

**2014-15 City Manager's Proposed Budget
Attachment A**

GENERAL FUND

RESTORATION OF ALL SERVICE REDUCTIONS

The recommended actions in the 2014-15 City Manager's Proposed Budget restore all \$29.3 million of reductions to services that were presented in the Trial Budget.

As outlined in the 2014-15 City Manager's Proposed Budget, no reductions to services are necessary to balance the General Fund.

Any changes that would reduce the estimated \$11.0 million of recommended additional net revenue, or that would decrease the \$16.5 million savings from recommended employee compensation concessions, would require reductions to City services. Two levels of potential service reductions are listed on Attachments B and C if required to balance the budget.

**2014-15 City Manager's Proposed Budget
Attachment B**

**GENERAL FUND
FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS**

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount of \$13.1 million or less.

<u>Department</u>	<u>2014-15</u>
 <u>City Auditor</u>	
1. Reduce audits, program evaluations, and similar assignments by six major studies per year. As with all reductions to audits, this increases the risks to the City and reduces the ability to improve financial controls or to identify fraud, waste and abuse.	\$(91,000) (1.0)
Total	(91,000) (1.0)
 <u>City Clerk and Elections</u>	
1. Reduce operating hours at the Records Center and increase wait times at the City Hall 15th floor customer service counter. In addition, this reduction would delay responses to public records requests.	(67,000) (1.0)
2. Eliminate floor to floor US mail and Interoffice mail delivery to Phoenix City Hall and the Calvin Goode Building. This reduction would decrease productivity and customer service in various departments as it would require departments to assign existing staff to drop off and pick up mail at a central location in each building.	(41,000) (1.0)
3. Close the Rapid Copy Center which would result in all printed materials, including weekly council agendas and packet information, being printed offsite at the main print shop and delivered to City Hall the next business day. The ability to add late items to the agenda or packet would be negatively impacted, and copies of council agendas and packets would be delayed from Thursday distribution to Friday.	(37,000) (1.0)

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<u>Department</u>	<u>2014-15</u>
4. Eliminate Saturday early voting and the Saturday prior to election day at voting center sites. Early voting would still be available at City Hall during business hours and voting centers would still be open on the Monday prior to election day. This elimination will reduce the flexibility individuals have to vote.	(19,000) -
Total	(164,000) (3.0)
 <u>City Council</u>	
1. Reduce Council Office budgets for community outreach and constituent services.	(120,000) -
Total	(120,000) -
 <u>City Manager's Office</u>	
1. Eliminate coordination of the Citywide Volunteer Program. This cut would constrain the City's ability to recruit and utilize volunteers in service delivery, which helps keep costs down while enabling the community to contribute time and work to important programs.	(135,000) (1.0)
Total	(135,000) (1.0)
 <u>Community and Economic Development</u>	
1. Eliminate an administrative position responsible for oversight of department contract compliance, legislative review, procurement, public records requests and internal and external audits.	(125,000) (1.0)

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<u>Department</u>	<u>2014-15</u>
2. Reduce administrative support for the Sister Cities International Program internship activities.	(60,000) (1.0)
Total	(185,000) (2.0)

Equal Opportunity

1. Reduce support staff in the Small and Disadvantaged Business Enterprise (S/DBE) certification program. This reduction would result in higher level staff taking on more administrative duties and delay turnaround time for S/DBE application processing.	(72,000) (1.0)
2. Further reduce support staff in the City's S/DBE program, which would extend turnaround time for application processing and result in an increased risk of noncompliance with federal regulatory requirements. If the City is found to be non-compliant, federal transportation funding could be jeopardized.	(66,000) (1.0)
Total	(138,000) (2.0)

Finance

1. Reduce tax enforcement field inspections to identify unlicensed businesses and decrease identification of non-compliant business activities.	(61,000) (1.0)
2. Reduce accounting support, decreasing internal controls for daily cash and banking reconciliation; and eliminate funding for mailing Notice of Violation payment reminders, potentially decreasing revenue.	(80,000) (1.0)
3. Reduce and reclassify accounting staff in accounts payable section, delaying the processing of payments.	(41,000) (1.0)

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<u>Department</u>	<u>2014-15</u>
4. Further delay tax enforcement field inspections to identify unlicensed businesses and decrease identification of non-compliant business activities. This reduction is offset by part time staff added in the City Clerk Department to continue posting liquor license notification signs.	(27,000) 0.3
5. Reduce support for inputting tax form data, resulting in a delay in recording tax receipt information and reporting monthly revenue, fewer taxpayer education classes, and less staff time for enhanced compliance programs.	(52,000) (1.0)
6. Significantly delay the invoicing of customers for centrally billed services, reduce internal controls, and potentially impact the monthly and annual financial closing processes.	(70,000) (1.0)
7. Reduce administrative support services, reducing customer service and delaying payments to vendors.	(73,000) (1.0)
8. Reduce tax collection support, delaying responding to taxpayer's requesting assistance and requiring eligible delinquent accounts be assigned to a collection agency.	(181,000) (2.0)
Total	(585,000) (7.7)
 <u>Fire</u>	
1. Reduce clerical support in the Resource Management Section. This will increase response times for delivery of supplies to fire stations.	(55,000) (1.0 civilian)

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<u>Department</u>	<u>2014-15</u>
2. Reduce staff support in the Resource Management Section. This reduction could create backlogs in the delivery of important supplies throughout the department.	(63,000) (1.0 civilian)
3. Reduce accounting support in the Fiscal Management Section. This will increase processing time for payments to vendors.	(48,000) (1.0 civilian)
4. Reduce funding for Part-Time Rescue/Adaptive Response units that provide patient transportation during peak hours. This reduction could impact response times in areas of the city with high call volume.	(45,000) -
Total	(211,000) (0.0 Sworn) (3.0 Civilian)

Government Relations

1. Eliminate funding for business travel necessary to maintain strong communications and information sharing with other cities and with other levels of government. Also reduces the city's ability to communicate important needs to federal agencies and delegations involved in allocating grant funds to critical city programs.	(192,000) (1.0)
Total	(192,000) (1.0)

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<u>Department</u>	<u>2014-15</u>
<u>Human Resources</u>	
1. Reduce support for the Employee Driver's Training Academy (EDTA). This will increase the turn-around time for driving record background checks and other new employee hire associated responsibilities, and decrease internal service.	(68,000) (1.0)
2. Reduce support for the labor relations program. This reduction will result in process delays, and the elimination of citywide grievance tracking that will diminish the ability to identify trends for proactive intervention.	(68,000) (1.0)
3. Reduce pay and leave auditing, employee training support, and decrease internal controls.	(76,000) (1.0)
4. Reduce support to departments participating in the shared human resources services. This decrease will reduce personnel advice to departments in such areas as City HR policies, grievance support, safety concerns, and investigation of employee misconduct, which increases risks of injury, lawsuits, and operational issues.	(105,000) (1.0)
Total	(317,000) (4.0)
<u>Human Services</u>	
1. Reduce contracts monitoring support. This decrease will reduce oversight and delay the timely implementation of the department's contracts with outside agencies involved in delivery of important services to seniors and other Human Services clients.	(59,000) (1.0)
2. Reduce fiscal support to the Senior Services Division which will weaken departmental financial controls and reporting.	(81,000) (1.0)

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<u>Department</u>	<u>2014-15</u>
3. Reduce coordination of the Human Services volunteer program. This reduction may reduce volunteer hours in support of critical community programs such as senior services, Heat Relief Network, COMFORT, and Earned Income Tax Credit Campaign.	(81,000) (1.0)
4. Reduce customer service support at Family Service Centers. This reduction would increase the workload for case workers and result in significantly fewer families served.	(141,000) (3.0)
5. Reduce food assistance funding to local food banks by 33 percent; which brings the total funding to half of the original amount, in-line with the 50% reduction to the Temporary Emergency Sales Tax on Food.	(63,000) -
6. Reduce technology improvements at Senior Centers, decreasing the number of planned Wi-Fi installations.	(67,000) -
7. Reduce senior programs by 50%, significantly decreasing entertainment and class opportunities for seniors.	(77,000) -
Total	(569,000) (6.0)

Information Technology Services

1. Reduce IT administrative and desktop support throughout the department. This reduction will also impact the department's support of client departments and result in significantly reduced turnaround times.	(191,000) (2.0)
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<u>Department</u>	<u>2014-15</u>
2. Halt Customer Care and Billing (CC&B) report development for the Water and Public Works departments. This reduction would dramatically reduce the department's ability to provide enterprise support to the CC&B environment and negatively impact Water and Solid Waste customers.	(148,000) (1.0)
3. Discontinue Fire VHF Radio Communications System support. This reduction would eliminate staff support of the Fire VHF System and would result in the loss of control standards and a severe compromise of site security.	(115,000) (1.0)
4. Completely eliminate Delphi and WebLogic support for applications used by Streets, Public Works and Water Services. This reduction would require more costly outside consulting services for any changes to WebLogic applications in the future and would negatively impact contractors that need access to City information.	(148,000) (1.0)
5. Limit changes to the GIS environment to maintenance updates and basic changes. This reduction would require that major GIS projects be funded separately and conducted by outside consultants. This reduction would also impact contractors who need access to accurate map data for right of way projects.	(282,000) (2.0)
6. Significantly reduce maintenance for the Regional Wireless Cooperative (RWC) Radio Network. This reduction would severely diminish staff's ability to provide effective maintenance to the RWC radio network, which supports regional public safety operations and communication.	(115,000) (1.0)
Total	(999,000) (8.0)

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<u>Department</u>	<u>2014-15</u>
 <u>Law - Civil</u>	
1. Reduce internal legal support and representation to several internal departments including Neighborhood Services and Finance Department. This reduction will require the remaining staff to absorb the additional workload.	(182,000) (1.0)
2. Reduce internal administrative staff responsible for supporting multiple attorneys. This reduction could have an adverse impact on the timely and accurate processing of information related to civil cases.	(50,000) (1.0)
Total	(232,000) (2.0)
 <u>Law – City Prosecutor</u>	
1. Eliminate staff responsible for providing complex legal advice and representation, as well as key managerial oversight. This reduction would negatively impact the day-to-day operations of the Prosecutor's Office.	(182,000) (1.0)
2. Reduce legal staff assigned to the Community Prosecution Division. This reduction would severely impact efforts to eliminate blight and crime in troubled neighborhoods.	(160,000) (1.0)
3. Reduce case management in the Victims Services Division. This reduction would impair the department's ability to adequately support victims of crime, including ensuring victims are able to navigate the complex judicial system.	(90,000) (1.0)

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<u>Department</u>	<u>2014-15</u>
4. Reduce internal administrative staff responsible for supporting multiple attorneys. This reduction could have an adverse impact on the timely and accurate processing of information related to criminal cases.	(86,000) (1.0)
5. Reduce legal staff assigned to the Community Prosecution Division. This reduction would not only severely impact efforts to eliminate blight and crime in troubled neighborhoods it would also negatively impact legal services benefitting the community.	(160,000) (1.0)
Total	(678,000) (5.0)
 <u>Mayor</u>	
1. Reduce Mayor Office budgets for community outreach and constituent services.	(58,000) -
Total	(58,000) -
 <u>Municipal Court</u>	
1. Eliminate the sentence monitoring unit. This will require a major shift in operations forcing the Judge and Bailiff to monitor and enforce their own orders which will slow down service and create an additional drain upon an already burdened courtroom.	(261,000) (4.0)
2. Eliminate a City Judge position, which would result in reduced service levels and spreading of caseloads across existing staff.	(246,000) (1.0)
3. Eliminate an information technology position assigned to the Court Management System. This will delay required analysis and programming.	(86,000) (1.0)

