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FOR CITY COUNCIL PACKET

MAY 20, 2014

POLICY SESSION AGENDA

1. Council Information and Follow-up Requests/Consent Agenda/Call for an Executive Session/Reports and Budget Updates by the City Manager
2. Employee Service Recognition Announcements (NO REPORT)
3. Council Budget Decision

CONSENT AGENDA

1. Submit a Grant Application to the National Institute of Justice for the Fiscal Year 2014 DNA Capacity Enhancement and Backlog Reduction Program Grant.
2. Submit a Grant Application to the U.S. Department of Justice, Bureau of Justice Assistance, for the Byrne Criminal Justice Innovation (BCJI) Program.
3. Submit a Grant Application to the U.S. Department of Justice, National Institute of Justice, for the Solving Cold Cases with DNA Grant.

GENERAL INFORMATION

- Liquor License Applications Received for the Period of May 5, 2014 through May 9, 2014
- Follow-up: May 6, 2014 Policy Session
- Community Budget Hearings

RESPONSE TO COUNCIL REQUESTS

The following informational reports respond to requests from Council members:

Property Tax

This report provides information to several questions related to property taxes asked by City Council members during the Property Tax Update.

Packet Date: May 15, 2014



**CITY OF PHOENIX
CITY COUNCIL POLICY SESSION
TUESDAY, MAY 20, 2014 - 1:00 P.M.
CITY COUNCIL CHAMBERS
200 WEST JEFFERSON**

Pursuant to A.R.S. § 38.431.02, notice is hereby given to the members of the City Council and to the general public that the City Council will hold a meeting open to the public on Tuesday, May 20, 2014, at 1:00 p.m. located in the City Council Chambers, 200 West Jefferson, Phoenix, Arizona.

1:00 P.M. - THE EXECUTIVE SESSION CALLED FOR THIS TIME AT THE POLICY SESSION OF MAY 6, 2014, HAS BEEN CANCELLED.

THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED. ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT SEQUENCE.

ESTIMATED COUNCIL INFORMATION AND
1. 1:00 P.M.- FOLLOW-UP REQUESTS.

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

CONSENT AGENDA.

This item is scheduled to allow the City Council to act on the Mayor's recommendations on the Consent Agenda. The Consent Agenda has been publicly posted.

CALL FOR AN EXECUTIVE SESSION.

A vote to call an Executive Session may be held.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT
SEQUENCE.**

POLICY SESSION AGENDA

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TUESDAY, MAY 20, 2014

REPORTS AND BUDGET UPDATES BY THE CITY MANAGER.

This item is scheduled to allow the City Manager to report on changes in the City Council Agenda and provide brief informational reports on urgent issues. The City Council may discuss these reports but no action will be taken.

ESTIMATED

2.	<u>1:30 P.M.-</u>	EMPLOYEE SERVICE RECOGNITION ANNOUNCEMENTS (NO REPORT)	Staff: Zuercher (Presentation: 5 min.)
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This item is for information only. No City Council action is required.

ESTIMATED

3.	<u>1:35 P.M.-</u>	COUNCIL BUDGET DECISION	Staff: Zuercher, Paniagua (Presentation: 20 min., Estimated Total Time: 60 min.)
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This report transmits the final City Manager's Proposed Budget for Mayor and City Council action. With balanced solutions, the budget preserves City services and investment and allows hiring of Police Officers and Firefighters ahead of schedule.

This item is for information, discussion, and possible action.

Backup included in Council packet/City Clerk's Office.

5:00 P.M. – ADJOURNMENT

For further information, please call the Management Intern, City Manager's Office, at 602-262-4449.

For reasonable accommodations, call the Management Intern at Voice/602-262-4449 or TTY/602-534-5500 as early as possible to coordinate needed arrangements.

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

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT
SEQUENCE.**

POLICY SESSION AGENDA

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TUESDAY, MAY 20, 2014

PHOENIX CITY COUNCIL MEMBERS

Councilman DiCiccio
Councilwoman Gallego
Councilman Gates
Councilman Nowakowski
Councilwoman Pastor
Councilman Valenzuela
Vice Mayor Waring
Councilwoman Williams
Mayor Stanton



City of Phoenix

To: Mayor and City Council

Date: May 15, 2014

From: Ed Zuercher
City Manager

A handwritten signature in black ink, appearing to read 'Ed Zuercher'.

Subject: 2014-15 PROPOSED BUDGET

This memo transmits the final City Manager's Proposed Budget for Mayor and City Council action. With balanced solutions, the budget preserves City services and investment and allows hiring of Police Officers and Firefighters ahead of schedule.

The highest priorities in the 2014-15 budget are:

- Preserving City services
- Preserving internal management capacity and needed investment
- Balancing shared sacrifices and solutions to minimize impacts on any one group
- Resuming first responder hiring
- Intensifying our efficiency and restructuring efforts

I want to thank the Mayor and City Council for their engagement in, and leadership of, the budget process, including hosting more than 20 community meetings and an online forum, encouraging significant public participation, and asking probing policy questions.

The 2014-15 budget process has illustrated several areas that need more intense scrutiny so that policy choices and recommendations can be presented to the Mayor and City Council for review. The attached document contains significant research from staff on questions asked about the budget. The research and review will continue more in depth throughout the summer so that informed policy discussions can take place during the fall.

As detailed in the attached report, I have asked Assistant City Manager Milton Dohoney to lead a Comprehensive Organizational Review (CORE) assessment over the next 3 months. The CORE assessment will provide information for Council review about ways to continue our efficiency and restructuring efforts. I am excited to use Assistant City Manager Dohoney's fresh perspective on our organization's efficiency efforts to inform policy choices for the Mayor and City Council. Other reviews are ongoing to identify cost saving options in the areas of health care, worker's compensation, and revenue collection practices. Labor and management will partner on ways to be more efficient.

This has been an unprecedented budget and labor negotiation process for the City. We

used parts of the Meet and Confer ordinance that had never been exercised before. We all learned a great deal about how the ordinance works practically with the budget process. The Mayor and City Council members have asked individually for a review of the ordinance and the budget process to be conducted so that improvements can be made. It is important to thoroughly assess for Council review how the ordinance can be improved.

Strategically, the Mayor and Council and City management used the five-year forecast to take a longer view than one budget cycle. With continued pressures from employee benefit costs and the long-planned sunset of the emergency sales tax on food, we must carefully monitor revenue and expenses for the 2015-16 cycle. Several steps have been put in place now that give us a significant head start, including second-year concessions in labor contracts, some proposed new revenues, and a renewed focus on restructuring and efficiency.

Again, I want to thank the Mayor and Council for your leadership through this process. I want to thank City employees for their passion to serve the community and the sacrifices they will make over the next two years to preserve jobs and services for Phoenix. The City continues to invest significantly in employee benefits to ensure that those benefits are sound and available in the future. I also want to thank the public for their active participation. Public involvement significantly shaped the budget for 2014-15, preserving important community services and allowing us to resume hiring sworn first responders ahead of schedule.

CITY COUNCIL REPORT

POLICY AGENDA

TO: Ed Zuercher
City Manager

AGENDA DATE: May 20, 2014

FROM: Mario Paniagua
Budget and Research Director

ITEM: 3

SUBJECT: COUNCIL ACTION ON 2014-15 BUDGET

Staff recommends approval of the 2014-15 City Manager's Proposed Budget, which preserves City services and advances the hiring of Police Officers and Firefighters. By law, the City Council must adopt a balanced budget. The May 20 action provides the time needed to meet legal deadlines and comply with City Code, Charter and State Law. Requirements include advance public notification, publication of detailed budget information, advertising, hearings and final legal adoption actions shown below:

- June 4, 2014 Formal meeting: public hearing and adoption of tentative budget ordinance
- June 18, 2014 Formal meeting: second public hearing and adoption of formal budget ordinance
- July 2, 2014 Formal meeting: adoption of property tax levy ordinance

Additionally, this report provides responses to several City Council requests and follow-up information including:

- Discussion regarding public information and government relations staff and the cost for travel, conferences and City memberships
- Sale of excess property
- General Fund vacant civilian positions
- Additional revenue ideas and cost recovery
- Updates on other information requested by the City Council regarding:
 - costs for hosting large special events
 - circulator bus routes
 - operational costs for bond-funded facilities
- City Management next steps regarding:
 - Organizational review and identifying new efficiencies
 - Improvements to City revenue collections
 - Reducing health care and worker's compensation costs
 - Review of the meet and confer ordinance to better align with the budget process
 - Budget process review

THE ISSUE

The proposed budget provides a balanced 2014-15 General Fund with no reductions to services, reflecting the feedback received from the community and from the Mayor and City Council regarding the importance of maintaining current City services and a strong City organization. More than 20 budget hearings were held throughout the City to present the Trial Budget and gather feedback from the public. About 1,700 comments were received at hearings and through e-mail, social media, the City Website, and by phone. Comments overwhelmingly supported the continuance of existing service levels, with many indicating a willingness to pay additional fees or taxes as a means to balance the budget without cutting City programs.

The 2014-15 City Manager's Proposed Budget provides a multifaceted approach with shared solutions used to close the General Fund deficit of \$37.7 million, as shown below.

Action	2014-15 Estimate
Total 2014-15 General Fund Deficit	(\$37.7 million)
General Fund efficiencies	\$6.5 million
Deferral and use of alternative funding	\$3.7 million
Reduced growth to personnel costs through 1.6% total compensation reductions in 2014-15 for all City employees	\$16.5 million
Implement 1% additional ongoing revenue (net amount)	\$11.0 million
Remaining 2014-15 General Fund Deficit	\$0

Efficiencies, Deferrals and Cost Realignment

Efficiency actions result in General Fund budget savings of \$6.5 million. Additional deferrals and alternative funding actions further reduce 2014-15 General Fund costs by approximately \$3.7 million and include:

- A Public-Private Partnership with Grand Canyon University which is contributing \$125,000 for the City's Drowning Prevention and Graffiti Busters programs.
- Using \$1.1 million in one-time funds available in the Fire Neighborhood Protection Fund (Proposition 301) for replacement cost of one Fire ladder truck. This will not affect the timing of hiring of new Firefighters.
- Slightly reducing growth to the Contingency fund from \$2 million to \$1.6 million, which increases the fund from 3.9 to 3.95% of General Fund operating costs. Taking the amount to \$45.3 million, it represents the highest ever General Fund Contingency and keeps the City on path toward its 5% goal.

- Resetting the implementation date of the second phase for Police Central Booking civilianization to September 1, 2014, saving \$187,000 in 2014-15. The hiring of 15 new civilians to this detail will enable 15 Police Officers to return to patrol and investigative work.
- Deferring all but the top two categories of needed replacement for vehicles and heavy equipment, reducing 2014-15 costs by \$1.9 million.

The full restoration of all services is accomplished through the -1.6% compensation concessions in 2014-15 and implementation of recommended additional revenue of about 1%. However, if 2014-15 employee compensation costs are not reduced by at least \$16.5 million, and/or if recommended additional ongoing revenue of at least \$11.0 million is not implemented, service reductions would be needed to balance the General Fund budget. Attached to this report are **Attachments B** and **C**, which outline the potential service reductions in the event that additional revenue is less than \$11.0 million.

Earlier Hiring of New Police Officers and Firefighters

The recommended compensation concessions allow the City to begin hiring new sworn Police Officers and Firefighters sooner than planned. This is because in addition to the General Fund savings enabling restoration of services including civilianization of Police Central Booking, the cost reductions generate further savings in the Public Safety Specialty Funds.

As discussed in the February 25, 2014 report and presentation to the City Council regarding the Public Safety Specialty Funds, a Council-adopted plan begun in 2010 to balance the ongoing deficits in these funds is in progress. The plan relies on a Police Officer and Firefighter hiring freeze to avoid layoffs to sworn personnel. However, the additional savings resulting from the compensation reductions in 2014-15 and 2015-16 accelerate the balancing of these funds allowing the earlier hiring.

The updated planned schedule for the hiring of new Police Officers is shown below:

Police Academy Start Dates	Number of New Hires
March/April 2015*	15
July 2015*	15
October 2015*	25
January 2016	25
April 2016	25
July 2016	25
October 2016	25
January 2017	25
April 2017	25
July 2017	25
October 2017	25
January 2018	25
April 2018	25

**Previously, without compensation reductions of -1.6% in fiscal year (FY) 2014-15 and -0.9% in FY 2015-16, Police Officer hiring was planned to resume in the final quarter of calendar year 2015*

It is important to note the plan to resume hiring of new Police Officers is based on the assumptions explained below:

- The Public Safety Funds balancing plan assumes attrition to achieve savings to balance the funds and a low filled count of approximately 2,765 before hiring resumes (depending on revenue, employee costs, and attrition). The current filled count is 2,847.
- The balancing plan as presented in February 2014 projected a sustainable filled count between 3,000 and 3,100 at the end of 2017-18 depending on revenue and employee costs in future years.
- Hiring reflected above is staggered and will offset continued attrition and DROP retirements.
- The hiring plan reflected above is subject to change based on available resources and expenditures. Budget and Research will closely monitor revenue, expenses and fund balance and work with Police management to adjust class sizes and start dates to ensure alignment with available resources.

Any COPS grants awards would be additional to this plan depending on fund match requirements.

Fire will also be able to begin hiring sooner in 2014-15. As discussed in the February 2014 Public Safety Funds Balancing report, Fire has been awarded four SAFER Grants that have allowed the advance hiring of 98 firefighter positions since October 2010. These 98 firefighter positions represent all of the positions that would have been hired when the Fire portion of the Public Safety Funds reached the required positive balance. The balancing plan has always assumed that these federal grant-funded positions would be absorbed back into City Fire Department funds when the grants end. The chart below illustrates the number of positions and the date they are expected to be absorbed back into the Public Safety Funds. A total of 56 positions will be absorbed into the Fire Public Safety Funds in 2014-15 and the remaining 42 in 2015-16. The compensation concessions allow 7 additional Firefighters to be hired in March/April 2015. Filling of normal attrition in Fire is estimated to resume in 2015-16 and it is anticipated that Fire will maintain a sustainable filled count between 1,550 and 1,575. The current filled count is 1,567. SAFER grants may receive extension funding which also provides additional capacity to ensure sufficient fund balances and may allow additional hiring of Firefighters above what is shown below.

Number of Firefighter Positions	SAFER Grant Expiration Date	Hire Date
28	10/17/2014	N/A
28	12/27/2014	N/A
7	N/A	March/April 2015
42	2/27/2016	N/A

Revenue

Staff confirms the estimate of 3.0% growth in 2014-15 for current General Fund revenue above the 2013-14 revised estimate. The additional proposed revenue of \$11.0 million would add to this. The basis for these estimates along with additional explanation and information regarding revenue and economic assumptions are outlined in a detailed

report attached to the 2014-15 Trial Budget. The new report added this year provides an overview of General Fund revenue, historical amounts and growth rates, and detail for each specific major revenue category.

