

City of Phoenix

*Meeting Location:
City Council Chambers
200 W. Jefferson St.
Phoenix, Arizona 85003*



City of Phoenix

Agenda

Tuesday, February 24, 2026

2:30 PM

phoenix.gov

City Council Policy Session

If viewing this packet electronically in PDF, open and use bookmarks to navigate easily from one item to another.

OPTIONS TO ACCESS THIS MEETING

Virtual Request to speak at a meeting:

- Register online by visiting the City Council Meetings page on phoenix.gov at least 2 hours prior to the start of this meeting. Then, click on this link at the time of the meeting and join the Webex to speak:

<https://phoenixcitycouncil.webex.com/phoenixcitycouncil/j.php?MTID=ma02fabe7cbd43e2a24dc94c778647feb>

- Register via telephone at 602-262-6001 at least 2 hours prior to the start of this meeting, noting the item number. Then, use the Call-in phone number and Meeting ID listed below at the time of the meeting to call-in and speak.

In-Person Requests to speak at a meeting:

- Register in person at a kiosk located at the City Council Chambers, 200 W. Jefferson St., Phoenix, Arizona, 85003. Arrive 1 hour prior to the start of this meeting. Depending on seating availability, residents will attend and speak from the Upper Chambers, Lower Chambers or City Hall location.

- Individuals should arrive early, 1 hour prior to the start of the meeting to submit an in-person request to speak before the item is called. After the item is called, requests to speak for that item will not be accepted.

At the time of the meeting:

- Watch the meeting live streamed on phoenix.gov or Phoenix Channel 11 on Cox Cable, or using the Webex link provided above.

- Call-in to listen to the meeting. Dial 602-666-0783 and Enter Meeting ID 2552 843 7191# (for English) or 2555 894 1365# (for Spanish). Press # again when prompted for attendee ID.

- Watch the meeting in-person from the Upper Chambers, Lower Chambers or City Hall depending on seating availability.

- Members of the public may attend this meeting in person. Physical access to the meeting location will be available starting 1 hour prior to the meeting.

Para nuestros residentes de habla hispana:

- Para registrarse para hablar en español, llame al 602-262-6001 al menos 2 horas antes del inicio de esta reunión e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2555 894 1365#. El intérprete le indicará cuando sea su turno de hablar.

- Para solamente escuchar la reunión en español, llame a este mismo número el día de la reunión (602-666-0783; ingrese el número de identificación de la reunión 2555 894 1365#). Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.

- Para asistir a la reunión en persona, vaya a las Cámaras del Concejo Municipal de Phoenix ubicadas en 200 W. Jefferson Street, Phoenix, AZ 85003. Llegue 1 hora antes del comienzo de la reunión. Si desea hablar, regístrese electrónicamente en uno de los quioscos, antes de que comience el tema. Una vez que se comience a discutir el tema, no se aceptarán nuevas solicitudes para hablar. Dependiendo de cuantos asientos haya disponibles, usted podría ser sentado en la parte superior de las cámaras, en el piso de abajo de las cámaras, o en el edificio municipal.

- Miembros del público pueden asistir a esta reunión en persona. El acceso físico al lugar de la reunión estará disponible comenzando una hora antes de la reunión.

CALL TO ORDER

COUNCIL INFORMATION AND FOLLOW-UP REQUESTS

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

CONSENT ACTION

This item is scheduled to allow the City Council to act on the Mayor's recommendation on the Consent Agenda. There is no Consent Agenda for this meeting.

CALL FOR AN EXECUTIVE SESSION

A vote may be held to call an Executive Session for a future date.

REPORTS AND BUDGET UPDATES BY THE CITY MANAGER

This item is scheduled to allow the City Manager to provide brief informational reports on topics of interest to the City Council. The City Council may discuss these reports but no action will be taken.

INFORMATION AND DISCUSSION (ITEM 1)

1 General Fund 2026-27 Preliminary Budget Status and Multi-Year Forecast - Citywide

Page 10

This report transmits the preliminary status for the General Fund (GF) Fiscal Year (FY) 2026-27 budget and a multi-year GF forecast through FY 2028-29 (**Attachment A**). The multi-year forecast is being presented to the Mayor and City Council as an essential tool in long-term budget discussions and decision making.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Responsible Department

This item is submitted by City Manager Ed Zuercher, Deputy City Manager Amber Williamson and the Budget and Research Department.

Attachments

[Attachment A - Multi-Year Forecast and Status Research Report 26-29.pdf](#)

DISCUSSION AND POSSIBLE ACTION (ITEM 2)**2 City of Phoenix 2026 Heat Response Plan - Citywide**

Page 35

This report presents to City Council a review of the 2025 heat season and proposed updates to the City of Phoenix Heat Response Plan for 2026. The Heat Response Plan outlines the programs and services designed to protect residents and visitors from heat-related illness, death, and other severe health consequences resulting from both indoor and outdoor heat exposure. Staff are seeking approval of the 2026 Heat Response Plan and requesting authorization to proceed with six related items:

1. Authorization to lease real property located at 20 W. Jackson Street from Sunrise Equities, LLC.
2. Authorization to enter into contract with UMOM New Day Centers for Family Heat Respite Operator and Supportive Services.
3. Authorization to enter into contract with Community Bridges, Inc. and Justa Center for Heat Related Respite Operator and Supportive Services.
4. Authorization to enter into contract with AllThrive365 to serve as the distribution partner for the Community Heat Relief Supply Program.
5. Authorization to enter into contract with Wist Office Products Company to provide Heat Relief Supplies.
6. Authorization to enter into contract with Ninja Tropic to provide Heat Relief Online Training Curriculum Services.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.**Responsible Department**

This item is submitted by Assistant City Manager Lori Bays, Deputy City Manager Gina Montes, the Phoenix Fire and Library departments, and the Offices of Emergency Management, Heat Response and Mitigation, Homeless Solutions and Public Health.

Attachments

[Attachment A DRAFT 2026Heat Response Plan](#)

ORDINANCES, RESOLUTIONS, AND FORMAL ACTION (ITEMS 3-8)

Roll Call and City Clerk Reads 24-Hour Paragraph

- 3 **Authorization to Lease Real Property Located at 20 West Jackson Street from Sunrise Equities, LLC. (Ordinance S-52627) - District 7** Page 62

Request to authorize the City Manager, or his designee, to enter into a lease with Sunrise Equities, LLC., for use of improved property located at 20 West Jackson Street to provide a heat respite site for the Office of Homeless Solutions. Further request authorization for the City Controller to disburse all funds related to this item.

Request the City Council to grant an exception Pursuant to Phoenix City Code § 42-20 to authorize inclusion in the documents pertaining to this transaction of indemnification and assumption of liability provisions that otherwise would be prohibited by Phoenix City Code § 42-18, which is a necessary condition of the lease.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes, the Office of Homeless Solutions and the Finance Department.

- 4 **Authorization to Enter into Contract with UMOM New Day Centers, Inc. for Heat Related Respite Operator and Supportive Services (Ordinance S-52628) - District 8 and Citywide** Page 64

Request to authorize the City Manager, or his designee, to enter into contract with United Methodist Outreach Ministries (UMOM) New Day Centers, Inc. to provide heat respite, connections to resources, and services for families with minor children experiencing homelessness. The total value of the contract will not exceed \$300,000. Further request to authorize the City Controller to disburse all funds related to this item.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Homeless Solutions.

5 **Authorization to Amend Emergency Shelter/Heat Related Respite Operator and Supportive Services Qualified Vendor List and Increase Authority, and to Enter into Contracts with Community Bridges, Inc. and Justa Center for Heat Related Respite Operator and Supportive Services (Ordinance S-52629) - Districts 1, 7 & Citywide**

Page 66

Request authorization for the City Manager, or his designee, to amend authorization for the Emergency Shelter/Heat Related Respite Operator and Supportive Services Qualified Vendor List (QVL) to increase funding in an amount not to exceed \$3,230,000, for a new not to exceed aggregate amount of \$66,856,295, and to allow use of any available Office of Homeless Solutions' (OHS) funding source to fund QVL contracts up to the not-to-exceed amount. Further request authorization for the City Controller to disburse funds for the life of the QVL.

Further request authorization to enter into contract with Community Bridges, Inc. (CBI) to operate heat relief and cooling centers and to connect people experiencing homelessness to services. The total contract value will not exceed \$2.6 million. Additionally, CBI is a vendor on the Emergency Shelter/Heat Related Respite Operator and Supportive Services QVL and Pursuant to City Council Ordinance S-50419, Section 2, staff is seeking Council approval.

Further request authorization to enter into contract with Justa Center to operate a heat relief and cooling center and connect people experiencing homelessness to services. The total contract value will not exceed \$130,000. Additionally, Justa Center is a vendor on the Emergency Shelter/Heat Related Respite Operator and Supportive Services QVL and Pursuant to City Council Ordinance S-50419, Section 2, staff is seeking Council approval.

Further request authorization for the City Controller to disburse all funds related to this item for the life of the contracts above. Funding is available in the Human Services budget.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Homeless Solutions.

- 6 **Heat Relief Supply Distribution Management - RFP** Page 69
GG-26-0100 - Request for Award (Ordinance S-52630) - Citywide

Request to authorize the City Manager, or his designee, to enter into a contract with FSL Programs dba AllThrive365 PRO to provide Heat Relief Supply Distribution Management for the Office of Heat Response and Mitigation. Further request to authorize the City Controller to disburse all funds related to this item. The total value of the contract will not exceed \$300,000.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.**Responsible Department**

This item is submitted by Deputy City Manager Gina Montes and the Office of Heat Response and Mitigation.

- 7 **Heat Relief Supplies Contract - IFB-26-0046 - Request** Page 71
for Award (Ordinance S-52631) - Citywide

Request to authorize the City Manager, or his designee, to enter into contract with Wist Business Supplies & Equipment Co. dba Wist Office Products Company to provide heat relief supplies for the Office of Heat Response and Mitigation. Further request to authorize the City Controller to disburse all funds related to this item. The total value of the contract will not exceed \$2.6 million.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.**Responsible Department**

This item is submitted by Deputy City Manager Gina Montes and the Office of Heat Response and Mitigation.

8 **Heat Relief Online Training Curriculum Contract -
RFQ-26-0144 Request for Award (Ordinance S-52632) -
Citywide**

Page 73

Request to authorize the City Manager, or his designee, to enter into a contract with Pyro eLearning Solutions, LLC dba Ninja Tropic to provide heat relief online training curriculum for the Office of Heat Response and Mitigation. Further request to authorize the City Controller to disburse all funds related to this item. The total value of the contract will not exceed \$92,000.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Heat Response and Mitigation.

ADJOURN



General Fund 2026-27 Preliminary Budget Status and Multi-Year Forecast - Citywide

This report transmits the preliminary status for the General Fund (GF) Fiscal Year (FY) 2026-27 budget and a multi-year GF forecast through FY 2028-29 (**Attachment A**). The multi-year forecast is being presented to the Mayor and City Council as an essential tool in long-term budget discussions and decision making.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

The GF budget outlook for FY 2026-27 reflects a projected surplus and includes resources that can be used for ongoing and one-time purposes. After taking into account required resources for operational and financial continuity of \$93 million further described in this report, the remaining surplus is \$62 million and includes \$36 million in ongoing resources and \$26 million in one-time resources. This positive budget outlook reflects the City Council's leadership last year to adopt the budget balancing strategies recommended by staff to resolve projected deficits including increasing the Transaction Privilege Tax (TPT) and Use Tax rate from 2.3% to 2.8% to offset the negative impacts of State action to eliminate residential rental sales tax and implementation of the flat income tax.

While the outlook for FY 2026-27 is positive, continuing uncertainty remains over the State's resolution to income tax conformity with the One Big Beautiful Bill. Decisions on conformity will impact the City's state-shared income tax revenues beginning in FY 2027-28. Due to this uncertainty, staff has prepared two versions of the multi-year forecast for comparison purposes (**Attachments B and C**). **Attachment B** reflects the baseline forecast, which does not reflect any tax conformity reductions. **Attachment C** assumes full tax conformity, which reduces state-shared income tax revenues by \$21.5 million in FY 2027-28 and by \$16.7 million in FY 2028-29. Additionally, staff continues to closely monitor state legislative proposals, several of which would significantly negatively impact City revenues if signed into law and represent a risk to the forecast.

The attached multi-year forecast report includes estimates of future GF resources and expenditures for FY 2026-27 through FY 2028-29 based on several economic and

budgetary assumptions. The baseline forecast (**Attachment B**) projects a range of ending balances, with a potential deficit of \$(6) million to a potential surplus of \$36 million in FY 2027-28 and a potential deficit of \$(31) million to a potential surplus of \$47 million in FY 2028-29. The forecast reflecting full tax conformity (**Attachment C**) also projects a range of ending balances, with a potential deficit of \$(7) million to a potential surplus of \$35 million in FY 2027-28 and a potential deficit of \$(48) million to a potential surplus of \$30 million in FY 2028-29. These forecasts are not intended to precisely predict future GF capacity, but rather to present ranges of potential ending fund balances to be used as a framework for decision making and strategic planning to ensure a balanced budget going forward.

Staff will update revenue and expenditure estimates in the coming weeks as part of the annual 7+5 technical review process and incorporate required changes to projections. These projections will then be used to guide the FY 2026-27 proposed City Manager's trial budget, which is scheduled to be presented to City Council on March 24.

GF FY 2026-27 Preliminary Budget Status

The projected positive ending fund balance in FY 2026-27 is good news and is primarily due to additional revenue generated from the TPT rate increase from 2.3% to 2.8% effective July 2025. The increase was necessary to offset the ongoing revenue losses caused by the State's action to eliminate residential rental sales tax effective January 2025 and to lower the individual income tax rate to a flat tax of 2.5 percent effective in tax year 2022. It also reflects the Council approved set-aside of the projected \$17 million surplus from last year's budget and \$11.6 million in carryover fund balance from FY 2024-25. Additionally, Budget and Research staff worked closely with departments to identify savings through the 3+9 technical expenditure review process, which frees up additional resources and benefits the fund balance.

As discussed last fiscal year, ongoing resources totaling approximately \$18 million are required in FY 2026-27 to continue services for the Office of Homeless Solutions to provide services to individuals experiencing homelessness in our community due to the expiration of American Rescue Plan Act funds; and for the Parks and Recreation Department to add positions for Esteban Park included in the 2023 General Obligation Bond Program and Lone Mountain Park both expected to be fully operational by FY 2027-28. Additionally, \$75 million of one-time resources is recommended to be set-aside to balance FY 2027-28 to ensure continuation of existing programs and services. The remaining FY 2026-27 surplus of \$62 million is made up of \$36 million in ongoing resources and \$26 million in one-time funds. The proposed City Manager's trial budget presented on March 24 will make recommendations on how to allocate the surplus, which could be used for new programs and services for the community and negotiated labor increases.

The GF preliminary estimated resources in FY 2026-27 are \$2.289 billion, which is 4.5 percent higher than FY 2025-26 estimated resources. GF revenue for FY 2026-27 is estimated at \$1.987 billion, which is \$65 million or 3.4 percent higher than the FY 2025-26 revised revenue estimate of \$1.922 billion. These projections reflect modest economic growth and the ongoing effect of the TPT rate increase. They also reflect the negative impact to state-shared revenues from the incorporation of San Tan Valley, which reduces state-shared revenues by more than \$10 million in FY 2026-27.

Revenue projections also reflect lower state-shared income tax collections due to the flat income tax and the elimination of residential rental sales tax. Staff will further refine GF revenue estimates over the coming weeks in preparation for the proposed City Manager's trial budget. More information on each resource category is detailed in **Attachment A**.

The GF preliminary expenditure projections may change as cost estimates are further refined in the coming weeks; however, at this time the preliminary FY 2026-27 GF expenditures to continue existing levels of service are projected at \$2.134 billion, including contingency funds. This compares to the FY 2025-26 GF expenditure estimate of \$1.944 billion. The increase includes higher costs for employee salaries, which continue to reflect the ongoing impact of the Classification and Compensation Study. Public Safety pension costs also continue to rise, with projected FY 2026-27 costs almost \$16 million higher than the FY 2025-26 budget. Notably, civilian pension costs are forecasted to remain flat throughout the forecast, highlighting the positive impact of prior pension reforms and continued progress in paying down the unfunded liability. Other cost increases include higher fringe benefit costs and increases for contractual, commodity, and vehicle replacement costs. These increases are partially offset by lower GF costs for capital pay-as-you-go projects.

