



City of Phoenix

To: Mayor and City Council

Date: May 2, 2019

From: Ed Zuercher
City Manager

A handwritten signature in black ink, appearing to read 'EZ' followed by a flourish.

Subject: 2019-20 PROPOSED BUDGET MESSAGE

This year, we received over 420 comments on the Phoenix Trial Budget, with over 330 of those comments coming at the 20 budget hearings across the City. The remainder were received through email, voicemail or on-line forums. This is almost exactly the same number as recorded last year. The largest number of comments were about parks, libraries, arts, youth, police, streets and homelessness. The budget hearings showed that residents have clear opinions (sometimes conflicting) about the programs that Phoenix employees provide every day. It was important to spend the time to listen, learn and share thoughts on the City's priorities and residents' specific neighborhood issues.

Since the Trial Budget was published in March, Budget & Research has identified an additional \$465,000 in General Fund resources to be allocated. In response to the input received at budget hearings, the attached proposed budget suggests allocating these additional resources to youth services and homelessness prevention. The proposed budget also rearranges timing of some Police program additions to free resources to respond to the recently-released report on Officer Involved Shootings (OIS). Also, through the Capital Improvement Program (CIP) budget we will be able to respond to some specific capital needs raised at the hearings and by Councilmembers.

Youth Services. It is clear that continued investment in youth is among the highest priorities. Nearly half of the additional resources are proposed for additional summer (including adaptive recreation) and year-round hours for youth at community centers, as well as more citywide park activation. There is also a recommendation for additional citywide kindergarten bootcamp programs at libraries. Also, we propose to reprioritize the vehicle replacement budget to advance the purchase of six new PHX Teens and Mobile Youth Recreation vans so that we can reliably provide these services citywide.

Homelessness prevention. Among the most discussed issues was homelessness and affordable housing, with a variety of suggestions for how to continue to bolster the City's response to the ongoing impacts of homelessness and transience. Additional funds are proposed to prevent evictions, add case management services to the City's Homeless

Court program, and provide citywide coordination to focus the City's internal efforts for additional affordable housing.

Officer Involved Shooting (OIS) study response. Just after the final budget hearing, the Phoenix Police Department received a report from the National Police Foundation on the 2018 OIS incidents. Much of the implementation of the report's recommendations will be accomplished with existing resources; however, significant long-term efforts are required in continuing to equip the Police Department to effectively respond to mental health issues in the community. To support this response, the recommended budget frees up \$300,000 by moving two of the proposed budget program additions back three months. The funds will be available for the City Council to approve specific program recommendations by the Police Chief during 2019-20.

Capital programs. Many committed community members showed up to each hearing to talk about capital needs in their neighborhoods. The CIP budget will be used to address concerns raised about pedestrian safety citywide by doubling the amount allocated each year in the CIP and focuses on specific strategies like more street lighting, HAWK signals and traffic medians; finishing design on 13th Street in the Garfield neighborhood; and moving forward on design for 3rd and 5th avenues from McDowell Road to Indian School as well as 3rd Avenue from Camelback to Missouri. The budget also includes the resources needed to carry out Council's accelerated pavement maintenance plan, which triples the miles of new pavement on major streets each year for the next several years.

Longer Term. Staff will continue to work with the community and the City Council on longer term issues raised, including opening every library every day; arts maintenance; historic preservation project funding; continued strategies for homelessness, transient issues and affordable housing; police and fire staffing levels and continued community involvement in policing; youth services that link with community programs like Fulfillment in Training; adaptive recreation services for those with different needs; building and staffing undeveloped parks in southwest Phoenix such as Laveen Commons; budget process improvements; and many local, neighborhood issues.

I want to thank the City Council for hosting our 20 neighborhood budget meetings over a three-week period. This effort to solicit face-to-face community conversations on the suggested budget is unique in the region and the nation. While we are not able to address all requests immediately, over time we are able to work on many of the issues raised.

I want to thank all the City staff who participated in the hearings to listen and make Phoenix better. In some cases, City staff were able to immediately address questions and concerns individually with residents who spoke at the meetings.

Most of all I want to thank the engaged residents who commented on our budget, employees and City services - both this year and in past budget processes - to shape this Proposed Budget for City Council consideration.



2019-20 City Manager's Proposed Budget

This report transmits a balanced budget for fiscal year (FY) 2019-20. No action is requested at this time. Action on the FY 2019-20 budget is scheduled for the May 22, 2019 Council meeting.

Based on staff's continued refinement of available resources and projected expenditures, an additional \$465,000 in programs are proposed to the Trial Budget (discussed in more detail later in the report). As discussed with the community at budget hearings, the Trial Budget addressed employee pay, public safety, neighborhoods, community services, infrastructure and Census 2020. The proposed General Fund (GF) additions to the Trial Budget are intended to specifically add resources to:

- Youth Services
- Homelessness Prevention and Affordable Housing
- Implementation of Officer Involved Shooting Study Recommendations

In addition to these items, key changes will be reflected in the Capital Improvement Plan (CIP) budget. The CIP budget will be used to address concerns raised about pedestrian safety citywide by doubling the amount allocated each year in the CIP and focusing on specific strategies like HAWK signals and traffic medians; finishing design on 13th Street in the Garfield neighborhood; and moving forward on design for 3rd and 5th avenues from McDowell Road to Indian School Road as well as 3rd Avenue from Camelback to Missouri. Additionally, the Planning and Development Department proposes adding two additional positions to assist small business owners through the development process and to develop a marketing program to better advertise the services provided by the Office of Customer Advocacy.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Proposed General Fund Trial Budget Service Additions

As presented on March 19, the Trial Budget included the preservation of existing City services and provided for modest investments in seven critical areas from the GF by strategically using the \$55.2 million surplus.

Public Safety

Police and Fire staffing continues to be the most important priority for the City Council and the community. Since public safety hiring resumed in late 2015, Police and Fire filled staffing levels have increased by 284 filled Police positions and 92 filled Fire positions. The proposed budget continues that trend by providing the resources the Police Department needs to reach and maintain a total filled count of 3,125 total sworn positions. This reflects an increase of 101 officers over the current filled count of 3,024. For Fire, the budget reflects the resources the Fire Department needs to maintain a total filled count of 1,668, which is required to ensure compliance with the 2016 SAFER Grant. Currently, the total number of sworn fire positions is 1,641.

Like the Trial Budget, the City Manager's Proposed Budget also includes the following Public Safety additions:

Fire Department - \$2,528,000

The Trial Budget reflected adding eight new sworn positions needed to provide 24 hour operations at Fire Station 55 located at I-17 and Jomax Road and adding the funding needed to provide a full-time rescue unit at Fire Station 58 located at 47th Avenue and Dobbins Road. The Trial Budget also included funding for one vehicle, one Caseworker III and five Caseworker II positions to staff one additional full-time Crisis Response Unit. This funding was recommended by the Traumatic Incident Intervention Resources (TIIR) Ad Hoc Committee and was recently approved by City Council at the Feb. 26, 2019 Policy Meeting. Additionally, a significant enhancement to the Fire Prevention Program was also proposed by adding one Planning and Development Team Leader, one Fire Prevention Supervisor and three Fire Prevention Specialist II positions. The additional inspections staff will be responsible for reviewing building plans, inspecting buildings for fire code violations, and evaluating and updating the Fire Code.

Police Department - \$2,484,000

The Trial Budget reflected the addition of 10 civilian positions needed to support the Department's transition to the Federal Bureau of Investigation's Uniform Crime Reporting National Incident-Based Reporting System (UCR NIBRS). The FBI requires this transition to be completed by January 2021. Failure to transition by the

deadline could jeopardize federal grant funding. The Trial Budget also included the addition of 13 civilian positions to continue civilianizing the Central Booking Detail. A recent study and subsequent pilot program at Mountain View Precinct reduced booking times by 50 percent allowing officers to return to duty faster. The Trial Budget also proposed adding seven civilian positions to the Lab Services Bureau. These positions will help address the departments backlog of over 26,000 cases. Additionally, the Trial Budget also included funding to provide facilitated community response and debriefing sessions for cases of officer-involved shootings, as well as translation services and additional de-escalation training for the Police Department. This funding was recommended by the Traumatic Incident Intervention Resources (TIIR) Ad Hoc Committee and was recently approved by City Council at the Feb. 26, 2019 Policy Meeting. **In this recommended budget proposal, implementation of the Central Booking Detail and Lab Services Bureau additions are being moved to Oct. 1, 2019. Changing the timing of these additions generates approximately \$300,000 in budgetary savings which is being set aside to address recommendations identified in the recently released Officer-Involved-Shooting (OIS) Study completed by the National Police Foundation.**

Human Services - \$103,000

The Trial Budget included the addition of a Caseworker II to provide mobile victim advocacy and support services. Victim services includes crisis intervention, intake assessment, assistance with supportive services, and community outreach and education.

Public Defender - \$139,000

The Trial Budget proposed the addition of two positions and increased funding for Court Appointed Attorney legal services to provide support for two of the most vulnerable populations, veterans and individuals with mental health issues.

Library - \$336,000

The Trial Budget proposed adding seven municipal security guards to provide continuous security coverage for patrons and staff at all library facilities during all hours of operation.

Law - No GF Cost Addition

The Law Department is in the process of implementing a modernized sustainable Case Management System (CMS). To assist with the implementation and ongoing support of the selected system, the Department requests two Information Technology Analyst/Programmer II positions. These positions will be funded using existing resources and the CMS Project budget.

Information Technology - \$751,000

Given recent cyber attacks in other government organizations across the country, the Trial Budget proposed adding six positions needed to enhance the City's current cyber security program. These positions will be tasked with controlling, managing, securing and monitoring privileged access to critical IT assets.

Retirement Systems - \$123,000

The Trial Budget proposed adding a position dedicated to handling public safety retirement and disability issues and supporting the City of Phoenix Police and Fire Pension Boards.

Neighborhood Preservation and Revitalization

Vibrant neighborhoods are the heart of any great city and the need to preserve, revitalize, and enhance neighborhoods throughout Phoenix is of great importance. As a result, the Trial Budget proposed the following enhancements to the City's commitment to maintaining vibrant, healthy neighborhoods:

Neighborhood Services - \$1,039,000

The Trial Budget proposed the addition of one Neighborhood Specialist and a Neighborhood Specialist Supervisor position to serve as liaisons for approximately 1,000 registered neighborhood groups across the city. These positions will provide education on City programs and services, assist neighborhoods in organizing community meetings and cleanups, and work with other City departments to make Phoenix a community of desirable neighborhoods. The proposed budget also included converting eight Neighborhood Inspector positions from Community Development Block Grant (CDBG) funding to the General Fund. By converting these positions to General Funds, the positions will be available to work throughout the city rather than in specific geographic areas. This transition is expected to significantly improve response times to blight throughout the city in non-CDBG eligible areas. This will also make more CDBG funding available for other projects.

Parks and Recreation - \$1,439,000

Continuing the momentum from last year's efforts to address negative activity in our parks and make parks useable by everyone, the proposed budget includes a Park Manager and eight new Park Ranger positions that will provide an additional 80 hours a week of patrol coverage, increasing daily patrol coverage in urban parks to 4 a.m. through 11 p.m. seven days a week. This addition increases the number of

flatland Park Rangers from 11 to 19 and enhances the ability to enforce park regulations in City parks. Overall this addition would raise the total Park Ranger count to 87, six more than the pre-recession peak of 81 total Park Rangers. The Trial Budget also proposed adding staff and equipment to provide weekly recreation and cultural activities at five parks across the city. This addition will engage residents and deter negative activity in the parks through the increased traffic generated by activity participants.

Solid Waste and Street Transportation - \$970,000

The 2018-19 budget included a one-year pilot program that consisted of a dedicated solid waste team and a street clean up team to address the impacts of encampments in neighborhoods, alleys and public washes. The Trial Budget proposed that this program continue using General Funds, as Solid Waste Funding is not a viable option to sustain this program indefinitely.

Planning and Development (Historic Preservation) - \$75,000

Phoenix boomed in the postwar years from 1945-1975. Many of those properties now meet the age criteria for listing on the Phoenix Historic Property Register. Developing a context and survey of those properties will help ensure preservation efforts are focused on the buildings that are most significant. The Trial Budget included support of historic resources by adding funds for consultants to complete building condition assessments, historic property context reports, and property surveys to appropriately classify historic assets and to identify significant properties to be preserved.

Community Services

Active community participation through the Arts, Library and Parks is an essential component to healthy and vibrant neighborhoods. The Trial Budget proposed the following community services that will enhance the city's quality of life for all:

Library - \$421,000

Prior to the Great Recession the library averaged approximately 72 hours per branch, not including Burton Barr Library hours. Following the closure of the Burton Barr Library in the summer of 2017, four additional hours were added on Sunday to the Yucca, Century, Harmon and Ocotillo branches. These hours were made permanent in last year's budget process. This year's Trial Budget proposed that Sunday hours at the remaining four branches (Acacia, Agave, Desert Broom, and Desert Sage) without Sunday hours be restored. This addition will restore branch hours to approximately 49 hours per branch or 68 percent of pre-recession level hours.

Parks and Recreation - \$448,000

The Trial Budget proposed adding staff and equipment for the PHXteens program which provides opportunities for disengaged youth to participate in educational trips, sports programs, job training, teen councils, and teen volunteering. This will support providing programs for teens at 10 sites across the city, six days per week up from a current number of seven sites.

Human Services - \$200,000

The Trial Budget proposed adding two Caseworker II positions to provide case management services to assist homeless elderly clients with achieving housing stability. Each position will provide services to a minimum of 20 clients at any point in time.

Office of Arts and Culture - \$25,000

The Trial Budget increased funding for arts grants for youth and underserved communities. This will support the Collaborative Communities, and Youth Arts and Culture Engagement grant programs.

Mayor and City Council - \$250,000

The Trial Budget proposed funding be allocated for a Pilot Program to facilitate community engagement activities through participatory budgeting within the Mayor and City Council Offices. Projects will be those that require no new operating costs, are procured in accordance with City policy and will be at the recommendation of each elected official. Process will also be at the discretion of each elected official.

Infrastructure Maintenance

In June 2018, the Council established a public safety and infrastructure strategic priority for review. Since then, City management has been working to identify the needs and strategies to replace, repair, maintain and renew the City's capital facilities and infrastructure. The Trial Budget proposed the following additions to help address this critical need:

Street Transportation - \$1,358,000

The Trial Budget included funding to maintain street landscaping along newly developed and renovated streetscapes. This includes maintenance for new landscaping along the Grand Canal between 15th Avenue and 16th Street, and between 36th Street and 40th Street. Also included is funding necessary to increase

the frequency of contracted landscape maintenance from three times a year to four times a year, and to provide monthly irrigation system monitoring to identify and repair leaks and non functioning equipment. Two Senior Construction Inspector positions were also proposed to improve monitoring of contractor performance and to improve response times to safety issues and resident complaints.

Parks and Recreation - \$220,000

The Trial Budget proposed adding two positions to assist with improving response times for plumbing and other maintenance issues at the urban parks, sports, and cultural facilities throughout the city.

Public Works - \$1,336,000

The Trial Budget proposed adding 23.5 full-time positions and needed vehicles to support deferred maintenance projects, asset management efforts, and facility site assessment support. By adding these positions, the Department's ability to respond to facility needs should be greatly improved. These additions represent only a partial restoration of prior reductions in force that occurred during the Great Recession.

