



# Agenda

## City Council Policy Session

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Tuesday, May 4, 2021

2:30 PM

phoenix.gov

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### OPTIONS TO ACCESS THIS MEETING

#### *Request to speak at a meeting:*

- **Register online** by visiting the City Council Meetings page on phoenix.gov **at least 1 hour 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=e51a596e9d3ce6e0e200ef488abe04cfc>

- **Register via telephone** at 602-262-6001 **at least 1 hour 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.

#### *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 182 483 5834# (for English) or 182 288 6547# (for Spanish). Press # again when prompted for attendee ID.

#### *Para nuestros residentes de habla hispana:*

- **Para registrarse para hablar en español**, llame al 602-262-6001 **al menos 1 hora 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 126 521 2899 #. 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 126 521 2899 #). Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.

**CALL TO ORDER****COUNCIL INFORMATION AND FOLLOW-UP REQUESTS**

This item is scheduled to give City Council members an opportunity to publicly request information or follow up on issues of interest to the community. If the information is available, staff will immediately provide it to the City Council member. No decisions will be made or action taken.

**CONSENT ACTION**

This item is scheduled to allow the City Council to act on the Mayor's recommendations on the Consent Agenda. There was no Consent Agenda for this meeting.

**CALL FOR AN EXECUTIVE SESSION**

A vote may be held to call an Executive Session for a future date.

**REPORTS AND BUDGET UPDATES BY THE CITY MANAGER**

This item is scheduled to allow the City Manager to provide brief informational reports on topics of interest to the City Council. The City Council may discuss these reports but no action will be taken.

**INFORMATION AND DISCUSSION (ITEM 1)****1 2021-22 City Manager's Proposed Budget**

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This report transmits a balanced fiscal year (FY) 2021-22 Proposed Budget for community review and comment. No action is required at this time. Action on the FY 2021-22 budget is scheduled for the May 18, 2021 Council meeting.

**THIS ITEM IS FOR INFORMATION AND DISCUSSION.****Responsible Department**

This item is submitted by City Manager Ed Zuercher, Assistant City Manager Jeff Barton and the Budget and Research Department.

**ADJOURN**

For further information or for reasonable accommodations, please call the Management Intern, City Manager's Office, at 602-262-4449 or Relay 7-1-1 as early as possible to coordinate needed arrangements.

Si necesita traducción en español, por favor llame a la oficina del gerente de la Ciudad de Phoenix, 602-262-4449 tres días antes de la fecha de la junta.





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## 2021-22 City Manager's Proposed Budget

This report transmits a balanced fiscal year (FY) 2021-22 Proposed Budget for community review and comment. No action is required at this time. Action on the FY 2021-22 budget is scheduled for the May 18, 2021 Council meeting.

### **THIS ITEM IS FOR INFORMATION AND DISCUSSION.**

The 2021-22 Proposed Trial Budget presented to City Council on March 16, 2021 included proposed increases in employee compensation and additions of a variety of City programs and services using the General Fund (GF) projected surplus of \$153M. Staff revised revenue estimates based on 8-month technical revenue reviews and an additional \$1.8M in resources is available for community priorities identified by residents at 14 virtual budget hearings, from the FundPHX tool, and comments received directly to the Budget & Research Department. This feedback from our residents was taken into consideration and changes to the proposed budget are reflected in this report.

### **Summary**

The GF revised projected surplus for FY 2021-22 is \$154.8M. Due to the leadership of the City Council over the past year, it represents a remarkable turnaround from the budget of 2020-21 when we instituted hiring freezes to prevent COVID related deficits. The surplus is available for negotiated employee compensation increases and additions to programs and services in several important categories. The surplus is largely made up of \$98M in one-time funds and a newly revised \$56.8M in ongoing resources. One-time funds represent resources from the Council approved transfer of funding from the Coronavirus Relief Fund (CRF) to offset public safety salaries as permitted by the Federal guidelines. Ongoing resources represent primarily anticipated growth in revenues for next fiscal year. Proposed Budget additions, including changes from the Trial Budget as a result of community input, are summarized below and more detailed explanations are provided in **Attachment A** (GF Proposed Additions) and **Attachment B** (Non-GF Proposed Additions). Community input on the budget is also summarized in this report. Additionally, all resident comments received on the budget and the youtube videos of all 14 virtual budget hearings are available on the Budget & Research website at <https://www.phoenix.gov/budget>. This report also includes

explanations of items not included in the proposed budget, but commented on by the public, as well as detailed schedules on the 2021-22 proposed budget for all City funds (**Schedules 1 - 11**).

### **Proposed Changes and Additions to the City Manager's Budget**

As presented, the City Manager's (CM) Proposed Budget includes several recommendations that continue to move the City forward in addressing critical community priorities and ensuring our most important asset, our employees, are fairly compensated for the outstanding work they do for the community. The 2021-22 Trial Budget presented to City Council and the community on March 16, 2021 has been revised to account for resident feedback. Changes are identified in this report as **\*NEW\*** and are included in **Attachments A and B**. The following is a summary list of the proposed changes:

- Build and set-aside operating funds for three new neighborhood Parks in the Southwest area of Phoenix, which can be built with impact fees.
- Maintenance at the Highline Canal.
- Additional staff for the Pueblo Grande Museum.
- Resources for advancement of Fast Track City initiatives to promote AIDS awareness and prevention.
- A City Navigator for Veterans' services.
- Additional funding for the City's Adaptive Reuse Program.
- Additional staff to properly maintain City cemeteries.
- Additional staff in the Water Department (non-general funded from Water Services) to implement recommendations from the Water Conservation Ad Hoc Committee.

Including the above changes to the proposed budget from community input, GF priorities include the following recommended increases totaling \$154.8M by category and are summarized below:

- Negotiated Employee Compensation Increases (Ongoing and One-time) - \$118.3M
- Public Safety Reform & Responsiveness - \$20.5M
- COVID Relief & Resiliency - \$2.6M
- Climate Change & Heat Readiness - \$2.8M
- Affordable Housing & Homelessness - \$2.8M
- Building Community & Responding to Growth - \$4.7M
- Administrative Accountability - \$3.1M

The proposed Trial Budget also includes additions of \$4.3M for Non-GF Departments

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including Water, Planning and Development, Solid Waste and Streets Transportation. Information on proposed Non-GF budget additions are summarized in this report and detailed in **Attachment B**.

### **Proposed General Fund Additions - \$154.8M and 318.2 positions**

Below is a summary by category of the proposed GF additions to the 2021-22 City Manager's Budget. Detailed information about each supplemental by department is provided in **Attachment A**.

#### **Employee Compensation - \$118.3M**

The City continues to negotiate with labor units on the development of labor contracts for FY 2021-22 and FY 2022-23. Current labor contracts expire June 30, 2021. Based on available resources, service needs and the Five-Year GF Forecast presented to Council on February 23, 2021, the City is proposing to allocate 76 percent or \$118.3M of the total GF Surplus to address employee compensation. Three of the five union contracts have been ratified and approved by the City Council.

#### **Public Safety Reform & Responsiveness - \$20.5M and 226.9 positions**

The Mayor, City Council and residents have expressed the need for more accountability, responsiveness, transparency and trust from public safety programs. The spending proposals in this category will help to accomplish improved trust and service delivery from our public safety departments. Primary in this category is additional resources for a bold investment of \$15M towards expanding an existing civilian only program for responding to mental and behavioral health calls for service.

Mental and Behavioral Health Calls for Service: Community members, first responders and mental health professionals have all identified the need for enhanced mental health and crisis response support in Phoenix. Vulnerable communities including children and the elderly, individuals experiencing abuse, poverty and homelessness, residents with behavioral and mental health disorders or people with alcohol and drug dependencies all require additional support. In order to bridge this gap and to improve service delivery to individuals contacting 911 experiencing behavioral and mental health issues or in need of emergency crisis response, the City has proposed adding resources to the Community Assistance Program (CAP).

The plan includes increasing the number of crisis response units to a total of 10 and establishing nine new behavioral health units across the city based on where the highest concentration of calls are received. The concept is to create an effective City of Phoenix behavioral and mental health crisis response program where multiple City departments work alongside non-profit organizations and the behavioral health

community to improve the quality of life for residents in need. The proposed model also recommends expanding the existing city contract with IMD medical group to offer telemedicine services to residents who are experiencing comorbidities, where both a mental and behavioral health problem exists along with a medical issue. This on call medical platform would be accessible to the CAP program 24/7 and provide access to licensed medical professionals who can access the Health Information Exchange (HIE). The program would also seek to establish a contract for a public-private partnership with a behavioral healthcare provider to create a comprehensive model where individuals will receive both immediate service from the CAP units and be connected to additional services through the contracted provider.

The proposed solution would accomplish several goals including:

- Increase behavioral health resources to the community by focusing on timely immediate response to individuals in need.
- Crisis de-escalation and appropriate civilian trained response to improve relationships in the community with public safety.
- Prevent criminalizing behavioral health issues and unnecessarily incarcerating and/or hospitalizing individuals with mental illness.
- Provide alternate behavioral health care and connect community members in crisis through a coordinated system-wide collaborative approach.
- Avoid duplicating behavioral health services.
- Outreach and connection to long term case management services to reduce repeat calls to 911.
- Access to licensed medical professionals where needed to improve service outcomes.
- Return PPD and PFD first responders to core public safety emergency incidents.
- Better use of taxpayer resources.

Implementation of a new behavioral and mental health program is a heavy lift. For this reason, the City has proposed the program be started within the Fire Department by leveraging the already successful CAP, which has been in existence since 1995, however has been under-resourced and unable to meet community demands. The program currently responds to mental and behavioral health calls for service and is managed by licensed civilian professionals in social work and counseling. Full implementation of the enhanced program is anticipated to take 18-24 months, and once fully operational the program is estimated to cost \$15M based on analysis conducted by the Budget & Research Department. Once the program is fully operational, further analysis will be conducted to determine if budgetary savings have been realized to the City. If resources are freed up in the Police and/or Fire Departments which results in budgetary savings, the City Council can allocate those

resources as it deems appropriate based on actual data and experience for the program.

A significant number of public comments were given on the proposed model at the virtual budget hearings. It is clear a program that relieves police officers of being first responders to mental and behavioral crisis situations where possible is supported. There were questions and criticisms of the potential structure, including its assignment in the Fire Department; an expressed desire for more money to be allocated and to take that money directly from the Police Department; questions about potential communication with federal ICE officials; and an expressed desire for community involvement in the program design and implementation. In response to this feedback, during the implementation phase the City plans to seek input from the community and mental and behavioral health stakeholders to ensure the program meets the needs of all. Staff also plans to engage independent experts to conduct thorough process mapping, best practices identification, community engagement, performance measures, and the scope of the behavioral health unit Request for Proposal. At full completion this program could transition from the Fire Department to either its own function or be incorporated within the Human Services Department as part of a crisis response division which would include the Family Advocacy Center. In terms of ICE, as explained at the budget hearings, civilian employees (like CAP) do not call ICE when providing services. The Police Department only calls ICE when a person is arrested, booked into jail, or given a citation in lieu of detention. If a CAP call turns into a situation requiring police intervention, and there is an arrest, citation or booking, only then would ICE be involved according to current policy and state law.

Other proposed additions in this category include:

- Human Services Department (\$90K) - a new Victim Services Caseworker III (1) to serve as a navigator to services for relatives of decedents and juveniles as a result of officer involved shootings or in custody deaths. This was a recommendation of the Traumatic Incident Ad Hoc Committee.
- Fire Department (\$800K) - In addition to the above CAP expansion for mental health calls for service, staff recommends adding (15) civilian positions for paramedic trainers (3), radio technicians (2) and 911 Dispatchers (10).
- Municipal Court (\$350K) - additional staff (5) to provide operational support at the new Maricopa County Intake, Transfer and Release facility (2) and to properly staff the Orders of Protection Office (3).
- Police Department (\$3.7M) - proposed funding to add civilian staff (75) to improve accountability, transparency and relationships with the community. The Phoenix Police Department is down over 300 civilian positions since the Great Recession

and several functions struggle to meet service demands. The recommended civilian positions will be used to: improve turnaround time for public records requests (15); add staff to ensure data reporting compliance with the National Incident-Based Reporting System (34); funding for positions (4) to manage a new Early Identification & Intervention System (EIIIS), which was recommended in 2019 by community stakeholders, Arizona State University and City leadership. The system is intended to use data analytics to proactively identify trends and intervene prior to an employee's adverse actions; continue with the plan to civilianize the Central Booking Detail (22) which is a more cost effective way to perform the administrative booking function; and add \$500k for a GF set-aside for Police reform to improve community trust, and provide a comprehensive review of the Phoenix Police department. This review will include a thorough evaluation of practices and policies, actively solicit stakeholder and community feedback and provide recommendations for improvement.

- Street Transportation Department (\$600K) - funding for projects included in the comprehensive Roadway Safety Action Plan approved by Council on March 2.

### **COVID Response & Resiliency - \$2.6M and 7 positions**

The COVID-19 pandemic has presented numerous challenges for the City concerning protecting the public and employees during the pandemic. These efforts have included consultation with medical experts to guide decision making in how to navigate the pandemic, continuing service delivery remotely and/or implementing spatial distancing measures, providing food assistance, providing mobile outreach and wifi services to the community and quickly moving to virtual information technology platforms to accommodate teleworking and video conferencing. Proposed additions are included in the budget to provide services and to add staff to ensure the City not only continues to responsibly navigate the pandemic, but also to provide these service enhancements and information technology benefits going forward. Additions include:

- City Manager's Office (\$150K) - add funding to continue the contract for expert medical and public health consultation.
- Office of Environmental Programs (\$300K) - add a Program Manager (1) and funding to continue the Emergency Food Assistance Program and to achieve the goals of the Council approved 2025 Phoenix Food Action Plan.
- Information Technology Department (\$1.7M) - Add staff (3) and managed contract services to support the technology deployed due to the pandemic for teleworking, new wifi locations, and video conferencing. Funds are also requested to ensure IT security for projects arising from the pandemic including the new PHX 311 and Learning Management Systems.
- Library Department (\$200K) - add funding to continue mobile service for the "Mifi"

- hotspot program, online programming and remote outreach, and laptop support.
- Public Works Department (\$200K) - add positions (3) to staff the appointment counter in City Hall and Calvin C. Goode. This counter has been well received by the public and offers a streamlined way to make appointments with various City departments.

### **Climate Change & Heat Readiness - \$2.8M and 14.0 positions**

Negative impacts from climate change and increasing Phoenix temperatures call for strategies to address negative impacts to air quality from pollutants and carbon emissions. The growing hazard of urban heat to the public, particularly vulnerable populations such as the homeless, require a forward thinking approach to provide for a sustainable environment for City residents. Proposed additions in this category include establishing a new Office of Heat Response and Mitigation, provide additional resources and staff to achieve the goals of the 2010 Tree and Shade Master Plan, increase staff for the Energy System Inspection Program in the Fire Department and add funding for conducting greenhouse gas emissions inventories and to assist with implementing the City's newly created Climate Action Plan. Additions include:

- City Manager's Office (\$500K) - add staff (4) to create a new Office of Heat Response and Mitigation. This includes a Tree and Shade Administrator recommended by the Environmental Quality and Sustainability Commission.
- Fire Department (\$0) - add civilian staff (5) and equipment to support the Solar Energy Inspection Program. Costs of this addition are offset by increased revenues receive by the City for solar energy system inspections resulting in a net zero increase to the GF.
- Office of Environmental Programs (\$200K) - add funding to conduct green house gas emissions inventories and provide modeling and analysis regarding air quality.
- Parks Department (\$600K) - add an additional Forestry crew (5) to plant additional trees in City parks, and provide funding to update the tree inventory and database. The City Council approved the Tree and Shade Master Plan in 2010 with the goal to double the shade canopy by 2030. The additional staff and an accurate tree inventory and database will help to accomplish this goal.
- Streets Transportation Department (\$1.5M) - add funding to the Cool Corridors Program, which was developed to align with the Tree and Shade Master Plan to assist with planting 200 trees per mile for a total of 1,800 new trees planted across nine project areas, one in each Council district and citywide.

### **\*NEW\* Affordable Housing & Homelessness - \$2.8M and 4.0 positions**

The City of Phoenix has a lack of affordable housing and a growing homeless population in need of assistance. The City Council approved a Housing Phoenix Plan

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in 2020 and recently the Homeless Strategies Plan to find solutions specifically to identify funding to increase and improve affordable housing units as well as to leverage federal funding and work with community partners to help the homeless. Additionally, the COVID-19 pandemic has increased the homeless population in the downtown area and the Hatcher Road area of Sunnyslope, requiring additional cleanings in these areas for waste removal, trash pickup and sanitization. The proposed additions listed below will assist with achieving the critical mission of increasing affordable housing and helping the homeless. Additions in this category include:

- Housing Department (\$1.6M) - **\*NEW\*** add a Special Projects Administrator (1) (this position was previously a Project Manager in the Trial Budget) to coordinate the RFP process and contract management for development of affordable or mixed income housing on City-owned land and to conduct community outreach. Add one-time funding of \$1.4M for infrastructure improvements at Sante Fe Springs affordable apartment homes.
- Human Services Department (\$175K) - add positions (2) to create a homeless advocate workforce specialist and administrative support to help the homeless find employment to achieve self sufficiency and to ensure compliance with federal regulations for \$33M in Emergency Solutions Grants and Community Development Block Grants.
- Neighborhood Services (\$100K) - add a Neighborhood Specialist (1) focused on serving the Human Services Campus area neighborhoods and businesses.
- Public Works Department (\$800K) - add funding for positions (3) and equipment to support the Human Services Campus downtown area clean-ups. Positions will be in the Solid Waste Division and charged to the GF.
- Streets Transportation Department (\$130K) - add funding for contracted services to provide sidewalk and right-of-way cleanups at the Human Services Campus in the downtown area and the Hatcher Road area of Sunnyslope.

**\*NEW\* Building Community & Responding to Growth - \$4.7M and 39.3 positions**

This category proposes multiple additions across several City departments with the intent to provide targeted economic development opportunities for the West region of the City, to expand the successful College Depot Program for our younger residents, increase funding for the Arts and Historic Preservation, provide for adequate floodplain management, add funding for landscape management due to recently completed capital projects, and address the need for more resources due to growth and demand for city amenities and services. **\*NEW\*** resident feedback included a desire for more parks in the Southwest region of the city, a dedicated Veterans Advocate position, resources for maintenance of the Highline Canal, staff for Pueblo Grande Museum,

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additional funding for the successful Adaptive Reuse Program and for Fast Track City initiatives.