The FY 2026-27 preliminary GF budget also accounts for increasing the contingency or "rainy day" fund from \$92 million to \$94 million to reflect 4.75 percent of operating expenditures. In March 2010, the City Council agreed to gradually increase the contingency with a goal of achieving five percent of GF operating expenses. Achieving this goal will improve the City's ability to withstand potential future economic declines.

GF Multi-Year Baseline Forecast

The attached multi-year forecast and preliminary GF status report includes economic, resource and expenditure assumptions (**Attachment D**) used to develop the forecast. The report also includes possible risks and unfunded needs. It does not assume any period of recession but rather includes a baseline, optimistic, and pessimistic projection, based on ranges for revenues and expenditures. The forecast assumes any annual deficit is resolved by reducing the following year's expenditures to achieve a

balanced budget, as the City is required by City Charter XVIII Section 6 and Arizona Revised Statute 42-17151 to pass a balanced annual budget each year.

The baseline multi-Year Forecast (**Attachment B**) includes a range of ending fund balances to account for additional uncertainty with projections further out in the forecast period, with a potential deficit of \$(6) million to a potential surplus of \$36 million in FY 2027-28 and a potential deficit of \$(31) million to a potential surplus of \$47 million in FY 2028-29. The baseline forecast reflects surpluses of \$15 million and \$8 million in FY 2027-28 and FY 2028-29, respectively and requires a set-aside of \$54 million to balance FY 2027-28. The forecast reflecting full tax conformity (**Attachment C**) also projects a range of ending balances, with a potential deficit of \$(7) million to a potential surplus of \$35 million in FY 2027-28 and a potential deficit of \$(48) million to a potential surplus of \$30 million in FY 2028-29. This forecast reflects a surplus of \$14 million and a deficit of \$(9) million in FY 2027-28 and FY 2028-29, respectively and requires a set-aside of \$75 million to balance FY 2027-28.

The current baseline forecast assumes no changes to existing labor contracts or service levels. It also does not assume any further negative impacts to the City from the current State legislative session. **Attachment D** provides a list of potential bills that if signed into law will have further negative impacts to City revenues and presents a risk to projections. Staff will continue to closely monitor these bills.

The forecast accounts for anticipated cost increases for operating expenses associated with the voter-approved 2023 General Obligation Bond Program, totaling \$29 million over the forecast period. It includes annual investments of \$21 million toward addressing critical City facility and capital equipment maintenance needs. It also reflects efforts to reduce the City's vehicle backlog by allocating additional resources to vehicle replacements, beginning with \$28 million in FY 2026-27 and increasing to \$44 million in FY 2028-29. Additionally, pension costs are forecasted separately based on information from the City of Phoenix Employees Retirement System and the Public Safety Personnel Retirement System actuaries. These costs are anticipated to increase \$46 million from FY 2025-26 to FY 2028-29 (**Attachment H**).

Finally, the attached report includes stress testing for moderate and severe recessions, which is an essential fiscal tool to evaluate how revenues respond to different levels of economic crisis. Stress test simulations can help determine if an organization can weather economic shocks or unexpected declines in revenues and is included for illustration purposes only (**Attachments E, F and G**).

Next Steps and Community Engagement

On March 24, a balanced FY 2026-27 City Manager’s Trial Budget will be presented to City Council, along with the Preliminary Five-Year Capital Improvement Program. Engaging residents in the budget process is a priority of the City Council, and staff will continue the practice of seeking community input on the proposed budget with multiple opportunities for residents to participate through community budget hearings, scheduled for late March through mid-April. Residents are also invited to contact the Budget and Research Department directly to provide input on the budget. More information is available on the Budget and Research Department's website: phoenix.gov/budget. Feedback received from residents will be provided to the City Council for consideration ahead of final budget adoption.

Responsible Department

This item is submitted by City Manager Ed Zuercher, Deputy City Manager Amber Williamson and the Budget and Research Department.

ATTACHMENT A

RESEARCH REPORT BUDGET AND RESEARCH DEPARTMENT		B.R. REPORT NUMBER 2026-12
		DATE ISSUED February 24, 2026
TO: ED ZUERCHER CITY MANAGER	FROM: AARON MERTZ BUDGET AND RESEARCH DIRECTOR	
SUBJECT MULTI-YEAR FORECAST AND FY 2026-27 PRELIMINARY GENERAL FUND BUDGET STATUS		
BACKGROUND <p>Development and presentation of the multi-year forecast is an important step in the City's budget process. Evaluating projected available resources and identifying potential ongoing budget surpluses or funding gaps will allow City management and Council to develop strategic plans to ensure the continuation of City operations and optimize services to the community.</p> <p>The multi-year forecast estimates future revenues and expenditures of the General Fund for the current fiscal year through fiscal year 2028-29. The purpose of this forecast is to identify key trends in revenues and expenditures and to provide information about the financial landscape anticipated over the next few years. The information contained in this forecast is based on data available through January 2026.</p> <p>The General Fund (GF) multi-year forecast (Attachments B and C) is provided to the City Council and the community for consideration and provides City policy makers with:</p> <ul style="list-style-type: none">• A strategic financial management best practice.• A framework for strategic decision-making to ensure a balanced budget each fiscal year.• The opportunity to make policy changes to maximize City resources and service delivery.• A roadmap to continued fiscal health and award-winning budgetary and financial reporting. <p>The forecast is not an official policy or legal budget document and does not enact any budgetary allocations. The forecast is also not intended to set or precisely predict future revenues or expenditures. Rather, the forecast presents current estimates based on several economic and financial assumptions of the future direction and ranges of growth rates for both resources and expenditures. The economic, revenue, and expenditure assumptions are provided in Attachment D.</p> <p>The forecast is built on several assumptions outlined in Attachment D regarding:</p> <ul style="list-style-type: none">• The national, state, and local economy.• Population and job growth.		

- Revenue and expenditure growth.
- Impacts of anticipated increasing sworn public safety pension liabilities.
- Effects of the State's action to eliminate residential rental sales tax effective January 2025 (Senate Bill 1131).
- Effects of the State's action to reduce the individual income tax rate to the current flat tax of 2.5% (Senate Bill 1828).
- State-shared revenue reductions due to San Tan Valley's incorporation.
- Negative impact of Arizona's income tax conformity with the One Big Beautiful Bill Act.
- Ongoing costs for the Class and Compensation study.
- Cost management practices.

Certain assumptions are subject to change and are detailed further in this report.

Projecting future available resources and expenses over multiple years is complex and involves several assumptions concerning how revenue and expenditures will grow over time. To model potential future budgetary scenarios under varying economic conditions, a range is provided for resources and expenditures for the outer years of the forecast. The differences between the upper and lower ends of the ranges increase in the later years of the forecast reflecting additional economic uncertainty. The top of each range represents the "optimistic" forecast, while the bottom of the range represents the "pessimistic" forecast.

It is important to note, if any of these assumptions as described were to change or modeled differently, the ranges of amounts presented in the forecast would need to be revised. Unexpected economic shocks, recessions, legislation, unfunded mandates, or other risks to the forecast can also adversely affect projections.

Additionally, even slight variances in the revenue and expenditure growth rates in the initial years of the forecast result in substantial changes to the later years due to the compounding effect of the changes. For example, a revenue growth variance of only 1% in FY 2026-27 could result in a \$19 million change to the ending balance, which would impact the ending fund balances in the subsequent forecast years. Long term forecasts become less reliable the further they are from development because of the many underlying assumptions subject to frequent fluctuations.

Projections are formulated in the first six months of the fiscal year and are based on current estimates of where staff believe resources and expenditures will be for the current fiscal year and the subsequent three years. In order to create the most reliable revenue and expenditure projections, staff relies on several economic sources, months of actual collections and extensive technical reviews before recommending estimates to City management and ultimately the City Council for final consideration.

GF Summary

For the first several years following the pandemic, strong economic performance, coupled with inflationary pressures, supported growth in tax revenues. These gains were driven by higher consumer prices, an expanding population, and rising income levels. However, the retail sector, the City's largest source of sales tax, has slowed since June 2022. In FY 2023-24, retail sales tax grew by 3.1%, the slowest rate since FY 2012-13, and growth in FY 2024-25 was even more modest at 1.1%. This slowdown, combined with recent legislative changes, has negatively impacted overall revenue collections. General Fund revenue reduction in the previous fiscal year totaled \$59.4 million, representing a 3.1% decline compared to FY 2023-24. The reduction is primarily

attributable to the State's elimination of the residential rental sales tax under Senate Bill (SB) 1131 and the implementation of a flat individual income tax rate of 2.5% under SB 1828. To address the projected FY 2025-26 budget shortfall and maintain essential programs and services, the City Council approved a revenue enhancement measure. On March 18, 2025, the Council authorized an increase in the City Transaction Privilege Tax (TPT) and Use Tax rate from 2.3% to 2.8%, effective July 1, 2025. However, significant economic uncertainty and a slowdown in sales tax revenue collections in the first six months of FY 2025-26 require a cautious approach to forecasting. The baseline revenue forecast projects a 4.1% increase for FY 2025-26 and a 3.4% increase for FY 2026-27. This modest growth is mainly due to higher City TPT and Use Tax revenues from the approved rate increase, though these gains are partially offset by reduced state-shared revenues due to the San Tan Valley's incorporation, lower state-shared income tax collections resulting from the flat individual income tax rate, and the elimination of residential rental sales tax.

Furthermore, the current state legislative session could impose additional fiscal challenges on the City. The bills staff are currently monitoring are summarized on page 14 of this report and present a potential negative impact of approximately \$593 million if passed and signed into law.

Additionally, to better prepare for future challenges, this report includes stress testing of the baseline forecast that incorporates tax conformity under moderate and severe recession scenarios, which is an essential fiscal tool to evaluate how revenues might respond to different levels of economic crisis (**Attachments E, F and G**).

OTHER INFORMATION

Staff are underway with the annual 7+5 expenditure and revenue technical review process and may update estimates if necessary. The final estimates and recommendations to the City Council on how best to allocate the GF surplus in FY 2026-27 to achieve a required balanced budget will be presented in the proposed City Manager's Trial Budget on March 24.

It is also worth noting the preliminary FY 2026-27 budget and forecast is based on existing state-shared revenue models and statutory obligations. Any changes to state-shared revenue formulas, or other revenue sources proposed in the Governor's budget or in legislative bills that would impact the GF forecast, are not reflected, and would need to be addressed if adopted by the State.

General Fund FY 2026-27 Preliminary Budget Status

FY 2026-27 Resources - The chart below shows the preliminary resources projection:

GF Resource Category	2026-27 Preliminary Estimate (in millions)	2026-27 Preliminary Projected Annual Growth Rate %
Local Sales & Excise Taxes ¹	\$834	1.8%
State-Shared Revenue ²	\$710	5.6%
Primary Property Tax ³	\$232	4.1%
User Fees and Other	\$211	1.9%
Unused Contingency/Set-Aside from PY ⁴	\$201	N/A
Transfers/Recoveries/Carryover Balance ⁴	\$101	N/A
Total GF Resources	\$ 2,289	4.5%

¹ Reflects the negative impact to Local Sales & Excise taxes because of Senate Bill 1131, which prohibits municipalities from taxing residential rental property starting January 1, 2025. Reflects 0.5 percentage point increase in the City TPT and Use Tax rates effective July 1, 2025.

² Reflects the negative impact of San Tan Valley's incorporation on State-Shared Sales Tax and Income Tax revenues, and reflects the reduction in State-Shared Income Tax Revenue because of Senate Bill 1828, which reduces the individual income tax rates to a flat tax of 2.5% beginning in tax year 2022. However, it does not reflect any impact on State-Shared Revenue resulting from the FY 2026-27 State budget, nor legislative changes that have recently been proposed or discussed during the current legislative session.

³ Assumes the continuation of the City Council adopted policy to maximize the primary levy in order to preserve GF services. Any deviation from this policy would require an ongoing reduction or offset.

⁴ Estimates for unused contingency/set-aside from prior year (PY) and transfers/recoveries/carryover balance are not derived from annual growth rate projections or broader economic factors.

Revenue Forecasting Model - In the fall of 2014, Budget and Research 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. In March 2021, the EBRC revised 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 helped to offset losses experienced in the leisure and hospitality sales tax categories during the pandemic. 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 Dr. Hammond has 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 projected growth rates in each category of sales tax for the FY 2026-27 estimate and the outer years of the forecast are based on projections developed with the enhanced econometric forecasting model. Revenue estimates may change as more data becomes available and will be finalized in the coming weeks.

GF Expenditures - The preliminary expenditure estimates may change as cost estimates are further refined in the coming weeks. Currently, FY 2025-26 and FY 2026-27 General Fund operating expenditure estimates excluding contingency are projected to be \$1.944 billion and \$2.038 billion, respectively. The increase includes the ongoing costs for the Class and Compensation study, and increased costs for sworn public safety pension liabilities, contractual services, and commodities. The outer years of the forecast assume personal services expenditures, excluding pension and estimated operating cost impacts for the voter-approved 2023 General Obligation Bond Program, contractual services, commodities, capital outlay, internal charges and credits, and other expenses grow by an inflationary factor. Further details on expenditure assumptions can be found in **Attachment D**.

Pension Costs – Expected changes in COPERS and PSPRS pension costs are as follows:

- **COPERS**: GF pension costs in FY 2026-27 for civilian employees are estimated at \$112 million and are expected to remain at \$112 million in FY 2028-29. The overall stable trend in COPERS pension cost has been driven by recent actuarial changes, plan earnings, payroll growth and pension reform (**Attachments B, C, and H**).
- **PSPRS**: GF pension costs in FY 2026-27 for sworn Police and Fire are estimated at \$375 million and are expected to increase to \$401 million in FY 2028-29. The primary factors contributing to the growth are recent actuarial changes, plan earnings, and changes to the payroll base. As the multi-year forecast shows, GF public safety pension costs are estimated

to increase by \$26 million from the FY 2026-27 through FY 2028-29 (**Attachments B, C, and H**), which adds pressure to the GF budget going forward and limits the City's ability to either expand programs and services to residents or increase employee compensation.

Contingency Fund (Rainy Day Fund) – The Contingency Fund is assumed to decrease from \$201 million in FY 2025-26 to \$94 million in FY 2026-27, as the FY 2025-26 amount includes a \$109 million set-aside to balance the FY 2026-27 budget. The contingency rate remains at 4.75% for the entire forecast period. Contingency/rainy day funds provide one-time resources for possible emergencies and unanticipated costs that may occur after the budget is adopted. The possibility of natural disasters, public or employee safety emergencies, public health issues, economic shocks or declines, and geopolitical events that can impact the broader economy necessitates maintaining adequate contingency funds. The Government Finance Officers Association (GFOA) recommends cities maintain reserve levels as a financial best practice and according to the Pew Charitable Trust, research also shows that contingency/rainy day funds can affect a government's credit rating, which in turn has an impact on borrowing costs and operating expenses. The role of the contingency/rainy day funds is to improve a city or town's monetary stability by building up a safety net in case of adversity. They offer the capability to meet a monetary crisis without hindering public services. Without a contingency fund, unforeseen emergencies or economic declines may create budget deficits requiring reductions to programs and services.

The GF preliminary FY 2026-27 budget status and multi-year forecast are provided for information purposes only.