Census 2020

Census - \$1,355,000

For the first time in history, the national decennial census will be conducted primarily online. This means we need great preparation and community outreach to ensure all Phoenicians are counted. The results of the 2020 census will be used to determine future allocations of State-shared revenue. To protect Phoenix's share of state-shared revenues, the Trial Budget proposed adding \$1,355,000 in one-time contractual support to ensure that Phoenix residents are accurately counted in this process.

Employee Compensation

The City continues to negotiate with labor units on the development of labor contracts for FY 2019-20 and FY 2020-21. Current labor contracts expire June 30, 2019 and include the final year of a three-year plan for the full restoration of prior labor concessions that date back to FY 2010-11. Based on available resources, service needs and the Five-Year GF Forecast presented to Council on March 5, 2019, the City has determined that it could allocate about 70 percent of the available funding (\$39.6 million) to address employee compensation. **Attachment A** provides additional information on the portion of the surplus that is being allocated to address employee compensation, including pension. Included in this

proposal is a plan to allocate \$1 million in ongoing funding to the Public Safety Pension Reserve Fund and approximately \$4.5 million in one-time funding to either PSPRS towards the unfunded Public Safety Pension liability **or to the Worker's Compensation Fund to offset increased costs associated with future claims. The option of worker's compensation funding is a change from the Trial Budget to address potentially rising claim costs in the fund.**

Proposed Non-General Fund Additions

The City budget is made up of three separate pieces: the General Fund, Enterprise Funds and Other Restricted Funds. Recommendations for the General Fund were discussed above. Enterprise Funds include: Aviation, Water, Wastewater, Solid Waste and the Convention Center. These funds, with the exception of the Convention Center, are funded with user fees. The Convention Center includes fees paid by those who use the facility and Convention Center parking garages and certain earmarked sales tax categories. Enterprise funds can only be used for costs directly associated with delivering enterprise fund services. The Restricted Funds category includes federal and state grants, gas taxes (AHUR), debt service, the Development Services Fund, the Phoenix Parks and Preserve Initiative (PPPI) and the voter-approved Transportation 2050 Fund. These funds can only be used in accordance with grant and other statutory rules. A complete list of each Non-General Fund Trial Budget addition can be found in [Attachment B](#). Below, is a summary of the major non-general fund additions:

Development Services Fund

Planning and Development proposed adding several new positions in order to meet the needs of current workload demands and expected increases in development activity. The proposed additions will enhance customer service and ensure a more streamlined experience for the development process. The Department had 669 total staff at the height of the last economic cycle (2006-07) and decreased to a staff of 253 in 2010-11. Today the Department has a staff of 364 employees. In 2006-07 the department served almost 120,000 customers. That dropped to a little over 70,000 customers in 2010-11. In 2017-18 the Department served approximately 113,000 customers. In addition, increased complexity of infill development and the need to work with surrounding property owners and residents on a much more frequent basis than in 2006-07, places a greater demand on staff time.

Street Transportation Arizona Highway User Revenue (AHUR) Fund

The Street Transportation Department proposed adding several new positions in order to meet the needs of current workload demands associated with Right of Way

Management and Utility Coordination. The Trial Budget also included additional staffing needed to coordinate the Department's robust capital improvement program which includes both AHUR and T2050 funded projects. The Preliminary Five-Year CIP reflects \$220.9 million in Street Transportation and Drainage projects that facilitate economic development and public safety, including an accelerated pavement maintenance program, new and expanded streets, mobility improvements, technology enhancements, and storm water improvements.

Water and Wastewater Fund

The Water Services Department proposed adding staff and vehicles to ensure adequate maintenance of the 91st Avenue Wastewater Treatment Facility. Also proposed is funding to implement the use of Cellular Encoder Receiver Transmitters (CERTs) to read water meters on construction fire hydrants, hard to read accounts, accounts with limited/restricted access, and high security/safety areas such as Phoenix Sky Harbor Airport. This technology will allow for billable meter reads to be captured more efficiently.

Public Involvement and Community Feedback

Following the Trial Budget presentation, 20 community budget hearings were held throughout the City in all Council districts to present the Trial Budget and gather feedback from the public. In addition to the normal council district hearings, hearings were held for seniors, Spanish-language speakers, and youth. Daytime hearings were held in addition to evening hours in response to previous concerns about opportunities for seniors to participate.

Attendance at budget hearings and comments on the budget through other channels was encouraging. In total, we received approximately 422 comments on the Proposed Trial Budget from approximately 378 individuals. Of these comments, 381 were received at budget hearings and the remaining 41 were submitted via email or voicemail. Additionally, between April 2, 2019 and April 22, 2019 the following social media traffic related to the Proposed Trial Budget and the Community Budget Hearings was captured:

20 Facebook Calendar Posts

- Reach: 15,933
- Event Views: 4,297
- Reaction (interested/going): 172

7 Tweets

- Impressions: 97,038
- Engagements: 174

YouTube

- Total Views: 929
- Total Minutes Viewed: 6,046
- Shared: 93 times

Comments at the budget hearings and those received through email and social media mostly focused on the following topics some of which contradict each other:

- Preserving existing services
- Increased funding for homelessness and the CASS Shelter
- Increased funding for arts and public art maintenance and the inclusion of historic preservation in any upcoming bond program
- Increased library access and expanded hours (every library open every day)
- Increased funding for street maintenance and repair, especially 13th Street (Moreland to Van Buren)
- Increased funding for parks, youth programs, and other community services
- Improved oversight over police operations/community relations and officer-involved shootings and concern for the amount spent on the police budget
- Support for public safety, park rangers and library security
- Requests to put money allocated to park and library security into programs

The public can access the written minutes and video recordings of completed budget hearings, including speaker comments and questions at phoenix.gov/budget, [Phoenix 11](#) and the [City of Phoenix YouTube channel](#).

Proposed GF Changes to the Trial Budget

Community input at budget hearings is a critical component of the City's Trial Budget process. Each year the City Manager's Proposed Budget is developed based on the feedback and input obtained during the community budget hearings. The feedback received this year and discussed earlier in this report focused on public safety, arts, homelessness, street maintenance, library, pedestrian and bicycle safety. In response to public comment and input, both on-line and in-person, the following revisions to the Trial Budget are proposed for City Council consideration:

Additional Investment in Youth Services - \$215,000

The City Manager's Proposed Budget proposes additional resources for new and additional summer youth hours and programs (including adaptive recreation in Laveen), new and additional year-round hours, and more citywide park activation, as well as additional funds for the citywide kindergarten bootcamp program at libraries for some of our youngest residents (See [Attachment A](#) "Neighborhood Preservation and Revitalization" Parks and Recreation Item 2 and "Community Services" Library Item 2 and Parks Items 2 through 4).

Addressing Root Causes of Homelessness - \$250,000

Homelessness was one of the most discussed issues at the budget hearings. As a result, the City Manager's Proposed Budget proposes additional funding to help prevent evictions, add case management services to the City's Homeless Court Program and to provide citywide coordination to focus the City's efforts on additional affordable housing (See [Attachment A](#) "Community Services" Human Services Items 2 and 3 and Housing Item 1).

Officer Involved Shooting Study Response - No Additional Cost (by delaying Police additions originally proposed in the Trial Budget)

The City Manager's Proposed Budget proposes creating a set-aside to begin implementing recommendations from the National Police Foundation with the purpose of improving transparency and strengthening the department's approach to serving and engaging the community. Specifically, funds will be used to develop a software solution to track incidents of when an officer draws their weapon and to track online learning sessions of individual officers; enhance the capacity of the Police Academy to increase training designed to improve decision making and de-escalation practices; identify ways to bring more community involvement to bear in developing outward facing police policies; and to develop a potential model and pilot the use of mental health professionals (See [Attachment A](#) "Public Safety" Police Item 5). As stated earlier in this report, funding for this addition comes from delaying two of the Police additions originally proposed in the Trial Budget and keeps the Police Department total the same as originally proposed.

Although other expressed community needs are not able to be addressed in this budget due to lack of available resources, the City will continue to examine how the other requests from residents may be addressed in the future. Additional detail on all of the proposed budget additions can be found in [Attachments A](#) and [B](#). Also for the first time ever, [Attachment C](#) provides a status update on last year's GF budget additions.

Additional Information

The proposed balanced 2019-20 General Fund budget is \$1,393,926,000. This is an \$84 million or 6.4 percent increase from the adopted 2018-19 General Fund budget of \$1,310,119,000. The increase is largely driven by the additions discussed above; increased funding for public safety vehicles; body worn cameras; and a \$3 million increase in the contingency fund.

Projected General Fund revenue in 2019-20 is estimated to be \$1.273 billion, an increase of 5.3% over the revised current year estimate. This reflects continued City and State sales tax growth based on projections from the University of Arizona and continued growth in other key tax categories.

Additionally, the City's proposed 2019-20 combined property tax rate of \$2.13 represents a one-cent (or 0.5%) reduction from the 2018-19 combined property tax rate of \$2.14. The proposed secondary property tax rate of \$0.82 will remain constant while the proposed primary property tax rate drops from \$1.32 to \$1.31. While the primary property tax rate declines, the primary property tax levy increases from \$163.218 million to \$172.626 million due to increasing property values and new construction. The budget assumes that 99% of levied taxes are collected (**See Schedule 11 Footnote 1**).

Including revenue along with the estimated beginning fund balance of approximately \$114 million, and fund transfers and recoveries estimated at \$7.0 million, total 2019-20 General Fund resources are estimated to be \$1.394 billion.

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 2019-20 budget amount is \$4,340,584,000.

Extensive budget detail for all City funds is provided in several schedules attached to this report. The various budget schedules include:

- Resources and expenditures by fund for 2017-18 actual, 2018-19 estimate, and 2019-20 proposed budget
- Proposed revenues for all City funds by major source
- Proposed expenditures by department, including fund source
- Proposed debt service by program, source of funds, and expense type

- Preliminary pay-as-you-go 2019-20 Capital Improvement Program budget
- Proposed interfund transfers
- Proposed full-time equivalent (FTE) positions by department
- Preliminary 2019-20 Capital Improvement Program resources and expenditures by capital fund, program, and fund source
- Summary of proposed property tax levy and rate information. The levy grows due to growth in assessed valuation, but the rate is proposed to float down by 0.01 to 2.13.

Next Steps

The City Manager's Proposed Budget is presented for information and discussion at the May 7, 2019 City Council Meeting. The Council and public have two weeks to review and comment on the proposal, and the 2019-20 budget is scheduled for Council action on the May 22, 2019 Policy Agenda. Following the Council's budget action on May 22, both the City Charter and state law require subsequent public notification, advertising, and City Council actions. The May 22 Council action provides staff with direction and sufficient time to prepare the required legal publications for the following actions:

<u>Date</u>	<u>Event</u>
May 22, 2019	Council Budget Decision
June 5, 2019	2019-20 Tentative Budget Ordinance Adoption
June 19, 2019	2019-20 Funding Plan and Final Budget Ordinance Adoption
July 3, 2019	2019-20 Property Tax Levy Ordinance Adoption

Responsible Department

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

**2019-20
CITY MANAGER'S
FINAL PROPOSED BUDGET SUMMARY**

Attachments

Attachment A: [General Fund Additions](#)

Attachment B: [Non-General Fund Additions](#)

Attachment C: [2018-19 Supplementals- Status Update](#)

Schedules

1. [Resource and Expenditure by Fund](#)
 - [2017-18 Actual](#)
 - [2018-19 Proposed Estimate](#)
 - [2019-20 Proposed Budget](#)
2. [Proposed Revenues by Major Source](#)
3. [Proposed Expenditures by Department](#)
4. [2019-20 Proposed Expenditures by Department by Source Funds](#)
5. [Proposed Debt Service Expenditures by Program, Source of Funds and Type of Expenditure](#)
6. [Preliminary Capital Improvement Program Financed from Operating Funds](#)
7. [Proposed Interfund Transfers to the General Fund](#)
8. [Proposed Positions by Department](#)
9. [Preliminary 2019-20 Capital Improvement Program Resource and Expenditures by Capital Fund](#)
10. [2019-20 Preliminary Capital Improvement Program](#)
11. [Summary of Tax Levy and Tax Rate Information Fiscal Year 2018-19 and 2019-20](#)

ATTACHMENT A

2019-20

PROPOSED SUPPLEMENTALS
GENERAL FUND

Department/Program

2019-20
Total

EMPLOYEE COMPENSATION

Labor

- | | |
|---|--------------|
| 1. Current employee contracts expire at the end of the current fiscal year. Management has been negotiating with each bargaining unit and has proposed allocating approximately 70 percent of the available surplus for employee compensation. Exact details of the compensation packages will be determined in the negotiations process. | \$34,100,000 |
|---|--------------|

Public Safety Pension

- | | |
|--|-------------|
| 1. Reflects a \$1.0 million ongoing transfer to the Pension Reserve Fund to further stabilize future required employer contributions to the Public Safety Personnel Retirement System (PSPRS). Also includes a one-time additional payment of \$4.5 million in FY2019-20 to either PSPRS towards the unfunded Public Safety pension liability or to the Workers Compensation Fund to offset increased costs associated with future claims. | \$5,500,000 |
|--|-------------|

TOTAL EMPLOYEE COMPENSATION

\$39,600,000

PUBLIC SAFETY

Fire

- | | |
|---|--------------------|
| 1. <i>Program: Fire Emergency Medical Services and Hazardous Incident Response</i>
Add funding for eight new sworn positions consisting of six Firefighters, one Fire Engineer and one Fire Captain. These positions will complete the staffing needed for 24 hour operations at the new Fire Station 55 located at I-17 and Jomax Road. | \$1,100,000
8.0 |
|---|--------------------|

Department/Program	2019-20 Total
<i>Program: Fire Emergency Medical Services and Hazardous Incident Response</i>	
2. Add funding for seven existing sworn Fire positions, which were previously unbudgeted, to staff an additional rescue unit to improve ambulance response time in the southwest region of the City of Phoenix. This unit will be assigned to Fire Station 58 located at 47th Ave and Dobbins Rd. The new ambulance will be paid through impact fees budgeted in the capital improvement program.	\$878,000 -
<i>Program: Crisis Intervention</i>	
3. Add funding to enhance the Fire Department's Community Assistance Program. The funding will provide for one vehicle, one Caseworker III and five Caseworker II positions to staff one additional full-time crisis response unit. This funding was recommended by the Traumatic Incident Intervention Resources (TIIR) Ad Hoc Committee and was recently approved by City Council at the February 26, 2019 Policy Meeting.	\$550,000 6.0
<i>Program: Fire Prevention General Inspections</i>	
4. Add five positions and vehicles for the Annual Facilities Program (AFP). Positions include one Planning & Development Team Leader, one Fire Prevention Supervisor and three Fire Prevention Specialist II positions. These positions will work with staff in the City's Planning and Development Department to review construction documents and plans for new development and conduct field inspections. Costs will be funded through credits charged to the Development Services Fund.	\$- 5.0
Total Fire	\$2,528,000 19.0

Department/Program**2019-20
Total****Police***Program: Administration*

1. Add funding for eight Police Coding Clerks, one Criminal Intelligence Analyst, and one Police Research & Investigations Bureau Shift Supervisor, as well as additional funding for temporary part-time staff, to provide support for the Department's transition to the Federal Bureau of Investigation's (FBI) Uniform Crime Reporting National Incident-Based Reporting System (UCR NIBRS). The FBI requires this transition to be completed by January 2021. Failure to do so could jeopardize future Police Department federal grant funding and the department's ability to meaningfully compare crime statistics to other cities.

