

City of Chandler Annual Budget

2020-21



"The Future's in Sight"

2024
2023
2022
2021

The theme of this year's budget is "The Future's In Sight." As we issue the Fiscal Year (FY) 2020-21 budget, our lives have changed due to COVID-19 health and economic impacts. Chandler businesses and residents have made significant sacrifices for the safety of their families, friends, co-workers, and community.

This budget looks different than we anticipated when we started working on it last fall. We've reduced the operating budget, deferred planned spending, and built in flexibility for proposed projects until we have a clearer view of the economic impacts of COVID-19 and the ripple effect on the City's operations and revenue.

The FY 2020-21 budget upholds quality services to our community at some of the lowest rates in the Valley, as well as preserves our infrastructure through a continued emphasis on maintenance.

Decades of smart 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, strong reserves, prudent spending, and sound financial management policies are in place to help effectively navigate these times.

"The Future's in Sight"





City Council

Back row from left

Councilmember Matt Orlando, Councilmember Mark Stewart,
Councilmember Jeremy McClymonds, Councilmember Sam Huang

Front row from left

Councilmember Terry Roe, Mayor Kevin Hartke, Vice Mayor René Lopez

City Manager

Marsha Reed

Assistant City Manager

Debra Stapleton

Joshua H. Wright

Management Services Director

Dawn Lang

Budget Staff

Matt Dunbar, Budget Manager

Julie Buelt, Senior Financial Analyst

Janet Northrup, Senior Budget and Research Analyst

Helen Parker, Senior Budget and Research Analyst

Cat Dixon, Budget and Research Analyst

Libby Stressman, Budget Management Assistant



Chandler residents and businesses were significantly affected by the COVID-19 pandemic, having a ripple effect on the City's operations and revenue. Due to this unparalleled situation, the FY 2020-21 Budget looks very different than we anticipated.

Years of adherence to strong financial policies, maintaining healthy reserves, and a clear vision for the future of our community has left Chandler well-equipped to respond to the financial impacts of COVID-19. Chandler continues to be celebrated for its structurally balanced approach by being named as one of the few communities across the United States that holds an AAA General Obligation bond rating with all three bond rating agencies. Despite reductions in our budget, through and after these challenging times Chandler remains committed to providing high quality, cost effective services to our citizens.

The total proposed budget is \$931 million, representing a 0.55 percent increase from last fiscal year. The budget includes contingency appropriation for the \$29.9 million in AZ CARES dollars and reflects a slight reduction in the property tax rate. The budget was recommended to come in lower than the prior year by about \$26 million or 2.8% before the announced State grant.

We are focused on maintaining existing service levels, maintaining strong reserves, and paying down the Public Safety Personnel Retirement System liability. This budget allows for flexibility. I believe the economy will return, and we have given ourselves the ability to adapt depending on the duration of financial impacts and the duration of this pandemic. We have built in insertion points to make changes as needed, and will cautiously monitor revenue, expenditures, and projects to continue to serve our citizens.

I am proud of the way Council and staff came together to thoughtfully review, prioritize, and reduce expenditures to help mitigate the financial impacts of the pandemic, and thank them for remaining dedicated to creating a plan that supports the overall stability and growth for our community.

Thank you to our residents and businesses for participating in the various opportunities to provide feedback on the budget. Your input ensures we are providing the necessary services and amenities needed to maintain Chandler's high standard of quality of life.

Chandler has a tradition of strong leadership driving fiscal responsibility and sound decision making. What our economy is experiencing is different than any other prior financial recession, and I remain committed to working with Council and staff to lead the community out of this pandemic. The Future's in Sight, and we are well positioned to meet the challenges that FY 2020-21 may bring.

Sincerely,



Kevin Hartke
Mayor

“The Future’s in Sight”





Table of Contents

	<u>Page</u>
<u>Reader's Guide</u>	14
<u>Frequently Asked Questions Regarding the Chandler Budget</u>	15
<u>1. Executive Summary</u>	
Fiscal Year 2020-21 City Manager Budget Message	18
General Fund 5-Year Ongoing Operating Forecast.....	21
General Fund Balance 5-Year One-Time Forecast	23
Utility Enterprise Funds 5-Year Forecasts	24
Capital Improvement Program Summary.....	25
Secondary Assessed Value History and Limited Property Value Projections	26
<u>2. Community and Organizational Profile</u>	
City of Chandler Mission, Brand, Vision, Focus Areas, and Values	29
Fiscal Year 2019-20 Government Finance Officers Association Award	30
Governance	31
Biographies of City Officials.....	32
List of City Officials, Department Heads, and Directors.....	40
Organizational Chart	41
City of Chandler and Neighboring Communities Map	42
City Map	43
City of Chandler Logo	44
Demographics, Economics, and Service Statistics	44
<u>3. Budget Policies, Process, and Decisions</u>	
Strategic Goals, Organizational Priorities, and Priority Based Budgeting.....	60
Focus Areas.....	61
Financial Policies	62
Calendar Highlights of the Budget and CIP Process	82
Fiscal Year 2020-21 Budget Process Flowchart	83
Fiscal Year 2020-21 Budget Process Detail	84
Major Budget/Financial Issues	86
Budget Recommendations	92
Fiscal Year 2020-21 Summary of Budgetary Additions – General Fund.....	93
Fiscal Year 2020-21 Summary of Budgetary Additions – Other Funds.....	96
Fiscal Year 2020-21 Budgetary Additions Detail – General Fund	97
Fiscal Year 2020-21 Budgetary Additions Detail – Other Funds	103
Decision Packages Not Funded in Fiscal Year 2020-21	105
<u>4. Financial and Personnel Overviews</u>	
Adopted Budget Summaries	109
Where the Money Comes From	110
Where the Money Goes.....	111
Where the Money Goes – by Function	112
Departmental Comparison Summary.....	113
Cost Center Comparison.....	114
Fund Definitions and Structure	117
Fund Structure Summary.....	120
General Fund Revenue Summaries	121

Table of Contents

	<u>Page</u>
General Fund Expenditure Summaries.....	122
General Fund Expenditure – by Function	123
Special Revenue Funds Revenues and Expenditures	124
Enterprise Operational Funds Revenues and Expenses	125
Major Fund Summaries.....	126
Summary of Revenues, Expenditures, and Changes in Fund Balance	131
Fund Balance Analysis.....	133
Personnel Summary by Department and Cost Center.....	135
Personnel Distribution by Department.....	138
Fiscal Year 2020-21 Positions Additions – All Funds	139
Personnel Costs by Fund	139
Employee per Population Charts	140

5. Resources

Resources Summary.....	142
Categorical Comparisons	142
Appropriated Fund Balances	143
Bond Sales.....	144
Grants	145
Summary of Revenues.....	146
Significant Revenues.....	147
Local Taxes and Licenses.....	147
Transaction Privilege (Sales) and Use Tax.....	148
Other Licenses.....	150
State/County Shared Revenues	151
State Shared Sales Tax	151
Vehicle License Tax	152
Highway User Tax	153
Regional Transportation (Sales) Tax	154
Urban Revenue Sharing	155
Lottery Entitlement.....	156
Charges for Services.....	157
Engineering Fees.....	157
Building Division Fees.....	158
Planning Fees	159
Public Safety Miscellaneous.....	160
Library Revenues	161
Parks and Recreation Fees.....	162
Miscellaneous Receipts.....	163
Other Receipts.....	163
Interest on Investments	164
Leases.....	165
Court Fines.....	166
Enterprise Revenues	167
Water Sales	167
Wastewater Service	168
Reclaimed Water Fees	169

Table of Contents**Page**

Solid Waste Service.....	170
Other Utility Charges.....	171
System Development Fees.....	172
Water System Development Fees.....	172
Wastewater System Development Fees.....	173
General Government Impact Fees.....	174
Interfund Charges.....	175
Interfund Charges.....	175
Interfund Transfers.....	176
Property Tax Summary.....	177

6. General Government

General Government Organizational Chart.....	181
General Government Overview.....	182
Mayor and Council (1020).....	184
Communications and Public Affairs Overview.....	186
Communications and Public Affairs (1070).....	188
Video Production (1071).....	190
Print, Mail, and Graphics (1210).....	193
City Clerk (1030).....	195
City Magistrate (1050).....	199
Law Overview.....	203
Law (1300).....	205
Liability Litigation (1310).....	208
Liability Litigation Claims (1311).....	210
City Manager (1040).....	211
Airport (4100).....	213
Airport Capital (4110).....	217
Buildings and Facilities (3200).....	219
Buildings and Facilities Capital (3210).....	222
Economic Development Overview.....	223
Economic Development (1520).....	225
Economic Development Capital (1550).....	228
Tourism (1580).....	229
Innovations (1590).....	231
Fleet Services (1270).....	233
Fleet Motor Pool (1271).....	236
Human Resources (1250).....	237
Workers' Compensation Liabilities (1251).....	242
Transportation Policy (3340).....	243

7. Community Services

Community Services Department Organizational Chart.....	248
Community Services Overview.....	249
Community Services Administration (4300).....	251
Library (4310).....	253
Aquatics (4520).....	256

Table of Contents

	<u>Page</u>
Park Development and Operations (4530)	259
Recreation (4550)	262
Sports and Fitness Facilities (4551)	265
Nature and Recreation Facilities (4555)	269
Parks Capital (4580)	270
<u>8. Cultural Development</u>	
Cultural Development Department Organizational Chart	273
Cultural Development Overview	274
Cultural Development Administration (1090)	276
Center for the Arts (1100)	278
Downtown Redevelopment (1540)	281
Cultural Development Capital (4320)	283
Special Events (4559)	284
Museum (4560)	286
<u>9. Development Services</u>	
Development Services Organizational Chart	290
Development Services Overview	291
Development Services Administration (1500)	293
Planning (1510)	296
Building Safety (1530)	300
Transportation Engineering (1535)	303
Engineering (3020)	305
<u>10. Information Technology</u>	
Information Technology Department Organizational Chart	309
Information Technology Overview	310
Information Technology Service Delivery Management & Administration (1199)	312
Information Technology Applications Support (1200)	315
Information Technology Infrastructure & Client Support (1280)	317
Information Technology Oversight Committee (ITOC) Capital (1285)	320
Information Technology Oversight Committee (ITOC) Operating (1286)	321
Information Technology Citywide Infrastructure Support Capital (1287)	323
<u>11. Management Services</u>	
Management Services Department Organizational Chart	326
Management Services Overview	327
Management Services Administration (1180)	330
Budget (1195)	333
Purchasing (1220)	336
Central Supply (1225)	338
Accounting (1230)	341
Tax and License (1240)	344
Utility Services (1245)	346
Environmental Management (1265)	348
Environmental Management Liabilities (1266)	351

Table of Contents

	<u>Page</u>
Non-Departmental (1290).....	352
Non-Departmental Contingencies/Reserves (1290)	356
Non-Departmental Capital (1291).....	357
Equipment Replacement (402).....	358
Technology Replacement (403).....	359
Vehicle Replacement (404).....	360
<u>12. Neighborhood Resources</u>	
Neighborhood Resources Department Organizational Chart.....	363
Neighborhood Resources Overview.....	364
Neighborhood Resources Administration (1060)	366
Neighborhood Preservation (1061)	368
Community Resources (1062)	371
Housing and Redevelopment (4650)	374
Community Development (4700).....	377
<u>13. Public Safety - Fire Department</u>	
Fire Department Organizational Chart.....	382
Fire Overview.....	383
Fire Administration (2210)	385
Health and Medical Services (2220).....	388
Fire Operations (2230).....	392
Prevention and Preparedness (2240).....	395
Fire Capital (2250)	399
Fire Support Services (2260).....	400
<u>14. Public Safety - Police Department</u>	
Police Department Organizational Chart.....	403
Police Overview	404
Police Administration (2010).....	406
Professional Standards (2015)	408
Property and Evidence (2020)	410
Forensic Services (2021).....	412
Field Operations (2030).....	414
Criminal Investigations (2040).....	417
Planning and Research (2050).....	420
Communications (2060)	422
Police Technology (2065)	424
Records (2070).....	426
Detention Services (2071)	428
Operational Support (2080).....	430
Police Capital (2100)	434
<u>15. Public Works & Utilities</u>	
Public Works & Utilities Department Organizational Chart.....	436
Public Works & Utilities Overview	437
Public Works Administration (3010)	440

Table of Contents**Page**

Capital Projects (3025).....	442
Street (3300)	446
Streets Capital (3310)	450
Traffic Engineering (3300).....	451
Street Sweeping (3350).....	455
Utilities Administration (3050).....	457
Solid Waste Services (3700)	459
Solid Waste Capital (3710)	461
Recycling Solid Waste Collection Center (3720)	462
Water Distribution (3800).....	464
Water Capital (3820)	466
Water Treatment Plant (3830).....	467
Environmental Resources (3840)	470
Water Quality (3850).....	474
Water Systems Maintenance (3860)	476
Santan Vista Water Treatment Plant (3870).....	479
Meter Services (3880)	481
Wastewater Collection (3900).....	483
Wastewater Capital (3910).....	485
Ocotillo Brine Reduction Facility (3930).....	486
Lone Butte Wastewater Treatment (3940).....	488
Wastewater Quality (3950).....	490
Airport Water Reclamation Facility (3960).....	492
Ocotillo Water Reclamation Facility (3970)	495

16. Capital Budget

Capital Budget	499
2021-2030 Capital Program	499
Fiscal Year 2020-21 Capital Budget.....	501
Major Capital Program Revenues	502
Major Capital Program by Function and Cost Center	503
Impact of Capital Improvement Program on FY 2020-21 Operating Budget	504
Capital Improvement Project Summaries for FY 2020-21	505
Capital Program Detail for Fiscal Year 2020-21	519
General Government/Non-Departmental Capital.....	519
Buildings and Facilities Capital (3210).....	519
Economic Development Capital (1550).....	519
Airport.....	520
Parks & Recreation Capital (4580)	520
Cultural Development Capital (4320).....	520
Cultural Development/Non-Departmental Capital	521
Information Technology Oversight Committee (ITOC) Capital (1285).....	521
Information Technology Capital (1287)	522
Fire Department Capital (2250)	522
Police Department Capital (2100).....	522
Public Works & Utilities – Streets Capital (3310).....	523
Public Works & Utilities – Solid Waste Capital (3710).....	524

Table of Contents

	<u>Page</u>
Public Works & Utilities – Wastewater Capital (3910)	524
Public Works & Utilities – Water Capital (3820).....	524
Capital Replacement Budget by Department.....	525
<u>17. Bonded Debt</u>	
Bonded Debt Obligations.....	528
Voter Authorization Summary.....	529
Debt Service Funds	530
Debt Service (7500).....	531
General Obligation Bond Capacity Available	532
Summary of Outstanding Bonds by Type	533
Schedule of Total Outstanding Debt	534
Annual Bond Obligation for All Existing Bonds and Obligations.....	535
Combined General Obligation Bonds – 6% Capacity Portion Outstanding	536
Combined General Obligation Bonds – 20% Capacity Portion Outstanding	537
Combined General Obligation Bonds – Enterprise (20%) Supported.....	538
Combined General Obligation Bonds – Ad Valorem Supported	539
Excise Tax Revenue Obligations.....	540
Improvement District Bonds	541
<u>18. Schedules and Terms</u>	
Schedules and Terms	543
Resolution No. 5371 Adopting FY 2020-21 Budget.....	544
Budget Schedules (Auditor General Summaries).....	548
Schedule 1 – Total Expenditures and Budget by Fund.....	559
Schedule 2 – FY 2020-21 Summary of Department Budget by Fund.....	561
City of Chandler Salary Plan Effective 7/1/20	563
Expenditure Categories.....	574
Glossary of Terms	575
Acronyms.....	582
Acknowledgements	587

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 Fiscal Year (FY) 2020-21 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 2019-20 Budget and the FY 2020-21 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 2020-21 Budget, the state-required Auditor General Summary Schedules, Financial Schedules by Fund, the Salary Plan Effective July 1, 2020, 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 41
What is the population of the City?	Community and Organizational Profile	p 45
Who are the largest private sector employers in Chandler?	Community and Organizational Profile	p 49
What is the budget development process?	Budget Policies, Process, and Decisions	pp 82-85
What are the major issues in the budget?	Budget Policies, Process, and Decisions	pp 86-87
What are the City's major expenditures?	Financial and Personnel Overviews	pp 111-116
How many staff does the City employ?	Financial and Personnel Overviews	pp 135-137
What are the City's major revenue sources?	Resources	pp 142-178
What portion of the annual budget is allocated to Capital Improvements?	Financial and Personnel Overviews	pp 111-112
	Capital Budget	pp 500-501
What Major Capital Programs are scheduled for FY 2020-21?	Capital Budget	pp 505-524



1-Executive Summary

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



“The Future’s in Sight”

Chandler’s FY 2020-21 budget accounts for COVID-19 economic impacts, while maintaining City services and key improvements. It provides the means to adapt should economic improvements be seen, or if additional funding or grants are made available.

Fiscal Year 2020-21 City Manager Budget Message

To the City of Chandler Mayor and Council, and Citizens of Chandler:



I am pleased to present to you the Fiscal Year (FY) 2020-21 Adopted Budget and 2021-2030 Capital Improvement Program (CIP) for the City of Chandler. This budget is the result of Department Directors and their team's review and prioritization of services provided and capital projects based on Council's Strategic Policy Goals, guidance from the Council Budget Kickoff in December 2019, and subsequent budget workshops. It looks very different than we anticipated as we started the process, as the impacts of the COVID-19 pandemic were not foreseen in the initial financial projections. With considerable thought and measured changes, this budget contains a variety of reductions to revenues and expenditures to help mitigate the financial impacts of the pandemic.

Citizen engagement was important throughout the budget process, and started with our 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 our Budget Live virtual community meeting held on February 27, 2020. 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 \$931 million for FY 2020-21, which represents a 0.46 percent increase from the FY 2019-20 budget. It includes an additional \$29.9 million of contingency appropriation, to allow for spending of the AZCARES Grant funding to be received from the State of Arizona. Prior to the announcement of this additional grant funding, and the subsequent addition of appropriation, the budget showed a reduction of 2.8 percent or almost \$26 million. Even with this addition of appropriation, the total operating budget is decreasing 3.9 percent, while the total capital budget is increasing by 2.9 percent. Total General Fund, which includes budgeted operating, capital, debt service, and contingency and reserves, represents 42.6 percent or \$397 million of the City's total budget. This represents a 0.6 percent decrease over the prior year, primarily due to the increase in contingency to appropriate for the AZCARES grant funding, offset by a reduction in capital carryforward and funding committed towards the pay-down of the City's Public Safety Personnel Retirement System (PSPRS) unfunded liability. Additional expenditure reduction measures have also been taken including adjustments to General employee merits and markets, changing the anticipated vacancy savings rate by managing and holding positions, removing and reducing decision packages, and removing the Council Budget Amendment Reserve. Additional details on the components of the total and General Fund budgets are shown in the Financial and Personnel Overview section.

Chandler - "The Future's in Sight"

This year's budget motto, "*The Future's in Sight*" reflects our past and current leader's vision for our community, making it the Community of Innovation and the City of choice for our residents and businesses. Council's Strategic Policy Goals continue to build on this vision, maintaining fiscal sustainability and providing great value to our citizens through forward thinking and conservative planning. The results include AAA bond ratings, strong economic development, quality public safety, and well-built infrastructure. The FY 2020-21 Adopted Budget was prepared following this vision, and continues to reflect the exceptional services provided to the citizens of Chandler even through challenging times.

Challenging Times

Formulating the fiscal plan for each year comes with numerous challenges and opportunities and this year proved to offer a substantial element of uncertainty during the closing portion of the budget preparation time frame. All initial indicators showed that the economy would continue growing at a steady pace with strong consumer confidence, and a planned downturn beginning FY 2022-23. However, the economy is now facing a considerable downturn caused by the COVID-19 pandemic. Maintaining service levels and quality infrastructure in the most cost effective way remains vital, especially in an environment of so much uncertainty. The FY 2019-20 estimated year end and FY 2020-21 Adopted Budget includes COVID-19 impacts reducing revenue \$10.5 million and \$20 million respectively, and spending reductions of the same. In addition to the FY 2020-21 three (3) month revenue and expenditure reductions, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls, and six (6) and nine (9) month projections have been developed.

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. This includes

PSPRS rates and its unfunded liability, minimum wage increases, 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.

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 2020-21 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 60-61 of the Budget Policies, Process, and Decisions section.

Operating Budget

When setting Chandler's long-term operating forecast, managing costs for services is imperative after years of steady operating revenue growth and now facing the economic downturn being seen throughout the country. Our General Fund 5-Year Ongoing Forecast (pages 21-20) reflects a cautious approach, with *ongoing* operating expenditures supported by *ongoing* revenues, creating a structurally balanced budget. Following are Operating Highlights included in the FY 2020-21 Adopted Budget:

- ✓ Slightly reduces the City Property Tax rate: \$1.1201 per \$100 of assessed value decreased from \$1.1281, minimizing the impact of the 7.7% increase in Limited Assessed Values of which 4.5% is new property (page 26).
- ✓ No increase to the City Transaction Privilege Tax rates, and Water, Wastewater, Reclaimed Water, and Solid Waste rates, continuing Chandler's low rates compared to other Valley cities (page 24).
- ✓ Maintains service levels: Department decision packages add ongoing (\$1 million) and one-time (\$4.1 million) funding, for a total of \$5.1 million to General Fund (net revenue offsets and reallocations), and \$2.3 million to Other Funds as shown on pages 93-104 of the Budget Policies, Process, and Decisions section.
 - Adds 2.0 positions overall in the General Fund, Police Department; One Police Commander position being moved from one-time reserve funded for five (5) years to ongoing, and one Police School Resource Officer (SRO) to support a middle school for Chandler Unified School District (CUSD) (off-set by CUSD funding).
 - Used existing budget of \$789,439, reallocated to help fund new operation and maintenance needs as shown on page 91 of the Budget Policies, Process, and Decisions section.
- ✓ Adds funding for employee compensation: association commitments and merits for General employees based on performance.
- ✓ Plans towards debt reduction by allocating an additional \$15 million in one-time funding to PSPRS towards the goal of funding future retirement commitments of sworn City personnel and reducing the annual employer contribution sooner. This one-time payment will be held until COVID-19 revenue impacts are known.
- ✓ Maintains reserves: continues the one-time 15% appropriated General Fund Contingency (\$34.8 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 62-81), 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. As noted previously, the total capital budget for FY 2020-21 is increasing by 2.9 percent (\$9.9 million) for new projects compared to the prior year. The amount of the adopted 2021-2030 CIP is \$1.16 billion, which is \$227 million (24 percent) more than the prior 10-year plan (page 25). 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 Gilbert and Alma School Roads, Regional Park Development funding, Veteran's Memorial Park Phase II, and the first phase of Lantana Ranch Park to name a few.

A variety of funding sources support the adopted capital plan, with the anticipated sale of new bonds making up 52% of the 10-year total, therefore, debt management is a critical part of a strong capital plan. This 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 or 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, we have taken measures to ensure that 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, adding efficiencies, providing essential public services, and maintaining infrastructure to make it 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 staff, and all of the employees of the City who have been innovative and contributed to this abnormally difficult budget process. A very special thanks to Management Services Director, Dawn Lang, and the Budget staff who spent long hours providing analysis and compiling this detailed budget document.

Respectfully,



Marsha Reed
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 2019 for revenues and expenditures and preliminary projections for FY 2019-20 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 2019-20 revenues and expenditures, and COVID-19 revenue impacts were estimated. This has resulted in an initial and revised year-end projection that forms the basis for the FY 2020-21 Adopted Budget and forecast.

The ongoing forecast was updated to reflect estimated COVID-19 revenue impacts through September 2020, incorporating economic downturns now and again by FY 2022-23. The expenditure assumptions anticipate increases in retirement, health care, workers' compensation, and other 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	FY20-21 Ongoing Change	FY21-22 Ongoing Change	FY22-23 Ongoing Change	FY23-24 Ongoing Change	FY24-25 Ongoing Change
Local Sales Tax	+1.3%	+3.0%	+2.0%	+1.2%	+2.0%
Primary Property Tax	+4.4%	+3.0%	+2.5%	+2.0%	+2.0%
State Shared Sales Tax	-0.1%	+2.0%	+1.0%	+1.0%	+2.0%
Urban Revenue Sharing	+2.5%	+2.5%	+0.0%	+0.0%	+1.0%
Vehicle License Tax	+0.9%	+2.0%	+1.0%	+1.0%	+2.0%

EXPENDITURE ASSUMPTIONS	FY20-21 Ongoing Change	FY21-22 Ongoing Change	FY22-23 Ongoing Change	FY23-24 Ongoing Change	FY24-25 Ongoing Change
Vacancy Savings Rate	2.5%	1.5%	1.5%	1.5%	1.5%
Employee Compensation	See note*	0%	0%	0%	0%
Health Care Premium Costs	+0% As of 1/1/21	+3% As of 1/1/22	+6% As of 1/1/23	+6% As of 1/1/24	+6% As of 1/1/25
AZ State Retirement System Costs	+0.4%	+2.8%	+2.8%	+2.8%	+2.8%
Public Safety Retirement System (PSPRS) Costs	+7.7%	+0.0%	+0.0%	+0.0%	+0.0%
Operating Position / O&M Adds	\$641,738	\$0	\$0	\$0	\$1,200,000
Capital Project O&M Adds	\$559,589	\$781,261	\$913,689	\$91,710	\$682,913
Increased Contribution to Fleet Fund	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000
Increased Contribution to Risk Fund	\$0	\$250,000	\$250,000	\$250,000	\$0

* Includes 5% merit and estimated potential market increases for the Police Officers, Police Sergeants, and Firefighters based on current Memorandums of Understandings, as well as estimated General employee merits. All merits are based on performance.

General Fund 5-Year Ongoing Operating Forecast

This forecast reflects annual revenue estimates based on FY 2019-20 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 2020-21 Adopted (Ongoing & One-Time)	% Change Over FY 2019-20 Revised	FY 2020-21 Ongoing Amount	Ongoing % of Budget	% Change in Ongoing	FY 2021-22 Ongoing Amount	% 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
Revenues and Other Sources													
Local Taxes and Licenses													
Franchise Fees	3,375,000	-5.3%	3,375,000	100.0%	2.3%	3,402,500	0.8%	3,430,600	0.8%	3,459,400	0.8%	3,488,800	0.8%
Transaction/Privilege Tax	123,570,752	-8.8%	112,295,213	90.9%	1.3%	115,627,300	3.0%	117,925,700	2.0%	119,333,100	1.2%	121,700,500	2.0%
Other Licenses	846,000	-6.3%	750,000	88.7%	-15.3%	750,000	0.0%	750,000	0.0%	750,000	0.0%	750,000	0.0%
State Shared Revenues													
State Shared Sales Tax	23,410,000	0.0%	22,525,000	96.2%	-0.1%	22,975,500	2.0%	23,210,000	1.0%	23,450,000	1.0%	23,920,000	2.0%
Vehicle License Tax	10,360,000	1.1%	9,590,000	92.6%	0.9%	9,781,800	2.0%	9,880,000	1.0%	9,980,000	1.0%	10,180,000	2.0%
Urban Revenue Sharing	37,000,000	11.3%	30,660,000	82.9%	2.5%	31,426,500	2.5%	31,430,000	0.0%	31,430,000	0.0%	31,750,000	1.0%
Charges for Services													
Engineering Fees	1,436,200	-0.2%	1,017,000	70.8%	-2.0%	1,037,400	2.0%	1,060,700	2.2%	1,088,100	2.6%	1,115,900	2.6%
Building Division Fees	7,220,000	-10.0%	4,226,300	58.5%	0.7%	4,310,200	2.0%	4,395,800	2.0%	4,483,100	2.0%	4,572,300	2.0%
Planning Fees	310,500	-4.6%	225,500	72.6%	-10.5%	227,700	1.0%	229,900	1.0%	232,100	1.0%	234,300	0.9%
Public Safety Miscellaneous	5,113,006	9.4%	4,574,106	89.5%	5.8%	4,618,900	1.0%	4,660,800	0.9%	4,707,500	1.0%	4,755,100	1.0%
Library Revenues	340,998	-12.5%	339,998	99.7%	-8.7%	346,900	2.0%	354,000	2.0%	361,200	2.0%	368,500	2.0%
Parks & Recreation Fees	3,339,000	-7.7%	3,087,300	92.5%	-17.4%	3,143,800	1.8%	3,201,800	1.8%	3,260,900	1.8%	3,321,100	1.8%
Miscellaneous Receipts													
Sale of Fixed Assets	125,000	-3.8%	38,000	30.4%	2.7%	38,800	2.1%	39,600	2.1%	40,400	2.0%	41,300	2.2%
Other Receipts	1,386,600	7.7%	891,200	64.3%	-13.1%	901,200	1.1%	911,600	1.2%	922,200	1.2%	932,900	1.2%
Leases	129,000	0.0%	100,000	77.5%	-28.6%	102,000	2.0%	104,100	2.1%	106,200	2.0%	108,400	2.1%
Court Fines	3,472,910	2.9%	3,251,973	93.6%	-0.2%	3,315,800	2.0%	3,381,400	2.0%	3,447,900	2.0%	3,516,100	2.0%
Interest on Investments	2,629,000	-20.3%	1,850,000	70.4%	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	8,161,829	4.3%	8,111,829	99.4%	4.4%	8,355,200	7.5%	8,570,000	2.6%	8,750,000	2.1%	8,930,000	2.1%
Indirect Cost Allocation & Transfers In													
Indirect Cost Allocation & Transfers In	9,073,586	-6.0%	7,548,586	83.2%	0.5%	7,549,000	0.0%	7,549,000	0.0%	7,553,300	0.1%	7,553,300	0.0%
Total Revenues	241,299,381	-3.9%	214,457,005	89%	0.9%	219,797,500	2.5%	223,009,800	1.5%	225,318,700	1.0%	229,241,100	1.7%
Expenditures & Other Uses													
Ongoing Personnel Services	169,137,101		169,137,101		1.6%	171,644,300	1.5%	173,290,300	1.0%	174,835,300	0.9%	176,040,300	0.7%
Less Vacancy Savings (2.5%, then 1.5%)	(4,228,000)		(4,228,000)		69.3%	(2,575,000)	-39.1%	(2,599,000)	0.9%	(2,623,000)	0.9%	(2,641,000)	0.7%
Ongoing Base Budget	49,397,904		49,397,904		1.9%	49,398,000	0.0%	49,398,000	0.0%	49,398,000	0.0%	50,598,000	2.4%
Increased Contribution to Fleet Fund	150,000		150,000			250,000		350,000	40.0%	450,000	28.6%	550,000	22.2%
Increased Contribution to Risk Fund	-		-			250,000		500,000	100.0%	750,000	50.0%	750,000	0.0%
CIP Operations & Maintenance	-		-			781,300		1,695,000	116.9%	1,786,700	5.4%	2,469,600	38.2%
One-Time Operating Expenditures	26,842,376		-			-		-		-		-	
Total Expenditures	241,299,381	-3.9%	214,457,005	0.9%	219,748,600	2.5%	222,634,300	1.3%	224,597,000	0.9%	227,766,900	1.4%	
Cumulative Ongoing Surplus/(Deficit)	0		0			48,900		375,500		721,700		1,474,200	

COVID-19 Revenue Impacts Estimated and Incorporated through September 2020

Chandler has traditionally been very conservative, delineating between one-time and ongoing revenues, maintaining healthy reserves, and adhering to strong financial policies. The last quarter of FY 2019-20 (reduced \$10.5 million) and first quarter of FY 2020-21 Adopted Budget has been updated with revised three (3) month revenue impacts (reduced \$20 million), and a six (6) and nine (9) month projection is developed. Many planned new positions and new O&M has been removed, and general employee merits and markets adjusted. Additionally, measures such as no travel, holding vacant positions, strategically prioritizing capital projects, and deferring fleet replacements are in place to minimize the impacts to revenues.

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 89 percent of total estimated revenues for FY 2020-21. The 11 percent portion of one-time revenues is mainly increases in Local Sales Tax collections and State Shared Revenues as a result of continued development projects and overall growth in the Arizona economy. These revenues are not expected to continue year over year as history has shown, therefore are considered one-time and not available to support ongoing operations.

Budget Stabilization Reserve

The FY 2020-21 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 like the COVID-19 pandemic, cause operating revenues to decrease more than anticipated.

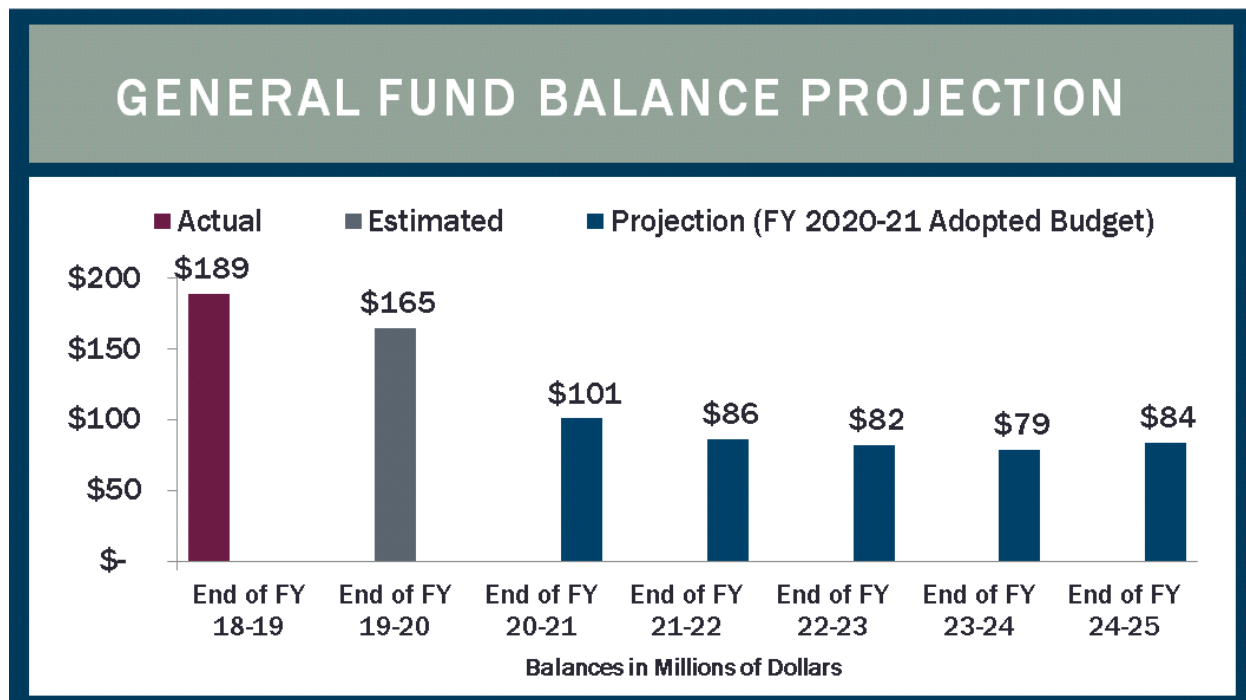
General Fund Balance 5-Year One-Time Forecast

The graph below shows the actual General Fund balance at the end of FY 2018-19 (\$189 million), estimated ending fund balance for the current year FY 2019-20 (\$165 million), and projected General Fund balance from FY 2020-21 to FY 2024-25. The decline from FY 2019-20 to FY 2020-21 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 2020-21 capital and operating highlights include:

- Capital funding for various streets, parks and downtown capital maintenance projects (\$7.6 million).
- Capital funding for facility improvements (\$3.3 million), technology upgrades (\$2.1 million), and Police equipment (\$1.8 million).
- Operating funding (\$20.5 million) for PSPRS, applied towards the unfunded liability to support future retirement commitments of sworn City personnel.
- Operating funding (\$4.2 million) for one-time department decision packages, which includes \$500,000 for street maintenance, \$765,082 for park maintenance, \$1.3 million for public safety purposes, and \$959,777 for the upcoming election, communications, and economic development.

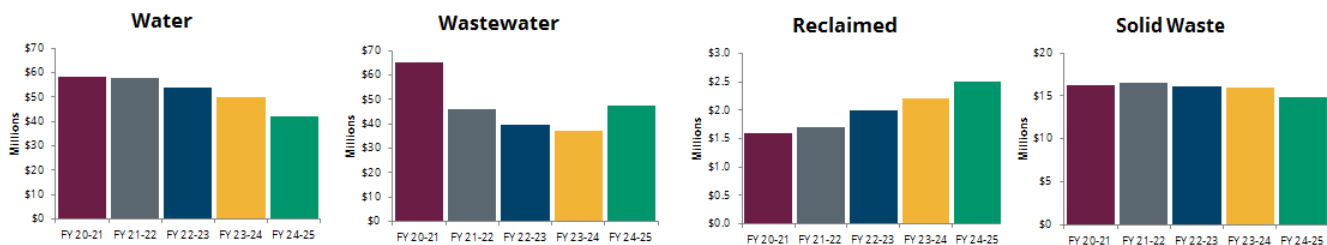
By the end of FY 2024-25, the fund balance is projected to be \$84 million, which is allocated to various reserves. The City's Reserve Policy, adopted in January 2016, sets a minimum fund balance to be maintained of at least four months of budgeted General Fund operating revenues, which equates to \$77 million for FY 2020-21. The projected fund balance stays above the minimum. General Funded items may be held until the revenue impacts of COVID-19 are known.



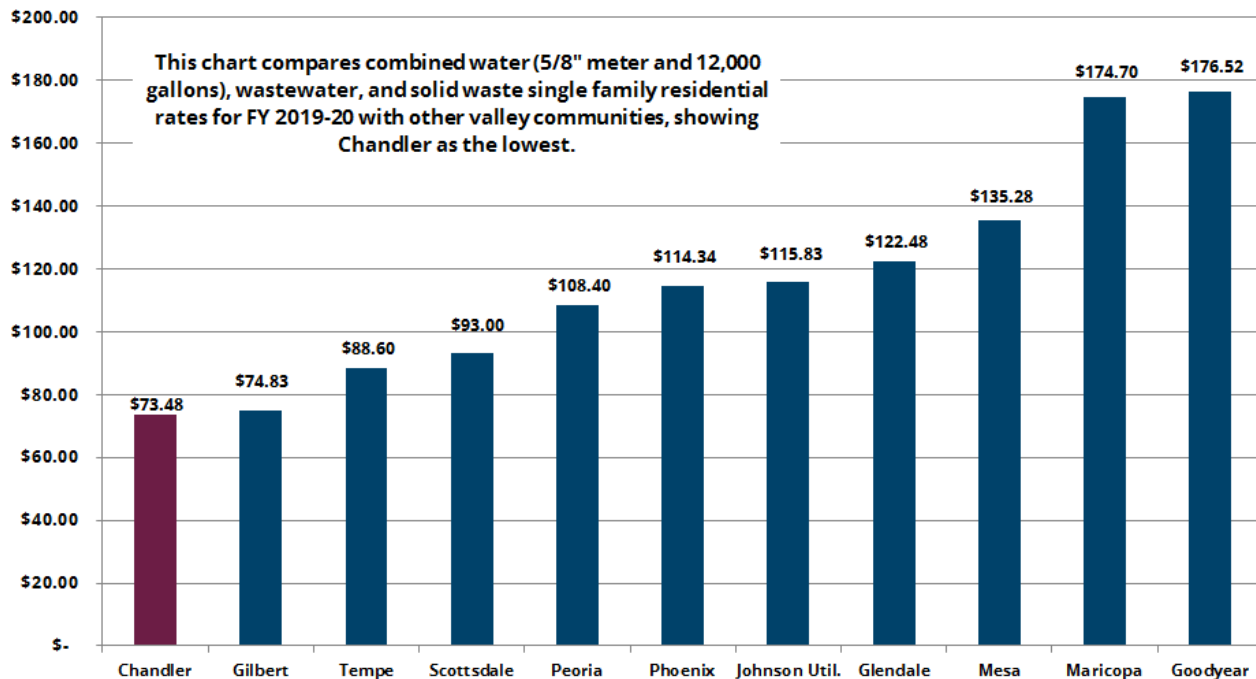
Utility Enterprise Funds 5-Year Forecasts

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. Recent COVID-19 impacts are anticipated due to business closures and potential increased non-payments.

Utility rate cost of service consultant studies are performed at a minimum of 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 is planned in 2020 for all Utility Enterprise Funds. The charts below show the estimated fund balance by Fiscal Year for the Utility Enterprise funds.



Water Rate Plan	Wastewater Rate Plan	Reclaimed Water Rate Plan	Solid Waste Rate Plan
FY 2020-21 0%	FY 2020-21 0%	FY 2020-21 0%	FY 2020-21 0%
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%
<ul style="list-style-type: none"> Maintains 20% Operating Reserve Focus on maintaining aging infrastructure: facilities, wells, water mains, and filters -\$2M COVID-19 impacts 	<ul style="list-style-type: none"> Maintains 20% Operating Reserve Focus on maintaining aging infrastructure: facilities, wastewater mains -\$3M COVID-19 impacts 	<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



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 book dedicated to the CIP. The CIP Sources and Uses table show adopted amounts for 2019-2028, 2020-2029, and 2021-2030.

The 10-year CIP reflects a \$227 million increase (24%) from 2020-2029 to 2021-2030 with a higher 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 Funds (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, airport runway extension, numerous technology enhancements, and as mentioned previously, an increased investment in maintaining aging infrastructure in all areas especially water and wastewater systems and facilities.

Changes in departmental program totals reflect new and updated projects as well as organizational changes. The information presented below still indicates the creation of the new Cultural Development Department by shifting Downtown Redevelopment from General Government and the Center for the Arts and Museum from Community Services, as well as the elimination of the Administrative Services Department, resulting in Information Technology becoming a Department in FY 2019-20. The overall change is a 24 percent increase in the 10-year CIP compared to the previous year.

CIP Sources and Uses of Funds (10 Year Totals)

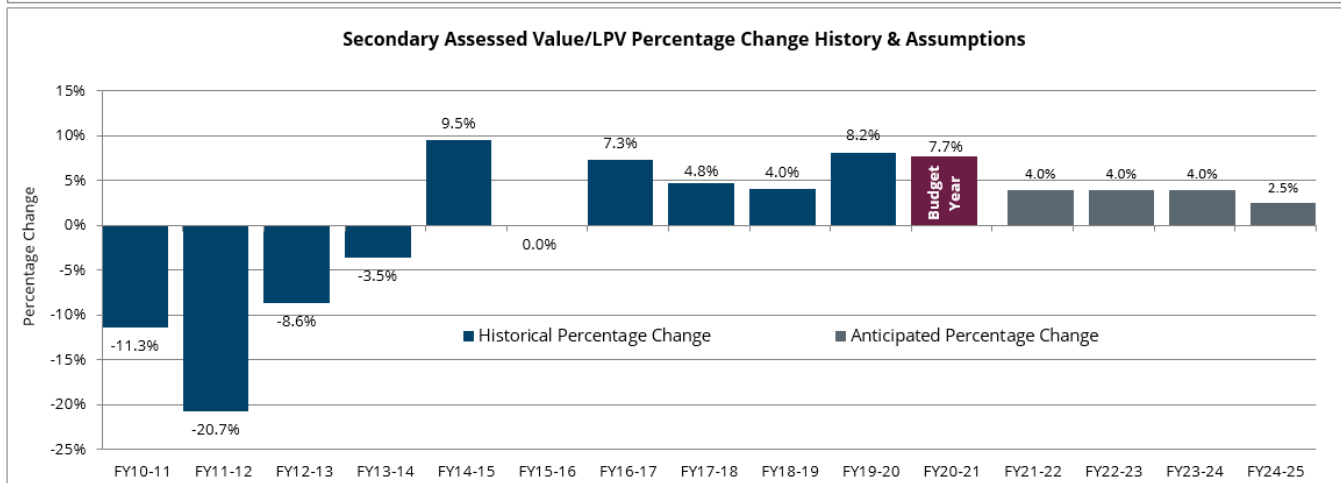
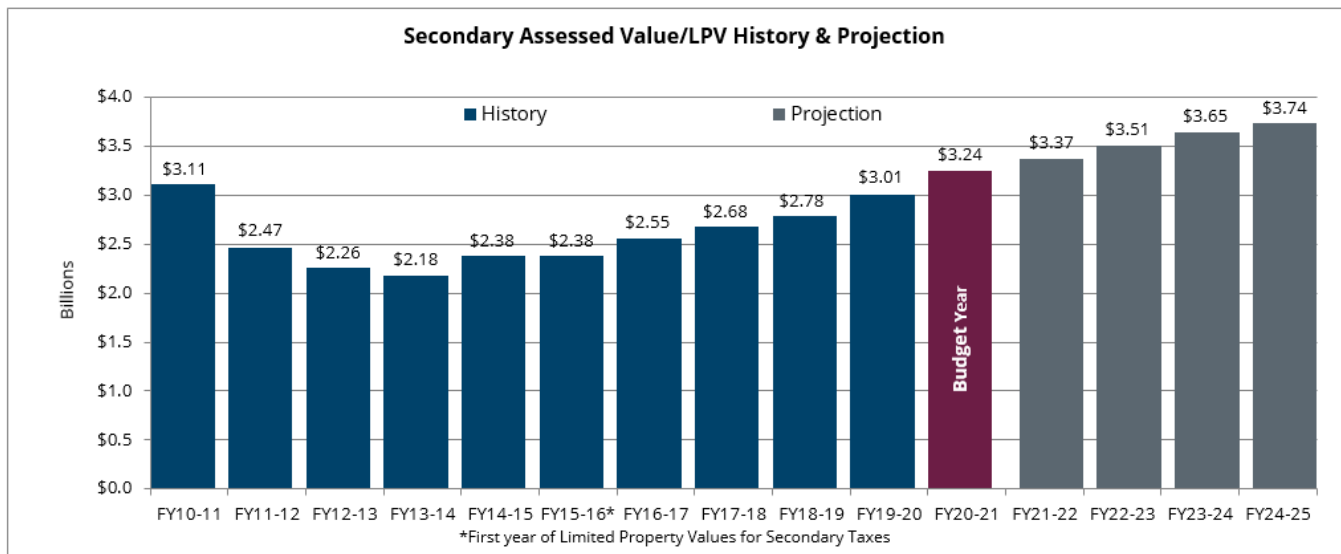
Funding Sources	2019-2028 Adopted CIP	2020-2029 Adopted CIP	2021-2030 Adopted CIP	% Change from 2020-2029
Current Revenues	\$ 208,793,115	\$ 364,169,675	\$ 387,331,987	6%
Grants	58,128,549	74,620,880	104,652,762	40%
Impact Fees/System				
Development Fees	54,896,936	57,721,323	69,683,114	21%
Bonds Paid by Secondary Levy	150,195,443	189,233,757	221,122,383	17%
Bonds Paid by Enterprise Funds	450,732,701	251,309,428	381,436,132	52%
Total Funding Sources	\$ 922,746,744	\$ 937,055,062	\$ 1,164,226,378	24%

Department/Uses	2019-2028 Adopted CIP	2020-2029 Adopted CIP	2021-2030 Adopted CIP	% Change from 2020-2029
General Government	\$ 35,792,405	\$ 18,390,000	\$ 23,866,000	30%
Administrative Services	22,718,010	N/A	N/A	N/A
Information Technology	N/A	10,330,151	10,926,311	6%
Community Services	67,543,328	84,192,620	78,799,188	-6%
Cultural Development	N/A	20,547,000	18,749,815	-9%
Police	16,773,000	3,653,000	29,890,000	718%
Fire	16,158,000	15,644,665	24,936,000	59%
Public Works & Utilities:				
Streets/Traffic	252,049,800	284,110,716	351,498,566	24%
Water	162,333,933	219,853,142	316,717,500	44%
Wastewater	325,404,768	247,649,768	268,787,998	9%
Solid Waste	2,500,000	2,500,000	2,416,000	-3%
Airport	21,473,500	30,184,000	37,639,000	25%
Total Uses	\$ 922,746,744	\$ 937,055,062	\$ 1,164,226,378	24%

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 that assessed values began their fall during the great recession in FY 2010-11 and then decreased three 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 \$3.24 billion (+7.7%), due to new property (+4.5%) and appreciation (+3.2%). The projected LPV's from FY 2021-22 to FY 2024-25 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 levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population changes. The FY 2020-21 primary property tax rate is reduced from the FY 2019-20 rate of \$0.2581 per \$100 of LPV to \$0.2501 per \$100 of LPV. This will generate a levy totaling \$8,111,829 (+4.4% from the prior year) based on the LPVs in FY 2020-21.

Secondary Property Tax revenues are restricted for General Bonded Debt Obligations (GOs) and voter approved budget overrides. The FY 2020-21 secondary property tax rate is unchanged from the FY 2019-20 rate of \$0.87 per \$100 of LPV. This will generate a levy totaling \$28,217,900 (+7.7%) based on the LPV's for FY 2020-21.



2-Community and Organizational Profile

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



“The Future’s in Sight”

Chandler’s commitment to innovation, smart planning, and wise investments enables our community to receive quality services at some of the lowest tax and utility rates in the Valley.

Community and Organization Profile

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 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.

- Infill and Redevelopment
- 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, 2019

Christopher P. Morill

Executive Director

For the 32nd 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, 2019.

In order 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

March 10, 2020 Special Election	
Registered Voters	157,048
Votes Cast	37,324
Percent Voting	23.77%

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

Community and Organization Profile**René Lopez, Vice Mayor**

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



Sam Huang, Councilmember

Current Term: January 2017 – January 2021

Councilmember Sam Huang was born and raised in Taiwan. He and his family have lived in Chandler since 2007. Sam began his first term on City Council in January 2017.

After obtaining a bachelor degree from Tamkang University, he served in the military for two years and became a reporter. Later he received a teaching certificate from the National Taiwan Normal University and became a school teacher. He also was active in local politics and entrepreneurship.

He and his wife came to Kansas City for graduate studies in 1993. Later they moved to Western New York. Sam continued his doctoral studies while supporting his wife's educational aspirations in dentistry and raising their children. They moved to the Chicago area in 2005 and became United States citizens there in 2006.

Sam is passionate about education and earned his Ph.D. in the field of Comparative Education at the State University of New York at Buffalo. He has experience teaching in Chinese schools and the Buffalo Public Schools. While in Chicago, he led a local group and applied for a charter school.

Since moving to Arizona, Sam developed an interest in real estate on a part-time basis, and later served as the principal at Career Success High School in Mesa.

He currently serves as:

- Ex-officio member of the Downtown Chandler Community Partnership
- Member of the City of Chandler's Community Services, Economic Development, and Neighborhood Resources; and Airport, Development Services, and Public Works and Utilities Subcommittees
- Vice chair for the 2020 Census Complete Count Committee
- Member of the Transportation, Infrastructure & Public Works (TIPW) Committee of the League of Arizona Cities and Towns
- MAG Domestic Violence Council

Prior to taking office, Sam was involved with:

- Chandler Kiwanis Club
- Arizona Asian American Association
- Chandler Museum Advisory Board

Community and Organization Profile



Jeremy McClymonds, Councilmember

Current Term: June 2018 – January 2021

Councilmember Jeremy McClymonds has lived in Chandler for more than 15 years. Jeremy has more than 20 years of professional experience in finance, sales, business, and management. He is a financial advisor and principal owner of FORM Prosperity Wealth Advisors, a Chandler-based business. Also a serial entrepreneur, Jeremy is involved with two startup companies and a partner in a land investment company.

Jeremy holds a Bachelor degree of Business Administration in Finance from the University of Alaska-Anchorage.

Jeremy believes that children and commerce are the lifeblood of all great communities. We must care for children because they are our future and we must drive commerce because we want a strong economy in our community.

With the above conviction as his foundation, he has given his time and service to several local organizations:

- Chairman of the Board of the Chandler Chamber of Commerce
- Membership Development Board Chair of the Chandler Compadres
- Board member of the Kiwanis Chandler Young Professionals

He previously was a member of:

- City's Parks and Recreation Board
- Chairman on the Vote Yes on Prop. 493 campaign, which successfully achieved voter approval of the Chandler General Plan in 2016

He currently serves on:

- City of Chandler's Communications and Public Affairs, Information Technology, and Management Services; and Public Safety subcommittees
- Kiwanis Chandler Young Professionals

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 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



Mark Stewart, Councilmember

Current Term: January 2017 – January 2021

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 can't 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's 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

Mark represents Chandler on:

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



Marsha Reed, City Manager

Marsha joined Team Chandler in April 2013 as Assistant City Manager, where she had oversight of the day-to-day operations of the City of Chandler. She served as Interim City Manager beginning in June 2015 and was appointed City Manager in April 2016. Prior to coming to the City of Chandler, Marsha worked for the City of Lubbock, Texas, for 20 years serving in many capacities in public works and the last five years as Chief Operating Officer overseeing several large departments. Prior to her work at the City, she held several positions at the Lubbock District of the Texas Department of Transportation for 10 years.

Marsha is a two-time graduate of Texas Tech University, obtaining her bachelor's degree in Civil Engineering in 1988 and her master's degree in Public Administration in 2000. She is a licensed professional engineer in the states of Arizona and Texas.

Marsha is currently:

- Member of the Arizona City Managers Association

Prior to moving to Arizona, she served in many roles for the following professional organizations:

- South Plains Chapter of the Texas Society of Professional Engineers (TSPE), including serving as President in 2001
- Texas Chapter of the American Public Works Association (APWA), including President in 2004
- Texas Municipal League Board of Directors for two years

Marsha has served at the national level for:

- American Public Works Association on the Awards Committee for three years, Chairman in 2010, and Nominating Committee in 2012

Marsha earned the following awards in her career:

- Young Engineer of the Year in 1997, from South Plains Chapter of TSPE
- Top Three Public Works Leader of the Year Award in 1998 by the Texas Chapter of the APWA
- Engineer of the Year in 2006, from the South Plains Chapter of TSPE

Community and Organization Profile**Mayor**

Kevin Hartke

Councilmembers

René Lopez

Vice Mayor

Sam Huang

Jeremy McClymonds

Matt Orlando

Terry Roe

Mark Stewart

Management Staff

Marsha Reed

City Manager

Debra Stapleton

Assistant City Manager

Joshua H. Wright

Assistant City Manager

Department Heads and Directors

Kelly Schwab

City Attorney

Dana DeLong

City Clerk

David Fuller

City Magistrate

Matt Burdick

Communications and Public Affairs Director

Andy Bass

Community Services Director

Kim Moyers

Cultural Development Director

Derek Horn

Development Services Director

Micah Miranda

Economic Development Director

Tom Dwiggin

Fire Chief

Sandip Dholakia

Chief Information Officer

Dawn Lang

Management Services Director

Leah Powell

Neighborhood Resources Director

John Knudson

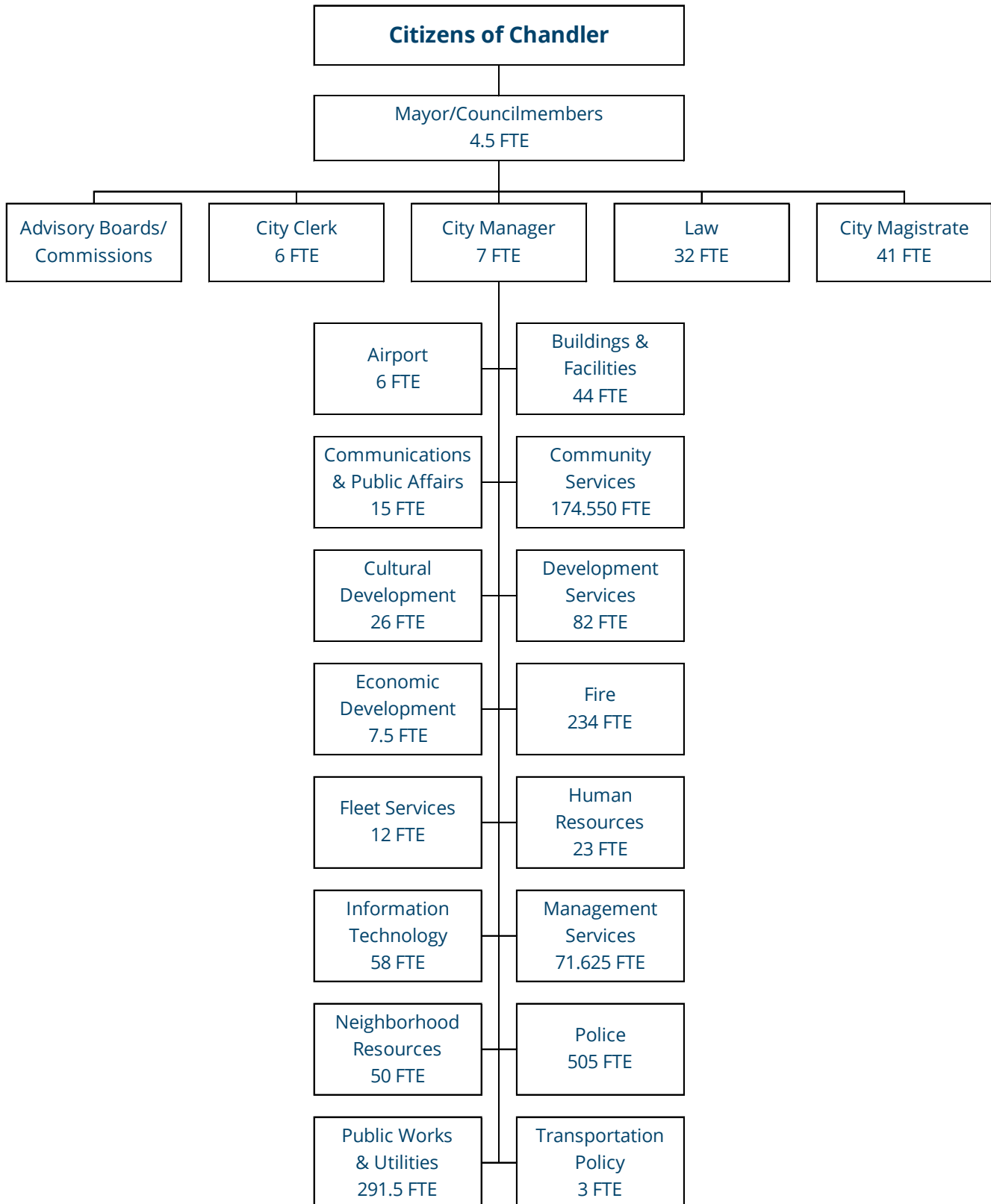
Public Works & Utilities Director

Sean Duggan

Chief of Police

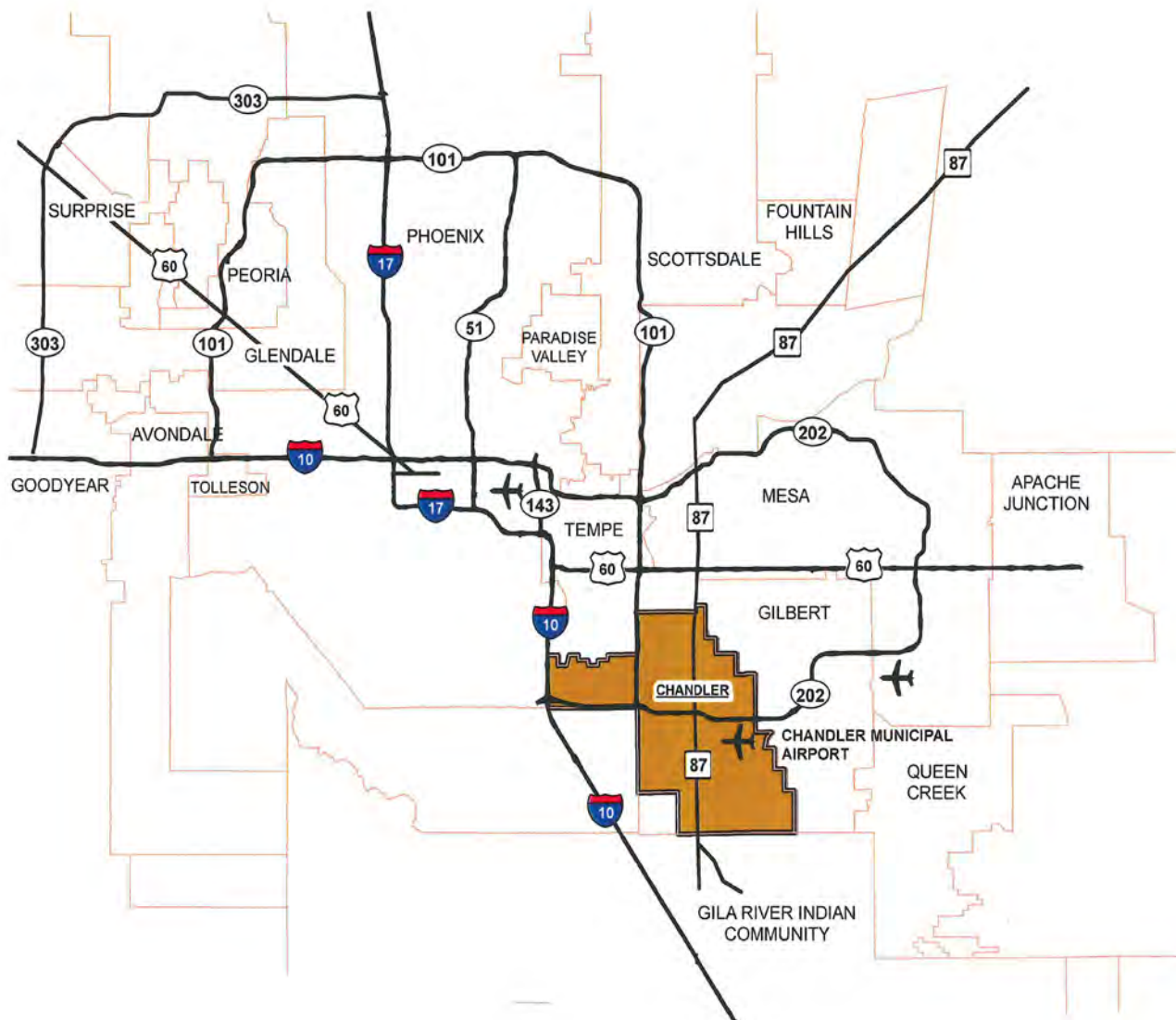
City of Chandler Organizational Chart

With Full Time Equivalency (FTE)

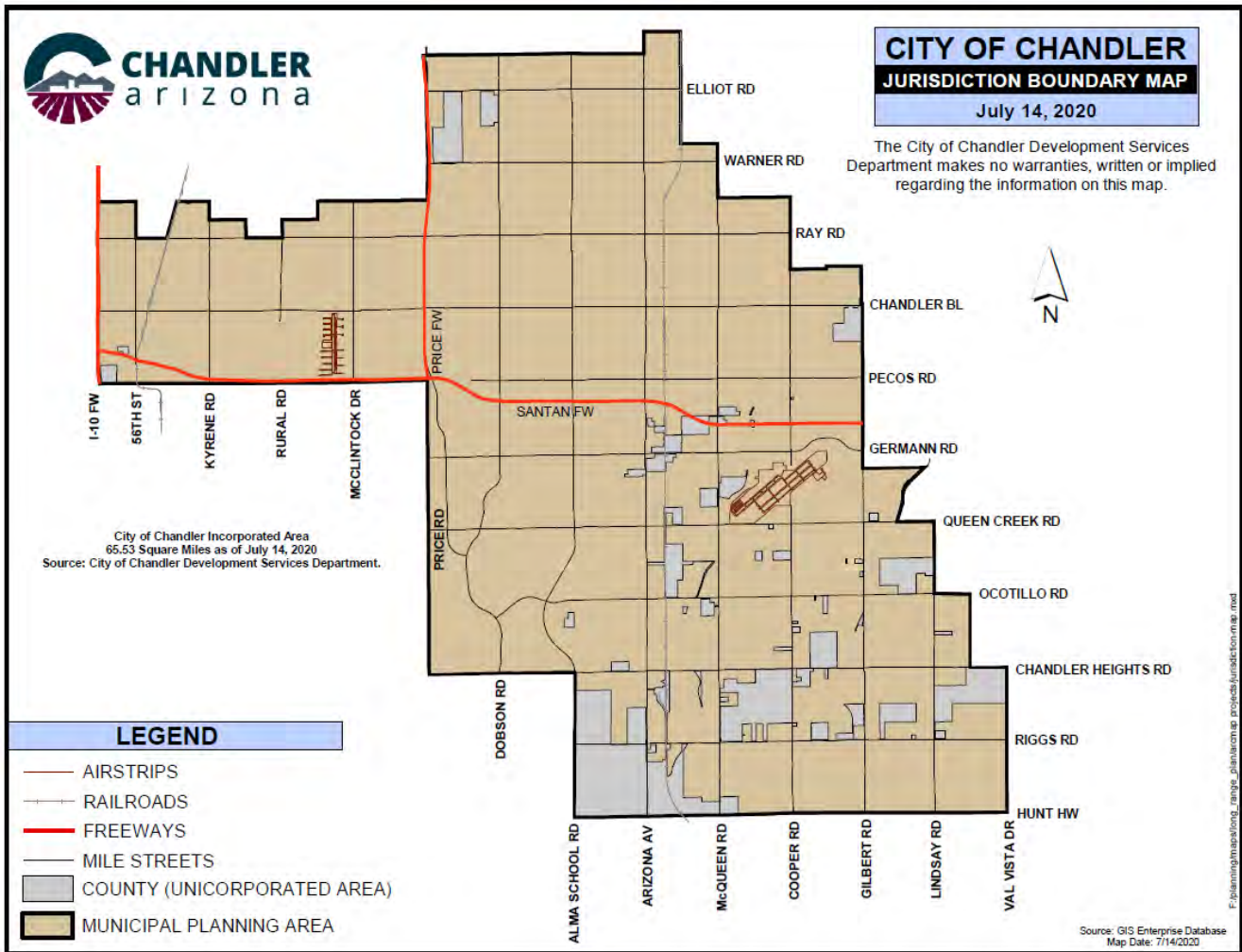


Community and Organization Profile

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.



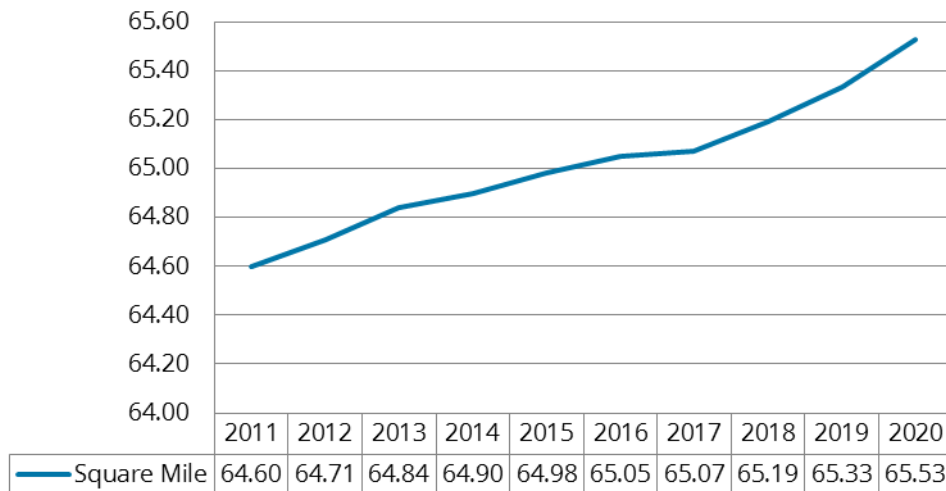
Chandler’s logo is a distinct representation of the municipal government of the City and distinguishes us from other private and public entities. It consists of three elements: logomark, logotype, and tagline. It is the combination of these three elements which makes up the City of Chandler’s master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

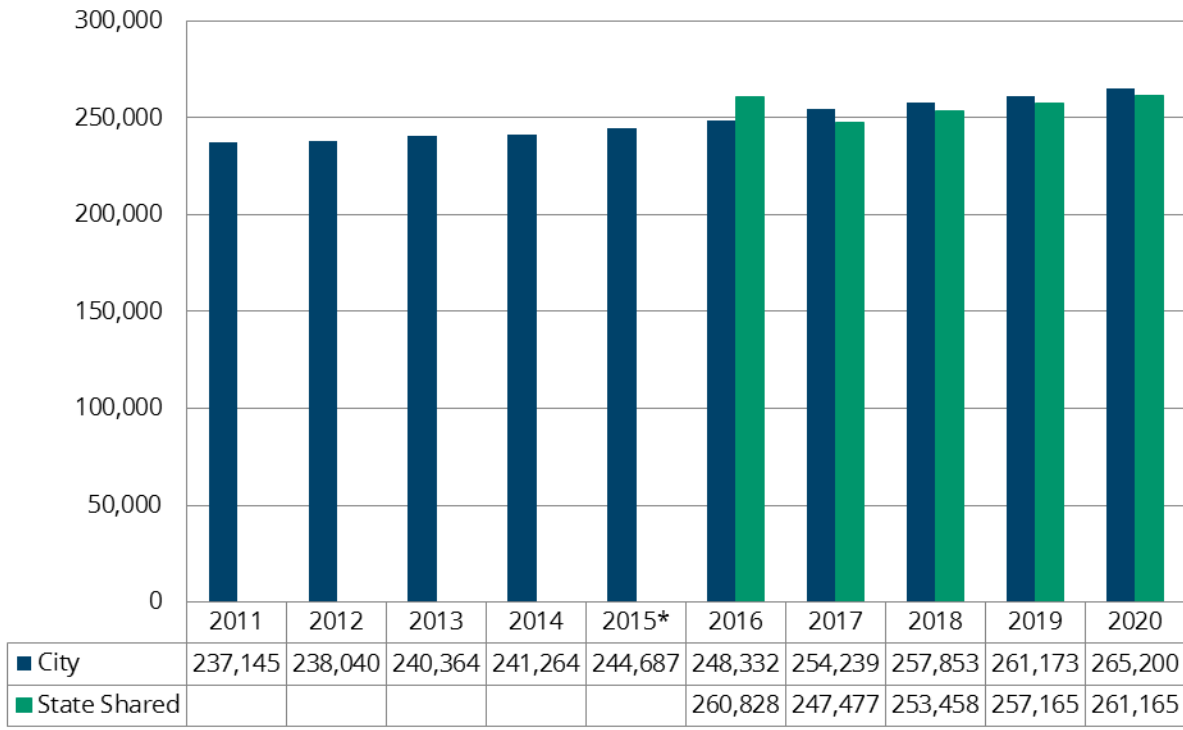
Tagline: The secondary text below the logotype which contains the words “Community of Innovation.”

Incorporated Area



Source: Development Services

Population

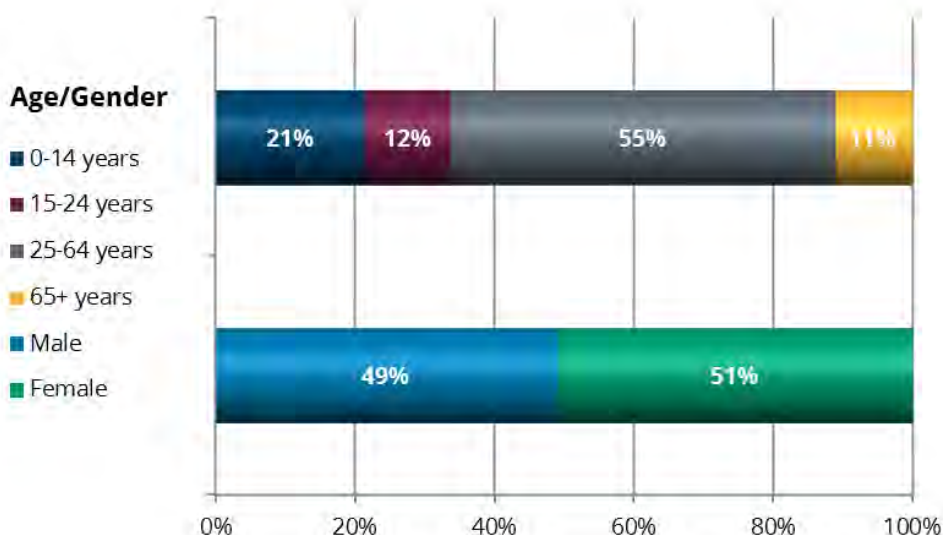


Development Services provides City estimates as of July 1st annually. U.S. Census Bureau Population estimates are used for State Shared Revenue Distribution. All City Estimates were revised based on a process change and the release of the 2015 mid-Decade U.S. Census. Estimates for 2016-2019 will be updated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

*Official U.S. Census Bureau Population Number

Source: Development Services

Age/Gender Distribution



Source: ESRI Business Analyst, 2020

Racial Composition

	Chandler (%)
Two or more Races	4.46
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, 2020

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

	2018-19	2019-20
Based Aircraft	436	443
Air Traffic Operations	229,426	233,213

FY 2019-20 figures presented are projected through June 30, 2020, unless otherwise noted.

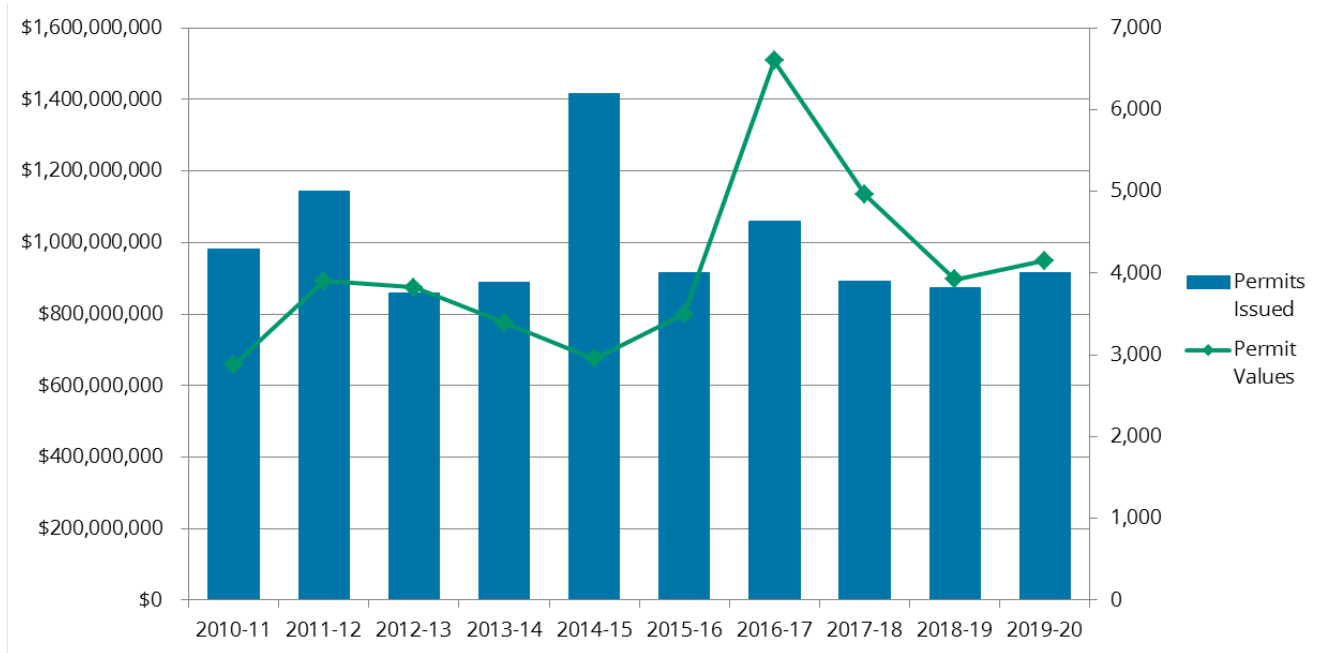
Source: Chandler Municipal Airport

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. During FY 2019-20, nearly two million square feet of office/industrial space was delivered, including Northrop Grumman’s new campus, New Square, Parc Germann, The Lotus Project (Phase I), and Chandler Airport Commerce Park (Phase I). Additional projects are under construction and scheduled for completion later in 2020, including One Chandler Corporate Center (Phase II) and AZ 202 Commerce Park.

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 2019-20 figures presented are projected through June 30, 2020, 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 500 new single family units and nearly 1,200 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 3rd best city to buy a family home (SmartAsset) and 6th best place to rent (WalletHub).

