



## City of Phoenix

**To:** Mayor and City Council

**Date:** May 14, 2020

**From:** Ed Zuercher  
City Manager

A handwritten signature in black ink, appearing to read 'Ed Zuercher', written over a white background.

**Subject:** 2020-21 CITY COUNCIL BUDGET DECISION

The 2020-21 Proposed Budget is presented for City Council approval at the May 19, 2020, Policy session. This initiates the posting period to comply with state law and City Charter for the formal adoption of a City budget in June and property tax levy in July.

This is a budget unlike any other in recent memory. In early March, we anticipated a \$28 million budget surplus to allocate for improving and expanding City programs. Less than a week after release of the Trial Budget, the full impact of the COVID-19 pandemic hit the economy and we projected a minimum \$26 million budget deficit.

The Council took swift action, closing the gap on April 13 through a hiring freeze, reduced spending on vehicles, addition of revenue from land sales and a reduction in transfers to contingency and pension stabilization funds.

The Proposed Budget was reviewed on May 5 and is a responsible reflection of our current financial position. In summary, it represents the cost for the exact same level of services as approved for 2019-20, with only two additions that total \$1 million (less than 0.1% of the General Fund).

We continue to monitor economic conditions, anticipating further budget cuts will be necessary early in the next fiscal year. These cuts may be mitigated by our federal Coronavirus Relief Fund, but we still expect some fiscal pain ahead. By July, we will have data to examine the true depth of the economic shutdown on City revenue in March, April and May as well as better projections on the speed of any recovery. City management is working on budget reduction options for City Council review in the next 60 days.

In normal times, the adoption of a budget signals the end of this year's work. In the time of Covid-19, however, this budget adoption kicks off a new phase of data gathering, forecasting and belt-tightening to match the new economic reality. I want to thank the Council for your patience and guidance during this unprecedented economic situation.



## 2020-21 City Council Budget Decision

This report transmits a balanced budget for fiscal year (FY) 2020-21. As presented on April 13, the COVID-19 virus has exacerbated the economic downturn across the entire globe. As a result we are expecting local tax revenues to decline from current levels. On April 13, City Council approved \$27 million worth of preliminary budget balancing actions and approved \$1 million in new spending for Fire 911 Dispatchers and the Office of Accountability and Transparency (OAT). All of these items are included in the proposed budget ([Attachment A](#)).

### **THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.**

#### **Summary**

On March 3, 2020, the Budget and Research Department presented a five-year General Fund (GF) forecast to the City Council. At the time the economy was strong and city and state sales tax revenues were approximately 6% higher than the previous fiscal year. For the upcoming fiscal year, GF resources were projected to be \$1.466 billion. This represented an increase of approximately \$42 million over current year projected resources. The 2020-21 Original GF Trial Budget expenditures were projected to be \$1.438 billion. The report projected a surplus of approximately \$28 million. That is, after accounting for the estimated GF revenues and estimated GF expenditures, we estimated that approximately \$28 million would be available to address critical issues.

However like the rest of the country, Phoenix is feeling the effects of the economic downturn. The current economic situation is unlike anything that we have seen before because it is being exacerbated by the COVID-19 pandemic. As of April 20 the pandemic has necessitated over 316 million people in at least 42 states and countless cities to Shelter-In-Place or Stay-At-Home. Since March, over 16.8 million Americans and 345,000 Arizonans have applied for unemployment benefits. Across the county, analysts are estimating that the number of failed businesses and lost jobs will easily and quickly surpass the Great Recession.

Over 30% of the city's revenue comes from sales taxes related to retail sales and tourism and entertainment. As a result of COVID-19 and its impact on the local

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economy, we know that our financial situation has drastically changed from what was presented on March 3. On April 2, staff presented four different scenarios that may result over the coming months. Those scenarios were based on data from the Great Recession, local and national economists and information from other municipalities. The four scenarios project potential deficits of \$26 million to \$128 million depending on the severity and length of the downturn. Much of what we know at this point is based on prior experience and anecdotal information from the Great Recession as there is a two-month lag in sales tax activity and reporting.

On April 13, City Council approved a Revised Trial Budget that preserved existing City services by cautiously and strategically identifying \$27 million worth of reductions and balancing actions that minimized the impact on service delivery. Each of these actions is reflected on **Attachment A (Lines F, G, J, K, L)** and **Attachment B**. The approved balancing actions totaled \$27 million which was \$1 million more than the \$26 million target. The extra \$1 million was identified to provide City Council with some resources to address items previously voted on or to address other critical issues. As approved by City Council on April 13, **Attachment C** reflects the extra \$1 million allocated between Fire Emergency Dispatch staffing and the Office of Accountability and Transparency (OAT). Any other previously voted on item such as the International Strategy remain approved but unfunded at this time. The Council can revisit these funding decisions should revenues improve during the upcoming fiscal year.

The proposed balanced 2020-21 General Fund budget is \$1,425,500,000. This is a \$31.7 million or 2.3 percent increase from the adopted General Fund budget of \$1,393,926,000. The increase is largely driven by negotiated personnel costs and pension. Projected General Fund revenue in 2020-21 is estimated at \$1.310 billion, an increase of 4.4% over the revised current year estimate. This reflects the assumption that the impacts of COVID-19 will last through July at which time City and State sales tax and other key revenue categories will return to pre-pandemic growth levels. Additionally, the City's proposed 2020-21 combined property tax rate of \$2.13 remains unchanged from 2019-20. The budget assumes that 99% of levied property taxes are collected (see Schedule 11 Footnote 1). Including revenue along with the estimated beginning fund balance of approximately \$95 million, and fund transfers and recoveries estimated at \$21 million, total 2020-21 General Fund resources are estimated to be \$1.425 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 2020-21 budget amount is \$5,020,460,000. Extensive budget detail for all City funds is provided in several schedules attached to this report.

The City Manager's Proposed Budget was presented for information and discussion at the May 5, 2020 City Council Meeting. Following Council's budget action on May 19,

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both the City Charter and State law require subsequent public notification, advertising, and City Council actions. The May 19 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>
June 3, 2020	2020-21 Tentative Budget Ordinance Adoption
June 17, 2020	2020-21 Funding Plan and Final Budget Ordinance Adoption
July 1, 2020	2020-21 Property Tax Levy Ordinance Adoption

***Responding to COVID-19 and The Coronavirus Aid, Relief and Economic Security Act (C.A.R.E.S.)***

The C.A.R.E.S. Act provides many types of funding for which local governments can apply for funding to offset COVID-19 related expenses. The Finance Department has provided guidance on tracking expenditures related to the Coronavirus Relief Fund so that we may seek reimbursement. The Coronavirus Relief Fund is intended to cover only those costs that are necessary expenditures incurred due to the public health emergency with respect to COVID-19 and that were not accounted for in the budget. There are other types of funding that are intended to supplement existing grants, such as CDBG or LIHEAP, and some that can be used to pay for a variety of services including operating costs for specific activities. Some funds have already been awarded using standing formulas and others are in the process or will need to be applied for. We are setting up a process to ensure that we have a full accounting of all of the C.A.R.E.S. related funding that the City has received, is eligible for, and has applied for. Our intent is to provide the City Council with regular updates on all COVID-19 and C.A.R.E.S. Act related activities and funding.

***Future Actions That May Be Required***

As mentioned earlier in this report, staff has modeled four different economic scenarios. For budget adoption we are only asking City Council to address the first scenario which shows a manageable \$26 million dollar GF deficit. The next three scenarios show the GF deficit growing to as high as \$128 million. Because we will not have actual sales tax revenue for March until Mid-May we want to take a measured approach before we make further budget reductions. We have asked all GF departments to prepare possible cuts of up to 25% for Management and City Council review should the economy make this necessary. These draft reductions were due to Budget and Research by April 24. Budget and Research staff are currently analyzing and reviewing each draft submittal and will develop a potential list of reductions for City Council and community input no later than the first week of June. At that point the list of proposed reductions could be taken out to the community for input prior to City Council action. In mid-July, Budget and Research staff will have March, April and May revenue data which will allow us to update our financial status based on real data

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rather than anecdotal information. Following community input and using the updated status provided by Budget and Research, City Council could take action on the list of proposed reductions in late July or early August.

The current COVID-19 and economic crisis is expected to have a negative impact on all City funds, including Enterprise and Special Revenue funds. Over the coming weeks and months, staff from Aviation, Convention Center, Planning and Development, Streets, Transit, Water and other Enterprise and Special Revenue funded departments will be closely monitoring their revenues. Any required actions to those departments, funds and or programs will be communicated with City Council in a timely manner.

We recognize this process will be difficult and challenging as the full economic impact of the COVID-19 crisis on the City's budget is uncertain at this point. The city has a history in times of economic downturn of responding swiftly and responsibly. The process laid out in this report is critically important so we can achieve our fiscal responsibility of adopting a balanced budget for next fiscal year as required by State Statute and City Charter, while at the same time limiting the negative impact as much as possible to the programs and services we deliver to the residents of Phoenix.

