



City of Phoenix

To: Mayor and City Council

Date: March 10, 2021

From: Ed Zuercher
City Manager

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Subject: TRIAL BUDGET MESSAGE

Attached is the 2021-22 Trial Budget proposal for Council and community consideration. The Trial Budget reflects broad Council and Community priorities. It is an early look at possible allocations of resources for next fiscal year and serves as a beginning point for discussion leading to a more refined proposal in May.

The goal of the Trial Budget is to identify programs that build a better city. In putting together this proposal, we address many issues that have been raised by councilmembers and the community over the past year. The Trial Budget attempts to balance community needs for service, organizational needs for infrastructure to provide those services, and fair compensation for City employees, without over-committing one-time resources to ongoing expenses.

First and foremost, we recognize the diligence and effort of City employees who stood on the front lines of the pandemic over the past year to provide the critical services the community needs. Approximately 77% of the General Fund surplus in the 2021-22 Trial Budget is allocated to employee compensation as we negotiate contracts with our labor unions and associations. Competitive compensation allows us to continue to attract, retain and reward talented people who provide public service. This amount is subject to ongoing negotiations with the City's 5 unions and 2 associations.

We also have \$35 million allocated to further address important needs raised by the Council and community across six key policy areas:

- Public Safety Reform and Responsiveness
- Climate Change and Heat Resilience
- Affordable Housing and Homelessness
- Community Services and Growth
- Administrative Accountability
- COVID Response and Recovery

As you will see in the following report and attachments from Budget & Research, within each of these six policy areas are specific additions that provide significant impact. Many of them have been discussed throughout the year by the City Council, including pedestrian safety funding and staff to assist neighborhoods, businesses and the Human

Services Campus, as a follow-up to the HSC zoning case. Some fulfill earlier commitments, such as a victim services position at the Family Advocacy Center, a result of the Traumatic Incident Review Ad Hoc Committee two years ago. Also notable is a proposal to set aside \$15 million to implement a program for trained citywide crisis response teams in the Fire Department so that Police officers are not the only option for residents in crisis. This proposed program addresses direction from the Mayor and City Council to respond differently, whenever possible, to calls from people in crisis and builds on pilot programs within the City and best practices nationwide.

The 2021-22 Trial Budget is offered for feedback over the next 45 days. There are 14 budget hearings scheduled between April 2 and April 20. Residents can also view the document at [Phoenix.gov/budget](https://phoenix.gov/budget) and provide direct feedback at budget.research@phoenix.gov. A Proposed Budget will then be presented for Council consideration on May 4, 2021.



2021-22 City Manager's Trial Budget

This report transmits a balanced fiscal year (FY) 2021-22 Trial Budget for community review and comment.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

The Trial Budget is an important step in the City's Zero-Based Budget development process. It provides the Mayor and City Council, the community and our employee groups an opportunity to review a proposed balanced budget, which includes proposed increases in employee compensation, and additions of a variety of city programs and services. This information is provided well in advance of the deadlines for making final budget decisions.

Between April 2 and April 20, the FY 2021-22 Trial Budget will be presented to Phoenix residents for input at 14 virtual community budget hearings. A complete list of hearing dates and times is included in **Attachment C** and is available on our website at <https://www.phoenix.gov/budget/hearings>. Our website also includes our **FundPHX** interactive budget tool and all feedback received by the tool will be communicated to the Council routinely so it may be used in budget decision making. As a result of public input, changes could be made to the Trial Budget when a proposed City Manager's Budget is presented on May 4.

Summary

The General Fund (GF) projected surplus for FY 2021-22 is \$153M and is largely made up of one-time funds of \$98M with ongoing resources of \$55M available for employee compensation increases and additions to programs and services in several important categories. The one-time resources are due to the Council approved transfer of funding from the Coronavirus Relief Fund (CRF) to the GF to offset public safety salaries as permitted by the Federal guidelines.

As presented to the City Council on Feb. 23, the GF long-term outlook is positive, with ongoing resources balanced to projected ongoing expenditures. To ensure the structural balance remains intact, it is critical one-time funds are not used to support

ongoing expenditure increases.

Revenues

FY 2021-22 GF Trial Budget revenues are projected to continue to grow modestly next fiscal year at \$1.353 billion or 2.5% above FY 2020-21. As detailed in the GF 5 Year Forecast report, a conservative approach was used for estimations given we are still experiencing impacts due to the pandemic, particularly in our leisure and hospitality sales tax categories and in non-tax revenues. The projected increase in GF revenue is a result of a growing diversified state and local economy and assumes no fee increases and no new sources of revenue. The FY 2021-22 GF revenue estimates for each major revenue category are highlighted below, and additional information is provided in [Attachment D](#):

- Local Sales Tax - \$550 million;
- State Shared Revenue - \$496 million;
- Primary Property Tax - \$190 million; and
- User Fees - \$117 million

Expenditures

FY 2021-22 GF Trial Budget expenditures are projected to be \$1.459 billion. This compares to the adopted GF expenditure budget of \$1.426 billion for FY 2020-21, representing an increase of \$33 million or 2.3%. The increase accounts for Council priorities and previous commitments including higher costs for public safety pension (further discussed below), increases in capital equipment, higher contingency to maintain a four percent reserve and increases for pay-as-you-go capital projects, many of which reflect deferred maintenance over the past decade. Expenditure amounts may change over the coming weeks as staff continues to refine final estimates prior to the presentation of the City Manager's Budget on May 4.

Since 2007-08 employee pension costs have consumed a growing share of our GF resources. GF pension costs are anticipated to increase by over \$100M between FY 2021-22 and FY 2025-26. This increase is primarily caused by rising costs in public safety pension. The City is committed to paying 100 percent of our actuarially required contribution every year. Also under the leadership of the City Council a pension funding policy has been adopted each year as required by state statute and a Public Safety Personnel Retirement System (PSPRS) Stabilization Fund has also been created, which has a balance of just over \$40M to offset future sworn pension increases. Additionally, pension reform for the City of Phoenix Employees' Retirement System (COPERS) is expected to save over \$1 billion over the next 20

years and costs are beginning to stabilize. Further, a significant pay down of the COPERS unfunded liability was done for Wastewater and another is scheduled for the current year for Aviation, these actions will further improve the funded status of our civilian pension system. While reform efforts have been successful for PSPRS, we still have a total unfunded sworn pension liability of approximately \$3.4 billion, which will require continued diligence and further resource strategies in the coming years. Staff is currently working on a pension strategy to be presented to Council in the coming weeks.

Proposed Budget Additions

As a result of the strategic actions taken by City Council and City Management, along with the commitment of City employees to provide services and control spending through the pandemic, the GF portion of the FY 2021-22 Trial Budget includes a surplus of approximately \$153 million in ongoing (\$55 million) and one-time (\$98 million) resources that can be used to address employee compensation increases, requests from the community for new or expanded services, and funding to ensure the City is helping our most vulnerable residents. As presented, the Trial Budget includes several recommendations that continue to move the City forward in addressing critical community priorities and ensuring our most important asset, our employees, are fairly compensated for the outstanding work they do for the community. These GF priorities include the following recommended increases by category and are summarized below and further detailed in [Attachment A](#).

- Employee Compensation Increases (Ongoing and One-time) - \$118M
- Public Safety Reform & Responsiveness - \$21.0M
- COVID Relief & Resiliency - \$2.6M
- Climate Change & Heat Readiness - \$2.8M
- Affordable Housing & Homelessness - \$2.7M
- Building Community & Responding to Growth - \$2.9M
- Administrative Accountability - \$3.0M

The proposed Trial Budget also includes additions of \$3.6 million for Non-GF Departments for Planning and Development, Solid Waste and Streets Transportation. Information on proposed Non GF budget additions are summarized in this report and detailed in [Attachment B](#).

Proposed General Fund Additions - \$153M and 306.2 positions

Below is a summary by category of the proposed GF additions. Detailed

information about each supplemental by department is provided in [Attachment A](#).

Employee Compensation - \$118M

The City continues to negotiate with labor units on the development of labor contracts for FY 2021-22 and FY 2022-23. Current labor contracts expire June 30, 2021. Based on available resources, service needs and the Five-Year GF Forecast presented to Council on February 23, 2021, the City is proposing to allocate 77 percent of additional funds (\$35.0 million of the ongoing surplus and \$83.0 million of the one-time surplus) to address employee compensation for a total of \$118 million. [Attachment A](#) provides additional information on the portion of the surplus proposed to address employee compensation.

Public Safety Reform & Responsiveness - \$21.0M and 226.9 positions

The Mayor and City Council and FundPHX participants have expressed the need for more accountability, responsiveness, transparency and trust from public safety programs. Additionally, there is agreement a different approach is needed for responding to 911 calls for service from individuals in need of mental and behavioral health services. Staff has conducted research of other cities who have implemented civilian only response models and it has been proven they are successful in helping people and reducing negative interactions with sworn personnel. Staff is proposing a significant increase in resources of \$15M and 130.9 positions to expand over the next two to three years an already successful civilian program in the Phoenix Fire Department, the Community Advocacy Program (CAP). This program specializes in providing crisis response and connection to care for City residents in need of long term case management and counseling services. This recommendation will also involve creating a public-private partnership with a third party behavioral health provider to ensure individuals suffering with mental and behavioral health conditions receive ongoing case management and counseling services. The program expansion will allow sworn personnel to return to the field to respond to public safety related calls for service, and will reduce response times for both the CAP teams and public safety calls for service. Lastly, it will increase the number of residents assisted as currently the CAP is not meeting demand due to insufficient resources, and most importantly it will improve health outcomes for residents and public safety trust with the community.

Other proposed additions in this category include:

- **Human Services Department (\$90K)** - a new Victim Services Caseworker III (1) to serve as a navigator to services for relatives of decedents and juveniles as a

result of officer involved shootings or in custody deaths. This was a recommendation of the Traumatic Incident Ad Hoc Committee.

- **Fire Department (\$800K)** - In addition to the above CAP expansion for mental health calls for service, staff recommends adding (15) civilian positions for paramedic trainers (3), radio technicians (2) and 911 Dispatchers (10).
- **Municipal Court (\$350K)** - additional staff (5) to provide operational support at the new Maricopa County Intake, Transfer and Release facility (2) and to properly staff the Orders of Protection Office (3).
- **Police Department (\$3.7M)** - proposed funding to add civilian staff (75) to improve accountability, transparency and relationships with the community. The Phoenix Police Department is down over 325 civilian positions since the Great Recession and several functions struggle to meet service demands. The recommended civilian positions will be used to: improve turnaround time for public records requests (15); add staff to ensure data reporting compliance with the National Incident-Based Reporting System (34); funding for positions (4) to manage a new Early Identification & Intervention System (EIS), which was recommended in 2019 by community stakeholders, Arizona State University and City leadership. The system is intended to use data analytics to proactively identify trends and intervene prior to an employee's adverse actions; continue with the plan to civilianize the Central Booking Detail (22) which is a more cost effective way to perform the administrative booking function; and add \$500k for a GF set-aside for Police reform to improve community trust, and provide a comprehensive review of the Phoenix Police department. This review will include a thorough evaluation of practices and policies, actively solicit stakeholder and community feedback and provide recommendations for improvement.
- **Street Transportation Department (\$600K)** - funding for projects included in the comprehensive Roadway Safety Action Plan approved by Council on March 2.

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

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

going forward. Additions include:

- **City Manager's Office (\$150K)** - add funding to continue the contract for expert medical and public health consultation.
- **Office of Environmental Programs (\$300K)** - add a Program Manager (1) and funding to continue the Emergency Food Assistance Program and to achieve the goals of the Council approved 2025 Phoenix Food Action Plan.
- **Information Technology Department (\$1.7M)** - Add staff (3) and managed contract services to support the technology deployed due to the pandemic for teleworking, new Wifi locations, and video conferencing. Funds are also requested to ensure IT security for projects arising from the pandemic including the new PHX 311 and Learning Management Systems.
- **Library Department (\$200K)** - add funding to continue mobile service for the "Mifi" hotspot program, online programming and remote outreach, and laptop support.
- **Public Works Department (\$200K)** - add positions (3) to staff the appointment counter in City Hall and Calvin C. Goode. This counter has been well received by the public and offers a streamlined way to make appointments with various City departments.

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

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

- **City Manager's Office (\$500K)** - add staff (4) to create a new Office of Heat Response and Mitigation. This includes a Tree and Shade Administrator recommended by the Environmental Quality and Sustainability Commission.
- **Fire Department (\$0)** - add civilian staff (5) and equipment to support the Solar Energy Inspection Program. Costs of this addition are offset by increased revenues receive by the City for solar energy system inspections resulting in a net zero increase to the GF.

- **Office of Environmental Programs (\$200K)** - add funding to conduct green house gas emissions inventories and provide modeling and analysis regarding air quality.
- **Parks Department (\$600K)** - add an additional Forestry crew (5) to plant additional trees in City parks, and provide funding to update the tree inventory and database. The City Council approved the Tree and Shade Master Plan in 2010 with the goal to double the shade canopy by 2030. The additional staff and an accurate tree inventory and database will help to accomplish this goal.
- **Streets Transportation Department (\$1.5M)** - add funding to the Cool Corridors Program, which was developed to align with the Tree and Shade Master Plan to assist with planting 200 trees per mile for a total of 1,800 new trees planted across nine project areas, one in each Council district and citywide.

Affordable Housing & Homelessness - \$2.7M and 4.0 positions

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

- **Housing Department (\$1.5M)** - add a new Program Manager (1) to coordinate the RFP process and contract management for development of affordable or mixed income housing on City-owned land and to conduct community outreach. Add one-time funding of \$1.4M for infrastructure improvements at Sante Fe Springs affordable apartment homes.
- **Human Services Department (\$175K)** - add positions (2) to create a homeless advocate workforce specialist and administrative support to help the homeless find employment to achieve self sufficiency and to ensure compliance with federal regulations for \$33M in Emergency Solutions Grants and Community Development Block Grants.
- **Neighborhood Services (\$100K)** - add a Neighborhood Specialist (1) focused on serving the Human Services Campus area neighborhoods and businesses.
- **Public Works Department (\$800K)** - add funding for positions (3) and equipment to support the Human Services Campus downtown area clean-ups. Positions will be in the Solid Waste Division and charged to the GF.
- **Streets Transportation Department (\$130K)** - add funding for contracted services

to provide sidewalk and right-of-way cleanups at the Human Services Campus in the downtown area and Hatcher Road area of Sunnyslope.

Building Community & Responding to Growth - \$2.9M and 27.3 positions

This category proposes multiple additions across several City departments with the intent to provide targeted economic development opportunities for the West region of the City, to expand the successful College Depot Program for our younger residents, increase funding for the Arts and Historic Preservation, provide for adequate floodplain management, add funding for landscape management due to recently completed capital projects, and address the need for more resources due to growth and demand for city amenities and services.