Property Tax Rates

	2019-20	2020-21
Primary Tax Rate	\$0.2581	\$0.2501
Secondary Tax Rate	\$0.8700	\$0.8700
Combined	\$1.1281	\$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

	2019	2020
Net Full Cash Value	\$3,870,977,820	\$4,308,417,196
Limited Property Value	\$3,011,152,689	\$3,243,434,243

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

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

Source: Maricopa County Assessor

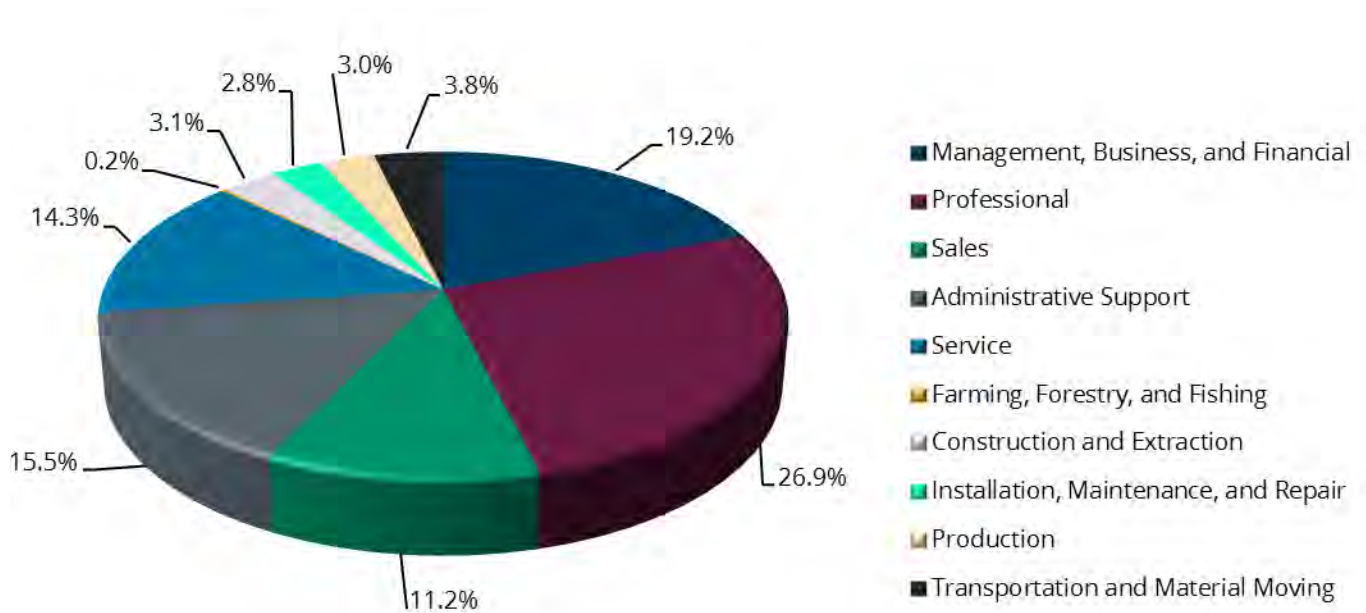
Employment

Chandler is recognized as one of the best places in the United States to find a job, ranking 6th in a 2020 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 2019-20, the City supported business attraction/retention projects that are anticipated to provide up to 5,800 jobs in Chandler. Key projects involving the creation/retention of more than 100 jobs include PayPal (1,875 jobs), Insight Enterprises (1,500 jobs), Root Insurance (480 jobs), Pearson (400 jobs), Toyota Financial (300 jobs), ArmorWorks (260 jobs), Clarivate Analytics (150 jobs), and MTD (120 jobs).

Largest Private Sector Employers

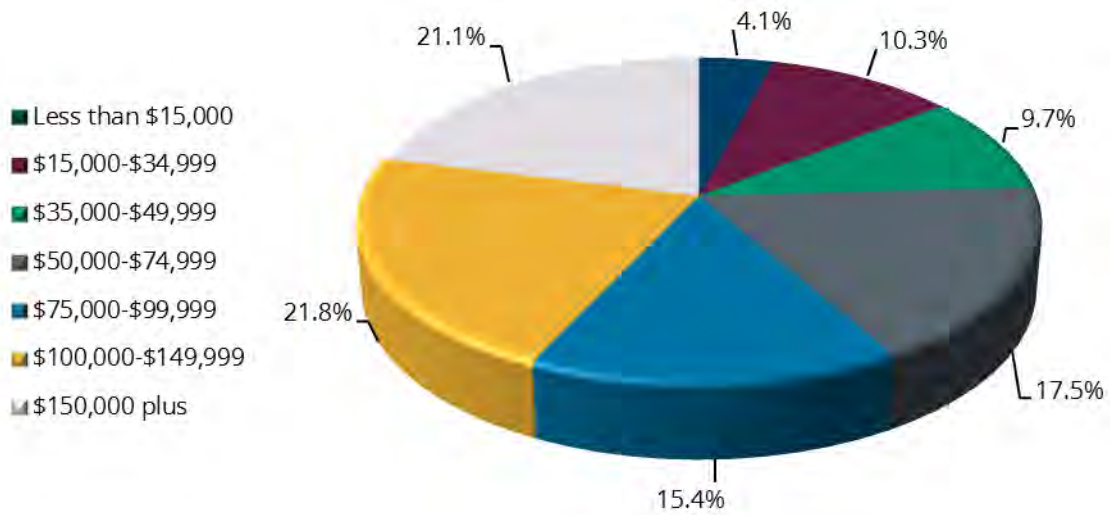
Name	Industry	Employees
Intel Corporation	Semiconductor Manufacturing	11,000
Wells Fargo	Financial Services	5,500
Bank of America	Financial Services	3,800
Chandler Regional Hospital	Healthcare	2,500
Northrop Grumman	Aerospace	2,150
PayPal	Financial Services	1,700
NXP Semiconductors	Semiconductor Manufacturing	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



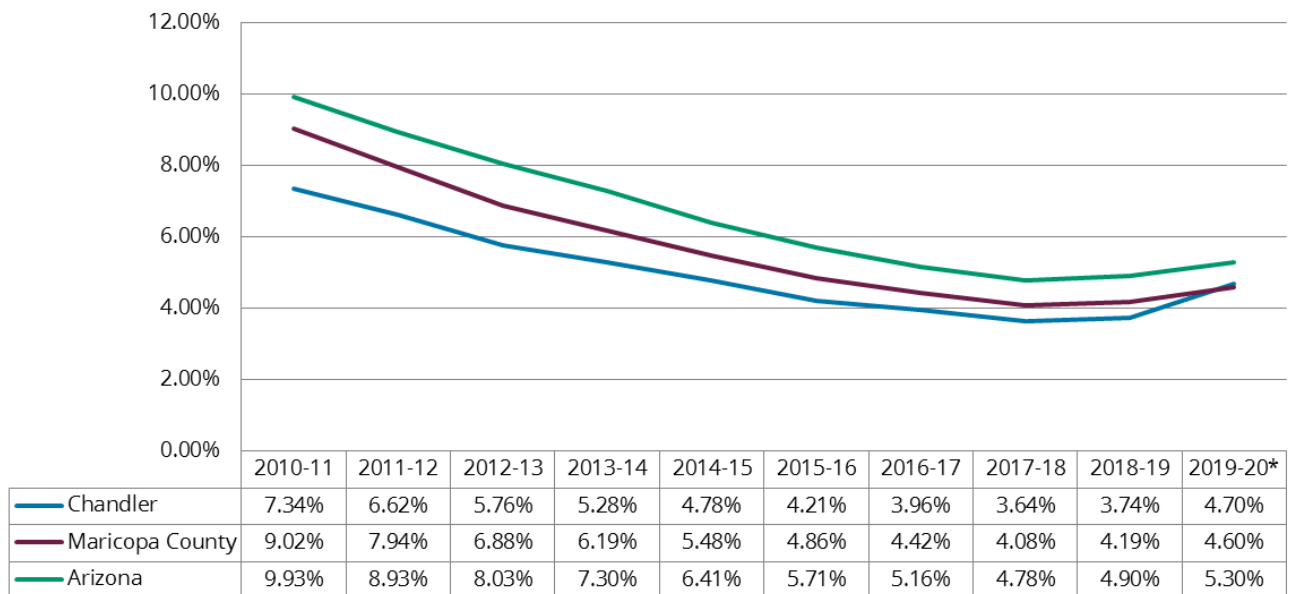
Source: ESRI Business Analyst, 2020

Household Income



Source: ESRI Business Analyst, 2020

Fiscal Year Average Unemployment Rates



*Average of July 2019 - May 2020 of the fiscal year (not seasonally adjusted). COVID-19's impact, starting in March 2020, caused the average rate to significantly increase.

Source: Arizona Office of Economic Opportunity

Community and Organization Profile

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 have access to 311 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, CD music, 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 coding 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. Much of this programming is made possible because of the over 700 active adult and teen volunteers that are an integral part of library operations.



	2018-19	2019-20
Library Material	313,087	310,000
Annual Circulation	2,314,886	1,900,000
Library Visits	926,839	730,003 ⁽¹⁾
Registered Borrowers	141,549	145,000

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

Annual Circulation includes all materials either checked out or downloaded.

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.



	2018-19	2019-20
Swimming Pools	6	6

FY 2019-20 figures presented are projected through June 30, 2020, 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.

	2018-19	2019-20
Developed Parks	67	67
Acres	1,520.04	1,520.04
Developed	1,281.07	1,281.07
Undeveloped Acres	238.97	238.97
Lighted Fields	42	44

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.



	2018-19	2019-20
Number of Family Special Events	8	0 ⁽¹⁾
Number of Recreation Classes Offered	3,415	4,140
Volunteer Hours	35,384	31,940
Meals Served at Senior Center	14,229	13,501

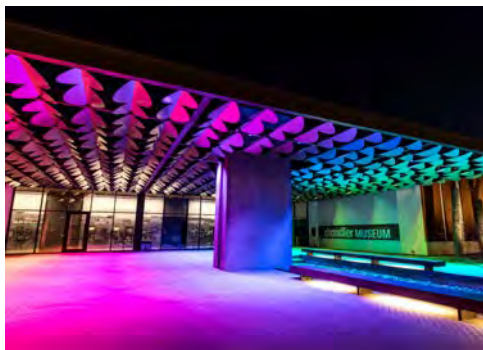
⁽¹⁾ Special events programming transferred to the newly created cost center 4559, Special Events, in the Cultural Development Department and is reflected in Vision Gallery under Number of Special Events and Exhibits.

FY 2019-20 figures presented are projected through June 30, 2020, 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.

	2018-19	2019-20
Number of Museum Visits	14,578 ⁽¹⁾	23,470
Number of Programs Provided	104 ⁽¹⁾	179
Number of Exhibits	30	30
Volunteer Hours	6,343	6,754
ChandlerpediA Sessions	14,351	13,052
Exhibition Areas	4	4

⁽¹⁾ The Chandler Museum opened on December 8, 2018.

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.

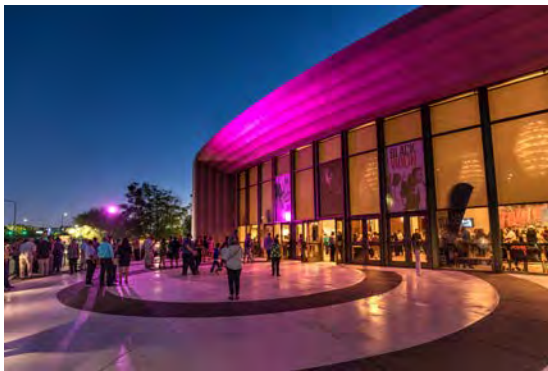


	2018-19	2019-20
Number of Gallery Visits	5,503	4,605
Number of Vision Kids Workshops	58	39 ⁽¹⁾
Participation in Vision Kids Workshops	1,826	1,278 ⁽¹⁾
Number of Special Events and Exhibits	33	15 ⁽¹⁾
Exhibition Areas	1	1

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

FY 2019-20 figures presented are projected through June 30, 2020, 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 2020-21, the CCA will continue to serve Chandler’s diverse and growing community. Featured artists include We Banjo 3, Drumline

Live!, The World Famous Glenn Miller Orchestra, Ledisi, Ani DiFranco, and Sergio Mendes.

	2018-19	2019-20
Number of Events and Exhibits	746	537
Attendance	201,001	162,216 ⁽¹⁾
Volunteer Hours	10,808	11,100 ⁽²⁾
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 2019-20 figures presented are projected through June 30, 2020, unless otherwise noted.

Source: Cultural Development

Downtown Chandler

Historic 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. Restaurants such as Charm Thai, Bourbon Jacks, DC Steakhouse, Sasha’s Kitchen & Cocktails, Serrano’s, The Brickyard, San Tan Brewing Co., QuartHaus, Civic Market, Mingle + Graze, Gadzooks, The Sleepy Whale, Craft 64, Pedal Haus, Cheba Hut, and The Hidden House entice visitors to dine Downtown. Recently opened Overstreet brought Arizona’s first Flix Brewhouse Cinema, Truland Burgers & Greens, Over Easy, The Screamery, Sharetea, and La Ristra. Favorite shops include Sibley’s, Saba’s, Cutting Edge Quilts, and Blue Planet, while Flo Yoga and Cycle and Burst of Butterflies diversify our offerings. Additionally, recently constructed high-end housing options bring additional residents who are looking for a lively place to call home. Dozens of special events are held downtown each year, providing plenty to do for residents and visitors. 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 vary 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 eight signature events, which include the Chandler Jazz Festival, Family Easter Celebration, CinePark, July 4th Fireworks Spectacular, Mayor’s Day of Play, Halloween Spooktacular, Woofstock, and the Tumbleweed Tree Lighting and Parade of Lights. Additional noteworthy

events produced by a third party include 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
Mayor’s Day of Play	October
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	2018-19	2019-20
Local Retail	1.5%	1.5%
Local Restaurants/Bars	1.8%	1.8%

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 International 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	

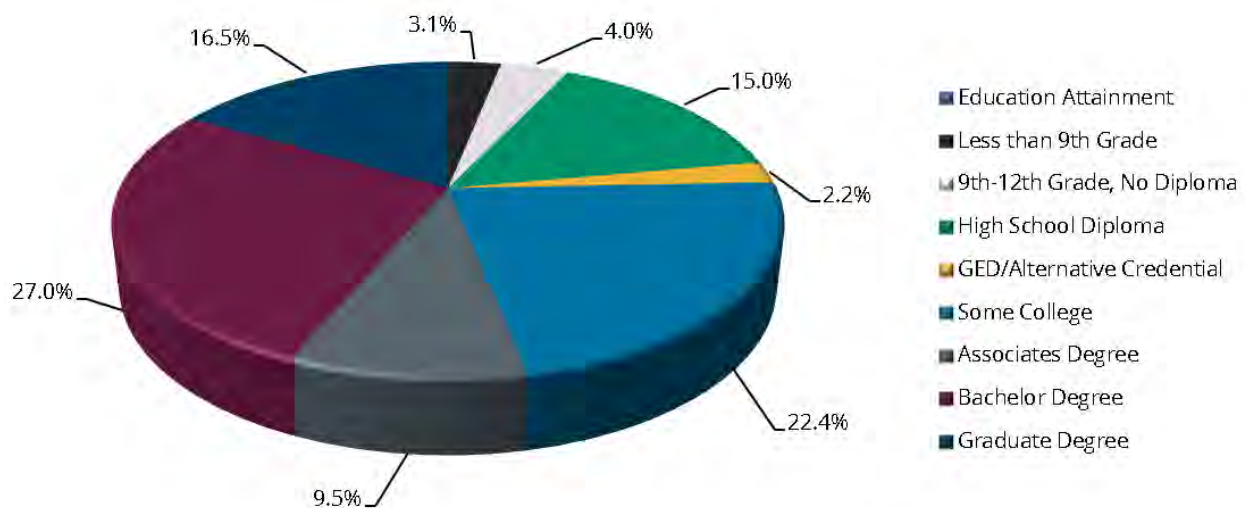
Education Facilities

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 Master's program through its College of Education, as well as professional development courses.



Highest Education Attainment



Source: ESRI Business Analyst, 2020

Community and Organization Profile

Other Services at a Glance



214 Fire sworn personnel
20 Civilian personnel



332 Police sworn personnel
171 Civilian personnel



51 Municipal buildings



31 Operating wells
1,228 Miles of potable water lines



941 Miles of sanitary sewer



86,950 Landfill tonnage
21,800 Recycling tonnage



2,090 Lane miles of streets



30,000 Streetlights



225 Signalized intersections

FY 2019-20 figures presented are projected through June 30, 2020, unless otherwise noted.

3-Budget Policies, Process, and Decisions

Strategic Goals and Organizational Priorities
Budget Policies
Budget Process
Recommendations



“The Future’s in Sight”

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. 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. The results have been established under the broad areas of:

- Community that is connected and mobile
- Community that is safe
- Community that is attractive
- Community with sustainable economic health
- Community that has a contemporary culture and is unified
- Community with good governance



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 achieve the identified goals.



Infill and Redevelopment

Strategic infill and redevelopment includes the use of creative regulatory tools and marketing efforts to ensure Chandler remains a world-class community for residents, visitors, and businesses. These approaches will maintain the viability of existing developments and plan for the use of remaining unbuilt properties.

PBB – Sustainable Economic Health; Contemporary Culture/Unified



Innovation and Technology

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.

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



Mobility

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.

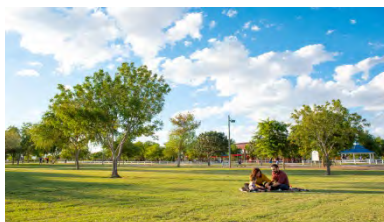
PBB – Connected and Mobile Community, Safe Community; Attractive Community; Good Governance



Neighborhoods

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 neighborhoods are diverse, 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



Quality of Life

Chandler's commitment to high standards has spanned generations of City leadership and resulted in the safe and beautiful community which residents and businesses enjoy today. 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. Public safety is essential to our community's quality of life. First responders protect, serve, and respond to the needs of the community.

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, as the "Future is in Sight" for the FY 2020-21 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 (CAFR), are maintained in accordance with Generally Accepted Accounting Principles (GAAP). For comparison purposes, the City's CAFR 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).
- d. Principal payments on long-term debt are recorded as expenses (cash basis) as opposed to a reduction of a liability (GAAP basis).

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

- 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

Budget Polices, Process, and Decisions**2020-21 Adopted Budget**

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: Proposed 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 fifty percent 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.

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 five percent (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 CAFR. An electronic copy of the CAFR 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 CAFR, 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 May 28, 2020, in Resolution No. 5375)

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’s 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 commingle 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 has 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 Polices, Process, and Decisions

2020-21 Adopted Budget

Council formally accepts the assets, liabilities, and current funding ratio of the City's PSPRS trust funds for Tier 1 and Tier 2 members from the June 30, 2019 actuarial valuation, which are detailed below.

Trust Fund	Assets	Accrued Liability	Unfunded Actuarial		Funded Ratio
			Accrued Liability		
Chandler Police	\$ 163,495,339	\$ 281,104,973	\$ 117,609,634		58.2%
Chandler Fire	106,619,514	169,512,224	62,892,710		62.9%
City of Chandler Totals	\$ 270,114,853	\$ 450,617,197	\$ 180,502,344		59.9%

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's liability.
- The fluctuating cost of an UAAL causes strain on the City's 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 2019-20 is \$18.4 million and FY 2020-21 is approximately \$19.9 million and will be able to be paid from operating funds without diminishing City 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 \$37.5 million and include - \$2.5 million in FY 2016-17, \$5 million in FY 2017-18, \$5 million in FY 2018-19, and \$25 in FY 2019-20.
 - The additional payment planned in FY 2020-21 is \$15 million, and will be held until COVID-19 impacts are known. 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, 2019 actuarial valuation. The pay-down plan will be reviewed annually.

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 0.76% 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 valuations, 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 1, 2019 – November 17, 2019
CIP Coordination Team Meetings (2 held)	December 18, 2019 – February 26, 2020
Department Decision Packages and Fee Change Requests – Reviewed, Deliberated, and Prioritized	December 17, 2019 – March 6, 2020
Council Budget Kickoff – 5-Year CIP Discussion	December 12, 2019
Council Workshop #1 – Preliminary 5-Year Ongoing General Fund Forecast, PSPRS, and CIP	February 10, 2020
Budget Live: The Future's in Sight	February 27, 2020
CIP Coordination Team Recommendations to City Manager	March 5, 2020
Departments Submit Proposed Budgets with Recommended Decision Packages	March 16, 2020
Council Workshop #2 – 5-Year One-time General Fund Forecast and CIP	March 23, 2020
Distribute Proposed Budget and CIP Booklets to Council, City Manager's Office, and Departments	April 17, 2020
All Day Budget and CIP Briefing with Council	April 24, 2020
Council Budget Amendment Process	Suspended for FY 2020-21
Tentative Budget Adoption	May 28, 2020
Public Hearings: 2020-21 Budget and Property Tax Levy; 2021-2030 CIP	June 11, 2020
Final Budget and CIP Adoption	June 11, 2020
Property Tax Levy Adoption (must be a period of at least 14 days between Final Adoption & Tax Levy Adoption)	June 25, 2020

FY 2020-21 Budget Process Flowchart

Dates	Budget	CIP
September 2019	Establish Preliminary Budget Assumptions for Short and Long-term Revenues, Base Budgets, and Capital Funding	
October	Prepare/Evaluate Decision Packages	Citizen Budget Survey (October through November) Capital Improvement Program (CIP) Projects Prepared by Departments
November		
December	Decision Packages Submitted to Budget	CIP Projects Submitted to Budget; 1 st CIP Coordination Team Meeting
	Budget Council Kickoff	
January 2020	Meetings and Preparation of Preliminary 5-Year General Fund Forecast	CIP Coordination Team Meetings and Recommendation to City Manager
February	Council Budget Workshop #1	
	Budget Live: The Future's in Sight Public Meeting	
March	Update 5-Year General Fund Ongoing Forecast	Final CIP Coordination Team Meeting; 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	
	City Council Budget/CIP Briefing	
May	Council Amendments (suspended for FY 2020-21)	
	Adoption of Tentative Budget and CIP	
June	Public Hearing - Final Budget, CIP, and Tax Levy	
	Adoption of Final Budget and CIP	
	Adoption of Property Tax Levy	

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

FY 2020-21 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 2020-21 Annual Budget and 2021-2030 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 2020-21 budget process began in September 2019 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 2020-21 over FY 2019-20 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 November through December, 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 2020-21 Budget and the 2021-2030 CIP.
6. **Council Budget Kickoff and Council Budget Workshops** – In preparation of the FY 2020-21 Budget and the 2021-2030 Capital CIP, a Council Budget Kickoff and two Council Budget Workshops were held in December, 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 Live: The Future's in Sight** – In February, citizens participated in a virtual public budget discussion called Budget Live. 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** – Typically in mid-May, proposed amendments are solicited from Councilmembers and presented at a special meeting. However, due to the anticipated COVID-19 impacts to the budget, the amendment process was suspended for FY 2020-21.
13. **Tentative Budget Adoption** – The Tentative Budget was adopted by resolution in late May, which set the expenditure limitation for the City Budget. One additional amendment was made to add \$29.9 million in contingency appropriation to accommodate the AZCARES State grant funding that was announced in late May for Cities less than 500,000 in population.
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 2020-21 Budget and 2021-2030 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 a future vision for the budget process 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 due to 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 are still unknown as far as depth and duration, but reductions and spending restrictions are reflected in the budget. While sound financial planning and adherence to our financial policies will allow us to weather the COVID-19 impacts, the budget still allows for flexibility to fund existing service levels as well as have enough appropriation to move forward should the economy show improvement. The City is operating in a more constrained financial environment than in pre-recession years, and thus requires continuing to look for efficiencies to manage expenditure growth. As a result, the budget process will continue 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 can 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 2020-21 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, retirement expenses continue to increase due to underfunding, and so it continues 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 2020-21 Adopted Budget allocates increased one-time funding of \$15 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 2020-21, and per State law, will be 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 no anticipated rate increases for water, wastewater, and reclaimed water for FY 2020-21, although a new Cost of Service Study is planned in the upcoming year.

It is important to note in our water and wastewater utilities the 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 recently been completed which have identified additional maintenance needs throughout the utility area, many of which were added to the CIP as a result.

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 2020-21 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 2020-21 and FY 2021-22, but cannot exceed 5% for combined merit and longevity pay. CLEA members will receive a market adjustment for FY 2020-21 and 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 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 \$0.20 per hour effective FY 2020-21, with an additional \$0.10 increase effective FY 2021-22. Additionally, for FY 2020-21, a new specialty assignment pay equal to 5% of the regular rate of pay is awarded to officers for the duration of their assignment to SWAT, Criminal Apprehension Unit, Robbery/Homicide, Sex Crimes, Family Crimes, Computer Crimes, Gangs, Narcotics, Human Trafficking, Motors/DUI, or Vehicular Crime Unit.

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 2020-21 and FY 2021-22, but cannot exceed 5% for combined merit and longevity pay. CLASA members will receive a market adjustment for FY 2020-21 and 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 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 \$0.20 per hour effective FY 2020-21, with an additional \$0.10 increase effective FY 2021-22. Additionally, for FY 2020-21, a new specialty assignment pay equal to 5% of the regular rate of pay is awarded to sergeants for the duration of their assignment to SWAT, Criminal Apprehension Unit, Robbery/Homicide, Sex Crimes, Family Crimes, Computer Crimes, Gangs, Narcotics, Human Trafficking, Motors/DUI, or Vehicular Crime Unit.

IAFF: Under the provisions of a contract effective July 1, 2020 June 30, 2022, the City and IAFF agreed upon a maximum 5% merit increase for eligible members for FY 2020-21 and FY 2021-22, but cannot exceed 5% for combined merit and longevity pay. Members will receive a market adjustment for FY 2020-21, if necessary, to maintain the City's fourth place ranking as compared with other large Valley cities, and if the 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. The same percentage adjustment, if any, will be applied to the Fire Engineer and Fire Captain classifications. In FY 2021-22, no market survey will be conducted and all members will instead receive a market adjustment of 0.75%.

OTHERS: For FY 2020-21, general employees will receive a maximum 3% merit increase for eligible employees. Any general employee receiving shift differential pay will receive an increase of \$0.20 per hour effective FY 2020-21.

Budget Polices, Process, and Decisions**2020-21 Adopted Budget**

For FY 2020-21, eligible Police Lieutenants will receive a maximum 5% merit increase, but cannot exceed 5% for combined merit and longevity pay, and eligible Police Commanders and Assistant Police Chiefs will receive a maximum 5% merit increase.

For FY 2020-21 and FY 2021-22, Assistant Fire Chiefs and Fire Battalion Chiefs are eligible for a merit increase up to 5% and will potentially receive a FY 2020-21 salary adjustment based on the IAFF August salary survey. In FY 2021-22, they will receive a market adjustment of 0.75%.

Effective FY 2020-21, all regular status employees will receive an increase in the number of vacation hours they may choose to annually deposit into their Retirement Health Savings Account from 60 hours (or 84 hours for Fire employees working a 24-day work period) to 95 hours.

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 2020-21.

According to the terms of his contract, the Presiding City Magistrate would receive the same percentage adjustment as provided for non-represented employee groups and Council may elect to provide a maximum 5% merit increase. The City Attorney, City Clerk, City Manager, and City Magistrates will not receive automatic salary adjustments for FY 2020-21, but may receive adjustments during their annual contract negotiations.

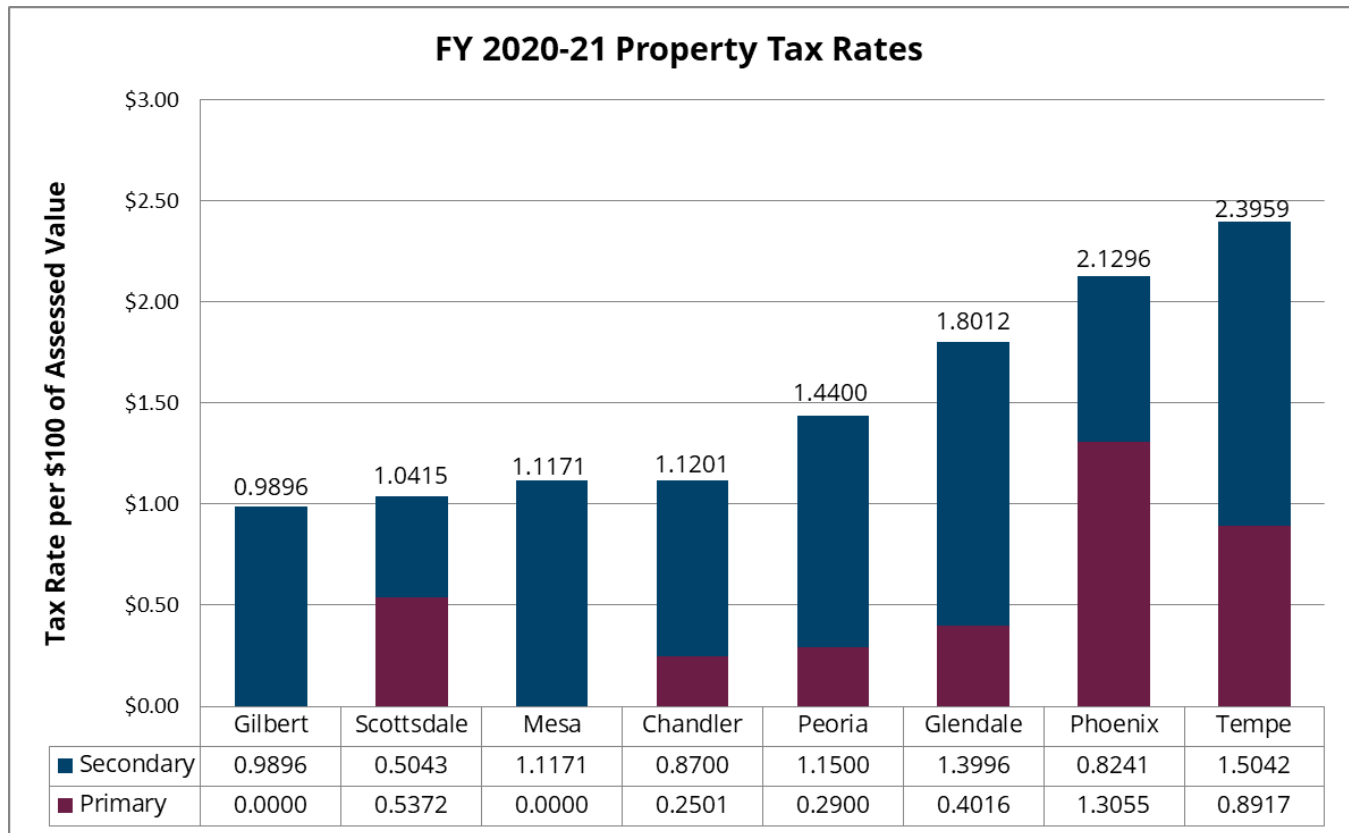
FY 2020-21 Retirement Rates

Tier	Employer Contribution	+/- from prior year	Employee Contribution	+/- from prior year
Arizona State Retirement System (ASRS)				
N/A	12.22% (12.04% + 0.18% Long-term Disability)	+0.11%	12.22% (12.04% + 0.18% Long-term Disability)	+0.11%
Alternative Rate	10.21%	-0.20%	N/A	
Public Safety Personnel Retirement System (PSPRS) - Police				
Tier 1	49.12% (15.02% + 34.10% Unfunded Liabilities)	+2.33%	7.65%	+0.0%
Tier 2	49.12% (15.02% + 34.10% Unfunded Liabilities)	+2.33%	11.65%	+0.0%
Tier 3 - Defined Benefit	44.22% (10.12% + 34.10% Unfunded Liabilities)	+2.56%	10.12%	+0.0%
Tier 3 - Defined Contribution	44.51% (10.41% + 34.10% Unfunded Liabilities)	+2.46%	10.41%	-0.10%
Alternative Rate	34.10%	+2.56%	N/A	
Public Safety Personnel Retirement System (PSPRS) - Fire				
Tier 1	43.84% (16.40% + 27.44% Unfunded Liabilities)	+3.72%	7.65%	+0.0%
Tier 2	43.84% (16.40% + 27.44% Unfunded Liabilities)	+3.72%	11.65%	+0.0%
Tier 3 - Defined Benefit	41.25% (13.76% + 27.49% Unfunded Liabilities)	+6.38%	13.76%	+3.00%
Tier 3 - Defined Contribution	37.90% (10.41% + 27.49% Unfunded Liabilities)	+3.28%	10.41%	-0.10%
Alternative Rate	27.49%	+3.38%	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	39.72%	+0.0%	N/A	

Budget Polices, Process, and Decisions

Property Tax

The City's combined property tax rate for FY 2020-21 is \$1.1201 per \$100 assessed valuation, reduced from \$1.1281 the previous year (a \$0.008 rate reduction). The combined property tax rate includes a primary tax rate of \$0.2501 used for general operations and a secondary tax rate of \$0.8700 used for payment of general obligation bonded debt. The FY 2020-21 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 2020-21 is \$3,243,434,243, which reflects a 7.71% increase compared to FY 2019-20. Chandler's primary property taxes are part of the General Fund revenues and are used for general operations. The FY 2020-21 primary tax rate was reduced from \$0.2581 to \$0.2501 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 2020-21 secondary property tax rate remains the same as FY 2019-20 at \$0.87 per \$100 of assessed valuation.

The combined property tax rate of \$1.1201 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.

General Fund Contingency

The FY 2020-21 Adopted Budget incorporates a 15% General Fund Contingency Reserve of \$34.9 million (representing 15% of FY 2020-21 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 2020-21 \$29.9 million in contingency was added to allow for spending of the AZCARES grant dollars received from the State of Arizona in connection to the COVID-19 pandemic. In late May, the Governor's Office announced the AZCARES grant funding would be available as a federal flow through grant to cover public safety costs for Police and Fire personnel, and allocated the \$29.9 million to Chandler. This additional grant allocation frees up General Fund dollars to be used as directed by Council 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 Polices, Process, and Decisions

2020-21 Adopted Budget

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
Buildings & Facilities	Reduction in Utilities	\$ 80,000	Buildings & Facilities	Other Professional Services for HVAC maintenance at various City facilities
Buildings & Facilities	Reduction in Utilities	9,000	Police	Building Repair and Maintenance for the Public Safety Training Facility
Buildings & Facilities	Reduction in Utilities	106,000	Community Services - Parks Development & Operations	Operations and Maintenance costs at Tumbleweed Park
Non-Departmental	Reduction in Technology Reserve	35,000	CAPA	Other Professional Services for website hosting, development, and management
Non-Departmental	Reduction in Technology Reserve	12,000	Information Technology - IT Infrastructure and Client Support	Voice Over Internet Protocol (VOIP) phones for the Police Department
Non-Departmental	Reduction in Technology Reserve	85,990	Information Technology - IT Service Delivery Management	Support & Maintenance for City applications and software
Non-Departmental	Reduction in Technology Reserve	117,451	Information Technology - IT Infrastructure and Client Support	Wi-Fi Access Points at various City facilities
Non-Departmental	Reduction in Technology Reserve	69,998	Information Technology - IT Infrastructure and Client Support	Citywide Technology Infrastructure increased demand costs
Non-Departmental	Reduction in Technology Reserve	69,000	Information Technology - IT Service Delivery Management	Advanced Threat Protection and Network Visibility software
Non-Departmental	Reduction in Technology Reserve	73,000	Information Technology - IT Service Delivery Management	File Security and Access Control software
Non-Departmental	Reduction in Non-Departmental	132,000	Community Services - Parks Development & Operations	Other Professional Services for park maintenance
Total Reallocations		\$ 789,439		

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 2020-21, this process was suspended and no one-time or ongoing reserves were set-aside.

Budget Recommendations

The FY 2020-21 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 2020-21) through decision packages. The recommendations look very different than anticipated from when the process started.

The following pages contain the FY 2020-21 Summary of Recommended 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	\$ 2,306,930	\$ 437,787	\$ (1,869,143)
Other Ongoing	2,589,004	1,552,979	(1,036,025)
Personnel One-Time	1,168,028	1,377,675	209,647
Other One-Time	6,309,602	3,665,786	(2,643,816)
Total	\$ 12,373,564	\$ 7,034,227	\$ (5,339,337)
Enterprise Funds			
Personnel Ongoing	\$ -	\$ -	\$ -
Other Ongoing	1,028,742	1,022,242	(6,500)
Personnel One-Time	-	-	-
Other One-Time	239,630	43,630	(196,000)
Total	\$ 1,268,372	\$ 1,065,872	\$ (202,500)
Self Insurance Funds			
Personnel Ongoing	\$ -	\$ -	\$ -
Other Ongoing	51,150	51,150	-
Personnel One-Time	-	-	-
Other One-Time	-	-	-
Total	\$ 51,150	\$ 51,150	\$ -
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	\$ 279,349	\$ 93,217	\$ (186,132)
Other Ongoing	-	-	-
Personnel One-Time	-	-	-
Other One-Time	14,000	14,000	-
Total	\$ 293,349	\$ 107,217	\$ (186,132)
Special Revenue Funds			
Personnel Ongoing	\$ 127,992	\$ 73,204	\$ (54,788)
Other Ongoing	-	-	-
Personnel One-Time	75,950	75,950	-
Other One-Time	350,000	200,000	(150,000)
Total	\$ 553,942	\$ 349,154	\$ (204,788)
Overall Total			
Personnel Ongoing	\$ 2,714,271	\$ 604,208	\$ (2,110,063)
Other Ongoing	3,668,896	2,626,371	(1,042,525)
Personnel One-Time	1,243,978	1,453,625	209,647
Other One-Time	7,663,232	4,673,416	(2,989,816)
Total	\$ 15,290,377	\$ 9,357,620	\$ (5,932,757)

*Does not include revenue offsets.

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

FY 2020-21 Summary of Budgetary Additions - General Fund

Dept/ Division	Addition	FTE	Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	Total
Buildings and Facilities							
	HVAC Maintenance Contract (100% ongoing dept. reallocation)		\$ -	\$ 80,000	\$ -	\$ -	\$ 80,000
	Facility Maintenance Increases		-	-	52,778	50,000	102,778
	Buildings and Facilities Total	0.000	\$ -	\$ 80,000	\$ 52,778	\$ 50,000	\$ 182,778
CAPA							
	Website Hosting, Development and Management (\$35,000 ongoing interdept. funding reallocation)		\$ -	\$ 35,000	\$ -	\$ 75,000	\$ 110,000
	Digital Media Journalist - Temporary Services		-	-	83,277	-	83,277
	Cable Access Channels (100% revenue offset)		-	-	-	200,000	200,000
	Marketing and Promotional Campaigns		-	-	-	25,000	25,000
	Council Chambers Audio Visual		-	-	-	60,000	60,000
	CAPA Total	0.000	\$ -	\$ 35,000	\$ 83,277	\$ 360,000	\$ 478,277
City Clerk							
	2020 Election (\$84,500 revenue offset)		\$ -	\$ -	\$ 5,000	\$ 212,000	\$ 217,000
	City Clerk Total	0.000	\$ -	\$ -	\$ 5,000	\$ 212,000	\$ 217,000
City Magistrate							
	Scanners/Copiers/Printers for Court (Court Enhancement Fund - 100% revenue offset)		\$ -	\$ 773	\$ -	\$ 23,302	\$ 24,075
	Cost Sharing East Valley Regional Veterans Courts (Court Enhancement Fund - 100% revenue offset)		-	-	-	20,000	20,000
	City Magistrate Total	0.000	\$ -	\$ 773	\$ -	\$ 43,302	\$ 44,075
Community Services							
	Aquatics - Technician Contract Maintenance		\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
	Parks - Irrigation Maintenance Contracts		-	-	-	106,000	106,000
	Parks - Sports Field Maintenance		-	-	2,620	29,900	32,520
	Parks - Maintenance Contract (\$132,000 ongoing interdept. funding reallocation)		-	160,000	-	90,000	250,000
	Parks - Non-Park Contract Maintenance		-	-	-	159,126	159,126
	Parks - Electrical Maintenance Contract		-	-	-	145,000	145,000
	Parks - Folley Park Maintenance Contract		-	-	-	152,436	152,436
	Recreation - Temporary Employee, Wage Increase		50,000	-	-	-	50,000
	Recreation - Program Expansio -Year 2 (100% revenue offset)		-	-	35,250	49,750	85,000
	Tumbleweed Park* (\$106,000 ongoing interdept. reallocation)		-	113,932	-	-	113,932
	Community Services Total	0.000	\$ 50,000	\$ 273,932	\$ 37,870	\$ 812,212	\$ 1,174,014
Cultural Development							
	Contract Staff Pay Increase - Arts Center		\$ -	\$ 14,315	\$ -	\$ -	\$ 14,315
	Tumbleweed Tree Lighting and Parade of Lights		-	-	-	25,000	25,000
	Chandler Jazz Festival/CinePark		-	-	-	48,000	48,000
	Chandler Symphony Orchestra		-	-	-	45,000	45,000
	Ostrich Festival (100% revenue offset) (Spending will be in Community Services \$27,700, Development Services \$4,300, Fire \$27,800, Police \$164,000)		-	-	216,300	7,500	223,800
	Cultural Development Total	0.000	\$ -	\$ 14,315	\$ 216,300	\$ 125,500	\$ 356,115

*CIP related

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

Dept/ Division	Addition	FTE	Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	Total
Development Services							
	Large Monitors		\$ -	\$ 1,800	\$ -	\$ -	\$ 1,800
	Plan Review and Inspection Contract Services		-	-	-	100,000	100,000
Development Services Total		0.000	\$ -	\$ 1,800	\$ -	\$ 100,000	\$ 101,800
Economic Development							
	Entrepreneurial & Small Business Development Services		\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
	Digital Marketing for Business Attraction		-	-	-	15,000	15,000
	Science Spectacular Event - Sponsorship (100% revenue offset)		-	-	-	9,500	9,500
	West Chandler Place Branding Implementation		-	-	-	25,000	25,000
Economic Development Total		0.000	\$ -	\$ -	\$ -	\$ 299,500	\$ 299,500
Fire							
	Public Safety Training Facility*		\$ -	\$ 30,983	\$ -	\$ -	\$ 30,983
	Fire Academy		-	-	63,217	135,783	199,000
	Paramedic Education Program		-	-	540,964	35,036	576,000
Fire Total		0.000	\$ -	\$ 30,983	\$ 604,181	\$ 170,819	\$ 805,983
Information Technology							
	Information Technology Oversight Committee Program*		\$ -	\$ 85,000	\$ -	\$ -	\$ 85,000
	Support and Maintenance (100% ongoing interdept. funding reallocation)		-	85,990	-	-	85,990
	Wi-Fi Access Points* (100% ongoing interdept. funding reallocation)		-	117,451	-	-	117,451
	Voice & Data Convergence* (100% ongoing interdept. funding reallocation)		-	12,000	-	-	12,000
	Advanced Threat Protection and Network Visibility (100% ongoing interdept. funding reallocation)		-	69,000	-	-	69,000
	Citywide Technology Infrastructure* (\$69,998 ongoing interdept. funding reallocation) (\$15,400 Revenue Offset Court Enhancement)		-	135,400	-	-	135,400
	File Security & Access Control (100% ongoing interdept. funding reallocation)		-	73,000	-	-	73,000
	IT Help Desk Phone Support Position		-	-	144,618	-	144,618
	Security Remediation		-	-	-	40,000	40,000
	Vendor Assistance for Annual Maintenance of EDMS		-	-	-	15,000	15,000
Information Technology Total		0.000	\$ -	\$ 577,841	\$ 144,618	\$ 55,000	\$ 777,459
Mayor & Council							
	Community and Policy Committees		\$ -	\$ -	\$ -	\$ 14,000	\$ 14,000
Mayor & Council Total		0.000	\$ -	\$ -	\$ -	\$ 14,000	\$ 14,000
Neighborhood Resources							
	Community Resources Funding		\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
	Hauling Contract		-	-	-	15,000	15,000
	Neighborhood Outreach and Events		-	-	-	10,000	10,000
	Neighborhood Clean-up Dumpster Funds		-	-	-	10,000	10,000
	Bridge Housing and Diversion		-	-	-	20,000	20,000
	For Our City Community Outreach Events (100% revenue offset)		-	-	-	50,000	50,000
Neighborhood Resources Total		0.000	\$ -	\$ -	\$ -	\$ 115,000	\$ 115,000

*CIP related

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

Dept/ Division	Addition	FTE	Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	Total
Non-Departmental							
	Citywide Banking Fees		\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
	Priority Based Budgeting Consultant/Software		-	-	-	13,000	13,000
	U.S. Conference of Mayors		-	-	-	12,500	12,500
	Franchise Fee Audit		-	-	-	50,000	50,000
	Citywide Security Enhancements		-	-	-	50,000	50,000
	Smart City Pilot		-	-	-	75,000	75,000
	Traffic Safety Enhancement (100% revenue offset)		-	-	-	100,000	100,000
	Non-Departmental Total	0.000	\$ -	\$ -	\$ -	\$ 330,500	\$ 330,500
Police							
	Public Safety Training Facility* (\$9,000 ongoing interdept. reallocation)		\$ -	\$ 60,143	\$ -	\$ -	\$ 60,143
	Police Commander	1.000	256,426	6,690	-	-	263,116
	School Resource Police Officers (\$144,306 ongoing revenue offset)	1.000	108,067	36,239	-	92,953	237,259
	Crime Analyst Contract Extension		-	-	88,850	-	88,850
	Business System Support Analyst		-	-	124,301	-	124,301
	Taser Replacement		-	-	-	100,000	100,000
	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	\$ 364,493	\$ 103,072	\$ 233,651	\$ 267,953	\$ 969,169
Public Works & Utilities							
	Operations and Maintenance for completed CIP Projects		\$ -	\$ 30,650	\$ -	\$ -	\$ 30,650
	Landscape Maintenance		-	31,265	-	-	31,265
	Funding Shift for Construction Project Manager		23,294	6,348	-	-	29,642
	On Call Temporary Services		-	-	-	50,000	50,000
	Radio Upgrade for Streets & Traffic		-	-	-	75,000	75,000
	Street Maintenance Program		-	-	-	500,000	500,000
	Public Works & Utilities Total	0.000	\$ 23,294	\$ 68,263	\$ -	\$ 625,000	\$ 716,557
Transportation Policy							
	Paratransit and RideChoice		\$ -	\$ 315,000	\$ -	\$ -	\$ 315,000
	Fixed Route Bus & First-Mile Last-Mile Pilot (\$25,000 one-time revenue offset)		-	52,000	-	85,000	137,000
	Transportation Policy Total	0.000	\$ -	\$ 367,000	\$ -	\$ 85,000	\$ 452,000
GRAND TOTAL GENERAL FUNDS							
		2.000	\$ 437,787	\$ 1,552,979	\$ 1,377,675	\$ 3,665,786	\$ 7,034,227
Budget Reallocations							
			\$ -	\$ (789,439)	\$ -	\$ -	\$ (789,439)
Revenue Offsets							
			\$ (108,067)	\$ (52,412)	\$ (272,971)	\$ (643,631)	\$ (1,077,081)
TOTAL GENERAL FUND REFLECTING OFFSETS							
		2.000	\$ 329,720	\$ 711,128	\$ 1,104,704	\$ 3,022,155	\$ 5,167,707

*CIP related

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

FY 2020-21 Summary of Budgetary Additions - Other Funds

Dept/ Division	Addition	FTE	Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	Total
Airport							
	Heavy-Duty Mower		\$ -	\$ 750	\$ -	\$ 40,000	\$ 40,750
	Conference Room Technology Upgrade		-	1,160	-	3,630	4,790
	Airport Operating Fund Total	0.000	\$ -	\$ 1,910	\$ -	\$ 43,630	\$ 45,540
Human Resources							
	Workers' Compensation-Excess Insurance Premiums		\$ -	\$ 47,700	\$ -	\$ -	\$ 47,700
	Workers' Compensation Fund Total	0.000	\$ -	\$ 47,700	\$ -	\$ -	\$ 47,700
Information Technology							
	Wi-Fi Access Points*		\$ -	\$ 1,533	\$ -	\$ -	\$ 1,533
	Airport Operating Fund Total	0.000	\$ -	\$ 1,533	\$ -	\$ -	\$ 1,533
	Wi-Fi Access Points*		\$ -	\$ 16,121	\$ -	\$ -	\$ 16,121
	Water Operating Fund Total	0.000	\$ -	\$ 16,121	\$ -	\$ -	\$ 16,121
	Wi-Fi Access Points*		\$ -	\$ 11,515	\$ -	\$ -	\$ 11,515
	Wastewater Operating Fund Total	0.000	\$ -	\$ 11,515	\$ -	\$ -	\$ 11,515
	Wi-Fi Access Points*		\$ -	\$ 3,071	\$ -	\$ -	\$ 3,071
	Reclaimed Water Operating Fund Total	0.000	\$ -	\$ 3,071	\$ -	\$ -	\$ 3,071
	Wi-Fi Access Points*		\$ -	\$ 6,909	\$ -	\$ -	\$ 6,909
	Solid Waste Operating Fund Total	0.000	\$ -	\$ 6,909	\$ -	\$ -	\$ 6,909
Management Services							
	Workers' Compensation Audit Fees		\$ -	\$ 2,150	\$ -	\$ -	\$ 2,150
	Workers' Compensation Fund Total	0.000	\$ -	\$ 2,150	\$ -	\$ -	\$ 2,150
	Health Care Benefits Trust Audit Fees		\$ -	\$ 1,300	\$ -	\$ -	\$ 1,300
	Medical Self Insurance Trust Fund Total	0.000	\$ -	\$ 1,300	\$ -	\$ -	\$ 1,300
Neighborhood Resources							
	Community Navigator Temporary Position		\$ -	\$ -	\$ 75,950	\$ -	\$ 75,950
	Community Development Block Grant Fund Total	0.000	\$ -	\$ -	\$ 75,950	\$ -	\$ 75,950
	Housing Assistant-Federally Funded		\$ 73,204	\$ -	\$ -	\$ -	\$ 73,204
	PHA Family Sites Fund Total	0.000	\$ 73,204	\$ -	\$ -	\$ -	\$ 73,204
Non-Departmental							
	Biennial Impact Fee Audit		\$ -	\$ -	\$ -	\$ 14,000	\$ 14,000
	SDF/Impact Capital Funds Total	0.000	\$ -	\$ -	\$ -	\$ 14,000	\$ 14,000
Police							
	Planned Forfeiture Fund Use		\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000
	Police Forfeiture Fund Total	0.000	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000
Public Works & Utilities							
	Waste Management Collection Contract		\$ -	\$ 233,183	\$ -	\$ -	\$ 233,183
	Recycling Processing Costs		-	748,000	-	-	748,000
	Solid Waste Operating Fund Total	0.000	\$ -	\$ 981,183	\$ -	\$ -	\$ 981,183
	Funding Shift for Construction Project Manager		\$ 93,217	\$ -	\$ -	\$ -	\$ 93,217
	Capital Project Fund Total	0.000	\$ 93,217	\$ -	\$ -	\$ -	\$ 93,217
Transportation Policy							
	Paratransit and RideChoice		\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
	Local Transportation Assistance Fund Total	0.000	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
	GRAND TOTAL OTHER FUNDS	0.000	\$ 166,421	\$ 1,073,392	\$ -	\$ 1,007,630	\$ 2,323,393
	GRAND TOTAL ALL FUNDS	2.000	\$ 604,208	\$ 2,626,371	\$ 1,377,675	\$ 4,673,416	\$ 9,357,620
	ALL Budget Reallocations		\$ -	\$ (789,439)	\$ -	\$ -	\$ (789,439)
	ALL Revenue Offsets		\$ (108,067)	\$ (52,412)	\$ (272,971)	\$ (643,631)	\$ (1,077,081)
	TOTAL ALL FUNDS REFLECTING OFFSETS	2.000	\$ 496,141	\$ 1,784,520	\$ 1,104,704	\$ 4,029,785	\$ 7,491,100

*CIP related

FY 2020-21 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 2020-21 with a description.

	Ongoing Cost	One-time Cost
<u>Buildings and Facilities</u>		
Ongoing funding for a contract to provide preventative maintenance and repairs of the Heating, Ventilation, and Air Conditioning (HVAC) systems at various City facilities which will be offset through a reallocation from the division's utility budget.	\$ 80,000	\$
One-time funding for two part-time temporary custodians for the Center for the Arts and City Hall, as well as for additional carpet cleaning at City buildings.		102,778
<u>CAPA</u>		
Ongoing and one-time funding for website hosting, development, management, and support. Ongoing funding is through an interdepartmental reallocation of existing budget.	35,000	75,000
One-time funding for temporary services of a Digital Media Journalist to provide Chandler news and information on the City's digital platforms.		83,277
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 marketing and promotional campaigns that promote news and information through digital and print platforms.		25,000
One-time funding to update the audio visual system technology in the Council Chambers.		60,000
<u>City Clerk</u>		
One-time funding for costs associated with the primary election to be held in August 2020 and the general election in November 2020. This includes election delivery payments to Maricopa County Elections Department, publicity pamphlet printing, mailing, and translation costs. A portion of these costs will be partially offset with a reimbursement from Southwest Gas for a utility component to be included on the ballot.		217,000
<u>City Magistrate</u>		
Ongoing and one-time funding for six multi-function scanners, copiers, and printers, and annual maintenance. Funded through Court Enhancement Funds restricted for these purposes.	773	23,302
One-time funding to cover cost share of the East Valley Regional Veteran's Treatment Court. Funded through Court Enhancement Funds restricted for these purposes.		20,000

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Community Services</u>		
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 for contracted services providing irrigation maintenance and repair for non-park sites, partially funded through a reallocation from the Buildings and Facilities Division utility budget.		106,000
One-time funding for temporary employees and supplies for maintenance of Snedigar sports fields.		32,520
Ongoing and one-time funding for three contract maintenance technicians for maintenance and repair of playgrounds, irrigation systems, plumbing, park furniture, fencing, and doors/gates, as well as graffiti removal at City parks.	160,000	90,000
One-time funding for contracted landscape maintenance services at various non-park sites.		159,126
One-time funding for contract labor 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
One-time funding for contract labor to improve Folley Park landscaped areas and sports fields.		152,436
Ongoing funding for recreation temporary employee wage increases to offset compression issues resulting from minimum wage increases.	50,000	
One-time funding to continue a pilot program to expand and diversify active adult programming, including temporary and contract staff to provide aquatic and therapeutic programs and Americans with Disabilities Act (ADA) accommodations for those requesting additional assistance to participate in recreation programs. Costs will be offset by customer registration fees.		85,000
Ongoing funding for operations and maintenance costs on 16 acres at Tumbleweed Park including 4 lighted multi-use sports fields and restrooms.	113,932	
<u>Cultural Development</u>		
Ongoing funding for the Center for the Arts contract staff pay increases due to minimum wage increases.	14,315	
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 events. The funding will allow these events to continue to grow and enhance the City's signature events.		48,000
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.		45,000
One-time funding related to a second weekend of the 2021 Ostrich Festival. Costs will be reimbursed by the Chandler Chamber of Commerce.		223,800

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Development Services</u>		
Ongoing funding for the contribution to the Technology Replacement Fund for nine large plan review monitors.	\$ 1,800	\$
One-time funding for contractual services specializing in civil, building, site development, utility plan review, and inspection services.		100,000
<u>Economic Development</u>		
One-time funding for entrepreneurial and small business development related services for the City's Incubator Program. The goal 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 begin implementing the newly developed marketing strategy to promote the City for business attraction opportunities.		15,000
One-time funding for the Science Spectacular 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 implement a place branding initiative for West Chandler promoting the area's enhanced access to labor from the West Valley and encourage the redevelopment of underutilized properties.		25,000
<u>Fire</u>		
Ongoing funding for operation and maintenance costs associated with the operation of the second phase of the Public Safety Training Facility. This facility will be shared with the Police Department.	30,983	
One-time funding to recruit and hire nine firefighters. Selected recruits will be placed in a 14-week Fire Academy. The cost of the academy includes protective gear, first issue of uniforms, training props, textbooks, initial medical exams, and overtime for the recruitment process.		199,000
One-time funding for overtime, class material, medical equipment, and National Registry of Emergency Medical Technicians fees for a 10-month paramedic academy scheduled to start in July 2020 for 12 firefighters/EMT students which is designed to meet the minimum hourly requirements set forth by Arizona Department of Health Services.		576,000
<u>Information Technology</u>		
Ongoing funding for support of Information Technology Oversight Committee projects prioritized annually. This funding is for the Fleet Management System.	85,000	
Ongoing funding for increased support/maintenance costs for multiple software applications including Accela, AutoCAD, ESRI, KBACE KBX, KnowBe4, Lucity, Metroscan, Oracle, PowerPlan, PublicStuff, Saba, SolarWinds, Splunk, and Vertex. Funding has been reallocated from a reduction in technology reserves.	85,990	

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Information Technology</u>		
Ongoing funding for replacement of Wi-Fi access points with equipment that will provide faster speed and enhanced security at various City buildings. Funding has been reallocated from a reduction in technology reserves.	\$ 117,451	\$
Ongoing funding for the annual contribution to the Technology Replacement Fund related to the Police Department's portion of the telephone migration project. Funding has been reallocated from a reduction in technology reserves.	12,000	
Ongoing funding to provide advanced threat protection and network visibility technology by replacing the traditional anti-virus software. Funding has been reallocated from a reduction in technology reserves.	69,000	
Ongoing funding for data center disk storage, Courts firewall equipment, and Courts two-factor authentication. A portion of the costs will be funded by a reduction in technology reserves as well as from Court Enhancement funds.	135,400	
Ongoing funding to expand the City's ability to track and maintain information and data supporting security controls for records management and retention policy efforts. Funding has been reallocated from a reduction in technology reserves.	73,000	
One-time 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.		144,618
One-time funding for cybersecurity professional services.		40,000
One-time funding for vendor assistance on the scheduled upgrade of EDMS platforms in order to maintain application standards.		15,000
<u>Mayor & Council</u>		
One-time funding to cover costs associated with the City Council's participation in committees, meetings, and associated conferences. It also will cover costs to attend meetings, events, and travel as representatives of the City.		14,000
<u>Neighborhood Resources</u>		
One-time funding to help sponsor outside organization cultural events in lieu of excessive staff support, help create new long term programs in the areas of workforce development and youth higher education, and contract for an event producer for both the Día de los Muertos and Multicultural Festival events.		10,000
One-time funding to cover the cost to obtain a property cleaner contract in order to quickly and efficiently eliminate certain types of illegal dumping situations in order to actively promote and maintain a clean, orderly, and visually appealing community.		15,000
One-time funding to produce several individualized neighborhood events and to provide a visible and approachable City presence while promoting community spirit, pride, communication, and engagement.		10,000
One-time funding for the cost of roll-off dumpsters in order to address the needs of neighborhoods, foster the City's volunteer programs, and provide residents the opportunity to voluntarily resolve code violations.		10,000

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Neighborhood Resources</u>		
One-time funding for emergency hotel/motel lodging stay until shelter or housing is available for the homeless.	\$	\$ 20,000
One-time funding of For Our City Community Enhancement Events including Operation Back to School. Costs will be 100% offset by revenues received from event sponsors.		50,000
<u>Non-Departmental</u>		
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.		30,000
One-time funding for a consultant to assist with Priority Based Budgeting, a results based resource allocation process.		13,000
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 a consultant to provide the first audit of franchise fees paid by Arizona Public Service (APS), Air Products, Southwest Gas Corporation, Cox Communications, CenturyLink, and Western Broadband, which are based upon agreements entered into between Council and the individual corporations.		50,000
One-time funding for security upgrades at locations where employees are interfacing with the public for items such as lock down and panic buttons at work stations, one-way film on windows and doors, and installing glass barriers at counters with restrictive pass through areas for paperwork.		50,000
One-time funding to implement a Smart City Pilot program on Data Aggregation to strategically support alignment of being the most connected city, enhancing community engagement, and enabling proactive governance and decision making while maintaining transparency and fiscal responsibility.		75,000
One-time funding for traffic safety enhancement intended to mitigate safety concerns, or improve effectiveness of existing traffic safety components. Costs are 100% offset with residual revenues from the Photo Enforcement Program dedicated for traffic safety.		100,000
<u>Police</u>		
Ongoing funding for operation and maintenance costs associated with the operation of the second phase of the Public Safety Training Facility. This facility will be shared with the Fire Department.	60,143	
Ongoing funding for a full-time Police Commander position for the Operational Support Bureau and associated costs.	263,116	
Ongoing and one-time funding for a full-time Police Officer position and associated costs to work in the capacity of a School Resource Officer. Ongoing costs will be fully offset by the Chandler Unified School District.	144,306	92,953

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Police</u>		
One-time funding to extend the 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.	\$	\$ 88,850
One-time funding for a Business Systems Support Analyst contract. This position will support department databases and related infrastructure and is needed to maintain technology support service levels.		124,301
One-time funding for Taser equipment replaced in FY 2017-18. This is the final year of a four-year payment plan.		100,000
One-time funding to maintain one Victim Services Specialist position for the duration of the three year contract. This position is 100% grant funded and supports 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 CIP Street projects. There are approximately 5.5 acres of new areas of responsibility for landscape maintenance and utility costs.	30,650	
Ongoing funding for landscape maintenance costs for the Western Canal Property, east of Arizona Avenue to Gilbert Town line.	31,265	
Ongoing funding for a construction project manager to ensure the proper execution and closeout of State and federally funded projects while allowing adequate staffing resources to properly manage the City's many locally funded projects.	29,642	
One-time funding for On Call Temporary Services for the Capital Projects and Traffic Engineering Divisions to accommodate peak demands maintaining service levels in lieu of hiring additional staff.		50,000
One-time funding for radio replacements.		75,000
One-time funding for additional street maintenance of slurry seal for residential and arterial streets.		500,000
<u>Transportation Policy</u>		
Ongoing funding for the increased cost and demand of Paratransit services to provide transfer-less travel for ADA certified Chandler senior or disabled residents and the anticipated growth and increase costs associated with a new RideChoice program. Funding includes ADA training for City staff. Additional one-time funding of \$200,000 is reflected in other funds.	315,000	
Ongoing and one-time funding for increased fixed route bus service provider costs, south Chandler First-Mile Last-Mile Pilot Program, and infrastructure improvements to establish parking areas at bus stops for shared mobility devices. Costs will partially be offset with revenues.	52,000	85,000

FY 2020-21 Recommended Budgetary Additions Detail – Other Funds

The Adopted Budget contains the following additions to Other Funds:

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Airport</u>		
<i>Airport Operating Fund</i>		
Ongoing and one-time funding for a commercial-grade heavy-duty mower replacement with an enclosed cab and discharge mower deck plus associated maintenance.	\$ 750	\$ 40,000
Ongoing and one-time funding for technology upgrades in the conference room. A new laptop will provide intranet/internet access and one additional VOIP phone will increase both the day-to-day operations and provide higher quality customer service to airport clientele.	1,160	3,630
<u>Human Resources</u>		
<i>Workers' Compensation Fund</i>		
Ongoing funding to cover increased Workers' Compensation excess insurance premiums.	47,700	
<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.	1,533	
<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.	16,121	
<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.	11,515	
<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.	3,071	
<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.	6,909	
<u>Management Services</u>		
<i>Workers' Compensation Fund</i>		
Ongoing funding for Workers' Compensation audit fees.	2,150	
<i>Medical Self Insurance Trust Fund</i>		
Ongoing funding for Health Care Benefits Trust audit fees.	1,300	

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

	<u>Ongoing Cost</u>	<u>One-time Cost</u>
<u>Neighborhood Resources</u>		
<i>Community Development Block Grant Fund (CDBG)</i>		
One-time funding for a temporary Community Navigator to ensure that Chandler is able to provide consistent services in regards to the homeless navigation program.	\$	\$ 75,950
<i>Public Housing Authority Family Sites Fund</i>		
Ongoing funding for a temporary housing assistant to provide administrative support to the Housing Manager and lead team staff as needed related to housing related duties.	73,204	
<u>Non-Departmental</u>		
<i>System Development Fee/Impact Capital Funds</i>		
One-time funding for the biennial impact fee audit. Arizona Revised Statutes require cities to have an independent audit of their Impact Fee Program performed every two years. This funding is split among the following funds: Arterial Street Impact, Park Impact, Park Northwest Impact, Park Northeast Impact, Park Southeast Impact, Library Impact, Public Building Impact, Police Impact, Fire Impact, Water System Development, Reclaimed Water System Development, and Wastewater System Development Funds.		14,000
<u>Police</u>		
<i>Police Forfeiture Fund</i>		
One-time forfeiture funds will be utilized to supplement department operational purchases, such as, SWAT team equipment, body worn cameras, K9 service dogs, and property and evidence tracking software.		750,000
<u>Public Works & Utilities</u>		
<i>Solid Waste Operating Fund</i>		
Ongoing funding for trash collection contract to ensure sufficient funds are available to cover the increased costs associated with the contract.	233,183	
Ongoing funding to mitigate the increased processing costs of recycling material.	748,000	
<i>Capital Project Fund</i>		
Ongoing funding for a Construction Project Manager to ensure the proper execution and closeout of state and federally funded projects while allowing adequate staffing resources to properly manage the City's many locally funded projects.	93,217	
<u>Transportation Policy</u>		
<i>Local Transportation Assistance Fund</i>		
One-time funding for the increased cost and demand of Paratransit services to provide transfer-less travel for ADA certified Chandler senior or disabled residents and the anticipated growth and increase costs associated with a new RideChoice program. Additional ongoing funding of \$315,000 is reflected in the General Fund.		200,000

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

Decision Packages Not Funded in FY 2020-21

The table below shows all of the decision packages that were not funded for FY 2020-21.

General Fund:

Dept/Division	Addition	FTE	Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	Total
Buildings and Facilities							
	EnergyCap Upgrades		\$ -	\$ 9,000	\$ -	\$ 90,000	\$ 99,000
	Building Electrical Panel Preventative Maintenance		-	-	-	65,000	65,000
Buildings and Facilities Total		0.000	\$ -	\$ 9,000	\$ -	\$ 155,000	\$ 164,000
City Clerk							
	Passport Application Acceptance Agent	1.000	\$ 72,380	\$ 1,010	\$ -	\$ 2,796	\$ 76,186
City Clerk Total		1.000	\$ 72,380	\$ 1,010	\$ -	\$ 2,796	\$ 76,186
Community Services							
	Aquatics - Drowning Detection Technology System Enhancement		\$ -	\$ -	\$ -	\$ 150,000	150,000
	Aquatics - Equipment Room Technology Expansion		-	-	-	90,000	90,000
	Aquatics - Arrowhead Pool Floating Obstacle Courses		-	-	-	25,000	25,000
	Library - Temporary Technology Clerk Salary Increase		23,260	-	-	-	23,260
	Parks - Contract Landscape Maintenance		-	119,520	-	-	119,520
	Parks - Brush Truck		-	9,270	-	80,000	89,270
	Parks - Special Event Maintenance and Renovations		-	-	-	25,000	25,000
	Recreation - Staffing Changes and State Statutory Leave Funds		-	-	52,634	-	52,634
	Recreation - ActiveNet Connect Mobile Service		-	13,000	-	15,000	28,000
Community Services Total		0.000	\$ 23,260	\$ 141,790	\$ 52,634	\$ 385,000	\$ 602,684
Cultural Development							
	Cultural Development Marketing Coordinator	1.000	\$ 97,275	\$ 9,480	\$ -	\$ 2,586	109,341
	Arts Center Marketing Assistant (Digital Media)	1.000	97,275	3,660	-	3,130	104,065
	Center for the Arts Facilities Improvements*		4,680	-	-	-	4,680
	Maintenance of F-86D Static Display Plane		-	-	-	35,000	35,000
	Holiday Light Decorating Expansion		-	-	-	15,000	15,000
Cultural Development Total		2.000	\$ 199,230	\$ 13,140	\$ -	\$ 55,716	\$ 268,086
Development Services							
	City Planner	1.000	\$ 109,550	\$ 3,274	\$ -	\$ 3,086	\$ 115,910
	GIS Specialist	1.000	109,576	4,000	-	4,526	118,102
Development Services Total		2.000	\$ 219,126	\$ 7,274	\$ -	\$ 7,612	\$ 234,012
Economic Development							
	Tourism Development Coordinator - Temporary Services	1.000	\$ 109,576	\$ 1,251	\$ -	\$ 3,683	\$ 114,510
	Uptown Chandler Brand Implementation		-	-	-	20,000	20,000
	Business Investment Software Subscription		-	-	-	25,900	25,900
Economic Development Total		1.000	\$ 109,576	\$ 1,251	\$ -	\$ 49,583	\$ 160,410
Fleet Services							
	Fleet Services Temporary Backfill Position		\$ -	\$ -	\$ 32,228	\$ -	\$ 32,228
Fleet Total		0.000	\$ -	\$ -	\$ 32,228	\$ -	\$ 32,228
Human Resources							
	Classification and Compensation Study		\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000
	Public Safety Health Assessment		-	-	-	100,000	100,000
Human Resources Total		0.000	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
Information Technology							
	Network Wi-Fi Position	1.000	\$ 124,299	\$ 2,180	\$ -	\$ 2,586	\$ 129,065
	Smart City Strategy		-	-	-	254,150	254,150
Information Technology Total		1.000	\$ 124,299	\$ 2,180	\$ -	\$ 256,736	\$ 383,215
Management Services							
	Budget Document Creation Solution Support/Maintenance		\$ -	\$ 14,900	\$ -	\$ -	\$ 14,900
Management Services Total		0.000	\$ -	\$ 14,900	\$ -	\$ -	\$ 14,900

Budget Polices, Process, and Decisions

2020-21 Adopted Budget

Dept/Division	Addition	FTE	Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	Total
Neighborhood Resources							
	Community Navigator Position (Move to other funds)	1.000	\$ 79,294	\$ 9,186	\$ -	\$ 24,866	\$ 113,346
	Commercial Code Inspector	1.000	93,010	10,832	-	38,880	142,722
	Community Resources Special Event Coordinator	1.000	91,689	1,100	-	-	92,789
	Code Inspector - Residential	1.000	88,676	10,832	-	38,880	138,388
	Neighborhood Resources Overtime		-	18,181	-	-	18,181
	Community Development Client Service Assistance		-	-	-	10,000	10,000
	Neighborhood Preservation Admin Assistant - Temp		-	-	70,557	-	70,557
	Community Court Navigator		-	-	-	65,000	65,000
	Public Housing Literacy Program		-	-	-	10,000	10,000
	Neighborhood Resources Total	4.000	\$ 352,669	\$ 50,131	\$ 70,557	\$ 187,626	\$ 660,983
Police							
	Police Investigative Specialist Program Implementation	2.000	\$ 155,666	\$ 53,702	\$ -	\$ 126,814	\$ 336,182
	Mental Health Support Unit	2.000	211,855	48,804	-	111,923	372,582
	Police Commander Vehicles		-	22,335	-	174,700	197,035
	Technology Training & Development Coordinator		-	-	-	97,280	97,280
	Police Total	4.000	\$ 367,521	\$ 124,841	\$ -	\$ 510,717	\$ 1,003,079
Public Works & Utilities							
	Engineering Project Manager	1.000	\$ 23,304	\$ 5,888	\$ -	\$ 15,050	\$ 44,242
	Construction Project Managers (FTE reduction offset in Wastewater Fund)	2.000	46,908	25,298	-	84,870	157,076
	Public Works & Utilities Total	3.000	\$ 70,212	\$ 31,186	\$ -	\$ 99,920	\$ 201,318
Transportation Policy							
	Transportation Coordinator	0.500	\$ 54,788	\$ 3,920	\$ -	\$ 3,296	\$ 62,004
	Temporary Transit Coordinator		-	-	50,000	-	50,000
	Transportation Policy Total	0.500	\$ 54,788	\$ 3,920	\$ 50,000	\$ 3,296	\$ 112,004
	General Fund Total:	18.500	\$ 1,593,061	\$ 400,623	\$ 205,419	\$ 1,939,002	\$ 4,138,105

Other Funds:

Dept/Division	Addition	FTE	Personnel Ongoing	Other Ongoing	Personnel One-Time	Other One-Time	Total
Airport							
	Heavy Duty Tractor		\$ -	\$ 2,000	\$ -	\$ 96,000	\$ 98,000
	Terminal Landscaping Improvements and Monument Sign		-	4,500	-	100,000	104,500
	Airport Operating Fund Total	0.000	\$ -	\$ 6,500	\$ -	\$ 196,000	\$ 202,500
Public Works & Utilities							
	Engineering Project Manager		\$ 93,217	\$ -	\$ -	\$ -	\$ 93,217
	Capital Project Fund Total	0.000	\$ 93,217	\$ -	\$ -	\$ -	\$ 93,217
Transportation Policy							
	Paratransit and RideChoice		\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
	Transportation Coordinator	0.500	54,788	-	-	-	54,788
	Price Road Flexible Transit Study & Future Service		-	-	-	150,000	150,000
	Local Transportation Assistance Fund Total	0.500	\$ 54,788	\$ -	\$ -	\$ 350,000	\$ 404,788
	Other Fund Total:	0.500	\$ 148,005	\$ 6,500	\$ -	\$ 546,000	\$ 700,505
	Combined Total:	19.000	\$ 1,741,066	\$ 407,123	\$ 205,419	\$ 2,485,002	\$ 4,838,610



4-Financial and Personnel Overviews

Adopted Budget Summaries
Department Budget Summaries
Fund Summaries
Personnel Summaries



“The Future’s in Sight”

The City of Chandler is a high quality service organization that maintains a lean workforce of 6.4 full-time employees per 1,000 residents.

Budget Summary

Council adopted the FY 2020-21 budget of \$931,336,929 on June 11, 2020. 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

	2018-19 Actual Revenues	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
Fund Balances	\$ -	\$ 311,193,414	\$ 407,086,010	30.8%
Sale of Bonds	-	89,225,000	-	(100.0%)
Grants	19,640,875	33,005,769	48,602,802	47.3%
Revenues	480,800,346	493,621,989	475,648,117	(3.6%)
Total Resources	\$ 500,441,221	\$ 927,046,172	\$ 931,336,929	0.5%
Encumbrance or Carryforward from Prior Years	-	(242,899,462)	(214,575,475)	
Net Adjusted Budget	\$ 500,441,221	\$ 684,146,710	\$ 716,761,454	4.8%

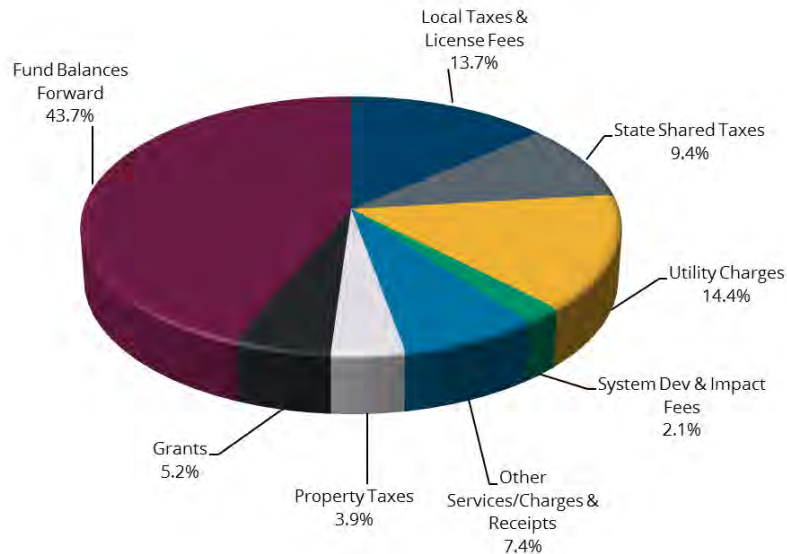
Appropriations

	2018-19 Actual Expenditures	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 37,497,228	\$ 54,084,812	\$ 51,792,286	(4.2%)
Community Services	29,115,336	47,284,117	52,264,026	10.5%
Cultural Development	5,626,604	5,983,834	5,574,839	(6.8%)
Development Services	7,864,520	8,877,333	9,850,022	11.0%
Information Technology	11,219,712	20,149,240	20,332,002	0.9%
Management Services	7,745,132	9,126,537	9,315,326	2.1%
Neighborhood Resources	13,961,442	19,388,124	19,514,526	0.7%
Non-Departmental	49,086,882	91,167,601	61,990,710	(32.0%)
Public Safety - Fire	42,490,457	48,844,038	45,205,677	(7.4%)
Public Safety - Police	80,379,917	91,348,133	84,957,575	(7.0%)
Public Works & Utilities	136,855,559	342,056,540	371,500,519	8.6%
Operations & Capital Sub-Total	421,842,791	738,310,309	732,297,508	(0.8%)
Fund Contingencies & Reserves ⁽¹⁾	-	117,860,786	132,263,210	12.2%
Debt Service	63,737,774	60,930,366	59,719,660	(2.0%)
Capital/Tech/Vehicle Replacement	5,252,537	9,944,711	7,056,551	(29.0%)
Total	\$ 490,833,102	\$ 927,046,172	\$ 931,336,929	0.5%
Encumbrance or Carryforward from Prior Years	-	(242,899,462)	(214,575,475)	
Net Adjusted Budget	\$ 490,833,102	\$ 684,146,710	\$ 716,761,454	4.8%

⁽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 2020-21. The table reflects the change in the adopted resource appropriation percentage from FY 2019-20 to FY 2020-21. As required by A.R.S., the property tax levy at an estimated \$36,329,729 was adopted on June 25, 2020. The levy includes a Primary Tax Rate of \$0.2501 and a Secondary Tax Rate of \$0.87, for a total tax rate of \$1.1201 per \$100 of assessed valuation.

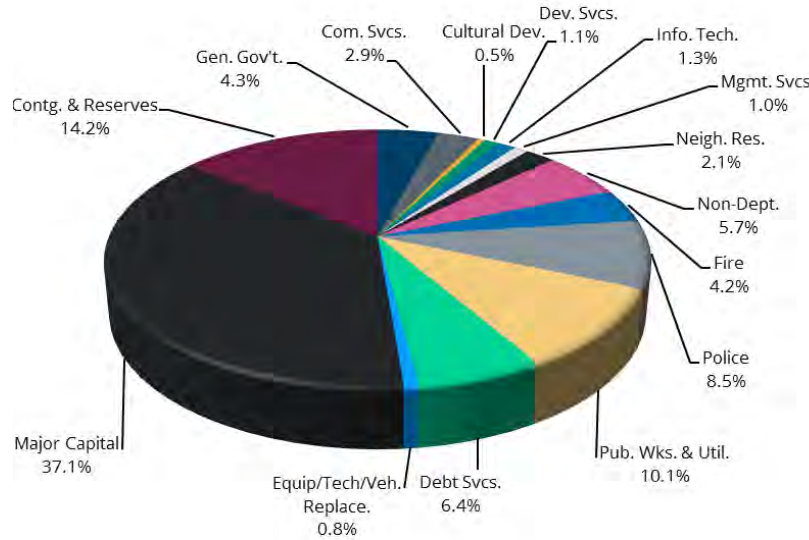


	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted	2020-21 % of Total Adopted
Local Taxes & License Fees	\$ 139,094,600	\$ 127,809,152	(8.1%)	13.7%
State Shared Taxes	85,664,000	87,970,000	2.7%	9.4%
Utility Charges	143,098,581	134,520,539	(6.0%)	14.4%
System Dev & Impact Fees	20,827,700	20,013,200	(3.9%)	2.1%
Other Services/Charges & Receipts	70,768,308	68,805,497	(2.8%)	7.4%
Property Taxes ⁽¹⁾	34,168,800	36,529,729	6.9%	3.9%
Bond Proceeds	89,225,000	-	(100.0%)	0.0%
Grants	33,005,769	48,602,802	47.3%	5.2%
Fund Balances Forward	311,193,414	407,086,010	30.8%	43.7%
Total	\$ 927,046,172	\$ 931,336,929	0.5%	100.0%

⁽¹⁾ 2019-20 Property Tax adopted amount of \$34,168,800 includes Prior Year Property Tax (Primary and Secondary) of \$200,000. FY 2020-21 Property Tax adopted amount of \$36,529,729 includes Prior Year Property Tax (Primary and Secondary) of \$200,000.

