

Accomplishments

The accomplishments listed below show the progress made in implementing goals, policies and recommendations that were in the City of Phoenix General Plan, which was adopted in 1985, and amended annually. They cover the period from approximately 1985 to the end of 2000.



GROWTH AREA

NEW ELEMENT



LAND USE

URBAN VILLAGES AND INFILL/COMPACT DEVELOPMENT

Created five new urban villages: Ahwatukee Foothills, (1993), Desert View (1997), North Gateway (1997), Estrella (1998), and Laveen (1999).

Created three new urban village cores in North Gateway, Estrella and Laveen.

Adopted area plans for Baseline (1996), North Area (1996), Estrella (1999), North Gateway (1999), Laveen (1999), Rio Montaña (2000).

Adopted the Urban Village Model, updating the Urban Village concept adopted in 1979.

Installed urban village identification signs along major arterial gateways into the villages.

Prepared urban village brochures.

Increased support for urban village planning committees through the following steps: providing paid secretaries for taking meeting minutes, posting cases being reviewed by village planning committees, and creating a village planning committee seat on the City of Phoenix Planning Commission.

LAND USE IMPLEMENTATION STRATEGIES

Created new zoning districts or overlay districts to implement desired infill and redevelopment goals: Urban Residential, Downtown Core, Warehouse Overlay, Capitol Mall.

Adopted specific plans to give greater policy and some regulatory guidance for cores and other special areas: Downtown Specific Plan, East Camelback Core Specific Plan, 44th Street Corridor Specific Plan, Indian School Specific Plan, Desert Ridge Specific Plan, and Deer Valley Core Specific Plan.

Adopted 11 Special Planning Districts to protect neighborhood character.

Adopted General Plan Amendment procedures for updating the Summary Land Use Map and the General Plan text and established an annual amendment cycle (1986).

Adopted incentives for developing in urban village cores, such as higher height limits by right and increased density and parking in some situations.

Promoted the location of village-serving community facilities in cores such as libraries, transit centers, community service centers, park and ride lots.

Promoted high-intensity employment in cores, with particular successes in Metrocenter, Downtown, Camelback East, 44th Street Gateway, Deer Valley, Desert View, and Paradise Valley cores.

Created Infill Housing Program in 1993 designed to encourage development of under-utilized land in mature central portions of Phoenix. The program also encourages housing styles that are appropriate to the surrounding neighborhood, and are owner-occupied, to help fight blight and decay. Since March 1993 infill incentives have resulted in 1,963 single-family homes receiving a total of \$2,626,987 in waivers (\$3,177,998 if one large project is also included) and technical assistance from March 1995 to November 2000. The average fee waiver per house is \$1,750.

Purchased through voluntary acquisition approximately 39 acres with 31 businesses and 22 homes as of September 1, to reduce the impacts of aircraft noise at or above the 65DNL level in the airport impact area north of Sky Harbor Airport.

Soundproofed 500 homes as of July 1, 2000, in an area of noise levels at 65DNL and above, to reduce impacts on single-family owner-occupied homes.

Established an Enterprise Community, a 20-square mile area of Phoenix designed to focus on economic development, job training and social services. Efforts include coordinating resources through other city programs for neighborhood redevelopment.

Created a Foreign Trade Zone and three subzones in Phoenix, which have resulted in close to 1500 employees at three facilities, over 1 million square feet of manufacturing or distribution facilities, and investments of over \$500 million.

Reformatted the Zoning Ordinance to consolidate the general requirements for all residential districts and the creation of development options.

Adopted design guidelines and design review for all development except single-family homes on lots wider than 65 feet.

Adopted buffering and spacing standards for some sensitive land uses.

Annexed approximately 130 square miles of land since October 2, 1985, to control development in county islands and at the fringes of Phoenix.

Provided financial assistance to 11 major retail development projects representing 3.5 million square feet of newly developed or redeveloped retail space: Desert Sky Mall, Christown Mall, Arcadia Crossing, Camelback Colonnade, Ahwatukee Foothills Towne Center (I, II, and III), Prime Outlet Shops, Interstate 10 Auto Mall, AutoNation, and Deer Valley Towne Center.

FREEWAYS AND STREETS

Constructed 120 miles of arterial streets.

Neighborhood Traffic Management Program (1989).

Advanced Transportation Management System (1998) (modernization of traffic signal system citywide).

Smart Signs (2000) (Illuminated Street Signs).

Updated Speed Hump Policy (2000) (city participation for construction).

Sunburst Plan, Traffic Management Plan for Special Events, (1988). Residential Parking Program (1986).

Retrofit Program (improves landscaping and pedestrian amenities along arterial streets).

Constructed 52 miles of new freeways.

Implemented a street modernization program to improve local and collector streets, and a sidewalk improvement program to install missing sidewalks on all classes of streets. Both started in 1998.

Completed the Squaw Peak Parkway.

Negotiated Grant Anticipation Note agreement with ADOT to accelerate construction of Pecos Parkway connection to I-10 (1999).

Negotiated State Infrastructure Bank loan agreement with ADOT to accelerate construction of Squaw Peak Freeway from Bell Road to Loop 101 (2000).

TRAFFIC SAFETY IMPROVEMENTS

"Brake on Yellow, Stop on Red" Red Light Enforcement Campaign is a combined education and enforcement program designed to reduce the damage and injury caused by those persons who fail to stop for red traffic signal lights. This very successful program demonstrates the positive benefits of a team effort involving the city of Phoenix Police Department, the media, and the community.

Photo Red Light Enforcement (implementation currently in process) is an education and enforcement program also aimed at the red light violator. By installing cameras and detection loops at

§§ COST OF DEVELOPMENT

NEW ELEMENT



CIRCULATION

selected intersections, the red light runner is identified and his or her photo is taken along with a photo of the violation and the vehicle's license number. Enforcement is accompanied by an extensive education campaign, with the goal of public awareness and voluntary compliance.

Aggressive Driver Interdiction Program is designed to target the aggressive driver. This is a person whose driving is an immediate hazard to another person or vehicle and who, during a course of conduct, commits at least two additional violations as enumerated in the code. Included is failure to obey traffic control devices, following a vehicle too closely, passing on the right off the roadway, making an unsafe lane change, and failing to yield the right of way.

DUI Taskforces are multi-agency programs designed to identify and arrest impaired drivers and to focus the public's attention on this very serious problem that threatens us all. Again, the goal is voluntary compliance. Those who drink are encouraged to plan ahead and arrange for a designated driver or to find other means of transportation rather than getting behind the wheel of an automobile.

Commercial Vehicle Enforcement is aimed at the enforcement of state laws, city ordinances, and federal regulations that apply to commercial vehicles. Training/education is also provided at no cost, to employees of private companies and other governmental agencies, as well as city staff.

Youth Alcohol Education and Enforcement is directed toward the young people of our community and is designed to provide them with the necessary information to make the right decisions concerning alcohol and drug use. Police officers provide classroom instruction using proven methods to gain the attention and hopefully influence the decisions of our youth. This is a partnership between the Police Department, the Phoenix schools, and private service organizations such as Students Against Destructive Decisions (SADD).

CITY OF PHOENIX TRANSIT SYSTEM

Hundreds of service changes and improvements have been implemented since 1985. Route restructuring has continued to move from a radial route structure toward a modified grid system. Routes were renumbered to match the street address system of

the city of Phoenix and Maricopa County. For example, service on 19th Avenue is now Route 19 and service on Camelback Road (5000 north on the street address system) is now Route 50.

Ridership has almost doubled, from 16,500,000 boardings in 1985 to 32,000,000 in 1999. During the same time period, the number of buses in the fleet grew from 301 to 399.