- **Community and Economic Development Department (\$300K)** - add positions (2) for the Small Business and Community Retail Redevelopment Program.
- **Library Department (\$200K)** - add positions (2) to expand the College Depot Program to provide increased outreach and more assistance to prepare students for high school equivalency testing and college entrance exam testing. The additional resources would also increase the number of high school students who can be assigned to an advisor in the program to ensure a successful transition to college.
- **Office of Arts & Culture (\$200K)** - add funding for additional community arts grants, increase opportunities to engage youth in arts programs, provide training to art professionals through skill workshops. Funding will also be used to provide "pop-up" art programming around the city at libraries, community centers and cultural centers.
- **Parks and Recreation Department (\$1.5M)** - add full-time and part-time positions (18.3) to support growing needs at various parks and recreation centers, including the new Cesar Chavez Community Center scheduled to open in the Fall 2021, Margaret T. Hance Park and Deem Hills (13.3). Funding is also requested to add positions for urban park and facility management (2) and to continue the successful Adaptive Inclusion Recreation Program (3) started during the pandemic via a partnership with the Phoenix Suns.
- **Planning and Development Department (\$500K)** - add positions (3) to support the Long Range Planning Division to carryout Council approved and community requested projects including but not limited to: Food Action Plan, Housing Phoenix Plan, Homelessness Plan, Rio Salado Oeste, Master Plan report, and planning needed for light rail and Bus Rapid Transit corridors.
- **Public Works Department (\$100K)** - add a position for Floodplain Management (1) to ensure compliance with the National Flood Insurance Program and the Community Rating System, which provides discounts to residents for the rising cost of flood insurance.

- **Streets Transportation Department (\$150K)** - add contracted services to provide for increased landscape management and litter removal along the Grand Canal Phase II and the Avenida Rio Salado areas, and add a position in the Central Records Division (1) to assist with the increasing number of requests for public records relating to the City's right-of-way, street infrastructure, traffic services and storm drains. The cost of this position is assessed to capital projects and non-GF departments resulting in a net zero cost addition to the GF.

Administrative Accountability - \$3M and 27.0 positions

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

- **City Manager's Office (\$270K)** - add positions (2) to establish the Office of Diversity Equity and Inclusion (DEI) to ensure the City is both a place to work and live which promotes equitable and respectful treatment of all people.
- **City Clerk Department (\$300K)** - provide funding for contracted services to develop an implementation plan for upgrading, enhancing and creating new platforms for election services to ensure continued transparency and engagement in City elections.
- **Communications Office (\$100K)** - add a position to the Public Records Request Division (1) to process increasing requests for public information.
- **Human Resources Department (\$400K)** - add positions (3) for human resource related procurement activities, data analytics to provide more robust reporting to foster business process improvements and data driven decision making, and conduct internal investigations into employee misconduct.
- **Information Technology Department (\$1.2M)** - add positions (3) and funding for managed services to sustain technology infrastructure and remediate vulnerabilities to protect City systems and applications from ever evolving security threats.
- **Law Department (\$0)** - add positions (2) by converting existing funding for contracted paralegal services for civil litigation support. The department expects in-sourcing of paralegal services to result in a higher quality of legal research, writing and investigations. This is a net zero cost to the GF.
- **Library Department (\$400K)** - add positions (3) for information technology support

of library applications and systems and for accounting and fiscal support. The increase in virtual programming and applications requires appropriate technology support and the department does not currently have enough resources for accounting and fiscal related duties.

- **Parks and Recreation Department (\$200K)** - add positions (2) for information technology desktop and application support. The number of computers, applications and systems has grown and requires additional positions to ensure functionality.
- **Public Works Department (\$130K)** - restore and add positions (11) for the Fleet Services Division (10) and human resources support for the Solid Waste Division (1). Fleet Services is in need of additional positions to adequately maintain the City's fleet of vehicles. The division is responsible for maintaining 7,000+ units and assists City departments with procurement of new vehicles. The division is currently under resourced and is not capable of providing the needed maintenance on the City's aging and diverse fleet. The cost estimate of \$130K for the GF accounts for savings from reducing outside labor and charges to non-general fund customer departments. This addition also adds one new human resources position to be paid for by the Non-GF Solid Waste Division of Public Works (identified under the Non-GF proposed additions listed below).

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

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

Proposed Non-General Fund Additions - \$3.6M and 23.0 positions

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

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

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

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

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

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

- **Planning and Development Department (\$950K)** - add positions (10) for residential and commercial plan reviews necessary due to significant increases experienced caused by moving to electronic plan reviews (6), new positions for accounting and technology support are required due to the new KIVA permitting system and to adequately maintain the departments IT assets (2), higher incidents of non-permitted construction activity requires more resources for processing citations and preparing court documents (1), the new Remote Inspections Program implemented in the spring of 2020 has been successful and requires a dedicated staff member to adequately maintain the program (1).
- **Solid Waste (\$2.2M)** - add positions (5) for residential refuse and recycling collection necessary due to household growth (4), increased funding for a position at the SR85 Landfill needed due to citywide growth in solid waste tonnage and to maintain adequate staffing levels (1).
- **Streets Transportation Department (\$500K)** - add positions (5) to be funded by the Arizona Highway User Revenue Fund (AHUR) for geographic information systems (GIS) support necessary for the accelerated pavement maintenance program and to support the workload necessary for the land base system due to growth in development activity (2), restore supervisory positions for preventative street maintenance and cleaning (2), and add a position for the Field Operations Administration section to manage incoming quests from the public for street services (1).

Administrative Accountability - \$100K and 0 positions

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

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

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

Next Steps

In order to engage the community in the budget development process we will be holding 14 virtual community budget hearings between April 2 and April 20. We will also make available our [FundPHX](#) tool which will be updated with the 2021-22 Trial Budget no later than April 1. Residents are also welcome to contact the Budget and Research Department directly to provide input or ask questions about the budget. The virtual budget hearings schedule, the FundPHX tool and contact information is available on our website at Phoenix.gov/budget.

The remaining key dates in this year's budget process are as follows:

<u>Date</u>	<u>Event</u>
May 4, 2021	City Manager's 2021-22 Proposed Budget
May 18, 2021	City Council Budget Decision
June 2, 2021	2021-22 Tentative Budget Ordinance Adoption
June 16, 2021	2021-22 Funding Plan and Final Budget Ordinance Adoption
July 1, 2021	2021-22 Property Tax Levy Ordinance Adoption

Responsible Department

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

ATTACHMENT A

2021-22

PROPOSED SUPPLEMENTALS
GENERAL FUND

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

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
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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 77 percent of the available surplus for employee compensation. Exact details of the compensation packages will be determined in the negotiations process.	\$35,600,000	\$82,700,000	\$118,300,000
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TOTAL EMPLOYEE COMPENSATION	\$35,600,000	\$82,700,000	\$118,300,000
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PUBLIC SAFETY REFORM AND RESPONSIVENESS

Fire

1. <i>Emergency Medical Services</i> Paramedic Training: Add funding for two Paramedic Training Coordinators and one Admin Aide position. These positions will support current and future programs of Emergency Medical Services including the addition and implementation of a new electronic patient care reporting (EPCR) system. These positions will also restore previously eliminated positions from prior budget reductions.	\$351,000	\$31,000	\$382,000 3.0
2. <i>Administration</i> Radio Repair: Add funding for one User Technology Specialist to support the maintenance and repair of radios used by Firefighters. Add funding for one Admin Aide to provide administrative support to the Phoenix Fire Regional Dispatch Center. The one-time costs include one vehicle, technology equipment, and office space reconfiguration.	\$176,000	\$84,000	\$260,000 2.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
3. <i>Crisis Intervention</i> Crisis Response: Expand the City of Phoenix Community Advocacy Program in order to provide additional resources for responding to behavioral and mental health and crisis response calls for service received by the Fire and Police Departments. The one-time cost represents a set-aside for the phased in approach of the program expansion across two to three years. The ongoing cost represents the estimated staff and equipment that will be implemented the first year of the expansion.	\$3,400,000	\$11,600,000	\$15,000,000 130.9
4. <i>Fire Emergency Medical Services and Hazardous Incident Response</i> Fire Dispatch: Add funding for 10 new positions consisting of two Fire Communications Supervisor, two Fire Emergency Dispatcher * Lead, and six Fire Emergency Dispatchers for the Phoenix Fire Regional Dispatch Center (PFDRDC) which provides 9-1-1 fire and medical emergency call taking and dispatching services for the City of Phoenix and 26 other jurisdictions. Funding is shared between the City of Phoenix (50%) and the 26 partner jurisdictions (50%). In FY 2020-21, the City Council approved eight positions fully funded by the City of Phoenix with the shared cost beginning in FY 2021-22. The FY 2021-22 cost shown represents additional funding needed for one position since eight are already funded in the General Fund. The cost of the remaining nine positions will be paid for by the partner cities.	\$87,000	\$0	\$87,000 10.0
Total Fire	\$4,014,000	\$11,715,000	\$15,729,000 145.9

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Human Services</u>			
1. <i>Victim Advocacy Services</i> Traumatic Incident Liaison: Add a Caseworker III position to assist relatives of decedents, incapacitated individuals and juveniles as a result of a police interaction. Relatives of decedents may not be entitled to victims rights advocacy until the determination of a criminal offense. This position will provide case management services to relatives to address needs outside of the criminal justice system.	\$93,000	\$0	\$93,000 1.0
Total Human Services	\$93,000	\$0	\$93,000 1.0
<u>Municipal Court</u>			
1. <i>Civil Courtroom Operations - Civil Division</i> Intake, Transfer, and Release (ITR) Staff: Add two Bailiff positions to provide judicial and operational support in a criminal courtroom located at the new Maricopa County ITR facility that opened in November 2020. This criminal courtroom is designed to handle initial appearances for individuals who have been arrested and held by the City of Phoenix. Funding would provide for the continued processing of cases in a timely and efficient manner.	\$130,000	\$3,000	\$133,000 2.0
2. <i>Civil Courtroom Operations - Civil Division</i> Orders of Protection: Add one Court Interpreter and two Court/Legal Clerk II positions to support the operations of the Order of Protection Office. In September 2019, the Phoenix Municipal Court implemented the mandated firearm transfer process for defendants that are deemed a credible threat in an Order of Protection (OOP) case. Additionally, in January 2020, the Arizona Administration Office of the Courts (AOC) required the utilization of an on-line public portal system. Both process changes have caused increased staff workload and wait times. Staff and resources are needed in a customer service capacity, for administrative documentation and translation services.	\$217,000	\$7,000	\$224,000 3.0
Total Municipal Court	\$347,000	\$10,000	\$357,000 5.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Police</u>			
1. <i>Fiscal Management Bureau - Public Records Unit</i> Public Records Support: Add nine Administrative Aide, three Forensic Photo Specialist, two Administrative Assistant I, and one Forensic Photo Specialist Lead positions to provide additional staff support for the Public Records and Services Unit. These positions will help eliminate public records request backlogs, ensure timely request processing, and improve overall customer service and transparency.	\$981,000	\$28,000	\$1,009,000 15.0
2. <i>Professional Standards Bureau - Inspections Unit</i> Early Intervention: Add two Administrative Aide, one Management Assistant I, and one Police Research Analyst positions to support the Early Intervention System (EIS). These positions will ensure timely and accurate data and implement intervention recommendations, with the goal of identifying employee risk and preventing adverse events.	\$290,000	\$8,000	\$298,000 4.0
3. <i>Strategic Information Bureau</i> Data Transparency: Add staffing required to meet federal National Incident-Based Reporting System (NIBRS) standards, additional demands for increased transparency in policing and timely publication of data, and increased workload due to Proposition 207's requirement to purge prior criminal records related to marijuana offenses. This funding will allow for 22 ongoing positions, including 12 Police Coding Clerk, six Admin Aide*U7, two Police Records Clerk, one Criminal Intelligence Analyst, and one Police R&I Bureau Shift Supervisor. It also includes funding for 12 temporary part-time Police Coding Clerk positions.	\$1,355,000	\$569,000	\$1,924,000 34.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
4. <i>Centralized Booking Detail</i> Civilianize Central Booking: Add funding for 18 temporary Detention Officer positions and four temporary Detention Supervisor positions in the Centralized Booking Detail. These civilian positions will take the place of sworn positions, allowing officers to be redeployed to higher priority duties. Vacancies in the department will offset the cost of the new positions.	\$0	\$0	\$0 22.0
5. <i>Various</i> Police Reform Reviews: Funding to support third-party reviews to facilitate police reform, community trust, and transparency. Funds will be used to hire independent third-parties that have a demonstrated track record with assisting police departments across the country achieve these goals. Reviews will include practices and policies, stakeholder and community feedback and provide recommendations for improvement.	\$0	\$500,000	\$500,000 0.0
Total Police	\$2,626,000	\$1,105,000	\$3,731,000 75.0
1. <u>Street Transportation</u> <i>Traffic Safety and Neighborhood Traffic</i> Pedestrian Safety: Add funding as part of the Roadway Safety Action Plan adopted by City Council on March 2, 2021. The plan addresses comprehensive roadway safety issues on City streets. The effort will be funded using the General Fund, the Transportation 2050 fund (T2050), and the Arizona Highway User Revenue fund (AHUR). The General Fund portion being requested is six-hundred thousand per year over five years.	\$600,000	\$0	\$600,000 0.0
Total Street Transportation	\$600,000	\$0	\$600,000 0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
TOTAL PUBLIC SAFETY REFORM AND RESPONSIVENESS	\$7,680,000	\$12,830,000	\$20,510,000
			226.9

COVID RESPONSE AND RESILIENCY

City Manager's Office

1.	<i>Oversight of and Assistance to Departments; City Council Support; Strategic Planning</i>	\$150,000	\$0	\$150,000
	Public Health Advisors: Continue funding for COVID-19 consultants, including medical experts, to advise the City on reopening facilities and providing up-to-date guidance from the CDC.			0.0

Total City Manager's Office	\$150,000	\$0	\$150,000
			0.0

Environmental Programs

1.	<i>Brownfields Land Recycling</i>	\$300,000	\$0	\$300,000
	Food Program: Add funding for a Program Manager to continue the COVID-19 emergency food assistance program, the 2025 Phoenix Food Action Plan approved by Council in March 2020, and community engagement by hosting educational events and workshops including Phoenix Food Day.			1.0