## **ATTACHMENTS**

- [Attachment A](#) - City Manager's Proposed GF Budget Summary
- [Attachment B](#) - Council Approved GF Budget Reductions & Balancing Actions
- [Attachment C](#) - Council Approved GF Budget Additions
- [Attachment D](#) - Detailed Budget Schedules
- [Attachment E](#) - Budget Adoption and Reduction Calendar

## **Responsible Department**

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

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**ATTACHMENT A - CITY MANAGER'S PROPOSED GENERAL FUND BUDGET**

- Based on Scenario 1 Presented on April 2, 2020
- Assumes -6.3% to -12.3% Change in Various GF Revenues
- Assumes Downturn Ends in July 2020
- Balances Anticipated Shortfall Without Impacting Service
- Provides \$1 Million for Minimal Ongoing Service Additions

**2020-21  
Proposed Budget**

<b>Total Resources (March 3, 2020)</b>	<b>1,466,000,000</b>	<b>(A)</b>
<b>Total Expenditures (March 3, 2020)</b>	<b>1,438,000,000</b>	<b>(B)</b>
<b>Original Status (March 3, 2020)</b>	<b>28,000,000</b>	<b>(C)</b>
Adjustments to GF Resources For City Manager's Proposed Budget:		
Projected Impact to GF Revenues (Sales Tax, User Fees, State Shared Revenue)	(69,000,000)	<b>(D)</b>
Increase to FY 20-21 Beginning Balance due to FY 19-20 Savings	15,000,000	<b>(E)</b>
Increase GF Revenues by Transferring Proceeds From Surplus Land Sales	6,800,000	<b>(F)</b>
Eliminate Planned Transfer Into the Public Safety Pension Stabilization Fund	1,000,000	<b>(G)</b>
Increase FY 20-21 Beginning Balance due to FY 19-20 Expenditure Carryovers	5,700,000	<b>(H)</b>
<b>Revised Total Resources (Line A plus Lines D through H)</b>	<b>1,425,500,000</b>	<b>(I)</b>
Adjustments to GF Expenditures For City Manager's Proposed Budget:		
Increase Vacancy Savings in FY 20-21 Resulting From Hiring Freeze	(13,000,000)	<b>(J)</b>
Eliminate Proposed Increase to GF Contingency / Rainy-Day Fund	(4,000,000)	<b>(K)</b>
Reduce GF Vehicle Replacements for Non-Public Safety Vehicles	(2,200,000)	<b>(L)</b>
Add 8 Staff for the Fire Emergency 911 System	600,000	<b>(M)</b>
Office of Accountability and Transparency (OAT)	400,000	<b>(N)</b>
Expenditure Carryovers From FY 19-20 to FY 20-21	5,700,000	<b>(O)</b>
<b>Revised Total Expenditures (Line B plus Lines J through O)</b>	<b>1,425,500,000</b>	<b>(P)</b>
<b>Balance</b>	<b>-</b>	<b>(Q)</b>

**ATTACHMENT B**

**2020-21**

**CITY COUNCIL APPROVED REDUCTIONS & BALANCING OPTIONS  
GENERAL FUND**

**Inventory of Programs**

**<https://www.phoenix.gov/budgetsite/budget-books/2019-20CitywideInventoryOfPrograms.pdf>**

<b>Item</b>	<b>2020-21</b>
1. Increase estimated vacancy savings resulting from a hiring freeze of vacant civilian positions.	(\$13,000,000) -
2. Transfer proceeds from real estate transactions into the General Fund. This would extend the Phoenix Parks and Preserves Initiative (PPPI) reimbursement plan.	(6,800,000) -
3. Eliminate the proposed \$4 million increase to the Contingency (Rainy-Day) Fund for FY 2020.21. The Contingency Fund would remain funded at \$55.4 million.	(4,000,000) -
4. Reduce the General Fund replacement budget for non-public safety vehicles from \$5 million to \$2.8 million.	(2,200,000) -
5. Eliminate a planned transfer of \$1 million into the Public Safety Pension Stabilization Fund.	(1,000,000) -
<b><u>TOTAL PROPOSED PHASE 1 GENERAL FUND REDUCTIONS</u></b>	<b>(\$27,000,000)</b> -

ATTACHMENT C

2020-21

CITY COUNCIL APPROVED SUPPLEMENTALS  
GENERAL FUND

Inventory of Programs

<https://www.phoenix.gov/budgetsite/budget-books/2019-20CitywideInventoryOfPrograms.pdf>

Department/Program

2020-21  
Ongoing

City Manager's Office

*Program: Administration*

- |    |  |                  |
|----|--|------------------|
| 1. | Add an Executive Director, an Administrative Assistant I, and outside legal services to establish a Community Review Board and an Office of Accountability & Transparency as approved by City Council on February 25, 2020. Other positions can be requested in the future when the budget situation improves. | \$400,000<br>2.0 |
|----|--|------------------|

Fire

*Program: Fire Emergency Medical Services and Hazardous Incident Response*

- |    |  |                |
|----|--|----------------|
| 2. | Add funding for 8 new positions consisting of one Fire Communications Supervisor, two Fire Emergency Dispatcher * Lead, and five Fire Emergency Dispatchers for the Phoenix Fire Regional Dispatch Center (PFDRDC) which provides 9-1-1 fire and medical emergency call-taking and dispatching services for the City of Phoenix and 26 other jurisdictions. The cost for these new positions will be shared beginning in 2021-22 between the City of Phoenix (50%) and the 26 partner jurisdictions (50%). | 600,000<br>8.0 |
|----|--|----------------|

TOTAL PROPOSED GENERAL FUND ADDITIONS

\$1,000,000  
10.0



# Attachment D

**2018-19 SCHEDULE 1  
RESOURCES AND EXPENDITURES BY FUND  
ACTUAL  
(In Thousands of Dollars)**

	Resources						Expenditures				Ending Fund Balances
	Beginning Fund Balances	Revenue <sup>1/</sup>	Recovery	Fund Transfer		Total	Operating	Capital	Debt Service	Total	
				To	From						
<b>General Funds:</b>											
General	\$ 134,620	\$ 298,603	\$ 1,564	\$ 933,961	\$ 151,856	\$ 1,216,892	\$ 1,071,855	\$ 11,457	\$ -	\$ 1,083,312	\$ 133,580
Parks and Recreation	-	17,455	167	73,831	-	91,453	91,453	-	-	91,453	-
Library	-	39,373	125	141	2,197	37,442	36,795	647	-	37,442	-
Cable Communications	-	10,876	1	-	8,721	2,156	2,156	-	-	2,156	-
<b>Total General</b>	<b>\$ 134,620</b>	<b>\$ 366,307</b>	<b>\$ 1,857</b>	<b>\$ 1,007,933</b>	<b>\$ 162,774</b>	<b>\$ 1,347,943</b>	<b>\$ 1,202,259</b>	<b>\$ 12,104</b>	<b>\$ -</b>	<b>\$ 1,214,363</b>	<b>\$ 133,580</b>
<b>Special Revenue Funds:</b>											
Excise Tax	\$ -	\$ 1,356,192	\$ -	\$ -	\$ 1,356,192	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nghbrhd Protection-Police	13,260	218	1	24,551	366	37,664	22,204	-	-	22,204	15,460
Nghbrhd Protection-Fire	4,876	58	-	8,768	7	13,695	9,059	-	-	9,059	4,636
Nghbrhd Protection-Block Watch	4,242	323	-	1,754	2	6,317	1,460	-	-	1,460	4,857
2007 Public Safety Exp-Police	27,957	354	-	56,123	491	83,943	53,688	-	-	53,688	30,255
2007 Public Safety Exp-Fire	4,815	74	-	14,030	83	18,836	12,734	-	-	12,734	6,102
Public Safety Enhance-Police	10,406	4	-	16,132	224	26,318	13,240	-	-	13,240	13,078
Public Safety Enhance-Fire	9,189	-	-	9,887	-	19,076	8,078	-	-	8,078	10,998
Parks and Preserves	52,363	3,225	1,722	35,073	221	92,162	5,369	23,189	-	28,558	63,604
Transit 2000 <sup>2/</sup>	2,148	8	1,316	-	4,171	(699)	-	-	-	-	(699) <sup>3/</sup>
Transportation 2050 <sup>2/</sup>	214,336	52,127	3,038	243,795	69,732	443,564	198,089	86,558	-	284,647	158,917
Court Awards	258	3,848	2	-	-	4,108	4,408	-	-	4,408	(300) <sup>4/</sup>
Development Services	59,849	66,748	133	-	3,414	123,316	52,366	583	-	52,949	70,367
Capital Construction	15,780	395	320	8,812	-	25,307	142	9,173	-	9,315	15,992
Sports Facilities	49,674	4,601	-	21,760	10,587	65,448	2,633	9,933	-	12,566	52,882
AZ Highway User Revenue	63,108	140,794	3,630	-	1,258	206,274	61,791	103,136	-	164,927	41,347
Regional Transit	(9,696)	41,222	235	-	-	31,761	32,632	6,658	-	39,290	(7,529) <sup>5/</sup>
Community Reinvestment	14,253	4,320	-	-	1,387	17,186	1,350	2,562	-	3,912	13,274
Secondary Property Tax	100	106,424	-	881	-	107,405	-	-	107,305	107,305	100
Impact Fee Program Admin	1,069	566	4	-	-	1,639	422	-	-	422	1,217
Regional Wireless Cooperative	1,825	4,423	39	-	-	6,287	4,464	-	-	4,464	1,823
Golf Course	-	6,289	-	-	-	6,289	5,493	-	-	5,493	796
City Improvement	-	13	-	123,353	1,028	122,338	-	-	122,338	122,338	-
Other Restricted Funds	84,227	28,741	376	24,444	1,951	135,837	45,125	1,197	-	46,322	89,515
Grant Funds	27,108	261,679	692	88	2,076	287,491	217,058	41,423	-	258,481	29,010
<b>Total Special Revenue</b>	<b>\$ 651,147</b>	<b>\$ 2,082,646</b>	<b>\$ 11,508</b>	<b>\$ 589,451</b>	<b>\$ 1,453,190</b>	<b>\$ 1,881,562</b>	<b>\$ 751,805</b>	<b>\$ 284,412</b>	<b>\$ 229,643</b>	<b>\$ 1,265,860</b>	<b>\$ 615,702</b>
<b>Enterprise Funds:</b>											
Aviation	\$ 354,000	\$ 395,233	\$ 5,117	\$ 25,677	\$ 11,615	\$ 768,412	\$ 256,771	\$ 168,013	\$ 71,011	\$ 495,795	\$ 272,617
Water	92,772	402,799	3,418	-	23,794	475,195	208,655	63,141	113,208	385,004	90,191
Wastewater	39,206	242,959	2,606	69	15,090	269,750	102,925	6,757	75,022	184,704	85,046
Solid Waste	37,609	149,769	6,475	6,775	9,578	191,050	136,191	7,194	14,316	157,701	33,349
Convention Center	46,643	25,486	639	61,200	3,655	130,313	47,360	4,754	19,928	72,042	58,271
<b>Total Enterprise</b>	<b>\$ 570,230</b>	<b>\$ 1,216,246</b>	<b>\$ 18,255</b>	<b>\$ 93,721</b>	<b>\$ 63,732</b>	<b>\$ 1,834,720</b>	<b>\$ 751,902</b>	<b>\$ 249,859</b>	<b>\$ 293,485</b>	<b>\$ 1,295,246</b>	<b>\$ 539,474</b>
<b>GRAND TOTAL</b>	<b>\$ 1,355,997</b>	<b>\$ 3,665,199</b>	<b>\$ 31,620</b>	<b>\$ 1,691,105</b>	<b>\$ 1,679,696</b>	<b>\$ 5,064,225</b>	<b>\$ 2,705,966</b>	<b>\$ 546,375</b>	<b>\$ 523,128</b>	<b>\$ 3,775,469</b>	<b>\$ 1,288,756</b>

