



Agenda

Community and Cultural Investment Subcommittee

Wednesday, January 4, 2023

10:00 AM

City Council Chambers

REVISED Dec. 29, 2022

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OPTIONS TO ACCESS THIS MEETING**Virtual Request to speak at a meeting:**

- **Register online** by visiting the City Council Meetings page on phoenix.gov **at least 2 hours prior to the start of this meeting.** Then, click on this link at the time of the meeting and join the Webex to speak:

<https://phoenixcitycouncil.webex.com/phoenixcitycouncil/onstage/g.php?MTID=e0299010f9fee65e8e84b4c814caa6784>

- **Register via telephone** at 602-262-6001 **at least 2 hours prior to the start of this meeting.** noting the item number. Then, use the Call-in phone number and Meeting ID listed below at the time of the meeting to call-in and speak.

In-Person Requests to speak at a meeting:

- Register in person at a kiosk located at the City Council Chambers, 200 W. Jefferson St., Phoenix, Arizona, 85003. Arrive **1 hour prior to the start of this meeting.** Depending on seating availability, residents will attend and speak from the Upper Chambers, Lower Chambers or City Hall location.

- Individuals should arrive early, 1 hour prior to the start of the meeting to submit an in-person request to speak before the item is called. After the item is called, requests to speak for that item will not be accepted.

At the time of the meeting:

- **Watch** the meeting live streamed on phoenix.gov or Phoenix Channel 11 on Cox Cable, or using the Webex link provided above.

- **Call-in** to listen to the meeting. Dial 602-666-0783 and Enter Meeting ID 2558 995 0552# (for English) or 2554 595 0928# (for Spanish). Press # again when prompted for attendee ID.

- **Watch** the meeting in-person from the Upper Chambers, Lower Chambers or City Hall depending on seating availability.

Para nuestros residentes de habla hispana:

- **Para registrarse para hablar en español**, llame al 602-262-6001 **al menos 2 horas antes del inicio de esta reunión** e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2554 595 0928#. El intérprete le indicará cuando sea su turno de hablar.

- **Para solamente escuchar la reunión en español**, llame a este mismo número el día de la reunión (602-666-0783; ingrese el número de identificación de la reunión 2554 595 0928#). Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.

- **Para asistir a la reunión en persona**, vaya a las Cámaras del Concejo Municipal de Phoenix ubicadas en 200 W. Jefferson Street, Phoenix, AZ 85003. Llegue 1 hora antes del comienzo de la reunión. Si desea hablar, regístrese electrónicamente en uno de los quioscos, antes de que comience el tema. Una vez que se comience a discutir el tema, no se aceptarán nuevas solicitudes para hablar. Dependiendo de cuantos asientos haya disponibles, usted podría ser sentado en la parte superior de las cámaras, en el piso de abajo de las cámaras, o en el edificio municipal.

CALL TO ORDER

000 CALL TO THE PUBLIC

MINUTES OF MEETINGS

1 Minutes of the Community and Cultural Investment Subcommittee Meeting

Page 8

This item transmits the minutes of the Community and Cultural Investment Subcommittee meeting on Dec. 7, 2022, for review, correction or approval by the Community and Cultural Investment Subcommittee.

THIS ITEM IS FOR POSSIBLE ACTION.

Responsible Department

This item is submitted by Deputy City Manager Inger Erickson and the City Manager's Office.

CONSENT ACTION (ITEMS 2-3)

2 Artists Purchase Agreements for Phoenix Sky Harbor Percent-for-Art Collections Project

Page 13

This report requests the Community and Cultural Investment Subcommittee recommend City Council approval to enter into several contracts with artists (see **Attachment A**), or their City-approved designees, for an amount not to exceed \$289,400 to purchase and deliver artwork for the Phoenix Airport Museum at Phoenix Sky Harbor International Airport.

THIS ITEM IS FOR CONSENT ACTION.

Responsible Department

This item is submitted by Deputy City Manager Inger Erickson and the Office of Arts and Culture.

3 Artist Design and Construction Contract for Solano Park Public Art Project

Page 16

This report requests the Community and Cultural Investment Subcommittee recommend City Council approval to enter into a contract with artist Haddad Drugan LLC, or their City-approved designee, for an amount not to exceed \$365,000 to design, fabricate and install public art for the Solano Park Public Art located at 5625 N. 17th Ave. in Phoenix.

THIS ITEM IS FOR CONSENT ACTION.

Responsible Department

This item is submitted by Deputy City Manager Inger Erickson and the Office of Arts and Culture.

INFORMATION ONLY (ITEMS 4-6)

4 Head Start Birth to Five Monthly Report - November 2022

Page 18

This report provides the Community and Cultural Investment Subcommittee, which serves as the City of Phoenix Head Start Birth to Five Governing Board, with an updated summary of the Head Start Birth to Five Program's financial and programmatic status.

THIS ITEM IS FOR INFORMATION ONLY.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Human Services Department.

5 **Portland Loo Pilot Program**

Page 25

This report provides the Community and Cultural Investment Subcommittee with information on the Portland Loo pilot program and public drinking water project for people experiencing homelessness in highly trafficked areas in the downtown core.

THIS ITEM IS FOR INFORMATION ONLY.

Responsible Department

This item is submitted by Deputy City Managers Gina Montes and Inger Erickson and the Office of Homeless Solutions and Parks and Recreation Department.

6 **Neighborhood Tree and Shade Pilot Program Update**

Page 27

This report provides the Community and Cultural Investment Subcommittee with an update on neighborhood tree and shade programs, with a focus on programs funded by the American Rescue Plan Act.

THIS ITEM IS FOR INFORMATION ONLY.

Responsible Department

This item is submitted by Deputy City Manager Karen Peters and the Office of Heat Response and Mitigation.

INFORMATION AND DISCUSSION (ITEMS 7-9)

7 Air Quality Update - Ozone Page 31

This report provides the Community and Cultural Investment Subcommittee with an update on air quality, specifically ozone and potential impacts to it by the veto of Proposition 400E.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Responsible Department

This item is submitted by Deputy City Manager Karen Peters and the Office of Environmental Programs.

8 Waste Zero: Phoenix's Zero Waste and Circular Economy Roadmap Page 35

This report provides the Community and Cultural Investment Subcommittee with an update on the Public Works Department's Zero Waste and Circular Economy Roadmap.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Responsible Department

This item is submitted by Deputy City Manager Karen Peters and the Public Works Department.

9 Park Ranger Hiring Update Page 37

This report provides the Community and Cultural Investment Subcommittee information on the Phoenix Park Ranger Program and hiring efforts.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Responsible Department

This item is submitted by Deputy City Manager Inger Erickson and the Parks and Recreation Department.

DISCUSSION AND POSSIBLE ACTION (ITEM 10)

10 Citywide Recruitment and Hiring Process

Page 40

This report provides an informational update to the Community and Cultural Investment Subcommittee regarding the City's current recruitment and hiring process.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays and the Human Resources Department.

000 CALL TO THE PUBLIC

FUTURE AGENDA ITEMS

ADJOURN

*For further information or reasonable accommodations, please call the City Council Meeting Request line at 602-262-6001. 7-1-1 Friendly.

*Persons paid to lobby on behalf of persons or organizations other than themselves must register with the City Clerk prior to lobbying or within five business days thereafter, and must register annually to continue lobbying. If you have questions about registration or whether or not you must register, please contact the City Clerk's Office at 602-534-0490.

***Members:**

Councilwoman Betty Guardado, Chair
Councilwoman Yassamin Ansari
Councilmember Carlos Garcia
Councilwoman Debra Stark



Minutes of the Community and Cultural Investment Subcommittee Meeting

This item transmits the minutes of the Community and Cultural Investment Subcommittee meeting on Dec. 7, 2022, for review, correction or approval by the Community and Cultural Investment Subcommittee.

THIS ITEM IS FOR POSSIBLE ACTION.

Summary

The minutes are included for review as **Attachment A**.