Total Environmental Programs	\$300,000	\$0	\$300,000
			1.0

Information Technology Services

1.	<i>Enterprise Business Applications Services</i>	\$585,000	\$0	\$585,000
	City Services IT Support: Add contractual services funding to provide development support for the 311 and Learning Management System projects. Funding three additional senior developers will continue citywide integration and mobile app development for these critical initiatives, which enhance citizen access to City services and provide a needed virtual learning environment for City employees.			0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
2. <i>IT Project Management Services</i> 311: Add contractual services funding for project management services of several large-scale projects that emerged due to COVID-19, including 311, Learning Management System, enhanced security needs, and conference room technology upgrades. The City's 311 system significantly expanded due to COVID-19, providing enhanced connectivity to City services for residents. This expansion requires additional ongoing support to ensure continued seamless integration with City applications.	\$165,000	\$185,000	\$350,000 0.0
3. <i>Enterprise Infrastructure Services</i> Wifi Support: Add funding for one Senior Information Technology Systems Specialist to serve as a Senior WiFi Engineer. This position will provide ongoing support and management for the 50+ new public WiFi locations the City added during COVID-19 to address public need for WiFi. These locations are currently managed by a temporary position.	\$169,000	\$0	\$169,000 1.0
4. <i>Enterprise Infrastructure Services</i> IT Security: Add one Lead Information Technology Systems Specialist and one Senior Information Technology Systems Specialist. These positions are needed to support security applications and additional infrastructure support required as a result of COVID-19 related enhancements.	\$354,000	\$0	\$354,000 2.0
5. <i>Enterprise Infrastructure Services</i> Remote Work Support: Convert one temporary Information Technology Systems Specialist and one temporary Senior Information Technology Systems Specialist to ongoing to provide coordination and administration of City video conferencing needs. The City continues to require vastly expanded video conferencing capabilities, which facilitates virtual work and helps ensure public access to City Council and other meetings. The temporary positions are currently being funded by vacancies in the department.	\$323,000	\$0	\$323,000 0.0
Total Information Technology Services	\$1,596,000	\$185,000	\$1,781,000 3.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Library</u>			
1. <i>Administration</i>	\$181,000	\$0	\$181,000
Hotspot and Laptop Loan: Add funding to continue mobile and self-serve computing services initiated as a result of the COVID-19 pandemic. These include cellular service for the MiFi hotspot loan program, annual maintenance for additional self-checkout payment kiosks, and security software for the laptop loan program.			0.0
Total Library	\$181,000	\$0	\$181,000 0.0
<u>Public Works</u>			
1. <i>Property Management Services</i>	\$186,000	\$5,000	\$191,000
City Hall by Appointment: Add staff and resources to support the operation of the appointment only counter at Phoenix City Hall and the Calvin Goode building. In response to COVID health concerns, three full-time Support Service Aide positions will support, coordinate and schedule appointments for residents and manage authorized access to these facilities. The appointment only desk is currently being staffed on a temporary basis with part-time Parks and Recreation staff that were displaced due to COVID closures.			3.0
Total Public Works	\$186,000	\$5,000	\$191,000 3.0
TOTAL COVID RESPONSE AND RESILIENCY	\$2,413,000	\$190,000	\$2,603,000 7.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
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CLIMATE CHANGE AND HEAT READINESS

City Manager's Office

1.	<i>Professional Administration of Policies and Objectives Set Forth by Mayor and Council</i> Office of Heat Response and Mitigation: The office will establish a cohesive strategy and action plan to address the growing hazard of urban heat, which threatens the City's economic viability and health and well-being of vulnerable residents. The office will increase the community's capacity to prepare for and respond to both extreme heat events and the increasing frequency of high temperature days that adversely affect residents' and visitors' comfort. The office will build a research and practice-informed process to ensure that heat is addressed in an effective manner by using technology and innovative, locally-relevant solutions, providing preventative information and education, and encouraging coordination and cooperation among diverse stakeholders. Will include a Chief Heat Response Officer, Tree and Shade administrator, shade infrastructure manager, and an Administrative Aide.	\$473,000	\$2,000	\$475,000 4.0
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Total City Manager's Office	\$473,000	\$2,000	\$475,000 4.0
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Environmental Programs

1.	<i>Air Quality</i> Climate Change and Support: Add funding to support existing and future needs relating to air quality, climate and resilience planning. Funds will be used to conduct greenhouse gas emissions inventories, facilitate bilingual community engagement, implementation of the Climate Action Plan and efforts to reduce emissions.	\$200,000	\$0	\$200,000 0.0
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Total Environmental Programs	\$200,000	\$0	\$200,000 0.0
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Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Fire</u>			
1. <i>Fire Prevention General Inspections</i>	\$0	\$0	\$0
Solar Energy Inspection: Add funding for vehicles, supplies, and five new positions for a new energy system inspection program. The new positions include one Planning and Development Team Lead and four Fire Prevention Specialist II. This program will provide Fire Prevention the staff to conduct plan reviews and inspections of photovoltaic and energy storage systems. This addition is offset with \$698,000 in revenue generated from permit fees.			5.0
Total Fire	\$0	\$0	\$0 5.0
<u>Parks and Recreation</u>			
1. <i>Specialized Maintenance-Skilled Trades</i>	\$634,000	\$40,000	\$674,000
Parks Trees: Add staff and equipment to create an additional Forestry Crew to maintain the increasing citywide tree inventory. The City adopted the Tree and Shade Master Plan in 2010 with a goal to double the tree and shade canopy by 2030. This has led to a significant increase in tree planting on City property and rights-of-way to mitigate the effects of the urban heat island in vulnerable neighborhoods that have a limited tree canopy and where residents have a greater exposure to heat while walking to transit, schools and work. The Parks and Recreation Department Forestry section provides citywide tree planting, tree maintenance activity, technical support, and 24/7 emergency response for several City departments.			5.0
Total Parks and Recreation	\$634,000	\$40,000	\$674,000 5.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Street Transportation</u>			
1. <i>Landscape Management</i> Cool Corridors: Add funding for the Cool Corridors Program to plant 1,800 trees annually. Each year tree plantings will occur in one-mile roadway segments located in each Council district, plus a one-mile roadway segment for the Mayor's Office. This program will contribute to achieving the City of Phoenix's goals for the Tree and Shade Master Plan, reducing the City's overall carbon footprint and reducing climate impacts through the cooling effects of shade trees.	\$1,483,000	\$0	\$1,483,000 0.0
Total Street Transportation	\$1,483,000	\$0	\$1,483,000 0.0
TOTAL CLIMATE CHANGE AND HEAT READINESS	\$2,790,000	\$42,000	\$2,832,000 14.0

AFFORDABLE HOUSING AND HOMELESSNESS

<u>Housing</u>			
1. <i>Family Housing</i> Affordable Housing Manager: Add one Project Manager position to continue implementation of the Housing Phoenix Plan, focusing on redevelopment of City-owned land for mixed-income housing. This position will help to achieve the goal of creating or preserving 50,000 housing units by 2030.	\$118,000	\$0	\$118,000 1.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
2. <i>Family Housing</i> Santa Fe Springs Rehabilitation: Add funding to complete critical safety and infrastructure repairs at Santa Fe Springs Apartments. These repairs will address community safety and quality of life concerns, including improved lighting, cameras, and fencing, as well as the rehabilitation of deteriorated structures and amenities.	\$0	\$1,400,000	\$1,400,000 0.0
Total Housing	\$118,000	\$1,400,000	\$1,518,000 1.0
<u>Human Services</u>			
1. <i>Business and Workforce Development</i> Employment Connection: Add a Workforce Development Specialist position to link with rapid rehousing programs to incorporate employment support by providing direct client services for individuals experiencing homelessness to better access employment benefits and training. This will support a key goal of the Strategies to Address Homelessness Plan by helping to achieve seamless comprehensive, and integrated access to services.	\$89,000	\$0	\$89,000 1.0
2. <i>Homeless Emergency Services</i> Homelessness Strategy Support: Add an Administrative Assistant I position to support the Homeless Services Division by assisting with monitoring federal regulatory requirements for grant funds, contract and fiscal compliance as well as various administrative tasks needed to support the programs around the Strategies to Address Homelessness Plan.	\$85,000	\$3,000	\$88,000 1.0
Total Human Services	\$174,000	\$3,000	\$177,000 2.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Neighborhood Services</u>			
1. <i>Neighborhood Engagement Program</i> Neighborhood Specialist Homeless Strategies: Add a Neighborhood Specialist position to serve within a three mile radius of the Human Services Campus. This position will work with businesses and neighborhoods to provide better communication, as well as a more coordinated team effort within the surrounding area by assisting neighborhoods in organizing community meetings, coordinating cleanups, and working with other City departments, partner agencies and the business community to bring needed resources to the community.	\$96,000	\$3,000	\$99,000 1.0
Total Neighborhood Services	\$96,000	\$3,000	\$99,000 1.0
<u>Public Works</u>			
1. <i>Education and Enforcement</i> Human Services Campus Cleanups: Add funding to support the coordination and expansion of the Human Services Campus Clean-Up service. The request includes adding one Supervisor and two Solid Waste Equipment Operator positions, one Rear Loader, one Articulator Loader, and one Trailer. Positions will be in the Solid Waste Division of Public Works.	\$420,000	\$395,000	\$815,000 0.0
Total Public Works	\$420,000	\$395,000	\$815,000
<u>Street Transportation</u>			
1. <i>Street Cleaning</i> Street Cleaning: Convert federally-funded deep-cleaning process around the Human Services Campus (HSC) and in the Sunnyslope area to General Fund. The process uses antibacterial chemicals and high-pressure sprayers to clean and sanitize the sidewalks and right-of-way surrounding the HSC facility and the right-of-way in the area of 10th Street and Hatcher. Service is completed once or twice a month.	\$134,000	\$0	\$134,000 0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
Total Street Transportation	\$134,000	\$0	\$134,000 0.0
TOTAL AFFORDABLE HOUSING AND HOMELESSNESS	\$942,000	\$1,801,000	\$2,743,000 4.0

BUILDING COMMUNITY AND RESPONDING TO GROWTH

Community and Economic Development

1.	<i>Business Development</i>	\$282,000	\$19,000	\$301,000 2.0
	Retail Revitalization: Add funding for one Special Project Administrator and one Economic Development Program Manager to support citywide retail revitalization projects. The positions will facilitate small business growth, redevelopment, and potential new development, including infill of commercial properties.			

	Total Community and Economic Development	\$282,000	\$19,000	\$301,000 2.0
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Library

1.	<i>College Depot</i>	\$207,000	\$3,000	\$210,000 2.0
	College Depot Expansion: Add an Administrative Assistant II position and a Caseworker II position for the expansion of the College Depot program to accommodate growing demand for additional GED classes, ACT/SAT prep classes, and one-on-one counseling appointments. The program expansion is projected to serve 291 additional students, offer 103 additional classes, and increase the one-on-one appointments by 546 hours.			

	Total Library	\$207,000	\$3,000	\$210,000 2.0
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Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Office of Arts and Culture</u>			
1. <i>Community Investment and Engagement Program</i> Arts Grants: Increase funding for arts grants for nonprofit arts and cultural organizations. Arts grants enable artists, arts and culture organizations, youth, and neighborhood groups to carry out high-quality arts programming for all residents.	\$110,000	\$0	\$110,000 0.0
2. <i>Community Investment and Engagement Program</i> Arts Engagements: Add funding for youth arts and culture development programs, professional development and technical assistance for artists and arts administrators, and pop-up programming around the City to promote the Latino Cultural Center. This funding will supplement increasingly unreliable funding from the State of Arizona.	\$30,000	\$0	\$30,000 0.0
3. <i>Public Art Program</i> Public Art Maintenance: Increase funding for public art maintenance which would allow residents to enjoy the collection, showcase the City's initial investment, and help avoid safety issues with artwork in the community. Maintenance includes lighting upgrades, annual maintenance, and renovations to address wear and damage. The public art collection includes over 200 art installations.	\$60,000	\$0	\$60,000 0.0
Total Office of Arts and Culture	\$200,000	\$0	\$200,000 0.0
<u>Parks and Recreation</u>			
1. <i>Community Centers</i> Cesar Chavez Community Center: Add staff and supplies for the new Cesar Chavez Community Center, scheduled to open in the fall of 2021. The Cesar Chavez Community Center will offer a variety of activities to the general public. These activities will include special events, sports programs, specialty classes, adaptive/inclusive programs, out-of-school time sessions, field trips, and provide meeting space for events and community groups.	\$898,000	\$13,000	\$911,000 9.8

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<p>2. <i>Parks Maintenance</i> Hance Park: Add staff and equipment for grounds maintenance at Margaret T. Hance Park. The Fiesta Bowl PLAY at Hance Park opened to the community in December 2020. As part of this phase, a new landscape design incorporating over 7,000 new plants and trees was added. Maintenance of this plant material will require staff with both horticultural and irrigation skills to maintain the new park amenities.</p>	\$199,000	\$61,000	\$260,000 3.0
<p>3. <i>Park Rangers-Community and Neighborhood Parks</i> Ranger Support: Add a Park Supervisor position to oversee the Urban Park Ranger Patrol Program. This position will manage daily operations, establish additional Field Operation Procedures, manage personnel issues and work directly with PhxCARES to increase contacts to individuals requiring services.</p>	\$106,000	\$0	\$106,000 1.0
<p>4. <i>Administration</i> Property Management: Add a Property Manager position to manage the maintenance of Parks facilities. The Parks and Recreation Department directly manages an estimated two million square feet of indoor space, various specialty facilities (examples include: 29 public pools, South Mountain Tower site, historic buildings, museums, and Tovrea Castle), and outdoor park and trail amenities.</p>	\$106,000	\$2,000	\$108,000 1.0
<p>5. <i>Parks Maintenance</i> Deem Hills: Add a part-time Groundskeeper position and supplies to maintain the phase 3 project at Deem Hills Park, which includes: a sand volleyball court, a tennis court, pickleball courts, a large ramada, three small ramadas, a .7 mile nature trail interpretive loop, 25 additional parking stalls and other site furnishings like new trees, irrigation system and landscaping.</p>	\$24,000	\$10,000	\$34,000 0.5