The balanced 2014-15 City Manager's Proposed Budget includes a net increase of \$11.0 million (including implementation costs for parking meters), which is an increase of about 1% to ongoing General Fund resources. Staff will bring a recommendation forward to the City Council at the June 18, 2014 Formal meeting, which allows the legally required 60-day posting period to be completed. The posted revenue options are listed below:

- Additional excise tax of \$1.50 for residential municipal service bills based on water meter size; \$1.50 for single family residential and higher for larger water meters- uses the municipal services bill as an efficient collection mechanism
- Grocery bag fee of \$0.05 per bag to offset City costs associated with cleanup of plastic bags
- Demand-based pricing for parking meter system and fees ranging from \$0.50 up to \$6.00 per hour based on time, day, location, and special events
- High demand mountain parks parking fee using same demand based pricing provided for street parking meters*
- increase fee for annual passes for adult recreation by up to \$10 for residents and by \$20 for non-residents*
- increase fee for annual passes for youth recreation by up to \$5 for residents and by \$10 for non-residents*
- increase fee for annual passes to Senior Centers by up to \$10 for residents and by \$20 for non-residents (maintaining the same fee for senior and adult recreation passes allows seniors to use one pass for both types of facilities)
- increase charge for replacement annual recreation and senior center pass cards by \$3*
- increase fee for adult sports team athletic field usage by \$2 per hour for residents and by \$2.50 for non-residents and for youth sports team athletic field usage by \$2 per hour for residents and by \$4 for non-residents*
- implement new up to \$5 per hour fee to offset electricity costs of lighting athletic fields at night*

**Requires approval by the City of Phoenix Parks and Recreation Board*

OTHER INFORMATION

Public Information, Government Relations, Travel, Conferences, Memberships

During recent budget discussions, Council members have requested information on City costs of public information and government relations staff, and of business travel, conferences, and City memberships. Following are the 2014-15 budgeted numbers for General Fund expenses in these categories, along with an explanation of the expenditures:

Public Information Office- The total 2014-15 budget in the General Fund for public information staff not in the Public Information Office (PIO) is \$1,131,000. The total for PIO, including PHX11, is \$2,072,000, which is funded entirely from cable television licensing fees. Those fees are part of the General Fund except the portion of the funds for Know99. The total budget for PIO and public information staff in other departments totals \$3,203,000.

The most important job of the City is to provide outstanding services and critical to that job is communicating and providing transparency to residents about those services. Public information expenditures on personnel and materials allow us to provide the phoenix.gov website, offer broadcasts of Council meetings and communicate about services on PHX11, update the public on changing conditions with our services, respond to public records requests (as required by state law), provide clear written and broadcast information about how to access our services and even market the City to raise new revenues. In 2012-13, the Public Information Office's Marketing Partnership Program generated more than \$500,000 for the General Fund. Staff also helps residents and business access City services and assist with economic development by creating and providing promotional and marketing materials.

The Central PIO Office provides services to the following departments:

- Budget & Research
- City Auditor
- City Clerk
- City Council
- City Manager's Office
- Community & Economic Development
- Emergency Management
- Environmental Programs
- Equal Opportunity
- Finance
- Government Relations
- Housing
- Human Resources
- Human Services
- Information Technology Services
- Law
- Neighborhood Services
- Office of Arts & Culture
- Planning & Development
- Public Works

Government Relations- The City's General Fund expenditures of \$1,401,000 on intergovernmental relations activities span city, county, regional, state, tribal, and national interests. This includes staff, City dues and assessments for the Maricopa Association of Governments and the League of Arizona Cities and Towns and contracted federal and state lobbyists. The General Fund portion of the state contracts totals \$162,000; the total cost in all funds for the state contracts is \$252,000, and is shared among Aviation, Environmental Programs, Government Relations, Police, and Water Services. The General Fund portion of the federal contracts totals \$80,000; the total cost in all funds for the federal contracts is \$347,273, and is shared among Aviation, Government Relations, Public Transit, and Water Services. Government Relations staff also provides centralized assistance for grants from government and private entities, including tribal gaming resources returned to the community. In FY 2012-13, the City received approximately \$117,414,120 in grant awards:

- \$77,418,399 in federal funding
- \$35,374,577 in state funding
- \$1,332,750 in other funding
- \$3,111,934 in private funding
- \$176,460 in tribal 12% gaming funding

The department's efforts in Washington D.C. assist the City in connecting not only with elected leadership but also the federal legislative and agency staff who make many of the decisions on grants, policy and program allocations. Successful work includes COPS and SAFER public safety grants; significant funding for bus and light rail transit; defense of Phoenicians' fair share in federal allocations for human services, Head Start, funding for elderly and low income energy assistance, housing and community development block grants; and work to enhance biomedical industry and medical education in Phoenix. On the state level, department staff allows the City to track hundreds of bills annually that may have an impact on operations, revenues or regulations.

City staff reached out to the other large U.S. cities to request information about the structure of their state and federal intergovernmental relations efforts. Not all cities responded to our request in time for inclusion in this report. The below information was compiled from a combination of this outreach as well as a review of federal lobbyist expenditures from the most recent filings found in the U.S. Senate Lobbying Disclosure Act (LDA) online database.

New York City, Chicago and Los Angeles currently have a dedicated legislative office with city staff located in Washington, D.C. New York City has a staff of four people; Chicago has a staff of three people; and Los Angeles has a staff of one person. The city of Dallas reported that it had an office in D.C. in the past but had closed it.

Except for New York City and Chicago, all the other top 10 U.S. cities by population retain federal contract lobbyists. The amounts varied between cities, ranging from a high of \$820,000 for Los Angeles to a low of \$160,000 by San Jose.

With respect to state lobbyist expenditures, Houston reported annual expenditures of \$375,000, Dallas reported annual expenditures of \$236,000 and the city and county of San Francisco reported annual expenditures of approximately \$276,000. During the 140 days the Texas legislature is in session, a member of Houston's intergovernmental relations staff resides in the state capitol. Dallas has an assistant city attorney located in the capitol who assists them with coordinating state legislative matters.

City Memberships- The majority of the \$542,000 in General Fund City membership expenditures is accounted for by dues for Maricopa Association of Governments, the League of Arizona Cities and Towns, the National League of Cities and the U.S. Conference of Mayors. The 2013-14 General Fund costs for memberships of Maricopa Association of Governments (\$72,000), the League of Arizona Cities and Towns (\$142,000), and Westmarc (\$9,000) are paid from the Government Relations Office budget and therefore included in the amount previously provided in this report under 'Government Relations'. As the 6th largest City in the United States and the largest city in Maricopa County and Arizona, Phoenix has a strong need to maintain a statewide and national presence in critical policy areas. Each of these organizations provides significant policy roles as well as forums for grant and program opportunities. In MAG, significant transportation resources are made available through participation in dividing up federal and regional funding. Between FY 2011 and FY 2015, the City received approximately \$117 million in grants and federal funds distributed through MAG participation.

The National League of Cities (NLC) works in partnership with the 49 state municipal leagues to serve as a resource to and an advocate for the more than 19,000 cities and towns it represents. The NLC advocates for cities and towns in Washington, D.C. through legislative and regulatory contact and grassroots campaigns. They provide opportunities for involvement and networking to help city officials seek ideas, share solutions, and find common ground. And, the NLC keeps leaders informed of critical issues that affect municipalities and warrant action by local officials. Over the years, City of Phoenix elected officials have served in numerous leadership roles in the organization. In 2011, the NLC held their Congress of Cities and Exposition at the Phoenix Convention Center.

The League of Arizona Cities and Towns (League), a voluntary membership organization of the 91 incorporated municipalities in Arizona, focuses on representing the interests of cities and towns before the legislature, and on providing technical and legal assistance, and coordinating shared services. The League also coordinates municipal efforts with affiliate organizations such as the Government Finance Officers Association of Arizona, the Arizona Municipal Clerks Association, the Arizona Association of Chiefs of Police and the Arizona City Attorneys Association. The City of Phoenix is a founding member of the League. In August 2014, the City of Phoenix will be hosting the League's Annual Conference in downtown Phoenix.

Travel and Conferences- The General Fund travel and conferences budget has been greatly reduced since 2005-06 going from a high of \$943,000, to the current 2014-15 level of \$271,000, a reduction of 71%.

Travel receives great scrutiny at the City, with each travel request for City funds being reviewed by department heads and the City Manager's Office for relevance to the City. Police and Fire account for approximately 38% of the planned General Fund expenditures for 2014-15. The department with the largest portion of the cost is the Police Department at \$69,525, or 26%. Travel in the Police and Fire departments provides for public safety investigations, inspections of major equipment and apparatus and important training needed to remain highly skilled in responding to emergency situations. The remaining funds are needed due to the implementation of new and emerging technology, such as E-Procurement, and training of new staff resulting from the increased turnover in the last few years.

Sale of Excess City-Owned Real Property

As authorized by Council, several City-owned properties are being actively marketed, including those located at:

- 12th Street and Greenway Parkway
- 4056 East Washington
- 5347 North 19th Avenue
- 1124 West Camelback
- 139 East Jesse Owens Parkway
- 101 South Central Avenue (Barrister)
- 2222 W. Greenway parcel currently under contract; scheduled to close June 11

The sale of City-owned properties will result in one-time proceeds that will be available to offset needed one-time expenses. Already accounted for in the proposed 2014-15 General Fund budget is \$1.5 million from expected property sales to help offset decreased revenue resulting from reducing the food sales tax from 2% to 1%. It is not certain how much additional proceeds above the first \$1.5 million might be available from the sale of these properties for 2014-15. A preliminary estimate based on current property values shows that the sales may result in approximately \$3.1 million in one-time revenue that could be applied toward additional technology other one-time expenses. Staff recommends that the one-time revenue be used to cover the costs of an expected special election in the fall of 2014 estimated at \$525,000. The one-time funding would also be available to offset the costs of necessary Public Safety technology, including replacement of the Fire Computer Aided Dispatch system and completion of the Police Records Management System conversion. Regionally participating cities have already contributed their share of the funding for the project to replace the Fire CAD system, which will begin in 2014-15, and the one-time proceeds would provide some of the needed City funding for this project. The total City of Phoenix General Fund cost for the Fire CAD system is expected to be over \$7 million, which is one-half of the total project costs. As mentioned, the remainder of the cost is covered by charges paid by other participating cities in the region. Any additional funding attained through land sales will allow the City to cover the remainder of the Fire CAD system replacement costs.

The City's Broker/Consultant Jones Lang LaSalle, (JLL) is aggressively marketing these parcels and continues to work with staff to identify additional excess parcels. It is important to note that there are a number of limitations regarding the potential benefit to the General Fund of excess property sales. Any properties owned by enterprise fund departments and properties acquired with federal grant funds will likely yield no proceeds to the General Fund. The sale of property with outstanding bond financing may trigger bond repayment. A significant number of the parcels may be uneconomic remnants; such as small, oddly configured parcels of excess right of way, etc. that have minimal market value. Staff and JLL continue to identify and vet excess parcels through the Finance, Efficiency, Economy and Sustainability Subcommittee, and will consistently pursue the highest possible return to the City, but the factors outlined above underscore the limitations inherent in these one-time transactions.

Vacant Positions

Councilmembers have requested detail regarding current civilian General Fund full-time vacancies. Reports on vacancies were issued in March and April, and vacancy information was included in the May 6, 2014 City Manager's Proposed Budget report. The elimination of vacancies can provide some savings if it is beyond the number needed to maintain the salary savings budget or other costs that offset the savings, such as paying for temporary agency or contracted staff.

It is important to note that since 2008, the total number of full-time equivalent (FTE) positions has been reduced in City departments by 2,953 including service reductions, efficiency actions, and organizational reviews. In internal services departments, which provide necessary support and administrative functions to direct service delivery areas and to the Mayor and City Council, staffing has been reduced significantly despite legal and organizational needs remaining constant. This is demonstrated in the charts below showing staffing levels over the last several years for key internal departments:

Department	2007-08 Positions (FTE)	Proposed 2014-15 Positions (FTE)	Position Reductions	% Variance
Budget & Research	34.0	24.0	(10.0)	-29.4%
City Auditor	38.5	25.5	(13.0)	-33.8%
Equal Opportunity	39.0	26.0	(13.0)	-33.3%
Finance	325.5	228.0	(97.5)	-30.0%
Law	258.0	203.0	(55.0)	-21.3%
Human Resources	116.4	95.1	(21.3)	-18.3%
Public Information	31.0	18.6	(12.4)	-40.0%

Throughout the City, departments are operating much leaner than just a few years ago. As vacancies have increased due to budgetary constraints, departments have put in place temporary stopgap measures to deal with fewer filled positions. However services to the community will suffer if these important positions are not filled, and the elimination of these vacancies is tied to permanent reductions in services and programs.

Attachment E provides detail regarding total compensation, date vacant, and the service impacted for the civilian General Fund vacant positions that are not:

- currently being held vacant to achieve budgeted salary savings and therefore would not result in a reduction to General Fund costs if eliminated;
- offset by interdepartmental work order charges and therefore would not result in a reduction to General Fund costs if eliminated;
- currently being held vacant to pay for contractors or temporary agency staffing and therefore would not result in a reduction to General Fund costs if eliminated;
- already identified for elimination as part of efficiency actions or as part of the City's effort to reduce the current level of budgeted salary savings;
- included in proposed service reductions that had been presented in the Trial Budget and shown as preserved in the City Manager's Proposed Budget;
- currently being held vacant as part of a temporary promotion or "acting out of class" assignment;
- in the middle of a current hiring process.

The total number of vacancies listed has been updated since last reported, which is currently at 92, as some positions have been filled or classified in the categories above. Also, positions in the Library Department are included in Attachment E; however, due to provisions in the City Charter, elimination of these positions would not help address the General Fund deficit, as a corresponding reduction to revenue would be required. The total compensation value of the positions, excluding the amounts for the Library positions, is \$6.8 million.

As mentioned previously, in evaluating the elimination of vacancies not already accounted for by salary savings or other offsets, the following issues must be considered:

Services: Vacant positions are tied to services. Eliminating vacancies not identified as part of efficiency actions is a choice to reduce services. For example, cutting Police and Fire 911 Operator position vacancies would negatively impact the City's ability to effectively and consistently respond to and dispatch emergency calls. Also, cutting Park Ranger vacancies would reduce the City's ability to maintain safe, secure, clean, and enjoyable parks and preserves, which the community has expressed at budget hearings as a very important priority. Even though vacant, these positions need to be filled as a necessary part of maintaining the service levels expected by the community on an ongoing basis.

Strategic Approach: The elimination of all remaining vacancies would prevent the Council from using a strategic approach to minimize the negative impact on community services. The timing of vacancies can be unpredictable and arbitrary; many only recently became vacant and/or are currently being filled. Some positions need to be filled as soon as possible to reduce risk to citizen or employee safety, maintain internal controls, reduce litigation or legal compliance risk, prevent decreased revenue or increased costs, and maintain critical service levels.

Offset to Contractors or Temporary Agency Staff: For difficult to fill positions, such as certain information technology jobs, or for other reasons, vacancy savings offset costs associated with paying for temporary contracted services. In these cases, although contractors or temporary agency staff may not be a permanent solution due to higher costs or other operational issues, their service is temporarily necessary to continue operations. Eliminating these vacancies would eliminate the funding for the contractor or temporary agency staffing.

Interdepartmental Charges: Some positions recover costs through interdepartmental charges. These are charges for certain City services, such as street repairs necessary due to Water Services capital projects under City roads, or other maintenance. In these cases, savings would be offset by reduced work order charges and therefore have little to no impact on the deficit.

Additional Revenue Ideas

Imposition of Incarceration Costs and Other Court Fees, Assessments, and Surcharges- City Council members mentioned the assessment of jail costs in cases where jail is imposed as another potential revenue idea for the City to explore. State law, A.R.S. 13-804.01, requires judges to assess incarceration costs in every misdemeanor case (including DUIs) where jail is imposed. In doing so, the law requires the judge to take into account both the cost of incarceration, as well as the defendant's ability to pay. This applies only where there is a conviction, so there is not a way to impose jail costs where a charge is dismissed or diverted.

Additionally, **Attachment F** contains a document explaining the fees, assessments and surcharges the Court currently imposes (including a new assessment the legislature just enacted which takes effect Jan 1, 2015). It explains the amount of each fee, surcharge or assessment and the type of charge on which it is imposed. Also, the second part of Attachment F is a chart listing the additional mandatory fines and additional assessments specifically applicable to DUI cases. Fees and fines can be difficult to collect; the percentage of obligations paid in full to Phoenix Municipal Court within 30 days of imposition is approximately 20%. Many of the financial obligations are paid over a longer period of time; however the collection rate demonstrates one of the challenges of using these impositions as a new revenue source.

