

City of Chandler Annual Budget

2021-22



“Moving Forward Together”



The theme of this year's budget is "Moving Forward Together." We issue the Fiscal Year (FY) 2021-22 budget with the acknowledgement that we're moving forward from a time when COVID-19 created many health, social, and economic hardships. Chandler businesses and residents demonstrated great strength, resiliency, and innovation as our community capitalized on remarkable investment and progress.

This budget depicts the continuation of capital projects and operating expenses that were deferred a year ago due to the uncertain economic impacts of the pandemic. It also contains planned spending of one-time federal grants and bond sales funding important investments in our community.

The FY 2021-22 budget upholds quality services to our community at some of the lowest rates in the Valley, as well as preserves infrastructure and enhances amenities through a continued emphasis on maintenance and investment.

Decades of thoughtful planning and wise financial decisions have ensured Chandler residents and businesses experience a safe community, excellent services, and an exceptional quality of life. As we look toward this coming year and beyond, a clear vision and focus, strong reserves, prudent spending, and sound financial management policies illuminate our path moving forward together.

"Moving Forward Together"



City Council

Back row from left

Councilmember Matt Orlando, Vice Mayor Mark Stewart,
Councilmember OD Harris, Councilmember Terry Roe

Front row from left

Councilmember René Lopez, Mayor Kevin Hartke, Councilmember Christine Ellis

City Manager

Joshua H. Wright

Assistant City Manager

Debra Stapleton

Management Services Director

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Libby Stressman, Budget Management Assistant



In FY 2021-22, the City is focused on rebuilding, returning to normalcy, and providing residents and businesses with the resources, to thrive. Chandler's commitment to strong financial policies, maintaining healthy reserves, and conservative forecasting kept Chandler in a good financial position throughout the pandemic.

Chandler continues to be one of the few communities across the United States to be awarded an AAA General Obligation bond rating from all three bond rating agencies, allowing the City to obtain the most favorable interest rates on bonded debt.

Due in part to a significant reduction in the prior fiscal year's budget to mitigate potential COVID-19 impacts, the budget will increase 13.6 percent, totaling \$1.06 billion when compared to the prior year's budget. Major factors contributing to the increase are anticipated American Rescue Plan Act grant funding, additional infrastructure and capital improvement projects, and nine net new General Funded positions to help deliver outstanding services. This budget allows for flexibility to address grant funded projects should additional funding be made available.

This budget plans continued paydown of the Public Safety Personnel Retirement System unfunded liability with a programmed additional one-time payment of \$22 million and additional commitments in the one-time forecast. New positions and replacement of safety and communication equipment for our public safety departments will continue to enhance their ability to serve and respond to the community's needs.

Thank you to the Citizen Bond Exploratory Committee and subcommittees for providing input on future bonded project needs focusing on parks, facilities, streets, police, and fire. This thoughtful review and prioritization of community needs is vital as we plan for the future.

I would like to thank Council and City staff for working diligently to provide innovative ways to guide us through the unparalleled times of the pandemic. Careful planning lead to a stable and growing economy, and we will continue to build upon that in this next fiscal year.

Thank you to our residents and businesses for your confidence and input over the last year. This year we are "Moving Forward Together," and Council remains committed to providing services that create an exceptional quality of life.

Sincerely,

A handwritten signature in black ink that reads "Kevin Hartke". The signature is fluid and cursive, written over a light blue horizontal line.

Kevin Hartke
Mayor

"Moving Forward Together"

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Reader's Guide to the Budget Document

This budget document has been prepared to present a financial plan that an average citizen can read and understand and to provide the City Council and City Management with a tool to help meet their goals and provide quality service levels at the lowest cost to citizens. This budget document is also designed to continue our long tradition of meeting or exceeding the standards set by the Government Finance Officers Association (GFOA) for a Distinguished Budget Presentation Award by providing: A Policy Document, an Operations Guide, a Financial Plan, and a Communications Device.

Executive Summary – This section presents the City's priorities, challenges, and successes. Included in this section are overviews of balancing strategies, revenues, expenditures, ongoing savings and efficiencies, and the Capital Improvement Program (CIP).

Community and Organizational Profile – Within this section are the City's Mission Statement, City Officials Biographies, Organizational Chart, City Maps, and Demographics, Economics, and Statistics.

Budget Policies, Process, and Decisions – This section begins with a summary of strategic goals, organizational priorities, financial policies, the budget process overview, and calendar. The remainder of the section describes the major issues considered when developing the budget, Council amendments to the Proposed Budget, as well as position and program additions and reductions for the FY 2021-22 adopted budget.

Financial and Personnel Overviews – In this section are the Adopted Budget Summaries, which cover resources and appropriations at citywide, fund, and cost center levels. Fund balance analysis and authorized personnel are also included in this section.

Resources – The resources section provides summarized data comparing the FY 2020-21 Budget and the FY 2021-22 Budget. Detailed descriptions of major revenue sources with historical trends and analysis are also presented.

Department Budgets – Each department section includes budget information summarized at department and division levels; department significant accomplishments; division goals, objectives, and performance measurements; authorized positions; and significant changes by divisions within City departments. Each division is assigned a unique number, known as a "cost center," in Chandler.

Capital Budget – Capital appropriations are provided at the summary and cost center level for major capital programs, operating capital, and capital replacement. The relationship between capital and operating budgets is also included in this section.

Bonded Debt – This section includes the City's debt obligations, bond capacity available, schedule of total outstanding debt, brief descriptions of bond types with revenue sources used to repay bonded debt, and bond payment schedules with actual principal and interest due through 2037.

Schedules and Terms – Included in this section are the following: The Resolution adopting the FY 2021-22 Budget, the state-required Auditor General Summary Schedules, Financial Schedules by Fund, the Salary Plan Effective July 1, 2021, Expenditure Categories, a Glossary of Terms, and a list of acronyms used in this document.

Frequently Asked Questions Regarding the Chandler Budget

The following will assist the reader with answering some of the more commonly asked questions about the City of Chandler's Annual Budget.

To answer these questions...	Refer to section ...	Page...
How is the City organized?	Community and Organizational Profile	p 39
What is the population of the City?	Community and Organizational Profile	p 43
Who are the largest private sector employers in Chandler?	Community and Organizational Profile	p 47
What is the budget development process?	Budget Policies, Process, and Decisions	pp 80-83
What are the major issues in the budget?	Budget Policies, Process, and Decisions	pp 84-85
What are the City's major expenditures?	Financial and Personnel Overviews	pp 109-114
How many staff does the City employ?	Financial and Personnel Overviews	pp 132-135
What are the City's major revenue sources?	Resources	pp 140-177
What portion of the annual budget is allocated to Capital Improvements?	Financial and Personnel Overviews	pp 109-110
	Capital Budget	pp 508-509
What Major Capital Programs are scheduled for FY 2021-22?	Capital Budget	pp 513-530

Other information about the budget, budget process, and what is happening in the City can be found at the following links:

chandleraz.gov/budget - Budget Brief - Detailed Capital Improvement Program

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1 Executive Summary



- City Manager's Message
- 5-year General Fund Forecast
- Overview of the Annual Budget and Budget Forecast

"Moving Forward Together"



Chandler's commitment to innovation, thoughtful planning, and wise investment enables our businesses and residents to receive quality services at some of the lowest tax and utility rates in the Valley.

Fiscal Year 2021-22 City Manager Budget Message**Honorable Mayor, City Council, and Citizens of Chandler:**

I am pleased to present to you the Fiscal Year (FY) 2021-22 Adopted Budget and 2022-2031 Capital Improvement Program (CIP) for the City of Chandler. This budget is the result of department directors and their respective teams' review and prioritization of services and projects based on Council's Strategic Policy Goals, guidance from the Council Budget Kickoff in December 2020, and subsequent budget workshops. As the impacts of the COVID-19 pandemic incorporated into the current year's budget were fortunately not realized, the Adopted Budget has been adjusted to allow funding of the needed programs that impact our residents daily, but continues to ensure they are delivered in an efficient and responsible way.

Citizen engagement has been important throughout the budget process, starting with the annual Citizen Budget Survey that reflected high overall scores on "Quality of Life," "City Government Performance," and "Great Return on My Tax Dollars," as well as the Budget Input Time (BIT) social media event which was held from March 7, 2021, through March 13, 2021. This Adopted Budget continues to reflect Chandler's commitment to hear our citizens by providing the highest quality services in the most cost-effective manner while maintaining the City's long-term financial sustainability.

The total Adopted Budget (operating and capital) is \$1.06 billion for FY 2021-22, which represents a 13.6% increase from the FY 2020-21 budget. It is important to remember that the Adopted Budget for FY 2020-21 included significant reductions to minimize any potential impacts from the COVID-19 outbreak, and therefore the comparison is being made to a reduced budget when looking year over year. Further, the Adopted Budget includes an additional \$36 million of contingency appropriation to allow for spending of the American Rescue Plan Act (ARPA) funding, which is anticipated to be received and expended throughout the year. The Adopted Budget also contains an increase in other anticipated grant funding as it is expected that additional federal dollars may be received from both ARPA and other programs. Total General Fund, which includes budgeted operating, capital, debt service, and contingency and reserves, represents 38%, or \$402 million, of the City's total budget. This figure represents a 1.3% increase over the prior year, primarily due to the elimination of last year's reductions due to COVID-19. Additional funding is also committed toward the pay-down of the City's Public Safety Personnel Retirement System (PSPRS) unfunded liability. Details on the components of the total and General Fund budgets are shown in the Financial and Personnel Overview section.

Chandler - "Moving Forward Together"

This year's budget motto, "*Moving Forward Together*", reflects our past and current leaders' direction for our community as we move forward out of the pandemic and continue the focus of making Chandler the Community of Innovation and the City of choice for our residents and businesses. Council's Strategic Policy Goals continue to build on this direction while maintaining fiscal sustainability and continuing to provide great value to our citizens through forward thinking and conservative planning. This direction has resulted in AAA bond ratings from all three rating agencies, strong economic development, quality public safety, and well-built infrastructure. The FY 2021-22 Adopted Budget was prepared following this direction and continues to reflect the exceptional services provided to the citizens of Chandler even through challenging times.

Challenging Times and Opportunities

Formulating the fiscal plan for each year comes with numerous challenges and opportunities. The City took a cautious approach at the start of the COVID-19 pandemic by including combined reductions for FY 2019-20 and FY 2020-21 of \$30.5 million in budget projections. Although there have been segments of our local economy negatively impacted by the pandemic, the funds received through AZCares and other federal programs have allowed some relief. Meanwhile, certain sectors of the economy and the City's related revenues continued growing at a steady pace with strong consumer confidence. Even though anticipated revenue impacts did not come to fruition, expenditure reductions, spending restrictions, and position holds remained in place throughout 2020.

This year also included diligent monitoring of legislative bills that could impact our ongoing revenues, as well as focused review of expenditure impacts that are causing, or potentially could cause, higher costs if not contained. These threats include PSPRS rates and its unfunded liability, workers' compensation self-insurance claims, fleet sustainability, aging infrastructure, solid waste and recycling costs, and addressing various capital needs under a higher construction cost environment. The discussion at the state level regarding potential tax cuts could still impact our state shared revenues;

however, the announcement of a \$20 billion expansion from our community partner, Intel, will certainly create additional economic activity and have a positive, sustainable impact.

Due to the tradition of conservative budgeting, delineating between one-time and ongoing revenues, maintaining healthy reserves, and adhering to strong financial policies, this FY 2021-22 Adopted Budget includes numerous recommendations that address the majority of these concerns, and City staff continues efforts to uphold efficient practices and encourage innovation. Additionally, services and capital projects continue to support Council's Strategic Policy Goals, which include: Being the Most Connected City, Being a Leader in Trust and Transparency, Maintaining Fiscal Sustainability, Attracting a Range of Private Sector Businesses, Fostering a Contemporary Culture that Embraces Unity, and Being Safe and Beautiful, as shown on pages 58-59 of the Budget Policies, Process, and Decisions section.

Operating Budget

When setting Chandler's long-term operating forecast, creating a structurally balanced budget is imperative. This means ensuring *ongoing* operating expenditures are supported by *ongoing* revenues, which is shown in our General Fund 5-Year Ongoing Forecast (pages 19-20). Following are Operating Highlights included in the FY 2021-22 Adopted Budget:

- ✓ Slightly reduces the City Property Tax rate: \$1.1126 per \$100 of assessed value decreased from \$1.1201, minimizing the impact of the 6.8% increase in Limited Assessed Values, of which 3.7% is new property (page 24).
- ✓ No increase to the City Transaction Privilege Tax rates.
- ✓ Planned, measured increases to Water, Wastewater, Reclaimed Water, and Solid Waste rates, ensuring appropriate funding for operational needs, including capital improvements, while still focusing on maintaining Chandler's low rates compared to other Valley cities (page 22).
- ✓ Maintains service levels: department decision packages add ongoing (\$5.1 million) and one-time (\$7 million) funding, for a total of \$12.1 million, of which \$9.1 million is General Fund (net revenue offsets and reallocations), and \$3 million is Other Funds as shown on pages 91-104 of the Budget Policies, Process, and Decisions section.
 - Adds 9.0 positions overall in the General Fund, Police Department: one Police School Resource Officer (SRO) to support a high school for Chandler Unified School District (CUSD) (off-set by CUSD funding), and one non-sworn Mental Health Coordinator; 4 Firefighter positions (3 offset by new ambulance contract funding); a Mental Health Liaison for Courts; a Homeless Navigator in Neighborhood Resources; and a Fiber Systems Specialist in Development Services.
- ✓ Adds funding for employee compensation: association commitments and market/merits for General employees.
- ✓ Plans for debt reduction by allocating an additional \$22 million in one-time funding to PSPRS, with the goal of funding future retirement commitments of sworn City personnel and reducing the annual employer contribution sooner.
- ✓ Maintains reserves: continues the one-time 15% appropriated General Fund Contingency (\$38.8 million), and a designated one-time Budget Stabilization Reserve (\$10 million), as well as other important reserves.

Chandler's continued adherence to solid financial management practices, as shown in the City Financial Policies in the Budget Policies, Process, and Decisions section (pages 60-79), has kept the City fiscally strong, and this budget continues that practice.

Capital Planning and Debt Management

As we look to Chandler's future and strive to improve the quality of life for our citizens, it is vital that we continue to provide well designed and maintained infrastructure and amenities. The total capital budget for FY 2021-22 is \$369 million, which is \$23.2 million (6.7%) more than the prior year. The amount of the Adopted 2022-2031 CIP is \$1.27 billion, which is \$103.5 million (8.9%) more than the prior 10-year plan (page 23). This CIP continues Mayor and Council priorities of maintaining existing infrastructure, finishing planned construction of parks and southeast arterial streets, limiting new projects that add operations and maintenance, and addressing public needs. The plan also puts a higher emphasis on maintaining aging utilities, streets, parks, facilities, and technology infrastructure, as well as adding new projects such as Cooper Road Extension, Tumbleweed Expansion/Multi-Generational Facility, and a Police Forensic Facility, to name a few.

A variety of funding sources support the Adopted capital plan, with the sale of new bonds making up 58.6% of the 10-year total; therefore, debt management is a critical part of this capital plan. This approach requires minimizing changes to the secondary tax rate, which generates the amount levied for principal and interest payments on General Obligation (GO) bonds, while still addressing capital needs. As we get closer to build-out and growth-related projects are completed, System Development (Impact) Fee collections can begin to repay loans made to fund past growth projects. These loan repayments can supplement the secondary tax levy, minimizing the tax rate changes needed to fund new bonds and expanding capacity for capital projects (see the CIP book for details on projects and related funding).

Ensuring Fiscal Strength and Low-Cost Services

As with previous budgets, measures have been taken to ensure the City is able to balance its operating and capital budgets over the short term as well as the long run. To ensure continued fiscal strength and manage expenditure growth to keep the cost of services low, the City will need to continue the tradition of transparency, maintaining strong financial policies, creating efficiencies, providing essential public services, and maintaining infrastructure to continue to make Chandler attractive for residents and businesses.

Acknowledgements

I would like to thank the City Council for their guidance and support throughout the development of this budget. As always, this budget was a collaborative effort which involved employees at all levels of the organization: City Manager's Office, department directors and their department budget liaisons, Human Resources Division staff, and all the employees of the City who have been innovative and contributed to this unique and challenging budget process. A very special thanks to the Management Services Director, Budget Manager, and the Budget Division staff who spent long hours providing analysis and compiling this detailed budget document.

Respectfully,



Joshua H. Wright
City Manager

General Fund 5-Year Ongoing Operating Forecast

An important part of the budget process is the preparation of the General Fund 5-Year Ongoing Forecast to assist the City with sound financial decisions. A preliminary version of the forecast was reviewed in February with the Mayor and Council, using estimates based on actuals through December 2020 for revenues and expenditures and preliminary projections for FY 2020-21 year-end State Shared Revenues, Local Sales Tax, Property Tax, and other key revenues. Through February and March, updated information was received from the State of Arizona, the League of Arizona Cities and Towns, and internal City departments of anticipated FY 2020-21 revenues and expenditures. This has resulted in a revised year-end projection that forms the basis for the FY 2021-22 Adopted Budget and forecast.

The ongoing forecast was updated to reflect, for the majority of revenue streams, a return to pre-COVID-19 revenues, as revenue trends have remained above adopted FY 2020-21 amounts. The expenditure assumptions anticipate increases in Arizona State Retirement System (ASRS) costs, health care, and operations and maintenance (O&M) costs, including items such as utilities, software system contract maintenance and additions to the operating budget resulting from new capital improvements (e.g., additional staff, landscape costs, asphalt pavement repair costs, utilities).

Major assumptions used in developing the General Fund 5-Year Ongoing Forecast are shown in the table below. The five columns reflect the projected percentage or dollar changes for the ongoing portion of anticipated revenues and expenditures.

MAJOR REVENUE ASSUMPTIONS	FY21-22 Ongoing Change	FY22-23 Ongoing Change	FY23-24 Ongoing Change	FY24-25 Ongoing Change	FY25-26 Ongoing Change
Local Sales Tax	+7.3%	+3.3%	+3.0%	+3.0%	+2.0%
Primary Property Tax	+3.6%	+3.0%	+3.0%	+2.0%	+2.0%
State Shared Sales Tax	+4.1%	+2.0%	+2.0%	+2.0%	+2.0%
Urban Revenue Sharing	+0.0%	+0.0%	+0.0%	+1.0%	+1.0%
Vehicle License Tax	+2.2%	+2.0%	+2.0%	+2.0%	+2.0%

EXPENDITURE ASSUMPTIONS	FY21-22 Ongoing Change	FY22-23 Ongoing Change	FY23-24 Ongoing Change	FY24-25 Ongoing Change	FY25-26 Ongoing Change
Vacancy Savings Rate	1.75%	1.50%	1.50%	1.50%	1.50%
Employee Compensation	See note*	0%	0%	0%	0%
Health Care Premium Costs	+1.5% As of 1/1/22	+4.5% As of 1/1/23	+6.0% As of 1/1/24	+6.0% As of 1/1/25	+6.0% As of 1/1/26
AZ State Retirement System Costs	+2.8%	+2.7%	+2.7%	+2.7%	+2.7%
Public Safety Retirement System (PSPRS) Costs	-2.1%	+0.0%	+0.0%	+0.0%	+0.0%
Operating Position / O&M Adds	\$3,159,817	\$1,200,000	\$2,000,000	\$2,000,000	\$2,000,000
Capital Project O&M Adds	\$693,419	\$660,300	\$360,800	\$1,133,500	\$336,100
Increased Contribution to Fleet Fund	\$250,000	\$100,000	\$100,000	\$100,000	\$0
Increased Contribution to Risk Fund	\$250,000	\$250,000	\$250,000	\$0	\$0
Increased Contribution to W/C Fund	\$0	\$100,000	\$200,000	\$200,000	\$200,000

* See the Major Budget/Issues, Employee Compensation section found in Budget Policies, Process and Decisions tab.

Executive Summary**2021-22 Adopted Budget**

This forecast reflects annual revenue estimates based on FY 2020-21 year-end revised revenue. Further analysis is then completed to determine what portion of the total revenues will continue ongoing, to support ongoing operating expenditures. This forecast excludes General Fund balance that has accumulated from prior years, which is reflected on the next page.

Descriptions	FY 2021-22 Adopted (Ongoing & One-Time)	% Change Over FY 2020- 21 Revised	FY 2021-22 Ongoing Amount	Ongoing % of Budget	% Change in Ongoing	FY 2022-23 Ongoing Amount	% Change in Ongoing	FY 2023-24 Ongoing Amount	% Change in Ongoing	FY 2024-25 Ongoing Amount	% Change in Ongoing	FY 2025-26 Ongoing Amount	% Change in Ongoing
Revenues and Other Sources													
Local Taxes and Licenses													
Franchise Fees	2,980,000	-10.8%	2,980,000	100.0%	-11.7%	3,009,000	1.0%	3,038,600	1.0%	3,069,000	1.0%	3,100,000	1.0%
Transaction/Privilege Tax	148,378,200	2.2%	120,472,000	81.2%	7.3%	124,405,800	3.3%	128,107,700	3.0%	131,916,100	3.0%	134,534,500	2.0%
Other Licenses	821,000	23.2%	747,000	91.0%	-0.4%	747,000	0.0%	747,000	0.0%	747,000	0.0%	747,000	0.0%
State Shared Revenues													
State Shared Sales Tax	28,790,000	4.3%	23,450,000	81.5%	4.1%	23,919,000	2.0%	24,400,000	2.0%	24,890,000	2.0%	25,390,000	2.0%
Vehicle License Tax	12,100,000	3.9%	9,800,000	81.0%	2.2%	9,996,000	2.0%	10,200,000	2.0%	10,410,000	2.1%	10,620,000	2.0%
Urban Revenue Sharing	33,500,000	-9.5%	30,660,000	91.5%	0.0%	30,660,000	0.0%	30,660,000	0.0%	30,970,000	1.0%	31,280,000	1.0%
Charges for Services													
Engineering Fees	1,369,100	-3.4%	1,065,000	77.8%	4.7%	1,086,100	2.0%	1,109,000	2.1%	1,136,600	2.5%	1,164,600	2.5%
Building Division Fees	6,540,000	-0.3%	4,280,000	65.4%	1.3%	4,364,600	2.0%	4,451,000	2.0%	4,539,200	2.0%	4,629,100	2.0%
Planning Fees	265,500	-3.6%	220,500	83.1%	-2.2%	222,600	1.0%	224,800	1.0%	227,000	1.0%	229,200	1.0%
Public Safety Miscellaneous	5,404,717	13.8%	4,822,445	89.2%	5.4%	4,872,200	1.0%	4,919,300	1.0%	4,971,300	1.1%	5,024,400	1.1%
Library Revenues	336,200	18.8%	345,000	102.6%	-12.3%	356,500	3.3%	364,000	2.1%	371,600	2.1%	379,300	2.1%
Parks & Recreation Fees	2,533,300	60.5%	2,528,400	98.8%	-18.1%	2,661,500	5.3%	2,714,000	2.0%	2,767,400	2.0%	2,821,900	2.0%
Miscellaneous Receipts													
Sale of Fixed Assets	490,000	380.4%	38,000	7.8%	0.0%	38,800	2.1%	39,600	2.1%	40,400	2.0%	41,300	2.2%
Other Receipts	984,350	-19.5%	828,877	84.2%	-0.8%	869,300	4.9%	876,900	0.9%	884,700	0.9%	892,700	0.9%
Leases	171,100	5.0%	100,000	58.4%	0.0%	102,000	2.0%	104,100	2.1%	106,200	2.0%	108,400	2.1%
Court Fines	3,409,300	44.4%	3,126,592	91.7%	-3.9%	3,188,100	2.0%	3,251,200	2.0%	3,315,400	2.0%	3,381,000	2.0%
Interest on Investments	2,316,000	-12.3%	1,850,000	79.9%	0.0%	1,887,000	2.0%	1,924,800	2.0%	1,963,300	2.0%	2,002,600	2.0%
Primary Property Taxes													
Primary Property Taxes	8,453,200	4.2%	8,403,200	100.0%	3.6%	8,655,300	11.4%	8,920,000	3.1%	9,100,000	2.0%	9,290,000	2.1%
Indirect Cost Allocation & Transfers In													
Indirect Cost Allocation & Transfers In	8,521,086	-6.1%	7,548,586	88.6%	0.0%	7,549,000	0.0%	7,549,000	0.0%	7,552,300	0.0%	7,552,300	0.0%
Total Revenues	267,363,053	1.8%	223,265,600	84%	4.1%	228,589,800	2.4%	233,601,000	2.2%	238,977,500	2.3%	243,188,300	1.8%
Expenditures & Other Uses													
Ongoing Personnel Services	173,718,022		173,718,022		2.7%	176,320,400	1.5%	177,718,400	0.8%	179,626,400	1.1%	181,044,400	0.8%
Less Vacancy Savings (1.75%, then 1.5%)	(3,040,000)		(3,040,000)		-28.1%	(2,645,000)	-13.0%	(2,666,000)	0.8%	(2,694,000)	1.1%	(2,716,000)	0.8%
Ongoing Base Budget	52,087,578		52,087,578		5.1%	53,287,600	2.3%	55,287,600	3.8%	57,287,600	3.6%	59,287,600	3.5%
Increased Contribution to Fleet Fund	250,000		250,000			350,000	40.0%	450,000	28.6%	550,000	22.2%	550,000	0.0%
Increased Contribution to Risk Fund	250,000		250,000			500,000	100.0%	750,000	50.0%	750,000	0.0%	750,000	0.0%
CIP Operations & Maintenance	-		-			660,300		1,021,100	54.6%	2,154,600	111.0%	2,490,700	15.6%
One-Time Operating Expenditures	44,097,453		-			-		-		-		-	
Total Expenditures	267,363,053	1.8%	223,265,600		4.1%	228,473,300	2.3%	232,561,100	1.8%	237,674,600	2.2%	241,406,700	1.6%
Cumulative Ongoing Surplus/(Deficit)	-		-			116,500		1,039,900		1,302,900		1,781,600	

COVID-19 Revenue Impacts

The City took a cautious approach at the start of the COVID-19 pandemic by including combined budget reductions for FY 2019-20 and FY 2020-21 of \$30.5 million, with the majority of these in General Fund. Although there have been segments of our local economy negatively impacted by the pandemic, the funds received through AZCares and other Federal programs have allowed for some relief. Meanwhile certain sectors of the economy and the City's related revenues continued growing at a steady pace with strong consumer confidence. Even though anticipated revenue impacts did not come to fruition, expenditure reductions, spending restrictions, and position holds remained in place throughout 2020. FY 2021-22 proposes most revenue levels based on pre-pandemic trends.

Ongoing vs. One-Time

The City projects current General Fund revenues and determines what portion can be sustained as ongoing revenues to support ongoing operating expenditures. Ongoing current revenues are not expected to exceed 84% of total estimated revenues for FY 2021-22, with 16% treated as one-time revenues. Each revenue is reviewed for trends, development spikes, new economic additions, and economic events with temporary impacts to determine ongoing levels each year that are available to support ongoing expenditures.

Budget Stabilization Reserve

The FY 2021-22 Adopted Budget continues the Budget Stabilization Reserve at the amount of \$10 million. This reserve provides the opportunity to balance the budget for no more than three consecutive years, until permanent ongoing reductions can be implemented, should State legislation, unexpected decreases in property values, or other economic fluctuations which cause operating revenues to decrease more than anticipated.

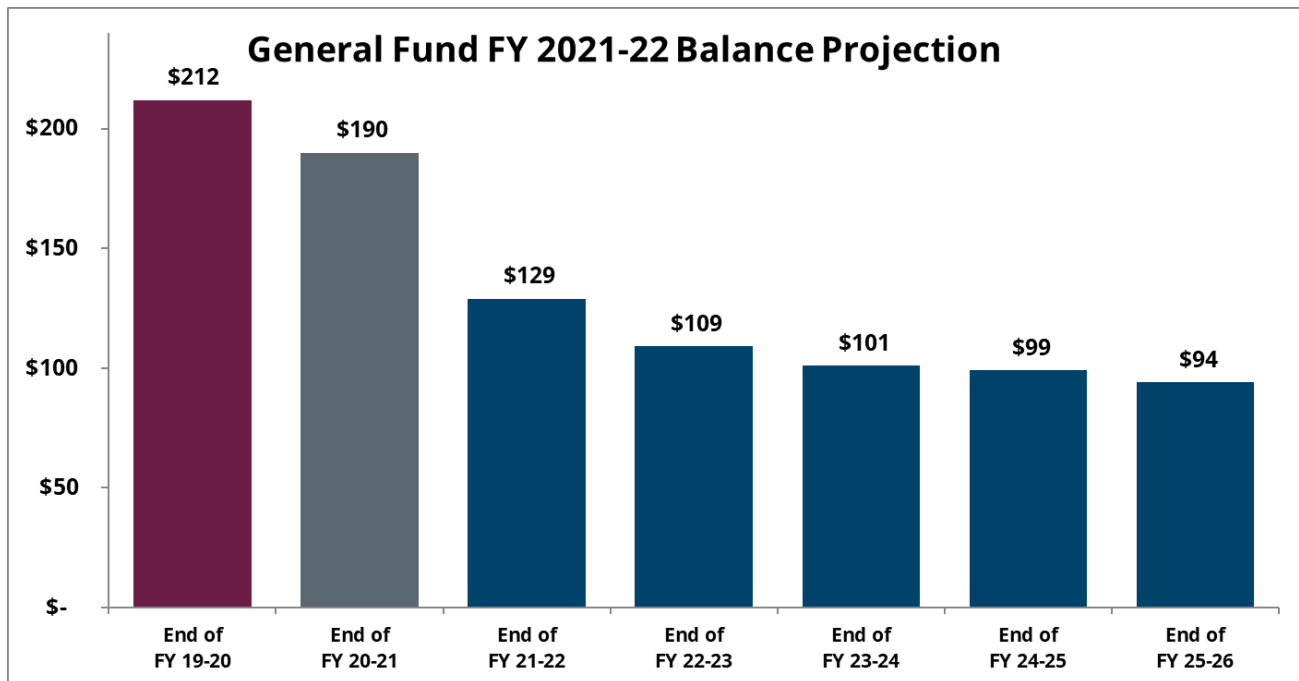
General Fund Balance 5-Year One-Time Forecast

The graph below shows the actual General Fund balance at the end of FY 2019-20 (\$212 million), estimated ending fund balance for the current year FY 2020-21 (\$190 million), and projected General Fund balance from FY 2021-22 to FY 2025-26. The decline from FY 2020-21 to FY 2021-22 assumes full spending of all appropriated projects in order to determine the remaining balance, although typically there are many projects in process at year end that are carried over into the following year which slows the actual spending of budgets.

The General Fund balance projection includes new one-time revenues received each year in General Fund and drawdowns for one-time Economic Development commitments, capital projects (paid without borrowing), and non-recurring operating needs (e.g., one-time decision packages and contributions to self-insurance funds). General Funded FY 2021-22 capital and operating highlights include:

- Capital funding for various facilities, streets, parks, and downtown capital maintenance projects (\$6.7 million), as well as equipment replacements (\$619,000).
- Capital funding for Public Safety (\$4.3 million), information technology and fiber upgrades (\$3.2 million), and Design on Tumbleweed Expansion/Multi-Generational Facility (\$1 million).
- Operating funding (\$27.5 million, includes \$22 million additional payment) for Public Safety Personnel Retirement System (PSPRS), applied towards the unfunded liability to support future retirement commitments of sworn City personnel.
- Operating funding (\$6.2 million) for one-time department decision packages, which includes \$1 million in public safety needs, \$1.3 million for park and infrastructure maintenance, \$1.0 million for technology and innovation, and \$1.0 million for special events and programs like the cable access channel and small business development, and funding for other operating needs.

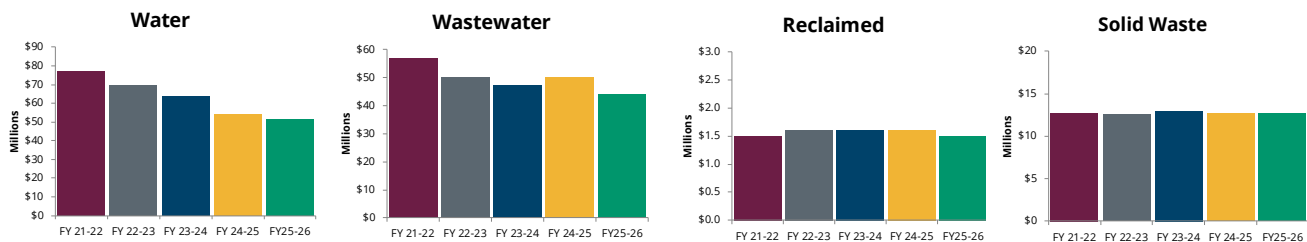
By the end of FY 2025-26, the fund balance is projected to be \$94 million, which is allocated to various reserves. The City's Reserve Policy, adopted in January 2016, sets a minimum fund balance to be maintained of at least four months of budgeted General Fund operating revenues, which equates to \$86.3 million for FY 2021-22. The projected fund balance stays above that minimum.



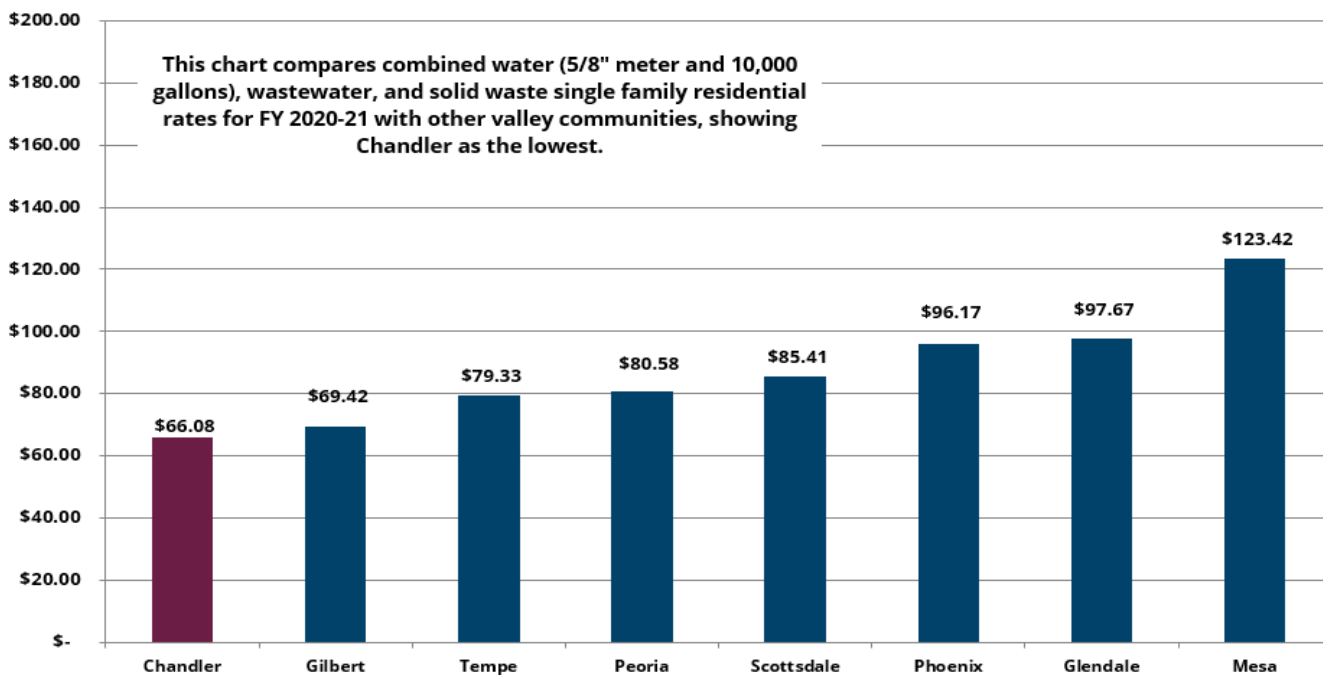
Utility Enterprise Funds 5-Year Forecasts

The City of Chandler maintains four Utility Enterprise Funds including Water, Wastewater, Reclaimed Water, and Solid Waste. These funds are self-supporting, deriving their revenue sources from rates/fees charged for the service they provide; sale of water, wastewater service, sale of reclaimed water, and solid waste service. Rates/fees are charged to City residents, as well as Maricopa County residents located within City limits (who pay higher Outside City rates). Each funds rates/fees are expended within their Enterprise Fund for related expenditures.

Utility rate consultant studies are performed at a minimum every four years, and internal rate analyses is completed every year for Water, Wastewater, Reclaimed Water, and Solid Waste funds based on ten-year projections. Reviews ensure fees are adequate to fund operations, capital, debt service, bond covenants, and reserves. Periodic reviews of the rate design and cost of service between customer classes is completed. A cost of service study will be completed in 2021 for all Utility Enterprise Funds. The charts below show the estimated fund balance by Fiscal Year for the Utility Enterprise funds as well as how Chandler stands with utility rates in comparison with other valley cities.



Water Rate Plan	Wastewater Rate Plan	Reclaimed Water Rate Plan	Solid Waste Rate Plan
FY 2021-22 +2%	FY 2021-22 +8%	FY 2021-22 +8%	FY 2021-22 +6%
FY 2023-24 +2.5%	FY 2023-24 +8%	FY 2023-24 +7%	FY 2023-24 +5%
FY 2025-26 +4.0%	FY 2025-26 +6%	FY 2025-26 +7%	FY 2025-26 +5%
<ul style="list-style-type: none"> Maintains 20% Operating Reserve Focus on maintaining aging infrastructure: facilities, wells, water mains, and filters Intel estimate incorporated 	<ul style="list-style-type: none"> Maintains 20% Operating Reserve Focus on maintaining aging infrastructure: facilities, wastewater mains Intel estimate incorporated 	<ul style="list-style-type: none"> Maintains 20% Operating Reserve Rates support operating only, water planning, and conservation Advanced treatment planned in later years 	<ul style="list-style-type: none"> Maintains 15% Operating Reserve Addresses increased hauling contract and nationwide recycling impact Recycling Solid Waste Coll. Center (RSWCC) under review



Capital Improvement Program (CIP) Summary

The tables below show a three-year history of the City's CIP for comparable 10-year periods. Full details of the 10-year plan are provided in a separate section dedicated to the CIP. The below CIP Sources and Uses table show adopted amounts for 2020-2029 and 2021-2030 and the adopted amounts for 2022-2031.

The 10-year CIP totals \$1.27 billion and reflects a \$103.5 million increase (8.9%) from 2021-2030 to 2022-2031 with a continued emphasis on maintaining existing infrastructure and living within capital financing constraints for any new construction. This CIP makes maximum use of improved General Obligation (GO) bond capacity, available Impact Fees, one-time Fund Balance, Grants, and Enterprise Fund revenues (Water, Wastewater, Solid Waste, and Airport). These sources will be used to fund projects such as community and regional park improvements, major improvements to key arterial and other streets, numerous technology enhancements, new facilities, and as mentioned previously, an increased investment in maintaining aging infrastructure in all areas especially buildings and facilities, city-wide fiber, streets, parks, and water and wastewater systems and facilities.

CIP Sources and Uses of Funds (10 Year Totals)

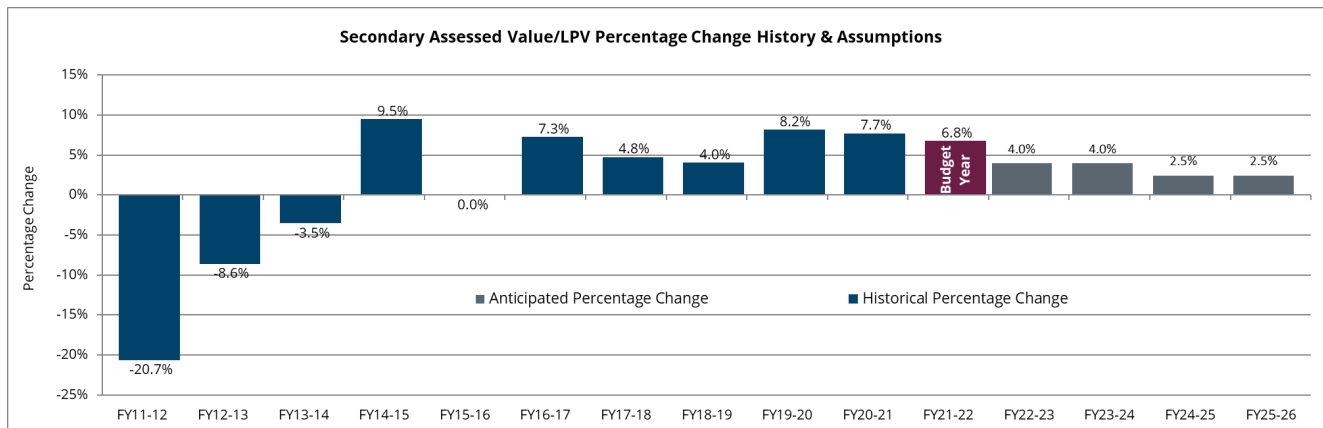
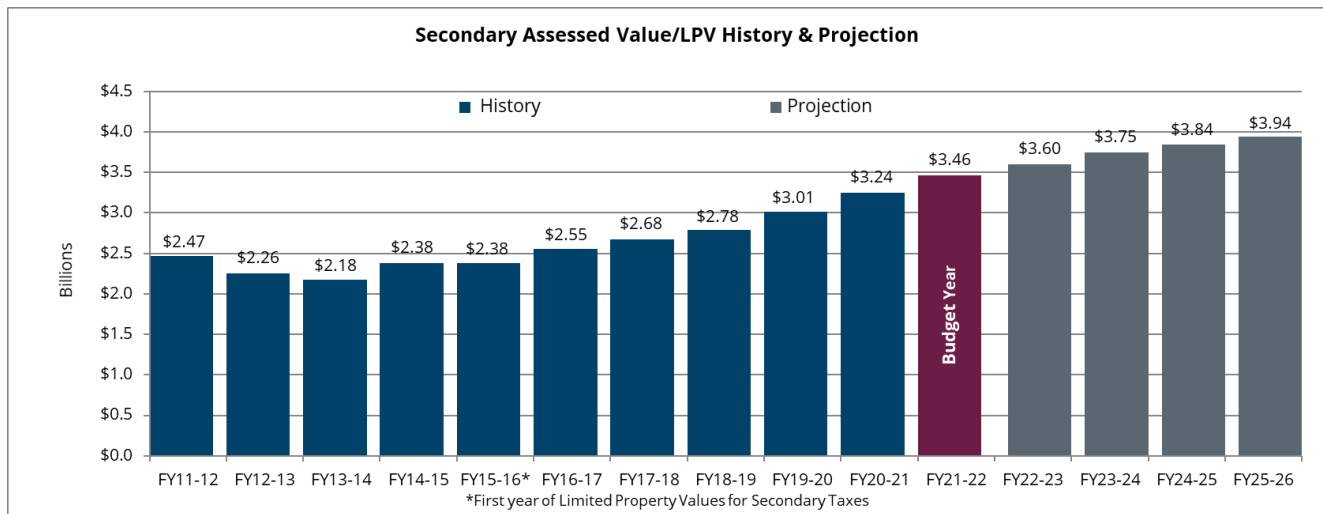
Funding Sources	2020-2029 Adopted CIP	2021-2030 Adopted CIP	2022-2031 Adopted CIP	% Change from 2021-2030
Current Revenues	\$ 364,169,675	\$ 387,331,987	\$ 377,485,073	-3%
Grants	74,620,880	104,652,762	93,547,395	-11%
Impact Fees/System Development Fees	57,721,323	69,683,114	54,485,000	-22%
Bonds Paid by Secondary Levy	189,233,757	221,122,383	384,677,809	74%
Bonds Paid by Enterprise Funds	251,309,428	381,436,132	357,692,243	-6%
Total Funding Sources	\$ 937,055,063	\$ 1,164,226,378	\$ 1,267,887,520	9%

Department/Uses	2020-2029 Adopted CIP	2021-2030 Adopted CIP	2022-2031 Adopted CIP	% Change from 2021-2030
General Government	\$ 18,390,000	\$ 38,566,066	\$ 90,807,200	135%
Community Services	84,192,620	78,799,188	150,570,100	91%
Cultural Development	20,547,000	18,749,815	19,519,620	4%
Development Services	N/A	645,000	17,443,800	2604%
Information Technology	10,330,151	10,926,311	7,725,225	-29%
Neighborhood Resources	N/A	N/A	2,900,000	New
Public Safety - Fire	15,644,665	24,936,000	29,757,000	19%
Public Safety - Police	3,653,000	29,890,000	73,607,500	146%
Public Works & Utilities:				
Streets/Traffic	284,110,716	336,153,500	302,943,000	-10%
Solid Waste	2,500,000	2,416,000	2,275,000	-6%
Wastewater	247,649,768	268,787,998	260,746,000	-3%
Water	219,853,142	316,717,500	274,569,300	-13%
Airport	30,184,000	37,639,000	35,023,775	-7%
Total Uses	\$ 937,055,062	\$ 1,164,226,378	\$ 1,267,887,520	9%

Secondary Assessed Value/Limited Property Value (LPV) History and LPV Projections

The graphs below depict the 10-year history for secondary assessed values and LPV in the City of Chandler, and a 4 year projection of LPV, which is used for both primary and secondary property tax levies. The top graph reflects the changes in dollars (billions) and the bottom graph shows the percentage change from the prior year.

The graphs show reduced assessed values from the great recession in FY 2011-12 and then decreased two more consecutive years. Growth returned in FY 2014-15 as a result of new property added to the assessor rolls. However, in FY 2015-16, the State of Arizona converted to a new system of valuation which required LPV to be used for both primary and secondary tax levies with a 5% cap on assessed value increases for existing properties. As a result, the FY 2015-16 secondary assessed values remained unchanged from FY 2014-15 (\$2.38 billion). The LPV's have increased every year since, and valuations have again increased to \$3.46 billion (+6.8%), due to new property (+3.7%) and appreciation (+3.1%). The projected LPV's from FY 2022-23 to FY 2025-26 are shown in grey and reflect modest increases of 4.0% per year.



Primary Property Tax revenues are those used for general government operations. The total maximum allowable levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population changes. The FY 2021-22 primary property tax rate is reduced from the FY 2020-21 rate of \$0.2501 per \$100 of LPV to \$0.2426 per \$100 of LPV. This will generate a levy totaling \$8,403,200 (+3.59% from the prior year) based on the LPVs in FY 2021-22.

Secondary Property Tax revenues are restricted for general bonded debt obligations (GOs) and voter approved budget overrides. The FY 2021-22 secondary property tax rate is unchanged from the FY 2020-21 rate of \$0.87 per \$100 of LPV. This will generate a levy totaling \$30,135,000 (+6.79%) based on the LPV's for FY 2021-22.

Combined Property Tax Rate is \$1.1126 per \$100 of assessed value decreased from \$1.1201, minimizing the impact of the 6.8% increase in Limited Assessed Values of which 3.7% is new property.



2 Community and Organizational Profile



- Mission Statement
- City Council
- Organizational Chart
- Chandler Maps
- Community Profile and Demographics

“Moving Forward Together”



Chandler is a safe, diverse, equitable, and inclusive community that connects people, chooses innovation, and inspires excellence.

Our Mission

We are committed to serve Chandler’s citizens through teamwork, understanding and dedication in a professional and responsive manner.

Our Brand

A safe, diverse, equitable and inclusive community that connects people, chooses innovation and inspires excellence.

Our Vision

We are a world-class City that provides an exceptional quality of life.

Our Focus Areas

The City Council has outlined five focus areas to concentrate efforts and provide their vision for what to work towards.

- Economic Vitality
- Innovation and Technology
- Mobility
- Neighborhoods
- Quality of Life

Our Values

Excellence is the responsibility of everyone at the City of Chandler. We lead by our core values in constant pursuit of excellence:



Commitment



Communication



Diversity



Innovation



Integrity



Personal Responsibility



Respect



Teamwork



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chandler
Arizona**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

For the 33rd consecutive year, the Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Chandler for its annual budget for the fiscal year beginning July 1, 2020.

To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA for consideration for another award.

Governance

The City of Chandler is governed by the Council-Manager form of government. Residents elect the City Councilmembers who in turn appoint the City Manager, City Clerk, City Attorney, and the City Magistrate. The City Council consists of a Mayor and six Councilmembers. The Mayor and Councilmembers each serve four-year terms and are limited to two consecutive terms in office.

The Council is responsible for setting broad policy and direction while the City Manager is responsible for the day-to-day operations of the City. Councilmembers are elected at-large. There are no districts for Chandler City Council.



Chandler Voters

	August 4, 2020 Primary Election - Candidate	November 3, 2020 General Election - Franchise
Registered Voters	155,563	168,598
Votes Cast	55,615	142,350
Percent Voting	35.75%	84.43%

Source: City Clerk

City Officials**Kevin Hartke, Mayor**

Current Term: January 2019 – January 2023

Mayor Kevin Hartke began his term in January 2019. He previously served nine years on the City Council, first as an interim Councilmember in 2008, and then was elected to consecutive terms and served from January 2011 to January 2019. Kevin served as Vice Mayor twice, in 2015 and 2017.

Kevin and his wife, Lynne, have been married for 38 years and have lived in Chandler since 1985. He served as Lead Pastor at Trinity Christian Fellowship in Chandler where he worked from 1985-2018. He has a bachelor's degree in Biochemistry from University of Missouri-Columbia, and a master's degree in Theology with Fuller Theological Seminary. He served as the statewide director of For Our City for nine years, which is a collaborative effort of government, business, nonprofit, and faith leaders gathered to find solutions for needs in a community.

Kevin is involved extensively in the State, Phoenix metropolitan region, and Chandler. As Mayor, he serves on:

- Arizona League of Cities and Towns
- Maricopa Association of Governments (MAG)
- Greater Phoenix Economic Council
- Chair of the Regional Public Transportation Authority
- Board member of Valley Metro light rail
- MAG Regional Transportation Committee

In Chandler, Kevin also volunteers with:

- American Cancer Society
- Ex-officio Board member with the Chandler Chamber of Commerce
- Literacy advocate, reading weekly to students at Galveston Elementary since 2007
- Ex-officio Board member with Chandler's Sister Cities

His past regional service included the following:

- Board member of the MAG Economic Development Committee
- Board member with Desert Cancer Foundation of Arizona

- Chair of the Continuum of Care Regional Committee to End Homelessness for MAG
- Governor's Commission on Faith and Communities and Congressional Committee on Faith and Neighborhoods

His past service in Chandler and beyond included the following:

- Chandler City Councilmember
- Commissioner on the Planning and Zoning Commission
- Chairman of Human Relations Commission
- Chairman of the 2010 Complete Count Committee and member of a previous Charter Revision Committee
- Ex-officio member of Chandler Airport Commission
- For Our City - Chandler Director
- Executive Board of the Chandler Coalition On Youth Substance Abuse
- YMCA soccer coach
- Community volunteer activist and organizer of citywide volunteer efforts and Arrowhead Meadows Traditional Neighborhood Organizer



Mark Stewart, Vice Mayor

Current Term: January 2021 – January 2024

Councilmember Mark Stewart has been a resident of Chandler since 2001 and began his first term on the City Council in January 2017.

Mark and his family moved from the Midwest expecting to stay for a couple of years before returning home. They fell in love with the community, the people, and the vision of what Chandler would become. The Stewart's cannot imagine calling somewhere else home.

Mark spent more than 20 years with Fortune 50 organizations and now owns a marketing and brand company, Concept2Completion. As a serial entrepreneur, Mark is involved with two additional startup companies as a founding partner. He is passionate about helping the startup community with strategy and branding. Mark's vision for the entrepreneurial development community created an initiative to offer start-up events poised to help founders of young companies to raise capital and quickly scale their companies. Mark has a strong entrepreneurial background and believes in empowering businesses and providing opportunities for new businesses to locate to Chandler.

Mark has a Bachelor of Science degree from Missouri State University. Within the community, he volunteers and supports local nonprofits and maintains an active faith.

Mark serves on:

- Maricopa Association of Governments Human Services and Community Initiatives Committee
- Arizona League of Cities and Towns Budget, Finance and Economic Development Committee
- METRO Rail Board of Directors
- East Valley Partnership Board of Directors
- Ex-officio member of Chandler Airport Commission
- Chair for the 2020 Census Complete Count Committee

He represents Chandler on:

- Community Services, Economic Development, and Neighborhood Resources; and Communications and Public Affairs, Information Technology, and Management Services Subcommittees



Christine Ellis, Councilmember

Current Term: January 2021 – January 2024

Councilmember Christine Ellis was born and raised in Haiti and moved to the United States in 1986. She has resided in Chandler since 1987. She has been married to her husband, Benjamin, for 32 years and has two children, Sean and Taliah.

Christine has a Bachelor of Science in Nursing from Grand Canyon University and has worked as an RN for many large hospitals and care facilities while holding many high-level positions such as Director of Nursing in the Metro Phoenix area. She has also taught medical assistant and certified nursing classes in Arizona's community colleges.

From 1998 to 2015, she founded and operated Cedar Sanctuary LLC, realizing that families needed an alternative to caring for their loved ones. In addition to caring for the elderly, she has been a part of the foundation of The Bridge/FCS Ministry for more than 17 years, which helps feed the local homeless population and provides to their spiritual needs, partnering with other ministries in Arizona.

Christine also volunteers with:

- Co-founded Oppression Healing Ministry
- Advisory Board Member of HACSED (Haitian American Center for Social Economic Development)
- Committee Member - For Our City
- Chair of Pollack Haitian Hope Center
- Board Member of Midwest International Food Bank AZ

Her past service in Chandler and beyond includes:

- Citizen Bond Exploratory Public Works Subcommittee in 2020
- Member, Governor-Appointed Board, Infection Control, State of Arizona, Assisted Living Rep
- Chandler SDA Church Building Committee Board
- Co-Founder of the non-profit The Bridge for Community Services
- Co-Chair HID (Haiti Infrastructure and Development)
- Co-Founder, Village D'Esperance Orphanage in Haiti
- Co-Founder, Haitian Disaster Relief, Board President
- Co-Chair, Haitian American Center for Social Economic Development - HACSED



OD Harris, Councilmember

Current Term: January 2021 – January 2024

Councilmember OD Harris began his first term in January. He is a proud U.S. Army Veteran and ready to serve the City of Chandler. OD is a successful entrepreneur, a best-selling author, and philanthropist.

In 2014, OD established the National Ready Set Go Foundation (RSG) based in Chandler, Arizona. RSG helps underserved community member start their own businesses. Through those efforts, they have been able to serve 1,000's of people in various communities throughout the United States.

OD has an undergraduate and master's degree in Accounting. As a Councilmember, he serves on local, regional, and national committees and boards.

He is a proud husband to his wife Elizabeth, and they have four children.

OD serves on local and regional committees, including:

- Community Services, Economic Development, Neighborhood Resources and Cultural Development Subcommittee
- Public Safety Subcommittee
- City of Chandler Airport Commission (Ex-officio)

His past service in Chandler and beyond included the following:

- Board Member – National Black MBA
- Advisory Board Member-Clean Home Project
- 100 Black Men of America
- Black Philanthropy Initiative under the Arizona Community Foundation
- NAACP Chairman of Economic and Entrepreneur Development of Maricopa County



René Lopez, Councilmember

Current Term: January 2019 – January 2023

Vice Mayor René Lopez has lived and worked in Chandler since 2007. He began his first term on the Chandler City Council in January 2015.

He is a third generation Arizona native, born and raised in the East Valley, and graduated from the University of Arizona with a bachelor's degree in Nuclear Engineering, with a concentration in Direct Energy Conversion.

René also is a third generation U.S. Navy veteran. He served as a Naval Officer aboard submarines, honorably separating from the Navy in 2000 as a Lieutenant, with more than four years of service. After more than a decade of traveling and moving with the U.S. Navy, and as a Project Manager, he and his family decided to move back home to be closer to family.

René has an extensive career in project management, with more than 18 years of experience working in:

- Telecommunications
- Energy
- Information technology

He previously served:

- Two years as a member on the City's Parks and Recreation Board
- Chair of the Chandler Education Coalition
- Member of the Chandler Chamber Education and Workforce Coalition
- Executive Board Member of Read on Chandler

He currently represents Chandler on:

- Arizona Municipal Water Users Association
- Ex-officio member of the Chandler Airport Commission
- Member of the Arizona Department of Revenue Municipal Tax Code Commission
- Communications and Public Affairs, Information Technology, and Management Services; and Airport, Development Services, and Public Works and Utilities subcommittees

He currently serves as:

- Chairman of the Board of CeCe's Hope Center, a nonprofit helping women rescued from sex-trafficking

Community and Organization Profile**Matt Orlando, Councilmember**

Current Term: January 2019 – January 2023

Councilmember Matt Orlando has been a resident of Chandler since 1983 and began his fifth term on the City Council in January 2019. He also served as a City Councilmember from 1990-1998 and 2004-2013.

In November 2016, he retired from Honeywell. His final role was Director of Technical Sales and was responsible for business development, sales, and marketing of more than \$500M worth of satellite, space, and missile technology communications products for the military and other government agencies. He led a worldwide sales and business team of 26 people and directed successful business ventures in both the U.S. and international markets.

Matt retired as a Colonel in the U.S. Air Force after serving 30 years on active duty and in the Arizona Air National Guard. His last assignment was serving as the Chief of Staff for the Arizona Air Staff Headquarters.

He is married to Pat and they have three children and two grandchildren. A native of Newark, NJ, he graduated from Rutgers University with a BA in Political Science and received an MBA from Golden Gate University, San Francisco, CA.

Matt serves as:

- Arizona State Representative to the National League of Cities' Financial, Administration and Intergovernmental Relations (FAIR) Committee

He was previously a member of:

- The National League of Cities' Transportation, Infrastructure and Services Policy and Advocacy Committee
- Arizona State Representative to the National League of Cities' FAIR Committee (during his 1st term)
- MAG Human Services Coordinating Committee chair
- The MAG Regional Aviation Systems Plan Policy Committee

He currently serves on:

- City of Chandler's Community Services, Economic Development and Neighborhood Resources; and Public Safety subcommittees

He is a past president of:

- Board of Directors of the Chandler YMCA
- Chandler Optimist Club

He is an active in the following:

- American Legion member
- Chandler Youth Baseball and YMCA youth programs coach
- Junior Achievement teacher to elementary age school children
- Vice President of the Chandler Girls Softball League
- Umpire for both youth and adult softball



Terry Roe, Councilmember

Current Term: January 2019 – January 2023

Councilmember Terry Roe became a resident of the Southeast Valley in 1965 and moved his family to Chandler in 1988. He began his first term on the City Council in January 2015.

In 1987, Terry completed the Phoenix Regional Police Academy and began a 20-year career with the Mesa Police Department. While serving as a police sergeant, he worked in the DARE unit, on robbery detail, and with the Center Against Family Violence in the auto theft and burglary unit.

Terry attended Mesa Community College and studied business administration and management at the University of Phoenix.

Terry has an extended history of volunteer and leadership service in the community:

- Appointed by Governor Jane Hull in 1999 on the Arizona Parent's Commission on Drug Education and Prevention, serving two terms
- Served as a Scout Leader
- Two-term board member on the Mesa Police Benevolent Fund

He currently serves as:

- Chandler Kiwanis Club Board member
- Salvation Army Chandler Corps Advisory Board member
- Phoenix Silent Witness Program Board member
- Chandler Coalition for Youth Substance Abuse Executive Board member
- MAG Economic Development Committee member
- Member of City of Chandler's Airport, Development Services, and Public Works and Utilities; and Public Safety subcommittees



Joshua H. Wright, City Manager

Joshua H. Wright was named City Manager in July 2021 and prior to the City Manager role was appointed Chandler's Acting City Manager in March 2021 to oversee the day-to-day operations of the City. He joined Chandler in 2017 as Assistant City Manager to provide administrative oversight of City departments and divisions. Prior to coming to the City of Chandler, Joshua served as the Town Manager of Wickenburg, Arizona, from 2011 to 2017, and prior to Wickenburg, he worked at the Town of Marana, Arizona, from 2006 to 2011 in a variety of roles, including Assistant to the Town Manager and Director of Strategic Initiatives.

Joshua holds a master's degree in public administration and a bachelor's degree in psychology and religious studies from the University of Arizona.

Joshua is a past president of:

- Arizona City/County Management Association

He earned the following awards in his career:

- Associate's Award for Excellence in Leadership in 2010, from the Arizona City/County Management Association
- Economic Developer of the Year in 2011, from the Arizona Association for Economic Development

Community and Organization Profile**Mayor**

Kevin Hartke

Councilmembers

Mark Stewart

Vice Mayor

Christine Ellis

OD Harris

René Lopez

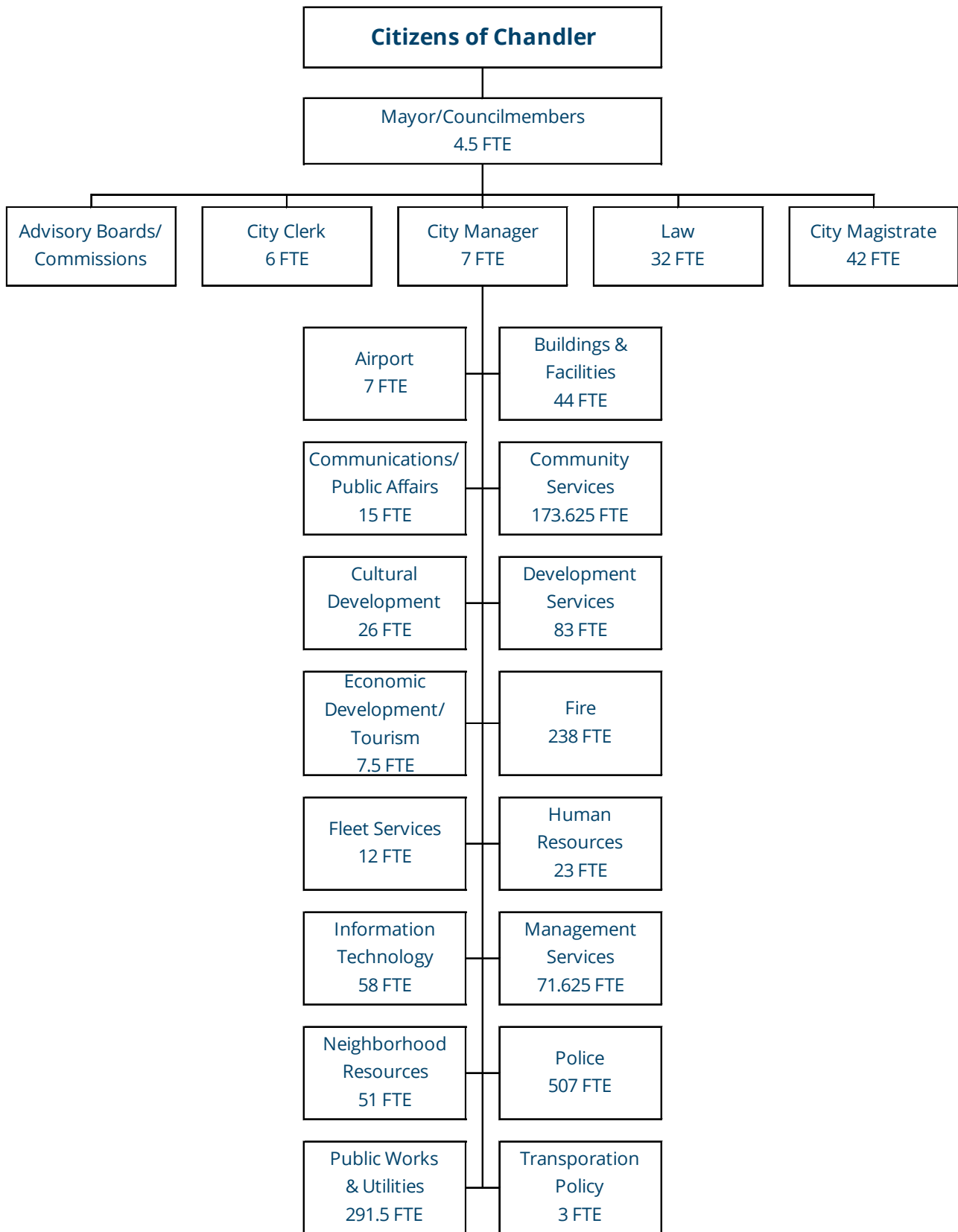
Matt Orlando

Terry Roe

Management StaffJoshua H. Wright
City ManagerDebra Stapleton
Assistant City Manager**Department Heads and Directors**Kelly Schwab
City AttorneyDana DeLong
City ClerkAlicia M. Skupin
City MagistrateMatt Burdick
Communications and Public Affairs DirectorAndy Bass
Community Services DirectorKim Moyers
Cultural Development DirectorDerek Horn
Development Services DirectorMicah Miranda
Economic Development DirectorTom Dwiggin
Fire ChiefSandip Dholakia
Chief Information OfficerDawn Lang
Management Services DirectorLeah Powell
Neighborhood Resources DirectorJohn Knudson
Public Works & Utilities DirectorSean Duggan
Chief of Police

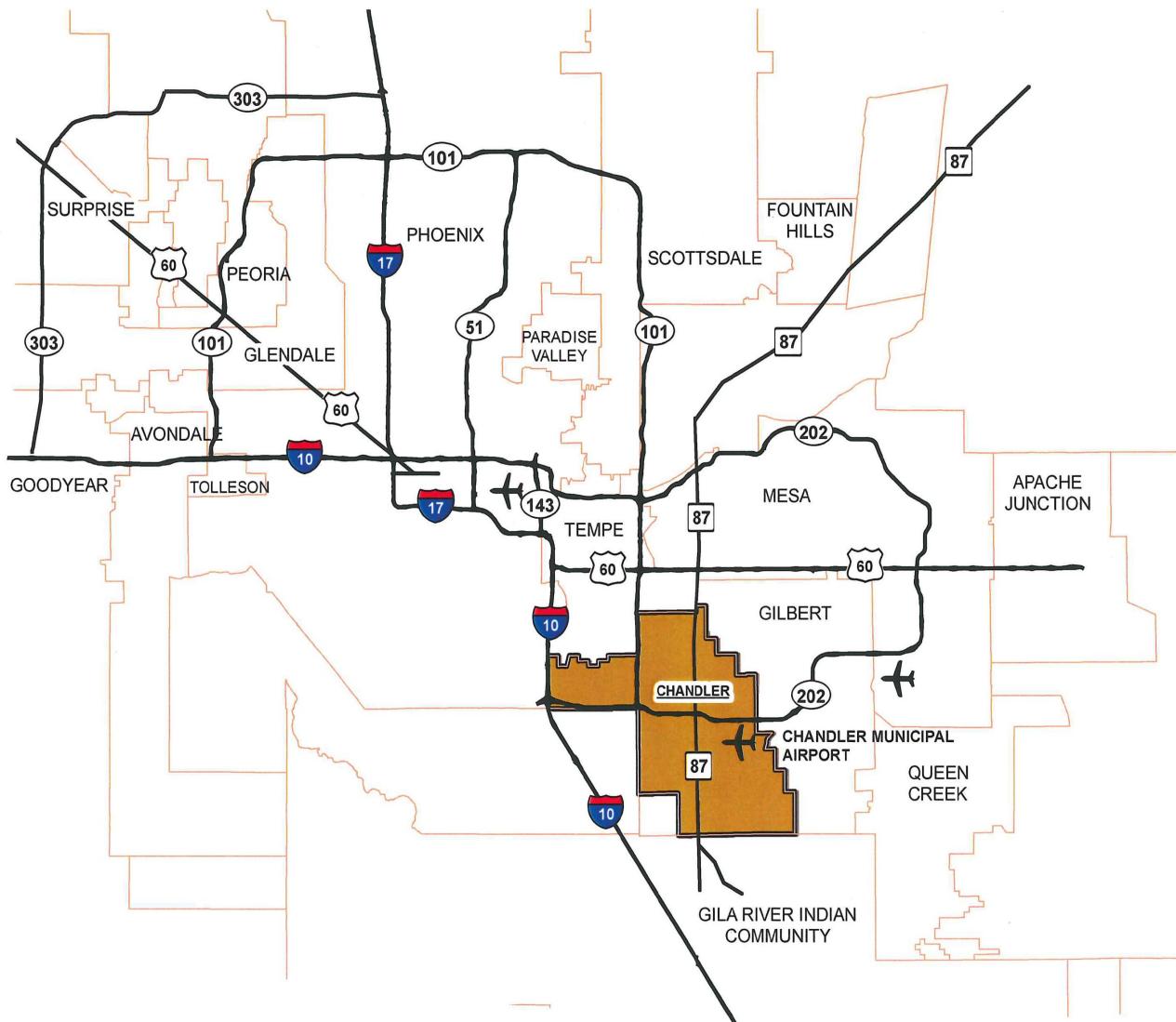
City of Chandler Organizational Chart

With Full Time Equivalency (FTE)

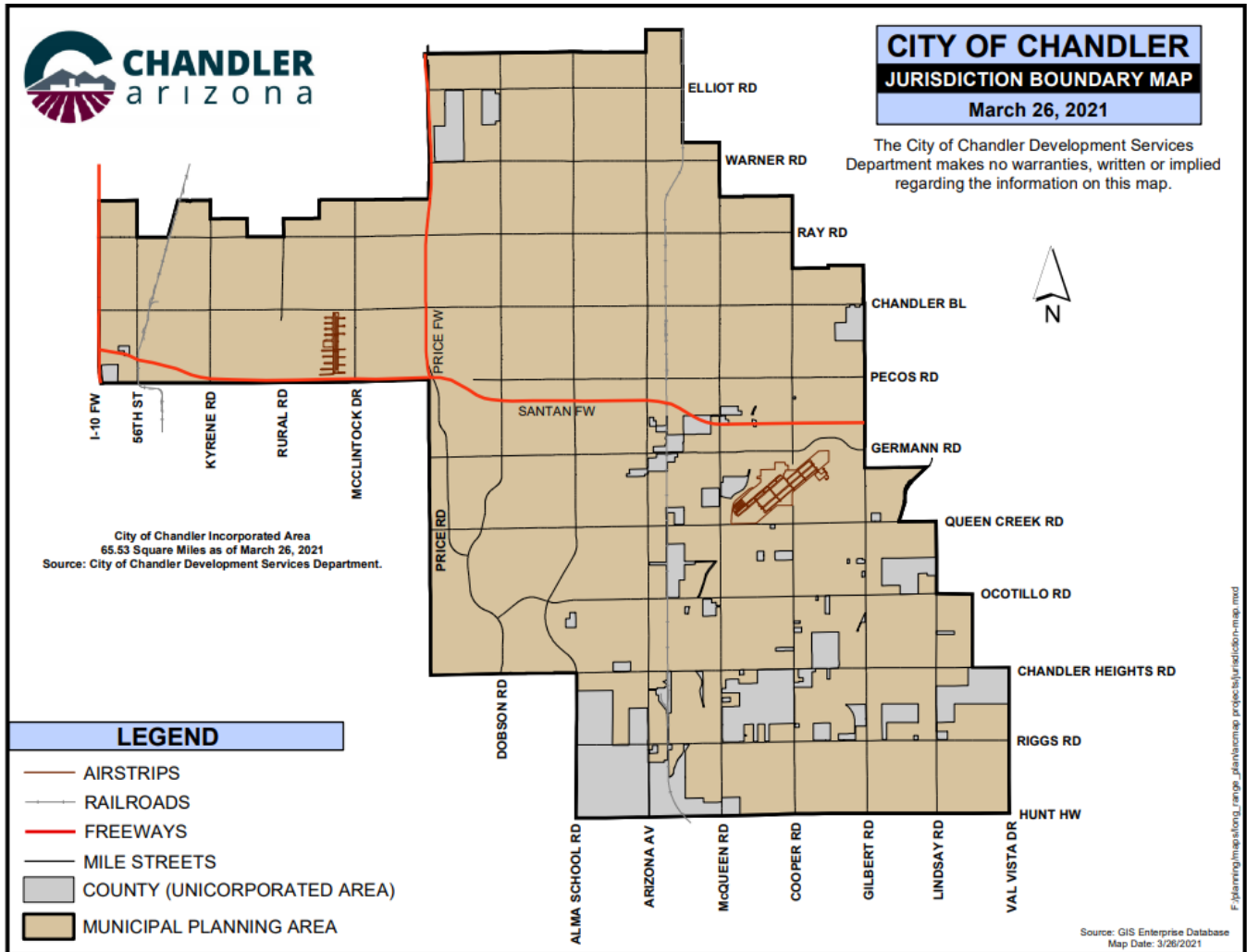


Community and Organization Profile

Chandler, Arizona and Neighboring Communities Map



— EXISTING FREEWAYS AS NOTED



Community and Organization Profile

The City of Chandler is located in the southeastern portion of the Phoenix metropolitan area. Chandler offers excellent quality of life amenities, superior schools, a rapidly expanding healthcare system, and a reputation as a global leader in technology.

Chandler was established in 1912, incorporated on February 17, 1920, and named after Dr. Alexander John Chandler, the first veterinary surgeon for the Territory of Arizona. The charter, which currently governs the City, was adopted on May 25, 1964. Initially nourished by a strong agricultural economy, Chandler is now the fourth largest city in Arizona.



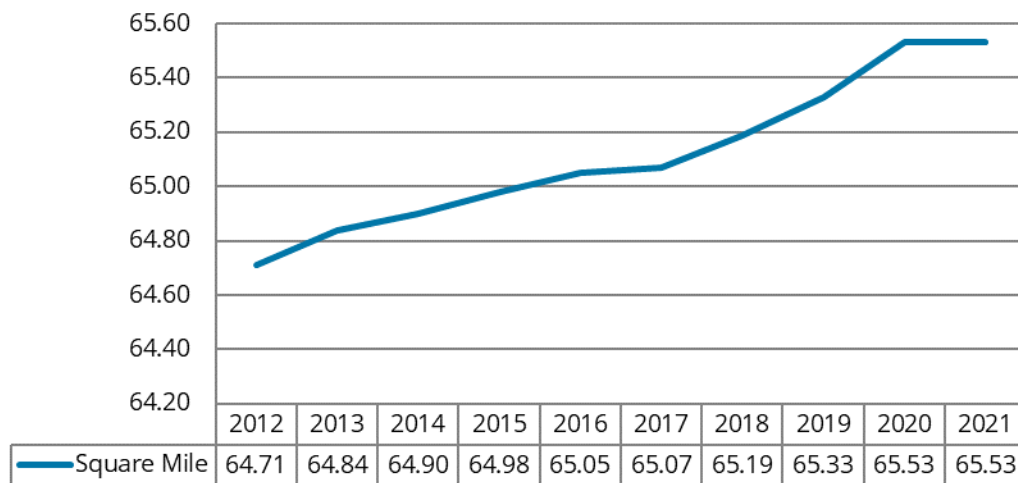
Chandler’s logo is a distinct representation of the municipal government of the City and distinguishes us from other private and public entities. It consists of three elements: logomark, logotype, and tagline. It is the combination of these three elements which makes up the City of Chandler’s master logo.

Logomark: The visual approximation of the letter “C” representing the sky over a silhouette of the Santan Mountains and framing a cityscape silhouette to acknowledge the City’s high-tech industrial base, which stands above jagged horizontal crop lines reminiscent of the City’s agricultural heritage.

Logotype: The text beside the logomark which contains the words “Chandler Arizona.”

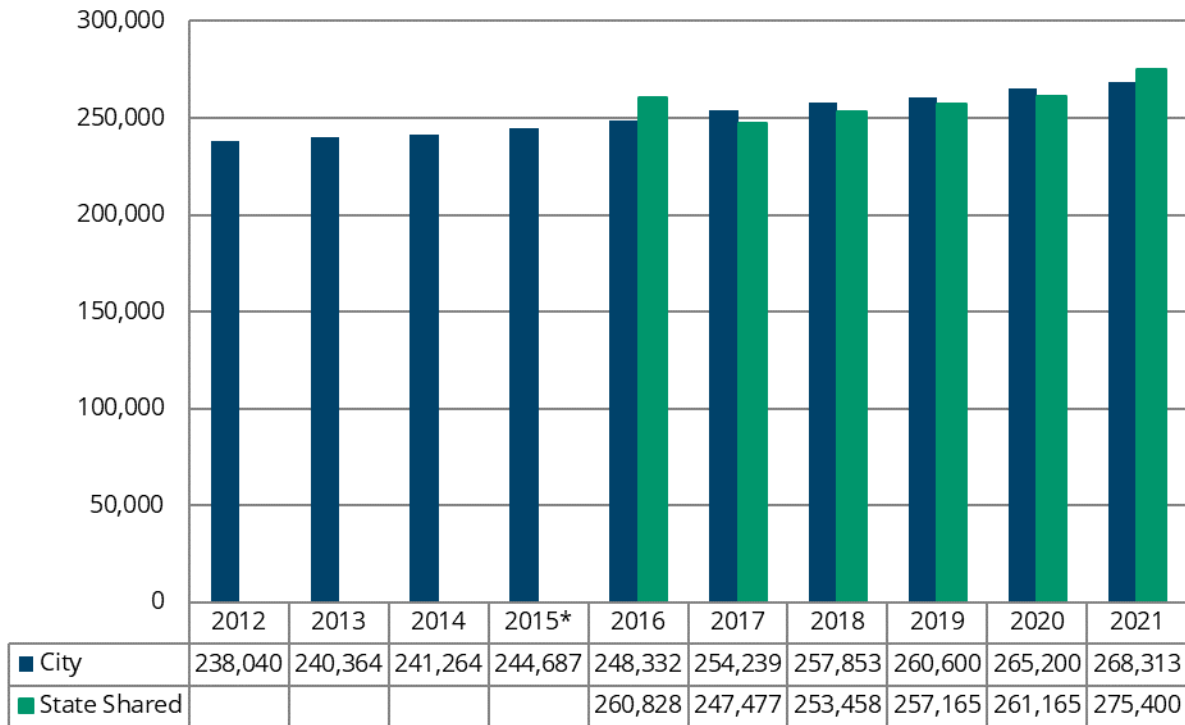
Tagline: The secondary text below the logotype which contains the words “Community of Innovation.”

Incorporated Area



Source: Development Services

Population

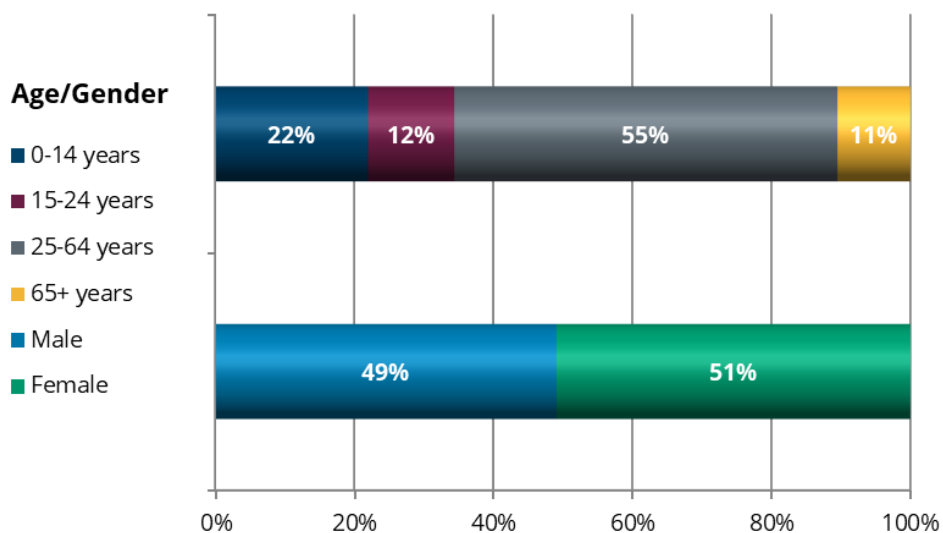


*Official U.S. Census Bureau Population Number

Development Services provides City estimates as of July 1st annually. U.S. Census Bureau Population estimates are used for State Shared Revenue Distribution. All City Estimates were revised based on a process change and the release of the 2015 mid-Decade U.S. Census. Estimates for 2016-2019 will be updated in the future upon release of 2020 Official U.S. Census.

Source: Development Services

Age/Gender Distribution



Source: ESRI Business Analyst, 2021

Racial Composition

	Chandler (%)
Two or more Races	4.5
One Race	95.5
White	67.6
Asian	11.1
Hawaiian & Pacific Islander	0.2
African American	5.9
Native American	1.7
Other	9.0
Hispanic/Latino Ethnicity (of any race)	23.9

People who identify their origin as Spanish, Hispanic, or Latino may be of any race. Thus, the percent Hispanic should not be added to percentages for racial categories.

Source: ESRI Business Analyst, 2021

Stability of the Economy

The City of Chandler is regarded as one of the most stable destinations for private sector capital investment in the United States. This is evidenced by the fact that Chandler has for years been among a select group of municipalities to maintain the highest possible rating from each of the three major national bond rating agencies.

Location continues to be a major factor in Chandler's relative prosperity, offering many advantages to existing and new business. Interstate 10, which borders Chandler on the west, provides a link to major cities from Florida to California. Easy access to the US-60, Loop 101, and Loop 202 provides seamless connectivity to the rest of

the greater Phoenix metropolitan area. The opening of the new Loop 202 South Mountain Freeway, in late 2019, has improved travel times to/from the western part of the metropolitan area by providing an alternative to taking Interstate 10 through downtown Phoenix. In addition, Union Pacific Railroad provides rail service that serves Chandler businesses.

Phoenix's Sky Harbor International Airport, a major hub for the Southwestern United States, is located just 20 minutes away. Sky Harbor provides routes to major national and international destinations through several major carriers. Chandler Municipal Airport and Stellar Airpark provide aviation services for the community and those outside the area. Chandler Municipal Airport is a convenient alternative for business aviation that also serves as a base for charter, sightseeing excursions, and world-class training institutions.

Aviation

	2019-20	2020-21
Based Aircraft	443	443
Air Traffic Operations	233,213	217,631

FY 2020-21 figures presented are projected through June 30, 2021, unless otherwise noted.

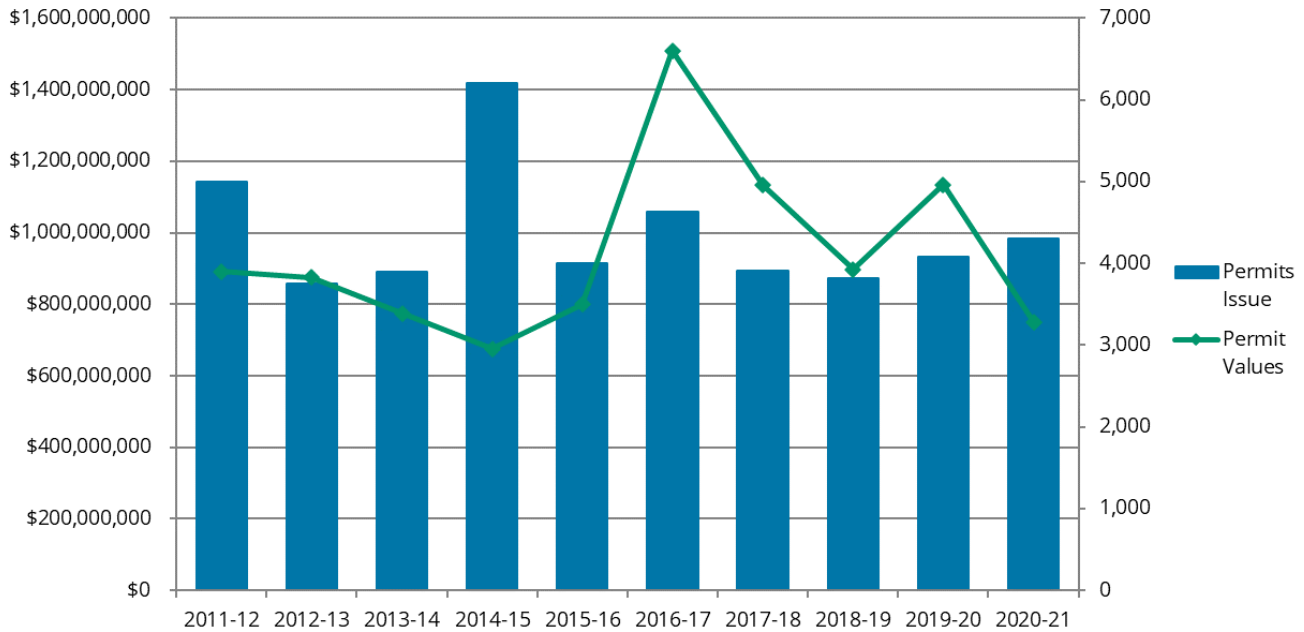
Source: Chandler Municipal Airport

Community and Organization Profile

Chandler’s commercial real estate market has benefited from strong business growth in recent years. Vacancy rates have been well below Phoenix metropolitan area averages, spurring construction projects to meet the demand for additional space. Over the past year, nearly half a million square feet of office/industrial space was delivered, including One Chandler Corporate Center (Phase II) and AZ 202 Commerce Park. Additional projects are under construction and scheduled for completion later in 2021, including Allred Park Place (Buildings 7 and 8), The Lotus Project (Phase II), South Valley Business Park, and Chandler Medical Plaza.

The following chart reflects number of permits issued over the years and their total value. The development described above is reflected in the increased permit values over the last three years.

Building Permits - All Types



FY 2020-21 figures presented are projected through June 30, 2021, unless otherwise noted.
 Source: Development Services

Housing Market

The City of Chandler offers residents a wide range of quality and affordable housing, such as single-family standard and custom-built homes, multi-family apartments, townhomes, and condominiums. The City's housing standards ensure that new residential developments achieve diversity relative to lot size, subdivision layout, and architecture. In addition, multiple urban housing developments have been completed recently, with more on the horizon. More than 700 new single-family units and more than 600 multi-family housing units were completed over the past year. The availability of high-quality housing at an affordable

price sets Chandler apart from other communities around the country, earning rankings of 8th best city to buy a family home (SmartAsset) and 25th best place to rent (WalletHub).

Property Tax Rates

Adopted Tax Rate (2021-22)	
Primary Tax Rate	\$0.2426
Secondary Tax Rate	\$0.8700
Combined	\$1.1126
Prior Year Tax Rate (2020-21)	
Primary Tax Rate	\$0.2501
Secondary Tax Rate	\$0.8700
Combined	\$1.1201

Property Tax calculated per \$100 of assessed limited valuation as determined by the Maricopa County Assessor.

Source: Management Services Department

Property Tax Assessed Valuation

	2020	2021	% Change
Net Full Cash Value	\$4,308,417,196	\$4,682,558,944	8.7%
Limited Property Value	\$3,243,434,243	\$3,463,794,661	6.8%

Net Full Cash Value represents market value and is informational only.

Limited Property Value is used in the calculation of property tax.

FY 2020-21 figures presented are projected through June 30, 2021, unless otherwise noted.

Source: Maricopa County Assessor

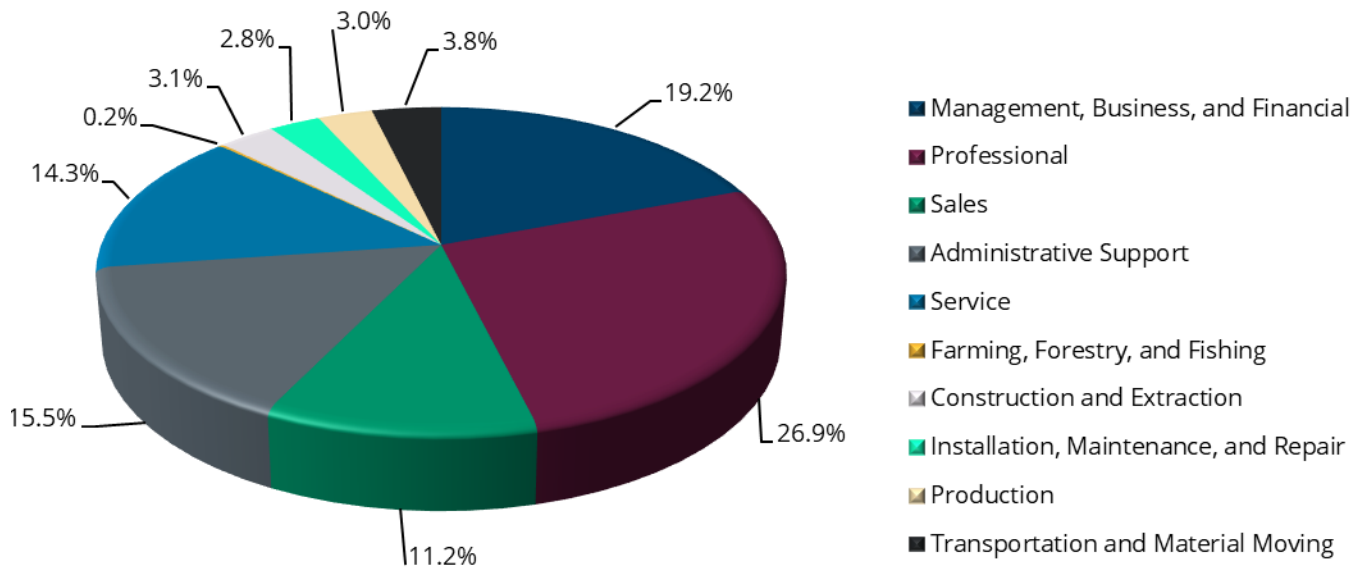
Employment

Chandler is recognized as one of the best places in the United States to find a job, ranking 13th in a 2021 nationwide survey by personal finance website WalletHub. This ranking is in large part due to Chandler's continued high employment growth, which has been aided by major business attraction and expansion projects. However, efforts to retain leading employers in Chandler have been equally important. Through the third quarter of FY 2020-21, the City supported business attraction/retention projects that are anticipated to provide up to 1,500 jobs in Chandler within the next three years. Businesses announcing projects that will create/retain jobs include Intel, Honeywell, VIAVI, Comtech, NXP, VB Cosmetics, 99 Ranch Market, Airstream, Mechanical Keyboards, Local Motors, Rinchem, and State Forty Eight.

Largest Private Sector Employers

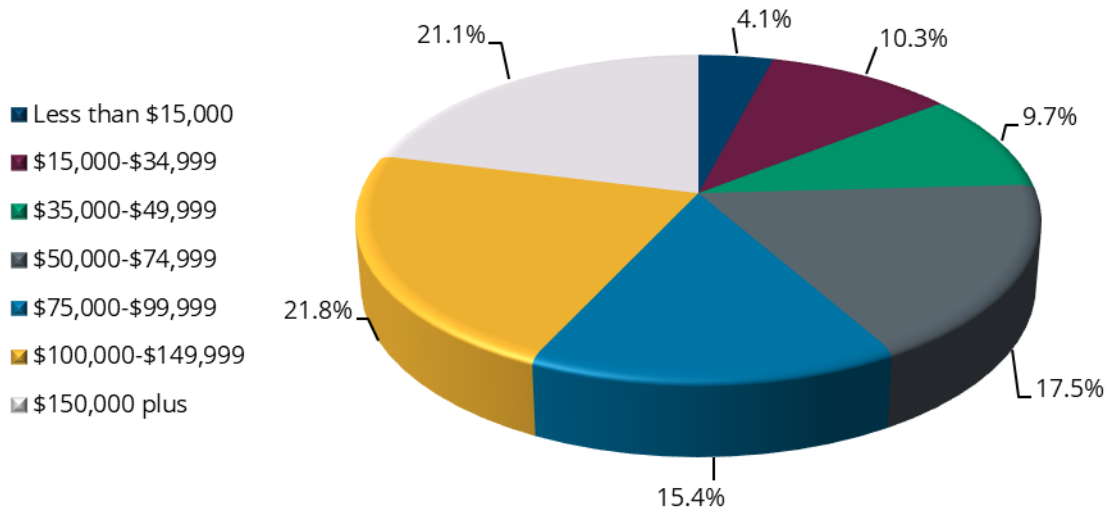
Name	Industry	Employees
Intel Corporation	Semiconductor Manufacturing	12,000
Wells Fargo	Financial Services	5,500
Bank of America	Financial Services	3,800
Chandler Regional Hospital	Healthcare	2,500
Northrop Grumman	Aerospace	2,150
PayPal	Financial Services	1,700
NXP Semiconductors	Semiconductor Manufacturing	1,700
Microchip Technology	Semiconductor Manufacturing	1,500
Verizon Wireless	Telecommunications	1,400
Avnet	Electronics Distribution	1,100
Bashas' Distribution Center / Corp HQ	Retail/Grocery	1,100
Liberty Mutual Insurance	Financial Services	1,000
General Motors IT Innovation Center	Automotive/Technology	890
GM Financial	Financial Services	820
CVS Health	Retail/Healthcare	700

Occupational Composition



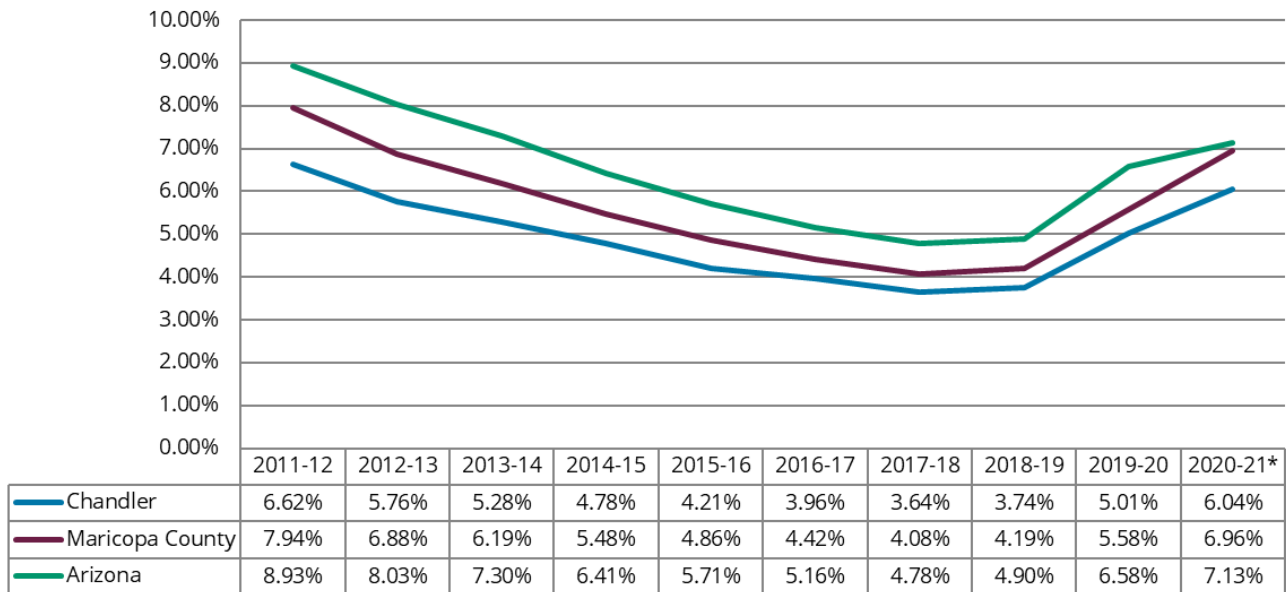
Source: ESRI Business Analyst, 2021

Household Income



Source: ESRI Business Analyst, 2021

Fiscal Year Average Unemployment Rates



COVID-19's impact, starting in April 2020, caused the average rate to significantly increase.
 * Average of July 2020 – February 2021 of the fiscal year (not seasonally adjusted).

Source: Arizona Labor & Statistics, Arizona Commerce Authority

Libraries

The Chandler Public Libraries are community gathering spots where patrons of all ages enjoy a welcoming atmosphere and resources that encourage and support the love of reading and learning. With four library locations in all geographic areas of the community, patrons can enjoy more than 300 public computers, a robust wireless network at each facility, early literacy interactive spaces, and meeting rooms. With a collection of over 300,000 items, cardholders can find popular and current titles or explore topics of personal interest in a variety of formats including print, audiobook, DVDs, eBooks, eAudiobooks, and many digital/downloadable formats. Chandler Public Library provides a wide range of programming opportunities for every age including traditional story times and a summer reading program that promotes the development of early literacy skills; Science Technology, Engineering, Arts, and Mathematics (STEAM), and instructional classes that encourage the exploration of experiences with technology; and job/career counseling and English tutoring for adults. The library also offers many online classes for adults ranging from health and wellness to computer programming and GED test preparation. The Downton Branch is home to a makerspace, The Makery, where users can access DIY audio, video, and photography equipment, 3D printers and more. Much of this programming is made possible because of the over 700 active Friends of the Library adult and teen volunteers that are an integral part of library operations.



	2019-20	2020-21
Library Material	313,087	280,000
Annual Circulation ⁽¹⁾	1,489,257	1,200,000
Library Visits ⁽²⁾	698,269	235,255
Registered Borrowers ⁽³⁾	74,145	62,338

⁽¹⁾ Annual Circulation includes all materials either checked out or downloaded.

⁽²⁾ Reflects reduction resulting from COVID-19 facility closures.

⁽³⁾ Reflects active users for the past two years. Previously registered borrowers included those who had not used their card in years but were still in the database.

Recreation

Aquatics

Chandler has six aquatic facilities that feature a variety of amenities. Aquatics provides year-round swimming programs that include swim lessons, lap swim, public swim hours, swim teams, and aqua fit classes. Desert Oasis Aquatic Center offers a water slide, zero depth entry pool with a kiddie slide, and an eight-lane competition pool. Arrowhead Pool offers a 50-meter competition pool, diving area, and zero depth entry family play pool. Folley Pool is 25-yard L-shaped pool with diving area, kiddie slide, climbing wall, and a water playground. Hamilton Aquatic Center offers a zero-depth play pool, water vortex, an interactive water feature with a 725-gallon tumble bucket, a current river, two water slides, an eight-lane competition pool, and a diving area. Mesquite Groves Aquatic Center provides a family play with zero depth entry, an interactive water feature with a 725-gallon tumble bucket, two water slides, a lazy river, a water vortex, an eight lane competition pool, and a diving well. Nozomi Aquatic Center offers a zero-depth entry pool, interactive water feature, diving pool, water slide, and a 25-meter competition pool.



	2019-20	2020-21
Swimming Pools	6	6

FY 2020-21 figures presented are projected through June 30, 2021, unless otherwise noted.

Source: Community Services

Parks



Chandler’s 67 public parks contain a variety of facilities including soccer, baseball, and softball fields. Courts for tennis, basketball, racquetball, pickleball, and sand volleyball are also included along with walking trails, picnic pavilions, and playgrounds. Chandler has four dog parks, providing dog owners with a place to exercise their canine companions. The City’s skate park, located at Snedigar Sportsplex, is a favorite for many local in-line skaters and skateboarders. Chandler’s Desert Breeze Park has a water play area for children, a lake for fishing, a Hummingbird Habitat, and an outdoor skills area. Located within Tumbleweed Park, Playtopia is a 2.5-acre playground based on Chandler’s heritage and is an ideal place for endless imaginative play. Tumbleweed Park also boasts a 62,000 square

foot recreation center that offers a dynamic environment for fitness, recreational, and social activities including racquetball courts, a game room, art and ceramic studios, and multiple lounges. Veterans Oasis Park covers 113 acres of both lush wetland and arid habitat, offering over 4.5 miles of trails and numerous wildlife viewing areas. It is also home to the Environmental Education Center, which offers a variety of nature-oriented activities and programs. The Chandler Bike Park is located within Espee Park and provides the local bike community a place to safely practice their freestyle bike skills.

	2019-20	2020-21
Developed Parks	67	67
Acres	1,520.04	1,520.04
Developed	1,281.07	1,300.67
Undeveloped Acres	238.97	219.37
Lighted Fields	44	50

Recreational Centers

Chandler has multiple recreation facilities that provide year-round programs including adult sports leagues, camps, enrichment classes, outdoor discovery, therapeutic, and fitness and wellness programs. Tumbleweed Recreation Center is a 62,000 square foot facility that offers an award-winning fitness floor, indoor track, multi-use gymnasium, and various other amenities that support programs and services provided to the public. The Community Center, located in Downtown Chandler, offers a welcoming space to provide additional programs and services to the community. Also located in Downtown Chandler, the Senior Center is the place for friends to gather for games, crafts, music, a hot lunch, or just a chat. The Senior Center also sponsors local sightseeing trips and excursions. Located in the Ocotillo region of Chandler, Snedigar Recreation Center is a 10,000 square foot facility which focuses on providing youth programs as well as youth sports camps and adult sports leagues. The Chandler Tennis Center, located in Tumbleweed Park, is a place where you can gather for a friendly match, learn how to play, or compete against an old rival. The Environmental Education Center, located in Veterans Oasis Park, is a multi-use facility that serves as an informational hub for the park with displays and educational kiosks highlighting wildlife and nature generally found in the Sonoran Desert. The facility also provides a variety of educational programs, youth camps, concerts, and more.



	2019-20	2020-21
Number of Recreation Classes Offered ⁽¹⁾	1,884	1,368
Volunteer Hours ⁽¹⁾	17,878	2,336
Meals Served at Senior Center	19,064	5,800 ⁽¹⁾

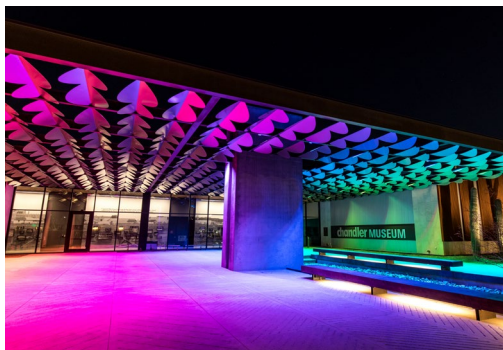
⁽¹⁾ Projected numbers are down due to COVID restrictions.

FY 2020-21 figures presented are projected through June 30, 2021, unless otherwise noted.

Source: Community Services

Cultural Experiences

Museum



The Chandler Museum is the community's principal resource to explore its history and culture. The museum offers rotating exhibits, family programs, and a research archive. Located just south of the Chandler Fashion Center, the museum campus features a 10,000 square foot building for exhibits and programs, outdoor spaces for special events, and the historic McCullough Price House. The Chandler Museum also operates Tumbleweed Ranch, a 14-acre outdoor agriculture learning environment located in Tumbleweed Park. The ranch is the focus of the museum's school field trip education programs and features three historic buildings, antique farm equipment, and agriculture demonstration fields. Tumbleweed Ranch is also the location for the museum's signature special

event, the Chandler Chuck Wagon Cook-off.

	2019-20	2020-21
Number of Museum Visits	23,470	5,431 ⁽¹⁾
Number of Programs Provided	179	242
Number of Exhibits	30	32
Volunteer Hours	6,754	1,350 ⁽¹⁾
Chandlerpedia Sessions	12,965	16,489
Exhibition Areas	4	4

⁽¹⁾ Reflects reduction resulting from COVID-19 facility closures.

Vision Gallery

The Vision Gallery is a nonprofit art gallery offering rotational exhibitions of artworks of local and regional artists. It is located in the heart of downtown within the City Hall Complex. The Vision Gallery offers Vision Kids, an arts educational program for children from 6 through 16 years of age, which features art workshops taught by professional artists in a variety of media. The workshops are offered to the community free of charge.

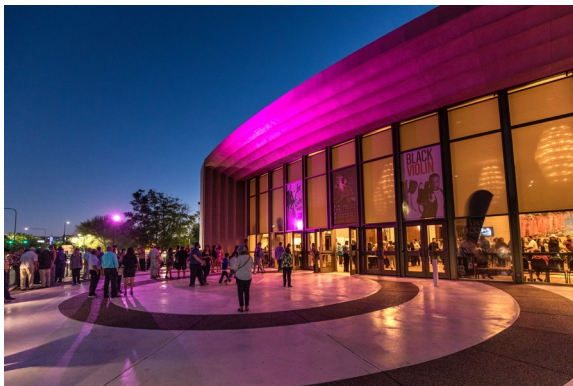


	2019-20	2020-21
Number of Gallery Visits ⁽¹⁾	4,462	3,079
Number of Vision Kids Workshops	38 ⁽¹⁾	60
Participation in Vision Kids Workshops ⁽¹⁾	1,340	952
Number of Special Events and Exhibits	22 ⁽¹⁾	33
Exhibition Areas	1	1

⁽¹⁾ Reflects reduction resulting from COVID-19 facility closures.

FY 2020-21 figures presented are projected through June 30, 2021, unless otherwise noted.
Source: Cultural Development

Center for the Arts



The Chandler Center for the Arts (CCA) features four distinct spaces, a 250-seat recital hall, 346 seat Hal Bogle theatre, a 2,000 square foot Gallery, and a 1,508 seat mainstage.

In addition to presenting national touring artists and serving the school district, the CCA serves as an engaging performance and event site to more than 80 local arts and community groups. The CCA is a vibrant community facility providing students and artists alike with practical performance experience in a theatre setting.

In 2021, the Center will continue to serve Chandler’s diverse and growing community. Featured artists include Clint Black, Boney James, Ledisi, Mostly Kosher, Les Ballets Trockadero de Monte Carlo, Buddy Guy, and La Santa Cecilia.

	2019-20	2020-21
Number of Events and Exhibits	486	300 ⁽¹⁾
Attendance ⁽¹⁾	146,700	20,650
Volunteer Hours	10,824 ⁽²⁾	2,460 ⁽¹⁾
Theatres	3	3
Exhibition Areas	1	1

⁽¹⁾ Reflects reduction resulting from COVID-19 facility closures.

⁽²⁾ Reflects increase due to 30th Anniversary Season.

FY 2020-21 figures presented are projected through June 30, 2021, unless otherwise noted.

Source: Cultural Development

Downtown Chandler

Downtown Chandler, which runs along Arizona Avenue from Chandler Boulevard to Pecos Road, offers locally owned dining and unique shopping establishments anchored by the Crowne Plaza San Marcos Resort. In addition to our more well-known restaurants such as Charm Thai, Bourbon Jacks, DC Steakhouse, Sasha’s Kitchen & Cocktails, Serrano’s, The Brickyard, and San Tan Brewing Co., new establishments continue to open such as The Pedal Haus, La Ristra, The Stillery, Jinya Ramen, ShareTea, Kaleidoscope Juice, and a Hilton Garden Inn Hotel. Favorite shops include Saba’s, Gemsetter & Company, and Blue Planet, while Flo Yoga and Cycle and Burst of Butterflies diversify our offerings. Downtown Chandler is also home to one of the Valley’s most exciting live music scenes, with music for every taste heard nightly. Dozens of special events are held downtown each year, providing plenty to do for residents and visitors. A true walkable entertainment destination, there is something for everyone in Downtown Chandler.



Additionally, recently constructed high-end housing options bring additional residents who are looking for a lively place to call home. The combination of restaurants, entertainment options, housing, and employers has made Downtown Chandler a place where people can truly live, work, and play.

Annual Events



Every year Chandler plays host to a variety of events held throughout the City. Events are produced by City departments, nonprofit organizations, and businesses to display a wide array of interests, activities, and talents for the community to experience. Events range from holiday celebrations, cultural festivals, running races, musical festivals, and more. The size of events varies from 200 to 30,000 and draw attendees across the Valley and nation helping make our community a great place to be entertained!

The City produces seven signature events, which include the Chandler Jazz Festival, Family Easter Celebration, CinePark, July 4th Fireworks Spectacular, Halloween Spooktacular, Woofstock, and the Tumbleweed Tree Lighting and Parade of Lights. Additional noteworthy events produced by a third

party include Oktoberfest, She Power Half Marathon & 5K, Ostrich Festival, and the Great BBQ & Beer Festival.

Events	
Celebration of Unity/Multi-Cultural Festival	January
Chandler Science Spectacular	February
Public Safety Day	March
Ostrich Festival	March
Chandler Jazz Festival	April
Family Easter Celebration	April
Earth Day Celebration	April
CinePark	May
July 4 th Fireworks Spectacular	July
Hispanic Heritage Month	September
Halloween Spooktacular	October
Woofstock	November
Chandler Chuck Wagon Cook-off	November
Tumbleweed Tree Lighting and Parade of Lights	December

Shopping, Dining, and Leisure



Chandler’s thriving shopping and dining scene reflects the variety and excitement of the residents themselves. The worldwide presence of key employers contributes to a global mindset within the community that supports a variety of restaurants and shopping choices. Chandler provides outstanding opportunities for upscale eateries, as well as traditional favorites.

From urban mixed-use concepts and intimate boutique settings, to Chandler Fashion Center and large power centers, Chandler offers excellent opportunities for retail and dining. Available space, quality development, accessible freeway systems, and strong demographics continue to attract sought after, high-end stores, around the corner shops, and unique to market restaurants.

The Chandler Fashion Center is an upscale 1.3 million square foot regional mall, which includes a 20-screen theater complex, restaurants, well-known department stores, as well as many specialty stores. The affiliated power centers near Chandler Fashion Center are home to several anchor retailers including Costco, DSW, Target, Hobby Lobby, and Lowe’s.

Chandler has several large retail centers: Chandler Pavilions, Casa Paloma, Santan Gateway, and Crossroads Towne Center. These centers are anchored by large stores such as Walmart, AJ’s Fine Foods, Home Depot, Bed Bath & Beyond, Golf Galaxy, Cost Plus, and Harkins Theatres. The centers offer a wide variety of restaurants to suit varied tastes, such as Panera Bread, Olive Garden, Grimaldi’s, Hon-Machi Sushi & Teppanyaki, Ginger Monkey, and Keegan’s Grill.

Sales Tax

Transaction Privilege Tax (TPT) Rates	2019-20	2020-21
Retail/Hotel/Real Property Rental	1.5%	1.5%
Restaurants/Bars	1.8%	1.8%
Utilities and Telecommunications	2.75%	2.75%
Transient Lodging	2.9%	2.9%

Source: Management Services

With over 330 sunny days a year and an average temperature of 86 degrees, Chandler is an ideal place to get outdoors.

Climate	
Average Minimum Temperature	57.4°F
Average Maximum Temperature	86.5°F
Average Annual Temperature	71.9°F
Average Annual Precipitation in Inches	9.27

Source: www.intellicast.com

Community and Organization Profile

Chandler is a golfer's paradise boasting seven golf courses totaling 153 holes and averaging 5,725 yards each. The golf enthusiast will enjoy playing at Bear Creek Golf Complex, Crowne Plaza San Marcos Golf Resort, Ocotillo Golf Club, Springfield Golf Resort, Sunbird Golf Club, Lone Tree Golf Club, and Ironwood Golf Club.

Chandler is also located close to many professional and college sporting teams and events:

Area Sports	
Arizona Cardinals NFL Football	Phoenix Raceway
Arizona Coyotes NHL Hockey	Phoenix Mercury WNBA Basketball
Arizona Diamondbacks MLB Baseball	Phoenix Rising Football Club
Arizona Rattlers Indoor Football	Phoenix Suns NBA Basketball
Arizona State University Sports	Turf Paradise Horse Racing
Cactus League Spring Training Baseball	Waste Management Phoenix Open
Fiesta Bowl	

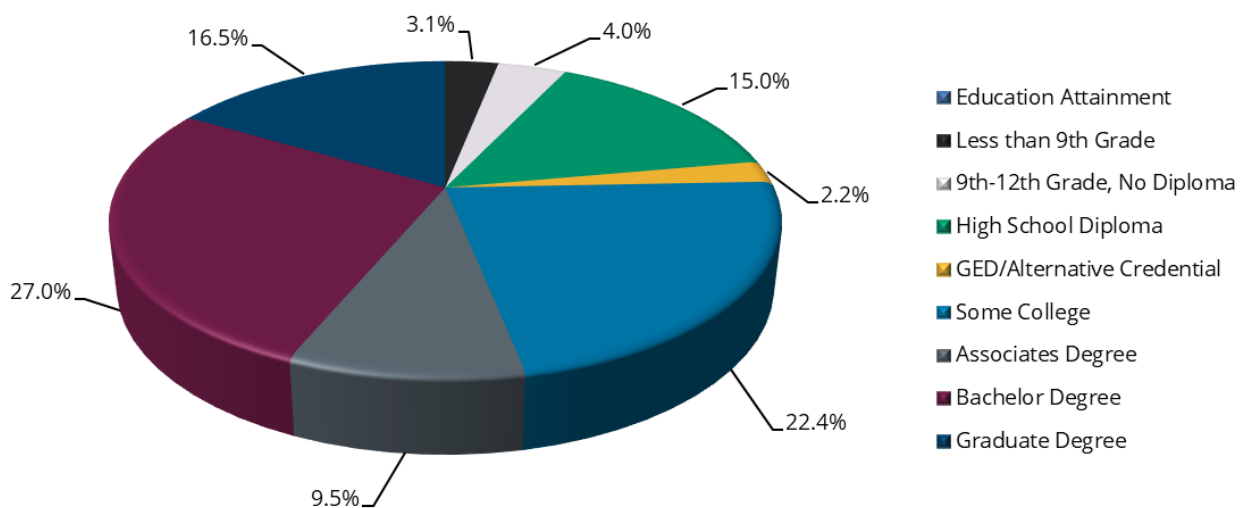
Education Facilities

The Chandler Unified School District and other districts supporting Chandler residents provide primary and secondary education through thirty-seven elementary schools, two kindergarten through eighth, seven junior highs, and eight high schools. The public school system is nationally recognized for excellence in education. A number of private and charter schools are also located within Chandler.

Chandler-Gilbert Community College offers professional, occupational, and continuing education programs. The University of Arizona satellite site located at the Chandler Community Center offers a number of undergraduate and graduate programs.



Highest Education Attainment



Source: ESRI Business Analyst, 2021

Other Services at a Glance



214 Fire sworn personnel
20 Civilian personnel



334 Police sworn personnel
171 Civilian personnel



51 Municipal buildings



30 Operating wells
1,232 Miles of potable water lines



945 Miles of sanitary sewer



94,218 Landfill tonnage
22,775 Recycling tonnage



2090 Lane miles of streets



29,500 Streetlights



230 Signalize intersections

FY 2020-21 figures presented are projected through June 30, 2021, unless otherwise noted.



3 Budget Policies, Process, and Decisions



- Strategic Goals and Organizational Priorities
- Budget Policies
- Budget Process
- Recommendations

“Moving Forward Together”



A clear vision, strong reserves, prudent spending, and sound financial management policies have enabled Chandler to deliver a balanced budget and maintain AAA bond ratings from all three rating agencies.

Strategic Goals, Organizational Priorities, and Priority Based Budgeting

The City of Chandler's continued goal is to provide the highest quality services to the community in the most cost-effective manner. The City Council sets goals to continuously improve Chandler and to make fiscally responsible decisions that make the City a regional leader with a strong plan for the future. This process is designed to address the needs and desires of the community, and includes their input received through surveys, commissions, neighborhood meetings, and contacts with individuals throughout the year.

In February 2015, the City Council established six Strategic Policy Goals identified below. Minor revisions were approved in April 2017 and February 2019. Focus areas around infill and redevelopment, innovation and technology, mobility, neighborhoods, and quality of life were added in June 2019. Council approved an updated framework to include a more prominent commitment to diversity, equity and inclusivity through an update to Chandler's Brand Statement; broadened the focus area on infill and redevelopment and renamed it, "economic vitality," to ensure as our community continues to grow, so do our tools and practices; a more distinct focus on higher education, workforce development and entrepreneurship programs to feed a talent pipeline for employers and create opportunities for residents in May 2021. These Goals and Focus Areas are then tied to our Priority Based Budget (PBB) goals and objectives to allow program costs to be associated with the strategic goals they support.

The City's PBB efforts led to the creation of the PBB "Desired Results," which link the broad range of department programs and services provided to the citizens of Chandler to the City Council Strategic Goals as identified below.

Each of these PBB results is supported by a variety of programs and services across multiple departments which provide a tool for budget decision making. These links are indicated in each of the department's cost center pages.

The six strategic policy goals are designed to ensure Chandler is a great place to visit, work, play, and live by...

Being the most connected City – PBB result: Connected and Mobile Community



- Connect our community using enhanced communication technologies to share information by increasing electronic availability of City information.
- Increase community connectivity through enhancing multimodal transportation.

Being a leader in trust and transparency – PBB result: Good Governance



- Provide timely and accurate data and reports to maintain accountability and provide support for effective decision making.
- Promote opportunities that encourage citizen engagement and input.

Maintaining fiscal sustainability – PBB result: Good Governance



- Maximize the City's diverse portfolio of revenue sources.
- Continue adherence to and improve upon fiscal policies.
- Maintain strong bond rating with all three rating agencies for all types of debt.
- Manage expenditure growth through periodic review of programs and services.

Attracting a range of private sector businesses – PBB result: Sustainable Economic Health



- Position Chandler to be recognized by corporate real estate executives, site selectors, regional partners, and the development industry as a premier location for new investment.
- Coordinate and facilitate the revitalization of Downtown Chandler.

Fostering a contemporary culture that embraces unity – PBB result: Contemporary Culture/Unified



- Promote Chandler as an inclusive community that values its rich diversity, history, and culture.
- Support diversity through City employment practices.
- Invest in employees, support systems, and innovation strategies that ensure Chandler remains a leader in the delivery of high-quality services.

Being safe and beautiful – PBB results: Safe Community; Attractive Community



- Promote a multifaceted approach to address the needs of neighborhoods from the physical, safety, and community perspectives.
- Construct and maintain sustainable public infrastructure.
- Ensure Chandler remains a safe community by employing best practices.

Focus Areas

The City of Chandler has outlined five focus areas to concentrate efforts to make progress toward their vision.



Economic vitality includes the use of creative policies and marketing efforts to ensure Chandler remains a world-class community for residents, visitors, and businesses. These approaches will maintain the viability of employment corridors and plan for the use of remaining unbuilt properties. Chandler offers a supportive environment for global industry leaders, exciting startups, and entrepreneurs through every stage of business development. Our business climate, talented workforce and lifestyle make Chandler a destination of choice.

PBB – Sustainable Economic Health; Contemporary Culture/Unified



Chandler's high-tech industries and talented workforce drive the local economy and create future opportunities. The City recognizes the importance of providing solid infrastructure and streamlined government services to support the implementation of current and future technologies. Pursuit of sustainable and smart city initiatives advance our efforts to meet the unique needs of the community.

PBB – Good Governance; Connected and Mobile Community; Sustainable Economic Health



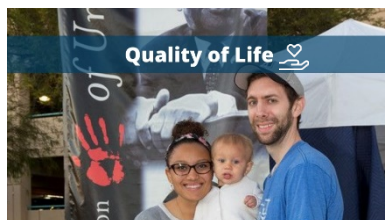
Mobility — the ability to go places — has been essential to Chandler's success. Served by three major highways, a well-planned arterial street network, public transit and a growing airport, the foundation has been laid for Chandler to expand its multi-modal transportation offerings and further integrate new technologies to efficiently get people where they want to go. Mobility includes bicycling, autonomous vehicles, new transit modes, business aviation, traffic technologies and safety enhancements.

PBB – Connected and Mobile Community, Safe Community; Attractive Community; Good Governance



Chandler boasts a mixture of modern homeowner associations, mature traditional neighborhoods, apartments, condominiums, and other housing types. To sustain an exceptional quality of life for Chandler residents and keep Chandler safe, clean, and beautiful, the preservation and enhancement of neighborhoods is paramount. Just as Chandler's housing options are varied, so are the approaches to ensure that all neighborhoods remain safe and vibrant. Partnerships with stakeholders including engaged residents, developers and community agencies provide opportunities to achieve this goal while maintaining each neighborhood's distinct character.

PBB – Contemporary Culture/Unified; Safe Community; Attractive Community



Chandler's commitment to high standards has spanned generations of City leadership and resulted in the safe and beautiful community residents and businesses enjoy today. Public safety is essential to our community's quality of life. First responders protect, serve, and respond to the needs of the community. Maintaining an unparalleled quality of life includes a renewed focus on arts, culture, and recreation. High quality development and amenities shape the character of our neighborhoods and business centers.

PBB – Contemporary Culture/Unified; Safe Community; Attractive Community

Financial Policies

The City of Chandler's financial policies have been developed to set standards for stewardship over financial resources. The policies institutionalize strong financial management practices, clarify the strategic intent for financial management, define boundaries, manage risks to financial condition, support good bond ratings to minimize borrowing costs, and comply with established public management best practices. The policies provide a guide for sound fiscal planning, while maintaining fiscal integrity.

The City is in full compliance with nine (9) financial policies: Operating Management; Capital Management; Reserve; Debt Management; Long-Range Financial Planning; Grant Management; Investment; Accounting, Auditing, and Financial Reporting; and Pension Funding. The policies are reviewed annually, with updates approved by City Council. Listed below are the financial policies that provide the vision, of "Moving Forward Together" for the FY 2021-22 Budget and continue to keep the City fiscally strong.

1. Operating Management Policy

(Most recent update adopted on January 14, 2016, in Resolution No. 4902)

The purpose of the Operating Management Policy is to provide guidance and clarification on how the budget will be structured and developed, define the budget control system, how to amend the budget, and specific revenue and expenditure principles to ensure ongoing financial sustainability and operating practices.

Key Budget Features

Scope and Length of Budget Period: The budget shall be based on a fiscal year beginning July 1 through June 30, and revenue and expenditures for all funds shall be adopted annually (excluding funds maintained for financial reporting purposes only).

Level of Control: The budget process shall be decentralized, allowing all departments to provide updated revenue and expenditure amounts entered directly into an online budget system. Budgetary control shall be at the departmental level and managed separately between the Personnel budget (5100 series of accounts) and the Operating budget (5200-8900 series of accounts). A department cannot spend more than the budget appropriated; however, line item appropriations shall be established for each cost center (division) within each department.

Balanced Budget Definition: According to the City Charter, the total of proposed expenditures shall not exceed the total of estimated income and fund balances available. Each fund in the budget must also be in balance; total anticipated revenues plus the necessary portion of fund balance (all resources) must equal total expenditure appropriations for the upcoming fiscal year. Appropriation shall be for a specific fund and balanced based on specific funding sources, therefore savings in one fund shall not be used to cover over-expenditure in another fund.

Basis of Budgeting: The City's accounting system is maintained on the same basis as the Adopted Budget. This enables departmental budgets to be easily monitored via accounting system reports on a monthly basis. The City's financial records, as reported each year in the Comprehensive Annual Financial Report, are maintained in accordance with Generally Accepted Accounting Principles (GAAP). For comparison purposes, the City's Comprehensive Annual Financial Report shows fund revenues and expenditures on both a budget basis and a GAAP basis in all funds for which budgets are adopted.

The budgets for general governmental fund types, (e.g., General Fund, Special Revenue, Capital Projects, and Expendable Trust) are prepared on a modified accrual basis, which is a mixture of the cash and accrual basis. This basis is consistent with GAAP except for the following:

- a. Compensated absences are recorded as expenditures when paid (cash basis) as opposed to a liability that is expected to be liquidated from available financial resources as earned and accrued by employees (GAAP basis).
- b. Sales tax and grant revenue are recorded on the basis of cash collected (cash basis) as opposed to the accrual basis (GAAP basis) whereby amounts are recorded to the period the revenue was earned.
- c. Capital outlays for Enterprise funds are recorded as expenses (cash basis) as opposed to fixed assets (GAAP basis).

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

- d. Principal payments on long-term debt are recorded as expenses (cash basis) as opposed to a reduction of a liability (GAAP basis).
- e. Proceeds from the sale of bonds and utility system development fee revenues are recognized as revenue when received (cash basis) as opposed to a reduction of a liability and an increase in contributed capital (GAAP basis).
- f. No depreciation is budgeted (on a cash basis for any fund) as opposed to depreciation expense recorded in financial statements (GAAP basis).

The budgets for Proprietary fund types such as the City's Enterprise (water, wastewater, reclaimed water, reverse osmosis, solid waste, and airport), Internal Service, Fiduciary, and Permanent Trust funds are budgeted and reported on a full accrual basis of accounting. Under the full accrual basis, expenses are recorded at the time liabilities are incurred, and revenues are recognized when they are obligated to the City (for example, water user fees are recognized as revenue when bills are produced, not when the cash is received). All operating and capital expenditures (except depreciation) are identified in the budgeting process because of the need for appropriation authority.

Cost Allocation: Costs incurred in the General Fund to support the operations of the Enterprise funds (water, wastewater, reclaimed water, reverse osmosis, solid waste and airport) will be recovered through an indirect cost allocation. The indirect cost allocation plan will be reviewed annually and costing adjustments made after approval of the City Manager or Designee.

Long-Term Financial Forecasts: Forecasts will be prepared annually covering a ten year period and considered during budget development.

Performance Measurement: Each department will establish goals and objectives and create and track performance measurements to assure the goals and objectives are achieved in an efficient and effective manner. Performance measures may be eliminated if approved by the Department Director.

Budget Principles and Process

Budget Links to Strategic Financial Plans: The City's annual budget will be developed in accordance with the policies and priorities set forth in the Council Strategic Goals, the needs of the community, and local, federal and state laws.

Examination of Spending Patterns: The City will seek to maximize the value the public receives through its spending by critically examining existing spending patterns to make sure they continue to provide value, and if not, reallocate to services that do.

Prioritizing Services: The Priority Based Budgeting (PBB) results will be used annually to prioritize City services based on City Council's long-term desired results. Costs of City services will be updated every three years.

All department needs (decision package requests), will be weighed taking into account PBB results and other information based on available City resources within projected fiscal constraints. All requests must be fully justified to show that they will maintain or enhance service delivery or support new programs.

Additions to department budgets outside of the annual budget process are discouraged and only approved by the City Manager's office in unique circumstances or by Mayor and Council when required by City Code.

Funding Liabilities: The current portion of long-term liabilities (e.g., capital infrastructure, annual costs of maintaining and replacing capital assets, contributions to employee pensions), at a minimum, should be funded in the annual budget so as to maintain the trust of creditors and ensure a manageable payment plan.

Budget Process: The budget will be developed following a detailed calendar to ensure timely preparation and execution, provide opportunities for citizen participation at different points, follow State law and City Charter, and be summarized within a budget document to clearly communicate policy decisions.

Budget Control System

Modified Expenditure Control Budgeting (MECB): MECB will be utilized in order to encourage cost effectiveness while providing quality services to Chandler citizens. MECB assumes existing service levels will be maintained and new or enhanced programs require an ongoing source of funding before initiation. The use of MECB supports the following basic philosophies:

- a. Department management is expected to manage wisely and to look for effective and efficient ways to deliver quality services to our citizens while meeting the goals of Council; and
- b. Department management can find ways to do things more efficiently if given the freedom to innovate and control their own resources.

Base Budget Method: The base budget method will be utilized for ongoing Operations and Maintenance (O&M) appropriation. Departments shall be allocated the prior year's base budget to support all ongoing operations, but may request supplemental funding through a decision package. Requests approved in the Adopted Budget shall be incorporated into department's base budgets. Departments develop their own expenditure line item budgets; however, exceptions exist for certain citywide expenditure line items and can only be spent for the specified purpose (department fleet, equipment and technology replacement transfers out, and fuel).

Under the MECB philosophy, departments may request to carryforward savings achieved in their Base Budget operating accounts to the next year, with justification, through a request to the City Manager. Funds available for carryforward will exclude the above noted exceptions.

The City will use an Encumbrance Accounting System whereby budgeted funds are committed and no longer available for spending when a purchase order is approved in the financial system. Encumbered funds will be carried forward to the next budget year if not spent by year end.

Personnel Services Budgeting: All personnel costs are funded outside of the base budgets, and any personnel savings accumulated remain in their original fund. The Budget Division develops all personnel services budgets based on full funding of all approved positions. If revenues are available during the budget process, positions may be added to maintain or enhance service levels after City Manager review and City Council approval.

Additions outside of the budget process are discouraged and only approved by the City Manager's Office in unique circumstances. Overspending of overtime and temporary budgets must be funded from base budgets if not directly related to a vacancy.

Budget Resolution Transfer Authority: The Adopted Budget Resolution for each fiscal year gives authority to the City Manager or his/her designee regarding transfers to/from departments of non-departmental encumbrance, carryforward, lump sum agreements, fuel and utility reserves, non-departmental personnel, department operations and maintenance savings, Information Technology telecommunications appropriation, undetermined grants, and grant matching funds.

Budget Expenditure Limitation: State Expenditure Limitation options, the level at which expenditures cannot legally exceed the appropriated amount, will be reviewed and implemented as required by State statute to ensure the best approach for the City. The City of Chandler currently falls under the Home Rule Option: Under the Home Rule Option, the expenditure limitation is free from any ties to the State imposed expenditure limitation if the majority of the qualified electors vote in favor of this alternative. On August 28, 2018, the City of Chandler voters approved to continue under Home Rule for four years. Chandler adopts its expenditure limitation along with the annual budget. The maximum legal expenditure limit is the total of all departmental appropriations in the final budget adopted by the City Council. The City's next Home Rule election will be in 2022.

Budget Amendments

In accordance with the City's Alternative Expenditure Limitation, total expenditures may not exceed the final appropriation once the budget is adopted. The City can amend the total appropriation for an individual fund; however, if one fund's total appropriation is increased, another fund must be decreased by an equal amount.

Amendments moving budget appropriation between departments may be processed at any time during the fiscal year upon written request by the City Manager to the City Council (Section 5.08, City of Chandler Charter). Organizational changes resulting in appropriation shifts between departments should be timed for the start of a new budget year, whenever possible.

Revenue and Expenditure Principles

One-time expenses will be funded from one-time balances/revenues and ongoing expenses will be funded by ongoing revenues, except as provided by the budget stabilization reserve as described in the Reserve Policy.

Fund balances are non-recurring revenue, and will be appropriately used for one-time expenditures or budgeted as contingency fund appropriations.

Revenues: The City strives to ensure diversification and stabilization of its revenue base.

Revenue projections will be based on historical trends by developing base lines for ongoing types of revenues versus one-time.

Projections used to balance revenues to expenditures will be prepared for a five to ten-year period and updated annually to ensure financial sustainability. A revenue manual will be maintained to document important characteristics and historical background of each revenue source.

Conservative but realistic revenue projections will be prepared to assess the limits of budget appropriation using trend analysis and current data to minimize estimating too high, which could result in mid-fiscal year budget cuts.

User fees and charges will be periodically analyzed and updated to ensure that all direct and indirect costs are recovered for services benefiting individuals/groups (unless an economic disadvantage is caused) versus a larger public benefit.

Utility rate consultant studies will be performed at a minimum every four years, and internal rate analyses will be completed every year for Water, Wastewater, Reclaimed Water, and Solid Waste funds based on ten-year projections. Reviews will ensure fees are adequate to fund operations, debt service, bond covenants, and reserves. Additionally, periodic reviews of the rate design and cost of service between customer classes will be completed.

The City will vigilantly pursue outstanding collections through revenue collectors, and periodic Transaction Privilege Tax audits will be performed on businesses to ensure compliance with City tax code. Education will always be a part of taxpayer interactions to protect this major revenue source.

Expenditures: The City will commit to a level of expenditures sufficient to ensure the ongoing health, safety, and welfare of citizens.

Departments are encouraged to periodically review operations for efficiencies and reallocate existing expenditure appropriation before requesting new funding.

Personnel expenditures, the largest operating cost, will be appropriated based on full funding of all approved positions, but a vacancy saving percentage will be determined based on past trends and will reduce the ongoing personnel services budget for forecasting purposes in the General Fund, shifting the amount to one-time funding. Vacant public safety sworn positions will be budgeted at bottom of range and all other general positions will be budgeted at mid-range.

Employee benefits expenditures (e.g., pensions, health, workers' compensation) will be appropriated at levels to ensure adequate funding to remain current and maintain appropriate reserves if self-insured.

Compensation packages will be reviewed periodically to ensure they are sufficient to attract and retain quality employees.

2. Capital Management Policy

(Most recent update adopted on January 14, 2016, in Resolution No. 4902)

The purpose of the Capital Management Policy is to provide guidance on capital planning, budgeting, and management to ensure well maintained infrastructure, allowing Chandler to provide quality services, and maintain economic vitality and quality of life in a financial sustainability manner.

Timing and Scope: The City Charter requires a minimum of a five-year CIP to be developed annually and submitted to Council on or before the fifteenth day of June (Section 5.07, City of Chandler Charter). The City develops a ten-year plan, exceeding the minimum requirements. The Council shall adopt the CIP on the same date as the final adoption of the Annual Budget. The first year of the adopted capital plan, along with any estimated prior year unspent CIP projects, will be the capital budget for that fiscal year.

CIP projects shall be over \$50,000 and include items with a useful life of 3 or more years. CIP projects may be for infrastructure, facilities, equipment, technology software/hardware, and studies to determine infrastructure needs.

Project Identification and Review: CIP projects will include a detailed project description, full cost estimates (e.g., design, construction, right-of-way, land, equipment, etc.), anticipated funding sources, recommended time schedules for each improvement, reference to planning document(s) that identify the need for the investment when applicable, and the estimated operating income or cost of maintaining the facilities to be constructed (e.g., personnel, operations and maintenance). Contributions to reserves for replacement of technology, equipment, and vehicles will be incorporated into the operating cost estimate.

The City's CIP Coordination Team will serve as a central forum for cross-departmental communication regarding capital planning, identifying opportunities for efficiencies, and making a CIP recommendation to the City Manager.

Project Selection: Long-term capital fund forecasts will be updated annually to assess financial feasibility of proposed CIP projects. Other considerations for project selection may be their impact on other projects, ability to fund preliminary design, maintaining existing infrastructure versus new construction, impact on operations, and alignment with planning documents (e.g., Council Goals, General Plan).

CIP project funding will be evaluated for pay-as-you-go versus financing, by considering various economic factors, asset useful life, bond authorization levels, and projects nature/ability to finance.

Balanced CIP: The CIP projected expenditures must equal capital resources using conservative, yet realistic revenue projections. Extensive review of the secondary property tax rate will be completed to determine bond capacity. Impacts to tax and utility rates should be clearly weighed and communicated.

Capital Asset Maintenance: Maintenance and replacement of existing infrastructure and capital assets will be prioritized to keep assets in good condition and well-maintained. Replacement funds will be maintained to plan for replacement of technology, equipment, and vehicles, allowing for the monitoring of inventory, standardization, right-sizing, and cost containment.

3. Reserve Policy

(Most recent update adopted on May 28, 2020, in Resolution No. 5375)

The purpose of the Reserve Policy is to ensure the City remains a financially stable organization by maintaining appropriate reserves. Adequate reserves position an organization to effectively plan for cash funded needs, as well as unplanned needs caused by significant economic downturns, manage the consequences of outside agency actions that may result in revenue reductions, and address unexpected emergencies, such as natural disasters, catastrophic events caused by human activity, or excessive liabilities or legal judgments against the organization. In concert with the City's other financial policies, the City's Reserve Policy serves as an important tool to guide the use of City resources in meeting the City's financial commitments and provides a framework for addressing unexpected future events in a fiscally prudent manner.

This policy documents the City's approach to establishing and maintaining adequate reserves (target levels) based on consideration of risks to operations, in the budgetary fund balance across a spectrum of City operations in various funds. The budgetary fund balance represents the one-time amount accumulated from prior years, which is different than the fund balance under GAAP, but includes the same constraints on spending.

Governmental Accounting Standards Board (GASB) Statement No. 54 defines five reserve classifications of fund balance based on the level of restrictions placed on the specific purposes for which amounts can be spent: nonspendable fund balance, restricted fund balance, committed fund balance, assigned fund balance, and unassigned fund balance. The last three classifications are termed Unrestricted Fund Balance since the constraint on spending is imposed by the government itself, therefore subject to this reserve policy. Additionally, contingencies and reserves can be appropriated and unappropriated, depending if the City would like the reserve to be available for spending in the current budget year or not.

General Fund Reserve Policy

The General Fund is the main operating fund that pays for general services provided by the City, such as public safety, parks, and library services. The General Fund accounts for all general revenues of the City and for expenditures related to the rendering of the City's general services. The General Fund is considered to have a high level of risk to operations due to its dependence on revenue streams that are susceptible to economic downturns and revenue reduction impacts from outside agency actions. In addition, the General Fund is the main funding source when responding to unexpected events or emergencies.

Consideration of potential risk and other drivers influence the targeted minimum level of total Unrestricted Fund Balance that should be maintained. The GFOA recommends no less than two months of General Fund Unrestricted Budgetary Fund Balance.

The City desires to maintain a prudent level of reserves based on the revenue impacts described above and the City's desire to maintain strong bond ratings to minimize borrowing costs. This reserve policy sets the targeted minimum level at four months of budgeted General Fund operating revenues, excluding onetime transfers in to provide stability and flexibility to respond to unexpected adversity and/or opportunities. Should the minimum reserve level fall below its target, a plan will be formulated to restore within a three year period. The Unrestricted Budgetary General Fund Balance can include the following contingency and reserve types.

General Fund Contingencies/Reserves (Type/ Appropriated or Not/ GASB 54 Classification)

General Fund Contingency / Appropriated / Unassigned: This Contingency will be maintained equal to 15% of General Fund operating revenues, excluding one-time transfers in. Acceptable contingency reserve uses are emergency situations, unexpected one-time opportunities, and appropriation transfers to allow spending in other funds. Use of this reserve requires Council approval unless delegated in the Budget Resolution. The 15% General Fund Contingency reserve must be replenished annually.

Council Contingency / Appropriated / Unassigned: This Contingency will be created annually for use by Mayor and Council during the Council budget amendment process or during the year for initiatives identified.

Budget Stabilization Reserve / Not Appropriated / Assigned: This reserve may be created to offset operating deficits that result from economic downturns and revenue reduction impacts from outside agency actions that can create adverse service impacts, allowing time to reduce spending and/or find other ongoing revenue opportunities. Council may add to the reserve from time to time but not draw from it for more than three consecutive fiscal years.

Capital and Economic Development Reserves / Appropriated and/or Not Appropriated / Assigned: These reserves may be created to fund economic development opportunities, planned new and redevelopment capital projects and capital maintenance projects to sustain existing City infrastructure and minimize additional borrowing to help manage tax rate impacts.

Personnel and Operating Reserves / Appropriated and/or Not Appropriated / Assigned: These reserves may be created to fund specific operating expenditure areas that are susceptible to economic fluctuations and to fund personnel costs that can be reasonably estimated and are short-term in nature.

Other Fund Reserve Policies

Other funds have been identified as needing reserves due to one or more of the following reasons: self-supporting nature, the potential for unanticipated revenue or expense changes that can negatively affect operations, to help maintain a stable fee structure, or to cover the potential of unanticipated events threatening the public health, safety, or welfare. Reserves have been created in Enterprise Operating Funds (e.g., Water, Wastewater, Solid Waste, and Airport), Highway User Revenue Fund (HURF), Self Insurance Funds, and Replacement Funds (e.g., Vehicle and Technology).

Targeted reserves will be maintained as described below. A portion of the reserve will be appropriated annually for each applicable fund to provide for unanticipated revenue shortfalls and/or unexpected expense increases in the current year. Reserves should only be utilized after all other budget sources have been examined for available funds. Should the minimum target level for any of the funds identified fall below its target, a plan will be formulated to restore within the next year, but not to exceed a three year period.

Water Operating Enterprise Fund accounts for specific services funded directly by fees and charges to City Water customers. The fund is intended to be self-supporting and will maintain a minimum target reserve of 20% of operating revenues. Other Water reserves may be created when deemed appropriate (e.g., fuel, utilities, lump sum).

Wastewater Operating Enterprise Fund accounts for specific services funded directly by fees and charges to City Wastewater customers. The fund is intended to be self-supporting and will maintain a minimum target reserve of 20% of operating revenues. Other Wastewater reserves may be created when deemed appropriate (e.g., fuel, utilities, lump sum).

Reclaimed Water Operating Enterprise Fund accounts for specific services funded directly by fees and charges to City Reclaimed Water customers. The fund is intended to be self-supporting and will maintain a minimum target reserve of 20% of operating revenues. Other Reclaimed Water reserves may be created when deemed appropriate (e.g., fuel, utilities, lump sum).

Solid Waste Operating Enterprise Fund accounts for specific services funded directly by fees and charges to City Solid Waste customers. The fund is intended to be self-supporting and will maintain a minimum target reserve of 15% of operating revenues. Other Solid Waste reserves may be created when deemed appropriate (e.g., fuel, utilities). A Landfill Post-Closure Compliance Reserve will also be maintained as required by State and Federal law.

Airport Operating Enterprise Fund accounts for specific services funded directly by fees and charges to City Airport customers. The fund is not currently intended to be self-supporting, and depends on General Fund to fund a portion of operating and capital costs; therefore a minimum target reserve is not a reasonable expectation until the Airport is determined as self-sustainable by City Council.

Highway User Revenue Fund (HURF) accounts for Highway Users Tax received and spent on street and highway maintenance and construction projects. The fund will maintain a minimum target reserve of 15% of operating revenues. Other HURF reserves may be created when deemed appropriate (e.g., fuel, utilities).

Self Insurance Funds Insured Liability Fund (Risk) reserve will be maintained at a level, together with purchased umbrella insurance policies, that will adequately indemnify the City's property and liability risk. A qualified actuarial firm shall be retained on an annual basis in order to recommend an appropriate reserve level.

Health Benefits Trust and Workers Compensation and Employee Liability Trust Self-Insurance Funds reserves are maintained based on the Trust documents approved by Council. Qualified actuarial firms shall be retained on an annual basis in order to recommend appropriate funding levels.

The contributions to Self-Insurance Funds (e.g., Insured and Uninsured Liability Funds, Workers' Compensation and Employee Liability Trust Fund, Health Benefits Trust Fund, Short-Term Disability Fund and Dental Fund) will be

reassessed annually and incorporated into the budget process, in order to ensure that the targeted goal is met in a manner that is balanced with other budget priorities.

Vehicle Replacement Fund will maintain a minimum target reserve of 10% of the total City fleet replacement value. A fleet management vehicle replacement plan will be reviewed annually by the Fleet Advisory Committee (FAC) to ensure systematic replacement of vehicles based on a combination of miles driven, repairs and maintenance schedules, and years of service.

Technology Replacement Fund will maintain a minimum target reserve of 10% of the total City technology asset replacement value.

4. Debt Management Policy

(Most recent update adopted on January 14, 2016, in Resolution No. 4902)

The purpose of the Debt Management Policy is to provide guidelines for the issuance of bonds and other forms of indebtedness to finance necessary land acquisitions, capital construction, equipment, and other items for the City, as well as guidelines for monitoring outstanding debt. This policy will assist the City in determining appropriate uses of debt financing, establish certain debt management goals, and assist the City in maintaining, and if possible, improving its current credit ratings, while assuming a prudent level of financial risk and preserving the City's flexibility to finance future capital programs and requirements.

Scope

This policy shall govern, except as otherwise covered by federal and state regulations, City Charter, and City Code, the issuance and management of all debt and lease financings funded in the capital markets. While adherence to this policy is desired, changes in the capital markets as well as unforeseen circumstances may from time to time produce situations that are not covered by the policy and may require modifications or exceptions to achieve City goals. The City's Debt Management Policy shall be reviewed annually.

Debt Issuance Process

Assessing Financing Needs for Capital Programs: The determination of how much indebtedness the City can afford begins by assessing the sufficiency of future revenues to fund the 10-year CIP. Factors such as debt service coverage requirements outlined in the bond indentures, the impact on businesses and citizens, tax rates, user fees, voter authorization, and any impact on the bond ratings will be carefully considered.

Approval of Issuance: The bond sale amount will be determined based on financial cash flow projections, will comply with federal, state, and local legal requirements, and will obtain issuance approval from City Council.

Method of Sale: Three methods of sale for issuing debt obligations will be considered; competitive sale, negotiated sale, and private placement. Each type of bond sale has the potential to provide the lowest cost given the right market conditions. The method of sale that is most advantageous to the City will be determined under consultation with the City's Financial Advisor.

Financial Service Providers: The City's Management Services Director shall be responsible for establishing a solicitation and selection process that complies with City Code requirements for securing professional services (e.g., bond counsel, financial advisor, arbitrage compliance specialist, underwriters) that are required to develop and implement the City's debt program.

Credit Ratings: Staff will assess the importance of credit ratings for each new debt. If credit ratings are to be obtained, the goal will be to maintain or improve ratings from all 3 rating agencies.

Limitations on City Indebtedness

Debt Coverage Goals: Utility rates will be set, as a minimum, to ensure the rates of revenue to debt service meet bond indenture requirements of 1.2 times coverage (ongoing system revenues will cover ongoing debt at 120%) to comply

with existing Water/Wastewater Revenue Debt Covenants. The goal will be from 1.5 to 2 times coverage to allow for fluctuations in revenue collection and to achieve the highest credit rating when bonds are sold. Excise Tax revenue will be greater than 3 times (the goal will be over 5 times) the amount of debt service outstanding to meet Excise Tax Revenue Obligations debt coverage requirements.

Target Limitation on GO Debt: State Statutes limit the amount of GO debt that a municipality can have outstanding. In general, the City's outstanding GO debt for the water, wastewater, parks, public safety, transportation, and street lighting programs is limited to 20% of the City's net assessed LPV and for all other programs the amount of outstanding GO debt is limited to 6% of the City's LPV. Other factors, such as providing capacity for future programs will also be taken into consideration.

Target Limitations on the Issuance of Revenue/Excise Tax Secured Debt Obligations: The City shall seek to finance the capital needs of its revenue producing enterprise activities through the issuance of revenue secured or excise tax secured debt obligations. Prior to issuing revenue-secured debt obligations, financial plans will be updated and reviewed to determine required rates and charges needed to support the planned financing, and the impact on rate payers and other affected parties. The amount of revenue-secured debt obligations issued by the City will be limited by the feasibility of the overall financing. Revenue-secured debt levels shall be limited by coverage and parity covenants and potential credit rating impacts.

Target Limitation on Lease-Purchase Financing: The City may enter into short-term lease-purchase obligations to finance the acquisition of capital equipment with estimated useful lives of less than seven years. Repayment of these lease-purchase obligations shall occur over a period not to exceed the useful life of the underlying asset. The Management Services Department shall be responsible for developing procedures for use by City departments interested in participating in the lease-purchase program, and for setting repayment terms and amortization schedules, in consultation with participating departments.

Improvement District Debt: The City may issue Improvement District debt only when there is a general City benefit. Improvement Districts are generally formed only by property owners in a designated area within the City in which they agree to be assessed for the repayment of the costs of constructing improvements that benefit the owner's property. Improvement District debt is secured by a lien on the property and improvements of all parcels within each district. Each Improvement District financing must be closely evaluated since it is also secured by the General fund and is viewed by the credit rating agencies as an indirect debt of the City.

Variable Rate Debt: The City shall not issue Variable Rate Debt.

Voter Authorized Debt

Voter authorized debt shall be used, but non-voter authorized debt (e.g., Municipal Property Corporation (MPC), Excise Tax Revenue Obligations (ETROs)) may be used when dedicated revenue sources (e.g., Water and Wastewater user fees) other than secondary property taxes can be identified to pay debt service expenses and the following conditions are considered:

- a. A project requires additional funds over and above what is available from other sources and meets the City's goals and objectives.
- b. Emergency situations, such as an unfunded mandate or circumstance affecting the public health and welfare.
- c. The project will generate a positive net revenue position (i.e., revenues will exceed the cost of financing).

Debt Management Process

Debt Service Structure: The Management Services Director will carefully consider the debt service structure for each bond issue. Factors such as the flow of revenues available for a particular credit, the need to fill in gaps created by refunding specific principal maturities or to structure savings from a refunding in a particular year will be considered. Accelerated repayment may be considered within the bonding capacity constraints to provide capacity for future capital programs. Bonds will be amortized over a period of time not to exceed the useful life of the assets being financed.

Maturity: The final maturity of a bond sale shall be equal to or less than the remaining useful life of the assets being financed, and the average life of the financing shall not exceed 120% of the average useful life of the assets being financed.

Investment of Bond Proceeds: The City shall comply with all applicable federal, state, and indenture restrictions, if any, regarding the use and investment of bond proceeds. This includes compliance with any restrictions on the types of investment securities allowed, restrictions on the allowable yield of invested funds, as well as restrictions on the time period over which some bond proceeds may be invested. The Management Services Director, or his/her designee, will direct the investment of bond proceeds in accordance with the permitted investments for each particular bond issue. Investments such as guaranteed investment contracts may be considered when their use is in the best interest of the City and will be selected on a competitive basis.