<sup>1/</sup> General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$854.5 million, and is included in the General Funds revenue total of \$1,220.8 million shown on Schedule 2.

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

<sup>3/</sup> The negative fund balance in Transit 2000 is due to an accounting issue that occurred in closing out the fund.

<sup>4/</sup> The negative fund balance in Court Awards is due to the timing of reimbursements for the Records Management System (RMS).

<sup>5/</sup> 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 ESTIMATE**  
(In Thousands of Dollars)

	Resources					Expenditures					Ending Fund Balances
	Beginning Fund Balances	Revenue <sup>1/</sup>	Recovery	Fund Transfer		Total	Operating	Capital	Debt Service	Total	
				To	From						
<b>General Funds:</b>											
General	\$ 133,580	\$ 305,916	\$ 3,500	\$ 961,978	\$ 151,984	\$ 1,252,990	\$ 1,136,579	\$ 20,945	\$ -	\$ 1,157,524	\$ 95,466
Parks and Recreation	-	18,057	-	82,166	-	100,223	100,223	-	-	100,223	-
Library	-	40,739	-	1,971	2,410	40,300	39,375	925	-	40,300	-
Cable Communications	-	10,625	-	-	7,989	2,636	2,636	-	-	2,636	-
<b>Total General</b>	<b>133,580</b>	<b>375,337</b>	<b>3,500</b>	<b>1,046,115</b>	<b>162,383</b>	<b>1,396,149</b>	<b>1,278,813</b>	<b>21,870</b>	<b>-</b>	<b>1,300,683</b>	<b>95,466</b>
<b>Special Revenue Funds:</b>											
Excise Tax	\$ -	\$ 1,374,515	\$ -	\$ -	\$ 1,374,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nghbrhd Protection-Police	15,460	290	-	24,699	549	39,900	28,756	-	-	28,756	11,144
Nghbrhd Protection-Fire	4,636	64	-	8,820	55	13,465	9,522	-	-	9,522	3,943
Nghbrhd Protection-Block Watch	4,857	323	-	1,764	11	6,933	1,511	-	-	1,511	5,422
2007 Public Safety Exp-Police	30,255	544	-	56,454	1,100	86,153	67,203	-	-	67,203	18,950
2007 Public Safety Exp-Fire	6,102	107	-	14,113	209	20,113	15,720	-	-	15,720	4,393
Public Safety Enhance-Police	13,078	-	-	14,007	356	26,729	20,240	-	-	20,240	6,489
Public Safety Enhance-Fire	10,998	-	-	8,585	-	19,583	9,674	-	-	9,674	9,909
Parks and Preserves	63,604	2,242	141	35,283	219	101,051	5,920	35,216	-	41,136	59,915
Transit 2000 <sup>2/</sup>	(699)	-	-	737	38	-	-	-	-	-	-
Transportation 2050 <sup>2/</sup>	158,917	46,176	7,154	240,872	75,083	378,036	208,310	35,943	-	244,253	133,783
Court Awards	(300)	6,422	102	-	-	6,224	5,995	-	-	5,995	229
Development Services	70,367	69,370	16	-	4,322	135,431	64,381	17,444	-	81,825	53,606
Capital Construction	15,992	400	228	8,205	-	24,825	160	8,330	-	8,490	16,335
Sports Facilities	52,882	4,445	-	21,043	6,384	71,986	2,832	7,110	-	9,942	62,044
AZ Highway User Revenue	41,347	145,490	9,473	-	3,893	192,417	78,885	77,113	-	155,998	36,419
Regional Transit	(7,529)	55,768	335	-	-	48,574	34,263	6,941	-	41,204	7,370
Community Reinvestment	13,274	11,069	1	-	2,065	22,279	2,203	6,557	-	8,760	13,519
Secondary Property Tax	100	112,669	650	3,543	-	116,962	-	-	116,862	116,862	100
Impact Fee Program Admin	1,217	600	-	-	-	1,817	590	-	-	590	1,227
Regional Wireless Cooperative	1,823	4,886	9	-	-	6,718	5,117	-	-	5,117	1,601
Golf Course	796	6,295	-	-	-	7,091	6,202	102	-	6,304	787
City Improvement	-	-	32	126,077	1,027	125,082	-	-	125,082	125,082	-
Other Restricted Funds	89,515	31,527	332	26,677	4,326	143,725	60,999	2,614	-	63,613	80,112
Grant Funds	29,010	392,653	116	-	271	421,508	332,301	49,964	-	382,265	39,243
<b>Total Special Revenue</b>	<b>\$ 615,702</b>	<b>\$ 2,265,855</b>	<b>\$ 18,589</b>	<b>\$ 590,879</b>	<b>\$ 1,474,423</b>	<b>\$ 2,016,602</b>	<b>\$ 960,784</b>	<b>\$ 247,334</b>	<b>\$ 241,944</b>	<b>\$ 1,450,062</b>	<b>\$ 566,540</b>
<b>Enterprise Funds:</b>											
Aviation	\$ 272,617	\$ 414,387	\$ 1,616	\$ 16,054	\$ 10,685	\$ 693,989	\$ 272,510	\$ 22,859	\$ 96,267	\$ 391,636	\$ 302,353
Water	90,191	465,970	4,181	-	24,096	536,246	218,560	81,781	134,119	434,460	101,786
Wastewater	85,046	248,447	2,068	8	15,253	320,316	107,893	27,796	72,798	208,487	111,829
Solid Waste	33,349	152,144	7,000	4,500	9,337	187,656	147,418	4,605	14,041	166,064	21,592
Convention Center	58,271	26,712	558	57,741	4,615	138,667	56,583	10,326	19,953	86,862	51,805
<b>Total Enterprise</b>	<b>\$ 539,474</b>	<b>\$ 1,307,660</b>	<b>\$ 15,423</b>	<b>\$ 78,303</b>	<b>\$ 63,986</b>	<b>\$ 1,876,874</b>	<b>\$ 802,964</b>	<b>\$ 147,367</b>	<b>\$ 337,178</b>	<b>\$ 1,287,509</b>	<b>\$ 589,365</b>
<b>GRAND TOTAL</b>	<b>\$ 1,288,756</b>	<b>\$ 3,948,852</b>	<b>\$ 37,512</b>	<b>\$ 1,715,297</b>	<b>\$ 1,700,792</b>	<b>\$ 5,289,625</b>	<b>\$ 3,042,561</b>	<b>\$ 416,571</b>	<b>\$ 579,122</b>	<b>\$ 4,038,254</b>	<b>\$ 1,251,371</b>

<sup>1/</sup> General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$878.7 million, and is included in the General Funds revenue total of \$1,254.0 million shown on Schedule 2.