Recovery of Costs for Services Provided to Other Jurisdictions- The City maintains intergovernmental agreements with other jurisdictions as part of regional service provision models. Regional service provision models are intended to take advantage of economies of scale or other efficiencies that are mutually beneficial to all jurisdictions involved. In most cases, the agreements include a cost- and/or revenue-sharing structure to ensure that the City of Phoenix only pays for services provided to Phoenix residents. In some cases, assistance provided to other agencies may provide non-tangible and reciprocal benefits to the Phoenix. These regionally-modeled services include:

- Fire Automatic Aid; reciprocal benefits provided among jurisdictions involved through intergovernmental agreements
- Fire Services (ongoing); costs for other jurisdictions recovered through intergovernmental cost sharing agreement
- Fire Health Center Medical Services; costs for other jurisdictions fully recovered through charges
- Police Air Support to other agencies; no fees charged
- Police School Resource Officers; schools pay 75% of cost based on the use of officers for 9 out of the 12 months of each year
- Public Safety (911) Dispatch Center; costs for other jurisdictions fully recovered through charges based on a cost model reviewed by the City Auditor
- Public Safety (911) Dispatch Technical Support; costs for other jurisdictions fully recovered through charges based on cost model reviewed by the City Auditor
- Public Safety Regional Wireless Cooperative; costs for other jurisdictions fully recovered through charges based on a cost model reviewed by the City Auditor
- Repair and replacement of 15 MPH portable school zone signs in Phoenix schools; no fees charged to schools
- Transit services (Bus and Rail); revenue sharing structure in which Phoenix receives 2/3 of revenue and assesses cost of service
- Water/Wastewater services; costs for other jurisdictions fully recovered through charges

Management will review the cost recovery models and policies and return to Council with recommendations in the fall.

Updates on other information requested by the City Council

Special Events Costs- The Police Department provides security and traffic control for special events throughout the City. According to the City's running event policy, the City attempts to have event organizers pay one-half of the cost of Police overtime and the full cost of barricades. Although many of the events provide a benefit to the community, it is important that organizers share in the cost of the Police overtime. Also, requiring organizers to pay one-half the cost for Police overtime and the full cost of barricades encourages higher levels of cooperation in selecting routes to minimize public inconvenience.

In 2012-13, the Police department staffed 83 special events. The overtime and barricade costs incurred with these events were \$334,000 and \$330,000 respectively. Of the 83, the City did not recover costs for 50 of these events, considered “non-billable”. Determining which events are billable versus non-billable is based on many factors including but not limited to:

- whether event organizers charge participants
- whether the event is sponsored by a for-profit entity
- whether the event is to raise money for a charity

In 2012-13, the overtime and barricade cost for the 50 non-billable special events was \$448,000 whereas the overtime and barricade costs for the 33 billable special events was \$216,000. Consistent with the running event policy, the department billed event organizers for 50% of the overtime and 100% of barricade costs for the billable special events. This policy is scheduled for review by the Council Public Safety and Veterans Subcommittee.

Circulator Bus Routes- Neighborhood circulator service is bus service confined to a specific locale such as the downtown area or suburban neighborhood where local routes have not been established. Neighborhood circulators are designed to operate continuously within a distinct geographic area to meet the transportation needs of the community while providing connections to local routes. Because of their limited reach, neighborhood circulator routes operate on a free fare system and utilize smaller vehicles than those used for other fixed route service.

Phoenix operates one temporary and four permanent neighborhood circulator routes, with annual operating costs of approximately \$4.4 million paid for with Public Transit’s budget with Transit 2000 funds, serving over 9,600 boardings per weekday:

- 19 Avenue Connector (19C) is a temporary service during light rail construction that travels between Christown Spectrum Mall at 19th Avenue and Montebello Avenue and Metrocenter Mall at 27th Avenue and Peoria Avenue. The annual operating cost of 19C is \$1.3 million, and it serves nearly 4,600 boardings per weekday.
- DASH connects Downtown Phoenix to the state capitol mall area, operating on Washington and Jefferson Streets from Central Station to 19th Avenue. The annual operating cost of DASH is \$435,000, and it serves over 2,000 boardings per weekday.
- ALEX serves the Ahwatukee area, operating on various streets in that community from 48th Street and Elliot Road to Desert Foothills Parkway and Liberty Lane. The annual operating cost of ALEX is \$520,000, and it serves about 570 boardings per weekday.
- MARY serves the Maryvale area, operating on various streets in that community from 47th Avenue to 91st Avenue between Encanto Boulevard and Campbell Avenue. The annual operating cost of MARY is \$1.3 million, and it serves over 1,200 boardings per weekday.

- SMART serves the Sunnyslope area, operating on various streets in that community from 15th Street and Mountain View Road to 19th Avenue and Cholla Street. The annual operating cost of SMART is \$860,000, and it serves 800 boardings per weekday.

Operational Cost Estimates for Bond Funded Facilities- Estimating operating costs for facility, program or service expansions is an integral component of the City of Phoenix capital needs analysis and General Obligation Bond Program approval process. The analysis of the future operating costs includes: staff costs, commodities such as office supplies and other department or contracted services that may include utilities, system or equipment maintenance and licensing, telephone and custodial services.

Salary calculations and benefit costs include total compensation for necessary positions. Facility operating and maintenance expenses are based on typical and extended building operations calculated based a range of low/high traffic and the extent of public access and are calculated using dollar per square foot averages.

As part of the City's past General Obligation Bond Program, the Operations and Maintenance (O&M) Subcommittee completed the proposed project O&M capacity analysis, reporting the results to the Executive Committee. That information was presented to the City Council for the final process of referring the program to voters.

On an ongoing basis for all Capital Improvement Program (CIP) projects, operating cost information is included in the City's published annual budget documents. All operating cost estimates for new projects are updated with current estimates and included in the Five Year Capital Improvement Program and the Summary Budget publications. The example below from the proposed 2014-2019 CIP identifies anticipated annual ongoing operating costs for two Aviation projects.

City of Phoenix, Arizona
2014-2019 Capital Improvement Program
Aviation

<i>Project No.</i>	<i>Project Title</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>2018-19</i>	<i>Total</i>
AV10000010	PHX SKY TRAIN STAGE 1A						
	Construct PHX Sky Train segment from Terminal 4 to Terminal 3 at Phoenix Sky Harbor International Airport						
							Function: PHX Sky Train Strategic Plan: Infrastructure
	Estimated full-year ongoing operating costs:	\$18,300,000					District: 8
	Construction	3,519,000	-	-	-	-	3,519,000
	Project Total	\$3,519,000	-	-	-	-	\$3,519,000
	Nonprofit Corporation Bonds - Aviation	3,519,000	-	-	-	-	3,519,000
	Funding Total	\$3,519,000	-	-	-	-	\$3,519,000
AV15000069	44TH STREET EMPLOYEE PARKING						
	Construct and remediate property near 44th Street train station for an employee parking lot at Phoenix Sky Harbor International Airport.						
							Function: Vehicle Parking Facilities Strategic Plan: Infrastructure
	Estimated full-year ongoing operating costs:	\$210,000					District: 8
	Other	401,000	-	-	-	-	401,000
	Construction	1,130,000	-	-	-	-	1,130,000
	Project Total	\$1,531,000	-	-	-	-	\$1,531,000
	Nonprofit Corporation Revenue Bonds - Aviation	1,531,000	-	-	-	-	1,531,000
	Funding Total	\$1,531,000	-	-	-	-	\$1,531,000

City Management Next Steps

During the 2014-15 budget process, Councilmembers have raised several longer-term issues that City management needs to fully research, assess and propose options and recommendations for Council review. Over the next three months, management will work on these issues and return in the fall of 2014 with plans to address the concerns, questions and ideas raised by the City Council as a way to improve the budget process going forward and to provide efficiencies that will offset the potential deficit for 2015-16 as shown in the most recent General Fund 5-year forecast.

First, the City Manager has charged the Assistant City Manager with developing and leading a Comprehensive Organizational Review (CORE) assessment for each department with results to present to Council in the fall. The CORE assessment will assess:

- i. Span of control, layers and measures of appropriate managerial-employee ratios
- ii. Vacancies and any need to reallocate positions to meet current needs
- iii. Ideas to consolidate efforts among departments and innovate in service delivery
- iv. Labor-management efficiency teams
- v. Reporting department budgets to Council on a regular basis
- vi. Overtime usage assessment
- vii. New revenue generation ideas

Second, the City Auditor's cost recovery assessment of fees and charges will be updated for review by the City Council for policy discussion. For example, some fees such as swimming lessons are deliberately set lower than cost recovery because of a public safety and community service impact.

Third, the City Manager has tasked Finance, Budget & Research and Human Resources to review Citywide opportunities for improvement/savings, including:

- i. Revenue collection practices
- ii. Health care cost containment
- iii. Worker's compensation costs
- iv. Police/Parks special event costs

Fourth, staff will review the Meet & Confer Ordinance to recommend any improvements and to better align the dates in the ordinance with the budget process for 2016-18 labor contracts. Staff will also review the budget process and recommend any efficiency or timing changes as well.

The City Manager and staff will return to the City Council beginning in September 2014 with results and recommendations from these efforts.

Overall 2014-15 Budget Information

General Fund- The proposed 2014-15 General Fund budget is \$1,148,720,000. This is a 1.9% increase from the adopted 2013-14 General Fund budget of \$1,127,815,000. It is \$50.6 million below, or 4.2% less than, the 2007-08 peak amount of \$1,199,298,000 for the General Fund.

All Funds- For all funds, which includes General, Enterprise and Special Revenue Funds such as grants, and all debt service and pay-as-you-go capital costs, the proposed 2014-15 budget amount is \$3,346,490,000. This is a 4.5% decrease from the adopted 2013-14 budget of \$3,502,506,000 for all funds. The 2014-15 All Funds budget is \$389.3 million below, or 10.4% less than, the 2008-09 peak amount of \$3,735,754,000 for all funds.

Attachment A provides detailed budget information outlined in 11 separate schedules. Additionally, information regarding changes to positions and necessary funding to operate new capital facilities and for non-General Fund supplemental changes in the Aviation, Community and Economic Development, Housing, Parks and Recreation, Planning and Development, Public Works, and Water Departments are provided in **Attachment D**.

BUDGET ADOPTION PROCESS NEXT STEPS

Following the Council's budget action on May 20, both the City Charter and State Law require subsequent public notification, advertising, and legal Council actions. The May 20 Council action provides staff with sufficient time to prepare the required legal publications for the following actions:

- June 4, 2014 Formal meeting: public hearing and adoption of tentative budget ordinance
- June 18, 2014 Formal meeting: 2nd public hearing and adoption of formal budget ordinance
- July 2, 2014 Formal meeting: adoption of property tax levy ordinance

RECOMMENDATION

Staff recommends approval of the 2014-15 City Manager's Proposed Budget, which preserves City services and advances the hiring of Police Officers and Firefighters.

ATTACHMENTS

Attachment A- Various Budget Schedules

Attachment B- First Group of Potential Services to Cut From, if necessary

Attachment C- Second Group of Potential Services to Cut From, if necessary

Attachment D- Necessary Supplemental Changes

Attachment E- List of General Fund Vacant Positions

Attachment F- Court Fines, Fees, Assessments and Surcharges

2014-15 City Manager's Proposed Budget Attachment A

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

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

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

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

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

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

2014-15 City Manager's Proposed Budget Attachment A

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

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

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

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

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

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

2014-15 City Manager's Proposed Budget Attachment A

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

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

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

¹ Reflects transfer of capital funds to City Improvement.

2014-15 City Manager's Proposed Budget
Attachment A

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

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

Source of Funds

General Funds:

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

Special Revenue Funds:

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

Enterprise Funds:

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

Total Operating Funds	\$ 360,019	\$ 509,232	\$ 419,668
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2014-15 City Manager's Proposed Budget
Attachment A

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

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

2014-15 City Manager's Proposed Budget Attachment A

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

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

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

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

2014-15 City Manager's Proposed Budget
Attachment A

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

(In Thousands)

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

B. Special assessment district tax rates

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

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

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

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

GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

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

GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

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

GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

Equal Opportunity

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

Finance

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

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

GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

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

GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

Government Relations

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

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

GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

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GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

Information Technology Services

1. Reduce IT administrative and desktop support throughout the department. This reduction will also impact the department's support of client departments and result in significantly reduced turnaround times.	(191,000) (2.0)
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GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

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

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GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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<u>Department</u>	<u>2014-15</u>
3. Reduction of operating hours at all 13 community centers. This would reduce operating hours from 65 to 37 hours per week.	(1,076,000) (14.0)
4. Close 3 of the 13 community centers. This reduction would eliminate over 1,200 classes, programs, and special events. These closures would impact approximately 115,000 users.	(1,710,000) (19.5)
5. Close the South Phoenix Youth Center as a result of the non-profit service provider no longer being able to operate the center. Restoring services with City staff costs \$67,000.	(67,000) (1.6)
Total	(3,091,000) (42.1)

Phoenix Convention Center

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

Phoenix Employment Relations Board

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

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

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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Department

2014-15

Planning and Development

- | | | |
|----|---|----------------------------|
| 1. | Reduce information technology support for the Planning Department's zoning case management system which could reduce quality and/or availability of information to the public. | (125,000)
(1.0) |
| 2. | Eliminate staff dedicated to providing socioeconomic, demographic, and land use data for city departments, outside agencies, and residents. This would significantly reduce the city's ability to provide data for federal grant applications, economic development activities, and custom maps relying on census data related information. | (125,000)
(1.0) |
| | Total | (250,000)
(2.0) |

Police

- | | | |
|----|---|------------------------------|
| 1. | Eliminate funding for the final phase of the Central Booking Unit civilianization plan. This reduction will require some officers to continue staffing the Central Booking Unit and prevent the department from transitioning remaining officers to first response and crime prevention related duties. | (935,000)
(15.0 civilian) |
| 2. | Reduce the department's expenses by requiring the hosts of special events to pay for the costs associated with barricade rentals. | (246,000)
- |

**2014-15 City Manager's Proposed Budget
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**GENERAL FUND
FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS**

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

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GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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GENERAL FUND

FIRST GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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<u>Department</u>	<u>2014-15</u>
11. Reduce in-pavement vehicle detector loop installation and repair. Loop detectors sense the presence of vehicles and send the information to the traffic signal controller. This reduction will significantly increase the number of signals that will be operating on a default setting versus a sensor, which will increase levels of traffic congestion.	(153,000) (4.0)
12. Reduce street landscape replacement and repair. Fewer dead plants and trees will be replaced, and fewer irrigation systems will be repaired. In addition, damaged screen walls will be removed rather than repaired.	(103,000) -
13. Reduce Right-of-Way oversight and management. This reduction will diminish the response time to emergency traffic restrictions caused by events such as broken water lines, construction activities, and civil demonstrations.	(129,000) (1.0)
14. Reduce roadway design and review of public- private projects. This reduction will result in delays to arterial street, sidewalk, and street modernization construction projects.	(37,000) (1.0)
Total	(1,393,000) (18.0)
Total Proposed Reductions	\$(13,158,000) (0.0 Sworn) (152.6 Civilian)

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

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

Department

2014-15

Budget and Research

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

Total

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

City Auditor

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

Total

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

City Clerk and Elections

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

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

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

Total	(87,000) (2.0)
--------------	---------------------------------

Community and Economic Development

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

Total	(95,000) -
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Equal Opportunity

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

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

Finance

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

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GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

Fire

1.	Eliminate the Fire Prevention Section which is part of the Fire Prevention General Inspection Program. The loss of this section would result in drastic reductions in fire code inspections for new and existing buildings, code compliance inspections for general and business/occupancy inspections and fire code enforcement. This reduction would also eliminate permitting for barrier fencing in commercial occupancies and the Pool Safety Program.	(1,840,000) (19.0 civilian)
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REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