Refunding Bonds: Refunding bonds are issued to retire all or a portion of an outstanding bond issue. Most typically this is done to refinance at a lower interest rate to reduce debt service. Alternatively, some refundings are executed for reasons other than to achieve cost savings, such as to restructure the repayment schedule of the debt, to change the type of debt instruments being used, or to retire an indenture in order to remove undesirable covenants. A present value analysis must be prepared that identifies the economic effects of any potential refunding. For refunding transactions solely undertaken to achieve cost savings, the target savings amount shall be measured using the present value savings as percentage of par method. The target present value savings from any particular refunding candidate shall generally be at least 3% of the refunded par amount net of all transaction expenses and in excess of \$1,000,000. The Management Services Director shall have discretion in making the final determination to include individual refunding candidates that are slightly below the target in order to optimize the City's financial objectives.

Arbitrage Rebate: The City shall comply with all arbitrage rebate requirements as established by the Internal Revenue Service (IRS) and establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This effort shall include tracking project expenditures financed with bond proceeds, tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax exempt status of the City's outstanding tax-exempt debt issues. Arbitrage service providers may be used to assist the City with complying with arbitrage regulations.

Issuance & Post-Issuance Compliance Procedures: Adopted procedures for tax-exempt bonds shall be followed. Staff will work closely with the City's Bond Counsel, Financial Advisor, and Arbitrage Compliance Specialist to ensure tax exempt bonds remain in compliance with federal tax requirements from the time they are issued until they are no longer outstanding.

Continuing Disclosure Undertaking (CDU): The City will comply with the requirements of Rule 15c2-12 of the Securities and Exchange Commission (SEC), when applicable. The Management Services Director, or his/her designee, will be responsible for filing the annual requirements and any Material Event Notices with Electronic Municipal Market Access (EMMA) as required by each outstanding CDU Certification.

Declaration of Official Intent: In order to ensure debt can be issued to reimburse the City for project expenses prior to issuing debt, a Declaration of Official Intent (under Treasury Regulation Section 1.150-2) must be completed annually and filed with the City Clerk. The Declaration shall list all projects for the upcoming fiscal year. This will allow the City to reimburse certain capital expenses with the proceeds from tax-exempt reimbursement bonds, should such bonds be sold in the upcoming fiscal year.

5. Long-Range Financial Planning Policy

(Most recent update adopted on January 14, 2016, in Resolution No. 4902)

The purpose of the Long-Range Financial Planning Policy is to establish a consistent practice for financial planning that result in stable tax rates and services to the community over a multi-year period.

Timing and Scope: In preparation for both the Capital Improvement Program and the Annual Budget, long-term financial forecasting models will be updated to analyze the impact of budget decisions on the City's future financial condition.

The financial plans will forecast revenues, expenditures, debt, long-term liabilities, reserve levels when applicable, and financial position for ten years into the future for the General Fund, Enterprise Funds, Capital and Operating Funds.

Principles: The financial plans will start with a baseline assumption that current service levels will be maintained and include meaningful analysis of ongoing and one-time trends and conditions to allow consideration of long-term financial implications of current spending patterns.

If future issues are identified through long-term financial planning, possible solutions should be identified and discussed, with the ultimate goal of structurally balanced plans (ongoing revenues support ongoing expenditures) that supports fiscal sustainability for many years into the future.

6. Grant Management Policy

(Most recent update adopted on January 14, 2016, in Resolution No. 4902)

The purpose of the Grant Management Policy is to ensure grant oversight to support creativity and innovation in identifying and addressing existing and desired City program or partnership needs that cannot be resolved with existing resources, but may be suitable areas for seeking grant funds. The policy sets standards for the consistent acquisition and administration of grants and applies to all grants provided to or facilitated by City departments (federal, state, county, local, corporate, Indian community, and private foundation). Grant support is encouraged unless the prospective grant conflicts with the City's strategic goals, generates more cost than benefit, or restricts the mission of the City.

Grant Identification, Evaluation and Application

Once potential grants have been identified and prior to the submittal of a grant application to an agency or acceptance of funds from an organization, the department should give consideration as to whether the grant is consistent with the City's Strategic and department Goals, and a funding evaluation should be completed to determine the effect of the grant on the current and future City resources or operations. Factors to consider are:

- a. Available funding for required grant matches (i.e., the City's portion of project costs or in-kind costs)
- b. Current and future year(s) budget implications (e.g., added positions, equipment)
- c. Capacity and experience of the department and staff to effectively administer and implement all aspects of the grant.

Grant Approval, Administration, and Operational Oversight

To ensure transparent management of grants, grants valued with City resource commitments that exceed \$30,000, or any amount if required by law or the grant agreement, require City Council approval prior to acceptance of funds or upon submittal if award signifies acceptance. Grants do not require City Council approval if governed by another authority (e.g., Public Housing Authority Commission). Transportation capital grants that require a rapid response to prevent forfeiting the grant may be approved by the City Manager or designee, prior to Council approval of capital project funded by said grant. The City Council item should include the grant's purpose, term and amount, as well as current and future year budget or operational implications, during and after the grant is completed. City Manager or designee is authorized to approve and execute documents related to grants with a gross value of \$30,000 or less, unless the grant agreement specifically requires City Council approval.

If an approved grant requires an ongoing General Fund commitment from the City, it will be incorporated into the forecast to ensure expenditures can be supported when the grant expires. If the position funding is only for the life of the grant, the expenditures shall be budgeted from one-time funding.

The City of Chandler's City Code and Administrative Regulations related to procurement shall be utilized for the purchase of materials, services, and construction with grant funds, in conjunction with any procurement requirements stipulated in the grant requirements.

The City's Grant Committee shall be made up of Department Grant Liaisons, and will provide grant management guidance and oversight to ensure adherence to the Grant Management Policy. The Committee will serve as a central

source for cross-departmental communications regarding the pursuit of grants and effective application of administrative procedures.

Department Directors shall ensure compliance with all grant requirements through ongoing administrative and operational support (e.g., trained staff resources, financial and/or program reporting, subcontractor monitoring of activities and/or performance, pass-thru monitoring, audit compliance by grantor and/or by external auditors, record retention, and any additional requirements detailed in the Grant award documentation such as federal circulars related to federal grants).

7. Investment Policy

(Most recent update adopted on January 14, 2016, in Resolution No. 4902)

The purpose of the Investment Policy is to ensure investment of cash funds will be maintained in accordance with City Charter and State Statutes by defining the parameters within which public funds are to be managed. In methods, procedures and practices, the policy formalizes the framework for the City's investment activities that must be exercised to ensure effective and judicious fiscal and investment management of the City's funds. The guidelines are intended to be broad enough to allow the Management Services Director to function properly within the parameters of responsibility and authority, yet specific enough to adequately safeguard the investment assets.

Scope

This investment policy applies to all monies invested by the City pursuant to Section 3-2 of the City Code, and applies to those investments authorized by the Code and Arizona Revised Statute (A.R.S) 35-323. Bond proceeds are governed by specific indentures and are excluded from the scope of this Policy.

Objectives

The primary objectives, in order of priority, of the City's investment activities shall be:

- a. **Safety** - Safety of principal is the foremost objective of the investment programs. Investments shall be undertaken in a manner that seeks to ensure preservation of principal in the overall portfolio.
- b. **Liquidity** - The investments will remain sufficiently liquid to meet all operating requirements that might be reasonably anticipated.
- c. **Return on Investment** - The investment pools and funds shall be managed with the objective of attaining the maximum rate of return given the constraints of the aforementioned safety and liquidity objectives.

Standards of Care

Prudence: The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Management Services Director and designees acting in accordance with procedures and this investment policy and exercising due diligence shall be relieved of personal liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

The "prudent person" standard states that, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probably income to be derived."

Ethics and Conflicts of Interest: Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. Disclosure shall be made to the governing body. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking any personal investment transactions with the same individual with whom business is conducted on behalf of the City.

Delegation of Authority and Responsibilities: Responsibility for the operation of the investment program is hereby delegated to the Management Services Director who shall act in accordance with established procedures and internal controls for the operation of the investment program consistent with this Investment Policy. All participants in the investment process shall seek to act responsibly as custodians of the public trust. No officer or designee may engage in an investment transaction except as provided under the terms of this policy and supporting procedures.

The City may engage the services of an external investment manager to assist in the management of the City's investment portfolio in a manner consistent with the City's objectives. Such external managers may be granted discretion to purchase and sell investment securities in accordance with this Investment Policy. Such managers must be registered under the Investment Advisers Act of 1940.

Permitted Investment Instruments

The City shall invest and reinvest City monies as provided in statute and City Code in any of the following items.

Obligations issued or guaranteed by the full faith and credit of the United States of America.

Obligations issued or guaranteed by the United States or any of the senior debt of its agencies, sponsored agencies, corporations, sponsored corporations, or instrumentalities.

Bonds or other evidences of indebtedness of this state or any of the counties or incorporated cities, towns or duly organized school districts which carry as a minimum AA rating or its equivalent by a nationally recognized statistical ratings organization (NRSRO).

Commercial paper of prime quality that is rated within the top two ratings by a NRSRO. All commercial paper must be issued by a corporation organized and doing business in the United States. The portfolio is limited to a maximum 30% allocation in the commercial paper sector.

Bonds, notes or evidences of indebtedness of any county, municipal district, municipal utility or special taxing district of any state that are payable from revenues, earnings or a special tax specifically pledged for the payment of the principal and interest on the obligations, and for the payment of which a lawful sinking fund or reserve fund has been established and is being maintained, but only if no default in payment on principal or interest on the obligations to be purchased has occurred within five years of the date of the investment, or, if such obligations were issued less than five years before the date of investment, no default in payment of principal or interest has occurred on the obligations to be purchased nor any other obligations of the issuer within five years of the investment.

Bonds, notes or evidences of indebtedness issued by any county improvement district or municipal improvement district of any state to finance local improvements authorized by law, if the principal and interest of the obligations are payable from assessments on real property within the improvement district. An investment shall not be made if:

- a. The face value of all such obligations, and similar obligations outstanding, exceeds 50% of the market value of the real property, and if improvements on which the bonds or the assessments for the payment of principal and interest on the bonds are liens inferior only to the liens for general ad valorem taxes.
- b. A default in payment of principal or interest on the obligations to be purchased has occurred within five years of the date of investment, or, if the obligations were issued less than five years before the date of investment, a default in the payment of principal or interest has occurred on the obligations to be purchased or on any other obligation of the issuer within five years of the investment.

Negotiable or brokered certificates of deposit (CD) issued by a nationally or state chartered bank or savings and loan association. CD issuers must have a short-term rating of A1 or its equivalent by a NRSRO. The portfolio is limited to a maximum 30% allocation in the negotiable CD sector.

Certificates of deposit in eligible depositories.

Deposits in one or more federally insured banks or savings and loan associations placed in accordance with the procedures prescribed in section 35-323.01.

Interest bearing savings accounts in banks and savings and loan institutions doing business in this state whose accounts are insured by federal deposit insurance for their industry, but only if deposits in excess of the insured amount are secured by the eligible depository to the same extent and in the same manner as required under this article.

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

Bonds, debentures, notes, or other evidences of indebtedness that are denominated in United States dollars and that carry at a minimum an "A" or better rating, at the time of purchase, from at least two nationally recognized rating agencies and may be issued by corporations that are organized and doing business in the United States. The portfolio is limited to a maximum 30% allocation in the medium-term corporate note sector.

Participation in the Local Government Investment Pool (LGIP) established pursuant to Section 35-326, Arizona Revised Statutes and operated by the State Treasurer whose portfolio is consistent with this policy.

Securities of or any other interests in any open-end or closed-end management type investment company or investment trust, including exchange traded funds whose underlying investments are invested in securities allowed by state law, registered under the Investment Company Act of 1940, as amended.

Investment Parameters

Diversification: It is the policy of the City to diversify the investment portfolio so as to protect City monies from material losses due to over-concentration of assets in a specific maturity, a specific issuer, a specific geographical distribution, or a specific class of securities. No more than 5% of market value of the portfolio shall be invested in securities issued by a single corporation and its subsidiaries/affiliates or municipality. Securities issued by the federal government or its agencies, sponsored agencies, corporations, sponsored corporations, or instrumentalities are exempted from this provision. Portfolio percentage is calculated at the time of purchase.

Maximum Maturities: To the extent possible, the City shall attempt to match its investments with anticipated cash flow requirements. The City will not directly invest in securities maturing more than five (5) years from the date of purchase.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as LGIP or money market funds to ensure that appropriate liquidity is maintained to meet ongoing obligations.

Portfolio Management

Following the primary objective of preservation of capital, investments shall be managed to take advantage of market opportunities. In so doing, negotiable securities may be sold prior to their maturity to provide liquid funds as needed for cash flow purposes to enhance portfolio returns, or to restructure maturities to increase yield and/or decrease risk.

Purchases and Sales of Securities

All trades shall be executed with the objective of realizing the best bid or offer price available. It is the responsibility of the investment personnel and external investment advisors to know the "market price" or relative value of all securities before trades are executed. The method used by the investment personnel and investment advisors shall be the one that will obtain the best execution price or value given the objective of the transaction. A minimum of three (3) bids will be solicited for all transactions.

Authorized Financial Institutions

A list will be maintained of financial institutions and depositories authorized to provide investment services. In addition, a list will be maintained of approved security broker/dealers selected by conducting a process of due diligence. This may include 'primary' dealers or regional dealers that qualify under SEC Rule 15C3-1 (uniform net capital rule).

All broker/dealers who desire to become qualified for investment transactions must supply the following (as appropriate):

- a. Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
- b. Proof of FINRA certification
- c. Proof of state registration
- d. Completed broker/dealer questionnaire (not applicable to Certificate of Deposit counterparties)
- e. Certification of having read and understood and agreeing to comply with the City's Investment Policy.
- f. Evidence of adequate insurance coverage.

All financial institutions who desire to become depositories must supply the following (as appropriate):

- a. Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
- b. Proof of state registration
- c. Evidence of adequate insurance coverage

A periodic review of the financial condition and registration of all qualified financial institutions and broker/dealers will be conducted.

If the City utilizes an external investment advisor, the advisor may be authorized to transact with its own Approved Broker/Dealer List on behalf of the City. In the event that the investment advisor utilizes its own Broker/Dealer List, the advisor will perform due diligence for the brokers/dealers on its Approved List. Upon request, the advisor will provide the City their Approved Broker/Dealer List.

Safekeeping and Custody

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery versus payment basis. Securities shall be held by the City or an independent third-party safekeeping institution designated by the City and evidenced by safekeeping receipts in the City's name. The safekeeping institution shall annually provide a copy of its most recent report on internal controls – Service Organization Control Reports (formerly 70, or SAS 70) prepared in accordance with the Statement on Standards for Attestation Engagements (SSAE) No. 16.

Performance Evaluation and Reporting

Investment performance shall be continually monitored and evaluated by the City's Management Services Director. Investment performance statistics and activity reports shall be generated by the Accounting Division and will provide summary reports on a monthly basis for the Management Services Director, and for the annual financial report.

Monthly Performance Analysis: On a monthly basis the following information, at a minimum, will be provided to the Management Services Director:

- a) The portfolio duration and portfolio yield to maturity at the end of the current period.
- b) The periodic realized return. Realized return is defined as the sum of the portfolio interest earnings plus amortization/accretion plus realized gains minus fees divided by the average portfolio value during the period.
- c) The periodic total return. Total return is defined as the sum of all investment income plus changes in the capital value of the portfolio.
- d) Year to date portfolio interest earnings plus amortization/accretion for the current year compared with the corresponding portion of the prior year, and cumulative unrealized gains on the portfolio.

Approval

Any deviation from the preceding policy shall require the prior specific written authority of the City Council. The Policy shall be reviewed on an annual basis.

Definitions

Agency – A debt security issued by a government-sponsored enterprise (GSE). While not explicitly guaranteed by the government, GSEs are generally traded with an “implied” guarantee. An example of a GSE is the Federal National Mortgage Association (FNMA).

Commercial Paper – An unsecured short-term promissory note issued by corporations, with maturities ranging from 2 to 270 days.

Credit Quality – The measurement of the financial strength of a bond issuer. This measurement helps an investor to understand an issuer's ability to make timely interest payments and repay the loan principal upon maturity. Generally, the higher the credit quality of a bond issuer, the lower the interest rate paid by the issuer because the risk of default is lower. Credit quality ratings are provided by nationally recognized rating agencies.

Credit Ratings Scales – Credit quality comparison of short term and long term ratings are as follows:

<u>Rating</u>	<u>Standard & Poor's</u>		<u>Moody's</u>	<u>Fitch</u>	
Short Term	A-1+	A-1	P-1	F-1+	F-1
Long Term	AAA -A-	A+-A-	Aaa-A3	AAA-A-	A+-A-

Current Yield Current Return – A yield calculation determined by dividing the annual interest received on a security by the current market price of that security.

Delivery Versus Payment (DVP) – A type of securities transaction in which the purchaser pays for the securities when they are delivered to the purchaser or the custodian.

Discount – The amount by which the par value of a security exceeds the price paid for the security.

Diversification – A process of investing assets among a range of security types by sector, maturity, and quality rating.

Duration – A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security.

Fair Value – The amount at which an investment could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

Government Securities – An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, and Bonds."

Investment Policy – A concise and clear statement of the objectives and parameters formulated by an investor or investment manager for a portfolio of investment securities.

Local Government Investment Pool (LGIP) – An investment by local governments in which their money is pooled as a method for managing local funds.

Par – Face value or principal value of a bond, typically \$1,000 per bond.

Premium – The amount by which the price paid for a security exceeds the security's par value.

Principal – The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

Prudent Person Rule – An investment standard outlining the fiduciary responsibilities of public funds investors relating to investment practices.

Total Return – The sum of the portfolio interest earnings plus amortization/accretion plus realized gains plus unrealized gains minus fees divided by the average portfolio value during the period.

Treasury Bills – Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year and issued in minimum denominations of \$10,000.

Treasury Notes – Intermediate U.S. government debt securities with maturities of one to ten years and issued in denominations ranging from \$1,000 to \$1 million or more.

Treasury Bonds – Long-term U.S. government debt securities with maturities of ten years or longer and issued in minimum denominations of \$1,000.

Yield – The current rate of return on an investment security generally expressed as a percentage of the security's current price.

8. Accounting, Auditing, and Financial Reporting Policy***(Most recent update adopted on January 14, 2016, in Resolution No. 4902)***

The purpose of this Accounting, Auditing, and Financial Reporting Policy is to set guidelines on how the City will account for its financial resources and be accountable for making financial information available to the public.

Accounting and Internal Control

The City's accounting and financial reporting systems will be maintained in conformance with GAAP, standards of the GASB, and the GFOA.

Financial systems will be maintained to monitor operating and capital revenues, expenditures, and program performance on an ongoing basis.

The City will maintain a system of internal control to safeguard its assets against loss, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies.

Independent Audit

An annual audit (Section 5.10, City of Chandler Charter) of the City will be performed by an independent public accounting firm with an audit opinion to be included in the City's published Comprehensive Annual Financial Report. An electronic copy of the Comprehensive Annual Financial Report will be posted online in compliance with State statutes. Annual audits will also be performed by an independent public accounting firm for the Health Care Benefits Self-Insurance Trust Fund (City Code, Section 2-15.1(d)) and the Workers' Compensation and Employer Liability Self-Insurance Trust Fund (City Code, Section 2-16.1(d)).

Financial Reporting

External Financial Reporting: As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the GFOA Certification of Achievement for Excellence in Financial Reporting. The Comprehensive Annual Financial Report, in conformity with GAAP, will be presented in a way designed to effectively communicate with citizens about the financial affairs of the City.

As an additional independent confirmation of the quality of the City's budget document, the City will annually seek to obtain the GFOA Distinguished Budget Presentation Award. The budget will satisfy criteria as a financial and programmatic policy document, a comprehensive financial plan, an operations guide for all organizational units, and a communication device. The Adopted Budget and Auditor General Budget forms will be posted online in compliance with State statutes.

Internal Financial Reporting: Monthly (General fund) and Quarterly (major funds) budget to actual financial reports will be presented to the City Council throughout the Fiscal Year. Such reports will enable the City Council to be constantly informed of the financial status of the City. These reports will be available online for viewing by citizens as well.

9. Pension Funding Policy***(Most recent update adopted on April 19, 2021, in Resolution No. 5466)***

The intent of this policy is to clearly communicate the Council's pension funding objectives, its commitment to our employees and the sound financial management of the City; and to comply with new statutory requirements of Laws 2018, Chapter 112, including reviewing and adopting this policy annually.

The Government Finance Officers Association (GFOA) recommends the adoption of a pension funding policy that address three core elements:

- **Actuarial Cost Method** – The technique used to allocate the total present value of future benefits over an employee's working career (normal cost/service cost).
- **Asset Smoothing Method** – The technique used to recognize gains or losses in pension assets over some period of time so as to reduce the effects of market volatility and stabilize contributions.

- **Amortization Policy** – The length of time and the structure selected for increasing or decreasing contributions to systematically eliminate any unfunded actuarial accrued liability or surplus.

In addition to the three core elements identified by the GFOA, this policy also addresses the Council's position on:

- **Pension Funding Goal**
- **Funding Pension Cost**

Several terms are used throughout this policy:

Unfunded Actuarial Accrued Liability (UAAL) – The difference between trust assets and the estimated future cost of pensions earned by employees. The UAAL reflects the difference between actual results (interest earnings, member mortality, disability rates, etc.) and the assumptions used in previous actuarial valuations.

Annual Required Contribution (ARC) – The annual amount required to pay into the pension funds, as determined through annual actuarial valuations. It is comprised of two primary components: normal pension cost (the estimated cost of pension benefits earned by employees in the current year) and amortization of UAAL (the cost needed to cover the unfunded portion of pensions earned by employees in previous years). The UAAL is collected over a period of time referred to as the amortization period. The ARC is a percentage of the current payroll.

Funded Ratio – The ratio of fund assets to actuarial accrued liability. The higher the ratio, the better funded the pension, with 100% representing fully funded.

Intergenerational Equity – Ensures that no generation is burdened by substantially more or less pension costs than past or future generations.

The City of Chandler police and fire employees who are regularly assigned hazardous duty participate in the Public Safety Personnel Retirement System (PSPRS). All other eligible employees are covered by the Arizona State Retirement System (ASRS).

Public Safety Personnel Retirement System (PSPRS)

PSPRS is administered as an agent multiple-employer pension plan. An agent multiple-employer plan has two main functions: 1) to comingle assets of all plans under its administration, thus achieving economy of scale for more cost efficient investments and investing those assets for the benefit of all members under its administration, and 2) to serve as the statewide uniform administrator for the distribution of benefits.

Under an agent multiple-employer plan, each agency participating in the plan has an individual trust fund reflecting that agencies' assets and liabilities. Under this plan, all contributions are deposited to and distributions are made from that trust fund's assets, each trust fund has its own funded ratio and contribution rate, and each trust fund has a unique annual actuarial valuation. The City of Chandler Totals had two trust funds, one for police employees and one for fire employees.

The three core elements outlined by the GFOA guidance are addressed by the statewide PSPRS board and discussed in section G of the annual individual actuarial valuations, which can be found on the PSPRS website. <http://www.psprs.com/investments--financials/annual-reports>

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

Council formally accepts the assets, liabilities, and current funding ratio of the City of Chandler PSPRS trust funds for Tier 1 and Tier 2 members from the June 30, 2020 actuarial valuation, which are detailed below.

Trust Fund	Assets	Accrued Liability	Unfunded Actuarial		Funded Ratio
			Accrued Liability		
Chandler Police	\$ 192,743,535	\$ 307,211,347	\$ 114,467,812		62.7%
Chandler Fire	123,776,647	180,448,891	56,672,244		68.6%
City of Chandler Totals	\$ 316,520,182	\$ 487,660,238	\$ 171,140,056		64.9%

PSPRS Funding Goal

Pensions that are less than fully funded place the cost of service provided in earlier periods (amortization of UAAL) on the current taxpayers. Fully funded pension plans are the best way to achieve taxpayer and member intergenerational equity. Most funds in PSPRS are significantly underfunded and fall well short of the goal of intergenerational equity.

The Council's PSPRS funding ratio goal is to achieve 100% (fully funded) by June 30, 2036, and reduce the annual employer contribution. Council established this goal for the following reasons:

- The PSPRS trust funds represent only the City of Chandler liability.
- The fluctuating cost of an UAAL causes strain on the City of Chandler budget, affecting our ability to maintain, enhance, or add new services in the future.
- A fully funded pension is the best way to achieve taxpayer and member intergenerational equity.

Council has taken the following actions to achieve this goal:

- The City chose the 20-year amortization period instead of the 30-year one-time option, did not defer the *Fields* case (paid the full employer contribution rate increase in one year versus spreading over 3 years), and did not take advantage of PSPRS's credit service model option related to the *Parker* case to apply toward future retirement payments when refunding excess employee contributions.
- The City pays the full estimated employer contribution at the beginning of the fiscal year versus paying the actual amount through bi-weekly payrolls, allowing PSPRS to invest at a higher rate thereby increasing the amount of interest applied towards the City's UAAL.
- The City maintains the ARC payment from operating revenues – Council is committed to maintaining the full ARC payment (normal cost and UAAL amortization) from operating funds. The estimated combined ARC for FY 2020-21 was \$19.9 million and FY 2021-22 is approximately \$19.6 million and will be able to be paid from operating funds without diminishing City of Chandler Totals services.
- The City will commit additional payments above the ARC to achieve reduced ARC payments in the future. This projected additional payment to lower long term costs may be adjusted annually based on the updated UAAL, economic environment, and available General Fund one-time funds.
 - Additional payments to date total \$52.5 million and include - \$2.5 million in FY 2016-17, \$5 million in FY 2017-18, \$5 million in FY 2018-19, \$25 in FY 2019-20, and \$15 million in FY 2020-21.
 - The additional payment planned in FY 2021-22 is \$22 million. The prior year's budget compared to actual expenditures and updated UAAL will be reviewed annually and the excess payment will be adjusted accordingly.

Based on these actions, the Council's current plan is to achieve its goal of 100% funding by June 30, 2036, make additional payments early to save ongoing costs in future years, all while meeting the timeline set forth by the PSPRS June 30, 2020 actuarial valuation.

Funding PSPRS Pension Cost

It is the Council's policy that funding of the ARC from operating revenues will be a priority during the annual budget process before other service enhancements are considered.

Arizona State Retirement System (ASRS)

ASRS is administered as a cost-sharing multiple-employer pension plan. This means that all agencies statewide are part of the same trust which is administered by a single administrator. In this type of pension, the funded ratio and contribution rates are the same for all participating entities. The City of Chandler's proportionate share comprises approximately 0.72% of the total system.

The three core elements outlined by the GFOA guidance are addressed by the statewide ASRS board and discussed in appendix III of the annual actuarial valuation, which can be found on the ASRS website.

<https://www.azasrs.gov/content/annual-reports>

ASRS Funding Goal

Since the ASRS trust fund is comprised of all participating agencies, there is no ability for the City of Chandler to address or influence its individual funded ratio.

Funding ASRS Pension Cost

It is the Council's policy that funding of the ARC from operating revenues will be a priority during the annual budget process before other service enhancements are considered.

Calendar Highlights of the Budget and CIP Process

Citizen Budget Survey	October 5, 2020 – November 15, 2020
Department Decision Packages and Fee Change Requests – Reviewed, Deliberated, and Prioritized	November 20, 2020 – March 9, 2021
Council Budget Kickoff – 5-Year CIP Discussion	December 10, 2020
CIP Coordination Team Meeting	January 28, 2021
CIP Coordination Team Recommendations to City Manager	January 29, 2021
Council Workshop #1 – Preliminary 5-Year Ongoing General Fund Forecast, PSPRS, and CIP	February 11, 2021
Budget Input Time (BIT): Moving Forward Together	March 6, 2021 – March 13, 2021
Departments Submit Proposed Budgets with Recommended Decision Packages	March 16, 2021
Council Workshop #2 – 5-Year One-time General Fund Forecast and CIP	March 25, 2021
Distribute Proposed Budget and CIP Booklets to Council, City Manager’s Office and departments	April 9, 2021
All-day Budget Briefing	April 23, 2021
Council Amendments due to Budget Office	May 10, 2021
Budget Amendments Introduced at City Council (Special Meeting)	May 13, 2021
Tentative Budget Adoption	May 27, 2021
Public Hearings: 2021-22 Budget and Property Tax Levy; 2022-2031 CIP Final Budget and CIP Adoption	June 10, 2021
Property Tax Levy Adoption (must be a period of at least 14 days between Final Adoption & Tax Levy Adoption)	June 24, 2021

FY 2021-22 Budget Process Flowchart

Dates	Budget	CIP
September 2020	Establish Preliminary Budget Assumptions for Short and Long-term Revenues, Base Budgets, and Capital Funding	
October	Prepare/Evaluate Decision Packages	Capital Improvement Program (CIP) Projects Prepared by Departments
November	Decision Packages Submitted to Budget	
December	Budget Council Kickoff	CIP Projects Submitted to Budget
January 2021	Meetings and Preparation of Preliminary 5-Year General Fund Forecast	CIP Coordination Team Meetings and Recommendation to City Manager
February	Council Budget Workshop #1	
March	Budget Input Time (BIT): Moving Forward Together	
	Update 5-Year General Fund Ongoing Forecast	Update CIP O&M Estimates for General Fund Ongoing Forecast
	Council Budget Workshop #2	
	Base Budget Allocation Distributed/ Proposed Budget Entered	Finalize Proposed CIP Based on Council Guidance
April	Proposed Budget Books and CIP Books Prepared	
May	City Council Budget/CIP Briefing	
	Council Amendments	
	Adoption of Tentative Budget and CIP	
	Public Hearing - Final Budget, CIP, and Tax Levy	
June	Adoption of Final Budget and CIP	
	Adoption of Property Tax Levy	

Shaded areas represent opportunities for public input in the budget process.

FY 2021-22 Budget Process Detail

The Annual Budget is developed to meet the needs and goals of the community, within the framework of Council priorities and legal requirements. The City Charter and State laws both have legal mandates for adoption of the annual budget. The City Charter requires that the budget and CIP be submitted to the City Council on or before June 15 (Section 5.04, Chandler Charter). Under Arizona State Law, a Tentative Budget must be adopted on or before the third Monday in July of each year. The property tax levy must be adopted by the third Monday in August, and adoption of the Final Budget must be at least fourteen days before adoption of the Tax Levy. Therefore, the deadline for final budget adoption becomes the first Monday in August, although the City typically schedules adoption of the new budget in June.

The steps below summarize the sequencing of the steps in preparing the FY 2021-22 Annual Budget and 2022-2031 CIP. The calendar provided in this section includes dates which comply with the legal mandates of the City and State.

Note that the term "City Manager" used below incorporates the City Manager, Assistant City Managers, and/or other principal staff. Although the processes below imply a sequential order, many of the steps overlap in the budget preparation timeline as shown on the flowchart.

1. **Establish Preliminary Budget Assumptions** – The 2021-22 budget process began in September 2020 with a review of recent revenue trends, followed by updated assumptions and forecasts for the largest revenue sources and spending items. This included a request for departments to provide insight for the projection of FY 2021-22 over FY 2020-21 revenues. Preliminary assumptions for major expenditure impacts (retirement costs, health care costs, operating funds for new capital improvements, etc.) were also developed.
2. **Capital Improvement Program (CIP)** – The CIP process began in November. The City Code mandates that a five-year CIP be developed each year; however, the City prepares a ten-year CIP, which allows Council to identify and prioritize the City's infrastructure needs and available resources over the extended period. If a capital project results in the need for additional personnel, utilities, maintenance, supplies, equipment, or other ongoing costs, those must be included with the request. Budget staff reviews all CIP project requests, performing a detailed analysis to ensure accuracy regarding project descriptions, funding sources, and O&M costs in preparation for CIP Coordination Team meetings in December through March. The CIP Coordination Team is comprised of Department Directors and key staff members from all departments.
3. **The Decision Package Process (New Funding Requests)** – After months of preparation, departments submitted recommendations for new program funding, O&M costs associated with the capital projects in the CIP, or other operating and maintenance budget needs in December. The Budget Division reviewed and provided the City Manager with a compilation of all decision package requests. The City Manager reviewed all requests and met with the Department Directors to discuss their recommendations and to address any issues or concerns.
4. **Preliminary 5-Year General Fund Forecast** – In December and January, the Management Services Director and Budget Manager prepared the Preliminary 5-Year General Fund Forecast using national, state, and local economic indicators, as well as specific knowledge of Chandler to prepare the preliminary revenue and expenditure projections. A five-year projection of the General Fund was prepared, separating one-time versus ongoing revenue and expenditures. This analysis determined the amount of funds available for the next five years and was used to build the General Fund budget.
5. **Citizen Budget Survey** – From October through November, the Budget Division conducted an online Citizen Budget Survey. The survey was comprised of: General Demographics, Satisfaction with City Government, City Success in Meeting Strategic Goals, and six focus areas (Transportation/Mobility/Technology, Communication/Citizen Engagement, Financial Stewardship/Cost of Service, Arts/Culture/Recreation, and Public Safety/Parks/Neighborhoods/Infrastructure). The survey results showed that Chandler citizens believe that City leadership is doing a good job managing the City and that the City Council's budget priorities are in line with citizen priorities and expectations. The results were shared with the City Council and were posted to the City's website; moreover, this public input helped form the FY 2021-22 Budget and the 2022-2031 CIP.
6. **Council Budget Kickoff and Council Budget Workshops** – In preparation of the FY 2021-22 Budget and the 2022-2031 Capital CIP, a Council Budget Kickoff and two Council Budget Workshops were held in February, and March. The Kickoff reviewed the Citizen Survey results, items that may have significant budgetary impacts, and

Council priorities. The Workshops updated them on revenue and expenditure forecast projections, property valuation changes, preliminary capital improvement plans, and funding. Council provided guidance on issues such as property tax rate changes, approval of the ongoing and one-time General Fund forecast, and the CIP to name a few.

7. **Budget Input Time (BIT): Moving Forward Together** – In March, citizens participated in a virtual public budget discussion called BIT. This meeting was used to increase public awareness and involvement in the budget process by broadcasting the meeting on Local Cable Channel 11 and over the internet. This forum provided citizens the opportunity to both attend in person and ask questions or to participate from home by sending their questions by email, instant message, or through social media networks.
8. **Updated 5-Year General Fund Ongoing and One-Time Forecast** – The General Fund revenues and expenditures were continuously monitored and reviewed, with the revised forecast prepared in February. Even with an improving forecast, it is imperative that Council be frequently updated on the status of the General Fund Forecast so that they may make the most informed decisions possible. Staff provided a more current forecast to Council midway through the budget process by using updated revenue estimates from departments, updated personnel estimates, and the most up-to-date economic indicators.
9. **Departmental Budget Allocation/Proposed Budget** – In March, the CIP and Budget review was completed. Departments received notification of their base budgets, including one-time and ongoing adjustments. Departments (or, in some cases the Budget staff) then distributed their budget allocations using the budget module. The results became the Proposed Budget that was later submitted to Council.
10. **Proposed Budget/CIP Booklet Development** – In April, the Budget staff prepared reports showing prior year actuals, current year budget, year-end estimated expenditures, and the Proposed Budget at the cost center and department levels. Narrative descriptions of significant budget and staffing changes are provided to assist Councilmembers and citizens with understanding where and why the City Budget was changing. Also included were cost center goals, objectives, and performance measurements with an emphasis on showing the effectiveness or quality of services provided. In addition to department booklets, an Executive Summary and Budget Highlights were published to identify major issues and recommendations as well as budget policies. A Resources booklet was additionally published to identify the key revenues and other information related to funding sources.
11. **City Council Budget/CIP Briefing** – In late April, the City Manager introduced the Budget and CIP to the Council for discussion and summarized the major issues affecting the Budget at an all-day, public Council Budget Briefing. Department Directors or Division Managers presented their Proposed Budgets, highlighting significant changes affecting the ensuing fiscal year. CIP projects were also presented, along with associated operational/maintenance costs.
12. **Council Amendments** – In mid-May, proposed amendments were solicited from Councilmembers and presented at a special meeting. Each proposed change was voted on by the Council, and the Proposed Budget was modified to reflect any approved amendments prior to presenting the Tentative Budget to Council for adoption.
13. **Tentative Budget Adoption** – The Tentative Budget was adopted by resolution in late May, which set the expenditure limitation for the City Budget. No additional amendments were made.
14. **Public Hearing - Final Budget, CIP, and Proposed Tax Levy** – In June, a public hearing was held to allow for public comment on the Budget, CIP, and Proposed Tax Levy.
15. **Final Budget and CIP Adoption** – Following the public hearing, the FY 2021-22 Budget and 2022-2031 CIP were adopted by Council.
16. **Adoption of Property Tax Levy** – The formal public hearing for the Property Tax Levy was combined with the public hearing for the adoption of the Budget (see above). The adoption of the Property Tax Levy was 14 days after the public hearing as required by state law.

Major Budget/Financial Issues

Council has established several strategic goals including: Being the Most Connected City; Being a Leader in Trust and Transparency; Maintaining Fiscal Sustainability; Attracting a Range of Private Sector Businesses; Fostering a Contemporary Culture that Embraces Unity; and Being Safe and Beautiful. These provide guidance in moving the budget process forward as plans and financial commitments are identified and weighed against these strategic goals.

The City of Chandler had experienced slow but steady growth in revenue collections since the recession in FY 2009-10 due to increasing local consumer confidence and a steady stream of new development activity until the COVID-19 impacts started affecting revenues in March 2020. The impacts of the economic fallout from the virus were not as problematic as initially anticipated, as revenues in FY 2020-21 have come in above budget. However, certain segments of revenue were impacted such as sales taxes from the restaurant, hotel/motel, and amusement classifications, as well as program revenues from Community Services classes and events and other areas. While sound financial planning and adherence to our financial policies allowed us to weather the reductions we did see due to the COVID-19 impacts, the FY 2021-22 budget was restored to a more typical budget amount which allows for continued flexibility to fund existing service levels as well as have enough appropriation to move forward as the economy continues to show improvement. The budget process continues to be conservative, flexible, and realistic to meet the City's ultimate objective of providing quality services in a cost-effective manner to our citizens now and in the future.

As Chandler looks to its long-term growth, the City is projected to reach 95% residential build-out by 2026. This timeline plays a role in future budget considerations, particularly in the capital programs, debt service planning, and State-shared revenues. As we get closer to build-out and growth-related projects are completed, system development or impact fee collections can begin to repay internal loans made to fund past growth projects. These loan repayments will supplement the secondary tax levy, minimizing tax rate changes needed to fund new bonds and expanding capacity for capital projects. The capital portion of the budget continues Council priorities of maintaining existing infrastructure, finishing planned construction of parks and streets, limiting new projects that add operations and maintenance, and addressing public needs. The plan also puts a higher emphasis on maintaining aging streets, parks, utilities, facilities, and technology infrastructure.

The FY 2021-22 Adopted Budget continues the Budget Stabilization Reserve at the amount of \$10 million. This reserve provides the opportunity to balance the budget in the future for no more than three consecutive years, until permanent ongoing reductions can be implemented, should State legislation, unexpected decreases in property values, or other economic issues cause operating revenues to suddenly decrease.

Additionally, unfunded retirement expenses continue to be a funding priority. Chandler's Public Safety Personnel Retirement System (PSPRS) has experienced numerous legislative and administrative changes to work towards a sustainable pension plan. Council has approved a plan to eliminate Chandler's unfunded liability by June 2036, including making early lump sum payments to allow for reduced annual required contribution payments in the out years of the pay-down plan. The FY 2021-22 Adopted Budget allocates increased one-time funding of \$22 million to PSPRS towards the goal of paying down the unfunded liability for our sworn City personnel. An updated Pension Funding Policy has also been approved for FY 2021-22, and per State law, is updated annually.

Water, Wastewater, and Reclaimed Water

Rate changes were last implemented in October 2017 for these three utilities in an effort to align the differences between the customer classes (e.g., single family, multi-family, commercial, landscape, etc.) as a result of the Cost of Service Study to support rising operation and maintenance costs, debt service, and large capital projects for growth requirements as well as aging infrastructure. There are anticipated rate increases for water, wastewater, and reclaimed water for FY 2021-22 incorporating the results of a new Cost of Service Study which will be completed in the beginning of FY 2021-22.

It is important to note, in our water and wastewater utilities, that there has been a shift from planning new or expanded infrastructure to maintaining existing infrastructure. This is due to the FY 2018-19 re-rating of our wastewater plants. The Arizona Department of Environmental Quality (ADEQ) approved Chandler's analysis regarding capacity at each facility, therefore extending the time needed for additional plant capacity due to growth. This has allowed facility expansions to be replaced with infrastructure maintenance funding to ensure the City of Chandler can provide quality

utility services for years to come. Several facility studies have also recently been completed which have identified additional maintenance needs throughout the utility area, many of which are included in the CIP.

Solid Waste

Rate changes were last implemented in January 2020 due to increases to the waste collection contracts. Capital projects for Solid Waste are minimal, so the emphasis is on monitoring contracts for probable future Consumer Price Index (CPI) and Fuel Index increases.

Airport

The Airport Operating Fund supports the day-to-day operations of the Airport, debt service, and grant-match funding for capital projects. While the ultimate goal is for the Airport to be self-sufficient with revenues to meet operating, capital, and debt service needs, it is anticipated that the Airport Operating Fund will require an annual subsidy from the General Fund for the foreseeable future to offset capital maintenance shortfalls as infrastructure ages.

Employee Compensation

There are three designated employee organizations under the City's Meet and Confer Ordinance: Chandler Law Enforcement Association (CLEA, includes all sworn personnel below the rank of Sergeant), Chandler Lieutenants and Sergeants Association (CLASA, includes only Police Sergeants), and the International Association of Firefighters (IAFF Local 493, includes Fire Captains, Fire Engineers, and Firefighters). Other employees include: clerical, administrative, technical, labor and trades; confidential and professional staff; supervisors; mid-level managers; directors (including the Police Chief and Fire Chief); Fire Battalion Chiefs; Assistant Fire Chiefs; Police Lieutenants; Police Commanders; Assistant Police Chiefs; City Councilmembers; and contract employees, which include City Magistrates, Presiding City Magistrate, City Attorney, City Clerk, and City Manager. The following paragraphs include FY 2021-22 compensation detail by employee group and retirement rates by plan.

CLEA: Under the provisions of a contract effective July 1, 2020, through June 30, 2022, the City and CLEA agreed upon a maximum 5% merit increase for eligible members for FY 2021-22, but cannot exceed 5% for combined merit and longevity pay. CLEA members will receive a market adjustment for FY 2021-22, if necessary, to maintain the City's fourth place ranking as compared with other large Valley cities. For FY 2021-22 only, if the August 2021 survey indicates that the classification is no longer at the midpoint between the 3rd and 5th ranking cities, wages will be adjusted to move the classification back to the midpoint. Any officer receiving shift differential pay will receive an increase of \$0.10 per hour effective FY 2021-22.

Due to current recruitment challenges, a hiring incentive has been added for certain civilian and sworn classifications within the Police Department to bolster its national recruitment of police officers, detention officers, and dispatchers. This hiring incentive is a proactive measure to attract qualified candidates to fill vacancies due to upcoming retirements as well as for additional headcount. The hiring incentive will be \$5,000 for current (lateral) sworn officers and \$3,500 for police recruits, with half payable on the hire date and the other half paid upon successful completion of a probationary period.

CLASA: Under the provisions of a contract effective July 1, 2020, through June 30, 2022, the City and CLASA agreed upon a maximum 5% merit increase for eligible members for FY 2021-22, but cannot exceed 5% for combined merit and longevity pay. CLASA members will receive a market adjustment for FY 2021-22, if necessary, to maintain the City's fourth place ranking as compared with other large Valley cities. For FY 2021-22 only, if the August 2021 survey indicates that the classification is no longer at the midpoint between the 3rd and 5th ranking cities, wages will be adjusted to move the classification back to the midpoint. Any sergeant receiving shift differential pay will receive an increase of \$0.10 per hour effective FY 2021-22.

IAFF: Under the provisions of a contract effective July 1, 2020 through June 30, 2022, the City and IAFF agreed upon a maximum 5% merit increase for eligible members for FY 2021-22, but cannot exceed 5% for combined merit and longevity pay. In FY 2021-22, no market survey will be conducted, and all members will instead receive a market adjustment of 0.75% on July 1, 2021.

OTHERS: For FY 2021-22, general employees will receive a 1.5% salary adjustment effective July 1, 2021, and a maximum 3.25% merit increase for eligible employees. Any general employee receiving shift differential pay will receive an increase of \$0.10 per hour effective FY 2021-22.

Budget Policies, Process, and Decisions**2021-22 Adopted Budget**

As noted on the prior page under the CLEA section, a hiring incentive has been added to certain civilian Police Department positions as a proactive measure to attract qualified candidates to fill vacancies due to employee turnover. The hiring incentive will be \$2,000 for detention officers and dispatchers, with half payable on the hire date and the other half paid upon successful completion of a probationary period.

Effective July 4, 2021, the FLSA status for Police Lieutenants changed from exempt to non-exempt, which also caused a shift in holiday equalization pay to mirror Police Sergeants. Depending on the individual work assignment, Police Lieutenants are now eligible to receive overtime pay, specialty pay, and shift differential pay. For FY 2021-22, eligible Police Lieutenants will receive a maximum 5% merit increase, but cannot exceed 5% for combined merit and longevity pay.

For FY 2021-22, Police Commanders and Police Assistant Chiefs received adjustments to bring them to 4th position from a January market survey, and eligible Police Commanders will receive a maximum 5% merit increase.

For FY 2021-22, Assistant Fire Chiefs and Fire Battalion Chiefs are eligible for a maximum 5% merit increase and will receive a market adjustment of 0.75% on July 1, 2021.

In accordance with Ordinance No. 4911 adopted March 26, 2020, City Councilmembers will no longer receive the salary adjustment provided for non-represented employee groups. No change in compensation is planned for FY 2021-22.

The City Attorney, City Clerk, and City Magistrates will not receive automatic salary adjustments for FY 2021-22 but may receive adjustments during their annual contract negotiations. The City Manager and Presiding City Magistrate positions were vacant, with Council approving new contracts covering wages and benefits when the positions were filled.

FY 2021-22 Retirement Rates

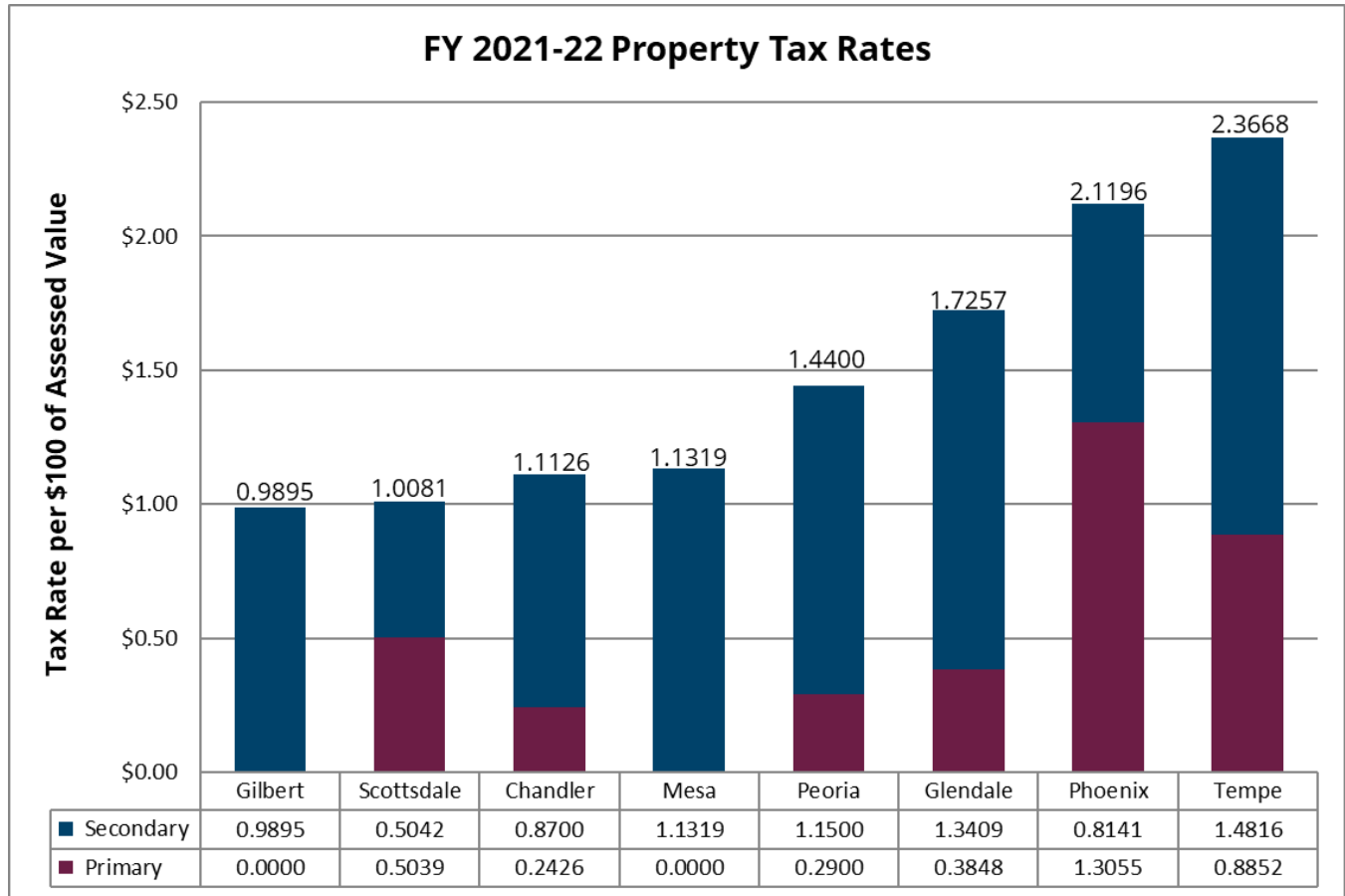
Tier	Employer Contribution	+/- from prior year	Employee Contribution	+/- from prior year
Arizona State Retirement System (ASRS)				
N/A	12.41% (12.22% + 0.19% Long-term Disability)	+0.19%	12.41% (12.22% + 0.19% Long-term Disability)	+0.19%
Alternative Rate	10.22%	+0.01%	N/A	
Public Safety Personnel Retirement System (PSPRS) - Police				
Tier 1	49.12% (13.78% + 35.34% Unfunded Liabilities)	+0.0%	7.65%	+0.0%
Tier 2	49.12% (13.78% + 35.34% Unfunded Liabilities)	+0.0%	11.65%	+0.0%
Tier 3 - Defined Benefit	45.46% (10.12% + 35.34% Unfunded Liabilities)	+1.24%	10.12%	+0.0%
Tier 3 - Defined Contribution	45.22% (9.88% + 35.34% Unfunded Liabilities)	+0.71%	9.88%	-0.53%
Alternative Rate	35.34%	+1.24%	N/A	
Public Safety Personnel Retirement System (PSPRS) - Fire				
Tier 1	41.67% (15.71% + 25.96% Unfunded Liabilities)	-2.17%	7.65%	+0.0%
Tier 2	41.67% (15.71% + 25.96% Unfunded Liabilities)	-2.17%	11.65%	+0.0%
Tier 3 - Defined Benefit	39.78% (13.82% + 25.96% Unfunded Liabilities)	-1.47%	13.76%	+0.0%
Tier 3 - Defined Contribution	35.90% (9.94% + 25.96% Unfunded Liabilities)	-2.00%	10.41%	+0.0%
Alternative Rate	26.02%	-1.47%	N/A	
Elected Officials Retirement Plans				
EORP	61.43% (23.5% + 37.93% Unfunded Liabilities)	+0.0%	13.00%	+0.0%
EODCRS - Defined Contribution	61.555% (6% + 0.125% Long-term Disability + 55.43% Unfunded Liabilities)	+0.0%	8.125% (8% + 0.125% Long-term Disability)	+0.0%
Alternative Rate	41.59%	+1.87%	N/A	

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

Property Tax

The City's combined property tax rate for FY 2021-22 is \$1.1126 per \$100 assessed valuation, reduced from \$1.1201 the previous year (a \$0.007 rate reduction). The combined property tax rate includes a primary tax rate of \$0.2426 used for general operations and a secondary tax rate of \$0.8700 used for payment of general obligation bonded debt. The FY 2021-22 property tax rates for Chandler and select local cities are shown on the chart below.



According to the Truth in Taxation Law, Chandler is required to notify its property taxpayers of any increases in primary property taxes for existing property over the previous year. If the proposed primary tax levy, excluding amounts attributable to new construction, is greater than the amount levied by the City in the previous year, this would be considered a tax increase, even if the tax rate remained the same.

Arizona uses the limited property value for calculation of both primary and secondary taxes. Chandler's limited net assessed valuation for FY 2021-22 is \$3,463,794,661, which reflects a 6.8% increase compared to FY 2020-21. Chandler's primary property taxes are part of the General Fund revenues and are used for general operations. The FY 2021-22 primary tax rate was reduced from \$0.2501 to \$0.2426 per \$100 of assessed valuation, thus offsetting any tax increase or requirement to publish an increase per the Truth in Taxation Law.

Secondary property taxes are restricted funds which are used to repay either the City's general obligation bonded debt or voter-approved budget overrides. The City's FY 2021-22 secondary property tax rate remains the same as FY 2020-21 at \$0.87 per \$100 of assessed valuation.

The combined property tax rate of \$1.1126 per \$100 of assessed value is reflected in the Adopted Budget and results in a partial offset to the property taxes paid by the median value homeowner due to property value increases.

Budget Policies, Process, and Decisions**2021-22 Adopted Budget****General Fund Contingency**

The FY 2021-22 Adopted Budget incorporates a 15% General Fund Contingency Reserve of \$38.8 million (representing 15% of FY 2021-22 operating revenues). In accordance with the General Fund Contingency Reserve Policy, this appropriated, budgetary amount is set-aside for emergency situations, unexpected one-time opportunities, and appropriation transfers to allow spending in other funds. Having a contingency reserve protects our fiscal health by assuring sufficient funds are available to meet financial challenges in the future.

Additionally, the Budget Stabilization Reserve continues at the amount of \$10 million. This reserve provides the opportunity to balance the budget in the future for no more than three consecutive years, until permanent ongoing reductions can be implemented, should State legislation, unexpected decreases in property values, or other economic issues cause operating revenues to suddenly decrease. Additionally, other reserves have been appropriated for one-time expenditures or placed in either “designated reserves” or “restricted reserves” for legal obligations or future pay-as-you-go projects.

Also, for FY 2021-22 \$36 million in contingency was added to allow for spending of additional grant dollars received from the Federal Government in connection to the COVID-19 pandemic. In March 2021, the American Rescue Plan Act (ARPA) was passed and signed by the President directing additional federal grant funding to be available to local governments to cover costs associated with responding to the public health emergency, and allocated \$36 million to Chandler. This additional grant allocation will be used as directed by Council following the compliance guidance we received from the Treasury Department, and the appropriation was added to the Contingency Reserve. All usage of Contingency appropriation requires Council approval.

The City's Reserve Policy is positively received by all three major rating agencies (Moody's, Standard and Poor's, and Fitch), contributing to Chandler's AAA general obligation bond rating, the highest rating a city can achieve. The higher the rating, the lower the interest rate the City pays for debt, resulting in millions of dollars in savings to Chandler taxpayers over the life of the bonds.

Budget Reallocations

Chandler is committed to continually identify efficiencies in operations and service delivery. The reductions and adjustments over the past several years have helped shaped a budget that is lean, but structurally sound to support programs and services required by the citizens. Each year department budgets are reviewed to determine opportunities for reductions and reallocations prior to recommending new money funding. Departments are continually refining internal budgets to put financial resources in the most appropriate areas. The table below reflects existing budget reallocations in the General Fund to fund identified needs.

Existing Budget Reallocations

Department From	General Fund Reallocations	Reallocation Amount	Department To	Reallocated For
Building & Facilities	Reduction in Utilities	\$ 14,500	Building & Facilities	Support & Maintenance for City applications and software
Total Reallocations		\$ 14,500		

Budget Policies, Process, and Decisions**2021-22 Adopted Budget****Budget Amendments**

In addition to the 15% contingency, one-time and ongoing reserves are typically set-aside to provide Council with the ability to fund additional programs or projects during the budget amendment process. For FY 2021-22, the one-time funds set aside totaled \$325,000 and available ongoing funds were \$75,000. Council allocated all \$400,000 of the total available. This section also details the approved changes from the Proposed Budget to the Adopted Budget, and while the total appropriation did not change, the appropriation was shifted following Council direction in the following manner:

Department	Council Amendments	Ongoing \$ 75,000	One-time \$ 325,000	Total \$ 400,000
Communication and Public Affairs	Field Camera	-	20,000	20,000
Communication and Public Affairs	Studio Camera	-	30,000	30,000
Community Services	Senior Center Garden Bed	-	5,000	5,000
Community Services	Pickleball Court at Desert Breeze Park	-	80,000	80,000
Community Services	Playground & Park Shade Structures at Gazelle Meadows and Arrowhead Meadows Parks	-	55,000	55,000
Community Services	Read On Chandler Programming	-	10,000	10,000
Community Services	Trees - New and Replacement of Storm Damaged	-	30,000	30,000
Cultural Development	Dr. AJ Chandler Park Northeast Quadrant Cleanup	-	25,000	25,000
Cultural Development	Quarterly Speaker Events	-	20,500	20,500
Economic Development	Start-Up Weekend Event	-	5,000	5,000
Economic Development	Event Planning and Research	-	25,000	25,000
Fire	Natural Gas Meters	-	5,500	5,500
Management Services	Blockchain and Crypto Currency Study for Payment of Utilities and Fines	-	5,000	5,000
Neighborhood Resources	Back to School Program	-	10,000	10,000
Neighborhood Resources	Marketing and Special Events Consultant	-	25,000	25,000
Mayor and Council	Regional Organization Coordination and Participation	14,000	-	14,000
Neighborhood Resources	Increased Spending for Diversity Office Events	25,000	-	25,000
Police	Leadership Training Program for Police Officers	10,000	-	10,000
Total Council Contingency Used		\$ 49,000	\$ 351,000	\$ 400,000
Remaining Council Contingency Balance⁽¹⁾		\$ 26,000	\$ (26,000)	\$ -

⁽¹⁾ Council opted to use \$26,000 ongoing contingency balance towards the funding of one-time amendments.

Budget Recommendations

The FY 2021-22 Adopted Budget includes requests for essential ongoing or one-time funding to either maintain service levels, cover costs for new programs, or add funding to operating budgets as a result of new capital infrastructure (completed or to be completed in FY 2021-22) through decision packages. The recommendations look very different than anticipated from when the process started.

The following pages contain the FY 2021-22 Summary of Budgetary Additions for the General Fund and Other Funds, followed by a brief explanation of each (table starts on next page).

Decision Package Comparative Summary

	Requested*	Approved*	Difference*
General Fund			
Personnel Ongoing	\$ 2,859,155	\$ 1,264,548	\$ (1,594,607)
Other Ongoing	3,407,722	2,539,688	(868,034)
Personnel One-Time	1,061,011	1,039,887	(21,124)
Other One-Time	6,609,392	5,139,846	(1,469,546)
Total	\$ 13,937,280	\$ 9,983,969	\$ (3,953,311)
Enterprise Funds			
Personnel Ongoing	\$ 9,000	\$ 9,000	\$ -
Other Ongoing	1,455,474	1,455,474	-
Personnel One-Time	-	-	-
Other One-Time	356,000	356,000	-
Total	\$ 1,820,474	\$ 1,820,474	\$ -
Self Insurance Funds			
Personnel Ongoing	\$ -	\$ -	\$ -
Other Ongoing	200,000	200,000	-
Personnel One-Time	-	-	-
Other One-Time	-	-	-
Total	\$ 200,000	\$ 200,000	\$ -
Police Forfeiture Fund			
Personnel Ongoing	\$ -	\$ -	\$ -
Other Ongoing	-	-	-
Personnel One-Time	-	-	-
Other One-Time	750,000	750,000	-
Total	\$ 750,000	\$ 750,000	\$ -
Capital Project Funds			
Personnel Ongoing	\$ -	\$ -	\$ -
Other Ongoing	-	-	-
Personnel One-Time	-	-	-
Other One-Time	140,000	140,000	-
Total	\$ 140,000	\$ 140,000	\$ -
Special Revenue Funds			
Personnel Ongoing	\$ -	\$ -	\$ -
Other Ongoing	-	-	-
Personnel One-Time	-	-	-
Other One-Time	100,000	100,000	-
Total	\$ 100,000	\$ 100,000	\$ -
Overall Total			
Personnel Ongoing	\$ 2,868,155	\$ 1,273,548	\$ (1,594,607)
Other Ongoing	5,063,196	4,195,162	(868,034)
Personnel One-Time	1,061,011	1,039,887	(21,124)
Other One-Time	7,955,392	6,485,846	(1,469,546)
Total	\$ 16,947,754	\$ 12,994,443	\$ (3,953,311)

*Does not include revenue offsets.

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

FY 2021-22 Summary of Budgetary Additions – General Fund

Addition	FTE	Requested Amounts				Total
		Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	
Buildings and Facilities						
Custodial Services		\$ -	\$ 168,600	\$ -	\$ -	\$ 168,600
EnergyCap Upgrades (100% ongoing dept. reallocation)		-	14,500	-	90,000	104,500
Building Electrical Panel Preventative Maintenance		-	65,000	-	-	65,000
Facility Maintenance Increase		-	-	102,982	50,000	152,982
Buildings and Facilities Total	0.000	\$ -	\$ 248,100	\$ 102,982	\$ 140,000	\$ 491,082
CAPA						
Cable Access Channels (100% revenue offset)		\$ -	\$ -	\$ -	200,000	\$ 200,000
Digital Content Management		-	-	-	79,000	79,000
Admin Services Clerk - Temporary		-	-	60,095	-	60,095
Mail Inserter		-	-	-	65,000	65,000
Bond Election Public Information		-	-	-	30,000	30,000
Council Chambers and Video Production Upgrades		-	-	-	151,000	151,000
CityScope Newsletter		-	-	-	24,700	24,700
Translation Services		-	-	-	15,000	15,000
CAPA Total	0.000	\$ -	\$ -	\$ 60,095	\$ 564,700	\$ 624,795
City Clerk						
2021 Election		\$ -	\$ -	\$ 5,000	\$ 475,835	\$ 480,835
City Clerk Total	0.000	\$ -	\$ -	\$ 5,000	\$ 475,835	\$ 480,835
City Magistrate						
Enhanced Mental Health Court	1.000	\$ 69,625	\$ 1,337	\$ -	\$ 5,636	\$ 76,598
Westlaw Online Subscription		-	7,600	-	-	7,600
Cost Sharing East Valley Regional Veterans Courts (Court Enhancement Fund - 100% revenue offset)		-	25,000	-	-	25,000
Court Security and Safety		-	-	71,886	-	71,886
Required Technology Improvements (Court Enhancement Fund - 100% revenue offset)		-	-	-	120,000	120,000
City Magistrate Total	1.000	\$ 69,625	\$ 33,937	\$ 71,886	\$ 125,636	\$ 301,084
Community Services						
Lantana Ranch Park Site*		\$ -	\$ 88,348	\$ -	\$ -	\$ 88,348
Homestead North Park Site*		-	35,728	-	-	35,728
Veteran's Memorial Park Phase II*		-	7,000	-	-	7,000
Contract Landscape Maintenance - Parks		-	125,760	-	-	125,760
Irrigation Maintenance Contract - Parks		-	212,000	-	-	212,000
Sports Fields Maintenance Contract - Parks		-	180,000	-	-	180,000
Non-Park Contract Maintenance - Parks		-	212,033	-	-	212,033
Maintenance Contract - Parks		-	120,000	-	-	120,000
Electrical Maintenance Contract - Parks		-	145,000	-	-	145,000
Backflow Prevention Assembly Contract - Parks		-	13,800	-	-	13,800
Sports Fields Maintenance - Parks		41,952	19,932	-	-	61,884
Brush Truck - Parks		-	12,460	-	80,000	92,460
Tractor & Attachments - Parks		-	7,899	-	50,496	58,395
Folley Park Maintenance Contract - Parks		-	-	-	152,436	152,436
Aquatics Technician Contract Maintenance		-	-	-	80,000	80,000
Recreation Program Expansion Year 3 (100% revenue offset)		-	-	18,250	29,750	48,000
Mower - Parks		-	-	-	73,449	73,449
Community Services Total	0.000	\$ 41,952	\$ 1,179,960	\$ 18,250	\$ 466,131	\$ 1,706,293

*CIP related

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

Addition	FTE	Requested Amounts				Total
		Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	
Cultural Development						
Tumbleweed Tree Lighting and Parade of Lights		\$ -	\$ -	\$ -	25,000	\$ 25,000
Chandler Jazz Festival/CinePark		-	-	-	48,000	48,000
Ostrich Festival		-	-	216,300	7,500	223,800
Tumbleweed Ranch		-	-	-	65,000	65,000
Chandler Symphony Orchestra		-	-	-	40,000	40,000
Cultural Development Total	0.000	\$ -	\$ -	\$ 216,300	\$ 185,500	\$ 401,800
Development Services						
Citywide Fiber Upgrades*	1.000	\$ 113,381	\$ 14,526	\$ -	\$ 138,856	\$ 266,763
Arc GIS Service Enhancement		-	-	-	23,100	23,100
Plan Review and Inspection Contract Services		-	-	-	100,000	100,000
Historic Preservation Program		-	-	-	25,000	25,000
Development Services Total	1.000	\$ 113,381	\$ 14,526	\$ -	\$ 286,956	\$ 414,863
Economic Development						
Marketing Coordinator Temporary Services		\$ -	\$ 1,326	\$ 92,847	\$ 4,059	\$ 98,232
Entrepreneurial & Small Business Development Services		-	-	-	250,000	250,000
Uptown Chandler Brand Implementation		-	-	-	29,500	29,500
Science Spectacular Event - Sponsorship (100% revenue offset)		-	-	-	9,500	9,500
Business Investment Software Subscription		-	-	-	18,000	18,000
Economic Development Total	0.000	\$ -	\$ 1,326	\$ 92,847	\$ 311,059	\$ 405,232
Fire						
Firefighter Positions - Ambulance (100% revenue offset)	3.000	\$ 270,144	\$ -	\$ -	\$ -	\$ 270,144
Firefighter Position - Rover	1.000	90,048	-	-	-	90,048
Emergency Dispatch Fee Increase		-	138,854	-	-	138,854
Fire Operations Overtime Base Adjustment		170,000	-	-	-	170,000
EMS Training Manikin		-	-	-	27,495	27,495
Fire Total	4.000	\$ 530,192	\$ 138,854	\$ -	\$ 27,495	\$ 696,541
Human Resources						
Classification and Compensation Study		\$ -	\$ -	\$ -	100,000	\$ 100,000
Human Resources Total	0.000	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Information Technology						
Information Technology Project Program*		\$ -	\$ 335,879	\$ -	\$ -	\$ 335,879
Support and Maintenance		-	101,864	-	-	101,864
User Productivity Improvements*		-	39,831	-	141,148	180,979
Video Conference Rooms		-	33,250	-	55,160	88,410
Wi-Fi Access Points*		-	58,726	-	-	58,726
IT Help Desk Phone Support Positions		145,235	-	-	-	145,235
RiskMaster Upgrade and Maintenance		-	-	-	10,000	10,000
Oracle Contractor		-	-	-	250,000	250,000
Information Technology Total	0.000	\$ 145,235	\$ 569,550	\$ -	\$ 456,308	\$ 1,171,093
Management Services						
Purchase of Propane Fueled Fork Lift (\$22,500 indirect cost allocation)		\$ -	\$ -	\$ -	30,000	\$ 30,000
Management Services Total	0.000	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
Neighborhood Resources						
Community Navigator Supervisor	1.000	\$ 81,684	\$ 7,870	\$ -	\$ -	\$ 89,554
Commercial Code Inspector		87,458	10,957	-	39,980	138,395
Neighborhood Grants		-	30,000	-	-	30,000
Diversity and Inclusion Event/Program Funding		-	-	-	25,000	25,000
Neighborhood Beautification		-	-	-	60,000	60,000
Diversity and Inclusion Consulting Funding		-	-	-	50,000	50,000
Enhanced Mental Health Court Navigator		-	-	-	95,000	95,000
Neighborhood Resources Total	1.000	\$ 169,142	\$ 48,827	\$ -	\$ 269,980	\$ 487,949

*CIP related

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

Addition	FTE	Requested Amounts				Total
		Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	
Non-Departmental						
Commuter Insurance		\$ -	\$ 9,400	\$ -	\$ -	\$ 9,400
Zencity		-	31,000	-	-	31,000
Citywide Subscription Services		-	6,472	-	-	6,472
Citywide Banking Fees		-	-	-	34,000	34,000
U.S. Conference of Mayors		-	-	-	12,500	12,500
Partnership for Economic Innovation (Connective)		-	-	-	25,000	25,000
Non-Departmental Total	0.000	\$ -	\$ 46,872	\$ -	\$ 71,500	\$ 118,372
Police						
Police Mental Health and Wellness Coordinator	1.000	\$ 91,876	\$ 3,480	\$ -	\$ 1,786	\$ 97,142
Mobile Data Computers and Mobile Radios		-	28,452	-	92,580	121,032
Business System Support Analyst		-	2,510	129,754	3,796	136,060
Police Recruit Technology Equipment		-	44,950	-	117,180	162,130
School Resource Police Officer (\$103,145 revenue offset)	1.000	103,145	10,081	-	14,694	127,920
Crime and Intelligence Analyst Extension		-	-	79,620	-	79,620
Temporary Background Investigator		-	-	147,100	-	147,100
Technology Training & Development		-	-	95,553	-	95,553
Investigative Equipment		-	-	-	158,910	158,910
Victim Services Specialist Funding (100% revenue offset)		-	-	20,500	-	20,500
HB2455 Weapons Proceeds (100% revenue offset)		-	-	-	75,000	75,000
Police Total	2.000	\$ 195,021	\$ 89,473	\$ 472,527	\$ 463,946	\$ 1,220,967
Public Works & Utilities						
Operations and Maintenance for completed CIP Projects		\$ -	\$ 35,750	\$ -	\$ -	\$ 35,750
Landscape Maintenance & Utilities		-	11,633	-	-	11,633
Utility Increase - Traffic Operations		-	70,880	-	-	70,880
Street Maintenance Program		-	-	-	1,000,000	1,000,000
Radio Upgrade for Streets & Traffic		-	-	-	64,800	64,800
On Call Temporary Services		-	-	-	50,000	50,000
Public Works & Utilities Total	0.000	\$ -	\$ 118,263	\$ -	\$ 1,114,800	\$ 1,233,063
Transportation Policy						
Fixed Route Bus & First-Mile Last-Mile		\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 100,000
Transportation Policy Total	0.000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 100,000
GRAND TOTAL GENERAL FUNDS	9.000	\$ 1,264,548	\$ 2,539,688	\$ 1,039,887	\$ 5,139,846	\$ 9,983,969
Budget Reductions		\$ -	\$ (14,500)	\$ -	\$ -	\$ (14,500)
Revenue Offsets		\$ (373,289)	\$ (25,000)	\$ (38,750)	\$ (456,750)	\$ (893,789)
TOTAL GENERAL FUND REFLECTING OFFSETS	9.000	\$ 891,259	\$ 2,500,188	\$ 1,001,137	\$ 4,683,096	\$ 9,075,680

*CIP related

FY 2021-22 Summary of Budgetary Additions – Other Funds

Addition	FTE	Requested Amounts				Total
		Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	
Airport						
Airport Public Liability Insurance Increase		\$ -	\$ 13,000	\$ -	\$ -	\$ 13,000
Airport Heavy - Duty Tractor		-	2,300	-	105,000	107,300
Airport Landscaping & Monument Sign		-	4,500	-	125,000	129,500
Airport Market Intelligence Software		-	8,000	-	-	8,000
Airport Terminal Parking Lot Lighting		-	-	-	11,000	11,000
Airport Drywell Maintenance & Repair		-	-	-	15,000	15,000
Airport Security Assessment		-	-	-	100,000	100,000
Airport Operating Fund Total	0.000	\$ -	\$ 27,800	\$ -	\$ 356,000	\$ 383,800
Information Technology						
Wi-Fi Access Points*		\$ -	768	\$ -	-	768
Airport Operating Fund Total	0.000	\$ -	\$ 768	\$ -	\$ -	\$ 768
Wi-Fi Access Points*		\$ -	8,060	\$ -	-	8,060
Water Operating Fund Total	0.000	\$ -	\$ 8,060	\$ -	\$ -	\$ 8,060
Wi-Fi Access Points*		\$ -	5,757	\$ -	-	5,757
Wastewater Operating Fund Total	0.000	\$ -	\$ 5,757	\$ -	\$ -	\$ 5,757
Wi-Fi Access Points*		\$ -	1,535	\$ -	-	1,535
Reclaimed Water Operating Fund Total	0.000	\$ -	\$ 1,535	\$ -	\$ -	\$ 1,535
Wi-Fi Access Points*		\$ -	3,454	\$ -	-	3,454
Solid Waste Operating Fund Total	0.000	\$ -	\$ 3,454	\$ -	\$ -	\$ 3,454
Law						
Insurance Premiums Increase		\$ -	200,000	\$ -	-	200,000
Insured Liability (Risk) Fund Total	0.000	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
Non-Departmental						
Comprehensive Impact Fee Study		\$ -	-	\$ -	140,000	140,000
SDF/Impact Capital Funds Total	0.000	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000
Police						
Planned Forfeiture Fund Use		\$ -	-	\$ -	750,000	750,000
Police Forfeiture Fund Total	0.000	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000
Public Works & Utilities						
Solid Waste Collection & Recycling Contracts		\$ -	855,000	\$ -	-	855,000
Solid Waste Alley Containers		-	55,400	-	-	55,400
Solid Waste Operating Fund Total	0.000	\$ -	\$ 910,400	\$ -	\$ -	\$ 910,400
Public Works & Utilities						
Chemical & Utilities Increase		\$ 9,000	497,700	\$ -	-	506,700
Wastewater Industrial Process Treatment Fund Total	0.000	\$ 9,000	\$ 497,700	\$ -	\$ -	\$ 506,700
Transportation Policy						
Fixed Route Bus & First-Mile Last-Mile		\$ -	-	\$ -	100,000	100,000
Local Transportation Assistance (LTAF) Fund Total	0.000	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
GRAND TOTAL OTHER FUNDS	0.000	\$ 9,000	\$ 1,655,474	\$ -	\$ 1,346,000	\$ 3,010,474
GRAND TOTAL ALL FUNDS	9.000	\$ 1,273,548	\$ 4,195,162	\$ 1,039,887	\$ 6,485,846	\$ 12,994,443
ALL Budget Reductions		\$ -	\$ (14,500)	\$ -	\$ -	\$ (14,500)
ALL Revenue Offsets		\$ (373,289)	\$ (25,000)	\$ (38,750)	\$ (456,750)	\$ (893,789)
TOTAL ALL FUNDS REFLECTING OFFSETS	9.000	\$ 900,259	\$ 4,155,662	\$ 1,001,137	\$ 6,029,096	\$ 12,086,154

*CIP related

FY 2021-22 Budgetary Additions Detail – General Fund

The Adopted Budget contains the following additions to the General Fund. The ongoing costs include any salaries, benefits, and costs such as expendable equipment and supplies associated with positions. Any one-time costs associated with position(s) are presented in the one-time cost column. Costs shown in this section do not reflect any offsets for increased revenue or base budget offsets; however, the offsets are noted in the description. This section presents total budget appropriation added to departments for FY 2021-22 with a description.

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Buildings and Facilities</u>		
Ongoing funding for contractual custodial services.	\$ 168,600	\$
Ongoing and one-time funding for EnergyCap software upgrades and maintenance.	14,500	90,000
Ongoing funding for contractual services to implement an electrical panel preventative maintenance program in City buildings.	65,000	
One-time funding for increased carpet cleaning in City buildings as well as temporary custodial and maintenance services.		152,982
<u>CAPA</u>		
One-time funding to utilize contributions from CenturyLink and Cox Communications for governmental programming on Channel 11 per the agreement terms. These funds are used for the operation and programming of the public, education, and government channels.		200,000
One-time funding for service agreements with providers to manage digital content for the City's website social media accounts and communication platforms.		79,000
One-time funding for temporary services of an Administrative Services Clerk to fulfill operational responsibilities in the Print, Mail and Graphics Division.		60,095
One-time funding for a replacement mail inserter used for utility bills, tax and license statements, and a myriad of public notices sent by City departments to residents and businesses.		65,000
One-time funding to cover costs for public information and community engagement activities associated with the bond election.		30,000
One-time funding to replace the Council Chambers audience displays and enhance the City's video production and broadcasting capabilities.		151,000
One-time funding to cover increased costs for printing the monthly CityScope newsletter and six-month event calendar distributed to utility customers.		24,700
One-time funding for translation of documents, forms, and communication materials into Spanish and other languages.		15,000
<u>City Clerk</u>		
One-time funding for costs associated with the bond election to be held in November 2021. This includes election delivery payments to Maricopa County Elections Department, publicity pamphlet printing, mailing, and translation costs.		480,835

Budget Policies, Process, and Decisions

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	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>City Magistrate</u>		
Ongoing and one-time funding to expand the Mental Health Court Program to serve persons experiencing homelessness who have been charged with multiple misdemeanor crimes, often as a result of their homelessness and associated conditions.	\$ 70,962	\$ 5,636
Ongoing funding for the online subscription to Westlaw which provides Court staff the ability to do legal research and keep up to date on case law and statutes.	7,600	
One-time funding to cover cost share of the East Valley Regional Veteran's Treatment Court. Funded through Court Enhancement Funds restricted for similar Court related purposes.	25,000	
One-time funding for a temporary Lead Security position to lead and assess current and expected security needs.		71,886
One-time funding for a temporary position to aid with programming needs and assist in updating the case management system (CJIS). Funded through Court Enhancement Funds restricted for similar Court related purposes.		120,000
<u>Community Services</u>		
Ongoing funding for operations and maintenance for Lantana Ranch Park.	88,348	
Ongoing funding for operations and maintenance for Homestead North Park.	35,728	
Ongoing funding for operations and maintenance for Veteran's Memorial phase two, the stars and stripe level.	7,000	
Ongoing funding for contracted landscape maintenance services at Snedigar Sportsplex.	125,760	
Ongoing funding for two contract irrigation technicians to provide irrigation maintenance and repair at non-park sites.	212,000	
Ongoing funding for additional maintenance at four Tumbleweed sports fields and four Chuparosa sports fields which were converted from practice fields to game fields, requiring a higher level of maintenance.	180,000	
Ongoing funding for contracted landscape maintenance services at various non-park sites.	212,033	
Ongoing funding for three contract maintenance technicians to provide graffiti removal services and also maintain and repair playgrounds, irrigation systems, plumbing, park furniture, fencing, and doors/gates at City parks.	120,000	
Ongoing funding for an electrical maintenance contract to maintain lighting in 65 parks to cover trails, sport fields, courts, ramadas, area and security lighting, and provide electrical troubleshooting on main service entry sections, sub-panels, and circuits.	145,000	
Ongoing funding for contractual services to test and repair backflow prevention assemblies.	13,800	
Ongoing funding for temporary services and associated operating supplies to properly maintain the athletic fields at Snedigar Sportsplex.	61,884	
Ongoing and one-time funding for a brush truck and associated maintenance costs to be used by the Snedigar Recreation Center and ballfield crews.	12,460	80,000

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Community Services</u>		
Ongoing and one-time funding for a new tractor and attachments (front loader, pallet forks, and box scarifier), along with associated maintenance costs.	\$ 7,899	\$ 50,496
One-time funding for contract labor to improve Folley Park landscaped areas and sports fields.		152,436
One-time funding to assist with annual service and maintenance of aquatic centers and fountains, including cleaning strainer and skimmer baskets, balancing water chemistry, calcium removal, painting, wrought iron fence repairs, and valve maintenance		80,000
One-time funding to continue a pilot program to expand and diversify active adult programming, including temporary services to provide aquatic and therapeutic programs as well as ADA accommodations for those requesting additional assistance to participate in recreation programs. Costs will be offset by customer registration fees.		48,000
One-time funding for a replacement mower to enhance the turf maintenance at Tumbleweed Park.		73,449
<u>Cultural Development</u>		
One-time funding for enhancements to the Tumbleweed Tree Lighting and Parade of Lights special event.		25,000
One-time funding for the Jazz Festival and CinePark special events, which will allow these events to continue to grow and expand the City's signature events.		48,000
One-time funding related to a second weekend of the 2022 Ostrich Festival.		223,800
One-time funding for Tumbleweed Ranch maintenance as well as a master plan to assess enhanced utilization of Tumbleweed Ranch.		65,000
One-time funding for the Chandler Symphony Orchestra to partially fund its quality artistic services. The 80+ professional musicians in the orchestra volunteer their time and this funding provides them with assistance covering operational expenses.		40,000
<u>Development Services</u>		
Ongoing and one-time funding for the citywide capital fiber optic program to deploy, operate, integrate, and maintain the network more efficiently.	127,907	138,856
One-time funding for the ArcGIS desktop software enhancement product ArcGIS Pro.		23,100
One-time funding for contractual services specializing in Civil, Building, Site Development, and Utility Plan Review, as well as Inspection Services.		100,000
One-time funding to create and support the Historic Preservation Program, where a historic property or site can obtain historic designation from Council and be listed on the historic property register.		25,000

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Economic Development</u>		
Ongoing and one-time funding for a temporary Marketing Coordinator position to execute assigned marketing activities, conduct research to increase hotel/motel tax and retail tax collection by providing high-level customer service to stakeholders, and support the Tourism Program Manager.	\$ 1,326	\$ 96,906
One-time funding for entrepreneurial and small business development related services for the City's Incubator program. The goal of the Incubator program is to build a citywide business incubation and entrepreneurial development program providing young companies with tools and resources to scale their companies, increasing jobs, wealth, and economic diversity while providing economic sustainability for the City.		250,000
One-time funding to develop the Uptown Chandler branding initiative for the northernmost employment corridor.		29,500
One-time funding for the Science Saturday Event. This event, held in conjunction with statewide events planned through the Arizona SciTech Festival Organization, showcases several technology companies through interactive booths and activities. Costs are supported 100% through sponsorships.		9,500
One-time funding to purchase an annual license for an AI-powered business intelligence platform that would serve as both as business attraction and retention tool.		18,000
<u>Fire</u>		
Ongoing funding for three Firefighter positions that will support the operations of the ambulance program.	270,144	
Ongoing funding for one firefighter rover.	90,048	
Ongoing funding for an increase in the City of Phoenix Fire Department emergency dispatch services agreement.	138,854	
Ongoing funding to increase fire operations overtime.	170,000	
One-time funding to purchase a single high-fidelity medical training manikin.		27,495
<u>Human Resources</u>		
One-time professional services funding to complete a citywide classification and compensation study, as well as a pay-equity review.		100,000
<u>Information Technology</u>		
Ongoing funding to support prioritized projects in the Information Technology Project Program.	335,879	
Ongoing funding for support and maintenance for software applications.	101,864	
Ongoing and one-time funding of software subscriptions, licenses, and equipment required to migrate to a Microsoft email/integration platform.	39,831	141,148
Ongoing and one-time funding to purchase or replace 35 microtowers in video conference rooms in City buildings.	33,250	55,160
Ongoing funding for replacement of Wi-Fi access points with equipment that will provide faster speed and enhanced security at various City buildings.	58,726	

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Information Technology</u>		
Ongoing funding for two temporary IT Help Desk Phone Support positions to provide a single point of phone support for IT, process customer self-service requests, prioritize field service calls, and resolve on-site technical support issues.	\$ 145,235	\$
One-time funding for professional services to upgrade the RiskMaster software product.		10,000
One-time funding for contracted services to assist with Oracle projects and system maintenance.		250,000
<u>Management Services</u>		
One-time funding to replace the propane engine forklift at the Central Supply Warehouse.		30,000
<u>Neighborhood Resources</u>		
Ongoing funding for a Community Navigator Supervisor to assist with the homeless navigation services provided in aide to unsheltered homeless residents.	89,554	
Ongoing and one-time funding for a Commercial Code Inspector position to meet the needs of addressing nuisance and blight of commercial properties.	98,415	39,980
Ongoing funding to enhance the current annual Neighborhood Grant Program.	30,000	
One-time funding for diversity and inclusion events.		25,000
One-time funding to beautify neighborhoods through a variety of services including outreach, community events, removal of debris, dumpsters, shopping car removal, and various other programs.		60,000
One-time funding to hire a consultant that specializes in diversity and inclusion to gather information and provide guidance and increased funding for cultural education and events.		50,000
One-time funding for a temporary Navigator position to establish a pilot program to expand the Mental Health Court program.		95,000
<u>Non-Departmental</u>		
Ongoing funding for increased costs related to the commuter insurance benefit which will maintain and enhance the existing benefit.	9,400	
Ongoing funding for a social media tool to aggregate a variety of data sources to allow management to see what the local sentiment is on specific topics.	31,000	
Ongoing funding for recruitment and purchasing related membership subscriptions that benefit departments citywide.	6,472	
One-time funding for citywide banking fees. The banking services agreement includes checking account maintenance, electronic payments and deposits, wire transfers, credit card payment processing, on-line bank transactions, reporting, etc. Typically, these fees are netted against interest earned on the operating account, however, due to low interest rates, current earnings are not sufficient to cover fees.		34,000

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Non-Departmental</u>		
One-time funding for the annual membership fee to participate in the US Conference of Mayors and the development of national urban policy.	\$	\$ 12,500
One-time funding for membership to "The Connective," which is a regional consortium to identify Smart City initiatives on a regional level.		25,000
<u>Police</u>		
Ongoing and one-time funding for a full-time Police Mental Health and Wellness Coordinator to assist employee's utilization of resources.	95,356	1,786
Ongoing and one-time funding for six mobile radios and six mobile data computers and ongoing airtime, licensing, and replacement.	28,452	92,580
Ongoing and one-time funding for a temporary Business Systems Support Analyst contract. This position will support the department databases and related infrastructure and is needed to maintain technology support service levels.	2,510	133,550
Ongoing and one-time funding for 31 semi-rugged laptops to be used for Police recruits.	44,950	117,180
Ongoing and one-time funding for a full-time Police Officer and associated costs to work in the capacity of School Resource Officer. Ongoing personnel costs will be fully offset.	113,226	14,694
One-time funding to extend the temporary Crime Analyst contract. This position directly supports the crime analysis unit. Extending this contract allows for Police to continue to maintain current service levels and build the relationships needed to support the department's crime suppression goals.		79,620
One-time funding for two temporary Civilian Background Investigators to augment current staff and help reduce processing time to help support staffing needs.		147,100
One-time funding for a full-time temporary Police Technology Training and Development Coordinator.		95,553
One-time funding to update the current investigative technology equipment inventory to achieve a reasonable level of adaptability in response to investigative needs.		158,910
One-time funding to maintain one Victim Services Specialist position for the duration of the three-year contract. This position is grant funded and supports the Department of Public Safety Victim of Crime Act.		20,500
One-time funding for community outreach programs, which is 100% offset by revenues received from the sale of unclaimed weapons in accordance with House Bill (HB) 2455.		75,000
<u>Public Works & Utilities</u>		
Ongoing funding for completed Capital Improvement Street Projects. There are approximately 5.5 acres of new area for which the City now has the responsibility for landscape maintenance and utility costs.	35,750	
Ongoing funding for landscape maintenance and utility costs for new areas of responsibility.	11,633	

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Public Works & Utilities</u>		
Ongoing funding for a Salt River Project utility increase that would be effective November 1, 2021.	\$ 70,880	\$
One-time funding for additional street maintenance for residential and arterial streets as our street inventory continues to grow.		1,000,000
One-time funding for radio replacements for Streets and Traffic.		64,800
One-time funding for On Call Temporary Services to contract services for the Capital Improvement and Traffic Engineering Divisions to accommodate peak demands to maintain current service level in lieu of hiring additional staff.		50,000
<u>Transportation Policy</u>		
Ongoing and one-time funding for increased fixed route bus service provider cost, First-Mile Last-Mile Pilot Program which provides discounts on Lyft trips to and from bus stops for south Chandler residents, and to make infrastructure improvements to establish parking areas at bus stops for shared mobility devices.	50,000	50,000

FY 2021-22 Budgetary Additions Detail – Other Funds

The Adopted Budget contains the following additions to Other Funds:

	Ongoing Cost	One-time Cost
<u>Airport</u>		
<i>Airport Operating Fund</i>		
Ongoing funding for an increase in premiums in liability insurance coverage.	\$ 13,000	\$
Ongoing and one-time funding for a replacement heavy duty diesel-powered tractor for infield mowing, minor grading and earthwork, loading, and other critical maintenance tasks.	2,300	105,000
Ongoing and one-time funding for general clean up and renovation and a monument sign at the southeast corner of Curtiss Way and Aviation Drive to highlight the airport and provide directional guidance.	4,500	125,000
Ongoing funding for the annual market intelligence software subscription which allows staff to enhance both real-time and historical air-traffic market trends to attract new business.	8,000	
One-time funding for LED lighting replacements for the main parking lot that consists of 13 pole-mounted lights.		11,000
One-time funding for the maintenance and repair of nine drywells to remain in compliance with city and state codes.		15,000
One-time funding to engage a qualified firm to perform an airport security assessment.		100,000
<u>Information Technology</u>		
<i>Airport Operating Fund</i>		
Ongoing funding for the replacement of Wi-Fi access points with up-to-date equipment that will provide better speeds and security at various City buildings.	768	
<i>Water Operating Fund</i>		
Ongoing funding for the replacement of Wi-Fi access points with up-to-date equipment that will provide better speeds and security at various City buildings.	8,060	
<i>Wastewater Operating Fund</i>		
Ongoing funding for the replacement of Wi-Fi access points with up-to-date equipment that will provide better speeds and security at various City buildings.	5,757	
<i>Reclaimed Water Operating Fund</i>		
Ongoing funding for the replacement of Wi-Fi access points with up-to-date equipment that will provide better speeds and security at various City buildings.	1,535	

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Information Technology</u>		
<i>Solid Waste Operating Fund</i>		
Ongoing funding for the replacement of Wi-Fi access points with up-to-date equipment that will provide better speeds and security at various City buildings.	\$ 3,454	\$
<u>Law</u>		
<i>Insured Liability (Risk) Fund</i>		
Ongoing funding for insurance premiums increases.	200,000	
<u>Non-Departmental</u>		
<i>System Development Fee/Impact Capital Funds</i>		
One-time funding for a comprehensive impact fee study. Arizona Revised Statutes requires an update to our Land Use Assumptions (LUA) and Infrastructure Improvement Plans (IIP) every five years in order to continue collecting impact/system development fees.		140,000
<u>Police</u>		
<i>Police Forfeiture Fund</i>		
One-time forfeiture funds will be utilized to supplement various department operational purchases including, but not limited to, SWAT team equipment, body worn cameras, K-9 service dogs, and property and evidence tracking software.		750,000
<u>Public Works & Utilities</u>		
<i>Solid Waste Operating Fund</i>		
Ongoing funding for the Solid Waste Collection, Disposal, and Recycling Processing contracts to ensure sufficient funds are available to cover the increased costs associated with the contract.	855,000	
Ongoing funding to ensure sufficient funds are available to cover the cost of replacement alley containers and parts.	55,400	
<i>Wastewater Industrial Process Treatment Fund</i>		
Ongoing funding to ensure sufficient funds are available to maintain operations at the Ocotillo Brine Reduction Facility.	506,700	
<u>Transportation Policy</u>		
<i>Local Transportation Assistance Fund</i>		
One-time funding for increased fixed route bus service provider cost, First-Mile Last-Mile Pilot Program which provides discounts on Lyft trips to and from bus stops for south Chandler residents, and to make infrastructure improvements to establish parking areas at bus stops for shared mobility devices. Additional ongoing and one-time funding of \$100,000 total is reflected in the General Fund.		100,000

Budget Policies, Process, and Decisions

2021-22 Adopted Budget

Decision Packages Not Funded in FY 2021-22

The table below shows all of the decision packages that were not funded for FY 2021-22.

General Fund:

Dept/Division	Addition	FTE	Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	Total
Buildings and Facilities							
	Facilities Maintenance Technicians	3.000	\$ 267,486	\$ 10,324	\$ -	\$ 35,726	\$ 313,536
	Facilities Maintenance Superintendent	1.000	127,353	9,174	-	35,926	172,453
	Buildings and Facilities Total	4.000	\$ 394,839	\$ 19,498	\$ -	\$ 71,652	\$ 485,989
Community Services							
	Recreation Facility		250,000	20,000	-	-	270,000
	Community Services Total	0.000	\$ 250,000	\$ 20,000	\$ -	\$ -	\$ 270,000
Fire							
	Pre-Incident Planning Tool		-	36,700	-	-	\$ 36,700
	Fire Total	0.000	\$ -	\$ 36,700	\$ -	\$ -	\$ 36,700
Information Technology							
	Information Security Engineer	1.000	133,257	2,452	-	3,716	\$ 139,425
	Fund 403 Computer Upgrades		-	453,876	-	-	453,876
	Oracle Optimization Study		-	-	-	300,000	300,000
	Information Technology Total	1.000	\$ 133,257	\$ 456,328	\$ -	\$ 303,716	\$ 893,301
Police							
	Police Investigative Specialist Program	2.000	\$ 161,976	\$ 58,825	\$ -	\$ 131,178	\$ 351,979
	Motorola Command Central Aware Platform		-	69,000	-	315,790	384,790
	Police Total	2.000	\$ 161,976	\$ 127,825	\$ -	\$ 446,968	\$ 736,769
	General Fund Total:	7.000	\$ 940,072	\$ 660,351	\$ -	\$ 822,336	\$ 2,422,759



4 Financial and Personnel Overviews



- Adopted Budget Summaries
- Department Budget Summaries
- Fund Summaries
- Personnel Summaries

“Moving Forward Together”



The City of Chandler is a high quality service organization with a lean workforce to serve businesses, residents, and other customers in the community.

Budget Summary

Council adopted the FY 2021-22 budget of \$1,058,074,338 on June 10, 2021. Chandler's budget is balanced with total resources equal to total expense appropriation within each fund, as well as in the aggregate. The following pages contain summary information including comparisons to previous fiscal years.

The adopted budget includes funding from several sources including the use of fund balances, bond sales, grants, and revenues. Spending appropriations are detailed for departmental operations and capital, contingencies and reserves, debt service in various funds, and equipment, technology, and vehicle replacement. Refer to the "Where the Money Goes – by Function" detail, within this section of the document, for further breakdown of the total budget between operations and capital.

Resources

	2019-20 Actual Revenues	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
Fund Balances	\$ -	\$ 407,086,010	\$ 397,897,397	(2.3%)
Sale of Bonds	48,081,391	-	60,460,000	N/A
Grants	28,815,101	48,602,802	89,004,174	83.1%
Revenues	530,291,887	475,648,117	510,712,767	7.4%
Total Resources	\$ 607,188,379	\$ 931,336,929	\$ 1,058,074,338	13.6%
Encumbrance or Carryforward from Prior Years	-	(214,575,475)	(282,846,251)	
Net Adjusted Budget	\$ 607,188,379	\$ 716,761,454	\$ 775,228,087	8.2%

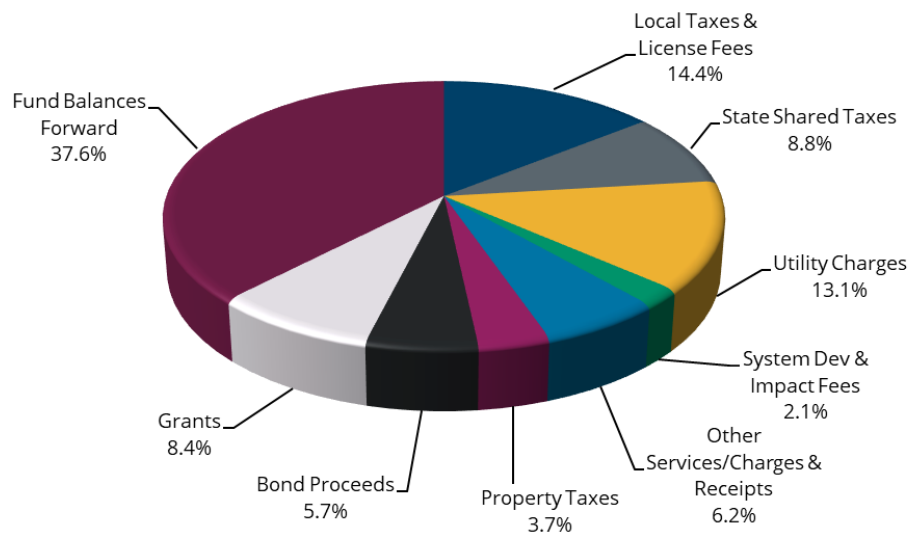
Appropriations

	2019-20 Actual Expenditures	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 40,158,883	\$ 51,792,286	\$ 58,983,687	13.9%
Community Services	33,241,011	52,264,026	52,730,519	0.9%
Cultural Development	4,318,507	5,574,839	6,012,138	7.8%
Development Services	7,905,210	9,850,022	14,240,159	44.6%
Information Technology	12,374,348	20,332,002	21,760,431	7.0%
Management Services	8,285,162	9,315,326	9,451,143	1.5%
Neighborhood Resources	12,827,931	19,514,526	23,599,913	20.9%
Non-Departmental	58,573,489	61,990,710	74,978,110	21.0%
Public Safety - Fire	41,806,437	45,205,677	46,762,299	3.4%
Public Safety - Police	82,430,785	84,957,575	88,321,063	4.0%
Public Works & Utilities	159,629,112	371,500,519	384,016,060	3.4%
Operations & Capital Sub-Total	461,550,876	732,297,508	780,855,522	6.6%
Fund Contingencies & Reserves ⁽¹⁾	-	132,263,210	198,378,473	50.0%
Debt Service	62,587,995	59,719,660	73,753,925	23.5%
Capital/Tech/Vehicle Replacement	6,921,069	7,056,551	5,086,418	(27.9%)
Total	\$ 531,059,940	\$ 931,336,929	\$ 1,058,074,338	13.6%
Encumbrance or Carryforward from Prior Years	-	(214,575,475)	(282,846,251)	
Net Adjusted Budget	\$ 531,059,940	\$ 716,761,454	\$ 775,228,087	8.2%

⁽¹⁾ Contingency funds and reserves are one-time appropriations comprised of various funds of which the majority is restricted in their use. These funds can be used for unanticipated revenue shortfalls or unforeseen or emergency expenditures. Use of these funds requires City Council approval.

Where the Money Comes From

Resources available for appropriation by Council are aggregated into the nine broad categories as shown on the chart and table below. The chart below reflects the percentage of total resource appropriation by category for FY 2021-22. The table reflects the change in the adopted resource appropriation percentage from FY 2020-21 to FY 2021-22. As required by A.R.S., the property tax levy at an estimated \$38,538,200 was adopted on June 24, 2021. The levy includes a Primary Tax Rate of \$0.2426 and a Secondary Tax Rate of \$0.87, for a total tax rate of \$1.1126 per \$100 of assessed valuation.

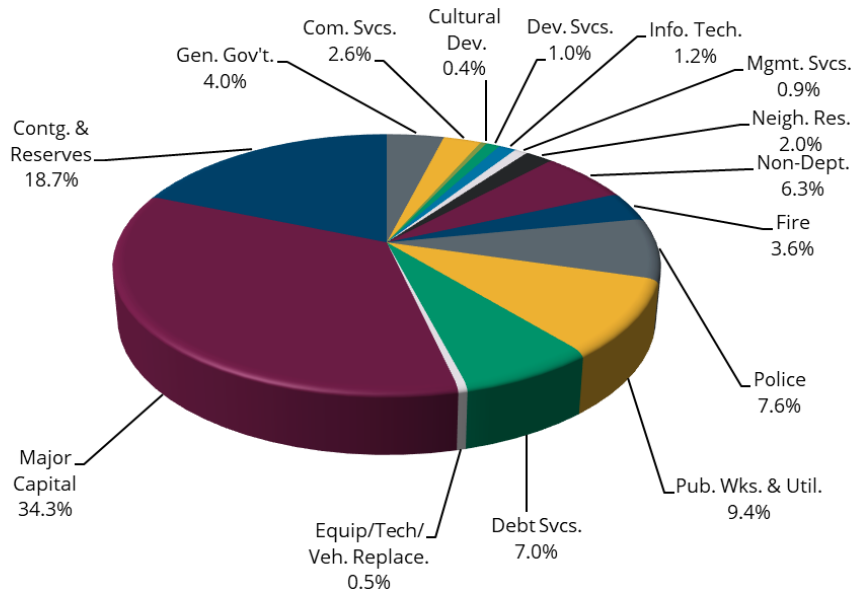


	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted	2021-22 % of Total Adopted
Local Taxes & License Fees	\$ 127,809,152	\$ 152,196,600	19.1%	14.4%
State Shared Taxes	87,970,000	92,637,009	5.3%	8.8%
Utility Charges	134,520,539	139,110,697	3.4%	13.1%
System Dev & Impact Fees	20,013,200	22,106,400	10.5%	2.1%
Other Services/Charges & Receipts	68,805,497	65,898,861	(4.2%)	6.2%
Property Taxes ⁽¹⁾	36,529,729	38,763,200	6.1%	3.7%
Bond Proceeds	-	60,460,000	N/A	5.7%
Grants	48,602,802	89,004,174	83.1%	8.4%
Fund Balances Forward	407,086,010	397,897,397	(2.3%)	37.6%
Total	\$ 931,336,929	\$ 1,058,074,338	13.6%	100.0%

⁽¹⁾ 2020-21 Property Tax adopted amount of \$36,529,729 includes Prior Year Property Tax (Primary and Secondary) of \$200,000. FY 2021-22 Property Tax adopted amount of \$38,763,200 includes Prior Year Property Tax (Primary and Secondary) of \$225,000.

Where the Money Goes

The chart below reflects the percentage of total expenditure appropriation of \$1,058,074,338 by department for FY 2021-22. The table reflects the change in the adopted expenditure appropriation percentage from FY 2020-21 to FY 2021-22.



	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted	2021-22 % of Total Adopted
General Government	\$ 39,887,317	\$ 42,149,247	5.7%	4.0%
Community Services	26,956,640	27,813,898	3.2%	2.6%
Cultural Development	4,199,590	4,475,641	6.6%	0.4%
Development Services	9,850,022	10,186,867	3.4%	1.0%
Information Technology	11,792,184	12,631,421	7.1%	1.2%
Management Services	9,315,326	9,451,143	1.5%	0.9%
Neighborhood Resources	19,514,526	20,699,913	6.1%	2.0%
Non-Departmental	53,278,567	66,285,028	24.4%	6.3%
Public Safety - Fire	38,895,433	38,237,224	(1.7%)	3.6%
Public Safety - Police	78,794,164	80,115,790	1.7%	7.6%
Public Works & Utilities	94,208,524	99,837,275	6.0%	9.4%
Debt Service	59,719,660	73,753,925	23.5%	7.0%
Equip/Tech/Vehicle Replacement	7,056,551	5,086,418	(27.9%)	0.5%
Major Capital	345,605,215	368,972,075	6.8%	34.9%
Contingency & Reserves ⁽¹⁾	132,263,210	198,378,473	50.0%	18.7%
Total	\$ 931,336,929	\$ 1,058,074,338	13.6%	100.0%
By Category				
Personnel & Benefits	\$ 236,681,378	\$ 225,753,815	(4.6%)	21.3%
Operating & Maintenance	216,787,126	264,969,975	22.2%	25.0%
Subtotal Operating	453,468,504	490,723,790	8.2%	46.4%
Major Capital	345,605,215	368,972,075	6.8%	34.9%
Contingency & Reserves	132,263,210	198,378,473	50.0%	18.7%
Total	\$ 931,336,929	\$ 1,058,074,338	13.6%	100.0%

⁽¹⁾ Contingency & Reserve funds are one-time appropriations comprised of various funds of which the majority is restricted in their use. Contingency funds can be used for unanticipated revenue shortfalls and unforeseen or emergency expenditures. Use of these funds requires Council approval.

Where the Money Goes – by Function

The adopted budget, divided between operating and capital appropriations, is shown below.

Operating Budget by Function (All Funds)

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 39,887,317	\$ 42,149,247	5.7%
Community Services	26,956,640	27,813,898	3.2%
Cultural Development	4,199,590	4,475,641	6.6%
Development Services	9,850,022	10,186,867	3.4%
Information Technology	11,792,184	12,631,421	7.1%
Management Services	9,315,326	9,451,143	1.5%
Neighborhood Resources	19,514,526	20,699,913	6.1%
Non-Departmental	53,278,567	66,285,028	24.4%
Public Safety - Fire	38,895,433	38,237,224	(1.7%)
Public Safety - Police	78,794,164	80,115,790	1.7%
Public Works & Utilities	94,208,524	99,837,275	6.0%
Total Department Operating	\$ 386,692,293	\$ 411,883,447	6.5%
Equip/Tech/Vehicle Replacement	7,056,551	5,086,418	(27.9%)
Debt Service	59,719,660	73,753,925	23.5%
Contingency & Reserves	132,263,210	198,378,473	50.0%
Total Operating	\$ 585,731,714	\$ 689,102,263	17.6%

Capital Budget by Function (All Funds)

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 8,905,500	\$ 8,151,700	(8.5%)
Community Services	12,793,095	5,367,000	(58.0%)
Cultural Development	1,055,195	525,000	(50.2%)
Development Services	-	2,031,600	N/A
Information Technology	2,328,000	1,980,725	(14.9%)
Neighborhood Resources	-	2,900,000	N/A
Non-Departmental	-	237,000	N/A
Public Safety - Fire	800,000	7,685,000	860.6%
Public Safety - Police	1,773,000	3,515,000	98.3%
Public Works & Utilities	123,272,400	80,867,800	(34.4%)
Total Major Capital	\$ 150,927,190	\$ 113,260,825	(25.0%)
Capital Carryforward	194,428,025	255,461,250	31.4%
Contingency & Reserves	250,000	250,000	0.0%
Total Capital	\$ 345,605,215	\$ 368,972,075	6.8%
Grand Total - Operating & Capital	\$ 931,336,929	\$1,058,074,338	13.6%

Departmental Comparison Summary

The following tables provide summary and detail information on the change between the adopted budget for FY 2020-21 and the adopted budget for FY 2021-22. For operating cost centers, explanations of significant highlights for the FY 2021-22 budgets are provided in detail within the individual departmental sections of this document. Major capital projects information is provided at the departmental level in the Capital Budget section and in the City's CIP document.

	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Mayor and Council	\$ 985,512	\$ 1,021,237	\$ 1,024,460	\$ 994,250	\$ 1,041,711	2.0%
Communications and Public Affairs	2,423,773	2,615,430	2,953,868	2,579,700	2,888,741	10.4%
City Clerk	1,076,113	926,189	950,107	910,580	1,197,666	29.3%
City Manager	1,171,784	1,426,082	1,447,512	1,367,914	1,491,322	4.6%
Organizational Support	23,855,574	31,382,969	43,126,927	28,931,241	37,385,042	19.1%
City Magistrate	4,444,495	4,684,074	4,674,991	4,360,791	4,996,699	6.7%
Law	6,201,633	9,736,305	10,024,688	9,618,631	9,982,506	2.5%
Community Services	33,241,011	52,264,026	50,835,632	29,543,377	52,730,519	0.9%
Cultural Development	4,318,507	5,574,839	5,535,589	4,005,983	6,012,138	7.8%
Development Services	7,905,210	9,850,022	10,232,806	9,322,091	14,240,159	44.6%
Information Technology	12,374,348	20,332,002	29,173,358	21,045,430	21,760,431	7.0%
Management Services	8,285,162	9,315,326	9,489,808	8,446,174	9,451,143	1.5%
Neighborhood Resources	12,827,931	19,514,526	33,302,487	24,416,363	23,599,913	20.9%
Non-Departmental	58,573,489	61,990,710	63,543,482	46,446,212	74,978,110	21.0%
Public Safety - Fire	41,806,437	45,205,677	45,181,486	44,241,170	46,762,299	3.4%
Public Safety - Police	82,430,785	84,957,575	88,886,746	80,683,514	88,321,063	4.0%
Public Works & Utilities	159,629,112	371,500,519	379,754,596	142,496,122	384,016,060	3.4%
Subtotal	\$ 461,550,876	\$ 732,297,508	\$ 780,138,543	\$ 459,409,543	\$ 780,855,522	6.6%
Fund Contingency - Operating*	\$ -	\$ 132,263,210	\$ 82,938,566	\$ -	\$ 198,378,473	50.0%
Debt Service	62,587,995	59,719,660	59,719,660	59,719,660	73,753,925	23.5%
Equipment Replacement	-	288,000	575,390	-	291,283	1.1%
Technology Replacement	4,862,624	5,339,271	5,434,979	5,434,979	2,380,735	(55.4%)
Vehicle Replacement	2,058,445	1,429,280	2,529,791	1,705,873	2,414,400	68.9%
Grand Total	\$ 531,059,940	\$ 931,336,929	\$ 931,336,929	\$ 526,270,055	\$ 1,058,074,338	13.6%

* Contingency funds and reserves are one-time appropriations comprised of various funds of which the majority is restricted in their use. Contingency funds can be used for unanticipated revenue shortfalls or unforeseen or emergency expenditures. Use of these funds requires Council approval.

Financial & Personnel Overview

2021-22 Adopted Budget

Cost Center Comparison

	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Mayor and Council	\$ 985,512	\$ 1,021,237	\$ 1,024,460	\$ 994,250	\$ 1,041,711	2.0%
Communications and Public Affairs						
Administration	\$ 1,192,378	\$ 1,239,675	\$ 1,235,994	\$ 1,223,170	\$ 1,307,146	5.4%
Video Production	595,327	601,302	902,344	658,705	748,014	24.4%
Print, Mail, and Graphics	636,068	774,453	815,530	697,825	833,581	7.6%
Total Communications and Public Affairs	\$ 2,423,773	\$ 2,615,430	\$ 2,953,868	\$ 2,579,700	\$ 2,888,741	10.4%
General Government						
City Clerk	\$ 1,076,113	\$ 926,189	\$ 950,107	\$ 910,580	\$ 1,197,666	29.3%
City Magistrate	\$ 4,444,495	\$ 4,684,074	\$ 4,674,991	\$ 4,360,791	\$ 4,996,699	6.7%
Law	\$ 3,790,449	\$ 3,884,306	\$ 3,933,966	\$ 3,906,550	\$ 3,915,729	0.8%
Liability Litigation	1,600,618	1,863,427	1,917,158	1,845,465	2,078,205	11.5%
Liability Litigation Claims	810,566	3,988,572	4,173,564	3,866,616	3,988,572	0.0%
Total Law	\$ 6,201,633	\$ 9,736,305	\$ 10,024,688	\$ 9,618,631	\$ 9,982,506	2.5%
City Manager Administration	\$ 1,171,784	\$ 1,426,082	\$ 1,447,512	\$ 1,367,914	\$ 1,491,322	4.6%
Organizational Support						
Airport	\$ 897,348	\$ 1,104,206	\$ 1,401,274	\$ 1,200,618	\$ 1,599,897	44.9%
Airport Capital	2,339,469	7,684,808	8,393,791	464,441	6,384,850	(16.9%)
Buildings and Facilities	7,346,778	7,808,007	8,160,880	7,965,729	8,238,066	5.5%
Buildings and Facilities Capital	1,664,924	3,163,953	2,524,469	394,890	6,124,579	93.6%
Economic Development	1,054,234	1,098,386	11,191,789	11,071,151	1,157,103	5.3%
Economic Development Capital	-	1,056,208	1,056,208	-	1,056,208	0.0%
Tourism	549,304	260,509	499,098	498,805	361,388	38.7%
Innovations	250,000	285,930	369,264	333,334	285,930	0.0%
Fleet Services	1,149,290	1,210,821	1,222,014	1,214,717	1,228,536	1.5%
Fleet Motor Pool	58,528	65,568	65,568	53,962	65,568	0.0%
Human Resources	3,146,710	3,602,651	4,047,352	3,269,900	3,630,876	0.8%
Transportation Policy	5,398,988	4,041,922	4,195,220	2,463,694	3,983,238	(1.5%)
Transportation Policy Capital ⁽¹⁾	-	-	-	-	3,268,803	N/A
Total Organizational Support	\$ 23,855,574	\$ 31,382,969	\$ 43,126,927	\$ 28,931,241	\$ 37,385,042	19.1%
Total General Government	\$ 40,158,883	\$ 51,792,286	\$ 64,202,553	\$ 48,763,107	\$ 58,983,687	13.9%
Community Services						
Community Services Administration	\$ 645,057	\$ 690,786	\$ 699,535	\$ 616,604	\$ 1,138,075	64.8%
Library	6,211,646	6,738,955	7,225,986	6,419,758	6,564,556	(2.6%)
Aquatics	3,685,449	4,127,252	4,215,482	4,140,357	4,007,173	(2.9%)
Parks Development and Operations	9,142,805	9,587,626	10,388,207	10,191,972	10,518,124	9.7%
Recreation	1,600,537	2,013,735	2,183,946	1,823,589	1,606,939	(20.2%)
Sports & Fitness Facilities	2,038,977	2,249,706	2,440,393	2,442,465	2,381,612	5.9%
Nature & Recreation Facilities	1,350,641	1,548,580	1,472,395	1,248,565	1,597,419	3.2%
Parks Capital	8,565,899	25,307,386	22,209,688	2,660,067	24,916,621	(1.5%)
Total Community Services	\$ 33,241,011	\$ 52,264,026	\$ 50,835,632	\$ 29,543,377	\$ 52,730,519	0.9%
Cultural Development						
Cultural Development Administration	\$ 308,036	\$ 317,096	\$ 318,069	\$ 313,055	\$ 343,786	8.4%
Center for the Arts	1,863,109	2,470,800	2,524,097	1,949,050	2,631,076	6.5%
Downtown Redevelopment	347,290	283,628	294,855	291,361	286,505	1.0%
Cultural Development Capital	854,603	1,375,249	1,173,424	231,638	1,536,497	11.7%
Special Events	316,309	416,319	437,850	425,086	421,708	1.3%
Museum	629,160	711,747	787,294	795,793	792,566	11.4%
Total Cultural Development	\$ 4,318,507	\$ 5,574,839	\$ 5,535,589	\$ 4,005,983	\$ 6,012,138	7.8%

⁽¹⁾ Effective July 1, 2021, the former Engineering Capital cost center transferred from Public Works and Utilities Department to the City Manager Department and was renamed Transportation Policy Capital.

Financial & Personnel Overview**2021-22 Adopted Budget**

	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Development Services						
Administration	\$ 1,284,623	\$ 1,677,396	\$ 1,726,186	\$ 1,624,831	\$ 1,784,188	6.4%
Planning	2,326,573	2,580,855	2,849,765	2,557,888	2,664,075	3.2%
Building Safety	2,960,749	2,504,552	2,520,807	2,208,802	2,443,328	(2.4%)
Transportation Engineering	-	1,138,775	1,145,524	1,055,590	1,138,310	(0.0%)
Development Services Capital	-	-	-	-	4,053,292	N/A
Engineering	1,333,265	1,948,444	1,990,524	1,874,980	2,156,966	10.7%
Total Development Services	\$ 7,905,210	\$ 9,850,022	\$ 10,232,806	\$ 9,322,091	\$ 14,240,159	44.6%
Information Technology						
IT Service Delivery Mgmt & Admin	\$ 2,255,002	\$ 2,759,834	\$ 3,006,056	\$ 2,798,397	\$ 2,612,962	(5.3%)
IT Applications & Support	4,597,359	5,361,082	6,233,142	5,758,894	5,871,895	9.5%
IT Infrastructure & Client Support	3,269,971	3,480,187	11,630,561	11,461,673	3,734,004	7.3%
IT Projects Capital	868,357	3,844,967	3,608,219	378,512	4,495,932	16.9%
IT Projects Operations	-	191,081	191,081	101,000	412,560	115.9%
IT Citywide Infrastructure Support Capital	1,383,659	4,694,851	4,504,299	546,954	4,633,078	(1.3%)
Total Information Technology	\$ 12,374,348	\$ 20,332,002	\$ 29,173,358	\$ 21,045,430	\$ 21,760,431	7.0%
Management Services						
Administration	\$ 588,336	\$ 606,127	\$ 608,339	\$ 581,345	\$ 620,202	2.3%
Budget	741,427	770,535	770,126	781,999	775,026	0.6%
Purchasing	725,474	736,078	738,313	720,575	732,711	(0.5%)
Central Supply	423,209	407,163	411,122	346,179	440,300	8.1%
Accounting	1,727,110	1,780,865	1,799,554	1,731,609	1,815,852	2.0%
Tax and License	2,209,625	2,408,819	2,424,192	2,075,192	2,438,693	1.2%
Utility Services	1,363,932	1,457,739	1,521,597	1,411,050	1,482,408	1.7%
Environmental Management	387,834	674,800	686,368	548,185	672,751	(0.3%)
Environmental Management Liabilities	118,215	473,200	530,197	250,040	473,200	0.0%
Total Management Services	\$ 8,285,162	\$ 9,315,326	\$ 9,489,808	\$ 8,446,174	\$ 9,451,143	1.5%
Neighborhood Resources						
Neighborhood Resources	\$ 338,723	\$ 280,649	\$ 448,590	\$ 452,234	\$ 288,890	2.9%
Neighborhood Preservation	1,285,823	1,572,307	1,731,015	1,430,589	1,829,801	16.4%
Community Resources	-	303,424	310,322	175,289	376,696	24.1%
Housing and Redevelopment	8,354,792	13,334,522	13,457,620	10,153,927	13,845,639	3.8%
Housing and Redevelopment Capital	-	-	-	-	2,900,000	N/A
Community Development	2,848,592	4,023,624	17,354,940	12,204,324	4,358,887	8.3%
Total Neighborhood Resources	\$ 12,827,931	\$ 19,514,526	\$ 33,302,487	\$ 24,416,363	\$ 23,599,913	20.9%
Non-Departmental						
Non-Departmental Operating	\$ 53,003,400	\$ 53,278,567	\$ 54,381,120	\$ 45,893,868	\$ 66,285,028	24.4%
Non-Departmental Capital	5,570,090	8,712,143	9,162,362	552,344	8,693,082	(0.2%)
Total Non-Departmental	\$ 58,573,489	\$ 61,990,710	\$ 63,543,482	\$ 46,446,212	\$ 74,978,110	21.0%
Public Safety - Fire						
Administration	\$ 4,031,361	\$ 4,177,864	\$ 4,351,107	\$ 4,382,935	\$ 3,578,402	(14.3%)
Health & Medical Services	2,011,918	1,969,380	2,145,019	2,250,878	1,910,434	(3.0%)
Operations	28,964,778	30,329,952	31,873,513	31,868,000	30,334,167	0.0%
Prevention and Preparedness	1,473,086	1,430,746	1,742,945	1,539,798	1,440,624	0.7%
Fire Capital	4,405,136	6,310,244	3,973,352	3,133,277	8,525,075	35.1%
Support Services	920,157	987,491	1,095,550	1,066,282	973,597	(1.4%)
Total Public Safety - Fire	\$ 41,806,437	\$ 45,205,677	\$ 45,181,486	\$ 44,241,170	\$ 46,762,299	3.4%

Financial & Personnel Overview

2021-22 Adopted Budget

	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Public Safety - Police						
Administration	\$ 2,708,883	\$ 3,004,565	\$ 3,283,485	\$ 2,812,778	\$ 2,969,953	(1.2%)
Professional Standards	1,284,967	1,228,608	1,249,005	1,318,012	1,419,584	15.5%
Property and Evidence	501,785	478,380	480,576	374,104	461,983	(3.4%)
Forensic Services	2,425,171	2,487,527	2,544,498	2,372,973	2,494,075	0.3%
Field Operations	32,277,919	32,187,697	33,527,963	32,494,761	32,794,640	1.9%
Criminal Investigations	13,879,130	13,794,166	14,607,417	14,269,208	13,956,463	1.2%
Planning and Research	993,814	1,086,469	1,126,018	986,450	1,157,343	6.5%
Communications	4,756,898	5,341,547	5,694,142	5,521,255	5,498,905	2.9%
Police Technology	2,375,787	2,632,325	2,724,399	2,254,550	2,631,384	(0.0%)
Records	1,784,878	1,875,221	1,918,024	1,787,110	1,907,553	1.7%
Detention Services	2,041,232	2,614,890	2,629,195	2,666,518	2,639,813	1.0%
Operational Support	12,286,327	12,062,769	13,164,212	12,578,256	12,184,094	1.0%
Police Capital	5,113,993	6,163,411	5,937,812	1,247,539	8,205,273	33.1%
Total Public Safety - Police	\$ 82,430,785	\$ 84,957,575	\$ 88,886,746	\$ 80,683,514	\$ 88,321,063	4.0%
Public Works & Utilities						
Public Works Administration	\$ 434,336	\$ 400,947	\$ 410,925	\$ 374,303	\$ 410,414	2.4%
Capital Projects	1,200,799	1,518,378	1,533,638	1,496,162	1,513,001	(0.4%)
Streets	10,678,729	9,603,121	11,956,932	11,104,928	10,128,782	5.5%
Streets Capital	40,147,962	139,735,844	139,687,748	36,748,478	113,433,600	(18.8%)
Traffic Engineering	6,553,374	5,615,185	5,743,017	5,548,548	5,729,503	2.0%
Street Sweeping	1,064,481	1,041,551	1,078,796	1,033,637	1,055,520	1.3%
Utilities Administration	755,913	798,561	800,375	759,226	809,823	1.4%
Solid Waste Services	13,308,276	13,440,936	13,461,707	13,712,047	14,439,947	7.4%
Solid Waste Capital	105,480	894,564	884,986	642,025	637,961	(28.7%)
Recycling Solid Waste Collection Center	1,481,030	1,671,415	1,679,024	1,495,728	1,624,829	(2.8%)
Water Distribution	4,771,422	5,326,767	5,556,538	5,033,218	5,303,129	(0.4%)
Water Capital	22,563,387	60,415,566	58,721,465	3,720,795	78,704,470	30.3%
Water Treatment Plant	5,476,197	5,547,799	6,529,991	6,058,768	5,993,310	8.0%
Environmental Resources	7,161,568	7,277,443	7,743,316	7,932,467	8,588,021	18.0%
Water Quality	1,616,773	1,793,373	1,847,423	1,704,392	1,780,233	(0.7%)
Water Systems Maintenance	6,937,082	6,598,761	6,887,288	6,681,388	6,611,002	0.2%
San Tan Vista Water Treatment Plant	1,566,061	2,082,519	3,105,207	2,253,600	2,082,519	0.0%
Meter Services	804,839	1,018,158	1,172,605	1,138,075	1,043,672	2.5%
Wastewater Collection	2,298,487	2,904,614	3,121,402	2,937,219	2,898,403	(0.2%)
Wastewater Capital	8,466,506	76,246,021	77,528,328	6,954,656	91,402,754	19.9%
Ocotillo Brine Reduction Facility	7,550,406	9,605,306	11,528,295	8,128,244	10,120,870	5.4%
Lone Butte Wastewater Treatment	640,741	1,402,209	1,422,155	1,013,522	1,413,053	0.8%
Wastewater Quality	489,393	635,462	688,270	487,059	732,944	15.3%
Airport Water Reclamation Facility	7,597,487	8,774,721	9,207,119	8,330,023	9,760,712	11.2%
Ocotillo Water Reclamation Facility	5,958,383	7,151,298	7,458,046	7,207,614	7,797,588	9.0%
Total Public Works & Utilities	\$ 159,629,112	\$ 371,500,519	\$ 379,754,596	\$ 142,496,122	\$ 384,016,060	3.4%
Subtotal	\$ 461,550,876	\$ 732,297,508	\$ 780,138,543	\$ 459,409,543	\$ 780,855,522	6.6%
Fund Contingency - Operating	\$ -	\$ 132,263,210	\$ 82,938,566	\$ -	\$ 198,378,473	50.0%
Debt Service	62,587,995	59,719,660	59,719,660	59,719,660	73,753,925	23.5%
Equipment Replacement	-	288,000	575,390	-	291,283	1.1%
Technology Replacement	4,862,624	5,339,271	5,434,979	5,434,979	2,380,735	(55.4%)
Vehicle Replacement	2,058,445	1,429,280	2,529,791	1,705,873	2,414,400	68.9%
Grand Total	\$ 531,059,940	\$ 931,336,929	\$ 931,336,929	\$ 526,270,055	\$ 1,058,074,338	13.6%

Fund Definitions and Structure

Council formally adopts an annual budget for the General, Special Revenue, Capital Projects, Enterprise, and Internal Service Funds. Debt Service payments are budgeted in General, Special Revenue, and Enterprise funds as appropriate. The budget excludes the Special Assessment Funds and various funds used for the Consolidated Annual Financial Report (e.g., General Fixed Assets).

The accounts for the City are organized based on funds or account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. In governmental accounting, fund accounting segregates funds according to their intended purpose and is used to aid in demonstrating compliance with finance-related legal and contractual provisions. The revenue and expenditures within the fund can be monitored for the particular activity. Funds are classified as governmental, proprietary, or fiduciary; different fund types are also found within each classification as discussed below and on the following chart.

Governmental Funds – Used to account for the City’s general governmental activities and use the flow of current financial resources measurement and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual when they are measurable and available, and expenditures are recorded when the related fund liability is incurred.

General Fund – Is the primary operating fund of the City. All revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund and are used to finance the services associated with local government. These revenues include taxes, licenses and permits, charges for services, interest earned on investments, fines, and miscellaneous revenue. Most City departments receive at least some support from the General Fund.

Special Revenue Funds – Used to account for the proceeds of specific revenue sources other than expendable trusts or major capital projects that are legally restricted to expenditures for specified purposes. Funds in this category include Police Forfeiture, Regional Transportation Sales Tax, Highway User Revenue, Local Transportation Assistance, Operating Grants, Community Development Block Grant, Public Housing Grants, and Expendable Trust Funds.

Police Forfeiture Fund – Restricted for specific law enforcement purposes only, subject to laws, rules, regulations, and orders established at state and federal levels.

Regional Transportation Sales Tax Fund – Used for construction of new freeways, widening of existing freeways and highways, improvements to the arterial street system, regional bus service and other special transportation services, and high-capacity transit services such as light rail, bus rapid transit, and express buses.

Highway User Revenue Fund (HURF) – Used to account for the receipt and expenditure of the City’s allocation of state highway user taxes. State law restricts the use of these monies to maintenance, construction, and reconstruction of streets, and repayment of transportation-related debt.

Local Transportation Assistance Fund (LTAF) – Used to account for the receipt and expenditure of the City’s allocation of state lottery monies. State law restricts the use of these monies to street and highway projects in the public right-of-way and to mass transportation purposes.

Operating Grants – Used to account for the receipt and expenditure of miscellaneous federal and state grants awarded to the City for various specific purposes.

Community Development Block Grant (CDBG) – Used for all federal Community Development Block Grant revenue and related expenditures, such as housing rehabilitation and downtown renovation.

Public Housing Grants – Used to account for expenditures of the City’s public housing assistance programs, which consist of housing owned and operated by the City and rent subsidy payments to private sector owners of dwelling units. Financing for this fund is derived from tenants and the United States Department of Housing and Urban Development.

Expendable Trust Funds – Accounted for and reported in the same manner as governmental funds for purposes designated by the donors or legal restrictions. Both the principal and earnings of these funds can be expended for the trusts' intended purposes.

Capital Project Funds – Designed to account for resources expended to acquire assets of a relatively permanent nature. These funds include bond proceeds, system development or impact fees, capital grants, general fund, and contributions for needed capital assets such as buildings, public works, and equipment (Special Revenue and Proprietary Funds are not included in this category).

Proprietary Funds – Used to account for the City's organizations and activities which are similar to those often found in the private sector.

Enterprise Funds – Governmental accounting funds in which the services provided are financed and operated similarly to those of a private business, where the costs of providing goods or services to the general public is financed through user fees. The City has established enterprise funds for water service, reclaimed water service, wastewater service, wastewater industrial treatment, solid waste service, and the operation of the airport. All are considered to be self-sufficient and are required to stand on their own, except the Airport, which receives a General Fund subsidy.

Water Fund – Used to account for the provision of water services to residents, businesses, and Maricopa County residents located within City limits. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing and related debt service, billing, and collection. Revenues are generated through user fees.

Reclaimed Water Fund – Used to account for the provision of reclaimed water services to businesses, golf courses, and homeowner associations and Maricopa County residents located within City limits. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing, billing, and collection. Revenues are generated through user fees.

Wastewater Fund – Used to account for the provision of wastewater services to residents, businesses, and Maricopa County residents located within City limits. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing, and related debt service, billing, and collection. The revenues to support these demands are generated through user fees.

Wastewater Industrial Treatment Fund – Used to account for the provision of wastewater industrial treatment services to Intel Corporation. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing, and related debt service, billing, and collection. The revenues to support these demands are generated through Intel Corporation expense reimbursement.

Solid Waste Fund – Used to account for the provision of solid waste services to residents. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing and related debt service, billing, and collection. User fees are assessed to generate revenues adequate to cover these costs.

Airport Fund – Used to account for the provision of airport services. All activities necessary to provide such service are accounted for in this fund, including but not limited to administration, operation, maintenance, financing and related debt service, billing and collection. Revenues are generated through airport leasing and fuel sales.

Internal Service Funds – Used to account for the financing of goods or services to departments of the City, on a cost reimbursement basis or calculated rate.

Self Insurance Funds – Established to account for the cost of property and public liability claims, uninsured environmental issues, workers' compensation, dental, medical, and short-term disability used by the City under self-insurance programs.

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Fiduciary Funds – These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. Use of these funds facilitates the discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority.

Special Assessment Funds – Charge made by a local government for the cost of an improvement or service. It is usually levied on those who will benefit from the service.

Permanent Fund (Pension) – This is a fund used to account for the accumulation of resources to be used for retirement annuity payments at the appropriate amounts and times in the future.

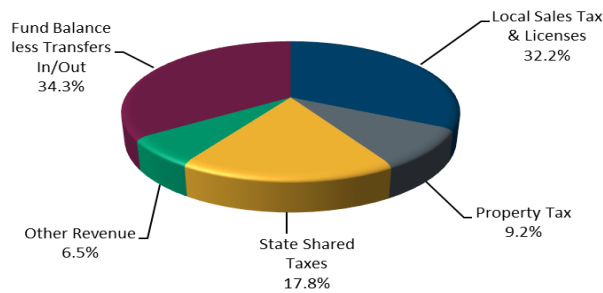
Fund Structure Summary

FY 2021-22 Total Budget \$1,058,074,338				
Governmental Funds			Proprietary Funds	
General Operating Funds \$347,164,601	Special Revenue Funds \$122,232,320	Capital Project Funds \$268,172,613	Enterprise Funds \$277,625,994	Internal Service Funds \$42,878,810
General \$306,685,101	Police Forfeiture \$772,000	General Gov't Capital Projects \$55,002,615	Water Operations \$70,893,811	Workers' Compensation Self Insurance Trust \$4,654,684
General Obligation Debt Service \$40,479,500	Highway User Revenue \$23,862,840	Capital Replacement \$7,778,395	Reclaimed Water Operations \$1,765,578	Self-Insured Liability (Risk) Self Insurance \$6,875,477
	Local Transportation Assistance \$2,241,395	Capital Grants \$44,646,239	Wastewater Operations \$166,678,133	Uninsured Liability Self Insurance \$1,745,371
	Operating Grants \$74,819,420	Municipal Arts \$701,000	WW Industrial Process Treatment Operations \$14,929,939	Short Term Disability Self Insurance \$607,852
	Housing & Urban Development \$17,985,594	General Obligation Bonds \$46,127,481	Solid Waste Operations \$19,171,803	Dental Self Insurance \$2,619,000
	Community Development Block Grant \$2,283,325	Enterprise Bonds \$64,848,935	Airport Operations \$4,186,730	Medical Self Insurance Trust \$26,376,426
	Expendable Trust Funds \$267,746	General Gov't Impact Fees \$35,630,392		
		System Development Fees \$13,437,559		

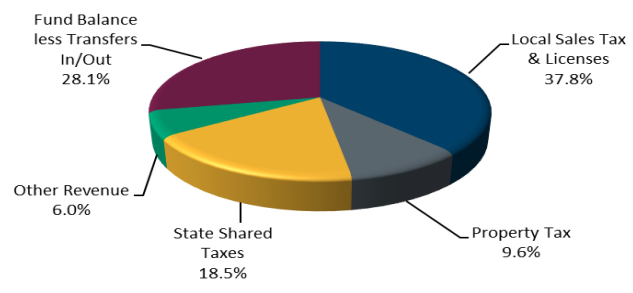
General Fund Revenue Summaries

The General Fund revenue categories are presented in the chart and table below. The chart provides information on each category as a percent of the total General Fund revenues for FY 2020-21 and FY 2021-22. The table provides information on percentage increase or decrease from the prior adopted budget. The General Fund revenue budget includes allocations in the General Fund, General Obligation Debt Service Fund, and the General Government Capital Projects Fund.

2020-21 Comparative % of Total Revenues



2021-22 Comparative % of Total Revenues



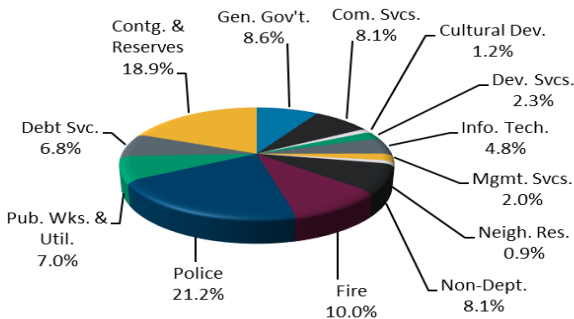
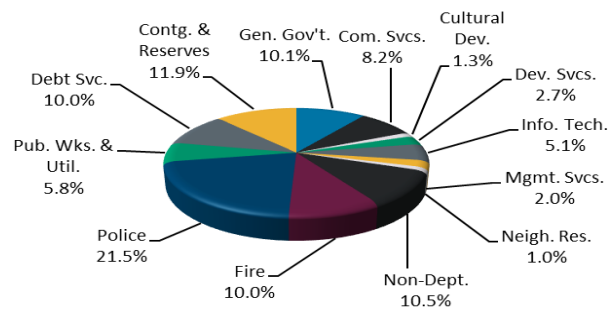
	2020-21 Adopted Budget	2020-21 % of Total Adopted	2021-22 Adopted Budget	2021-22 % of Total Adopted	% Change Adopted to Adopted
Local Sales Tax & Licenses	\$ 127,791,752	32.2%	\$ 152,179,200	37.8%	19.1%
Property Tax ⁽¹⁾	36,529,729	9.2%	38,763,200	9.6%	6.1%
State Shared Taxes	70,770,000	17.8%	74,390,000	18.5%	5.1%
Other Revenues	25,937,214	6.5%	23,989,067	6.0%	(7.5%)
Fund Balance less Transfer In/Out	136,108,244	34.3%	112,845,749	28.1%	(17.1%)
Total General Fund⁽²⁾	\$ 397,136,939	100%	\$ 402,167,216	100%	1.3%

⁽¹⁾ FY 2020-21 Property Tax adopted amount of \$36,529,729 includes Prior Year Property Tax (Primary and Secondary) of \$200,000. FY 2021-22 Property Tax adopted amount of \$38,763,200 includes Prior Year Property Tax (Primary and Secondary) of \$225,000.

⁽²⁾ FY 2020-21 includes General Funds of \$316,992,227, GO Debt Service Funds of \$28,970,415, and General Government Capital Project Funds of \$51,174,297; FY 2021-22 includes General Funds of \$306,685,101, GO Debt Service Funds of \$40,479,500, and General Government Capital Project Funds of \$55,002,615.

General Fund Expenditure Summaries

The General Fund expenditure categories are presented in the charts and table below. The charts provide information on each category as a percent of the total General Fund expenditures for FY 2019-20 and FY 2020-21. The table provides information on percentage increase or decrease from the prior adopted budget. The General Fund expenditure budget includes allocations in the General Fund, General Obligation Debt Service Fund, and the General Government Capital Projects Fund.

2020-21 Comparative % of Total Expenditures**2021-22 Comparative % of Total Expenditures**

	2020-21 Adopted Budget	2020-21 % of Total Adopted	2021-22 Adopted Budget	2021-22 % of Total Adopted	% Change Adopted to Adopted
General Government	\$ 34,306,283	8.6%	\$ 40,637,139	10.1%	18.5%
Community Services	32,171,090	8.1%	33,019,022	8.2%	2.6%
Cultural Development	4,618,835	1.2%	5,116,816	1.3%	10.8%
Development Services	9,113,629	2.3%	10,800,453	2.7%	18.5%
Information Technology	18,984,487	4.8%	20,315,040	5.1%	7.0%
Management Services	8,075,928	2.0%	8,211,540	2.0%	1.7%
Neighborhood Resources	3,556,968	0.9%	4,036,275	1.0%	13.5%
Non-Departmental	32,302,710	8.1%	42,095,710	10.5%	30.3%
Public Safety - Fire	39,763,770	10.0%	40,065,299	10.0%	0.8%
Public Safety - Police	84,105,520	21.2%	86,445,764	21.5%	2.8%
Public Works & Utilities	27,946,198	7.0%	23,518,358	5.8%	(15.8%)
Debt Service	27,135,385	6.8%	40,144,916	10.0%	47.9%
Contingency & Reserves ⁽¹⁾	75,056,136	18.9%	47,760,884	11.9%	(36.4%)
Total General Fund⁽²⁾	\$ 397,136,939	100%	\$ 402,167,216	100%	1.3%
Personnel & Benefits	\$ 194,208,774	48.9%	\$ 205,237,914	51.0%	5.7%
Operating & Maintenance	76,947,732	19.4%	94,415,803	23.5%	22.7%
Major Capital	50,924,297	12.8%	54,752,615	13.6%	7.5%
Contingency & Reserves ⁽¹⁾	75,056,136	18.9%	47,760,884	11.9%	(36.4%)
Total General Fund⁽²⁾	\$ 397,136,939	100.0%	\$ 402,167,216	100.0%	1.3%

⁽¹⁾ Contingency funds and reserves are one-time appropriations comprised of various funds, of which the majority is restricted in their use. Contingency funds can be used for unanticipated revenue shortfalls or unforeseen or emergency expenditures. Use of these funds requires Council approval.

⁽²⁾ FY 2020-21 includes General Funds of \$316,992,227, GO Debt Service Funds of \$28,970,415, and General Government Capital Project Funds of \$51,174,297; FY 2021-22 includes General Funds of \$306,685,101, GO Debt Service Funds of \$40,479,500, and General Government Capital Project Funds of \$55,002,615.

Financial & Personnel Overview

2021-22 Adopted Budget

General Fund Expenditure – by Function

The adopted General Fund budget, divided between operating and capital, is shown below. The FY 2021-22 budget reflects a 0.3% increase in the General Fund Operating budget due to increases in non-departmental and debt services offset by the reduction of the prior fiscal year one-time contingency and reserves funding related to the AZCARES grant.

The FY 2021-22 General Fund Capital budget reflects a 7.5% increase primarily due to the additional appropriated capital carryforward when compared to FY 2020-21. The combined operating and capital General Fund change from the prior fiscal year increased by 1.3%.

Operating Budget

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 30,105,328	\$ 31,747,141	5.5%
Community Services	26,794,778	27,604,362	3.0%
Cultural Development	3,634,295	3,779,431	4.0%
Development Services	9,113,629	9,465,361	3.9%
Information Technology	11,792,184	12,631,421	7.1%
Management Services	8,075,928	8,211,540	1.7%
Neighborhood Resources	3,556,968	4,036,275	13.5%
Non-Departmental	23,840,567	33,652,628	41.2%
Public Safety - Fire	38,895,433	38,237,224	(1.7%)
Public Safety - Police	77,989,907	79,309,326	1.7%
Public Works & Utilities	10,222,104	10,834,092	6.0%
Total Department Operating	\$ 244,021,121	\$ 259,508,801	6.3%
Debt Service	27,135,385	40,144,916	47.9%
Contingency & Reserves	74,806,136	47,510,884	(36.5%)
Total Operating	\$ 345,962,642	\$ 347,164,601	0.3%

Capital Budget

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 2,188,294	\$ 4,498,990	105.6%
Community Services	3,173,434	1,467,000	(53.8%)
Cultural Development	784,477	525,000	(33.1%)
Development Services	-	1,213,400	N/A
Information Technology	2,132,250	1,882,849	(11.7%)
Non-Departmental	-	237,000	N/A
Public Safety - Fire	800,000	988,000	23.5%
Public Safety - Police	1,773,000	2,477,000	39.7%
Public Works & Utilities	3,889,188	2,568,520	(34.0%)
Total Major Capital	\$ 14,740,643	\$ 15,857,759	7.6%
Capital Carryforward	36,183,654	38,894,856	7.5%
Contingency & Reserves	250,000	250,000	0.0%
Total Major Capital Budget	\$ 51,174,297	\$ 55,002,615	7.5%
Grand Total⁽¹⁾	\$ 397,136,939	\$ 402,167,216	1.3%

⁽¹⁾ FY 2020-21 includes General Funds of \$316,992,227, GO Debt Service Funds of \$28,970,415, and General Government Capital Project Funds of \$51,174,297; FY 2021-22 includes General Funds of \$306,685,101, GO Debt Service Funds of \$40,479,500, and General Government Capital Project Funds of \$55,002,615.

Special Revenue Funds Revenues and Expenditures

Special Revenue Funds can only be used for specific purposes as dictated by A.R.S. Detail on the Special Revenue Fund revenue and expenditure categories are presented in the tables below, with Other Revenues consisting of Museum Trust Fund, Parks and Recreation Trust Fund, and Library Trust Fund revenues.

Revenues

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
Police Forfeiture	\$ 750,000	\$ 750,000	0.0%
Regional Transportation Sales Tax	-	200,000	N/A
Highway User Revenue	16,500,000	17,373,409	5.3%
Local Transportation Assistance	700,000	673,600	(3.8%)
Operating Grants	5,000,000	57,650,000	1053.0%
HOME Program Grant	880,000	910,000	3.4%
Community Development Block Grant	1,925,950	2,065,950	7.3%
PHA Family Sites Grant	770,000	800,000	3.9%
PHA Elderly & Scattered Grant	396,000	396,000	0.0%
PHA Management Grant	452,000	452,000	0.0%
PHA Family Self Sufficiency Grant	165,000	165,000	0.0%
PHA Section 8 Vouchers Grant	5,550,000	6,120,000	10.3%
PHA Capital Program Grant	850,000	950,000	11.8%
Proceeds Reinvestment Grant	130,000	150,000	15.4%
PHA Grant Contingency	3,000,000	3,000,000	0.0%
Other Revenues	2,511,100	2,734,500	8.9%
Fund Balance less Transfers In/Out	8,613,143	27,841,861	223.2%
Total Special Revenue Funds	\$ 48,193,193	\$ 122,232,320	153.6%

Expenditures

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 1,256,822	\$ 2,064,697	64.3%
Community Services	161,862	209,536	29.5%
Cultural Development	52,910	46,210	(12.7%)
Development Services	736,393	721,506	(2.0%)
Neighborhood Resources	15,957,558	19,563,638	22.6%
Non-Departmental	136,900	217,800	59.1%
Police	804,257	806,464	0.3%
Public Works & Utilities	18,218,574	21,550,432	18.3%
Contingency & Reserves	10,867,917	77,052,037	609.0%
Total Special Revenue Funds	\$ 48,193,193	\$ 122,232,320	153.6%
Personnel & Benefits	\$ 7,145,880	\$ 7,107,445	(0.5%)
Operating & Maintenance	19,917,900	20,717,659	4.0%
Contingency & Reserves	10,867,917	77,052,037	609.0%
Capital - Major	10,261,496	17,355,179	69.1%
Total Special Revenue Funds	\$ 48,193,193	\$ 122,232,320	153.6%

Enterprise Operational Funds Revenues and Expenditures

Enterprise Funds are a type of fund in which the services provided are financed and operated similarly to a private business, where the costs of providing goods or services is financed through user fees and is self-sustaining in most cases.

Revenues

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
Water Services	\$ 51,658,500	\$ 55,239,947	6.9%
Reclaimed Water Services	1,769,200	1,800,000	1.7%
Wastewater Services	45,283,250	47,585,525	5.1%
WW Industrial Process Treatment	17,338,631	15,402,564	(11.2%)
Solid Waste Services	16,705,178	17,407,538	4.2%
Airport Services	980,000	855,000	(12.8%)
Other Revenues	5,342,180	4,368,528	(18.2%)
Fund Balance less Transfers In/Out	63,058,146	134,966,892	114.0%
Total Enterprise Operational Funds	\$ 202,135,085	\$ 277,625,994	37.3%

Expenses

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
Water	\$ 67,453,129	\$ 70,893,811	5.1%
Reclaimed Water	1,959,503	1,765,578	(9.9%)
Wastewater	95,601,192	166,678,133	74.3%
WW Industrial Process Treatment	16,866,006	14,929,939	(11.5%)
Solid Waste	17,535,827	19,171,803	9.3%
Airport	2,719,428	4,186,730	54.0%
Total Enterprise Operational Funds	\$ 202,135,085	\$ 277,625,994	37.3%
Personnel & Benefits	\$ 21,015,817	\$ 21,739,518	3.4%
Operating & Maintenance	90,076,006	96,182,143	6.8%
Contingency & Reserves	16,680,528	65,204,625	290.9%
Capital - Major	74,362,734	94,499,708	27.1%
Total Enterprise Operational Funds	\$ 202,135,085	\$ 277,625,994	37.3%

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Major Fund Summaries

The following tables provide summarized revenue and expenditure totals for the major funds.

General Fund (101)

Category	FY 2021-22		Dept/Cost Center	FY 2021-22	
	Revenue Budget			Expenditure Budget	
Property Tax	\$	8,453,200	City Clerk	\$	1,197,666
Franchise Fee		2,980,000	City Magistrate		4,996,699
Transaction Privilege Tax		148,278,200	City Mgr & Organizational Support		17,706,595
Other Licenses		921,000	CAPA		2,888,741
State Shared Revenues		74,390,000	Community Services		27,604,362
Charges for Services		16,448,817	Cultural Development		3,779,431
Miscellaneous Receipts		3,961,450	Development Services		9,465,361
Court Fines		3,409,300	Information Technology		12,631,421
Fund Balance		104,183,629	Law		3,915,729
Subtotal Resources	\$	363,025,596	Mayor & Council		1,041,711
Net Transfers In/Out ⁽¹⁾		(56,340,495)	Management Services		8,211,540
			Neighborhood Resources		4,036,275
			Non-Departmental ⁽²⁾		80,828,928
			Public Safety - Fire		38,237,224
			Public Safety - Police		79,309,326
			Public Works & Utilities		10,834,092
Total Resources	\$	306,685,101	Total Expenditures	\$	306,685,101

General Fund Debt Service Fund (310)

Category	FY 2021-22		Dept/Cost Center	FY 2021-22	
	Revenue Budget			Expenditure Budget	
Property Tax	\$	30,310,000	Debt Services	\$	40,144,916
Miscellaneous Receipts		169,500	Non-Departmental ⁽²⁾		334,584
Subtotal Resources	\$	30,479,500			
Net Transfers In/Out ⁽¹⁾		10,000,000			
Total Resources	\$	40,479,500	Total Expenditures	\$	40,479,500

General Government Capital Projects Fund (401)

Category	FY 2021-22		Dept/Cost Center	FY 2021-22	
	Revenue Budget			Expenditure Budget	
Miscellaneous Receipts	\$	-	City Mgr & Organizational Support	\$	8,889,998
Subtotal Resources	\$	-	Community Services		5,414,660
Net Transfers In/Out ⁽¹⁾	\$	55,002,615	Cultural Development		1,337,385
			Development Services		1,335,092
			Information Technology		7,683,619
			Non-Departmental ⁽²⁾		8,693,082
			Public Safety - Fire		1,828,075
			Public Safety - Police		7,136,438
			Public Works & Utilities		12,684,266
Total Resources	\$	55,002,615	Total Expenditures	\$	55,002,615

⁽¹⁾ Transfers in/out include indirect costs, potential loans, or loan paybacks; see Schedule D of the State Auditor General forms, located in the Schedules & Terms section, for details.

⁽²⁾ Includes Contingency & Reserves.