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

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

	Resources						Expenditures					
	Beginning				Fund Transfer					Debt	Ending	
	Fund	Revenue <sup>1/</sup>	Recovery	To	From	Total	Operating	Capital	Service	Total	Fund	
	Balances										Balances	
<b>General Funds:</b>												
General	\$ 95,466	\$ 313,318	\$ 1,000	\$ 1,015,334	\$ 145,958	\$ 1,279,160	\$ 1,260,472	\$ 18,688	\$ -	\$ 1,279,160	\$ -	
Parks and Recreation	-	18,587	-	83,221	-	101,808	101,808	-	-	101,808	-	
Library	-	42,878	-	1,438	2,465	41,851	40,896	955	-	41,851	-	
Cable Communications	-	10,120	-	-	7,326	2,794	2,794	-	-	2,794	-	
<b>Total General</b>	<b>\$ 95,466</b>	<b>\$ 384,903</b>	<b>\$ 1,000</b>	<b>\$ 1,099,993</b>	<b>\$ 155,749</b>	<b>\$ 1,425,613</b>	<b>\$ 1,405,970</b>	<b>\$ 19,643</b>	<b>\$ -</b>	<b>\$ 1,425,613</b>	<b>\$ -</b>	
<b>Special Revenue Funds:</b>												
Excise Tax	\$ -	\$ 1,437,452	\$ -	\$ -	\$ 1,437,452	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Nghbrhd Protection-Police	11,144	250	-	25,578	606	36,366	27,575	-	-	27,575	8,791	
Nghbrhd Protection-Fire	3,943	64	-	9,134	63	13,078	10,868	-	-	10,868	2,210	
Nghbrhd Protection-Block Watch	5,422	323	-	1,827	12	7,560	2,264	-	-	2,264	5,296	
2007 Public Safety Exp-Police	18,950	500	-	58,466	1,216	76,700	64,647	-	-	64,647	12,053	
2007 Public Safety Exp-Fire	4,393	107	-	14,617	233	18,884	16,530	-	-	16,530	2,354	
Public Safety Enhance-Police	6,489	-	-	14,129	384	20,234	18,436	-	-	18,436	1,798	
Public Safety Enhance-Fire	9,909	-	-	8,660	-	18,569	11,858	-	-	11,858	6,711	
Parks and Preserves	59,915	2,242	141	36,539	253	98,584	6,251	68,566	-	74,817	23,767	
Transportation 2050	133,783	43,468	-	249,230	10,120	416,361	167,905	107,267	-	275,172	141,189	
Court Awards	229	5,760	2	-	-	5,991	5,760	-	-	5,760	231	
Development Services	53,606	72,140	14	-	4,409	121,351	72,555	14,862	-	87,417	33,934	
Capital Construction	16,335	300	228	8,239	-	25,102	167	21,570	-	21,737	3,365	
Sports Facilities	62,044	4,412	-	21,586	20,690	67,352	23,173	7,060	-	30,233	37,119	
AZ Highway User Revenue	36,419	146,284	1,124	-	3,919	179,908	81,659	87,484	-	169,143	10,765	
Regional Transit	7,370	41,124	-	-	-	48,494	15,364	18,710	-	34,074	14,420	
Community Reinvestment	13,519	5,987	-	5,940	2,064	23,382	1,931	6,604	-	8,535	14,847	
Secondary Property Tax	100	118,205	650	10,642	-	129,597	-	-	129,497	129,497	100	
Impact Fee Program Admin	1,227	625	-	-	-	1,852	866	-	-	866	986	
Regional Wireless Cooperative	1,601	5,167	-	-	-	6,768	5,118	-	-	5,118	1,650	
Golf Course	787	6,274	-	-	-	7,061	5,604	593	-	6,197	864	
City Improvement	-	-	95	75,770	1,028	74,837	-	-	74,837	74,837	-	
Other Restricted Funds	80,112	42,528	45	25,112	14,675	133,122	61,082	15,747	-	76,829	56,293	
Grant Funds	39,243	744,349	-	-	270	783,322	637,549	118,123	-	755,672	27,650	
<b>Total Special Revenue</b>	<b>\$ 566,540</b>	<b>\$ 2,677,561</b>	<b>\$ 2,299</b>	<b>\$ 565,469</b>	<b>\$ 1,497,394</b>	<b>\$ 2,314,475</b>	<b>\$ 1,237,162</b>	<b>\$ 466,586</b>	<b>\$ 204,334</b>	<b>\$ 1,908,082</b>	<b>\$ 406,393</b>	
<b>Enterprise Funds:</b>												
Aviation	\$ 302,353	\$ 425,915	\$ 1,147	\$ 16,526	\$ 11,019	\$ 734,922	\$ 489,601	\$ 126,151	\$ 87,856	\$ 703,608	\$ 31,314	
Water	101,786	479,782	2,105	-	25,888	557,785	238,660	89,733	146,446	474,839	82,946	
Wastewater	111,829	249,814	885	-	16,322	346,206	119,320	32,262	71,775	223,357	122,849	
Solid Waste	21,592	175,132	268	-	9,648	187,344	160,352	9,833	16,745	186,930	414	
Convention Center	51,805	27,331	51	60,050	4,750	134,487	62,255	14,706	21,070	98,031	36,456	
<b>Total Enterprise</b>	<b>\$ 589,365</b>	<b>\$ 1,357,974</b>	<b>\$ 4,456</b>	<b>\$ 76,576</b>	<b>\$ 67,627</b>	<b>\$ 1,960,744</b>	<b>\$ 1,070,188</b>	<b>\$ 272,685</b>	<b>\$ 343,892</b>	<b>\$ 1,686,765</b>	<b>\$ 273,979</b>	
<b>GRAND TOTAL</b>	<b>\$ 1,251,371</b>	<b>\$ 4,420,438</b>	<b>\$ 7,755</b>	<b>\$ 1,742,038</b>	<b>\$ 1,720,770</b>	<b>\$ 5,700,832</b>	<b>\$ 3,713,320</b>	<b>\$ 758,914</b>	<b>\$ 548,226</b>	<b>\$ 5,020,460</b>	<b>\$ 680,372</b>	

<sup>1/</sup> General fund sales tax revenue is reflected as a transfer from the excise tax fund. Total transfer equates to \$924.6 million, and is included in the General Funds revenue total of \$1,309.5 million shown on Schedule 2.

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

Revenue Source	2018-19 Actuals	2019-20 Estimate	Percent Increase/ Decrease from 2018-19 Actuals	2020-21 Budget	Percent Increase/ Decrease from 2019-20 Estimate
<b>GENERAL FUND</b>					
<b>Local Taxes and Related Fees</b>					
Local Sales Tax	\$ 468,015	\$ 470,100	0.4%	\$ 484,447	3.1%
Privilege License Fees	2,957	3,050	3.1%	3,050	0.0%
Other General Fund Excise Taxes	18,535	18,920	2.1%	18,920	0.0%
Subtotal	\$ 489,507	\$ 492,070	0.5%	\$ 506,417	2.9%
<b>State Shared Revenues</b>					
Sales Tax	165,066	168,964	2.4%	174,072	3.0%
State Income Tax	196,918	214,697	9.0%	241,167	12.3%
Vehicle License Tax	70,210	71,386	1.7%	71,743	0.5%
Subtotal	\$ 432,194	\$ 455,047	5.3%	\$ 486,982	7.0%
<b>Primary Property Tax</b>	\$ 162,130	\$ 170,899	5.4%	\$ 179,950	5.3%
<b>User Fees/Other Revenue</b>					
Licenses & Permits	2,969	2,960	-0.3%	2,960	0.0%
Cable Communications	10,876	10,625	-2.3%	10,120	-4.8%
Fines and Forfeitures	12,456	11,549	-7.3%	11,548	0.0%
Court Default Fee	1,320	1,296	-1.8%	1,296	0.0%
Fire	49,095	50,695	3.3%	51,535	1.7%
Hazardous Materials Inspection Fee	1,369	1,400	2.3%	1,400	0.0%
Library Fees	904	747	-17.4%	768	2.8%
Parks and Recreation	7,725	7,585	-1.8%	7,559	-0.3%
Planning	1,783	1,791	0.4%	1,808	0.9%
Police	15,332	15,481	1.0%	15,481	0.0%
Street Transportation	6,497	6,949	7.0%	6,684	-3.8%
Other Service Charges	23,486	22,592	-3.8%	22,612	0.1%
Other	3,124	2,342	-25.0%	2,399	2.4%
Subtotal	\$ 136,936	\$ 136,012	-0.7%	\$ 136,170	0.1%
<b>TOTAL GENERAL FUNDS</b>	\$ 1,220,767	\$ 1,254,028	2.7%	\$ 1,309,519	4.4%

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

Revenue Source	2018-19 Actuals	2019-20 Estimate	Percent Increase/ Decrease from 2018-19 Actuals	2020-21 Budget	Percent Increase/ Decrease from 2019-20 Estimate
<b>SPECIAL REVENUE FUNDS</b>					
Neighborhood Protection	\$ 35,612	\$ 35,960	1.0%	\$ 37,176	3.4%
2007 Public Safety Expansion	70,461	71,218	1.1%	73,690	3.5%
Public Safety Enhancement	26,023	22,592	-13.2%	22,789	0.9%
Parks and Preserves	38,238	37,525	-1.9%	38,781	3.3%
Transit 2000 <sup>1/</sup>	8	-	-100.0%	-	NA
Transportation 2050 <sup>1/</sup>	291,306	286,754	-1.6%	292,698	2.1%
Court Awards	3,848	6,422	66.9%	5,760	-10.3%
Development Services	66,748	69,370	3.9%	72,140	4.0%
Capital Construction	9,207	8,605	-6.5%	8,539	-0.8%
Sports Facilities	25,333	24,461	-3.4%	24,970	2.1%
Arizona Highway User Revenue	140,794	145,490	3.3%	146,284	0.5%
Regional Transit Revenues	41,222	55,768	35.3%	41,124	-26.3%
Community Reinvestment	4,320	11,069	+100%	5,987	-45.9%
Secondary Property Tax	106,424	112,669	5.9%	118,205	4.9%
Impact Fee Program Administration	566	600	6.0%	625	4.2%
Regional Wireless Cooperative	4,423	4,886	10.5%	5,167	5.8%
Golf Courses	6,289	6,295	0.1%	6,274	-0.3%
City Improvement Fund	13	-	-100.0%	-	NA
Other Restricted Revenues	34,472	37,086	7.6%	48,337	30.3%
<b>Grants</b>					
Public Housing Grants	90,713	109,986	21.2%	108,895	-1.0%
Human Services Grants	55,478	61,995	11.7%	58,963	-4.9%
Community Development	11,469	28,104	+100%	53,375	89.9%
Criminal Justice	10,327	10,377	0.5%	10,936	5.4%
Public Transit Grants	57,110	64,090	12.2%	180,911	+100%
Other Grants	36,582	118,101	+100%	331,269	+100%
Subtotal - Grants	\$ 261,679	\$ 392,653	50.1%	\$ 744,349	89.6%
<b>SUBTOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 1,166,986</b>	<b>\$ 1,329,423</b>	<b>13.9%</b>	<b>\$ 1,692,895</b>	<b>27.3%</b>
<b>ENTERPRISE FUNDS</b>					
Aviation	395,233	414,387	4.8%	425,915	2.8%
Water System	402,799	465,970	15.7%	479,782	3.0%
Wastewater System	242,959	248,447	2.3%	249,814	0.6%
Solid Waste	149,769	152,144	1.6%	175,132	15.1%
Convention Center	86,686	84,453	-2.6%	87,381	3.5%
<b>SUBTOTAL ENTERPRISE FUNDS</b>	<b>\$ 1,277,446</b>	<b>\$ 1,365,401</b>	<b>6.9%</b>	<b>\$ 1,418,024</b>	<b>3.9%</b>
<b>TOTAL ALL OPERATING FUNDS</b>	<b>\$ 3,665,199</b>	<b>\$ 3,948,852</b>	<b>7.7%</b>	<b>\$ 4,420,438</b>	<b>11.9%</b>