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

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GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

Human Services

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

Information Technology Services

1.	Reduce IT Enterprise Architecture services, which would hinder the department's ability to manage enterprise architecture compliance efforts and would require that more costly external professional services contracts be procured on an as-needed basis in the future.	(85,000) (2.0)
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REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

Law - Civil

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

Law – City Prosecutor

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

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GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

Municipal Court

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

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

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

Neighborhood Services

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

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

Office of Arts and Culture

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

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

Parks and Recreation

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

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

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

Phoenix Convention Center

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

Phoenix Employment Relations Board

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

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

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

Total		(6,000) -
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Police

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

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

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

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

GENERAL FUND

REMAINING GROUP OF POSSIBLE SERVICE REDUCTIONS

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

Public Works

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

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

Street Transportation

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

Total	(228,000) (2.0)
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Total Proposed Reductions	\$(14,144,000) (0.0 Sworn) (173.8 Civilian)
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**2014-15 City Manager's Proposed Budget
Attachment D**

GENERAL FUND ADDITIONS

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

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

NON – GENERAL FUND ADDITIONS

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

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

NON – GENERAL FUND ADDITIONS

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

Planning and Development
(Development Services Funds)

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

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

NON – GENERAL FUND ADDITIONS

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

Solid Waste

(Solid Waste Funds)

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

Water

(Wastewater Operating Funds)

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

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
CITY CLERK DEPARTMENT	Lead User Technology Spec	\$ 143,357	207	This position provides critical server maintenance functions related to election ballot tabulation, and eliminating the position would have a significant impact on the City's ability to maintain the IT infrastructure related to ballot tabulation and jeopardize the upcoming replacement of ballot tabulation servers. This position has been vacant due to a pilot initiative that confirmed the necessity of this position to the election process.
FINANCE DEPARTMENT	Account Clerk III	\$ 83,037	60	In January 2015, the State Simplification Project will go live and higher level auditor positions' duties will become more complex. This position is a key part of Finance Department plans to ensure that the high level of auditing, analysis and assessment of multi-jurisdictional businesses continues when the project is live in order to protect collection of General Fund revenue.
FINANCE DEPARTMENT	Tax Enforcement Supervisor	\$ 115,360	137	In January 2015, the State Simplification Project will go live and higher level auditor positions' duties will become more complex. This position is a key part of Finance Department plans to ensure that the high level of auditing, analysis and assessment of multi-jurisdictional businesses continues when the project is live in order to protect collection of General Fund revenue.
HUMAN RESOURCES DEPARTMENT	Secretary III	\$ 27,317	49	This position is a job share position. Only half of this position is vacant and filling of the other half is necessary to providing adequate support taking away for the City's ability to effectively manage human resources functions. Given already reduced support staff, eliminating this position would make it very difficult to provide adequate clerical to staff and thus would reduce the productivity of remaining staff.
INFORMATION TECHNOLOGY DEPT	Info Tech Analyst/Prg III	\$ 153,729	11	This position provides direct support to the Customer Care & Billing (CC&B) system and is recovered through the Citywide Central Service Allocation. If eliminated this position would result in very little GF savings and would negatively impact staff's ability to support the CC&B application.
INFORMATION TECHNOLOGY DEPT	Supplies Clerk II*U2	\$ 49,381	103	This position is responsible for providing warehouse and inventory support for the City's RWC and Fire VHF radio system. Failure to fund and fill this position jeopardizes the city's public safety communications network.
LAW DEPARTMENT	Admin Asst II	\$ 132,987	157	This position serves as the Victim Services Administrator which is responsible for managing and overseeing a staff of 17 employees. In addition to managing the activities of the Victim Services Unit, other duties include grant preparation, statistical reporting and presenting information to City Management, Council members, and the public regarding Victim's Rights. Eliminating this position would diminish the City's ability to maintain our current grant requirements and secure future funding which may affect our ability to meet statutory victim services requirements.
LAW DEPARTMENT	Asst City Atty IV*Pros (NC)	\$ 183,631	7	This position serves as the Assistant Bureau Chief for the Appeals Bureau and performs complex legal, professional and administrative work in support of the bureau. The work of the Appeals Bureau ensures that criminal prosecutions have the evidence necessary to accomplish convictions, restitution for victims, and swift adjudication, so cases do not languish. Eliminating this position would severely impact the Prosecutor's Office work toward ensuring that convictions are not overturned on appeal.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
LAW DEPARTMENT	Asst City Atty IV*Pros (NC)	\$ 183,631	53	This position serves as an Assistant Trial Bureau Chief and performs complex legal, professional and administrative work in support of the Trial Bureau. In addition to the complex legal work, this position supervises Atty III's, Atty II's, and support staff. Eliminating this position would seriously impact the management of the Trial Bureau.
LAW DEPARTMENT	Caseworker II	\$ 86,652	52	This Caseworker II functions as a Victim Advocate and manages a caseload average of 172 victims monthly. Eliminating advocate positions would reduce the City's ability to ensure that victims enter the judicial process informed of their rights and services.
LAW DEPARTMENT	Court/Legal Clerk II	\$ 56,357	104	This position provides clerical support to both the Community Prosecution and Appeal Bureaus . It serves as the "gatekeeper" for both Bureaus ensuring that mail and important documents are promptly and properly distributed and that Motions, Appeals, Forfeitures, Agency case materials and related documents and filings are processed and forwarded for assignment or distributed to the appropriate staff. In addition the position is responsible for preparing the Rule 11 (Competency) docket each week.
LAW DEPARTMENT	Court/Legal Clerk II	\$ 56,357	7	The Trial Legal Clerk II position is responsible for ensuring that all cases are properly prepared and ready for the prosecutor on the appropriate court date. This includes: maintaining daily court calendars/dockets and monitoring of hundreds of case files; subpoenaing witnesses and victims; preparing and filing motions; ordering reports from Municipal Court, Superior Court, Motor Vehicle Department, Police Department and other judicial, and non-judicial agencies; ensuring that discovery is complete and timely disclosed; answering and screening calls; providing customer service to victims, defendants and defense attorneys.
LAW DEPARTMENT	Deputy City Prosecutor (NC)	\$ 224,209	199	This position serves as a Bureau Chief and is responsible for managing the Community Prosecution/Appeals Bureau (which was previously managed by two Bureau Chiefs). This Bureau has 14 Attorney and 29 support staff positions assigned to it and includes the Victim Services Unit, Legal Secretary Unit, and the Diversion Unit . It is critical that we have a manager to oversee these critical functions of the Prosecutor's Office.
LIBRARY	Info Tech Analyst/Prg I	\$ 87,215	60	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	Librarian II	\$ 102,536	46	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	Librarian II	\$ 102,536	74	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
LIBRARY	Librarian II	\$ 102,536	116	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	Librarian II	\$ 102,536	160	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	Library Assistant	\$ 79,118	144	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	Library Assistant	\$ 79,118	157	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	Library Clerk I*Extension Svcs	\$ 51,687	18	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	Library Clerk I*Extension Svcs	\$ 51,687	46	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	Library Clerk II	\$ 71,432	62	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
LIBRARY	User Technology Specialist	\$ 112,269	214	Due to provisions in Chapter XVIII of the City Charter limiting the City's primary property tax rate to \$1.00 with the exception of libraries, elimination of this position would provide no savings towards balancing the General Fund. Eliminating the position would reduce the service level to the community provided by the Phoenix Public Library.
MUNICIPAL COURT	Bailiff	\$ 84,218	34	Failure to fund this position will result in delays in serving the judges and could ultimately require the closure of a courtroom.
MUNICIPAL COURT	Bailiff	\$ 84,218	1	Failure to fund this position will result in delays in serving the judges and could ultimately require the closure of a courtroom.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
MUNICIPAL COURT	Bailiff*Lead	\$ 85,398	18	Failure to fund this position will result in delays in serving the judges and could ultimately require the closure of a courtroom.
MUNICIPAL COURT	Court/Legal Clerk II	\$ 56,357	18	Failure to fund this position will result in reduced service levels to defendants, victims, witnesses, police officers, and the public.
MUNICIPAL COURT	Municipal Court Administrator	\$ 188,696	125	This position serves a critical leadership role in the Court's Management Services Division. This position is responsible for the accounting and budget functions of the court. Failure to fill and fund this position will result in reduced oversight in these areas.
NEIGHBORHOOD SERVICES	Admin Asst II	\$ 132,987	39	Eliminating this position would delay filings of court cases, resulting in an increased number of unresolved code and blight enforcement cases, increased time solving difficult code compliance requests, and leave the supervision of Maintenance Technician positions to inexperienced staff.
PARKS AND RECREATION	Equipment Op II*Gangmower Op	\$ 67,124	6	Elimination of this position will result in the standard of care for sports field and general turf maintenance not being met, resulting in poor turf quality and unsafe playing conditions.
PARKS AND RECREATION	Gardener	\$ 58,702	6	The elimination of this position will have a profound effect on the management of weed control through the decreased application of pre and post emergent herbicides. Labor time will be increased to manually remove weeds, enhance aesthetics and customer complaints will take longer to respond to. In addition, without this position, sport field turf quality will deteriorate and service delivery for the allocated fields in the Ahwatukee area that are heavily utilized on a daily basis will be decreased. These positions are responsible for landscaping responsibilities for numerous parks, special areas and street landscaping throughout the Pecos POD serving the Ahwatukee area. Pecos consists of 6 parks (225.17 acres) and special areas (8.03 miles of bike paths and street landscaping from Peidmont to Pecos, I-10 to 27th Ave). This is an extremely high profile and large area served by an already short staff of two crews consisting of 12 people. The vacancies within this work unit have resulted in reduced service delivery and response time. This can have a negative impact on the budget due to water loss from unattended irrigation leaks and increases the potential for liability as longer response time for visual and physical obstructions negatively impacts safety.
PARKS AND RECREATION	Gardener	\$ 58,702	37	The elimination of this position would result in an increase in weeds throughout the NE division and a lack of attention to landscaping; a delay in response time to address safety issues related to storm damage, physical and visual obstructions; a delay in setting and managing irrigation would could lead to a loss of plant material and/or a waste of water. Turf quality would suffer due to inhibited ability to aerate and fertilize. Service delivery would be reduced in parks and street landscaping.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
PARKS AND RECREATION	Gardener	\$ 58,702	34	The elimination of this position would result in an increase in weeds throughout the NE division and a lack of attention to landscaping; a delay in response time to address safety issues related to storm damage, physical and visual obstructions; a delay in setting and managing irrigation would could lead to a loss of plant material and/or a waste of water. Turf quality would suffer due to inhibited ability to aerate and fertilize. Service delivery would be reduced in parks and street landscaping.
PARKS AND RECREATION	Gardener*Sprinkler System	\$ 60,749	34	This position is responsible for irrigation programming and repair to sports fields and general turf. Loss of position could result in waste from overwatering, turf and plant decline from underwatering; loss of oversight of head-to-head sprinkler coverage leading to dead spots in the turf, loss of annual preventative maintenance of turf watering systems, and loss of troubleshooting and repaired of water valves and main line breaks. Service delivery to programmable sports fields and general turf for community events would be reduced.
PARKS AND RECREATION	Gardener*Sprinkler System	\$ 60,749	48	Elimination of this position removes direct management of a sizeable water budget and the loss of horticultural management of trees and turf, including pay to play athletic fields in 51 parks. Eliminates oversight of complex and expensive computerized irrigation systems and components. Work will not be conducted in a timely fashion or at all due to low levels of staff, further reducing ability to monitor and control large areas of turf, daily irrigation schedules and horticultural assets. Loss of position could result in waste from over-watering, turf and plant decline from under-watering; loss of oversight of head-to-head sprinkler coverage leading to dead spots in the turf, loss of annual preventative maintenance of turf watering systems, and loss of troubleshooting and repairing of water valves and main line breaks. Service delivery to programmable sports fields and general turf for community events would be reduced.
PARKS AND RECREATION	Groundskeeper	\$ 47,392	76	Elimination of this position would significantly impact the ability to discover and address safety hazards, maintain restrooms, playgrounds, ramadas, exercise equipment and other facilities. Basic cleanup of street landscape frontage, park areas, trash and litter cleanup, primary sanitation and graffiti removal would be severely reduced. Basic Park's customer service would be severely reduced. Current staff are required to compensate for these positions which further reduces the ability to adequately provide for the safety, cleanliness and accessibility of highly used public sites.
PARKS AND RECREATION	Groundskeeper	\$ 47,392	57	Elimination of this position would have a negative impact on the overall maintenance and condition of Encanto Park causing delayed responses to safety hazards, restroom maintenance, litter removal, graffiti and areas of street landscaping in highly visible areas.
PARKS AND RECREATION	Groundskeeper	\$ 47,392	69	Elimination of this position would have a negative impact on the overall maintenance and condition of Encanto Park causing delayed responses to safety hazards, restroom maintenance, litter removal, graffiti and areas of street landscaping in highly visible areas.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
PARKS AND RECREATION	Groundskeeper	\$ 47,392	51	Elimination of this position would significantly impact the ability to discover and address safety hazards, maintain restrooms, playgrounds, ramadas, exercise equipment and other facilities. Basic cleanup of street landscape frontage, park areas, trash and litter cleanup, primary sanitation and graffiti removal would be severely reduced. Basic Park's customer service would be severely reduced. Current staff are required to compensate for these positions which further reduces the ability to adequately provide for the safety, cleanliness and accessibility of highly used public sites.
PARKS AND RECREATION	Landscape Architect II	\$ 127,405	34	Elimination of this position creates service impacts to the community including: not completing ADA upgrades to existing facilities, which will delay removal of accessibility barriers to park buildings and amenities; safety improvements such as security lighting upgrades will not be undertaken; and sports field light projects will not be designed or installed, which will limit youth sports programming.
PARKS AND RECREATION	Park Ranger II	\$ 71,947	88	If this position were eliminated, Park Ranger shifts would not be adequately staffed resulting in park trailheads not being opened, patrolled, and maintained in a timely manner; visitors may not be greeted or educated; mountain rescues could be delayed; park security would decrease, and park rules and regulations would not be enforced; trails would not be adequately maintained, and the natural resource areas would degrade due to misuse and abuse. The Park Ranger II positions assigned to South Mountain Park patrol over 17,000 acres of preserve, 60 miles of trails, 20 trailheads, 12 miles of roads and are a resource to the daily hikers, joggers, horseback riders, paragliders, skateboarders, and cyclists who visit the park. The Park Ranger II positions are also responsible for the coordination of the Valley of the Sun Quarter Midget race track, film and commercial shoots, dozens of large scale special events, educational programs and encounters, hikes, and trail maintenance. Park Rangers are typically first responders to life health safety issues in the preserve and desert parks; often leading public safety personnel to patients on the trail. They work with Phoenix Police to resolve security issues at division trailheads and act as the liaison for law enforcement needs in the park system.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
PARKS AND RECREATION	Park Ranger II	\$ 71,947	74	<p>If this position were eliminated, Park Ranger shifts would not be adequately staffed resulting in park trailheads not being opened, patrolled, and maintained in a timely manner; visitors may not be greeted or educated; mountain rescues could be delayed; park security would decrease, and park rules and regulations would not be enforced; trails would not be adequately maintained, and the natural resource areas would degrade due to misuse and abuse. The Park Ranger II positions assigned to South Mountain Park patrol over 17,000 acres of preserve, 60 miles of trails, 20 trailheads, 12 miles of roads and are a resource to the daily hikers, joggers, horseback riders, paragliders, skateboarders, and cyclists who visit the park. The Park Ranger II positions are also responsible for the coordination of the Valley of the Sun Quarter Midget race track, film and commercial shoots, dozens of large scale special events, educational programs and encounters, hikes, and trail maintenance. Park Rangers are typically first responders to life health safety issues in the preserve and desert parks; often leading public safety personnel to patients on the trail. They work with Phoenix Police to resolve security issues at division trailheads and act as the liaison for law enforcement needs in the park system.</p>
PARKS AND RECREATION	Park Ranger II	\$ 71,947	66	<p>This position is assigned to the northern preserve areas including the new 9,500 acre Phoenix Sonoran Preserve. If this position were eliminated, Park Ranger II shifts will not be adequately staffed; park trailheads would not be opened, patrolled, and maintained in a timely manner. Visitors may not be greeted or educated, mountain rescues could be delayed, park security would decrease, park rules and regulations would not be enforced, trails would not be maintained and natural resource areas would degrade due to misuse and abuse. Park Rangers are typically first responders to life health safety issues in the preserve and desert parks; often leading public safety personnel to patients on the trail. They work with Phoenix Police to resolve security issues at division trailheads and act as the liaison for law enforcement needs in the park system. Park Rangers work with various groups and organizations to complete volunteer, trail maintenance and natural resource preservation projects.</p>

