your counterpart will be introduced to the audience.

1:30 P.M. - From approximately 1:30 to 2:30 P.M., it is suggested that you help the student prepare the departmental report to be given at 2:30 in the Council Chambers. During this period you may also wish to make suggestions on the following list of topics which will be discussed in the mock Council Meeting on Saturday.

A. What is the best method of recruitment of administrative personnel?

B. Should a Metropolitan Rapid Transit System be established?

C. Where can the City look in its search for additional sources of revenue?

D. Should any and all municipal employees have the right to bargain collectively?

E. What are the arguments for and against a municipal Public Relations Officer?

2:30 P.M. - Until four o'clock, the students will participate in the departmental summaries. Although your presence is not mandatory, it would be greatly appreciated by the students.
Saturday, April 8, 1967

Beginning at 8:30 A.M., the students will be participating in their mock Council Meeting, which will be attended by the student delegates, student citizens, and parents. You are encouraged to attend all their sessions, which are scheduled to end at 1:00. The activities should be enjoyable, enlightening, and reflect the results of Friday's departmental orientation.
STUDENT CITY ADMINISTRATION DAY

PROGRAM

Friday, April 7, 1967

9:30 A.M. - Assemble in Council Chambers

1. Welcoming Speech by Roger O'Mara
2. Introduction of City Officials and Student Counterparts
3. Agenda for the Day

9:30 A.M. - Municipal Official-Student Counterpart Activities

1. Tour of facilities
2. Discussion of Function and Problems of Department or Division
3. Introduction to Normal Routine

12:00 noon - Lunch - Pioneer Hotel
   Main Ballroom

1:00 P.M. - Speech by City Manager and Student Mayor
   Pioneer Hotel

1:45 P.M. - Preparation for Department/Division Meeting

2:30 P.M. - Department/Division Meeting
   Student Departmental Summaries
   Council Chambers

4:00 P.M. - Adjournment
Saturday, April 8, 1967

8:30 A.M. - Registration of Delegates and Guests
Lobby - Old City Hall

9:00 A.M. - Welcome by Student Mayor
Guest Speaker - Conrad Joyner
Council Chambers

9:30 A.M. - Recess - Refreshments
Lobby - Old City Hall

9:45 A.M. - Explanation of Procedures

10:00 A.M. - Council Meeting
Council Chambers

12:30 P.M. - Closing Comments by Roger O'Mara
AGENDA

 Mock City Council Meeting, Saturday, April 8, 1967, 10:00 A.M.

1. ROLL CALL

2. INVOCATION AND PLEDGE OF ALLEGIANCE

3. RESOLUTION No. _________

   Relating to Change of time in Civil Service Tests
   facilitating the giving of Civil Service Examinations
   whenever there is a desirable applicant.

4. RESOLUTION No. _________

   Relating to Methods of Recruitment for Administrative
   Personnel - Giving Budget leeway to the personnel director,
   providing for closer relations with the University of
   Arizona in recruitment and placement, providing for a
   general Public Relations Program.

5. RESOLUTION No. _________

   Relating to a Public Relations Officer - Providing
   for such an officer to coordinate press relations and
   information between the departments.

6. RESOLUTION No. _________

   Relating to a Municipal Rapid Transit System -
   Provides that the City will buy out the present rapid
   transit system, that the Mayor and Council will appoint
   a Board of Directors to run this transit system, that
   the city apply for a federal subsidy under the department
   of communications of HUD. This resolution will go into
   effect only after the approval of the voters of Tucson.

7. RESOLUTION No. _________

   Relating to a City Occupational Tax - Providing a
   .5% tax on all incomes of people working in the City.
8. RESOLUTION No. __________

Relating to the Right of Municipal Employees to Bargain Collectively - Giving all non-uniformed employees the right to join a union and to strike; providing that the Civil Service Commission will act as an arbitrator between the Union and the City of Tucson.

9. RESOLUTION No. __________

Relating to the Creation of the Office of Ombudsman - Providing that this man will be responsible for looking into complaints of citizens of the City of Tucson.