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 <sup>1</sup>**  
(In Thousands of Dollars)

Program	2018-19 Actual	2019-20		2020-21 City Manager Recommended	Percent Change from 2019-20		
		Budget	Estimate		Budget	Estimate	
<b>General Government</b>							
Mayor	\$ 1,527	\$ 2,094	\$ 2,144	\$ 2,244	7.2%	4.7%	
City Council	3,525	4,750	4,981	5,444	14.6%	9.3%	
City Manager	2,330	3,191	2,935	3,707	16.2%	26.3%	
Government Relations	1,406	5,168	4,263	1,541	(70.2%)	(63.9%)	
Communications Office	2,527	2,735	2,676	2,779	1.6%	3.8%	
City Auditor	2,700	3,345	3,036	3,206	(4.2%)	5.6%	
Equal Opportunity	2,435	3,230	2,901	3,341	3.4%	15.2%	
Human Resources	11,902	12,898	13,224	14,398	11.6%	8.9%	
Phoenix Employment Relations Board	85	105	106	107	1.9%	0.9%	
Regional Wireless Cooperative	12,582	12,905	13,239	13,238	2.6%	(0.0%)	
Retirement Systems	-	-	-	-	0.0%	0.0%	
Law	5,488	6,178	6,247	6,390	3.4%	2.3%	
Information Technology	41,463	50,427	50,373	55,966	11.0%	11.1%	
City Clerk and Elections	6,259	7,277	5,691	7,349	1.0%	29.1%	
Finance	24,525	28,102	28,452	31,082	10.6%	9.2%	
Budget and Research	3,080	3,659	3,569	3,975	8.6%	11.4%	
<b>Total General Government</b>	<b>\$ 121,834</b>	<b>\$ 146,064</b>	<b>\$ 143,837</b>	<b>\$ 154,767</b>	<b>6.0%</b>	<b>7.6%</b>	
<b>Public Safety</b>							
Police	\$ 669,944	\$ 721,210	\$ 715,227	\$ 745,289	3.3%	4.2%	
Fire	354,629	401,999	405,060	418,741	4.2%	3.4%	
Emergency Management	938	976	1,224	1,288	32.0%	5.2%	
<b>Total Public Safety</b>	<b>\$ 1,025,511</b>	<b>\$ 1,124,185</b>	<b>\$ 1,121,511</b>	<b>\$ 1,165,318</b>	<b>3.7%</b>	<b>3.9%</b>	
<b>Criminal Justice</b>							
Municipal Court	\$ 37,528	\$ 43,517	\$ 40,874	\$ 41,721	(4.1%)	2.1%	
City Prosecutor	16,035	21,515	18,749	21,415	(0.5%)	14.2%	
Public Defender	5,003	5,289	5,293	5,380	1.7%	1.6%	
<b>Total Criminal Justice</b>	<b>\$ 58,566</b>	<b>\$ 70,321</b>	<b>\$ 64,916</b>	<b>\$ 68,516</b>	<b>(2.6%)</b>	<b>5.5%</b>	
<b>Transportation</b>							
Street Transportation	\$ 82,412	\$ 109,809	\$ 105,714	\$ 109,053	(0.7%)	3.2%	
Aviation	256,059	274,894	271,595	468,150	70.3%	72.4%	
Public Transit	317,883	340,461	341,727	287,100	(15.7%)	(16.0%)	
<b>Total Transportation</b>	<b>\$ 656,354</b>	<b>\$ 725,164</b>	<b>\$ 719,036</b>	<b>\$ 864,303</b>	<b>19.2%</b>	<b>20.2%</b>	

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

Program	2018-19 Actual	2019-20		2020-21 City Manager Recommended	Percent Change from 2019-20		
		Budget	Estimate		Budget	Estimate	
<b>Community Development</b>							
Planning and Development	\$ 56,227	\$ 71,929	\$ 68,876	\$ 72,795	1.2%	5.7%	
Housing	89,159	100,879	102,819	118,009	17.0%	14.8%	
Community and Economic Development	27,853	42,811	27,088	40,773	(4.8%)	50.5%	
Neighborhood Services	35,610	50,141	46,128	63,555	26.8%	37.8%	
PCDIC	121	-	-	-	0.0%	0.0%	
<b>Total Community Development</b>	<b>\$ 208,970</b>	<b>\$ 265,760</b>	<b>\$ 244,911</b>	<b>\$ 295,132</b>	<b>11.1%</b>	<b>20.5%</b>	
<b>Community Enrichment</b>							
Parks and Recreation	\$ 106,209	\$ 117,113	\$ 116,369	\$ 118,090	0.8%	1.5%	
Library	37,569	40,903	40,622	41,959	2.6%	3.3%	
Phoenix Convention Center	49,601	59,546	58,832	60,860	2.2%	3.4%	
Human Services	83,045	94,266	94,890	100,583	6.7%	6.0%	
Office of Arts and Culture	7,979	4,267	4,164	4,661	9.2%	11.9%	
<b>Total Community Enrichment</b>	<b>\$ 284,403</b>	<b>\$ 316,095</b>	<b>\$ 314,877</b>	<b>\$ 326,153</b>	<b>3.2%</b>	<b>3.6%</b>	
<b>Environmental Services</b>							
Water	\$ 311,249	\$ 340,280	\$ 326,044	\$ 341,893	0.5%	4.9%	
Solid Waste Management	136,005	145,095	148,128	158,908	9.5%	7.3%	
Public Works	23,538	27,737	27,172	27,966	0.8%	2.9%	
Environmental Programs	1,494	1,616	1,710	1,449	(10.3%)	(15.3%)	
Office of Sustainability	380	567	501	656	15.7%	30.9%	
<b>Total Environmental Services</b>	<b>\$ 472,666</b>	<b>\$ 515,295</b>	<b>\$ 503,555</b>	<b>\$ 530,872</b>	<b>3.0%</b>	<b>5.4%</b>	
<b>Non-Departmental</b>							
Contingencies	\$ -	\$ 115,412	\$ -	\$ 124,096	7.5%	+100.0%	
Unassigned Vacancy Savings	-	(5,000)	(20,000)	(16,000)	+100.0%	(20.0%)	
Coronavirus Relief Fund	-	-	75,000	275,000	+100.0%	+100.0%	
<b>Total Non-Departmental</b>	<b>\$ -</b>	<b>\$ 110,412</b>	<b>\$ 55,000</b>	<b>\$ 383,096</b>	<b>+100.0%</b>	<b>+100.0%</b>	
<b>GRAND TOTAL</b>	<b>\$ 2,828,304</b>	<b>\$ 3,273,296</b>	<b>\$ 3,167,643</b>	<b>\$ 3,788,157</b>	<b>15.7%</b>	<b>19.6%</b>	

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

**SCHEDULE 4**  
**2020-21 PROPOSED EXPENDITURES BY DEPARTMENT <sup>1</sup>**  
**BY SOURCE OF FUNDS**  
(In Thousands of Dollars)

Program	Total	General Funds	Enterprise Funds	Special Revenue Funds <sup>1</sup>
<b>General Government</b>				
Mayor	\$ 2,244	\$ 2,244	\$ -	\$ -
City Council	5,444	5,444	-	-
City Manager	3,707	3,371	-	336
Government Relations	1,541	1,541	-	-
Communications Office	2,779	2,779	-	-
City Auditor	3,206	3,206	-	-
Equal Opportunity	3,341	2,761	-	580
Human Resources	14,398	12,969	-	1,429
Phoenix Employment Relations Board	107	107	-	-
Regional Wireless Cooperative	13,238	-	-	13,238
Retirement Systems	-	-	-	-
Law	6,390	6,390	-	-
Information Technology	55,966	52,411	682	2,873
City Clerk and Elections	7,349	7,285	-	64
Finance	31,082	26,013	1,932	3,137
Budget and Research	3,975	3,975	-	-
<b>Total General Government</b>	<b>\$ 154,767</b>	<b>\$ 130,496</b>	<b>\$ 2,614</b>	<b>\$ 21,657</b>
<b>Public Safety</b>				
Police	\$ 745,289	\$ 591,932	\$ -	\$ 153,357
Fire	418,741	352,507	-	66,234
Emergency Management	1,288	243	-	1,045
<b>Total Public Safety</b>	<b>\$ 1,165,318</b>	<b>\$ 944,682</b>	<b>\$ -</b>	<b>\$ 220,636</b>
<b>Criminal Justice</b>				
Municipal Court	\$ 41,721	\$ 32,160	\$ -	\$ 9,561
City Prosecutor	21,415	19,792	-	1,623
Public Defender	5,380	5,380	-	-
<b>Total Criminal Justice</b>	<b>\$ 68,516</b>	<b>\$ 57,332</b>	<b>\$ -</b>	<b>\$ 11,184</b>
<b>Transportation</b>				
Street Transportation	\$ 109,053	\$ 18,976	\$ -	\$ 90,077
Aviation	468,150	-	468,150	-
Public Transit	287,100	1,785	-	285,315
<b>Total Transportation</b>	<b>\$ 864,303</b>	<b>\$ 20,761</b>	<b>\$ 468,150</b>	<b>\$ 375,392</b>