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<u>Department</u>	<u>2014-15</u>
4. Eliminate a position within the Tax Intercept program. Although service levels will decrease, there will be little to no negative revenue impact associated with this reduction.	(48,000) (1.0)
5. Eliminate a position within the Customer Service Division. This reduction will increase wait times for customers waiting to check into court and making payments in person.	(50,000) (1.0)
6. Eliminate a position responsible for administration of the Court's Defensive Driving Program. This reduction could reduce the effectiveness of this program and would compromise the level of customer service provided.	(79,000) (1.0)
7. Eliminate a position that provides critical budgetary and procurement duties within Information Systems and Technology Division. This reduction would eliminate daily budget monitoring and increase purchasing timelines which could result in delays.	(70,000) (1.0)
8. Reduce the number of hours the call center is open to the public from nine hours per day to four hours per day. This change would adversely impact customers resulting in increased call wait times, delayed record delivery to courtrooms and create a backlog in case file creation and filing.	(200,000) (4.0)
9. Eliminate a position responsible for contract administration of the seven vendors performing external collection services. Lack of contract monitoring may adversely impact revenue.	(83,000) (1.0)
Total	(1,123,000) (15.0)

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<u>Department</u>	<u>2014-15</u>
 <u>Neighborhood Services</u>	
1. Eliminate funding for two contracted staff, resulting in a 14% reduction in graffiti removal or over 10,000 fewer sites cleaned each year citywide. This would increase the average complaint based graffiti removal response time from approximately one day to an estimated average of three days.	(101,000) -
Total	(101,000) -
 <u>Office of Arts and Culture</u>	
1. Reduce Public Art Program support. This reduction would reallocate duties to existing staff, adversely impacting staff's ability to complete public art projects.	(34,000) (1.0)
Total	(34,000) (1.0)
 <u>Parks and Recreation</u>	
1. Close two summer neighborhood centers. The closure of Barrios Unidos and Holiday neighborhood centers would impact 7,100 user visits during the annual eight week summer program. These facilities provide youth ages 7-17 a place to participate in recreational programs.	(24,000) (0.6)
2. Eliminate supervised activities at the Rose Mofford and Encanto Sports Complexes. This reduction increases the risk of vandalism due to the complex having to remain open similar to flatland parks. All programs, equipment rentals, community events, and partnerships would also be eliminated. These facilities logged over 200,000 visits annually.	(214,000) (6.4)

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<u>Department</u>	<u>2014-15</u>
3. Reduction of operating hours at all 13 community centers. This would reduce operating hours from 65 to 37 hours per week.	(1,076,000) (14.0)
4. Close 3 of the 13 community centers. This reduction would eliminate over 1,200 classes, programs, and special events. These closures would impact approximately 115,000 users.	(1,710,000) (19.5)
5. Close the South Phoenix Youth Center as a result of the non-profit service provider no longer being able to operate the center. Restoring services with City staff would cost \$67,000.	- -
Total	(3,024,000) (40.5)

Phoenix Convention Center

1. Reduce security services in the Regency and Heritage Garages by 40%. This would significantly reduce the security presence in the garages, decreasing patron's sense of safety, and could result in decreased usage and further reduce revenue.	(60,000) -
Total	(60,000) -

Phoenix Employment Relations Board

1. Reduce funding for Board members to obtain training and the opportunity to exchange best practices with other agencies in administering labor-management relations laws.	(3,000) -
Total	(3,000) -

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<u>Department</u>	<u>2014-15</u>
 <u>Planning and Development</u>	
1. Reduce information technology support for the Planning Department's zoning case management system which could reduce quality and/or availability of information to the public.	(125,000) (1.0)
2. Eliminate staff dedicated to providing socioeconomic, demographic, and land use data for city departments, outside agencies, and residents. This would significantly reduce the city's ability to provide data for federal grant applications, economic development activities, and custom maps relying on census data related information.	(125,000) (1.0)
Total	(250,000) (2.0)
 <u>Police</u>	
1. Eliminate funding for the final phase of the Central Booking Unit civilianization plan. This reduction will require some officers to continue staffing the Central Booking Unit and prevent the department from transitioning remaining officers to first response and crime prevention related duties.	(935,000) (15.0 civilian)
2. Reduce the department's expenses by requiring the hosts of special events to pay for the costs associated with barricade rentals.	(246,000) -

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<u>Department</u>	<u>2014-15</u>
3. Reduce flight hours in the Air Support Unit by approximately 600 hours annually. This reduction will hamper the ability of the air support unit to provide essential support to a variety of critical police department operations including but not limited to patrol, barricades and surveillance. Increased response times should also be expected.	(369,000) -
Total	(1,550,000) (0.0 sworn) (15.0 civilian)
 <u>Public Defender</u>	
1. Reduce compensation paid to Court Appointed Attorneys providing legal services in criminal cases. The consequence of this reduction is that turnover will increase and potentially less qualified attorneys will provide constitutionally mandated legal representation.	(147,000) -
Total	(147,000) -
 <u>Public Information Office</u>	
1. Reduce PHX11 technical support that could reduce the number of shows produced each year.	(40,000) (0.8)
2. Reduce contracted television engineering, commodities, and cellular phone services. This reduction would significantly delay the repair of equipment used for off-site and in-studio filming, and will reduce staff ability to promptly respond to requests for information.	(30,000) -
Total	(70,000) (0.8)

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<u>Department</u>	<u>2014-15</u>
<u>Public Works</u>	
1. Reduce the oversight capabilities for daily operations with private contractors responsible for custodial work, pest control, and general City services for City-owned buildings.	(62,000) (1.0)
2. Reduce support for electrical systems in all City buildings. This will cause delays in the scheduled maintenance of power systems as required to maintain City assets and potentially impact public access.	(131,000) (2.0)
3. Eliminate the swing shift at the 22nd Avenue Center South Shop. This will result in delays for repairs, towing, and dispatching services for all City vehicles between 2:30pm and 10:30pm which would also impact service to the public.	(68,000) (2.0)
4. Further reduce support for electrical systems in all City buildings. This will cause delays in response times, project completions, and could develop into safety issues if adequate resources are not available to handle departmental requests.	(70,000) (1.0)
5. Eliminate 3rd shift at Union Hills and Okemah Service Centers. This will result in delays for repairs, towing, and dispatching services for all City vehicles between 10:00pm and 6:30am which would also impact service to the public.	(132,000) (4.0)

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<u>Department</u>	<u>2014-15</u>
6. Reduce support of City buildings, including, maintaining roofs, doors, awnings, and other fixtures. This will increase the backlogged departmental requests, limit the ability to protect City assets, and could negatively impact building safety.	(199,000) (3.0)
Total	(662,000) (13.0)
 <u>Street Transportation</u>	
1. Reduce funding for outside training which will reduce the ability to develop and deliver necessary technical trainings.	(6,000) -
2. Eliminate the purchase and assembly of portable 15 MPH school zone signs. The city has no legal obligation to provide these signs but currently does so as a courtesy to school districts.	(33,000) -
3. Eliminate the oversight of the Adopt-A-Street and Banner Programs. This will decrease oversight of adopted streets to ensure trash is being removed, and will reduce assistance to residents wishing to hang banners and decrease monitoring for compliance with banner regulations.	(118,000) (1.0)
4. Reduce freeway landscape irrigation. This will reduce the frequency of watering during warmer months and may result in dead vegetation and blighted areas along the freeway corridors in Phoenix.	(132,000) -
5. Reduce the response time to repair traffic signal and lighting malfunctions, delaying the construction of new traffic signals, high intensity activated crosswalk pedestrian crossing beacons (HAWKs), and the countdown pedestrian signal head conversion project.	(122,000) (2.0)

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<u>Department</u>	<u>2014-15</u>
6. Reduce crack seal activities needed for preparing residential streets for asphalt overlay, slurry treatment, fog seal and repairing cracks in the pavement. This will reduce the annual number of miles of overlay for major streets from 18 to 17, reduce non-overlay related crack seal work by 78 miles annually, and increase the rate of deterioration of streets.	(191,000) (3.0)
7. Reduce materials testing and monitoring in the field and at the Materials Lab of concrete, asphalts, and soils. This reduction could jeopardize the quality of materials used for construction projects and thus reduce their useful life.	(69,000) (1.0)
8. Reduce utility coordination and GIS data entry. This reduction will result in longer turnaround times for utility customers, and jeopardize the accuracy of tracking SRP licenses, utility easements, and utility construction agreements.	(38,000) (1.0)
9. Reduce pavement marking program. This reduction will delay the installation and maintenance of traffic markings and increase the current replacement cycle from 1-2 years to more than two years.	(54,000) (1.0)
10. Eliminate the slurry seal program. Slurry seal is a surface treatment that extends the life of existing road surfaces. The slurry seal program is more cost effective for small areas than an asphalt overlay, thus fewer miles of repair will be completed.	(208,000) (3.0)

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<u>Department</u>	<u>2014-15</u>
11. Reduce in-pavement vehicle detector loop installation and repair. Loop detectors sense the presence of vehicles and send the information to the traffic signal controller. This reduction will significantly increase the number of signals that will be operating on a default setting versus a sensor, which will increase levels of traffic congestion.	(153,000) (4.0)
12. Reduce street landscape replacement and repair. Fewer dead plants and trees will be replaced, and fewer irrigation systems will be repaired. In addition, damaged screen walls will be removed rather than repaired.	(103,000) -
13. Reduce Right-of-Way oversight and management. This reduction will diminish the response time to emergency traffic restrictions caused by events such as broken water lines, construction activities, and civil demonstrations.	(129,000) (1.0)
14. Reduce roadway design and review of public- private projects. This reduction will result in delays to arterial street, sidewalk, and street modernization construction projects.	(37,000) (1.0)
Total	(1,393,000) (18.0)
Total Proposed Reductions	\$(13,091,000) (0.0 Sworn) (151.0 Civilian)

**2014-15 City Manager's Proposed Budget
Attachment C**

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

Department

2014-15

Budget and Research

- | | | |
|----|---|----------------------|
| 1. | Eliminate a position that conducts detailed budget reviews and operational research. This will hinder efforts to increase transparency and negatively affect the ability to thoroughly manage costs, identify savings and conduct research studies to improve operations and increase efficiency. | \$(135,000)
(1.0) |
|----|---|----------------------|

Total

**(135,000)
(1.0)**

City Auditor

- | | | |
|----|--|--------------------|
| 1. | Reduce audits, program evaluations, and similar assignments by six major studies per year. As with all reductions to audits, this increases the risks to the City and reduces the ability to improve financial controls or to identify fraud, waste and abuse. | (124,000)
(1.0) |
|----|--|--------------------|

Total

**(124,000)
(1.0)**

City Clerk and Elections

- | | | |
|----|--|-------------------|
| 1. | Elimination of off-site mail delivery and pickup. This reduction would decrease productivity and customer service in various departments as it would require departments to assign existing staff to drop off and pick up mail at a central location in each building. | (55,000)
(1.0) |
|----|--|-------------------|

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REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

- | | | |
|----|---|-------------------|
| 2. | Reduction of printing services. This reduction would increase turnaround time for print jobs for projects needing short turn-around times, and thus could increase costs if outside printing services are used. | (32,000)
(1.0) |
|----|---|-------------------|

Total	(87,000) (2.0)
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Community and Economic Development

- | | | |
|----|--|---------------|
| 1. | Reduce funding used to conduct economic development studies like redevelopment planning studies, market data trends and developing economic forecasts. This would limit staff's ability to timely respond to City Council requests for this information. | (95,000)
- |
|----|--|---------------|

Total	(95,000) -
--------------	----------------------

Equal Opportunity

- | | | |
|----|---|--------------------|
| 1. | Reduce funding to administer the S/DBE Goals Compliance program which monitors the participation of S/DBEs in City and federally-funded construction subcontracting and contracting opportunities. This would result in longer response times to resolve contractor concerns, reduced program oversight and reporting, and fewer business forums to solicit community feedback. | (136,000)
(1.0) |
|----|---|--------------------|