Responsible Department

This item is submitted by Deputy City Manager Inger Erickson and the City Manager's Office.

Attachment A

**Phoenix City Council
Community and Cultural Investment (CCI) Subcommittee
Summary Minutes
Wednesday, Dec. 7, 2022**

City Council Chambers
200 W. Jefferson St.
Phoenix, Ariz.

Subcommittee Members Present

Councilwoman Betty Guardado, Chair
Councilwoman Debra Stark
Councilwoman Yassamin Ansari

Subcommittee Members Absent

Councilmember Carlos Garcia

CALL TO ORDER

Chairwoman Guardado called the Community and Cultural Investment Subcommittee to order at 10:04 a.m. with Councilwoman Debra Stark, Councilwoman Betty Guardado and Councilwoman Yassamin Ansari present.

CALL TO THE PUBLIC

None.

MINUTES OF MEETINGS

1. Minutes of the Community and Cultural Investment Subcommittee Meeting

Councilwoman Ansari made a motion to approve the minutes of the Nov. 2, 2022 Community and Cultural Investment Subcommittee meeting. Councilwoman Stark seconded the motion which passed unanimously, 3-0.

CONSENT ACTION (ITEM 2)

Item 2 was for consent action. No presentations were planned, but staff was available to answer questions.

2. Amendment to the 2020-24 Consolidated Plan's 2022-23 Annual Action Plan

Councilwoman Ansari made a motion to approve Item 2. Councilwoman Stark seconded the motion which passed unanimously, 3-0.

INFORMATION ONLY (ITEM 3)

Item 3 was for information only. No Councilmember requested additional information.

3. Head Start Birth to Five Monthly Report – October 2022

INFORMATION AND DISCUSSION (ITEMS 4-6)

4. Chilled Drinking Fountains and Public Restrooms

Deputy City Manager Inger Erickson, Parks and Recreation Director Cynthia Aguilar, Deputy Human Services Director Rachel Milne and Chief Innovation Officer Michael

Hammett discussed information on chilled drinking fountains and access to public restrooms in the downtown core.

Councilwoman Ansari expressed concern about drinking water fountain safety in the summer heat and asked for information on fountain operations and repairs.

Ms. Aguilar responded drinking fountains were checked as part of City maintenance staff daily tasks and repair turnaround times depended on availability of parts. She also discussed common challenges such as the public washing items in the fountains and clogging drains.

Councilwoman Ansari spoke in support of the proposed pilot projects but advocated for more widespread implementation before the summer heat. She asked if staff could return with more detailed proposals in January.

Councilwoman Guardado asked why some public restrooms do not have doors.

Ms. Aguilar replied some doors were historically removed because of crime but City staff has been working to add them back.

5. Private Property Clean-Up Pilot Program Update

Deputy City Manager Alan Stephenson, Neighborhood Services Director Spencer Self and Neighborhood Services Deputy Director Yvette Roeder discussed the Private Property Clean-up Pilot Program which supports private property owners experiencing disproportionate trash, litter and debris related to unauthorized property use.

Councilwoman Stark asked if the City could work with property owners to implement design principles after the Crime Prevention Through Environmental Design (CPTD) review.

Mr. Self replied staff could explore options to support property owners such as fast-tracking levels of service based on investment level in CPTD implementation.

Councilwoman Stark asked if there would be a limit on the number of clean-ups a property owner could request.

Mr. Self responded the limit would be based on the timeframes of clean-ups in a rolling 12-month period.

Councilwoman Stark expressed support for the pilot program.

Councilwoman Ansari expressed concern over the number of steps in the program process for individuals to complete, asked about the public input process to get feedback from property owners and requested funding details.

Mr. Self replied feedback would be critical to develop the program further and staff would come back with an update on outreach takeaways and potential term modifications in February.

Councilwoman Ansari asked to be part of public engagement for the program.

6. Recruitment and Retention Efforts Update for the Human Services, Parks and Recreation, and Public Works Departments

Human Resources Director David Mathews, Parks and Recreation Director Cynthia Aguilar, Public Works Director Joe Giudice and Human Services Deputy Director Patricia Kirkland discussed current recruitment and retention strategies used in the Human Services, Parks and Recreation and Public Works departments.

Councilwoman Ansari advocated for higher base pay and giving younger employees the option to opt out of a pension plan.

Mr. Mathews replied he could discuss Councilwoman Ansari's proposed recruitment strategies with Retirement staff and report back.

Councilwoman Ansari asked how long it takes to get a job position posted.

Mr. Mathews responded with a discussion on the hiring procedures for posting a position and noted staff was working to speed up the process.

Councilwoman Ansari asked for more information about the timeline after an offer is made.

Mr. Mathews replied staff was working to collect data about the specific number of days it takes after an offer has been made and discussed efforts to expedite the timeline.

Councilwoman Ansari encouraged Human Resources staff to explore how the City could make jobs more appealing to younger generations.

Councilwoman Stark asked how the City was doing compared to other cities in hiring and retention.

Mr. Mathews responded many other municipalities were faced with similar recruitment challenges and discussed how the City was polling in the local market for wages.

Councilwoman Stark emphasized the need to fairly compensate and retain City staff.

Councilwoman Guardado commented on the need for a streamlined process to hire a candidate, advocated for increased pay and asked about vacancies at the Phoenix Afterschool Center (PAC).

Ms. Aguilar replied there were 50 vacant positions for PAC and to keep a manageable staff-to-child ratio, several sites had waitlists.

Councilwoman Guardado encouraged increasing PAC staff pay and noted required job qualifications may be hindering hiring.

Mr. Mathews replied with an example of the City's apprenticeship program for the Solid Waste Equipment Operation (SWEQ) position, which helps candidates achieve the minimum requirements for the job. He added staff could consider applying similar programs for other positions throughout the City.

Councilwoman Guardado requested a third-party company option be researched to help investigate City hiring processes and how to expedite the timeline.

CALL TO THE PUBLIC

None.

FUTURE AGENDA ITEMS

Councilwoman Ansari requested a proposal for the Portland Loo Pilot Program, options for a Neighborhood Tree and Shade Pilot Program and an update on the Park Ranger Hiring Program.

ADJOURNMENT

Chairwoman Guardado adjourned the meeting at 11:12 a.m.

Respectfully submitted,

Danielle Vermeer
Management Fellow



Artists Purchase Agreements for Phoenix Sky Harbor Percent-for-Art Collections Project

This report requests the Community and Cultural Investment Subcommittee recommend City Council approval to enter into several contracts with artists (see **Attachment A**), or their City-approved designees, for an amount not to exceed \$289,400 to purchase and deliver artwork for the Phoenix Airport Museum at Phoenix Sky Harbor International Airport.

THIS ITEM IS FOR CONSENT ACTION.

Summary

The FY 2022-27 Public Art Plan includes a project to purchase artworks to expand the Phoenix Airport Museum collection. The museum's collection is used to promote Arizona's unique artistic and cultural heritage, honor aviation history, and create a memorable environment by presenting themed exhibitions in over 40 display areas throughout the airport.

On Oct. 7, 2022, a selection committee identified 44 finalists from a pool of 165 artists who had responded to a City-issued Request for Qualifications. The artists were selected based on the artistic quality of the submitted artwork, the appropriateness of the artwork for a public setting, and the ability of the artwork to compliment or enhance the existing collection. Utilizing a purchase agreement, the city will acquire a selection of work from this pre-qualified list of artists for the Phoenix Airport Museum's collection.

Financial Impact

The Phoenix Sky Harbor International Airport (PSHIA) Percent-for-Art Collections Project is one of 39 projects in the FY 2022-27 Public Art Plan that City Council approved on June 15, 2022. The Art Plan includes \$296,000 for this project. The proposed \$289,400 will cover all costs related to the purchase and delivery of individual artworks for the PSHIA Percent-for Art Collection Project. The percent-for-art funds for this project come from the Aviation Department Capital Improvement Program.

Concurrence/Previous Council Action

The Phoenix Arts and Culture Commission reviewed and recommended this item for approval on Dec.13, 2022, by a vote of 9-0.