The city of Phoenix purchased its first wheelchair accessible buses in 1981 and began exclusively purchasing wheelchair accessible buses in 1986. The Americans with Disabilities Act required that new transit buses be wheelchair accessible in 1990. The Phoenix fleet became 100 percent accessible in 1998.

The city of Phoenix Transit System was the first in the country to equip its entire fleet with bicycle racks. The bike racks, which accommodate two bicycles, were installed in 1991.

One hundred and fifty-six liquefied natural gas powered buses were received in 1998. A new LNG fueling station was constructed, and the South Maintenance Facility was modified to accommodate these new buses. The city of Phoenix is now operating the largest dedicated alternatively-fueled fleet in the country.

The bus fleet's electronic fareboxes were modified to include magnetic strip readers allowing the development of the BusCard Plus program. Visa and Mastercard started being accepted for payment in 1995. Several high schools in the Phoenix Union High School District now have magnetic strips on their student identification cards that act as transit passes. The schools are billed based on the number of trips made by their students.

The Metrocenter Transit Center was completed in 1985 and is now served by seven local and three express routes.

The Sunnyslope Transit Center and the Desert Sky Transit Center were both completed in 1989. Seven local routes currently serve Sunnyslope, and Desert Sky has three local and two express routes.

The Paradise Valley Transit Center, which was completed in 1990, is served with six local routes and one express route.

Central Station at Central Avenue and Van Buren Street was completed in 1997. This facility on 2.8 acres includes a 4,000 square foot building with police office, ticket and pass sales, transit information, public restrooms, and the system's lost and found headquarters. Fourteen local routes and two express routes directly serve Central Station. Sixteen other express routes provide convenient access with stops across the street from the facility.

The Arizona Department of Transportation opened the 79th Avenue Park and Ride in 1990. This facility has more than 600 parking spaces.

The Dreamy Draw Park-and-Ride was opened in 1998. The 6.5-acre facility has 230 parking spaces (47 of which are covered) and is served by five express routes. Direct access to the Squaw Peak Parkway is provided by an exclusive ramp from the Park and Ride.

In May 1999, the Deer Valley Park and Ride located at the Bell Road/I-17 interchange opened for service. This facility includes 240 spaces for express bus passengers, carpoolers or vanpoolers, of which 100 are covered by shade canopies. ADOT, Maricopa County, Federal Transit Administration and the city of Phoenix partnered in developing the facility. Convenient access to I-17 is made available by way of a bus-only staging area on the frontage road and a high-occupancy vehicle slip ramp.

Dial-a-Ride vehicle hours of service were doubled in 2000.

Design of the light rail system was begun in 2000.

AVIATION

In 1989, the city of Phoenix published a master plan. It included a chapter on existing airport facilities, which included Terminal 1 and had Terminal 4 under construction. International travelers arrived at a small building located between Terminal 2 and Terminal 3. There were 4,500 parking spaces in terminal lots and a total of 8,100 spaces.

The 1987 growth projection predicted a total passenger count of 34 million in 2002. Airfield improvements that were recommended included a third runway and two additional cross-over taxiways. Additional parking requirements identified included 6,000 spaces at Terminal 4 and 5,000 spaces at an

east shuttle lot. A realignment of 24th Street was recommended.

Today a list of existing airport facilities shows Terminal 1 demolished and a parking lot in its place. Terminal 4 has been built out to six concourses with space remaining for two additional concourses. As the following chart reflects, most of the recommendations from 1989 have been accomplished.

ACCOMPLISHMENTS	1989	2000
Terminal Square Footage	1,262,000	3,626,000
Terminal 4	4 Concourses	Built out to 6 concourses under construction
Passengers	27,144,059	36,010,149
Parking Spaces	8,100	18,984
International Gates	1	6
International Passengers processed per hour	Goal of 400 passengers	Current capacity 800 passengers
24th Street Realignment	Suggested	Completed
Runways	2	3
Crossover Taxiways	1	3
Cargo Traffic	104,196	374,151
Cargo Ramp Area	1,457,000	3,257,000
Cargo Facilities square ft.	197,760	363,360

All three airports will continue to grow and get much busier. To handle the projected increases at Phoenix Sky Harbor International Airport, there are 78 construction projects in progress at the airport, including an expansion of the Terminal 4 parking garage, an overlay and extension to the north runway and improvements to various taxiways. The estimated cost of these projects is \$619 million.

Planning for future growth at the Phoenix Sky Harbor International Airport includes extensive agency coordination and public involvement. Key elements of the process included:

1. A Project Steering Committee (PSC), which served as the primary policy group for setting the parameters and direction of the overall effort.
2. Special subcommittees of the PSC, which took part in work sessions with representatives of the Aviation Department and Leigh Fisher Associates on functional subjects.
3. A Phoenix Sky Harbor Airport Advisory Committee which acted as a "sounding board" for findings, conclusions, and recommendations. Separate airport advisory committees were also established

for Deer Valley and Goodyear as part of the overall project.

4. Properly advertised public workshops conducted at key points during the project for the public-at-large.

The West Terminal complex will be developed in conjunction with a realignment of Sky Harbor Boulevard to the west of Crossover Taxiway "T". The realignment would be necessary to permit the new West Terminal to be centered in relation to the corridor and to the Sky Harbor airfield. The realignment of Sky Harbor Boulevard will also provide an opportunity for changes to the air cargo, airport maintenance, and general aviation facilities now located in the western part of the midfield corridor.

This plan also provides for the construction of a new FAA air traffic control tower, a potential new TRACON (Terminal Radar Control) facility, an airport operations center and a new airport fire station. Most of these facilities would be located west of the existing crossover Taxiway "T". The plan also provides for the potential future construction of an intra-terminal people mover system between the new West Terminal complex and Terminal 4.

Air cargo at Sky Harbor increased from 286,666 tons to an estimated 367,200 from 1995 to the present. In addition to the current three cargo terminals, a new cargo building was opened in the spring of 2000. This building added approximately 165,600 square feet to the 198,000 square feet currently available. The need for future expansion of air cargo facilities will depend on the nature of the cargo to be moved, the characteristics of the cargo operators, the average dwell time, and other factors.

Approximately 8,000 parking spaces are available for the public at the terminals. An expansion project is currently underway for the Terminal 4 garage that will increase its capacity from 3,373 spaces to approximately 6,700 spaces. Currently under construction at Terminal 4 is the easy pay parking machine system for the elevator lobbies that is scheduled to open in the winter of 2001. This modern equipment will allow passengers to pay for their parking on the way back to their car and offer an easy exit out of the garage.

Approximately 3,200 parking spaces have been provided and maintained by the Aviation

Department for employees. There is a surface lot off 24th Street just north of Sky Harbor Boulevard and a surface parking lot with 2,000 spaces at 24th Street and Mohave.

Rental car facilities are located on the airport and close to the airport and occupy approximately 67 acres. The rental car companies would prefer to operate from a consolidated facility adjacent to Sky Harbor and with good access to the major roadway network. A people mover system from the consolidated facility to the terminals is also being planned. At current growth rates, it is anticipated that rental car space will need to double in the next 15 to 20 years.

Additional projects to assist with future growth at the airport that are currently in the planning stage, include a Terminal 4 build-out, which would expand the terminal with two additional south concourses, a 1,000-foot extension to existing Runway 8-26, a 750-foot extension of existing Runway 7L-25R, a potential 1,700 foot extension of Runway 7R-25L, a new parallel Taxiway AA, reconstruction and extension of Taxiway "C", new runway exit taxiways, a new north-south crossover Taxiway "U" west of the expanded terminal complex, and a potential future north-south crossover parallel taxiway "V".

Future growth plans will be implemented in phases. The precise sequence of recommended projects will depend on the rate of growth in aviation activity, the nature of future demands and other factors including financing, land acquisition, construction, and environmental approvals. Future events may dictate refinements to the priorities and phasing of improvements.