- Community and Economic Development Department (\$300K) - add positions (2) for the Small Business and Community Retail Redevelopment Program.
- Human Services Department (\$345K) - **\*NEW\*** add funding for Fast Track Cities initiatives to increase engagement and connection to treatment for residents with HIV/AIDS. Add a Veterans Advocate position (1) to serve as a navigator for connection to services for our residents who are veterans of the military.
- Library Department (\$200K) - add positions (2) to expand the College Depot Program to provide increased outreach and more assistance to prepare students for high school equivalency testing and college entrance exam testing. The additional resources would also increase the number of high school students who can be assigned to an advisor in the program to ensure a successful transition to college.
- Office of Arts & Culture (\$200K) - add funding for additional community arts grants, increase opportunities to engage youth in arts programs, provide training to art professionals through skill workshops. Funding will also be used to provide "pop-up" art programming around the city at libraries, community centers and cultural centers.
- Parks and Recreation Department (\$2.9M) - add full-time and part-time positions (29.3) to support growing needs at various parks and recreation centers, including the new Cesar Chavez Community Center scheduled to open in the Fall 2021, Margaret T. Hance Park and Deem Hills (13.3). Funding is also requested to add positions for urban park and facility management (2) and to continue the successful Adaptive Inclusion Recreation Program (3) started during the pandemic via a partnership with the Phoenix Suns. **\*NEW\*** add a GF set-aside of (\$945K) for (6) new positions and operating and maintenance costs for three new parks located at 55th Avenue & Samantha Way in District 8, 71st Avenue & Meadows and 87th Ave & Lower Buckeye Rd in District 7. Costs for design and construction of the three new parks in the Southwest region is included in the proposed Capital Improvement Program for FY 2021-22 using resources from available impact fees. Funding is also included for (1) position for Pueblo Grande Museum, and (4) positions to properly maintain the Highline Canal and city cemeteries.
- Planning and Development Department (\$600K) - add positions (3) to support Council and community-initiated projects and priorities. The team will devote significant time to Rio Reimagined, leading the development of a plan with the vision, goals, policies and strategies that guide the future growth, redevelopment and preservation along the banks of the Salt River. The Planning team will work with the Mayor and Council and community, along with multiple City departments, consultants and other partners to establish a Rio Reimagined Plan that provides a

foundation for future actions and investments, including sustainable land use, heat mitigation, diverse housing options, economic development and other important programs. Funding is also included for historic preservation grants to assist homeowners with maintaining their historic properties. **\*NEW\*** increase funding from \$25K to \$30K for the successful Adaptive Reuse Program to revitalize existing buildings, and help small businesses and neighborhoods.

- Public Works Department (\$100K) - add a position for Floodplain Management (1) to ensure compliance with the National Flood Insurance Program and the Community Rating System, which provides discounts to residents for the rising cost of flood insurance.
- Streets Transportation Department (\$150K) - add contracted services to provide for increased landscape management and litter removal along the Grand Canal Phase II and the Avenida Rio Salado areas, and add a position in the Central Records Division (1) to assist with the increasing number of requests for public records relating to the City's right-of-way, street infrastructure, traffic services and storm drains. The cost of this position is assessed to capital projects and non-GF departments resulting in a net zero cost addition to the GF.

### **Administrative Accountability - \$3.1M and 27.0 positions**

As the City continues to become more diverse and grow in both population and demand for services, additional resources are needed for a variety of departments for operational and administration purposes. It is also important the City foster and promote a diverse, equitable and inclusive environment to both live and work for residents and employees. Proposed additions will provide for timely, effective and high quality service delivery in areas concerning city elections, public records requests, contract management, information technology, human resources, legal services, fiscal support, and to increase funding for maintenance of the City's aging fleet of vehicles. Resources will also be used to develop a new Office of Diversity, Equity and Inclusion.

- City Manager's Office (\$270K) - add positions (2) to establish the Office of Diversity Equity and Inclusion (DEI) to ensure the City is both a place to work and live which promotes equitable and respectful treatment of all people.
- City Clerk Department (\$300K) - provide funding for contracted services to develop an implementation plan for upgrading, enhancing and creating new platforms for election services to ensure continued transparency and engagement in City elections.
- Communications Office (\$100K) - add a position to the Public Records Request Division (1) to process increasing requests for public information.
- Human Resources Department (\$400K) - add positions (3) for human resource related procurement activities, data analytics to provide more robust reporting to

foster business process improvements and data driven decision making, and conduct internal investigations into employee misconduct.

- Information Technology Department (\$1.3M) - add positions (3) and funding for managed services to sustain technology infrastructure and remediate vulnerabilities to protect City systems and applications from ever evolving security threats.
- Law Department (\$0) - add positions (2) by converting existing funding for contracted paralegal services for civil litigation support. The department expects in-sourcing of paralegal services to result in a higher quality of legal research, writing and investigations. This is a net zero cost to the GF.
- Library Department (\$400K) - add positions (3) for information technology support of library applications and systems and for accounting and fiscal support. The increase in virtual programming and applications requires appropriate technology support and the department does not currently have enough resources for accounting and fiscal related duties.
- Parks and Recreation Department (\$200K) - add positions (2) for information technology desktop and application support. The number of computers, applications and systems has grown and requires additional positions to ensure functionality.
- Public Works Department (\$130K) - restore and add positions (11) for the Fleet Services Division (10) and human resources support for the Solid Waste Division (1). Fleet Services is in need of additional positions to adequately maintain the City's fleet of vehicles. The division is responsible for maintaining 7,000+ units and assists City departments with procurement of new vehicles. The division is currently under resourced and is not capable of providing the needed maintenance on the City's aging and diverse fleet. The cost estimate of \$130K for the GF accounts for savings from reducing outside labor and charges to non-general fund customer departments. This addition also adds one new human resources position to be paid for by the Non-GF Solid Waste Division of Public Works (identified under the Non-GF proposed additions listed below).

### **Position Conversions to Maintain Services - \$0 and 29.5 positions**

The Trial Budget includes converting 29.5 GF temporary positions to ongoing status. Funding for these positions has been identified in each respective department's existing operating budget and therefore represent a no-cost addition to the GF. The position conversions are requested because the duties of each position are no longer temporary in nature and are necessary to maintain existing service levels. A list of GF position conversions by department is detailed in **Attachment A**.

### **Proposed Non-General Fund Additions - \$4.3M and 28.0 positions**

The City budget is made up of three fund sources: the General Fund, Enterprise Funds and Other Restricted Funds. Recommendations for the General Fund were discussed

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above. Enterprise Funds include Aviation, Water, Wastewater, Solid Waste and the Convention Center. These funds, with the exception of the Convention Center, are funded with user fees. The Convention Center includes fees paid by those who use the facility and Convention Center parking garages and certain earmarked sales tax categories. Enterprise funds can only be used for costs directly associated with delivering enterprise services. The Restricted Funds category includes federal and state grants, gas taxes (AHUR), debt service, the Development Services Fund, the Public Safety Specialty Funds, the Phoenix Parks and Preserve Initiative (PPPI) and the voter-approved Transportation 2050 Fund. These funds can only be used in accordance with grant and other statutory rules.

Total Non-GF proposed additions are summarized below by category. Detailed information about each supplemental by department is provided in **Attachment B**. Below, is a summary of the Non-GF additions:

**\*NEW\* Climate Change & Heat Readiness - \$724K and 5.0 positions**

- Water (\$724K) - add positions (5) and contractual services to achieve recommendations made by the Water Conservation Ad Hoc Committee, which includes implementing a total of 13 water conservation programs.

**Affordable Housing & Homelessness - \$0 and 3.0 positions**

- Solid Waste (\$0) - add positions (3) and equipment to support the Human Services Campus downtown area clean-ups. Positions will be in the Solid Waste Division and charged to the GF (identified earlier in this report under the GF section for proposed additions).

**Building Community & Responding to Growth - \$3.5M and 20.0 positions**

Proposed Non GF additions are included to add resources to support growth in Development Services, Solid Waste and Street Transportation. These additions are necessary for plan reviews, inspections, information technology and human resource needs, records management, solid waste refuse and disposal management, street cleaning and GIS services.

- Planning and Development Department (\$950K) - add positions (10) for residential and commercial plan reviews necessary due to significant increases experienced caused by moving to electronic plan reviews (6), new positions for accounting and technology support are required due to the new KIVA permitting system and to adequately maintain the departments IT assets (2), higher incidents of non-permitted construction activity requires more resources for processing citations and preparing court documents (1), the new Remote Inspections Program implemented

in the spring of 2020 has been successful and requires a dedicated staff member to adequately maintain the program (1).

- Solid Waste (\$2.1M) - add positions (5) for residential refuse and recycling collection necessary due to household growth (4), increased funding for a position at the SR85 Landfill needed due to citywide growth in solid waste tonnage and to maintain adequate staffing levels (1).
- Streets Transportation Department (\$400K) - add positions (5) to be funded by the Arizona Highway User Revenue Fund (AHUR) for geographic information systems (GIS) support necessary for the accelerated pavement maintenance program and to support the workload necessary for the land base system due to growth in development activity (2), restore supervisory positions for preventative street maintenance and cleaning (2), and add a position for the Field Operations Administration section to manage incoming requests from the public for street services (1).

#### **Administrative Accountability - \$100K and 0 positions**

- Solid Waste (\$100K) - add funding for a position to reside in the GF for human resources support necessary for recruitment and employee training and discipline. The position will be in the Public Works Department (identified earlier in this report under the GF section for proposed additions) and charged to the Solid Waste Fund.

#### **Position Conversions to Maintain Services - \$0 and 21.0 positions**

The Trial Budget includes converting 21.0 Non-GF temporary positions to ongoing status. Funding for these positions has been identified in each respective department's existing operating budget and therefore represent a no-cost addition. The position conversions are requested because the duties of each position are no longer temporary in nature and are necessary to maintain existing service levels. A list of Non-GF position conversions by department is detailed in **Attachment B**.

#### **Community Feedback**

Resident input was solicited at 14 virtual community budget hearings held between April 2, 2021 and April 20, 2021. Residents also provided feedback online using the FundPHX tool and comments were received directly to the Budget & Research Department via email and voicemail. In total between March 8, 2021 and April 27, 2021, we received 1,524 comments from 1,001 individuals on the proposed Trial Budget. Several residents commented multiple times on the same topic. A summary of the number of resident comments by topic is listed below. The public can access all comments received on the budget including the written minutes and video recordings of completed budget hearings at <https://www.phoenix.gov/budget/hearings>.

Resident Comments for additional funding/support of the proposed budget:

- (170) additional funding for a civilian-only response for mental health and crisis response calls for service, and/or for it to be an independent function from Public Safety and to have community involvement in the proposed model.
- (76) additional funding for green spaces, cool corridors, heat readiness, climate resiliency, the Tree and Shade Master Plan, water conservation, and the Office of Heat Response and Mitigation.
- (68) additional funding for affordable housing, rental assistance, and veterans housing.
- (48) additional funding for the park on 55<sup>th</sup> Avenue and Samantha Way.
- (40) additional funding for Parks and Recreation parks and community centers.
- (35) additional funding for Arts and Culture and public art maintenance.
- (35) additional funding for expanded Public Transit services, dedicated bus lanes, shaded bus stops, and neighborhood circulators.
- (34) additional funding for programs assisting individuals experiencing homelessness.
- (33) additional funding for PhxbizConnect/HUUB.
- (30) in support of the budget.
- (26) additional funding for Police officer, 911 operator and civilian hiring and training.
- (22) additional funding for Human Services, workforce development, childcare and senior programs.
- (16) additional funding for historic preservation.
- (15) additional funding for street improvements at 3<sup>rd</sup> and 5<sup>th</sup> Avenue in the Willo neighborhood.
- (15) additional funding for youth programs, housing, and sports.
- (15) additional funding for Street Transportation maintenance, cleaning, and repair.
- (9) additional funding for Environmental Programs.
- (7) additional funding for HAWK signals, bicyclist and pedestrian safety.
- (7) additional funding for Libraries and College Depot.
- (6) additional funding for gated alleys and alley clean-ups.
- (5) additional funding for Police reparations.
- (5) additional funding for public records.
- (4) additional funding for Fast-Track Cities initiative to end HIV/AIDS in Phoenix.
- (3) additional funding for Carnegie Library.
- (3) additional funding for Planning and Development.
- (3) additional funding for universal basic income pilot program.
- (2) additional funding for landscape and neighborhood support near 19<sup>th</sup> Avenue

and Southern.

- (2) additional funding for Neighborhood Services.
- (2) additional funding for public wifi and technology programs.
- (1) additional funding for improvements and maintenance of the bike trails at 6<sup>th</sup> Avenue and 12<sup>th</sup> Street.
- (1) additional funding for Pueblo Grande Museum.
- (1) additional funding for Budget and Research.
- (1) additional funding for City employee education, health and wellness.
- (1) additional funding for Economic Development.
- (1) additional funding for election.
- (1) additional funding for LGBTQ+ programming and education.
- (1) additional funding for Municipal Court.
- (1) additional funding for Office of Accountability and Transparency.
- (1) additional funding for public health.
- (1) additional funding for Public Works.
- (1) additional funding for Solid Waste.
- (1) additional funding for street lighting.
- (1) in support of increasing reserves.
- (1) in support of increasing taxes.

Resident Comments for reduced funding/opposition of the budget:

- (199) in opposition of additional funding for Police and/or reducing the Police budget; and/or requests to reallocate funding to addiction and substance abuse programs, rehabilitation services and centers in West Phoenix, and elimination of Public Transit Fares.
- (23) in opposition of the budget.
- (4) in opposition of increased funding for Street Transportation.
- (3) in opposition of increased funding for Fire.
- (3) in opposition of increased funding for historic preservation.
- (3) in opposition of increased funding for Public Works.
- (2) in opposition of increased funding for Environmental Programs.
- (2) in opposition of increased funding for Human Services.
- (2) in opposition of increased funding for Information Technology Services.
- (2) in opposition of increased funding for Parks and Recreation.
- (2) in opposition of increased funding for public health.
- (1) in opposition of increased funding for Housing.
- (1) in opposition of increased funding for Human Resources.
- (1) in opposition of increased funding for Municipal Court.

- (1) in opposition of increased funding for Park Rangers.
- (1) in opposition of increased funding for Sustainability.

In addition, the following social media statistics were recorded from March 16, 2021 - April 19, 2021:

Facebook Posts - 35

- 62,000 Users Reached
- 213 Reactions

Twitter - 176 City of Phoenix Tweets (across three City accounts, including the City's bilingual account)

- 308 Replies
- 177 "Likes"
- 81 Retweets

YouTube

2,351 Views

Residents also provided feedback on several topics not included as proposed increases to the 2021-22 budget. For the below topics, residents spoke either in favor of additional resources to develop, expand or continue the items or requested more information be provided by City staff, below is an explanation of each item:

### **PHXBizConnect by HUUB**

Due to COVID-19, City Council approved allocating \$500K from the Coronavirus Relief Funds for PHXBizConnect to serve as a resource for small businesses impacted by the pandemic. The platform has been very successful and hundreds of small businesses in the community have used it to connect to resources and networking opportunities. Several residents expressed a desire to continue funding this successful program. As a result, staff plans to request Council approval to include this program in the American Rescue Plan Act (ARPA) Strategic Plan under the "Phoenix Business and Employee Assistance Programs" category.

### **Streets Projects - 3rd & 5th Avenues and Hidalgo & 19th Avenue**

The Street Transportation Department's 3rd and 5th Avenues North project is a bicycle and pedestrian improvement project located along 3rd Avenue between McDowell Road and Muhammad Ali Way (just north of Thomas Road) and along 5th Avenue between McDowell Road and Thomas Road. Project improvements will include two-way protected bicycle lanes along 3<sup>rd</sup> Avenue, a bicycle lane on 5<sup>th</sup> Avenue, curb

ramps, streetlights, traffic signals, pedestrian improvements, and pavement mill and overlay. The project design is currently at 60 percent, and is anticipated to be completed in Fall 2021. There is anticipated right-of-way and easement acquisition required for the new improvements and the earliest time-frame for construction is summer of 2022. The current estimated construction cost is \$5.5M. Based on the current design schedule, Streets will review this project for inclusion in the Department's Capital Improvement Program (CIP) in the Fall 2021. It should be noted that during the annual CIP update process in late 2020, due to COVID related impacts to Department revenue forecasts, the Street Transportation Department reduced its five-year CIP by nearly \$40 million. Due to these reductions, existing budgeted projects were delayed and annual programs were reduced; therefore, there was no capacity to add new projects to the CIP.

The Street Transportation Department will also replace missing trees and install an irrigation system in the medians on Hidalgo Avenue between 20<sup>th</sup> Avenue and Southern Avenue. The work will include installing a new water meter, underground directional boring to connect the medians with irrigation sleeving, installing a new irrigation system, and planting 30 trees. This project is anticipated to take approximately two months to complete and will cost approximately \$60K. The funding is already included in the department's budget.

### **Transit Services in the Southwest Phoenix Area**

In the Southwest Phoenix area bus service improvements have included extending service hours on weekdays, Saturdays, and Sundays. Future transit improvement plans for the Southwest Phoenix area include extending routes on 43rd Avenue, 67th Avenue, 75th Avenue, 83rd Avenue, Lower Buckeye Road, Broadway Road, and Southern Avenue and the addition of new routes on 91st Avenue, 99th Avenue, and Dobbins Road. In response to public input seeking to address transit service needs in the area south of Interstate 10 to Van Buren Street, between 59th and 67th Avenues, the Public Transit Department will study potential expansion of the existing free MARY neighborhood circulator into this area. Staff will develop cost estimates, explore routing options and work with local community stakeholders on a potentially revised route that enhances service to this community.

Phoenix's four neighborhood circulator routes operate as free services. All other transit services (local bus, RAPID, Express, light rail, Dial-a-Ride) require a fare to help fund transit services. As Phoenix partners with the Regional Public Transportation Authority (RPTA) and its member cities and the county to provide Valley Metro-branded bus service across the region, consistent fares are charged by both Phoenix and RPTA to provide a seamless customer experience. Additionally, in a typical year, total regional

transit fare revenues amount to approximately \$65 million, with Phoenix's share at nearly \$40 million. Without this operating revenue source, other sources of revenue would be needed, or transit service would need to be reduced a commensurate amount.

### **Carnegie Library**

The Carnegie Library and Park, located at the southwest corner of 10th Avenue and Washington Street, was placed on the National Register of Historic Places in 1974, and designated by the City Council as an historic Landmark (HP-L Overlay Zoning) in 2004. The library itself was constructed in 1907 and was the first library in Phoenix, continuing as the City's main library for 44 years. In 1984 the City of Phoenix agreed to lease the site to the State of Arizona, through the Arizona Legislative Council of the Arizona State Legislature, on condition that the State renovate, maintain, and operate the building and grounds in a manner that preserves the historical qualities and design features, at the State's sole expense. The State's use of the site must be for library or museum-related public purposes. The lease term was an initial 50 years, ending August 31, 2034, with two 25-year renewal options. The State has used the site for various library or museum-related purposes, but the library building is presently vacant. Numerous organizations have expressed interest in the library building, and any use by a third party requires an agreement with the State consistent with the lease provisions, as well as written consent from the City. The State and City could conduct a competitive process to determine the proposer and use that best fulfills the lease terms and historical significance of the site. Alternatively, the City and State could agree to terminate the lease and the City could conduct its own competitive process. In that case, the City would take back responsibility for the library and funding would need to be identified for a thorough facility assessment, to make any required repairs and for ongoing operating costs of the library.

### **Community Center at 75th Ave & Van Buren**

Currently, there are no plans or funding for a new community or recreation center in the area of 75<sup>th</sup> Ave and Van Buren. This area however is currently served by approximately five City of Phoenix parks within a three mile radius, and a multi-generational community center at Desert West Park located at 67th Avenue & Encanto is 3.9 miles away. Desert West Community Center offers programming for youth, teens, adults and seniors. It is the hub of the award winning PHXteens program and includes an indoor gym and classrooms. It features outdoor tennis, mini pitch soccer, basketball, hard court volleyball, sand volleyball, racquetball and bike polo courts. The park itself features an urban fishing lake, soccer complex, softball complex, a fitPHX walking path and the Desert West Skatepark. In addition, the following five parks are within three miles of 75th Ave and Van Buren:

- 2.7 miles El Oso Park 75<sup>th</sup> Ave & Osborn
- 2.9 miles Desert Star Park 85<sup>th</sup> Ave & Encanto
- 2.9 miles Starlight Park 78<sup>th</sup> Ave & Osborn
- 2.9 miles Santa Maria Park 71<sup>st</sup> Ave & Lower Buckeye
- 3.0 miles Sun Ridge Park 63<sup>rd</sup> & Roosevelt

Staff estimates the cost to build a new community center at this location would be approximately \$2.0M to \$2.5M and ongoing operating expenses are estimated at \$300K - \$400K per year. Resources are not currently available in the budget and would need to be identified for both the design and construction of the community center as well as ongoing operating expenses.