10. RESOLUTION No. __________

Relating to Raising the Salaries of the Councilmen and Mayor - Providing salaries of $9,600 for Councilmen and $15,000 for Mayor. This resolution will go into effect pending approval of the voters of Tucson.

11. UNFINISHED BUSINESS

12. CALL TO AUDIENCE, for persons desiring to speak

13. ADJOURNMENT
APPENDIX D

PREPARATIONS FOR STUDY SESSIONS AND
MAYOR - COUNCIL MEETINGS
MAYOR AND COUNCIL

STUDY SESSION AGENDA

March 27, 1967

12 noon - Gaslight Room, Pioneer Hotel

Item No.

1. - Charter Revision Study
2. - City-County Shelter Program
3. - City Elections - Wards vs. Precincts Polling Places
4. - Master Plan for Major Thoroughfares
5. - Street Lighting Program
6. - Amendment to Human Relations Commission Code
7. - Completion of Paving of Wilmot Rd. - 5th to Broadway
8. - Asphalt Paving Study - Jimenez Report
9. - Senator Hayden's Letter on Association of Governments
10. - Proposal for the Sale or Lease of City Property
MINUTES OF THE STUDY SESSION OF THE MAYOR AND COUNCIL
March 27, 1967

Present were: Mayor Davis, Councilmen Corbett, Morales, Murphy, Southard, Storch and Woods.

Staff present: Woodall, Kipps, Griffin, Ealy, Rider, Faure.

Guest present: Jack DeBolske

Item No. 1 - Mayor and Council met with the Charter Revision Sub-Committee, headed by Ira Schneier at the Pioneer Hotel to discuss proposed charter revision. They agreed that the revision should be studied, looking forward to its being placed on the ballot in the fall.

Item No. 2 - Mayor and Council authorized the preparation of an ordinance permitting the City to participate in the City-Council shelter program, with the understanding that the study be fully funded by Civil Defense.

Item No. 3 - Mayor and Council directed the City Clerk to use precincts as polling places in the 1967 Municipal Elections.

Item No. 4 - Mayor and Council heard a report from Andre Fauve pertaining to the Master Plan of Major Thoroughfares. Public hearing on the plan is set for April 12, 1967.

Item No. 5 - Mayor and Council directed staff (City Engineer) to prepare a list of streets on which they proposed lighting improvement districts.

Item No. 6 - Mayor and Council agreed to amend the Human Relations Commission code to permit 30 days in lieu of 15 days for preparation for final reports.

Item No. 7 - No action was taken by Mayor and Council.

Item No. 8 - Mayor and Council accepted the Jimenez report on the Asphalt Paving Study.
Item No. 9 - Mayor and Council discussed and agreed to defer action on the Association of Governments until they heard a report from Mr. Donald Pollard from the San Francisco office of HUD on April 5.

Item No. 10 - Mayor and Council requested more information from staff on the Ryland Farm property sale proposal, regarding its exact location and evaluation.

OTHER BUSINESS:

1. Mayor and Council asked that staff prepare a report on proposed lease of the Rodeo Grounds to T.A.C.R.A. Some of the information requested was: (1) Noise level, (2) Dust creation, (3) Traffic control, and (4) Funding.

2. Mayor and Council agreed to meet with the Pima County Board of Supervisors at 2:00 P.M. on April 10, 1967, to discuss the cooperative underground parking garage project.

L. E. Woodall  
Asst. City Manager

LW:hf/FG
MEMORANDUM

TO THE MAYOR AND COUNCIL

From: City Manager

Subject: Street Lighting Program for Major Streets

May 29, 1967

By memorandum of March 27, 1967, to the Mayor and Council, a copy of which is attached, it was proposed that the City initiate street lighting districts on major arterial streets. At the request of the Mayor and Council, a list of proposed street lighting projects was to be submitted before proceeding. Therefore, the projects listed below are suggested for accomplishment in the street lighting bond program.