Responsible Department

This item is submitted by Deputy City Manager Inger Erickson and the Office of Arts and Culture.

Attachment A

List of Pre-Qualified Artists for PSHIA Percent-for-Art Collections Project

Name	City	State	Artwork Purchase	Price
David Adams	Phoenix	AZ	<i>Desert Combine No. 2</i>	\$8,500
Diyar Al Asadi	Phoenix	AZ	<i>Phoenix Bird</i>	\$5,000
Rachel Bess	Phoenix	AZ	<i>Black Sun</i>	\$4,150
Tania Bolin	Yuma	AZ	<i>Pollenizer</i>	\$1,500
Brent Bond	Scottsdale	AZ	<i>Desert Spiral</i>	\$2,200
Brian Boner	Phoenix	AZ	<i>The Cradle and the Frey</i>	\$7,850
Alexandra Bowers	Scottsdale	AZ	<i>My Sister's Red Tailed Find</i>	\$8,000
Manny Burruel	Glendale	AZ	<i>Tallest Building in Phoenix</i>	\$400
Jennifer Caldwell	Phoenix	AZ	<i>The Need For Rest</i>	\$4,400
Christine Cassano	Santa Fe	NM	<i>Axioms & Accumulations</i>	\$3,900
Jason Chakravarty	Phoenix	AZ	<i>Beecome Connected</i>	\$7,500
Bill Dambrova	Phoenix	AZ	<i>You Have a Great Body May I Use It?</i>	\$10,000
Carol Eckert	tempe	AZ	<i>Consider the Ravens</i>	\$6,000
Edgar Fernandez	Phoenix	AZ	<i>7 Generation of Empowerment</i>	\$2,500
Fausto Fernandez	Phoenix	AZ	<i>The Remnant Left of a Neutron Star</i>	\$12,000
Kathleen Frank	Santa Fe	NM	<i>Hogan's Storm</i>	\$2,500
Josh Garber	Chicago	IL		
Frank Gonzales	Mesa	AZ	<i>Monsoon Misterioso</i>	\$6,650
Erika Lynne Hanson	Phoenix	AZ	<i>Something about lichen . . .</i>	\$4,200
Carla Keaton	Tempe	AZ	<i>Ignorance is Bliss</i>	\$3,500
Mayme Kratz	Phoenix	AZ	<i>Long After the Echo 11</i>	\$20,000
Carolyn Lavender	Phoenix	AZ	<i>Portrait</i>	\$12,000
Aryana Londir	Phoenix	AZ	<i>Yes, Why Not?</i>	\$2,000
Carrie Marill	Cardiff by the Sea	CA	<i>The Infrastructure of Beauty II</i>	\$16,000
Monica Martinez	Phoenix	AZ	<i>Coytl (Urban Coyote)</i>	\$3,000
Kathryn Maxwell	Tempe	AZ	<i>Lunar Eclipse</i>	\$1,000
Mark McDowell	Scottsdale	AZ	<i>Dymaxion</i>	\$2,800
Mary Meyer	Gold Canyon	AZ	<i>Stillness no. 52</i>	\$2,200
Anthony Pessler	Phoenix	AZ	<i>The Djinn #4</i>	\$2,000
Christy Puetz	Graceville	MN	<i>Blanchette</i>	\$7,500
Travis Rice	Phoenix	AZ	<i>Space Junk</i>	\$6,000
Aaron Rothman	Phoenix	AZ	<i>Wildflowers (PVP2)</i>	\$4,000
Melissa Sclafani	Tempe	AZ	<i>I've Rendered You Defenseless</i>	\$6,000
Mary Shindell	Phoenix	AZ	<i>Inflection Point II: Variant II: Pluto, Grand Canyon</i>	\$2,500
Beth Shook	Gilbert	AZ	<i>A Daring Escape</i>	\$650
Laura Spalding Best	Phoenix	AZ	<i>Refracted Oasis</i>	\$11,500
Kaori Takamura	Carefree	AZ	<i>Japanese Folk Song</i>	\$3,600
Jeremy Thomas	Espanola	NM	<i>Race Yellow</i>	\$22,000
Clare Verstegen	Tempe	AZ	<i>Cloud Cover</i>	\$1,800
Teresa Villegas	Phoenix	AZ	<i>Arid Adaptation Diptych2</i>	\$5,600
Jim Waid	Tucson	AZ	<i>SALT RIVER DAWN</i>	\$46,000
Wendy Willis	Phoenix	AZ	<i>AZ Harris Hawk and Coyote</i>	\$500
Yuko Yabuki	Tempe	AZ	<i>Misty Air Dragon</i>	\$10,000
Bobby Zokaites	Tempe	AZ		
TOTAL				\$289,400



Artist Design and Construction Contract for Solano Park Public Art Project

This report requests the Community and Cultural Investment Subcommittee recommend City Council approval to enter into a contract with artist Haddad Drugan LLC, or their City-approved designee, for an amount not to exceed \$365,000 to design, fabricate and install public art for the Solano Park Public Art located at 5625 N. 17th Ave. in Phoenix.

THIS ITEM IS FOR CONSENT ACTION.

Summary

The FY 2022-27 Public Art Project Plan includes a project to commission an artist to work with the Parks and Recreation Department and the local community to enhance the design of the Skate Plaza Improvements Project at Solano Park.

On Nov. 28, 2022, a five-person artist selection panel recommended Haddad Drugan LLC after reviewing a pool of 43 applicants. The pool of applicants consisted of artists who had responded to a City-issued Request for Qualifications earlier in 2022. Haddad Drugan LLC was recommended based on their experience creating site-specific public art projects, their demonstrated ability to involve the community in meaningful ways, and their potential to create skateable artwork for this park. The panelists also noted the artist's wide variety of project types, familiarity with the Arizona environment, and their knowledge of permanent and low maintenance materials.

The selection panel included: Jan Sheerwood, Deputy Director, Parks and Recreation Department; Rebecca Rothman, Public Art Program Manager, Tempe Arts and Culture; Trent Martin, Founder and Owner, Cowtown Skateboards; Robert Wollenzien, Executive Director, Legacy Foundation Chris-Town YMCA; and Meghan Wells, Cultural Arts Division Manager, City of Austin.

Financial Impact

Solano Park is one of 39 projects in the FY 2022-27 Public Art Plan that City Council approved on June 15, 2022. The Art Plan includes \$400,000 for this project. The proposed \$365,000 design, fabrication, and installation budget will cover all costs related to the artist's work with City staff, including the Office of Arts and Culture,

project consultants; and the local community to produce a complete and buildable design, and complete installation of the project. The percent-for-art funds for this project come from the Water Services Department Capital Improvement Program.

Concurrence/Previous Council Action

The Phoenix Arts and Culture Commission reviewed and recommended this item for approval on Dec.13, 2022, by a vote of 9-0.

Responsible Department

This item is submitted by Deputy City Manager Inger Erickson and the Office of Arts and Culture.



Head Start Birth to Five Monthly Report - November 2022

This report provides the Community and Cultural Investment Subcommittee, which serves as the City of Phoenix Head Start Birth to Five Governing Board, with an updated summary of the Head Start Birth to Five Program's financial and programmatic status.

THIS ITEM IS FOR INFORMATION ONLY.

Summary

The Improving Head Start for School Readiness Act of 2007 requires each Head Start Grantee to share monthly information with the Governing Board and Policy Council on program planning, policies and operations. In compliance with the Act, the Head Start program provides a monthly report on the following areas:

- Fiscal expenditures;
- Enrollment reports;
- School attendance;
- Medical/dental exams; and
- Program information summaries.

Fiscal Expenditures

Attachment A shows year-to-date expenditures for the Fiscal Year 2022-2023. The reports include a breakdown of each Education Service Provider, Child Care Partner, Policy Council and administrative support budget. The current year's expenditures align with the approved budget.