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
PARKS AND RECREATION	Park Ranger II	\$ 71,947	88	<p>If this position were eliminated, Park Ranger shifts would not be adequately staffed resulting in park trailheads not being opened, patrolled, and maintained in a timely manner; visitors may not be greeted or educated; mountain rescues could be delayed; park security would decrease, and park rules and regulations would not be enforced; trails would not be adequately maintained, and the natural resource areas would degrade due to misuse and abuse. The Park Ranger II positions assigned to South Mountain Park patrol over 17,000 acres of preserve, 60 miles of trails, 20 trailheads, 12 miles of roads and are a resource to the daily hikers, joggers, horseback riders, paragliders, skateboarders, and cyclists who visit the park. The Park Ranger II positions are also responsible for the coordination of the Valley of the Sun Quarter Midget race track, film and commercial shoots, dozens of large scale special events, educational programs and encounters, hikes, and trail maintenance. Park Rangers are typically first responders to life health safety issues in the preserve and desert parks; often leading public safety personnel to patients on the trail. They work with Phoenix Police to resolve security issues at division trailheads and act as the liaison for law enforcement needs in the park system.</p>
PARKS AND RECREATION	Park Ranger II	\$ 71,947	88	<p>This position is assigned to the northern preserve areas including the new 9,500 acre Phoenix Sonoran Preserve. If this position were eliminated, Park Ranger II shifts will not be adequately staffed; park trailheads would not be opened, patrolled, and maintained in a timely manner. Visitors may not be greeted or educated, mountain rescues could be delayed, park security would decrease, park rules and regulations would not be enforced, trails would not be maintained and natural resource areas would degrade due to misuse and abuse. Park Rangers are typically first responders to life health safety issues in the preserve and desert parks; often leading public safety personnel to patients on the trail. They work with Phoenix Police to resolve security issues at division trailheads and act as the liaison for law enforcement needs in the park system. Park Rangers work with various groups and organizations to complete volunteer, trail maintenance and natural resource preservation projects.</p>
PARKS AND RECREATION	Park Ranger II	\$ 71,947	88	<p>This position is assigned to the northern preserve areas including the new 9,500 acre Phoenix Sonoran Preserve. If this position were eliminated, Park Ranger II shifts will not be adequately staffed; park trailheads would not be opened, patrolled, and maintained in a timely manner. Visitors may not be greeted or educated, mountain rescues could be delayed, park security would decrease, park rules and regulations would not be enforced, trails would not be maintained and natural resource areas would degrade due to misuse and abuse. Park Rangers are typically first responders to life health safety issues in the preserve and desert parks; often leading public safety personnel to patients on the trail. They work with Phoenix Police to resolve security issues at division trailheads and act as the liaison for law enforcement needs in the park system. Park Rangers work with various groups and organizations to complete volunteer, trail maintenance and natural resource preservation projects.</p>

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
PARKS AND RECREATION	Park Ranger III	\$ 91,470	88	If this position were eliminated, Park Ranger shifts would not be adequately staffed resulting in park trailheads not being opened, patrolled, and maintained in a timely manner; visitors may not be greeted or educated; mountain rescues could be delayed; park security would decrease, and park rules and regulations would not be enforced; trails would not be adequately maintained, and the natural resource areas would degrade due to misuse and abuse. The Park Ranger II positions assigned to South Mountain Park patrol over 17,000 acres of preserve, 60 miles of trails, 20 trailheads, 12 miles of roads and are a resource to the daily hikers, joggers, horseback riders, paragliders, skateboarders, and cyclists who visit the park. The Park Ranger II positions are also responsible for the coordination of the Valley of the Sun Quarter Midget race track, film and commercial shoots, dozens of large scale special events, educational programs and encounters, hikes, and trail maintenance. Park Rangers are typically first responders to life health safety issues in the preserve and desert parks; often leading public safety personnel to patients on the trail. They work with Phoenix Police to resolve security issues at division trailheads and act as the liaison for law enforcement needs in the park system.
PARKS AND RECREATION	Trades Helper	\$ 61,463	4	Elimination of this position would result in the Parks Department not being able to maintain the fields at Reach 11 Field of Dreams to the level contractually required in the agreement between the City and Diamondbacks. The 4 fields were constructed and donated to the City by the Arizona Diamondbacks through their Field of Dreams Charitable Program. These fields have become a year-round tournament facility and fields for both abled bodied and disabled youth with the two adaptive fields.
PLANNING AND DEVELOPMENT SERVICES	Planner III	\$ 142,547	60	Elimination of this position would have significant internal and external customer service impacts since the position is responsible for managing the Long Range Planning Team that interacts and assists several boards and commissions, zoning attorneys, developers and neighborhood activists. Without this position it would be very difficult to meet state mandated requirements for adoption of an updated General Plan as well as public hearing deadlines. Major coordination and communication challenges would exist between the Long Range Team members and other city departments, the council and city management offices and the media. This position is instrumental in analyzing complex revitalization concerns and identifying the best practices for developing an action plan that is effective and achievable. If this position were eliminated the quality of public outreach would be further reduced and state mandated procedures and documents would be compromised. In addition the development process would be slowed because difficult rezoning cases would lack adequate supervision to help village planners resolve issues with the public.
POLICE DEPARTMENT	Crime Scene Specialist II	\$ 55,914	90	This position provides critical support to police investigations if eliminated crime scenes could be comprimised and prosecution of crime could be negatively impacted.
POLICE DEPARTMENT	Crime Scene Specialist II	\$ 55,914	47	This position provides critical support to police investigations if eliminated crime scenes could be comprimised and prosecution of crime could be negatively impacted.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
POLICE DEPARTMENT	Crime Scene Specialist II	\$ 55,914	25	This position provides critical support to police investigations if eliminated crime scenes could be comprimised and prosecution of crime could be negatively impacted.
POLICE DEPARTMENT	Forensic Scientist III	\$ 101,336	60	This position provides critical support to police investigations. If eliminated this will negatively impact the processing of evidence in the crime lab and lead to significant backlogs.
POLICE DEPARTMENT	Info Tech Analyst/Prg I	\$ 87,215	417	This position will be critical to the success of the RMS project after it goes live and the hiring process for this position is expected to begin very soon.
POLICE DEPARTMENT	Info Tech Project Manager	\$ 114,074	349	This position is responsible for providing oversight to critical information technology projects like the Records Management Replacement Project.
POLICE DEPARTMENT	Police Assistant	\$ 68,497	157	This position provides direct support to the Downtown Operations Unit as part of ensuring a safe and viable downtown area.
POLICE DEPARTMENT	Police Automated System Sec	\$ 52,076	192	These positions have been held vacant until the RMS goes live in FY14/15. Once RMS goes live these positions will be needed to assist officers with entering and creating police reports and ensuring the accuracy of the data included in reports.
POLICE DEPARTMENT	Police Automated System Sec	\$ 52,076	415	These positions have been held vacant until the RMS goes live in FY14/15. Once RMS goes live these positions will be needed to assist officers with entering and creating police reports and ensuring the accuracy of the data included in reports.
POLICE DEPARTMENT	Police Automated System Sec	\$ 52,076	399	These positions have been held vacant until the RMS goes live in FY14/15. Once RMS goes live these positions will be needed to assist officers with entering and creating police reports and ensuring the accuracy of the data included in reports.
POLICE DEPARTMENT	Police Automated System Sec	\$ 52,076	428	These positions have been held vacant until the RMS goes live in FY14/15. Once RMS goes live these positions will be needed to assist officers with entering and creating police reports and ensuring the accuracy of the data included in reports.
POLICE DEPARTMENT	Police Automated System Sec	\$ 52,076	500	These positions have been held vacant until the RMS goes live in FY14/15. Once RMS goes live these positions will be needed to assist officers with entering and creating police reports and ensuring the accuracy of the data included in reports.
POLICE DEPARTMENT	Police Automated System Sec	\$ 52,076	441	These positions have been held vacant until the RMS goes live in FY14/15. Once RMS goes live these positions will be needed to assist officers with entering and creating police reports and ensuring the accuracy of the data included in reports.
POLICE DEPARTMENT	Police Comm Operator	\$ 57,497	24	This position provides critical support to police officers in the field and to citizens calling 911.
POLICE DEPARTMENT	Police Comm Operator	\$ 57,497	153	This position provides critical support to police officers in the field and to citizens calling 911.
POLICE DEPARTMENT	Police Comm Operator	\$ 57,497	11	This position provides critical support to police officers in the field and to citizens calling 911.
POLICE DEPARTMENT	Police Comm Operator	\$ 57,497	7	This position provides critical support to police officers in the field and to citizens calling 911.
POLICE DEPARTMENT	Police Comm Operator	\$ 57,497	199	This position provides critical support to police officers in the field and to citizens calling 911.
POLICE DEPARTMENT	Police Comm Operator	\$ 57,497	396	This position provides critical support to police officers in the field and to citizens calling 911.
POLICE DEPARTMENT	Police Comm Operator	\$ 57,497	123	This position provides critical support to police officers in the field and to citizens calling 911.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
POLICE DEPARTMENT	Police Comm Operator	\$ 57,497	144	This position provides critical support to police officers in the field and to citizens calling 911.
POLICE DEPARTMENT	Police Property Technician	\$ 71,687	144	This position is responsible for performing manual and clerical work in the receipt, storage and release of found, stolen and confiscated property and evidence impounded by the Police Department or other law enforcement agencies. Failure to fill this position will result in delays and the potential loss of property or evidence.
POLICE DEPARTMENT	Police R&i Bur Shift Supv	\$ 101,518	32	This position is responsible for the oversight and maintenance of police records and related computer operations during an assigned shift. Failure to fund this position may result in lack of oversight and expose data risks.
POLICE DEPARTMENT	Police R&i Bur Shift Supv	\$ 101,518	39	This position is responsible for the oversight and maintenance of police records and related computer operations during an assigned shift. Failure to fund this position may result in lack of oversight and expose data risks.
POLICE DEPARTMENT	Police Records Clk	\$ 49,300	10	This position is responsible for performing specialized clerical work including receiving, filing, releasing and maintaining records related to criminal justice activities. Failure to fill and fund this position will result in untimely backlogs and potential increases in clerical mistakes and increased overtime.
POLICE DEPARTMENT	Police Records Clk	\$ 49,300	230	This position is responsible for performing specialized clerical work including receiving, filing, releasing and maintaining records related to criminal justice activities. Failure to fill and fund this position will result in untimely backlogs and potential increases in clerical mistakes and increased overtime.
POLICE DEPARTMENT	Police Records Clk	\$ 49,300	32	This position is responsible for performing specialized clerical work including receiving, filing, releasing and maintaining records related to criminal justice activities. Failure to fill and fund this position will result in untimely backlogs and potential increases in clerical mistakes and increased overtime.
POLICE DEPARTMENT	Police Records Clk	\$ 49,300	207	This position is responsible for performing specialized clerical work including receiving, filing, releasing and maintaining records related to criminal justice activities. Failure to fill and fund this position will result in untimely backlogs and potential increases in clerical mistakes and increased overtime.
POLICE DEPARTMENT	Secretary III	\$ 81,035	34	Administrative support positions have been eliminated throughout the department over the last few years, this position is needed to provide support to precincts.
POLICE DEPARTMENT	User Technology Specialist*U2	\$ 129,738	35	This position is proposed to be transferred to ITS as part of a shared services service delivery model. Elimination of the position will jeopardize ITS' ability to properly support police specific technology.
PUBLIC WORKS DEPARTMENT	Auto Parts Clerk III	\$ 78,950	18	This position is responsible for controlling inventory and processing rebates for parts and repairs. Elimination of this position could result in the loss of rebate and discount revenue.
PUBLIC WORKS DEPARTMENT	Auto Technician*Master Tech	\$ 81,062	88	This position is assigned to the Police Department's South Resource Bureau. Failure to fill and fund this position will result in lack of maintenance on police critical vehicles.
PUBLIC WORKS DEPARTMENT	Building Equip Op II	\$ 94,114	16	This position is responsible for providing direct support to the Fire Department and is responsible for continual HVAC/mechanical systems maintenance.
PUBLIC WORKS DEPARTMENT	Building Equip Op II	\$ 94,114	1	This position provides direct support to the Burton Barr Library and is responsible for the central cooling system.

Attachment E - List of GF Vacant Civilian Positions

Department	Job Title	Total Compensation	Days Vacant	Service Impact of Position
PUBLIC WORKS DEPARTMENT	Building Equipment Supervisor	\$ 117,764	74	This position is responsible for administering the citywide facilities five year plan. Failure to fill this position will result in building neglect and expensive repairs.
PUBLIC WORKS DEPARTMENT	Deputy Public Works Director	\$ 168,645	74	This position is scheduled to be transferred to Streets Department on July 1, 2014 as part of the Project Management Process Improvement.
PUBLIC WORKS DEPARTMENT	Energy Management Engineer	\$ 113,522	25	This position is responsible for overseeing the city's energy program including promoting and ensuring responsible stewardship of nearly \$70M in energy expenditures.
PUBLIC WORKS DEPARTMENT	Environmental Quality Spec	\$ 89,826	46	This position is scheduled to be transferred to Streets Department on July 1, 2014 as part of the Project Management Process Improvement.
PUBLIC WORKS DEPARTMENT	Equipment Shop Foreman	\$ 111,501	46	This position is assigned to the Union Hills Service Center and is responsible for managing and assigning work to the shop mechanics. This position is partially recovered through work order credits.
PUBLIC WORKS DEPARTMENT	Info Tech Analyst/Prg I	\$ 87,215	46	This position is responsible for administering the M5 and Fuel Force applications for the Fleet Services Division. Eliminating this position would hinder the department's ability to properly maintain the fleet.
PUBLIC WORKS DEPARTMENT	Info Tech Analyst/Prg I	\$ 87,215	746	This position is necessary to the City Engineer's efforts to ensuring legal and contract compliance, cost control, and efficiency as part of the City's overall desgin and construction management services. This position has been held vacant of as part of an organizational review and operational consolidation. The position will be transferred to Streets Department on July 1, 2014 as part of the Project Management Process Improvement.
PUBLIC WORKS DEPARTMENT	Project Manager	\$ 142,497	157	This position is necessary to the City Engineer's efforts to ensuring legal and contract compliance, cost control, and efficiency as part of the City's overall desgin and construction management services. This position has been held vacant of as part of an organizational review and operational consolidation. The position will be transferred to Streets Department on July 1, 2014 as part of the Project Management Process Improvement.

FINES AND FEES [Effective January 1, 2012]**FINES AND SURCHARGES**

Fines are imposed by the Court in accordance with guidelines specified by Arizona Revised Statutes, City Ordinance, and/or Administrative Order of the Arizona Supreme Court. State law also requires civil traffic and criminal fine payments to include an additional surcharge payable to the State of Arizona equal to 83% of the base fine plus \$2 [from and after December 31, 2014] plus \$13 plus a \$20 probation fee payable to Maricopa County. Fines for parking violations include surcharges without the probation fee. Surcharges are not assessed on fines for civil non-traffic violations.