### **Drug Addiction Rehabilitation Center**

The City does not currently provide drug rehabilitation services or centers in the community. The City may look into the possibility of providing this service in the future if directed by City Council to determine if providing these services would be legally permissible, including any licensing requirements, and financially feasible.

### **Additional Information**

The proposed balanced 2021-22 GF budget is \$1,607.6M. This is a \$182M increase or 12.8% from the adopted 2020-21 GF Budget of \$1,425.6M. The increase accounts for the additions mentioned earlier in this report and increases in capital pay-as-you-go projects, employee pension costs, and an increase in the contingency fund to maintain 4% of GF operating expenditures. Projected GF revenue in 2021-22 is estimated to be \$1,355.8M and represents an increase of \$32.9M or 2.5% over the 2020-21 Revised Estimate of \$1,322.9M, excluding one-time revenues of \$109.2M from the Council approved transfer from the Coronavirus Relief Fund to offset public safety salaries as permitted by the Federal guidelines. Growth in 2021-22 reflects anticipated increases in city and state sales taxes and state-shared vehicle license taxes, this growth is offset by estimated declines in state-shared income tax revenues, which is based on collections from two years prior. This decline is due to the State's action to delay income tax filings in the last quarter of FY2019-20 in response to the COVID-19 pandemic. **Schedule 2** included in this report provides more information on City revenue estimates and additional information can be found on the Budget and Research website at <https://www.phoenix.gov/budgetphoenix.gov/budget>. Total GF resources for FY 2021-22 are estimated at \$1,607.6M and includes the estimated beginning fund balance of \$244.7M (largely made up of one-time funds discussed earlier in this report), estimated revenue of \$1,355.8M and fund transfers and recoveries estimated at \$7.1M.

For all funds, which includes General, Enterprise and Special Revenue funds such as grants, and all debt service and pay-as-you-go capital costs, the proposed 2021-22 budget is \$5,214.4M. Included in this proposed budget amount is \$416M allocated to the City by the Federal government in the American Rescue Plan Act (ARPA). Details on the 2021-22 proposed budget for all City funds is attached to this report in **Schedules 1-11** and include:

- Resources and expenditures by Fund for 2019-20 actual; 2020-21 estimate; and 2021-22 proposed budget.
- Proposed revenues for all City funds by major source.
- Proposed operating expenditures by department, including fund source.
- Proposed debt service by program, source of funds, and expense type.
- Preliminary 2021-22 Capital Improvement Program budget financed by operating funds.
- Proposed interfund transfers.
- Proposed full-time equivalent (FTE) positions by department.
- Preliminary 2021-22 Capital Improvement Program resources and expenditures by capital fund, program and fund source.
- Summary of proposed property tax levy and rate information. The levy is anticipated to grow due to growth in assessed property valuations, however as described below in this report the combined property tax rate is proposed to drop by \$0.01 from \$2.13 to \$2.12.

### **Next Steps**

The City Manager's Budget presented on May 4, 2021 is for information and discussion only. The Council and public will have two weeks to review and comment on the proposal. Council action is scheduled for May 18, 2021. Following the Council budget action on May 18, both the City Charter and State law require subsequent public notification, advertising, and City Council actions. The May 18 Council action provides staff with direction and sufficient time to prepare the required legal publications for the following actions:

<b>Date</b>	<b>Event</b>
June 2, 2021	2021-22 Tentative Budget Ordinance Adoption
June 16, 2021	2021-22 Funding Plan and Final Budget Ordinance Adoption
July 1, 2021	2021-22 Property Tax Levy Ordinance Adoption

On July 1, 2021 City Council is scheduled to adopt property tax as the last step in the legally required budget adoption process. Primary property tax revenues support

operating costs for General Fund programs and services, while secondary property taxes pay the bonded debt service for facilities like libraries, police and fire stations, storm drains and parks. The total combined primary and secondary property tax rate for FY2021-22 of \$2.12 represents a one-cent (or 0.6%) reduction from the 2020-21 combined rate of \$2.13. The proposed primary property tax rate for FY2021-22 of \$1.31 will remain unchanged and is consistent with City Council policy to maximize the primary rate within City Charter Limits. If approved, the secondary property tax rate will drop one-cent from \$0.82 to \$0.81. Although the primary property tax rate remains constant, the primary property tax levy increases for FY 2021-22 to \$191.3M, which is \$11.4M or 4% more than the FY 2020-21 revenue estimate of \$179.9M due to increasing net assessed valuations (property values) and new construction. Additionally, State law requires a Truth in Taxation hearing notice to property owners, which requires notification any time the average primary property tax bill increases, even if the tax rate is not increased. The law does not require notice on the City's secondary property tax. The hearing is scheduled to take place at the City Council Formal meeting on June 16, 2021.

**Responsible Department**

This item is submitted by City Manager Ed Zuercher, Assistant City Manager Jeff Barton and the Budget and Research Department.

ATTACHMENT A

2021-22

PROPOSED SUPPLEMENTALS  
GENERAL FUND

View the [Inventory of Programs published online](#) for program details.

Department/Program	2021-22 Total
--------------------	------------------

**EMPLOYEE COMPENSATION**

**Labor**

- |    |  |               |
|----|--|---------------|
| 1. | Current employee contracts expire June 30, 2021. Management has been negotiating with each bargaining unit and has proposed allocating approximately 76 percent of the available surplus for employee compensation. Exact details of the compensation packages will be determined in the negotiations process. | \$118,300,000 |
|----|--|---------------|

<b>TOTAL EMPLOYEE COMPENSATION</b>	<b>\$118,300,000</b>
------------------------------------	----------------------

**PUBLIC SAFETY REFORM AND RESPONSIVENESS**

**Fire**

- |    |  |                  |
|----|--|------------------|
| 1. | <i>Emergency Medical Services</i><br>Paramedic Training: Add funding for two Paramedic Training Coordinators and one Admin Aide position. These positions will support current and future programs of Emergency Medical Services including the addition and implementation of a new electronic patient care reporting (EPCR) system. These positions will also restore previously eliminated positions from prior budget reductions. | \$382,000<br>3.0 |
| 2. | <i>Administration</i><br>Radio Repair: Add funding for one User Technology Specialist to support the maintenance and repair of radios used by Firefighters. Add funding for one Admin Aide to provide administrative support to the Phoenix Fire Regional Dispatch Center. The onetime costs include one vehicle, technology equipment, and office space reconfiguration.  | \$260,000<br>2.0 |

**Department/Program**

**2021-22  
Total**

3. *Crisis Intervention* \$15,000,000  
130.9  
Crisis Response: Expand the City of Phoenix Community Assistance Program in order to provide additional resources for responding to behavioral and mental health calls for service using a civilian model. Full implementation of the enhanced program is anticipated to take 18-24 months. During this time the City plans to seek input from the community and mental and behavioral health stakeholders to ensure that the program meets the needs of all. Staff also plans to engage an independent consultant to conduct a thorough review of the program to include process mapping, best practices identification, community engagement, developing performance measures, and developing the scope of the behavioral health unit request for proposal. The concept is to create an effective City of Phoenix behavioral and mental health crisis response program where multiple city departments work alongside non-profit organizations and the behavioral health community to improve the quality of life for residents in need. The program will also allow first responders to return to core public safety emergencies to reduce response times. At full completion it is anticipated this program will transition from the Fire department to either its own function or be absorbed within the Human Services Department as part of a crisis response division, which would include the Family Advocacy Center.

4. *Fire Emergency Medical Services and Hazardous Incident Response* \$87,000  
10.0  
Fire Dispatch: Add funding for 10 new positions consisting of two Fire Communications Supervisor, two Fire Emergency Dispatcher \* Lead, and six Fire Emergency Dispatchers for the Phoenix Fire Regional Dispatch Center (PFDRDC) which provides 9-1-1 fire and medical emergency call taking and dispatching services for the City of Phoenix and 26 other jurisdictions. Funding is shared between the City of Phoenix (50%) and the 26 partner jurisdictions (50%). In FY 2020-21, the City Council approved eight positions fully funded by the City of Phoenix with the shared cost beginning in FY 2021-22. The FY 2021-22 cost shown represents additional funding needed for one position since eight are already funded in the General Fund. The cost of the remaining nine positions will be paid for by the partner cities.

**Total Fire** \$15,729,000  
145.9

**Human Services**

1. *Victim Advocacy Services* \$93,000  
1.0  
Traumatic Incident Liaison: Add a Caseworker III position to assist relatives of decedents, incapacitated individuals and juveniles as a result of a police interaction. Relatives of decedents may not be entitled to victims rights advocacy until the determination of a criminal offense. This position will provide case management services to relatives to address needs outside of the criminal justice system.

**Total Human Services** \$93,000  
1.0

**Department/Program****2021-22  
Total****Municipal Court**

1.	<i>Civil Courtroom Operations - Civil Division</i> Intake, Transfer, and Release (ITR) Staff: Add two Bailiff positions to provide judicial and operational support in a criminal courtroom located at the new Maricopa County ITR facility that opened in November 2020. This criminal courtroom is designed to handle initial appearances for individuals who have been arrested and held by the City of Phoenix. Funding would provide for the continued processing of cases in a timely and efficient manner.	\$133,000 2.0
2.	<i>Civil Courtroom Operations - Civil Division</i> Orders of Protection: Add one Court Interpreter and two Court/Legal Clerk II positions to support the operations of the Order of Protection Office. In September 2019, the Phoenix Municipal Court implemented the mandated firearm transfer process for defendants that are deemed a credible threat in an Order of Protection (OOP) case. Additionally, in January 2020, the Arizona Administration Office of the Courts (AOC) required the utilization of an on-line public portal system. Both process changes have caused increased staff workload and wait times. Staff and resources are needed in a customer service capacity, for administrative documentation and translation services.	\$224,000 3.0
<b>Total Municipal Court</b>		<b>\$357,000 5.0</b>

**Police**

1.	<i>Fiscal Management Bureau - Public Records Unit</i> Public Records Support: Add funding for nine Administrative Aide, three Forensic Photo Specialist, two Administrative Assistant I, and one Forensic Photo Specialist Lead positions to provide additional staff support for the Public Records and Services Unit. These positions will help eliminate public records request backlogs, ensure timely request processing, and improve overall customer service and transparency.	\$1,009,000 15.0
2.	<i>Professional Standards Bureau - Inspections Unit</i> Early Intervention: Add two Administrative Aide, one Management Assistant I, and one Police Research Analyst positions to support the Early Intervention System (EIS). These positions will ensure timely and accurate data and implement intervention recommendations, with the goal of identifying employee risk and preventing adverse events.	\$298,000 4.0

<b>Department/Program</b>	<b>2021-22 Total</b>
3. <i>Strategic Information Bureau</i> Data Transparency: Add staffing required to meet federal National Incident-Based Reporting System (NIBRS) standards, additional demands for increased transparency in policing and timely publication of data, and increased workload due to Proposition 207's requirement to purge prior criminal records related to marijuana offenses. This funding will allow for 22 ongoing positions, including 12 Police Coding Clerk, six Admin Aide*U7, two Police Records Clerk, one Criminal Intelligence Analyst, and one Police R&I Bureau Shift Supervisor. It also includes funding for 12 temporary part-time Police Coding Clerk positions.	\$1,924,000 34.0
4. <i>Centralized Booking Detail</i> Civilianize Central Booking: Add funding for 18 temporary Detention Officer positions and four temporary Detention Supervisor positions in the Centralized Booking Detail. These civilian positions will take the place of sworn positions, allowing officers to be redeployed to higher priority duties. Vacancies in the department will offset the cost of the new positions.	\$0 22.0
5. <i>Various</i> Police Reform Reviews: To support police reform, community trust, and enhanced transparency we are recommending a comprehensive review of the Phoenix Police Department. Funds will be used to hire independent third-parties that have a demonstrated track record with assisting police departments across the country achieve these goals. Reviews will include practices and policies, stakeholder and community feedback, and provide recommendations for improvement.	\$500,000 0.0
<b>Total Police</b>	<b>\$3,731,000 75.0</b>
<b><u>Street Transportation</u></b>	
1. <i>Traffic Safety and Neighborhood Traffic</i> Pedestrian Safety: Add funding as part of the Roadway Safety Action Plan adopted by City Council on March 2, 2021. The plan addresses comprehensive roadway safety issues on City streets. The effort will be funded using the General Fund, the Transportation 2050 fund (T2050), and the Arizona Highway User Revenue fund (AHUR). The General Fund portion being requested is six-hundred thousand per year over five years.	\$600,000 0.0
<b>Total Street Transportation</b>	<b>\$600,000 0.0</b>
<b>TOTAL PUBLIC SAFETY REFORM AND RESPONSIVENESS</b>	<b>\$20,510,000 226.9</b>

**COVID RESPONSE AND RESILIENCY**

**City Manager's Office**

- |    |  |           |
|----|--|-----------|
| 1. | <i>Oversight of and Assistance to Departments; City Council Support; Strategic Planning</i>  | \$150,000 |
|    | Public Health Advisors: Continue funding for COVID-19 consultants, including medical experts, to advise the City on reopening facilities and providing up-to-date guidance from the CDC. | 0.0       |

<b>Total City Manager's Office</b>	<b>\$150,000</b>
	<b>0.0</b>

**Environmental Programs**

- |    |   |           |
|----|---|-----------|
| 1. | <i>Brownfields Land Recycling</i>   | \$300,000 |
|    | Food Program: Add funding for a Program Manager to continue the COVID-19 emergency food assistance program, the 2025 Phoenix Food Action Plan approved by Council in March 2020, and community engagement by hosting educational events and workshops including Phoenix Food Day. | 1.0       |

<b>Total Environmental Programs</b>	<b>\$300,000</b>
	<b>1.0</b>

**Information Technology Services**

- |    |   |           |
|----|---|-----------|
| 1. | <i>Enterprise Business Applications Services</i>  | \$585,000 |
|    | City Services IT Support: Add contractual services funding to provide development support for the 311 and Learning Management System projects. Funding three additional senior developers will continue citywide integration and mobile app development for these critical initiatives, which enhance citizen access to City services and provide a needed virtual learning environment for City employees. | 0.0       |

- |    |  |           |
|----|--|-----------|
| 2. | <i>IT Project Management Services</i>  | \$350,000 |
|    | 311: Add contractual services funding for project management services of several large-scale projects that emerged due to COVID-19, including 311, Learning Management System, enhanced security needs, and conference room technology upgrades. The City's 311 system significantly expanded due to COVID-19, providing enhanced connectivity to City services for residents. This expansion requires additional ongoing support to ensure continued seamless integration with City applications. | 0.0       |

- |    |   |           |
|----|---|-----------|
| 3. | <i>Enterprise Infrastructure Services</i>   | \$169,000 |
|    | WiFi Support: Add funding for one Senior Information Technology Systems Specialist to serve as a Senior WiFi Engineer. This position will provide ongoing support and management for the 50+ new public WiFi locations the City added during COVID-19 to address public need for WiFi. These locations are currently managed by a temporary position. | 1.0       |

<b>Department/Program</b>	<b>2021-22 Total</b>
4. <i>Various</i> IT Security: Add one Lead Information Technology Systems Specialist and one Senior Information Technology Systems Specialist. These positions are needed to support security applications and additional infrastructure support required as a result of COVID-19 related enhancements.	\$354,000 2.0
5. <i>Enterprise Infrastructure Services</i> Remote Work Support: Convert one temporary Information Technology Systems Specialist and one temporary Senior Information Technology Systems Specialist to ongoing to provide coordination and administration of City video conferencing needs. The City continues to require vastly expanded video conferencing capabilities, which facilitates virtual work and helps ensure public access to City Council and other meetings. The temporary positions are currently being funded by vacancies in the department.	\$323,000 0.0
<b>Total Information Technology Services</b>	<b>\$1,781,000 3.0</b>
<b><u>Library</u></b>	
1. <i>Administration</i> Add funding to continue mobile and self-serve computing services initiated as a result of the COVID-19 pandemic. These include cellular service for the MiFi hotspot loan program, annual maintenance for additional self-checkout payment kiosks, and security software for the laptop loan program.	\$181,000 0.0
<b>Total Library</b>	<b>\$181,000 0.0</b>
<b><u>Public Works</u></b>	
1. <i>Property Management Services</i> City Hall by Appointment: Add staff and resources to support the operation of the appointment only counter at Phoenix City Hall and the Calvin Goode building. In response to COVID health concerns, three full-time Support Service Aide positions will support, coordinate and schedule appointments for residents and manage authorized access to these facilities. The appointment only desk is currently being staffed on a temporary basis with part-time Parks and Recreation staff that were displaced due to COVID closures.	\$191,000 3.0
<b>Total Public Works</b>	<b>\$191,000 3.0</b>
<b>TOTAL COVID RESPONSE AND RESILIENCY</b>	<b>\$2,603,000 7.0</b>

**CLIMATE CHANGE AND HEAT READINESS**

**City Manager's Office**

1.	<i>Professional Administration of Policies and Objectives Set Forth by Mayor and Council</i>	\$475,000
	Office of Heat Response and Mitigation: The office will establish a cohesive strategy and action plan to address the growing hazard of urban heat, which threatens the City's economic viability and health and well-being of vulnerable residents. The office will increase the community's capacity to prepare for and respond to both extreme heat events and the increasing frequency of high temperature days that adversely affect residents' and visitors' comfort. The office will build a research and practice-informed process to ensure that heat is addressed in an effective manner by using technology and innovative, locally-relevant solutions, providing preventative information and education, and encouraging coordination and cooperation among diverse stakeholders. Will include a Chief Heat Response Officer, Tree and Shade administrator, shade infrastructure manager, and an Administrative Aide.	4.0
	<b>Total City Manager's Office</b>	<b>\$475,000</b> <b>4.0</b>

**Environmental Programs**

1.	<i>Air Quality</i>	\$200,000
	Climate Change and Support: Add funding to support existing and future needs relating to air quality, climate and resilience planning. Funds will be used to conduct greenhouse gas emissions inventories, facilitate bilingual community engagement, implementation of the Climate Action Plan and efforts to reduce emissions.	0.0
	<b>Total Environmental Programs</b>	<b>\$200,000</b> <b>0.0</b>

**Fire**

1.	<i>Fire Prevention General Inspections</i>	\$0
	Solar Energy Inspection: Add funding for vehicles, supplies, and five new positions for a new energy system inspection program. The new positions include one Planning and Development Team Lead and four Fire Prevention Specialist II. This program will provide Fire Prevention the staff to conduct plan reviews and inspections of photovoltaic and energy storage systems. This addition is offset with \$698,000 in revenue generated from permit fees.	5.0
	<b>Total Fire</b>	<b>\$0</b> <b>5.0</b>

**Department/Program**

**2021-22  
Total**

**Parks and Recreation**

1. *Specialized Maintenance-Skilled Trades* \$674,000  
5.0  
Parks Trees: Add staff and equipment to create an additional Forestry Crew to maintain the increasing citywide tree inventory. The City adopted the Tree and Shade Master Plan in 2010 with a goal to double the tree and shade canopy by 2030. This has led to a significant increase in tree planting on City property and rights-of-way to mitigate the effects of the urban heat island in vulnerable neighborhoods that have a limited tree canopy and where residents have a greater exposure to heat while walking to transit, schools and work. The Parks and Recreation Department Forestry section provides citywide tree planting, tree maintenance activity, technical support, and 24/7 emergency response for several City departments.