Enrollment Reports

The Office of Head Start requires programs to report the total number of children enrolled on the last day of each month. At the end of November, overall enrollment was 2,399 out of 3,451 available slots.

At the end of November, the Education Service Providers' enrollment was 2,104 slots filled out of 2,963. Instructional staff shortages and pending classroom licensure continue to impact enrollment. No new classrooms opened during the month, and staff

vacancies remain the same. All Education Service Providers remain under-enrolled.

The Early Head Start Home-Based program provides year-round in-person home visitation. At the end of November, 145 slots out of 300 were filled. Some vacancies are due to children turning three and are no longer eligible for the program. Many children transition to Head Start preschool or a school district preschool program. Other vacancies are due to home visitor staffing shortages with 15 of the 28 positions vacant.

The Early Head Start-Child Care Partners program provides full-day, year-round in-person childcare. At the end of November, 150 slots out of 188 were filled. Some vacancies are due to children turning three and no longer eligible for the program. Many children transition to a Head Start preschool, a school district preschool program, or move to a three-year-old classroom in the childcare center. Other vacancies are due to instructional staff shortages. Cactus Kids Preschool continues to have six teacher vacancies, and Immanuel Care for Children has one, which attributes to under enrollment in both centers. All three Child Care Partners are experiencing under enrollment.

Staff recruitment to increase enrollment continues through community events, bus shelter posters and digital messaging in two Ranch Market locations. Education Service Providers and Child Care Partners continue to recruit instructional staff through social media, job search websites and collaboration with colleges. The Early Head Start Home-Based program is working with the City's Human Resources Department to recruit highly qualified home visitors.

School Attendance

The annual target for attendance set by the Office of Head Start is 85 percent.

Attachment B indicates year-to-date average attendance through the end of November is 52 percent for the preschool program. The Child Care Partners' year-to-date average is 53 percent. The low percentage is due to instructional staff shortages, waiting for preschool classrooms to be licensed, and illness affecting children and staff.

Medical and Dental Exams

Head Start regulations require all children have medical and dental exam annually. At the end of November, 2,038 medical and 1,979 dental exams were completed, totaling 4,017 exams, as illustrated in **Attachment C**.

Program Information Summaries

Please see **Attachment D**.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Human Services Department.

Attachment A

Fiscal Expenditures
Yr 4 FY 23 Head Start Financial Summary Grant 890167
Planned level of Expenditures
For the Month of November 2022

Fund Center	Program	FTE	Revised Budget 2022-2023	FY23 YEAR-TO- DATE Expenditures Federal Fund	FY23 YEAR-TO- DATE Expenditures General Purpose Fund	FY23 Remaining Balance	FY23 YEAR-TO-DATE % Spent
8940050001	HS Administration	12	\$ 4,408,796.79	\$ 1,327,112.80		\$ 3,081,683.99	30%
8940050004	HS T&TA	-	\$ 325,611.00	\$ 193,195.30		\$ 132,415.70	59%
8940050012	HS Policy Council	-	\$ 37,144.00	\$ 24,401.66		\$ 12,742.34	66%
8940050015	HS Mental Health	4	\$ 434,056.33	\$ 199,172.95		\$ 234,883.38	46%
8940050016	HS Casework Support	67	\$ 5,441,447.38	\$ 2,218,266.00		\$ 3,223,181.38	41%
8940050017	HS Classroom Support	16	\$ 1,566,566.00	\$ 496,673.05		\$ 1,069,892.95	32%
	Total City of Phoenix	99	\$ 12,213,622	\$ 4,458,822	\$ -	\$ 7,754,800	37%
8940051001	Alhambra	-	\$ 2,375,654	\$ 570,894		\$ 1,804,760	24.0%
8940051003	Booker T Washington	-	\$ 4,516,359	\$ 1,496,576		\$ 3,019,783	33%
8940051005	Washington	-	\$ 3,892,314	\$ 979,036		\$ 2,913,278	25%
8940051006	Deer Valley	-	\$ 671,089	\$ 169,083		\$ 502,006	25%
8940051010	Greater Phoenix Urban League	-	\$ 7,414,500	\$ 2,166,422		\$ 5,248,078	29%
8940051116	Fowler	-	\$ 872,415	\$ 204,885		\$ 667,530	23%
	Total Education Service Providers	-	\$ 19,742,331	\$ 5,586,895	\$ -	\$ 14,155,436	28%
8940505021	Early Head Start Operations Support	54	\$ 7,403,700	\$ 4,425,391		\$ 2,978,309	60%
8940505024	Early Head Start T&TA	-	\$ 161,858	\$ 89,134		\$ 72,724	55%
	Total Early Head Start	54	\$ 7,565,558	\$ 4,514,525		\$ 3,051,033	60%
	Subtotal		\$ 39,521,511	\$ 14,560,242		\$ 24,961,268	37%
	Grand Total	153	39,521,511	14,560,242	0	24,961,268	37%

Attachment B

Percentage of Preschool Attendance		
Target: 85%	YTD Percent:	52%

Goal:

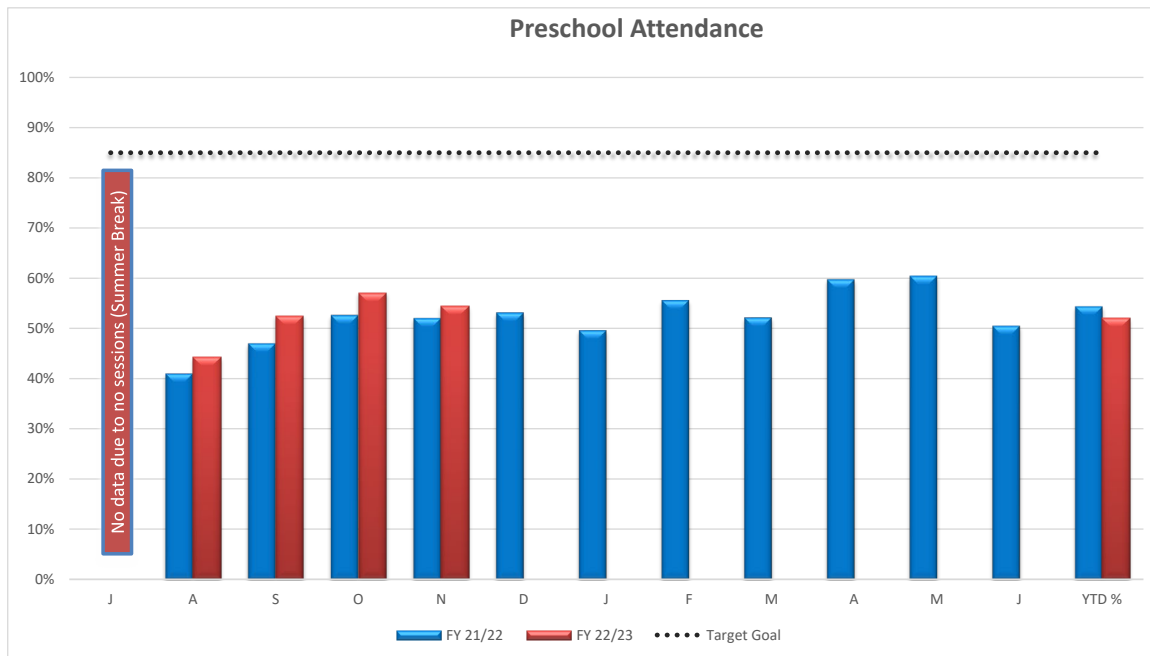
Increase attendance of Head Start Birth to Five children.

