

2008-09 Accomplishments Memo

BUDGET UPDATE

2009-10 Budget Development. Working together with the Mayor and City Council, management, employees, departments and our residents, we developed an annual budget that meets the highest priorities of the community. Despite a \$270 million revenue shortfall we managed to open several new capital facilities and shift the remaining grant-funded police officers to the General Fund. Budget & Research worked closely with the Finance Department to develop \$114 million in financial transactions to help close the gap. This reduced the required cuts to programs and services to \$156 million. Every City department was impacted by staffing cuts, and worked hard to transition and train those employees who were able to shift into existing vacancies that were created by an extended hiring freeze.

Our budget process was greatly accelerated in 2008-09, moving budget-balancing decisions to the earliest effective date we have ever had for mid-year cuts. The earlier dates enabled us to spread budget cuts over 16 months, reducing the total amount of necessary cuts. In September 2009 staff presented the City Council with a list of capital projects that could be advanced without negatively affecting operating costs.

Zero-Based Budget Review. At the request of the Mayor and City Council, Budget and Research staff prepared an extensive zero-based budget review of General Fund programs and services. The October 2009 review included historical comparisons of revenues and expenditures, along with very detailed information about all programs and services financed through the General Fund. Staff sought City Council direction on how to treat the public safety departments as we worked our way through balancing the citywide budget.

Reduction in Force. The Retirement Department provided significant support as the City implemented a reduction in force process. In addition to our involvement with all employees who retired through this process, we provided assistance to those who voluntarily left City employment or were faced with demotions and lay-offs. Over 750 benefit estimates were prepared for employees identified by the Personnel Department who potentially could receive a severance offer. After the severance offers were made by the Personnel Department, we met with each employee in group and individual counseling sessions to explain how the severance amount would influence their pension. Ultimately, 185 employees retired during this fiscal year as part of the reduction in force process, representing about 65% of our typical annual number of retirements.

Impact Fee Update. A team including representatives from Law, Budget and Research, Planning and all operating departments associated with the Parks, Streets and Open Space impact fees worked to update the fees charged as part of this program. The review included the methodology used to set the fees; phasing; equivalent dwelling units (EDUs); components in the street, open space and park fees; and build-out versus other time factor. The Ad Hoc Impact Fee Committee was appointed in October 2008, and staff was able to bring written recommendations to the City Council by November 2008.

Water/Wastewater Fees. The Finance Department staff in conjunction with the Water Services Department implemented a 12% water rate increase and a 7% wastewater increase.

Golf Fund Debt Service. Staff worked closely with Parks, Law, Finance and City Manager staff to determine whether the Golf Fund's debt could be retired in order to slow the growth of the fund's negative balance. We were successful in achieving the goal of eliminating the Golf Fund's debt service payments, resulting in annual savings of about \$850,000. The Debt Management Section defeased \$9.522 million of outstanding Golf debt, for a savings of over \$4.38 million in interest expense through July 2014.

Tax Collections. The Tax Auditors assessed over \$4 million in tax revenue. In partnership with the Law Department, staff amended the City Code to provide authority to pursue payment of delinquent taxes from corporate officers in certain situations. The change in the Code is effective for tax liabilities incurred beginning in July of 2009. The Tax Collections staff, with guidance from the City Audit Department, developed a fee schedule based on the time and effort associated with researching and preparing tax liens. This schedule was adopted by the Council in June and the fee is now being added to all tax liens. The Finance Department identified an opportunity to recover a significant portion of the cost associated with collecting delinquent tax accounts. With the assistance of the Law Department, staff developed an ordinance that allows for a collection fee on delinquent accounts.

Special Revenue Task Force Strategic Marketing Plan. PIO led a committee representing multiple departments to coordinate the Special Revenue Task Force strategic marketing plan. Staff is working closely with the vendor selected through an RFP process. The goal is generating revenue through marketing partnerships and potentially new advertising opportunities.

Tax Amnesty. The Risk Management and Tax Division staff collaborated to implement the Tax Amnesty Program which ran from April 15 to June 15. As of August 4, 2009, over 657 businesses participated in the program, generating over \$1.6 million in payments and a total payment commitment of \$3.7 million.

Tax Mantra. The Tax Division staff collaborated with the City Clerk and Information Technology Services Departments to implement a new tax and license receivables system (Tax Mantra). This system utilizes the most current imaging technology for processing tax returns, applications, and statements.

Premium Holiday. The Risk Management Division staff coordinated with the Personnel Department to implement a one month Health Insurance Premium Holiday. The City received the benefit of City payments and employees received the benefit of employee payments. The payment holiday resulted in over \$7 million in savings to the general fund. All employees were given a payment holiday that brought them more cash.

Legal Services – Collections. The Risk Management Division staff partnered with the Law Department to expand the scope of their RFQ for legal services to include a category for law firms specializing in collections. Two firms received contracts and are billing over a hundred

large delinquent accounts with balances totaling over \$1.7million in the first month.

Accounts Payable Discounts. The Finance Department increased the amount of accounts payable discounts taken by 7% over last fiscal year for a total of approximately \$595,000.

Water Bond Rating Upgrade. Standard and Poor's bond rating service upgraded the Water revenue bond rating to AAA in November 2008, citing our flexibility in responding to declining growth as well as our low water and sewer rates.

Water Revenue Bonds. The Finance Department staff completed the sale of \$450 million of water system revenue bonds. The bonds were sold to fund various capital improvements of the water system. The tax-exempt bonds have a true interest cost of 4.64%. Staff also sold \$90.295 million of water system revenue refunding bonds which were sold at a true interest cost of 2.81% and generated more than \$10.58 million in present value debt service savings.

Change for Phoenix. The Change for Phoenix Fund was implemented as a result of input from residents during the 2009 community budget hearings. The fund allows residents to donate money to the city's general fund or other city programs to provide financial assistance during the downturn of the economy.

Annexations. We processed 20 annexations in FY 08-09, which increased the area of the City by 1.2 square miles to 519.11, and added \$7.2 million in assessed property value. This compares to 23 annexations, .86 square miles and \$2.98 million in assessed property value in the previous fiscal year. These annexations ensure that development and infrastructure in these areas complies with engineering, planning, and zoning requirements.

Tribal Gaming Funds. Government Relations coordinated with the Gila River Indian Community, the Salt River Pima-Maricopa Indian Community, Fort McDowell Yavapai Nation, Ak-Chin Indian Community, Pascua Yaqui Tribe, and the Tohono O'odham Nation on 12% tribal gaming grants. For FY 2009-10, we are in the process of submitting City and nonprofit requests of \$1.63 million.

FEDERAL/STIMULUS FUNDING

American Recovery and Reinvestment Act of 2009 (ARRA) Coordination. Government Relations has coordinated the City's ARRA Steering Committee and assisted with the SharePoint database that connects City departments in a single Intranet space collaboration. The SharePoint database allows the City to track all of the ARRA grant opportunities and insures that there is no redundancy or missed deadlines. At the same time, ARRA grants are recorded in the SAP Grants Module where a report by department containing only ARRA grants can be retrieved with a single click.

Grants. The City received approximately \$151 million in grants during FY 2008-09. Of this amount, \$34 million are Stimulus grants. Some are formula funds, but many are obtained competitively through the efforts of grant writers in the City's many departments. Government Relations offers technical assistance and professional development for the City's grant

seekers as well as assistance to external customers seeking grants from the City and other sources. Grants coordination also provides the opportunity for departments to collaborate when seeking external funds. In cooperation with the SAP accounting staff, departments citywide have access to the ability to track grant applications and awards. A summary report of pending and active grants is available on demand through the SAP Grants Module for the Mayor, Council and their staff.

Neighborhood Stabilization Program. NSD received a \$39.4 million grant from the Housing and Economic Recovery Act of 2008 federal program administered by HUD to assist with foreclosed properties. NSD staff partnered with Housing to develop strategic programs to assist potential homebuyers in purchasing a foreclosed property. Programs include: buyer down-payment assistance, acquisition/rehab/resale and acquisition/demo programs. Staff initiated outreach efforts for potential homebuyers, have contracted with partner agencies certified to provide housing counseling, developed collateral materials, established partnership for REO sales, established risk assessments with City Audit, established environmental requirements between departments, and solicited partners through a flexible RFP reflecting the overall program organizational support recommendation and contracting, 6 proposals were selected/recommended to implement the program. The Pre-Proposal Conference, held on April 7, 2009, attracted more than 200 non-profit and for-profit companies and we received over 60 proposals. In FY 2008-2009, the Housing Department received 31 referrals for the homeownership assistance program from its housing counseling partners.

NSD Stimulus Funding. NSD staff worked with the City Manager's Office and the program divisions on reporting and applying for all stimulus funding (HERA, ARRA) for the department. Countless staff hours have been used in preparation of new applications, contracting of already awarded funds, and training of new regulations related to stimulus funds.

Stimulus Funds for Housing Rehabilitation. Phoenix received \$4.3 million from the non-competitive American Recovery and Reinvestment Act (ARRA) Capital Fund Program for public housing rehabilitation. Over \$1.6 million has been obligated to contractors, and \$18,067 has been expended. Contractors estimate that over 100 jobs have been created or maintained as a result of the obligated funds.

Green Retrofit, Energy Upgrades, Gap Financing, Fighting Foreclosures. Housing submitted two applications requesting Green Retrofit Program funds for Sunnyslope Manor and Fillmore Gardens. The department also applied for Capital Fund Recovery-Competitive funding for energy efficiency upgrades at Foothills Village and Marcos de Niza as well as transformation for Foothills Village. In addition, Housing applied for gap financing for the Krohn West HOPE VI redevelopment through the Tax Credit Assistance Program and the HOME Investment Partnership Act. Finally, the Housing and Neighborhood Services departments applied for funding to fight foreclosures through the Neighborhood Stabilization Program II.

Federal Transit Funding. The Public Transit Department was awarded \$29.2 million to construct or upgrade the following projects: construction of Happy Valley and I-17 Park-and-Ride, Bell Road and SR-51 Bus-Only Crossover Lane, 27th Avenue and Baseline Road Park-

and-Ride, and approximately 1,000 parking spaces at a number of the existing light rail park-and-rides will be covered with shade canopies. The Central Station Transit Center and 40th Street and Pecos Road Park-and-Ride will be refurbished and expanded. The department also applied for Transit Investments for Greenhouse Gas and Energy Reduction (TIGGER), this grant will be used for the purchase of 20 innovative technology electric-diesel 40-foot buses. Grant awards will be announced in late September 2009.

Environmental Protection Agency (EPA) Grant. Public Transit staff applied for and was awarded a \$553,600 grant from the EPA West Coast Collaborative Diesel Emissions Reduction Grants Program. The funds will be used to replace older engines on twenty 60' articulated buses and will reduce diesel emissions.

Public Works ARRA Grants. Public Works submitted the requested Energy Efficiency and Conservation Block Grant (EECBG) strategy to the U.S. Department of Energy (DOE) to secure the City's \$15.2M ARRA formula funds. The projects will reduce fossil fuel and Green House Gas emissions, generate energy savings, and improve energy efficiency through long-term sustainable programs including: Energy Efficiency & Conservation Strategy (\$24,000), Municipal Building Energy Efficiency and Solar Energy Program (\$11,462,000), Development and Implementation of the Phoenix Green Incentives Program (\$785,000), Traffic Signal Optimization Program (\$80,000), Light-Emitting Diodes (LED) Traffic Signal Conversion Program (\$2,610,000), and Building Benchmarking and Energy Efficiency Outreach & Marketing Campaign (\$272,500).

Diesel Emission Reduction. Public Works was awarded a Diesel Emission Reduction grant from the U.S. Environmental Protection Agency for \$829,627. The funds will be used to install one Diesel Oxidation Catalyst device and 44 Diesel Particulate Filters (DPF) on diesel powered equipment, the purchase of two spare DPF's for maintenance, the purchase of a DPF cleaning machine for the Public Transit Department, and fund 25 percent of the cost to purchase a hydraulic launch assist refuse truck.

Water ARRA Funding. WSD applied for and received \$44.19 million in federal stimulus for the Tres Rios expansion, various water and sewer rehabilitation projects and installation of automatic meter reading equipment. The Army Corps of Engineers announced the award of \$36.43M in stimulus funding for the Tres Rios project, creating 386 jobs. In addition to the federal stimulus funding, the department was also awarded \$24.49 million in low-interest loans from the Arizona Water Infrastructure Financing Authority.

Human Services ARRA Funding Opportunities. HSD staff worked within very short time frames to apply for additional funding for Head Start, Senior Meals and Homelessness Prevention Programs. We expect to implement new programs and expansion in the new fiscal year. HSD staff also employed various strategies to maximize grant fund opportunities while minimizing cuts to direct services that are supported by the General Fund. Some examples include:

Utilizing additional Low Income Housing Energy Assistance Program (LIHEAP) funds to replace \$600,000 general fund dollars.

Shifting \$300,000 in Community Development Block Grant (CDBG) funds to the Watkins Emergency Shelter to replace general funds.

Securing \$200,000 in additional Head Start funds to assist with the cost of developing an automated system allowing HSD to free up general funds.

Receiving \$100,000 in ARRA funding from the Area Agency on Aging for senior congregate meals which was utilized to relieve general funds.

Street Transportation ARRA Project Coordination. The Street Transportation Department's focus for the past year has been preparing for the successful execution of projects funded by the American Recovery and Reinvestment Act. The department will receive \$35.5 million to fund the following projects:

7th Street and McDowell Intersection Improvements - \$1,000,000

Major and Collector Street Pavement Preservation - \$21,500,000

ADA Right-of-Way Improvement Projects - \$3,500,000

Bridge Rehabilitation Projects - \$3,500,000

Sign Reflectivity and Retrofit Improvement Program - \$3,000,000

Intelligent Transportation Systems (ITS)/Signalization Program - \$3,000,000

We have received design obligations for all projects and are finalizing right-of-way certifications and environmental clearances in preparation to start construction in early 2010.

ARRA Project Workshop. Street Transportation staff hosted a workshop for representatives from the Federal Highway Administration, Arizona Department of Transportation, Maricopa Association of Governments, and City of Phoenix Departments involved in American Recovery and Reinvestment Act (ARRA) funded transportation projects. Topics of discussion included the environmental clearance process, right-of-way clearance process, procurement options, and project specific questions. This workshop helped clarify the process and requirements for obligating funds, awarding contracts, and meeting other stipulations associated with ARRA funding.

Sustainability. We initiated sustainability elements in the Federal and State legislative agendas. With the new administration's interest in energy and green job development, the stimulus program created a high level of activity and opportunity for many city programs resulting in millions of new dollars flowing to Phoenix.

Stimulus Website. Staff collaborated with ITS Web Services to build a Recovery Web site at phoenix.gov/recovery in accordance to the Federal government's directives for cities to provide transparency regarding stimulus project information. PIO also coordinated a news conference regarding the city's first stimulus-funded project - seal coating the roof of the Housing Department's Washington Manor senior housing complex and we're working closely with Government Relations and the City Manager's Office on ongoing stimulus planning.

GOVERNMENT RELATIONS

Federal Relations. Last fall, Government Relations staff created a new Federal Update report that is sent weekly to the Mayor and Council and City staff. The Federal Update combines information on programs and legislation that impact the City as well as details of DC

politics. Government Relations continues to enhance the format of the Congressional Briefing Book including an easy to use web based format (phoenix.gov/congress) for Congressional offices. The full-color layout contains one-page descriptions for each Phoenix issue so that departments can use the material separate from the book. This year the department went paperless and provided Congressional offices with electronic versions of the book.

State Relations. In December 2008, the Mayor and Council approved the 2009 State Legislative Agenda including three familiar guiding principles as our highest priorities – maintaining and enhancing fiscal sustainability, protecting local authority, and opposing unfunded mandates.

Fiscal Sustainability. At the beginning of session, the Legislature was burdened with the task of addressing a forecasted \$3 billion to \$4 billion deficit in FY 2010, on top of closing a \$1.6 billion gap for FY 2009. At the end of January, the state adopted a \$1.6 billion budget fix for FY 2009. The majority of the cuts focused on education, healthcare, and social services. While revenue sharing was held harmless during the round of reductions, a number of the fund sweeps did have some impact to the City (i.e. aviation fund, job training fund, heritage fund). In March, the Legislature approved a bill to restore funding for childcare subsidies for low income families in order to qualify for federal stimulus dollars. Surprisingly, language to extract \$17 million in city revenue sharing was included in the proposed legislation, verbiage that had no relation to the rest of the childcare subsidy bill. Government Relations staff, along with other stakeholder groups, successfully advocated for the removal of the controversial proposal. Had the bill passed as originally introduced, the City would have lost an estimated \$5.6 million during the last three months of the fiscal year.