ATTACHMENTS

Attachment B	Multi-Year General Fund Forecast
Attachment C	Multi-Year General Fund Forecast with Tax Conformity
Attachment D	Forecast Assumptions
Attachment E	Background, Methodology and Assumptions for Stress Testing
Attachment F	Stress Testing for Moderate Recession Scenario, with Tax Conformity
Attachment G	Stress Testing for Severe Recession Scenario, with Tax Conformity
Attachment H	Pension Cost Increases

Multi-Year General Fund Forecast (\$ Millions)

	2025-26	2026-27	For Planning Purposes Only	
	Adopted Budget	Preliminary Budget Estimate	2027-28 Forecast	2028-29 Forecast
Resources				
Local Taxes	\$841	\$834	\$862 - \$874	\$889 - \$916
State Shared Revenues	682	710	737 - 748	765 - 788
Primary Property Tax	223	232	240 - 243	249 - 257
User Fees and Other	191	211	213 - 217	216 - 222
Other (Set-Aside ,Carryover Balance, Transfers, Recoveries)	168	101	104	53
Unused Contingency/Set-Aside from Prior Year	89	201	94	101 - 100
Total Resources	\$2,194	\$2,289	\$2,250 - \$2,280	\$2,273 - \$2,336
Expenditures				
Operating Expenditures	\$1,422	\$1,476	\$1,565 - \$1,554	\$1,593 - \$1,579
Civilian Pension	116	112	111	112
Sworn Public Safety Pension	359	375	399	401
Contingency/Set-Aside	201	94	101 - 100	103 - 102
Pay-As-You-Go Capital	74	49	36	31
Operating Costs for GO Bond Program	-	-	9	20
Vehicle Replacements	22	28	35	44
Total Expenditures	\$2,194	\$2,134	\$2,256 - \$2,244	\$2,304 - \$2,289
PROJECTED (DEFICIT)/SURPLUS:	\$ -	\$155	\$(6) - \$36	\$(31) - \$47
BASELINE FORECAST (DEFICIT)/SURPLUS:	\$ -	\$155	\$15	\$8

Key Resource Forecast Assumptions:

- * The forecast assumes modest revenue growth with no recession from 2026-27 to 2028-29. The forecast includes the 0.5 percentage point increase in the City TPT and Use Tax rates effective July 1, 2025.
- * The forecast includes tax rate reduction: Laws 2021, Chapter 412 (Tax Omnibus) reduced the number of individual income tax brackets from four in Tax Year (TY) 2021 to two brackets in TY 2022. Starting from TY 2023, the individual income tax has been reduced to 2.5%.
- * Relative population share used in calculating State shared revenues in 2026-27 was based on the 2024 Census Bureau Population Estimate. It was projected to remain flat throughout the forecast period and accounts for the San Tan Valley's incorporation. The actual share will change annually based on Census Bureau Population Estimates.
- * The forecast includes residential rental transaction privilege tax reduction: Senate Bill 1131 prohibits municipalities from taxing residential rental property starting January 1, 2025.

Key Expenditure Forecast Assumptions:

- * The contingency fund is set as 4.75% of the total General Fund operating expenditure from 2026-27 through 2028-29.
- * Includes no additional future funding for program enhancements, unfunded mandates, expiring grants, etc.
- * 2026-27 employee costs are based on projections under the current Council-adopted pay plan ordinance and employee contracts. No assumptions have been made concerning future labor contract negotiations. Estimated costs of the Class and Compensation study are included in the forecast. Pension costs are based on required and projected contribution rates provided by the respective pension system actuaries.
- * Non-personnel related expenditures for 2026-27 assume expenditure growth is in line with recent historical averages, and the out years are anticipated to align with the estimated CPI growth.

Other Forecast Notes:

- * Ranges provided for revenues and expenditures. The upper & lower ends of ranges increase slightly in the outer years of the forecast reflecting additional economic uncertainty in the later years.
- * Ranges include pessimistic and optimistic scenarios within assumptions provided by the primary sources of economic information mentioned in this report.
- * When a baseline deficit or ongoing surplus is projected, the next year's operating expenses are assumed to be decreased or increased by the baseline deficit/surplus amount prior to applying the assumed annual projected growth rate, as the City is required by State Statute and Charter to balance the budget each year.

Multi-Year General Fund Forecast with Tax Conformity (\$ Millions)

	2025-26	2026-27	For Planning Purposes Only	
	Adopted Budget	Preliminary Budget Estimate	2027-28 Forecast	2028-29 Forecast
Resources				
Local Taxes	\$841	\$834	\$862 - \$874	\$889 - \$916
State Shared Revenues	682	710	737 - 748	765 - 788
Impact of Tax Conformity	-	-	(22)	(17)
Primary Property Tax	223	232	240 - 243	249 - 257
User Fees and Other	191	211	213 - 217	216 - 222
Other (Set-Aside, Carryover Balance, Transfers, Recoveries)	168	101	125	53
Unused Contingency/Set-Aside from Prior Year	89	201	94	101 - 100
Total Resources	\$2,194	\$2,289	\$2,249 - \$2,279	\$2,256 - \$2,319
Expenditures				
Operating Expenditures	\$1,422	\$1,476	\$1,565 - \$1,554	\$1,593 - \$1,579
Civilian Pension	116	112	111	112
Sworn Public Safety Pension	359	375	399	401
Contingency/Set-Aside	201	94	101 - 100	103 - 102
Pay-As-You-Go Capital	74	49	36	31
Operating Costs for GO Bond Program	-	-	9	20
Vehicle Replacements	22	28	35	44
Total Expenditures	\$2,194	\$2,134	\$2,256 - \$2,244	\$2,304 - \$2,289
PROJECTED (DEFICIT)/SURPLUS:	\$ -	\$155	\$(7) - \$35	\$(48) - \$30
BASELINE FORECAST (DEFICIT)/SURPLUS:	\$ -	\$155	\$14	\$(9)

Key Resource Forecast Assumptions:

- * The forecast assumes modest revenue growth with no recession from 2026-27 to 2028-29. The forecast includes the 0.5 percentage point increase in the City TPT and Use Tax rates effective July 1, 2025.
- * The forecast reflects the projected fiscal impact of full tax conformity with the One Big Beautiful Bill Act, based on the Joint Legislative Budget Committee's analysis dated December 5, 2025.
- * The forecast includes tax rate reduction: Laws 2021, Chapter 412 (Tax Omnibus) reduced the number of individual income tax brackets from four in Tax Year (TY) 2021 to two brackets in TY 2022. Starting from TY 2023, the individual income tax has been reduced to 2.5%.
- * Relative population share used in calculating State shared revenues in 2026-27 was based on the 2024 Census Bureau Population Estimate. It was projected to remain flat throughout the forecast period and accounts for the San Tan Valley's incorporation. The actual share will change annually based on Census Bureau Population Estimates.
- * The forecast includes residential rental transaction privilege tax reduction: Senate Bill 1131 prohibits municipalities from taxing residential rental property starting January 1, 2025.

Key Expenditure Forecast Assumptions:

- * The contingency fund is set as 4.75% of the total General Fund operating expenditure from 2026-27 through 2028-29.
- * Includes no additional future funding for program enhancements, unfunded mandates, expiring grants, etc.
- * 2026-27 employee costs are based on projections under the current Council-adopted pay plan ordinance and employee contracts. No assumptions have been made concerning future labor contract negotiations. Estimated costs of the Class and Compensation study are included in the forecast. Pension costs are based on required and projected contribution rates provided by the respective pension system actuaries.
- * Non-personnel related expenditures for 2026-27 assume expenditure growth is in line with recent historical averages, and the out years are anticipated to align with the estimated CPI growth.

Other Forecast Notes:

- * Ranges provided for revenues and expenditures. The upper & lower ends of ranges increase slightly in the outer years of the forecast reflecting additional economic uncertainty in the later years.
- * Ranges include pessimistic and optimistic scenarios within assumptions provided by the primary sources of economic information mentioned in this report.
- * When a baseline deficit or ongoing surplus is projected, the next year's operating expenses are assumed to be decreased or increased by the baseline deficit/surplus amount prior to applying the assumed annual projected growth rate, as the City is required by State Statute and Charter to balance the budget each year.

ATTACHMENT D

Forecast Assumptions

Economic Sources - Budget and Research staff relies on several different sources of economic data and forecasts to assist with developing revenue and expenditure projections.

The list below includes the primary sources of information:

- State of Arizona Finance Advisory Committee (FAC) which includes several economists and finance professionals from the private and public sectors
- State of Arizona Joint Legislative Budget Committee (JLBC)
- University of Arizona (UofA), Economic Business Research Center (EBRC)
- Global Insight, IHS
- Arizona State University (ASU) – WP Carey School of Business, and Western Blue Chip
- Arizona Department of Administration (ADOA) - Employment and Population Statistics Office
- JP Morgan Chase Economic Outlook Center
- Blue Chip Economic Indicators (BCEI) – National Level
- U.S. Bureau of Labor Statistics (BLS)
- U.S. Census Bureau
- U.S. Bureau of Economic Analysis (BEA)
- The Conference Board
- University of Arizona (UofA) Forecasting Project – A community-sponsored research program within the Economic and Business Research Center providing project members with economic forecasts for Arizona, the Phoenix-Mesa metro area, and the Tucson metro area. City staff attends the Forecasting Project quarterly meetings and receives quarterly reports and data/projections used to assist in developing our forecasts. Forecasting Project data relies on Global Insight, IHS which is a well-known economics organization that provides comprehensive economic and financial information. The data from this project is incorporated into an econometric software program used to forecast sales tax.

Economic Outlook

By the end of 2025, the U.S. economy displayed both resilience and underlying challenges. Real gross domestic product (GDP) increased at an annual rate of 4.4% in the third quarter of 2025, according to the updated estimate from the U.S. Bureau of Economic Analysis. The increase in real GDP reflected increases in consumer spending, exports, government spending, and investment. Still, the road to 2026 remains challenging. The Blue Chip Economic Indicators (BCEI) consensus projects that real GDP will grow at a slower pace, with an estimated growth of 2.0% in 2026 and 2.1% in 2027. Forecasters anticipate continued consumer spending support, though at a slower pace. Persistent uncertainties – including tariff policy shifts, geopolitical tensions, elevated consumer debt, housing affordability constraints, labor market frictions, and inflationary pressures – are to weigh on confidence and investment decisions.

Arizona's future economic performance, along with that of Phoenix, will be closely tied to national and global trends. Arizona's economy continues to grow, though at a slower pace than usual. Job gains are modest due to reduced hiring and slightly higher layoffs. Arizona's nonfarm job growth has decelerated, shifting from roughly 1.2% in 2024 to 0.6% in 2025, according to the U.S. Bureau of Labor Statistics (BLS). Income levels are rising gradually, reflecting post-pandemic normalization in employment costs. For the 12-month period ending September 2025, wages and salaries for private industry workers increased 2.6% in the Phoenix Metropolitan Area, down from 3.4% in September 2024.

Despite these challenges, Arizona taxable retail sales, including remote sellers, increased by 4.3% in December 2025. The rebound in taxable retail sales demonstrates resilient consumer activity. However, December 2025 marked the fifth consecutive month with a year-over-year decline in State TPT contracting revenue, primarily due to weakness in the residential construction sector. After the COVID-19 pandemic, Arizona saw a surge in home and rent prices. Housing affordability has remained a primary challenge for the state. Housing permit activity statewide has been weak through the first eight months of 2025; seasonally adjusted total Arizona housing permits were down 13.1% compared to the same period last year (EBRC Benchmark).

Looking ahead, the baseline forecast anticipates continued economic growth in Arizona in 2026, supported by increased U.S. economic activity. However, gains are expected to remain modest relative to historical trends due to federal policy uncertainty, higher costs from increased tariffs, and demographic aging amid national immigration restrictions.

Other significant economic assumptions from trusted sources include the following:

- Personal income growth for the Phoenix Metro area is projected to slightly increase from 5.7% in 2025 to 6.0% in 2026 and range from 6.2% to 5.6% from 2027 to 2029 (UofA Economic Business Research Center).
- Growth in population is expected to continue, but at lower rates than historical growth. Phoenix Metro population is projected to grow by 1.5% in 2026 and 2027, and 1.4% for the remaining forecast period (UofA Economic Business Research Center).
- Non-farm employment in metro Phoenix is estimated to increase from the growth of 0.9% in 2025 to 1.6% in 2026 and range from 1.7% to 1.6% from 2027 to 2029 (UofA Economic Business Research Center).
- Arizona unemployment rate is estimated to increase from 4.1% in 2025 to 4.4% in 2026 and range from 4.5% to 4.3% for the remaining forecast horizon (UofA Economic Business Research Center).
- Arizona house price increases have slowed, but housing cost burdens remain elevated and housing permit activity was down by 11.3% in 2025. Housing permits are projected to slightly increase by 0.3% in 2026 and decline by 8.4% in 2027 (UofA Economic Business Research Center).
- Stabilizing house prices have contributed significantly to reduced consumer price inflation in the Phoenix MSA, which is running well below the U.S. The Consumer Price Index-All Urban Consumers (CPI-U) West region is estimated to slightly increase from 3.1% in 2025 to 3.2% in 2026 and range from 2.6% to 2.2% for the remaining forecast period (UofA Economic Research Center).

Resource Assumptions- Revenue growth rates are determined using information from our above-mentioned trusted sources, analyzing actual revenue trends and averages, and factoring in any known policy or enacted legislative changes.

Revenue assumptions for the baseline forecast beyond the broader economic considerations are described below:

- No further period of recession with modest revenue growth for the forecast horizon.
- Annual revenue growth rates during the forecast period are expected to range from 3.4% to 4.1%.
- The forecast includes tax rate reduction: Laws 2021, Chapter 412 (Tax Omnibus) reduced the number of individual income tax brackets from four in Tax Year (TY) 2021 to two brackets in TY 2022. Starting from TY 2023, the individual income tax has been reduced to

a 2.5% flat tax rate.

- The relative population share used to calculate state shared revenues for FY 2026-27 is based on the 2024 Census Bureau Population Estimate and has recently been adjusted downward following the incorporation of San Tan Valley in September 2025 and its eligibility for state-shared revenues. In addition, Laws 2021, Chapter 412 (Tax Omnibus) increased the Urban Revenue Sharing distribution from 15% to 18% starting in FY 2023-24.
- The forecast includes residential tax rate reduction starting on January 1, 2025. The State recently enacted Senate Bill 1131, which prohibits municipalities from taxing residential rental property.
- The forecast includes the 0.5 percentage point increase in the City TPT and Use Tax rates, effective July 1, 2025.
- The forecast with tax conformity reflects the projected fiscal impact of full tax conformity with the One Big Beautiful Bill Act, based on the Joint Legislative Budget Committee's analysis dated December 5, 2025.
- Potential increases in revenue resulting from economic development efforts are not included in the forecast.
- Ranges provided for revenues: upper and lower ends of ranges increase slightly in later years of the forecast reflecting additional economic uncertainty.

Expenditure Assumptions - Assumptions regarding forecasted expenditures are described below:

- Annual operating expenditure growth rates, except for pensions, are based on historical growth rates, estimated CPIs and account for the impact of the City Council approved Class and Compensation (C&C) study throughout the forecast period.
- Pension costs are based on historical actuals and information provided by the COPERS and PSPRS actuaries. The forecast does not attempt to predict future pension liabilities, assets or other plan assumptions, but rather to account for the anticipated costs of both pension systems.
- The forecast does not include the impact of additional potential reform measures for COPERS or PSPRS or the impact of pending litigation or proposed legislation.
- The forecast includes no additional future funding for program enhancements, unfunded mandates, expiring grants, etc.
- Pay-as-you-go capital costs are based on the preliminary estimates in the five-year Capital Improvement Program and include costs for facility major maintenance, roadway safety, flood hazard mitigation, information technology, and money earmarked for future expenses.
- The contingency fund is set at 4.75% of the total GF operating expenditures from FY 2026-27 through FY 2028-29.
- The FY 2026-27 total compensation costs are based on projections under the current Council adopted pay plan ordinance and existing employee contracts. Any negotiated labor increases will reduce the resources available for programs and services.
- The Class & Compensation study continues to put upward pressure on personal services costs as employees progress through the new pay scales.
- No other financial impact from changes to labor unit contracts resulting from current or future negotiations is assumed.

- In forecast years with a projected baseline deficit or ongoing surplus, the next year's operating expenses are assumed to decrease or increase by the baseline deficit/surplus amount prior to applying the assumed annual growth projection, as the City is required by Charter to balance the budget each year.
- Ranges provided for operating expenditures: upper and lower ends of ranges increase slightly in later years of the forecast reflecting additional economic uncertainty.

Other Considerations to the Multi-Year Forecast - The items below will likely require additional funding or could adversely impact the multi-year forecast as it is currently presented.