**SCHEDULE 4**  
**2020-21 PROPOSED EXPENDITURES BY DEPARTMENT <sup>1</sup>**  
**BY SOURCE OF FUNDS**  
(In Thousands of Dollars)

Program	Total	General Funds	Enterprise Funds	Special Revenue Funds <sup>1</sup>
<b>Community Development</b>				
Planning and Development Services	\$ 72,795	\$ 4,309	\$ -	\$ 68,486
Housing	118,009	170	-	117,839
Community and Economic Development	40,773	6,251	694	33,828
Neighborhood Services	63,555	14,032	-	49,523
<b>Total Community Development</b>	<b>\$ 295,132</b>	<b>\$ 24,762</b>	<b>\$ 694</b>	<b>\$ 269,676</b>
<b>Community Enrichment</b>				
Parks and Recreation	\$ 118,090	\$ 101,808	\$ -	\$ 16,282
Library	41,959	40,896	-	1,063
Phoenix Convention Center	60,860	2,639	57,666	555
Human Services	100,583	19,978	380	80,225
Office of Arts and Culture	4,661	4,221	-	440
<b>Total Community Enrichment</b>	<b>\$ 326,153</b>	<b>\$ 169,542</b>	<b>\$ 58,046</b>	<b>\$ 98,565</b>
<b>Environmental Services</b>				
Water	\$ 341,893	\$ -	\$ 339,576	\$ 2,317
Solid Waste Management	158,908	-	158,908	-
Public Works	27,966	17,643	-	10,323
Environmental Programs	1,449	732	400	317
Office of Sustainability	656	424	-	232
<b>Total Environmental Services</b>	<b>\$ 530,872</b>	<b>\$ 18,799</b>	<b>\$ 498,884</b>	<b>\$ 13,189</b>
<b>Non-Departmental</b>				
Contingencies	\$ 124,096	\$ 55,596	\$ 39,500	\$ 29,000
Unassigned Vacancy Savings	(16,000)	(16,000)	-	-
Coronavirus Relief Fund	275,000	-	2,300	272,700
<b>Total Non-Departmental</b>	<b>\$ 383,096</b>	<b>\$ 39,596</b>	<b>\$ 41,800</b>	<b>\$ 301,700</b>
<b>GRAND TOTAL</b>	<b>\$ 3,788,157</b>	<b>\$ 1,405,970</b>	<b>\$ 1,070,188</b>	<b>\$ 1,311,999</b>

<sup>1</sup> 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)

<b>Program</b>	<b>2018-19 Actual</b>	<b>2019-20 Estimate</b>	<b>2020-21 Budget</b>
Aviation	\$ 135,936	\$ 158,524	\$ 165,135
Cultural Facilities	12,170	11,404	16,925
Economic Development	20,210	6,784	5,034
Environmental Programs	475	1,899	1,567
Fire Protection	10,700 <sup>1</sup>	7,086	7,825
Freeway Mitigation	335 <sup>1</sup>	610	539
Historic Preservation	367	616	1,490
Human Services	825	2,176	2,472
Information Systems	1,096	3,221	3,491
Libraries	8,232	7,229	7,051
Local Streets/Street Improvements/Lighting	5,061 <sup>1</sup>	7,469	10,958
Maintenance Service Centers	668	3,507	761
Municipal Administration Building	-	10	-
Neighborhood Preservation & Senior Services Centers	5,698	9,776	5,142
Parks & Recreation/Open Space	12,035	16,270	18,356
Phoenix Convention Center	42,925	43,453	45,068
Police, Fire and Computer Tech	8,637	10,366	12,034
Police Protection	6,102	6,784	9,634
Public Housing	1,928	5,024	5,201
Public Transit	67,254	71,785	7,079
Solid Waste Disposal	14,316	14,041	16,745
Storm Sewer	12,832	16,044	20,417
Street Light Refinancing	6 <sup>1</sup>	6 <sup>1</sup>	21
Wastewater	75,022	72,798	71,775
Water	113,208	134,119	146,446
General Government Nonprofit Corporation Bonds	55,011	53,195	67,594
Bond Issuance Costs	1,229	3,510	2,258
<b>Total Program</b>	<b>\$ 612,278</b>	<b>\$ 667,706</b>	<b>\$ 651,018</b>
<b>Type of Expenditure</b>			
Principal	\$ 335,495	\$ 361,917	\$ 311,436
Interest and Other	276,783	305,789	339,582
<b>Total Debt Service Expenditures</b>	<b>\$ 612,278</b>	<b>\$ 667,706</b>	<b>\$ 651,018</b>

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

<b>Source of Funds</b>	<b>2018-19 Actual</b>	<b>2019-20 Estimate</b>	<b>2020-21 Budget</b>
<b>Operating Funds</b>			
Secondary Property Tax	\$ 107,305	\$ 116,862	\$ 129,497
<i>City Improvement</i>			
General	41,593	41,490	40,876
Housing	72	71	70
Transportation 2050	67,289	71,827	7,293
Library	115	115	115
Sports Facilities	10,332	5,988	20,287
Other Operating	2,924	5,559	6,101
Other Financing Sources	13	32	95
Aviation	71,011	96,267	87,856
Convention Center	19,928	19,953	21,070
Solid Waste	14,316	14,041	16,745
Wastewater	75,022	72,798	71,775
Water	113,208	134,119	146,446
Subtotal Operating Funds	<u>\$ 523,128</u>	<u>\$ 579,122</u>	<u>\$ 548,226</u>
<b>Capital Funds</b>			
<i>Nonprofit Corporation Bonds</i>			
Aviation - Revenue	\$ 856	\$ 1,227	\$ -
Aviation - Customer Facility Charge	-	577	-
Convention Center	-	21	214
Wastewater	373	-	-
Water	-	836	-
Other	-	167	500
Capital Reserve	-	-	800
Customer Facility Charge <sup>2</sup>	21,278	14,024	20,547
Federal, State & Other Participation	22,997	23,500	23,998
Passenger Facility Charges	43,646	48,232	56,733
Subtotal Capital Funds	<u>\$ 89,150</u>	<u>\$ 88,584</u>	<u>\$ 102,792</u>
<b>Total Source of Funds</b>	<u>\$ 612,278</u>	<u>\$ 667,706</u>	<u>\$ 651,018</u>

<sup>1</sup> Interest only expenditure

<sup>2</sup> FY1819 restated from Non-Profit Corporation Bond - Aviation

**SCHEDULE 6**  
**SUMMARY OF PROPOSED 2020-21 CAPITAL IMPROVEMENT PROGRAM**  
**FINANCED BY OPERATING FUNDS**  
(In Thousands of Dollars)

	2018-19 Actuals	2019-20 Estimate	2020-21 Proposed Budget
<b><u>Use of Funds</u></b>			
Aviation	166,220	22,796	125,439
Economic Development	2,754	9,517	10,495
Environmental Programs	95	405	250
Facilities Management	8,387	14,886	14,438
Finance	1,415	-	-
Fire Protection	-	-	10,330
Historic Preservation & Planning	155	17,302	14,498
Housing	3,728	4,983	25,264
Information Technology	5,798	2,567	6,966
Libraries	664	925	955
Neighborhood Services	52	3,185	10,590
Parks, Recreation & Mountain Preserves	25,196	40,798	71,947
Phoenix Convention Center	13,546	13,000	17,617
Police Protection	-	5,000	-
Public Art Program	1,411	143	3,303
Public Transit	102,122	58,434	166,353
Solid Waste Disposal	6,034	4,519	9,549
Street Transportation & Drainage	141,461	109,045	149,516
Wastewater	5,611	27,571	32,033
Water	61,726	81,495	89,371
<b>Total Operating Funds</b>	<b>546,375</b>	<b>416,571</b>	<b>758,914</b>
<b><u>Source of Funds</u></b>			
<b>General Funds</b>			
General Fund	11,457	20,945	18,688
Library General Fund	647	925	955
<b>Total General Funds</b>	<b>12,104</b>	<b>21,870</b>	<b>19,643</b>
<b>Special Revenue Funds</b>			
Arizona Highway User Revenue	103,136	77,113	87,484
Capital Construction	9,173	8,330	21,570
Community Reinvestment	2,562	6,557	6,604
Development Services	583	17,444	14,862
Golf	-	102	593
Grants and Public Housing	41,423	49,964	118,123
Other Restricted	1,197	2,614	15,747
Parks and Preserves	23,189	35,216	68,566
Regional Transit	6,658	6,941	18,710
Sports Facilities	9,933	7,110	7,060
Transportation 2050	86,558	35,943	107,267
<b>Total Special Revenue Funds</b>	<b>284,412</b>	<b>247,334</b>	<b>466,586</b>
<b>Enterprise Funds</b>			
Aviation	168,013	22,859	126,151
Convention Center	4,754	10,326	14,706
Solid Waste	7,194	4,605	9,833
Wastewater	6,757	27,796	32,262
Water	63,141	81,781	89,733
<b>Total Enterprise Funds</b>	<b>249,859</b>	<b>147,367</b>	<b>272,685</b>
<b>Total Operating Funds</b>	<b>546,375</b>	<b>416,571</b>	<b>758,914</b>