In May, the Senate Appropriations Committee approved a number of FY 2010 budget bills, addressing the massive budget shortfall of more than \$3 billion. Of great concern was an \$84 million raid on the municipal portion of the Vehicle License Taxes (VLT); staff place the impact to the City at \$27 million. An interesting twist contained in the proposal required cities to transfer the VLT dollars to the county treasurer who then had the task of remitting them to school districts. During the session's final hours, the VLT number was reduced to \$42 million (an estimated \$5 million hit to Phoenix). Hours after the budget was transmitted to the Ninth Floor of the Executive Tower, Governor Brewer vetoed the majority of the fiscal package, temporarily eliminating the threat to the City's general fund. IN her letters to President Burns and Speaker Adams, the Governor justified her action, writing that the budget bills “. . . would prevent the proper function of many critical components of state government. . .” Also alluding to the lack of her most critical budget piece, a temporary one-cent sales tax increase, the Governor issued the call for a special session to address the remainder of the FY 2010 budget, as well as the outstanding sales tax issue.

On July 6, legislative members restored \$3.6 billion to K-12 education funding on unanimous votes to ensure that July's \$300 million payment to schools would be made on schedule and to remain in compliance for \$1 billion in federal stimulus dollars. Still outstanding is a \$2 billion shortfall for the remainder of the fiscal year. That, coupled with a July 31 deadline in order to refer a sales tax increase to voters for the November election, creates a lot of uncertainty on an amicable resolution between the executive and legislative branches.

Local Authority. This year the City endured one of the most difficult sessions based on the voluminous number of bills/amendments that preempted many facets of local government. In fact, the rejected budget package contained a number of policy measures that had no correlation to the state's bottom line. The measures include:

Property tax assessment ratios for business property classifications were reduced to 10% for general obligation (GO) bond purposes, significantly impacting the City's current and future bond programs.

Cities could not impose or assess any impact fees for three years.

Future impact fees would only have been assessed for water/wastewater, public safety, and streets capital projects.

Cities could not adopt/revise their building codes or increase their construction sales tax rates for three years.

Authority and funding to proceed with expansion of the downtown Phoenix biomedical campus would have been eliminated

Identification that indicated lawful presence in the United States would have been required from any person applying for local, state or federal public benefits, and the budget bills created (1) a new misdemeanor for government personnel that fail to report discovered violations of federal immigration law and (2) a private right of action to enforce the provisions.

Community Outreach. Through the Phoenix Legislative Action Network (PLAN) of more than 1,400 subscribers, Government Relations advertised two "Understanding Your State Legislature" lobbying workshops in the Central Phoenix area.

PUBLIC SAFETY

In 2008-09 the City of Phoenix continued to provide leadership in coordination of interagency projects to improve public safety. We sought and received significant funding in this area and actively participated in emergency preparedness efforts. Streamlining our court operations and looking for greater efficiencies in all areas of public safety helped us focus resources where they are most needed.

Cryptosporidium Response. PRD created and implemented a plan to decrease the opportunity for a cryptosporidium incident through staff training, maintenance response and public education, as recommended by the Center for Disease Control. Conveyed and enforced healthy swimming rules at aquatic facilities through the deck attendant position, as well as through programs, registration receipts, the Parks and Recreation web site and pool signage. Parks staff installed diaper changing tables, soap dispensers and permanent signage to encourage full participation by the public.

Regional Wireless Cooperative. ITS helped formalize the governance structure of the Regional Wireless Cooperative (RWC), a consortium of 14 valley cities, towns and Fire Districts working together for the mutual benefit of all, in order to establish, operate, maintain and expand a regional radio system. The radio system provides seamless interoperability to all members of the RWC. ITS also led a multi-jurisdictional working group to develop

amendments to the existing agreement to further promote the ability of other agencies to join the RWC.

Public Safety Commission Interoperability. ITS completed a demonstration project linking the Phoenix and Yuma regional radio systems, giving the two separate systems the capability to act as one. This was the first such implementation and test in the world.

Grant Management. Emergency Management Staff managed approximately \$37 million in U.S. Department of Homeland Security grants including Buffer Zone Protection Program (BZPP), Interoperable Emergency Communications Grant Program (IECGP), Law Enforcement Terrorism Prevention Program (LETPP), Public Safety Interoperable Communication (PSIC), State Homeland Security Grant Program (SHSGP), and Urban Area Security Initiative (UASI). Staff assisted the Arizona Division of Emergency Management (ADEM) with an audit on Homeland Security Grants and chaired the Phoenix Urban Area Working Group.

Preparedness Drills. Emergency Management staff participated in the Incident Support Team and Rapid Response Team Drill; the Arizona Department of Health Services Food Contamination Exercise; the United States Postal Service Bio Detection System Drill; the annual Palo Verde Nuclear Generating Station Exercise at the County and State EOC; the Veterans Administration Hospital Drill; the Maricopa County Flood Control National Weather Service Flood exercise and the Bank of America Business Continuity Exercise. Staff served as the lead evaluator for the Coyote Crisis Campaign Exercise; evaluator for the Maricopa County Public Health Mass Vaccination Exercise; and evaluator for the Aviation Triennial Drill.

Emergency Planning. Emergency Management staff completed coordination of the development of baseline Continuity of Operations Plans (COOP) for all City departments. They are working with ITS on the Business Continuity Strategy for the City; coordinated meetings with City departments to solicit input for revision of the Regional Multi-Hazard Mitigation Plan and the State Repatriation Plan. Staff participated on the State NIMS Credentialing Team and the Maricopa County Hazard Mitigation Plan Team. They worked with the State to develop a training curriculum on Recovery from Disaster for the Local Government and organized a conference for City personnel. They conducted a Target Capabilities Assessment for the Phoenix Urban Area in conjunction with the State of Arizona.

Emergency Response. Emergency Management staff chaired the Major Incident Management Team (MIMT) meetings and coordinated response to the August storm damage and its impact on City operations. They have participated in the All Hazards Incident Management Team (AHIMT) meetings/briefings regarding the H1N1 Flu outbreak.

Terrorism Activity Recognition and Reaction Training (TARR). Approximately 780 bus operators and first line service personnel received TARR training. The training focuses on recognizing the difference between normal, suspicious, and dangerous activity; defining their role in recognizing and reacting to suspicious activity; and describing what immediate actions should be taken when confronted with dangerous or potentially dangerous activity.

Access Controls, Badging and Key Access and Contract Worker Background Screening Administrative Regulations . Public Works staff worked with departments

citywide to develop and finalize the Access Controls, Badging, and Key Access A.R. 4.44, and the Contract Worker Background Screening A.R. 4.45. The A.R.s provide guidelines for managing access to City facilities and assets and will take effect September 30, 2009.

Amusement Ordinance. Law and City Clerk worked on a comprehensive revision of the Amusement Ordinance, including provisions related to amusement gambling devices and teen dance halls. Stakeholder feedback was included in the final ordinance that passed in June.

Ordinance Research. City Clerk responded to various licensing inquiries from Council, including: providing an update on pedicabs; exploring taxicab licensing; offering an overview of vending; researching issues related to the Magic Arts; and investigating revisions to the Massage Ordinance.

305/310 Garages Emergency Blue Light Project. Public Works implemented the Blue Light Project, a new safety system designed to increase the safety of City employees and visitors using the 305 and 310 Garages. The new system includes call boxes that are directly connected to and monitored by the Central Monitoring Station.

PROCESS IMPROVEMENTS

Despite significant citywide budget cuts, staff across the City continued to look for ways to improve the efficiency and effectiveness of City services provided to the public and respond to ongoing needs. We streamlined operations and in some cases consolidated functions with existing departments to maintain service levels.

Statewide Case Management System. As the largest municipal court in the state, Phoenix Municipal Court (PMC) assumed a leadership role in the development of a state-wide case management system for deployment in limited jurisdiction courts beginning in 2011. At a cost of \$6M, this project will replace the court's obsolete and unsupported case management system and will allow the court to continue processing high volumes of cases, hearings and payments into the next decade.

Fines, Fees and Restitution Enforcement (FARE). The Court deposited \$522,885 during the 2008-09 Fiscal Year and \$1,867,494 to date into the City's general fund as a result of funds received from the AOC for the Court's participation in the FARE program. Since FARE's inception, the Court has also realized a cost savings of approximately \$693,676 for banking charges related to credit card transactions processed.

Case Processing. PMC processed 98% of civil cases within 120 days, and 96% of criminal cases within 180 days. PMC reduced jury trial continuances from 70% to less than 25%. The percentage of Driving Under the Influence (DUI) cases resolved at the first trial setting increased from 20% to 70%. PMC collected \$45,199,986.00 in gross receipts.

Adjustments to Financial Orders. The Court re-engineered processes for customers seeking adjustments to previously imposed financial orders. The changes resulted in better

use of courtroom resources; more consistent treatment of customers, a reduction in customer initiated hearings and an increase in payments.

Improved Victim Restitution and Refund Check Processing. PMC worked with the Finance Department to implement new accounts payable procedures to reduce processing time for disbursing victim restitution and refund checks.

Cost Recovery. Operational and procedural adjustments made by the Court resulted in a 39% increase (\$336,983) in jail cost recovery; a 37% increase (\$145,156) in Screening & Assessment Services (SAS) fee recovery; and a 22% increase (\$139,456) in default fees.

Regional Homeless Court, Homeless Veterans' Stand Down. PMC's participation in the Regional Homeless Court and annual Homeless Veteran's StandDown resulted in customers rejoining society, the workforce and tax base.

Payment Contracts. To alleviate long lines of customers in the Phoenix Municipal Court lobby, payment contracts due for renegotiation were assigned to Delinquent Accounts and Financial Enforcement Officers who proactively contacted customers by telephone. This reduced the volume of customers returning to court for payment issues in a time of staff shortages.

Uniform Ordinance on Citable Violations. Court Administration served on an inter-jurisdictional task force charged with developing a uniform ordinance on citable violations related to the light rail system. PMC's administration worked closely with the Law Department in constructing the ordinance language to allow non-police personnel to cite the violations.

Domestic Partnership Registry. At the direction of the Mayor and City Council, City Clerk staff designed and implemented the state's first municipal Domestic Partnership Registry process, granting Phoenix residents the right to visit their domestic partner in any health-care facility in the city. From March (when the registry began) through June of 2009, 186 domestic partners registered with the city.

Business Customer Service Center Merger. During FY 2008-2009 the Business Customer Service Center (BCSC) was merged with the Community and Economic Development Department effective March 1, 2009. As an office of two, we continued to provide quality business services by focusing service delivery on business start-ups and provide interdepartmental support to city departments. Such support focused on improving business services in other city departments by assisting with streamlining city processes, interdepartmental communication and coordination, and improving service delivery for business related activities. BCSC created and launched new Business Start-up web page for new Phoenix start up businesses. (<http://phoenix.gov/startup>). The office's expanded Business Assistance Related services served 17,397 business customers. The office assisted 1,968 infill related customers (web visits, contacts, projects, and referrals), despite the declining housing market.

Business Customer Improvements. To improve city service delivery, the Business Customer Service Center recommended and helped implement numerous process improvements to city departments to enhance customer service, streamline internal processes, and/or reduce cycle times to customers. Implementation of these improvements resulted in FAQ handouts for DSD customers; improved website links for information on city inspections; bonding and assurances; mobile and street vending.

Real Estate Web GIS Data Access Service. ITS prepared and delivered a GIS data service to the Finance Department's Real Estate Administration section, allowing them to view various aspects of city-owned properties. The service allows city employees to view and print property information based on project requirements, such as proximity to light rail, council district and geographic area. Other users in the Finance Department utilize this technology to find business properties for notification purposes.

Right Fax Server. ITS implemented the centralized Right Fax service, which allows city staff to send and receive faxes via email. This service makes the sending of faxes easier for staff, and also reduces costs resulting from the purchase and maintenance of fax machines, and the maintenance of a phone line. Additionally, the fax server furthers the goal of sustainability by reducing the unnecessary use of paper.

Data Center Partnership with ITS. Convention Center staff developed a collaborative project with the Information Technology Services Department, which resulted in shared use of each department's data centers. This project created a redundant operating location for the Convention Center's IT services within the City's IT Operations Center (ITOC) and eliminated several vulnerabilities which would have prevented the Convention Center from supporting operations in the event of an emergency. The project also provided a secondary operating location for some of the City's mission critical systems currently located in the ITOC. As a result of this project both departments will have substantially improved their ability to support critical business operations during emergency conditions and the collaborative efforts have resulted in reduced operating and support costs for both departments.

Electronic Ticketing. The entire Phoenix Convention Center (PCC) campus is now fully equipped with the Ticketmaster Electronic Gate Access system. The system is integrated with the PCC wireless network and is functional in all three convention center buildings, as well the Symphony Hall, Orpheum Theater and the North, East and West parking garages. An electronic gate access system uses wireless scanners to read tickets, improving upon the old manual method of tearing ticket stubs. The system can track and report on attendance in real time; reject tickets already scanned, stolen, or used for the incorrect event; provide ad hoc reporting; and allow event attendees to purchase tickets online and print the tickets from their personal computer. The electronic gate access system in the convention center buildings was first used during the NBA Jam Session in February 2009.

Voting Centers. The City Council unanimously approved the City Clerk's proposal for Voting Centers in June 2009, after several months of gathering community input and refinement. The Voting Centers plan maintains the existing early voting process used by over 90% of voters in city elections, but replaces traditional polling places. With Voting Centers, voters

may cast a ballot at any convenient location on Election Day, or the preceding Saturday or Monday. The plan provides greater convenience and flexibility for voters while reducing election costs by an estimated \$250,000. The plan awaits U.S. Department of Justice approval.

Shop Phoenix. The Finance Department's Purchasing Division implemented the Shop Phoenix program. Implementation included developing new procedures, training staff, and changing A.R. 3.10 to allow quotes to Phoenix vendors only for amounts under \$50,000 instead of the \$40,000 previous limit.

Tax and License Information. ITS, Finance and City Clerk worked to bring the new Tax and License Information System (TALIS) live in March. City Clerk License Services staff contributed more than 1,300 hours of staff support to the testing, data conversion, and implementation phases of the project during the fiscal year.

City Manager Performance Report Development. City Auditor and City Clerk worked closely to develop a new City Manager Performance Report (CMPR) format. Staff helped design the new layout, worked to make the new process easier to understand, and assisted in rolling out the new format to city departments.

Five Star Safety Program. To reduce the department's employee injury rate, the department developed new safety standards, expanded employee safety committees and initiated the Five Star Safety program to help monitor our progress towards achieving Best Practice benchmarks.

Multi-Family Delinquent Water Account Notice. WSD formed a task force with Neighborhood Services, Human Services, Law, and other city departments to coordinate assistance to the tenants when apartment and condominium complexes stopped paying their water bills. New procedures were also implemented to notify tenants or homeowner association (HOA) members when their residence was in a delinquent status and at risk for water shut off. The multi-family residents were provided a 20 day advance notice and a hotline to check the daily status of their landlord or HOA's account.

Automatic Meter Reading (AMR) milestone. In May, 2009, Water Customer Services staff installed the 100,000th AMR meter. This represents about 25% of the system.

Wastewater Sanitary Sewer Odor Control Program. Wastewater Collection continues to have an effective sanitary sewer odor control program. This is important component to enhance the quality of life for the Citizens and maintain long-term structural integrity of the collection system in an environmentally conscious manner.

Aeration Pilot Study. The initial results of the aeration pilot were promising and led to our being allowed to move forward with testing. After further modifications we were able to achieve an average of over a 50% TTHM removal within the first 15 minutes as well as an average of 90% TTHM removal with an hour of operation.

Third Party Building Plan Review Program. This DSD was implemented in July 2008 as an optional program intended to fast track the city's review of building safety plans by assuring a complete quality plan submittal to the city for review. The types of plans eligible for this program include; commercial and residential building, mechanical, plumbing, electrical and structural plans. Once city-approved outside experts review the plans, they are submitted to the city and reviewed by city staff in half the current published turnaround times at regular plan review rates.

Priority Expedited Plan Review (PEPR). This is a premium service for projects meeting criteria approved by City Council. Commercial, residential and civil plan reviews are eligible once qualifying criteria have been established. Each application for PEPR services is evaluated individually with staff availability and current work load, the major determining factors in granting approval. The timeline is negotiated between the customer and team leader and is generally one-third the usual turnaround. The fee is three times the normal plan review fee. This program was implemented in July 2008.