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
6. <i>General Recreation</i>	\$68,000	\$0	\$68,000
Adaptive Recreation: Add staff and supplies to maintain the current Adaptive/Inclusive Recreation Program with General Funds upon the expiration of the existing donations and to expand the program citywide. This program started in March 2020 and is currently funded until March 2022 based on a two-year funding commitment from the Phoenix Suns. It offers adaptive recreation services to individuals with developmental disabilities and adaptive recreation programming and inclusion services for youth and adults, their families and caregivers to enhance quality of life and to promote inclusion. Failure to continue funding this program when the donations expire will result in the program not being able to continue leaving the City without any adaptive recreation programs.			3.0
Total Parks and Recreation	\$1,401,000	\$86,000	\$1,487,000
			18.3
<u>Planning and Development</u>			
1. <i>Long Range Planning</i>	\$287,000	\$9,000	\$296,000
Community Planning: Add two Planner II positions and a Planner III position to assist with implementing City Council adopted and community-initiated planning projects, including; Food Action Plan, Housing Phoenix Plan, Rio Salado Oeste / Rio Reimagined, Homelessness Strategies Plan, update of Downtown RDA and other Redevelopment Area Plans, CAP I-10 TOD planning, Key Corridors Master Plan, General Plan Update Report, implementation of NW Extension II Grant from the FTA for planning at Metrocenter Mall and other code and regulatory framework updating.			3.0
2. <i>Office of the Customer Advocacy</i>	\$25,000	\$0	\$25,000
Adaptive Reuse: Increase funding for the Adaptive Reuse Program. The program provides resources to assist small business owners who are locating their businesses in Phoenix, and supports the City's re-energized clean construction efforts, resulting in the expanded use of underutilized/vacant existing buildings.			0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
3. <i>Administration and Enforcement of Local and Federal Historic Preservation Laws</i>	\$200,000	\$0	\$200,000
Historic Preservation: Add funding for historic preservation grants to assist residential property owners in maintaining their historic properties.			0.0
Total Planning and Development	\$512,000	\$9,000	\$521,000
			3.0
1. <u>Public Works</u>			
<i>Floodplain Management</i>	\$98,000	\$9,000	\$107,000
Flood Plan Management: Add one Civil Engineer II to support the Flood Plain Management program and assist in maintaining Federal Emergency Management Agency (FEMA) compliance to the National Flood Insurance Program (NFIP) and the Community Rating System (CRS) which provides insurance premium discounts for residents. This position is needed to assist in completing the increasingly complex compliance requirements.			1.0
Total Public Works	\$98,000	\$9,000	\$107,000
			1.0
<u>Street Transportation</u>			
1. <i>Landscape Management</i>	\$147,000	\$0	\$147,000
New Street Landscaping: Add funding to maintain street landscaping along newly developed and renovated streetscapes. This includes maintenance for new landscaping along the Grand Canal Phase II, Avenida Rio Salado from 35th Avenue to 51st Avenue, and the east side of 107th Avenue from Indian School Road to Camelback Road.			0.0
2. <i>Central Records</i>	\$0	\$0	\$0
Public Records Support: Add an Engineering Technician position in the Central Records Section to support increased public records requests for right-of-way, City infrastructure, facilities and private development plans and maps including paving, storm drain, traffic services, and procurement and street maintenance records for the public, media and legal request. This position will be charged out to departments for whom records are being requested regarding their projects.			1.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
Total Street Transportation	\$147,000	\$0	\$147,000 1.0
TOTAL BUILDING COMMUNITY AND RESPONDING TO GROWTH	\$2,847,000	\$126,000	\$2,973,000 27.3

ADMINISTRATIVE ACCOUNTABILITY

City Clerk

1. <i>Elections Administration</i>	\$0	\$300,000	\$300,000 0.0
<p>Election Transparency: Add funding for consulting services to perform a strategic assessment of the City's election services information technology needs. This would include the evaluation of the existing application portfolio and the development of a strategic, multi-year plan. Additional requests for funding will follow in future years once an overall information technology strategy is approved. Improving the information systems supporting election services will enable the City to meet the need for increased transparency in elections, and for voters, candidates and elected officials to more easily engage in the elections process.</p>			
Total City Clerk	\$0	\$300,000	\$300,000 0.0

City Manager's Office

1. <i>Professional Administration of Policies and Objectives Set Forth by Mayor and Council</i>	\$272,000	\$0	\$272,000 2.0
<p>Diversity, Equity, and Inclusion: Add an Assistant to the City Manager position to act as the Diversity, Equity, and Inclusion Officer and an Administrative Assistant I position to provide administrative support. This new office will be charged with ensuring equitable distribution of City services throughout the entire City and serve as the champion for delivering racial equity programs for the community.</p>			
Total City Manager's Office	\$272,000	\$0	\$272,000 2.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Communications Office</u>			
1. <i>Public Records, Customer Requests, and Customer Service to the Public</i>	\$94,000	\$0	\$94,000
Citywide Public Records Support: Add a Management Assistant I position to assist with tracking and responding to public records requests. In the last several years the volume of records requests has increased by more than 60% to over 9,500 per year. Adding this position will allow for the maintenance of service levels.			1.0
Total Communications Office	\$94,000	\$0	\$94,000 1.0
<u>Human Resources</u>			
1. <i>Various</i>	\$391,000	\$0	\$391,000
HR Support: Add three positions for procurement, data management, and investigations. A Contracts Specialist II*Lead position to conduct formal procurement processes and manage contracts. Contract monitoring and administration is critical to ensure contractors perform in accordance with the City's terms and conditions and with satisfactory performance. A Human Resources Officer position to conduct investigations as a result of the increase in citywide complaints in recent years. These complaints have been received through a variety of sources including departments, employees, citizens, and through the internal integrity line. A Lead Business Systems Analyst position to create and collect data, convert raw data into meaningful information, make recommendations to various levels of City staff, and facilitate or participate in work groups tasked with making business improvements.			3.0
Total Human Resources	\$391,000	\$0	\$391,000 3.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Information Technology Services</u>			
1. <i>Enterprise Business Applications Services</i>	\$750,000	\$0	\$750,000
ERP System Support: Add contractual funding for a managed services agreement with a technology provider specializing in Enterprise Resource Planning (ERP) systems. This support is needed to bridge the technical expertise gap in existing City personnel who support the City's SAP and Peoplesoft ERP systems. The agreement will be to provide an ERP program manager, business analyst, technical leader and other needed services in an effort to improve processes and implement system advancements.			0.0
2. <i>IT Strategic Services</i>	\$523,000	\$0	\$523,000
IT Information Security: Add one Lead Information Technology Systems Specialist and two Senior Information Technology Systems Specialist positions to support the City's growing technology infrastructure. These critical positions are needed to lead infrastructure and application vulnerability remediation efforts that mitigate known security and operational deficiencies.			3.0
Total Information Technology Services	\$1,273,000	\$0	\$1,273,000 3.0
<u>Law</u>			
1. <i>Civil Division</i>	\$0	\$0	\$0
In-source Legal Support: Convert contractual services for paralegal support to create two Legal Assistant positions. The Law Department utilizes a paralegal contract for support of civil litigation cases. It was determined that hiring two full-time employees and reducing the contracted services results in a cost savings and greater efficiency of services.			2.0
Total Law	\$0	\$0	\$0 2.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Library</u>			
1. <i>Administration</i> Library IT Support: Add two information technology positions to support expanded technology services. Positions include a Lead Information Technology Systems Specialist to manage teams that support 60 applications, 1,000 public access computers, and multiple platforms for 17 libraries; and a User Technology Specialist position to support new programs to reach customers remotely such as the public laptop lending program.	\$306,000	\$0	\$306,000 2.0
2. <i>Administration</i> Library Accounting: Add an Accountant II position to oversee the daily operation of the Library's accounting section. This position will provide support for accounts payables and receivables, fixed asset accounting, bank account reconciliations, inter-agency invoices, grant administration support, expenditures review, response to auditors, and payroll accounting.	\$93,000	\$0	\$93,000 1.0
Total Library	\$399,000	\$0	\$399,000 3.0
<u>Parks and Recreation</u>			
1. <i>Administration</i> Parks IT Support: Add a Senior User Technology Specialist position and a User Technology Specialist to provide IT support for the department. The Parks and Recreation Department Information Technology staff provides support to 32 community/recreation centers, numerous offsite office locations, over 800 devices and over 1,500 full and part-time employees. These additional positions are necessary to support the significant increase in new hardware and IT projects that have been implemented in the department.	\$208,000	\$0	\$208,000 2.0
Total Parks and Recreation	\$208,000	\$0	\$208,000 2.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Public Works</u>			
1. <i>Equipment Maintenance Repair and Related Parts Service Support</i>	\$137,000	\$0	\$137,000
Fleet Maintenance: Restore 10 fleet maintenance positions that support the Fire, Parks and Recreation, Public Works Solid Waste, Street Transportation, and Water Services Departments. Funding for these positions is primarily from Non-GF departments. Adding these positions will decrease downtime and service delays. The cost of these positions will be partially offset by a reduction in contract vendor funding. The ten positions include two Equipment Service Worker II, five Heavy Equipment Mechanic, one Auto Technician, one Auto Parts Clerk II and one Support Services Aide.			10.0
2. <i>Administration</i>	\$0	\$0	\$0
HR Support: Add one Senior Human Resources Analyst position to provide support to the Solid Waste divisions. This position is located in the General Fund but will be funded by the Solid Waste fund and is needed to increase response time, provide supervisor support, process corrective actions and recruitments.			1.0
Total Public Works	\$137,000	\$0	\$137,000
			11.0
TOTAL ADMINISTRATIVE ACCOUNTABILITY	\$2,774,000	\$300,000	\$3,074,000
			27.0

POSITION CONVERSIONS TO MAINTAIN EXISTING SERVICES

City Manager's Office

1. <i>Youth and Education Coordination</i>	\$0	\$0	\$0
Convert 1.5 FTE of temporary part-time Recreation Leader positions in the Youth and Education Program to ongoing status to continue to assist with program implementation, school presentations, developing and planning activities in specialized program areas, and working with neighborhoods, schools, and community groups on matters of civic and program interest.			0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
2. <i>Citywide Volunteer Program</i> Convert a temporary Admin Aide U7 position in the Citywide Volunteer program to ongoing status to support and coordinate the City's AmeriCorps VISTA program, the annual Mayor's Day of Recognition for National Service, and the new Service Learning collaboration with community colleges.	\$0	\$0	\$0 0.0
3. <i>Oversight of and Assistance to Departments; City Council Support; Strategic Planning</i> Convert a temporary Management Assistant I position to ongoing status. The position manages the citywide 311 Call Center and oversees staffing of the Phoenix City Hall Lobby by-appointment only program.	\$0	\$0	\$0 0.0
Total City Manager's Office	\$0	\$0	\$0 0.0
<u>Community and Economic Development</u>			
1. <i>Community Development</i> Convert one Special Project Administrator position from temporary to regular status. This position is currently responsible for the arena renovation project and is needed to manage citywide major economic development projects. This position is funded by the Sports Facilities Fund until completion of the arena project. Primary funding will shift to the General Fund once the arena project is complete next fiscal year and the position will be used for the growing number of economic development initiatives.	\$0	\$0	\$0 0.0
Total Community and Economic Development	\$0	\$0	\$0 0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Finance</u>			
1. <i>Goods & General Services Procurement and Contract Management</i>	\$0	\$0	\$0 0.0
Convert a temporary Special Projects Administrator position in the Procurement Division to ongoing status. The position will manage the Agile technology procurement process, supervise a team focused on IT procurements, engage and optimize citywide strategic buying, and direct the citywide policy on contract management.			
2. <i>Administration</i>	\$0	\$0	\$0 0.0
Convert a temporary Special Projects Administrator position in the Revenue Collections Division to ongoing status. The position is responsible for directing and coordinating the operations of financial projects that requires a high degree of specialized knowledge, establishing and monitoring fiscal management procedures related to revenue collections and supervises senior level professional staff.			
Total Finance	\$0	\$0	\$0 0.0
<u>Fire</u>			
1. <i>Fire Prevention General Inspections</i>	\$0	\$0	\$0 0.0
Convert a Fire Prevention Specialist II position from temporary to ongoing status. This position is assigned to the Public Works Department and performs plan review activities for City of Phoenix owned properties and building projects. This ensures City of Phoenix projects conform to applicable Fire Code requirements.			
Total Fire	\$0	\$0	\$0 0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Government Relations</u>			
1. <i>Federal, State, Regional and Tribal Programs</i> Convert one Special Project Administrator position from temporary to ongoing to support a long term strategy of managing the City's governmental relations efforts. This critical position coordinates the City's lobbyist team, the Arizona League of Cities and Towns, and works with City departments to track and respond to legislation that impacts the City.	\$0	\$0	\$0 0.0
Total Government Relations	\$0	\$0	\$0 0.0
<u>Human Resources</u>			
1. <i>Various</i> Convert 10 temporary positions to ongoing status to continue to support employee customer service and ongoing operations in Labor Relations, Safety, Benefits, and the Employee Relations Divisions.	\$0	\$0	\$0 0.0
Total Human Resources	\$0	\$0	\$0 0.0
<u>Information Technology Services</u>			
1. <i>Administration</i> Convert the Deputy Chief Information Officer for operations from temporary to ongoing status. This critical position manages the City's business continuity and disaster recovery program.	\$0	\$0	\$0 0.0
2. <i>Enterprise Business Applications Services</i> Convert Fire Deputy Chief Information Officer from temporary to ongoing status to continue to support the Fire Department and the Chief Information Officer with critical technology needs.	\$0	\$0	\$0 0.0
3. <i>Radio Communications Services</i> Convert a Senior User Technology Specialist position from temporary to ongoing status. This position serves as the Regional Wireless Cooperative (RWC) Emergency Responder Radio Communication System Specialist responsible for managing critical radio network installation projects.	\$0	\$0	\$0 0.0
Total Information Technology Services	\$0	\$0	\$0 0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Neighborhood Services</u>			
1. <i>Code Compliance Program</i> Convert four temporary Neighborhood Inspector positions to ongoing status. These positions were originally created for the Structured Sober Living Home (SSLH) licensing program. There is an ongoing need for the positions.	\$0	\$0	\$0 0.0
Total Neighborhood Services	\$0	\$0	\$0 0.0
<u>Police</u>			
1. <i>Professional Standards Bureau - Inspections Unit</i> Convert one temporary Police Administrator position and two Police Research Analyst positions to ongoing positions in the Compliance & Oversight Bureau. The Police Administrator position serves as the Data Quality Administrator and is responsible for the Early Identification and Intervention System, provides key department data, and manages inspections and audits in the Professional Standards Bureau. The Police Research Analyst positions analyze officer data to predict possible trends of employee incidents.	\$0	\$0	\$0 0.0
2. <i>Administration</i> Convert a temporary Management Assistant II to an ongoing position to continue support of the Center for Continuous Improvement Bureau, which focuses on improving community and internal relationships and identifying process improvements and efficiencies.	\$0	\$0	\$0 0.0
Total Police	\$0	\$0	\$0 0.0
TOTAL POSITION CONVERSIONS TO MAINTAIN EXISTING SERVICES	\$0	\$0	\$0 0.0
<u>TOTAL PROPOSED GENERAL FUND ADDITIONS</u>	\$55,046,000	\$97,989,000	\$153,035,000 306.2