- Phoenix Bikeway Plan Adopted in 1987.
- 75 miles of bikeway facilities existed in 1987 when the Plan was adopted. Since then, Phoenix has installed 399 miles of new facilities bringing the total to 474.
- Phoenix voters approved \$3 million in 1988 to help build the "backbone" of the bikeway system.

The average annual budget for bikeway improvements is approximately \$400,000/year, plus additional funds from federal grants such as TEA 21 and CMAQ federal programs.

In 1993, Phoenix was the first city to install bike racks on all its buses. Approximately 2000 cyclists each day take advantage of the Bike on Buses.

Permanent staff are dedicated for the implementation of the Bikeway Program.

In 1994, the city adopted policies through the Street Classification System, which provides room for bike lanes on all future city arterial and collector streets.

Share the Road Campaign provides education and increased public awareness of bikes and motor vehicles sharing the road, and promotes commuting as a viable alternative as travel to work.

Installed new bike lockers for downtown city employees. Also, bike lockers and racks are installed at Public Transit Park-and-Ride lots.

Constructed bridges and tunnels over the Squaw Peak Freeway, the Black Canyon and along the Arizona Canal Diversion Channel to provide safer and quicker routes for cyclists.



Many text amendments to the city's Zoning Ordinance have been made which relate to the design of residential areas: Text Amendments (TA) TA-6-92/G3530 Design Review Standards (5/6/92); TA-9-96/G3938 Design Review Standards Historic Districts (6/19/96); TA-7-97/G4054 Citywide Design Review Guidelines (11/5/97); TA-9-97/G4078 Design Review Guidelines (3/18/98); TA-13-98/G4111 Single-Family Design Standards (7/1/98); TA-2-99/G4188 Single-Family Design Review (6/2/99).

Ongoing contractual abatement (demolition, board-up, lot cleaning) of properties where owners do not comply voluntarily to remove blighting properties.

Strategic/Coordinated code enforcement/housing rehabilitation program marketing in Neighborhood Initiative Areas (NIA's) to fix up/improve aging housing.

Substantial Rehab/Reconstruction turned 48 properties into new housing for investment of approximately \$2.3 million (public and private total), of which 33 single-family units have been completed in the NIAs.

Over \$4 million in Community Development Block Grant (CDBG) invested for housing rehabilitation combined with other public and private resources, resulted in an additional \$5 million invested for housing rehabilitation activities.

City-sponsored programs including Owner-Occupied Housing Rehabilitation, Rental Rehabilitation/Renaissance Program, Home Investment Loan Program (HILP), Neighborhood Revitalization Open Application Program, and Public Housing Modernization.

City exceeded its Annual Housing Plan goal of providing rehabilitation assistance to 5,782 low and moderate-income homeowners. Over 2,412 public housing units also received some form of rehabilitation.

Developed Hardship Assistance Program and HILP to assist homeowners of limited means to address property maintenance problems in violation of The Neighborhood Preservation Ordinance (NPO).

Developed and implemented the Home Improvement Loan Program (HILP), a cooperative effort between the city and private lender, to provide below-market interest rate loans for home improvements. The program enhances and facilitates access to lender funds through interest rate buy-downs, and leverages CDBG dollars approximately 4:1. Since 1985, approximately 1,800 homeowners have invested over \$15 million to improve Phoenix neighborhoods.

The Operation Paintbrush, Roof and Landscape Program (OPRL), developed and implemented prior to 1985, provides up to \$500 for painting/landscaping materials, and/or \$1,000 for roof repairs. Since 1985, the OPRL program has helped over 2,400 homeowners improve their homes.

Developed and implemented the Rental Rehabilitation Program and the Rental Renaissance Pilot Program. The Rental Rehabilitation Program provides owners of multi-family rental properties in

the NIAs and Enterprise Communities with a low-interest loan of up to \$250,000 for major repairs. The Rental Renaissance Program also provides properties with financial assistance for operating/staffing expenses.

Federal HOME Entitlement Program began in 1992. HOME Program provides funding for the development of affordable home ownership and rental units.

General Obligation Bond Program - Passed by the voters of Phoenix in 1988, these funds have been utilized for the development of nine complexes totaling 1,076 units. The units are rented at an affordable level to low and moderate-income renters.

Federal Housing Opportunities for Persons with AIDS began in Phoenix in 1994, when the Phoenix metropolitan area became eligible as an entitlement jurisdiction. The city of Phoenix administers the funds, which, as part of the federal legislation, must benefit low and moderate-income persons living with HIV/AIDS within Maricopa and Pinal Counties.

State Housing Fund - the State of Arizona, through its Department of Commerce, Office of Housing and Infrastructure Development, created a State Housing Fund that combines its HOME and Housing Trust Funds. Housing developers and the city have used this source of funding to assist them in developing affordable housing within the city of Phoenix.

Since 1986, the city of Phoenix utilized various resources, primarily federal, to assist in creating over 3,900 affordable housing units to low and moderate-income households. These resources included public housing funding, Section 8 rental subsidies, CDBG funds, HOME funds, HUD Supportive Housing Program funds, General Obligation funds, Housing Opportunities for Persons With AIDS funds, Low Income Housing Tax Credits, Phoenix Industrial Development Authority funds, and Mortgage Revenue Bond/Mortgage Credit Certificate programs.

Federal (HUD) Supportive Housing Program funds have been made available to nonprofit agencies and cities for developing and operating housing facilities/programs that serve homeless individuals and families.

Since 1995, the city has had an Affordable Housing allocation to assist in the rehabilitation of historic

properties for affordable housing. Approximately \$200,000 in bond funds has been granted through this program.

Since 1995, the city has received \$6.5 million to test for and remediate lead paint hazards in privately-owned housing. The Lead Hazard Control Program has made 379 units lead safe and completed another 110 units by the end of FY 1999/2000. The program assists owner occupants who have a child under six years old and are low-income, as well as rental properties that have low-income residents with children under six. Testing and remediation of lead hazards is being integrated into the city's other housing rehabilitation.

Fifteen Planned Community Districts (PCDs) have been developed since 1985.

Scattered site public housing policy.

Consolidated Plan housing dispersion policy.

HOME Acquisition/Rehabilitation Program.

State Low Income Housing Tax Credit program created through the Tax Reform Act of 1986. Provides tax credits to investors for developing lower-income housing.

The Mayor's Ad Hoc Domestic Violence Committee, which included representatives from other cities, Maricopa County, the state, and the private sector, collaborated on the "One Bed One Life" campaign. Funds were used to create new shelter beds at the New Life Shelter in Goodyear, Villa de Fidelis in Glendale, and De Colores expansion in Phoenix.

HUD's annual national competitive grant applications for Continuum of Care funding required the Maricopa County area to create a regional strategy to address priority needs for services, transitional housing, and permanent supportive housing for the homeless population. The city of Phoenix, Maricopa County, and city of Mesa have coordinated this effort since 1996.

Since 1986 the city of Phoenix participated in creating and preserving over 670 units that serve homeless persons. Prior to 1986 very little housing existed that was available specifically to serve the needs of the various homeless populations that had developed in the early 1980's.

The state of Arizona and the Regional Behavioral Health Entity have utilized HUD Shelter and Care and Supportive Housing Program funds to primarily provide over 1,000 housing vouchers for seriously mentally ill homeless persons.

The city of Phoenix has utilized HUD Supportive Housing Program funds to create and implement the Community Network for Accessing Shelter (CONTACS) program, a telephone call center that maintains on-line information about shelter and transitional housing bed availability for homeless people in Maricopa County. Since November 1998, 35 agencies have been connected via the Internet to the call center. These agencies update their bed availability online to a database maintained at the call center. Another 30 agencies update their bed availability via the telephone. When appropriate shelter is found by the data base program at the call center, homeless people are directly connected to the shelter.