The order listed is a suggested general priority:

1. Broadway, Alvernon to Craycroft;
2. Wilmot Road, 22nd Street to Speedway;
3. South Sixth Avenue, South Tucson City Limits to Irvington Road;
4. Craycroft Road, Broadway to Speedway;
5. Alvernon, 22nd Street to Speedway;
6. Grant Road, I-10 to Oracle Road;
7. 22nd Street, Tucson Blvd. to Alvernon;
8. Prince Road, I-10 to Oracle Road.

The projects cover a total of 13 miles, with an estimated cost of approximately $1 million.

It should be noted, however, that none of the above lighting improvements are in the design stage and can be initiated
only after the authorization to proceed is given and the resolution of intention is presented. After the preliminary steps have been taken, the first job would take seven months to complete but each improvement thereafter can be completed in six months after the preceding one has been finished.

Roger O'Mara
City Manager

RO: hf/FG
Attachment
In the Mayor and Council session of May 29, 1967, the subject of the street lighting program for major arteries was discussed. As a result of this discussion, additional information was requested by the Mayor and Council. The desired information is:

1) A justification of the order of priorities on the submitted list, (the first four may be sufficient);

2) The procedure to be followed and justification for including this type of district under the improvement district plan of financing.

Please prepare this additional information and submit it to my office.

Roger O'Mara
City Manager

RO: eh/FG

cc: Verne Tregonis, City Engineer
With reference to the attached materials, will you prepare the necessary documents for presentation to the Mayor and Council at the June 19, 1967, meeting:


2. Vacation of Park Avenue extensions at Municipal Airport;

3. Acceptance of Economic Development Act Grant.

Frank Griffin
Administrative Intern

FG/hf
COMMUNICATION TO THE MAYOR AND COUNCIL

From: City Manager       June 5, 1967   No. 3381

Subject: Goyette - Belvedere Wash Right of Way from Blackridge to Fort Lowell

The City is proceeding with a sewer and paving improvement district in the Fraedrich-Sycamore area. All of the necessary rights of way for this project have been secured through gift deeds. There is also a certain amount of drainage that must be done in connection with this project in order to prevent street flooding. In tying the drainage into the street project, it is necessary to provide a crossover of the Belvedere Wash from Blackridge to Fort Lowell Road. This crossover will go through a built-up area, including a trailer court. It will be necessary to purchase this right of way since a relocation of improvements is involved.

Staff appraisals have been made of the right of way needed for construction of this drainageway and a sewer line from Dale Avenue to Fort Lowell Road. This right of way is required before proceeding with the Fraedrich-Sycamore Sewer and Paving Improvement District project.

Recommendation

It is recommended that the attached resolution, authorizing purchase or condemnation of this right of way, be adopted.

Respectfully submitted,

Roger O'Mara
City Manager

RO: eh/PG
Attachment: Resolution
COMMUNICATION TO THE MAYOR AND COUNCIL

From: City Manager June 12, 1967 No. 3390

Subject: Vacation and Sale of Right of Way at the Southeast corner of Speedway Blvd. and Wilmot Road

As a result of a realignment of right of way at the intersection of Speedway and Wilmot, a surplus parcel of land of approximately 7,346 square feet was created.

The abutting property owner requested that this parcel be vacated and sold to him. Water, gas, and power lines cross the property. The vacation is subject to all existing utilities, and their relocation, where necessary, will be undertaken by the new owner.

This matter has previously been discussed by the Mayor and Council in study session and tentative approval was given the sale for $4,400, subject to the property owner paying a maximum of $1,600 for removal of an existing triangular island and the replacement of curbing and paving for redesign of the intersection.

Recommendation

It is recommended that the attached ordinance, vacating this right of way and authorizing its sale to the abutting property owner, be adopted.