ATTACHMENT B

2021-22

**PROPOSED SUPPLEMENTALS
NON-GENERAL FUND**

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

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
AFFORDABLE HOUSING AND HOMELESSNESS			
<u>Public Works (Solid Waste)</u>			
1. <i>Education and Enforcement</i>	\$0	\$0	\$0
Add funding to support the coordination and expansion of the Human Services Campus Clean-Up service. The service will be expanded to cover the boundaries of I-10 to the East, I-17 to the West, Deck Park to the North and I-17 to the South. The request includes adding one Supervisor, two Solid Waste Equipment Operator positions, one Rear Loader, one Articulator Loader, and one Trailer. The Phoenix CARES program is closely related in nature and would be reassigned to this Supervisor. Funding is located in the General Fund and the staff are located in the Solid Waste Fund.			3.0
Total Public Works (Solid Waste)	\$0	\$0	\$0 3.0
TOTAL AFFORDABLE HOUSING AND HOMELESSNESS	\$0	\$0	\$0 3.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
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BUILDING COMMUNITY AND RESPONDING TO GROWTH

Planning and Development

1.	<i>Residential Plan Review & Inspections</i> Add two Construction Permit Specialist II positions and a Plan Review Coordinator position to the Residential Plan Review section which has seen a 49% increase in Single Family Residence plot plan submittals compared to last fiscal year along with a 90% increase in photovoltaic submittals. Additional staffing resources are needed to reduce the turnaround times for these reviews and maintain turnaround times in the future.	\$273,000	\$11,000	\$284,000 3.0
2.	<i>Commercial Plan Review & Inspections</i> Add a Structural Plans Engineer position, a Mechanical Plans Engineer position and a Principal Engineering Technician position in the Commercial Plan Review section due to several large development projects, including the semi-conductor plant project, which is expected to meet strict deadlines to keep the project on track.	\$314,000	\$11,000	\$325,000 3.0
3.	<i>Administration</i> Add an Accountant I position to support the data reconciliation, analysis and reporting of financial data for accounts receivable, accounts payable and budget/cost recovery. Additional financial analysis support is needed primarily due to new duties anticipated with the KIVA/SHAPE PHX permitting system conversion. This position will provide technical/financial expertise and support in the new SHAPE PHX system to over 50 cash handling staff across various payment counters and sections within the department.	\$75,000	\$3,000	\$78,000 1.0
4.	<i>Residential Plan Review & Inspections</i> Add a General Inspector II position for the Remote Inspections program. This position will be dedicated to the Remote Inspections program but will also be able to assist with other inspections as needed.	\$83,000	\$33,000	\$116,000 1.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
5. <i>Administration</i> Add a User Technology Specialist position. IT staff provide day-to-day support for more than 500 computer workstations and associated software. This position will help ensure any service or technical issues are being proactively resolved in order to minimize customer impact.	\$93,000	\$3,000	\$96,000 1.0
6. <i>Administration</i> Add a Records Clerk II position to support the scanning of planning, zoning and historic preservation files. Increased activity and resulting workloads of planners supports the need for this position. PDD averages 750 to 1,000 zoning cases annually. Each of these Zoning adjustment, rezoning and special permit case files need to be scanned into SIRE database system after the cases are completed.	\$57,000	\$3,000	\$60,000 1.0
Total Planning and Development	\$895,000	\$64,000	\$959,000 10.0
<u>Public Works (Solid Waste)</u>			
1. <i>Contained Residential Collection</i> Add funding to support the refuse and recycle collection service growth needed to efficiently maintain existing and future service levels. The request is consistent with the 2019 Solid Waste Rate Advisory Committee and financial plan approved by Mayor and City Council. Includes adding four Solid Waste Equipment Operator and four Automated Side Loader positions.	\$512,000	\$1,500,000	\$2,012,000 4.0
2. <i>Open Landfill</i> Add one Equipment Operator IV position to support the citywide growth in solid waste tonnage at the SR85 Landfill. This position is needed to reduce overtime, employee fatigue and operational efficiency.	\$72,000	\$0	\$72,000 1.0
Total Public Works (Solid Waste)	\$584,000	\$1,500,000	\$2,084,000 5.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Street Transportation</u>			
1. <i>Street Maintenance</i> Add a Senior GIS Technician position in the Geographic Technology Services Section to oversee quality control, training, and data research for the GIS land base information and ensure recorded documents are correctly prepared and documented for GIS Technicians to map. Position will replace consulting services resulting in a net zero add.	\$0	\$0	\$0 1.0
2. <i>Administration</i> Add a Senior GIS Technician position in the Technical Services Section to meet the needs of Pavement Management program's GIS editing and analyses, and the demand for GIS maps, tools, and services.	\$94,000	\$0	\$94,000 1.0
3. <i>Various</i> Restore two Street Maintenance Foreman III positions and add funding for two vehicles. Positions are assigned to the Preventive Maintenance and Street Cleaning Sections. Six Foreman III positions were eliminated during the recession, four positions were restored, these are the last two positions. Positions handle day-to-day operations, provide training on procedures and safe operation of equipment, and handle administrative responsibilities related to emergency and storm response.	\$177,000	\$85,000	\$262,000 2.0
4. <i>Street Maintenance</i> Add an Administrative Aide position in the Field Operations Administration section, dispatch function to assist with phone service requests, email, and other communications from the public, City staff, and other agencies regarding emergency, non-emergency street maintenance, and non-street related concerns.	\$72,000	\$5,000	\$77,000 1.0
Total Street Transportation	\$343,000	\$90,000	\$433,000 5.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
TOTAL BUILDING COMMUNITY AND RESPONDING TO GROWTH	\$1,822,000	\$1,654,000	\$3,476,000
			20.0

ADMINISTRATIVE ACCOUNTABILITY

Public Works (Solid Waste)

1.	<i>Administration</i>	\$89,000	\$5,000	\$94,000
	Add one Senior Human Resources Analyst position to provide support to the Solid Waste divisions. This position is located in the General Fund but will be funded by the Solid Waste fund and is needed to increase response time, provide supervisor support, process corrective actions and recruitments.			0.0
	Total Public Works (Solid Waste)	\$89,000	\$5,000	\$94,000 0.0
	TOTAL ADMINISTRATIVE ACCOUNTABILITY	\$89,000	\$5,000	\$94,000 0.0

POSITION CONVERSIONS TO MAINTAIN EXISTING SERVICES

Law

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

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
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Neighborhood Services

1.	<p><i>Administration</i></p> <p>Convert a temporary Special Projects Administrator position (Grants Compliance Administrator) to ongoing status. A continued long term need is due to increased complexity and reporting requirements per the U.S. Department of Housing and Urban Development and to perform critical financial and programmatic analysis and oversight to identify strategic opportunities to maximize CDBG funds. This addition will provide the City with a dedicated position to perform specialized CDBG compliance and programmatic research and provide recommendations to City management and Council on initiatives and projects to best meet the diverse needs of Phoenix neighborhoods.</p>	\$0	\$0	\$0 0.0
2.	<p><i>Targeted Neighborhood Revitalization Programs</i></p> <p>Convert a temporary Project Manager position and an Accountant II position to ongoing status. These positions were originally funded with Neighborhood Stabilization Program grant funds and support programs to purchase foreclosed or abandoned homes and multi-family properties at a discount to rehabilitate, resell, or redevelop these properties in order to stabilize neighborhoods within the City of Phoenix. The programs are now funded with program income expected from outstanding 15-30 year loans which must also comply with the HUD federal funding regulations including regular grant reporting and program administration for reuse of available funds.</p>	\$0	\$0	\$0 0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
3. <i>Housing Rehab Programs</i> Convert a temporary Housing Rehabilitation Specialist position and a Project Manager position to ongoing status. These positions support weatherization grant programs that provide energy-efficient improvements for low-income residents. The City has continuously received level or increased funding to assist Phoenix residents and there is no indication of the City not being a continued recipient of these grant funds.	\$0	\$0	\$0 0.0
Total Neighborhood Services	\$0	\$0	\$0 0.0
<u>Public Transit</u>			
1. <i>Light Rail</i> Convert a temporary Management Assistant II position (Business Assistance Coordinator) to ongoing status. This position is responsible for the creation and implementation of the Small Business Financial Assistance Program Pilot in conjunction with Valley Metro and the program administrator. This position is essential for developing programs that support the business communities that might be impacted by light rail construction and for working with Valley Metro, business owners and other stakeholders to assure the quality and standards for the City of Phoenix and Light Rail Business Assistance program are maintained.	\$0	\$0	\$0 0.0
2. <i>Light Rail</i> Convert a temporary Economic Development Program Manager position to ongoing status. The position is in the construction oversight and coordination section of the Light Rail Transit Division and is responsible for the implementation of a quality assurance program, and serves as a liaison for other internal City departments as it relates to Light Rail operations and construction. The position is also responsible for making sound engineering determinations to forward the progress of light rail projects.	\$0	\$0	\$0 0.0
Total Public Transit	\$0	\$0	\$0 0.0

Department/Program	2021-22 Ongoing	2021-22 One-Time	2021-22 Total
<u>Street Transportation</u>			
1. <i>Administration</i> Convert a temporary Special Projects Administrator position in the Horizontal Project Management (HPM) section to ongoing status to manage the design and construction staff and the Materials Testing Lab and Survey sections and oversee the work of design consultants and construction contractors.	\$0	\$0	\$0 0.0
2. <i>Transportation and Drainage Design and Construction</i> Convert a temporary Chief Construction Inspector and Senior Construction Inspector to ongoing status, and add funding for vehicles. Inspectors are responsible for project management of multiple projects, project and public safety, adhering and monitoring Americans with Disabilities Act (ADA) Federal compliance, and addressing citizen concerns and efficient resolution of citizen complaints related to projects.	\$0	\$70,000	\$70,000 0.0
Total Street Transportation	\$0	\$70,000	\$70,000 0.0
TOTAL POSITION CONVERSIONS TO MAINTAIN EXISTING SERVICES	\$0	\$70,000	\$70,000 0.0
<u>TOTAL PROPOSED NON-GENERAL FUND ADDITIONS</u>	\$1,911,000	\$1,729,000	\$3,640,000 23.0

Attachment C

City of Phoenix 2021-22 Virtual Community Budget Hearings [Virtual Budget Hearings \(phoenix.gov\)](https://www.phoenix.gov/virtual-budget-hearings)

Date/Time	Council District(s)
Friday, April 2, 2021 8:30 am	District 2
Monday, April 5, 2021 8:30 am	District 6
Monday, April 5, 2021 5:30 pm	District 1
Tuesday, April 6, 2021 8:30 am	Spanish Community-wide
Tuesday, April 6, 2021 5:30 pm	Youth Community-wide
Thursday, April 8, 2021 8:30 am	District 3
Thursday, April 8, 2021 5:30 pm	District 8
Friday, April 9, 2021 8:30 am	Senior Community-wide
Saturday, April 10, 2021 10:00 am	Spanish Community-wide
Monday, April 12, 2021 5:30 pm	District 5
Wednesday, April 14, 2021 5:30 pm	District 4
Thursday, April 15, 2021 5:30 pm	Bilingual District 5
Saturday, April 17, 2021 10:00 am	Community-wide
Tuesday, April 20, 2021 5:30 pm	Newly Inaugurated Council Member(s)



City of Phoenix

BUDGET AND RESEARCH DEPARTMENT REPORT	B.R.D. NUMBER 2021-06
SUBJECT General Fund Revenue Estimates	DATE ISSUED March 16, 2021

This report provides additional detail on General Fund (GF) revenue estimates to explain recommended revenue projections. The City is committed to providing a transparent and open budget process. Providing this information enhances the review and understanding of how revenue projections are developed to better facilitate discussions during the annual budget development process.

Careful examination of revenue estimates is required to ensure projections are as accurate as possible to maintain fiscal stability and long-term budget management. Predicting future revenue growth is challenging and requires a consistent and diligent analysis based on sound forecasting principles and methods. Revenues are monitored closely, and an updated revenue report is prepared and distributed to the City Manager’s Office, the City Council, and the community for review monthly. General Fund revenues are comprised of several categories, all of which are unique and require separate analysis. The primary revenue categories include local taxes and related fees, primary property taxes, state shared sales, income and vehicle license taxes, and user fees and non-tax revenues.

Included in this report is an explanation of how GF revenue is projected, the sources relied upon to assist in developing estimates, economic assumptions and the methods used to analyze revenues. Also included are historical revenue actuals and growth rates, the recommended revenue estimates for 2020-21 and 2021-22, and an explanation of the influencing factors used by staff in analyzing each major revenue category. The below table summarizes the 2020-21 and 2021-22 estimated GF revenues and the primary reason for the variance:

GF Revenue Category (millions)	2020-21 Estimate	2021-22 Estimate	Amount Change	Percent Change	Primary Reason for Difference
Local Taxes	\$527.5	\$549.8	\$22.3	4.2%	Continued solid growth in sales tax collections expected through FY 21/22.
Primary Property Tax	180.0	190.2	10.2	5.7%	Increase in assessed property valuation.
State Shared Sales Tax	189.9	197.9	8.0	4.2%	Continued solid growth expected through FY 21/22.
State Shared Income Tax	240.2	219.3	(20.9)	-8.7%	Already known collections (based on FY 19/20 collections).
State Shared Vehicle License Tax	75.2	79.1	3.9	5.2%	Continued increases in vehicle sales expected through FY 21/22.
User Fees & Non-Taxes	107.7	116.6	8.9	8.3%	Recovery from the pandemic, increase in most of the user fees and non-tax revenues.
Total	\$1,320.5	\$1,352.9	\$32.4	2.5%	

Revenue Projections & Trusted Sources

Projecting revenues involves complex analysis and continuous monitoring to identify variances and recommend adjustments so that expenditures do not exceed available resources and a balanced budget can be maintained. As part of the overall forecasting process, assumptions about the direction and strength of the national, state and local economy are considered along with indicators such as population, job growth and personal income. Information on program and service activity levels, rates, and fees that influence certain revenues are evaluated and proposed legislation is monitored to determine potential impacts to revenue categories such as sales taxes, state shared revenues, emergency transportation service revenues and property taxes. A possible reduction in state share income tax revenues could occur due to the Governor's proposed income tax cuts. The estimated revenue loss would be \$52 million over the three fiscal year period from 23-24 through 25-26. Additionally, 2020 Census data is not anticipated to be known until late September, which is later than in years past. Results could negatively impact the City's relative population share and impact the remaining fiscal year's state share revenue collections. In addition, information from city departments on user fees and non-tax revenue is requested and analyzed each year as part of the technical budget review process. Finally, trusted economic and financial sources are relied on to provide certain revenue projections and insight into the overall direction and strength of the economy and include experts from the State's Finance Advisory Committee (FAC), Joint Legislative Budget Committee (JLBC), Arizona State University, University of Arizona (UofA) Economic and Business Research Center (EBRC), Arizona Department of Revenue, National Blue Chip, Western Blue Chip, and the US Bureau of Labor Statistics.