Target:

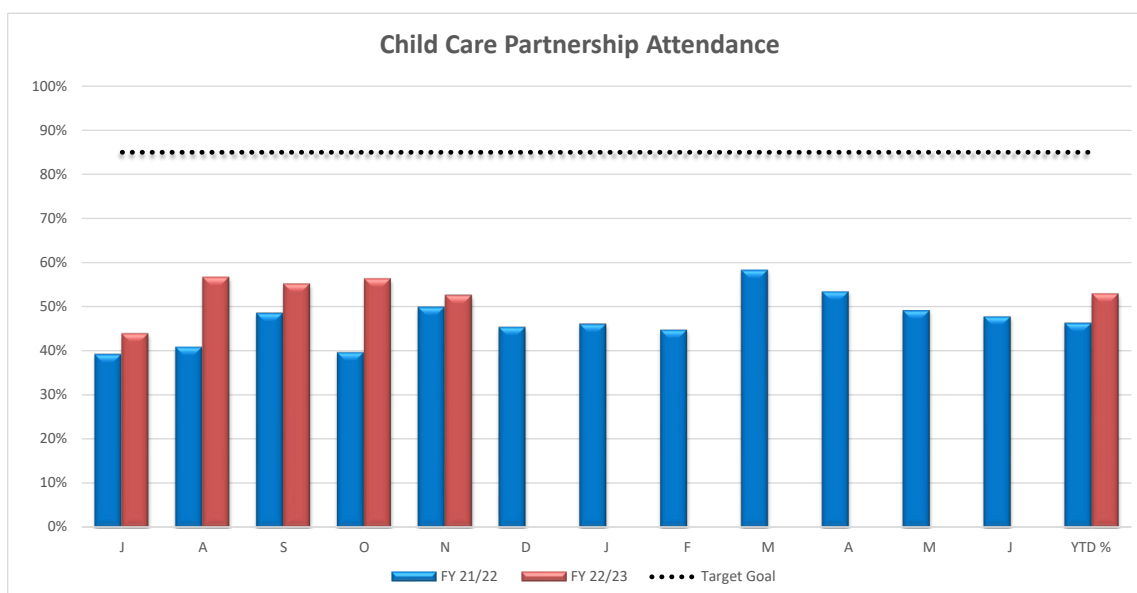
85% of children will attend each day.

Significance:

Attendance is a key factor in being able to get children ready to attend kindergarten.



Percentage of Child Care Partnership Attendance		
Target: 85%	YTD Percent:	53%



Attachment C

Head Start Birth to Five Medical Exams Completed		
Target: 3,451 exams	FY 22-23 Exams:	2,038

Goal:

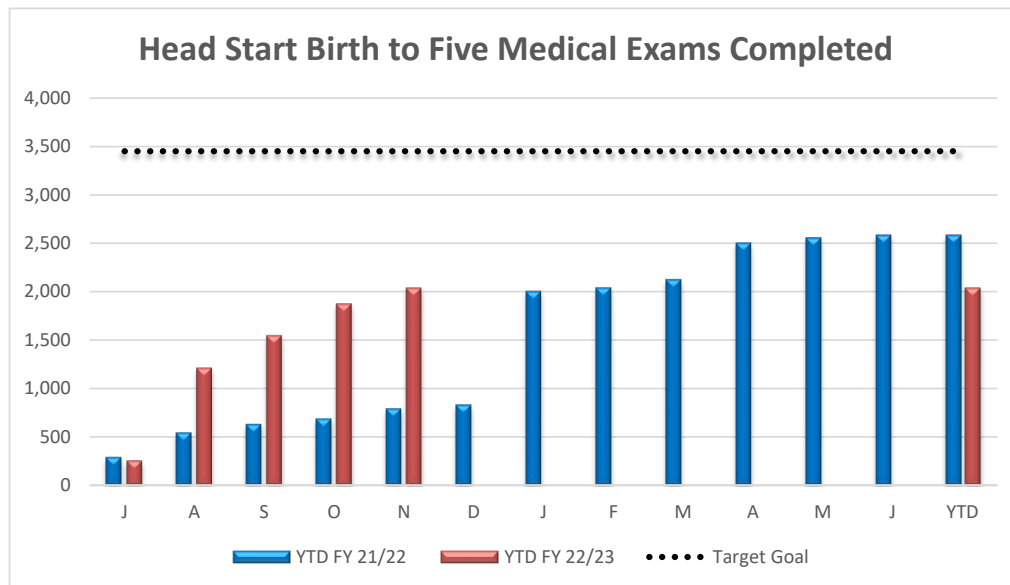
Ensure Head Start Birth to Five children receive necessary medical and dental exams.

Target:

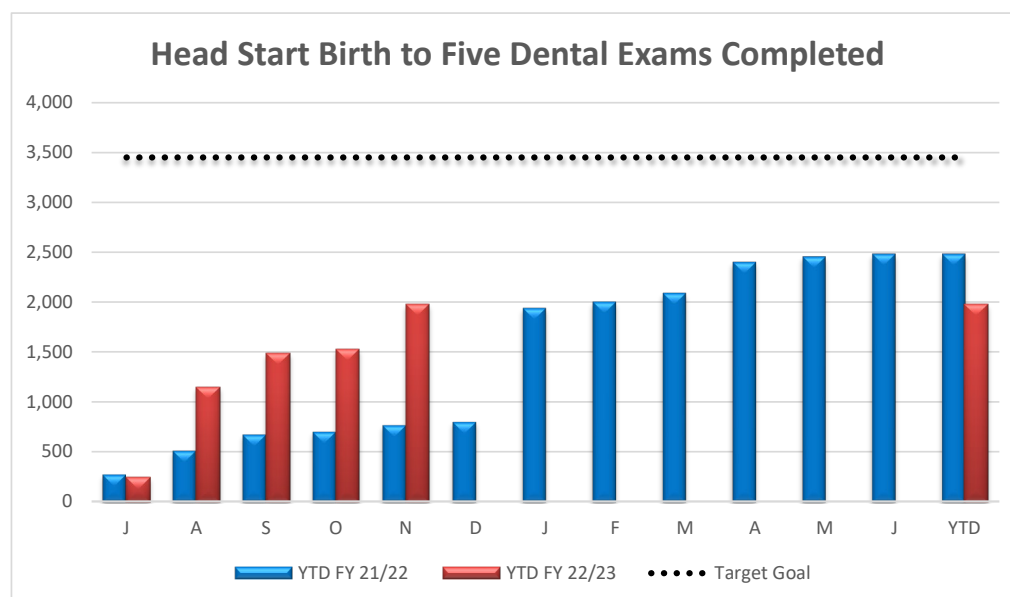
3,451 Medical Exams and 3,451 Dental Exams

Significance:

Head Start Birth to Five children are required to have medical and dental exams as part of the Head Start regulations.



Head Start Birth to Five Dental Exams Completed		
Target: 3,451 exams	FY 22-23 Exams:	1,979



Attachment D

Program Information Summaries

Recruitment

Head Start Birth to Five staff participated in Council District 5's Turkey Giveaway event at American Family Fields of Phoenix. The staff handed out information about Head Start to more than 100 families and collected more than 15 pre-registrations for the program. Frozen turkeys were given to 1,000 families.

Head Start Birth to Five staff participated in an informational health fair at Fillmore Gardens Senior Housing Center. Staff provided resources on the Head Start program and conducted 10 hearing and vision screenings for the seniors.

Free Hearing Screening

A parent whose child is enrolled with the Greater Phoenix Urban League received a voucher for a free comprehensive hearing screening by a licensed audiologist at Arizona Balance and Hearing Aids. The caseworker had been trying to screen the child's hearing but was having trouble as the child could not remain still. The parents were concerned the child may have a hearing impairment but learned their child's hearing is within normal limits. The parents expressed gratitude to the caseworker for helping them obtain a comprehensive screening for their child.

Fowler Head Start Fall Festival

Head Start staff participated in the Fall Festival at Western Valley Child Care Center in the Fowler Elementary School District. Staff provided all 77 attendees with information about school readiness which outlined activities parents can do at home to prepare their children for kindergarten. Five lucky families won school readiness bags containing a mug, pencil, pen, writing pads, and a button.



Portland Loo Pilot Program

This report provides the Community and Cultural Investment Subcommittee with information on the Portland Loo pilot program and public drinking water project for people experiencing homelessness in highly trafficked areas in the downtown core.

THIS ITEM IS FOR INFORMATION ONLY.