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Highway User Revenue Fund (HURF) (215)

Category	FY 2021-22		FY 2021-22	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Highway User Tax	\$ 17,373,409	Development Services	\$ 721,506	
Interest Income	415,000	Non-Departmental ⁽²⁾	1,713,400	
Fund Balance	6,201,710	Public Works & Utilities	21,427,934	
Subtotal Resources	\$ 23,990,119			
Net Transfers In/Out ⁽¹⁾	(127,279)			
Total Resources	\$ 23,862,840	Total Expenditures	\$ 23,862,840	

Local Transportation Assistance Fund (LTAF) (216)

Category	FY 2021-22		FY 2021-22	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Lottery Entitlement	\$ 673,600	City Mgr & Organizational Support	\$ 2,064,697	
Bus Shelter/Service	153,600	Non-Departmental ⁽²⁾	54,200	
Interest Income	60,000	Public Works & Utilities	122,498	
Fund Balance	1,356,128			
Subtotal Resources	\$ 2,243,328			
Net Transfers In/Out ⁽¹⁾	(1,933)			
Total Resources	\$ 2,241,395	Total Expenditures	\$ 2,241,395	

Grant Funds (217 thru 240)

Category	FY 2021-22		FY 2021-22	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Operating Grants	\$ 57,650,000	Neighborhood Resources	\$ 19,563,638	
Home Program	910,000	Non-Departmental ⁽²⁾	75,468,237	
Community Dev Block Grant	2,065,950	Public Safety - Police	56,464	
Public Housing Authority (PHA)	3,288,000			
Housing Authority Section 8	6,265,000			
Capital Fund Program	950,000			
Proceeds Reinvestment Projects	175,000			
PHA Grant Contingency	3,000,000			
Interest	289,000			
Fund Balance	20,210,389			
Subtotal Resources	\$ 94,803,339			
Net Transfers In/Out ⁽¹⁾	285,000			
Total Resources	\$ 95,088,339	Total Expenditures	\$ 95,088,339	

Capital Grant Fund (417)

Category	FY 2021-22		FY 2021-22	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Grants	\$ 14,700,224	City Mgr & Organizational Support	\$ 4,592,835	
Fund Balance	29,946,015	Community Services	1,804,685	
		Cultural Development	196,356	
		Development Services	715,737	
		Public Works & Utilities	37,336,626	
Total Resources	\$ 44,646,239	Total Expenditures	\$ 44,646,239	

⁽¹⁾ Transfers in/out include indirect costs, potential loans, or loan paybacks; see Schedule D, located in the Schedules & Terms section, for details.⁽²⁾ Includes Contingency & Reserves.

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Water Operating (605)

Category	FY 2021-22		Dept/Cost Center	Expense Budget
	Revenue Budget			
Water Sales	\$	54,384,247	City Mgr & Organizational Support	\$ 14,000
Meter Installation Fees		393,000	Debt Services	14,663,089
Connect Fees		380,700	Information Technology	684,694
Other Charges		345,784	Non-Departmental ⁽²⁾	11,688,600
Miscellaneous Receipts		13,100	Public Works & Utilities	43,843,428
Interest		1,054,000		
Fund Balance		14,093,542		
Subtotal Resources	\$	70,664,373		
Net Transfers In/Out ⁽¹⁾		229,438		
Total Resources	\$	70,893,811	Total Expenses	\$ 70,893,811

Reclaimed Water Operating (612)

Category	FY 2021-22		Dept/Cost Center	Expense Budget
	Revenue Budget			
Reclaimed Water Sales	\$	1,800,000	Non-Departmental ⁽²⁾	\$ 229,400
Interest		21,000	Public Works & Utilities	1,536,178
Fund Balance		29,240		
Subtotal Resources	\$	1,850,240		
Net Transfers In/Out ⁽¹⁾		(84,662)		
Total Resources	\$	1,765,578	Total Expenses	\$ 1,765,578

Wastewater Operating (615)

Category	FY 2021-22		Dept/Cost Center	Expense Budget
	Revenue Budget			
Sewer Sales	\$	47,585,525	Debt Services	\$ 18,945,920
Service Charges		194,931	Information Technology	523,915
Other Charges		775,000	Non-Departmental ⁽²⁾	50,529,200
Miscellaneous Receipts		9,351	Public Works & Utilities	96,679,098
Interest		1,408,000		
Fund Balance		112,146,590		
Subtotal Resources	\$	162,119,397		
Net Transfers In/Out ⁽¹⁾		4,558,736		
Total Resources	\$	166,678,133	Total Expenses	\$ 166,678,133

⁽¹⁾ Transfers in/out include indirect costs, potential loans, or loan paybacks; see Schedule D, located in the Schedules & Terms section, for details.

⁽²⁾ Includes Contingency & Reserves.

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Wastewater Industrial Process Treatment (616)

FY 2021-22			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Industrial Surcharge Fees	\$ 15,402,564	Non-Departmental ⁽²⁾	\$ 2,005,600
Subtotal Resources	\$ 15,402,564	Public Works & Utilities	12,924,339
Net Transfers In/Out ⁽¹⁾	(472,625)		
Total Resources	\$ 14,929,939	Total Expenses	\$ 14,929,939

Solid Waste Operating (625)

FY 2021-22			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Refuse Charges	\$ 17,190,238	Information Technology	\$ 225,266
Dumping Fees	117,300	Non-Departmental ⁽²⁾	2,243,800
Other Revenues	424,462	Public Works & Utilities	16,702,737
Interest	272,000		
Fund Balance	2,259,555		
Subtotal Resources	\$ 20,263,555		
Net Transfers In/Out ⁽¹⁾	(1,091,752)		
Total Resources	\$ 19,171,803	Total Expenses	\$ 19,171,803

Airport Operating (635)

FY 2021-22			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Tie Down Fees	\$ 512,500	City Mgr & Organizational Support	\$ 3,954,489
Sale of Gas/Oil	60,000	Information Technology	11,516
Airport Leases	290,500	Non-Departmental ⁽²⁾	220,725
Other Revenues	24,900		
Subtotal Resources	\$ 887,900		
Net Transfers In/Out ⁽¹⁾	3,298,830		
Total Resources	\$ 4,186,730	Total Expenses	\$ 4,186,730

⁽¹⁾ Transfers in/out include indirect costs, potential loans, or loan paybacks; see Schedule D, located in the Schedules & Terms section, for details.

⁽²⁾ Includes Contingency & Reserves.

Summary of Revenues, Expenditures, and Changes in Fund Balance

The Estimated Beginning Fund Balance line for the category of funds listed below represents the residual funds brought forward from the previous year. Estimated Beginning Fund Balance represents the net financial resources that are available for appropriation. Only a portion of this residual Fund Balance is typically appropriated each year to cover the delta between revenues and expenditures. The remaining portion remains in the Fund Balance designated for future uses. Estimated Ending Fund Balances in the summary below are typically used as contingency the next year, which would remain unspent barring any emergencies. The following table shows a summary of revenues, expenditures, and estimated changes in fund balance for related fund types.

Summary (In Thousands)

	General Funds ⁽¹⁾			Special Revenue Funds			Internal Service Funds		
	2019-20 Actual	2020-21 Actual*	2021-22 Adopted	2019-20 Actual	2020-21 Actual*	2021-22 Adopted	2019-20 Actual	2020-21 Actual*	2021-22 Adopted
Budgeted Fund Balance			\$ 104,184			\$ 27,886			\$ 9,150
Designated Reserve			\$ 92,663			\$ 45,453			\$ 38,049
Estimated Beginning Fund Balance	\$ 193,644	\$ 215,983	\$ 196,847	\$ 33,806	\$ 44,749	\$ 73,339	\$ 44,693	\$ 49,800	\$ 47,199
Revenues:									
Property Taxes	34,270	36,625	38,763	-	-	-	-	-	-
Local Taxes/Licenses	144,874	149,096	152,179	-	-	-	-	-	-
State-Shared Taxes	70,770	76,250	74,390	1,827	4,918	874	-	-	-
Charges for Service	19,016	14,863	16,449	-	-	-	-	-	-
Enterprise Sales	-	-	-	-	-	-	-	-	-
System Development Fees	-	-	-	-	-	-	-	-	-
Bond Revenue	-	-	-	-	-	-	-	-	-
Miscellaneous	37,298	6,604	7,540	3,612	2,180	1,674	30,463	30,343	30,773
Intergovernmental	-	-	-	28,521	43,814	91,677	-	-	-
Expendable Trust Fund	-	-	-	129	141	166	-	-	-
Interfund Transfers In/Out	(14,745)	(37,029)	(46,340)	(907)	30,144	(44)	3,528	2,709	2,956
Total Revenues	\$ 291,482	\$ 246,408	\$ 242,981	\$ 33,181	\$ 81,196	\$ 94,346	\$ 33,991	\$ 33,052	\$ 33,729
Total Available Resources	\$ 485,126	\$ 462,391	\$ 347,165	\$ 66,987	\$ 125,945	\$ 122,232	\$ 78,684	\$ 82,852	\$ 42,879
Expenditures:									
City Manager	17,200	16,123	17,707	1,513	10,724	2,065	1,414	1,392	1,579
City Clerk	1,076	911	1,198	-	-	-	-	-	-
City Magistrate	4,444	4,343	4,997	-	18	-	-	-	-
Communication & Public Affairs	2,424	2,580	2,889	-	-	-	-	-	-
Community Services	24,478	26,715	27,604	198	168	210	-	-	-
Cultural Development	3,448	3,703	3,779	6	44	46	-	-	-
Development Services	7,905	8,666	9,465	-	656	722	-	-	-
Information Technology	10,122	12,420	12,631	-	7,700	-	-	-	-
Law	3,778	3,894	3,916	12	12	-	2,411	5,712	6,067
Management Services	7,692	7,557	8,212	-	-	-	593	890	1,240
Mayor & Council	986	994	1,042	-	-	-	-	-	-
Neighborhood Resources	3,318	3,603	4,036	9,510	20,814	19,564	-	-	-
Non-Departmental	27,898	16,984	81,164	-	500	77,270	24,466	27,660	33,994
Public Safety - Fire	37,336	40,733	38,237	65	375	-	-	-	-
Public Safety - Police	76,116	77,791	79,309	3,064	1,645	806	-	-	-
Public Works & Utilities	12,159	11,393	10,834	7,871	9,950	21,550	-	-	-
Debt Service	28,764	27,135	40,145	-	-	-	-	-	-
Total Expenditures	\$ 269,143	\$ 265,544	\$ 347,165	\$ 22,238	\$ 52,606	\$ 122,232	\$ 28,884	\$ 35,653	\$ 42,879
Estimated Ending Fund Balance	\$ 215,983	\$ 196,847	\$ 92,663	\$ 44,749	\$ 73,339	\$ 45,453	\$ 49,800	\$ 47,199	\$ 38,049
% Change Actual to Estimated			-53%			-38%			-19%

*2020-21 Actual reflects estimated year-end (unaudited).

⁽¹⁾ In this presentation the General Fund category includes General Fund 101 and General Obligation Debt Service Fund 310; General Government Capital Projects Fund 401 is included in the Capital Projects category.

Summary of Revenues, Expenditures, and Changes in Fund Balance

Summary (In Thousands)

	Capital Project Funds			Enterprise Funds			Grand Total		
	2019-20 Actual	2020-21 Actual*	2021-22 Adopted	2019-20 Actual	2020-21 Actual*	2021-22 Adopted	2019-20 Actual	2020-21 Actual*	2021-22 Adopted
Budgeted Fund Balance			\$ 128,149			\$ 128,529			\$ 397,897
Designated Reserve			\$ 53,093			\$ 90,185			\$ 319,443
Estimated Beginning Fund Balance	\$ 172,390	\$ 188,370	\$ 181,242	\$ 178,204	\$ 199,971	\$ 218,714	\$ 622,737	\$ 698,873	\$ 717,341
Revenues:									
Property Taxes	-	-	-	-	-	-	34,270	36,625	38,763
Local Taxes/Licenses	-	-	-	16	15	17	144,890	149,111	152,197
State-Shared Taxes	-	-	-	-	-	-	72,597	81,168	75,264
Charges for Service	-	-	-	2,508	2,155	2,388	21,523	17,017	18,837
Enterprise Sales	-	-	-	131,317	134,286	137,450	131,317	134,286	137,450
System Development Fees	21,329	20,756	22,106	-	-	-	21,329	20,756	22,106
Bond Revenue	48,081	-	60,460	-	-	-	48,081	-	60,460
Miscellaneous	10,017	8,555	5,767	5,851	3,265	2,803	87,240	50,947	48,556
Intergovernmental	17,291	10,850	14,700	-	-	-	45,812	54,664	106,378
Expendable Trust Fund	-	-	-	-	-	-	129	141	166
Interfund Transfers In/Out	19,627	11,744	36,991	(7,495)	(7,544)	6,438	7	23	-
Total Revenues	\$ 116,346	\$ 51,905	\$ 140,024	\$ 132,196	\$ 132,176	\$ 149,097	\$ 607,195	\$ 544,738	\$ 660,177
Total Available Resources	\$ 288,736	\$ 240,275	\$ 268,173	\$ 310,400	\$ 332,147	\$ 277,626	\$ 1,229,933	\$ 1,243,611	\$ 1,058,074
Expenditures:									
City Manager	3,669	778	13,726	1,256	1,282	3,968	25,050	30,299	39,045
City Clerk	-	-	-	-	-	-	1,076	911	1,198
City Magistrate	-	-	-	-	-	-	4,444	4,361	4,997
Communication & Public Affairs	-	-	-	-	-	-	2,424	2,580	2,889
Community Services	8,715	2,660	25,165	-	-	-	33,390	29,543	52,979
Cultural Development	865	259	2,186	-	-	-	4,319	4,006	6,012
Development Services	0	-	4,255	-	-	-	7,906	9,322	14,442
Information Technology	2,208	925	7,712	44	-	1,445	12,374	21,045	21,788
Law	-	-	-	-	-	-	6,202	9,619	9,983
Management Services	-	-	59	-	-	-	8,285	8,446	9,510
Mayor & Council	-	-	-	-	-	-	986	994	1,042
Neighborhood Resources	15	-	-	-	-	-	12,843	24,416	23,600
Non-Departmental	10,433	5,987	16,393	639	750	66,917	63,436	51,881	275,737
Public Safety - Fire	4,492	3,133	8,525	-	-	-	41,894	44,241	46,762
Public Safety - Police	4,695	2,953	9,874	-	-	-	83,874	82,389	89,990
Public Works & Utilities	65,275	42,337	180,277	74,666	78,817	171,686	159,970	142,496	384,348
Debt Service	-	-	-	33,824	32,584	33,609	62,588	59,720	73,754
Total Expenditures	\$ 100,367	\$ 59,033	\$ 268,173	\$ 110,429	\$ 113,433	\$ 277,626	\$ 531,060	\$ 526,270	\$ 1,058,074
Estimated Ending Fund Balance	\$ 188,370	\$ 181,242	\$ 53,093	\$ 199,971	\$ 218,714	\$ 90,185	\$ 698,873	\$ 717,341	\$ 319,443
% Change Actual to Estimated			-71%			-59%			-55%

*2020-21 Actual reflects estimated year-end (unaudited).

Fund Balance Analysis

The following fund balance analysis is provided for the various categories of funds shown on the previous table (Summary of Revenues, Expenditures, and Changes in Fund Balance), with additional explanation for categories anticipated to decrease by more than 10%.

The City budget includes both appropriated and unappropriated fund balance (designated reserves). The appropriated fund balance represents the net difference between current resources and total appropriated expenditures. In the budget process, unreserved fund balances represent the net financial resources that are expendable or available for appropriation. Fund balances are used for one-time (non-operational) expenditures since they are non-recurring revenue or they are appropriated as contingency. Per City financial policy, depending on the fund and type of reserve created, contingency reserves can only be used for items such as emergency situations, unexpected one-time opportunities, appropriation transfers to allow spending in other funds, or unanticipated events threatening the public health, safety, or welfare of its citizens. Fund balance protects the City's fiscal health by assuring sufficient funds are available to meet potential financial challenges in the future. According to the City Charter and the Expenditure Limitation under the Home Rule Option, total expenditures cannot exceed the amount of the adopted budget. As such, any planned use of fund balance is appropriated through the budget process.

General Fund Balance – For this presentation, the General Fund category includes General Fund and General Obligation Debt Service Fund; the General Government Capital Projects Fund is included in the Capital Projects Fund Balance category. Most of the City's governmental activities are financed from the General Fund. Expenditures for public purposes may be made from cash held in the General Fund with freedom from the restrictions imposed on other funds. The FY 2021-22 Budget anticipates the use of \$104.2 million of fund balance to supplement revenue collections to fund estimated expenditures, which results in a 53% decrease in fund balance. These funds are being applied toward one-time expenditures, including one-time funding to PSPRS towards the goal of paying down the unfunded liability, and transfers to the General Government Capital Projects Fund to fund projects without borrowing. The projected decrease includes an appropriated \$38.8 million Contingency Reserve adopted by Council; however, this contingency is minimally used. The projection assumes this contingency is used, and all other General Fund appropriation is completely spent. A revised ending fund balance, assuming the contingency is not spent, would be an approximate 33% decrease for a fund balance of \$130 million.

Special Revenue Fund Balance – These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. This category includes the Police Forfeiture Fund, Regional Transportation Sales Tax Fund, HURF, LTAF, Grants, including CDBG and Housing and Urban Development (HUD), as well as the Museum Trust Fund, Parks and Recreation Trust Fund, and the Library Trust Fund. This fund category reflects an \$27.8 million (38%) decrease in fund balance for FY 2021-22. Approximately \$7.5 million is due to use of accumulated fund balance to support two state-shared revenues, HURF and LTAF capital projects and about \$16.9 million in drawdown is related to various grant program carryforwards.

Internal Service Fund Balance – Self-insurance funds are established to account for any activity that provides goods or services to other funds or to departments. This category includes Workers' Compensation Trust Fund, Insured Liability Self Insurance Fund, Uninsured Liability Fund, Dental Self Insurance Fund, Medical Self Insurance Trust Fund, and Short-Term Disability Fund. Annual actuarial analyses provide recommended fund balance levels based on claim activity. The Internal Service funds category is expected to decrease by approximately \$9.1 million (19%) in FY 2021-22. Some of these funds include appropriation for liabilities that reflect a "worst case" scenario and are typically not expended; therefore the budgeted decrease in fund balance is not a major concern.

Capital Project Fund Balance – These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Special Revenue and Enterprise Funds). The financial resources of capital project funds come from several different sources, including bond proceeds, impact fees, system development fees, grants, General Fund, or contributions from operating funds. The Capital Project fund balance for FY 2021-22 shows that almost \$128.1 million is needed to supplement the revenue collected to fund one-time Capital Project expenditures for projects in process or new capital projects. The Capital Project fund balance includes a combination of the sources listed above for projects carried forward from prior years. Much of this decrease in fund balance is due to the use of bond proceeds from prior year bond sales and system development/impact fees collected in

prior years. Capital projects are typically not completed in one year, resulting in a significant amount of appropriation that is reappropriated in the next budget year; therefore, the budgeted 71% decrease in fund balance is a planned drawdown.

Enterprise Fund Balance – Enterprise funds are established to account for the operations of enterprises which provide goods or services to the public, and are financed and operated in a manner similar to private business. Enterprise fund balance includes the Water, Reclaimed Water, Wastewater, Wastewater Industrial Treatment, Solid Waste, and Airport funds. The Enterprise Adopted Budget for FY 2021-22 shows that approximately \$128.5 million of the fund balance is needed to supplement the revenue collection to offset estimated expenses, including debt service and one-time capital. This results in a budgeted 59% decrease in fund balance over FY 2020-21. The \$69.2 million decrease in Enterprise fund balance is attributed to the water and wastewater system budgets that reflect 100% spending of operating and capital, and high contingency reserve amounts. Historically, spending is much less than 100% and contingency amounts are minimally used. The decrease in fund balance is a planned drawdown.

Personnel Summary by Department and Cost Center

This table provides information on the number of FTE staff over four budget periods and changes to the authorized number of positions by cost center for FY 2021-22. The table captures all current year transfers, position additions and deletions, and positions added through the decision package process. Explanations of these changes are detailed at the cost center level in the respective department sections of this document.

Number of Personnel FTE

	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	New Requests/ Reductions	Transfers as of 7/1/2021	2021-22 Adopted
General Government							
Mayor and Council	4.000	4.500	4.500	4.500	0.000	0.000	4.500
Communications and Public Affairs							
Communications and Public Affairs	8.000	8.000	8.000	8.000	0.000	0.000	8.000
Video Production	2.000	2.000	2.000	3.000	0.000	0.000	3.000
Print, Mail & Graphics	5.000	5.000	5.000	4.000	0.000	0.000	4.000
	15.000	15.000	15.000	15.000	0.000	0.000	15.000
City Clerk	6.000	6.000	6.000	6.000	0.000	0.000	6.000
City Manager Administration	5.000	5.000	7.000	7.000	0.000	0.000	7.000
Organizational Development							
Airport	6.000	6.000	6.000	7.000	0.000	0.000	7.000
Buildings & Facilities	45.000	44.000	44.000	44.000	0.000	0.000	44.000
Economic Development	6.000	6.500	6.500	6.500	0.000	0.000	6.500
Tourism	1.000	1.000	1.000	1.000	0.000	0.000	1.000
Fleet Services	12.000	12.000	12.000	12.000	0.000	0.000	12.000
Human Resources	23.000	23.000	23.000	23.000	0.000	0.000	23.000
Transportation Policy	3.000	3.000	3.000	3.000	0.000	0.000	3.000
	96.000	95.500	95.500	96.500	0.000	0.000	96.500
City Magistrate	41.000	41.000	41.000	41.000	1.000	0.000	42.000
Law							
Law	28.000	28.000	28.000	28.000	0.000	0.000	28.000
Liability Litigation	4.000	4.000	4.000	4.000	0.000	0.000	4.000
	32.000	32.000	32.000	32.000	0.000	0.000	32.000
Subtotal - General Government	199.000	199.000	201.000	202.000	1.000	0.000	203.000
Community Services							
Administration	5.000	4.000	5.000	5.000	0.000	2.750	7.750
Library	63.800	63.800	63.800	62.750	0.000	(1.000)	61.750
Aquatics	16.750	16.750	16.750	15.500	0.000	0.000	15.500
Park Development and Operations	53.000	53.000	53.000	54.000	0.000	0.000	54.000
Recreation	11.375	9.375	9.375	8.750	0.000	(1.750)	7.000
Sports and Fitness Facilities	14.375	14.375	14.375	15.375	0.000	0.000	15.375
Nature and Recreation Facilities	13.250	13.250	12.250	12.250	0.000	0.000	12.250
	177.550	174.550	174.550	173.625	0.000	0.000	173.625
Cultural Development							
Administration	0.000	2.000	2.000	2.000	0.000	0.000	2.000
Center for the Arts	15.000	17.000	17.000	17.000	0.000	0.000	17.000
Downtown Redevelopment	2.000	1.000	1.000	1.000	0.000	0.000	1.000
Special Events	0.000	2.000	2.000	2.000	0.000	0.000	2.000
Museum	4.000	4.000	4.000	4.000	0.000	0.000	4.000
	21.000	26.000	26.000	26.000	0.000	0.000	26.000

Financial & Personnel Overview

2021-22 Adopted Budget

	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	New Requests/ Reductions	Transfers as of 7/1/2021	2021-22 Adopted
Development Services							
Administration	10.000	11.000	15.000	15.000	0.000	0.000	15.000
Planning	23.000	23.000	23.000	23.000	0.000	0.000	23.000
Building Safety	29.000	29.000	20.000	20.000	0.000	0.000	20.000
Transportation Engineering	0.000	0.000	8.000	8.000	0.000	0.000	8.000
Engineering	11.000	11.000	16.000	16.000	1.000	0.000	17.000
	73.000	74.000	82.000	82.000	1.000	0.000	83.000
Fire							
Administration	9.000	9.000	9.000	9.000	0.000	0.000	9.000
Health and Medical Services	10.000	10.000	10.000	10.000	0.000	0.000	10.000
Fire Operations	202.000	202.000	202.000	202.000	4.000	0.000	206.000
Prevention and Preparedness	9.000	9.000	9.000	9.000	0.000	0.000	9.000
Fire Support Services	4.000	4.000	4.000	4.000	0.000	0.000	4.000
	234.000	234.000	234.000	234.000	4.000	0.000	238.000
Information Technology							
IT Service Delivery Mgmt & Admin.	13.000	14.000	14.000	13.000	0.000	0.000	13.000
IT Applications Support	23.000	25.000	25.000	26.000	0.000	0.000	26.000
IT Infrastructure & Client Support	21.000	19.000	19.000	19.000	0.000	0.000	19.000
	57.000	58.000	58.000	58.000	0.000	0.000	58.000
Management Services							
Administration	4.000	4.000	4.000	4.000	0.000	0.000	4.000
Budget	6.000	6.000	6.000	6.000	0.000	0.000	6.000
Purchasing	6.900	6.900	6.900	6.900	0.000	0.000	6.900
Central Supply	5.100	5.100	5.100	5.100	0.000	0.000	5.100
Accounting	17.000	17.000	17.000	17.000	0.000	0.000	17.000
Tax and License	17.500	17.500	16.500	16.500	0.000	0.000	16.500
Utility Services	10.500	11.125	11.125	11.125	0.000	0.000	11.125
Environmental Management	3.000	3.000	5.000	5.000	0.000	0.000	5.000
	70.000	70.625	71.625	71.625	0.000	0.000	71.625
Neighborhood Resources							
Neighborhood Resources	2.000	2.000	2.000	2.000	0.000	0.000	2.000
Neighborhood Preservation	14.500	15.208	15.208	15.208	0.000	1.000	16.208
Community Resources	0.000	0.000	2.000	2.000	0.000	0.000	2.000
Housing and Redevelopment	23.500	23.792	23.500	23.500	0.000	(1.000)	22.500
Community Development	9.000	9.000	7.292	7.292	1.000	0.000	8.292
	49.000	50.000	50.000	50.000	1.000	0.000	51.000
Police							
Administration	10.000	10.000	10.000	10.000	0.000	0.000	10.000
Professional Standards	8.000	8.000	8.000	8.000	0.000	0.000	8.000
Property and Evidence	5.000	5.000	5.000	5.000	0.000	0.000	5.000
Forensic Services	21.000	21.000	21.000	21.000	0.000	0.000	21.000
Field Operations	195.000	194.000	195.000	196.000	0.000	0.000	196.000
Criminal Investigations	86.000	87.000	87.000	87.000	0.000	0.000	87.000
Planning and Research	9.000	9.000	9.000	10.000	0.000	0.000	10.000
Communications	46.000	46.000	46.000	46.000	0.000	0.000	46.000
Technology	12.000	12.000	12.000	10.000	0.000	0.000	10.000
Records	24.000	24.000	24.000	24.000	0.000	0.000	24.000
Detention Services	13.000	13.000	13.000	13.000	0.000	0.000	13.000
Operational Support	74.000	74.000	75.000	75.000	2.000	0.000	77.000
	503.000	503.000	505.000	505.000	2.000	0.000	507.000

Financial & Personnel Overview

2021-22 Adopted Budget

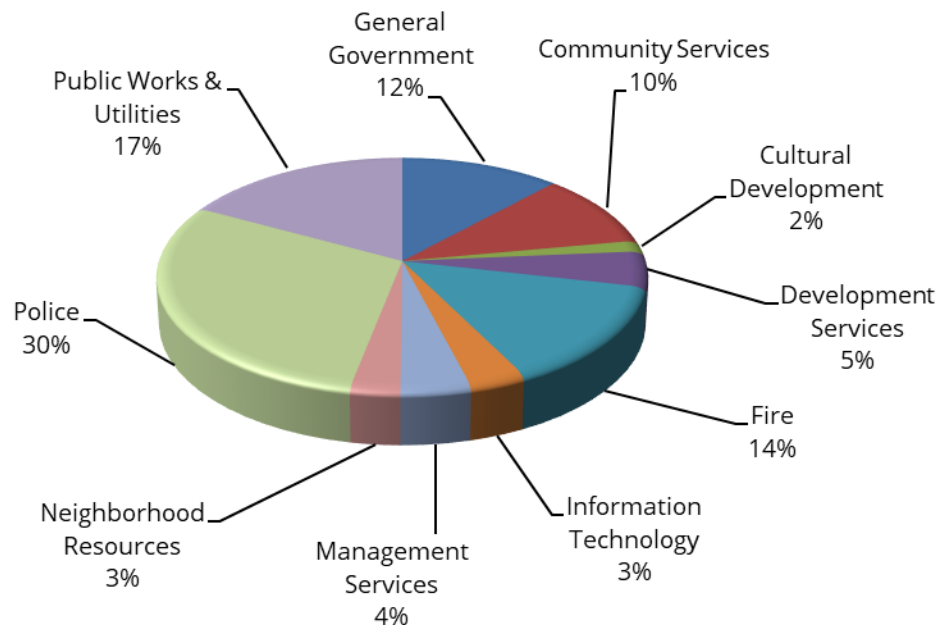
	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	New Requests/ Reductions	Transfers as of 7/1/2021	2021-22 Adopted
Public Works & Utilities							
Public Works Administration	2.500	3.500	2.500	2.500	0.000	0.000	2.500
Capital Projects	16.000	17.000	18.000	18.000	0.000	0.000	18.000
Streets	43.500	42.500	40.500	40.500	0.000	0.000	40.500
Traffic Engineering	26.000	25.000	17.000	17.000	0.000	0.000	17.000
Street Sweeping	9.000	9.000	9.000	9.000	0.000	0.000	9.000
Utilities Administration	5.500	5.500	5.500	5.500	0.000	0.000	5.500
Solid Waste Services	22.200	12.800	12.800	12.800	0.000	0.000	12.800
Recycling Solid Waste Collection Center	0.000	9.400	9.400	9.400	0.000	0.000	9.400
Water Distribution	28.000	28.000	28.000	28.000	0.000	0.000	28.000
Water Treatment Plant	14.500	14.500	14.500	14.500	0.000	0.000	14.500
Environmental Resources	7.800	7.800	7.800	7.800	0.000	0.000	7.800
Water Quality	12.000	12.000	12.000	12.000	0.000	0.000	12.000
Water Systems Maintenance	20.500	20.500	20.500	20.500	0.000	0.000	20.500
Meter Services	10.500	10.500	10.500	10.500	0.000	0.000	10.500
Wastewater Collection	10.000	10.000	10.000	10.000	0.000	0.000	10.000
Ocotillo Brine Reduction Facility	17.000	17.000	17.000	17.000	0.000	0.000	17.000
Lone Butte Wastewater Treatment	1.000	1.000	1.000	1.000	0.000	0.000	1.000
Wastewater Quality	5.000	5.000	5.000	5.000	0.000	0.000	5.000
Airport Water Reclamation Facility	27.000	27.000	27.000	27.000	0.000	0.000	27.000
Ocotillo Water Reclamation Facility	24.500	24.500	23.500	23.500	0.000	0.000	23.500
	302.500	302.500	291.500	291.500	0.000	0.000	291.500
CITY TOTAL	1,686.050	1,691.675	1,693.675	1,693.750	9.000	-	1,702.750
Population *	257,853	261,173	264,700	265,200			268,313
Employees Per 1,000 Population	6.5	6.5	6.4	6.4			6.3

* Population figures are based on updated annual estimates from the Planning Division.

Personnel Distribution by Department

The table and chart below reflect the percentage of personnel by department and the number of FTE staff by department for FY 2021-22.

Department	2021-22 FTE
General Government	203.000
Community Services	173.625
Cultural Development	26.000
Development Services	83.000
Fire	238.000
Information Technology	58.000
Management Services	71.625
Neighborhood Resources	51.000
Police	507.000
Public Works & Utilities	291.500
Total	1,702.750



FY 2021-22 Position Additions – All Funds

City Magistrate Department

Magistrate (1050)	1.000	Court Clerk I
	1.000	Total City Magistrate Department

Development Services Department

Engineering (3020)	1.000	Outside Plant Fiber System Specialist
	1.000	Total Development Services Department

Fire Department

Fire Operations (2230)	1.000	Firefighter
Fire Operations (2230)	1.000	Firefighter
Fire Operations (2230)	1.000	Firefighter
Fire Operations (2230)	1.000	Firefighter
	4.000	Total Fire Department

Neighborhood Resources Department

Community Development (4700)	1.000	Community Navigator Supervisor
	1.000	Total Neighborhood Resources Department

Police Department

Operational Support (2080)	1.000	Police Mental Health and Wellness Coordinator
Operational Support (2080)	1.000	Police Officer
	2.000	Total Police Department

9.000 **Grand Total - Additions**

Financial & Personnel Overview

2021-22 Adopted Budget

Personnel Costs by Fund

Personnel costs account for a significant portion of the total City operating budget, and include wages, benefit costs, and temporary employment costs. The table below breaks down the personnel costs by the various funding sources used to support City programs.

Fund Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Chg Adj to Adopted
General Fund	\$ 193,746,307	\$ 194,208,774	\$ 194,378,275	\$ 186,118,704	\$ 205,237,914	5.6%
Ongoing*	-	169,137,099	170,223,054	164,307,329	173,718,027	2.1%
One-time*	-	25,071,675	24,155,221	21,811,375	31,519,887	30.5%
Special Revenue Funds	\$ 4,036,936	\$ 4,330,724	\$ 4,334,773	\$ 3,862,018	\$ 4,424,589	2.1%
Ongoing*	-	4,330,724	4,334,773	3,862,018	4,414,589	1.8%
One-time*	-	-	-	-	10,000	N/A
Grants Funds⁽¹⁾	\$ 2,750,237	\$ 2,808,887	\$ 4,527,740	\$ 4,022,442	\$ 2,676,610	-40.9%
Ongoing*	-	2,732,937	4,451,790	3,946,492	2,676,610	-39.9%
One-time*	-	75,950	75,950	75,950	-	N/A
Internal Service Funds	\$ 2,811,454	\$ 3,383,344	\$ 3,471,988	\$ 3,532,201	\$ 3,331,736	-4.0%
Ongoing*	-	3,034,744	3,123,388	3,307,151	3,014,036	-3.5%
One-time*	-	348,600	348,600	225,050	317,700	N/A
Enterprise Funds	\$ 19,631,072	\$ 21,015,817	\$ 21,020,424	\$ 19,266,153	\$ 21,739,518	3.4%
Ongoing*	-	21,015,817	21,020,424	19,266,153	21,674,518	3.1%
One-time*	-	-	-	-	65,000	N/A
Trust and Agency Funds	\$ -	\$ 6,269	\$ 6,269	\$ 6,269	\$ 6,246	-0.4%
Total Ongoing	\$ 222,976,006	\$ 200,257,590	\$ 203,159,698	\$ 194,695,412	\$ 205,504,026	1.2%
Total One-time	\$ -	\$ 25,496,225	\$ 24,579,771	\$ 22,112,375	\$ 31,912,587	29.8%
Grand Total	\$ 222,976,006	\$ 225,753,815	\$ 227,739,469	\$ 216,807,787	\$ 237,416,613	4.2%

* Ongoing and One-time detail not available for FY 2019-20 Actual Expenditures.

⁽¹⁾ Grant personnel funds are not considered one-time for this presentation.



5 Resources



- Fiscal Year Comparative Summaries of Revenue Sources
- Major Revenue Sources with Analysis/ Historical Trends

“Moving Forward Together”



City revenues support a variety of services, infrastructure, and community programs. The FY 2021-22 budget includes allocations of American Rescue Plan Act grants and planned bond sales.

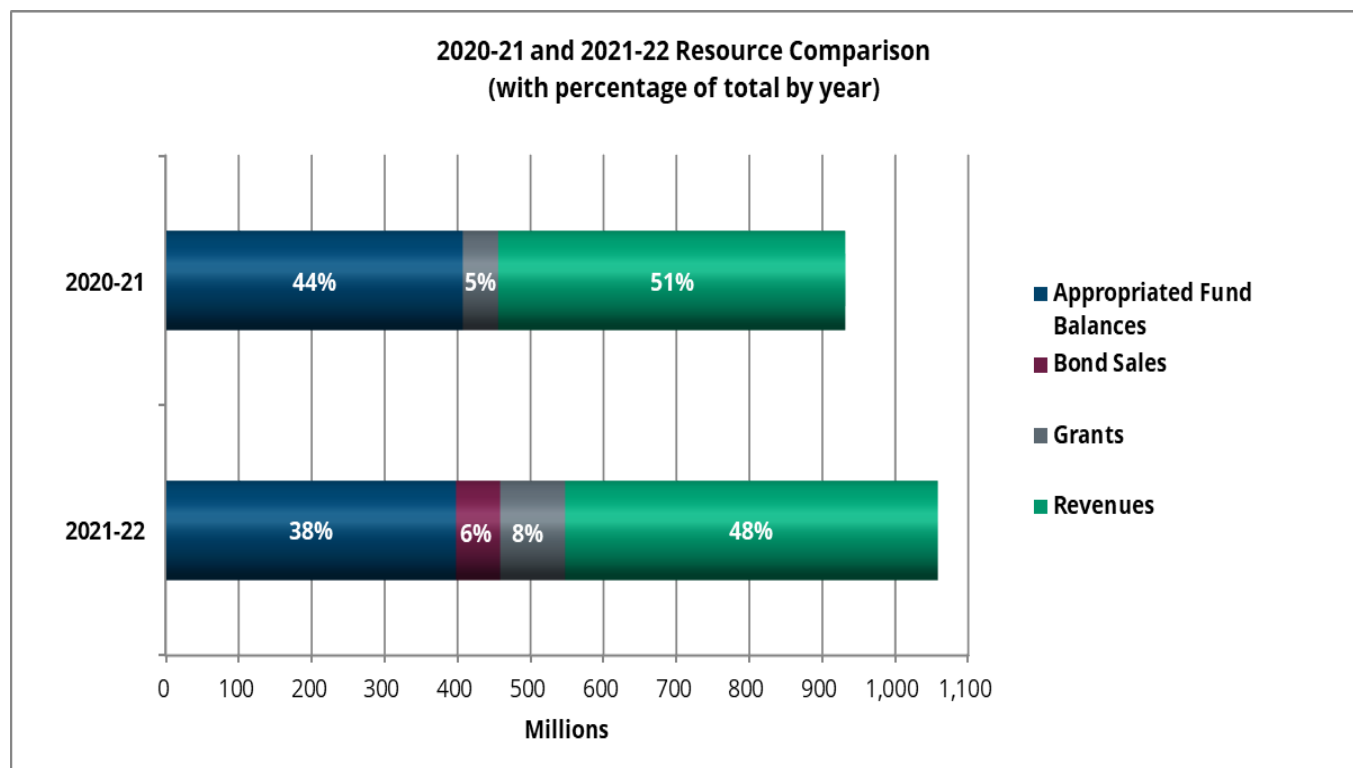
Resources Summary

The Resources section of this document has been prepared to present all sources of revenue in summary form and to offer a more detailed description of major revenue sources. The Resources section offers historical reference points and highlights of revenue fluctuations, and serves as the basis for current year estimates.

The next four pages of this section provide summarized data of the comparison of the FY 2020-21 Adopted Budget to the FY 2021-22 Adopted Budget. Subsequent pages in this section give a more detailed description of revenues, offering summaries of the revenue types, analyses of past revenue collections, and assumptions used in developing the FY 2021-22 adopted revenue projections. It is important to note that the FY 2020-21 adopted budget had significant reductions to revenues in most categories to address the anticipated effects of the COVID-19 pandemic.

Resources Categorical Comparison

	2019-20 Actual Revenues	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
Appropriated Fund Balances	\$ -	\$ 407,086,010	\$ 397,897,397	(2.3%)
Bond Sales	48,081,391	-	60,460,000	N/A
Grants	28,815,101	48,602,802	89,004,174	83.1%
Revenues	530,291,887	475,648,117	510,712,767	7.4%
Total Resources	\$ 607,188,379	\$ 931,336,929	\$ 1,058,074,338	13.6%
Encumbrance or Carryforward from Prior Years	-	(214,575,475)	(282,846,251)	
Net Adjusted Budget	\$ 607,188,379	\$ 716,761,454	\$ 775,228,087	8.2%

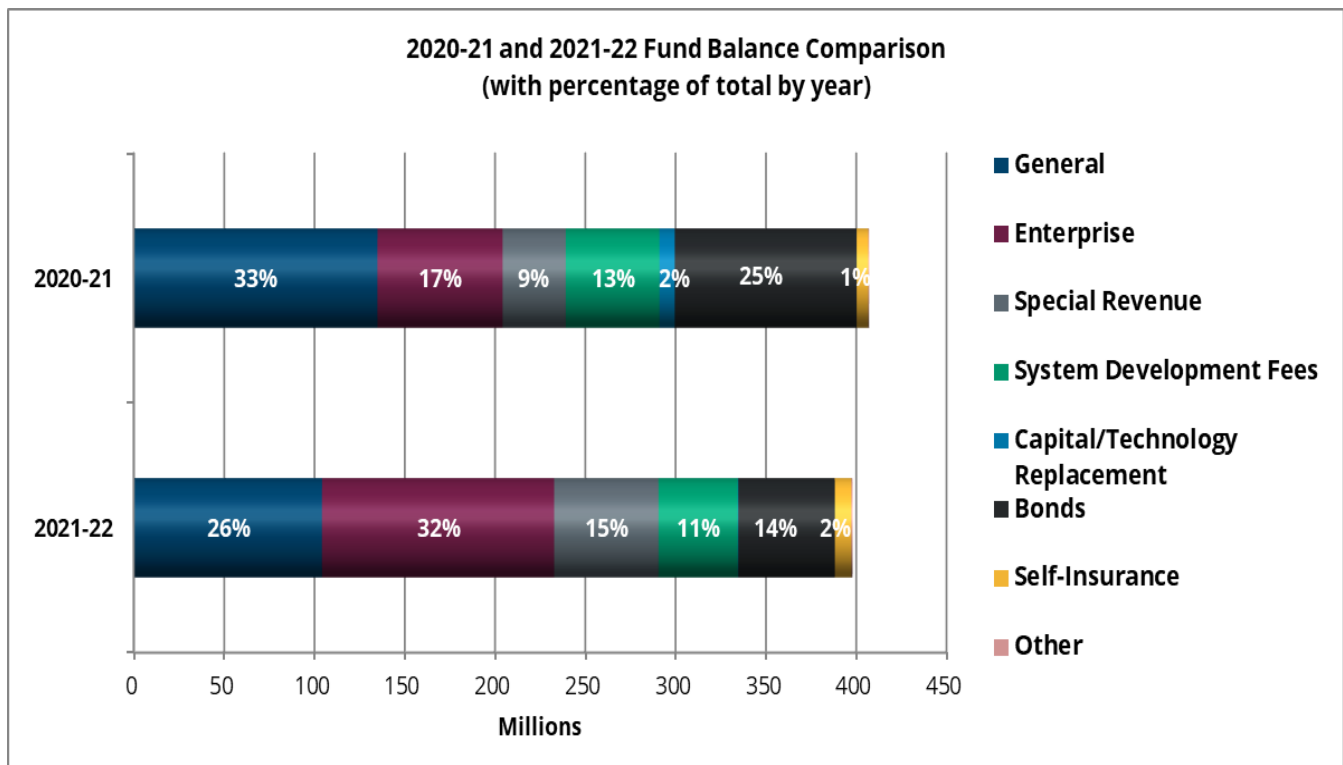


Appropriated Fund Balances

Fund Balances represent the difference between revenues and expenditures for each fund. Fund Balances are resources that are carried forward from the prior fiscal year and can be used for expenditures within that fund. The significant variation in the use of Bonds Fund Balance is due to the practice of issuing bonds every other year. Bond proceeds are dedicated to capital projects that span multiple years.

Fund balance appropriated (available to spend) for the fiscal year is as follows:

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
General	\$ 134,891,664	\$ 104,183,629	(22.8%)
Enterprise	69,257,451	128,528,927	85.6%
Special Revenue	35,003,125	57,736,242	64.9%
System Development Fees	51,855,323	43,911,451	(15.3%)
Capital/Technology Replacement	8,437,732	326,184	(96.1%)
Bonds	100,721,638	53,389,013	(47.0%)
Self-Insurance	6,396,523	9,149,905	43.0%
Other	522,554	672,046	28.6%
Total	\$ 407,086,010	\$ 397,897,397	(2.3%)



Bond Sales

Bond sales are used to finance various public infrastructure capital projects. General Obligation, Highway User Revenue, and Utility Revenue Bonds all require voter approval, with the available authorization summarized in the second table. The revenue source used for the interest payments and repayment of the bond principal is determined by the type of bond sold. The City's current plan is to sell bonds to fund capital projects every other year, when needed, always balancing the impact on the secondary property taxes. In addition to new debt issuances, the City evaluates refunding and redemption opportunities on a continuous basis. Refunding issues do not require voter approval but are approved by the City Council.

	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
Streets	\$ -	\$ 22,900,000	N/A
Stormwater/Sewer	-	580,000	N/A
Parks	-	4,700,000	N/A
Police	-	660,000	N/A
Fire	-	6,320,000	N/A
Water	-	20,450,000	N/A
Reclaimed Water	-	3,500,000	N/A
Wastewater	-	1,350,000	N/A
Total	\$ -	\$ 60,460,000	N/A

As of July 1, 2020, available voter authorization is as follows. Also reflected is new authorization anticipated from a 2021 Bond Election, as well as an estimated bond sale in FY 2021-22:

Type of Voter Approved Debt	Available Authorization	Anticipated New Authorization: Fall 2021 Bond Election	Total Authorization	Anticipated Bond Sales in FY 2021-22
Parks/Recreation	\$ 48,525,000	\$ 72,985,000	\$ 121,510,000	\$ 4,700,000
Library	5,245,000	-	\$ 5,245,000	-
Public Buildings	9,960,000	33,570,000	\$ 43,530,000	-
Streets	75,471,000	85,780,000	\$ 161,251,000	22,900,000
Stormwater	4,019,000	-	\$ 4,019,000	580,000
Public Safety - Fire	231,000	25,160,000	\$ 25,391,000	6,320,000
Public Safety - Police	1,300,000	55,190,000	\$ 56,490,000	660,000
Airport	494,000	-	\$ 494,000	-
Landfill	4,935,000	-	\$ 4,935,000	-
Total	\$ 150,180,000	\$ 272,685,000	\$ 422,865,000	\$ 35,160,000
Other Debt*				
Water				\$ 20,450,000
Wastewater				4,850,000
Total:				\$ 25,300,000

* Other Debt includes Excise Tax Revenue Obligation or Revenue Obligation debt that does not require voter approval, and may be authorized by Council as described in the City's Debt Management policy incorporated into the Budget Policies, Process, and Decisions section of the adopted document. When used to fund Water or Wastewater capital projects, the debt service is backed by General Fund excise tax revenues, but paid by dedicated Water and Wastewater user fees.

Grants

This funding source includes federal, state, and local grants for both operating and capital purposes. Grants provide the City with opportunities to enhance or provide services to the citizens of Chandler. Although the City does not receive every grant applied for, appropriation must be sufficient to ensure that the budget authorization capacity exists to allow for expenditure of any awards received during the fiscal year. Grant appropriation will not be expended unless prior authorization of the grant award is received from the granting agency. Increases reflect anticipated grant funding opportunities tied to federal relief related to the COVID-19 pandemic through the American Rescue Plan Act (ARPA).

Grants Categorical Comparison

	2019-20 Actual Revenue	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
Community Services	\$ 230,890	\$ -	\$ -	N/A
Cultural Development	-	-	-	N/A
Neighborhood Resources ⁽³⁾	-	-	15,650,000	N/A
Housing & Community Development	10,282,525	15,658,950	16,653,950	6.4%
Public Safety	1,127,269	-	-	N/A
Other Grants ⁽¹⁾	373,435	-	-	N/A
Non-Departmental ^{(2) (3)}	-	5,000,000	42,000,000	740.0%
Operating Grants Subtotal	\$ 12,014,119	\$ 20,658,950	\$ 74,303,950	259.7%
Community Services	\$ -	\$ 1,400,000	\$ 1,400,000	N/A
Cultural Development	118,762	270,718	-	N/A
Public Works & Utilities	14,196,561	20,747,812	11,653,287	(43.8%)
Other Grants ⁽¹⁾	2,976,170	5,525,322	1,646,937	(70.2%)
Capital Grants Subtotal	\$ 17,291,493	\$ 27,943,852	\$ 14,700,224	(47.4%)
Total Grants	\$ 29,305,612	\$ 48,602,802	\$ 89,004,174	83.1%
Carryforward from Prior Years	\$ -	\$ 26,604,467	\$ 29,946,014	12.6%
Total Grant Appropriation	\$ 29,305,612	\$ 75,207,269	\$ 118,950,188	58.2%

⁽¹⁾ Other Grants includes Airport, City Manager, City Magistrate, Communications and Public Affairs, Economic Development, Law, and Public Works & Utilities, when applicable.

⁽²⁾ The Adopted Budget for Operating Grants (Fund 217 only) is reflected in the Non-departmental cost center. Expenditures occur within the Department and the budget is adjusted accordingly, once notification of the grant award is received by the City. The exception to this is position specific funding, which is reflected in the Department(s) when appropriate.

⁽³⁾ 2021-22 Adopted Budget includes additional federal grant funding in Neighborhood Resources and \$36 million in anticipated American Rescue Plan Act (ARPA) grant in Non-Departmental.

Summary of Revenues

Revenues were projected for the FY 2021-22 budget by taking multiple factors into consideration including direct source information, economic conditions, past trends, anticipated future trends, and FY 2020-21 estimated revenues. Anticipated revenues in FY 2020-21 were affected by closures of facilities and limited capacities due to the COVID-19 pandemic.

	2018-19 Actual Revenue	2019-20 Actual Revenue	2020-21 Adopted Revenue	2020-21 Estimated Revenue	2021-22 Adopted Revenue	% Change Adopted to Adopted	% of Total
Local Taxes and Licenses	\$ 143,406,606	\$ 144,889,549	\$ 127,809,152	\$ 149,110,900	\$ 152,196,600	19.1%	29.8%
Franchise Fees	3,556,211	3,432,995	3,375,000	3,342,100	2,980,000	(11.7%)	0.6%
Transaction Privilege License Tax	138,754,245	140,724,705	123,488,152	145,033,200	148,295,600	20.1%	29.0%
Other Licenses	1,096,150	731,848	946,000	735,600	921,000	(2.6%)	0.2%
State/County Shared Revenue	85,998,197	89,593,689	87,970,000	98,788,335	92,637,009	5.3%	18.1%
State Shared Sales Tax	25,525,595	26,597,361	23,410,000	27,600,000	28,790,000	23.0%	5.6%
Vehicle License Tax	10,937,104	10,917,423	10,360,000	11,650,000	12,100,000	16.8%	2.4%
Highway User Tax	17,301,902	16,996,911	16,500,000	17,620,100	17,373,409	5.3%	3.4%
Regional Transportation Sales Tax	866,267	1,153,237	-	4,109,135	200,000	100.0%	0.0%
Urban Revenue Sharing	30,693,731	33,255,159	37,000,000	37,000,000	33,500,000	(9.5%)	6.6%
Lottery Entitlement	673,598	673,598	700,000	809,100	673,600	(3.8%)	0.1%
Charges for Services	19,234,300	21,265,767	18,569,704	15,612,600	17,198,817	(7.4%)	3.4%
Engineering Fees	1,437,260	1,664,306	1,436,200	1,417,100	1,369,100	(4.7%)	0.3%
Building Division Fees	8,505,096	9,263,257	7,220,000	6,560,000	6,540,000	(9.4%)	1.3%
Planning Fees	320,406	330,068	310,500	275,500	265,500	(14.5%)	0.1%
Public Safety Miscellaneous	5,039,735	6,940,640	5,863,006	5,498,700	6,154,717	5.0%	1.2%
Library Revenues	387,592	407,909	400,998	282,900	336,200	(16.2%)	0.1%
Parks and Recreation Fees	3,544,211	2,659,586	3,339,000	1,578,400	2,533,300	(24.1%)	0.5%
Miscellaneous Receipts	23,953,593	58,105,056	21,691,410	23,413,107	20,089,355	(7.4%)	3.9%
Sale of Fixed Assets ⁽¹⁾	1,359,251	559,855	425,000	308,252	790,000	85.9%	0.2%
Other Receipts ⁽²⁾	6,976,041	35,493,146	7,077,700	9,408,655	5,945,655	(16.0%)	1.2%
Interest on Investments	11,124,813	17,977,155	9,870,000	10,472,000	9,045,300	(8.4%)	1.8%
Leases	878,950	975,570	845,800	863,900	899,100	6.3%	0.2%
Court Fines	3,614,536	3,099,331	3,472,910	2,360,300	3,409,300	(1.8%)	0.7%
Enterprise Revenue	124,789,525	133,119,876	134,520,539	135,740,047	139,110,697	3.4%	27.2%
Water Sales	51,322,726	53,523,300	50,816,700	55,042,000	54,384,247	7.0%	10.6%
Wastewater Service ⁽³⁾	53,383,104	58,822,171	62,621,881	59,760,696	62,988,089	0.6%	12.3%
Reclaimed Water Fees	1,744,503	1,728,366	1,769,200	1,750,000	1,800,000	1.7%	0.4%
Solid Waste Service	15,761,852	16,356,850	16,705,178	16,912,697	17,407,538	4.2%	3.4%
Other Utility Charges	2,357,064	2,507,547	2,330,880	2,154,654	2,388,323	2.5%	0.5%
Airport Fuel Sales	220,276	181,641	276,700	120,000	142,500	(48.5%)	0.0%
System Development Fees	22,990,224	21,329,496	20,013,200	20,756,200	22,106,400	10.5%	4.3%
Water	6,524,799	5,410,398	6,081,500	5,815,300	6,180,300	1.6%	1.2%
Wastewater	7,441,748	7,188,125	6,866,900	7,998,600	8,515,900	24.0%	1.7%
General Government Impact Fees	9,023,677	8,730,973	7,064,800	6,942,300	7,410,200	4.9%	1.5%
Interfund Charges	28,036,028	27,718,801	28,544,383	27,625,483	28,610,689	0.2%	5.6%
Property Tax	32,391,873	34,269,654	36,529,729	36,624,729	38,763,200	6.1%	7.6%
Total Revenue	\$ 480,800,346	\$ 530,291,887	\$ 475,648,117	\$ 507,671,401	\$ 510,712,767	7.4%	100.0%

⁽¹⁾ Sales of land owned are included in 2018-19 Actual Revenue for sale of the City's downtown property in the amount of \$847,000.

⁽²⁾ 2019-20 Actual Revenue includes receipt of \$27 million in federal CARES Act funds.

⁽³⁾ This category includes revenue from Intel Corporation's reimbursement for operation of the Ocotillo Brine Reduction Facility. Amounts reported include reimbursements of \$5,476,263 in FY 2018-19 Actual Revenue, \$8,025,876 in FY 2019-20 Actual Revenue, \$17,338,631 in FY 2020-21 Adopted Revenue, \$3,025,555 in FY 2020-21 Estimated Revenue, and \$15,402,564 in FY 2021-22 Adopted Revenue.

Significant Revenues

Local Taxes and Licenses

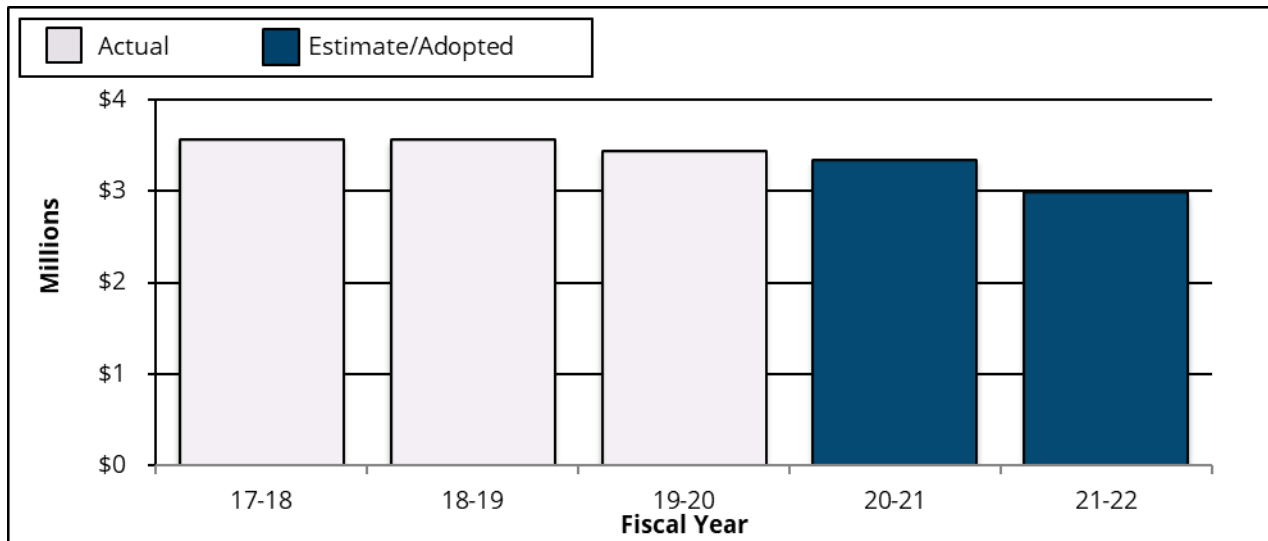
Source: Franchise Fees

Summary: Franchise fees paid by Arizona Public Service, Air Products, Southwest Gas Corporation, Cox Communications, CenturyLink, and Western Broadband are based upon agreements entered into between City Council and the individual corporations. Arizona Public Service pays 2% of gross receipts from the sale of electric energy at retail for residential and commercial purposes. Air Products pays 2% of gross annual sales of nitrogen gas. Southwest Gas Corporation pays 2% of gross receipts from the sale of gas at retail for residential, industrial, and commercial purposes. Cox Communications, CenturyLink, and Western Broadband pay 5% of gross revenue. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2017-18 reflects higher collections from all agreements. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting anticipated collections under the agreements.

Projection: The FY 2021-22 adopted budget is based upon specific industry projections and reduced receipt of franchise payments from cable television providers.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 3,560,770	8.7
2018-19	3,556,211	(0.1)
2019-20	3,432,995	(3.5)
2020-21 (Estimate)	3,342,100	(2.6)
2021-22 (Adopted)	2,980,000	(10.8)



Source: Transaction Privilege (Sales) and Use Tax

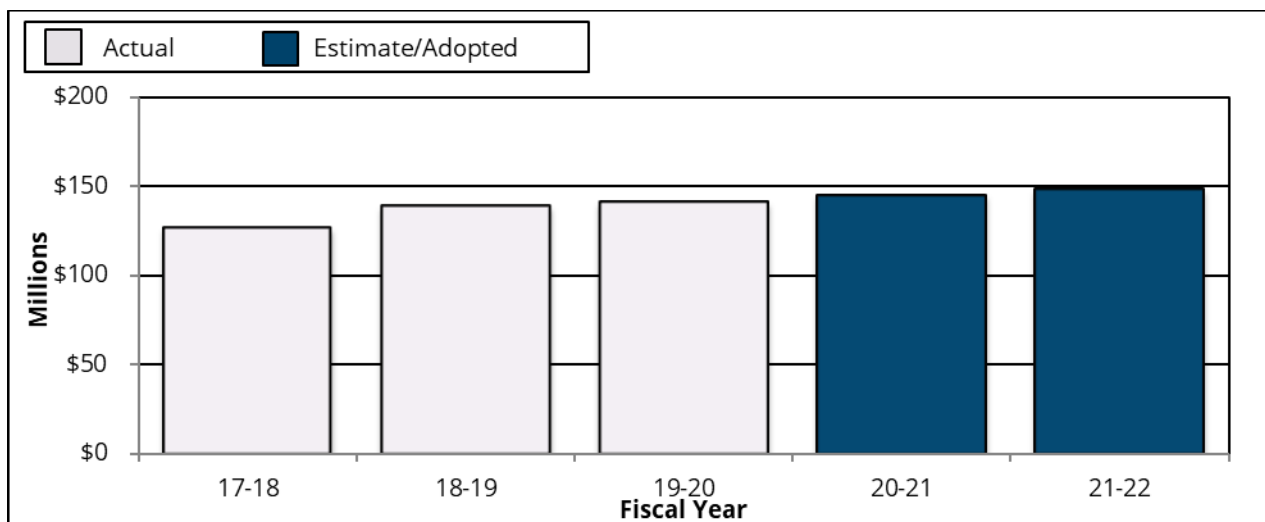
Summary: The Transaction Privilege (Sales) and Use Tax (TPT) is obtained from a tax on the sale of goods, specified business activities and services, and on the purchase price of goods subject to the use tax. It is primarily calculated on gross receipts from taxable activities, but there are some allowed deductions, exemptions, and/or exclusions. This is the largest ongoing revenue source for the City’s General Fund. Economic activity has a direct effect on collections, and therefore this revenue source is monitored very closely during times of economic volatility. The majority of this revenue is received in the General Fund and may be expended for any municipal public purpose, with the exception of the Airport Operating Fund receiving a small portion of Aviation Gas and Jet Fuel TPT that may be expended only for the operation of the Airport Enterprise.

The City analyzes TPT data collected by the state on Chandler’s behalf, continues to educate, and assist taxpayers, and performs audits and collection activities on past due balances to ensure compliance.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. For FY 2017-18 and FY 2018-19, we saw significant growth in this category which slowed during FY 2019-20. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting continued strong spending despite the COVID-19 pandemic.

Projection: The FY 2021-22 adopted budget reflects an increase from projected 2020-21 collections as spending continues to show strong economic impact even with the pandemic curtailing certain spending categories. Tax classifications which were, and will continue to be, impacted by the pandemic include Restaurant/Bar, Hotel/Motel, and Amusements.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 126,496,537	5.7
2018-19	138,754,245	9.7
2019-20	140,724,705	1.4
2020-21 (Estimate)	145,033,200	3.1
2021-22 (Adopted)	148,295,600	2.2



Transaction Privilege (Sales) and Use Tax

The following detail is presented to show by category the amount of Transaction Privilege (Sales) and Use Tax that has been collected in recent fiscal years, the adopted budget and revised estimate for the current year, and the adopted budget for the upcoming fiscal year. The FY 2020-21 estimate is an eight month actual and four month projection. The subtotal on the following table agrees to the amounts reported on the prior page. All amounts shown are General Fund revenues, with the exception of the General Retail amounts generated by aviation gas and jet fuel sales and recorded as revenue to the Airport Operating Fund. The grand total incorporates other General Fund revenues associated with Transaction Privilege (Sales) and Use Taxes that are reported within other revenue categories (Other Licenses and Other Receipts).

Category	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Estimated	2021-22 Adopted	% chg Est 2020-21 to 2021-22
Contracting ⁽¹⁾	\$ 12,388,978	\$ 16,437,927	\$ 13,667,589	\$ 12,000,000	\$ 13,670,000	\$ 13,620,000	(0.4%)
General Retail ⁽²⁾	56,591,792	59,676,816	64,154,359	56,000,000	69,000,000	66,800,000	(3.2%)
General Retail - To Airport ⁽³⁾	13,769	17,347	15,560	17,400	15,000	17,400	16.0%
Restaurant/Bar	11,872,941	12,737,208	12,065,697	9,000,000	11,500,000	13,000,000	13.0%
Utilities	13,824,331	14,386,603	14,175,575	16,000,000	15,000,000	16,000,000	6.7%
Telecommunications	2,395,673	2,184,382	2,351,801	2,400,000	2,100,000	2,100,000	0.0%
Rentals - Real	15,134,275	16,647,603	18,088,282	15,000,000	18,000,000	19,000,000	5.6%
Rentals - Personal	3,676,196	4,047,001	4,303,935	3,500,000	4,000,000	4,500,000	12.5%
Hotel/Motel	3,712,085	4,059,956	3,647,202	2,287,552	3,000,000	4,500,000	50.0%
Publishing/Other	182,820	261,209	128,021	100,000	180,000	180,000	0.0%
Amusements	1,083,161	1,278,259	1,048,280	900,000	750,000	1,000,000	33.3%
Use Tax	4,394,129	5,416,208	5,433,275	4,500,000	6,300,000	6,000,000	(4.8%)
Privilege Tax Interest	18,553	8,012	5,802	20,000	10,000	20,000	100.0%
Excise Tax Refunds	10,974	10,974	8,230	8,200	8,200	8,200	0.0%
Audit Assessments	939,448	1,333,152	1,215,915	1,500,000	1,100,000	1,250,000	13.6%
Privilege License Penalties	257,412	251,589	415,223	255,000	400,000	300,000	(25.0%)
Subtotal	\$ 126,496,537	\$ 138,754,245	\$ 140,724,744	\$ 123,488,152	\$ 145,033,200	\$ 148,295,600	2.2%
License Fees ⁽⁴⁾	1,112,616	162,901	97,435	100,000	100,000	100,000	0.0%
Grand Total	\$ 127,609,153	\$ 138,917,146	\$ 140,822,179	\$ 123,588,152	\$ 145,133,200	\$ 148,395,600	2.2%

⁽¹⁾ Contracting includes sales tax collections on all construction activity.

⁽²⁾ General Retail includes, but is not limited to, Automotive Sales, General Merchandise, Grocery Stores, Drug, and Liquor Stores.

⁽³⁾ Revenue generated from taxes on Airport Gas sales.

⁽⁴⁾ Also associated with Transaction Privilege (Sales) and Use Tax, but License Fees are reported in the Other Licenses portion of the Resources section.

Source: Other Licenses

Summary: Revenue from Other Licenses is comprised of the nine categories of licenses detailed below, accompanied by the FY 2021-22 adopted budget for each category:

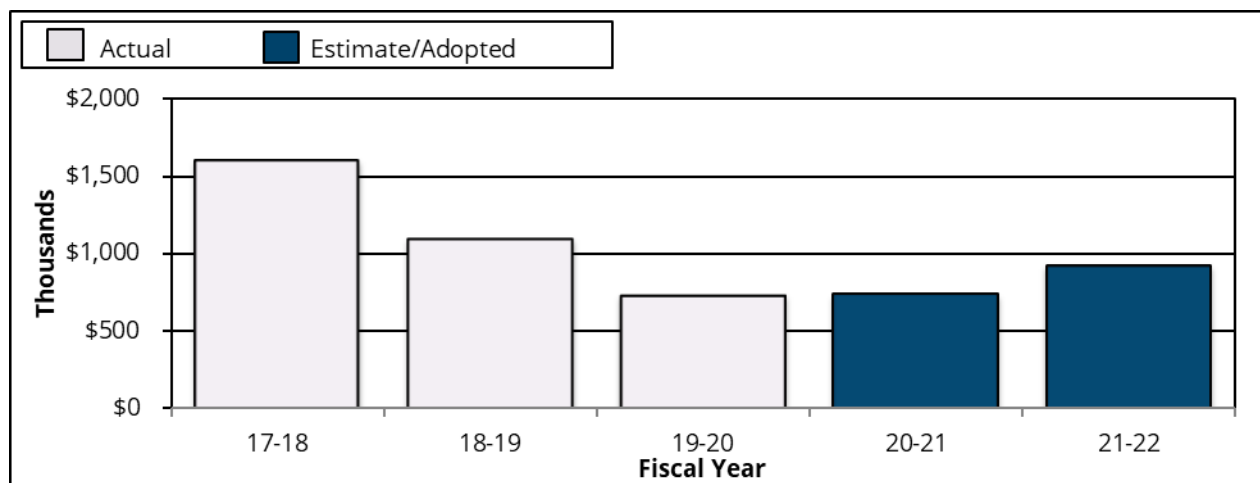
- Alcoholic Beverage Licenses \$370,000
- Business Registrations 320,000
- Alarm Permits 101,000
- License Fees 100,000
- Second Hand and Junk Licenses 12,000
- Professional & Occupation Licenses \$7,000
- Amusement Licenses 4,500
- Peddlers and Vendors Licenses 3,500
- Cable License Applications 3,000

This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The higher revenues for FY 2017-18 are due to significantly higher privilege license fee collections due to the transition to state TPT administration, but returned to a normal level of activity for FY 2018-19. FY 2019-20 reflects decreases in almost all categories, with the most significant decline in Alcoholic Beverage Licenses. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends, and reflects lower business registrations from the first full year of revenue for this category.

Projection: The FY 2021-22 adopted budget reflects a return to a normal level of activity of Alcoholic Beverage Licenses.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 1,604,152	46.5
2018-19	1,096,150	(31.7)
2019-20	731,848	(33.2)
2020-21 (Estimate)	735,600	0.5
2021-22 (Adopted)	921,000	25.2



State/County Shared Revenues

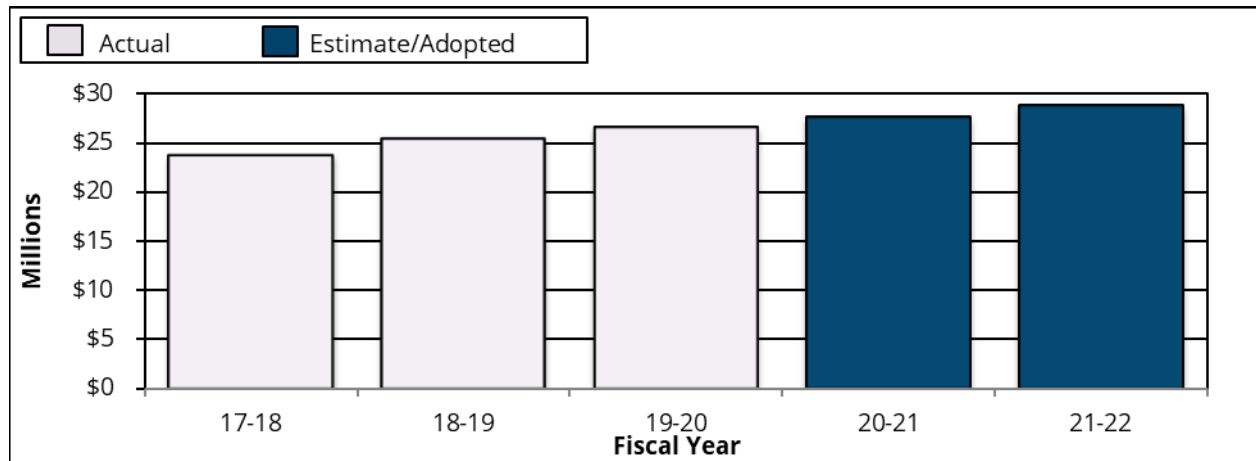
Source: State Shared Sales Tax

Summary: The State sales tax rate is currently 5.6%, of which a portion of the various categories of sales tax are distributed to cities and towns on a monthly basis based on population. Beginning in FY 2016-17, the impact of the Mid-Decade Census figures and new legislation regarding population used for distribution of state shared revenues is in effect. Each year the population changes, requiring the population to be estimated until the final number is provided to cities and towns in May. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The years shown reflect the slow but steady recovery in the years following the economic downturn. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting continual strong spending leading up to the final quarter, despite the COVID-19 pandemic.

Projection: The FY 2021-22 adopted budget is based on historical analysis and information from both the League of Arizona Cities and Towns and the ADOR, but the population used for the allocation is still an estimate until the final numbers are known in May.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 23,821,248	0.2
2018-19	25,525,595	7.2
2019-20	26,597,361	4.2
2020-21 (Estimate)	27,600,000	3.8
2021-22 (Adopted)	28,790,000	4.3



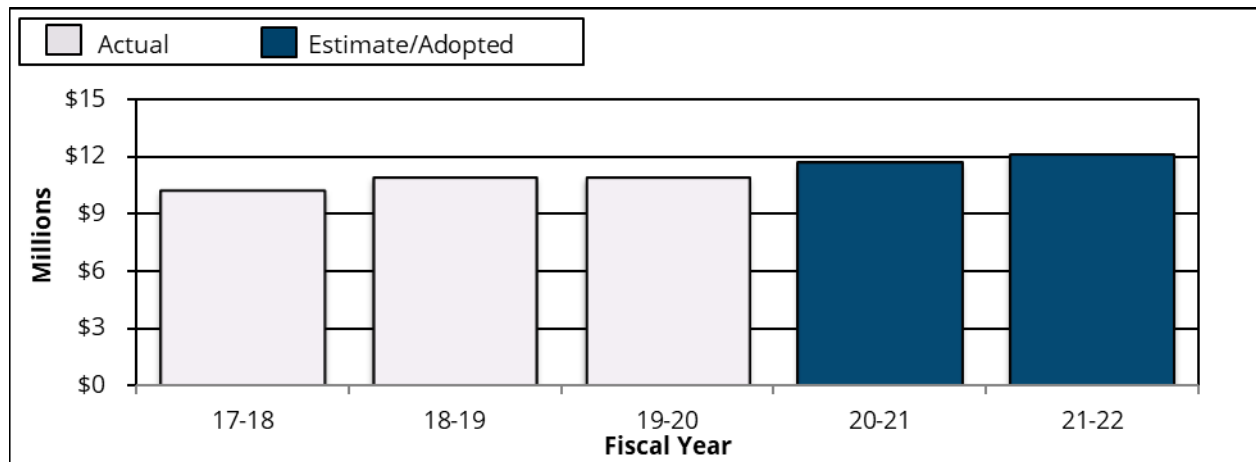
Source: Vehicle License Tax

Summary: This State shared tax is distributed through each County Treasurer's Office on a bi-monthly basis. Cities and towns receive 24.6% of the net revenues collected for vehicle licensing on most vehicles registered within their county and a portion of rental vehicle surcharges. The respective shares are determined by the proportion of their population to total incorporated population of the county. Beginning in FY 2016-17, the impact of the Mid-Decade Census figures and new legislation regarding population used for distribution of state shared revenues is in effect. Each year the population changes, requiring the population to be estimated until the final number is provided to cities and towns in May. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting a strong economy leading up to the final quarter.

Projection: The FY 2021-22 adopted budget is based on information from both the League of Arizona Cities and Towns and the Arizona Department of Revenue, but the population used for the allocation is still an estimate until the final numbers are known in May.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 10,249,582	0.0
2018-19	10,937,104	6.7
2019-20	10,917,423	(0.2)
2020-21 (Estimate)	11,650,000	6.7
2021-22 (Adopted)	12,100,000	3.9



Source: Highway Users Tax

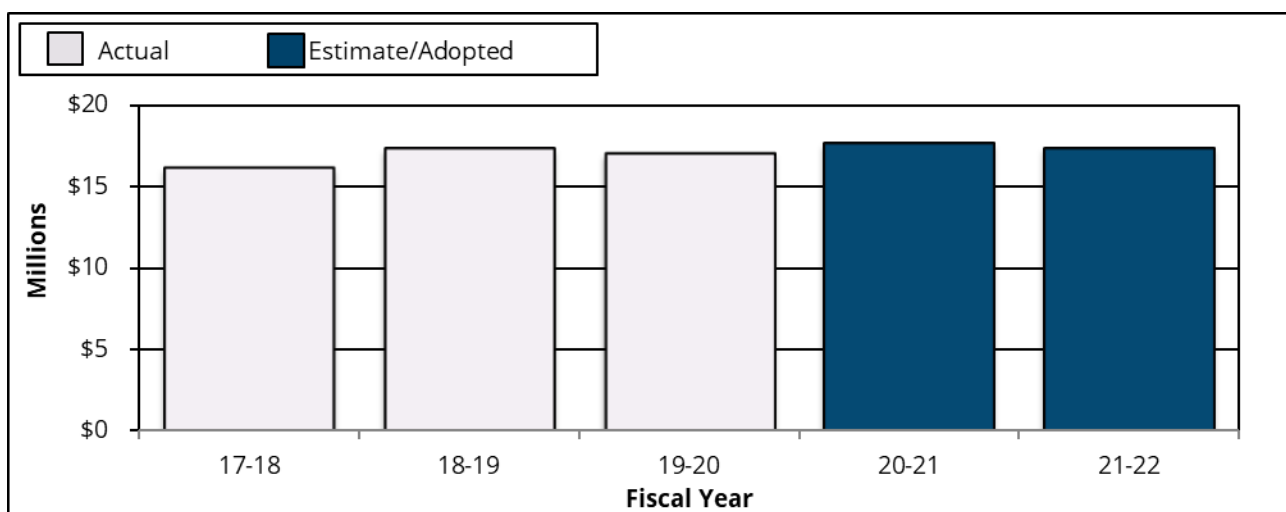
Summary: The State gas tax is currently levied at a rate of \$0.18 per gallon and is distributed to cities and towns using two formulas. Of the \$0.18 per gallon, \$0.13 is placed in the Highway User Revenue Fund (HURF). Cities and towns receive 27.5% of these revenues. One-half of this allocation is distributed on the basis of the municipality's population in relation to the population of all incorporated cities and towns in the State. Beginning in FY 2016-17, the impact of the Mid-Decade Census figures and new legislation regarding population used for distribution of state shared revenues is in effect. Each year the population changes, requiring the population to be estimated until the final number is provided to cities and towns in May.

The remaining half is allocated on the basis of "county of origin" of gasoline sales and the proportion of the municipality's population to the population of all incorporated cities and towns in the county. In addition to this revenue, cities and towns receive a share of a \$0.03 per gallon tax that is distributed as part of the monthly highway user revenue monies. This revenue may be expended solely on street and highway maintenance and construction projects within the City.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2018-19 includes a one-time distribution of State General Fund dollars to HURF distributions, which resulted in receipt of an additional \$599,122. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2021-22 adopted budget is based on projections provided by both the League of Arizona Cities and Towns and Arizona Department of Revenue, but the population used for the allocation is still an estimate until the final numbers are known in May. It reflects a continued slight decrease as additional travel is still curtailed in the adopted year as pandemic restrictions will not yet be fully lifted.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 16,135,949	(3.3)
2018-19	17,301,902	7.2
2019-20	16,996,911	(1.8)
2020-21 (Estimate)	17,620,100	3.7
2021-22 (Adopted)	17,373,409	(1.4)



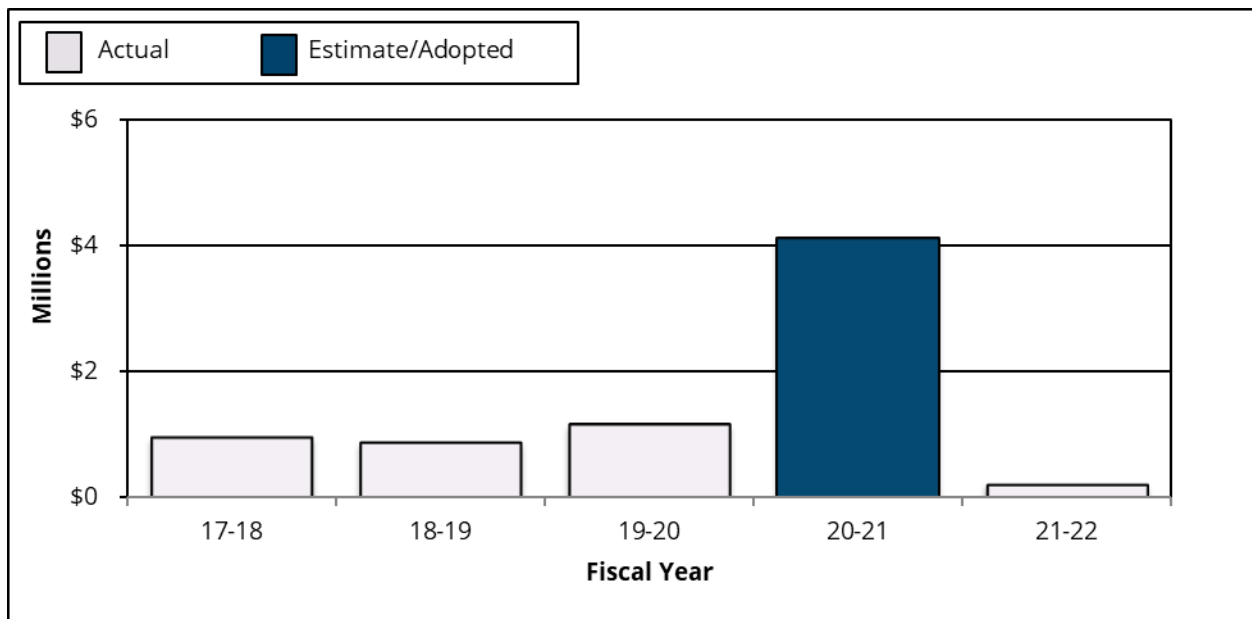
Source: Regional Transportation (Sales) Tax

Summary: On November 2, 2004, Maricopa County voters approved Proposition 400, which extends the one-half cent sales tax for another 20 years through December 31, 2025. Funds from the sales tax extension will be used for construction of new freeways, widening of existing freeways and highways, improvements to the arterial street system, regional bus service and other special transportation services, and high capacity transit services such as light rail, bus rapid transit, and express buses. The Arizona Department of Transportation (ADOT) administers freeway revenue, the Maricopa Association of Governments administers arterial streets revenue, and Valley Metro and Valley Metro Rail administer public transportation revenue. This arterial street revenue is dedicated for reimbursement of construction for street and highway projects within the City.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The amounts received in any given year reflect the contributions as programmed by the Maricopa Association of Governments Arterial Life Cycle Program (ALCP) and are not fixed amounts per year. FY 2017-18, FY 2018-19, and FY 2019-20 represent actual reimbursements. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on the published ALCP schedule.

Projection: The FY 2021-22 adopted budget has a minor amount of planned construction of arterial street and intersection projects scheduled for reimbursement in the ALCP. Advanced reimbursements are possible.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 940,203	220.1
2018-19	866,267	(7.9)
2019-20	1,153,237	33.1
2020-21 (Estimate)	4,109,135	256.3
2021-22 (Adopted)	200,000	(95.1)



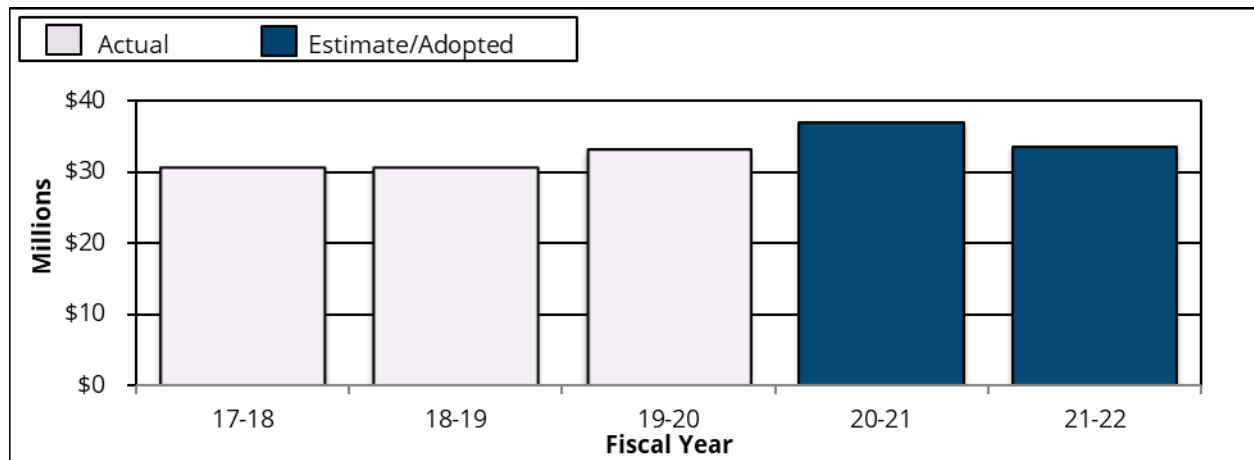
Source: Urban Revenue Sharing

Summary: This State shared revenue is the City's share of state income tax receipts. An amount equivalent to 15% of the net proceeds of state income taxes for the fiscal year two years prior to the current fiscal year is paid to the various incorporated municipalities in proportion to their population. Beginning in FY 2016-17, the impact of the Mid-Decade Census figures and new legislation regarding population used for distribution of state shared revenues is in effect. Each year the population changes, requiring the population to be estimated until the final number is provided to cities and towns in May. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. Because of the timing of income earned by corporations and individuals, payment of taxes on that income in the following years, and time needed for the state to complete the distribution of the Urban Revenue Sharing, it takes about two years for changes in the economy to be reflected in City revenues. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting the annual distribution amount determined by the state, and is based on income tax the state has already collected for tax year 2018.

Projection: The FY 2021-22 adopted budget is based on information from both the League of Arizona Cities and Towns and the ADOR. The projection is based on a known income tax amount the state collected for tax year 2019, but the population used for the allocation is still an estimate until the final numbers are known. This revenue source may be impacted by the COVID-19 pandemic; however, those impacts will not be realized until FY 2022-23.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 30,652,381	(3.9)
2018-19	30,693,731	0.1
2019-20	33,255,159	8.3
2020-21 (Estimate)	37,000,000	11.3
2021-22 (Adopted)	33,500,000	(9.5)



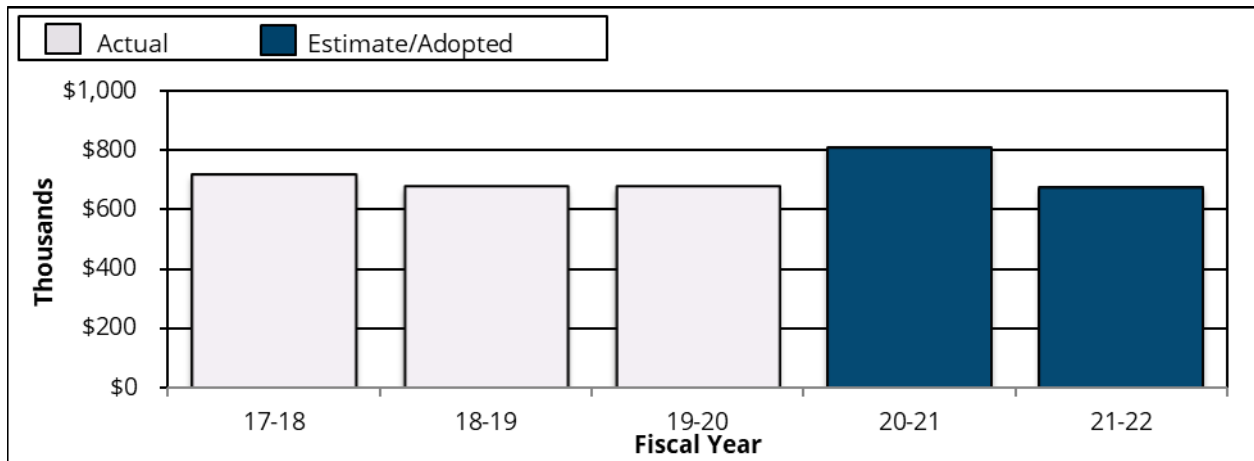
Source: Lottery Entitlement

Summary: Distribution of state lottery monies to the City began in January 1982 through the LTAF, but monthly distributions were discontinued by the state during FY 2009-10. Amounts remaining in fund balance may be expended for construction or reconstruction of streets and highway projects in the public right-of-way. Since FY 2010-11, the state has distributed annual one-time Arizona Lottery Fund distributions to cities and towns based upon an annual application from the City. This revenue may be expended for any municipal transit purpose, including fixed route operations.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2021-22 adopted budget is based on projections provided by the Regional Public Transportation Authority.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 713,172	2.9
2018-19	673,598	(5.5)
2019-20	673,598	-
2020-21 (Estimate)	809,100	20.1
2021-22 (Adopted)	673,600	(16.7)



Charges for Services

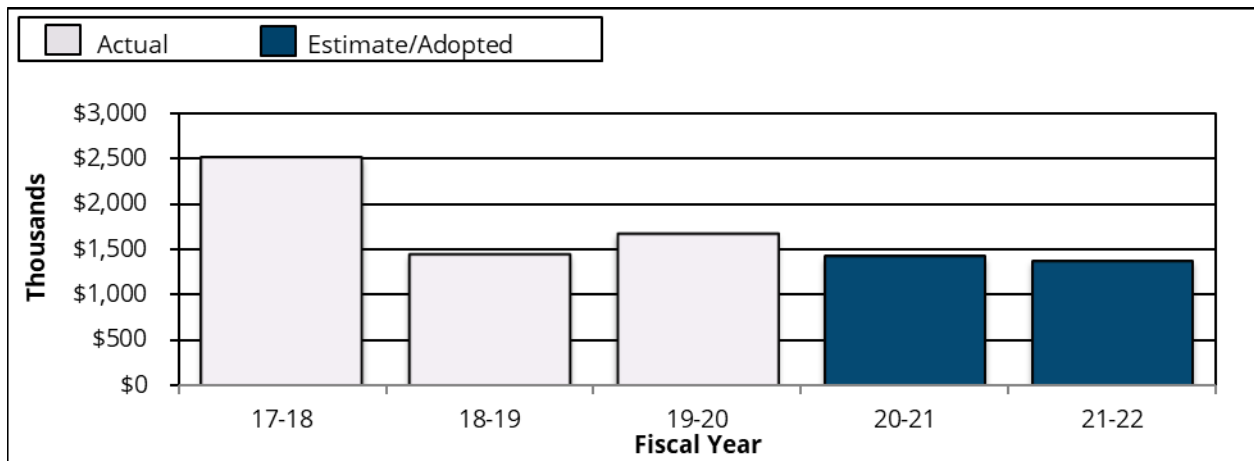
Source: Engineering Fees

Summary: Engineering Fees are derived from plan review fees, off-site inspection fees, microfilming fees, pavement fees, encroachment permits, and fiber optic permits. Most of these revenues are a function of development, and offset the cost of inspection and staff for oversight of private development offsite construction. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2017-18 reflects increased collections of microfilming fees, pavement fees, and encroachment permits, as well as one-time revenue recognition of amounts held on deposit for street cleaning. FY 2018-19 reflects normalized levels of encroachment permits, pavement fees, and civil engineering plan reviews. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting a continued normal level of revenue collection.

Projection: The FY 2021-22 adopted budget reflects an overall continued normal level of revenue collection.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 2,502,835	35.5
2018-19	1,437,260	(42.6)
2019-20	1,664,306	15.8
2020-21 (Estimate)	1,417,100	(14.9)
2021-22 (Adopted)	1,369,100	(3.4)



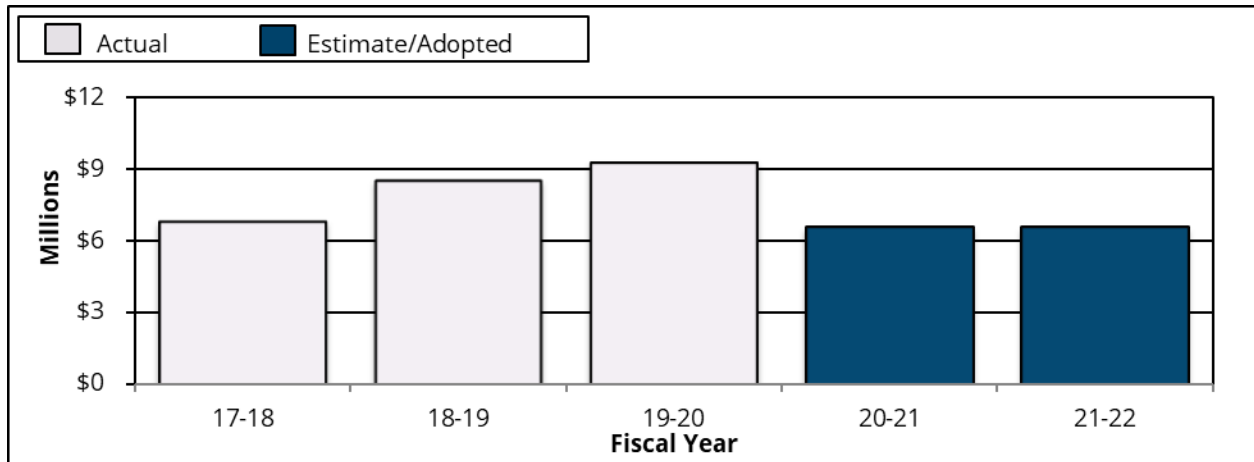
Source: Building Division Fees

Summary: Building Division Fees are calculated based on a formula using construction costs and square footage, and include building permits, building inspection fees, plan check fees, and sign fees. Fees imposed are used to offset the City's cost for review and inspections. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The fluctuations result from both economic activity and the type of construction. FY 2017-18 reflects reduced collections for all fees except sign fees. The FY 2018-19 increases occurred for all fees except sign fees. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on anticipated building permit revenue tied to development activity, which was anticipated to slow due to the pandemic environment, however, building permit numbers continued to climb even though permit values decreased.

Projection: The FY 2021-22 adopted budget reflects slightly lower anticipated permit values while maintaining current levels of building permits issued and building plan review fees.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 6,802,508	(14.1)
2018-19	8,505,096	25.0
2019-20	9,263,257	8.9
2020-21 (Estimate)	6,560,000	(29.2)
2021-22 (Adopted)	6,540,000	(0.3)



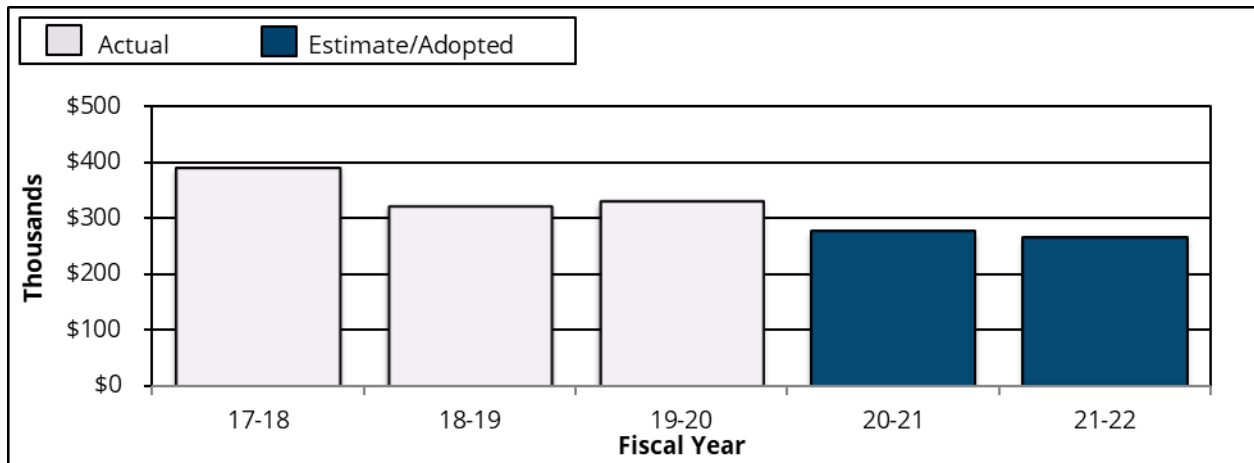
Source: Planning Fees

Summary: Planning Fees are derived from zoning and subdivision application fees, along with the sale of maps and codes. Fees imposed are used to offset the costs of legal notices, property-owner notification, printing, and other related City costs. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. Revenues generated from this source fluctuate based on rezoning applications submitted. FY 2018-19 reflects lower levels of collections for all fees, and fees have flattened out since. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on anticipated development projects.

Projection: The FY 2021-22 adopted budget reflects a steady level of revenue from development projects with a slight reduction in zoning fees.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 390,392	2.7
2018-19	320,406	(17.9)
2019-20	330,068	3.0
2020-21 (Estimate)	275,500	(16.5)
2021-22 (Adopted)	265,500	(3.6)



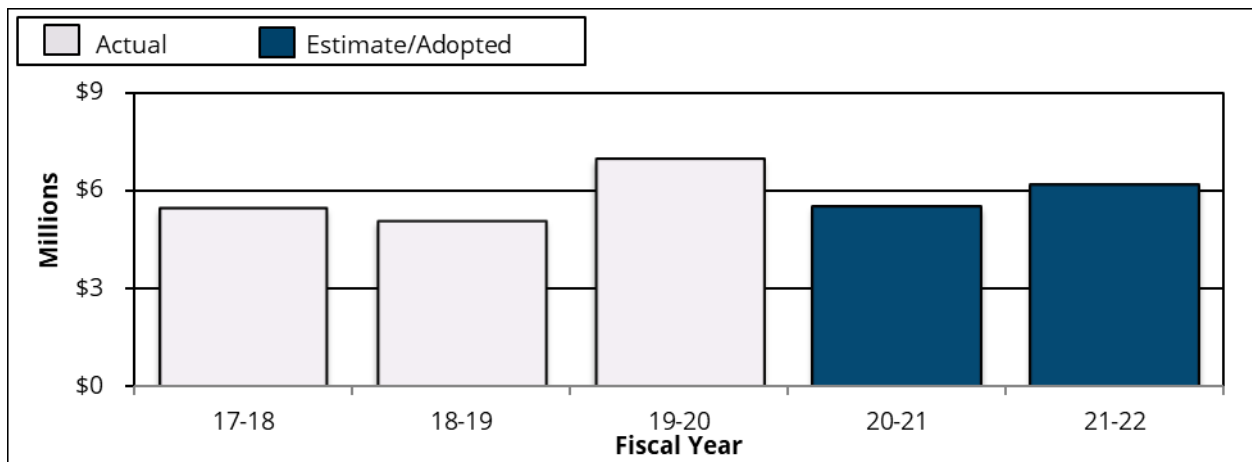
Source: Public Safety Miscellaneous

Summary: This source of revenue is derived from fees charged for copies of accident and police reports, fingerprinting fees, reimbursement from other agencies for outside services, extra-duty services rendered, alarm penalties for exceeding the number of false alarm response calls allowed, weapons proceeds (restricted for public safety community outreach), and for school resource officers (SROs) for Chandler, Kyrene, and Mesa public schools located within City limits (in FY 2017-18, funding from Chandler Unified School District (CUSD) was reduced by one SRO). Also included in this category are fire contractual services, hazardous materials permit fees, and fees for advanced life support and ambulance services. Police forfeiture funds are included in this category but are passed through the State or County Attorney General's Office on a reimbursement basis. Due to the nature of the forfeiture revenue, the amount received can fluctuate dramatically depending on illegal activities occurring in and around the community. Forfeiture fund usage is restricted for law enforcement purposes subject to legal requirements established at state and federal levels. Unless otherwise restricted, these revenues may be expended for any municipal purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2017-18 reflects a loss of funding for one SRO in CUSD. FY 2018-19 also reflects a reduced level of asset forfeiture revenue reimbursement. FY 2019-20 reflects a significant amount of asset forfeiture revenue reimbursement. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends and reflects funding for one additional SRO in CUSD.

Projection: The FY 2021-22 adopted budget anticipates lower levels of asset forfeiture revenue reimbursement, and increased revenue to fund one additional SRO in CUSD.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 5,442,247	(5.3)
2018-19	5,039,735	(7.4)
2019-20	6,940,640	37.7
2020-21 (Estimate)	5,498,700	(20.8)
2021-22 (Adopted)	6,154,717	11.9



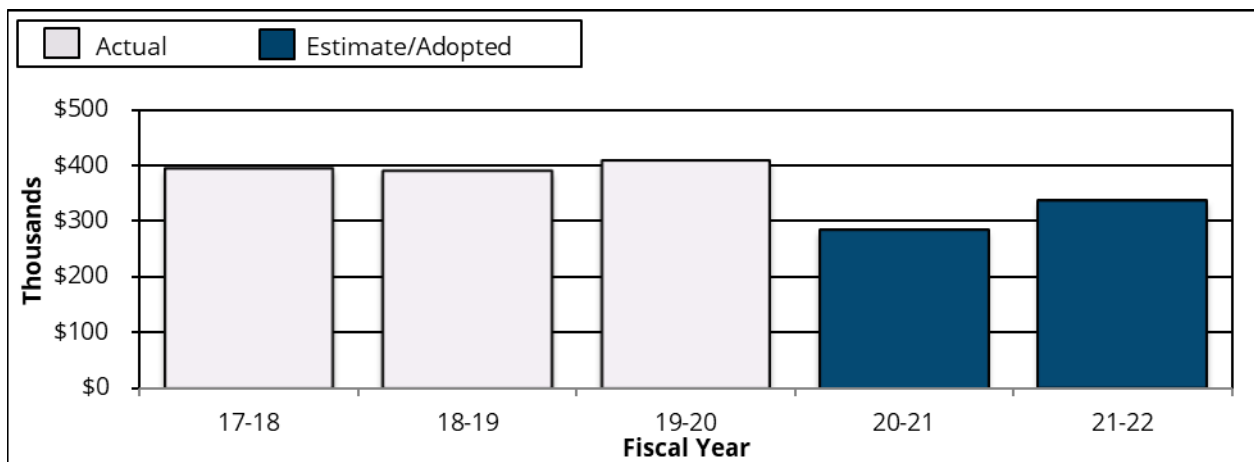
Source: Library Revenues

Summary: Library Revenues are derived from overdue fines of 20¢ per day per book, non-fiction video, and compact disc; overdue fines of \$1.00 per day per feature film; replacement charges for lost materials; room reservation fees; copier fees; and annual charges to cardholders who live outside Maricopa County and do not work or attend school in Chandler. Also included in this category are revenues received under an Intergovernmental Agreement (IGA) with the CUSD for their share of operating costs for the Basha and Hamilton Branch Libraries. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends, this category saw impacts due to the COVID-19 pandemic due to facility closures which impacted room reservations, copier fees, and overdue fines.

Projection: The FY 2021-22 adopted budget reflects a reduced level of revenue collections from all areas due to an anticipated slow recovery from COVID-19 impacts.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 394,326	(2.8)
2018-19	387,592	(1.7)
2019-20	407,909	5.2
2020-21 (Estimate)	282,900	(30.6)
2021-22 (Adopted)	336,200	18.8



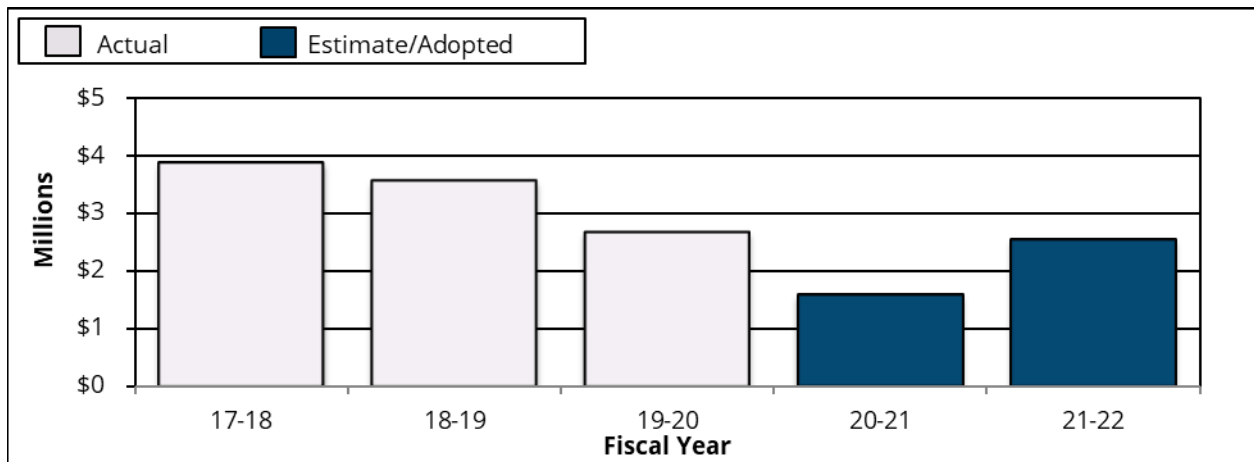
Source: Parks and Recreation Fees

Summary: Parks and Recreation Fees are comprised of swimming pool fees, concession sales, fitness passes, facility rentals, recreational program classes, adult sports leagues, pavilion rentals, ball field lights, and operation of the Bear Creek Golf Course, the Tumbleweed Recreation Center, and the Tumbleweed Tennis Center. This revenue may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2018-19 revenues declined mainly due to lower amounts received from ball field rentals. FY 2019-20 revenues decreased due to facility closures at the end of the fiscal year due to the COVID-19 pandemic. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends, and reflects decreased revenues from the impacts of the COVID-19 pandemic due to facility closures and reduced programming capacity as a result of social distancing measures.

Projection: The FY 2021-22 adopted budget reflects an anticipated slow recovery from COVID-19 impacts.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 3,860,046	3.5
2018-19	3,544,211	(8.2)
2019-20	2,659,586	(25.0)
2020-21 (Estimate)	1,578,400	(40.7)
2021-22 (Adopted)	2,533,300	60.5



Miscellaneous Receipts

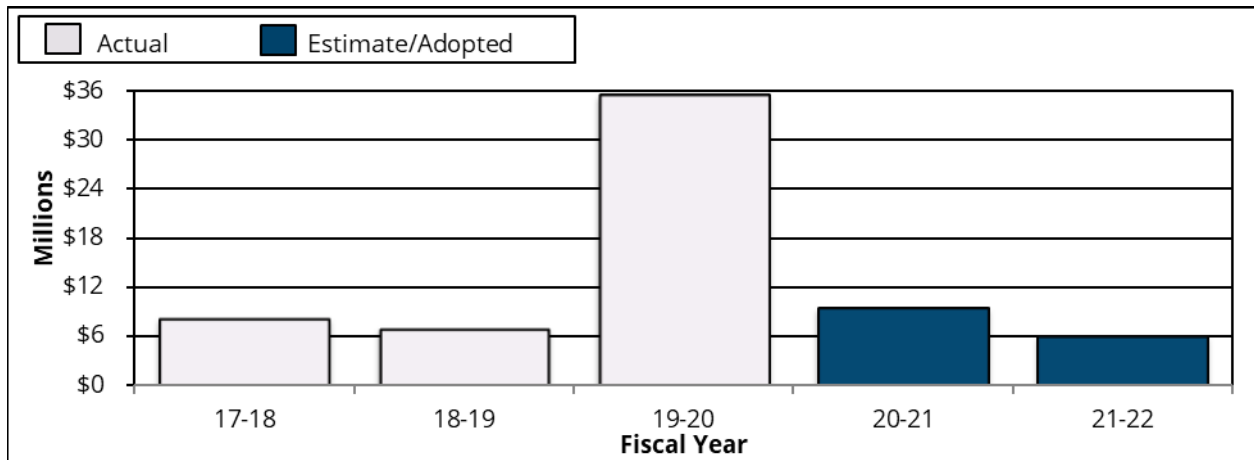
Source: Other Receipts

Summary: This revenue consists of workers’ compensation premiums, Cox Communication Cable contributions, bus service and shelter revenue, trust and agency funds, and miscellaneous revenue, including passport application processing fees, reimbursements for prior year expenses, and lump sum agreements for capital projects. Also included in this category is ticket sale revenue received from events held at the Center for the Arts, labor charges for these events, and revenue received under an IGA with the CUSD for their share of operating costs for the Center for the Arts. General Fund revenues comprise the majority of funds received, and may be expended for any municipal public purpose. Revenues received in funds other than the General Fund (such as workers’ compensation premiums received in the Workers’ Compensation Employer Liability Self Insurance Fund) are restricted in use.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2017-18 includes several large reimbursements for prior year expenses as well as for renovations at the Center for the Arts, which are one-time in nature and thus the FY 2018-19 collections are lower since these receipts did not recur. FY 2019-20 revenues reflect the receipt of \$27 million in federal CARES Act funds. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends, and reflects continued closure of Center for the Arts due to the pandemic.

Projection: The FY 2021-22 adopted budget reflects an anticipated slow recovery from COVID-19 impacts.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 8,181,972	(1.2)
2018-19	6,976,041	(14.7)
2019-20	35,493,146	408.8
2020-21 (Estimate)	9,408,655	(73.5)
2021-22 (Adopted)	5,945,655	(36.8)



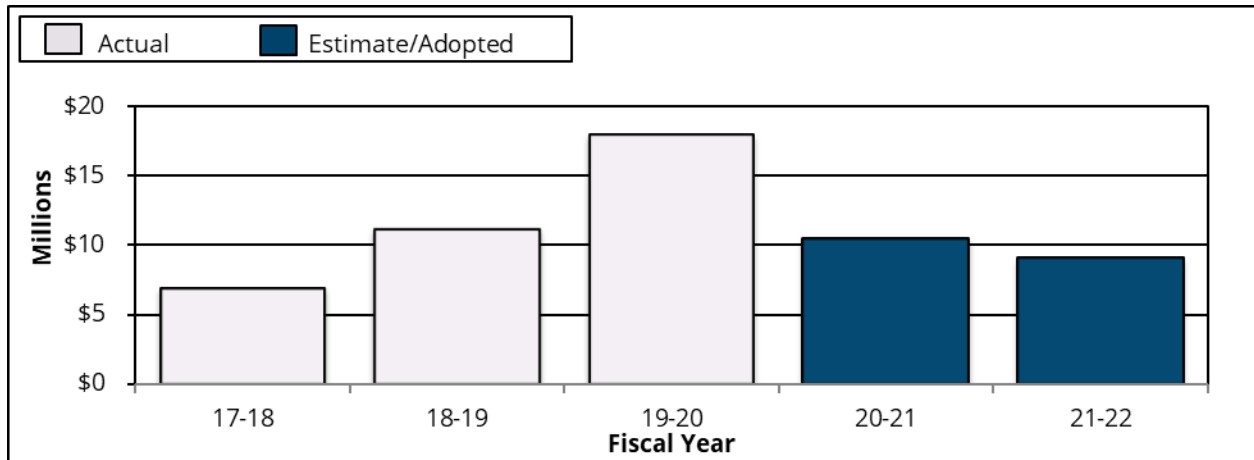
Source: Interest on Investments

Summary: Interest on investments is earned based on continuous investments of idle funds. Investments are restricted based on the City's Investment Policy, and include high grade, low risk items such as federal treasury or agency securities, repurchase agreements, asset-backed securities, corporates, and certain public offerings. The City is under contract with two investment managers, Wells Capital, and PFM Asset Management, who in turn invest City funds in accordance with state statute and the City's Investment Policy. The majority of this revenue is received in the General Fund and may be expended for any municipal public purpose. Revenues received from interest earned on investing their idle funds in funds other than the General Fund are restricted in use as required by that fund.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. Significant increases or decreases are often attributable to the sale of bonds or completion of capital projects, which affect the balance of funds on which interest accrues, as shown by the FY 2018-19 and FY 2019-20 earnings. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on current rates of return after experiencing continued low Federal Funds rates, along with the amount of idle funds invested starting to decline as spending is ramped up.

Projection: The FY 2021-22 adopted budget is based on market rate projections reflecting the lower Federal Funds rate used in conjunction with the estimated amount of idle funds invested.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 6,914,689	20.3
2018-19	11,124,813	60.9
2019-20	17,977,155	61.6
2020-21 (Estimate)	10,472,000	(41.7)
2021-22 (Adopted)	9,045,300	(13.6)



Source: Leases

Summary: This revenue is comprised of leases at the Chandler Municipal Airport and other miscellaneous properties, as well as various wireless communication leases. The following listing of the leases is accompanied by the FY 2021-22 adopted budget for each category:

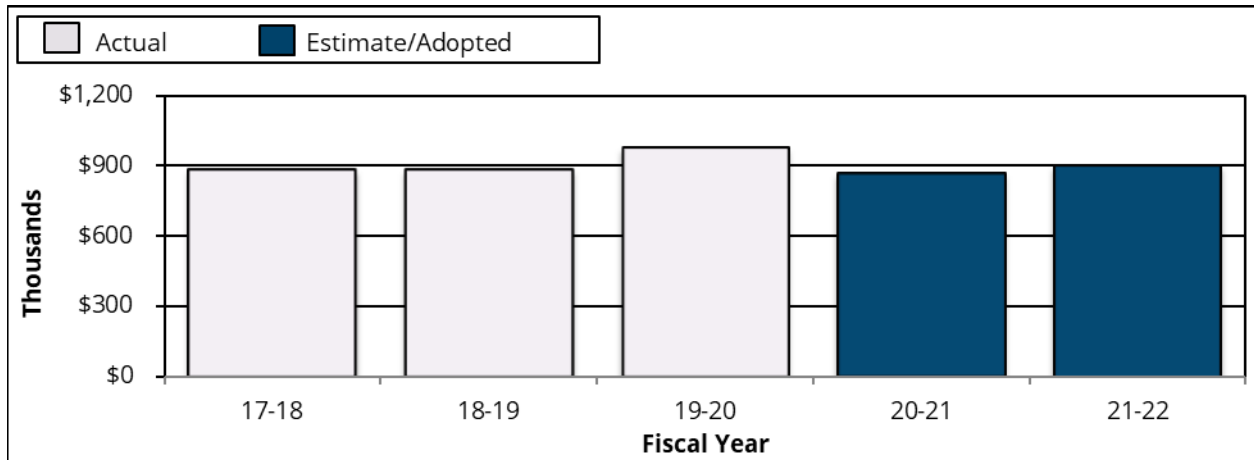
- Airport T-Hangars, Tie-Downs, T-Shades and Other Charges \$528,000
- Airport Leases 200,000
- Wireless Communication Leases 144,000
- Miscellaneous Property Leases 27,100

The revenue related to airport lease activity may only be expended on operations of the Airport Enterprise. Lease revenues collected in the General Fund may be expended for any municipal public purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2017-18 reflects a reduction in property leases, as property was sold earlier than anticipated resulting in discontinuation of the revenue stream. FY 2019-20 shows an increase due to billing for a new lease agreement. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on existing leases.

Projection: The FY 2021-22 adopted budget reflects slightly higher revenues from a continuation of existing leases.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 880,215	(38.6)
2018-19	878,950	(0.1)
2019-20	975,570	11.0
2020-21 (Estimate)	863,900	(11.4)
2021-22 (Adopted)	899,100	4.1



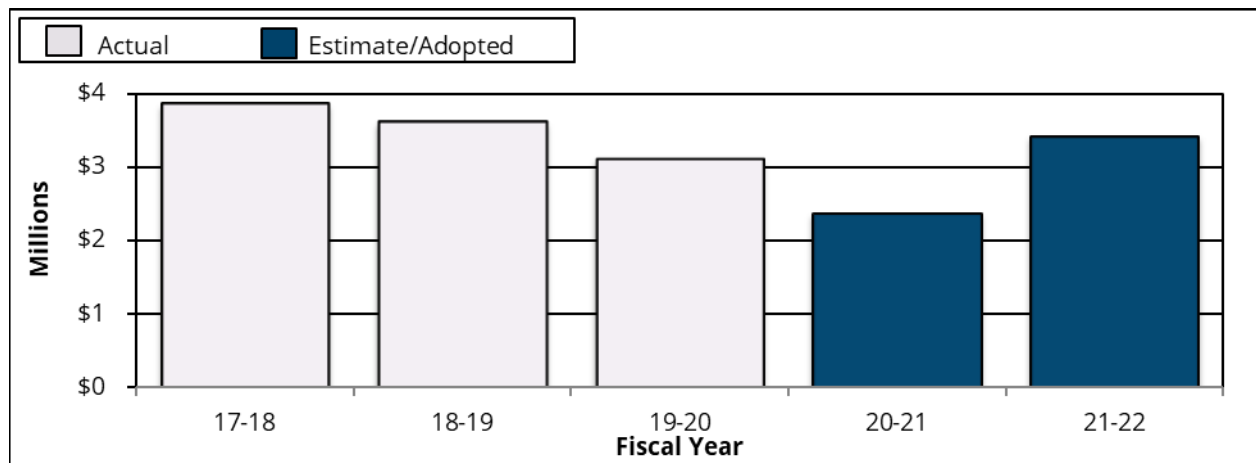
Source: Court Fines

Summary: This revenue is derived from fines and fees levied by the City Magistrate from traffic violations (including photo enforcement), traffic school administrative charges, warrants and jail recovery, juvenile-related offenses, probation monitoring fees, home detention fees, and public defender fees. State statute requires the assessment of an 83% surcharge which is transferred to the State Treasurer, a \$20 probation surcharge which is transferred to the County Treasurer, and a \$15 assessment on all court fines split between the City and County Treasurer depending on the citing agency. A City court enhancement fee of \$25 is added to all fines, sanctions, penalties, and assessments imposed by the court, which is used to enhance City court security and automation. The fee for traffic school includes \$25 for the City court enhancement fee and \$100 for the City's General Fund. Unless otherwise restricted, these revenues may be expended for any municipal purpose.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2017-18 reflects higher photo red light program revenues, while FY 2018-19 and FY 2019-20 reflect lower photo red light program revenues. The FY 2020-21 year-end estimate is an eight month actual and four month projection with reduced levels of traffic and court fines due to COVID-19 impacts.

Projection: The FY 2021-22 adopted budget assumes an increase in traffic and court fines, as impacts from the COVID-19 pandemic should be reduced.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 3,856,594	36.8
2018-19	3,614,536	(6.3)
2019-20	3,099,331	(14.3)
2020-21 (Estimate)	2,360,300	(23.8)
2021-22 (Adopted)	3,409,300	44.4



Enterprise Revenues

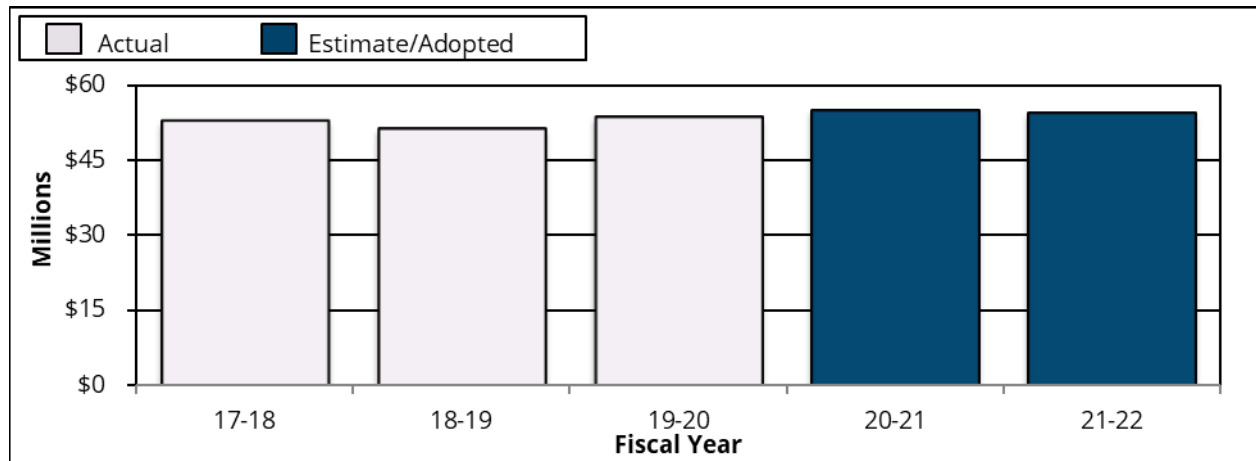
Source: Water Sales

Summary: This revenue source is derived from the sale of water to City residents, as well as Maricopa County residents located within City limits (who pay higher Outside City rates). Monthly water billings consist of a base charge according to meter size and a consumption charge, which varies by customer class. This revenue may be expended only for the Water Enterprise, which includes related operations, capital, debt service, and reserves.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. Rates are reviewed annually to ensure that adequate user fees are charged to cover related water system costs. A water conservation program is in place to encourage citizens to use less water. By using less water, customers can partially offset rate increases in their water bill. FY 2017-18 reflects a 2.5% revenue increase effective October 1, 2017 to support debt service related to new and expanded water facilities. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2021-22 adopted budget reflects revenue collections from lower consumption which is masking an anticipated mid-year increase of 2%.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 52,790,952	1.6
2018-19	51,322,726	(2.8)
2019-20	53,523,300	4.3
2020-21 (Estimate)	55,042,000	2.8
2021-22 (Adopted)	54,384,247	(1.2)



Source: Wastewater Service

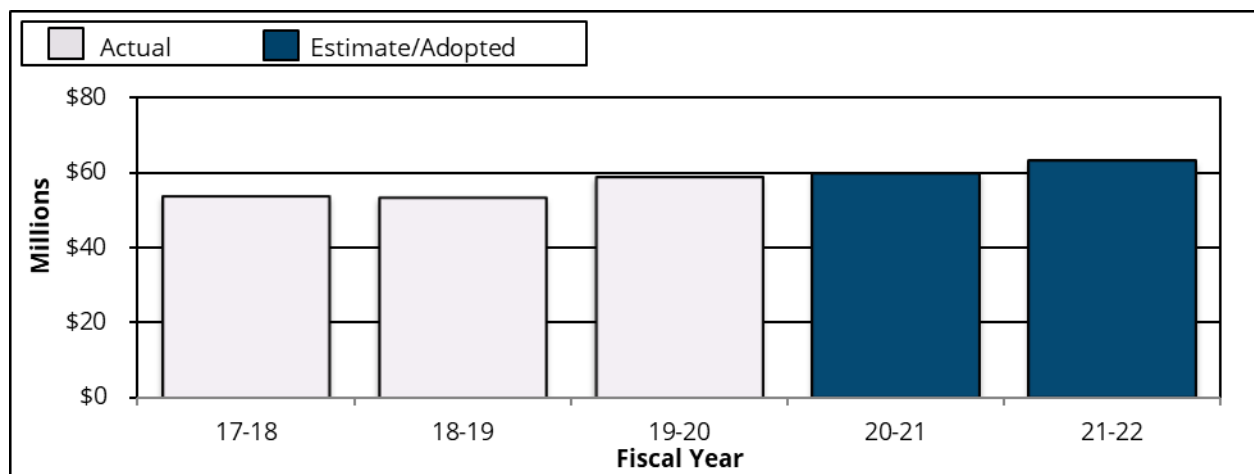
Summary: This revenue source is obtained from the fees charged for wastewater service to City residents, as well as Maricopa County residents located within City limits (who pay higher Outside City rates). Residential customers are charged a flat rate per month, while non-residential customers are charged a monthly base charge and a volume charge based on water consumption, unless a wastewater meter is used to measure flow. This revenue may be expended only for the Wastewater Enterprise (WW), which includes related operations, capital, debt service, and reserves.

This presentation also includes Intel Corporation’s reimbursement to the City for operation of the Ocotillo Brine Reduction Facility (OBRF), which is restricted for use by the OBRF. OBRF information is shown separately in the table below so that the WW Portion reflects City wastewater operations.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. Rates are reviewed annually to ensure that adequate user fees are charged to cover related wastewater system costs. FY 2017-18 reflects an 8% revenue increase effective October 1, 2017 to support debt service related to new and expanded wastewater facilities. The FY 2020-21 estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2021-22 adopted budget reflects revenue collections from lower consumption with the addition of a new wastewater treatment plant at Intel Corporation but higher revenue offsets from the OBRF portion which is masking an anticipated mid-year increase of 8%.

Fiscal Year	WW Portion	% Inc/(Dec)	OBRF Portion	% Inc/(Dec)	Total Amount	% Inc/(Dec)
2017-18	\$ 47,053,383	4.9	\$ 6,543,227	12.1	\$ 53,596,610	5.7
2018-19	47,906,841	1.8	5,476,263	(16.3)	53,383,104	(0.4)
2019-20	50,796,296	6.0	8,025,876	46.6	58,822,171	10.2
2020-21 (Estimate)	51,767,400	1.9	7,993,296	(0.4)	59,760,696	1.6
2021-22 (Adopted)	47,585,525	(8.1)	15,402,564	92.7	62,988,089	5.4



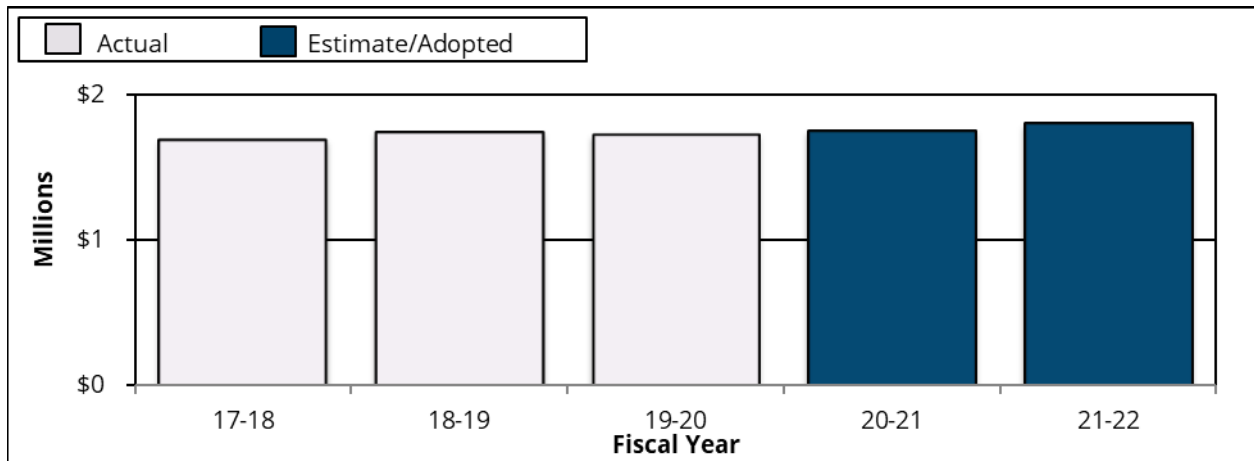
Source: Reclaimed Water Fees

Summary: This revenue source is obtained from the fees charged for reclaimed water sales to City residents, as well as Maricopa County residents located within City limits (who pay higher Outside City rates). Customers are charged a monthly volume rate based on reclaimed water consumption used for irrigation purposes. This revenue may be expended only for the operation of the Reclaimed Water Enterprise.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. FY 2017-18 reflects a 15% revenue increase effective beginning October 1, 2017. The FY 2020-21 estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2021-22 adopted budget reflects revenue collections from slightly higher consumption with an anticipated mid-year 8% rate increase.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 1,690,923	(10.0)
2018-19	1,744,503	3.2
2019-20	1,728,366	(0.9)
2020-21 (Estimate)	1,750,000	1.3
2021-22 (Adopted)	1,800,000	2.9



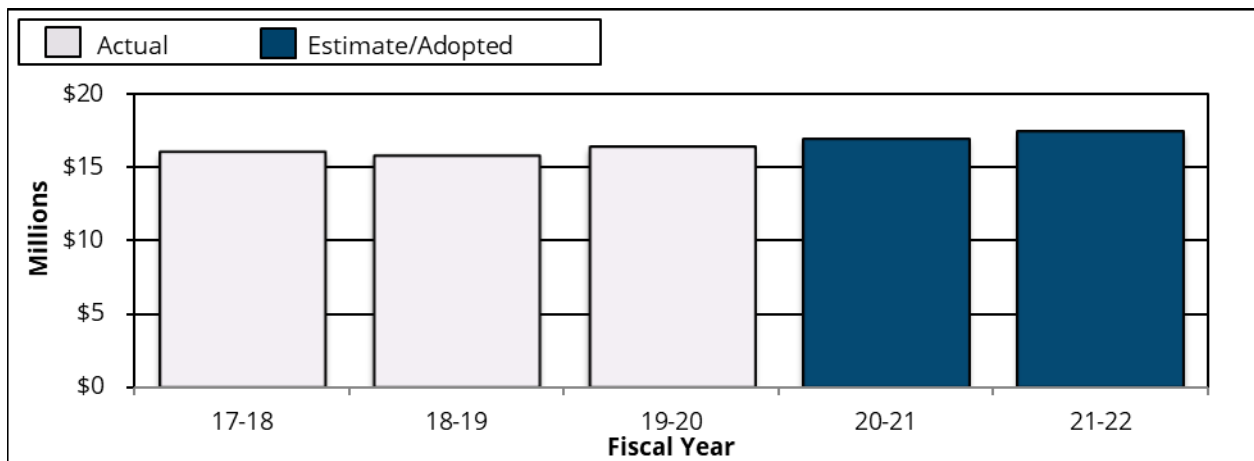
Source: Solid Waste Service

Summary: Solid Waste Service revenue is comprised of commercial refuse hauling permit fees, recycling revenue, solid waste service charges, and residential refuse collection charges. This revenue may be expended only for the Solid Waste Enterprise, which includes related operations, capital, and required reserves.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. Rates are reviewed annually to ensure that adequate user fees are charged to cover operating and capital costs. FY 2017-18 reflects a 6% rate increase effective beginning October 1, 2017 to support increased operating costs. FY 2019-20 reflects a 6% rate increase which was effective January 1, 2020 to support increased hauling contract and recycling operating costs. The FY 2020-21 year-end estimate is an eight month actual and four month projection.

Projection: The FY 2021-22 adopted budget reflects higher hauling contract and recycling costs related to the global demand reduction for recycled materials, and an anticipated mid-year 6% rate increase.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 15,963,690	4.4
2018-19	15,761,852	(1.3)
2019-20	16,356,850	3.8
2020-21 (Estimate)	16,912,697	3.4
2021-22 (Adopted)	17,407,538	2.9



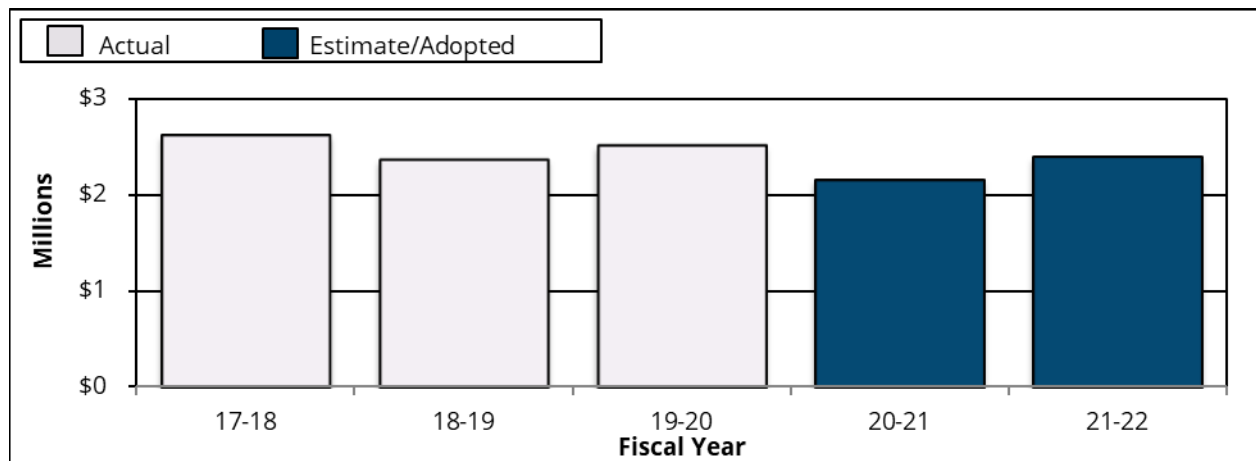
Source: Other Utility Charges

Summary: This revenue category consists of utility fund charges for water meters and meter installations, service connect fees, late fees, miscellaneous service charges, and solid waste container fees. This revenue may be expended only for the operation of the Water, Wastewater, and Solid Waste Enterprises based on the fund in which the revenue is received.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The largest revenue source in this category is water meter installations, which fluctuate based on construction growth. FY 2018-19 reflects lower wastewater service charges, while FY 2019-20 shows higher revenues from increased construction. The FY 2020-21 estimate is an eight month actual and four month projection based on historical trends and includes the temporary discontinuation of utility late fees during the COVID-19 pandemic.

Projection: The FY 2021-22 adopted budget reflects a steady amount of revenue collections with a resumption in assessing utility late fees.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 2,615,605	0.4
2018-19	2,357,064	(9.9)
2019-20	2,507,547	6.4
2020-21 (Estimate)	2,154,654	(14.1)
2021-22 (Adopted)	2,388,323	10.8



System Development Fees

Source: Water System Development Fees

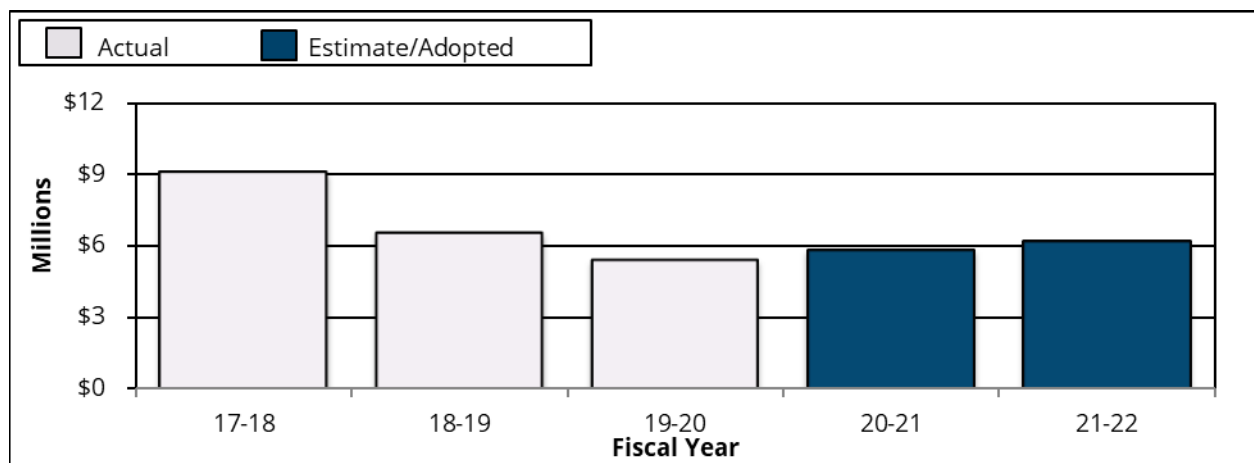
Summary: The City established fees funding a Water Development Reserve Fund in 1980. In 1997, these fees were restructured into system development fees paid by developers to fund growth-related water capital infrastructure. These fees are reviewed and revised periodically based on current and future water capital expenditures and growth projections, along with A.R.S. requirements. Per unit fees are based on meter size. Fees for water distribution system connection are also included in this category.

This revenue may only be expended for growth-related water enterprise system capital projects.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. This revenue stream is paid only on new development or higher density redevelopment, so this revenue stream will continue to decline as the City moves toward residential and commercial build-out. Under a new fee structure adopted in FY 2019-20, water system development fees decreased by 40%. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting current development activity.

Projection: The FY 2021-22 adopted budget reflects current market conditions.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 9,083,655	(15.9)
2018-19	6,524,799	(28.2)
2019-20	5,410,398	(17.1)
2020-21 (Estimate)	5,815,300	7.5
2021-22 (Adopted)	6,180,300	6.3



Source: Wastewater System Development Fees

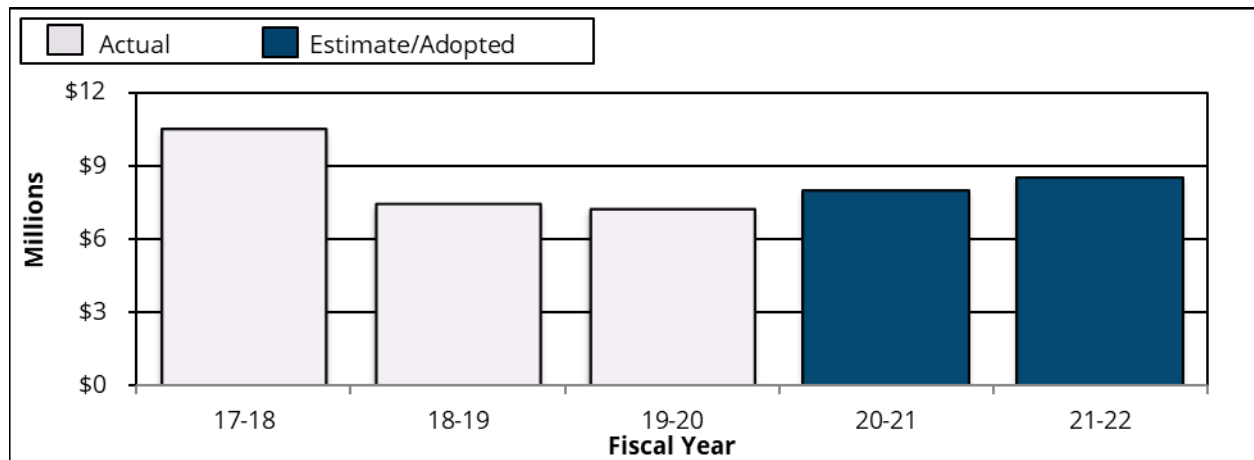
Summary: The City established fees funding a Wastewater Development Reserve Fund in 1980. In 1997, these fees were restructured into system development fees paid by developers to fund growth-related wastewater capital infrastructure. These fees are reviewed and revised periodically based on current and future wastewater capital expenditures and growth projections, along with A.R.S. requirements. Per unit fees are based on meter size.

This revenue may only be expended for growth-related wastewater enterprise system and reclaimed water enterprise system capital projects.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. This revenue stream is paid only on new development or higher density redevelopment, so this revenue stream will continue to decline as the City moves toward residential and commercial build-out. Under a new fee structure adopted in FY 2019-20, wastewater system development fees decreased by 31%. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting current development activity.

Projection: The FY 2021-22 adopted budget reflects current market conditions.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 10,468,487	(17.3)
2018-19	7,441,748	(28.9)
2019-20	7,188,125	(3.4)
2020-21 (Estimate)	7,998,600	11.3
2021-22 (Adopted)	8,515,900	6.5



Source: General Government Impact Fees

Summary: Starting in 1996, the City passed ordinances to charge impact fees to developers to fund growth-related capital infrastructure in all categories noted below. A listing of the various impact fees is accompanied by the FY 2021-22 adopted budget for each category:

• Arterial Streets	\$4,440,700	• Police	\$224,000
• Parks	2,077,200	• Public Buildings	184,300
• Fire	384,000	• Library	100,000

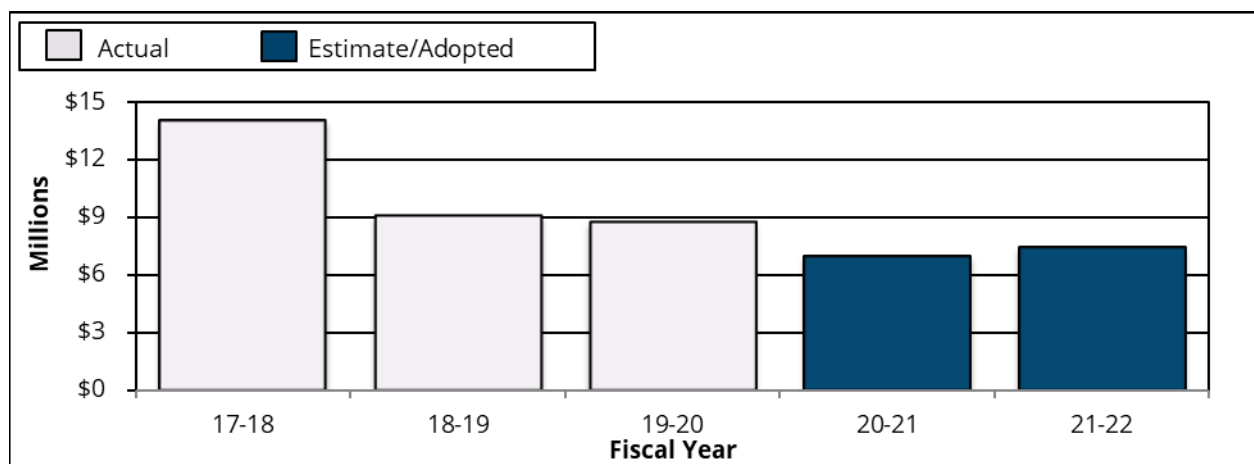
These fees are reviewed and revised periodically based on current and future capacity-expanding capital expenditures, growth projections, and A.R.S. requirements. Residential fees are charged per dwelling unit, while non-residential fees are charged per building square footage. Library and Park Impact Fees are only charged to residential development, and Park Impact Fees are broken into three different service areas. The Arterial Street Impact Fee is only assessed for properties within the arterial street fee service area. Developers may receive credits for street improvements or right-of-way dedication in the arterial street service area.

This revenue may only be expended for growth-related capital projects within the specific fee category in which they were collected.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. This revenue stream is paid only on new development or higher density redevelopment, so this revenue stream will continue to decline as the City moves toward residential and commercial build-out. Under a new fee structure adopted in FY 2019-20, all impact fees categories decreased by various percentages. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting current development activity.

Projection: The FY 2021-22 adopted budget reflects current market conditions.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 13,982,673	(4.8)
2018-19	9,023,677	(35.5)
2019-20	8,730,973	(3.2)
2020-21 (Estimate)	6,942,300	(20.5)
2021-22 (Adopted)	7,410,200	6.7



Interfund Charges

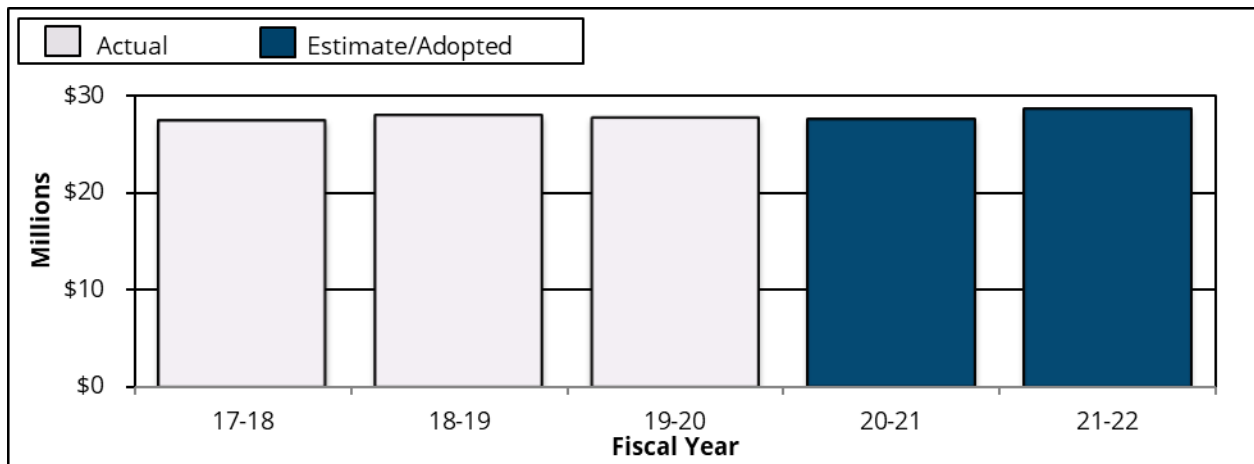
Source: Interfund Charges

Summary: Interfund Charges are payments from various funds and cost centers to a specific fund incurring the cost. For example, replacement equipment or vehicles are purchased in the Equipment and Vehicle Replacement Funds, but funded through annual contributions from each cost center for their replacement. The payments are expenditures in each of the cost centers and recorded as revenue to the replacement funds. Other interfund charges include payments to the medical, dental, and short-term disability self-insurance funds from department cost centers to fund the cost of these benefits.

Analysis: The data below reflects recent years of actual revenue with the percent of increase or decrease. The FY 2020-21 year-end estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2021-22 adopted budget reflects increased levels of contributions to the short-term disability, dental, and medical self-insurance funds due to higher claims.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 27,554,339	2.2
2018-19	28,036,028	1.7
2019-20	27,718,801	(1.1)
2020-21 (Estimate)	27,625,483	(0.3)
2021-22 (Adopted)	28,610,689	3.6



Interfund Transfers

Summary: Interfund transfers move funds from one fund to another. Examples include transfers to the General Fund for charges that are incurred in the General Fund for administrative support to the Enterprise Funds (Airport, Water, Wastewater, Reclaimed Water, Reverse Osmosis, and Solid Waste), charges to each fund for contributions to the Technology Replacement Fund to ensure future replacement of technology equipment, and transfers made from one fund to another as a loan. Interfund transfers are not added to the overall budget as the original revenues are already budgeted within each of the funds.

Interfund transfers are increasing in FY 2021-22 due to anticipated loan repayment transfers from Impact Funds to the General Fund and General Obligation Debt Service Fund and System Development Funds to the Water and Wastewater Operating Funds. Listed below are all interfund transfers anticipated for FY 2021-22:

Indirect Cost Allocation:

Highway User Revenue Fund to General Fund	\$ 9,582
Local Transportation Assistance Fund to General Fund	197
Water Fund to General Fund	3,430,205
Reclaimed Water Fund to General Fund	82,361
Wastewater Fund to General Fund	2,472,696
Reverse Osmosis Fund to General Fund	458,895
Solid Waste Fund to General Fund	1,014,258
Airport Fund to General Fund	102,341
Insured Liability Self Insurance Fund to General Fund	315
Uninsured Liability Fund to General Fund	236
Water Fund to Workers' Compensation Self Insurance Fund	27,104
Reclaimed Water Fund to Workers' Compensation Self Insurance Fund	766
Wastewater Fund to Workers' Compensation Self Insurance Fund	18,089
Solid Waste Fund to Workers' Compensation Self Insurance Fund	12,963
Water Fund to Uninsured Liability Self Insurance Fund	21,548
Wastewater Fund to Uninsured Liability Self Insurance Fund	21,548

Contributions to Other Funds:

General Fund to the Public Housing Authority (PHA) Management Fund	135,000
General Fund to the PHA Section 8 Fund	150,000
General Fund to General Government Capital Projects Fund	55,002,615
General Fund to Airport Operating Fund (subsidy)	3,415,420
General Fund to Insured Liability Self Insurance Fund	2,190,000
General Fund to Uninsured Liability Self Insurance Fund	596,749
Highway User Revenue Fund to Uninsured Liability Self Insurance Fund	91,227
Transfers from various funds to Technology Replacement Fund	3,837,922

Reimbursement:

Regional Transportation Sales Tax to Arterial Street Impact Fund	200,000
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Repayments:

Public Building Impact Fund to General Fund	250,000
Fire Impact Fund to General Fund	700,000
Arterial Street Impact Fund to General Obligation Debt Service Fund	8,250,000
Park NW Impact Fund to General Obligation Debt Service Fund	500,000

Resources

Park NE Impact Fund to General Obligation Debt Service Fund	994,681
Library Impact Fund to General Obligation Debt Service Fund	255,319
Reclaimed Water System Development Fee Fund to Water Operating Fund	3,900,000
Wastewater System Development Fee Fund to Wastewater Operating Fund	<u>7,200,000</u>
Total Interfund Transfers	<u>\$ 95,342,037</u>

Property Tax Summary

Summary: State law prescribes that Arizona municipalities may levy taxes on property for the following purposes with certain limitations and restrictions.

Primary Taxes are those used for general government operations. The total maximum allowable levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases. The FY 2021-22 primary property tax rate is adopted to be reduced from the FY 2020-21 rate of \$0.2501 per \$100 of assessed valuation to \$0.2426 per \$100 of assessed valuation.

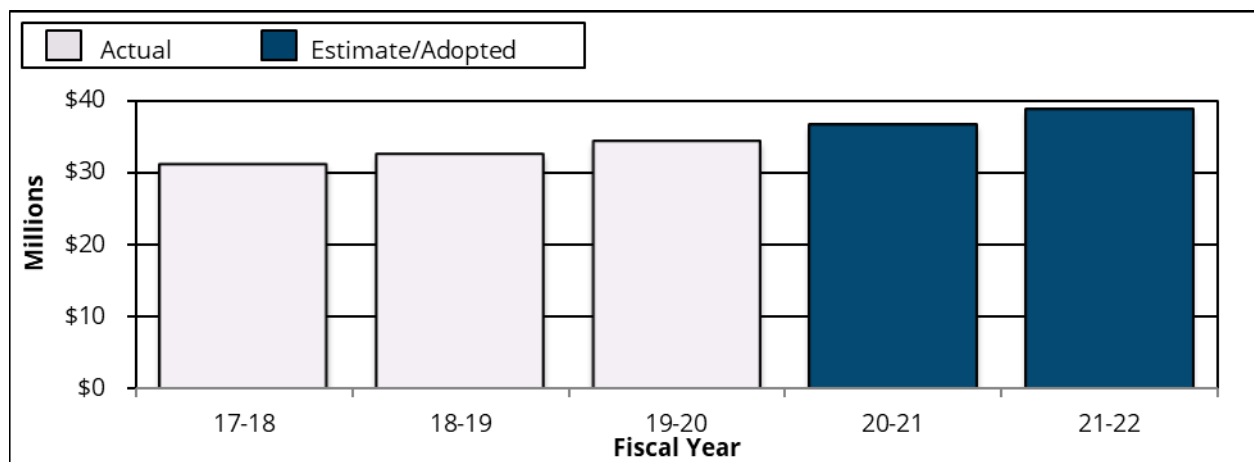
Secondary Taxes are restricted for general bonded debt obligations and voter approved budget overrides. The FY 2021-22 secondary property tax rate is adopted to remain the same as the FY 2020-21 rate of \$0.87 per \$100 of assessed valuation.

This results in a total tax rate of \$1.1126 per \$100 of assessed value decreased from \$1.1201, minimizing the impact of the 6.8% increase in Limited Assessed Values of which 3.7% is new property.