- The forecast incorporates the estimated annual ongoing operating costs in FY 2027-28 and FY 2028-29 for the voter approved 2023 General Obligation (GO) Bond Program totaling \$29 million over the two fiscal years. These costs have been factored into the forecast; however, further resources may still be required.
- The forecast reflects the continued funding of approximately \$21 million per year earmarked to address aging City infrastructure and critical equipment. Examples of these projects include upgrades and replacements of fire life safety, electrical, and cooling systems in City facilities. Also, under the direction of the City Manager, staff continues to identify critical needs in all City facilities and works with several external firms that specialize in facility assessments. Staff have also taken active steps to enhance facility maintenance oversight by centralizing GF facility maintenance funding and creating a review committee. This change has significantly enhanced the prioritization of GF facility projects. However, additional resources may be required to adequately maintain city infrastructure.
- GF vehicle funding is estimated at \$28 million for FY 2026-27, \$35 million in FY 2027-28, and \$44 million in FY 2028-29 to replace units in the fleet. Vehicle replacement costs have experienced significant inflation in recent years. It should be noted the current GF backlog of vehicles is estimated by Public Works at a value of \$27 million, and more vehicle replacement funding may be needed during the forecast horizon and beyond.
- Additional costs to the GF are anticipated to further the City's effort to help individuals experiencing homelessness upon the expiration of American Rescue Plan Act funds. Preliminary projections indicate an ongoing funding requirement of approximately \$18 million beginning in FY 2026-27.
- On November 5, 2024, Arizona voters passed Proposition 312. From January 1, 2025, through December 31, 2035, the proposition allows property owners to apply for a primary property tax refund from the Arizona Department of Revenue (ADOR) if they can document expenses incurred due to a city's, town's, or county's failure to enforce certain laws or address a public nuisance. The refund, which is equal to the documented expenses, is capped at the amount of primary property taxes the owner paid to the municipality or county in the prior tax year and can be requested annually. The State Treasurer will withhold state-shared revenues from the affected City or county to cover the refund amount and reimburse ADOR for refund costs. The City's expenses are unpredictable and depend on the volume of refund requests. While the City has not noted significant impact from this action yet, it will monitor closely given the impact of any state shared revenue loss.
- Beyond the potential risks and headwinds stated in the economic outlook section, several proposed legislative bills would significantly reduce City revenues. For bills that can be quantified with available information, the estimated impact to City revenue is approximately \$593 million per year (See Attachment D1 for details), weakening the City's financial position. Additionally, some bills may increase expenditures, requiring additional resources and further straining the City's budget. If passed, these changes could significantly affect the multi-year forecast.

ATTACHMENT D1

Proposed Legislation Current Session – Negative Revenue Impacts

SB 1106, SB 1638, and HB 2785 – Arizona state tax conformity with Federal 2025 tax changes (estimated \$21,500,000 reduction beginning FY 2027-28)

SB 1745 – Municipalities local excise tax rate limit (estimated \$229,000,000 reduction beginning FY 2026-27)

HB 2011 – expands allowable deductions from Arizona gross income (estimated \$540 reduction beginning FY 2028-29)

HB 2269 – Tax deduction on gross proceeds/income from gas and electricity retail sales (estimated \$9,400,000 reduction beginning FY 2026-27)

HB 4096 – Withhold state shared revenue to compensate property owners for diminution in property values caused by zoning ordinances or other City actions (\$333,000,000 reduction per year from FY 2026-27 to FY 2028-29)

ATTACHMENT E

Stress Testing

Background – According to the National Bureau of Economic Research, the longest economic expansion on record was ended by COVID-19 in February 2020. The COVID-19 recession is one of the deepest but shortest in U.S. history. With federal stimulus packages and more than anticipated revenue collections, the City was not forced to cut the budget. The City exhibited remarkable economic resilience during the pandemic. However, several risks currently threaten national and local economies, potentially triggering a recession or economic slowdown. Thus, stress testing is crucial, as it helps estimate potential financial shortfalls resulting from adverse events. To help the City plan ahead, avert or limit a fiscal emergency and keep long-term priorities on track, staff conducted stress testing for the General Fund.

Methodology/Assumptions - "Stress test" in financial terminology, is an analysis or simulation designed to determine the ability of a given entity to deal with an economic crisis. Instead of doing a financial projection on a "best estimate" basis, a company or its regulators may do stress testing to estimate how robust an entity performs in certain negative circumstances, a form of scenario analysis. There are two scenarios for this stress testing: moderate and severe recession scenarios. The stress test model also accounts for the anticipated fiscal impact of full tax conformity with the One Big Beautiful Bill Act, as outlined in the Joint Legislative Budget Committee's analysis dated December 5, 2025.

Attachment F shows a hypothetical moderate recession estimated to start in FY 2026-27. This scenario assumes that General Fund revenue, except state-shared income tax, will decline by 1% for two consecutive years. According to Moody's Analytics, a recession typically affects budgets for at least two years (except for the COVID-19 recession, which was interfered with the federal stimulus packages). Although a moderate recession may impact revenue by more than 1%, the model is simulated with a 1% decrease. State-shared income tax distributed to cities and towns is based on the collections from 2 years prior, so the state-shared income tax decrease due to a moderate recession will not affect revenues until FY 2028-29.

Attachment G shows a hypothetical severe recession that is estimated to start in FY 2026-27. This scenario assumes that General Fund revenue, except state-shared income tax, will decline by 3% for three consecutive years. Although a severe recession may impact revenues by more than 3%, for simulation purposes, this stress test used a 3% decrease. Similar to the moderate scenario, the state-shared income tax decrease caused by the economic recession will not affect revenues until FY 2028-29.

Assumptions for recoveries, fund transfers and expenditures remain the same as the model shown in **Attachment B**. However, the expenditures for the forecast period will be different due to the methodology applied in the model. When a deficit or surplus is projected, the next year's operating expenses are assumed to be decreased or increased by the deficit/surplus amount prior to applying the assumed annual projected growth rate, as the City is required by Charter to balance the budget each year.

Multi-Year General Fund Forecast – Moderate Recession Scenario, with Tax Conformity (\$ Millions)

	2025-26 Adopted Budget	2026-27 Preliminary Budget Estimate	2027-28 Forecast	2028-29 Forecast
Resources				
Local Taxes	\$841	\$806	\$789 - \$801	\$814 - \$839
State Shared Revenues	682	693	704 - 715	709 - 731
Impact on Tax Conformity	-	-	(22)	(17)
Primary Property Tax	223	220	217 - 220	249 - 257
User Fees and Other	191	202	198 - 201	200 - 207
Other (Set-Aside, Carryover Balance, Transfers, Recoveries)	168	91	131	53
Unused Contingency/Set-Aside from Prior Year	89	201	94	98
Total Resources	\$2,194	\$2,213	\$2,111 - \$2,140	\$2,106 - \$2,168
Expenditures				
Operating Expenditures	\$1,422	\$1,474	\$1,510 - \$1,500	\$1,467 - \$1,456
Civilian Pension	116	112	111	112
Sworn Public Safety Pension	359	375	399	401
Contingency/Set-Aside	201	94	98	97
Pay-As-You-Go Capital	74	49	36	31
Operating Costs for GO Bond Program	-	-	9	20
Vehicle Replacements	22	28	35	44
Total Expenditures	\$2,194	\$2,132	\$2,198 - \$2,188	\$2,172 - \$2,161
PROJECTED (DEFICIT)/SURPLUS:	\$ -	\$81	\$(87) - \$(48)	\$(66) - \$7
BASELINE FORECAST (DEFICIT)/SURPLUS:	\$ -	\$81	\$(68)	\$(29)

Key Resource Forecast Assumptions:

- * The forecast assumes moderate recession in 2026-27 and 2027-28. The forecast includes the 0.5 percentage point increase in the City TPT and Use Tax rates effective July 1, 2025.
- * The forecast reflects the projected fiscal impact of full tax conformity with the One Big Beautiful Bill Act, based on the Joint Legislative Budget Committee's analysis dated December 5, 2025.
- * The forecast includes tax rate reduction: Laws 2021, Chapter 412 (Tax Omnibus) reduced the number of individual income tax brackets from four in Tax Year (TY) 2021 to two brackets in TY 2022. Starting from TY 2023, the individual income tax has been reduced to 2.5%.
- * Relative population share used in calculating State shared revenues in 2026-27 was based on the 2024 Census Bureau Population Estimate. It is projected to remain flat throughout the forecast period and accounts for the San Tan Valley's incorporation. The actual share will change annually based on Census Bureau Population Estimates.
- * The forecast includes residential rental transaction privilege tax reduction: Senate Bill 1131 prohibits municipalities from taxing residential rental property starting January 1, 2025.

Key Expenditure Forecast Assumptions:

- * The contingency fund is set at 4.75% of the total General Fund operating expenditures from 2026-27 through 2028-29.
- * Includes no additional future funding for program enhancements, unfunded mandates, expiring grants, etc.
- * 2026-27 employee costs are based on projections under the current Council-adopted pay plan ordinance and employee contracts. No assumptions have been made concerning future labor contract negotiations. Estimated costs of the Class and Compensation study are included in the forecast. Pension costs are based on required and projected contribution rates provided by the respective pension system actuaries.
- * Non-personnel related expenditures for 2026-27 assume expenditure growth is in line with recent historical averages, and the out years are anticipated to align with the estimated CPI growth.

Other Forecast Notes:

- * Ranges provided for revenues and expenditures. The upper & lower ends of ranges increase slightly in the outer years of the forecast reflecting additional economic uncertainty in the later years.
- * Ranges include pessimistic and optimistic scenarios within assumptions provided by the primary sources of economic information mentioned in this report.
- * When a baseline deficit or surplus is projected, the next year's operating expenses are assumed to be decreased or increased by the baseline deficit/surplus amount prior to applying the assumed annual projected growth rate, as the City is required by Charter to balance the budget each year.

Multi-Year General Fund Forecast – Severe Recession Scenario, with Tax Conformity (\$ Millions)

	2025-26 Adopted Budget	2026-27 Preliminary Budget Estimate	2027-28 Forecast	2028-29 Forecast
	For Planning Purposes Only			
Resources				
Local Taxes	\$841	\$787	\$753 - \$765	\$729 - \$752
State Shared Revenues	682	686	689 - 700	664 - 686
Impact on Tax Conformity	-	-	(22)	(17)
Primary Property Tax	223	216	208 - 211	200 - 207
User Fees and Other	191	198	190 - 193	183 - 188
Other (Set-Aside, Carryover Balance, Transfers, Recoveries)	168	90	97	53
Unused Contingency/Set-Aside from Prior Year	89	201	94	98
Total Resources	\$2,194	\$2,178	\$2,009 - \$2,038	\$1,910 - \$1,967
Expenditures				
Operating Expenditures	\$1,422	\$1,474	\$1,510 - \$1,500	\$1,362 - \$1,351
Civilian Pension	116	112	111	112
Sworn Public Safety Pension	359	375	399	401
Contingency/Set-Aside	201	94	98	97
Pay-As-You-Go Capital	74	49	36	31
Operating Costs for GO Bond Program	-	-	9	20
Vehicle Replacements	22	28	35	44
Total Expenditures	\$2,194	\$2,132	\$2,198 - \$2,188	\$2,062 - \$2,051
PROJECTED (DEFICIT)/SURPLUS:	\$ -	\$46	\$(189) - \$(150)	\$(152) - \$(84)
BASELINE FORECAST (DEFICIT)/SURPLUS:	\$ -	\$46	\$(170)	\$(118)

Key Resource Forecast Assumptions:

- * The forecast assumes severe recession from 2026-27 to 2028-29. The forecast includes the 0.5 percentage point increase in the City TPT and Use Tax rates effective July 1, 2025.
- * The forecast reflects the projected fiscal impact of full tax conformity with the One Big Beautiful Bill Act, based on the Joint Legislative Budget Committee's analysis dated December 5, 2025.
- * The forecast includes tax rate reduction: Laws 2021, Chapter 412 (Tax Omnibus) reduced the number of individual income tax brackets from four in Tax Year (TY) 2021 to two brackets in TY 2022. Starting from TY 2023, the individual income tax has been reduced to 2.5%.
- * Relative population share used in calculating State shared revenues in 2026-27 was based on the 2024 Census Bureau Population Estimate. It is projected to remain flat throughout the forecast period and accounts for the San Tan Valley's incorporation. The actual share will change annually based on Census Bureau Population Estimates.
- * The forecast includes residential rental transaction privilege tax reduction: Senate Bill 1131 prohibits municipalities from taxing residential rental property starting January 1, 2025.

Key Expenditure Forecast Assumptions:

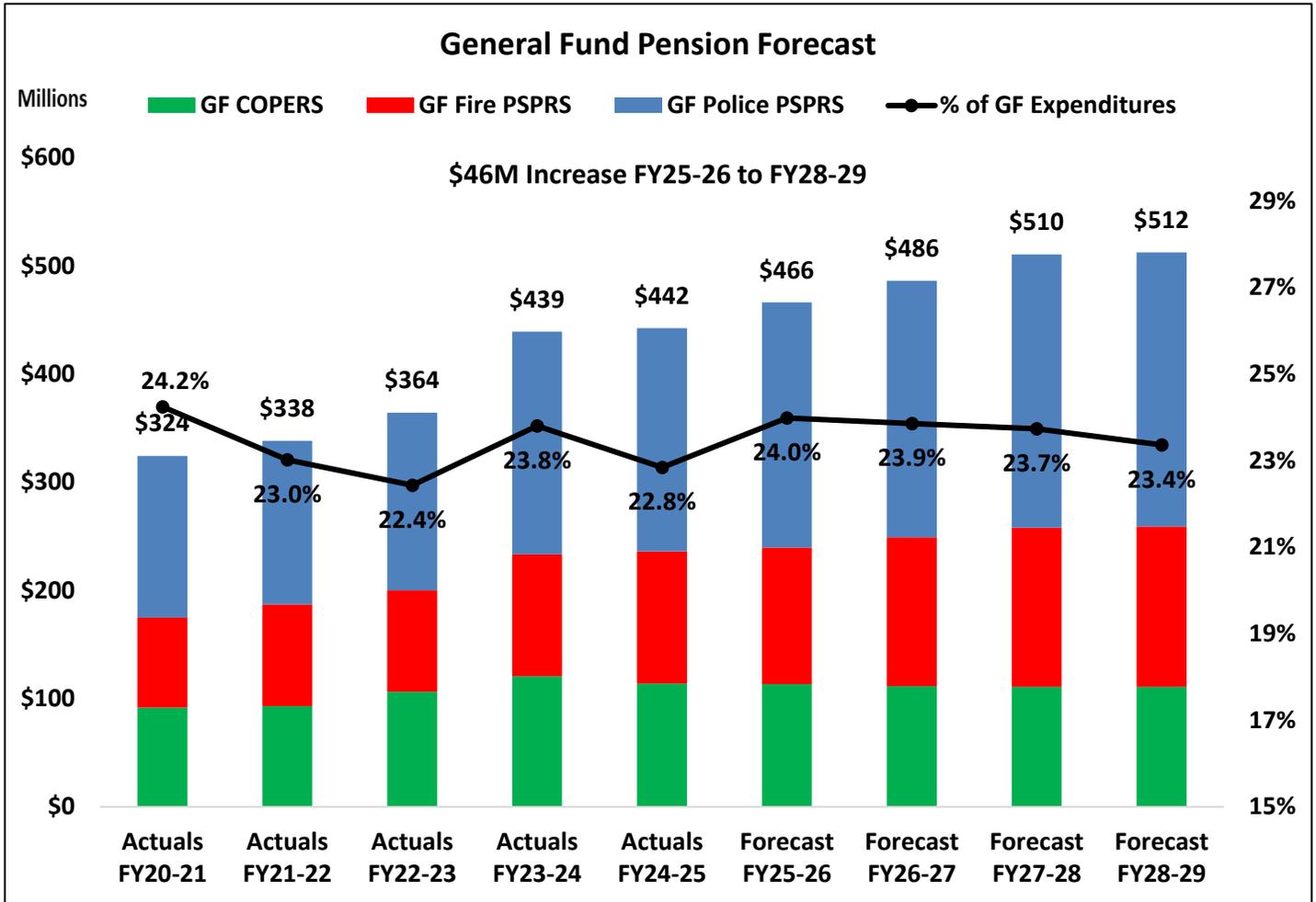
- * The contingency fund is set at 4.75% of the total General Fund operating expenditures from 2026-27 through 2028-29.
- * Includes no additional future funding for program enhancements, unfunded mandates, expiring grants, etc.
- * 2026-27 employee costs are based on projections under the current Council-adopted pay plan ordinance and employee contracts. No assumptions have been made concerning future labor contract negotiations. Estimated costs of the Class and Compensation study are included in the forecast. Pension costs are based on required and projected contribution rates provided by the respective pension system actuaries.
- * Non-personnel related expenditures for 2026-27 assume expenditure growth is in line with recent historical averages, and the out years are anticipated to align with the estimated CPI growth.