\$983,000
10.0

*Program: **Centralized Booking Detail***

2. On October 1st add funding for six Detention Officers, six Police Records Clerks, and one Fingerprint Technician to open two booking processing centers at Southern Command Station and Mountain View Precinct. An Advance PHX process improvement project analyzed the Department's current booking process, which takes officers three hours to complete on average. A resulting pilot program at the Mountain View Precinct reduced average booking times by 50%. This funding is the first year in a three-year phase-in approach to reach staffing levels sufficient to expand the booking centers citywide.

\$600,000
13.0

*Program: **Investigations***

3. On October 1st add funding for three Forensic Scientist III's, two Crime Scene Specialist III's, and two Police Aides at the Lab Services Bureau (LSB). The LSB plays a pivotal role in the investigation and adjudication of criminal cases but currently has a backlog of cases in need of lab testing requiring significant staff time to fully support crime scene response requests from officers. These positions will help eliminate the case backlog and ensure crime scene response support is consistently available.

\$401,000
7.0

Department/Program	2019-20 Total
<i>Program: Crisis Intervention Team</i>	
4. Add funding to provide facilitated community response and debriefing sessions for cases of officer-involved shootings, as well as translation services and additional behavioral health and de-escalation training for the Police Department. This funding was recommended by the Traumatic Incident Intervention Resources (TIIR) Ad Hoc Committee and was recently approved by City Council at the February 26, 2019 Policy Meeting.	\$200,000 -
<i>Program: Community Relations Bureau Community Engagement and Outreach Taskforce</i>	
5. Add funding to create a set-aside to begin implementing recommendations from the National Police Foundation with the purpose to improve transparency and strengthen the department's approach to serve the community. Specifically, funds will be used to: develop and pilot a model for the use of mental health professionals, develop a software solution to track incidents of when an officer draws a weapon and to track online learning sessions of individual officers, enhance the capacity of the Police Academy to increase training designed to improve decision making and de-escalation practices, and identify ways to bring more community involvement to bear in developing outward facing police policy.	\$300,000 -
Total Police	\$2,484,000 30.0
<u>Human Services</u>	
<i>Program: Victim Advocacy Services</i>	
1. Add a Caseworker II position and vehicle to provide mobile victim advocacy and support services. Victim services include crisis intervention, intake assessment, assistance with supportive services, and community outreach and education.	\$103,000 1.0
Total Human Services	\$103,000 1.0

Department/Program	2019-20 Total
<u>Public Defender</u>	
<i>Program: Legal Services</i>	
1. Add two positions and increase funding for Court Appointed Attorney (CAA) legal services to provide support for two of the most vulnerable populations, Veterans and individuals with mental health issues. This supplemental will also increase resources for the Driving While License Suspended (DSL) Specialty Court program.	\$139,000 2.0
Total Public Defender	\$139,000 2.0
<u>Library</u>	
<i>Program: Branch Libraries</i>	
1. Add seven additional Municipal Security Guard positions to provide security coverage at all library facilities during all hours of operation.	\$336,000 7.0
Total Library	\$336,000 7.0
<u>Law</u>	
<i>Program: Management Services</i>	
1. The Law department is in the process of implementing a modernized sustainable Case Management System (CMS). To assist with the implementation and ongoing support of the selected system, the Law Department requests two Information Technology Analyst/Programmer II (ITAP II) positions. Positions will be funded by resources appropriated within the City Prosecutor's Criminal Case Management Replacement project and in contractual services used to maintain the outdated existing system.	\$- 2.0
Total Law	\$- 2.0

Department/Program	2019-20 Total
<u>Information Technology</u>	
<i>Program: Information Security and Privacy Services</i>	
1. Add six positions to enhance the current cyber security program to further control, manage, secure and monitor privileged access to critical IT assets. Positions include one Deputy Chief Information Officer, one Lead IT Systems Specialist, one Senior IT Systems Specialist, one IT Systems Specialist, one Lead User Technology Specialist and one Lead Business Systems Analyst.	\$751,000 6.0
Total Information Technology	\$751,000 6.0
<u>Retirement Systems</u>	
<i>Program: Retirement Board and Committee Support</i>	
1. Add a Management Assistant II position dedicated to public safety retirement issues and supporting the City of Phoenix Police Pension Board and City of Phoenix Fire Pension Board.	\$123,000 1.0
Total Retirement Systems	\$123,000 1.0
TOTAL PUBLIC SAFETY	\$6,464,000 68.0

NEIGHBORHOOD PRESERVATION AND REVITALIZATION

Neighborhood Services

<i>Program: Neighborhood Engagement Program</i>	
1. Add a Neighborhood Specialist and a Neighborhood Specialist Supervisor position, along with vehicles, to increase the capacity of the Neighborhood Specialist team, which serves as liaisons for approximately 1,000 registered neighborhood groups across the city. These positions will provide education on city programs and services, assist neighborhoods in organizing community meetings and cleanups, and work with other city departments, partner agencies and the business community to bring needed resources to make Phoenix a community of desirable neighborhoods by building capacity to connect, identify needs, build consensus, coordinate and advocate for themselves.	\$257,000 2.0
 <i>Program: Code Compliance Program</i>	
2. Convert funding of eight Neighborhood Inspector positions from CDBG program income to the General Fund to improve response times to blight throughout the city in non-CDBG eligible areas. This will also make more CDBG funding available for other programs.	\$763,000 -
 <i>Program: Administration</i>	
3. Add a Contracts Specialist II position to support timely contract procurement and contract monitoring. This position is 80% grant funded.	\$19,000 -
 Total Neighborhood Services	 \$1,039,000 2.0

Parks and Recreation

<i>Program: Park Rangers-Community and Neighborhood Parks</i>	
1. Add a Park Manager and eight Park Ranger positions that will provide an additional 80 hours a week of patrol coverage, increasing daily patrol coverage in urban parks to 4:00 a.m. through 11:00 p.m. seven days a week.	\$1,070,000 9.0

Department/Program	2019-20 Total
<i>Program: General Recreation</i>	
2. Add staff and equipment to provide weekly recreation and cultural activities at five parks across the city for five days a week to engage residents and deter negative activity in the parks through the increased traffic generated by activity participants. Further, add staff and equipment to provide year-round outdoor movie and multi-generational programming at parks where structured recreational programming is not offered.	\$404,000 4.8
Total Parks and Recreation	\$1,474,000 13.8

Solid Waste

<i>Program: Institutional Collection and Special Services Program</i>	
1. Continue and convert funding for vehicles and two existing full-time temporary Solid Waste Equipment Operator positions to regular status for citywide cleanup of encampments. The positions were previously funded in the Solid Waste Fund as a 2018-19 pilot to address impacts of encampments and to clean up alleys. Funding in Solid Waste is not available past the 2018-19 pilot year.	\$580,000 -
Total Solid Waste	\$580,000 -

Street Transportation

<i>Program: Street Cleaning</i>	
1. Continue and convert funding for five existing full time temporary positions to regular status for citywide cleanup of encampments. Positions include three Street Maintenance Worker I's and two Street Maintenance Worker II's. The positions were previously funded in the Solid Waste Fund as a 2018-19 pilot to clean up right of way, City-owned lots, natural washes, culverts and drainage easements from the impacts of encampments. Funding in Solid Waste is not available past the 2018-19 pilot year.	\$390,000 -

Department/Program	2019-20 Total
Total Street Transportation	\$390,000 -
 <u>Planning and Development</u>	
<i>Program: Administration and Enforcement of Local, Federal, and Historic Preservation Laws</i>	
1. Add funding for consultants to complete building condition assessments, historic property context reports, and historic property surveys to appropriately classify historic resources and identify significant properties to be preserved. Phoenix boomed in the postwar years from 1945-1975. Many of those properties now meet the age criteria for listing on the Phoenix Historic Property Register. Developing a context and survey of those properties will help ensure preservation efforts are focused on those buildings that are most significant. The proposed funding will assist in making those determinations. The funds can also be used as the required match for Certified Local Government grants. In addition, the funds will help bolster preservation efforts on future threatened and endangered structures.	\$75,000 -
Total Planning and Development	\$75,000 -
TOTAL NEIGHBORHOOD PRESERVATION AND REVITALIZATION	\$3,558,000 15.8

COMMUNITY SERVICES

Library

<i>Program: Branch Libraries</i>	
1. Restore Sunday hours of operation to all library locations. The final restoration is at four branch libraries: Acacia (750 E. Townley Ave), Agave (23550 N. 36 th Ave), Desert Broom (29710 N. Cave Creek Rd), and Desert Sage (7602 W. Encanto Blvd). This would provide Sunday hours from 1:00 p.m. to 5:00 p.m.	\$421,000 10.5

Department/Program

**2019-20
Total**

Program: Children and Teen Services

- 2. Add staff and supplies to expand Kindergarten Bootcamp programming *citywide*, which helps parents and children learn together the social, academic, and classroom skills needed for school success. This will provide an additional 25 series of classes per year, serving between 350 to 450 families.

\$50,000
0.7

Total Library

**\$471,000
11.2**

Parks and Recreation

Program: General Recreation

- 1. Add staff and equipment for the PHXteens program which provides opportunities for disengaged youth to participate in sport programs, job training, teen councils, and teen volunteering. This will support providing programs for teens at 10 sites across the city, six days per week up from a current number of 7 sites.

\$448,000
7.0

Program: Recreation/Teen Centers Operated by City Staff

- 2. Add staff and supplies to expand operating hours for the Holiday Park Recreation Center from summer only to year-round. The center will provide youth recreation opportunities Monday through Friday with morning hours in the summer and afternoon hours during the school year.

\$74,000
2.0

Department/Program

**2019-20
Total**

Program: Recreation/Teen Centers Operated by City Staff

3. Add staff and supplies to expand operating hours for Hayden Park Recreation Center, Playa Margarita Recreation Center, Sunnyslope Youth Center, and the Verde Community Center. Summer hours at the Hayden and Playa Margarita Recreation Centers would be expanded from 3:00–8:00 p.m. to 12:00–8:00 p.m. Year-round hours at the Sunnyslope Youth Center would be expanded from Monday-Friday 9:00 a.m.–7:00 p.m. to Monday-Friday 9:00 a.m.–8:00 p.m. and add Saturday hours from 12:00-6:00 p.m. Summer hours at the Verde Community Center would expand from Monday-Friday 4:00-8:00 p.m. to 10:00 a.m.-8:00 p.m. from June 3 to July 26 (eight weeks).

Program: General Recreation

4. Add a summer youth recreation program, with an adaptive recreation component, at the Riverbend Preparatory Academy located at 5625 S. 51st Avenue. The program will operate Monday-Friday 4:00-8:00 p.m., and the adaptive recreation programming will be twice a week for a total of four hours and be operated by Daring Adventures.

Total Parks and Recreation

**\$578,000
10.5**

Housing

Program: Family Housing

1. Add one Affordable Housing Program Manager position to create, implement and manage a new citywide Affordable Housing initiative. This position will be responsible for working with various internal and external stakeholders to identify the number of new affordable and workforce housing units needed to accommodate the homeless and low-income population in the City of Phoenix. Additionally, this position will develop strategies to identify city properties and funding mechanisms to increase opportunities for affordable and workforce housing projects.

Total Housing

**\$125,000
1.0**

Department/Program

**2019-20
Total**

Human Services

Program: Homeless Housing Services

1. Add two Caseworker II positions and vehicles to provide case management services to assist homeless elderly clients with achieving housing stability. Each position will provide services to a minimum of 20 clients each at any point in time. \$200,000
2.0

Program: Homeless Housing Services

2. Add funding to provide contracted services and support to persons charged and booked into Phoenix Municipal Court who are experiencing homelessness. This will increase opportunities for individuals to obtain services and increase positive outcomes for persons experiencing homelessness who are engaged in the judicial system. It is estimated that up to 30 individuals per month will receive assistance. \$75,000
-

Program: Client Services

3. Add funding for eviction prevention services administered through the city's family service centers. Eviction prevention services provides short term assistance to prevent an individual or family from moving into an emergency shelter or from becoming homeless. Examples of assistance include rental assistance, application fees, security deposits, utility payments or moving costs. This will leverage existing federal funds. \$50,000
-

Total Human Services

**\$325,000
2.0**

Office of Arts and Culture

Program: Community Investments and Engagement Program

1. Increase funding for arts grants for youth and underserved communities. \$25,000
-

Total Office of Arts and Culture

**\$25,000
-**

Department/Program	2019-20 Total
<u>City Council</u>	
<i>Program: Constituent Services</i>	
1. Add funding to facilitate enhanced community engagement activities by City Council-members through participatory budgeting or other methods at the discretion of the Council member. Projects will be those that require no new operating costs, are procured in accordance with City policy and as recommended by City Council-members.	\$200,000 -
Total City Council	\$200,000 -
<u>Mayor's Office</u>	
<i>Program: Constituent Services</i>	
1. Add funding to facilitate enhanced community engagement activities by the Mayor through participatory budgeting or other methods at the discretion of the Mayor. Projects will be those that require no new operating costs, are procured in accordance with City policy and as recommended by the Mayor.	\$50,000 -
Total Mayor's Office	\$50,000 -
TOTAL COMMUNITY SERVICES	\$1,774,000 24.7

INFRASTRUCTURE MAINTENANCE

Street Transportation

<i>Program: Landscape Management</i>	
1. Add funding to maintain street landscaping along newly developed and renovated streetscapes. This includes maintenance for new landscaping along the Grand Canal between 15 th Avenue and 16 th Street, and between 36 th Street and 40 th Street.	\$404,000 -

Department/Program	2019-20 Total
<i>Program: Landscape Management</i>	
2. Add funding to increase the frequency of contracted street landscape maintenance from three times a year to four times a year, and to provide monthly irrigation system monitoring to identify and repair leaks and non-functioning equipment. In addition, add two Senior Construction Inspector positions to improve monitoring of contractor performance and improve response times to safety issues and resident complaints.	\$954,000 2.0
<i>Program: Municipal Facility Design & Construction</i>	
3. Add an Information Technology Analyst Programmer II position to support the implementation of new Capital Improvement Program (CIP) project management software. This position will work with client departments to ensure that the new system will meet the city's needs. This position will be charged out to facility related CIP projects.	\$- 1.0
Total Street Transportation	\$1,358,000 3.0
 <u>Parks and Recreation</u>	
<i>Program: Park Maintenance</i>	
1. Add a Parks Maintenance Mechanic position and equipment to the Downtown Division to improve response times for plumbing and other maintenance issues at the urban parks, sports, and cultural facilities located within the downtown area. Also, add a Buyer position to provide support for the procurement of supplies and equipment needed to maintain Parks facilities citywide.	\$220,000 2.0
Total Parks and Recreation	\$220,000 2.0

Department/Program	2019-20 Total
 <u>Public Works</u>	
<i>Program: Facilities Management and Maintenance</i>	
1. Add funding for 23.5 positions and 17 vehicles for facilities deferred maintenance projects, asset management and site assessment support. Positions include five Facilities Project Planners, one Project Manager, five Project Management Assistants, two Support Services Aides, one Business Systems Analyst, one Building Facilities Superintendent, three Electricians, one Electronic Systems Specialist, one Building Maintenance Worker*U2, one Building Equipment Operator, one Administrative Assistant I, one Electrical Maintenance Foreman and a part-time Support Services Aide. These additions represent a partial restoration of prior reductions in force that occurred during the Great Recession.	\$1,336,000 23.5
Total Public Works	\$1,336,000 23.5
 <u>City Manager's Office</u>	
<i>Program: Professional Administration of Policies and Objectives Set Forth by Mayor and Council</i>	
1. Convert a temporary position to regular status to continue to support departments in the maintenance of city facilities by providing oversight, coordination, and policy guidance.	\$- -
Total City Manager's Office	\$- -
 TOTAL INFRASTRUCTURE MAINTENANCE	 \$2,914,000 28.5