DSD Customer Service Advocate. This position was initiated in September 2008 to focus on customer interactions and service across all DSD operations. The position takes a centralized approach to addressing customer service issues.

Pilot Express Counter Log-in Program. This DSD program was implemented to allow commercial customers to arrange an appointment for construction plan log-in. Appointments streamline the counter submittal process for projects meeting eligibility criteria and guarantee service at a specific time, thus providing applicants predictability and convenience of service. This program was implemented in April 2009.

DSD Ad Hoc Task Force. A task force was formed by the Mayor and City Council in April 2009 to work with City staff to review the efforts undertaken by the Development Services Department to improve processes and services to customers and identify areas for continuous improvement including, but not limited to, turnaround times, predictability of plan reviews, and consistency of inspections. Also, a review of the size and scope of projects included within the City's Adaptive Reuse program was included. The task force will complete its charge by December 1, 2009.

Adaptive Reuse Program. The program was approved by City Council in October 2008 and is for buildings 25 years of age or older and 5,000 sq feet or less in size. It provides regulatory relief to over 30 policies and includes code and ordinance amendments. The entire Adaptive Reuse Task Force won the City's Excellence Award. The Mayor's Recognition Award recognizes employees for creativity and flexibility while trying to resolve difficult issues. Developed in conjunction with the Adaptive Reuse program, it has been applied department-wide to encourage innovation and flexibility in addressing code related issues. A media campaign was launched to promote the Adaptive Reuse pilot program. A full page story ran in the Phoenix Business Journal Feb. 27, 2009. A special edition of the Building Phoenix show was produced in January 2009 to highlight the program. It featured five adaptive reuse projects, and interviews with the DSD Director as well as businesswoman Kimber Lanning.

Senior Meal Program Study. In November 2008 a multi-disciplinary team of staff members evaluated the Senior Meal Program. In addition, a grant from the Virginia G. Piper charitable trust allowed HSD to hire the services of a consulting firm to assist with the evaluation. The joint study found the quality of the current meal program to be very high. Short term findings included the recommendation to purchase more prepared frozen meals rather than making them, enforcing meal reservation requirements and controlling meal preparation procedures to minimize waste and reducing the number of home meal delivery days from five to four days per week. For the Intermediate term, the study found that cost savings could be realized through reducing the number of commercial kitchens preparing meals by adopting a regional commercial kitchen model, planning menus to control costs and maximizing kitchen production capacity and changing the staffing levels to reduce redundancy. The long term recommendations included exploring the option of partial or full privatization of the kitchen operations. In June 2009, the Seniors, Families and Youth Sub-Committee was briefed on the report and supported moving forward to further study and develop recommendations.

Meal Delivery Pilot. A four day home delivered meals pilot program was implemented at the McDowell Place Senior Center. The findings indicated a significant cost savings as well as a positive response by the majority of the clients participating in the pilot program. The four day program will be expanded to the remaining home delivered meal sites in the next fiscal year.

VisualHOMES. The Housing Department's new business system, VisualHOMES, successfully went "live" on Friday, May 8, 2009. The new system has effectively shortened processes and improved customer service.

Central Stores Closure. The Finance Department closed the Central Stores Warehouse which included revising all contracts, and renegotiating terms and prices. Staff also implemented just in time purchasing for departments and worked with the City Clerk print shop during the transition. Essentially, the private sector is doing the City's warehousing.

Property Management – Aviation. The Financial Systems Applications and Support (FSAS) Division implemented a Property Management system at the Airport in SAP. This involved using a new module of SAP, linking City Clerk property records to SAP, and developing a strategy for linking the Aviation GIS system to SAP property management.

Contracts. PRD achieved a 92 percent discount recovery rate on contract purchases.

Safety and Prevention. PRD introduced the "Pre-task Safety Assessment" and "Focus on Prevention" programs, resulting in 34 fewer industrial injury accidents; 8 fewer lost-time accidents (injured employees off work); and 825 fewer workdays lost (injured employees placed off work).

Transitional Work Program. 2008 temporary partial disability payments paid to injured PRD employees off work were reduced from \$20,497 in 2007 to \$7,231; a \$13,226 cost reduction. The overall cost reduction since inception of the transitional work program on January 1, 2007 is \$152,538.

Pool Drain Safety. PRD completed anti-entrapment pool drain cover compliance requirements of the Virginia Graeme Baker Act prior to opening the 2009 aquatic season.

Golf Tournament Bookings. PRD increased Phoenix Golf tournament bookings more than 20 percent. Contracted 269 tournament days in 2009 compared to 215 tournament days in 2008. In a challenging year for golf economically, staff has targeted pre-bookings from tournaments to guarantee a solid base of tee times. This is exceptional considering 2009 numbers do not include Papago.

Redistricting Service Areas Phase 1. Solid Waste Field Services completed the redistricting project for phase one for 275,000 of the 380,000 living units that receive Public Works' solid waste services. A total of 519 new routes were implemented. A formal communication plan for residents and internal City Management/Council was developed in order to ensure a smooth transition regarding solid waste collections and operations.

Salt River Resumption of Service Area 6. In June 2009, Public Works resumed solid waste collection service to Service Area 6, which encompasses the boundaries of Missouri Avenue to South Mountain, and 16th Street to 115th Avenue. A total of 196 routes were added to serve an additional 82,000 living units that were being serviced by Allied Waste. With the resumption, the City of Phoenix is servicing 100 percent of the solid waste residents. The last time the City provided 100 percent of service to residents was in 1993.

Downtown Wayfinding. Design was completed this year on a comprehensive downtown wayfinding system, with guidance from neighborhoods, businesses and the Downtown Phoenix Partnership. The system will create a sense of arrival, provide welcoming direction as well as marketing opportunities and aesthetic improvements to the downtown area.

Paperless Improvements. Planning staff converted most of the village planning committee packets to a paperless distribution system via the Internet.

User Fee Survey. Planning staff implemented a new web-based survey to provide information for preparing the annual User Fee Report, which is provided to the City Auditor and outlines cost recovery for fee-related work done by the Planning Department.

TRANSPORTATION

Light Rail. The 20-mile METRO light rail starter line opened on schedule for service December 27, 2008. More than 200,000 people rode the system during the two-day grand opening December 27-28. Revenue service began January 1, 2009 after five free-ride days achieving nearly 500,000 riders. Since that time, ridership has exceeded projections by almost 30% on weekdays and 40% on weekends. The City Council responded to community requests by funding weekend hours to 2 a.m. using federal funds and savings generated by early repayment of Transit Bonds by federal stimulus funds. Also, based on the popularity of light rail, Phoenix was named one of the best transit systems "you never knew existed."

Light Rail Opening Weekend. As part of our commitment to voters in the T2000 tax initiative, Phoenix implemented light rail transit beginning December 27, 2008. The department operated 53 shuttle buses on Saturday for eleven hours and 34 shuttle buses on Sunday for nine hours to return rail passengers back to their point of origin during opening weekend. In the single largest collective employee effort in the history of the Public Transit Department, staff assisted both the bus boarding and disembarking processes which were well received by citizens and positively acknowledged by the media. New Fare media was implemented due to the Light Rail implementation. Approximately 139,000 new smartcards were distributed to new and current customers by opening day.

Sky Train – Property Acquisition. The Real Estate Division staff was successful in the timely acquisition of all property required for the Aviation Sky Train Project due to the strong cooperative effort by the Law and Aviation Departments.

Liquefied Natural Gas (LNG) Supply Contract. Public Transit staff completed an invitation for bid and the award of a contract to supply liquefied natural gas for a three (3) year period commencing on July 1, 2009 through June 30, 2012. This cooperative agreement with the City of Tempe will provide the two cities over 33 million gallons of LNG during the life of the contract. The cost savings during the first year of the agreement is approximately \$6,000,000 from the previous contract.

Dial-a-Ride Fare Options. Transit Operations staff developed alternative fare media options for resident ADA certified City of Phoenix customers using Dial-a-Ride. The new options consist of ticket books of ten rides for \$31.50 and twenty rides for \$50.00. These alternate options allow passengers who use Dial-a-Ride infrequently a more flexible and cost effective method for payment.

Fare Change Information. Staff coordinated the installation of fare change information on over 500 buses. This project required staff to coordinate farebox programming and testing before the fare increases, remove and replace fare pricing signs, stickers, and car cards with the new fare pricing information by morning pull-out on June 29, 2009. In response to the tariff change PTD staff worked with Valley Metro to expand the current number of Fry's retail outlets selling fare media, from 46 to 60 stores, and to begin selling at 56 Safeway outlets, thus increasing convenience for transit customers.

Vehicle Replacement. Fourteen older 40 foot buses were replaced with new, larger capacity 60' buses on our highest used routes to address overcrowding conditions, benefiting the greatest number of passengers. In addition, the division replaced 25 Dial-a-Ride vehicles during the fiscal year.

Federal Transit Administration (FTA) Review. The FTA conducted a Triennial Review of the Public Transit Department to assess the grant management practices. The FTA reported only nine findings among approximately 240 compliance items. It was during the Exit Conferences of the Triennial Review when the lead FTA reviewer indicated that Phoenix's oversight program was "comparable" to those programs in bigger transit systems like New York and Los Angeles.

Dam #7 Rehabilitation. Rehabilitation of North Mountain Detention Dam #7 was completed successfully on June 17, 2009, with a total cost of \$1.3 million. Through collaboration of the designer, the contractor, the Flood Control District of Maricopa County, and department staff, this project improved the safety of the dam while minimizing impacts to users of the adjacent park and neighborhood residents.

Sidewalk Ramp Installation. Street Transportation contracted the installation of 1,032 sidewalk ramps city-wide, reinforcing the departments commitment to accessibility. These included citizen requested accessible routes, noncompliant sidewalk ramps along major streets and at intersections as required by the Americans with Disabilities Act compliance guidelines.

Traffic Signals. Street Transportation's Traffic Signal section:

- Installed 18 new signals, 60 arrow indications, 85 illuminated street name signs, and 1,858 countdown pedestrian modules
- Converted 1,173 incandescent signals to energy saving LEDs
- Won 2008 City of Phoenix Excellence Award for the Intelligent Transportation Systems communications network.

Traffic Operations. Street Transportation's Traffic Operations Section:

- Completed reverse lane studies for 7th Avenue and 7th Street.
- Compiled and published 2007 annual traffic and bicycle collision summaries
- Completed Halloween and METRO rail safety campaigns for children
- Constructed two-stage crosswalks at five locations
- Assisted in signing and lane marking for 18 miles of light rail
- Installed ClearView font street name signs in 126 intersections along Indian School Road from 109th Avenue to 52nd Place to assist older drivers

Right-Of-Way Management. Street Transportation's Right-of-Way Management section:

- Received City Council approval to increase parking meter rates to \$1.50/hour and change times to 8:00 – 8:00, Monday through Saturdays for over 2,600 meters, raising an additional \$1 million in revenue for the General Fund.
- Coordinated street closures and provided assistance at stops for Light Rail Grand Opening
- Created and implemented circulation plan and coordinated with other government agencies for the Camelback Ranch inaugural spring training baseball season
- Participated in NBA All-Star Game traffic and security planning.

Passenger Facility Charge. In April 2009 the Federal Aviation Administration (FAA) awarded the Aviation Department approval to collect a Passenger Facility Charge at a rate of \$4.50 per commercial passenger. This PFC award includes funding for vital airport projects such as the PHX Sky Train, the continuance of the Community Noise Reduction Program and terminal capacity improvements. A total of \$1.85 billion will be collected for airport projects.

PHX Sky Train. In March 2009 the City broke ground on construction of the PHX Sky Train and US Transportation Secretary Ray LaHood presented the Mayor and Council with a

stimulus check for \$10.5 million for reconstruction of a taxiway at Sky Harbor, creating nearly 300 jobs for local residents. A bridge structure over Washington Street and Metro Light Rail operations was constructed prior to Metro's opening in late December. The 44th Street Transit Center opened December 27 to link Metro Light Rail with Sky Harbor Airport. Continuous free bus connections link all three airport terminals with the Metro light rail station. The train system supplier procurement was awarded to Bombardier in June 2009.

Airport Construction. The Airport's capital improvement program for FY 2008-09 was implemented with new processes and a priority rating system. The CIP achieved expenditures of 98.9% of the annual \$291 million Capital budget for FY 2008-09.

Sound Mitigation. The Community Noise Reduction Program's residential sound mitigation services concluded 13 years of outreach and service to neighborhoods surrounding the airport, ultimately assisting over 1,700 residences in Phoenix and Tempe. This year the program sound mitigated 139 homes and invested more than \$6.5 million into the local economy.

Checkpoint Exit Sentry Activation. Aviation Department installed video analytic technology at all seven screening checkpoint exit lanes in all three terminals, to prevent customers from entering secure areas through the exit lanes of the checkpoints. This technology allowed Aviation to eliminate contract security guards at checkpoint exit lanes, saving \$1 million annually.

Friendly Let Me Help You (FLY) Program. The Airport's customer service incentive program recognized 530 employees from the City and private companies serving the Airport. The initiative recognizes employees that provide exceptional service.

Phoenix Aviation Symposium. The Aviation Department hosted the 18th annual Phoenix Sky Harbor International Aviation Symposium. Aviation experts, executives and media from around the world gathered in Phoenix to discuss the state of the industry. The event received worldwide media coverage.

FAA Inspection. Sky Harbor completed its annual FAA Title 14 CFR Part 139 federal certification inspection with zero discrepancies for the fourth consecutive year. This comprehensive inspection program involves a thorough evaluation of the entire airfield to ensure that it is safe for air traffic. The discrepancy-free inspection is attributable to the collaborative efforts of airport staff, airline and local FAA employees who work hard to ensure the airport consistently exceeds standards.

ECONOMY

The completion of our Convention Center expansion project and new Downtown Sheraton project created new opportunities to bring convention and tourism revenues into Phoenix. We assisted numerous businesses with relocation into our City and continued providing support to existing businesses. Significant strides were made to establish Arizona State University's downtown presence and develop the Phoenix biomedical campus, both of which will fuel new

economic opportunity. City efforts to encourage utilization of small and minority/women/disadvantaged owned businesses are continuing.

Convention Center Expansion. We all helped make history for the City of Phoenix, the state of Arizona and the hospitality industry as we opened the doors to the final phase of the expansion project and welcomed our first guests in January. The convention center was tripled in size bringing the rentable space to nearly 900,000 square feet. The Phoenix Convention Center is now ranked among the top 20 convention centers by size and will be able to accommodate 85% of the convention and trade show market.

The North Building Grand Opening Event was held on December 27th as part of the Downtown Celebration with the simultaneous opening of METRO Light Rail. The PCC event featured a community trade show with local businesses and non-profits, a ribbon-cutting ceremony with Mayor & dignitaries, all-day multicultural stage performances, and various room sets were on display. The expanded event received much media exposure and over 20,000 attended the day-long series of activities at the fully-expanded Phoenix Convention Center. In order to ensure a successful transition from construction to opening of the new facility, staff developed and implemented a new operational plan. The operational plan included a training component that was rolled-out to over 280 staff and service partners. The entire project consists of more than 30 chapters and approximately 220 individual plans.

Convention Delegates. The convention center hosted a record number of convention delegates during FY2008-09 representing 59 conventions and more than 276,000 delegates. This represents an increase of more than 160% over the 105,000 delegates for FY 2007-08. Many of these conventions represented new business for Phoenix, as prior to the expansion project; the convention center was unable to accommodate the meeting space needs of these national associations. In addition to an increase in convention bookings and attendance numbers, the Phoenix Convention Center hosted two of the largest events in its history.

More than 100,000 people attended the **NBA Jam Session** held at the convention center in conjunction with the NBA All-Star Game festivities on February 12-16, 2009. Attendees participated in interactive basketball activities, viewed basketball memorabilia, and shopped at the official NBA store. Another highlight of the Jam Session was center court, which featured a celebrity game, wheelchair game and the NBA All-Star practice game.

The **National Rifle Association (NRA) 138th Annual Convention** attracted over 64,000 attendees May 14-17, 2009 as the largest convention in Phoenix Convention Center history. The largest sit-down banquet in the state history was served to 6,030 NRA delegates. This convention resulted in the booking of more than 10,000 hotel room nights and direct spending of more than \$70 million dollars to the local economy. Event staff and service partners began planning this convention more than two years in advance to ensure Phoenix would be well prepared to host this convention.