Other Forecast Notes:

- * Ranges provided for revenues and expenditures. The upper & lower ends of ranges increase slightly in the outer years of the forecast reflecting additional economic uncertainty in the later years.
- * Ranges include pessimistic and optimistic scenarios within assumptions provided by the primary sources of economic information mentioned in this report.
- * When a baseline deficit or surplus is projected, the next year's operating expenses are assumed to be decreased or increased by the baseline deficit/surplus amount prior to applying the assumed annual projected growth rate, as the City is required by Charter to balance the budget each year.

ATTACHMENT H Pension Cost Increases

The chart below illustrates the rise in General Fund (GF) pension costs for PSPRS and COPERS. The forecast for fiscal years 2025-26 through 2028-29 is based on information from plan actuaries and on the valuations dated June 30, 2025. Projected amounts account for updated salary, inflation, and demographic data. The PSPRS Board continued the decrease in the payroll growth assumption from 1.5% to 0.75%, resulting in an increase to the employer contribution rate.





City of Phoenix 2026 Heat Response Plan - Citywide

This report presents to City Council a review of the 2025 heat season and proposed updates to the City of Phoenix Heat Response Plan for 2026. The Heat Response Plan outlines the programs and services designed to protect residents and visitors from heat-related illness, death, and other severe health consequences resulting from both indoor and outdoor heat exposure. Staff are seeking approval of the 2026 Heat Response Plan and requesting authorization to proceed with six related items:

1. Authorization to lease real property located at 20 W. Jackson Street from Sunrise Equities, LLC.
2. Authorization to enter into contract with UMOM New Day Centers for Family Heat Respite Operator and Supportive Services.
3. Authorization to enter into contract with Community Bridges, Inc. and Justa Center for Heat Related Respite Operator and Supportive Services.
4. Authorization to enter into contract with AllThrive365 to serve as the distribution partner for the Community Heat Relief Supply Program.
5. Authorization to enter into contract with Wist Office Products Company to provide Heat Relief Supplies.
6. Authorization to enter into contract with Ninja Tropic to provide Heat Relief Online Training Curriculum Services.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

Extreme Heat and Public Health

Each year, the City of Phoenix implements a comprehensive Heat Response Plan to address the significant public health impacts of extreme heat. Extreme heat impacts the health and quality of life of many community members. In 2025, the Phoenix Fire Department responded to more than 1,700 calls for service for heat-related emergencies in Phoenix, and the Maricopa County Department of Public Health reported 425 heat-related fatalities countywide. The City of Phoenix's Heat Response Plan is revised annually to ensure that Phoenix's approach is adapted to meet evolving community needs in the pursuit of improvements in heat-related public health indicators.

Review of 2025 Heat Season and City Programs

The 2025 heat season was among the most severe in Phoenix's history, with an average daily temperature of 92.4°F (fourth highest all-time), 37 days at or above 110° F, and 31 Extreme Heat Warning days. Despite these extreme conditions, heat-related deaths as reported by the Maricopa County Department of Public Health decreased by more than 30 percent with approximately 200 fewer fatalities reported than the prior year. Heat-related deaths have now declined for two consecutive years in Maricopa County.

The City of Phoenix continued to make significant investments in programs and services intended to prevent heat-related illnesses and deaths last year. The Heat Response Plan includes a wide range of actions that address strategic priorities including providing publicly available cool space and water, supporting cool and safe home environments, and protecting workers. Among the major investments supporting heat response efforts in 2025 was the continued operation of a 24/7 heat respite and navigation center at 20 W. Jackson Street. Additionally, the City offered extended operating hours until 10 p.m. daily at Harmon, Yucca, and Cholla Libraries, three public cooling centers located in areas with high heat-related emergency calls. The extended hour and overnight heat relief locations were supported by dedicated staff with expertise in navigation services, mental and behavioral health, as well as dedicated security services. On-site health and medical support was provided by volunteers with the Arizona State University Nursing Program and Terros Health. Operations at these sites were coordinated by a cross-departmental Unified Command Team with leadership from the Phoenix Fire Department, Library Department, Office of Emergency Management, Office of Heat Response and Mitigation, Office of Homeless Solutions, and Office of Public Health.

The four extended-hour and overnight heat relief locations experienced significant daily use in the 2025 heat season, with more than 44,500 visits recorded from an estimated 5,000 unique individuals. On-site staff supported nearly 2,300 requests for additional assistance, which resulted in widespread community benefits including more than 700 placements into housing, shelter, or related services. An emergent trend in 2025 was a high volume of requests for assistance from families with minor children at the extended hour and overnight heat relief locations.

Heat Response Plan Updates for 2026

The 2026 City of Phoenix Heat Response Plan (**Attachment A**) builds on lessons learned from 2025, with targeted and data-driven adjustments to further protect residents throughout the heat season. Key insights shaping the 2026 plan include maintaining a strong focus on high-need areas such as downtown Phoenix and the I-

17 corridor, improving heat relief services for families experiencing homelessness, and continuing to strengthen the promotion and accessibility of City programs to disproportionately impacted neighborhoods and populations.

Four key updates to the Heat Response Plan are proposed for 2026:

1. Modifications to the locations and service model for extended hour and overnight heat relief sites, including offering extended hour heat relief services in partnership with the Justa Center in downtown Phoenix and offering dedicated heat relief services for families in partnership with UMOM.
2. Developing a new training program for City of Phoenix employees who support heat relief network locations, with the goal of increasing the capacity of public-facing employees to connect residents to heat-related services and resources.
3. Restructuring and formalizing the City's heat relief supply assistance program for community partners who participate in the regional Heat Relief Network.
4. Expanding community outreach efforts for mobile and manufactured home communities and senior residents in partnership with the Red Cross and Arizona Mobile and Manufactured Homeowners Organization.

Staff will continue to improve coordination and reporting strategies that increase cross-departmental and public situational awareness of all heat response plan actions status.

Budget Impact

In 2025, the total cost for extended hour and overnight heat relief sites and services was \$4.3 million funded by the City of Phoenix (American Rescue Plan Act ARPA and Opioid Settlement funds) and Maricopa County (ARPA funds). The approximate project need for the 24/7 Heat Respite and extended hour cooling center sites in 2026 is \$5.25 million with proposed funding sources including Maricopa County ARPA, Opioid Settlement, Community Development Block Grant CARES Act, and the General Fund.

Concurrence/Previous Council Action

- On October 12, 2021, City Council approved the Phoenix Climate Action Plan.
- On March 2, 2022, City Council adopted the 2021 Maricopa County Multi-Jurisdictional Hazard Mitigation Plan.
- On March 25, 2025, City Council reviewed the 2025 Heat Response Plan.
- On March 25, 2025, City Council approved amendments to an Intergovernmental Agreement (IGA) with Maricopa County (Ordinance S-50701).
- On December 9, 2025, City Council approved the Phoenix Energy Access Plan.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays, Deputy City Manager Gina Montes, the Phoenix Fire and Library departments, and the Offices of Emergency Management, Heat Response and Mitigation, Homeless Solutions, and Public Health.

ATTACHMENT A

**City of Phoenix 2026
Heat Response Plan**

**DRAFT FOR REVIEW
2/13/26**



Table of Contents

Executive Summary	3
Purpose and Planning Process	4
Weather and Climate Assessment	6
Health Assessment	8
Heat Response Programs and Services	10
Table of Strategies and Actions	11
Strategy 1: Equip First Responders for Effective Heat Response	12
Strategy 2: Provide Publicly Accessible Cool Space and Drinking Water	13
Strategy 3: Support Cool and Safe Homes	17
Strategy 4: Support Cool and Safe Mobility and Recreation	19
Strategy 5: Implement Heat Safety Measures for Workers	20
Strategy 6: Educate the Community and Engage with Partners	21
Acknowledgements	23

Executive Summary

The Heat Response Plan details the programs and services that Phoenix delivers to residents and visitors to prevent illness, death, and other serious and immediate adverse health outcomes associated with indoor and outdoor heat exposure. Extreme heat impacts the health and quality of life of many community members, with thousands of heat-related illnesses and hundreds of heat-related fatalities reported annually in Maricopa County. Preliminary reporting shows 425 heat-related fatalities in Maricopa County in 2025, indicating that significant public health challenges persist. However, this total represents a reduction of approximately 30% from the prior year and would mark the second consecutive year of declines after more than a decade of consistent increases. The City of Phoenix's Heat Response Plan is revised annually to ensure that Phoenix's approach is adapted to meet evolving community needs in the pursuit of continued improvements in heat-related public health indicators.

The 2026 Heat Response Plan contains 23 specific heat response actions for which the City holds a leadership role, organized into six broad strategies:

1. Equip first responders for effective heat response.
2. Provide publicly accessible cool space and drinking water.
3. Support cool and safe home environments.
4. Support cool and safe mobility and recreation.
5. Implement heat safety measures for workers.
6. Educate the community and engage with partners.

Notable updates to the plan for 2026 include:

1. Modifications to the locations and operations of the 24/7 heat respite center and extended hour cooling centers
2. Building new heat-focused educational resources for City of Phoenix employees
3. Restructuring the City's heat relief assistance program for community partners
4. Expanding outreach efforts to mobile home and senior living communities in partnership with the Red Cross

The 2026 plan draws from lessons learned over the past several years, with expanded services, data-driven adjustments, and stronger partnerships, ensuring enhanced coordination, accessibility, and outreach to protect residents during extreme heat events.

Purpose and Planning Process

The City of Phoenix Heat Response Plan outlines programs and services intended to protect public health and quality of life from the threats of hot weather. Extreme heat is a leading cause of weather-related deaths in the United States and exerts a significant public health burden in Phoenix. The most acute impacts include heat-caused and heat-related fatalities, as well as heat-related illnesses that require emergency medical service and hospital care. Many other health challenges are also known to be related to prolonged, frequent, or severe heat exposure but are not systematically documented. These challenges include cases of heat illness that are unreported, disrupted sleep patterns, and anxiety over high electricity bills.

While everyone is potentially vulnerable to heat-related illness, certain communities account for a disproportionately high share of the public health burden of extreme heat. Public health reports in Arizona point to people experiencing homelessness and substance users at especially high risk of adverse heat-related health outcomes. Studies also show that rates of heat-related illness and/or death are higher in communities that have lower incomes, lower quality housing, a higher prevalence of elderly individuals, a higher prevalence of people of color, and other indicators of social vulnerability.

Managing the public health risks associated with extreme heat is an integral component of hazard preparedness for the City of Phoenix owing to its geographic positioning in the Sonoran Desert. Prolonged, hot summers are a part of the regional climate. However, the experience of summer heat is highly variable between different neighborhoods in Phoenix and between individual residents. Historical development patterns and varying topography across Phoenix lead to neighborhood-to-neighborhood air temperature differences of 10°F or more on summer days. Personal heat exposure is even more variable depending on daily activity patterns and access to air-conditioned spaces. Over time, the severity of summer heat in Phoenix is being amplified beyond background conditions by urban development and global-scale climate change. Summer daytime and nighttime temperatures have increased in the City of Phoenix for several decades and temperatures are projected to continue to rise.

To address the significant, inequitable, and growing public health risks associated with extreme heat, the Phoenix City Council unanimously passed the City's first Heat Response Plan in 2022. This document is the fourth annual update to the Heat Response Plan.

The process to update the Heat Response Plan began in late summer 2025 and was coordinated by an Executive Heat Response Leadership team. This team is comprised of senior staff from Emergency Management, Fire, Public Health, Homeless Solutions, Library, and Heat Response and Mitigation. The Executive Heat Response Leadership team initiated several different types of program evaluation to identify opportunities for improvement toward the goal of preventing heat-associated illness and deaths. Those evaluation activities included a formal after-action analysis of the City's enhanced efforts during summer 2025 and review of operations with city departments and regional stakeholders that operate programs and services relevant to the heat response mission.

The 2026 Heat Response Plan contains 23 specific heat response actions for which the City holds a leadership role, organized into six broad strategies:

1. Equip first responders for effective heat response.
2. Provide publicly accessible cool space and drinking water.
3. Support cool and safe home environments.
4. Support cool and safe mobility and recreation.
5. Implement heat safety measures for workers.
6. Educate the community and engage with partners.

The goal of the Heat Response Plan is to enhance public health and community resilience by alleviating adverse effects of heat. Key performance indicators include:

- Heat-related mortality: Strive for year-over-year reductions in the number of fatalities attributed to heat exposure in the City of Phoenix
- Heat-related illnesses: Strive for year-over-year reductions in the number and severity of medical service calls related to heat exposure in the City of Phoenix.

Confirmed heat-related deaths in Phoenix for the 2025 heat season were approximately 30% lower than totals reported for 2024, marking the second consecutive year of declines. Emergency calls for service for heat-related illnesses to the Phoenix Fire Department increased by approximately 25% from 2024 to 2025.

The City of Phoenix also implements and invests in a wide range of other programs and services that support the goals of the Heat Response Plan but are not specifically activated or emphasized for the heat season, and as such are not listed as actions in this document.

Examples of those related initiatives include:

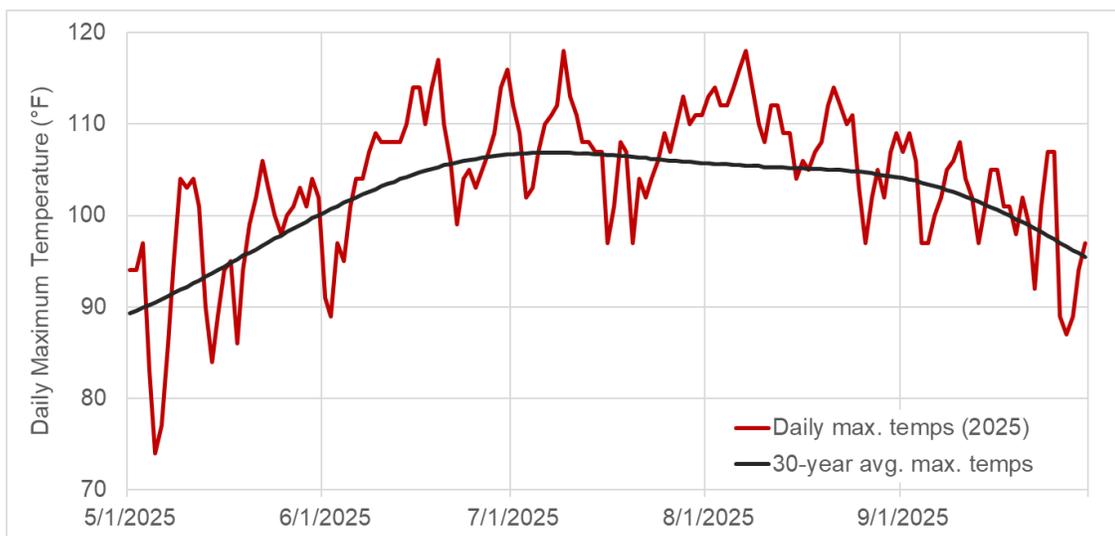
- Investments in affordable housing units and shelter beds
- Operation of housing repair and weatherization programs
- Installation of shade structures at transit stops and in the public right of way
- Increases in urban tree canopy
- Actions proposed in the Shade Phoenix Plan, Energy Access Plan, Climate Action Plan, and other municipal plans.