Where the Money Goes

The chart below reflects the percentage of total expenditure appropriation of \$931,336,929 by department for FY 2020-21. The table reflects the change in the adopted expenditure appropriation percentage from FY 2019-20 to FY 2020-21.



	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted	2020 -21 % of Total Adopted
General Government	\$ 39,610,813	\$ 39,887,317	0.7%	4.3%
Community Services	27,225,510	26,956,640	(1.0%)	2.9%
Cultural Development	3,937,271	4,199,590	6.7%	0.5%
Development Services	8,877,333	9,850,022	11.0%	1.1%
Information Technology	11,662,825	11,792,184	1.1%	1.3%
Management Services	9,126,537	9,315,326	2.1%	1.0%
Neighborhood Resources	19,388,124	19,514,526	0.7%	2.1%
Non-Departmental	69,382,680	53,278,567	(23.2%)	5.7%
Public Safety - Fire	37,255,753	38,895,433	4.4%	4.2%
Public Safety - Police	77,807,419	78,794,164	1.3%	8.5%
Public Works & Utilities	98,294,066	94,208,524	(4.2%)	10.1%
Debt Service	60,930,366	59,719,660	(2.0%)	6.4%
Equip/Tech/Vehicle Replacement	9,944,711	7,056,551	(29.0%)	0.8%
Major Capital	335,741,978	345,605,215	2.9%	37.1%
Contingency & Reserves ⁽¹⁾	117,860,786	132,263,210	12.2%	14.2%
Total	\$ 927,046,172	\$ 931,336,929	0.5%	100.0%
By Category				
Personnel & Benefits	\$ 236,681,378	\$ 225,753,815	(4.6%)	24.2%
Operating & Maintenance	236,762,030	227,714,689	(3.8%)	24.5%
Subtotal Operating	473,443,408	453,468,504	(4.2%)	48.7%
Major Capital	335,741,978	345,605,215	2.9%	37.1%
Contingency & Reserves	117,860,786	132,263,210	12.2%	14.2%
Total	\$ 927,046,172	\$ 931,336,929	0.5%	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)

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 39,610,813	\$ 39,887,317	0.7%
Community Services	27,225,510	26,956,640	(1.0%)
Cultural Development	3,937,271	4,199,590	6.7%
Development Services	8,877,333	9,850,022	11.0%
Information Technology	11,662,825	11,792,184	1.1%
Management Services	9,126,537	9,315,326	2.1%
Neighborhood Resources	19,388,124	19,514,526	0.7%
Non-Departmental	69,382,680	53,278,567	(23.2%)
Public Safety - Fire	37,255,753	38,895,433	4.4%
Public Safety - Police	77,807,419	78,794,164	1.3%
Public Works & Utilities	98,294,066	94,208,524	(4.2%)
Total Department Operating	\$ 402,568,331	\$ 386,692,293	(3.9%)
Equip/Tech/Vehicle Replacement	9,944,711	7,056,551	(29.0%)
Debt Service	60,930,366	59,719,660	(2.0%)
Contingency & Reserves	117,860,786	132,263,210	12.2%
Total Operating	\$ 591,304,194	\$ 585,731,714	(0.9%)

Capital Budget by Function (All Funds)

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 6,053,000	\$ 8,905,500	47.1%
Community Services	14,330,500	12,793,095	(10.7%)
Cultural Development	546,000	1,055,195	93.3%
Information Technology	2,769,258	2,328,000	(15.9%)
Non-Departmental	590,000	-	(100.0%)
Public Safety - Fire	1,740,000	800,000	(54.0%)
Public Safety - Police	2,200,000	1,773,000	(19.4%)
Public Works & Utilities	82,400,878	123,272,400	49.6%
Total Major Capital	\$ 110,629,636	\$ 150,927,190	36.4%
Capital Carryforward	224,662,342	194,428,025	(13.5%)
Contingency & Reserves	450,000	250,000	(44.4%)
Total Capital	\$ 335,741,978	\$ 345,605,215	2.9%
Grand Total - Operating & Capital	\$ 927,046,172	\$ 931,336,929	0.5%

Departmental Comparison Summary

The following tables provide summary and detail information on the change between the adopted budget for FY 2019-20 and the adopted budget for FY 2020-21. For operating cost centers, explanations of significant highlights for the FY 2020-21 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.

	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Mayor and Council	\$ 1,001,019	\$ 1,049,815	\$ 1,064,088	\$ 1,058,859	\$ 1,021,237	(2.7%)
Communications and Public Affairs	2,427,091	2,574,476	2,966,099	2,964,322	2,615,430	1.6%
City Clerk	796,162	749,869	1,180,676	1,143,660	926,189	23.5%
City Manager	1,057,775	1,149,273	1,196,105	1,180,936	1,426,082	24.1%
Organizational Support	21,689,803	34,248,477	34,929,385	26,074,367	31,382,969	(8.4%)
City Magistrate	4,532,027	4,607,201	4,670,792	4,445,785	4,684,074	1.7%
Law	5,993,351	9,705,701	9,940,208	7,425,222	9,736,305	0.3%
Community Services	29,115,336	47,284,117	46,408,184	33,126,407	52,264,026	10.5%
Cultural Development	5,626,604	5,983,834	5,127,678	4,673,657	5,574,839	(6.8%)
Development Services	7,864,520	8,877,333	9,065,593	8,525,303	9,850,022	11.0%
Information Technology	11,219,712	20,149,240	20,574,824	13,821,089	20,332,002	0.9%
Management Services	7,745,132	9,126,537	9,392,786	8,577,629	9,315,326	2.1%
Neighborhood Resources	13,961,442	19,388,124	20,022,262	16,011,275	19,514,526	0.7%
Non-Departmental	49,086,882	91,167,601	82,105,125	62,002,853	61,990,710	(32.0%)
Public Safety - Fire	42,490,457	48,844,038	46,458,545	40,369,183	45,205,677	(7.4%)
Public Safety - Police	80,379,917	91,348,133	91,294,180	84,234,050	84,957,575	(7.0%)
Public Works & Utilities	136,855,559	342,056,540	326,011,597	155,341,025	371,500,519	8.6%
Subtotal	\$ 421,842,791	\$ 738,310,309	\$ 712,408,127	\$ 470,975,622	\$ 732,297,508	(0.8%)
Fund Contingency - Operating*	\$ -	\$ 117,860,786	\$ 142,145,510	\$ -	\$ 132,263,210	12.2%
Debt Service	63,737,774	60,930,366	60,930,366	62,602,114	59,719,660	(2.0%)
Equipment Replacement	1,324,500	288,000	288,000	-	288,000	0.0%
Technology Replacement	1,953,088	5,208,761	5,455,004	5,455,004	5,339,271	2.5%
Vehicle Replacement	1,974,948	4,447,950	5,819,165	2,064,190	1,429,280	(67.9%)
Grand Total	\$ 490,833,102	\$ 927,046,172	\$ 927,046,172	\$ 541,096,930	\$ 931,336,929	0.5%

* 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.

Cost Center Comparison

	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Mayor and Council	\$ 1,001,019	\$ 1,049,815	\$ 1,064,088	\$ 1,058,859	\$ 1,021,237	(2.7%)
Communications and Public Affairs						
Administration	\$ 1,229,590	\$ 1,217,844	\$ 1,263,282	\$ 1,269,148	\$ 1,239,675	1.8%
Video Production	515,041	596,753	874,047	870,450	601,302	0.8%
Print, Mail, and Graphics	682,460	759,879	828,770	824,724	774,453	1.9%
Total Communications and Public Affairs	\$ 2,427,091	\$ 2,574,476	\$ 2,966,099	\$ 2,964,322	\$ 2,615,430	1.6%
General Government						
City Clerk	\$ 796,162	\$ 749,869	\$ 1,180,676	\$ 1,143,660	\$ 926,189	23.5%
City Magistrate	\$ 4,532,027	\$ 4,607,201	\$ 4,670,792	\$ 4,445,785	\$ 4,684,074	1.7%
Law	\$ 3,821,811	\$ 3,795,202	\$ 3,875,245	\$ 3,847,275	\$ 3,884,306	2.3%
Liability Litigation	1,529,512	1,921,927	1,968,744	1,680,447	1,863,427	(3.0%)
Liability Litigation Claims	642,028	3,988,572	4,096,219	1,897,500	3,988,572	0.0%
Total Law	\$ 5,993,351	\$ 9,705,701	\$ 9,940,208	\$ 7,425,222	\$ 9,736,305	0.3%
City Manager Administration	\$ 1,057,775	\$ 1,149,273	\$ 1,196,105	\$ 1,180,936	\$ 1,426,082	24.1%
Organizational Support						
Airport	\$ 960,963	\$ 1,211,159	\$ 1,230,496	\$ 1,150,910	\$ 1,104,206	(8.8%)
Airport Capital	2,014,460	8,732,127	6,555,260	2,079,851	7,684,808	(12.0%)
Buildings and Facilities	7,493,762	8,067,685	8,321,371	8,284,537	7,808,007	(3.2%)
Buildings and Facilities Capital	2,039,840	3,185,664	1,992,199	1,025,542	3,163,953	(0.7%)
Economic Development	965,333	1,164,121	1,264,321	1,100,973	1,098,386	(5.6%)
Economic Development Capital	-	2,556,208	2,556,208	-	1,056,208	(58.7%)
Tourism	517,752	255,585	630,140	629,377	260,509	1.9%
Innovations	281,972	285,930	404,626	404,626	285,930	0.0%
Fleet Services	1,212,250	1,186,865	1,215,212	1,210,863	1,210,821	2.0%
Fleet Motor Pool	-	65,568	65,568	64,145	65,568	0.0%
Human Resources	3,275,144	3,455,275	3,940,884	3,671,135	3,602,651	4.3%
Workers' Compensation Liability	2,278,521	-	-	-	-	N/A
Transportation Policy	649,805	4,082,290	6,753,100	6,452,408	4,041,922	(1.0%)
Total Organizational Support	\$ 21,689,803	\$ 34,248,477	\$ 34,929,385	\$ 26,074,367	\$ 31,382,969	(8.4%)
Total General Government	\$ 37,497,228	\$ 54,084,812	\$ 55,947,353	\$ 44,293,151	\$ 51,792,286	(4.2%)
Community Services						
Community Services Administration	\$ 883,869	\$ 616,310	\$ 651,857	\$ 644,590	\$ 690,786	12.1%
Library	6,706,245	6,736,009	7,070,090	6,622,644	6,738,955	0.0%
Aquatics	3,825,348	4,085,040	4,177,524	4,048,418	4,127,252	1.0%
Parks Development and Operations	8,747,887	9,675,775	10,071,890	10,046,117	9,587,626	(0.9%)
Recreation	1,678,720	2,056,617	2,143,037	2,042,476	2,013,735	(2.1%)
Sports & Fitness Facilities	2,043,634	2,262,255	2,467,419	2,447,689	2,249,706	(0.6%)
Nature & Recreation Facilities	1,632,544	1,793,504	1,822,286	1,800,441	1,548,580	(13.7%)
Parks Capital	3,597,091	20,058,607	18,004,081	5,474,032	25,307,386	26.2%
Total Community Services	\$ 29,115,336	\$ 47,284,117	\$ 46,408,184	\$ 33,126,407	\$ 52,264,026	10.5%
Cultural Development						
Cultural Development Administration	\$ -	\$ 305,845	\$ 309,087	\$ 310,174	\$ 317,096	3.7%
Center for the Arts	1,718,538	2,181,298	2,230,794	2,117,643	2,470,800	13.3%
Downtown Redevelopment	405,472	337,507	394,350	394,697	283,628	(16.0%)
Cultural Development Capital	2,969,172	2,046,563	977,363	652,603	1,375,249	(32.8%)
Special Events	-	408,142	423,997	433,073	416,319	2.0%
Museum	533,422	704,479	792,087	765,467	711,747	1.0%
Total Cultural Development	\$ 5,626,604	\$ 5,983,834	\$ 5,127,678	\$ 4,673,657	\$ 5,574,839	(6.8%)

Financial & Personnel Overview**2020-21 Adopted Budget**

	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Development Services						
Administration	\$ 1,210,710	\$ 1,596,413	\$ 1,613,157	\$ 1,477,031	\$ 1,677,396	5.1%
Planning	2,202,578	2,768,204	2,865,249	2,653,488	2,580,855	(6.8%)
Building Safety	3,124,378	3,158,651	3,205,527	3,013,734	2,504,552	(20.7%)
Transportation Engineering	-	-	-	-	1,138,775	N/A
Engineering	1,326,855	1,354,065	1,381,660	1,381,050	1,948,444	43.9%
Total Development Services	\$ 7,864,520	\$ 8,877,333	\$ 9,065,593	\$ 8,525,303	\$ 9,850,022	11.0%
Information Technology						
IT Service Delivery Mgmt & Admin	\$ 1,938,601	\$ 2,463,258	\$ 2,534,700	\$ 2,448,689	\$ 2,759,834	12.0%
IT Applications & Support	4,732,285	5,362,090	5,896,690	5,566,073	5,361,082	(0.0%)
IT Infrastructure & Client Support	2,889,398	3,731,396	4,128,900	4,109,692	3,480,187	(6.7%)
ITOC Capital	782,103	4,249,903	4,010,495	665,528	3,844,967	(9.5%)
ITOC Operations	8,124	106,081	106,081	-	191,081	80.1%
IT Citywide Capital	869,202	4,236,512	3,897,958	1,031,107	4,694,851	10.8%
Total Information Technology	\$ 11,219,712	\$ 20,149,240	\$ 20,574,824	\$ 13,821,089	\$ 20,332,002	0.9%
Management Services						
Administration	\$ 592,657	\$ 616,886	\$ 628,562	\$ 628,191	\$ 606,127	(1.7%)
Budget	670,130	736,428	749,179	737,208	770,535	4.6%
Purchasing	714,061	724,611	733,778	735,137	736,078	1.6%
Central Supply	397,342	415,759	423,457	425,146	407,163	(2.1%)
Accounting	1,712,599	1,749,745	1,783,710	1,748,389	1,780,865	1.8%
Tax and License	1,639,803	2,498,583	2,531,830	2,307,764	2,408,819	(3.6%)
Utility Services	1,333,565	1,480,258	1,564,885	1,481,032	1,457,739	(1.5%)
Environmental Management	452,655	431,067	461,847	401,726	674,800	56.5%
Environmental Management Liabilities	232,320	473,200	515,538	113,036	473,200	0.0%
Total Management Services	\$ 7,745,132	\$ 9,126,537	\$ 9,392,786	\$ 8,577,629	\$ 9,315,326	2.1%
Neighborhood Resources						
Neighborhood Resources	\$ 288,902	\$ 557,889	\$ 563,063	\$ 567,902	\$ 280,649	(49.7%)
Neighborhood Preservation	1,369,418	1,639,188	1,806,808	1,617,230	1,572,307	(4.1%)
Community Resources	-	-	-	-	303,424	N/A
Housing and Redevelopment	8,726,087	12,981,465	13,181,090	9,458,524	13,334,522	2.7%
Community Development	3,577,035	4,209,582	4,471,301	4,367,619	4,023,624	(4.4%)
Total Neighborhood Resources	\$ 13,961,442	\$ 19,388,124	\$ 20,022,262	\$ 16,011,275	\$ 19,514,526	0.7%
Non-Departmental						
Non-Departmental Operating	\$ 31,981,787	\$ 69,382,680	\$ 67,138,931	\$ 55,983,067	\$ 53,278,567	(23.2%)
Non-Departmental Capital	17,105,095	21,784,921	14,966,194	6,019,786	8,712,143	(60.0%)
Total Non-Departmental	\$ 49,086,882	\$ 91,167,601	\$ 82,105,125	\$ 62,002,853	\$ 61,990,710	(32.0%)
Public Safety - Fire						
Administration	\$ 4,135,102	\$ 3,993,763	\$ 4,314,632	\$ 4,363,586	\$ 4,177,864	4.6%
Health & Medical Services	2,245,575	1,945,239	1,994,523	2,065,578	1,969,380	1.2%
Operations	29,074,686	28,949,212	29,562,925	29,348,177	30,329,952	4.8%
Prevention and Preparedness	1,713,723	1,390,427	1,631,662	1,411,841	1,430,746	2.9%
Fire Capital	4,394,456	11,588,285	7,897,579	2,120,718	6,310,244	(45.5%)
Support Services	926,917	977,112	1,057,224	1,059,283	987,491	1.1%
Total Public Safety - Fire	\$ 42,490,457	\$ 48,844,038	\$ 46,458,545	\$ 40,369,183	\$ 45,205,677	(7.4%)

Financial & Personnel Overview**2020-21 Adopted Budget**

	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Public Safety - Police						
Administration	\$ 2,401,382	\$ 3,094,378	\$ 3,311,005	\$ 2,732,176	\$ 3,004,565	(2.9%)
Professional Standards	1,221,098	1,221,334	1,255,298	1,230,850	1,228,608	0.6%
Property and Evidence	467,332	468,760	476,259	475,925	478,380	2.1%
Forensic Services	2,373,271	2,477,323	2,527,516	2,471,045	2,487,527	0.4%
Field Operations	31,589,676	31,415,144	32,463,499	32,063,736	32,187,697	2.5%
Criminal Investigations	13,753,996	13,477,741	14,160,730	13,917,120	13,794,166	2.3%
Planning and Research	1,026,790	1,082,718	1,151,836	1,084,012	1,086,469	0.3%
Communications	5,011,003	5,387,643	5,480,039	5,326,201	5,341,547	(0.9%)
Police Technology	1,917,796	2,787,438	2,860,648	2,629,983	2,632,325	(5.6%)
Records	1,792,650	1,850,661	1,910,646	1,834,950	1,875,221	1.3%
Detention Services	2,349,485	2,620,134	2,903,071	2,914,966	2,614,890	(0.2%)
Operational Support	12,701,739	11,924,145	12,817,535	12,664,691	12,062,769	1.2%
Police Capital	3,773,700	13,540,714	9,976,098	4,888,395	6,163,411	(54.5%)
Total Public Safety - Police	\$ 80,379,917	\$ 91,348,133	\$ 91,294,180	\$ 84,234,050	\$ 84,957,575	(7.0%)
Public Works & Utilities						
Public Works Administration	\$ 387,945	\$ 702,219	\$ 804,529	\$ 488,457	\$ 400,947	(42.9%)
Capital Projects	1,174,409	1,395,179	1,452,209	1,412,392	1,518,378	8.8%
Streets	8,216,206	10,225,559	13,935,932	13,227,819	9,603,121	(6.1%)
Streets Capital	28,312,223	114,766,456	109,763,440	29,881,632	139,735,844	21.8%
Traffic Engineering	6,917,487	6,753,386	7,053,517	6,650,748	5,615,185	(16.9%)
Street Sweeping	980,584	1,030,176	1,078,019	1,034,695	1,041,551	1.1%
Utilities Administration	770,980	786,481	793,017	778,540	798,561	1.5%
Solid Waste Services	13,636,964	12,447,366	12,758,692	13,288,030	13,440,936	8.0%
Solid Waste Capital	127,956	861,335	744,466	95,902	894,564	3.9%
Recycling Solid Waste Collection Center	-	1,705,110	1,720,705	1,645,190	1,671,415	(2.0%)
Water Distribution	3,870,357	5,298,595	5,778,706	5,550,190	5,326,767	0.5%
Water Capital	15,044,691	67,451,022	52,257,270	20,869,286	60,415,566	(10.4%)
Water Treatment Plant	5,119,096	5,966,073	6,775,122	6,185,550	5,547,799	(7.0%)
Environmental Resources	6,695,876	8,546,111	9,102,654	8,082,000	7,277,443	(14.8%)
Water Quality	1,583,968	1,762,346	1,824,774	1,743,500	1,793,373	1.8%
Water Systems Maintenance	6,543,795	6,514,161	7,067,402	7,209,140	6,598,761	1.3%
San Tan Vista Water Treatment Plant	1,704,507	2,082,519	2,987,405	2,000,000	2,082,519	0.0%
Meter Services	1,316,515	1,055,845	1,097,659	994,940	1,018,158	(3.6%)
Wastewater Collection	2,479,926	2,736,067	2,897,763	2,643,960	2,904,614	6.2%
Wastewater Capital	12,084,213	60,683,661	53,374,847	7,248,814	76,246,021	25.6%
Ocotillo Brine Reduction Facility	4,237,599	9,606,766	11,645,354	7,298,610	9,605,306	(0.0%)
Lone Butte Wastewater Treatment	812,923	1,411,714	1,640,725	945,900	1,402,209	(0.7%)
Wastewater Quality	639,345	708,962	767,976	594,020	635,462	(10.4%)
Airport Water Reclamation Facility	8,436,125	10,033,408	10,446,346	8,969,950	8,774,721	(12.5%)
Ocotillo Water Reclamation Facility	5,761,869	7,526,023	8,243,068	6,501,760	7,151,298	(5.0%)
Total Public Works & Utilities	\$ 136,855,559	\$ 342,056,540	\$ 326,011,597	\$ 155,341,025	\$ 371,500,519	8.6%
Subtotal	\$ 421,842,791	\$ 738,310,309	\$ 712,408,127	\$ 470,975,622	\$ 732,297,508	(0.8%)
Fund Contingency - Operating	\$ -	\$ 117,860,786	\$ 142,145,510	\$ -	\$ 132,263,210	12.2%
Debt Service	63,737,774	60,930,366	60,930,366	62,602,114	59,719,660	(2.0%)
Equipment Replacement	1,324,500	288,000	288,000	-	288,000	0.0%
Technology Replacement	1,953,088	5,208,761	5,455,004	5,455,004	5,339,271	2.5%
Vehicle Replacement	1,974,948	4,447,950	5,819,165	2,064,190	1,429,280	(67.9%)
Grand Total	\$ 490,833,102	\$ 927,046,172	\$ 927,046,172	\$ 541,096,930	\$ 931,336,929	0.5%

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 CAFR reporting (e.g., General Fixed Assets and Depreciation Funds).

The accounts for the City are organized on the basis of 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 home owner 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.

Financial & Personnel Overview

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 2020-21 Total Budget \$931,336,929				
Governmental Funds			Proprietary Funds	
General Operating Funds \$345,962,642	Special Revenue Funds \$48,193,193	Capital Project Funds \$295,286,248	Enterprise Funds \$202,135,085	Internal Service Funds \$39,759,761
General \$316,992,227	Police Forfeiture \$779,000	General Gov't Capital Projects \$51,174,297	Water Operations \$67,453,129	Workers' Compensation Self Insurance Trust \$4,638,141
General Obligation Debt Service \$28,970,415	Highway User Revenue \$22,080,095	Capital Replacement \$16,110,286	Reclaimed Water Operations \$1,959,503	Self-Insured Liability (Risk) Self Insurance \$6,440,199
	Local Transportation Assistance \$3,153,594	Capital Grants \$54,548,319	Wastewater Operations \$95,601,192	Uninsured Liability Self Insurance \$1,726,800
	Operating Grants \$5,054,257	Municipal Arts \$535,385	WW Industrial Process Treatment Operations \$16,866,006	Short Term Disability Self Insurance \$581,644
	Housing & Urban Development \$14,474,264	General Obligation Bonds \$44,250,762	Solid Waste Operations \$17,535,827	Dental Self Insurance \$2,605,000
	Community Development Block Grant \$2,417,014	Enterprise Bonds \$56,484,576	Airport Operations \$2,719,428	Medical Self Insurance Trust \$23,767,977
	Expendable Trust Funds \$234,969	General Gov't Impact Fees \$50,046,794		
		System Development Fees \$22,135,829		

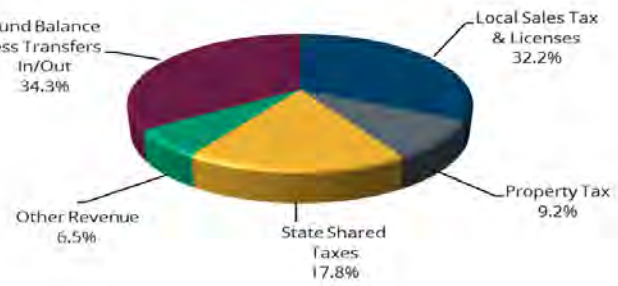
General Fund Revenue Summaries

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 2019-20 and FY 2020-21. 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.

2019-20 Comparative % of Total Revenues



2020-21 Comparative % of Total Revenues



	2019-20 Adopted Budget	2019-20 % of Total Adopted	2020-21 Adopted Budget	2020-21 % of Total Adopted	% Change Adopted to Adopted
Local Sales Tax & Licenses	\$ 139,077,600	34.8%	\$ 127,791,752	32.2%	(8.1%)
Property Tax ⁽¹⁾	34,168,800	8.5%	36,529,729	9.2%	6.9%
State Shared Taxes	67,800,000	17.0%	70,770,000	17.8%	4.4%
Other Revenues	27,395,783	6.9%	25,937,214	6.5%	(5.3%)
Fund Balance less Transfer In/Out	131,255,720	32.8%	136,108,244	34.3%	3.7%
Total General Fund⁽²⁾	\$ 399,697,903	100%	\$ 397,136,939	100%	(0.6%)

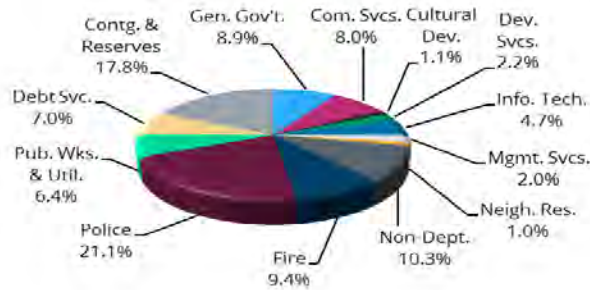
⁽¹⁾ FY 2019-20 Property Tax adopted amount of \$34,168,800 includes Prior Year Property Tax (Primary and Secondary) of \$200,000. FY 2020-21 Property Tax adopted amount of \$36,529,729 includes Prior Year Property Tax (Primary and Secondary) of \$200,000.

⁽²⁾ FY 2019-20 includes General Funds of \$306,488,997, GO Debt Service Funds of \$30,656,261, and General Government Capital Project Funds of \$62,552,645; 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.

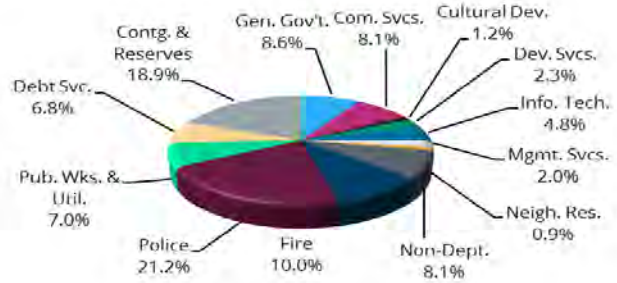
General Fund Expenditure Summaries

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.

2019-20 Comparative % of Total Expenditures



2020-21 Comparative % of Total Expenditures



	2019-20 Adopted Budget	2019-20 % of Total Adopted	2020-21 Adopted Budget	2020-21 % of Total Adopted	% Change Adopted to Adopted
General Government	\$ 35,490,879	8.9%	\$ 34,306,283	8.6%	(3.3%)
Community Services	32,173,214	8.0%	32,171,090	8.1%	(0.0%)
Cultural Development	4,493,924	1.1%	4,618,835	1.2%	2.8%
Development Services	8,877,333	2.2%	9,113,629	2.3%	2.7%
Information Technology	18,953,640	4.7%	18,984,487	4.8%	0.2%
Management Services	8,137,020	2.0%	8,075,928	2.0%	(0.8%)
Neighborhood Resources	4,013,933	1.0%	3,556,968	0.9%	(11.4%)
Non-Departmental	41,062,980	10.3%	32,302,710	8.1%	(21.3%)
Public Safety - Fire	37,385,875	9.4%	39,763,770	10.0%	6.4%
Public Safety - Police	84,285,811	21.1%	84,105,520	21.2%	(0.2%)
Public Works & Utilities	25,426,412	6.4%	27,946,198	7.0%	9.9%
Debt Service	28,156,261	7.0%	27,135,385	6.8%	(3.6%)
Contingency & Reserves ⁽¹⁾	71,240,621	17.8%	75,056,136	18.9%	5.4%
Total General Fund⁽²⁾	\$ 399,697,903	100%	\$ 397,136,939	100%	(0.6%)
Personnel & Benefits	\$ 205,758,032	51.5%	\$ 194,208,774	48.9%	(5.6%)
Operating & Maintenance	81,291,526	20.3%	76,947,732	19.4%	(5.3%)
Major Capital	41,407,724	10.4%	50,924,297	12.8%	23.0%
Contingency & Reserves ⁽¹⁾	71,240,621	17.8%	75,056,136	18.9%	5.4%
Total General Fund⁽²⁾	\$ 399,697,903	100.0%	\$ 397,136,939	100.0%	(0.6%)

⁽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 2019-20 includes General Funds of \$306,488,997, GO Debt Service Funds of \$30,656,261, and General Government Capital Project Funds of \$62,552,645; 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.

General Fund Expenditure – by Function

The adopted General Fund budget, divided between operating and capital, is shown below. The FY 2020-21 budget reflects a 2.6% increase in the General Fund Operating budget due to an increase in one-time contingency & reserves funding related to the AZCARES grant.

The FY 2020-21 General Fund Capital budget reflects an 18.2% decrease primarily due to the reduction in appropriated capital carryforward when compared to FY 2019-20. The combined operating and capital General Fund change from the prior fiscal year decreased by 0.6%.

Operating Budget

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 29,749,007	\$ 30,105,328	1.2%
Community Services	26,971,684	26,794,778	(0.7%)
Cultural Development	3,650,576	3,634,295	(0.4%)
Development Services	8,877,333	9,113,629	2.7%
Information Technology	11,662,825	11,792,184	1.1%
Management Services	8,137,020	8,075,928	(0.8%)
Neighborhood Resources	4,013,933	3,556,968	(11.4%)
Non-Departmental	40,472,980	23,840,567	(41.1%)
Public Safety - Fire	37,255,753	38,895,433	4.4%
Public Safety - Police	76,789,941	77,989,907	1.6%
Public Works & Utilities	11,312,245	10,222,104	(9.6%)
Total Department Operating	\$ 258,893,297	\$ 244,021,121	(5.7%)
Debt Service	28,156,261	27,135,385	(3.6%)
Contingency & Reserves	50,095,700	74,806,136	49.3%
Total Operating	\$ 337,145,258	\$ 345,962,642	2.6%

Capital Budget

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 1,665,000	\$ 2,188,294	31.4%
Community Services	1,524,500	3,173,434	108.2%
Cultural Development	426,500	784,477	83.9%
Information Technology	1,597,358	2,132,250	33.5%
Non-Departmental	590,000	-	(100.0%)
Public Safety - Fire	-	800,000	N/A
Public Safety - Police	2,200,000	1,773,000	(19.4%)
Public Works & Utilities	3,297,473	3,889,188	17.9%
Total Major Capital	\$ 11,300,831	\$ 14,740,643	30.4%
Capital Carryforward	50,801,814	36,183,654	(28.8%)
Contingency & Reserves	450,000	250,000	(44.4%)
Total Major Capital Budget	\$ 62,552,645	\$ 51,174,297	(18.2%)
Grand Total⁽¹⁾	\$ 399,697,903	\$ 397,136,939	(0.6%)

⁽¹⁾ FY 2019-20 includes General Funds of \$306,488,997, GO Debt Service Funds of \$30,656,261, and General Government Capital Project Funds of \$62,552,645; 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.

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 the Other Revenues consisting of Museum Trust Fund, Parks and Recreation Trust Fund, and Library Trust Fund revenues.

Revenues

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
Police Forfeiture	\$ 965,000	\$ 750,000	(22.3%)
Regional Transportation Sales Tax	664,000	-	(100.0%)
Highway User Revenue	16,829,000	16,872,000	0.3%
Local Transportation Assistance	1,001,000	955,000	(4.6%)
Operating Grants	5,052,478	5,043,000	(0.2%)
HOME Program Grant	880,000	880,000	0.0%
Community Development Block Grant	1,850,000	1,925,950	4.1%
PHA Family Sites Grant	1,337,000	1,475,000	10.3%
PHA Elderly & Scattered Grant	1,039,000	1,141,000	9.8%
PHA Management Grant	426,000	457,000	7.3%
PHA Family Self Sufficiency Grant	163,029	165,000	1.2%
PHA Section 8 Vouchers Grant	5,378,000	5,702,000	6.0%
PHA Capital Program Grant	840,000	850,000	1.2%
Proceeds Reinvestment Grant	150,000	183,000	22.0%
PHA Grant Contingency	3,000,000	3,000,000	0.0%
Trust Funds	296,211	200,759	(32.2%)
Fund Balance less Transfers In/Out	10,862,046	8,593,484	(20.9%)
Total Special Revenue Funds	\$ 50,732,764	\$ 48,193,193	(5.0%)

Expenditures

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
General Government	\$ 1,256,822	\$ 1,256,822	0.0%
Community Services	253,826	161,862	(36.2%)
Cultural Development	56,695	52,910	(6.7%)
Neighborhood Resources	15,374,191	15,957,558	3.8%
Non-Departmental	168,300	136,900	(18.7%)
Public Safety - Police	2,880,375	804,257	(72.1%)
Public Works & Utilities	18,351,955	18,218,574	(0.7%)
Contingency & Reserves	12,390,600	10,867,917	(12.3%)
Debt Service	-	-	N/A
Total Special Revenue Funds	\$ 50,732,764	\$ 47,456,800	(6.5%)
Personnel & Benefits	\$ 7,036,293	\$ 7,145,880	1.6%
Operating & Maintenance	19,885,293	19,917,900	0.2%
Contingency & Reserves	12,390,600	10,867,917	(12.3%)
Capital - Major	11,420,578	10,261,496	(10.1%)
Total Special Revenue Funds	\$ 50,732,764	\$ 48,193,193	(5.0%)

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

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
Water Services	\$ 56,865,133	\$ 50,816,700	(10.6%)
Reclaimed Water Services	1,864,400	1,769,200	(5.1%)
Wastewater Services	49,114,974	45,283,250	(7.8%)
WW Industrial Process Treatment	16,026,929	17,338,631	8.2%
Solid Waste Services	16,384,713	16,705,178	2.0%
Airport Services	955,267	980,000	2.6%
Other Revenues	5,830,527	6,183,980	6.1%
Fund Balance less Transfers In/Out	31,226,985	63,058,146	101.9%
Total Enterprise Operational Funds	\$ 178,268,928	\$ 202,135,085	13.4%

Expenses

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
Water	\$ 60,606,910	\$ 67,453,129	11.3%
Reclaimed Water	2,054,835	1,959,503	(4.6%)
Wastewater	80,371,820	95,601,192	18.9%
WW Industrial Process Treatment	15,555,566	16,866,006	8.4%
Solid Waste	17,051,561	17,535,827	2.8%
Airport	2,628,236	2,719,428	3.5%
Total Enterprise Operational Funds	\$ 178,268,928	\$ 202,135,085	13.4%
Personnel & Benefits	\$ 20,881,419	\$ 21,015,817	0.6%
Operating & Maintenance	92,712,392	90,076,006	(2.8%)
Contingency & Reserves	19,817,650	16,680,528	(15.8%)
Capital - Major	44,857,467	74,362,734	65.8%
Total Enterprise Operational Funds	\$ 178,268,928	\$ 202,135,085	13.4%

Major Fund Summaries

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

General Fund (101)				
Category	FY 2020-21		FY 2020-21	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Property Tax	\$ 8,161,829	City Clerk	\$ 926,189	
Franchise Fee	3,375,000	City Magistrate	4,684,074	
Transaction Privilege Tax	123,470,752	City Mgr & Organizational Support	16,974,092	
Other Licenses	946,000	CAPA	2,615,430	
State Shared Revenues	70,770,000	Community Services	26,794,778	
Charges for Services	17,759,704	Cultural Development	3,634,295	
Miscellaneous Receipts	4,269,600	Development Services	9,113,629	
Court Fines	3,472,910	Information Technology	11,792,184	
Fund Balance	134,474,149	Law	3,884,306	
Subtotal Resources	\$ 366,699,944	Mayor & Council	1,021,237	
		Management Services	31,916,495	
		Neighborhood Resources	3,556,968	
		Non-Departmental ⁽²⁾	72,971,106	
		Public Safety - Fire	38,895,433	
		Public Safety - Police	77,989,907	
Net Transfers In/Out ⁽¹⁾	(49,707,717)	Public Works & Utilities	10,222,104	
Total Resources	\$ 316,992,227	Total Expenditures	\$ 316,992,227	

General Fund Debt Service Fund (310)				
Category	FY 2020-21		FY 2020-21	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Property Tax	\$ 28,367,900	Debt Services	\$ 27,135,385	
Miscellaneous Receipts	185,000	Non-Departmental ⁽²⁾	1,835,030	
Fund Balance	417,515			
Subtotal Resources	\$ 28,970,415			
Total Resources	\$ 28,970,415	Total Expenditures	\$ 28,970,415	

General Government Capital Projects Fund (401)				
Category	FY 2020-21		FY 2020-21	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Miscellaneous Receipts	\$ 250,000	City Mgr & Organizational Support	\$ 4,200,955	
Subtotal Resources	\$ 250,000	Community Services	5,376,312	
		Cultural Development	984,540	
Net Transfers In/Out ⁽¹⁾	\$ 50,924,297	Information Technology	7,192,303	
		Non-Departmental ⁽²⁾	8,712,143	
		Public Safety - Fire	868,337	
		Public Safety - Police	6,115,613	
		Public Works & Utilities	17,724,094	
Total Resources	\$ 51,174,297	Total Expenditures	\$ 51,174,297	

⁽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.

Financial & Personnel Overview

2020-21 Adopted Budget

Highway User Revenue Fund (HURF) (215)

Category	FY 2020-21		FY 2020-21	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Highway User Tax	\$ 16,500,000	Streets	\$ 4,406,339	
Interest Income	372,000	Streets Capital	9,379,924	
Fund Balance	5,330,546	Traffic Engineering	3,550,739	
Subtotal Resources	\$ 22,202,546	Transportation Engineering	736,393	
Net Transfers In/Out ⁽¹⁾	(122,451)	Non-Departmental ⁽²⁾	4,006,700	
Total Resources	\$ 22,080,095	Total Expenditures	\$ 22,080,095	

Local Transportation Assistance Fund (LTAF) (216)

Category	FY 2020-21		FY 2020-21	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Lottery Entitlement	\$ 700,000	Streets Capital	\$ 881,572	
Bus Shelter/Service	180,000	Transportation Policy	1,256,822	
Interest Income	75,000	Non-Departmental ⁽²⁾	1,015,200	
Fund Balance	2,200,527			
Subtotal Resources	\$ 3,155,527			
Net Transfers In/Out ⁽¹⁾	(1,933)			
Total Resources	\$ 3,153,594	Total Expenditures	\$ 3,153,594	

Grant Funds (217 thru 240)

Category	FY 2020-21		FY 2020-21	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Operating Grants	\$ 5,000,000	Neighborhood Resources	\$ 15,957,558	
Home Program	880,000	Non-Departmental ⁽²⁾	5,933,720	
Community Dev Block Grant	1,925,950	Public Safety - Police	54,257	
Public Housing Authority (PHA)	3,158,000			
Housing Authority Section 8	5,690,000			
Capital Fund Program	850,000			
Proceeds Reinvestment Projects	155,000			
PHA Grant Contingency	3,000,000			
Interest	163,000			
Fund Balance	838,585			
Subtotal Resources	\$ 21,660,535			
Net Transfers In/Out ⁽¹⁾	285,000			
Total Resources	\$ 21,945,535	Total Expenditures	\$ 21,945,535	

Capital Grant Fund (417)

Category	FY 2020-21		FY 2020-21	
	Revenue Budget	Dept/Cost Center	Expenditure Budget	
Grants	\$ 27,943,852	City Mgr & Organizational Support	\$ 6,153,362	
Fund Balance	26,604,467	Community Services	1,996,738	
		Cultural Development	286,684	
		Public Works & Utilities	46,111,535	
Total Resources	\$ 54,548,319	Total Expenditures	\$ 54,548,319	

⁽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.

Financial & Personnel Overview

2020-21 Adopted Budget

Water Operating (605)

FY 2020-21			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Water Sales	\$ 50,816,700	Administration	\$ 603,901
Meter Installation Fees	375,000	Water Distribution	5,276,169
Connect Fees	375,200	Water Capital	13,866,095
Other Charges	352,400	Water Treatment Plant	5,547,799
Miscellaneous Receipts	263,000	Environmental Resources	7,277,443
Interest	1,179,000	Water Quality	1,699,144
Fund Balance	17,734,823	Water Production Facility	6,598,761
Subtotal Resources	\$ 71,096,123	San Tan Vista Water Facility	2,082,519
		Meter Services	1,018,158
		City Mgr & Organizational Support	14,000
Net Transfers In/Out ⁽¹⁾	(3,642,994)	Information Technology & ITOC Capital	644,393
		Non-Departmental ⁽²⁾	8,948,660
		Debt Services	13,876,087
Total Resources	\$ 67,453,129	Total Expenses	\$ 67,453,129

Reclaimed Water Operating (612)

FY 2020-21			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Reclaimed Water Sales	\$ 1,769,200	Water Distribution	\$ 50,598
Interest	27,000	Water Quality	94,229
Fund Balance	246,839	Wastewater Quality	52,893
Subtotal Resources	\$ 2,043,039	Airport WW Reclamation Plant	928,983
		Ocotillo Water Reclamation Plant	400,500
Net Transfers In/Out ⁽¹⁾	(83,536)	Non-Departmental ⁽²⁾	432,300
Total Resources	\$ 1,959,503	Total Expenses	\$ 1,959,503

Wastewater Operating (615)

FY 2020-21			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Sewer Sales	\$ 45,283,250	Administration	\$ 194,660
Service Charges	188,280	Wastewater Collection	2,904,614
Other Charges	750,000	Wastewater Capital	51,213,614
Miscellaneous Receipts	259,200	Wastewater Treatment	1,402,209
Interest	1,711,000	Wastewater Quality	582,569
Fund Balance	50,023,753	Airport WW Reclamation Facility	7,845,738
Subtotal Resources	\$ 98,215,483	Ocotillo WW Reclamation Facility	6,750,798
		Information Technology & ITOC Capital	487,452
Net Transfers In/Out ⁽¹⁾	(2,614,291)	Non-Departmental ⁽²⁾	5,511,350
		Debt Services	18,708,188
Total Resources	\$ 95,601,192	Total Expenses	\$ 95,601,192

⁽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.

Financial & Personnel Overview

2020-21 Adopted Budget

Wastewater Industrial Process Treatment (616)

FY 2020-21			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Industrial Surcharge Fees	\$ 17,338,631	Wastewater Capital	\$ 5,495,500
Subtotal Resources	\$ 17,338,631	Ocotillo Brine Reduction Facility	9,605,306
Net Transfers In/Out ⁽¹⁾	(472,625)	Non-Departmental ⁽²⁾	1,765,200
Total Resources	\$ 16,866,006	Total Expenses	\$ 16,866,006

Solid Waste Operating (625)

FY 2020-21			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Refuse Charges	\$ 16,495,978	Solid Waste Services	\$ 13,440,936
Dumping Fees	119,200	Solid Waste Capital	894,564
Other Revenues	411,000	Solid Waste & Recycling Collection	1,671,415
Interest	352,000	Information Technology & ITOC Capital	207,994
Fund Balance	1,252,036	Non-Departmental ⁽²⁾	1,320,918
Subtotal Resources	\$ 18,630,214		
Net Transfers In/Out ⁽¹⁾	(1,094,387)		
Total Resources	\$ 17,535,827	Total Expenses	\$ 17,535,827

Airport Operating (635)

FY 2020-21			
Category	Revenue Budget	Dept/Cost Center	Expense Budget
Tie Down Fees	\$ 500,000	Airport Services	\$ 1,104,206
Sale of Gas/Oil	200,000	Airport Capital	1,531,446
Airport Leases	286,500	Information Technology Capital	7,676
Other Revenues	24,400	Non-Departmental ⁽²⁾	76,100
Subtotal Resources	\$ 1,010,900		
Net Transfers In/Out ⁽¹⁾	1,708,528		
Total Resources	\$ 2,719,428	Total Expenses	\$ 2,719,428

⁽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.

This page intentionally left blank

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		
	2018-19 Actual	2019-20 Actual*	2020-21 Adopted	2018-19 Actual	2019-20 Actual*	2020-21 Adopted	2018-19 Actual	2019-20 Actual*	2020-21 Adopted
Budgeted Fund Balance			\$ 134,892			\$ 8,453			\$ 6,397
Designated Reserve			\$ 48,818			\$ 29,284			\$ 37,926
Estimated Beginning Fund Balance	\$ 190,422	\$ 193,652	\$ 183,710	\$ 27,943	\$ 33,846	\$ 37,736	\$ 43,187	\$ 44,693	\$ 44,323
Revenues:									
Property Taxes	32,392	34,169	36,530	-	-	-	-	-	-
Local Taxes/Licenses	143,389	139,982	127,792	-	-	-	-	-	-
State-Shared Taxes	67,156	66,900	70,770	1,540	2,204	700	-	-	-
Charges for Service	18,883	18,464	17,760	-	-	-	-	-	-
Enterprise Sales	-	-	-	-	-	-	-	-	-
System Development Fees	-	-	-	-	-	-	-	-	-
Bond Revenue	-	-	-	-	-	-	-	-	-
Miscellaneous	10,390	8,421	7,928	1,231	2,569	1,547	29,354	29,283	30,655
Intergovernmental	-	-	-	29,426	30,232	37,159	-	-	-
Expendable Trust Fund	-	-	-	128	190	174	-	-	-
Interfund Transfers In/Out	(28,263)	5,254	(49,708)	(616)	(1,251)	161	2,526	3,528	2,709
Total Revenues	\$ 243,948	\$ 273,190	\$ 211,071	\$ 31,709	\$ 33,945	\$ 39,741	\$ 31,880	\$ 32,811	\$ 33,363
Total Available Resources	\$ 434,369	\$ 466,842	\$ 345,963	\$ 59,652	\$ 67,790	\$ 48,193	\$ 75,068	\$ 77,504	\$ 39,760
Expenditures:									
City Manager	13,587	19,098	16,974	425	2,131	1,257	3,721	1,770	1,569
City Clerk	796	1,144	926	-	-	-	-	-	-
City Magistrate	4,521	4,444	4,684	11	2	-	-	-	-
Communication & Public Affairs	2,427	2,964	2,615	-	-	-	-	-	-
Community Services	25,180	27,299	26,795	338	354	162	-	-	-
Cultural Development	2,616	3,825	3,634	2	26	53	-	-	-
Development Services	7,865	8,525	9,114	-	-	736	-	-	-
Information Technology	9,568	12,124	11,792	-	-	-	-	-	-
Law	3,810	3,835	3,884	12	12	-	2,172	3,578	5,852
Management Services	6,972	7,975	8,076	-	-	-	773	602	1,239
Mayor & Council	1,001	1,059	1,021	-	-	-	-	-	-
Neighborhood Resources	3,370	4,004	3,557	10,592	12,008	15,958	-	-	-
Non-Departmental	7,715	27,997	98,647	-	-	11,005	23,710	27,231	31,099
Public Safety - Fire	37,813	38,248	38,895	283	-	-	-	-	-
Public Safety - Police	75,691	77,903	77,990	1,028	3,306	804	-	-	-
Public Works & Utilities	9,477	13,924	10,222	10,985	12,216	18,219	-	-	-
Debt Service	28,309	28,764	27,135	2,129	-	-	-	-	-
Total Expenditures	\$ 240,717	\$ 283,132	\$ 345,963	\$ 25,806	\$ 30,054	\$ 48,193	\$ 30,375	\$ 33,181	\$ 39,760
Estimated Ending Fund Balance	\$ 193,652	\$ 183,710	\$ 48,818	\$ 33,846	\$ 37,736	\$ 29,284	\$ 44,693	\$ 44,323	\$ 37,926
% Change Actual to Estimated			-73%			-22%			-14%

*2019-20 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		
	2018-19 Actual	2019-20 Actual*	2020-21 Adopted	2018-19 Actual	2019-20 Actual*	2020-21 Adopted	2018-19 Actual	2019-20 Actual*	2020-21 Adopted
Budgeted Fund Balance			\$ 188,088			\$ 69,257			\$ 407,086
Designated Reserve			\$ 18,820			\$ 119,950			\$ 254,798
Estimated Beginning Fund Balance	\$ 195,076	\$ 172,390	\$ 206,908	\$ 156,502	\$ 178,204	\$ 189,207	\$ 613,130	\$ 622,785	\$ 661,884
Revenues:									
Property Taxes	-	-	-	-	-	-	32,392	34,169	36,530
Local Taxes/Licenses	-	-	-	17	17	17	143,407	139,999	127,809
State-Shared Taxes	-	-	-	-	-	-	68,696	69,104	71,470
Charges for Service	-	-	-	2,357	2,456	2,331	21,240	20,920	20,091
Enterprise Sales	-	-	-	123,130	128,200	132,906	123,130	128,200	132,906
System Development Fees	22,990	19,247	20,013	-	-	-	22,990	19,247	20,013
Bond Revenue	-	48,015	-	-	-	-	-	48,015	-
Miscellaneous	7,261	7,733	6,203	3,319	3,987	3,822	51,555	51,994	50,155
Intergovernmental	7,516	21,879	27,944	-	-	-	36,943	52,112	65,103
Expendable Trust Fund	-	-	-	-	-	-	128	190	174
Interfund Transfers In/Out	34,016	16,206	53,038	(7,656)	(7,489)	(6,199)	8	16,247	-
Total Revenues	\$ 71,783	\$ 113,080	\$ 107,198	\$ 121,168	\$ 127,171	\$ 132,878	\$ 500,488	\$ 580,196	\$ 524,251
Total Available Resources	\$ 266,859	\$ 285,470	\$ 295,286	\$ 277,669	\$ 305,375	\$ 202,135	\$ 1,113,618	\$ 1,202,981	\$ 931,337
Expenditures:									
City Manager	4,116	2,959	10,360	987	1,321	2,650	22,835	27,278	32,809
City Clerk	-	-	-	-	-	-	796	1,144	926
City Magistrate	-	-	-	-	-	-	4,532	4,446	4,684
Communication & Public Affairs	-	-	-	-	-	-	2,427	2,964	2,615
Community Services	6,753	6,276	26,683	-	-	-	32,271	33,928	53,639
Cultural Development	39	170	512	-	-	-	2,657	4,021	4,200
Development Services	23	0	-	-	-	-	7,887	8,526	9,850
Information Technology	1,651	1,653	7,192	-	44	1,348	11,220	13,821	20,332
Law	-	-	-	-	-	-	5,993	7,425	9,736
Management Services	-	-	-	-	-	-	7,745	8,578	9,315
Mayor & Council	-	-	-	-	-	-	1,001	1,059	1,021
Neighborhood Resources	112	15	-	-	-	-	14,073	16,026	19,515
Non-Departmental	19,150	11,475	40,788	466	755	18,055	51,040	67,458	199,593
Public Safety - Fire	4,577	2,208	6,310	-	-	-	42,673	40,456	45,206
Public Safety - Police	5,704	4,475	7,696	-	-	-	82,423	85,683	86,490
Public Works & Utilities	52,344	49,333	195,745	64,714	80,210	147,499	137,520	155,682	371,685
Debt Service	-	-	-	33,299	33,838	32,584	63,738	62,602	59,720
Total Expenditures	\$ 94,469	\$ 78,562	\$ 295,286	\$ 99,466	\$ 116,168	\$ 202,135	\$ 490,833	\$ 541,097	\$ 931,337
Estimated Ending Fund Balance	\$ 172,390	\$ 206,908	\$ 18,820	\$ 178,204	\$ 189,207	\$ 119,950	\$ 622,785	\$ 661,884	\$ 254,798
% Change Actual to Estimated			-91%			-37%			-62%

*2019-20 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 2020-21 Budget anticipates the use of \$134.9 million of fund balance to supplement revenue collections to fund estimated expenditures, which results in a 73% 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 \$34.8 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 54% decrease for a fund balance of \$83.6 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 \$8.4 million (22%) decrease in fund balance for FY 2020-21. About \$7.5 million of the drawdown is due to use of accumulated fund balance to support two state-shared revenues, HURF and LTAF capital projects.

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 \$6.3 million (14%) in FY 2020-21. 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 2020-21 shows that almost \$188 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 91% 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 2020-21 shows that approximately \$69.2 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 37% decrease in fund balance over FY 2019-20. 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 2020-21. 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						
		2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	New Requests/ Reductions	Transfers as of 7/1/2020	2020-21 Adopted
General Government								
1020	Mayor and Council	4.000	4.000	4.500	4.500	0.000	0.000	4.500
Communications and Public Affairs								
1070	Communications and Public Affairs	7.000	8.000	8.000	8.000	0.000	0.000	8.000
1071	Video Production	2.000	2.000	2.000	2.000	0.000	0.000	2.000
1210	Print, Mail & Graphics	6.000	5.000	5.000	5.000	0.000	0.000	5.000
		15.000	15.000	15.000	15.000	0.000	0.000	15.000
1030	City Clerk	6.000	6.000	6.000	6.000	0.000	0.000	6.000
1040	City Manager Administration	5.000	5.000	5.000	5.000	0.000	2.000	7.000
Organizational Development								
4100	Airport	6.000	6.000	6.000	6.000	0.000	0.000	6.000
3200	Buildings & Facilities	44.000	45.000	45.000	44.000	0.000	0.000	44.000
1520	Economic Development	6.000	6.000	6.500	6.500	0.000	0.000	6.500
1580	Tourism	1.000	1.000	1.000	1.000	0.000	0.000	1.000
1270	Fleet Services	12.000	12.000	12.000	12.000	0.000	0.000	12.000
1250	Human Resources	23.000	23.000	23.000	23.000	0.000	0.000	23.000
3340	Transportation Policy	3.000	3.000	3.000	3.000	0.000	0.000	3.000
		95.000	96.000	96.500	95.500	0.000	0.000	95.500
1050	City Magistrate	41.000	41.000	41.000	41.000	0.000	0.000	41.000
Law								
1300	Law	28.000	28.000	28.000	28.000	0.000	0.000	28.000
1310	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		198.000	199.000	200.000	199.000	0.000	2.000	201.000
Community Services								
4300	Administration	5.000	5.000	4.000	4.000	0.000	1.000	5.000
4310	Library	63.800	63.800	63.800	63.800	0.000	0.000	63.800
4520	Aquatics	16.750	16.750	16.750	16.750	0.000	0.000	16.750
4530	Park Development and Operations	53.000	53.000	53.000	53.000	0.000	0.000	53.000
4550	Recreation	9.375	11.375	9.375	9.375	0.000	0.000	9.375
4551	Sports and Fitness Facilities	16.375	14.375	14.375	14.375	0.000	0.000	14.375
4555	Nature and Recreation Facilities	13.875	13.250	13.250	13.250	0.000	(1.000)	12.250
		178.175	177.550	174.550	174.550	0.000	0.000	174.550
Cultural Development								
1090	Administration	0.000	0.000	2.000	2.000	0.000	0.000	2.000
1100	Center for the Arts	14.750	15.000	17.000	17.000	0.000	0.000	17.000
1540	Downtown Redevelopment	2.000	2.000	1.000	1.000	0.000	0.000	1.000
4559	Special Events	0.000	0.000	2.000	2.000	0.000	0.000	2.000
4560	Museum	3.750	4.000	4.000	4.000	0.000	0.000	4.000
		20.500	21.000	26.000	26.000	0.000	0.000	26.000

Financial & Personnel Overview

2020-21 Adopted Budget

	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	New Requests/ Reductions	Transfers as of 7/1/2020	2020-21 Adopted
Development Services							
1500 Administration	10.000	10.000	11.000	11.000	0.000	4.000	15.000
1510 Planning	23.000	23.000	23.000	23.000	0.000	0.000	23.000
1530 Building Safety	29.000	29.000	29.000	29.000	0.000	(9.000)	20.000
1535 Transportation Engineering	0.000	0.000	0.000	0.000	0.000	8.000	8.000
3020 Engineering	11.000	11.000	11.000	11.000	0.000	5.000	16.000
	73.000	73.000	74.000	74.000	0.000	8.000	82.000
Information Technology							
1199 IT Service Delivery Mgmt & Admin.	14.000	13.000	13.000	14.000	0.000	0.000	14.000
1200 IT Applications Support	22.000	23.000	23.000	25.000	0.000	0.000	25.000
1280 IT Infrastructure & Client Support	20.000	21.000	21.000	19.000	0.000	0.000	19.000
	56.000	57.000	57.000	58.000	0.000	0.000	58.000
Management Services							
1180 Administration	4.000	4.000	4.000	4.000	0.000	0.000	4.000
1195 Budget	6.000	6.000	6.000	6.000	0.000	0.000	6.000
1220 Purchasing	6.900	6.900	6.900	6.900	0.000	0.000	6.900
1225 Central Supply	5.100	5.100	5.100	5.100	0.000	0.000	5.100
1230 Accounting	17.000	17.000	17.000	17.000	0.000	0.000	17.000
1240 Tax and License	17.500	17.500	17.500	17.500	0.000	(1.000)	16.500
1240 Utility Services	10.500	10.500	11.125	11.125	0.000	0.000	11.125
1265 Environmental Management	3.000	3.000	3.000	3.000	0.000	2.000	5.000
	70.000	70.000	70.625	70.625	0.000	1.000	71.625
Neighborhood Resources							
1060 Neighborhood Resources	4.000	2.000	2.000	2.000	0.000	0.000	2.000
1061 Neighborhood Preservation	13.000	14.500	15.208	15.208	0.000	0.000	15.208
1062 Community Resources	0.000	0.000	0.000	0.000	0.000	2.000	2.000
4650 Housing and Redevelopment	23.500	23.500	23.792	23.792	0.000	(0.292)	23.500
4700 Community Development	8.000	9.000	9.000	9.000	0.000	(1.708)	7.292
	48.500	49.000	50.000	50.000	0.000	0.000	50.000
Public Safety - Fire							
2210 Administration	9.000	9.000	9.000	9.000	0.000	0.000	9.000
2220 Health and Medical Services	10.000	10.000	10.000	10.000	0.000	0.000	10.000
2230 Fire Operations	202.000	202.000	202.000	202.000	0.000	0.000	202.000
2240 Prevention and Preparedness	9.000	9.000	9.000	9.000	0.000	0.000	9.000
2260 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	0.000	0.000	234.000
Public Safety - Police							
2010 Administration	10.000	10.000	10.000	10.000	0.000	0.000	10.000
2015 Professional Standards	8.000	8.000	8.000	8.000	0.000	0.000	8.000
2020 Property and Evidence	5.000	5.000	5.000	5.000	0.000	0.000	5.000
2021 Forensic Services	21.000	21.000	21.000	21.000	0.000	0.000	21.000
2030 Field Operations	197.000	195.000	195.000	194.000	1.000	0.000	195.000
2040 Criminal Investigations	86.000	86.000	86.000	87.000	0.000	0.000	87.000
2050 Planning and Research	9.000	9.000	9.000	9.000	0.000	0.000	9.000
2060 Communications	46.000	46.000	46.000	46.000	0.000	0.000	46.000
2065 Technology	9.000	12.000	12.000	12.000	0.000	0.000	12.000
2070 Records	24.000	24.000	24.000	24.000	0.000	0.000	24.000
2071 Detention Services	13.000	13.000	13.000	13.000	0.000	0.000	13.000
2080 Operational Support	74.000	74.000	74.000	74.000	1.000	0.000	75.000
	502.000	503.000	503.000	503.000	2.000	0.000	505.000

Financial & Personnel Overview

2020-21 Adopted Budget

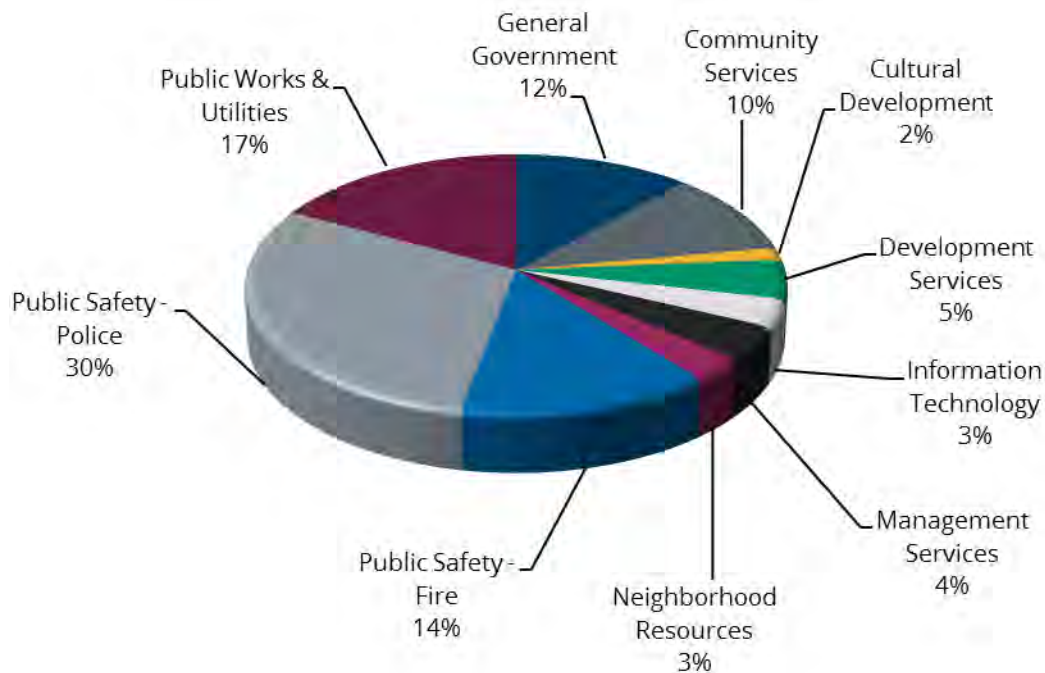
	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	New Requests/ Reductions	Transfers as of 7/1/2020	2020-21 Adopted
Public Works & Utilities							
3010 Public Works Administration	2.500	2.500	2.500	3.500	0.000	(1.000)	2.500
3025 Capital Projects	16.000	16.000	16.000	17.000	0.000	1.000	18.000
3300 Streets	43.500	43.500	43.500	42.500	0.000	(2.000)	40.500
3330 Traffic Engineering	26.000	26.000	26.000	25.000	0.000	(8.000)	17.000
3350 Street Sweeping	9.000	9.000	9.000	9.000	0.000	0.000	9.000
3050 Utilities Administration	6.500	5.500	5.500	5.500	0.000	0.000	5.500
3700 Solid Waste Services	22.000	22.200	12.800	12.800	0.000	0.000	12.800
3720 Recycling Solid Waste Collection Center	0.000	0.000	9.400	9.400	0.000	0.000	9.400
3800 Water Distribution	28.000	28.000	28.000	28.000	0.000	0.000	28.000
3830 Water Treatment Plant	13.500	14.500	14.500	14.500	0.000	0.000	14.500
3840 Environmental Resources	8.000	7.800	7.800	7.800	0.000	0.000	7.800
3850 Water Quality	12.000	12.000	12.000	12.000	0.000	0.000	12.000
3860 Water Systems Maintenance	21.500	20.500	20.500	20.500	0.000	0.000	20.500
3880 Meter Services	11.000	10.500	10.500	10.500	0.000	0.000	10.500
3900 Wastewater Collection	10.000	10.000	10.000	10.000	0.000	0.000	10.000
3930 Ocotillo Brine Reduction Facility	17.000	17.000	17.000	17.000	0.000	0.000	17.000
3940 Lone Butte Wastewater Treatment	1.000	1.000	1.000	1.000	0.000	0.000	1.000
3950 Wastewater Quality	5.000	5.000	5.000	5.000	0.000	0.000	5.000
3960 Airport Water Reclamation Facility	25.000	27.000	27.000	27.000	0.000	0.000	27.000
3970 Ocotillo Water Reclamation Facility	25.000	24.500	24.500	24.500	0.000	(1.000)	23.500
	302.500	302.500	302.500	302.500	0.000	(11.000)	291.500
CITY TOTAL	1,682.675	1,686.050	1,691.675	1,691.675	2.000	-	1,693.675
Population *	254,239	257,853	260,600	260,600			265,200
Employees Per 1,000 Population	6.6	6.5	6.5	6.5			6.4

* 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 2020-21.

Department	2020-21 FTE
General Government	201.000
Community Services	174.550
Cultural Development	26.000
Development Services	82.000
Information Technology	58.000
Management Services	71.625
Neighborhood Resources	50.000
Public Safety - Fire	234.000
Public Safety - Police	505.000
Public Works & Utilities	291.500
Total	1,693.675



FY 2020-21 Position Additions – All Funds

Police Department		
Field Operations (2030)	1.000	Police Commander
Operational Support (2080)	1.000	Police Officer
	2.000	Total Police Department
	2.000	Grand Total - Additions

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.

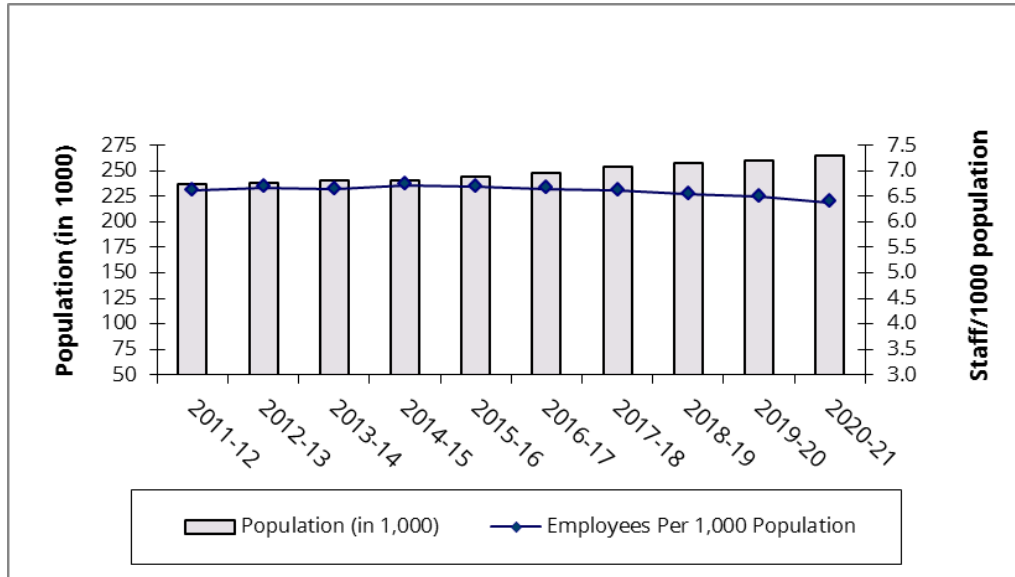
Fund Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Chg Adj to Adopted
General Fund	\$ 171,807,393	\$ 205,758,032	\$ 205,712,131	\$ 195,933,256	\$ 194,208,774	-5.6%
Ongoing*	-	166,548,283	167,190,377	164,559,166	169,137,099	1.2%
One-time*	-	39,209,749	38,521,754	31,374,090	25,071,675	-34.9%
Special Revenue Funds	\$ 4,088,580	\$ 4,451,324	\$ 4,470,254	\$ 4,117,022	\$ 4,330,724	-3.1%
Ongoing*	-	4,451,324	4,470,254	4,117,022	4,330,724	-3.1%
One-time*	-	-	-	-	-	N/A
Grants Funds⁽¹⁾	\$ 2,962,351	\$ 2,578,698	\$ 3,663,032	\$ 3,005,793	\$ 2,808,887	-23.3%
Ongoing*	-	2,578,698	3,663,032	3,005,793	2,732,937	-25.4%
One-time*	-	-	-	-	75,950	N/A
Internal Service Funds	\$ 2,797,684	\$ 3,005,634	\$ 3,023,551	\$ 3,355,097	\$ 3,383,344	11.9%
Ongoing*	-	2,618,234	2,636,151	3,103,097	3,034,744	15.1%
One-time*	-	387,400	387,400	252,000	348,600	N/A
Enterprise Funds	\$ 19,513,682	\$ 20,881,419	\$ 20,946,726	\$ 19,744,608	\$ 21,015,817	0.3%
Ongoing*	-	20,881,419	20,946,726	19,744,608	21,015,817	0.3%
One-time*	-	-	-	-	-	N/A
Trust and Agency Funds	\$ -	\$ 6,271	\$ 6,271	\$ 1,250	\$ 6,269	0.0%
Total Ongoing	\$ 201,169,690	\$ 197,084,229	\$ 198,912,811	\$ 194,530,936	\$ 200,257,590	0.7%
Total One-time	\$ -	\$ 39,597,149	\$ 38,909,154	\$ 31,626,090	\$ 25,496,225	-34.5%
Grand Total	\$ 201,169,690	\$ 236,681,378	\$ 237,821,965	\$ 226,157,026	\$ 225,753,815	-5.1%

* Ongoing and One-time detail not available for FY 2018-19 Actual Expenditures.

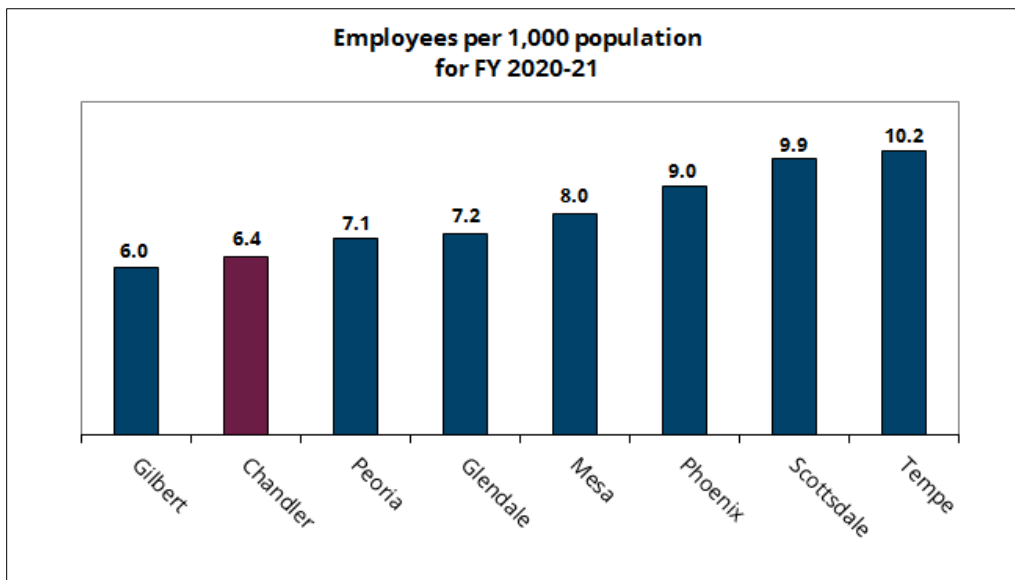
⁽¹⁾ Grant personnel funds are not considered one-time for this presentation.

Number of Employees per 1,000 of Chandler’s Population

The chart below shows Chandler’s population growth over the past decade and the number of employees per 1,000 of population. The workforce was reduced by 10% through the economic downturn. Chandler has maintained approximately 6.5 employees per 1,000 in population for several years, and is projecting to be at 6.4 employees per 1,000 for FY 2020-21.



Chandler maintains one of the lowest employee ratios compared to other Valley cities and towns as shown on the chart below.



5-Resources

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



“The Future’s in Sight”

City revenues support a variety of services, infrastructure, and community programs. The FY 2020-21 budget allows for flexibility to address COVID-19 revenue impacts and adapt should economic improvements occur.

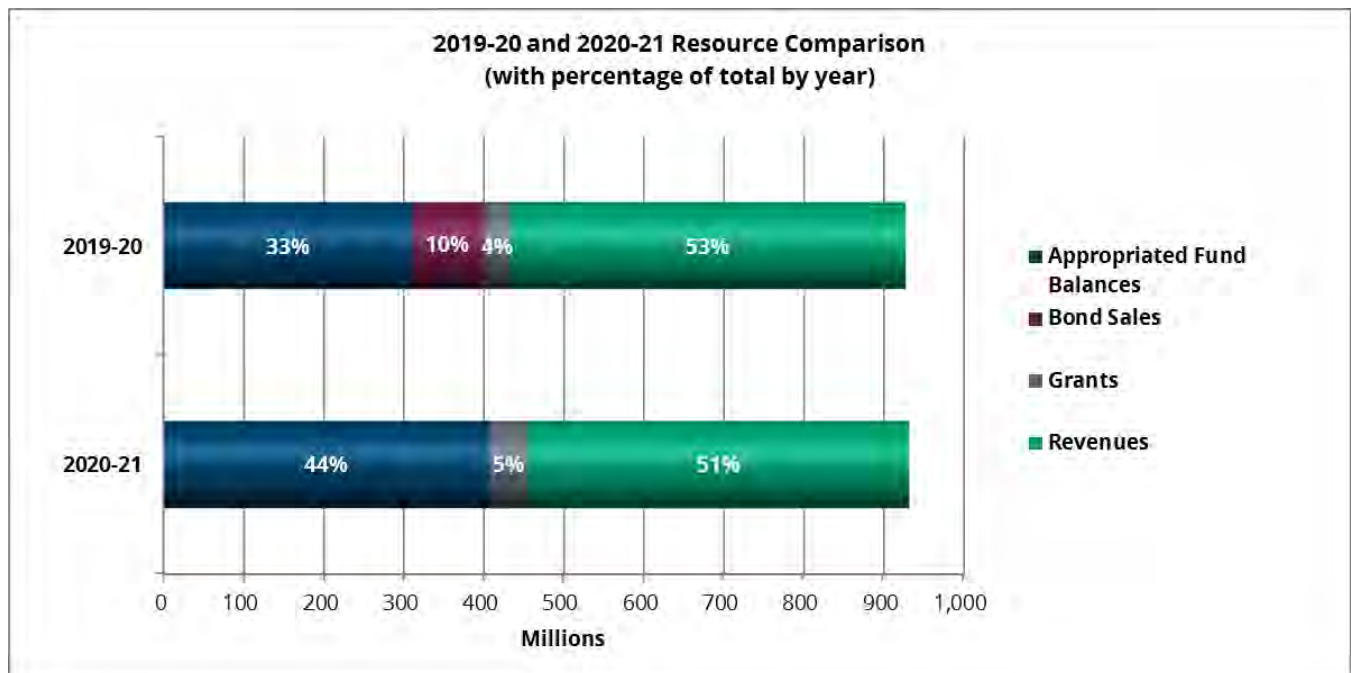
Resources Summary

The Resources Summary has been prepared to present all sources of revenue in summary form, to offer a more detailed description of major revenue sources, to offer 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 2019-20 Adopted Budget to the FY 2020-21 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 2020-21 adopted revenue projections.