The city is also a member of the Forecasting Project through the EBRC at the UofA. This project is a community-sponsored research program providing project members with economic forecasts for Arizona and the Phoenix-Mesa metro area. Budget & Research (B&R) staff attends quarterly meetings, participates in discussions with other local government and private enterprise members, and receives quarterly economic reports. In the fall of 2014, B&R consulted with the University of Arizona's Eller College of Management, Economic and Business Research Center (EBRC) to enhance the City's sales tax revenue forecasting process. Dr. George Hammond, EBRC Director, and Dr. Alberta Charney, Senior Research Economist, spent several months working with City staff to develop an enhanced econometric sales tax forecasting model for all categories of City and State sales tax. In the summer of 2017, staff worked with EBRC to update the tax forecasting model. The EBRC is updating the City's model again by including online sales tax. The City began collecting sales tax from online marketplace retailers effective October 2019 just prior to the pandemic, which has helped to offset losses experienced in the leisure and hospitality sales tax categories. The EBRC leads the State of Arizona Forecasting Project, which provides in-depth economic forecast analysis and databases on a subscription basis to businesses, organizations, and government via membership. The additional consulting with Drs. Hammond and Charney provided the City with solid, independent economic and statistical expertise used to develop a statistically valid forecasting model specifically for the City of Phoenix. The 2021-22 projected growth rates for city and state sales tax are based on estimates developed with the enhanced econometric forecasting model.

Economic Assumptions

Several of the primary revenue categories are influenced by the economy and the sources mentioned above provide valuable information about the expected growth of the economy. These sources are used in developing projected revenue growth rates. B&R staff continuously monitors economic variables and what these experts are predicting when developing revenue estimations.

Ever since the first cases in late 2019, the COVID-19 virus has spread to over 200 countries and across the United States. This pandemic has severely impacted the global economy and ended

the longest U.S. economic expansion on record — nearly 11 years. Although recent vaccine approvals and distribution have raised hopes of a turnaround in the pandemic later this year, renewed waves, new variants of the virus, and distribution challenges pose concerns for the outlook.

Throughout the pandemic, Arizona has been able to recover quicker than many other states. The State's FAC indicated in October 2020 that Arizona ranks 3rd in economic momentum among the nation. As of December 2020, Arizona replaced 69.4% of the jobs lost between February to April (UofA Economic Business Research Center). Overall, Arizona's economy remains steady in terms of personal income, employment and population.

Revenue Forecasting Methods

Several forecasting methods and practices are used to estimate city revenues and vary depending on the type of revenue being analyzed. Evaluating historical growth patterns and current actuals is an important component to analysis and provide insight into the direction of the various revenue categories and the growth needed to achieve estimated revenues. Information is also collected from the economic sources mentioned earlier to ensure current and subsequent year estimates are reasonable and in-line with what these experts are predicting. The State FAC provides valuable information from a panel of respected economists and financial professionals. Included in their materials are projections of state sales tax and income tax collections. These projections are considered when developing city sales tax, and state shared sales and income tax revenues for both the current and subsequent fiscal years. Additionally, information is collected from city departments during the annual technical review process to analyze the user fee and non-tax revenue category. The department's knowledge of the revenues generated by various city programs and services is essential to developing accurate projections. Staff also considers one-time revenues, adjustments, and contractual agreements impacting growth when developing estimates.

In conjunction with considering historical growth, current trends, and information from trusted sources and departments, B&R staff uses several forecasting methods when preparing the estimates. The most common methods of revenue estimation used are averages of actual revenue experience by varying periods, annualization of year-to-date actuals, and most often a percent of prior year method. This last method involves analyzing the amount of revenue collected at a point in time during prior fiscal years, for example, the 7-month actuals represented a certain percentage of the total collections for the entire fiscal year, and then applying it to current year-to-date actuals. This method accounts for the seasonal nature of many city revenues and is often a more effective method than using an averages or annualizing approach. Additionally, the growth rate needed to reach the budgeted or estimated revenue is considered. If the percentage growth needed for the remaining months of the fiscal year is substantially higher or lower than the current growth rate, adjustments are made to arrive at a new estimated revenue amount for the fiscal year.

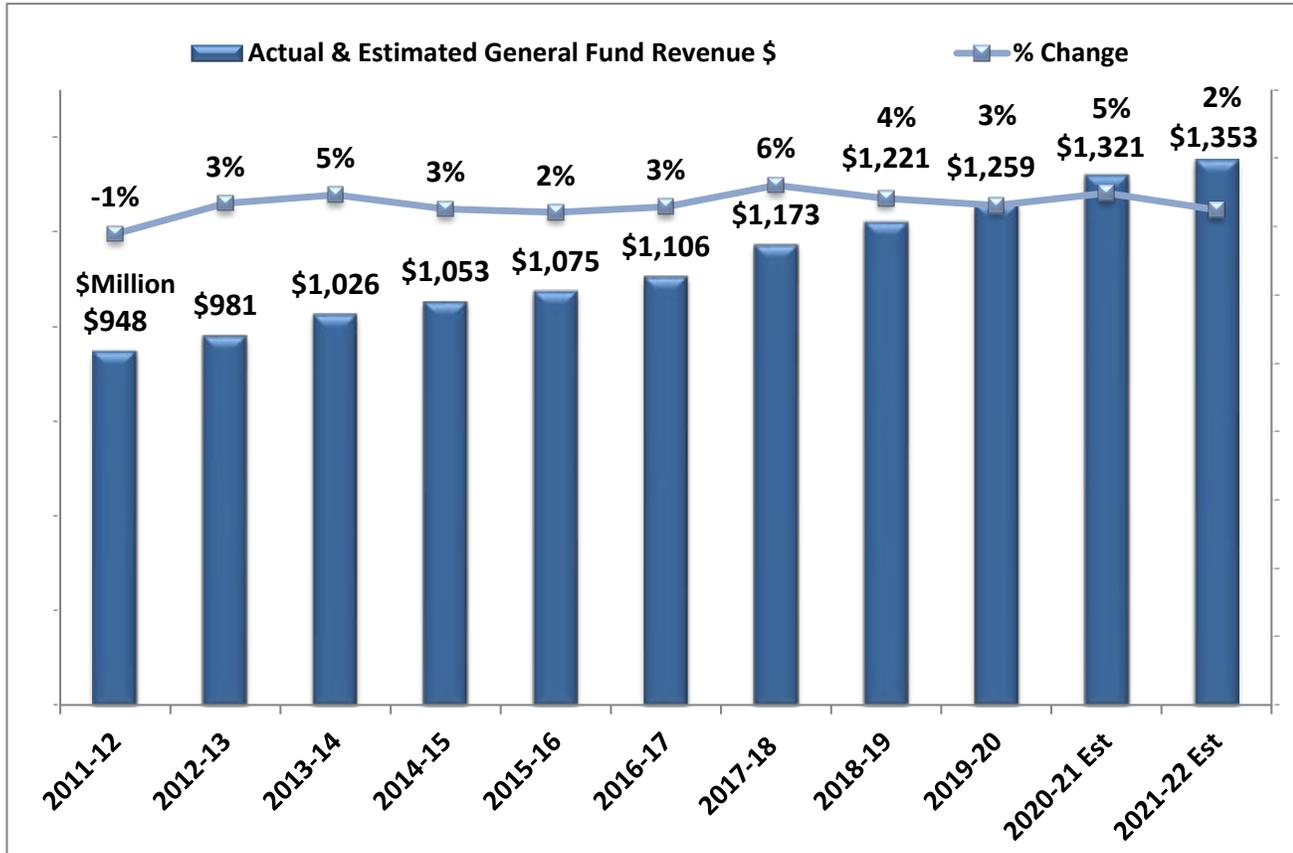
Once the current fiscal year estimate is developed, assumed growth rates are then applied to this amount to arrive at a projected revenue amount for the following fiscal year. These assumed growth rates take into account historical and recent trends in revenue data, one-time revenue adjustments, and information from city departments and our trusted sources to ensure projections are not overly conservative or aggressive.

Finally, as part of the annual budget development process each year, revenue estimates are presented to the City Manager's Office, the City Council and the community as part of the Trial and recommended budgets for consideration and approval prior to final budget adoption in June.

General Fund Revenue

To assist in explaining the basis for how GF revenue is estimated for each of the major categories, historical revenue growth and estimated revenues for the 2020-21 and 2021-22 fiscal years are provided graphically, along with a description of the revenue category and the methodology used to develop recommended revenue estimates beginning with total GF revenue.

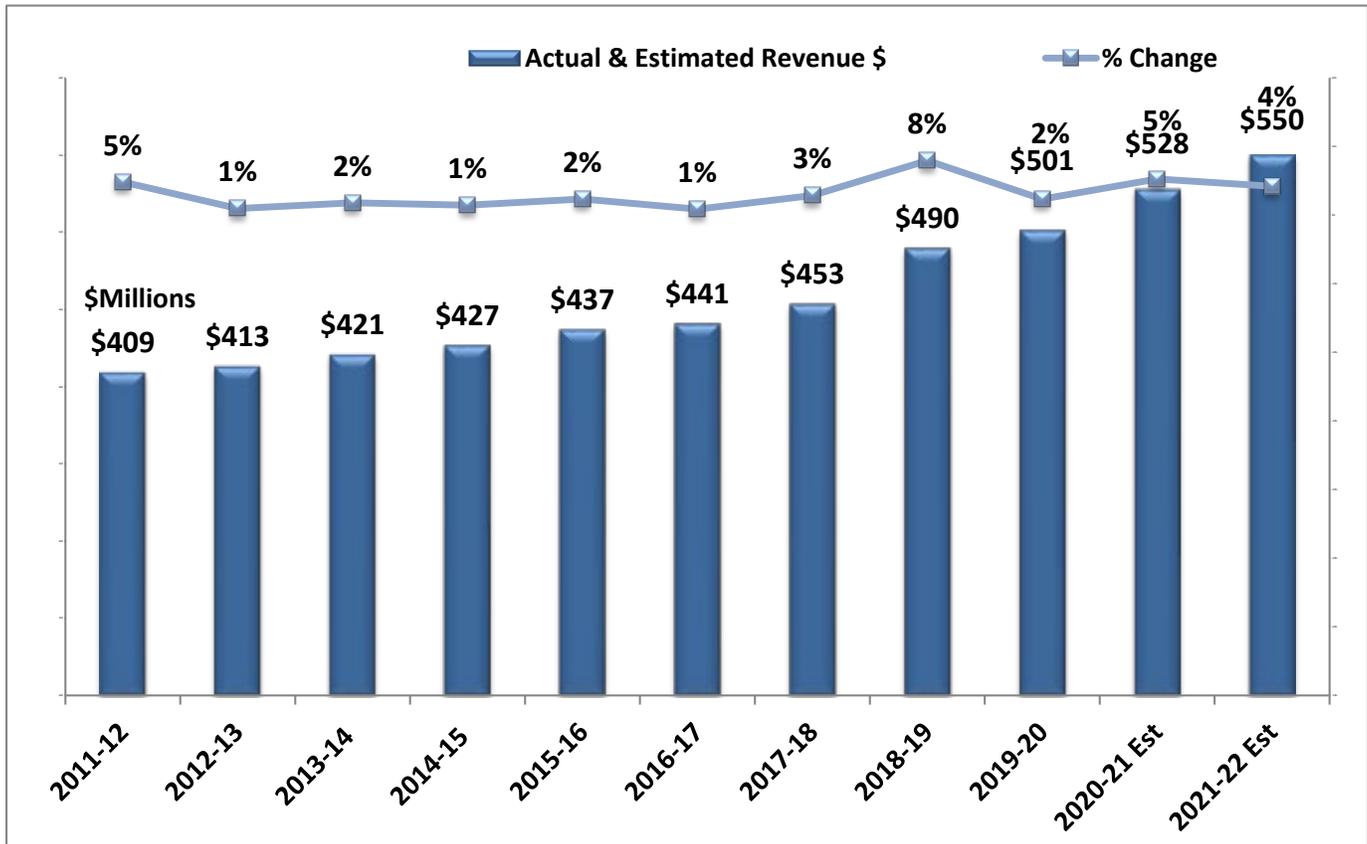
Total General Fund Revenue



**Projections for 2020-21 and 2021-22 assume no fee increases, changes to state shared revenue formulas or legislative changes that have recently been proposed or discussed during the current legislative session.*

As mentioned, GF revenue consists of local taxes and related fees, primary property taxes, state shared sales, income and vehicle license taxes, user fees and non-tax revenues. Estimating revenues for each of these categories is conducted separately to more accurately predict the amount of revenues for the current and following fiscal year. Each category is unique with respect to the variables that comprise the revenue and influence growth. Variables that impact revenue growth include economic factors such as consumer sentiment, discretionary income, population, unemployment, job growth and construction activity. Other influencing factors may include legislative action, City Council policy directives, legal restrictions and mandates, state statutory formulas, program enhancements or reductions, and changes in rates and fees. For these reasons, evaluating each major category separately is preferred and generates more accurate revenue projections.

Local Taxes and Related Fees, 41% of Total General Fund Revenue



Local taxes and related fees consist of city sales taxes, privilege license fees and other excise taxes. The majority of revenue is derived from city sales taxes which is comprised of 15 general categories collected based on a percentage of business income accruing in each category. The chart on the following page provides the current local sales tax rates by category and the percentage allocated to each fund. Privilege license fees are assessed to recover the costs associated with administering the local tax system. Other excise taxes include the jail tax and the excise tax collected on water service accounts, which provide resources to help offset jail costs paid to Maricopa County and other GF services.

Sales tax can be volatile and typically correlates to the local economy. Increases in sales tax collections are expected when the local economy expands due to underlying fundamentals such as increases in population, discretionary income, business expansion, jobs and real estate growth. The opposite holds true during times of economic contraction or recession as evidenced in 2008-09 and 2009-10. Thanks to federal assistance from the CARES Act and more than expected revenue collections from retail and contracting sales taxes, which have offset the revenue loss in the hospitality and leisure industries, the Coronavirus recession does not scientifically affect the overall revenue collections from local taxes and related fees. Staff analyzes historical and recent trends in sales tax data by category, evaluates cumulative growth and uses an econometric forecasting model constructed by the UofA to develop projections. Estimates provided by the FAC and JLBC are also considered to ensure projections are reasonable and not overly aggressive or conservative in nature.