Analysis: The data below reflects recent years of actual revenue, including prior year tax adjustments for both primary and secondary taxes, with the percent of increase or decrease. There is a two-year lag between the market value and the property taxes that are distributed to cities and towns. Assessed values started increasing in FY 2014-15 after the great recession and reached pre-recession values in FY 2017-18. The FY 2020-21 year-end estimate is an eight month actual and four month projection reflecting higher assessed values from new property added and appreciation, offset by a rate reduction in primary property tax.

Projection: The projected tax collections for FY 2021-22 reflect property market values from calendar year 2019, which are then adjusted using the limited property value formula. Higher property values, coupled with lower tax rates, result in a minimal increase in levy revenue. The estimates below include the total primary and secondary levy anticipated as well as an estimate for prior year collections. The property tax rate reduction minimizes the impact of City property taxes paid by residents and other property owners as assessed valuations increase.

Fiscal Year	Amount	% Inc/(Dec)
2017-18	\$ 30,967,677	3.7
2018-19	32,391,873	4.6
2019-20	34,269,654	5.8
2020-21 (Estimate)	36,624,729	6.9
2021-22 (Adopted)	38,763,200	5.8



Resources

Source: Property Tax

Following is a ten-year history of the City of Chandler’s assessed valuation and property tax rates per \$100 of assessed valuation, and the adopted FY 2021-22 amounts:

<u>Year</u>		<u>City Valuation</u>	<u>Overall Rate - Including City, County, School District, and Special Assessment Districts</u>	<u>City Rate</u>	<u>Percent of Total Rate</u>
2011-12	P	\$ 2,459,494,796	\$ 6.74	\$ 0.3292	4.9%
	S	2,468,626,617	<u>3.65</u>	<u>0.9422</u>	<u>25.8</u>
			\$ 10.39	\$ 1.2714	12.2%
2012-13	P	\$ 2,246,527,350	\$ 7.32	\$ 0.3292	4.5%
	S	2,255,179,301	<u>3.80</u>	<u>0.9422</u>	<u>24.8</u>
			\$ 11.12	\$ 1.2714	11.4%
2013-14	P	\$ 2,157,002,870	\$ 7.81	\$ 0.3292	4.2%
	S	2,175,376,677	<u>3.83</u>	<u>0.9422</u>	<u>24.6</u>
			\$ 11.64	\$ 1.2714	10.9%
2014-15	P	\$ 2,277,718,171	\$ 8.31	\$ 0.2992	3.6%
	S	2,381,590,083	<u>4.09</u>	<u>0.8800</u>	<u>21.5</u>
			\$ 12.40	\$ 1.1792	9.5%
2015-16	P	\$ 2,380,457,981	\$ 7.59	\$ 0.2992	3.9%
	S	2,380,457,981	<u>4.28</u>	<u>0.8800</u>	<u>20.6</u>
			\$ 11.87	\$ 1.1792	9.9%
2016-17	P	\$ 2,553,971,787	\$ 7.62	\$ 0.2900	3.8%
	S	2,553,971,787	<u>4.17</u>	<u>0.8700</u>	<u>20.9</u>
			\$ 11.79	\$ 1.1600	9.8%
2017-18	P	\$ 2,675,480,112	\$ 7.45	\$ 0.2700	3.6%
	S	2,675,480,112	<u>4.17</u>	<u>0.8700</u>	<u>20.9</u>
			\$ 11.62	\$ 1.1400	9.8%
2018-19	P	\$ 2,783,830,922	\$ 7.32	\$ 0.2686	3.7%
	S	2,783,830,922	<u>4.46</u>	<u>0.8700</u>	<u>19.5</u>
			\$ 11.78	\$ 1.1386	9.7%
2019-20	P	\$ 3,011,152,689	\$ 7.11	\$ 0.2581	3.6%
	S	3,011,152,689	<u>4.44</u>	<u>0.8700</u>	<u>19.6</u>
			\$ 11.55	\$ 1.1281	9.8%
2020-21	P	\$ 3,243,434,243	\$ 7.05	\$ 0.2501	3.6%
	S	3,243,434,243	<u>4.35</u>	<u>0.8700</u>	<u>20.0</u>
			\$ 11.40	\$ 1.1201	9.8%

<u>Type</u>	<u>2021-22 City Valuation</u>	<u>% Inc/(Dec)</u>	<u>2021-22 Adopted Rates</u>	<u>2020-21 Levy*</u>	<u>2021-22 Levy*</u>	<u>% Inc/(Dec)</u>
Primary	\$ 3,463,794,661	6.8%	\$0.2426	\$ 8,111,829	\$ 8,403,200	3.6%
Secondary	3,463,794,661	6.8%	<u>0.8700</u>	<u>28,217,900</u>	<u>30,135,000</u>	<u>6.8%</u>
			\$1.1126	\$36,329,729	\$38,538,200	6.1%

*The totals include an additional \$225,000 in prior year collections anticipated to be received.

6 General Government

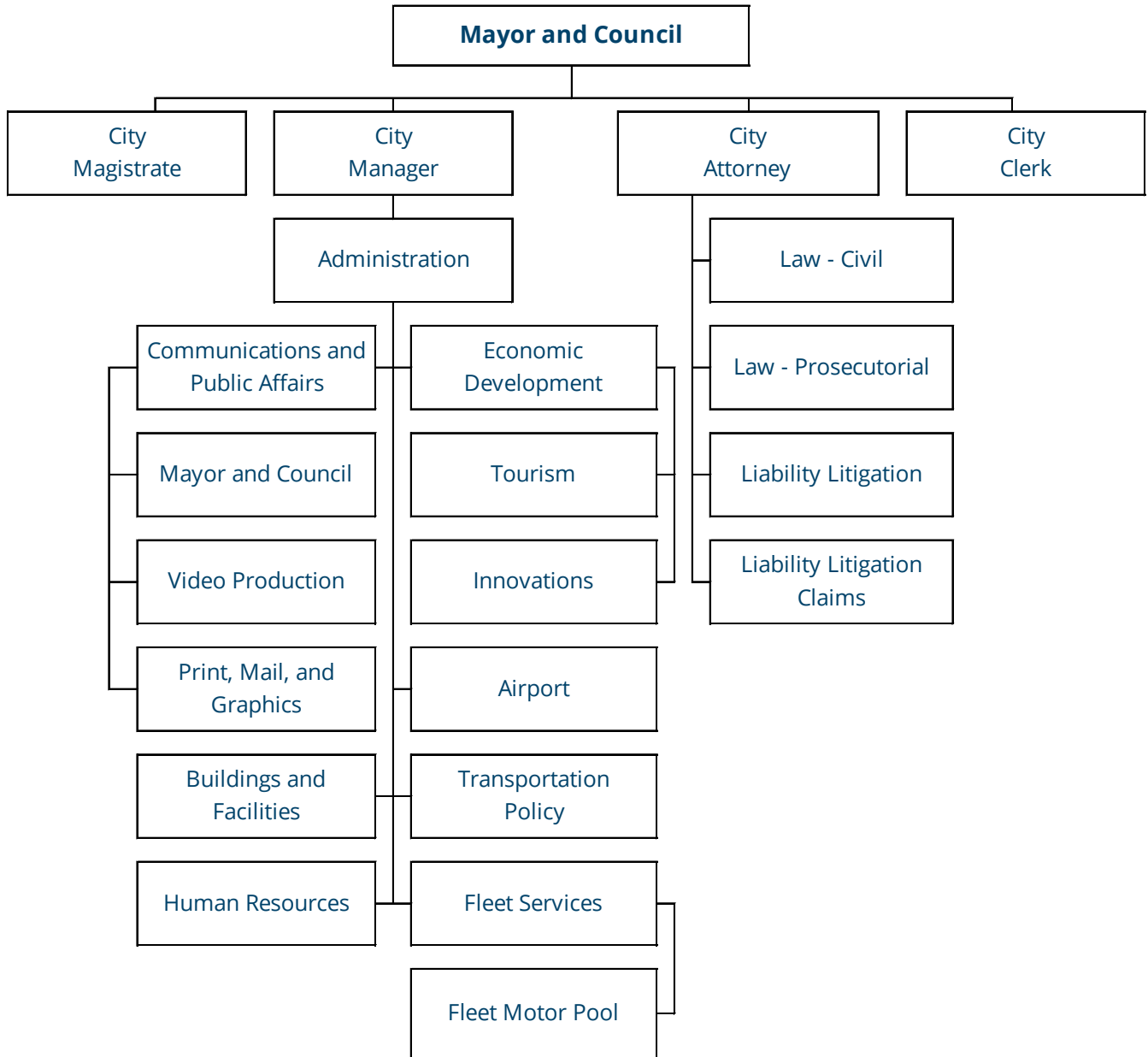


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary

“Moving Forward Together”



Chandler’s employees are passionate about serving the community. This team of professionals bring innovation and quality to the customer service experience.



General Government Overview

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, whereas the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Mayor and Council	\$ 985,512	\$ 1,021,237	\$ 994,250	\$ 1,041,711	2.00%
Communications and Public Affairs	1,192,378	1,239,675	1,223,170	1,307,146	5.44%
Video Production	595,327	601,302	658,705	748,014	24.40%
Print, Mail, and Graphics	636,068	774,453	697,825	833,581	7.63%
City Clerk	1,076,113	926,189	910,580	1,197,666	29.31%
City Magistrate	4,444,495	4,684,074	4,360,791	4,996,699	6.67%
Law	3,790,449	3,884,306	3,906,550	3,915,729	0.81%
Liability Litigation	1,600,618	1,863,427	1,845,465	2,078,205	11.53%
Liability Litigation Claims	810,566	3,988,572	3,866,616	3,988,572	0.00%
City Manager	1,171,784	1,426,082	1,367,914	1,491,322	4.57%
Airport	897,348	1,104,206	1,200,618	1,599,897	44.89%
Airport Capital	2,339,469	7,684,808	464,441	6,384,850	-16.92%
Buildings and Facilities	7,346,778	7,808,007	7,965,729	8,238,066	5.51%
Buildings and Facilities Capital	1,664,924	3,163,953	394,890	6,124,579	93.57%
Economic Development	1,054,234	1,098,386	11,071,151	1,157,103	5.35%
Economic Development Capital	-	1,056,208	-	1,056,208	0.00%
Tourism	549,304	260,509	498,805	361,388	38.72%
Innovations	250,000	285,930	333,334	285,930	0.00%
Fleet Services	1,149,290	1,210,821	1,214,717	1,228,536	1.46%
Fleet Motor Pool	58,528	65,568	53,962	65,568	0.00%
Human Resources	3,146,710	3,602,651	3,269,900	3,630,876	0.78%
Transportation Policy	5,398,988	4,041,922	2,463,694	3,983,238	-1.45%
Transportation Policy Capital ⁽¹⁾	-	-	-	3,268,803	N/A
Total	\$ 40,158,883	\$ 51,792,286	\$ 48,763,107	\$ 58,983,687	13.89%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 21,252,818	\$ 22,023,453	\$ 21,336,598	\$ 22,750,695	
Ongoing ⁽²⁾	1,603,035	21,882,398	21,195,543	22,417,885	2.45%
One-time ⁽²⁾	-	141,055	141,055	332,810	135.94%
Operating & Maintenance	14,901,672	17,863,864	26,567,178	19,398,552	8.59%
Capital - Major	4,004,393	11,904,969	859,331	16,834,440	41.41%
Total	\$ 40,158,883	\$ 51,792,286	\$ 48,763,107	\$ 58,983,687	13.89%

⁽¹⁾ New cost center established July 1, 2021.

⁽²⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

General Government**2021-22 Adopted Budget**

Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Mayor and Council	4.500	4.500	4.500	4.500	0.00%
Communications and Public Affairs	8.000	8.000	8.000	8.000	0.00%
Video Production	2.000	2.000	3.000	3.000	50.00%
Print, Mail, and Graphics	5.000	5.000	4.000	4.000	-20.00%
City Clerk	6.000	6.000	6.000	6.000	0.00%
City Magistrate	41.000	41.000	41.000	42.000	2.44%
Law	28.000	28.000	28.000	28.000	0.00%
Liability Litigation	4.000	4.000	4.000	4.000	0.00%
City Manager	5.000	7.000	7.000	7.000	0.00%
Airport	6.000	6.000	7.000	7.000	16.67%
Buildings and Facilities	44.000	44.000	44.000	44.000	0.00%
Economic Development	6.500	6.500	6.500	6.500	0.00%
Tourism	1.000	1.000	1.000	1.000	0.00%
Fleet Services	12.000	12.000	12.000	12.000	0.00%
Human Resources	23.000	23.000	23.000	23.000	0.00%
Transportation Policy	3.000	3.000	3.000	3.000	0.00%
Total	199.000	201.000	202.000	203.000	1.00%

Mayor and Council - 1020

City Council serves Chandler's citizens as elected representatives and provides for the orderly government of the City. The City Council is responsible for establishing goals and adopting public policy that meets the community's needs. In addition, they are responsible for adopting an annual budget that maintains the fiscal stability of the City. Major focus is on ensuring orderly and quality development throughout the community, enhancing the quality of life for Chandler's citizens through delivery of services, promoting customer service, and communicating with citizens.

City Council has four appointed positions that report to them: City Clerk, City Magistrate, City Manager, and City Attorney.

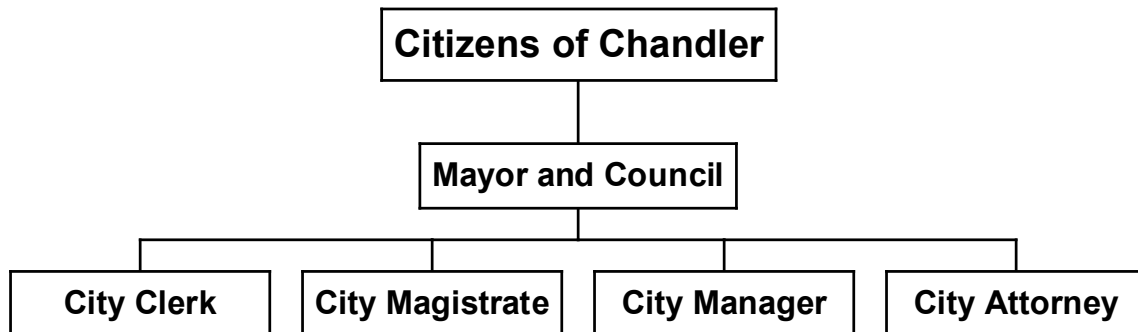
The City Manager is responsible for overseeing the day-to-day operations of the City and for carrying out the policies that are adopted by the City Council.

The City Attorney serves as legal advisor to the City Council, City Manager, and all City departments, and represents the City in all legal proceedings.

The City Clerk is responsible for the preservation of legal documents and provides information on City Council legislation and actions.

The City Magistrate oversees the Municipal Court, which promptly and fairly processes all criminal and traffic violations filed.

It is the City Council's responsibility to oversee these functions and to provide the needed policy direction for the effective management of the City.



Mayor and Council - 1020**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 941,481	\$ 954,704	\$ 957,927	\$ 933,000	\$ 975,220	2.15%
Ongoing*	941,481	954,704	957,927	933,000	975,220	2.15%
One-time*	-	-	-	-	-	N/A
Professional/Contract	8,318	5,000	5,000	5,000	7,500	50.00%
Operating Supplies	11,918	13,370	13,370	12,487	14,641	9.51%
Repairs/Maintenance	1,787	2,500	2,500	2,000	2,500	0.00%
Communications/Transportation	13,202	9,550	29,050	26,650	36,650	283.77%
Other Charges/Services	6,432	34,200	14,700	13,200	3,245	-90.51%
Office Furniture/Equipment	18	-	-	-	-	N/A
Capital Replacement	2,357	1,913	1,913	1,913	1,955	2.20%
Total Cost Center - 1020	\$ 985,512	\$ 1,021,237	\$ 1,024,460	\$ 994,250	\$ 1,041,711	2.00%
General Fund	\$ 985,512	\$ 1,021,237	\$ 1,024,460	\$ 994,250	\$ 1,041,711	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	0	0	0.5	0.5	0.5	0.5
Community Engagement Specialist	0	1	1	1	1	1
Executive Management Assistant	3	2	2	2	2	2
Mayor and City Council Assistant	1	0	0	0	0	0
Mayor and Council Communications Manager	0	1	1	1	1	1
Total	4	4	4.5	4.5	4.5	4.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the elimination of FY 2020-21 one-time funding for Community and Policy Committees.

As part of the FY 2021-22 amendment process, ongoing funding of \$14,000 for regional organization coordination and participation was transferred from the Council Contingency.

Communications and Public Affairs Department Overview

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Communications and Public Affairs	\$ 1,192,378	\$ 1,239,675	\$ 1,223,170	\$ 1,307,146	5.44%
Video Production	595,327	601,302	658,705	748,014	24.40%
Print, Mail, and Graphics	636,068	774,453	697,825	833,581	7.63%
Total	\$ 2,423,773	\$ 2,615,430	\$ 2,579,700	\$ 2,888,741	10.45%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 1,665,876	\$ 1,643,897	\$ 1,658,725	\$ 1,669,674	
Ongoing ⁽¹⁾	-	1,560,620	1,575,448	1,609,579	3.14%
One-time ⁽¹⁾	-	83,277	83,277	60,095	-27.84%
Operating & Maintenance	757,896	971,533	920,975	1,219,067	25.48%
Total	\$ 2,423,773	\$ 2,615,430	\$ 2,579,700	\$ 2,888,741	10.45%
Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Communications and Public Affairs	8.000	8.000	8.000	8.000	0.00%
Video Production	2.000	2.000	3.000	3.000	50.00%
Print, Mail, and Graphics	5.000	5.000	4.000	4.000	-20.00%
Total	15.000	15.000	15.000	15.000	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- Mayor Kevin Hartke delivered a virtual State of the City address with remarks and videos during the event highlighting Chandler's perseverance, strength, and progress during the global pandemic.
- Updated the City Council's Strategic Framework in print and digital formats as well as created a campaign to promote the City Council vision, updated brand statement, and focus areas.
- Continued the strong tradition of community outreach on behalf of the Mayor and Council by coordinating City Council initiatives, social media campaigns, videos, columns, outreach presentations, and responses to inquiries.
- Published the 2020 Annual Report and provided graphic design for the annual Budget Book to highlight progress and accomplishments of the past year. Assisted the Management Services Department in promoting the annual budget survey and produced a video series to collect public comments during the budget development process.
- Promoted public participation in the 2020 Census by working with the City's Complete Count Committee to educate residents about the importance of completing the census. Produced communication materials in a variety of platforms and languages that explained the significance of the census to Chandler residents.
- Provided communication support throughout the City's response to COVID-19. This included producing videos and virtual events, broadcasting meetings, and creating digital content on the City's websites and social media platforms. CAPA created graphics, signs, and printed materials to support the City's response, monitored and responded to constituent and employee inquiries, and created special sections on the City's websites to address COVID-19.
- Issued more than 250 news releases, news articles, and blogs, and wrote Chandler Insider articles distributed monthly to 30,000 households. Published the CityScope newsletter distributed monthly to 85,000 utility customers.
- Managed content on the City's website and social media platforms, including social media campaigns to communicate City services, programs, and events. Activated new features on the website that enabled visitors to better search for park amenities and events. Promoted monthly public awareness campaigns for Black History Month and Women's History Month through news articles, blogs, videos, and social media content.
- Created the bond election section of the website to support the review of community needs by the Citizen Bond Exploratory Committee. Supported community input through virtual meetings and online forums for master plan projects to guide investments into City parks and recreational facilities and the Chandler Municipal Airport.
- Produced virtual events and programs for the Tumbleweed Tree Lighting, Veteran's Day Path of Honor, concerts for the Chandler Center for the Arts, and numerous recreation programs and classes that provided alternative means for residents to take part in events and programs offered by the City.
- Published the weekly employee newsletter, Quicklook, managed content on Chanweb, the City's internal website, and provided communication support for City Manager messages and Team Talks presentations.
- The Video Production Division supported public meetings, coordinated studio and field shoots, produced virtual programs, and completed nearly 500 video productions shared through cable television, website, and social media platforms. The team also broadcast events, concerts, and meetings through live streams on Facebook and YouTube.
- The Print, Mail, and Graphics Division completed more than 2,100 print production and graphic design requests. The division also processed nearly 850,000 pieces of outgoing mail, taking measures to qualify for the greatest discounts possible and saving the City thousands in postage costs.
- Managed the City Hall Information Desk to fulfill customer service inquiries via phone and in-person, including staffing the COVID-19 hotline. Fostered a safe, friendly service environment to direct customer to services, attend meetings, route deliveries, and assist with security and public safety response.

Communications and Public Affairs - 1070

Communications and Public Affairs develops and maintains community and media relations as well as communication programs to present municipal information to the public. This includes the public information campaigns, production and design of newsletters, publications, press releases, presentations, videos, websites, social media, and government cable television, streaming media, and virtual programming. The department also coordinates citizens' requests for service, public meetings, and other citywide public affairs projects. In addition, it provides public relations, media relations, and content development support and counsel to the Mayor, City Council, and City departments.

2021-22 Performance Measurements**Goal:**

Effectively develop and maintain community and media relations as well as communication programs that fulfill the Council's, City Manager's, and citizens' requests for service and public information. This will be done in a manner to provide a cohesive and professional appearance of City publications and other informational and collateral materials that are disseminated to the public as well as help to develop a positive and professional community image.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Provide public affairs support and act as liaison to the Mayor, City Councilmembers, and City departments.
- ◆ Provide a convenient and effective mechanism for receiving, responding to, and, when technically and legally possible, satisfactorily fulfilling citizen requests for service and information with speed, fairness, and courtesy.
- ◆ Maintain Internet website, www.chandleraz.gov, with updated information, maintain and oversee the City of Chandler's Intranet site, Chanweb, and oversee social media platforms.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
News releases (English and Spanish)	165	146	150	150	150
Council columns/journal articles ⁽¹⁾	41	N/A	N/A	N/A	N/A
Columns, news articles, and blogs ⁽²⁾	N/A	124	110	100	100
Newsletters	63	63	64	64	63
Public record requests	10	27	25	20	20
Public awareness/marketing campaigns	14	18	20	20	18
Citizens' requests for services entered into computerized tracking system - Lucy	8,398	6,782	8,500	7,000	7,000
Web-related measures					
Average unique page views per month	255,037	240,589	335,000	242,224	250,000
Average total page views per month	332,442	311,634	430,110	312,396	325,000
Public meeting logistics/facilitation	7	10	12	12	10

⁽¹⁾ Effective FY 2019-20 measure discontinued.

⁽²⁾ New measure effective FY 2019-20.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Communications and Public Affairs - 1070

Budget Summary

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 942,214	\$ 928,563	\$ 941,266	\$ 943,070	\$ 953,580	2.69%
Ongoing*	-	928,563	941,266	943,070	953,580	2.69%
One-time*	-	-	-	-	-	N/A
Professional/Contract	198,845	225,000	232,495	227,000	267,112	18.72%
Operating Supplies	36,238	42,647	38,647	37,300	66,254	55.35%
Repairs/Maintenance	1,919	1,400	1,400	1,000	1,500	7.14%
Communications/Transportation	8,555	5,500	5,500	2,300	4,900	-10.91%
Other Charges/Services	3,662	16,565	15,686	12,500	13,800	-16.69%
Machinery/Equipment	-	20,000	1,000	-	-	-100.00%
Office Furniture/Equipment	886	-	-	-	-	N/A
Capital Replacement	60	-	-	-	-	N/A
Total Cost Center - 1070	\$ 1,192,378	\$ 1,239,675	\$ 1,235,994	\$ 1,223,170	\$ 1,307,146	5.44%
General Fund	\$ 1,192,378	\$ 1,239,675	\$ 1,235,994	\$ 1,223,170	\$ 1,307,146	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	0	0	0	1	1	1
Communications and Public Affairs Director	1	1	1	1	1	1
Communications Manager	0	0	0	0	1	1
Digital Content Creator	0	1	1	1	1	1
Digital Content Strategist	1	1	1	1	1	1
Management Assistant	1	1	1	0	0	0
Public Information Officer	3	3	3	3	2	2
Security Officer	1	1	1	1	1	1
Total	7	8	8	8	8	8

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding provided for translation services, providing bond election public communications, additional printing costs related to the CityScope newsletter, and digital content management services.

During FY 2020-21, one Public Information Officer position was reclassified to Communications Manager.

Video Production - 1071

Video Production is responsible for producing digital media content for the City's social media platforms, websites, and the cable Government Access Channel. This includes producing live broadcasts of City Council, Planning and Zoning meetings, and Facebook and YouTube live events virtual programs as well as digital media posts for social media platforms. Other digital media productions include digital news updates, internal messaging, internal training, as well as special request programs that highlight events, operations, and information about City related activities.

2021-22 Performance Measurements**Goal:⁽¹⁾**

Provide digital media content for the City's government access cable channel, social media platforms, and websites.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:⁽¹⁾

- ◆ Produce digital media content for all City departments to be aired on the City's government access cable channel, social media platforms, and websites.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Original hours ⁽²⁾	150	N/A	N/A	N/A	N/A
Televisе live presentations of City Council Meetings, Study Sessions, and Planning and Zoning Meetings ⁽²⁾	50	N/A	N/A	N/A	N/A
External Communication ⁽³⁾	N/A	N/A	210	285 ⁽⁴⁾	230
Internal Communication ⁽³⁾	N/A	N/A	40	60 ⁽⁴⁾	40

Goal:⁽¹⁾

Produce live digital media content to be aired on the City's government access cable channel, social media platforms and websites.

Supports Priority Based Budgeting Goal(s):

Objective:⁽¹⁾

- ◆ Produce live digital media content for all City departments.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Council Meetings, Planning and Zoning Meetings ⁽¹⁾	58	58	58	79 ⁽⁴⁾	75
Provide production support for special video requests ⁽²⁾	62	N/A	N/A	N/A	N/A
Special events and communications ⁽³⁾	N/A	N/A	65	75 ⁽⁴⁾	65

⁽¹⁾ Effective FY 2019-20 goal, objective, and measure has been modified.

⁽²⁾ Effective FY 2019-20 measure has been discontinued.

⁽³⁾ New measures effective FY 2019-20.

⁽⁴⁾ The number of external and internal communications, live meetings, and special events and communications increased this year due to COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Video Production - 1071**Goal:⁽¹⁾**

Provide production support for one-time video requests to be shown on City's Channel 11.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:⁽¹⁾

◆ Provide production support to City departments, commissions, and other approved requesting organizations.

Measures⁽¹⁾	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Provide video support for forums that provide specific information	15	N/A	N/A	N/A	N/A
Produce Public Service Announcements that inform Chandler residents of events, services, and/or programs	50	N/A	N/A	N/A	N/A

⁽¹⁾ Effective FY 2019-20 the goal, objective, and measures have been discontinued.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Video Production - 1071**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 336,466	\$ 317,821	\$ 318,830	\$ 319,155	\$ 323,473	1.78%
Ongoing*	-	234,544	235,553	235,878	323,473	37.92%
One-time*	-	83,277	83,277	83,277	-	-100.00%
Professional/Contract	130,668	210,000	450,102	230,000	160,000	-23.81%
Operating Supplies	99,369	5,500	5,500	3,500	4,500	-18.18%
Repairs/Maintenance	-	1,381	1,381	1,000	1,441	4.34%
Communications/Transportation	1,310	2,150	2,150	1,100	2,150	0.00%
Other Charges/Services	749	2,200	2,200	1,700	3,200	45.45%
Machinery/Equipment	24,514	60,000	119,931	100,000	251,000	318.33%
Capital Replacement	2,250	2,250	2,250	2,250	2,250	0.00%
Total Cost Center - 1071	\$ 595,327	\$ 601,302	\$ 902,344	\$ 658,705	\$ 748,014	24.40%
General Fund	\$ 595,327	\$ 601,302	\$ 902,344	\$ 658,705	\$ 748,014	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Digital Media Journalist	0	0	0	0	1	1
Video Production Coordinator	1	1	1	1	1	1
Video Productions Specialist	1	1	1	1	1	1
Total	2	2	2	2	3	3

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2020-21 reflects increased spending due to one-time savings carryforward from FY 2019-20 related to government and educational access programs.

FY 2021-22 reflects one-time funding provided for replacement of Council Chambers audience displays and enhancing the City's video production and broadcasting capabilities. FY 2021-22 also reflects the reduction of FY 2020-21 one-time funding provided for a temporary Digital Media Journalist and for updating the Council Chambers audio visual system amplifiers. FY 2021-22 one-time funding is provided for cable access channels at the same amount as in FY 2020-21; this funding has a 100% revenue offset from Cox Communications and CenturyLink.

As part of the FY 2021-22 amendment process, one-time funding of \$20,000 for a field camera and \$30,000 for a studio camera was transferred from the Council Contingency.

During FY 2020-21, one Digital Media Journalist position was reclassified from an Administrative Services Clerk and transferred from cost center 1210, Print, Mail, and Graphics.

Print, Mail, and Graphics - 1210

Print, Mail, and Graphics is responsible for central duplicating, offset press, and bindery of those materials. Print, Mail, and Graphics also processes all incoming and outgoing mail for City departments, as well as producing graphic design projects.

2021-22 Performance Measurements**Goal:**

Provide timely in-house duplication and offset printing for requesting City departments and produce high-quality, professional graphic design projects.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Complete printing order on requested date.
- ◆ Provide graphic design support to City departments and divisions.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Printing completed on requested date	100%	100%	99%	100%	100%
Printing requests processed	2,524	2,011	2,394	1,644	1,971
Impressions printed for jobs processed	5,004,712	5,479,730	5,476,437	4,264,896	4,788,442
Citywide graphic design projects	790	650	783	540	635

Goal:

Provide timely mailing of each utility bill and/or sales tax related item to aid in the collection of related revenues.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Complete Print, Mail, and Graphics mailing processes (insertion, metering, etc.) within 24 hours of receipt or print completion.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Mailing processes completed within 24 hours	100%	100%	99%	100%	100%
Utility bill and sales tax item volume to be mailed	869,443	851,887	826,718	845,900	851,029

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Print, Mail and Graphics - 1210**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 387,197	\$ 397,513	\$ 397,614	\$ 396,500	\$ 392,621	-1.23%
Ongoing*	-	397,513	397,614	396,500	332,526	-16.35%
One-time*	-	-	-	-	60,095	N/A
Professional/Contract	154	-	-	15,000	5,792	N/A
Operating Supplies	12,349	117,584	125,458	14,500	113,238	-3.70%
Repairs/Maintenance	24,481	13,500	24,020	24,000	24,020	77.93%
Communications/Transportation	179,049	161,735	161,735	161,085	161,735	0.00%
Rents/Utilities	5,373	38,835	42,417	5,380	30,000	-22.75%
Other Charges/Services	41	750	750	600	750	0.00%
Machinery/Equipment	-	-	19,000	19,200	5,000	N/A
Office Furniture/Equipment	-	17,111	17,111	34,135	73,000	326.63%
Capital Replacement	27,425	27,425	27,425	27,425	27,425	0.00%
Total Cost Center - 1210	\$ 636,068	\$ 774,453	\$ 815,530	\$ 697,825	\$ 833,581	7.63%
General Fund	\$ 636,068	\$ 774,453	\$ 815,530	\$ 697,825	\$ 833,581	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Services Clerk	2	2	2	2	1	1
Graphic Design and Printing Coordinator	1	0	0	0	0	0
Lead Administrative Services Clerk	1	1	1	1	1	1
Offset Press Operator	1	1	1	1	1	1
Print, Mail, and Graphics Supervisor	0	1	1	1	1	1
Publication Services Supervisor	1	0	0	0	0	0
Total	6	5	5	5	4	4

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the addition of one-time funding for the purchase of a mail inserter. FY 2021-22 reflects the addition of one-time funding for a temporary Administrative Services Clerk.

During FY 2020-21, one Administrative Services Clerk position was reclassified to Digital Media Journalist and transferred to cost center 1071, Video Production.

City Clerk - 1030

The City Clerk's Office is responsible for the preservation of the City's historical and legal documents in compliance with Arizona State Public Records Laws. The City Clerk's Office arranges for the holding of all municipal elections, conducts Open Meeting Law training, provides notary public services, and records research on City Council actions. The City Clerk's Office is a Passport Application Acceptance Facility as designated by the U.S. Department of State.

2020-21 Accomplishments

- Implementation of an Electronic Agenda Management Program (*eAgenda*).
- Installation of an Electronic Posting Board (*ePosting*).
- Development of an Electronic Signature Pilot Program (*eSignature*).
- Conducted the 2020 Candidate Election and the Southwest Gas Franchise Special Election.
- Implemented an online appointment system for the Passport Acceptance Program.

2021-22 Performance Measurements

Goal:

Attend all official meetings of the City Council and record all official proceedings. Coordinate and prepare the agenda and related backup material. Post all meeting notices of the City Council and City boards and commissions within the statutory time set by law.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Prepare and post electronically all City Council agenda packets within the statutory deadlines.
- ◆ Post notice of all meetings of the City Council, boards, commissions, subcommittees, and agencies of the City within the required statutory deadlines.
- ◆ Post notice of all legal actions taken at public meetings of the City Council and boards and commissions within the required statutory deadlines.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Council meetings coordinated	102	105	91	106	101
Meeting notices posted	789	542	686	518	633
City Council actions and agenda items prepared	666	755	785	570	719

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
 Note: All measurements are through June 30th, the last day of the fiscal year.

City Clerk - 1030**Goal:**

To monitor and maintain all City Council and/or administrative approved contracts, agreements, leases, and to direct the publication, filing, indexing, and storage of all actions.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ To maintain all contracts, agreements, and leases.
- ◆ Provide for timely processing of all contractual documents including advertising, signing, recording, and filing.
- ◆ Provide updated supplements and revisions to the City Code as amended by City Council.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Contractual documents processed	838	566	864	652	730

Goal:

Conduct City elections in the most efficient and effective manner possible.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Promote voter participation and provide voter assistance in local, state, and federal elections.
- ◆ Serve as filing officer for local candidates seeking election and for political committees participating in local elections.

Measures	2018-19 Actual		2019-20 Actual	2020-21 Projected		2020-21 Year End Estimate*		2021-22 Projected
	Aug	Nov	Mar	Aug	Nov	Aug	Nov	Nov
Municipal elections ⁽¹⁾	1	0	1	1	1	1	1	1
Registered voters	148,404	149,000	157,048	163,000	165,000	155,563	168,598	175,000
Total ballots processed ⁽¹⁾	44,099	0	37,324	48,900	49,500	55,615	142,350	37,324
Voter turnout percentage ⁽¹⁾	29.72%	0	23.77%	30.00%	30.00%	35.75%	84.43%	21.33%

⁽¹⁾ Municipal elections take place in the fall of even years unless there is a special election.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

City Clerk - 1030**Goal:**

Serve as a Passport Acceptance Facility and provide for notary public services for the community.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Provide for the acceptance of passport applications.
- ◆ Provide notary public service.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Passport applications accepted ⁽¹⁾	11,978	7,898	11,000	1,500	4,000
Notary Public services provided	931	800	585 ⁽¹⁾	814	782

⁽¹⁾ Decreases beginning in FY 2019-20 reflect projected effects of COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

General Government

2021-22 Adopted Budget

City Clerk - 1030**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 661,554	\$ 651,638	\$ 659,604	\$ 637,800	\$ 659,760	1.25%
Ongoing*	661,554	646,638	654,604	632,800	654,760	1.26%
One-time*	-	5,000	5,000	5,000	5,000	0.00%
Professional/Contract	6,901	22,531	31,110	21,009	19,571	-13.14%
Operating Supplies	377,864	216,875	216,875	215,149	481,335	121.94%
Repairs/Maintenance	3,275	2,500	2,500	2,403	2,500	0.00%
Communications/Transportation	19,139	23,645	31,018	25,330	25,500	7.85%
Other Charges/Services	7,380	9,000	9,000	8,889	9,000	0.00%
Total Cost Center - 1030	\$ 1,076,113	\$ 926,189	\$ 950,107	\$ 910,580	\$ 1,197,666	29.31%
General Fund	\$ 1,076,113	\$ 926,189	\$ 950,107	\$ 910,580	\$ 1,197,666	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Assistant City Clerk	0	1	1	1	1	1
City Clerk	1	1	1	1	1	1
City Clerk Management Assistant	2	1	1	1	1	1
City Clerk Records Specialist	0	2	2	2	2	2
City Records Management Coordinator	0	1	1	1	1	1
Customer Service Representative	2	0	0	0	0	0
Senior Administrative Assistant	1	0	0	0	0	0
Total	6	6	6	6	6	6

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the addition of one-time funding for the 2021 Bond Election and the elimination of one-time funding received in FY 2020-21 for the 2020 Election.

City Magistrate - 1050

The Chandler Municipal Court is the judicial branch of Chandler city government and is also a part of the Arizona Judicial System. The Chandler Municipal Court's mission is to provide fair and timely resolution of all cases while protecting constitutional and statutory rights and liberties; provide a safe, fair, and impartial forum for resolving disputes; enhance the safety of our community; facilitate victim and community restitution; and ensure the public's trust and confidence in the judicial branch.

2020-21 Accomplishments

- Completed the court security assessment.
- Implemented Cisco WebEx for court hearings.
- Enhanced call center messaging for customers.
- Integration of QR codes for a seamless customer experience.
- Enhanced interactive website.

2021-22 Performance Measurements**Goal:**

Serve the public and contribute to the quality of life in our community by fairly, impartially, and promptly administering justice in an effective, accountable, and professional manner.

Supports Priority Based Budgeting Goal(s): Safe Community; Good Governance

Objectives:

- ◆ Maintain public trust by fairly and impartially rendering decisions.
- ◆ Provide court users with the timely resolution of cases.
- ◆ Achieve an adjudication rate of 90% of cases filed within 100 days.
- ◆ Provide prompt and efficient customer service to all citizens.⁽¹⁾
- ◆ Promptly and fairly process all criminal and traffic violations.⁽²⁾

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of appeals filed	29	30	30	19 ⁽³⁾	32
Number of appeals overturned	1	2	2	2	2
Number of filings	42,483	59,093	41,000	55,400	58,000
Percentage of cases adjudicated within 100 days ⁽⁴⁾	91%	88%	92%	76%	85%
Number of calls received	52,600	45,905	45,000	59,000	54,000
Average wait time	28 sec	27 sec	26 sec	28 sec	27 sec

⁽¹⁾ Effective FY 2020-21 the objective has been modified.

⁽²⁾ New objective effective FY 2020-21.

⁽³⁾ Due to COVID-19, the Court was handling approximately 25% of all cases that could be appealed in FY 2020-21. This estimate includes only two case types.

⁽⁴⁾ Due to COVID-19, all cases were reset and therefore unable to meet the 90% adjudication percentage starting in FY 2019-20.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

City Magistrate - 1050**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,906,693	\$ 4,152,532	\$ 4,125,025	\$ 3,812,000	\$ 4,326,593	4.19%
Ongoing*	-	4,152,532	4,125,025	3,812,000	4,254,707	2.46%
One-time*	-	-	-	-	71,886	N/A
Professional/Contract	423,095	411,230	411,470	420,000	559,100	35.96%
Operating Supplies	64,039	43,900	47,566	47,401	51,936	18.31%
Repairs/Maintenance	9,271	9,300	9,300	16,000	15,070	62.04%
Communications/Transportation	3,206	21,260	21,260	11,500	15,550	-26.86%
Insurance/Taxes	500	500	500	500	500	0.00%
Rents/Utilities	286	400	400	400	400	0.00%
Other Charges/Services	18,131	21,650	30,713	26,663	27,550	27.25%
Building/Improvements	88	-	-	-	-	N/A
Machinery/Equipment	19,185	-	-	-	-	N/A
Office Furniture/Equipment	-	23,302	28,757	26,327	-	-100.00%
Total Cost Center - 1050	\$ 4,444,495	\$ 4,684,074	\$ 4,674,991	\$ 4,360,791	\$ 4,996,699	6.67%
General Fund	\$ 4,444,495	\$ 4,684,074	\$ 4,658,298	\$ 4,342,812	\$ 4,996,699	
Grant Fund**	-	-	16,693	17,979	-	
Grand Total	\$ 4,444,495	\$ 4,684,074	\$ 4,674,991	\$ 4,360,791	\$ 4,996,699	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

**The Adopted Budget for operating grant funding will be in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures will continue to be reflected as Grant Funds.

City Magistrate - 1050**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Business Systems Support Analyst	1	1	1	1	1	1
City Magistrate	3	3	3	3	3	3
Court Administrator	1	1	1	1	1	1
Court Clerk I	15	15	15	15	14	15
Court Clerk II	6	6	6	6	6	6
Court Clerk III	1	2	2	2	3	3
Court Commissioner	1	1	1	1	1	1
Court Interpreter	1	1	1	1	1	1
Court Security Officer	4	3	3	3	3	3
Court Services Supervisor	3	3	3	3	3	3
Deputy Court Administrator	1	1	1	1	1	1
Presiding City Magistrate	1	1	1	1	1	1
Probation Monitoring Officer	2	2	2	2	2	2
Senior Management Analyst	1	1	1	1	1	1
Total	41	41	41	41	41	42

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time and ongoing funding for expansion of the Enhanced Mental Health Court program in collaboration with the Neighborhood Resources Department. Additional ongoing funding is inclusive of the Westlaw Online subscription service. FY 2021-22 also reflects one-time and ongoing funding for technology improvements, court security and safety enhancements and the cost sharing East Valley Regional Veterans Court to be funded with Court Enhancement Funds.

During FY 2020-21, one Court Clerk I position was reclassified to Court Clerk III.

Effective July 1, 2021, one Court Clerk I position is added along with associated one-time and ongoing increases in operations and maintenance funding to provide administrative and judicial support duties related to the operation of the Enhanced Mental Health Court.

Law Department Overview

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Law	\$ 3,790,449	\$ 3,884,306	\$ 3,906,550	\$ 3,915,729	0.81%
Liability Litigation	1,600,618	1,863,427	1,845,465	2,078,205	11.53%
Liability Litigation Claims	810,566	3,988,572	3,866,616	3,988,572	0.00%
Total	\$ 6,201,633	\$ 9,736,305	\$ 9,618,631	\$ 9,982,506	2.53%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 4,155,047	\$ 4,193,316	\$ 4,259,300	\$ 4,240,677	
Ongoing ⁽¹⁾	-	4,193,316	4,259,300	4,240,677	1.13%
One-time ⁽¹⁾	-	-	-	-	N/A
Operating & Maintenance	2,046,586	5,542,989	5,359,331	5,741,829	3.59%
Total	\$ 6,201,633	\$ 9,736,305	\$ 9,618,631	\$ 9,982,506	2.53%
Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Law	28.000	28.000	28.000	28.000	0.00%
Liability Litigation	4.000	4.000	4.000	4.000	0.00%
Total	32.000	32.000	32.000	32.000	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- Initiated, prepared documentation, and monitored the implementation of three infrastructure improvement projects in support of Intel Corporation capital improvements under a complex provision of State law. Continued and increased proactive communications and training with City departments (and volunteer boards) in areas of Open Meeting Law, Public Records law, contracts, risk management, and employees' involvement in liability cases.
- Continued support for the Economic Development Division by providing legal advice and drafting contracts and related agreements for economic development and redevelopment projects.
- Prepared complex legal documentation for several downtown redevelopment projects, including advising City departments on the creation of a street dining policy for accompanying businesses to build patios in City parking spots for extending dining during the COVID-19 pandemic.
- Under extremely rushed timelines, drafted and negotiated a development agreement with Viavi Solutions, Inc. to move their corporate headquarters to Chandler in exchange for City's support of Viavi's foreign trade zone application. Drafted and negotiated an intergovernmental agreement with City of Phoenix related to the foreign trade zone. Drafted development agreement and purchase documents for the sale of City-owned retail space in downtown Chandler, creating assurances for the City that the property would be used for live comedy entertainment uses consistent with the developer's proposal. Advised on legal consequences of voter-approved recreational marijuana sales and drafted code amendments to regulate and limit sales and public consumption where permitted by law.
- Provided ongoing day-to-day legal advice to Human Resources regarding federally-mandated COVID-19 leaves of absence (emergency paid sick leave and expanded family and medical leave); evolving CDC and OSHA guidance regarding workplace safety measures during the pandemic; and employer-sponsored COVID-19 vaccination programs and COVID-19-related changes to benefits programs, including providing advice and assistance in the development of citywide volunteer protocols and procedures, including a new administrative regulation.
- Reviewed agreements between Chandler and other agencies or private entities and assisted with preparing related documents for City Council action, reviewed and responded to public records requests, and provided annual legislative updates to all affected departments.
- Negotiated and drafted the contract for ambulance services, resulting in lease income back to the City, as well as assisted with the development of ADA Transition Plan.
- Participated in and provided legal support for interdepartmental meetings regarding solutions for homelessness in Chandler.
- The in-house Litigation and Risk Management Unit resolved multiple claims against Chandler through settlement, arbitration, or litigation defense, including three dismissals and one judgment in favor of the City, and reviewed insurance requirements and indemnification provisions in numerous contracts.
- Pursued and recovered approximately \$51,000 for the City in connection with a loan that went into foreclosure. Additionally, recovered approximately \$278,243 for damages to City property, and resolved four litigation cases through settlement and dismissal.
- Prosecuted approximately 7,500 criminal cases in the Chandler Municipal Court, which included attending 5,200 pretrial conferences and handling over 370 trial settings to include jury and non-jury trials.
- Continued prosecutors' support for Mental Health Court and East Valley Regional Veteran's Court.
- Continued providing legal representation for the Police Department in forfeiture cases and interpleader actions and provided multiple hours of advanced police officer training, including supervisor liability training and general liability training for the entire Police Department.

Law (Civil) - 1300

The Law Department serves as the legal advisor to the City Council, City Manager, and all City departments and represents the City in all legal proceedings. The Civil Division of the Law Department is responsible for some civil court proceedings in various state and federal courts, and for all areas of the law, including but not limited to zoning, contract, public bidding, personnel, bankruptcy, water, real estate, development agreements, environmental, Open Meeting Law, and public records. The Law Department provides verbal and written legal opinions to the City Council, City Manager, City departments, and boards and commissions. The Law Department drafts City ordinances, resolutions, leases, contracts, and other legal documents.

2021-22 Performance Measurements**Goals:**

Represent and advise the City Council, City Manager, and all City Departments in all legal matters relating to the City at all levels. Hire, supervise, and administer outside counsel services. Provide legal advice to minimize liability exposure of the City. Provide legal support for City Council, City Manager, and all City departments in achieving goals of these entities.

Supports Priority Based Budgeting Goal(s): Good Governance; Sustainable Economic Health

Objectives:

- ◆ Reduce civil liability exposure to the City with proactive risk management programming.
- ◆ Provide 24 hours, seven days a week availability for legal consultation and advice to the Police Department.
- ◆ Provide an annual minimum of 20 hours of class time and scenario training to all police officers and provide written legal updates.
- ◆ Prepare and/or review all ordinances and resolutions.
- ◆ Assist in negotiating and drafting transactional documents for all City departments including, but not limited to, all City contracts and real estate acquisitions.
- ◆ Provide legal advice and assist in conducting training on Open Meeting Law, conflict of interest, and public record requirements.
- ◆ Provide advice and assist in compliance with Open Meeting Law requirements for all City boards and commissions, as well as staff supporting them.
- ◆ Provide timely response to environmental and water regulatory issues and work collaboratively with the Environmental Management Division and Public Works & Utilities Department to resolve these issues.
- ◆ Conduct litigation regarding various areas, e.g., third party liability, bankruptcy, housing, contract disputes, tax issues, forfeitures, interpleader actions, water rights, and collection of money owed by people who damage City property.
- ◆ Continue to file all Racketeer Influenced and Corrupt Organizations Act (RICO) forfeiture actions with the Maricopa County Superior Court.
- ◆ Review and advise as to proposed state or federal legislation or court action that may impact City operations.
- ◆ Represent and advise City boards and commissions on all legal matters and retain independent legal counsel where there is a conflict of interest.
- ◆ Provide legal advice and assist the City Clerk's Office in implementing the citywide Records Management Program.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Request for legal services	1,061	1,013	1,100	1,200	1,200
Fulfill request for legal services within 14 days	97%	87% ⁽¹⁾	97%	95%	95%
Provide prompt answers to verbal legal requests	100%	100%	100%	100%	100%
Provide legal training as needed	100%	100%	100%	100%	100%

⁽¹⁾ The decrease reflects the impact of COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Law (Prosecutorial) - 1300

The Prosecutorial Division of the Law Department is responsible for the prosecution of criminal misdemeanor cases in City Court and appeals to the Superior Court, Court of Appeals, and State Supreme Court.

2021-22 Performance Measurements**Goals:⁽¹⁾**

Perform all duties necessary for the successful prosecution of criminal misdemeanor cases in City Court and Superior Court and provide the Police Department with case specific legal counsel and training. Pursue evidence based prosecution of domestic violence cases on a consistent basis. Provide quality customer service to all victims of crime including providing applicable accommodations, as necessary.

Supports Priority Based Budgeting Goal(s): Good Governance; Safe Community

Objectives:

- ◆ Pre-trial preparation and disposition of criminal misdemeanor cases at pre-trial conferences.
- ◆ Represent State as State Attorney in all non-jury and jury trial settings in City Court and Superior Court; perform necessary legal research and draft all motions filed in misdemeanor criminal cases.
- ◆ Perform legal research and draft all legal briefs filed in appeals by defendants or the State.
- ◆ Perform initial review of 90% of long form complaints submitted within 45 days of receipt.
- ◆ Provide notice of victims' rights to crime victims, comply with victim notification requirements for those victims invoking their rights, and maintain a log of types and numbers of notices sent and number of victims invoking their rights. Keep Chandler Municipal Court and the Police Department apprised of Prosecutor's Office policy concerning victims' rights implementation and advise the Police Department concerning their duties regarding victims' rights notification.
- ◆ Advise the Police Department in the areas of DUI detection, investigation, prosecution, and law.
- ◆ Work with the Police Department legal advisors and officers directly to train officers on the criteria that need to be documented in reports in order to allow for the admission of hearsay statements by the victim.
- ◆ Work with individual officers on specific cases to ensure the proper documentation of the required criteria.
- ◆ Encourage prosecutors to pursue evidence based prosecution in appropriate cases.
- ◆ Keep track of prosecutions made by way of evidence based prosecution.
- ◆ Flag the prosecutor's file to indicate whether the case involves a Spanish-speaking victim. If so, provide a standard form letter in Spanish indicating that if the victim has questions about the form to call the Prosecutor's Office for more information.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Pre-trial conferences	10,402	7,214 ⁽²⁾	10,804	6,502 ⁽²⁾	7,152 ⁽²⁾
Trials/jury trials	1,043	611 ⁽²⁾	884	376 ⁽²⁾	413 ⁽²⁾
DUI cases	1,825	1,668	1,756	2,132	2,345
Domestic violence charges	2,716	2,591	2,627	2,476	2,724
Prosecutor review/charging decisions	4,011	3,981	4,224	4,108	4,518
Victims' rights notifications	9,805	9,451	10,890	10,074	11,081
Prosecutor's Office contacts with victims	3,331	2,797	3,168	3,314	3,645

⁽¹⁾ Effective FY 2021-22 the goal has been modified.

⁽²⁾ The decrease reflects the impact of COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Law - 1300**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,708,740	\$ 3,746,726	\$ 3,796,386	\$ 3,808,300	\$ 3,778,149	0.84%
Ongoing*	-	3,746,726	3,796,386	3,808,300	3,778,149	0.84%
One-time*	-	-	-	-	-	N/A
Professional/Contract	5,090	50,500	50,500	10,500	50,500	0.00%
Operating Supplies	49,742	47,074	47,074	55,750	47,074	0.00%
Repairs/Maintenance	6,099	7,276	7,276	7,000	7,276	0.00%
Communications/Transportation	1,426	11,999	11,999	5,000	11,999	0.00%
Other Charges/Services	19,352	20,731	20,731	20,000	20,731	0.00%
Total Cost Center - 1300	\$ 3,790,449	\$ 3,884,306	\$ 3,933,966	\$ 3,906,550	\$ 3,915,729	0.81%
General Fund	\$ 3,778,133	\$ 3,869,306	\$ 3,906,666	\$ 3,894,250	\$ 3,900,729	
General Fund-Domestic Violence	16	15,000	15,000	-	15,000	
Grant Fund	12,300	-	12,300	12,300	-	
Grand Total	\$ 3,790,449	\$ 3,884,306	\$ 3,933,966	\$ 3,906,550	\$ 3,915,729	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding will be in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Funds.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Assistant City Attorney	6	6	6	6	6	6
Assistant City Prosecutor II	5	5	5	5	5	5
City Attorney	1	1	1	1	1	1
City Prosecutor	1	1	1	1	1	1
Law Office Supervisor	1	1	1	1	1	1
Lead Legal Secretary	1	1	1	1	1	1
Legal Clerk	4	4	4	4	4	4
Legal Secretary	6	6	6	6	6	6
Senior Assistant City Attorney	1	1	1	1	1	1
Senior Assistant City Prosecutor	1	1	1	1	1	1
Victim Advocate	1	1	1	1	1	1
Total	28	28	28	28	28	28

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Liability Litigation - 1310

The Liability Litigation Division of the Law Department is responsible for operation of a comprehensive risk management program including defending the City in risk management cases. The division provides insurance coverage for City facilities, vehicles, and equipment, which includes the administration of the self-insurance liability program and acquisition of commercial insurance products. This division also provides loss prevention services through accident investigation and analysis, liability claims adjusting, and litigation management services.

2021-22 Performance Measurements**Goal:**

Provide for and manage legal representation of the City effectively and efficiently in lawsuits filed against the City.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Provide quality legal representation of the City, City Officers, and employees in all civil claims and lawsuits filed on behalf of, or against, the City.
- ◆ Resolve litigation through effective defense and/or settlement where appropriate.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Total risk lawsuits handled on annual basis	8	8	10	6	10

Goal:

Provide a comprehensive program whereby the exposure to the accidental loss of personnel, property, or financial resources is reduced to the lowest possible level consistent with the economic viability of the City.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Monitor and resolve all liability and property claims against the City.
- ◆ Establish contact within 24 hours for all claims.
- ◆ Internally adjust all claims under \$25,000.
- ◆ Maintain "cost of risk" indicator at or below 2%.
- ◆ Recommend changes and assist in loss prevention.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Claims filed	232	165	227	166	207
Percent of filings responded to within 24 hours	100%	100%	100%	100%	100%
Claims filed <\$5,000	216	113	145	74	131
Cost of risk ⁽¹⁾	1%	1%	1%	1%	1%
Liability and property subrogation	254	227	209	224	239

⁽¹⁾ "Cost of risk" = (Claims Paid Expenses + Risk Management Administration + Insurance Premiums) divided by City of Chandler Total Operating Budget.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Liability Litigation - 1310**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 446,308	\$ 446,590	\$ 449,764	\$ 451,000	\$ 462,528	3.57%
Ongoing*	-	446,590	449,764	451,000	462,528	3.57%
One-time*	-	-	-	-	-	N/A
Professional/Contract	33,624	44,000	44,000	44,000	44,000	0.00%
Operating Supplies	74,078	33,732	77,640	16,980	27,572	-18.26%
Repairs/Maintenance	26,934	2,000	2,000	2,000	2,000	0.00%
Communications/Transportation	3,092	9,600	9,600	4,625	13,150	36.98%
Insurance/Taxes	987,407	1,321,500	1,321,500	1,321,500	1,521,500	15.13%
Other Charges/Services	3,062	6,005	6,005	4,200	7,455	24.15%
Building/Improvements	26,112	-	6,649	-	-	N/A
Capital Replacement	-	-	-	1,160	-	N/A
Total Cost Center - 1310	\$ 1,600,618	\$ 1,863,427	\$ 1,917,158	\$ 1,845,465	\$ 2,078,205	11.53%
Insured Liability Self Insurance Fund	\$ 1,600,618	\$ 1,863,427	\$ 1,917,158	\$ 1,845,465	\$ 2,078,205	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Assistant City Attorney	1	1	1	1	1	1
Legal Secretary	1	1	0	0	0	0
Paralegal	1	1	1	1	1	1
Risk Management Specialist	0	0	1	1	1	1
Risk Services Coordinator	1	1	1	1	1	1
Total	4	4	4	4	4	4

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

This cost center reflects the ongoing operational costs of maintaining a comprehensive risk management program within the City and is part of the Insured Liability Self Insurance Fund. An independent actuarial analysis is performed every year that helps the City determine the appropriate fund reserve based on ultimate loss and claim history. The Insured Liability Self Insurance Fund is supported by the General Fund.

FY 2021-22 reflects the addition of ongoing funding for anticipated increases in insurance premiums.

Liability Litigation Claims - 1311**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Professional/Contract	\$ 47,452	\$ 338,300	\$ 338,300	\$ 319,000	\$ 338,300	0.00%
Operating Supplies	63,357	199,950	274,814	92,500	199,950	0.00%
Repairs/Maintenance	366,261	516,100	625,904	326,100	666,100	29.06%
Communications/Transportation	1,816	-	324	2,500	8,000	N/A
Insurance/Taxes	254,171	2,785,222	2,785,222	2,785,222	2,610,222	-6.28%
Machinery/Equipment	-	-	-	263,294	-	N/A
Street Improvements	77,509	149,000	149,000	78,000	166,000	11.41%
Total Cost Center - 1311	\$ 810,566	\$ 3,988,572	\$ 4,173,564	\$ 3,866,616	\$ 3,988,572	0.00%
Insured Liability Self Insurance Fund	\$ 810,566	\$ 3,988,572	\$ 4,173,564	\$ 3,866,616	\$ 3,988,572	

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

The nature of self-insurance is unpredictable in that it requires estimating for unusual expenses that may vary significantly from year to year.

This cost center reflects the costs of claims paid through its comprehensive risk management program within the City and is part of the Insured Liability Self Insurance Fund. An independent actuarial analysis is performed every year that helps the City determine the appropriate fund reserve based on ultimate loss and claim history. The fund is supported by the General Fund and requires an increase to the fund reserve level to support the higher claim trends. To support this trend, FY 2021-22 includes an additional General Fund one-time transfer of \$1 million to the Insured Liability Self Insurance Fund.

City Manager - 1040

The City Manager's Office provides the overall administrative leadership necessary for the implementation of City Council policies, administration of the organization, and delivery of services to citizens. This office also promotes interaction with other levels of government to serve the best interests of Chandler's citizens, advocates the City's position on issues before the U.S. Congress and State Legislature, and encourages and develops public-private partnerships that support City Council direction and meet the needs of the community in a cost-effective manner.

Mission

Our mission is to effectively coordinate and lead the various City departments in administration of City affairs according to the City Code, Charter, ordinances, and City Council policies, and to provide effective management and leadership by communicating to employees. This is accomplished through the following actions:

- ◆ Keep the City Council apprised of all pertinent municipal activities through periodic briefings and other appropriate written documents.
- ◆ Compile weekly and annual reports on results of legislative programs in a timely manner.
- ◆ Maintain excellent working relationships with other entities and other City departments.
- ◆ Promote interaction between management and employees.
- ◆ Promote teamwork among employees in order to deliver quality services that add value to the community in a sound fiscal manner.
- ◆ Communicate to employees through various publications and forums.

2020-21 Accomplishments

- Oversaw update to the Council Strategic Framework.
- Actively monitored federal, state, and local legislation for impacts on City revenue and/or services.
- Designed and executed CIVIC, a five-month citywide public engagement program connecting residents with their government.
- Developed and successfully implemented a short-term rental ordinance and corresponding stakeholder education plan.
- Negotiated a new 25-year franchise agreement with Southwest Gas.
- Formed the 49-member Citizen Bond Exploratory Committee, made up of Chandler residents, to provide recommendations to City Council of bond authorization to support important public capital infrastructure based on prioritization of needs.
- In partnership with City Clerk implemented the City's electronic agenda management software, streamlining the manual process to a more efficient, expedient automated procedure.

City Manager - 1040**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,109,707	\$ 1,377,159	\$ 1,391,589	\$ 1,312,000	\$ 1,443,121	4.79%
Ongoing*	-	1,377,159	1,391,589	1,312,000	1,443,121	4.79%
One-time*	-	-	-	-	-	N/A
Professional/Contract	22,373	2,000	9,000	25,000	2,000	0.00%
Operating Supplies	13,915	11,056	11,056	7,700	11,056	0.00%
Repairs/Maintenance	2,182	2,000	2,000	2,500	2,000	0.00%
Communications/Transportation	10,734	11,700	11,700	1,980	10,978	-6.17%
Other Charges/Services	12,507	20,000	20,000	17,000	20,000	0.00%
Contingencies/Reserves	-	2,167	2,167	-	2,167	0.00%
Machinery/Equipment	368	-	-	500	-	N/A
Office Furniture/Equipment	-	-	-	32	-	N/A
Capital Replacement	-	-	-	1,202	-	N/A
Total Cost Center - 1040	\$ 1,171,784	\$ 1,426,082	\$ 1,447,512	\$ 1,367,914	\$ 1,491,322	4.57%
General Fund	\$ 1,171,784	\$ 1,426,082	\$ 1,447,512	\$ 1,367,914	\$ 1,491,322	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Assistant City Manager	2	2	2	2	2	2
Assistant to the City Manager	0	0	0	1	1	1
City Manager	1	1	1	1	1	1
Executive Management Assistant	1	1	1	1	1	1
Government Relations Coordinator	0	0	0	1	1	1
Governmental Relations and Policy Manager	0	1	1	1	1	1
Intergovernmental Affairs Coordinator	1	0	0	0	0	0
Total	5	5	5	7	7	7

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Airport - 4100

The Airport is responsible for the daily management of airport operations. This includes coordinating airport construction projects, negotiating airport leases, interfacing with the Federal Aviation Administration (FAA), and working on airport concerns.

2020-21 Accomplishments

- Airport total operations were 214,627 (take-offs and landings) in calendar year (CY) 2020. In CY 2020, the Airport was the 12th busiest general aviation airport in the U.S. and the 32nd busiest U.S. airport overall.
- Completed the Taxiway C Pavement Rehabilitation Project.
- Received approximately \$1.33 million in commitments in FAA and ADOT grant funding for airport projects.
- Applied crack seal and pavement overlay to Runway 4R-22L and crack sealed both the ramp and hangar pavements.
- Finalized the Airport Master Plan Update and supported the Bond Exploratory Airport Subcommittee.
- Completed demolition of the office on Ryan Road.

2021-22 Performance Measurements**Goal:**

Operate the Chandler Municipal Airport in a safe, responsible manner. Promote quality customer service, ensure cost effective operations, and facilitate the Airport's development as a strong economic generator for the City and the region.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health; Connected and Mobile Community

Objectives:

- ◆ Strive to operate a safe, well-maintained airport environment.
- ◆ Encourage an environment of growth for existing organizations at the Airport.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
City fueling services, gallons ⁽¹⁾	27,495	22,806 ⁽²⁾	36,625	30,000	35,000
Fixed Base Operator (FBO) fueling service, gallons	707,067	686,883 ⁽²⁾	541,747	685,000	700,000
Cost per air traffic operation (non-capital costs)	\$4.75	\$3.91 ⁽³⁾	\$4.75	\$4.25	\$4.50
Number of airport safety inspections conducted	354	354	354	354	354

⁽¹⁾ Fuel sales are tied to competition from other suppliers. The volume can vary from year to year due to market conditions.

⁽²⁾ Beginning FY 2019-20 decrease reflects projected effects of COVID-19.

⁽³⁾ The decrease reflects spending reductions and an unfilled vacancy at City Manager's direction during the pandemic.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Airport - 4100**Goal:**

Continuously seek available funding sources to help maintain and develop the Airport.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health; Connected and Mobile Community; Contemporary Culture/Unified

Objective:

- ◆ Seek maximum opportunities for federal and state grant participation projects.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Dollar value of grant requests	\$3,391,360	\$1,098,600	\$2,000,000	\$207,000 ⁽¹⁾	\$2,000,000
Projects completed with shared funding	1	1	2	2	1

⁽¹⁾ The decrease reflects majority of revenue sources funding FAA Airport Capital Improvement Project greatly compromised by the pandemic and severe depletion of public spending on airline travel.

Goal:

To efficiently operate and maintain the City-owned aircraft storage facilities.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health; Attractive Community; Safe Community

Objectives:

- ◆ Maintain occupancy rate of T-hangars and T-shades at 95% or above.
- ◆ Maintain occupancy rate of tie-downs (based) at 95% or above.
- ◆ Provide maintenance on T-hangars at least once per year.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
City T-hangars/ percent serviced	116/ 100%	116/ 100%	116/ 100%	116/ 100%	116/ 100%
City T-hangars/ occupancy rate	116/ 100%	116/ 100%	116/ 100%	116/ 100%	116/ 100%
City T-shades/ occupancy rate	12/ 100%	12/ 100%	12/ 100%	12/ 100%	12/ 100%
Tie-down (based)/ occupancy rate	188/ 83%	171/ 91% ⁽²⁾	200/ 90%	188/ 100%	188/ 100%

⁽²⁾ FY 2019-20 tie-down occupancy rate increase reflects a reduction in total number of tie-downs available from 268 spaces to 230 to meet current federal airport design standards. Of the 230 available, 188 are designated for month-to-month leasing. The remaining 42 spaces are assigned for airport businesses' transient traffic.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Airport - 4100**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 513,403	\$ 544,046	\$ 548,761	\$ 540,011	\$ 701,809	29.00%
Ongoing*	-	544,046	548,761	540,011	701,809	29.00%
One-time*	-	-	-	-	-	N/A
Professional/Contract	59,551	48,808	76,046	75,546	148,808	204.88%
Operating Supplies	142,280	289,160	309,910	123,279	285,530	-1.26%
Repairs/Maintenance	61,024	47,162	246,527	246,527	206,220	337.26%
Communications/Transportation	3,903	2,255	2,255	1,480	2,255	0.00%
Insurance/Taxes	14,251	21,500	21,500	21,500	34,500	60.47%
Rents/Utilities	67,240	84,858	84,858	84,858	84,858	0.00%
Other Charges/Services	10,804	8,700	8,700	4,700	8,700	0.00%
Building/Improvements	299	-	-	-	-	N/A
Machinery/Equipment	5,043	40,000	85,000	85,000	105,000	162.50%
Office Furniture/Equipment	294	-	-	-	-	N/A
Street Improvements	1,539	-	-	-	4,500	N/A
Capital Replacement	17,717	17,717	17,717	17,717	17,717	0.00%
Total Cost Center - 4100	\$ 897,348	\$ 1,104,206	\$ 1,401,274	\$ 1,200,618	\$ 1,599,897	44.89%
Airport Operating Fund	\$ 897,348	\$ 1,104,206	\$ 1,401,274	\$ 1,200,618	\$ 1,599,897	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Airport - 4100**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Airport Administrator	1	1	1	1	0	0
Airport Business Coordinator	0	0	1	1	1	1
Airport Manager	0	0	0	0	1	1
Airport Operations and Maintenance Supervisor	1	1	1	1	1	1
Airport Operations and Maintenance Technician - CDL	2	2	2	2	2	2
Airport Planning Administrator	0	0	0	0	1	1
Management Analyst	1	1	0	0	0	0
Senior Administrative Assistant	1	1	1	1	1	1
Total	6	6	6	6	7	7

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the addition of one-time funding for terminal parking lot lighting, drywell maintenance and repair, security assessment, the acquisition of a heavy-duty tractor, airport landscaping and monument sign, and ongoing funding for tractor and landscape maintenance. Additional ongoing funding is provided for insurance premiums and market intelligence software. FY 2021-22 also reflects the elimination of FY 2020-21 one-time funding for conference room technology upgrades and the acquisition of a heavy-duty mower.

For FY 2021-22, a General Fund subsidy of \$3,421,115 is built into the budget to cover a potential shortfall between revenues and expenses in FY 2021-22, including grant match requirements for capital projects and several priority maintenance projects paid with operating funds; \$2,354,592 of the subsidy is for new and carryforward capital projects in cost center 4110, Airport Capital, with the balance supporting operating expenses. Transfers from the General Fund are only made if airport operations fall below the break-even point. Aviation fuel sales generate tax revenue, which is deposited to the Airport Operating Fund to reduce the amount of the General Fund subsidy.

During FY 2020-21, one Airport Administrator position was renamed Airport Planning Administrator, and one Assistant Library Manager position was reclassified to Airport Manager and transferred from cost center 4310, Library, in the Community Services Department.

Airport Capital - 4110**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 30,033	\$ -	\$ -	\$ 23,160	\$ -	N/A
Ongoing*	-	-	-	23,160	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	12,670	762,000	977,608	-	358,500	-52.95%
Other Charges/Services	-	372,000	521,342	36,706	358,000	-3.76%
Project Support Recharge**	-	-	-	-	-	N/A
Contingencies/Reserves	-	986,808	-	-	3,441,350	248.74%
Building/Improvements	-	150,000	150,000	-	1,958,500	1205.67%
Street Improvements	-	-	-	-	268,500	N/A
Airport Improvements	2,296,766	5,414,000	6,744,841	404,575	-	-100.00%
Total Cost Center - 4110	\$ 2,339,469	\$ 7,684,808	\$ 8,393,791	\$ 464,441	\$ 6,384,850	-16.92%
Grant Capital Fund	\$ 1,981,273	\$ 6,153,362	\$ 7,111,691	\$ 382,648	\$ 4,030,258	
Airport Operating Fund	358,196	1,531,446	1,282,100	81,793	2,354,592	
Grand Total	\$ 2,339,469	\$ 7,684,808	\$ 8,393,791	\$ 464,441	\$ 6,384,850	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects the percentage of staff time spent in direct support of a specific capital project. This staff time is directly charged to the project.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 incorporates the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Buildings and Facilities - 3200

The Buildings and Facilities Division is responsible for maintaining 51 City-owned buildings and providing various maintenance duties at 22 additional City facilities. This includes providing custodial care and performing preventive maintenance.

2020-21 Accomplishments

- Installed surveillance camera systems in Oregon Street and Overstreet Garages.
- Renovated Fire Station #8 kitchen.
- Developed facilities bond request for consideration by Citizen Bond Subcommittee for anticipated bond election.
- Managed vendor bimonthly disinfection of all City facilities.
- Managed disinfection of areas with confirmed positive or suspected positive COVID-19 cases.
- Completed HVAC projects at Fire Stations #3, #8, and #9, Tumbleweed Tennis Center, IT building, and Hamilton facility.
- Completed the Phase II Building Condition Assessment, which will be used to forecast capital expenditures anticipated over the next ten years.
- Repaired and/or resealed asphalt at Snedigar Recreation Center, Tumbleweed Recreation Center, and Tumbleweed Tennis Center.
- Installed new entrance gates at Fire Station #10.
- Completed exterior paint at Chandler Heights Police substation.
- Replaced entrance sectional bay doors at Fire Station #3.
- Upgraded Downtown Library youth area lighting.
- Installed grid mounted ceiling fans in the bunk areas at Fire Stations #3 and #5.
- Installed automatic shades at the Chandler Museum.
- Replaced the vanity tops in the restrooms at the Boys and Girls Club.

Buildings and Facilities - 3200**2021-22 Performance Measurements****Goal:**

Provide the general public and employees with a clean and safe environment through the use of effective and efficient cleaning and maintenance practices.

Supports Priority Based Budgeting Goal: Good Governance

Objectives:

- ◆ Provide emergency service for mechanical, sanitary, and environmental problems.
- ◆ Maintain cost effective maintenance and custodial practices through proactive management.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Custodial expenditures per square foot ⁽¹⁾	\$2.19	\$2.19	\$2.25	\$2.79	2.79

⁽¹⁾ Increases reflect anticipated outsourcing of custodial function.

Goal:

Provide the general public and employees with a safe environment through the use of effective and efficient building maintenance practices.

Supports Priority Based Budgeting Goal: Good Governance

Objectives:

- ◆ Maintain cost effective building maintenance through proactive management.
- ◆ Maintain all public buildings at an optimum state of repair through use of an effective preventive maintenance program.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Building repair costs per square foot ⁽²⁾	\$3.59	\$3.61	\$3.71	\$3.99	\$3.99
Percentage of preventive work orders over all work orders	45%	45%	45%	45%	45%

⁽²⁾ Increases reflect anticipated increased cost of repairs due to factors including building age, scope of repairs, and increased level of maintenance.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Buildings and Facilities - 3200**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,422,378	\$ 3,383,309	\$ 3,424,419	\$ 3,234,268	\$ 3,483,696	2.97%
Ongoing*	-	3,330,531	3,371,641	3,181,490	3,380,714	1.51%
One-time*	-	52,778	52,778	52,778	102,982	95.12%
Professional/Contract	59,318	67,814	72,309	60,959	392,300	478.49%
Operating Supplies	921,334	1,063,956	1,208,113	1,112,787	1,029,018	-3.28%
Repairs/Maintenance	966,129	1,044,285	1,206,396	1,306,572	1,092,285	4.60%
Communications/Transportation	8,596	15,020	15,020	15,020	15,020	0.00%
Insurance/Taxes	8,500	3,000	4,000	4,000	3,000	0.00%
Rents/Utilities	1,894,625	2,160,301	2,160,301	2,160,301	2,145,801	-0.67%
Other Charges/Services	4,859	11,855	11,855	11,926	11,855	0.00%
Building/Improvements	946	-	-	1,130	-	N/A
Machinery/Equipment	685	-	-	-	-	N/A
Office Furniture/Equipment	27	-	-	105	-	N/A
Street Improvements	888	-	-	-	-	N/A
Park Improvements	27	-	-	15	-	N/A
Wastewater System Improvements	-	-	-	137	-	N/A
Capital Replacement	58,467	58,467	58,467	58,509	65,091	11.33%
Total Cost Center - 3200	\$ 7,346,778	\$ 7,808,007	\$ 8,160,880	\$ 7,965,729	\$ 8,238,066	5.51%
General Fund	\$ 7,346,778	\$ 7,808,007	\$ 8,160,880	\$ 7,965,729	\$ 8,238,066	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Buildings and Facilities - 3200**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Business Systems Support Specialist	1	1	1	1	1	1
Business Systems Support Technician	0	0	1	1	1	1
Custodial Supervisor	2	2	2	2	2	2
Custodian	21	22	21	21	19	19
Electrician	2	2	2	2	2	2
Energy Management Controls Specialist	1	1	1	1	1	1
Facilities and Fleet Manager	0	0	1	1	1	1
Facilities Maintenance Manager	1	1	0	0	0	0
Facilities Maintenance Superintendent	1	1	1	1	1	1
Facility Maintenance Technician	6	6	6	6	8	8
HVAC Technician	3	3	3	3	3	3
Lead Custodian	3	3	3	3	3	3
Lead Facilities Operations Technician	2	2	1	1	0	0
Maintenance Planner/Scheduler	0	0	0	0	1	1
Management Assistant	1	1	1	1	1	1
Total	44	45	44	44	44	44

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time operations and maintenance funding for custodial services and implementation of utility software upgrades, as well as ongoing funding increases for custodial contractual services, building electrical panel preventative maintenance, and utility software maintenance. A reallocation from Rents/Utilities funded the ongoing utility software maintenance.

During FY 2020-21, two Custodian positions were reclassified to Facility Maintenance Technician, and one Lead Facilities Operations Technician was reclassified to Maintenance Planner/Scheduler.

Buildings and Facilities Capital - 3210**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 18,082	\$ -	\$ -	\$ 5,204	\$ -	N/A
Ongoing*	-	-	-	-	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	133,890	120,000	123,110	6,600	-	-100.00%
Operating Supplies	2,600	-	-	-	-	N/A
Other Charges/Services	7,000	10,584	10,584	10,683	11,385	7.57%
Contingencies/Reserves	-	956,453	-	-	2,129,579	122.65%
Building/Improvements	1,484,173	1,478,417	1,696,506	371,673	1,533,615	3.73%
Office Furniture/Equipment	19,180	598,499	694,269	730	2,450,000	309.36%
Total Cost Center - 3210	\$ 1,664,924	\$ 3,163,953	\$ 2,524,469	\$ 394,890	\$ 6,124,579	93.57%
General Gov't Capital Projects Fund	\$ 1,664,924	\$ 3,144,747	\$ 2,505,263	\$ 389,684	\$ 6,110,579	
Library Bond Fund	-	500	500	500	-	
Museum Bond Fund	-	4,706	4,706	4,706	-	
Water Operating Fund	-	14,000	14,000	-	14,000	
Grand Total	\$ 1,664,924	\$ 3,163,953	\$ 2,524,469	\$ 394,890	\$ 6,124,579	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 incorporates the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Economic Development Department Overview

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Economic Development	\$ 1,054,234	\$ 1,098,386	\$ 11,071,151	\$ 1,157,103	5.35%
Economic Development Capital	-	1,056,208	-	1,056,208	0.00%
Tourism	549,304	260,509	498,805	361,388	38.72%
Innovations	250,000	285,930	333,334	285,930	0.00%
Total	\$ 1,853,538	\$ 2,701,033	\$ 11,903,290	\$ 2,860,629	5.91%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 860,174	\$ 926,407	\$ 937,000	\$ 1,044,444	
Ongoing ⁽¹⁾	-	926,407	937,000	951,597	2.72%
One-time ⁽¹⁾	-	-	-	92,847	N/A
Operating & Maintenance	993,364	718,418	10,966,290	759,977	5.78%
Capital - Major	-	1,056,208	-	1,056,208	0.00%
Total	\$ 1,853,538	\$ 2,701,033	\$ 11,903,290	\$ 2,860,629	5.91%
Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Economic Development	6.500	6.500	6.500	6.500	0.00%
Tourism	1.000	1.000	1.000	1.000	0.00%
Total	7.500	7.500	7.500	7.500	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- Through the third quarter, combined business attraction/retention efforts have supported projects that are anticipated to provide 984 jobs in Chandler within the next year and up to 1,543 jobs within three years.
- Key Economic Development-assisted business locate projects include Comtech, Honeywell, Local Motors, VIAVI, Airstream, 99 Ranch Market, and Mechanical Keyboards.
- Key Economic Development-assisted business retention and expansion projects include Intel Corporation, NXP Semiconductors, Rinchem, State Forty Eight, and VB Cosmetics.
- Participated in more than 37 market assessment calls/visits with Chandler businesses to better understand their opportunities for growth.
- Executed the “I Choose Chandler” marketing campaign, which encouraged residents to patronize Chandler businesses through digital ads, newspaper ads, radio spots, billboards, and social media giveaways.
- Managed the City’s Business Hiring and Retention Program, which disbursed \$9.5 million in relief funds to more than 830 Chandler businesses in support of their efforts to keep workers on payroll during COVID-19.
- Managed the City’s Personal Protective Equipment (PPE) Kit Program, working with the Chandler Chamber of Commerce to distribute 1,875 free PPE kits to Chandler businesses to help keep their employees and patrons safe during COVID-19.
- Managed the City’s PPE Grant Program, funded by the Chandler Industrial Development Authority, which helped more than 265 businesses operate safely by reimbursing more than \$122,000 in PPE purchases.
- Coordinated with partners to host the Chandler Virtual Job Fair, which matched local job seekers with participating employers.
- Maintained a business resources webpage to inform Chandler businesses about local, state, and federal programs available to businesses impacted by COVID-19.
- Kicked off a branding initiative for the West Chandler employment corridor, installing nine branded “West Chandler” signs near major intersections throughout the area.
- Chandler Innovations hosted the third annual Startup Connection event, a two-day event focused on providing businesses with education on how to pivot their business model and recover post COVID-19.
- Enhanced opportunities for higher education in the community by supporting the University of Arizona in launching a Professional MBA program and Master of Legal Studies program at its Chandler location.
- Maintained Economic Development-specific social media platforms (Twitter and LinkedIn) with a year-over-year audience of 2,500+ followers and reaching an estimated 540,000+ online users.
- Published a small business guide and a community profile to provide entrepreneurs and business decision-makers with information on resources and opportunities in Chandler.
- Produced a destination video to promote travel to Chandler that ties in the Visit Chandler brand, encouraging business travelers to extend their stay and spend more time in Chandler.
- Updated the Visit Chandler digital event and meeting guide for distribution, designed to educate and encourage meeting and event professionals to place their programs in Chandler.

Economic Development - 1520

The Economic Development Division facilitates activities that enhance the quality of life for Chandler residents and maintains economic development strategies focused on recruitment of new businesses, and retention and expansion of the City's employment and tax base.

2021-22 Performance Measurements**Goal:**

Promote and aggressively pursue industrial and office development within the City.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Market the community to new office, industrial, and other uses in order to diversify and strengthen the economy.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Estimated number of office/industrial jobs created and retained through business recruitment and expansion	5,491 ⁽¹⁾	5,656 ⁽²⁾	2,593 ⁽³⁾	840 ⁽⁴⁾	1,998 ⁽³⁾
Estimated office/industrial square feet absorbed/added with City assistance	1,177,000 ⁽¹⁾	1,508,800 ⁽²⁾	717,902 ⁽³⁾	411,000 ⁽⁴⁾	516,133 ⁽³⁾
Estimated office/industrial capital investment created with City assistance	\$166,730,000 ⁽¹⁾	\$171,025,000 ⁽²⁾	\$64,164,667 ⁽³⁾	\$233,125,000 ⁽⁴⁾	\$95,146,667 ⁽³⁾

⁽¹⁾ Includes the expansion of Optima Tax Relief and Rogers Corporation; and new locations for Allstate, Voya Financial, Zovio, Cascade Financial Services, Fresenius Medical Care, Advanced Circuits, Z Modular, and Crayola Experience.

⁽²⁾ Includes the corporate headquarters relocation of Insight Enterprises; expansion of ArmorWorks and Morsch Machine; and new locations for MTD Southwest, H.E.R.O.S., Advanced Materials Technologies, Ferguson Enterprises, Toyota Financial, and Clarivate Analytics.

⁽³⁾ FY 2020-21 Projected and FY 2021-22 Projected represents 50% of the prior three-year average and reflects the anticipated impacts of COVID-19.

⁽⁴⁾ Includes the expansion of NXP Semiconductors, Rinchem, and VB Cosmetics; and new locations for Honeywell, Comtech, and Local Motors.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Economic Development - 1520**Goal:⁽¹⁾**

Promote and pursue unique retail development within the City.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:⁽¹⁾

- Expand Chandler's regional retail market share through attracting and maintaining a balanced mix of retail and service facilities.

Measures⁽¹⁾	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of new retail businesses located with City assistance	6	2	N/A	N/A	N/A
Estimated square footage of new retail space located with City assistance	109,140	14,100	N/A	N/A	N/A
Total retail square feet	16,832,434	16,860,870	N/A	N/A	N/A
Retail occupancy rate	93%	92%	N/A	N/A	N/A

⁽¹⁾ Effective FY 2020-21 goal, objective, and measures discontinued.

Goal:⁽¹⁾

Expand the sales tax base in order to provide City services to the public.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:⁽¹⁾

- Increase annual sales tax revenues by encouraging unique and dynamic retail businesses to locate and expand in the City.

Measures⁽¹⁾	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Estimated annual sales tax revenue generated by new retail businesses located with City assistance ⁽²⁾	\$540,243	\$69,795	N/A	N/A	N/A

⁽²⁾ Based on estimated square footage of new retail space located with City assistance, an industry benchmark of \$330 in retail sales per square foot of space, and the City's tax rate of 1.5%.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Economic Development - 1520**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 727,044	\$ 791,299	\$ 801,300	\$ 800,000	\$ 812,516	2.68%
Ongoing*	-	791,299	801,300	800,000	812,516	2.68%
One-time*	-	-	-	-	-	N/A
Professional/Contract	232,657	184,554	9,767,956	9,431,501	221,604	20.08%
Operating Supplies	59,789	58,733	558,733	817,300	59,183	0.77%
Repairs/Maintenance	2,197	2,750	2,750	2,750	2,750	0.00%
Communications/Transportation	11,245	28,975	28,975	1,675	28,975	0.00%
Other Charges/Services	18,376	29,150	29,150	15,000	29,150	0.00%
Capital Replacement	2,925	2,925	2,925	2,925	2,925	0.00%
Total Cost Center - 1520	\$ 1,054,234	\$ 1,098,386	\$ 11,191,789	\$ 11,071,151	\$ 1,157,103	5.35%
General Fund	\$ 1,054,234	\$ 1,098,386	\$ 1,191,789	\$ 1,071,151	\$ 1,157,103	
Grant Fund**	-	-	10,000,000	10,000,000	-	
Grand Total	\$ 1,054,234	\$ 1,098,386	\$ 11,191,789	\$ 11,071,151	\$ 1,157,103	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

**The Adopted Budget for operating grant funding will be in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures will continue to be reflected as Grant Funds.

Economic Development - 1520**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	0	0	0.5	0.5	0.5	0.5
Director, Economic Development Division	1	0	0	0	0	0
Economic Development Director	0	1	1	1	1	1
Economic Development Innovation Manager	1	1	0	0	0	0
Economic Development Manager	0	0	1	1	1	1
Economic Development Project Manager	1	1	1	1	1	1
Economic Development Research Assistant	1	1	1	1	1	1
Economic Development Specialist	2	2	2	2	2	2
Total	6	6	6.5	6.5	6.5	6.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2020-21 reflects increased spending due to one-time AZCares Act grant funding for the Business Hiring/Retention and Business PPE programs.

FY 2021-22 reflects one-time funding for the Science Spectacular Event, which was also approved for one-time funding in FY 2020-21. The Science Spectacular Event funding is offset by sponsorship revenues. FY 2021-22 also includes the addition of one-time funding for Uptown Chandler Brand Implementation, business investment software, and funding offsets due to the elimination of one-time funding approved in FY 2020-21 for West Chandler Brand Implementation and digital marketing for business attraction.

As part of the FY 2021-22 amendment process, one-time funding of \$5,000 for a Start-Up Weekend and \$25,000 for event planning and research was transferred from the Council Contingency.

Economic Development Capital - 1550**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Other Charges/Services	\$ -	\$ -	\$ 1,056,208	\$ -	\$ -	N/A
Contingencies/Reserves	-	1,056,208	-	-	1,056,208	0.00%
Total Cost Center - 1550	\$ -	\$ 1,056,208	\$ 1,056,208	\$ -	\$ 1,056,208	0.00%
General Gov't Capital Projects Fund	\$ -	\$ 1,056,208	\$ 1,056,208	\$ -	\$ 1,056,208	

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 reflects the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Tourism - 1580

Economic Development's Tourism Division enhances and extends the marketing efforts of the Chandler tourism community by marketing the community as a travel destination. The retention and expansion of the Chandler hospitality industry improves the quality of life for residents by creating jobs and revenue for City functions.

2021-22 Performance Measurements**Goal:**

Promote the City as a preferred destination for leisure visitors, business travelers, and meetings to increase the economic benefit realized by the community and Chandler businesses.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objectives:

- ◆ Create and market tourism websites to drive unique visits and provide information about Chandler.
- ◆ Develop and manage the "I Choose Chandler" marketing campaign.
- ◆ Initiate and coordinate marketing opportunities for the Chandler tourism community.
- ◆ Proactively solicit group meetings and events to benefit the Chandler tourism community.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Hotel/motel tax revenue collected	\$4,059,956	\$3,647,202	\$2,760,000 ⁽¹⁾	\$2,000,000 ⁽¹⁾	\$2,000,000 ⁽²⁾
Revenue per available room (Rev/PAR) citywide ⁽³⁾	\$72.85	\$62.90	\$43.80 ⁽¹⁾	\$44.00 ⁽¹⁾	\$70.50 ⁽²⁾
Occupancy rate citywide ⁽³⁾	66.1%	59.2%	40.0% ⁽¹⁾	52.0% ⁽¹⁾	63.0% ⁽²⁾
Visitor guide requests ⁽⁴⁾	18,864	3,396	2,700 ⁽¹⁾	2,400 ⁽¹⁾	4,500 ⁽²⁾
Number of website visits (tethered and mobile)	258,809	266,559	165,000 ⁽¹⁾	255,000	295,000
Event prospects and services ⁽⁵⁾	79	103	45 ⁽¹⁾	38 ⁽¹⁾	55 ⁽²⁾

⁽¹⁾ These measures are anticipated to be significantly lower than in previous years due to the impacts of COVID-19.

⁽²⁾ FY 2021-22 Projected reflects the ongoing impacts of COVID-19.

⁽³⁾ These measures are reported on a monthly basis by STR, Inc. and tabulated for fiscal year performance. Tabulation is converted from calendar year to fiscal year.

⁽⁴⁾ Visitor Guide requests are received through various ad placements, website requests, and marketing campaigns.

⁽⁵⁾ Event prospects and services include, but are not limited to, meetings involving guest rooms, sports tournaments, and special events with the intent of driving room nights to Chandler hotels.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Tourism - 1580**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 133,130	\$ 135,108	\$ 137,293	\$ 137,000	\$ 231,928	71.66%
Ongoing*	-	135,108	137,293	137,000	139,081	2.94%
One-time*	-	-	-	-	92,847	N/A
Professional/Contract	376,801	43,000	271,904	301,165	43,000	0.00%
Operating Supplies	11,946	18,401	18,401	9,500	22,460	22.06%
Communications/Transportation	21,315	50,000	57,500	38,640	50,000	0.00%
Other Charges/Services	6,113	14,000	14,000	12,500	14,000	0.00%
Total Cost Center - 1580	\$ 549,304	\$ 260,509	\$ 499,098	\$ 498,805	\$ 361,388	38.72%
General Fund	\$ 228,214	\$ 260,509	\$ 262,694	\$ 262,401	\$ 361,388	
Grant Fund**	321,090	-	236,404	236,404	-	
Grand Total	\$ 549,304	\$ 260,509	\$ 499,098	\$ 498,805	\$ 361,388	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding will be in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Funds.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Tourism Development Coordinator	1	0	0	0	0	0
Tourism Program Manager	0	1	1	1	1	1
Total	1	1	1	1	1	1

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2020-21 reflects increased one-time spending related to the award of the Maricopa County Proposition 302 Tourism Grant, which was removed in FY 2021-22.

FY 2021-22 reflects the addition of one-time funding approved for a temporary Marketing Coordinator.

Innovations - 1590

Innovations is a citywide business incubation and entrepreneurial development program. Established to support entrepreneurs, startups, and business owners, it offers access to cohorted business development tracks, educational programming, and mentoring.

2021-22 Performance Measurements**Goal:**

Build a citywide incubator and entrepreneurial development program that supports and elevates all aspects of the entrepreneurial ecosystem to diversify the employment base and drive business and job growth in Chandler.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objectives:

- ◆ Introduce programs and networking events that facilitate connections and conversations across the ecosystem.
- ◆ Work with partner entities to provide training and education that supports and elevates the community as a whole.
- ◆ Develop and support an incubator-track curriculum that moves new businesses from early-stage, to launch, to growth, and into maturity.
- ◆ Connect the existing, established business community with the startup community to foster partnerships and collaboration.
- ◆ Support established businesses in growth and development with peer support groups, workshops, and events.
- ◆ Build a community of mentors and expert service providers in the areas of intellectual property, marketing, sales, funding, customer engagement, social media, grant writing, etc., to provide education, training, and support to new and emerging businesses and entrepreneurs.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Total number of clients supported	59	51	35	50	35
Total number of client jobs created	32	26	10	25	15
Client engagement					
- Total number of events	130	133	100	130	135
- Total number of attendees	1,061	1,276	1,500	1,375	1,500

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Innovations - 1590**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Professional/Contract	\$ 250,000	\$ 250,000	\$ 333,334	\$ 333,334	\$ 250,000	0.00%
Repairs/Maintenance	-	35,930	35,930	-	35,930	0.00%
Total Cost Center - 1590	\$ 250,000	\$ 285,930	\$ 369,264	\$ 333,334	\$ 285,930	0.00%
General Fund	\$ 250,000	\$ 285,930	\$ 369,264	\$ 333,334	\$ 285,930	

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time allocation for entrepreneurial and small business development, which was also allocated in FY 2020-21 with one-time funding.

Fleet Services - 1270

The Fleet Services Division provides preventive maintenance, repairs, and support for City vehicles. Specification writing, fabrication/welding, budget support, fuel control, and accident damage repair coordination are some of the main functions.

2020-21 Accomplishments

- Identified and replaced 22 vehicles through the Vehicle Replacement Program.
- Configuration and implementation phase of the Fleet Management Software which will improve shop operations, streamline customer service, and provide accurate reporting.
- Zero accidents in FY 2020-21 attributed to equipment failure.

2021-22 Performance Measurements**Goal:**

Provide a safe, efficient, and cost-effective fleet of vehicles and equipment to all City departments and maintain a high level of quality and professional maintenance on all City-owned equipment.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Effectively maintain City vehicles in the most cost effective way possible, with the focus on deferring vehicle replacement and the expenditure of capital monies.
- ◆ Provide preventive maintenance and repairs to City vehicles and equipment to ensure the safety of employees and the public.
- ◆ Maintain the citywide vehicle replacement program, minimize cost and downtime, and monitor and replace City-owned vehicles at set replacement criteria.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Accidents attributed to equipment failure	0	0	0	0	0
Review City-owned vehicles at set criteria	85	33 ⁽²⁾	28 ⁽¹⁾⁽²⁾	22 ⁽²⁾	72
Preventive maintenance compliance rate	97%	97%	97%	95%	97%

⁽¹⁾ After evaluation of certain vehicles based on years, miles and maintenance history we were able to defer vehicle replacements.

⁽²⁾ Due to COVID-19 effecting the overall City Budget, the 2019-20 Actual vehicles purchased was greatly diminished and the 2020-21 Projected vehicles were limited to Public Safety vehicles only.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Fleet Services - 1270**Goal:**

Maintain compliance with federal and state mandates with regards to safety and environment.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Contain costs and reduce fleet related expenses.
- ◆ Maintain minimal downtime of vehicles and equipment in order to increase employee productivity.
- ◆ Maintain a high level of customer satisfaction for repair and preventive maintenance services.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Service Rating Results:					
Excellent	60%	60%	63%	65%	60%
Above average	40%	35%	32%	30%	35%
Average	0%	5%	5%	5%	5%
Poor	0%	0%	0%	0%	0%
Fleet work order repair hours	11,150	11,175	11,250	11,125	11,160
Factory warranty claims submitted	310	300	320	300	300

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Fleet Services - 1270**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,102,425	\$ 1,139,712	\$ 1,149,434	\$ 1,156,500	\$ 1,157,427	1.55%
Ongoing*	-	1,139,712	1,149,434	1,156,500	1,157,427	1.55%
One-time*	-	-	-	-	-	N/A
Professional/Contract	3,944	1,357	1,357	1,000	850	-37.36%
Operating Supplies	14,864	29,288	30,759	20,203	29,320	0.11%
Repairs/Maintenance	95	800	800	350	800	0.00%
Communications/Transportation	480	2,125	2,125	1,025	3,000	41.18%
Other Charges/Services	3,857	4,600	4,600	2,700	4,800	4.35%
Machinery/Equipment	20,808	30,600	30,600	30,600	30,000	-1.96%
Office Furniture/Equipment	478	-	-	-	-	N/A
Capital Replacement	2,339	2,339	2,339	2,339	2,339	0.00%
Total Cost Center - 1270	\$ 1,149,290	\$ 1,210,821	\$ 1,222,014	\$ 1,214,717	\$ 1,228,536	1.46%
General Fund	\$ 1,149,290	\$ 1,210,821	\$ 1,222,014	\$ 1,214,717	\$ 1,228,536	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Fleet Equipment Service Writer	1	1	1	1	1	1
Fleet Inventory Specialist	1	1	1	1	1	1
Fleet Services Superintendent	1	1	1	1	1	1
Lead Fleet Technician - CDL	2	2	2	2	2	2
Senior Administrative Assistant	1	1	1	1	1	1
Senior Fleet Technician - CDL	5	5	5	5	5	5
Service Equipment Worker	1	1	1	1	1	1
Total	12	12	12	12	12	12

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Fleet Motor Pool - 1271

Fleet Motor Pool provides vehicles for City employees to use for official City business.

2021-22 Performance Measurements**Goal:**

Provide shared use vehicles to departments in order to reduce the expenditure of capital monies.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

◆ Provide transportation for administrative and other staff to conduct City business.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Gallons of fuel consumed	4,123	4,103	4,500	2,250 ⁽¹⁾	3,750
Percentage of computerized reservations completed	89%	88%	90%	85%	88%
Number of vehicles	21	18	18	16	16

⁽¹⁾ The utilization was down due to COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Operating Supplies	\$ 16,983	\$ 24,023	\$ 24,023	\$ 12,417	\$ 24,023	0.00%
Capital Replacement	41,545	41,545	41,545	41,545	41,545	0.00%
Total Cost Center - 1271	\$ 58,528	\$ 65,568	\$ 65,568	\$ 53,962	\$ 65,568	0.00%
General Fund	\$ 58,528	\$ 65,568	\$ 65,568	\$ 53,962	\$ 65,568	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Human Resources - 1250

The Human Resources' Division mission is to strive to provide exceptional customer-driven services and develop opportunities in support of the following guiding principles: practice open and constructive communication; promote excellence in teamwork, customer service, and respect for individuals; and provide programs that balance the needs of the City with that of its employees and citizens. Additional responsibilities include management of the City's self-insured workers' compensation, medical, dental, and short-term disability funds, as well as the safety program.

2020-21 Accomplishments

- Developed and released a Total Compensation Statement in Oracle HR Employee Self-Service.
- Implemented electronic processes to streamline recruiting and hiring.
- Created and hosted a Virtual Benefits Fair.
- Selected three vendors and facilitated over 400 COVID-19 tests for City employees with work-related exposures.
- Tracked over 1,000 COVID-19 test results, facilitated contact tracing, and coordinated facility cleaning for work-related exposures.
- Provided procedures and protocols for COVID-19 testing, positive COVID-19 test results, and cleaning to employees, managers, directors, and the media.
- Facilitated Families First Coronavirus Response Act (FFCRA), short-term disability, and workers' compensation leaves for approximately 400 employees.
- Provided safety and wellness presentations and facilitated distribution of PPE supplies citywide in partnership with the Central Supply Division.
- Partnered with the Fire and Police Departments to provide COVID-19 vaccinations to over 720 employees by coordinating information, scheduling, and leave.
- Partnered with the Management Services Department to host CIVIC participants and provide an overview of the Merit System Board, Health Care Benefits Trust Board, Workers' Compensation and Employer Liability Trust Board, Public Safety Personnel Retirement Board (Fire), Public Safety Personnel Retirement Board (Police), and City careers and employment.
- Established a virtual career booth for middle school and high school students to highlight teen careers and youth professional development programs offered by the City, including Leaders in Training, Mayor's Youth Commission, Teen Town Hall, Center for the Arts Youth Arts Council, Police Cadets, and Fire Cadets.

Human Resources - 1250**2021-22 Performance Measurements****Goal:**

Retain a qualified workforce through the development, administration, and communication of programs, policies, and practices.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Provide expert personnel policy and procedural consulting to City managerial personnel and employees for various personnel actions while influencing positive management-workforce relationships.
- ◆ Provide a comprehensive and competitive benefit package to City employees and provide programs and education to City employees in order to improve utilization and understanding of benefits.
- ◆ Develop and deliver a comprehensive Wellness Program involving employees throughout the organization in order to manage rising healthcare costs through behavioral economics.
- ◆ Conduct compensation and classification studies to ensure the City remains competitive with other employers and to effectively balance the skills and abilities of employees with the needs of the City.
- ◆ Develop and deliver comprehensive training to further a positive and productive work environment consistent with the City's values, policies, and regulatory requirements.
- ◆ Provide resources for the efficient and effective administration of personnel actions.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Personnel Action Requests (PAR) processed	4,819	5,606	4,800	1,723	5,000
Number of classification/job studies conducted	62	79	50	55	60
Conduct annual salary survey on a minimum of 30% of active City positions with benchmark cities	Compliant	Compliant	Compliant	Compliant	Compliant
Number of training classes conducted for employees related to compliance, policies, federal laws, or employee development	280	297	345 ⁽¹⁾	297	300
Participants who rated training programs as satisfactory or higher	97%	97%	97%	97%	97%
Conduct annual survey to compare Chandler's benefit packages with benchmark cities	Compliant	Compliant	Compliant	Compliant	Compliant
Number of workshops, assessments, and programs offered to employees in areas of wellness, benefits education, retirement, and financial planning	190	164	145 ⁽²⁾	73 ⁽²⁾	98 ⁽²⁾
Number of technology process improvements implemented to maximize use of staff resources	5	2	2	2	4

⁽¹⁾ Projected increase due to a division reorganization focusing more resources to this area, as well as higher amounts of safety training.

⁽²⁾ Amounts represent in-person programming; additional programming is offered through online tools which are not included in these totals. Due to the pandemic, many classes were presented through vendor online sources.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Human Resources - 1250**Goal:**

To attract qualified employees to fill vacancies in the City through programs and policies that embody equal employment opportunity practices.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Provide an aggressive and effective recruitment and selection process to fill vacancies in all City departments.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of employment applications processed	20,206	18,018	25,000 ⁽¹⁾	13,000 ⁽²⁾	20,000

⁽¹⁾ The projected volume of applications is expected to remain at a higher level due to attrition and a larger number of applicants for recruitments due to a move to recruit through the online NeoGov portal.

⁽²⁾ Recruiting was temporarily suspended for approximately eight months during the COVID-19 pandemic, in addition, fewer applications have been submitted once recruitments have resumed.

Goal:

Provide for a cost-effective Occupational Health and Safety program and ensure that the program is in compliance with all state and federal Occupational Safety and Health Act (OSHA) requirements.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Monitor and affect the number of lost days via an aggressive Return to Work/Modified Duty program. Reduce the number of OSHA recordable injuries via an aggressive safety and education program.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Lost Days ⁽³⁾	641	1,174 ⁽⁴⁾	625	750	687
Lost personnel hours ⁽³⁾	5,128	9,293 ⁽⁴⁾	5,000	6,000	5,500
OSHA recordable injuries	111	101	110	102	105

⁽³⁾ Statistics based on calendar year due to measurement period and OSHA reporting requirements.

⁽⁴⁾ Increases due to work-related COVID-19 exposures requiring employees to quarantine for 10 days, as well as several employees out for a significant period of time due to COVID-19 complications.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Human Resources - 1250**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,446,070	\$ 2,700,272	\$ 2,723,353	\$ 2,490,000	\$ 2,665,497	-1.29%
Ongoing*	-	2,700,272	2,723,353	2,490,000	2,665,497	-1.29%
One-time*	-	-	-	-	-	N/A
Professional/Contract	115,676	237,000	513,214	122,000	317,000	33.76%
Operating Supplies	48,071	105,425	114,425	106,020	68,425	-35.10%
Repairs/Maintenance	5,274	4,500	4,500	4,250	4,500	0.00%
Communications/Transportation	5,724	9,800	9,800	4,000	9,800	0.00%
Insurance/Taxes	415,747	411,130	411,130	411,130	431,130	4.86%
Other Charges/Services	61,747	112,525	238,931	117,200	112,525	0.00%
Machinery/Equipment	47,779	21,399	31,399	15,000	21,399	0.00%
Office Furniture/Equipment	593	600	600	300	600	0.00%
Capital Replacement	30	-	-	-	-	N/A
Total Cost Center - 1250	\$ 3,146,710	\$ 3,602,651	\$ 4,047,352	\$ 3,269,900	\$ 3,630,876	0.78%
General Fund	\$ 1,733,202	\$ 2,033,689	\$ 2,109,857	\$ 1,878,350	\$ 2,052,266	
Workers' Comp Self Ins Fund	917,225	1,026,885	1,166,642	887,330	1,032,472	
Short-term Disability Self Ins Fund	40,984	41,544	41,659	42,000	42,152	
Medical Self Insurance Fund	455,299	500,533	729,194	462,220	503,986	
Grand Total	\$ 3,146,710	\$ 3,602,651	\$ 4,047,352	\$ 3,269,900	\$ 3,630,876	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Human Resources - 1250**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Services Director	1	0	0	0	0	0
Benefits Analyst	0	0	1	1	1	1
Benefits Program Manager	1	1	1	1	1	1
Benefits and Labor Relations Administrator	1	1	0	0	0	0
Business Systems Support Analyst	0	0	2	2	2	2
Employee Services and HRMS Analyst	1	1	0	0	0	0
Employee Services and HRMS Manager	1	0	0	0	0	0
Human Resources Analyst	2	1	2	2	2	2
Human Resources Director	0	1	1	1	1	1
Human Resources Manager	1	2	2	2	2	2
Human Resources Recruiter	0	1	0	0	0	0
Human Resources Specialist I	3	3	3	3	3	3
Human Resources Specialist II	2	1	0	0	0	0
Management Assistant	1	1	1	1	1	1
Medical Leave Coordinator	2	2	2	2	2	2
Organizational Development Coordinator	1	1	1	1	1	1
Organizational Development Specialist	0	0	1	1	1	1
Safety Coordinator	2	2	2	2	2	2
Senior Human Resources Analyst	3	4	3	3	3	3
Wellness Coordinator	1	1	1	1	1	1
Total	23	23	23	23	23	23

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for a classification and compensation study offset by the transfer of ongoing funding to the Non-Departmental cost center in the Management Services Department for citywide employee service and recognition awards.

Transportation Policy - 3340

The Transportation Policy Division is responsible for implementing the Transportation Master Plan, formulating policies, design standards, and plans for the City's mass transit services, bicycling, and pedestrian facilities. Transportation Policy coordinates and manages all transit service contracts and plans, oversees construction of transit and bicycle facilities, ensures compliance with the Maricopa County Trip Reduction Ordinance, and coordinates implementation of the City's ADA Transition Plan.

2020-21 Accomplishments

- Launched First-Mile, Last-Mile Program (partnership with Lyft), and provided 1,600 trips through seven months.
- Completed ADA Transition Plan 2020 Update.
- Completed the Western Canal/UPRR Crossing project.
- McClintock/Kyrene Bike Lanes project.
- On pace to provide 537,000 bus trips, 22,000 Paratransit trips, and 12,000 RideChoice trips.
- Completed the Arizona Avenue Alternatives Analysis.
- Awarded \$6.6 million in federal funds for use on four transportation projects (Alley Paving, Chandler Heights Road Widening, Frye Road Protected Bike Lanes, and Hunt Highway Separated Bike Lanes Study).
- Secured \$3 million in regional funds for use on the Alma School Road widening project.
- Held a virtual Family Bike Ride in April 2021 and set a record with over 800 participants.
- Finalized design and began construction on the Chandler Boulevard Bike Lanes project.
- Transportation Policy staff has represented Chandler's interests in the development of the Regional Transportation Plan Update, which will serve as the basis for Maricopa County's Proposition 400 Extension.
- Led the Public Works and Utilities Subcommittee of the Citizen's Bond Exploratory Committee with the Public Works and Utilities Department.
- Won two Valley Metro Clean Air Awards: Best Travel Reduction Program and Best Travel Reduction Coordinator.
- Completed the Frye Road Protected Bike Lanes Design Assistance Study.
- Restructured the division to ensure alignment with the City Strategic Plan.

Transportation Policy - 3340**2021-22 Performance Measurements****Goal:**

Provide technical guidance and recommendations on planning, design, programming, implementation, and operation of all modes of intra-city and inter-city transit services.

Supports Priority Based Budgeting Goal(s): Connected and Mobile Community; Safe Community; Contemporary Culture/Unified; Attractive Community

Objectives:

- ◆ Provide transit service in partnership with the Regional Public Transit Authority (RPTA) Valley Metro.
- ◆ Identify and implement service improvements using available funds, including Public Transit Funds (PTF).
- ◆ Plan, design, and construct improvements to arterial street bus stops and identify other facility improvements needed to support public transportation.
- ◆ Provide Paratransit (previously known as Dial-a-Ride) and RideChoice service in partnership with Valley Metro RPTA and other Valley cities.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
City funded bus service miles ⁽¹⁾	273,226	273,258	274,901	278,999	280,620
City funded passenger boardings ⁽¹⁾	197,548	147,612	161,519	60,833	73,000
City funded cost per boardings ⁽¹⁾	\$7.94	\$11.38	\$9.96	\$17.66 ⁽²⁾	\$20.41 ⁽²⁾
PTF funded bus service miles ⁽¹⁾⁽³⁾	999,917	1,010,364	998,047	1,008,907	1,008,907
PTF service passenger boardings	810,475	661,273	634,365	476,293	523,922
PTF cost per boarding ⁽¹⁾	\$6.91	\$8.73	\$9.05	\$8.35	\$10.27
Average passenger boardings per mile (all service) ⁽¹⁾	0.81	0.63	0.63	0.42	0.46
Paratransit total trips ⁽¹⁾	49,954	39,685	44,826	22,482	33,723
Paratransit cost per trip ⁽¹⁾	\$45.05	\$47.30	\$44.36	\$36.15 ⁽⁴⁾	\$43.86
RideChoice total trips ⁽¹⁾⁽⁵⁾	N/A	12,289	13,232	11,517	14,972
RideChoice cost per trip ⁽¹⁾⁽⁵⁾	N/A	\$13.04	\$16.50	\$15.82 ⁽⁴⁾	\$17.65

⁽¹⁾ 2019-20 Actual, 2020-21 Projected, 2020-21 Year End Estimate, and 2021-22 Projected measures are impacted by COVID-19, resulting in less express bus service, lower ridership, fewer Paratransit and RideChoice trips, and higher cost per boarding.

⁽²⁾ City funded cost per trip increased more than PTF funded service due to more express service being funded by the City. Express ridership has fallen more than other bus service during the COVID-19 pandemic.

⁽³⁾ Beginning FY 2019-20, night trips were added on Route 104 resulting in additional service miles.

⁽⁴⁾ Paratransit and RideChoice cost per trip decreases are a result of federal COVID-19 relief funding.

⁽⁵⁾ New measures effective FY 2019-20.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Transportation Policy - 3340**Goal:**

Increase bicycle lane miles within the City.

Supports Priority Based Budgeting Goal(s): Connected and Mobile Community; Safe Community; Contemporary Culture/Unified; Attractive Community

Objective:

- ◆ Implement programs and improvements recommended in the City's Bicycle Plan.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Bike lane total miles (as estimated through use of aerial maps)	346	349	354	356 ⁽¹⁾	358

⁽¹⁾ The increase in bike lane miles reflects the addition of bike lanes on McClintock Drive and Kyrene Road.

Goal:

Improve effectiveness of the City's Travel Reduction Program to reduce work-related Single Occupant Vehicle (SOV) trips by City employees.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Reduce the percentage of work-related SOV trips by City employees.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
SOV commuting percentage	87%	86%	87%	81% ⁽²⁾	84%

⁽²⁾ The decrease in SOV trips is a result of employees teleworking due to COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Transportation Policy - 3340

Budget Summary

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 468,009	\$ 356,461	\$ 362,889	\$ 365,994	\$ 382,777	7.38%
Ongoing*	-	356,461	362,889	365,994	382,777	7.38%
One-time*	-	-	-	-	-	N/A
Professional/Contract	4,836,884	3,408,311	3,553,290	1,964,412	3,323,311	-2.49%
Operating Supplies	4,469	8,216	8,216	7,372	8,156	-0.73%
Repairs/Maintenance	5,888	10,871	10,871	11,217	10,931	0.55%
Communications/Transportation	1,167	1,759	1,759	472	1,759	0.00%
Insurance/Taxes	2,215	3,800	3,800	3,800	3,800	0.00%
Rents/Utilities	16,087	22,046	22,046	22,046	22,046	0.00%
Other Charges/Services	56,526	79,907	81,798	81,798	79,907	0.00%
Contingencies/Reserves	-	143,968	143,968	-	143,968	0.00%
Capital Replacement	7,743	6,583	6,583	6,583	6,583	0.00%
Total Cost Center - 3340	\$ 5,398,988	\$ 4,041,922	\$ 4,195,220	\$ 2,463,694	\$ 3,983,238	-1.45%
General Fund	\$ 4,207,521	\$ 2,785,100	\$ 2,903,173	\$ 1,975,606	\$ 2,826,416	
Local Transportation Assistance Fund	1,191,467	1,256,822	1,292,047	488,088	1,156,822	
Grand Total	\$ 5,398,988	\$ 4,041,922	\$ 4,195,220	\$ 2,463,694	\$ 3,983,238	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Government Relations Coordinator	0	0	1	0	0	0
Management Assistant	0	0	0	1	0	0
Senior Transportation Planner	0	1	0	0	0	0
Transit Services Coordinator	2	1	1	1	0	0
Transportation Planning Coordinator	0	0	0	0	2	2
Transportation Planning Supervisor	0	0	1	1	1	1
Transportation Policy Manager	1	1	0	0	0	0
Total	3	3	3	3	3	3

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects ongoing and one-time funding increases for existing fixed route bus and first-mile last-mile program. FY 2021-22 reflects the reduction of one-time funding for Paratransit and RideChoice programs.

During FY 2020-21, one Management Assistant position was reclassified to Transportation Planning Coordinator, and one Transit Services Coordinator position was renamed Transportation Planning Coordinator.

Transportation Policy Capital - 3060**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Professional/Contract	\$ -	\$ -	\$ -	\$ -	\$ 509,779	N/A
Other Charges/Services	-	-	-	-	31,421	N/A
Contingencies/Reserves	-	-	-	-	2,055,603	N/A
Building/Improvements	-	-	-	-	672,000	N/A
Total Cost Center - 3060	\$ -	\$ -	\$ -	\$ -	\$ 3,268,803	N/A
Local Transportation Assistance Fund	\$ -	\$ -	\$ -	\$ -	\$ 907,875	
General Gov't Capital Projects Fund	-	-	-	-	1,723,211	
Street GO Bond Fund	-	-	-	-	75,140	
Grant Capital Fund	-	-	-	-	562,577	
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ 3,268,803	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 reflects the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Effective July 1, 2021, cost center 3060, Transportation Policy Capital, is established by transferring several projects from cost center 3310, Streets Capital, in the Public Works & Utilities Department. Historical spending on these projects will remain in cost center 3310.

7 Community Services



- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary

“Moving Forward Together”



The many activities and facilities available through libraries, parks and aquatics, and recreation centers are fundamental to the Chandler lifestyle.



Community Services Overview

The FY 2019-20 Actuals, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Community Services Administration	\$ 645,057	\$ 690,786	\$ 616,604	\$ 1,138,075	64.75%
Library	6,211,646	6,738,955	6,419,758	6,564,556	-2.59%
Aquatics	3,685,449	4,127,252	4,140,357	4,007,173	-2.91%
Park Development and Operations	9,142,805	9,587,626	10,191,972	10,518,124	9.71%
Recreation	1,600,537	2,013,735	1,823,589	1,606,939	-20.20%
Sports and Fitness Facilities	2,038,977	2,249,706	2,442,465	2,381,612	5.86%
Nature and Recreation Facilities	1,350,641	1,548,580	1,248,565	1,597,419	3.15%
Parks Capital	8,565,899	25,307,386	2,660,067	24,916,621	-1.54%
Total	\$ 33,241,011	\$ 52,264,026	\$ 29,543,377	\$ 52,730,519	0.89%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 16,326,630	\$ 17,621,929	\$ 16,643,708	\$ 17,541,118	
Ongoing ⁽¹⁾	-	17,556,559	16,605,838	17,495,368	-0.35%
One-time ⁽¹⁾	-	65,370	37,870	45,750	-30.01%
Operating & Maintenance	8,348,483	9,334,711	10,239,602	10,272,780	10.05%
Capital - Major	8,565,899	25,307,386	2,660,067	24,916,621	-1.54%
Total	\$ 33,241,011	\$ 52,264,026	\$ 29,543,377	\$ 52,730,519	0.89%
Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Community Services Administration	4.000	5.000	5.000	7.750	55.00%
Library	63.800	63.800	62.750	61.750	-3.21%
Aquatics	16.750	16.750	15.500	15.500	-7.46%
Park Development and Operations	53.000	53.000	54.000	54.000	1.89%
Recreation	9.375	9.375	8.750	7.000	-25.33%
Sports and Fitness Facilities	14.375	14.375	15.375	15.375	6.96%
Nature and Recreation Facilities	13.250	12.250	12.250	12.250	0.00%
Total	174.550	174.550	173.625	173.625	-0.53%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- Successfully provided service throughout the COVID-19 pandemic.
- The Library created and distributed nearly 18,000 Grab 'n Go kits.
- The Library circulated more than 1,000 Bag 'o Books, with 20 items per bag.
- The Library hosted nearly 500 virtual engagements with patrons via live interactive programs, recorded programs, and outreach.
- Completed the Library and Parks Master Strategic Plans.
- Aquatics completed slide refurbishment and painting at Arrowhead, Mesquite Groves, and Nozomi pools.
- Completed Hamilton Aquatic Center bathroom renovations directly related to citizen concerns from budget survey.
- Aquatics implemented an online public swim reservation system to provide priority access to Chandler residents.
- Aquatics provided online videos for bathtub swimming skills and dryland swim skills that can be practiced at home.
- Parks Operations formalized inspections of parks restrooms, landscaping, mowing, and playgrounds.
- Completed renovation of Vida Park (formerly East Mini Park).
- Parks Operations installed landscape rock on the Basha Road canal right-of-way on the Lennar Homes and Snedigar Park canal sections, and planted 77 trees at Amberwood, Dr. A.J. Chandler, and Pequeno Parks.
- Initiated Phase 1 construction of Lantana Ranch Park and Phase 2 construction of the Veteran's Memorial at Veterans Oasis Park.
- Recreation hosted a S'more Holiday Event at Chandler Fashion Mall.
- Six Sonoran Sunset Series concerts were held at the Environmental Education Center, with over 700 participants in attendance, providing safe social opportunities for the community during the pandemic.
- Both the Senior Variety Show and the Youth and Teen Talent Show went virtual. The Senior Variety show had over 1,000 views, and the Youth and Teen Talent Show had over 14,000 views.
- Recreation provided virtual classes for the first time, with a total of 586 people participating in 122 virtual classes including kids drawing, yoga, cooking, and watercolors.
- The Tennis Center was home to four United States Tennis Association (USTA) National Junior events.

Community Services Administration - 4300

Community Services Administration provides leadership and service coordination to operational divisions and information to the public on various developmental, recreational, and educational programs and activities offered through libraries, parks, recreation, and aquatics. The division also assists the City Manager's Office to implement City Council policies and achieve City Council goals.

2021-22 Performance Measurements**Goal:**

Provide effective administration and coordination for diverse services and programs established to enhance the quality of life for citizens.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified; Attractive Community; Good Governance

Objectives:

- ◆ Develop and implement systems and procedures that will improve department operations.
- ◆ Provide administrative support, leadership, and coordination of departmental activities.
- ◆ Facilitate communication within the department, the City Manager's Office, and City Council to guarantee the accomplishment of goals and objectives.
- ◆ Monitor and evaluate the quality, quantity, and satisfaction level of programs, services, and facilities.

Measures⁽¹⁾	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Cost of service provision per resident ⁽²⁾	\$107.09	\$98.41	\$101.94	\$96.96	\$96.22
Number of full-time equivalency (FTE) staff per 1,000 population	0.74 FTE	0.65 FTE	0.65 FTE	0.65 FTE	0.65 FTE
Programs/activities provided ⁽³⁾	10,542	6,436 ⁽⁴⁾	7,818 ⁽⁴⁾	4,603 ⁽⁴⁾	7,646 ⁽⁵⁾
Programs/activities participants ⁽³⁾	714,943	340,298 ⁽⁴⁾	455,078 ⁽⁴⁾	287,235 ⁽⁴⁾	390,400 ⁽⁵⁾
Number of volunteers	4,475	2,633 ⁽⁴⁾	3,262 ⁽⁴⁾	137 ⁽⁴⁾	550 ⁽⁵⁾
Number of volunteer hours	73,087	31,982 ⁽⁴⁾	42,600 ⁽⁴⁾	5,336 ⁽⁴⁾	19,000 ⁽⁵⁾

⁽¹⁾ Effective FY 2019-20, amounts do not reflect activities performed by cost center 1100, Center for the Arts, and cost center 4560, Museum, since these cost centers are part of the Cultural Development Department.

⁽²⁾ "Cost of service provision per resident" equals Adopted Operations Budget for department (Personnel + O&M, all funds, excluding Capital) divided by City population, per Economic Development current population estimate published in January each fiscal year.

⁽³⁾ Does not include Tumbleweed Recreation Center Day Passes, Chandler Youth Sports Association, Drop-Ins (Recreation), Private Pool Rentals, and Chandler Unified School District usage (Aquatics).

⁽⁴⁾ Amounts reduced to reflect COVID-19 restrictions and facility closures.

⁽⁵⁾ Projections based on the easing of COVID-19 restrictions.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Community Services Administration - 4300

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 616,992	\$ 679,388	\$ 688,137	\$ 613,000	\$ 1,028,524	51.39%
Ongoing*	-	679,388	688,137	613,000	1,028,524	51.39%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	480	480	45	7,905	1546.88%
Operating Supplies	1,749	730	730	505	46,081	6212.47%
Repairs/Maintenance	1,522	1,200	1,200	1,400	15,576	1198.00%
Communications/Transportation	2,667	4,500	4,500	-	28,506	533.47%
Other Charges/Services	22,126	4,488	4,488	1,550	11,483	155.86%
Capital Replacement	-	-	-	104	-	N/A
Total Cost Center - 4300	\$ 645,057	\$ 690,786	\$ 699,535	\$ 616,604	\$ 1,138,075	64.75%
General Fund	\$ 645,057	\$ 690,786	\$ 699,535	\$ 616,604	\$ 1,138,075	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Community Services Director	1	1	1	1	1	1
Community Services Planning Manager	1	1	1	1	1	1
Graphic Designer (0.5 FTE position)	0	0	0	0	0	0.5
Graphic Designer (0.75 FTE position)	0	0	0	0	0	0.75
Marketing and Communications Coordinator	0	0	0	0	0	1
Marketing Coordinator (0.5 FTE position)	0	0	0	0	0	0.5
Park Planning Project Manager	0	0	0	0	1	1
Park Planning Superintendent	1	1	1	1	0	0
Senior Administrative Assistant	0	0	0	1	1	1
Senior Management Analyst	2	2	1	1	1	1
Total	5	5	4	5	5	7.75

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Park Planning Superintendent position was renamed Park Planning Project Manager.

Effective July 1, 2021, one 0.5 FTE Graphic Designer position and one 0.5 FTE Marketing Coordinator position transfer from cost center 4310, Library, and one 0.75 FTE Graphic Designer position and a Marketing and Communications Coordinator position transfer from cost center 4550, Recreation, along with associated operations and maintenance funding.

Library - 4310

The Library Division strives to assist all citizens in obtaining information to meet their diverse personal, educational, and professional needs. The Library is responsible for the selection and circulation of materials in a variety of mediums. The Library serves as a learning, educational, and cultural center for the community, and promotes the development of appreciation for reading and learning. In addition, staff provides administrative support to the Library Advisory Board and the Friends of the Chandler Public Library.

2021-22 Performance Measurements**Goal:**

Assist citizens in obtaining information to meet their diverse personal, educational, and professional needs.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified; Sustainable Economic Health; Connected and Mobile Community

Objectives:

- ◆ Provide appropriate resources of interest for library users.
- ◆ Provide access to computers, wireless technology, and electronic resources.
- ◆ Provide assistance to customers seeking information.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of Library cardholders	141,549	135,258	157,000	74,000 ⁽¹⁾	72,500 ⁽¹⁾
Number of items in collections	313,087	313,087	320,000	305,000 ⁽²⁾	307,500 ⁽²⁾
Materials circulated	2,314,886	1,489,257	1,950,000	1,200,000	1,224,000
Reference transactions	200,409	101,630 ⁽³⁾	172,000	9,408 ⁽³⁾⁽⁴⁾	86,000 ⁽³⁾⁽⁴⁾
Computer sessions	198,240	169,325 ⁽³⁾	163,000	11,395 hours ⁽⁵⁾	120,000 hours ⁽⁵⁾
Wireless sessions ⁽⁶⁾	4,322,122	2,246,388 ⁽³⁾	2,835,800	827,229	1,800,000
Website access ⁽⁷⁾	4,977,914	4,179,129	4,119,026	4,085,760	4,500,000

⁽¹⁾ Amounts reflect active users for the past two years. Prior amounts are all registered borrowers in the database regardless of whether they used their card.

⁽²⁾ Metered access of digital materials from major publishers requires licenses to expire after either a certain number of circulations or a period of time. Protocols in place during the COVID-19 pandemic will reduce the number of items the Library is able to order, receive, and catalog.

⁽³⁾ Reflects reductions resulting from COVID-19 facility closures.

⁽⁴⁾ Reference transactions trending downward due to electronic library card users accessing reference databases online as well as online "Ask a Librarian" and call center services.

⁽⁵⁾ Due to COVID-19 restrictions, the Library is unable to collect this statistic in the usual manner. In order to follow COVID-19 protocols, the Library limits the amount of time a customer uses the computer and automatically logs them off. Therefore, it is not possible to know when a session begins or ends, only the number of hours the computer is in use during the day.

⁽⁶⁾ Wireless sessions may originate either inside or outside library buildings.

⁽⁷⁾ Amounts represent the number of times the Library website is accessed.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Library - 4310**Goal:**

Serve as learning, educational, and cultural center for the community.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified

Objective:

- ◆ Provide comfortable and inviting facilities that support literacy and/or community efforts.
- ◆ Provide literacy, informational, and educational programs for lifelong learning.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Library customer visits	926,839	698,179 ⁽¹⁾	949,000	228,395 ⁽¹⁾	460,000 ⁽²⁾
Number of programs and classes	5,461	3,425 ⁽¹⁾	5,500	1,890 ⁽¹⁾	4,230 ⁽²⁾
Program and class attendance	134,650	70,753 ⁽¹⁾	130,000	29,654 ⁽¹⁾	50,400 ⁽²⁾

⁽¹⁾ Reflects reductions resulting from COVID-19 facility closures and capacity reductions.

⁽²⁾ 2021-22 Projected reflects anticipated effects of social distancing requirements resulting from the COVID-19 pandemic.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Library - 4310

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 5,273,153	\$ 5,649,025	\$ 5,718,175	\$ 5,222,500	\$ 5,474,329	-3.09%
Ongoing*	-	5,649,025	5,718,175	5,222,500	5,474,329	-3.09%
One-time*	-	-	-	-	-	N/A
Professional/Contract	121,567	180,763	194,084	187,228	182,695	1.07%
Operating Supplies	647,889	740,473	1,134,691	816,850	742,230	0.24%
Repairs/Maintenance	39,280	42,950	42,999	33,000	42,000	-2.21%
Communications/Transportation	18,460	14,753	15,922	22,200	15,595	5.71%
Insurance/Taxes	500	-	-	-	-	N/A
Rents/Utilities	62,170	68,110	73,917	71,310	70,310	3.23%
Other Charges/Services	44,542	39,919	43,236	62,708	34,435	-13.74%
Machinery/Equipment	1,123	-	-	1,000	-	N/A
Capital Replacement	2,962	2,962	2,962	2,962	2,962	0.00%
Total Cost Center - 4310	\$ 6,211,646	\$ 6,738,955	\$ 7,225,986	\$ 6,419,758	\$ 6,564,556	-2.59%
General Fund	\$ 6,091,757	\$ 6,659,152	\$ 6,900,129	\$ 6,325,800	\$ 6,484,556	
Grant Fund**	90,968	-	246,054	79,258	-	
Library Trust Fund	28,920	79,803	79,803	14,700	80,000	
Grand Total	\$ 6,211,646	\$ 6,738,955	\$ 7,225,986	\$ 6,419,758	\$ 6,564,556	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding is in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Library - 4310**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Librarian	5	5	5	5	5	5
Assistant Library Manager	2	2	2	2	1	1
Business Systems Support Technician	1	1	1	1	2	2
Community Outreach Coordinator (0.75 FTE position)	0.5	0.75	0.75	0.75	0	0
Community Outreach Coordinator (1.0 FTE position)	0	0	0	0	1	1
Cultural Affairs Coordinator	1	1	1	1	1	1
Graphic Designer (0.5 FTE position)	0.5	0.5	0.5	0.5	0.5	0
Librarian (0.5 FTE positions)	1	1	1	1	1	1
Librarian (0.75 FTE position)	0	0.75	0.75	0.75	0.75	0.75
Librarian (1.0 FTE positions)	13	13	13	13	12	12
Library Access Services Coordinator	2	2	2	2	2	2
Library Aide (0.5 FTE positions)	4.5	4.5	4.5	4.5	4	4
Library Aide (0.8 FTE position)	0.8	0	0	0	0	0
Library Aide (1.0 FTE positions)	12	11	11	11	11	11
Library Assistant (0.5 FTE positions)	3	3	3	3	3	3
Library Assistant (0.8 FTE position)	0	0.8	0.8	0.8	0	0
Library Assistant (1.0 FTE positions)	13	13	13	13	14	14
Library Associate	1	1	1	1	1	1
Library Manager	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
Marketing Coordinator (0.5 FTE position)	0.5	0.5	0.5	0.5	0.5	0
Senior Business Systems Support Specialist	1	1	1	1	1	1
Total	63.8	63.8	63.8	63.8	62.75	61.75

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Assistant Library Manager position was reclassified to Airport Manager and transferred to cost center 4100, Airport, in the City Manager Department, one Community Outreach Coordinator position was increased from 0.75 FTE to 1.0 FTE, one Librarian position was renamed Business Systems Support Technician, one Library Aide 0.5 FTE position was eliminated, and one Library Assistant position was increased from 0.8 FTE to 1.0 FTE.

As a part of the FY 2021-22 amendment process, one-time funding of \$10,000 for Read On Chandler Programing was transferred from the Council Contingency.

Effective July 1, 2021, one 0.5 FTE Graphic Designer position and one 0.5 FTE Marketing Coordinator position transfer to cost center 4300, Administration.

Aquatics - 4520

The Aquatics Division operates and maintains six aquatic centers and five fountains. Four of the six aquatic centers operate with intergovernmental agreements with three separate school districts. Aquatics offers year-round swimming programs (lessons, lap swim, aquatic fitness, and extended public swim operational hours) at various pool sites and is responsible for maintenance and improvements to the aquatic centers.

2021-22 Performance Measurements

Goal:

Offer swimming classes, water safety education, and recreational opportunities. Provide inviting spaces for citizens to cool off during the summer heat.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified; Attractive Community; Safe Community

Objectives:

- ◆ Maintain an overall enrollment success rate of 85% for the Learn to Swim lesson program.
- ◆ Provide water safety education through swim lessons, swim teams, certification, and training programs. Facilitate and coordinate the three intergovernmental agreements with the Chandler, Tempe, and Mesa School Districts.
- ◆ Continue to extend outreach programs to promote the use of our aquatic centers through U.S.A. Swimming programs, U.S.A. Diving, U.S.A Water Polo, and high school swimming and diving teams.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Overall enrollment success rate of swimming classes	85%	80%	85%	80%	85%
Annual swimming lesson attendance	8,358	6,679 ⁽¹⁾	7,500 ⁽¹⁾	7,000 ⁽¹⁾	7,500 ⁽²⁾
Annual recreational swim attendance	274,901	157,816 ⁽¹⁾	217,250 ⁽¹⁾	210,000 ⁽¹⁾	240,000 ⁽²⁾
Overall customer satisfaction ⁽³⁾	98%	94%	98%	95%	95%

⁽¹⁾ Reductions due to COVID-19 facility closures and/or capacity restrictions.

⁽²⁾ FY 2021-22 Projections are based on the easing of COVID facility capacity restrictions.

⁽³⁾ Customer satisfaction surveys are distributed at the close of each lesson session and all other swim programs.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Aquatics - 4520

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,546,948	\$ 2,965,837	\$ 2,982,251	\$ 2,912,275	\$ 2,841,686	-4.19%
Ongoing*	-	2,955,437	2,971,851	2,901,875	2,833,286	-4.13%
One-time*	-	10,400	10,400	10,400	8,400	-19.23%
Professional/Contract	131,403	121,393	134,698	131,500	120,358	-0.85%
Operating Supplies	572,418	430,883	473,885	517,260	432,347	0.34%
Repairs/Maintenance	149,753	189,706	200,100	219,124	189,776	0.04%
Communications/Transportation	5,552	10,210	10,210	-	7,336	-28.15%
Insurance/Taxes	1,626	1,750	1,750	1,000	1,750	0.00%
Rents/Utilities	246,146	383,425	383,425	333,661	383,425	0.00%
Other Charges/Services	15,799	12,779	17,894	13,900	13,894	8.73%
Machinery/Equipment	3,282	-	-	312	-	N/A
Office Furniture/Equipment	1,253	-	-	-	-	N/A
Park Improvements	-	-	-	56	-	N/A
Capital Replacement	11,269	11,269	11,269	11,269	16,601	47.32%
Total Cost Center - 4520	\$ 3,685,449	\$ 4,127,252	\$ 4,215,482	\$ 4,140,357	\$ 4,007,173	-2.91%
General Fund	\$ 3,684,227	\$ 4,117,193	\$ 4,205,423	\$ 4,134,253	\$ 4,000,637	
Parks & Recreation Trust Fund	1,223	10,059	10,059	6,104	6,536	
Grand Total	\$ 3,685,449	\$ 4,127,252	\$ 4,215,482	\$ 4,140,357	\$ 4,007,173	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Aquatics - 4520**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Administrative Assistant (0.75 FTE position)	0.75	0.75	0.75	0.75	0	0
Administrative Assistant (1.0 FTE position)	0	0	0	0	1	1
Aquatics Maintenance Helper	1	1	1	1	1	1
Aquatics Maintenance Supervisor	1	1	1	1	1	1
Aquatics Maintenance Technician	3	3	3	3	3	3
Aquatics Superintendent	1	1	1	1	1	1
Customer Service Representative	1	1	1	1	0	0
Lifeguard II (0.75 FTE positions)	3	3	3	3	1.5	1.5
Pool Manager	0	0	1	1	3	3
Recreation Coordinator I	1	1	1	1	1	1
Recreation Coordinator II	4	4	4	4	3	3
Recreation Leader III-Pool Manager	1	1	0	0	0	0
Total	16.75	16.75	16.75	16.75	15.5	15.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for an Aquatics Maintenance Technician contract, which has been received as one-time funding since FY 2016-17 and a reduction of one-time funding received compared to FY 2020-21 for recreational swim and water based fitness classes which has a full revenue offset.

During FY 2020-21, one 0.75 FTE Lifeguard II position was reclassified to 1.0 FTE Pool Manager, one 0.75 FTE Lifeguard II position was reclassified to 1.0 FTE Groundskeeper and transferred to cost center 4530, Park Development and Operations, one Recreation Coordinator II position was reclassified to Pool Manager, one Administrative Assistant position was increased from 0.75 FTE to 1.0 FTE, and one Customer Service Representative position was transferred to cost center 4551, Sports and Fitness Facilities.

Park Development and Operations - 4530

The Park Development and Operations Division is responsible for parkland acquisition, planning, design, development, and the maintenance of developed parkland at individual park sites, as well as playground inspections, reporting, repairs, upgrades, documentation retention, and the maintenance of 58 individual playground sites. Park playgrounds are inspected every two weeks with a minimum of two inspections per month by park staff. The division also oversees annual playground safety inspections and is responsible for administration of contracts for park mowing, restroom cleaning, landscaping, and Desert Breeze and Veterans Oasis lake maintenance.

2021-22 Performance Measurements**Goal:**

Develop parks to meet the recreational and open space needs of citizens.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Contemporary Culture/Unified; Safe Community; Sustainable Economic Health

Objectives:

- ◆ Design, develop, and/or renovate park facilities.
- ◆ Work with citizens on the design and development/renovation of parks.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of parks developed and/or renovated	16	18	19	11	15

Goal:

Maintain public parks, facilities, and grounds at the highest standards.

Supports Priority Based Budgeting Goal(s): Attractive Community; Safe Community

Objectives:

- ◆ Apply fertilizer and pre-emergent to all parks at a minimum of two applications per year.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of fertilization applications per year	194	198 ⁽¹⁾	200	198	204 ⁽²⁾
Number of pre-emergent applications per year	314	318 ⁽¹⁾	322	318	326 ⁽²⁾

⁽¹⁾ 2019-20 Actual amounts reflect completion of Homestead South and Meadowbrook Parks.

⁽²⁾ 2021-22 Projected amounts reflects anticipated completion of Homestead North and Lantana Ranch Parks.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Park Development and Operations - 4530

Goal:⁽¹⁾

Inspect park playground equipment and playground areas for appropriate safety and play conditions which aid in protecting the public and promote pleasurable and healthy playground visits.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community

Objectives:⁽¹⁾

- ◆ Utilize park staff to perform monthly inspections at all playground facilities, identify safety concerns, correct hazards, and reveal necessary playground upgrades needed to meet current safety or ADA standards.
- ◆ Maintain an accident free playground experience for the public and their recreational well-being.

Measures⁽¹⁾	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of monthly park playground inspections completed	923	1,363	696	696	1,392
Percentage of monthly inspections completed	69%	98%	50%	50%	100%
Number of reported park playground accidents and/or injuries	0	0	0	0	0

⁽¹⁾ New goal, objectives, and measure established effective FY 2021-22, but historical data is available and has been provided.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Park Development and Operations - 4530

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 4,177,498	\$ 4,195,291	\$ 4,226,491	\$ 4,044,201	\$ 4,236,125	0.97%
Ongoing*	-	4,165,171	4,196,371	4,041,581	4,208,625	1.04%
One-time*	-	30,120	30,120	2,620	27,500	-8.70%
Professional/Contract	843,316	1,166,382	1,440,675	1,439,675	2,111,751	81.05%
Operating Supplies	743,825	827,299	1,099,937	1,059,239	752,534	-9.04%
Repairs/Maintenance	1,083,114	971,123	1,148,937	1,152,826	971,070	-0.01%
Communications/Transportation	13,709	18,671	18,730	18,730	18,911	1.29%
Insurance/Taxes	3,500	4,000	4,000	5,615	4,000	0.00%
Rents/Utilities	1,752,158	1,968,058	1,989,369	1,989,369	1,988,382	1.03%
Other Charges/Services	24,918	16,600	16,600	16,600	16,600	0.00%
Building/Improvements	153	-	-	-	-	N/A
Machinery/Equipment	374,164	34,473	46,535	47,912	114,421	231.91%
Office Furniture/Equipment	2,903	264,440	275,644	294,516	166,840	-36.91%
Park Improvements	2,259	-	-	2,000	-	N/A
Capital Replacement	121,289	121,289	121,289	121,289	137,490	13.36%
Total Cost Center - 4530	\$ 9,142,805	\$ 9,587,626	\$ 10,388,207	\$ 10,191,972	\$ 10,518,124	9.71%
General Fund	\$ 9,117,749	\$ 9,567,626	\$ 10,368,207	\$ 10,185,917	\$ 10,498,124	
Parks & Recreation Trust Fund	25,057	20,000	20,000	6,055	20,000	
Grand Total	\$ 9,142,805	\$ 9,587,626	\$ 10,388,207	\$ 10,191,972	\$ 10,518,124	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Park Development and Operations - 4530**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Administrative Assistant	1	1	1	1	1	1
Contract Compliance Inspector	1	0	0	0	0	0
Groundskeeper	28	28	28	28	29	29
Lead Gardener	8	8	8	8	8	8
Park Maintenance Technician - CDL	6	6	6	6	7	7
Park Spray Technician	2	2	2	2	1	1
Parks Contract Compliance Inspector	0	1	1	1	1	1
Parks Maintenance Program Administrator	1	1	1	1	1	1
Parks Maintenance Superintendent	1	1	1	1	1	1
Parks Maintenance Supervisor	3	3	3	3	3	3
Parks Maintenance Supervisor - CDL	1	1	1	1	1	1
Parks Operations and Maintenance Manager	1	1	1	1	1	1
Total	53	53	53	53	54	54

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 includes ongoing funding for Snedigar, and Downtown Chandler contracted landscape and sport field maintenance, irrigation contracted maintenance, Chuparosa and Tumbleweed sports field contracted maintenance, backflow prevention assembly contracted maintenance, as well as operations and maintenance costs for Lantana Ranch, Homestead North, and Veterans Oasis Parks. FY 2020-21 also reflects one-time funding for a tractor, mower, and brush truck, as well as one-time funding for the 2022 Ostrich Festival, which has been received since FY 2020-21. Additionally, FY 2021-22 reflects ongoing funding for Parks Maintenance Technicians and Parks Electrical Maintenance contracts which have been received as one-time since FY 2018-19, and one-time funding for Folley Park contract maintenance which has been received since FY 2019-20.

During FY 2020-21, one 1.0 FTE Groundskeeper position was reclassified from a 0.75 FTE Lifeguard II and transferred from cost center 4520, Aquatics, and one Park Spray Technician position was reclassified to Park Maintenance Technician - CDL.

As part of the FY 2021-22 amendment process, one-time funding of \$30,000 for new and replacement of storm damaged trees was transferred from the Council Contingency.

Recreation - 4550

The Recreation Division provides year-round programs which include coordinating adult sports leagues and tournaments, youth sport camps, instructional classes, and programs for youth, teens, senior citizens, and people with disabilities. This division operates and programs activities at the Community Center, Senior Center, Snedigar Recreation Center, Snedigar Sportsplex, Espee Bike Park, Snedigar Skate Park, Paseo Vista Archery Range, Chandler Tennis Center, Tumbleweed Recreation Center, and Environmental Education Center. In addition, staff provides administrative support to the Parks and Recreation Board.

2021-22 Performance Measurements

Goal:

Enhance the quality of life for all citizens through diverse, innovative, and affordable recreation opportunities.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified; Attractive Community

Objectives:

- ◆ Achieve excellence in customer service with efficient, friendly, and qualified staff.
- ◆ Provide leisure opportunities for individuals of all ages that allows for opportunity to discover, imagine, and grow through recreational pursuits.
- ◆ Be attuned to the community and encourage citizen participation in the enhancement of recreation programs.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
User satisfaction rate ⁽¹⁾	98%	99%	98%	98%	98%
Volunteer hours ⁽²⁾	35,384	17,878 ⁽³⁾	25,600 ⁽³⁾	2,336 ⁽³⁾	7,000 ⁽⁴⁾
Scholarships awarded	36	33	50	15 ⁽³⁾	30 ⁽⁴⁾
Donations/sponsorships ⁽²⁾	\$25,100	N/A	N/A	N/A	N/A
Recreation programs participation	366,167	269,545 ⁽³⁾	325,078 ⁽³⁾	257,581 ⁽³⁾	340,000 ⁽⁴⁾

⁽¹⁾ User satisfaction rate is calculated annually based on user surveys, which cover all recreational programs and facilities.

⁽²⁾ Effective FY 2019-20, special events programming and the related measures are transferred to the newly created cost center 4559, Special Events, in the Cultural Development Department.

⁽³⁾ Reductions due to COVID-19 facility closures and/or capacity restrictions.

⁽⁴⁾ Projections are based on the easing of COVID facility capacity restrictions.

*2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Recreation - 4550

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 964,287	\$ 1,101,437	\$ 1,111,018	\$ 982,000	\$ 807,758	-26.66%
Ongoing*	-	1,101,437	1,111,018	982,000	807,758	-26.66%
One-time*	-	-	-	-	-	N/A
Professional/Contract	279,129	589,251	754,535	466,835	563,736	-4.33%
Operating Supplies	81,240	73,390	68,390	122,077	27,079	-63.10%
Repairs/Maintenance	2,464	16,335	16,335	17,335	850	-94.80%
Communications/Transportation	52,478	34,412	34,412	30,832	10,406	-69.76%
Insurance/Taxes	-	500	500	500	500	0.00%
Rents/Utilities	-	-	346	5,100	-	N/A
Other Charges/Services	23,624	174,942	174,942	175,442	173,142	-1.03%
Office Furniture/Equipment	173,847	-	-	-	-	N/A
Capital Replacement	23,468	23,468	23,468	23,468	23,468	0.00%
Total Cost Center - 4550	\$ 1,600,537	\$ 2,013,735	\$ 2,183,946	\$ 1,823,589	\$ 1,606,939	-20.20%
General Fund	\$ 1,600,537	\$ 2,008,735	\$ 2,178,946	\$ 1,821,589	\$ 1,601,939	
Parks & Recreation Trust Fund	-	5,000	5,000	2,000	5,000	
Grand Total	\$ 1,600,537	\$ 2,013,735	\$ 2,183,946	\$ 1,823,589	\$ 1,606,939	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Recreation - 4550**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Business Systems Support Specialist	0	0	0	1	1	1
Graphic Designer (0.75 FTE position)	0.75	0.75	0.75	0.75	0.75	0
Marketing and Communications Coordinator	1	1	1	1	1	0
Marketing Assistant (0.625 FTE position)	0.625	0.625	0.625	0.625	0	0
Recreation Coordinator I	1	3	2	2	2	2
Recreation Coordinator II	1	1	1	1	1	1
Recreation Manager	1	1	1	1	1	1
Recreation Superintendent	2	2	2	2	2	2
Senior Administrative Assistant	1	1	1	0	0	0
Special Events Coordinator	1	1	0	0	0	0
Total	9.375	11.375	9.375	9.375	8.75	7

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects a reduction in one-time funding for adult programming which has been received as one-time funding since FY 2019-20 and has a full revenue offset.

During FY 2020-21, one Marketing Assistant position was eliminated.

Effective July 1, 2021, one 0.75 FTE Graphic Designer position and one Marketing and Communications Coordinator position transfer to cost center 4300, Administration, along with associated operations and maintenance funding.

Sports and Fitness Facilities - 4551

The Sports and Fitness Facilities Division provides year-round programs that coordinate youth and adult sports leagues and tournaments, adult tennis leagues and tournaments, youth camps, special events, instructional classes, personal training, and drop in fitness programs for youth, teens, adults, and active adults (55 and older). Programs and activities are offered at the Snedigar Sportsplex, Snedigar Recreation Center, Tumbleweed Recreation Center (TRC), Tumbleweed Park, and the Chandler Tennis Center.

2021-22 Performance Measurements

Goals:

Assist all citizens by providing recreational activities to meet their diverse personal, educational, and age appropriate needs. Enhance the quality of life for all citizens through diverse, innovative, and affordable recreational, wellness, sports, and fitness opportunities.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified; Attractive Community

Objectives:

- ◆ Provide diverse and appropriate fitness classes, equipment, and instruction that support the personal and wellness needs of individuals of all ages.
- ◆ Achieve excellence in customer service with efficient, friendly, and qualified staff by attaining a 3.5 or above rating on "Tell Us What You Think" Comment Cards from TRC customers on a scale of 1 to 5.
- ◆ Provide leisure opportunities for individuals of all ages that will allow them the opportunity to discover, imagine, and grow through a broad range of recreational activities that promote social, educational, and emotional growth and develop positive lifelong skills and interests.
- ◆ Support and collaborate with organized youth sports programs by providing sufficient ball fields and lights for activities such as soccer, baseball, softball, and football.
- ◆ Provide organized adult sports, such as softball, basketball, and volleyball that give participants the opportunity to socialize and compete in a safe and friendly environment.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of TRC passes sold	40,766	29,817 ⁽¹⁾	34,000 ⁽¹⁾	10,000 ⁽¹⁾	20,000 ⁽²⁾
TRC annual visitors	315,378	219,008 ⁽¹⁾	256,000 ⁽¹⁾	89,452 ⁽¹⁾	107,243 ⁽²⁾
TRC "Tell Us What You Think" customer rating	4.15	3.44	4.25	3.75	4.25
TRC participation	15,053	10,293 ⁽¹⁾	12,800 ⁽¹⁾	4,000 ⁽¹⁾	8,000 ⁽²⁾
Chandler Tennis Center participation	23,309	22,746 ⁽³⁾	18,760 ⁽³⁾	24,000 ⁽³⁾	24,000
Adult Sports participation	6,120	3,665 ⁽¹⁾	4,800 ⁽¹⁾	3,840 ⁽¹⁾	6,000
Snedigar Recreation Center participation	2,933	2,060 ⁽¹⁾	2,384 ⁽¹⁾	1,627 ⁽¹⁾	2,020
Chandler Youth Sports Association participation	9,648	807 ⁽¹⁾	7,680 ⁽¹⁾	8,500 ⁽¹⁾	9,000

⁽¹⁾ Reflects COVID-19 customer refunds, program cancellations, facility closures, and operations at 25% capacity during the pandemic.

⁽²⁾ FY 2021-22 Projections are based on the easing of COVID facility capacity restrictions.

⁽³⁾ Reflects COVID-19 program cancellations and facility closures during the pandemic. Chandler Tennis Center participation was very strong during the pandemic since tennis is an outdoor, low-risk activity.