Total	(136,000) (1.0)
--------------	----------------------------------

Finance

- | | | |
|----|--|-------------------|
| 1. | Further reduce tax enforcement field inspections to identify unlicensed businesses and decrease identification of non-compliant business activities. | (68,000)
(1.0) |
|----|--|-------------------|

**2014-15 City Manager's Proposed Budget
Attachment C**

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

2.	Reduce tax collection support staff, decreasing the department's ability to supervise remaining staff and respond to taxpayer requests for assistance.	(105,000) (1.0)
3.	Reduce accounting support, reducing detailed reviews, timeliness of adjustments and accuracy of financial reports.	(84,000) (1.0)
4.	Reduce administrative support in the Real Estate section, resulting in a reduction of internal service levels, and slowing processing of procurements and real estate transactions.	(49,000) (1.0)
	Total	(306,000) (4.0)

Fire

1.	Eliminate the Fire Prevention Section which is part of the Fire Prevention General Inspection Program. The loss of this section would result in drastic reductions in fire code inspections for new and existing buildings, code compliance inspections for general and business/occupancy inspections and fire code enforcement. This reduction would also eliminate permitting for barrier fencing in commercial occupancies and the Pool Safety Program.	(1,840,000) (19.0 civilian)
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**2014-15 City Manager's Proposed Budget
Attachment C**

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

- | | | |
|----|---|-----------------------------|
| 2. | Eliminate the Special Operations Section of the Fire Emergency Medical Services and Hazardous Incident Response Program. This section is responsible for the training and certification of our special operations response units. This includes our response to hazardous materials and technical rescue incidents. The elimination of this section would create a void in the required training programs necessary to keep our special response teams certified. | (552,000)
(1.0 civilian) |
|----|---|-----------------------------|

Total		(2,392,000) (0.0 Sworn) (20.0 Civilian)
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Human Resources

- | | | |
|----|--|-------------------|
| 1. | Reduce support to human resources data entry and internal controls. This will increase the processing time and potential errors in employee absence audits, on performance and merit reviews, unemployment claims, disability claims, and child support documentation. | (68,000)
(1.0) |
| 2. | Reduce eligibility verification and auditing of employee benefits. This could increase risks of fraud, waste and abuse which increases City costs. | (83,000)
(1.0) |
| 3. | Reduce clerical support of citywide recruiting and compensation services. This decreases internal services and overall citywide efficiency by delaying recruitment processes and requests to fill vacant positions. | (62,000)
(1.0) |

**2014-15 City Manager's Proposed Budget
Attachment C**

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

4. Eliminate the Language Education and Diversity Sensitivity (LEADS) program, which will also eliminate the foreign language customer service certification program. Also reduces overall ability to provide employee training.	(115,000) (1.0)
Total	(328,000) (4.0)

Human Services

1. Reduce funding for Local Alcohol Reception Center (LARC). This reduction will decrease detox services by 180 participants and crisis stabilization services to 1,400 individuals.	(20,000) -
2. Reduce funding to Central Arizona Shelter Services (CASS) contract which will result in 400 less homeless clients receiving services.	(74,000) -
3. Reduce case management services, which will result in 104 fewer participants receiving short term emergency financial assistance and 624 fewer hours of long-term case management services for clients in need.	(65,000) (1.0)
Total	(159,000) (1.0)

Information Technology Services

1. Reduce IT Enterprise Architecture services, which would hinder the department's ability to manage enterprise architecture compliance efforts and would require that more costly external professional services contracts be procured on an as-needed basis in the future.	(85,000) (2.0)
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**2014-15 City Manager's Proposed Budget
Attachment C**

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

2.	Reduce technology project management services, which reduces the City's ability to implement important technology projects.	(468,000) (3.0)
3.	Eliminate staff that supports the City's Human Resource System (eChris). This reduction would limit the City's ability to implement automation projects that improve efficiency or utilize the system's full functionality. Any future project needs to be conducted by outside consultants and funded separately.	(284,000) (2.0)
	Total	(837,000) (7.0)

Law - Civil

1.	Further reduce administrative support staff to the Civil Division. This reduction could negatively impact the timely processing of legal casework and inefficiently increase administrative responsibilities for attorneys.	(66,000) (1.0)
	Total	(66,000) (1.0)

Law – City Prosecutor

1.	Reduce staff assigned to provide coverage within a courtroom at Phoenix Municipal Court. This reduction would cause immediate delays to the prosecution of cases and negatively impact crime victims.	(158,000) (2.0)
2.	Reduce staff responsible for providing key in-court representation, including pretrial disposition conferences, jury and non-jury trials and probation revocation hearings. This reduction could cause delays in the prosecution of some cases.	(113,000) (1.0)

**2014-15 City Manager's Proposed Budget
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GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

3.	Reduce administrative staff support in the Community Prosecution division. This reduction could potentially lead to costly delays.	(60,000) (1.0)
4.	Reduce case management in the Victims Services division. This reduction has the potential to delay as many as 1,100 cases per month and negatively impact the quality of service offered to victims.	(76,000) (1.0)
Total		(407,000) (5.0)

Municipal Court

1.	Close a courtroom in the Civil Division and eliminate four positions, which will result in backlogs in processing defendants, less effectiveness in handling cases and increase the time a defendant waits until a hearing is scheduled.	(321,000) (4.0)
2.	Reduce courtroom operations support in the Criminal Division by eliminating two positions. This reduction would reduce customer service levels and add more cases to existing courtrooms.	(103,000) (2.0)
3.	Close a courtroom in the Criminal Division and eliminate three positions. This will result in adding more cases to existing courtrooms meaning the Court must schedule cases further into the future reducing the percentage of cases adjudicated timely.	(349,000) (3.0)
Total		(773,000) (9.0)

**2014-15 City Manager's Proposed Budget
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GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

Neighborhood Services

- | | |
|--|---------------------|
| 1. Reduce code enforcement support and neighborhood preservation inspections, which would significantly increase complaint response times, case cycle times, and delay follow up on case management inquiries. Quality control and guidance on technically challenging cases would also be diminished. | (928,000)
(12.0) |
|--|---------------------|

Total	(928,000) (12.0)
--------------	-----------------------------------

Office of Arts and Culture

- | | |
|--|----------------|
| 1. Reduce grant funding for non-profit arts and culture organizations by 18% which would affect the financial health of arts and culture organizations and their ability to provide services to the community. This cut would compromise the growth and development of cultural opportunities, which attract residents and businesses, and may eliminate the Arts Education and Festival grant categories. | (123,000)
- |
|--|----------------|

Total	(123,000) -
--------------	-----------------------

Parks and Recreation

- | | |
|--|---------------------|
| 1. Eliminate 11 swim and 6 dive teams. This will impact approximately 1,600 participants and negatively impact the ability to recruit participants for life guard training classes. This reduction will not impact instructional swim lessons. | (50,000)
(5.0) |
| 2. Close seven year round recreation centers that provide a variety of activities for youth and adults. This reduction would impact approximately 251,000 users. | (813,000)
(15.8) |

**2014-15 City Manager's Proposed Budget
Attachment C**

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

3.	Close the remaining 10 of 13 community centers. These facilities offer over 1,200 classes, programs, and special events. This reduction would impact approximately 385,000 users.	(4,509,000) (65.0)
Total		(5,372,000) (85.8)

Phoenix Convention Center

1	Eliminate power washing in the Regency and Heritage Garages, which would eliminate ability to clean the garages, increase long term maintenance costs, and negatively impact usage, leading to progressively declining revenue.	(18,000) -
2.	Reduce security services in the Regency and Heritage Garages by 40%. This would significantly reduce the security presence in the garages, decreasing patron's sense of safety, and could result in decreased usage and further reduce revenue.	(59,000) -
Total		(77,000) -

Phoenix Employment Relations Board

1.	Reduce funding for hearing transcriptions. The Board, hearing officers, and parties will no longer receive written hearing transcripts for each case which may result in longer case review times, delayed case resolution, and increased review costs.	(3,000) -
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**2014-15 City Manager's Proposed Budget
Attachment C**

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

- | | | |
|----|---|--------------|
| 2. | Reduce funding for contracted hearing officers to hear and recommend resolution of unfair employee practice charges relating to wages, hours and working conditions. This cut would diminish the Board's ability to administer the Meet and Confer Ordinance. | (3,000)
- |
|----|---|--------------|

Total		(6,000) -
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Police

- | | | |
|----|---|--------------------------------|
| 1. | Completely close the Central Booking facility, eliminating the 15 civilians currently assigned to the facility, and reassigning the 15 officers to first response and crime prevention related duties. This reduction will negatively impact operations, eliminate efficiencies gained as a result of the central booking process and potentially increase overtime due to the lengthy booking process at the Maricopa County Jail. | (1,300,000)
(15.0 civilian) |
|----|---|--------------------------------|

Total		(1,300,000) (0.0 sworn) (15.0 civilian)
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Public Information Office

- | | | |
|----|--|--------------------|
| 1. | Eliminate all 24 "City Update" shows. These updates provide residents an opportunity to learn and understand city services. This reduction will reduce overall programming quality and significantly reduce the ability to create special programming for topics such as domestic violence, homelessness, innovation & efficiency and Shop Phoenix segments. | (124,000)
(1.0) |
|----|--|--------------------|

Total		(124,000) (1.0)
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**2014-15 City Manager's Proposed Budget
Attachment C**

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

These reductions would be proposed as options to balance the budget if the recommended compensation concessions or revenue amounts are reduced by an amount greater than \$13.1 million.

Public Works

- | | | |
|----|---|--------------------|
| 1. | Reduce support for the federally mandated refrigerant management program in City buildings. This will cause the program to be less effective. Additionally, response times for emergencies and public accessibility would be negatively impacted. | (141,000)
(2.0) |
|----|---|--------------------|

Total	(141,000) (2.0)
--------------	----------------------------------

Street Transportation

- | | | |
|----|--|--------------------|
| 1. | Reduce support and maintenance of Intelligent Transportation Systems (ITS). This reduction will significantly diminish the ability to investigate and respond to citizen requests for traffic signals, left turn arrows, HAWKs, and other traffic control devices. | (104,000)
(1.0) |
| 2. | Reduce hardware and software maintenance support of specialized information technology systems at the traffic signal, traffic count, parking meter, and sign shops. This reduction will diminish the ability to provide IT support to these field operations. | (124,000)
(1.0) |

Total	(228,000) (2.0)
--------------	----------------------------------

Total Proposed Reductions	\$(14,144,000) (0.0 Sworn) (173.8 Civilian)
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**2014-15 City Manager's Proposed Budget
Attachment D**

GENERAL FUND ADDITIONS

<u>Department</u>	<u>2014-15</u>
<u>Parks and Recreation</u>	
1. Convert contractual funding for youth recreation programming to part-time staff at recreation and teen centers.	\$- 1.6
Total	- 1.6
<u>Street Transportation</u>	
1. Add funding for contractual landscape maintenance for seven additional miles of new surface streets on Sonoran Desert Drive from I-17 to Dove Valley Road and Dove Valley Road from 23rd Avenue to Poloma Parkway.	93,000 -
2. Add funding for contractual maintenance of wrought iron gates and block walls on 1st Avenue from McDowell Road to Thomas Road.	10,000 -
Total	103,000 -
Total Proposed Additions	\$103,000 1.6