**Total Parks and Recreation** \$674,000  
5.0

**Street Transportation**

1. *Landscape Management* \$1,483,000  
0.0  
Cool Corridors: Add funding for the Cool Corridors Program to plant 1,800 trees annually. Each year tree plantings will occur in one-mile roadway segments located in each Council district, plus a one-mile roadway segment for the Mayor's Office. This program will contribute to achieving the City of Phoenix's goals for the Tree and Shade Master Plan, reducing the City's overall carbon footprint and reducing climate impacts through the cooling effects of shade trees.

**Total Street Transportation** \$1,483,000  
0.0

**TOTAL CLIMATE CHANGE AND HEAT READINESS** \$2,832,000  
14.0

**AFFORDABLE HOUSING AND HOMELESSNESS**

**Housing**

1. *Family Housing* \$162,000  
1.0  
**\*NEW\*** Affordable Housing Manager: Add one Special Projects Administrator position to continue implementation of the Housing Phoenix Plan, focusing on redevelopment of city-owned land for mixed-income housing. This position will help to achieve the goal of creating or preserving 50,000 housing units by 2030.

<b>Department/Program</b>	<b>2021-22 Total</b>
2. <i>Family Housing</i> Santa Fe Springs Rehabilitation: Add funding to complete critical safety and infrastructure repairs at Santa Fe Springs Apartments. These repairs will address community safety and quality of life concerns, including improved lighting, cameras, and fencing, as well as the rehabilitation of deteriorated structures and amenities.	\$1,400,000 0.0
<b>Total Housing</b>	<b>\$1,562,000 1.0</b>
<b><u>Human Services</u></b>	
1. <i>Business and Workforce Development</i> Employment Connection: Add a Workforce Development Specialist position to link with rapid rehousing programs to incorporate employment support by providing direct client services for individuals experiencing homelessness to better access employment benefits and training. This will support a key goal of the Strategies to Address Homelessness Plan by helping to achieve seamless comprehensive, and integrated access to services.	\$89,000 1.0
2. <i>Homeless Emergency Services</i> Homelessness Strategy Support: Add an Administrative Assistant I position to support the Homeless Services Division by assisting with monitoring federal regulatory requirements for grant funds, contract and fiscal compliance as well as various administrative tasks needed to support the programs around the Strategies to Address Homelessness Plan.	\$88,000 1.0
<b>Total Human Services</b>	<b>\$177,000 2.0</b>
<b><u>Neighborhood Services</u></b>	
1. <i>Neighborhood Engagement Program</i> Neighborhood Specialist Homeless Strategies: Add a Neighborhood Specialist position to serve within a three mile radius of the Human Services Campus. This position will work with businesses and neighborhoods to provide better communication, as well as a more coordinated team effort within the surrounding area by assisting neighborhoods in organizing community meetings, coordinating cleanups, and working with other City departments, partner agencies and the business community to bring needed resources to the community.	\$99,000 1.0
<b>Total Neighborhood Services</b>	<b>\$99,000 1.0</b>

Department/Program	2021-22 Total
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**Public Works**

1.	<i>Education and Enforcement</i>		\$815,000
		Human Services Campus Cleanup: Add funding to support the coordination and expansion of the Human Services Campus Clean-Up service. The request includes adding one Supervisor and two Solid Waste Equipment Operator positions, one Rear Loader, one Articulator Loader, and one Trailer positions. Positions will be in the Solid Waste Division of Public Works.	0.0

<b>Total Public Works</b>	<b>\$815,000</b> <b>0.0</b>
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**Street Transportation**

1.	<i>Street Cleaning</i>		\$134,000
		Street Cleaning: Convert federally-funded deep-cleaning process around the Human Services Campus (HSC) and the right of way in the West Hatcher Road area of Sunnyslope to General Fund. The process uses antibacterial chemicals and high-pressure sprayers to clean and sanitize the sidewalks and right-of-way surrounding the HSC facility and the right-of-way in the area of 10th Street and Hatcher. Service is completed once or twice a month.	0.0

<b>Total Street Transportation</b>	<b>\$134,000</b> <b>0.0</b>
------------------------------------	--------------------------------

<b>TOTAL AFFORDABLE HOUSING AND HOMELESSNESS</b>	<b>\$2,787,000</b> <b>4.0</b>
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**BUILDING COMMUNITY AND RESPONDING TO GROWTH**

**Community and Economic Development**

1.	<i>Business Development</i>		\$301,000
		Retail Revitalization: Add funding for one Economic Development Program Manager and one Project Manager to support citywide retail revitalization projects. The positions will facilitate small business growth, redevelopment, and potential new development, including infill of commercial projects.	2.0

<b>Total Community and Economic Development</b>	<b>\$301,000</b> <b>2.0</b>
---	--------------------------------

**Department/Program****2021-22  
Total****Human Services**

- |    |  |           |
|----|--|-----------|
| 1. | <i>Administration</i>  | \$250,000 |
|    | <b>*NEW*</b> Fast Track Cities: Add contractual services to support the Fast Track Cities Initiative. Fast Track Cities is an international effort working to end the HIV/Aids pandemic and the City of Phoenix is one of 25 cities in the U.S. working to reach this goal. The additional funding will help increase engagement and awareness so that people know their HIV status, are linked to treatment, are retained in care, and follow-up is conducted with patients that fall out of care. Support can also help with advocacy and enhance access to care for evolving Antiretroviral Treatment and continue outreach to communities of color who are disproportionately impacted by HIV and AIDS. The goal of this outreach is for 90 percent of Phoenicians to know their status, 90 percent who know their HIV-positive status to be in antiviral treatment, 90 percent who are on antiviral treatment to achieve viral suppression and to have no stigma or discrimination. | 0.0       |
| 2. | <i>Administration</i>  | \$95,000  |
|    | <b>*NEW*</b> Veterans Case Management: Add a Caseworker III position that will be responsible for coordinating with the U.S. Department of Veterans Affairs (VA) to assist with navigation and referrals to social services such as emergency rental/utility assistance, counseling, housing needs, healthcare, employment and other supports necessary to promote self-sustainability or stabilization for veterans. This position would also assist the VA case managers in providing general needs assessments, recommendations on root causes of the veteran's needs and follow-up ensuring services have been provided.   | 1.0       |

**Total Human Services****\$345,000  
1.0****Library**

- |    |  |           |
|----|--|-----------|
| 1. | <i>College Depot</i>   | \$210,000 |
|    | Add an Administrative Assistant II position and a Caseworker II position for the expansion of the College Depot program to accommodate growing demand for additional GED classes, ACT/SAT prep classes, and one-on-one counseling appointments. The program expansion is projected to serve 291 additional students, offer 103 additional classes, and increase the one-on-one GRIT appointments by 546 hours. | 2.0       |

**Total Library****\$210,000  
2.0****Office of Arts and Culture**

- |    |  |           |
|----|--|-----------|
| 1. | <i>Community Investment and Engagement Program</i>   | \$110,000 |
|    | Increase funding for arts grants for nonprofit arts and cultural organizations. Arts grants enable artists, arts and culture organizations, youth, and neighborhood groups to carry out high-quality arts programming for all residents. | 0.0       |

<b>Department/Program</b>	<b>2021-22 Total</b>
2. <i>Community Investment and Engagement Program</i> Add funding for youth arts and culture development programs, professional development and technical assistance for artists and arts administrators, and pop-up programming around the city to promote the Latino Cultural Center. This funding will supplement increasingly unreliable funding from the State of Arizona.	\$30,000 0.0
3. <i>Public Art Program</i> Increase funding for public art maintenance which would allow residents to enjoy the collection, showcase the city's initial investment, and help avoid safety issues with artwork in the community. Maintenance includes lighting upgrades, annual maintenance, and renovations to address wear and damage. The public art collection includes over 200 art installations.	\$60,000 0.0
<b>Total Office of Arts and Culture</b>	<b>\$200,000 0.0</b>
<b><u>Parks and Recreation</u></b>	
1. <i>Community Centers</i> Cesar Chavez Community Center: Add staff and supplies for the new Cesar Chavez Community Center, scheduled to open in the fall of 2021. The Cesar Chavez Community Center will offer a variety of activities to the general public. These activities will include special events, sports programs, specialty classes, adaptive/inclusive programs, out-of-school time sessions, field trips, and provide meeting space for events and community groups.	\$911,000 9.8
2. <i>Parks Maintenance</i> Hance Park: Add staff and equipment for grounds maintenance at Margaret T. Hance Park. The Fiesta Bowl PLAY at Hance Park opened to the community in December 2020. As part of this phase, a new landscape design incorporating over 7,000 new plants and trees was added. Maintenance of this plant material will require staff with both horticultural and irrigation skills to maintain the new park amenities.	\$260,000 3.0
3. <i>Park Rangers-Community and Neighborhood Parks</i> Ranger Support: Add a Park Supervisor position to oversee the Urban Park Ranger Patrol Program. This position will manage daily operations, establish additional Field Operation Procedures, manage personnel issues and work directly with PhxCARES to increase contacts to individuals requiring services.	\$106,000 1.0
4. <i>Administration</i> Property Management: Add a Property Manager position to manage the maintenance of Parks facilities. The Parks and Recreation Department directly manages an estimated two million square feet of indoor space, various specialty facilities (examples include: 29 public pools, South Mountain Tower site, historic buildings, museums, and Tovrea Castle), and outdoor park and trail amenities.	\$108,000 1.0

Department/Program	2021-22 Total
5. <i>Parks Maintenance</i> Deem Hills: Add a part-time Groundskeeper position and supplies to maintain the phase 3 project at Deem Hills Park, which includes: a sand volleyball court, a tennis court, pickleball courts, a large ramada, three small ramadas, a .7 mile nature trail interpretive loop, 25 additional parking stalls and other site furnishings like new trees, irrigation system and landscaping.	\$34,000 0.5
6. <i>General Recreation</i> Adaptive Recreation: Add staff and supplies to maintain the current Adaptive/Inclusive Recreation Program with General Funds upon the expiration of the existing donations and to expand the program citywide. This program started in March 2020 and is currently funded until March 2022 based on a two-year funding commitment from the Phoenix Suns. It offers adaptive recreation services to individuals with developmental disabilities and adaptive recreation programming and inclusion services for youth and adults, their families and caregivers to enhance quality of life and to promote inclusion. Failure to continue funding this program when the donations expire will result in the program not being able to continue leaving the City without any adaptive recreation programs.	\$68,000 3.0
7. <i>Parks Maintenance</i> <b>*NEW*</b> New Parks: Add a General Fund set-aside for staff, supplies and equipment to operate three new parks expected to open in fiscal year 2022-23. The new parks will be located at 55th Ave. & Samantha Way, 71st Ave. & Meadow Loop Rd., and 87th Ave. & Lower Buckeye Rd. Construction of the parks will be paid for using available resources from impact fees.	\$945,000 6.0
8. <i>Parks Maintenance</i> <b>*NEW*</b> Historic Cemeteries: Add staff and equipment to provide more frequent maintenance at two historic cemeteries, the Phoenix Pioneer and Military Cemetery and Cementerio Lindo Cemetery, and to begin providing maintenance services for the historic Sotelo Heard Cemetery located at 4545 South 12th Street. The cemeteries are highly visited by residents and out of town tourists alike as part of the History of the City of Phoenix tours offered by the nonprofit Phoenix Cemetery Association (PCA).	\$171,000 2.0
9. <i>Parks Maintenance</i> <b>*NEW*</b> Highline Canal Trail: Add staff, supplies and equipment to maintain the Highline Canal Trail between 7th Avenue and 40th Street. The trail includes a 6' wide asphalt path, advanced irrigation system, trees and shrubs and two large urban desert bosques (urban forests areas). In addition, the trail is also home to the "Zanjero" Art Project, which includes numerous art features playing tribute to the agrarian roots of South Phoenix.	\$171,000 2.0

<b>Department/Program</b>	<b>2021-22 Total</b>
10. <i>Art, Educational &amp; Environmental Facilities Operated by City Staff</i>	\$78,000
<b>*NEW*</b> Pueblo Grande Museum: Convert a temporary Museum Assistant position to an ongoing position in the General Fund. The Museum Assistant is a professional-level position responsible for the registration, curation, and care of collections in the archaeological repository. This includes creating new repository agreements, arranging curation deliveries, accessioning incoming collections, and conducting registration activities for repository collections.	1.0
<b>Total Parks and Recreation</b>	<b>\$2,852,000 29.3</b>
<b><u>Planning and Development</u></b>	
1. <i>Long Range Planning</i>	\$296,000
Community Planning: Add two Planner II positions and a Planner III position to support Council and community-initiated projects and priorities. The team will devote significant time to Rio Reimagined, leading the development of a plan with the vision, goals, policies and strategies that guide the future growth, redevelopment and preservation along the banks of the Salt River. The Planning team will work with the Mayor and Council and community, along with multiple city departments, consultants and other partners to establish a Rio Reimagined Plan that provides a foundation for future actions and investments, including sustainable land use, heat mitigation, diverse housing options, economic development and other important programs.	3.0
2. <i>Office of the Customer Advocacy</i>	\$30,000
<b>*NEW*</b> Adaptive Reuse: Increase funding for the Adaptive Reuse Program. The program provides resources to assist small business owners who are locating their businesses in Phoenix, and supports the City's reenergized clean construction efforts, resulting in the expanded use of underutilized/vacant existing buildings. The City Manager is proposing a \$5,000 increase to the Trial Budget proposal of \$25,000.	0.0
3. <i>Administration and Enforcement of Local and Federal Historic Preservation Laws</i>	\$200,000
Historic Preservation: Add funding for historic preservation grants to assist residential property owners in maintaining their historic properties.	0.0
<b>Total Planning and Development</b>	<b>\$526,000 3.0</b>

Department/Program	2021-22 Total
<b><u>Public Works</u></b>	
1. <i>Floodplain Management</i> Flood Plan Management: Add one Civil Engineer II to support the Flood Plain Management program and assist in maintaining Federal Emergency Management Agency (FEMA) compliance to the National Flood Insurance Program (NFIP) and the Community Rating System (CRS) which provides insurance premium discounts for residents. This position is needed to assist in completing the increasingly complex compliance requirements.	\$107,000 1.0
<b>Total Public Works</b>	<b>\$107,000 1.0</b>
<b><u>Street Transportation</u></b>	
1. <i>Landscape Management</i> New Street Landscaping: Add funding to maintain street landscaping along newly developed and renovated streetscapes. This includes maintenance for new landscaping along the Grand Canal Phase II, Avenida Rio Salado from 35th Avenue to 51st Avenue, and the east side of 107th Avenue from Indian School Road to Camelback Road.	\$147,000 0.0
2. <i>Central Records</i> Public Records Support: Add an Engineering Technician position in the Central Records Section to support increased public records requests for right-of-way, City infrastructure, facilities and private development plans and maps including paving, storm drain, traffic services, and procurement and street maintenance records for the public, media and legal request. This position will be charged out to departments for whom records are being requested regarding their projects.	\$0 1.0
<b>Total Street Transportation</b>	<b>\$147,000 1.0</b>
<b>TOTAL BUILDING COMMUNITY AND RESPONDING TO GROWTH</b>	<b>\$4,688,000 39.3</b>

**ADMINISTRATIVE ACCOUNTABILITY**

**City Clerk**

- |    |   |           |
|----|---|-----------|
| 1. | <i>Elections Administration</i>   | \$300,000 |
|    | Election Transparency: Add funding for consulting services to perform a strategic assessment of the City's election services information technology needs. This would include the evaluation of the existing application portfolio and the development of a strategic, multi-year plan. Additional requests for funding will follow in future years once an overall information technology strategy is approved. Improving the information systems supporting election services will enable the City to meet the need for increased transparency in elections, and for voters, candidates and elected officials to more easily engage in the elections process. | 0.0       |

<b>Total City Clerk</b>	<b>\$300,000</b>
	<b>0.0</b>

**City Manager's Office**

- |    |  |           |
|----|--|-----------|
| 1. | <i>Professional Administration of Policies and Objectives Set Forth by Mayor and Council</i>   | \$272,000 |
|    | Diversity, Equity, and Inclusion: Add an Assistant to the City Manager position to act as the Diversity, Equity, and Inclusion Officer and an Administrative Assistant I position to provide administrative support. This new office will be charged with ensuring equitable distribution of City services throughout the entire City and serve as the champion for delivering racial equity programs for the community. | 2.0       |

<b>Total City Manager's Office</b>	<b>\$272,000</b>
	<b>2.0</b>

**Communications Office**

- |    |   |          |
|----|---|----------|
| 1. | <i>Public Records, Customer Requests, and Customer Service to the Public</i>  | \$94,000 |
|    | Citywide Public Records Support: Add a Management Assistant I position to assist with tracking and responding to public records requests. In the last several years the volume of records requests has increased by more than 60%to over 9,500 per year. Adding this position will allow for the maintenance of service levels. | 1.0      |

<b>Total Communications Office</b>	<b>\$94,000</b>
	<b>1.0</b>

**Department/Program**

**2021-22  
Total**

**Human Resources**

1.	<i>Various</i>	\$391,000 3.0
	HR Support: Add three positions for procurement, data management, and investigations. A Contracts Specialist II*Lead position to conduct formal procurement processes and manage contracts. Contract monitoring and administration is critical to ensure contractors perform in accordance with the City's terms and conditions and with satisfactory performance. A Human Resources Officer position to conduct investigations as a result of the increase in citywide complaints in recent years. These complaints have been received through a variety of sources including departments, employees, citizens, and through the internal integrity line. A Lead Business Systems Analyst position to create and collect data, convert raw data into meaningful information, make recommendations to various levels of City staff, and facilitate or participate in work groups tasked with making business improvements.	
	<b>Total Human Resources</b>	<b>\$391,000 3.0</b>

**Information Technology Services**

1.	<i>Enterprise Business Applications Services</i>	\$750,000 0.0
	ERP System Support: Add contractual funding for a managed services agreement with a technology provider specializing in Enterprise Resource Planning (ERP) systems. This support is needed to bridge the technical expertise gap in existing City personnel who support the City's SAP and Peoplesoft ERP systems. The agreement will be to provide an ERP program manager, business analyst, technical leader and other needed services in an effort to improve processes and implement system advancements.	
2.	<i>IT Strategic Services</i>	\$523,000 3.0
	IT Information Security: Add one Lead Information Technology Systems Specialist and two Senior Information Technology Systems Specialist positions to support the City's growing technology infrastructure. These critical positions are needed to lead infrastructure and application vulnerability remediation efforts that mitigate known security and operational deficiencies.	
	<b>Total Information Technology Services</b>	<b>\$1,273,000 3.0</b>

**Department/Program**

**2021-22  
Total**

**Law**

1.	<i>Civil Division</i>	\$0
	In-source Legal Support: Convert contractual services for paralegal support to create two Legal Assistant positions. The Law Department utilizes a paralegal contract for support of civil litigation cases. It was determined that hiring two full-time employees and reducing the contracted services results in a cost savings and greater efficiency of services.	2.0
	<b>Total Law</b>	<b>\$0 2.0</b>