The growth estimated in 2021-22 of 4% assumes continuous growth over 2020-21 and accounts for current trends in actual collections and is based on projections provided by the UofA for city sales

taxes. Privilege license fees and other excise tax projections are developed using the existing fee structures, assumptions about historical trends, averages, recent collection experience and use of the percent of prior year method to account for seasonal influences in revenue activity. Privilege license fees in 2021-22 are estimated to be flat. The growth estimated in 2021-22 for other excise taxes assumes conservative growth and continuation of current year-to-date experience.

Current Local Sales Tax Rates by Category

	General Fund	N'hood Protection	2007 Public Safety Expansion	Public Safety Enhance.	Parks & Pres.	Transp. 2050***	Conv. Center	Sports Fac.	Capital Const.	Total
Advertising	–	–	–	–	–	–	0.5%	–	–	0.5%
Contracting	0.7%	0.1%	0.2%	–	0.1%	0.7%	0.5%	–	–	2.3%
Job Printing	0.7%	0.1%	0.2%	–	0.1%	0.7%	0.5%	–	–	2.3%
Publishing	0.7%	0.1%	0.2%	–	0.1%	0.7%	0.5%	–	–	2.3%
Transportation/Towing	0.7%	0.1%	0.2%	–	0.1%	0.7%	0.5%	–	–	2.3%
Restaurants/Bars	0.7%	0.1%	0.2%	–	0.1%	0.7%	0.5%	–	–	2.3%
Leases/Rentals/ Personal Property	1.2%	0.1%	0.2%	–	0.1%	0.7%	–	–	–	2.3%
Short-Term Motor Vehicle Rental	1.2%	0.1%	0.2%	–	0.1%	0.7%	–	2.0%	–	4.3%
Commercial Rentals	1.3%	0.1%	0.2%	–	0.1%	0.7%	–	–	–	2.4%
Lodging Rentals Under 30 Days	1.2%	0.1%	0.2%	–	0.1%	0.7%	2.0%	1.0%	–	5.3%
Lodging Rentals 30 Days and Over	1.2%	0.1%	0.2%	–	0.1%	0.7%	–	–	–	2.3%
Retail (Level 1 – amounts = < \$10,968 for a single item) ****	1.2%	0.1%	0.2%	–	0.1%	0.7%	–	–	–	2.3%
Retail (Level 2 – amounts > \$10,968 for a single item) ****	1.2%	0.1%	0.2%	–	0.1%	0.4%	–	–	–	2.0%
Amusements	1.2%	0.1%	0.2%	–	0.1%	0.7%	–	–	–	2.3%
Utilities	2.7%*	–	–	2.0%**	–	–	–	–	–	4.7%
Telecommunications	2.7%	–	–	–	–	–	–	–	2.0%	4.7%

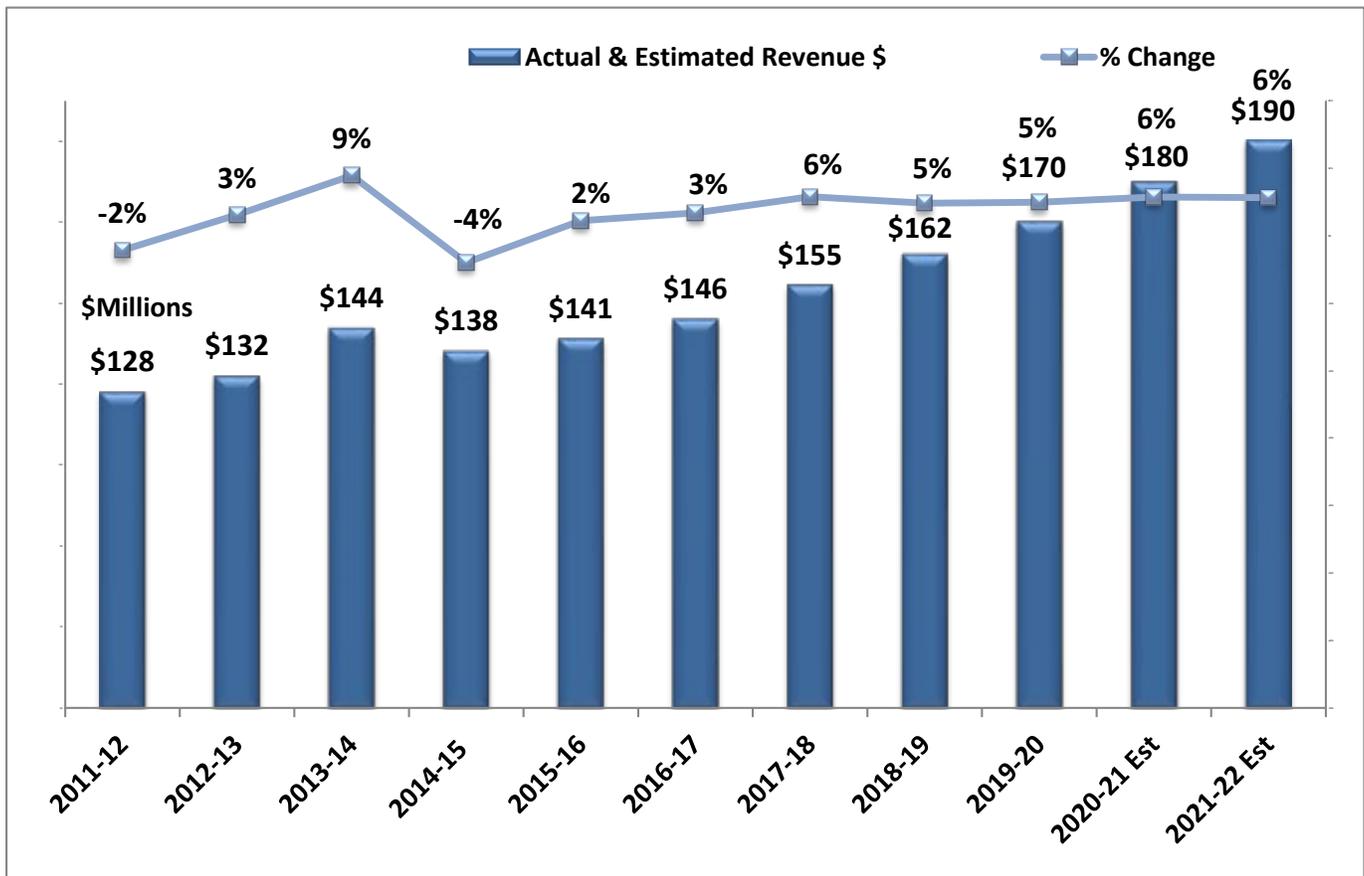
*The General Fund portion of the utilities category includes the 2.0 percent franchise fee paid by utilities with a franchise agreement.

**The Public Safety Enhancement designated 2.0 percent sales tax applies only to those utilities with a franchise agreement.

***The Transportation 2050 Fund (Proposition 104) was established by the voters effective January 1, 2016 and replaced the Transit 2000 Fund (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.

**** Proposition 104 also established a two-tier tax rate structure applicable to retail sales of single items in excess of \$10,000, to be adjusted biennially for inflation. Effective January 1, 2018, the first \$10,303 (Level 1) is subject to the 2.3% tax rate, while transactions over \$10,303 (Level 2) are subject to the 2.0% tax rate. The criteria for Level 1 and Level 2 was adjusted again on January 1, 2020, and the new threshold is \$10,968.

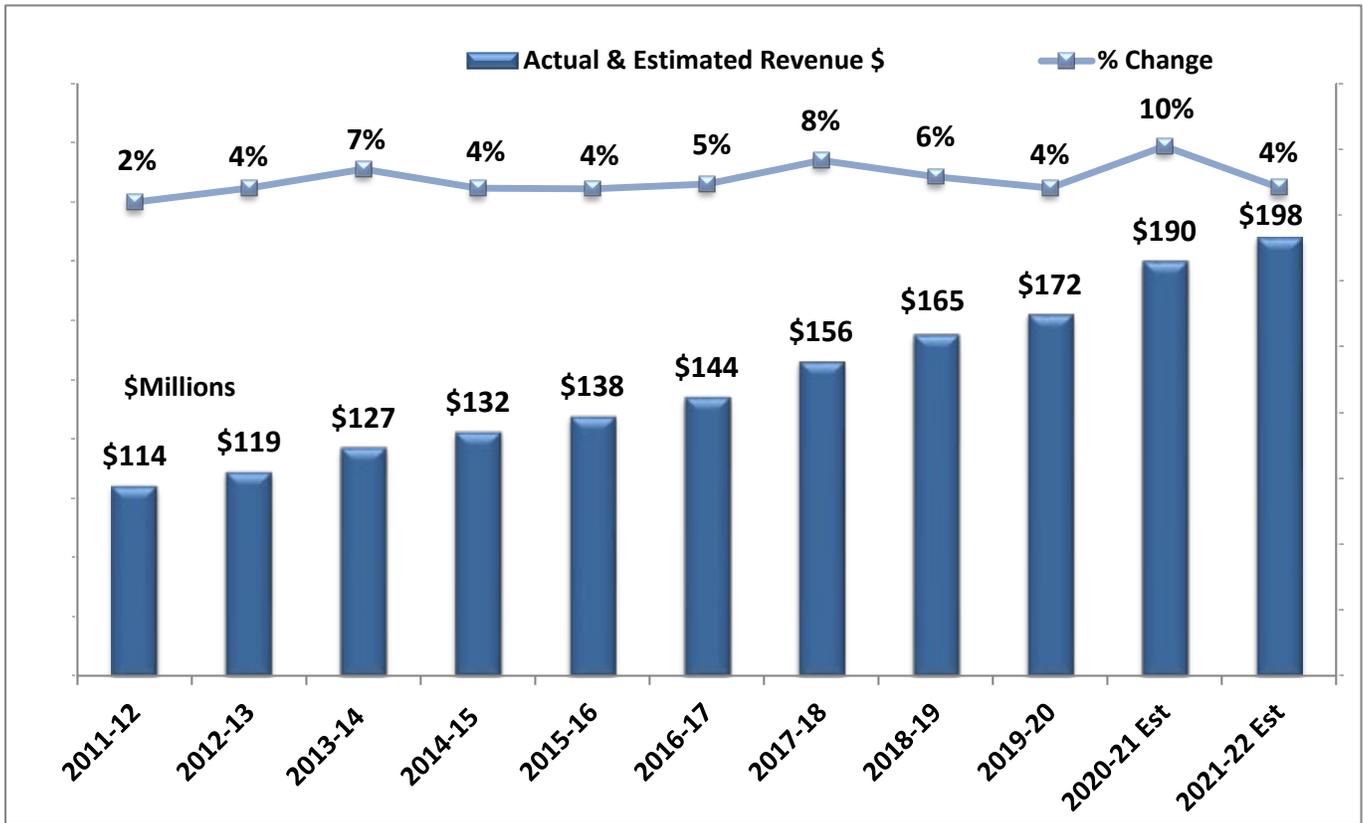
Primary Property Tax, 14% of Total General Fund Revenue



Arizona property tax law provides for two separate tax systems. A primary property tax is levied to pay current operations and maintenance expenses. Therefore, primary property tax revenue is budgeted and accounted for in the GF (and is illustrated in the above graph). A secondary property tax levy is restricted to the payment of debt service on voter approved long-term general obligation debt. Therefore, the secondary property tax revenue is budgeted and accounted for as a special revenue fund. The primary property tax levy forecast reflected here is based on the net assessed value stated in the annual “Levy Limit Worksheet” for the City of Phoenix, issued by the Maricopa County Assessor, multiplied by the projected primary property tax rate. The primary property tax revenue forecast assumes that 99% of the projected primary property tax levy is actually collected.

The annual amount of the primary property tax levy is limited by the Arizona Constitution to a two percent increase over the prior year levy limit plus an estimated levy for previously unassessed property (primarily new construction). Provisions in Chapter XVIII of the City Charter limit the City’s primary property tax rate to \$1.00 per \$100 of assessed valuation with the exception of costs to operate library services. The proposed 2021-22 primary property tax rate, not including the portion of the rate allocated to cover the Library Department operating costs, is \$1.00 per \$100 of assessed valuation. The total proposed 2021-22 primary property tax rate is \$1.3055 per \$100 of assessed valuation, and remains unchanged from the prior year.

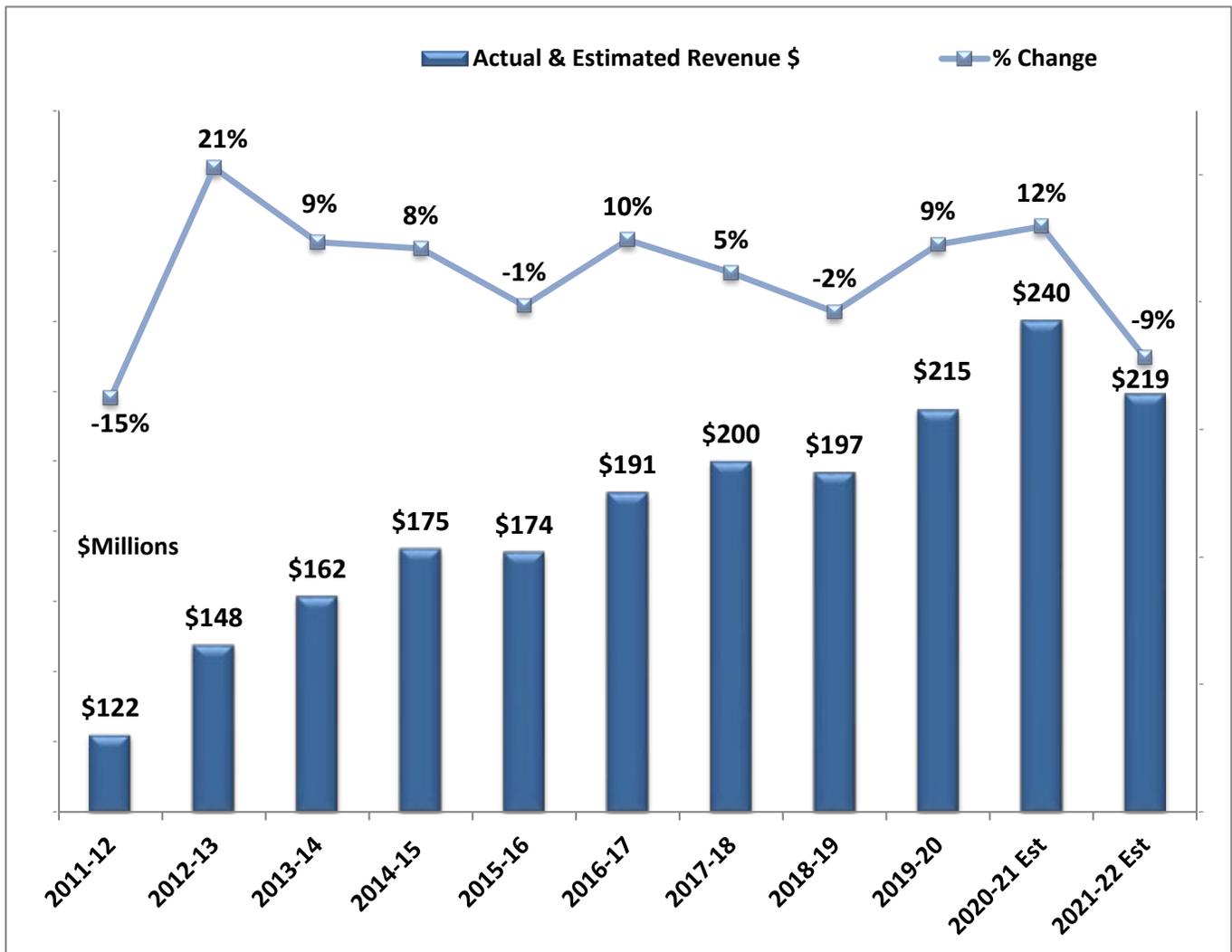
State Shared Sales Tax, 15% of Total General Fund Revenue



State sales tax revenues received by the city are governed by Arizona State Statute §42-5029. State sales tax revenues are split between a “distribution base”, of which Phoenix receives a share, and a “combined non-shared” category, which is allocated entirely to the state. With the exception of some tax categories, the distribution base consists of either 20, 32, 40, 50, or 80 percent of collections depending on the tax category. State statute §42-5029 stipulates of the monies designated in the distribution base the Arizona Department of Revenue shall pay 25 percent to incorporated cities on the basis of relative population percentages. The population share changes annually based on Census Bureau Population Estimates. The 2021-22 City of Phoenix population share is estimated to remain flat at 29.0 percent and is based on the 2019 Census Bureau Population Estimate.