Department/Program

**2019-20
Total**

PREPARING FOR CENSUS 2020

<i>Program: Census 2020</i>	
1. Add funding for a marketing and public relations agency to help ensure Phoenix maximizes Census participation, which will affect future federal funding allocations and state shared revenues. The additional resources for an experienced marketing agency will assist staff in message development, content creation and media implementation to help reach hard-to-count and hard-to-reach populations.	\$1,355,000 -
TOTAL PREPARING FOR CENSUS 2020	\$1,355,000 -
<u>TOTAL PROPOSED GENERAL FUND ADDITIONS</u>	\$55,665,000 137.0

ATTACHMENT B

2019-20

**PROPOSED SUPPLEMENTALS
NON-GENERAL FUND**

Department	2019-20 Total
<u>Fire</u>	
<i>Program: Fire Emergency Medical Services and Hazardous Incident Response</i>	
1. Add funding for a Management Assistant II position to provide management support for the computer aided dispatch system. This position will be funded by the Regional Automatic Aid Consortium partners.	\$103,000 1.0
<i>Program: Fire Emergency Medical Services and Hazardous Incident Response</i>	
2. Add funding for a Senior User Tech Specialist position to provide computer aided dispatch system maintenance. This position will be funded by the Regional Automatic Aid Consortium partners.	\$117,000 1.0
Total Fire	\$220,000 2.0
<u>Housing</u>	
<i>Program: Housing Supportive Services and Project Implementation</i>	
1. Convert six federally-funded temporary full-time positions to regular status to support various Housing programs. Positions include two Project Management Assistants, one Project Manager, one Administrative Assistant I, one Administrative Assistant II and one Relocation Specialist.	\$- -
Total Housing	\$- -

Department	2019-20 Total
<u>Library</u>	
<i>Program: Branch Services</i>	
1. Convert temporary First Things First positions to regular and ongoing status. This includes two full-time Administrative Assistant I positions that provide grant support and oversight, and part-time Library Assistant positions that provide early literacy programming in libraries and community locations.	\$- 8.9
Total Library	\$- 8.9
<u>Neighborhood Services</u>	
<i>Program: Administration</i>	
1. Add a Contracts Specialist II position to support timely contract procurement and contract monitoring for federal and state requirements, and meet critical grant spending timelines and spending ratios. The funding for this position is 20% General Fund.	\$75,000 1.0
Total Neighborhood Services	\$75,000 1.0
<u>Parks and Recreation</u>	
<i>Program: Preserves</i>	
1. Add a GIS Technician position to redesign the Parks Land Asset Inventory database to make detailed park information such as special amenities, features, and activities available to the public. This position will be charged to PPPI funded projects in the Capital Improvement Program budget.	\$- 1.0
<i>Program: Parks Maintenance</i>	
2. Add staff and materials to operate and maintain the completion of Pinnacle Park, phase II, which includes athletic fields, restrooms and a skate plaza. The facility is scheduled to open in October 2019.	\$207,000 2.0
Total Parks and Recreation	\$207,000 3.0

Department

**2019-20
Total**

Planning and Development

Program: Civil Plan Review and Inspections

1. Add a Chief Engineering Technician position to perform civil plan reviews and provide oversight of contracted civil plan review to ensure turnaround times are maintained as demand for services increases. \$75,000
1.0

Program: Administration and Enforcement

2. Add an Engineering Technician position to reduce turnaround times for processing of pre-application and preliminary review submissions. \$58,000
1.0

Program: Commercial Plan Review and Inspections

3. Add two Architect positions to review complex commercial architectural plans for compliance with building and accessibility codes. \$220,000
2.0

Program: Commercial Plan Review and Inspections

4. Add a Fire Prevention Specialist II position to conduct fire system reviews for commercial building plan submissions. This position is needed due to an increase in commercial building plans being submitted with fire system review requirements. \$82,000
1.0

Program: Residential Plan Review and Inspections

5. Add four positions to maintain a 24-hour turnaround time for performing residential inspections; timely review of plans for conformance with building codes and ordinances; and provide an increased ability to conduct customer meetings regarding development activities. \$463,000
4.0

Program: Signs Plan Review and Inspections

6. Add an Engineering Technician position to assist with sign permit processing and data entry in response to increasing demand for services. \$58,000
1.0

Department	2019-20 Total
<i>Program: Administration and Enforcement</i>	
7. Add an Administrative Assistant I position to help support the Building Official section. Between 2017 and 2018 there was a 25 percent increase in the number of building code modification requirements which has increased the need for training and coordination to implement the changes.	\$75,000 1.0
<i>Program: Administration and Enforcement</i>	
8. Add a Lead Business Systems Analyst position to support the development and implementation of a new planning, zoning, permitting, and plan review software application. This position will assist with the conversion of historical data from the current business application and provide ongoing support for the new system.	\$105,000 1.0
<i>Program: Commercial Plan Review and Inspections</i>	
9. Add a Site Development Coordinator and a Building Code Examiner position to maintain a 24-hour turnaround time for commercial combination inspections, which allows multiple disciplines to be reviewed and inspected at the same time.	\$246,000 2.0
<i>Program: Site Planning</i>	
10. Add a Landscape Architect II and a Planner II position to support the pre-application and preliminary plan review process for landscape and hillside projects, and the site planning customer service counter, in response to increasing demand for services.	\$189,000 2.0
<i>Program: Administration and Enforcement</i>	
11. Add an Engineering Technician position to support the payment and submittals public counter. Due to the increase in development activities the customer wait times at the counter have increased.	\$58,000 1.0
<i>Program: Growth and Infrastructure</i>	
12. Add an Accountant II position in the Growth and Infrastructure section to perform day-to-day impact fee administrative activities. Due to the increase in development activity additional staff is needed to prepare impact fee estimates, determine impact fee requirements, and enter impact fees on permits.	\$85,000 1.0

Department	2019-20 Total
<i>Program: Administration and Enforcement</i>	
13. Add a Budget Analyst II position to support preparation of the department's annual budget and coordinate procurements and audits. Due to increased development activities, additional fiscal analysis, research, and reporting is needed.	\$93,000 1.0
<i>Program: Office of Customer Advocacy</i>	
14. Add a Project Manager and Chief Engineering Technician position to assist small business owners through the development process and develop a marketing program to better advertise the services provided by the Office of Customer Advocacy (OCA). OCA assists with pre-project research and feasibility analysis, explains plan review and permit requirements and timeframes, connects customers to technical experts regarding Ordinance or Code related questions, and generally helps guide projects through the development process.	\$172,000 2.0
Total Planning and Development	\$1,979,000 21.0
 <u>Solid Waste</u>	
<i>Program: Institutional Collection and Special Services</i>	
1. Add a Project Manager position to review plans for new and existing development projects. Funding for this position is available in the existing Solid Waste budget.	\$- 1.0
Total Solid Waste	\$- 1.0
 <u>Street Transportation</u>	
<i>Program: Street Lighting</i>	
1. Convert a temporary Chief Engineering Technician position to regular status to support increasing demand for small cell site installations. This position will be partially funded through fees. Cost shown is net of revenue.	\$60,000 -

Department	2019-20 Total
<i>Program: Utility Coordination & Inspection</i>	
2. Add a Chief Engineering Technician position to support increasing demand for underground utility work related to fiber-optic installation and repairs to the aging natural gas infrastructure. This position will be partially funded through fees. Cost shown is net of revenue	\$44,000 1.0
<i>Program: Landscape Management</i>	
3. Add a Senior Construction Inspector position, along with water costs, to monitor the contracted maintenance of an additional 476 acres of street landscaping being added as part of the new 22-mile Loop 202 freeway connection.	\$307,000 1.0
<i>Program: Administration</i>	
4. Convert a temporary Special Projects Administrator position to regular status to support the department's continuous process improvement efforts, and communication with businesses and communities regarding street improvement projects.	\$- -
<i>Program: Administration</i>	
5. Add an Administrative Assistant II position to support public outreach and community engagement efforts regarding street improvement projects, and transportation issues such as pedestrian safety and safe driving.	\$111,000 1.0
<i>Program: Transportation & Drainage Design & Construction</i>	
6. Add an Information Technology Analyst Programmer II position to support the implementation of new Capital Improvement Program (CIP) project management software. This position will be charged out to streets related CIP projects.	\$- 1.0
<i>Program: Administration</i>	
7. Add GIS positions to support the data collection, analysis, and reporting related to the department's accelerated pavement, Transportation 2050 and other Capital Improvement Program projects. The cost for these positions is offset by charges to related CIP projects.	\$- 5.0

Department	2019-20 Total
<i>Program: Freeway Coordination Program</i>	
8. Convert a temporary Freeway Coordination Manager position to regular status to support communication, coordination, and policy recommendations regarding freeway system projects within the City of Phoenix. This position works extensively with the Federal Highway Administration (FHA), Maricopa Association of Governments (MAG), Arizona Department of Transportation (ADOT), and other city departments.	\$- -
<i>Program: Freeway Coordination Program</i>	
9. Convert a temporary Special Projects Administrator position to regular status to manage the technical aspects of freeway system projects, coordinate the activities of city departments, and support communication and coordination with external agencies. The position is currently funded by Maricopa Association of Governments (MAG) through June 2020.	\$- -
<i>Program: Administration</i>	
10. Add a Senior Business Systems Analyst position to support the department's continuous process improvement efforts.	\$117,000 1.0
<i>Program: On-Street Parking Program</i>	
11. Add a Parking Meter Repair Supervisor position to support the department's day-to-day maintenance and operation of the City's parking meters, and conduct analysis to optimize collections and meter placement.	\$129,000 1.0
Total Street Transportation	\$768,000 11.0

Water Services

<i>Program: Wastewater Treatment</i>	
1. Add staff and vehicles to ensure adequate maintenance of the 91 st Avenue Wastewater Treatment Facility. This includes maintenance of the liquid and solid system processes, electrical systems/equipment, instrumentation and control systems/equipment and ancillary facilities such as maintenance and control buildings.	\$2,940,000 21.0

Department**2019-20
Total***Program: Water Meter Operations*

2. Add funding to implement the use of Cellular Encoder Receiver Transmitters (CERTs) to read water meters on construction fire hydrants, hard to read accounts, accounts with limited/restricted access, and high security/safety areas such as Phoenix Sky Harbor Airport. This technology allows for billable meter reads to be captured more efficiently.

Total Water Services**\$3,090,000
21.0****TOTAL PROPOSED NON-GENERAL FUND
ADDITIONS****\$6,339,000
68.9**

ATTACHMENT C
2018-19
SUPPLEMENTALS UPDATE

GENERAL FUND

PUBLIC SAFETY

Department

2018-19

Fire

Program: Fire Prevention General Inspections, Fire Prevention Special Hazards, Fire Emergency Medical Services and Hazardous Incident Response

- | | | |
|----|--|------------------|
| 1. | Add funding for two Fire Protection Engineers, three Fire Prevention Supervisors, and three Fire Prevention Specialist II positions. These positions will enhance the current Fire Prevention program by providing increased supervisory support to the inspectors. This addition will ensure that inspectors are provided comprehensive support from their supervisors and will ensure the Fire Prevention program's efforts are as efficient as possible. The additional cost for the 8 positions will be partially offset with savings from reallocating five Fire Captains and one Fire Battalion Division Chief to six Firefighter positions which will be reallocated to front-line service. | \$342,000
8.0 |
|----|--|------------------|

Status Update: All positions have been filled and the Fire Prevention Section has realized improved staff oversight and greater technical guidance for customers. Significant increases in total inspections has occurred as a direct result of the additional staff. Previously, Fire Prevention struggled to meet the goal of a ten business day turnaround for plan review. With the addition of the Fire Protection Engineers and Specialist II positions this goal is now consistently achieved.

Program: Fire Emergency Medical Services and Hazardous Incident Response

- | | | |
|----|--|------|
| | | - |
| 2. | Add funding for three Fire Captain 56hr, three Fire Engineer 56hr and eight Firefighter 56hr positions to expand the hours of temporary Fire Station 55 in North Phoenix from part-time to full-time operations every day on a 24-hour schedule. This will improve response times and provide resources needed to respond to the increasing demand in the area. This request will be funded through the reallocation of existing overtime and other miscellaneous savings. Construction on the permanent site for the new Fire Station 55 at Interstate 17 and Jomax Road is scheduled to begin in the summer and is expected to be complete in late 2019. Funding to operate the new station full time will be requested in the 2019-20 budget process. | 14.0 |

Department

2018-19

Status Update: Fire Station 55 is scheduled to open in July 2019 and all positions will be filled by that time. Once the station opens more resources will be available to strategically deploy personnel and provide coverage for the area, which will decrease response times. During the construction phase of the station, funding has been utilized to provide 24-hour operations at a temporary facility and a decrease in average response times for emergency medical service (EMS) calls has been realized from 7 minutes and 53 seconds to 6 minutes and 0 seconds. Response times for other emergency calls for service have also decreased from 9 minutes and 59 seconds to 6 minutes and 28 seconds.

Total Fire

\$342,000
22.0

Police

Program: Public Records Unit

1. Add funding for one Information Technology Project Manager, three Police Records Clerks, four Administrative Aides, and five Forensic Photo Specialists to meet the staffing needs of the Phoenix Police Department Public-Traffic Records Detail. The number of public records requests has increased by 15,000 since FY2013-14. It is anticipated that additional support staff will help to prevent future public records request backlogs. This request will be funded through the reallocation of existing department resources. \$-
13.0

Status Update: Ten of the thirteen positions have been filled with the remaining 3 expected to be filled by year-end. These positions have significantly improved turnaround times for public records requests, reducing the 22-month backlog in May 2017 to less than one month. The additional staff have been assisting with managing the new web-based portal for public records requests, redacting all audio, video and photographs, and providing customer service for walk-in customers and phone inquiries.

Program: Crime Gun Intelligence Center

2. Add one Criminal Intelligence Analyst and four Police Assistants to increase the effectiveness of the Criminal Gun Intelligence Center (CGIC) in reducing crimes related to gun violence. The CGIC is a regional resource and uses advanced technologies and investigative techniques to identify, locate and apprehend violent criminal offenders possessing guns. These positions will perform data collection, research, obtain fingerprints and DNA, and provide intelligence to law enforcement in a timely manner to assist in apprehending “trigger pullers”. 510,000
5.0

Department

2018-19

Status Update: All five positions have been filled and are responsible for forensic processing and entry of ballistic evidence into the National Integrated Ballistic Information Network (NIBIN), which as of March 2019 averages 170 bags of shell casings and 190 firearms per month. These entries result in actionable intelligence leading to increased apprehensions of violent gun offenders. As of March 2019 the CGIC along with the Bureau of Alcohol, Tobacco, Firearms and Explosives has developed 331 NIBIN leads connecting 724 incidents across 23 law enforcement agencies. The additional resources added this fiscal year will be instrumental in processing evidence, which has increased 40% over the prior fiscal year.