Weather and Climate Assessment

The City of Phoenix Heat Response Plan defines May through September as the operational season for heat response efforts. In 2025, programs operated during this time period as planned with no early activation or extension of programming timelines.

Heat Season 2025 Review

The 2025 Heat Season was among the most severe in Phoenix’s history. By many metrics, the 2025 heat season ranked 4th hottest all-time, behind only 2024, 2023, and 2020. Temperatures at Phoenix Sky Harbor Airport hit at least 110°F on 37 days and there were 31 days with National Weather Service Extreme Heat Warnings in effect. Daily highs exceeding 115°F were recorded five times, including a seasonal high of 118°F on July 9 and August 7. Nighttime temperatures failed to drop below 90°F at Sky Harbor on 23 days, including a seasonal high overnight low of 95°F on July 10. August was the hottest month of the summer and was the month with temperatures farthest above the climatological average, with daytime highs exceeding normals by more than 4°F. The figure below shows daily high temperatures from the 2025 heat season as compared to climatological normals, and the table provides a month-by-month summary of daily average high and low temperatures.



Month	2025 Avg. High	Normal Avg. High*	2025 Rank**	2025 Avg. Low	Normal Avg. Low*	2025 Rank**
May	95.6°F	94.5°F	34	71.2°F	69.5°F	12
June	106.2°F	104.2°F	16	80.9°F	78.6°F	10
July	107.6°F	106.5°F	12	86.2°F	84.5°F	8
August	109.3°F	105.1°F	4	87.1°F	83.6°F	5
September	100.5°F	100.4°F	30	79.8°F	78.1°F	5
Heat Season (May – Sept.)	103.8°F	102.1°F	6	81.1°F	78.9°F	3

*per the official 1991–2020 U.S. Climate Normals adopted by the National Oceanic and Atmospheric Administration

**out of 130 recorded years; 1 indicates hottest on record

Climate Data for Planning

The table below presents weekly averages, ranges, and probabilities of exceedance based on 2016–2025 observations from Phoenix Sky Harbor Airport. Statistics are based on the previous ten years rather than the official 30-year normals established by the National Oceanic and Atmospheric Administration to ensure that the most recent observations are used and to acknowledge non-stationarity in regional temperature trends. Data are presented for each week of the 2026 Heat Season starting on May 1; October data are included to support decision-making regarding potential extensions of the operational period beyond September 30.

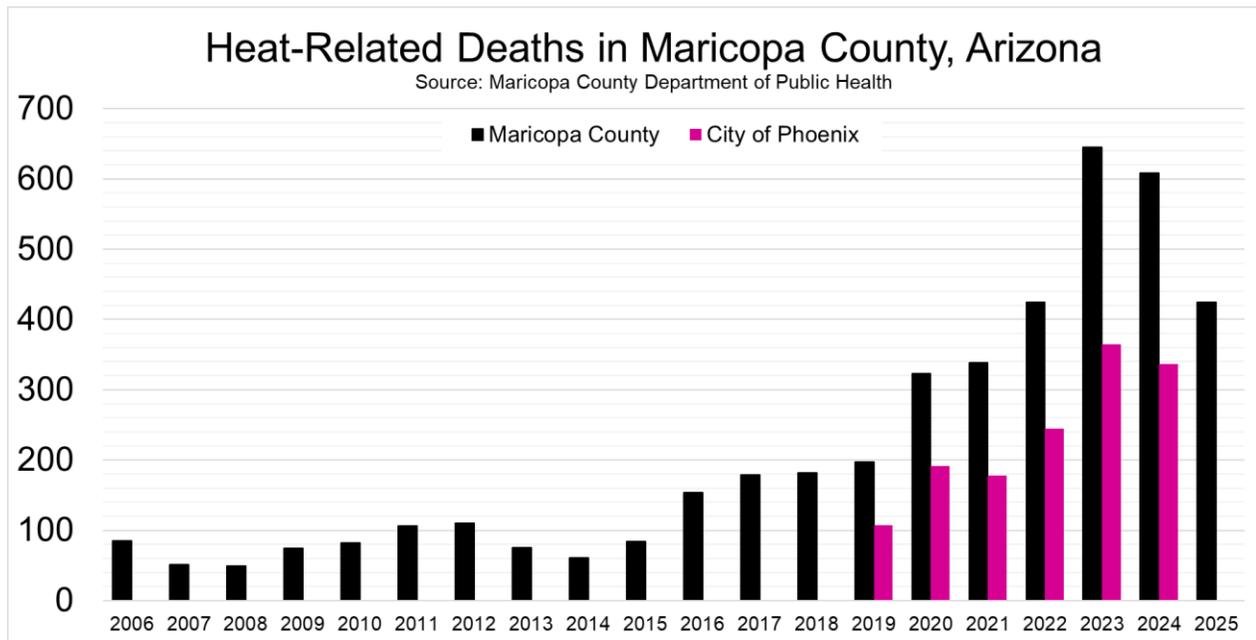
Week	Date	Daily High Temperatures				Daily Low Temperatures		
		Average (°F)	Highest (°F)	100°F or above*	110°F or above*	Average (°F)	Highest (°F)	90°F or above*
1	5/1	92.7	108	19%	0%	67.0	76	0%
2	5/8	93.5	106	30%	0%	68.3	81	0%
3	5/15	95.4	105	31%	0%	70.8	82	0%
4	5/22	96.1	108	36%	0%	70.2	79	0%
5	5/29	101.1	113	67%	6%	75.1	87	0%
6	6/5	104.9	115	86%	13%	78.8	87	0%
7	6/12	106.4	118	89%	31%	79.7	91	9%
8	6/19	108.1	119	94%	37%	82.1	92	11%
9	6/26	108.2	116	97%	40%	83.9	95	13%
10	7/3	109.9	118	100%	57%	86.5	95	26%
11	7/10	109.7	118	96%	59%	88.0	95	43%
12	7/17	108.2	119	97%	34%	87.3	97	37%
13	7/24	107.2	119	87%	51%	85.7	95	31%
14	7/31	108.1	118	91%	49%	85.9	93	31%
15	8/7	106.5	118	91%	27%	85.3	94	21%
16	8/14	106.4	117	86%	33%	84.0	93	19%
17	8/21	105.4	115	89%	27%	83.3	92	11%
18	8/28	106.1	117	90%	19%	84.6	93	10%
19	9/4	105.4	116	87%	21%	83.5	93	4%
20	9/11	103.2	113	71%	4%	80.0	90	1%
21	9/18	99.2	109	53%	0%	76.6	85	0%
22	9/25	98.0	117	49%	7%	74.5	88	0%
	10/2	95.9	113	29%	6%	71.4	86	0%
	10/9	92.0	108	19%	0%	68.6	81	0%
	10/16	90.7	105	11%	0%	66.0	75	0%
	10/23	88.3	100	3%	0%	63.6	76	0%

*Probabilities of exceedance indicate the percent of days within the given week that temperatures have reached the indicated temperature over the past decade.

Health Assessment

Heat-related deaths are tracked in Maricopa County by the Maricopa Department of Public Health (MCDPH), in partnership with the Maricopa County Office of the Medical Examiner. Heat-related deaths include those that are directly attributable to heat exposure (heat-caused deaths) and those where heat played a contributing role but was not the primary cause of death (heat-contributed deaths). The Maricopa County heat-health system is widely recognized as a national and international best practice. Heat-related deaths have been recorded using consistent methods since 2006.

Heat-related deaths have increased considerably in Maricopa County since 2014. Particularly large year-over-year increases were evident from 2015 to 2016 (+83%), 2019 to 2020 (+62%), and 2021 to 2022 (+25%). Another large increase is evident from 2022 to 2023, with an increase of more than 47% to the record high of 625 cases in Maricopa County that was recorded that year. However, heat-related deaths have declined in Maricopa County for each of the last two years, including a decline of approximately 30% from the 608 cases confirmed in 2024 to 425 confirmed cases in 2025 (as of 12/31/2025; 9 cases remain under investigation). City-specific totals for 2025 will be released by MCDPH at later date.



MCDPH produces comprehensive annual reports that detail key risk factors and characteristics of heat-associated deaths, including demographic information, details about housing status, air conditioning availability, and indications of drug/alcohol use. The preliminary report for the 2025 heat season has not yet been released, but the current MCDPH Dashboard shows that county-wide risk factors for heat-related death remain generally consistent with prior years. Among the key metrics as of December 31, 2025:

- 52% of reported deaths were heat-caused and 48% were considered heat-contributed. Heat-caused deaths are those in which heat was directly involved in the sequence of conditions causing deaths.
- 74% of heat-related deaths were among males.
- 58% of heat-related deaths were among persons 35–64 years of age
- 73% of heat-related deaths had an outdoor place of injury
- Among indoor heat-related deaths, 89% occurred in a home where air conditioning was present, but was turned off or not functioning
- People experiencing homelessness accounted for 48% of heat-related deaths
- Substance use was involved in 64% of deaths; this ratio is a modest increase from the prior three-year average of 57%

Another key lesson learned from MCDPH and Arizona State University (ASU) analysis of heat-associated death and illness data is that *serious health impacts from heat are not confined to only the hottest summer days*. While the hottest days do bring the highest risk of heat-associated death and illness, cases begin to be seen at temperatures that would be considered mild by most Phoenixians. In 2025, 37% of heat-related deaths in Maricopa County occurred on days with the HeatRisk was designated by the National Weather Service as Major or Extreme, and 63% of deaths occurred on days when the HeatRisk was designated as Moderate, Minor, or None. These findings imply that a seasonal approach to heat management, rather than one only focused on intermittent “heat waves” is necessary.

Heat Response Programs and Services

In 2026, the City of Phoenix will take the lead or play a significant role in operating 23 heat response programs and services. This comprehensive portfolio comprises a mix of ongoing programs continuing from previous years, revised existing programs, and new initiatives. The responsibility and support for these programs and services, encompassing budget and staffing needs, are distributed across more than 15 different City departments and functions. While many actions in the plan continually evolve and improve from year to year, there are four notable updates for 2026:

1. Modifications to the locations and operations of the 24/7 heat respite center and extended hour cooling centers (Actions 2.2 and 2.3)
2. Building new heat-focused educational resources for City of Phoenix employees (Action 2.8)
3. Restructuring the City's heat relief assistance program for community partners (Action 2.9)
4. Expanding outreach efforts to mobile home and senior living communities in partnership with the Red Cross (Action 3.4)

The subsequent pages feature an inventory of all programs and services organized by strategy, presented in table format. Following the table, a short narrative is provided for each action to provide a more complete perspective of the components of the Heat Response Plan.

Strategies	Actions (* denotes actions with notable updates for 2026)	Lead Depts.
Equip First Responders for Effective Heat Response	1.1 Activate summer heat protocols including cold immersion techniques	FIRE
	1.2 Equip Homeless Outreach Teams with Cooling Resources	OHS, OHRM, OPH
Provide Publicly Accessible Cool Space and Drinking Water	2.1 Designate City Facilities as Heat Relief Network Cooling Centers	LIB, OHRM
	*2.2 Offer Extended Hours at City of Phoenix Cooling Centers	LIB, OHS, OEM, OHRM, OPH
	*2.3 Operate a 24/7 Respite and Navigation Center	OHS, OEM, OHRM, OPH
	2.4 Designate City Facilities as Heat Relief Network Hydration Stations	PRD, HSD, OHRM
	2.5 Operate Safe Outdoor Space	OHS
	2.6 Provide Shade and Cooled Rest Areas at The Key Campus	OHS
	2.7 Expand Smart Chilled Drinking Water in Public Spaces Initiative	INNOV
	*2.8 Improve Heat Response Educational Resources for City Employees	OHRM, HR
	*2.9 Provide Heat Relief Supplies to Community Partners	OHRM
Support Cool and Safe Homes	3.1 Promote and Enforce Cooling Ordinance for Rental Housing Units	NSD, HSD, COMMS
	3.2 Provide Emergency Utility Assistance	HSD
	3.3 Offer Low-flow Water Services Program	WSD
	*3.4 Deploy Heat Outreach Teams to Mobile Home and Senior Communities	OHRM
Support Cool and Safe Mobility and Recreation	4.1 Deploy Outreach Teams to Select Trailheads	PRD, OHRM, FIRE
	4.2 Close Select Trailheads on Extreme Heat Warning Days	PRD
	4.3 Attend Community Events to Share Heat Safety Resources	OHRM
Implement Heat Safety Measures for Workers	5.1 Annually Update Heat Safety Plans in City Departments	HR
	5.2 Promote and Enforce Heat Safety Ordinance for City Contractors	FIN, LAW, HR, OHRM
Educate the Community and Engage with Partners	6.1 Operate a Comprehensive Heat Response Public Education Campaign	COMMS
	6.2 Improve Engagement Strategies for People Who Use Substances	OPH, OHRM, OHS, COMMS
	6.3 Participate in Cross-Agency Work Groups and Research Initiatives	OHRM, OEM

Department key: OHRM – Office of Heat Response and Mitigation; COMMS – Communications; VOL – Volunteer Programs; OAC – Arts and Culture; HSD – Human Services; HR – Human Resources; NSD – Neighborhood Services; OPH – Public Health, OEM – Office of Emergency Management; PWD – Public Works Department; PRD – Parks and Recreation Department; WSD – Water Services Department; PTD – Public Transit Department; LRT – Light Rail Transit; OHS – Office of Homeless Solutions; FIN – Finance Department; INNOV – Office of Innovation.

**STRATEGY 1:
EQUIP FIRST RESPONDERS FOR EFFECTIVE HEAT RESPONSE**



▶ Activate Summer Heat Protocols Including Cold Immersion Techniques

Action 1.1

The City of Phoenix Fire Department continues to respond to all heat-related calls in which the safety, health, or lives of residents are threatened during our summer months. The Fire Department's life-saving measures for heat emergencies include ice and cold-water immersion, chilled intravenous therapy, and other innovative strategies to reduce case severity. The Fire Department Heat Stress Management Standard Operating Procedure (MP 206.19) provides a robust framework for minimizing the effects of heat stress on first responders, which would have a cascading adverse impact on the community. The framework focuses on health assessments, rest, hydration, and temperature regulation for personnel exposed to high temperatures. Protective directives are implemented when temperatures exceed 105°F, deploying additional resources and implementing enhanced rehabilitation measures. Training exposures comply with ADOSH guidelines, further ensuring personnel's well-being.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	FIRE
RESOURCES / MORE INFO.	https://www.phoenix.gov/fire/publications/standard-operating-procedures

▶ Equip Homeless Outreach Teams with Cooling Resources

Action 1.2

The Office of Homeless Solutions deploys outreach teams year-round for proactive engagement with people experiencing homelessness and to assist in providing transportation and connection to homeless services. During the heat season, outreach teams are equipped with heat relief kits to distribute to community members in need, including water, hats, cooling towels, and other essential supplies. Staff also receive information about publicly available cooling resources to share during their engagements. In the 2025 heat season, 1,579 people benefitted from this program, which is supported by a three-year grant from the Gila River Indian Community.