**2014-15 City Manager's Proposed Budget
Attachment D**

NON – GENERAL FUND ADDITIONS

<u>Department</u>	<u>2014-15</u>
<u>Aviation</u>	
(Aviation Operating Funds)	
1. At no additional cost, Aviation proposes to fund additional needs for the PHX Sky Train facility expansion through operational savings and the reallocation of six existing positions.	\$- -
Total	- -
<u>Community and Economic Development</u>	
(New Market Tax Credit Funds)	
1. Convert three temporary positions in the New Market Tax Credit Program to full time positions.	- -
Total	- -
<u>Housing</u>	
(Federal Housing Grant Operating Funds)	
1. Convert two temporary full-time positions in the Central Office Cost Center (COCC) to regular full-time positions.	- -
2. Reallocate existing part-time staff positions to accurately reflect department needs and priorities.	- -
Total	- -
<u>Parks and Recreation</u>	
(Phoenix Parks and Preserves Initiative Funds)	
1. Add staff and materials to operate and maintain the new dog park at Paradise Valley Park opening in the summer of 2014.	55,000 1.0

**2014-15 City Manager's Proposed Budget
Attachment D**

NON – GENERAL FUND ADDITIONS

2.	Add staff and materials to operate and maintain the new dog park at Chavez Park opening in the spring of 2015.	54,000 1.0
3.	Add staff and materials to operate and maintain the new dog park at Deem Hills Park opening in early 2015.	72,000 1.0
4.	Add staff and materials to operate and maintain the Carver Mountain trailhead opening in December 2014.	89,000 1.0
Total		270,000 4.0

Planning and Development
(Development Services Funds)

1.	Convert five temporary positions responsible for residential and civil plan reviews and inspections to regular status, creating new residential and civil crews to inspect construction of all infrastructure with private development and new home construction.	126,000 -
2.	Convert two temporary positions responsible for residential plan review and inspection to regular status to address the increased growth in residential construction.	- -
3.	Convert two temporary positions responsible for commercial plan review and inspections to regular status to address non permitted construction cases and projected workload increases.	- -
4.	Add four new positions in residential plan review and inspections to address the increased growth in residential construction.	225,000 4.0
5.	Add four new positions for civil and commercial plan review and inspections to address the increasing growth of residential and commercial construction.	418,000 4.0

**2014-15 City Manager's Proposed Budget
Attachment D**

NON – GENERAL FUND ADDITIONS

6.	Add four new positions to address increased workloads in site plan reviews.	335,000 4.0
7.	Provide contract consulting funding to produce development comprehensive guidelines for common residential projects.	250,000 -
8.	Provide contract consulting funding for enhanced and updated KIVA training guidelines.	150,000 -
Total		1,504,000 12.0

Solid Waste

(Solid Waste Funds)

1.	Reallocate several positions within the solid waste division to begin implementation of the goal to divert forty percent of solid waste generated by 2020.	(34,000) 2.0
2.	Reallocate a support position within the administration section.	26,000 0.0
Total		(8,000) 2.0

Water

(Wastewater Operating Funds)

1.	Add funding to maintain the acid transfer pump system for the shorter multi-phase digestion process.	131,000 -
2.	Add funding to maintain the newly converted centrifuge, from thickener to dewatering.	107,000 -
Total		238,000 -

2014-15 City Manager's Proposed Budget Attachment E

2012-13 SCHEDULE 1 RESOURCES AND EXPENDITURES BY FUND ACTUAL (In Thousands of Dollars)

	Resources						Expenditures				Ending Fund Balances
	Beginning Fund Balances	Revenue ^{1/}	Recovery	Fund Transfer		Total	Operating	Capital	Debt Service	Total	
				To	From						
General Funds:											
General	\$ 92,810	\$ 245,017	\$ 1,072	\$ 744,759	\$ 108,358	\$ 975,300	\$ 909,446	\$ 3,113	\$ -	\$ 912,559	\$ 62,741
Parks and Recreation	-	16,630	33	70,877	-	87,540	87,540	-	-	87,540	-
Library	-	27,242	3	6,375	-	33,620	33,564	56	-	33,620	-
Cable Communications	-	9,505	-	-	5,132	4,373	4,373	-	-	4,373	-
Total General	\$ 92,810	\$ 298,394	\$ 1,108	\$ 822,011	\$ 113,490	\$ 1,100,833	\$ 1,034,923	\$ 3,169	\$ -	\$ 1,038,092	\$ 62,741
Special Revenue Funds:											
Excise Tax	\$ -	\$ 1,003,747	\$ -	\$ -	\$ 1,003,747	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nghbrhd Protection-Police	(10,488)	(55)	-	19,260	185	8,532	17,884	-	-	17,884	(9,352) ^{2/}
Nghbrhd Protection-Fire	1,977	19	-	6,879	7	8,868	2,805	-	-	2,805	6,063
Nghbrhd Protection-Block Watch	1,815	189	-	1,376	2	3,378	1,250	-	-	1,250	2,128
2007 Public Safety Exp-Police	(11,442)	(83)	-	44,023	506	31,992	49,630	-	-	49,630	(17,638) ^{2/}
2007 Public Safety Exp-Fire	1,542	5	-	11,006	85	12,468	11,513	-	-	11,513	955
Public Safety Enhance-Police	(9,011)	-	-	15,282	265	6,006	17,765	-	-	17,765	(11,759) ^{2/}
Public Safety Enhance-Fire	(6,241)	-	-	9,367	-	3,126	8,288	-	-	8,288	(5,162) ^{2/}
Parks and Preserves	38,173	212	32	27,590	5,730	60,277	1,863	36,551	-	38,414	21,863
Transit 2000	268,160	53,142	1,047	111,592	21,739	412,202	119,091	10,312	-	129,403	282,799
Court Awards	359	9,828	23	-	-	10,210	9,478	-	-	9,478	732
Development Services	16,736	40,433	2	-	2,682	54,489	31,506	58	-	31,564	22,925
Capital Construction	7,301	70	204	16,486	2	24,059	173	14,447	-	14,620	9,439
Sports Facilities	41,171	367	-	14,931	3,346	53,123	1,897	496	19,015	21,408	31,715
AZ Highway User Revenue	16,278	99,032	463	447	-	116,220	44,960	23,426	22,000	90,386	25,834
Regional Transit	2,033	23,767	65	-	-	25,865	23,385	15,218	-	38,603	(12,738) ^{3/}
Community Reinvestment	14,946	4,845	8	-	1,308	18,491	478	699	-	1,177	17,314
Secondary Property Tax	4,690	66,906	-	50	32	71,614	-	-	68,849	68,849	2,765
Impact Fee Program Admin	355	376	-	-	-	731	142	-	-	142	589
Regional Wireless Cooperative	1,614	4,422	-	-	-	6,036	3,565	-	-	3,565	2,471
City Improvement	278	-	-	81,631	1,062	80,847	-	-	80,847	80,847	-
Other Restricted Funds	42,529	30,352	223	4,665	706	77,063	21,019	8,118	-	29,137	47,926
Grant Funds	24,481	292,013	887	259	1,828	315,812	238,946	60,774	-	299,720	16,092
Total Special Revenue	\$ 447,256	\$ 1,629,587	\$ 2,954	\$ 364,844	\$ 1,043,232	\$ 1,401,409	\$ 605,638	\$ 170,099	\$ 190,711	\$ 966,448	\$ 434,961
Enterprise Funds:											
Aviation	\$ 186,221	\$ 348,769	\$ 2,545	\$ 461,250	\$ 375,918	\$ 622,867	\$ 214,454	\$ 37,481	\$ 61,078	\$ 313,013	\$ 309,854
Water	160,683	424,132	1,805	105	41,496	545,229	164,871	81,922	117,039	363,832	181,397
Wastewater	199,283	215,089	829	-	108,191	307,010	84,860	51,489	68,385	204,734	102,276
Solid Waste	53,597	143,341	181	6,504	13,898	189,725	108,933	14,663	13,386	136,982	52,743
Convention Center	39,187	18,795	134	40,829	2,262	96,683	41,101	1,196	18,592	60,889	35,794
Golf Course	(14,817)	8,338	1	5,767	201	(912)	8,647	-	1	8,648	(9,560) ^{4/}
Total Enterprise	\$ 624,154	\$ 1,158,464	\$ 5,495	\$ 514,455	\$ 541,966	\$ 1,760,602	\$ 622,866	\$ 186,751	\$ 278,481	\$ 1,088,098	\$ 672,504
GRAND TOTAL	\$ 1,164,220	\$ 3,086,445	\$ 9,557	\$ 1,701,310	\$ 1,698,688	\$ 4,262,844	\$ 2,263,427	\$ 360,019	\$ 469,192	\$ 3,092,638	\$ 1,170,206

^{1/} General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$682.2 million, and is included in the General Funds revenue total of \$980.6 million shown on Schedule 2.

^{2/} The dedicated public safety funds have been severely impacted by declines in sales tax revenues. In November 2010, the Mayor and City Council adopted a plan to balance these funds as soon as possible using an attrition approach. This plan was modified in February 2013 to account for changes in attrition and revised revenue forecasts.

^{3/} The negative fund balance in Regional Transit is due to less than anticipated revenues caused by timing delays in reimbursements for project costs from the regional transportation plan (Proposition 400). The reimbursements are expected to be received in FY 2013-14 and will resolve the negative ending fund balance.

^{4/} The Mayor and Council adopted a plan in March 2013 to balance the Golf Fund, which will include paying off the cumulative deficit over three years and making operational improvements to reduce or eliminate the annual operating deficit. In April 2013, the Mayor and Council approved no longer classifying Golf as an Enterprise Fund starting in FY 2013-14. For comparison purposes only, all Golf revenue is included in the Special Revenue Funds section of Schedule 2.

2014-15 City Manager's Proposed Budget Attachment E

2013-14 SCHEDULE 1 RESOURCES AND EXPENDITURES BY FUND PROPOSED ESTIMATE (In Thousands of Dollars)