Sheraton Hotel Opening. Construction of the 1,000 room Sheraton was completed in September 2008, ahead of schedule and under budget. The hotel project was recognized by Arizona Commercial Real Estate Magazine as the Best Hospitality Project during the 4th Annual AZRE Real Estate and Development Awards (RED Awards). The hotel also

successfully served as the host property for the National Basketball Association's All Star weekend. The Sheraton has hosted groups such as Neighborworks, and the National Rifle Association in support of the Phoenix Convention Center. In October 2008, CEDD's Phoenix Workforce Connection (PWC) division provided both human resources and employment services support to the Sheraton Downtown Hotel. PWC staff contacted over 400 applicants for the "invitation only" recruitment fair, which resulted in over 150 job offers.

Phoenix Community and Development Investment Corporation Projects. PCDIC, through its fund investors, offered below market financing to targeted projects such as industrial, retail, manufacturing and office real estate developments. During 2008-09, PCDIC structured related financing and project pipeline for the new \$40M New Market Tax Credit (NMTC) allocation; provided \$43M of gap financing for Red's Cityscape development in downtown Phoenix; developed a \$460K Youth Career Exploration and Internship Program; developed a \$100K Micro-Loan Program for small businesses and MWSBEs to promote economic growth; and developed a \$40K Access to Capital Academy Program that will provide technical assistance to NMTC Census Tract businesses and MWSBEs.

Cityscape. CEDD continued to provide internal and external coordination efforts within the City and with RED Development and Barron Collier Company. Major milestones include the rehabilitation of the former Patriots Park garage and vertical construction of the first mixed-use tower. Phase I is over 70% leased and is expected to be completed in early 2010.

One Central Park East. CEDD staff coordinated with DSD, Streets and Water on resolving a variety of development issues. The topping out ceremony for the construction of the 475,000 square foot Class A office tower took place on January 27, 2009, the building is set for completion in October 2009.

Hanny's. The City facilitated the renovation of the historic Hanny's Building on 1st Street and Adams. The former department store was transformed into a restaurant and bar and opened in November 2008.

Luhr's City Center. Staff issued a Request for Proposals for mixed use development on the Luhr's Block, negotiated business terms and received council approval for the development of a 315 room select service/extended stay hotel on the northwest corner of Madison Street and Central Avenue. The extended stay hotel model will serve a niche market in the downtown area that currently does not exist.

Domestic Business Attraction Program. The Domestic Business Attraction Program staff continued partnering with the Greater Phoenix Economic Council (GPEC) and the Arizona Department of Commerce to attract wealth-generating companies to Phoenix. The 15 out-of-state businesses to relocate to Phoenix represent net new employment of 1,400 with an average annual salary of approximately \$53,824; \$75 million total estimated annual payroll; and more than \$303 million in capital investment absorbing more than 1.1 million square feet.

Retail/Sports Development Program. The Retail/Sports Development Program helped execute two significant development agreements to improve sports programs within the City

of Phoenix. These include an intergovernmental agreement (IGA) with the City of Glendale for the development of the new \$150 million, 150-acre Dodgers/White Sox Spring Training Complex and an operational agreement with the Arizona Golf Association (AGA) for the restoration of the Papago Municipal Golf Course.

International Business Attraction Program. The International Business Attraction Program worked with the Mayor's office to execute an economic development agreement between the City of Phoenix and Dubai to bolster the growing interest of Dubai based development companies. The International Business Attraction Program also completed four international trips to Europe and Mexico generating 8 prospects and 9 leads and helped find Phoenix locations for an Australian solar energy company, Guatemalan chain restaurant, British grocery store, and Canadian solar energy company.

American Linen Supply Company (ALSCO). CEDD's Small Business staff coordinated with DSD to provide ALSCO with due diligence information for a new site that will allow ALSCO to expand their Phoenix operations from 25,000 to 78,000 square feet and their workforce from 100 to possibly 175 employees in District 5.

Lansdale Semiconductor. CEDD staff assisted with updates on the development process and review of Lansdale Semiconductor's move from Tempe to Phoenix. Lansdale is a manufacturer of electronic components and integrated circuits for the military and aerospace industries. The new facility is 14,500 square feet and resulted in a \$1.8 million building investment.

Artist Storefront Program. MonOrchid LLC, located at 214 E. Roosevelt Street, was the first Artist Storefront Program (ASP) project to be completed. The ASP reimbursed the property owner 50% of project costs associated with improvements to the exterior facade in addition to upgrades for ADA compliance. Two additional ASP contracts were awarded this fiscal year, bringing the total number of program participants to seven.

County Court Tower & Property Exchange. Maricopa County began construction on a new courthouse downtown at First Avenue and Madison Street. In February 2009, Council approved a property exchange with the County that will provide the City with valuable downtown land while simultaneously providing the right of way necessary to construct the Court Tower. The new 16-story courthouse will provide 683,000 square feet of space and 32 criminal courtrooms. Construction of the \$340 million courthouse is expected to be completed in late 2011 with move-in scheduled for early 2012.

Shared Network Access Points. Phoenix Workforce Connection (PWC) developed non-financial partnerships with faith and community based organizations to develop 12 Shared Network Access Points (SNAPs). SNAPs expand the reach of services provided by the One-Stop Career Centers by helping individuals obtain access to educational and employment opportunities. A national webinar highlighted the design and efficiency methods used to establish the shared network access points in Phoenix.

Film Office. The Phoenix Film Office coordinated hundreds of film and television projects resulting in thousands of jobs for skilled film professionals infusing over \$30 million into our local economy. The Film Office continued our annual official sponsorship for the Phoenix Film Festival, the largest festival in Arizona and one of the top twenty five in the country.

Arizona State University (ASU) Downtown Phoenix Campus. The physical development of the ASU Downtown Phoenix campus continued this past year with the opening of the Journalism building and Civic Space Park; construction of the second student housing tower; completion of the Taylor Mall streetscape; near completion of the second nursing building; and plans to acquire the historic Post Office for ASU's student union. The City is actively transforming downtown into a hub of higher education and research through its physical development of the ASU Downtown Phoenix campus. Phase II development of the campus was largely completed for the Fall 2008 semester.

Walter Cronkite School of Journalism / Channel Eight – Classes began in the 223,000 square foot home to one of the nation's top journalism programs in August 2008. In addition, three new retailers opened in the building, including El Portal Mexican restaurant, Subway and Sbarro.

College of Nursing & Healthcare Innovation – Substantial construction was completed in June 2009 on the 82,000 square foot Phase II facility. In addition, an agreement was reached with ASU to occupy and fund the 4th and 5th floors. The building will become a critical operational component to the campus this August.

Civic Space – This premier urban park opened in March 2009 and has already hosted many community and university events in its first year. Construction began on the historic AE England building and lease negotiations were underway for the locally-owned Fair Trade Café to occupy the retail space. Building renovations were substantially completed in July 2009 and the retail tenant expects to open this fall.

Streetscapes – Taylor Mall was completed adjacent to the Journalism and University Center buildings, including a crosswalk to the Civic Space across Central Avenue, as well as significant improvements to the westside of 1st Street from Polk to Fillmore.

Downtown Post Office – In June 2009 City Council approved an amendment to the purchase agreement business terms to complete the property acquisition in August 2009. The design and construction firms were selected the spring 2009. Design is being permitted with construction to the Post Office retail space set to begin in September 2009.

Student Housing – Construction was completed on the second 13-story student housing tower of Taylor Place, adding approximately 550 beds to the campus, and bringing the campus' housing capacity to about 1,250 students.

McKinley Lots – Significant landscape and ADA improvements on the south side of McKinley, as well as 1st and 2nd streets, were completed in June 2009. These improvements will be maintained by ASU.

Phoenix Biomedical Campus Development. To further planning and development of the Phoenix Biomedical Campus (PBC), Downtown Development staff continues to work closely with stakeholders to implement the PBC Comprehensive Development Plan. Progress made this year includes an agreement with the universities to develop the next phase of the College of Medicine and another research facility; completion of a master utility study; 100 percent leasing of the TGEN building; and development of an IGA for Gateway Community College to create new wet lab space on their campus. The City implemented strategic steps to further the planning and development of the PBC. Staff continues to work closely with the state universities, other bioscience stakeholders along with City departments to implement the PBC Comprehensive Development Plan and increase development of the bioscience industry in Phoenix.

Health Science Education Building / ABC II – Council approved the business terms in June 2009 to amend ABOR’S existing IGA for the development of the Health Science Education Building (HSEB) and Arizona Biomedical Collaborative II facility that total approximately 600,000 square feet (SF) of academic and research space. The 270,000 SF HSEB is in design review with construction planned for late fall 2009.

Gateway Community College – Council approved the revised business terms in June 2009, facilitating the college’s development of approximately 10,000 square feet of bioscience incubator space, including wet labs, on their campus at 40th Street and Washington, adjacent to light rail. Gateway obtained \$6 million in funding, including a \$3 million EDA grant, and was able to initiate the project.

TGen Building – The facility is now 100 percent occupied and built out including recently expanded space for TGen’s Partnership for Personalized Medicine, as well as additional space for TGen, IGC and the UA College of Pharmacy.

PBC Infrastructure Study – A master utility plan was completed for the six million square feet of bioscience and clinical care development on the PBC.

Healthcare Scholarship Training Programs. Fifty individuals were trained in areas such as phlebotomy, medical assisting, and medical interpreting as part of the healthcare scholarship training programs developed and implemented by the Small Business and Workforce Connection Divisions in partnership with seven local businesses. The programs garnered two awards this year: the Phoenix College Golden Bear Award and the 2008-09 Innovation of the Year Award from Phoenix College.

Public Outreach on Job Discrimination. EOD administered a \$70,000 grant from the Department of Justice to conduct a public education program for workers and employers on immigration-related job discrimination. EOD partnered with the U. S. Equal Employment Opportunity Commission, the Arizona Attorney General’s Office, and the Hispanic Chamber of

Commerce, reaching an estimated 1.3 million residents statewide through 66 outreach events, including training seminars and job fairs, radio and television interviews, presentations at local high schools, and radio, television, and billboard advertising. Staff also distributed 7,500 pieces of literature on employment discrimination.

Minority, Woman, Small Business, Disadvantaged Business Enterprise Outreach.

During 2008-09, EOD worked to increase the pool of firms eligible to participate in the City's Minority, Woman, and Small Business Enterprise (M/W/SBE) and Disadvantaged Business Enterprise (DBE) Programs. Staff held 16 community certification workshops attended by 323 business owners interested in the programs. Workshops were offered at locations in each of the Council districts and at Phoenix City Hall. Attendees rated the workshops 9.5 on a 1-10 scale. EOD received 1,247 certification and recertification applications and completed processing of 1,233 files. This included 265 new firms certified for the first time to participate in City business opportunities. To further engage the business community, the department hosted the M/W/SBE Showcase of Opportunities on September 26, 2008. More than 260 M/W/SBE business owners met with the staff of City departments and functions to learn about City business opportunities. Concurrent workshops were held to assist firms with certification, construction subcontracting, procurement, and small business services. The event included a focus group with business advocacy organizations and local business associations where partnering opportunities between the City and the business community were identified. EOD also hosted a public forum on December 11, 2008 to solicit feedback from 44 certified firms on enhancing program service delivery.

In compliance with funding requirements from the federal Aviation, Transit, and Highway Administrations (FAA/FTA/FHWA), the City submitted required annual DBE goals and annual DBE utilization reports by the required deadlines. Certified DBE firms achieved combined participation of 35.4 percent on 22 federally-assisted contracts awarded from October 1, 2007 through September 30, 2008. DBE firms obtained 39 prime contracts or subcontracts totaling \$8.3 million on total contracts of \$23.4 million. EOD staff also coordinated preparation for and participation in a federal DBE Program audit conducted by the FTA with good results. No major findings of non-compliance were identified in either Public Transit Department or Metro Light Rail federally-assisted contracts.

ENVIRONMENT

Many departments actively engaged in sustainability and "green" Phoenix activities in 2008-09.

"Green Demo" Project. NSD staff piloted the first residential demolition in collaboration with EAS on NSD's first "green" demolition project. The first demolition was done in the Village Center NIA at the future site of a future housing development that will meet LEED standards. Using "green" standards, approximately 96 percent of the materials in the structures demolished was salvaged and recycled, diverting 1,456,251 pounds of material from the landfill. Staff has adopted this practice for all demolitions. This effort has been nominated by the Department for a Valley Forward Award.

Promoting Green Sustainable Efforts. Two NSD projects were completed this year in the Rental Rehabilitation Loan Program (RRLP) that incorporate green measures. The renovation of a triplex at 2438 E. Tamarisk in South Phoenix Village NIA includes solar photovoltaic panels to generate power, Energy Star appliances and several other green components. The property was featured on an Everything Phoenix show and on an energy saving tour in South Phoenix. The other property, 1211 E. Roosevelt in the Garfield neighborhood, received a solar hot water panel system and many other green elements. Funding was leveraged through the RRLP and the Weatherization Assistance Program. SRP also provided a rebate of approximately 30 percent towards the cost of the PV system.

Utilizing Green/LEED Standards. Extensive rehab standards are used in our Housing Rehabilitation Programs and the Neighborhood Stabilization Program. These standards are based on Green Communities, Energy Star, International Residential Code, Healthy Homes, and other sources to ensure the greatest energy savings and long term sustainability for residents. The standards will be applied to 220 single family homes to significantly reduce energy consumption in these homes not built with sustainability in mind. Plans for infill housing in the Isaac NIA have also incorporated LEEDs and are expected to meet the Silver standard. Nonprofit and NSP rehab standards have incorporated energy requirements. Finally, during the bid/award period for the SPV Trail, Green dust control methods saved 50 percent while meeting requirements for dust management.

Energy Reduction. Energy Management staff assisted departments that selected the Energy Conservation option for the FY08-09 Performance Achievement Plan to reduce energy. With a PAP target of 3 percent, staff worked with department liaisons to conserve energy on lighting and HVAC systems, and made operational changes which resulted in an average energy reduction of 6.2 percent. Additionally, staff implemented methods to reduce energy usage ranging from .25-4.1 percent within City-owned facilities in the downtown corridor.

Historic City Hall White Roof Project. The roof at Historic City Hall was replaced with a new, more energy efficient coating in June 2009. The “cool roof” is designed to improve the Solar Reflective Index and reduce annual greenhouse gas emissions while maintaining the historic integrity of the building.

Fleet Management Cost Savings. Last year, Public Works fleet management was able to generate revenue and/or savings totaling \$1,660,778 through the following warranties, discounts, and efficiencies: off-road diesel fuel tax refunds of \$256,790; excise tax refunds of \$627,226; warranty repairs of \$394,441; invoice discounts of \$74,875; and tire savings of \$307,476.

Airport Energy Conservation. Energy Conservation Program was implemented at Phoenix Sky Harbor Airport, resulting in an estimated reduction of 7.4 million pounds of greenhouse gases and hundreds of thousands of dollars in energy cost savings.

Arts Project at North Gateway Transfer Station. The North Gateway Transfer Station observation platform overlooking the garbage transfer station floor and Materials Recovery

Facility was transformed into a gallery for viewers to observe recycling and resource management in person and through the images of three photographic artists. The new education program and gallery provides viewers an opportunity to experience and discuss the importance of sustainability. The first phase of the new program incorporated 46 photographs that create powerful images about recycling, sustainability and the environment.

Energy Element. Planning staff added an Energy Element to the General Plan.

Vegetable-based Ink. City Clerk implemented the use of vegetable-based ink in Printing Services production area, contributing to the City of Phoenix being a finalist for one of Valley Forward Environmental Excellence Awards.

White Mountain Apache Tribe Water Quantification Agreement. In February 2009, the City Council authorized the approval of an agreement among the Tribe, the United States, SRP, CAP and Valley cities to quantify and settle the water rights claims of the Tribe. The settlement will minimize impacts to Phoenix from water resources development on the reservation that will diminish flows on the Salt River and thus reduce SRP supplies and New Conservation Space water used by Phoenix. Phoenix will enter into a 100 year lease for 3505 Acre-Feet per year of the Tribes CAP water to offset some of the impacts to the City's water supplies. Federal legislation authorizing the settlement is pending. Tom Bushatzke was the lead negotiator for the City and for the lease.