Resources Categorical Comparison

	2018-19 Actual Revenues	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
Appropriated Fund Balances	\$ -	\$ 311,193,414	\$ 407,086,010	30.8%
Bond Sales	-	89,225,000	-	(100.0%)
Grants	19,640,875	33,005,769	48,602,802	47.3%
Revenues	480,800,346	493,621,989	475,648,117	(3.6%)
Total Resources	\$ 500,441,220	\$ 927,046,172	\$ 931,336,929	0.5%
Encumbrance or Carryforward from Prior Years	-	(242,899,462)	(214,575,475)	
Net Adjusted Budget	\$ 500,441,220	\$ 684,146,710	\$ 716,761,454	4.8%



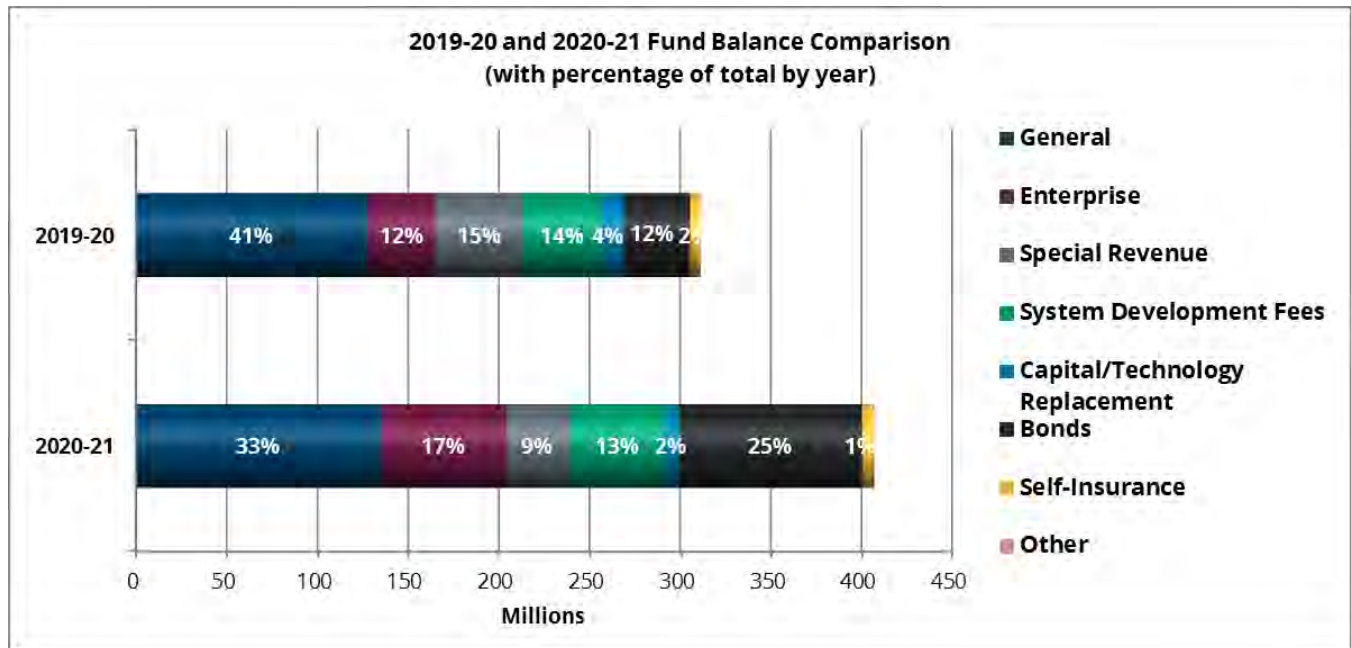
Resources

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:

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
General	\$ 127,523,329	\$ 134,891,664	5.8%
Enterprise	37,427,229	69,257,451	85.0%
Special Revenue	48,104,274	35,003,125	(27.2%)
System Development Fees	43,630,455	51,855,323	18.9%
Capital/Technology Replacement	12,186,901	8,437,732	(30.8%)
Bonds	36,546,513	100,721,638	175.6%
Self-Insurance	5,523,855	6,396,523	15.8%
Other	250,858	522,554	108.3%
Total	\$ 311,193,414	\$ 407,086,010	30.8%



Resources**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.

	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
Streets	\$ 18,400,000	\$ -	(100.0%)
Stormwater/Sewer	375,000	-	(100.0%)
Parks	14,200,000	-	(100.0%)
Water	46,250,000	-	(100.0%)
Wastewater	10,000,000	-	(100.0%)
Total	\$ 89,225,000	\$ -	(100.0%)

Type of Voter Approved Debt	Available Authorization	
Parks/Recreation	\$ 42,295,000	No Anticipated Bond Sales in FY 2020-21
Museum	6,230,000	
Library	5,245,000	
Public Buildings	9,960,000	
Streets	75,471,000	
Stormwater	4,019,000	
Public Safety - Fire	1,000	
Public Safety - Police	1,530,000	
Airport	494,000	
Landfill	4,935,000	
Total	\$ 150,180,000	

Other Debt*	Available Authorization	
Water	N/A	No Anticipated Bond Sales in FY 2020-21
Wastewater	N/A	
Total:		\$ -

* Other Debt includes Excise Tax Revenue Obligation debt that does not require voter approval, and may be authorized by City Council as described in the City's Debt Management policy incorporated into the Budget Highlights 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.

Resources**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.

Grants Categorical Comparison

	2018-19 Actual Revenue	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
Community Services	\$ 283,300	\$ -	\$ -	N/A
Housing & Community Development	10,416,915	14,953,029	15,658,950	4.7%
Public Safety	1,052,738	52,478	-	N/A
Other Grants ⁽¹⁾	371,536	-	-	N/A
Non-Departmental ⁽²⁾	-	4,957,000	5,000,000	0.9%
Operating Grants Subtotal	\$ 12,124,489	\$ 19,962,507	\$ 20,658,950	3.5%
Community Services	\$ -	\$ -	\$ 1,400,000	N/A
Cultural Development	285,277	117,500	270,718	N/A
Public Works & Utilities	6,060,178	9,298,702	20,747,812	123.1%
Other Grants ⁽¹⁾	1,170,931	3,627,060	5,525,322	52.3%
Capital Grants Subtotal	\$ 7,516,386	\$ 13,043,262	\$ 27,943,852	114.2%
Total Grants	\$ 19,640,875	\$ 33,005,769	\$ 48,602,802	47.3%
Carryforward from Prior Years	\$ -	\$ 36,869,143	\$ 26,604,467	(27.8%)
Total Grant Appropriation	\$ 19,640,875	\$ 69,874,912	\$ 75,207,269	7.6%

⁽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.

Resources**Summary of Revenues**

Revenues were projected for the FY 2020-21 budget by taking multiple factors into consideration including direct source information, economic conditions, past trends, anticipated future trends, and FY 2019-20 estimated revenues. COVID-19 revenue impacts have been incorporated.

	2017-18 Actual Revenue	2018-19 Actual Revenue	2019-20 Adopted Revenue	2019-20 Estimated Revenue	2020-21 Adopted Revenue	% Change Adopted to Adopted	% of Total
Local Taxes and Licenses	\$ 131,661,459	\$ 143,406,606	\$ 139,094,600	\$ 139,998,800	\$ 127,809,152	(8.1%)	26.9%
Franchise Fees	3,560,770	3,556,211	3,300,000	3,565,600	3,375,000	2.3%	0.7%
Transaction Privilege License Tax	126,496,537	138,754,245	134,800,200	135,430,200	123,488,152	(8.4%)	26.0%
Other Licenses	1,604,152	1,096,150	994,400	1,003,000	946,000	(4.9%)	0.2%
State/County Shared Revenue	82,512,534	85,998,197	85,664,000	85,603,717	87,970,000	2.7%	18.5%
State Shared Sales Tax	23,821,248	25,525,595	25,000,000	23,400,000	23,410,000	(6.4%)	4.9%
Vehicle License Tax	10,249,582	10,937,104	11,300,000	10,250,000	10,360,000	(8.3%)	2.2%
Highway User Tax	16,135,949	17,301,902	16,500,000	16,500,000	16,500,000	0.0%	3.5%
Regional Transportation Sales Tax	940,203	866,267	664,000	1,503,717	-	(100.0%)	0.0%
Urban Revenue Sharing	30,652,381	30,693,731	31,500,000	33,250,000	37,000,000	17.5%	7.8%
Lottery Entitlement	713,172	673,598	700,000	700,000	700,000	0.0%	0.1%
Charges for Services	19,392,354	19,234,300	19,213,350	20,788,519	18,509,704	(3.7%)	3.9%
Engineering Fees	2,502,835	1,437,260	1,592,000	1,439,700	1,436,200	(9.8%)	0.3%
Building Division Fees	6,802,508	8,505,096	7,145,000	8,020,000	7,220,000	1.0%	1.5%
Planning Fees	390,392	320,406	332,400	325,500	310,500	(6.6%)	0.1%
Public Safety Miscellaneous	5,442,247	5,039,735	5,674,600	6,994,419	5,863,006	3.3%	1.2%
Library Revenues	394,326	387,592	383,100	389,600	340,998	(11.0%)	0.1%
Parks and Recreation Fees	3,860,046	3,544,211	4,086,250	3,619,300	3,339,000	(18.3%)	0.7%
Miscellaneous Receipts	35,150,308	23,953,593	22,631,095	24,371,041	21,751,410	(3.9%)	4.6%
Sale of Fixed Assets ⁽¹⁾	15,316,839	1,359,251	410,000	528,612	425,000	3.7%	0.1%
Other Receipts	8,181,972	6,976,041	6,925,566	7,149,026	7,137,700	3.1%	1.5%
Interest on Investments	6,914,689	11,124,813	10,916,600	12,476,300	9,870,000	(9.6%)	2.1%
Leases	880,215	878,950	852,379	840,693	845,800	(0.8%)	0.2%
Court Fines	3,856,594	3,614,536	3,526,550	3,376,410	3,472,910	(1.5%)	0.7%
Enterprise Revenue	126,934,646	124,789,525	143,098,581	129,944,135	134,520,539	(6.0%)	28.3%
Water Sales	52,790,952	51,322,726	56,865,133	52,679,200	50,816,700	(10.6%)	10.7%
Wastewater Service ⁽²⁾	53,596,610	53,383,104	65,141,903	56,673,073	62,621,881	(3.9%)	13.2%
Reclaimed Water Fees	1,690,923	1,744,503	1,864,400	1,761,800	1,769,200	(5.1%)	0.4%
Solid Waste Service	15,963,690	15,761,852	16,423,901	16,136,122	16,705,178	1.7%	3.5%
Other Utility Charges	2,615,605	2,357,064	2,521,286	2,455,940	2,330,880	(7.6%)	0.5%
Airport Fuel Sales	276,865	220,276	281,958	238,000	276,700	(1.9%)	0.1%
System Development Fees	33,534,815	22,990,224	20,827,700	19,247,100	20,013,200	(3.9%)	4.2%
Water	9,083,655	6,524,799	5,217,100	5,806,900	6,081,500	16.6%	1.3%
Wastewater	10,468,487	7,441,748	6,857,200	6,552,000	6,866,900	0.1%	1.4%
General Government Impact Fees	13,982,673	9,023,677	8,753,400	6,888,200	7,064,800	(19.3%)	1.5%
Interfund Charges	27,554,339	28,036,028	28,923,863	26,947,200	28,544,383	(1.3%)	6.0%
Property Tax	30,967,677	32,391,873	34,168,800	34,168,800	36,529,729	6.9%	7.7%
Total Revenue	\$ 487,708,132	\$ 480,800,346	\$ 493,621,989	\$ 481,069,312	\$ 475,648,117	(3.6%)	100.0%

⁽¹⁾ Sales of land owned are included in 2017-18 Actual Revenue in the amount of \$14 million for the City's wastewater utility and in the 2018-19 Actual Revenue for the City's downtown property in the amount of \$847,000.

⁽²⁾ This category includes revenue from Intel Corporation's reimbursement for operation of the Ocotillo Brine Reduction Facility. Amounts reported include reimbursements of \$6,543,227 in FY 2017-18 Actual Revenue, \$5,476,263 in FY 2018-19 Actual Revenue, \$16,026,929 in FY 2019-20 Adopted Revenue, \$7,774,473 in FY 2019-20 Estimated Revenue, and \$17,338,631 in FY 2020-21 Adopted Revenue.

Significant Revenues

Local Taxes and Licenses

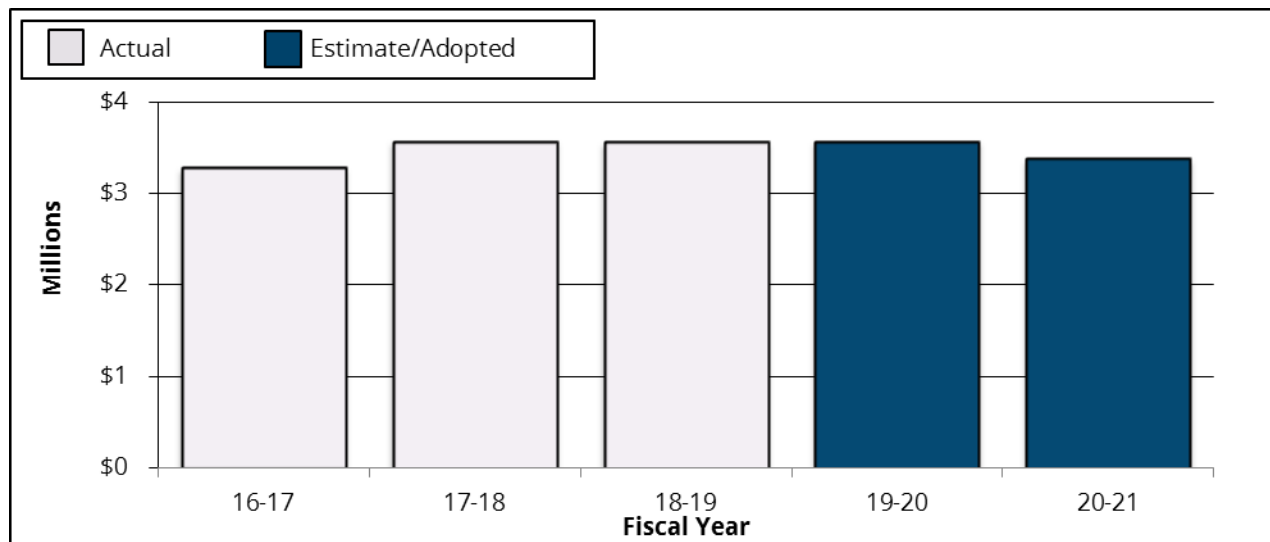
Source: Franchise Fees

Summary: Franchise fees paid by APS, Air Products, Southwest Gas Corporation, Cox Communications, CenturyLink, and Western Broadband are based upon agreements entered into between Council and the individual corporations. APS pays two percent of gross receipts from the sale of electric energy at retail for residential and commercial purposes. Air Products pays two percent of gross annual sales of nitrogen gas. Southwest Gas Corporation pays two percent of gross receipts from the sale of gas at retail for residential, industrial, and commercial purposes. Cox Communications, CenturyLink, and Western Broadband pay five percent 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. The FY 2017-18 increase reflects higher collections from all agreements. The FY 2019-20 year-end estimate is an eight month actual and four month projection reflecting anticipated collections under the agreements.

Projection: The FY 2020-21 adopted budget is based upon specific industry projections, a potential COVID-19 revenue impact, and normal receipt of franchise payments.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 3,274,294	(1.8)
2017-18	3,560,770	8.7
2018-19	3,556,211	(0.1)
2019-20 (Estimate)	3,565,600	0.3
2020-21 (Adopted)	3,375,000	(5.3)



Source: Transaction Privilege (Sales) and Use Tax

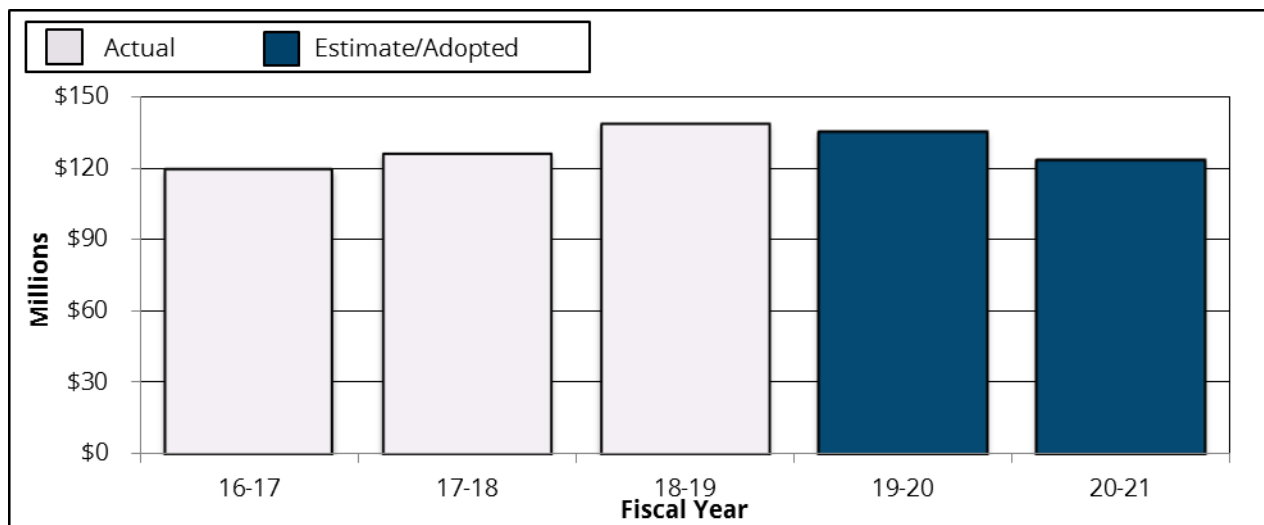
Summary: The Transaction Privilege (Sales) and Use Tax (TPT) is obtained from a tax on the sale of goods, specified business activities and services, and on the purchase price of goods subject to the use tax. It is primarily calculated on gross receipts from taxable activities, but there are some allowed 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 administered the TPT and Licensing program (self-collected) up until it transitioned to the Arizona Department of Revenue (ADOR) beginning January 1, 2017. The City analyzes TPT data collected by the State on Chandler’s behalf, continues to educate and assist tax payers, 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. The FY 2019-20 year-end estimate is an eight month actual and four month projection reflecting a strong economy leading up to the final quarter, with decreases in the last quarter due to impacts of COVID-19. A planned reduction in contracting was anticipated.

Projection: The FY 2020-21 adopted budget reflects a substantial decrease from projected FY 2019-20 collections as the estimated impact from COVID-19 is reflected in the first quarter. While all tax classifications will be impacted, Restaurant/Bar, Hotel/Motel, and Amusements will see the most significant decreases. A planned reduction in contracting was already anticipated.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 119,624,581	7.4
2017-18	126,496,537	5.7
2018-19	138,754,245	9.7
2019-20 (Estimate)	135,430,200	(2.4)
2020-21 (Adopted)	123,488,152	(8.8)



Transaction Privilege (Sales) and Use Tax

The following detail is presented to show by category the amount of TPT 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 2019-20 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 TPT that are reported within other revenue categories (Other Licenses and Other Receipts).

Category	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Estimated	2020-21 Adopted	% chg Est 2019-20 to 2020-21
Contracting ⁽¹⁾	\$ 11,496,791	\$ 12,388,978	\$ 16,437,927	\$ 13,000,000	\$ 15,000,000	\$ 12,000,000	(20.0%)
General Retail ⁽²⁾	53,126,487	56,591,792	59,676,816	60,220,000	59,000,000	56,000,000	(5.1%)
General Retail - To Airport ⁽³⁾	10,682	13,769	17,347	17,000	17,000	17,400	2.4%
Restaurant/Bar	11,341,714	11,872,941	12,737,208	13,500,000	11,000,000	9,000,000	(18.2%)
Utilities	13,391,857	13,824,331	14,386,603	14,300,000	17,000,000	16,000,000	(5.9%)
Telecommunications	2,796,065	2,395,673	2,184,382	2,400,000	2,400,000	2,400,000	0.0%
Rentals - Real	13,647,156	15,134,275	16,647,603	16,000,000	16,600,000	15,000,000	(9.6%)
Rentals - Personal	3,611,180	3,676,196	4,047,001	3,700,000	4,200,000	3,500,000	(16.7%)
Hotel/Motel	3,424,279	3,712,085	4,059,956	4,200,000	3,150,000	2,287,552	(27.4%)
Publishing/Other	186,862	182,820	261,209	180,000	90,000	100,000	11.1%
Amusements	1,019,938	1,083,161	1,278,259	1,000,000	1,000,000	900,000	(10.0%)
Use Tax	3,619,340	4,394,129	5,416,208	4,500,000	4,400,000	4,500,000	2.3%
Privilege Tax Interest	23,793	18,553	8,012	20,000	10,000	20,000	100.0%
Excise Tax Refunds	10,974	10,974	10,974	8,200	8,200	8,200	0.0%
Audit Assessments	1,683,790	939,448	1,333,152	1,500,000	1,300,000	1,500,000	15.4%
Privilege License Penalties	233,671	257,412	251,589	255,000	255,000	255,000	0.0%
Subtotal	\$ 119,624,581	\$ 126,496,537	\$ 138,754,245	\$ 134,800,200	\$ 135,430,200	\$ 123,488,152	(8.8%)
License Fees ⁽⁴⁾	586,727	1,112,616	162,901	48,900	100,000	100,000	0.0%
Grand Total	\$ 120,211,307	\$ 127,609,153	\$ 138,917,146	\$ 134,849,100	\$ 135,530,200	\$ 123,588,152	(8.8%)

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

⁽²⁾ General Retail includes, but is not limited to, Car and Truck, 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 2020-21 adopted budget for each category:

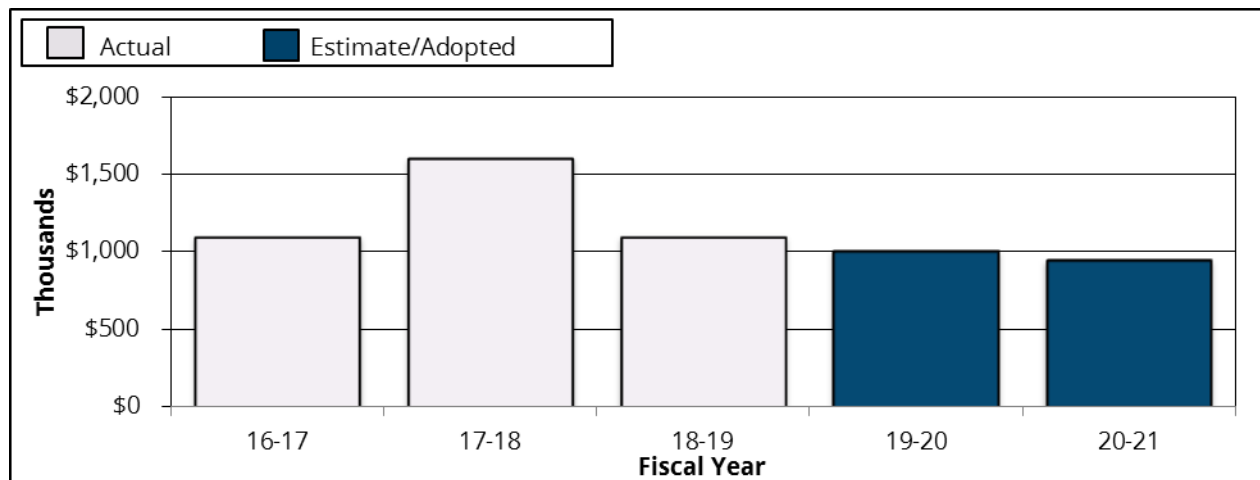
- Alcoholic Beverage Licenses \$390,000
- Business Registrations 320,000
- Alarm Permits 106,000
- License Fees 100,000
- Second Hand and Junk Licenses 9,000
- Professional & Occupation Licenses \$7,000
- Peddlers and Vendors Licenses 6,000
- Amusement Licenses 5,000
- Cable License Applications 3,000

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 FY 2016-17 decrease reflects lower privilege license fees due to the transition of Transaction Privilege Tax and Licensing administration from the City to the ADOR. The ADOR only requires licenses from taxable entities, although the City previously licensed all business (e.g., retail and professional services). The FY 2017-18 increase is due to significantly higher privilege license fee collections, which returned to a normal level of activity for FY 2018-19. The FY 2019-20 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 2020-21 adopted budget reflects decreased amounts from business registrations, which are anticipated to slow due to COVID-19.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 1,094,737	(22.0)
2017-18	1,604,152	46.5
2018-19	1,096,150	(31.7)
2019-20 (Estimate)	1,003,000	(8.5)
2020-21 (Adopted)	946,000	(5.7)



State/County Shared Revenues

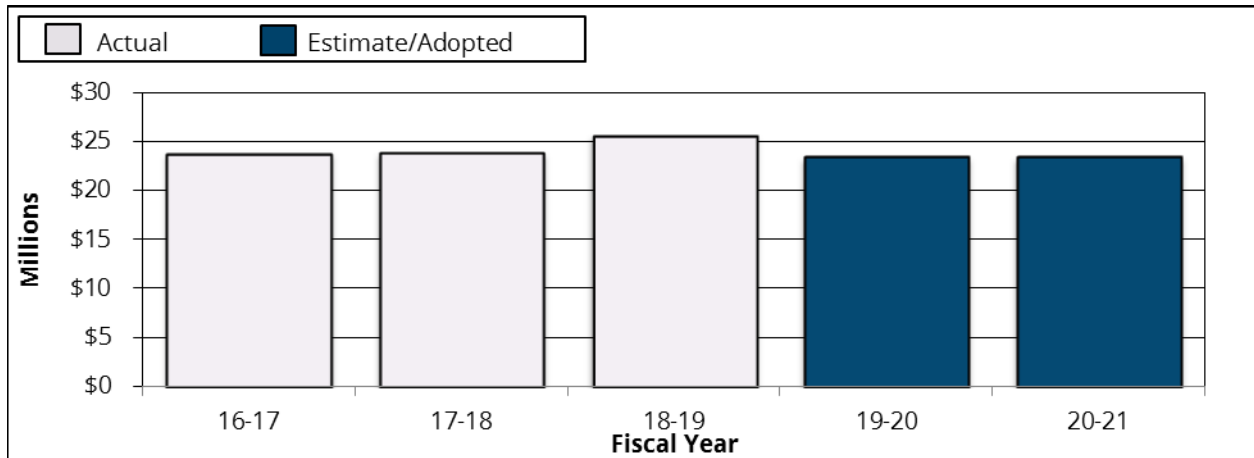
Source: State Shared Sales Tax

Summary: The State sales tax rate is currently 5.6%, of which a portion of the various sales tax categories are distributed to cities and towns on a monthly basis based on population. 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 2019-20 year-end estimate is an eight month actual and four month projection reflecting a strong economy leading up to the final quarter, with decreases in the last quarter due to impacts of COVID-19.

Projection: The FY 2020-21 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. It reflects continued COVID-19 impacts from projected FY 2019-20 collections through the first quarter of FY 2020-21.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 23,768,564	5.8
2017-18	23,821,248	0.2
2018-19	25,525,595	7.2
2019-20 (Estimate)	23,400,000	(8.3)
2020-21 (Adopted)	23,410,000	0.0



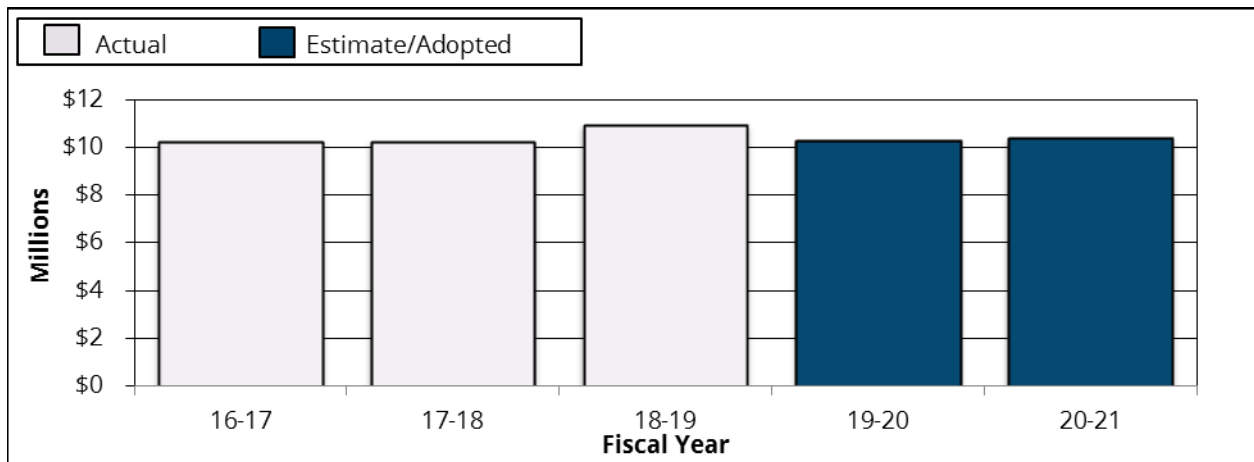
Source: Vehicle License Tax

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. 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 2019-20 year-end estimate is an eight month actual and four month projection reflecting a strong economy leading up to the final quarter, with decreases in the last quarter due to impacts of COVID-19.

Projection: The FY 2020-21 adopted budget is based on 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. It reflects continued COVID-19 impacts from projected FY 2019-20 collections through the first quarter of FY 2020-21.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 10,245,238	4.7
2017-18	10,249,582	0.0
2018-19	10,937,104	6.7
2019-20 (Estimate)	10,250,000	(6.3)
2020-21 (Adopted)	10,360,000	1.1



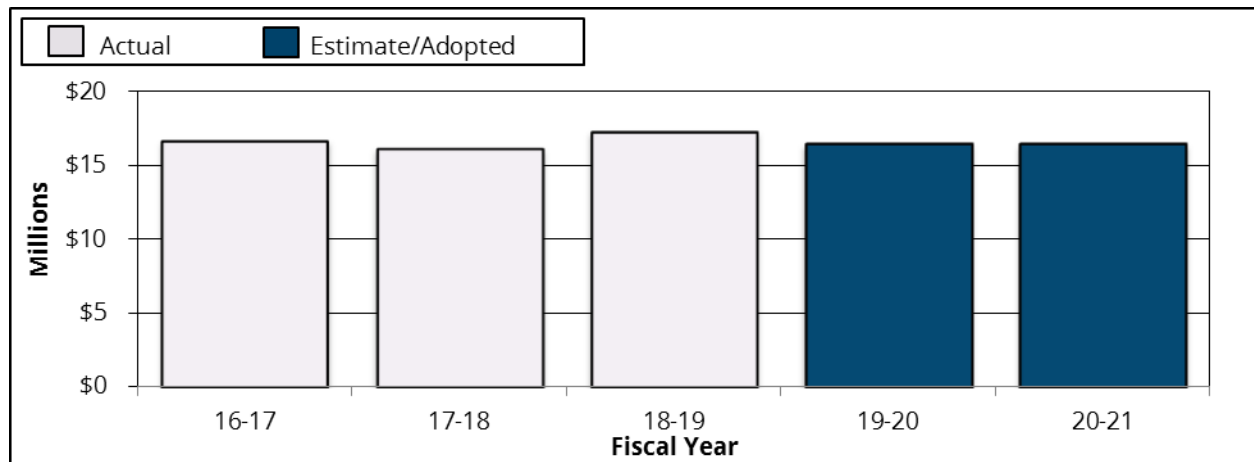
Source: Highway Users Tax

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. 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 2016-17 and FY 2018-19 includes a one-time distribution of State General Fund dollars to HURF distributions, which resulted in receipt of an additional \$635,000 and \$599,122. The FY 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends, and includes a one-time allotted additional amount of \$197,802.

Projection: The FY 2020-21 adopted budget is based on projections provided by both the League of Arizona Cities and Towns and ADOR, but the population used for the allocation is still an estimate until the final numbers are known in May. It reflects continued COVID-19 impacts from projected FY 2019-20 collections through the first quarter of FY 2020-21, since the original amount was anticipated to exceed \$18 million.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 16,683,743	9.0
2017-18	16,135,949	(3.3)
2018-19	17,301,902	7.2
2019-20 (Estimate)	16,500,000	(4.6)
2020-21 (Adopted)	16,500,000	-



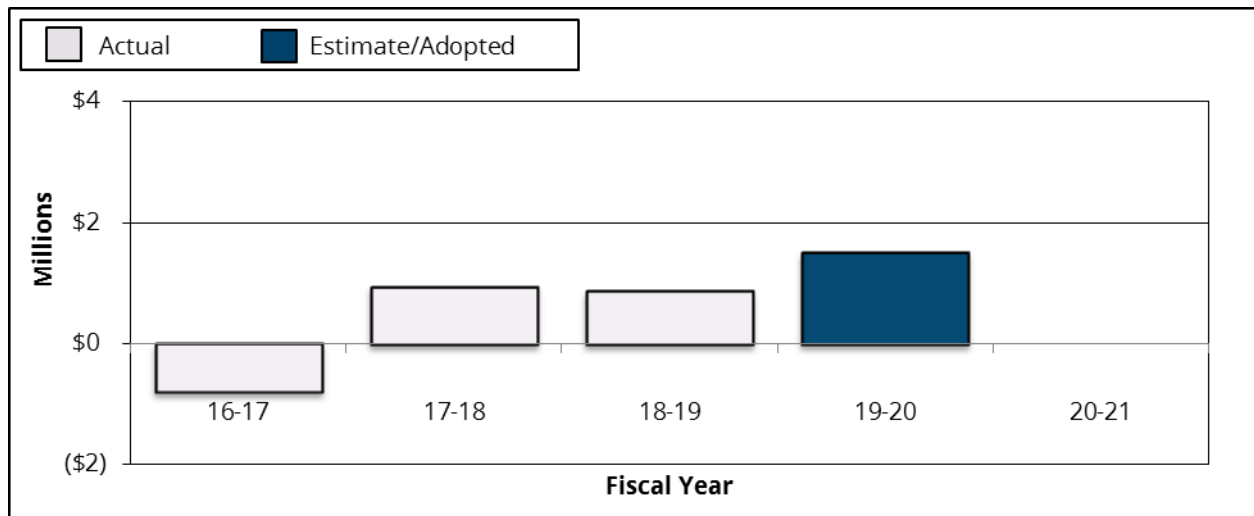
Source: Regional Transportation (Sales) Tax

Summary: On November 2, 2004, Maricopa County voters approved Proposition 400, which extended the one-half cent sales tax for another 20 years through December 31, 2025. Funds from the sales tax extension are 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, MAG 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 of 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 MAG Arterial Life Cycle Program (ALCP) and are not fixed amounts per year. FY 2016-17 reflects a refund of \$1,447,681 to the MAG for an overpayment received by the City in FY 2015-16; the revenue received for FY 2016-17 without that refund is \$664,618. FY 2017-18 and FY 2018-19 represent actual reimbursements. The FY 2019-20 year-end estimate is an eight month actual and four month projection based on the published ALCP schedule.

Projection: The FY 2020-21 adopted budget does not have any planned construction of arterial street and intersection projects scheduled for reimbursement in the ALCP, however, advanced reimbursements are possible.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ (783,063)	(112.8)
2017-18	940,203	220.1
2018-19	866,267	(7.9)
2019-20 (Estimate)	1,503,717	73.6
2020-21 (Adopted)	-	(100.0)



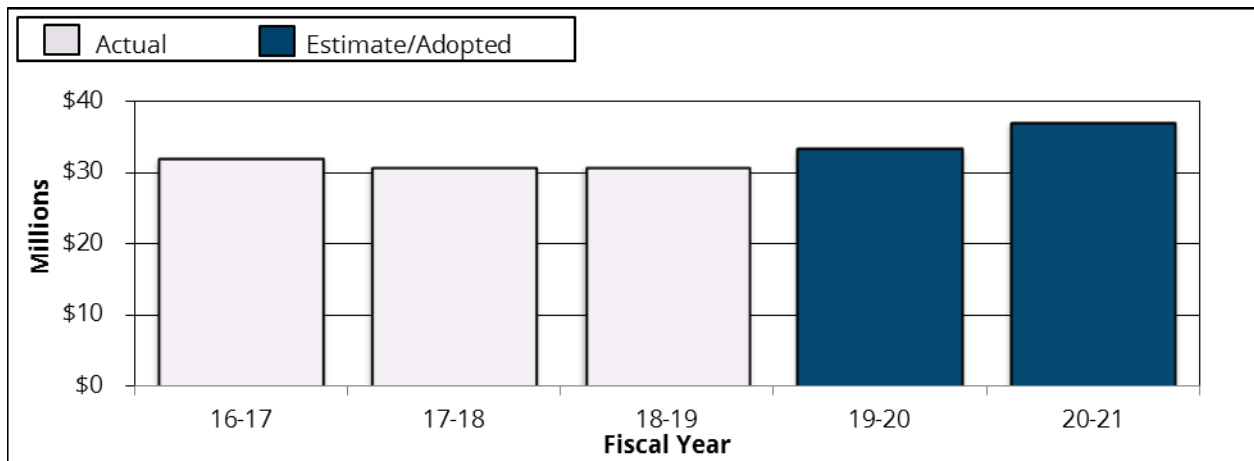
Source: Urban Revenue Sharing

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. 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 2019-20 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 2017.

Projection: The FY 2020-21 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 2018, but the population used for the allocation is still an estimate until the final numbers are known in May. This revenue source will be impacted by COVID-19, however, those impacts will not be realized until FY 2022-23.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 31,910,426	12.1
2017-18	30,652,381	(3.9)
2018-19	30,693,731	0.1
2019-20 (Estimate)	33,250,000	8.3
2020-21 (Adopted)	37,000,000	11.3



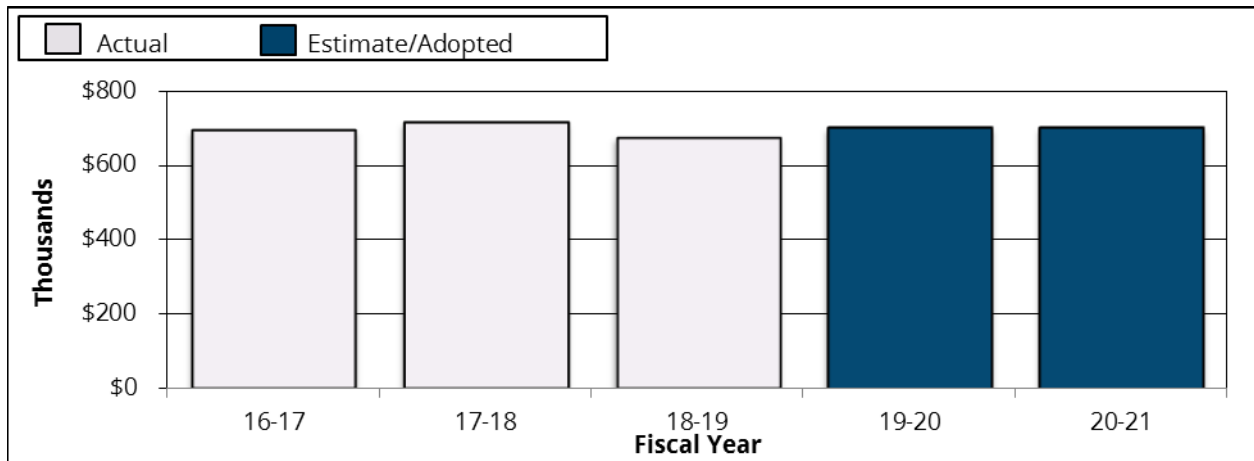
Source: Lottery Entitlement

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 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2020-21 adopted budget is based on projections provided by the Regional Public Transportation Authority.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 692,821	(2.6)
2017-18	713,172	2.9
2018-19	673,598	(5.5)
2019-20 (Estimate)	700,000	3.9
2020-21 (Adopted)	700,000	-



Charges for Services

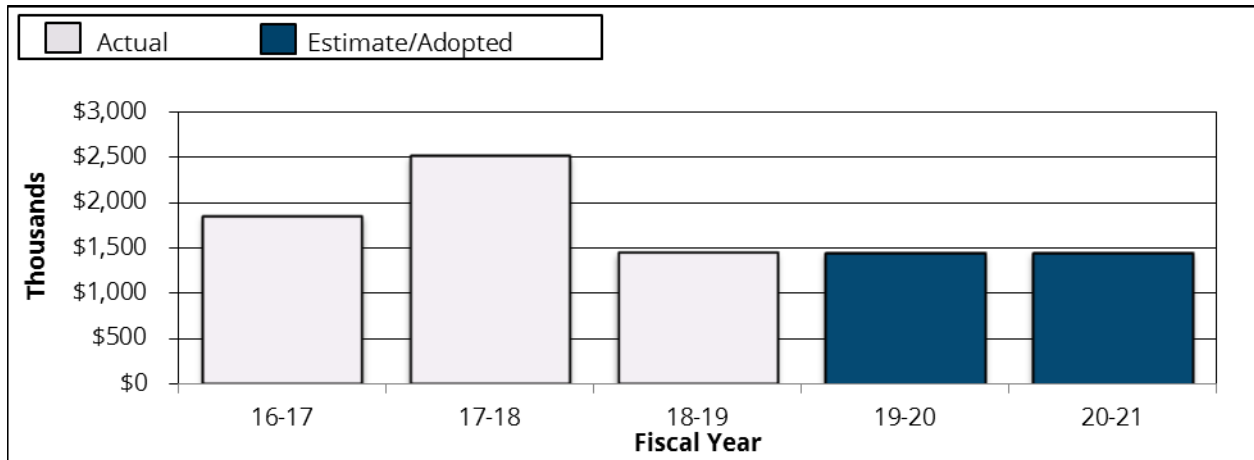
Source: Engineering Fees

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. Fees are also imposed to offset the City's cost for plan reviews. 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 2016-17 increase reflects higher amounts of encroachment permits and civil engineering plan review fees. 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 reduced levels of encroachment permits, pavement fees, and civil engineering plan reviews. The FY 2019-20 year-end estimate is an eight month actual and four month projection reflecting a continued normal level of revenue collection.

Projection: The FY 2020-21 adopted budget reflects an overall continued normal level of revenue collection.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 1,846,440	19.9
2017-18	2,502,835	35.5
2018-19	1,437,260	(42.6)
2019-20 (Estimate)	1,439,700	0.2
2020-21 (Adopted)	1,436,200	(0.2)



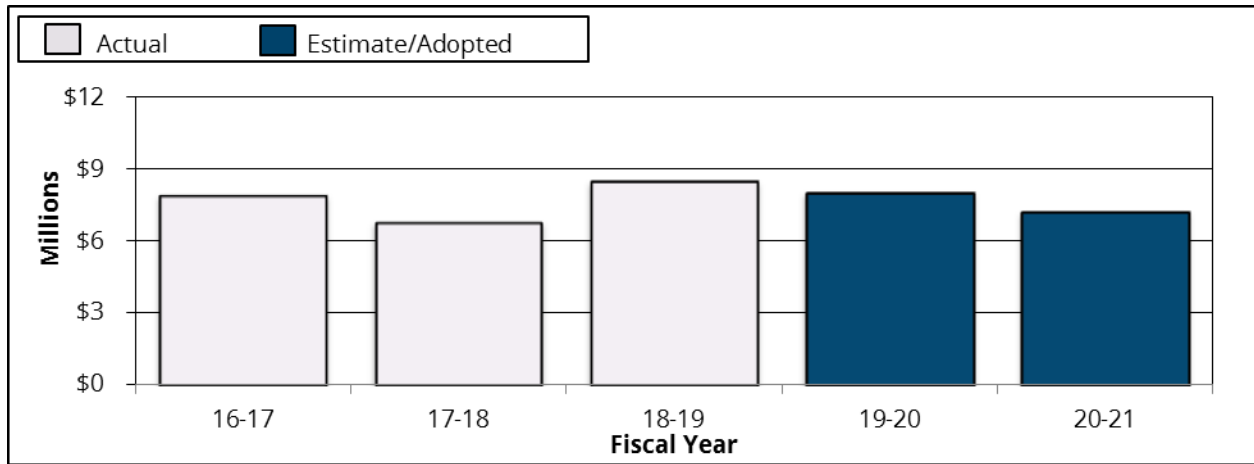
Source: Building Division Fees

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 2016-17 reflects significant increases in building plan review fees as well as a smaller increase in building permits. 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 2019-20 year-end estimate is an eight month actual and four month projection based on anticipated building permit revenue tied to development activity, which is anticipated to slow due to planned economic contraction.

Projection: The FY 2020-21 adopted budget reflects reduced levels of building permits and building plan review fees anticipated to be impacted by COVID-19.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 7,922,888	15.2
2017-18	6,802,508	(14.1)
2018-19	8,505,096	25.0
2019-20 (Estimate)	8,020,000	(5.7)
2020-21 (Adopted)	7,220,000	(10.0)



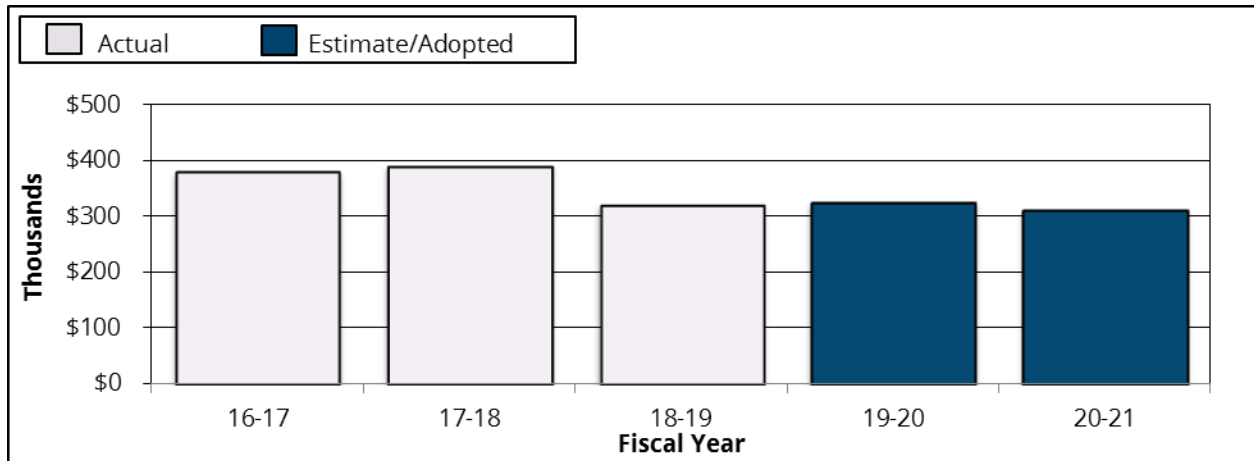
Source: Planning Fees

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. The FY 2019-20 year-end estimate is an eight month actual and four month projection based on anticipated development projects.

Projection: The FY 2020-21 adopted budget reflects a steady level of revenue from development projects with a reduction in site development plan review fees.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 380,069	(2.6)
2017-18	390,392	2.7
2018-19	320,406	(17.9)
2019-20 (Estimate)	325,500	1.6
2020-21 (Adopted)	310,500	(4.6)



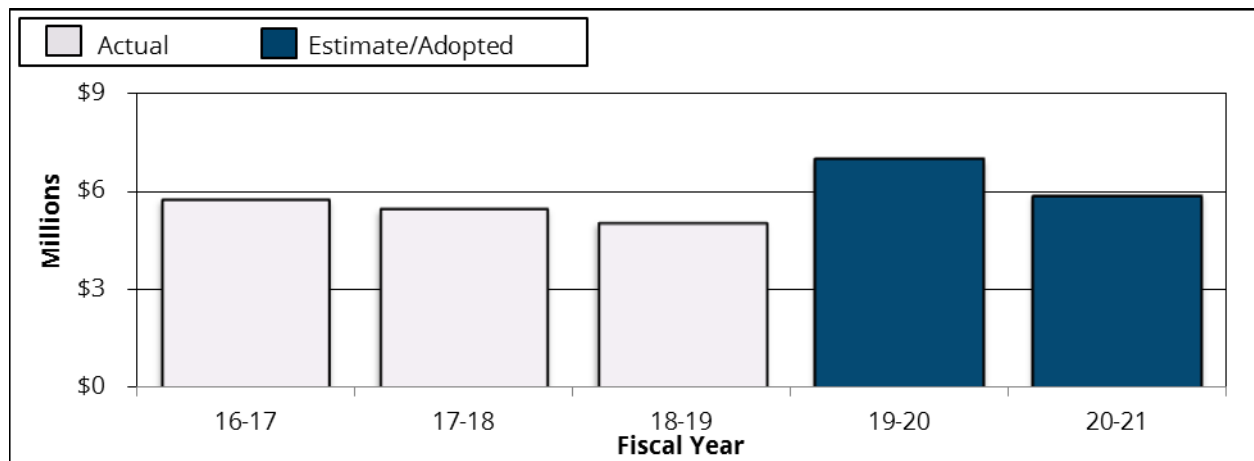
Source: Public Safety Miscellaneous

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. Also included in this category are fire contractual services, hazardous materials permit fees, reimbursement of costs for wildland firefighter participation, 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 2016-17 reflects a reduced level of asset forfeiture revenue reimbursement. FY 2017-18 reflects a loss of funding for one SRO in Chandler Unified School District (CUSD), which has been reinstated as of FY 2020-21. FY 2018-19 reflects a reduced level of asset forfeiture revenue reimbursement. The FY 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends and reflects a significant amount of asset forfeiture revenue reimbursement.

Projection: The FY 2020-21 adopted budget anticipates lower levels of asset forfeiture revenue reimbursement and the reinstatement of one SRO for CUSD.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 5,748,904	(16.1)
2017-18	5,442,247	(5.3)
2018-19	5,039,735	(7.4)
2019-20 (Estimate)	6,994,419	38.8
2020-21 (Adopted)	5,863,006	(16.2)



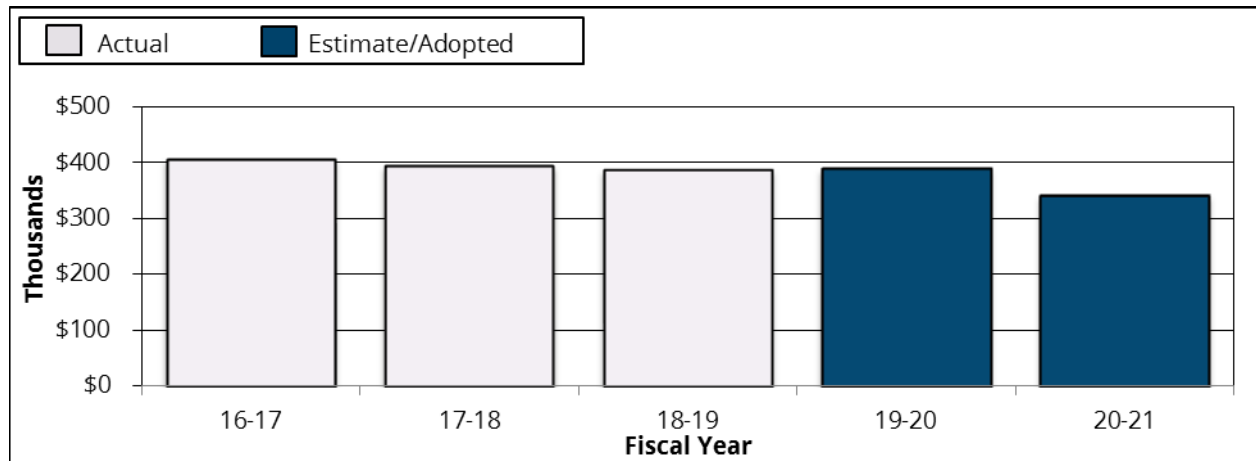
Source: Library Revenues

Summary: Library Revenues are derived from overdue fines of \$0.20 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; 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 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 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends, although this category will potentially start seeing impacts due to COVID-19.

Projection: The FY 2020-21 adopted budget reflects a reduced level of revenue collections from all areas due to COVID-19 impacts.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 405,842	(2.1)
2017-18	394,326	(2.8)
2018-19	387,592	(1.7)
2019-20 (Estimate)	389,600	0.5
2020-21 (Adopted)	340,998	(12.5)



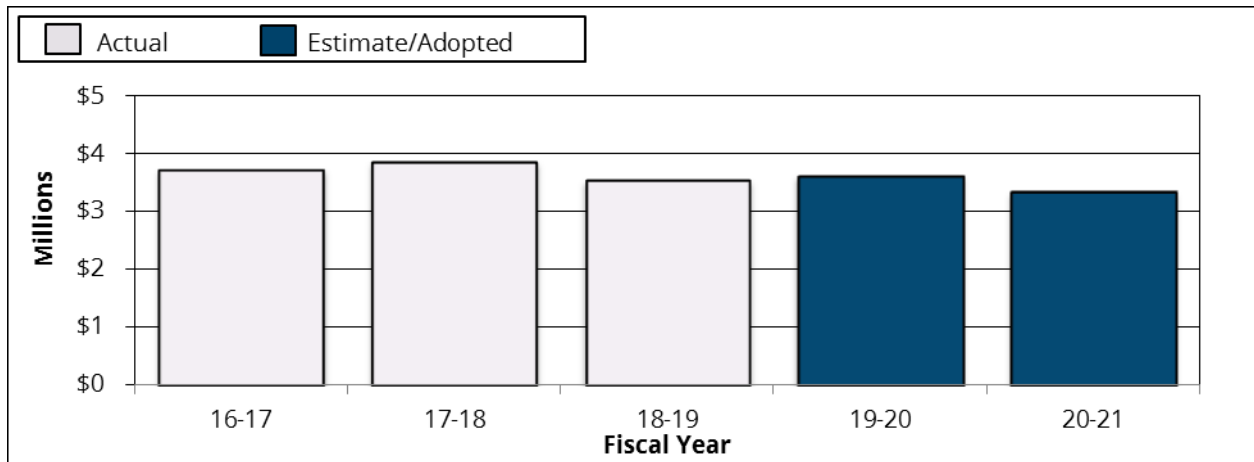
Source: Parks and Recreation Fees

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 2016-17 reflects higher revenues from several areas, with the most significant increases from pavilion rentals and revenues generated by Community Center programs. FY 2018-19 revenues declined mainly due to lower amounts received from ball field rentals. The FY 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends and reflects increased revenues and expenditures from independent contractor instructors providing community recreation programs, offset by the impacts of COVID-19 due to facility closures and less programming as a result of social distancing.

Projection: The FY 2020-21 adopted budget reflects reduced revenues in almost all areas as a result of COVID-19 continued facility closures and less programming due to social distancing.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 3,729,026	6.7
2017-18	3,860,046	3.5
2018-19	3,544,211	(8.2)
2019-20 (Estimate)	3,619,300	2.1
2020-21 (Adopted)	3,339,000	(7.7)



Miscellaneous Receipts

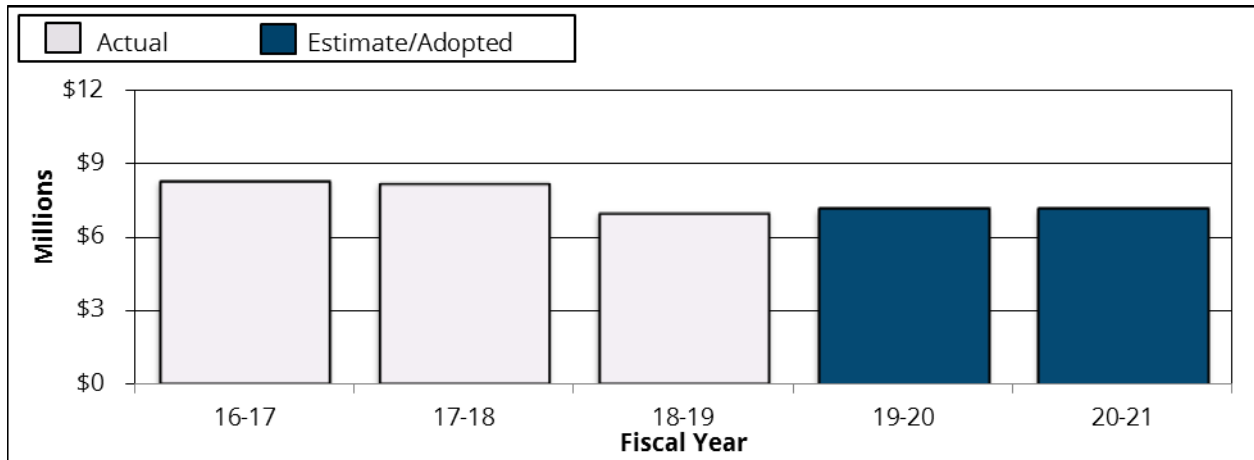
Source: Other Receipts

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 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 2016-17 reflects reimbursements received from Intel Corporation for utility infrastructure expansions. 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. The FY 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends and reflects a return to regular revenue collections.

Projection: The FY 2020-21 adopted budget reflects a stable amount of revenue collections.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 8,281,192	(6.5)
2017-18	8,181,972	(1.2)
2018-19	6,976,041	(14.7)
2019-20 (Estimate)	7,149,026	2.5
2020-21 (Adopted)	7,137,700	(0.2)



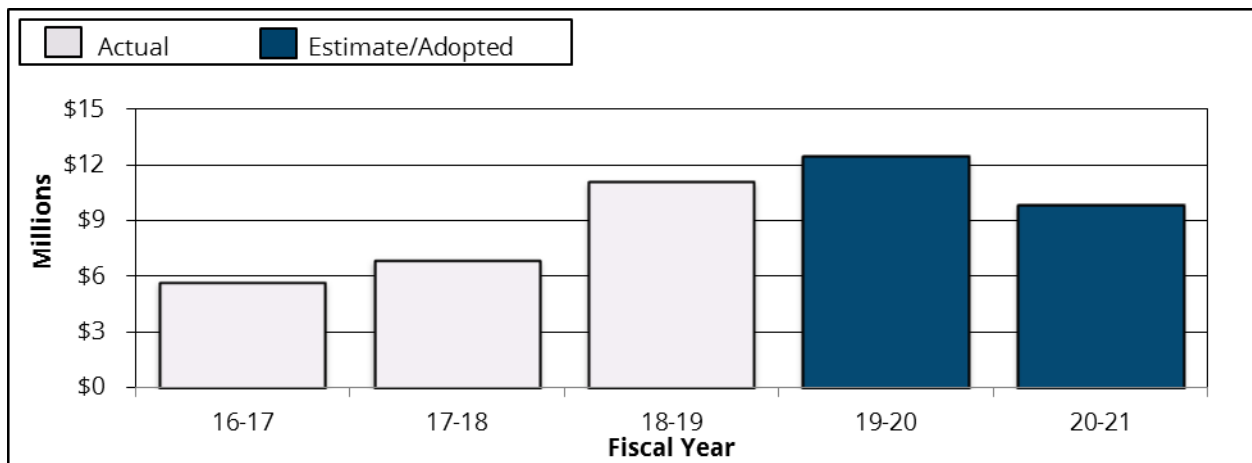
Source: Interest on Investments

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 earnings. The FY 2019-20 year-end estimate is an eight month actual and four month projection based on current rates of return on the amount of idle funds invested after experiencing two Federal Funds Rate reductions.

Projection: The FY 2020-21 adopted budget is based on market rate projections reflecting the lower Federal Funds Rate used in conjunction with a lower estimated amount of idle funds invested due to COVID-19.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 5,746,756	38.5
2017-18	6,914,689	20.3
2018-19	11,124,813	60.9
2019-20 (Estimate)	12,476,300	12.1
2020-21 (Adopted)	9,870,000	(20.9)



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 2020-21 adopted budget for each category:

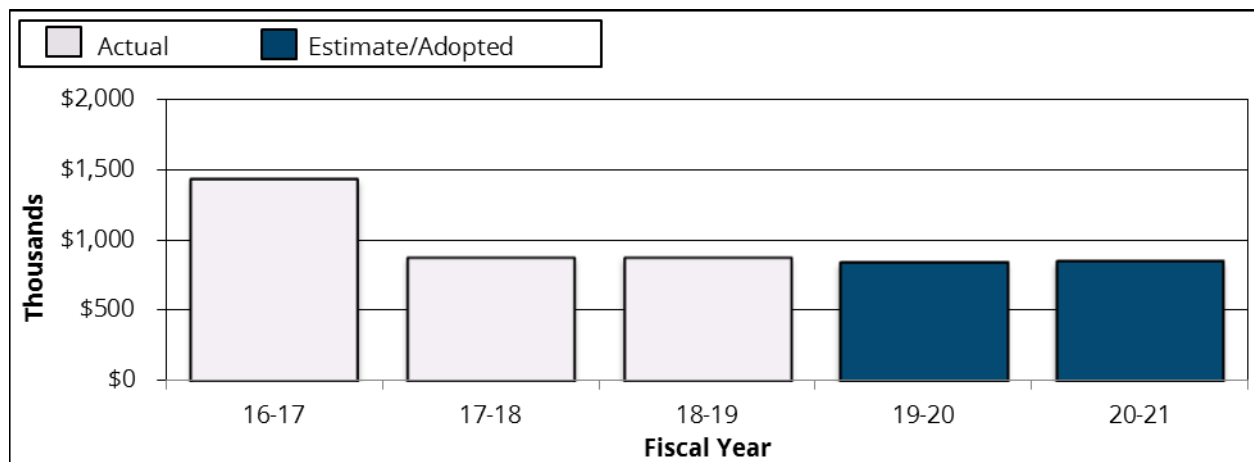
- Airport T-Hangars, Tie-Downs, T-Shades and Other Charges \$513,500
- Airport Leases 203,300
- Wireless Communication Leases 100,000
- Miscellaneous Property Leases 29,000

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. The FY 2016-17 decrease resulted from discontinuation of Innovation lease revenue in the last quarter of the fiscal year, as well as cancellation of the APS rental in the City Hall Utility Service area. FY 2017-18 reflects a reduction in property leases, as property was sold earlier than anticipated resulting in discontinuation of the revenue stream. The FY 2019-20 year-end estimate is an eight month actual and four month projection based existing leases.

Projection: The FY 2020-21 adopted budget reflects a continuation of existing leases.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 1,434,268	(15.6)
2017-18	880,215	(38.6)
2018-19	878,950	(0.1)
2019-20 (Estimate)	840,693	(4.4)
2020-21 (Adopted)	845,800	0.6



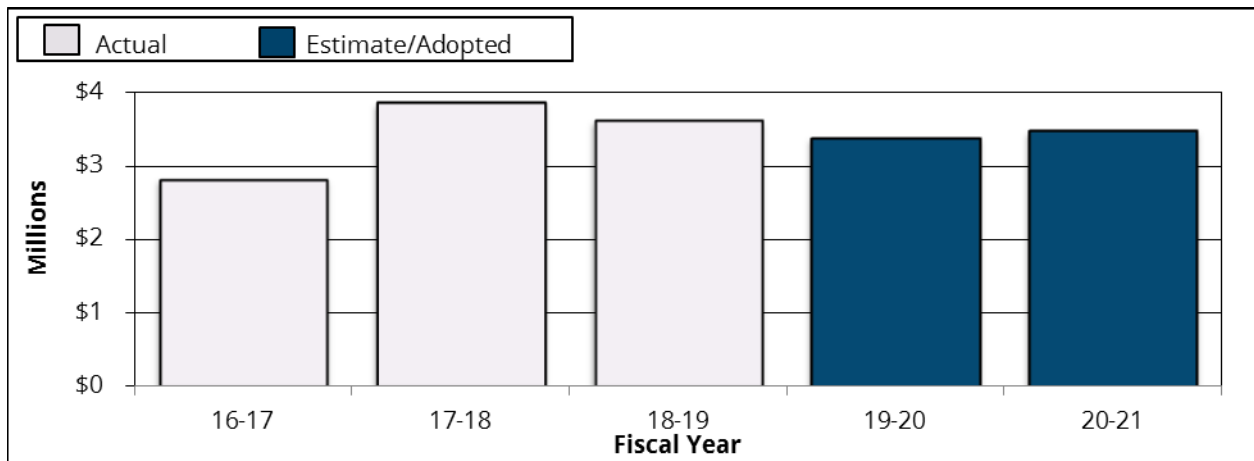
Source: Court Fines

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 reflects lower photo red light program revenues. The FY 2019-20 year-end estimate is an eight month actual and four month projection with reduced levels of traffic and court fines.

Projection: The FY 2020-21 adopted budget assumes a slight increase in traffic and court fines, but impacts from COVID-19 could affect this revenue source.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 2,818,339	(0.1)
2017-18	3,856,594	36.8
2018-19	3,614,536	(6.3)
2019-20 (Estimate)	3,376,410	(6.6)
2020-21 (Adopted)	3,472,910	2.9



Enterprise Revenues

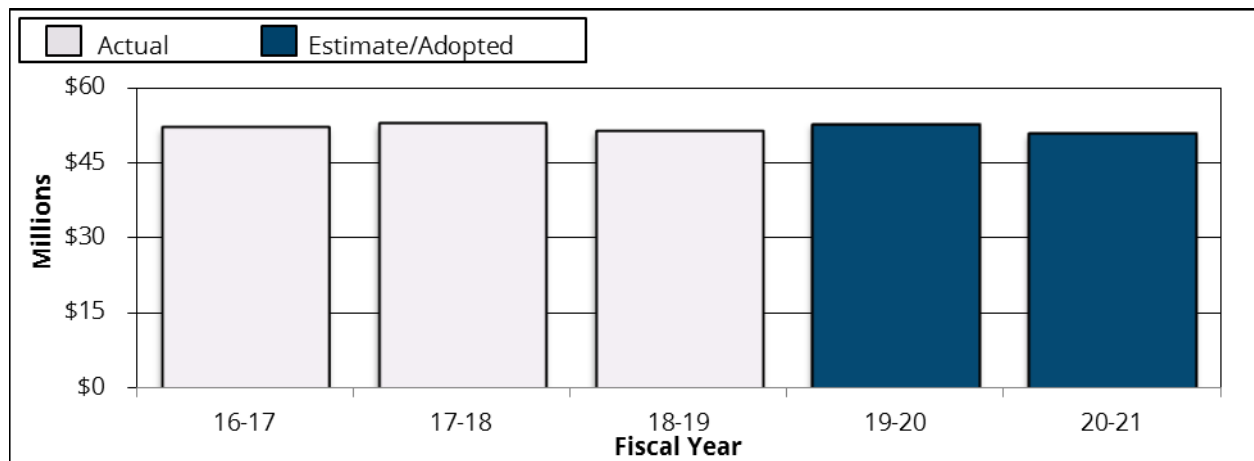
Source: Water Sales

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 beginning October 1, 2017 to support debt service related to new and expanded water facilities. The FY 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2020-21 adopted budget reflects revenue collections from lower consumption with no anticipated rate increase and an anticipated reduction from COVID-19 impacts. A cost of service study is anticipated to be completed during FY 2020-21.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 51,950,418	5.9
2017-18	52,790,952	1.6
2018-19	51,322,726	(2.8)
2019-20 (Estimate)	52,679,200	2.6
2020-21 (Adopted)	50,816,700	(3.5)



Source: Wastewater Service

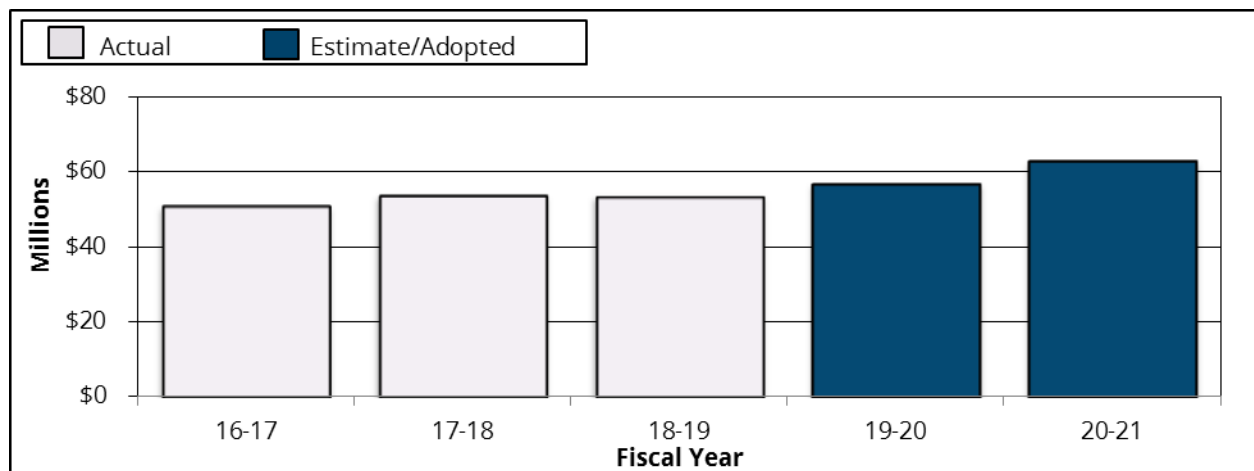
Summary: This revenue source is obtained from the fees charged for wastewater service to City residents, as well as Maricopa County residents located within City limits (who pay higher Outside City rates). Residential customers are charged a flat rate per month, while non-residential customers are charged 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 beginning October 1, 2017 to support debt service related to new and expanded wastewater facilities, as well as their expanded ongoing operating costs, including chemicals and electricity. The FY 2019-20 estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2020-21 adopted budget reflects revenue collections from lower consumption with no anticipated rate increase and an anticipated reduction from COVID-19 impacts. Higher revenue is anticipated from the expansion of the OBRF, with the projection representing full reimbursement from the Intel Corporation. A cost of service study is anticipated to be completed during FY 2020-21.

Fiscal Year	WW Portion	% Inc/(Dec)	OBRF Portion	% Inc/(Dec)	Total Amount	% Inc/(Dec)
2016-17	\$ 44,850,434	0.9	\$ 5,837,159	(0.3)	\$ 50,687,593	0.8
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 (Estimate)	48,898,600	2.1	7,774,473	42.0	56,673,073	6.2
2020-21 (Adopted)	45,283,250	(7.4)	17,338,631	123.0	62,621,881	10.5



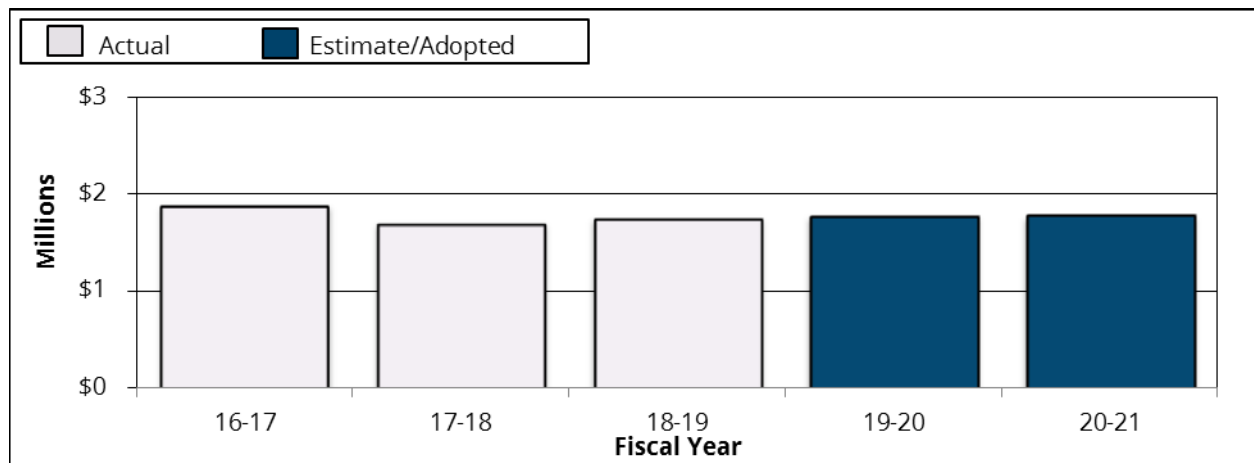
Source: Reclaimed Water Fees

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 to support expanded operating costs offset by lower consumption for an overall reduction in revenue. The FY 2019-20 estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2020-21 adopted budget reflects revenue collections from slightly higher consumption with no anticipated rate increase. A cost of service study is anticipated to be completed during FY 2020-21.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 1,878,087	-
2017-18	1,690,923	(10.0)
2018-19	1,744,503	3.2
2019-20 (Estimate)	1,761,800	1.0
2020-21 (Adopted)	1,769,200	0.4



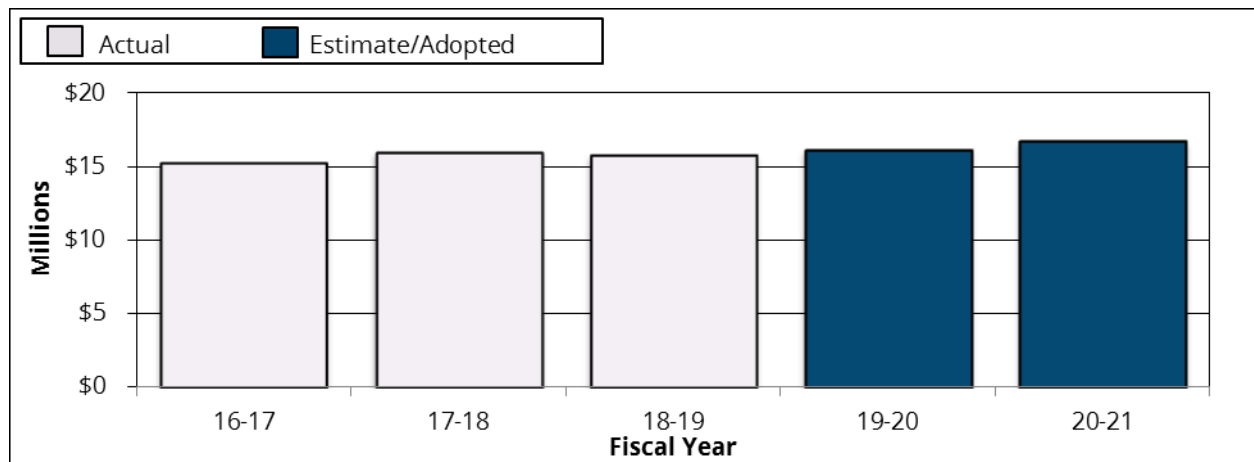
Source: Solid Waste Service

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 2016-17 reflects the full fiscal year impact of an October 2015 rate increase of 6% (rates had remained unchanged prior to that since FY 2005-06). FY 2017-18 reflects a 6% rate increase effective beginning October 1, 2017 to support increased operating costs. The FY 2019-20 year-end estimate is an eight month actual and four month projection that includes a 6% rate increase effective beginning January 1, 2020 to support increased hauling contract and recycling operating costs.

Projection: The FY 2020-21 adopted budget reflects a full fiscal year of the January 2020 rate increase to support the higher hauling contract and recycling costs from the reduced global demand. A cost of service study is anticipated to be completed during FY 2020-21.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 15,284,556	5.2
2017-18	15,963,690	4.4
2018-19	15,761,852	(1.3)
2019-20 (Estimate)	16,136,122	2.4
2020-21 (Adopted)	16,705,178	3.5



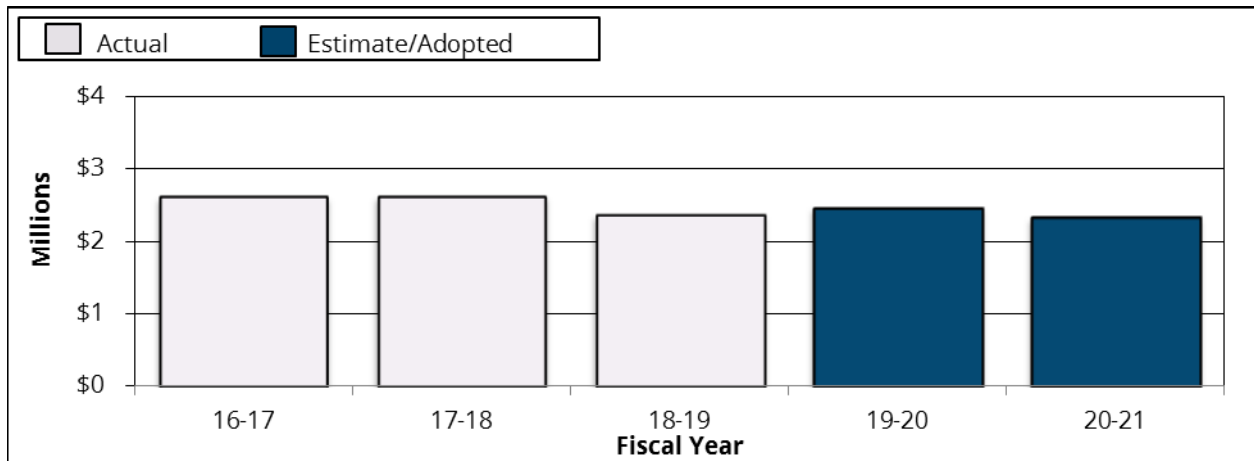
Source: Other Utility Charges

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. FY 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2020-21 adopted budget reflects a steady amount of revenue collections with a slight reduction in water service charges.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 2,604,247	(6.7)
2017-18	2,615,605	0.4
2018-19	2,357,064	(9.9)
2019-20 (Estimate)	2,455,940	4.2
2020-21 (Adopted)	2,330,880	(5.1)



System Development Fees

Source: Water System Development Fees

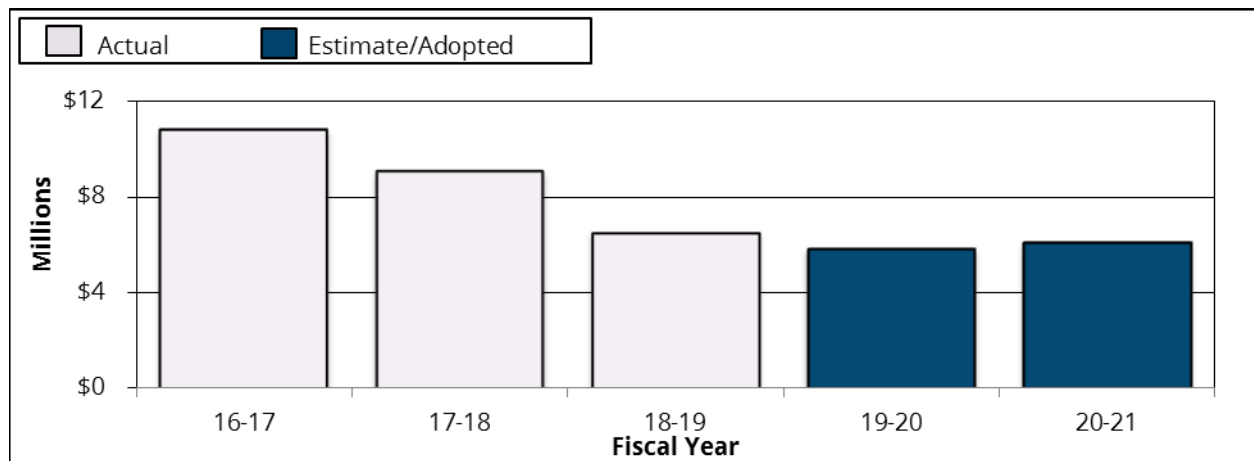
Summary: The City established fees funding a Water Development Reserve Fund in 1980. In 1997, these fees were restructured into system development fees paid by developers to fund growth-related water capital infrastructure. These fees are reviewed and revised periodically based on current and future 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. The FY 2019-20 year-end estimate is an eight month actual and four month projection reflecting current development activity under a new fee structure in which water system development fees decreased by 40%.