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

	2018-19 Actuals	2019-20 Estimate	2020-21	
			Budget	Increase/ (Decrease)
<b>Transfers to the General Fund</b>				
<b><u>Enterprise Funds</u></b>				
Aviation				
Central Service Cost Allocation	\$ 9,412	\$ 9,736	\$ 10,071	\$ 335
Monthly MOU Installment	776	-	-	-
Total	10,188	9,736	10,071	335
Water Funds				
Central Service Cost Allocation	8,843	8,511	8,786	275
In-Lieu Property Taxes	14,951	15,585	16,865	1,280
Total	23,794	24,096	25,651	1,555
Wastewater Funds				
Central Service Cost Allocation	5,896	5,674	5,857	183
In-Lieu Property Taxes	9,194	9,579	10,315	736
Total	15,090	15,253	16,172	919
Solid Waste				
Central Service Cost Allocation	6,365	6,153	6,257	104
In-Lieu Property Taxes	1,298	1,311	1,387	76
Total	7,663	7,464	7,644	180
Convention Center				
Central Service Cost Allocation	2,767	2,944	3,025	81
<b>Total From Enterprise Funds</b>	<b>\$ 59,502</b>	<b>\$ 59,493</b>	<b>\$ 62,563</b>	<b>\$ 3,070</b>

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

	2018-19 Actuals	2019-20 Estimate	2020-21	
			Budget	Increase/ (Decrease)
<b>Special Revenue Funds</b>				
Excise				
Transfer to General Fund	\$ 854,460	\$ 878,691	\$ 924,616	\$ 45,925
Development Services				
Central Service Cost Allocation	3,414	4,322	4,409	87
Sports Facilities				
Central Service Cost Allocation	151	174	174	-
Phoenix Union Parking Maintenance	79	79	79	-
Total	230	253	253	-
Public Housing In-Lieu Property Taxes	230	200	200	-
ASU Facilities Operations Fund	779	781	782	1
Downtown Community Reinvestment Fund	2,063	2,065	2,064	(1)
T2050 Central Service Costs	894	985	1,061	76
Neighborhood Protection Central Service Costs	347	396	429	33
Public Safety Enhancement Central Service Costs	224	356	384	28
Public Safety Expansion Central Service Costs	519	871	944	73
Housing Central Office Central Service Costs	355	310	334	24
Other Restricted - Sale of Land	-	1,000	6,800	5,800
Library Reserve Fund	141	1,971	819	(1,152)
<b>Total From Special Revenue Funds</b>	<b>\$ 863,656</b>	<b>\$ 892,201</b>	<b>\$ 943,095</b>	<b>\$ 50,894</b>
<b>Total Transfers to the General Fund</b>	<b>\$ 923,158</b>	<b>\$ 951,694</b>	<b>\$ 1,005,658</b>	<b>\$ 53,964</b>
<b>Transfers from the General Fund</b>				
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	10,250	5,500	-	(5,500)
Other Restricted	145	378	-	(378)
Aviation-Emergency Transportation Services	284	285	285	-
Community Facilities Districts-Restricted Fund	-	623	587	(36)
Enhanced Municipal Services District Fund	-	454	-	(454)
Worker's Compensation	7,000	-	-	-
Grant Fund	31	-	-	-
Retiree Rate Stabilization Fund	1,028	1,027	1,028	1
Infrastructure Repayment Agreements	553	1,090	1,523	433
City Improvement - Library	115	115	115	-
City Improvement	41,593	41,490	40,876	(614)
<b>Total Transfers from the General Fund</b>	<b>\$ 77,999</b>	<b>\$ 67,962</b>	<b>\$ 61,414</b>	<b>\$ (6,548)</b>
<b>Net Transfers to the General Fund</b>	<b>\$ 845,159</b>	<b>\$ 883,732</b>	<b>\$ 944,244</b>	<b>\$ 60,512</b>

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

Program	2018-19 Actual	2019-20 Estimate	2019-20 changes <sup>1</sup>	2019-20 Actual	2020-21 changes <sup>1</sup>	2020-21 Allowances June 30,2021 Authorized
<b>General Government</b>						
Mayor	17.0	17.0	(4.0)	13.0	-	13.0
City Council	30.0	30.0	3.0	33.0	-	33.0
City Manager	19.5	19.5	-	19.5	2.0	21.5
Government Relations	7.0	7.0	-	7.0	-	7.0
Communications Office	19.1	19.1	-	19.1	-	19.1
City Auditor	25.4	25.4	-	25.4	-	25.4
Equal Opportunity	27.0	27.0	-	27.0	-	27.0
Human Resources	103.7	103.7	9.0	112.7	-	112.7
Phoenix Employment Relations Board	1.0	1.0	-	1.0	-	1.0
Retirement Systems	15.0	16.0	-	16.0	-	16.0
Law	209.0	211.0	1.0	212.0	-	212.0
Information Technology	195.0	201.0	-	201.0	-	201.0
City Clerk and Elections	54.5	54.5	(3.0)	51.5	-	51.5
Finance	211.0	211.0	2.0	213.0	-	213.0
Budget and Research	24.0	24.0	-	24.0	-	24.0
Regional Wireless Cooperative	4.0	4.0	-	4.0	-	4.0
<b>Total General Government</b>	<b>962.2</b>	<b>971.2</b>	<b>8.0</b>	<b>979.2</b>	<b>2.0</b>	<b>981.2</b>
<b>Public Safety</b>						
Police	4,337.6	4,367.6	(7.0)	4,360.6	-	4,360.6
Fire	2,041.8	2,062.8	21.0	2,083.8	8.0	2,091.8
Emergency Management	8.0	8.0	1.0	9.0	-	9.0
<b>Total Public Safety</b>	<b>6,387.4</b>	<b>6,438.4</b>	<b>15.0</b>	<b>6,453.4</b>	<b>8.0</b>	<b>6,461.4</b>
<b>Criminal Justice</b>						
Municipal Court	274.0	274.0	-	274.0	-	274.0
Public Defender	9.0	11.0	-	11.0	-	11.0
<b>Total Criminal Justice</b>	<b>283.0</b>	<b>285.0</b>	<b>0.0</b>	<b>285.0</b>	<b>0.0</b>	<b>285.0</b>

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

Program	2018-19 Actual	2019-20 Estimate	2019-20 changes <sup>1</sup>	2019-20 Actual	2020-21 changes <sup>1</sup>	2020-21 Allowances June 30, 2021 Authorized
<b>Transportation</b>						
Street Transportation	709.0	723.0	(2.0)	721.0	-	721.0
Aviation	891.0	891.0	(1.0)	890.0	-	890.0
Public Transit	115.0	115.0	5.0	120.0	-	120.0
<b>Total Transportation</b>	<b>1,715.0</b>	<b>1,729.0</b>	<b>2.0</b>	<b>1,731.0</b>	<b>0.0</b>	<b>1,731.0</b>
<b>Community Development</b>						
Planning and Development	409.8	430.8	14.0	444.8	-	444.8
Housing	144.0	145.0	(11.0)	134.0	-	134.0
Community and Economic Development	55.0	55.0	2.0	57.0	-	57.0
Neighborhood Services	189.0	192.0	(3.0)	189.0	-	189.0
PCDIC	0.0	-	-	-	-	-
<b>Total Community Development</b>	<b>797.8</b>	<b>822.8</b>	<b>2.0</b>	<b>824.8</b>	<b>0.0</b>	<b>824.8</b>
<b>Community Enrichment</b>						
Parks and Recreation	983.5	1,012.8	1.3	1,014.1	-	1,014.1
Library	375.2	402.3	(1.0)	401.3	-	401.3
Phoenix Convention Center	222.0	222.0	(2.0)	220.0	-	220.0
Human Services	379.0	382.0	9.0	391.0	-	391.0
Office of Arts and Culture	11.0	11.0	-	11.0	-	11.0
<b>Total Community Enrichment</b>	<b>1,970.7</b>	<b>2,030.1</b>	<b>7.3</b>	<b>2,037.4</b>	<b>0.0</b>	<b>2,037.4</b>
<b>Environmental Services</b>						
Water Services	1,477.0	1,498.0	(11.0)	1,487.0	-	1,487.0
Solid Waste Management	609.0	610.0	-	610.0	-	610.0
Public Works	399.5	423.0	2.0	425.0	-	425.0
Environmental Programs	10.0	10.0	-	10.0	-	10.0
Office of Sustainability	4.0	4.0	1.0	5.0	-	5.0
<b>Total Environmental Services</b>	<b>2,499.5</b>	<b>2,545.0</b>	<b>(8.0)</b>	<b>2,537.0</b>	<b>0.0</b>	<b>2,537.0</b>
<b>TOTAL</b>	<b>14,615.6</b>	<b>14,821.5</b>	<b>26.3</b>	<b>14,847.8</b>	<b>10.0</b>	<b>14,857.8</b>

1. Changes (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**  
**RESOURCES AND EXPENDITURES BY CAPITAL FUND**  
**2020-21 CAPITAL IMPROVEMENT PROGRAM**  
(In Thousands of Dollars)