**Library**

1.	<i>Administration</i>	\$306,000
	Add two information technology positions to support expanded technology services. Positions include a Lead Information Technology Systems Specialist to manage teams that support 60 applications, 1,000 public access computers, and multiple platforms for 17 libraries; and a User Technology Specialist position to support new programs to reach customers remotely such as the public laptop lending program.	2.0
2.	<i>Administration</i>	\$93,000
	Add an Accountant II position to oversee the daily operation of the Library's accounting section. This position will provide support for accounts payables and receivables, fixed asset accounting, bank account reconciliations, inter-agency invoices, grant administration support, expenditures review, response to auditors, and payroll accounting.	1.0
	<b>Total Library</b>	<b>\$399,000 3.0</b>

**Parks and Recreation**

1.	<i>Administration</i>	\$208,000
	Parks IT Support: Add a Senior User Technology 2.0 Specialist position and a User Technology Specialist to provide IT support for the department. The Parks and Recreation Department Information Technology staff provides support to 32 community/recreation centers, numerous offsite office locations, over 800 devices and over 1,500 full and part-time employees. These additional positions are necessary to support the significant increase in new hardware and IT projects that have been implemented in the department.	2.0
	<b>Total Parks and Recreation</b>	<b>\$208,000 2.0</b>

Department/Program	2021-22 Total
<b><u>Public Works</u></b>	
1. <i>Equipment Maintenance Repair and Related Parts Service Support</i>	\$137,000
Fleet Maintenance: Restore 10 fleet maintenance positions that support the Fire, Parks and Recreation, Public Works Solid Waste, Street Transportation, and Water Services Departments. Funding for these positions is primarily from Non-GF departments. Adding these positions will decrease downtime and service delays. The cost of these positions will be partially offset by a reduction in contract vendor funding. The ten positions include two Equipment Service Worker II, five Heavy Equipment Mechanic, one Auto Technician, one Auto Parts Clerk II and one Support Services Aide.	10.0
2. <i>Administration</i>	\$0
Add one Senior Human Resources Analyst position to provide support to the Solid Waste divisions. This position is located in the General Fund but will be funded by the Solid Waste fund and is needed to increase response time, provide supervisor support, process corrective actions and recruitments.	1.0
<b>Total Public Works</b>	<b>\$137,000 11.0</b>
<b>TOTAL ADMINISTRATIVE ACCOUNTABILITY</b>	<b>\$3,074,000 27.0</b>

**POSITION CONVERSIONS TO MAINTAIN EXISTING SERVICES**

**City Manager's Office**

1. <i>Youth and Education Coordination</i>	\$0
Convert 1.5 FTE of temporary part-time Recreation Leader positions in the Youth and Education Program to ongoing status to continue to assist with program implementation, school presentations, developing and planning activities in specialized program areas, and working with neighborhoods, schools, and community groups on matters of civic and program interest.	0.0
2. <i>Citywide Volunteer Program</i>	\$0
Convert a temporary Admin Aide U7 position in the Citywide Volunteer program to ongoing status to support and coordinate the City's AmeriCorps VISTA program, the annual Mayor's Day of Recognition for National Service, and the new Service Learning collaboration with community colleges.	0.0

<b>Department/Program</b>	<b>2021-22 Total</b>
3. <i>Oversight of and Assistance to Departments; City Council Support; Strategic Planning</i>	\$0
Convert a temporary Management Assistant I position to ongoing status. The position manages the citywide 311 Call Center and oversees staffing of the Phoenix City Hall Lobby by-appointment only program.	0.0
<b>Total City Manager's Office</b>	<b>\$0 0.0</b>
 <b><u>Community and Economic Development</u></b>	
1. <i>Community Development</i>	\$0
Convert one Special Project Administrator position from temporary to regular status. This position is currently responsible for the arena renovation project and is needed to manage citywide major economic development projects. This position is funded by the Sports Fund until completion of the arena project. Primary funding will shift to the General Fund once the arena project is complete next fiscal year and the position will be used for the growing number of economic development initiatives.	0.0
<b>Total Community and Economic Development</b>	<b>\$0 0.0</b>
 <b><u>Finance</u></b>	
1. <i>Goods &amp; General Services Procurement and Contract Management</i>	\$0
Convert a temporary Special Projects Administrator position in the Procurement Division to ongoing status. The position will manage the Agile technology procurement process, supervise a team focused on IT procurements, engage and optimize citywide strategic buying, and direct the citywide policy on contract management.	0.0
2. <i>Administration</i>	\$0
Convert a temporary Special Projects Administrator position in the Revenue Collections Division to ongoing status. The position is responsible for directing and coordinating the operations of financial projects that requires a high degree of specialized knowledge, establishing and monitoring fiscal management procedures related to revenue collections and supervises senior level professional staff.	0.0
<b>Total Finance</b>	<b>\$0 0.0</b>

**Department/Program**

**2021-22  
Total**

**Fire**

- 1. *Fire Prevention General Inspections* \$0  
Convert a Fire Prevention Specialist II position from temporary to ongoing status. 0.0  
This position is assigned to the Public Works Department and performs plan review activities for City of Phoenix owned properties and building projects. This ensures City of Phoenix projects conform to applicable Fire Code requirements.

**Total Fire** \$0  
0.0

**Government Relations**

- 1. *Federal, State, Regional and Tribal Programs* \$0  
Convert one Special Project Administrator position from temporary to ongoing to support a long term strategy of managing the City's governmental relations efforts. 0.0  
This critical position coordinates the City's lobbyist team, the Arizona League of Cities and Towns, and works with City departments to track and respond to legislation that impacts the City.

**Total Government Relations** \$0  
0.0

**Human Resources**

- 1. *Various* \$0  
Convert 10 temporary positions to ongoing status to continue to support employee customer service and ongoing operations in Labor Relations, Safety, Benefits, and the Employee Relations Divisions. 0.0

**Total Human Resources** \$0  
0.0

**Information Technology Services**

- 1. *Administration* \$0  
Convert the Deputy Chief Information Officer for operations from temporary to ongoing status. This critical position manages the city's business continuity and disaster recovery program. 0.0
- 2. *Enterprise Business Applications Services* \$0  
Convert Fire Deputy Chief Information Officer from temporary to ongoing status to continue to support the Fire Department and the Chief Information Officer with critical technology needs. 0.0

Department/Program	2021-22 Total
3. <i>Radio Communications Services</i>	\$0
Convert a Senior User Technology Specialist position from temporary to ongoing status. This position serves as the Regional Wireless Cooperative (RWC) Emergency Responder Radio Communication System Specialist responsible for managing critical radio network installation projects.	0.0
<b>Total Information Technology Services</b>	<b>\$0 0.0</b>
<b><u>Neighborhood Services</u></b>	
1. <i>Code Compliance Program</i>	\$0
Convert four temporary Neighborhood Inspector positions to ongoing status. These positions were originally created for the Structured Sober Living Home (SSLH) licensing program. There is an ongoing need for the positions.	0.0
<b>Total Neighborhood Services</b>	<b>\$0 0.0</b>
<b><u>Police</u></b>	
1. <i>Professional Standards Bureau - Inspections Unit</i>	\$0
Convert one temporary Police Administrator position and two Police Research Analyst positions to ongoing positions in the Compliance & Oversight Bureau. The Police Administrator position serves as the Data Quality Administrator and is responsible for the Early Identification and Intervention System, provides key department data, and manages inspections and audits in the Professional Standards Bureau. The Police Research Analyst positions analyze officer data to predict possible trends of employee incidents.	0.0
2. <i>Administration</i>	\$0
Convert a temporary Management Assistant II to an ongoing position to continue support of the Center for Continuous Improvement Bureau, which focuses on improving community and internal relationships and identifying process improvements and efficiencies.	0.0
<b>Total Police</b>	<b>\$0 0.0</b>
<b>TOTAL POSITION CONVERSIONS TO MAINTAIN EXISTING SERVICES</b>	<b>\$0 0.0</b>
<b><u>TOTAL PROPOSED GENERAL FUND ADDITIONS</u></b>	<b>\$154,794,000 318.2</b>

ATTACHMENT B

2021-22

PROPOSED SUPPLEMENTALS  
NON-GENERAL FUND

View the [Inventory of Programs published online](#) for program details.

Department/Program	2021-22 Total
<b>CLIMATE CHANGE AND HEAT READINESS</b>	
<b><u>Water Services</u></b>	
1. <i>Water Resource Management and Development Planning</i>	\$724,000
<i>*NEW* Water Conservation: Add staff and equipment to implement Phase II of the water conservation plan approved by City Council. The positions are being requested based on the Water Conservation Ad Hoc Committee recommendation to expand conservation outreach within the City. Council also adopted the water conservation metric to reduce the total gallons-per-capita-per-day (GPCD) from 169 to 155 by 2030.</i>	5.0
<b>Total Water Services</b>	<b>\$724,000</b> <b>5.0</b>
<b>TOTAL CLIMATE CHANGE AND HEAT READINESS</b>	<b>\$724,000</b> <b>5.0</b>
<b>AFFORDABLE HOUSING AND HOMELESSNESS</b>	
<b><u>Public Works</u></b>	
1. <i>Education and Enforcement</i>	\$0
<i>Human Services Campus Cleanup: Add funding to support the coordination and expansion of the Human Services Campus Clean-Up service. The request includes adding one Supervisor and two Solid Waste Equipment Operator positions, one Rear Loader, one Articulator Loader, and one Trailer positions. Positions will be in the Solid Waste Division of Public Works.</i>	3.0
<b>Total Public Works</b>	<b>\$0</b> <b>3.0</b>
<b>TOTAL AFFORDABLE HOUSING AND HOMELESSNESS</b>	<b>\$0</b> <b>3.0</b>

**BUILDING COMMUNITY AND RESPONDING TO GROWTH**

**Planning and Development**

1.	<p><i>Residential Plan Review &amp; Inspections</i>                  Add two Construction Permit Specialist II positions and a Plan Review Coordinator position to the Residential Plan Review section which has seen a 49% increase in Single Family Residence plot plan submittals compared to last fiscal year along with a 90% increase in photovoltaic submittals. Additional staffing resources are needed to reduce the turnaround times for these reviews and maintain turnaround times in the future.</p>	<p>\$284,000 3.0</p>
2.	<p><i>Commercial Plan Review &amp; Inspections</i>                  Add a Structural Plans Engineer position, a Mechanical Plans Engineer position and a Principal Engineering Technician position in the Commercial Plan Review section due to several large development projects, including the semiconductor plant project, which is expected to meet strict deadlines to keep the project on track.</p>	<p>\$325,000 3.0</p>
3.	<p><i>Administration</i>                  Add an Accountant I position to support the data reconciliation, analysis and reporting of financial data for accounts receivable, accounts payable and budget/cost recovery. Additional financial analysis support is needed primarily due to new duties anticipated with the KIVA/SHAPE PHX permitting system conversion. This position will provide technical/financial expertise and support in the new SHAPE PHX system to over 50 cash handling staff across various payment counters and sections within the department.</p>	<p>\$78,000 1.0</p>
4.	<p><i>Residential Plan Review &amp; Inspections</i>                  Add a General Inspector II position for the Remote Inspections program. This position will be dedicated to the Remote Inspections program but will also be able to assist with other inspections as needed.</p>	<p>\$116,000 1.0</p>
5.	<p><i>Administration</i>                  Add a User Technology Specialist position. IT staff provide day-to-day support for more than 500 computer workstations and associated software. This position will help ensure any service or technical issues are being proactively resolved in order to minimize customer impact.</p>	<p>\$96,000 1.0</p>
6.	<p><i>Administration</i>                  Add a Records Clerk II position to support the scanning of planning, zoning and historic preservation files. Increased activity and resulting workloads of planners supports the need for this position. PDD averages 750 to 1,000 zoning cases annually. Each of these Zoning adjustment, rezoning and special permit case files need to be scanned into SIRE database system after the cases are completed.</p>	<p>\$60,000 1.0</p>
<b>Total Planning and Development</b>		<b>\$959,000 10.0</b>

Department/Program	2021-22 Total
<b><u>Public Works</u></b>	
1. <i>Contained Residential Collection</i> Add funding to support the refuse and recycle collection service growth needed to efficiently maintain existing and future service levels. The request is consistent with the 2019 Solid Waste Rate Advisory Committee and financial plan approved by Mayor and City Council. Includes adding four Solid Waste Equipment Operator and four Automated Side Loader positions.	\$2,012,000 4.0
2. <i>Open Landfill</i> Add one Equipment Operator IV position to support the citywide growth in solid waste tonnage at the SR85 Landfill. This position is needed to reduce overtime, employee fatigue and operational efficiency.	\$72,000 1.0
<b>Total Public Works</b>	<b>\$2,084,000 5.0</b>
<b><u>Street Transportation</u></b>	
1. <i>Street Maintenance</i> Add a Senior GIS Technician position in the Geographic Technology Services Section to oversee quality control, training, and data research for the GIS land base information and ensure recorded documents are correctly prepared and documented for GIS Technicians to map. Position will replace consulting services resulting in a net zero add.	\$0 1.0
2. <i>Administration</i> Add a Senior GIS Technician position in the Technical Services Section to meet the needs of Pavement Management program's GIS editing and analyses, and the demand for GIS maps, tools, and services.	\$94,000 1.0
3. <i>Various</i> Restore two Street Maintenance Foreman III positions and add funding for two vehicles. Positions are assigned to the Preventive Maintenance and Street Cleaning Sections. Six Foreman III positions were eliminated during the recession, four positions were restored, these are the last two positions. Positions handle day-to-day operations, provide training on procedures and safe operation of equipment, and handle administrative responsibilities related to emergency and storm response.	\$262,000 2.0
4. <i>Street Maintenance</i> Add an Administrative Aide position in the Field Operations Administration section, dispatch function to assist with phone service requests, email, and other communications from the public, City staff, and other agencies regarding emergency, non-emergency street maintenance, and non-street related concerns.	\$77,000 1.0
<b>Total Street Transportation</b>	<b>\$433,000 5.0</b>

Department/Program	2021-22 Total
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<b>TOTAL BUILDING COMMUNITY AND RESPONDING TO GROWTH</b>	<b>\$3,476,000 20.0</b>
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**ADMINISTRATIVE ACCOUNTABILITY**

**Public Works**

1.	<i>Administration</i>		\$94,000
		Add one Senior Human Resources Analyst position to provide support to the Solid Waste divisions. This position is located in the General Fund but will be funded by the Solid Waste fund and is needed to increase response time, provide supervisor support, process corrective actions and recruitments.	0.0

<b>Total Public Works</b>	<b>\$94,000 0.0</b>
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<b>TOTAL ADMINISTRATIVE ACCOUNTABILITY</b>	<b>\$94,000 0.0</b>
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**POSITION CONVERSIONS TO MAINTAIN EXISTING SERVICES**

**Law**

1.	<i>Criminal Division - Victim Services Unit</i>		\$0
		Conversion of eleven existing temporary positions to ongoing positions within the Law Department's Criminal Division - Victim Services Unit funded by Victims of Crimes Act (VOCA) Advocacy Services Grant, VOCA Advocate for Victims 50 & Over Grant and Arizona Governor's Office of Highway Safety (GOHS) Grant. These positions are of a long-term nature as grants have been awarded consistently over the past fifteen years.	0.0

<b>Total Law</b>	<b>\$0 0.0</b>
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**Neighborhood Services**

1.	<i>Administration</i>		\$0
		Convert a temporary Special Project Administrator position (Grants Compliance Administrator) to ongoing status. A continued long term need is due to increased complexity and reporting requirements per the U.S. Department of Housing and Urban Development and to perform critical financial and programmatic analysis and oversight to identify strategic opportunities to maximize CDBG funds. This addition will provide the City with a dedicated position to perform specialized CDBG compliance and programmatic research and provide recommendations to City management and Council on initiatives and projects to best meet the diverse needs of Phoenix neighborhoods.	0.0

**Department/Program**

**2021-22  
Total**

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2.	<i>Targeted Neighborhood Revitalization Programs</i>	\$0
	Convert a temporary Project Manager position and an Accountant II position to ongoing status. These positions were originally funded with Neighborhood Stabilization Program grant funds and support programs to purchase foreclosed or abandoned homes and multi-family properties at a discount to rehabilitate, resell, or redevelop these properties in order to stabilize neighborhoods within the City of Phoenix. The programs are now funded with program income expected from outstanding 15-30 year loans which must also comply with the HUD federal funding regulations including regular grant reporting and program administration for reuse of available funds.	0.0
3.	<i>Housing Rehab Programs</i>	\$0
	Convert a temporary Housing Rehabilitation Specialist position and a Project Manager position to ongoing status. These positions support weatherization grant programs that provide energy efficient improvements for low-income residents. The City has continuously received level or increased funding to assist Phoenix residents and there is no indication of the City not being a continued recipient of these grant funds.	0.0
	<b>Total Neighborhood Services</b>	<b>\$0 0.0</b>

**Public Transit**

1.	<i>Light Rail</i>	\$0
	Convert a temporary Management Assistant II position (Business Assistance Coordinator) to ongoing status. This position is responsible for the creation and implementation of the Small Business Financial Assistance Program Pilot in conjunction with Valley Metro and the program administrator. This position is essential for developing programs that support the business communities that might be impacted by light rail construction and for working with Valley Metro, business owners and other stakeholders to assure the quality and standards for the City of Phoenix and Light Rail Business Assistance program are maintained.	0.0
2.	<i>Light Rail</i>	\$0
	Convert a temporary Economic Development Program Manager position to ongoing status. The position is in the construction oversight and coordination section of the Light Rail Transit Division and is responsible for the implementation of a quality assurance program, and serves as a liaison for other internal City departments as it relates to Light Rail operations and construction. The position is also responsible for making sound engineering determinations to forward the progress of light rail projects.	0.0
	<b>Total Public Transit</b>	<b>\$0 0.0</b>

**Department/Program****2021-22  
Total****Street Transportation**

1.	<i>Administration</i>	\$0
	Convert a temporary Special Projects Administrator position in the Horizontal Project Management (HPM) section to ongoing status to manage the design and construction staff and the Materials Testing Lab and Survey sections and oversee the work of design consultants and construction contractors.	0.0
2.	<i>Transportation and Drainage Design and Construction</i>	\$70,000
	Convert a temporary Chief Construction Inspector and Senior Construction Inspector to ongoing status, and add funding for vehicles. Inspectors are responsible for project management of multiple projects, project and public safety, adhering and monitoring Americans with Disabilities Act (ADA) Federal compliance, and addressing citizen concerns and efficient resolution of citizen complaints related to projects.	0.0
	<b>Total Street Transportation</b>	<b>\$70,000</b> <b>0.0</b>
	<b>TOTAL POSITION CONVERSIONS TO MAINTAIN EXISTING SERVICES</b>	<b>\$70,000</b> <b>0.0</b>
	<b><u>TOTAL PROPOSED NON-GENERAL FUND ADDITIONS</u></b>	<b>\$4,364,000</b> <b>28.0</b>

