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**Fiscal Transparency and Zero-Based Inventory of Programs Budget Document**

This report transmits this year's Zero-Based Inventory of Programs budget document to the City Council and community.

**THIS ITEM IS FOR INFORMATION ONLY.****Summary**

The Zero-Based Inventory of Programs budget document was created in response to the City Council's request for a more transparent, relevant and detailed presentation of the City's budget. The information facilitates a more informed and transparent review of costs for City programs. The Inventory of Programs outlines costs, revenue, staffing levels, funding source, performance measures, and other key budget detail for the more than 360 programs citywide.

In the Inventory of Programs, the City's budget is presented by program, the key component of a zero-based budget approach. This citywide Inventory of Programs is one element of a detailed and comprehensive presentation of the City's budget. The goals achieved include:

- Providing a more detailed and more relevant presentation of the City's budget and advancing the ability of the Council and community to review the budget of every city program using a zero-based budgeting approach.
- Providing the Council with cost estimates at an earlier stage in the annual budget process.
- Improving the overall accessibility and understandability of the City budget by using a format that is more accessible and useful to Phoenix residents.

**Budget Process**

The City of Phoenix is highly committed to helping residents know how their tax dollars are being used and to making all of our processes transparent, accessible and easily understood. In concert with the expectations and desires of our residents, the City has one of the most open and accessible budget input and adoption processes in the country. Additionally, Phoenix has received a Distinguished Budget Presentation Award from the Government Finance Officers Association for 34 consecutive years.

The Zero-Based Inventory of Programs document being transmitted here is provided six weeks prior to the City Manager's Trial Budget and subsequent Community Budget Hearings. All of the information is provided on the Budget and Research Department website and is designed to be easily reviewed electronically with a table of contents, navigation links throughout the document and full word search capability. By detailing the more than 360 City programs and services and providing a complete view of the City's current year budget along with a preliminary look at next year's estimates, the Mayor, Council and public can begin reviewing this important information very early in the process.

In combination with the preliminary budget status for the 2020-21 budget and a Five-Year General Fund Forecast, which will be presented to Council on March 3, 2020 City Council Policy Session these documents present a strategic and long-term view of the City budget, providing necessary context and considerations for well-informed budget discussions and decisions.

On March 17, 2020, the City Manager's Trial Budget will be presented at the City Council Policy Session. This will include greater detail on the proposed 2020-21 budget. The City Manager's Trial Budget is then followed by Community Budget Hearings during the month of April. The City's longstanding practice of holding budget hearings at several locations, times and dates throughout the community provides residents with numerous opportunities to be briefed, get questions answered and offer their input on the Trial Budget. Last year, 19 hearings were held, including a bilingual English-Spanish hearing. Residents can also provide input via online forms, email and telephone. All resident feedback is shared with the entire Council in the form of summary minutes, and all meetings are video-recorded and posted online at the City's YouTube webpage. Additionally, the City has developed and released a new online budget tool called FundPHX that gives residents an opportunity to rebalance the General Fund budget based on their individual priorities. The FundPHX tool allows residents to share their feedback with staff and the elected officials in advance of the community budget hearings.

Every year, the community feedback received during the hearing process results in important changes reflected in the City Manager's Proposed Budget, a revised version of the Trial Budget that incorporates input from residents. The Proposed Budget is scheduled for two meetings in the month of May, the second of which is intended for Council action. The two Council meetings in May ensure the Mayor and Council have sufficient opportunity to fully evaluate, question and discuss the budget prior to taking any action. In June and July, tentative and final budget information is published in official newspapers, additional hearings are posted and conducted, and final legally-required actions are taken.