Projection: The FY 2020-21 adopted budget reflects current market conditions.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 10,802,170	(7.5)
2017-18	9,083,655	(15.9)
2018-19	6,524,799	(28.2)
2019-20 (Estimate)	5,806,900	(11.0)
2020-21 (Adopted)	6,081,500	4.7



Source: Wastewater System Development Fees

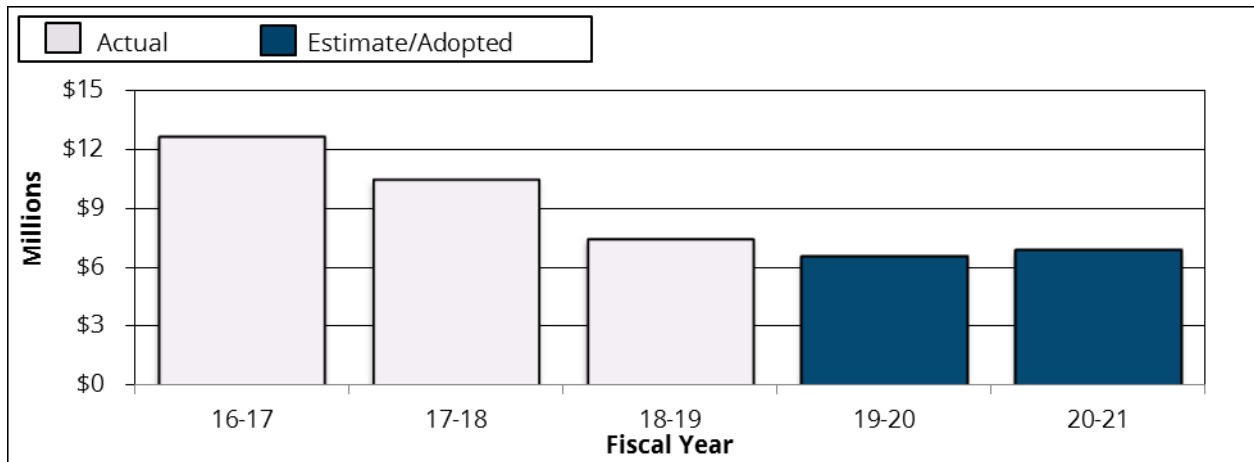
Summary: The City established fees funding a Wastewater Development Reserve Fund in 1980. In 1997, these fees were restructured into system development fees paid by developers to fund growth-related wastewater capital infrastructure. These fees are reviewed and revised periodically based on current and 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. The FY 2019-20 year-end estimate is an eight month actual and four month projection reflecting current development activity under a new fee structure in which wastewater system development fees decreased by 31%.

Projection: The FY 2020-21 adopted budget reflects current market conditions.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 12,660,102	(8.2)
2017-18	10,468,487	(17.3)
2018-19	7,441,748	(28.9)
2019-20 (Estimate)	6,552,000	(12.0)
2020-21 (Adopted)	6,866,900	4.8



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 2020-21 adopted budget for each category:

• Arterial Streets	\$4,133,600	• Police	\$320,400
• Parks	1,937,900	• Public Buildings	145,000
• Fire	471,600	• Library	56,300

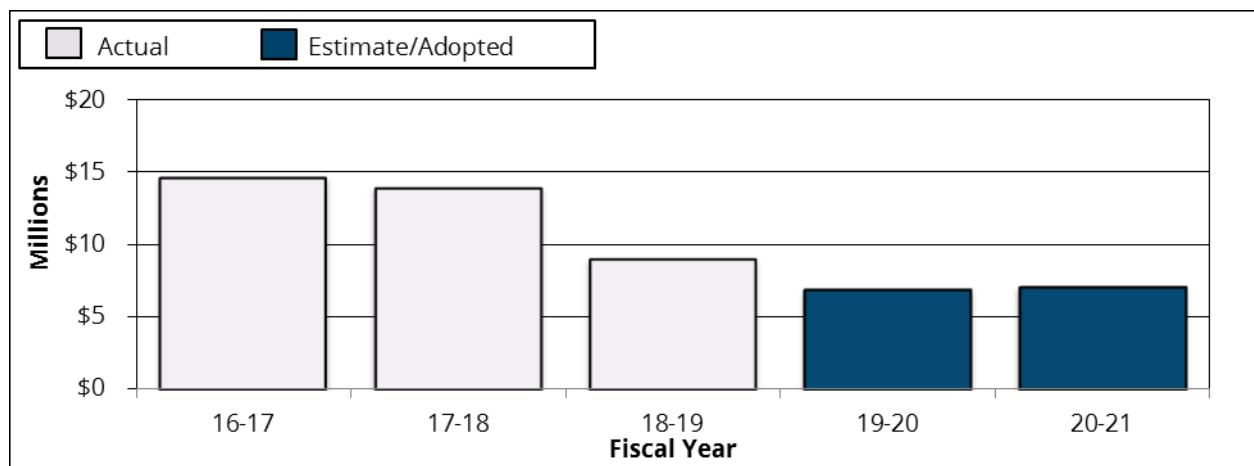
These fees are reviewed and revised periodically based on current and future capacity-expanding capital expenditures, growth projections, and A.R.S. requirements. Residential fees are charged per dwelling unit, while non-residential fees are charged per building square footage. Library and Park Impact 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. The FY 2019-20 year-end estimate is an eight month actual and four month projection reflecting current development activity under a new fee structure in which impact fees decreased overall by various percentages.

Projection: The FY 2020-21 adopted budget reflects current market conditions.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 14,683,326	(9.5)
2017-18	13,982,673	(4.8)
2018-19	9,023,677	(35.5)
2019-20 (Estimate)	6,888,200	(23.7)
2020-21 (Adopted)	7,064,800	2.6



Interfund Charges

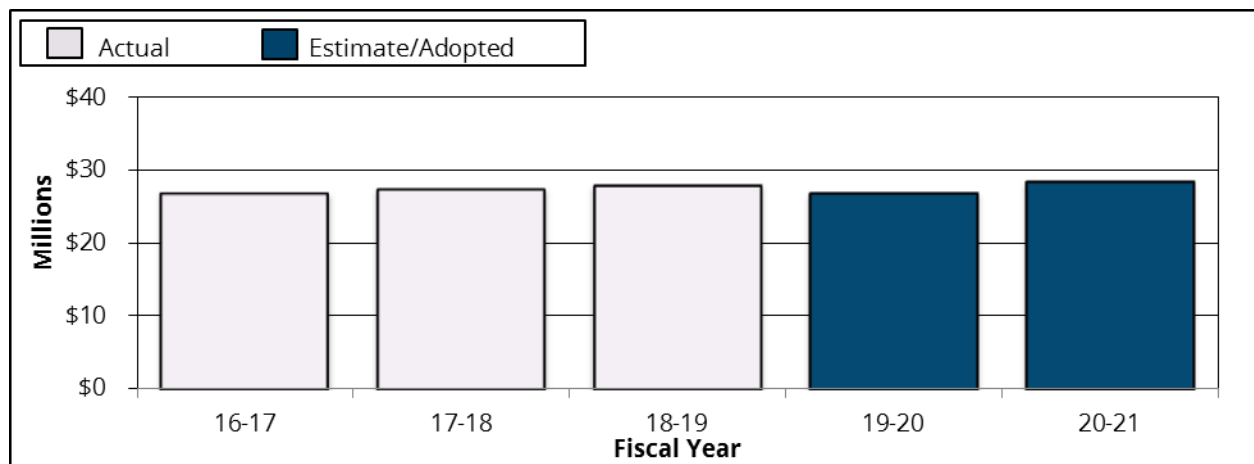
Source: Interfund Charges

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 2019-20 year-end estimate is an eight month actual and four month projection based on historical trends.

Projection: The FY 2020-21 adopted budget reflects increased levels of contributions to the short-term disability, dental, and medical self-insurance funds due to higher claims, as well as increased contributions to the Vehicle Replacement Funds.

Fiscal Year	Amount	% Inc/(Dec)
2016-17	\$ 26,957,401	(1.9)
2017-18	27,554,339	2.2
2018-19	28,036,028	1.7
2019-20 (Estimate)	26,947,200	(3.9)
2020-21 (Adopted)	28,544,383	5.9



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 because the original revenues are already budgeted within each of the funds.

Interfund transfers are decreasing in FY 2020-21 as no loan transfers are anticipated from Bond Funds to System Development Fee Funds to finance capital projects. Listed below are all interfund transfers anticipated for FY 2020-21:

Indirect Cost Allocation:

Highway User Revenue Fund to General Fund	\$ 2,082
Local Transportation Assistance Fund to General Fund	197
Water Fund to General Fund	3,422,705
Reclaimed Water Fund to General Fund	82,361
Wastewater Fund to General Fund	2,465,196
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	26,351
Reclaimed Water Fund to Workers' Compensation Self Insurance Fund	745
Wastewater Fund to Workers' Compensation Self Insurance Fund	17,587
Solid Waste Fund to Workers' Compensation Self Insurance Fund	12,603
Water Fund to Uninsured Liability Self Insurance Fund	21,065
Reclaimed Water Fund to Uninsured Liability Self Insurance Fund	430
Wastewater Fund to Uninsured Liability Self Insurance Fund	15,047
Solid Waste Fund to Uninsured Liability Self Insurance Fund	6,449

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	50,924,297
General Fund to Airport Operating Fund (subsidy)	1,822,108
General Fund to Insured Liability Self Insurance Fund	1,940,000
General Fund to Uninsured Liability Self Insurance Fund	596,901
Highway User Revenue Fund to Uninsured Liability Self Insurance Fund	93,989
Transfers from various funds to Technology Replacement Fund	3,638,571

Repayments:

Public Building Impact Fund to General Fund (repayment)	175,000
Police Impact Fund to General Fund (repayment)	750,000
Fire Impact Fund to General Fund (repayment)	600,000

Total Interfund Transfers **\$ 68,474,729**

Resources

Property Tax Summary

Summary: State law prescribes that Arizona municipalities may levy taxes on property for the following purposes with certain limitations and restrictions.

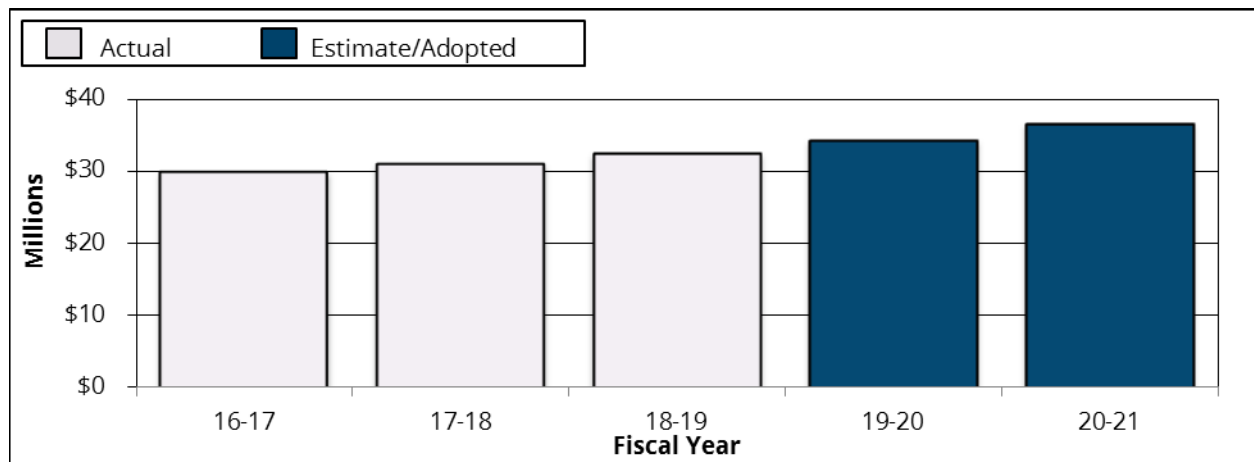
Primary Taxes are those used for general government operations. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases. The FY 2020-21 primary property tax rate is reduced from the FY 2019-20 rate of \$0.2581 per \$100 of assessed valuation to \$0.2501 per \$100 of assessed valuation.

Secondary Taxes are restricted for general bonded debt obligations and voter approved budget overrides. The FY 2020-21 secondary property tax rate is adopted at the same rate as the FY 2019-20 rate of \$0.87 per \$100 of assessed valuation.

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 2019-20 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 2020-21 reflect property market values from calendar year 2018, 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)
2016-17	\$ 29,867,105	2.2
2017-18	30,967,677	3.7
2018-19	32,391,873	4.6
2019-20 (Estimate)	34,168,800	5.5
2020-21 (Adopted)	36,529,729	6.9



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 2020-21 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>
2010-11	P	\$ 2,944,254,336	\$ 5.70	\$ 0.3292	5.8%
	S	3,111,346,300	<u>3.15</u>	<u>0.8522</u>	<u>27.0</u>
			\$ 8.85	\$ 1.1814	13.3%
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%

Type	2020-21 City Valuation	% Inc/(Dec)	2020-21 Adopted Rates	2019-20 Levy*	2020-21 Levy*	% Inc/(Dec)
Primary	\$ 3,243,434,243	7.71%	\$0.2501	\$ 7,771,800	\$ 8,111,829	4.38%
Secondary	3,243,434,243	7.71%	<u>0.8700</u>	<u>26,197,000</u>	<u>28,217,900</u>	<u>7.71%</u>
			\$1.1201	\$33,968,800	\$36,329,729	6.95%

* The totals on the prior page include an additional \$200,000 in prior year collections anticipated to be received.



6-General Government

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measurements

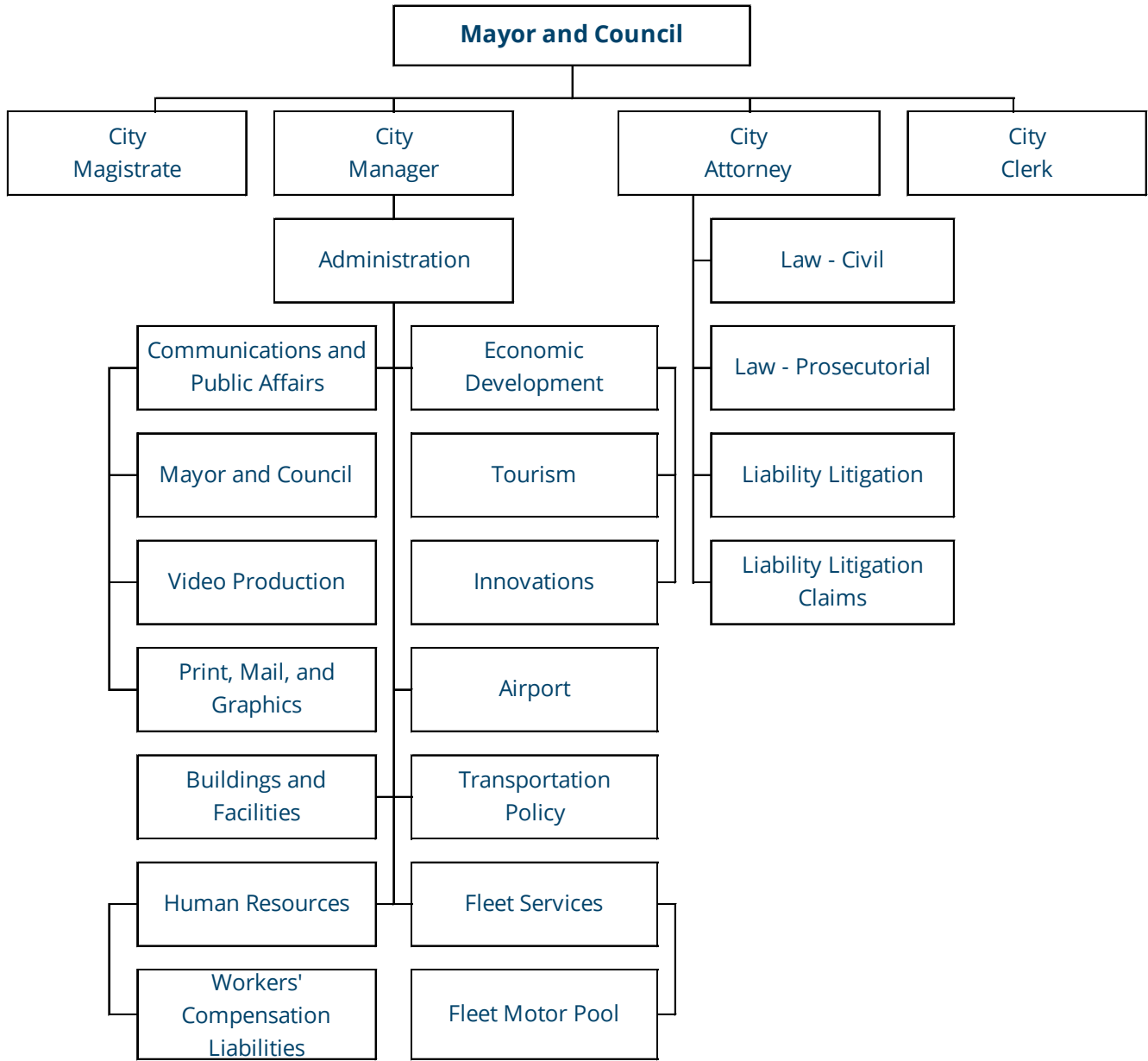
Budget Summary

Position Summary



“The Future’s in Sight”

Chandler’s employees are passionate about serving the community and businesses. This team of professionals bring innovation and quality to the customer service experience.



General Government Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Mayor and Council	\$ 1,001,019	\$ 1,049,815	\$ 1,058,859	\$ 1,021,237	-2.72%
Communications and Public Affairs	1,229,590	1,217,844	1,269,148	1,239,675	1.79%
Video Production	515,041	596,753	870,450	601,302	0.76%
Print, Mail, and Graphics	682,460	759,879	824,724	774,453	1.92%
City Clerk	796,162	749,869	1,143,660	926,189	23.51%
City Magistrate	4,532,027	4,607,201	4,445,785	4,684,074	1.67%
Law	3,821,811	3,795,202	3,847,275	3,884,306	2.35%
Liability Litigation	1,529,512	1,921,927	1,680,447	1,863,427	-3.04%
Liability Litigation Claims	642,028	3,988,572	1,897,500	3,988,572	0.00%
City Manager	1,057,775	1,149,273	1,180,936	1,426,082	24.09%
Airport	960,963	1,211,159	1,150,910	1,104,206	-8.83%
Airport Capital	2,014,460	8,732,127	2,079,851	7,684,808	-11.99%
Buildings and Facilities	7,493,762	8,067,685	8,284,537	7,808,007	-3.22%
Buildings and Facilities Capital	2,039,840	3,185,664	1,025,542	3,163,953	-0.68%
Economic Development	965,333	1,164,121	1,100,973	1,098,386	-5.65%
Economic Development Capital	-	2,556,208	-	1,056,208	-58.68%
Tourism	517,752	255,585	629,377	260,509	1.93%
Innovations	281,972	285,930	404,626	285,930	0.00%
Fleet Services	1,212,250	1,186,865	1,210,863	1,210,821	2.02%
Fleet Motor Pool	-	65,568	64,145	65,568	0.00%
Human Resources	3,275,144	3,455,275	3,671,135	3,602,651	4.27%
Workers' Compensation Liabilities	2,278,521	-	-	-	N/A
Transportation Policy	649,805	4,082,290	6,452,408	4,091,922	0.24%
Total	\$ 37,497,228	\$ 54,084,812	\$ 44,293,151	\$ 51,842,286	-4.15%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 21,253,195	\$ 21,597,527	\$ 21,628,139	\$ 22,073,453	
Ongoing ⁽¹⁾	-	21,483,466	21,514,078	21,932,398	2.09%
One-time ⁽¹⁾	-	114,061	114,061	141,055	23.67%
Operating & Maintenance	12,189,732	18,013,286	19,559,619	17,863,864	-0.83%
Capital - Major	4,054,300	14,473,999	3,105,393	11,904,969	-17.75%
Total	\$ 37,497,228	\$ 54,084,812	\$ 44,293,151	\$ 51,842,286	-4.15%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

General Government**2020-21 Adopted Budget**

Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted	% Change Adopted to Adopted
Mayor and Council	4.000	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	2.000	2.000	0.00%
Print, Mail, and Graphics	5.000	5.000	5.000	5.000	0.00%
City Clerk	6.000	6.000	6.000	6.000	0.00%
City Magistrate	41.000	41.000	41.000	41.000	0.00%
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	5.000	5.000	7.000	40.00%
Airport	6.000	6.000	6.000	6.000	0.00%
Buildings and Facilities	45.000	45.000	44.000	44.000	-2.22%
Economic Development	6.000	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	200.000	199.000	201.000	0.50%

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.

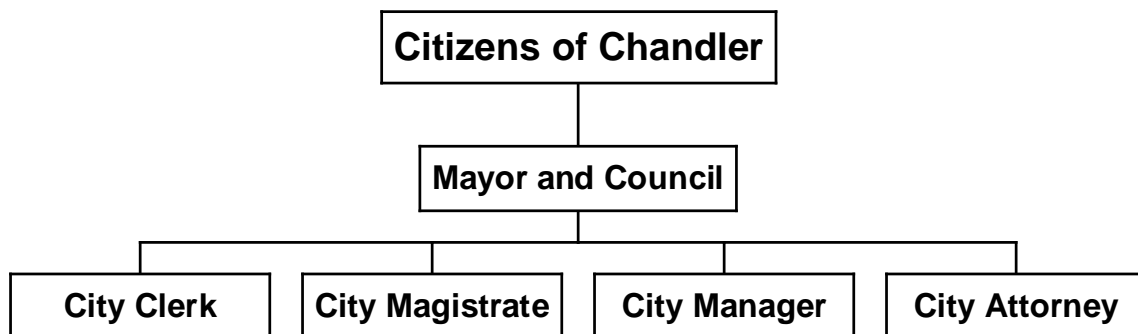
The City Manager is responsible for overseeing the day-to-day operations of the City and for carrying out the policies that are adopted by the City Council.

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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 923,492	\$ 981,838	\$ 996,111	\$ 994,000	\$ 954,704	-2.76%
Ongoing*	-	981,838	996,111	994,000	954,704	-2.76%
One-time*	-	-	-	-	-	N/A
Professional/Contract	39,722	5,000	5,000	5,175	5,000	0.00%
Operating Supplies	16,994	12,818	12,818	10,977	13,370	4.31%
Repairs/Maintenance	842	2,500	2,500	2,200	2,500	0.00%
Communications/Transportation	4,296	7,246	7,246	6,150	9,550	31.80%
Other Charges/Services	13,760	38,500	38,500	38,000	34,200	-11.17%
Capital Replacement	1,913	1,913	1,913	2,357	1,913	0.00%
Total Cost Center - 1020	\$ 1,001,019	\$ 1,049,815	\$ 1,064,088	\$ 1,058,859	\$ 1,021,237	-2.72%
General Fund	\$ 1,001,019	\$ 1,049,815	\$ 1,064,088	\$ 1,058,859	\$ 1,021,237	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	0	0	0	0.5	0.5	0.5
Community Engagement Specialist	0	0	1	1	1	1
Executive Management Assistant	3	3	2	2	2	2
Mayor and City Council Assistant	1	1	0	0	0	0
Mayor and Council Communications Manager	0	0	1	1	1	1
Total	4	4	4	4.5	4.5	4.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the addition of one-time funding for Community and Policy Committees, offset by the elimination of Public Policy Committees one-time funding approved in FY 2019-20.

Communications and Public Affairs Department Overview

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Communications and Public Affairs	\$ 1,229,590	\$ 1,217,844	\$ 1,269,148	\$ 1,239,675	1.79%
Video Production	515,041	596,753	870,450	601,302	0.76%
Print, Mail, and Graphics	682,460	759,879	824,724	774,453	1.92%
Total	\$ 2,427,091	\$ 2,574,476	\$ 2,964,322	\$ 2,615,430	1.59%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 1,644,988	\$ 1,648,403	\$ 1,681,095	\$ 1,643,897	
Ongoing ⁽¹⁾	-	1,565,120	1,597,812	1,560,620	-0.29%
One-time ⁽¹⁾	-	83,283	83,283	83,277	-0.01%
Operating & Maintenance	782,103	926,073	1,283,227	971,533	4.91%
Total	\$ 2,427,091	\$ 2,574,476	\$ 2,964,322	\$ 2,615,430	1.59%
Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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	2.000	2.000	0.00%
Print, Mail, and Graphics	5.000	5.000	5.000	5.000	0.00%
Total	15.000	15.000	15.000	15.000	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Mayor Kevin Hartke delivered the State of the City address as he highlighted businesses, people, and progress of the City. Staff promoted the event through social media and produced live stream videos of the Made in Chandler Expo and the Mayor's remarks. The event videos demonstrated Chandler's strategic framework through the Mayor's travels on the day of the State of the City, promoted companies and products made in Chandler and highlighted people, volunteers, and companies that make Chandler a special place to live and work.
- Continued the strong tradition of community outreach on behalf of the Mayor and Council by coordinating Budget Live, assisting with numerous City Council initiatives, and processing and responding to constituent inquiries.
- Published the City Council's Strategic Framework in print and digital formats as well as launched the City's new brand as part of the roll-out of the City Council vision. Published branding guidelines with an updated City logo, tagline, and brand elements. Launched videos and digital content to promote the Council vision and City brand.
- Produced the 2019 Annual Report and provided graphic design for the annual Budget Book to highlight advancements that make Chandler a world-class City, deliver outstanding public services, and provide an exceptional quality of life. Assisted the Management Services Department to promote the annual budget survey.
- 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.
- Provided communication support throughout the City's response to COVID-19. This included producing videos, 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 produced FAQ materials to address COVID-19 inquiries.
- Issued more than 250 news releases, news articles, and blogs, and wrote Chandler Insider articles distributed to 30,000 households monthly. Published the CityScope newsletter distributed to 85,000 utility customers monthly and launched a new digital edition of CityScope.
- Managed content on the City's website and social media platforms, including social media campaigns to communicate City services, programs, and events. Launched the Choosing Chandler blog and activated new features on the website that enabled visitors to better search for park amenities and events.
- Produced the Mayor's Monday Minute, Focus on Chandler, Around Town Tuesday, and a variety of other videos to communicate news and information about the people and places of Chandler through social media. Produced virtual programming and live stream videos that enabled online participation in programs and events.
- Published the weekly employee newsletter, Quicklook, managed content on Chanweb, the City's internal website, and provided communication support for the Team Talks and Customer Connection programs.
- Worked with the Economic Development Division and Cultural Development Department to promote economic development programs, business development news, development projects, special events, and cultural programs.
- The Video Production Division supported public meetings, coordinated studio and field shoots, produced original programs, and completed more than 350 video productions shared through cable television, website, and social media platforms. Broadcasted events, concerts, and meetings through live streams on Facebook and YouTube.
- The Print, Mail, and Graphics Division completed nearly 3,000 print and graphic design requests for digital and printed materials. The Division also processed nearly 725,000 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, as well as supporting passport processing for the City Clerk. Fostered a safe, friendly service environment to direct customers 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 production and design of newsletters, publications, press releases, speeches, videos, websites, social media, and government cable television programming. The department also coordinates citizens' requests for service, public meetings, and other citywide public affairs projects. In addition, it provides public relations support and media relations counsel and training to the Mayor, City Council, and City departments. It is also responsible for central duplicating services and the processing of all incoming and outgoing mail for City departments.

2020-21 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 sites on Facebook, Twitter, and YouTube.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
News releases (English and Spanish)	187	165	185	160	150
Council columns/journal articles ⁽¹⁾	43	41	25	N/A	N/A
Columns, news articles, and blogs ⁽²⁾	N/A	N/A	N/A	95	110
Newsletters	63	63	63	63	64
Public record requests	21	10	12	25	25
Public awareness/marketing campaigns	11	14	12	18	20
Citizens' requests for services entered into computerized tracking system - Lucy	8,109	8,398	8,500	8,500	8,500
Web-related measures ⁽³⁾					
Unique visitors per day	20,000	N/A	N/A	N/A	N/A
Unique visitors per month	515,000	N/A	N/A	N/A	N/A
Hits per month	19,000,000	N/A	N/A	N/A	N/A
Web-related measures ⁽⁴⁾					
Average unique page views per month	N/A	255,037	280,000	305,000	335,000
Average total page views per month	N/A	332,442	365,000	397,558	430,110
Public meeting logistics/facilitation	12	7	15	10	12

⁽¹⁾ Effective FY 2019-20 measure discontinued.

⁽²⁾ New measure effective FY 2019-20.

⁽³⁾ Measure discontinued due to use of Google Analytics.

⁽⁴⁾ Website launched July 2018 with measures based on Google Analytics.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 938,549	\$ 952,252	\$ 969,043	\$ 978,495	\$ 928,563	-2.49%
Ongoing*	-	952,252	969,043	978,495	928,563	-2.49%
One-time*	-	-	-	-	-	N/A
Professional/Contract	216,903	193,792	217,492	209,343	225,000	16.10%
Operating Supplies	47,233	33,088	38,035	36,300	42,647	28.89%
Repairs/Maintenance	1,671	1,400	1,400	1,350	1,400	0.00%
Communications/Transportation	3,353	5,500	5,500	12,300	5,500	0.00%
Other Charges/Services	11,836	11,812	11,812	11,500	16,565	40.24%
Machinery/Equipment	9,986	20,000	20,000	18,900	20,000	0.00%
Office Furniture/Equipment	-	-	-	900	-	N/A
Capital Replacement	60	-	-	60	-	N/A
Total Cost Center - 1070	\$ 1,229,590	\$ 1,217,844	\$ 1,263,282	\$ 1,269,148	\$ 1,239,675	1.79%
General Fund	\$ 1,229,590	\$ 1,217,844	\$ 1,263,282	\$ 1,269,148	\$ 1,239,675	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Assistant	0	0	0	0	0	1
Communications and Public Affairs Director	1	1	1	1	1	1
Digital Content Creator	0	0	1	1	1	1
Digital Content Strategist	0	1	1	1	1	1
Information Specialist	1	0	0	0	0	0
Management Assistant	1	1	1	1	1	0
Public Information Officer	3	3	3	3	3	3
Security Officer	1	1	1	1	1	1
Total	7	7	8	8	8	8

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for marketing and promotional campaigns.

Effective July 1, 2020, one Administrative Assistant position is reallocated from cost center 1240, Tax and License, in the Management Services Department, and one Management Assistant position transfers to cost center 3340, Transportation Policy, in the City Manager Department.

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, Facebook and YouTube Live Events, as well as monthly digital media posts for Facebook, Instagram, and YouTube. 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Original hours ⁽²⁾	145	150	150	N/A	N/A
Televise live presentations of City Council Meetings, Study Sessions, and Planning and Zoning Meetings ⁽²⁾	50	50	50	N/A	N/A
External Communication ⁽³⁾	N/A	N/A	N/A	205	210
Internal Communication ⁽³⁾	N/A	N/A	N/A	35	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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Council Meetings, Planning and Zoning Meetings ⁽¹⁾	58	58	65	58	58
Provide production support for special video requests ⁽²⁾	58	62	65	N/A	N/A
Special events and communications ⁽³⁾	N/A	N/A	N/A	60	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.

* 2019-20 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⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Provide video support for forums that provide specific information	10	15	15	N/A	N/A
Produce Public Service Announcements that inform Chandler residents of events, services, and/or programs	20	50	30	N/A	N/A

⁽¹⁾ Effective FY 2019-20 the goal, objective, and measures have been discontinued.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 251,997	\$ 313,212	\$ 315,824	\$ 316,600	\$ 317,821	1.47%
Ongoing*	-	229,929	233,541	233,317	234,544	2.01%
One-time*	-	83,283	82,283	83,283	83,277	-0.01%
Professional/Contract	238,008	186,797	452,199	357,300	210,000	12.42%
Operating Supplies	2,087	8,994	8,994	102,450	5,500	-38.85%
Repairs/Maintenance	-	4,800	4,800	4,300	1,381	-71.23%
Communications/Transportation	2,109	2,700	2,700	2,250	2,150	-20.37%
Other Charges/Services	1,505	3,000	3,000	2,300	2,200	-26.67%
Machinery/Equipment	17,086	75,000	84,280	83,000	60,000	-20.00%
Capital Replacement	2,250	2,250	2,250	2,250	2,250	0.00%
Total Cost Center - 1071	\$ 515,041	\$ 596,753	\$ 874,047	\$ 870,450	\$ 601,302	0.76%
General Fund	\$ 515,041	\$ 596,753	\$ 874,047	\$ 870,450	\$ 601,302	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Video Production Coordinator	1	1	1	1	1	1
Video Productions Specialist	1	1	1	1	1	1
Total	2	2	2	2	2	2

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2019-20 reflects increased spending due to one-time savings carryforward from FY 2018-19 related to government and educational access programs.

FY 2020-21 reflects one-time funding provided for a temporary Digital Media Journalist and for updating the Council Chambers audio visual system amplifiers. FY 2020-21 also reflects the reduction of FY 2019-20 one-time funding provided for a temporary Digital Media Journalist and for updating the Council Chambers with LED lighting. FY 2020-21 one-time funding is provided for cable access channels at the same amount as in FY 2019-20; this funding has a 100% revenue offset from Cox Communications and CenturyLink.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Printing completed on requested date	100%	100%	98%	98%	99%
Printing requests processed	2,630	2,524	2,500	1,920	2,394
Impressions printed for jobs processed	5,783,178	5,004,712 ⁽¹⁾	5,113,621	6,004,236 ⁽²⁾	5,476,437
Citywide graphic design projects	780	790	780	780	783

⁽¹⁾ FY 2018-19 decrease reflects the growing use of digital tools in marketing and communications activities.

⁽²⁾ FY 2019-20 reflects decreased use of external contracted services.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Mailing processes completed within 24 hours	100%	100%	98%	98%	99%
Utility bill and sales tax item volume to be mailed	909,663	869,443	805,210	722,556	826,718

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 454,442	\$ 382,939	\$ 388,323	\$ 386,000	\$ 397,513	3.81%
Ongoing*	-	382,939	388,323	386,000	397,513	3.81%
One-time*	-	-	-	-	-	N/A
Professional/Contract	170	-	-	111	-	N/A
Operating Supplies	20,271	125,250	179,691	179,500	117,584	-6.12%
Repairs/Maintenance	-	13,500	13,500	36,000	13,500	0.00%
Communications/Transportation	157,168	162,135	162,135	160,225	161,735	-0.25%
Rents/Utilities	4,925	30,880	39,835	35,000	38,835	25.76%
Other Charges/Services	91	750	750	363	750	0.00%
Machinery/Equipment	1,070	-	-	-	-	N/A
Office Furniture/Equipment	16,897	17,000	17,111	100	17,111	0.65%
Capital Replacement	27,425	27,425	27,425	27,425	27,425	0.00%
Total Cost Center - 1210	\$ 682,460	\$ 759,879	\$ 828,770	\$ 824,724	\$ 774,453	1.92%
General Fund	\$ 682,460	\$ 759,879	\$ 828,770	\$ 824,724	\$ 774,453	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Services Clerk	2	2	2	2	2	2
Graphic Design and Printing Coordinator	1	1	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	0	1	1	1	1
Publication Services Supervisor	1	1	0	0	0	0
Total	6	6	5	5	5	5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2019-20 Accomplishments

- Conducted the 2020 Special Charter Amendment Election.
- Implemented the citywide Records Management Program.
- Achieved compliance by identifying and submitting the City's Essential Records Listing to the State.
- Designed and implemented an electronic solution for processing claims filed with the City.
- Implemented an electronic solution allowing citizens to submit comments for virtual City Council meetings during COVID-19.
- Provided Open Meeting Law training to various boards and commissions.

2020-21 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 (electronic and paper) 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Council meetings coordinated	84	102	87	88	91
Meeting notices posted	681	789	589	566	686
City Council actions and agenda items prepared	838	666	850	714	785

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Contractual documents processed	911	838	884	842	864

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	2017-18 Actual	2018-19 Actual		2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected	
		Aug	Nov			Aug	Nov
Municipal elections ⁽¹⁾	0	1	0	0	1	1	1
Registered voters	145,200	148,404	149,000	152,000	159,000	163,000	165,000
Total ballots processed ⁽¹⁾	0	44,099	0	0	31,800	48,900	49,500
Voter turnout percentage ⁽¹⁾	0	29.72%	0	0	20%	30%	30%

⁽¹⁾ Municipal elections take place in the fall of even years.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Passport applications accepted	13,146	11,978	15,431	10,000 ⁽¹⁾	11,000 ⁽¹⁾
Notary Public services provided	491	931	333	952	585

⁽¹⁾ Decrease reflects projected effects of COVID-19.

* 2019-20 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

Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 600,707	\$ 636,838	\$ 671,146	\$ 685,550	\$ 651,638	2.32%
Ongoing*	-	636,838	671,146	685,550	646,638	1.54%
One-time*	-	-	-	-	5,000	N/A
Professional/Contract	15,486	72,531	73,080	23,080	22,531	-68.94%
Operating Supplies	128,461	4,875	395,034	395,440	216,875	4348.72%
Repairs/Maintenance	2,958	2,500	2,500	2,265	2,500	0.00%
Communications/Transportation	30,981	24,125	29,916	29,325	23,645	-1.99%
Other Charges/Services	10,961	9,000	9,000	8,000	9,000	0.00%
Building/Improvements	13	-	-	-	-	N/A
Machinery/Equipment	394	-	-	-	-	N/A
Office Furniture/Equipment	6,199	-	-	-	-	N/A
Total Cost Center - 1030	\$ 796,162	\$ 749,869	\$ 1,180,676	\$ 1,143,660	\$ 926,189	23.51%
General Fund	\$ 796,162	\$ 749,869	\$ 1,180,676	\$ 1,143,660	\$ 926,189	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Assistant City Clerk	0	0	1	1	1	1
City Clerk	1	1	1	1	1	1
City Clerk Management Assistant	2	2	1	1	1	1
City Clerk Records Specialist	0	0	2	2	2	2
City Records Management Coordinator	0	0	1	1	1	1
Customer Service Representative	2	2	0	0	0	0
Senior Administrative Assistant	1	1	0	0	0	0
Total	6	6	6	6	6	6

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the addition of one-time funding for the 2020 Election and the elimination of one-time funding received in FY 2019-20 for a Block Chain Voting Consultant Study.

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.

2019-20 Accomplishments

- Developed a live communication tool (web service) to send and receive information from and to nCourt, the service provider that processes defendants' payments of fines and fees online or by phone. With the integration, payments are posted directly to the Court's Case Management System instead of staff having to manually receipt the payments.
- Improved security response times of emergency notifications through enhancements with ExaQvision Surveillance System.
- Added the ability for defendant's to request continuances, extensions, and payment plans online.
- Upgraded the Assisted Listening Devices throughout the building.
- Implemented an electronic system for protection orders including filing, granting, and service of process.
- Installed kiosks for petitioners to fill out orders of protection online.
- Utilized WebEx to conduct remote hearings for orders of protection and other constitutionally mandated matters.

City Magistrate - 1050**2020-21 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.
- ◆ Achievement of 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of appeals filed	46 ⁽³⁾	29	30	32	30
Number of appeals overturned	0	1	2	1	2
Number of filings	45,302	42,483	41,000	39,000	41,000
Percentage of cases adjudicated within 100 days	87%	91%	90%	92%	92%
Number of calls received ⁽⁴⁾	56,500	52,600	60,000	46,500	45,000
Average wait time	27 sec	28 sec	30 sec	26 sec	26 sec

⁽¹⁾ Effective FY 2020-21 the objective has been modified.

⁽²⁾ New objective effective FY2020-21.

⁽³⁾ FY 2017-18 Actuals reflects a higher than expected number of civil traffic hearings.

⁽⁴⁾ Beginning FY 2018-19, calls received are lower due to the Cisco Finesse system IT implemented. All incoming calls coming in to the court are now being routed accordingly.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 4,030,656	\$ 4,078,574	\$ 4,137,404	\$ 3,914,000	\$ 4,152,532	1.81%
Ongoing*	-	4,078,574	4,137,404	3,914,000	4,152,532	1.81%
One-time*	-	-	-	-	-	N/A
Professional/Contract	359,026	424,893	428,054	412,787	411,230	-3.22%
Operating Supplies	44,767	43,234	43,236	55,500	43,900	1.54%
Repairs/Maintenance	16,166	13,600	13,777	10,277	9,300	-31.62%
Communications/Transportation	8,641	4,200	4,200	6,300	21,260	406.19%
Insurance/Taxes	-	-	-	500	500	N/A
Rents/Utilities	237	400	400	300	400	0.00%
Other Charges/Services	22,793	22,300	23,721	26,121	21,650	-2.91%
Office Furniture/Equipment	49,740	20,000	20,000	20,000	23,302	16.51%
Total Cost Center - 1050	\$ 4,532,027	\$ 4,607,201	\$ 4,670,792	\$ 4,445,785	\$ 4,684,074	1.67%
General Fund	\$ 4,520,563	\$ 4,607,201	\$ 4,667,631	\$ 4,443,891	\$ 4,684,074	
Grant Fund**	11,465	-	3,161	1,894	-	
Grand Total	\$ 4,532,027	\$ 4,607,201	\$ 4,670,792	\$ 4,445,785	\$ 4,684,074	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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	15	15
Court Clerk II	6	6	6	6	6	6
Court Clerk III	1	1	2	2	2	2
Court Commissioner	0	1	1	1	1	1
Court Interpreter	1	1	1	1	1	1
Court Security Officer	4	4	3	3	3	3
Court Services Supervisor	3	3	3	3	3	3
Deputy Court Administrator	1	1	1	1	1	1
Hearing Officer	1	0	0	0	0	0
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	41

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for Cost Sharing for East Valley Regional Veterans Courts, and one-time and ongoing funding for scanner/copier/printers and related maintenance. All increases are funded with Court Enhancement Funds.

Law Department Overview

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Law	\$ 3,821,811	\$ 3,795,202	\$ 3,847,275	\$ 3,884,306	2.35%
Liability Litigation	1,529,512	1,921,927	1,680,447	1,863,427	-3.04%
Liability Litigation Claims	642,028	3,988,572	1,897,500	3,988,572	0.00%
Total	\$ 5,993,351	\$ 9,705,701	\$ 7,425,222	\$ 9,736,305	0.32%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 4,155,614	\$ 4,102,232	\$ 4,194,300	\$ 4,193,316	
Ongoing ⁽¹⁾	-	4,102,232	4,194,300	4,193,316	2.22%
One-time ⁽¹⁾	-	-	-	-	N/A
Operating & Maintenance	1,837,737	5,603,469	3,230,922	5,542,989	-1.08%
Total	\$ 5,993,351	\$ 9,705,701	\$ 7,425,222	\$ 9,736,305	0.32%
Staffing by Cost Center					
	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Worked with City staff on creating and updating standard contract forms for capital improvement projects, procurement, and telecommunications.
- 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 of contracts and related agreements for economic development and redevelopment projects.
- Prepared complex legal documentation for several downtown redevelopment projects, including parking for the New Square development for the next 50 years, as well as amendments to the Overstreet development agreement to foster continued economic viability of the movie theater and retail tenants.
- 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.
- Continued support from both prosecutors and civil attorneys for the Neighborhood Preservation Division.
- 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 the granting of a Motion for Summary Judgment on the basis of recreational immunity, provided legal assistance in the eviction of persons violating rules and laws in Chandler's public housing, and reviewed insurance requirements and indemnification provisions in numerous contracts.
- Recovered approximately \$550,000 for damages to City property and overcharging for supplies.
- Prosecuted approximately 6,292 criminal cases in the Chandler Municipal Court, which included attending 7,100 pretrial conferences and handling over 600 trial settings to include jury and non-jury trials.
- Continued prosecutors' support for Mental Health Court which works in conjunction with Mercy Maricopa Integrated Care to help defendants with serious mental illness obtain access to mental health services with the goal of decreasing recidivism.
- Continued to be a part of the East Valley Regional Veteran's Court, a collaborative process that includes the prosecutor, defense counsel, judge, Department of Veteran Affairs, and other community based support organizations with the goal of rehabilitating veterans as active, contributing members of the community and thus reducing recidivism.
- Joined the Shoplifting Theft Offender Program (S.T.O.P.), which is a multijurisdictional effort to hold defendants who are repeat shoplifters accountable. This coordinated effort with the Maricopa County Attorney's Office provides enhanced penalties for offenders who have extensive shoplifting convictions in an effort to reduce recidivism.
- Continued providing legal representation for the Police Department in forfeiture cases and interpleader actions to promote the fair and efficient disposition of property held by the Police Department.
- Provided multiple hours of advanced police officer training, including supervisor liability training, and general liability training for the entire Police Department, as well as kept the department informed of changes in the laws affecting law enforcement.
- Drafted, reviewed, and advised the Police Department on General Orders, manuals, reference materials, and forms. Provided legal support to internal administrative committees and police sponsored boards and commissions while being on call for police personnel on an as needed, 24-hour basis.

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.

2020-21 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.⁽¹⁾
- ◆ Provide 24-hour, seven day a week availability for legal consultation and advice to the Police Department.⁽¹⁾
- ◆ Provide an annual minimum of 20 hours of class time and scenario training to all police officers and provide written legal updates.⁽¹⁾
- ◆ 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.⁽¹⁾
- ◆ Provide legal advice and assist the City Clerk's Office in implementing the citywide Records Management Program.⁽¹⁾

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Request for legal services	944	1,061	1,500	1,100	1,100
Fulfill request for legal services within 14 days	94%	97%	95%	97%	97%
Provide prompt answers to verbal legal requests	100%	100%	100%	100%	100%
Provide legal training as needed	100%	100%	100%	100%	100%

⁽¹⁾ Effective FY 2019-20 objectives modified.

* 2019-20 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.

2020-21 Performance Measurements**Goals:**

Perform all duties necessary for the successful prosecution of criminal misdemeanor cases in City Court and Superior Court and provide the Police Department with legal counsel for the institution and completion of civil asset forfeitures. Pursue evidence based prosecution of domestic violence cases on a consistent basis. Provide quality customer service to Spanish-speaking crime victims.

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 drafting for all motions filed in misdemeanor criminal cases.
- ◆ Legal research and drafting of 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Pre-trial conferences	10,896	10,402	11,440	9,822	10,804
Trials/jury trials	1,191	1,043	1,250	804	884
DUI cases	1,744	1,825	1,824	1,596	1,756
Domestic violence charges	2,672	2,716	3,028	2,388	2,627
Prosecutor review/charging decisions	4,403	4,011	4,623	3,840	4,224
Victims' rights notifications	9,997	9,805	10,496	9,900	10,890
Prosecutor's Office contacts with victims	3,228	3,331	3,389	2,880	3,168

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,725,694	\$ 3,657,142	\$ 3,736,786	\$ 3,740,300	\$ 3,746,726	2.45%
Ongoing*	-	3,657,142	3,736,786	3,740,300	3,746,726	2.45%
One-time*	-	-	-	-	-	N/A
Professional/Contract	7,091	50,500	50,500	16,500	50,500	0.00%
Operating Supplies	51,643	56,054	56,453	51,599	47,074	-16.02%
Repairs/Maintenance	6,434	7,276	7,276	7,276	7,276	0.00%
Communications/Transportation	9,471	3,499	3,499	8,900	11,999	242.93%
Other Charges/Services	21,479	20,731	20,731	22,700	20,731	0.00%
Total Cost Center - 1300	\$ 3,821,811	\$ 3,795,202	\$ 3,875,245	\$ 3,847,275	\$ 3,884,306	2.35%
General Fund	\$ 3,808,545	\$ 3,780,202	\$ 3,847,945	\$ 3,833,475	\$ 3,869,306	
General Fund-Domestic Violence	964	15,000	15,000	1,500	15,000	
Grant Fund	12,302	-	12,300	12,300	-	
Grand Total	\$ 3,821,811	\$ 3,795,202	\$ 3,875,245	\$ 3,847,275	\$ 3,884,306	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Assistant City Attorney	7	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	5	6	6	6	6	6
Senior Assistant City Attorney	0	1	1	1	1	1
Senior Assistant City Prosecutor	1	1	1	1	1	1
Victim Advocate	1	1	1	1	1	1
Total	27	28	28	28	28	28

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Total risk lawsuits handled on annual basis	11	8	10	7	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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Claims filed	225	232	221	192	227
Percent of filings responded to within 24 hours	100%	100%	100%	100%	100%
Claims filed <\$5,000	138	216	149	87	145
Cost of risk ⁽¹⁾	1%	1%	1%	1%	1%
Liability and property subrogation	246	254	160	227	209

⁽¹⁾ "Cost of risk" = (Claims Paid Expenses + Risk Management Administration + Insurance Premiums) divided by City of Chandler Total Operating Budget.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 429,920	\$ 445,090	\$ 451,733	\$ 454,000	\$ 446,590	0.34%
Ongoing*	-	445,090	451,733	454,000	446,590	0.34%
One-time*	-	-	-	-	-	N/A
Professional/Contract	43,452	44,000	44,000	38,000	44,000	0.00%
Operating Supplies	69,384	93,732	133,906	91,825	33,732	-64.01%
Repairs/Maintenance	1,555	2,000	2,000	26,200	2,000	0.00%
Communications/Transportation	4,104	9,600	9,600	9,500	9,600	0.00%
Insurance/Taxes	976,682	1,321,500	1,321,500	1,026,373	1,321,500	0.00%
Other Charges/Services	4,415	6,005	6,005	7,900	6,005	0.00%
Building/Improvements	-	-	-	26,649	-	N/A
Total Cost Center - 1310	\$ 1,529,512	\$ 1,921,927	\$ 1,968,744	\$ 1,680,447	\$ 1,863,427	-3.04%
Insured Liability Self Insurance Fund	\$ 1,529,512	\$ 1,921,927	\$ 1,968,744	\$ 1,680,447	\$ 1,863,427	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Assistant City Attorney	1	1	1	1	1	1
Legal Secretary	1	1	1	1	0	0
Paralegal	1	1	1	1	1	1
Risk Management Specialist	0	0	0	0	1	1
Risk Services Coordinator	1	1	1	1	1	1
Total	4	4	4	4	4	4

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 reflects the transfer of the distributed denial of service protection funding to cost center 1200, Information Technology Applications Support, in the Information Technology Department.

During FY 2019-20, one Legal Secretary position was renamed Risk Management Specialist.

Liability Litigation Claims - 1311

Budget Summary

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Professional/Contract	\$ 52,797	\$ 338,300	\$ 338,300	\$ 158,600	\$ 338,300	0.00%
Operating Supplies	21,718	199,950	234,005	150,500	199,950	0.00%
Repairs/Maintenance	247,240	516,100	583,892	578,400	516,100	0.00%
Communications/Transportation	1,234	-	324	10,000	-	N/A
Insurance/Taxes	233,727	2,785,222	2,785,222	900,000	2,785,222	0.00%
Street Improvements	85,311	149,000	154,476	100,000	149,000	0.00%
Total Cost Center - 1311	\$ 642,028	\$ 3,988,572	\$ 4,096,219	\$ 1,897,500	\$ 3,988,572	0.00%
Insured Liability Self Insurance Fund	\$ 642,028	\$ 3,988,572	\$ 4,096,219	\$ 1,897,500	\$ 3,988,572	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 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 City management and employees.
- ◆ Promote teamwork among City employees in order to deliver quality services that add value to the community in a sound fiscal manner.
- ◆ Communicate to City employees through various publications and forums.

2019-20 Accomplishments

- Oversaw citywide implementation of Council Strategic Framework.
- Evaluated performance measure software and began work on performance dashboards.
- Actively monitored federal, state, and local legislation for impacts on City revenue and/or services.
- Directed development of City's Pandemic Plan and phased approach for reopening City programs and facilities.
- Evaluated necessary budget reductions as a result of the COVID-19 global pandemic.
- Restructured the Transportation Policy Division within the City Manager's office, as well as transferred the Transportation Engineering Division to the Development Services Department to better coordinate service delivery.
- Successfully filled positions of Facilities and Fleet Manager, Assistant to the City Manager, Executive Management Assistant, and Community Services Director.

City Manager - 1040

Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,013,657	\$ 1,098,506	\$ 1,124,338	\$ 1,111,000	\$ 1,377,159	25.37%
Ongoing*	-	1,098,506	1,124,338	1,111,000	1,377,159	25.37%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,357	4,000	25,000	25,000	2,000	-50.00%
Operating Supplies	14,129	10,900	10,900	10,456	11,056	1.43%
Repairs/Maintenance	1,349	2,000	2,000	1,900	2,000	0.00%
Communications/Transportation	10,700	11,700	11,700	10,600	11,700	0.00%
Other Charges/Services	16,171	20,000	20,000	17,613	20,000	0.00%
Contingencies/Reserves	-	2,167	2,167	2,167	2,167	0.00%
Machinery/Equipment	-	-	-	2,200	-	N/A
Office Furniture/Equipment	412	-	-	-	-	N/A
Total Cost Center - 1040	\$ 1,057,775	\$ 1,149,273	\$ 1,196,105	\$ 1,180,936	\$ 1,426,082	24.09%
General Fund	\$ 1,057,775	\$ 1,149,273	\$ 1,196,105	\$ 1,180,936	\$ 1,426,082	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Assistant City Manager	2	2	2	2	2	2
Assistant to the City Manager	0	0	0	0	0	1
City Manager	1	1	1	1	1	1
Executive Management Assistant	1	1	1	1	1	1
Government Relations Coordinator	0	0	0	0	0	1
Governmental Relations and Policy Manager	0	0	1	1	1	1
Intergovernmental Affairs Coordinator	1	1	0	0	0	0
Total	5	5	5	5	5	7

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

Effective July 1, 2020, one Assistant to the City Manager position transfers from cost center 3010, Public Works Administration, in the Public Works & Utilities Department, and one Government Relations Coordinator transfers from cost center 3340, Transportation Policy.

Airport - 4100

The Airport is responsible for the daily management of airport operations. This includes the coordination of airport construction projects, negotiating airport leases, interfacing with the Federal Aviation Administration (FAA), and working on airport concerns.

2019-20 Accomplishments

- Airport total operations were 220,662 (take-offs and landings) in calendar year (CY) 2019. In CY 2019, the Airport was the 11th busiest general aviation airport in the U.S. and the 52nd busiest U.S. airport overall.
- Started the Taxiway C Pavement Rehabilitation Project.
- Completed the first phase of construction for the Terminal Apron Rehabilitation project which rehabilitated the most heavily used portion of the apron area.
- Received approximately \$1.7 million in commitments in FAA and ADOT grant funding for airport projects.
- Completed crack seal and overlay of Runway 4R-22L.
- Started the Airport Master Plan Update.
- Implemented a new Airport logo.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
City fueling services, gallons ⁽¹⁾	45,459	27,495 ⁽²⁾	48,822	24,375 ⁽³⁾	36,625 ⁽³⁾
Fixed Base Operator (FBO) fueling service, gallons	667,371	707,067	701,132	504,228 ⁽³⁾	541,747 ⁽³⁾
Cost per air traffic operation (non-capital costs)	\$5.02	\$4.75	\$4.71	\$4.75	\$4.75
Percent of enterprise operating fund expenses to total airport operating expenses (excluding capital)	89%	N/A ⁽⁴⁾	90%	N/A ⁽⁴⁾	N/A ⁽⁴⁾
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⁾ Lower than normal City fuel sales due to fuel pumps being out of service for new construction of fuel dispensing system.

⁽³⁾ Decrease reflects projected effects of COVID-19.

⁽⁴⁾ Effective FY 2018-19 measure discontinued.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Dollar value of grant requests	\$0 ⁽¹⁾	\$3,391,360	\$3,863,000	\$1,300,000	\$2,000,000
Projects completed with shared funding	0	1	3	2	2

⁽¹⁾ FY 2017-18 is zero as there were no new construction projects in the FY 2017-18 capital program.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	144/ 54%	188/ 83%	160/ 88% ⁽²⁾	200/ 90%	200/ 90%

⁽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.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 591,385	\$ 564,460	\$ 573,222	\$ 549,194	\$ 544,046	-3.62%
Ongoing*	-	564,460	573,222	549,194	544,046	-3.62%
One-time*	-	-	-	-	-	N/A
Professional/Contract	32,826	124,808	133,518	106,018	48,808	-60.89%
Operating Supplies	141,667	290,449	287,364	241,381	289,160	-0.44%
Repairs/Maintenance	77,071	96,412	101,362	108,645	47,162	-51.08%
Communications/Transportation	4,306	2,255	2,255	6,580	2,255	0.00%
Insurance/Taxes	14,772	21,500	21,500	21,500	21,500	0.00%
Rents/Utilities	75,218	84,858	84,858	84,858	84,858	0.00%
Other Charges/Services	5,747	8,700	8,700	9,095	8,700	0.00%
Building/Improvements	39	-	-	300	-	N/A
Machinery/Equipment	216	-	-	3,883	40,000	N/A
Office Furniture/Equipment	-	-	-	200	-	N/A
Street Improvements	-	-	-	1,539	-	N/A
Capital Replacement	17,717	17,717	17,717	17,717	17,717	0.00%
Total Cost Center - 4100	\$ 960,963	\$ 1,211,159	\$ 1,230,496	\$ 1,150,910	\$ 1,104,206	-8.83%
Airport Operating Fund	\$ 960,963	\$ 1,211,159	\$ 1,230,496	\$ 1,150,910	\$ 1,104,206	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Airport - 4100

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Airport Administrator	1	1	1	1	1	1
Airport Business Coordinator	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
Management Analyst	1	1	1	1	0	0
Senior Administrative Assistant	1	1	1	1	1	1
Total	6	6	6	6	6	6

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the addition of one-time funding for conference room technology upgrades, a heavy-duty mower, and ongoing funding for maintenance of the one-time additions. FY 2020-21 also reflects the elimination of FY 2019-20 one-time funding for the demolition of the Venture Hangar office and replacement of air traffic control tower radio voice switches.

For FY 2020-21, a General Fund subsidy of \$1,822,108 is built into the budget to cover a potential shortfall between revenues and expenses in FY 2020-21, including grant match requirements for capital projects and several priority maintenance projects paid with operating funds; \$1,531,446 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 2019-20, one Management Analyst position was reclassified to Airport Business Coordinator.

Airport Capital - 4110

Capital Budget Summary

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 18,844	\$ -	\$ -	\$ 22,854	\$ -	N/A
Ongoing*	-	-	-	22,854	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	15,819	872,500	1,090,525	-	762,000	-12.66%
Operating Supplies	236	-	-	-	-	N/A
Other Charges/Services	97	416,501	775,504	-	372,000	-10.68%
Project Support Recharge**	-	90,000	90,000	-	-	-100.00%
Contingencies/Reserves	-	4,344,126	-	-	986,808	-77.28%
Building/Improvements	-	-	-	-	150,000	N/A
Airport Improvements	1,979,465	3,009,000	4,599,231	2,056,997	5,414,000	79.93%
Total Cost Center - 4110	\$ 2,014,460	\$ 8,732,127	\$ 6,555,260	\$ 2,079,851	\$ 7,684,808	-11.99%
Grant Capital Fund	\$ 1,988,087	\$ 7,388,120	\$ 5,510,721	\$ 1,910,001	\$ 6,153,362	
Airport Operating Fund	26,373	1,344,007	1,044,539	169,850	1,531,446	
Grand Total	\$ 2,014,460	\$ 8,732,127	\$ 6,555,260	\$ 2,079,851	\$ 7,684,808	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 incorporates the carryforward of unexpended program funding from FY 2019-20. Additional detail is available in the 2021-2030 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.

2019-20 Accomplishments

- Replaced roofs at Public Works/Development Services and Senior Center buildings.
- Repaired approximately 460,000 square feet of asphalt at Snedigar, Veterans Oasis, Tumbleweed, and Espee Parks.
- Upgraded Fire Station #5 generator and switch gear.
- Completed Fire Station #4 interior renovation, including work out area and flooring replacement.
- Installed new and improved bay doors at Fire Station #7 to continue Fire Station door replacements.
- Remodeled City Hall Law Office by adding an office and expanding an existing office and the main conference room.
- Completed the first phase of the Airport access control and key core project to install card key access and re-core the terminal building.
- Installed new "Chandler Airport" sign on the Airport control tower.
- Completed Center for the Arts remodel/ticket booth project.
- Painted the Senior Center interior.
- Sealed exterior windows to prevent rain intrusion at Police/911 building.
- Replacement of Police Department structural exterior support.
- Replaced a Fleet/Warehouse building overhead door.
- Replaced flooring at Fire Station #9, Police Department intake room, and Chandler Heights Police Substation locker rooms.
- Remodeled the Cactus Room at the Downtown Library.
- Replaced the Community Center's central plant heat exchanger isolation valve.
- Facility assessment completed on 41 City buildings. Assessments are used to forecast capital expenditures anticipated over the next 10 years.

Buildings and Facilities - 3200**2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Custodial expenditures per square foot	\$2.13	\$2.19	\$2.18	\$2.19	\$2.25

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Building repair costs per square foot	\$3.45	\$3.59	\$3.61	\$3.61	\$3.71
Percentage of preventive work orders over all work orders	43%	45%	45%	45%	45%

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,464,908	\$ 3,397,637	\$ 3,464,834	\$ 3,428,000	\$ 3,383,309	-0.42%
Ongoing*	-	3,366,859	3,434,056	3,397,222	3,330,531	-1.08%
One-time*	-	30,778	30,778	30,778	52,778	71.48%
Professional/Contract	19,873	67,814	68,664	30,500	67,814	0.00%
Operating Supplies	955,441	1,122,532	1,239,753	1,192,931	1,063,956	-5.22%
Repairs/Maintenance	957,023	991,059	1,058,956	1,140,482	1,044,285	5.37%
Communications/Transportation	9,592	15,020	15,020	15,020	15,020	0.00%
Insurance/Taxes	3,371	3,000	3,500	8,000	3,000	0.00%
Rents/Utilities	2,014,982	2,400,301	2,400,301	2,400,321	2,160,301	-10.00%
Other Charges/Services	4,981	11,855	11,855	9,855	11,855	0.00%
Building/Improvements	1,872	-	21	621	-	N/A
Machinery/Equipment	2,817	-	-	340	-	N/A
Office Furniture/Equipment	183	-	-	-	-	N/A
Park Improvements	185	-	-	-	-	N/A
Wastewater System Improvements	69	-	-	-	-	N/A
Capital Replacement	58,467	58,467	58,467	58,467	58,467	0.00%
Total Cost Center - 3200	\$ 7,493,762	\$ 8,067,685	\$ 8,321,371	\$ 8,284,537	\$ 7,808,007	-3.22%
General Fund	\$ 7,493,762	\$ 8,067,685	\$ 8,321,371	\$ 8,284,537	\$ 7,808,007	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Buildings and Facilities - 3200

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Business Systems Support Specialist	1	1	1	1	1	1
Business Systems Support Technician	0	0	0	0	1	1
Contract Compliance Inspector	1	0	0	0	0	0
Custodial Supervisor	1	2	2	2	2	2
Custodian	21	21	22	22	21	21
Electrician	2	2	2	2	2	2
Energy Management Controls Specialist	0	1	1	1	1	1
Facilities and Fleet Manager	0	0	0	0	1	1
Facilities Maintenance Manager	1	1	1	1	0	0
Facilities Maintenance Superintendent	1	1	1	1	1	1
Facility Maintenance Technician	6	6	6	6	6	6
Facility Support Specialist	1	0	0	0	0	0
HVAC Technician	3	3	3	3	3	3
Lead Custodian	4	3	3	3	3	3
Lead Facilities Operations Technician	2	2	2	2	1	1
Management Assistant	0	1	1	1	1	1
Total	44	44	45	45	44	44

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time personnel and operations and maintenance funding for custodial services at the Center for the Arts and City Hall, as well as ongoing funding increases for the remaining portion of maintenance and utilities for the Public Safety Training Facility. A division reallocation of utility savings funded ongoing maintenance for heating, ventilation, and air conditioning systems.

During FY 2019-20, one Custodian position was transferred to cost center 1199, IT Service Delivery Management & Administration, in the Information Technology Department, and reclassified to IT Chief Information Security Officer, one Facilities Maintenance Manager was reclassified to Facilities and Fleet Manager, and one Lead Facilities Operations Technician was renamed Business Systems Support Technician.

Buildings and Facilities Capital - 3210

Capital Budget Summary

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 13,208	\$ -	\$ -	\$ 16,221	\$ -	N/A
Ongoing*	-	-	-	-	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	899	140,000	167,403	71,127	120,000	-14.29%
Operating Supplies	520	-	-	-	-	N/A
Repairs/Maintenance	2,552	-	-	-	-	N/A
Other Charges/Services	3,623	7,000	7,000	-	10,584	51.20%
Contingencies/Reserves	-	1,520,664	-	-	956,453	-37.10%
Building/Improvements	2,012,254	1,068,000	1,367,796	919,014	1,478,417	38.43%
Office Furniture/Equipment	-	450,000	450,000	19,180	598,499	33.00%
Park Improvements	6,784	-	-	-	-	N/A
Total Cost Center - 3210	\$ 2,039,840	\$ 3,185,664	\$ 1,992,199	\$ 1,025,542	\$ 3,163,953	-0.68%
General Gov't Capital Projects Fund	\$ 2,039,840	\$ 3,185,664	\$ 1,992,199	\$ 1,025,542	\$ 3,163,953	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 incorporates the carryforward of unexpended program funding from FY 2019-20. Additional detail is available in the 2021-2030 Capital Improvement Program.

Economic Development Department Overview

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Economic Development	\$ 965,333	\$ 1,164,121	\$ 1,100,973	\$ 1,098,386	-5.65%
Economic Development Capital	-	2,556,208	-	1,056,208	-58.68%
Tourism	517,752	255,585	629,377	260,509	1.93%
Innovations	281,972	285,930	404,626	285,930	0.00%
Total	\$ 1,765,057	\$ 4,261,844	\$ 2,134,976	\$ 2,701,033	-36.62%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 885,645	\$ 949,188	\$ 902,000	\$ 926,407	
Ongoing ⁽¹⁾	-	949,188	902,000	926,407	-2.40%
One-time ⁽¹⁾	-	-	-	-	N/A
Operating & Maintenance	879,412	756,448	1,232,976	718,418	-5.03%
Capital - Major	-	2,556,208	-	1,056,208	-58.68%
Total	\$ 1,765,057	\$ 4,261,844	\$ 2,134,976	\$ 2,701,033	-36.62%
Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted	% Change Adopted to Adopted
Economic Development	6.000	6.500	6.500	6.500	0.00%
Tourism	1.000	1.000	1.000	1.000	0.00%
Total	7.000	7.500	7.500	7.500	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Through the third quarter, combined business attraction/retention efforts have supported projects that are anticipated to provide 4,900 jobs in Chandler within the next year and up to 5,800 jobs within three years.
- Key Economic Development-assisted business locate projects include Insight Enterprises (1,500 jobs), Root Insurance (480 jobs), Toyota Financial (300 jobs), Clarivate Analytics (150 jobs), MTD (120 jobs), Advanced Materials Technologies (90 jobs), and H.E.R.O.S. (25 jobs).
- Key Economic Development-assisted business retention and expansion projects include PayPal (1,875 jobs), Pearson (400 jobs), ArmorWorks (260 jobs), Pillir (28 jobs), and Morsch Machine (20 jobs).
- Participated in more than 40 business retention and expansion meetings with Chandler businesses.
- Engaged with impacted businesses throughout the COVID-19 pandemic to provide education on funding programs and other resources.
- Coordinated with partners to host the Chandler Virtual Job Fair, matching local job seekers with employers.
- Launched a GIS-based webmap to help businesses notify residents of sales, services, and job opportunities.
- Facilitated seven onsite Business Location Team meetings (through the third quarter) with businesses to help evaluate prospective locations and navigate the property development and permitting processes.
- Supported Arizona State University in opening the Hub249 Makerspace, which provides students and entrepreneurs with access to the equipment needed to design and build products and prototypes.
- Chandler Innovations hosted the second annual Startup Connection Event, a two-day event geared toward educating startup founders about tools and resources to secure investments and grow their businesses.
- Hosted the ninth annual Chandler Science Spectacular Event, which showcases businesses, artists, students and innovators in the community as Chandler participates in the statewide Arizona SciTech Festival.
- Participated in PHX East Valley Entrepreneurs Week, a regional effort to inspire and educate entrepreneurs.
- Hosted the second annual Global Entrepreneurship Week, focused on how to build a successful business.
- Conducted a workforce development roundtable with the University of Arizona and Human Resources representatives from Chandler employers in order to facilitate continued learning and development of our workforce.
- Furthered the Uptown Chandler branding initiative by commissioning artists to install unique, Chandler-inspired artwork on 10 traffic signal cabinets in the area.
- Maintained Economic Development-specific social media platforms (Twitter and LinkedIn) with a year-over-year audience of 1,700+ followers and reaching an estimated 480,000+ online users.
- Three new hotels opened including the City's first four-star hotel, the Marriott Phoenix Chandler, with significant meeting space to better serve the meetings market.
- Through the third quarter, staff participated in 191 one-on-one meetings with meeting professionals and event producers to present Chandler as a possible destination for their programs.
- Advertising sales for the 2020 Chandler Visitor's Guide reached an all-time high of \$44,540.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Estimated number of office/industrial jobs created and retained through business recruitment and expansion	4,924 ⁽¹⁾	5,491 ⁽²⁾	4,116	5,145 ⁽³⁾	2,593 ⁽⁴⁾
Estimated office/industrial square feet absorbed/added with City assistance	1,668,113 ⁽¹⁾	1,177,000 ⁽²⁾	1,215,091	1,462,300 ⁽³⁾	717,902 ⁽⁴⁾
Estimated office/industrial capital investment created with City assistance	\$90,033,000 ⁽¹⁾	\$166,730,000 ⁽²⁾	\$128,999,551	\$128,225,000 ⁽³⁾	\$64,164,667 ⁽⁴⁾

⁽¹⁾ Includes the expansion of Wells Fargo, Northrop Grumman, and Waymo; and new locations for Liberty Mutual Insurance, Walgreens, Optima Tax Relief, Brightside, Pride Group, Compound Photonics, State Seal Company, and Stanley Black & Decker.

⁽²⁾ 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.

⁽³⁾ 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.

⁽⁴⁾ FY 2020-21 Projected represents 50% of the prior three-year average and reflects the anticipated impacts of COVID-19.

* 2019-20 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⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of new retail businesses located with City assistance	9	6	7	3	N/A
Estimated square footage of new retail space located with City assistance	76,575	109,140	94,334	23,100	N/A
Total retail square feet ⁽²⁾	16,606,109	16,832,434	17,000,000	16,906,161	N/A
Retail occupancy rate	93%	93%	94%	93%	N/A

⁽¹⁾ Effective FY 2020-21 goal, objective, and measures discontinued.

⁽²⁾ As part of the recommendations of the Mayor's 4-Corner Committee Report, staff seeks the elimination and/or redevelopment of underperforming retail space. As the City approaches build-out, a limited amount of new retail space will likely be developed, primarily in strategic locations that are underserved.

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⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Estimated annual sales tax revenue generated by new retail businesses located with City assistance ⁽³⁾	\$379,046	\$540,243	\$466,953	\$114,345	N/A

⁽³⁾ Based on estimated square footage of new retail space located with City assistance and an industry benchmark of \$330 in retail sales per square foot of space.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 757,479	\$ 819,004	\$ 838,195	\$ 768,000	\$ 791,299	-3.38%
Ongoing*	-	819,004	838,195	768,000	791,299	-3.38%
One-time*	-	-	-	-	-	N/A
Professional/Contract	134,991	220,359	282,866	212,826	184,554	-16.25%
Operating Supplies	40,028	63,738	82,240	68,900	58,733	-7.85%
Repairs/Maintenance	1,640	2,750	2,750	2,872	2,750	0.00%
Communications/Transportation	14,295	29,125	29,125	21,600	28,975	-0.52%
Other Charges/Services	13,976	26,220	26,220	23,850	29,150	11.17%
Capital Replacement	2,925	2,925	2,925	2,925	2,925	0.00%
Total Cost Center - 1520	\$ 965,333	\$ 1,164,121	\$ 1,264,321	\$ 1,100,973	\$ 1,098,386	-5.65%
General Fund	\$ 965,333	\$ 1,164,121	\$ 1,264,321	\$ 1,100,973	\$ 1,098,386	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Assistant	0	0	0	0.5	0.5	0.5
Director, Economic Development Division	1	1	0	0	0	0
Economic Development Director	0	0	1	1	1	1
Economic Development Innovation Manager	0	1	1	1	0	0
Economic Development Manager	0	0	0	0	1	1
Economic Development Program Manager	1	0	0	0	0	0
Economic Development Project Manager	0	1	1	1	1	1
Economic Development Research Assistant	2	1	1	1	1	1
Economic Development Specialist	1	2	2	2	2	2
Total	5	6	6	6.5	6.5	6.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for digital marketing for business attraction, and the Science Spectacular Event, which was also approved for one-time funding in FY 2019-20. The Science Spectacular Event funding is offset by sponsorship revenues. FY 2020-21 also includes addition of one-time funding for West Chandler Brand Implementation and funding offsets due to the elimination of one-time funding approved in FY 2019-20 for Smart Cities/Innovation Programs and for a Start-Up Weekend Event.

During FY 2019-20, one Economic Development Innovation Manager was renamed Economic Development Manager.

Economic Development Capital - 1550

Capital Budget Summary

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Other Charges/Services	\$ -	\$ -	\$ 2,556,208	\$ -	\$ -	N/A
Contingencies/Reserves	-	2,556,208	-	-	1,056,208	-58.68%
Total Cost Center - 1550	\$ -	\$ 2,556,208	\$ 2,556,208	\$ -	\$ 1,056,208	-58.68%
General Gov't Capital Projects Fund	\$ -	\$ 2,556,208	\$ 2,556,208	\$ -	\$ 1,056,208	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 reflects the carryforward of unexpended program funding from FY 2019-20. Additional detail is available in the 2021-2030 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.

2020-21 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.
- ◆ Initiate and coordinate marketing opportunities for the Chandler tourism community.
- ◆ Proactively solicit group meetings and events to benefit the Chandler tourism community.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Hotel/motel tax revenue collected	\$3,712,085	\$4,059,956	\$4,100,000	\$3,150,000 ⁽¹⁾	\$2,760,000 ⁽¹⁾
Revenue per available room (Rev/PAR) citywide ⁽²⁾	\$71.19	\$72.85	\$71.50	\$51.00 ⁽¹⁾	\$43.80 ⁽¹⁾
Occupancy rate citywide ⁽²⁾	65.1%	66.1%	65%	45% ⁽¹⁾	40% ⁽¹⁾
Visitor guide requests ⁽³⁾	16,793	18,864	8,500	3,150 ⁽¹⁾	2,700 ⁽¹⁾
Number of website visits (tethered and mobile)	225,905	258,809	250,000	185,500 ⁽¹⁾	165,000 ⁽¹⁾
Event prospects and services ⁽⁴⁾	75	79	65	63 ⁽¹⁾	45 ⁽¹⁾

⁽¹⁾ These measures are anticipated to be significantly lower than in previous years due to the impacts of COVID-19.

⁽²⁾ 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.

⁽³⁾ Visitor Guide requests are received through various ad placements, website requests, and marketing campaigns.

⁽⁴⁾ 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.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 128,167	\$ 130,184	\$ 133,495	\$ 134,000	\$ 135,108	3.78%
Ongoing*	-	130,184	133,495	134,000	135,108	3.78%
One-time*	-	-	-	-	-	N/A
Professional/Contract	328,607	70,000	431,744	431,814	43,000	-38.57%
Operating Supplies	5,144	19,201	19,201	18,158	18,401	-4.17%
Communications/Transportation	51,295	29,700	39,200	37,667	50,000	68.35%
Other Charges/Services	4,540	6,500	6,500	7,738	14,000	115.38%
Total Cost Center - 1580	\$ 517,752	\$ 255,585	\$ 630,140	\$ 629,377	\$ 260,509	1.93%
General Fund	\$ 171,335	\$ 255,585	\$ 258,896	\$ 258,133	\$ 260,509	
Grant Fund**	346,417	-	371,244	371,244	-	
Grand Total	\$ 517,752	\$ 255,585	\$ 630,140	\$ 629,377	\$ 260,509	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Tourism Development Coordinator	1	1	0	0	0	0
Tourism Program Manager	0	0	1	1	1	1
Total	1	1	1	1	1	1

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2019-20 reflects increased one-time spending related to the award of the Maricopa County Prop. 302 Tourism Grant, which is excluded in FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Total number of clients supported	34	59	35	35 ⁽¹⁾	35
Total number of client jobs created	18	32	24	2 ⁽¹⁾	10
Client engagement					
- Total number of events	139	130	100	100 ⁽¹⁾	100
- Total number of attendees	858	1,061	750	1,000 ⁽¹⁾	1,500

⁽¹⁾ 2019-20 Year End Estimates in the incubator management contract were revised to better match program goals.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% 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%
Operating Supplies	9,056	-	35,362	35,362	-	N/A
Repairs/Maintenance	-	35,930	35,930	35,930	35,930	0.00%
Building/Improvements	22,916	-	-	-	-	N/A
Total Cost Center - 1590	\$ 281,972	\$ 285,930	\$ 404,626	\$ 404,626	\$ 285,930	0.00%
General Fund	\$ 281,972	\$ 285,930	\$ 404,626	\$ 404,626	\$ 285,930	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for entrepreneurial and small business development, which was also allocated in FY 2019-20 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.