**2019-20 SCHEDULE 1  
RESOURCES AND EXPENDITURES BY FUND  
ACTUAL  
(In Thousands of Dollars)**

	Resources					Expenditures					Ending Fund Balance
	Beginning Fund Balance	Revenue <sup>1/</sup>	Recovery and Proceeds	Interfund Transfers-In	Interfund Transfers-Out	Total	Operating	Capital	Debt Service	Total	
<b>General Funds</b>											
General Fund	133,580	351,218	5,443	937,469	(109,274)	1,318,436	1,135,541	13,776	-	1,149,317	169,119
Library	-	39,624	1,424	-	(2,659)	38,389	37,758	631	-	38,389	-
Parks	-	15,732	396	76,627	-	92,755	92,755	-	-	92,755	-
Cable Television	-	10,369	1	-	(8,000)	2,370	2,370	-	-	2,370	-
<b>Total General Funds</b>	<b>133,580</b>	<b>416,943</b>	<b>7,264</b>	<b>1,014,096</b>	<b>(119,933)</b>	<b>1,451,950</b>	<b>1,268,424</b>	<b>14,407</b>	<b>-</b>	<b>1,282,831</b>	<b>169,119</b>
<b>Special Revenue Funds</b>											
Excise Tax	-	1,393,827	-	-	(1,393,827)	-	-	-	-	-	-
Arizona Highway User Revenue	41,347	138,553	11,814	28,000	(31,893)	187,820	75,913	67,422	-	143,336	44,484
Capital Construction	15,992	565	236	8,548	-	25,341	153	4,482	-	4,635	20,705
City Improvement	-	19	-	124,980	(1,027)	123,972	-	-	123,972	123,972	-
Community Reinvestment	13,274	10,841	1	-	(2,065)	22,051	1,104	5,774	-	6,878	15,173
Court Awards	(300)	4,873	103	-	-	4,676	5,734	-	-	5,734	(1,058) <sup>2/</sup>
Development Services	70,367	70,424	21	-	(4,322)	136,490	60,353	17,416	-	77,768	58,722
Golf	796	6,958	7	-	-	7,761	5,630	95	-	5,725	2,036
Neighborhood Protection - Block Watch	4,857	287	-	1,812	(5)	6,950	1,519	-	-	1,519	5,431
Neighborhood Protection - Fire	4,636	676	-	9,058	(27)	14,343	9,683	-	-	9,683	4,659
Neighborhood Protection - Police	15,459	1,657	-	25,363	(472)	42,008	29,563	-	-	29,563	12,445
Parks and Preserves	63,604	3,394	187	38,331	(108)	105,407	5,638	33,677	-	39,315	66,092
Public Safety Enhancement - Fire	10,998	752	-	9,112	-	20,861	9,559	-	-	9,559	11,303
Public Safety Enhancement - Police	13,078	866	-	14,866	(356)	28,454	18,191	-	-	18,191	10,263
Public Safety Expansion - Fire	6,102	941	-	14,493	(166)	21,370	13,306	-	-	13,306	8,064
Public Safety Expansion - Police	30,255	4,690	-	57,971	(926)	91,991	67,186	-	-	67,186	24,806
Regional Transit	(7,529)	43,148	128	-	-	35,748	34,263	6,964	-	41,228	(5,480) <sup>3/</sup>
Regional Wireless Cooperative	1,823	4,602	9	188	(188)	6,434	4,636	-	-	4,636	1,798
Secondary Property Tax	100	111,103	-	5,107	-	116,310	-	-	116,210	116,210	100
Sports Facilities	52,882	5,379	9	18,476	(6,238)	70,509	2,788	6,941	-	9,729	60,780
Transit 2000 <sup>4/</sup>	(699)	18	447	713	(478)	-	-	-	-	-	-
Transportation 2050 <sup>4/</sup>	158,917	44,650	7,522	248,327	(73,197)	386,218	192,013	32,608	-	224,621	161,597
Other Restricted	90,732	37,848	404	31,767	(6,036)	154,717	50,955	2,070	-	53,025	101,692
Grants and Public Housing	29,009	305,608	1,314	1,274	(1,623)	335,582	260,818	46,654	-	307,472	28,110
<b>Total Special Revenue Funds</b>	<b>615,701</b>	<b>2,191,680</b>	<b>22,202</b>	<b>638,386</b>	<b>(1,522,954)</b>	<b>1,945,013</b>	<b>849,006</b>	<b>224,103</b>	<b>240,183</b>	<b>1,313,292</b>	<b>631,721</b>
<b>Enterprise Funds</b>											
Aviation	272,617	362,345	1,980	454,260	(337,921)	753,281	259,333	20,366	91,827	371,526	381,755
Convention Center	58,271	21,155	560	62,201	(10,497)	131,690	51,449	3,741	19,952	75,142	56,548
Solid Waste	33,349	155,730	5,719	-	(9,385)	185,414	142,140	4,305	14,041	160,486	24,927
Wastewater	85,045	252,665	2,288	77,068	(86,611)	330,455	101,251	26,196	72,806	200,253	130,202
Water	90,191	454,116	4,645	147,266	(171,361)	524,857	217,710	65,435	128,287	411,432	113,425
<b>Total Enterprise Funds</b>	<b>539,474</b>	<b>1,246,010</b>	<b>15,193</b>	<b>740,795</b>	<b>(615,775)</b>	<b>1,925,697</b>	<b>771,884</b>	<b>120,044</b>	<b>326,912</b>	<b>1,218,840</b>	<b>706,857</b>
<b>GRAND TOTAL</b>	<b>1,288,755</b>	<b>3,854,633</b>	<b>44,658</b>	<b>2,393,277</b>	<b>(2,258,662)</b>	<b>5,322,659</b>	<b>2,889,314</b>	<b>358,554</b>	<b>567,095</b>	<b>3,814,963</b>	<b>1,507,696</b>

<sup>1/</sup> General fund sales tax revenue is reflected as a transfer-in from the excise tax fund. Total transfer equates to \$890.4 million, and is included in the General Funds revenue total of \$1,307.4 million shown on Schedule 2.

<sup>2/</sup> The negative balance in Court Awards is due to the timing of reimbursements for the Records Management System (RMS).

<sup>3/</sup> The negative balance in Regional Transit is due to the timing of reimbursements for project costs from the regional transportation plan (Proposition 400).

<sup>4/</sup> The Transportation 2050 sales tax (Proposition 104) was established by the voters effective January 1, 2016 and increased the Transit 2000 sales tax (proposition 2000) to fund a comprehensive transportation plan with a 35 year sunset date. The proposition increased the transaction privilege (sales) tax rates by 0.3% for various business activities.

**2020-21 SCHEDULE 1  
RESOURCES AND EXPENDITURES BY FUND  
PROPOSED ESTIMATE  
(In Thousands of Dollars)**

	Resources					Expenditures					Ending Fund Balance
	Beginning Fund Balance	Revenue <sup>1/</sup>	Recovery and Proceeds	Interfund Transfers-In	Interfund Transfers-Out	Total	Operating	Capital	Debt Service	Total	
<b>General Funds</b>											
General Fund	169,119	405,226	1,000	1,049,574	(145,284)	1,479,634	1,207,319	27,551	-	1,234,870	244,765
Library	-	42,314	-	1,287	(2,619)	40,981	40,026	955	-	40,981	-
Parks	-	14,489	-	84,212	-	98,701	95,701	3,000	-	98,701	-
Cable Television	-	9,600	-	-	(6,904)	2,696	2,696	-	-	2,696	-
<b>Total General Funds</b>	<b>169,119</b>	<b>471,630</b>	<b>1,000</b>	<b>1,135,072</b>	<b>(154,807)</b>	<b>1,622,013</b>	<b>1,345,743</b>	<b>31,506</b>	<b>-</b>	<b>1,377,249</b>	<b>244,765</b>
<b>Special Revenue Funds</b>											
Excise Tax	-	1,473,964	-	-	(1,473,964)	-	-	-	-	-	-
Arizona Highway User Revenue	44,484	142,879	691	-	(3,793)	184,261	81,714	84,191	-	165,905	18,355
Capital Construction	20,705	45	468	7,992	-	29,210	140	19,453	-	19,593	9,617
City Improvement	-	-	351	59,384	(1,028)	58,706	-	-	58,706	58,706	-
Community Reinvestment	15,173	5,938	75	2,800	(2,064)	21,922	2,181	6,244	-	8,426	13,497
Court Awards	(1,058)	5,608	9	-	-	4,559	4,393	-	-	4,393	167
Development Services	58,722	69,500	160	-	(4,440)	123,942	66,475	15,356	-	81,831	42,111
Golf	2,036	8,439	1	-	-	10,476	7,364	593	-	7,957	2,519
Neighborhood Protection - Block Watch	5,431	236	-	1,913	(10)	7,571	1,749	-	-	1,749	5,822
Neighborhood Protection - Fire	4,659	965	-	9,565	(50)	15,140	10,827	-	-	10,827	4,313
Neighborhood Protection - Police	12,445	2,232	5	26,780	(701)	40,760	27,125	-	-	27,125	13,635
Parks and Preserves	66,092	1,627	-	43,903	(201)	111,421	5,929	68,566	-	74,496	36,926
Public Safety Enhancement - Fire	11,303	1,128	-	9,265	-	21,696	11,723	-	-	11,723	9,973
Public Safety Enhancement - Police	10,263	1,299	2	15,116	(416)	26,264	17,173	-	-	17,173	9,091
Public Safety Expansion - Fire	8,064	1,337	-	15,304	(225)	24,480	16,309	-	-	16,309	8,171
Public Safety Expansion - Police	24,806	6,807	3	61,213	(1,214)	91,615	65,735	-	-	65,735	25,880
Regional Transit	(5,480)	30,439	14	2,000	-	26,973	15,364	11,238	-	26,603	371
Regional Wireless Cooperative	1,798	5,543	199	-	-	7,539	5,947	-	-	5,947	1,592
Secondary Property Tax	100	118,215	-	10,631	-	128,946	-	-	128,846	128,846	100
Sports Facilities	60,780	4,313	130	11,905	(14,655)	62,474	3,120	7,060	-	10,180	52,294
Transportation 2050 <sup>2/</sup>	161,597	15,855	1,263	261,183	(5,842)	434,056	120,323	78,619	-	198,942	235,114
Other Restricted	101,692	20,019	378	23,652	(17,136)	128,605	52,701	8,769	-	61,470	67,135
Grants and Public Housing	28,110	554,179	482	-	(270)	582,500	491,317	66,232	-	557,549	24,951
<b>Total Special Revenue Funds</b>	<b>631,721</b>	<b>2,470,568</b>	<b>4,231</b>	<b>562,606</b>	<b>(1,526,010)</b>	<b>2,143,116</b>	<b>1,007,609</b>	<b>366,322</b>	<b>187,552</b>	<b>1,561,483</b>	<b>581,633</b>
<b>Enterprise Funds</b>											
Aviation	381,755	426,477	5,220	84,800	(12,306)	885,945	353,029	96,897	126,449	576,375	309,570
Convention Center	56,548	3,557	949	50,420	(3,944)	107,530	49,003	9,779	20,639	79,422	28,108
Solid Waste	24,927	182,178	3,077	-	(10,114)	200,068	158,968	7,402	14,977	181,347	18,721
Wastewater	130,202	253,208	2,714	28,581	(45,151)	369,555	111,243	32,330	71,783	215,355	154,200
Water	113,425	502,979	4,137	15,079	(41,545)	594,074	229,793	71,776	136,908	438,476	155,598
<b>Total Enterprise Funds</b>	<b>706,857</b>	<b>1,368,400</b>	<b>16,097</b>	<b>178,880</b>	<b>(113,060)</b>	<b>2,157,173</b>	<b>902,037</b>	<b>218,184</b>	<b>370,756</b>	<b>1,490,976</b>	<b>666,198</b>
<b>GRAND TOTAL</b>	<b>1,507,696</b>	<b>4,310,598</b>	<b>21,327</b>	<b>1,876,558</b>	<b>(1,793,877)</b>	<b>5,922,303</b>	<b>3,255,388</b>	<b>616,012</b>	<b>558,308</b>	<b>4,429,708</b>	<b>1,492,595</b>

<sup>1/</sup> General fund sales tax revenue is reflected as a transfer-in from the excise tax fund. Total transfer equates to \$960.5 million, and is included in the General Funds revenue total of \$1,432.1 million shown on Schedule 2.

<sup>2/</sup> The Transportation 2050 sales tax (Proposition 104) was established by the voters effective January 1, 2016 and increased the Transit 2000 sales tax (proposition 2000) to fund a comprehensive transportation plan with a 35 year sunset date. The proposition increased the transaction privilege (sales) tax rates by 0.3% for various business activities.

**2021-22 SCHEDULE 1  
RESOURCES AND EXPENDITURES BY FUND  
PROPOSED BUDGET  
(In Thousands of Dollars)**

	Resources					Expenditures					Ending Fund Balance
	Beginning Fund Balance	Revenue <sup>1/</sup>	Recovery and Proceeds	Interfund Transfers-In	Interfund Transfers-Out	Total	Operating	Capital	Debt Service	Total	
<b>General Funds</b>											
General Fund	244,765	314,884	1,000	1,021,545	(131,740)	1,450,454	1,426,402	24,052	-	1,450,454	-
Library	-	45,248	-	2,119	(2,546)	44,820	43,865	955	-	44,820	-
Parks	-	15,816	-	93,358	-	109,174	109,174	-	-	109,174	-
Cable Television	-	9,600	-	-	(6,431)	3,169	3,169	-	-	3,169	-
<b>Total General Funds</b>	<b>244,765</b>	<b>385,547</b>	<b>1,000</b>	<b>1,117,023</b>	<b>(140,717)</b>	<b>1,607,617</b>	<b>1,582,611</b>	<b>25,007</b>	<b>-</b>	<b>1,607,617</b>	<b>-</b>
<b>Special Revenue Funds</b>											
Excise Tax	-	1,516,161	-	-	(1,516,161)	-	-	-	-	-	-
Arizona Highway User Revenue	18,355	149,715	691	-	(892)	167,869	89,856	67,851	-	157,707	10,162
Capital Construction	9,617	222	236	7,370	-	17,444	140	9,260	-	9,400	8,044
City Improvement	-	-	-	71,447	(1,026)	70,421	-	-	70,421	70,421	-
Community Reinvestment	13,497	5,863	1	4,845	(2,221)	21,985	2,128	6,947	-	9,075	12,909
Court Awards	167	5,296	2	-	-	5,464	5,464	-	-	5,464	1
Development Services	42,111	71,428	14	-	(4,440)	109,113	81,906	803	-	82,709	26,403
Golf	2,519	6,794	-	-	-	9,312	6,224	-	-	6,224	3,089
Neighborhood Protection - Block Watch	5,822	236	-	2,011	(9)	8,060	2,114	-	-	2,114	5,946
Neighborhood Protection - Fire	4,313	37	-	10,053	(48)	14,355	11,063	-	-	11,063	3,292
Neighborhood Protection - Police	13,635	132	-	28,150	(696)	41,222	32,494	-	-	32,494	8,728
Parks and Preserves	36,926	1,852	-	40,369	(193)	78,954	6,479	25,801	-	32,279	46,675
Public Safety Enhancement - Fire	9,973	-	-	9,388	-	19,361	11,104	-	-	11,104	8,257
Public Safety Enhancement - Police	9,091	-	-	15,318	(416)	23,993	19,378	-	-	19,378	4,615
Public Safety Expansion - Fire	8,171	82	-	16,086	(222)	24,117	17,613	-	-	17,613	6,504
Public Safety Expansion - Police	25,880	239	-	64,342	(1,201)	89,260	79,093	-	-	79,093	10,167
Regional Transit	371	36,334	14	-	-	36,718	24,998	11,211	-	36,209	509
Regional Wireless Cooperative	1,592	5,515	9	-	-	7,116	5,485	-	-	5,485	1,632
Secondary Property Tax	100	123,686	650	5,379	-	129,814	-	-	129,714	129,714	100
Sports Facilities	52,294	4,240	1	16,604	(15,415)	57,724	22,690	2,393	-	25,083	32,641
Transportation 2050 <sup>2/</sup>	235,114	27,973	-	274,396	(21,192)	516,291	91,311	83,643	-	174,954	341,337
Other Restricted	67,135	31,622	32	34,824	(7,541)	126,072	66,468	12,038	-	78,505	47,567
Grants and Public Housing	24,951	1,001,105	74	-	(274)	1,025,856	912,952	91,159	-	1,004,111	21,745
<b>Total Special Revenue Funds</b>	<b>581,633</b>	<b>2,988,531</b>	<b>1,724</b>	<b>600,583</b>	<b>(1,571,948)</b>	<b>2,600,523</b>	<b>1,488,959</b>	<b>311,106</b>	<b>200,135</b>	<b>2,000,200</b>	<b>600,323</b>
<b>Enterprise Funds</b>											
Aviation	309,570	412,546	1,781	32,747	(10,290)	746,355	372,968	61,407	87,281	521,656	224,699
Convention Center	28,108	18,800	61	57,196	(3,801)	100,365	48,880	3,826	20,763	73,470	26,895
Solid Waste	18,721	189,870	268	-	(9,802)	199,057	171,647	12,010	15,227	198,883	174
Wastewater	154,200	254,696	1,222	30,004	(47,712)	392,410	128,461	71,659	71,389	271,510	120,900
Water	155,598	487,697	2,099	17,737	(46,103)	617,028	261,694	125,713	153,620	541,027	76,001
<b>Total Enterprise Funds</b>	<b>666,198</b>	<b>1,363,609</b>	<b>5,431</b>	<b>137,685</b>	<b>(117,708)</b>	<b>2,055,215</b>	<b>983,649</b>	<b>274,616</b>	<b>348,280</b>	<b>1,606,546</b>	<b>448,669</b>
<b>GRAND TOTAL</b>	<b>1,492,595</b>	<b>4,737,687</b>	<b>8,155</b>	<b>1,855,290</b>	<b>(1,830,372)</b>	<b>6,263,355</b>	<b>4,055,219</b>	<b>610,729</b>	<b>548,415</b>	<b>5,214,363</b>	<b>1,048,992</b>

<sup>1/</sup> General fund sales tax revenue is reflected as a transfer-in from the excise tax fund. Total transfer equates to \$970.2 million, and is included in the General Funds revenue total of \$1,355.8 million shown on Schedule 2.

<sup>2/</sup> The Transportation 2050 sales tax (Proposition 104) was established by the voters effective January 1, 2016 and increased the Transit 2000 sales tax (proposition 2000) to fund a comprehensive transportation plan with a 35 year sunset date. The proposition increased the transaction privilege (sales) tax rates by 0.3% for various business activities.