Respectfully submitted,

Roger O'Mara
City Manager

RO:hf/FG

Attachment: Ordinance
Our office recently received a letter from Mr. Phillip Salonic in which he makes reference to a ditch near a sidewalk at the Southwest corner of Mabel and Campbell. Mr. Salonic feels it may be a hazard to anyone using the sidewalk at night. Would you investigate this situation and report to our office the necessary action taken?

Roger O'Mara
City Manager

RO:hf/FG
April 27, 1967

Mr. Philip Salonic
Tucson, Arizona

Dear Mr. Salonic:

I regret the delay in replying to your letter of March 8, 1967. I wish to thank you for your interest in eliminating a hazardous condition which endangers pedestrians at night.

The City Engineer has informed me that the ditch had been dug by a property owner to install a retaining wall around his property, but the wall was never finished. Notice was given to the property owner to eliminate the condition and it is my understanding that he has so complied.

The street work that you referred to was not a patch job, but rather a crack-sealing operation to prevent moisture and water from getting underneath the pavement. It does not call for a City Inspector.

In this operation each man has a job to do. The cracks have to be blown out and cleaned; the cracks are filled with bitumals which is an asphalt emulsion; then sand or pea gravel is poured into the cracks. Unfortunately, there is always a small amount of excess sand or gravel. To date this is the best procedure we have found for this type of street maintenance work.

If I may be of further assistance, do not hesitate to contact me.

Yours very truly,

Roger O'Mara
City Manager

RO: hf/FG
Mrs. Elizabeth Thomas

Tucson, Arizona

Dear Mrs. Thomas:

After our phone conversation of May 5, 1967, concerning the pigeons which your neighbor has persisted in allowing to run free and uncaged, I have contacted the Pima County Environmental Health Office and informed them of the situation. They have agreed to investigate and take whatever action is necessary to eliminate the condition which now exists.

If I may be of any further service, do not hesitate to contact me.

Yours very truly,

Frank Griffin
Administrative Intern

FG:hf
May 12, 1967

Pima County Environmental Health Office
215 North Court Avenue
Tucson, Arizona

Attention: Mr. Hobbs

Dear Mr. Hobbs:

I regret not being able to contact you last Friday. However, I did get your message and am enclosing a copy of the new Section 4-60, Chapter 4, Article 4, of the Tucson Code.

I hope it will clarify any questions you might have in regard to Mrs. Thomas and her pigeon problem.

If I may aid you in any way, please do not hesitate to contact me.

Yours very truly,

Frank Griffin
Administrative Intern
May 22, 1967

Mr. Douglass C. Baker, Pres.
Tucson Wildlife Unlimited
Tucson, Arizona

Dear Mr. Baker:

I wish to thank you for your expressed interest in a Public Indoor Shooting Range.

However, due to the City's present financial status, the inclusion of such a facility into present plans is not possible.

Perhaps in the future, adequate funding can be allotted and the facility will be built.

Yours truly,

Roger O'Mara
City Manager

RO: hf/FG

Would either of the above alternatives be desirable and you would like to initiate action on a program of this nature, please contact Jack Pils, Right-of-Way Agent, City Engineering, 35 North Alameda, and he will be happy to provide you with further information as to the current procedure in starting an Improvement District in your area.

If any be of further assistance, please do not hesitate to contact me or my office.

Respectfully yours,

Roger O'Mara
City Manager
May 23, 1967

Mrs. E. C. Milligan

Tucson, Arizona 85705

Dear Mrs. Milligan:

In response to your letter of April 26, 1967, concerning the traffic problem in the Amphitheater High School area, a representative of the Engineering Division was sent to the school and witnessed the conditions during a class break on May 18, 1967.

Presently there are no plans to open a new north-south street between Oracle Road and Stone Avenue. However, it would be desirable to have one street opened as the distance between Oracle and Stone is approximately 1700 feet. There are vacant properties in this two-block area midway between these two streets which could lend themselves to favorable location of a proposed north-south street. There are no existing dedications for right-of-way in the area and the property owners would have to be approached for a 50-foot minimum dedication to accomplish the desired relief. If a street were to be dedicated, it would then have to be paved under the Improvement District procedure.