State sales tax is estimated similar to how city sales tax is forecasted. Staff analyzes historical and recent trends in sales tax data by category and evaluates cumulative growth when developing revised estimates. Projections provided by the UofA EBRC, using an econometric sales tax model, were used to develop 2021-22 estimates; and information from the FAC and JLBC were considered to ensure current fiscal year estimates are reasonable and in-line with what these experts are projecting.

State Shared Income Tax, 16% of Total General Fund Revenue

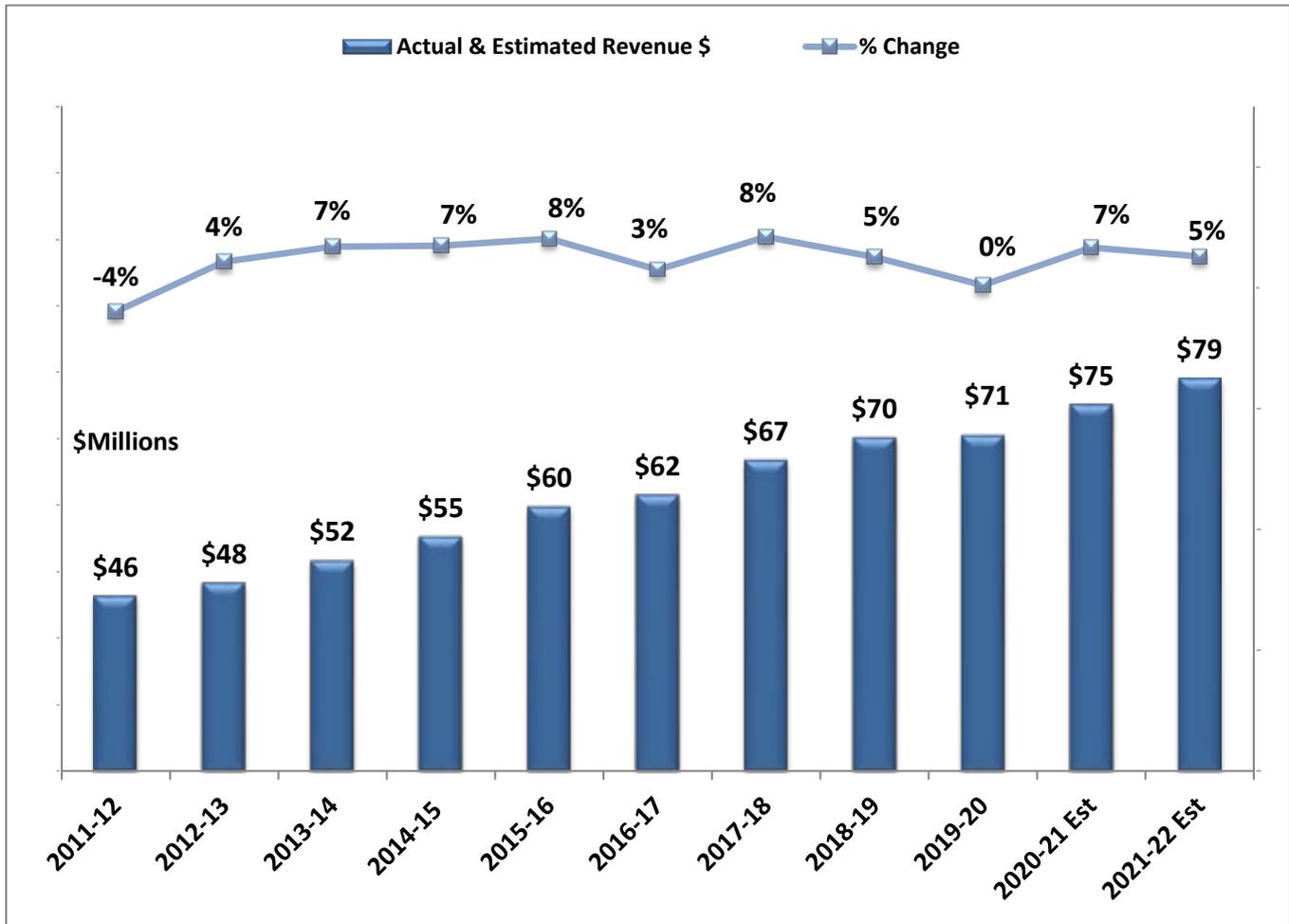


State shared income tax revenue, also known as the Urban Revenue Sharing Fund, was established by voter initiative in 1972 and is governed by Arizona Revised Statute §43-206. The statute stipulates that 15 percent of the net proceeds of state individual and corporate income tax collected two years preceding the current fiscal year be distributed to incorporated cities and towns. Individual cities receive their portion based on the cities’ share of the state population. The 2021-22 City of Phoenix population share is estimated to remain flat at 29.0 percent and is based on the 2019 Census Bureau Population Estimate. This rate will change annually based on Census Bureau Population Estimates.

As a result of the initiative, Arizona Revised Statute §43-201 stipulates the area of income taxation is preempted by the state and a county, city, town or other political subdivision shall not levy an income tax as long as the Urban Revenue Sharing Fund is maintained as provided in §43-206.

Since state shared income tax revenue is based on actual collections from two years preceding the current fiscal year, the 2020-21 and 2021-22 projected revenue is known and is based on actual collections received in 2018-19 and 2019-20, respectively. The state shared income tax increase of 12% in 2020-21 is due to significant income tax collections in 2018-19. The substantial decline of (-9%) in 2021-22 is due to the income tax deferral. Affected by COVID-19, both the federal and state governments deferred their individual and corporate income tax filing dates from April 15 to July 15 for Tax Year 2019 (filed in 2020). This shift artificially suppresses the 2019-20 collections, which is shown as the 2021-22 state-shared income tax.

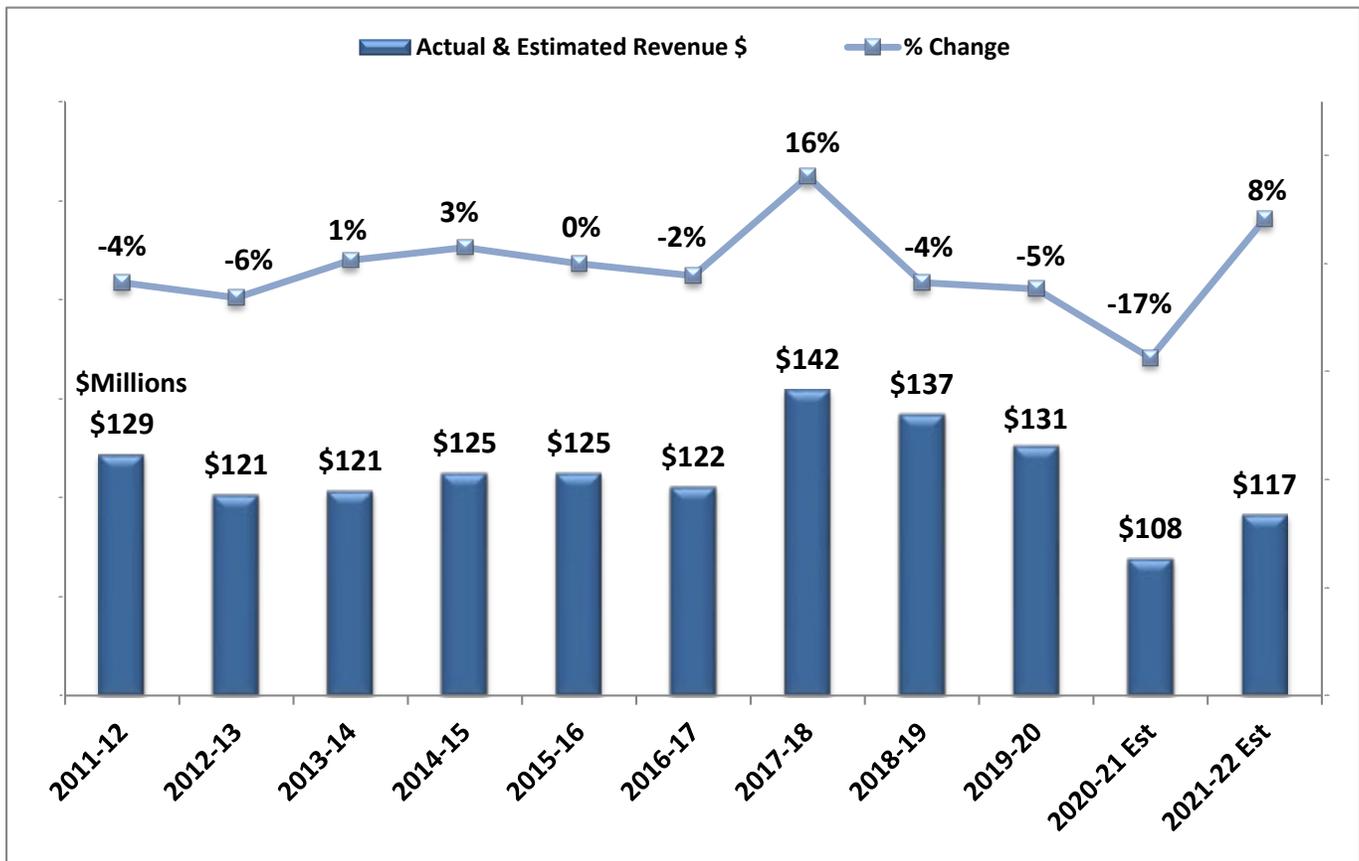
State Shared Vehicle License Tax, 6% of Total General Fund Revenue



State shared vehicle license taxes have been distributed to cities and towns since 1941. The tax is assessed on the basis of an ad valorem rate on each \$100 in value. The value is equal to a percent of the manufacturer's retail price at the time of initial registration. During each succeeding year, this value is decreased until the established minimum amount is reached. The Arizona Department of Transportation collects and distributes the tax according to Arizona Revised Statute §28-5808. The distribution to individual cities is based on their relative population within the county. The 2021-22 City of Phoenix population share is estimated at 40.4 percent and is based on the 2019 Census Bureau Population Estimate. This rate will change annually based on Census Bureau Population Estimates.

Vehicle License Tax revenues are often correlated to the overall strength of the economy. Similar to sales tax revenues when the economy is growing this revenue category also exhibits growth, as illustrated in the above graph. Revenues are estimated by evaluating historical growth patterns, year-to-date cumulative growth and applying the percent of prior year method to year-to-date actuals, which accounts for the seasonality in collections. Staff also considers projections provided by the Arizona Department of Transportation, which are published annually for this revenue source, and any available recent economic information pertaining to projections on the local economy and vehicle sales when formulating recommended current and subsequent year estimates. The expected growth of 7% in 2020-21 includes collections from May through July due to a setback caused by a newly implemented system, which caused the current year VLT collections to be artificially increased in August and September. The growth estimated in 2021-22 of 5% assumes this category will continue to rise steadily.

User Fees and Non-Tax Revenues, 8% of Total General Fund Revenue



User Fees and Non-Tax Revenues include collections from licenses and permits, fines and forfeitures, cable television fees, user fees from several city departments designed to recover the costs of providing specific city services including Parks and Recreation, Library, Planning, Police, Fire, and Streets; other service charges including interest income, parking meter revenue, in lieu property taxes, sales of surplus property, various rental income, parking garages revenue and concessions; miscellaneous service charges in Finance, Housing, Human Services and Neighborhood Services.

B&R staff relies on departments to provide essential information concerning activity levels, fee increases or decreases and program changes which impact the variety of revenue sources in this category. Technical revenue reviews are conducted twice each fiscal year as part of the annual budget development process. Departments are asked to provide revenue estimates and reasons for changes from prior year actuals. Staff conducts a line-item analysis of all revenues and uses various methods including annualization and percent of prior year, as well as consideration of one-time and contractual revenues, program enhancements or reductions and other adjustments when developing estimates.

The decline in 2020-21 of (-17%) is due to the Coronavirus pandemic's impact. Several GF non-tax revenue categories exhibit negative year-over-year growth including fees collected for Parks and Libraries, emergency transportation, Municipal Court fines and forfeitures. The expected growth rate of 8% in 2021-22 assumes a gradual recovery in these revenue collections.

In addition to the technical reviews that are conducted twice each fiscal year, B&R staff monitors revenues monthly to determine if adjustments to projections are necessary. The proposed estimates are then reviewed by B&R management and finally incorporated into the GF proposed revenue projections for consideration by the City Manager, the City Council and the community.

This report is for informational purposes only and is intended to provide the City Council and the community with explanations on how GF revenues are analyzed and developed to better facilitate discussions during the annual budget development process.

Yung Pham

Yung Pham
Central Revenue Coordinator