Capital Fund	RESOURCES			EXPENDITURES	FUND BALANCES		
	Beginning Balance	Projected Revenue <sup>1</sup>	Total	Estimated Expenditures	Ending Fund Balance	Projected Resources Beyond 20/21 <sup>2</sup>	Funds Available Beyond 20/21
<b>BONDS AND RELATED FUNDS</b>							
<b>2006 Bonds</b>							
Libraries, Senior & Cultural Centers	\$ (3,129)	\$ -	\$ (3,129)	\$ 600	\$ (3,729)	\$ 27,190	\$ 23,461
Education	(4,549)	-	(4,549)	-	(4,549)	8,090	3,541
Affordable Housing & Neighborhoods	3,530	-	3,530	53	3,477	17,795	21,272
Parks and Open Spaces	2,048	-	2,048	-	2,048	13,685	15,733
Police, Fire & Homeland Security	(4,200)	-	(4,200)	3,500	(7,700)	36,700	29,000
Police, Fire & City Technology	289	-	289	-	289	4,790	5,079
Street and Storm Sewer Improvement	5,935	-	5,935	270	5,665	27,495	33,160
<b>2001 Bonds</b>							
Affordable Housing & Homeless Shelter	1,053	-	1,053	-	1,053	-	1,053
Educational, Youth & Cultural Facilities	(274)	-	(274)	902	(1,176)	1,700	524
Environmental Improvement & Cleanup	261	-	261	-	261	630	891
Fire Protection Facilities & Equipment	(788)	-	(788)	-	(788)	800	12
Neighborhood Protection & Senior Centers	561	-	561	400	161	2,355	2,516
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
<b>1989 Historic Preservation</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>1988 Bonds</b>							
Freeway Mitigation, Neighborhood Stabilization, Slum & Blight Elimination	850	-	850	-	850	1,000	1,850
Parks, Recreation & Mountain Preserves	419	-	419	-	419	-	419
Police Protection	27	-	27	-	27	-	27
<b>Nonprofit Corporation Bonds</b>							
Aviation	565,702	-	565,702	167,676	398,026	546,210	944,236
Convention Center	(22,237)	24,235	1,998	1,994	4	-	4
Solid Waste	(178)	30,000	29,822	19,244	10,578	145,000	155,578
Transportation 2050	113,000	-	113,000	464,855	(351,855)	1,300,000	948,145
Wastewater	(77,617)	-	(77,617)	181,780	(259,397)	271,730	12,333
Water	117,405	-	117,405	505,703	(388,298)	625,000	236,702
Other	(9,811)	196,000	186,189	174,985	11,204	120,094	131,298
<b>OTHER FINANCING</b>							
Impact Fees	200,031	-	200,031	155,822	44,209	-	44,209
Passenger Facility Charge	17,134	88,061	105,195	101,073	4,122	114,323	118,445
Customer Facility Charge	9,120	34,957	44,077	20,547	23,530	-	23,530
Other Cities' Participation in Joint Ventures	-	27,763	27,763	27,763	-	-	-
Solid Waste Remediation	4,900	-	4,900	1,400	3,500	-	3,500
Capital Grants	-	701,709	701,709	701,709	-	-	-
Federal, State & Other Participation	-	63,700	63,700	63,700	-	-	-
Capital Gifts	35	-	35	-	35	-	35
Capital Reserves	233,375	1,250	234,625	4,069	230,556	-	230,556
Other Capital	3,459	-	3,459	1,135	2,324	-	2,324
<b>TOTAL</b>	<b>\$ 1,158,266</b>	<b>\$ 1,167,675</b>	<b>\$ 2,325,941</b>	<b>\$ 2,599,180</b>	<b>\$ (273,239)</b>	<b>\$ 3,274,712</b>	<b>\$ 3,001,473</b>

<sup>1</sup> Net resources Includes various revenue sources, recoveries, bond proceeds and interfund transfers.

<sup>2</sup> 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**  
**SUMMARY OF PROPOSED 2020-21 CAPITAL IMPROVEMENT PROGRAM**  
**BY PROGRAM AND SOURCE OF FUNDS**  
(In Thousands of Dollars)

Program	Total 2020-21 Proposed Budget	Operating Funds	General Obligation Bond Funds	Nonprofit Corporation Bond Funds	Other Capital Funds
Arts and Cultural Facilities	902	-	902	-	-
Aviation	438,230	125,439	-	165,403	147,388
Economic Development	132,495	10,495	-	122,000	-
Environmental Programs	250	250	-	-	-
Facilities Management	41,778	14,438	400	26,105	835
Fire Protection	30,601	10,330	-	12,985	7,286
Historic Preservation & Planning	14,498	14,498	-	-	-
Housing	37,379	25,264	-	-	12,115
Human Services	600	-	600	-	-
Information Technology	20,361	6,966	-	13,395	-
Libraries	9,485	955	-	-	8,530
Neighborhood Services	10,643	10,590	53	-	-
Non-Departmental Capital	102,791	-	-	714	102,077
Parks, Recreation & Mountain Preserves	89,520	71,947	-	-	17,573
Phoenix Convention Center	19,397	17,617	-	1,780	-
Police Protection	11,016	-	3,500	-	7,516
Public Art Program	9,039	3,303	-	5,728	8
Public Transit	1,142,594	166,353	-	389,855	586,386
Regional Wireless Cooperative	7,325	-	-	-	7,325
Solid Waste Disposal	31,103	9,549	-	19,000	2,554
Street Transportation & Drainage	293,641	149,516	271	75,000	68,854
Wastewater	313,441	32,033	-	200,779	80,629
Water	601,005	89,371	-	483,492	28,142
<b>Total</b>	<b>3,358,094</b>	<b>758,914</b>	<b>5,726</b>	<b>1,516,236</b>	<b>1,077,218</b>

**SCHEDULE 11**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2020-21**  
(In Thousands)

	<b>2019-20</b>	<b>2020-21</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>177,810</u>	\$ <u>185,429</u>
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u>          </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>172,626</u>	\$ <u>181,767</u>
B. Secondary property taxes	<u>108,971</u>	<u>114,741</u>
C. Total property tax levy amounts	<u>\$ 281,597</u>	<u>\$ 296,508</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>170,899</u>	
(2) Prior years' levies	<u>1,558</u>	
(3) Total primary property taxes	<u>\$ 172,457</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>107,881</u>	
(2) Prior years' levies	<u>1,039</u>	
(3) Total secondary property taxes	<u>\$ 108,920</u>	
C. Total property taxes collected	<u>\$ 281,377</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>1.3055</u>	<u>1.3055</u>
(2) Secondary property tax rate	<u>0.8241</u>	<u>0.8241</u>
(3) Total city/town tax rate	<u>2.1296</u>	<u>2.1296</u>
B. Special assessment district tax rates		

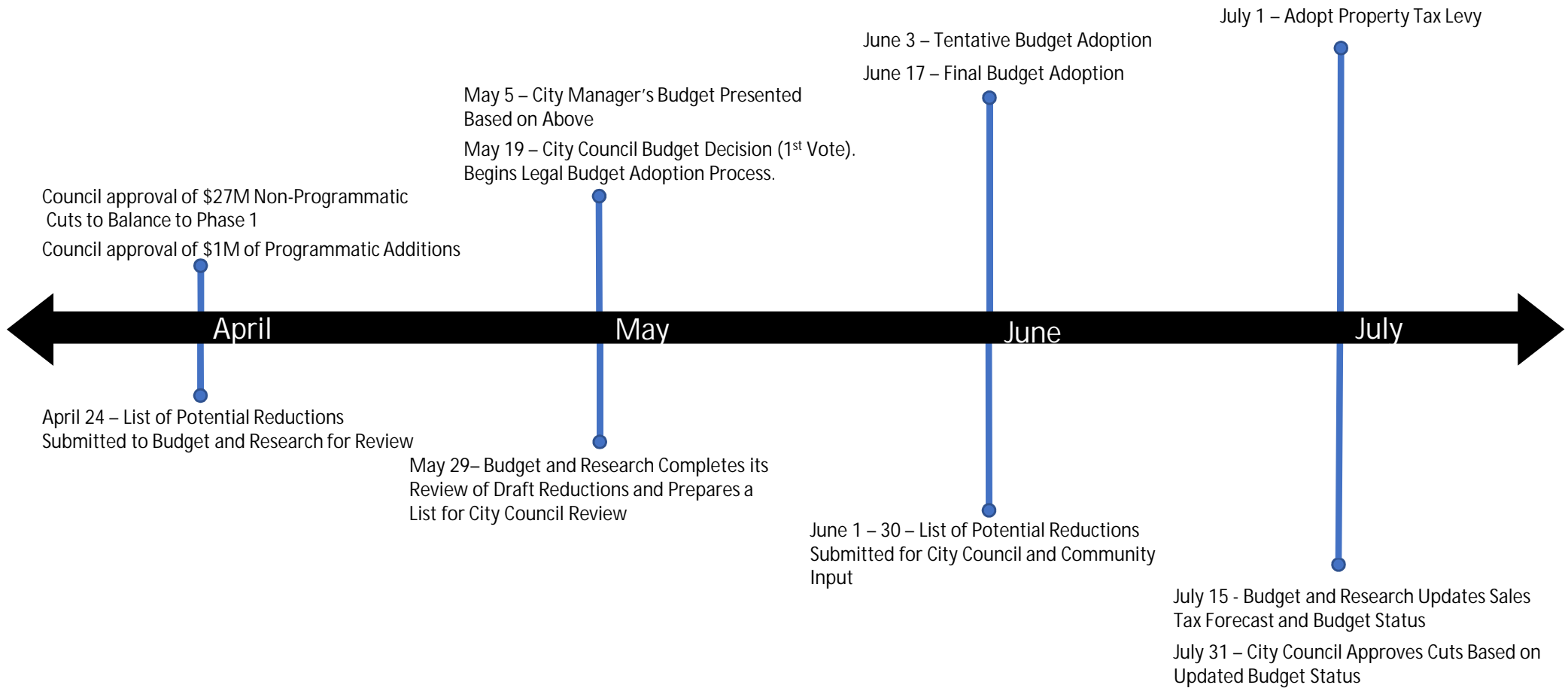
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating zero special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

\* The 2020-21 planned primary and secondary levies are \$181,767,192 and \$114,740,975, respectively. Historically, actual property tax collections have been slightly lower than the amount levied. For 2020-21, actual collections for primary and secondary property taxes are estimated to be \$179,950,000 and \$113,594,000, 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.

# Attachment E

## 2020-21 LEGAL BUDGET ADOPTION PROCESS



## 2020-21 BUDGET REDUCTION SCHEDULE