2019-20 Accomplishments

- Identified and replaced 37 vehicles through the Vehicle Replacement Program.
- Kicked off project for new Fleet Management Software in order to improve shop operations, streamline customer service, and provide accurate reporting.
- Zero accidents in FY 2019-20 attributed to equipment failure.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Accidents attributed to equipment failure	0	0	0	0	0
Review City-owned vehicles at set criteria	81	85	82	62 ⁽¹⁾	28 ⁽¹⁾
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.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Service Rating Results:					
Excellent	40%	60%	65%	65%	63%
Above average	55%	40%	35%	35%	32%
Average	5%	0%	0%	0%	5%
Poor	0%	0%	0%	0%	0%
Fleet work order repair hours	10,162	11,150	11,500 ⁽¹⁾	11,225	11,250
Factory warranty claims submitted	287	310	325	320	320

⁽¹⁾ Increase in work order repair hours due to vehicles moving out of the factory warranty period.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,095,191	\$ 1,115,756	\$ 1,137,823	\$ 1,134,000	\$ 1,139,712	2.15%
Ongoing*	-	1,115,756	1,137,823	1,134,000	1,139,712	2.15%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,884	2,120	7,658	7,600	1,357	-35.99%
Operating Supplies	34,544	28,300	29,042	29,024	29,288	3.49%
Repairs/Maintenance	-	1,000	1,000	725	800	-20.00%
Communications/Transportation	1,273	2,250	2,250	2,075	2,125	-5.56%
Other Charges/Services	7,444	4,800	4,800	4,800	4,600	-4.17%
Machinery/Equipment	27,970	30,300	30,300	30,300	30,600	0.99%
Capital Replacement	43,944	2,339	2,339	2,339	2,339	0.00%
Total Cost Center - 1270	\$ 1,212,250	\$ 1,186,865	\$ 1,215,212	\$ 1,210,863	\$ 1,210,821	2.02%
General Fund	\$ 1,212,250	\$ 1,186,865	\$ 1,215,212	\$ 1,210,863	\$ 1,210,821	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	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	0	1	1	1	1	1
Fleet Services Supervisor	1	0	0	0	0	0
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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

Fleet Motor Pool - 1271

Fleet Motor Pool provides vehicles for City employees to use for official City business.

2020-21 Performance Measurements**Goal:⁽¹⁾**

Provide shared use vehicles to departments in order to reduce the expenditure of capital monies.

Supports Priority Based Budgeting Goal(s): Good Governance

Objective:⁽¹⁾

◆ Provide transportation for administrative and other staff to conduct City business.

Measures ⁽¹⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Gallons of fuel consumed	N/A	4,123	3,425	4,944	4,500
Percentage of computerized reservations completed	N/A	89%	90%	88%	90%
Number of vehicles	N/A	21	21	18	18

⁽¹⁾ Effective FY 2019-20 goal, objective, and measures were established.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Operating Supplies	\$ -	\$ 24,023	\$ 24,023	\$ 22,600	\$ 24,023	0.00%
Capital Replacement	-	41,545	41,545	41,545	41,545	0.00%
Total Cost Center - 1271	\$ -	\$ 65,568	\$ 65,568	\$ 64,145	\$ 65,568	0.00%
General Fund	\$ -	\$ 65,568	\$ 65,568	\$ 64,145	\$ 65,568	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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 and medical programs, as well as the dental, short-term disability, and safety programs.

2019-20 Accomplishments

- Sixth year offering a no cost, high deductible health plan.
- Fourth year with no premium increases to the traditional health plan.
- Coordinated a citywide recruitment committee to begin the review of best practices and new recruitment measures as a continued focus on recruiting and retaining the best talent.
- Under the new Meet and Confer ordinance, agreed to two-year memorandum of understanding agreements with three public safety associations.
- Implemented a new electronic performance management module utilizing the Talent Management System.
- Created new leave policies, updated benefit and retirement plans, and focused on safety measures and citywide communication regarding COVID-19.
- Managed the user implementation and training of the City's COVID-19 Hotline to support resident calls.
- Continued focus on professional development with the continuation of the Mentor Program with 44 pairings (88 employees) in the program for January 2020 - March 2020.
- Partnered with Maricopa Corporate College to host onsite Spanish classes for employees.
- Delivered one-on-one services in the areas of career counseling, interview preparation, and skills development plans.
- Introduced citywide health coaching through the wellness platform.
- Provided new on-site cardiac and organ screenings through the wellness program.
- Achieved the Platinum Level Healthy Worksite designation from Maricopa County's Healthy Arizona Workplace Program for the second consecutive year.
- Team Chandler won the Golden Shoe, with the highest average number of steps against 11 other valley public employers.
- Year one of offering on-site body composition training. Since October 2019, 140 employees have been screened through the Human Resources Wellness Office. Additional screenings have been conducted in the Police Department utilizing the new equipment.

Human Resources - 1250**2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Personnel Action Requests (PAR) processed	4,772	4,819	4,850	4,900	4,800
Number of classification/job studies conducted	77	62	50	70	50
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	267	280	290	338 ⁽¹⁾	345 ⁽¹⁾
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	201	190	165	157 ⁽²⁾	145 ⁽²⁾
Number of technology process improvements implemented to maximize use of staff resources	3	5	3	3	2

⁽¹⁾ Increases 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.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of employment applications processed	17,090	20,206	22,000 ⁽¹⁾	25,000 ⁽¹⁾	25,000 ⁽¹⁾

⁽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.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Lost Days ⁽²⁾	559	641	520	687	625
Lost personnel hours ⁽²⁾	4,472	5,128	4,160	5,496	5,000
OSHA recordable injuries	106	111	100	103	110

⁽²⁾ Statistics based on calendar year due to measurement period and OSHA reporting requirements.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,424,761	\$ 2,600,946	\$ 2,664,987	\$ 2,532,000	\$ 2,700,272	3.82%
Ongoing*	-	2,600,946	2,664,987	2,532,000	2,700,272	3.82%
One-time*	-	-	-	-	-	N/A
Professional/Contract	174,683	238,290	383,191	336,832	237,000	-0.54%
Operating Supplies	140,162	53,814	89,693	71,557	105,425	95.91%
Repairs/Maintenance	3,412	4,500	4,500	4,250	4,500	0.00%
Communications/Transportation	6,970	8,300	8,300	10,434	9,800	18.07%
Insurance/Taxes	366,754	363,430	406,430	453,289	411,130	13.12%
Other Charges/Services	74,230	118,185	245,261	144,582	112,525	-4.79%
Machinery/Equipment	84,116	67,510	138,222	117,600	21,399	-68.30%
Office Furniture/Equipment	55	300	300	561	600	100.00%
Capital Replacement	-	-	-	30	-	N/A
Total Cost Center - 1250	\$ 3,275,144	\$ 3,455,275	\$ 3,940,884	\$ 3,671,135	\$ 3,602,651	4.27%
General Fund	\$ 1,833,078	\$ 1,971,949	\$ 2,044,289	\$ 1,901,264	\$ 2,033,689	
Workers' Comp Self Ins Fund	876,187	969,047	1,136,746	1,132,341	1,026,885	
Short-term Disability Self Ins Fund	39,610	40,680	41,086	41,000	41,544	
Medical Self Insurance Fund	526,270	473,599	718,763	596,530	500,533	
Grand Total	\$ 3,275,144	\$ 3,455,275	\$ 3,940,884	\$ 3,671,135	\$ 3,602,651	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Human Resources - 1250**Authorized Positions**

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Services Director	1	1	0	0	0	0
Benefits Analyst	0	0	0	0	1	1
Benefits Program Manager	1	1	1	1	1	1
Benefits and Labor Relations Administrator	1	1	1	1	0	0
Business Systems Support Analyst	0	0	0	0	2	2
Employee Services and HRMS Analyst	1	1	1	1	0	0
Employee Services and HRMS Manager	1	1	0	0	0	0
Human Resources Analyst	2	2	1	1	2	2
Human Resources Director	0	0	1	1	1	1
Human Resources Manager	1	1	2	2	2	2
Human Resources Recruiter	0	0	1	1	0	0
Human Resources Specialist I	3	3	3	3	3	3
Human Resources Specialist II	2	2	1	1	0	0
Management Assistant	1	1	1	1	1	1
Medical Leave Coordinator	1	2	2	2	2	2
Organizational Development Coordinator	1	1	1	1	1	1
Organizational Development Specialist	0	0	0	0	1	1
Safety Analyst	1	0	0	0	0	0
Safety Coordinator	1	2	2	2	2	2
Senior Human Resources Analyst	3	3	4	4	3	3
Wellness Coordinator	1	1	1	1	1	1
Workers Compensation Coordinator	1	0	0	0	0	0
Total	23	23	23	23	23	23

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing funding for increased insurance premiums in the Workers' Compensation Self Insurance Fund.

During FY 2019-20, one Benefits and Labor Relations Administrator was reclassified to Business Systems Support Analyst, one Employee Services and HRMS Analyst position was reclassified to Business Systems Support Analyst, one Human Resources Recruiter position was reclassified to Human Resources Analyst, one Human Resources Specialist II was reclassified to Organizational Development Specialist, and one Senior Human Resources Analyst position was reclassified to Benefits Analyst.

Workers' Compensation Liabilities - 1251

Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Insurance/Taxes	\$ 2,278,521	\$ -	\$ -	\$ -	\$ -	N/A
Total Cost Center - 1251	\$ 2,278,521	\$ -	\$ -	\$ -	\$ -	N/A
Workers' Comp Self Insurance Fund	\$ 2,278,521	\$ -	\$ -	\$ -	\$ -	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

The nature of self-insurance is unpredictable in that it requires estimating for expenses that may vary significantly from year to year. An actuarial analysis is completed each year to assist with the estimates and setting reserve levels.

The Chandler Workers' Compensation and Employer Liability Trust Board reviews rates and reserve levels annually and considers many factors to develop the needed fund contribution revenue. The primary factor is keeping rates affordable while ensuring reserves are sufficient to maintain the health of the fund, which requires review of claim history to determine ongoing obligations versus one-time payouts.

Workers' compensation claims were transferred to cost center 1290, Non-Departmental, in the Management Services Department in FY 2019-20 for consistent treatment with other self-insurance fund claims.

Transportation Policy - 3340

The Transportation Policy Division is responsible for implementing the Transportation Master Plan, and 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.

2019-20 Accomplishments

- Completed the Transportation Master Plan 2019 Update.
- Awarded a \$3.2 million federal grant to construct Frye Road Protected Bike Lanes.
- Reallocated \$3 million in regional funding to fund Alma School Road (Pecos Rd to Germann Rd).
- On pace to provide 810,000 bus trips, 40,000 paratransit trips, and 12,000 RideChoice trips.
- Utilized regional funds to make ADA improvements at 90 bus stops and the Chandler Transit Center.
- Received \$2.6 million in federal closeout funding for use on six different transportation projects.
- Finalized the Shared Mobility Pilot Program.
- Completed design and began construction on the federally-funded McClintock Drive and Kyrene Road Bike Lanes project.
- Completed design on the federally-funded Chandler Boulevard Bike Lanes (I-10 to 56th St) project.
- Completed phase I of Downtown ADA Improvements.
- Reallocated \$300K in federal funding and \$600K in regional funds to be used on Cooper Road.
- Held virtual family bike ride in May that exceeded participant projections.
- Awarded the Clean Air Campaign Award for Outstanding Commuter.
- Restructured division to ensure alignment with the City Strategic Plan.

Transportation Policy - 3340**2020-21 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 Ride Choice service in partnership with Valley Metro RPTA and other Valley cities.⁽¹⁾

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
City funded bus service miles	204,711	273,226	280,620 ⁽²⁾	275,381 ⁽³⁾	274,901 ⁽³⁾
City funded passenger boardings	117,136	197,548	170,090	161,519 ⁽³⁾	161,519 ⁽³⁾
City funded cost per boardings	\$9.59	7.94 ⁽⁴⁾	\$10.11	\$9.73 ⁽³⁾	\$9.96 ⁽³⁾
PTF funded bus service miles	980,320	999,917	995,000	999,186 ⁽³⁾⁽⁵⁾	998,047 ⁽³⁾⁽⁵⁾
PTF service passenger boardings	841,785	810,475	880,000	634,365 ⁽³⁾	634,365 ⁽³⁾
PTF cost per boarding	\$6.16	\$6.91	\$6.76	\$8.54 ⁽³⁾	\$9.05 ⁽³⁾
Average passenger boardings per mile (all service)	0.82	0.81	0.83	0.63 ⁽³⁾	0.63 ⁽³⁾
Paratransit total trips	51,474	49,954	53,554	42,217 ⁽³⁾	44,826 ⁽³⁾
Paratransit cost per trip ⁽⁶⁾	\$38.63	\$45.05 ⁽⁷⁾	\$47.20	\$45.51	\$44.36
RideChoice total trips ⁽⁸⁾	N/A	N/A	N/A	12,268 ⁽³⁾	13,232 ⁽³⁾
RideChoice cost per trip ⁽⁸⁾	N/A	N/A	N/A	\$16.26	\$16.50

⁽¹⁾ Effective FY 2020-21 objective modified.

⁽²⁾ Increased miles due to a full year of added Express Route 542 trip.

⁽³⁾ 2019-20 Year End Estimate and 2020-21 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.

⁽⁴⁾ Ridership increase on new Ray Road route resulting in lower cost per boarding despite Valley Metro mileage cost increase.

⁽⁵⁾ Beginning FY 2019-20, night trips were added on Route 104 resulting in additional service miles.

⁽⁶⁾ Valley Metro Paratransit contract charges the same trip cost for all trips, resulting in identical costs for City funded and PTF funded service.

⁽⁷⁾ Beginning in FY 2018-19 the cost increase is due to a change order Valley Metro agreed to with its contractor, Transdev. The change order was needed to cover higher than anticipated costs and lower revenue due to the decrease in ridership.

⁽⁸⁾ New measures effective FY 2019-20.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Bike lane total miles (as estimated through use of aerial maps)	343	346	350	350	354

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
(SOV) commuting percentage	86%	87%	87%	87%	87%

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 422,191	\$ 423,149	\$ 427,570	\$ 503,000	\$ 406,461	-3.94%
Ongoing*	-	423,149	427,570	503,000	406,461	-3.94%
One-time*	-	-	-	-	-	N/A
Professional/Contract	121,047	3,398,811	6,063,741	5,831,506	3,408,311	0.28%
Operating Supplies	6,040	7,526	7,526	7,504	8,216	9.17%
Repairs/Maintenance	10,588	11,431	11,970	12,303	10,871	-4.90%
Communications/Transportation	1,210	1,209	1,209	1,267	1,759	45.49%
Insurance/Taxes	4,000	2,200	2,200	3,200	3,800	72.73%
Rents/Utilities	17,729	22,726	22,726	20,278	22,046	-2.99%
Other Charges/Services	60,416	64,687	65,607	65,607	79,907	23.53%
Contingencies/Reserves	-	143,968	143,968	-	143,968	0.00%
Capital Replacement	6,583	6,583	6,583	7,743	6,583	0.00%
Total Cost Center - 3340	\$ 649,805	\$ 4,082,290	\$ 6,753,100	\$ 6,452,408	\$ 4,091,922	0.24%
General Fund	\$ 571,194	\$ 2,825,468	\$ 4,617,358	\$ 4,692,788	\$ 2,835,100	
Local Transportation Assistance Fund	78,611	1,256,822	2,135,742	1,759,620	1,256,822	
Grand Total	\$ 649,805	\$ 4,082,290	\$ 6,753,100	\$ 6,452,408	\$ 4,091,922	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Government Relations Coordinator	0	0	0	0	1	0
Management Assistant	0	0	0	0	0	1
Senior Transportation Planner	0	0	1	1	0	0
Transit Services Coordinator	2	2	1	1	1	1
Transportation Planning Supervisor	0	0	0	0	1	1
Transportation Policy Manager	0	1	1	1	0	0
Total	2	3	3	3	3	3

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing and one-time funding increases for existing fixed route bus and first-mile last-mile pilot and the Paratransit and RideChoice programs.

During FY 2019-20, one Senior Transportation Planner position was reclassified to Transportation Planning Supervisor and one Transportation Policy Manager position was reclassified to Government Relations Coordinator.

Effective July 1, 2020, one Government Relations Coordinator position transfers to cost center 1040, City Manager, and one Management Assistant position transfers from cost center 1070, Communications and Public Affairs, in the Communications and Public Affairs Department.

7-Community Services

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measurements

Budget Summary

Position Summary



“The Future’s in Sight”

Libraries, parks and recreation, including the aquatic centers, and the many programs provided at these facilities are a vital part of the Chandler lifestyle.



Community Services Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Community Services Administration	\$ 883,869	\$ 616,310	\$ 644,590	\$ 690,786	12.08%
Library	6,706,245	6,736,009	6,622,644	6,738,955	0.04%
Aquatics	3,825,348	4,085,040	4,048,418	4,127,252	1.03%
Park Development and Operations	8,747,887	9,675,775	10,046,117	9,587,626	-0.91%
Recreation	1,678,720	2,056,617	2,042,476	2,013,735	-2.09%
Sports and Fitness Facilities	2,043,634	2,262,255	2,447,689	2,249,706	-0.55%
Nature and Recreation Facilities	1,632,544	1,793,504	1,800,441	1,548,580	-13.66%
Parks Capital	3,597,091	20,058,607	5,474,032	25,307,386	26.17%
Total	\$ 29,115,336	\$ 47,284,117	\$ 33,126,407	\$ 52,264,026	10.53%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 17,036,954	\$ 17,549,872	\$ 17,373,186	\$ 17,621,929	
Ongoing ⁽¹⁾	-	17,434,711	17,258,025	17,556,559	0.70%
One-time ⁽¹⁾	-	115,161	115,161	65,370	-43.24%
Operating & Maintenance	8,481,292	9,675,638	10,279,189	9,334,711	-3.52%
Capital - Major	3,597,091	20,058,607	5,474,032	25,307,386	26.17%
Total	\$ 29,115,336	\$ 47,284,117	\$ 33,126,407	\$ 52,264,026	10.53%
Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted	% Change Adopted to Adopted
Community Services Administration	5.000	4.000	4.000	5.000	25.00%
Library	63.800	63.800	63.800	63.800	0.00%
Aquatics	16.750	16.750	16.750	16.750	0.00%
Park Development and Operations	53.000	53.000	53.000	53.000	0.00%
Recreation	11.375	9.375	9.375	9.375	0.00%
Sports and Fitness Facilities	14.375	14.375	14.375	14.375	0.00%
Nature and Recreation Facilities	13.250	13.250	13.250	12.250	-7.55%
Total	177.550	174.550	174.550	174.550	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Completed design of East Mini Park and renovation of Summit Point Park and San Tan Park.
- Completed construction of two bocce ball courts and four lighted multi-use fields at Tumbleweed Park.
- Planted 35 new trees at Chuparosa Park, 39 new trees at Tumbleweed Park, and 29 new trees at Mountain View Park.
- Completed the installation of multi-use field lighting at two fields, and completed design and started construction of sand volleyball courts at Chuparosa Park.
- Completed the installation of a new controller and valves at the splash pads at Espee Park and Chuparosa Park.
- Completed Tumbleweed Recreation Center fitness floor replacement project.
- Completed the renovation of the Pecos Ranch Park playground.
- Developed the conceptual master plan for the Lantana Ranch Park site.
- Initiated the Parks Strategic Master Plan and Multi-Generational Center Feasibility Study.
- Nozomi Aquatic Center's Fun Run was recognized as Best of Aquatics Training Program by the Association of Aquatic Professionals.
- Chandler Aquatics is the first in the State to offer expanded aqua fitness programming debuting Aqua Tone (AquaPole) and Aqua Boxing.
- Since its debut, Chandler Aquatics #WaterYouDoing water safety campaign has garnered over 2 million impressions and continues to push to make water safety a national everyday prevention effort. Members of Chandler Aquatics have spoken at industry conferences on the success and importance of a water safety campaign.
- Aquatics provided swim lessons to 8,358 participants and free swim lessons were provided to an additional 585 residents through the Free Swim Lesson Program, presented in partnership with Salt River Project and the American Red Cross.
- Chandler Public Library partnered with Economic Development for a unique program outside of the library walls, titled "Tapped: A Conversation with Chandler's Craft Brew Pubs." The program highlighted Downtown Chandler's craft brew pubs: San Tan Brewery, Flix Brewhouse, Craft 64, The Sleepy Whale, and QuartHaus, and focused on how these local businesses are helping to spur Downtown Chandler's economic resurgence. The program also provided information on how to become a successful start-up.
- The Chandler Public Library's Summer Reading Challenge was the most successful in recent years. The library's total number of 10,700 participants was ranked third in the county, only behind the much larger Maricopa County and Phoenix Library systems, with 5,639 participants (52.5%) finishing the challenge, which was one of the highest in the county.
- Chandler Public Library was awarded \$12,000 by City Council to assist the Read-On Chandler effort to provide preschool literacy services to families in order to ensure all children have the skills needed to be successful in school. The library was also awarded a \$10,000 Acts of Kindness grant to continue its early literacy efforts, which will be used to increase literacy based outreach to those Chandler communities who exhibit the most need.
- Chandler Public Library's Downtown location completed construction of an interactive customer workspace called the "Makery." The project converted an existing staff office area, an existing study room, and an adjacent storage area on the library's second floor into a community programming room, a small maker space, and an audio/visual production studio for public use. The Makery will foster opportunities for youth and adults to explore new technologies, learn new skills, and create various forms of art and media content.

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.

2020-21 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⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Cost of service provision per resident ⁽²⁾	\$109.40	\$107.09	\$105.00	\$101.94	\$101.94
Number of full-time equivalency (FTE) staff per 1,000 population	0.76 FTE	0.74 FTE	0.67 FTE	0.65 FTE	0.65 FTE
Programs/activities provided ⁽³⁾	11,874	10,542	9,562	7,272 ⁽⁵⁾	7,818 ⁽⁵⁾
Programs/activities participants ⁽³⁾	492,626 ⁽⁴⁾	714,943	266,558 ⁽⁴⁾	416,237 ⁽⁵⁾	455,078 ⁽⁵⁾
Number of volunteers	5,996	4,475	5,515	3,262 ⁽⁵⁾	3,262 ⁽⁵⁾
Number of volunteer hours	86,212	73,087	70,024	40,552 ⁽⁵⁾	42,600 ⁽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 now 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⁾ Reduced numbers due to closure of the Museum while under construction, as well as Recreation no longer offering classes at offsite businesses and Recreation Division philosophy now focused on offering successful classes instead of a large quantity of classes.

⁽⁵⁾ Amounts reduced to reflect COVID-19 facility closures.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 826,834	\$ 604,360	\$ 619,267	\$ 612,000	\$ 679,388	12.41%
Ongoing*	-	604,360	619,267	612,000	679,388	12.41%
One-time*	-	-	-	-	-	N/A
Professional/Contract	45,364	480	480	480	480	0.00%
Operating Supplies	3,508	1,030	1,030	1,671	730	-29.13%
Repairs/Maintenance	1,443	1,300	1,300	1,300	1,200	-7.69%
Communications/Transportation	2,741	4,570	4,570	4,570	4,500	-1.53%
Other Charges/Services	3,979	4,570	25,210	24,569	4,488	-1.79%
Total Cost Center - 4300	\$ 883,869	\$ 616,310	\$ 651,857	\$ 644,590	\$ 690,786	12.08%
General Fund	\$ 883,869	\$ 616,310	\$ 651,857	\$ 644,590	\$ 690,786	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Community Services Director	1	1	1	1	1	1
Community Services Planning Manager	0	1	1	1	1	1
Cultural Affairs Coordinator	1	0	0	0	0	0
Information Specialist	1	0	0	0	0	0
Park Planning Superintendent	0	1	1	1	1	1
Senior Administrative Assistant	0	0	0	0	0	1
Senior Management Analyst	2	2	2	1	1	1
Total	5	5	5	4	4	5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

Effective July 1, 2020, one Senior Administrative Assistant position transfers from cost center 4550, Recreation.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of Library cardholders	122,080 ⁽¹⁾	141,549	140,000	145,000	157,000
Number of items in collections	359,445	313,087 ⁽²⁾	375,000	300,000 ⁽³⁾	320,000
Materials circulated	2,041,574	2,314,886	2,200,000	1,400,000 ⁽⁴⁾	1,950,000
Reference transactions	224,513	200,409	225,000	138,000 ⁽⁴⁾⁽⁵⁾	172,000 ⁽⁴⁾⁽⁵⁾
Computer sessions	205,167	198,240	200,000	140,940 ⁽⁴⁾	163,000
Wireless sessions ⁽⁶⁾	6,097,854	4,322,122	6,000,000	2,018,300 ⁽⁴⁾	2,835,800
Website access ⁽⁷⁾	5,257,171	4,977,914	5,000,000	4,081,285 ⁽⁴⁾	4,119,026

⁽¹⁾ Number of cardholders reduced due to a purge of inactive users in FY 2017-18, with subsequent growth from new cardholders coming in slower than anticipated.

⁽²⁾ Physical number of items in collections decreased due to an increase in digital materials collection. Additionally, metered access of digital materials from major publishers requires licenses to expire after either a certain number of circulations or a period of time.

⁽³⁾ COVID-19 will reduce the number of items the Library is able to order, receive, and catalog.

⁽⁴⁾ Reflects reductions resulting from COVID-19 facility closures.

⁽⁵⁾ 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.

⁽⁶⁾ Effective FY 2018-19, updated software used for tracking wireless sessions to more accurately capture the data. Wireless sessions may originate either inside library buildings or outside library buildings.

⁽⁷⁾ Amounts represent the number of times the Library website is accessed.

* 2019-20 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

2020-21 Adopted Budget

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Library customer visits	968,182	926,839	1,100,000	730,003 ⁽¹⁾	949,000 ⁽²⁾
Number of programs and classes	5,960	5,461	6,000	3,960 ⁽¹⁾	5,500 ⁽²⁾
Program and class attendance	143,844	134,650	160,000	102,917 ⁽¹⁾	130,000 ⁽²⁾

⁽¹⁾ Reflects reductions resulting from COVID-19 facility closures.⁽²⁾ 2020-21 Projected may be reduced due to the effects of social distancing requirements resulting from the COVID-19 pandemic.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 5,469,927	\$ 5,634,530	\$ 5,730,443	\$ 5,446,667	\$ 5,649,025	0.26%
Ongoing*	-	5,634,530	5,730,443	5,446,667	5,649,025	0.26%
One-time*	-	-	-	-	-	N/A
Professional/Contract	196,790	210,850	217,126	161,200	180,763	-14.27%
Operating Supplies	844,760	722,415	923,775	832,494	740,473	2.50%
Repairs/Maintenance	40,386	42,950	42,950	40,000	42,950	0.00%
Communications/Transportation	34,529	14,273	28,238	28,521	14,753	3.36%
Rents/Utilities	69,902	68,110	84,677	70,250	68,110	0.00%
Other Charges/Services	46,988	39,919	39,919	40,550	39,919	0.00%
Capital Replacement	2,962	2,962	2,962	2,962	2,962	0.00%
Total Cost Center - 4310	\$ 6,706,245	\$ 6,736,009	\$ 7,070,090	\$ 6,622,644	\$ 6,738,955	0.04%
General Fund	\$ 6,511,493	\$ 6,654,794	\$ 6,791,741	\$ 6,507,965	\$ 6,659,152	
Grant Fund**	176,804	-	197,134	92,129	-	
Library Trust Fund	17,948	81,215	81,215	22,550	79,803	
Grand Total	\$ 6,706,245	\$ 6,736,009	\$ 7,070,090	\$ 6,622,644	\$ 6,738,955	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Librarian	5	5	5	5	5	5
Assistant Library Manager	2	2	2	2	2	2
Business Systems Support Technician	1	1	1	1	1	1
Community Outreach Coordinator (0.75 FTE position)	0.5	0.5	0.75	0.75	0.75	0.75
Cultural Affairs Coordinator	0	1	1	1	1	1
Graphic Designer (0.5 FTE position)	0.5	0.5	0.5	0.5	0.5	0.5
Librarian (0.5 FTE positions)	1	1	1	1	1	1
Librarian (0.75 FTE position)	0	0	0.75	0.75	0.75	0.75
Librarian (1.0 FTE positions)	13	13	13	13	13	13
Library Access Services Coordinator	2	2	2	2	2	2
Library Aide (0.5 FTE positions)	4.5	4.5	4.5	4.5	4.5	4.5
Library Aide (0.8 FTE position)	0.8	0.8	0	0	0	0
Library Aide (1.0 FTE positions)	12	12	11	11	11	11
Library Assistant (0.5 FTE positions)	3	3	3	3	3	3
Library Assistant (0.8 FTE position)	0	0	0.8	0.8	0.8	0.8
Library Assistant (1.0 FTE positions)	13	13	13	13	13	13
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	0.5
Senior Business Systems Support Specialist	1	1	1	1	1	1
Total	62.8	63.8	63.8	63.8	63.8	63.8

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 Performance Measurements

Goal:⁽¹⁾

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. Synchronized Swimming programs, and high school swimming and diving teams.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Overall enrollment success rate of swimming classes	85%	85%	85%	85%	85%
Annual swimming lesson attendance	8,863	8,358	9,100	6,750 ⁽²⁾	7,500 ⁽²⁾
Annual recreational swim attendance	275,227	274,901	271,000	214,100 ⁽²⁾	217,250 ⁽²⁾
Overall customer satisfaction ⁽³⁾	98%	98%	98%	98%	98%

⁽¹⁾ Effective FY 2020-21 goal modified to remove maintenance references since they didn't relate to the existing objectives and measures.

⁽²⁾ Reductions due to COVID-19 facility closures.

⁽³⁾ Customer satisfaction surveys are distributed at the close of each lesson session and all other swim programs.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,682,060	\$ 2,908,535	\$ 2,943,911	\$ 2,818,705	\$ 2,965,837	1.97%
Ongoing*	-	2,894,219	2,929,595	2,804,389	2,955,437	2.12%
One-time*	-	14,316	14,316	14,316	10,400	-27.35%
Professional/Contract	63,986	136,651	188,510	163,341	121,393	-11.17%
Operating Supplies	547,411	430,883	433,515	483,916	430,883	0.00%
Repairs/Maintenance	208,762	189,778	190,395	208,126	189,706	-0.04%
Communications/Transportation	14,609	9,970	9,970	7,616	10,210	2.41%
Insurance/Taxes	2,000	1,750	1,750	1,000	1,750	0.00%
Rents/Utilities	262,187	383,425	383,425	334,478	383,425	0.00%
Other Charges/Services	28,531	12,779	12,779	15,155	12,779	0.00%
Machinery/Equipment	4,476	-	2,000	4,629	-	N/A
Office Furniture/Equipment	26	-	-	183	-	N/A
Capital Replacement	11,299	11,269	11,269	11,269	11,269	0.00%
Total Cost Center - 4520	\$ 3,825,348	\$ 4,085,040	\$ 4,177,524	\$ 4,048,418	\$ 4,127,252	1.03%
General Fund	\$ 3,822,237	\$ 4,074,979	\$ 4,167,463	\$ 4,046,068	\$ 4,117,193	
Parks & Recreation Trust Fund	3,111	10,061	10,061	2,350	10,059	
Grand Total	\$ 3,825,348	\$ 4,085,040	\$ 4,177,524	\$ 4,048,418	\$ 4,127,252	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Aquatics - 4520

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Assistant (0.75 FTE position)	0.75	0.75	0.75	0.75	0.75	0.75
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	1	1
Lifeguard II (0.75 FTE positions)	3	3	3	3	3	3
Pool Manager	0	0	0	0	1	1
Recreation Coordinator I	1	1	1	1	1	1
Recreation Coordinator II	4	4	4	4	4	4
Recreation Leader III-Pool Manager	1	1	1	1	0	0
Total	16.75	16.75	16.75	16.75	16.75	16.75

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for an Aquatic Maintenance Technician contract, which has been received as one-time funding since FY 2016-17, as well as one-time funding for recreational swim and water based fitness classes which has been received as one-time funding since FY 2019-20 and has a full revenue offset.

During FY 2019-20, one Recreation Leader III-Pool Manager position was reclassified to Pool Manager.

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. Landscape maintenance is also performed for six aquatic facilities, the Desert Breeze and Chandler Heights Police Substations, Paseo Trail System, the Boys & Girls Clubs of the East Valley Chandler Compadres Branch, and the downtown City campus area. The Division is also responsible for administration of contracts for park mowing, restroom cleaning, landscaping, and Desert Breeze and Veterans Oasis lake maintenance.

2020-21 Performance Measurements

Goal:⁽¹⁾

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:⁽¹⁾

- ◆ Design, develop, and/or renovate park facilities.
- ◆ Work with citizens on the design and development/renovation of parks.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of parks developed and/or renovated	17	16	21	16	19

⁽¹⁾ Effective FY 2019-20 the goal and objectives have been modified to remove acquisition of land for future park needs since all future park land has been acquired.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of fertilization applications per year	192	194	198	198	200
Number of pre-emergent applications per year	310	314	318	318	322

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 4,104,609	\$ 4,193,038	\$ 4,260,712	\$ 4,234,939	\$ 4,195,291	0.05%
Ongoing*	-	4,154,628	4,222,302	4,196,529	4,165,171	0.25%
One-time*	-	38,410	38,410	38,410	30,120	-21.58%
Professional/Contract	368,459	954,640	1,062,107	1,062,107	1,166,382	22.18%
Operating Supplies	757,221	857,944	948,390	860,685	827,299	-3.57%
Repairs/Maintenance	1,136,223	894,399	1,011,998	1,084,104	971,123	8.58%
Communications/Transportation	15,888	18,431	18,431	24,823	18,671	1.30%
Insurance/Taxes	4,000	4,000	4,500	4,500	4,000	0.00%
Rents/Utilities	1,889,745	1,944,577	1,945,789	1,945,789	1,968,058	1.21%
Other Charges/Services	27,888	16,600	16,600	21,951	16,600	0.00%
Building/Improvements	174	-	-	29	-	N/A
Machinery/Equipment	43,446	411,857	423,074	424,085	34,473	-91.63%
Office Furniture/Equipment	243,192	259,000	259,000	261,641	264,440	2.10%
Street Improvements	1,644	-	-	-	-	N/A
Park Improvements	33,935	-	-	175	-	N/A
Capital Replacement	121,463	121,289	121,289	121,289	121,289	0.00%
Total Cost Center - 4530	\$ 8,747,887	\$ 9,675,775	\$ 10,071,890	\$ 10,046,117	\$ 9,587,626	-0.91%
General Fund	\$ 8,741,297	\$ 9,655,775	\$ 10,051,890	\$ 10,026,117	\$ 9,567,626	
Parks & Recreation Trust Fund	6,590	20,000	20,000	20,000	20,000	
Grand Total	\$ 8,747,887	\$ 9,675,775	\$ 10,071,890	\$ 10,046,117	\$ 9,587,626	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Park Development and Operations - 4530**Authorized Positions**

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Assistant	1	1	1	1	1	1
Community Services Planning Manager	1	0	0	0	0	0
Contract Compliance Inspector	1	1	0	0	0	0
Groundskeeper	28	28	28	28	28	28
Lead Gardener	8	8	8	8	8	8
Park Maintenance Technician - CDL	6	6	6	6	6	6
Park Planning Superintendent	1	0	0	0	0	0
Park Spray Technician	2	2	2	2	2	2
Parks Contract Compliance Inspector	0	0	1	1	1	1
Parks Maintenance Manager	1	0	0	0	0	0
Parks Maintenance Program Administrator	0	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	0	1	1	1	1	1
Total	54	53	53	53	53	53

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 includes ongoing Park Maintenance Technician contracted services, as well as operations and maintenance costs for Tumbleweed Park improvements including four lighted multi-use sport fields. Additionally, FY 2020-21 reflects one-time funding for irrigation maintenance and non-park maintenance contracted services, and temporary funds for Snedigar sport field maintenance and related supplies. Additionally, FY 2020-21 includes one-time funding for the 2021 Ostrich Festival, which has a full revenue offset. FY 2020-21 reflects one-time funding for Parks Maintenance Technicians and Parks Electrical Maintenance contracts which have been received since FY 2018-19, and one-time funding for Folley Park contract maintenance which has been received since FY 2019-20.

Also reflected in FY 2020-21 is the reallocation of ongoing funding from cost center 1290, Non-Departmental, in the Management Services Department to Community Services to partially fund parks maintenance.

Amounts received in FY 2020-21 are offset by the elimination of one-time funding received in FY 2019-20 for purchases of park maintenance equipment as well as for low water trees for Arbor Day planting received from a Council Amendment.

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 Veteran's Oasis Environmental Education Center. In addition, staff provides administrative support to the Parks and Recreation Board.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
User satisfaction rate ⁽¹⁾	99%	98%	98%	98%	98%
Volunteer hours ⁽²⁾	46,307	35,384	44,850	25,552 ⁽³⁾	25,600 ⁽³⁾
Scholarships awarded	74	36	115	45	50
Donations/sponsorships ⁽²⁾	\$77,163	\$25,100	\$0	N/A	N/A
Recreation programs participation	136,111	366,167 ⁽⁴⁾	105,000	313,320 ⁽³⁾⁽⁴⁾	325,078 ⁽³⁾⁽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.

⁽⁴⁾ Effective FY 2018-19, Aquatics programming is managed by Recreation; the higher amounts include all Aquatic recreation program participation.

*2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,124,330	\$ 1,026,253	\$ 1,029,077	\$ 977,596	\$ 1,101,437	7.33%
Ongoing*	-	1,026,253	1,029,077	977,596	1,101,437	7.33%
One-time*	-	-	-	-	-	N/A
Professional/Contract	111,123	704,451	727,029	680,949	589,251	-16.35%
Operating Supplies	102,967	75,046	90,845	85,726	73,390	-2.21%
Repairs/Maintenance	1,495	3,035	3,035	4,535	16,335	438.22%
Communications/Transportation	61,181	48,892	48,892	48,045	34,412	-29.62%
Insurance/Taxes	-	500	500	500	500	0.00%
Rents/Utilities	58,906	-	23,970	23,970	-	N/A
Other Charges/Services	187,166	174,972	196,221	197,687	174,942	-0.02%
Office Furniture/Equipment	8,083	-	-	-	-	N/A
Capital Replacement	23,468	23,468	23,468	23,468	23,468	0.00%
Total Cost Center - 4550	\$ 1,678,720	\$ 2,056,617	\$ 2,143,037	\$ 2,042,476	\$ 2,013,735	-2.09%
General Fund	\$ 1,652,670	\$ 2,044,617	\$ 2,131,037	\$ 2,042,476	\$ 2,008,735	
Parks & Recreation Trust Fund	26,049	12,000	12,000	-	5,000	
Grand Total	\$ 1,678,720	\$ 2,056,617	\$ 2,143,037	\$ 2,042,476	\$ 2,013,735	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Recreation - 4550**Authorized Positions**

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Business Systems Support Specialist	0	0	0	0	0	1
Graphic Designer (0.75 FTE position)	0.75	0.75	0.75	0.75	0.75	0.75
Marketing and Communications Coordinator	1	1	1	1	1	1
Marketing Assistant (0.625 FTE position)	0.625	0.625	0.625	0.625	0.625	0.625
Recreation Coordinator I	1	1	3	2	2	2
Recreation Coordinator II	0	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	1	1	0
Special Events Coordinator	1	1	1	0	0	0
Total	8.375	9.375	11.375	9.375	9.375	9.375

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects an increase in ongoing funding for temporary employees due to minimum wage increases. One-time funding is included for adult programming which has been received as one-time funding since FY 2019-20 and has a full revenue offset.

Amounts received in FY 2020-21 are offset by the elimination of one-time funding received in FY 2019-20 for a multi-generation center feasibility study.

Effective July 1, 2020, one Senior Administrative Assistant position transfers to cost center 4300, Community Services Administration, and one Business Systems Support Specialist position transfers from cost center 4555, Nature and Recreation Facilities.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of TRC passes sold	48,812	40,766 ⁽¹⁾	48,500	33,315 ⁽²⁾⁽³⁾	34,000 ⁽³⁾
TRC annual visitors	344,457	315,378 ⁽⁴⁾	335,500	230,720 ⁽³⁾	256,000 ⁽³⁾
TRC "Tell Us What You Think" customer rating	3.40	4.15	4.25	4.3	4.25
TRC participation	18,420	15,053 ⁽⁴⁾	18,000	11,500 ⁽³⁾	12,800 ⁽³⁾
Chandler Tennis Center participation	25,046	23,309	24,000	18,345 ⁽³⁾	18,760 ⁽³⁾
Adult Sports participation	6,455	6,120	6,200	4,180 ⁽³⁾	4,800 ⁽³⁾
Snedigar Recreation Center participation	3,674	2,933 ⁽⁵⁾	2,900	2,000 ⁽³⁾	2,384 ⁽³⁾
Chandler Youth Sports Association participation	9,405	9,648	9,150	4,898 ⁽³⁾	7,680 ⁽³⁾

⁽¹⁾ Decrease due to TRC wood floors being refinished beginning March 2019. In addition, more diverse drop-in programs (table tennis and pickleball) were added, thereby reducing open basketball play, which has affected youth, teen, and adult daily and monthly passes.

⁽²⁾ Decrease due to TRC fitness flooring and track being replaced in November 2019. In addition, more diverse drop-in programs (table tennis and pickleball) were added, thereby reducing open basketball play, which has affected youth, teen, and adult daily and monthly passes.

⁽³⁾ Reflects COVID-19 customer refunds, program cancellations, and facility closures.

⁽⁴⁾ A decrease in passes sold and a reduction in class offerings is affecting facility visitations.

⁽⁵⁾ Reflects a decrease in Community Recreation Program classes offered and the elimination of the Building Blocks program at this location. In an effort to reduce cancellation rates and maximize resources, the Division philosophy now focuses on offering successful classes instead of offering a large quantity of classes.

*2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,514,488	\$ 1,741,410	\$ 1,878,726	\$ 1,858,996	\$ 1,734,021	-0.42%
Ongoing*	-	1,741,410	1,878,726	1,858,996	1,734,021	-0.42%
One-time*	-	-	-	-	-	N/A
Professional/Contract	341,543	336,408	399,015	343,015	337,608	0.36%
Operating Supplies	105,959	112,263	117,263	137,303	107,108	-4.59%
Repairs/Maintenance	27,879	29,831	30,072	30,124	28,356	-4.94%
Communications/Transportation	10,330	669	669	695	669	0.00%
Insurance/Taxes	-	1,500	1,500	1,500	1,500	0.00%
Other Charges/Services	36,280	40,174	40,174	48,148	40,444	0.67%
Office Furniture/Equipment	7,155	-	-	27,848	-	N/A
Capital Replacement	-	-	-	60	-	N/A
Total Cost Center - 4551	\$ 2,043,634	\$ 2,262,255	\$ 2,467,419	\$ 2,447,689	\$ 2,249,706	-0.55%
General Fund	\$ 2,043,634	\$ 2,255,155	\$ 2,460,319	\$ 2,440,589	\$ 2,242,706	
Parks & Recreation Trust Fund	-	7,100	7,100	7,100	7,000	
Grand Total	\$ 2,043,634	\$ 2,262,255	\$ 2,467,419	\$ 2,447,689	\$ 2,249,706	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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	3	3	2	2
Customer Service Supervisor	1	1	1	1	1	1
Recreation Coordinator I	6	6	5	5	5	5
Recreation Coordinator II	4	3	2	2	2	2
Recreation Leader III	0	0	0	0	1	1
Total	17.375	16.375	14.375	14.375	14.375	14.375

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time funding received in FY 2019-20 from a Council Amendment for additional table tennis equipment and programming.

During FY 2019-20, one Customer Service Representative position was renamed Recreation Leader III.

Nature and Recreation Facilities - 4555

The Nature and Recreation Facilities Division includes the Veteran's Oasis Environmental Education Center (EEC) 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.

2020-21 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 will encourage participants to embrace a more sustainable lifestyle and in turn ensure a growing rate of participation.
- ◆ Maintain the EEC in a way that offers a safe and appealing atmosphere and is complemented with friendly, knowledgeable staff to draw an increasing number of visitors to the center.
- ◆ Provide a range of activities for children and adults 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 and social activities for active adults - including the provision of an onsite daily meal - that will enhance their social, emotional, and recreational needs.
- ◆ 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Overall number of visitors to the EEC	71,582	71,645	75,227	54,831 ⁽¹⁾	63,190 ⁽¹⁾
EEC program participation	6,273	6,466	6,658	4,033 ⁽¹⁾	5,385 ⁽¹⁾
Community Center program participation	12,720	7,139 ⁽²⁾	8,000	6,000 ⁽¹⁾	6,400 ⁽¹⁾
Senior Center program participation	42,972	44,115	41,875 ⁽²⁾	31,823 ⁽¹⁾	35,691 ⁽¹⁾
Senior Center congregate meals served	17,420	14,229 ⁽³⁾	16,000	11,500 ⁽¹⁾⁽³⁾	11,000 ⁽¹⁾
Special populations (therapeutics) participation	3,763	3,476	3,800	3,089 ⁽¹⁾	3,108 ⁽¹⁾

⁽¹⁾ Reflects COVID-19 customer refunds, program cancellations, and facility closures.

⁽²⁾ A decrease in the number of Community Recreation Program (CRP) classes being offered has led to a decrease in overall facility visitation and program participation numbers. In order to reduce cancellation rates and maximize resources, the Division is focused on offering fewer classes with a greater overall success rate.

⁽³⁾ A decrease in the number of CRP classes being offered has led to a decrease in overall facility visitation, resulting in a lower number of congregate meals being served.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,314,707	\$ 1,441,746	\$ 1,448,128	\$ 1,424,283	\$ 1,296,930	-10.04%
Ongoing*	-	1,379,311	1,385,693	1,361,848	1,272,080	-7.77%
One-time*	-	62,435	62,435	62,435	24,850	-60.20%
Professional/Contract	158,251	90,549	112,284	103,736	85,734	-5.32%
Operating Supplies	106,258	169,596	176,596	177,644	109,188	-35.62%
Repairs/Maintenance	169	1,080	1,080	1,080	1,080	0.00%
Communications/Transportation	8,478	10,875	10,875	12,470	5,740	-47.22%
Insurance/Taxes	-	2,000	2,000	1,500	1,500	-25.00%
Rents/Utilities	5,538	9,500	9,500	11,500	5,000	-47.37%
Other Charges/Services	38,334	67,348	61,013	67,403	42,598	-36.75%
Machinery/Equipment	810	810	810	810	810	0.00%
Park Improvements	-	-	-	15	-	N/A
Total Cost Center - 4555	\$ 1,632,544	\$ 1,793,504	\$ 1,822,286	\$ 1,800,441	\$ 1,548,580	-13.66%
General Fund	\$ 1,524,996	\$ 1,670,054	\$ 1,600,623	\$ 1,590,991	\$ 1,508,580	
Grant Fund**	63,523	-	98,213	86,000	-	
Parks & Recreation Trust Fund	44,025	123,450	123,450	123,450	40,000	
Grand Total	\$ 1,632,544	\$ 1,793,504	\$ 1,822,286	\$ 1,800,441	\$ 1,548,580	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Assistant	1	1	0	0	0	0
Business Systems Support Specialist	0	0	1	1	1	0
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 position)	0.75	0.75	0	0	0	0
Customer Service Representative (0.875 FTE position)	0	0	0.875	0.875	0.875	0.875
Customer Service Representative (1.0 FTE positions)	2	2	2	2	2	2
Recreation Coordinator I	6	6	5	5	5	5
Recreation Coordinator II	3	3	3	3	3	3
Recreation Leader II (0.5 FTE position)	0.5	0.5	0	0	0	0
Recreation Leader II (0.75 FTE position)	0	0	0.75	0.75	0.75	0.75
Total	13.875	13.875	13.25	13.25	13.25	12.25

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time funding received in FY 2019-20 for therapeutic recreation programs.

Effective July 1, 2020, one Business Systems Support Specialist position transfers to cost center 4550, Recreation.

Parks Capital - 4580

Capital Budget Summary

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 53,065	\$ -	\$ -	\$ 55,007	\$ -	N/A
Ongoing*	-	-	-	55,007	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	54,920	650,000	834,518	123,007	2,297,300	253.43%
Operating Supplies	1,829	-	-	772	-	N/A
Repairs/Maintenance	-	-	-	2,878	-	N/A
Communications/Transportation	713	-	-	1,184	-	N/A
Other Charges/Services	36,423	104,633	104,633	97,629	46,872	-55.20%
Project Support Recharge**	-	42,113	42,208	-	60,599	43.90%
Contingencies/Reserves	-	5,728,107	-	-	12,514,291	118.47%
Land/Improvements	2,125	-	72,079	2,052	-	N/A
Building/Improvements	10,578	2,681,767	2,969,339	766,606	7,974,894	197.37%
Office Furniture/Equipment	165,582	510,000	512,715	158,062	496,400	-2.67%
Parks Improvements	3,271,857	10,341,987	13,348,589	4,266,835	1,917,030	-81.46%
Transfer to General Fund	-	-	120,000	-	-	N/A
Total Cost Center - 4580	\$ 3,597,091	\$ 20,058,607	\$ 18,004,081	\$ 5,474,032	\$ 25,307,386	26.17%
General Gov't Capital Projects Fund	\$ 2,486,931	\$ 5,201,530	\$ 4,156,422	\$ 1,953,544	\$ 5,376,312	
Capital Grant Fund	-	1,279,758	596,738	-	1,996,738	
Park Bond Fund	920,751	11,128,987	10,852,696	3,400,598	11,377,098	
Neighborhood Park Impact Fee Fund	22,445	95,169	72,724	72,724	-	
Park Impact Fee Fund	166,964	2,236,663	2,209,001	8,088	2,185,155	
Parks SE Impact Fee Fund	-	104,000	104,000	26,578	4,372,083	
Library Bonds	-	12,500	12,500	12,500	-	
Grand Total	\$ 3,597,091	\$ 20,058,607	\$ 18,004,081	\$ 5,474,032	\$ 25,307,386	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 reflects the carryforward of uncompleted project funding from FY 2019-20. Additional detail is available in the 2021-2030 Capital Improvement Program.



8-Cultural Development

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measurements

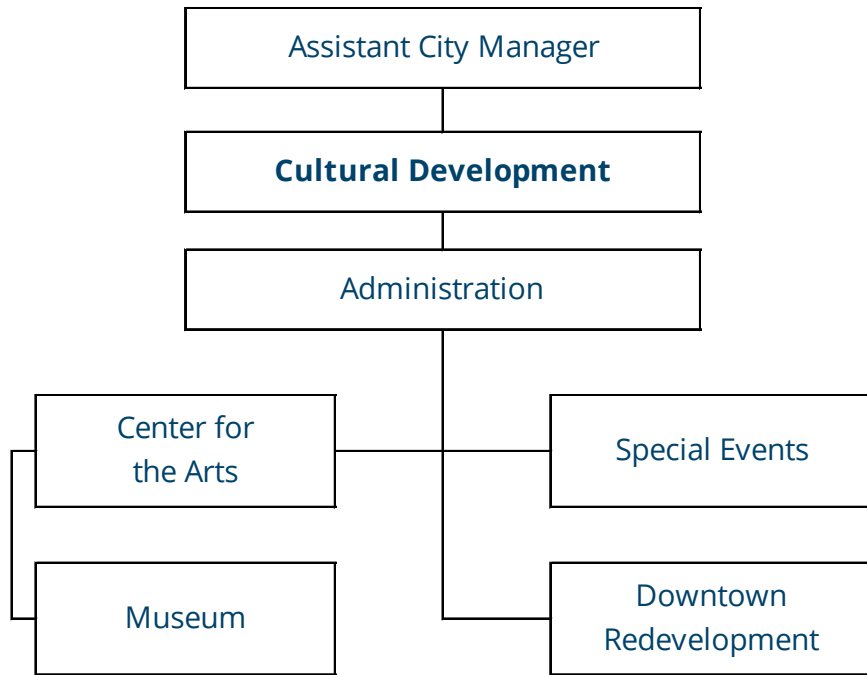
Budget Summary

Position Summary



“The Future’s in Sight”

Downtown Chandler’s entertainment district is a destination for dining, events, public art, and musical and theatrical performances. Chandler’s museum and galleries offer engaging exhibits and community-focused programs.



Cultural Development Department Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Cultural Development Administration	\$ -	\$ 305,845	\$ 310,174	\$ 317,096	3.68%
Center for the Arts	1,718,538	2,181,298	2,117,643	2,470,800	13.27%
Downtown Redevelopment	405,472	337,507	394,697	283,628	-15.96%
Cultural Development Capital	2,969,172	2,046,563	652,603	1,375,249	-32.80%
Special Events	-	408,142	433,073	416,319	2.00%
Museum	533,422	704,479	765,467	711,747	1.03%
Total	\$ 5,626,604	\$ 5,983,834	\$ 4,673,657	\$ 5,574,839	-6.83%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 2,021,029	\$ 2,619,788	\$ 2,654,908	\$ 2,632,898	
Ongoing ⁽¹⁾	-	2,619,788	2,654,908	2,632,898	0.50%
One-time ⁽¹⁾	-	-	-	-	N/A
Operating & Maintenance	636,403	1,317,483	1,366,146	1,566,692	18.92%
Capital - Major	2,969,172	2,046,563	652,603	1,375,249	-32.80%
Total	\$ 5,626,604	\$ 5,983,834	\$ 4,673,657	\$ 5,574,839	-6.83%
Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted	% Change Adopted to Adopted
Cultural Development Administration	0.000	2.000	2.000	2.000	0.00%
Center for the Arts	15.000	17.000	17.000	17.000	0.00%
Downtown Redevelopment	2.000	1.000	1.000	1.000	0.00%
Special Events	0.000	2.000	2.000	2.000	0.00%
Museum	4.000	4.000	4.000	4.000	0.00%
Total	21.000	26.000	26.000	26.000	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Completed construction of Oregon Street Parking Garage, bringing over 900 new parking spaces to the Downtown.
- Completion of Arizona Avenue (Frye Rd to Pecos Rd) including widening of sidewalks, addition of a median, and pedestrian amenities.
- Received numerous awards for the Commonwealth Canal including the IDA Excellence Award.
- Phase I of New Square completed its mixed use development including the Hilton Garden Inn.
- Permitted 83 special events, four film and photo shoots, one protest, and three stage rentals.
- Approximately 33,700 guests attended five City signature events.
- Approximately 72,979 guests attended 51 third-party produced events on City property.
- Public Art projects included the Breezeway mural, INFlux Cycle 9, Public Safety Training Center Canopy, and the original Chandler City Hall plaque. Collaborative projects included the Utility Box Project with Economic Development and Serrano's restaurant's 100th Anniversary mural.
- Prior to COVID-19 closures, served a total of 164,711 arts attendees, with more than 11,800 people attending free arts events. This total includes youth arts programs serving over 4,700 young people.
- Over 230 volunteer Friends, Board, and Committee members and skilled volunteers contributed more than 9,509 hours of service at the Center for the Arts. The added value for hours contributed is \$241,814.
- Chandler Center for the Arts (CCA) received over \$323,410 in support from individual and corporate donations, foundation support, and grants.
- The Chandler Cultural Foundation presented a diverse program of performances, including John Cusack, Squeeze with special guest X, Aaron Neville, The Australian Pink Floyd, Aida Cuevas with Mariachi Aztlan, India Arie, Marc Broussard and Samantha Fish, The President's Own United States Marine Band, LeAnn Rimes, Ladysmith Black Mambazo, and Bernadette Peters.
- Ticket sale revenue at the CCA exceeded expectations with over \$2,000,000 in revenue, the highest revenue seen in the Center's 30-year history, prior to COVID-19 facility closure.
- The Vision Gallery hosted 62 free events that included opening receptions, Vision Kids classes, and special events with more than 5,800 attendees. The Gallery was recognized by the Phoenix New Times as one of the ten best art galleries in metro Phoenix.
- CCA and Vision Gallery brought valley-wide attention to Chandler with more than 37,850 social media followers and over 1,167,000 website views.
- Awarded a Maricopa Association of Governments grant for Wall Street design.
- Implemented a Live at Lunch concert series to encourage residents into the downtown during lunch.
- Nine new restaurant businesses opened in Downtown Chandler.
- Replaced and upgraded the underlying software for Chandlerpedia.
- The Chandler Museum Foundation was formed and the Museum Gift Shop opened.
- Started a new monthly speaker series at the Museum, "History Bites."
- The Museum saw its first full year of operation with expanded family programs, exhibits, and rentals.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Public programs provided ⁽¹⁾	N/A	N/A	1,019	711 ⁽²⁾	1,022 ⁽²⁾
Attendance at public programs ⁽¹⁾	N/A	N/A	212,100	166,878 ⁽²⁾	111,411 ⁽²⁾
Volunteer hours contributed ⁽¹⁾	N/A	N/A	17,650	15,843 ⁽²⁾	17,150 ⁽²⁾
Number of special events and exhibits ⁽³⁾	N/A	N/A	891	720 ⁽²⁾	788 ⁽²⁾
Public art projects ⁽⁴⁾	N/A	N/A	N/A	N/A	6

⁽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⁾ Amounts have been reduced to reflect the COVID-19 impact on performance measures.

⁽³⁾ 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 Division.

⁽⁴⁾ New measure effective FY 2020-21.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ -	\$ 297,900	\$ 301,142	\$ 303,000	\$ 310,791	4.33%
Ongoing*	-	297,900	301,142	303,000	310,791	4.33%
One-time*	-	-	-	-	-	N/A
Operating Supplies	-	370	370	1,002	375	1.35%
Repairs/Maintenance	-	-	-	762	850	N/A
Communications/Transportation	-	3,525	3,525	2,500	2,500	-29.08%
Other Charges/Services	-	4,050	4,050	1,750	2,580	-36.30%
Capital Replacement	-	-	-	1,160	-	N/A
Total Cost Center - 1090	\$ -	\$ 305,845	\$ 309,087	\$ 310,174	\$ 317,096	3.68%
General Fund	\$ -	\$ 305,845	\$ 309,087	\$ 310,174	\$ 317,096	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Cultural Development Director	0	0	0	1	1	1
Senior Management Analyst	0	0	0	1	1	1
Total	0	0	0	2	2	2

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of activities, exhibits, and workshops	836	837	840	599 ⁽¹⁾⁽²⁾	842 ⁽²⁾⁽³⁾
Annual attendance	210,625	208,330	210,000	162,216 ⁽²⁾	104,711 ⁽²⁾
Average rate of participation for the CCA and Vision Gallery hosted programs	88%	88%	88%	85%	50% ⁽²⁾⁽⁴⁾
Social media following ⁽⁵⁾	N/A	N/A	N/A	N/A	42,100 ⁽²⁾
Website page views ⁽⁵⁾	N/A	N/A	N/A	N/A	800,000 ⁽²⁾

⁽¹⁾ A reduction in school activities was seen in FY 2019-20.

⁽²⁾ Amounts have been reduced to reflect the COVID-19 impact on performance measures.

⁽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.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
New donations to CCF funds	\$136,289 ⁽¹⁾	\$39,839	\$30,000	\$65,850 ⁽²⁾	\$60,000
Total cash and trade sponsorships	\$410,924	\$291,756	\$300,000	\$323,410 ⁽³⁾	\$200,000 ⁽³⁾
Number of volunteers	158	206	230	230	265
Number of volunteer hours contributed	9,956	10,808	11,000	11,100	9,900 ⁽³⁾

⁽¹⁾ FY 2017-18 higher due to receipt of a large grant.

⁽²⁾ FY 2019-20 Year End Estimate higher due to increased grants and sponsorships for the 30th Anniversary Season.

⁽³⁾ Amounts have been reduced to reflect the COVID-19 impact on performance measures.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,386,380	\$ 1,599,302	\$ 1,646,423	\$ 1,577,072	\$ 1,598,380	-0.06%
Ongoing*	-	1,599,302	1,646,423	1,577,072	1,598,380	-0.06%
One-time*	-	-	-	-	-	N/A
Professional/Contract	185,078	445,800	445,800	401,700	744,475	67.00%
Operating Supplies	43,795	40,375	42,649	56,781	48,971	21.29%
Repairs/Maintenance	31,666	37,759	37,860	21,550	36,900	-2.27%
Communications/Transportation	15,469	14,207	14,207	13,315	15,024	5.75%
Insurance/Taxes	5,760	4,000	4,000	4,930	4,300	7.50%
Rents/Utilities	1,638	2,245	2,245	1,500	1,300	-42.09%
Other Charges/Services	26,473	12,350	12,350	15,535	19,200	55.47%
Building/Improvements	20,000	-	-	-	-	N/A
Machinery/Equipment	-	22,000	22,000	22,000	-	-100.00%
Capital Replacement	2,280	3,260	3,260	3,260	2,250	-30.98%
Total Cost Center - 1100	\$ 1,718,538	\$ 2,181,298	\$ 2,230,794	\$ 2,117,643	\$ 2,470,800	13.27%
General Fund	\$ 1,679,098	\$ 1,951,298	\$ 2,000,794	\$ 1,947,743	\$ 1,958,415	
Municipal Arts Fund	39,440	230,000	230,000	169,900	512,385	
Grand Total	\$ 1,718,538	\$ 2,181,298	\$ 2,230,794	\$ 2,117,643	\$ 2,470,800	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Center for the Arts - 1100

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Arts and Culture Manager	0	0	1	1	1	1
Arts Center Financial Specialist	1	1	0	0	0	0
Arts Center Manager	1	1	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	0	0	1	1
Food and Beverage Coordinator	0	0.75	1	1	1	1
Front of House Coordinator	1	1	1	1	0	0
Management Analyst	0	0	1	1	1	1
Management Assistant	0	0	1	1	1	1
Marketing and Communications Coordinator	0	1	1	1	1	1
Marketing Coordinator	1	1	1	1	1	1
Museum Curator	0	0	0	1	0	0
Patron Services Coordinator	0	0	0	0	1	1
Production Coordinator	2	2	2	2	2	2
Rental and Program Coordinator	0	0	0	1	1	1
Senior Administrative Assistant	1	1	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	13	14.75	15	17	17	17

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for the Chandler Symphony Orchestra, and an increase in ongoing funding for contracted staff pay due to minimum wage increases.

During FY 2019-20, one Front of House Coordinator position was renamed Patron Services Coordinator and one Museum Curator position was reclassified to Exhibits Curator.

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 statement for Chandler. This includes the recruitment and retention of downtown businesses.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of new or rehabilitation projects planned for Downtown	6	5	6	6	8

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of new businesses located in Downtown with City assistance	11	9	7	12	8
Estimated square footage of new and rehabilitated space in Downtown with City assistance	371,076 ⁽¹⁾	103,195	131,043 ⁽²⁾	164,251 ⁽²⁾	510,824 ⁽³⁾
Number of new residential units constructed in Downtown	1	0	3	0	1

⁽¹⁾ Square footage consists mainly of 355,000 square feet at Alta San Marcos.

⁽²⁾ Square footage includes the New Square office, hotel, and retail shops.

⁽³⁾ Square footage includes The Alexander (office), The Jonathan (office), and DC Heights (multi-family complex) - all over 100,000 square feet.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 223,147	\$ 115,780	\$ 119,653	\$ 120,000	\$ 97,671	-15.64%
Ongoing*	-	115,780	119,653	120,000	97,671	-15.64%
One-time*	-	-	-	-	-	N/A
Professional/Contract	944	35,000	67,220	67,220	15,000	-57.14%
Operating Supplies	8,468	8,900	23,380	19,565	5,700	-35.96%
Repairs/Maintenance	16,894	24,008	30,278	30,278	23,758	-1.04%
Communications/Transportation	4,771	665	665	1,690	1,915	187.97%
Rents/Utilities	3,704	4,000	4,000	2,917	3,480	-13.00%
Other Charges/Services	147,044	149,154	149,154	151,002	136,104	-8.75%
Street Improvements	500	-	-	1,045	-	N/A
Capital Replacement	-	-	-	980	-	N/A
Total Cost Center - 1540	\$ 405,472	\$ 337,507	\$ 394,350	\$ 394,697	\$ 283,628	-15.96%
General Fund	\$ 405,472	\$ 337,507	\$ 394,350	\$ 394,697	\$ 283,628	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Cultural Development Director	0	0	1	0	0	0
Downtown Redevelopment Manager	1	1	0	0	0	0
Downtown Redevelopment Specialist	0	0	1	1	1	1
Management Assistant	1	1	0	0	0	0
Total	2	2	2	1	1	1

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time funding received in FY 2019-20 from a Council Amendment for a Historic Square Breezeway Mural, as well as for expansion of holiday lighting from Frye to Pecos Roads and from Chandler Boulevard to Erie Street.

Cultural Development Capital - 4320

Capital Budget Summary

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 48,521	\$ -	\$ -	\$ 1,594	\$ -	N/A
Ongoing*	-	-	-	1,594	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	22,548	-	13,917	-	57,500	N/A
Operating Supplies	244,430	-	-	237,524	-	N/A
Communications/Transportation	687	-	-	-	-	N/A
Rents/Utilities	33,487	-	-	-	-	N/A
Other Charges/Services	3,929	4,030	4,030	-	539,695	13291.94%
Contingencies/Reserves	-	1,500,563	-	-	320,054	-78.67%
Building/Improvements	2,144,555	541,970	939,407	413,485	458,000	-15.49%
Machinery/Equipment	53,844	-	13,334	-	-	N/A
Office Furniture/Equipment	417,168	-	6,675	-	-	N/A
Total Cost Center - 4320	\$ 2,969,172	\$ 2,046,563	\$ 977,363	\$ 652,603	\$ 1,375,249	-32.80%
General Gov't Capital Projects Fund	\$ 414,288	\$ 843,348	\$ 563,534	\$ 363,471	\$ 984,540	
Capital Grant Fund	229,967	349,914	172,810	156,844	286,684	
Art Center Bond Fund	-	97,000	97,000	87,200	9,800	
Museum Bond Fund	2,324,917	756,301	144,019	45,088	94,225	
Grand Total	\$ 2,969,172	\$ 2,046,563	\$ 977,363	\$ 652,603	\$ 1,375,249	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 reflects the carryforward of unexpended program funding from FY 2019-20. Additional detail is available in the 2021-2030 Capital Improvement Program.

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.

2020-21 Performance Measurements**Goal:⁽¹⁾**

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:⁽¹⁾

- ◆ 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.⁽²⁾

Measures⁽¹⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Volunteer hours	N/A	446	150	367 ⁽³⁾	450
Donations/sponsorships	N/A	\$29,628	\$60,000	\$9,150 ⁽⁴⁾	\$10,000

⁽¹⁾ Effective FY 2019-20, goal, objectives, and measures are split out from cost center 4550, Recreation, in the Community Services Department.

⁽²⁾ New objective effective FY 2020-21.

⁽³⁾ The FY 2019-20 Year End Estimate decreased from the amount projected last fiscal year due to lower than anticipated amounts received from sponsorships.

⁽⁴⁾ Amount has been reduced to reflect the COVID-19 impact on performance measures.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ -	\$ 193,845	\$ 197,916	\$ 205,786	\$ 200,752	3.56%
Ongoing*	-	193,845	197,916	205,786	200,752	3.56%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	56,555	56,555	56,555	55,995	-0.99%
Operating Supplies	-	23,688	23,538	21,840	24,288	2.53%
Repairs/Maintenance	-	-	-	1,006	700	N/A
Communications/Transportation	-	10,769	10,769	12,382	11,269	4.64%
Rents/Utilities	-	41,820	41,820	41,820	41,820	0.00%
Other Charges/Services	-	81,465	93,399	93,654	81,495	0.04%
Capital Replacement	-	-	-	30	-	N/A
Total Cost Center - 4559	\$ -	\$ 408,142	\$ 423,997	\$ 433,073	\$ 416,319	2.00%
General Fund	\$ -	\$ 386,742	\$ 402,597	\$ 411,673	\$ 394,819	
Parks & Recreation Trust Fund	-	21,400	21,400	21,400	21,500	
Grand Total	\$ -	\$ 408,142	\$ 423,997	\$ 433,073	\$ 416,319	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Recreation Coordinator I	0	0	0	1	0	0
Special Events Coordinator	0	0	0	1	0	0
Special Events Coordinator I	0	0	0	0	1	1
Special Events Coordinator II	0	0	0	0	1	1
Total	0	0	0	2	2	2

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for the Jazz Festival, CinePark, and Tumbleweed Christmas Tree Lighting and Parade of Lights special events, as well as one-time funding for the 2021 Ostrich Festival that has a full revenue offset.

During FY 2019-20, one Recreation Coordinator I position was renamed Special Events Coordinator I and one Special Events Coordinator position was renamed Special Events Coordinator II.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of school children served through field trips	1,846 ⁽¹⁾	2,035	2,100	1,156 ⁽²⁾	2,100
Number of Chandler Museum, McCullough-Price House, and Tumbleweed Ranch programs conducted	127	104	179	112 ⁽²⁾	180
Number of new museum exhibits, both physical and online	25	27	30	15 ⁽²⁾	30
Volunteer hours contributed to history projects	6,268	6,343	6,650	4,376 ⁽²⁾	6,800
Number of museum visits	12,244 ⁽³⁾	14,578 ⁽³⁾	26,450	11,041 ⁽²⁾	26,500

⁽¹⁾ FY 2017-18 decrease due to the cancellation of three scheduled field trips related to the Red for Ed movement.

⁽²⁾ Amounts have been reduced to reflect the COVID-19 impact on performance measures.

⁽³⁾ Due to construction of the new museum, the facility was closed to the public for nine and a half months during FY 2017-18, and for five months during FY 2018-19.

*2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of items digitized and uploaded to Chandler Museum's online resource: ChandlerpediA	18,652	5,000 ⁽¹⁾	18,600	15,535 ⁽²⁾	18,600

⁽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.

⁽²⁾ In FY 2019-20, the software that powers ChandlerpediA was replaced, resulting in a lower than normal digitization rate.

*2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 411,502	\$ 412,961	\$ 420,729	\$ 449,050	\$ 425,304	2.99%
Ongoing*	-	412,961	420,729	449,050	425,304	2.99%
One-time*	-	-	-	-	-	N/A
Professional/Contract	50,735	136,003	199,803	161,878	126,400	-7.06%
Operating Supplies	51,620	122,028	138,068	122,466	117,499	-3.71%
Repairs/Maintenance	5,045	3,225	3,225	7,782	7,282	125.80%
Communications/Transportation	8,020	11,062	11,062	10,062	9,762	-11.75%
Insurance/Taxes	500	-	-	-	-	N/A
Rents/Utilities	1,493	-	-	-	-	N/A
Other Charges/Services	4,552	19,200	19,200	14,229	25,500	32.81%
Machinery/Equipment	749	-	-	-	-	N/A
Office Furniture/Equipment	(795)	-	-	-	-	N/A
Total Cost Center - 4560	\$ 533,422	\$ 704,479	\$ 792,087	\$ 765,467	\$ 711,747	1.03%
General Fund	\$ 531,211	\$ 669,184	\$ 756,792	\$ 760,767	\$ 680,337	
Museum Trust Fund	2,211	35,295	35,295	4,700	31,410	
Grand Total	\$ 533,422	\$ 704,479	\$ 792,087	\$ 765,467	\$ 711,747	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Customer Service Representative (0.75 FTE position)	0.75	0.75	0	0	0	0
Customer Service Representative (1.0 FTE position)	0	0	1	1	1	1
Museum Administrator	1	1	1	1	1	1
Museum Curator	2	2	2	2	0	0
Museum Collections Coordinator	0	0	0	0	1	1
Museum Education Coordinator	0	0	0	0	1	1
Total	3.75	3.75	4	4	4	4

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20, one Museum Curator position was reclassified to Museum Collections Coordinator and one Museum Curator position was reclassified to Museum Education Coordinator.

9-Development Services

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measurements

Budget Summary

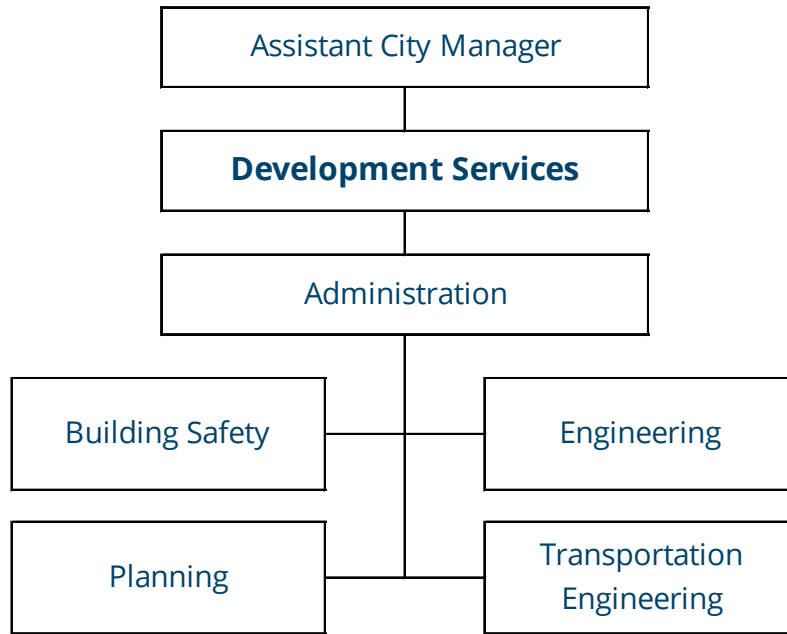
Position Summary



“The Future’s in Sight”

Excellent service, smart planning decisions, and high development standards ensure our built environment is safe, beautiful, and well-maintained.

Development Services



Development Services

2020-21 Adopted Budget

Development Services Department Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Development Services Administration	\$ 1,210,710	\$ 1,596,413	\$ 1,477,031	\$ 1,677,396	5.07%
Planning	2,202,578	2,768,204	2,653,488	2,580,855	-6.77%
Building Safety	3,124,378	3,158,651	3,013,734	2,504,552	-20.71%
Transportation Engineering ⁽¹⁾	-	-	-	1,138,775	N/A
Engineering	1,326,855	1,354,065	1,381,050	1,948,444	43.90%
Total	\$ 7,864,520	\$ 8,877,333	\$ 8,525,303	\$ 9,850,022	10.96%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 7,613,847	\$ 8,046,525	\$ 7,876,682	\$ 9,215,028	
Ongoing ⁽²⁾	-	8,046,525	7,876,682	9,215,028	14.52%
One-time ⁽²⁾	-	-	-	-	N/A
Operating & Maintenance	250,674	830,808	648,621	634,994	-23.57%
Total	\$ 7,864,520	\$ 8,877,333	\$ 8,525,303	\$ 9,850,022	10.96%
Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted	% Change Adopted to Adopted
Development Services Administration	10.000	11.000	11.000	15.000	36.36%
Planning	23.000	23.000	23.000	23.000	0.00%
Building Safety	29.000	29.000	29.000	20.000	-31.03%
Transportation Engineering ⁽¹⁾	0.000	0.000	0.000	8.000	N/A
Engineering	11.000	11.000	11.000	16.000	45.45%
Total	73.000	74.000	74.000	82.000	10.81%

⁽¹⁾ New cost center established July 1, 2020.

⁽²⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Conducted the joint meeting of the City Council and Planning & Zoning Commission and Initiated the Airpark Area Plan Update.
- Hosted Geographic Information Systems (GIS) Day on December 11, 2019 and showcased the latest GIS tools and applications to better serve Chandler residents.
- Implemented text messaging service which provides contractors and homeowners the option to schedule inspections and receive inspection results through their smart phone.
- Created an internal GIS service request portal to create and track GIS project requests.
- Implemented digital signatures and approvals of civil plans eliminating the need for hard copy submittals.
- Development Services Director served as Mayor's representative and chaired the Police and Fire Safety Personnel Retirement Boards.
- Implemented online service for application and issuance of Road Restrictions and Closure Permits and enhanced interactive map for traffic restrictions to include daily updates.
- Played a key role in developing projects for the Mayor's Institute on City Design and the 2020 Census preparations.
- Developed and coordinated IGA with CUSD and County on new high school construction; developed and coordinated IGA with CUSD on Gilbert Road Construction; developed and coordinated development agreement on traffic signals for Ferguson Industries.
- Developed Memorandum of Understanding with Public Works & Utilities Department to provide consistent interdepartmental coordination for reviews, inspections, and close-out on public infrastructure installed by private development. Managed, coordinated, and inspected high profile utility driven projects for the City.
- Procured and oversaw installation of 160 grant funded traffic detection cameras with upgraded capabilities which include bicycle detection.
- Reviewed 79 applications through a formal Administrative Design Review process and processed 54 applications requiring public hearings.
- Issued 3,481 construction permits with a construction value of \$907,394,806 and completed 19,584 building inspections and 4,000 plan reviews.
- Partnered with the Government Relations and Policy Office during negotiations for a new fiber license agreement with Crown Castle for the next five years and partnered with IT and other departments to coordinate the physical portion of the Fiber Assessment and Master Plan.
- Provided utility coordination support to the CIP team with 59 CIP projects and provided support to various departments on 24 projects related to the citywide fiber optics.
- Reviewed 985 utility encroachment permits and completed 3,031 utility inspections.
- Reviewed 225 civil permits totaling 3,864 plan sheets; reviewed 171 civil encroachment permits; completed 2,114 civil inspections; and completed civil plan reviews to an average of 2.34 per project.
- Issued 945 road restriction/closure permits and retimed 24 traffic signals as part of an annual traffic signal retiming program.
- Played a key role in development of the Airport Master Plan Update.