CAP Excess Water Policy. The Central Arizona Project (CAP) Board of Directors approved a new excess water policy in June 2009. Water Advisor Tom Buschatzke was instrumental in developing the framework and garnering support from AMWUA and other CAP water users for the policy that resulted in dedicated pools of excess water for municipalities and for the Arizona Water Banking Authority. Those two pools create water supplies that can be used directly or stored for future drought protection, either by the City or through the Water Bank, and will help the City achieve its water management goals for drought protection. The policy also includes pools for the Central Arizona Groundwater Replenishment District and industrial users. This was a delicate compromise crafted among the water users. The need for the new policy arose because there were more orders than supply for excess water in 2008.

Fort McDowell Yavapai Indian Nation (FMIC) Land Lease. Water Advisor Tom Bushatzke worked with the Tribe to finalize the termination of a lease between the City and the FMIC. The lease provided the City land for wells and equipment that are no longer needed. Final termination of the lease was dependent upon the Tribe's agreement that the abandonment and surrender of certain equipment had been satisfactorily completed. The Tribe provided a letter to the City on July 31, 2008 confirming that all the termination conditions had been met. Termination of the lease saves the Water Services Department \$500,000 per year.

Central Arizona Project (CAP) ADD WATER Process. Tom Buschatzke represents the City in CAP's process to expand its role to acquire and deliver new water supplies. The City has an interim set-aside for the use of the CAP canal to wheel Mc Mullen Valley water to Phoenix using excess canal capacity that we are trying to protect in the ADD Water Process. As a Project Team member appointed by the CAP Board and as a participant in the broader public

stakeholders group, Tom advocates for terms and conditions that will allow the City to protect its existing rights and access to its CAP water. He has advocated for an ADD Water program that would result in an opportunity for the City to acquire additional long-term water supplies at reasonable cost. Discussions of an appropriate ADD Water program continue.

Verde River Watershed Issues-Protection of Phoenix Water Supplies. The City's Water Advisor continued to monitor and participate in Verde River watershed issues that deal with the impacts of growth, the development of water supplies to feed that growth and potential impacts that may occur to the River as a result. In November 2008 the City sent a letter of concern over an ADWR decision allowing Prescott to include water from the Big Chino Basin in Prescott's assured water supply designation. That ruling is now the subject of multiple lawsuits by SRP. The Big Chino supplies 80-85% of the flow of the headwater springs of the Verde River. Without a mitigation program, Prescott's Big Chino project will diminish the flow of the River.

CARPE DIEM. The Water Advisor represented the City in an invitation-only meeting held by the CARPE DIEM group to discuss ways to create opportunities for re-regulation of reservoirs in the Western United States to respond to potential impacts on river flows due to climate change.

Western Urban Water Coalition (WUWC). Our Water Advisor continues to represent the City in the WUWC, a group of the largest municipal water providers in the western United States. WUWC addresses federal issues that include, among others, the Endangered Species Act, the Clean Water Act, the Safe Drinking Water Act, climate change and water conservation. In 2008-2009 WUWC was instrumental in advancing positions relating to water transfers and NPDES permitting and in working to improve Clean Water Restoration Act proposed legislation.

Arizona Municipal Water Users Association (AMWUA) Sustainability Policies. Tom Buschatzke has been the staff lead on developing strategies to implement the sustainable water policies enumerated by AMWUA. This policy forum resulted in consensus state legislation to make the Central Arizona Groundwater Replenishment District (CAGRD) more financially stable and to enhance the Arizona Department of Water Resources oversight of the CAGRD.

Completed Study of Palo Verde Nuclear Power Plant. The study analyzes Palo Verde Nuclear Power Plant's daily cooling flow requirement demands from the 91st Avenue WWTP. The study included a plan for monitoring the success of each community in achieving this commitment including, the development of a tracking system, displaying the daily cooling water needs, the City's commitments, and the daily progress on each City toward meeting these commitments via the SROG Website.

Digester Gas Project Consultant. WSD completed the selection process and initiated negotiations with a firm to purchase the excess digester gas generated at the 91st Avenue WWTP. WSD developed the general scope and advertisement for the 23rd Avenue WWTP Digester Gas Sale which includes the gas generated from the adjacent City Landfill.

Aquifer Storage and Recovery Well. The Department's first Aquifer Storage and Recovery Well (Well 299) is in the permitting stage and will start operation during this fiscal year.

WSD Effective Fiscal Management. CIP Project cost growth was limited to 3.56% of the FY 2008-09 water and wastewater budget (\$356 million). Over 90% of the funding for water and wastewater projects was encumbered this fiscal year.

Centrate Treatment Facility Anniversary. The Centrate Treatment Facility completed a year of operation during FY 2008-09. This reduces the ammonia and total nitrogen loading on liquid stream, and serves as an odor control chemical. Phoenix WSD pioneered this technology and operation of this facility likely has eliminated the need to cover and scrub primary clarifiers at the existing plant, saving the City up to \$40 M in capital.

24th St. and Camelback Water Infrastructure Improvement Project. The 24th St and Camelback Water Infrastructure Improvement Project, a public private partnership (PPP) project for major water infrastructure improvements within Phoenix, began construction. The development agreement was signed between the City and three nationally-known developers in 2008 (Hines, Westcore and Ellman).

Completion of the 2005 Sanitary Sewer Replacement and Rehabilitation Program. The 2005 Sanitary Sewer Replacement and Rehabilitation Program was completed. This program identified bottlenecks in the sanitary sewer system and determined the resolution to remove the bottlenecks. This program consisted of approximately 44 projects citywide. For FY 2008-09, the final six projects were accepted, completing this phase of the program.

Storm Water Program Enhancements. Storm Water inspection staff was transferred to WSD. Working in concert with several other departments, WSD's Pollution Control Division (PCD) was instrumental in developing this solution to the deficiencies identified by the EPA in the city's storm water program regarding compliance with the Municipal Separate Storm Sewer System (MS4) permit conditions.

DCS Replacement/Upgrade. The Distributed Control System (DCS) replacement/upgrade for the 23rd Avenue Wastewater Treatment Plant was completed on schedule and within budget. The wastewater treatment is dependent on the automatic controls provided by the DCS. The DCS installation was accomplished while maintaining full plant operations.

Completion of PCN Project. The Process Control Network (PCN) project was completed. The PCN provides data links to all the operations facilities. The PCN was designed to be robust (automatic communication failovers), more secure (isolated with firewalls in place), and allows process data to be accessible from any location. The security access control and video surveillance systems also use the PCN for data transmission.

Plan for Compliance with Groundwater Rule. WSD Developed an implementation plan for compliance with the new Groundwater Rule that becomes effective on December 1, 2009.

This rule strengthens requirements for the microbiological safety of potable water from groundwater sources.

New AZPDES Permits. Water Services obtained new Arizona Pollutant Discharge Elimination System (AZPDES) Permits for 23rd Avenue WWTP and Cave Creek WRP, effective May 2009. Both permits included new conditions that have required the implementation of additional compliance activities.

New Air Quality Permits. Water Services negotiated numerous air quality permits, including for the 23rd Avenue WWTP and Booster Stations in the distribution system. WSD obtained reasonable but protective conditions from the Maricopa County Air Quality Department.

Water Main Replacement Program Projects (WMRP). The WMRP completed design and construction projects with a value of \$12,056,000. This included the installation of 88,120 linear feet of new water main, 223 fire hydrants, 2,674 water service connections, and 2,023 water service replacements.

Completion of Design for Odor Control Bio-filter. The design for an odor control bio-filter at LS 40 was completed. This is a “green” process, which requires no chemicals. This will be the first bio-filter in the City. Construction is expected to begin in 6 - 8 weeks

Phoenix WSD was the First Member of Arizona Water and Wastewater Agency Response Network (AZWARN). As an AZWARN member, Phoenix contributed to the passage of new legislation to provide for public utilities to enter into agreement with private utilities for emergency mutual aide, and drafted an operational plan.

Water Quality Strategy for Compliance Completed. The Department completed the Water Quality Strategy for Compliance with the Stage II Disinfection By-Product Regulation. This report established a new compliance strategy. The new strategy would only implement GAC at the Deer Valley and Val Vista WTPs, and chlorine dioxide at the four WTPs.

Archer-Western awarded Flow Regulating Wetlands Project. The Corps advertised the Flow Regulating Wetlands project for construction on April 29, 2008. The bids were opened on June 5, 2008 and the low bidder was Archer-Western at \$21,727,165.55. The Corps awarded the project on June 23, 2008.

Bio-Solids Management Study Completed. A Bio-Solids Management Study for the 23rd Avenue WWTP and 91st Avenue WWTP was completed to develop short term and long term strategies for bio-solids reuse/disposal for both plant sites incorporating landfilling and composting alternatives. The study identifies alternatives to maximize flexibility in operations and to minimize the cost associated with reuse/disposal.

Sustainable Cities Network. In cooperation with the Arizona State University Global Institute of Sustainability, founded the Sustainable Cities Network. The Network is made up of staff from Valley cities, towns and tribes working together to increase local governments’

sustainability capacities and to share information about sustainability best practices in a desert environment.

LEED-EB Certification. We completed the policies and procedures for Central Library's LEED-EB (existing building) certification application; the policies are now used for all operations at Central including recycling, construction, landscaping and waste removal.

COMMUNITY PARTNERSHIPS

Our relationships partnerships with community organizations have long been an important part of our success. A sampling of successful outcomes is provided here.

Team Downtown Phoenix. The Sales and Marketing Staff from the Phoenix Convention Center, the Greater Phoenix Convention and Visitors Bureau, and Downtown Hotels worked collaboratively throughout the year to tell the "New Downtown" story. All three groups participated in industry trade shows, sales trips to Washington DC and Chicago markets, and joint marketing initiatives supporting the completion of the expansion project. This collaboration continues to yield many first time convention bookings for the City as well as first time major sporting events. Phoenix will host the WWE Wrestlemania Fan Axxess event in March of 2010 and MLB – Major League Baseball All Star Game and Fan Fest in July of 2011.

Open Meeting Law Training. City Clerk staff enhanced Phoenix's statewide reputation as a leader in Open Meeting Law expertise, as they provided Open Meeting Law and Roberts Rules of Order training sessions for numerous jurisdictions across the state, including the International Visitor Leadership Program sponsored by the Phoenix Sister Cities/Office of Protocol; Arizona League of Cities 2008 Annual Conference; the Region 3 Arizona Clerks; the County Supervisors Association (CSA) of Arizona at their CSA Supervisor Orientation; Queen Creek and Scottsdale elected officials; and the Santa Cruz County Board of Supervisors.

Faces of Diversity Brown Bag Luncheon Series. EOD coordinated and sponsored the monthly Faces of Diversity Brown Bag Luncheon Series to bring cultural diversity awareness education to City staff and the community in an entertaining and informative setting. EOD hosted the monthly events in the City Council Chambers to provide an opportunity for City staff and the community to learn and enjoy diverse facets about our community. More than 650 people attended the 12 sessions on such topics as African American cultural traditions, Kenya, hate crimes, and the issue of homelessness.

Education, Training and Employment Grant Program. The Mayor's Commission on Disability Issues (MCDI) launched the Education, Training, and Employment Grant Program to help people with disabilities reach their employment goals. Phoenix residents with disabilities who require financial assistance for higher education, technical training or job-related needs are eligible to apply to the program. In 2008-09, 14 individuals received grants ranging from \$600 to \$3,000. A total of \$8,400 in grants was awarded from commission fund-raising efforts. Grants are awarded twice annually in February and July.

Healing Racism Community Dialogue. EOD collaborated with Phoenix College, Maricopa Community College District, and Arizona State University to plan and host the Healing Racism Community Dialogue Series. More than 500 people attended the quarterly community discussions and shared enlightening and constructive dialogue on race relations. The series was the winner in 2007-08 of the National League of Cities City Cultural Diversity Award as a model program for other cities across the nation.

International Women's Day. The Phoenix Women's Commission and International Women's Day Steering Committee raised \$69,000 for the 2009 International Women's Day Scholarship Program. Of that amount, the committee distributed \$60,000 to nine local schools for scholarships to benefit women beginning college or re-entering the educational system. Since 1995, the annual event has raised more than \$885,000 to benefit the International Women's Day Scholarship Fund. International Women's Day was established as a worldwide day of recognition of the historic struggle of women to improve their lives and to eliminate all forms of discrimination against women.

Women's Commission. The Phoenix Women's Commission sponsored the Women's Economic Forum, "Women Talk: Money and More!" on October 29, 2008. The forum, held at Phoenix College, provided an opportunity for 100 attendees to learn about personal economic growth, heighten their awareness of economic issues affecting women, and increase their financial literacy.

Beat the Heat Outreach Event. The Community Services Division in partnership with Senior Services launched the "Beat the Heat" Outreach Campaign. The campaign's focus was to provide heat related training and safety information to elderly individuals at various Senior Centers located throughout the Valley. Senior citizens were screened for eligibility for utility assistance and energy discount programs for Arizona Public Service, Salt River Project and Southwest Gas. Approximately \$200,000.00 in utility assistance was issued to over 400 senior citizens to assist with energy costs during the summer months. Additionally, over 100 senior citizens were enrolled in various utility discount programs.

AMERICORPS*VISTA Summer Associate Project. The Human Services Department in collaboration with seven city departments coordinated the placement of 30 VISTA Summer Associate Volunteers to assist with strengthening the delivery of services in the four Neighborhood Renewal Initiative areas, 7/11 Fight Back, Lindo Park, South Vista, Hermoso Park and nearby communities. Summer Associates are performing an intensive eight to ten week assignment from June through August 2009. Participating city departments are: Community Economic Development, Fire, Housing, Human Services, Library, Parks and Recreation, and Neighborhood Services.

ASU Intern Partnership. In September 2008, the City of Phoenix Head Start implemented a partnership with Arizona State University to utilize social work interns. These interns worked throughout the year assisting program staff and generated In-kind credit for the program.

Faith-Based Initiative. This initiative was highlighted at the Seventh Faith-Based Summit on the Neighborhood Roots System Model. The summit was held on May 26, 2009, and

attended by over 200 participants from faith-based communities, community organizations, and representatives of city, county, and state government. The purpose of the summit was to educate the faith-based communities on the Neighborhood Roots System model which focuses on building capacity in faith communities in the South Phoenix region to empower people to achieve stability and self-sufficiency.

2009 Homeless Street Count. The Human Services Department coordinated the 2009 City of Phoenix Homeless Street Count which took place on January 27, 2009. Over 350 volunteers, including city employees, community representatives and faith-based partners, participated and counted 2,140 homeless persons.

Watkins Emergency Shelter Program. The City of Phoenix operates the Watkins Emergency Shelter Program in partnership with UMOM New Day Center. During 2008-2009, the program provided 61,586 bed-nights of shelter to 859 homeless single women, and 431 families. The families included 911 children, of which 49 percent were under the age of five. The two year shelter remodeling project was completed in May 2009 which included a new roof, HVAC system, remodeled rest room and shower areas, a new commercial kitchen and a new children's playground.

Earned Income Tax Credit Campaign. The EITC campaign is operated through a coalition of over 80 key stakeholders in the public and private sectors to increase public awareness and utilization of the program. Over 4,977 low-income households filed tax returns at 19 free tax preparation sites, resulting in over \$6.8 million in tax refunds. 237 volunteers donated 10,384 hours at the 19 city of Phoenix sites. 5 volunteers donated over 150 hours and one volunteer donated over 300 hours.

NSD Volunteer Program. NSD actively worked with Phoenix residents and community organizations to get involved. A new volunteer program was established, staff formed collaborative efforts with various neighborhood groups and community/corporate agencies on neighborhood clean-ups and beautification projects, and partnered with our communities to provide resident training.

Blight Busters Volunteer Program. The NSD Graffiti Busters launched a new program to create additional opportunities for volunteers to positively impact their communities through the creation of the Blight Busters Volunteer Program. Over 60 volunteers from neighborhoods citywide participated in the first orientation session.

Good Neighbor Program (GNP). NSD provided raining sessions to groups of residents, neighborhood leaders, and schools within four targeted neighborhoods/programs: Isaac Neighborhood Initiative Area, Canyon Corridor Weed & Seed, Broadway Heritage Neighborhood Resource Center located in the South Phoenix Village NIA, and Starlight Park Neighborhood located in the WPRA. This fiscal year, 33 sessions were held, and 113 residents graduated from the four programs. The Isaac GNP won special recognition from the Neighborhoods, USA for its success in bringing diverse groups together and developing local leadership.