Total Police **\$510,000**
18.0

Law

Program: Civil Division

- 1. An administrative no cost conversion of two existing temporary positions assisting with public safety related matters; specifically, an Assistant City Attorney IV for the Fire Department and an Administrative Aide within the Legal Assistant Unit to provide support for the Police Department’s body-worn camera program. Positions will be funded through existing budgets. \$-
-

Status Update: Both positions were administrative no cost conversions and continue to provide invaluable knowledge and support to Fire administration and the Police Body Worn Camera Program.

Total Law **\$-**
-

TOTAL PUBLIC SAFETY **\$852,000**
40.0

NEIGHBORHOODS

City Clerk

Program: License Services

- 1. Add two temporary Business License Service Clerk positions to support the Structured Sober Living Home (SSLH) licensing program. Staff would license SSLH facilities, owners and managers, including conducting background reviews, collecting information about the home and copies of various home operation documents, and verifying compliance with zoning/registration and training requirements. It is anticipated that approximately 400 homes, and 800-1200 managers, will require licensing. Licensing costs will be offset by fee revenue. \$-
2.0

Department

2018-19

Status Update: The licensing program has been created; including application materials and procedures, updates to licensing software, staff training, and communication with stakeholders. To date, City Clerk License Services has received 24 license applications related to this program – 9 for Structured Sober Living Homes and 15 for Structured Sober Living Home Managers. Unless the volume changes drastically in the coming months, City Clerk can absorb application processing with existing staff and will not need to hire the temporary positions.

Total City Clerk

**\$-
2.0**

Neighborhood Services

Program: Code Compliance Program

1. Add temporary positions and equipment to enforce regulations related to the Structured Sober Living Home (SSLH) licensing program. Two teams would be established to conduct citywide SSLH inspections and investigate complaints and violations of SSLH ordinances, zoning, property maintenance and environmental safety ordinances and housing safety regulations. Staff will also conduct community outreach/education and serve as liaison to industry and community stakeholder groups. It is anticipated that approximately 400 licensing inspections will be required annually in addition to 240 unlicensed SSLH complaint investigations. Enforcement costs will be partially offset by fee revenue.

**\$235,000
5.0**

Status Update: Positions were filled. Two positions recently vacated and hiring is in process. Team is on track to complete inspections for 240 unlicensed homes. So far this year, 9 facility licensing applications have been received and all inspections completed.

Total Neighborhood Services

**\$235,000
5.0**

TOTAL NEIGHBORHOODS

**\$235,000
7.0**

HOMELESSNESS

Human Services

Program: Homeless Outreach Services

- | | | |
|----|---|----------------|
| 1. | Add funding to provide contractual services for two additional Homeless Outreach Teams to support the PHX C.A.R.E.S. program, expanding the number of teams from seven to nine. CDBG and other grant funds will be sought to supplement this funding. This will increase the program caseload capacity by 360 clients per year. The additional resources will also allow the program to provide more clients with a level of case management beyond the initial provision of emergency services. This will result in increasing the percentage of clients who are connected to permanent housing from approximately 10% to 30%. | \$225,000
- |
|----|---|----------------|

Status Update: The two additional Homeless Outreach Teams to support the PHX C.A.R.E.S outreach program are in place. The program is on target to engage 360 new clients by the end of the year and have increased positive housing outcomes to 30%.

Program: Homeless Outreach Services

- | | | |
|----|---|---------------|
| 2. | Add an Administrative Assistant I position to manage and coordinate case referrals to the Homeless Outreach Teams supporting the PHX C.A.R.E.S. program to improve response times. This position will also conduct research, track performance measures, and make recommendations for improvements. | 86,000
1.0 |
|----|---|---------------|

Status Update: The position has been filled and as a result referrals are now being made to the Homeless Outreach Teams within 24 hours.

Program: Homeless Emergency Services

- | | | |
|----|--|-------------|
| 3. | Increase funding to provide additional case management resources to assist clients with obtaining necessary services resulting in 100 clients being successfully housed each year. | 75,000
- |
|----|--|-------------|

Status Update: The additional case manager was filled at Central Arizona Shelter Services (CASS), increasing positive exit housing numbers from 16% to 23%, which represents an increase of 332 individuals being successfully served.

Total Human Services	\$386,000 1.0
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Department

2018-19

Neighborhood Services

Program: Code Compliance Program

- | | | |
|----|--|-----------------|
| 1. | Add funding for a position for the PHX C.A.R.E.S. program to prioritize, dispatch, manage and coordinate resources, including tracking and referring cases to multiple departments (Human Services, Neighborhood Services, Public Works, Streets Transportation and Parks and Recreation). This program will maximize effectiveness and optimize response times. This position will also conduct research, analyze performance measures, evaluate effectiveness and make recommendations for improvements. | \$86,000
1.0 |
|----|--|-----------------|

Status Update: The position has been filled and is ensuring cases are being assigned, related tasks being completed, and resolutions documented. In addition, performance measures are being monitored and evaluated to ensure program effectiveness.

Total Neighborhood Services	\$86,000 1.0
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Parks and Recreation

Program: Park Rangers – Community and Neighborhood Parks

- | | | |
|----|--|------------------|
| 1. | Add two Park Ranger positions and materials to support the PHX C.A.R.E.S. program within the City’s urban park system by increasing direct contact for individuals requiring services from PHX C.A.R.E.S. Homeless Outreach Teams. | \$256,000
2.0 |
|----|--|------------------|

These positions will also increase daily Park Ranger patrol coverage from 4:00 a.m. through 11:00 p.m., monitor and educate the public on park rules, regulations and ordinances related to city park use, and provide customer service and information to daily users.

Status Update: The positions have been filled, are patrolling parks and working with the PHX C.A.R.E.S. program.

Total Parks and Recreation	\$256,000 2.0
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TOTAL HOMELESSNESS	\$728,000 4.0
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TREES, SHADE AND CAPITAL CONSTRUCTION

Street Transportation

Program: Streetscape Management

- | | | |
|----|--|----------------|
| 1. | Add funding for the installation of approximately 750 trees (annually) and repair or installation of irrigation systems along surface streets to enhance the city's Tree and Shade Master Program. | \$450,000
- |
|----|--|----------------|

Status Update: All 750 trees will be installed by the end of this fiscal year. Irrigation system repairs are being completed as needed.

Program: Design and Construction Procurement

- | | | |
|----|--|----------|
| 2. | Add two Contract Specialist II positions to the Design and Construction Procurement section to support the City's Capital Improvement Program (CIP) to address increasing workloads and ensure contract documents are executed in a timely manner. Positions will be funded through work order credits charged to individual CIP projects. | -
2.0 |
|----|--|----------|

Status Update: These positions have been filled and improvements in turn-around times have been realized, however, workload continues to increase due to the City's 5-year CIP program.

Program: Municipal Facility Design and Construction

- | | | |
|----|---|----------|
| 3. | Add a Project Manager position to assist the Vertical Project Management section with project management and support functions due to increased workloads generated by citywide client departments. Funded through work order credits charged to individual projects. | -
1.0 |
|----|---|----------|

Status Update: This position has been filled.

Program: City Engineer Support

- | | | |
|----|--|--------|
| 4. | Convert a temporary Civil Engineer III position to regular status. This position will provide dedicated support and assistance to the City Engineer to establish and manage a Capital Improvement Program project management training program. In addition, the position will be responsible for overseeing the consolidation of various project management information systems. | -
- |
|----|--|--------|

Status Update: This position has been filled. The CIP project management training program is underway and training is being provided.

Total Street Transportation	\$450,000 3.0
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TOTAL TREES, SHADE AND CAPITAL CONSTRUCTION	\$450,000 3.0
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ARTS & CULTURE

Office of Arts & Culture

Program: Cultural Facilities Development and Property Management Services

- | | | |
|----|---|------------------|
| 1. | Add a temporary position to oversee the coordination and development of the Latino Cultural Center. This position would be responsible for working with the City Council, community and the non-profit community as this project moves forward in the development process to explore the development of a Latino cultural center. | \$159,000
1.0 |
|----|---|------------------|

Status Update: An Ad Hoc Committee was formed to provide community input on the Latino Cultural Center. The committee has been established and their first meeting was held in April. This position has been held vacant awaiting input and direction from the Ad Hoc Committee. It is anticipated that the position will be filled in the next few months based on direction from the Ad Hoc Committee.

Program: Arts Grants Services and Community Initiatives

- | | | |
|----|---|-------------|
| 2. | Increase funding for arts grants. Arts grants provide operating support, including rental support, to local arts and culture organizations. | 30,000
- |
|----|---|-------------|

Status Update: All grant funds were awarded. The additional funding helped restore a youth arts engagement program that had been eliminated after the recession.

Program: Public Art Program

- | | | |
|----|--|-------------|
| 3. | Increase funding for the maintenance of the City's public art installations. This increase in funding comes from the General Fund facilities maintenance budget and as a result does not increase the overall General Fund budget. | 18,500
- |
|----|--|-------------|

Status Update: All funding is expected to be spent by the end of this fiscal year.

Total Office of Arts & Culture	\$207,500 1.0
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TOTAL ARTS & CULTURE	\$207,500 1.0
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LIBRARY HOURS RESTORATION

Library

- Program: Branch Libraries*
1. Continue the additional four hours of service on Sundays at four branch libraries that were temporarily added because of the Burton Barr Library closure: Yucca, Century, Harmon and Ocotillo. The additional Sunday hours have resulted in an average 10% increase in usage at the four branches, serving over 21,000 people in 24 weeks. \$295,000
4.4

Department

2018-19

Status Update: These hours of operation have been continued and positions have been filled.

Total Library \$295,000
4.4

TOTAL LIBRARY HOURS RESTORATION \$295,000
4.4

PROTECTING OUR FUTURE - CENSUS

Census

- Program: Federal, State, Regional and Tribal Programs*
1. Add funding for one temporary Management Assistant II and additional resources to support the 2020 Census. For the first time, the national decennial census will be conducted online rather than by mail. The Management Assistant II position and additional resources will help ensure Phoenix maximizes census participation, which will affect future federal funding allocations and state shared revenues. \$151,000
1.0

Status Update: The position is currently filled and has been organizing and leading the newly created Census Complete Count Committee (CCC) and development of the interdepartmental support team. This position assists the Census Director with community presentations and outreach, development of Council briefings and agenda items, serves as a liaison to the Mayor's Office on Census efforts and has also led the 2020 regional Census marketing procurement. The additional resources added were used to develop the campaign's creative marketing materials and regional tagline "iCount2020". The funds were also used for the April 1, 2019 press conference which brought together regional elected officials, the Governor's Office, U.S. Census Bureau, and community stakeholders including 70 first graders from ASU Prep Elementary.

Total Census	\$151,000 1.0
TOTAL PROTECTING OUR FUTURE - CENSUS	\$151,000 1.0
TOTAL PROPOSED GENERAL FUND ADDITIONS	\$2,918,500 60.4

Department **2018-19**

NON-GENERAL FUND

HOMELESSNESS

Solid Waste

Program: Institutional Collection and Special Services Program

- | | | |
|----|--|--------------------------------|
| 1. | Add temporary positions and equipment to increase the clean-up of homeless encampments, as identified through the PHX C.A.R.E.S. program, from twice a week to five times a week. Clean-ups will be conducted in City alleyways. Staff currently cleans approximately 15 sites per week as needed. With increased funding and support, staff expects to clean approximately 50-60 sites per week with improved response times. | \$573,000
2.0 |
|----|--|--------------------------------|

Status Update: Both positions are filled and providing homeless encampment cleanup up to 4 times per-week. Response times have improved from once per week to 4 days per week with the capacity to respond 5 days per week as necessary.

Total Solid Waste	\$573,000 2.0
--------------------------	--------------------------------

Street Transportation

Program: Street Cleaning

- | | | |
|----|--|--------------------------------|
| 1. | Add temporary positions and equipment to increase the clean-up of homeless encampments, as identified through the PHX C.A.R.E.S. program, from once a week to five times a week. Clean-ups will be conducted in areas such as the right-of-way, city owned lots, natural washes, culverts, and drainage easements. Staff are expected to clean approximately 12-15 sites per week. | \$600,000
5.0 |
|----|--|--------------------------------|

Status Update: Due to difficulties in filling temporary positions, three positions are not being filled but instead that funding is being used for contract staff. One of the two remaining positions is filled and the second is in the process of being filled. The frequency of cleanups has increased to five times a week, and an average of 12-15 cleanups per week are being completed.

Total Street Transportation	\$600,000 5.0
TOTAL HOMELESSNESS	\$1,173,000 7.0
TOTAL PROPOSED NON-GENERAL FUND ADDITIONS	\$1,173,000 7.0

**2017-18 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		
				To	From				Service	Total	
General Funds:											
General	\$ 144,494	\$ 283,542	\$ 1,644	\$ 893,897	\$ 155,354	\$ 1,168,223	\$ 1,029,822	\$ 3,781	\$ -	\$ 1,033,603	\$ 134,620
Parks and Recreation	-	16,775	142	74,987	-	91,904	91,904	-	-	91,904	-
Library	-	49,200	14	385	2,103	47,496	40,155	7,341	-	47,496	-
Cable Communications	-	10,884	-	-	6,608	4,276	4,276	-	-	4,276	-
Total General	\$ 144,494	\$ 360,401	\$ 1,800	\$ 969,269	\$ 164,065	\$ 1,311,899	\$ 1,166,157	\$ 11,122	\$ -	\$ 1,177,279	\$ 134,620
Special Revenue Funds:											
Excise Tax	\$ -	\$ 1,268,074	\$ -	\$ -	\$ 1,268,074	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nghbrhd Protection-Police	13,682	179	-	22,179	337	35,703	22,443	-	-	22,443	13,260
Nghbrhd Protection-Fire	6,328	76	7	7,920	7	14,324	9,448	-	-	9,448	4,876
Nghbrhd Protection-Block Watch	3,531	380	6	1,583	1	5,499	1,257	-	-	1,257	4,242
2007 Public Safety Exp-Police	11,856	138	1	50,693	447	62,241	34,284	-	-	34,284	27,957
2007 Public Safety Exp-Fire	3,305	45	-	12,674	76	15,948	11,133	-	-	11,133	4,815
Public Safety Enhance-Police	5,695	-	-	15,994	199	21,490	11,084	-	-	11,084	10,406
Public Safety Enhance-Fire	4,016	-	-	9,803	-	13,819	4,630	-	-	4,630	9,189
Parks and Preserves	43,795	1,245	280	34,963	28	80,255	5,133	22,759	-	27,892	52,363
Transit 2000 ^{2/}	1,278	(29)	232	-	-	1,481	(304)	(363)	-	(667)	2,148
Transportation 2050 ^{2/}	254,758	48,605	501	216,164	66,376	453,652	191,987	47,329	-	239,316	214,336
Court Awards	235	4,213	269	-	-	4,717	4,459	-	-	4,459	258
Development Services	54,220	59,844	14	-	3,494	110,584	49,270	1,465	-	50,735	59,849
Capital Construction	11,224	259	283	9,680	-	21,446	201	5,465	-	5,666	15,780
Sports Facilities	37,809	12,343	105	21,431	265	71,423	2,358	1,628	17,763	21,749	49,674
AZ Highway User Revenue	55,415	132,738	1,124	131	-	189,408	62,379	63,921	-	126,300	63,108
Regional Transit	(13,989)	38,695	28	-	-	24,734	31,705	2,725	-	34,430	(9,696) ^{3/}
Community Reinvestment	12,030	7,567	51	-	2,068	17,580	478	2,849	-	3,327	14,253
Secondary Property Tax	526	100,187	-	987	-	101,700	-	-	101,600	101,600	100
Impact Fee Program Admin	905	443	1	-	-	1,349	280	-	-	280	1,069
Regional Wireless Cooperative	1,756	4,239	39	-	-	6,034	4,209	-	-	4,209	1,825
Golf Course	250	5,722	35	-	-	6,007	6,007	-	-	6,007	-
City Improvement	116	-	46	103,688	1,039	102,811	-	-	102,811	102,811	-
Other Restricted Funds	84,661	33,737	222	23,717	9,099	133,238	44,071	4,940	-	49,011	84,227
Grant Funds	23,483	213,991	991	1,824	346	239,943	207,211	5,624	-	212,835	27,108
Total Special Revenue	\$ 616,885	\$ 1,932,691	\$ 4,235	\$ 533,431	\$ 1,351,856	\$ 1,735,386	\$ 703,723	\$ 158,342	\$ 222,174	\$ 1,084,239	\$ 651,147
Enterprise Funds:											
Aviation	\$ 334,111	\$ 385,888	\$ 3,363	\$ 28,184	\$ 14,838	\$ 736,708	\$ 249,070	\$ 57,596	\$ 76,042	\$ 382,708	\$ 354,000
Water	62,593	434,232	7,235	25,000	23,304	505,756	195,985	106,954	110,045	412,984	92,772
Wastewater	86,870	239,245	1,514	-	14,814	312,815	168,839	35,011	69,759	273,609	39,206
Solid Waste	43,901	149,947	268	-	10,394	183,722	128,539	8,083	9,491	146,113	37,609
Convention Center	43,780	23,072	61	52,734	2,862	116,785	45,946	4,274	19,922	70,142	46,643
Total Enterprise	\$ 571,255	\$ 1,232,384	\$ 12,441	\$ 105,918	\$ 66,212	\$ 1,855,786	\$ 788,379	\$ 211,918	\$ 285,259	\$ 1,285,556	\$ 570,230
GRAND TOTAL	\$ 1,332,634	\$ 3,525,476	\$ 18,476	\$ 1,608,618	\$ 1,582,133	\$ 4,903,071	\$ 2,658,259	\$ 381,382	\$ 507,433	\$ 3,547,074	\$ 1,355,997

^{1/} General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$812.3 million, and is included in the General Funds revenue total of \$1,172.7 million shown on Schedule 2.