Additional relief, or at least some temporary relief from the dust problem, could be realized from the paving and curbing of Windsor and Yavapai Streets.

As you know, Windsor is totally unpaved and is deficient in right-of-way at its east end, while Yavapai is presently strip-paved with no curbing on either side. Again, the Improvement District procedure is the answer.

Should either of the above alternatives be desirable and you would like to initiate action on a program of this nature, please contact Jack Flynn, Right-of-Way Agent, City Engineering, 38 East Alameda, and he will be happy to provide you with further information as to the correct procedure in starting an Improvement District in your area.

If I may be of further assistance, please do not hesitate to contact me or my office.

Respectfully yours,

Roger O'Mara
City Manager

RO: eh/FG
cc: Mayor Lew Davis
Mr. Jim Asklof  
Ames, Iowa

Dear Mr. Asklof:

I wish to acknowledge your letter of April 12, 1967, and thank you for your interest in our municipal affairs.

However, we do not regulate the rates of the meters in taxicabs. Therefore, I am referring your letter to the Tucson Yellow Cab Company, Inc. that they may answer the questions which you pose.

Yours very truly,

Roger O'Mara  
City Manager

RO:hf/PG

cc: Tucson Yellow Cab. Co., Inc.  
625 North Stone Avenue  
Tucson, Arizona
May 5, 1967

Mr. Ade Abbot  
Manager, Tucson Trade Bureau  
P. O. Box 991  
Tucson, Arizona

Dear Mr. Abbot:

Enclosed is a seven-year comparative summary of Parking Meter Revenue which contains the information you requested.

If I may be of further service, please do not hesitate to call me.

Yours truly,

Roger O'Mara  
City Manager

RO:hf/FG
Enclosure
May 26, 1967

Mr. Drahm Jones, Head
Public Works & Urban Management Divisions
Civil Engineering Department
Texas A & M University
College Station, Texas

Dear Mr. Jones:

Attached are the questionnaires you asked the City of Tucson to complete. I hope that they may serve to benefit your study in some manner.

Would you be so kind as to send me a copy of the results of your survey and any conclusions you may print and distribute as a result of your work.

Yours truly,

Frank Griffin
Administrative Intern

FG: eh

Attachments
Mr. G. Cross
Store Manager
McMahan's Furniture Store
45-151 Oasis Street
Indio, California

Dear Mr. Cross:

In answer to your letter of May 23, 1967, concerning the house belonging to Mr. Art Cassidy, the property has been sold but the City of Tucson did not purchase it. However, in checking our records, we did find that a permit to demolish the house was issued by the City of Tucson to Mr. Cassidy's daughter, Mrs. Ray Christian, Tucson, who inherited his property after his death.

I hope that this information will be of benefit.

Yours truly,

Frank Griffin
Administrative Intern

PG:eh
June 19, 1967

Mr. W. A. Morrison  
Personnel Director  
City of Windsor  
Room 102, City Hall  
Windsor, Ontario, Canada

Dear Mr. Morrison:

I regret that I am unable to send a copy of the duties, responsibilities, and qualifications governing the position of City Manager. In Tucson, the selection of the manager is made by the Mayor and Council and it is their desire to achieve maximum flexibility and latitude in the selection process. Therefore, when a vacancy occurs in our manager position, the Mayor and Council formulate those responsibilities, duties, and qualifications which they feel are best tailored to meet the needs of Tucson at the time and a choice is made on that basis.

However, I am enclosing copies of the duties and qualifications for the Deputy and Assistant City Manager positions in the hope that they may give an indication of the basic requirements that a prospective City Manager applicant must meet.

If I may be of further assistance, please do not hesitate to contact me.

Yours truly,

Frank Griffin  
Administrative Intern

FG:eh  
Enclosures
June 13, 1967

Mr. L. T. Thompson, Manager
Hyd-Pak Division - Hobbs Trailers
609 N. Main - Box 1568
Pt. Worth, Texas

Dear Mr. Thompson:

Thank you for your offer to make an on-the-spot survey for the City of Tucson.