TARGET POPULATION	PEOPLE EXPERIENCING HOMELESSNESS
LEAD DEPARTMENT(S)	OHS, OHRM
RESOURCES / MORE INFO.	N/A

**STRATEGY 2:
PROVIDE PUBLICLY ACCESSIBLE COOL SPACE AND DRINKING WATER**



► Designate City facilities as Heat Relief Network Cooling Centers Action 2.1

The regional Heat Relief Network is coordinated by the Maricopa Association of Governments (MAG) and consists of Respite Centers, Cooling Centers, Hydration Stations, and Donation Sites. Cooling Centers are indoor, air-conditioned locations that also offer hydration. 17 City of Phoenix Library locations served as Cooling Centers throughout the 2025 Heat Season and the City will continue this commitment in 2025. All participating City facilities are listed on a publicly accessible web map and directory hosted by MAG.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	LIBRARY, OHRM
RESOURCES / MORE INFO.	https://azmag.gov/Programs/Heat-Relief-Network

► Offer Extended Hours at City of Phoenix Cooling Centers Action 2.2

Updated for 2026. Participating facilities in the regional Heat Relief Network typically provide services coincident with their normal hours of business operation. This model creates gaps in network availability, particularly in the late afternoon and evening hours, as well as on weekends. To address this deficiency, the City of Phoenix will extend the hours of one Cooling Center—Cholla Library—to 9pm each day of the week and add capacity from noon to 9pm on Sundays throughout the heat season. This location was selected to address elevated heat-health risks along the I-17 corridor north of downtown Phoenix, as a complement to the City’s investment in heat respite locations in the downtown core. Similar to the 2025 heat season, full library services will be offered at Cholla Library during the extended operating hours, with additional staffing support provided by Community Bridges, Inc.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	LIB, OHS, OEM, OHRM, OPH
RESOURCES / MORE INFO.	N/A

► **Operate 24/7 and Extended Hour Respite and Navigation Centers**

Action 2.3

Updated for 2026. To further improve the capacity of the regional Heat Relief Network, the City of Phoenix will operate one 24/7 Heat Respite and Navigation Center for the entire heat season as well as a second site with afternoon and evening hours. These locations will serve as safe, cool indoor spaces for refuge from the heat and provide water. They will also provide resources for people experiencing homelessness including navigation and transportation, to help people access a wide range of other City of Phoenix services. The locations were chosen based on analysis of public health and community vulnerability data as well as operational capabilities. This year, the City will again offer 24/7 heat respite at 20 W. Jackson St. and additional availability at the Justa Center, located at 1001 W. Jefferson St. Both locations are in downtown Phoenix in the primary hotspot for heat-related 911 calls citywide. Both of these sites will have staffing and security support from the Office of Homeless Solutions, Community Bridges, Inc., and the Phoenix Police Department.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHS, OEM, OHRM, OPH
RESOURCES / MORE INFO.	N/A

► **Designate City Facilities as Heat Relief Network Hydration Stations**

Action 2.4

The regional Heat Relief Network is coordinated by the Maricopa Association of Governments (MAG) and consists of Respite Centers, Cooling Centers, Hydration Stations, and Donation Sites. Hydration Stations are indoor or outdoor locations that offer bottled water and may offer other heat relief resources. All City of Phoenix senior centers, community centers, and swimming pools served as Hydration Stations during the 2025 Heat Season and the City will continue this commitment in 2026. All participating City facilities are listed on a publicly accessible web map and directory hosted by MAG.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	PRD, HSD, OHRM
RESOURCES / MORE INFO.	https://azmag.gov/Programs/Heat-Relief-Network

► **Operate the Safe Outdoor Space**

Action 2.5

The Safe Outdoor Space at 1537 W. Jackson St. is a key component in the city’s strategy to address homelessness around the Key Campus. It is designed as an alternative for those not yet ready for indoor shelter and provides a safer, shaded environment with essential services to aid individuals in ending their homelessness. The unique property offers both outdoor and cooled indoor spaces. The operation of the Safe Outdoor Space aligns with recommendations from the 2020 Strategies to Address Homelessness Plan.

TARGET POPULATION	PEOPLE EXPERIENCING HOMELESSNESS
LEAD DEPARTMENT(S)	OHS
RESOURCES / MORE INFO.	N/A

► Provide Shade and Cooled Rest areas at The Key Campus

Action 2.6

Multiple City of Phoenix investments made over the past several years are providing shade and cooled space to individuals experiencing homelessness at the Key Campus. These investments include shade structures and evaporative coolers that are activated on the Campus during the heat season. Phoenix coordinated and funded the construction of a cooling tower at the center of the Campus that became operational in 2025.

TARGET POPULATION	PEOPLE EXPERIENCING HOMELESSNESS
LEAD DEPARTMENT(S)	OHS
RESOURCES / MORE INFO.	N/A

► Expand Smart Drinking Water in Public Spaces Initiative

Action 2.7

Access to chilled drinking water is a fundamental need for health and well-being. This project expands access to chilled drinking water in high-density areas of the city, with locations near public transportation stops and hubs, City buildings, and public spaces. The project takes a data-driven approach to understand the needs of the Phoenix community and identify optimal locations. Each unit has a remote monitoring system to provide usage data and alerts for system issues and potential leaks. The initiative includes partners, including Downtown Phoenix Inc. and HandsOn Greater Phoenix, as well as community members to support the upkeep and sustainability of each unit. As of early 2026, 11 units have been installed with four additional units to be installed later in the calendar year. To date, the initiative has delivered the equivalent of more than 270,000 single-use plastic bottles of water to residents, without the plastic waste. The project won an IDC North America Smart Cities Award in 2025.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OFFICE OF INNOVATION
RESOURCES / MORE INFO.	https://www.phoenix.gov/administration/departments/innovation/chilled-drinking-water-initiative.html

► Improve Heat Response Educational Resources for City Employees

Action 2.8

Updated for 2026. A new training program is being developed for staff members who support City of Phoenix Heat Relief Network sites. The training, which will be delivered through the PHXYou platform, will help build employee awareness of the full suite of heat relief programs and resources available to the public. This content includes information about programs and tools offered by city departments as well as local partners. The training program is being collaboratively developed with input from ten city departments. A pilot version of the training program will be launched for the 2026 heat season, with feedback from the pilot used to enhance the program for widespread implementation in 2027. This action is supported by a FEMA Building Resilient Infrastructure and Communities Grant.

TARGET POPULATION	EMPLOYEES
LEAD DEPARTMENT(S)	OHRM, HR
RESOURCES / MORE INFO.	N/A

Updated for 2026. Dozens of community organizations participate in the regional Heat Relief Network, expanding options available for city residents to access cool space, drinking water, and important programs and services. These organizations participate in regional heat relief efforts on a voluntary basis, often absorbing additional costs to do so with no or very limited financial resources. The City of Phoenix has been offering heat relief assistance programs to these organizations since 2022. Last year, 18 local organizations received supplies including hats, electrolytes, sunscreen, reusable water bottles, and lip balm with a total allocation of more than \$100,000. In 2026, the heat relief assistance program is being restructured with new formal contracts for a heat relief supply provider and distribution manager to improve program efficiency. All participating organizations must be registered with the regional Heat Relief Network with operations in the City of Phoenix.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM
RESOURCES / MORE INFO.	N/A

**STRATEGY 3:
SUPPORT COOL AND SAFE HOMES**



► Promote and Enforce Cooling Ordinance for Rental Housing Unit

Action 3.1

The Neighborhood Services Department enforces the City’s cooling ordinance, which sets minimum temperature requirements for cooling systems in all single- and multi-family rental housing units. Each unit must be able to safely cool all livable rooms to 86°F when using evaporative cooling and 82°F when using air conditioning. The Human Services Department oversees a Landlord-Tenant education program that helps parties understand their rights and responsibilities concerning this ordinance and the Arizona Residential Landlord-Tenant Act. The City actively promotes these and related programs throughout the heat season. In 2025, Neighborhood Services completed 200 service calls related to enforcement of the cooling ordinance.

TARGET POPULATION	RENTERS
LEAD DEPARTMENT(S)	NSD, HSD, COMMS
RESOURCES / MORE INFO.	https://www.phoenix.gov/nsdsite/Documents/NPD%20Documents/Cooling%20Ordinance%20Flyer.pdf

► Provide Emergency Utility Assistance

Action 3.2

The Human Services Department operates the City’s utility assistance program for residents, which aids in covering costs for electricity, water, and gas services. Assistance is provided through federal, state, and local utility assistance funding initiatives. Funding is provided on a first-come, first-served basis; however, those who meet emergency criteria will be prioritized for consideration if funding is available. Priority will be given to households with children under 24 months, individuals aged 60 and older, or those with special medical needs. The Human Services Department staff offer case management services, education, and utility provider coordination to help residents to effectively manage their finances, enroll in appropriate utility plans, and advocate to prevent disconnection or facilitate reconnection of utility services when appropriate.

The utility assistance program operates year-round and is promoted as a heat response strategy during the heat season. In 2025, 59% of financial assistance was provided during the heat season and 57% of total households were served during the heat season, with the most assistance provided and households served occurring in September.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	HSD
RESOURCES / MORE INFO.	https://www.phoenix.gov/humanservices

► Offer Low-Flow Water Service Program

Action 3.3

The Water Services Department is continuing its innovative Low-Flow Water Service Program. This program provides a vital lifeline for customers experiencing difficulty paying their water bills, offering essential water services for up to three months. By ensuring continued access to water for basic needs, such as hydration, while residents work to resolve challenges with bill payment, the City strives to alleviate financial burdens during the heat season.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	WSD
RESOURCES / MORE INFO.	https://www.phoenix.gov/waterservices

► Deploy Heat Outreach Teams to Mobile Home and Senior Communities

Action 3.4

Updated action for 2026. The City will partner with the Red Cross and the Arizona Mobile and Manufactured Homeowners Association to coordinate a volunteer-led outreach program for residents of mobile and manufactured homes as well as seniors. The partnership will focus on educating residents about available resources and promoting heat safety. In 2025, this effort included five outreach campaigns that engaged 445 residents, with the support of 38 participating volunteers. Staff and partners are seeking to expand efforts for 2026 in coordination with the Neighborhood Services and Human Services Departments and Offices of Public Health and Sustainability.

TARGET POPULATION	MOBILE HOME RESIDENTS, SENIORS
LEAD DEPARTMENT(S)	OHRM
RESOURCES / MORE INFO.	N/A

**STRATEGY 4:
SUPPORT COOL AND SAFE MOBILITY AND RECREATION**



▶ Deploy Outreach Teams to Select Trailheads Action 4.1

From May through September, the City of Phoenix supports the “Take a Hike. Do it Right.” campaign with outreach teams deployed to promote safe hiking practices and reduce heat-related illnesses and rescues. Volunteers from the Community Emergency Response Team (CERT) and Park Stewards are stationed every Saturday and Sunday from 7–10 a.m. at entrances to trails that have higher rates of heat-related illnesses and/or those where rescue operations are more technically complex, including trails at Camelback Mountain, Piestewa Peak, and South Mountain. Volunteers provide heat safety education, hydration resources, and distribute cooling supplies such as water, electrolytes, and towels. Last year, 265 volunteers contributed more than 800 service hours and recorded 17,300 engagements. The program also made new infrastructure investments in 2025 to make ice immediately accessible at select locations to support Phoenix Fire during mountain rescues.

TARGET POPULATION	HIKERS
LEAD DEPARTMENT(S)	PRD
RESOURCES / MORE INFO.	N/A

▶ Close Select Trailheads on Extreme Heat Warning Days Action 4.2

The Parks and Recreation Board established the Trail Heat Safety Program in 2021 to reduce risks for hikers and first responders during extreme heat. The program restricts access to select trails when the National Weather Service issues an Extreme Heat Warning. In March 2025, the board expanded the program to restrict access to three trails at South Mountain Park / Preserve: Holbert Trail, Mormon Trail, Hau ‘pal Loop Trail, and the National Trail from Pima Canyon Trailhead, while keeping more than 100 miles of trails open.

TARGET POPULATION	HIKERS
LEAD DEPARTMENT(S)	PRD
RESOURCES / MORE INFO.	https://www.phoenix.gov/parks/trails/take-a-hike-do-it-right to receive alerts

▶ Attend Community Events to Share Heat Safety Resources Action 4.3

The Office of Heat Response and Mitigation will help raise awareness of heat response initiatives by supporting requests to participate in community gatherings and outreach events throughout the heat season. Staff will provide an information booth and engage with attendees to raise awareness about heat safety measures, distribute educational materials, and provide guidance on accessing community cooling resources.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM
RESOURCES / MORE INFO.	N/A

**STRATEGY 5:
IMPLEMENT HEAT SAFETY MEASURES FOR WORKERS**



▶ Annually Update Heat Safety Plans in City Departments

Action 5.1

The Human Resources Safety & Worker’s Compensation Division has developed written Heat Injury and Illness Prevention Plans with departments whose employees face heat safety dangers during their work duties. These plans work to minimize or eliminate employee exposures to heat related hazards that may lead to serious injuries, illnesses or death. The plans outline each department’s safety controls and policies to mitigate heat-related hazards, procedures to follow should a heat-related illness or injury occur and training to ensure employees are familiar with their department’s plan.

TARGET POPULATION	CITY EMPLOYEES
LEAD DEPARTMENT(S)	HR
RESOURCES / MORE INFO.	N/A

▶ Promote and Enforce Heat Safety Ordinance for City Contractors

Action 5.2

In April 2024, the City Council adopted a heat safety ordinance that applies to businesses that have contractual, leasing, or licensing relationships with the City of Phoenix. The ordinance requires these businesses to have compliant heat safety plans that ensure appropriate measures to protect employees are in place. At the time of ordinance adoption, the City Council also directed staff to create an advisory committee to guide the implementation of the ordinance. The advisory committee was formed in early summer 2024 and submitted recommendations to the City Manager in September 2025 to guide the implementation of the ordinance into the future.

TARGET POPULATION	WORKERS
LEAD DEPARTMENT(S)	HR, LAW, FINANCE, OHRM
RESOURCES / MORE INFO.	N/A

**STRATEGY 6:
EDUCATE THE COMMUNITY AND ENGAGE WITH PARTNERS**



► Operate a Comprehensive Heat Response Public Education Campaign **Action 6.1**

The City will continue to increase the reach of public messaging related to heat response in 2026 through a comprehensive multimedia public education campaign. The goal of the campaign is to maximize community awareness of heat safety information and available resources. The campaign includes both print and digital channels and is updated each year. Resources are made available in both English and Spanish and target heat-vulnerable populations as well as the community at large. In 2025, thousands of pamphlets were distributed to community partners, multiple newsletters included heat safety information, resources were promoted on bus shelters and billboards as well as other advertising venues, and more than 300,000 impressions were earned on social media. Additionally, staff will proactively pursue media coverage and participate in requested media interviews to further build public awareness of heat safety strategies and resources. In 2025, the Communications Office coordinated more than 100 stories from local, national, and international outlets related to the City’s Heat Response Plan and programs.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	COMMS
RESOURCES / MORE INFO.	https://www.phoenix.gov/pio/summer

► Improve Engagement Strategies for People Who Use Substances **Action 6.2**

The Office of Public Health, in partnership with the Communications Office and Offices of Heat Response and Mitigation and Homeless Solutions, will continue efforts to improve heat related outcomes for people who use drugs and alcohol. Substance use was a factor in approximately 57% of heat-related fatalities across Maricopa County between 2022 and 2024. Efforts in 2026 will include the continuation of heat outreach and expanding education on the risks of substance use and heat as well as overdose signs, symptoms, and response. Training modules for staff and volunteers supporting heat relief sites as well as the public will be updated and published. In addition, staff will develop and implement heat risk messaging and communication tools in partnership with overdose and disease prevention agencies supporting people who use drugs. Existing partnerships that will be leveraged for this work are the City’s Public Health and Harm Reduction Working Group, Health Advisory Executive Committee, Community Mental Health, Wellness, Public Health, and Safety Task Force, and the Phoenix Substance Use Coalition Collaborative.

TARGET POPULATION	SUBSTANCE USERS
LEAD DEPARTMENT(S)	OPH, OHRM, OHS, COMMS
RESOURCES / MORE INFO.	https://www.phoenix.gov/healthsite/Pages/Naloxone.aspx

► **Participate in Cross-Agency Work Groups and Research Initiatives**

Action 6.3

The City will continue to participate in and lead heat response initiatives across a wide range of governance scales to ensure that resources are deployed as effectively as possible. Phoenix was a member of multiple county- and state-level coordination teams in the 2025 heat season and participated in pre- and post-season statewide meetings coordinated by the Arizona Department of Health Services. City staff will continue to serve on the steering committee for the Arizona Heat Resilience Research and Data Work Group, which meets monthly throughout the year. Staff are also actively engaged with the Ten Across Network, which facilitates peer-to-peer learning among sustainability and resilient professionals across the American Sun Belt. Staff will also facilitate the City’s engagement with research initiatives that offer high potential for benefitting regional heat response efforts.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM

Acknowledgments

The City of Phoenix appreciates the efforts of all community partners who are working to reduce the adverse impacts of extreme heat. The organizations listed below participate in actions listed in the Heat Response Plan, have provided guidance on the City's heat response strategies, or have published plans and reports from which the Heat Response Plan draws content and inspiration.