COURT TECHNOLOGY ENHANCEMENT FUND (CTEF)

City Code: Sec. 2-98. A Court Technology Enhancement fee of fifteen dollars is added to each *non-parking* case where a fine or penalty has been imposed. Surcharges are added to this fee **if** the case is subject to surcharge (civil traffic or criminal violations).

FINES/FEES AND RESTITUTION ENFORCEMENT PROGRAM (FARE)

Arizona Supreme Court Administrative Order 2003-126. A \$7 FARE General Service Fee is added to each non-parking fine. The \$7 FARE GSF is only added to parking fines when a default judgment is entered. A \$35 FARE delinquency fee is assessed each delinquent case. Both fees are paid to the State of Arizona.

DEFAULT FEE

City Code: Sec. 2-97. A \$40 Default Fee is added to each charge in a civil traffic case if the defendant fails to appear or to pay the fine as ordered. The Default Fee is a cost recovery fee and is not subject to state surcharges.

NON-COMPLIANT CRIMINAL CASE FEE

City Code: Sec. 2-97. A \$110 Non-Compliant Criminal case fee is assessed each time the Court issues an *Order to Show Cause* or the State files a *Petition to Revoke Probation* alleging a defendant's non-compliance with a prior court order. The Non-Compliant Fee is a cost recovery fee and is not subject to state surcharges.

INSTALLMENT PAYMENT FEE (IP)

A.R.S. §12-116. An Installment Payment Fee of twenty dollars is charged to each person who does not pay the fine on the date it was ordered by the judge. This also applies to all cases approved for a payment plan, and all cases not paid on the date of imposition.

COLLECTIONS

A.R.S. §12-116.03; City Code: Sec. 2-97. The Court contracts with private collection companies to assist in collecting fines and fees that remain unpaid. The Court adds a collection cost assessment to all delinquent obligations referred to outside agencies for collections. This applies to all case types.

Case Type	State-Mandated Surcharge	Court Technology Enhancement Fee (CTEF)	FARE General Service Fee (GSF)	Probation Fee	Safety Equip Fee	Default Fee	Non-Compliant Criminal Case Fee	FARE Delinquency Fee
Parking (PK)	yes	no	*yes	no	yes	no	no	yes
Civil Traffic (VT)	yes	yes	yes	yes	yes	yes	no	yes
Civil (CV)	no	**yes	yes	no	no	no	no	yes
Petty Offense (PO)	yes	yes	yes	yes	yes	no	yes	yes
Minor Criminal (MN)	yes	yes	yes	yes	yes	no	yes	yes
Major Criminal Traffic (MJ)	yes	yes	yes	yes	yes	no	yes	yes
Criminal (CR)	yes	yes	yes	yes	yes	no	yes	yes
Criminal Zoning (ZO)	yes	yes	yes	yes	yes	no	yes	yes

* The FARE GSF is assessed at the time of default

** There is no Surcharge added to the CTEF fee on a civil non-traffic case.

October 10, 2012

SURCHARGE INFORMATION

State Mandated Surcharges added to base fine amount		
Percentage	Funding Destination	Authority
47%	Criminal Justice Enhancement Fund (CJEF) A.R.S. §41-2401	A.R.S. § 12-116.01(A)
13%	Medical Services Enhancement Fund (MSEF) A.R.S. §36-2219.01	A.R.S. § 12-116.02(A)
10%	Clean Elections Fund (CEF) A.R.S. §16-954	A.R.S. § 16-954(C)
7%	Fill The Gap Fund (FTG) A.R.S. §41-2421(J)	A.R.S. § 12-116.01(B)
6%	DNA Fund (DNA) A.R.S. §41-2419	A.R.S. § 12-116.01(C)
Flat State Surcharge added to base fine amount		
Amount	Funding Destination	Authority
\$13	Law enforcement officer equipment; gang and immigration intelligence team enforcement mission	A.R.S. § 12-116.04(A)
\$ 2	Victims' Rights Enforcement Fund [From and after December 31, 2014]	A.R.S. § 12-116.09
Flat Dollar County Assessment in addition to surcharge percentage		
Amount	Funding Destination	Authority
\$20	Maricopa County Probation Department	A.R.S. § 12-269(C)

Attachment F

Effective Date: 1/1/2012

UNDER THE INFLUENCE MANDATORY

2011, 50th Legislature, 1st Regular Session

SENTENCING CHART

CHARGE and SENTENCING REFERENCE	OFFENSE	BASE FINE	83% SURCHARGE	\$20 PROBATION ASSESSMENT	PRISON CONSTRUCTION ASSESSMENT	PUBLIC SAFETY EQUIPMENT FEE	\$13 ADDITIONAL ASSESSMENT	DUI ABATEMENT FEE	JAIL REIMBURSEMENT FEE A.R.S. 13-804.01	BASE JAIL/DOC TIME	JAIL TIME SUSPENDED UPON ALC/DRUG SCREENING	NUMBER OF CONSECUTIVE DAYS IN JAIL	ALCOHOL/DRUG SCREENING A.R.S. 28-1387B	COMMUNITY RESTITUTION HOURS	
		Per A.R.S. § 5-398.01, § 28-1389, and § 28-8292, fines, surcharges and assessments cannot be waived.													
DRIVING UNDER INFLUENCE															
28-1381A1 (DUI) -- per 28-1381															
DUI Liquor/drugs/vapors	First	250	207.50	20	500	500	13	NONE	YES	10 DAYS	9 DAYS	1 DAY	YES	MAY	
DUI Liquor/drugs/vapors	Second	500	415.00	20	1250	1250	13	NONE	YES	90 DAYS	60 DAYS	30 DAYS	YES	30 HOURS	
28-1381A2 (DUI) -- per 28-1381															
DUI Liquor BAC .08 or more	First	250	207.50	20	500	500	13	NONE	YES	10 DAYS	9 DAYS	1 DAY	YES	MAY	
DUI Liquor BAC .08 or more	Second	500	415.00	20	1250	1250	13	NONE	YES	90 DAYS	60 DAYS	30 DAYS	YES	30 HOURS	
28-1381A3 (DUI) -- per 28-1381															
DUI Drug listed in 13-3401 or metabolite	First	250	207.50	20	500	500	13	NONE	YES	10 DAYS	9 DAYS	1 DAY	YES	MAY	
DUI Drug listed in 13-3401 or metabolite	Second	500	415.00	20	1250	1250	13	NONE	YES	90 DAYS	60 DAYS	30 DAYS	YES	30 HOURS	
28-1381A4 (DUI) -- per 28-1381															
DUI Commercial vehicle driver BAC .04 +	First	250	207.50	20	500	500	13	NONE	YES	10 DAYS	9 DAYS	1 DAY	YES	MAY	
DUI Commercial vehicle driver BAC .04 +	Second	500	415.00	20	1250	1250	13	NONE	YES	90 DAYS	60 DAYS	30 DAYS	YES	30 HOURS	
28-1382A1 (DUI) -- per 28-1382															
DUI Extreme BAC .15 - 0.19	First	250	207.50	20	1000	1000	13	250	YES	30 DAYS	NONE	30 DAYS *	YES	MAY	
DUI Extreme BAC .15 - 0.19	Second	500	415.00	20	1250	1250	13	250	YES	120 DAYS	NONE	60 DAYS	YES	30 HOURS	
28-1382A2 (DUI) -- per 28-1382															
DUI Extreme BAC .20 or more	First	500	415.00	20	1000	1000	13	250	YES	45 DAYS	NONE	45 DAYS *	YES	MAY	
DUI Extreme BAC .20 or more	Second	1000	830.00	20	1250	1250	13	250	YES	180 DAYS	NONE	90 DAYS	YES	30 HOURS	
28-1383A1 (DUI) -- per 28-1383															
DUI Aggrav w/driver license restriction	First	750	622.50	20	1500	1500	13	250	YES	4 MONTHS	NONE	4 MONTHS	YES	N/A	
28-1383A2 (DUI) -- per 28-1383															
DUI Aggrav with priors	First	750	622.50	20	1500	1500	13	250	YES	4 MONTHS	NONE	4 MONTHS	YES	N/A	
DUI Aggrav w/3 or more priors in 84 months		Not less than \$750	83 percent of fine	20	1500	1500	13	250	YES	8 MONTHS	NONE	8 MONTHS	YES	N/A	
28-1383A3A (DUI) -- per 28-1383															
DUI Aggrav child under 15 in car Ref 28-1381	First	750	622.50	20	1500	1500	13	250	YES	10 DAYS	9 DAYS	1 DAY	YES	N/A	
DUI Aggr child undr 15 in car Ref 28-1381(1)	Second	750	622.50	20	1500	1500	13	250	YES	90 DAYS	60 DAYS	30 DAYS	YES	N/A	
DUI Aggrav child under 15 in car Ref 28-1381	Third+	750	622.50	20	1500	1500	13	250	YES	4 MONTHS	NONE	4 MONTHS	YES	N/A	
28-1383A3B (DUI) -- per 28-1383															
DUI Aggrav child under 15 in car Ref 28-1382	First	750	622.50	20	1500	1500	13	250	YES	30 DAYS	20 DAYS	10 DAYS	YES	N/A	
DUI Agg child undr 15 in car Ref 28-1382D	Second	750	622.50	20	1500	1500	13	250	YES	120 DAYS	60 DAYS	60 DAYS	YES	N/A	
DUI Aggrav child under 15 in car Ref 28-1382	Third+	750	622.50	20	1500	1500	13	250	YES	4 MONTHS	NONE	4 MONTHS	YES	N/A	
28-1383A4 (DUI) -- per 28-1383															
DUI Agg w/CIID Refuse Test per 28-1321	First	750	622.50	20	1500	1500	13	250	No	Criminal code sentencing chart			YES	N/A	
DUI Agg w/CIID Refuse Test per 28-1321	Second	750	622.50	20	1500	1500	13	250	No	Criminal code sentencing chart			YES	N/A	

* Pursuant to 28-1382I the judge may suspend all but nine days of the jail sentence for a first offense extreme DUI subsection A1 or 14 days for subsection A2 if the person equips any motor vehicle the person operates with a certified ignition interlock device for a period of twelve months.



**CITY OF PHOENIX
CITY COUNCIL CONSENT AGENDA
TUESDAY, MAY 20, 2014 - 1:00 P.M.
CITY COUNCIL CHAMBERS
200 WEST JEFFERSON**

RECOMMENDED BY THE MAYOR FOR APPROVAL

All items below are also recommended by the City Manager.

1. Consideration of City Council authorization for the Police Department to apply for grant funds in an amount not to exceed \$540,000 to the U.S. Department of Justice, National Institute of Justice, for the Fiscal Year 2014 DNA Capacity Enhancement and Backlog Reduction Program.
2. Consideration of City Council authorization for the Police Department to apply for \$1,000,000 in grant funds from the U.S. Department of Justice, Bureau of Justice Assistance, under the Byrne Criminal Justice Innovation Program.
3. Consideration of City Council authorization for the Police Department to submit a grant application for \$300,000 to the U.S. Department of Justice, National Institute of Justice, under the Solving Cold Cases with DNA Program.

CITY COUNCIL REPORT

CONSENT AGENDA

TO: Milton Dohoney, Jr. Assistant City Manager AGENDA DATE: May 20, 2014

FROM: Daniel V. Garcia Chief of Police ITEM: 1

SUBJECT: AUTHORIZATION TO SUBMIT A GRANT APPLICATION TO THE NATIONAL INSTITUTE OF JUSTICE FOR THE FISCAL YEAR 2014 DNA CAPACITY ENHANCEMENT AND BACKLOG REDUCTION PROGRAM GRANT

This report requests the Mayor and City Council's authorization for the Police Department to apply for grant funds in an amount not to exceed \$540,000 to the U.S. Department of Justice (DOJ), National Institute of Justice (NIJ), for the Fiscal Year 2014 DNA Capacity Enhancement and Backlog Reduction Program. The deadline to submit the grant application is June 2, 2014.

THE ISSUE

The Police Department's Laboratory Services Bureau (LSB) has applied for, and has been awarded funds through this grant program during the past several years. The LSB is committed to implementing innovative solutions to address the issues facing many crime laboratories nationwide. The LSB has made significant strides in remedying these issues by utilizing these grant funds as part of a comprehensive approach to support and enhance the services provided to the criminal justice community.

The focus of this grant is to provide for the processing, recording, screening, and testing of forensic DNA and/or DNA database samples. All DNA profiles will be entered into the Combined DNA Index System (CODIS) and ultimately, where applicable, uploaded to the National DNA Index System (NDIS). The Police Department is proposing the grant funding be utilized for forensic scientist overtime, related fringe benefits, equipment, travel/training, a contract for outsourcing DNA testing, and other costs to improve the quality and timeliness of forensic DNA casework and to reduce backlogs in the analysis of DNA evidence.

RECOMMENDATION

This report requests the Mayor and City Council's approval to apply for \$540,000 in grant funds from the U.S. Department of Justice, National Institute of Justice, for the Fiscal Year 2014 DNA Capacity Enhancement and Backlog Reduction Program. This was approved by the Public Safety and Veterans Subcommittee at their May 14, 2014 meeting.

No matching funds are required. Cost to the City is in-kind resources only. Impact is citywide.

CITY COUNCIL REPORT

CONSENT AGENDA

TO: Milton Dohoney, Jr. Assistant City Manager
AGENDA DATE: May 20, 2014

FROM: Daniel V. Garcia Chief of Police
ITEM: 2

SUBJECT: AUTHORIZATION TO SUBMIT A GRANT APPLICATION TO THE U.S. DEPARTMENT OF JUSTICE, BUREAU OF JUSTICE ASSISTANCE, FOR THE BYRNE CRIMINAL JUSTICE INNOVATION (BCJI) PROGRAM

This report requests the Mayor and City Council's approval for the Police Department to apply for \$1,000,000 in grant funds from the U.S. Department of Justice (DOJ), Bureau of Justice Assistance (BJA), under the Byrne Criminal Justice Innovation (BCJI) Program. The Police Department is applying under Category 2, Planning and Implementation. The grant application was due May 6, 2014.

THE ISSUE

The goal of the BCJI Program is to reduce crime and improve community safety as part of a comprehensive strategy to advance neighborhood revitalization. Category 2 of this grant will fund planning and implementation efforts for place-based strategies designed to address chronic incidents of violent and serious crime within an area as part of a neighborhood revitalization initiative. The BCJI grant requires a broad cross-sector partnership team comprised of law enforcement, a local research partner, neighborhood residents, and other relevant stakeholders. If awarded, \$150,000 of the grant funds would be available in the planning phase, which is anticipated to take 9-12 months, and will result in the development of an implementation plan. If the granting agency approves the implementation plan, the remainder of the grant funds will be released in order to address the crime problem/s and area identified in the planning stage.

RECOMMENDATION

Staff requests the Mayor and City Council's approval to apply for the U.S. Department of Justice, Bureau of Justice Assistance, BCJI grant.

This item was approved by the Public Safety and Veterans Subcommittee at their May 14, 2014 meeting.

No matching funds are required. Cost to the City is in-kind resources only.

CITY COUNCIL REPORT

CONSENT AGENDA

TO: Milton Dohoney, Jr. Assistant City Manager AGENDA DATE: May 20, 2014

FROM: Daniel V. Garcia Chief of Police ITEM: 3

SUBJECT: AUTHORIZATION TO SUBMIT A GRANT APPLICATION TO THE U.S. DEPARTMENT OF JUSTICE, NATIONAL INSTITUTE OF JUSTICE, FOR THE SOLVING COLD CASES WITH DNA GRANT

This report requests the Mayor and City Council's authorization for the Police Department to submit a grant application for \$300,000 to the U.S. Department of Justice (DOJ), National Institute of Justice (NIJ), under the Solving Cold Cases with DNA Program. The deadline to submit the grant application is May 27, 2014.