*2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Sports and Fitness Facilities - 4551

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,601,902	\$ 1,734,021	\$ 1,861,767	\$ 1,868,839	\$ 1,841,443	6.19%
Ongoing*	-	1,734,021	1,861,767	1,868,839	1,841,443	6.19%
One-time*	-	-	-	-	-	N/A
Professional/Contract	239,012	337,608	372,166	366,345	342,796	1.54%
Operating Supplies	103,990	107,108	122,219	125,733	120,231	12.25%
Repairs/Maintenance	47,328	28,356	29,628	27,956	27,956	-1.41%
Communications/Transportation	388	669	669	669	180	-73.09%
Insurance/Taxes	420	1,500	2,000	2,000	1,500	0.00%
Other Charges/Services	23,069	40,444	51,944	50,923	47,506	17.46%
Office Furniture/Equipment	22,711	-	-	-	-	N/A
Park Improvements	96	-	-	-	-	N/A
Capital Replacement	60	-	-	-	-	N/A
Total Cost Center - 4551	\$ 2,038,977	\$ 2,249,706	\$ 2,440,393	\$ 2,442,465	\$ 2,381,612	5.86%
General Fund	\$ 2,038,977	\$ 2,242,706	\$ 2,428,393	\$ 2,435,465	\$ 2,374,612	
Grant Fund	-	-	5,000	-	-	
Parks & Recreation Trust Fund	-	7,000	7,000	7,000	7,000	
Grand Total	\$ 2,038,977	\$ 2,249,706	\$ 2,440,393	\$ 2,442,465	\$ 2,381,612	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Customer Service Representative (0.5 FTE position)	0.5	0.5	0.5	0.5	0.5	0.5
Customer Service Representative (0.625 FTE position)	0.625	0.625	0.625	0.625	0.625	0.625
Customer Service Representative (0.75 FTE positions)	2.25	2.25	2.25	2.25	2.25	2.25
Customer Service Representative (1.0 FTE positions)	3	3	2	2	3	3
Customer Service Supervisor	1	1	1	1	1	1
Recreation Coordinator I	6	5	5	5	5	5
Recreation Coordinator II	3	2	2	2	2	2
Recreation Leader III	0	0	1	1	1	1
Total	16.375	14.375	14.375	14.375	15.375	15.375

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Customer Service Representative position was transferred from cost center 4520, Aquatics.

Nature and Recreation Facilities - 4555

The Nature and Recreation Facilities Division includes the Environmental Education Center (EEC) at Veteran's Oasis Park (VOP), and programs and services offered at the Community and Senior Centers. These three sites provide classes, activities, events, programs, camps, excursions, and sports activities to the general population, and also offer the same types of programs and services to specific populations such as seniors, teenagers, and people with disabilities. Programs are offered at the three facilities, at various City parks, and at a variety of outside sites through agreements and partnerships. In addition, staff provides administrative support to the Mayor's Committee for the Aging and the Mayor's Committee for People with Disabilities.

2021-22 Performance Measurements

Goal:

To provide a broad range of recreational and environmental educationally based programs, events, and activities to people of all ages and ability levels to enrich the lives of residents.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified; Attractive Community

Objectives:

- ◆ Through marketing, customer feedback, and innovation, offer appropriate classes and programs at the EEC that teach Environmental Education by allowing individuals to explore environmental issues, engage in problem solving, and take action to improve the environment.⁽¹⁾
- ◆ Utilize the unique amenities found throughout the EEC and VOP to offer participants the location and learning opportunities, complemented by friendly, knowledgeable staff, to draw an increasing number of visitors to the center.⁽¹⁾
- ◆ Provide a range of activities for all ages and abilities at the Community Center that will allow them the opportunity to discover, imagine, and grow through their recreational pursuits.
- ◆ Provide a broad range of recreational, educational, and social activities for active adults at the Senior Center - including the provision of an onsite daily meal - that will enhance their social, emotional, and recreational needs.⁽¹⁾
- ◆ Provide a broad range of recreational and social activities for the population with special needs in order to encourage their growth, both socially and recreationally, and give them opportunities to participate and compete in sports and other activities that will assist them in gaining a positive self-image and forming positive lifelong habits.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Overall number of visitors to the EEC	71,645	57,676	63,190 ⁽²⁾	63,190 ⁽²⁾	69,509
EEC program participation	6,466	1,832	5,385 ⁽²⁾	2,732 ⁽²⁾	3,862 ⁽³⁾
Community Center program participation	7,139	2,249	6,400 ⁽²⁾	6,400 ⁽²⁾	6,400 ⁽³⁾
Senior Center program participation	44,115	1,842	35,691 ⁽²⁾	3,969 ⁽²⁾	26,642 ⁽³⁾
Senior Center congregate meals served	14,229	19,064	11,000 ⁽²⁾	5,774 ⁽²⁾	11,000 ⁽³⁾
Special populations (therapeutics) participation	3,476	1,696	3,108 ⁽²⁾	1,013 ⁽²⁾	1,368 ⁽³⁾

⁽¹⁾ Objective revised effective FY 2021-22.

⁽²⁾ Reflects COVID-19 customer refunds, program cancellations, facility closures, and operations at 25% capacity during the pandemic.

⁽³⁾ FY 2021-22 Projections are based on the easing of COVID facility capacity restrictions.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Nature and Recreation Facilities - 4555

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,145,849	\$ 1,296,930	\$ 1,205,173	\$ 1,000,893	\$ 1,311,253	1.10%
Ongoing*	-	1,272,080	1,180,323	976,043	1,301,403	2.31%
One-time*	-	24,850	24,850	24,850	9,850	-60.36%
Professional/Contract	69,792	85,734	96,016	81,547	87,094	1.59%
Operating Supplies	97,643	109,188	115,798	112,294	130,972	19.95%
Repairs/Maintenance	-	1,080	1,080	1,330	600	-44.44%
Communications/Transportation	946	5,740	5,075	5,211	10,275	79.01%
Insurance/Taxes	-	1,500	1,500	500	1,500	0.00%
Rents/Utilities	5,442	5,000	4,500	7,000	3,500	-30.00%
Other Charges/Services	25,314	42,598	42,443	39,480	51,375	20.60%
Building/Improvements	4,662	-	-	-	-	N/A
Machinery/Equipment	870	810	810	200	850	4.94%
Office Furniture/Equipment	110	-	-	110	-	N/A
Park Improvements	15	-	-	-	-	N/A
Total Cost Center - 4555	\$ 1,350,641	\$ 1,548,580	\$ 1,472,395	\$ 1,248,565	\$ 1,597,419	3.15%
General Fund	\$ 1,299,294	\$ 1,508,580	\$ 1,402,395	\$ 1,195,315	\$ 1,506,419	
Grant Fund**	17,650	-	30,000	25,000	-	
Parks & Recreation Trust Fund	33,697	40,000	40,000	28,250	91,000	
Grand Total	\$ 1,350,641	\$ 1,548,580	\$ 1,472,395	\$ 1,248,565	\$ 1,597,419	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding is in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Nature and Recreation Facilities - 4555**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Administrative Assistant	1	0	0	0	0	0
Business Systems Support Specialist	0	1	1	0	0	0
Customer Service Representative (0.625 FTE position)	0.625	0.625	0.625	0.625	0	0
Customer Service Representative (0.75 FTE position)	0.75	0	0	0	0	0
Customer Service Representative (0.875 FTE position)	0	0.875	0.875	0.875	0.875	0.875
Customer Service Representative (1.0 FTE positions)	2	2	2	2	1	1
Recreation Coordinator I	6	5	5	5	5	5
Recreation Coordinator II	3	3	3	3	3	3
Recreation Leader II (0.5 FTE position)	0.5	0	0	0	0	0
Recreation Leader II (0.75 FTE position)	0	0.75	0.75	0.75	0.75	0.75
Recreation Leader III (0.625 FTE position)	0	0	0	0	0.625	0.625
Recreation Leader III (1.0 FTE position)	0	0	0	0	1	1
Total	13.875	13.25	13.25	12.25	12.25	12.25

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

As part of the FY 2021-22 amendment process, one-time funding of \$5,000 for a senior center garden bed was transferred from the Council Contingency.

During FY 2020-21, two Customer Service Representative positions (0.625 FTE and 1.0 FTE) were renamed to Recreation Leader III.

Parks Capital - 4580

Capital Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 75,595	\$ -		\$ 37,306	\$ -	N/A
Ongoing*	-	-	-	37,306	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	314,692	2,297,300	2,541,577	113,964	1,000,000	-56.47%
Operating Supplies	5,502	-	-	188	-	N/A
Repairs/Maintenance	2,878	-	-	-	-	N/A
Communications/Transportation	1,184	-	-	-	-	N/A
Other Charges/Services	213,414	46,872	46,872	55,294	21,564	-53.99%
Project Support Recharge**	4,597	60,599	64,599	-	22,000	-63.70%
Contingencies/Reserves	-	12,514,291	-	-	19,549,621	56.22%
Land/Improvements	2,052	-	15,850	422	-	N/A
Building/Improvements	818,926	7,974,894	8,230,085	167,591	2,156,436	-72.96%
Machinery/Equipment	9,215	-	-	-	-	N/A
Office Furniture/Equipment	340,322	496,400	771,219	187,035	32,000	-93.55%
Parks Improvements	6,777,522	1,917,030	10,419,486	2,098,267	2,135,000	11.37%
Transfer to General Fund	-	-	120,000	-	-	N/A
Total Cost Center - 4580	\$ 8,565,899	\$ 25,307,386	\$ 22,209,688	\$ 2,660,067	\$ 24,916,621	-1.54%
General Gov't Capital Projects Fund	\$ 2,786,200	\$ 5,376,312	\$ 4,537,825	\$ 590,165	\$ 5,414,660	
Capital Grant Fund	80,622	1,996,738	1,266,116	111,431	1,804,685	
Park Bond Fund	5,499,435	11,377,098	9,278,261	1,897,642	11,280,619	
Neighborhood Park Impact Fee Fund	72,723	-	-	-	-	
Park Impact Fee Fund	25,564	2,185,155	3,220,239	37,390	2,130,289	
Parks SE Impact Fee Fund	88,854	4,372,083	3,907,247	23,439	4,286,368	
Library Bonds	12,500	-	-	-	-	
Grand Total	\$ 8,565,899	\$ 25,307,386	\$ 22,209,688	\$ 2,660,067	\$ 24,916,621	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects staff time spent in direct support of a specific capital project. This staff time is recharged to the project and the appropriate capital cost center.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 reflects the carryforward of uncompleted project funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

As part of the FY 2021-22 amendment process, one-time funding of \$135,000 was transferred from the Council Contingency to various projects including \$80,000 for a pickleball court at Desert Breeze Park and \$55,000 for shade structures at Gazelle Meadows and Arrowhead Meadows parks.



8 Cultural Development

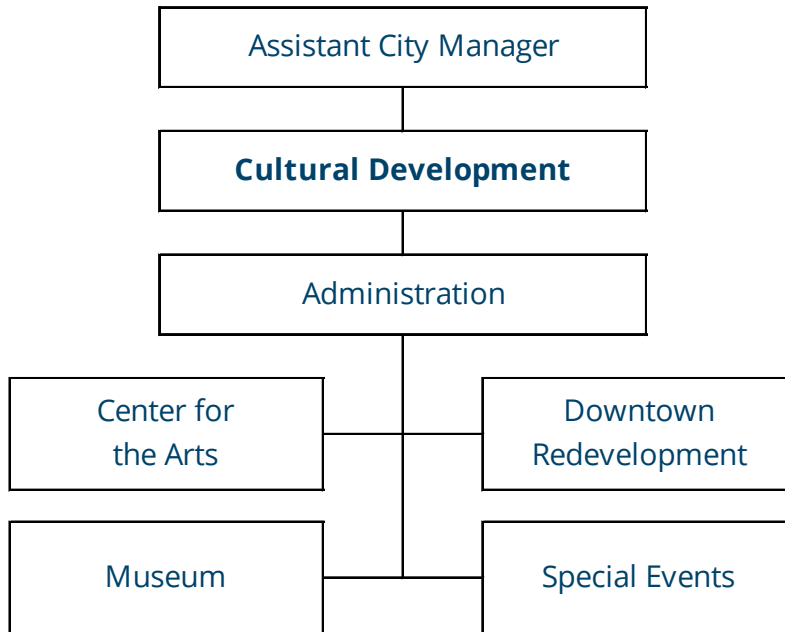


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary

“Moving Forward Together”



The Downtown Entertainment District, Center for the Arts, Galleries, Museum, and special events capitalize on Chandler’s rich culture, unique history, and captivating arts and music scene.



Cultural Development Department Overview

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Cultural Development Administration	\$ 308,036	\$ 317,096	\$ 313,055	\$ 343,786	8.42%
Center for the Arts	1,863,109	2,470,800	1,949,050	2,631,076	6.49%
Downtown Redevelopment	347,290	283,628	291,361	286,505	1.01%
Cultural Development Capital	854,603	1,375,249	231,638	1,536,497	11.73%
Special Events	316,309	416,319	425,086	421,708	1.29%
Museum	629,160	711,747	795,793	792,566	11.36%
Total	\$ 4,318,507	\$ 5,574,839	\$ 4,005,983	\$ 6,012,138	7.84%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 2,569,717	\$ 2,632,898	\$ 2,717,210	\$ 2,727,208	
Ongoing ⁽¹⁾	-	2,632,898	2,717,210	2,727,208	3.58%
One-time ⁽¹⁾	-	-	-	-	N/A
Operating & Maintenance	894,187	1,566,692	1,057,135	1,748,433	11.60%
Capital - Major	854,603	1,375,249	231,638	1,536,497	11.73%
Total	\$ 4,318,507	\$ 5,574,839	\$ 4,005,983	\$ 6,012,138	7.84%
Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Cultural Development Administration	2.000	2.000	2.000	2.000	0.00%
Center for the Arts	17.000	17.000	17.000	17.000	0.00%
Downtown Redevelopment	1.000	1.000	1.000	1.000	0.00%
Special Events	2.000	2.000	2.000	2.000	0.00%
Museum	4.000	4.000	4.000	4.000	0.00%
Total	26.000	26.000	26.000	26.000	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- The Vision Gallery hosted 60 free events that included opening receptions, Vision Kids classes, and special events with more than 4,000 attendees. The Vision Gallery was recognized as one of the ten best art galleries in metro Phoenix.
- The Chandler Arts Commission supported public art projects including vibrant utility boxes and the Chandler Center for the Arts (CCA) Donor Wall. The Public Safety Training Center project “Our Nature” was recognized by the American Institute of Architects Arizona Chapter with the Architectural Component Award.
- The CCA moved into a digital environment with the CCA Anywhere series by presenting a diverse program of free performances, reaching 24,338 households.
- The CCA continued its commitment to diverse and inclusive programming with a focused reach to Black, Spanish/Hispanic/Latino, and family audiences.
- The Connecting Kids program moved activities online and delivered field trips, Vision Kids offered visual arts classes, and the Youth Arts Council offered free programming opportunities.
- The CCA Under the Stars series presented 16 sold out concerts on the Terrace of the CCA and at the Chandler Museum.
- Developed pandemic programs to assist businesses in Downtown Chandler including On the Street, Dine in the Park, 30-minute parking, and premise expansions.
- Facilitated development and redevelopment projects, including the Shops on Frye, Pie Snob, Jinya Raman, The Alexander, and 250 and 260 South Oregon Street.
- Collaborated with the Downtown Chandler Community Partnership to keep downtown businesses aware of local, state, and federal executive orders affecting their business, recovery, and grant opportunities, and promotional initiatives to help businesses survive during the pandemic.
- Opened “Bigger Than Boxing: Zora Folley and the 1967 Heavyweight Title,” the Museum’s second signature exhibition following “Gaman: Enduring Japanese-American Internment at Gila River.” This exhibit was completely researched, written, designed, built, and installed by staff.
- In response to the pandemic, the Museum created and sold Museum-in-a-Box programs, a series of take-home museum programs developed for three different age groups.
- Opened a museum store that offers exhibit, history, and culture related items to purchase as souvenirs or gifts.
- ChandlerpediA, the online collection of the Museum’s photos, objects, documents, and history was updated with new software that allows better search capabilities and mobile device-friendly displays.
- Revamped the Family Easter Celebration, Tumbleweed Tree Lighting: A Re-Imagined Tradition, and Spooktacular Halloween due to the pandemic.
- Approximately 16,830 guests attended the four City signature events and 24,665 guests attended nine third party produced events on City property.

Cultural Development Administration - 1090

Cultural Development Administration enriches the Chandler community through the provision of cultural and educational services and programming at the CCA, Vision Gallery, Chandler Museum, and Tumbleweed Ranch, and promotes downtown revitalization and special events throughout the City. Division staff provides administrative support for several stakeholder groups including the Chandler Cultural Foundation, the Chandler Arts Commission, the Chandler Museum Foundation, the Chandler Historical Society, the Partners of Tumbleweed Ranch, the Downtown Chandler Community Partnership, and the Chandler Sports Hall of Fame.

2021-22 Performance Measurements**Goal:⁽¹⁾**

Enhance the quality of life in Chandler by providing customer centric educational and cultural activities.

Supports Priority Based Budgeting Goal(s): Attractive Community; Contemporary Culture/Unified; Sustainable Economic Health

Objectives:⁽¹⁾

- ◆ Provide leadership and administrative support to develop and implement systems and procedures to continuously improve operations.
- ◆ Facilitate communication and the cross promotion of programs and services.
- ◆ Provide opportunities for citizen engagement.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Public programs provided ⁽¹⁾	N/A	725 ⁽²⁾	1,022 ⁽²⁾	576 ⁽²⁾	894
Attendance at public programs ⁽¹⁾	N/A	156,212 ⁽²⁾	111,411 ⁽²⁾	24,918 ⁽²⁾	123,490 ⁽³⁾
Volunteer hours contributed ⁽¹⁾	N/A	16,139 ⁽²⁾	17,150 ⁽²⁾	3,930 ⁽²⁾	8,000
Number of special events and exhibits ⁽⁴⁾	N/A	581 ⁽²⁾	788 ⁽²⁾	426 ⁽²⁾	743
Public art projects installed ⁽⁵⁾	3	18	6	8	8

⁽¹⁾ Effective FY 2019-20, cost center 1090, Cultural Development Administration, was reestablished and renamed from Cultural Affairs Administration, and the goal, objectives, and performance measures reinstated.

⁽²⁾ Reductions reflect the COVID-19 impact.

⁽³⁾ Anticipate less than normal in-person participation even though the number of programs to be provided will increase.

⁽⁴⁾ New measure effective FY 2019-20, which includes City produced special events and exhibits from the Vision Gallery, CCA, Chandler Museum, and the Special Events divisions.

⁽⁵⁾ New measure effective FY 2020-21, with historical amounts added where available.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Cultural Development Administration - 1090**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 301,287	\$ 310,791	\$ 311,754	\$ 312,000	\$ 316,981	1.99%
Ongoing*	-	310,791	311,754	312,000	316,981	1.99%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	-	-	-	20,500	N/A
Operating Supplies	1,920	375	375	405	525	40.00%
Repairs/Maintenance	194	850	850	300	700	-17.65%
Communications/Transportation	1,766	2,500	2,500	-	2,500	0.00%
Other Charges/Services	1,710	2,580	2,580	350	2,580	0.00%
Capital Replacement	1,160	-	-	-	-	N/A
Total Cost Center - 1090	\$ 308,036	\$ 317,096	\$ 318,059	\$ 313,055	\$ 343,786	8.42%
General Fund	\$ 308,036	\$ 317,096	\$ 318,059	\$ 313,055	\$ 343,786	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Cultural Development Director	0	0	1	1	1	1
Senior Management Analyst	0	0	1	1	1	1
Total	0	0	2	2	2	2

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

As part of the FY 2021-22 amendment process, \$20,500 of one-time funding for quarterly speaker events was transferred from the Council Contingency.

Center for the Arts - 1100

The CCA is responsible for the administration, curation, and production of performing and visual arts events at the CCA and Vision Gallery. The CCA coordinates with traveling productions, performing arts organizations, community groups, and the Chandler Unified School District during their time of use at the CCA. Two appointed commissions serve as the approving entity for financial expenditures for programs: The Chandler Cultural Foundation (CCF) oversees the CCA and Vision Gallery programs and fundraising, and the Chandler Arts Commission oversees the Public Art Fund. The CCA's staff provides expertise in the development of a diverse selection of cultural programs and public art collection.

2021-22 Performance Measurements**Goal:**

Provide diverse quality cultural events and public art programs for all segments of the population to enjoy.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified; Attractive Community; Sustainable Economic Health

Objectives:

- ◆ Continue development of marketing strategies to ensure maximum usage of the CCA and Vision Gallery.
- ◆ Present professional and community performances and exhibitions with high public visibility.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of activities, exhibits, and workshops	837	546 ⁽¹⁾⁽²⁾	842 ⁽²⁾⁽³⁾	389 ⁽²⁾	704
Annual attendance	208,330	152,502 ⁽²⁾	104,711 ⁽²⁾	24,207 ⁽²⁾	119,690
Average rate of participation for CCA and Vision Gallery hosted programs	88%	81% ⁽²⁾	50% ⁽²⁾⁽⁴⁾	80% ⁽²⁾	80%
Social media following ⁽⁵⁾	N/A	37,960	42,100	40,400	43,100
Website page views ⁽⁵⁾	N/A	1,171,486	800,000 ⁽²⁾	530,000 ⁽²⁾	1,231,000

⁽¹⁾ A reduction in school activities was seen in FY 2019-20.

⁽²⁾ Reductions reflect the COVID-19 impact.

⁽³⁾ Increase projected due to added engagements and free programs to be offered in an effort to retain existing patrons and attract prospective attendees.

⁽⁴⁾ Decreased participation expected due to it being an election year where sales trend downward as well as new engagement/free programs taking time to develop and initially have a lower rate of participation.

⁽⁵⁾ New measure effective FY 2020-21, with historical amounts added where available.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Center for the Arts - 1100**Goal:**

To ensure additional resources necessary for maintaining the CCA continue to be available.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objectives:

- ◆ Continue fundraising program for the CCF.
- ◆ Continue to recruit and retain volunteer support.
- ◆ Obtain trade and cash sponsorships in order to support programming efforts.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
New donations to CCF funds	\$39,839	\$96,048	\$60,000	\$179,500 ⁽¹⁾	\$40,000
Total cash and trade sponsorships	\$291,756	\$364,923	\$200,000 ⁽²⁾	\$387,940	\$250,000
Number of volunteers	206	179 ⁽²⁾	265	156 ⁽²⁾	185
Number of volunteer hours contributed	10,808	8,980 ⁽²⁾	9,900	2,460 ⁽²⁾	5,700

⁽¹⁾ Includes new funding received from various foundations to support the CCA during the COVID-19 pandemic.

⁽²⁾ Reductions reflect the COVID-19 impact.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,520,128	\$ 1,598,380	\$ 1,620,196	\$ 1,620,000	\$ 1,625,061	1.67%
Ongoing*	-	1,598,380	1,620,196	1,620,000	1,625,061	1.67%
One-time*	-	-	-	-	-	N/A
Professional/Contract	213,417	744,475	760,208	169,200	852,600	14.52%
Operating Supplies	68,646	48,971	50,840	33,900	56,997	16.39%
Repairs/Maintenance	29,185	36,900	49,949	56,100	44,292	20.03%
Communications/Transportation	8,842	15,024	15,024	3,300	16,947	12.80%
Insurance/Taxes	135	4,300	4,300	4,300	6,000	39.53%
Rents/Utilities	1,105	1,300	1,300	1,500	1,440	10.77%
Other Charges/Services	19,402	19,200	20,030	10,500	25,489	32.76%
Building/Improvements	-	-	-	48,000	-	N/A
Capital Replacement	2,250	2,250	2,250	2,250	2,250	0.00%
Total Cost Center - 1100	\$ 1,863,109	\$ 2,470,800	\$ 2,524,097	\$ 1,949,050	\$ 2,631,076	6.49%
General Fund	\$ 1,852,825	\$ 1,958,415	\$ 2,011,712	\$ 1,922,050	\$ 1,981,076	
Municipal Arts Fund	10,284	512,385	512,385	27,000	650,000	
Grand Total	\$ 1,863,109	\$ 2,470,800	\$ 2,524,097	\$ 1,949,050	\$ 2,631,076	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Center for the Arts - 1100**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Arts and Culture Manager	0	1	1	1	1	1
Arts Center Financial Specialist	1	0	0	0	0	0
Arts Center Manager	1	0	0	0	0	0
Assistant Arts Center Manager	1	1	1	1	1	1
Box Office Associate	1	1	1	1	1	1
Box Office Supervisor	1	1	1	1	1	1
Exhibits Curator	0	0	1	1	1	1
Food and Beverage Coordinator	0.75	1	1	1	1	1
Front of House Coordinator	1	1	0	0	0	0
Management Analyst	0	1	1	1	1	1
Management Assistant	0	1	1	1	1	1
Marketing and Communications Coordinator	1	1	1	1	1	1
Marketing Coordinator	1	1	1	1	1	1
Patron Services Coordinator	0	0	1	1	1	1
Production Coordinator	2	2	2	2	2	2
Rental and Program Coordinator	0	0	1	1	1	1
Senior Administrative Assistant	1	0	0	0	0	0
Senior Production Coordinator	1	1	1	1	1	1
Visual Arts Assistant	1	1	1	1	1	1
Visual Arts Coordinator	1	1	1	1	1	1
Total	14.75	15	17	17	17	17

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the continuation of one-time funding for the Chandler Symphony Orchestra, as well as increased funding for the Municipal Arts Fund.

Downtown Redevelopment - 1540

The Downtown Redevelopment Division promotes the revitalization of the City's Downtown and creation of an urban core that makes a positive impact for Chandler. This includes the recruitment and retention of downtown businesses, placemaking, and maintenance.

2021-22 Performance Measurements**Goal:**

Coordinate and facilitate revitalization of the central core of the City.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Create a city center that reflects a distinct and positive image for Chandler.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of new or rehabilitation projects planned for Downtown	5	5	8	9	3

Goal:

Promote and aggressively pursue new commercial and residential development as well as locate quality businesses within the City's Downtown District.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Market Downtown to new retail, service, office, and other uses in order to enhance the image of the City's Downtown District.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of new businesses located in Downtown with City assistance	9	12	8	10	8
Estimated square footage of new and rehabilitated space in Downtown with City assistance	103,195	135,592 ⁽¹⁾	510,824 ⁽²⁾	225,815 ⁽³⁾	575,335 ⁽⁴⁾
Number of new residential units constructed in Downtown	0	0	1	0	2 ⁽⁵⁾

⁽¹⁾ Square footage includes the New Square office, hotel, and retail shops.

⁽²⁾ Square footage includes Site 2, The Alexander (office), The Jonathan (office), and DC Heights (multi-family complex) – all over 50,000 square feet.

⁽³⁾ Square footage includes The Alexander (office), The Jonathan (office) – both over 100,000 square feet.

⁽⁴⁾ Square footage includes Sites 2 and 7, DC Heights (200,000 square feet), and Nevada and Commonwealth (225,000 square feet).

⁽⁵⁾ Two developments totaling 365 units – DC Heights (157 units) and Nevada and Commonwealth (208 units). Nevada and Commonwealth is downtown adjacent and though immediately outside the boundaries of Downtown Chandler, is considered a downtown project.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Downtown Redevelopment - 1540**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 97,035	\$ 97,671	\$ 97,773	\$ 98,000	\$ 100,548	2.95%
Ongoing*	-	97,671	97,773	98,000	100,548	2.95%
One-time*	-	-	-	-	-	N/A
Professional/Contract	33,368	15,000	15,000	15,100	15,000	0.00%
Operating Supplies	15,661	5,700	5,700	1,850	3,500	-38.60%
Repairs/Maintenance	7,353	23,758	25,594	25,250	23,758	0.00%
Communications/Transportation	2,503	1,915	1,915	-	1,915	0.00%
Insurance/Taxes	500	-	-	-	-	N/A
Rents/Utilities	14,116	3,480	3,480	6,019	3,480	0.00%
Other Charges/Services	174,730	136,104	145,393	145,142	138,304	1.62%
Street Improvements	1,043	-	-	-	-	N/A
Capital Replacement	980	-	-	-	-	N/A
Total Cost Center - 1540	\$ 347,290	\$ 283,628	\$ 294,855	\$ 291,361	\$ 286,505	1.01%
General Fund	\$ 347,290	\$ 283,628	\$ 294,855	\$ 291,361	\$ 286,505	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Cultural Development Director	0	1	0	0	0	0
Downtown Redevelopment Manager	1	0	0	0	0	0
Downtown Redevelopment Specialist	0	1	1	1	1	1
Management Assistant	1	0	0	0	0	0
Total	2	2	1	1	1	1

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2020-21.

Cultural Development Capital - 4320**Capital Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,594	\$ -	\$ -	\$ 12,441	\$ -	N/A
Ongoing*	-	-	-	12,441	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	13,708	57,500	57,708	8,917	-	-100.00%
Operating Supplies	237,699	-	-	-	-	N/A
Repairs/Maintenance	-	-	-	1,293	25,000	N/A
Rents/Utilities	-	-	-	8,435	-	N/A
Other Charges/Services	2,000	539,695	539,695	97	500,000	-7.36%
Contingencies/Reserves	-	320,054	-	-	1,011,497	216.04%
Building/Improvements	599,601	458,000	563,606	200,455	-	-100.00%
Machinery/Equipment	-	-	12,415	-	-	N/A
Total Cost Center - 4320	\$ 854,603	\$ 1,375,249	\$ 1,173,424	\$ 231,638	\$ 1,536,497	11.73%
General Gov't Capital Projects Fund	\$ 543,567	\$ 984,540	\$ 804,444	\$ 145,995	\$ 1,312,385	
Capital Grant Fund	163,362	286,684	280,166	83,810	196,356	
Art Center Bond Fund	92,411	9,800	4,589	1,833	2,756	
Museum Bond Fund	55,263	94,225	84,225	-	-	
Grand Total	\$ 854,603	\$ 1,375,249	\$ 1,173,424	\$ 231,638	\$ 1,511,497	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 reflects the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

As part of the FY 2021-22 amendment process, \$25,000 of one-time funding for Dr. A.J. Chandler Park northeast quadrant cleanup of was transferred from the Council Contingency.

Special Events - 4559

The Special Events Division is responsible for coordinating and overseeing popular signature events that include the Chandler Jazz Festival, Family Easter Celebration, CinePark, Fourth of July Celebration, Halloween Spooktacular, Woofstock, and the Tumbleweed Christmas Tree Lighting and Parade of Lights. In addition, the division leads a committee of City personnel that oversee the special event application permitting, review, and approval process to host and produce events in City-owned public spaces.

2021-22 Performance Measurements**Goal:**

Enhance the quality of life for all citizens by offering family-friendly entertainment and signature events.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified

Objectives:

- ◆ Be attuned to the community and encourage citizen participation in citywide signature events.
- ◆ Solicit donations and sponsorships in order to enhance special events.
- ◆ To help citizens and producers work through the special event permitting process.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Volunteer hours	446	405 ⁽¹⁾	450	120 ⁽¹⁾	300 ⁽¹⁾
Donations/sponsorships	\$29,628	\$14,150 ⁽¹⁾	\$10,000	\$0 ⁽¹⁾	\$6,000 ⁽¹⁾

⁽¹⁾ Reductions reflect the COVID-19 impact.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Special Events - 4559**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 196,906	\$ 200,752	\$ 203,328	\$ 205,000	\$ 206,141	2.68%
Ongoing*	-	200,752	203,328	205,000	206,141	2.68%
One-time*	-	-	-	-	-	N/A
Professional/Contract	44,260	55,995	59,895	50,895	52,995	-5.36%
Operating Supplies	9,053	24,288	24,288	42,188	27,288	12.35%
Repairs/Maintenance	317	700	700	700	700	0.00%
Communications/Transportation	3,840	11,269	11,269	11,269	11,269	0.00%
Rents/Utilities	25,828	41,820	55,375	31,839	41,820	0.00%
Other Charges/Services	36,075	81,495	82,995	83,195	81,495	0.00%
Capital Replacement	30	-	-	-	-	N/A
Total Cost Center - 4559	\$ 316,309	\$ 416,319	\$ 437,850	\$ 425,086	\$ 421,708	1.29%
General Fund	\$ 311,644	\$ 394,819	\$ 416,350	\$ 396,086	\$ 400,208	
Parks & Recreation Trust Fund	4,665	21,500	21,500	29,000	21,500	
Grand Total	\$ 316,309	\$ 416,319	\$ 437,850	\$ 425,086	\$ 421,708	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Special Events Coordinator I	0	0	1	1	1	1
Special Events Coordinator II	0	0	1	1	1	1
Total	0	0	2	2	2	2

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the continuation of one-time funding for the Jazz Festival, CinePark, and Tumbleweed Christmas Tree Lighting and Parade of Lights special events.

One-time funding was requested for the 2022 Ostrich Festival and is reflected in the departments receiving the funding: cost center 4530, Park Development and Operations, in the Community Services Department, cost center 2230, Fire Operations, in the Fire Department, and cost center 2030, Field Operations, in the Police Department.

Museum - 4560

The Museum Division is responsible for operating the Chandler Museum and the preservation and interpretation of Chandler's history and culture. The Chandler Museum is a system of innovative learning environments where the community comes together to share our stories, store our cultural heritage, and experience Chandler as a place and a people.

2021-22 Performance Measurements**Goal:**

To enhance citizens' quality of life and increase their civic identity by creating venues and programs where the public can learn about Chandler's ethnically diverse culture and history and by encouraging volunteer-based community history projects.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified

Objective:

- ◆ Operate the Chandler Museum, Tumbleweed Ranch, and the McCullough-Price House.
- ◆ Offer exhibits, school field trips, and programs that interpret Chandler's history and culture.
- ◆ Research, design, and install history kiosks.
- ◆ Work with volunteers to implement history related projects.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of school children served through field trips	2,035	1,063 ⁽¹⁾	2,100	30 ⁽¹⁾	250 ⁽¹⁾
Number of Chandler Museum, McCullough-Price House, and Tumbleweed Ranch programs conducted	104	179	180	187	190
Number of new museum exhibits, both physical and online	27	30	30	32	32
Volunteer hours contributed to history projects	6,343	6,754	6,800	1,350 ⁽¹⁾	2,000 ⁽²⁾
Number of museum visits	14,578 ⁽³⁾	23,470	26,500	4,644 ⁽¹⁾	15,000

⁽¹⁾ Reductions reflect the COVID-19 impact.

⁽²⁾ Senior in-person volunteer service is expected to slowly increase.

⁽³⁾ Due to construction of the new museum, the facility was closed to the public for five months during FY 2018-19.

*2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Museum - 4560**Goal:**

Serve as the primary preservation agency for Chandler history and cultural heritage, and preserve urban and rural historic resources, both physically and digitally.

Supports Priority Based Budgeting Goal(s): Contemporary Culture/Unified

Objective:

◆ Preserve the cultural heritage of Chandler, both in objects and stories.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of items digitized and uploaded to Chandler Museum's online resource: ChandlerpediA	5,000 ⁽¹⁾	13,254	18,600	18,745	18,000

⁽¹⁾ During the time the museum was closed in FY 2018-19, staff was evaluating new software to enhance and streamline the digitizing process, resulting in a reduction of uploaded items. Additionally, staff was dedicated to moving into the new museum and setting up exhibits.

*2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Museum - 4560**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 454,361	\$ 425,304	\$ 460,389	\$ 482,210	\$ 478,477	12.50%
Ongoing*	-	425,304	460,389	482,210	478,477	12.50%
One-time*	-	-	-	-	-	N/A
Professional/Contract	70,024	126,400	141,355	141,943	128,939	2.01%
Operating Supplies	76,524	117,499	143,006	136,546	126,175	7.38%
Repairs/Maintenance	6,702	7,282	7,282	7,282	32,100	340.81%
Communications/Transportation	1,401	9,762	9,762	7,312	7,875	-19.33%
Insurance/Taxes	-	-	-	-	500	N/A
Other Charges/Services	19,796	25,500	25,500	19,905	18,500	-27.45%
Office Furniture/Equipment	351	-	-	595	-	N/A
Total Cost Center - 4560	\$ 629,160	\$ 711,747	\$ 787,294	\$ 795,793	\$ 792,566	11.36%
General Fund	\$ 628,002	\$ 680,337	\$ 755,884	\$ 780,793	\$ 767,856	
Museum Trust Fund	1,159	31,410	31,410	15,000	24,710	
Grand Total	\$ 629,160	\$ 711,747	\$ 787,294	\$ 795,793	\$ 792,566	

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Customer Service Representative (0.75 FTE position)	0.75	0	0	0	0	0
Customer Service Representative (1.0 FTE position)	0	1	1	1	0	0
Museum Administrator	1	1	1	1	1	1
Museum Curator	2	2	0	0	0	0
Museum Collections Coordinator	0	0	1	1	1	1
Museum Education Coordinator	0	0	1	1	1	1
Rental and Program Coordinator	0	0	0	0	1	1
Total	3.75	4	4	4	4	4

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time maintenance funding for Tumbleweed Ranch and the development of a master plan for Tumbleweed Ranch.

During FY 2020-21, one Customer Service Representative position was reclassified to Rental and Program Coordinator.

9 Development Services

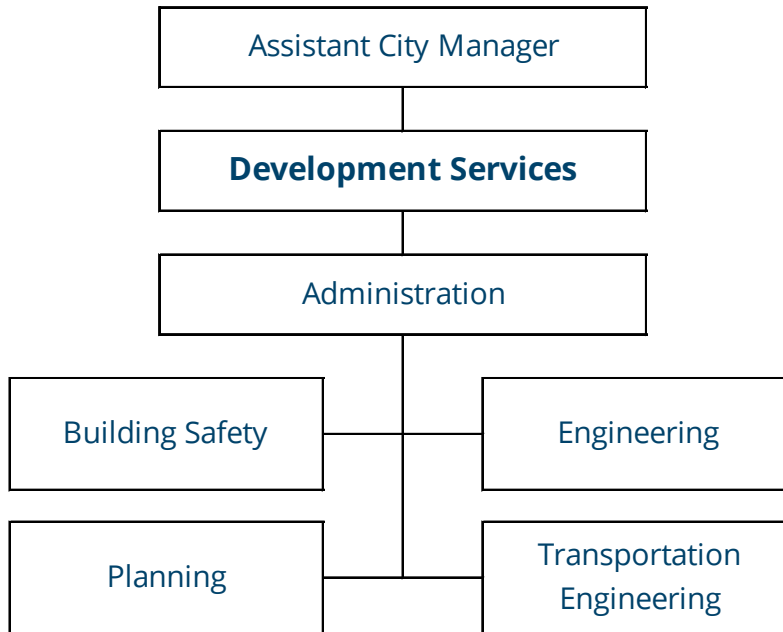


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary

“Moving Forward Together”



Excellent customer service, thoughtful planning decisions, and high development standards ensure our built environment is safe, beautiful, and well-maintained.



Development Services

2021-22 Adopted Budget

Development Services Department Overview

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Development Services Administration	\$ 1,284,623	\$ 1,677,396	\$ 1,624,831	\$ 1,784,188	6.37%
Planning	2,326,573	2,580,855	2,557,888	2,664,075	3.22%
Building Safety	2,960,749	2,504,552	2,208,802	2,443,328	-2.44%
Transportation Engineering ⁽¹⁾	-	1,138,775	1,055,590	1,138,310	-0.04%
Development Services Capital Engineering	- 1,333,265	- 1,948,444	- 1,874,980	4,053,292 2,156,966	N/A 10.70%
Total	\$ 7,905,210	\$ 9,850,022	\$ 9,322,091	\$ 14,240,159	44.57%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 7,642,004	\$ 9,215,028	\$ 8,661,500	\$ 9,366,903	
Ongoing ⁽²⁾	-	9,215,028	8,661,500	9,366,903	1.65%
One-time ⁽²⁾	-	-	-	-	N/A
Operating & Maintenance	263,206	634,994	660,591	819,964	29.13%
Capital - Major	-	-	-	4,053,292	N/A
Total	\$ 7,905,210	\$ 9,850,022	\$ 9,322,091	\$ 14,240,159	44.57%
Staffing by Cost Center					
	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Development Services Administration	11.000	15.000	15.000	15.000	0.00%
Planning	23.000	23.000	23.000	23.000	0.00%
Building Safety	29.000	20.000	20.000	20.000	0.00%
Transportation Engineering ⁽¹⁾	0.000	8.000	8.000	8.000	0.00%
Engineering	11.000	16.000	16.000	17.000	6.25%
Total	74.000	82.000	82.000	83.000	1.22%

⁽¹⁾ New cost center established July 1, 2020.

⁽²⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- Established the Historic Preservation Commission and the adoption of Historic Preservation Ordinance No. 4936 by City Council. Currently two neighborhoods are actively working on designation.
- Issued 4,220 building permits for over \$1.13 billion in construction in calendar year 2020 and conducted 23,740 building inspections which is an increase of 72% over the previous year.
- City Council adopted ordinance changes relating to the 2019 joint meeting of the City Council and Planning and Zoning Commission.
- Co-led and collaborated with Information Technology on multi-year Fiber Master Assessment and Master Plan study that developed plans to maintain and improve the City's fiber system.
- Implemented Pilot Adaptive Signal Technology on Chandler Boulevard between Ellis Street and Chandler Village Drive to improve signal timing and adaptability.
- Installed video detection cameras at 40 intersections that can see bicyclists and assist them with additional time to cross intersections.
- Reviewed 177 applications through a formal administrative design review process and processed 32 applications requiring public hearings.
- Issued 4,031 construction permits with a construction value of \$720,419,625 and completed 21,975 building inspections and 3,792 plan reviews.
- Reviewed 1,217 utility encroachment permits and completed 3,825 utility inspections.
- Reviewed 201 civil permits totaling 2,742 plan sheets; reviewed 141 civil encroachment permits; completed 1,658 civil inspections; and completed civil plan reviews at an average of 2.19 per project.

Development Service Administration - 1500

Development Services Administration is responsible for providing management direction and support to the operational areas that comprise the department. The department provides planning, zoning, Geographic Information Systems (GIS), construction permitting, inspections, and utility regulation services to the City and community.

2021-22 Performance Measurements**Goal:**

Provide excellent customer service by responding to customer inquiries and requests through emails, Lucity requests, and public meetings.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community; Sustainable Economic Health

Objective:

- ◆ Respond to customer inquiries and requests in a courteous, professional, and timely manner.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of citizen requests/ Percentage responded to within 5 days	220/ 86%	204/ 85%	200/ 89%	230/ 85%	200/ 90%
Number of public meetings with citizens/neighborhoods/businesses	64	80	75	75	63

Goal:

Maintain public safety, quality of life standards, and preservation of private and City-owned facilities through plan review and inspections.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community; Connected and Mobile Community; Sustainable Economic Health

Objective:

- ◆ Review utility/encroachment plans and conduct inspections for compliance and regulatory requirements and standards.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of utility/encroachment plan reviews	1,453 ⁽¹⁾	1,248	1,400	1,400	1,400
Number of utility/encroachment permits issued	1,426 ⁽¹⁾	1,178	1,200	1,200	1,200
Number of inspections conducted	3,800 ⁽¹⁾	5,808	4,500	5,200	5,200

⁽¹⁾ 2018-19 Actual numbers have been revised to reflect refined reporting system through Accela.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Development Services

2021-22 Adopted Budget

Development Service Administration - 1500**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,170,651	\$ 1,455,206	\$ 1,465,240	\$ 1,466,000	\$ 1,466,992	0.81%
Ongoing*	-	1,455,206	1,465,240	1,466,000	1,466,992	0.81%
One-time*	-	-	-	-	-	N/A
Professional/Contract	19,522	142,064	181,487	101,000	225,217	58.53%
Operating Supplies	49,829	19,316	18,649	10,050	38,916	101.47%
Repairs/Maintenance	10,559	10,775	10,775	1,500	10,775	0.00%
Communications/Transportation	3,357	3,149	3,149	2,200	2,480	-21.24%
Insurance/Taxes	-	500	500	500	500	0.00%
Other Charges/Services	8,644	24,505	24,505	21,700	24,655	0.61%
Capital Replacement	22,060	21,881	21,881	21,881	14,653	-33.03%
Total Cost Center - 1500	\$ 1,284,623	\$ 1,677,396	\$ 1,726,186	\$ 1,624,831	\$ 1,784,188	6.37%
General Fund	\$ 1,284,623	\$ 1,677,396	\$ 1,726,186	\$ 1,624,831	\$ 1,784,188	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Construction Permit Representative	0	0	0	7	7	7
Customer Service and Permitting Manager	0	0	1	1	1	1
Customer Service Representative	0	0	0	1	1	1
Customer Service Supervisor	0	0	0	1	1	1
Development Project Administrator	4	3	3	2	2	2
Development Project Coordinator	1	1	2	0	0	0
Development Services Director	1	1	1	1	1	1
Development Services Manager	0	1	0	0	0	0
Management Analyst	1	1	1	1	1	1
Management Assistant	0	1	1	1	1	1
Public Works Inspector	2	2	2	0	0	0
Senior Administrative Assistant	1	0	0	0	0	0
Total	10	10	11	15	15	15

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for the Historic Preservation Program and one-time funding for plan review and inspection contract services, which has been funded as one-time since FY 2018-19.

Planning - 1510

The Planning Division provides zoning administration and site plan review, as well as guides and directs growth through the development of plans, policies, and ordinances that preserve the character and enhance the livability of the City. This includes long range planning activities such as tracking land use and population statistics, preparing development policies and code amendments, and maintaining all elements of the Chandler General Plan as required by state statutes. Planning is also responsible for maintaining engineering records on all City infrastructure and assuring that they are accurately presented using the City's GIS.

2021-22 Performance Measurements**Goal:**

Provide technical information, guidance, and assistance to a broad range of citizen and developer clientele, together with professional recommendations for decision-making by the Planning & Zoning Commission, Board of Adjustment, City Council, and various citizen advisory groups on all aspects of land use planning and development in the City.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community; Sustainable Economic Health

Objectives:

- ◆ Respond to developers' applications and citizen requests in a timely and courteous manner.
- ◆ Present professional analysis and recommendations on all development applications to the Planning & Zoning Commission, Board of Adjustment, and City Council.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of public hearing cases submitted (rezoning, preliminary development plan, use permit, entertainment use permit, architectural review committee, annexations) ⁽¹⁾	N/A	64	60	60	50
Number of cases submitted for administrative review (administrative design review, zoning clearances, zoning verification) ⁽¹⁾	N/A	249	250	430 ⁽²⁾	500 ⁽²⁾

⁽¹⁾ New measure effective FY 2019-20.

⁽²⁾ The 2020-21 Year End Estimate increase is due to two main factors: 1) as the City continues to approach build-out, the number of new developments requiring rezoning will decrease and the number of proposed modifications to existing development will increase. 2) given this is the 2nd year that Planning has tracked administrative reviews, the number has increased after fully trained staff became more familiar with how and when to apply the administrative design review process.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Planning - 1510**Goal:**

Perform site plan review and field inspections to achieve conformance with all Zoning Code standards and specific conditions of City Council approval.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community; Sustainable Economic Health

Objectives:

- ◆ Review site plans, sign permits, tenant improvements, certificates of occupancy, and home occupations.
- ◆ Inspect all on-site development improvements for compliance with approved plans.
- ◆ Enforce applicable requirements of the Zoning Code and development conditions stipulated by City Council.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Total number of plan reviews/ Percentage completed within 20-day turnaround time	1,784/ 98%	1,673/ 97%	1,725/ 98%	1,700/ 98%	1,650/ 98%
Total number of field inspections/ Percentage completed within one business day	772/ 98%	721/ 98%	790/ 98%	740/ 98%	740/ 98%

Goal:

Provide professional recommendations regarding future growth and development, technical information, and demographics to City Council and citizen advisory task forces.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community; Sustainable Economic Health

Objectives:

- ◆ Update and maintain the Chandler General Plan in conformance with state statutes, with particular emphasis upon compliance with Growing Smarter legislation.
- ◆ Prepare area plans, code amendments, and development policies to implement General Plan guidelines and City Council policy directives.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of specific area plans, plan amendments, and General Plan elements/updates adopted by City Council	6	7	6	8	6
Number of code amendments and/or development policies adopted by City Council	1	1	2	1	1

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Planning - 1510**Goal:**

Provide quality customer service for requests for information, maps, and presentation materials by achieving 98% or better response rate.

Supports Priority Based Budgeting Goal(s): Connected and Mobile Community; Attractive Community; Sustainable Economic Health

Objective:

◆ Assure compliance with City standards and code requirements while responding to City and citizen requests.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of requests for maps/presentation materials/ Percentage provided by mapping services staff	674/ 100%	940/ 100%	700/ 100%	700/ 100%	700/ 100%
Number of requests for data/information/ Percentage provided by mapping services staff within 14 days or less	7,150/ 100%	7,050/ 100%	7,000/ 100%	7,000/ 100%	7,000/ 100%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Development Services

2021-22 Adopted Budget

Planning - 1510**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,290,033	\$ 2,486,313	\$ 2,516,578	\$ 2,281,500	\$ 2,537,368	2.05%
Ongoing*	-	2,486,313	2,516,578	2,281,500	2,537,368	2.05%
One-time*	-	-	-	-	-	N/A
Professional/Contract	364	-	250,000	250,000	-	N/A
Operating Supplies	16,407	48,063	38,245	10,300	37,105	-22.80%
Repairs/Maintenance	4,758	14,140	12,818	3,000	11,496	-18.70%
Communications/Transportation	5,921	14,948	14,733	4,400	14,515	-2.90%
Insurance/Taxes	500	150	150	150	150	0.00%
Other Charges/Services	3,751	12,403	12,403	3,700	58,603	372.49%
Capital Replacement	4,838	4,838	4,838	4,838	4,838	0.00%
Total Cost Center - 1510	\$ 2,326,573	\$ 2,580,855	\$ 2,849,765	\$ 2,557,888	\$ 2,664,075	3.22%
General Fund	\$ 2,326,573	\$ 2,580,855	\$ 2,849,765	\$ 2,557,888	\$ 2,664,075	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Planning - 1510**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Associate Planner	0	0	0	0	1	1
City Planner	2	2	2	2	2	2
Engineering Records Specialist	1	1	1	1	0	0
Engineering Technician	1	1	1	1	1	1
GIS Analyst	0	0	3	3	3	3
GIS Manager	1	1	1	1	1	1
GIS Technician I	1	1	1	1	2	2
GIS Technician II	5	5	1	1	1	1
Planning Administrator	1	1	1	1	1	1
Planning Analyst	0	0	1	1	1	1
Planning Manager	1	1	1	1	1	1
Planning Technician	0	1	1	1	0	0
Principal Planner	1	1	1	1	1	1
Senior Administrative Assistant	2	1	1	1	1	1
Senior Planner	2	2	2	2	2	2
Senior Site Development Inspector	1	1	1	1	0	0
Site Development Coordinator	1	1	1	1	1	1
Site Development Inspector	1	1	1	1	2	2
Site Development Plans Examiner	2	2	2	2	2	2
Total	23	23	23	23	23	23

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for training for the Arch GIS Service Enhancement.

During FY 2020-21, one Engineering Records Specialist was reclassified to GIS Technician I, one Planning Technician position was reclassified to Associate Planner, and one Senior Site Development Inspector was renamed Site Development Inspector.

Building Safety - 1530

The Building Safety Division reviews and issues permits for development projects, provides building and structural plan review, and building inspection for new building construction.

2021-22 Performance Measurements**Goal:**

To maintain public safety and quality of life standards through development plan review and onsite inspections.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community; Sustainable Economic Health

Objectives:

- ◆ Review building plans for compliance with all applicable building codes, fire codes, and other regulatory requirements and standards.
- ◆ Respond to all building construction inspection requests within the next business day.
- ◆ Provide prompt, courteous service to all customers requesting information or assistance.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of permits issued/ Value of permits issued	3,817/ \$897,136,641	4,086/ \$1,133,688,754	4,000/ \$650,000,000	4,300/ \$750,000,000	4,330/ \$790,442,782
Percentage of building plans reviewed within 10 business days	99%	99%	99%	99%	99%
Percentage of building plans approved within one business day	69%	65%	70%	60%	60%
Percentage of inspections conducted on day requested	100%	100%	100%	100%	100%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Development Services

2021-22 Adopted Budget

Building Safety - 1530**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,872,620	\$ 2,379,709	\$ 2,395,870	\$ 2,128,500	\$ 2,324,945	-2.30%
Ongoing*	-	2,379,709	2,395,870	2,128,500	2,324,945	-2.30%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,002	-	-	-	-	N/A
Operating Supplies	30,070	67,954	66,557	31,300	66,557	-2.06%
Repairs/Maintenance	2,797	5,575	5,575	3,000	4,845	-13.09%
Communications/Transportation	14,845	7,850	7,850	8,350	7,850	0.00%
Insurance/Taxes	-	2,000	2,000	500	2,000	0.00%
Other Charges/Services	9,744	11,462	12,953	7,150	7,129	-37.80%
Office Furniture/Equipment	(332)	-	-	-	-	N/A
Capital Replacement	30,002	30,002	30,002	30,002	30,002	0.00%
Total Cost Center - 1530	\$ 2,960,749	\$ 2,504,552	\$ 2,520,807	\$ 2,208,802	\$ 2,443,328	-2.44%
General Fund	\$ 2,960,749	\$ 2,504,552	\$ 2,520,807	\$ 2,208,802	\$ 2,443,328	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Building Inspections Manager	0	0	1	1	1	1
Building Inspector	11	11	11	11	11	11
Building Official	1	1	1	1	1	1
Chief Building Inspector	1	1	0	0	0	0
Construction Permit Representative	7	7	7	0	0	0
Customer Service Representative	1	1	1	0	0	0
Customer Service Supervisor	1	1	1	0	0	0
Plan Review Manager	1	1	1	1	1	1
Plans Examiner	1	0	0	0	0	0
Senior Building Inspector	2	2	2	2	2	2
Senior Plans Examiner	2	3	3	3	3	3
Structural Engineer	1	1	1	1	1	1
Total	29	29	29	20	20	20

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Transportation Engineering - 1535

The Transportation Engineering Division is responsible for studying, planning, designing, and inspecting the City traffic control system, which is comprised of traffic signals, pavement markings, and roadway signs on public streets. This division is also responsible for planning and designing the City streetlight system, operating the traffic signal and intelligent transportation systems, and reviewing and permitting temporary traffic control (barricading) on City streets.

2021-22 Performance Measurements⁽¹⁾**Goal:⁽¹⁾**

Provide for the efficient and safe movement of people and goods within the City through the use of traffic engineering studies and technology for design, installation, maintenance, and operation of traffic control devices including signals, signs, pavement markings, and streetlights.

Supports Priority Based Budgeting Goal(s): Safe Community; Connected and Mobile Community

Objective:⁽¹⁾

◆ Complete requests for traffic engineering studies within four weeks.

Measure⁽¹⁾	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of requests requiring traffic studies/	85/	64 ⁽²⁾ /	75/	45 ⁽²⁾ /	65 ⁽²⁾ /
Average time of completion in weeks	3	3	3	2	3

⁽¹⁾ As of July 1, 2020, a portion of cost center 3330, Traffic Engineering, in the Public Works & Utilities Department, was transferred to establish cost center 1535, Transportation Engineering. The goal, objective, and measure were transferred.

⁽²⁾ Fewer traffic studies were conducted, or are anticipated to be conducted, due to the impacts of COVID-19 on traffic volumes and travel patterns.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Transportation Engineering - 1535**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ -	\$ 995,936	\$ 1,003,041	\$ 936,500	\$ 996,539	0.06%
Ongoing*	-	995,936	1,003,041	936,500	996,539	0.06%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	63,000	63,000	60,000	63,000	0.00%
Operating Supplies	-	34,184	33,828	24,840	33,116	-3.12%
Repairs/Maintenance	-	1,597	1,597	1,300	1,597	0.00%
Communications/Transportation	-	2,593	2,593	1,100	2,593	0.00%
Insurance/Taxes	-	1,500	1,500	500	1,500	0.00%
Rents/Utilities	-	5,800	5,800	-	5,800	0.00%
Other Charges/Services	-	7,165	7,165	6,600	7,165	0.00%
Machinery/Equipment	-	16,250	16,250	14,000	16,250	0.00%
Capital Replacement	-	10,750	10,750	10,750	10,750	0.00%
Total Cost Center - 1535	\$ -	\$ 1,138,775	\$ 1,145,524	\$ 1,055,590	\$ 1,138,310	-0.04%
General Fund	\$ -	\$ 402,382	\$ 402,880	\$ 399,980	\$ 416,804	
Highway User Revenue Fund	-	736,393	742,644	655,610	721,506	
Grand Fund	\$ -	\$ 1,138,775	\$ 1,145,524	\$ 1,055,590	\$ 1,138,310	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
City Transportation Engineer	0	0	0	1	1	1
Senior Engineer	0	0	0	2	2	2
Signal Systems Analyst	0	0	0	2	2	2
Traffic Engineering Analyst	0	0	0	1	1	1
Traffic Engineering Specialist	0	0	0	2	2	2
Total	0	0	0	8	8	8

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for machinery and equipment rental for the Ostrich Festival. This funding was also provided in FY 2020-21.

Development Services Capital - 1560**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Professional/Contract	\$ -	\$ -	\$ -	\$ -	\$ 1,981,600	N/A
Contingencies/Reserves	-	-	-	-	2,021,692	N/A
Street Improvements	-	-	-	-	50,000	N/A
Total Cost Center - 1560	\$ -	\$ -	\$ -	\$ -	\$ 4,053,292	N/A
General Gov't Capital Projects Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,335,095	
Street GO Bond Fund	-	-	-	-	2,002,463	
Grants Capital Fund	-	-	-	-	715,737	
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ 4,053,295	

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 reflects the carryforward of uncompleted project funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Effective July 1, 2021 cost center 1560, Development Services Capital, is established by transferring several projects from cost center 3310, Streets Capital, in the Public Works & Utilities Department. Historical spending on these projects will remain in cost center 3310.

Engineering - 3020

The Engineering Division is responsible for assuring compliance with City development standards for public and private development through the civil plan review and inspection process. Engineering reviews civil plans and issues encroachment permits for development projects.

2021-22 Performance Measurements**Goal:**

To promote public safety, sustainability, and maintainability of the City's infrastructure through the development plan review process.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community

Objective:

- ◆ Review civil plans for compliance with all applicable subdivision codes and other regulatory requirements and standards.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Average number of reviews per project	3.06	3.03	2.50	1.90	1.90
Number of drawing sheets reviewed	1,680	1,613	1,200	1,925	1,925
Percentage of plan review projects completed within 20 business days or less	100%	100%	100%	100%	100%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Development Services

2021-22 Adopted Budget

Engineering - 3020**Budget Summary**

Description	2020-21	2021-22	2021-22	2021-22	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,308,700	\$ 1,897,864	\$ 1,940,611	\$ 1,849,000	\$ 2,041,059	7.55%
Ongoing*	-	1,897,864	1,940,611	1,849,000	2,041,059	7.55%
One-time*	-	-	-	-	-	N/A
Operating Supplies	15,962	28,248	27,581	16,300	42,304	49.76%
Repairs/Maintenance	948	5,050	5,050	1,500	6,550	29.70%
Communications/Transportation	2,377	5,466	5,466	2,250	6,316	15.55%
Insurance/Taxes	-	550	550	500	550	0.00%
Other Charges/Services	948	6,936	6,936	1,100	13,136	89.39%
Machinery/Equipment	-	-	-	-	31,900	N/A
Capital Replacement	4,330	4,330	4,330	4,330	15,151	249.91%
Total Cost Center - 3020	\$ 1,333,265	\$ 1,948,444	\$ 1,990,524	\$ 1,874,980	\$ 2,156,966	10.70%
General Fund	\$ 1,333,265	\$ 1,948,444	\$ 1,990,524	\$ 1,874,980	\$ 2,156,966	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Development Engineering Manager	1	1	1	1	1	1
Development Project Administrator	0	0	0	1	1	1
Development Project Coordinator	0	0	0	2	2	2
Lead Civil Engineering Inspector	0	0	1	1	1	1
Outside Plant Fiber System Specialist	0	0	0	0	0	1
Plan Review Manager	1	1	1	1	1	1
Principal Plans Examiner	1	1	1	1	1	1
Public Works Inspector	4	4	3	5	5	5
Senior Plans Examiner	4	4	4	4	4	4
Total	11	11	11	16	16	17

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Effective July 1, 2021, one Outside Plant Fiber System Specialist position is added along with associated one-time and ongoing increases in operations and maintenance funding.

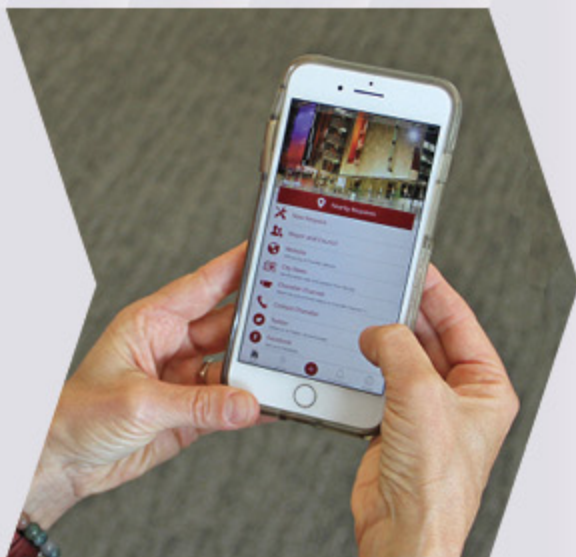


10 Information Technology

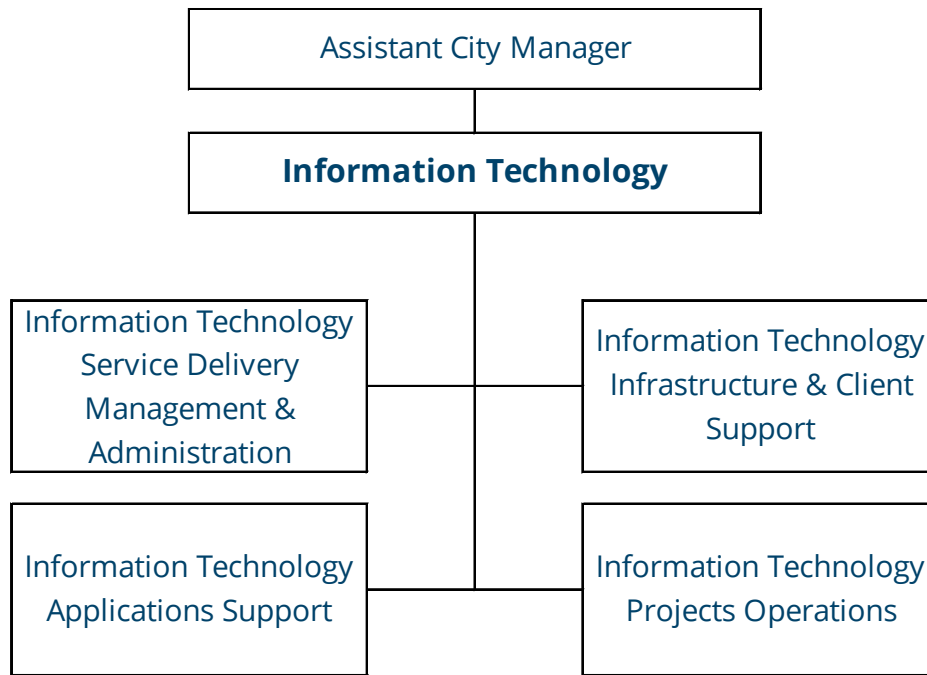


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measures
- Budget Summary
- Position Summary

“Moving Forward Together”



Information Technology provides the network, resources, and training that enable the City to deliver in-person, mobile, online, and phone services.



Information Technology Department Overview

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
IT Service Delivery Management & Admin	\$ 2,255,002	\$ 2,759,834	\$ 2,798,397	\$ 2,612,962	-5.32%
IT Applications Support	4,597,359	5,361,082	5,758,894	5,871,895	9.53%
IT Infrastructure & Client Support	3,269,971	3,480,187	11,461,673	3,734,004	7.29%
IT Projects Capital ⁽¹⁾	868,357	3,844,967	378,512	4,495,932	16.93%
IT Projects Operations ⁽¹⁾	-	191,081	101,000	412,560	115.91%
IT Citywide Infrastructure Support Capital	1,383,659	4,694,851	546,954	4,633,078	-1.32%
Total	\$ 12,374,348	\$ 20,332,002	\$ 21,045,430	\$ 21,760,431	7.03%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 7,343,121	\$ 8,128,231	\$ 7,319,434	\$ 8,132,385	
Ongoing ⁽²⁾	-	7,983,613	7,174,786	8,132,385	1.86%
One-time ⁽²⁾	-	144,618	144,648	-	-100.00%
Operating & Maintenance	2,779,211	3,663,953	12,800,530	4,499,036	22.79%
Capital - Major	2,252,016	8,539,818	925,466	9,129,010	6.90%
Total	\$ 12,374,348	\$ 20,332,002	\$ 21,045,430	\$ 21,760,431	7.03%
Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
IT Service Delivery Management & Admin	14.000	14.000	13.000	13.000	-7.14%
IT Applications Support	25.000	25.000	26.000	26.000	4.00%
IT Infrastructure & Client Support	19.000	19.000	19.000	19.000	0.00%
Total	58.000	58.000	58.000	58.000	0.00%

⁽¹⁾ The IT Projects Capital division was formerly named ITOC and the IT Projects Operations was formerly named ITOC Operations.

⁽²⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- In response to the COVID-19 pandemic: expanded the Waitwhile online appointment capability for several City departments to reduce the number of people in City facilities and streamline/reduce the time it takes for citizens to visit City facilities, implemented digital activities for the City's Recreation Division, upgraded virtual capabilities in over 30 City conference rooms, partnered with the Human Resources Division to establish the City's Teleworking Program, further enhanced employee's ability to effectively and securely work remotely through the implementation of robust infrastructure and security solutions, deployed and enhanced the WebEx solution for virtual meetings, and provided geographic representation of various City functions that enabled departments to effectively manage social distancing issues.
- Partnered with City departments to pave the path for the City's digital transformation with the implementation of an Electronic Agenda (City Clerk) along with an Electronic Document Management System Utility for the City Clerk to separate and import agenda documents, Electronic Signature (Purchasing Division), Case Management System (Neighborhood Resources), and the SAMS Water and Wastewater solution (Public Works & Utilities)
- Successfully delivered Microsoft O365 enabling City employees to access email and calendar from any device within or outside of the City's network.
- Partnered with City departments to champion transparency by implementing online performance dashboards, online public records requests, Smart City parking, data aggregation using artificial intelligence, and a data analytics solution.
- Partnered with City departments to champion mobility by deploying over 1,400 laptops to employees, implementing an online zoning and permit application solution, Accela mobile application for Field Inspectors, and an online mobile application for Buildings and Facilities.
- Implemented a web portal that allows businesses to register, renew, and manage accounts related to its Business Registration and Specialty Licenses making it easier for individuals to set up a business in Chandler without having to visit City offices or mail documentation in most cases.
- Completed the Network Core Refresh in multiple City facilities, multiple upgrades to the City's server environment, significant upgrades to the Virtual Private Network (VPN) infrastructure and several Information Security solutions, and enhanced citywide data storage and protection to improve the City's ability to protect data and system assets.
- Partnered with multiple City departments and a consulting firm to complete the City's Fiber Assessment and deliver recommendations to City Management and the Information Technology Bond Subcommittee.
- Implemented a converged infrastructure automation and orchestration solution to automate tasks and workflows across various systems, teams, and environments that manage system issues, system generated activities, and overall infrastructure and security. This solution improved efficiency and accelerated processes to boost service levels resulting in savings of time and money as well as error reduction, and accelerated the speed of operations including hybrid cloud services, database management, server provisioning, change management, and disaster recovery.
- Successfully completed over 200 citywide and department application and converged infrastructure system patches/upgrades/updates including expanding mobility solutions for field workers, collaboration features in City conference rooms, improvements to SCADA connectivity, and Wi-Fi capabilities.
- Successfully processed over 7,000 customer support requests in addition to implementing on-site technical support for all Council Meetings, Executive Sessions, GIS Day, and various other events in City Hall and Council Chambers to ensure successful events.
- Successfully completed all desktop and laptop patch management and system updates on a timely basis.
- Improved ranking from 9th place to 5th place in the National Digital Cities Survey for population category 250,000-499,000.

Information Technology Service Delivery Management & Administration - 1199

IT is responsible for implementing, supporting, and coordinating the use of technology across City departments to ensure that accurate and timely information is provided to residents, elected officials, management, and staff. IT's Service Delivery Management & Administration Division is responsible for project management, business analysis, and project training and adoption. This area also provides the overall financial management and administrative oversight for the entire Department, citywide technology security practices, and oversight of citywide technology replacement funds and technology related project funding.

2021-22 Performance Measurements**Goal:**

Provide effective administration, financial oversight, and coordination for IT Applications and Data Systems, IT Infrastructure Operations, and Client Support in support of City goals and objectives. Ensure that IT Projects are managed through a consistent and effective process that enables business needs to be translated into sound technical solutions and in alignment with industry best practices. Manage projects and factors such as time, quality, budget, scope, and overall performance, which have an overall impact on the City's annual budget. Perform analysis of business processes to be used as a reference point for developing technical solutions to meet business needs.

Supports Priority Based Budgeting Goal: Good Governance

Objectives:

- ◆ Continue implementation of the initiatives of the City's IT Strategic Direction.
- ◆ Develop and implement systems and procedures to improve operations.
- ◆ Provide administrative support, leadership, project management, and coordination of department activities.
- ◆ Facilitate communication within the department, the City Manager's Office, and City Council to enable the accomplishment of goals and objectives.
- ◆ Provide citywide training opportunities for citywide applications.⁽¹⁾
- ◆ Facilitate and manage IT hardware and software application support and management contracts.
- ◆ Develop administrative policies and procedures and maintain all IT policies and procedures.
- ◆ Ensure that citywide IT projects are completed on time and within budget.
- ◆ Provide oversight and management of cybersecurity functions.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of IT projects utilizing the standard project management system	90%	90%	93%	93%	90%
Number of times spending plans realigned to IT priorities and resources	4	4	4	4	4
Percentage of projects and targets completed on time and within budget	90%	90%	90%	90%	90%
Percentage of projects in alignment with IT project management methodology	95%	95%	95%	95%	95%
Number of training opportunities ⁽¹⁾	331	367	423 ⁽²⁾	420	N/A
Percentage of maintenance/support agreements completed before expiration date	95%	95%	96%	93%	95%
Number of quarterly security assessments performed on systems to identify risks	5	4	5	4	4
Number of security policies developed and implemented	0	3	7	10	7

⁽¹⁾ Objective and measure discontinued effective FY 2021-22 since training has been outsourced.

⁽²⁾ Training anticipated to increase in FY 2020-21 for the Microsoft Office 365 implementation.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Information Technology Service Delivery Management & Administration - 1199**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,857,251	\$ 2,056,983	\$ 2,067,254	\$ 1,873,000	\$ 1,949,676	-5.22%
Ongoing*	-	2,056,983	2,067,254	1,873,000	1,949,676	-5.22%
One-time*	-	-	-	-	-	N/A
Professional/Contract	75,229	90,969	262,683	239,307	57,086	-37.25%
Operating Supplies	21,193	21,292	21,292	21,292	21,192	-0.47%
Repairs/Maintenance	44,827	98,229	119,802	127,772	106,647	8.57%
Communications/Transportation	248,558	238,711	239,021	239,021	238,711	0.00%
Other Charges/Services	6,683	51,650	51,650	37,650	37,650	-27.11%
Machinery/Equipment	-	202,000	244,354	257,729	202,000	0.00%
Capital Replacement	1,262	-	-	2,626	-	N/A
Total Cost Center - 1199	\$ 2,255,002	\$ 2,759,834	\$ 3,006,056	\$ 2,798,397	\$ 2,612,962	-5.32%
General Fund	\$ 2,255,002	\$ 2,759,834	\$ 3,006,056	\$ 2,798,397	\$ 2,612,962	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Chief Information Officer	1	1	1	1	1	1
IT Chief Information Security Officer	0	0	1	1	1	1
IT Financial Services Analyst	1	1	1	1	1	1
IT Principal Service Delivery Analyst	2	2	2	2	2	2
IT Security Administrator	1	1	1	1	1	1
IT Senior Service Delivery Analyst	4	4	4	4	4	4
IT Service Delivery Analyst	1	1	1	1	1	1
IT Services Manager	1	1	1	1	1	1
IT Training Coordinator	1	1	1	1	0	0
Management Assistant	1	1	1	1	1	1
Office Assistant	1	0	0	0	0	0
Total	14	13	14	14	13	13

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects an ongoing funding increase for software support and maintenance and the elimination of one-time funding received in FY 2020-21 for security remediation.

During FY 2020-21, one IT Training Coordinator position was reclassified to IT Messaging Analyst and transferred to cost center 1200, IT Applications Support.

Information Technology Applications Support - 1200

The Information Technology Applications Support Division is responsible for maintaining, implementing, and supporting applications and databases, which includes off-the-shelf, customized, and City-developed applications and databases necessary to meet operations and reporting requirements.

2021-22 Performance Measurements**Goal:**

Provide IT services to all City departments by maintaining and providing enhancements for all enterprise-wide integrated application systems to assist in managing the City's services and future growth.

Supports Priority Based Budgeting Goal: Good Governance

Objectives:

- ◆ Help employees leverage existing data through enterprise systems.
- ◆ Implement enterprise data models and standards using industry best practices.
- ◆ Provide high availability of IT-supported enterprise applications.
- ◆ Provide training and support to meet requirements in accordance with IT Service Level Agreements.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of citywide applications availability during defined application operating hours	99%	99%	99%	99%	99%
Percentage of projects adhering to IT project methodology and meeting milestones and completion dates ⁽¹⁾	92%	92%	92%	92%	N/A
Percentage of service requests completed within 90 days of starting work	90%	93%	91%	97%	95%
Percentage of citywide applications maintained at actively supported versions of vendor software	99%	98%	99%	99%	99%
Percentage of database availability maintained for core applications	99%	99%	99%	99%	99%
Percentage of pages, forms and surveys that are mobile responsive on Chandleraz.gov ⁽²⁾	N/A	88%	N/A	91%	93%

⁽¹⁾ Measure discontinued effective FY 2021-22.

⁽²⁾ Measure added effective FY 2021-22, with historical percentages added where available.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Information Technology Applications Support - 1200**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,852,793	\$ 3,569,257	\$ 3,583,887	\$ 3,089,000	\$ 3,664,121	2.66%
Ongoing*	-	3,569,257	3,583,887	3,089,000	3,664,121	2.66%
One-time*	-	-	-	-	-	N/A
Professional/Contract	143,949	60,100	519,742	538,210	310,100	415.97%
Operating Supplies	13,513	6,327	6,327	6,183	14,569	130.27%
Repairs/Maintenance	1,567,882	1,671,387	2,010,175	2,012,514	1,829,400	9.45%
Communications/Transportation	6,969	23,240	23,240	23,240	12,500	-46.21%
Other Charges/Services	6,497	25,965	29,965	29,965	36,705	41.36%
Machinery/Equipment	907	306	55,306	55,000	-	-100.00%
Capital Replacement	4,849	4,500	4,500	4,782	4,500	0.00%
Total Cost Center - 1200	\$ 4,597,359	\$ 5,361,082	\$ 6,233,142	\$ 5,758,894	\$ 5,871,895	9.53%
General Fund	\$ 4,597,359	\$ 5,361,082	\$ 6,233,142	\$ 5,758,894	\$ 5,871,895	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Information Technology Applications Support - 1200

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
IT Applications Manager	1	1	1	1	1	1
IT Database Administrator	1	1	1	1	1	1
IT Database Analyst	1	1	1	1	1	1
IT Messaging Analyst	1	1	1	1	2	2
IT Messaging Integration Developer	2	2	2	2	2	2
IT Principal Programmer/Analyst	2	3	3	3	3	3
IT Programmer	1	1	0	0	0	0
IT Programmer/Analyst	5	4	5	5	5	5
IT Senior Database Administrator	1	1	1	1	1	1
IT Senior Programmer/Analyst	7	8	8	8	8	8
IT Web Developer	0	0	1	1	1	1
IT Webmaster	0	0	1	1	1	1
Total	22	23	25	25	26	26

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for video conference rooms, RiskMaster software upgrade, and Oracle contractual services, as well as the elimination of one-time funding received in FY 2020-21 for an EDMS upgrade. FY 2021-22 also reflects an increase in ongoing funding for technology replacement contributions.

During FY 2020-21, one IT Messaging Analyst position was reclassified from IT Training Coordinator and transferred from cost center 1199, IT Service Delivery Management and Administration.

Information Technology Infrastructure & Client Support - 1280

The Information Technology Infrastructure & Client Support Division is responsible for maintaining and supporting the City's network, telephony, server, web, and storage operations. This division provides end user device support including device deployment and repair, computer application deployment and license management, and standard office application support.

2021-22 Performance Measurements**Goal:**

Provide technology services for City departments through effective, efficient development of integrated computer systems to improve the overall effectiveness and efficiency of administrative and information services.

Supports Priority Based Budgeting Goal: Good Governance

Objectives:

- ◆ Enhance computer security and provide security technologies roadmap to meet strategic goals.
- ◆ Enhance messaging stability.
- ◆ Perform data backups during specific timeframes.
- ◆ Perform tape backup restore to ensure data is valid and recoverable.
- ◆ Perform vulnerability tests on systems.
- ◆ Provide system availability for citywide functions.
- ◆ Manage computer hardware and software assets.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Total number of help desk requests completed	7,385	9,694 ⁽¹⁾	7,500	10,600 ⁽¹⁾	10,000 ⁽²⁾
Percentage of satisfied customers on team projects/help desk requests	80%	80%	80%	80%	80%
Percentage of security compliance standards met on servers	81%	81%	80%	81%	82%
Percentage of network availability maintained	99%	98%	99%	97%	97%
Percentage of server environment availability maintained	98%	98%	98%	98%	98%
Percentage of telephone service requests completed within 5 business days of ticket opening or planned start date	81%	81%	82%	82%	82%
Percentage of IT computer hardware and software inventory maintained	80%	85%	85%	95%	95%
Percentage of storage environment availability maintained or updated	99%	99%	99%	99%	99%

⁽¹⁾ 2019-20 Actual and 2021-21 Year End Estimate increases are due to more employees working remote during the COVID-19 pandemic and submitting tickets for VPN and WebEx issues.

⁽²⁾ Amount includes a projection for Microsoft O365 implementation tickets.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

"Note: All measurements are through June 30th, the last day of the fiscal year.

Information Technology Infrastructure & Client Support - 1280**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,633,078	\$ 2,501,991	\$ 2,517,088	\$ 2,357,434	\$ 2,518,588	0.66%
Ongoing*	-	2,357,373	2,372,470	2,212,786	2,518,588	6.84%
One-time*	-	144,618	144,618	144,648	-	-100.00%
Professional/Contract	82,130	20,000	70,925	3,501,179	20,000	0.00%
Operating Supplies	15,610	33,264	7,733,378	1,748,764	36,980	11.17%
Repairs/Maintenance	163,152	176,279	179,289	347,682	200,809	13.92%
Communications/Transportation	100,517	208,891	218,204	218,204	208,891	0.00%
Insurance/Taxes	1,000	-	-	-	-	N/A
Other Charges/Services	12,226	26,240	26,240	40,240	40,240	53.35%
Machinery/Equipment	259,333	510,596	882,511	3,245,244	705,570	38.19%
Capital Replacement	2,926	2,926	2,926	2,926	2,926	0.00%
Total Cost Center - 1280	\$ 3,269,971	\$ 3,480,187	\$ 11,630,561	\$ 11,461,673	\$ 3,734,004	7.29%
General Fund	\$ 3,269,971	\$ 3,480,187	\$ 3,930,561	\$ 3,761,673	\$ 3,734,004	
Grant Fund**	-	-	7,700,000	7,700,000	-	
Grand Total	\$ 3,269,971	\$ 3,480,187	\$ 11,630,561	\$ 11,461,673	\$ 3,734,004	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating Grant funding will be in cost center 1290, Non-departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures will continue to reflect Grant funds.

Information Technology Infrastructure & Client Support - 1280

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
IT Infrastructure Manager	1	1	1	1	1	1
IT Network Analyst	1	1	2	2	2	2
IT Network Technician	1	1	0	0	0	0
IT Principal Systems Specialist	2	2	2	2	2	2
IT Security Analyst	1	1	1	1	1	1
IT Senior Network Analyst	2	2	2	2	2	2
IT Senior Systems Specialist	1	1	1	1	1	1
IT Service Desk Specialist	2	3	3	3	3	3
IT Service Desk Supervisor	1	1	1	1	1	1
IT Service Desk Technician	4	4	4	4	4	4
IT Systems Specialist	2	2	2	2	2	2
IT Web Developer	1	1	0	0	0	0
IT Webmaster	1	1	0	0	0	0
Total	20	21	19	19	19	19

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for computer hardware and software licensing costs, as well as ongoing funding increases for Microsoft O365 subscriptions, technology replacement contributions for Wi-Fi access points, and temporary Help Desk Support that has been received as one-time funding since FY 2015-16.

Information Technology Projects Capital - 1285**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 68,175	\$ -	\$ -	\$ 51,567	\$ -	N/A
Ongoing*	-	-	-	51,567	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	620,257	500,000	2,775,148	299,945	1,126,225	125.25%
Operating Supplies	41,429	-	-	-	-	N/A
Communications/Transportation	1,323	-	1,750	-	-	N/A
Other Charges/Services	4,838	-	9,350	-	-	N/A
Contingencies/Reserves	-	3,344,967	311,029	-	3,369,707	0.74%
Machinery/Equipment	132,335	-	510,942	27,000	-	N/A
Total Cost Center - 1285	\$ 868,357	\$ 3,844,967	\$ 3,608,219	\$ 378,512	\$ 4,495,932	16.93%
General Gov't Capital Projects Fund	\$ 824,522	\$ 2,693,202	\$ 2,456,454	\$ 378,512	\$ 3,344,167	
Water Operating Fund	25,000	563,790	563,790	-	563,790	
Wastewater Operating Fund	17,335	414,525	414,525	-	414,525	
Solid Waste Operating Fund	1,500	173,450	173,450	-	173,450	
Grand Total	\$ 868,357	\$ 3,844,967	\$ 3,608,219	\$ 378,512	\$ 4,495,932	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 incorporates the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Information Technology Projects Operations - 1286

The Information Technology Projects Operations Division plans, develops, monitors, and documents IT projects.

2021-22 Performance Measurements**Goal:**

Ensure that IT projects are managed through a consistent and effective process that enables business needs to be translated into sound technical solutions and in alignment with industry best practices. Manage projects and factors such as time, quality, budget, scope, and overall performance, which have an overall impact on the annual budget.

Supports Priority Based Budgeting Goal: Good Governance

Objectives:

- ◆ Improve IT project completion rate using the established project management methodology.
- ◆ Ensure that best business decisions are made through leveraging tools, research, and analysis, while effectively communicating and translating business needs into technical requirements.
- ◆ Provide IT project sponsors with increased services, structure, tools, and training needed to effectively submit, approve, and track projects.
- ◆ Improve communication with customers, stakeholders, and key-decision makers through various communication channels.
- ◆ Improve the Project Management Office implementation by revisiting the following: project management training, website, tracking system, project archiving, and standardization of documents and process.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of projects and targets completed on time and within budget	90%	90%	90%	90%	90%
Percentage of quarterly targets met for projects	85%	85%	85%	85%	85%
Percentage of projects adhering to IT project management methodology	93%	93%	95%	95%	95%
Percentage of IT projects prioritized and reviewed on a quarterly basis ⁽¹⁾	95%	95%	95%	95%	N/A

⁽¹⁾ Measure discontinued effective FY 2021-22.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Information Technology Projects Operations - 1286**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Repairs/Maintenance	\$ -	\$ 191,081	\$ 191,081	\$ 101,000	\$ 412,560	115.91%
Total Cost Center - 1286	\$ -	\$ 191,081	\$ 191,081	\$ 101,000	\$ 412,560	115.91%
General Fund	\$ -	\$ 191,081	\$ 191,081	\$ 101,000	\$ 412,560	

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects ongoing funding for ActiveNet Connect, Virtual Programs Platform, Weather Alert System, Electronic Plan Review, Budget Software Replacement, eSignature, and Compensation Management System. Additionally, FY 2021-22 is offset by the transfer of ongoing maintenance funding to cost center 1200, IT Applications Support, for the Fleet Management System and to cost center 1061, Neighborhood Preservation, in the Neighborhood Resources Department for Code Enforcement Case Management.

Information Technology Citywide Infrastructure Support Capital - 1287**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Professional/Contract	\$ 881,527	\$ -	\$ 1,663,981	\$ 511,681	\$ 463,000	N/A
Repairs/Maintenance	33,977	-	-	-	-	N/A
Communications/Transportation	3,469	-	10,988	800	-	N/A
Contingencies/Reserves	-	2,866,851	-	-	3,778,578	31.80%
Machinery/Equipment	464,687	58,000	825,042	34,473	-	-100.00%
Office Furniture/Equipment	-	1,770,000	2,004,288	-	391,500	-77.88%
Total Cost Center - 1287	\$ 1,383,659	\$ 4,694,851	\$ 4,504,299	\$ 546,954	\$ 4,633,078	-1.32%
General Gov't Capital Projects Fund	\$ 1,383,659	\$ 4,499,101	\$ 4,308,549	\$ 546,954	\$ 4,339,452	
Water Operating Fund	-	80,603	80,603	-	120,904	
Wastewater Operating Fund	-	72,927	72,927	-	109,390	
Solid Waste Operating Fund	-	34,544	34,544	-	51,816	
Airport Operating Fund	-	7,676	7,676	-	11,516	
Grand Total	\$ 1,383,659	\$ 4,694,851	\$ 4,504,299	\$ 546,954	\$ 4,633,078	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 incorporates the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.



11 Management Services

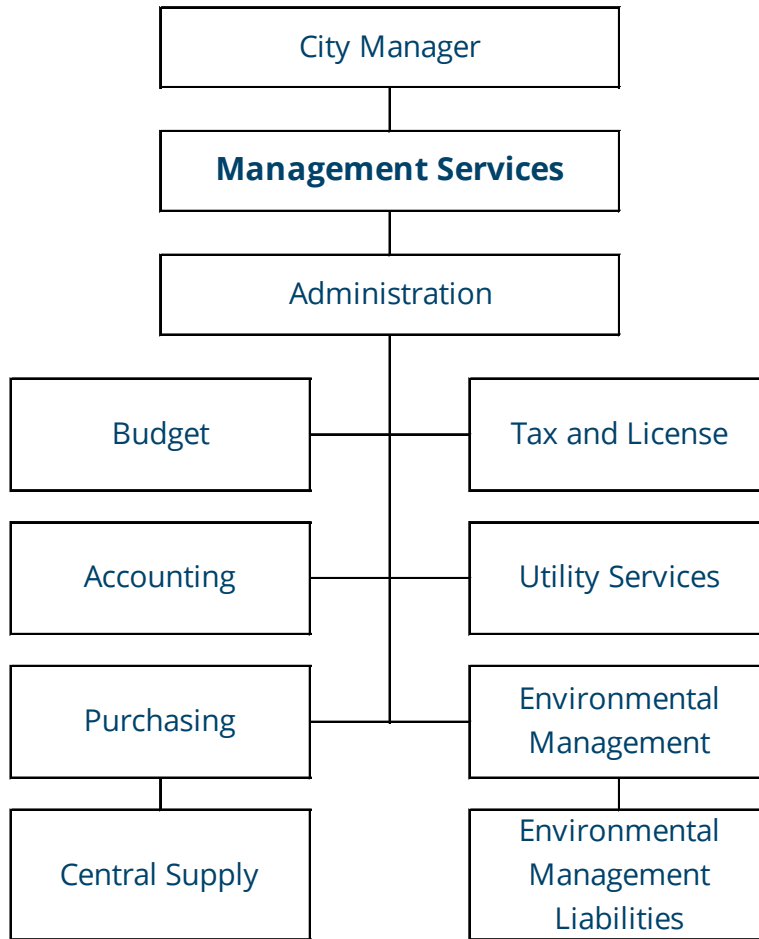


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary

“Moving Forward Together”



Decades of award-winning budget, financial management, and procurement practices are indications of our fiscal stability and strength.



Management Services Department Overview

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Management Services Administration	\$ 588,336	\$ 606,127	\$ 581,345	\$ 620,202	2.32%
Budget	741,427	770,535	781,999	775,026	0.58%
Purchasing	725,474	736,078	720,575	732,711	-0.46%
Central Supply	423,209	407,163	346,179	440,300	8.14%
Accounting	1,727,110	1,780,865	1,731,609	1,815,852	1.96%
Tax and License	2,209,625	2,408,819	2,075,192	2,438,693	1.24%
Utility Services	1,363,932	1,457,739	1,411,050	1,482,408	1.69%
Environmental Management	387,834	674,800	548,185	672,751	-0.30%
Environmental Management Liabilities	118,215	473,200	250,040	473,200	0.00%
Total Management Svcs w/o Non-Dept.	\$ 8,285,162	\$ 9,315,326	\$ 8,446,174	\$ 9,451,143	1.46%
Non-Departmental	\$ 53,003,400	\$ 53,278,567	\$ 45,893,868	\$ 66,285,028	24.41%
Non-Departmental Capital	5,570,090	8,712,143	552,344	8,693,082	-0.22%
Non-Dept. without Contingency	58,573,489	61,990,710	46,446,212	74,978,110	
Non-Departmental Contingency	-	132,263,210	-	198,378,473	49.99%
Non-Dept. Contingency	-	132,263,210	-	198,378,473	
Total Non-Department	\$ 58,573,489	\$ 194,253,920	\$ 46,446,212	\$ 273,356,583	40.72%
Total Management Svcs. with Non-Dept.	\$ 66,858,652	\$ 203,569,246	\$ 54,892,386	\$ 282,807,726	38.92%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 6,590,822	\$ 7,143,732	\$ 6,634,916	\$ 7,245,511	
Ongoing ⁽¹⁾	-	7,143,732	6,634,916	7,245,511	1.42%
One-time ⁽¹⁾	-	-	-	-	N/A
Operating & Maintenance	1,694,340	2,171,594	1,811,258	2,205,632	1.57%
Total Management Svcs w/o Non-Dept.	\$ 8,285,162	\$ 9,315,326	\$ 8,446,174	\$ 9,451,143	1.46%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 26,432,570	\$ 21,245,100	\$ 15,864,775	\$ 30,884,200	
Ongoing ⁽¹⁾	26,432,570	2,702,500	489,725	5,511,500	103.94%
One-time ⁽¹⁾	-	18,542,600	15,375,050	25,372,700	36.83%
Operating & Maintenance	26,570,830	32,033,467	30,029,093	35,400,828	10.51%
Contingencies & Reserves	-	132,263,210	-	198,378,473	49.99%
Capital - Major	5,570,090	8,712,143	552,344	8,693,082	-0.22%
Total Non-Department	\$ 58,573,489	\$ 194,253,920	\$ 46,446,212	\$ 273,356,583	40.72%
Total Management Svcs. with Non-Dept.	\$ 66,858,652	\$ 203,569,246	\$ 54,892,386	\$ 282,807,726	38.92%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for FY 2019-20 Actual.

Management Services**2021-22 Adopted Budget**

Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Management Services Administration	4.000	4.000	4.000	4.000	0.00%
Budget	6.000	6.000	6.000	6.000	0.00%
Purchasing	6.900	6.900	6.900	6.900	0.00%
Central Supply	5.100	5.100	5.100	5.100	0.00%
Accounting	17.000	17.000	17.000	17.000	0.00%
Tax and License	17.500	16.500	16.500	16.500	0.00%
Utility Services	11.125	11.125	11.125	11.125	0.00%
Environmental Management	3.000	5.000	5.000	5.000	0.00%
Total	70.625	71.625	71.625	71.625	0.00%

2020-21 Accomplishments

- Awarded 38th consecutive Certificate of Achievement for Excellence in Financial Reporting and 33rd consecutive Distinguished Budget Presentation Award from the GFOA.
- Maintained AAA General Obligation (GO) Bond credit ratings with stable outlooks from all three rating agencies making Chandler one of a select few in the U.S. with this distinction.
- Advised the Citizen Bond Exploratory Committee and coordinated the efforts of the Finance Subcommittee towards a final recommendation of needed bond authorization that does not increase the property tax rate.
- Implemented citywide tracking/reporting of COVID-19 costs to aid in PPE ordering, completion of federal/state emergency reimbursement applications, and tracking COVID-19 related leave time.
- Partnered with Economic Development to create internal processes then validate requirements for weekly distributions of Industrial Development Authority (IDA) PPE grants and Business Hiring and Retention grants.
- Implemented Citywide Fee Schedule update for various departments.
- Implemented a new online Business Portal for City registrations and licensing in partnership with IT.
- Implemented City resolution to allow extended outside seating for liquor establishments in accordance with the Governor's executive order relaxing regulations during the Pandemic.
- Implemented required registration as a result of the new Short-Term Rental registration code communicating requirements with businesses, and began technical requirements with IT to enhance the existing licensing system.
- Successfully continued the use of the vacation rental software solution to identify vacation rentals, educate owners, and track properties located in Chandler that are subject to TPT.
- More than 350 unregistered businesses were brought into compliance with the Business Registration code to make Chandler's business list more complete, enhance information sharing, and allow for TPT license validation.
- Awarded 17th consecutive Achievement of Excellence in Procurement Award from the National Procurement Institute.
- Continued the use of WebEx technology for Purchasing's public meetings, making meetings accessible during COVID-19.
- Launched pilot program to implement electronic signature solution in Purchasing with future availability citywide.
- Oversaw the disposal of City surplus property, police property and evidence, and capital assets through the online auction program resulting in approximately \$350,000 in revenue. Donated over \$33,025 of City surplus property to Chandler schools and non-profits, and other public agencies.
- Assisted with "I Choose Chandler" PPE Kit Program, by receiving, storing, and delivering items in coordination with Economic Development and Chandler Chamber of Commerce.
- Conducted 60 environmental audits of City facilities resulting in corrective measures to enhance compliance with environmental regulations, completed over 50 asbestos assessments of City-owned facilities to determine that no new asbestos containing materials were introduced, and completed review and comment on 40 environmental site assessments prior to property acquisitions to ensure no environmental liability existed.
- Implemented a Utility Services phone queue call back system to reduce the amount of time customers wait on hold. Customers can save their place in the queue and receive a call back.
- Implemented a Utility Services customer notification system to send automated notifications via phone/text/email.
- Reinstated utility shut-offs, utilizing partnerships with Chandler Cares Team and AZCEND to financially assist those impacted by COVID-19, and implemented a new delinquent account collection policy.

Management Services Administration - 1180

Administration serves the Management Services Department and provides finance and debt management, financial systems management, and support services to other City departments. In addition to maintaining the financial integrity of the City with comprehensive financial administration, this division also provides for the development, coordination, and review of all activities in the department including: Budget, Purchasing, Central Supply, Accounting, Tax and License, Utility Services, and Environmental Management.

2021-22 Performance Measurements**Goal:**

Ensure long-term financial stability for the City.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Oversee financial management to secure or improve bond credit ratings.
- ◆ Facilitate long-term financial planning.
- ◆ Manage outside investment management services.
- ◆ Seek optimum and innovative financing structures to reduce debt service costs.
- ◆ Determine whether resources are properly safeguarded and used efficiently, effectively, and economically.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Bond rating for GO bonds:					
Moody's Investors Service	Aaa	Aaa	Aaa	Aaa	Aaa
Standard & Poor's Global Ratings	AAA	AAA	AAA	AAA	AAA
Fitch Ratings, Inc.	AAA	AAA	AAA	AAA	AAA

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Management Services Administration - 1180**Goal:**

Provide technical/functional system analyst support to users of the City's finance and human resource enterprise-wide Oracle, Budget, and timekeeping systems.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Provide analysis and timely resolution of system problems, business processes, and procedures.
- ◆ Collaborate with users and IT teams to address needs.
- ◆ Coordinate and execute the testing of new applications, releases, and enhancements.
- ◆ Assist with training of users on new practices, policies, and procedures.
- ◆ Work closely with vendors using existing maintenance agreements to support department applications.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Maintain all citywide financial applications at actively supported versions of vendor software	100%	100%	100%	100%	100%
Resolve all issues related to Oracle iExpense purchasing card processing prior to billing cycle	100%	100%	100%	100%	100%
Ensure nightly Oracle interface transactions are processed successfully	99.9%	99.9%	99.9%	99.9%	99.9%
Resolve all issues related to timecard processing prior to processing in Oracle Payroll	100%	100%	100%	100%	100%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Management Services**2021-22 Adopted Budget****Management Services Administration - 1180****Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 585,396	\$ 591,058	\$ 591,884	\$ 576,000	\$ 607,633	2.80%
Ongoing*	-	591,058	591,884	576,000	607,633	2.80%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	-	2,148	1,000	-	N/A
Operating Supplies	1,413	2,880	2,880	1,975	2,880	0.00%
Repairs/Maintenance	(241)	1,650	3,388	1,250	1,650	0.00%
Communications/Transportation	198	4,739	4,739	-	4,739	0.00%
Other Charges/Services	1,571	5,800	3,300	1,120	3,300	-43.10%
Total Cost Center - 1180	\$ 588,336	\$ 606,127	\$ 608,339	\$ 581,345	\$ 620,202	2.32%
General Fund	\$ 588,336	\$ 606,127	\$ 608,339	\$ 581,345	\$ 620,202	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Business Systems Support Analyst	1	1	1	1	1	1
Business Systems Support Supervisor	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
Management Services Director	1	1	1	1	1	1
Total	4	4	4	4	4	4

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the reversal of the FY 2020-21 reallocation of ongoing funding from Management Services cost center 1240, Tax and License, for education and training.

Budget - 1195

The Budget Division ensures effective and efficient allocation of City resources to enable the City Council, City Manager, and City departments to provide quality services to our citizens. The division prepares, monitors, researches alternatives, and presents the City's Annual Budget and CIP. The division is also responsible for development of long-range financial forecasts, regular financial reports, and providing assistance for citywide grant activities.

2021-22 Performance Measurements**Goal:**

Prepare and monitor operating and capital budgets to comply with financial policies and legal requirements, while working with departments to ensure the reliability and accuracy of information.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Maintain and improve appropriation control efforts in compliance with legal and policy requirements.
- ◆ Meet all state and City charter deadlines for adoption of Annual Budget and CIP.
- ◆ Continue to improve the budget document and qualify for the GFOA Distinguished Budget Presentation Award.
- ◆ Monitor expenditures and identify potential problems as well as deviations from approved spending plans.
- ◆ Provide citywide budget support services to all departments.
- ◆ Work with departments to continuously enhance and improve the budget process and meet or exceed their expectations for an effective budget process.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Compliance with state budget laws	Compliant	Compliant	Compliant	Compliant	Compliant
Adopt 10-year CIP and Budget prior to June 15 th of the prior fiscal year	6/14/18	6/13/19	6/11/20	6/11/20	6/10/21
Consecutive years for GFOA Distinguished Budget Presentation Award	31	32	33	33	34
Obtain budget user survey results of satisfactory to excellent on budget process	100%	100%	100%	100%	100%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Budget - 1195**Goal:**

To provide City Council with regular financial updates and provide public access to financial information, ensuring transparency and maintaining compliance with state requirements.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Provide City Council and executive leadership with regular updates of City revenues and expenditures.
- ◆ Provide accessible information to citizens and other agencies regarding the City's economic condition.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Maintain full compliance with state laws regarding public access to financial documents	Compliant	Compliant	Compliant	Compliant	Compliant
Provide information on the City's budget through CityScope Newsletter and internet	Compliant	Compliant	Compliant	Compliant	Compliant
Provide monthly financial analysis to City Council and make available on www.chandleraz.gov within the following month for August through May ⁽¹⁾	10	10	10	11 ⁽²⁾	10
Provide quarterly financial analysis to City Council and make available on www.chandleraz.gov within the following two months for the first three quarters of the fiscal year ⁽¹⁾	2 ⁽³⁾	3	3	3	3

⁽¹⁾ Reports for the months of June and July and for the fourth quarter of the fiscal year typically require an extended period of time for completion due to the personnel resources needed and additional processes to complete activities related to the end of fiscal year close.

⁽²⁾ The FY 2020-21 required additional financial analysis to Mayor & Council to ensure COVID-19 financial impacts were monitored and communicated.

⁽³⁾ The FY 2018-19 second quarter report was combined with the third quarter due to vacancies, and the FY 2019-20 first quarter report was combined with the second quarter due to turnover, reformatting the report to new brand standards, and incorporating reorganization changes.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Management Services**2021-22 Adopted Budget****Budget - 1195****Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 729,618	\$ 752,923	\$ 758,264	\$ 771,000	\$ 763,164	1.36%
Ongoing*	-	752,923	758,264	771,000	763,164	1.36%
One-time*	-	-	-	-	-	N/A
Operating Supplies	5,949	7,800	6,800	6,673	6,650	-14.74%
Repairs/Maintenance	2,297	1,176	1,176	1,350	1,350	14.80%
Communications/Transportation	892	906	906	536	1,512	66.89%
Other Charges/Services	2,671	7,730	2,980	2,440	2,350	-69.60%
Total Cost Center - 1195	\$ 741,427	\$ 770,535	\$ 770,126	\$ 781,999	\$ 775,026	0.58%
General Fund	\$ 741,427	\$ 770,535	\$ 770,126	\$ 781,999	\$ 775,026	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Budget Management Assistant	1	1	1	1	1	1
Budget Manager	1	1	1	1	1	1
Senior Budget and Research Analyst	3	3	3	3	3	3
Senior Financial Analyst	1	1	1	1	1	1
Total	6	6	6	6	6	6

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the reversal of the FY 2020-21 reallocation of ongoing funding from Management Services cost center 1240, Tax and License, for budget process solution and education and training.

Purchasing - 1220

The Purchasing Division is responsible for supporting the City's need for materials and services in accordance with federal, state, and city legal requirements. This is conducted in an open, competitive, and professional manner, which maximizes the effectiveness of the tax dollar.

2021-22 Performance Measurements**Goal:**

Obtain the best value in the purchase of goods and services for the City in a timely fashion in accordance with established policies and procedures to meet department needs and serve citizens.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Obtain survey results of 95% excellent/good in annual survey to departments.
- ◆ Demonstrate use of best practices through receipt of awards from professional associations.
- ◆ Maximize purchasing card rebate.
- ◆ Continually strive to improve processes.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Customer survey results of excellent/good	93%	89%	95%	95%	95%
Consecutive years for Achievement of Excellence in Procurement (AEP) award from the National Procurement Institute	15	16	17	18	19
Consecutive years for Excellence in Achievement award from the National Institute of Governmental Purchasing (NIGP) ⁽¹⁾	14	N/A	N/A	N/A	N/A
Consecutive years for Outstanding Agency Accreditation Achievement Award (OA4) from NIGP ⁽²⁾	N/A	N/A	2	N/A	N/A
Purchasing card transactions	28,631	27,620	28,000	26,000	26,000
E-payables transactions ⁽³⁾	70	N/A	N/A	N/A	N/A
Purchasing card rebate	\$157,645	\$156,962	\$180,000	\$155,000	\$155,000
Identify and implement at least one process improvement annually ⁽⁴⁾	1	1	1	1	1

⁽¹⁾ This award measures only one achievement. Pursuit of this award will be discontinued in favor of pursuit of the OA4.

⁽²⁾ The OA4 program has been discontinued.

⁽³⁾ The E-payables program was discontinued effective December 31, 2018.

⁽⁴⁾ FY 2018-19 Improvement: Creation and launch of Purchasing Customer Roundtable Program. FY 2019-20 Improvement: Implementation of WebEx hosting of Pre-Proposal and Pre-Bid Conference pilot program to allow remote attendance by offerors and bidders. FY 2020-21 improvement will be implementation of an eSignature solution for purchasing documents with eventual citywide roll out.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Management Services**2021-22 Adopted Budget****Purchasing - 1220****Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 718,315	\$ 724,941	\$ 727,176	\$ 713,000	\$ 721,574	-0.46%
Ongoing*	-	724,941	727,176	713,000	721,574	-0.46%
One-time*	-	-	-	-	-	N/A
Professional/Contract	119	-	-	-	-	N/A
Operating Supplies	657	1,050	1,050	2,065	1,050	0.00%
Repairs/Maintenance	1,279	1,100	1,100	1,100	1,100	0.00%
Communications/Transportation	2,214	3,987	3,987	300	2,800	-29.77%
Other Charges/Services	2,891	5,000	5,000	4,110	6,187	23.74%
Total Cost Center - 1220	\$ 725,474	\$ 736,078	\$ 738,313	\$ 720,575	\$ 732,711	-0.46%
General Fund	\$ 725,474	\$ 736,078	\$ 738,313	\$ 720,575	\$ 732,711	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Administrative Assistant	1	1	1	1	1	1
Procurement Officer	3	3	3	3	4	4
Purchasing and Material Manager	0.9	0.9	0.9	0.9	0.9	0.9
Purchasing Specialist	1	1	1	1	1	1
Senior Procurement Officer	1	1	1	1	0	0
Total	6.9	6.9	6.9	6.9	6.9	6.9

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Senior Procurement Officer position was reclassified to Procurement Officer.

Central Supply - 1225

The Central Supply Division is responsible for maintaining and managing an inventory of maintenance, operational, and repair supplies for City departments. The division is also responsible for managing the City's asset recovery program and providing departmental records pick-up and storage services for the City's records retention program.

2021-22 Performance Measurements**Goal:**

Operate a sound inventory program to minimize operating costs while ensuring adequate supplies to meet demands and maximize inventory turnover, provide material pick-up and delivery service for City departments, and ensure timely delivery of material to meet operational requirements of departments.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Ensure inventory turnover ratio reflects adequate levels to reduce cost and meet supply needs.
- ◆ Ensure accurate tracking of inventory through efficient processes.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Total dollar amount of inventory ⁽¹⁾	\$738,343	\$747,456	\$720,000	\$846,180 ⁽¹⁾	\$725,000
Dollar value of material issued ⁽¹⁾	\$1,737,631	\$1,678,615	\$1,800,000	\$1,808,105	\$1,810,000
Maintain an inventory turnover ratio of 2.50 or greater ⁽²⁾	2.35	2.25	2.50	2.14	2.50
Maintain an inventory accuracy rate of 98% or greater	99%	99%	99%	99%	99%
Number of deliveries made ⁽³⁾	924	N/A	N/A	N/A	N/A
Percentage of orders fulfilled from internal requisitions ⁽⁴⁾	N/A	24%	25%	26%	25%

⁽¹⁾ Supports inventory accuracy and turnover ratios, and measures efficiency. FY 2020-21 required additional PPE inventory for COVID-19 mitigation.

⁽²⁾ Inventory turnover ratio equals dollar value of material issued *divided by* total dollar amount of inventory.

⁽³⁾ Effective FY 2019-20, measure discontinued.

⁽⁴⁾ New measure for FY 2019-20 will encourage increased use of automated requisition process resulting in increased accuracy of inventory, accounting, and reduction of manual and paper processes.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Central Supply - 1225**Goal:**

Manage the City's asset recovery program, ensuring departmental surplus property is picked up in a timely manner and an optimal return is received from the redistribution and sale of surplus, obsolete, and scrap material and supplies.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Maximize revenue received from the sale of surplus, obsolete, and scrap material.
- ◆ Provide a high level of service through timely pick-up of departmental surplus property.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Surplus property revenue ⁽¹⁾	\$78,803	\$94,076	\$85,000	\$90,000	\$95,000
Surplus vehicle revenue	\$350,387	\$448,907	\$250,000	\$200,000	\$250,000
Surplus property picked up within four working days ⁽²⁾	99%	N/A	N/A	N/A	N/A
Percentage of surplus property and vehicle auctions ending in sales ⁽³⁾	N/A	99%	99%	99%	99%

⁽¹⁾ Surplus property revenue excludes sales from Racketeer Influenced and Corrupt Organization (RICO) forfeiture.

⁽²⁾ Effective FY 2019-20 measure discontinued.

⁽³⁾ New measure for FY 2019-20 reflects effectiveness of auction program, quality of listings, and buyer confidence.

Goal:

Manage record retention policy efficiently by providing pick-up and delivery service for departmental records, as well as managing records destruction with departments.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Provide a high level of service through timely pick-up of records from departments.
- ◆ Notify departments, according to the State record retention schedules, when records have reached the destruction date.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Notify departments of destruction date 30 days prior	99%	99%	99%	99%	99%
Records picked-up within four working days	99%	99%	99%	99%	99%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Central Supply - 1225**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 392,596	\$ 391,509	\$ 395,397	\$ 333,100	\$ 394,406	0.74%
Ongoing*	-	391,509	395,397	333,100	394,406	0.74%
One-time*	-	-	-	-	-	N/A
Professional/Contract	119	-	-	-	-	N/A
Operating Supplies	5,753	6,805	6,805	5,820	6,805	0.00%
Repairs/Maintenance	18,855	2,940	3,011	1,500	2,940	0.00%
Communications/Transportation	-	200	200	50	440	120.00%
Other Charges/Services	576	400	400	400	400	0.00%
Machinery/Equipment	-	-	-	-	30,000	N/A
Capital Replacement	5,309	5,309	5,309	5,309	5,309	0.00%
Total Cost Center - 1225	\$ 423,209	\$ 407,163	\$ 411,122	\$ 346,179	\$ 440,300	8.14%
General Fund	\$ 423,209	\$ 407,163	\$ 411,122	\$ 346,179	\$ 440,300	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Lead Supply Specialist	1	1	1	1	1	1
Purchasing and Material Manager	0.1	0.1	0.1	0.1	0.1	0.1
Senior Administrative Assistant	1	1	1	1	1	1
Supply Supervisor	1	1	1	1	1	1
Supply Worker	2	2	2	2	2	2
Total	5.1	5.1	5.1	5.1	5.1	5.1

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the addition of one-time funding for the replacement of a propane fueled forklift.

Accounting - 1230

The Accounting Division is responsible for maintaining accurate financial records and providing timely financial information to the public, bondholders, grantors, auditors, City Council, and City management. This division is responsible for the areas of general ledger, accounts payable, accounts receivable, payroll, special assessments, capital assets, cash management, investments, debt management, grant accounting, and compliance with accounting policies and procedures.

2021-22 Performance Measurements**Goal:**

Provide reliable, timely, accurate accounting services across all City departments in all financial functions.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Process payroll, accounts payable vendor payments, accounts receivable invoices and statements, and special assessment billings accurately and in a timely manner.
- ◆ Ensure a high level of customer service to City department personnel and accurate Oracle entry, providing education when corrections are necessary.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Accounts payable payments issued	16,542	15,375	15,800	15,665	16,000
Payroll payments processed	51,527	50,439	51,150	50,660	51,150

Goal:

Coordinate the annual financial statement audit and prepare the Comprehensive Annual Financial Report.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Continue to qualify for the GFOA Certificate of Achievement for Excellence in Financial Reporting award.
- ◆ Ensure the annual financial statement audit and release of the Comprehensive Annual Financial Report is completed timely.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Consecutive years for GFOA Certificate of Achievement for Excellence in Financial Reporting award	38	39	40	40	41
Complete audit by second week in December	12/5/19	11/24/20	12/10/21	12/10/21	12/9/22
Complete release of financial report by third week in December	12/23/19 ⁽¹⁾	12/3/20	12/17/21	12/17/21	12/16/22

⁽¹⁾ The financial report was delayed three days due to the inclusion of continuing disclosure schedules.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Accounting - 1230**Goal:**

Maintain adequate internal controls and adhere to GAAP.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Maintain compliance with applicable federal and state mandates concerning financial matters.
- ◆ Maintain adherence with financial accounting and reporting standards set by the GASB.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Compliance with federal and state mandates	Compliant	Compliant	Compliant	Compliant	Compliant

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Management Services**2021-22 Adopted Budget****Accounting - 1230****Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,578,070	\$ 1,612,930	\$ 1,630,616	\$ 1,581,280	\$ 1,647,917	2.17%
Ongoing*	-	1,612,930	1,630,616	1,581,280	1,647,917	2.17%
One-time*	-	-	-	-	-	N/A
Professional/Contract	94,226	101,490	101,490	95,190	100,955	-0.53%
Operating Supplies	41,016	47,150	47,150	43,523	47,150	0.00%
Repairs/Maintenance	3,081	2,700	2,700	2,700	3,530	30.74%
Communications/Transportation	1,263	6,136	6,136	-	5,601	-8.72%
Insurance/Taxes	500	-	-	-	-	N/A
Other Charges/Services	8,954	10,459	11,462	8,916	10,699	2.29%
Total Cost Center - 1230	\$ 1,727,110	\$ 1,780,865	\$ 1,799,554	\$ 1,731,609	\$ 1,815,852	1.96%
General Fund	\$ 1,639,701	\$ 1,689,467	\$ 1,707,587	\$ 1,640,209	\$ 1,722,200	
Workers' Comp Self Ins Trust	37,605	39,654	39,927	39,400	40,612	
Medical Self Insurance Trust	49,804	51,744	52,040	52,000	53,040	
Grand Total	\$ 1,727,110	\$ 1,780,865	\$ 1,799,554	\$ 1,731,609	\$ 1,815,852	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Accounting Manager	1	1	1	1	1	1
Accounting Specialist	4	3	3	3	3	3
Accounting Supervisor	2	2	2	2	2	2
Financial Services Analyst	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
Payroll Coordinator	1	1	1	1	1	1
Senior Accountant	3	3	3	3	3	3
Senior Accounting Specialist	3	4	4	4	4	4
Senior Payroll Coordinator	1	1	1	1	1	1
Total	17	17	17	17	17	17

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Tax and License - 1240

The Tax and License Division oversees and analyzes the collection and licensing of transaction privilege (sales) and use taxes by the Arizona Department of Revenue (ADOR) and issues business registration and special regulatory licenses. Licensing provides general information and taxpayer education to the public and processes all business registration and special regulatory license applications. License Compliance ensures businesses operating in the City are properly registered and licensed. Revenue Collection recovers delinquent tax revenues owed to the City. Tax Audit provides taxpayer education, tax code guidance and interpretation, and conducts audits of taxpayer records to enhance voluntary compliance.

2021-22 Performance Measurements**Goal:**

To administer the City's Code to ensure voluntary compliance with the transaction privilege (sales) tax, business registration, and special regulatory licensing requirements through fair, consistent, and equitable treatment of all businesses and citizens.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Process registration and license applications in accordance with code requirements and established performance standards.
- ◆ Maintain a high level of customer satisfaction through the continuous enhancement of business processes and technology.
- ◆ Verify taxpayer data, as reported to the ADOR, through analytic processes.
- ◆ Promote voluntary compliance through taxpayer education, compliance audits, and timely collections.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of business registration and regulatory license applications processed timely per code requirements	100%	100%	100%	100%	100%
Implement at least five business process or technology improvements	5	5	>5 ⁽¹⁾	>5 ⁽¹⁾	5
Audited Taxpayer Customer Service Survey: Obtain customer satisfaction level above average on at least 90% of surveys	100%	100%	100%	100%	100%
Canvass 50% of the City per year to ensure compliance with business registration, regulatory and tax licenses	45% ⁽²⁾	50%	50%	10% ⁽³⁾	50%
Analyze 10% of active businesses to verify compliance with reporting and payment requirements	10%	10%	10%	10%	10%
Audits completed within time limits as prescribed by the Taxpayer Bill of Rights, Arizona Revised Statutes, and ADOR requirements ⁽⁴⁾	N/A	N/A	100%	100%	100%

⁽¹⁾ A new online Business Registration portal has been developed as of October 2020.

⁽²⁾ The process to correct issues with the state for City tax licenses took additional time, reducing the amount of businesses that could be canvassed. With the process changes made in FY 2019-20, meeting the goal can be achieved in future fiscal years.

⁽³⁾ Due to COVID-19 business to business City canvassing was temporarily postponed for safety measures.

⁽⁴⁾ New measure beginning FY 2020-21.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Management Services**2021-22 Adopted Budget****Tax and License - 1240****Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,484,740	\$ 1,656,394	\$ 1,664,897	\$ 1,367,762	\$ 1,679,398	1.39%
Ongoing*	-	1,656,394	1,664,897	1,367,762	1,679,398	1.39%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	6,950	6,950	-	6,950	0.00%
Operating Supplies	11,940	25,383	33,633	5,950	25,383	0.00%
Repairs/Maintenance	4,764	3,000	3,000	2,000	3,000	0.00%
Communications/Transportation	18,994	8,000	8,000	10,500	16,250	103.13%
Other Charges/Services	689,187	709,092	707,712	688,980	707,712	-0.19%
Total Cost Center - 1240	\$ 2,209,625	\$ 2,408,819	\$ 2,424,192	\$ 2,075,192	\$ 2,438,693	1.24%
General Fund	\$ 2,209,625	\$ 2,408,819	\$ 2,424,192	\$ 2,075,192	\$ 2,438,693	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	1	1	1	0	0	0
Customer Service Supervisor	1	1	1	1	1	1
Financial Analyst	1	1	1	1	1	1
Lead Tax Auditor	1	1	1	1	1	1
License Inspector	1	1	1	1	1	1
Revenue and Tax Manager	0.5	0.5	0.5	0.5	0.5	0.5
Revenue Collections Supervisor	1	1	1	1	1	1
Revenue Collector	2	2	2	2	2	2
Senior Tax Auditor	4	4	4	4	4	4
Tax and License Representative	3	3	3	3	3	3
Tax and License Specialist	1	1	1	1	1	1
Tax Audit Supervisor	1	1	1	1	1	1
Total	17.5	17.5	17.5	16.5	16.5	16.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the reallocation of ongoing funding for collection software to cost center 1245, Utility Services plus the reversal of the FY 2020-21 reallocation of ongoing funding for education and training to cost center 1180, Management Services Administration, and to cost center 1195, Budget, for education and training and budget process solution software.

Utility Services - 1245

The Utility Services Division provides customers a single point of contact for utilities, billing, and collecting user charges for the operation of the water, wastewater, and sanitation systems. This division strives to provide the highest quality of customer service possible.

2021-22 Performance Measurements**Goal:**

To fairly and accurately provide information and services to Chandler utility customers with a high level of customer satisfaction.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Provide efficient and friendly services to existing customers and new residents/businesses requiring utility services.
- ◆ Facilitate on-time payments and collect delinquent receivables to minimize write-offs.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Activate utility accounts on date specified by customer 100% of the time	100%	100%	100%	100%	100%
Issue 100% of utility bills within four days of meter reading	100%	100%	100%	100%	100%
Write-off <0.5% of total revenue	0.38%	0.5%	0.5%	0.5%	0.5%
Increase volume of electronic transactions by 5%	11%	11%	10%	10%	10%
Reduce 90-day aging dollar amount by 20% ⁽¹⁾	15%	-13%	11%	0%	15%

⁽¹⁾ Due to COVID-19 on March 16, 2020, the City stopped disconnecting for non-payment and stopped charging late fees increasing the 90-day aging percentage. Beginning October 2020 limited collection activity began with normal collection activity resuming May 2021 thereby reducing the percentage in FY 2020-21, and returning to normal percentages by FY 2021-22.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Utility Services - 1245**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 755,041	\$ 851,163	\$ 863,280	\$ 822,574	\$ 870,654	2.29%
Ongoing*	-	851,163	863,280	822,574	870,654	2.29%
One-time*	-	-	-	-	-	N/A
Professional/Contract	5,031	8,000	37,358	500	7,700	-3.75%
Operating Supplies	79,572	79,264	79,264	73,000	76,000	-4.12%
Repairs/Maintenance	132,340	131,450	131,450	126,876	129,420	-1.54%
Communications/Transportation	321,444	312,342	312,342	314,150	321,734	3.01%
Other Charges/Services	70,506	75,520	77,903	72,748	76,900	1.83%
Building/Improvements	-	-	20,000	-	-	N/A
Capital Replacement	-	-	-	1,202	-	N/A
Total Cost Center - 1245	\$ 1,363,932	\$ 1,457,739	\$ 1,521,597	\$ 1,411,050	\$ 1,482,408	1.69%
General Fund	\$ 1,363,932	\$ 1,457,739	\$ 1,521,597	\$ 1,411,050	\$ 1,482,408	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Billing and Compliance Specialist	1	1	0	0	0	0
Customer Service Supervisor	1	1	1	1	1	1
Lead Billing and Customer Relations Specialist	0	0	2	2	2	2
Lead Utility Billing Representative	1	1	0	0	0	0
Revenue and Tax Manager	0.5	0.5	0.5	0.5	0.5	0.5
Senior Utility Billing Representative	1	1	1	1	1	1
Utility Billing Representative	5	5	5.625	5.625	5.625	5.625
Utility Services Manager	1	1	1	1	1	1
Total	10.5	10.5	11.125	11.125	11.125	11.125

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the reallocation of ongoing funding for collection software from cost center 1240, Tax and Licensing.

As part of the FY 2021-22 amendment process, one-time funding of \$5,000 for crypto currency acceptance research was transferred from Council Contingency.

Environmental Management - 1265

The Environmental Management Division provides environmental regulatory compliance oversight of City operations and facilities and performs environmental clean-up services when environmental releases or spills have occurred on City property. This division assures that the City performs environmental due diligence on all property acquisitions and dedication of real property to the City. This division maintains the central environmental compliance files for the City.

2021-22 Performance Measurements**Goal:**

Provide a comprehensive program whereby the exposure through environmental non-compliance is reduced to the lowest possible level consistent with the economic viability of the City.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Monitor and resolve environmental non-compliance issues of City operation.
- ◆ Evaluate likely cases of non-compliance, develop corrective action plans, and educate personnel.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Environmental facility evaluations/audits performed	68 ⁽¹⁾	56	55	55	55

⁽¹⁾ Environmental Facility Audit Project includes 27 facilities in addition to regularly scheduled audits.

Goal:

Provide support to City departments performing environmental due diligence for real property acquisitions and dedications.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ To review environmental due diligence investigations and other environmental investigations in evaluating property acquisitions and redevelopment parcels in a timely manner.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percent of investigations reviewed within five working days of receipt	98%	N/A	98% ⁽²⁾	N/A	N/A
Total number of sites assessed ⁽³⁾	25	28	25	20	20

⁽²⁾ Measure discontinued in FY 2020-21.

⁽³⁾ As the City reaches build-out the number of reports generated and reviewed will continue to decrease. These reports are generated by other departments that are not part of the Environmental Management daily operations.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Environmental Management - 1265**Goal:**

Provide a comprehensive program whereby the regulatory exposure through environmental non-compliance related to asbestos containing building materials at City-owned facilities is reduced to the lowest possible level consistent with the economic viability of the City.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ To assess building materials in City-owned facilities for asbestos and assure all regulatory compliance measures are followed during renovation or demolition of City-owned facilities.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Asbestos assessments performed	60	54	50	50	50

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Environmental Management - 1265**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 346,994	\$ 562,814	\$ 563,572	\$ 470,200	\$ 560,765	-0.36%
Ongoing*	-	562,814	563,572	470,200	560,765	-0.36%
One-time*	-	-	-	-	-	N/A
Professional/Contract	30,113	53,401	64,211	35,000	27,801	-47.94%
Operating Supplies	3,252	28,739	28,739	17,650	31,595	9.94%
Repairs/Maintenance	1,172	4,150	4,150	2,900	1,050	-74.70%
Communications/Transportation	324	2,396	2,396	750	2,640	10.18%
Insurance/Taxes	500	-	-	-	-	N/A
Other Charges/Services	5,480	16,245	16,245	14,500	16,245	0.00%
Machinery/Equipment	-	-	-	130	25,600	N/A
Capital Replacement	-	7,055	7,055	7,055	7,055	0.00%
Total Cost Center - 1265	\$ 387,834	\$ 674,800	\$ 686,368	\$ 548,185	\$ 672,751	-0.30%
Uninsured Liability Fund	\$ 387,834	\$ 674,800	\$ 686,368	\$ 548,185	\$ 672,751	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Environmental Program Coordinator	1	0	0	0	0	0
Environmental Program Manager	1	1	1	1	1	1
Environmental Program Specialist	1	1	1	1	1	1
Environmental Program Technician	0	1	1	1	1	1
Storm Water Program Specialist	0	0	0	1	1	1
Storm Water Programs Coordinator	0	0	0	1	1	1
Total	3	3	3	5	5	5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Environmental Management Liabilities - 1266**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 53	\$ -	\$ -	\$ -	\$ -	N/A
Ongoing*	-	-	-	-	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	107,611	377,600	434,597	243,000	377,600	0.00%
Operating Supplies	9,240	95,600	95,600	7,040	95,600	0.00%
Wastewater Improvements	1,310	-	-	-	-	N/A
Total Cost Center - 1266	\$ 118,215	\$ 473,200	\$ 530,197	\$ 250,040	\$ 473,200	0.00%
Uninsured Liability Fund	\$ 118,215	\$ 473,200	\$ 530,197	\$ 250,040	\$ 473,200	

Significant Budget Changes

Cost center funding is maintained for unforeseen environmental clean-up services that may occur on City property and by nature is difficult to predict.

There are no significant budget changes for FY 2021-22.

Non-Departmental - 1290**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 26,432,570	\$ 21,245,100	\$ 18,542,588	\$ 15,864,775	\$ 30,884,200	45.37%
Ongoing*	26,432,570	2,702,500	916,442	489,725	5,511,500	103.94%
One-time*	-	18,542,600	17,626,146	15,375,050	25,372,700	36.83%
Professional/Contract	2,831,487	3,847,188	4,427,322	3,220,657	4,444,188	15.52%
Operating Supplies	9,742	349,359	1,099,359	494,465	417,359	19.46%
Insurance/Taxes	21,993,414	25,040,000	27,314,208	24,860,139	27,040,000	7.99%
Rents/Utilities	-	200,000	200,000	-	200,000	0.00%
Other Charges/Services	1,736,187	2,066,920	2,267,643	1,453,832	2,352,542	13.82%
Contingencies/Reserves	-	132,263,210	82,938,566	-	198,378,473	49.99%
Building/Improvements	-	50,000	50,000	-	-	-100.00%
Capital Replacement	-	480,000	480,000	-	946,739	97.24%
Total Cost Center - 1290	\$ 53,003,400	\$ 185,541,777	\$ 137,319,686	\$ 45,893,868	\$ 264,663,501	42.64%

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Non-Department Operating Cost Center Purpose

The Non-Departmental Operating cost center 1290 is used to house budgets for citywide costs that are not department specific. This presentation does not include cost center 1291, Non-Departmental Capital, which includes capital costs and is kept separate to clearly distinguish operating from capital funding.

Budgets are detailed earlier in this section and are comprised of:

- *Personnel Services*: Includes ongoing compensation changes anticipated for employee groups, but not yet determined (e.g., merit, market adjustments, or other personnel cost changes negotiated by union groups). One-time funding is also included for a PSPRS additional payment towards the Unfunded Liability (\$22 million), a reserve for Public Safety personnel costs related to early hires for upcoming known retirements, a reserve for compensated absences for overtime coverage of light duty and military absences, a reserve for anticipated class and compensation adjustments resulting from an upcoming study, and a reserve to cover the costs of mid-year reclasses when departments are unable to cover them. The majority of the FY 2021-22 ongoing Personnel Services budget is anticipated to be spent within other departments after transfers of this appropriation once final decisions regarding general employees are known and Public Safety Police market survey is completed. Since MOU were approved for two years, the Police and Fire merits and Fire market has already been included within the department's budgets.
- *Operations and Maintenance Categories*: Includes costs that are citywide in nature, including City memberships, professional services, citywide contracts, self-insurance fund contracts, insurance and claim budgets (e.g., medical, dental, short-term disability, etc.); technology, fuel, and utility reserves, and other charges.
- *Contingency and Reserves*: Includes the contingencies for almost all budgeted funds, with the largest contingency in the General Fund equal to 15% of General Fund operating revenues (\$38.8 million), General Fund lump-sum reserve for future developer agreement payouts, grant match reserves, Council Contingency for City Council's use during the budget amendment process or during the year for various initiatives (excluded for FY 2020-21), and encumbrance reserves which reflect appropriation from FY 2020-21 anticipated to be unspent at year end. This carryforward appropriation is for operating cost centers within all funds. Once FY 2020-21 closes, these encumbrance reserves are allocated to each department's cost centers based on actual encumbrances outstanding.

Fund detail comprising the appropriation for the FY 2021-22 Budget is shown on the next page.

Non-Departmental - 1290

Description	2019-20	2020-21	2020-21	2020-21	2021-22
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget
General Fund	\$ 27,898,357	\$ 96,811,673	\$ 45,066,164	\$ 16,983,679	\$ 80,828,928
Police Forfeiture Fund	-	29,000	29,000	-	22,000
Highway User Revenue Fund (HURF)	-	4,006,700	3,057,803	-	1,713,400
Local Transportation Assistance Fund (LTAF)	-	1,015,200	1,000,450	-	54,200
Grant Fund - Operating	-	5,000,000	10,670,012	500,000	74,762,956
HOME Program Fund	-	297,442	294,156	-	23,000
Community Development Block Grant Fund (CDBG)	-	275,900	5,809	-	308,000
Public Housing Authority Family Sites Fund	-	54,700	-	-	68,655
Public Housing Authority Elderly and Scattered Site Fund	-	87,500	39,831	-	68,300
Public Housing Authority Management Fund	-	3,600	2,010	-	13,200
Public Housing Authority Family Self Sufficiency Fund	-	3,100	12	-	5,500
Housing Authority Section 8 Voucher Fund	-	12,000	4,762	-	190,934
Capital Fund Program Grant Fund	-	110,678	106,830	-	25,692
Proceeds Reinvestment Projects Fund	-	88,800	88,800	-	2,000
General Obligation Debt Service Fund	-	1,835,030	1,835,030	-	334,584
General Government Capital Projects Fund	-	-	1,131,023	-	-
Capital Replacement Fund - Contingency	-	100,000	100,000	-	105,777
Technology Replacement Fund - Contingency	-	984,000	212,610	-	1,589,000
Vehicle Replacement Fund - Contingency	-	2,644,000	3,737,498	-	997,200
Street Bond Fund	-	-	2,448,680	-	-
Storm Sewer GO Bond Fund	-	-	180	-	31,199
Arterial Street Impact Fees Fund	-	2,501,500	3,978,532	-	16,600
Park Bond Fund	-	-	307,683	-	-
Municipal Arts Fund	-	23,000	23,000	-	51,000
Park System Development Fund	-	500	17,976	-	-
Parks NW System Development Fund	-	155,500	155,500	-	6,000
Parks NE System Development Fund	-	409,000	409,000	-	6,000
Parks SE System Development Fund	-	5,000,500	5,062,776	-	6,000
Library Impact Fund	-	59,300	59,300	-	16,600
Art Center Bond Fund	-	-	5,211	-	-
Museum Bond Fund	-	-	10,000	-	2,000
Public Building Impact Fees Fund	-	41,500	41,500	-	16,600
Public Facility Bond Fund	-	500	500	-	400
Police Bond Fund	-	20,000	36,963	-	-
Police Impact Fees Fund	-	1,500	1,500	-	231,000
Fire Bond Fund	-	60,000	123,049	-	-
Fire Impact Fees Fund	-	201,500	254,623	-	16,600
Water Bond Fund	-	3,533,967	3,936,617	-	-
Water System Development Fund	-	3,574,084	3,577,355	-	2,185,531
Water Operating Fund	297,651	8,948,660	5,132,226	345,000	11,688,600
Reclaimed Water System Development Fund	-	501,500	569,059	-	16,600
Wastewater Bond Fund	-	1,000,000	1,000,000	-	-
Reclaimed Water Fund	3,109	432,300	444,460	-	229,400
Wastewater System Development Fund	-	5,924,476	5,924,476	-	24,900
Wastewater Operating Fund	220,172	5,511,350	3,340,006	285,000	50,529,200
Wastewater Industrial Process Treatment Facility Fund	-	1,765,200	21,564	-	2,005,600
Solid Waste Operating Fund	118,337	1,320,918	856,351	120,000	2,243,800
Airport Operating Fund	-	76,100	38,500	-	220,725
Workers' Compensation Self Insurance Trust Fund	1,922,501	3,571,602	4,179,096	2,200,000	3,581,600
Insured Liability Self Insurance Fund	-	588,200	500,026	-	808,700
Uninsured Liability Self Insurance Fund	-	578,800	510,235	-	599,420
Short Term Disability Self Insurance Fund	146,244	540,100	540,000	260,000	565,700
Dental Self Insurance Fund	1,883,192	2,605,000	2,605,000	1,680,000	2,619,000
Medical Self Insurance Trust Fund	20,513,837	23,215,700	23,806,745	23,520,189	25,819,400
Museum Trust Fund	-	4,000	4,000	-	4,000
Park & Recreation Trust Fund	-	15,000	15,000	-	-
Library Trust Fund	-	1,197	1,197	-	8,000
Grand Total	\$ 53,003,400	\$ 185,541,777	\$ 137,319,686	\$ 45,893,868	\$ 264,663,501

Non-Departmental - 1290**Budget Detail**

Description	2020-21 Adopted Budget	2021-22 Adopted Budget
Personnel Services		
Employee Compensation	\$ 2,402,500	\$ 5,186,500
One-time Personnel	18,542,600	25,372,700
Self Insurance - Short Term Disability	200,000	225,000
Employee Retirement Health Savings Plan	100,000	100,000
SUBTOTAL	21,245,100	30,884,200
Professional Services		
Self Insurance - Delta Dental Contract Services	115,000	119,000
Self Insurance - Medical Contract Services	2,200,000	2,805,000
Self Insurance - Short Term Disability Services	40,000	40,000
Legal Services	-	50,000
County Animal Control Contract	222,000	222,000
Other Professional Services	211,188	261,188
Priority Base Budgeting Consultant and Software	20,000	7,000
Comprehensive Impact Fee Study	-	140,000
Biennial Impact Fee Audit	14,000	-
Franchise Fee Audit	50,000	-
Smart City Pilot - Information Technology	75,000	-
Technology Reserve	400,000	300,000
Photo Red Light and Speed Control Fees	500,000	500,000
SUBTOTAL	3,847,188	4,444,188
Operating Supplies		
One-time Fuel Reserve	333,000	333,000
Microcomputer Software	16,359	47,359
Employee Recognition	-	37,000
SUBTOTAL	349,359	417,359
Insurance and Taxes		
Workers' Comp Self Insurance Claims	3,000,000	3,000,000
Dental Self Insurance Claims	2,000,000	2,000,000
Medical Self Insurance Claims	20,000,000	22,000,000
Other Taxes	40,000	40,000
SUBTOTAL	25,040,000	27,040,000

Non-Departmental - 1290**Budget Detail**

Description	2020-21 Adopted Budget	2021-22 Adopted Budget
<u>Rents and Utilities</u>		
One-time Utility Reserve	\$ 200,000	\$ 200,000
SUBTOTAL	200,000	200,000
<u>Other Charges and Services</u>		
One-time Citywide Banking Fees	30,000	34,000
Education and Training - Fire Academy Reserve	-	335,000
Maricopa County Association of Governments - Dues	50,360	51,481
Membership and Subscription Fees - i.e. League of Cities, ICMA	158,560	199,911
Fee Waiver Adjustment	339,000	339,000
Peer Recognition	10,000	10,000
City to City Opportunities	5,000	5,000
Domestic Violence Commission Meeting	1,000	1,000
Veteran's Event	5,000	5,000
Traffic Safety Enhancements	100,000	-
Physical Inventory Adjustment	10,000	10,000
Strategic Economic Development Opportunities	531,000	535,150
Bad Debt Reserve - Gen., Water, Wastewater, Reclaimed, Solid Waste and Airport	827,000	827,000
SUBTOTAL	2,066,920	2,352,542
<u>Contingencies and Reserves</u>		
Contingencies	105,765,760	103,693,472
Grant Operating - Reserve	5,100,000	66,050,000
Lump Sum Reserves/Developer Agreements	1,250,000	1,250,000
Encumbrance and Carryforward Reserves	20,147,450	27,385,001
Mayor and Council Reserve	-	-
SUBTOTAL	132,263,210	198,378,473
<u>Building Improvements</u>		
Citywide Security Enhancements	50,000	-
SUBTOTAL	50,000	-
<u>Capital Replacement</u>		
Fleet Replacement	480,000	946,739
SUBTOTAL	480,000	946,739
TOTAL	\$ 185,541,777	\$ 264,663,501

Non-Departmental Contingencies/Reserves - 1290**Budget Summary**

Description	2020-21 Adopted Budget	2021-22 Adopted Budget	% Change Adopted to Adopted
General Fund 15% Contingency	\$ 34,833,900	\$ 38,826,300	11.46%
General Fund Contingency AZ Cares Act	29,983,456	-	-100.00%
General Fund Grant Match Reserve	100,000	100,000	0.00%
General Fund Development Reserve	750,000	750,000	0.00%
General Fund Encumbrance Reserve	5,700,000	5,801,700	1.78%
General Fund Carryforward Reserve	1,603,750	1,698,300	5.90%
General Fund Council Reserve	-	-	N/A
Debt Service Fund Contingency	1,835,030	334,584	-81.77%
Special Revenue Funds Contingencies	4,349,920	701,581	-83.87%
Special Revenue Funds Grant Reserve	5,000,000	65,950,000	1219.00%
Special Revenue Funds Encumbrance Reserve	1,497,800	1,575,500	5.19%
Special Revenue Funds Carryforward Reserve	-	8,812,956	N/A
Enterprise Funds Contingencies	7,874,628	56,800,000	621.30%
Enterprise Funds Lump Sum	500,000	500,000	0.00%
Enterprise Funds Encumbrance Reserve	8,305,900	7,904,625	-4.83%
System Development Fees Funds Contingencies	18,356,860	2,391,631	-86.97%
System Development Fees Funds Encumbrance Reserve	-	10,800	N/A
Bond Funds Contingencies	4,614,467	33,599	-99.27%
Self Insurance Funds Contingencies	2,816,302	2,800,000	-0.58%
Self Insurance Funds Encumbrance Reserve	370,000	631,920	70.79%
Other Funds Contingencies	1,101,197	1,805,777	63.98%
Other Funds Encumbrance Reserve	2,670,000	949,200	-64.45%
Total Contingency/Reserves for Cost Center - 1290	\$ 132,263,210	\$ 198,378,473	49.99%

Contingencies and Reserves policies are set in the City Financial Reserve Policy located within the Budget Policies, Process, and Decisions section. Contingencies and Reserves are budgetary amounts set-aside for a specific purpose, emergencies, or unforeseen expenditures not otherwise budgeted. For example, encumbrance reserves provide carryforward appropriation for potential purchase orders remaining open at the close of a fiscal year to allow them to be appropriated and paid in the next budget year.

General Fund Contingency

In June 1992, the City Council adopted a General Fund Contingency Reserve Policy which required a contingency reserve level of 15% of General Fund operating revenues, less transfers in. At a later date this reserve was changed to 12%. The Reserve Policy was updated once again and approved by Mayor and Council in January 2016, expanding the policy and setting the General Fund Contingency back to 15%. Under this policy, the City maintains a General Fund contingency, which may be used for emergency situations, unexpected one-time opportunities, and appropriation transfers to allow spending in other funds. Use of this reserve requires City Council approval except as delegated in the budget resolution. The amount appropriated in the budget is \$38.8 million. This amount **does not** accumulate. The unspent portion goes back to the General Fund at fiscal year close and is recalculated and replenished annually based on the anticipated General Fund operating revenues, excluding transfers-in, for the next fiscal year.

Special Revenue Funds Grant Reserve

Significant additions were made to the Special Revenue Funds Grant Reserve to accommodate America Rescue Plan Act (ARPA) funding that was signed into law by the federal legislature to assist State and Local Governments with the impacts of COVID-19 on communities and residents. Grant Reserves were added to meet the appropriation needs for spending of these federal dollars for programs and services that meet funding requirements.

All Fund Contingency/Reserves

City Charter Section 5.08 requires that fund contingency and interdepartmental transfers of unencumbered appropriations be approved by the City Manager and City Council.

Non-Departmental Capital - 1291**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 34,605	\$ -	\$ -	\$ 1,625	\$ -	N/A
Ongoing*	-	-	-	1,625	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	(273,623)	-	96,485	55,325	66,000	N/A
Operating Supplies	5,663	-	-	718	-	N/A
Repairs/Maintenance	1,920	-	254,348	740	-	N/A
Insurance/Taxes	91,296	-	-	-	-	N/A
Rents/Utilities	389,309	-	33,037	378,168	-	N/A
Other Charges/Services	30,797	-	-	9,400	-	N/A
Contingencies/Reserves	-	8,712,143	250,000	-	8,456,082	-2.94%
Land/Improvements	28,169	-	-	-	-	N/A
Building/Improvements	5,194,791	-	8,528,058	65,101	-	N/A
Machinery/Equipment	48,220	-	434	41,267	34,000	N/A
Office Furniture/Equipment	-	-	-	-	137,000	N/A
Street Improvements	18,942	-	-	-	-	N/A
Total Cost Center - 1291	\$ 5,570,090	\$ 8,712,143	\$ 9,162,362	\$ 552,344	\$ 8,693,082	-0.22%
Gen Gov't Capital Projects Fund	\$ 5,562,265	\$ 8,712,143	\$ 9,162,362	\$ 552,344	\$ 8,693,082	
Grant Capital Fund	7,825	-	-	-	-	
Grand Total	\$ 5,570,090	\$ 8,712,143	\$ 9,162,362	\$ 552,344	\$ 8,693,082	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual.

Significant Budget Changes

The Non-Departmental Capital cost center 1291 is used to house budgets for General Government Capital Projects not tied to a specific department, those tied to developer agreements, and those managed by departments without a designated capital cost center. This presentation does not include cost center 1290, Non-Departmental, which includes only operating costs. Cost centers 1290 and 1291 are kept separate to clearly distinguish operating from capital funding.

Significant budget variances for capital cost centers are primarily attributed to specific project completions for the current year and new projects for the new budget year. Additional detail on the capital program is available in the 2022-2031 Capital Improvement Program.

Equipment Replacement - 402**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Machinery/Equipment	\$ -	\$ 288,000	\$ 575,390	\$ -	\$ 291,283	1.14%
Total	\$ -	\$ 288,000	\$ 575,390	\$ -	\$ 291,283	1.14%
Police	\$ -	\$ 288,000	\$ 575,390	\$ -	\$ 291,283	
Equipment Replacement Fund	\$ -	\$ 288,000	\$ 575,390	\$ -	\$ 291,283	

Significant Budget Changes

The Equipment Replacement Fund allows for the ongoing replacement of citywide operating equipment. Revenues to support this fund are generated through ongoing contributions from departments towards the future replacement costs of their operating equipment (reflected in department cost center budgets under the Capital Replacement category).

Each year during the budget process, divisions identify anticipated replacement items to be purchased and the amount to be included for payment within their budget. Currently, very little of the City's equipment is budgeted in this fund for future replacement. A review of this fund is in process to expand its use to all departments.

FY 2021-22 reflects funding for the replacement of police communication equipment.

Technology Replacement - 403**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Operating Supplies	\$ -	\$ -	\$ -	\$ 2,888,791	\$ 185,495	N/A
Repairs/Maintenance	969,305	1,033,000	1,048,769	1,310,677	942,000	-8.81%
Machinery/Equipment	3,893,319	4,306,271	4,386,210	1,235,511	1,253,240	-70.90%
Total	\$ 4,862,624	\$ 5,339,271	\$ 5,434,979	\$ 5,434,979	\$ 2,380,735	-55.41%
Technology Replacement Fund	\$ 4,862,624	\$ 5,339,271	\$ 5,434,979	\$ 5,434,979	\$ 2,380,735	

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

The Technology Replacement Fund allows for the ongoing replacement of citywide technology equipment. Under the existing Technology Replacement Policy, personal computers are used for at least seven years and then evaluated for replacement as business needs dictate. Laptops are evaluated after five years of use to determine if they need to be replaced.

During FY 2020-21, the City worked on several major technology replacement projects. This included regularly scheduled replacements of desktop and laptop computers; citywide data storage and server replacements; and citywide intermediate distribution frame replacements.

FY 2021-22 replacement plans include regularly scheduled replacements of desktop and laptop computers, citywide data storage and server replacements, and network infrastructure within various City buildings.

Vehicle Replacement - 404**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Machinery/Equipment	\$ 2,058,445	\$ 1,429,280	\$ 2,529,791	\$ 1,705,873	\$ 2,414,400	68.92%
Total	\$ 2,058,445	\$ 1,429,280	\$ 2,529,791	\$ 1,705,873	\$ 2,414,400	68.92%
Gen Gov't - Buildings & Facilities	\$ 22,992	\$ -	\$ -	\$ -	\$ 137,900	
Gen Gov't - Transportation Policy	-	-	-	-	30,500	
Community Services - Aquatics	62,835	-	-	-	44,300	
Community Services - Parks	86,104	-	-	-	177,000	
Community Services - Recreation	-	-	-	-	27,300	
Development Services - Planning	-	-	-	-	25,600	
Development Services - Building Safety	-	-	-	-	76,800	
Development Services - Engineering	342	-	-	-	99,300	
Fire	87,068	-	-	-	-	
Information Technology	-	-	-	-	28,000	
Management Services - Central Supply	-	-	-	-	58,800	
Neighborhood Services	14,600	-	-	-	-	
Police	1,443,551	1,244,800	2,345,311	1,705,873	1,377,400	
Public Works & Utilities - Streets	57,135	-	-	-	45,600	
Public Works & Utilities - Traffic Engineering	2,491	-	-	-	-	
Public Works & Utilities - Utilities Admin	-	-	-	-	33,600	
Public Works & Utilities - Solid Waste	34,551	-	-	-	32,500	
Public Works & Utilities - Water	141,941	135,650	135,650	-	189,300	
Public Works & Utilities - Wastewater	104,835	48,830	48,830	-	30,500	
Vehicle Replacement Fund	\$ 2,058,445	\$ 1,429,280	\$ 2,529,791	\$ 1,705,873	\$ 2,414,400	

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic. Deferring Fleet replacements during 2020 was one of the expenditure measures put in place to help minimize revenue shortfalls.

During FY 2019-20, a review of the Vehicle Replacement Program was completed, and new policies developed. Vehicle counts are tracked by department and fund, and upon replacement, the value is updated with upfitting and a new ongoing contribution calculated. Contribution totals and adjustments are budgeted by cost center and included in base budget memos for more accurate tracking.

The Vehicle Replacement Fund allows for the ongoing replacement of citywide operating fleet vehicles, except those specially determined as capital and replaced through the CIP. Revenues to support this fund are generated through ongoing contributions from departments towards the future replacement costs of their operating fleet vehicles (reflected in department cost center budgets under the Capital Replacement category).

During the budget process, the Fleet Services Division provides the Budget Division with a preliminary listing of vehicles to be budgeted for replacement in the upcoming fiscal year. All vehicles are reviewed based on miles driven, years of service, repair history, and ability for the vehicle to meet service needs over the next one to two years. City divisions submit their desired replacement listing to the FAC. Final replacement recommendations are made after extensive discussion and research between the divisions and the FAC.

12 Neighborhood Resources



- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measures
- Budget Summary
- Position Summary

“Moving Forward Together”



Maintaining quality neighborhoods, connecting people with resources, and engaging programs and events are essential to the vitality of our community.