	Resources						Expenditures				Ending Fund Balances
	Beginning Fund Balances	Revenue ^{1/}	Recovery	Fund Transfer		Total	Operating	Capital	Debt Service	Total	
				To	From						
General Funds:											
General	\$ 62,741	\$ 249,765	\$ 1,000	\$ 787,683	\$ 109,777	\$ 991,412	\$ 929,112	\$ 2,182	\$ -	\$ 931,294	\$ 60,118
Parks and Recreation	-	15,566	-	75,481	-	91,047	91,047	-	-	91,047	-
Library	-	36,576	-	-	2,171	34,405	34,205	200	-	34,405	-
Cable Communications	-	9,500	-	-	5,203	4,297	4,297	-	-	4,297	-
Total General	\$ 62,741	\$ 311,407	\$ 1,000	\$ 863,164	\$ 117,151	\$ 1,121,161	\$ 1,058,661	\$ 2,382	\$ -	\$ 1,061,043	\$ 60,118
Special Revenue Funds:											
Excise Tax	\$ -	\$ 1,050,721	\$ -	\$ -	\$ 1,050,721	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nghbrhd Protection-Police	(9,352)	(42)	-	20,677	187	11,096	16,235	-	-	16,235	(5,139) ^{2/}
Nghbrhd Protection-Fire	6,063	30	-	7,384	13	13,464	3,778	-	-	3,778	9,686
Nghbrhd Protection-Block Watch	2,128	183	-	1,477	3	3,785	1,250	-	-	1,250	2,535
2007 Public Safety Exp-Police	(17,638)	(80)	-	47,262	528	29,016	47,914	-	-	47,914	(18,898) ^{2/}
2007 Public Safety Exp-Fire	955	3	-	11,822	93	12,687	14,337	-	-	14,337	(1,650) ^{2/}
Public Safety Enhance-Police	(11,759)	-	-	15,615	201	3,655	15,621	-	-	15,621	(11,966) ^{2/}
Public Safety Enhance-Fire	(5,162)	-	-	9,557	-	4,395	6,234	-	-	6,234	(1,839) ^{2/}
Parks and Preserves	21,863	200	50	29,454	4,838	46,729	3,470	33,710	-	37,180	9,549
Transit 2000	282,799	52,787	2,000	122,344	42,391	417,539	135,952	23,839	-	159,791	257,748
Court Awards	732	16,329	-	-	-	17,061	7,561	9,500	-	17,061	-
Development Services	22,925	41,682	-	-	2,936	61,671	34,118	59	-	34,177	27,494
Capital Construction	9,439	60	450	15,277	-	25,226	199	22,285	-	22,484	2,742
Sports Facilities	31,715	250	-	15,454	1,614	45,805	1,967	1,299	21,880	25,146	20,659
AZ Highway User Revenue	25,834	101,270	500	671	10,000	118,275	46,529	61,568	1	108,098	10,177
Regional Transit	(12,738)	57,429	-	-	-	44,691	25,036	19,655	-	44,691	-
Community Reinvestment	17,314	2,971	-	-	5,308	14,977	457	6,744	-	7,201	7,776
Secondary Property Tax	2,765	40,009	-	840	-	43,614	-	-	42,804	42,804	810 ^{3/}
Impact Fee Program Admin	589	329	-	-	-	918	179	-	-	179	739
Regional Wireless Cooperative	2,471	4,804	-	469	-	7,744	5,616	-	-	5,616	2,128
Golf Course	(9,560)	8,531	-	4,785	-	3,756	8,703	-	-	8,703	(4,947) ^{4/}
City Improvement	-	-	-	73,379	1,028	72,351	-	-	72,351	72,351	-
Other Restricted Funds	47,926	23,992	-	5,308	748	76,478	32,821	5,361	-	38,182	38,296
Grant Funds	16,092	298,724	-	-	372	314,444	240,228	62,923	-	303,151	11,293
Total Special Revenue	\$ 425,401	\$ 1,700,182	\$ 3,000	\$ 381,775	\$ 1,120,981	\$ 1,389,377	\$ 648,205	\$ 246,943	\$ 137,036	\$ 1,032,184	\$ 357,193
Enterprise Funds:											
Aviation	\$ 309,854	\$ 319,314	\$ -	\$ 7,863	\$ 43,434	\$ 593,597	\$ 228,895	\$ 32,454	\$ 52,517	\$ 313,866	\$ 279,731
Water	181,397	404,727	-	-	20,219	565,905	171,877	158,276	124,913	455,066	110,839
Wastewater	102,276	211,406	-	-	13,075	300,607	88,389	50,487	73,510	212,386	88,221
Solid Waste	52,743	148,319	-	-	8,549	192,513	124,956	16,720	13,911	155,587	36,926
Convention Center	35,794	14,817	-	43,855	2,517	91,949	43,619	1,970	18,584	64,173	27,776
Total Enterprise	\$ 682,064	\$ 1,098,583	\$ -	\$ 51,718	\$ 87,794	\$ 1,744,571	\$ 657,736	\$ 259,907	\$ 283,435	\$ 1,201,078	\$ 543,493
GRAND TOTAL	\$ 1,170,206	\$ 3,110,172	\$ 4,000	\$ 1,296,657	\$ 1,325,926	\$ 4,255,109	\$ 2,364,602	\$ 509,232	\$ 420,471	\$ 3,294,305	\$ 960,804

^{1/} General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$715.8 million, and is included in the General Funds revenue total of \$1,027.2 million shown on Schedule 2.

^{2/} The dedicated public safety funds have been severely impacted by declines in sales tax revenues. In November 2010, the Mayor and City Council adopted a plan to balance these funds as soon as possible using an attrition approach. This plan was modified in February 2013 to account for changes in attrition and revised revenue forecasts.

^{3/} Proceeds from Refunding Bonds in the amount of \$840,000 are reflected as a transfer and will be used to pay expenditures for cost of issuance on the General Obligation Refunding Bonds, Series 2014.

^{4/} The Mayor and Council adopted a plan in March 2013 to balance the Golf Fund, which will include paying off the cumulative deficit over three years and making operational improvements to reduce or eliminate the annual operating deficit. In April 2013, the Mayor and Council approved no longer classifying Golf as an Enterprise Fund starting in FY 2013-14.

2014-15 City Manager's Proposed Budget Attachment E

2014-15 SCHEDULE 1 RESOURCES AND EXPENDITURES BY FUND PROPOSED BUDGET (In Thousands of Dollars)

	Resources					Expenditures					
	Beginning Fund Balances	Revenue ^{1/}	Recovery	Fund Transfer		Total	Operating	Capital	Debt Service	Total	Ending Fund Balances
				To	From						
General Funds:											
General	\$ 60,118	\$ 250,839	\$ 1,000	\$ 822,923	\$ 118,889	\$ 1,015,991	\$ 1,013,466	\$ 2,525	\$ -	\$ 1,015,991	\$ -
Parks and Recreation	-	15,512	-	77,401	-	92,913	92,913	-	-	92,913	-
Library	-	37,101	-	178	1,564	35,715	35,515	200	-	35,715	-
Cable Communications	-	9,495	-	-	5,394	4,101	4,101	-	-	4,101	-
Total General	\$ 60,118	\$ 312,947	\$ 1,000	\$ 900,502	\$ 125,847	\$ 1,148,720	\$ 1,145,995	\$ 2,725	\$ -	\$ 1,148,720	\$ -
Special Revenue Funds:											
Excise Tax	\$ -	\$ 1,107,258	\$ -	\$ -	\$ 1,107,258	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nghbrhd Protection-Police	(5,139)	(37)	-	21,791	187	16,428	15,553	-	-	15,553	875
Nghbrhd Protection-Fire	9,686	30	-	7,783	13	17,486	7,425	-	-	7,425	10,061
Nghbrhd Protection-Block Watch	2,535	183	-	1,556	3	4,271	1,250	-	-	1,250	3,021
2007 Public Safety Exp-Police	(18,898)	(70)	-	49,805	527	30,310	45,850	-	-	45,850	(15,540) ^{2/}
2007 Public Safety Exp-Fire	(1,650)	3	-	12,450	93	10,710	14,634	-	-	14,634	(3,924) ^{2/}
Public Safety Enhance-Police	(11,966)	-	-	16,227	201	4,060	15,416	-	-	15,416	(11,356) ^{2/}
Public Safety Enhance-Fire	(1,839)	-	-	9,931	-	8,092	6,138	-	-	6,138	1,954
Parks and Preserves	9,549	200	50	31,137	4,838	36,098	4,025	31,403	-	35,428	670
Transit 2000	257,748	52,021	2,000	125,177	48,424	388,522	150,093	5,069	-	155,162	233,360
Court Awards	-	4,328	-	-	-	4,328	4,086	-	-	4,086	242
Development Services	27,494	42,783	-	-	2,936	67,341	44,457	261	-	44,718	22,623
Capital Construction	2,742	60	450	15,410	-	18,662	200	16,645	-	16,845	1,817
Sports Facilities	20,659	250	-	16,451	1,617	35,743	2,020	1,241	21,875	25,136	10,607
AZ Highway User Revenue	10,177	102,975	500	723	10,000	104,375	48,066	44,970	-	93,036	11,339
Regional Transit	-	46,597	-	-	-	46,597	25,786	11,931	-	37,717	8,880
Community Reinvestment	7,776	2,609	-	-	2,068	8,317	480	6,406	-	6,886	1,431
Secondary Property Tax	810	55,333	-	-	-	56,143	-	-	56,043	56,043	100
Impact Fee Program Admin	739	329	-	-	-	1,068	192	-	-	192	876
Regional Wireless Cooperative	2,128	4,971	-	1,030	-	8,129	4,718	-	-	4,718	3,411
Golf Course	(4,947)	8,550	-	4,785	-	8,388	8,355	-	-	8,355	33
City Improvement	-	-	-	83,020	1,024	81,996	-	-	81,996	81,996	-
Other Restricted Funds	38,296	26,685	-	4,718	1,033	68,666	32,132	4,840	-	36,972	31,694
Grant Funds	11,293	219,631	-	-	376	230,548	196,116	28,697	-	224,813	5,735
Total Special Revenue	\$ 357,193	\$ 1,674,689	\$ 3,000	\$ 401,994	\$ 1,180,598	\$ 1,256,278	\$ 626,992	\$ 151,463	\$ 159,914	\$ 938,369	\$ 317,909
Enterprise Funds:											
Aviation	\$ 279,731	\$ 322,352	\$ -	\$ -	\$ 7,627	\$ 594,456	\$ 249,325	\$ 23,774	\$ 54,795	\$ 327,894	\$ 266,562
Water	110,839	415,361	-	-	20,730	505,470	187,021	152,828	129,240	469,089	36,381
Wastewater	88,221	214,792	-	-	13,361	289,652	93,511	63,266	60,874	217,651	72,001
Solid Waste	36,926	150,150	-	-	8,686	178,390	136,521	22,034	16,294	174,849	3,541
Convention Center	27,776	15,504	-	47,993	2,523	88,750	47,748	3,578	18,592	69,918	18,832
Total Enterprise	\$ 543,493	\$ 1,118,159	\$ -	\$ 47,993	\$ 52,927	\$ 1,656,718	\$ 714,126	\$ 265,480	\$ 279,795	\$ 1,259,401	\$ 397,317
GRAND TOTAL	\$ 960,804	\$ 3,105,795	\$ 4,000	\$ 1,350,489	\$ 1,359,372	\$ 4,061,716	\$ 2,487,113	\$ 419,668	\$ 439,709	\$ 3,346,490	\$ 715,226

^{1/} General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$756.8 million, and is included in the General Funds revenue total of \$1,069.8 million shown on Schedule 2.

^{2/} The dedicated public safety funds have been severely impacted by declines in sales tax revenues. In November 2010, the Mayor and City Council adopted a plan to balance these funds as soon as possible using an attrition approach. This plan was modified in February 2013 to account for changes in attrition and revised revenue forecasts.

**2014-15 City Manager's Proposed Budget
Attachment E**

**SCHEDULE 2
PROPOSED REVENUES BY MAJOR SOURCE
(In Thousands of Dollars)**

Revenue Source	2012-13 Actuals	2013-14 Estimate	Percent Increase/ Decrease from 2012-13 Actuals	2014-15 Budget	Percent Increase/ Decrease from 2013-14 Estimate
GENERAL FUND					
Local Taxes and Related Fees					
Local Sales Tax	\$ 403,646	\$ 413,909	2.5%	\$ 423,944	2.4%
Privilege License Fees	2,352	2,441	3.8%	2,541	4.1%
Other General Fund Excise Taxes ^{1/}	7,130	7,250	1.7%	16,863	132.6%
Subtotal	\$ 413,128	\$ 423,600	2.5%	\$ 443,348	4.7%
State Shared Revenues					
Sales Tax	118,730	127,861	7.7%	135,474	6.0%
State Income Tax	147,668	161,580	9.4%	175,174	8.4%
Vehicle License Tax	48,370	52,200	7.9%	54,300	4.0%
Subtotal	\$ 314,768	\$ 341,641	8.5%	\$ 364,948	6.8%
Primary Property Tax	\$ 132,101	\$ 142,849	8.1%	\$ 137,956	-3.4%
User Fees/Other Revenue					
Licenses & Permits	2,702	2,801	3.7%	2,833	1.1%
Cable Communications	9,505	9,500	-0.1%	9,495	-0.1%
Fines and Forfeitures	18,927	17,442	-7.8%	17,722	1.6%
Court Default Fee	1,086	1,015	-6.5%	1,015	0.0%
Fire	44,855	43,447	-3.1%	44,454	2.3%
Hazardous Materials Inspection Fee	1,233	1,350	9.5%	1,400	3.7%
Library Fees	1,006	1,000	-0.6%	1,025	2.5%
Parks and Recreation ^{2/}	8,240	7,773	-5.7%	7,361	-5.3%
Planning	1,250	1,344	7.5%	1,431	6.5%
Police	12,681	13,237	4.4%	13,487	1.9%
Street Transportation	4,194	3,885	-7.4%	3,928	1.1%
Other Service Charges ^{3/}	11,890	11,990	0.8%	14,893	24.2%
Other ^{4/}	3,056	4,375	43.2%	4,480	2.4%
Subtotal	\$ 120,625	\$ 119,159	-1.2%	\$ 123,524	3.7%
TOTAL GENERAL FUNDS	\$ 980,622	\$ 1,027,249	4.8%	\$ 1,069,776	4.1%

^{1/} 2014-15 includes a proposed new general excise tax on municipal services bills based on water meter size. The estimated additional revenue is \$9,488,000.