Since implementing the Stewart B. Homeless Assistance Act in 1987, the city of Phoenix has used Emergency Shelter Grant funds to provide operating and services funds for emergency and transitional housing programs. Since 1995, a portion of the city's Community Development Block Grant has been set aside specifically for supportive services for the homeless. In addition to funding operating costs at shelters, these two fund sources have provided the following services:

- Case Management
- Counseling
- Community Voice Mail
- Basic Living Skills
- Employment Services
- Disability Benefits Assistance
- CONTACTS Shelter Bed availability

Since 1987, the city of Phoenix, in conjunction with the United Methodist Outreach Ministries, has provided a Winter Overflow Shelter Program. The intent of the program is to provide shelter to homeless people unable to access other shelters during cold and inclement weather in the winter months. In 1995, the city of Phoenix purchased a 28,000 square foot warehouse for use in its Winter Overflow Shelter Program. Emergency Shelter Grant, Community Development Block Grant, and other federal and state funding is used to provide nighttime emergency shelter for up to 400 people each night.

In 1996, the city of Phoenix began using Supportive Housing Program funds for the following array of housing and services for the homeless:

- Stepping Stone Place: Acquisition, rehabilitation, operations, and services for 24 units of permanent supportive housing for homeless people with HIV/AIDS, and 20 units of permanent supportive housing for homeless people recovering from alcohol and/or other drug abuse. (Mercy Housing, Native American Connections, Area Agency on Aging HIV/Care Directions.)
- Scattered Site Housing for Transitional Housing for Families: Purchase and operations for 21 HUD \$1/year homes. (Labor's Community Services Agency and Homeward Bound.)
- 8-Plex Transitional Housing for Families: Purchase and new construction of eight three-bedroom units for larger homeless families. (Labor's Community Services Agency.)
- Transitional Housing for Young Homeless People: Operations and services for 16 units of transitional housing for homeless people between the ages of 18 to 21 years. (HomeBase Youth Services.)
- Outreach and Drop-In Center for Youth: Services for youth under 18 years of age. (Tumbleweed Center for Youth.)
- Osborn House I: Purchase, rehabilitation, services, and operations for supportive services for homeless people with HIV/AIDS.
- Another Chance: Services and housing targeted to alcohol/drug abusing single people in the downtown area. (META, Maricopa County Homeless Health Care Clinic.)
- CONTACS Project: Call center for accessing emergency shelter and transitional housing. (City of Phoenix.)
- Intensive Case Management: Services and housing targeted to chronically homeless families with behavioral health issues. (City of Phoenix Human Services Department.)

In 1997, the city of Phoenix continued to utilize Supportive Housing Program funds for housing and services for the homeless:

- ❑ Thunderbird Village: 20 units of transitional housing, facility operations, and services for homeless women and their children.
- ❑ Louisa's Place: acquisition, rehabilitation, and services for 10 units of permanent supportive housing for homeless families recovering from substance abuse. (Native American Connections.)
- ❑ HUD \$1/year Homes: purchase and rehabilitation of five single-family homes for use as transitional housing for families. (Labor's Community Service Agency.)
- ❑ Services for Stepping Stone Place: Intensive case management for homeless people with HIV/AIDS who are living at Stepping Stone Place. (Area Agency on Aging, HIV CARE Directions.)
- ❑ El Mirage/Surprise Transitional Housing: Services and operating costs for four transitional housing units in northwestern Maricopa County. (Catholic Social Services of Phoenix.)
- ❑ 8-Plex: Purchase of land and new construction for an eight unit (three bedrooms each) transitional housing facility for larger homeless families. (Labor's Community Service Agency.)
- ❑ Supportive Housing Continuum for Youth: Services and housing for 12 additional transitional housing beds for homeless and runaway youth. (Tumbleweed.)

In 1998, the city of Phoenix used Supportive Housing Program funds to implement the following programs:

- ❑ Thunderbird Village Phase II: New construction, services, and operations for 41 apartments for women and children whose homelessness was caused by domestic violence. (Homeward Bound.)

- ❑ Prospect Place: operations and services for 16 new transitional housing units for homeless victims of domestic violence in Glendale. (Villa de Fidelis.)
- ❑ Self-Determination Project: Job training and support services for homeless people with HIV/AIDS. (Phoenix Shanti Group.)

The Fair Housing Unit of the city of Phoenix Equal Opportunity Department (EOD) Compliance and Enforcement Division exists exclusively to enforce and promote local and federal laws prohibiting discrimination in housing. The Fair Housing Unit consists of two fair housing investigators, a supervisor, a programs assistant, and a secretary. Reporting to the Deputy Director of Equal Opportunity, the unit accepts approximately 200 complaints of fair housing per year, and fully investigates approximately 30 per year. EOD is a FHAP agency, which means the local fair housing ordinance is recognized by the Federal Department of Housing and Urban Development (HUD) as substantially equivalent to the federal fair housing law. Fair housing complaints accepted for investigation by EOD are subsequently dual-filed with HUD, and, through a contractual agreement, EOD is compensated for each completed investigation.

The Phoenix Fair Housing Ordinance (Ordinance G3451, Chapter 18, Article III of the Phoenix City Code) was approved by the City Council and signed by the Mayor on July 3, 1991. It was made effective upon the passage of enabling state legislation. The enabling legislation was passed and signed by the Governor on June 8, 1992. It took effect and made the ordinance effective on September 6, 1992.

The ordinance has been amended two times:

- ❑ G3506, passed March 18, 1992, provided for the participation of the City Attorney in cause determinations. It included the emergency clause (i.e., took immediate effect).
- ❑ G4088, passed April 22, 1998, and taking effect May 22, 1998, amended the ordinance to be consistent with state and federal law with respect to housing for older persons.

EOD assumes an active role in disseminating fair housing information to the public through mailing brochures and pamphlets, appearing on television and radio talk shows, writing newspaper articles, and creating public service announcements and training videos.



NEIGHBORHOOD

Adopted design guidelines for parts of some villages for new residential construction, which include requirements or presumptions for open space and associated amenities. Residential rezoning cases also may include stipulations for open space beyond the minimum required by ordinance, as well as recreational or leisure amenities. Design guidelines in area plans encourage development that is supportive of the character of the particular area, while providing design alternatives to achieve the intent of sound design.

Sunnyslope grocery store constructed.

Adopted 11 special planning districts to protect neighborhood character (see conservation, rehabilitation and redevelopment element).

Designated 90 neighborhood fight back areas; 66 completed.

Adopted two neighborhood plans (Garfield, 1992; Nuestro Barrio, 1992).

Formed the Neighborhood Notification Office to continuously inform hundreds of registered neighborhood associations about meetings and plans.

Developed the Graffiti Busters Program to remove graffiti with federal, local, and donated private funds.

Created Graffiti Hotline in 1995.

Adopted Neighborhood Preservation Ordinance in 1995.

Created Neighborhood Traffic Management Program.

Adopted and implemented four freeway mitigation plans.

Created Crime Free Multi-Housing Program.

Created Community Prosecution Program in 1997, and targeted to four neighborhood areas.

Created extensive educational programs to train neighborhood leaders, homeowners, tenants and landlords in neighborhood organization, repair and property maintenance, crime prevention and other neighborhood improvement topics.

Implemented the Area Manager Concept/ Neighborhood Police Stations Program to better incorporate community-based policing principles and increase problem-solving opportunities.

Created Neighborhoods That Work Program to celebrate neighborhood improvement successes.