Neighborhood Resources



Neighborhood Resources**Neighborhood Resources Department Overview**

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Neighborhood Resources Administration	\$ 338,723	\$ 280,649	\$ 452,234	\$ 288,890	2.94%
Neighborhood Preservation	1,285,823	1,572,307	1,430,589	1,829,801	16.38%
Community Resources	-	303,424	175,289	376,696	24.15%
Housing and Redevelopment	8,354,792	13,334,522	10,153,927	13,845,639	3.83%
Housing and Redevelopment Capital	-	-	-	2,900,000	N/A
Community Development	2,848,592	4,023,624	12,204,324	4,358,887	8.33%
Total	\$ 12,827,931	\$ 19,514,526	\$ 24,416,363	\$ 23,599,913	20.94%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 4,173,141	\$ 4,808,497	\$ 4,795,383	\$ 4,863,592	
Ongoing ⁽¹⁾	-	4,732,547	4,719,433	4,863,592	2.77%
One-time ⁽¹⁾	-	75,950	75,950	-	-100.00%
Operating & Maintenance	8,654,790	14,706,029	19,620,980	15,836,321	7.69%
Capital - Major	-	-	-	2,900,000	N/A
Total	\$ 12,827,931	\$ 19,514,526	\$ 24,416,363	\$ 23,599,913	20.94%
Staffing by Cost Center					
	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Neighborhood Resources Administration	2.000	2.000	2.000	2.000	0.00%
Neighborhood Preservation	15.208	15.208	15.208	16.208	6.58%
Community Resources	0.000	2.000	2.000	2.000	0.00%
Housing and Redevelopment	23.792	23.500	23.500	22.500	-4.26%
Community Development	9.000	7.292	7.292	8.292	13.71%
Total	50.000	50.000	50.000	51.000	2.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Neighborhood Resources**2020-21 Accomplishments**

- The Graffiti Elimination Team removed over 50,000 square feet of graffiti from over 1,100 sites throughout the City.
- Processed 20% more Temporary Sales and Promotional Events (TSPE) and premises extension applications in response to COVID-19 capacity limitations placed on businesses. This effort provided vital support to businesses during the COVID-19 pandemic and helped make Chandler events safe and successful.
- Fully implemented new code enforcement case management software and mobility hardware to increase staff efficiency and effectiveness.
- Implemented the newly adopted Property Maintenance Ordinance that is more concise and transparent for residents.
- Neighborhood Programs has awarded 20 neighborhood grants totaling over \$34,000 for cleanup events, common wall, and landscaping improvements, and to humanely address the overpopulation of feral cats.
- Neighborhood Programs received over \$25,000 from local businesses to create and enhance community programs.
- Implemented a new online platform to allow public and Housing Choice Voucher (HCV) residents to file required paperwork online through a secured Rent Cafe Resident portal.
- Public Housing Youth Program delivered 4,300 lunches, and over 3,000 books to youth residents; conducted virtual after school and small group activities.
- Developed a landlord incentive program to encourage landlords to accept HCV residents, the program includes a \$400 sign-up bonus; eight new landlords are participating in the program.
- Senior housing services at Kingston include the administration of COVID-19 vaccinations, over 3,000 food boxes, flu shots and 37 essential care packages.
- Worked with the Chandler Human Relations Commission to produce a Diversity and Inclusion survey for residents, resulting in 665 total responses and reported recommendations to increase the City's overall goals and objectives on Diversity and Inclusion measures.
- Planned and executed the Veterans Path of Honor, which is an annual outdoor event to highlight over 20 Chandler Veterans. This added additional Chandler Veterans to the Chandler Museum database.
- Facilitated the Annual Operation Back to School event (drive-thru style) at four Chandler schools during a pandemic. With over 60 partners and collections over \$30,000 from community groups and businesses, provided backpacks and supplies for Chandler students.
- Oversaw and facilitated the distribution of over \$90,000 from Intel Corporation to Chandler nonprofits going above and beyond in services to help those in need due to COVID-19.
- Implemented the Chandler CARES Team to assist Chandler residents facing crisis because of COVID-19 to connect them to emergency resources.
- Allocated \$799,500 AZCARES funds to non-profit organizations serving Chandler residents to assist with increased demand for services, the need for PPE and other activities necessary to operate in a COVID-19 environment, and needs related to lack of volunteers and inability to fundraise.
- Applied for, received, and allocated over \$13 million in Emergency Rental Assistance Program and Community Development Block Grant-Coronavirus (CDBG-CV) funds to assist Chandler residents impacted by COVID-19 with rent and utility payments.
- Expanded services to Chandler residents living unsheltered by hiring two temporary Community Navigators and opening Operation Open Door, which provides non-congregate emergency shelter to persons particularly vulnerable to COVID-19. Operation Open Door has a 90% successful exit rate, with 80% exiting to permanent housing.

Neighborhood Resources Administration - 1060

Neighborhood Resources' mission is to strengthen and enrich the community by providing high quality services and resources through educational programs, neighborhood revitalization, resident empowerment, partnerships, and assisting those in need. The Neighborhood Resources Administration Division provides administrative oversight for Code Enforcement, Community Development, Neighborhood Programs, Diversity Programs, and Housing and Redevelopment, enabling a coordinated effort between the five areas for programs and services that help maintain a healthy and strong community. In addition to administrative oversight, the division administers programs and services that enhance and sustain neighborhoods throughout the City.

2021-22 Performance Measurements**Goal:**

Ensure long-term effective governance of state, federal, and local funding for human service programs.

Support Priority Based Budgeting Goal(s): Good Governance; Attractive Community; Sustainable Economic Health

Objective:

◆ Effective regulatory management of funding through program compliance.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Compliance with HUD Public Housing regulations	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance
Compliance with HUD Community Planning & Development regulations	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance

Goal:

Enhance the quality of life to residents through the efficient and effective delivery of neighborhood and human services.

Support Priority Based Budgeting Goal(s): Attractive Community; Sustainable Economic Health

Objective:

◆ Maximize service capacity by leveraging public and community resources.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of initiatives with community partners	621	579 ⁽¹⁾	599	593	625

(1) Due to COVID-19, the reduction in the number of programs resulted in a reduction of partners.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Neighborhood Resources Administration - 1060**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 266,726	\$ 272,698	\$ 275,968	\$ 282,937	\$ 280,939	3.02%
Ongoing*	-	272,698	275,968	282,937	280,939	3.02%
One-time*	-	-	-	-	-	N/A
Professional/Contract	65,306	2,201	81,872	78,037	2,201	0.00%
Operating Supplies	4,986	3,100	3,100	4,000	2,000	-35.48%
Repairs/Maintenance	609	-	-	1,000	1,000	N/A
Communications/Transportation	81	1,650	1,650	189	1,550	-6.06%
Insurance/Taxes	500	-	-	-	-	N/A
Other Charges/Services	515	1,000	1,000	1,071	1,200	20.00%
Building/Improvements	-	-	85,000	85,000	-	N/A
Total Cost Center - 1060	\$ 338,723	\$ 280,649	\$ 448,590	\$ 452,234	\$ 288,890	2.94%
General Fund	\$ 338,723	\$ 280,649	\$ 448,590	\$ 452,234	\$ 288,890	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Management Assistant	2	1	1	1	1	1
Neighborhood Programs Supervisor	1	0	0	0	0	0
Neighborhood Resources Director	1	1	1	1	1	1
Total	4	2	2	2	2	2

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Neighborhood Resources**Neighborhood Preservation - 1061**

The Neighborhood Preservation Division consists of the Neighborhood Programs Unit and the Code Enforcement Unit. The Neighborhood Programs Unit builds community by assisting residents with the identification of resources and by providing training and educational activities to develop and empower neighborhood leaders. The Code Enforcement Unit provides programs and services, public information, enforcement, and incentives for residents to comply with City zoning and nuisance code requirements. This unit also engages in specialized activities such as graffiti removal/abatement, education, and other activities as needed.

2021-22 Performance Measurements**Goal:**

Build community by facilitating communication among neighbors.

Support Priority Based Budgeting Goal(s): Attractive Community; Sustainable Economic Health

Objective:

- ◆ Enlist resident leadership and encourage communication through neighborhood programs and services.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of neighborhood grants funded	52 ⁽¹⁾	42 ⁽¹⁾	15	10	15
Number of registered neighborhood groups	335	324	330	330	330
Number of neighborhood leaders representing registered neighborhood groups	1,227	1,243	1,200	1,245	1,250

⁽¹⁾ Neighborhood Enhancement Grants increased due to the ability to use prior years funding for additional grant awards.

Goal:

Educate and empower residents through training and development.

Support Priority Based Budgeting Goal(s): Attractive Community

Objective:

- ◆ Provide training to residents on resources to enhance the quality of life within neighborhoods.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of residents attending neighborhood training opportunities and classes ⁽²⁾	361	130	200	0 ⁽³⁾	100
Number of neighborhood training and classes offered ⁽²⁾	10	4	10	11	15
Number of neighborhood mediation requests ⁽⁴⁾	4	N/A	N/A	N/A	N/A

⁽²⁾ Most classes were postponed or converted to a virtual format due to COVID-19.

⁽³⁾ Unable to capture virtual attendance numbers.

⁽⁴⁾ Effective FY 2019-20 measure discontinued; meditation suspended indefinitely due to the closure of the private law school sponsoring the program.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Neighborhood Resources**Neighborhood Preservation - 1061****Goal:**

Improve and preserve quality of life and protect public health, safety, and welfare.

Supports Priority Based Budget Goal(s): Attractive Community; Safe Community; Good Governance

Objectives:

- ◆ Partner with the community to promote compliance with City Code through collaboration, education, and enforcement.
- ◆ Proactively initiate at least 50% of all cases.
- ◆ Conduct an initial inspection on code enforcement complaints within two days of receipt 95% of the time.
- ◆ Abate graffiti instances both proactively and reactively.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of proactively initiated cases	35%	40%	50%	60%	50%
Total number of inspections completed	42,785	33,434 ⁽¹⁾	50,000	35,000 ⁽¹⁾	40,000
Percentage of initial inspections conducted within two days of receipt of a complaint	50% ⁽²⁾	55% ⁽²⁾	75%	85%	95%
Total number of graffiti sites abated	1,021	1,046	1,000	1,000	1,000
Total square footage of graffiti removed	40,671	53,754	50,000	40,000	45,000

⁽¹⁾ There was a moratorium on inspections for a period of time due to COVID-19.

⁽²⁾ Lower percentages are a result of vacant staff positions.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Neighborhood Preservation - 1061**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,070,784	\$ 1,373,134	\$ 1,394,063	\$ 1,098,878	\$ 1,488,750	8.42%
Ongoing*	-	1,373,134	1,394,063	1,098,878	1,488,750	8.42%
One-time*	-	-	-	-	-	N/A
Professional/Contract	87,794	72,125	209,398	201,972	128,041	77.53%
Operating Supplies	51,461	55,337	55,843	58,833	63,484	14.72%
Repairs/Maintenance	2,107	3,500	3,500	3,500	31,100	788.57%
Communications/Transportation	26,610	25,800	25,800	24,300	37,000	43.41%
Insurance/Taxes	-	-	-	500	-	N/A
Other Charges/Services	7,273	4,100	4,100	4,295	4,100	0.00%
Machinery/Equipment	1,359	-	-	-	32,100	N/A
Office Furniture/Equipment	123	-	-	-	-	N/A
Capital Replacement	38,311	38,311	38,311	38,311	45,226	18.05%
Total Cost Center - 1061	\$ 1,285,823	\$ 1,572,307	\$ 1,731,015	\$ 1,430,589	\$ 1,829,801	16.38%
General Fund	\$ 1,285,823	\$ 1,572,307	\$ 1,731,015	\$ 1,430,589	\$ 1,829,801	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Neighborhood Preservation - 1061**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	1	1	1	1	0	0
Code Enforcement Supervisor	0	0	1	1	1	1
Code Inspector	6	5.5	4.5	4.5	4.5	4.5
Commercial Code Inspector	1	1	1	1	1	2
Graffiti Abatement Technician	1	1	1	1	1	1
Lead Code Inspector	0	0	1	1	1	1
Neighborhood Enhancement Coordinator	0	0	2	2	2	2
Neighborhood Preservation Supervisor	2	2	0	0	0	0
Neighborhood Preservation Technician	0	0	0.708	0.708	0.708	0.708
Neighborhood Programs Administrator	0	1	1	1	1	1
Neighborhood Resources Management Assistant	0	1	0	0	0	0
Neighborhood Services Manager	1	1	1	1	1	1
Neighborhood Services Specialist	1	1	0	0	0	0
Neighborhood Services Supervisor	0	0	1	1	1	1
Senior Administrative Assistant	0	0	0	0	1	1
Total	13	14.5	15.208	15.208	15.208	16.208

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 includes related one-time and ongoing operations and maintenance funding for the Commercial Code Inspector position, along with one-time funding for neighborhood beautification efforts and ongoing funding for Neighborhood Grants.

During FY 2020-21, one Administrative Assistant position was reclassified to Senior Administrative Assistant.

Effective July 1, 2021, one Housing Maintenance Worker position transferred from cost center 4650, Housing and Redevelopment, and is reclassified to Commercial Code Inspector.

Neighborhood Resources**Community Resources - 1062**

The Community Resources Division is committed to promoting diversity and collaborative community volunteer initiatives for Chandler residents through cultural awareness and For Our City – Chandler programs. The division's goal is to implement innovative concepts that improve the quality of life for all residents and cultivate an inclusive culture through engagement of City departments, non-profits, business partners, faith agencies, cultural organizations, and community members. This division will also assist our business community with both their volunteer and diversity and inclusion outreach efforts.

2021-22 Performance Measurements**Goal:**

To facilitate For Our City – Chandler program initiatives in support of neighborhood enhancement and community activities that provide for social service needs among underrepresented and underserved populations.

Support Priority Based Budgeting Goal(s): Attractive Community; Sustainable Economic Health

Objectives:

- ◆ Encourage volunteer efforts in support of residents in need.
- ◆ To coordinate service needs of the City and non-profit organizations with the service resources of faith-based communities, employers, business groups, and others in the Chandler area.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of community programs and staff led volunteer projects	55	209 ⁽¹⁾	40	80 ⁽²⁾	100 ⁽³⁾
Number of participants involved in the volunteer projects	2,146	2,278	2,000	1,080	1,180
Number of partnerships with corporate, social, non-profit, and faith-based groups	149	160	160	181	200
Number of initiatives completed through these partnerships	13	9	10	7	9

⁽¹⁾ Increase is due to the October 2019 For Our City Day which had an increase in the number of homes improved.

⁽²⁾ Due to COVID-19, the number of requests for volunteers from our Let's Pull Together program has decreased. The population served under the Let's Pull Together program is typically our vulnerable population, such as elderly and veterans, who are hesitant for service due to COVID-19. In addition to the lower number of requests, Pancakes and Pavers event was cancelled for 2020.

⁽³⁾ With restriction slowly being lifted, we predict the number of projects will gradually increase.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Neighborhood Resources**Community Resources - 1062****Goal:**

To promote Chandler as an inclusive community that values its rich diversity, history, and culture.

Support Priority Based Budgeting Goal(s): Contemporary Culture/Unified

Objectives:

- ◆ Collaborate with community groups to promote inclusion and diversity.
- ◆ Conduct and support diversity education programs in schools.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Diversity events held in the City	45	30 ⁽¹⁾	45	25 ⁽¹⁾	35
Community group partners	43	46	45	36 ⁽¹⁾	46
Students reached through diversity programs	4,005	3,783 ⁽¹⁾	4,000	4,343	4,000
School partners	16	19	16	16 ⁽¹⁾	19

⁽¹⁾ Decreased public events due to COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Community Resources - 1062**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ -	\$ 203,651	\$ 206,849	\$ 123,189	\$ 201,923	-0.85%
Ongoing*	-	203,651	206,849	123,189	201,923	-0.85%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	95,060	98,760	46,300	165,473	74.07%
Operating Supplies	-	4,713	4,713	5,300	8,300	76.11%
Repairs/Maintenance	-	-	-	500	1,000	N/A
Total Cost Center - 1062	\$ -	\$ 303,424	\$ 310,322	\$ 175,289	\$ 376,696	24.15%
General Fund	\$ -	\$ 303,424	\$ 310,322	\$ 175,289	\$ 376,696	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Community Resources and Diversity Supervisor	0	0	0	1	1	1
Management Assistant	0	0	0	1	1	1
Total	0	0	0	2	2	2

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 includes one-time funding for Diversity and Inclusion Events, and Consultant funding.

As part of the FY 2021-22 amendment process, one-time funding of \$10,000 for the Back to School Program, \$25,000 for Marketing and Special Events Consultant, and ongoing funding of \$25,000 for increased diversity events spending was transferred from the Council Contingency.

Housing and Redevelopment - 4650

The Housing and Redevelopment Division provides, facilitates, develops, and manages affordable housing products and supportive services to eligible persons with limited incomes through a variety of federal, state, local, and private resources.

2021-22 Performance Measurements**Goal:**

To provide affordable, decent, and safe housing for the City's low- and moderate-income citizens.

Supports Priority Based Budget Goal(s): Safe Community; Attractive Community

Objectives:

- ◆ Ensure maximum availability of the City's 303 public housing units to qualified families.
- ◆ Provide a comprehensive and efficient maintenance program for the City's public housing units.
- ◆ Ensure that available Housing Choice Voucher Program funding provides the most opportunity to assist eligible participants.
- ◆ As funding allows, provide supportive service programs that promote self-sufficiency and economic independence.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Annual lease rate of all public housing units	99%	99%	98%	99%	99%
Maintain utilization rate of 95% or better for Section 8 housing units ⁽¹⁾	96%	91% ⁽²⁾	95%	93% ⁽³⁾	95%
Percentage of emergency work orders completed within 24 hours	100%	100%	100%	99%	100%

⁽¹⁾ Effective FY 2020-21 the utilization rate measure changed from 96% to 95% due to the lack of affordable rental housing.

⁽²⁾ 2019-20 Actual decrease is due to a lack of affordable housing. It is anticipated that because of COVID-19 there may be more landlords participating in the program moving forward.

⁽³⁾ 2020-21 Year End Estimate decreased due to lack of affordable housing.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Housing and Redevelopment - 4650

Budget Summary

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,919,984	\$ 2,235,536	\$ 2,249,251	\$ 2,248,558	\$ 2,169,792	-2.94%
Ongoing*	-	2,235,536	2,249,251	2,248,558	2,169,792	-2.94%
One-time*	-	-	-	-	-	N/A
Professional/Contract	338,794	839,900	990,168	983,003	1,174,400	39.83%
Operating Supplies	114,679	144,346	144,346	145,311	134,786	-6.62%
Repairs/Maintenance	218,347	285,000	285,000	288,000	281,000	-1.40%
Communications/Transportation	21,499	21,900	22,036	21,986	24,460	11.69%
Insurance/Taxes	29,388	41,500	41,500	41,500	42,000	1.20%
Rents/Utilities	138,148	166,000	166,000	166,000	158,500	-4.52%
Other Charges/Services	5,434,140	5,830,340	5,830,340	5,950,590	6,308,701	8.20%
Contingencies/Reserves	-	3,420,000	3,420,000	-	3,182,000	-6.96%
Land/Improvements	77,405	-	-	-	100,000	N/A
Building/Improvements	62,407	350,000	308,979	308,979	270,000	-22.86%
Total Cost Center - 4650	\$ 8,354,792	\$ 13,334,522	\$ 13,457,620	\$ 10,153,927	\$ 13,845,639	3.83%
General Fund	\$ 116,814	\$ 100,636	\$ 102,257	\$ 98,564	\$ 104,326	
PHA Family Site Fund	1,174,488	1,562,145	1,620,142	1,470,142	1,499,345	
Scattered Site Fund	683,949	1,155,903	1,203,572	1,053,572	1,099,806	
PHA Management Fund	590,011	663,304	664,894	664,894	672,257	
PHA Family Self Sufficiency Fund	127,939	164,435	167,523	167,523	166,331	
Section 8 Voucher Fund	5,329,615	5,854,577	5,861,862	5,861,862	6,235,066	
Capital Program Grant Fund	269,297	739,322	743,170	743,170	924,308	
Reinvestment Project Fund	62,679	94,200	94,200	94,200	144,200	
Public Housing Contingency Fund	-	3,000,000	3,000,000	-	3,000,000	
Grand Total	\$ 8,354,792	\$ 13,334,522	\$ 13,457,620	\$ 10,153,927	\$ 13,845,639	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Housing and Redevelopment - 4650**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Accounting Specialist	1	1	1	1	1	1
Customer Service Representative	1	1	1	1	1	1
Family Self-Sufficiency Specialist	2	2	2	2	2	2
Housing Administration Supervisor	1	1	1	1	1	1
Housing and Redevelopment Manager	1	1	1	1	1	1
Housing Assistant	1	1	1	1	1	1
Housing Financial Supervisor	1	1	1	1	1	1
Housing Maintenance Supervisor	1	1	1	1	1	1
Housing Maintenance Worker	5	5	5	5	5	4
Housing Project Coordinator	1	1	1	1	1	1
Housing Quality Standards Inspector	1	1	1	1	1	1
Housing Specialist	4	4	4	4	4	4
Lead Housing Maintenance Worker	1	1	1	1	0	0
Management Assistant	0	0	0	0	1	1
Neighborhood Preservation Technician	0	0	0.292	0	0	0
Recreation Coordinator I	1	1	0	0	0	0
Recreation Coordinator II	0	0	1	1	1	1
Recreation Leader II (0.5 FTE positions)	1.5	1	1	1	1	1
Recreation Leader II (1.0 FTE position)	0	0.5	0.5	0.5	0.5	0.5
Total	23.5	23.5	23.792	23.5	23.5	22.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Effective July 1, 2021, one Housing Maintenance Worker position is transferred to cost center 1061, Neighborhood Preservation, and reclassified to Commercial Code Inspector.

Housing and Redevelopment Capital - 4651

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Land/Improvements	\$ -	\$ -	\$ -	\$ -	\$ 2,900,000	N/A
Total Cost Center - 4651	\$ -	\$ -	\$ -	\$ -	\$ 2,900,000	N/A
Reinvestment Project	\$ -	\$ -	\$ -	\$ -	\$ 2,900,000	

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for FY 2021-22. FY 2021-22 reflects the carryforward of uncompleted project funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Community Development - 4700

The Community Development Division is committed to improving human service needs through the coordination of housing and neighborhood revitalization programs supporting local social service. The division utilizes various Housing and Urban Development Department funds to serve low- and moderate-income citizens. In addition, through the guidance of the Housing and Human Services Commission, the division is responsible for administering Chandler General Funds in the form of the Youth Enhancement and Acts of Kindness Programs, as well as the Social Service Programs. The division's goal is to improve quality of life for residents through funding or through the programs that provide improved housing conditions, enhanced economic development opportunities, and a variety of social programs to address human service needs.

2021-22 Performance Measurements**Goal:**

Support and maintain strong relationships with non-profit, human services, and community-based organizations to enhance the quality of life for low- and moderate-income residents.

Supports Priority Based Budget Goal(s): Attractive Community; Good Governance

Objectives:

- ◆ Work with non-profit agencies to support the provision of human services to our residents through the City's Human Services Funding Process.
- ◆ Utilize Community Development Block Grant (CDBG) and HOME funds to rehabilitate substandard housing and to provide for new permanent affordable housing properties.
- ◆ Provide support for capital improvement projects that revitalize neighborhoods and enhance the safety and quality of life.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of social service programs provided through human services funding and partnerships	52	49	39	47	44
Number of rehabilitated housing units	24	10 ⁽¹⁾	20	23	35 ⁽²⁾
Units of new affordable housing	2	5 ⁽³⁾	2	2 ⁽⁴⁾	4
Number of capital projects targeting neighborhoods	1	1	2	1	2
Number of public facility capital projects	2	1	1	1	1
Number of homeless programs funded	13	11	13	11	13
Number of homeless/near-homeless clients served	5,936	5,914	4,500	3,435 ⁽⁵⁾	5,350
Number of partnerships to serve the homeless	30	30	30	30	30

⁽¹⁾ The Housing Rehabilitation Program was postponed due to COVID-19.

⁽²⁾ Funding for this activity has been increased to assist households with low and moderate income to safely remain in their homes.

⁽³⁾ The number of new affordable units completed fluctuates based on the provider's ability to acquire housing in the current market with the funds allocated to them. Further, if expenditures are low in a given year, available funding is increased for a future year which can also influence the number of homes acquired.

⁽⁴⁾ New housing units were lower in 2020-21, due to the pandemic and the provider was focused on expending other HOME federal funding received from other municipalities in the Valley.

⁽⁵⁾ Shelter capacity and other congregate services were reduced to implement social distancing due to COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Community Development - 4700**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 915,647	\$ 723,478	\$ 760,904	\$ 1,041,821	\$ 722,188	-0.18%
Ongoing*	-	647,528	684,954	965,871	722,188	11.53%
One-time*	-	75,950	75,950	75,950	-	-100.00%
Professional/Contract	1,086,508	2,383,269	15,472,482	9,687,991	2,665,768	11.85%
Operating Supplies	29,202	38,567	38,567	39,247	49,050	27.18%
Repairs/Maintenance	1,453	-	-	1,350	8,000	N/A
Communications/Transportation	7,103	13,350	201,090	401,719	20,900	56.55%
Rents/Utilities	-	-	-	-	2,000	N/A
Other Charges/Services	808,679	863,960	880,897	880,196	888,460	2.84%
Building/Improvements	-	-	-	150,000	-	N/A
Machinery/Equipment	-	1,000	1,000	2,000	2,521	152.10%
Total Cost Center - 4700	\$ 2,848,592	\$ 4,023,624	\$ 17,354,940	\$ 12,204,324	\$ 4,358,887	8.33%
General Fund	\$ 1,576,464	\$ 1,299,952	\$ 1,445,118	\$ 1,445,878	\$ 1,436,562	
Grant Fund**	-	-	12,880,332	7,728,956	-	
HOME Program Fund	391,362	582,558	585,844	585,844	947,000	
CDBG Fund	880,766	2,141,114	2,443,646	2,443,646	1,975,325	
Grand Total	\$ 2,848,592	\$ 4,023,624	\$ 17,354,940	\$ 12,204,324	\$ 4,358,887	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating Grant funding will be in cost center 1290, Non-departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures will continue to reflect Grant funds.

Community Development - 4700**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Code Inspector	1	1.5	1.5	1.5	1.5	1.5
Community Development and Resources Supervisor	0	1	1	1	1	1
Community Development Coordinator	1	1	1	1	1	1
Community Development Program Supervisor	1	0	0	0	0	0
Community Navigator Supervisor	0	0	0	0	0	1
Community Resources and Diversity Supervisor	1	1	1	0	0	0
Community Resources Manager	1	1	1	1	1	1
Customer Service Representative	1	1	1	1	1	1
Housing Rehabilitation Specialist	1	1	1	1	1	1
Management Assistant	1	1	1	0	0	0
Neighborhood Preservation Technician	0	0	0	0.292	0.292	0.292
Recreation Leader II	0	0.5	0.5	0.5	0.5	0.5
Total	8	9	9	7.292	7.292	8.292

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for contract services for Enhanced Mental Health Court Navigator pilot program which is in collaboration with City Magistrate Division.

Effective July 1, 2021, one Community Navigator Supervisor position is added along with associated ongoing increases in operations and maintenance funding.



13 Public Safety - Fire

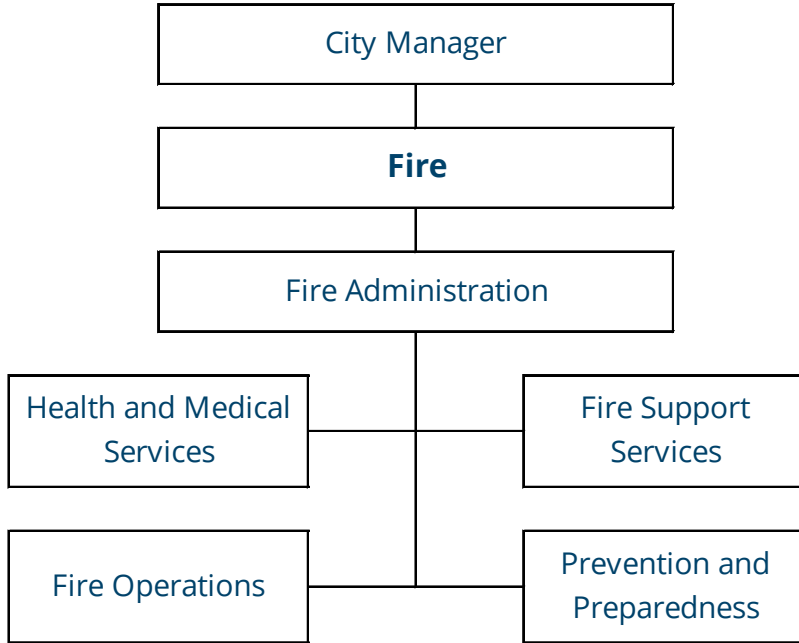


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary

“Moving Forward Together”



Chandler Fire is a five-time internationally accredited fire agency with an Insurance Services Office class 1 rating that responds when the community needs them most.



Fire Department Overview

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Fire Administration	\$ 4,031,361	\$ 4,177,864	\$ 4,382,935	\$ 3,578,402	-14.35%
Health and Medical Services	2,011,918	1,969,380	2,250,878	1,910,434	-2.99%
Fire Operations	28,964,778	30,329,952	31,868,000	30,334,167	0.01%
Prevention and Preparedness	1,473,086	1,430,746	1,539,798	1,440,624	0.69%
Fire Capital	4,405,136	6,310,244	3,133,277	8,525,075	35.10%
Fire Support Services	920,157	987,491	1,066,282	973,597	-1.41%
Total	\$ 41,806,437	\$ 45,205,677	\$ 44,241,170	\$ 46,762,299	3.44%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 33,619,247	\$ 35,031,305	\$ 36,822,856	\$ 35,084,215	
Ongoing ⁽¹⁾	-	32,526,466	34,342,817	33,237,462	2.19%
One-time ⁽¹⁾	-	2,504,839	2,480,039	1,846,753	-26.27%
Operating & Maintenance	3,782,053	3,864,128	4,285,037	3,153,009	-18.40%
Capital - Major	4,405,136	6,310,244	3,133,277	8,525,075	35.10%
Total	\$ 41,806,437	\$ 45,205,677	\$ 44,241,170	\$ 46,762,299	3.44%
Staffing by Cost Center					
Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Fire Administration	9.000	9.000	9.000	9.000	0.00%
Health and Medical Services	10.000	10.000	10.000	10.000	0.00%
Fire Operations	202.000	202.000	202.000	206.000	1.98%
Prevention and Preparedness	9.000	9.000	9.000	9.000	0.00%
Fire Support Services	4.000	4.000	4.000	4.000	0.00%
Total	234.000	234.000	234.000	238.000	1.71%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- Responded to over 1,700 incidents involving potential COVID-19 patients.
- Vaccinated 720 Chandler employees and 68 Chandler seniors in the public housing program.
- Negotiated a four-year agreement with three one-year renewals with Maricopa Ambulance.
- Hosted a regional Fire Academy and Paramedic Program, with firefighters from Chandler, Scottsdale, Tolleson, and Arizona Fire and Medical Authority.
- Received \$167,468 in grants which supported operations, training, and public education.
- Requested and accepted \$92,000 in federal reimbursement through FEMA for COVID-19 treatment and protective measures.
- Purchased and implemented electrostatic foggers for station and apparatus decontamination.
- Identified significant capital needs through a strategic planning process and presented them to the Public Safety Bond Committee.
- Implemented rigorous PPE purchasing and management guidelines to ensure continued protection for Chandler Firefighters during periods of severely restricted availability.
- The Chandler City Council awarded the design contract for the rebuild of Fire Station #2. The new station will be larger in size, allowing more vehicles and firefighters to be stationed in north Chandler, resulting in faster response times to the City's busiest area.
- Begun the process of becoming an accredited Paramedic Training Site, which allows individuals to earn college credit by attending the Chandler Paramedic Program.
- Deployed the Department's first automatic chest compression device. This \$17,000 piece of equipment was awarded through a Fire House Subs grant and is used to deliver optimal chest compressions, further enhancing patient survival following a cardiac arrest.
- Received the American Heart Association (AHA) Mission: Lifeline Silver Award for excellence in treating time-sensitive cardiac diseases such as heart attack or stroke.
- Participated in the planning and design of the southeast COVID-19 Vaccination POD and provided medical standby staffing during the duration of its operation.

Fire Administration - 2210

Fire Administration provides leadership and support for the Health and Medical Services, Operations, Prevention and Preparedness, and Support Services Divisions of the Fire Department. It accomplishes this by overseeing the operating and capital improvement budgets, performing short and long range planning, pursuing grants, maintaining data, providing research, processing payroll, and dealing with various leadership and financial responsibilities. It supports the uniform/protective equipment programs and addresses all other needs and issues related to supplies and facilities. Fire Administration also manages the accreditation process and ensures the department maintains nationally accredited status.

2021-22 Performance Measurements

Goal:

To manage the operating budget in a fiscally sound manner.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Provide cost effective fire and emergency medical services to the community.
- ◆ Compare favorably with the average valley fire department per capita cost.
Chandler uses seven comparable cities: Gilbert, Glendale, Mesa, Peoria, Phoenix, Scottsdale, and Tempe. For FY 2020-21, the comparable average for Fire service cost per capita is \$203.79 and the comparable average for Fire service cost per call is \$1,595.31.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Fire service cost per capita	\$140.91	\$141.57	\$138.62	\$145.86	\$143.70
Fire service cost per call	\$1,370.56	\$1,412.75	\$1,297.52	\$1,498.05	\$1,479.31

Goal:

To provide fire and emergency medical services in an effective and efficient manner.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Maintain staffing within acceptable levels.
- ◆ Compare favorably with the average firefighters per 1,000 population for comparable cities.
Chandler uses seven comparable cities: Gilbert, Glendale, Mesa, Peoria, Phoenix, Scottsdale, and Tempe. For FY 2020-21, the comparable average for Firefighters per 1,000 population is 0.955 and the comparable average for civilian personnel per 1,000 population is 0.187.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Firefighters per 1,000 population	0.821	0.813	0.808	0.802	0.791
Civilian personnel per 1,000 population	0.077	0.076	0.077	0.075	0.074

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Fire Administration - 2210

Goal:

To utilize grant funding opportunities.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Research and apply for grant opportunities. Once received, monitor and complete all requirements in accordance with grant guidelines.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Dollar value of grants applications	\$310,379	\$607,678 ⁽¹⁾	\$440,412	\$307,763	\$239,682
Dollar value of grants awarded ⁽²⁾	\$207,244	\$158,508	\$294,641	\$167,468	\$186,561

⁽¹⁾ The majority of the increase in the 2019-20 Actual is primarily for a 2019 Assistance to Firefighters grant application for automatic chest compression devices.

⁽²⁾ Grant awards are not usually applied for and received in the same fiscal year.

Goal:

To utilize resources to provide efficient and cost effective services.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Maintain existing agreements with other governmental agencies and enter into agreements that support and enhance services.
- ◆ Utilize citizen volunteers.
- ◆ Maintain positive working relationships between labor and management.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Automatic/Mutual Aid or Intergovernmental Agreements executed	16	19	17	19	19
Volunteer hours	8,300	6,877	8,015	4,915	8,000
Labor/Management Relations By Objectives (RBO) committee meetings	91	54 ⁽³⁾	90	42 ⁽³⁾	70

⁽³⁾ The reduction in committee meetings is directly related to the conclusion of several projects.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Fire Administration - 2210

Budget Summary

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,106,874	\$ 1,151,759	\$ 1,163,024	\$ 1,172,599	\$ 1,176,223	2.12%
Ongoing*	-	1,151,759	1,163,024	1,172,599	1,176,223	2.12%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,521,439	1,555,173	1,601,272	1,608,921	1,732,642	11.41%
Operating Supplies	348,748	504,892	617,583	652,712	393,350	-22.09%
Repairs/Maintenance	32,153	23,560	23,560	31,225	26,000	10.36%
Communications/Transportation	84,851	104,919	104,919	98,363	96,800	-7.74%
Insurance/Taxes	1,500	5,000	5,500	3,515	5,000	0.00%
Other Charges/Services	36,138	35,000	37,688	18,039	62,495	78.56%
Machinery/Equipment	102,098	-	-	-	-	N/A
Capital Replacement	797,561	797,561	797,561	797,561	85,892	-89.23%
Total Cost Center - 2210	\$ 4,031,361	\$ 4,177,864	\$ 4,351,107	\$ 4,382,935	\$ 3,578,402	-14.35%
General Fund	\$ 4,031,482	\$ 4,177,864	\$ 4,351,107	\$ 4,382,935	\$ 3,578,402	
Grant Fund	(122)	-	-	-	-	
Grand Total	\$ 4,031,361	\$ 4,177,864	\$ 4,351,107	\$ 4,382,935	\$ 3,578,402	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding will be in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	2	2	2	2	2	2
Assistant Fire Chief	1	1	1	1	1	1
Fire Budget and Research Analyst	1	1	1	1	1	1
Fire Chief	1	1	1	1	1	1
Fire Management Coordinator	0	1	1	1	1	1
Management Analyst	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1	1
Senior Management Analyst	1	0	0	0	0	0
Total	9	9	9	9	9	9

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects ongoing funding for an emergency dispatch fee increase and one-time funding for an EMS Training Manikin. FY 2021-22 reflects the elimination of FY 2020-21 one-time funding for the Paramedic Education Program and a Fire Academy.

Health and Medical Services - 2220

The Health and Medical Services Division provides the firefighting and emergency medical training necessary to ensure that all firefighters have the essential knowledge and skills needed to provide professional and high quality services to the citizens we serve in as safe a manner as possible. The division provides logistical support for emergency medical services through the procurement and maintenance of Emergency Medical Services (EMS) supplies and equipment, and oversees the Self Contained Breathing Apparatus (SCBA) program. The SCBA program includes maintenance, inspections, and training as specified in applicable regulations.

2021-22 Performance Measurements

Goal:

To provide the citizens of Chandler with state certified medical personnel.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Provide training and continuing education that meets or exceeds State of Arizona standards to all medical personnel.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of Firefighter Certified Paramedics ⁽¹⁾	131	124	135	122	131
Number of Firefighter Certified Emergency Medical Technicians ⁽¹⁾	67	80	67	88	88
Meet or exceed state requirement of 24 hours of continuing education for Paramedics	39 hours	25 hours	28 hours	30 hours	28 hours
Meet or exceed state requirement of 12 hours of continuing education for Emergency Medical Technicians	39.00 hours	25.00 hours	24.00 hours	27.25 hours	24.00 hours

⁽¹⁾ Amounts include all sworn ranks below Fire Chief.

Goal:

To ensure medical personnel perform within an acceptable level of standard of care.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Provide a health and medical Quality Assurance (QA) program. With full utilization of Electronic Patient Care Reporting (EPCR), all patient charts are electronically reviewed to ensure critical data points are completed. Patient charts related to heart attacks, EMS studies, refusals, and treat and refer receive additional review by division staff to ensure proper patient care and Advanced Life Support (ALS) procedures are being followed.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Patient charts that receive a QA review by division staff	4,989 ⁽²⁾	7,858	8,500	8,000	8,000

⁽²⁾ Beginning in FY 2018-19, the QA process changed resulting in a higher number of chart reviews.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Health and Medical Services - 2220

Goal:

To provide the training required to meet National Fire Protection Association (NFPA) standards, state statutes, federal mandates, Insurance Services Office, and local requirements.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ To ensure that all firefighter response personnel are provided with 46 hours of required training per calendar year under the supervision of the training staff in a controlled environment or under the supervision of their supervisor.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of training hours per firefighter	117.2	111.0	105.0	88.0 ⁽¹⁾	114.0
Number of firefighters trained ⁽²⁾	210	208	210	208	209
Total number of training hours	24,605	23,139	22,054	18,303	23,870

⁽¹⁾ Reduced firefighter training occurred in FY 2020-21 due to the ongoing COVID-19 pandemic.

Goal:

To increase firefighter safety.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ To provide firefighters with hands-on scenario based training related to fire operations, led by training staff on a quarterly basis.⁽²⁾
- ◆ To provide live fire training to 100% of response personnel annually.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Quarterly Scenario Training					
Number of quarters with scenario based training	3	3	4	3 ⁽³⁾	4
Live Fire Training					
Number of firefighters trained ⁽²⁾	210	210	210	210	210
% firefighters trained	100%	100%	100%	100%	100%

⁽²⁾ Includes all firefighters below the rank of Assistant Fire Chief.

⁽³⁾ Due to COVID-19 social distancing requirements, the 2020-21 Year End Estimate was reduced.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Health and Medical Services - 2220

Goal:

Provide a SCBA program that meets all applicable requirements and maintains reliable performance.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Provide repair, maintenance, and upgrades for all SCBAs and their components without on-duty crew downtime.
- ◆ Perform an annual face piece seal test for all employees.
- ◆ Provide required training.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Complete inspections and periodic maintenance on time with no crew downtime	100%	100%	100%	100%	100%
Perform annual face piece seal test ⁽¹⁾	212 of 212	210 of 210	210 of 210	210 of 210	210 of 210
Perform required user training	100%	100%	100%	100%	100%

⁽¹⁾ Figures include pre-hire personnel as well as personnel who were tested prior to retirement.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Health and Medical Services - 2220

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,702,675	\$ 1,697,412	\$ 1,728,121	\$ 1,858,000	\$ 1,724,864	1.62%
Ongoing*	-	1,697,412	1,728,121	1,858,000	1,724,864	1.62%
One-time*	-	-	-	-	-	N/A
Operating Supplies	187,846	102,076	233,647	188,185	87,250	-14.52%
Repairs/Maintenance	38,256	25,534	25,534	42,536	25,320	-0.84%
Communications/Transportation	1,883	5,000	5,000	619	5,000	0.00%
Other Charges/Services	70,771	129,358	142,717	125,634	53,000	-59.03%
Machinery/Equipment	10,487	10,000	10,000	35,904	15,000	50.00%
Total Cost Center - 2220	\$ 2,011,918	\$ 1,969,380	\$ 2,145,019	\$ 2,250,878	\$ 1,910,434	-2.99%
General Fund	\$ 2,011,918	\$ 1,969,380	\$ 2,145,019	\$ 2,250,878	\$ 1,910,434	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Assistant Fire Chief	1	1	1	1	1	1
EMS Specialist	1	1	1	1	1	1
Facility Maintenance Technician	1	1	0	0	0	0
Fire Battalion Chief	2	2	2	2	2	2
Fire Captain	4	4	4	4	4	4
Fire Facilities Maintenance Technician	0	0	1	1	1	1
Fire Support Services Technician	1	1	1	1	1	1
Total	10	10	10	10	10	10

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Fire Operations - 2230

The Fire Operations Division provides effective and efficient service delivery for fire, emergency medical, hazardous material, and technical rescue responses within the community. The division ensures the long-term sustainment of all service delivery through the management of personnel, safety and wellness, and communications.

2021-22 Performance Measurements

Goal:

To arrive on the scene of all emergency calls in a timely manner.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ To respond to 911 emergency calls of all types.
- ◆ Strive to obtain the City response time goal of five (5:00) minutes for 90% of all Fire Department emergency calls within the City of Chandler.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Emergency incidents ⁽¹⁾	26,812	26,371	28,293	25,964	26,293
Unit responses ⁽¹⁾	40,426	38,932	42,035	38,176	37,939
Medical emergencies	74%	74%	74%	73%	74%
Fire/other emergencies	26%	26%	26%	27%	26%
Response time to reach 90% of emergency calls (min:sec)	5:47	5:44	5:46	5:55	5:55

⁽¹⁾ Due to COVID-19, less calls were received and has been reflected the number of emergency incidents and unit response for the 2019-20 Actual and 2020-21 Year End Estimate.

Goal:

To ensure the safety of citizens by reducing the occurrence of fires within the City and to reduce the fire loss of those fires that occur once the Fire Department has arrived on the scene of a structure fire incident.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Provide effective services by maintaining an occurrence of less than two fires per 1,000 population.
- ◆ To contain 75% of structure fires to the room of origin.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Fires per 1,000 population ⁽²⁾	2.0	2.0	1.8	2.1	2.0
Percentage of structure fires contained to room of origin	75%	77%	66%	69%	74%

⁽²⁾ Figures represent all fires reported to the National Fire Incident Reporting System.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Fire Operations - 2230**Goal:**

Maintain a safe working environment for employees while they perform their duties.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Limit the number of on duty injuries.
- ◆ Provide a safe work environment in instances where we can control the environment.
- ◆ Maintain the capabilities of the workforce to meet the scope of the Fire Department.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Firefighter injuries ⁽¹⁾	32	26	30	26	28

⁽¹⁾ Firefighter injury totals are based on the Occupational Safety and Health Administration (OSHA) 300 Reportable Injury Report.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Fire Operations - 2230

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 28,964,778	\$ 30,329,952	\$ 31,873,513	\$ 31,868,000	\$ 30,334,167	0.01%
Ongoing*	-	27,825,113	29,368,674	29,387,961	28,487,414	2.38%
One-time*	-	2,504,839	2,504,839	2,480,039	1,846,753	-26.27%
Total Cost Center - 2230	\$ 28,964,778	\$ 30,329,952	\$ 31,873,513	\$ 31,868,000	\$ 30,334,167	0.01%
General Fund	\$ 28,964,778	\$ 30,329,952	\$ 31,536,506	\$ 31,618,000	\$ 30,334,167	
Grant Fund**	-	-	337,007	250,000	-	
Grand Total	\$ 28,964,778	\$ 30,329,952	\$ 31,873,513	\$ 31,868,000	\$ 30,334,167	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding will be in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Fire Operations - 2230

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Assistant Fire Chief	1	1	1	1	1	1
Fire Battalion Chief	7	7	7	7	7	7
Fire Captain	47	47	47	47	47	47
Fire Engineer	45	45	45	45	45	45
Firefighter	102	102	102	102	102	106
Total	202	202	202	202	202	206

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects ongoing funding for an overtime base adjustment and one-time funding for overtime for the Ostrich Festival. This one-time funding was also provided in FY 2020-21. FY 2021-22 reflects the elimination of FY 2020-21 one-time funding related to overtime to Paramedic Education Program and a Fire Academy.

Effective July 1, 2021, four Firefighter positions are added along with associated one-time and ongoing increases in operations and maintenance funding.

Public Safety Personnel Retirement System (PSPRS)

The PSPRS employer contribution actual rate for Fire is 41.67%, but budgeted net a credit at 36.25% for tiers 1 and 2, and 34.36% for the tier 3 defined benefit plan of wages per sworn position. The total budgeted employer contribution for FY 2021-22 is \$6.5 million, slightly lower than the prior year of \$6.8 million. The rate includes a normal retirement portion (38% or \$2.4 million) and a portion that is paid towards the unfunded liability (62% or \$4.0 million).

The PSPRS Fire unfunded liability is \$56.7 million as of the June 30, 2020 actuarial report, \$6.2 million lower than the prior year. The City has created a pay-down plan to accelerate reduction of the PSPRS unfunded liability over time. The plan includes an additional one-time payment of \$22 million total for Police (\$14.7 million) and Fire (\$7.3 million), from the City's General Fund in FY 2021-22 (shown in the Management Services book, Non-Departmental Cost Center) towards the goal of fully funding future retirement commitments of sworn personnel. This pay-down plan recognizes the fact that the unfunded amount will be greatly reduced over time, thereby reducing the unfunded liability portion of the annual rate paid per sworn position. This allows a portion of the PSPRS Fire employer contribution (\$1.8 million) to be paid from one-time funds as reflected above in the Budget Summary.

Prevention and Preparedness - 2240

The Prevention and Preparedness Division works to implement strategies that maximize the public's well-being by preventing emergencies from occurring to the greatest extent possible, by ensuring the department's effectiveness when responding to those emergencies that could not be prevented, and by providing community programs benefiting the safety and well-being of the members of the community.

2021-22 Performance Measurements

Goal:

To minimize the impact of natural or man-made disasters through training, development, and exercising the City Emergency Operations Plan.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Meet suggested Department of Homeland Security guidelines for exercise and evaluation of emergency operations.
- ◆ Conduct annual reviews of all City emergency plans to comply with federal and state guidelines.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
City emergency operations drills/training	12	10	10	5 ⁽¹⁾	10
Review of City emergency plans	14	16	14	14	14

Goal:

To provide preparedness and awareness training to employees and citizens.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Offer a Community Emergency Response Team (CERT) basic curriculum course a minimum of two times annually.
- ◆ Deliver preparedness and awareness training classes, demonstrations, and presentations.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
CERT basic training classes	3	2	3	0 ⁽¹⁾	3
Preparedness and awareness training	13	4	10	0 ⁽¹⁾	10

⁽¹⁾ Due to COVID-19 social distancing requirements, the 2020-21 Year End Estimate was reduced.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Prevention and Preparedness - 2240

Goal:

Enhance the protection of public and private facilities through Threat Vulnerability Assessments (TVA) of Critical Infrastructure and Key Resources (CIKR).

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Provide a minimum of 20 hours per month developing TVA of CIKR.
- ◆ Meet the State Department of Homeland Security (DHS) requirement of 40 hours of participation per month in the Terrorism Liaison Officer (TLO) program.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
TVA average monthly development hours ⁽¹⁾	10	10	10	N/A	N/A
TLO average monthly participation hours	90	100	80	90	50

⁽¹⁾ Effective FY 2020-21 the TVA is no longer performed by Chandler Fire TLO staff.

Goal:

To minimize casualties and losses of property from fire and other hazards

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Provide various types of occupancy inspections for buildings and property.
- ◆ Provide on-call fire investigation services.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Total inspections performed ⁽²⁾⁽³⁾	5,342	6,422	5,238	6,156	6,223
Hazardous materials inspections	89	90	89	90	90
Structural fire rate per 1,000 commercial occupancies per the Fire Department database	4.0	3.5	3.9	3.2	3.5
Fire investigations	18	22	25	20	20

⁽²⁾ Measure includes low-hazard self-inspection occupancies.

⁽³⁾ Effective FY 2020-21 the measure is revised from "Total occupancies inspected" to "Total inspections performed."

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Prevention and Preparedness - 2240

Goal:

To provide community programs benefiting the safety and well-being of the members of the community.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ To ensure child vehicle passenger safety by providing car seat installations and inspections.
- ◆ To provide fire and life safety education programs at Chandler schools.
- ◆ To install working smoke alarms, fire extinguishers, home safety assessments, and home escape plans for Chandler's older adults.
- ◆ To provide fire and life safety education programs to children and their parents on Chandler Channel 11 and online.
- ◆ To provide fire and life safety demonstrations for citizens groups upon request.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Child car seat installations ⁽¹⁾	776	308	722	0	300
Learning in Firesafe Environments (L.I.F.E) program hours ⁽¹⁾	661.0	460.5	651.0	0	461.0
Homes served by smoke alarm program ⁽¹⁾	545	255	593	0	250
Public safety demonstrations ⁽¹⁾	662	208	650	0	210

⁽¹⁾ The 2019-20 Actuals and 2020-21 Year End Estimates were greatly affected by the stoppage of community facing programs due to COVID-19. It is the department's goal to resume these programs in a lower capacity beginning in FY 2021-22 as the pandemic subsides.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Prevention and Preparedness - 2240

Budget Summary

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,346,271	\$ 1,363,101	\$ 1,573,908	\$ 1,458,325	\$ 1,385,474	1.64%
Ongoing*	-	1,363,101	1,573,908	1,458,325	1,385,474	1.64%
One-time*	-	-	-	-	-	N/A
Professional/Contract	10,914	12,000	26,266	14,267	-	-100.00%
Operating Supplies	42,338	24,750	58,035	23,478	24,750	0.00%
Repairs/Maintenance	47,687	18,495	25,099	20,836	18,000	-2.68%
Communications/Transportation	1,682	6,400	14,387	4,718	6,400	0.00%
Other Charges/Services	24,194	6,000	45,250	18,174	6,000	0.00%
Total Cost Center - 2240	\$ 1,473,086	\$ 1,430,746	\$ 1,742,945	\$ 1,539,798	\$ 1,440,624	0.69%
General Fund	\$ 1,407,550	\$ 1,430,746	\$ 1,462,699	\$ 1,414,797	\$ 1,440,624	
Grant Fund**	65,536	-	280,246	125,001	-	
Grand Total	\$ 1,473,086	\$ 1,430,746	\$ 1,742,945	\$ 1,539,798	\$ 1,440,624	

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Crisis Intervention Coordinator	1	1	1	1	1	1
Fire Accreditation and Data Coordinator	0	0	0	0	1	1
Fire Battalion Chief	2	2	2	2	2	2
Fire Marshal	1	1	1	1	1	1
Fire Prevention Specialist	1	1	1	1	1	1
Fire Prevention Supervisor	0	1	1	1	1	1
Lead Fire Prevention Specialist	1	0	0	0	0	0
Management Analyst	1	1	1	1	0	0
Senior Crisis Intervention Specialist	2	2	2	2	2	2
Total	9	9	9	9	9	9

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Management Analyst position was renamed Fire Accreditation and Data Coordinator.

Fire Capital - 2250

Capital Budget Summary

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ -	\$ -	\$ -	\$ 1,551	\$ -	N/A
Ongoing*	-	-	-	1,551	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	83,635	800,000	800,000	-	521,000	-34.88%
Operating Supplies	39,933	-	31,944	-	-	N/A
Repairs/Maintenance	1,692	-	-	-	-	N/A
Other Charges/Services	22,836	-	-	-	887,000	N/A
Project Support Recharge**	-	-	-	-	73,000	N/A
Contingencies/Reserves	-	5,510,244	-	-	840,075	-84.75%
Building/Improvements	2,006,289	-	9,682	-	5,030,000	N/A
Machinery/Equipment	2,198,704	-	3,131,726	3,131,726	600,000	N/A
Office Furniture/Equipment	52,047	-	-	-	574,000	N/A
Total Cost Center - 2250	\$ 4,405,136	\$ 6,310,244	\$ 3,973,352	\$ 3,133,277	\$ 8,525,075	35.10%
General Gov't Capital Projects Fund	\$ 45,950	\$ 868,337	\$ 841,626	\$ 1,551	\$ 1,828,075	
Fleet Replacement Fund	2,198,704	5,325,735	3,131,726	3,131,726	-	
Public Safety Bond Fund - Fire	2,160,482	63,049	-	-	6,697,000	
Fire Impact Fee Fund	-	53,123	-	-	-	
Grand Total	\$ 4,405,136	\$ 6,310,244	\$ 3,973,352	\$ 3,133,277	\$ 8,525,075	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects staff time spent in direct support of a specific capital project. This staff time is directly charged to the project.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 reflects the carryforward of uncompleted project funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Fire Support Services - 2260

The Fire Support Services Division (SSD) has two main management responsibilities: Mechanical Maintenance and Logistics. Mechanical Maintenance provides repairs, fuel, and preventive maintenance, and supervises outsourced repairs for emergency response vehicles and power equipment. The division also creates vehicle specifications, prepares new vehicles for service, and manages warranty issues. SSD Logistics supports the construction, maintenance, and equipment supply for all department vehicles and facilities through the coordination of several City divisions and contractors.

2021-22 Performance Measurements

Goal:

Maintain and support an efficient, safe fleet of emergency response vehicles without requiring on-duty crew downtime.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Maintain fully functional reserve fire apparatus for use as front line apparatus.
- ◆ Complete vehicle periodic maintenance on time.
- ◆ Complete power tool periodic maintenance on time.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Ensure that a reserve unit is available for frontline vehicle replacement	100%	100%	100%	100%	100%
On time completion of scheduled vehicle preventive maintenance	94%	97%	97%	97%	97%
Create and implement scheduled power tool preventive maintenance	95%	95%	95%	95%	95%

Goal:

Support the logistic needs of department facilities and personnel.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Provide delivery of fuel for bulk fuel tanks.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2019-20 Year End Estimate*	2021-22 Projected
Maintain useable fuel supply in station bulk fuel tanks	99%	99%	99%	99%	99%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Fire Support Services - 2260

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 498,649	\$ 489,081	\$ 492,568	\$ 465,932	\$ 463,487	-5.23%
Ongoing*	-	489,081	492,568	465,932	463,487	-5.23%
One-time*	-	-	-	-	-	N/A
Operating Supplies	401,721	492,210	596,782	600,350	503,910	2.38%
Repairs/Maintenance	19,702	2,000	2,000	-	2,000	0.00%
Other Charges/Services	85	4,200	4,200	-	4,200	0.00%
Total Cost Center - 2260	\$ 920,157	\$ 987,491	\$ 1,095,550	\$ 1,066,282	\$ 973,597	-1.41%
General Fund	\$ 920,157	\$ 987,491	\$ 1,095,550	\$ 1,066,282	\$ 973,597	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Fire Battalion Chief	1	1	1	1	1	1
Fire Mechanic - CDL	2	2	2	2	2	2
Senior Fire Mechanic - CDL	1	1	1	1	1	1
Total	4	4	4	4	4	4

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects the elimination of one-time funding for safety supplies for the 2021 Ostrich Festival.

As part of the FY 2021-22 amendment process, one-time funding of \$5,500 for natural gas meters was transferred from Council Contingency.



14 Public Safety - Police

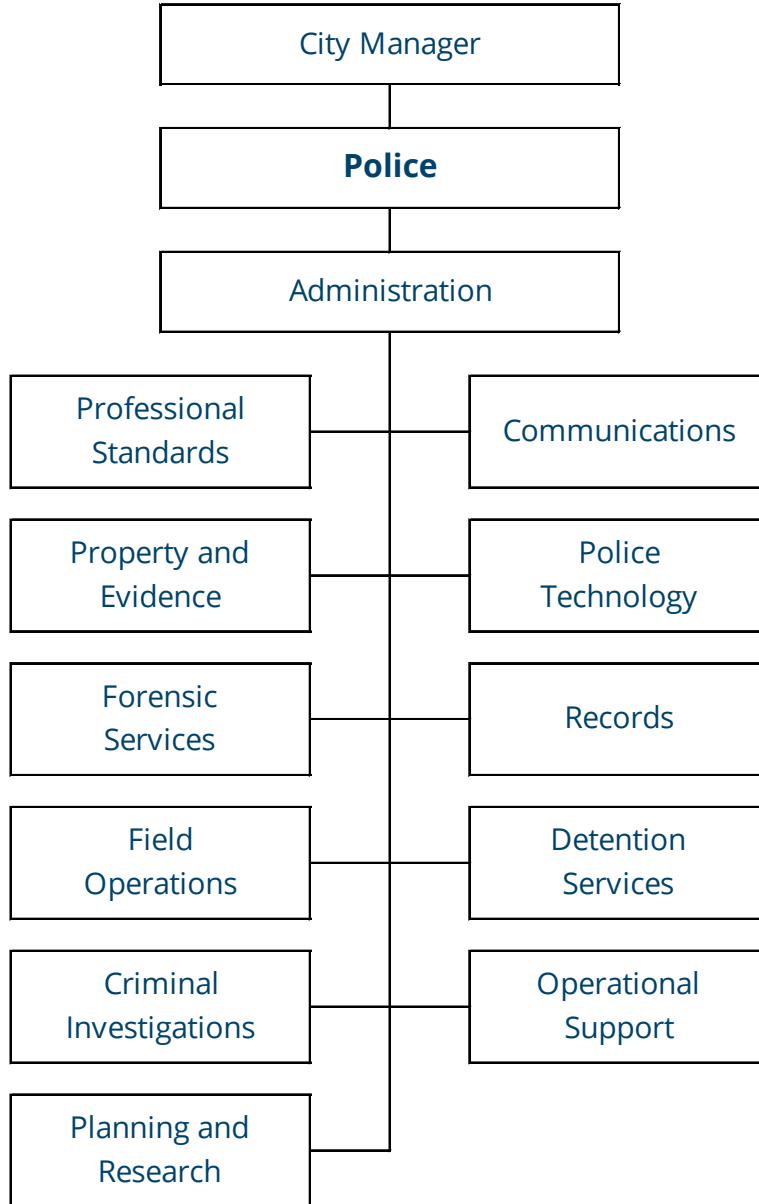


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary

“Moving Forward Together”



Chandler Police have continuously maintained international accreditation status since 1996. Excellent people combined with technology, training, and compassion, make Chandler one of the safest cities in the nation.



Police Department Overview

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Police Administration	\$ 2,708,883	\$ 3,004,565	\$ 2,812,778	\$ 2,969,953	-1.15%
Professional Standards	1,284,967	1,228,608	1,318,012	1,419,584	15.54%
Property and Evidence	501,785	478,380	374,104	461,983	-3.43%
Forensic Services	2,425,171	2,487,527	2,372,973	2,494,075	0.26%
Field Operations	32,277,919	32,187,697	32,494,761	32,794,640	1.89%
Criminal Investigations	13,879,130	13,794,166	14,269,208	13,956,463	1.18%
Planning and Research	993,814	1,086,469	986,450	1,157,343	6.52%
Communications	4,756,898	5,341,547	5,521,255	5,498,905	2.95%
Police Technology	2,375,787	2,632,325	2,254,550	2,631,384	-0.04%
Records	1,784,878	1,875,221	1,787,110	1,907,553	1.72%
Detention Services	2,041,232	2,614,890	2,666,518	2,639,813	0.95%
Operational Support	12,286,327	12,062,769	12,578,256	12,184,094	1.01%
Police Capital	5,113,993	6,163,411	1,247,539	8,205,273	33.13%
Total	\$ 82,430,785	\$ 84,957,575	\$ 80,683,514	\$ 88,321,063	3.96%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 69,032,842	\$ 69,216,269	\$ 68,990,650	\$ 69,940,229	
Ongoing ⁽¹⁾	-	65,194,476	65,132,857	65,625,655	0.66%
One-time ⁽¹⁾	-	4,021,793	3,857,793	4,314,574	7.28%
Operating & Maintenance	8,283,950	9,577,895	10,445,325	10,175,561	6.24%
Capital - Major	5,113,993	6,163,411	1,247,539	8,205,273	33.13%
Total	\$ 82,430,785	\$ 84,957,575	\$ 80,683,514	\$ 88,321,063	3.96%
Staffing by Cost Center					
	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Police Administration	10.000	10.000	10.000	10.000	0.00%
Professional Standards	8.000	8.000	8.000	8.000	0.00%
Property and Evidence	5.000	5.000	5.000	5.000	0.00%
Forensic Services	21.000	21.000	21.000	21.000	0.00%
Field Operations	194.000	195.000	196.000	196.000	0.51%
Criminal Investigations	87.000	87.000	87.000	87.000	0.00%
Planning and Research	9.000	9.000	10.000	10.000	11.11%
Communications	46.000	46.000	46.000	46.000	0.00%
Police Technology	12.000	12.000	10.000	10.000	-16.67%
Records	24.000	24.000	24.000	24.000	0.00%
Detention Services	13.000	13.000	13.000	13.000	0.00%
Operational Support	74.000	75.000	75.000	77.000	2.67%
Total	503.000	505.000	505.000	507.000	0.40%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

2020-21 Accomplishments

- Developing and maintaining community partnerships is the cornerstone of our system of policing in Chandler. With appreciation to those that worked alongside us this past year helping to safeguard our City, we helped drive down overall Part One crime again, making 2020 one of the safest years in Chandler's history.
- During the 2020 calendar year, volunteers donated 6,412 hours of service through the Chandler Police Department Volunteers in Policing program. The added value of hours contributed is \$163,280.
- In 2020, the Field Operations Division received nine hybrid patrol vehicles. The hybrid platform will offer significant improvements in fuel economy and reduce carbon dioxide emissions.
- The Homeless Liaison Officer working out of the Desert Breeze Substation in association with the Homeless Liaison Program, which brought together a variety of city departments and community partners, continued with the mission of sharing information and resources regarding best practices in addressing homelessness in Chandler. The officer hosted training for each patrol team to educate officers about resources available to assist them with homeless outreach efforts.
- Uniformed patrol officers have been equipped with body worn cameras since 2016. By November 2020, the program was expanded to all sworn personnel and policies were revised outlining mandatory usage.
- In October 2020, we joined the Central Arizona Safe Trails Task Force created by the FBI and the Gila River Police Department. This multi-jurisdictional team is tasked with the investigation of violent crimes and gang activity with a Native American nexus on the Gila River Reservation and in the City of Chandler in an effort to reduce crime and improve the overall quality of life in both jurisdictions.
- Thirteen new grants were awarded to the Police Department in 2020. When combined with all other active grants, the value exceeded \$1.4 million. Planning & Research administered these grants as well as 50 Intergovernmental Agreements/Memorandum of Understandings totaling more than \$1.3 million.
- Successfully transitioned to the National Incident-Based Reporting System (NIBRS) for Uniform Crime Reporting. NIBRS collects data on a wider array of offenses with substantially more detail on these offenses creating a more comprehensive view of crime.
- In 2020, the School Resource Officer Unit began the Thrive Resilience Program for teens. This training includes future scheduled classes in all three public school districts in the City of Chandler. This program is aimed at empowering students with resilience-based skills to enhance their positive mental health while aiding in successful social and emotional wellbeing of school communities.
- The Firearms Training Unit contributed to and oversaw, the construction of a new, fully virtual shoot house and decision-making facility. This state-of-the-art facility was custom built and includes interactive simulations compatible with marking cartridges or laser enabled firearms. This facility is the first of its kind in Arizona and offers endless training scenarios.
- Throughout 2020 and into 2021, the Training Unit has had a significant role in the defensive tactics training in the State of Arizona. Chandler's subject matter experts were successful in rewriting the defensive tactics manual which was approved by AZPOST. This has resulted in an additional 32 hours of training added to Arizona law enforcement academies.

Police Administration - 2010

Police Administration provides leadership and resources for the accomplishment of the department's mission of public safety for the citizens of Chandler.

2021-22 Performance Measurements

Goal:

Protect lives and property while fostering a sense of security for all people within the community by providing professional police services in a timely, efficient, fair, and impartial manner through the enforcement of the law within the framework of the United States and Arizona Constitutions.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Respond to emergency (Priority 1) calls for service in 5 minutes or less.⁽¹⁾
- ◆ Respond to urgent (Priority 2) calls in 5 minutes or less.⁽¹⁾
- ◆ Respond to non-emergency (Priority 3) calls in 30 minutes or less.⁽²⁾
- ◆ Maintain the crime rate for violent crimes (Uniform Crime Reporting Part 1 Crimes) at 2 per 1,000 population and property crimes at 32 per 1,000 population.
- ◆ Maintain less than one sustained external citizen complaint per 10,000 population.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Emergency (Priority 1) average response time (min:sec) ⁽¹⁾	6:04	4:28 ⁽¹⁾	5:00	4:31	5:00
Urgent (Priority 2) average response time (min:sec) ⁽¹⁾	16:23	6:00 ⁽¹⁾	5:00 ⁽¹⁾	6:10	5:00
Priority 3 average response time (min:sec) ⁽²⁾	49:33	14:46 ⁽²⁾	N/A	N/A	N/A
Part 1 Violent Crimes per 1,000 population	2.4	2.1	2.0	2.0	2.0
Part 1 Property Crimes per 1,000 population	19.8	20.6	32.0	18.4	32.0
Number of sustained external citizen complaints per 10,000 population	0.19	0.34	0.30	0.19	0.19

⁽¹⁾ Effective September 1, 2019, changes in dispatching priorities, protocols and call types were made to categorize and respond to calls for service more efficiently. FY 2019-20 Actual reflect data from September 2019 thru June 2020. While the five-minute objective remains for both emergency and urgent calls, they are measured separately to provide an accurate representation consistent with the new strategy. Emergency is defined as any threat to life or danger of serious physical injury or major property damage or any felony or violent misdemeanor where the suspect has remained at the scene or may be apprehended in the immediate area. Urgent is defined as any incident currently in progress that may not represent a significant threat to life or property.

⁽²⁾ Effective FY 2019-20, the objective and measure has been discontinued and is no longer being used.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Police Administration - 2010

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,888,940	\$ 1,888,657	\$ 1,907,628	\$ 1,903,400	\$ 1,853,845	-1.84%
Ongoing*	-	1,888,657	1,907,628	1,903,400	1,853,845	-1.84%
One-time*	-	-	-	-	-	N/A
Professional/Contract	87,255	111,959	111,959	135,000	112,159	0.18%
Operating Supplies	200,268	428,370	685,165	308,500	428,370	0.00%
Repairs/Maintenance	76,266	268,323	269,078	199,078	268,323	0.00%
Communications/Transportation	17,932	41,931	41,931	1,500	41,931	0.00%
Insurance/Taxes	-	500	500	-	500	0.00%
Other Charges/Services	86,041	144,825	147,224	59,300	144,825	0.00%
Machinery/Equipment	352,182	105,000	105,000	195,000	105,000	0.00%
Office Furniture/Equipment	-	15,000	15,000	11,000	15,000	0.00%
Total Cost Center - 2010	\$ 2,708,883	\$ 3,004,565	\$ 3,283,485	\$ 2,812,778	\$ 2,969,953	-1.15%
General Fund	\$ 2,270,592	\$ 2,254,565	\$ 2,280,385	\$ 2,266,278	\$ 2,219,953	
Police Forfeiture Fund	383,430	750,000	750,000	285,000	750,000	
Grant Fund**	54,862	-	253,100	261,500	-	
Grand Total	\$ 2,708,883	\$ 3,004,565	\$ 3,283,485	\$ 2,812,778	\$ 2,969,953	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding is in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Assistant Police Chief	2	2	2	2	2	2
Management Assistant	1	1	1	1	1	1
Police Advisor Assistant	1	1	1	1	1	1
Police Chief	1	1	1	1	1	1
Police Officer	1	1	1	1	1	1
Police Sergeant	1	1	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1	1
Video Productions Specialist	2	2	2	2	2	2
Total	10	10	10	10	10	10

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 includes one-time funding to enable spending of proceeds from weapons sales in accordance with HB 2455, and Police Forfeiture funds for various operational expenses. This funding was also provided in FY 2020-21 for the same purposes.

Professional Standards - 2015

The Professional Standards Division is responsible for maintaining 175 Commission on Accreditation for Law Enforcement Agencies (CALEA) standards; recruitment, selection, and hiring of department personnel; and the coordination of Internal Affairs investigations.

2021-22 Performance Measurements**Goal:**

Instill citizen and employee confidence in the department by maintaining the professional standards of the department and its employees.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Conduct regularly scheduled inspections and audits as directed by the Police Chief to assess the procedural quality control for both departmental and accreditation standards to include yearly policy review and proofs of compliance.
- ◆ Develop a recruitment plan for attracting both in-state and out-of-state qualified applicants for all positions within the department.
- ◆ Provide a professional and timely selection and hiring process for applicants applying for positions with the department.
- ◆ Maintain a 100-day or less hiring process for sworn personnel.
- ◆ Provide fair, impartial, and timely coordination and investigation of internal and external complaints against department employees.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of special inspections/audits	24	24	23	23	23
Number of recruitment events	22	11 ⁽¹⁾	21	17	21
Average number of days for hiring process for sworn positions	95	77	95	90	95

⁽¹⁾ Due to COVID-19 social distancing requirements, the 2019-20 Actual was reduced.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Professional Standards - 2015

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,240,524	\$ 1,184,864	\$ 1,197,851	\$ 1,227,200	\$ 1,375,740	16.11%
Ongoing*	-	1,184,864	1,197,851	1,227,200	1,228,640	3.69%
One-time*	-	-	-	-	147,100	N/A
Professional/Contract	24,470	13,540	20,950	26,955	13,640	0.74%
Operating Supplies	1,393	2,865	2,865	3,207	2,865	0.00%
Repairs/Maintenance	210	3,850	3,850	3,850	3,850	0.00%
Communications/Transportation	5,788	7,347	7,347	11,600	7,347	0.00%
Other Charges/Services	12,582	16,142	16,142	45,200	16,142	0.00%
Total Cost Center - 2015	\$ 1,284,967	\$ 1,228,608	\$ 1,249,005	\$ 1,318,012	\$ 1,419,584	15.54%
General Fund	\$ 1,284,967	\$ 1,228,608	\$ 1,249,005	\$ 1,318,012	\$ 1,419,584	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Police Accreditation and Compliance Coordinator	1	1	1	1	1	1
Police Administrative Specialist	1	1	1	1	1	1
Police Lieutenant	1	1	1	1	1	1
Police Officer	3	3	3	3	3	3
Police Sergeant	2	2	2	2	2	2
Total	8	8	8	8	8	8

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for two temporary Background Investigators.

Property and Evidence - 2020

The Property and Evidence Division receives, processes, stores, safeguards, and properly disposes items of property and/or evidence turned in by Police Officers. Disposition includes returning found items to individuals who have been properly identified as the owner.

2021-22 Performance Measurements**Goal:**

Intake, process, store, and safeguard items of evidence, found property, and items held for safekeeping. Ensure that all items are lawfully disposed of by making them available for court hearings, returning them to their lawful owners, destroying them, or conducting any other lawful disposition.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Prepare/schedule disposition of property within 30 days of court/officer approval in 98% of cases.
- ◆ Conduct 2 charity bike giveaways per year.
- ◆ Conduct monthly property destruction as scheduled.
- ◆ Maintain an inventory error rate of 3.0% or less for all property and evidence stored.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Prepare/schedule disposition of property within 30 days of approval	100%	100%	98%	100%	98%
Number of bike giveaways conducted	2	2	2	2	2
Months of property destruction	12	12	12	12	12
Inventory error rate	0.1%	0.3%	3.0%	0.1%	3.0%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Property and Evidence - 2020

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 473,388	\$ 449,218	\$ 450,907	\$ 348,800	\$ 432,821	-3.65%
Ongoing*	-	449,218	450,907	348,800	432,821	-3.65%
One-time*	-	-	-	-	-	N/A
Professional/Contract	7,650	10,100	10,100	7,900	10,100	0.00%
Operating Supplies	14,080	12,647	12,647	12,129	12,647	0.00%
Repairs/Maintenance	5,688	4,325	4,832	4,200	4,325	0.00%
Communications/Transportation	434	1,200	1,200	600	1,200	0.00%
Other Charges/Services	545	890	890	475	890	0.00%
Total Cost Center - 2020	\$ 501,785	\$ 478,380	\$ 480,576	\$ 374,104	\$ 461,983	-3.43%
General Fund	\$ 501,785	\$ 478,380	\$ 480,576	\$ 374,104	\$ 461,983	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Police Administrative Specialist	1	1	1	1	1	1
Property and Evidence Supervisor	1	1	1	1	1	1
Property and Evidence Technician	3	3	3	3	3	3
Total	5	5	5	5	5	5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Forensic Services - 2021

The Forensic Services Section (FSS) provides support to the criminal justice community by collecting, processing, and analyzing evidence. The FSS provides processing of crime scenes, ten print analysis, latent print comparisons, latent print processing, analysis of blood for alcohol concentration, and analysis of seized drugs.

2021-22 Performance Measurements

Goal:

To serve the Police Department, the criminal justice community, and the public with exemplary service through timely, thorough, and accurate analysis. Results and interpretations will be accurate and communicated to our customers in our reports and through impartial and accurate testimony. This is accomplished by embodying the highest standards of integrity and professionalism. With customer service as a foundation, FSS is committed to maintaining and continually improving the services provided.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Complete all requests for blood alcohol analysis within 30 days in 95% of all cases.
- ◆ Complete all requests for controlled substances analysis within 60 days in 95% of all cases.
- ◆ Complete all requests for photograph copies within 14 days in 95% of all cases.
- ◆ Complete all crime scene analysis reports within 14 days in 95% of all cases.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of requests for blood alcohol analysis completed within 30 days	99%	80%	95%	65% ⁽¹⁾	80% ⁽¹⁾
Percentage of requests for controlled substances analysis completed within 60 days	99%	80%	95%	22% ⁽²⁾	40% ⁽²⁾
Percentage of photograph copy requests completed within 14 days	100%	99%	95%	95%	95%
Percentage of crime scene analysis report requests completed within 14 days	99%	98%	95%	99%	98%

⁽¹⁾ The 2020-21 Year End Estimate and the 2021-22 Projection decreased due to an increase in caseload submissions.

⁽²⁾ The 2020-21 Year End Estimate and the 2021-22 Projected decreased due to an increase of analytical time for hazardous substances (i.e., Fentanyl) and complexity of caseload submissions.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Forensic Services - 2021

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,196,238	\$ 2,224,002	\$ 2,244,716	\$ 2,176,600	\$ 2,230,550	0.29%
Ongoing*	-	2,224,002	2,244,716	2,176,600	2,230,550	0.29%
One-time*	-	-	-	-	-	N/A
Professional/Contract	16,661	9,329	9,329	3,700	9,329	0.00%
Operating Supplies	52,316	77,259	79,650	60,328	77,259	0.00%
Repairs/Maintenance	132,649	153,325	182,991	120,045	153,325	0.00%
Communications/Transportation	891	6,620	10,820	-	6,620	0.00%
Insurance/Taxes	992	-	-	-	-	N/A
Other Charges/Services	25,425	16,992	16,992	12,300	16,992	0.00%
Total Cost Center - 2021	\$ 2,425,171	\$ 2,487,527	\$ 2,544,498	\$ 2,372,973	\$ 2,494,075	0.26%
General Fund	\$ 2,424,271	\$ 2,487,527	\$ 2,540,298	\$ 2,369,400	\$ 2,494,075	
Grant Fund**	900	-	4,200	3,573	-	
Grand Total	\$ 2,425,171	\$ 2,487,527	\$ 2,544,498	\$ 2,372,973	\$ 2,494,075	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding is in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Crime Scene Supervisor	2	1	1	1	1	1
Crime Scene Technician II	10	10	10	10	10	10
Forensic Assistant	2	1	1	1	1	1
Forensic Scientist II	1	0	0	0	0	0
Forensic Scientist III	4	5	5	5	5	5
Forensic Scientist Supervisor	1	1	1	1	1	1
Lead Crime Scene Technician	0	2	2	2	2	2
Police Forensics Service Section Manager	1	1	1	1	1	1
Total	21	21	21	21	21	21

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Field Operations - 2030

The Field Operations Division is responsible for patrol and traffic control of the City's roadways. The division is comprised of traditional patrol officers. The Community Oriented Policing (COP) program consists of 18 beats where officers and citizens work to identify and resolve problems.

2021-22 Performance Measurements**Goal:**

Protect lives and property by providing professional police services in a timely, efficient, and effective manner.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Develop and communicate effective directed enforcement plans for each district on an ongoing basis to address public safety issues and achieve departmental strategic goals.
- ◆ Conduct outreach and engagement activities that promote community involvement and enhance the Community Oriented Policing program.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of directed enforcement plans developed to address public safety issues and achieve departmental strategic goals	207	254	300	400	400
Number of community outreach and engagement activities	335	662	360	150 ⁽¹⁾	200 ⁽¹⁾

⁽¹⁾ Due to COVID-19 social distancing requirements, the 2020-21 Year End Estimate and the 2021-22 Projected was reduced.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Field Operations - 2030

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 29,159,267	\$ 28,935,210	\$ 29,505,098	\$ 28,915,200	\$ 29,258,840	1.12%
Ongoing*	-	25,147,068	25,716,956	25,291,058	25,416,793	1.07%
One-time*	-	3,788,142	3,788,142	3,624,142	3,842,047	1.42%
Professional/Contract	44,167	44,811	46,401	48,000	44,811	0.00%
Operating Supplies	1,604,890	1,853,325	2,242,915	1,837,398	1,854,966	0.09%
Repairs/Maintenance	36,883	48,146	49,632	45,113	61,106	26.92%
Communications/Transportation	28,082	43,649	46,602	24,296	30,689	-29.69%
Insurance/Taxes	20,275	24,794	24,794	25,000	24,794	0.00%
Other Charges/Services	15,580	17,679	17,679	10,400	17,679	0.00%
Machinery/Equipment	106,497	59,068	433,827	428,339	-	-100.00%
Capital Replacement	1,262,279	1,161,015	1,161,015	1,161,015	1,501,755	29.35%
Total Cost Center - 2030	\$ 32,277,919	\$ 32,187,697	\$ 33,527,963	\$ 32,494,761	\$ 32,794,640	1.89%
General Fund	\$ 32,195,980	\$ 32,187,697	\$ 33,210,463	\$ 32,263,401	\$ 32,794,640	
Grant Fund**	81,939	-	317,500	231,360	-	
Grand Total	\$ 32,277,919	\$ 32,187,697	\$ 33,527,963	\$ 32,494,761	\$ 32,794,640	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding is in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Field Operations - 2030**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Police Administrative Specialist	7	7	7	7	6	6
Police Commander	3	2	2	3	3	3
Police Field Operations Support Manager	0	0	0	0	1	1
Police Fleet Aide	1	1	1	1	1	1
Police Investigative Specialist	4	1	0	0	1	1
Police Lieutenant	10	10	10	10	10	10
Police Officer	150	152	152	152	152	152
Police Operations Support Supervisor	2	2	2	2	2	2
Police Sergeant	18	18	18	18	18	18
Quartermaster	1	1	1	1	1	1
Senior Police Communications Technician	1	1	1	1	1	1
Total	197	195	194	195	196	196

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Police Administrative Specialist position transferred to cost center 2080, Operational Support, one Police Field Operations Support Manager transferred from cost center 2050, Planning and Research, and one Police Investigative Specialist position transferred from cost center 2080, Operational Support.

FY 2021-22 reflects one-time funding related to overtime for the Ostrich Festival. This one-time funding was also provided in FY 2020-21.

Public Safety Personnel Retirement System (PSPRS)

The PSPRS employer contribution rate for Police is 49.12% for tiers 1 and 2, 45.46% for the tier 3 defined benefit plan, and 45.22% for the tier 3 defined contribution plan of wages per sworn position. The total budgeted employer contribution for FY 2021-22 is \$13.1 million, basically flat compared to the prior year of \$13.1 million. The rate includes a normal retirement portion (28% or \$3.7 million) and a portion that is paid towards the unfunded liability (72% or \$9.4 million).

The PSPRS Police unfunded liability is \$114.5 million as of the June 30, 2020 actuarial report, \$3.4 million lower than the prior year. The City has created a pay-down plan to accelerate reduction of the PSPRS unfunded liability over time. The plan includes additional one-time payment of \$22 million total for Police (\$14.7 million) and Fire (\$7.3 million), from the City's General Fund in FY 2021-22 (shown in the Management Services book, Non-Departmental Cost Center) towards the goal of fully funding future retirement commitments of sworn personnel. This pay-down plan recognizes the fact that the unfunded amount will be greatly reduced over time, thereby reducing the unfunded liability portion of the annual rate paid per sworn position. This allows a portion of the PSPRS Police employer contribution (\$3.7 million) to be paid from one-time funds as reflected in the Budget Summary table on the previous page.

Criminal Investigations - 2040

The Criminal Investigations Bureau is responsible for thoroughly investigating serious crimes committed against persons, property, and/or the State of Arizona. In doing so, investigators utilize specialized investigative skills and techniques to aid in solving these crimes. In addition, the Bureau maintains informative databases and investigative files on criminal street gangs and sex offenders.

2021-22 Performance Measurements

Goal:

Provide specialized investigative skills and appropriate proactive techniques to aid in solving crimes involving persons, property, narcotics, and gangs.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Maintain a clearance rate of at least 70% for all cases assigned to the Criminal Investigations Bureau.
- ◆ Ensure quality, complete, and thorough investigations are being submitted for criminal prosecution.
- ◆ Routinely analyze and address crime trends with proactive investigative strategies.
- ◆ Decrease violent gang activity and current crime trends through education, enforcement, and suppression.
- ◆ Cleared or investigated 90% of all vice, drug, and organized crime tips and leads (VDOs) within 30 days.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Criminal Investigations clearance rate	80%	76%	70%	80%	70%
Percentage of submitted cases requiring no further investigation	89%	85%	90%	90%	90%
Number of special projects in response to crime trends	105	91	75	75	75
Number of gang and crime awareness presentations	48	18 ⁽¹⁾	35	20 ⁽¹⁾	20 ⁽¹⁾
Percent of all VDO's cleared or investigated within 30 days	100%	100%	90%	100%	90%

⁽¹⁾ Due to COVID-19 social distancing requirements, the 2019-20 Actual, 2020-21 Year End Estimate and the 2021-22 Projected number of gang and crime awareness presentations was reduced.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Criminal Investigations - 2040

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 13,397,358	\$ 13,506,629	\$ 14,052,131	\$ 13,925,700	\$ 13,510,016	0.03%
Ongoing*	-	13,486,129	14,031,631	13,905,200	13,489,516	0.03%
One-time*	-	20,500	20,500	20,500	20,500	0.00%
Professional/Contract	15,574	1,225	1,225	500	1,225	0.00%
Operating Supplies	109,690	32,685	275,310	82,825	32,685	0.00%
Repairs/Maintenance	134,899	100,753	119,209	147,663	137,293	36.27%
Communications/Transportation	79,430	53,328	56,996	27,500	53,328	0.00%
Insurance/Taxes	8,318	2,000	2,000	2,000	2,000	0.00%
Rents/Utilities	-	-	-	20	-	N/A
Other Charges/Services	77,917	97,546	100,546	83,000	97,546	0.00%
Machinery/Equipment	55,944	-	-	-	122,370	N/A
Total Cost Center - 2040	\$ 13,879,130	\$ 13,794,166	\$ 14,607,417	\$ 14,269,208	\$ 13,956,463	1.18%
General Fund	\$ 13,573,649	\$ 13,704,409	\$ 13,816,060	\$ 13,903,708	\$ 13,864,499	
General Fund-Domestic Violence	34,500	35,500	35,500	35,500	35,500	
Grant Fund**	270,981	54,257	755,857	330,000	56,464	
Grand Total	\$ 13,879,130	\$ 13,794,166	\$ 14,607,417	\$ 14,269,208	\$ 13,956,463	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding is in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Criminal Investigations - 2040**Authorized Positions**

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Pawn Specialist	1	1	0	0	0	0
Police Administrative Specialist	2	2	2	2	2	2
Police Commander	1	1	1	1	1	1
Police Investigative Analyst	3	3	3	3	3	3
Police Investigative Specialist	0	0	2	2	2	2
Police Lieutenant	3	3	3	3	3	3
Police Officer	61	61	61	61	61	61
Police Sergeant	11	11	11	11	11	11
Victim Services Coordinator	1	1	1	1	1	1
Victim Services Specialist	3	3	3	3	3	3
Total	86	86	87	87	87	87

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 includes one-time funding for investigative equipment and one-time funding to support a Victim Services Specialist position; this funding was also provided in FY 2020-21. Police anticipates the reduction of existing grant funds used to support this position and are utilizing Domestic Violence Filing Fees to cover the anticipated loss.

Planning and Research - 2050

The Planning and Research Division is responsible for the department's budget, grant, and forfeiture fund administration, facilities, capital improvement program planning, strategic planning, crime analysis, uniform crime reporting, investigative assistance, deployment and efficiency analysis, and special project research.

2021-22 Performance Measurements

Goal:

Administer department financial resources, perform analysis and research, and provide planning services for the effective and efficient operation of the department. Provide crime and disorder analysis in support of department members and the public.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health; Connected and Mobile Community

Objectives:

- ◆ Perform ongoing budget monitoring analysis.
- ◆ Prepare and/or process grant applications, IGAs, MOUs, and similar contracts for the department.
- ◆ Provide crime analysis services (tactical crime bulletins, statistical administrative reports, crime maps, etc.).
- ◆ Produce monthly Uniform Crime Report according to federal and state standards and compile year-end report.
- ◆ Perform ongoing staff deployment and efficiency studies.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of budget monitoring reports performed	137	171	110	130	110
Number of grants/IGAs/MOUs prepared	35	35	35	32	35
Number of crime analysis products provided	854	979	725	860	725
Number of Uniform Crime Reports produced	12	12	12	12	12
Number of deployment and efficiency studies performed	44	66	50	50	50

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Planning and Research - 2050

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 854,531	\$ 1,025,307	\$ 994,541	\$ 892,800	\$ 1,096,181	6.91%
Ongoing*	-	936,457	905,691	803,950	1,016,561	8.55%
One-time*	-	88,850	88,850	88,850	79,620	-10.39%
Professional/Contract	106,943	-	70,315	60,000	-	N/A
Operating Supplies	5,242	20,440	20,440	8,450	20,440	0.00%
Repairs/Maintenance	11,041	25,412	25,412	20,000	25,412	0.00%
Communications/Transportation	4,053	9,000	9,000	2,000	9,000	0.00%
Other Charges/Services	12,004	6,310	6,310	3,200	6,310	0.00%
Total Cost Center - 2050	\$ 993,814	\$ 1,086,469	\$ 1,126,018	\$ 986,450	\$ 1,157,343	6.52%
General Fund	\$ 993,814	\$ 1,086,469	\$ 1,126,018	\$ 986,450	\$ 1,157,343	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Crime Analysis Supervisor	1	0	1	1	2	2
Management Analyst	1	1	1	1	0	0
Police Crime Analysis Data Technician	2	1	2	2	3	3
Police Crime and Intelligence Analyst	0	0	1	1	1	1
Police Investigative Specialist	0	2	0	0	0	0
Police Planning and Research Analyst	4	4	3	3	3	3
Police Planning and Research Manager	1	1	1	1	1	1
Total	9	9	9	9	10	10

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Management Analyst position was reclassified to Police Field Operations Support Manager and transferred to cost center 2030, Field Operations, and one Crime Analysis Supervisor position and one Police Crime Analysis Data Technician position transferred from cost center 2065, Police Technology.

FY 2021-22 reflects one-time funding to extend the contract for a Crime and Intelligence Analyst.

Communications - 2060

The Communications Section provides emergency and non-emergency police services to the public and supports other City departments in carrying out their public safety responsibilities by providing radio and computer aided dispatch.

2021-22 Performance Measurements**Goal:**

Provide services to the public and to support police units and other City departments in carrying out public safety responsibilities by receiving, processing, and dispatching requests for police services.

Supports Priority Based Budgeting Goal(s): Safe Community; Connected and Mobile Community

Objectives:

- ◆ Process calls for services.
- ◆ Answer a minimum of 90% of all 9-1-1 calls within 15 seconds.⁽¹⁾
- ◆ Answer a minimum of 95% of all 9-1-1 calls within 20 seconds.
- ◆ Enter 85% of Priority 1 calls received through 9-1-1 into the system within one minute. This is Communications' effort in meeting the department 5 minute response times.
- ◆ Maintain a median queue of 30 seconds or less on Priority 1 calls for service (entered to dispatched).

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Total call volume into the dispatch center	343,483	383,448	355,000	353,000	355,000
Percentage of 9-1-1 calls answered within 15 seconds ⁽¹⁾	95%	96%	90%	98%	96%
Percentage of 9-1-1 calls answered within 20 seconds	99%	99%	95%	98%	98%
Percentage of Priority 1 calls received through 9-1-1 entered into the system within one minute of time received	88%	85%	85%	85%	85%
Median number of seconds in queue on Priority 1 calls (entered to dispatched)	24	30	30	27	27

⁽¹⁾ Effective FY 2020-21 objective and measure were modified from 10 to 15 seconds to reflect the national industry standards. Actual amounts reported do not change regardless of reverting back to the national industry standards.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Communications - 2060

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,697,290	\$ 3,927,534	\$ 3,974,534	\$ 3,789,050	\$ 3,991,351	1.62%
Ongoing*	-	3,927,534	3,974,534	3,789,050	3,991,351	1.62%
One-time*	-	-	-	-	-	N/A
Professional/Contract	8,769	4,787	4,787	8,800	4,787	0.00%
Operating Supplies	22,485	31,573	31,573	73,550	31,031	-1.72%
Repairs/Maintenance	688,148	715,855	719,977	703,776	720,898	0.70%
Communications/Transportation	17,012	11,380	11,380	-	11,380	0.00%
Other Charges/Services	4,193	8,612	8,612	2,800	8,871	3.01%
Machinery/Equipment	31,612	350,523	651,996	651,996	421,783	20.33%
Capital Replacement	287,390	291,283	291,283	291,283	308,804	6.02%
Total Cost Center - 2060	\$ 4,756,898	\$ 5,341,547	\$ 5,694,142	\$ 5,521,255	\$ 5,498,905	2.95%
General Fund	\$ 4,756,898	\$ 5,341,547	\$ 5,694,142	\$ 5,521,255	\$ 5,498,905	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Dispatch Supervisor	7	6	6	6	6	6
Dispatcher	29	29	29	29	29	29
Emergency Call Taker	7	7	7	7	7	7
Police Administrative Specialist	1	1	1	1	1	1
Police Communications Manager	1	1	1	1	1	1
Police Communications Operations Supervisor	0	1	1	1	1	1
Police Radio Communications Analyst	1	1	1	1	1	1
Total	46	46	46	46	46	46

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects ongoing and one-time funding related to the purchase of Mobile Data Computers and Mobile Radios and amounts transferred to the Equipment Replacement Fund. FY 2021-22 reflects ongoing funding for amounts transferred to the Equipment Replacement Fund for radio equipment to support the new SRO position in cost center 2080, Operational Support.

Police Technology - 2065

The Police Technology Division provides seamless integration of technology services and strategies that support the department with carrying out the mission of public safety for the citizens of Chandler.

2021-22 Performance Measurements**Goal:**

Establish technology-based services and strategies which will support members of the department with the delivery of professional police services to our citizens by utilizing agile, cost-effective, innovative, reliable, and secure technology.

Supports Priority Based Budgeting Goal(s): Safe Community; Good Governance

Objectives:

- ◆ Maintain 99% availability of critical applications.
- ◆ Provide training and resources to assist employees with use of critical applications within two weeks of request 90% of the time.
- ◆ Provide technical, hardware, and application support to Records Management System (RMS) users 90% of the time within one business day.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of time critical applications are available	99%	99%	99%	99%	99%
Percentage of training and resources provided to employees within two weeks of request time	98%	99%	99%	99%	99%
Percentage of RMS support requests responded to within one business day	97%	98%	90%	97%	98%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Police Technology - 2065

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,467,829	\$ 1,549,968	\$ 1,561,112	\$ 1,224,600	\$ 1,401,085	-9.61%
Ongoing*	-	1,425,667	1,436,811	1,100,299	1,175,778	-17.53%
One-time*		124,301	124,301	124,301	225,307	81.26%
Operating Supplies	52,553	27,325	27,398	21,200	151,502	454.44%
Repairs/Maintenance	574,268	603,967	604,650	601,500	612,712	1.45%
Communications/Transportation	278,894	443,450	523,624	405,000	457,970	3.27%
Other Charges/Services	2,243	7,615	7,615	2,250	8,115	6.57%
Total Cost Center - 2060	\$ 2,375,787	\$ 2,632,325	\$ 2,724,399	\$ 2,254,550	\$ 2,631,384	-0.04%
General Fund	\$ 2,375,787	\$ 2,632,325	\$ 2,724,399	\$ 2,254,550	\$ 2,631,384	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Business Systems Support Analyst	4	4	4	4	4	4
Business Systems Support Specialist	1	1	1	1	1	1
Crime Analysis Supervisor	0	1	1	1	0	0
Police Administrative Specialist	1	1	0	0	0	0
Police Crime Analysis Data Technician	0	1	3	3	2	2
Police Investigative Specialist	0	1	0	0	0	0
Police Sergeant	1	1	1	1	1	1
Police Technology Manager	1	1	1	1	1	1
Senior Business Systems Support Specialist	1	1	1	1	1	1
Total	9	12	12	12	10	10

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Crime Analysis Supervisor position and one Police Crime Analysis Data Technician position transferred to cost center 2050, Planning and Research.

FY 2021-22 reflects ongoing and one-time funding to purchase Police Recruit Technology and Mobile Data Computer and Radios; one-time funding for a temporary Technology Training and Development Coordinator; and one-time funding for a temporary Business Systems Support Analyst which has been funded as one-time since FY 2016-17.

Records - 2070

The Records Unit manages and processes police reports and related records. This unit validates the accuracy of information entered into state and national law enforcement databases, enters and clears warrants, runs criminal histories, notifies owners of stolen vehicle recoveries, images documents to police reports, and responds timely to requests for police reports and for police video from body worn cameras.

2021-22 Performance Measurements

Goal: Process and manage police reports and related documents and timely respond to requests for these reports and other information. Validate the accuracy of records entered into the Arizona Crime Information Center (ACIC) and the National Crime Information Center (NCIC).

Supports Priority Based Budgeting Goal(s): Safe Community; Connected and Mobile Community

Objectives:

- ◆ Process requests for report copies within 10 business days in 90% of all cases.
- ◆ Validate the accuracy of records entered in the ACIC and NCIC information systems within set time limits 100% of the time.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of report copy requests processed within 10 business days	97%	96%	90%	96%	90%
Percentage of validations completed within allotted time limits	100%	100%	100%	100%	100%

Goal:

Provide information as requested in an accurate and timely manner to the public, media, private and public sector organizations, and members of the department.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Process requests for criminal histories by the end of the following shift in 98% of all cases.
- ◆ Mail "Notice of Recovery" letters to auto theft victims within 24 hours of recovery in 98% of all cases.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of criminal histories completed by the end of the following shift	100%	100%	100%	100%	98%
Percentage of recovery letters mailed to victim with 24 hours	100%	100%	98%	98%	98%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Records - 2070

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,759,354	\$ 1,839,890	\$ 1,882,693	\$ 1,759,600	\$ 1,872,222	1.76%
Ongoing*	-	1,839,890	1,882,693	1,759,600	1,872,222	1.76%
One-time*	-	-	-	-	-	N/A
Operating Supplies	18,421	24,781	24,781	20,600	24,781	0.00%
Repairs/Maintenance	5,681	6,750	6,750	6,210	6,750	0.00%
Communications/Transportation	570	2,000	2,000	-	2,000	0.00%
Other Charges/Services	853	1,800	1,800	700	1,800	0.00%
Total Cost Center - 2070	\$ 1,784,878	\$ 1,875,221	\$ 1,918,024	\$ 1,787,110	\$ 1,907,553	1.72%
General Fund	\$ 1,762,594	\$ 1,875,221	\$ 1,893,024	\$ 1,771,910	\$ 1,907,553	
Grant Fund**	22,284	-	25,000	15,200	-	
Grand Total	\$ 1,784,878	\$ 1,875,221	\$ 1,918,024	\$ 1,787,110	\$ 1,907,553	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

**The Adopted Budget for operating grant funding is in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Police Records Specialist	19	19	19	19	19	19
Police Records Supervisor	4	4	4	4	4	4
Police Support Services Manager	1	1	1	1	1	1
Total	24	24	24	24	24	24

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Detention Services - 2071

The Detention Services Division, in conjunction with the Gilbert Police Department, operates a joint facility for the booking, processing, and holding of prisoners pending processing by various courts. The division assists with the booking and safe disposition of prisoners while providing customer service support to multiple stakeholders and ensures that all prisoners arrive on time for court appearances and are treated in accordance with policy.

2021-22 Performance Measurements**Goal:**

Provide for the safe and timely management of prisoners held in the holding facility and subsequent processing in partnership with various courts. Ensure all prisoners in custody are treated in accordance with policy.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Prisoners are delivered on time for court ordered appearances in 100% of all cases.
- ◆ Complaints of mistreatment are promptly investigated, with no prisoners being mistreated.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Prisoners delivered on time for court ordered appearances	100%	100%	100%	100%	100%
Percent of investigated complaints resulting in the finding of no mistreatment to prisoners	100%	100%	100%	100%	100%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Detention Services - 2071

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,264,195	\$ 1,102,827	\$ 1,117,132	\$ 1,153,400	\$ 1,127,750	2.26%
Ongoing*	-	1,102,827	1,117,132	1,153,400	1,127,750	2.26%
One-time*	-	-	-	-	-	N/A
Professional/Contract	772,087	1,509,068	1,509,068	1,509,068	1,509,068	0.00%
Operating Supplies	1,133	1,495	1,495	3,600	1,495	0.00%
Communications/Transportation	2,841	1,000	1,000	-	1,000	0.00%
Other Charges/Services	975	500	500	450	500	0.00%
Total Cost Center - 2071	\$ 2,041,232	\$ 2,614,890	\$ 2,629,195	\$ 2,666,518	\$ 2,639,813	0.95%
General Fund	\$ 2,041,232	\$ 2,614,890	\$ 2,629,195	\$ 2,666,518	\$ 2,639,813	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Detention Officer - CDL	11	11	11	11	11	11
Police Detention Supervisor - CDL	2	2	2	2	2	2
Total	13	13	13	13	13	13

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Operational Support - 2080

The Operational Support Division includes the Community Resources, Traffic, and Special Operations Sections. The Community Resources Section includes the School Resource Officer Program, the Crime Prevention Unit, and the Volunteers in Policing Program. Each section strives to maximize citizens' engagement through encouraging and assisting in the development and implementation of crime prevention programs. Park Rangers create a safe and enjoyable environment for City parks. The Traffic Unit enhances motorist safety through directed enforcement initiatives. The Training Unit coordinates and documents all training for department personnel.

2021-22 Performance Measurements

Goal:

Enhance community-oriented policing through programs that work in partnership with the community and in the schools, such as the SRO Program, Police Academies, youth programs, and the Volunteers in Policing Program.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Support the SRO program in schools within the City.
- ◆ Provide Law Related Education (LRE) instruction to students.
- ◆ Provide Police Academies and youth programs to the community.
- ◆ Coordinate departmental volunteer activity to enhance citizen interaction and service to our community.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of schools within the City with an SRO	10	10	10	10	11
Number of LRE hours taught	2,356	2,088	2,000	2,000	2,456
Number of academies and youth programs	13	9 ⁽¹⁾	15	15	15
Number of volunteer hours donated	8,899	8,006	8,000	8,000	8,000

⁽¹⁾ Due to COVID-19 social distancing requirements, academies and youth programs were reduced.

Goal:

Provide training and maintain personnel training records.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Provide complete training to police personnel by meeting or exceeding the Arizona Peace Officer Standards and Training (AZ POST) of eight hours of continual training per officer per year and eight hours of proficiency training per officer every three years.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Maintain AZ POST training standards	100%	100%	100%	100%	100%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Operational Support - 2080

Goal:

Through the Crime Prevention Unit, increase the availability of crime prevention information to the community through specific crime prevention services. Through education, foster the community's sense of responsibility for crime prevention and participation with the police in identifying and solving crime and quality of life issues.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Encourage citizen participation and provide public safety information in annual open house and public meetings with members of the community to address and develop joint law enforcement/citizen solutions to neighborhood problems.
- ◆ Ascertain concerns and needs of community through citizen satisfaction surveys.⁽¹⁾
- ◆ Promote traffic safety by conducting special public awareness events annually.
- ◆ Provide the community with at least 360 crime prevention contacts, including presentations such as Crime Prevention Through Environmental Design (CPTED) assessments, and participation in community events. Programs include neighborhood watch meetings, safety fairs, and other crime prevention presentations.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of citizen community meetings	92	66 ⁽²⁾	150	150	150
Number of citizen satisfaction surveys completed ⁽¹⁾	78	N/A	N/A	N/A	N/A
Number of traffic safety and education special events conducted	160	57 ⁽²⁾	170	170	180
Number of crime prevention program contacts	329	252	365	365	365

⁽¹⁾ Effective 2019-20 objective and measure have been eliminated.

⁽²⁾ Due to COVID-19 social distancing requirements, citizen participation and public events were reduced.

Goal:

To conduct professional and directed traffic enforcement throughout the City by enhancing traffic safety and reducing accidents.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Reduce traffic accidents and enhance traffic safety.
- ◆ Maintain or reduce the accident rate at 14.0 per 1,000 population.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of directed traffic enforcement initiatives ⁽³⁾	440	150 ⁽⁴⁾	455	302 ⁽⁴⁾	455
Accidents per 1,000 population	16.1	14.8	17.2	16.0	16.0

⁽³⁾ Focus is at high accident locations based on collision data.

⁽⁴⁾ Reduced traffic enforcement initiatives due to COVID-19.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Operational Support - 2080**Goal:**

Create a safe and pleasant environment for park patrons through high visibility patrols within City parks.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community; Sustainable Economic Health

Objectives:

- ◆ Maintain a Park Ranger Team average of 10,800 park visits per year.
- ◆ Conduct a team average of 2,000 hours per year of foot patrol through the parks for enforcement purposes.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of park visits per year	10,533	8,701 ⁽¹⁾	10,800	10,800	10,800
Number of park foot patrol hours per year	1,965	1,820 ⁽¹⁾	2,000	2,000	2,000

⁽¹⁾ 2019-20 Actual reflects a decrease due to an extended personnel vacancy.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Operational Support - 2080

Budget Summary

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 11,633,929	\$ 11,582,163	\$ 12,320,518	\$ 11,674,300	\$ 11,789,828	1.79%
Ongoing*	-	11,582,163	12,320,518	11,674,300	11,789,828	1.79%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	-	-	900	-	N/A
Operating Supplies	517,442	400,307	762,645	811,206	301,887	-24.59%
Repairs/Maintenance	24,698	23,238	23,238	16,150	23,318	0.34%
Communications/Transportation	29,863	18,459	18,459	16,800	19,459	5.42%
Insurance/Taxes	5,250	3,750	4,500	4,500	3,750	0.00%
Other Charges/Services	56,874	34,852	34,852	54,400	45,852	31.56%
Machinery/Equipment	18,271	-	-	-	-	N/A
Total Cost Center - 2080	\$ 12,286,327	\$ 12,062,769	\$ 13,164,212	\$ 12,578,256	\$ 12,184,094	1.01%
General Fund	\$ 11,899,834	\$ 12,062,769	\$ 12,225,112	\$ 12,059,756	\$ 12,184,094	
Grant Fund**	386,493	-	939,100	518,500	-	
Grand Total	\$ 12,286,327	\$ 12,062,769	\$ 13,164,212	\$ 12,578,256	\$ 12,184,094	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating grant funding is in cost center 1290, Non-Departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant Fund.

Operational Support - 2080**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Civilian Range Instructor	2	2	2	2	2	2
Crime Prevention Specialist	1	1	1	1	1	1
Impound Hearing Specialist	1	1	1	1	1	1
Park Ranger	5	5	5	5	5	5
Police Administrative Specialist	0	0	0	0	1	1
Police Commander	0	1	1	1	1	1
Police Investigative Specialist	1	1	1	1	0	0
Police Lieutenant	3	3	3	3	3	3
Police Mental Health and Wellness Coordinator	0	0	0	0	0	1
Police Officer	48	47	47	48	48	49
Police Sergeant	11	11	11	11	11	11
Police Training and Development Coordinator	1	1	1	1	1	1
Police Volunteer Coordinator	1	1	1	1	1	1
Total	74	74	74	75	75	77

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Police Administrative Specialist position transferred from cost center 2030, Field Operations, and one Police Investigative Specialist position transferred to cost center 2030, Field Operations.

FY 2021-22 reflects ongoing and one-time funding for a School Resource Officer (SRO), which is offset through revenues from CUSD. FY 2021-22 reflects the elimination of one-time funding for taser replacements approved in FY 2020-21.

Effective July 1, 2021, one Police Mental Health and Wellness Coordinator position and one Police Officer position (the SRO mentioned above) are added along with associated one-time and ongoing increases in operations and maintenance funding.

As part of the FY 2021-22 amendment process, ongoing funding of \$10,000 for leadership training was transferred from Council Contingency.

Police Capital - 2100

Capital Budget Summary

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 13,490	\$ -	\$ -	\$ 3,940	\$ -	N/A
Ongoing*	-	-	-	3,940	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	33,646	-	661,234	53,854	209,000	N/A
Repairs/Maintenance	3,284	-	-	-	-	N/A
Other Charges/Services	65,118	-	-	377	116,000	N/A
Project Support Recharge**	-	-	-	-	15,000	N/A
Contingencies/Reserves	-	4,390,411	-	-	4,690,273	6.83%
Building/Improvements	4,998,456	-	3,248,078	324,368	889,000	N/A
Machinery/Equipment	-	-	-	-	340,000	N/A
Office Furniture/Equipment	-	1,773,000	2,028,500	865,000	1,946,000	9.76%
Total Cost Center - 2100	\$ 5,113,993	\$ 6,163,411	\$ 5,937,812	\$ 1,247,539	\$ 8,205,273	33.13%
Police Forfeiture Fund	\$ 1,862,897	\$ -	\$ -	\$ -	\$ -	
General Gov't Capital Projects Fund	2,134,808	6,115,613	5,906,977	1,247,539	7,136,438	
Public Safety Bonds - Police	1,116,288	47,798	30,835	-	1,068,835	
Grand Total	\$ 5,113,993	\$ 6,163,411	\$ 5,937,812	\$ 1,247,539	\$ 8,205,273	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects staff time spent in direct support of a specific capital project. This staff time is directly charged to the project.

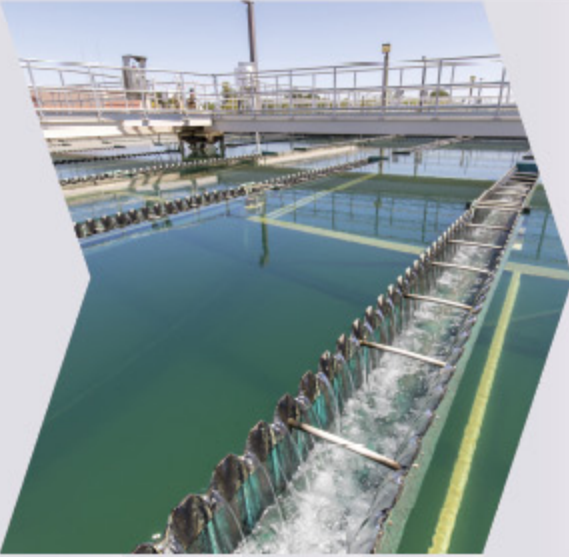
Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for FY 2021-22. FY 2021-22 reflects the carryforward of uncompleted project funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.



15 Public Works & Utilities

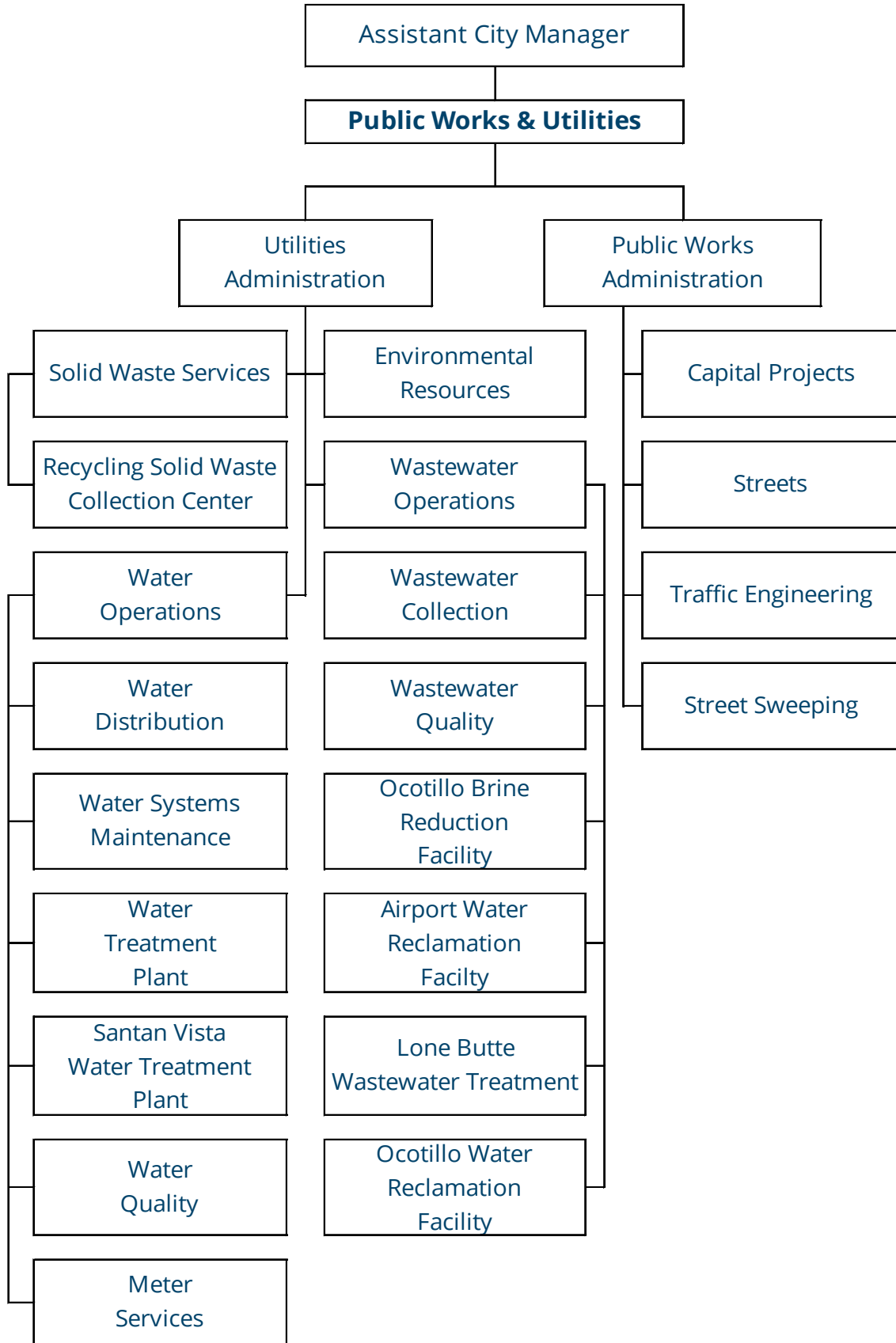


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary

“Moving Forward Together”



Preservation, maintenance, and investment by a five-time nationally accredited Public Works and Utilities Department ensure the reliability of our infrastructure, combined with innovative water management policies.



Public Works & Utilities Department Overview

The FY 2019-20 Actual, FY 2020-21 Adopted, FY 2020-21 Estimated Expenditures, and FY 2021-22 Adopted Budget may show significant differences due to impacts from the COVID-19 pandemic. Therefore, when comparing between budget years, consider that the FY 2020-21 budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize potential impacts from revenue shortfalls, but the FY 2021-22 Adopted Budget anticipates services returning to some normalcy during the year. Refer to the Executive Summary for additional details on the effects caused by the COVID-19 pandemic.

Expenditures by Cost Center	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Public Works Administration	\$ 434,336	\$ 400,947	\$ 374,303	\$ 410,414	2.36%
Capital Projects	1,200,799	1,518,378	1,496,162	1,513,001	-0.35%
Streets	10,678,729	9,603,121	11,104,928	10,128,782	5.47%
Streets Capital	40,147,962	139,735,844	36,998,478	113,433,600	-18.82%
Traffic Engineering	6,553,374	5,615,185	5,548,548	5,729,503	2.04%
Street Sweeping	1,064,481	1,041,551	1,033,637	1,055,520	1.34%
Utilities Administration	755,913	798,561	759,226	809,823	1.41%
Solid Waste Services	13,308,276	13,440,936	13,712,047	14,439,947	7.43%
Solid Waste Capital	105,480	894,564	642,025	637,961	-28.68%
Recycling Solid Waste Collection Center	1,481,030	1,671,415	1,495,728	1,624,829	-2.79%
Water Distribution	4,771,422	5,326,767	5,033,218	5,303,129	-0.44%
Water Capital	22,563,387	60,415,566	3,720,795	78,704,470	30.27%
Water Treatment Plant	5,476,197	5,547,799	6,058,768	5,993,310	8.03%
Environmental Resources	7,161,568	7,277,443	7,932,467	8,588,021	18.01%
Water Quality	1,616,773	1,793,373	1,704,392	1,780,233	-0.73%
Water Systems Maintenance	6,937,082	6,598,761	6,681,388	6,611,002	0.19%
San Tan Vista Water Treatment Plant	1,566,061	2,082,519	2,253,600	2,082,519	0.00%
Meter Services	804,839	1,018,158	1,138,075	1,043,672	2.51%
Wastewater Collection	2,298,487	2,904,614	2,937,219	2,898,403	-0.21%
Wastewater Capital	8,466,506	76,246,021	6,954,656	91,402,754	19.88%
Ocotillo Brine Reduction Facility	7,550,406	9,605,306	8,128,244	10,120,870	5.37%
Lone Butte Wastewater Treatment	640,741	1,402,209	1,013,522	1,413,053	0.77%
Wastewater Quality	489,393	635,462	487,059	732,944	15.34%
Airport Water Reclamation Facility	7,597,487	8,774,721	8,330,023	9,760,712	11.24%
Ocotillo Water Reclamation Facility	5,958,383	7,151,298	7,207,614	7,797,588	9.04%
Total	\$ 159,629,112	\$ 371,500,519	\$ 142,746,122	\$ 384,016,060	3.37%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 27,083,570	\$ 28,687,373	\$ 26,485,354	\$ 28,880,557	
Ongoing ⁽¹⁾	-	28,687,373	26,485,354	28,880,557	0.67%
One-time ⁽¹⁾	84,948	-	-	-	N/A
Operating & Maintenance	61,262,208	65,521,151	67,944,814	70,956,718	8.30%
Capital - Major	71,283,335	277,291,995	48,315,954	284,178,785	2.48%
Total	\$ 159,629,112	\$ 371,500,519	\$ 142,746,122	\$ 384,016,060	3.37%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Public Works & Utilities**2021-22 Adopted Budget**

Staffing by Cost Center	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted	% Change Adopted to Adopted
Public Works Administration	3.500	2.500	2.500	2.500	0.00%
Capital Projects	17.000	18.000	18.000	18.000	0.00%
Streets	42.500	40.500	40.500	40.500	0.00%
Traffic Engineering	25.000	17.000	17.000	17.000	0.00%
Street Sweeping	9.000	9.000	9.000	9.000	0.00%
Utilities Administration	5.500	5.500	5.500	5.500	0.00%
Solid Waste Services	12.800	12.800	12.800	12.800	0.00%
Recycling Solid Waste Collection Center	9.400	9.400	9.400	9.400	0.00%
Water Distribution	28.000	28.000	28.000	28.000	0.00%
Water Treatment Plant	14.500	14.500	14.500	14.500	0.00%
Environmental Resources	7.800	7.800	7.800	7.800	0.00%
Water Quality	12.000	12.000	12.000	12.000	0.00%
Water Systems Maintenance	20.500	20.500	20.500	20.500	0.00%
Meter Services	10.500	10.500	10.500	10.500	0.00%
Wastewater Collection	10.000	10.000	10.000	10.000	0.00%
Ocotillo Brine Reduction Facility	17.000	17.000	17.000	17.000	0.00%
Lone Butte Wastewater Treatment	1.000	1.000	1.000	1.000	0.00%
Wastewater Quality	5.000	5.000	5.000	5.000	0.00%
Airport Water Reclamation Facility	27.000	27.000	27.000	27.000	0.00%
Ocotillo Water Reclamation Facility	24.500	23.500	23.500	23.500	0.00%
Total	302.500	291.500	291.500	291.500	0.00%

2020-21 Accomplishments

- Received American Public Works Association (APWA) Re-Accreditation.
- Completed roadway widening improvement projects on Old Price Road, Alma School Road, and Gilbert Road.
- Capital Projects Division provided management oversight and administration for 113 contracts for 89 CIP projects valued at over \$51M and closed out 97 completed CIP contracts valued at \$32.2M.
- Completed 4,580 street light outage and other repairs.
- Completed inspections and preventative maintenance for 223 signalized intersections and installed video detection cameras at 20 signalized intersections.
- Maintained, replaced, or installed 1,745 new and existing traffic signs, 710 LED streetlight heads on arterial streets, and fabricated and installed new street name signs in five Fire Management Areas updating approximately 1,275 signs and 60 advanced street name signs.
- Maintained 275 centerline miles of roadway striping as well as 5,400 bike symbols and road markings.
- Completed 297 miles of asphalt repaving, surface seal, and slurry rehabilitation treatments.
- Completed ADA upgrades to 845 sidewalk/driveway locations and 980 corner ramps.
- Inspected 3,600 storm drain structures, maintained 2,000 storm drain structures, and removed and replaced 15 scupper decks/catch basin decks.
- Upgraded 4.5 miles of alleyways for PM-10 dust control measures with compacted asphalt millings and sealed with a fog seal.
- Maintained 650 acres of non-landscape right-of ways and retention basins.
- City sweepers swept 69,145 miles of City streets and disposed of 2,018 tons of sweeping debris.
- Cleaned and brushed 217 miles of alleyways, hauled 1,742 tons of debris from the alleyways, and responded to over 200 calls for road spills, pothole patching, and miscellaneous requests.
- Treated and delivered over 23 billion gallons of potable drinking water.
- Treated and reclaimed 11.71 billion gallons of wastewater at the Airport, Lone Butte, and Ocotillo Water Reclamation Facilities, 10.3 billion gallons of which were reused by our customers for irrigation and cooling.
- Received Arizona Recycling Coalition Recycler of the Year and Arizona Water Association Environmental Stewardship awards.
- The Household Hazardous Waste (HHW) Collection Facility serviced nearly 2,600 residents who dropped off approximately 122,344 pounds of HHW. Approximately 101,359 pounds of HHW was reused and recycled, achieving a diversion rate of approximately 83%.
- Water conservation presentations were provided to 5,361 Chandler school children and 313 adults.
- Provided 1,008 residential water audit and high-water use checks and 64 landscape consultations for a total water savings of over 63 million gallons.
- Processed 201 smart controller, 34 conversion, and 27 new home rebates for a total estimated water savings in excess of six million gallons.

Public Works Administration - 3010

Public Works Administration is charged with providing management direction and support of planning, developing, designing, constructing, and maintenance of the Streets, Traffic Engineering, Street Sweeping, and Capital Projects Divisions, which is accomplished by working with City staff, elected officials, and the public.

2021-22 Performance Measurements**Goal:**

To provide efficient and effective services to residents through administration, general direction, and coordination of activities of Public Works operations.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Respond to requests for information, assistance, complaints, and direction in a timely manner and keep citizens informed of services, programs, and projects affecting them.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of citizen requests	44	25	45	30	30
Percentage of customer service requests responded to within 5 days	95%	28% ⁽¹⁾	95%	95%	95%
Number of public meetings with citizens/neighborhoods/businesses	120	48 ⁽²⁾	130	135 ⁽²⁾	50 ⁽²⁾

⁽¹⁾ Management Assistant Position vacant until January 2020.

⁽²⁾ Reduction in the number of public meetings is due to meetings attended by Transportation Policy division and the Transportation Policy division has been transferred to the City Manager Department.

Goal:

Supply factual information, data, and recommendations on Public Works issues to the City Manager to assist in implementation of City Code requirements and City Council policies.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community; Sustainable Economic Health

Objective:

- ◆ Represent the City at various agency and civic group meetings (e.g., Arizona Department of Transportation, Salt River Project, Maricopa Association of Governments, and Regional Public Transit Authority).

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of agency and civic group meetings attended by City representatives	108	110	120	120	125

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Public Works & Utilities**2021-22 Adopted Budget****Public Works Administration - 3010****Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 362,076	\$ 337,929	\$ 341,434	\$ 346,000	\$ 347,396	2.80%
Ongoing*	-	337,929	341,434	346,000	347,396	2.80%
One-time*	-	-	-	-	-	N/A
Professional/Contract	44,215	51,587	58,060	19,500	51,587	0.00%
Operating Supplies	19,114	4,056	4,056	1,708	4,056	0.00%
Repairs/Maintenance	4,122	2,590	2,590	6,100	2,590	0.00%
Communications/Transportation	435	2,111	2,111	607	2,111	0.00%
Other Charges/Services	4,375	2,674	2,674	388	2,674	0.00%
Total Cost Center - 3010	\$ 434,336	\$ 400,947	\$ 410,925	\$ 374,303	\$ 410,414	2.36%
General Fund	\$ 434,336	\$ 400,947	\$ 410,925	\$ 374,303	\$ 410,414	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Assistant to the City Manager	0	0	1	0	0	0
Management Assistant	1	1	1	1	1	1
Public Works and Utilities Director	0.5	0.5	0.5	0.5	0.5	0.5
Public Works Financial Services Supervisor	0	0	1	1	1	1
Senior Management Analyst	1	1	0	0	0	0
Total	2.5	2.5	3.5	2.5	2.5	2.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 includes one-time funding for on-call temporary services received since FY 2013-14.

Capital Projects - 3025

The Capital Projects Division is responsible for managing and coordinating the orderly design and construction of the City's capital infrastructure in the Capital Improvement Program. The division also manages the acquisition of any real estate needed for City projects.

2021-22 Performance Measurements**Goal:**

Process invoices from consultants and contractors in a timely manner.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Assure that requests for payment by City consultants and contractors are processed within 10 working days of receipt.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of payments processed within 10 working days of receipt by the Capital Projects staff	80%	85%	85%	85%	85%

Goal:

Limit increases in construction costs of existing projects.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Assure cost increases on construction projects are within established limits of the original cost estimates through performance of design review on construction drawings prior to the bid process.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of aggregate project change orders limited to no more than 5% of original contract amount ⁽¹⁾	-1%	-5%	5%	3%	5%

⁽¹⁾ Negative percentages are due to projects with close-outs under the award amount due to value engineering resulting in reduced costs and scope reductions.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Capital Projects - 3025**Goal:**

To provide efficient and effective services to residents through administration, general direction, and coordination of real estate services.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community; Sustainable Economic Health

Objective:

- ◆ Respond to requests for information, assistance, and direction in a timely manner and keep citizens informed of real estate projects and activities that affect them.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of requests for real estate services (including telephone, in-person and multiple parcel job requests)/	550/	635 ⁽¹⁾ /	490 ⁽²⁾ /	308 ⁽²⁾ /	300 ⁽²⁾ /
Percentage responded to within 5 days	95%	95%	95%	95%	95%

⁽¹⁾ 2019-20 Actual reflects an increase due to additional road projects.

⁽²⁾ The decrease reflects the impact of COVID-19.

Goal:

Reduce the cost of property/land rights acquisition and maintenance for Chandler taxpayers.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Pursue and manage CIP property and land rights acquisition for no or low cost to the City.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Cost savings based on verification of City property rights, dedications of property, and land rights by real estate staff rather than by use of consultants	\$135,800	\$0 ⁽³⁾	\$0 ⁽³⁾	\$55,000	\$0 ⁽³⁾
Value of CIP right-of-way acquisitions	\$1,411,901	\$1,076,761	\$1,790,000	\$3,389,700 ⁽⁴⁾	\$2,050,000

⁽³⁾ No property dedications reported, therefore, no cost savings on purchasing right-of-way for City projects.

⁽⁴⁾ Includes the acquisition of 34 acres from Sisson North LLC, valued at \$5,506,000.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Capital Projects - 3025**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,157,937	\$ 2,183,473	\$ 2,188,321	\$ 2,162,027	\$ 2,183,910	0.02%
Ongoing*	-	2,183,473	2,188,321	2,162,027	2,183,910	0.02%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,628	2,557	12,793	12,793	2,557	0.00%
Operating Supplies	13,408	18,424	18,424	16,813	18,424	0.00%
Repairs/Maintenance	2,200	2,212	2,388	2,388	2,212	0.00%
Communications/Transportation	12,384	13,174	13,174	8,914	12,694	-3.64%
Insurance/Taxes	-	1,350	1,350	-	1,350	0.00%
Other Charges/Services	3,184	12,125	12,125	8,164	12,125	0.00%
Project Support Recharge**		(731,343)	(731,343)	(731,343)	(736,677)	N/A
Capital Replacement	10,058	16,406	16,406	16,406	16,406	0.00%
Total Cost Center - 3025	\$ 1,200,799	\$ 1,518,378	\$ 1,533,638	\$ 1,496,162	\$ 1,513,001	-0.35%
General Fund	\$ 1,200,799	\$ 1,518,378	\$ 1,533,638	\$ 1,496,162	\$ 1,513,001	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects the percentage of staff time spent in direct support of a specific capital project. This staff time is recharged to the project and the appropriate capital cost center.

Capital Projects - 3025**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Capital Projects Manager	1	1	1	1	1	1
Construction Project Manager	0	1	1	2	2	2
Contract Compliance Specialist	1	1	1	1	1	1
Contract Services Representative	1	1	1	1	1	1
Engineer	3	2	2	2	2	2
Engineer Assistant	1	1	1	1	1	1
Engineering Project Manager	2	2	2	2	2	2
Principal Engineer	0	2	2	2	2	2
Project Analyst	1	1	1	1	1	1
Project Support Assistant	1	1	1	1	1	1
Public Works Inspector	2	1	1	1	1	1
Real Estate Manager	1	1	1	1	1	1
Real Estate Specialist	1	1	1	1	1	1
Senior Administrative Assistant	0	0	1	1	1	1
Senior Engineer	1	0	0	0	0	0
Total	16	16	17	18	18	18

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Streets - 3300

The Streets Division provides for the care, repair, and maintenance of all City-owned streets, alleys, curbs, gutters, sidewalks, drainage structures (includes catch basins, scuppers, and retention basins), and right-of-way maintenance.

2021-22 Performance Measurements**Goal:**

Provide a safe and well-maintained street, sidewalk, and curb/gutter system, thereby minimizing citizen complaints and requests for maintenance.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community; Sustainable Economic Health

Objectives:

- ◆ Schedule mowing, weed cutting, and herbicide application of non-landscaped areas in a manner that will maintain their appearance and limit citizen complaints. Maintain sidewalks, curbs, and gutters to minimize citizen requests for maintenance.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of complaints on non-landscaped areas and right-of-ways	0	1	1	1	1
Number of sidewalk maintenance requests	81	68	80	70	70
Number of curb/gutter maintenance requests	4	32	10	15	15
Number of street repairs/ Pothole repair requests ⁽¹⁾	45/ 79	75/ 183	50/ 120	60/ 150	60/ 150

⁽¹⁾ Effective FY 2019-20, the Streets Division repurposed a position that is dedicated to surveying the City creating requests to repair potholes and other maintenance needs throughout the City.

Goal:

Provide timely response to citizen service requests for street, sidewalk, curb, and gutter repairs and maintenance.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community; Sustainable Economic Health

Objective:

- ◆ Complete maintenance work orders for streets, sidewalks, curbs, and gutters within:
 - ◆ 2 days for potholes
 - ◆ 3 days for safety repairs
 - ◆ 15 days for ADA related requests
 - ◆ 18 days for street repairs
 - ◆ 30 days for sidewalk, curb, and gutter repairs

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of days to respond to citizen service requests	2	2	2	2	2
Avg days to complete sidewalk work orders/ Curb and gutter repair	2/ 2	2/ 2	3/ 2	2/ 2	2/ 2
Avg days to complete street repairs work orders/ Pothole repairs	14/ 1	6/ 1	11/ 1	8/ 1	8/ 1

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Streets - 3300**Goal:**

Maintain alleys, asphalt roadways, sidewalks, curbs, gutters, scuppers, drains, and catch basins with necessary grading, repair, replacement, and cleaning.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community; Sustainable Economic Health

Objectives:

- ◆ Place asphalt, slurry, and crack seal as needed for road repair.
- ◆ Place concrete to repair damaged sidewalks, curbs, gutters, and drainage structures.
- ◆ Inspect and clean scuppers, drains, and catch basins as needed.
- ◆ Grade and place asphalt millings for alley maintenance.

Measures	2018-19 Actual	2019-20 Actual	2019-20 Projected	2020-21 Year End Estimate*	2021-22 Projected
Satisfactory Pavement					
Lane miles of paved roadway	2,090	2,090	2,090	2,090	2,095
Lane miles of paved roadway in satisfactory condition/	775/	880/	748/	809/	883/
Percentage in satisfactory condition ⁽¹⁾	38%	43%	37%	39%	42%
Street Slurry Seal					
Lane miles of paved roadway needing maintenance, fair condition	1,015	628	1,094	767	837
Lane miles of street maintenance performed/	91/	83/	60/	84/	75/
Percentage of street maintenance performed	9%	13%	6% ⁽²⁾	11%	9%
Street Repaving⁽³⁾					
Lane miles of paved roadway needing repaving, poor condition	300	582	249	514	375
Lane miles of street repaving performed/	75/	71/	58/	63/	73/
Percentage of streets repaved	25%	12%	23%	12%	19%
Other Street Maintenance					
Tons of asphalt placed for pavement repair ⁽⁴⁾	1,595	1,103	1,800	1,050	1,050
Lineal feet of crack sealing	4,431,750	3,125,550	2,200,000 ⁽²⁾	3,000,000	3,000,000
Square feet of concrete placed	27,080	27,680	30,000	30,000	30,000
Miles of unpaved alley graded/	58.5/	53.0/	56.0/	50.0/	50.0/
Miles of rehab alleys brushed	210	218	250	250	250
Number of scuppers, drains, catch basins, and drywells inspected/	8,045/	7,926/	8,500/	N/A ⁽⁶⁾ /	N/A ⁽⁶⁾ /
Number maintained ⁽⁵⁾	2,159	2,910	2,100	2,500	2,500

⁽¹⁾ As the street system ages, more streets will move from satisfactory condition to fair condition.

⁽²⁾ 2020-21 Projected reduced in relation to COVID-19 expense reduction on the seal program.

⁽³⁾ Street repaving includes street repaving, hot-in-place recycling, asphalt capping, and other major rehabilitation techniques.

⁽⁴⁾ Reduced production due to several vacancies on the asphalt crew.

⁽⁵⁾ The process for identifying structures requiring maintenance only includes those structures that are observed to hold standing water, be obstructed, or contain approximately 20% or more debris. Maintenance will be conducted on all structures associated with a complaint. There will be fluctuations in maintenance based on inspection results. Rain, storms, and other factors can affect maintenance needs and vary year by year.

⁽⁶⁾ Elimination of inspection measure due to the transfer of the Storm Water Program Specialist position. The position was moved to cost center 1265, Environmental Management, in the Management Services Department in FY 2019-20.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Public Works & Utilities**2021-22 Adopted Budget****Streets - 3300****Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,239,283	\$ 3,499,250	\$ 3,537,283	\$ 3,021,831	\$ 3,510,367	0.32%
Ongoing*	-	3,499,250	3,537,283	3,021,831	3,510,367	0.32%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,566,113	1,646,267	2,122,955	2,071,487	1,654,380	0.49%
Operating Supplies	548,246	773,815	1,081,929	958,118	753,876	-2.58%
Repairs/Maintenance	49,746	71,269	103,437	103,324	70,269	-1.40%
Communications/Transportation	6,316	11,728	11,728	7,025	11,248	-4.09%
Insurance/Taxes	20,924	16,500	18,615	18,615	16,500	0.00%
Rents/Utilities	762,505	837,237	869,180	869,180	843,970	0.80%
Other Charges/Services	91,675	90,537	138,155	138,155	89,937	-0.66%
Contingencies/Reserves	-	156,457	156,457	-	156,457	0.00%
Machinery/Equipment	5,423	9,268	9,268	9,268	9,268	0.00%
Street Improvements	4,240,800	2,347,345	3,764,477	3,764,477	2,864,445	22.03%
Capital Replacement	147,698	143,448	143,448	143,448	148,065	3.22%
Total Cost Center - 3300	\$ 10,678,729	\$ 9,603,121	\$ 11,956,932	\$ 11,104,928	\$ 10,128,782	5.47%
General Fund	\$ 7,080,651	\$ 5,196,782	\$ 6,586,652	\$ 6,333,571	\$ 5,692,248	
Highway User Revenue Fund	3,598,078	4,406,339	5,370,280	4,771,357	4,436,534	
Grand Total	\$ 10,678,729	\$ 9,603,121	\$ 11,956,932	\$ 11,104,928	\$ 10,128,782	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Streets - 3300**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	1	0	0	0	0	0
Landscape Maintenance and Design Coordinator	1	1	1	1	0	0
Landscape Maintenance Technician	2	2	2	2	2	2
Senior Administrative Assistant (0.5 FTE position)	0.5	0.5	0.5	0.5	0.5	0.5
Senior Administrative Assistant (1.0 FTE position)	1	2	2	2	2	2
Senior Management Analyst	1	1	1	1	1	1
Senior Streets Specialist - CDL	12	12	13	13	13	13
Storm Water Programs Coordinator	1	1	1	0	0	0
Storm Water Program Specialist	1	1	1	0	0	0
Street Maintenance Coordinator	2	2	2	2	0	0
Street Maintenance Supervisor - CDL	3	3	3	3	3	3
Street Maintenance Worker - CDL	3	2	1	1	1	1
Streets Crew Leader - CDL	5	5	5	5	5	5
Streets Project Coordinator	0	0	0	0	3	3
Streets Project Manager	1	1	1	1	1	1
Streets Specialist - CDL	8	9	8	8	8	8
Transportation Manager	1	1	1	1	1	1
Total	43.5	43.5	42.5	40.5	40.5	40.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects one-time funding for the Street Maintenance Program and Radio Upgrades for Streets and Traffic as well as ongoing funding for operations and maintenance for completed City projects and anticipated utility rate increases.

During FY 2020-21, one Landscape Maintenance and Design Coordinator position was reclassified to Streets Project Coordinator, and two Street Maintenance Coordinator positions were reclassified to Streets Project Coordinator.

Streets Capital - 3310**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 498,943	\$ -	\$ -	\$ 305,790	\$ -	N/A
Ongoing*	-	-	-	305,790	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	675,815	5,202,329	6,586,625	2,001,887	1,784,000	-65.71%
Operating Supplies	63,843	-	-	897	-	N/A
Repairs/Maintenance	3,035	-	-	-	-	N/A
Communications/Transportation	62	-	-	88	-	N/A
Rents/Utilities	-	-	-	13,944	-	N/A
Other Charges/Services	89,203	45,000	615,867	43,792	478,000	962.22%
Project Support Recharge**	-	428,198	479,867	-	67,000	-84.35%
Contingencies/Reserves	-	75,996,444	-	-	82,989,600	9.20%
Land/Improvements	448,949	-	486,477	2,294,321	2,810,000	N/A
Building/Improvements	574,799	8,109,464	8,243,571	4,272,018	1,950,000	-75.95%
Machinery/Equipment	58,994	568,000	1,114,000	-	276,000	-51.41%
Office Furniture/Equipment	96,657	1,709,000	2,100,277	413,103	1,496,000	-12.46%
Street Improvements	37,608,221	47,677,409	120,061,064	27,402,638	21,583,000	-54.73%
Park Improvements	29,440	-	-	-	-	N/A
Total Cost Center - 3310	\$ 40,147,962	\$ 139,735,844	\$ 139,687,748	\$ 36,748,478	\$ 113,433,600	-18.82%
Highway User Revenue Fund	\$ -	\$ 9,379,924	\$ 9,113,524	\$ 1,761,718	\$ 13,424,806	
Local Transportation Assistance Fund	97,535	881,572	881,322	22,949	122,498	
General Gov't Capital Projects Fund	4,917,304	17,724,094	18,591,647	5,754,727	12,684,266	
Street GO Bond Fund	16,658,117	32,278,188	29,217,503	13,315,604	24,416,268	
Storm/Sewer GO Bond Fund	72,240	294,898	294,718	56,917	550,801	
Arterial Street Impact Fee Fund	4,191,544	35,065,633	33,003,902	5,263,567	28,898,335	
Grant Capital Fund	14,211,222	44,111,535	48,585,132	10,572,996	33,336,626	
Grand Total	\$ 40,147,962	\$ 139,735,844	\$ 139,687,748	\$ 36,748,478	\$ 113,433,600	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects the percentage of staff time spent in direct support of a specific capital project. This staff time is recharged to the project and the appropriate capital cost center.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 incorporates the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Effective July 1, 2021, cost center 1560, Development Services Capital, in the Development Services Department and cost center 3060, Transportation Policy Capital, in the City Manager Department, are established by transferring several projects from cost center 3310, Streets Capital. Historical spending on these projects will remain in cost center 3310.

Traffic Engineering - 3330

The Traffic Engineering Division is responsible for the planning, design, installation, operation, and maintenance of the traffic control system and lighting for City streets. The traffic control system is comprised of traffic signals, streetlights, and traffic signs. This division is also responsible for street name and guide signs, pavement markings for crosswalks, lane lines, and railroad crossing signs.

2021-22 Performance Measurements**Goal:**

Provide proper inspection and maintenance of all traffic signals.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community

Objective:

- ◆ Complete inspections and preventative maintenance of all traffic signals annually.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Total number of signalized intersections/ Percentage of signals inspected and maintained	225/ 100%	226/ 100%	228/ 100%	228/ 100%	230/ 100%

Goal:

To maintain street markings and traffic signs in accordance with federal and state standards.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community

Objectives:

- ◆ Install and/or maintain traffic signs.
- ◆ Repaint 100% of road markings annually.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of signs installed or maintained to standards	1,707	2,088	1,900	1,722 ⁽¹⁾	2,000
Number of centerline-miles of striping inventory/ Percentage repainted	275/ 100%	275/ 100%	275/ 100%	275/ 100%	275/ 100%

⁽¹⁾ The decrease is due to staffing levels for majority of FY 2020-21.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Traffic Engineering - 3330**Goal:**

To keep the streetlight system operating effectively and efficiently.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community

Objective:

- ◆ Repair (or initiate underground repair) of streetlights within five working days.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of streetlight repairs /	3,922/	4,542/	5,007/	5,122/	5,300/
Percentage exceeding five work days	2%	2%	2%	2%	2%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Traffic Engineering - 3330**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,625,374	\$ 1,519,301	\$ 1,531,321	\$ 1,460,000	\$ 1,541,790	1.48%
Ongoing*	-	1,519,301	1,531,321	1,460,000	1,541,790	1.48%
One-time*	-	-	-	-	-	N/A
Professional/Contract	32,096	2,292	33,343	22,657	2,292	0.00%
Operating Supplies	759,048	707,573	790,566	719,815	718,523	1.55%
Repairs/Maintenance	1,454	3,553	3,553	5,174	3,553	0.00%
Communications/Transportation	5,649	3,241	3,241	2,492	3,241	0.00%
Insurance/Taxes	36,025	7,000	7,000	22,000	7,000	0.00%
Rents/Utilities	2,930,205	3,175,668	3,175,668	3,169,428	3,255,748	2.52%
Other Charges/Services	14,027	12,200	13,968	10,763	12,200	0.00%
Contingencies/Reserves	-	48,228	48,228	-	48,228	0.00%
Machinery/Equipment	18,867	16,250	16,250	16,250	16,250	0.00%
Capital Replacement	130,629	119,879	119,879	119,969	120,678	0.67%
Total Cost Center - 3330	\$ 6,553,374	\$ 5,615,185	\$ 5,743,017	\$ 5,548,548	\$ 5,729,503	2.04%
General Fund	\$ 2,378,333	\$ 2,064,446	\$ 2,147,279	\$ 2,155,006	\$ 2,162,909	
Highway User Revenue Fund	4,175,041	3,550,739	3,595,738	3,393,542	3,566,594	
Grand Total	\$ 6,553,374	\$ 5,615,185	\$ 5,743,017	\$ 5,548,548	\$ 5,729,503	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Traffic Engineering - 3330**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
City Transportation Engineer	1	1	1	0	0	0
Engineer	1	0	0	0	0	0
Lead Signals and Lighting Technician	1	1	1	1	1	1
Lead Traffic Operations Technician - CDL	1	1	1	1	1	1
Senior Administrative Assistant	1	1	0	0	0	0
Senior Engineer	1	2	2	0	0	0
Signal Systems Analyst	2	2	2	0	0	0
Signals and Lighting Field Supervisor	1	1	1	1	1	1
Signs and Marking Field Supervisor	1	1	1	1	1	1
Street Light Technician II	3	3	3	3	3	3
Traffic Engineering Analyst	1	1	1	0	0	0
Traffic Engineering Inspector	2	2	0	0	0	0
Traffic Engineering Specialist	0	0	2	0	0	0
Traffic Operations Technician I	3	3	3	3	3	3
Traffic Operations Technician II - CDL	2	2	2	2	2	2
Traffic Signal and Street Light Technician I	2	2	2	2	2	2
Traffic Signal Technician II	3	3	3	3	3	3
Total	26	26	25	17	17	17

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects ongoing funding for anticipated utility rate increases.

Street Sweeping - 3350

The Street Sweeping Division is responsible for sweeping lane miles of City-owned residential and arterial roadways. This activity provides clean up when there is a spill in the roadway, a traffic accident, or a special event, and helps improve the region's air quality.

2021-22 Performance Measurements**Goal:**

Maintain the cleanliness of the streets and reduce particulate matter (PM-10) to help improve the region's air quality by sweeping City streets.

Supports Priority Based Budgeting Goal(s): Attractive Community; Connected and Mobile Community; Safe Community; Sustainable Economic Health

Objectives:

- ◆ Keep streets clean to reduce the number of complaints regarding sweeping services.
- ◆ Sweep at least 65,000 curb miles per year.
- ◆ Maintain established schedules and service levels for various areas.
 - ◆ Arterial streets: once every two weeks
 - ◆ Residential streets: once per month
 - ◆ Downtown: twice per week

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Curb miles swept	67,277	70,229	67,500	70,000	70,500

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Public Works & Utilities**2021-22 Adopted Budget****Street Sweeping - 3350****Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 756,831	\$ 761,116	\$ 768,289	\$ 771,800	\$ 775,085	1.84%
Ongoing*	-	761,116	768,289	771,800	775,085	1.84%
One-time*	-	-	-	-	-	N/A
Professional/Contract	742	940	940	940	940	0.00%
Operating Supplies	239,537	175,435	175,435	158,777	175,435	0.00%
Repairs/Maintenance	-	1,145	1,145	830	1,145	0.00%
Other Charges/Services	67,371	102,915	132,987	101,290	102,915	0.00%
Total Cost Center - 3350	\$ 1,064,481	\$ 1,041,551	\$ 1,078,796	\$ 1,033,637	\$ 1,055,520	1.34%
General Fund	\$ 1,064,481	\$ 1,041,551	\$ 1,078,796	\$ 1,033,637	\$ 1,055,520	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Senior Streets Specialist - CDL	8	7	7	7	7	7
Street Maintenance Supervisor - CDL	1	1	1	1	1	1
Streets Crew Leader - CDL	0	1	1	1	1	1
Total	9	9	9	9	9	9

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Utilities Administration - 3050

Utilities Administration is charged with providing management direction in planning, developing, constructing, and maintaining water, wastewater, and solid waste public infrastructure, which is accomplished by working with City staff, elected officials, and the public.

2021-22 Performance Measurements**Goal:**

To provide efficient and effective services to residents through administration, general direction, and coordination of activities within the Solid Waste, Water, and Wastewater Divisions.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Respond to requests for information, assistance, complaints, and direction in a timely manner and keep citizens and City Council informed of services, programs, and projects that affect them.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of customer service requests (all utilities cost centers)	375	443	400	440	440
Number of public meetings with citizens/neighborhoods	5	6	6	8	5

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Utilities Administration - 3050**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 721,321	\$ 684,518	\$ 686,332	\$ 718,000	\$ 696,260	1.72%
Ongoing*	-	684,518	686,332	718,000	696,260	1.72%
One-time*	-	-	-	-	-	N/A
Professional/Contract	11,375	32,332	32,332	15,750	32,332	0.00%
Operating Supplies	10,639	37,669	37,669	18,600	37,699	0.08%
Repairs/Maintenance	178	2,000	2,000	400	2,000	0.00%
Communications/Transportation	4,211	14,050	14,050	600	13,570	-3.42%
Other Charges/Services	5,285	25,087	25,087	3,000	25,086	0.00%
Capital Replacement	2,905	2,905	2,905	2,876	2,876	-1.00%
Total Cost Center - 3050	\$ 755,913	\$ 798,561	\$ 800,375	\$ 759,226	\$ 809,823	1.41%
Water Operating Fund	\$ 580,272	\$ 603,901	\$ 605,325	\$ 574,999	\$ 613,079	
Wastewater Operating Fund	175,641	194,660	195,050	184,227	196,744	
Grand Total	\$ 755,913	\$ 798,561	\$ 800,375	\$ 759,226	\$ 809,823	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
IT Programmer/Analyst	1	1	1	1	1	1
Management Analyst	1	0	0	0	0	0
Management Assistant	1	1	1	1	1	1
Public Works and Utilities Director	0.5	0.5	0.5	0.5	0.5	0.5
Senior Business Systems Support Specialist	1	1	1	1	1	1
Senior Management Analyst	2	2	2	2	2	2
Total	6.5	5.5	5.5	5.5	5.5	5.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Solid Waste Services - 3700

The Solid Waste Services Division is accountable for providing safe, cost-effective, and efficient solid waste programs and services to the citizens. Measures are achieved by managing contracts, ensuring regulatory compliance, implementing best management practices, performing inspections, and providing public outreach to heighten awareness for greater sustainability.

2021-22 Performance Measurements**Goal:**

Seek innovative ways to increase customer awareness and satisfaction with safe, cost-effective programs and services. Ensure programs are compliant with federal, state, and local health and environmental regulations and best management practices.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community

Objectives:

- ◆ Increase waste diversion to sustain financial health.
- ◆ Perform inspections to ensure a safe community and increase public awareness of services offered.
- ◆ Provide citywide education presentations to increase public awareness and encourage participation in waste diversion programs.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Waste tonnage	76,570	80,418 ⁽¹⁾	76,000	81,966 ⁽¹⁾	80,000
Recycling tonnage	20,076	20,389	19,800	20,917	20,000
Waste diversion percentage ⁽²⁾	26%	20%	26%	20%	20%
Field inspections	99,461	99,806	96,000	100,000	102,500
Education presentations/ Attendees	18/ 3,050	14/ 1,648 ⁽³⁾	25/ 3,500	8/ 1,000 ⁽³⁾	16/ 2,000
Customer satisfaction ⁽⁴⁾	94%	96%	95%	95%	95%
Results of regulatory compliance inspections	Pass	Pass	Pass	Pass	Pass

⁽¹⁾ Increased tonnage due to COVID-19; more residential waste.