Tomorrow's Involved Leaders Today (TILT) . Focused on youth involvement, TILT cultivates the philosophy of civic involvement through volunteerism and active participation in issues affecting their neighborhoods today. The Kroger Foundation funded the TILT program for the second year and an additional 20 high-school students participated in the program. Students attended workshops on Financial Planning through a partnership with Junior Achievement, and participated in a community service "Green Day," painting out 40 graffiti sites near the Desert West Community Center. In May, the TILT Program received a 2009 NAHRO Award of Merit in Housing and Community Development.

Keep Your Family Safe - Stop Gun Violence Campaign . NSD staff again partnered with Police and the Arizonans for Gun Safety Coalition to engage residents and the media to promote a "stop gun violence" message and activities focused in Maryvale and South Phoenix. Approximately 125 residents supporting the campaign through the Steps to STOP Gun Violence Walks. Students submitted nearly 200 entries in the Posters & Poetry Contest in select Maryvale and South Mountain schools and through a partnership with TILT students. Through the campaign and the Police Department's Gun Buy-Back program, 78 guns were removed from Maryvale and South Mountain neighborhood streets.

NBA All Star Events. NSD staff provided tools and supplies, anti-graffiti brochures and materials for 400 volunteers at the KaBOOM! playground event. KaBOOM!, a national non-profit organization, teamed up with the NBA, Adidas, teamed up with the community to install new playground equipment at Holiday Park. Other projects included a partnership with NSD, Rebuilding Together, and NBA Cares to identify six homes in need of minor rehabilitation.

Martin Luther King Day of Service. In January 2009, NSD received a \$49,500 grant from Governor's Commission on Service & Volunteerism. With assistance from the City Council the Public Works Department, staff conducted 16 neighborhood clean-up projects in the City of Phoenix. As a result of the citywide clean ups an estimated 128 tons of trash and debris was removed from neighborhoods.

Help Put the DiamondBack into Your Neighborhood Education Effort . The seventh Annual Help Put the DiamondBack into Your Neighborhood – Keep It Clean! education effort was successfully launched in May at Chase Field. Guest speakers included Arizona Diamondbacks President & CEO Derrick Hall and first baseman Tony Clark. Prensa Hispana, news channels 10, 12, 15 and various Valley radio stations covered the event.

Fight Back Academy III. Neighborhood Coordination staff conducted Fight Back Academy, Phase III in the Fall of 2008 with 42 participants representing all council districts. The Academy provides residents with information and resources including networking, grant writing, volunteer project coordination, neighborhood preservation, and a panel discussion of members of the Fight Back Alumni.

New Neighborhood Associations in WPRA. Twelve new neighborhood associations were developed in the West Phoenix Revitalization Area; NSD provided information on organization, resources available, and networking opportunities to assist with a productive and inclusive association.

Mosaic Mile - Bell Road Merchant's Alliance. NSD staff worked with Arizona State University School of Architecture and the Bell Road Merchant's Alliance to develop the Mosaic Mile - a "unified diversity" brand which celebrates the collection of businesses on Bell Road between Cave Creek Road and 32nd Street. The Mosaic Mile brand fosters the collaboration among the businesses for the greater good in an effort to bolster the local economy and exercise an active involvement in the community. Merchants are developing an implementation plan in the upcoming months.

16th Street Merchants Street Fair. NSD staff coordinated the "Scene on 16th Street" Fair held at 16th Street and Bethany Home Road. Over 3,500 residents attended the fair, which offered information booths from 75 agencies, businesses, and city departments.

Life Bridge Community Center/Orangewood Church Partnership. The city of Phoenix and the LifeBridge Community Volunteer Center, a program administered by Orangewood Church, launched a volunteerism initiative called Arizona's Family Cares: Passion to Action encouraging residents and 3TV viewers to volunteer in a neighborhood project. NSD and the church provided the resources to complete the neighborhood clean-up, hazardous waste pick-up, and to promote the event and recruit volunteers.

Statewide Historic Preservation Conference. The Historic Preservation Office partnered with the State Historic Preservation Office to bring the Statewide Historic Preservation Conference to Phoenix in 2009; this conference brought approximately 500 visitors downtown over the course of several days and used downtown Phoenix as a classroom to study historic preservation successes and challenges statewide.

Historic Homeowners Expo. The Historic Preservation Office hosted a Historic Homeowners Expo on July 20, 2009, which drew nearly 300 homeowners to downtown Phoenix, provided a venue for historic preservation craftsman to market their services, and featured classes on energy efficiency and historic rehabilitation projects for homeowners.

Water Treatment. PRD completed an on-site Water Treatment Facility at Rio Salado with the Water Services Department. Opened Rio Salado Phase III in partnership with the Army Corps of Engineers.

West Phoenix Revitalization. PRD planted 300, 24 inch box trees, 138 five-gallon shrubs and spread 1,225 tons of new granite on streetscapes within the boundaries of Camelback Road and McDowell Road and 45th Avenue and 91st Avenue. Improvements were funded through \$200,000 in Community Development Block Grants for the West Phoenix Revitalization Area.

The **Phoenix Weedwackers** volunteer group has completed 33 consecutive monthly invasive grass removal projects in the Phoenix Mountains Preserve.

Culture Passes. Phoenix Public Library partnered with four other library systems and 13 cultural institutions to offer customers Culture Passes, which can be checked out at any

Phoenix Public Library and used for free admission to participating arts and cultural institutions.

English as a Second Language (ESL) Classes. With funding from the Friends of the Phoenix Public Library, expanded ESL classes from four locations to eight by June, 2009; two intermediate level II classes were added so students could continue developing skills.

Smithsonian Exhibition. With support from the Phoenix Public Library Foundation and the Friends of Phoenix Public Library, the Library hosted the national debut of “Lasting Light: 100 Years of Grand Canyon Photography,” a traveling exhibit from the Smithsonian.

Leadership Academy. Phoenix Public Library implemented its third Leadership Academy in cooperation with Scottsdale and Chandler Public Libraries, Pima County Public Library and the Arizona State Library, [Archives and Public Records](#).

Pilot Flu Shot Clinic for Bus Passengers. Public Transit Department, the Fire Department, and the Maricopa County Health Department worked together to create a pilot flu shot clinic at Central Station. About 250 people were vaccinated in a two hour period.

TECHNOLOGY

IT Governance. ITS worked with City Management to develop and implement a citywide IT Governance process. Development included training of executives, middle managers and citywide IT professionals. The three-tier governance structure will allow for more efficient and equitable procurement, deployment, and integration of technology. The process has allowed for greater collaboration on, and transparency of IT processes and standards, and will become a vehicle for departments to share knowledge and resources.

New and Improved phoenix.gov. ITS coordinated with PIO and multiple city departments and functions to implement a new and improved version of the city's Internet presence. The site was reorganized and redesigned, while existing content was converted to the new design and environment. Google Custom Search was also incorporated to assist users to find needed services and information. Content is now much easier for city staff to maintain, and public response to the new site has been overwhelmingly positive.

eCHRIS Enhancements. ITS supported the Personnel Department by creating a one-stop Employee Self Service page which includes an employee's leave history, education and development fund activity and balance, and eligible-list history. Additionally, the applicant tracking module, Talent Acquisition Manger (TAM), was implemented to replace the old custom application. This eCHRIS application includes enhancements such as on-line resume posting and reviewing, auto scoring, a synchronization process for employee applicant data, and scheduling for health and safety physicals. Web pages were created which allow hiring managers to view their recruitment eligible lists and screen applicants on-line. These enhancements improve the recruitment process by reducing the time, effort and cost of hiring.

Automated Call Distribution/Interactive Voice Response. ITS implemented an Automated Call Distribution/Interactive Voice Response tool for the city of Phoenix switchboard. This system allows for more efficient call handling, call tracking, and better customer service.

ESRI Enterprise License Agreement. ITS coordinated a three year agreement with the city's primary provider of geographic information system (GIS) software. Over the life of the agreement, it will save the city approximately \$89,000 over the previous procurement method, and provide unlimited use of the ESRI software product line. GIS technology is used by Aviation, Water Services, Street Transportation, Police, Fire, and many other departments, to maintain and analyze critical infrastructure and public safety information.

Cox Settlement. ITS worked with the Law Department and City Management to negotiate a settlement agreement with Cox Communications regarding a license fee audit, resulting in \$2.3M in revenue for the city. The agreement also includes \$250,000 worth of in-kind advertising spots for public service announcements/advertisements, such as for Census 2010.

SharePoint. ITS made great strides in collaboration through the implementation of the SharePoint tool, an integrated suite of Web applications that has improved the department's ability to communicate, collaborate, and disseminate information. In addition to the department's internal use of SharePoint, ITS has also implemented the tool for citywide endeavors. ITS worked with the City Manager's Office to quickly deploy SharePoint for coordination and tracking of the city's American Recovery and Reinvestment Act (ARRA) initiatives. Additionally, ITS has utilized SharePoint in the development of the IT Governance process, allowing citywide IT professionals to collaborate on IT Standards and processes.

Data Network Improvements. ITS completed an off-premises extension circuit audit which resulted in the elimination of 471 unneeded circuits, saving the city over \$400,000 annually. Additionally, the city's internet bandwidth was upgraded from 80 Mbps to 100 Mbps at no additional cost.

ITOC (Information Technology Operations Center). ITS worked with the Development Services Department (DSD) to relocate their data center from City Hall to the ITOC, and move their backups to the ITS CommVault solution. This consolidation will save DSD the cost of doing backups, and provides them redundancy for business continuity and disaster recovery. Additionally, ITS partnered with the Phoenix Convention Center to implement the ITS' CommVault solution for backups. This improves disaster recovery and business continuity for their main applications which serve convention center customers.

Enterprise Technology Helpdesk. The Helpdesk answered more than 53,000 calls for service, an increase of 30% over 2007-08 (before e-CHRIS was implemented). With no new resources, staff implemented telephone modifications and procedural changes to allow designated City Clerk staff to handle password resets for Notes on weekends after ITS eliminated weekend services at the IT Operations Center in March 2009. Staff handled call volume increases as high as 60-96% per week due to e-CHRIS, through call routing adjustments; modified hours of operation; encouraging customers to use the Enterprise Technology Helpdesk e-mail box; monitoring common questions and problems and working

with e-CHRIS team members in ITS and Personnel to ensure rapid resolution; and establishing biweekly coordination and information-sharing meetings between ITS, City Clerk and Personnel.

Enterprise Technology Training. Staff trained 1,905 City employees on the use of office technology in classroom and one-on-one settings, a reduction of only 2% over the previous year, in spite of the loss of 33% of the staffing in the unit. Custom training classes for 12 City departments were provided.

Enterprise Messaging. We delivered nearly 20 million inbound internet e-mail messages with greater than 99.9% up-time for all customers and no system-wide outages or malware incidents and prevented 7.5 million pieces of spam e-mail from reaching City mailboxes. Worked with departments throughout the City to expand the use of the enterprise list server and reduce printing, mailing and administrative costs. To date, more than 130 lists with over 141,000 users have been created using the list server.

Technical Support. Staff handled nearly 4,500 documented support calls from customers, along with numerous untracked ad hoc questions and on-site requests. This is an increase of nearly 80%, despite the loss of one position to budget reduction and another to retirement.

HSD Case Management. Staff completed the implementation of the Case Management System (CMS) for Community Services and Head Start. CMS replaces the unsupported GUI system.

Library WiFi. The Library installed filtered public wireless (WiFi) access in all of its facilities.

Integrated Library System (ILS). The Phoenix Public Library successfully migrated to a new integrated library system (ILS), a 16-month project that included training staff, installing and testing servers and software, and integrating the ILS with the Library's Endeca search engine and website.

Library Website. Improvements were made to the Library's website, including: a new En Español section; the ability for customers to share reading lists via texting; improvements to the customer account section; a new program calendar; online fee payment; and an improved content management system for staff to update the website.

New GIS Application. In February 2009, the GIS Section created a web-based GIS application called "EZMap." This application quickly displays GIS information using an internet browser. Department staff was surveyed to assess needs. The application reduces staff research time and assists them in quickly providing enhanced customer service to residents.

GIS Tools. Planning staff created the following GIS custom tools:

- Sexually Oriented Business Mapping Application
- ZA Polygon Conversion Tool
- PlanWeb Map Viewer

- GIS Analysis on Employment and Housing Clusters
- 3D Analysis on Downtown Buildings

ARTS AND CULTURE

Public Art Program. The Phoenix Office of Arts and Culture managed 49 active public art projects in that involved collaborations with numerous city departments. The 2008-09 Public Art Project Plan included 69 projects with a total budget of \$30.2 million. Five projects were substantially completed in 2008-09, one of which (Phoenix Convention Center Expansion) consisted of eight separate projects. Other completed projects included the Downtown Civic Space, Agave Branch Library, Dove Valley Park and Laveen Conveyance Channel.

Convention Center Art. Phase II Expansion brought 8 new public art projects to the North Building. Featured on-site are: a series of photographic ceramic tiles, a 32-foot hanging halo, multi-media wall mosaics, 3 large whimsical bronze insect sculptures, a blue & green LED runway light design, two 16' hand-blown glass sentries, water & landscape-inspired terrazzo tile work, and a collection of stoneware ceramic figures “on a desert beach.” This \$3.2M public art collection was commissioned by PCC, as part of the Percent-for-the-Arts program, in association with the Phoenix Office of Arts & Culture.

ArtSpace After School Arts Initiative. Funded by a \$530,000 21st Century Community Learning Center grant from the Arizona Department of Education, the Phoenix Office of Arts and Culture (POAC) developed and implemented ArtSpace, a new after school arts learning initiative. Collaborators include the POAC, Arizona Department of Education, ASU Herberger Institute of Design & the Arts, and the Arizona State Library. The POAC recruited and trained over 50 arts program providers, and provided programming for over 2000 students at 39 elementary schools in 11 different school districts and 5 charter schools (all 21st Century Community Learning Center sites). The program continues in FY 2009-10.

Downtown Artist Issues Task Force. Led by the Phoenix Office of Arts and Culture, the Downtown Artist Issues Task Force met 7 times during 2008-09 and systematically discussed a variety of issues of concern to the downtown artist and small business community. Representatives from the following city departments participated in the discussions: Planning, Streets, Fire, Development Services, Police, Neighborhood Services. The Task Force members worked with staff to monitor First Friday vending activity and to clarify provisions of the new Downtown Arts, Culture and Small Business Overlay. They also discussed issues related to mobile vending, adaptive reuse, the redesign of parking signs on Grand Avenue, and temporary fire and building permits for events.

Arts & Business Council (A&BC). The Phoenix Office of Arts and Culture continued its partnership with A&BC by providing an annual services contract and working to address the technical assistance needs of local arts organizations. A&BC coordinated 60 consultancies in

2008-09. The A&BC also continued to implement its Business on Board Program to train corporate executives for cultural organization board service.

Arts Grant Program. In response to city budget reductions, the Phoenix Office of Arts and Culture held three special meetings with the Arts and Culture Commission in fall 2008 to discuss issues and possible revisions to the Arts Grants Program eligibility criteria and grant categories. The revisions were approved by the full Commission in mid-October 2008. A special meeting was held with the cultural community in November 2008 to explain the revisions, and the new grant guidelines were published on-line in late November. Ultimately, grant funding of \$442, 921 was awarded to 56 cultural organizations and schools for cultural services to the community in FY 2009-10.

2001 and 2006 Cultural Bond Programs. In 2008-09 the Phoenix Office of Arts and Culture (POAC) continued to serve as the client department for six cultural facilities projects funded through the 2001 and 2006 bond programs (Arizona Opera/Ballet Arizona, Black Theatre Troupe, Carver Museum, Cultural Facilities Capital Improvements, Phoenix Art Museum, Phoenix Theatre) and as an advisor for three other projects (Phoenix Center North Building, Memorial Hall, Herberger Theater). The POAC coordinated the purchase of a concert grand piano and acoustical shells for Memorial Hall, and coordinated performances by local arts groups at the community dedication event in October 2008 to demonstrate the acoustical qualities of the newly renovated facility.

YOUTH

College Depot. The College Depot, a full service college planning service, opened on June 10. Three years of operating funding was raised prior to the opening from private foundations which included Helios Foundation, Virginia G. Piper Charitable Trust, the Dorrance Foundation., Arizona Community Foundation, Wells Fargo, Arizona Public Service, and SRP. Since its opening, over 800 people have used the services to go back to college or to plan to attend college.

know99 Television. Know99 produced over 120 stories about school and youth programs in the community using ASU interns.

Principal for a Day. Education Programs staff secured \$45,000 in funding for the Phoenix Principal for a Day program. This past year 174 people participated in the program and spent a day in a Phoenix school.