Summary

Ready access to clean, safe public restrooms is not only an important piece of urban infrastructure but also a vital part of personal and public health, key for cities and individuals experiencing homelessness. The information below provides an update on the Portland Loo Pilot Program in Phoenix's downtown core, which is bounded to the north and east by the I-10 highway and to the south and west by the I-17 highway.

Background

The Portland Loo is a single-occupant, freestanding public toilet that was designed in Portland, Oregon by Madden Fabrication. The steel structures can be ordered and installed in public parks or in public right of ways to provide free and accessible use around the clock in highly trafficked areas. The Portland Loos are described as easy to clean and maintain, durable, require minimal utility use to run LED lighting, and designed to prevent crime with graffiti-proof walls and open grating. Portland Loos can be ordered as a base model or with additional safety and sanitation options. Currently, the lead time for one unit is six months, with each additional unit ordered adding one additional week to the timeline. The price range of one Portland Loo is \$135,000 - \$149,000, dependent on solar and sanitation options. The price is not including additional city costs related to utilities and construction of a suitable foundation.

Pilot Program

Office of Homeless Solutions (OHS) will purchase and install one Portland Loo at the planned shelter site at 300 S. 22nd Ave, which is estimated to open in mid-2023. The cost of the purchase and installation will be included in the overall project, which includes congregate and non-congregate shelter for approximately 280 people. Installation of the Portland Loo will allow increased outside restroom access to the shelter guests utilizing the open community space at the shelter. It will also allow for a

pilot of the restroom, testing of maintenance issues and cost, thereby providing information for potential expansion to other areas.

Another potential location for a Portland Loo pilot is University Park. University Park is an approximately 8.28-acre neighborhood park serving a one-mile radius in the downtown core. A public restroom is available within the University Park recreation center, which is typically open from Monday to Friday from 4 p.m. to 8 p.m. At this time, a Portland Loo pilot has not yet been funded, and additional potential pilot locations are still being identified.

Future Considerations

After the pilot program is implemented, OHS will evaluate the success of the program relative to cost of installation, cleaning and maintenance, temperature control in the Phoenix summer heat, and utility hookups. If the Portland Loo is determined to be a successful, cost-effective way to increase restroom access, OHS staff will work with Parks and Recreation and other departments on future funding options to expand to include additional locations in highly trafficked areas in the downtown core.

Public Drinking Water Project

The Office of Innovation continues to research public drinking water systems in a variety of cities around the world and identify new technologies and system designs to support greater access to safe drinking water in public spaces. Innovation has reached out to other cities for information related to questions posed by members of the subcommittee and are awaiting response. Also, Innovation is meeting in early January with community organizations to continue the discussion on potential pilot locations.

Responsible Department

This item is submitted by Deputy City Managers Gina Montes and Inger Erickson and the Office of Homeless Solutions and Parks and Recreation Department.



Neighborhood Tree and Shade Pilot Program Update

This report provides the Community and Cultural Investment Subcommittee with an update on neighborhood tree and shade programs, with a focus on programs funded by the American Rescue Plan Act.

THIS ITEM IS FOR INFORMATION ONLY.

Summary

Increasing tree and shade coverage throughout the City of Phoenix is a goal established in the Tree and Shade Master Plan, the Climate Action Plan and many Village Character Plans. In April 2021, City Council further pledged to achieve tree equity in the City, recognizing significant disparities in tree and shade coverage between neighborhoods and the need for targeted investments to resolve those disparities. Historically, the bulk of tree and shade investments made directly by the City have focused on public spaces, especially in City parks and in rights-of-way along major arterial streets. Dedicated funding streams in the general fund to the Parks and Recreation and Street Transportation departments continue to support those investments.

In summer 2022, City Council voted to create two new, temporary programs using American Rescue Plan Act (ARPA) funding to improve tree and shade coverage in residential neighborhoods in Phoenix, complementing prior and ongoing investments. The two programs are:

- A Residential Tree Equity Accelerator Program developed to increase tree canopy coverage in low tree equity score neighborhoods, including at schools, funded at \$6,000,000.
- A Public Shade Structure Program developed to provide engineered shade structures in high pedestrian use areas where natural shade options are less practical, funded at \$3,000,000.

The Office of Heat Response and Mitigation (OHRM) is leading the implementation of these two programs and has focused over the past six months on planning and related efforts. This report provides a brief overview of program management, proposed

priority neighborhoods for tree planting, and examples of recent and planned tree planting events drawing from other funding sources.

Program Management

The Residential Tree Equity Accelerator is directed by the OHRM Urban Tree Program Manager. The Public Shade Structure Program is directed by the OHRM Built Environment Specialist. Both programs will be managed on a day-to-day basis by new project management assistants, who are expected to be hired in early 2023. These temporary staff positions will support the programs through December 2024.

OHRM has convened multiple planning sessions with internal and external partners to help ensure that tree and shade investments made through these programs achieve the desired community outcomes, minimize undesirable tradeoffs, and comply with relevant regulations. Partners in these conversations have included city departments such as Street Transportation, Public Transit, Arts and Culture, Planning and Development, Neighborhood Services, Law, Finance, Housing, and Water Services. Partners have also included local and national non-profit organizations, representatives from the Arizona Nursery Association, and researchers from Arizona State University and the NASA DEVELOP program. Contract development and execution is the next major milestone for both programs; staff anticipate seeking expenditure authority from Council by the end of the first quarter in 2023.

Proposed Priority Neighborhoods for Tree Planting

OHRM partnered with young scholars participating in the NASA DEVELOP capacity-building program to develop a preliminary set of candidate neighborhoods for participation in the Residential Tree Equity Accelerator Program. The prioritization maps created through the NASA DEVELOP project are one of several resources that staff will use to direct program investments; other resources include the American Forests Tree Equity Score Map, guidance from the City Council, the City's Environmental Quality and Sustainability Commission, and participants in the Metro Phoenix Urban Forestry Roundtable, a voluntary coalition of local tree experts and advocates.

DEVELOP project participants created a neighborhood prioritization algorithm for the Residential Tree Equity Accelerator based on recommendations from the City's Urban Heat Island and Tree Shade Subcommittee and scientific literature. The DEVELOP team's approach differed from generic tree planting prioritization mapping efforts in that it specifically focused on identifying neighborhoods in Phoenix where tree canopy cover was low on residential properties that had available area for tree planting.

Variables included in the DEVELOP team's approach included: nine social vulnerability

indicators from the U.S. Census; bus ridership and pedestrian movement data sourced from the City and Arizona State University; tree canopy coverage information from American Forests; land surface temperature and land cover information from NASA; and zoning and land use information from the City. The selection process was constrained to federally-identified Qualified Census Tracts, which are priority communities for ARPA funding investments.

The DEVELOP team recommended five general areas for residential tree planting investments. The names included in the list below are used informally and not reflective of any official administrative unit or neighborhood boundary. The DEVELOP recommended areas were: Alhambra, West Encanto Village, Maryvale, Central City and South Phoenix.

Staff are also exploring opportunities to direct residential tree planting funding to other low tree equity score neighborhoods, especially where leveraged investments are possible. One example of an additional candidate is the Edison-Eastlake neighborhood, to complement progress supported by the Choice Neighborhoods grant. Community members in Edison-Eastlake and South Phoenix participated in The Nature Conservancy's neighborhood heat planning process in recent years, which led to identification of high-priority planting areas in those communities from residents' perspectives.

Staff is developing a similar approach to that used by the DEVELOP team to identify priority communities and sites for engineered shade investments, based on critical indicators and criteria sourced from planning conversations held throughout the fall. With guidance from the Mayor and Council, staff anticipate robust community engagement with prioritized neighborhoods in early 2023 to begin hiring and training neighborhood tree stewards and enroll individual households in the program.