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

^{3/} The negative fund balance in Regional Transit is due to the timing of reimbursements for project costs from the regional transportation plan (Proposition 400).

**2018-19 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		
				To	From				Service	Total	
General Funds:											
General	\$ 134,620	\$ 294,295	\$ 1,000	\$ 927,529	\$ 149,438	\$ 1,208,006	\$ 1,081,841	\$ 12,082	\$ -	\$ 1,093,923	\$ 114,083
Parks and Recreation	-	17,026	-	76,785	-	93,811	93,811	-	-	93,811	-
Library	-	39,402	-	1,608	2,197	38,813	38,015	798	-	38,813	-
Cable Communications	-	11,042	-	-	8,842	2,200	2,200	-	-	2,200	-
Total General	134,620	361,765	1,000	1,005,922	160,477	1,342,830	1,215,867	12,880	-	1,228,747	114,083
Special Revenue Funds:											
Excise Tax	\$ -	\$ 1,345,063	\$ -	\$ -	\$ 1,345,063	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nghbrhd Protection-Police	13,260	179	-	24,126	347	37,218	28,346	-	-	28,346	8,872
Nghbrhd Protection-Fire	4,876	76	-	8,617	-	13,569	10,217	-	-	10,217	3,352
Nghbrhd Protection-Block Watch	4,242	384	-	1,723	-	6,349	1,256	-	-	1,256	5,093
2007 Public Safety Exp-Police	27,957	375	-	55,152	447	83,037	58,973	-	-	58,973	24,064
2007 Public Safety Exp-Fire	4,815	69	-	13,787	72	18,599	14,886	-	-	14,886	3,713
Public Safety Enhance-Police	10,406	-	-	17,269	224	27,451	15,753	-	-	15,753	11,698
Public Safety Enhance-Fire	9,189	-	-	10,584	-	19,773	11,378	-	-	11,378	8,395
Parks and Preserves	52,363	847	1,110	34,467	279	88,508	5,497	59,812	-	65,309	23,199
Transit 2000 ^{2/}	2,148	-	1,316	-	3,464	-	-	-	-	-	-
Transportation 2050 ^{2/}	214,336	50,745	3,050	237,081	70,146	435,066	204,507	95,941	-	300,448	134,618
Court Awards	258	5,249	-	-	-	5,507	5,304	-	-	5,304	203
Development Services	59,849	62,490	110	-	3,414	119,035	55,897	14,924	-	70,821	48,214
Capital Construction	15,780	338	320	8,734	-	25,172	167	15,167	-	15,334	9,838
Sports Facilities	49,674	4,501	-	23,169	10,757	66,587	2,393	15,358	-	17,751	48,836
AZ Highway User Revenue	63,108	140,774	3,590	-	1,259	206,213	66,920	125,031	-	191,951	14,262
Regional Transit	(9,696)	52,763	30	-	-	43,097	32,632	14,670	-	47,302	(4,205) ^{3/}
Community Reinvestment	14,253	5,569	-	756	2,063	18,515	1,599	3,423	-	5,022	13,493
Secondary Property Tax	100	105,937	650	1,370	-	108,057	-	-	107,957	107,957	100
Impact Fee Program Admin	1,069	470	-	-	-	1,539	484	-	-	484	1,055
Regional Wireless Cooperative	1,825	4,489	40	-	-	6,354	4,777	-	-	4,777	1,577
Golf Course	-	5,504	-	-	-	5,504	5,501	-	-	5,501	3
City Improvement	-	-	78	123,408	1,028	122,458	-	-	122,458	122,458	-
Other Restricted Funds	84,227	27,042	200	24,913	3,498	132,884	50,714	4,445	-	55,159	77,725
Grant Funds	27,108	303,830	130	-	272	330,796	227,908	83,888	-	311,796	19,000
Total Special Revenue	\$ 651,147	\$ 2,116,694	\$ 10,624	\$ 585,156	\$ 1,442,333	\$ 1,921,288	\$ 805,109	\$ 432,659	\$ 230,415	\$ 1,468,183	\$ 453,105
Enterprise Funds:											
Aviation	\$ 354,000	\$ 385,474	\$ 3,410	\$ 22,326	\$ 11,615	\$ 753,595	\$ 264,933	\$ 220,534	\$ 74,082	\$ 559,549	\$ 194,046
Water	92,772	417,782	2,610	-	23,794	489,370	214,390	94,940	114,012	423,342	66,028
Wastewater	39,206	242,580	2,010	-	15,090	268,706	104,275	14,967	75,026	194,268	74,438
Solid Waste	37,609	151,929	7,100	6,775	9,537	193,876	139,827	16,647	14,317	170,791	23,085
Convention Center	46,643	24,835	620	61,611	8,273	125,436	51,382	7,762	19,934	79,078	46,358
Total Enterprise	\$ 570,230	\$ 1,222,600	\$ 15,750	\$ 90,712	\$ 68,309	\$ 1,830,983	\$ 774,807	\$ 354,850	\$ 297,371	\$ 1,427,028	\$ 403,955
GRAND TOTAL	\$ 1,355,997	\$ 3,701,059	\$ 27,374	\$ 1,681,790	\$ 1,671,119	\$ 5,095,101	\$ 2,795,783	\$ 800,389	\$ 527,786	\$ 4,123,958	\$ 971,143

^{1/} General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$846.5 million, and is included in the General Funds revenue total of \$1,208.2 million shown on Schedule 2.

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

^{3/} The negative fund balance in Regional Transit is due to the timing of reimbursements for project costs from the regional transportation plan (Proposition 400).

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

	Resources						Expenditures				Ending Fund Balances
	Beginning Fund		Recovery	Fund Transfer		Total	Operating	Capital	Debt		
	Balances	Revenue ^{1/}		To	From				Service	Total	
General Funds:											
General	\$ 114,083	\$ 307,268	\$ 1,000	\$ 981,225	\$ 154,113	\$ 1,249,463	\$ 1,230,936	\$ 18,527	\$ -	\$ 1,249,463	\$ -
Parks and Recreation	-	17,635	-	83,823	-	101,458	101,458	-	-	101,458	-
Library	-	40,562	-	2,338	2,265	40,635	39,680	955	-	40,635	-
Cable Communications	-	11,152	-	-	8,782	2,370	2,370	-	-	2,370	-
Total General	\$ 114,083	\$ 376,617	\$ 1,000	\$ 1,067,386	\$ 165,160	\$ 1,393,926	\$ 1,374,444	\$ 19,482	\$ -	\$ 1,393,926	\$ -
Special Revenue Funds:											
Excise Tax	\$ -	\$ 1,424,856	\$ -	\$ -	\$ 1,424,856	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nghbrhd Protection-Police	8,872	179	-	25,633	552	34,132	29,233	-	-	29,233	4,899
Nghbrhd Protection-Fire	3,352	76	-	9,155	52	12,531	10,421	-	-	10,421	2,110
Nghbrhd Protection-Block Watch	5,093	384	-	1,831	11	7,297	1,556	-	-	1,556	5,741
2007 Public Safety Exp-Police	24,064	375	-	58,589	859	82,169	68,777	-	-	68,777	13,392
2007 Public Safety Exp-Fire	3,713	69	-	14,648	170	18,260	15,801	-	-	15,801	2,459
Public Safety Enhance-Police	11,698	-	-	17,409	260	28,847	20,386	-	-	20,386	8,461
Public Safety Enhance-Fire	8,395	-	-	10,668	-	19,063	13,210	-	-	13,210	5,853
Parks and Preserves	23,199	847	80	36,619	211	60,534	5,935	32,527	-	38,462	22,072
Transportation 2050	134,618	47,739	-	249,936	73,286	359,007	224,714	106,373	-	331,087	27,920
Court Awards	203	4,913	-	-	-	5,116	4,815	-	-	4,815	301
Development Services	48,214	66,542	20	-	3,513	111,263	71,934	7,056	-	78,990	32,273
Capital Construction	9,838	94	230	8,743	-	18,905	160	12,669	-	12,829	6,076
Sports Facilities	48,836	4,508	-	24,090	22,338	55,096	2,472	2,000	-	4,472	50,624
AZ Highway User Revenue	14,262	145,919	780	-	3,910	157,051	82,590	67,142	-	149,732	7,319
Regional Transit	(4,205)	40,580	-	-	-	36,375	34,263	8,333	-	42,596	(6,221) ^{2/}
Community Reinvestment	13,493	6,251	-	2,560	2,065	20,239	1,744	6,961	-	8,705	11,534
Secondary Property Tax	100	112,653	650	3,559	-	116,962	-	-	116,862	116,862	100
Impact Fee Program Admin	1,055	475	-	-	-	1,530	595	-	-	595	935
Regional Wireless Cooperative	1,577	4,764	-	-	-	6,341	4,783	-	-	4,783	1,558
Golf Course	3	5,514	-	-	-	5,517	5,456	-	-	5,456	61
City Improvement	-	-	42	142,499	1,027	141,514	-	-	141,514	141,514	-
Other Restricted Funds	77,725	30,303	120	23,426	6,070	125,504	60,665	10,517	-	71,182	54,322
Grant Funds	19,000	292,845	50	-	271	311,624	231,148	67,920	-	299,068	12,556
Total Special Revenue	\$ 453,105	\$ 2,189,886	\$ 1,972	\$ 629,365	\$ 1,539,451	\$ 1,734,877	\$ 890,658	\$ 321,498	\$ 258,376	\$ 1,470,532	\$ 264,345
Enterprise Funds:											
Aviation	\$ 194,046	\$ 394,790	\$ 1,200	\$ 16,084	\$ 10,825	\$ 595,295	\$ 295,732	\$ 53,038	\$ 99,910	\$ 448,680	\$ 146,615
Water	66,028	456,571	2,490	-	25,723	499,366	242,193	121,171	128,879	492,243	7,123
Wastewater	74,438	242,954	630	-	16,095	301,927	123,185	59,376	72,797	255,358	46,569
Solid Waste	23,085	150,957	7,000	-	9,937	171,105	145,710	6,781	13,591	166,082	5,023
Convention Center	46,358	24,421	60	66,626	8,246	129,219	59,860	31,535	22,368	113,763	15,456
Total Enterprise	\$ 403,955	\$ 1,269,693	\$ 11,380	\$ 82,710	\$ 70,826	\$ 1,696,912	\$ 866,680	\$ 271,901	\$ 337,545	\$ 1,476,126	\$ 220,786
GRAND TOTAL	\$ 971,143	\$ 3,836,196	\$ 14,352	\$ 1,779,461	\$ 1,775,437	\$ 4,825,715	\$ 3,131,782	\$ 612,881	\$ 595,921	\$ 4,340,584	\$ 485,131

^{1/} General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$896.2 million, and is included in the General Funds revenue total of \$1,272.8 million shown on Schedule 2.

^{2/} The negative fund balance in Regional Transit is due to the timing of reimbursements for project costs from the regional transportation plan (Proposition 400).

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

Revenue Source	2017-18 Actuals	2018-19 Estimate	Percent Increase/ Decrease from 2017-18 Actuals	2019-20 Budget	Percent Increase/ Decrease from 2018-19 Estimate
GENERAL FUND					
Local Taxes and Related Fees					
Local Sales Tax	\$ 432,358	\$ 460,963	6.6%	\$ 483,874	5.0%
Privilege License Fees	2,893	2,780	-3.9%	2,779	0.0%
Other General Fund Excise Taxes	18,138	18,580	2.4%	18,776	1.1%
Subtotal	\$ 453,389	\$ 482,323	6.4%	\$ 505,429	4.8%
State Shared Revenues					
Sales Tax	155,998	164,226	5.3%	172,557	5.1%
State Income Tax	200,036	196,918	-1.6%	215,228	9.3%
Vehicle License Tax	66,784	71,040	6.4%	75,597	6.4%
Subtotal	\$ 422,818	\$ 432,184	2.2%	\$ 463,382	7.2%
Primary Property Tax	\$ 154,560	\$ 161,586	4.5%	\$ 170,899	5.8%
User Fees/Other Revenue					
Licenses & Permits	2,872	3,003	4.6%	2,998	-0.2%
Cable Communications	10,884	11,042	1.5%	11,152	1.0%
Fines and Forfeitures	12,711	12,665	-0.4%	12,663	0.0%
Court Default Fee	1,273	1,409	10.7%	1,409	0.0%
Fire	48,155	48,566	0.9%	49,605	2.1%
Hazardous Materials Inspection Fee	1,364	1,400	2.6%	1,400	0.0%
Library Fees	10,632	574	-94.6%	570	-0.7%
Parks and Recreation	7,589	7,205	-5.1%	7,163	-0.6%
Planning	1,752	1,654	-5.6%	1,755	6.1%
Police	14,347	14,396	0.3%	14,230	-1.2%
Street Transportation	5,863	4,897	-16.5%	4,786	-2.3%
Other Service Charges	20,302	22,152	9.1%	22,530	1.7%
Other	4,185	3,179	-24.0%	2,858	-10.1%
Subtotal	\$ 141,929	\$ 132,142	-6.9%	\$ 133,119	0.7%
TOTAL GENERAL FUNDS	\$ 1,172,696	\$ 1,208,235	3.0%	\$ 1,272,829	5.3%