^{2/} 2014-15 includes proposed increases to the annual adult recreation pass, athletic field usage fee, charges for recreation pass replacement cards and a new lighting fee for athletic fields. The estimated additional revenue is \$609,000.

^{3/} 2014-15 includes a proposed increase to parking meter rates and expansion of parking meter enforcement hours. The estimated additional revenue is \$1,345,000, which will be offset in 2014-15 by implementation costs in the Police and Street Transportation Departments.

^{4/} 2014-15 includes a proposed increase to the senior center annual recreation pass. The estimated additional revenue is \$65,000.

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 2
PROPOSED REVENUES BY MAJOR SOURCE (Continued)
(In Thousands of Dollars)

Revenue Source	2012-13 Actuals	2013-14 Estimate	Percent Increase/ Decrease from 2012-13 Actuals	2014-15 Budget	Percent Increase/ Decrease from 2013-14 Estimate
SPECIAL REVENUE FUNDS					
Neighborhood Protection	\$ 27,668	\$ 29,709	7.4%	\$ 31,306	5.4%
2007 Public Safety Expansion	54,951	59,007	7.4%	62,188	5.4%
Public Safety Enhancement	24,649	25,172	2.1%	26,158	3.9%
Parks and Preserves	27,727	29,654	6.9%	31,337	5.7%
Transit 2000	163,201	165,131	1.2%	167,198	1.3%
Court Awards	9,828	16,329	66.1%	4,328	-73.5%
Development Services	40,433	41,682	3.1%	42,783	2.6%
Capital Construction	16,452	15,337	-6.8%	15,470	0.9%
Sports Facilities	15,260	15,704	2.9%	16,701	6.3%
Arizona Highway User Revenue	99,032	101,270	2.3%	102,975	1.7%
Regional Transit Revenues	23,767	57,429	141.6%	46,597	-18.9%
Community Reinvestment	4,845	2,971	-38.7%	2,609	-12.2%
Secondary Property Tax	66,906	40,009	-40.2%	55,333	38.3%
Impact Fee Program Administration	376	329	-12.5%	329	0.0%
Regional Wireless Cooperative	4,422	4,804	8.6%	4,971	3.5%
Golf Courses ^{5/}	8,338	8,531	2.3%	8,550	0.2%
Other Restricted Revenues	35,001	28,693	-18.0%	31,403	9.4%
Grants					
Public Housing Grants	75,984	91,257	20.1%	81,250	-11.0%
Human Services Grants	42,338	39,143	-7.5%	38,309	-2.1%
Community Development	15,407	30,936	100.8%	18,877	-39.0%
Criminal Justice	9,986	8,596	-13.9%	5,015	-41.7%
Public Transit Grants	60,070	60,805	1.2%	43,331	-28.7%
Other Grants	88,228	67,987	-22.9%	32,849	-51.7%
Subtotal - Grants	\$ 292,013	\$ 298,724	2.3%	\$ 219,631	-26.5%
SUBTOTAL SPECIAL REVENUE FUNDS	\$ 914,869	\$ 940,485	2.8%	\$ 869,867	-7.5%
ENTERPRISE FUNDS					
Aviation	348,769	319,314	-8.4%	322,352	1.0%
Water System	424,132	404,727	-4.6%	415,361	2.6%
Wastewater System	215,089	211,406	-1.7%	214,792	1.6%
Solid Waste	143,341	148,319	3.5%	150,150	1.2%
Convention Center	59,623	58,672	-1.6%	63,497	8.2%
SUBTOTAL ENTERPRISE FUNDS	\$ 1,190,954	\$ 1,142,438	-4.1%	\$ 1,166,152	2.1%
TOTAL ALL OPERATING FUNDS	\$ 3,086,445	\$ 3,110,172	0.8%	\$ 3,105,795	-0.1%

^{5/} In April 2013, the Mayor and Council approved no longer classifying Golf as an Enterprise Fund starting in FY 2013-14. For comparison purposes only, all Golf revenue is included in the Special Revenue Funds section of this schedule.

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 3
PROPOSED EXPENDITURES BY DEPARTMENT ¹
(In Thousands of Dollars)

Program	2012-13 Actual	2013-14		2014-15 City Manager Recommended	Percent Change from 2013-14		
		Budget	Estimate		Budget	Estimate	
General Government							
Mayor	\$ 1,669	\$ 1,755	\$ 1,805	\$ 1,831	4.3%	1.4%	
City Council	3,227	3,589	3,511	3,536	(1.5%)	0.7%	
City Manager	2,161	2,663	2,703	2,599	(2.4%)	(3.9%)	
Government Relations	1,304	1,305	1,289	1,296	(0.7%)	0.5%	
Public Information	2,760	2,660	2,659	2,410	(9.4%)	(9.4%)	
City Auditor	1,950	2,389	2,361	2,410	0.9%	2.1%	
Equal Opportunity	2,641	2,797	2,677	2,925	4.6%	9.3%	
Human Resources	11,121	11,410	10,967	11,446	0.3%	4.4%	
Phoenix Employment Relations Board	66	99	98	93	(6.1%)	(5.1%)	
Regional Wireless Cooperative	3,565	4,381	5,616	4,718	7.7%	(16.0%)	
Retirement Systems	-	-	-	-	-	-	
Law	5,207	4,735	4,960	4,783	1.0%	(3.6%)	
Information Technology	34,438	35,060	34,966	39,623	13.0%	13.3%	
City Clerk and Elections	6,050	6,769	5,976	4,875	(28.0%)	(18.4%)	
Finance	19,189	21,962	21,679	21,198	(3.5%)	(2.2%)	
Budget and Research	2,920	3,054	3,054	2,956	(3.2%)	(3.2%)	
Total General Government	\$ 98,268	\$ 104,628	\$ 104,321	\$ 106,699	2.0%	2.3%	
Public Safety							
Police	\$ 559,766	\$ 585,913	\$ 564,412	\$ 568,771	(2.9%)	0.8%	
Fire	282,139	297,953	291,243	304,088	2.1%	4.4%	
Emergency Management	538	476	478	472	(0.8%)	(1.3%)	
Total Public Safety	\$ 842,443	\$ 884,342	\$ 856,133	\$ 873,331	(1.2%)	2.0%	
Criminal Justice							
Municipal Court	\$ 36,525	\$ 41,969	\$ 41,533	\$ 41,837	(0.3%)	0.7%	
City Prosecutor	15,800	15,815	15,722	16,190	2.4%	3.0%	
Public Defender	4,765	4,902	4,853	4,982	1.6%	2.7%	
Total Criminal Justice	\$ 57,090	\$ 62,686	\$ 62,108	\$ 63,009	0.5%	1.5%	
Transportation							
Street Transportation	\$ 66,212	\$ 70,676	\$ 69,527	\$ 72,008	1.9%	3.6%	
Aviation	213,898	229,332	228,277	234,707	2.3%	2.8%	
Public Transit	242,245	260,425	241,470	252,961	(2.9%)	4.8%	
Total Transportation	\$ 522,355	\$ 560,433	\$ 539,274	\$ 559,676	(0.1%)	3.8%	

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 3 (continued)
PROPOSED EXPENDITURES BY DEPARTMENT ¹
(In Thousands of Dollars)

Program	2012-13	2013-14		2014-15 City Manager Recommended	Percent Change from 2013-14		
	Actual	Budget	Estimate		Budget	Estimate	
Community Development							
Planning and Development	\$ 35,913	\$ 41,537	\$ 40,522	\$ 46,761	12.6%	15.4%	
Housing	74,729	82,013	82,265	88,592	8.0%	7.7%	
Community and Economic Development	26,321	23,010	27,830	24,679	7.3%	(11.3%)	
Neighborhood Services	65,375	71,116	66,661	34,568	(51.4%)	(48.1%)	
Total Community Development	\$ 202,338	\$ 217,676	\$ 217,278	\$ 194,600	(10.6%)	(10.4%)	
Community Enrichment							
² Parks and Recreation	\$ 103,161	\$ 111,344	\$ 109,695	\$ 111,180	(0.1%)	1.4%	
Library	34,266	35,798	35,229	36,063	0.7%	2.4%	
Phoenix Convention Center	42,402	47,194	45,022	46,169	(2.2%)	2.5%	
Human Services	61,673	62,724	58,782	58,671	(6.5%)	(0.2%)	
Office of Arts and Culture	1,120	1,630	1,507	1,542	(5.4%)	2.3%	
Total Community Enrichment	\$ 242,622	\$ 258,690	\$ 250,235	\$ 253,625	(2.0%)	1.4%	
Environmental Services							
Water	\$ 248,387	\$ 262,815	\$ 259,591	\$ 266,009	1.2%	2.5%	
Solid Waste Management	108,786	129,639	124,523	132,027	1.8%	6.0%	
Public Works	20,773	22,864	22,161	25,034	9.5%	13.0%	
Environmental Programs	1,212	1,486	1,329	1,331	(10.4%)	0.2%	
Total Environmental Services	\$ 379,158	\$ 416,804	\$ 407,604	\$ 424,401	1.8%	4.1%	
Contingencies	\$ -	\$ 91,208	\$ -	\$ 93,768	-	-	
³ Innovation and Efficiency Savings	\$ -	\$ (5,345)	\$ -	\$ -			
GRAND TOTAL	\$ 2,344,274	\$ 2,591,122	\$ 2,436,953	\$ 2,569,109	(0.8%)	5.4%	

¹ For purposes of this schedule, department budget allocations include Grants and City Improvement debt service payments.

² Golf is included with Parks and Recreation. In prior years, Golf was classified as an Enterprise Fund and was shown as a separate department.

³ Innovation and Efficiency actions that resulted in more than the budgeted savings were identified and implemented during the fiscal year and will help to achieve the citywide goal of \$100 million in cumulative savings.