Recent and Planned Tree Planting Events

City staff continued to develop important relationships and identify best practices for neighborhood and community greening efforts through tree planting events that the City has supported and/or coordinated over the past year. These neighborhood events, which typically involve directly planting trees on privately-held property of individual residents and visitors, complement the City's investments in parks and the streetscape along major arterials. Recent and planned tree planting events with City support include:

- Carnation Neighborhood Planting, April 2022. 60 trees planted.
- Phoenix Children's Museum Planting, November 2022. 16 trees planted; additional landscaping planned.

- Brentwood Neighborhood Planting, February 2023. Approximately 60 trees to be planted.

Responsible Department

This item is submitted by Deputy City Manager Karen Peters and the Office of Heat Response and Mitigation.



Air Quality Update - Ozone

This report provides the Community and Cultural Investment Subcommittee with an update on air quality, specifically ozone and potential impacts to it by the veto of Proposition 400E.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

The U.S. Environmental Protection Agency (EPA) sets national ambient air quality health standards (NAAQS) to ensure uniform protection of public health throughout the country. Areas that do not meet those standards must plan and implement strategies to attain the standards by the deadlines defined in the Clean Air Act. Historically, the Phoenix region has been designated as a nonattainment area for carbon monoxide, particulate matter (PM-10) and ozone. The Phoenix area was redesignated to attainment status for the carbon monoxide standard in the mid-1990s. The Phoenix area is designated serious nonattainment for PM-10 and moderate nonattainment for the 2015 ozone standard.

In April, 2016, the Phoenix City Council adopted the 2050 Environmental Sustainability Goals for Phoenix, which include a vision to achieve a level of air quality that is healthy for all Phoenix residents and the natural environment. One measure of this goal is to outperform the federal air quality health standards for regional pollutants.

Ozone

Ozone pollution occurs at its highest concentrations during summer months when sunlight and heat cause a chemical reaction between nitrogen oxides and volatile organic compounds. While the major source of these pollutants are tailpipe emissions, other contributors include manufacturing, power plants, and use of products such as solvents and paints. Ozone is a respiratory irritant that can damage lung tissue, trigger asthma and cause other respiratory episodes.

Even with growth, average ozone levels in the Valley decreased at least 11 percent since 1990 due to the uptake of new cleaner vehicles into the regional fleet, as a result of the continuing stringency of federal vehicle emission control standards. Regional

programs, such as clean vehicle fuels, vehicle emissions inspections, and recovery of fuel vapor during fueling have also been successful in reducing ozone levels. However, despite the reduction in concentrations, our region still continues to exceed the ozone NAAQS. Per the Clean Air Act (CAA), the 2015 ozone standard, which is the currently applicable standard, is 70 parts per billion (ppb).

Ozone Nonattainment Classifications

For areas not attaining the NAAQS, the CAA establishes Nonattainment Classifications: Marginal, Moderate, Serious, Severe and Extreme. In April 2022, EPA published a proposed rule in the Federal Register to determine that the Maricopa Eight-hour Ozone Nonattainment Areas did not attain the 2015 ozone standard (70 ppb) by the attainment date of Aug. 3, 2021, and will be reclassified to a Moderate Area. The attainment date for the Moderate Areas is Aug. 3, 2024. New controls must be in place by June 2023, and these controls must decrease ozone. The August 2024 attainment date is important in that it is the threshold between Moderate and Serious classifications. If the Moderate attainment is not met by this date, new, more stringent requirements will be required. The area will see, in part, significant new offset requirements for new businesses and existing businesses wishing to expand.

As the classification becomes more severe, the CAA requirements become more stringent and costly. See **Attachment A** and note that each classification's requirements are additive to the classification below it. Failure to meet the standard by a deadline is costly and consequential.

EPA now considers the Phoenix region to be classified as Moderate nonattainment for the 2015 ozone standard and thus must meet the standard by Aug. 3, 2024. With that, a Moderate Area State Implementation Plan (SIP) is due to EPA by Jan. 1, 2023. The SIP must set new control measures to reduce ozone and ozone precursors and implement new emission offset requirements for new facilities locating to the area and existing facilities wishing to expand.

The Governor's recent veto of Proposition 400E (Prop 400E) adds to area's air quality challenges. Existing ozone mitigation strategies are tied to the infrastructure projects that were to be funded through Prop 400E. These projects, such as expansion of light rail and implementation of Bus Rapid Transit, reduce ozone and ozone precursors. With the veto of Prop 400E and these investments in congestion-reducing transportation projects, meeting the 2015 ozone standard will be even more challenging. Measures to actively address ozone and ozone precursors, such as those provided for in Prop 400E, are necessary to protect our economy and the health of our residents.

Office of Environmental Programs staff have discussed the issue with the Maricopa Association of Governments and the Maricopa County Air Quality Department. All indicate a high likelihood of the moving from Moderate nonattainment in 2024 to Serious nonattainment in 2027. Reclassification to Serious nonattainment will mean significant economic challenges to economic growth.

Responsible Department

This item is submitted by Deputy City Manager Karen Peters and the Office of Environmental Programs.

Attachment A

Overview of CAA Ozone Nonattainment Area Planning & Control Requirements by Classification

		NSR Offset Ratio	Major Source Threshold
EXTREME (20 years to attain)	TRAFFIC CONGESTION CONTROLS (if appropriate)	1.5 : 1 Extreme	10 tpy
	CLEAN FUELS REQUIREMENT FOR BOILERS		
SEVERE (15/17 years to attain)	PENALTY FEE PROGRAM FOR MAJOR SOURCES	1.3 : 1 Severe	25 tpy
	VMT GROWTH DEMONSTRATION (& TCMs if needed)		
SERIOUS (9 years to attain)	VMT REPORTING	1.2 : 1 Serious	50 tpy
	NSR REQUIREMENTS FOR EXISTING SOURCE MODS		
	CLEAN FUELS PROGRAM OR SUBSTITUTE MEASURE FOR LARGER POP. AREAS		
	MODELED DEMO OF ATTAINMENT		
	MILESTONE DEMONSTRATIONS and CONTINGENCY MEASURES FOR RFP		
MODERATE (6 years to attain)	3% ANNUAL RFP UNTIL ATTAINMENT	1.15 : 1 Moderate	100 tpy
	ENHANCED I/M for larger population areas		
	CONTINGENCY MEASURES FOR FAILURE TO ATTAIN		
	ENHANCED MONITORING PLAN		
	Stage II Gasoline Vapor Recovery		
MARGINAL (3 years to attain)	BASIC VEHICLE I/M for larger population areas	1.1 : 1 Marginal	100 tpy
	15% VOC ROP or 15% VOC/NOx RFP (OVER 6 YEARS)		
	VOC/NOx RACT for MAJOR/CTG SOURCES		
	NONATTAINMENT NEW SOURCE REVIEW PROGRAM	1.1 : 1 Marginal	100 tpy
	EMISSIONS STATEMENTS		
	BASELINE EMISSIONS INVENTORY (EI)		
	PERIODIC EMISSIONS INVENTORY UPDATES		

NOTE: Transportation and General Conformity apply in all ozone nonattainment areas.



Waste Zero: Phoenix's Zero Waste and Circular Economy Roadmap

This report provides the Community and Cultural Investment Subcommittee with an update on the Public Works Department's Zero Waste and Circular Economy Roadmap.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

In April 2016, the Phoenix City Council adopted eight 2050 Environmental Sustainability goals that set long-term outcomes necessary to fulfill the vision of becoming the most sustainable desert city on the planet. In fall 2021, Phoenix re-launched its Climate Action Plan which outlined goals and actions to help the City achieve carbon neutrality by 2050 including goals and actions tied to waste and “waste as a resource” opportunities otherwise known as circular economy. Specifically, the Climate Action Plan calls out the need to create a zero-waste city through participation in the circular economy where recycled materials are repeatedly reused or up-cycled in products instead of using raw or virgin materials.

The Waste Zero Roadmap discusses past, present, and future programs, technologies, and services that put Phoenix on the path to achieving the ambitious climate action and waste to resource 2050 goals. This includes the goal of achieving 50 percent waste diversion from landfills by 2030 and zero waste by 2050.