CONSERVATION, REHABILITATION & REDEVELOPMENT

CONSERVATION

Adopted 11 Special Planning Districts: WILLO (1986), Sahuaro (1986), Coronado (1986), Windsor Square (1987), Encanto Vista (1987), Story (1987), Central Arcadia (1987 but superceded by Camelback/Arcadia), Mountain Park (1987), Roosevelt Neighborhood (1989), Royal Palm (1999), Camelback/Arcadia (1999).

Adopted 24 Historic Preservation Districts, from 1989 until June 2000.

In 1989, Phoenix voters passed a \$15 million bond for historic preservation. HP funding supports the exterior rehab program a competitive grant program that provides up to \$10,000 to be matched equally with owner funds, to conduct exterior historic preservation projects on homes in designated historic districts. The program currently budgets \$200,000 a year for this program. Since the creation of this program in 1990, more than \$1 million dollars in bond funds has been granted, matched by 250 percent private funding.

Designated nearly 100 individual properties as Historic, for a total, including HPDs, of over 5,500 citywide as of June 2000.

Twenty-two residential neighborhoods have been surveyed and designated historic, representing 5,500 properties. There is a designation schedule in place for prioritizing neighborhoods and individual buildings to be considered for designation. Nine city parks, archeological sites and commercial sites have received historic designation. Ninety-eight individually designated residential, commercial, religious, governmental and educational buildings have been listed on the Phoenix Historic Property Register. One of these districts, Roosevelt Historic District, bounds both sides of Deck Park, between Central and 7th Avenues and between McDowell and Fillmore. To the west, F.Q. Story also lies on both sides of the freeway. Villa Verde, Fairview Place, Encanto-Palmcroft, Willo, Alvarado, Coronado, Diamond Street, and Victoria Place are located within a mile of the freeway between 16th Street and the Black Canyon Highway. Any permit-requiring construction activities in these overlay districts that involve the exterior of a building, must pass a design review by the Historic Preservation Office. This process is intended to maintain the historic character of the neighborhood and includes demolition and new construction.

The following Historic Preservation Bond funds have been used to assist homeowners in historic districts with appropriate exterior work:

- FY 1994-95 (and previous) \$145,743.00
- FY 95-96 \$197,345
- FY 96-97 \$155,684
- FY 97-98 \$202,250
- FY 98-99 \$194,682
- FY 99-00 To Date \$74,348

Funding from Historic Preservation Bonds is available for appropriate demonstration projects involving the historic rehabilitation of privately-owned or city-owned buildings, such as the Winship House or the Bishop's House.

Approximately \$1 million in historic preservation bond funds has been leveraged to preserve privately owned building through large scale projects, such as the El Encanto Apartments, LDS Second Ward Church, and Carver School, whose preservation and reuse might not have been possible without this funding support. Approximately \$2.2 million has been provided for the preservation of city-owned historic buildings such as the Orpheum Theatre, the J.W. Walker Building, the Winship House and the Sun Mercantile Building.

REHABILITATION

Developed five programs to assist in upgrading properties: Rental Rehabilitation Program, Rental Renaissance Program, Operation Paintbrush, Roof and Landscape Program, Store Front Improvement Program.

Merged several neighborhood condition ordinances, including new property maintenance code, into Neighborhood Preservation Ordinance (1995).

REDEVELOPMENT

Created seven new redevelopment area plans: Longview (1985), Isaac (1986), 7th Street and Buckeye Road (1989), South Phoenix Village (1989), Eastlake (1990), West Minnezona (1997), Garfield (1999).

Expanded three redevelopment area plans: Downtown (1997), (Target Area B 1998), Isaac (1998).

Created six Neighborhood Initiative Areas: South Phoenix Village (1993), Garfield (1993), New North Town (1993), Isaac (1993), Longview (1993, closed out in 1997), and Roosevelt (1998).



NEW ELEMENT



Adopted and funded Rio Salado Restoration Habitat Program.

Approved Tres Rios Wetlands Treatment Project.

Approved Urban Storm Water Program.

Adopted Sonoran Preserve Master Plan.

Prepared Drainage Policy and Standards Manual.

Adopted Citywide 404 Policy.

Expanded trunk and lateral storm drains to over 350 miles.

Completed the Arizona Canal Diversion Channel with the U.S. Army Corps of Engineers and the Flood Control District of Maricopa County.

Partnered with the Flood Control District of Maricopa County to complete the system of basins, channels and pipes to provide drainage and flood control in northeast Phoenix.

Partnered with the Flood Control District of Maricopa County Parks, Recreation and Library Department to complete the Old Cross Cut Canal Project.

Addressed local drainage problems as resources allowed.



OPEN SPACE

NEW ELEMENT (SEE RECREATION ELEMENT)



RECREATION

The city of Phoenix Parks, Recreation and Library Department (PRLD) has completed an inventory of its facilities to determine where deficiencies exist with respect to compliance with the American with Disabilities Act (ADA). The survey was completed in 1992. As improvements are made to all park facilities, ADA compliance is incorporated into the scope of the project.

Completed construction of new neighborhood parks, new community parks, new district parks, new and community centers. In addition, PRLD has completed projects that have improved existing parks since 1988.

Completed an inventory of all mountain preserve properties and enacted ordinances protecting the mountain preserves from development, thus ensuring their existence as natural open space for public use per Chapter 26 of the Phoenix City Charter. Sonoran Preserve

- Created Desert Preserve Preliminary Plan 1994.
- Approved Master Plan February 17, 1998.
- Submitted Arizona Preserve Initiative to State Land Department August 28, 1998.

- Approved Phoenix Park and Preserve Initiative May 26, 1999 (by Phoenix City Council).
- Approved Phoenix Park and Preserve Initiative September 1999 (by voters).
- Acquired 720 acres of Sonoran Preserve lands.

Completed master plans for:

- West Valley Corridor
- Rio Salado
- Tres Rios
- South Mountain Park
- Papago Park
- Reach 11- on-going
- Sonoran Preserve
- Trails Plan for Mountain Preserves, Desert View and Deer Valley Villages
- Phoenix Indian School Park
- Cesar Chavez Park
- Paradise Valley Park
- Recreation Center Inventory
- Pecos Park
- Paseo Highlands

Acquired management rights to Reach 11, Cave Buttes and Paradise Valley Park.

The city of Phoenix has developed an infrastructure financing fee program for designated development areas where private developers participate in the funding for provision of public infrastructure including parks.

Developed infrastructure financing plans for Desert View Village, Ahwatukee, North Gateway, North Deer Valley, Laveen and Estrella to fund new parks.

PRLD works with communication service providers to exchange sites for communication equipment and antennae for providing necessary park elements for use by staff and the public. Adjustments are made to lease agreements depending on the value of the improvement provided.

Utilized land clearance or redevelopment opportunities to acquire open space in developed areas.

Developed infill parks

- Kachina Park
- Ladmo Park
- Westwood Park
- Steele Park
- Lewis Park

Provide afterschool recreation programs

- PAL Center
- Thunderbird Teen Center
- Inter-governmental agreements with: Phoenix Union High School District and Paradise Valley Unified District, Washington Elementary School District.

Developed a matrix that shows the criteria for locating neighborhood, community and district parks and uses the elements that go into each park type as a basis for site selection. Criteria include: park service radius, desirable parcel size, configuration of property, adjacent land uses, streets, utilities, washes, trail systems, school, desert preserves, mountain preserves, flood control facilities, free from environmental hazards, existence of natural features, soils, and slope.