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

Revenue Source	2017-18 Actuals	2018-19 Estimate	Percent Increase/ Decrease from 2017-18 Actuals	2019-20 Budget	Percent Increase/ Decrease from 2018-19 Estimate
SPECIAL REVENUE FUNDS					
Neighborhood Protection	\$ 32,228	\$ 35,045	8.7%	\$ 37,258	6.3%
2007 Public Safety Expansion	63,371	69,263	9.3%	73,681	6.4%
Public Safety Enhancement	25,797	27,853	8.0%	28,077	0.8%
Parks and Preserves	32,839	35,254	7.4%	37,466	6.3%
Transit 2000 ^{1/}	(29)	-	+100%	-	NA
Transportation 2050 ^{1/}	264,411	285,691	8.0%	297,675	4.2%
Court Awards	4,213	5,249	24.6%	4,913	-6.4%
Development Services	59,844	62,490	4.4%	66,542	6.5%
Capital Construction	9,833	9,072	-7.7%	8,837	-2.6%
Sports Facilities	32,322	26,642	-17.6%	27,571	3.5%
Arizona Highway User Revenue	132,738	140,774	6.1%	145,919	3.7%
Regional Transit Revenues	38,695	52,763	36.4%	40,580	-23.1%
Community Reinvestment	7,567	5,569	-26.4%	6,251	12.2%
Secondary Property Tax	100,187	105,937	5.7%	112,653	6.3%
Impact Fee Program Administration	443	470	6.1%	475	1.1%
Regional Wireless Cooperative	4,239	4,489	5.9%	4,764	6.1%
Golf Courses	5,722	5,504	-3.8%	5,514	0.2%
Other Restricted Revenues	39,255	32,718	-16.7%	36,027	10.1%
Grants					
Public Housing Grants	88,759	98,275	10.7%	93,637	-4.7%
Human Services Grants	45,809	58,973	28.7%	56,270	-4.6%
Community Development	14,292	10,440	-27.0%	28,904	+100%
Criminal Justice	7,224	12,769	76.8%	5,408	-57.6%
Public Transit Grants	14,490	85,528	+100%	59,043	-31.0%
Other Grants	43,417	37,845	-12.8%	49,583	31.0%
Subtotal - Grants	\$ 213,991	\$ 303,830	42.0%	\$ 292,845	-3.6%
SUBTOTAL SPECIAL REVENUE FUNDS	\$ 1,067,666	\$ 1,208,613	13.2%	\$ 1,227,048	1.5%
ENTERPRISE FUNDS					
Aviation	385,888	385,474	-0.1%	394,790	2.4%
Water System	434,232	417,782	-3.8%	456,571	9.3%
Wastewater System	239,245	242,580	1.4%	242,954	0.2%
Solid Waste	149,947	151,929	1.3%	150,957	-0.6%
Convention Center	75,802	86,446	14.0%	91,047	5.3%
SUBTOTAL ENTERPRISE FUNDS	\$ 1,285,114	\$ 1,284,211	-0.1%	\$ 1,336,319	4.1%
TOTAL ALL OPERATING FUNDS	\$ 3,525,476	\$ 3,701,059	5.0%	\$ 3,836,196	3.7%

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

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

Program	2017-18	2018-19		2019-20 City Manager Recommended	Percent Change from 2018-19		
	Actual	Budget	Estimate		Budget	Estimate	
General Government							
Mayor	\$ 1,560	\$ 1,995	\$ 1,995	2,094	5.0%	5.0%	
City Council	3,429	4,409	4,432	4,750	7.7%	7.2%	
City Manager	2,434	2,636	2,439	3,191	21.1%	30.8%	
Government Relations	1,044	1,281	1,592	5,168	303.4%	224.6%	
Communications Office	2,438	2,544	2,571	2,735	7.5%	6.4%	
City Auditor	2,575	2,980	3,002	3,345	12.2%	11.4%	
Equal Opportunity	2,761	3,158	2,854	3,230	2.3%	13.2%	
Human Resources	11,239	12,041	12,349	12,898	7.1%	4.4%	
Phoenix Employment Relations Board	74	102	96	105	2.9%	9.4%	
Regional Wireless Cooperative	12,329	12,537	12,895	12,905	2.9%	0.1%	
Retirement Systems	-	-	-	-	-	-	
Law	4,983	8,676	5,899	6,178	(28.8%)	4.7%	
Information Technology	39,432	42,435	42,311	50,427	18.8%	19.2%	
City Clerk and Elections	4,593	6,712	7,941	7,277	8.4%	(8.4%)	
Finance	25,556	26,650	25,980	28,102	5.4%	8.2%	
Budget and Research	2,957	3,396	3,373	3,659	7.7%	8.5%	
Total General Government	\$ 117,404	\$ 131,552	\$ 129,729	\$ 146,064	11.0%	12.6%	
Public Safety							
Police	\$ 630,879	\$ 687,794	\$ 688,072	\$ 721,210	4.9%	4.8%	
Fire	339,052	365,547	362,079	401,999	10.0%	11.0%	
Emergency Management	840	1,032	1,306	976	(5.4%)	(25.3%)	
Total Public Safety	\$ 970,771	\$ 1,054,373	\$ 1,051,457	\$ 1,124,185	6.6%	6.9%	
Criminal Justice							
Municipal Court	\$ 33,581	\$ 41,116	\$ 40,291	\$ 43,517	5.8%	8.0%	
City Prosecutor	15,935	16,811	17,095	21,515	28.0%	25.9%	
Public Defender	4,934	5,028	5,032	5,289	5.2%	5.1%	
Total Criminal Justice	\$ 54,450	\$ 62,955	\$ 62,418	\$ 70,321	11.7%	12.7%	
Transportation							
Street Transportation	\$ 80,877	\$ 87,480	\$ 87,249	\$ 105,916	21.1%	21.4%	
Aviation	248,429	264,372	264,132	274,894	4.0%	4.1%	
Public Transit	304,809	324,613	325,097	344,354	6.1%	5.9%	
Total Transportation	\$ 634,115	\$ 676,465	\$ 676,478	\$ 725,164	7.2%	7.2%	

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

Program	2017-18 Actual	2018-19		2019-20 City Manager Recommended	Percent Change from 2018-19		
		Budget	Estimate		Budget	Estimate	
Community Development							
Planning and Development	\$ 53,160	\$ 61,091	\$ 60,067	\$ 71,929	17.7%	19.7%	
Housing	86,395	96,180	94,421	100,879	4.9%	6.8%	
Community and Economic Development	28,980	33,999	28,809	42,811	25.9%	48.6%	
Neighborhood Services	37,133	33,537	35,091	50,141	49.5%	42.9%	
PCDIC	363	980	122	-	(100.0%)	(100.0%)	
Total Community Development	\$ 206,031	\$ 225,787	\$ 218,510	\$ 265,760	17.7%	21.6%	
Community Enrichment							
Parks and Recreation	\$ 107,094	\$ 108,597	\$ 109,114	\$ 117,113	7.8%	7.3%	
Library	40,755	39,161	39,177	40,903	4.4%	4.4%	
Phoenix Convention Center	48,238	53,982	53,722	59,546	10.3%	10.8%	
Human Services	65,853	69,392	87,797	94,266	35.8%	7.4%	
Office of Arts and Culture	4,566	8,624	8,521	4,267	(50.5%)	(49.9%)	
Total Community Enrichment	\$ 266,506	\$ 279,756	\$ 298,331	\$ 316,095	13.0%	6.0%	
Environmental Services							
Water	\$ 364,287	\$ 320,602	\$ 318,064	\$ 340,280	6.1%	7.0%	
Solid Waste Management	128,427	139,230	139,640	145,095	4.2%	3.9%	
Public Works	17,306	25,258	26,342	27,737	9.8%	5.3%	
Environmental Programs	1,340	1,795	1,802	1,560	(13.1%)	(13.4%)	
Office of Sustainability	433	484	470	623	28.7%	32.6%	
Total Environmental Services	\$ 511,793	\$ 487,369	\$ 486,318	\$ 515,295	5.7%	6.0%	
Contingencies	\$ -	\$ 123,119	\$ -	\$ 115,412	(6.3%)	-	
Unassigned Vacancy Savings	\$ -	\$ -	\$ (5,000)	\$ (5,000)	100.0%	-	
GRAND TOTAL	\$ 2,761,070	\$ 3,041,376	\$ 2,918,241	\$ 3,273,296	7.6%	12.2%	

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

SCHEDULE 4
2019-20 PROPOSED EXPENDITURES BY DEPARTMENT ¹
BY SOURCE OF FUNDS
(In Thousands of Dollars)

Program	Total	General Funds	Enterprise Funds	Special Revenue Funds ¹
General Government				
Mayor	\$ 2,094	\$ 2,094	\$ -	\$ -
City Council	4,750	4,750	-	-
City Manager	3,191	2,873	-	318
Government Relations	5,168	2,813	-	2,355
Communications Office	2,735	2,357	-	378
City Auditor	3,345	3,345	-	-
Equal Opportunity	3,230	2,702	-	528
Human Resources	12,898	11,530	-	1,368
Phoenix Employment Relations Board	105	105	-	-
Regional Wireless Cooperative	12,905	-	-	12,905
Retirement Systems	-	-	-	-
Law	6,178	6,178	-	-
Information Technology	50,427	45,528	784	4,115
City Clerk and Elections	7,277	7,258	-	19
Finance	28,102	24,975	2,086	1,041
Budget and Research	3,659	3,659	-	-
Total General Government	\$ 146,064	\$ 120,167	\$ 2,870	\$ 23,027
Public Safety				
Police	\$ 721,210	\$ 566,452	\$ -	\$ 154,758
Fire	401,999	345,429	-	56,570
Emergency Management	976	63	-	913
Total Public Safety	\$ 1,124,185	\$ 911,944	\$ -	\$ 212,241
Criminal Justice				
Municipal Court	\$ 43,517	\$ 31,376	\$ -	\$ 12,141
City Prosecutor	21,515	19,663	-	1,852
Public Defender	5,289	5,289	-	-
Total Criminal Justice	\$ 70,321	\$ 56,328	\$ -	\$ 13,993
Transportation				
Street Transportation	\$ 105,916	\$ 18,947	\$ -	\$ 86,969
Aviation	274,894	-	274,894	-
Public Transit	344,354	1,640	-	342,714
Total Transportation	\$ 725,164	\$ 20,587	\$ 274,894	\$ 429,683

SCHEDULE 4 (continued)
2019-20 PROPOSED EXPENDITURES BY DEPARTMENT ¹
BY SOURCE OF FUNDS
(In Thousands of Dollars)

Program	Total	General Funds	Enterprise Funds	Special Revenue Funds ¹
Community Development				
Planning and Development Services	\$ 71,929	\$ 4,334	\$ -	\$ 67,595
Housing	100,879	179	-	100,700
Community and Economic Development	42,811	6,054	672	36,085
Neighborhood Services	50,141	14,073	-	36,068
Total Community Development	\$ 265,760	\$ 24,640	\$ 672	\$ 240,448
Community Enrichment				
Parks and Recreation	\$ 117,113	\$ 101,458	\$ -	\$ 15,655
Library	40,903	39,680	-	1,223
Phoenix Convention Center	59,546	2,612	56,294	640
Human Services	94,266	20,157	600	73,509
Office of Arts and Culture	4,267	4,167	-	100
Total Community Enrichment	\$ 316,095	\$ 168,074	\$ 56,894	\$ 91,127
Environmental Services				
Water	\$ 340,280	\$ -	\$ 337,962	\$ 2,318
Solid Waste Management	145,095	580	144,515	-
Public Works	27,737	17,895	-	9,842
Environmental Programs	1,560	800	373	387
Office of Sustainability	623	517	-	106
Total Environmental Services	\$ 515,295	\$ 19,792	\$ 482,850	\$ 12,653
Contingencies	\$ 115,412	\$ 57,912	\$ 48,500	\$ 9,000
Unassigned Vacancy Savings	\$ (5,000)	\$ (5,000)	\$ -	\$ -
GRAND TOTAL	\$ 3,273,296	\$ 1,374,444	\$ 866,680	\$ 1,032,172

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

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

Program	2017-18 Actual	2018-19 Estimate	2019-20 Proposed Budget
Aviation	\$ 143,122	\$ 139,007	\$ 164,830
Cultural Facilities	11,384	12,170	11,404
Economic Development	33,867	20,210	6,784
Environmental Programs	1,136	475	1,899
Fire Protection	4,420 ¹	10,700	7,086
Freeway Mitigation	335 ¹	335 ¹	610
Historic Preservation	498	367	616
Human Services	1,754	825	2,176
Information Systems	1,126	1,096	3,221
Libraries	4,816	8,232	7,229
Local Streets/Street Improvements/Lighting	5,026 ¹	5,061	7,469
Maintenance Service Centers	616	668	3,507
Municipal Administration Building	-	-	10
Neighborhood Preservation & Senior Services Centers	11,797	5,698	9,776
Parks & Recreation/Open Space	12,351	12,035	16,270
Phoenix Convention Center	42,422	42,931	45,868
Police, Fire and Computer Tech	7,860	8,637	10,366
Police Protection	5,937	6,102	6,784
Public Housing	4,157	1,928	5,024
Public Transit	63,994	67,255	70,619
Solid Waste Disposal	9,491	14,317	13,591
Storm Sewer	11,991	12,832	16,044
Street Light Refinancing	6 ¹	6 ¹	6 ¹
Wastewater	69,759	75,026	72,797
Water	110,045	114,012	128,879
General Government Nonprofit Corporation Bonds	38,641	55,052	70,782
Bond Issuance Costs	2,628	2,509	2,916
Total Program	\$ 599,179	\$ 617,486	\$ 686,563
Type of Expenditure			
Principal	\$ 311,337	\$ 335,496	\$ 372,892
Interest and Other	287,842	281,990	313,671
Total Debt Service Expenditures	\$ 599,179	\$ 617,486	\$ 686,563

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

Source of Funds	2017-18 Actual	2018-19 Estimate	2019-20 Proposed Budget
Operating Funds			
Secondary Property Tax	\$ 101,600	\$ 107,957	\$ 116,862
Sports Facilities	17,763	-	-
<i>City Improvement</i>			
General	36,807	41,599	42,587
Housing	73	72	71
Transportation 2050	64,034	67,296	70,789
Library	115	115	115
Sports Facilities	-	10,373	21,966
Other Operating	1,666	2,925	5,944
Other Financing Sources	116	78	42
Aviation	76,042	74,082	99,910
Convention Center	19,922	19,934	22,368
Solid Waste	9,491	14,317	13,591
Wastewater	69,759	75,026	72,797
Water	110,045	114,012	128,879
Subtotal Operating Funds	\$ 507,433	\$ 527,786	\$ 595,921
Capital Funds			
Nonprofit Corporation Bonds			
Aviation	\$ 23,709	\$ 22,175	\$ 21,274
Convention Center	14	58	181
Wastewater	325	373	-
Water	-	-	1,000
Other	128	449	241
Capital Reserve	-	-	800
Customer Facility Charge	3	3	3
Federal, State & Other Participation	22,499	22,996	23,500
Passenger Facility Charges	45,068	43,646	43,643
Subtotal Capital Funds	\$ 91,746	\$ 89,700	\$ 90,642
Total Source of Funds	\$ 599,179	\$ 617,486	\$ 686,563