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 4
2014-2015 PROPOSED EXPENDITURES BY DEPARTMENT
BY SOURCE OF FUNDS
(In Thousands of Dollars)

Program	Total	General Funds	Enterprise Funds	Special Revenue Funds ¹
General Government				
Mayor	\$ 1,831	\$ 1,831	\$ -	\$ -
City Council	3,536	3,536	-	-
City Manager	2,599	2,366	233	-
Government Relations	1,296	1,296	-	-
Public Information	2,410	2,072	-	338
City Auditor	2,410	2,410	-	-
Equal Opportunity	2,925	2,336	-	589
Human Resources	11,446	9,871	-	1,575
Phoenix Employment Relations Board	93	93	-	-
Regional Wireless Cooperative	4,718	-	-	4,718
Retirement Systems	-	-	-	-
Law	4,783	4,783	-	-
Information Technology	39,623	37,168	621	1,834
City Clerk and Elections	4,875	4,860	-	15
Finance	21,198	18,277	2,246	675
Budget and Research	2,956	2,956	-	-
Total General Government	\$ 106,699	\$ 93,855	\$ 3,100	\$ 9,744
Public Safety				
Police	\$ 568,771	\$ 471,388	\$ -	\$ 97,383
Fire	304,088	255,564	-	48,524
Emergency Management	472	14	-	458
Total Public Safety	\$ 873,331	\$ 726,966	\$ -	\$ 146,365
Criminal Justice				
Municipal Court	\$ 41,837	\$ 29,049	\$ -	\$ 12,788
City Prosecutor	16,190	15,177	-	1,013
Public Defender	4,982	4,982	-	-
Total Criminal Justice	\$ 63,009	\$ 49,208	\$ -	\$ 13,801
Transportation				
Street Transportation	\$ 72,008	\$ 21,554	\$ -	\$ 50,454
Aviation	234,707	-	234,707	-
Public Transit	252,961	18,202	-	234,759
Total Transportation	\$ 559,676	\$ 39,756	\$ 234,707	\$ 285,213

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 4 (continued)
2014-2015 PROPOSED EXPENDITURES BY DEPARTMENT
BY SOURCE OF FUNDS
(In Thousands of Dollars)

Program	Total	General Funds	Enterprise Funds	Special Revenue Funds ¹
Community Development				
Planning and Development Services	\$ 46,761	\$ 4,908	\$ -	\$ 41,853
Housing	88,592	54	-	88,538
Community and Economic Development	24,679	4,796	608	19,275
Neighborhood Services	34,568	12,481	-	22,087
Total Community Development	\$ 194,600	\$ 22,239	\$ 608	\$ 171,753
Community Enrichment				
² Parks and Recreation	\$ 111,180	92,913	\$ -	\$ 18,267
Library	36,063	35,515	-	548
Phoenix Convention Center	46,169	1,367	44,302	500
Human Services	58,671	18,895	350	39,426
Office of Arts and Culture	1,542	1,505	-	37
Total Community Enrichment	\$ 253,625	\$ 150,195	\$ 44,652	\$ 58,778
Environmental Services				
Water	\$ 266,009	\$ -	\$ 264,036	\$ 1,973
Solid Waste Management	132,027	-	132,027	-
Public Works	25,034	17,663	219	7,152
Environmental Programs	1,331	845	277	209
Total Environmental Services	\$ 424,401	\$ 18,508	\$ 396,559	\$ 9,334
Contingencies	\$ 93,768	\$ 45,268	\$ 34,500	\$ 14,000
GRAND TOTAL	\$ 2,569,109	\$ 1,145,995	\$ 714,126	\$ 708,988

¹ For purposes of this schedule, department budget allocations include Grants and City Improvement debt service payments.

² Golf is included with Parks and Recreation. In prior years, Golf was classified as an Enterprise Fund and was shown as a separate department.

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 5
PROPOSED DEBT SERVICE EXPENDITURES
BY PROGRAM, SOURCE OF FUNDS AND TYPE OF EXPENDITURE
(In Thousands of Dollars)

Program	2012-13 Actual	2013-14 Estimate	2014-15 Proposed Budget
Aviation	\$ 121,539	\$ 120,684	\$ 123,066
Cultural Facilities	11,637	9,111	12,232
Economic Development	32,622	30,645	48,886
Environmental Programs	483	735	1,375
Fire Protection	4,679	4,614	6,199
Freeway Mitigation	386	691	699
Golf	1	-	-
Historic Preservation	463	471	606
Human Services	630	628	2,023
Information Systems	704	3,123	938
Libraries	6,791	7,785	8,069
Local Streets/Street Improvements/Lighting	5,408	5,480	8,976
Maintenance Service Centers	506	1,173	1,274
Major Streets and Freeways	22,000	1	-
Municipal Administration Building	50	50	50
Neighborhood Preservation & Senior Services Centers	2,694	4,412	11,504
Parks & Recreation/Open Space	14,236	13,757	12,902
Phoenix Convention Center	38,592	39,033	39,041
Police, Fire and Computer Tech	3,852	4,080	6,564
Police Protection	6,193	7,264	10,019
Public Housing	1,362	1,349	3,758
Public Transit	50,791	40,962	47,522
Solid Waste Disposal	13,386	13,911	16,294
Storm Sewer	26,397	15,486	16,211
Street Light Refinancing	225	7	87
Wastewater	118,385	98,510	60,874
Water	117,039	124,913	129,240
Early Redemption	(31,463)	(46,237)	(75,090)
General Government Nonprofit Corporation Bonds	29,653	30,789	34,400
Bond Issuance Costs	1,148	1,499	3,650
Total Program	\$ 600,389	\$ 534,926	\$ 531,369
Type of Expenditure			
Principal	\$ 284,896	\$ 238,117	\$ 271,609
Interest and Other	315,493	296,809	259,760
Total Debt Service Expenditures	\$ 600,389	\$ 534,926	\$ 531,369

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 5 (continued)
PROPOSED DEBT SERVICE EXPENDITURES
BY PROGRAM, SOURCE OF FUNDS AND TYPE OF EXPENDITURE
(In Thousands of Dollars)

Source of Funds	2012-13 Actual	2013-14 Estimate	2014-15 Proposed Budget
<u>Operating Funds</u>			
Secondary Property Tax	\$ 68,849	42,804	56,043
Sports Facilities	19,015	21,880	21,875
Arizona Highway User Revenue	22,000	1	-
City Improvement			
General	29,242	30,540	34,400
Housing	71	70	74
Transit 2000	50,917	41,491	47,522
Other Operating	317	-	-
Capital Funds ¹	300	250	-
Aviation	61,078	52,517	54,795
Convention Center	18,592	18,584	18,592
Golf	1	-	-
Solid Waste	13,386	13,911	16,294
Wastewater	68,385	73,510	60,874
Water	117,039	124,913	129,240
Subtotal Operating Funds	\$ 469,192	\$ 420,471	\$ 439,709
<u>Capital Funds</u>			
Nonprofit Corporation Bonds			
Aviation	\$ 16,275	23,300	24,504
Convention Center	20,000	20,449	20,449
Wastewater	-	840	500
Water	-	-	1,340
Passenger Facility Charges	44,482	44,866	44,867
Capital Reserve	50,440	25,000	-
Subtotal Capital Funds	\$ 131,197	\$ 114,455	\$ 91,660
Total Source of Funds	\$ 600,389	\$ 534,926	\$ 531,369

¹ Reflects transfer of capital funds to City Improvement.

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 6
PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FINANCED FROM OPERATING FUNDS
(In Thousands of Dollars)

	2012-13 Actual	2013-14 Estimate	2014-15 Budget
Arts and Cultural Facilities	\$ 6,476	\$ 134	\$ -
Aviation	37,259	29,937	23,491
Economic Development	2,778	9,680	10,196
Energy Conservation	7,087	4,765	1,200
Facilities Management	11,355	4,650	1,340
Finance	-	5,170	-
Fire Protection	859	87	-
Housing	20,659	24,033	7,222
Human Services	-	582	-
Information Technology	706	920	1,061
Libraries	55	200	200
Neighborhood Services	1,879	3,817	-
Parks, Recreation and Mountain Preserves	37,028	33,934	31,403
Phoenix Convention Center	1,698	3,269	5,605
Police	-	10,024	-
Public Transit	55,688	75,590	38,975
Solid Waste	5,888	13,154	21,800
Street Transportation and Drainage	37,904	83,526	61,865
Wastewater	51,082	49,511	62,824
Water	81,618	156,249	152,486
Total	\$ 360,019	\$ 509,232	\$ 419,668

Source of Funds

General Funds:

General Funds	\$ 3,113	\$ 2,182	\$ 2,525
Library	56	200	200
Total General Funds	\$ 3,169	\$ 2,382	\$ 2,725

Special Revenue Funds:

Parks and Preserves	\$ 36,551	\$ 33,710	\$ 31,403
Transit 2000	10,312	23,839	5,069
Court Awards	-	9,500	-
Development Services	58	59	261
Capital Construction	14,447	22,285	16,645
Sports Facilities	496	1,299	1,241
AZ Highway User Revenue	23,426	61,568	44,970
Regional Transit	15,218	19,655	11,931
Community Reinvestment	699	6,744	6,406
Other Restricted Funds	8,118	5,361	4,840
Grant Funds	60,774	62,923	28,697
Total Special Revenue Funds	\$ 170,099	\$ 246,943	\$ 151,463

Enterprise Funds:

Aviation	\$ 37,481	\$ 32,454	\$ 23,774
Convention Center	1,196	1,970	3,578
Solid Waste	14,663	16,720	22,034
Wastewater	51,489	50,487	63,266
Water	81,922	158,276	152,828
Total Enterprise Funds	\$ 186,751	\$ 259,907	\$ 265,480

Total Operating Funds	\$ 360,019	\$ 509,232	\$ 419,668
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Attachment E

SCHEDULE 7
PROPOSED INTERFUND TRANSFERS TO THE GENERAL FUND
(In Thousands of Dollars)

	2012-13 Actuals	2013-14 Estimate	2014-15	
			Budget	Increase/ (Decrease)
Transfers to the General Fund				
<u>Enterprise Funds</u>				
Aviation				
Central Service Cost Allocation	\$ 6,869	\$ 7,262	\$ 7,262	\$ -
Water Funds				
Central Service Cost Allocation	8,081	8,039	8,039	-
In-Lieu Property Taxes	12,095	12,067	12,443	376
Total	20,176	20,106	20,482	376
Wastewater Funds				
Central Service Cost Allocation	5,387	5,359	5,359	-
In-Lieu Property Taxes	7,804	7,641	7,837	196
Total	13,191	13,000	13,196	196
Solid Waste				
Central Service Cost Allocation	6,709	6,607	6,607	-
In-Lieu Property Taxes	1,210	1,235	1,244	9
Total	7,919	7,842	7,851	9
Convention Center				
Central Service Cost Allocation	2,193	2,258	2,258	-
Total From Enterprise Funds	\$ 50,348	\$ 50,468	\$ 51,049	\$ 581

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 7
PROPOSED INTERFUND TRANSFERS TO THE GENERAL FUND (Continued)
(In Thousands of Dollars)

	2012-13 Actuals	2013-14 Estimate	2014-15	
			Budget	Increase/ (Decrease)
Special Revenue Funds				
Excise				
Transfer to General Fund	\$ 682,228	\$ 715,842	\$ 756,829	\$ 40,987
Development Services				
Central Service Cost Allocation	2,682	2,936	2,936	-
Sports Facilities				
Central Service Cost Allocation	115	117	117	-
Phoenix Union Parking Maintenance	79	79	79	-
Total	194	196	196	-
Golf Course ^{1/}				
Parks Administration	201	-	-	-
Public Housing In-Lieu Property Taxes	227	302	302	-
ASU Facilities Operations Fund	494	494	779	285
Downtown Community Reinvestment Fund	1,308	5,308	2,068	(3,240)
T2000 Central Service Costs	750	686	686	-
Neighborhood Protection Central Service Costs	164	150	150	-
Public Safety Enhancement Central Service Costs	265	201	201	-
Public Safety Expansion Central Service Costs	531	515	515	-
Housing Central Office Central Service Costs	212	254	254	-
Access to Care Tax Program Trust Fund	23	-	-	-
Capital Fund - Hail Storm	-	3,564	-	(3,564)
Total From Special Revenue Funds	\$ 689,279	\$ 730,448	\$ 764,916	\$ 34,468
Total Transfers to the General Fund	\$ 739,627	\$ 780,916	\$ 815,965	\$ 35,049
Transfers from the General Fund				
Arizona Highway User Revenue Reimbursement	\$ 359	\$ 671	\$ 723	\$ 52
Regional Wireless Cooperative L/P Fund	-	1,674	3,684	2,010
Library Reserve Fund	-	607	-	(607)
Capital Reserve Fund	-	-	1,100	1,100
Change for Phoenix Fund	85	-	-	-
Public Works L/P Capital Fund	108	-	-	-
Retiree Rate Stabilization Fund	1,024	1,028	1,024	(4)
Infrastructure Repayment Agreements	288	383	379	(4)
City Improvement	29,242	30,540	34,400	3,860
Total Transfers from the General Fund	\$ 31,106	\$ 34,903	\$ 41,310	\$ 6,407
Net Transfers to the General Fund	\$ 708,521	\$ 746,013	\$ 774,655	\$ 28,642

^{1/} In April 2013, the Mayor and Council approved no longer classifying Golf as an Enterprise Fund starting in FY 2013-14. For comparison purposes only, the transfer from Golf to the General Fund is included in the Special Revenue Funds section of this schedule.