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, GIS, construction permitting, inspections, and utility regulation services to the City and community.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of citizen requests/ Percentage responded to within 5 days ⁽¹⁾	395/ 87%	220/ 86%	300/ 90%	230/ 90%	200/ 89%
Number of public meetings with citizens/neighborhoods/businesses	50	64	45	62	60

⁽¹⁾ 2017-18 Actual is higher because it included requests that were a part of the Transportation and Development Department. Number of citizen requests shows a decrease due to the re-organization in FY 2018-19.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of utility/encroachment plan reviews	1,172	1,527	1,500	1,400	1,400
Number of utility/encroachment permits issued	1,100	1,365	1,300	1,200	1,200
Number of inspections conducted	4,000	3,103	5,200 ⁽²⁾	4,500	4,500

⁽²⁾ 2019-20 Projected is higher due to additional utility inspections for small wireless facilities.

* 2019-20 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

2020-21 Adopted Budget

Development Service Administration - 1500**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,137,889	\$ 1,303,859	\$ 1,374,834	\$ 1,241,600	\$ 1,455,206	11.61%
Ongoing*	-	1,303,859	1,374,834	1,241,600	1,455,206	11.61%
One-time*	-	-	-	-	-	N/A
Professional/Contract	27,303	188,195	107,085	120,000	142,064	-24.51%
Operating Supplies	17,252	21,329	41,426	36,700	19,316	-9.44%
Repairs/Maintenance	1,469	8,175	14,957	7,700	10,775	31.80%
Communications/Transportation	4,566	3,876	3,876	4,000	3,149	-18.76%
Insurance/Taxes	-	500	500	500	500	0.00%
Other Charges/Services	3,627	24,598	24,598	20,400	24,505	-0.38%
Machinery/Equipment	-	24,000	24,000	24,000	-	-100.00%
Office Furniture/Equipment	103	-	-	50	-	N/A
Capital Replacement	18,501	21,881	21,881	22,081	21,881	0.00%
Total Cost Center - 1500	\$ 1,210,710	\$ 1,596,413	\$ 1,613,157	\$ 1,477,031	\$ 1,677,396	5.07%
General Fund	\$ 1,210,710	\$ 1,596,413	\$ 1,613,157	\$ 1,477,031	\$ 1,677,396	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Development Service Administration - 1500**Authorized Positions**

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Construction Permit Representative	0	0	0	0	0	7
Customer Service and Permitting Manager	0	0	0	0	1	1
Customer Service Representative	0	0	0	0	0	1
Customer Service Supervisor	0	0	0	0	0	1
Development Project Administrator	0	4	3	3	3	2
Development Project Coordinator	0	1	1	2	2	0
Development Services Director	0	1	1	1	1	1
Development Services Manager	0	0	1	1	0	0
Management Analyst	0	1	1	1	1	1
Management Assistant	0	0	1	1	1	1
Public Works Inspector	0	2	2	2	2	0
Senior Administrative Assistant	0	1	0	0	0	0
Total	0	10	10	11	11	15

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects an ongoing increase for technology replacement contribution and one-time funding for plan review and inspection contract services, which has been funded as one-time since FY 2018-19.

During FY 2019-20, one Development Services Manager position was renamed Customer Service and Permitting Manager.

Effective July 1, 2020, one Development Project Administrator position, two Development Project Coordinator positions, and two Public Works Inspector positions transfer to cost center 3020, Engineering, and seven Construction Permit Representative positions, one Customer Service Representative position, and one Customer Service Supervisor position transfer from cost center 1530, Building Safety.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of applications for Planning & Zoning Commission agendas scheduled within 90 days ⁽¹⁾	66%	N/A	80%	N/A	N/A
Number of public hearing cases submitted (rezoning, preliminary development plan, use permit, entertainment use permit, architectural review committee, annexations) ⁽²⁾	N/A	N/A	N/A	60	60
Number of cases submitted ⁽¹⁾	137	N/A	120	N/A	N/A
Number of cases submitted for administrative review (administrative design review, zoning clearances, zoning verification) ⁽²⁾	N/A	N/A	N/A	250	250

⁽¹⁾ Effective FY 2018-19 measure discontinued.

⁽²⁾ New measure effective FY 2019-20.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Total number of plan reviews/ Percentage completed within 20-day turnaround time	1,860/ 98%	1,784/ 98%	1,850/ 98%	1,750/ 98%	1,725/ 98%
Total number of field inspections/ Percentage completed within one business day ⁽¹⁾⁽²⁾	752/ 98%	772/ 98%	775/ 98%	780/ 98%	790/ 98%

⁽¹⁾ Measure was clarified from "24 hours" to "one business day" effective FY 2018-19. This does not change the percentages measured in any of the fiscal years displayed.

⁽²⁾ Effective FY 2018-19 measure was revised to include the number of field inspections.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of specific area plans, plan amendments, and General Plan elements/updates adopted by City Council	6	6	5	3	6
Number of code amendments and/or development policies adopted by City Council	2	1	1	1	2

* 2019-20 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

2020-21 Adopted Budget

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of requests for maps/presentation materials/ Percentage provided by mapping services staff	753/ 100%	674/ 100%	700/ 100%	700/ 100%	700/ 100%
Number of requests for data/information/ Percentage provided by mapping services staff within 14 days or less	7,467/ 100%	7,150/ 100%	7,000/ 100%	7,000/ 100%	7,000/ 100%

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,163,989	\$ 2,418,649	\$ 2,517,633	\$ 2,358,100	\$ 2,486,313	2.80%
Ongoing*	-	2,418,649	2,517,633	2,358,100	2,486,313	2.80%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,265	250,000	250,000	250,000	-	-100.00%
Operating Supplies	12,477	53,076	51,137	17,100	48,063	-9.44%
Repairs/Maintenance	6,606	14,140	14,140	2,500	14,140	0.00%
Communications/Transportation	9,901	14,948	14,948	9,700	14,948	0.00%
Insurance/Taxes	-	150	150	100	150	0.00%
Other Charges/Services	3,228	12,403	12,403	11,100	12,403	0.00%
Office Furniture/Equipment	275	-	-	50	-	N/A
Capital Replacement	4,838	4,838	4,838	4,838	4,838	0.00%
Total Cost Center - 1510	\$ 2,202,578	\$ 2,768,204	\$ 2,865,249	\$ 2,653,488	\$ 2,580,855	-6.77%
General Fund	\$ 2,202,578	\$ 2,768,204	\$ 2,865,249	\$ 2,653,488	\$ 2,580,855	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Planning - 1510**Authorized Positions**

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
City Planner	1	2	2	2	2	2
Engineering Records Specialist	0	1	1	1	1	1
Engineering Technician	0	1	1	1	1	1
GIS Analyst	0	0	0	0	3	3
GIS Manager	0	1	1	1	1	1
GIS Technician I	0	1	1	1	1	1
GIS Technician II	1	5	5	5	1	1
Planning Administrator	1	1	1	1	1	1
Planning Analyst	0	0	0	0	1	1
Planning Manager	1	1	1	1	1	1
Planning Technician	0	0	1	1	1	1
Principal Planner	1	1	1	1	1	1
Senior Administrative Assistant	2	2	1	1	1	1
Senior Planner	2	2	2	2	2	2
Senior Site Development Inspector	1	1	1	1	1	1
Site Development Coordinator	1	1	1	1	1	1
Site Development Inspector	1	1	1	1	1	1
Site Development Plans Examiner	2	2	2	2	2	2
Total	14	23	23	23	23	23

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time funding approved in FY 2019-20 for Chandler Airpark Area and Adopted Area Plans.

During FY 2019-20, three GIS Technician II positions were reclassified to GIS Analyst and one GIS Technician II position was reclassified to Planning Analyst.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of permits issued/ Value of permits issued	3,905/ \$1,132,940,455	3,817/ \$897,136,641	3,500/ \$1,000,000,000	4,000/ \$650,000,000	4,000/ \$650,000,000
Percentage of building plans reviewed within 10 business days	95%	99%	95%	99%	99%
Percentage of building plans approved within one business day	69%	69%	75%	69%	70%
Percentage of inspections conducted on day requested	100%	100%	100%	100%	100%

* 2019-20 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.

Building Safety - 1530**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,016,812	\$ 3,003,932	\$ 3,056,193	\$ 2,918,982	\$ 2,379,709	-20.78%
Ongoing*	-	3,003,932	3,056,193	2,918,982	2,379,709	-20.78%
One-time*	-	-	-	-	-	N/A
Professional/Contract	119	-	-	-	-	N/A
Operating Supplies	45,610	79,626	78,574	33,700	67,954	-14.66%
Repairs/Maintenance	3,283	10,375	10,375	2,700	5,575	-46.27%
Communications/Transportation	16,417	9,599	9,599	13,700	7,850	-18.22%
Insurance/Taxes	500	2,500	2,500	500	2,000	-20.00%
Rents/Utilities	19	-	-	-	-	N/A
Other Charges/Services	11,466	22,617	18,284	14,100	11,462	-49.32%
Office Furniture/Equipment	150	-	-	50	-	N/A
Capital Replacement	30,002	30,002	30,002	30,002	30,002	0.00%
Total Cost Center - 1530	\$ 3,124,378	\$ 3,158,651	\$ 3,205,527	\$ 3,013,734	\$ 2,504,552	-20.71%
General Fund	\$ 3,124,378	\$ 3,158,651	\$ 3,205,527	\$ 3,013,734	\$ 2,504,552	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Building Safety - 1530**Authorized Positions**

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Building Inspections Manager	0	0	0	0	1	1
Building Inspector	11	11	11	11	11	11
Building Official	1	1	1	1	1	1
Chief Building Inspector	1	1	1	1	0	0
Construction Permit Representative	7	7	7	7	7	0
Customer Service Representative	1	1	1	1	1	0
Customer Service Supervisor	1	1	1	1	1	0
Development Project Administrator	2	0	0	0	0	0
Management Analyst	1	0	0	0	0	0
Plan Review Manager	1	1	1	1	1	1
Plans Examiner	1	1	0	0	0	0
Senior Building Inspector	2	2	2	2	2	2
Senior Plans Examiner	2	2	3	3	3	3
Structural Engineer	1	1	1	1	1	1
Total	32	29	29	29	29	20

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20, one Chief Building Inspector position was reclassified to Building Inspections Manager.

Effective July 1, 2020, seven Construction Permit Representative positions, one Customer Service Representative position, and one Customer Service Supervisor position transfers to cost center 1500, Development Services Administration.

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 street light system, operating the traffic signal and intelligent transportation systems, and reviewing and permitting temporary traffic control (barricading) on City streets.

2020-21 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⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of requests requiring traffic studies/	89/	85/	85/	70/	75/
Average time of completion in weeks	3	3	3	3	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.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ -	\$ -	\$ -	\$ -	\$ 995,936	N/A
Ongoing*	-	-	-	-	995,936	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	-	-	-	63,000	N/A
Operating Supplies	-	-	-	-	34,184	N/A
Repairs/Maintenance	-	-	-	-	1,597	N/A
Communications/Transportation	-	-	-	-	2,593	N/A
Insurance/Taxes	-	-	-	-	1,500	N/A
Rents/Utilities	-	-	-	-	5,800	N/A
Other Charges/Services	-	-	-	-	7,165	N/A
Machinery/Equipment	-	-	-	-	16,250	N/A
Capital Replacement	-	-	-	-	10,750	N/A
Total Cost Center - 1535	\$ -	\$ -	\$ -	\$ -	\$ 1,138,775	N/A
General Fund	\$ -	\$ -	\$ -	\$ -	\$ 402,382	
Highway User Revenue Fund	-	-	-	-	736,393	
Grand Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,138,775	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
City Transportation Engineer	0	0	0	0	0	1
Senior Engineer	0	0	0	0	0	2
Signal Systems Analyst	0	0	0	0	0	2
Traffic Engineering Analyst	0	0	0	0	0	1
Traffic Engineering Specialist	0	0	0	0	0	2
Total	0	0	0	0	0	8

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

Effective July 1, 2020, cost center 1535, Transportation Engineering, is created and ongoing funding is transferred from cost center 3330, Traffic Engineering, in the Public Works & Utilities Department. FY 2020-21 reflects the addition of one-time funding for machinery and equipment rental for the 2021 Ostrich Festival.

Effective July 1, 2020, one City Transportation Engineer position, two Senior Engineer positions, two Signal Systems Analyst positions, one Traffic Engineering Analyst position, and two Traffic Engineering Specialist positions transfer from cost center 3330, Traffic Engineering, in the Public Works & Utilities Department.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Average number of reviews per project	2.76	3.06	2.8	2.2	2.5
Number of drawing sheets reviewed	2,240 ⁽¹⁾	1,680	1,400	1,400	1,200
Percentage of plan review projects completed within 20 business days or less	100%	100%	100%	100%	100%

⁽¹⁾ Increase due to larger Capital Improvement Projects (CIP) roadway projects.

* 2019-20 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

2020-21 Adopted Budget

Engineering - 3020**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,295,157	\$ 1,320,085	\$ 1,347,680	\$ 1,358,000	\$ 1,897,864	43.77%
Ongoing*	-	1,320,085	1,347,680	1,358,000	1,897,864	43.77%
One-time*	-	-	-	-	-	N/A
Professional/Contract	580	-	-	200	-	N/A
Operating Supplies	17,443	21,889	21,889	13,520	28,248	29.05%
Repairs/Maintenance	1,602	2,850	2,850	700	5,050	77.19%
Communications/Transportation	6,936	2,990	2,990	3,400	5,466	82.81%
Insurance/Taxes	-	50	50	50	550	1000.00%
Rents/Utilities	19	-	-	-	-	N/A
Other Charges/Services	510	1,871	1,871	800	6,936	270.71%
Machinery/Equipment	110	-	-	-	-	N/A
Office Furniture/Equipment	167	-	-	50	-	N/A
Capital Replacement	4,330	4,330	4,330	4,330	4,330	0.00%
Total Cost Center - 3020	\$ 1,326,855	\$ 1,354,065	\$ 1,381,660	\$ 1,381,050	\$ 1,948,444	43.90%
General Fund	\$ 1,326,855	\$ 1,354,065	\$ 1,381,660	\$ 1,381,050	\$ 1,948,444	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Engineering - 3020**Authorized Positions**

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
City Engineer	1	0	0	0	0	0
Development Engineering Manager	0	1	1	1	1	1
Development Project Administrator	1	0	0	0	0	1
Development Project Coordinator	0	0	0	0	0	2
Engineer Assistant	1	0	0	0	0	0
Engineering Records Specialist	1	0	0	0	0	0
Engineering Technician	1	0	0	0	0	0
GIS Manager	1	0	0	0	0	0
GIS Technician I	1	0	0	0	0	0
GIS Technician II	4	0	0	0	0	0
Lead Civil Engineering Inspector	0	0	0	0	1	1
Plan Review Manager	1	1	1	1	1	1
Principal Engineer	1	0	0	0	0	0
Principal Plans Examiner	1	1	1	1	1	1
Public Works Inspector	0	4	4	4	3	5
Senior Administrative Assistant	1	0	0	0	0	0
Senior Plans Examiner	4	4	4	4	4	4
Total	19	11	11	11	11	16

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20, one Public Works Inspector position was reclassified to Lead Civil Engineering Inspector.

Effective July 1, 2020, one Development Project Administrator position, two Development Project Coordinator positions, and two Public Works Inspector positions transfer from cost center 1500, Development Services Administration.

10-Information Technology

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measures

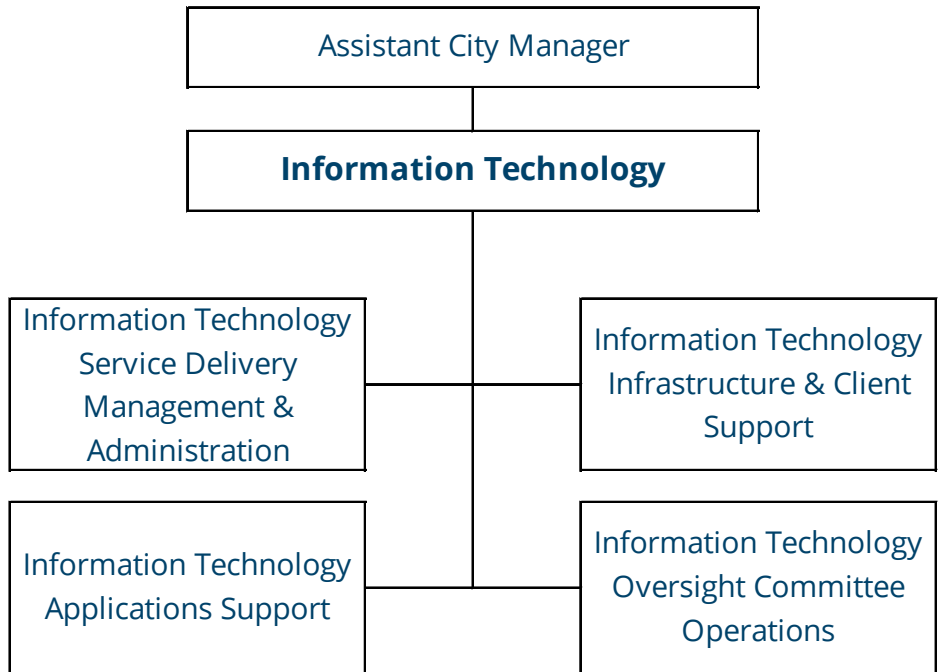
Budget Summary

Position Summary



“The Future’s in Sight”

Technology connects people with services. Our Information Technology team provides the network, tools, and training that enable the City to deliver online, phone, and in-person services.



Information Technology Department Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
IT Service Delivery Management & Admin	\$ 1,938,601	\$ 2,463,258	\$ 2,448,689	\$ 2,759,834	12.04%
IT Applications Support	4,732,285	5,362,090	5,566,073	5,361,082	-0.02%
IT Infrastructure & Client Support	2,889,398	3,731,396	4,109,692	3,480,187	-6.73%
ITOC Capital	782,103	4,249,903	665,528	3,844,967	-9.53%
ITOC Operations	8,124	106,081	-	191,081	80.13%
IT Citywide Infrastructure Support Capital	869,202	4,236,512	1,031,107	4,694,851	10.82%
Total	\$ 11,219,712	\$ 20,149,240	\$ 13,821,089	\$ 20,332,002	0.91%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 7,274,327	\$ 7,730,447	\$ 7,410,155	\$ 8,128,231	
Ongoing ⁽¹⁾	-	7,659,435	7,339,143	7,983,613	4.23%
One-time ⁽¹⁾	-	71,012	71,012	144,618	103.65%
Operating & Maintenance	2,294,081	3,932,378	4,714,299	3,663,953	-6.83%
Capital - Major	1,651,305	8,486,415	1,696,635	8,539,818	0.63%
Total	\$ 11,219,712	\$ 20,149,240	\$ 13,821,089	\$ 20,332,002	0.91%
Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted	% Change Adopted to Adopted
IT Service Delivery Management & Admin	13.000	13.000	14.000	14.000	7.69%
IT Applications Support	23.000	23.000	25.000	25.000	8.70%
IT Infrastructure & Client Support	21.000	21.000	19.000	19.000	-9.52%
Total	57.000	57.000	58.000	58.000	1.75%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Successfully enabled over 700 employees to work remote during the COVID-19 pandemic utilizing industry recognized solutions safely, securely, and effectively for collaboration and connectivity.
- Despite supply chain challenges, implemented infrastructure upgrades, rapid computing deployments, City COVID-19 Information Hotline, dynamic/scalable/distributed call center environment, Employee COVID-19 Information Portal, and Online Appointment Scheduling based on resource availability.
- Partnered with City departments to successfully deliver over one hundred innovative solutions in alignment with the City's Strategic Framework. A few of those solutions include Event Management, Mobile Inspection Scheduling, Smart Parking, and an Artificial Intelligence (AI) data aggregation solution for data driven decision making.
- Successfully completed over 200 citywide and department application and converged infrastructure system patches/upgrades/updates including expanding mobility solutions for field workers, collaboration, Supervisory Control and Data Acquisition (SCADA) connectivity, and Wi-Fi installations.
- Successfully processed over 7,000 customer support requests in addition to implementing on-site technical support for all Council Meetings, Executive Sessions, rapid deployment of a COVID-19 related call center, GIS Day, and other events in City Hall and Council Chambers as requested to ensure successful events.
- Successfully completed all desktop/laptop patch management and system updates on a timely basis.
- Ranked 9th in the National Digital Cities Survey for the population category of 250,000-500,000 awarded at the 2019 National League of Cities conference.
- Received A+ rating for HTTPS/SSL Certificate Encryption from Qualys SSL Laboratory.

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 computer applications training. 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.

2020-21 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.
- ◆ 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 cyber security functions.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of IT projects utilizing the standard project management system	90%	90%	93%	93%	93%
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	389	331	420	381 ⁽¹⁾	423 ⁽²⁾
Percentage of maintenance/support agreements completed before expiration date	95%	95%	96%	96%	96%
Number of quarterly security assessments performed on systems to identify risks	5	5	5	5	5
Number of security policies developed and implemented	3	0	7	4	7

⁽¹⁾ Reduction due to shifting from in-person to online self-service training.

⁽²⁾ Training anticipated to increase in FY 2020-21 for the Microsoft Office 365 implementation.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,695,154	\$ 1,829,404	\$ 1,853,763	\$ 1,819,000	\$ 2,056,983	12.44%
Ongoing*	-	1,829,404	1,853,763	1,819,000	2,056,983	12.44%
One-time*	-	-	-	-	-	N/A
Professional/Contract	18,552	207,753	235,815	232,712	90,969	-56.21%
Operating Supplies	40,698	22,877	26,708	27,235	21,292	-6.93%
Repairs/Maintenance	117,845	113,654	128,044	87,566	98,229	-13.57%
Communications/Transportation	8,546	250,636	250,636	240,631	238,711	-4.76%
Other Charges/Services	56,467	38,934	39,734	39,934	51,650	32.66%
Machinery/Equipment	(24)	-	-	-	202,000	N/A
Capital Replacement	1,363	-	-	1,611	-	N/A
Total Cost Center - 1199	\$ 1,938,601	\$ 2,463,258	\$ 2,534,700	\$ 2,448,689	\$ 2,759,834	12.04%
General Fund	\$ 1,938,601	\$ 2,463,258	\$ 2,534,700	\$ 2,448,689	\$ 2,759,834	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Information Technology Service Delivery Management & Administration - 1199

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Chief Information Officer	1	1	1	1	1	1
IT Chief Information Security Officer	0	0	0	0	1	1
IT Financial Services Analyst	0	1	1	1	1	1
IT Principal Service Delivery Analyst	2	2	2	2	2	2
IT Security Administrator	0	1	1	1	1	1
IT Senior Service Delivery Analyst	4	4	4	4	4	4
IT Service Delivery Analyst	0	1	1	1	1	1
IT Service Delivery Coordinator	1	0	0	0	0	0
IT Services Manager	1	1	1	1	1	1
IT Training Coordinator	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
Office Assistant	1	1	0	0	0	0
Senior Management Analyst	1	0	0	0	0	0
Total	13	14	13	13	14	14

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing funding increases for software support and maintenance as well as one-time funding for contracted services to assist with security remediation. Also reflected in FY 2020-21 is the reallocation of ongoing funding from cost center 1290, Non-Departmental, in the Management Services Department, to IT for endpoint detection and response technology as well as for file security and access control.

During FY 2019-20, one Custodian position was transferred from cost center 3200, Buildings and Facilities, in the City Manager Department, and then reclassified to IT Chief Information Security Officer.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of citywide applications availability during defined application operating hours	91%	99%	99%	99%	99%
Percentage of projects adhering to IT project methodology and meeting milestones and completion dates	91%	92%	92%	92%	92%
Percentage of service requests completed within 90 days of starting work	87%	90%	90%	90%	91%
Percentage of citywide applications maintained at actively-supported versions of vendor software	87%	99%	90%	99%	99%
Percentage of database availability maintained for core applications	99%	99%	99%	99%	99%

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,064,114	\$ 3,257,273	\$ 3,157,919	\$ 2,925,000	\$ 3,569,257	9.58%
Ongoing*	-	3,257,273	3,157,919	2,925,000	3,569,257	9.58%
One-time*	-	-	-	-	-	N/A
Professional/Contract	118,662	430,100	742,792	606,682	60,100	-86.03%
Operating Supplies	11,321	11,356	15,107	10,182	6,327	-44.28%
Repairs/Maintenance	1,507,056	1,602,350	1,919,861	1,972,198	1,671,387	4.31%
Communications/Transportation	12,694	23,240	23,240	23,240	23,240	0.00%
Other Charges/Services	5,753	23,965	23,965	23,965	25,965	8.35%
Machinery/Equipment	6,439	9,306	9,306	306	306	-96.71%
Capital Replacement	6,246	4,500	4,500	4,500	4,500	0.00%
Total Cost Center - 1200	\$ 4,732,285	\$ 5,362,090	\$ 5,896,690	\$ 5,566,073	\$ 5,361,082	-0.02%
General Fund	\$ 4,732,285	\$ 5,362,090	\$ 5,896,690	\$ 5,566,073	\$ 5,361,082	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	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	1	1
IT Messaging Integration Developer	2	2	2	2	2	2
IT Principal Programmer/Analyst	2	2	3	3	3	3
IT Programmer	1	1	1	1	0	0
IT Programmer/Analyst	4	5	4	4	5	5
IT Senior Database Administrator	1	1	1	1	1	1
IT Senior Programmer/Analyst	7	7	8	8	8	8
IT Web Developer	0	0	0	0	1	1
IT Webmaster	0	0	0	0	1	1
Total	21	22	23	23	25	25

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time funding received in FY 2019-20 for contracted services supporting software asset management and digital certificates, as well as the addition of one-time funding received in FY 2020-21 for an EDMS upgrade.

During FY 2019-20, one IT Programmer position was reclassified to IT Programmer/Analyst, and one IT Web Developer position and one IT Webmaster position were transferred from cost center 1280, IT Infrastructure and Client Support.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Total number of help desk requests completed	6,860	7,385	4,000	7,000	7,500
Percentage of satisfied customers on team projects/help desk requests	80%	80%	80%	80%	80%
Percentage of security compliance standards met on servers	80%	81%	80%	82%	80%
Percentage of network availability maintained	99%	99%	99%	99%	99%
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	80%	81%	80%	82%	82%
Percentage of IT computer hardware and software inventory maintained	80%	80%	80%	80%	85%
Percentage of storage environment availability maintained or updated	99%	99%	99%	99%	99%

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,515,059	\$ 2,643,770	\$ 2,682,309	\$ 2,666,155	\$ 2,501,991	-5.36%
Ongoing*	-	2,572,758	2,611,297	2,595,143	2,357,373	-8.37%
One-time*	-	71,012	71,012	71,012	144,618	103.65%
Professional/Contract	66,780	10,000	302,074	302,074	20,000	100.00%
Operating Supplies	34,820	32,700	36,451	37,951	33,264	1.72%
Repairs/Maintenance	102,671	186,974	195,601	188,850	176,279	-5.72%
Communications/Transportation	70,567	195,516	201,259	212,955	208,891	6.84%
Insurance/Taxes	-	-	-	500	-	N/A
Other Charges/Services	13,526	22,100	32,100	32,100	26,240	18.73%
Machinery/Equipment	82,841	637,410	676,180	666,181	510,596	-19.90%
Capital Replacement	3,135	2,926	2,926	2,926	2,926	0.00%
Total Cost Center - 1280	\$ 2,889,398	\$ 3,731,396	\$ 4,128,900	\$ 4,109,692	\$ 3,480,187	-6.73%
General Fund	\$ 2,889,398	\$ 3,731,396	\$ 4,128,900	\$ 4,109,692	\$ 3,480,187	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Information Technology Infrastructure & Client Support - 1280

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
IT Infrastructure Manager	1	1	1	1	1	1
IT Network Analyst	1	1	1	1	2	2
IT Network Technician	1	1	1	1	0	0
IT Principal Systems Specialist	2	2	2	2	2	2
IT Security Administrator	1	0	0	0	0	0
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	2	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	1	1	0	0
IT Webmaster	1	1	1	1	0	0
Total	21	20	21	21	19	19

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time funding received in FY 2019-20 for contracted services and hardware to support the transition to Microsoft Exchange, as well as the addition of one-time funding received in FY 2020-21 for temporary Help Desk Phone Support that has been received as one-time funding since FY 2015-16.

Also reflected in FY 2020-21 is the reallocation of ongoing funding from cost center 1290, Non-Departmental, in the Management Services Department to IT for amounts transferred to the Technology Replacement Fund for future technology equipment replacement, as well as the transfer of the distributed denial of service protection funding from cost center 1310, Liability Litigation, in the Law Department.

During FY 2019-20, one IT Network Technician position was reclassified to IT Network Analyst, and one IT Web Developer position and one IT Webmaster position were transferred to cost center 1200, IT Applications Support.

Information Technology Oversight Committee (ITOC) Capital - 1285

Capital Budget Summary

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 20,050	\$ -	\$ 16,273	\$ 40,454	\$ -	N/A
Ongoing*	-	-	16,273	40,454	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	584,241	1,716,058	2,725,444	484,455	500,000	-70.86%
Operating Supplies	170,073	-	89,145	41,429	-	N/A
Communications/Transportation	7,258	-	862	1,323	-	N/A
Other Charges/Services	-	-	30,000	4,838	-	N/A
Contingencies/Reserves	-	2,211,345	276,528	-	3,344,967	51.26%
Machinery/Equipment	481	322,500	872,243	93,029	-	-100.00%
Total Cost Center - 1285	\$ 782,103	\$ 4,249,903	\$ 4,010,495	\$ 665,528	\$ 3,844,967	-9.53%
General Gov't Capital Projects Fund	\$ 782,103	\$ 3,054,303	\$ 2,814,895	\$ 621,693	\$ 2,693,202	
Water Operating Fund	-	588,790	588,790	25,000	563,790	
Wastewater Operating Fund	-	431,860	431,860	17,335	414,525	
Solid Waste Operating Fund	-	174,950	174,950	1,500	173,450	
Grand Total	\$ 782,103	\$ 4,249,903	\$ 4,010,495	\$ 665,528	\$ 3,844,967	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 incorporates the carryforward of unexpended program funding from FY 2019-20. Additional detail is available in the 2021-2030 Capital Improvement Program.

Information Technology Oversight Committee Operations - 1286

The Information Technology Oversight Committee Operations Division plans, develops, monitors, and documents IT projects.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of projects and targets completed on time and within budget	90%	90%	91%	90%	90%
Percentage of quarterly targets met for projects	85%	85%	88%	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	95%	95%	95%	95%	95%

* 2019-20 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 Oversight Committee Operations - 1286

Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Repairs/Maintenance	\$ 8,124	\$ 106,081	\$ 106,081	\$ -	\$ 191,081	80.13%
Total Cost Center - 1286	\$ 8,124	\$ 106,081	\$ 106,081	\$ -	\$ 191,081	80.13%
General Fund	\$ 8,124	\$ 106,081	\$ 106,081	\$ -	\$ 191,081	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing funding for the Fleet Management System project.

Information Technology Citywide Infrastructure Support Capital - 1287

Capital Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Professional/Contract	\$ 274,601	\$ 120,060	\$ 2,371,291	\$ 577,270	\$ -	-100.00%
Operating Supplies	1,570	-	-	-	-	N/A
Repairs/Maintenance	8,663	-	34,009	33,976	-	N/A
Communications/Transportation	2,133	-	13,868	-	-	N/A
Contingencies/Reserves	-	3,505,812	-	-	2,866,851	-18.23%
Machinery/Equipment	411,236	82,690	924,707	419,861	58,000	-29.86%
Office Furniture/Equipment	-	527,950	554,083	-	1,770,000	235.26%
Capital Replacement	171,000	-	-	-	-	N/A
Total Cost Center - 1287	\$ 869,202	\$ 4,236,512	\$ 3,897,958	\$ 1,031,107	\$ 4,694,851	10.82%
General Gov't Capital Projects Fund	\$ 869,202	\$ 4,236,512	\$ 3,897,958	\$ 1,031,107	\$ 4,499,101	
Water Operating Fund	-	-	-	-	80,603	
Wastewater Operating Fund	-	-	-	-	72,927	
Solid Waste Operating Fund	-	-	-	-	34,544	
Airport Operating Fund	-	-	-	-	7,676	
Grand Total	\$ 869,202	\$ 4,236,512	\$ 3,897,958	\$ 1,031,107	\$ 4,694,851	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 incorporates the carryforward of unexpended program funding from FY 2019-20. Additional detail is available in the 2021-2030 Capital Improvement Program.



11-Management Services

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measurements

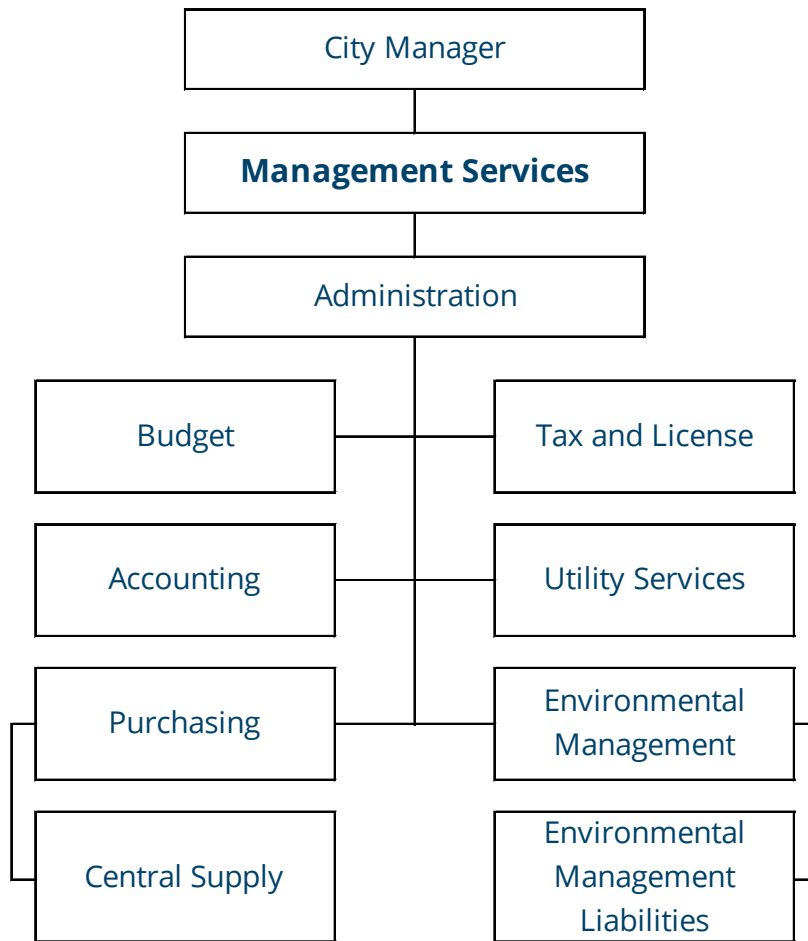
Budget Summary

Position Summary



“The Future’s in Sight”

Sound financial policies and reserves enables Chandler to produce a balanced budget and AAA bond ratings, indicating our fiscal stability and strength.



Management Services Department Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's proposed budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Management Services Administration	\$ 592,657	\$ 616,886	\$ 628,191	\$ 606,127	-1.74%
Budget	670,131	736,428	737,208	770,535	4.63%
Purchasing	714,061	724,611	735,137	736,078	1.58%
Central Supply	397,342	415,759	425,146	407,163	-2.07%
Accounting	1,712,599	1,749,745	1,748,389	1,780,865	1.78%
Tax and License	1,639,803	2,498,583	2,307,764	2,408,819	-3.59%
Utility Services	1,333,565	1,480,258	1,481,032	1,457,739	-1.52%
Environmental Management	452,655	431,067	401,726	674,800	56.54%
Environmental Management Liabilities	232,320	473,200	113,036	473,200	0.00%
Total Management Svcs w/o Non-Dept.	\$ 7,745,133	\$ 9,126,537	\$ 8,577,629	\$ 9,315,326	2.07%
Non-Departmental	\$ 31,981,787	\$ 69,382,680	\$ 55,983,067	\$ 53,278,567	-23.21%
Non-Departmental Capital	17,105,095	21,784,921	6,019,786	8,712,143	-60.01%
Non-Dept. without Contingency	49,086,882	91,167,601	62,002,853	61,990,710	
Non-Departmental Contingency	-	117,860,786	-	132,263,210	12.22%
Non-Dept. Contingency	-	117,860,786	-	132,263,210	
Total Non-Department	\$ 49,086,882	\$ 209,028,387	\$ 62,002,853	\$ 194,253,920	-7.07%
Total Management Svcs. with Non-Dept.	\$ 56,832,015	\$ 218,154,924	\$ 70,580,482	\$ 203,569,246	-6.69%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 6,633,056	\$ 6,964,007	\$ 6,790,208	\$ 7,143,732	
Ongoing ⁽¹⁾	-	6,964,007	6,790,208	7,143,732	2.58%
One-time ⁽¹⁾	-	-	-	-	N/A
Operating & Maintenance	1,112,077	2,162,530	1,787,421	2,171,594	0.42%
Total Management Svcs w/o Non-Dept.	\$ 7,745,133	\$ 9,126,537	\$ 8,577,629	\$ 9,315,326	2.07%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 5,828,414	\$ 37,626,124	\$ 26,543,720	\$ 21,245,100	
Ongoing ⁽¹⁾	5,828,414	3,568,310	456,965	2,702,500	-24.26%
One-time ⁽¹⁾	-	34,057,814	26,086,755	18,542,600	-45.56%
Operating & Maintenance	26,153,373	31,756,556	29,439,347	32,033,467	0.87%
Contingencies & Reserves	-	117,860,786	-	132,263,210	12.22%
Capital - Major	17,105,095	21,784,921	6,019,786	8,712,143	-60.01%
Total Non-Department	\$ 49,086,882	\$ 209,028,387	\$ 62,002,853	\$ 194,253,920	-7.07%
Total Management Svcs. with Non-Dept.	\$ 56,832,015	\$ 218,154,924	\$ 70,580,482	\$ 203,569,246	-6.69%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for FY 2018-19 Actual.

Management Services**2020-21 Adopted Budget**

Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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	17.500	17.500	16.500	-5.71%
Utility Services	10.500	11.125	11.125	11.125	0.00%
Environmental Management	3.000	3.000	3.000	5.000	66.67%
Total	70.000	70.625	70.625	71.625	1.42%

2019-20 Accomplishments

- Awarded 37th consecutive Certificate of Achievement for Excellence in Financial Reporting and 32nd consecutive Distinguished Budget Presentation Award from the GFOA.
- Maintained AAA 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.
- Completed successful \$33 million GO Bond and \$15 million ETRO sales to fund City infrastructure projects.
- Completed the citywide update of Priority Based Budgeting by identifying and costing all programs/services, and scoring all programs to show how they align to Council goals.
- Successfully implemented Utility Solid Waste rate change and Citywide Fee Schedule update.
- Successfully continued the use of the vacation rental software solution to identify vacation rentals, educate owners, and track properties that are subject to TPT.
- Continued the Rental Tax Recovery Program that brought over 150 unlicensed residential and vacation rental properties into compliance and collected approximately \$100,000 in tax revenue.
- Implemented additional enhancements to the internally developed TPT and Licensing System (STAR/CLASS) to manage taxpayer data from the State with the historical taxpayer data, and developed online licensing and registration portal in partnership with IT, to be deployed in fall of 2020 to allow for taxpayers to apply and renew online.
- More than 300 unregistered businesses were brought into compliance with the Business Registration Code through the use of data in the field, enhanced by GIS mapping, to make Chandler's business list more complete, enhance information sharing, and allow for TPT license validation.
- Implemented an Accounts Receivables Miscellaneous Receipts Invoice Cloud Store which allows customers to pay with a credit card for transactions including retiree insurance, cobra, tuition reimbursements, and other miscellaneous items.
- Awarded 16th consecutive Achievement of Excellence in Procurement Award from the National Procurement Institute.
- Launched the use of WebEx technology for Purchasing's public meetings, which helped during COVID-19 closures.
- Completed implementation of Wi-Fi access to the Central Supply Warehouse in partnership with IT.
- Oversaw the disposal of City surplus property, policy property and evidence, and capital assets through the online auction program resulting in approximately \$500,000 in revenue. Donated over \$1,500 of City surplus property to Chandler schools and non-profits, and other public agencies.
- Conducted 55 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 25 environmental site assessments prior to property acquisitions to ensure no environmental liability existed.
- Implemented lockbox utility payment processing improvements related to how transactions are received, thereby decreasing the time spent on this process by 40%.
- Continued to focus efforts on collection activities for Utility Services accounts resulting in a 21% reduction in past due balances, but discontinued utility shut-offs due to COVID-19 for public safety purposes as of mid-March.
- Utility Services completed a paperless billing campaign in an effort to reduce the number of printed bills sent to customers, bringing a 5% increase in paperless billing registrations during the campaign.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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%

* 2019-20 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**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 581,149	\$ 604,317	\$ 613,845	\$ 615,000	\$ 591,058	-2.19%
Ongoing*	-	604,317	613,845	615,000	591,058	-2.19%
One-time*	-	-	-	-	-	N/A
Professional/Contract	853	-	2,148	1,500	-	N/A
Operating Supplies	2,194	2,880	2,880	2,265	2,880	0.00%
Repairs/Maintenance	2,538	1,650	1,650	1,500	1,650	0.00%
Communications/Transportation	2,863	4,739	4,739	3,900	4,739	0.00%
Other Charges/Services	3,060	3,300	3,300	4,026	5,800	75.76%
Total Cost Center - 1180	\$ 592,657	\$ 616,886	\$ 628,562	\$ 628,191	\$ 606,127	-1.74%
General Fund	\$ 592,657	\$ 616,886	\$ 628,562	\$ 628,191	\$ 606,127	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	06/08/17	6/14/18	06/13/19	6/13/19	6/11/20
Consecutive years for GFOA Distinguished Budget Presentation Award	30	31	32	32	33
Obtain budget user survey results of satisfactory to excellent on budget process	100%	100%	100%	100%	100%

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	10	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⁾	3	2 ⁽²⁾	3	2 ⁽²⁾	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 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.

* 2019-20 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**2020-21 Adopted Budget****Budget - 1195****Budget Summary**

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 657,806	\$ 724,566	\$ 737,317	\$ 726,000	\$ 752,923	3.91%
Ongoing*	-	724,566	737,317	726,000	752,923	3.91%
One-time*	-	-	-	-	-	N/A
Operating Supplies	7,174	6,800	6,800	6,350	7,800	14.71%
Repairs/Maintenance	1,304	1,176	1,176	1,491	1,176	0.00%
Communications/Transportation	1,038	906	906	901	906	0.00%
Other Charges/Services	2,809	2,980	2,980	2,466	7,730	159.40%
Total Cost Center - 1195	\$ 670,131	\$ 736,428	\$ 749,179	\$ 737,208	\$ 770,535	4.63%
General Fund	\$ 670,131	\$ 736,428	\$ 749,179	\$ 737,208	\$ 770,535	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the reallocation of ongoing funding from Management Services cost center 1240, Tax and License, a 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Customer survey results of excellent/good	89%	93%	95%	95%	95%
Consecutive years for Achievement of Excellence in Procurement (AEP) award from the National Procurement Institute	14	15	16	16	17
Consecutive years for Excellence in Achievement award from the National Institute of Governmental Purchasing (NIGP) ⁽¹⁾	13	14	15	15	N/A
Consecutive years for Outstanding Agency Accreditation Achievement Award (OA4) from NIGP ⁽²⁾	N/A	N/A	N/A	1	2
Purchasing card transactions	28,557	28,631	28,000	28,000	28,000
E-payables transactions ⁽³⁾	321	70	N/A	N/A	N/A
Purchasing card rebate	\$322,380 ⁽⁴⁾	\$157,645	\$180,000 ⁽⁴⁾	\$180,000	\$180,000
Identify and implement at least one process improvement annually ⁽⁵⁾	2	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 is more challenging to achieve and includes the goals measured by Excellence in Achievement.

⁽³⁾ The E-payables program was discontinued effective December 31, 2018.

⁽⁴⁾ The rebate for the period of January 2017 – June 2017 was received in July 2017 in the amount of \$103,089. The rebate for FY 2017-18 was received in August 2018 in the amount of \$219,291. Both rebates posted in FY 2017-18. The end of the E-payables program will result in a slight reduction in total Purchasing Card Program revenue.

⁽⁵⁾ FY 2017-18 Improvement 1: Full population of EDMS database for Purchasing Card Program records and completion of transition of paper program records to electronic records in a searchable database; FY 2017-18 Improvement 2: Citywide roll out of City Amazon Business account for tracking and analysis of Purchasing Card spend through Amazon. 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.

* 2019-20 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.

Purchasing - 1220**Budget Summary**

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 703,558	\$ 713,474	\$ 722,641	\$ 724,000	\$ 724,941	1.61%
Ongoing*	-	713,474	722,641	724,000	724,941	1.61%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	-	-	119	-	N/A
Operating Supplies	983	1,050	1,050	1,050	1,050	0.00%
Repairs/Maintenance	1,148	1,100	1,100	1,100	1,100	0.00%
Communications/Transportation	5,095	4,687	4,687	3,450	3,987	-14.93%
Other Charges/Services	3,277	4,300	4,300	5,418	5,000	16.28%
Total Cost Center - 1220	\$ 714,061	\$ 724,611	\$ 733,778	\$ 735,137	\$ 736,078	1.58%
General Fund	\$ 714,061	\$ 724,611	\$ 733,778	\$ 735,137	\$ 736,078	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Assistant	1	1	1	1	1	1
Procurement Officer	3	3	3	3	3	3
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	1	1
Total	6.9	6.9	6.9	6.9	6.9	6.9

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Total dollar amount of inventory	\$723,421	\$738,343	\$750,000	\$750,000	\$720,000
Dollar value of material issued ⁽¹⁾	\$1,607,952	\$1,737,631	\$1,800,000	\$1,800,000	\$1,800,000
Maintain an inventory turnover ratio of 2.5 or greater ⁽²⁾	2.22	2.35	2.4	2.4	2.5
Maintain an inventory accuracy rate of 98% or greater	99%	99%	99%	99%	99%
Number of deliveries made	891	924	N/A ⁽³⁾	N/A ⁽³⁾	N/A ⁽³⁾
Percentage of orders fulfilled from internal requisitions ⁽⁴⁾	N/A	N/A	40%	20%	25%

⁽¹⁾ Supports inventory accuracy and turnover ratios, and measures efficiency.

⁽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.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Surplus property revenue ⁽¹⁾	\$105,000	\$78,803	\$100,000	\$80,000	\$85,000
Surplus vehicle revenue	\$249,000	\$350,387	\$250,000	\$380,000	\$250,000
Surplus property picked up within four working days ⁽²⁾	99%	99%	N/A	N/A	N/A
Percentage of surplus property and vehicle auctions ending in sales ⁽³⁾	N/A	N/A	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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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%

* 2019-20 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**2020-21 Adopted Budget****Central Supply - 1225****Budget Summary**

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 384,421	\$ 385,605	\$ 393,164	\$ 396,270	\$ 391,509	1.53%
Ongoing*	-	385,605	393,164	396,270	391,509	1.53%
One-time*	-	-	-	-	-	N/A
Operating Supplies	5,652	6,605	6,605	5,038	6,805	3.03%
Repairs/Maintenance	1,376	17,640	17,779	17,779	2,940	-83.33%
Communications/Transportation	186	200	200	200	200	0.00%
Other Charges/Services	398	400	400	550	400	0.00%
Capital Replacement	5,309	5,309	5,309	5,309	5,309	0.00%
Total Cost Center - 1225	\$ 397,342	\$ 415,759	\$ 423,457	\$ 425,146	\$ 407,163	-2.07%
General Fund	\$ 397,342	\$ 415,759	\$ 423,457	\$ 425,146	\$ 407,163	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Administrative Assistant	1	0	0	0	0	0
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	0	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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time funding provided for the addition of Wi-Fi service at the warehouse facility during FY 2019-20.

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, fixed assets, cash management, investments, debt management, grant accounting, and compliance with accounting policies and procedures.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Accounts payable payments issued	15,876	16,542	15,650	15,100	15,800
Payroll payments processed	51,679	51,527	54,960	51,150	51,150

Goal:

Coordinate the annual financial statement audit and prepare the CAFR.

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 CAFR is completed timely.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Consecutive years for GFOA Certificate of Achievement for Excellence in Financial Reporting award	37	38	39	39	40
Complete audit by second week in December	12/14/18	12/5/19	12/11/20	12/11/20	12/10/21
Complete release of financial report by third week in December	12/21/18	12/23/19 ⁽¹⁾	12/18/20	12/18/20	12/17/21

⁽¹⁾ The financial report was delayed three days due to the inclusion of continuing disclosure schedules.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Compliance with federal and state mandates	Compliant	Compliant	Compliant	Compliant	Compliant

* 2019-20 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

2020-21 Adopted Budget

Accounting - 1230**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,599,298	\$ 1,585,260	\$ 1,615,950	\$ 1,591,000	\$ 1,612,930	1.75%
Ongoing*	-	1,585,260	1,615,950	1,591,000	1,612,930	1.75%
One-time*	-	-	-	-	-	N/A
Professional/Contract	93,786	104,169	107,444	94,726	101,490	-2.57%
Operating Supplies	5,140	43,852	43,852	44,802	47,150	7.52%
Repairs/Maintenance	2,471	1,480	1,480	2,600	2,700	82.43%
Communications/Transportation	4,797	5,905	5,905	5,078	6,136	3.91%
Insurance/Taxes	-	-	-	500	-	N/A
Other Charges/Services	7,108	9,079	9,079	9,683	10,459	15.20%
Total Cost Center - 1230	\$ 1,712,599	\$ 1,749,745	\$ 1,783,710	\$ 1,748,389	\$ 1,780,865	1.78%
General Fund	\$ 1,624,768	\$ 1,664,495	\$ 1,695,453	\$ 1,660,889	\$ 1,689,467	
Workers' Comp Self Ins Trust	38,191	36,349	38,307	37,560	39,654	
Medical Self Insurance Trust	49,640	48,901	49,950	49,940	51,744	
Grand Total	\$ 1,712,599	\$ 1,749,745	\$ 1,783,710	\$ 1,748,389	\$ 1,780,865	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Accounting Manager	1	1	1	1	1	1
Accounting Specialist	4	4	3	3	3	3
Accounting Supervisor	1	2	2	2	2	2
Financial Services Analyst	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	1
Payroll Coordinator	0	1	1	1	1	1
Payroll Specialist	1	0	0	0	0	0
Senior Accountant	4	3	3	3	3	3
Senior Accounting Specialist	3	3	4	4	4	4
Senior Payroll Coordinator	0	1	1	1	1	1
Senior Payroll Specialist	1	0	0	0	0	0
Total	17	17	17	17	17	17

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the addition of ongoing funding for auditing contract increases for both the Worker' Compensation and Medical Self Insurance Trust Funds.

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 ADOR and issues business registration and special regulatory licenses. Licensing provides general information 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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 ⁽¹⁾	5	5	>5 ⁽¹⁾	>5 ⁽¹⁾
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 ⁽²⁾	N/A	45% ⁽³⁾	40% ⁽³⁾	45% ⁽³⁾	50%
Analyze 10% of active businesses to verify compliance with reporting and payment requirements ⁽²⁾	N/A	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	N/A	N/A	100%

⁽¹⁾ Due to the ADOR administering TPT for Chandler in 2017, the City created a new internal reporting and tracking software system. Additionally Business Registrations were added in 2018, resulting in numerous technical and process changes and a new online portal is currently being developed.

⁽²⁾ New measure beginning FY 2018-19.

⁽³⁾ Process to correct issues with the State for City tax licenses is taking additional time, reducing the amount of businesses that can be canvassed. With the process changes made in FY 2019-20, meeting the goal can be achieved in future fiscal years.

⁽⁴⁾ New measure beginning FY 2020-21.

* 2019-20 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

2020-21 Adopted Budget

Tax and License - 1240**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,589,216	\$ 1,737,404	\$ 1,770,651	\$ 1,563,998	\$ 1,656,394	-4.66%
Ongoing*	-	1,737,404	1,770,651	1,563,998	1,656,394	-4.66%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	4,700	4,700	4,700	6,950	47.87%
Operating Supplies	13,286	36,137	36,137	33,524	25,383	-29.76%
Repairs/Maintenance	2,801	4,250	4,250	4,000	3,000	-29.41%
Communications/Transportation	3,233	11,900	11,900	10,100	8,000	-32.77%
Other Charges/Services	26,277	704,192	704,192	691,442	709,092	0.70%
Office Furniture/Equipment	4,989	-	-	-	-	N/A
Total Cost Center - 1240	\$ 1,639,803	\$ 2,498,583	\$ 2,531,830	\$ 2,307,764	\$ 2,408,819	-3.59%
General Fund	\$ 1,639,803	\$ 2,498,583	\$ 2,531,830	\$ 2,307,764	\$ 2,408,819	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	1	1	1	1	1	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	6	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	20.5	17.5	17.5	17.5	17.5	16.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the reallocation of ongoing funding for education and training to cost center 1180, Management Services Administration, and to cost enter 1195, Budget, for education and training and budget process solution software.

Effective July 1, 2020, one Administrative Assistant position is reallocated to cost center 1070, Communications and Public Affairs, in the Communications and Public Affairs Department.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	0.21%	0.38%	0.5%	0.5%	0.5%
Increase volume of electronic transactions by 5%	18%	11%	10%	11%	10%
Reduce 90-day aging dollar amount by 20%	11%	15%	20% ⁽¹⁾	15% ⁽¹⁾	11% ⁽¹⁾

⁽¹⁾ Continued collection efforts were on target to reduce the 90-day aging amount to fewer in this category by FY 2020-21, but COVID-19 impacts are anticipated to increase the 90-day aging dollar amount.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 776,716	\$ 866,251	\$ 887,872	\$ 824,704	\$ 851,163	-1.74%
Ongoing*	-	866,251	887,872	824,704	851,163	-1.74%
One-time*	-	-	-	-	-	N/A
Professional/Contract	2,293	7,084	38,637	30,000	8,000	12.93%
Operating Supplies	56,511	69,200	69,200	81,570	79,264	14.54%
Repairs/Maintenance	112,019	162,569	174,022	137,332	131,450	-19.14%
Communications/Transportation	315,198	311,824	311,824	313,985	312,342	0.17%
Insurance/Taxes	135	135	135	135	-	-100.00%
Other Charges/Services	70,693	63,195	63,195	73,306	75,520	19.50%
Building/Improvements	-	-	20,000	20,000	-	N/A
Total Cost Center - 1245	\$ 1,333,565	\$ 1,480,258	\$ 1,564,885	\$ 1,481,032	\$ 1,457,739	-1.52%
General Fund	\$ 1,333,565	\$ 1,480,258	\$ 1,564,885	\$ 1,481,032	\$ 1,457,739	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Billing and Compliance Specialist	1	1	1	1	0	0
Customer Service Supervisor	1	1	1	1	1	1
Lead Billing and Customer Relations Specialist	0	0	0	0	2	2
Lead Utility Billing Representative	1	1	1	1	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 (0.625 FTE position)	0	0	0	0.625	0.625	0.625
Utility Billing Representative (1.0 FTE positions)	5	5	5	5	5	5
Utility Services Manager	1	1	1	1	1	1
Total	10.5	10.5	10.5	11.125	11.125	11.125

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time operations and maintenance funding that was allocated to support the addition of a 0.625 FTE Utility Billing Representative position in FY 2019-20.

During FY 2019-20, one Billing and Compliance Specialist position was renamed Lead Billing and Customer Relations Specialist, and one Lead Utility Billing Representative was reclassified to Lead Billing and Customer Relations Specialist.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Environmental facility evaluations/audits performed	33 ⁽¹⁾	68 ⁽²⁾	40	55	55

⁽¹⁾ Additional audits were planned in FY 2017-18 as part of the Citywide Audit project; however these audits did not occur until FY 2018-19.

⁽²⁾ 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percent of investigations reviewed within five working days of receipt	98%	98%	98%	98%	98%
Total number of sites assessed ⁽³⁾	48	25	40	25	25

⁽³⁾ Environmental Management received more reports for review as part of the due diligence process than anticipated for FY 2017-18. 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

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Asbestos assessments performed	52	60	50	50	50

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 339,979	\$ 347,130	\$ 350,666	\$ 349,200	\$ 562,814	62.13%
Ongoing*	-	347,130	350,666	349,200	562,814	62.13%
One-time*	-	-	-	-	-	N/A
Professional/Contract	97,028	53,401	80,645	35,000	53,401	0.00%
Operating Supplies	5,688	20,245	20,245	10,626	28,739	41.96%
Repairs/Maintenance	453	1,650	1,650	1,100	4,150	151.52%
Communications/Transportation	3,423	2,396	2,396	700	2,396	0.00%
Insurance/Taxes	-	-	-	500	-	N/A
Other Charges/Services	6,077	6,245	6,245	4,600	16,245	160.13%
Street Improvements	5	-	-	-	-	N/A
Capital Replacement	-	-	-	-	7,055	N/A
Total Cost Center - 1265	\$ 452,655	\$ 431,067	\$ 461,847	\$ 401,726	\$ 674,800	56.54%
Uninsured Liability Fund	\$ 452,655	\$ 431,067	\$ 461,847	\$ 401,726	\$ 674,800	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Environmental Program Coordinator	1	1	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	0	1	1	1	1
Storm Water Program Specialist	0	0	0	0	0	1
Storm Water Programs Coordinator	0	0	0	0	0	1
Total	3	3	3	3	3	5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the transfer of ongoing operations and maintenance funded by General Fund and HURF to support the storm water program activities transferred from cost center 3300, Streets, in the Public Works & Utilities Department.

Effective July 1, 2020, one Storm Water Programs Coordinator position and one Storm Water Program Specialist position transfer from cost center 3300, Streets, in the Public Works & Utilities Department.

Environmental Management Liabilities - 1266**Budget Summary**

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 912	\$ -	\$ -	\$ 36	\$ -	N/A
Ongoing*	-	-	-	36	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	221,266	377,600	419,938	100,000	377,600	0.00%
Operating Supplies	10,142	95,600	95,600	13,000	95,600	0.00%
Total Cost Center - 1266	\$ 232,320	\$ 473,200	\$ 515,538	\$ 113,036	\$ 473,200	0.00%
Uninsured Liability Fund	\$ 232,320	\$ 473,200	\$ 515,538	\$ 113,036	\$ 473,200	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21.

Non-Departmental - 1290**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 5,828,414	\$ 37,626,124	\$ 34,195,121	\$ 26,543,720	\$ 21,245,100	-43.54%
Ongoing*	5,828,414	3,568,310	825,302	456,965	2,702,500	-24.26%
One-time*	-	34,057,814	33,369,819	26,086,755	18,542,600	-45.56%
Professional/Contract	2,802,020	4,496,127	5,269,680	2,783,452	3,847,188	-14.43%
Operating Supplies	16,989	349,359	359,359	10,000	349,359	0.00%
Insurance/Taxes	21,260,069	24,340,000	24,561,478	24,764,152	25,040,000	2.88%
Rents/Utilities	-	200,000	200,000	-	200,000	0.00%
Other Charges/Services	2,074,295	2,371,070	2,553,293	1,881,743	2,066,920	-12.83%
Contingencies/Reserves	-	117,860,786	142,145,510	-	132,263,210	12.22%
Building/Improvements	-	-	-	-	50,000	N/A
Capital Replacement	-	-	-	-	480,000	N/A
Total Cost Center - 1290	\$ 31,981,787	\$ 187,243,466	\$ 209,284,441	\$ 55,983,067	\$ 185,541,777	-0.91%

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual.

Non-Department Operating Cost Center Purpose

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19. 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 include:

- *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 \$15 million payment towards the unfunded liability, retiree payouts, Public Safety personnel costs related to early hires for upcoming known retirements, and compensated absences reserves for overtime coverage of light duty and military absences. The majority of the FY 2020-21 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 market survey is completed. Since memorandums of understanding (MOU) were approved for two years, the Police and Fire merits have 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 (\$34.8 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 2019-20 anticipated to be unspent at year end. This carryforward appropriation is for operating cost centers within all funds. Once FY 2019-20 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 2020-21 Budget is shown on the next page.

Non-Departmental - 1290

Description	2018-19	2019-20	2019-20	2019-20	2020-21
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget
General Fund	\$ 7,714,672	\$ 88,068,680	\$ 76,916,184	\$ 27,996,915	\$ 96,811,673
Police Forfeiture Fund	-	30,000	29,999	-	29,000
Highway User Revenue Fund (HURF)	-	4,042,000	3,504,519	-	4,006,700
Local Transportation Assistance Fund (LTAF)	-	2,012,200	1,363,589	-	1,015,200
Grant Fund - Operating	-	5,000,000	2,326,842	-	5,000,000
HOME Program Fund	-	221,500	221,500	-	297,442
Community Development Block Grant Fund (CDBG)	-	806,200	615,685	-	275,900
Public Housing Authority Family Sites Fund	-	96,200	48,038	-	54,700
Public Housing Authority Elderly and Scattered Site Fund	-	52,900	119	-	87,500
Public Housing Authority Management Fund	-	11,400	4,050	-	3,600
Public Housing Authority Family Self Sufficiency Fund	-	4,600	91	-	3,100
Housing Authority Section 8 Voucher Fund	-	14,600	10,488	-	12,000
Capital Fund Program Grant Fund	-	185,000	111,918	-	110,678
Proceeds Reinvestment Projects Fund	-	60,300	58,375	-	88,800
General Obligation Debt Service Fund	-	2,500,000	2,500,000	-	1,835,030
General Government Capital Projects Fund	-	-	7,248,981	-	-
Capital Replacement Fund - Contingency	-	76,646	76,646	-	100,000
Technology Replacement Fund - Contingency	-	745,000	500,000	-	984,000
Vehicle Replacement Fund - Contingency	-	1,622,420	1,775,520	-	2,644,000
Street Bond Fund	-	5,995,000	11,010,625	-	-
Storm Sewer GO Bond Fund	-	171,253	357,042	-	-
Arterial Street Impact Fees Fund	10,533	2,664,000	3,222,259	-	2,501,500
Grant Fund - Capital	-	-	3,488,584	-	-
Park Bond Fund	-	3,075,013	3,351,304	-	-
Neighborhood Park Impact Fees Fund	-	-	22,445	-	-
Municipal Arts Fund	-	20,000	20,000	-	23,000
Park System Development Fund	-	-	27,662	-	500
Parks NW System Development Fund	10,533	500,000	500,000	-	155,500
Parks NE System Development Fund	10,533	500,000	500,000	-	409,000
Parks SE System Development Fund	10,533	5,000,000	5,000,000	-	5,000,500
Library Bond Fund	-	268	268	-	-
Library Impact Fund	1,563	-	-	-	59,300
Museum Bond Fund	-	-	612,282	-	-
Public Building Impact Fees Fund	2,938	159,700	159,700	-	41,500
Public Facility Bond Fund	-	10,000	10,000	-	500
Police Bond Fund	-	100,000	3,134,824	-	20,000
Police Impact Fees Fund	2,938	-	-	-	1,500
Fire Bond Fund	-	75,012	2,141,472	-	60,000
Fire Impact Fees Fund	10,532	-	56,142	-	201,500
Water Bond Fund	-	2,914,096	5,810,088	-	3,533,967
Water System Development Fund	10,532	1,000,000	13,293,257	-	3,574,084
Water Operating Fund	235,335	10,158,540	6,834,940	345,000	8,948,660
Reclaimed Water System Development Fund	10,532	34,000	2,203,116	-	501,500
Wastewater Bond Fund	-	1,000,000	2,066,384	-	1,000,000
Reclaimed Water Fund	302	558,340	505,140	5,000	432,300
Wastewater System Development Fund	10,532	5,617,453	5,681,576	-	5,924,476
Wastewater Operating Fund	151,377	7,637,100	8,880,046	285,000	5,511,350
Wastewater Industrial Process Treatment Facility Fund	-	948,800	-	-	1,765,200
Solid Waste Operating Fund	78,494	1,862,800	1,658,450	120,000	1,320,918
Airport Operating Fund	-	73,070	353,201	-	76,100
Workers' Compensation Self Insurance Trust Fund	65	4,575,007	4,407,988	3,000,000	3,571,602
Insured Liability Self Insurance Fund	-	458,678	371,035	-	588,200
Uninsured Liability Self Insurance Fund	-	698,600	625,482	-	578,800
Short Term Disability Self Insurance Fund	151,155	540,500	540,094	200,000	540,100
Dental Self Insurance Fund	2,108,846	2,428,000	2,428,000	1,915,000	2,605,000
Medical Self Insurance Trust Fund	21,449,841	22,885,290	22,676,441	22,116,152	23,215,700
Museum Trust Fund	-	4,000	4,000	-	4,000
Park & Recreation Trust Fund	-	17,000	17,000	-	15,000
Library Trust Fund	-	1,000	1,000	-	1,197
In-house Capital Fund	-	11,300	50	-	-
Grand Total	\$ 31,981,787	\$ 187,243,466	\$ 209,284,441	\$ 55,983,067	\$ 185,541,777

Non-Departmental - 1290**Budget Detail**

Description	2019-20 Adopted Budget	2020-21 Adopted Budget
Personnel Services		
Employee Compensation	\$ 3,243,410	\$ 2,402,500
One-time Personnel	34,082,714	18,542,600
Self Insurance - Short Term Disability	200,000	200,000
Employee Retirement Health Savings Plan	100,000	100,000
SUBTOTAL	37,626,124	21,245,100
Professional Services		
Self Insurance - Delta Dental Contract Services	115,000	115,000
Self Insurance - Medical Contract Services	2,220,000	2,200,000
Self Insurance - Short Term Disability Services	40,000	40,000
Legal Services	75,000	-
County Animal Control Contract	222,000	222,000
Other Professional Services	340,188	211,188
Priority Base Budgeting Consultant and Software	21,500	20,000
Solid Waste, Water, and Wastewater Utility Cost of Services Study	200,000	-
Biennial Impact Fee Audit	-	14,000
Franchise Fee Audit	-	50,000
Smart City Pilot - Information Technology	-	75,000
Technology Reserve	762,439	400,000
Photo Red Light and Speed Control Fees	500,000	500,000
SUBTOTAL	4,496,127	3,847,188
Operating Supplies		
One-time Fuel Reserve	333,000	333,000
Microcomputer Software	16,359	16,359
SUBTOTAL	349,359	349,359
Insurance and Taxes		
Workers' Comp Self Insurance Claims	2,900,000	3,000,000
Dental Self Insurance Claims	2,000,000	2,000,000
Medical Self Insurance Claims	19,400,000	20,000,000
Other Taxes	40,000	40,000
SUBTOTAL	24,340,000	25,040,000

Management Services**2020-21 Adopted Budget****Non-Departmental - 1290****Budget Detail**

Description	2019-20 Adopted Budget	2020-21 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	15,000	30,000
Maricopa County Association of Governments - Dues	50,360	50,360
Membership and Subscription Fees - i.e. League of Cities, ICMA	158,310	158,560
Fee Waiver Adjustment	340,000	339,000
Peer Recognition	10,000	10,000
City to City Opportunities	5,000	5,000
Domestic Violence Commission Meeting	-	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	878,400	531,000
Bad Debt Reserve - Gen., Water, Wastewater, Reclaimed, Solid Waste and Airport	899,000	827,000
SUBTOTAL	2,371,070	2,066,920
<u>Contingencies and Reserves</u>		
Contingencies	90,873,666	105,765,760
Grant Operating - Reserve	5,150,000	5,100,000
Lump Sum Reserves - Developer Agreements	3,600,000	1,250,000
Encumbrance and Carryforward Reserves	18,237,120	20,147,450
SUBTOTAL	117,860,786	132,263,210
<u>Building Improvements</u>		
Citywide Security Enhancements	-	50,000
SUBTOTAL	-	50,000
<u>Capital Replacement</u>		
Fleet Replacement	-	480,000
SUBTOTAL	-	480,000
TOTAL	\$ 187,243,466	\$ 185,541,777

Non-Departmental Contingencies/Reserves - 1290**Budget Summary**

Description	2019-20 Adopted Budget	2020-21 Adopted Budget	% Change Adopted to Adopted
General Fund 15% Contingency	\$ 37,345,700	\$ 34,833,900	-6.73%
General Fund Contingency AZ Cares Act	-	29,983,456	N/A
General Fund Grant Match Reserve	150,000	100,000	-33.33%
General Fund Development Reserve	3,100,000	750,000	-75.81%
General Fund Encumbrance Reserve	5,500,000	5,700,000	3.64%
General Fund Carryforward Reserve	1,500,000	1,603,750	6.92%
Debt Service Fund Contingency	2,500,000	1,835,030	-26.60%
Special Revenue Funds Contingencies	5,258,800	4,349,920	-17.28%
Special Revenue Funds Grant Reserve	5,000,000	5,000,000	0.00%
Special Revenue Funds Encumbrance Reserve	2,109,800	1,497,800	-29.01%
Enterprise Funds Contingencies	12,093,750	7,874,628	-34.89%
Enterprise Funds Lump Sum	500,000	500,000	0.00%
Enterprise Funds Encumbrance Reserve	7,223,900	8,305,900	14.98%
System Development Fees Funds Contingencies	15,475,153	18,356,860	18.62%
Bond Funds Contingencies	13,340,642	4,614,467	-65.41%
Self Insurance Funds Contingencies	3,781,975	2,816,302	-25.53%
Self Insurance Funds Encumbrance Reserve	495,000	370,000	-25.25%
Other Funds Contingencies	1,077,646	1,101,197	2.19%
Other Funds Encumbrance Reserve	1,408,420	2,670,000	89.57%
Total Contingency/Reserves for Cost Center - 1290	\$ 117,860,786	\$ 132,263,210	12.22%

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 \$34.8 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.

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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 67,925	\$ -	\$ -	\$ 30,613	\$ -	N/A
Ongoing*	-	-	-	30,613	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	736,321	90,000	254,591	165,430	-	-100.00%
Operating Supplies	24,993	-	-	4,892	-	N/A
Repairs/Maintenance	42,995	500,000	502,846	1,920	-	-100.00%
Insurance/Taxes	-	-	-	91,296	-	N/A
Rents/Utilities	344,176	-	44,525	422,282	-	N/A
Other Charges/Services	287,631	-	-	30,617	-	N/A
Contingencies/Reserves	-	21,194,921	450,000	-	8,712,143	-58.90%
Land/Improvements	-	-	-	28,169	-	N/A
Building/Improvements	15,601,053	-	13,713,798	5,177,405	-	N/A
Machinery/Equipment	-	-	434	48,220	-	N/A
Park Improvements	-	-	-	18,942	-	N/A
Total Cost Center - 1291	\$ 17,105,095	\$ 21,784,921	\$ 14,966,194	\$ 6,019,786	\$ 8,712,143	-60.01%
Gen Gov't Capital Projects Fund	\$ 17,065,095	\$ 21,734,921	\$ 14,956,137	\$ 6,011,961	\$ 8,712,143	
Grant Capital Fund	39,943	50,000	10,057	7,825	-	
Grand Total	\$ 17,105,038	\$ 21,784,921	\$ 14,966,194	\$ 6,019,786	\$ 8,712,143	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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 2021-2030 Capital Improvement Program.

Equipment Replacement - 402**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Machinery/Equipment	\$ 1,324,500	\$ 288,000	\$ 288,000	\$ -	\$ 288,000	0.00%
Total	\$ 1,324,500	\$ 288,000	\$ 288,000	\$ -	\$ 288,000	0.00%
Community Services	\$ 40,000	\$ -	\$ -	\$ -	\$ -	
Police	1,284,500	288,000	288,000	-	288,000	
Equipment Replacement Fund	\$ 1,324,500	\$ 288,000	\$ 288,000	\$ -	\$ 288,000	

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 2020-21 reflects funding for the replacement of police communication equipment.

Technology Replacement - 403**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Repairs/Maintenance	\$ 345,628	\$ 865,000	\$ 962,452	\$ 1,027,325	\$ 1,033,000	19.42%
Machinery/Equipment	1,607,460	4,343,761	4,492,552	4,427,679	4,306,271	-0.86%
Total	\$ 1,953,088	\$ 5,208,761	\$ 5,455,004	\$ 5,455,004	\$ 5,339,271	2.51%
Technology Replacement Fund	\$ 1,953,088	\$ 5,208,761	\$ 5,455,004	\$ 5,455,004	\$ 5,339,271	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2019-20, the City worked on several major technology replacement projects. This included regularly scheduled replacements of citywide switch replacement and battery backup, citywide data storage and server replacements, and Proofpoint security hardware replacement.

FY 2020-21 replacement plans include regularly scheduled replacements of desktop and laptop computers, citywide data storage and server replacements, and Immediate Distribution Frame (IDF) replacements citywide.

A review of this fund to transition most users from desktop to mobile laptop computer solutions is planned, and became even more urgent due to COVID-19 impacts.

Vehicle Replacement - 404**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Machinery/Equipment	\$ 1,974,948	\$ 4,447,950	\$ 5,819,165	\$ 3,088,709	\$ 1,429,280	-67.87%
Total	\$ 1,974,948	\$ 4,447,950	\$ 5,819,165	\$ 3,088,709	\$ 1,429,280	-67.87%
Gen Gov't - Building & Facilities	\$ 87,785	\$ 212,000	\$ 235,012	\$ 22,993	\$ -	
Gen Gov't - Fleet Services	-	47,800	47,800	-	-	
Gen Gov't - Fleet Motor Pool	-	116,900	116,900	-	-	
Gen Gov't - Transportation Policy	-	28,900	28,900	-	-	
Community Services - Aquatics	40,450	79,000	141,835	62,835	-	
Community Services - Parks	105,949	225,800	311,946	86,104	-	
Community Services - Recreation	-	28,000	28,000	-	-	
Development Services - Administration	-	66,200	66,200	-	-	
Development Services - Planning	-	28,900	28,900	-	-	
Development Services - Building Safety	-	91,500	91,500	-	-	
Development Services - Engineering	22,768	35,700	36,043	342	-	
Fire	182,619	-	87,069	87,069	-	
Management Services - Central Supply	-	46,000	46,000	-	-	
Neighborhood Services	111,860	-	14,601	14,600	-	
Police	759,064	2,365,000	3,120,175	1,449,291	1,244,800	
Public Works & Utilities - Streets	39,383	169,750	226,916	57,135	-	
Public Works & Utilities - Traffic Engineering	21,301	96,000	98,492	2,492	-	
Public Works & Utilities - Utilities Admin	20,788	28,900	28,900	-	-	
Public Works & Utilities - Solid Waste	131,768	38,000	72,552	34,552	-	
Public Works & Utilities - Water	271,121	463,800	606,651	141,942	135,650	
Public Works & Utilities - Wastewater	180,093	279,800	384,773	104,835	48,830	
Vehicle Replacement Fund	\$ 1,974,948	\$ 4,447,950	\$ 5,819,165	\$ 2,064,190	\$ 1,429,280	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19. Deferring Fleet replacements is currently an expenditure measure 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 now included in department base budget memos for more accurate tracking.

The Vehicle Replacement Fund allows for the ongoing replacement of citywide operating fleet vehicles, except those identified as capital and replaced through the Capital Improvement Plan. 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



“The Future’s in Sight”

Neighborhood Resources maintains quality neighborhoods and connects people with resources that are essential to the vitality of the community.



Neighborhood Resources Department Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Neighborhood Resources Administration	\$ 288,902	\$ 557,889	\$ 567,902	\$ 280,649	-49.69%
Neighborhood Preservation	1,369,418	1,639,188	1,617,230	1,572,307	-4.08%
Community Resources ⁽¹⁾	-	-	-	303,424	N/A
Housing and Redevelopment	8,726,087	12,981,465	9,458,524	13,334,522	2.72%
Community Development	3,577,035	4,209,582	4,367,619	4,023,624	-4.42%
Total	\$ 13,961,442	\$ 19,388,124	\$ 16,011,275	\$ 19,514,526	0.65%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 4,082,368	\$ 4,519,482	\$ 4,513,098	\$ 4,808,497	
Ongoing ⁽²⁾	-	4,519,482	4,513,098	4,732,547	4.71%
One-time ⁽²⁾	-	-	-	75,950	N/A
Operating & Maintenance	9,879,074	14,868,642	11,498,177	14,706,029	-1.09%
Total	\$ 13,961,442	\$ 19,388,124	\$ 16,011,275	\$ 19,514,526	0.65%
Staffing by Cost Center					
	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted	% Change Adopted to Adopted
Neighborhood Resources Administration	2.000	2.000	2.000	2.000	0.00%
Neighborhood Preservation	14.500	15.208	15.208	15.208	0.00%
Community Resources ⁽¹⁾	0.000	0.000	0.000	2.000	N/A
Housing and Redevelopment	23.500	23.792	23.792	23.500	-1.23%
Community Development	9.000	9.000	9.000	7.292	-18.98%
Total	49.000	50.000	50.000	50.000	0.00%

⁽¹⁾ New cost center established July 1, 2020.