Youth Pharmacy Technician Program. 25 youth completed the Youth Pharmacy Technician Program. The program gave youth the opportunity to attend community college two days a week while working at a CVS Pharmacy three days a week. Approximately 12 youth retained employment within the industry and youth completing the program will be given an opportunity to take the Pharmacy Technician Certification Board test.

Teacher Training Partnership (TTP) Head Start 101. TTP is a partnership between the City of Phoenix Head Start and Delegate Agencies to jointly provide training to new teachers in a

timely manner. Topics included Introduction to Head Start, Program Overview and Head Start Health and Safety. The program was so successful that it was expanded and will be offered again next program year.

Keep Head Start Children Moving. Head Start staff continue to address the issue of childhood obesity through the “I Am Moving, I Am Learning” program. The program improved the Body Mass Index of 243 children, including 137 who are no longer considered obese.

Family Outcomes Project. All Head Start families (more than 3,000) were invited to participate in the sixth year of the Family Outcomes Project. At the end of the school year 2,700 families had outcome data and demonstrated growth of 1 or greater in at least one or more target domains.

Youth Reading Programs. Over 50,000 children registered for the summer reading program – a 31% increase from the previous year. Nearly 12,000 teens registered for the teen summer reading program. Almost 35,000 children signed up for the winter reading program, an increase of 180% from when the program began seven years ago.

NEIGHBORHOODS

Foreclosure Prevention. A webpage at phoenix.gov/fland.html was established to provide residents with important information and resources to help them deal with this citywide crisis. A water bill mailing with counseling resources for 400,000 Phoenix households was produced as well as a collaborative foreclosure prevention workshop which provided face-to-face counseling for almost 120 households. NSD Community Development staff serves as members of the Arizona Foreclosure Prevention Task Force leadership and education subcommittees and supports efforts derived from subcommittee actions.

NSD Interdivision Foreclosure Workgroup. A team of 25 staff members was established on August 23, 2008 to develop and implement strategies for foreclosure prevention, blight elimination and the HERA funding. Elements from each plan were applied to complement foreclosure prevention events and efforts facilitated by staff, crisis budgeting/foreclosure prevention classes provided by housing counseling partners, and to address REO vacant properties.

Fair Housing. During 2008-09, EOD received \$385,000 in HUD and Community Development Block Grant funding to assist the City in its efforts to educate the public and to enforce federal fair housing laws. EOD partnered with City departments, public agencies, and nonprofit organizations to increase awareness of fair housing and ADA rights under the law. EOD conducted 18 educational workshops on these areas, reaching more than 500 city residents. Staff also conducted 23 training seminars on supervisory practices, equal employment, and the ADA for 650 City employees.

McCarty on Monroe. On June 30, construction of the new McCarty on Monroe, a 69-unit low-income housing tax credit development in the Eastlake neighborhood, was 95 percent

complete. The department obtained a temporary Certificate of Occupancy on July 27, 2009, and residents began to move in on August 8, 2009.

Capital Investment Strategy. Housing hired Housing Solutions to create a Capital Investment Strategy for the department to ensure the financial viability of our properties in the future. Housing Solutions produced a draft report in June 2009, and the department expects a final report in the fall of 2009.

High Lease-Up Rates. During FY 2008-2009, Housing maintained a public housing occupancy rate above 97 percent and a Section 8 lease-up rate above 95 percent.

New Affordable Housing. Using funds from bonds, the HOME Investment Partnerships (HOME) program, and the Community Development Block Grant program, the Housing Department created 342 units of affordable rental housing, which will provide housing to families, senior citizens, victims of domestic violence, and individuals recovering from chronic substance abuse.

First Time Homebuyer Assistance. The Housing Department helped 157 families become first time homebuyers through the Home in Five Mortgage Revenue Bond program, the American Dream Down Payment Initiative, and the Section 32 program.

Implemented HOPE VI Projects. Housing received the final endorsement closing for Phase III of Matthew Henson Village in August 2008 and fully leased-up Phase IV by May 2009. Next, the department completed voluntary relocation of all 60 families who were living at the Krohn West site to replacement housing by January 2009, and received official approval from the United States Department of Housing and Urban Development (HUD) for the Krohn West Revitalization Plan on June 4, 2009.

Additional VASH Vouchers. HUD allocated the Housing Department an additional 105 Veterans Affairs Supportive Housing vouchers, for a total of 210 vouchers, to provide housing for homeless veterans.

Arizona Biltmore. We listed the Arizona Biltmore on the Phoenix Historic Property Register, providing it Historic Landmark protection as part of the City Council approval for a Planned Unit Development Re-zoning.

Residential Rehabilitation. Through the Historic Preservation Office's residential grant programs, 20 grant-assisted rehabilitation projects were completed including six projects for income-restricted families or individuals.

Leveraged Rehabilitation Funds. Through the Historic Preservation Office's matching historic rehabilitation grant programs, 23 grant-assisted rehabilitation projects were completed expending nearly \$1 million in city bond funds and leveraging over \$3.25 dollars in private investment for every \$1 of city funds provided.

Edward Morin House. Historic Preservation Bond funded rehabilitation of the Edward Morin House, relocated to 621 N. 5th Avenue in the Roosevelt Historic District, was completed with the building now occupied with an office tenant.

Historic Preservation Permit Activity. The Historic Preservation Office reviewed and approved 372 building and/or demolition permit applications in historic districts, a 10% decline from the previous fiscal year. Overall, design review services in the Historic Preservation Office remaining at a relatively consistent level as compared with permit activity elsewhere in the city.

Garfield Adobe House Restoration. NSD staff completed an historic restoration of the adobe house at 1246 E. McKinley. Originally purchased to eliminate a blighting structure at the rear of the site, the adobe house had serious structural problems. Staff worked with the Historic Preservation (HP) office to secure additional funding for the restoration, and coordinated with the developer, their architect, engineer and HP interests to create an historic restoration and a new homeownership opportunity.

Neighborhood Learning Center Completed. The Neighborhood Learning Center, 35th Avenue and McDowell Road in the Isaac Neighborhood Initiative Area, obtained the Certificate of Occupancy in June. This center, a partnership with the community and Parks and Recreation Department, will operate as a mini library, computer lab and community learning/resource center.

West Phoenix Revitalization Area (WPRA) Economic Development Action Plan. NSD staff facilitated the development of this One-Year Action Plan in collaboration with the WPRA Community Advisory Board, key stakeholders and City of Phoenix Departments. The plan identifies first-year strategies of the five-year economic development plan. Implementation was initiated in January 2009.

Housing Units Rehabilitated. 751 units were rehabilitated and brought into compliance with the Neighborhood Preservation Code in 2008; this is 100 units more over last years. Also, the Rehab Section provided 281 residents with Home Maintenance Training (HMT) to help residents learn practical approaches to maintaining the home, energy conservation, and lead safe work practice.

Graffiti Busters Support Neighborhood Groups. Neighborhood/community groups received 7,175 gallons of paint to control the spread of graffiti in their neighborhoods this FY and 127 residents received paint sprayer training, a 25% increase over last year.

Neighborhood Preservation Customer Service. The Neighborhood Preservation Customer Service Team handled 76,515 customer calls on the Customer Service Line. The Team also responded to 13,621 Blight e-mails, 9,817 graffiti e-mails and assisted 1,010 walk-in customers.

Code Enforcement Efforts. NSD staff handled 45,764 newly reported cases and resolved 47,080 cases. During this time frame despite a reduction of 12 inspector positions, staff was

able to maintain response time at 10 days for standard pre-notification letter cases and while overall average case cycle time increased just slightly to 52 days from the prior years 47 days.

Abatement Cases. The NSD Neighborhood Preservation division handled almost 50% more abatement cases than during the prior year, successfully resolving 1,504 cases compared to 805 cases in FY 2007-08. The increased abatement caseload was due in large part to the increased number of properties in foreclosure in the community.

Pre-Application Meetings. Planning staff conducted background research and met with applicants for 89 pre-application requests. All meetings were held within the established performance standard for 20 working days from the date of submittal to meeting date.

Planning and Zoning Activity. Planning staff served 8,739 customers at the Zoning Counter which includes customer questions, zoning applications, variance and use permit applications. Of the 8,739 customers 95% were served within the target time of 15 minutes of arrival. Staff conducted hearings for 42 Planning Hearing Officer requests; 40 were for modification of stipulations or extensions of a conditional time stipulations, 1 was for off-site constructed dwellings units and 1 was for a comprehensive sign plan. Staff completed amendments to the Zoning Ordinance to revise the TOD-1 and TOD-2 standards; update zoning fee schedule; revised off-street loading and unloading spaces; add pet care, pet grooming and pet day care facilities; delete recovery homes; revise standards for earth satellite stations and wireless communications facilities; revise enforcement of zoning ordinance standards; and revise the definition of schools. They processed filing of 111 rezoning applications, including 78 requests for rezoning, 23 requests for special permits and 10 requests for a Planned Unit Development. 755 applications for variances, use permits or Formal Determinations were heard during the fiscal year. Only 45 were appealed to the Board of Adjustment. 100 requests for Minor Comprehensive Sign Plan Amendments were approved. Staff conducted hearings for 64 requests to abandon public streets, alleys or other rights-of-way; provided 146 written responses to requests for zoning verification and 162 public requests for Informal Interpretations of the Zoning Ordinance; Investigated and made determinations for: 63 requests for alternative dust proofing of parking areas; 4 requests to create sexually oriented businesses; 17 requests for massage establishments; 289 temporary use permits; and 159 requests for new liquor licenses. The department verified the continued operation of 155 registered Handicapped Group Home (HGH) facilities with 6-10 residents in Phoenix. They approved new applications for HGH facilities with 6-10 residents (20) and for 1-5 residents (206). . Staff updated all brochures and handouts for application processes administered by the Planning Department and added them to the department website. They completed an index for all Informal Interpretation letters that is accessible on the intranet by topic, zoning category, subject and date written. Staff held a training session with the Zoning Adjustment Hearing Officers to review how findings and stipulations should be written and about court decisions on Zoning Adjustment cases heard in Phoenix and other Arizona jurisdictions. Staff began research on the use of alternative dustproofing methods for residential, commercial and industrial developments based on new products and technologies.

South Mountain 620. Planning staff coordinated with the Arizona State Land Department on the Planned Community District amendment, development agreement and purchase of 247 acres within the South Mountain 620 for preserve, park, library and fire station.

Desert Preservation. Planning staff created the Desert Preservation and Fire Protection Guide.

Happy Valley Road. Planning staff completed the Happy Valley Road Land Use Study and associated General Plan Amendment and rezoning case.

ADOT Safe Walk to School Program. Planning staff partnered with the Street Transportation and Neighborhood Services Departments to secure \$500,000 funding through two ADOT Safe Walk to School Program grant applications for sidewalk construction in the West Phoenix Revitalization Area.

WPRA Landscape and Streetscape. Worked closely with the West Phoenix Revitalization Community Advisory Board, Street Transportation Department, Community and Economic Development Department and the Neighborhood Services Department to determine locations for bond funded landscaping and streetscape improvements as well as commercial sites for potential revitalization in the West Phoenix Revitalization Area.

Fight Back. Planning staff completed eight new Fight Back Closeout Reports, one for each Council District, for the 2006 Fight Back designated neighborhoods.

Planned Unit Developments. Planning staff completed the Jackson Street (4th Street and Jackson), Anterra (40th Street and Campbell) and Biltmore Planned Unit Development requests.

Plan and Impact Fee Updates. Planning staff updated Infrastructure Improvements Plan and Updated Impact Fees for Roadway Facilities, Parks, Trails, and Open Space:

Zoning Map Research. Planning staff initiated research and verification of more than 1,000 Approved Zoning cases and approved site plans in preparation for a mass data migration to the final zoning maps.

Residential and Mixed Use Development. The City remains focused on the development of a diverse mix of residential housing in downtown and along the light rail corridor. Even though the economic market is in difficulties a number of projects were in development and are being completed.

Alta Phoenix Lofts. Construction was substantially completed on this 326-unit market-rate apartment complex located just north of the Arizona Center in June 2009. The development consists of four mixed-use residential buildings, a parking garage and retail pads.

Capital Improvement Projects Completed:

ASU College of Nursing & Healthcare Innovation–Ph 2 - completed August 2009 - \$27,051,000

Agave Branch Library – completed July 2009 - \$12,814,881

Harmon Branch Library Replacement – completed July 2009 - \$3,883,760

HVAC Replacement Maryvale – completed July 2009 - \$841,000

HVAC Replacement Pine Towers – completed July 2009 - \$885,000

A.E. England Motor Car Building Renovation – completed July 2009 - \$4,632,940

SR 85 Landfill – Cell 1 – Phase 3 – Excavating/Lining – completed July 2009 - \$13,725,610

Tovrea Castle Restoration/Renovation – completed June 2009 - \$2,566,374

Phoenix Convention Center – North Building Expansion – completed April 2009 - \$395,077,171

Phoenix Convention Center – South Building Renovations – completed June 2009 - \$5,950,000

Audubon Environmental Educational Center – completed June 2009 - \$3,710,032

Maryvale Pool House Renovation – completed May 2009 - \$1,600,000

Isaac Neighborhood Learning Center – completed May 2009 - \$1,710,000

Salt River Service Center – completed May 2009 - \$8,484,632

SR 85 Landfill – Stormwater Control System – completed April 2009 - \$5,250,000

99th Avenue and Lower Buckeye Police Precinct – completed April 2009 - \$17,139,000

Downtown Civic Space – completed April 2009 - \$9,237,000

Japanese Friendship Garden – Phase III – completed April 2009 - \$726,185

Reach 11, Phase 2 – completed February 2009 - \$10,518,193

Camp Colley Cabins – completed January 2009 - \$2,489,000

Kuban Park – Phase I – completed January 2009 - \$1,502,100

SR 85 Landfill – Cell 1 – Ph. I – Final Closure – completed January 2009 - \$3,000,000

Children’s Museum of Phoenix – completed December 2008 - \$13,600,000

Deem Hills Community Park – Phase I – completed November 2008 - \$4,793,248

Downtown Sheraton Hotel – completed November 2008 - \$340,000,000

Steele Indian School Park - Memorial Hall interior – completed September 2008 - \$2,309,363

Carver Museum – completed July 2008 - \$4,963,840

ASU Walter Cronkite School of Journalism – completed July 2008 - \$71,000,000

High Profile Street Projects Completed:

16th Street and Grand Canal bridge slab strengthening – Innovative use of Carbon Fiber Polymer Reinforcement (CFRP) to strengthen the bridge deck, saving an estimated \$3,500,000 over the previous option of replacement.

Isaac Pedestrian Bridge – significant collaboration of Federal, State, County, and City to create a signature bridge resulting in a safer route to school for students. Cost of bridge, drop-off area, and bus bay: \$6.4 M

52nd Street: McDowell Road to Thomas Road improvements. Cost: \$8.6 M

Cave Creek Road: Beardsley Road to Rose Garden Lane improvements. Cost: \$6.5 M

Major/Collector Street Overlay: Placed 46,000 tons, equaling 17.5 miles, of asphalt rubber.
Cost: \$5.6 M

Residential Street Overlay: Placed 63,000 tons, equaling 60 miles, of asphalt rubber. Cost:
\$7 M

Parks Projects

Parks staff acquired 813 acres (priority 2b) of State Trust Land from the Arizona State Land Department for the Phoenix Sonoran Preserves and 247 acres in the South Mountain 620. Awarded \$23 million Arizona State Parks Growing Smarter Grant toward the acquisition of priority 2b. Staff facilitated purchase of the last priority parcel (29.24 acres) for Phoenix Mountain Preserves preserve land at Cactus and 19th Avenue targeted by city leaders in the 1970's. The City acquired an additional 64 acres of private land for three future park sites; added an additional 48 acres of private land to the system for preserves.

The City Opened the Civic Space Park and Historic AE England Building. The park utilizes sustainable design techniques to generate power, keep the area cool and capture rain water. Civic Space Park also features a landmark public sculpture by artist Janet Echelman.

The Parks and Recreation Department opened the west section of Reach 11 Sports Complex adding eight natural-turf championship soccer fields, making it the largest soccer facility in the state and one of the largest in the region.

Work was completed on the restrooms at Japanese Friendship Garden (JFG) and Laveen Village Park. The JFG restroom building is built to Japanese design specifications and materials.

The City opened Phase I of Desert Broom Park with two lighted soccer fields, a restroom and small playground.

We opened a new gymnasium at the Washington Activity Center.