2014-15 City Manager's Proposed Budget
Attachment E

**SCHEDULE 8
PROPOSED POSITIONS BY DEPARTMENT
Number of Full Time Equivalent Positions**

Program	2012-13	2013-14	^{1/} Additions/Reductions		2014-15
	Actual	Estimate	2013-14	2014-15	2014-15 Allowances Ending June 30,2015 Authorized
General Government					
Mayor	12.5	12.5	1.0	-	13.5
City Council	31.0	31.0	-	-	31.0
City Manager	19.0	18.0	1.0	-	19.0
Government Relations	6.0	6.0	-	-	6.0
Public Information	22.8	19.6	(1.0)	-	18.6
City Auditor	26.5	25.5	-	-	25.5
Equal Opportunity	27.0	26.0	-	-	26.0
Human Resources	95.1	93.1	2.0	-	95.1
Phoenix Employment Relations Board	1.0	1.0	-	-	1.0
Retirement Systems	14.0	14.0	-	-	14.0
Law	208.0	207.0	(3.0)	(1.0)	203.0
Information Technology	179.0	167.0	2.0	-	169.0
City Clerk and Elections	66.0	64.0	(0.5)	(1.0)	62.5
Finance	234.0	232.0	(4.0)	-	228.0
Budget and Research	25.0	24.0	-	-	24.0
Regional Wireless Cooperative	4.0	4.0	-	-	4.0
Total General Government	970.9	944.7	(2.5)	(2.0)	940.2
Public Safety					
Police	4,452.4	4,463.4	(33.9)	(67.0)	4,362.5
Fire	1,997.4	1,997.4	(2.8)	-	1,994.6
Emergency Management	4.0	4.0	2.0	-	6.0
Total Public Safety	6,453.8	6,464.8	(34.7)	(67.0)	6,363.1
Criminal Justice					
Municipal Court	310.0	297.0	(2.0)	-	295.0
Public Defender	9.0	9.0	-	-	9.0
Total Criminal Justice	319.0	306.0	(2.0)	0.0	304.0

2014-15 City Manager's Proposed Budget
Attachment E

SCHEDULE 8
PROPOSED POSITIONS BY DEPARTMENT
Number of Full Time Equivalent Positions (Continued)

Program	2012-13 Actual	2013-14 Estimate	^{1/} Additions/Reductions		2014-15 Allowances Ending June 30,2015 Authorized
			2013-14	2014-15	
Transportation					
Street Transportation	667.0	666.0	(2.0)	(3.0)	661.0
Aviation	858.0	858.0	(5.0)	-	853.0
Public Transit	137.5	137.5	(33.0)	-	104.5
Total Transportation	1,662.5	1,661.5	(40.0)	(3.0)	1,618.5
Community Development					
Planning and Development	261.5	266.5	16.5	12.0	295.0
Housing	188.0	188.0	(3.0)	-	185.0
Community and Economic Development	101.0	101.0	(4.0)	-	97.0
Neighborhood Services	214.5	212.5	(7.0)	(1.0)	204.5
Total Community Development	765.0	768.0	2.5	11.0	781.5
Community Enrichment					
Parks and Recreation	1,134.2	1,141.0	(62.2)	(6.0)	1,072.8
Library	374.8	374.8	-	(1.0)	373.8
Phoenix Convention Center	252.0	252.0	(14.0)	-	238.0
Human Services	366.2	365.2	(45.2)	(1.0)	319.0
Office of Arts and Culture	11.0	11.0	(1.0)	-	10.0
Total Community Enrichment	2,138.2	2,144.0	(122.4)	(8.0)	2,013.6
Environmental Services					
Water Services	1,474.1	1,474.1	1.0	-	1,475.1
Solid Waste Management	596.5	596.5	(3.0)	2.0	595.5
Public Works	505.0	504.0	(13.0)	(12.0)	479.0
Environmental Programs	12.0	12.0	(1.0)	-	11.0
Total Environmental Services	2,587.6	2,586.6	(16.0)	(10.0)	2,560.6
TOTAL	14,897.0	14,875.6	(215.1)	(79.0)	14,581.5

1. Additions/Reductions reflect the combined total of budget reductions, budget additions and new positions associated with opening new facilities.

2014-15 City Manager's Proposed Budget Attachment E

SCHEDULE 9 PRELIMINARY 2014-15 CAPITAL IMPROVEMENT PROGRAM RESOURCES AND EXPENDITURES BY CAPITAL FUND (In Thousands of Dollars)

Capital Fund	RESOURCES		EXPENDITURES		FUND BALANCES		
	Beginning Balance	Projected Revenue ¹	Total	Estimated Expenditures	Ending Fund Balance	Projected Resources Beyond 14/15 ²	Funds Available Beyond 14/15
BONDS AND RELATED FUNDS							
2006 Bonds							
Libraries, Senior & Cultural Centers	\$ (3,848)	\$ -	\$ (3,848)	\$ -	\$ (3,848)	\$ 27,190	\$ 23,342
Education	(4,568)	-	(4,568)	-	(4,568)	8,090	3,522
Affordable Housing & Neighborhoods	2,279	-	2,279	231	2,048	17,795	19,843
Parks and Open Spaces	1,607	-	1,607	-	1,607	13,685	15,292
Police, Fire & Homeland Security	(258)	-	(258)	34	(291)	36,700	36,409
Police, Fire & City Technology	73	-	73	-	73	4,790	4,863
Street and Storm Sewer Improvement	4,860	-	4,860	1,652	3,209	27,495	30,704
2001 Bonds							
Affordable Housing & Homeless Shelter	1,053	-	1,053	-	1,053	-	1,053
Educational, Youth & Cultural Facilities	(76)	-	(76)	1,074	(1,150)	1,700	550
Environmental Improvement & Cleanup	261	-	261	-	261	630	891
Fire Protection Facilities & Equipment	-	-	-	-	-	800	800
Neighborhood Protection & Senior Centers	4,802	-	4,802	-	4,802	2,355	7,157
New & Improved Libraries	3,438	-	3,438	-	3,438	900	4,338
Parks, Open Space & Recreation	(334)	-	(334)	-	(334)	4,425	4,091
Police Protection Facilities & Equipment	(526)	-	(526)	-	(526)	1,115	589
Police, Fire & Computer Technology	(75)	-	(75)	-	(75)	615	540
Preserving Phoenix Heritage	(191)	-	(191)	-	(191)	795	604
Storm Sewers	(26)	-	(26)	-	(26)	50	24
Street Improvements	(601)	-	(601)	-	(601)	2,225	1,624
1989 Historic Preservation	3	-	3	-	3	-	3
1988 Bonds							
Freeway Mitigation, Neighborhood Stabilization, Slum & Blight Elimination	845	-	845	-	845	1,000	1,845
Parks, Recreation & Mountain Preserves	413	-	413	-	413	-	413
Police Protection	27	-	27	-	27	-	27
Nonprofit Corporation Bonds							
Aviation	(183,254)	14	(183,240)	40,224	(223,464)	538,020	314,556
Phoenix Convention Center	9,606	20,449	30,055	20,449	9,606	-	9,606
Golf	-	-	-	-	-	-	-
Solid Waste	432	-	432	246	185	75,000	75,185
Transit 2000	-	-	-	-	-	-	-
Wastewater	(1,708)	-	(1,708)	661	(2,369)	405,000	402,631
Water	(14,230)	-	(14,230)	655	(14,885)	525,000	510,115
Other	(10,044)	4,714	(5,330)	12,586	(17,916)	182,345	164,429
OTHER FINANCING							
Impact Fees	99,743	-	99,743	70,431	29,311	-	29,311
Passenger/Customer Facility Charge	47,722	83,250	130,972	77,337	53,635	77,337	130,972
Other Cities' Participation in Joint Ventures	(16,062)	-	(16,062)	35,965	(52,028)	52,028	-
Solid Waste Remediation	5,049	-	5,049	-	5,049	-	5,049
Capital Grants	(80,852)	-	(80,852)	38,814	(119,666)	119,666	-
Federal, State & Other Participation	(63,171)	-	(63,171)	25,345	(88,516)	88,516	-
Capital Gifts	297	-	297	312	(15)	15	-
Capital Reserves	286,551	3,021	289,572	350	289,222	-	289,222
Other Capital	17,632	-	17,632	2,827	14,805	-	14,805
TOTAL	\$ 106,866	\$ 111,448	\$ 218,314	\$ 329,193	\$ (110,878)	\$ 2,215,283	\$ 2,104,405

¹ Includes bond proceeds and funds which "pass through" bond funds such as grants, land sales and other agency and private participation.

² Includes bonds authorized and available for sale, pledged resources and cost recovery for projects billed and/or reimbursed on a cash flow basis.

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Attachment E

SCHEDULE 10
PRELIMINARY 2014-15 CAPITAL IMPROVEMENT PROGRAM
BY PROGRAM AND SOURCE OF FUNDS
(In Thousands of Dollars)

Program	Total Program	Pay-As- You-Go Operating	2001 Bonds	2006 Bonds	Nonprofit Corporation Bonds	Other Capital Sources
Arts and Cultural Facilities	\$ 1,074	\$ -	\$ 1,074	\$ -	\$ -	\$ -
Aviation	163,346	23,491	-	-	40,224	99,631
Economic Development	10,196	10,196	-	-	-	-
Energy Conservation	1,200	1,200	-	-	-	-
Facilities Management	1,740	1,340	-	-	-	400
Finance	225	-	-	-	225	-
Historic Preservation	159	-	-	159	-	-
Housing	21,918	7,222	-	-	-	14,696
Information Technology	13,422	1,061	-	-	12,361	-
Libraries	200	200	-	-	-	-
Neighborhood Services	30	-	-	30	-	-
Parks, Recreation and Mountain Preserves	47,663	31,403	-	-	25	16,235
Phoenix Convention Center	26,054	5,605	-	-	20,449	-
Police Protection	34	-	-	34	-	-
Public Transit	40,799	38,975	-	-	-	1,825
Regional Wireless Cooperative	14,621	-	-	-	-	14,621
Solid Waste Disposal	24,608	21,800	-	42	226	2,540
Street Transportation and Drainage	89,367	61,865	-	1,652	156	25,696
Wastewater	117,495	62,824	-	-	575	54,096
Water	174,710	152,486	-	-	580	21,644
Total Preliminary CIP	\$ 748,861	\$ 419,668	\$ 1,074	\$ 1,916	\$ 74,821	\$ 251,382

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Attachment E

SCHEDULE 11
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2013-14 and 2014-15

(In Thousands)

	2013-14 FISCAL YEAR	2014-15 FISCAL YEAR
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 139,120	\$ 144,463
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ -	
3. Property tax levy amounts		
A. Primary property taxes*	\$ 145,024	\$ 139,448
B. Secondary property taxes	35,443	50,404
C. Total property tax levy amounts	\$ 180,467	\$ 189,852
4. Property taxes collected**		
A. Primary property taxes		
(1) Current year's levy	\$ 142,849	
(2) Prior years' levies	1,532	
(3) Total primary property taxes	\$ 144,381	
B. Secondary property taxes		
(1) Current year's levy	\$ 35,271	
(2) Prior years' levies	487	
(3) Total secondary property taxes	\$ 35,758	
C. Total property taxes collected	\$ 180,139	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	1.4664	1.3541
(2) Secondary property tax rate	0.3536	0.4659
(3) Total city/town tax rate	1.8200	1.8200

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating 1 special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

* The 2014-15 planned levy is \$139,447,726. Historically, actual property tax collections are slightly lower than the amount levied. For 2014-15, actual collections for primary property tax are estimated to be \$137,956,000 or 98.9% of the levy amount.

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