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## Resources Available

Currently the phoenix.gov webpage provides access to a great wealth of information on the City's budget and finances. Listed below are additional resources that can be found on the Budget and Research (phoenix.gov/budget) and Finance departments' (phoenix.gov/finance) web pages:

- FundPhx Online Budgeting Tool.
- Inventory of Programs - Zero Based Budget Document.
- Summary Budget.
- Detail Budget.
- Five-year Capital Improvement Program.
- Comprehensive Annual Financial Report.
- Monthly Financial Report.
- Popular Annual Financial Report.
- Online Checkbook.
- Investor Information.
- Annual Single Audit detailing grant program expenditures.
- Aviation Annual Report.
- Budget-related documents and reports to City Council.
- Video recordings of all Community Budget Hearings.
- Contact Information for Budget and Research and Finance Departments.

Also on the phoenix.gov home page is a link to "Find Public Records", which provides access to the public to all types of city documents, including Council meeting minutes, requests for Council action, ordinances, resolutions, contracts, and City Council reports.

## Inventory Information

The Zero-Based Inventory of Programs budget document contains the following information:

Citywide and General Fund Information - A breakdown of citywide operating expenditures by specific expenditure category and fund sources; operating fund revenue by source; and the number of volunteer hours for each department. The specific expenditure categories include:

- Personal services (total compensation costs including all wages and benefits).
- Contractual services (payments made to outside vendors and contractors, including all outsourced services).
- Supplies.

- Equipment and minor improvements.
- Interdepartmental charges (work order charges from one department to another based on internal services provided, where appropriate).
- Necessary transfers between funds.

Actuals Comparison - Annual actual expenditures for recent years in all the budget categories described above are provided.

Staff Costs Overview - This section provides detail on what comprises staffing costs (also referred to as “personal services”) for all funds and for the General Fund. It explains what the major components of staff costs are (salaries and wages, benefits, and payroll taxes and other legally required costs) and what each of those components are comprised of.

Citywide Inventory of Programs - The citywide inventory of programs provides:

- Department status overview of enhancements, priorities and challenges.
- Department-specific revenue and budget summary.
- The primary strategic plan area supported by the program.
- For departments receiving volunteer assistance, description of volunteer services in applicable programs and the number of volunteer hours provided.
- The total cost for each City program (net and gross) that includes the administrative cost by program; currently, budgets are presented by department, however, a zero-based budget approach prescribes the use of “budget decision packages”, which are based on the costs of individual City programs or services.
- Staffing, or total full-time equivalent (FTE), for each program, including full-time, temporary, and part time staff.
- Program fund source, which may be a single fund, such as the General Fund, or a combination of funds, such as grants, special revenue funds and General Fund.
- For applicable City programs, service level trends illustrating budgeted performance measures.
- Information regarding whether the program provides matching funds for a grant funded program.

The citywide Inventory of Programs is based on the Council-adopted 2019-20 budget and the preliminary 2020-21 budget estimate. Estimates by program for the preliminary 2020-21 budget will likely change prior to the Trial Budget for items including updated equipment replacement estimates, ongoing identification of savings, or other cost changes influenced by factors outside the City’s control. Costs and staffing levels for each program include a portion of department administration, which is appropriately allocated across the programs of each department.

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### **Zero-Based Estimates and Detailed Technical Expenditure Reviews**

Each fall a thorough technical analysis, or detailed line-item review, is performed for the current year's budget. Every department works with the Budget and Research Department in reviewing all budget line-items and making adjustments to reflect identified cost savings.

Also, each fall the City develops estimates for every budget line-item for the next fiscal year's budget. It is important to note that every line-item of the budget starts at zero dollars. This is an important cost-control element of the City's budget process, as it is designed to ensure that new cost estimates are prepared every year, preventing the automatic extension or increase of costs programmed in the current year. The final amounts in each line-item are new estimates necessary to continue existing Council-adopted service levels for each program. In projecting annual personal services costs (total employee compensation), estimates are based on the number of positions authorized by the City Council and on the specific compensation configuration for each individual position.

### **Responsible Department**

This item is submitted by City Manager Ed Zuercher and the Budget and Research Department.