Promoted open space within the Governmental Mal

- Pioneer Cemetery
- University Park
- Smurthwaite House

Encourage open space and recreation-oriented development of the Rio Salado Development area through:

- Feasibility study authorized by Congress, 1994
- Conducted reconnaissance study, 1995
- U.S. Army Corps of Engineers conducted feasibility study, 1996-97
- Public meeting for feasibility study and environmental impact statement, 1/8/98
- Project engineering and design phase, 1998-2000

- Plant propagation contract for Phase I trees, delivered 7/1/01

- Water Resources Development Act signed by President Clinton, 8/17/99 Low Flow Channel rough grading Notice to Proceed, 8/99

Preserved and protected natural open spaces through Ordinance S-26140 designating permanent boundaries for the mountain preserves. Passed by City Council May 1999.

Adopted policies to prohibit new roadways through mountain preserve areas, except as provided for in the proposed Charter Amendment.

Connected significant public open spaces, utility corridors, canals, freeways, and recreation areas already owned or proposed by city, county, state, and federal agencies.

Preserved wildlife corridors and significant desert ecology along drainage ways by encouraging drainage systems that preserve the natural desert wash characteristics such as low velocity, sedimentation, dispersed flows.

Provided connected open space, preserved wildlife corridors and passive recreational opportunities such as bird watching, nature study, picnicking, interpretation, and education through:

- Desert Preserve Preliminary Plan, 1994
- Cave Creek Wash Boundary Study
- Updated Parks, Opens Space and Recreation Elements of the General Plan 1999
- Sonoran Preserve Master Plan, February, 1998
- The Effects of Mountain Preserves on Residential Property, 1999
- North Phoenix Wildlife Inventory, 1999
- Completed the South Mountain Environmental Education Center, May 1998

Developed new urban parks:

- ❑ Cesar Chavez Plaza located adjacent to Phoenix City Hall
- ❑ Cancer Survivors' Park

Created Trails Coordinator position.

Digitized citywide trails plan as contained in city's General Plan.

Secured Desert View and Deer Valley recreational trails plans.

Inventoried and mapped existing trails in Desert View Tri-village.

Constructed six trailhead facilities.

Reconstructed Squaw Peak Summit Trail.

Compiled Trail Management Practices and Procedures.

Cooperated with Streets Transportation Department, ADOT, Arizona Corps of Engineers, and Flood Control District of Maricopa County, to plan trails and multi-use paths in Rio Salado, Tres Rios, West Valley Recreation Corridor, Squaw Peak Parkway, Loop 101, and Old Crosscut Canal Park.

Preserved a trail easement up the east side of Camelback Mountain-Cholla Trail.

Promoted the availability of Salt River Project canal banks for trail usage by participating in the:

- ❑ Metro Canal Study with the Metropolitan Canal Alliance and Arizona State University, 1990.
- ❑ Completing the Sunnyslope Canal Demonstration project between Dunlap and Northern Avenues, including an Art Project. This project is part of several trail systems including the State's Sun Circle Trail and Maricopa County's Arizona Canal Diversion Channel (ACDC) trail.

Additional canal project sites have been identified throughout the city.

- ❑ Arcadia Falls
- ❑ North of Baseline
- ❑ Indian School Park at Central Ave

Private developers have completed four projects along canal banks that will be maintained by private contractors

Adopted canal design guidelines that protect and promote the physical and visual accessibility and attractiveness of canal banks for users and adjacent properties, and that promote pedestrian safety.

Adopted guidelines defining appropriate types of development, siting and design of land uses adjacent to canals.

Provided technical assistance to those developing adjacent to canals.



WATER

Updated the city's 50-year Water Resources Plan in 1987, 1990, 1995 and 2000.

Pursued an aggressive campaign of water supply acquisitions to meet the growing demand for water. These supplies include: implementation of several reclaimed water projects, contracts for additional Central Arizona Project allocations, participation with Indian Water Rights Settlements and associated water contracts.

Significantly reduced the city's use of groundwater to safe-yield levels required by Arizona's Groundwater Management Act.

Acquired 14,000 acres of land in McMullen Valley 80 miles west of Phoenix for associated groundwater rights. This project, when implemented, will supply an additional 38,000 acre-feet of water.

Implemented a three-way reclaimed water exchange with the Roosevelt Irrigation District and the Salt River Project. This project provides Phoenix with an additional 20,000 acre-feet of water annually.

Participated in the buyout of the Hohokam Irrigation District's Central Arizona Project Allocation, providing an additional 29,000 acre-feet of CAP water to the city.

Participated in "Plan 6," the modification of Roosevelt Dam, completed in 1996. This project will provide the city with an additional 32,000 acre-feet of supply in the future.

Participated in the Fort McDowell Indian Community Water Rights Settlement, providing an additional 4,300 acre-feet of additional CAP water to the city.

Developed a Drought Management Plan and ordinance in 1990.

Constructed the Cave Creek Water Reclamation Plant and reclaimed water distribution system to provide reclaimed water for irrigating golf courses and other large turf areas.

Secured a designation of 100-year assured water supply from the Arizona Department of Water Resources.



FIRE STATIONS

Replacement Fire Stations and District Offices

Fire Station 1 and Central Fire District Office (323 North 4th Avenue), 1991.

Fire Station 3 (15th Avenue And Pierce), 1991.

Fire Station 5 (1840 East Cambridge), 1986.

Fire Station 8 (1025 East Polk), 1987.

Fire Station 10 (2731 North 24th Drive), 1987.

Fire Station 12 and East Fire District Office (4243 North 32nd Street), 1999.

Fire Station 18 (23rd Avenue And Camelback), 1991.

Fire Station 22 South District Headquarters.

Fire Station 25 and West Fire District Office (4010 North 63rd Avenue), 1995.

Fire Station 30 (7717 North 27th Avenue).

Fire Station 38 (5002 East Warner-Elliott Loop), 1992.

Fire Station 39 (2276 West Southern Avenue), 1992.

New Fire Stations and Administrative Facilities

Fire Station 36 (21602 North 9th Avenue), 1987.

Fire Station 41 and North Training Facility (2501 West Morningside Drive), 1986.

Fire Station 44 (7117 West McDowell Road), 1998.

Fire Station 45 (2545 East Beardsley Road), 1992.

Fire Station 46 (15402 South Marketplace Way), 1992.

Fire Station 48 (5230 West Happy Valley Road), 1995.

Fire Station 49 (3750 East Dynamite Boulevard), 1996.

Fire Administration and Dispatch Offices (150 South 12th Street), 1997.

Major Remodeling Projects

Fire Station 14 (1330 North 32nd Avenue).

Fire Station 26 (3301 West Rose Lane).

Fire Station 27 (12449 North 32nd Street).

Fire Station 28 (7409 South 16th Street).

Fire Station 33 (2409 West Cactus Road).

Fire Station 34 (50 North 51st Avenue).

Fire Station 41 (2501 West Morningside Drive).

Training Academy Additions.

Renovations for Fire Station 31 (5730 East Thunderbird Road).

Land Acquisitions

Land for Fire Station 32 (40th Street and Baseline Road).

Land for Fire Station 43 (40th Street and Chandler Boulevard).

Land for Fire Station 52 (Tatum Boulevard and Deer Valley Road).

Capital Facilities Projects In Progress As Of July 1999

Replacement Fire Station 19 (Sky Harbor Airport)

GOVERNMENTAL ADMINISTRATIVE AND MAINTENANCE FACILITIES

Okemah Service Maintenance Center (1988) - located at 40th Street and the Maricopa Freeway to serve the east and central portions of the city.

Jefferson Street Garage (1992) - garage built around replicated Historic Central Produce Building.

City Hall 305 Garage (1994) - garage accommodating Phoenix city government functions for new 20-story city hall building and public plaza.

Central Station Transit Terminal (1997) - Downtown Transit Terminal serving local bus routes.

Adams Street Garage (1999) - garage to accommodate city employees.

Phoenix Municipal Court (1999) - nine-story facility to consolidate the city's criminal justice functions.