⁽²⁾ Beginning in FY 2019-20 the diversion formula is now calculated using an industry standard.

⁽³⁾ City and school events cancelled due to COVID-19.

⁽⁴⁾ Customer satisfaction measurement is based on average customer service ratings from annual online and mailed surveys.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year

Solid Waste Services - 3700**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,046,685	\$ 1,064,975	\$ 1,074,159	\$ 984,460	\$ 1,088,832	2.24%
Ongoing*	-	1,064,975	1,074,159	984,460	1,088,832	2.24%
One-time*	-	-	-	-	-	N/A
Professional/Contract	11,788,303	11,612,085	11,622,951	12,167,796	12,582,808	8.36%
Operating Supplies	256,992	430,966	430,966	416,701	477,976	10.91%
Repairs/Maintenance	136,258	135,141	135,862	71,094	107,806	-20.23%
Communications/Transportation	4,914	50,869	50,869	5,050	30,669	-39.71%
Insurance/Taxes	500	750	750	375	750	0.00%
Rents/Utilities	32,583	19,631	19,631	21,942	19,631	0.00%
Other Charges/Services	10,310	13,790	13,790	12,900	13,790	0.00%
Contingencies/Reserves	-	81,000	81,000	-	81,000	0.00%
Capital Replacement	31,729	31,729	31,729	31,729	36,685	15.62%
Total Cost Center - 3700	\$ 13,308,276	\$ 13,440,936	\$ 13,461,707	\$ 13,712,047	\$ 14,439,947	7.43%
Solid Waste Operating Fund	\$ 13,308,276	\$ 13,440,936	\$ 13,461,707	\$ 13,712,047	\$ 14,439,947	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** The Adopted Budget for operating Grant funding will be in cost center 1290, Non-departmental. The Adjusted Budget, Actual Expenditures, and Estimated Expenditures are reflected as Grant funds.

Solid Waste Services - 3700**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Customer Service Supervisor	1	0	0	0	0	0
Lead Solid Waste Environmental Specialist	0	2	1	1	1	1
Recycling Coordinator	1	1	0.6	0.6	0.6	0.6
Senior Administrative Assistant	1	1	0.6	0.6	0.6	0.6
Senior Solid Waste Environmental Specialist	2	0	0	0	0	0
Solid Waste Environmental Specialist	8	8	4	4	4	4
Solid Waste Environmental Specialist - CDL	2	2	1	1	1	1
Solid Waste Field Supervisor	2	2	1	1	1	1
Solid Waste Manager	1	1	0.5	0.5	0.5	0.5
Solid Waste Operations Supervisor	0	1	0.7	0.7	0.7	0.7
Solid Waste Representative	4	4	3.2	3.2	3.2	3.2
Utility Resources Manager	0	0	0	0	0.2	0.2
Water Resource Manager	0	0.2	0.2	0.2	0	0
Total	22	22.2	12.8	12.8	12.8	12.8

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects an ongoing funding increase for recycling processing costs and trash collection contract and funding to cover replacement of alley containers and parts.

During FY 2020-21, one Water Resource Manager position was renamed Utility Resources Manager.

Solid Waste Capital - 3710**Capital Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,161	\$ -	\$ -	\$ 1,333	\$ -	N/A
Ongoing*	-	-	-	1,333	-	N/A
One-time*	-	-	-	-	-	N/A
Other Charges/Services	5,915	-	-	-	-	N/A
Project Support Recharge**	-	10,000	10,000	3,269	10,000	0.00%
Contingencies/Reserves	-	648,564	-	-	242,961	-62.54%
Land/Improvements	-	200,000	200,000	250,093	-	-100.00%
Building/Improvements	98,404	36,000	674,986	387,330	385,000	969.44%
Total Cost Center - 3710	\$ 105,480	\$ 894,564	\$ 884,986	\$ 642,025	\$ 637,961	-28.68%
Solid Waste Operating Fund	\$ 105,480	\$ 894,564	\$ 884,986	\$ 642,025	\$ 637,961	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects the percentage of staff time spent in direct support of a specific capital project. This staff time is recharged to the project and the appropriate capital cost center.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 incorporates the carryforward of unexpended program funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Recycling Solid Waste Collection Center - 3720

The Recycling Solid Waste Collection Center (RSWCC) is accountable for providing safe, cost-effective, and efficient solid waste programs and services to the citizens. Measures are achieved by managing contracts, ensuring regulatory compliance, implementing best management practices, performing inspections, and providing public outreach to heighten awareness for greater sustainability.

2021-22 Performance Measurements**Goal:⁽¹⁾**

Increase customer awareness and satisfaction with safe, cost-effective programs and services. Ensure programs are compliant with federal, state, and local health and environmental regulations and best management practices.

Supports Priority Based Budgeting Goal(s): Safe Community; Attractive Community

Objectives:⁽¹⁾

- ◆ Increase waste diversion to sustain financial health.
- ◆ Achieve an 80% customer service satisfaction at the RSWCC.
- ◆ Achieve 100% compliance with regulatory inspections associated with the RSWCC including Household Hazardous Waste.⁽²⁾

Measures ⁽¹⁾	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Waste tonnage	N/A	9,925 ⁽³⁾	8,550	12,252 ⁽³⁾	11,000 ⁽³⁾
Recycling tonnage	N/A	1,781	1,600	1,859	1,700
Waste diversion percentage ⁽⁴⁾	N/A	15%	19%	13%	13%
Customer Satisfaction ^{(2)/(5)}	94%	93%	95%	94%	94%
Results of regulatory compliance inspections at the transfer facility	N/A	Pass	Pass	Pass	Pass

⁽¹⁾ Effective FY 2019-20 goal, objectives, and measures were transferred from cost center 3700, Solid Waste Services.

⁽²⁾ Objective and measure revised effective FY 2021-22.

⁽³⁾ Increased tonnage due to COVID-19; more residential waste.

⁽⁴⁾ Percentage of material accepted at RSWCC that is recyclable.

⁽⁵⁾ Customer satisfaction measurement is based on average customer service ratings from annual online and mailed surveys for use of the RSWCC, including household hazardous waste.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Recycling Solid Waste Collection Center - 3720**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 741,522	\$ 775,748	\$ 783,272	\$ 735,600	\$ 790,320	1.88%
Ongoing*	-	775,748	783,272	735,600	790,320	1.88%
One-time*	-	-	-	-	-	N/A
Professional/Contract	624,430	568,840	568,925	591,750	560,840	-1.41%
Operating Supplies	35,010	93,650	93,650	57,878	91,150	-2.67%
Repairs/Maintenance	56,589	165,983	165,983	55,500	115,445	-30.45%
Communications/Transportation	832	6,519	6,519	2,256	6,399	-1.84%
Rents/Utilities	2,991	39,379	39,379	36,379	39,379	0.00%
Other Charges/Services	7,041	8,681	8,681	3,750	8,681	0.00%
Capital Replacement	12,615	12,615	12,615	12,615	12,615	0.00%
Total Cost Center - 3720	\$ 1,481,030	\$ 1,671,415	\$ 1,679,024	\$ 1,495,728	\$ 1,624,829	-2.79%
Solid Waste Operating Fund	\$ 1,481,030	\$ 1,671,415	\$ 1,679,024	\$ 1,495,728	\$ 1,624,829	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Lead Solid Waste Environmental Specialist	0	0	1	1	1	1
Recycling Coordinator	0	0	0.4	0.4	0.4	0.4
Senior Administrative Assistant	0	0	0.4	0.4	0.4	0.4
Solid Waste Environmental Specialist	0	0	4	4	4	4
Solid Waste Environmental Specialist - CDL	0	0	1	1	1	1
Solid Waste Field Supervisor	0	0	1	1	1	1
Solid Waste Manager	0	0	0.5	0.5	0.5	0.5
Solid Waste Operations Supervisor	0	0	0.3	0.3	0.3	0.3
Solid Waste Representative	0	0	0.8	0.8	0.8	0.8
Total	0	0	9.4	9.4	9.4	9.4

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Water Distribution - 3800

The Water Distribution Division maintains water mains, reclaimed water mains, fire hydrants, water valves, and reclaimed water valves. This division responds to blue stake requests for the location and marking of water mains and sanitary sewer lines within City limits and ensures fire hydrants, valves, and water meters are properly installed and maintained.

2021-22 Performance Measurements**Goal:**

Provide residences, businesses, and industries with an adequate and continuous supply of potable water.

Supports Priority Based Budgeting Goal(s): Good Governance; Safe Community

Objectives:

- ◆ Perform preventive maintenance on all fire hydrants annually.
- ◆ Install new water meters for residential and commercial customers.
- ◆ Replace/repair inoperative water meters for residential and commercial customers.
- ◆ Ensure all valves have had preventative maintenance performed every six years.
- ◆ Ensure proper blue staking of all water mains and sanitary sewer lines.
- ◆ Ensure timely installation and relocation of hydrant meters for construction use.
- ◆ Final inspection of new meter and box installation adjusted by developer.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of meter/box final inspections	152	266	200	260	210
Fire hydrant preventative maintenance (inspection and repair)	14,572	14,619	14,720	14,760	14,800
Number of water meter installations	743	960	840	880	780
Number of water meter replacements	2,442	1,835	2,500	1,230	550
Number of valves maintained ⁽¹⁾	21,902	22,335	22,520	23,500	23,700
Number of blue stakes performed ⁽²⁾	23,600	23,789	23,000	23,700	23,500
Number of hydrant meter installations, relocations, removal and repairs within 48 hours of request ⁽³⁾	249	364	250	307	300

⁽¹⁾ Valve maintenance total includes hydrant valves, reclaimed valves, and potable valves.

⁽²⁾ The number of blue stakes performed will vary depending upon the amount of construction during the year.

⁽³⁾ Measure revised effective FY 2021-22.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Public Works & Utilities**2021-22 Adopted Budget****Water Distribution - 3800****Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,523,630	\$ 2,595,005	\$ 2,619,613	\$ 2,391,303	\$ 2,567,184	-1.07%
Ongoing*	-	2,595,005	2,619,613	2,391,303	2,567,184	-1.07%
One-time*	-	-	-	-	-	N/A
Professional/Contract	211,664	316,718	353,056	301,500	317,668	0.30%
Operating Supplies	1,519,124	1,935,101	1,982,871	1,821,768	1,942,696	0.39%
Repairs/Maintenance	34,781	52,186	53,049	43,700	52,186	0.00%
Communications/Transportation	18,215	25,555	25,555	20,250	23,695	-7.28%
Insurance/Taxes	1,911	5,250	5,250	2,000	5,250	0.00%
Rents/Utilities	19,085	24,400	38,688	21,685	24,000	-1.64%
Other Charges/Services	31,790	76,962	77,912	51,000	76,962	0.00%
Machinery/Equipment	220	8,500	8,500	4,000	-	-100.00%
Water System Improvements	337,491	213,578	318,532	302,500	213,578	0.00%
Capital Replacement	73,512	73,512	73,512	73,512	79,910	8.70%
Total Cost Center - 3800	\$ 4,771,422	\$ 5,326,767	\$ 5,556,538	\$ 5,033,218	\$ 5,303,129	-0.44%
Water Operating Fund	\$ 4,736,920	\$ 5,276,169	\$ 5,505,734	\$ 4,991,198	\$ 5,194,645	
Reclaimed Water Operating Fund	34,502	50,598	50,804	42,020	108,484	
Grand Total	\$ 4,771,422	\$ 5,326,767	\$ 5,556,538	\$ 5,033,218	\$ 5,303,129	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
GIS Technician I	1	1	1	1	1	1
GIS Technician II	1	1	1	1	1	1
Lead Utility Systems Technician - CDL	5	5	5	5	5	5
Senior Administrative Assistant	1	1	1	1	1	1
Utility Field Supervisor	3	3	3	3	0	0
Utility Field Supervisor - CDL	0	0	0	0	3	3
Utility Location Coordinator	2	2	2	2	1	1
Utility Systems Technician II - CDL	13	13	13	13	14	14
Utility Systems Technician III - CDL	1	1	1	1	1	1
Water Distribution Superintendent	1	1	1	1	1	1
Total	28	28	28	28	28	28

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, three Utility Field Supervisor positions were renamed Utility Field Supervisor - CDL and one Utility Location Coordinator was reclassified to Utility Systems Technician II - CDL.

Water Capital - 3820**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 83,691	\$ -	\$ -	\$ 43,247	\$ -	N/A
Ongoing*	-	-	-	43,247	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	15,896,527	2,222,725	15,492,619	-	1,547,000	-30.40%
Operating Supplies	10,156	-	54,240	54,240	-	N/A
Other Charges/Services	71,497	1,177,000	1,669,933	8,570	603,800	-48.70%
Project Support Recharge**	-	80,776	90,776	24,607	72,000	-10.86%
Contingencies/Reserves	-	31,248,566	-	-	55,000,670	76.01%
Building/Improvements	18,150	2,600,000	10,713,978	136,000	-	-100.00%
Office Furniture/Equipment	-	1,650,000	479,644	-	-	-100.00%
Water System Improvements	6,453,385	13,301,499	22,082,792	3,454,131	4,091,000	-69.24%
Wastewater System Improvements	29,980	8,135,000	8,137,483	-	17,390,000	113.77%
Total Cost Center - 3820	\$ 22,563,387	\$ 60,415,566	\$ 58,721,465	\$ 3,720,795	\$ 78,704,470	30.27%
Grant Capital Fund	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	\$ 4,000,000	
Water Bond Fund	4,707,763	40,186,327	40,492,503	2,442,093	58,724,710	
Water System Dev Fee Fund	17,389,714	4,363,144	4,091,322	88,553	4,002,769	
Water Resource Sys Dev Fees	128,827	-	-	-	-	
Water Operating Fund	337,081	13,866,095	12,137,640	1,190,149	11,976,991	
Grand Total	\$ 22,563,387	\$ 60,415,566	\$ 58,721,465	\$ 3,720,795	\$ 78,704,470	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects the percentage of staff time spent in direct support of a specific capital project. This staff time is recharged to the project and the appropriate capital cost center.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 reflects the carryforward of uncompleted project funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Water Treatment Plant - 3830

The Water Treatment Plant is responsible for providing Chandler residences, businesses, and industries with a sufficient and continuous supply of potable water. This is accomplished through a water treatment process that employs coagulation, sedimentation, and filtration to produce up to 60 million gallon per day (MGD) of water at the surface water treatment plant. Additionally, Water Treatment Plant staff control the remote wells and booster stations within the water distribution system through a state-of-the-art Supervisory Control and Data Acquisition (SCADA) system.

2021-22 Performance Measurements**Goal:**

Maintain overall regulatory compliance.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Operate the surface water treatment plant, deep wells, and booster stations to ensure regulatory compliance.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Compliance with state, county, and Environmental Protection Agency (EPA) requirements	Compliant	Compliant	Compliant	Compliant	Compliant

Goal:

Meet the requirements as described in Arizona Administrative Code, Title 12, Chapter 15, Article 7, Assured and Adequate Water Supply.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Optimize the use of surface water and minimize the use of groundwater.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Surface water deliveries in millions of gallons	9,766 ⁽¹⁾	12,629	12,000	13,000	13,000

⁽¹⁾ FY 2018-19 Actual is lower than anticipated due to an increasing need to run groundwater wells to mitigate water age issues in the distribution system.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Water Treatment Plant - 3830**Goal:**

Operate and maintain all water facilities efficiently.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Minimize increases in water production costs at the facility related to chemicals and utilities.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate	2021-22 Projected
Production cost per MG	\$307 ⁽¹⁾	\$244	\$310 ⁽¹⁾	\$280	\$300 ⁽¹⁾

⁽¹⁾ Chemical cost per MG of production is higher than anticipated due to higher Total Organic Carbon (TOC) loading in the incoming Salt River Project (SRP) canal water. Higher TOC loading requires higher chemical dosing, which in turn increases the overall cost of chemicals and treatment.

Goal:

Maintain less than 0.15 Nephelometric Turbidity Units (NTU's) in the finished water. The City's guideline is stricter than federal and state regulations of 0.5 NTU's.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Closely monitor and operate the plant to ensure the finished water NTU's do not exceed 0.15 in more than 15% of the samples taken.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Percentage of finished water turbidity samples between 0.05 to 0.15 NTU	93.20%	94.92%	95.00%	94.94%	95.00%
Percentage of finished water turbidity samples between 0.16 to 0.5 NTU	6.80%	5.08%	5.00%	5.06%	5.00%

*2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Public Works & Utilities**2021-22 Adopted Budget****Water Treatment Plant - 3830****Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,505,273	\$ 1,504,036	\$ 1,521,253	\$ 1,404,000	\$ 1,516,645	0.84%
Ongoing*	-	1,504,036	1,521,253	1,404,000	1,516,645	0.84%
One-time*	-	-	-	-	-	N/A
Professional/Contract	323,228	107,194	537,594	529,300	107,194	0.00%
Operating Supplies	1,833,933	1,656,292	2,122,780	1,748,378	1,651,444	-0.29%
Repairs/Maintenance	181,253	196,177	260,336	258,906	196,177	0.00%
Communications/Transportation	8,751	7,957	7,957	12,100	7,957	0.00%
Insurance/Taxes	-	1,000	1,000	1,000	1,000	0.00%
Rents/Utilities	1,559,177	2,012,533	2,014,607	2,039,607	2,012,533	0.00%
Other Charges/Services	53,560	51,588	53,442	49,463	51,588	0.00%
Contingencies/Reserves	-	-	-	-	436,550	N/A
Machinery/Equipment	-	-	-	54	-	N/A
Capital Replacement	11,022	11,022	11,022	15,960	12,222	10.89%
Total Cost Center - 3830	\$ 5,476,197	\$ 5,547,799	\$ 6,529,991	\$ 6,058,768	\$ 5,993,310	8.03%
Water Operating Fund	\$ 5,476,197	\$ 5,547,799	\$ 6,529,991	\$ 6,058,768	\$ 5,993,310	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Senior Administrative Assistant	1	1	1	1	1	1
Utility Operations Manager	0.5	0.5	0.5	0.5	0.5	0.5
Utility Program Coordinator	1	1	1	1	1	1
Water Facilities Superintendent	0	0	1	1	1	1
Water Plant Operator I	5	5	5	5	5	0
Water Plant Operator II	5	5	5	5	5	10
Water Systems Manager	0	1	1	1	1	1
Water Systems Operations Superintendent	1	1	0	0	0	0
Total	13.5	14.5	14.5	14.5	14.5	14.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Effective July 1, 2021, five Water Plant Operator I positions are reclassified to Water Plant Operator II.

Environmental Resources - 3840

The Environmental Resources Division is responsible for protecting Chandler's existing water supplies, estimating future water demands, negotiating, acquiring, and managing water resources, and promoting water conservation through public programs, elementary school education programs, rebates, demonstration projects, and workshops. This division is also responsible for following the status of new federal and state laws, rules, and regulations pertaining to the Clean Water and Safe Drinking Water Acts, and reviewing and tracking all Utilities' plans and projects.

2021-22 Performance Measurements**Goal:**

Ensure Chandler has sufficient water resources to meet current and build out demands. Also, comply with the State's Groundwater Management Act (GMA) by accumulating long-term storage credits for drought protection.

Supports Priority Based Budgeting Goal(s): Safe Community; Connected and Mobile Community

Objectives:

- ◆ Protect and defend Chandler's water rights.
- ◆ Ensure Chandler's Water Resource permits are maintained to comply with the State's GMA.
- ◆ Maintain Assured Water Supply to allow continued growth and economic development.
- ◆ Ensure Chandler has sufficient water stored underground to legally pump its wells.
- ◆ Accumulate long-term storage credits to meet potable water supply needs during droughts.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Maintain storage and well recovery permits to comply with Assured Water Supply rules	26	26	26	26	26
Maintain surface water rights and contracts measured in acre-feet (AF) ⁽¹⁾	96,649	99,397 ⁽²⁾	99,683	99,915	104,974 ⁽³⁾
Secure long-term storage credits as measured in AF ⁽⁴⁾	12,986	33,033 ⁽⁵⁾	11,200	14,000	11,300

⁽¹⁾ Supply under normal conditions and full SRP allocation.

⁽²⁾ In FY 2019-20, Chandler began receiving the total water supply acquired through the 2016 Gila River Indian Community Water Purchase Agreement.

⁽³⁾ Increase in surface water rights based on projected approval of the White Mountain Apache Water Rights Settlement.

⁽⁴⁾ One AF of water will meet the needs of six Chandler residents for one year.

⁽⁵⁾ Includes long-term storage credits acquired through the 2016 Gila River Indian Community Water Purchase Agreement.

*2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Environmental Resources - 3840**Goal:**

Educate the citizens about the importance of water conservation through residential audits, educational programs, community presentations, workshops, and rebate programs.

Supports Priority Based Budgeting Goal(s): Healthy and Attractive Community; Safe Community; Sustainable Economic Health

Objectives:

- ◆ Educate residents on all aspects of water conservation through workshops, community presentations, school programs, public events, and distribution of water conservation packets.
- ◆ Administer and promote the water conservation rebate program to reduce water usage.
- ◆ Administer the water saving retrofit kit program.
- ◆ Provide water conservation assistance to high water use homeowners, and commercial, industrial, and turf customers to reduce overall consumption.
- ◆ Implement the conservation requirements of the Third Management Plan of the GMA.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of water conservation workshops	23	14 ⁽¹⁾	22	24	22
Number of residents attending workshops	733	483 ⁽¹⁾	650	930	650
Number of school presentations	135	122 ⁽¹⁾	155	75 ⁽¹⁾	158
Number of children attending school presentations	11,252	10,210 ⁽¹⁾	13,400	7,200 ⁽¹⁾	13,300
Number of residential water conservation packets distributed ⁽²⁾	440	523	450	730	600
Number of rebates issued	393	379 ⁽¹⁾	500	310 ⁽¹⁾	350
Number of residential water audits ⁽¹⁾	1,116	857 ⁽¹⁾	1,600	770 ⁽¹⁾	1,000
Number of conservation programs implemented as mandated by Arizona Department of Water Resources	11	11	11	11	11

⁽¹⁾ Due to COVID-19 restrictions, the program participation was reduced.

⁽²⁾ Distribution of residential water conservation packets is dependent on new homes.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Environmental Resources - 3840

Goal:

To ensure operations staff is aware of the final rules promulgated by federal or state regulatory agencies.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ To alert operations staff for compliance with final rules promulgated by federal or state regulatory agencies and report the standard and compliance date.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of written summaries of new laws, rules, or regulations promulgated by a state or federal regulatory agency that will impact the City's compliance with the Safe Drinking Water Act or Clean Water Act	1	1	1	1	1

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Environmental Resources - 3840**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,021,996	\$ 1,042,378	\$ 1,047,442	\$ 1,055,000	\$ 1,055,103	1.22%
Ongoing*	-	1,042,378	1,047,442	1,055,000	1,055,103	1.22%
One-time*	-	-	-	-	-	N/A
Professional/Contract	5,882,417	5,937,137	6,389,828	6,619,500	7,229,383	21.77%
Operating Supplies	52,215	47,379	50,497	36,944	49,879	5.28%
Repairs/Maintenance	29,673	35,730	40,730	37,800	36,730	2.80%
Communications/Transportation	4,677	10,006	10,006	6,680	11,856	18.49%
Rents/Utilities	6,259	8,400	8,400	8,400	8,400	0.00%
Other Charges/Services	155,418	187,499	187,499	156,825	187,499	0.00%
Capital Replacement	8,914	8,914	8,914	11,318	9,171	2.88%
Total Cost Center - 3840	\$ 7,161,568	\$ 7,277,443	\$ 7,743,316	\$ 7,932,467	\$ 8,588,021	18.01%
Water Operating Fund	\$ 7,161,568	\$ 7,277,443	\$ 7,743,316	\$ 7,932,467	\$ 8,588,021	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Construction Project Manager	1	0	0	0	0	0
Engineer	0	1	1	1	1	1
Principal Engineer	1	1	1	1	1	1
Utilities Engineering Manager	1	1	1	1	1	1
Utility Analyst	1	1	1	1	1	1
Utility Regulatory Affairs Manager	1	0.5	0.5	0.5	0.5	0.5
Utility Resources Manager	0	0	0	0	0.8	0.8
Water Audit Technician	0	0.5	0.5	0.5	0.5	0.5
Water Conservation Coordinator	1	1	1	1	1	1
Water Conservation Specialist	1	1	1	1	1	1
Water Resource Manager	1	0.8	0.8	0.8	0	0
Total	8	7.8	7.8	7.8	7.8	7.8

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

During FY 2020-21, one Water Resource Manager position was renamed Utility Resources Manager.

Water Quality - 3850

The Water Quality Division is responsible for ensuring the City water supply meets compliance standards set by the federal and state government. This is accomplished through a program of sampling, laboratory testing, reporting, and recordkeeping. This area also manages the backflow prevention and flushing programs in order to prevent contamination of the City's potable water supply and assure a palatable taste for the customer.

2021-22 Performance Measurements**Goal:**

Ensure water quality and regulatory compliance with federal, state, county, and local regulations through sample collection, laboratory testing, and backflow prevention.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Conduct sampling and analysis of bacteriological activity in the drinking water.
- ◆ Assure customer satisfaction by responding to water quality complaints in a timely and courteous manner.
- ◆ Conduct a proactive backflow prevention testing program.
- ◆ Perform sampling of new mains to eliminate contamination of existing mains.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Collect and conduct 150 bacteriological tests per month throughout the distribution system	100%	100%	100%	100%	100%
Water quality complaints responded to within 24 hours	100%	100%	100%	100%	100%
Ensure annual testing requirements are met for all documented backflow assemblies	100%	100%	100%	100%	100%
Perform sampling on all new water mains	100%	100%	100%	100%	100%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Water Quality - 3850**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,309,294	\$ 1,349,478	\$ 1,353,509	\$ 1,308,400	\$ 1,335,768	-1.02%
Ongoing*	-	1,349,478	1,353,509	1,308,400	1,335,768	-1.02%
One-time*	-	-	-	-	-	N/A
Professional/Contract	122,879	150,317	161,303	160,974	150,317	0.00%
Operating Supplies	128,085	195,822	234,051	183,649	195,822	0.00%
Repairs/Maintenance	4,320	6,000	6,804	6,215	6,000	0.00%
Communications/Transportation	17,788	41,365	41,365	5,395	40,415	-2.30%
Insurance/Taxes	-	500	500	-	500	0.00%
Rents/Utilities	-	-	-	297	-	N/A
Other Charges/Services	14,595	28,879	28,879	17,500	28,879	0.00%
Wastewater System Improvements	(1,200)	-	-	-	-	N/A
Capital Replacement	21,012	21,012	21,012	21,962	22,532	7.23%
Total Cost Center - 3850	\$ 1,616,773	\$ 1,793,373	\$ 1,847,423	\$ 1,704,392	\$ 1,780,233	-0.73%
Water Operating Fund	\$ 1,524,128	\$ 1,699,144	\$ 1,752,813	\$ 1,617,141	\$ 1,688,996	
Reclaimed Water Operating Fund	92,645	94,229	94,610	87,251	91,237	
Grand Total	\$ 1,616,773	\$ 1,793,373	\$ 1,847,423	\$ 1,704,392	\$ 1,780,233	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Chemist	4	4	4	4	4	4
Laboratory Supervisor	1	1	1	1	1	1
Water Operations Compliance Specialist	1	1	1	1	1	1
Water Quality Advisor	1	1	1	1	1	1
Water Quality Program Manager	1	1	1	1	1	1
Water Quality Supervisor	1	1	1	1	1	1
Water Quality Technician	3	3	3	3	3	3
Total	12	12	12	12	12	12

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes in FY 2021-22.

Water Systems Maintenance - 3860

The Water Systems Maintenance Division is responsible for providing residences, businesses, and industries with a sufficient and continuous supply of potable water. This is accomplished through the pumping of wells and boosting of water from storage reservoirs. The facilities consist of wells and booster stations with reservoirs, which are controlled by a state-of-the-art SCADA system.

2021-22 Performance Measurements**Goal:**

Maintain overall regulatory compliance.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Operate the deep wells and booster stations to ensure regulatory compliance.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Compliance with state, county, and Environmental Protection Agency (EPA) requirements	Compliant	Compliant	Compliant	Compliant	Compliant

Goal:

Assist in meeting the requirements as described in Arizona Administrative Code, Title 12, Chapter 15, Article 7, Assured and Adequate Water Supply.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Produce required well water and maintain water storage for use throughout the City.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Groundwater deliveries in millions of gallons	5,569	4,992	6,000	5,058	5,300

Goal:

Operate and maintain all water facilities efficiently.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Minimize increases in water production costs related to chemicals and utilities.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Production cost per MG	\$389	\$456 ⁽¹⁾	\$360	\$397	\$426 ⁽¹⁾

⁽¹⁾ The 2019-20 Actual and 2021-22 Projected figures have increased due to the need to produce more well water based on evolving water quality needs in the distribution system. Additionally, system demands have increased in recent years, resulting in a greater need to pump groundwater.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Water Systems Maintenance - 3860**Goal:**

Operate and maintain all equipment efficiently.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objective:

- ◆ Maintain the operational status of equipment at 93% or better efficiency.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Instrumentation equipment maintenance efficiency	95%	95%	95%	95%	95%
Electrical equipment maintenance efficiency	95%	95%	95%	95%	95%
Mechanical equipment maintenance efficiency	95%	95%	95%	95%	95%

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Public Works & Utilities

2021-22 Adopted Budget

Water Systems Maintenance - 3860**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,111,725	\$ 2,243,890	\$ 2,255,325	\$ 2,040,000	\$ 2,256,533	0.56%
Ongoing*	-	2,243,890	2,255,325	2,040,000	2,256,533	0.56%
One-time*	-	-	-	-	-	N/A
Professional/Contract	125,101	130,310	132,060	131,500	130,310	0.00%
Operating Supplies	948,965	969,000	983,452	834,838	966,442	-0.26%
Repairs/Maintenance	884,371	877,849	955,191	860,431	877,849	0.00%
Communications/Transportation	20,100	29,700	29,700	7,100	29,700	0.00%
Insurance/Taxes	-	2,500	2,500	-	2,500	0.00%
Rents/Utilities	1,995,749	1,636,940	1,636,940	2,007,000	1,636,940	0.00%
Other Charges/Services	33,155	65,125	65,125	16,100	65,125	0.00%
Office Furniture/Equipment	165	-	-	-	-	N/A
Street Improvements	883	-	-	-	-	N/A
Water System Improvements	773,764	600,650	784,198	740,314	600,650	0.00%
Capital Replacement	43,103	42,797	42,797	44,105	44,953	5.04%
Total Cost Center - 3860	\$ 6,937,082	\$ 6,598,761	\$ 6,887,288	\$ 6,681,388	\$ 6,611,002	0.19%
Water Operating Fund	\$ 6,937,082	\$ 6,598,761	\$ 6,887,288	\$ 6,681,388	\$ 6,611,002	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Instrumentation Technician	4	4	4	4	4	4
Landscape Compliance Coordinator	1	1	1	1	1	1
Senior Utilities Mechanic	6	6	6	6	6	6
Senior Utilities Mechanic - CDL	1	1	1	1	1	1
Senior Utilities Predictive Maintenance Technician	1	1	1	1	1	1
Utilities Electrician	3	3	4	4	4	4
Utilities Maintenance Worker	2	2	1	1	1	1
Utility Maintenance Manager	1	0.5	0.5	0.5	0.5	0.5
Utility Maintenance Supervisor	2	2	2	2	2	2
Utility Operations Manager	0.5	0	0	0	0	0
Total	21.5	20.5	20.5	20.5	20.5	20.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget changes for FY 2021-22.

Santan Vista Water Treatment Plant - 3870

The Santan Vista Water Treatment Plant is a joint effort between the City of Chandler and Town of Gilbert. The plant provides Chandler and Gilbert residences, businesses, and industries with a sufficient and continuous supply of potable water. The Town of Gilbert operates the plant under a long-term contract.

2021-22 Performance Measurements**Goal:**

Maintain overall regulatory compliance.

Supports Priority Based Budgeting Goal(s): Safe Community

Objective:

- ◆ Operate the Santan Vista Water Treatment Plant to ensure regulatory compliance.

Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Compliance with state, county, and EPA requirements	Compliant	Compliant	Compliant	Compliant	Compliant

Goal:

Meet the requirements as described in Arizona Administrative Code, Title 12, Chapter 15, Article 7, Assured and Adequate Water Supply.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:

- ◆ Optimize the use of surface water and minimize the use of groundwater throughout the City.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Surface water deliveries in millions of gallons	5,388 ⁽¹⁾	4,518 ⁽¹⁾	5,200 ⁽²⁾	5,500 ⁽²⁾	5,500 ⁽²⁾

⁽¹⁾ Chandler's supply from Santan Vista increased from 12 to 24 MGD. Water deliveries slowly ramped up beginning April 2018 and will not be at full capacity right away.

⁽²⁾ Figure based on higher flows beginning in January 2021.

Goal:

Operate and maintain all water facilities efficiently.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

- ◆ Minimize increases in water production costs at the facility related to chemicals and utilities.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Production cost per MG	\$124	\$122	\$125	\$123	\$125

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."
Note: All measurements are through June 30th, the last day of the fiscal year.

Santan Vista Water Treatment Plant - 3870**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Professional/Contract	\$ 1,566,061	\$ 2,082,519	\$ 3,105,207	\$ 2,253,600	\$ 2,082,519	0.00%
Total Cost Center - 3870	\$ 1,566,061	\$ 2,082,519	\$ 3,105,207	\$ 2,253,600	\$ 2,082,519	0.00%
Water Operating Fund	\$ 1,566,061	\$ 2,082,519	\$ 3,105,207	\$ 2,253,600	\$ 2,082,519	

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget changes for FY 2021-22.

Meter Services - 3880

The Meter Services Division is responsible for collecting monthly usage associated with Chandler utility accounts. This division also responds to customer requests to start and finalize water service, verify water meter accuracy, and detect water leaks.

2021-22 Performance Measurements**Goal:**

Collect monthly water usage in a timely and accurate manner to ensure revenue is available for the operation of Chandler's water treatment, production, and distribution systems.

Supports Priority Based Budgeting Goal(s): Good Governance; Sustainable Economic Health

Objectives:

- ◆ Obtain timely water meter readings to facilitate issuance of utility bills on schedule.
- ◆ Submit accurate water meter readings to Utility Billing to ensure customer water use is billed appropriately.
- ◆ Provide outstanding customer service when assisting utility customers to start and finalize water service, verify meter accuracy, and detect leaks.
- ◆ Replace damaged meters and or registers to maintain integrity of meter inventory.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of water meter readings completed and reviewed for quality assurance	1,029,156	1,034,064	1,038,924	1,038,924	1,044,000
Percentage of water meters read within a 33-day cycle	98%	99%	99%	99%	99%
Percentage of meter readings that did not require an estimate due to damaged meters, access, or misreads	99.9%	99.9%	99.9%	99.9%	99.9%
Number of customer service requests completed	24,104	27,250	27,250	22,500 ⁽¹⁾	27,500
Number of water meters and or registers replaced	3,843	6,042	5,265 ⁽²⁾	3,896 ⁽¹⁾	5,500

⁽¹⁾ Number affected by lost time and restrictions caused by COVID-19.

⁽²⁾ Number of water meters and/or registers replaced increased for 2019-20 Year-End and 2020-21 Projected due to being fully staffed and efficiencies gained from a major route change

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Meter Services - 3880**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 688,367	\$ 750,275	\$ 756,190	\$ 758,000	\$ 785,122	4.64%
Ongoing*	-	750,275	756,190	758,000	785,122	4.64%
One-time*	-	-	-	-	-	N/A
Professional/Contract	8,079	19,050	26,509	25,100	19,050	0.00%
Operating Supplies	53,594	192,934	332,700	311,600	174,331	-9.64%
Repairs/Maintenance	24,731	26,710	27,517	20,000	26,710	0.00%
Communications/Transportation	11,181	7,714	7,714	5,300	7,474	-3.11%
Insurance/Taxes	-	500	1,000	500	500	0.00%
Rents/Utilities	-	1,000	1,000	-	1,000	0.00%
Other Charges/Services	2,812	3,900	3,900	1,500	3,900	0.00%
Contingencies/Reserves	-	-	-	-	9,510	N/A
Capital Replacement	16,075	16,075	16,075	16,075	16,075	0.00%
Total Cost Center - 3880	\$ 804,839	\$ 1,018,158	\$ 1,172,605	\$ 1,138,075	\$ 1,043,672	2.51%
Water Operating Fund	\$ 804,839	\$ 1,018,158	\$ 1,172,605	\$ 1,138,075	\$ 1,043,672	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Lead Utility Meter Technician	0	1	1	1	1	1
Meter Services Supervisor	0	1	1	1	1	1
Utility Meter Account Specialist	1	1	1	1	1	1
Utility Meter Technician	6	6	6	6	6	6
Utility Meter Technician II	1	0	0	0	0	0
Utility Meter Technician Supervisor	1	0	0	0	0	0
Utility Systems Technician II	1	1	0	0	0	0
Water Audit Technician	1	0.5	1.5	1.5	1.5	1.5
Total	11	10.5	10.5	10.5	10.5	10.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget changes for FY 2021-22.

Wastewater Collection - 3900

The Wastewater Collection Division is responsible for maintaining all system appurtenances such as pipes, manholes, and pumping stations.

2021-22 Performance Measurements**Goal:**

Provide the safest, most efficient and economical methods for wastewater collection, control of sewer odor, and roach problems for residential, commercial, and industrial customers.

Supports Priority Based Budgeting Goal(s): Attractive Community; Safe Community

Objectives:

- ◆ Maintain 953 miles of sewer lines so as to limit sewer odor and blockages through the use of the Hydrorodder and Jetter programs.
- ◆ Reduce roach complaints through a preventive Insecticide Painting Program and to respond promptly when complaints are received.
- ◆ Respond to and repair City-owned broken service lines in a timely manner and to customer satisfaction.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Number of odor complaints received	38	42	45	50	45
Number of blockages originating in City sewer mains	14	3	15	6	10
Number of roach complaints received ⁽¹⁾	59	44	70	55	50
Number of sewer service repairs that are the City's responsibility	52	64	70	70	70
Number of sewer line miles cleaned annually ⁽²⁾	71	39	100	50	75

⁽¹⁾ The Insecticide Painting Program applies insecticide every other year to all sewer manholes in the City. The insecticide has a warranted kill life of two years. When a complaint is received, Wastewater Collection staff inspects the complaint location for faulty paint and/or application. Warranty work is performed when appropriate.

⁽²⁾ Wastewater Collection cleaning crew not fully staffed from FY 2018-19 through FY 2020-21 and unable to clean the same level of sewer line miles.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Wastewater Collection - 3900**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 838,443	\$ 929,984	\$ 935,146	\$ 860,400	\$ 907,292	-2.44%
Ongoing*	-	929,984	935,146	860,400	907,292	-2.44%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,067,740	1,316,844	1,489,648	1,488,500	1,316,844	0.00%
Operating Supplies	186,323	334,932	363,238	316,595	334,932	0.00%
Repairs/Maintenance	23,529	38,278	46,069	45,500	38,278	0.00%
Communications/Transportation	10,771	16,444	16,444	10,050	16,444	0.00%
Insurance/Taxes	500	1,500	1,500	1,500	1,500	0.00%
Rents/Utilities	113,888	198,505	198,505	150,266	198,505	0.00%
Other Charges/Services	20,235	31,069	33,794	27,350	31,069	0.00%
Contingencies/Reserves	-	-	-	-	10,000	N/A
Capital Replacement	37,058	37,058	37,058	37,058	43,539	17.49%
Total Cost Center - 3900	\$ 2,298,487	\$ 2,904,614	\$ 3,121,402	\$ 2,937,219	\$ 2,898,403	-0.21%
Wastewater Operating Fund	\$ 2,298,487	\$ 2,904,614	\$ 3,121,402	\$ 2,937,219	\$ 2,898,403	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
GIS Technician II	1	1	1	1	1	1
Lead Utility Systems Technician - CDL	1	1	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1	1
Utility Systems Technician II - CDL	4	4	5	5	5	5
Utility Systems Technician III - CDL	2	2	1	1	1	1
Wastewater Collections Superintendent	1	1	1	1	1	1
Total	10	10	10	10	10	10

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget changes for FY 2021-22.

Wastewater Capital - 3910**Capital Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 84,155	\$ -	\$ -	\$ 48,239	\$ -	N/A
Ongoing*	-	-	-	48,239	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	23,110	1,680,000	4,411,542	-	1,610,000	-4.17%
Communications/Transportation	26	-	-	-	-	N/A
Other Charges/Services	3,177	500,000	5,905,837	7,957	1,305,000	161.00%
Project Support Recharge**	-	50,000	122,174	7,139	50,000	0.00%
Contingencies/Reserves	-	46,126,021	-	-	65,077,754	41.09%
Building/Improvements	5,576,794	-	24,762,524	652,893	3,860,000	N/A
Street Improvements	-	-	-	2,628	-	N/A
Water System Improvements	159,772	1,700,000	2,380,888	144,134	-	-100.00%
Wastewater System Improvements	2,619,472	26,190,000	39,945,363	6,091,666	19,500,000	-25.54%
Total Cost Center - 3910	\$ 8,466,506	\$ 76,246,021	\$ 77,528,328	\$ 6,954,656	\$ 91,402,754	19.88%
Reclaimed Water System Dev Fee Fund	\$ 506,712	\$ 7,472,601	\$ 7,405,042	\$ 197,283	\$ 7,207,759	
Wastewater Bond Fund	2,150,606	11,764,282	10,769,811	4,645,589	6,124,222	
Wastewater System Dev Fee Fund	-	300,024	24	-	-	
Wastewater Operating Fund	5,805,081	51,213,614	51,357,557	1,915,253	75,267,304	
WW Industrial Process Treatment Fund	4,106	5,495,500	7,995,894	196,531	2,803,469	
Grand Total	\$ 8,466,506	\$ 76,246,021	\$ 77,528,328	\$ 6,954,656	\$ 91,402,754	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

** Project Support Recharge reflects the percentage of staff time spent in direct support of a specific capital project. This staff time is recharged to the project and the appropriate capital cost center.

Significant Budget Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

Significant budget variances for capital cost centers are primarily attributed to specific project completions related to the prior fiscal year and new projects for the new fiscal year. FY 2021-22 reflects the carryforward of uncompleted project funding from FY 2020-21. Additional detail is available in the 2022-2031 Capital Improvement Program.

Ocotillo Brine Reduction Facility - 3930

The Ocotillo Brine Reduction Facility provides the City with a renewable resource by treating industrial wastewater from Intel Corporation's computer chip campus consisting of FAB 12, FAB 22, FAB 32, and FAB 42. This state-of-the-art facility uses reverse osmosis, lime softening, ion exchange, and a brine concentrator to treat the 2.65 MGD wastewater stream produced by Intel Corporation's Campus. The industrial wastewater is purified and disinfected before it is recharged into the aquifer through direct injection wells or sent back to Intel Corporation for industrial use.

2021-22 Performance Measurements**Goal:**

Treat the industrial brine stream from Intel Corporation to drinking water standards so that over 93% can be recharged back into the aquifer or sent back to Intel Corporation for industrial reuse.⁽¹⁾

Supports Priority Based Budgeting Goal(s): Good Governance; Safe Community; Sustainable Economic Health

Objectives:

- ◆ Maintain compliance within the guidelines of the Aquifer Protection Permit (APP).
- ◆ Operate and maintain the treatment facility efficiently.
- ◆ Monitor water quality through analytical testing.
- ◆ Recover over 93% of the industrial brine stream.⁽¹⁾

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Compliance with the APP	Compliant	Compliant	Compliant	Compliant	Compliant
Produce zero hardness water to strict Intel Corporation standards 100% of the time	100%	100%	100%	100%	100%
Number of water quality tests performed	1,134 ⁽²⁾	5,000	4,600	4,900	4,600
Recharge or recycle the treated industrial water (MG)	306 ⁽²⁾	795	750	750	600 ⁽³⁾
Percent of industrial waste recovered	92.0%	93.5%	93.0%	93.5%	93.0%

⁽¹⁾ Goal and objective modified effective FY 2021-22.

⁽²⁾ The 2018-19 Actual figure is lower due to a four-month plant shutdown to facilitate Intel Corporation funded construction projects at the facility. This impacted the number of water quality tests and the amount of water recycled.

⁽³⁾ Lower due to Intel Corporation's Water Plant coming online.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Ocotillo Brine Reduction Facility - 3930**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,666,093	\$ 1,686,974	\$ 1,705,610	\$ 1,688,000	\$ 1,703,445	0.98%
Ongoing*	-	1,686,974	1,705,610	1,688,000	1,703,445	0.98%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,270,288	925,031	1,711,842	1,040,700	1,040,700	12.50%
Operating Supplies	3,585,591	3,808,998	4,749,322	3,847,922	3,962,100	4.02%
Repairs/Maintenance	128,521	216,246	391,610	126,000	126,000	-41.73%
Communications/Transportation	10,295	9,845	9,845	9,720	9,720	-1.27%
Insurance/Taxes	500	250	250	-	-	-100.00%
Rents/Utilities	848,403	1,405,000	1,405,000	1,380,000	1,741,610	23.96%
Other Charges/Services	29,346	34,170	36,024	26,700	26,700	-21.86%
Contingencies/Reserves	-	1,500,000	1,500,000	-	1,500,000	0.00%
Machinery/Equipment	905	7,630	7,630	-	-	-100.00%
Capital Replacement	10,464	11,162	11,162	9,202	10,595	-5.08%
Total Cost Center - 3930	\$ 7,550,406	\$ 9,605,306	\$ 11,528,295	\$ 8,128,244	\$ 10,120,870	5.37%
WW Industrial Process Treatment Fund	\$ 7,550,406	\$ 9,605,306	\$ 11,528,295	\$ 8,128,244	\$ 10,120,870	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Instrumentation Technician	2	2	2	2	2	2
Lead Reverse Osmosis Water Plant Operator	1	1	1	1	1	1
Reverse Osmosis Facility Superintendent	1	1	1	1	1	1
Reverse Osmosis Water Plant Operator II	8	8	8	8	8	8
Senior Administrative Assistant	1	1	1	1	1	1
Senior Utilities Mechanic	2	2	2	2	2	2
Utilities Electrician	1	1	1	1	1	1
Utility Maintenance Supervisor	1	1	1	1	1	1
Total	17	17	17	17	17	17

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

FY 2021-22 reflects ongoing funding for chemicals and utility rate increases.

Lone Butte Wastewater Treatment Facility - 3940

The Lone Butte Wastewater Treatment Facility is responsible for treating domestic and industrial wastewater for reclamation.

2021-22 Performance Measurements**Goal:**

To maintain compliance with the Gila River Indian Community (GRIC) lease agreement for water quality standards and to efficiently operate the Lone Butte Wastewater Treatment Facility.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Maintain efficient treatment cost per MG.
- ◆ Maintain 100% compliance with the GRIC lease agreement for water quality standards.
- ◆ Supply reuse water to the GRIC for irrigation purposes.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Treatment cost per 1 MG ⁽¹⁾	\$1,848	\$2,784	\$2,600	\$3,300	\$2,880
Percent compliance with GRIC lease agreement	96.3%	99.1%	98.0%	98.2%	99.0%
Reuse of reclaimed water MGD ⁽²⁾	1.21	0.80	0.90	0.73	1.00

⁽¹⁾ Cost increases starting in FY 2018-19 are due to reduced flows into the Lone Butte Wastewater Treatment Facility.

⁽²⁾ Beginning in FY 2018-19 the decrease in reuse of reclaimed water results from decreased flows into the Lone Butte Wastewater Treatment Facility.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year

Lone Butte Wastewater Treatment Facility - 3940**Budget Summary**

Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 128,907	\$ 152,269	\$ 152,269	\$ 151,000	\$ 152,713	0.29%
Ongoing*	-	152,269	152,269	151,000	152,713	0.29%
One-time*	-	-	-	-	-	N/A
Professional/Contract	87,897	200,100	220,046	125,000	298,020	48.94%
Operating Supplies	95,013	454,525	454,525	299,000	416,605	-8.34%
Repairs/Maintenance	34,334	41,200	41,200	21,000	31,200	-24.27%
Communications/Transportation	2,158	3,070	3,070	2,000	3,070	0.00%
Insurance/Taxes	-	500	500	-	500	0.00%
Rents/Utilities	287,539	516,068	516,068	310,000	466,068	-9.69%
Other Charges/Services	2,600	4,185	4,185	3,230	4,185	0.00%
Contingencies/Reserves	-	-	-	-	10,400	N/A
Machinery/Equipment	-	28,000	28,000	100,000	28,000	0.00%
Capital Replacement	2,292	2,292	2,292	2,292	2,292	0.00%
Total Cost Center - 3940	\$ 640,741	\$ 1,402,209	\$ 1,422,155	\$ 1,013,522	\$ 1,413,053	0.77%
Wastewater Operating Fund	\$ 640,741	\$ 1,402,209	\$ 1,422,155	\$ 1,013,522	\$ 1,413,053	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18 Revised	2018-19 Revised	2019-20 Revised	2020-21 Adopted	2020-21 Revised	2021-22 Adopted
Wastewater Treatment Plant Operator III	1	1	1	1	1	1
Total	1	1	1	1	1	1

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Wastewater Quality - 3950

The Wastewater Quality Division is charged with managing and administering the Industrial Wastewater Pretreatment Program. This program regulates and issues permits to industrial users who discharge pollutants into the wastewater collection system.

2021-22 Performance Measurements**Goal:**

Ensure that wastewater quality remains in compliance with federal, state, county, tribal, and local regulations.

Supports Priority Based Budgeting Goal(s): Safe Community

Objectives:

- ◆ Manage and implement the Industrial Pretreatment Program by inspecting and sampling industrial customers for compliance with federal and local wastewater regulations.
- ◆ Perform sampling of groundwater and effluent for the APP.
- ◆ Reduce wastewater collection stoppages by inspecting grease traps and interceptors.
- ◆ Manage compliance sampling database and communicate with industries to help them achieve compliance.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Review industrial and City sampling reports to ensure compliance ⁽¹⁾	200	130	180	150	150
Conduct compliance sampling for aquifer protection and reuse permits	154	150	150	150	150
Number of grease traps and sand and oil interceptors inspected	279	0 ⁽²⁾	800	250	250
Number of significant industrial user inspections conducted to determine compliance with applicable requirements	37	42	42	42	42

⁽¹⁾ Sampling reports reviewed may vary dependent on the number of sampling events conducted.

⁽²⁾ No inspections due to training of new Inspectors.

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Wastewater Quality - 3950**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 321,087	\$ 445,178	\$ 450,718	\$ 266,000	\$ 461,851	3.75%
Ongoing*	-	445,178	450,718	266,000	461,851	3.75%
One-time*	84,948	-	-	-	-	N/A
Professional/Contract	84,948	94,863	139,656	146,000	94,863	0.00%
Operating Supplies	69,649	72,375	74,850	59,950	72,375	0.00%
Communications/Transportation	1,456	4,357	4,357	1,300	4,837	11.02%
Insurance/Taxes	-	500	500	-	500	0.00%
Other Charges/Services	2,715	8,680	8,680	4,300	8,680	0.00%
Contingencies/Reserves	-	-	-	-	79,000	N/A
Capital Replacement	9,539	9,509	9,509	9,509	10,838	13.98%
Total Cost Center - 3950	\$ 489,393	\$ 635,462	\$ 688,270	\$ 487,059	\$ 732,944	15.34%
Reclaimed Water Operating Fund	\$ 9,515	\$ 52,893	\$ 53,099	\$ 43,700	\$ 52,624	
Wastewater Operating Fund	479,878	582,569	635,171	443,359	680,320	
Grand Total	\$ 489,393	\$ 635,462	\$ 688,270	\$ 487,059	\$ 732,944	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Authorized Positions

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Industrial Waste Inspector	1	1	1	1	1	1
Pretreatment Supervisor	1	1	1	1	1	1
Senior Industrial Waste Inspector	3	3	3	3	3	3
Total	5	5	5	5	5	5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Airport Water Reclamation Facility - 3960

The Airport Water Reclamation Facility is responsible for the treatment of domestic and industrial wastewater to water quality standards that allow for reuse of effluent and recharge into the aquifer.

2021-22 Performance Measurements**Goal:**

Efficiently treat municipal wastewater to State of Arizona permit water quality standards for reuse and recharge purposes.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Maintain efficient treatment cost per MG.
- ◆ Maintain water quality compliance for the APP and Reuse Permits issued by the Arizona Department of Environmental Quality (ADEQ).
- ◆ Continue to reuse and recharge reclaimed water.
- ◆ Conserve potable water by supplying reclaimed water for irrigation.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Treatment cost per 1 MG	\$1,381	\$1,036	\$1,450	\$1,240	\$1,270
Percent compliance with permits	99.69%	100.00%	100.00%	99.90%	100.00%
Reuse of wastewater MGD	10.58	11.25	10.50	12.50	13.20
Recharge of reclaimed water MGD	3.74	3.47	3.70	3.30	3.50

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Airport Water Reclamation Facility - 3960**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,364,314	\$ 2,899,235	\$ 2,920,236	\$ 2,350,000	\$ 2,897,150	-0.07%
Ongoing*	-	2,899,235	2,920,236	2,350,000	2,897,150	-0.07%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,940,391	1,355,431	1,552,722	1,540,300	1,367,431	0.89%
Operating Supplies	1,202,003	1,374,707	1,470,048	1,443,380	1,368,939	-0.42%
Repairs/Maintenance	176,294	413,286	455,739	387,400	408,286	-1.21%
Communications/Transportation	10,385	16,836	16,836	3,570	16,856	0.12%
Insurance/Taxes	-	1,000	1,000	-	1,000	0.00%
Rents/Utilities	1,810,121	2,499,749	2,499,749	2,411,900	2,499,749	0.00%
Other Charges/Services	65,175	84,672	84,672	61,400	80,672	-4.72%
Contingencies/Reserves	-	-	-	-	1,000,000	N/A
Machinery/Equipment	-	100,000	176,312	100,000	87,172	-12.83%
Capital Replacement	28,805	29,805	29,805	32,073	33,457	12.25%
Total Cost Center - 3960	\$ 7,597,487	\$ 8,774,721	\$ 9,207,119	\$ 8,330,023	\$ 9,760,712	11.24%
Reclaimed Water Operating Fund	\$ 1,647,589	\$ 928,983	\$ 1,061,376	\$ 937,653	\$ 829,646	
Wastewater Operating Fund	5,949,898	7,845,738	8,145,743	7,392,370	8,931,066	
Grand Total	\$ 7,597,487	\$ 8,774,721	\$ 9,207,119	\$ 8,330,023	\$ 9,760,712	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Airport Water Reclamation Facility - 3960**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Business Systems Support Analyst	1	1	1	1	1	1
Instrumentation Technician	3	3	3	3	3	3
Lead Wastewater Treatment Plant Operator	0	1	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1	1
Senior Utilities Mechanic	4	4	4	4	4	4
Senior Utilities Mechanic - CDL	1	1	1	1	1	1
Utilities Electrician	2	2	2	2	2	2
Utilities Predictive Maintenance Technician	1	1	1	1	1	1
Utility Maintenance Supervisor	1	1	1	1	1	1
Utility Operations Manager	0	0.5	0.5	0.5	0.5	0.5
Utility Program Coordinator	1	1	1	1	1	1
Utility Regulatory Affairs Manager	0	0.5	0.5	0.5	0.5	0.5
Wastewater Facilities Manager	1	1	1	1	1	1
Wastewater Facilities Superintendent	1	1	1	1	1	1
Wastewater Operations Manager	1	1	1	1	1	1
Wastewater Treatment Plant Operator I	2	2	2	2	2	2
Wastewater Treatment Plant Operator II	5	5	5	5	5	5
Total	25	27	27	27	27	27

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget and staffing changes for FY 2021-22.

Ocotillo Water Reclamation Facility - 3970

The Ocotillo Water Reclamation Facility is responsible for the treatment of domestic and industrial wastewater to water quality standards that allow for reuse of effluent and recharge into the upper aquifer.

2021-22 Performance Measurements**Goal:**

To maintain reasonable treatment costs, to be in full compliance with ADEQ regulations, and to meet all wastewater reuse and recharge demands.

Supports Priority Based Budgeting Goal(s): Safe Community; Sustainable Economic Health

Objectives:

- ◆ Maintain efficient treatment cost per MG.
- ◆ Maintain water quality compliance for the APP and Reuse Permits issued by the ADEQ.
- ◆ Continue to reuse and recharge 100% of reclaimed water.

Measures	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Year End Estimate*	2021-22 Projected
Treatment cost per 1 MG	\$1,261	\$1,056	\$1,250	\$1,210	\$1,250
Percent compliance with permits	99.5%	99.0%	100.0%	99.0%	100.0%
Reuse of wastewater in MGD	10.42	13.73	14.00	14.55	14.75
Recharge of reclaimed water in MGD	2.10	1.73	1.50	1.05	1.00

* 2020-21 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.

Ocotillo Water Reclamation Facility - 3970**Budget Summary**

Description	2019-20	2020-21	2020-21	2020-21	2021-22	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,953,411	\$ 2,262,361	\$ 2,285,558	\$ 2,013,533	\$ 2,307,791	2.01%
Ongoing*	-	2,262,361	2,285,558	2,013,533	2,307,791	2.01%
One-time*	-	-	-	-	-	N/A
Professional/Contract	909,835	1,360,761	1,569,520	1,350,200	1,357,316	-0.25%
Operating Supplies	1,253,085	1,110,420	1,124,467	1,359,400	1,307,720	17.77%
Repairs/Maintenance	131,206	151,750	170,641	189,350	146,350	-3.56%
Communications/Transportation	15,027	21,430	21,430	11,550	23,110	7.84%
Insurance/Taxes	-	1,000	1,000	-	1,000	0.00%
Rents/Utilities	1,632,895	2,227,700	2,227,700	2,265,000	2,034,600	-8.67%
Other Charges/Services	35,116	64,740	66,594	49,000	64,740	0.00%
Project Support Recharge**	-	(101,533)	(101,533)	(101,533)	-	N/A
Contingencies/Reserves	-	-	-	-	500,000	N/A
Machinery/Equipment	140	25,000	65,000	40,000	25,000	0.00%
Capital Replacement	27,669	27,669	27,669	31,114	29,961	8.28%
Total Cost Center - 3970	\$ 5,958,383	\$ 7,151,298	\$ 7,458,046	\$ 7,207,614	\$ 7,797,588	9.04%
Reclaimed Water Operating Fund	\$ -	\$ 400,500	\$ 469,467	\$ 538,550	\$ 505,380	
Wastewater Operating Fund	5,958,383	6,750,798	6,988,579	6,669,064	7,292,208	
Wastewater Operating Fund	\$ 5,958,383	\$ 7,151,298	\$ 7,458,046	\$ 7,207,614	\$ 7,797,588	

* Ongoing and One-time Personnel Services detail not available for 2019-20 Actual Expenditures.

Ocotillo Water Reclamation Facility - 3970**Authorized Positions**

Position Title	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22
	Revised	Revised	Revised	Adopted	Revised	Adopted
Business Systems Support Analyst	1	1	0	0	0	0
Business Systems Support Supervisor	0	0	1	1	1	1
Construction Project Manager	0	0	1	0	0	0
Engineer	0	0	1	1	1	1
HVAC Technician	1	1	1	1	1	1
Instrumentation Technician	2	2	2	2	2	2
Lead Wastewater Treatment Plant Operator	1	1	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1	1
Senior Utilities Mechanic	2	2	3	3	3	3
Utilities Electrician	2	2	2	2	2	2
Utilities Maintenance Worker	1	1	0	0	0	0
Utilities Mechanic	1	1	1	1	1	1
Utility Maintenance Manager	0	0.5	0.5	0.5	0.5	0.5
Utility Maintenance Supervisor	1	1	1	1	1	1
Wastewater Facilities Superintendent	1	1	1	1	1	1
Wastewater Treatment Plant Operator I	6	6	4	4	4	4
Wastewater Treatment Plant Operator II	5	4	4	4	4	4
Total	25	24.5	24.5	23.5	23.5	23.5

Significant Budget and Staffing Changes

When comparing between budget years consider that the FY 2020-21 Adopted Budget reflects amounts which may have been reduced due to spending restrictions and holds which were implemented to minimize any potential impacts from revenue shortfalls due to the COVID-19 pandemic.

There are no significant budget changes for FY 2021-22.



16 Capital Budget



- Capital Appropriation Summaries
- Major Capital Projects
- Operating Capital
- Capital Replacement

“Moving Forward Together”



Capital improvements in transportation and utility infrastructure are the backbone of our community, coupled with strategic investments in facilities and parks that benefit businesses and residents.

Capital Budget Overview

The capital budget authorizes and provides the basis for control of expenditures for asset acquisition and construction of all capital facilities, the purchase of capital equipment, and other capital expenses of \$50,000 or greater. It is necessary to plan for major capital improvements far in advance in order to meet the future needs of the community. The City accomplishes this by preparing a 10-year CIP, which serves as a multi-year planning instrument to identify fiscal year needs and financing sources for public infrastructure improvements. In preparing the 2022-2031 CIP, each department identified their long-term capital needs by developing estimated costs for capital improvements as well as any new or additional operating costs for each project.

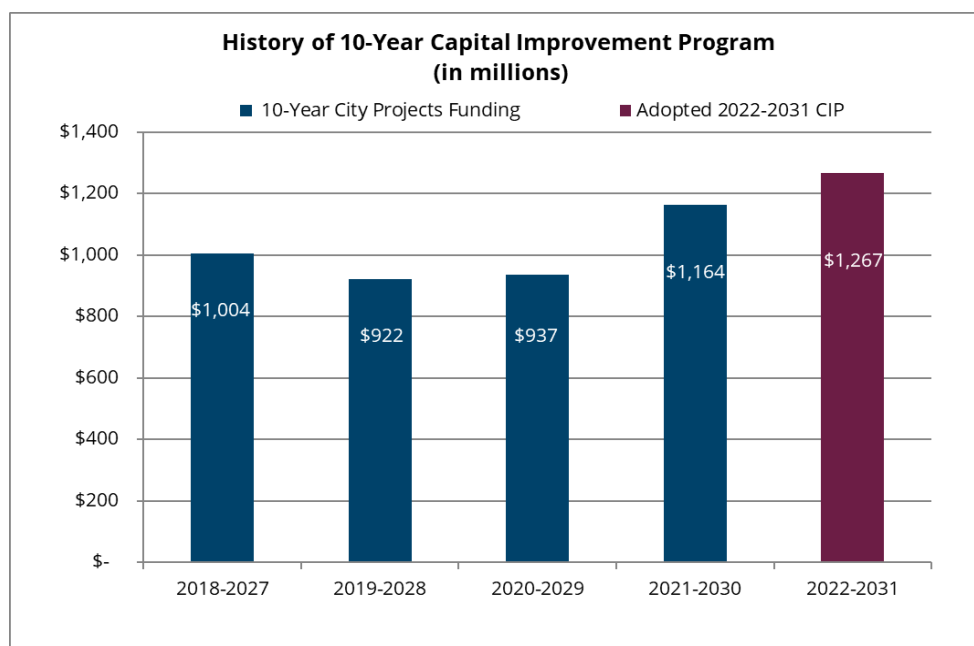
Relationship Between Operating and Capital Budgets

Although the CIP is prepared separately from the operating budget, the two budgets have a direct relationship. Budget appropriations lapse at the end of the fiscal year; however, capital appropriations are re-budgeted (carryforward funding) until the project is finished and capitalized. As capital improvement projects are completed, operation and maintenance of these facilities must be incorporated into the operating budget to provide ongoing services to citizens. It is the City's policy that new capital projects are not constructed if operating revenues are not available to cover the increased level of operating costs.

As part of the CIP process, departments are asked to describe and quantify any anticipated operating costs associated with each of the capital projects. These costs are then incorporated into the City's five-year forecast for the appropriate operating fund. Operating costs associated with capital projects include one-time items such as operating equipment, or ongoing items such as: addition of new positions (full or part-time) that are shown as full-time equivalents (FTE), contractual services, utility costs, custodial or landscaping maintenance, and office or chemical supplies. All ongoing costs are reviewed annually to accommodate growth and inflation in maintaining or improving service levels. When possible, these extra costs are absorbed within the division's existing budget. Most often, additional resources are needed for operating expenses associated with capital projects. The City Manager and Council must consider these additional costs, along with other supplemental budget requests, based on available funding.

2022-2031 Capital Improvement Program

Shown below is a history of the total 10-year CIP budget as updated annually. The adopted 2022-2031 CIP is higher than the prior year due to an increased emphasis on maintaining aging infrastructure including regional, community and neighborhood park improvements, technology enhancements, and public safety facility and equipment needs.



Capital Budget**2021-22 Adopted Budget**

The Council adopts the CIP on the same date as the final adoption of the annual budget. Consequently, the 2022-2031 CIP review is integrated with the FY 2021-22 annual budget process. Both were adopted by the Council on June 10, 2021. The 10-year CIP is summarized below, with additional detail available in the City's 2022-2031 Capital Improvement Program.

Projected CIP Expenditure Summary

	2021-22	2022-23	2023-24	2024-25	2025-26	5-Year Total	2026-2031	10-Year Total
Current Revenues								
General Government Capital Projects Fund	\$ 15,857,759	\$ 25,317,660	\$ 12,326,003	\$ 9,640,010	\$ 12,666,585	\$ 75,808,017	\$ 56,808,470	\$ 132,616,487
Highway User Revenue Fund (HURF)	6,073,000	6,650,000	4,696,000	4,690,000	4,690,000	26,799,000	23,750,000	50,549,000
Local Transportation Assistance Fund (LTAF)	172,000	172,000	185,000	290,000	685,000	1,504,000	925,000	2,429,000
Water Operating Fund	1,069,801	8,306,080	3,367,901	5,452,797	644,880	18,841,459	9,964,200	28,805,659
Wastewater Operating	25,861,463	4,110,000	13,568,463	18,470,000	25,205,000	87,214,926	54,856,000	142,070,926
Wastewater Industrial Treatment Process Fund	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000	5,000,000
Solid Waste Operating Fund	412,272	105,000	97,272	615,000	255,000	1,484,544	825,000	2,309,544
Airport Operating Fund	1,300,403	1,400,478	2,587,165	477,900	706,295	6,472,241	7,232,216	13,704,457
Total Current Revenues	\$ 51,246,698	\$ 46,561,218	\$ 37,327,804	\$ 40,135,707	\$ 45,352,760	\$ 220,624,187	\$ 156,860,886	\$ 377,485,073
Capital Grants								
Proceeds Reinvestment Projects	\$ 2,900,000	\$ -	\$ -	\$ -	\$ -	\$ 2,900,000	\$ -	\$ 2,900,000
Local Grants and Donations	2,462,070	3,283,565	-	2,412,800	-	8,158,435	16,273,600	24,432,035
Federal Transportation Grants	10,591,217	14,652,540	1,969,500	3,810,990	287,615	31,311,862	13,576,500	44,888,362
Federal Aviation Grants	1,569,874	2,775,964	83,000	4,770,650	1,962,360	11,161,848	6,173,786	17,335,634
State Aviation Grants	77,063	1,957,958	1,038,800	234,200	96,345	3,404,366	586,998	3,991,364
Total Capital Grants	\$ 17,600,224	\$ 22,670,027	\$ 3,091,300	\$ 11,228,640	\$ 2,346,320	\$ 56,936,511	\$ 36,610,884	\$ 93,547,395
Impact Fees/SDF Revenues								
Arterial Streets Impact Fees ⁽¹⁾	\$ 1,158,000	\$ 19,275,000	\$ 1,138,000	\$ 3,309,000	\$ 5,980,000	\$ 30,860,000	\$ -	\$ 30,860,000
Park Impact Fees	-	-	-	-	1,526,000	1,526,000	6,711,308	8,237,308
Park SE Impact Fees	-	-	-	-	-	-	15,387,692	15,387,692
Total Impact Fee Revenues/Fund Balance	\$ 1,158,000	\$ 19,275,000	\$ 1,138,000	\$ 3,309,000	\$ 7,506,000	\$ 32,386,000	\$ 22,099,000	\$ 54,485,000
Paid by Secondary Levy or Dedicated Revenue								
Parks General Obligation Bond	\$ 3,900,000	\$ 12,616,000	\$ 11,278,021	\$ 2,300,000	\$ 4,274,000	\$ 34,368,021	\$ 85,988,650	\$ 120,356,671
Library Bonds	-	360,000	1,207,000	-	-	1,567,000	-	1,567,000
Streets General Obligation Bond ⁽¹⁾	10,633,603	13,146,435	11,383,800	19,664,400	16,918,800	71,747,038	72,728,600	144,475,638
Stormwater General Obligation Bond	313,000	1,591,500	1,441,500	100,000	-	3,446,000	450,000	3,896,000
Public Building Bonds	-	-	4,500,000	4,500,000	2,500,000	11,500,000	22,500,000	34,000,000
Fire General Obligation Bond	6,697,000	315,000	700,000	659,000	1,005,000	9,376,000	14,952,000	24,328,000
Police General Obligation Bond	1,038,000	630,000	500,000	2,520,000	37,234,000	41,922,000	14,132,500	56,054,500
Total Secondary Levy or Other Dedicated Revenue	\$ 22,581,603	\$ 28,658,935	\$ 31,010,321	\$ 29,743,400	\$ 61,931,800	\$ 173,926,059	\$ 210,751,750	\$ 384,677,809
Paid by Enterprise Fund Revenues								
Water Bonds	\$ 20,674,300	\$ 15,661,420	\$ 13,471,400	\$ 43,483,703	\$ 26,094,120	\$ 119,384,943	\$ 124,742,300	\$ 244,127,243
Wastewater Bonds	-	-	-	7,735,000	19,680,000	27,415,000	86,150,000	113,565,000
Total Enterprise Fund Revenues	\$ 20,674,300	\$ 15,661,420	\$ 13,471,400	\$ 51,218,703	\$ 45,774,120	\$ 146,799,943	\$ 210,892,300	\$ 357,692,243
Total Bonds Paid by Secondary Levy, Dedicated Revenue, and Enterprise Funds	\$ 43,255,903	\$ 44,320,355	\$ 44,481,721	\$ 80,962,103	\$ 107,705,920	\$ 320,726,002	\$ 421,644,050	\$ 742,370,052
Total for Capital Improvement Program	\$ 113,260,825	\$ 132,826,600	\$ 86,038,825	\$ 135,635,450	\$ 162,911,000	\$ 630,672,700	\$ 637,214,820	\$ 1,267,887,520

⁽¹⁾ Includes Proposition 400 reimbursements from projects completed in prior years.

Although capital improvement projects are scheduled throughout the 10-year plan, only those projects scheduled during the first year of the CIP are financed and adopted as part of the annual budget. The remainder of the 10-year plan is financially balanced with revenue source(s) identified for every project included.

Impact of the CIP on the Long-Range Forecast

In addition to incorporating new operating and maintenance costs into the current budget for approved capital projects, the specific impacts of projects on future operating budgets are detailed by project in the 2022-2031 CIP.

Estimated operations and maintenance costs are built into the long-range forecasts for the respective operating fund to make sure it can be accommodated within future projections, be considered for deferral until operating funds are available, or prompt a decision to reduce other operating costs to fund these requirements. The table on the next page provides a summary of the impact of the 2022-2031 CIP on the annual operating budget over the next ten years. The FTE column includes new positions needed for operating any capital facilities constructed within ten years. Salary and benefits are included under new position costs.

Capital Budget**2021-22 Adopted Budget**

Capital Improvement Program Impact on Operating Funds							
(Note: Amounts below are cumulative by year)							
	FTE	2021-22	2022-23	2023-24	2024-25	2025-26	2030-31
General Government:							
Airport		\$ 768	\$ 768	\$ 1,535	\$ 1,535	\$ 1,535	\$ 1,535
Transportation Policy		-	-	-	595,000	874,000	985,400
Community Services		131,076	142,984	142,984	363,376	363,376	1,496,719
Cultural Development		-	-	-	-	-	20,000
Development Services	1.00	266,763	131,875	135,981	140,232	144,631	169,047
Information Technology	5.00	575,584	1,031,320	1,363,435	1,673,610	1,699,579	1,843,709
Public Safety:							
Fire		-	20,843	20,843	20,843	20,843	20,843
Police	5.00	-	3,750	3,750	3,750	3,750	1,934,575
Public Works & Utilities:							
Streets/Traffic		-	26,700	51,200	51,200	77,900	104,100
Reclaimed Water		1,535	1,535	3,071	3,071	3,071	3,071
Solid Waste		3,454	3,454	6,909	6,909	6,909	6,909
Water		8,060	8,060	16,121	16,121	16,121	16,121
Wastewater		5,757	5,757	11,515	11,515	11,515	11,515
Total Operating Costs	11.00	\$ 992,997	\$ 1,377,046	\$ 1,757,344	\$ 2,887,162	\$ 3,223,230	\$ 6,613,544
New Position (FTE) costs		\$ 113,381	\$ 533,215	\$ 551,876	\$ 867,668	\$ 898,036	\$ 2,040,598
Ongoing costs		599,612	840,115	1,201,752	2,019,494	2,325,194	4,572,946
One-Time costs		280,004	3,716	3,716	-	-	-
Annual Increase		\$ 992,997	\$ 1,377,046	\$ 1,757,344	\$ 2,887,162	\$ 3,223,230	\$ 6,613,544

These costs, along with any new debt service accruing on debt issuance each year, are included in each funds projection with the ongoing departmental operating costs. Debt service payments for capital projects are discussed in detail in the Bonded Debt section.

FY 2021-22 Capital Budget

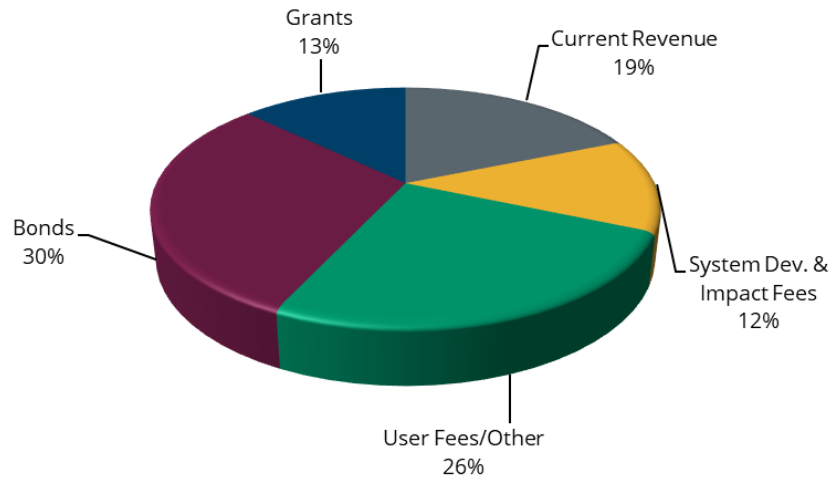
While the City prepares a 10-year CIP each year, only the first year is appropriated. The FY 2021-22 capital budget of \$368,812,075 includes a combination of new appropriation and carryforward appropriation for encumbrances and unencumbered funds. The carryforward appropriation is estimated as part of budget preparation and is reconciled to actual encumbrances and unexpended funds at year-end. Additionally, the total includes a capital reserve called "Lump Sum." This reserve allows appropriation to be added to projects to fund additional capital costs required by development agreements.

	<u>Carryforward Appropriation</u>		<i>2021-22</i>	<i>2021-22</i>
	<u>Encumbered</u>	<u>Unencumbered</u>	<i>New</i>	<i>Total</i>
	<u>Purchase Orders</u>	<u>February 2021</u>	<u>Appropriation</u>	<u>Appropriation</u>
CIP Total	\$ 76,682,395	\$ 178,778,855	\$ 113,260,825	\$ 368,722,075
Lump Sum Capital Reserve	-	-	250,000	250,000
Grand Total	\$ 76,682,395	\$ 178,778,855	\$ 113,510,825	\$ 368,972,075

In addition to large capital projects and items included in the CIP, operating cost centers often have one-time capital funds in the operating budget for minor items between \$5,000 and \$49,999 and are not included in the CIP totals above.

Major Capital Program Revenues

All funding sources that may be used for various capital improvement projects and potential CIP items are reviewed each year. Revenues for the capital budget are generally from voter-authorized bonds, system development or impact fees, grants, or enterprise fund user fees. In addition, some capital improvements and purchases of large pieces of equipment are included in the capital budget on a “pay-as-you-go” basis by using one-time allocations from current General Fund revenue. The pie chart below shows the percentage of funding sources for FY 2021-22.



	Current Revenue ⁽¹⁾	Bonds ⁽²⁾	System Development & Impact Fees	Grants	User Fees/Other ⁽³⁾	Total
General Government						
Airport	\$ -	\$ -	\$ -	\$ 4,030,258	\$ 2,354,592	\$ 6,384,850
Buildings and Facilities	6,110,579	-	-	-	14,000	6,124,579
Economic Development	1,056,208	-	-	-	-	1,056,208
Non-Departmental	770,763	-	-	-	-	770,763
Transportation Policy	2,631,086	75,140	-	562,577	-	3,268,803
Total General Government	\$ 10,568,636	\$ 75,140	\$ -	\$ 4,592,835	\$ 2,368,592	\$ 17,605,203
Information Technology						
Information Technology Projects	\$ 3,344,167	\$ -	\$ -	\$ -	\$ 1,151,765	\$ 4,495,932
Information Technology	4,339,452	-	-	-	293,626	4,633,078
Total Information Technology	\$ 7,683,619	\$ -	\$ -	\$ -	\$ 1,445,391	\$ 9,129,010
Community Services	\$ 5,414,660	\$ 11,280,619	\$ 6,416,657	\$ 1,804,685	\$ -	\$ 24,916,621
Cultural Development						
Cultural Development	\$ 1,337,385	\$ 2,756	\$ -	\$ 196,356	\$ -	\$ 1,536,497
Non-Departmental	7,922,319	-	-	-	-	7,922,319
Total Cultural Development	\$ 9,259,704	\$ 2,756	\$ -	\$ 196,356	\$ -	\$ 9,458,816
Development Services	\$ 1,335,092	\$ 2,002,463	\$ -	\$ 715,737	\$ -	\$ 4,053,292
Neighborhood Resources	\$ -	\$ -	\$ -	\$ 2,900,000	\$ -	\$ 2,900,000
Public Safety						
Fire	\$ 1,828,075	\$ 6,697,000	\$ -	\$ -	\$ -	\$ 8,525,075
Police	7,136,438	1,068,835	-	-	-	8,205,273
Total Public Safety	\$ 8,964,513	\$ 7,765,835	\$ -	\$ -	\$ -	\$ 16,730,348
Public Works & Utilities						
Streets/Traffic	\$ 26,231,570	\$ 24,967,070	\$ 28,898,335	\$ 33,336,625	\$ -	\$ 113,433,600
Solid Waste	-	-	-	-	637,961	637,961
Wastewater	-	6,124,222	7,207,759	-	78,070,773	91,402,754
Water	-	58,724,710	4,002,769	4,000,000	11,976,991	78,704,470
Total Public Works & Utilities	\$ 26,231,570	\$ 89,816,002	\$ 40,108,863	\$ 37,336,625	\$ 90,685,725	\$ 284,178,785
Total Major Capital	\$ 69,457,794	\$ 110,942,815	\$ 46,525,520	\$ 47,546,238	\$ 94,499,708	\$ 368,972,075
Percentage of Total	18.8%	30.1%	12.6%	12.9%	25.6%	100%

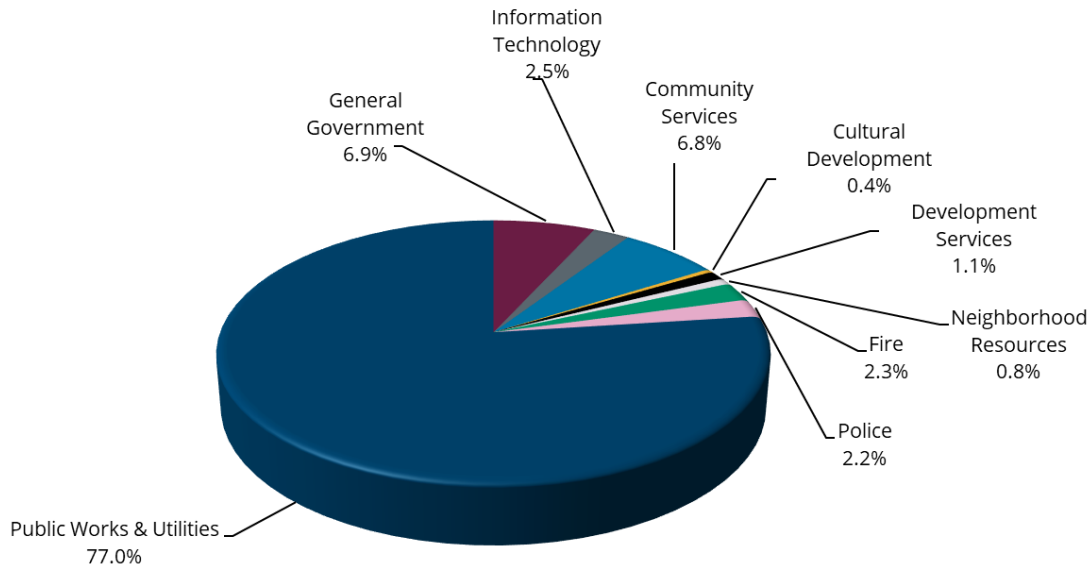
⁽¹⁾ Includes revenues from General, General Government Capital Projects, Police Forfeiture, Regional Transportation Sales Tax, Highway User Revenue, and Local Transportation Assistance Funds.

⁽²⁾ Includes bond proceeds available from prior years and new bond sales.

⁽³⁾ Includes water, wastewater, and solid waste user fees; wastewater industrial process treatment revenues; revenue from airport fuel sales, leases, and/or tie down fees; and vehicle replacement revenues.

Major Capital Budgets by Function and Cost Center

Major capital appropriations are budgeted under capital cost centers within each department. These include the new and carryforward CIP capital items. The chart below depicts a breakdown by department for FY 2021-22. The table reflects the budget and historical expenditures by capital cost center.



Department	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenses	2021-22 Adopted Budget	% of Total
General Government								
Airport	\$ 2,046,907	\$ 2,014,460	\$ 2,339,469	\$ 7,684,808	\$ 8,393,791	\$ 464,441	\$ 6,384,850	1.7%
Buildings and Facilities	2,635,942	2,039,840	1,664,924	3,163,953	2,524,469	394,890	6,124,579	1.7%
Economic Development	11,000	-	-	1,056,208	1,056,208	-	1,056,208	0.3%
Transportation Policy	-	-	-	-	-	-	3,268,803	
Non-Departmental Capital	922,372	17,105,095	5,570,090	8,712,143	9,162,362	552,344	8,693,082	2.4%
Total General Government	\$ 5,616,222	\$ 21,159,395	\$ 9,574,483	\$ 20,617,112	\$ 21,136,830	\$ 1,411,675	\$ 25,527,522	6.9%
Information Technology								
Information Technology Program	\$ 400,451	\$ 782,103	\$ 868,357	\$ 3,844,967	\$ 3,608,219	\$ 378,512	\$ 4,495,932	1.2%
Information Technology	1,555,659	869,202	1,383,659	4,694,851	4,504,299	546,954	4,633,078	1.3%
Total Information Technology	\$ 1,956,109	\$ 1,651,305	\$ 2,252,016	\$ 8,539,818	\$ 8,112,518	\$ 925,466	\$ 9,129,010	2.5%
Community Services								
Parks & Recreation	\$ 4,681,177	\$ 3,597,091	\$ 8,565,899	\$ 25,307,386	\$ 22,209,688	\$ 2,660,067	\$ 24,916,621	6.8%
Community Services	\$ 4,681,177	\$ 3,597,091	\$ 8,565,899	\$ 25,307,386	\$ 22,209,688	\$ 2,660,067	\$ 24,916,621	6.8%
Cultural Development								
Cultural Development	\$ 3,785,031	\$ 2,969,172	\$ 854,603	\$ 1,375,249	\$ 1,173,424	\$ 231,638	\$ 1,536,497	0.4%
Cultural Development	\$ 3,785,031	\$ 2,969,172	\$ 854,603	\$ 1,375,249	\$ 1,173,424	\$ 231,638	\$ 1,536,497	0.4%
Development Services								
Development Services Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,053,292	1.1%
Total Development Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,053,292	1.1%
Neighborhood Resources								
Housing & Redevelopment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,900,000	0.8%
Total Neighborhood Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,900,000	0.8%
Public Safety - Fire								
Fire	\$ 8,594,903	\$ 4,394,456	\$ 4,405,136	\$ 6,310,244	\$ 3,973,352	\$ 3,133,277	\$ 8,525,075	2.3%
Total Public Safety - Fire	\$ 8,594,903	\$ 4,394,456	\$ 4,405,136	\$ 6,310,244	\$ 3,973,352	\$ 3,133,277	\$ 8,525,075	2.3%
Public Safety - Police								
Police	\$ 8,344,910	\$ 3,773,700	\$ 5,113,993	\$ 6,163,411	\$ 5,937,812	\$ 1,247,539	\$ 8,205,273	2.2%
Total Public Safety - Police	\$ 8,344,910	\$ 3,773,700	\$ 5,113,993	\$ 6,163,411	\$ 5,937,812	\$ 1,247,539	\$ 8,205,273	2.2%
Public Works & Utilities								
Streets/Traffic	\$ 31,743,837	\$ 28,312,223	\$ 40,147,962	\$ 139,735,844	\$ 139,687,748	\$ 36,748,478	\$ 113,433,600	30.7%
Solid Waste	260,509	127,956	105,480	894,564	884,986	642,025	637,961	0.2%
Wastewater	29,808,032	12,084,213	8,466,506	76,246,021	77,528,328	6,954,656	91,402,754	24.8%
Water	32,337,155	15,044,691	22,563,387	60,415,566	58,721,465	3,720,795	78,704,470	21.3%
Total Public Works & Utilities	\$ 94,149,533	\$ 55,569,083	\$ 71,283,335	\$ 277,291,995	\$ 276,822,527	\$ 48,065,954	\$ 284,178,785	77.0%
Grand Total	\$ 127,127,885	\$ 93,114,200	\$ 102,049,465	\$ 345,605,215	\$ 339,366,151	\$ 57,675,616	\$ 368,972,075	100.0%

Impact of the Capital Improvement Program on the FY 2021-22 Operating Budget

It is Chandler's philosophy that new capital projects should not be constructed if operating revenues are not available to cover the increased level of operating costs. The table below shows how the estimated operating costs associated with capital projects will impact the General Fund and Water, Wastewater, and Solid Waste Operating Funds in FY 2021-22. Operating costs that will affect future years are included within the long-range financial forecast.

In most cases, additions to operating budgets do not start until a project is completed. The following list includes the approved projects impacting the FY 2021-22 operating budget.

CIP Impact on Operating Funds*			
	Personnel (FTE costs)	Supplies or Services	Total
<u>General Fund</u>			
Citywide Fiber Upgrades	\$ 113,381	\$ 153,382	\$ 266,763
Information Technology Project Program	-	335,879	335,879
User Productivity Improvements	-	180,979	180,979
Wi-Fi Access Points	-	58,726	58,726
Homestead North Park Site	-	35,728	35,728
Lantana Ranch Park Site	-	88,348	88,348
Veteran's Memorial Park Site Phase II	-	7,000	7,000
Total - General Fund	\$ 113,381	\$ 860,042	\$ 973,423
<u>Airport Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 768	\$ 768
Total - Airport Operating Fund	\$ -	\$ 768	\$ 768
<u>Reclaimed Water Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 1,535	\$ 1,535
Total - Reclaimed Water Operating Fund	\$ -	\$ 1,535	\$ 1,535
<u>Solid Waste Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 3,454	\$ 3,454
Total - Solid Waste Operating Fund	\$ -	\$ 3,454	\$ 3,454
<u>Wastewater Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 5,757	\$ 5,757
Total - Wastewater Operating Fund	\$ -	\$ 5,757	\$ 5,757
<u>Water Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 8,060	\$ 8,060
Total - Water Operating Fund	\$ -	\$ 8,060	\$ 8,060
Grand Total Impact on Operating Funds	\$ 113,381	\$ 879,616	\$ 992,997

* Some of the operating impact is from prior year CIP projects that will begin operations in FY 2021-22.

Capital Improvement Project Summaries for FY 2021-22

Amounts shown reflect new fiscal year funding only, without carryforward appropriation. The project type reflects whether the project is an ongoing capital maintenance and repair, new construction, one-time capital acquisition, or other designation to help differentiate between recurring costs and one-time costs. The project's impact the operating budgets is incorporated into the FY 2021-22 budget and into the long-range financial forecast, as appropriate.

General Government (Buildings and Facilities)**Existing City Building Renovations/Repairs (6BF628)**

Description: Funding is allocated for various improvements to the City's existing buildings.
Project Type: Ongoing capital infrastructure maintenance and support
FY 2021-22 Funding: \$3,200,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget, but renovations and major repairs funded through this program will save on future City building maintenance costs.

Fire Station Bay Doors (6BF653)

Description: Funding is allocated to install four-fold doors at Fire Station 8.
Project Type: One-time capital improvement
FY 2021-22 Funding: \$245,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Facility and Parks Asphalt Maintenance (6BF658)

Description: Funding is allocated for the maintenance and repair of asphalt parking lot and driveways and various City facilities.
Project Type: Ongoing capital infrastructure maintenance
FY 2021-22 Funding: \$150,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Building Security Cameras (6BF659)

Description: Funding is allocated for the purchase and installation of cameras at building entry points, main lobbies and data rooms at the City Hall, Development Services, Fire Administration, and Information Technology buildings (second year of a four year project).
Project Type: One-time capital acquisition
FY 2021-22 Funding: \$250,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Energy Management System Upgrades (6BF665)

Description: Funding is allocated to replace controllers at the Main Police Station, Public Works and Development Services Administration, Fire Administration, and the Downtown Library buildings
Project Type: One-time capital improvement
FY 2021-22 Funding: \$150,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital Budget**2021-22 Adopted Budget****Courts Network Cabling and Wi-Fi (6BF670)**

Description: Funding is allocated to replace network cabling and to add Wi-Fi access points at the Municipal Court.

Project Type: One-time capital improvement

FY 2021-22 Funding: \$237,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Bus Pullouts and Bus Stops (6TP015)

Description: Funding is allocated for miscellaneous bus stop improvements, parking canopies, and the installation of electric vehicle charging stations at the Chandler Park and Ride.

Project Type: Ongoing capital maintenance and repair

FY 2021-22 Funding: \$172,000

Funding Sources: Local Transportation Assistance

Impact on Operating Budget: This project has no direct impact on the operating budget.

Americans with Disabilities Act (ADA) Upgrades (6TP707)

Description: Funding is allocated for required ADA improvements as detailed in the City's ADA Transition Plan to meet federal accessibility requirements.

Project Type: Ongoing capital maintenance and repair

FY 2021-22 Funding: \$500,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Frye Road Protected Bike Lanes (6TP750)

Description: Funding is allocated to construct projected bike lane on Frye Road west of Arizona Avenue to Paseo Trail.

Project Type: One-time capital improvement

FY 2021-22 Funding: \$471,200

Funding Source: Capital Grants
Streets General Obligation Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget.

Hunt Highway Separated Bike Lanes/Traffic Calming (6TP766)

Description: Funding is allocated for a study to identify traffic calming measures for adding separated or protected bike lanes.

Project Type: One-time study

FY 2021-22 Funding: \$70,000

Funding Source: Capital Grants
General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Airport**Replace Tower Transceiver Radios (6AI702)**

Description: Funding is allocated to replace six receivers and five transmitters at the Air Traffic Control Tower with an 800 megahertz 16-channel radio.

Project Type: One-time capital acquisition

FY 2021-22 Funding: \$851,000

Funding Sources: Airport Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital Budget**2021-22 Adopted Budget****Airfield Lighting Improve/Runway 4L/22R PAPI Replace (6AI728)**

Description:	Funding is allocated to replace the airfield wiring, runway and taxiway edge lighting fixtures, and to bring the Precision Approach Path Indicator (PAPI) for Runway 4L/22R to current standards.
Project Type:	Capital maintenance and repair
FY 2021-22 Funding:	\$1,724,000
Funding Sources:	Airport Operating Capital Grants – ADOT/FAA
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Annual Pavement Maintenance Management (6AI736)

Description:	Funding is allocated for the annual maintenance and repair pavement program as required by the FAA grant assurances including crack sealing, spall repair, and joint repair.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$100,000
Funding Source:	Airport Operating
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Community Services

Tumbleweed Regional Park (formerly Regional Park Development) (6PR044)

Description:	Funding is allocated for the anticipated design and construction of pickleball courts.
Project Type:	One-time capital improvement
FY 2021-22 Funding:	\$2,000,000
Funding Source:	Park General Obligation Bonds
Impact on Operating Budget:	O&M expenses of \$220,392 per year start in FY 2024-25.

Existing Neighborhood Park Improvements/Repairs (6PR049)

Description:	Funding is allocated for Provinces, Price, and Harmony Hollows park improvements.
Project Type:	Ongoing capital improvements
FY 2021-22 Funding:	\$670,000
Funding Source:	General Government Capital Projects Park General Obligation Bonds
Impact on Operating Budget:	This project has no direct impact on the operating budget but doing renovations and major repairs now will save on future maintenance costs for neighborhood park facilities.

Existing Community Park Improvements/Repairs (6PR530)

Description:	Funding is allocated for community park improvements to Desert Breeze and Veterans Oasis parks which can include the renovation of amenities such as playgrounds, sports courts, restrooms, parking lots, and landscaping.
Project Type:	Ongoing capital improvements
FY 2021-22 Funding:	\$915,000
Funding Sources:	General Government Capital Project Parks General Obligation Bonds
Impact on Operating Budget:	This project has no direct impact on the operating budget but doing renovations and major repairs now will save on future community park maintenance costs.

Capital Budget**2021-22 Adopted Budget****Existing Recreation Facilities Improvements (6PR630)**

Description:	Funding is allocated for various improvements and/or renovations to the City's recreational facilities.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$750,000
Funding Source:	General Government Capital Project Parks General Obligation Bonds
Impact on Operating Budget:	This project has no direct impact on the operating budget but doing renovations and major repairs now will save on future recreational facility maintenance costs.

Fitness Equipment (6PR634)

Description:	Funding is allocated for the replacement of two upright bikes and two sci-fit arm bikes at Tumbleweed Recreation Center.
Project Type:	One-time capital acquisition
FY 2021-22 Funding:	\$32,000
Funding Source:	General Government Capital Project
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Tumbleweed Multi-gen Expansion (6PR651)

Description:	Funding is allocated for the expansion of the Tumbleweed Recreation Center.
Project Type:	One-time capital improvement
FY 2021-22 Funding:	\$1,000,000
Funding Source:	General Government Capital Project
Impact on Operating Budget:	Operations and maintenance is anticipated to be covered with savings from other facilities.

Cultural Development

Downtown Redevelopment (6CA619)

Description:	Funding is allocated to improve and enhance Downtown properties and amenities.
Project Type:	Ongoing capital infrastructure maintenance
FY 2021-22 Funding:	\$500,000
Funding Source:	General Government Capital Project
Impact on Operating Budget:	This project has no direct impact on the operating budget. Most rehabilitation, improvements, and repairs become the responsibility of the property owner after occupancy.

Development Services

Citywide Fiber Upgrades (6DS099)

Description:	Funding is allocated for fiber optic system equipment, maintenance and rehabilitation of the City' fiber optic system.
Project Type:	Ongoing capital infrastructure maintenance and repair
FY 2021-22 Funding:	\$1,213,000
Funding Source:	General Government Capital Project
Impact on Operating Budget:	Ongoing and one-time O&M expenses of \$153,382 and personnel costs of \$113,381 per year start in FY 2021-22.

Capital Budget

2021-22 Adopted Budget

Traffic Signal Additions (6DS322)

Description: Funding is allocated for the purchase and installation of 82 anonymous re-identification devices.

Project Type: Ongoing capital acquisitions

FY 2021-22 Funding: \$768,200

Funding Source: Capital Grants
Streets General Obligation Bonds

Impact on Operating Budget: This project has no impact on the operating budget.

Traffic Management Center Equipment (6DS736)

Description: Funding is allocated for the replacement of equipment and components to maintain the Traffic Management Center.

Project Type: Ongoing capital maintenance and repair

FY 2021-22 Funding: \$50,000

Funding Source: Streets General Obligation Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget.

Information Technology

Information Technology Project Program (formerly ITOC) (6GG617)

Description: Funding is allocated for technology research and development, analysis and projects that support City business objectives.

Project Type: Ongoing software acquisition and development costs

FY 2021-22 Funding: \$1,126,225

Funding Sources: General Government Capital Project

Impact on Operating Budget: O&M expenses of \$335,879 per year start in FY 2021-22.

User Productivity Improvements (6IT093)

Description: Funding is allocated to shift from IBM Lotus Notes to Microsoft Exchange for electronic communications and workflow.

Project Type: One-time capital improvement

FY 2021-22 Funding: \$463,000

Funding Source: General Government Capital Project

Impact on Operating Budget: Ongoing and one-time O&M expenses of \$180,979 per year starts in FY 2021-22, with personnel costs of \$415,866 beginning in FY 2022-23.

Wi-Fi Access Points (6IT102)

Description: Funding is allocated the purchase and installation of City wireless access points.

Project Type: One-time capital acquisition

FY 2021-22 Funding: \$391,500

Funding Source: Airport Operating
General Government Capital Project
Solid Waste Operating
Wastewater Operating
Water Operating

Impact on Operating Budget: O&M expenses of \$78,300 per year start in FY 2021-22.

Neighborhood Resources**Repositioning Housing Projects (6NR001)**

Description:	Funding is allocated to acquire land for the construction of housing units.
Project Type:	One-time land acquisition
FY 2021-22 Funding:	\$2,900,000
Funding Source:	Capital Grants – Proceeds Reinvestment Project
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Public Safety - Fire**Fire Emergency Vehicles Replacement (6FI641)**

Description:	Funding is allocated to purchase three fire engines.
Project Type:	One-time capital acquisition
FY 2021-22 Funding:	\$600,000
Funding Source:	General Government Capital Projects
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Personal Protective Clothing Replacement Plan (6FI647)

Description:	Funding is allocated for a second set of personal protective equipment and to ensure replacement of each set for all firefighters every ten years.
Project Type:	One-time capital acquisition
FY 2021-22 Funding:	\$388,000
Funding Source:	General Government Capital Projects
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Rebuild Fire Station #282 (6FI649)

Description:	Funding is allocated the construction costs to rebuild the fire station.
Project Type:	Capital construction
FY 2021-22 Funding:	\$6,697,000
Funding Source:	Public Safety General Obligation Bonds - Fire
Impact on Operating Budget:	O&M expenses of \$20,843 per year start in FY 2022-23.

Public Safety - Police**Police Work Area and Storage Renovation (formerly Detention Facility (6PD651)**

Description:	Funding is allocated for the design and construction for the work area and storage renovation.
Project Type:	Capital construction
FY 2021-22 Funding:	\$1,038,000
Funding Source:	Public Safety General Obligation Bonds - Police
Impact on Operating Budget:	O&M expenses of \$3,750 per year start in FY 2022-23.

Body Worn Cameras (6PD658)

Description:	Funding is allocated for the replacement of body worn cameras including software, hardware, storage, and warranties.
Project Type:	Ongoing capital replacements
FY 2021-22 Funding:	\$891,000
Funding Source:	General Government Capital Project
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Capital Budget**Radio Communication Equipment (6PD659)**

Description: Funding is allocated for the purchase and installation of mobile radios.
Project Type: Ongoing capital replacements
FY 2021-22 Funding: \$936,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Police Emergency Vehicle Replacements (6PD660)

Description: Funding is allocated for the purchase of a rescue vehicle.
Project Type: One-time capital acquisition
FY 2021-22 Funding: \$340,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Police Main Station Security Enhancements (6PD661)

Description: Funding is allocated for security enhancements to meet police security standards.
Project Type: One-time capital improvement
FY 2021-22 Funding: \$310,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Public Works & Utilities (Streets/Traffic)

Stormwater Management Master Plan (6ST011)

Description: Funding is allocated to update the Stormwater Management Master Plan.
Project Type: One-time study
FY 2021-22 Funding: \$820,000
Funding Source: Capital Grants
 Highway User Revenue
Impact on Operating Budget: This project has no direct impact on the operating budget.

Landscape Repairs (6ST014)

Description: Funding is allocated for landscape upgrades in various areas throughout the City.
Project Type: Ongoing capital maintenance and repair
FY 2021-22 Funding: \$500,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Streetlight Additions and Repairs (6ST051)

Description: Funding is allocated to inspect streetlight poles and the replacement or repair of rusted streetlights.
Project Type: Ongoing capital maintenance and repair
FY 2021-22 Funding: \$750,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital Budget**2021-22 Adopted Budget****Street Repaving (6ST248)**

Description: Funding is allocated for street repaving and ADA route upgrades. Specific streets are evaluated based on known construction projects in the area and cost effectiveness (grouping streets together).

Project Type: Ongoing capital maintenance and repair

FY 2021-22 Funding: \$11,540,000

Funding Sources: Highway User Revenue
Streets General Obligation Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget; however, an effective repaving program can reduce future operating costs by bringing roads to a higher quality surface requiring less annual maintenance.

Street Construction – Various Improvements (6ST303)

Description: Funding is allocated for street projects that arise outside of the normal budget cycle to address safety and/or citizen issues, or to allow participation in developer constructed improvements.

Project Type: Ongoing capital maintenance and repair and/or new construction

FY 2021-22 Funding: \$6,950,000

Funding Sources: Capital Grants
Highway User Revenue

Impact on Operating Budget: This project has no direct impact on the operating budget.

Traffic Signal Improvements and Repairs (6ST322)

Description: Funding is allocated for ongoing operations, maintenance, equipment for the rehabilitation of existing traffic signals.

Project Type: New construction and ongoing capital maintenance and repair

FY 2021-22 Funding: \$340,000

Funding Source: Streets General Obligation Bonds

Impact on Operating Budget: This project has no impact on the operating budget.

Wall Repairs (6ST652)

Description: Funding is allocated for the maintenance and repair of City maintained walls.

Project Type: Ongoing capital maintenance and repair

FY 2021-22 Funding: \$75,000

Funding Sources: General Government Capital Project

Impact on Operating Budget: This project has no impact on the operating budget.

Detroit Basin Storm Drain Improvements (6ST661)

Description: Funding is allocated for the land acquisition and design of the storm drainage system.

Project Type: Ongoing capital maintenance and repair

FY 2021-22 Funding: \$626,000

Funding Sources: Capital Grants
Stormwater General Obligation Bonds

Impact on Operating Budget: This project has no impact on the operating budget.

Lindsay Road (Ocotillo Rd to Hunt Hwy) (6ST693)

Description: Funding is allocated for land acquisition for Lindsay Road improvements.

Project Type: One-time land acquisition

FY 2021-22 Funding: \$2,310,000

Funding Sources: Arterial Street Impact Fees
Capital Grant
Streets General Obligation Bonds

Impact on Operating Budget: O&M expenses of \$23,600 per year start in FY 2023-24.

Capital Budget**Street Sweeper Replacements (6ST703)**

Description: Funding is allocated to purchase one street sweeper.
Project Type: Ongoing capital acquisitions
FY 2021-22 Funding: \$276,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

LED Street Light Upgrade/Conversion (6ST705)

Description: Funding is allocated to upgrade or convert street lighting on arterial roadways.
Project Type: Ongoing capital maintenance and repair
FY 2021-22 Funding: \$1,025,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Signal Detection Cameras (6ST714)

Description: Funding is allocated for the replacement and installation of 100 cameras at 25 signalized intersections.
Project Type: Capital construction
FY 2021-22 Funding: \$1,278,000
Funding Sources: Capital Grants
 General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Bucket Truck Replacements (6ST715)

Description: Funding is allocated to purchase two bucket trucks.
Project Type: One-time capital acquisition
FY 2021-22 Funding: \$311,000
Funding Source: General Government Capital Projects
Impact on Operating Budget: This project has no direct impact on the operating budget.

City Gateways (6ST718)

Description: Funding is allocated to construct four new monument signs along Western Canal at Price Road.
Project Type: New construction and ongoing capital maintenance and repair
FY 2021-22 Funding: \$50,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Hamilton Street (Appleby Dr to Carob Dr) (6ST755)

Description: Funding is allocated for collector roadway improvements to the east side of Hamilton Street from Appleby Road to Carob Drive and the north side of Carob Drive from Hamilton Street to Center Pointe Parkway.
Project Type: One-time capital maintenance and repair
FY 2021-22 Funding: \$3,353,000
Funding Source: Capital Grants
 Streets General Obligation Bonds
Impact on Operating Budget: O&M expenses of \$2,100 per year start in FY 2022-23.

Traffic Signal CCTV Cameras (6ST772)

Description: Funding is allocated for the installation of 64 cameras at signalized arterial or critical intersections in the transportation system.
Project Type: New construction
FY 2021-22 Funding: \$240,000
Funding Source: Street General Obligation Bonds
Impact on Operating Budget: This project has no direct impact on the operating budget.

Public Works & Utilities (Solid Waste)**Solid Waste Services Facility Improvements (6SW100)**

Description:	Funding is allocated for various improvements, maintenance, and repairs at the Solid Waste Services Recycling-Solid Waste Collection Center.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$240,000
Funding Source:	Solid Waste Operating
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Paseo Vista Recreation Area Improvements (6SW497)

Description:	Funding is allocated for various improvements, maintenance, and repairs at the Paseo Vista Recreation Area.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$155,000
Funding Source:	Solid Waste Operating
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Public Works & Utilities (Wastewater)**Effluent Reuse – Storage & Recovery Wells (6WW189)**

Description:	Funding is allocated to expand the capacity of the Ocotillo and the Tumbleweed Park Recharge Facilities.
Project Type:	Capital construction
FY 2021-22 Funding:	\$5,020,000
Funding Source:	Wastewater Operating
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Collection System Facility Improvements (6WW196)

Description:	Funding is allocated for repair, replacement, and rehabilitation of water reclamation facilities, motors and pumps, and variable frequency drive units.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$355,000
Funding Source:	Wastewater Operating
Impact on Operating Budget:	This project has no direct impact on the operating budget; however, improvements will result in maintenance savings over time.

Water Reclamation Facility Improvements (6WW621)

Description:	Funding is allocated to make repairs, replace, or rehabilitate infrastructure and large equipment at water reclamation facilities.
Project Type:	New construction and/or ongoing capital maintenance and repair
FY 2021-22 Funding:	\$1,510,000
Funding Source:	Wastewater Operating
Impact on Operating Budget:	This project has no direct impact on the operating budget; however, facility rehabilitation will result in less maintenance and repair costs in the future.

Ocotillo Brine Reduction Facility Improvements (6WW681)

Description:	Funding is allocated to rehabilitate infrastructure and large equipment.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$500,000
Funding Source:	Wastewater Industrial Process Treatment
Impact on Operating Budget:	This project has no direct impact on the operating budget; however, facility rehabilitation will result in less maintenance and repair costs in the future.

Public Works & Utilities (Water)**Main and Valve Replacements (6WA023)**

Description:	Funding is allocated for replacement of water mains that are susceptible to main breaks and broken or inoperable water valves.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$4,150,000
Funding Source:	Capital Grants Water Bonds Water Operating
Impact on Operating Budget:	This project has no direct impact on the operating budget; however, replacing mains now will result in maintenance savings over time.

Water System Upgrades with Street Projects (6WA110)

Description:	Funding is allocated for the replacement of valves, fire hydrants, and water mains where needed during street repair.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$530,000
Funding Source:	Water Bonds
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Water Treatment Plant Improvements (6WA210)

Description:	Funding is allocated for capital maintenance and required improvements to the Pecos Surface Water Treatment Plant.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$16,310,000
Funding Source:	Water Bonds
Impact on Operating Budget:	This project has no direct impact on the operating budget; however, improvements will result in maintenance savings over time.

Water Production Facility Improvements (6WA230)

Description:	Funding is allocated for pump, motor, and drive unit replacements at various booster stations.
Project Type:	Ongoing capital maintenance and repair
FY 2021-22 Funding:	\$2,610,000
Funding Source:	Water Bonds
Impact on Operating Budget:	This project has no direct impact on the operating budget; however, improvements will result in maintenance savings over time.

Water Rights Settlement (6WA638)

Description:	Funding is allocated to pay the City's share of the Water Rights Quantification Agreement with the White Mountain Apache Tribe.
Project Type:	One-time agreement
FY 2021-22 Funding:	\$103,800
Funding Source:	Water Bonds
Impact on Operating Budget:	This project has no direct impact on the operating budget.

Capital Program Detail for FY 2021-22

The following section represents detailed major capital budgets by cost center and by funding source. As noted earlier, many of the CIP projects are not completed within one year. Consequently, these programs are re-budgeted with carryforward funds until completion. The carryforward appropriation columns provide reserves for purchase orders potentially remaining open at the close of FY 2020-21 and for project funds that have not yet been expended or encumbered at the time of FY 2021-22 budget preparations. These programs have been approved and appropriated by Council in prior years. If the department spends any of the carryforward funds on these programs in FY 2020-21, the appropriation will be lowered in FY 2021-22.

General Government/Non-Departmental - 1291					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6GG631	Solar Energy	\$ -	\$ 283,763	\$ -	\$ 283,763
6GG670	Courts Network Cabling and Wi-Fi	-	-	237,000	237,000
Total CIP Capital Project Budgets		\$ -	\$ 283,763	\$ 237,000	\$ 520,763
	Lump Sum Contingency	\$ -	\$ -	\$ 250,000	\$ 250,000
Total Non-CIP Capital Projects		\$ -	\$ -	\$ 250,000	\$ 250,000
Total Capital Project Budgets		\$ -	\$ 283,763	\$ 487,000	\$ 770,763
Fund					
401	General Gov't Capital Project	\$ -	\$ 283,763	\$ 487,000	\$ 770,763
Total Capital Project Funding		\$ -	\$ 283,763	\$ 487,000	\$ 770,763

Buildings and Facilities Capital - 3210					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6BF628	Existing City Building Renovations/Repairs	\$ 252,667	\$ 771,138	\$ 3,200,000	\$ 4,223,805
6BF653	Fire Station Bay Doors	14,891	58,755	245,000	318,646
6BF658	Facility and Parks Asphalt Maintenance	88,978	146,777	150,000	385,755
6BF659	Building Security Cameras	-	-	250,000	250,000
6BF660	Facility Generator Replacement	-	12,053	-	12,053
6BF661	Community/Senior Center Building Renovations	-	198,500	-	198,500
6BF664	Building Assessment	47,245	25,865	-	73,110
6BF665	Energy Management System Upgrades	245,770	-	150,000	395,770
6BF666	Police/Courts Security Fencing Upgrades	23,582	243,358	-	266,940
Total Capital Project Budgets		\$ 673,133	\$ 1,456,446	\$ 3,995,000	\$ 6,124,579
Fund					
401	General Gov't Capital Project	\$ 673,133	\$ 1,442,446	\$ 3,995,000	\$ 6,110,579
605	Water Operating Fund	-	14,000	-	14,000
Total Capital Project Funding		\$ 673,133	\$ 1,456,446	\$ 3,995,000	\$ 6,124,579

Economic Development Capital - 1550					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6GG620	Infill Incentive Plan	\$ -	\$ 1,056,208	\$ -	\$ 1,056,208
Total Capital Project Budgets		\$ -	\$ 1,056,208	\$ -	\$ 1,056,208
Fund					
401	General Gov't Capital Project	\$ -	\$ 1,056,208	\$ -	\$ 1,056,208
Total Capital Project Funding		\$ -	\$ 1,056,208	\$ -	\$ 1,056,208

Capital Budget**2021-22 Adopted Budget**

Transportation Policy Capital - 3060					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6TP015	Bus Pullouts and Bus Stops	\$ -	\$ 924,683	\$ 172,000	\$ 1,096,683
6TP707	Americans with Disabilities Act (ADA) Upgrades	-	1,049,920	500,000	1,549,920
6TP750	Frye Road Protected Bike Lanes	-	-	471,200	471,200
6TP753	Price/Ocotillo Shared Use Path	-	81,000	-	81,000
6TP766	Hunt Highway Separated Bike Lanes/Traffic Calming	-	-	70,000	70,000
Total Capital Project Budgets		\$ -	\$ 2,055,603	\$ 1,213,200	\$ 3,268,803
Fund					
216	Local Transportation Assistance	\$ -	\$ 735,875	\$ 172,000	\$ 907,875
401	General Gov't Capital Project	-	1,219,221	503,990	1,723,211
411	Street Bonds	-	-	75,140	75,140
417	Capital Grant	-	100,507	462,070	562,577
Total Capital Project Funding		\$ -	\$ 2,055,603	\$ 1,213,200	\$ 3,268,803

Airport Capital - 4110					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6AI702	Replace Tower Transceiver Radios	\$ -	\$ -	\$ 851,000	\$ 851,000
6AI717	Rehab North Terminal Apron Phase II	23,342	218,662	-	242,004
6AI725	Update Airport Master Plan	42,458	6,124	-	48,582
6AI727	Rehabilitate Taxiway C	32,038	2,127,853	-	2,159,891
6AI728	Airfield Lighting Improve/Runway 4L 22R PAPI Replace	-	-	1,724,000	1,724,000
6AI733	Heliport Lighting Replacement	-	115,000	-	115,000
6AI734	Hangar Electrical Rewiring	26,375	411,975	-	438,350
6AI736	Annual Pavement Maintenance Management	28,500	64,450	368,500	461,450
6AI741	Control Tower Equipment Assessment	-	48,604	-	48,604
6AI742	Runway 4L/22R Headwall Reconstruction	-	150,000	-	150,000
6AI745	Airport Plumbing Renovation	-	145,969	-	145,969
Total Capital Project Budgets		\$ 152,713	\$ 3,288,637	\$ 2,943,500	\$ 6,384,850
Fund					
417	Capital Grant	\$ 94,634	\$ 2,288,687	\$ 1,646,937	\$ 4,030,258
635	Airport Operating	58,079	999,950	1,296,563	2,354,592
Total Capital Project Funding		\$ 152,713	\$ 3,288,637	\$ 2,943,500	\$ 6,384,850

Community Services - Parks/Recreation Capital - 4580					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6PR044	Tumbleweed Regional Park (formerly Regional Park Development)	\$ 93,936	\$ 4,240,996	\$ 2,000,000	\$ 6,334,932
6PR047	Aquatic Facility Safety Renovations	20,575	21,897	-	42,472
6PR049	Existing Neighborhood Park Improvements/Repairs	401,495	626,006	670,000	1,697,501
6PR389	Homestead North Park Site	23,093	3,507,196	-	3,530,289
6PR397	Snedigar Sportsplex	43,824	979,720	-	1,023,544
6PR497	Paseo Vista Recreational Area Improvements	9,317	41,224	-	50,541
6PR530	Existing Community Park Improvements/Repairs	81,588	1,168,696	915,000	2,165,284
6PR629	Lantana Ranch Park Site	2,202	4,284,166	-	4,286,368
6PR630	Existing Recreation Facilities Improvements	405,851	332,676	750,000	1,488,527
6PR633	Veteran's Memorial Park Phase II	456,393	1,993,771	-	2,450,164
6PR634	Fitness Equipment	94,839	2,394	32,000	129,233
6PR644	Parks Centralized Irrigation System Replacement	40,281	546,670	-	586,951
6PR645	Parks Strategic Master Plan	126,626	4,189	-	130,815
6PR651	Tumbleweed Multi-gen Expansion	-	-	1,000,000	1,000,000
Total Capital Project Budgets		\$ 1,800,020	\$ 17,749,601	\$ 5,367,000	\$ 24,916,621
Fund					
401	General Gov't Capital Project	\$ 693,684	\$ 3,253,976	\$ 1,467,000	\$ 5,414,660
417	Capital Grant	241,450	1,563,235	-	1,804,685
420	Park Bonds	839,591	6,541,028	3,900,000	11,280,619
424	Park Impact Fees	23,093	2,107,196	-	2,130,289
427	Parks SE Impact Fees	2,202	4,284,166	-	4,286,368
Total Capital Project Funding		\$ 1,800,020	\$ 17,749,601	\$ 5,367,000	\$ 24,916,621

Capital Budget**2021-22 Adopted Budget**

Cultural Development Capital - 4320					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6CA551	Center for the Arts Facilities Improvements	\$ 344,674	\$ 75,072	\$ -	\$ 419,746
6CA619	Downtown Redevelopment	93,721	498,030	525,000	1,116,751
Total Capital Project Budgets		\$ 438,395	\$ 573,102	\$ 525,000	\$ 1,536,497
Fund					
401	General Gov't Capital Project	\$ 274,027	\$ 538,358	\$ 525,000	\$ 1,337,385
417	Capital Grant	164,368	31,988	-	196,356
433	Art Center Bonds	-	2,756	-	2,756
Total Capital Project Funding		\$ 438,395	\$ 573,102	\$ 525,000	\$ 1,536,497

Cultural Development/Non-Departmental - 1291					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6GG619	Downtown Redevelopment	\$ 14,076	\$ -	\$ -	\$ 14,076
6GG650	Dr. A.J. Chandler Park	-	76,336	-	76,336
6GG659	Downtown Parking Garages	34,449	7,731,600	-	7,766,049
6GG669	Wall Street Improvements	-	65,858	-	65,858
Total CIP Capital Project Budgets		\$ 48,525	\$ 7,873,794	\$ -	\$ 7,922,319
Fund					
401	General Gov't Capital Project	48,525	7,873,794	\$ -	\$ 7,922,319
Total Capital Project Funding		\$ 48,525	\$ 7,873,794	\$ -	\$ 7,922,319

Development Services Capital - 1560					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6DS099	Citywide Fiber Upgrades	\$ -	\$ 38,767	\$ 1,213,400	\$ 1,252,167
6DS322	Traffic Signal Additions	-	1,900,000	768,200	2,668,200
6DS736	Traffic Management Center Equipment	-	82,925	50,000	132,925
Total Capital Project Budgets		\$ -	\$ 2,021,692	\$ 2,031,600	\$ 4,053,292
Fund					
401	General Gov't Capital Project	\$ -	\$ 121,692	\$ 1,213,400	\$ 1,335,092
411	Street Bonds	-	1,900,000	102,463	2,002,463
417	Capital Grant	-	-	715,737	715,737
Total Capital Project Funding		\$ -	\$ 2,021,692	\$ 2,031,600	\$ 4,053,292

Capital Budget**2021-22 Adopted Budget**

Information Technology Projects Capital - 1285					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6GG617	Information Technology Project Program (formerly ITOC)	\$ -	\$ -	\$ 1,126,225	\$ 1,126,225
6IC046	EDMS Upgrade	1,306	59,948	-	61,254
6IC088	Project Management Consultants	467,423	687	-	468,110
6IC090	City Business Registration/Speciality Licenses Portal	1,958	70,532	-	72,490
6IC095	Document Retention	-	129,070	-	129,070
6IC101	Fire Records Management	64,038	-	-	64,038
6IC102	Fleet Management System	44,766	366,410	-	411,176
6IC103	Electronic Agenda Management	-	184,877	-	184,877
6IC104	Citywide Central Cashiering	-	85,000	-	85,000
6IC110	Code Enforcement Case Management	3,500	120,440	-	123,940
6IC111	Reporting Consultants	-	140,000	-	140,000
6IC112	Utility Billing Replatform	-	1,111,000	-	1,111,000
6IC113	Call Center Enhancements	8,498	29,961	-	38,459
6IC114	Smart City Enhancements	-	169,264	-	169,264
000000	ITOC Contingency	-	311,029	-	311,029
Total Capital Project Budgets		\$ 591,489	\$ 2,778,218	\$ 1,126,225	\$ 4,495,932
Fund					
401	General Gov't Capital Project	\$ 588,005	\$ 1,629,937	\$ 1,126,225	\$ 3,344,167
605	Water Operating	-	563,790	-	563,790
615	Wastewater Operating	-	414,525	-	414,525
625	Solid Waste Operating	3,484	169,966	-	173,450
Total Capital Project Funding		\$ 591,489	\$ 2,778,218	\$ 1,126,225	\$ 4,495,932

Information Technology Capital - 1287					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6IT082	Voice and Data Convergence	\$ 85,732	\$ 186,579	\$ -	\$ 272,311
6IT084	Redundant Internet Connectivity	-	15,669	-	15,669
6IT091	IT On Demand Projects	-	29,184	-	29,184
6IT093	User Productivity Improvements	170,006	1,235,190	463,000	1,868,196
6IT095	Infrastructure Monitoring System	-	62,296	-	62,296
6IT096	City Hall Conference Room Technology Upgrades	-	26,017	-	26,017
6IT097	Citywide Technology Infrastructure	375,444	502,039	-	877,483
6IT098	Microsoft (SQL) Server Upgrade	10,797	46,087	-	56,884
6IT099	Fiber Network Assessment	21,753	-	-	21,753
6IT100	Mobility Pilot	-	228,785	-	228,785
6IT102	Wi-Fi Access Points	-	783,000	391,500	1,174,500
Total Capital Project Budgets		\$ 663,732	\$ 3,114,846	\$ 854,500	\$ 4,633,078
Fund					
401	General Gov't Capital Project Fund	\$ 663,732	\$ 2,919,096	\$ 756,624	\$ 4,339,452
605	Water Operating Fund	-	80,603	40,301	120,904
615	Wastewater Operating Fund	-	72,927	36,463	109,390
625	Solid Waste Operating Fund	-	34,544	17,272	51,816
635	Airport Operating Fund	-	7,676	3,840	11,516
Total Capital Project Funding		\$ 663,732	\$ 3,114,846	\$ 854,500	\$ 4,633,078

Neighborhood Resources Capital - 4651					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6NR001	Repositioning Housing Projects	\$ -	\$ -	\$ 2,900,000	\$ 2,900,000
Total Capital Project Budgets		\$ -	\$ -	\$ 2,900,000	\$ 2,900,000
Fund					
236	Proceeds Reinvestment Projects	\$ -	\$ -	\$ 2,900,000	\$ 2,900,000
Total Capital Project Funding		\$ -	\$ -	\$ 2,900,000	\$ 2,900,000

Capital Budget**2021-22 Adopted Budget**

Public Safety - Fire Capital - 2250					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6FI641	Fire Emergency Vehicles Replacements	\$ -	\$ -	\$ 600,000	\$ 600,000
6FI647	Personal Protective Clothing Replacement Plan	-	31,944	388,000	419,944
6FI648	Emergency Operations Center Equipment Replacement	-	9,682	-	9,682
6FI649	Rebuild Fire Station #282	-	798,449	6,697,000	7,495,449
Total Capital Project Budgets		\$ -	\$ 840,075	\$ 7,685,000	\$ 8,525,075
Fund					
401	General Gov't Capital Project	\$ -	\$ 840,075	\$ 988,000	\$ 1,828,075
470	Public Safety Bonds	-	-	6,697,000	6,697,000
Total Capital Project Funding		\$ -	\$ 840,075	\$ 7,685,000	\$ 8,525,075

Public Safety - Police Capital - 2100					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6PD606	Records Management System	\$ -	\$ 91,055	\$ -	\$ 91,055
6PD646	Public Safety Training Facility	16,992	1,319,365	-	1,336,357
6PD647	Victim Services Area Remodel	161,323	33,415	-	194,738
6PD650	Police Main Station Lobby/Records Renovation	48,880	2,038,887	-	2,087,767
6PD651	Police Work Area and Storage Renovation (formerly Detention Facility)	-	72,356	1,038,000	1,110,356
6PD658	Body Worn Cameras	-	-	891,000	891,000
6PD659	Radio Communication Equipment	908,000	-	936,000	1,844,000
6PD660	Police Emergency Vehicle Replacements	-	-	340,000	340,000
6PD661	Police Main Station Security Enhancements	-	-	310,000	310,000
Total Capital Project Budgets		\$ 1,135,195	\$ 3,555,078	\$ 3,515,000	\$ 8,205,273
Fund					
401	General Gov't Capital Project	\$ 1,124,304	\$ 3,535,134	\$ 2,477,000	\$ 7,136,438
460	Public Safety Bonds	10,891	19,944	1,038,000	1,068,835
Total Capital Project Funding		\$ 1,135,195	\$ 3,555,078	\$ 3,515,000	\$ 8,205,273

Capital Budget**2021-22 Adopted Budget**

Public Works & Utilities - Streets/Traffic Capital - 3310					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6ST011	Stormwater Management Master Plan	\$ -	\$ -	\$ 820,000	\$ 820,000
6ST014	Landscape Repairs	130,035	1,501	500,000	631,536
6ST015	Bus Pullouts and Bus Stops	140,097	-	-	140,097
6ST051	Streetlight Additions and Repairs	1,051,893	142,269	750,000	1,944,162
6ST248	Street Repaving	7,771,521	7,160,150	11,540,000	26,471,671
6ST291	Miscellaneous Storm Drain Improvements	25,000	114,022	-	139,022
6ST303	Street Construction-Variou Improvements	1,136,566	1,611,044	6,950,000	9,697,610
6ST322	Traffic Signal Improvements and Repairs	151,849	135,815	340,000	627,664
6ST548	Queen Creek Road (McQueen Rd to Lindsay Rd)	870,776	1,249	-	872,025
6ST641	Ocotillo Road (Cooper Rd to 148th St)	132,038	6,647,938	-	6,779,976
6ST652	Wall Repairs	-	-	75,000	75,000
6ST661	Detroit Basin Storm Drain Improvements	-	248,779	626,000	874,779
6ST675	Cooper Road (Queen Creek Rd to Riggs Rd)	13,038,981	167,224	-	13,206,205
6ST678	Western Canal Crossing at UPRR	11,023	-	-	11,023
6ST692	Chandler Heights Road (McQueen Rd to Val Vista Dr)	1,564,073	23,732,242	-	25,296,315
6ST693	Lindsay Road (Ocotillo Rd to Hunt Hwy)	1,507,404	633,724	2,310,000	4,451,128
6ST697	Boston Street (Oregon St to Essex St)	-	902,000	-	902,000
6ST699	Chicago Street and Oregon Street (Site 6)	-	196,419	-	196,419
6ST702	Washington Street Improvements	-	396,304	-	396,304
6ST703	Street Sweeper Replacements	293,185	820,815	276,000	1,390,000
6ST705	LED Street Lights Upgrades/Conversion	345,546	811,664	1,025,000	2,182,210
6ST707	Americans with Disabilities Act (ADA) Upgrades	69,027	-	-	69,027
6ST713	SharePoint Project Management Tool	-	210,641	-	210,641
6ST714	Signal Detection Cameras	-	-	1,278,000	1,278,000
6ST715	Bucket Truck Replacements	-	-	311,000	311,000
6ST716	Chandler Boulevard Bike Lanes (1-10 to 54th St)	757,537	-	-	757,537
6ST718	City Gateways	-	300,000	50,000	350,000
6ST724	Streets Hot Asphalt Patch Truck Replacement	-	224,000	-	224,000
6ST726	Streets Front-End Loader Replacement	22,990	-	-	22,990
6ST732	Sites 4 & 5 Offsite Infrastructure	-	1,119,500	-	1,119,500
6ST736	Traffic Management Center Equipment	3,588	-	-	3,588
6ST737	Kyrene Road (Chandler Blvd to Santan 202)	39,603	24,752	-	64,355
6ST738	Gilbert Road Phase II (Ocotillo Rd to Chandler Heights Rd)	-	797,236	-	797,236
6ST746	Alma School Road (Pecos Rd to Germann Rd)	1,905,882	3,040,140	-	4,946,022
6ST754	Ray Road/Dobson Road Intersection Improvements	119,929	-	-	119,929
6ST755	Hamilton Street (Appleby Dr to Carob Dr)	-	-	3,353,000	3,353,000
6ST764	Dobson Road Intel Driveways	128,451	2,333,178	-	2,461,629
6ST772	Traffic Signal CCTV Cameras	-	-	240,000	240,000
Total Capital Project Budgets		\$ 31,216,994	\$ 51,772,606	\$ 30,444,000	\$ 113,433,600
Fund					
215	Highway User Revenue	\$ 1,559,818	\$ 5,791,988	\$ 6,073,000	\$ 13,424,806
216	Local Transportation Assistance	122,498	-	-	122,498
401	General Gov't Capital Project	2,105,441	8,010,305	2,568,520	12,684,266
411	Street Bonds	8,480,686	5,479,583	10,456,000	24,416,269
412	Storm Sewer Bonds	25,000	212,801	313,000	550,801
415	Arterial Street Impact Fees	6,463,515	21,276,820	1,158,000	28,898,335
417	Capital Grant	12,460,036	11,001,109	9,875,480	33,336,625
Total Capital Project Funding		\$ 31,216,994	\$ 51,772,606	\$ 30,444,000	\$ 113,433,600

Capital Budget

2021-22 Adopted Budget

Public Works & Utilities - Solid Waste Capital - 3710					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
65W100	Solid Waste Service Facility Improvements	\$ -	\$ 30,388	\$ 240,000	\$ 270,388
65W497	Paseo Vista Recreation Area Improvements	-	212,573	155,000	367,573
Total Capital Project Budgets		\$ -	\$ 242,961	\$ 395,000	\$ 637,961
Fund					
625	Solid Waste Operating	\$ -	\$ 242,961	\$ 395,000	\$ 637,961
Total Capital Project Funding		\$ -	\$ 242,961	\$ 395,000	\$ 637,961

Public Works & Utilities - Wastewater Capital - 3910					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6WW189	Effluent Reuse - Storage and Recovery Wells	\$ 995,679	\$ 7,329,831	\$ 5,020,000	\$ 13,345,510
6WW192	Effluent Reuse - Transmission Mains	479,060	254,240	-	733,300
6WW196	Collection System Facility Improvements	335,000	1,608,937	335,000	2,278,937
6WW266	Sewer Assessment and Rehabilitation	3,175,518	5,784,168	18,960,000	27,919,686
6WW332	Wastewater System Upgrades with Street Projects	777,620	2,825,987	-	3,603,607
6WW621	Water Reclamation Facility Improvements	7,390,245	31,517,796	1,510,000	40,418,041
6WW661	Ocotillo Water Reclamation Facility Expansion	-	42,577	-	42,577
6WW681	Ocotillo Brine Reduction Facility Improvements	-	-	500,000	500,000
6WW684	Advanced Wastewater Treatment	57,490	60,137	-	117,627
6WW686	Intel Ocotillo Brine Reduction Facility Improvements	1,265,600	1,037,869	-	2,303,469
6ST713	SharePoint Project Management Tool	-	140,000	-	140,000
Total Capital Project Budgets		\$ 14,476,212	\$ 50,601,542	\$ 26,325,000	\$ 91,402,754
Fund					
610	Reclaimed Water System Development Fees	\$ 949,094	\$ 6,258,665	\$ -	\$ 7,207,759
611	Wastewater Bonds	3,574,169	2,550,053	-	6,124,222
615	Wastewater Operating	8,687,349	40,754,955	25,825,000	75,267,304
616	Wastewater Industrial Process Treatment	1,265,600	1,037,869	500,000	2,803,469
Total Capital Project Funding		\$ 14,476,212	\$ 50,601,542	\$ 26,325,000	\$ 91,402,754

Public Works & Utilities - Water Capital - 3820					
Project #	Project Name	Carryforward Appropriation		2021-22	2021-22
		Encumbered	Unencumbered	New	Total
		Purchase Orders	February 2021	Appropriation	Appropriation
6WA023	Main and Valve Replacements	\$ 9,699,398	\$ 4,512,290	\$ 4,150,000	\$ 18,361,688
6WA034	Well Construction/Rehabilitation	1,966,147	4,724,081	-	6,690,228
6WA110	Water System Upgrades with Street Projects	1,388,864	-	530,000	1,918,864
6WA210	Water Treatment Plant Improvements	3,319,996	5,151,792	16,310,000	24,781,788
6WA230	Water Production Facility Improvements	5,757,000	404,609	2,610,000	8,771,609
6WA334	Joint Water Treatment Plant	975,052	1,000,000	-	1,975,052
6WA638	Water Rights Settlement	-	12,422,395	103,800	12,526,195
6WA640	Well Remediation - Arsenic Systems	-	408,690	-	408,690
6WA673	Water Meter Replacements	2,379,530	490,826	-	2,870,356
6WA675	Backhoe Replacement	-	150,000	-	150,000
6WA676	Water Equipment	-	250,000	-	250,000
Total Capital Project Budgets		\$ 25,485,987	\$ 29,514,683	\$ 23,703,800	\$ 78,704,470
Fund					
417	Capital Grants	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 4,000,000
601	Water Bonds	16,280,268	21,770,142	20,674,300	58,724,710
603	Water System Development Fees	976,834	3,025,935	-	4,002,769
605	Water Operating	8,228,885	2,718,606	1,029,500	11,976,991
Total Capital Project Funding		\$ 25,485,987	\$ 29,514,683	\$ 23,703,800	\$ 78,704,470

Capital Replacement Budget by Department

Another category of the capital budget is the capital replacement funds. These include: the Equipment Replacement Fund, which allows for ongoing replacement of citywide operating equipment; the Technology Replacement Fund, used for ongoing replacement of personal computers and other technology equipment; and the Vehicle Replacement Fund, which allows for the ongoing replacement of citywide operating fleet vehicles. These funds are managed by the Management Services Department with cost centers making annual ongoing and/or one-time transfers from operating budgets to replenish the funds.

Department	2017-18 Actual Expenditures	2018-19 Actual Expenditures	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget
General Government:							
Airport	\$ 82,154	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings & Facilities	120,972	87,785	22,992	-	-	-	137,900
Transportation Policy	-	-	-	-	-	-	30,500
Total General Government	\$ 203,126	\$ 87,785	\$ 22,992	\$ -	\$ -	\$ -	\$ 168,400
Community Services							
Aquatics	\$ -	\$ 40,450	\$ 62,835	\$ -	\$ -	\$ -	\$ 44,300
Parks Development and Operations	60,523	145,949	86,104	-	-	-	177,000
Recreation	-	-	-	-	-	-	27,300
Total Community Services	\$ 60,523	\$ 186,399	\$ 148,938	\$ -	\$ -	\$ -	\$ 248,600
Development Services							
Planning	\$ 20,612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,600
Building Safety	61,837	-	-	-	-	-	76,800
Engineering	22,857	22,768	342	-	-	-	99,300
Total Development Services	\$ 105,307	\$ 22,768	\$ 342	\$ -	\$ -	\$ -	\$ 201,700
Information Technology							
IT Infrastructure & Client Support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,000
Total Information Technology	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,000
Management Services							
Central Supply	\$ 27,146	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58,800
Non-Departmental	1,727,003	1,953,088	4,862,624	5,339,271	5,434,979	5,434,979	2,380,735
Total Management Services	\$ 1,754,149	\$ 1,953,088	\$ 4,862,624	\$ 5,339,271	\$ 5,434,979	\$ 5,434,979	\$ 2,439,535
Neighborhood Resources							
Neighborhood Preservation	\$ 58,522	\$ 111,860	\$ 14,600	\$ -	\$ -	\$ -	\$ -
Total Neighborhood Resources	\$ 58,522	\$ 111,860	\$ 14,600	\$ -	\$ -	\$ -	\$ -
Public Safety - Fire							
Operations	\$ 289,619	\$ 182,619	\$ 87,068	\$ -	\$ -	\$ -	\$ -
Total Public Safety - Fire	\$ 289,619	\$ 182,619	\$ 87,068	\$ -	\$ -	\$ -	\$ -
Public Safety - Police							
Field Operations	\$ 1,398,391	\$ 759,064	\$ 1,443,551	\$ 1,244,800	\$ 2,345,311	\$ 1,705,873	\$ 1,377,400
Communications	1,203,000	1,284,500	-	288,000	575,390	-	291,283
Total Public Safety - Police	\$ 2,601,391	\$ 2,043,564	\$ 1,443,551	\$ 1,532,800	\$ 2,920,701	\$ 1,705,873	\$ 1,668,683
Public Works & Utilities							
Capital Projects	\$ 53,174	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Streets	283,010	39,383	57,135	-	-	-	45,600
Traffic Engineering	79,004	21,301	2,491	-	-	-	-
Utilities Administration	-	20,788	-	-	-	-	33,600
Solid Waste Division	-	131,768	34,551	-	-	-	32,500
Water Division	186,256	271,121	141,941	135,650	135,650	-	189,300
Wastewater Division	48,486	180,093	104,835	48,830	48,830	-	30,500
Total Public Works & Utilities	\$ 649,931	\$ 664,454	\$ 340,953	\$ 184,480	\$ 184,480	\$ -	\$ 331,500
Grand Total	\$ 5,722,568	\$ 5,252,537	\$ 6,921,069	\$ 7,056,551	\$ 8,540,160	\$ 7,140,852	\$ 5,086,418



17 Bonded Debt



- City Debt Obligations
- Overview of Bond Types
- Bond Payment Schedules

“Moving Forward Together”



As stewards of Chandler’s tax dollars, thoughtful planning and prudent financial management of municipal bonds balance the need for revenues to support City infrastructure and major projects.

Bonded Debt Obligations

Chandler has experienced significant growth over the last 35 years. In 2021, the Planning Division estimates a population of 268,313. This growth created demand for infrastructure and capital projects. Citizens needed more and or improved amenities such as parks and streets, as well as public safety, water, and wastewater facilities. Financing these capital costs was accomplished through various financing sources, with bonded debt being a major component. This includes instruments such as general obligation bonds, revenue bonds, and excise tax revenue obligations, which are repaid with sustainable revenue streams as populations grow.

Bond Ratings

When new bonds are issued, the three major bond rating agencies typically assign a bond rating that reflects the City's ability to repay the debt. Each agency has a slightly different rating scale but, in general, top ratings are referred to as "AAA" (triple A) with lower ratings such as "A" (single A) or "B." In some cases, distinctions are made with upper and lower case letters and "+" or "-" to further elaborate on the rating. After the initial review, the rating agencies periodically review the City's financial position and either reaffirm the prior rating, raise the rating, or lower the rating. The City's most recent bond ratings are shown below:

Type of Debt	Fitch Ratings	Moody's Investments	Standard and Poor's
General Obligation (GO)	AAA*	Aaa*	AAA*
Excise Tax Revenue Obligations	AAA*	Aa1	AAA*
Water/Sewer Revenue Bonds	AA+	Aa1	AA
Highway User Fund Revenue Bonds	AA	Aa3	AA

*Highest rating level from this agency.

These high bond ratings are a positive reflection of Chandler's strong financial management and its ability to repay outstanding debt. The higher bond ratings also represent a lower investment risk for potential bond buyers and lower debt costs for the City and its citizens.

Debt Management

Chandler's primary debt management objectives are to minimize the cost of borrowing to taxpayers while assuring that total indebtedness does not exceed available resources and conforms to Arizona legal requirements. The necessity to incur debt in order to finance the capital program carries with it the obligation to manage the debt program effectively. As a result, the level of outstanding debt and the City's capacity to incur and repay additional debt require careful examination.

The City's last bond election was in May 2007 and resulted in voters approving over \$450 million in new bond authorization spread across ten program areas: Water/Sewer, Reclaimed (Reuse) Water, Parks and Recreation, Museum, Center for the Arts, Library, Public Buildings, Streets, Fire, and Police. Bond sales in January 2009, January 2011, December 2017, and December 2019 have reduced the available voter authorized amounts to \$150,180,000 as shown in the table on the next page. A recent Citizen Bond Exploratory Committee recommendation resulted in Council calling for a Bond Election in Fall 2021 to ask the voters for additional authorization in the amount of \$272,685,000 which will fully support the bond funded projects in the adopted 10-year CIP. This additional authorization will fund projects in Parks and Recreation (\$73M), Public Buildings (\$33.6M), Streets (\$85.8M), Public Safety-Fire (\$22.2M) and Public Safety-Police (\$55.2M) program areas.

The City most recently sold \$32,975,000 in GO bonds and \$15,000,000 in Excise Tax Revenue Obligations during FY 2019-20 to fund key infrastructure projects. Additionally, the City continually reviews outstanding debt for opportunities in the market to refund at lower interest costs. The City does anticipate having bond sales for GO and Revenue Obligation Bonds in FY 2021-22 as indicated in the summary on the next page.

Voter Authorization Summary

Type of Voter Approved Debt	Available Authorization	Anticipated New Authorization: Fall 2021 Bond Election	Total Authorization	Anticipated Bond Sales in FY 2021-22
Parks/Recreation	\$ 48,525,000	\$ 72,985,000	\$ 121,510,000	\$ 4,700,000
Library	5,245,000	-	\$ 5,245,000	-
Public Buildings	9,960,000	33,570,000	\$ 43,530,000	-
Streets	75,471,000	85,780,000	\$ 161,251,000	22,900,000
Stormwater	4,019,000	-	\$ 4,019,000	580,000
Public Safety - Fire	231,000	25,160,000	\$ 25,391,000	6,320,000
Public Safety - Police	1,300,000	55,190,000	\$ 56,490,000	660,000
Airport	494,000	-	\$ 494,000	-
Landfill	4,935,000	-	\$ 4,935,000	-
Total	\$ 150,180,000	\$ 272,685,000	\$ 422,865,000	\$ 35,160,000
Non-Voter Approved Debt*				
Water				\$ 20,450,000
Wastewater				4,850,000
Total:				\$ 25,300,000

*Non-Voter approved debt as allowed by the City Debt Management Policy located in the Budget Policies, Process and Decisions section. The Debt Service is paid by dedicated water and wastewater user fees.

Debt Coverage

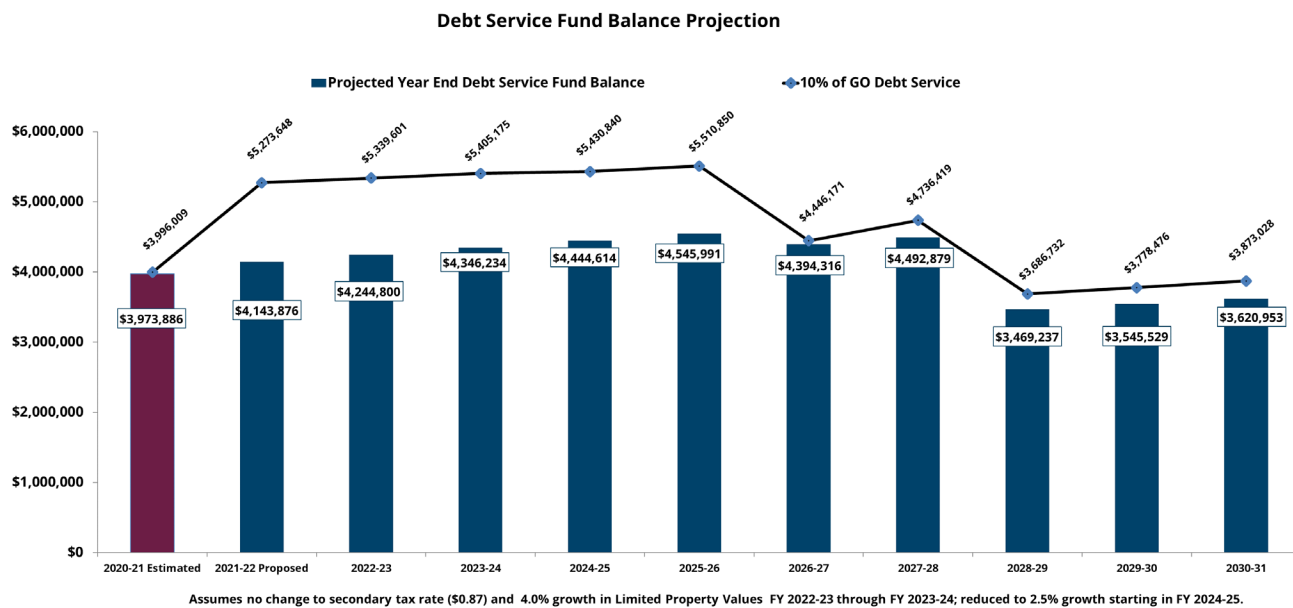
Certain debt issues include debt covenants whereby the City is required to maintain sufficient operating revenue to meet debt service requirements. This requirement is shown in the table below by using an 'x' to represent the factor of coverage. In other cases, the City has debt coverage goals or objectives noted in the City's Debt Policy (located in Budget Policies, Processes, and Decisions) which establishes good operating practices for adequate debt coverage. Projected debt coverage at the end of FY 2020-21 is as shown:

Type of Debt	Coverage Basis	Coverage Required (Mandated or Goal)	Projected end of 2020-21	Coverage Met?
Water/Wastewater GO Bonds	Available Operating Revenue/Debt Service	Goal: 1.2x	4.79x	Yes
Water/Wastewater Excise Tax Revenue Obligations	Excise Tax Revenue/Debt Service	Mandated by debt covenants: 3.0x Goal: 5.0x	11.13x	Yes
	Available Operating Revenue/Debt Service	Goal: 1.2x	2.29x	Yes

Debt Service Funds

General Obligation (GO) Debt Service Fund: The GO Debt Service Fund is used to collect secondary property taxes and pay principal and interest on GO bonds. Fund balance is projected based upon best estimates of future assessed values, existing debt service schedules, and projected GO bond sales.

Current fund balance projections assume modest growth in assessed values and show that debt service expenses will exceed secondary property tax revenues for the next five years, causing a drawdown in the fund balance. The debt service fund balance cannot exceed 10% of annual debt service payments per statutory requirements. The fund balance projection is updated each year based upon new assessed value projections and any changes to GO debt projections as a result of new capital funding requirements. Additionally, as the City reaches build-out and growth related projects are completed, system development or impact fee collections will begin to repay loans made to fund past growth projects. These loan repayments supplement the secondary tax levy, minimizing the tax rate changes needed to fund new bonds and expanding capacity for capital projects. The most recent projection is shown below.



Highway User Revenue Fund (HURF) Debt Service Fund: The HURF Debt Service Fund is managed on a year-to-year basis whereby a transfer is made from the HURF Operating Fund to the HURF Debt Service Fund on an annual basis for the exact amount of principal and interest due for the year. The fund balance returns to zero at the end of each fiscal year. In FY 2018-19 the final debt service payment was made on outstanding HURF debt.

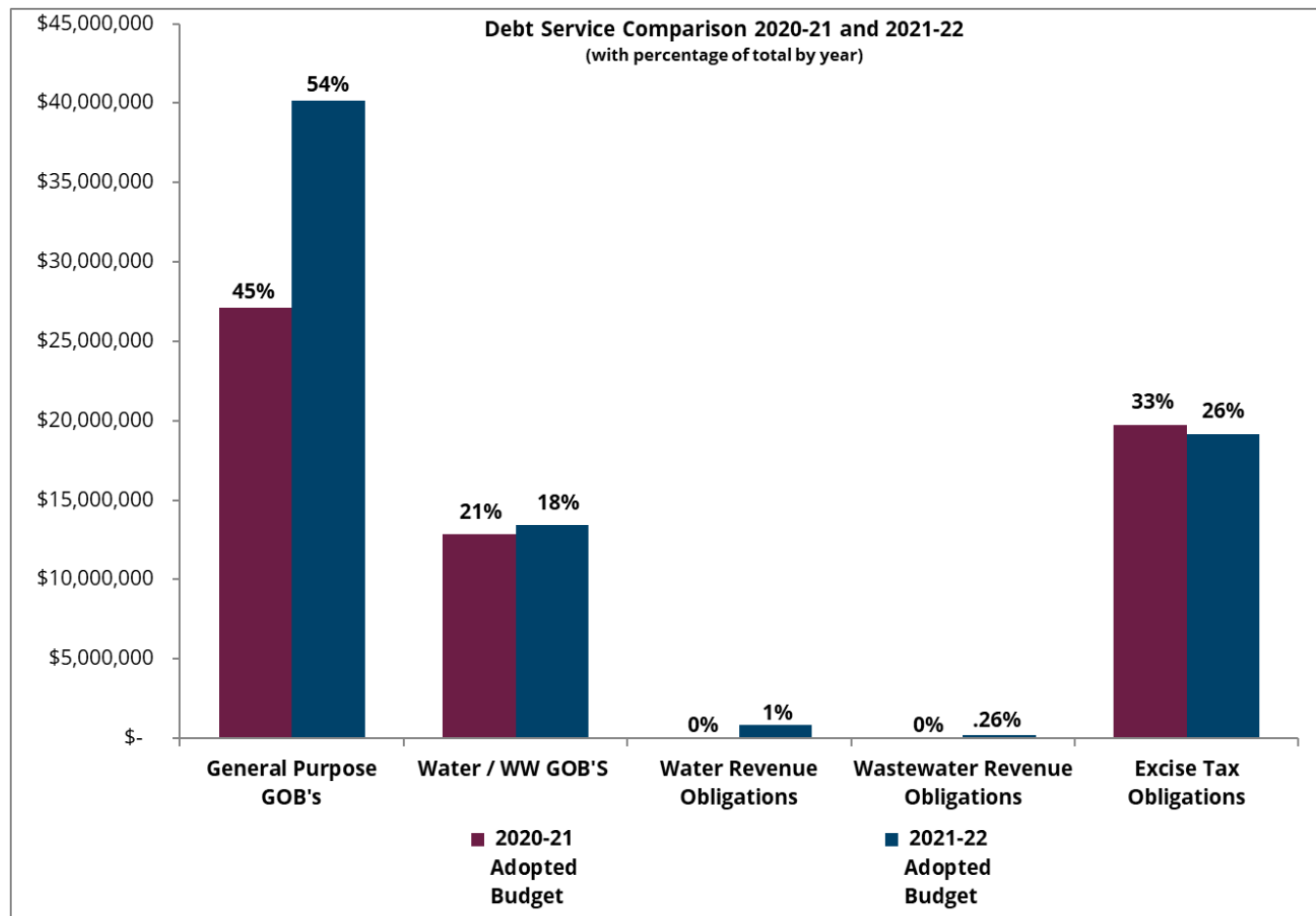
Enterprise Fund Debt Service: Water, Wastewater, and Airport debt service is paid from their respective Enterprise operating funds and directly supported by each Enterprise's user fees. Separate Debt Service Funds are not maintained to pay Debt Service in Enterprise Funds, but managed within each of their Enterprise operating funds.