However, our present system for the hauling of refuse to our disposal sites is adequate for the present and should serve our needs for some time in the future.

Yours truly,

Roger O'Mara
City Manager

RO: hf/FG
Mr. Ray Vidal, President  
Mexican-American Society  
Tucson, Arizona

Dear Mr. Vidal:

I have received your letter of May 17, 1967, requesting the use of Armory Park and a parade permit for your fiesta on the 15th and 16th of September.

Gene Reid, Director of Parks and Recreation, and Bernard Garmire, Chief of Police, have been directed to contact you and make the final arrangements for the fiesta.

Yours truly,

Roger O’Mara  
City Manager

RO:hf/FG

cc: Gene Reid, Dir. of Parks & Recreation  
Bernard Garmire, Chief of Police
Attached is a copy of a request for a parade permit and the necessary police protection. Would you contact Mr. Vidal and make the necessary arrangements and inform our office of the final arrangements?

Roger O'Mara
City Manager

RO:hf/PG

Attachment
Attached is a letter from Mr. Ray Vidal, requesting the use of Armory Park on September 15.

Would you contact Mr. Vidal and make the necessary arrangements, providing there is not a conflict, and send a copy of the final arrangements to our office.

Roger O'Mara
City Manager

RO:hf/FG

Attachment
Attached is a letter from Mrs. Harry Talmage requesting a brief talk on Urban Renewal.

Will you please set up this meeting and send our office a copy of your reply?

Roger O'Mara
City Manager

RO:he/FG
To: Roger O'Mara, City Manager
From: Frank Griffin, Admin. Intern

Subject: Night Bicycle Riding

Date: 3/9/67

This information is in reply to your request of December 27, 1966 to Jim Lewis, concerning the memorandum on night bicycle riding and the possibilities of the Oklahoma City ordinance pertaining to bicycle riding being beneficial additions to the Tucson Code.

Attached is the Oklahoma City Newsletter and the new ordinance relating to motorcycles, bicycles, and scooters requested by Lewis on December 15, 1966.

The Oklahoma City Newsletter does not separate the types of accidents, i.e., bicycle, motorcycle, scooter; it states that the combined total of accidents had been reduced. Thus, we cannot measure the true impact the ordinance had in reducing the number of bicycle accidents.

The amended Oklahoma City ordinance, Sec. 21, Chapter 6, Title 21, would appear to be focused primarily at the riding of motorcycles and scooters rather than the operation of bicycles.

An analysis of the Oklahoma City ordinance and a comparison of it to the Tucson City Code and Arizona Revised Statutes reveals that many of its provisions pertaining to bicycle operation are already employed in our regulations.

This is especially true of Oklahoma City ordinance, Sec. 21.6, 21.02 and Arizona Revised Statutes, Sec. 28-817, Lamps and Other Equipment (which also applies to Tucson). A comparison of these two shows that our law is equal in all respects with theirs and the adoption of this section or any other sections of the Oklahoma City ordinance would not be of particular benefit to our problems of night bicycle riding hazards, as elaborated in the memo concerned with this subject.

Frank Griffin
Administrative Intern

GF:hf
In the study session of May 29, 1967, Councilman Storch requested information on the cost of building median islands and the operation and maintenance costs thereafter.

Will you please prepare these reports and submit them to my office.

L. E. Woodall
Assistant City Manager

LW: eh/FG
cc: Verne Tregonis, City Engineer
Attached are estimated costs of the operation and maintenance of the median islands which you requested in the study session of May 29, 1967.

It should be noted that there is a difference of opinion regarding the most appropriate type of island treatment, from both an initial cost and maintenance standpoint. At the present time, we are using two basic types:

(1) Turf and palms, and

(2) The so-called "rockscape" (See Craycroft between 5th and Speedway).

Both are comparable as to cost.

L. E. Woodall
Assistant City Manager

LW:he/FG
Attachment