Civic Plaza East Garage (2000) - seven-level garage featuring street-level retail.

LIBRARIES

Constructed the Burton Barr Central Library and the Juniper, Ironwood, and Desert Sage branch libraries. renovated the Yucca Branch Library.

POLICE

Driving Track/8645 West Broadway, 1,400 square feet (1986).

Maryvale Precinct and Range/6180 West Encanto, 12,644 square feet (1989).

Desert Horizon Precinct and Range/16030 North 56th Street, 12,644 square feet (1989).

South Resource Bureau/3443 South Central Avenue, 25,000 square feet (1990).

South Mountain Precinct and Range/400 West Southern, 12,644 square feet (1990).

Central City Precinct and Range/1902 South 16th Street, 12,644 square feet (1991).

Property Communications Warehouse/100 East Elwood, 95,517 square feet (1993).

Squaw Peak Precinct Space Renovation (1998).

Cactus Park Precinct Space Renovation (1999).

Northern Command Station Electric and Mechanical Renovation (2000).

Tactical Operation at Deer Valley Airport Space and Mechanical Renovation (2000).

Police Training Academy/10001 South 7th Avenue, Renovation and New Administration Building and New Classroom Building (2000).

SCHOOLS

Established a Youth and Education Programs Office to coordinate with all educational entities and sponsor programs.

SOCIAL SERVICES

Constructed the Sunnyslope Family Services Center, (1992) at 914 West Hatcher Street.

Constructed the West Phoenix Human Services Center, (1993) at 3454 North 51st Avenue.

Completed the new Travis L. Williams Family Service Center in 1999, adjacent to the demolished existing facility located at 4732 South Central Avenue.

The new Travis L. Williams Family Service Center contains a 4,000 square foot Head Start Facility,

complete with a classroom, playground, and administrative offices.

The number of citywide Head Start Facilities has increase from 12 to 32.

The Human Services Department continues to fund six geographically dispersed one-stop employment and training centers, three of which are operated by the city.

Two youth employment centers have recently been established, using federal funding available through the Work Force Investment Act.

Three new senior centers opened within multi-generational facilities constructed in the Paradise Valley, west Phoenix, and northwest Phoenix areas.

Nine of the city's 17 senior centers were expanded in size.

The Shadow Mountain Senior Center opened during November of 1995 to provide services in the northeast area of Phoenix.

SEMI-PUBLIC BUILDINGS

Herberger Theater Center (1989) - Performing Art Venue with 1127 seats, main theater and flexible stage.

America West Arena (1992) - home to Phoenix Suns, Phoenix Mercury, Arizona Rattlers, and Phoenix Coyotes.

Civic Plaza refurbishing (1995) - interior and exterior renovation of exhibit halls, meeting rooms, ballrooms and lobbies.

Phoenix Art Museum (1996) - remodeling of the old Central Library Building for the museum.

Phoenix Museum of History (1996) - museum featuring interactive exhibits that explore phoenix's past.

Phoenix Theater (1996) - renovation and expansion of Phoenix Theater and Rehearsal Hall.

Arizona Science Center (1997) - Science Museum featuring exhibit space, planetarium, and I-Werks Theatre.

Great Arizona Puppet Theater (1997) - historic preservation and renovation of a church for the use of a theater.

Orpheum Theatre (1997) - renovation of a 1929 Spanish revival theatre.

Bank One Ball Park (1998) - natural grass stadium home to the Arizona Diamondbacks.

Herberger Theater Renovation (1998) - improvements to handicapped accessibility, and new lighting equipment.



Since 1985, expanded the capacity of each of the city's five water treatment plants and upgraded treatment processes to meet new water quality standards of the safe drinking water act.

Updated the city's long -range water system master plan in 1998, which outlines the major facilities (pipelines, pump station, treatment plant upgrades, etc.) that will be needed to meet future water demands within the city over the next 50 years.

Begin design of the Lake Pleasant Water Plant, scheduled to be operational by 2006-2007.

Constructed the Union Hills Water Treatment Plant (160 mgd capacity) to treat Central Arizona Project water. The plant began operation in 1986.

Renovated the city's four older water treatment plants and expanded the capacity of each of the plants. Also constructed solids handling facilities to eliminate the discharge of residual solids into canals.

Constructed new state-of-the-art laboratory facilities for water testing and water quality standards activities.

Implemented automated computerized control systems for the water treatment and distribution systems.

WASTEWATER

Since 1985, several capacity expansions and treatment process upgrades have been made to the 91st Avenue Wastewater Treatment Plant, to keep pace with growth in Phoenix and the other SROG member cities.

In 1998 and 1999, the Water Services Department completed a series of Wastewater Facility Master Plans covering the Downtown Redevelopment Area and the city's primary growth corridors.

Constructed treatment upgrades and expansion of the 23rd Avenue Water Reclamation Plant to enable implementing a reclaimed water exchange with the Roosevelt Irrigation District and the Salt River Project.

Developed reclaimed water system master plans for delivering reclaimed water for irrigation use at large turf areas, such as golf courses parks and schools. Passed an ordinance requiring reclaimed water use on turf areas larger than five acres in certain areas of the city.

Constructed the first phase of the Cave Creek Water Reclamation Plant and a Reclaimed Water Distribution System to deliver water to turf areas.

Conducted feasibility studies for the Aqua Fria Recharge Project for reclaimed water from the multi-cities 91st Avenue Wastewater Treatment Plant.

PUBLIC WORKS

The city was awarded the contract for contained solid waste and recycling collection service for Bid Area 3, which consists of 58,805 dwelling units bounded by Indian School Road on the south, Cactus Road on the north, Central Avenue on the east and the city limits to the west. The Public Works Department was low bidder with a bid of \$4.46 per living unit per month, which was \$1 to \$2 lower than the other two bidders. This is the first collection services bid process to include a qualitative bid evaluation factor. Evaluation of this bid was based 80 percent on cost and 20 percent on performance, with performance based on the results of a customer satisfaction survey conducted by a professional survey consultant.

At the City Council's direction, staff developed a set of objective collection standards to ensure service delivery standards are being met. All future service

providers will be measured on these standards, which include spills cleanups, timely service delivery, handling recyclables, and reducing customer complaints.

Solid Waste Field Services was awarded a grant, co-written by the city of Phoenix and Phoenix Clean And Beautiful, for signs on solid waste collection vehicles. Sign images promote messages about bulk trash, recycling, and BOPA (battery, oil, paint and antifreeze) in both English and Spanish. Both city vehicles and contractor vehicles are equipped with signs.

Initiated a request for proposals to solicit services to grind, screen and market the green waste that is currently being delivered to the 27th Avenue Solid Waste Transfer Station. The City Council approved a recommendation to begin this operation at the 27th Avenue site. Green waste currently collected at the Skunk Creek Landfill will also be processed to be utilized for alternate daily cover.

Completed implementation of recycling citywide, which will save an anticipated 10 percent of landfill space yearly.

Initiated the multi-year effort of siting a new landfill and a new north transfer station and north recycling materials recovery facility.

Implemented actions recommended by an efficiency study completed in 1999, including reductions in overdue preventive maintenance on landfill equipment, using an alternative daily cover to reduce the amount of landfill cover being used, extending landfill space, and reducing the amount of time spent collecting and delivering trash to the landfill through routing improvements.

STREET MAINTENANCE

Seal coated over 4,200 miles of streets since 1983.

Initiated the use of micro seal and rubber asphalt overlay to replace chip seal.

Developed asphalt rubber using ground rubber from discarded tires.

Paved approximately 70 miles of dirt streets.



FIRE

Increased number of plan review and field inspection staff for increased quality checks.

Adopted Uniform Fire and Building codes to conform to National Standard and the codes used by other Arizona communities.