City of Phoenix Mayor and Council Offices

Office of Mayor Kate Gallego
Office of Ann O'Brien, District 1
Office of Jim Waring, District 2
Office of Debra Stark, District 3
Office of Laura Pastor, District 4
Office of Betty Guardado, District 5
Office of Kevin Robinson District 6
Office of Anna Hernandez, District 7
Office of Vice Mayor Kesha Hodge Washington, District 8

City of Phoenix Departments and Functions

Arts & Culture, Aviation, City Manager's Office, Communications, Environmental Programs, Fire, Heat Response and Mitigation, Emergency Management, Homeless Solutions, Housing, Human Resources, Human Services, Innovation, Library, Light Rail Transit, Neighborhood Services, Parks and Recreation, Police, Public Health, Public Transit, Public Works, Sustainability, Volunteer Programs, and Water Services.

Local, Regional, and National Partners

AllThrive365, Arizona Department of Health Services, Arizona Faith Network, Arizona Heat Resilience Work Group, Arizona Public Service, Arizona State University, Bloomberg Associates, C40 Cool Cities Network, Centers for Disease Control and Prevention, Community Bridges, Inc., Crisis Response Network, Healthy Giving Council, Justa Center, Keys to Change, Maricopa Association of Governments, Maricopa County Department of Emergency Management, Maricopa County Department of Public Health, National Oceanic and Atmospheric Administration, National Weather Service Phoenix Forecast Office, Nature Conservancy Arizona Healthy Cities Program, Phoenix Community Emergency Response Team, Phoenix Parks Foundation, Phoenix Parks Stewards, Phoenix Revitalization Corporation, Red Cross, Salt River Project, Sustainable Cities Network, UMOM, University of Arizona, Valley Metro, and Valley of the Sun United Way.

Funding Partners

The City of Phoenix Heat Response initiatives benefit from financial resources made available through grant programs offered by the Gila River Indian Community, Maricopa County Department of Public Health, and Federal Emergency Management Agency.



Authorization to Lease Real Property Located at 20 West Jackson Street from Sunrise Equities, LLC. (Ordinance S-52627) - District 7

Request to authorize the City Manager, or his designee, to enter into a lease with Sunrise Equities, LLC., for use of improved property located at 20 West Jackson Street to provide a heat respite site for the Office of Homeless Solutions. Further request authorization for the City Controller to disburse all funds related to this item.

Request the City Council to grant an exception Pursuant to Phoenix City Code § 42-20 to authorize inclusion in the documents pertaining to this transaction of indemnification and assumption of liability provisions that otherwise would be prohibited by Phoenix City Code § 42-18, which is a necessary condition of the lease.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

The Office of Homeless Solutions requests authorization to lease a 21,048 square-foot building located at 20 West Jackson Street for the purpose of operating a 24/7 heat respite site during the 2026 summer season. The structure will provide individuals and families a cool, indoor space for relief from the heat. The rental rate is \$40,000 per month, plus applicable taxes, which is in the range of market rents as determined by the Real Estate Division. Lessee is responsible for utilities and common area maintenance.

Contract Term

The term of the lease is five months beginning April 24, 2026, through September 30, 2026, with an automatic option to continue thereafter on a month-to-month basis, until terminated with 30 days written notice by either Party. The lease may be canceled Pursuant to Arizona Revised Statute 38-511 and may contain other terms and conditions deemed necessary by the City.

Financial Impact

Rent during the term of the lease will be \$40,000 per month, plus applicable taxes. Funding is available in the Human Services Department's operating budget and via existing federal, state, and county grant funding.

Concurrence/Previous Council Action

Agreement 162845-0, authorized by Ordinance S-51722, adopted March 25, 2025.

Location

20 West Jackson Street

Assessor's Parcel Number: 112-22-103

Council District: 7

Responsible Department

This item is submitted by Deputy City Manager Gina Montes, the Office of Homeless Solutions and the Finance Department.



Authorization to Enter into Contract with UMOM New Day Centers, Inc. for Heat Related Respite Operator and Supportive Services (Ordinance S-52628) - District 8 and Citywide

Request to authorize the City Manager, or his designee, to enter into contract with United Methodist Outreach Ministries (UMOM) New Day Centers, Inc. to provide heat respite, connections to resources, and services for families with minor children experiencing homelessness. The total value of the contract will not exceed \$300,000. Further request to authorize the City Controller to disburse all funds related to this item.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

Office of Homeless Solution (OHS) seeks to contract with UMOM for the 2026 heat season to provide heat respite seven days per week to families with minor children experiencing homelessness, referred by other heat relief sites and City of Phoenix outreach workers. UMOM will assess the needs of each family for potential diversion and shelter those who are not able to be diverted. In addition, UMOM will provide hotel vouchers as an alternative for respite overflow.

Procurement Information

In accordance with Administrative Regulation 3.10, standard competition was waived as a result of an approved determination memo based on the following reasons: Special Circumstances without Competition and award of a grant (Phoenix City Code 43-2(B)(3)). The Special Circumstances without Competition Determination is based on the need to have a dedicated heat respite space for families who can provide the support and navigation services needed for this population. UMOM is the largest family shelter provider in the state of Arizona and is the family coordinated entry provider, managing the shelter and housing waitlist for families with minor children in the region.

Contract Term

The contract will begin on or about April 1, 2026 and end October 31, 2026.

Financial Impact

The total contract value will not exceed \$300,000. Funding is available in the Office of Homeless Solution's operating budget and via existing federal, state, and county grant funding.

Location

Council District: 8 and Citywide

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Homeless Solutions.



Authorization to Amend Emergency Shelter/Heat Related Respite Operator and Supportive Services Qualified Vendor List and Increase Authority, and to Enter into Contracts with Community Bridges, Inc. and Justa Center for Heat Related Respite Operator and Supportive Services (Ordinance S-52629) - Districts 1, 7 & Citywide

Request authorization for the City Manager, or his designee, to amend authorization for the Emergency Shelter/Heat Related Respite Operator and Supportive Services Qualified Vendor List (QVL) to increase funding in an amount not to exceed \$3,230,000, for a new not to exceed aggregate amount of \$66,856,295, and to allow use of any available Office of Homeless Solutions' (OHS) funding source to fund QVL contracts up to the not-to-exceed amount. Further request authorization for the City Controller to disburse funds for the life of the QVL.

Further request authorization to enter into contract with Community Bridges, Inc. (CBI) to operate heat relief and cooling centers and to connect people experiencing homelessness to services. The total contract value will not exceed \$2.6 million. Additionally, CBI is a vendor on the Emergency Shelter/Heat Related Respite Operator and Supportive Services QVL and Pursuant to City Council Ordinance S-50419, Section 2, staff is seeking Council approval.

Further request authorization to enter into contract with Justa Center to operate a heat relief and cooling center and connect people experiencing homelessness to services. The total contract value will not exceed \$130,000. Additionally, Justa Center is a vendor on the Emergency Shelter/Heat Related Respite Operator and Supportive Services QVL and Pursuant to City Council Ordinance S-50419, Section 2, staff is seeking Council approval.

Further request authorization for the City Controller to disburse all funds related to this item for the life of the contracts above. Funding is available in the Human Services budget.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

The Office of Homeless Solutions (OHS) provides support and services for persons experiencing homelessness and is committed to ending homelessness through a comprehensive, regional approach to housing and services. The City of Phoenix remains committed to supporting annual heat relief activities for individuals experiencing homelessness. Qualified vendors from the Emergency Shelter/Heat Related Respite Operator and Supportive Services QVL are awarded contracts for specific projects when opportunities become available. Contracts awarded include assistance with City-owned shelter and heat-respite projects, contractor-operated temporary emergency shelter and heat related respite programs, as well as supportive services to individuals or families experiencing homelessness.

Ensuring people experiencing homelessness have access to adequate hydration and cooling through temporary, emergency heat respite and cooling centers throughout Phoenix during the hot summer months is a priority for OHS. Through the Emergency Shelter/Heat Related Respite Operator and Supportive Services QVL, OHS seeks to contract with the following providers for the 2026 summer heat season to operate the designated cooling/respite centers, as well as provide navigation services which include but are not limited to supportive services, connecting people experiencing homelessness with housing resources, mental and behavioral health services, and other resources:

- Community Bridges, Inc. - Cholla Library - 10050 N. Metro Parkway East (cooling center);
- Community Bridges, Inc. - 24/7 Heat Respite Location - 20 W. Jackson Street (daytime and overnight respite);
- Justa Center - Justa Center - 1001 W. Jefferson Street (cooling center).

Additionally, as part of heat response efforts, funding is being provided to Saint Vincent de Paul (SVdP). Funding is provided through the QVL via their existing Contract 163316 as an option to extend will be exercised to continue providing emergency overflow shelter services, heat respite, and access to care coordination for individuals experiencing homelessness seven nights a week at the SVdP Phoenix Dining Room. The SVdP Phoenix Dining Room is located on the Key Campus located at 1075 W. Jackson Street. SVdP can accommodate up to 170 individuals.

Because this item will have Citywide impacts, staff is requesting consent of the full Council under Section 2 of City Council Ordinance S-50419, which requires additional Council approval for certain uses of the QVL.

Contract Term

The term of the QVL will remain unchanged, beginning February 1, 2023, through June 30, 2028.

The term of the contracts with CBI and Justa Center will begin on or about April 1, 2026, through October 31, 2026.

Financial Impact

The aggregate cost of the contracts will not exceed \$66,856,295 over the life of the QVL. Funding is available in the Human Services Department's operating budget and via existing federal, state, and county grant funding.

The total cost of the CBI contract will not exceed \$2.6 million. The total cost of the Justa Center contract will not exceed \$130,000. The cost for overflow operations with SVdP will not exceed \$500,000. Funding is available in the Human Services budget.

Concurrence/Previous Council Action

- On January 25, 2023, the City Council approved the QVL with Ordinance S-49352.
- On May 15, 2023, the City Council approved additional \$10.5 million in funding with Ordinance S-50884.
- On June 28, 2023, the City Council approved an additional \$13.3 million in funding with Ordinance S-49924.
- On December 13, 2023, the City Council approved an additional \$6,752,847 in funding with Ordinance S-50419.
- On March 20, 2024, the City Council approved an additional \$1,388,933 in funding with Ordinance S-50706.
- On January 15, 2025, the City Council approved an additional \$15 million in funding with Ordinance S-51541.
- On June 4, 2025, the City Council approved an additional \$6,511,615 in funding for the QVL with Ordinance S-52012.
- On January 7, 2026, the City Council approved an additional \$172,900 in funding for the QVL with Ordinance S-52535.

Location

Cholla Library, 10050 N. Metro Parkway East
24/7 Heat Respite Location, 20 W. Jackson Street
Justa CEnter, 1001 W. Jefferson Street
Key Campus SVdP Dining Hall, 1035 W. Jackson Street
Council Districts: 1, 7, and Citywide

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Homeless Solutions.



Heat Relief Supply Distribution Management - RFP GGS-26-0100 - Request for Award (Ordinance S-52630) - Citywide

Request to authorize the City Manager, or his designee, to enter into a contract with FSL Programs dba AllThrive365 PRO to provide Heat Relief Supply Distribution Management for the Office of Heat Response and Mitigation. Further request to authorize the City Controller to disburse all funds related to this item. The total value of the contract will not exceed \$300,000.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

This contract will provide secure storage facilities, inventory control, and logistical coordination for essential heat relief supplies such as bottled water, cooling items, and related materials. These supplies will be received, stored and distributed to designated heat relief partners throughout the City to ensure timely and equitable access for vulnerable populations during extreme heat conditions. This service is necessary to maintain an organized and efficient supply chain that supports public health and safety, reduces operational delays, and ensures resources reach those most in need during periods of excessive heat. The Contractor will also collaborate with City staff to implement streamlined processes for storage, distribution and reporting, which will ensure accountability and effective program delivery.

Procurement Information

A Request for Proposal procurement was processed in accordance with City of Phoenix Administrative Regulation 3.10.

One vendor submitted a proposal deemed responsive and responsible. An evaluation committee of City staff evaluated this offer based on the following criteria with a maximum possible point total of 1000:

- Method of Approach (400 points)
- Qualifications and Experience (350 points)
- Pricing Proposal - Low Cost (250 points)

After reaching consensus, the evaluation committee recommends award to the following vendor:

FSL Programs dba AllThrive365 PRO, total score 920

Contract Term

The contract will begin on or about March 1, 2026, for a five-year term with no options to extend.

Financial Impact

The aggregate contract value will not exceed \$300,000. Funding is available in the Office of Heat Response and Mitigation budget.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Heat Response and Mitigation.



Heat Relief Supplies Contract - IFB-26-0046 - Request for Award (Ordinance S-52631) - Citywide

Request to authorize the City Manager, or his designee, to enter into contract with Wist Business Supplies & Equipment Co. dba Wist Office Products Company to provide heat relief supplies for the Office of Heat Response and Mitigation. Further request to authorize the City Controller to disburse all funds related to this item. The total value of the contract will not exceed \$2.6 million.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

This contract will provide the City of Phoenix with essential heat relief supplies and related services to support its summer heat mitigation efforts from May through September. The awarded Contractor will furnish items such as bottled water, cooling products, and other heat relief materials, along with inventory management and delivery/distribution services. These supplies will be delivered to more than 60 designated City locations, including Maricopa Association of Governments heat relief network sites, which serve vulnerable populations such as individuals experiencing homelessness, low-income families, and others at high risk of heat exposure. This contract is necessary to ensure timely and equitable access to life-saving resources that help prevent heat-related illnesses and fatalities, which is in alignment with the objectives of the Office of Heat Response and Mitigation. By providing a reliable supply chain and efficient distribution process, this agreement supports public health and safety during periods of extreme heat.

Procurement Information

An Invitation for Bid procurement was processed in accordance with City of Phoenix Administrative Regulation 3.10.

Five vendors submitted bids deemed to be responsive to posted specifications and responsible to provide the required goods and services. Following an evaluation based on price, the procurement officer recommends award to the following vendor(s):

Selected Bidder

Wist Business Supplies & Equipment Co. dba Wist Office Products Company

Contract Term

The contract will begin on or about March 1, 2026, for a five-year term with no options to extend.

Financial Impact

The aggregate contract value will not exceed \$2.6 million. Funding is available in the Office of Heat Response and Mitigation budget.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Heat Response and Mitigation.



Heat Relief Online Training Curriculum Contract - RFQ-26-0144 Request for Award (Ordinance S-52632) - Citywide

Request to authorize the City Manager, or his designee, to enter into a contract with Pyro eLearning Solutions, LLC dba Ninja Tropic to provide heat relief online training curriculum for the Office of Heat Response and Mitigation. Further request to authorize the City Controller to disburse all funds related to this item. The total value of the contract will not exceed \$92,000.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

This contract will provide an online training curriculum for staff operating heat relief network sites including libraries, community centers, senior centers and external heat relief network sites within City of Phoenix boundaries. This training program will guarantee a uniform curriculum across all heat relief network sites ensuring staff follow the same guidelines and procedures while also clearly defining roles and responsibilities and improving operational efficiency. The program will be scalable and adaptable, which will allow easy on-boarding of new staff or expansion to additional sites. This training will directly impact the community and strengthen the heat relief network by equipping staff with knowledge, skills and ability to serve vulnerable populations including seniors and those without access to cooling and contributing to public health and safety goals during extreme heat conditions.

This item has been reviewed and approved by the Information Technology Services Department.

Procurement Information

A Request for Quotation solicitation was processed in accordance with City of Phoenix Administrative Regulation 3.10. One vendor submitted a bid deemed to be responsive to the posted specifications and responsible to provide the required goods and services. Following an evaluation based on price, the procurement officer recommends award to the following vendor:

Selected Bidder

Pyro eLearning Solutions, LLC dba Ninja Tropic

Contract Term

The contract will begin on or about March 9, 2026, for a two-year term with three additional one-year options to extend.

Financial Impact

The aggregate contract value will not exceed \$92,000.

Funding is available in the Office of Heat Response and Mitigation through Federal Emergency Management Agency's Building Resilient Infrastructure and Communities grant, which was awarded to the City by the Arizona Department of Emergency and Military Affairs.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Heat Response and Mitigation.