The City opened a new sports-themed playground at Desert West Park. During the same month the skate park reopened with a new skate bowl and features.

Construction of Phase I of Kuban Park was completed.

We completed the re-construction of Maryvale Pool House including integrated shade, solar panels and a public art project.

The City completed construction of 35th Avenue Learning Center in partnership with the Neighborhood Services Department. The center includes an art project, bus shelter and integrated shade.

Construction of Deem Hills Park was completed.

The City renovated a soccer field at Monterey Park in partnership with KaBoom!; and held a playground build at Holiday Park in partnership with KaBoom! and the NBA. Both events engaged hundreds of community volunteers.

The City completed rehabilitation of Tovrea Castle, with work now beginning to construct parking lot and restrooms off of Van Buren Street with an anticipated late 2010 park opening. This labor-intensive project employed approximately 125 people over the course of the one-year restoration project.

In cooperation with the Salt River Pima-Maricopa Indian Community and the Cities of Phoenix, Tempe and Scottsdale, a comprehensive master planning process is

underway for Papago Park. Successfully applied for additional 12 percent grant funding in the amount of \$250,000 from SRP-MIC.

We are near completion of bond-funded exterior rehabilitation work for the Dining Hall and Grammar School (Band Building) at Steele Indian School Park.

The City renovated five library branches (Desert Sage, Acacia, Desert Broom, Palo Verde and Juniper) to increase staff efficiencies, improve work flow and create space for expanded services.

Agave Library, the last library to be built from the 2001 Citizen's Bond, was opened. We completed construction on a 12,500 sq.ft. replacement for Harmon Branch, the second branch built with funding from the 2006 Citizen's Bond.

Valle del Sol. HSD staff worked with the Real Estate Division to purchase a three story, 24,000 square foot office building for use by Valle del Sol as their administrative headquarters. During the past nine months, staff oversaw remodeling of the building and various capital improvements. HSD also purchased 4.46 acres of vacant land for a new Manzanita Senior Center. The property is located along the west side of 27th Avenue, just north of Orangewood Avenue. Because the property is zoned residential, HSD was able to negotiate a purchase price of \$4.94 per square foot.

MORE ACCOMPLISHMENTS

Engineering and Architectural Services. EAS Central Records Section served 18,343 customers at the service counter, scanned and indexed 31,270 documents containing a total of 586,330 pages into the EASI document management system, and indexed 16,950 record drawings. EAS Contracts Administration Section procured, negotiated, and administered 152 contracts valued at more than \$297 million. They utilized 106 on-call architectural and engineering contracts to issue more than \$12.5 million of work on 250 projects throughout the City. Staff procured 34 Job Order Contracts (JOC's); issued 104 job order agreements valued at \$20.6 million; issued 18 new Construction Manager at Risk contracts; processed 46 GMP's valued at more than \$383 million; issued 3 new Design-Build (DB) contracts and processed 16 GMP's valued at more than \$45 million; and issued 21 new Design-Bid-Build (DBB) contracts valued at more than \$36.5 million. EAS Environmental Section managed over 1,500 projects worth over \$9.5 million, including 655 Environmental Site Assessments, 745 asbestos and lead-based paint projects, and 125 demolition projects. EAS Geographic Technology Section entered 2,491 subdivision lots and 3,374 revisions; and prepared 21 annexation maps for City Council approval. EAS Labor Compliance Section continued its monitoring for Federal labor compliance on over \$613,000,000 worth of projects and collected \$135,767.09 in restitution from contractors. EAS Personnel Section facilitated 15 employee placements due to budget challenges. EAS Utility Coordination Section processed 6,102 permits.

Equal Opportunity. During 2008-09, the Equal Opportunity Department investigated and closed 206 discrimination complaints. These included 93 housing complaints, 67 City employment cases, 31 management inquiries, 10 private sector employment cases, one lawsuit, and four public accommodations cases. Staff conducted an estimated 1,200 consultations with City personnel and citizens which mitigated the need for the filing of formal

complaints. An estimated 1,100 of these consultations were related to internal employment issues and 100 consultations were for housing issues.

2010 Census. We supported the creation of a 150 member Phoenix 2010 Census Complete Count Committee (CCC) and provided staff support to five subcommittees including business, communities & schools, faith community, media and minority outreach. Each subcommittee is preparing a community outreach effort to encourage every Phoenix household to participate in the 2010 Census. Staff built solid working relationships with U.S. Census Bureau staff at the national, regional and local levels. These partnerships lay the groundwork for a complete and accurate count for Phoenix in 2010.

Board Election Activity. During Fiscal Year 2008-2009, the Retirement Department facilitated two election processes to determine one employee representative on the Police Pension Board and three employee representatives on the Retirement Board. Through coordination with the Audit Department and an appointed Election Chairperson, the Retirement Department staff implemented procedures to insure the integrity of the election results. The process for the Retirement Board began with the presentation of an orientation program for interested candidates prior to the request for candidates. Both election processes continued with the request for candidates, followed by the development and distribution of ballots and candidate profiles. The ballots and candidate profiles were distributed to approximately 13,000 employees. Completed ballots, received over several weeks, were carefully monitored for authenticity and safekeeping. The electronic tabulation processes involved a majority of the Department's staff with results certified by the Audit Department and the Election Chairperson.

Asset Reallocation – Retirement Board. Following an asset allocation study and comprehensive educational sessions, the Retirement Board approved investments in three additional asset classes and selected six investment managers to implement the allocation as the diversification of the fund continued during FY 2008-09. The Second Annual Investment Manager Roundtable was presented this year. This event was an opportunity for Board members to meet with 16 investment managers to discuss their outlook on the economy and the markets. Other pertinent topics, including stimulus spending, executive compensation and fair value pricing were also included in the presentations.

Employer Sanctions Law Compliance. The Finance Department collaborated with the Law Department to develop and implement policies and procedures for the state required employer sanctions laws.

Parks and Recreation Events

More than 6,000 children attended the Dia De Los Niños Children's Festival at Hance Park.

The Fabulous Phoenix 4th of July event was held at Steele Indian School Park. Roughly 100,000 attendees enjoyed fireworks and entertainment sponsored by Freedom Wireless.

More than 600 residents attended the 18th annual Fiesta del Agua water safety event sponsored by Cigna.

Hosted over 150 national, regional, state and local soccer and softball tournaments with an economic impact exceeding \$83 million in direct and induced sales and \$2 million in sales tax revenue for the City of Phoenix. Generated over \$150,000 in direct revenue from field rental fees.

The 2009 Oakland A's Spring Training season saw over 94,000 fans come to Phoenix Municipal Stadium. Maryvale Baseball Stadium had their second best season ever with over 82,000 fans attending 17 Milwaukee Brewer games.

Papago Golf Course hosted the 2009 LPGA J Golf Phoenix International Golf Tournament. All four rounds were broadcast by the Golf Channel with great market exposure for the City.

Early Literacy. Construction of Early Literacy spaces was completed at Agave, Harmon, Mesquite and Juniper Libraries.

Central Library Upgrades. We implemented changes at Central Library as part of Renewing Phoenix, including closing the Interlibrary Loans service desk, moving collections, and completing the designs for the first and second floor renovations; also upgraded the auditorium's A/V system, upgraded the library's wireless network and replaced the west entrance doors.

Joint library with South Mountain Community College. Staff completed the Memorandum of Understanding for operating the library; hired the architect and contractor; held two public meetings on the library's design; and progressed from programming to late-stage Design Development by year's end.

Library Circulation. Our libraries circulated more than 14.2 million items and served more than 5 million visitors.

Audits Completed. The City Auditor provides independent and objective feedback on City of Phoenix programs, activities and functions. They completed over 161 audits and management services, and identified over \$2 million of economic impact.

Web Based Interface. Implementation was completed on the City Auditor web interface (Team Central). This system allows the City Auditor to electronically monitor the status of all audit recommendations, and aids department management by sending them reminders of upcoming target dates and allowing audit liaisons to update the status of recommendations throughout the year using web access. We have received positive feedback from City departments on the new system.

Social Media. PIO collaborated with City Clerk, Law and ITS to create comprehensive standards for usage of and access to social media communication tools. The standards include best practices in both public relations and network security. PIO helped prepare the city for systematically pursuing this new avenue of promotion for city news and programs. Also, PIOs around the city are coordinating approximately 20 active Twitter sites that provide up-to-date information.

Spanish Web Site. The city's phoenix.gov en Español was redesigned to become more user friendly to Spanish-language users. The Spanish-language content in the old Web site was reviewed and reorganized into a new architectural structure. Staff edited most of the Spanish material to meet the standards of the new CMS system.

Spanish TV Segments. PIO started a new, 10-minute segment on Spanish television TVO Phoenix. Staff works with TV 44 to produce the monthly community segment, with the city providing a representative to discuss/promote city programs and services. Also, staff coordinated seven 33 a Su Lado segments on the top-rated Univision Television, including topics such as building permits, Library services, blight, fair housing and landlord/tenant rights and responsibilities

All-America City. PIO coordinated the city's year-long All-America City effort in partnership with numerous internal and external participants. Staff organized committees with multiple departments and community partners, edited and wrote the application, planned the presentation, attended the event and publicized the winning effort.

Light Rail Special. PHX 11 covered the grand opening of METRO Light Rail with a half-hour special. Multiple crews captured the first train as it wheeled out of the maintenance yard. The station coupled the coverage with the grand opening of the North Convention Center building. Several pre-produced packages included historical perspectives on the projects.

NBA Website. PHX 11 covered the NBA All Star Game, including stories on NBA Cares, the league fashion show, celebrity pre-game and activities at the Convention Center. PIO built and maintained a host Web site for the game that was a one-stop shop linking users to all city-related information, such as maps, airport information, downtown events, public safety information and the official NBA Web site.

LPGA. PHX 11 covered the grand reopening of the renovated Papago Municipal Golf Course. The station spent two days covering the LPGA tournament at the course, talking to players and interviewing Parks and Recreation staff on the renovations.

US Census. PIO began the process of working with the City Manager's Office, Maricopa Association of Governments, the U.S. Census and other partner agencies on communications planning and other work for the 2010 U.S. Census. We produced Census publications and staffed the city's official media subcommittee.

Building Phoenix. PIO/PHX11 produced four all-new Building Phoenix episodes highlighting high-profile projects like ASU Downtown, the Downtown Phoenix Public Market and CityScape, along with small businesses, such as Simply Bread, Hanny's and Postinos on Central. A special episode focused on the city's Adaptive Reuse Program, winning a Telly Award for the production.

Gun Buyback Program. PIO assisted Neighborhood Services, handling media for a citywide gun buyback and faith walk event that generated news coverage from every major news outlet in the market.

Citywide Awards and Recognition, 2008-09

Government Finance Officers' Association Awards. The Government Finance Officers' Association (GFOA) presented the City of Phoenix with the Distinguished Budget Presentation award for the City's 2008-09 Annual Budget. This is the 19th consecutive year for Phoenix. The award was presented after a panel of reviewers from across the country evaluated the document in four major categories: policy document, financial plan, operations guide, and communications device.

The City of Phoenix received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report and the Sub Regional Operating group and Val Vista Joint Venture Comprehensive Annual Financial Reports.

ICMA Certificate of Distinction in Performance Measurement. The ICMA performance measurement project is a year-round process involving the collection of performance data from cities and counties across the country. ICMA awards certificates of distinction to those jurisdictions demonstrating success in utilizing and improving performance measures. This is the eighth consecutive year that Phoenix has received ICMA's highest award for performance measurement.

International Association of Conference Centers Certification. In May 2009, the Executive Conference Center (ECC) at the Phoenix Convention Center received full certification status by the International Association of Conference Centers (IACC). With this certification, the ECC is now considered among the finest conference centers and meeting facilities in the United States.

Telly Award. Know99 won a Telly award for a profile on Dr. Eugene Grigsby, the legendary artist and educator who started his career teaching at the Carver School, the segregated high school in Phoenix Union District.

2009 Governor's Heritage Preservation Honor Award. The City earned this honor for achieving outstanding results in preserving Arizona's pre-historic and historic treasures through the Memorial Hall renovation at Steele Indian School Park.

Chief of Engineers Design and Environmental Award of Excellence. The U.S. Army Corps of Engineers presented this honor to the Rio Salado Project.

Valley Forward Crescordia Awards. Presented to Memorial Hall at Steele Indian School Park; the Neighborhood Resource Center; the Rio Salado Equestrian Trailhead; and the Rio Salado Habitat Restoration Area.

Valley Forward Environmental Excellence Award . This honor was presented to the City for the Arts, Culture and Small Business Overlay District.

LEED. The Glenrosa Service Center Building was certified LEED Gold in July 2008

Real Estate and Development (RED) Most Challenging Project . This award honored the Phoenix Convention Center in March 2009

Real Estate and Development (RED) Best Hospitality Project. This award honored the Downtown Sheraton Hotel in March 2009

Real Estate and Development (RED) Honorable Mention – Best Mixed Use Project. The ASU Walter Cronkite School of Journalism received this award in March 2009.

Design Build Institute of America (DBIA) Western Region – Best Public Sector Project over \$15 million. This award honored the ASU Walter Cronkite School of Journalism in August 2009

Minority Business Advocate of the Year by the Associated Minority Contractors of America . Awarded to Tauny Woo, Acting City Engineer, in October 2008

National Association of Housing and Redevelopment Officials (NAHRO) Awards.

NAHRO honored Housing with **SIX** Awards of Merit for partnering to create the Pinchot Community Apartments, improving operations through process mapping, installing CFLs at Pine Towers, enhancing the exterior of Sidney P. Osborn, implementing the Volunteer Income Tax Assistance (VITA) intern program, and achieving savings through tenant check software. Further, Arizona NAHRO awarded the tenant check software project the Innovative Program of the Year Award and honored Family Self-Sufficiency (FSS) participant Nefissa Amda with the FSS Participant of the Year Award.

2008 Digital Pioneer Award . A consortium of 10 libraries in central Arizona, the Greater Phoenix Digital Library (GPDL) received this award in recognition of exceptional leadership and excellence in delivering digital media to the community.

American Public Works Association Project of the Year. The Saguaro Branch Library Remodel project was selected by the Arizona Chapter of the American Public Works Association (APWA) as the Public Works Project of the Year in the Structures (Less than \$5 Million) category.

American Library Association and American Institute of Architects . The City received a design excellence award from the American Library Association and American Institute of Architects for Palo Verde Library/Maryvale Community Center.

2009 Governor’s Heritage Preservation Honor Awards Grand Award. This honor was bestowed upon Memorial Hall Restoration at Steele Indian School Park

2008 New Times Best of Phoenix. Phoenix earned the honor of Best Public Golf Course Westside.

Environmental Protection Agency (EPA) Region 9 Award . In April 2009, Public Works received an EPA Environmental Award for Outstanding Achievement for coordinating the “Bag Central Station – Where Plastic Bags Belong” program and continued efforts with the Household Hazardous Waste program. Presentations on the Bag Central Station program were also provided by Public Works staff at the May 2009 Alliance for Innovation’s Annual Conference in Corpus Christi, Texas, and the August 2009 American Public Works Association/Arizona Recycling Coalition Statewide Conference in Phoenix, Arizona.

NACWA Silver Awards for two WWTP Sites. Both the 91st Avenue Multi-Cities WWTP, and the 23rd Avenue WWTP, won NACWA (National Association of Clean Water Agencies) Silver Awards for 2008, for outstanding compliance with the discharge limits on their NPDES (National Pollutant Discharge Elimination System) permits.

Lake Pleasant Water Treatment Plant awards. Phoenix received the Outstanding Award in Public/Private Partnership from the U.S. Conference of Mayors; and the Design/Build Institute of America (DBIA) 2008 Water Project of the Year.

ACL Team Impact Award. The City Auditor received an international award for the use of ACL audit software on the jail billing audit. Prior to this work with ACL, the billing process was too labor intensive for the Police Department to perform manually in a timely manner. As a result of implementing the new review process, the City will save over \$200,000 in jail fees each year. We worked with Police Fiscal so going forward they can perform the review themselves using ACL. Reviews are now completed monthly to ensure that a credit can be taken within the 90 day time limit set by the current contract with the County.

Featured Articles in Southwest Contractor Magazine. WSD construction projects were featured in the June 2009 issue of Southwest Contractor Magazine. Both the 91st Avenue WWTP, UP05 Expansion - Projects A & B; and the Deer Valley WTP, East Basins project were featured as the 7th and 11th largest projects, respectively, to break ground in Arizona in 2008.