Bonded Debt

2021-22 Adopted Budget

Debt Service - Cost Center 7500						
Description	2019-20 Actual Expenditures	2020-21 Adopted Budget	2020-21 Adjusted Budget	2020-21 Estimated Expenditures	2021-22 Adopted Budget	% Change Adopted to Adopted
General Purpose GOBs	\$ 28,763,819	\$ 27,135,385	\$ 27,135,385	\$ 27,135,385	\$ 40,144,916	47.94%
Water GOBs	7,974,528	8,087,178	8,087,178	8,087,178	8,805,935	8.89%
Wastewater GOBs	4,929,922	4,737,522	4,737,522	4,737,522	4,606,110	-2.77%
Water Revenue Bonds	1,703,520	-	-	-	-	N/A
Wastewater Revenue Bonds	730,000	-	-	-	-	N/A
Water Revenue Obligations	-	-	-	-	820,485	N/A
Wastewater Revenue Obligations	-	-	-	-	194,589	N/A
Excise Tax Revenue Obligations	18,486,206	19,759,575	19,759,575	19,759,575	19,181,890	-2.92%
Total Cost Center - 7500	\$ 62,587,995	\$ 59,719,660	\$ 59,719,660	\$ 59,719,660	\$ 73,753,925	23.50%
General Debt Service Fund	\$ 28,763,819	\$ 27,135,385	\$ 27,135,385	\$ 27,135,385	\$ 40,144,916	
Water Operating	14,776,404	13,876,087	13,876,087	13,876,087	14,663,089	
Wastewater Operating	19,047,771	18,708,188	18,708,188	18,708,188	18,945,920	
Grand Total	\$ 62,587,994	\$ 59,719,660	\$ 59,719,660	\$ 59,719,660	\$ 73,753,925	

The FY 2021-22 budget provides \$73,753,925 for principal and interest on new and existing debt as shown in the chart above for each bond type and funding source. The following graph provides summarized data of the debt service comparison of adopted budgets of two fiscal years and the category percentage of total debt.



General Obligation Bond Capacity Available

GO bonds are used to finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the City and are secured by the ad valorem taxing power of the City. Limitations for bonding capacity are set by State statute.

Under the Arizona Constitution Article IX, section 8, cities may issue GO bonds for streets and transportation facilities, public safety, law enforcement, fire and emergency services facilities, water, wastewater, artificial light, acquisition and development of land for open space preserves, parks, playgrounds, and recreation facilities, up to an amount not exceeding 20% of secondary assessed value. Cities may also issue GO bonds for all other general purposes (e.g., airport, library, and museum) not included in the 20% debt margin category up to an amount not exceeding 6% of the secondary assessed value.

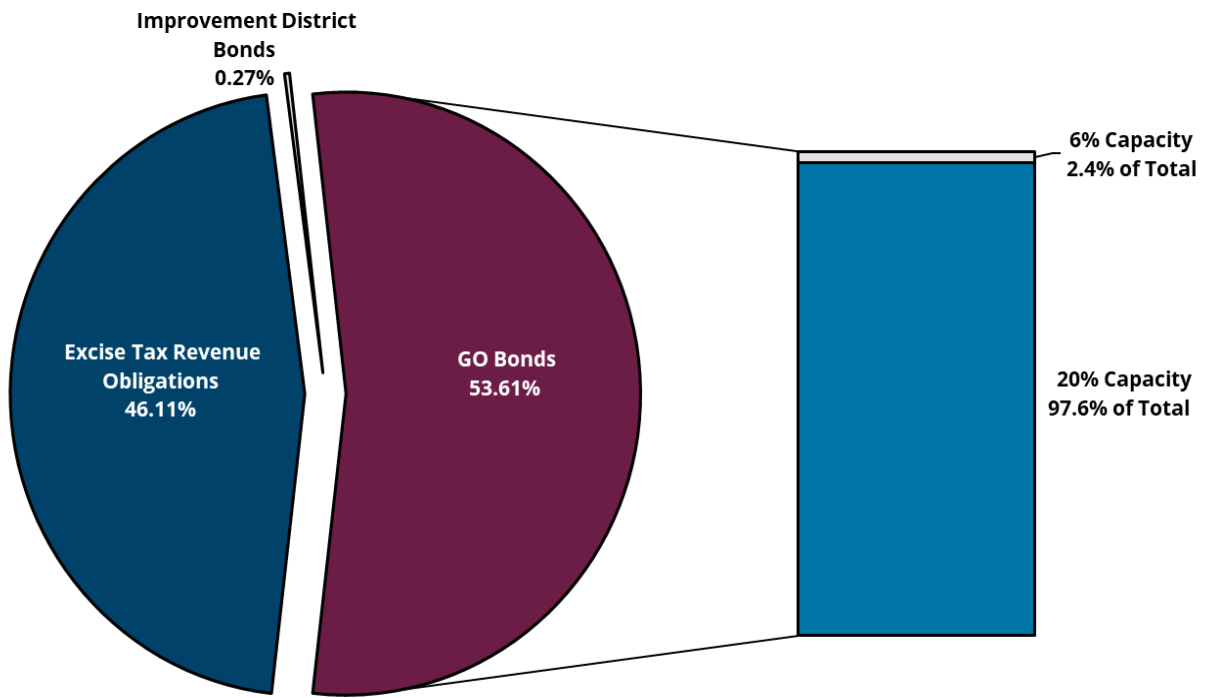
The City's available bonding capacity for FY 2021-22 is based on the 2021 Net Assessed Full Cash Property Valuation as shown below:

	20%	6%
2021 Net Assessed Full Cash Value	\$ 4,682,558,944	\$ 4,682,558,944
Legal Bond Limit	936,511,789	280,953,537
Outstanding Bonded Debt Previously Issued	(237,328,100)	(5,851,900)
Less: Excess Premium	(11,493,592)	(239,656)
Bonding Capacity Available	\$ 687,690,096	\$ 274,861,981

⁽¹⁾ The net (or excess) premium reflected was utilized for project fund purposes and is being amortized according to A.R.S., Title 35, Chapter 3, Article 3, 35-457 (E).

Summary of Outstanding Bonds by Type

Type of Issue	Principal Bond Amount	% Total
General Obligation Bonds (Combined)		
6% Capacity	\$ 5,851,900	
20% Capacity	237,328,100	
Total General Obligation Bonds	\$ 243,180,000	53.61%
Excise Tax Revenue Obligations	209,150,000	46.11%
Improvement District Bonds	1,245,000	0.27%
Total	\$ 453,575,000	100.00%



Schedule of Total Outstanding Debt

	Original Issue	Outstanding 7/1/2021	2021-22		
			Principal	Interest	Payment
General Obligation Bonds					
General & Enterprise Funds:					
Refunding Series 2014	\$ 214,540,000	\$ 135,690,000	\$ 24,285,000	\$ 5,982,050	\$ 30,267,050
Refunding Series 2016	39,050,000	39,050,000	-	1,653,800	1,653,800
Series 2017	58,740,000	39,040,000	3,125,000	1,288,760	4,413,760
Series 2019	30,400,000	29,400,000	2,300,000	1,016,625	3,316,625
Total General Obligation Bonds	\$ 352,655,000	\$ 243,180,000	\$ 29,710,000	\$ 9,941,235	\$ 39,651,235
Excise Tax Revenue Obligations:*					
Enterprise Funds:					
Series 2011	\$ 15,000,000	\$ 905,000	\$ 905,000	\$ 36,200	\$ 941,200
Series 2013	104,500,000	90,800,000	3,800,000	3,965,000	7,765,000
Series 2015	66,660,000	55,835,000	2,915,000	1,934,075	4,849,075
Refunding Series 2016	19,510,000	17,140,000	1,280,000	844,200	2,124,200
Series 2017	36,220,000	33,420,000	1,135,000	1,295,400	2,430,400
Series 2019	13,000,000	11,050,000	1,340,000	552,500	1,892,500
Total Excise Tax Revenue Obligations	\$ 254,890,000	\$ 209,150,000	\$ 11,375,000	\$ 8,627,375	\$ 20,002,375
Improvement District Bonds:					
Series 2008 - Spectrum ID	\$ 7,370,000	\$ 1,245,000	\$ 610,000	\$ 37,600	\$ 647,600
Total Improvement District Bonds	\$ 7,370,000	\$ 1,245,000	\$ 610,000	\$ 37,600	\$ 647,600
Total Bonded Debt & Obligations	\$ 630,315,000	\$ 453,575,000	\$ 41,695,000	\$ 18,606,210	\$ 60,301,210

* Non-voter approved debt as allowed by the City Debt Management Policy in the Budget Policies, Process, and Decisions section. The Debt Service is paid by dedicated water and wastewater user fees.

Bonded Debt**2021-22 Adopted Budget**

The following pages present breakdowns of the principal and interest payments for all City bond issues outstanding as of June 30, 2020.

**Annual Bond Obligation for All
Existing Bonds and Obligations⁽¹⁾**

Maturity Date⁽²⁾	Bonds Payable	Interest Payable	Fiscal Total
July 1, 2022	\$ 41,695,000	\$ 18,606,210	\$ 60,301,210
July 1, 2023	42,990,000	16,846,010	59,836,010
July 1, 2024	43,950,000	14,769,810	58,719,810
July 1, 2025	43,625,000	12,626,310	56,251,310
July 1, 2026	43,550,000	10,819,910	54,369,910
July 1, 2027	45,115,000	8,893,160	54,008,160
July 1, 2028	45,225,000	6,728,460	51,953,460
July 1, 2029	23,785,000	5,031,460	28,816,460
July 1, 2030	24,205,000	4,184,835	28,389,835
July 1, 2031	25,160,000	3,320,335	28,480,335
July 1, 2032	25,680,000	2,434,710	28,114,710
July 1, 2033	21,910,000	1,568,050	23,478,050
July 1, 2034	10,295,000	688,125	10,983,125
July 1, 2035	10,550,000	442,275	10,992,275
July 1, 2036	2,880,000	182,500	3,062,500
July 1, 2037	2,960,000	92,500	3,052,500
TOTAL	\$ 453,575,000	\$ 107,234,660	\$ 560,809,660

	Year	Principal	Interest	Fiscal Total
This Year's Requirement	2022	\$ 41,695,000	\$ 18,606,210	\$ 60,301,210
Maximum Requirement	2022	\$ 41,695,000	\$ 18,606,210	\$ 60,301,210

⁽¹⁾ Includes General Obligation, Excise Tax, and Improvement District Debt Obligations.

⁽²⁾ Actual payments are made one day prior to maturity date.

**Combined General Obligation Bonds
6% Capacity Portion Outstanding**

Maturity Date ⁽¹⁾	Bonds Payable		Interest Payable		Fiscal Total
July 1, 2022	\$	567,850	\$	215,306	\$ 783,156
July 1, 2023		574,900		192,592	767,492
July 1, 2024		576,850		167,097	743,947
July 1, 2025		509,100		141,454	650,554
July 1, 2026		531,200		121,090	652,290
July 1, 2027		785,000		98,080	883,080
July 1, 2028		637,000		62,480	699,480
July 1, 2029		400,000		44,745	444,745
July 1, 2030		410,000		34,745	444,745
July 1, 2031		425,000		24,085	449,085
July 1, 2032		435,000		12,398	447,398
TOTAL	\$	5,851,900	\$	1,114,070	\$ 6,965,970

	Year	Principal		Interest		Fiscal Total
This Year's Requirement	2021	\$	567,850	\$	215,306	\$ 783,156
Maximum Requirement	2027	\$	785,000	\$	98,080	\$ 883,080

⁽¹⁾ Actual payments are made one day prior to maturity date.

**Combined General Obligation Bonds
20% Capacity Portion Outstanding**

Maturity Date ⁽¹⁾	Bonds Payable	Interest Payable	Fiscal Total
July 1, 2022	\$ 29,142,150	\$ 9,725,930	\$ 38,868,080
July 1, 2023	29,840,100	8,560,244	38,400,344
July 1, 2024	30,508,150	7,119,239	37,627,389
July 1, 2025	29,600,900	5,644,631	35,245,531
July 1, 2026	30,123,800	4,534,345	34,658,145
July 1, 2027	28,935,000	3,230,555	32,165,555
July 1, 2028	30,613,000	1,836,205	32,449,205
July 1, 2029	5,425,000	794,490	6,219,490
July 1, 2030	5,515,000	628,865	6,143,865
July 1, 2031	5,625,000	457,475	6,082,475
July 1, 2032	5,725,000	297,788	6,022,788
July 1, 2033	2,050,000	149,125	2,199,125
July 1, 2034	2,100,000	103,000	2,203,000
July 1, 2035	2,125,000	53,125	2,178,125
TOTAL	\$ 237,328,100	\$ 43,135,015	\$ 280,463,115

	Year	Principal	Interest	Fiscal Total
This Year's Requirement	2022 \$	29,142,150	\$ 9,725,930	\$ 38,868,080
Maximum Requirement	2022 \$	29,142,150	\$ 9,725,930	\$ 38,868,080

⁽¹⁾ Actual payments are made one day prior to maturity date.

**Combined General Obligation Bonds
Enterprise (20%) Supported**

<i>Maturity Date</i> ⁽¹⁾	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2022	\$ 9,650,000	\$ 2,941,560	\$ 12,591,560
July 1, 2023	9,555,000	2,555,560	12,110,560
July 1, 2024	9,475,000	2,077,810	11,552,810
July 1, 2025	9,290,000	1,604,060	10,894,060
July 1, 2026	9,755,000	1,256,410	11,011,410
July 1, 2027	8,650,000	818,760	9,468,760
July 1, 2028	11,036,000	386,260	11,422,260
TOTAL	\$ 67,411,000	\$ 11,640,420	\$ 79,051,420

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2022	\$ 9,650,000	\$ 2,941,560	\$ 12,591,560
Maximum Requirement	2022	\$ 9,650,000	\$ 2,941,560	\$ 12,591,560

⁽¹⁾ Actual payments are made one day prior to maturity date.

**Combined General Obligation Bonds
Ad Valorem Supported**

<i>Maturity Date</i> ⁽¹⁾	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2022	\$ 20,060,000	\$ 6,999,675	\$ 27,059,675
July 1, 2023	20,860,000	6,197,275	27,057,275
July 1, 2024	21,610,000	5,208,525	26,818,525
July 1, 2025	20,820,000	4,182,025	25,002,025
July 1, 2026	20,900,000	3,399,025	24,299,025
July 1, 2027	21,070,000	2,509,875	23,579,875
July 1, 2028	20,214,000	1,512,425	21,726,425
July 1, 2029	5,825,000	839,235	6,664,235
July 1, 2030	5,925,000	663,610	6,588,610
July 1, 2031	6,050,000	481,560	6,531,560
July 1, 2032	6,160,000	310,185	6,470,185
July 1, 2033	2,050,000	149,125	2,199,125
July 1, 2034	2,100,000	103,000	2,203,000
July 1, 2035	2,125,000	53,125	2,178,125
TOTAL	\$ 175,769,000	\$ 32,608,665	\$ 208,377,665

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2022 \$	20,060,000	\$ 6,999,675	\$ 27,059,675
Maximum Requirement	2022 \$	20,060,000	\$ 6,999,675	\$ 27,059,675

⁽¹⁾ Actual payments are made one day prior to maturity date.

Excise Tax Revenue Obligations

Excise Tax Revenue Obligations (ETROs) are backed by pledged revenue (but paid from dedicated Enterprise Funds' user fees), do not affect the property tax rate, and are not subject to a statutory limitation on the amount of bonds that may be issued. The City may issue additional ETROs only if the total amount of excise taxes in the immediately preceding fiscal year is equal to at least three times the maximum annual debt service. Unlike other City debt instruments, ETROs do not require voter authorization.

Pledged revenue may be derived from all unrestricted excise, transaction privilege, and business taxes, state shared sales and income taxes, franchise fees, and license and permit fees. The annual debt service payment is paid by dedicated water and wastewater user fees.

Excise Tax Revenue Obligations Outstanding

Maturity Date ⁽¹⁾	Bonds Payable	Interest Payable	Fiscal Total
July 1, 2022	\$ 11,375,000	\$ 8,627,375	\$ 20,002,375
July 1, 2023	11,940,000	8,080,475	20,020,475
July 1, 2024	12,865,000	7,483,475	20,348,475
July 1, 2025	13,515,000	6,840,225	20,355,225
July 1, 2026	12,895,000	6,164,475	19,059,475
July 1, 2027	15,395,000	5,564,525	20,959,525
July 1, 2028	13,975,000	4,829,775	18,804,775
July 1, 2029	17,960,000	4,192,225	22,152,225
July 1, 2030	18,280,000	3,521,225	21,801,225
July 1, 2031	19,110,000	2,838,775	21,948,775
July 1, 2032	19,520,000	2,124,525	21,644,525
July 1, 2033	19,860,000	1,418,925	21,278,925
July 1, 2034	8,195,000	688,125	8,883,125
July 1, 2035	8,425,000	442,275	8,867,275
July 1, 2036	2,880,000	182,500	3,062,500
July 1, 2037	2,960,000	92,500	3,052,500
TOTAL	\$ 209,150,000	\$ 63,091,400	\$ 272,241,400

	Year	Principal	Interest	Fiscal Total
This Year's Requirement	2022	\$ 11,375,000	\$ 8,627,375	\$ 20,002,375
Maximum Requirement	2029	\$ 17,960,000	\$ 4,192,225	\$ 22,152,225

⁽¹⁾ Actual payments are made one day prior to maturity date.

Improvement District Bonds

Improvement Districts are generally formed by property owners in a designated area within the City in which they must agree to be assessed for the repayment of the costs of constructing improvements that benefit the owner's property. Improvement District bonds are secured by a lien on the property and improvements of all parcels of each district. The State does not require legal appropriation of funds for improvement districts. Improvement District bonds are typically issued to finance local streets, water, or sewer improvements, or to acquire an existing water or sewer operation.

There is no statutory debt limit or legal limit to the amount of improvement district bonds that may be issued.

Improvement District Bonds Outstanding

<i>Maturity Date</i> ⁽¹⁾	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2022	\$ 610,000	\$ 37,600	\$ 647,600
July 1, 2023	635,000	12,700	647,700
TOTAL	\$ 1,245,000	\$ 50,300	\$ 1,295,300

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2021	\$ 610,000	\$ 37,600	\$ 647,600
Maximum Requirement	2023	\$ 635,000	\$ 12,700	\$ 647,700

⁽¹⁾ Actual payments are made one day prior to maturity date.

18 Schedules and Terms



- Resolution Adopting the 2021-22 Budget
- Auditor General Summary Schedules
- 2021-22 Salary Plan
- Expenditure Categories
- Glossary of Terms/List of Acronyms

“Moving Forward Together”



Thank you for investing your time reviewing this year’s Budget Book. Chandler’s FY 2021-22 budget is a financial plan outlining investments in our community for this year and the future.

Schedules and Terms

Budget Schedules: The attached budget schedules are intended to give the reader a brief glance of the City's budget for the upcoming fiscal year. The Office of the Auditor General has developed the format of these schedules in accordance with Arizona Revised Statutes (A.R.S. 42-17101 and 42-17102). The forms conform to the requirements of Governmental Accounting Standards Board (GASB) Statements No. 34 and 54. These budget schedules are published twice in a local newspaper prior to the Public Hearing and Final Budget Adoption by Council.

Each city/town must complete the official budget forms for all funds except Agency, Internal Service Funds, and Private-Purpose Trust Funds. A city may choose to add more information or detail than is required with the official forms. Schedules A-G are submitted to the Auditor General's Office along with the Resolution of Budget Adoption.

- **Resolution for the Adoption of the Budget**
- **Schedule A – Summary Schedule of Estimated Revenues and Expenditures/Expenses**
- **Schedule B – Summary of Tax Levy and Tax Rate Information**
- **Schedule C – Summary by Fund Type of Revenues Other Than Property Taxes**
- **Schedule D – Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**
- **Schedule E – Summary by Department of Expenditures/Expenses within Each Fund Type**
- **Schedule F – Summary by Department of Expenditure/Expenses**
- **Schedule G – Summary of Full-Time Employees and Personnel Compensation**

Other Schedules:

Schedule 1 – Total Expenditure by Fund: A summary of citywide expenditures by fund, detailing actual expenditures for FY 2019-20, adopted budget, adjusted budget, and estimated expenditures for FY 2020-21, and adopted budget for FY 2021-22.

Schedule 2 – Summary of Department Total FY 2021-22 Budget by Fund: A summary, by fund, of each department's FY 2021-22 Budget.

Salary Schedule: The attached salary schedule serves as a reference for City staff and the public. The schedule reflects the revised salary plan, effective July 1, 2021, for all employee classes, which may include market study and/or wage adjustments. The list is sorted alphabetically by classification title, with the job group, class grade, FLSA status, and minimum and maximum annual salary for that position class.

Expenditure Categories: A list identifying the various expenditure categories within the City budget.

Glossary of Terms: A list of terms and definitions used within the budget document.

Acronyms: A list of acronyms used with the budget document.

RESOLUTION NO. 5477

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHANDLER, MARICOPA COUNTY, ARIZONA, ADOPTING THE ANNUAL BUDGET IN THE AMOUNT OF \$1,058,074,338; SETTING FORTH THE RECEIPTS AND EXPENDITURES; AND THE AMOUNTS PROPOSED TO BE RAISED BY DIRECT PROPERTY TAXATION FOR THE VARIOUS PURPOSES FOR FISCAL YEAR (FY) 2021-22, AND ADOPTING THE 2022-2031 CAPITAL IMPROVEMENT PROGRAM (CIP) IN THE AMOUNT OF \$1,267,887,520 FOR THE CITY OF CHANDLER.

WHEREAS, in accordance with the provisions of Title 42 Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did on the 27th day of May 2021, make an estimate of the different amounts required to meet the public expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Chandler; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on, June 10, 2021, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on June 10, 2021, at the hour of 6:00 p.m., in the Council Chambers, 88 East Chicago Street, Chandler, Arizona, for the purpose of hearing taxpayers and setting tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in Title 42 Section 17051(A), A.R.S.; and

WHEREAS, Section 5.07 of the Chandler City Charter requires the City Manager to prepare and submit to the City Council a Five-Year CIP; and the City Manager has prepared and submitted a Ten-Year CIP to the City Council for its adoption; and the Council has duly considered the contents of said CIP and finds it to be in the best interest of the City of Chandler to adopt a Ten-Year CIP; and

WHEREAS, the City of Chandler adopts an Expenditure Control Budget System (ECB) wherein the budget for specific functions may increase annually by a percent increase based on an adjustment factor which can be derived from growth and inflation or other economic factors, if funds are available to do so. Budgets may also change by Departments submitting budget requests based on specific service needs, or remain constant based on economic factors.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Chandler, that: the said estimates of revenue and expenditures shown on the accompanying schedules are hereby adopted as the budget amounting to One Billion, Fifty Eight Million, Seventy Four Thousand, Three Hundred and thirty Eight Dollars (\$1,058,074,338) for the City of Chandler for FY 2021-22; and

- a. Current personnel policies and practices, including salary schedules and benefits previously approved by the City Council are to continue except as hereinafter changed by separate action. The classification plan may be amended by the City Manager from time to time to create or abolish classes or positions. The City Manager shall assign each new classification a grade in the salary schedule so that all positions substantially similar with respect to duties, responsibilities, authority, and character of work receive the same schedules of compensation;
- b. Consistent with the responsibilities, duties, authority and performance of the employee, the City Manager may assign employees a salary within the salary rate schedules approved by the City Manager;
- c. That the City Manager or City Manager's designee may transfer part or all of any unencumbered appropriation balance among divisions within a department. Upon written request by the City Manager, the City Council may transfer part or all of any unencumbered appropriation balance from one department to another;
- d. That the City Manager or City Manager's designee is authorized to transfer part or all of any encumbrance or carryforward reserve within or to a department's budget within or to another fund if necessary;
- e. That the City Manager or City Manager's designee is authorized to transfer all or part of savings from prior appropriations in a department's budget from the non-departmental contingency reserves to the appropriate department;
- f. That the City Manager or City Manager's designee is authorized to transfer appropriation in the non-departmental salary account to the various departmental salary accounts in the appropriate funds and departments;
- g. That the City Manager or City Manager's designee is authorized to transfer appropriation in the non-departmental, fuel and utility reserve accounts to the various departmental fuel and utility accounts in the appropriate funds and departments;
- h. That the City Manager or City Manager's designee is authorized to transfer appropriation in the non-departmental lump sum agreement account to a department or departments to utilize these funds on a specific capital project or other improvement;
- i. That the City Manager or City Manager's designee is authorized to transfer appropriation in the non-departmental grant or grant match contingency reserve account to the various departments upon the City's receipt and acceptance of federal, state, or local grants;
- j. The City Manager or City Manager's designee is authorized to transfer appropriation in the non-departmental vehicle replacement contribution reserve account to the vehicle replacement contribution account in the appropriate funds and departments;
- k. The City Manager or City Manager's designee is authorized to transfer appropriation in the non-departmental technology reserve account to the appropriate funds and department cost centers;
- l. The City Manager or City Manager's designee is authorized to transfer appropriation in the non-departmental fire academy education and training reserve account to the appropriate funds and department cost centers;

Schedules and Terms

- m. The funds appropriated by the resolution are authorized to be expended as necessary and proper for municipal purposes;
- n. In the event that at any time during the fiscal year, revenues collected are less than appropriated projected revenues, the City Manager or City Manager's designee is authorized to reduce expenditure appropriation accordingly;
- o. In accordance with A.R.S. Section 9-500.04E, Council elects to exercise a waiver of the minimum fleet conversion requirement to alternative fuel;
- p. That money from any fund may be used for any of these appropriations, except money specifically restricted by State or Federal law, or by City Code or resolution and that the 2022-2031 CIP in the amount of \$1,267,887,520, on file in the office of the City Clerk, is hereby approved and adopted as a planning guide for use in scheduling the development of capital facilities for the ensuing ten-year period.

The statement/exhibits of the tentative budget, as described in Schedules A through G below, are attached hereto and by reference adopted herein.

- Schedule A Summary Schedule of Estimated Revenues and Expenditures/Expenses
- Schedule B Summary of Tax Levy and Tax Rate Information
- Schedule C Summary by Fund Type of Revenues Other Than Property Taxes
- Schedule D Summary by Fund Type or Other Financing Sources/ <Uses> and Interfund Transfers
- Schedule E Summary by Department of Expenditures/Expenses Within Each Fund Type
- Schedule F Summary by Department of Expenditures/Expenses
- Schedule G Full-Time Employees and Personnel Compensation

PASSED AND ADOPTED by the City Council of the City of Chandler, Arizona, this 10th day of June, 2021.

ATTEST:

Dana R. DeKey
CITY CLERK

Kevin Hauke
MAYOR

CERTIFICATION

I HEREBY CERTIFY THAT THE above and foregoing Resolution No. 5477 as duly passed by the City Council of the City of Chandler, Arizona, at a special meeting held June 10, 2021, and that a quorum was present thereat.

Dana R. DeKey
CITY CLERK

APPROVED AS TO FORM:

[Signature]
CITY ATTORNEY



Schedules and Terms

**City of Chandler, Arizona
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021-22**

Fiscal Year	S c h	FUNDS							
		General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds Available	Internal Service Funds	Total All Funds	
2021	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	275,609,140	87,703,645	28,970,415	296,528,769	201,047,109	41,477,851	931,336,929
2021	Actual Expenditures/Expenses**	E	238,408,684	52,606,257	27,135,385	59,033,050	113,433,234	35,653,445	526,270,055
2022	Fund Balance/Net Position at July 1***		104,183,629	27,886,073	-	128,148,863	128,528,927	9,149,905	397,897,397
2022	Primary Property Tax Levy	B	8,298,220						8,298,220
2022	Secondary Property Tax Levy	B			29,758,525				29,758,525
2022	Estimated Revenues Other than Property Taxes	C	250,543,747	94,390,459	720,975	42,573,213	142,659,102	30,772,700	561,660,196
2022	Other Financing Sources	D	-	-	-	60,460,000	-	-	60,460,000
2022	Other Financing (Uses)	D	-	-	-	-	-	-	-
2022	Interfund Transfers In	D	8,521,086	285,000	10,000,000	59,040,537	14,515,420	2,979,994	95,342,037
2022	Interfund Transfers (Out)	D	64,861,581	329,212	-	22,050,000	8,077,455	23,789	95,342,037
2022	Reduction for Amounts Not Available:								
LESS:	Amounts for Future Debt Retirement:								-
2022	Total Financial Resources Available		306,685,101	122,232,320	40,479,500	268,172,613	277,625,994	42,878,810	1,058,074,338
2022	Budgeted Expenditures/Expenses	E	306,685,101	122,232,320	40,479,500	268,172,613	277,625,994	42,878,810	1,058,074,338

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC expenditure limitation

	2021	2022
1. Budgeted expenditures/expenses	\$ 931,336,929	\$ 1,058,074,338
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	931,336,929	1,058,074,338
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 931,336,929	\$ 1,058,074,338
6. EEC expenditure limitation	\$ 931,336,929	\$ 1,058,074,338

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

City of Chandler, Arizona
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2021-22

	2020-21 Fiscal Year	2021-22 Fiscal Year
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	\$ 18,891,972	\$ 20,112,536
2. Amount received from primary property taxation in the 2015-16 fiscal year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18).		
3. Property tax levy amounts		
A. Primary property taxes	\$ 8,006,244	\$ 8,298,220
B. Secondary property taxes	27,850,612	29,758,525
C. Total property tax levy amounts ⁽¹⁾	\$ 35,856,856	\$ 38,056,745
4. Property taxes collected*		
A. Primary property taxes		
(1) 2020-21 levy	8,014,711	
(2) Prior years' levy ⁽²⁾	65,000	
(3) Total primary property taxes	\$ 8,079,711	
B. Secondary property taxes		
(1) 2020-21 levy	27,880,065	
(2) Prior years' levy ⁽²⁾	230,000	
(3) Total secondary property taxes	\$ 28,110,065	
C. Total property taxes collected	\$ 36,189,776	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.2501	0.2426
(2) Secondary property tax rate	0.8700	0.8700
(3) Total city/town tax rate	1.1201	1.1126
B. Special assessment district tax rates		

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

⁽¹⁾ The estimated Salt River Project voluntary contributions in lieu of taxes has been moved to Schedule C under the General Funds in the amount of \$105,585 in 2020-21 and \$104,980 in 2021-22 for primary property tax and under the Debt Service Funds in the amount of \$367,288 in 2020-21 and \$376,475 in 2021-22 for the secondary property tax.

⁽²⁾ Amount budgeted for Prior Year Primary & Secondary Levies for 2020-21 (\$200,000) and 2021-22 (\$225,000) are presented under Schedule C, Prior Year Property Tax Collections. Estimated revenue collected for prior year levies is presented above under Section 4, lines A (2) & B (2).

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

City of Chandler, Arizona
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2021-22

Source of Revenues	Estimated Revenues 2020-21	Actual* Revenues 2020-21	Estimated Revenues 2021-22
General Fund			
Local Taxes			
Franchise Tax	\$ 3,375,000	\$ 3,342,100	\$ 2,980,000
Transaction Privilege License Tax/Fees	123,470,752	145,018,200	148,278,200
Licenses and Permits			
Miscellaneous License	946,000	735,600	921,000
Building Division Permits	7,220,000	6,560,000	6,540,000
Intergovernmental			
State			
State Sales Tax	23,410,000	27,600,000	28,790,000
State Revenue Sharing	37,000,000	37,000,000	33,500,000
County			
Auto Lieu Tax	10,360,000	11,650,000	12,100,000
Charges for Services			
Engineering Fees	1,436,200	1,417,100	1,369,100
Planning Fees	310,500	275,500	265,500
Public Safety Miscellaneous	5,113,006	4,748,700	5,404,717
Parks & Recreation	3,339,000	1,578,400	2,533,300
Fines and Forfeits			
Library Fines	400,998	282,900	336,200
Court Fines	3,472,910	2,360,300	3,409,300
Interest on Investments			
Interest on Investments	2,629,000	2,641,000	2,316,000
Miscellaneous			
Fixed Leases	129,000	162,900	171,100
Sale of Fixed Assets	125,000	102,000	490,000
Prior Year Property Tax Collections	50,000	65,000	50,000
Salt River Project in Lieu Tax - Primary	105,585	97,118	104,980
Other Receipts	1,326,600	1,222,050	984,350
Total General Fund	\$ 224,219,551	\$ 246,858,868	\$ 250,543,747
Special Revenue Funds			
Forfeiture Fund			
Police Forfeiture Reimbursement	\$ 750,000	\$ 750,000	\$ 750,000
Total Forfeiture Fund	\$ 750,000	\$ 750,000	\$ 750,000
Proposition 400 Fund			
Regional Transportation Sales Tax	\$ -	\$ 4,109,135	\$ 200,000
Total Proposition 400 Fund	\$ -	\$ 4,109,135	\$ 200,000
Highway User Revenue Fund			
HURF Taxes	\$ 16,500,000	\$ 17,620,100	\$ 17,373,409
Interest on Investments	372,000	470,000	415,000
Total Highway User Revenue Fund	\$ 16,872,000	\$ 18,090,100	\$ 17,788,409
Local Transportation Assistance Fund			
HB2565 RPTA Grant Funds	\$ 700,000	\$ 809,100	\$ 673,600
Bus Shelter Revenue	180,000	187,379	153,600
Other Receipts	-	176,330	-
Interest on Investments	75,000	68,000	60,000
Total Local Transportation Assistance Fund	\$ 955,000	\$ 1,240,809	\$ 887,200
Grant Funds			
Grants-In-Aid	\$ 5,000,000	\$ 10,225,494	\$ 57,650,000
Community Development Block Grant	1,925,950	1,975,950	2,065,950
Housing Urban Development	11,192,000	11,450,968	11,917,000
Public Housing Authority	2,541,000	2,541,000	2,671,000
Interest on Investments	163,000	522,000	289,000
Total Grant Funds	\$ 20,821,950	\$ 26,715,412	\$ 74,592,950

**Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared plus estimated revenues for the remainder of the fiscal year.*

SCHEDULE C (1 OF 2)

City of Chandler, Arizona
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021-22

SOURCE OF REVENUES	ESTIMATED REVENUES 2020-21	ACTUAL* REVENUES 2020-21	ESTIMATED REVENUES 2021-22
Special Revenue Funds - continued			
Expendable Trust Funds			
Museum Fund	\$ 200	\$ 1,900	\$ -
Parks Fund	93,900	59,000	85,900
Library Fund	80,000	80,000	80,000
Interest on Investments	7,000	6,000	6,000
Total Expendable Trust Funds	\$ 181,100	\$ 146,900	\$ 171,900
Total Special Revenue Funds	\$ 39,580,050	\$ 51,052,356	\$ 94,390,459
Debt Service Funds			
Prior Year Property Tax Collections	\$ 150,000	\$ 230,000	\$ 175,000
Salt River Project in Lieu Tax - Secondary	367,288	337,835	376,475
Interest on Investments	185,000	116,000	169,500
Total Debt Service Funds	\$ 702,288	\$ 683,835	\$ 720,975
Capital Projects Funds			
System Development Fees			
Water	\$ 6,081,500	\$ 5,815,300	\$ 6,180,300
Wastewater	6,866,900	7,998,600	8,515,900
Parks	1,937,900	1,946,300	2,077,200
Library	56,300	93,600	100,000
Public Building Impact Fees	145,000	172,600	184,300
Public Safety - Police	320,400	209,900	224,000
Public Safety - Fire	471,600	359,700	384,000
Arterial Streets	4,133,600	4,160,200	4,440,700
Capital Replacement	368,539	368,539	386,060
Vehicle Replacement	2,948,444	2,948,444	2,654,229
Sale of Fixed Assets	300,000	206,246	300,000
Other Receipts	250,100	2,399,043	100
Capital Grants	27,943,852	10,850,162	14,700,224
In-House/Municipal Arts	57,400	57,500	115,400
Interest on Investments	2,279,000	2,575,000	2,310,800
Total Capital Project Funds	\$ 54,160,535	\$ 40,161,134	\$ 42,573,213
Enterprise Funds			
Water Services	\$ 52,182,300	\$ 56,003,500	\$ 55,516,831
Reclaimed Water Services	1,769,200	1,750,000	1,800,000
Wastewater Services	63,819,361	55,708,648	63,967,371
Solid Waste Services	17,026,178	17,314,005	17,732,000
Airport Services	1,010,900	918,759	887,900
Interest on Investments	3,269,000	3,058,000	2,755,000
Total Enterprise Funds	\$ 139,076,939	\$ 134,752,912	\$ 142,659,102
Internal Service Funds			
Self-Insurance	\$ 29,763,700	\$ 29,327,353	\$ 30,048,700
Interest on Investments	891,000	1,016,000	724,000
Total Internal Service Funds	\$ 30,654,700	\$ 30,343,353	\$ 30,772,700
Total All Funds	\$ 488,394,063	\$ 503,852,458	\$ 561,660,196

**Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared plus estimated revenues for the remainder of the fiscal year.*

City of Chandler, Arizona
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2021-22

Fund	Other Financing		Interfund	
	2021-22		2021-22	
	Sources ⁽¹⁾	<Uses>	In	<Out>
General Fund				
General Fund	\$ -	\$ -	\$ 8,521,086	\$ 64,861,581
Total General Fund	\$ -	\$ -	\$ 8,521,086	\$ 64,861,581
Special Revenue Funds				
Proposition 400	\$ -	\$ -	\$ -	\$ 200,000
Highway User Revenue	-	-	-	127,279
Local Transportation Assistance	-	-	-	1,933
Housing	-	-	285,000	-
Total Special Revenue Funds	\$ -	\$ -	\$ 285,000	\$ 329,212
DEBT SERVICE FUNDS				
General Obligation Debt Service	\$ -	\$ -	\$ 10,000,000	\$ -
Total Special Debt Service Funds	\$ -	\$ -	\$ 10,000,000	\$ -
Capital Projects Funds				
General Government Capital Project	\$ -	\$ -	\$ 55,002,615	\$ -
Computer Replacement	-	-	3,837,922	-
Park Impact Funds	-	-	-	1,494,681
Parks Bonds	4,700,000	-	-	-
Library Impact Fund	-	-	-	255,319
Public Building Impact Funds	-	-	-	250,000
Public Safety Bonds - Police	660,000	-	-	-
Public Safety Bonds - Fire	6,320,000	-	-	-
Public Safety Impact Funds - Fire	-	-	-	700,000
Street Bonds	22,900,000	-	200,000	-
Street Arterial Impact Funds	-	-	-	8,250,000
Water Bonds	20,450,000	-	-	-
Reclaimed Water Bonds	3,500,000	-	-	3,900,000
Wastewater Bonds	1,350,000	-	-	-
Wastewater Impact Funds	-	-	-	7,200,000
Storm Sewers Bond Funds	580,000	-	-	-
Total Capital Projects Funds	\$ 60,460,000	\$ -	\$ 59,040,537	\$ 22,050,000
Enterprise Funds				
Water Operating	\$ -	\$ -	\$ 3,900,000	\$ 3,670,562
Reclaimed Water Operating	-	-	-	84,662
Wastewater Operating	-	-	7,200,000	2,641,264
WW Industrial Process Treatment	-	-	-	472,625
Solid Waste Operating	-	-	-	1,091,752
Airport Operating	-	-	3,415,420	116,590
Total Enterprise Funds	\$ -	\$ -	\$ 14,515,420	\$ 8,077,455
Internal Service Funds				
Self-Insurance Fund	\$ -	\$ -	\$ 2,979,994	\$ 23,789
Total Internal Service Funds	\$ -	\$ -	\$ 2,979,994	\$ 23,789
Total All Funds	\$ 60,460,000	\$ -	\$ 95,342,037	\$ 95,342,037

⁽¹⁾ Sources are from bonds.

Schedules and Terms

2021-22 Adopted Budget

City of Chandler, Arizona
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2021-22

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2020-21	Expenditure/ Expense Adjustments Approved 2020-21	Actual Expenditures/ Expenses* 2020-21	Budgeted Expenditures/ Expenses 2021-22
General Fund				
City Clerk	\$ 926,189	\$ 23,918	\$ 910,580	\$ 1,197,666
City Magistrate	4,684,074	(25,776)	4,342,812	4,996,699
City Manager	16,974,092	758,659	16,123,164	17,706,595
Communications and Public Affairs	2,615,430	338,438	2,579,700	2,888,741
Community Services	26,794,778	1,388,250	26,714,943	27,604,362
Cultural Development	3,634,295	162,575	3,703,345	3,779,431
Development Services	9,113,629	376,533	8,666,481	9,465,361
Information Technology	11,792,184	1,568,656	12,419,964	12,631,421
Law	3,884,306	37,360	3,894,250	3,915,729
Management Services	8,075,928	105,348	7,556,549	8,211,540
Mayor and Council	1,021,237	3,223	994,250	1,041,711
Neighborhood Resources	3,556,968	480,334	3,602,554	4,036,275
Non-Departmental	23,840,567	(2,148,858)	16,983,679	33,652,628
Public Safety - Fire	38,895,433	1,695,448	40,732,892	38,237,224
Public Safety - Police	77,989,907	1,914,270	77,790,842	79,309,326
Public Works & Utilities	10,222,104	1,535,186	11,392,679	10,834,092
Contingency\Reserves	72,971,106	(49,596,651)	-	47,176,300
Total General Fund	\$ 316,992,227	\$ (41,383,087)	\$ 238,408,684	\$ 306,685,101
Special Revenue Funds				
Police Forfeiture Fund				
Public Safety - Police	\$ 750,000	\$ -	\$ 285,000	\$ 750,000
Contingency\Reserves	29,000	-	-	22,000
Highway Users Revenue Fund				
Development Services	736,393	6,251	655,610	721,506
Public Works & Utilities	17,337,002	742,540	9,926,617	21,427,934
Non-Departmental	118,700	(40,897)	-	181,400
Contingency\Reserves	3,888,000	(908,000)	-	1,532,000
Local Transportation Assistance Fund				
City Manager	1,256,822	35,225	488,088	2,064,697
Public Works & Utilities	881,572	(250)	22,949	122,498
Non-Departmental	200	-	-	200
Contingency\Reserves	1,015,000	(14,750)	-	54,000
Grants In Aid				
City Magistrate	-	16,693	17,979	-
City Manager	-	10,236,404	10,236,404	-
Community Services	-	281,054	104,258	-
Public Safety - Fire	-	617,253	375,001	-
Information Technology	-	7,700,000	7,700,000	-
Law	-	12,300	12,300	-
Neighborhood Resources	-	12,880,332	7,728,956	-
Non-Departmental	-	750,000	500,000	-
Public Safety - Police	54,257	2,240,500	1,360,133	56,464
Contingency\Reserves	5,000,000	4,920,012	-	74,762,956
Community Development Block Grant				
Neighborhood Resources	2,141,114	302,532	2,443,646	1,975,325
Non-Departmental	5,900	(91)	-	-
Contingency\Reserves	270,000	(270,000)	-	308,000
Housing and Urban Development				
Non-Departmental	12,100	(12,051)	-	36,200
Neighborhood Resources	13,816,444	124,763	10,641,207	17,588,313
Contingency\Reserves	645,720	(109,368)	-	361,081
Expendable Trust Funds				
Community Services	161,862	-	64,109	209,536
Cultural Development	52,910	-	44,000	46,210
Contingency\Reserves	20,197	-	-	12,000
Total Special Revenue Funds	\$ 48,193,193	\$ 39,510,452	\$ 52,606,257	\$ 122,232,320

***Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared plus estimated expenditures/expenses for the remainder of the fiscal year.**

SCHEDULE E (1 OF 2)

City of Chandler, Arizona
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2021-22

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2020-21	Expenditure/ Expense Adjustments Approved 2020-21	Actual Expenditures/ Expenses* 2020-21	Budgeted Expenditures/ Expenses 2021-22
Debt Service Funds				
General Obligation Debt Svc	\$ 27,135,385	\$ -	\$ 27,135,385	\$ 40,144,916
Contingency\Reserves	1,835,030	-	-	334,584
Total Debt Service Funds	\$ 28,970,415	\$ -	\$ 27,135,385	\$ 40,479,500
Capital Projects Funds				
City Manager	\$ 10,359,523	\$ 318,845	\$ 777,538	\$ 13,726,373
Community Services	25,307,386	(3,097,698)	2,660,067	25,165,221
Cultural Development	1,887,634	(201,825)	258,638	2,186,497
Development Services	-	-	-	4,254,992
Information Technology	7,192,303	(427,300)	925,466	7,711,619
Management Services	-	-	-	58,800
Non-Departmental	14,065,414	545,927	5,987,323	11,213,817
Public Safety - Fire	6,310,244	(2,336,892)	3,133,277	8,525,075
Public Safety - Police	7,696,211	1,162,302	2,953,412	9,873,956
Public Works & Utilities	195,745,206	(1,109,122)	42,337,329	180,277,256
Contingency\Reserves	26,722,327	6,388,284	-	5,179,007
Total Capital Projects Funds	\$ 295,286,248	\$ 1,242,521	\$ 59,033,050	\$ 268,172,613
Enterprise Funds				
City Manager	\$ 2,649,652	\$ 47,722	\$ 1,282,411	\$ 3,968,489
Information Technology	1,347,515	-	-	1,445,391
Non-Departmental	1,374,000	39,564	750,000	1,712,700
Public Works & Utilities	147,499,115	7,085,723	78,816,548	171,685,780
Contingency\Reserves	16,680,528	(8,260,985)	-	65,204,625
Debt Service	32,584,275	-	32,584,275	33,609,009
Total Enterprise Funds	\$ 202,135,085	\$ (1,087,976)	\$ 113,433,234	\$ 277,625,994
Internal Service Funds				
Self Insurance				
City Manager	\$ 1,568,962	\$ 368,533	\$ 1,391,550	\$ 1,578,610
Law	5,851,999	238,723	5,712,081	6,066,777
Management Services	1,239,398	69,134	889,625	1,239,603
Non-Departmental	27,913,100	2,514,886	27,660,189	30,561,900
Contingency\Reserves	3,186,302	(1,473,186)	-	3,431,920
Total Internal Service Funds	\$ 39,759,761	\$ 1,718,090	\$ 35,653,445	\$ 42,878,810
Total All Funds	\$ 931,336,929	\$ -	\$ 526,270,055	\$ 1,058,074,338

**Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared plus estimated expenditures/expenses for the remainder of the fiscal year.*

SCHEDULE E (2 OF 2)

City of Chandler, Arizona
Summary by Department of Expenditures/Expenses
Fiscal Year 2021-22

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2020-21	Expenditure/ Expense Adjustments Approved 2020-21	Actual Expenditures/ Expenses * 2020-21	Budgeted Expenditures/ Expenses 2021-22
City Clerk				
General Fund	\$ 926,189	\$ 23,918	\$ 910,580	\$ 1,197,666
Department Total	\$ 926,189	\$ 23,918	\$ 910,580	\$ 1,197,666
City Magistrate				
General Fund	\$ 4,684,074	\$ (25,776)	\$ 4,342,812	\$ 4,996,699
Special Revenue Fund - Grant	-	16,693	17,979	-
Department Total	\$ 4,684,074	\$ (9,083)	\$ 4,360,791	\$ 4,996,699
City Manager				
General Fund	\$ 16,974,092	\$ 758,659	\$ 16,123,164	\$ 17,706,595
Special Revenue Fund - LTAF	1,256,822	35,225	488,088	2,064,697
Special Revenue Fund - Grants	-	10,236,404	10,236,404	-
Capital Fund - Gen Gov't Capital Proj	4,200,955	(639,484)	389,684	8,889,998
Capital Fund - Equip/Tech/Fleet	-	-	-	168,400
Capital Fund - Grants	6,153,362	958,329	382,648	4,592,835
Capital Fund - Bonds	5,206	-	5,206	75,140
Enterprise Fund - Water	14,000	-	-	14,000
Enterprise Fund - Airport	2,635,652	47,722	1,282,411	3,954,489
Internal Service Fund - Self Insurance	1,568,962	368,533	1,391,550	1,578,610
Department Total	\$ 32,809,051	\$ 11,765,388	\$ 30,299,155	\$ 39,044,764
Communications and Public Affairs				
General Fund	\$ 2,615,430	\$ 338,438	\$ 2,579,700	\$ 2,888,741
Department Total	\$ 2,615,430	\$ 338,438	\$ 2,579,700	\$ 2,888,741
Community Services				
General Fund	\$ 26,794,778	\$ 1,388,250	\$ 26,714,943	\$ 27,604,362
Special Revenue Fund - Grants	-	281,054	104,258	-
Special Revenue Fund - Trust	161,862	-	64,109	209,536
Capital Fund - Gen Gov't Capital Proj	5,376,312	(838,487)	590,165	5,414,660
Capital Fund - Equip/Tech/Fleet	-	-	-	248,600
Capital Fund - Grants	1,996,738	(730,622)	111,431	1,804,685
Capital Fund - Bonds	11,377,098	(2,098,837)	1,897,642	11,280,619
Capital Fund - Impact Funds	6,557,238	570,248	60,829	6,416,657
Department Total	\$ 52,264,026	\$ (1,428,394)	\$ 29,543,377	\$ 52,979,119
Cultural Development				
General Fund	\$ 3,634,295	\$ 162,575	\$ 3,703,345	\$ 3,779,431
Special Revenue Fund - Trust	52,910	-	44,000	46,210
Capital Fund - Gen Gov't Capital Proj	984,540	(180,096)	145,995	1,337,385
Capital Fund - Grants	286,684	(6,518)	83,810	196,356
Capital Fund - Municipal Art	512,385	-	27,000	650,000
Capital Fund - Bonds	104,025	(15,211)	1,833	2,756
Department Total	\$ 5,574,839	\$ (39,250)	\$ 4,005,983	\$ 6,012,138
Development Services				
General Fund	\$ 9,113,629	\$ 376,533	\$ 8,666,481	\$ 9,465,361
Special Revenue Fund - HURF	736,393	6,251	655,610	721,506
Capital Fund - Gen Gov't Capital Proj	-	-	-	1,335,092
Capital Fund - Equip/Tech/Fleet	-	-	-	201,700
Capital Fund - Grants	-	-	-	715,737
Capital Fund - Bonds	-	-	-	2,002,463
Department Total	\$ 9,850,022	\$ 382,784	\$ 9,322,091	\$ 14,441,859

SCHEDULE F (1 OF 3)

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared plus estimated expenditures/expenses for the remainder of the fiscal year.

City of Chandler, Arizona
Summary by Department of Expenditures/Expenses
Fiscal Year 2021-22

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2020-21	Expenditure/ Expense Adjustments Approved 2020-21	Actual Expenditures/ Expenses * 2020-21	Budgeted Expenditures/ Expenses 2021-22
Information Technology				
General Fund	\$ 11,792,184	\$ 1,568,656	\$ 12,419,964	\$ 12,631,421
Special Revenue Fund - Grants	-	7,700,000	7,700,000	-
Capital Fund - Gen Gov't Capital Proj	7,192,303	(427,300)	925,466	7,683,619
Capital Fund - Equip/Tech	-	-	-	28,000
Enterprise Fund - Water	644,393	-	-	684,694
Enterprise Fund - Wastewater	487,452	-	-	523,915
Enterprise Fund - Solid Waste	207,994	-	-	225,266
Enterprise Fund - Airport	7,676	-	-	11,516
Department Total	\$ 20,332,002	\$ 8,841,356	\$ 21,045,430	\$ 21,788,431
Law				
General Fund	\$ 3,884,306	\$ 37,360	\$ 3,894,250	\$ 3,915,729
Special Revenue Fund - Grants	0	12,300	12,300	-
Internal Service Fund - Self Insurance	5,851,999	238,723	5,712,081	6,066,777
Department Total	\$ 9,736,305	\$ 288,383	\$ 9,618,631	\$ 9,982,506
Management Services				
General Fund	\$ 8,075,928	\$ 105,348	\$ 7,556,549	\$ 8,211,540
Capital Fund - Equip/Tech/Fleet	-	-	-	58,800
Internal Service Fund - Self Insurance	91,398	569	91,400	93,652
Internal Service Fund - Uninsured Liability	1,148,000	68,565	798,225	1,145,951
Department Total	\$ 9,315,326	\$ 174,482	\$ 8,446,174	\$ 9,509,943
Mayor and Council				
General Fund	\$ 1,021,237	\$ 3,223	\$ 994,250	\$ 1,041,711
Department Total	\$ 1,021,237	\$ 3,223	\$ 994,250	\$ 1,041,711
Neighborhood Resources				
General Fund	\$ 3,556,968	\$ 480,334	\$ 3,602,554	\$ 4,036,275
Special Revenue Fund - Grants	15,957,558	13,307,627	20,813,809	19,563,638
Department Total	\$ 19,514,526	\$ 13,787,961	\$ 24,416,363	\$ 23,599,913
Non-Departmental - Includes Contingencies				
General Fund	\$ 96,811,673	\$ (51,745,509)	\$ 16,983,679	\$ 80,828,928
Special Revenue Fund - Police Forfeiture	29,000	-	-	22,000
Special Revenue Fund - HURF	4,006,700	(948,897)	-	1,713,400
Special Revenue Fund - LTAF	1,015,200	(14,750)	-	54,200
Special Revenue Fund - Grants	5,933,720	5,278,502	500,000	75,468,237
Special Revenue Fund - Trust	20,197	-	-	12,000
Debt Service - General Obligation	1,835,030	-	-	334,584
Capital Fund - Gen Gov't Capital Proj	8,712,143	1,581,242	552,344	8,693,082
Capital Fund - Equip/Tech/Fleet	9,067,271	417,816	5,434,979	5,072,712
Capital Fund - Municipal Art	23,000	-	-	51,000
Capital Fund - Bonds	4,614,467	(1,803,384)	-	33,599
Capital Fund - Impact/System Dev	18,370,860	6,738,537	-	2,542,431
Enterprise Fund - Water	8,948,660	(3,816,434)	345,000	11,688,600
Enterprise Fund - Reclaimed Water	432,300	12,160	-	229,400
Enterprise Fund - Wastewater	7,276,550	(3,914,980)	285,000	52,534,800
Enterprise Fund - Solid Waste	1,320,918	(464,567)	120,000	2,243,800
Enterprise Fund - Airport	76,100	(37,600)	-	220,725
Internal Service Fund - Self Insurance	30,520,602	1,110,265	27,660,189	33,394,400
Internal Service Fund - Uninsured Liability	578,800	(68,565)	-	599,420
Department Total	\$ 199,593,191	\$ (47,676,164)	\$ 51,881,191	\$ 275,737,318

SCHEDULE F (2 OF 3)

**Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared plus estimated expenditures/expenses for the remainder of the fiscal year.*

City of Chandler, Arizona
Summary by Department of Expenditures/Expenses
Fiscal Year 2021-22

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2020-21	Expenditure/ Expense Adjustments Approved 2020-21	Actual Expenditures/ Expenses * 2020-21	Budgeted Expenditures/ Expenses 2021-22
Public Safety - Fire				
General Fund	\$ 38,895,433	\$ 1,695,448	\$ 40,732,892	\$ 38,237,224
Special Revenue Fund - Grants	-	617,253	375,001	-
Capital Fund - Gen Gov't Capital Proj	868,337	(26,711)	1,551	1,828,075
Capital Fund - Equip/Tech/Fleet	5,325,735	(2,194,009)	3,131,726	-
Capital Fund - Bonds	63,049	(63,049)	-	6,697,000
Capital Fund - Impact Funds	53,123	(53,123)	-	-
Department Total	\$ 45,205,677	\$ (24,191)	\$ 44,241,170	\$ 46,762,299
Public Safety - Police				
General Fund	\$ 77,989,907	\$ 1,914,270	\$ 77,790,842	\$ 79,309,326
Special Revenue Fund - Police Forfeiture	750,000	-	285,000	750,000
Special Revenue Fund - Grants	54,257	2,240,500	1,360,133	56,464
Capital Fund - Gen Gov't Capital Proj	6,115,613	(208,636)	1,247,539	7,136,438
Capital Fund - Equip/Tech/Fleet	1,532,800	1,387,901	1,705,873	1,668,683
Capital Fund - Bonds	47,798	(16,963)	-	1,068,835
Department Total	\$ 86,490,375	\$ 5,317,072	\$ 82,389,387	\$ 89,989,746
Public Works & Utilities				
General Fund	\$ 10,222,104	\$ 1,535,186	\$ 11,392,679	\$ 10,834,092
Special Revenue Fund - HURF	17,337,002	742,540	9,926,617	21,427,934
Special Revenue Fund - LTAF	881,572	(250)	22,949	122,498
Capital Fund - Gen Gov't Capital Proj	17,724,094	867,553	5,754,727	12,684,266
Capital Fund - Equip/Tech/Fleet	184,480	-	-	331,500
Capital Fund - Grants	46,111,535	4,473,597	10,572,996	37,336,626
Capital Fund - Bonds	84,523,695	(3,749,160)	20,460,203	89,816,001
Capital Fund - Impact Fee	47,201,402	(2,701,112)	5,549,403	40,108,863
Enterprise Fund - Water	43,969,989	1,469,930	32,437,785	43,843,428
Enterprise Fund - Reclaimed Water	1,527,203	202,153	1,649,174	1,536,178
Enterprise Fund - Wastewater	85,995,008	5,394,838	28,879,789	109,603,437
Enterprise Fund - Solid Waste	16,006,915	18,802	15,849,800	16,702,737
Department Total	\$ 371,684,999	\$ 8,254,077	\$ 142,496,122	\$ 384,347,560
Debt Service				
Debt Service - General Obligation	\$ 27,135,385	\$ -	\$ 27,135,385	\$ 40,144,916
Enterprise Fund - Water	13,876,087	-	13,876,087	14,663,089
Enterprise Fund - Wastewater	18,708,188	-	18,708,188	18,945,920
Department Total	\$ 59,719,660	\$ -	\$ 59,719,660	\$ 73,753,925
Total All Departments	\$ 931,336,929	\$ -	\$ 526,270,055	\$ 1,058,074,338

SCHEDULE F (3 OF 3)

**Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared plus estimated expenditures/expenses for the remainder of the fiscal year.*

Schedules and Terms

2021-22 Adopted Budget

City of Chandler, Arizona
Full-Time Employees and Personnel Compensation
Fiscal Year 2021-22

Fund	Full-Time Equivalent	Employee Salaries	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated
	(FTE)	and Hourly Costs				Personnel
	2022	2022	2022	2022	2022	Compensation
						2022
General Fund	1,390,729	\$ 122,824,274	\$ 51,558,198	\$ 17,680,158	\$ 13,175,284	= \$ 205,237,914
Special Revenue Funds						
Highway Users Revenue Fund	49.000	\$ 3,100,440	404,314	564,914	354,921	= \$ 4,424,589
Grant Fund	0.729	41,390	5,553	5,885	3,636	56,464
Community Dev Block Grant	6.292	362,558	48,092	61,629	36,685	508,964
PHA Family Sites	6.150	396,397	48,771	68,180	39,372	552,720
PHA Elderly & Scattered Sites	3.950	264,604	31,277	58,040	24,285	378,206
PHA Management	5.400	490,657	63,025	63,688	43,857	661,227
PHA Family Self Sufficiency	2.000	128,323	16,623	16,047	10,838	171,831
PHA Section 8	3.500	223,491	27,489	51,359	20,551	322,890
PHA Capital Fund Program	-	20,677	827	1,034	1,770	24,308
Museum Trust	-	1,036	42	52	80	1,210
Parks and Recreation Trust	-	4,207	168	210	451	5,036
Total Special Revenue Funds	77.021	\$ 5,033,780	\$ 646,181	\$ 891,038	\$ 536,446	= \$ 7,107,445
Internal Service Funds						
Workers Comp. Self Insurance	4.550	\$ 354,202	46,859	59,744	30,110	= \$ 490,915
Insured Liability Self Insurance	4.000	371,885	49,154	19,346	30,843	471,228
Uninsured Liability Self Ins.	5.000	417,651	55,436	54,367	40,811	568,265
Short Term Disability Self Ins.	0.400	32,126	4,253	3,763	227,710	267,852
Medical Self Insurance	4.000	358,284	47,178	43,591	347,746	796,799
Total Internal Service Funds	17.950	\$ 1,534,148	\$ 202,880	\$ 180,811	\$ 677,220	= \$ 2,595,059
Capital Projects Funds						
In-House Capital Fund	5.550	\$ 533,914	72,272	76,791	53,700	= \$ 736,677
Total Capital Projects Funds	5.550	\$ 533,914	\$ 72,272	\$ 76,791	\$ 53,700	= \$ 736,677
Enterprise Funds						
Water Operating	96.250	\$ 7,206,197	937,214	1,256,981	753,163	= \$ 10,153,555
Reclaimed Water Operating	4.500	314,605	40,984	61,221	34,524	451,334
Wastewater Operating	64.550	4,805,919	622,595	819,057	498,152	6,745,723
WW Industrial Process Treatment	17.000	1,281,126	163,790	163,798	138,331	1,747,045
Solid Waste Operating	22.200	1,327,340	172,450	294,051	130,611	1,924,452
Airport Operating	7.000	553,523	72,657	29,302	61,927	717,409
Total Enterprise Funds	211.500	\$ 15,488,710	\$ 2,009,690	\$ 2,624,410	\$ 1,616,708	= \$ 21,739,518
Total All Funds	1,702.750	\$ 145,414,826	\$ 54,489,221	\$ 21,453,208	\$ 16,059,358	= \$ 237,416,613

SCHEDULE G (1 OF 1)

Schedule 1
Total Expenditures and Budget by Fund

	Fund Description	FY 2019-20 Actual Expenditure	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2020-21 Estimated Expenditure	FY 2021-22 Adopted Budget
101	General Fund	\$ 240,378,802	\$ 316,992,227	\$ 275,609,140	\$ 238,408,684	\$ 306,685,101
202	Police Forfeiture	2,246,327	779,000	779,000	285,000	772,000
215	Highway User Revenue Fund	7,773,120	22,080,095	21,879,989	10,582,227	23,862,840
216	Local Transportation Assistance Fund	1,289,002	3,153,594	3,173,819	511,037	2,241,395
217	Operating Grants	1,324,883	5,054,257	44,708,805	28,035,031	74,819,420
218	HOME Program	391,362	880,000	880,000	585,844	970,000
219	Community Development Block Grant	880,766	2,417,014	2,449,455	2,443,646	2,283,325
224	PHA Family Sites	1,174,488	1,616,845	1,620,142	1,470,142	1,568,000
227	PHA Elderly and Scattered Site	683,949	1,243,403	1,243,403	1,053,572	1,168,106
230	PHA Management	590,011	666,904	666,904	664,894	685,457
232	PHA Family Self Sufficiency	127,939	167,535	167,535	167,523	171,831
233	Hsg Authority Section 8 Voucher	5,329,615	5,866,577	5,866,624	5,861,862	6,426,000
234	Capital Fund Program Grant	269,297	850,000	850,000	743,170	950,000
236	Proceeds Reinvestment Projects	62,679	183,000	183,000	94,200	3,046,200
240	Public Housing Grant Contingency	-	3,000,000	3,000,000	-	3,000,000
310	General Obligation Debt Service	28,763,819	28,970,415	28,970,415	27,135,385	40,479,500
401	General Government Capital Projects	19,863,199	51,174,297	51,302,378	9,607,471	55,002,615
402	Equipment Replacement	-	388,000	675,390	-	397,060
403	Technology Replacement	4,862,624	6,323,271	5,647,589	5,434,979	3,969,735
404	Vehicle Replacement	4,257,149	9,399,015	9,399,015	4,837,599	3,411,600
411	Streets General Obligation Bonds	16,658,117	32,278,188	31,666,183	13,315,604	26,493,871
412	Storm Sewer GO Bonds	72,240	294,898	294,898	56,917	582,000
415	Arterial Street Impact Fees	4,191,544	37,567,133	36,982,434	5,263,567	28,914,935
417	Capital Grants	16,444,304	54,548,319	59,243,105	11,150,885	44,646,239
420	Park Bonds	5,499,435	11,377,098	9,585,944	1,897,642	11,280,619
422	Neighborhood Park System Dev Fees	72,723	-	-	-	-
423	Municipal Arts Fund	10,284	535,385	535,385	27,000	701,000
424	Park System Impact Fees	25,564	2,185,655	3,238,215	37,390	2,130,289
425	Parks NW Impact Fees	-	155,500	155,500	-	6,000
426	Parks NE Impact Fees	-	409,000	409,000	-	6,000
427	Parks SE Impact Fees	88,854	9,372,583	8,970,023	23,439	4,292,368
430	Library Bonds	12,500	500	500	500	-
431	Library Impact Fees	-	59,300	59,300	-	16,600
433	Art Center Bonds	92,411	9,800	9,800	1,833	2,756
435	Museum Bonds	55,263	98,931	98,931	4,706	2,000
440	Public Building Impact Fees	-	41,500	41,500	-	16,600
441	Public Facility Bonds	-	500	500	-	400
460	Public Safety Bonds - Police	1,116,288	67,798	67,798	-	1,068,835
465	Police Impact Fees	-	1,500	1,500	-	231,000
470	Public Safety Bonds - Fire	2,160,483	123,049	123,049	-	6,697,000
475	Fire Impact Fees	-	254,623	254,623	-	16,600

Schedules and Terms**2021-22 Adopted Budget**

	Fund Description	FY 2019-20 Actual Expenditure	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2020-21 Estimated Expenditure	FY 2021-22 Adopted Budget
601	Water Bonds - Capital Projects	4,707,763	43,720,294	44,429,120	2,442,093	58,724,710
603	Water System Dev Fees	17,389,714	7,937,228	7,668,677	88,553	6,188,300
604	Water Resource System Dev Fees	128,827	-	-	-	-
605	Water Operating	44,223,204	67,453,129	65,106,625	46,658,872	70,893,811
610	Reclaimed Water System Dev Fees	506,712	7,974,101	7,974,101	197,283	7,224,359
611	Wastewater Bonds - Capital Projects	2,150,606	12,764,282	11,769,811	4,645,589	6,124,222
612	Reclaimed Water Operating	1,787,360	1,959,503	2,173,816	1,649,174	1,765,578
614	Wastewater System Dev Fees	-	6,224,500	5,924,500	-	24,900
615	Wastewater Operating	40,593,388	95,601,192	94,401,303	39,548,202	166,678,133
616	WW Industrial Process Treatment	7,554,513	16,866,006	19,545,753	8,324,775	14,929,939
625	Solid Waste Operating	15,014,622	17,535,827	17,090,062	15,969,800	19,171,803
635	Airport Operating	1,255,544	2,719,428	2,729,550	1,282,411	4,186,730
736	Workers' Comp. Self Insurance Trust	2,877,332	4,638,141	5,385,665	3,126,730	4,654,684
737	Insured Liability Self Insurance	2,411,184	6,440,199	6,590,748	5,712,081	6,875,477
738	Uninsured Liability Self Insurance	506,049	1,726,800	1,726,800	798,225	1,745,371
739	Short Term Disability Self Insurance	187,227	581,644	581,659	302,000	607,852
740	Dental Self Insurance	1,883,192	2,605,000	2,605,000	1,680,000	2,619,000
741	Medical Self Insurance Trust	21,018,940	23,767,977	24,587,979	24,034,409	26,376,426
833	Museum Trust	1,159	35,410	35,410	15,000	28,710
834	Parks & Recreation Trust	64,642	118,559	118,559	78,409	151,036
836	Library Trust	28,920	81,000	81,000	14,700	88,000
Grand Total		\$ 531,059,940	\$ 931,336,929	\$ 931,336,929	\$ 526,270,055	\$ 1,058,074,338

**Schedule 2
FY 2021-22 Summary of Department Budget by Fund**

Fund	Description	Mayor & Council	City Clerk	City Manager	City Magistrate	Community & Public Affairs	Community Services	Cultural Development	Debt Service
101	General Fund	\$ 1,041,711	\$ 1,197,666	\$ 1,491,322	\$ 4,996,699	\$ 2,888,741	\$ 27,604,362	\$ 3,779,431	\$ -
202	Police Forfeiture								
215	Highway User Revenue								
216	Local Transportation Assistance								
217	Grants								
218	HOME Program								
219	Community Development Block Grant								
224	PHA Family Sites								
227	PHA Elderly and Scattered Site								
230	PHA Management								
232	PHA Family Self Sufficiency								
233	Hsg Authority Section 8 Voucher								
234	Capital Fund Program Grant								
236	Proceeds Reinvestment Projects								
240	Public Housing Grant Contingency								
310	General Obligation Debt Service								40,144,916
401	General Government Capital Project						5,414,660	1,337,385	
402	Equipment Replacement								
403	Technology Replacement								
404	Vehicle Replacement						248,600		
411	Streets Gen'l Oblig. Bonds								
412	Storm Sewer GO Bonds								
415	Arterial Street Impact Fees								
417	Capital Grant						1,804,685	196,356	
420	Park Bonds						11,280,619		
423	Municipal Arts Fund							650,000	
424	Park Impact Fees						2,130,289		
425	Park NW Impact Fees								
426	Park NE Impact Fees								
427	Park SE Impact Fees						4,286,368		
431	Library Impact Fees								
433	Art Center Bonds							2,756	
435	Museum Bonds								
440	Public Building Impact Fees								
441	Public Building Bonds								
460	Public Safety Bonds - Police								
465	Police Impact Fees								
470	Public Safety Bonds - Fire								
475	Fire Impact Fees								
601	Water Bonds - Capital Projects								
603	Water System Dev Fees								
605	Water Operating								14,663,089
610	Reclaimed Water SDF								
611	Wastewater Bonds - Capital Projects								
612	Reclaimed Water Operating								
614	Wastewater System Dev Fees								
615	Wastewater Operating								18,945,920
616	WW Industrial Process Treatment								
625	Solid Waste Operating								
635	Airport Operating								
736	Workers' Comp. Self Insurance Trust								
737	Unsure Liability Self Insurance								
738	Uninsured Liability Self Insurance								
739	Short Term Disability Self Insurance								
740	Dental Self Insurance								
741	Medical Self Insurance Trust								
831	Museum Trust							24,710	
834	Parks & Recreation Trust						129,536	21,500	
836	Library Trust						80,000		
	Grand Total	\$ 1,041,711	\$ 1,197,666	\$ 1,491,322	\$ 4,996,699	\$ 2,888,741	\$ 52,979,119	\$ 6,012,138	\$ 73,753,925

Schedules and Terms

Fund	Development Services	Information Technology	Law	Management Services	Neighborhood Resources	Non-Departmental	Organizational Support	Public Safety Fire	Public Safety Police	Public Works & Utilities	Grand Total
101	\$ 9,465,361	\$ 12,631,421	\$ 3,915,729	\$ 8,211,540	\$ 4,036,275	\$ 80,828,928	\$ 16,215,273	\$ 38,237,224	\$ 79,309,326	\$ 10,834,092	\$ 306,685,101
202						22,000			750,000		772,000
215	721,506					1,713,400				21,427,934	23,862,840
216						54,200	2,064,697			122,498	2,241,395
217						74,762,956			56,464		74,819,420
218					947,000	23,000					970,000
219					1,975,325	308,000					2,283,325
224					1,499,345	68,655					1,568,000
227					1,099,806	68,300					1,168,106
230					672,257	13,200					685,457
232					166,331	5,500					171,831
233					6,235,066	190,934					6,426,000
234					924,308	25,692					950,000
236					3,044,200	2,000					3,046,200
240					3,000,000						3,000,000
310						334,584					40,479,500
401	1,335,092	7,683,619				8,693,082	8,889,998	1,828,075	7,136,438	12,684,266	55,002,615
402						105,777			291,283		397,060
403						3,969,735					3,969,735
404	201,700	28,000		58,800		997,200	168,400		1,377,400	331,500	3,411,600
411	2,002,463						75,140			24,416,268	26,493,871
412						31,199				550,801	582,000
415						16,600				28,898,335	28,914,935
417	715,737						4,592,835			37,336,626	44,646,239
420											11,280,619
423						51,000					701,000
424											2,130,289
425						6,000					6,000
426						6,000					6,000
427						6,000					4,292,368
431						16,600					16,600
433											2,756
435						2,000					2,000
440						16,600					16,600
441						400					400
460									1,068,835		1,068,835
465						231,000					231,000
470								6,697,000			6,697,000
475						16,600					16,600
601										58,724,710	58,724,710
603						2,185,531				4,002,769	6,188,300
605		684,694				11,688,600	14,000			43,843,428	70,893,811
610						16,600				7,207,759	7,224,359
611										6,124,222	6,124,222
612						229,400				1,536,178	1,765,578
614						24,900					24,900
615		523,915				50,529,200				96,679,098	166,678,133
616						2,005,600				12,924,339	14,929,939
625		225,266				2,243,800				16,702,737	19,171,803
635		11,516				220,725	3,954,489				4,186,730
736				40,612		3,581,600	1,032,472				4,654,684
737			6,066,777			808,700					6,875,477
738				1,145,951		599,420					1,745,371
739						565,700	42,152				607,852
740						2,619,000					2,619,000
741				53,040		25,819,400	503,986				26,376,426
833						4,000					28,710
834						-					151,036
836						8,000					88,000
	\$ 14,441,859	\$ 21,788,431	\$ 9,982,506	\$ 9,509,943	\$ 23,599,913	\$ 275,737,318	\$ 37,553,442	\$ 46,762,299	\$ 89,989,746	\$ 384,347,560	\$ 1,058,074,338

Schedules and Terms

2021-22 Adopted Budget

Salary Plan Effective 7/1/21

The information in the following tables reflects personnel system data effective July 1, 2021. Classification titles listed may not be used during the entire fiscal year. The annual minimum and maximum amounts do not include the public safety market adjustment, which is determined at a later date in the fiscal year.

Job Groups:

A Administrative C Confidential D Director F Fire FB Fire Battalion
 L Laborer M Management O Police Officer P Professional PL Police Lieutenant
 PS Police Sergeant S Supervisory X Seasonal

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
ACCOUNTING MANAGER	M	29	Ex	\$92,344	\$129,282
ACCOUNTING SPECIALIST	A	16	Non-Ex	\$39,811	\$53,768
ACCOUNTING SUPERVISOR	S	26	Ex	\$73,306	\$102,628
ADMIN LIBRARIAN	S	24	Ex	\$63,419	\$87,869
ADMIN SERVICES CLERK	A	12	Non-Ex	\$32,718	\$44,200
ADMINISTRATIVE ASST	A	15	Non-Ex	\$37,918	\$51,189
AIRPORT BUSINESS COORDINATOR	S	24	Ex	\$63,419	\$87,869
AIRPORT MANAGER	M	30	Ex	\$99,732	\$139,623
AIRPORT OPERATIONS & MAINT TECH - CDL	L	19	Non-Ex	\$46,093	\$62,234
AIRPORT OPERATIONS & MAINTENANCE SUPV	S	22	Non-Ex	\$55,390	\$75,358
AIRPORT PLANNING ADMINISTRATOR	M	27	Ex	\$79,170	\$110,837
AQUATICS MAINTENANCE HELPER	L	13	Non-Ex	\$34,341	\$46,405
AQUATICS MAINTENANCE SUPERVISOR	S	22	Non-Ex	\$55,390	\$75,358
AQUATICS MAINTENANCE TECHNICIAN	L	20	Non-Ex	\$48,402	\$65,312
AQUATICS SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628
ARTS & CULTURE MANAGER	M	30	Ex	\$99,732	\$139,623
ASSOCIATE PLANNER	P	22	Ex	\$55,390	\$75,358
ASST ARTS CENTER MANAGER	S	25	Ex	\$67,891	\$95,035
ASST CITY ATTORNEY	M	31	Ex	\$107,710	\$150,792
ASST CITY CLERK	S	25	Ex	\$67,891	\$95,035
ASST CITY MANAGER	D	36	Ex	\$142,505	\$217,912
ASST CITY PROSECUTOR I	M	27	Ex	\$79,170	\$110,837
ASST CITY PROSECUTOR II	M	29	Ex	\$92,344	\$129,282
ASST FIRE CHIEF	M	FAC	Ex	\$145,752	\$158,342
ASST LIBRARY MANAGER	S	26	Ex	\$73,306	\$102,628
ASST POLICE CHIEF	M	PAC	Ex	\$174,415	\$174,415
ASST TO CITY MANAGER	P	27	Ex	\$79,170	\$110,837
BENEFITS ANALYST	C	24	Ex	\$63,419	\$87,869
BENEFITS PROGRAM MANAGER	C	28	Ex	\$85,504	\$119,728
BOX OFFICE ASSOCIATE	A	14	Non-Ex	\$36,109	\$48,714
BOX OFFICE SUPERVISOR	S	20	Non-Ex	\$48,402	\$65,312
BUDGET & RESEARCH ANALYST	C	24	Ex	\$63,419	\$87,869
BUDGET MANAGEMENT ASST	C	22	Ex	\$55,390	\$75,358
BUDGET MANAGER	M	29	Ex	\$92,344	\$129,282
BUILDING INSPECTIONS MANAGER	M	27	Ex	\$79,170	\$110,837
BUILDING INSPECTOR	A	23	Non-Ex	\$59,301	\$81,536
BUILDING OFFICIAL	M	30	Ex	\$99,732	\$139,623

Schedules and Terms

2021-22 Adopted Budget

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
BUSINESS COMPLIANCE COORDINATOR	P	23	Non-Ex	\$59,301	\$81,536
BUSINESS SYSTEMS SUPPORT ANALYST	P	26	Ex	\$73,306	\$102,628
BUSINESS SYSTEMS SUPPORT SPECIALIST	P	23	Ex	\$59,301	\$81,536
BUSINESS SYSTEMS SUPPORT SUPERVISOR	S	27	Ex	\$79,170	\$110,837
BUSINESS SYSTEMS SUPPORT TECHNICIAN	A	22	Non-Ex	\$55,390	\$75,358
CAPITAL PROJECTS MANAGER	M	30	Ex	\$99,732	\$139,623
CHEMIST	P	22	Ex	\$55,390	\$75,358
CHIEF INFORMATION OFFICER	D	34	Ex	\$124,469	\$190,332
CITY CLERK MANAGEMENT ASST	P	22	Ex	\$55,390	\$75,358
CITY CLERK RECORDS SPECIALIST	A	15	Non-Ex	\$37,918	\$51,189
CITY PLANNER	P	24	Ex	\$63,419	\$87,869
CITY PROSECUTOR	M	31	Ex	\$107,710	\$150,792
CITY RECORDS MANAGEMENT COORDINATOR	P	23	Ex	\$59,301	\$81,536
CITY TRANSPORTATION ENGINEER	M	30	Ex	\$99,732	\$139,623
CIVILIAN RANGE INSTRUCTOR	A	21	Non-Ex	\$51,771	\$68,869
CODE ENFORCEMENT SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
CODE INSPECTOR	A	20	Non-Ex	\$48,402	\$65,312
COMMERCIAL CODE INSPECTOR	A	21	Non-Ex	\$51,771	\$68,869
COMMUNICATIONS & PUBLIC AFFAIRS DIRECTOR	D	34	Ex	\$124,469	\$190,332
COMMUNICATIONS MANAGER	M	27	Ex	\$79,170	\$110,837
COMMUNITY DEV & RESOURCES SUPERVISOR	S	25	Ex	\$67,891	\$95,035
COMMUNITY DEVELOPMENT COORDINATOR	A	21	Non-Ex	\$51,771	\$68,869
COMMUNITY ENGAGEMENT SPECIALIST	P	23	Ex	\$59,301	\$81,536
COMMUNITY NAVIGATOR SUPERVISOR	A	20	Non-Ex	\$48,402	\$65,312
COMMUNITY OUTREACH COORDINATOR	P	22	Ex	\$55,390	\$75,358
COMMUNITY RESOURCES & DIVERSITY SUPV	P	25	Ex	\$67,891	\$95,035
COMMUNITY RESOURCES COORDINATOR	A	21	Non-Ex	\$51,771	\$68,869
COMMUNITY RESOURCES MANAGER	M	26	Ex	\$73,306	\$102,628
COMMUNITY SERVICES DIRECTOR	D	34	Ex	\$124,469	\$190,332
COMMUNITY SERVICES PLANNING MANAGER	M	29	Ex	\$92,344	\$129,282
CONSTRUCTION PERMIT REPRESENTATIVE	A	16	Non-Ex	\$39,811	\$53,768
CONSTRUCTION PROJECT MANAGER	P	25	Ex	\$67,891	\$95,035
CONTRACT COMPLIANCE SPECIALIST	A	21	Non-Ex	\$51,771	\$68,869
CONTRACT SERVICES REPRESENTATIVE	A	21	Non-Ex	\$51,771	\$68,869
COURT ADMINISTRATOR	M	30	Ex	\$99,732	\$139,623
COURT CLERK I	A	16	Non-Ex	\$39,811	\$53,768
COURT CLERK II	A	17	Non-Ex	\$41,829	\$56,410
COURT CLERK III	A	19	Non-Ex	\$46,093	\$62,234
COURT COMMISSIONER	M	34	Ex	\$124,469	\$190,332
COURT INTERPRETER	A	19	Non-Ex	\$46,093	\$62,234
COURT SECURITY OFFICER	A	14	Non-Ex	\$36,109	\$48,714
COURT SERVICES SUPERVISOR	S	23	Ex	\$59,301	\$81,536
CRIME ANALYSIS SUPERVISOR	S	25	Ex	\$67,891	\$95,035
CRIME PREVENTION SPECIALIST	A	19	Non-Ex	\$46,093	\$62,234
CRIME SCENE SUPERVISOR	S	25	Ex	\$67,891	\$95,035

Schedules and Terms

2021-22 Adopted Budget

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
CRIME SCENE TECHNICIAN I	A	18	Non-Ex	\$43,805	\$59,218
CRIME SCENE TECHNICIAN II	A	20	Non-Ex	\$48,402	\$65,312
CRISIS INTERVENTION COORD	S	24	Ex	\$63,419	\$87,869
CULTURAL AFFAIRS COORD	P	24	Ex	\$63,419	\$87,869
CULTURAL DEVELOPMENT DIRECTOR	A	34	Ex	\$124,469	\$190,332
CUSTODIAL SUPERVISOR	S	20	Non-Ex	\$48,402	\$65,312
CUSTODIAN	L	10	Non-Ex	\$29,661	\$40,061
CUSTOMER SERVICE & PERMITTING MANAGER	M	27	Ex	\$79,170	\$110,837
CUSTOMER SERVICE REPRESENTATIVE	A	14	Non-Ex	\$36,109	\$48,714
CUSTOMER SERVICE SUPERVISOR	S	23	Ex	\$59,301	\$81,536
DEPUTY COURT ADMINISTRATOR	M	26	Ex	\$73,306	\$102,628
DETENTION OFFICER	A	18	Non-Ex	\$43,805	\$59,218
DETENTION OFFICER TRAINEE	A	17	Non-Ex	\$41,829	\$56,410
DEVELOPMENT ENGINEERING MANAGER	M	30	Ex	\$99,732	\$139,623
DEVELOPMENT PROJECT ADMINISTRATOR	P	26	Ex	\$73,306	\$102,628
DEVELOPMENT PROJECT COORDINATOR	P	24	Ex	\$63,419	\$87,869
DEVELOPMENT SERVICES DIRECTOR	D	34	Ex	\$124,469	\$190,332
DIGITAL CONTENT CREATOR	P	23	Ex	\$59,301	\$81,536
DIGITAL CONTENT STRATEGIST	P	25	Ex	\$67,891	\$95,035
DIGITAL MEDIA JOURNALIST	A	21	Non-Ex	\$51,771	\$68,869
DISPATCH SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
DISPATCHER	A	19	Non-Ex	\$46,093	\$62,234
DOWNTOWN REDEVELOPMENT SPECIALIST	P	25	Ex	\$67,891	\$95,035
ECONOMIC DEVELOPMENT DIRECTOR	D	34	Ex	\$124,469	\$190,332
ECONOMIC DEVELOPMENT MANAGER	M	29	Ex	\$92,344	\$129,282
ECONOMIC DEVELOPMENT PROJECT MANAGER	P	26	Ex	\$73,306	\$102,628
ECONOMIC DEVELOPMENT SPECIALIST	P	25	Ex	\$67,891	\$95,035
ECONOMIC DEVL RESEARCH ASST	A	21	Non-Ex	\$51,771	\$68,869
ELECTRICIAN	L	21	Non-Ex	\$51,771	\$68,869
EMERGENCY CALL TAKER	A	17	Non-Ex	\$41,829	\$56,410
EMS SPECIALIST	A	21	Non-Ex	\$51,771	\$68,869
ENERGY MANAGEMENT CONTROLS SPECIALIST	L	23	Non-Ex	\$59,301	\$81,536
ENGINEER	P	26	Ex	\$73,306	\$102,628
ENGINEER ASST	P	24	Ex	\$63,419	\$87,869
ENGINEERING PROJECT MANAGER	P	25	Ex	\$67,891	\$95,035
ENGINEERING RECORDS SPECIALIST	A	19	Non-Ex	\$46,093	\$62,234
ENGINEERING TECHNICIAN	A	20	Non-Ex	\$48,402	\$65,312
ENVIRONMENTAL PROGRAM MANAGER	M	27	Ex	\$79,170	\$110,837
ENVIRONMENTAL PROGRAM SPECIALIST	P	24	Ex	\$63,419	\$87,869
ENVIRONMENTAL PROGRAM TECHNICIAN	A	21	Non-Ex	\$51,771	\$68,869
ENVIRONMENTAL PROGRAMS COORDINATOR	P	24	Ex	\$63,419	\$87,869
EXECUTIVE MANAGEMENT ASST	P	22	Ex	\$55,390	\$75,358
EXHIBITS CURATOR	P	23	Ex	\$59,301	\$81,536
FACILITIES & FLEET MANAGER	M	30	Ex	\$99,732	\$139,623
FACILITIES MAINTENANCE SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628

Schedules and Terms

2021-22 Adopted Budget

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
FACILITIES MAINTENANCE SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
FACILITIES MAINTENANCE WORKER	L	16	Non-Ex	\$39,811	\$53,768
FACILITY MAINTENANCE TECHNICIAN	L	20	Non-Ex	\$48,402	\$65,312
FAMILY SELF-SUFF SPECIALIST	A	20	Non-Ex	\$48,402	\$65,312
FINANCIAL ANALYST	P	24	Ex	\$63,419	\$87,869
FINANCIAL SERVICES ANALYST	P	26	Ex	\$73,306	\$102,628
FIRE ACCREDITATION & DATA COORDINATOR	P	22	Ex	\$55,390	\$75,358
FIRE BATTALION CHIEF (40 Hours)	FB	FB	Ex	\$113,733	\$123,528
FIRE BATTALION CHIEF (56 Hours)	FB	FB	Non-Ex	\$113,733	\$123,528
FIRE BUDGET & RESEARCH ANALYST	P	24	Ex	\$63,419	\$87,869
FIRE CAPTAIN (40 Hours)	F	FC	Non-Ex	\$83,364	\$89,588
FIRE CAPTAIN (56 Hours)	F	FC	Non-Ex	\$83,977	\$89,588
FIRE CHIEF	D	35	Ex	\$133,183	\$203,656
FIRE ENGINEER (40 Hours)	F	FE	Non-Ex	\$71,509	\$79,398
FIRE ENGINEER (56 Hours)	F	FE	Non-Ex	\$71,509	\$79,398
FIRE FACILITIES MAINTENANCE TECHNICIAN	L	20	Non-Ex	\$48,402	\$65,312
FIRE MANAGEMENT COORDINATOR	S	26	Ex	\$73,306	\$102,628
FIRE MARSHAL	M	28	Ex	\$85,504	\$119,728
FIRE MECHANIC - CDL	L	21	Non-Ex	\$51,771	\$68,869
FIRE PREVENTION SPECIALIST	A	23	Non-Ex	\$59,301	\$81,536
FIRE PREVENTION SUPERVISOR	S	25	Non-Ex	\$67,891	\$95,035
FIRE SUPPORT SERVICES TECHNICIAN	A	18	Non-Ex	\$43,805	\$59,218
FIREFIGHTER (40 Hours)	F	FF	Non-Ex	\$48,325	\$67,589
FIREFIGHTER (56 Hours)	F	FF	Non-Ex	\$48,675	\$67,589
FLEET EQUIPMENT SERVICE WRITER	A	17	Non-Ex	\$41,829	\$56,410
FLEET INVENTORY SPECIALIST	P	21	Ex	\$51,771	\$68,869
FLEET SERVICES SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628
FOOD & BEVERAGE COORDINATOR	A	20	Non-Ex	\$48,402	\$65,312
FORENSIC ASST	A	17	Non-Ex	\$41,829	\$56,410
FORENSIC SCIENTIST I	P	22	Ex	\$55,390	\$75,358
FORENSIC SCIENTIST II	P	24	Ex	\$63,419	\$87,869
FORENSIC SCIENTIST III	P	26	Ex	\$73,306	\$102,628
FORENSIC SCIENTIST SUPERVISOR	S	27	Ex	\$79,170	\$110,837
GIS ANALYST	S	26	Ex	\$73,306	\$102,628
GIS MANAGER	M	27	Ex	\$79,170	\$110,837
GIS SPECIALIST	P	24	Ex	\$63,419	\$87,869
GIS TECHNICIAN I	A	21	Non-Ex	\$51,771	\$68,869
GIS TECHNICIAN II	A	23	Non-Ex	\$59,301	\$81,536
GOVERNMENT RELATIONS & POLICY MANAGER	C	31	Ex	\$107,710	\$150,792
GOVERNMENT RELATIONS COORDINATOR	C	26	Ex	\$73,306	\$102,628
GRAFFITI ABATEMENT TECHNICIAN	L	16	Non-Ex	\$39,811	\$53,768
GRAPHIC DESIGNER	P	22	Ex	\$55,390	\$75,358
GROUNDSKEEPER	L	12	Non-Ex	\$32,718	\$44,200
HOUSING ADMINISTRATION SUPERVISOR	S	25	Ex	\$67,891	\$95,035
HOUSING AND REDEVELOPMENT MANAGER	M	29	Ex	\$92,344	\$129,282

Schedules and Terms

2021-22 Adopted Budget

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
HOUSING ASSISTANT	A	18	Non-Ex	\$43,805	\$59,218
HOUSING FINANCIAL SUPERVISOR	S	25	Ex	\$67,891	\$95,035
HOUSING MAINTENANCE SUPERVISOR	S	23	Ex	\$59,301	\$81,536
HOUSING MAINTENANCE WORKER	L	16	Non-Ex	\$39,811	\$53,768
HOUSING PROJECT COORDINATOR	P	23	Ex	\$59,301	\$81,536
HOUSING QUALITY STANDARDS INSPECTOR	A	18	Non-Ex	\$43,805	\$59,218
HOUSING REHAB SPECIALIST	A	21	Non-Ex	\$51,771	\$68,869
HOUSING SPECIALIST	A	19	Non-Ex	\$46,093	\$62,234
HUMAN RESOURCES ANALYST	C	23	Ex	\$59,301	\$81,536
HUMAN RESOURCES DIRECTOR	D	34	Ex	\$124,469	\$190,332
HUMAN RESOURCES MANAGER	C	28	Ex	\$85,504	\$119,728
HUMAN RESOURCES MGR BENEFIT/COMPENSATION	C	28	Ex	\$85,504	\$119,728
HUMAN RESOURCES SPECIALIST I	C	19	Non-Ex	\$46,093	\$62,234
HVAC TECHNICIAN	L	21	Non-Ex	\$51,771	\$68,869
IMPOUND HEARING SPECIALIST	A	17	Non-Ex	\$41,829	\$56,410
INDUSTRIAL WASTE INSPECTOR	L	20	Non-Ex	\$48,402	\$65,312
INSTRUMENTATION TECHNICIAN	A	21	Non-Ex	\$51,771	\$68,869
IT APPLICATIONS MANAGER	M	29	Ex	\$92,344	\$129,282
IT CHIEF APPLICATIONS OFFICER	M	31	Ex	\$107,710	\$150,792
IT CHIEF INFORMATION SECURITY OFFICER	M	31	Ex	\$107,710	\$150,792
IT CHIEF TECHNOLOGY OFFICER	M	31	Ex	\$107,710	\$150,792
IT DATA SERVICES MANAGER	M	29	Ex	\$92,344	\$129,282
IT DATABASE ADMINISTRATOR	P	28	Ex	\$85,504	\$119,728
IT DATABASE ANALYST	P	27	Ex	\$79,170	\$110,837
IT FINANCIAL SERVICES ANALYST	P	25	Ex	\$67,891	\$95,035
IT INFRASTRUCTURE MANAGER	M	30	Ex	\$99,732	\$139,623
IT MESSAGING ANALYST	P	27	Ex	\$79,170	\$110,837
IT MESSAGING INTEGRATION DEVELOPER	P	28	Ex	\$85,504	\$119,728
IT MESSAGING MANAGER	M	29	Ex	\$92,344	\$129,282
IT NETWORK ANALYST	P	25	Ex	\$67,891	\$95,035
IT PRINCIPAL PROGRAMMER/ANALYST	S	28	Ex	\$85,504	\$119,728
IT PRINCIPAL SERVICE DELIVERY ANALYST	S	28	Ex	\$85,504	\$119,728
IT PRINCIPAL SYSTEMS SPECIALIST	P	28	Ex	\$85,504	\$119,728
IT PROGRAMMER/ANALYST	P	27	Ex	\$79,170	\$110,837
IT PROJECT MANAGER	P	28	Ex	\$85,504	\$119,728
IT SECURITY ADMINISTRATOR	S	28	Ex	\$85,504	\$119,728
IT SECURITY ANALYST	P	26	Ex	\$73,306	\$102,628
IT SERVICE DELIVERY ANALYST	P	26	Ex	\$73,306	\$102,628
IT SERVICE DESK SPECIALIST	P	25	Ex	\$67,891	\$95,035
IT SERVICE DESK SUPERVISOR	S	28	Ex	\$85,504	\$119,728
IT SERVICE DESK TECHNICIAN	A	22	Non-Ex	\$55,390	\$75,358
IT SERVICES MANAGER	M	30	Ex	\$99,732	\$139,623
IT SR DATABASE ADMINISTRATOR	P	28	Ex	\$85,504	\$119,728
IT SR NETWORK ANALYST	P	27	Ex	\$79,170	\$110,837
IT SR PROGRAMMER/ANALYST	P	28	Ex	\$85,504	\$119,728

Schedules and Terms

2021-22 Adopted Budget

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
IT SR SERVICE DELIVERY ANALYST	P	27	Ex	\$79,170	\$110,837
IT SR SYSTEMS SPECIALIST	P	26	Ex	\$73,306	\$102,628
IT SUPPORT MANAGER	M	29	Ex	\$92,344	\$129,282
IT SYSTEMS SPECIALIST	P	25	Ex	\$67,891	\$95,035
IT TRAINING COORDINATOR	P	24	Ex	\$63,419	\$87,869
IT WEB DEVELOPER	P	26	Ex	\$73,306	\$102,628
IT WEBMASTER	P	27	Ex	\$79,170	\$110,837
LABORATORY SUPERVISOR	S	25	Ex	\$67,891	\$95,035
LANDSCAPE COMPLIANCE COORD	A	21	Non-Ex	\$51,771	\$68,869
LANDSCAPE MAINTENANCE TECHNICIAN	L	20	Non-Ex	\$48,402	\$65,312
LAW OFFICE SUPERVISOR	C	22	Ex	\$55,390	\$75,358
LEAD ADMIN SERVICES CLERK	A	15	Non-Ex	\$37,918	\$51,189
LEAD BILLING & CUSTOMER RELATIONS SPEC	A	18	Non-Ex	\$43,805	\$59,218
LEAD CIVIL ENGINEERING INSPECTOR	A	24	Non-Ex	\$63,419	\$87,869
LEAD CODE INSPECTOR	A	21	Non-Ex	\$51,771	\$68,869
LEAD CRIME SCENE TECHNICIAN	A	22	Non-Ex	\$55,390	\$75,358
LEAD CUSTODIAN	L	14	Non-Ex	\$36,109	\$48,714
LEAD FACILITIES OPERATIONS TECHNICIAN	L	22	Non-Ex	\$55,390	\$75,358
LEAD FIRE PREVENTION SPECIALIST	S	24	Non-Ex	\$63,419	\$87,869
LEAD FLEET TECHNICIAN - CDL	L	22	Non-Ex	\$55,390	\$75,358
LEAD GARDENER	L	17	Non-Ex	\$41,829	\$56,410
LEAD HOUSING MAINTENANCE WORKER	L	17	Non-Ex	\$41,829	\$56,410
LEAD LEGAL SECRETARY	C	21	Non-Ex	\$51,771	\$68,869
LEAD PARK RANGER	A	17	Non-Ex	\$41,205	\$55,578
LEAD REVERSE OSMOSIS PLANT OPERATOR	L	22	Non-Ex	\$55,390	\$75,358
LEAD SIGNALS & LIGHTING TECHNICIAN	L	22	Non-Ex	\$55,390	\$75,358
LEAD SOLID WASTE ENVIRONMENTAL SPECIALIST	L	21	Non-Ex	\$51,771	\$68,869
LEAD SUPPLY SPECIALIST	A	16	Non-Ex	\$39,811	\$53,768
LEAD TAX AUDITOR	P	24	Ex	\$63,419	\$87,869
LEAD TRAFFIC OPERATIONS TECHNICIAN - CDL	L	20	Non-Ex	\$48,402	\$65,312
LEAD UTILITY METER TECHNICIAN	L	18	Non-Ex	\$43,805	\$59,218
LEAD UTILITY SYSTEMS TECHNICIAN - CDL	L	20	Non-Ex	\$48,402	\$65,312
LEAD WASTEWATER TREATMENT PLANT OPERATOR	L	22	Non-Ex	\$55,390	\$75,358
LEGAL CLERK	C	14	Non-Ex	\$36,109	\$48,714
LEGAL SECRETARY	C	17	Non-Ex	\$41,829	\$56,410
LIBRARIAN	P	22	Ex	\$55,390	\$75,358
LIBRARY ACCESS SERVICES COORDINATOR	S	22	Ex	\$55,390	\$75,358
LIBRARY AIDE	A	13	Non-Ex	\$34,341	\$46,405
LIBRARY ASSOCIATE	A	17	Non-Ex	\$41,829	\$56,410
LIBRARY ASST	A	15	Non-Ex	\$37,918	\$51,189
LIBRARY MANAGER	M	30	Ex	\$99,732	\$139,623
LICENSE INSPECTOR	A	17	Non-Ex	\$41,829	\$56,410
LIFEGUARD II	X	10	Non-Ex	\$29,661	\$40,061
MAINTENANCE PLANNER/SCHEDULER	L	21	Non-Ex	\$51,771	\$68,869
MANAGEMENT ANALYST	P	22	Ex	\$55,390	\$75,358

Schedules and Terms

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Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
MANAGEMENT ASST	C	19	Non-Ex	\$46,093	\$62,234
MANAGEMENT SERVICES DIRECTOR	D	34	Ex	\$124,469	\$190,332
MARKETING & COMMUNICATIONS COORD	P	24	Ex	\$63,419	\$87,869
MARKETING COORD	P	22	Ex	\$55,390	\$75,358
MAYOR AND COUNCIL COMMUNICATIONS MANAGER	C	27	Ex	\$79,170	\$110,837
MEDICAL LEAVE COORDINATOR	C	24	Ex	\$63,419	\$87,869
METER SERVICES SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
MUSEUM ADMINISTRATOR	M	29	Ex	\$92,344	\$129,282
MUSEUM COLLECTIONS COORDINATOR	P	23	Ex	\$59,301	\$81,536
MUSEUM EDUCATION COORDINATOR	P	23	Ex	\$59,301	\$81,536
NEIGHBORHOOD ENHANCEMENT COORDINATOR	A	22	Non-Ex	\$55,390	\$75,358
NEIGHBORHOOD PRESERVATION TECHNICIAN	A	17	Non-Ex	\$41,829	\$56,410
NEIGHBORHOOD PROGRAMS ADMINISTRATOR	P	25	Ex	\$67,891	\$95,035
NEIGHBORHOOD RESOURCES DIRECTOR	D	34	Ex	\$124,469	\$190,332
NEIGHBORHOOD SERVICES MANAGER	M	27	Ex	\$79,170	\$110,837
NEIGHBORHOOD SERVICES SUPERVISOR	S	25	Ex	\$67,891	\$95,035
OFFICE ASST	A	12	Non-Ex	\$32,718	\$44,200
OFFSET PRESS OPERATOR	L	13	Non-Ex	\$34,341	\$46,405
ORGANIZATIONAL DEVELOPMENT COORDINATOR	C	26	Ex	\$73,306	\$102,628
ORGANIZATIONAL DEVELOPMENT SPECIALIST	C	22	Ex	\$55,390	\$75,358
OUTSIDE PLANT FIBER SYSTEM SPECIALIST	P	25	Ex	\$67,891	\$95,035
PARALEGAL	C	21	Non-Ex	\$51,771	\$68,869
PARK MAINTENANCE TECHNICIAN - CDL	L	20	Non-Ex	\$48,402	\$65,312
PARK PLANNING PROJECT MANAGER	P	25	Ex	\$67,891	\$95,035
PARK RANGER	A	16	Non-Ex	\$39,811	\$53,768
PARK SPRAY TECHNICIAN	L	15	Non-Ex	\$37,918	\$51,189
PARKS CONTRACT COMPLIANCE INSPECTOR	A	22	Non-Ex	\$55,390	\$75,358
PARKS MAINTENANCE PROGRAM ADMINISTRATOR	M	28	EX	\$85,504	\$119,728
PARKS MAINTENANCE SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628
PARKS MAINTENANCE SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
PARKS MAINTENANCE SUPERVISOR - CDL	S	23	Non-Ex	\$59,301	\$81,536
PARKS OPERATIONS & MAINTENANCE MANAGER	M	29	Ex	\$92,344	\$129,282
PATRON SERVICES COORDINATOR	P	21	Ex	\$51,771	\$68,869
PAYROLL COORDINATOR	C	20	Non-Ex	\$48,402	\$65,312
PLAN REVIEW MANAGER	M	27	Ex	\$79,170	\$110,837
PLANNING ADMINISTRATOR	M	30	Ex	\$99,732	\$139,623
PLANNING ANALYST	S	24	Ex	\$63,419	\$87,869
PLANNING MANAGER	M	28	Ex	\$85,504	\$119,728
PLANS EXAMINER	A	23	Non-Ex	\$59,301	\$81,536
POLICE ACCREDITATION & COMPLIANCE COORD	P	22	Ex	\$55,390	\$75,358
POLICE ADMINISTRATIVE SPECIALIST	A	16	Non-Ex	\$39,811	\$53,768
POLICE ADVISOR ASST	C	19	Non-Ex	\$46,093	\$62,234
POLICE CHIEF	D	35	Ex	\$133,183	\$203,656
POLICE COMMANDER	M	PCM	Ex	\$149,154	\$157,801
POLICE COMMUNICATIONS MANAGER	M	28	Ex	\$85,504	\$119,728

Schedules and Terms

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Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
POLICE COMMUNICATIONS OPS SUPERVISOR	S	25	Ex	\$67,891	\$95,035
POLICE CRIME & INTELLIGENCE ANALYST	P	22	Ex	\$55,390	\$75,358
POLICE CRIME ANALYSIS DATA TECH	A	17	Non-Ex	\$41,829	\$56,410
POLICE DETENTION SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
POLICE FIELD OPERATIONS SUPPORT MANAGER	S	26	Ex	\$73,306	\$102,628
POLICE FLEET AIDE	A	15	Non-Ex	\$37,918	\$51,189
POLICE FORENSICS SERVICE SECTION MANAGER	M	28	Ex	\$85,504	\$119,728
POLICE INVESTIGATIVE ANALYST	A	21	Non-Ex	\$51,771	\$68,869
POLICE INVESTIGATIVE SPECIALIST	A	17	Non-Ex	\$41,829	\$56,410
POLICE LIEUTENANT	PL	PL	Non-Ex	\$112,739	\$124,295
POLICE MENTAL HEALTH & WELLNESS COORD	P	22	Ex	\$55,390	\$75,358
POLICE OFFICER	O	PO	Non-Ex	\$55,058	\$79,739
POLICE OFFICER - LATERAL	O	PO	Non-Ex	\$55,058	\$79,739
POLICE OFFICER - LATERAL CERTIFIED	O	PO	Non-Ex	\$55,058	\$79,739
POLICE OFFICER - RECRUIT	O	PO	Non-Ex	\$55,058	\$55,058
POLICE OPERATIONS SUPPORT SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
POLICE PLANNING & RESEARCH ANALYST	P	24	Ex	\$63,419	\$87,869
POLICE PLANNING & RESEARCH MANAGER	M	28	Ex	\$85,504	\$119,728
POLICE RADIO COMMUNICATIONS ANALYST	P	24	Ex	\$63,419	\$87,869
POLICE RECORDS CLERK	A	15	Non-Ex	\$37,918	\$51,189
POLICE RECORDS SPECIALIST	A	16	Non-Ex	\$39,811	\$53,768
POLICE RECORDS SUPERVISOR	S	22	Non-Ex	\$55,390	\$75,358
POLICE SERGEANT	PS	PS	Non-Ex	\$83,741	\$105,154
POLICE SUPPORT SERVICES MANAGER	M	28	Ex	\$85,504	\$119,728
POLICE TECHNOLOGY MANAGER	M	29	Ex	\$92,344	\$129,282
POLICE TRAINING & DEVELOPMENT COORD	P	22	Ex	\$55,390	\$75,358
POLICE VOLUNTEER COORD	P	22	Ex	\$55,390	\$75,358
POOL MANAGER	S	16	Non-Ex	\$39,811	\$53,768
PRETREATMENT SUPERVISOR	S	24	Ex	\$63,419	\$87,869
PRINCIPAL ENGINEER	M	28	Ex	\$85,504	\$119,728
PRINCIPAL PLANNER	S	27	Ex	\$79,170	\$110,837
PRINCIPAL PLANS EXAMINER	P	25	Ex	\$67,891	\$95,035
PRINT, MAIL & GRAPHICS SUPERVISOR	S	24	Ex	\$63,419	\$87,869
PROBATION MONITORING OFFICER	P	23	Ex	\$59,301	\$81,536
PROCUREMENT OFFICER	P	23	Ex	\$59,301	\$81,536
PRODUCTION COORDINATOR	A	20	Non-Ex	\$48,402	\$65,312
PROJECT ANALYST	S	24	Ex	\$63,419	\$87,869
PROJECT SUPPORT ASSISTANT	A	17	Non-Ex	\$41,829	\$56,410
PROPERTY & EVIDENCE SUPERVISOR	S	22	Non-Ex	\$55,390	\$75,358
PROPERTY & EVIDENCE TECHNICIAN	A	17	Non-Ex	\$41,829	\$56,410
PUBLIC INFORMATION OFFICER	P	25	Ex	\$67,891	\$95,035
PUBLIC WORKS & UTILITIES DIRECTOR	D	34	Ex	\$124,469	\$190,332
PUBLIC WORKS FINANCIAL SERVICES SUPV	S	25	Ex	\$67,891	\$95,035
PUBLIC WORKS INSPECTOR	A	23	Non-Ex	\$59,301	\$81,536
PURCHASING & MATERIAL MANAGER	M	28	Ex	\$85,504	\$119,728

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Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
PURCHASING SPECIALIST	A	21	Non-Ex	\$51,771	\$68,869
QUARTERMASTER	A	19	Non-Ex	\$46,093	\$62,234
REAL ESTATE MANAGER	S	26	Ex	\$73,306	\$102,628
REAL ESTATE SPECIALIST	P	24	Ex	\$63,419	\$87,869
RECREATION COORDINATOR I	S	21	Non-Ex	\$51,771	\$68,869
RECREATION COORDINATOR II	S	23	Ex	\$59,301	\$81,536
RECREATION LEADER II	S	11	Non-Ex	\$31,117	\$42,099
RECREATION LEADER III	S	14	Non-Ex	\$36,109	\$48,714
RECREATION MANAGER	M	29	Ex	\$92,344	\$129,282
RECREATION SUPERINTENDENT	S	25	Ex	\$67,891	\$95,035
RECYCLING COORDINATOR	P	22	Ex	\$55,390	\$75,358
RENTAL & PROGRAM COORDINATOR	A	20	Non-Ex	\$48,402	\$65,312
REVENUE AND TAX MANAGER	M	29	Ex	\$92,344	\$129,282
REVENUE COLLECTIONS SUPERVISOR	S	24	Ex	\$63,419	\$87,869
REVENUE COLLECTOR	A	18	Non-Ex	\$43,805	\$59,218
REVERSE OSMOSIS FACILITY SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628
REVERSE OSMOSIS WATER PLANT OPERATOR I	L	19	Non-Ex	\$46,093	\$62,234
REVERSE OSMOSIS WATER PLANT OPERATOR II	L	21	Non-Ex	\$51,771	\$68,869
RISK MANAGEMENT SPECIALIST	C	17	Non-Ex	\$41,829	\$56,410
RISK SERVICES COORDINATOR	P	25	Ex	\$67,891	\$95,035
SAFETY COORDINATOR	C	24	Ex	\$63,419	\$87,869
SECURITY OFFICER	A	16	Non-Ex	\$39,811	\$53,768
SERVICE EQUIPMENT WORKER	L	13	Non-Ex	\$34,341	\$46,405
SIGNAL SYSTEMS ANALYST	P	25	Ex	\$67,891	\$95,035
SIGNALS & LIGHTING FIELD SUPERVISOR	S	24	Non-Ex	\$63,419	\$87,869
SIGNS & MARKING FIELD SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
SITE DEVELOPMENT COORDINATOR	S	25	Ex	\$67,891	\$95,035
SITE DEVELOPMENT INSPECTOR	A	22	Non-Ex	\$55,390	\$75,358
SITE DEVELOPMENT PLANS EXAMINER	A	23	Non-Ex	\$59,301	\$81,536
SOLID WASTE ENVIRONMENTAL SPECIALIST	L	17	Non-Ex	\$41,829	\$56,410
SOLID WASTE ENVIRONMENTAL SPECIALIST - CDL	L	18	Non-Ex	\$43,805	\$59,218
SOLID WASTE FIELD SUPERVISOR	S	23	Non-Ex	\$59,301	\$81,536
SOLID WASTE MANAGER	M	26	Ex	\$73,306	\$102,628
SOLID WASTE OPERATIONS SUPERVISOR	S	23	Ex	\$59,301	\$81,536
SOLID WASTE REPRESENTATIVE	A	15	Non-Ex	\$37,918	\$51,189
SPECIAL EVENTS COORDINATOR I	S	21	Non-Ex	\$51,771	\$68,869
SPECIAL EVENTS COORDINATOR II	S	24	Ex	\$63,419	\$87,869
SR ACCOUNTANT	S	25	Ex	\$67,891	\$95,035
SR ACCOUNTING SPECIALIST	A	18	Non-Ex	\$43,805	\$59,218
SR ADMINISTRATIVE ASST	C	17	Non-Ex	\$41,829	\$56,410
SR ASST CITY ATTORNEY	M	32	Ex	\$116,327	\$168,675
SR ASST CITY PROSECUTOR	M	30	Ex	\$99,732	\$139,623
SR BUDGET & RESEARCH ANALYST	C	25	Ex	\$67,891	\$95,035
SR BUILDING INSPECTOR	S	25	Non-Ex	\$67,891	\$95,035
SR BUSINESS SYSTEMS SUPPORT SPECIALIST	P	24	Ex	\$63,419	\$87,869

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Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
SR CHEMIST	P	24	Ex	\$63,419	\$87,869
SR CRISIS INTERVENTION SPECIALIST	P	22	Ex	\$55,390	\$75,358
SR ENGINEER	S	27	Ex	\$79,170	\$110,837
SR FINANCIAL ANALYST	S	26	Ex	\$73,306	\$102,628
SR FIRE MECHANIC - CDL	S	23	Non-Ex	\$59,301	\$81,536
SR FLEET TECHNICIAN - CDL	L	21	Non-Ex	\$51,771	\$68,869
SR HUMAN RESOURCES ANALYST	C	25	Ex	\$67,891	\$95,035
SR INDUSTRIAL WASTE INSPECTOR	L	21	Non-Ex	\$51,771	\$68,869
SR INSTRUMENTATION TECHNICIAN	A	23	Non-Ex	\$59,301	\$81,536
SR MANAGEMENT ANALYST	S	24	Ex	\$63,419	\$87,869
SR PAYROLL COORDINATOR	C	22	Non-Ex	\$55,390	\$75,358
SR PLANNER	P	25	Ex	\$67,891	\$95,035
SR PLANS EXAMINER	P	24	Ex	\$63,419	\$87,869
SR POLICE COMMUNICATIONS TECHNICIAN	A	21	Non-Ex	\$51,771	\$68,869
SR POLICE FLEET TECHNOLOGY TECHNICIAN	A	21	Non-Ex	\$51,771	\$68,869
SR PROCUREMENT OFFICER	P	24	Ex	\$63,419	\$87,869
SR PRODUCTION COORDINATOR	S	23	Ex	\$59,301	\$81,536
SR STREETS SPECIALIST - CDL	L	18	Non-Ex	\$43,805	\$59,218
SR TAX AUDITOR	P	23	Ex	\$59,301	\$81,536
SR UTILITIES MECHANIC	L	21	Non-Ex	\$51,771	\$68,869
SR UTILITIES MECHANIC - CDL	L	22	Non-Ex	\$55,390	\$75,358
SR UTILITIES PREDICTIVE MAINTENANCE TECH	L	22	Non-Ex	\$55,390	\$75,358
SR UTILITY BILLING REPRESENTATIVE	A	16	Non-Ex	\$39,811	\$53,768
STORM WATER PROGRAM SPECIALIST	A	21	Non-Ex	\$51,771	\$68,869
STORM WATER PROGRAMS COORDINATOR	S	24	Ex	\$63,419	\$87,869
STREET LIGHT TECHNICIAN II	L	20	Non-Ex	\$48,402	\$65,312
STREET MAINTENANCE SUPERVISOR - CDL	S	23	Non-Ex	\$59,301	\$81,536
STREET MAINTENANCE WORKER - CDL	L	14	Non-Ex	\$36,109	\$48,714
STREETS CREW LEADER - CDL	L	20	Non-Ex	\$48,402	\$65,312
STREETS PROGRAM MANAGER	P	26	Ex	\$73,306	\$102,628
STREETS PROJECT COORDINATOR	A	23	Non-Ex	\$59,301	\$81,536
STREETS PROJECT MANAGER	S	25	Ex	\$67,891	\$95,035
STREETS SPECIALIST - CDL	L	16	Non-Ex	\$39,811	\$53,768
STRUCTURAL ENGINEER	P	26	Ex	\$73,306	\$102,628
SUPPLY SUPERVISOR	S	24	Ex	\$63,419	\$87,869
SUPPLY WORKER	L	14	Non-Ex	\$36,109	\$48,714
TAX & LICENSE REPRESENTATIVE	A	16	Non-Ex	\$39,811	\$53,768
TAX & LICENSE SPECIALIST	A	20	Non-Ex	\$48,402	\$65,312
TAX AUDIT SUPERVISOR	S	26	Ex	\$73,306	\$102,628
TAX AUDITOR	P	22	Ex	\$55,390	\$75,358
TELECOMMUNICATIONS & PUB UTILITY SVC MGR	M	28	Ex	\$85,504	\$119,728
TOURISM PROGRAM MANAGER	P	26	Ex	\$73,306	\$102,628
TRAFFIC ENGINEERING ANALYST	P	23	Ex	\$59,301	\$81,536
TRAFFIC ENGINEERING SPECIALIST	A	22	Non-Ex	\$55,390	\$75,358
TRAFFIC OPERATIONS TECHNICIAN I	L	16	Non-Ex	\$39,811	\$53,768

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Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
TRAFFIC OPERATIONS TECHNICIAN II - CDL	L	18	Non-Ex	\$43,805	\$59,218
TRAFFIC SIGNAL & STREET LIGHT TECH I	L	18	Non-Ex	\$43,805	\$59,218
TRAFFIC SIGNAL TECHNICIAN II	L	21	Non-Ex	\$51,771	\$68,869
TRANSPORTATION MANAGER	M	30	Ex	\$99,732	\$139,623
TRANSPORTATION PLANNING COORDINATOR	P	24	Ex	\$63,419	\$87,869
TRANSPORTATION PLANNING SUPERVISOR	S	26	Ex	\$73,306	\$102,628
UTILITIES ELECTRICIAN	L	22	Non-Ex	\$55,390	\$75,358
UTILITIES ENGINEERING MANAGER	M	29	Ex	\$92,344	\$129,282
UTILITIES MAINTENANCE WORKER	L	16	Non-Ex	\$39,811	\$53,768
UTILITIES MECHANIC	L	19	Non-Ex	\$46,093	\$62,234
UTILITIES PREDICTIVE MAINTENANCE TECH	L	21	Non-Ex	\$51,771	\$68,869
UTILITY ANALYST	P	25	Ex	\$67,891	\$95,035
UTILITY BILLING REPRESENTATIVE	A	15	Non-Ex	\$37,918	\$51,189
UTILITY FIELD SUPERVISOR - CDL	S	23	Non-Ex	\$59,301	\$81,536
UTILITY LOCATION COORDINATOR	L	17	Non-Ex	\$41,829	\$56,410
UTILITY MAINTENANCE MANAGER	M	29	Ex	\$92,344	\$129,282
UTILITY MAINTENANCE SUPERVISOR	S	25	Ex	\$67,891	\$95,035
UTILITY METER ACCOUNT SPECIALIST	A	17	Non-Ex	\$41,829	\$56,410
UTILITY METER TECHNICIAN	L	15	Non-Ex	\$37,918	\$51,189
UTILITY OPERATIONS MANAGER	M	31	Ex	\$107,710	\$150,792
UTILITY OPERATOR TRAINEE	L	16	Non-Ex	\$39,811	\$53,768
UTILITY PROGRAM COORDINATOR	P	24	Ex	\$63,419	\$87,869
UTILITY REGULATORY AFFAIRS MANAGER	M	28	Ex	\$85,504	\$119,728
UTILITY RESOURCES MANAGER	M	30	Ex	\$99,732	\$139,623
UTILITY SERVICES MANAGER	M	26	Ex	\$73,306	\$102,628
UTILITY SYSTEMS TECHNICIAN I - CDL	L	16	Non-Ex	\$39,811	\$53,768
UTILITY SYSTEMS TECHNICIAN II - CDL	L	18	Non-Ex	\$43,805	\$59,218
UTILITY SYSTEMS TECHNICIAN III - CDL	L	19	Non-Ex	\$46,093	\$62,234
VICTIM ADVOCATE	C	21	Non-Ex	\$51,771	\$68,869
VICTIM SERVICES COORDINATOR	P	23	Ex	\$59,301	\$81,536
VICTIM SERVICES SPECIALIST	A	21	Non-Ex	\$51,771	\$68,869
VIDEO PRODUCTION COORDINATOR	S	25	Ex	\$67,891	\$95,035
VIDEO PRODUCTIONS SPECIALIST	A	23	Non-Ex	\$59,301	\$81,536
VISUAL ARTS ASSISTANT	A	15	Non-Ex	\$37,918	\$51,189
VISUAL ARTS COORDINATOR	P	24	Ex	\$63,419	\$87,869
WASTEWATER COLLECTIONS SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628
WASTEWATER FACILITIES MANAGER	M	27	Ex	\$79,170	\$110,837
WASTEWATER FACILITIES SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628
WASTEWATER OPERATIONS MANAGER	M	28	Ex	\$85,504	\$119,728
WASTEWATER TREATMENT PLANT OPERATOR I	L	19	Non-Ex	\$46,093	\$62,234
WASTEWATER TREATMENT PLANT OPERATOR II	L	21	Non-Ex	\$51,771	\$68,869
WASTEWATER TREATMENT PLANT OPERATOR III	S	22	Non-Ex	\$55,390	\$75,358
WATER AUDIT TECHNICIAN	A	17	Non-Ex	\$41,829	\$56,410
WATER CONSERVATION COORDINATOR	P	24	Ex	\$63,419	\$87,869
WATER CONSERVATION SPECIALIST	A	21	Non-Ex	\$51,771	\$68,869

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Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
WATER DISTRIBUTION SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628
WATER FACILITIES SUPERINTENDENT	S	26	Ex	\$73,306	\$102,628
WATER FACILITIES SUPERVISOR	S	25	Ex	\$67,891	\$95,035
WATER OPERATIONS COMPLIANCE SPECIALIST	P	23	Ex	\$59,301	\$81,536
WATER PLANT OPERATOR I	L	19	Non-Ex	\$46,093	\$62,234
WATER PLANT OPERATOR II	L	21	Non-Ex	\$51,771	\$68,869
WATER QUALITY ADVISOR	S	25	Ex	\$67,891	\$95,035
WATER QUALITY PROGRAM MANAGER	M	27	Ex	\$79,170	\$110,837
WATER QUALITY SUPERVISOR	S	23	Ex	\$59,301	\$81,536
WATER QUALITY TECHNICIAN	L	21	Non-Ex	\$51,771	\$68,869
WATER RESOURCE ADVISOR	M	28	Ex	\$85,504	\$119,728
WATER SYSTEMS MANAGER	M	27	Ex	\$79,170	\$110,837
WELLNESS COORDINATOR	C	24	Ex	\$63,419	\$87,869

Expenditure Categories

<u>Title and Summary Account No.</u>	<u>Description</u>
Personnel Services (5100)	Salaries and fringe benefits
Professional Services (5200)	Professional/contractual services (e.g., architectural, engineering, consulting, etc.), intergovernmental agreements, and sponsorships
Operating Supplies (5300)	Office, maintenance, janitorial supplies, etc.
Repairs and Maintenance (5400)	Related to buildings, vehicles, and equipment
Communication and Transportation (5500)	Telephone, postage, and travel
Insurance and Taxes (5600)	Fire and public liability insurance, miscellaneous taxes, and insurance
Rents and Utilities (5700)	Rental of office space, equipment, motor vehicles, and all utilities
Other Charges and Services (5800)	Subscriptions, memberships, education and training, and other miscellaneous charges
Contingencies/Reserves (5900)	Departmental contingencies/reserves to be used as needed
Land and Improvements (6100)	Land acquisition and improvements
Building and Improvements (6200)	Construction, acquisition, or other building additions or improvements
Machinery and Equipment (6300)	Vehicles, computers, other large machinery, and equipment
Office Furniture and Equipment (6400)	Desks, copiers, etc.
Street Improvements (6500)	Asphaltic pavement, sidewalks, landscaping, traffic signals, and other street improvements
Park Improvements (6600)	Park site improvements and recreational equipment
Water System Improvements (6700)	Meters and fittings, new and replacement mains, and other water system improvements
Wastewater System Improvements (6800)	New and replacement mains, lift stations, and other wastewater system improvements
Airport Improvements (6900)	Taxiway, control tower, hangars, etc.
Capital Replacement (8400)	Amount budgeted in each cost center to make annual payments for capital items purchased out of Capital Replacement Funds for equipment, technology items, and vehicles

Glossary of Terms

Chandler's annual budget is structured to be understandable and meaningful to both the general public and organizational users. This glossary is provided to assist those who are unfamiliar with terms used in this book.

Account – Financial reporting unit for budget, management, or accounting purposes.

Accrual Basis – The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.

Acre-Foot – Defined by the volume of one acre of surface area to a depth of one foot. One acre-foot of water equals approximately 325,853.4 U.S. gallons.

Actuals – Refers to the actual expenditures paid and revenues received by the City.

Adjusted – Represents the budget at a point in time that takes into account changes made to the adopted budget. Reflects appropriation transfers made through a budget transfer request form.

Adopted – Adopted, as used in fund summaries, department, and division summaries within the budget document, represents the budget as approved by formal action of the Council, which sets the spending limits for the fiscal year.

Allocation – A component of an appropriation that is earmarked for expenditure by specific organization units and/or for special purposes, activities, or objects.

Amortization – Recognition of expense of a debt by regular intervals over a specific period of time.

Appropriation – A legal authorization granted by Council which permits the City to make expenditures of resources and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation – A value that is established for real and personal property for use as a basis for levying property taxes. The County Assessor and the State establish property values.

Asset – Valuable resources that an entity owns or controls, representing probable future economic benefits that arise as a result of past transactions or events.

Available Fund Balance – Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balanced Budget – Each fund in the budget must be in balance; total anticipated revenues plus beginning undesignated fund balance (all resources) must equal total expenditure appropriations for the upcoming fiscal year.

Base Adjustment Factor (BAF) – An annual adjustment that may be given to base budgets for population growth and inflation. If projected revenues are not sufficient to cover growth and inflation factors, a deflator may be administered.

Base Budget – The ongoing expense for operating services and the replacement of supplies and equipment required to maintain service levels.

Bond – A written instrument to pay a specified sum of money (the face value or principal amount) on a specified date (the maturity date) at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance.

General Obligation (GO) Bonds – Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the City. Limitations for bonding capacity are set by state statute. The City may issue general obligation bonds up to 20% of its secondary assessed valuation for water, wastewater,

artificial lighting, parks, open space, public safety and emergency services, streets, transportation, and recreational facility improvements. The City may issue general obligation bonds up to 6% of its secondary assessed valuation for any other general-purpose improvement.

Excise Tax Revenue Obligations (ETRO) – This debt, payable from pledged revenue, does not affect the property tax rate and is not subject to a statutory limitation on the amount of debt that may be issued. The City may issue additional ETROs only if the total amount of excise taxes in the immediately preceding fiscal year is equal to at least three times the maximum annual debt service. Unlike other City debt issuances, ETROs do not require voter authorization. Pledged revenue may be derived from all unrestricted excise, transaction, franchise, privilege, and business taxes, state-shared sales and income taxes, and license and permit fees.

Highway User Revenue Bonds – This type of revenue bond is used solely for street and highway improvements and requires voter approval. State law imposes the maximum limitation of highway user revenue that shall be used for debt servicing of revenue bonds. The amount shall not exceed 50% of the total from highway user revenue for the previous twelve-month period.

Municipal Property Corporation Bonds – This source of funding was previously used to build current municipal facilities. Pledged against these bonds are the excise taxes of our community, which includes City sales tax, franchise fee revenue, state shared sales tax, revenue sharing, and vehicle license taxes.

Revenue Bonds – Revenue Bonds are bonds payable from a specific source of revenue, do not pledge the full faith and credit of the issuer, and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project, grants, excise, or other specified non-property tax. These bonds require voter approval.

Bond Refinancing – The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.

Budget – A financial plan proposed for raising and spending money for specified programs, functions, activities, or objectives during a fiscal year. A detailed annual operating plan expressed in terms of estimated revenues and expenses, stated in financial terms, for conducting programs and related services. This official public document reflects decisions, assesses service needs, establishes the allocation of resources, and is the monetary plan for achieving goals and objectives.

Budget Calendar – The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.

Budget Message – The opening section of the budget, which provides the Council and the public with a general summary of the most important aspects of the budget and changes from the current and previous fiscal years with recommendations regarding the financial policy for the coming fiscal year.

Budget Transfer Request – A request submitted to the Budget Division to transfer appropriation from one account, cost center, or fund to another.

Capital Expenditure Budget – The capital budget is comprised of three categories: Major capital projects, which add to the City's infrastructure, are usually financed on a long term basis and have budgets exceeding \$50,000; Operating capital purchases with items that cost more than \$5,000 and have a useful life of more than one year; and Equipment, Computer, and Vehicle Replacement Funds.

Capital Carryforward – Appropriations for capital projects that have not yet been expended or encumbered at the close of the fiscal year and are reappropriated in the subsequent fiscal year.

Capital Improvement Program (CIP) – The CIP is a comprehensive plan of capital investment projects which identifies priorities as to need, method of financing, project costs, and revenues that will result during a ten-year period. The first year of the program represents the capital budget for the ensuing fiscal year and must be formally adopted during the budget process.

Schedules and Terms

Capital Replacement Funds – Funds that allow purchases of operating capital items on a long-term basis through budgeted annual payments and transfers during the fiscal year. Capital Replacement Funds exist for Equipment, Technology, and Vehicles.

Carryforward – Appropriation for amounts that have not yet been expended or encumbered at the close of the fiscal year and are reappropriated in the subsequent fiscal year.

Centerline Miles – The actual length of roadway in one direction of travel.

Certificates of Participation – Funding mechanism, similar to bonds, utilized for the purchase of capital items.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. City Council must approve all non-departmental contingency transfers.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include maintenance agreements and professional consulting services.

Cost Center – A unit within a City department that has specifically allocated appropriation.

Debt Service – The long-term payment of principal and interest on borrowed funds such as bonds.

Decision Package – A tool used to determine existing service levels and what a department will need to improve or maintain existing service levels based upon the resources available. In the PowerPlan Budget Module, these are electronic requests which can include additional on-going personnel with associated operating expenses and/or one-time equipment needs that cost centers are unable to absorb within their base budget or carryforward funds.

Department – A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – The allocation of the cost of a tangible, long-term asset over its useful life.

Division – A group of homogeneous cost centers within a department.

Division Goal – The underlying reason(s) for a department/division to exist and/or to provide service(s).

Encroachment Permits – Inspection and administration fees collected at the time of permit issuance. Under the Encroachment Permit system, permits are divided into separate classes based upon the type of work performed: Minor Encroachment, Sidewalk Furniture, Landscape Maintenance, Telecommunications and Telecommunications Related Facilities, Fiber Optic, Cable/Internet, Utilities, and Other Offsite Work.

Encumbrance – The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Encumbrance Carryforward – Appropriations for encumbered amounts made in one fiscal year that are reappropriated in a subsequent fiscal year.

Enterprise Fund – Governmental accounting fund in which the services provided are financed and operated similarly to those of a private business, where the costs of providing goods or services is financed through user fees.

Executive Committee – Committee made up of the City Manager, Assistant City Managers, and Department Directors.

Expenditure – Actual outlay of funds for obtaining assets or goods and services, regardless of when the expense is actually paid.

Schedules and Terms

Expenditure Limitation – An amendment to the Arizona State Constitution limiting annual expenditures for all municipalities. The Arizona Economic Estimates Commission sets the limit based on population growth and inflation. Municipalities can elect the Home Rule option, where voters approve an alternate four-year expenditure limit based on revenues received. Chandler citizens approved Home Rule on August 28, 2018, for the next four consecutive years.

Fiduciary Fund Types – Funds used to report assets held in a trustee or agency capacity such as Trust, Pension Trust, and Agency funds.

Fiscal Year (FY) – The time period designated by the City signifying the beginning and end of the financial reporting period. The City's fiscal year is July 1 to June 30.

Fixed Asset – Resources owned, held, or used for more than one fiscal year by the City having monetary value in excess of \$5,000. Examples are land, buildings, machinery, and furniture.

Full-time Equivalent (FTE) – Full-time position typically based on 2,080 hours per year, or a full value of one full-time position.

Fund – An accounting entity that has a set of self-balancing accounts and records all financial transactions for specific activities or government functions.

Funds Available – The amount of appropriated funds that are neither spent nor encumbered and are available for use.

Fund Balance – Represents the net difference between total financial resources and total appropriated uses. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance) when actual revenues exceeded budgeted revenues and/or actual expenditures are less than budgeted expenditures. The term "Fund Deficit" is used when the accumulated balance is a negative amount.

General Fund – The primary operating fund of a governmental unit, which is used to account for all assets and liabilities except those assigned for other purposes in a specialized fund. Most of the usual day-to-day activities of municipalities are supported by the General Fund.

Generally Accepted Accounting Principles (GAAP) – The uniform minimum standards and guidelines for financial accounting and reporting, which govern the form and content of the basic financial statements of an entity. These principles encompass the conventions, rules, and procedures that define the accepted accounting practices at a particular time. They include broad guidelines of general application, detailed practices, and procedures, and provide a standard by which to measure financial presentations.

Governmental Fund Types – General, Special Revenue, Debt Service, Capital Project, and Expendable Trust funds.

Grant – A contribution by the state or federal government or other organization to support a particular function (e.g., transportation, housing, or public safety).

Impact Fee – Refer to System Development Fee.

Improvement District – Formed when a group of property owners desire property improvements. Bonds are issued to finance these improvements that are repaid by assessments on affected property owners.

Indirect Cost Allocation – Funding transferred from Enterprise Funds to the General Fund for central administrative services which benefit those funds.

Interfund Charges – Transfers from operating funds to internal service funds, such as Self Insurance and Capital Replacement Funds.

Interfund Loans – Loans from operating and/or bond funds to system development fee funds to complete projects that will be repaid to the operating and/or bond funds in future years.

Schedules and Terms

Interfund Transfers – Movement of funds from one fund to another.

Journal Entry – An entry into a financial system that transfers actual amounts from one account, cost center, or fund to another.

Liability – An obligation of the entity to convey something of value in the future. They are probable future sacrifices of economic benefit that arise as a result of past transactions or events.

Limited Property Value – In Arizona, this is used to compute primary taxes for the maintenance and operation of school districts, cities, community college districts, counties, and the State, and secondary taxes which are used for debt service. The Limited Property Value is calculated according to a statutory formula mandated by the Arizona State Legislature.

Major Fund – A major fund, as noted in the Comprehensive Annual Financial Report, is a fund whose revenues, expenditures/expenses, assets, or liabilities (not including extraordinary items) are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental and enterprise funds. If considered important to financial statement users, government officials could report any other fund as a major fund.

Modified Accrual Basis – Under the modified accrual basis of accounting recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Modified Expenditure Control Budgeting (MECB) – A system of budgeting which uses a "base" budget (the previous fiscal year) on a lump sum, bottom line basis, less personnel costs, to determine the ensuing fiscal year's appropriation. For any funds not expended in a given year, management can decide how much, if any, to carryforward to the next year.

Modified Zero-Based Budget – A modified zero-based budget looks at existing service levels and new programs. Current operations might be reduced in favor of adopting a new program or expanding an existing program. Zero-based budgeting allows policy makers to achieve more cost-effective delivery of public services.

Nephelometric Turbidity Unit (NTU) – A measure of water clarity. Lower values represent clearer water.

Objective – A broad, yet measurable statement of the actual service(s) which a City program is trying to accomplish.

Ongoing Budget – Revenues received and/or expenditures made on a continuing basis for performance of a program or service.

One-Time Budget – Revenues received and/or expenditures made for performance of a program or service considered to be non-recurring in nature.

One-Time Expenditure Override – Any city or town may exceed its state-imposed expenditure limitation by a one-time override. This override is effective for one year only, and has no effect on the city's expenditure limitation base or any subsequent fiscal year expenditure limitation.

Operating Budget – This budget, associated with providing ongoing services to citizens, includes general expenditures such as personnel services, professional services, maintenance costs, and supplies.

Operating Expenditures – The cost for personnel, materials, and equipment needed for a department to function.

Operating Revenue – Funds received as income to pay for ongoing operations, including such items as taxes, user fees, interest earnings, and grant revenues. These funds are used to pay for day-to-day services.

Schedules and Terms

Parks – There are three basic types of parks in the City:

Neighborhood Parks – Neighborhood parks are the backbone of the City's overall park system. The City's goal is to provide, where possible, at least one ten-acre neighborhood park per neighborhood section of 640 acres. Amenities may include playgrounds, basketball courts, volleyball courts, shade armadas, area lighting, sidewalks, and landscaping to provide citizens with recreational opportunities.

Community Parks – Community Parks serve several neighborhoods located approximately within 1-2 miles of the park. Community Parks provide more specialized and elaborate facilities than neighborhood parks, such as lighted sports fields, group picnic pavilions, restrooms, play areas, and fishing/boating.

Regional Parks – Regional parks accommodate comprehensive recreational facility needs for the community. Amenities can include items such as a tennis complex, amphitheater, festival showgrounds, botanical gardens, and historical areas.

Pay-As-You-Go Financing – A term used to describe a financial policy by which the capital program is financed from current revenues rather than through borrowing.

Performance Measurements – Measurable means of evaluating the effectiveness of a cost center in accomplishing its defined objectives.

Personnel Services – The classification of all salaries, wages, and fringe benefits expenditures. Fringe benefits include items such as Federal Insurance Contributions Act (FICA), retirement, short-term disability insurance, medical insurance, dental insurance, life insurance, workers' compensation insurance, clothing allowances, and vehicle allowances.

Property Tax Levy – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance. In Arizona, the property tax system is divided into primary and secondary rates.

Primary Property Tax – A limited tax levy used for general government operations based on the Limited Assessed Valuation and Primary tax rate. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases.

Property Tax Rate – The amount of tax stated in terms of a unit of the tax base expressed as dollar per \$100 of equalized assessed valuation.

Secondary Property Tax – A limited tax levy restricted to payment of general bonded debt obligations and for voter approved budget overrides. These taxes are based on the Limited Property Valuation and Secondary Tax rate.

Reserve – A portion of a fund that is restricted for a specific purpose and can be available for appropriation.

Revenue – Receipts from items such as taxes, intergovernmental sources, user fees, or resources from voter-authorized bonds, system development fees, and grants.

Self Insurance Fund – Funds established to account for the cost of property and public liability claims, workers' compensation claims, or medical claims incurred by the City.

Special Revenue Fund – A fund used to account for the proceeds of revenue resources that are legally restricted to expenditures for specified purposes. Public Housing Authority, Highway User Revenue, Local Transportation Assistance, and grant funds are usually administered through special revenue funds.

State Shared Revenue – The state distributes a portion of its collected income and sales tax revenues to cities and towns based on population.

Schedules and Terms

System Development Fee (SDF) – Also referred to as Impact Fees, SDFs are charged to new development (or higher density redevelopment) to pay for the construction or expansion of capital improvements that are necessitated by and benefit the new development.

User Charges – Fees for direct receipt of a public service by the party who benefits from the service.

Variance – A comparison on the expenditure category level between the prior year's adopted budget and the current year's adopted budget as a percent change.

Acronyms

The acronyms listed here are not all used in the budget document, but are provided as a resource for those reviewing various documents and reports regarding City operations.

ACA	Affordable Healthcare Act
ACE	Association of Chandler Employees
ACIC	Arizona Crime Information Center
ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
ADOR	Arizona Department of Revenue
AF	Acre Feet
AFIS	Automated Fingerprint Identification System
AHA	American Heart Association
ALCP	Arterial Life Cycle Program
ALF	Arizona Lottery Fund
APP	Aquifer Protection Permit
APRA	Arizona Parks and Recreation Association
APS	Arizona Public Service
APWA	American Public Works Association
AR	Annual Report
ARPA	American Rescue Plan Act
ARS	Arizona Revised Statutes
ASAP	Automated Secure Alarm Protocol
ASR	Aquifer Storage and Recovery
ASRS	Arizona State Retirement System
AZCARES	Arizona Coronavirus Aid, Relief, and Economic Security
AZ POST	Arizona Peace Officer Standards and Training
BAF	Base Adjustment Factor
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAP	Central Arizona Project
CAPA	Communications and Public Affairs Department
CCA	Chandler Center for the Arts
CCF	Chandler Cultural Foundation
CCYSA	Chandler Coalition on Youth Substance Abuse
CD	Certificates of Deposit
CDARS	Certificates of Deposit Account Registry Service
CDBG	Community Development Block Grant
CDL	Commercial Driver Licenses
CDU	Continuing Disclosure Undertaking
CERT	Community Emergency Response Team
CIKR	Critical Infrastructure and Key Resources
CIP	Capital Improvement Program
CLASA	Chandler Lieutenants and Sergeants Association
CLEA	Chandler Law Enforcement Association
CMAQ	Congestion, Mitigation, and Air Quality (Grants)
COP	Community Oriented Policing

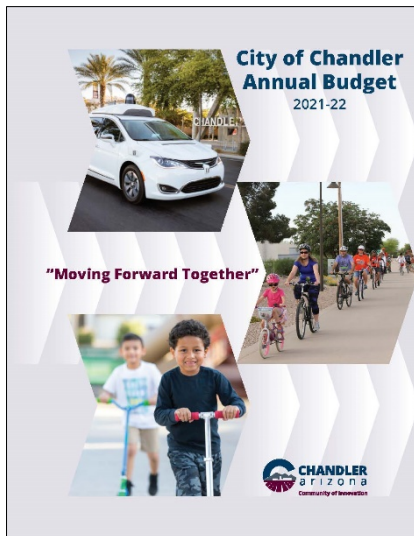
COS	Cost of Service
CPI	Consumer Price Index
CPL	Chandler Public Library
CPTED	Crime Prevention Through Environmental Design
CRP	Community Recreation Program
CUSD	Chandler Unified School District
CY	Calendar Year
DAR	Dial-a-Ride
DARE	Drug Abuse Resistance Education
DCCP	Downtown Chandler Community Partnership
DCFA	Desert Cancer Foundation of Arizona
DHS	Department of Homeland Security
DUI	Driving Under the Influence
DVP	Delivery Versus Payment
EDMS	Electronic Data Management System
EDR	Electronic Plan Submission and Review Program
EEC	Environmental Education Center
EMMA	Electronic Municipal Market Access
EMS	Emergency Medical Services
EMS	Event Management System
EMSD	Enhanced Municipal Services District
EOC	Emergency Operations Center
EODCRS	Elected Officials Defined Contribution Retirement System
EORP	Elected Officials Retirement Plan
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Records
ERAD	Electronic Recovery and Access to Data
ESRI	Environmental Systems Research Institute
ETRO	Excise Tax Revenue Obligations
EVP	East Valley Partnership
FAC	Family Advocacy Center
FAC	Fleet Advisory Committee
FAIR	Financial, Administration and Intergovernmental Relations
FINRA	Financial Industry Regulatory Authority
FLSA	Fair Labor Standards Act
FNMA	Federal National Mortgage Association
FSS	Family Self-Sufficiency
FSS	Forensic Services Section
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
G.A.I.N.	Getting Arizona Involved in Neighborhoods
GASB	Governmental Accounting Standards Board
GC-MS	Gas Chromatograph Mass Spectrometer
GED	General Education Diploma
G.E.T.	Graffiti Elimination Team's
GFOA	Government Finance Officers Association
GIS	Geographic Information System

GMA	Groundwater Management Act
GO	General Obligation
GOB	General Obligation Bond
GPEC	Greater Phoenix Economic Council
GRIC	Gila River Indian Community
GSE	Government-Sponsored Enterprise
HB	House Bill
HCV	Housing Choice Voucher
HDMI	High Definition Multimedia Interface
HHW	Household Hazardous Waste
HOA	Homeowners Association
HOME	HOME Investment Partnerships Program
HRMS	Human Resource Management System
HUD	Department of Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
IAFF	International Association of Fire Fighters
IACP	International Association of Chiefs of Police
ICAN	Improving Chandler Area Neighborhoods
ICMA-RC	International City Management Association Retirement Corporation
IGA	Intergovernmental Agreement
IIP	Infrastructure Improvement Plan
IMR	Infrastructure Maintenance Reserve
IRS	Internal Revenue Service
ISO	Insurance Services Office
IT	Information Technology
LAU	Land Use Assumption
LED	Light-Emitting Diode
LERN	Learning Resources Network
LGIP	Local Government Investment Pool
L.I.F.E	Learning in Firesafe Environments
LPV	Limited Property Valuation
LRE	Law-Related Education
LTAF	Local Transportation Assistance Fund
LVT	Luxury Vinyl Tile
MAG	Maricopa Association of Governments
MECB	Modified Expenditure Control Budgeting
MG	Million Gallons
MGD	Million Gallons per Day
MOR	Maintenance, Operation, and Repair
MOU	Memos of Understanding
MPC	Municipal Property Corporation
MCT	Mobile Computer Terminal
NAGDCA	National Association of Government Defined Contribution Administrators
NCIC	National Crime Information Center
NFPA	National Fire Protection Association
NRSRO	Nationally Recognized Statistical Ratings Organization
NTU	Nephelometric Turbidity Unit

O&M	Operations and Maintenance
OBRF	Ocotillo Brine Reduction Facility
OPEB	Other Post Employment Benefits
OSHA	Occupational Safety & Health Administration
PAR	Personnel Action Request
PBB	Priority Based Budgeting
PC	Personal Computer
PEPPI	Portal for Electronic Payment Processing Integrations
PD	Police Department
PHA	Public Housing Authority
PM	Particle Matter
PPE	Personal Protective Equipment
PSAP	Public Safety Answering Point
PSPRS	Public Safety Personnel Retirement System
PTF	Public Transit Funds
QA	Quality Assurance
RBO	Relationship by Objectives
RICO	Racketeer Influenced Corrupt Organizations
RMS	Records Management System
ROW	Right of Way
RFP	Request for Proposal
RPTA	Regional Public Transit Authority
RSWCC	Recycling-Solid Waste Collection Center
SAS	Statement on Auditing Standards
SAU	Special Assignments Unit
SB	Senate Bill
SCBA	Self-Contained Breathing Apparatus
SDF	System Development Fee
SEC	Securities and Exchange Commission
SEIU	Service Employees International Union
SERT	School Emergency Response Team
SHARP	SharePoint Administration Resource for Projects
SLA's	Service Level Agreements
SOV	Single-Occupancy Vehicle
SQL	Structure Query Language
SRO	School Resource Officer
SRP	Salt River Project
SSAE	Statement on Standards for Attestation Engagements
SSD	Support Services Division
STEAM	Science, Technology, Engineering, Art, and Math
S.T.O.P.	Shoplifting Theft Offender Program
sUAS	Small Unmanned Aircraft System
SWAT	Special Weapons and Tactics
TIPW	Transportation Infrastructure & Public Works
TLO	Terrorism Liaison Officer
TPT	Transaction Privilege Tax
TRC	Tumbleweed Recreation Center
TRMSS	Tire Rubber Modified Surface Seal

TSPE	Texas Society of Professional Engineers
TSP	Tourism Strategic Plan
TVA	Threat Vulnerability Assessment
USTA	United States Tennis Association
VALR	Voter Approved Local Revenue
VDO	Vice, Drugs, and Organized Crime
VHF	Very High Frequency
VITA	Volunteer Income Tax Assistance
VOIP	Voice Over Internet Protocol
WCF	Workers' Compensation Funds
WO	Work Orders
WTP	Water Treatment Plant
WW	Wastewater
YMCA	Young Men's Christian Association

Acknowledgements



The FY 2021-22 Budget document and accompanying 2022-2031 CIP represents the successful collaboration of efforts throughout the Budget planning year between the City's team members across all departments.

We appreciate the dedicated efforts of the Mayor and Council to remain committed to sound financial practices while addressing the desires, needs, and concerns of the entire City. The ability to address community needs in the budget process is no doubt attributed to Council's dedicated participation in neighborhood meetings, commission meetings, and numerous other public events which provide citizens with opportunities for input and feedback on City programs, services, and other topics impacting the City's budget.

We also appreciate the guidance and support from our former City Manager, newly appointed City Manager, Assistant City Manager, and Executive Leadership Team who provided additional analysis and timely decision making throughout the budget process. It is no easy effort on top of all their other responsibilities and reflects how much they care about the success of the City of Chandler.

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Respectfully,

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