The purpose of this Roadmap is to highlight the specific approaches and short- to long-term actions necessary to achieve the waste diversion goals. Public Works seeks to maximize efforts to increase reuse and recycling of materials to further divert the amount of wasted resources Phoenix residents send to the landfill. These efforts will lessen environmental impacts by reducing greenhouse gases emissions while creating healthier communities, and spurring economic activity.

The Roadmap highlights key activities to reach diversion goals including:

- Public Engagement;
- Diversity, Equity, and Inclusion;
- Investments in Technology;

- Education and Outreach Efforts;
- Enhancement of Programs and Services; and
- Public and Private Partnerships.

Responsible Department

This item is submitted by Deputy City Manager Karen Peters and the Public Works Department.



Park Ranger Hiring Update

This report provides the Community and Cultural Investment Subcommittee information on the Phoenix Park Ranger Program and hiring efforts.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

The Parks and Recreation Department Natural Resources Division houses the Park Ranger program. Objectives of the program include maintaining safe and welcoming parks for all residents and visitors. The work Park Rangers perform are divided into two related yet distinct assignments: (1) rangers assigned to the mountain preserves and (2) rangers assigned to urban parks. There are 88 full-time Park Rangers and 11 part-time Park Rangers throughout the park system. At the time of this report, there are currently 12 full-time Park Ranger vacancies, including one on the urban team, 10 on the mountain preserve ranger team, and one vacant position shared by both teams. There are currently seven part-time Park Ranger vacancies, all on the mountain preserve ranger team.

Between June and Nov. 2022, a total of 12 full-time Park Rangers were recruited and onboarded. Of these, 10 were new hires and two were the result of part-time staff promoting to full-time positions. Another round of Park Ranger recruitment is currently taking place. At the time of this report, staff are reviewing applications received in the most recent recruitment and preparing to conduct interviews in January.

Park Rangers assigned to the mountain preserves cover three areas: North (Sonoran Preserve, Deem Hills, North Mountain Park, etc.), East (Camelback Mountain, Piestewa Peak, Papago Park, etc.) and South (South Mountain Park and Rio Salado Habitat Restoration Area). These rangers protect the City's mountain preserves, including animal habitats, hiking trails, trail heads, restrooms and physical facilities. Rangers educate the public on how to safely enjoy the Sonoran Desert and enforce park rules, regulations, and ordinances related to park usage in desert parks and preserves. When necessary, rangers issue criminal citations for violations of City Code ordinances. Rangers also facilitate programs and provide a wide variety of information about park and recreation facilities to the public. Additionally, rangers work closely with

other first responders to interact safely and communicate effectively with park users in emergency situations.

Each area consists of a standardized reporting structure and includes one Park Supervisor, one Park Manager, two Park Ranger III supervisors, and varying combinations of full-time and part-time Park Ranger IIs. There are 64 full-time and 11 part-time positions throughout the mountain park and preserve areas, which manage the patrol and maintenance of all trailheads, and facilities which are open seven days a week, year-round from 5 a.m. to 7 p.m.

Park Rangers assigned to urban parks support and rove throughout the City's urban park system, which consist of 185 parks and designated bike paths and pedestrian tunnels throughout the City. Rangers assist in the proactive education and enforcement of the public on a daily basis, addressing the Code of Conduct Policy as well as other common issues, such as loitering in the park after hours, illegal vending, shopping carts, dogs off-leash, smoking, drugs and paraphernalia, and unattended belongings. Rangers monitor and enforce park rules, regulations and ordinances related to City park use and educate park patrons not complying with these rules. Criminal citations for violation of City Code ordinances or trespass notices through the Parks and Recreation Department's Code of Conduct are issued, when necessary. Ranger patrol coverage is seven days a week from 4 a.m. to 11 p.m.

Park Rangers assigned to the urban parks include one Park Supervisor, one Park Manager, four Park Ranger III supervisors, and 24 full-time Park Ranger IIs. A total of eight of the 24 Park Ranger II positions were added during the Fiscal Year 2022-23 budget process. The Parks and Recreation Department recently filled seven of these positions and one is in the process of being filled. When fully staffed, six Park Ranger IIs will cover the morning shift from 4 a.m. to 2:30 p.m. and six Ranger IIs will cover the afternoon shift from 12:30 p.m. to 11 p.m. With current challenges in recruiting Park Rangers, there are between two and four Park Ranger IIs working at any one time.

The Parks Rangers are also an integral part of the PHX Community Action Response Engagement Services (C.A.R.E.S.) initiative, which focuses on efforts to reduce the impact of homelessness in the City and address concerns, and issues related to unsheltered individuals in neighborhoods. Rangers work with police and Community Bridges, Inc. (CBI) staff on targeted outreach opportunities. A strategic approach identifies priority patrols via input from Parks and Recreation Department staff throughout the City and Phoenix Police Department service calls. Ranger patrols afford the opportunity to increase direct contact with individuals who may need services and the ability to immediately provide information directly to the PHX C.A.R.E.S. program and other City departments, including Police, Human Services,

Neighborhood Services and Street Transportation.

The presence of Park Rangers in the mountain parks, preserves, and flatland parks helps improve customer service and park guest satisfaction, as well as park safety, attractiveness and usability.

Responsible Department

This item is submitted by Deputy City Manager Inger Erickson and the Parks and Recreation Department.



Citywide Recruitment and Hiring Process

This report provides an informational update to the Community and Cultural Investment Subcommittee regarding the City's current recruitment and hiring process.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

Attracting quality talent is a top priority for the City of Phoenix. To remain competitive in the current labor market, the Human Resources (HR) Department has taken proactive measures by implementing several recruitment and hiring process improvements. This report will provide the subcommittee with a brief overview of the various strategies HR has and/or plans to implement in the near future, along with recommendations for further consideration.

Recruitment and Hiring Steps

The following is a summary of the hiring process steps taken to fill a vacant position:

- Department requests recruitment
- HR creates a job posting
- Applicants apply
- Initial screening
- Department selects candidates for interviews
- Interviews are scheduled
- Department extends job offer
- New employee starts

Recruitment and Hiring Process

Previously, the recruitment and hiring process included several steps that resulted in significant delays between the time the recruitment closed and the time the hiring manager extended the job offer. In the past year, working within the guidelines of the Personnel Rules, the HR Department has since streamlined the recruitment process, providing departments with a position-based recruitment option in addition to an eligibility list process. This strategy has proven to provide a better candidate experience and a more expedited process when position-based recruitment is used.

The option to use an eligibility list process is currently used to recruit for many vacancies. However, this process has notable drawbacks, some of which include the following:

- Individuals are only contacted if selected by a hiring manager for an interview;
- Notifications are not sent to the candidates if they are not selected to interview and they remain on the list;
- Applicants may find another job while waiting on City of Phoenix process and are not available if called; and
- Timelines are hard to track.

Other Process Improvements

HR is currently revising Administrative Regulation 2.81 Background Screening, revising the Commercial Driver's License (CDL) card requirements process, streamlining the salary approval process, expanding the usage of the hiring retention, referral, and CDL incentives; and has implemented a dedicated recruiter model.

Since implementing these changes, the annual number of employees hired for hard-to-fill positions has increased: the Water Services Department has seen a 44 percent decrease in the time it takes to fill vacant positions; the vacancy rate for the Public Works Department Solid Waste Equipment Operator has gone from 23 percent in September 2022 to 11 percent in December 2022; and the vacancy rate for the Aviation Department has decreased from 21 percent to 14 percent.

Recommendations

To continue streamlining the recruitment and hiring process, the HR Department recommends the following strategies:

- Add dedicated Hiring Process Admin Support Staff either via contracted services or city personnel.
- Revise Personnel Rules and implement a position/processed-based recruitment only model.
- Offer Employee Referral Program for all positions.

With implementing these recommendations and the other process improvements mentioned above, we anticipate that the total time it takes from a department requesting recruitment to when a new employee starts will decrease by approximately 35 percent to 45 percent.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays and the Human Resources Department.