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

Revenue Source	2019-20 Actuals	2020-21 Estimate	Percent Increase/ Decrease from 2019-20 Actuals	2021-22 Budget	Percent Increase/ Decrease from 2020-21 Estimate
<b>GENERAL FUND</b>					
<b>Local Taxes and Related Fees</b>					
Local Sales Tax	479,705	505,957	5.5%	528,111	4.4%
Privilege License Fees	2,436	2,800	14.9%	2,800	0.0%
Other General Fund Excise Taxes	18,837	19,106	1.4%	19,286	0.9%
Subtotal	500,978	527,863	5.4%	550,197	4.2%
<b>State Shared Revenues</b>					
Sales Tax	171,927	189,898	10.5%	197,945	4.2%
State Income Tax	214,697	240,237	11.9%	219,316	-8.7%
Vehicle License Tax	70,484	75,200	6.7%	79,100	5.2%
Subtotal	457,108	505,335	10.6%	496,361	-1.8%
<b>Primary Property Tax</b>	170,210	179,950	5.7%	191,294	6.3%
<b>User Fees/Other Revenue</b>					
Licenses & Permits	2,812	2,502	-11.0%	2,771	10.8%
Cable Communications	10,369	9,600	-7.4%	9,600	0.0%
Fines and Forfeitures	10,734	8,918	-16.9%	8,956	0.4%
Court Default Fee	1,310	1,216	-7.2%	1,451	19.3%
Fire	49,893	45,685	-8.4%	50,098	9.7%
Hazardous Materials Inspection Fee	1,408	1,400	-0.6%	1,500	7.1%
Library Fees	371	204	-45.0%	483	+100%
Parks and Recreation	5,453	3,461	-36.5%	4,093	18.3%
Planning	1,589	1,387	-12.7%	1,497	7.9%
Police	14,848	12,975	-12.6%	13,108	1.0%
Street Transportation	6,155	6,145	-0.2%	6,481	5.5%
Other Service Charges	22,519	13,589	-39.7%	15,306	12.6%
Other	3,067	2,674	-12.8%	2,579	-3.6%
Subtotal	130,528	109,756	-15.9%	117,923	7.4%
<b>Coronavirus Relief Fund <sup>1/</sup></b>	48,533	109,225	+100%	-	-100.0%
<b>TOTAL GENERAL FUNDS</b>	1,307,357	1,432,129	9.5%	1,355,775	-5.3%

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

Revenue Source	2019-20 Actuals	2020-21 Estimate	Percent Increase/ Decrease from	2021-22 Budget	Percent Increase/ Decrease from
			2019-20 Actuals		2020-21 Estimate
<b>SPECIAL REVENUE FUNDS</b>					
Neighborhood Protection	38,853	41,691	7.3%	40,619	-2.6%
2007 Public Safety Expansion	78,096	84,663	8.4%	80,749	-4.6%
Public Safety Enhancement	25,596	26,808	4.7%	24,706	-7.8%
Parks and Preserves	39,627	39,886	0.7%	42,066	5.5%
Transit 2000 <sup>2/</sup>	18	-	-100.0%	-	NA
Transportation 2050 <sup>2/</sup>	292,242	277,038	-5.2%	302,368	9.1%
Court Awards	4,872	5,608	15.1%	5,296	-5.6%
Development Services	70,425	69,500	-1.3%	71,428	2.8%
Capital Construction	9,113	7,835	-14.0%	7,592	-3.1%
Sports Facilities	22,829	15,190	-33.5%	19,818	30.5%
Arizona Highway User Revenue	138,553	142,879	3.1%	149,715	4.8%
Regional Transit Revenues	43,148	30,439	-29.5%	36,334	19.4%
Community Reinvestment	10,841	5,938	-45.2%	5,863	-1.3%
Secondary Property Tax	111,103	118,215	6.4%	123,686	4.6%
Impact Fee Program Administration	524	515	-1.7%	525	1.9%
Regional Wireless Cooperative	4,602	5,543	20.4%	5,515	-0.5%
Golf Courses	6,958	8,439	21.3%	6,794	-19.5%
City Improvement Fund	19	-	-100.0%	-	NA
Other Restricted Revenues	42,976	25,283	-41.2%	36,929	46.1%
<b>Grants</b>					
Public Housing Grants	93,470	109,733	17.4%	105,745	-3.6%
Human Services Grants	56,629	96,447	70.3%	86,581	-10.2%
Community Development	15,289	46,530	+100%	66,287	42.5%
Criminal Justice	7,921	14,660	85.1%	18,876	28.8%
Public Transit Grants	64,026	150,779	+100%	215,151	42.7%
Other Grants	68,270	136,030	99.3%	508,465	+100%
Subtotal - Grants	305,605	554,179	81.3%	1,001,105	80.6%
<b>SUBTOTAL SPECIAL REVENUE FUNDS</b>	<b>1,246,000</b>	<b>1,459,649</b>	<b>17.1%</b>	<b>1,961,108</b>	<b>34.4%</b>
<b>ENTERPRISE FUNDS</b>					
Aviation	362,346	426,477	17.7%	412,547	-3.3%
Water System	454,115	502,979	10.8%	487,696	-3.0%
Wastewater System	252,664	253,208	0.2%	254,696	0.6%
Solid Waste	155,730	182,178	17.0%	189,869	4.2%
Convention Center	76,421	53,978	-29.4%	75,996	40.8%
<b>SUBTOTAL ENTERPRISE FUNDS</b>	<b>1,301,276</b>	<b>1,418,820</b>	<b>9.0%</b>	<b>1,420,804</b>	<b>0.1%</b>
<b>TOTAL ALL OPERATING FUNDS</b>	<b>3,854,633</b>	<b>4,310,598</b>	<b>11.8%</b>	<b>4,737,687</b>	<b>9.9%</b>

<sup>1/</sup> Coronavirus Relief Fund (CRF) is a one-time resource received from the federal government. It is approved by the City Council to offset public safety salaries as permitted by the Federal guidelines.

<sup>2/</sup> The Transportation 2050 sales tax (Proposition 104) was established by the voters effective January 1, 2016 and increased the Transit 2000 sales tax (Proposition 2000) to fund a comprehensive transportation plan with a 35 year sunset date. The Proposition increased the transaction privilege (sales) tax rates by 0.3% for various business activities.

**SCHEDULE 3**  
**PROPOSED OPERATING EXPENDITURES BY DEPARTMENT<sup>1/</sup>**  
(In Thousands of Dollars)

	2019-20	2020-21		2021-22	Percent Change from 2020-21	
	Actuals	Budget	Estimate	Budget	Budget	Estimate
<b>General Government</b>						
Mayor's Office	1,624	2,244	2,258	2,323	3.5%	2.9%
City Council	4,024	5,444	5,398	5,577	2.4%	3.3%
City Manager's Office	2,433	6,307	13,741	8,826	39.9%	-35.8%
City Auditor	2,523	3,205	2,912	3,174	-1.0%	9.0%
Information Technology Services	46,980	53,181	68,804	60,974	14.7%	-11.4%
Equal Opportunity	2,308	3,341	2,968	3,453	3.4%	16.3%
City Clerk	4,528	7,285	6,336	7,475	2.6%	18.0%
Human Resources	12,258	13,528	22,650	19,762	46.1%	-12.7%
Retirement Systems	-	-	-	-	0.0%	0.0%
Phoenix Employment Relations Board	104	107	140	124	15.9%	-11.4%
Law	5,802	6,390	6,074	6,737	5.4%	10.9%
Budget and Research	3,333	3,975	3,823	4,311	8.5%	12.8%
Regional Wireless Cooperative	4,636	5,118	5,947	5,485	7.2%	-7.8%
Finance	28,749	30,158	41,131	33,541	11.2%	-18.5%
Communications Office	2,446	2,780	2,740	3,159	13.7%	15.3%
Government Relations	4,291	1,541	1,514	1,259	-18.3%	-16.8%
<b>Total General Government</b>	<b>126,039</b>	<b>144,603</b>	<b>186,437</b>	<b>166,180</b>	<b>14.9%</b>	<b>-10.9%</b>
<b>Public Safety</b>						
Police	708,888	743,792	719,962	786,708	5.8%	9.3%
Fire	393,757	413,812	416,986	462,262	11.7%	10.9%
Homeland Security & Emergency Management	980	1,287	708	690	-46.4%	-2.5%
<b>Total Public Safety</b>	<b>1,103,625</b>	<b>1,158,891</b>	<b>1,137,656</b>	<b>1,249,660</b>	<b>7.8%</b>	<b>9.8%</b>
<b>Criminal Justice</b>						
City Prosecutor	17,283	21,416	20,578	19,210	-10.3%	-6.6%
Municipal Court	32,376	35,136	34,376	37,489	6.7%	9.1%
Public Defender	5,327	5,380	5,373	5,634	4.7%	4.9%
<b>Total Criminal Justice</b>	<b>54,986</b>	<b>61,932</b>	<b>60,327</b>	<b>62,334</b>	<b>0.6%</b>	<b>3.3%</b>
<b>Transportation</b>						
Street Transportation	98,378	104,841	104,914	115,853	10.5%	10.4%
Aviation	258,733	468,150	352,359	352,246	-24.8%	0.0%
Public Transit	253,972	280,022	241,369	277,014	-1.1%	14.8%
<b>Total Transportation</b>	<b>611,082</b>	<b>853,013</b>	<b>698,643</b>	<b>745,113</b>	<b>-12.6%</b>	<b>6.7%</b>

**SCHEDULE 3 (Continued)**  
**PROPOSED OPERATING EXPENDITURES BY DEPARTMENT<sup>1/</sup>**  
(In Thousands of Dollars)

	2019-20	2020-21		2021-22	Percent Change from 2020-21	
	Actuals	Budget	Estimate	Budget	Budget	Estimate
<b>Community Development</b>						
Planning and Development	64,824	72,794	71,815	81,254	11.6%	13.1%
Housing	96,702	117,938	111,780	113,507	-3.8%	1.5%
Community and Economic Development	15,848	13,183	21,821	13,882	5.3%	-36.4%
Neighborhood Services	45,778	63,556	75,640	82,998	30.6%	9.7%
<b>Total Community Development</b>	<b>223,152</b>	<b>267,471</b>	<b>281,055</b>	<b>291,641</b>	<b>9.0%</b>	<b>3.8%</b>
<b>Community Enrichment</b>						
Office of Arts and Culture	3,871	4,661	6,951	4,773	2.4%	-31.3%
Parks and Recreation	107,259	117,482	112,702	124,443	5.9%	10.4%
Library	38,565	41,958	41,504	44,860	6.9%	8.1%
Phoenix Convention Center	53,680	60,860	51,413	48,223	-20.8%	-6.2%
Human Services	85,644	100,447	160,315	147,633	47.0%	-7.9%
<b>Total Community Enrichment</b>	<b>289,018</b>	<b>325,408</b>	<b>372,885</b>	<b>369,932</b>	<b>13.7%</b>	<b>-0.8%</b>
<b>Environmental Services</b>						
Office of Sustainability	425	656	680	910	38.7%	33.9%
Environmental Programs	1,300	1,449	3,756	1,997	37.8%	-46.8%
Public Works	19,006	18,598	23,222	23,368	25.6%	0.6%
Solid Waste Disposal	141,943	158,908	158,768	170,439	7.3%	7.4%
Water Services	318,738	341,893	340,636	364,980	6.8%	7.1%
<b>Total Environmental Services</b>	<b>481,411</b>	<b>521,505</b>	<b>527,062</b>	<b>561,694</b>	<b>7.7%</b>	<b>6.6%</b>
<b>Non-Departmental Operating</b>						
Contingencies	-	124,096	-	203,664	64.1%	+100%
Other Non-Departmental <sup>2/</sup>	-	256,400	(8,677)	405,000	58.0%	+100%
<b>Total Non-Departmental Operating</b>	<b>-</b>	<b>380,496</b>	<b>(8,677)</b>	<b>608,664</b>	<b>60.0%</b>	<b>+100%</b>
<b>Total</b>	<b>2,889,314</b>	<b>3,713,320</b>	<b>3,255,388</b>	<b>4,055,219</b>	<b>9.2%</b>	<b>24.6%</b>

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

<sup>2/</sup> Other Non-Departmental consists of the Coronavirus Aid, Relief, and Economic Security Act (CARES) Coronavirus Relief Fund, the American Rescue Plan Act (ARPA) Fund and Unassigned Vacancy Savings.

**SCHEDULE 4**  
**2021-22 PROPOSED OPERATING EXPENDITURES BY DEPARTMENT<sup>1/</sup>**  
**BY SOURCE OF FUNDS**  
(In Thousands of Dollars)

	Total	General Funds	Special Revenue Funds	Enterprise Funds
<b>General Government</b>				
Mayor's Office	2,323	2,323	-	-
City Council	5,577	5,577	-	-
City Manager's Office	8,826	8,111	494	222
City Auditor	3,174	3,174	-	-
Information Technology Services	60,974	60,150	87	737
Equal Opportunity	3,453	2,875	579	-
City Clerk	7,475	7,475	-	-
Human Resources	19,762	19,275	487	-
Retirement Systems	-	-	-	-
Phoenix Employment Relations Board	124	124	-	-
Law	6,737	6,737	-	-
Budget and Research	4,311	4,311	-	-
Regional Wireless Cooperative	5,485	-	5,485	-
Finance	33,541	29,715	1,733	2,093
Communications Office	3,159	3,159	-	-
Government Relations	1,259	1,259	-	-
<b>Total General Government</b>	<b>166,180</b>	<b>154,264</b>	<b>8,864</b>	<b>3,052</b>
<b>Public Safety</b>				
Police	786,708	611,239	175,469	-
Fire	462,262	388,358	73,904	-
Homeland Security & Emergency Management	690	133	557	-
<b>Total Public Safety</b>	<b>1,249,660</b>	<b>999,730</b>	<b>249,930</b>	<b>-</b>
<b>Criminal Justice</b>				
City Prosecutor	19,210	17,127	2,083	-
Municipal Court	37,489	34,224	3,265	-
Public Defender	5,634	5,634	-	-
<b>Total Criminal Justice</b>	<b>62,334</b>	<b>56,986</b>	<b>5,348</b>	<b>-</b>
<b>Transportation</b>				
Street Transportation	115,853	21,639	94,215	-
Aviation	352,246	-	-	352,246
Public Transit	277,014	1,838	275,176	-
<b>Total Transportation</b>	<b>745,113</b>	<b>23,476</b>	<b>369,391</b>	<b>352,246</b>

**SCHEDULE 4 (Continued)**

**2021-22 PROPOSED OPERATING EXPENDITURES BY DEPARTMENT<sup>1/</sup>  
BY SOURCE OF FUNDS  
(In Thousands of Dollars)**

	Total	General Funds	Special Revenue Funds	Enterprise Funds
<b>Community Development</b>				
Planning and Development	81,254	5,173	76,081	-
Housing	113,507	1,772	111,734	-
Community and Economic Development	13,882	6,884	6,388	610
Neighborhood Services	82,998	15,515	67,483	-
<b>Total Community Development</b>	<b>291,641</b>	<b>29,344</b>	<b>261,686</b>	<b>610</b>
<b>Community Enrichment</b>				
Office of Arts and Culture	4,773	4,726	47	-
Parks and Recreation	124,443	108,229	16,214	-
Library	44,860	43,865	995	-
Phoenix Convention Center	48,223	2,292	555	45,376
Human Services	147,633	22,051	125,202	380
<b>Total Community Enrichment</b>	<b>369,932</b>	<b>181,164</b>	<b>143,012</b>	<b>45,756</b>
<b>Environmental Services</b>				
Office of Sustainability	910	474	436	-
Environmental Programs	1,997	1,280	285	431
Public Works	23,368	22,728	641	-
Solid Waste Disposal	170,439	-	-	170,439
Water Services	364,980	-	2,366	362,615
<b>Total Environmental Services</b>	<b>561,694</b>	<b>24,482</b>	<b>3,727</b>	<b>533,485</b>
<b>Non-Departmental Operating</b>				
Contingencies	203,664	124,164	31,000	48,500
Other Non-Departmental <sup>2/</sup>	405,000	(11,000)	416,000	-
<b>Total Non-Departmental Operating</b>	<b>608,664</b>	<b>113,164</b>	<b>447,000</b>	<b>48,500</b>
<b>Total</b>	<b>4,055,219</b>	<b>1,582,611</b>	<b>1,488,959</b>	<b>983,649</b>

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

<sup>2/</sup> Other Non-Departmental consists of the American Rescue Plan Act (ARPA) Fund and Unassigned Vacancy Savings.

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

	2019-20 Actual	2020-21 Estimate	2021-22 Proposed Budget
<b>Operating Funds</b>			
City Improvement			
Economic Development	6,570	4,199	3,911
Finance and General Government	912	11,894	19,686
Fire	4,231	381	253
Housing	71	70	74
Human Resources	816	648	363
Human Services	78	47	4
Information Technology	12,150	10,300	1,840
Issuance Costs	-	351	-
Municipal Court	6,722	5,870	5,076
Parks and Recreation	390	176	24
Police	2,601	393	339
Public Transit	70,656	571	17,993
Public Works	7,179	6,978	6,379
Sports Facilities	7,242	12,169	12,708
Street Transportation	4,355	4,658	1,770
Sub-Total City Improvement	123,972	58,706	70,421
Secondary Property Tax			
Cultural Facilities	11,404	16,925	20,260
Education & Econ Development	6,784	5,034	4,164
Environmental Improvement	1,899	1,567	268
Fire Protection	7,086	7,825	8,039
Freeway Mitigation	610	539	541
Historic Preservation	616	1,490	1,474
Housing	4,952	5,131	4,348
Human Services & Senior Centers	2,176	2,472	2,225
Information Systems	3,221	3,491	3,037
Issuance Costs	-	-	650
Library	7,229	7,051	7,206
Maintenance Service Centers	3,507	761	654
Municipal Facilities	10	-	-
Neighborhood Services	9,776	5,142	1,362
Parks & Mountain Preserves	16,270	18,356	19,862
Police	6,784	9,634	10,676
Police, Fire & Computer Tech	10,366	12,034	12,088
Storm Sewers	16,044	20,417	20,796
Street Improvements	7,475	10,979	12,065
Sub-Total Secondary Property Tax	116,210	128,846	129,714
Aviation	91,827	126,449	87,281
Convention Center	19,952	20,639	20,763
Solid Waste	14,041	14,977	15,227
Wastewater	72,806	71,783	71,389
Water	128,287	136,908	153,620
<b>Total Operating Funds</b>	<b>567,095</b>	<b>558,308</b>	<b>548,415</b>

**SCHEDULE 5 (Continued)**  
**PROPOSED DEBT SERVICE EXPENDITURES**  
**BY SOURCE AND USE OF FUNDS AND TYPE OF EXPENDITURE**  
(In Thousands of Dollars)

	2019-20 Actual	2020-21 Estimate	2021-22 Proposed Budget
<b>Bond Funds</b>			
Aviation	1,722	-	-
Convention Center	-	259	-
Transportation 2050	-	-	800
Water	770	800	-
Other	-	164	-
<b>Total Bond Funds</b>	<b>2,492</b>	<b>1,223</b>	<b>800</b>
<b>Other Capital Funds</b>			
Capital Reserves	-	800	-
Customer Facility Charges	14,024	15,557	20,558
Federal, State and Other Participation	23,500	23,998	24,498
Passenger Facility Charges	49,945	22,598	56,763
<b>Total Other Capital Funds</b>	<b>87,469</b>	<b>62,953</b>	<b>101,820</b>
<b>Total Debt Service</b>	<b>657,055</b>	<b>622,484</b>	<b>651,035</b>
<b>Type of Expenditure</b>			
Principal	361,917	306,895	314,169
Interest and Other	295,138	315,588	336,865
<b>Total Debt Service Expenditures</b>	<b>657,055</b>	<b>622,484</b>	<b>651,035</b>

**SCHEDULE 6**  
**SUMMARY OF PRELIMINARY 2021-22 CAPITAL IMPROVEMENT PROGRAM**  
**FINANCED BY OPERATING FUNDS**  
(In Thousands of Dollars)