Provided continuing education for Fire Prevention Specialists including a cross training program for all FPSs.

Provided Fire Prevention Specialists to review all site plans for adequate access.

Employed FPS to ensure all new construction meets minimum code before issuing certificate of occupancy.

Upgraded Fire Department access key system to Knox products.

Explore the use of Opti-Com Systems for access to gated communities.

Employed FPS to maintain fire lances, disabled parking and access gates at existing properties.

Continue to work with traffic engineering to lessen the impact of "traffic calming" methods.

Developed requirements for desert wash areas adjacent to residential neighborhoods that preserve the natural desert, remove non-native species and provide fire apparatus access for fighting wildland fires.

Passed high-rise Retrofit Ordinance with all work to be completed by 12/31/94 with actual completion in 1998 after conclusion of one lawsuit.

Provide free plan review and inspections of single-family residential sprinkler systems not otherwise required by code.

Coordinated Valley Wide Hazardous Materials Advisory Committee with industry representatives from Chandler, Mesa, Tempe, Peoria, Phoenix, Glendale, Scottsdale and Tolleson.

Developed Hazardous Materials Inventory Statements and model Hazardous Materials Management Plans that are distributed by Development Services Department to ensure proper classification of occupancies and safeguarding of processes and storage.

Provide on-going training in hazardous material issues for inspection staff.

Created "Car 599" position to respond to hazardous materials incidents and provide consultation services to businesses on how to properly dispose of hazardous materials and get back to business safely.

Reviewed the use of satellite offices to put Fire Prevention services closer to the customer. Work toward staffing a fire Prevention Office in each fire district.

Increased number of AFP inspectors to meet demand.

Explored creating a hazardous materials "consulting" service similar to the annual facilities plant program.

HAZARDOUS MATERIALS

Established centralized hazardous materials training for Phoenix, Glendale and Tempe fire departments that meets or exceeds Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA).

All equipment is standard including instrumentation equipment and hazardous materials support vehicles.

Twenty-five to 30 specialty-trained hazardous materials technicians are on-duty every day among the three cities. Minimum staffing for each hazardous materials unit is three hazardous materials technicians. Phoenix has five units; thus 15 hazardous materials technicians are on duty each day. Phoenix has an additional 20 hazardous materials technicians for back-up and to cover normal leave experiences.

Phoenix Fire Department is a member of the Maricopa County Local Emergency Planning Committee (LEPC) and the State Emergency Response Committee (SERC). Members of these committees coordinate operational issues, training hazardous materials incidents, training requirements and other

hazardous materials matters of concern to the state of Arizona, Maricopa County, and the city of Phoenix.

Relationships are in place with all major companies that handle and transport hazardous materials. The private sector companies also are used as topic experts on hazardous materials incidents.

A \$350,000 federal grant was received for the Basic On-Line Disaster Emergency Response (BOLDER) Project, a project to establish Hazardous Materials Advisory Committee (HMAC).

A Hazardous Materials Advisory Committee (HMAC) is established with a membership of 100 local businesses (of all sizes) which manufacture, process, or handle hazardous materials. The HMAC directs policies related to training, best practices on site, mitigation, and provides expertise in a variety of special areas related to hazardous materials.

The Phoenix Fire Department works with all environmental groups, including Don't Waste Arizona and Sierra Club.

During the past 10 years, on average, 500 hazardous materials incidents are managed each year.

AVIATION DEPARTMENT

Established and tested an Emergency Operations Center in the Airport Communications Center.

Developed and implemented an Incident Management System.

Updated Policy and Procedures Manual and implemented new policies/procedures as needed.

A third runway is being constructed with completion due in year 2000.

POLICE DEPARTMENT

Parks Detail Program (1985) - Twelve sworn positions were transferred to a program dedicated to provide dedicated police services at all of our city's parks. These officers have the responsibility to patrol all city parks to ensure safety and order during major gatherings and other planned activities.

Demand Reduction Program (1985) - A police program targeting that portion of the population

which seeks to purchase drugs for illegal purposes. The use of these drugs in the neighborhoods where they were purchased causes crime to skyrocket and the neighborhoods to deteriorate in both morale and value.

Juvenile Curfew Program (1992) - The Police Department and Parks, Recreation and Library Departments partnered to establish the Juvenile Curfew Program, which prevents juveniles from committing crimes through the enforcement of the city's curfew ordinance.

Victim's Assistance Program (1992) - A Victim's Assistance Program was initiated in the Homicide Detail to provide victim assistance, and act as a department liaison between victims or family members and the detectives assigned to the case.

Community Action Bicycle Officers (1992) - Two squads of bicycle-equipped police officers were deployed around the city in pre-identified hotspot areas, in order to increase police accessibility to the people living within the area as well as reduce crime through police saturation of those areas. These officers assisted troubled areas in becoming self-sufficient in their own crime-fighting strategies.

Crime Free Multi-Housing Program (1993) - This program organizes community volunteers to conduct surveillance in their neighborhoods, in a highly visible manner, equipped with a cellular phone, to assist the Police Department by immediately reporting any suspicious or criminal activity.

Block Watch Observer Program (1993) - This program organizes community volunteers to conduct surveillance in their neighborhoods, in a highly visible manner, equipped with a cellular phone, to assist the Police Department by immediately reporting any suspicious or criminal activity.

Downtown Bike Patrol (1993) - An additional downtown bike patrol squad was added to the daytime downtown squad to enhance service levels during a wider range of hours per day and to increase the accessibility of officers to the public they serve.

Neighborhood Police Officer Program (1994) - The Department reorganized its patrol manpower to create neighborhood police officers with bike patrols and proactive enforcement of community-identified criminal activity. These officers were assigned to

specific neighborhoods to interact with people in troubled areas and act as their personal point of contact with the Police Department and its crime-fighting resources.

Community Action Officer Program (1994) - This program provided centralized points of contact with precinct officers who were experts in problem solving, in order to address many types of problem-resolution strategies that involve multi-departmental response.

CEASE Violence Program (1994) - This program was developed to address serious increases in youth gang violence. Thirty-two Phoenix schools now participate in Wake-Up programs designed to assist children in making better choices and provide alternatives to violence and gangs.

School Resource Officer Program (1995) - Twenty-seven officers were added to this existing program to enhance police presence and act as a resource to schools in the development of the children attending.

Drug Abuse Resistance and Education (DARE) Program (1995) - Three additional officers were added to the program that provided drug awareness training to grade school children in an effort to better educate them on the subject of drug abuse.

Quick Response Team (1996) - This program established a unit of officers deployed around the city, whose mission is to provide neighborhood stabilization and quick response to police incidents requiring swift use of resources.

Spanish Immersion Program (1996) - This is a program designed to facilitate communication between police department employees and the growing Hispanic population.

Bias Crime Squad Program (1997) - The creation of this unit specifically addressed the need to specialize the investigation of crimes involving focus on groups of people (religious, gender-based, ethnically-based, etc.)

Mounted Horse Patrol Program (1997) - This unit was created from within the downtown patrol group in order to provide specialized service during special events, and for use in searches and rescues.

Downtown Special Events Squad Program (1997) - This group of officers and civilians was established to provide specialized service during special events and other large gatherings.

Aggressive Driving Program (1997) - An educational program designed to target aggressive drivers who violate traffic laws and pose a hazard to motoring public.

Childhelp USA Program (1997) - This program is a methodical and multi-agency relocation of resources to a single location, designed to assist in specialized investigation of crimes against children.

Burglary Reduction Program (1998) - This program is an organized effort to facilitate communication among officers, detectives, and supervisors responsible for the reduction of thefts and burglaries throughout the city. The program has definite preset goals designed to focus the department's resources towards reducing the frequency of these types of crimes.