THE ISSUE

The Police Department's Crime Laboratory has applied for and received these grant funds in the past. Advances in DNA technologies have substantially increased the successful DNA analysis of aged, degraded, limited, or otherwise compromised biological evidence. As a result, crime scene samples once thought to be unsuitable for testing may now yield DNA profiles. In addition, samples that previously generated inconclusive DNA results can be successfully analyzed.

The focus of this grant is to identify, review, and investigate "violent crime cold cases" that have the potential to be solved using DNA analysis, and to locate and analyze the biological evidence associated with these cases. A "violent crime cold case" refers to any unsolved Uniform Crime Reporting (UCR) Part I violent crime case for which all significant investigative leads have been exhausted. The Police Department is proposing that the grant fund overtime and related fringe benefits for the purpose of case review, location of evidence, and DNA analysis of biological evidence from violent cold cases.

RECOMMENDATION

This report requests the Mayor and City Council's approval to apply for \$300,000 in grant funds from the U.S. Department of Justice, National Institute of Justice, under the Solving Cold Cases with DNA grant program.

This item was approved by the Public Safety and Veterans Subcommittee at their May 14, 2014 meeting.

No matching funds are required; cost to the City is in-kind resources only.

Impact is citywide.

CITY COUNCIL REPORT

GENERAL INFORMATION

TO: Lisa Takata
Deputy City Manager

PACKET DATE: May 15, 2014

FROM: Cris Meyer
City Clerk

SUBJECT: LIQUOR LICENSE APPLICATIONS RECEIVED FOR THE PERIOD OF
MAY 5, 2014 THROUGH MAY 9, 2014.

This report provides advance notice of liquor license applications that were received by the City Clerk during the period of Monday, May 5, 2014 through Friday, May 9, 2014.

INFORMATION

The liquor license application process includes the posting of a public notice of the application at the proposed location and online for twenty days, and the distribution of an application copy or a copy of this report to the following departments for their review: Finance, Planning and Development, Police, Fire, and Street Transportation.

Additional information on the items listed below is generally not available until the twenty-day posting/review period has expired.

LIQUOR LICENSE APPLICATIONS

<u>Application Type Legend</u>					
<u>O-</u> Ownership	<u>L-</u> Location	<u>N-</u> New	<u>OL-</u> Ownership & Location	<u>AOC-</u> Acquisition of Control	<u>SE-</u> Special Event
<u>Liquor License Series Definitions</u>					
1	In State Producer	*7	On sale-beer & wine	11	Hotel/Motel-all liquor on premises
3	Microbrewery	8	Conveyance license-sale of all liquor on board planes & trains	12	Restaurant-all liquor on premises
4	Wholesaler	9	Off sale-all liquor	14	Clubs-all liquor on premises
5	Government	9S	Sampling Privileges	15	Special Event
*6	On sale-all liquor	10	Off sale-beer & wine		
		10S	Sampling Privileges		

*On-sale retailer means any person operating an establishment where spirituous liquors are sold in the original container for consumption on or off the premises and in individual portions for consumption on the premises.

Dist	App. Type	Agent/Owner Name Business Name/Address Phone	Lic. Type	Approx. Protest End Date	Within 2,000 Feet of Light Rail	Proposed Agenda Date
1	N	Lauren Merrett, Agent MOD Pizza 3101 West Peoria Avenue 480-917-8478	12	6/3/14	No	6/18/14
1	N	Lisa Selamat, Agent Kawaii Japanese & Asian Cuisine 6530 West Happy Valley Road, Suite 112 480-570-7639	12	5/30/14	No	6/18/14
3	SE	Ashraf Elgamal Arab American Festival (5/16/14) 1915 West Thunderbird Road 602-252-7500	15	N/A	N/A	*5/16/14
4	N	Andrea Lewkowitz, Agent Ocotillo Restaurant 3243 North 3rd Street 602-200-7222	12	6/3/14	Yes	6/18/14
6	O	Amy Nations, Agent Dilly Dally Cocktail Lounge 3639 East Indian School Road 480-730-2675	6	5/27/14	No	6/18/14
6	N	Mark Tarbell, Agent Wine Store 3209 East Camelback Road 602-955-8100	10S	5/30/14	No	6/18/14
7	N	Lauren Merrett, Agent AAA Food Mart 1042 North 51st Avenue 602-738-1421	10	6/3/14	No	7/2/14
8	SE	Anthony Motola Phoenix Parks Foundation (5/9/14) 10409 South Central Avenue 602-540-9528	15	N/A	N/A	*5/9/14

Dist	App. Type	Agent/Owner Name Business Name/Address Phone	Lic. Type	Approx. Protest End Date	Within 2,000 Feet of Light Rail	Proposed Agenda Date
8	N	Drew Pool, Agent Westward Brewing Company 2125 North 24th Street 480-600-7499	3	5/30/14	No	6/18/14
8	N	Gary Barno, Agent JJ's Market 2131 North 24th Street 602-725-8880	10	6/3/14	No	7/2/14

*Event Date – Application not received in time for Council review.

For further information regarding any of the above applications, please contact the City Clerk Department, License Services Section, at 602-262-6018.

RECOMMENDATION

This report is provided for information only. No Council action is required.

CITY COUNCIL REPORT

GENERAL INFORMATION

TO: Mayor and Council

PACKET DATE: May 15, 2014

FROM: Ed Zuercher
City Manager

SUBJECT: FOLLOW-UP: MAY 6, 2014 POLICY SESSION

Attached are the May 6, 2014 Policy Session minutes.



**CITY OF PHOENIX
CITY COUNCIL POLICY SESSION
TUESDAY, MAY 6, 2014 - 2:30 P.M.
CITY COUNCIL CHAMBERS
200 WEST JEFFERSON**

Pursuant to A.R.S. §38.431.02, notice is hereby given to the members of the City Council and to the general public that the City Council will hold a meeting open to the public on Tuesday, May 6, 2014, at 2:30 P.M. located in the City Council Chambers, 200 West Jefferson, Phoenix, Arizona.

1:00 P.M.- AN EXECUTIVE SESSION WAS CALLED
FOR THIS TIME AT THE POLICY SESSION
OF APRIL 22, 2014.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED. ITEMS MAY BE
DISCUSSED EARLIER OR IN A DIFFERENT SEQUENCE.**

Mayor Stanton called the meeting to order at 2:55 P.M. with Council members Laura Pastor, Thelda Williams, Vice Mayor Jim Waring, Michael Nowakowski, Daniel Valenzuela, Kate Gallego, Sal DiCiccio and Bill Gates present.

ESTIMATED COUNCIL INFORMATION AND
1. 2:30 P.M.- FOLLOW-UP REQUESTS.

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

Action Taken:

Councilman DiCiccio asked staff to provide the following information regarding the 104 vacant positions in the trial budget that were not recommended for elimination:
1) a description of the position, 2) the value (in total compensation) of the position, and
3) the length of time the position has been vacant.

Councilmembers made general comments.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT
SEQUENCE.**

POLICY SESSION AGENDA

-2-

TUESDAY, MAY 6, 2014

CONSENT AGENDA.

This item is scheduled to allow the City Council to act on the Mayor's recommendations on the Consent Agenda. The Consent Agenda has been publicly posted.

Action Taken:

There was no Consent Agenda.

CALL FOR AN EXECUTIVE SESSION.

A vote to call an Executive Session may be held.

Action Taken:

Councilwoman Williams moved that the City Council, pursuant to Arizona Revised Statutes Section 38-431.02.A, meet in Executive Session on Tuesday, May 20, 2014 at 1:00 p.m. in the East Conference Room, 12th Floor of the Phoenix City Hall, 200 West Washington Street, Phoenix, Arizona, and on Wednesday, May 7, 2014, any time after 4:00 p.m. in the Subcommittee Room, 2nd Floor of Historic City Hall, 17 South 2nd Avenue, Phoenix, Arizona. Councilman Valenzuela seconded the motion, which passed 8-1; Vice Mayor Waring objected.

REPORTS AND BUDGET UPDATES BY THE CITY MANAGER.

This item is scheduled to allow the City Manager to report on changes in the City Council Agenda and provide brief informational reports on urgent issues. The City Council may discuss these reports but no action will be taken.

ESTIMATED

2. 3:00 P.M.-

EMPLOYEE SERVICE
RECOGNITION
ANNOUNCEMENTS
(NO REPORT)

Staff: Zuercher
(Presentation: 5 min.)

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT
SEQUENCE.**

POLICY SESSION AGENDA

-3-

TUESDAY, MAY 6, 2014

This item is for information only. No City Council action is required.

Action Taken:

Employee Service Recognition and Announcements were not made.

ESTIMATED
3. 3:05 P.M.- CITY MANAGER'S PROPOSED BUDGET Staff: Zuercher, Paniagua
(Presentation: 15 min.;
Estimated Total Time:
60 min.)

This report transmits the 2014-15 City Manager's Proposed Budget, which reflects reduced employee costs based on considerable progress with negotiating new labor contracts, and inclusion of a proposed increase of about 1% to General Fund revenue. These changes along with other adjustments allow the 2014-15 General Fund to be balanced with no reductions to services. This proposed budget reflects feedback received from the community and from the Mayor and City Council regarding the importance of maintaining current City services and a strong City organization.

This item is for information and discussion. No City Council action is required.

Back-up included in Council packet/City Clerk's Office.

Action Taken:

Ed Zuercher, City Manager, introduced the item and Mario Paniagua, Budget and Research Director.

Mr. Zuercher noted the majority of residents who participated in the Community Budget Hearings expressed their objection to any proposed reduction or elimination of services the City provided in order to balance the budget. Mr. Zuercher explained that in order to preserve the current level of services, a plan rooted in shared sacrifice was developed. Mr. Zuercher stated the Council Budget Decision would be held on May 20th and the Legal Budget Adoption Actions would take place in June and July as the final steps of the Community Budget Process.

Mr. Zuercher reiterated the City predicted a deficit of approximately \$37.7 million for FY 2014-15 due to the costs of investing in employee pensions and health care, and projected capital infrastructure, maintenance and equipment needs. Mr. Zuercher also stated that when the Trial Budget was developed in March, the City could not assume any changes to current labor contracts or presume any new sources of revenue would be identified and implemented at that point.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT
SEQUENCE.**

POLICY SESSION AGENDA

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TUESDAY, MAY 6, 2014

Mr. Zuercher commented the Trial Budget attempted to resolve the \$37.7 million budget deficit through efficiencies, deferred costs and service reductions. Mr. Zuercher stated that the proposed service reductions were ultimately unacceptable to residents throughout the City. The proposed service reductions were removed from the Proposed Budget entirely and replaced with the addition of new revenue, fees, and the reduction of employee costs.

Mr. Paniagua described some potential sources of new revenue based on items posted on the City's website for the 60-day public comment period. The additional sources of revenue, such as the implementation of a grocery bag fee, demand-based parking fees, and increases in the cost of annual recreation and senior center passes, were expected to generate approximately \$11 million. Mr. Paniagua stated the reduction of employee costs would be achieved principally through a 1.6% decline in compensation for all employees, and was expected to save the City approximately \$16.5 million.

Mr. Paniagua stated the Proposed Budget also identified new methods to reduce the deficit, including the use of Proposition 301 Funds to replace a fire ladder truck, commencing the final phase to civilianize Central Booking in September 2014, and contributions received through a public-private partnership with Grand Canyon University. Mr. Paniagua emphasized the combination of strategies in the Proposed Budget not only preserved critical community services such as Fire Prevention Response, senior and recreational centers, and Graffiti Busters, but it also accelerated the hiring date of additional public safety officers by approximately nine months.

Mr. Paniagua cautioned that if the additional revenue was less than proposed or the compensation reductions were less than \$16.5 million to the general fund, service reductions would be required to balance the budget. Mr. Paniagua noted that it was important to continue to carefully monitor expenses and revenues, and to continue to aggressively pursue efficiencies to reduce the City's deficit risk for FY 2014-15 and FY 2015-16.

Mr. Zuercher added that through shared sacrifice and a focus on efficiency, the City would be able to preserve current levels of service, create savings for the general fund, and accelerate the hiring of public safety officers.

Greta Rogers asked questions about the budget and recommended that staff prepare a video for the public that listed all of the differences between the Trial Budget and the Proposed Budget. Ms. Rogers asked how many employees were eligible for retirement on April 30, 2014, and what the pension fund's return on investment was for the past three calendar years. Ms. Rogers encouraged all of the members of Council to voluntarily assume the same sacrifices employees were asked to make regarding compensation.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT
SEQUENCE.**

POLICY SESSION AGENDA

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TUESDAY, MAY 6, 2014

Councilman Gates stated it was critical for the City to define its core mission regarding the services the City will provide to residents and communities moving forward. Councilman Gates suggested this exercise would help determine which services could be eliminated to reduce the City's expenses. Councilman Gates added that it was important to continue to pursue efficiencies and public private partnerships to increase savings.

Councilman DiCiccio questioned the practice of using alternative funds to cover costs, and supported the idea of using one-time revenues to pay for one-time expenses. Councilman DiCiccio proposed the development of a plan to define and achieve the City's revenue goals from the sale of excess property.

Councilman DiCiccio stated the need for details regarding the 104 vacant positions included that were not recommended for elimination. Mr. Zuercher stated that more detailed information was forthcoming, and that it was important to remember that vacant positions represented services the City was responsible for providing.

Councilman DiCiccio suggested expenses might be minimized if Council members performed the City's lobbying and public relations functions, and that the budget deficit for FY 2014-15 was symptomatic of a structural deficiency that might result in another downgrade of the City's credit rating. Mr. Zuercher responded that the Proposed Budget was a strong message to the credit ratings that the City was able to address its revenues and expenses responsibly.

Councilwoman Williams stated that although efficiencies and reductions were identified to balance the budget, she was concerned about the City's ability to consistently evaluate capital, program, maintenance and operations costs when deciding which services would be provided to residents and communities. Councilwoman Williams suggested the traditional timeframes and strategies the City has utilized to facilitate important procedures, such as labor negotiations, have to be reconsidered given the manner in which events unfolded this year.

Vice Mayor Waring stated he did not support the Proposed Budget because it recommended compensation reductions for public safety officers who were tasked with providing the City's most basic core service. Vice Mayor Waring commented that it was unnecessary to raise taxes, and that the City needed to evaluate and prioritize the services and programs it provided.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT
SEQUENCE.**

POLICY SESSION AGENDA

-6-

TUESDAY, MAY 6, 2014

Vice Mayor Waring asked if Phoenix might be asked to make a greater contribution to the City of Glendale regarding its preparation for the Super Bowl. Mayor Stanton responded that if the City of Glendale requested additional services for the Super Bowl regarding manpower, not financial contributions, staff would present those options and appropriate recommendations to City Council.

Councilman Nowakowski agreed the City's expenses and revenue sources needed to be reevaluated, as well as its budget process. Councilman Nowakowski recommended the development of a monthly report to manage the budget.

Councilwoman Gallego stated that some of the City's investments, such as lobbying efforts on the state and federal level, have garnered tremendous returns in millions of dollars and grants. Councilwoman Gallego proposed the City should continue to pursue these types of opportunities with regional and national partners to create the infrastructure that would facilitate economic development throughout the City. Councilwoman Gallego commented that the suggestion to eliminate vacant positions did not adequately account for the true value of the services those positions provided, especially when some districts relied on those positions more heavily than others. Councilwoman Gallego suggested that revenue sources should align and integrate budget goals with other policy goals of the Council.