¹Interest only expenditure

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

Program	2017-18	2018-19	2019-20
	Actual	Estimate	Proposed
Arts and Cultural Facilities	\$ -	\$ 44	\$ -
Aviation	56,989	217,850	52,846
Economic Development	5,443	4,638	8,561
Energy Conservation	972	700	-
Facilities Management	4,314	10,371	16,287
Finance	15	1,432	-
Fire Protection	-	-	6,100
Housing	4,302	15,095	21,644
Information Technology	8,658	15,434	3,969
Libraries	7,711	815	955
Neighborhood Services	113	421	700
Parks, Recreation and Mountain Preserves	22,968	62,121	34,727
Phoenix Convention Center	6,386	22,029	31,650
Planning and Historic Preservation	-	13,000	7,000
Public Transit	28,637	147,932	130,318
Solid Waste Disposal	6,172	12,587	6,589
Street Transportation and Drainage	92,165	170,772	111,471
Wastewater	31,658	5,932	48,175
Water	104,879	99,216	131,889
Total	\$ 381,382	\$ 800,389	\$ 612,881
 Source of Funds			
General Fund:			
General Fund	\$ 3,781	\$ 12,082	\$ 18,527
General Fund - Library	7,341	798	955
Total General Fund	\$ 11,122	\$ 12,880	\$ 19,482
Special Revenue Funds:			
Arizona Highway User Revenue	\$ 63,921	\$ 125,031	\$ 67,142
Capital Construction	5,465	15,167	12,669
Community Reinvestment	2,849	3,423	6,961
Development Services	1,465	14,924	7,056
Operating Grants	5,624	83,888	67,920
Other Restricted	4,940	4,445	10,517
Parks and Preserves	22,759	59,812	32,527
Regional Transit	2,725	14,670	8,333
Sports Facilities	1,628	15,358	2,000
Transit 2000	(363)	-	-
Transportation 2050	47,329	95,941	106,373
Total Special Revenue Funds	\$ 158,342	\$ 432,659	\$ 321,498
Enterprise Funds:			
Aviation	\$ 57,596	\$ 220,534	\$ 53,038
Convention Center	4,274	7,762	31,535
Solid Waste	8,083	16,647	6,781
Wastewater	35,011	14,967	59,376
Water	106,954	94,940	121,171
Total Enterprise Funds	\$ 211,918	\$ 354,850	\$ 271,901
Total Operating Funds	\$ 381,382	\$ 800,389	\$ 612,881

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

	2017-18 Actuals	2018-19 Estimate	2019-20	
			Budget	Increase/ (Decrease)
Transfers to the General Fund				
<u>Enterprise Funds</u>				
Aviation				
Central Service Cost Allocation	\$ 9,141	\$ 9,412	\$ 9,876	\$ 464
Monthly MOU Installment	1,165	776	-	(776)
Total	10,306	10,188	9,876	(312)
Water Funds				
Central Service Cost Allocation	8,574	8,843	9,284	441
In-Lieu Property Taxes	14,730	14,951	16,279	1,328
Total	23,304	23,794	25,563	1,769
Wastewater Funds				
Central Service Cost Allocation	5,716	5,896	6,189	293
In-Lieu Property Taxes	9,098	9,194	9,794	600
Total	14,814	15,090	15,983	893
Solid Waste				
Central Service Cost Allocation	7,178	6,365	6,541	176
In-Lieu Property Taxes	1,316	1,298	1,427	129
Total	8,494	7,663	7,968	305
Convention Center				
Central Service Cost Allocation	2,710	2,767	2,879	112
Total From Enterprise Funds	\$ 59,628	\$ 59,502	\$ 62,269	\$ 2,767

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

	2017-18 Actuals	2018-19 Estimate	2019-20	
			Budget	Increase/ (Decrease)
Special Revenue Funds				
Excise				
Transfer to General Fund	\$ 812,295	\$ 846,470	\$ 896,212	\$ 49,742
Development Services				
Central Service Cost Allocation	3,494	3,414	3,513	99
Sports Facilities				
Central Service Cost Allocation	186	151	151	-
Phoenix Union Parking Maintenance	79	79	79	-
Total	265	230	230	-
Public Housing In-Lieu Property Taxes	273	200	200	-
ASU Facilities Operations Fund	780	779	781	2
Downtown Community Reinvestment Fund	2,068	2,063	2,065	2
T2050 Central Service Costs	945	894	1,023	129
Neighborhood Protection Central Service Costs	317	347	404	57
Public Safety Enhancement Central Service Costs	199	224	260	36
Public Safety Expansion Central Service Costs	466	519	607	88
Housing Central Office Central Service Costs	253	355	406	51
Other Restricted - Sale of Land	3,933	-	1,000	1,000
Library Reserve Fund	385	1,608	1,323	(285)
Total From Special Revenue Funds	\$ 825,673	\$ 857,103	\$ 908,024	\$ 50,921
Total Transfers to the General Fund	\$ 885,301	\$ 916,605	\$ 970,293	\$ 53,688
Transfers from the General Fund				
Strategic Economic Development Fund	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Public Safety Other Restricted Fund	16,000	16,000	16,000	-
Public Safety Pension Reserve Fund	24,750	10,000	5,500	(4,500)
Aviation-Emergency Transportation Services	168	200	200	-
Retiree Rate Stabilization Fund	1,026	1,028	1,027	(1)
Infrastructure Repayment Agreements	283	1,218	1,638	420
City Improvement - Library	115	115	115	-
City Improvement	36,755	41,599	42,587	988
Total Transfers from the General Fund	\$ 80,097	\$ 71,160	\$ 68,067	\$ (3,093)
Net Transfers to the General Fund	\$ 805,204	\$ 845,445	\$ 902,226	\$ 56,781

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

Program	2017-18 Actual	2018-19 Estimate	^{1/} Additions/Reductions		2019-20 Allowances
			2018-19	2019-20	June 30,2020 Authorized
General Government					
Mayor	15.0	15.0	(1.0)	-	14.0
City Council	31.0	31.0	2.0	-	33.0
City Manager	19.5	19.5	-	-	19.5
Government Relations	6.0	7.0	-	-	7.0
Communications Office	19.1	19.1	-	-	19.1
City Auditor	25.4	25.4	-	-	25.4
Equal Opportunity	25.0	25.0	2.0	-	27.0
Human Resources	99.2	99.2	4.5	-	103.7
Phoenix Employment Relations Board	1.0	1.0	-	-	1.0
Retirement Systems	15.0	15.0	-	1.0	16.0
Law	199.0	199.0	10.0	2.0	211.0
Information Technology	197.0	197.0	(2.0)	6.0	201.0
City Clerk and Elections	52.5	54.5	-	-	54.5
Finance	215.0	215.0	(4.0)	-	211.0
Budget and Research	24.0	24.0	-	-	24.0
Regional Wireless Cooperative	4.0	4.0	-	-	4.0
Total General Government	947.7	950.7	11.5	9.0	971.2
Public Safety					
Police	4,310.6	4,328.6	9.0	30.0	4,367.6
Fire	2,014.8	2,036.8	5.0	21.0	2,062.8
Homeland Security and Emergency Management	8.0	8.0	-	-	8.0
Total Public Safety	6,333.4	6,373.4	14.0	51.0	6,438.4
Criminal Justice					
Municipal Court	273.0	273.0	1.0	-	274.0
Public Defender	9.0	9.0	-	2.0	11.0
Total Criminal Justice	282.0	282.0	1.0	2.0	285.0

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

Program	2017-18	2018-19	^{1/} Additions/Reductions		2019-20
	Actual	Estimate	2018-19	2019-20	Allowances June 30,2020 Authorized
Transportation					
Street Transportation	644.0	683.0	26.0	14.0	723.0
Aviation	892.0	892.0	(1.0)	-	891.0
Public Transit	113.5	114.5	0.5	-	115.0
Total Transportation	1,649.5	1,689.5	25.5	14.0	1,729.0
Community Development					
Planning and Development	378.8	396.8	13.0	21.0	430.8
Housing	170.0	170.0	(26.0)	1.0	145.0
Community and Economic Development	96.0	96.0	(41.0)	-	55.0
Neighborhood Services	186.0	192.0	(3.0)	3.0	192.0
PCDIC	8.0	8.0	(8.0)	-	0.0
Total Community Development	838.8	862.8	(65.0)	25.0	822.8
Community Enrichment					
Parks and Recreation	997.7	999.7	(16.2)	29.3	1,012.8
Library	370.7	375.1	0.1	27.1	402.3
Phoenix Convention Center	222.0	222.0	-	-	222.0
Human Services	314.0	315.0	64.0	3.0	382.0
Office of Arts and Culture	10.5	11.5	(0.5)	-	11.0
Total Community Enrichment	1,914.9	1,923.3	47.4	59.4	2,030.1
Environmental Services					
Water Services	1,467.6	1,467.6	9.4	21.0	1,498.0
Solid Waste Management	600.0	602.0	7.0	1.0	610.0
Public Works	394.5	394.5	5.0	23.5	423.0
Environmental Programs	10.0	10.0	-	-	10.0
Office of Sustainability	4.0	4.0	-	-	4.0
Total Environmental Services	2,476.1	2,478.1	21.4	45.5	2,545.0
TOTAL	14,442.4	14,559.8	55.8	205.9	14,821.5

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

SCHEDULE 9
PRELIMINARY 2019-20 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 19/20 ²	Funds Available Beyond 19/20
BONDS AND RELATED FUNDS							
2006 Bonds							
Libraries, Senior & Cultural Centers	\$ (3,729)	\$ -	\$ (3,729)	\$ -	\$ (3,729)	\$ 27,190	\$ 23,461
Education	(4,563)	-	(4,563)	-	(4,563)	8,090	3,527
Affordable Housing & Neighborhoods	3,385	-	3,385	-	3,385	17,795	21,180
Parks and Open Spaces	2,049	-	2,049	-	2,049	13,685	15,734
Police, Fire & Homeland Security	(4,362)	-	(4,362)	3,500	(7,862)	36,700	28,838
Police, Fire & City Technology	286	-	286	-	286	4,790	5,076
Street and Storm Sewer Improvement	5,658	-	5,658	-	5,658	27,495	33,153
2001 Bonds							
Affordable Housing & Homeless Shelter	1,053	-	1,053	-	1,053	-	1,053
Educational, Youth & Cultural Facilities	(1,177)	-	(1,177)	-	(1,177)	1,700	523
Environmental Improvement & Cleanup	261	-	261	-	261	630	891
Fire Protection Facilities & Equipment	(788)	-	(788)	-	(788)	800	12
Neighborhood Protection & Senior Centers	(89)	-	(89)	-	(89)	2,355	2,266
New & Improved Libraries	3,450	-	3,450	-	3,450	900	4,350
Parks, Open Space & Recreation	(332)	-	(332)	-	(332)	4,425	4,093
Police Protection Facilities & Equipment	(524)	-	(524)	-	(524)	1,115	591
Police, Fire & Computer Technology	(50)	-	(50)	-	(50)	615	565
Preserving Phoenix Heritage	(174)	-	(174)	-	(174)	795	621
Storm Sewers	-	-	-	-	-	50	50
Street Improvements	(457)	-	(457)	-	(457)	2,225	1,768
1989 Historic Preservation	2	-	2	-	2	-	2
1988 Bonds							
Freeway Mitigation, Neighborhood Stabilization, Slum & Blight Elimination	845	-	845	-	845	1,000	1,845
Parks, Recreation & Mountain Preserves	419	-	419	-	419	-	419
Police Protection	27	-	27	-	27	-	27
Nonprofit Corporation Bonds							
Aviation	(411,588)	21,273	(390,315)	120,865	(511,180)	973,555	462,375
Convention Center	3	150	153	150	3	-	3
Solid Waste	25	-	25	7,412	(7,387)	75,000	67,613
Transportation 2050	-	-	-	75,000	(75,000)	200,000	125,000
Wastewater	(14,209)	-	(14,209)	76,022	(90,231)	271,730	181,499
Water	(371,745)	-	(371,745)	198,634	(570,379)	1,125,000	554,621
Other	(51,044)	(1,709)	(52,753)	94,379	(147,132)	290,094	142,962
OTHER FINANCING							
Impact Fees	158,861	-	158,861	89,321	69,540	-	69,540
Passenger Facility Charge	(46,940)	86,080	39,140	65,527	(26,387)	353,661	327,274
Customer Facility Charge	15,116	10,981	26,097	4	26,093	-	26,093
Other Cities' Participation in Joint Ventures	-	41,840	41,840	40,132	1,708	-	1,708
Solid Waste Remediation	3,787	-	3,787	835	2,952	-	2,952
Capital Grants	-	189,094	189,094	189,094	-	-	-
Federal, State & Other Participation	-	42,910	42,910	42,910	-	-	-
Capital Gifts	31	-	31	-	31	-	31
Capital Reserves	319,895	(5,525)	314,370	944	313,426	-	313,426
Other Capital	618	-	618	-	618	-	618
TOTAL	\$ (396,000)	\$ 385,094	\$ (10,906)	\$ 1,004,729	\$ (1,015,635)	\$ 3,441,395	\$ 2,425,760

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.

SCHEDULE 10
PRELIMINARY 2019-20 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
Aviation	\$ 308,333	\$ 52,846	\$ -	\$ -	\$ 120,866	\$ 134,621
Economic Development	8,561	8,561	-	-	-	-
Facilities Management	16,366	16,287	-	-	79	-
Fire Protection	16,353	6,100	-	3,500	2,400	4,353
Housing	27,756	21,644	-	-	-	6,112
Information Technology	5,869	3,969	-	-	1,100	800
Libraries	955	955	-	-	-	-
Neighborhood Services	700	700	-	-	-	-
Parks, Recreation and Mountain Preserves	34,727	34,727	-	-	-	-
Phoenix Convention Center	146,100	31,650	-	-	90,950	23,500
Planning and Historic Preservation	7,000	7,000	-	-	-	-
Public Transit	244,210	130,318	-	-	-	113,892
Regional Wireless Cooperative	9,204	-	-	-	-	9,204
Solid Waste Disposal	14,836	6,589	-	-	7,412	835
Street Transportation and Drainage	220,877	111,471	-	-	75,000	34,406
Wastewater	193,035	48,175	-	-	74,760	70,100
Water	362,728	131,889	-	-	199,895	30,944
Total Preliminary CIP	\$ 1,617,610	\$ 612,881	\$ -	\$ 3,500	\$ 572,462	\$ 428,767

SCHEDULE 11
Tax Levy and Tax Rate Information
Fiscal Year 2019-20
(In Thousands)

	2018-19	2019-20
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>170,113</u>	\$ <u>177,810</u>
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)	\$ <u> </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>163,218</u>	\$ <u>172,626</u>
B. Secondary property taxes	<u>102,187</u>	<u>108,971</u>
C. Total property tax levy amounts	\$ <u>265,405</u>	\$ <u>281,597</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>161,586</u>	
(2) Prior years' levies	<u>774</u>	
(3) Total primary property taxes	\$ <u>162,360</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>101,165</u>	
(2) Prior years' levies	<u>591</u>	
(3) Total secondary property taxes	\$ <u>101,756</u>	
C. Total property taxes collected	\$ <u>264,116</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>1.3163</u>	<u>1.3055</u>
(2) Secondary property tax rate	<u>0.8241</u>	<u>0.8241</u>
(3) Total city/town tax rate	<u>2.1404</u>	<u>2.1296</u>
B. Special assessment district tax rates		

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

* The 2019-20 planned primary and secondary levies are \$172,626,492 and \$108,970,886, respectively. Historically, actual property tax collections have been slightly lower than the amount levied. For 2019-20, actual collections for primary and secondary property taxes are estimated to be \$170,899,000 and \$107,881,000, or 99% of the levy amount.

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