	2019-20 Actuals	2020-21 Estimate	2021-22 Proposed Budget
<b><u>Use of Funds</u></b>			
Aviation	20,335	96,651	60,868
Economic Development	8,167	9,935	8,648
Environmental Programs	333	250	250
Facilities Management	12,573	15,707	16,468
Fire Protection	-	4,120	11,081
Historic Preservation & Planning	17,301	14,498	-
Housing	4,146	20,098	30,064
Information Technology	2,342	5,247	9,680
Libraries	631	955	955
Neighborhood Services	2,026	6,025	8,100
Parks, Recreation & Mountain Preserves	38,698	75,547	27,650
Phoenix Convention Center	6,428	12,705	3,985
Public Art Program	137	2,355	1,571
Public Transit	55,433	104,154	102,646
Solid Waste Disposal	4,243	7,049	10,085
Street Transportation & Drainage	94,466	137,503	121,345
Wastewater	26,050	31,960	69,595
Water	65,245	71,254	127,740
<b>Total Operating Funds</b>	<b>358,554</b>	<b>616,012</b>	<b>610,729</b>
<b><u>Source of Funds</u></b>			
<b>General Funds</b>			
General Fund	13,776	27,551	24,052
Library	631	955	955
Parks	-	3,000	-
<b>Total General Funds</b>	<b>14,407</b>	<b>31,506</b>	<b>25,007</b>
<b>Special Revenue Funds</b>			
Arizona Highway User Revenue	67,422	84,191	67,851
Capital Construction	4,482	19,453	9,260
Community Reinvestment	5,774	6,244	6,947
Development Services	17,416	15,356	803
Golf	95	593	-
Grants and Public Housing	46,654	66,232	91,159
Other Restricted	2,070	8,769	12,038
Parks and Preserves	33,677	68,566	25,801
Regional Transit	6,964	11,238	11,211
Sports Facilities	6,941	7,060	2,393
Transportation 2050	32,608	78,619	83,643
<b>Total Special Revenue Funds</b>	<b>224,103</b>	<b>366,322</b>	<b>311,106</b>
<b>Enterprise Funds</b>			
Aviation	20,366	96,897	61,407
Convention Center	3,741	9,779	3,826
Solid Waste	4,305	7,402	12,010
Wastewater	26,196	32,330	71,659
Water	65,435	71,776	125,713
<b>Total Enterprise Funds</b>	<b>120,044</b>	<b>218,184</b>	<b>274,616</b>
<b>Total Operating Funds</b>	<b>358,554</b>	<b>616,012</b>	<b>610,729</b>

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

	2019-20 Actuals	2020-21 Estimate	2021-22	
			Budget	Increase/ (Decrease)
<b>Transfers to the General Fund</b>				
<b><u>Enterprise Funds</u></b>				
Aviation				
Central Service Cost Allocation	9,736	10,117	10,117	-
Water Funds				
Central Service Cost Allocation	8,511	10,014	10,014	-
In-Lieu Property Taxes	15,585	16,367	18,650	2,283
Total	24,096	26,381	28,664	2,283
Wastewater Funds				
Central Service Cost Allocation	5,674	6,676	6,676	-
In-Lieu Property Taxes	9,579	9,834	10,962	1,128
Total	15,253	16,510	17,638	1,128
Solid Waste				
Central Service Cost Allocation	6,153	6,952	6,952	-
In-Lieu Property Taxes	1,311	1,256	1,424	168
Total	7,464	8,208	8,376	168
Convention Center				
Central Service Cost Allocation	2,944	3,044	3,044	-
<b>Total From Enterprise Funds</b>	<b>59,493</b>	<b>64,260</b>	<b>67,839</b>	<b>3,579</b>

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

	2019-20 Actuals	2020-21 Estimate	2021-22	
			Budget	Increase/ (Decrease)
<b><u>Special Revenue Funds</u></b>				
Excise				
Transfer to General Fund	890,414	960,500	970,229	9,729
Development Services				
Central Service Cost Allocation	4,322	4,440	4,440	-
Sports Facilities				
Central Service Cost Allocation	174	148	148	-
Phoenix Union Parking Maintenance	79	79	79	-
Total	253	227	227	-
Public Housing In-Lieu Property Taxes	279	200	200	-
ASU Facilities Operations Fund	781	169	128	(41)
Downtown Community Reinvestment Fund	2,065	2,064	2,065	1
Human Trafficking Prevention Fund	2	-	-	-
T2050 Central Service Costs	985	1,063	1,063	-
Neighborhood Protection Central Service Costs	396	561	561	-
Public Safety Enhancement Central Service Costs	356	416	416	-
Public Safety Expansion Central Service Costs	871	1,037	1,037	-
Housing Central Office Central Service Costs	310	371	371	-
Other Restricted - Sale of Land	1,000	6,865	-	(6,865)
Library Reserve Fund	-	1,286	1,753	467
<b>Total From Special Revenue Funds</b>	<b>902,034</b>	<b>979,199</b>	<b>982,490</b>	<b>3,291</b>
<b>Total Transfers to the General Fund</b>	<b>961,527</b>	<b>1,043,459</b>	<b>1,050,329</b>	<b>6,870</b>
<b>Transfers from the General Fund</b>				
Strategic Economic Development Fund	(1,000)	(1,000)	(1,200)	(200)
Public Safety Other Restricted Fund	(16,000)	(16,000)	(17,000)	(1,000)
Public Safety Pension Reserve Fund	(5,500)	(1,000)	(1,000)	-
Other Restricted	(509)	-	-	-
Aviation-Emergency Transportation Services	(248)	-	(125)	(125)
Community Facilities Districts-Restricted Fund	(207)	(279)	(262)	17
Enhanced Municipal Services District Fund	(454)	-	-	-
Aerial Fleet Capital Reserve Fund	-	(5,000)	(7,000)	(2,000)
Fire SCBA Sinking Fund	-	-	(10,000)	(10,000)
Library Reserve Fund	(248)	-	-	-
Retiree Rate Stabilization Fund	(1,027)	(1,028)	(1,026)	2
Infrastructure Repayment Agreements	(574)	(1,369)	(1,427)	(58)
City Improvement - Library	(115)	(112)	(39)	73
City Improvement	(41,482)	(37,407)	(34,943)	2,464
<b>Total Transfers from the General Fund</b>	<b>(67,364)</b>	<b>(63,195)</b>	<b>(74,022)</b>	<b>(10,827)</b>
<b>Net Transfers to the General Fund</b>	<b>894,163</b>	<b>980,264</b>	<b>976,307</b>	<b>(3,957)</b>

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

	2019-20 Actual	2020-21 Adopted	2020-21 Estimate	Estimate less Adopted	2021-22 Budget	Budget less Estimate
<b>General Government</b>						
Mayor's Office	13.0	13.0	15.3	2.3	14.3	(1.0)
City Council	33.0	33.0	32.0	(1.0)	32.0	0.0
City Manager's Office	20.5	21.5	27.9	6.4	33.9	6.0
City Auditor	25.4	25.4	25.4	0.0	25.4	0.0
Information Technology Services	200.0	201.0	206.0	5.0	209.0	3.0
Equal Opportunity	27.0	27.0	27.0	0.0	27.0	0.0
City Clerk	51.5	51.5	51.5	0.0	51.5	0.0
Human Resources	112.7	112.7	117.7	5.0	118.7	1.0
Retirement Systems	16.0	16.0	16.0	0.0	16.0	0.0
Phoenix Employment Relations Board	1.0	1.0	1.0	0.0	1.0	0.0
Law	65.0	65.0	66.0	1.0	67.0	1.0
Budget and Research	24.0	24.0	25.0	1.0	25.0	0.0
Regional Wireless Cooperative	4.0	4.0	4.0	0.0	4.0	0.0
Finance	213.0	213.0	215.0	2.0	214.0	(1.0)
Communications Office	19.1	19.1	19.1	0.0	20.1	1.0
Government Relations	7.0	7.0	5.0	(2.0)	5.0	0.0
<b>Total General Government</b>	<b>832.2</b>	<b>834.2</b>	<b>853.9</b>	<b>19.7</b>	<b>863.9</b>	<b>10.0</b>
<b>Public Safety</b>						
Police	4,363.6	4,360.6	4,363.6	3.0	4,436.6	73.0
Fire	2,089.8	2,091.8	2,127.8	36.0	2,277.7	149.9
Homeland Security & Emergency Management	9.0	9.0	7.0	(2.0)	7.0	0.0
<b>Total Public Safety</b>	<b>6,462.4</b>	<b>6,461.4</b>	<b>6,498.4</b>	<b>37.0</b>	<b>6,721.3</b>	<b>222.9</b>
<b>Criminal Justice</b>						
City Prosecutor	147.0	147.0	148.0	1.0	148.0	0.0
Municipal Court	274.0	274.0	274.0	0.0	279.0	5.0
Public Defender	11.0	11.0	11.0	0.0	11.0	0.0
<b>Total Criminal Justice</b>	<b>432.0</b>	<b>432.0</b>	<b>433.0</b>	<b>1.0</b>	<b>438.0</b>	<b>5.0</b>
<b>Transportation</b>						
Street Transportation	721.0	721.0	728.0	7.0	734.0	6.0
Aviation	890.0	890.0	889.0	(1.0)	889.0	0.0
Public Transit	120.0	120.0	121.0	1.0	121.0	0.0
<b>Total Transportation</b>	<b>1,731.0</b>	<b>1,731.0</b>	<b>1,738.0</b>	<b>7.0</b>	<b>1,744.0</b>	<b>6.0</b>

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

	2019-20 Actual	2020-21 Adopted	2020-21 Estimate	Estimate less Adopted	2021-22 Budget	Budget less Estimate
<b>Community Development</b>						
Planning and Development	444.8	444.8	467.8	23.0	480.8	13.0
Housing	129.0	134.0	126.0	(8.0)	126.0	0.0
Community and Economic Development	57.0	57.0	57.0	0.0	59.0	2.0
Neighborhood Services	190.0	189.0	190.0	1.0	191.0	1.0
<b>Total Community Development</b>	<b>820.8</b>	<b>824.8</b>	<b>840.8</b>	<b>16.0</b>	<b>856.8</b>	<b>16.0</b>
<b>Community Enrichment</b>						
Office of Arts and Culture	11.0	11.0	11.0	0.0	11.0	0.0
Parks and Recreation	1,013.1	1,014.1	1,017.0	2.9	1,050.0	33.0
Library	401.3	401.3	397.8	(3.5)	402.8	5.0
Phoenix Convention Center	220.0	220.0	219.0	(1.0)	219.0	0.0
Human Services	391.0	391.0	392.0	1.0	395.0	3.0
<b>Total Community Enrichment</b>	<b>2,036.4</b>	<b>2,037.4</b>	<b>2,036.8</b>	<b>(0.6)</b>	<b>2,077.8</b>	<b>41.0</b>
<b>Environmental Services</b>						
Office of Sustainability	5.0	5.0	5.0	0.0	4.0	(1.0)
Environmental Programs	10.0	10.0	10.0	0.0	11.0	1.0
Public Works	426.0	426.0	431.0	5.0	443.0	12.0
Solid Waste Disposal	603.0	609.0	625.5	16.5	633.5	8.0
Water Services	1,485.0	1,487.0	1,480.0	(7.0)	1,485.0	5.0
<b>Total Environmental Services</b>	<b>2,529.0</b>	<b>2,537.0</b>	<b>2,551.5</b>	<b>14.5</b>	<b>2,576.5</b>	<b>25.0</b>
<b>Total</b>	<b>14,843.8</b>	<b>14,857.8</b>	<b>14,952.4</b>	<b>94.6</b>	<b>15,278.3</b>	<b>325.9</b>

**SCHEDULE 9**  
**2021-22 PRELIMINARY CAPITAL FUNDS**  
**RESOURCES AND EXPENDITURES BUDGET**  
(In Thousands of Dollars)

	Budgeted Beginning Fund Balance	Revenues and Other Sources/ (Uses)	Expenditures	Ending Balance	Projected Resources Beyond 2021-22	Funds Available Beyond 2021-22
<b>1988 General Obligation Bonds</b>						
1988 Freeway Mitigation Bonds	849	-	-	849	1,000	1,849
1988 Parks Bonds	419	-	-	419	-	419
1988 Police Bonds	27	-	-	27	-	27
	<b>1,295</b>	<b>-</b>	<b>-</b>	<b>1,295</b>	<b>1,000</b>	<b>2,295</b>
<b>1989 General Obligation Bonds</b>						
1989 Historic Preservation Bonds	2	-	-	2	-	2
	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>2001 General Obligation Bonds</b>						
2001 Affordable Housing and Homeless Shelter Bonds	1,053	-	-	1,053	-	1,053
2001 Education, Youth and Cultural Facilities Bonds	(575)	-	602	(1,177)	1,700	523
2001 Environmental Improvement and Cleanup Bonds	261	-	-	261	630	891
2001 Fire Protection Bonds	(788)	-	-	(788)	800	12
2001 Neighborhood Protection and Senior Centers Bonds	631	-	-	631	2,355	2,986
2001 New & Improved Libraries Bonds	3,450	-	-	3,450	900	4,350
2001 Parks, Open Space and Recreation Facilities Bonds	(332)	-	-	(332)	4,425	4,093
2001 Police, Fire and Computer Technology Bonds	(51)	-	-	(51)	615	564
2001 Police Protection Facilities and Equipment Bonds	(524)	-	-	(524)	1,115	591
2001 Preserving Phoenix Heritage Bonds	(173)	-	-	(173)	795	622
2001 Storm Sewer Bonds	-	-	-	-	50	50
2001 Street Improvement Bonds	(457)	-	-	(457)	2,225	1,768
	<b>2,495</b>	<b>-</b>	<b>602</b>	<b>1,893</b>	<b>15,610</b>	<b>17,503</b>
<b>2006 General Obligation Bonds</b>						
2006 Affordable Housing and Neighborhoods Bonds	3,539	-	-	3,539	17,795	21,334
2006 Education Bonds	(4,549)	-	-	(4,549)	8,090	3,541
2006 Libraries, Senior and Cultural Centers Bonds	(3,727)	-	-	(3,727)	27,190	23,463
2006 Parks and Open Spaces Bonds	2,049	-	-	2,049	13,685	15,734
2006 Police, Fire and City Technology Bonds	621	-	-	621	4,790	5,411
2006 Police, Fire and Homeland Security Bonds	(7,620)	-	-	(7,620)	36,700	29,080
2006 Street and Storm Sewer Improvements Bonds	5,670	-	-	5,670	27,495	33,165
	<b>(4,018)</b>	<b>-</b>	<b>-</b>	<b>(4,018)</b>	<b>135,745</b>	<b>131,727</b>
<b>Nonprofit Corporation Bond Funds</b>						
Aviation Bonds	283,502	(14,975)	38,993	229,534	546,210	775,744
Convention Center Bonds	(102)	-	-	(102)	4,000	3,898
Other Bonds	66,675	-	32,212	34,463	70,095	104,558
Parks and Preserves Bonds	-	-	-	-	66,000	66,000
Solid Waste Bonds	22,382	-	2,050	20,332	145,000	165,332
Transit 2000 Bonds	66	-	-	66	-	66
Transportation 2050 Bonds	(376,023)	500,000	87,898	36,079	600,000	636,079
Wastewater Bonds	(180,818)	-	90,467	(271,285)	271,730	445
Water Bonds	(113,763)	-	217,885	(331,648)	331,870	222
	<b>(298,079)</b>	<b>485,025</b>	<b>469,504</b>	<b>(282,558)</b>	<b>2,034,905</b>	<b>1,752,347</b>
<b>Total Bond Funds</b>	<b>(298,305)</b>	<b>485,025</b>	<b>470,107</b>	<b>(283,387)</b>	<b>2,187,260</b>	<b>1,903,873</b>

**SCHEDULE 9 (Continued)**  
**2021-22 PRELIMINARY CAPITAL FUNDS**  
**RESOURCES AND EXPENDITURES BUDGET**  
(In Thousands of Dollars)

	Budgeted Beginning Fund Balance	Revenues and Other Sources/ (Uses)	Expenditures	Ending Balance	Projected Resources Beyond 2021-22	Funds Available Beyond 2021-22
<b>Other Capital Funds</b>						
Capital Gifts	35	-	-	35	-	35
Capital Grants	-	250,190	250,190	-	689,554	689,554
Capital Reserves	234,342	19,250	7,350	246,242	-	246,242
Customer Facility Charges	6,669	17,645	20,558	3,756	220,851	224,607
Federal, State and Other Participation	-	121,695	121,695	-	207,010	207,010
Impact Fees	174,513	-	162,055	12,458	-	12,458
Other Capital	736	-	-	736	-	736
Other Cities' Share in Joint Ventures	-	31,362	31,362	-	197,883	197,883
Passenger Facility Charges	11,985	77,959	63,577	26,367	372,302	398,669
Solid Waste Remediation	4,870	-	348	4,522	-	4,522
<b>Total Other Capital Funds</b>	<b>433,147</b>	<b>518,101</b>	<b>657,135</b>	<b>294,113</b>	<b>1,687,601</b>	<b>1,981,714</b>
<b>Total</b>	<b>134,842</b>	<b>1,003,126</b>	<b>1,127,242</b>	<b>10,726</b>	<b>3,874,861</b>	<b>3,885,587</b>

**SCHEDULE 10**  
**SUMMARY OF PRELIMINARY 2021-22 CAPITAL IMPROVEMENT PROGRAM**  
**BY PROGRAM AND SOURCE OF FUNDS**  
(In Thousands of Dollars)

Program	Total 2021-22 Proposed Budget	Operating Funds	General Obligation Bond Funds	Nonprofit Corporation Bond Funds	Other Capital Funds
Arts and Cultural Facilities	602	-	602	-	-
Aviation	179,733	60,868	-	38,913	79,953
Economic Development	8,648	8,648	-	-	-
Environmental Programs	250	250	-	-	-
Facilities Management	24,568	16,468	-	8,100	-
Fire Protection	36,657	11,081	-	14,461	11,115
Housing	37,601	30,064	-	-	7,537
Information Technology	19,331	9,680	-	9,651	-
Libraries	10,850	955	-	-	9,895
Neighborhood Services	8,100	8,100	-	-	-
Non-Departmental Capital	102,620	-	-	800	101,820
Parks, Recreation & Mountain Preserves *	28,000	27,650	-	-	350
Phoenix Convention Center	3,985	3,985	-	-	-
Police Protection	15,308	-	-	-	15,308
Public Art Program	2,259	1,571	-	688	-
Public Transit	321,521	102,646	-	49,360	169,515
Regional Wireless Cooperative	6,001	-	-	-	6,001
Solid Waste Disposal	12,433	10,085	-	2,000	348
Street Transportation & Drainage	281,582	121,345	-	37,738	122,499
Wastewater	248,640	69,595	-	90,277	88,768
Water	389,284	127,740	-	217,517	44,028
<b>Total</b>	<b>1,737,971</b>	<b>610,729</b>	<b>602</b>	<b>469,504</b>	<b>657,135</b>

\* Does not yet reflect funding for development impact fee-funded parks; development impact fee funds will be carried over from 2020-21 to 2021-22 and reflected in the final Capital Improvement Program budget.

**SCHEDULE 11**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2021-22**  
(In Thousands)

	<b>2020-21</b>	<b>2021-22</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>185,429</u>	\$ <u>193,314</u>
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u>                    </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>181,767</u>	\$ <u>193,225</u>
B. Secondary property taxes	<u>114,741</u>	<u>120,494</u>
C. Total property tax levy amounts	<u>\$ 296,508</u>	<u>\$ 313,719</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>179,950</u>	
(2) Prior years' levies	<u>1,261</u>	
(3) Total primary property taxes	<u>\$ 181,211</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>113,594</u>	
(2) Prior years' levies	<u>868</u>	
(3) Total secondary property taxes	<u>\$ 114,462</u>	
C. Total property taxes collected	<u>\$ 295,673</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>1.3055</u>	<u>1.3055</u>
(2) Secondary property tax rate	<u>0.8241</u>	<u>0.8141</u>
(3) Total city/town tax rate	<u>2.1296</u>	<u>2.1196</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating zero 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 2021-22 planned primary and secondary levies are \$193,225,455 and \$120,493,943, respectively. Historically, actual property tax collections have been slightly lower than the amount levied. For 2021-22, actual collections for primary and secondary property taxes are estimated to be \$191,294,000 and \$119,289,000, or 99% 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.