Councilman Valenzuela thanked Mr. Zuercher and Mr. Paniagua for their work to incorporate the recommendations of residents and Council members into the Proposed Budget. Councilman Valenzuela commented that the budget process was ultimately a public process. Councilman Valenzuela stated that short-term solutions, such as eliminating lobbying and public relations functions, would not serve the City's long-term interests. Councilman Valenzuela reiterated the Government Relations Office and the City's lobbyists were responsible for securing hundreds of millions of dollars for programs that supported housing initiatives, community development and block grants, and the hiring of public safety officers.

Mayor Stanton stated that the Proposed Budget was a significant step in the right direction, and that the Council would be ready to continue to work on the issues in preparation for the Council Budget Decision on May 20, 2014.

5:00 P.M. – ADJOURNMENT

Mayor Stanton adjourned the meeting at 4:57 p.m.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT
SEQUENCE.**

POLICY SESSION AGENDA

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TUESDAY, MAY 6, 2014

For further information, please call the Management Intern, City Manager's Office, at 602-262-4449.

For reasonable accommodations, call the Management Intern at Voice/602-262-4449 or TTY/602-534-5500 as early as possible to coordinate needed arrangements.

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

PHOENIX CITY COUNCIL MEMBERS

Councilman DiCiccio
Councilwoman Gallego
Councilman Gates
Councilman Nowakowski
Councilwoman Pastor
Councilman Valenzuela
Vice Mayor Waring
Councilwoman Williams
Mayor Stanton

CITY COUNCIL REPORT

GENERAL INFORMATION

TO: Ed Zuercher
City Manager

PACKET DATE: May 15, 2014

FROM: Mario Paniagua
Budget and Research Director

SUBJECT: COMMUNITY BUDGET HEARINGS

This report transmits minutes from the Community Budget Hearing held on May 13, 2014 and the additional budget comments received through the Budget and Research Department.

At phoenix.gov/budget residents can access:

- The 2014-15 City Manager's Trial Budget
- Community Budget Hearing Schedule
- The Proposed 2014-15 Budget for Community Review tabloid in English and Spanish
- The Budget Hearing presentation video
- Videos of all completed budget hearings
- Budget Information Packet and Citywide Inventory of Programs

The additional comments are provided below.

**SUMMARY MINUTES
COMMUNITY BUDGET HEARINGS
COUNCIL DISTRICT 2
PARADISE VALLEY COMMUNITY CENTER
May 13, 2014**

Councilman Jim Waring opened the meeting by welcoming those in attendance and thanking them for coming to comment on the City budget.

Councilman Waring introduced City Manager Mr. Ed Zuercher and Budget and Research Director Mr. Mario Paniagua. Mr. Zuercher and Mr. Paniagua gave a brief PowerPoint presentation on the proposed City Manager's Budget set to be presented to City Council on May 20, 2014.

Following the presentation, Councilman Waring opened the hearing to public comments.

1. A meeting attendee asked when the hiring of police officers would begin with the proposed City Manager's Budget, how many police officers were retiring and if the police department's workload has remained the same.

Mr. Zuercher responded that the proposed City Manager's Budget would allow hiring of police officers to begin in the first quarter of calendar year 2015 versus a late December 2015/January 2016 as originally forecasted. He stated the City has not replaced positions of police officer retirees in the last four years. Lastly, he added calls for service had decreased from approximately 900K in FY2006-07 to \$600K at present.

2. A meeting attendee asked who collected and researched possible revenue suggestions.

Mr. Zuercher responded that the City Manager's Office and Budget and Research review options and suggestions together.

3. Mr. Ted Campagnolo asked about the previous reductions to Parks and Recreation services.

Mr. Waring responded that services had been preserved in the proposed City Manager's Budget.

4. A meeting attendee asked about the proposed increases in athletic fees.

Ms. Inger Erickson responded that the City is proposing to raise the fees of private youth sports teams using City facilities and adult teams with exclusive use of fields and institute an electricity use fee for both the private youth sports team and the adult exclusive users.

Afterward, Councilman Waring thanked everyone for attending, and closed the Community Budget Hearing at 6:31 p.m.

Respectfully submitted,

Laura A. Madson Brown
Management Assistant II

**SUMMARY MINUTES
VOICEMAIL, ELECTRONIC, AND WRITTEN BUDGET COMMENTS
Through April 30, 2014**

1. Stacie Weitzel sent an email in support of maintaining services at the Beuf Community Center.
2. Gloria Begay sent an email with the following budgetary saving suggestions:
 - A. Cut costs on gas by gradually changing the police vehicles into green vehicles.
 - B. Consider when and where meetings are held as employees have wear and tear on their vehicle and the City pays .56 cents per mile for mileage.
 - C. To save on water, the replace toilets with ones needing one flush.
 - D. Encouraging more employees to ride share, ride the bus, and car pool.
 - E. Not sure where all the funds coming from Starbucks are going, but if there could be more vendors downstairs to choose from, that would be awesome.
 - F. The light rail needs a ticketing and ticket check in order for people get on, similar to buses. The cloth seats desperately need replacing with washable plastic.
 - G. The City Council also need a cut in pay, if they are voting for the employees to get a cut in pay. I say treat everyone the same.
 - H. Last of all, get people in place that can do better budgeting for the City of Phoenix. With well skilled planners, maybe we would never have to have these discussions about budget. The current budgeting department is spending without future outlook and caution. Bring back to food tax so we can move on.
3. Erica Gores sent an email in support of maintaining the Paradise Valley Community Center and pool.
4. Terry Boylan sent an email commenting on the City Manager's salary and the timing with employee concessions.
5. Taryn Collins sent an email in support of maintaining services and programs at the Pecos Community Center. She recommended utilizing teenagers as volunteers and high school teams/organizations that conduct community service hours to reduce or supplement staff costs.
6. An anonymous caller expressed concerns about the reduction of Resident Assistants at senior housing facilities that provide support on nights and weekends.

7. Yuliya Gilyova sent an email stating budget cuts for police and firefighters is absolutely UNACCEPTABLE. She added these people save lives and they should get increase in salaries and benefits, not cuts. Lastly, she commented State officials should cut budget among office workers or IRS personnel or cut unreasonable spending.
8. Barbara Buckles sent an email in support of the proposed reductions, adding reductions to golf courses and dog parks.
9. Brooke Slade set an email in support of maintaining services at community centers. She also suggested soliciting donations from local and national business and organizations.
10. Gary S. Kraemer, Palo Verde Group, Grand Canyon Chapter, Sierra Club, sent a letter in support of funding Park Ranger positions, outdoor recreation programs, mountain preserves, senior centers, archeological sites, trailhead maintenance, and public facilities at all trailheads.
11. Asia sent an email in support of maintaining programs at Phoenix recreation centers.
12. Jim Jochim sent a letter suggesting the budget shortfall including implementing a hiring freeze, allowing hiring on a case by case basis, evaluate leave policies for new employees, and accelerate the decision making process on pension spiking.

Respectfully Submitted

Julie Flaskerud
Management Assistant

CITY COUNCIL REPORT

COUNCIL REQUEST

TO: Ed Zuercher
City Manager

PACKET DATE: May 15, 2014

FROM: Neal Young
Chief Financial Officer

SUBJECT: RESPONSES TO QUESTIONS RELATED TO PROPERTY TAXES FROM
THE CITY COUNCIL

This report provides responses and information to several questions related to property taxes asked by City Council members during the Property Tax Update.

THE ISSUE

A question was asked about interest rates and reserve levels. Reserve levels are interest-rate sensitive. It is estimated that a 1 percent increase in interest rates would require a \$0.19 increase of the secondary property tax rate by 2019 in order to maintain necessary reserve levels. Any increase to the secondary property tax rate would require either an increase to the overall tax rate of \$1.82 or a reduction of the primary property tax rate by an equal amount, which would require other revenues or additional service cuts to maintain a balanced general fund budget.

Another question was asked about the difference between the estimates for the balance of the Secondary Property Tax Reserve Fund in 2018 as provided to the City Council in 2013 (estimated at \$154 million) and in 2014 (estimated at \$29 million). It is important to note that the 2013 estimate was based on interest rates at that time remaining stable; however, interest rates rose significantly due to the market conditions. The \$125 million difference reflects the following factors:

- **Increased Interest Rates (76 percent)**
 - Accounts for \$95 million or 76 percent of total decrease in forecasted Secondary Property Tax Reserve Fund balance in FY 2018.
 - Interest rates have increased an average of 41 percent since early 2013.
 - 2014 analysis conservatively assumes market rates + 75 (basis points) bps.
- **Change in Assessed Valuation Forecast (20 percent)**
 - Accounts for \$25 million or 20 percent of total decrease in forecasted Secondary Property Tax Reserve Fund balance in FY 2018.
 - Required assessed valuation growth was not realized in years not impacted by Proposition 117. In response, the City has reduced the Assessed Valuation Forecast prepared by an independent economist
- **Other Impacts (4 percent)**
 - Accounts for \$5 million or 4 percent of total decrease in forecasted Secondary Property Tax Reserve Fund balance in FY 2018

- Includes reduced federal subsidy on Build America Bonds due to sequestration and lower interest earnings on reduced fund balance

Other comments addressed the percentage of property tax increases provided by a \$0.10 increase in 2014-15 and a \$0.25 increase in 2016-17. On a property tax of \$1.82, a \$0.10 increase would equal 5.5 percent, and a \$0.25 increase would equal a 13.7 percent increase.

Council requested information on the impact on residential tax bills in a few scenarios. The average homeowner's City of Phoenix property tax payment in 2014-15 is projected to be \$247. A \$0.10 increase in 2014-15 would increase the average homeowner's tax payment to \$262 per year, or a \$15 increase. The average homeowner's City of Phoenix Property Tax Payment in 2015-16 is projected to be \$260. A \$0.13 increase in 2015-16 would increase the average homeowner tax payment to \$280, an increase of \$20. A \$0.20 increase in 2015-16 would increase the average homeowner tax payment to \$291, an increase of \$31.

Questions were also asked about:

- Comparisons to changes to property tax rates in other Phoenix-area cities. **Attachment 1** shows the Primary Property Tax Rate for various cities in the region, **Attachment 2** shows the Secondary Property Tax Rate for the same cities, and **Attachment 3** shows the total property tax rate for the same cities.
- Maximizing the primary property tax levy and its impact on bond projects. Council has previously directed staff to maximize the primary property tax levy in order to help fund the operating costs of facilities built using bond funding, as allowed by state law and the City Charter. If the Council had not directed staff to maximize the primary property tax levy, there would have been more funds available from the secondary property tax levy to fund additional bond projects; however other revenue or reductions in service or costs would have been necessary to fund operating costs of bond-funded facilities.
- The conditions necessary for restoring the bond program. The City has \$152 million of authorized but unissued bonds. The estimated debt service on \$152 million of bonded debt would cost about \$12.225 million for 20 years. This would require about a \$0.12 increase in secondary property taxes to pay the related debt service. Additionally, these would be increased costs to operate the facilities. As Council has authorized maintaining a \$1.82 combined property tax rate, this would require a change in Council direction to either increase the combined rate or to not maximize the primary property tax levy, which would mean reduced funding to offset the operating costs of bond-funded facilities. Some of the bond-funded projects deferred for funding also would require new operating funds from the general fund, which would lead to larger deficits or needed reductions in other areas.
- The amount of funding that would have been put into the City debt service fund if the Council had voted to maintain the secondary property tax rate since Fiscal Year 2010. From FY 2010 to FY 2015, a total of \$239 million more would have been put into the City debt service fund had the secondary property tax rate

stayed the same (\$1.0536). For that same period, if the Council had voted for the primary property tax rate to stay the same (\$0.7664 in FY2010), \$234 million less in primary (operating) funds would have been collected. This would have required the Council authorize service or cost cuts or additional revenues in order to balance the budget.

- Theoretically, for FY 2011, \$18.8 million in additional revenue from the secondary property tax would have been available if Council had authorized the secondary property tax rate to remain at FY2010 levels. This additional \$18.8 million could leverage \$234 million at 5 percent over a 20-year repayment period. However, either taxes would have had to be raised or general fund services cut in order to fund this choice.

The balance between debt service and operations (secondary and primary taxes) is an important policy choice by the City Council. With a constant overall tax rate, more debt means less funds for operations, and vice versa. Staff continues to implement the May 2010 property tax policy recommended by staff and approved by the City Council.

RECOMMENDATION

This item is for information only.

Attachments

Attachment 1

Primary Property Tax Rates in Cities in Maricopa County

	Fiscal Year						% Change
							FY2009 -
	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>FY2014</u>
Phoenix	\$0.7608	\$0.7664	\$0.8832	\$1.0542	\$1.2397	\$1.4664	92.74
Avondale	0.3724	0.3634	0.4537	0.5810	0.6751	0.7884	111.71
Chandler	0.3414	0.3292	0.3292	0.3292	0.3292	0.3292	(3.57)
Gilbert	-	-	-	-	-	-	-
Glendale	0.2432	0.2252	0.2252	0.2252	0.2252	0.4974	104.52
Goodyear	0.6678	0.6320	0.7603	0.9446	1.1115	1.1994	79.60
Mesa*	-	-	-	-	-	-	-
Peoria	0.1900	0.1900	0.1900	0.1900	0.1900	0.1900	-
Scottsdale	0.3537	0.3650	0.3836	0.4412	0.5027	0.5342	51.03
Tempe	0.5070	0.4897	0.5176	0.6572	0.7862	0.9177	81.01
Maricopa County	1.0327	0.9909	1.0508	1.2407	1.2407	1.2807	24.01

Attachment 2

Secondary Property Tax Rates in Cities in Maricopa County

	Fiscal Year						% Change
							FY2009 -
	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>FY2014</u>
Phoenix	\$1.0592	\$1.0536	\$0.9368	\$0.7658	\$0.5803	\$0.3536	(66.62)
Avondale	0.7334	0.7424	0.6521	0.7500	0.6559	1.0176	38.75
Chandler	0.8400	0.8522	0.8522	0.9422	0.9422	0.9422	12.17
Gilbert	1.1500	1.1500	1.1500	1.1500	1.1500	1.1500	-
Glendale	1.3519	1.3699	1.3699	1.3699	1.6753	1.7915	32.52
Goodyear	0.9322	0.9679	0.6630	0.6554	0.6635	0.7006	(24.84)
Mesa	-	0.2977	0.3454	0.4469	0.5104	0.8636	8,636.00
Peoria	1.2500	1.2500	1.2500	1.2500	1.2500	1.2500	-
Scottsdale	0.4327	0.3782	0.5140	0.6503	0.7225	0.7604	75.73
Tempe	0.8930	0.9103	0.8824	1.1291	1.3552	1.5705	75.87
Maricopa County	-	-	-	-	-	-	-

Attachment 3

Total Property Tax Rates in Cities in Maricopa County

	Fiscal Year						% Change
							FY2009 -
	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>FY2014</u>
Phoenix	\$1.8200	\$1.8200	\$1.8200	\$1.8200	\$1.8200	\$1.8200	-
Avondale	1.1058	1.1058	1.1058	1.3310	1.3310	1.8060	63.32
Chandler	1.1814	1.1814	1.1814	1.2714	1.2714	1.2714	7.62
Gilbert	1.1500	1.1500	1.1500	1.1500	1.1500	1.1500	-
Glendale	1.5951	1.5951	1.5951	1.5951	1.9005	2.2889	43.50
Goodyear	1.6000	1.5999	1.4233	1.6000	1.7750	1.9000	18.75
Mesa*	-	0.2977	0.3454	0.4469	0.5104	0.8636	8,636.00
Peoria	1.4400	1.4400	1.4400	1.4400	1.4400	1.4400	-
Scottsdale	0.7864	0.7432	0.8976	1.0915	1.2252	1.2946	64.62
Tempe	1.4000	1.4000	1.4000	1.7863	2.1414	2.4882	77.73
Maricopa County	1.0327	0.9909	1.0508	1.2407	1.2407	1.2807	24.01