⁽²⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Neighborhood Programs awarded 42 neighborhood grants totaling over \$69,000 for cleanup events, common wall and landscaping improvements, and humanely addressing overpopulation of feral cats.
- The Alley Maintenance educational program resulted in a 97% voluntary compliance rate requiring only 3% of properties with alley issues to be referred for the formal code enforcement process.
- The Graffiti Elimination Team removed over 45,000 square feet of graffiti from over 1,000 sites throughout the City.
- The Public Housing Division was acclaimed by Housing and Urban Development (HUD as High Performing and an exemplary Public Housing Authority in the State.
- Scored 95/100 for Public Housing management and 135/135 for Section 8 management.
- Continued to be a Book Rich Environment Public Housing Authority and distributed over 3,000 books to public housing and Section 8 families through events, door-to-door distribution, and through the Housing's Office library corner.
- Public Housing Youth Recreation staff delivered over 4,300 school lunches to youth residing in City housing during the COVID-19 pandemic.
- A new, streamlined application for General and Federal funds supporting non-profit organizations serving the Chandler community was released and significantly reduced the administrative burden on applicants and reviewers.
- Contracted a Community Navigator to engage people living without shelter in Chandler, with the goal of connecting clients to essential services such as food, shelter, health care, and ultimately housing and stability.
- Continued to coordinate the Interdepartmental Homeless Outreach Team, comprised of a number of City departments and the Community Navigator, to address issues related to homelessness.
- The 2020-2025 Consolidated Plan was submitted to the Department of Housing and Urban Development and details the City's plans to utilize Federal funds to address affordable housing and community development needs over the next five years.
- The Chandler Fair Housing program was launched by City staff to provide education to renters and landlords about fair housing laws and equal housing opportunity.
- Produced the 25th Annual Multicultural Festival, introducing the Asian Village to celebrate the diversity of Chandler's large Asian population.
- Continued to support diverse organizations and activities to include 30 diversity events, 19 school partnerships, and 4,000 students with more than 27,000 participants.
- In response to COVID-19 safety and social distancing measures limiting public outings, created and produced the first virtual Veterans' Appreciation video event.
- Continued the facilitation of For Our City - Chandler by expanding community partnerships and large scale programs (Operation Back to School, For Our City Day, Let's Pull Together, and Pancakes and Pavers) utilizing 2,977 volunteers. The added value for hours contributed is \$510,265.
- Through For Our City - Chandler, streamlined and assisted nonprofits in sharing their needs and marketing of opportunities for individuals to volunteer and donate resources during the COVID-19 pandemic.

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.

2020-21 Performance Measurements**Goal:**

Ensure long-term effective governance of state, federal, and local funding for human service programs.⁽¹⁾

Support Priority Based Budgeting Goal(s): Good Governance; Attractive Community; Sustainable Economic Health

Objective:

◆ Effective regulatory management of funding through program compliance.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Compliance with HUD Public Housing regulations	In Compliance	In Compliance	In Compliance	In Compliance ⁽²⁾	In Compliance ⁽²⁾
Compliance with HUD Community Planning & Development regulations	In Compliance	In Compliance	In Compliance	In Compliance ⁽²⁾	In Compliance ⁽²⁾

⁽¹⁾ Effective FY 2020-21 goal modified.

⁽²⁾ Due to COVID-19, HUD has granted waivers and relaxed some regulations, which may allow the City to stay in compliance despite new barriers.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of initiatives with community partners	583	621	569	595	599

* 2019-20 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

2020-21 Adopted Budget

Neighborhood Resources Administration - 1060**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 275,688	\$ 273,738	\$ 278,305	\$ 286,014	\$ 272,698	-0.38%
Ongoing*	-	273,738	278,305	286,014	272,698	-0.38%
One-time*	-	-	-	-	-	N/A
Professional/Contract	2,298	193,701	193,909	176,813	2,201	-98.86%
Operating Supplies	2,053	1,300	1,699	15,900	3,100	138.46%
Repairs/Maintenance	7,864	86,500	86,500	86,500	-	-100.00%
Communications/Transportation	949	1,650	1,650	1,150	1,650	0.00%
Other Charges/Services	50	1,000	1,000	1,525	1,000	0.00%
Total Cost Center - 1060	\$ 288,902	\$ 557,889	\$ 563,063	\$ 567,902	\$ 280,649	-49.69%
General Fund	\$ 288,902	\$ 557,889	\$ 563,063	\$ 567,902	\$ 280,649	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Management Assistant	2	2	1	1	1	1
Neighborhood Programs Supervisor	1	1	0	0	0	0
Neighborhood Resources Director	1	1	1	1	1	1
Total	4	4	2	2	2	2

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects the elimination of one-time funding received in FY 2019-20 for the Census 2020 campaign and the redesign of Neighborhood Resources' workspace.

Effective July 1, 2020, one Management Assistant position transfers to cost center 1062, Community Resources, and one Management Assistant position transfers from cost center 4700, Community Development.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of neighborhood grants funded	36	52 ⁽¹⁾	20	30 ⁽¹⁾	15 ⁽²⁾
Number of registered neighborhood groups	328	335	340	320	330
Number of neighborhood leaders representing registered neighborhood groups	1,585 ⁽³⁾	1,227	1,630 ⁽³⁾	1,200	1,200

⁽¹⁾ Neighborhood Enhancement Grants increased due to the ability to use prior years funding for additional grant awards.

⁽²⁾ 2020-21 Projected reduced due to no additional City grant funding.

⁽³⁾ Higher amounts are the result of the review and validation of the neighborhood leaders' database.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of residents attending neighborhood training opportunities and classes	535 ⁽⁴⁾	361	200	150	200
Number of neighborhood training and classes offered	16	10	10	3 ⁽⁵⁾	10
Number of neighborhood mediation requests ⁽⁶⁾	26	4	N/A	N/A	N/A

⁽⁴⁾ Duplicative participants have been reflected in individual classes.

⁽⁵⁾ Classes were postponed due to COVID-19.

⁽⁶⁾ Effective FY 2019-20 measure discontinued and meditation suspended indefinitely due to the closure of the private law school sponsoring the program.

* 2019-20 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**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.⁽¹⁾
- ◆ 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of proactively initiated cases ⁽²⁾	50%	35%	50%	40% ⁽³⁾	50%
Total number of inspections completed	50,319	42,785	50,000	35,000 ⁽³⁾	50,000
Percentage of initial inspections conducted within 2 days of receipt of a complaint ⁽²⁾	71%	50%	75%	50% ⁽³⁾	75%
Total number of graffiti sites abated	1,334	1,021	1,000	1,000	1,000
Total square footage of graffiti removed	42,961	40,671	40,000	45,000	50,000

⁽¹⁾ New objective effective FY 2018-19.

⁽²⁾ Lower percentages are a result of vacant staff positions.

⁽³⁾ There has been a moratorium on inspections due to COVID-19.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,137,307	\$ 1,372,905	\$ 1,416,162	\$ 1,228,597	\$ 1,373,134	0.02%
Ongoing*	-	1,372,905	1,416,162	1,228,597	1,373,134	0.02%
One-time*	-	-	-	-	-	N/A
Professional/Contract	86,520	96,485	218,574	222,054	72,125	-25.25%
Operating Supplies	71,211	58,937	61,211	54,691	55,337	-6.11%
Repairs/Maintenance	2,507	4,000	4,000	2,500	3,500	-12.50%
Communications/Transportation	28,061	26,300	26,300	27,738	25,800	-1.90%
Rents/Utilities	354	-	-	-	-	N/A
Other Charges/Services	7,854	4,100	4,100	5,066	4,100	0.00%
Machinery/Equipment	888	36,380	36,380	36,380	-	-100.00%
Office Furniture/Equipment	-	-	-	123	-	N/A
Capital Replacement	34,716	40,081	40,081	40,081	38,311	-4.42%
Total Cost Center - 1061	\$ 1,369,418	\$ 1,639,188	\$ 1,806,808	\$ 1,617,230	\$ 1,572,307	-4.08%
General Fund	\$ 1,369,418	\$ 1,639,188	\$ 1,806,808	\$ 1,617,230	\$ 1,572,307	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Neighborhood Preservation - 1061**Authorized Positions**

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	1	1	1	1	1	1
Code Enforcement Supervisor	0	0	0	0	1	1
Code Inspector	6	6	5.5	5.5	4.5	4.5
Commercial Code Inspector	1	1	1	1	1	1
Graffiti Abatement Technician	1	1	1	1	1	1
Lead Code Inspector	0	0	0	0	1	1
Neighborhood Enhancement Coordinator	0	0	0	0	2	2
Neighborhood Preservation Manager	1	0	0	0	0	0
Neighborhood Preservation Supervisor	2	2	2	2	0	0
Neighborhood Preservation Technician	0	0	0	0.708	0.708	0.708
Neighborhood Programs Administrator	0	0	1	1	1	1
Neighborhood Resources Management Assistant	0	0	1	1	0	0
Neighborhood Services Manager	0	1	1	1	1	1
Neighborhood Services Specialist	0	1	1	1	0	0
Neighborhood Services Supervisor	0	0	0	0	1	1
Senior Code Inspector	0.5	0	0	0	0	0
Total	12.5	13	14.5	15.208	15.208	15.208

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 includes one-time funding for a hauling contract, neighborhood outreach and events, and neighborhood clean-up dumpsters. FY 2020-21 also reflects the elimination of one-time funding of \$30,000 for Neighborhood Grant funding received through the FY 2019-20 Council amendment process.

During FY 2019-20, one Code Inspector was reclassified to Lead Code Inspector, one Neighborhood Preservation Supervisor position was renamed Code Enforcement Supervisor, one Neighborhood Preservation Supervisor position was reclassified to Neighborhood Services Supervisor, one Neighborhood Resources Management Assistant position was renamed Neighborhood Enhancement Coordinator, and one Neighborhood Services Specialist position was renamed Neighborhood Enhancement Coordinator.

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.

2020-21 Performance Measurements**Goal:⁽¹⁾**

To facilitate For Our City – Chandler program initiatives in support of neighborhood enhancement and community activities that provide for social service needs among under represented and underserved populations.

Support Priority Based Budgeting Goal(s): Attractive Community; Sustainable Economic Health

Objectives:⁽¹⁾

- ◆ 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⁽¹⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of community programs and staff led volunteer projects ⁽²⁾	26	55	35	50	40
Number of participants involved in the volunteer projects ⁽²⁾	692	2,146	2,000	2,329	2,000
Number of partnerships with corporate, social, non-profit, and faith-based groups	110	149	140	149	160
Number of initiatives completed through these partnerships	9	13	10	10	10

⁽¹⁾ Goal, objectives, and measures have been transferred from cost center 4700, Community Development.

⁽²⁾ Increases starting in FY 2018-19 result from an expanded Let's Pull Together volunteer program as well as the addition of the Pancakes and Pavers program in FY 2018-19, resulting in additional projects and volunteers.

* 2019-20 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**Goal:⁽¹⁾**

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:⁽¹⁾

- ◆ Collaborate with community groups to promote inclusion and diversity.
- ◆ Conduct and support diversity education programs in schools.

Measures⁽¹⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Diversity events held in the City	25	45 ⁽²⁾	35	38 ⁽³⁾	45
Community group partners	37	43	40	40 ⁽³⁾	45
Students reached through diversity programs	3,565	4,005	3,500	2,833 ⁽³⁾	4,000
School partners	16	16	20	14 ⁽³⁾	16

⁽¹⁾ Goal, objectives, and measures have been transferred from cost center 4700, Community Development.

⁽²⁾ 2018-19 Actual amount includes increased collaboration effort, as a more active community initiates cultural events and activities.

⁽³⁾ 2019-20 Year End Estimates were reduced as many public events were cancelled due to COVID-19 precautionary measures.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ -	\$ -	\$ -	\$ -	203,651	N/A
Ongoing*	-	-	-	-	203,651	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	-	-	-	95,060	N/A
Operating Supplies	-	-	-	-	4,713	N/A
Total Cost Center - 1062	\$ -	\$ -	\$ -	\$ -	303,424	N/A
General Fund	\$ -	\$ -	\$ -	\$ -	303,424	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Community Resources and Diversity Supervisor	0	0	0	0	0	1
Management Assistant	0	0	0	0	0	1
Total	0	0	0	0	0	2

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

Effective July 1, 2020 cost center 1062, Community Resources, is established by the transfer of operations and maintenance funding from cost center 4700, Neighborhood Resources.

FY 2020-21 includes one-time funding for Community Resources and the For Our City – Chandler Community Outreach events/programs. The For Our City – Chandler events will be 100% revenue offset.

Effective July 1, 2020, one Community Resources and Diversity Supervisor position transfers from cost center 4700, Community Development, and one Management Assistant position transfers from cost center 1060, Neighborhood Resources.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Annual lease rate of all public housing units	99%	99%	99%	99%	98%
Maintain utilization rate of 95% or better for Section 8 housing units	98%	96%	97%	91% ⁽¹⁾	95% ⁽²⁾
Percentage of emergency work orders completed within 24 hours	100%	100%	100%	100%	100%

⁽¹⁾ 2019-20 Year End Estimate decrease is due to a lack of affordable housing. It is anticipated that due to the effects of COVID-19 there may be more landlords participating in the program moving forward.

⁽²⁾ Effective FY 2020-21 the utilization rate measure changed from 96% to 95% due to the lack of affordable rental housing.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,865,510	\$ 2,081,631	\$ 2,114,353	\$ 2,095,557	\$ 2,235,536	7.39%
Ongoing*	-	2,081,631	2,114,353	2,095,557	2,235,536	7.39%
One-time*	-	-	-	-	-	N/A
Professional/Contract	380,430	704,016	793,655	656,909	839,900	19.30%
Operating Supplies	105,529	136,840	141,840	143,014	144,346	5.49%
Repairs/Maintenance	331,908	278,000	278,000	217,000	285,000	2.52%
Communications/Transportation	17,280	27,450	27,934	27,204	21,900	-20.22%
Insurance/Taxes	29,180	39,000	39,000	39,000	41,500	6.41%
Rents/Utilities	139,828	165,500	165,500	165,500	166,000	0.30%
Other Charges/Services	5,210,267	5,710,340	5,710,340	5,664,340	5,830,340	2.10%
Contingencies/Reserves	-	3,450,000	3,450,000	450,000	3,420,000	-0.87%
Land/Improvements	-	100,000	100,000	-	-	-100.00%
Building/Improvements	638,336	288,688	360,468	-	350,000	21.24%
Machinery/Equipment	7,819	-	-	-	-	N/A
Total Cost Center - 4650	\$ 8,726,087	\$ 12,981,465	\$ 13,181,090	\$ 9,458,524	\$ 13,334,522	2.72%
General Fund	\$ 96,971	\$ 89,774	\$ 97,478	\$ 125,994	\$ 100,636	
CDBG Fund	-	23,000	23,000	-	-	
PHA Family Site Fund	1,142,322	1,478,414	1,519,052	1,519,052	1,562,145	
Scattered Site Fund	731,253	1,077,902	1,138,207	1,138,207	1,155,903	
PHA Management Fund	562,802	634,600	641,950	641,950	663,304	
PHA Family Self Sufficiency Fund	124,824	158,429	162,938	162,938	164,435	
Section 8 Voucher Fund	5,103,912	5,774,646	5,778,758	5,778,758	5,854,577	
Capital Program Grant Fund	928,186	655,000	728,082	-	739,322	
Reinvestment Project Fund	35,819	89,700	91,625	91,625	94,200	
Public Housing Contingency Fund	-	3,000,000	3,000,000	-	3,000,000	
Grand Total	\$ 8,726,087	\$ 12,981,465	\$ 13,181,090	\$ 9,458,524	\$ 13,334,522	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Housing and Redevelopment - 4650**Authorized Positions**

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	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	5
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	1	1
Neighborhood Preservation Technician	0	0	0	0.292	0.292	0
Recreation Coordinator I	1	1	1	1	0	0
Recreation Coordinator II	0	0	0	0	1	1
Recreation Leader II (0.5 FTE positions)	1.5	1.5	1	1	1	1
Recreation Leader II (1.0 FTE position)	0	0	0.5	0.5	0.5	0.5
Total	23.5	23.5	23.5	23.792	23.792	23.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20, one Recreation Coordinator I position was reclassified to Recreation Coordinator II.

Effective July 1, 2020, a portion of the Neighborhood Preservation Technician position transfers to cost center 4700, Community Development.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of social service programs provided through human services funding and partnerships	49	52	50	46	39
Number of rehabilitated housing units	39	24	25	10 ⁽¹⁾	20
Units of new affordable housing	2	2	4	5	2
Number of capital projects targeting neighborhoods	3	1	2	1	2
Number of public facility capital projects	0	2	2	1	1
Number of homeless programs funded	15	13	12	12	13
Number of homeless/near-homeless clients served	4,200	5,936	4,500	4,611	4,500
Number of partnerships to serve the homeless ⁽²⁾	50	30	55	30	30

⁽¹⁾ The Housing Rehabilitation Program was postponed due to COVID-19.

⁽²⁾ Number of partnerships serving the homeless has remained constant; however, the definition has changed making it appear as if the number has decreased.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 803,863	\$ 791,208	\$ 839,422	\$ 902,930	\$ 723,478	-8.56%
Ongoing*	-	791,208	839,422	902,930	647,528	-18.16%
One-time*	-	-	-	-	75,950	N/A
Professional/Contract	1,498,929	2,169,714	2,642,179	2,451,053	2,383,269	9.84%
Operating Supplies	67,000	31,510	33,245	35,222	38,567	22.40%
Repairs/Maintenance	4,951	2,500	2,500	2,500	-	-100.00%
Communications/Transportation	11,916	10,650	10,650	11,256	13,350	25.35%
Other Charges/Services	845,191	963,000	932,287	954,641	863,960	-10.28%
Building/Improvements	345,047	240,000	10,000	10,000	-	-100.00%
Machinery/Equipment	-	1,000	1,000	-	1,000	0.00%
Office Furniture/Equipment	109	-	18	17	-	N/A
Capital Replacement	30	-	-	-	-	N/A
Total Cost Center - 4700	\$ 3,577,035	\$ 4,209,582	\$ 4,471,301	\$ 4,367,619	\$ 4,023,624	-4.42%
General Fund	\$ 1,614,446	\$ 1,727,082	\$ 1,796,226	\$ 1,692,544	\$ 1,299,952	
HOME Program Fund	335,847	658,500	658,500	658,500	582,558	
CDBG Fund	1,626,742	1,824,000	2,016,575	2,016,575	2,141,114	
Grand Total	\$ 3,577,035	\$ 4,209,582	\$ 4,471,301	\$ 4,367,619	\$ 4,023,624	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Community Development - 4700**Authorized Positions**

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
CDBG Program Supervisor	1	0	0	0	0	0
Code Inspector	0	1	1.5	1.5	1.5	1.5
Community Development and Resources Supervisor	0	0	1	1	1	1
Community Development Coordinator	1	1	1	1	1	1
Community Development Program Supervisor	0	1	0	0	0	0
Community Resource Coordinator	1	0	0	0	0	0
Community Resources and Diversity Supervisor	0	1	1	1	1	0
Community Resources Manager	0	1	1	1	1	1
Community Resources/Diversity Manager	1	0	0	0	0	0
Customer Service Representative	1	1	1	1	1	1
Housing Rehabilitation Specialist	1	1	1	1	1	1
Management Assistant	1	1	1	1	1	0
Neighborhood Preservation Technician	0	0	0	0	0	0.292
Recreation Leader II	0	0	0.5	0.5	0.5	0.5
Senior Code Inspector	0.5	0	0	0	0	0
Total	7.5	8	9	9	9	7.292

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

Effective July 1, 2020, a portion of the operations and maintenance budget is transferred to the newly established cost center 1062, Community Resources.

FY 2020-21 reflects one-time funding for contract services for Bridge Housing. FY 2020-21 reflects the elimination of one-time funding received in FY 2019-20 for the Multicultural Festival received through FY 2019-20 Council amendment process.

Effective July 1, 2020, one Community Resources and Diversity Supervisor position transfers to cost center 1062, Community Resources, one Management Assistant position transfers to cost center 1060, Neighborhood Resources, and a portion of the Neighborhood Preservation Technician position transfers from cost center 4650, Housing and Redevelopment.



13-Public Safety - Fire

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measurements

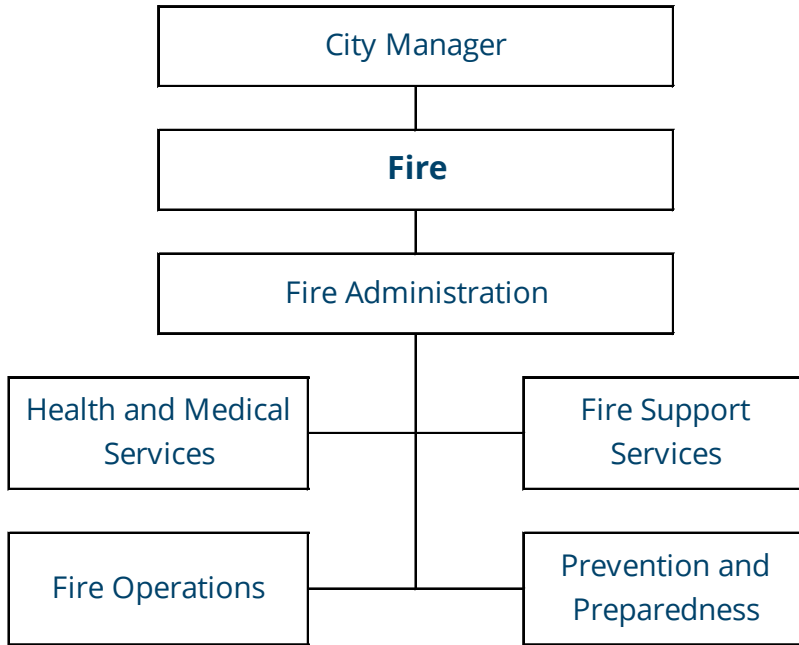
Budget Summary

Position Summary



“The Future’s in Sight”

Chandler Fire responds to fires, medical emergencies, and hazardous situations when the community needs them most. Our first responders have been on the front lines of our community’s response during the COVID-19 pandemic.



Fire Department Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year’s adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Fire Administration	\$ 4,135,102	\$ 3,993,763	\$ 4,363,586	\$ 4,177,864	4.61%
Health and Medical Services	2,245,575	1,945,239	2,065,578	1,969,380	1.24%
Fire Operations	29,074,686	28,949,212	29,348,177	30,329,952	4.77%
Prevention and Preparedness	1,713,723	1,390,427	1,411,841	1,430,746	2.90%
Fire Capital	4,394,456	11,588,285	2,120,718	6,310,244	-45.55%
Fire Support Services	926,917	977,112	1,059,283	987,491	1.06%
Total	\$ 42,490,457	\$ 48,844,038	\$ 40,369,183	\$ 45,205,677	-7.45%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 34,060,521	\$ 33,554,724	\$ 34,094,326	\$ 35,031,305	
Ongoing ⁽¹⁾	-	31,876,553	32,416,155	32,526,466	2.04%
One-time ⁽¹⁾	-	1,678,171	1,678,171	2,504,839	49.26%
Operating & Maintenance	4,035,481	3,701,029	4,154,139	3,864,128	4.41%
Capital - Major	4,394,456	11,588,285	2,120,718	6,310,244	-45.55%
Total	\$ 42,490,457	\$ 48,844,038	\$ 40,369,183	\$ 45,205,677	-7.45%
Staffing by Cost Center					
Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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	202.000	0.00%
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	234.000	0.00%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 Accomplishments

- Responded to 27,600 incidents (fire, medical, hazardous materials, technical rescue, and crisis response), resulting in 41,006 unit responses. Achieved an emergency response time of 5:43 (min:sec) for 90% of all emergency responses within the City.
- Completed construction on Phase II of the Public Safety Training Center which included a firing range and multi-purpose training building. The new multi-purpose training building will allow Fire to more consistently and effectively perform training exercises during the summer months.
- Successfully re-accredited for the fourth time through the Center for Public Safety Excellence.
- Purchased and deployed the first ladder truck in South Chandler. This ladder truck will bring new specialized tools, equipment, and response capabilities to the area which will result in a higher level of service to South Chandler residents.
- Received continued recognition as a Premier EMS agency by the Arizona Department of Health Services.
- Chandler Fire Department completed a five-year strategic plan which incorporated the goals set forth by City Council.
- Upgraded the department's staffing and timekeeping systems to allow for web access and increased functionality.
- Installed an estimated 501 car seats through community outreach programs and car seat clinics. During these events, trained department technicians worked with residents to safely install child safety restraints and provide important vehicle safety information.
- Volunteers donated an estimated 7,309 hours, equivalent to over 3.5 full-time employees, to the Fire Department during FY 2019-20, providing on-scene crisis support, smoke alarm installations, community preparedness classes, water safety walks, the Holiday Toy Drive, and many other community outreach activities.
- Completed a drowning awareness walk servicing 1,830 homes. This walk works to bring attention to the potential dangers that drowning poses to residents, and encourages residents to take steps to reduce these risks in their homes.
- Worked collaboratively with the Waymo engineers to test and better understand how their vehicles would react to emergency response vehicles. Worked with them to help develop an emergency response guidebook for Fire Departments responding to use in emergencies involving autonomous vehicles on a national level.
- Conducted an Emergency Operations Center training exercise for all City Directors using an actual hazardous materials incident which occurred in Chandler as the basis. The exercise emphasized building skills related to communication and resource requests.
- Activated and staffed the Emergency Operations Center in response to the COVID-19 global pandemic.
- Delivered the department's first Battalion Chief Development Course in an effort to enhance the training of chief officers while preparing the department for future leadership vacancies.
- Authored the current Pandemic Response Plan, a citywide document designed to help leadership navigate the complex response to COVID-19.
- Trained 3 firefighters as Hazardous Materials Technicians and 3 firefighters as Technical Rescue Technicians through a regional course with over 200 hours of specialized instruction. These members will serve on the department's special operations teams, maintaining all-hazards emergency response capability.

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.

2020-21 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 2019-20, the comparable average for Fire service cost per capita is \$219.08 and the comparable average for Fire service cost per call is \$1,726.42.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Fire service cost per capita	\$134.06	\$140.91	\$139.79	\$139.50	\$138.62
Fire service cost per call	\$1,332.69	\$1,370.56	\$1,359.30	\$1,330.10	\$1,297.52

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 2019-20, the comparable average for Firefighters per 1,000 population is 0.994 and the comparable average for civilian personnel per 1,000 population is 0.191.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Firefighters per 1,000 population	0.837	0.821	0.815	0.813	0.808
Civilian personnel per 1,000 population	0.078	0.077	0.076	0.076	0.077

* 2019-20 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**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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Dollar value of grants applications	\$409,475	\$310,379	\$515,834 ⁽¹⁾	\$607,678 ⁽¹⁾	\$440,412
Dollar value of grants awarded ⁽²⁾	\$379,546	\$207,244	\$334,484	\$158,508	\$294,641

⁽¹⁾ The majority of the increase in the 2019-20 Projection and 2019-20 Year End Estimate 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Automatic/Mutual Aid or Intergovernmental Agreements executed	16	16	16	17	17
Volunteer hours	9,097	8,300	8,755	7,309	8,015
Labor/Management Relations By Objectives (RBO) committee meetings	87	91	100	32 ⁽³⁾	90

⁽³⁾ The reduction in committee meetings is directly related to the conclusion of several projects.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,125,311	\$ 1,105,995	\$ 1,119,769	\$ 1,126,300	\$ 1,151,759	4.14%
Ongoing*	-	1,105,995	1,119,769	1,126,300	1,151,759	4.14%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,403,992	1,510,889	1,582,540	1,615,290	1,555,173	2.93%
Operating Supplies	479,711	410,119	543,465	572,837	504,892	23.11%
Repairs/Maintenance	18,921	23,560	23,560	22,454	23,560	0.00%
Communications/Transportation	86,033	105,639	105,639	103,789	104,919	-0.68%
Insurance/Taxes	4,198	5,000	5,000	3,300	5,000	0.00%
Other Charges/Services	20,914	35,000	35,000	19,957	35,000	0.00%
Machinery/Equipment	198,462	-	102,098	102,098	-	N/A
Capital Replacement	797,561	797,561	797,561	797,561	797,561	0.00%
Total Cost Center - 2210	\$ 4,135,102	\$ 3,993,763	\$ 4,314,632	\$ 4,363,586	\$ 4,177,864	4.61%
General Fund	\$ 4,135,102	\$ 3,993,763	\$ 4,314,632	\$ 4,363,586	\$ 4,177,864	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	2	2	2	2	2	2
Assistant Fire Chief	1	1	1	1	1	1
Business Systems Support Specialist	1	0	0	0	0	0
Fire Budget and Research Analyst	0	1	1	1	1	1
Fire Chief	1	1	1	1	1	1
Fire Management Coordinator	0	0	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	1	0	0	0	0
Total	9	9	9	9	9	9

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing funding for operations and maintenance for the Public Safety Training Facility and one-time funding included for a 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of Firefighter Certified Paramedics ⁽¹⁾	131	131	132	126	135
Number of Firefighter Certified Emergency Medical Technicians ⁽¹⁾	62	67	67	67	67
Meet or exceed state requirement of 24 hours of continuing education for Paramedics	28.5 hours	39 hours	28 hours	35 hours	28 hours
Meet or exceed state requirement of 12 hours of continuing education for Emergency Medical Technicians	28.5 hours	39 hours	28 hours	26 hours	24 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Patient charts that receive a Quality Assurance review by division staff	300 ⁽²⁾	4,989 ⁽³⁾	3,000	8,500	8,500

⁽²⁾ During FY 2017-18, a new patient documentation system was implemented. During this transition there was no ability to record completed quality assurance.

⁽³⁾ Beginning in FY 2018-19, the QA process changed resulting in a higher number of chart reviews.

* 2019-20 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**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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of training hours per firefighter	92.8	117.2	96.7	138.6	105
Number of firefighters trained ⁽¹⁾	210	210	210	210	210
Total number of training hours	19,504	24,605	20,312	29,114	22,054

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Quarterly Scenario Training					
Number of quarters with scenario based training	3	3	4	3	4 ⁽³⁾
Live Fire Training					
Number of firefighters trained ⁽¹⁾	210	210	210	210	210
% firefighters trained	100%	100%	100%	100%	100%

⁽¹⁾ Includes all firefighters below the rank of Assistant Fire Chief.

⁽²⁾ Effective FY 2018-19 objective modified, as a result of the discontinuation of annual flashover survival training due to safety and exposure concerns to have more emphasis on hands-on scenario based training.

⁽³⁾ 2020-21 Projected may be reduced due to the effects of social distancing requirements resulting from the COVID-19 pandemic.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Complete inspections and periodic maintenance on time with no crew downtime	100%	100%	100%	100%	100%
Perform annual face piece seal test ⁽¹⁾	210 of 210	212 of 212	212 of 212	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.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,818,517	\$ 1,695,033	\$ 1,661,278	\$ 1,772,559	\$ 1,697,412	0.14%
Ongoing*	-	1,695,033	1,661,278	1,772,559	1,697,412	0.14%
One-time*	-	-	-	-	-	N/A
Professional/Contract	27,861	27,914	27,914	27,914	-	-100.00%
Operating Supplies	191,156	82,250	165,289	129,967	102,076	24.10%
Repairs/Maintenance	24,994	25,534	25,534	32,223	25,534	0.00%
Communications/Transportation	40,292	5,000	5,000	4,521	5,000	0.00%
Other Charges/Services	137,433	99,508	99,508	94,047	129,358	30.00%
Machinery/Equipment	5,322	10,000	10,000	4,347	10,000	0.00%
Total Cost Center - 2220	\$ 2,245,575	\$ 1,945,239	\$ 1,994,523	\$ 2,065,578	\$ 1,969,380	1.24%
General Fund	\$ 2,245,575	\$ 1,945,239	\$ 1,994,523	\$ 2,065,578	\$ 1,969,380	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Assistant Fire Chief	1	1	1	1	1	1
EMS Specialist	1	1	1	1	1	1
Facility Maintenance Technician	1	1	1	1	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	0	0	1	1
Fire Support Services Technician	1	1	1	1	1	1
Total	10	10	10	10	10	10

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20 one Facility Maintenance Technician position was renamed Fire Facilities Maintenance Technician.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Emergency incidents	25,715	26,812	27,007	27,600 ⁽¹⁾	28,293
Unit responses	39,423	40,426	40,951	41,006 ⁽¹⁾	42,035
Medical emergencies	73%	74%	73%	74% ⁽¹⁾	74%
Fire/other emergencies	27%	26%	27%	26% ⁽¹⁾	26%
Response time to reach 90% of emergency calls (min:sec)	5:52	5:47	5:45	5:43 ⁽¹⁾	5:46

⁽¹⁾ 2019-20 Year End Estimate may vary from estimate due to the effects of COVID-19.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Fires per 1,000 population ⁽²⁾	1.6	2.0	1.7	2.0	1.8
Percentage of structure fires contained to room of origin	54%	75%	60%	74%	66%

⁽²⁾ Figures represent all fires reported to the National Fire Incident Reporting System.

* 2019-20 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**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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Firefighter injuries ⁽¹⁾	20	32	20	28 ⁽²⁾	30

⁽¹⁾ Firefighter injury totals are based on the Occupational Safety and Health Administration (OSHA) 300 Reportable Injury Report.

⁽²⁾ 2019-20 Year End Estimate may vary from estimate due to the effects of COVID-19.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 29,074,686	\$ 28,949,212	\$ 29,562,925	\$ 29,348,177	\$ 30,329,952	4.77%
Ongoing*	-	27,271,041	27,884,754	27,670,006	27,825,113	2.03%
One-time*	-	1,678,171	1,678,171	1,678,171	2,504,839	49.26%
Total Cost Center - 2230	\$ 29,074,686	\$ 28,949,212	\$ 29,562,925	\$ 29,348,177	\$ 30,329,952	4.77%
General Fund	\$ 29,074,686	\$ 28,949,212	\$ 29,562,925	\$ 29,348,177	\$ 30,329,952	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Assistant Fire Chief	1	1	1	1	1	1
Fire Battalion Chief	7	7	7	7	7	7
Fire Captain	44	47	47	47	47	47
Fire Engineer	42	45	45	45	45	45
Firefighter	96	102	102	102	102	102
Total	190	202	202	202	202	202

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for overtime related to a Fire Academy, a Paramedic Education Program, and a potential second week of the Ostrich Festival in 2021.

Public Safety Personnel Retirement System (PSPRS)

The PSPRS employer contribution on sworn position wages actual rate for Fire is 43.84%, but budgeted net a credit at 38.59% for tiers 1 and 2, and 36.00% for the tier 3 defined benefit plan. The total budgeted employer contribution for FY 2020-21 is \$6.8 million, slightly higher than the prior year of \$6 million. The rate includes a normal retirement portion (37% or \$2.5 million) and a portion that is paid towards the unfunded liability (63% or \$4.3 million).

The PSPRS Fire unfunded liability is \$62.9 million as of the June 30, 2019 actuarial report. The City has created a pay-down plan to reduce the PSPRS unfunded liability over time. The plan includes an additional one-time payment of \$15 million total for Police (\$9.7 million) and Fire (\$5.3 million) from the City's General Fund in FY 2020-21 (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 employer contribution (\$1.9 million) to be paid from one-time funds as reflected above in the Budget Summary. Additionally, the extra payment will be held until January 2021 and reevaluated once the City determines the full impact of COVID-19 on the City's revenues.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
City emergency operations drills/training	32 ⁽¹⁾	12	10	11	10
Review of City emergency plans	12	14	12	14	14

⁽¹⁾ Increase due to re-evaluations of all City Emergency Evacuation Plans and EOC drills.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
CERT basic training classes	3	3	2	3	3
Preparedness and awareness training	13	13	10	10	10

* 2019-20 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**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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
TVA average monthly development hours ⁽¹⁾	20	10	10	10	10
TLO average monthly participation hours ⁽¹⁾	180	90	70	80	80

⁽¹⁾ Effective 2018-19, decrease in TVA average monthly development hours due to changes in the Fire TLO program and staffing.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Total occupancies inspected ⁽²⁾	5,134	5,342	5,817	5,449 ⁽³⁾	5,238
Hazardous materials inspections	91	89	91	89 ⁽³⁾	89
Structural fire rate per 1,000 commercial occupancies per the Fire Department database ⁽⁴⁾	3.8	4.0	3.1	3.9	3.9
Fire investigations	31	18	33	28	25

⁽²⁾ Measure includes low-hazard self-inspection occupancies.

⁽³⁾ 2019-20 Year End Estimate may vary from estimate due to the effects of COVID-19.

⁽⁴⁾ Effective FY 2018-19 measure is revised inspectable occupancies to commercial occupancies.

* 2019-20 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**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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Child car seat installations	988	776	1,044 ⁽¹⁾	668 ⁽¹⁾⁽²⁾	722
Learning in Firesafe Environments (L.I.F.E) program hours	488	661	504	641 ⁽²⁾	651
Homes served by smoke alarm program	273	545	262	640 ⁽²⁾	593
Public safety demonstrations	717	662	735	562 ⁽²⁾	650

⁽¹⁾ Variance between 2019-20 Projected and 2019-20 Year End Estimate due to an unexpected shortage of certified car seat installation technicians.

⁽²⁾ 2019-20 Year End Estimate may vary from estimate due to the effects of COVID-19.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,551,247	\$ 1,322,782	\$ 1,456,255	\$ 1,352,921	\$ 1,363,101	3.05%
Ongoing*	-	1,322,782	1,456,255	1,352,921	1,363,101	3.05%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	12,000	12,000	12,000	12,000	0.00%
Operating Supplies	43,024	24,750	65,192	15,526	24,750	0.00%
Repairs/Maintenance	30,627	18,495	38,242	28,000	18,495	0.00%
Communications/Transportation	12,621	6,400	16,473	1,248	6,400	0.00%
Insurance/Taxes	750	-	-	-	-	N/A
Other Charges/Services	66,836	6,000	43,500	2,146	6,000	0.00%
Machinery/Equipment	8,617	-	-	-	-	N/A
Total Cost Center - 2240	\$ 1,713,723	\$ 1,390,427	\$ 1,631,662	\$ 1,411,841	\$ 1,430,746	2.90%
General Fund	\$ 1,430,755	\$ 1,390,427	\$ 1,428,256	\$ 1,411,841	\$ 1,430,746	
Grant Fund**	282,967	-	203,406	-	-	
Grand Total	\$ 1,713,723	\$ 1,390,427	\$ 1,631,662	\$ 1,411,841	\$ 1,430,746	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Citizen Support Coordinator	1	0	0	0	0	0
Crisis Intervention Coordinator	0	1	1	1	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	0	1	1	1	1
Lead Fire Prevention Specialist	1	1	0	0	0	0
Management Analyst	1	1	1	1	1	1
Senior Crisis Intervention Specialist	2	2	2	2	2	2
Total	9	9	9	9	9	9

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

Fire Capital - 2250

Capital Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 6,982	\$ -	\$ -	\$ -	\$ -	N/A
Ongoing*	-	-	-	-	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	115,638	-	132,508	78,630	800,000	N/A
Operating Supplies	44,011	-	20,132	21,750	-	N/A
Other Charges/Services	61,155	-	-	22,836	-	N/A
Contingencies/Reserves	-	9,848,285	-	-	5,510,244	-44.05%
Building/Improvements	1,864,849	-	2,090,708	1,988,183	-	N/A
Machinery/Equipment	2,103,590	1,740,000	5,592,352	-	-	-100.00%
Office Furniture/Equipment	198,232	-	61,879	9,319	-	N/A
Total Cost Center - 2250	\$ 4,394,456	\$ 11,588,285	\$ 7,897,579	\$ 2,120,718	\$ 6,310,244	-45.55%
General Gov't Capital Projects Fund	\$ 854,100	\$ 130,122	\$ 87,576	\$ 19,239	\$ 868,337	
Fleet Replacement Fund	1,525,558	7,117,910	5,592,352	-	5,325,735	
Public Safety Bond Fund - Fire	1,718,956	4,230,988	2,164,528	2,101,479	63,049	
Fire Impact Fee Fund	295,842	109,265	53,123	-	53,123	
Grand Total	\$ 4,394,456	\$ 11,588,285	\$ 7,897,579	\$ 2,120,718	\$ 6,310,244	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 reflects the carryforward of uncompleted project funding from FY 2019-20. Additional detail is available in the 2021-2030 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	96%	94%	100%	97%	97%
Create and implement scheduled power tool preventive maintenance	94%	95%	94%	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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Maintain useable fuel supply in station bulk fuel tanks	99%	99%	99%	99%	99%

* 2019-20 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**Fire Support Services - 2260****Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 490,760	\$ 481,702	\$ 486,647	\$ 494,369	\$ 489,081	1.53%
Ongoing*	-	481,702	486,647	494,369	489,081	1.53%
One-time*	-	-	-	-	-	N/A
Operating Supplies	435,268	489,210	551,970	548,492	492,210	0.61%
Repairs/Maintenance	877	2,000	14,407	14,407	2,000	0.00%
Other Charges/Services	-	4,200	4,200	2,015	4,200	0.00%
Machinery/Equipment	12	-	-	-	-	N/A
Total Cost Center - 2260	\$ 926,917	\$ 977,112	\$ 1,057,224	\$ 1,059,283	\$ 987,491	1.06%
General Fund	\$ 926,917	\$ 977,112	\$ 1,057,224	\$ 1,059,283	\$ 987,491	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for safety supplies for the 2021 Ostrich Festival.

14-Public Safety - Police

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measurements

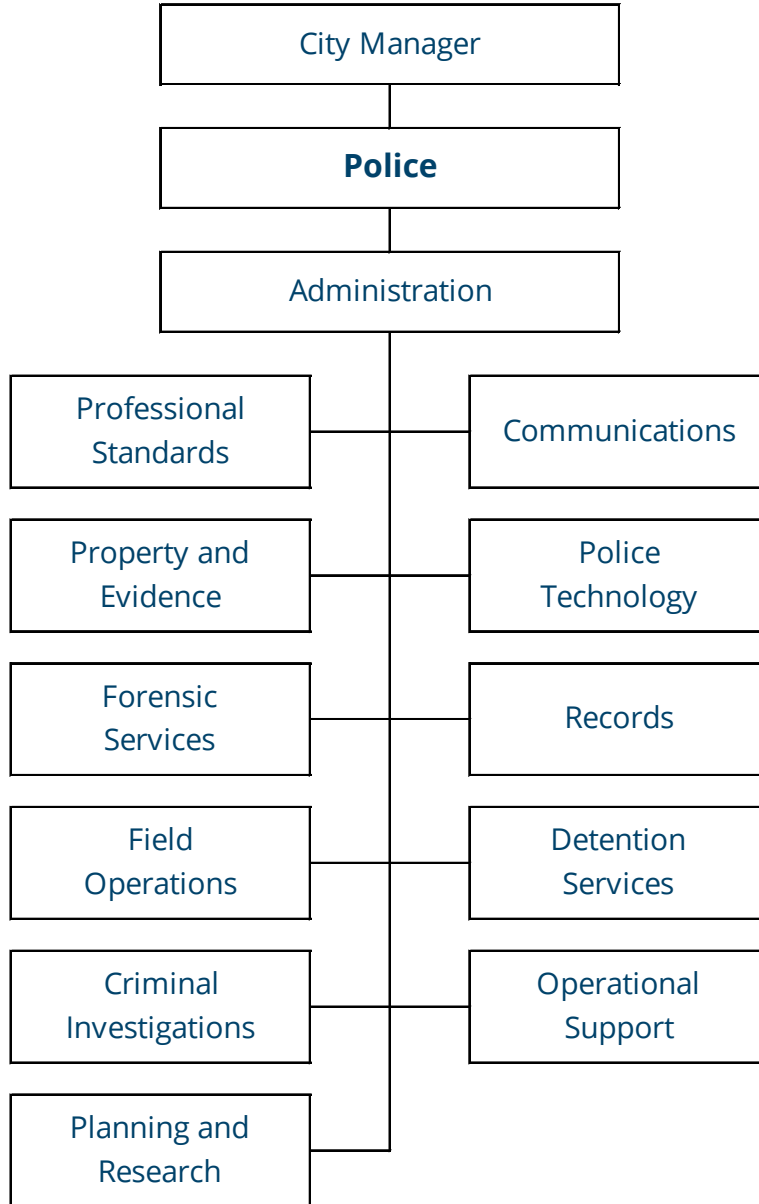
Budget Summary

Position Summary



“The Future’s in Sight”

Chandler continues to be one of the safest cities in the nation, marked by the lowest crime rate in 50 years. Excellent people, combined with technology, training, and compassion, ensure the safety of residents and businesses.



Police Department Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Police Administration	\$ 2,401,382	\$ 3,094,378	\$ 2,732,176	\$ 3,004,565	-2.90%
Professional Standards	1,221,098	1,221,334	1,230,850	1,228,608	0.60%
Property and Evidence	467,332	468,760	475,925	478,380	2.05%
Forensic Services	2,373,271	2,477,323	2,471,045	2,487,527	0.41%
Field Operations	31,589,676	31,415,144	32,063,736	32,187,697	2.46%
Criminal Investigations	13,753,996	13,477,741	13,917,120	13,798,944	2.38%
Planning and Research	1,026,790	1,082,718	1,084,012	1,086,469	0.35%
Communications	5,011,003	5,387,643	5,326,201	5,341,547	-0.86%
Police Technology	1,917,796	2,787,438	2,629,983	2,632,325	-5.56%
Records	1,792,650	1,850,661	1,834,950	1,875,221	1.33%
Detention Services	2,349,485	2,620,134	2,914,966	2,614,890	-0.20%
Operational Support	12,701,739	11,924,145	12,664,691	12,062,769	1.16%
Police Capital	3,773,700	13,540,714	4,888,395	6,163,411	-54.48%
Total	\$ 80,379,917	\$ 91,348,133	\$84,234,050	\$ 84,962,353	-6.99%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 67,748,933	\$ 67,228,510	\$ 68,501,710	\$ 69,221,047	
Ongoing ⁽¹⁾	-	63,667,580	64,940,780	65,199,254	2.41%
One-time ⁽¹⁾	-	3,560,930	3,560,930	4,021,793	12.94%
Operating & Maintenance	8,857,284	10,578,909	10,843,945	9,577,895	-9.46%
Capital - Major	3,773,700	13,540,714	4,888,395	6,163,411	-54.48%
Total	\$ 80,379,917	\$ 91,348,133	\$84,234,050	\$ 84,962,353	-6.99%
Staffing by Cost Center					
	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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	195.000	195.000	194.000	195.000	0.00%
Criminal Investigations	86.000	86.000	87.000	87.000	1.16%
Planning and Research	9.000	9.000	9.000	9.000	0.00%
Communications	46.000	46.000	46.000	46.000	0.00%
Police Technology	12.000	12.000	12.000	12.000	0.00%
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	74.000	74.000	75.000	1.35%
Total	503.000	503.000	503.000	505.000	0.40%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

2019-20 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 this year, making 2019 one of the safest years in Chandler's history. Chandler was rated the 9th safest city in the nation by WalletHub.
- The Firearms Training Unit moved into the newly constructed Public Safety Training Center range building. The 19,982 square foot building consists of an indoor 25-yard firing range, indoor 50-yard firing range, shoot house training room, range classroom, weapons cleaning room, armorer's work shop, storage, and office space. This completes the second and final phase of the Public Safety Training Center. The facility is shared between Police and Fire, allowing all Chandler Public Safety personnel to work and train together.
- During the 2019 calendar year, volunteers donated 9,683 hours of service through the Chandler Police Department Volunteers in Policing program. The added value for hours contributed is \$246,620.
- In March 2020, the Communications Section added *Jurisdiction View*, a new data and situational awareness service designed to access critical location and additional data during an emergency. This service is available through RapiSOS and provides real-time location updates using the most accurate 9-1-1 technology.
- Police Information Technology coordinated the acquisition and deployment of department issued cell phones for sworn employees. This allows officers to be more efficient, access vital information, and be more responsive to the public.
- The Persons Crimes Section established a cold case review system to better catalog and follow up on cold cases that might benefit from technological advances made since the crimes were first reported. Since that time, detectives have managed to close numerous violent felonies, some dating back more than two decades, including two sexual assaults.
- The Family Advocacy Center added two investigators from the Office of Child Welfare Investigations and a partnership was established with ChildHelp USA; both aid in providing exceptional therapeutic service and support to juvenile crime victims.
- Seventeen new grants were awarded to the department in 2019. When combined with all other active grants, the value exceeded \$1.1 million. Planning and Research administered these grants as well as 50 Intergovernmental Agreements/Memorandum of Understandings totaling more than \$1.3 million.
- The Traffic Team participated in the Governor's Office of Highway Safety (GOHS) sponsored "Know Your Limit" campaign. This program educates the public about impaired driving and is designed to curb DUIs. This program is utilized in events such as the Oktober Fest and Rock-n-Taco.
- The Communications Section evaluated and adjusted operational priorities and dispatch procedures to ensure life safety emergencies are delineated from urgent calls for service in order to ensure appropriate resource allocation and dispatch times are prioritized.
- The Police Technology Unit increased enhanced data reporting through 9-1-1 for ride share programs and MedicAlert.
- The Communications Section's new hire training program was recertified through the Association of Public Safety Communications Officials (APCO).
- In response to Governor Ducey's Declaration of State of Emergency – Imposition of Curfew issued May 31, 2020; Chandler police officers were fully mobilized to safely navigate protests for a 10-day period. The officers worked diligently to ensure the safety of all citizens and protection of property while citizens engaged in their constitutional right to protest.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Emergency (Priority 1) average response time (min:sec) ⁽¹⁾	6:00	6:04	5:00	4:35 ⁽¹⁾	5:00
Urgent (Priority 2) average response time (min:sec) ⁽¹⁾	17:02	16:23	15:00	6:16 ⁽¹⁾	5:00 ⁽¹⁾
Priority 3 average response time (min:sec) ⁽²⁾	49:48	49:33	30:00	N/A	N/A
Part 1 Violent Crimes per 1,000 population	2.5	2.4	2.0	2.3	2.0
Part 1 Property Crimes per 1,000 population	22.5	19.8	32.0	21.7	32.0
Number of sustained external citizen complaints per 10,000 population	0.39	0.19	0.30	0.08	0.30

⁽¹⁾ Effective September 1, 2019, changes in dispatching priorities, protocols and call types were made to more efficiently categorize and respond to calls for service. FY 2019-20 Year End Estimates reflect data from September to December 2019. 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.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,720,199	\$ 1,764,270	\$ 1,797,693	\$ 1,889,400	\$ 1,888,657	7.05%
Ongoing*	-	1,764,270	1,797,693	1,889,400	1,888,657	7.05%
One-time*	-	-	-	-	-	N/A
Professional/Contract	77,615	111,559	111,559	51,200	111,959	0.36%
Operating Supplies	202,951	428,370	598,190	325,590	428,370	0.00%
Repairs/Maintenance	102,910	267,923	281,307	127,728	268,323	0.15%
Communications/Transportation	36,009	41,931	41,931	46,050	41,931	0.00%
Insurance/Taxes	1,500	500	500	750	500	0.00%
Other Charges/Services	43,439	144,825	144,825	60,458	144,825	0.00%
Machinery/Equipment	216,758	320,000	320,000	220,000	105,000	-67.19%
Office Furniture/Equipment	-	15,000	15,000	11,000	15,000	0.00%
Total Cost Center - 2010	\$ 2,401,382	\$ 3,094,378	\$ 3,311,005	\$ 2,732,176	\$ 3,004,565	-2.90%
General Fund	\$ 2,129,371	\$ 2,129,378	\$ 2,203,405	\$ 2,242,176	\$ 2,254,565	
Police Forfeiture Fund	245,375	965,000	965,000	443,000	750,000	
Grant Fund**	26,636	-	142,600	47,000	-	
Grand Total	\$ 2,401,382	\$ 3,094,378	\$ 3,311,005	\$ 2,732,176	\$ 3,004,565	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 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. FY 2020-21 one-time funding reflects a decrease from the amounts provided in FY 2019-20 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of special inspections/audits	23	24	44 ⁽¹⁾	23	23
Number of recruitment events	27	22	30	21	21
Average number of days for hiring process for sworn positions	84	95	100	86	95

⁽¹⁾ The plan to expand the parameter of special inspections/audits was not implemented in FY 2019-20.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,191,973	\$ 1,177,990	\$ 1,199,244	\$ 1,186,500	\$ 1,184,864	0.58%
Ongoing*	-	1,177,990	1,199,244	1,186,500	1,184,864	0.58%
One-time*	-	-	-	-	-	N/A
Professional/Contract	14,365	13,140	25,850	26,450	13,540	3.04%
Operating Supplies	1,972	2,865	2,865	2,800	2,865	0.00%
Repairs/Maintenance	39	3,850	3,850	3,850	3,850	0.00%
Communications/Transportation	2,471	7,347	7,347	800	7,347	0.00%
Other Charges/Services	10,278	16,142	16,142	10,450	16,142	0.00%
Total Cost Center - 2015	\$ 1,221,098	\$ 1,221,334	\$ 1,255,298	\$ 1,230,850	\$ 1,228,608	0.60%
General Fund	\$ 1,221,098	\$ 1,221,334	\$ 1,255,298	\$ 1,230,850	\$ 1,228,608	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	0.2%	0.1%	3.0%	0.2%	3.0%

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 439,752	\$ 439,198	\$ 446,697	\$ 446,600	\$ 449,218	2.28%
Ongoing*	-	439,198	446,697	446,600	449,218	2.28%
One-time*	-	-	-	-	-	N/A
Professional/Contract	9,311	10,500	10,500	10,100	10,100	-3.81%
Operating Supplies	12,563	12,647	12,647	13,750	12,647	0.00%
Repairs/Maintenance	4,200	4,325	4,325	4,325	4,325	0.00%
Communications/Transportation	519	1,200	1,200	600	1,200	0.00%
Insurance/Taxes	806	-	-	-	-	N/A
Other Charges/Services	180	890	890	550	890	0.00%
Total Cost Center - 2020	\$ 467,332	\$ 468,760	\$ 476,259	\$ 475,925	\$ 478,380	2.05%
General Fund	\$ 467,332	\$ 468,760	\$ 476,259	\$ 475,925	\$ 478,380	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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.
- ◆ Analyze all latent fingerprints submitted and enter Automated Fingerprint Identification System (AFIS)-quality latent fingerprints into AFIS within 14 days in 95% of all cases.⁽¹⁾
- ◆ 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of requests for blood alcohol analysis completed within 30 days	100%	99%	95%	100%	95%
Percentage of requests for controlled substances analysis completed within 60 days	100%	99%	95%	99%	95%
Percentage of latents and entry of AFIS-quality latents into AFIS analyzed within 14 days ⁽¹⁾	93%	N/A	N/A	N/A	N/A
Percentage of photograph copy requests completed within 14 days	100%	100%	95%	100%	95%
Percentage of crime scene analysis report requests completed within 14 days	97%	99%	95%	98%	95%

⁽¹⁾ Effective FY 2018-19 objective and measure have been eliminated due to data no longer available.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,066,739	\$ 2,213,798	\$ 2,250,833	\$ 2,202,800	\$ 2,224,002	0.46%
Ongoing*	-	2,213,798	2,250,833	2,202,800	2,224,002	0.46%
One-time*	-	-	-	-	-	N/A
Professional/Contract	25,182	9,329	11,696	22,550	9,329	0.00%
Operating Supplies	69,522	77,259	78,947	73,831	77,259	0.00%
Repairs/Maintenance	110,448	153,325	158,228	132,000	153,325	0.00%
Communications/Transportation	6,069	6,620	10,820	9,854	6,620	0.00%
Other Charges/Services	15,321	16,992	16,992	30,010	16,992	0.00%
Office Furniture/Equipment	79,990	-	-	-	-	N/A
Total Cost Center - 2021	\$ 2,373,271	\$ 2,477,323	\$ 2,527,516	\$ 2,471,045	\$ 2,487,527	0.41%
General Fund	\$ 2,373,271	\$ 2,477,323	\$ 2,523,316	\$ 2,467,191	\$ 2,487,527	
Grant Fund**	-	-	4,200	3,854	-	
Grand Total	\$ 2,373,271	\$ 2,477,323	\$ 2,527,516	\$ 2,471,045	\$ 2,487,527	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Crime Scene Supervisor	2	2	1	1	1	1
Crime Scene Technician II	10	10	10	10	10	10
Forensic Assistant	2	2	1	1	1	1
Forensic Scientist II	1	1	0	0	0	0
Forensic Scientist III	3	4	5	5	5	5
Forensic Scientist Supervisor	1	1	1	1	1	1
Latent Print Examiner II	1	0	0	0	0	0
Lead Crime Scene Technician	0	0	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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

Field Operations - 2030

The Field Operations Division is responsible for patrol and traffic control of the City's roadways. The Community Oriented Policing (COP) program consists of 18 beats where officers and citizens work to identify and resolve problems.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of warrant arrests ⁽¹⁾	1,268	N/A	N/A	N/A	N/A
Number of directed enforcement plans developed to address public safety issues and achieve departmental strategic goals	338	207	300	180 ⁽²⁾	300
Number of community outreach and engagement activities ⁽³⁾	N/A	335	360	480	360

⁽¹⁾ Effective FY 2018-19 measure discontinued.

⁽²⁾ Estimate reduced for impact of COVID-19 pandemic.

⁽³⁾ New measure added effective FY 2018-19.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 28,386,827	\$ 27,742,471	\$ 28,232,770	\$ 28,234,100	\$ 28,935,210	4.30%
Ongoing*	-	24,310,984	24,801,283	24,802,613	25,147,068	3.44%
One-time*	-	3,431,487	3,431,487	3,431,487	3,788,142	10.39%
Professional/Contract	42,071	44,811	48,932	48,900	44,811	0.00%
Operating Supplies	1,657,613	2,060,555	2,296,860	2,008,542	1,853,325	-10.06%
Repairs/Maintenance	121,334	47,906	48,836	46,969	48,146	0.50%
Communications/Transportation	37,422	43,649	53,523	49,120	43,649	0.00%
Insurance/Taxes	24,492	24,794	24,794	25,000	24,794	0.00%
Other Charges/Services	19,281	17,679	17,679	21,000	17,679	0.00%
Machinery/Equipment	213,812	285,000	591,826	481,826	59,068	-79.27%
Capital Replacement	1,086,823	1,148,279	1,148,279	1,148,279	1,161,015	1.11%
Total Cost Center - 2030	\$ 31,589,676	\$ 31,415,144	\$ 32,463,499	\$ 32,063,736	\$ 32,187,697	2.46%
General Fund	\$ 31,561,198	\$ 31,415,144	\$ 32,125,999	\$ 31,878,736	\$ 32,187,697	
Grant Fund**	28,479	-	337,500	185,000	-	
Grand Total	\$ 31,589,676	\$ 31,415,144	\$ 32,463,499	\$ 32,063,736	\$ 32,187,697	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Impound Hearing Specialist	1	0	0	0	0	0
Police Administrative Specialist	5	7	7	7	7	7
Police Commander	3	3	2	2	2	3
Police Fleet Aide	1	1	1	1	1	1
Police Investigative Specialist	4	4	1	1	0	0
Police Lieutenant	10	10	10	10	10	10
Police Officer	172	150	152	152	152	152
Police Operations Support Supervisor	2	2	2	2	2	2
Police Sergeant	25	18	18	18	18	18
Quartermaster	1	1	1	1	1	1
Senior Police Communications Technician	1	1	1	1	1	1
Total	225	197	195	195	194	195

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing funding for a Police Commander, and one-time funding for overtime and associated benefits for a potential second week of the Ostrich Festival in 2021. FY 2020-21 reflects the elimination of one-time funding approved in FY 2019-20 for ballistic vest replacements.

During FY 2019-20 one Police Investigative Specialist position transferred to cost center 2040, Criminal Investigations.

Effective July 1, 2020, one Police Commander position is added along with associated one-time and ongoing increases in operations and maintenance funding.

Public Safety Personnel Retirement System (PSPRS)

The PSPRS employer contribution on wages per sworn position rate for Police is 49.12% for tiers 1 and 2, 44.22% for the tier 3 defined benefit plan, and 44.51% for the tier 3 defined contribution plan. The total budgeted employer contribution for FY 2020-21 is \$13.1 million, slightly higher than the prior year of \$12.2 million. The rate includes a normal retirement portion (31% or \$4 million) and a portion that is paid towards the unfunded liability (69% or \$9.1 million).

The PSPRS Police unfunded liability is \$117.6 million as of the June 30, 2019 actuarial report. The City has created a pay-down plan to reduce the PSPRS unfunded liability over time. The plan includes additional one-time payment of \$15 million total for Police (\$9.7 million) and Fire (\$5.3 million) from the City's General Fund in FY 2020-21 (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 employer contribution (\$3.6 million) to be paid from one-time funds as reflected in the Budget Summary table on the previous page. Additionally, the extra payment will be held until January 2021 and reevaluated once the City determines the full impact of COVID-19 on the City's revenues.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Criminal Investigations clearance rate	81%	80%	70%	76%	70%
Percentage of submitted cases requiring no further investigation	89%	89%	90%	89%	90%
Number of special projects in response to crime trends	77	105	75	80 ⁽¹⁾	75
Number of gang and crime awareness presentations	35	48	35	25 ⁽²⁾	35
Percent of all VDO's cleared or investigated within 30 days	100%	100%	90%	100%	90%

⁽¹⁾ Estimate increased for impact of COVID-19 pandemic.

⁽²⁾ 2019-20 Year End Estimate reflects reduced gang presentations due to vacancies within the Gang Unit.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 13,334,524	\$ 13,093,821	\$ 13,555,616	\$ 13,336,210	\$ 13,511,407	3.19%
Ongoing*	-	13,074,321	13,536,116	13,316,710	13,490,907	3.19%
One-time*	-	19,500	19,500	19,500	20,500	5.13%
Professional/Contract	14,488	17,213	17,213	15,000	1,225	-92.88%
Operating Supplies	118,674	61,685	282,796	123,400	32,685	-47.01%
Repairs/Maintenance	21,497	77,265	77,265	100,615	100,753	30.40%
Communications/Transportation	155,682	130,211	130,294	148,194	53,328	-59.04%
Insurance/Taxes	5,315	2,000	2,000	5,000	2,000	0.00%
Other Charges/Services	88,815	95,546	95,546	99,701	97,546	2.09%
Machinery/Equipment	15,000	-	-	89,000	-	N/A
Total Cost Center - 2040	\$ 13,753,996	\$ 13,477,741	\$ 14,160,730	\$ 13,917,120	\$ 13,798,944	2.38%
General Fund	\$ 13,609,010	\$ 13,390,763	\$ 13,578,786	\$ 13,573,549	\$ 13,709,187	
General Fund-Domestic Violence	-	34,500	34,500	34,500	35,500	
Grant Fund**	144,986	52,478	547,444	309,071	54,257	
Grand Total	\$ 13,753,996	\$ 13,477,741	\$ 14,160,730	\$ 13,917,120	\$ 13,798,944	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Pawn Specialist	1	1	1	1	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	0	0	2	2
Police Lieutenant	3	3	3	3	3	3
Police Officer	67	61	61	61	61	61
Police Sergeant	13	11	11	11	11	11
Victim Services Coordinator	1	1	1	1	1	1
Victim Services Specialist	3	3	3	3	3	3
Total	94	86	86	86	87	87

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 includes one-time funding to support a Victim Services Specialist position; this funding was also provided in FY 2019-20. 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.

During FY 2019-20 one Pawn Specialist position was renamed Police Investigative Specialist, and one Police Investigative Specialist position transferred from cost center 2030, Field Operations.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of budget monitoring reports performed	188	137	110	114	110
Number of grants/IGAs/MOUs prepared	34	35	35	32	35
Number of crime analysis products provided	563 ⁽¹⁾	854	725	790	725
Number of Uniform Crime Reports produced	13	12	12	12	12
Number of deployment and efficiency studies performed	57	44	50	50	50

⁽¹⁾ FY 2017-18 Actual reflects a decrease due to an extended personnel vacancy.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 932,657	\$ 927,431	\$ 947,362	\$ 887,800	\$ 1,025,307	10.55%
Ongoing*	-	927,431	947,362	887,800	936,457	0.97%
One-time*	-	-	-	-	88,850	N/A
Professional/Contract	61,669	88,850	140,681	140,681	-	-100.00%
Operating Supplies	1,343	25,715	21,378	12,038	20,440	-20.51%
Repairs/Maintenance	18,969	25,412	27,105	24,993	25,412	0.00%
Communications/Transportation	5,060	9,000	9,000	10,500	9,000	0.00%
Other Charges/Services	7,093	6,310	6,310	8,000	6,310	0.00%
Total Cost Center - 2050	\$ 1,026,790	\$ 1,082,718	\$ 1,151,836	\$ 1,084,012	\$ 1,086,469	0.35%
General Fund	\$ 1,026,790	\$ 1,082,718	\$ 1,151,836	\$ 1,084,012	\$ 1,086,469	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Crime Analysis Supervisor	1	1	0	0	1	1
Management Analyst	1	1	1	1	1	1
Police Crime Analysis Data Technician	2	2	1	1	2	2
Police Crime and Intelligence Analyst	0	0	0	0	1	1
Police Investigative Specialist	0	0	2	2	0	0
Police Planning and Research Analyst	4	4	4	4	3	3
Police Planning and Research Manager	1	1	1	1	1	1
Total	9	9	9	9	9	9

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding to extend the contract for an embedded Crime Analyst.

During FY 2019-20, two Police Investigative Specialist positions were renamed Police Crime Analysis Data Technician (and one of these positions was transferred to cost center 2065, Technology), one Police Crime and Intelligence Analyst position was transferred from cost center 2065, Police Technology, and one Police Planning and Research Analyst position was reclassified to Crime Analysis Supervisor.

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.

2020-21 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 10 seconds.⁽¹⁾
- ◆ Answer a minimum of 95% of all 9-1-1 calls within 20 seconds.⁽¹⁾
- ◆ 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).⁽¹⁾

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Total call volume into the dispatch center	344,450	343,483	352,000	355,000 ⁽²⁾	355,000
Percentage of 9-1-1 calls answered within 10 seconds	95%	95%	90%	90% ⁽²⁾	90%
Percentage of 9-1-1 calls answered within 20 seconds	99%	99%	95%	95% ⁽²⁾	95%
Percentage of Priority 1 calls received through 9-1-1 entered into the system within one minute of time received	87%	88%	85%	85% ⁽²⁾	85%
Median number of seconds in queue on Priority 1 calls (entered to dispatched)	26	24	30	30 ⁽²⁾	30

⁽¹⁾ Effective FY 2019-20 objectives were modified to reflect the national industry standards. Actual amounts reported do not change regardless of reverting back to the national industry standards.

⁽²⁾ 2019-20 Year End Estimate reflects three months actual and nine months estimated. This is due to a system upgrade and data has not yet been made available.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,514,141	\$ 3,998,433	\$ 4,077,238	\$ 3,917,100	\$ 3,927,534	-1.77%
Ongoing*	-	3,998,433	4,077,238	3,917,100	3,927,534	-1.77%
One-time*	-	-	-	-	-	N/A
Professional/Contract	6,179	4,787	4,787	6,200	4,787	0.00%
Operating Supplies	28,687	31,033	31,033	32,850	31,573	1.74%
Repairs/Maintenance	626,056	714,535	726,514	722,576	715,855	0.18%
Communications/Transportation	9,282	11,380	11,380	17,000	11,380	0.00%
Other Charges/Services	8,368	8,612	8,612	10,000	8,612	0.00%
Machinery/Equipment	433,070	331,473	333,085	333,085	350,523	5.75%
Capital Replacement	385,220	287,390	287,390	287,390	291,283	1.35%
Total Cost Center - 2060	\$ 5,011,003	\$ 5,387,643	\$ 5,480,039	\$ 5,326,201	\$ 5,341,547	-0.86%
General Fund	\$ 5,011,003	\$ 5,387,643	\$ 5,480,039	\$ 5,326,201	\$ 5,341,547	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Dispatch Supervisor	7	7	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	0	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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing funding for amounts transferred to the Equipment Replacement Fund for radio equipment to support the 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	100%	98%	99%	97%	99%
Percentage of RMS support requests responded to within one business day	95%	97%	90%	98%	90%

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,195,814	\$ 1,504,413	\$ 1,532,877	\$ 1,458,000	\$ 1,549,968	3.03%
Ongoing*	-	1,394,470	1,422,934	1,348,057	1,425,667	2.24%
One-time*	-	109,943	109,943	109,943	124,301	13.06%
Professional/Contract	8,338	-	-	-	-	N/A
Operating Supplies	47,043	25,830	52,329	70,883	27,325	5.79%
Repairs/Maintenance	546,530	607,787	603,476	616,000	603,967	-0.63%
Communications/Transportation	114,627	639,793	662,351	469,500	443,450	-30.69%
Other Charges/Services	5,444	9,615	9,615	15,600	7,615	-20.80%
Total Cost Center - 2060	\$ 1,917,796	\$ 2,787,438	\$ 2,860,648	\$ 2,629,983	\$ 2,632,325	-5.56%
General Fund	\$ 1,917,796	\$ 2,787,438	\$ 2,860,648	\$ 2,629,983	\$ 2,632,325	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Business Systems Support Analyst	5	4	4	4	4	4
Business Systems Support Specialist	0	1	1	1	1	1
Business Systems Support Technician	1	0	0	0	0	0
Computer Support Assistant	1	0	0	0	0	0
Crime Analysis Supervisor	0	0	1	1	1	1
Police Administrative Specialist	1	1	1	1	0	0
Police Crime Analysis Data Technician	0	0	1	1	3	3
Police Investigative Specialist	0	0	1	1	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	11	9	12	12	12	12

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects one-time funding for a temporary Business Systems Support Analyst that has been funded as one-time since FY 2016-17. FY 2020-21 reflects the elimination of one-time funding for the purchase of smart phones for all sworn personnel approved in FY 2019-20.

During FY 2019-20, one Police Administrative Specialist was reclassified to Police Crime and Intelligence Analyst and transferred to cost center 2050, Planning and Research, one Police Investigative Specialist position was renamed Police Crime Analysis Data Technician, and one Police Crime Analysis Data Technician position was transferred from cost center 2050, Planning and Research.

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.

2020-21 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.⁽¹⁾
- ◆ Validate the accuracy of records entered in the ACIC and NCIC information systems within set time limits 100% of the time.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of report copy requests processed within 10 business days ⁽¹⁾	89%	97%	90%	95%	90%
Percentage of validations completed within allotted time limits	100%	100%	100%	100%	100%

⁽¹⁾ Effective FY 2018-19 objective and measure changed from 7 to 10 days. Prior year percentages not adjusted since information is no longer available to increase the percentages.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of criminal histories completed by the end of the following shift	100%	100%	98%	100%	100%
Percentage of recovery letters mailed to victim with 24 hours	100%	100%	98%	98%	98%

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,769,047	\$ 1,815,330	\$ 1,875,315	\$ 1,803,900	\$ 1,839,890	1.35%
Ongoing*	-	1,815,330	1,875,315	1,803,900	1,839,890	1.35%
One-time*	-	-	-	-	-	N/A
Operating Supplies	17,939	24,781	24,781	21,100	24,781	0.00%
Repairs/Maintenance	4,565	6,750	6,750	7,100	6,750	0.00%
Communications/Transportation	-	2,000	2,000	1,200	2,000	0.00%
Other Charges/Services	1,099	1,800	1,800	1,650	1,800	0.00%
Total Cost Center - 2070	\$ 1,792,650	\$ 1,850,661	\$ 1,910,646	\$ 1,834,950	\$ 1,875,221	1.33%
General Fund	\$ 1,792,650	\$ 1,850,661	\$ 1,868,646	\$ 1,812,850	\$ 1,875,221	
Grant Fund**	-	-	42,000	22,100	-	
Grand Total	\$ 1,792,650	\$ 1,850,661	\$ 1,910,646	\$ 1,834,950	\$ 1,875,221	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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%

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,276,884	\$ 1,108,071	\$ 1,132,470	\$ 1,262,000	\$ 1,102,827	-0.47%
Ongoing*	-	1,108,071	1,132,470	1,262,000	1,102,827	-0.47%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,071,524	1,509,068	1,767,606	1,648,000	1,509,068	0.00%
Operating Supplies	1,076	1,495	1,495	1,150	1,495	0.00%
Communications/Transportation	-	1,000	1,000	2,841	1,000	0.00%
Other Charges/Services	-	500	500	975	500	0.00%
Total Cost Center - 2071	\$ 2,349,485	\$ 2,620,134	\$ 2,903,071	\$ 2,914,966	\$ 2,614,890	-0.20%
General Fund	\$ 2,349,485	\$ 2,620,134	\$ 2,903,071	\$ 2,914,966	\$ 2,614,890	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Detention Officer - CDL	9	11	11	11	11	11
Police Detention Supervisor - CDL	2	2	2	2	2	2
Total	11	13	13	13	13	13

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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 (SRO) 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of schools within the City with a SRO	10	10	10	10	10
Number of LRE hours taught	2,182	2,356	2,000	1,500 ⁽¹⁾	2,000
Number of academies and youth programs	18	13	11	6 ⁽¹⁾	15
Number of volunteer hours donated	8,183	8,899	8,000	5,000 ⁽¹⁾	8,000

⁽¹⁾ Fewer LRE hours taught programs and volunteer hour donations due to COVID-19.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Maintain AZ POST training standards	100%	100%	100%	100%	100%

* 2019-20 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**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.
- ◆ 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of citizen community meetings	91	92	150	100 ⁽¹⁾	150
Number of citizen satisfaction surveys completed	41	78	60	50 ⁽¹⁾	80
Number of traffic safety and education special events conducted	197	160	175	45 ⁽¹⁾	170
Number of crime prevention program contacts	309	329	360	150 ⁽¹⁾	365

⁽¹⁾ Reduced citizen participation and public events due to COVID-19.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of directed traffic enforcement initiatives ⁽²⁾	425	440	450	250 ⁽³⁾	455
Accidents per 1,000 population	16.1	16.1	14.0	17.2	17.2

⁽²⁾ Focus is at high accident locations based on collision data.

⁽³⁾ Reduced traffic enforcement initiatives due to COVID-19.

* 2019-20 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.⁽¹⁾

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of park visits per year	10,169	10,533	10,800	12,000 ⁽²⁾	10,800
Number of park foot patrol hours per year ⁽¹⁾	1,839 ⁽³⁾	1,965	2,000	2,000	2,000

⁽¹⁾ Effective FY 2017-18 the objective and measure changed from 3,000 to 2,800 hours. Effective FY 2018-19 the hours changed from 2,800 to 2,000.

⁽²⁾ Due to COVID-19, additional park visits are required to enforce social distancing.

⁽³⁾ 2017-18 Actual reflects a decrease due to an extended personnel vacancy.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 11,920,377	\$ 11,443,284	\$ 12,092,582	\$ 11,877,300	\$ 11,582,163	1.21%
Ongoing*	-	11,443,284	12,092,582	11,877,300	11,582,163	1.21%
One-time*	-	-	-	-	-	N/A
Operating Supplies	589,540	391,972	635,314	640,729	400,307	2.13%
Repairs/Maintenance	13,165	24,362	24,362	21,562	23,238	-4.61%
Communications/Transportation	42,198	18,175	18,175	43,100	18,459	1.56%
Insurance/Taxes	1,610	3,000	3,750	5,000	3,750	25.00%
Other Charges/Services	84,185	43,352	43,352	67,000	34,852	-19.61%
Machinery/Equipment	50,665	-	-	10,000	-	N/A
Total Cost Center - 2080	\$ 12,701,739	\$ 11,924,145	\$ 12,817,535	\$ 12,664,691	\$ 12,062,769	1.16%
General Fund	\$ 12,232,280	\$ 11,924,145	\$ 12,049,935	\$ 12,231,741	\$ 12,062,769	
Grant Fund**	469,459	-	767,600	432,950	-	
Grand Total	\$ 12,701,739	\$ 11,924,145	\$ 12,817,535	\$ 12,664,691	\$ 12,062,769	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Civilian Range Instructor	2	2	2	2	2	2
Crime Prevention Specialist	1	1	1	1	1	1
Impound Hearing Specialist	0	1	1	1	1	1
Park Ranger	5	5	5	5	5	5
Police Commander	0	0	1	1	1	1
Police Investigative Specialist	1	1	1	1	1	1
Police Lieutenant	1	3	3	3	3	3
Police Officer	13	48	47	47	47	48
Police Sergeant	4	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	29	74	74	74	74	75

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing and one-time funding for a SRO, which is offset through revenues from CUSD. FY 2020-21 includes one-time funding for taser replacements. FY 2020-21 reflects the elimination of one-time funding for a leadership training program approved in FY 2019-20.

Effective July 1, 2020, one Police Officer position is added along with associated one-time and ongoing increases in operations and maintenance funding.

Police Capital - 2100

Capital Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 38,349	\$ -	\$ -	\$ 10,994	\$ -	N/A
Ongoing*	-	-	-	10,994	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	145,555	100,000	602,476	24,474	-	-100.00%
Operating Supplies	1,663	-	-	-	-	N/A
Communications/Transportation	2,040	-	-	-	-	N/A
Rents/Utilities	-	-	-	115	-	N/A
Other Charges/Services	54,427	21,000	178,806	44,328	-	-100.00%
Project Support Recharge**	-	-	27,935	-	-	N/A
Contingencies/Reserves	-	11,340,714	-	-	4,390,411	-61.29%
Building/Improvements	3,224,113	2,079,000	8,214,089	4,808,484	-	-100.00%
Office Furniture/Equipment	307,553	-	952,792	-	1,773,000	N/A
Total Cost Center - 2100	\$ 3,773,700	\$ 13,540,714	\$ 9,976,098	\$ 4,888,395	\$ 6,163,411	-54.48%
Police Forfeiture Fund	\$ 113,065	\$ 1,862,897	\$ 1,862,898	\$ 1,862,898	\$ -	
General Gov't Capital Projects Fund	393,424	7,495,870	6,966,077	1,926,172	6,115,613	
Public Safety Bonds - Police	3,267,211	4,181,947	1,147,123	1,099,325	47,798	
Grand Total	\$ 3,773,700	\$ 13,540,714	\$ 9,976,098	\$ 4,888,395	\$ 6,163,411	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21. FY 2020-21 reflects the carryforward of uncompleted project funding from FY 2019-20. Additional detail is available in the 2021-2030 Capital Improvement Program.

15-Public Works & Utilities

Activities and Functions

Accomplishments

Goals, Objectives, and Performance Measurements

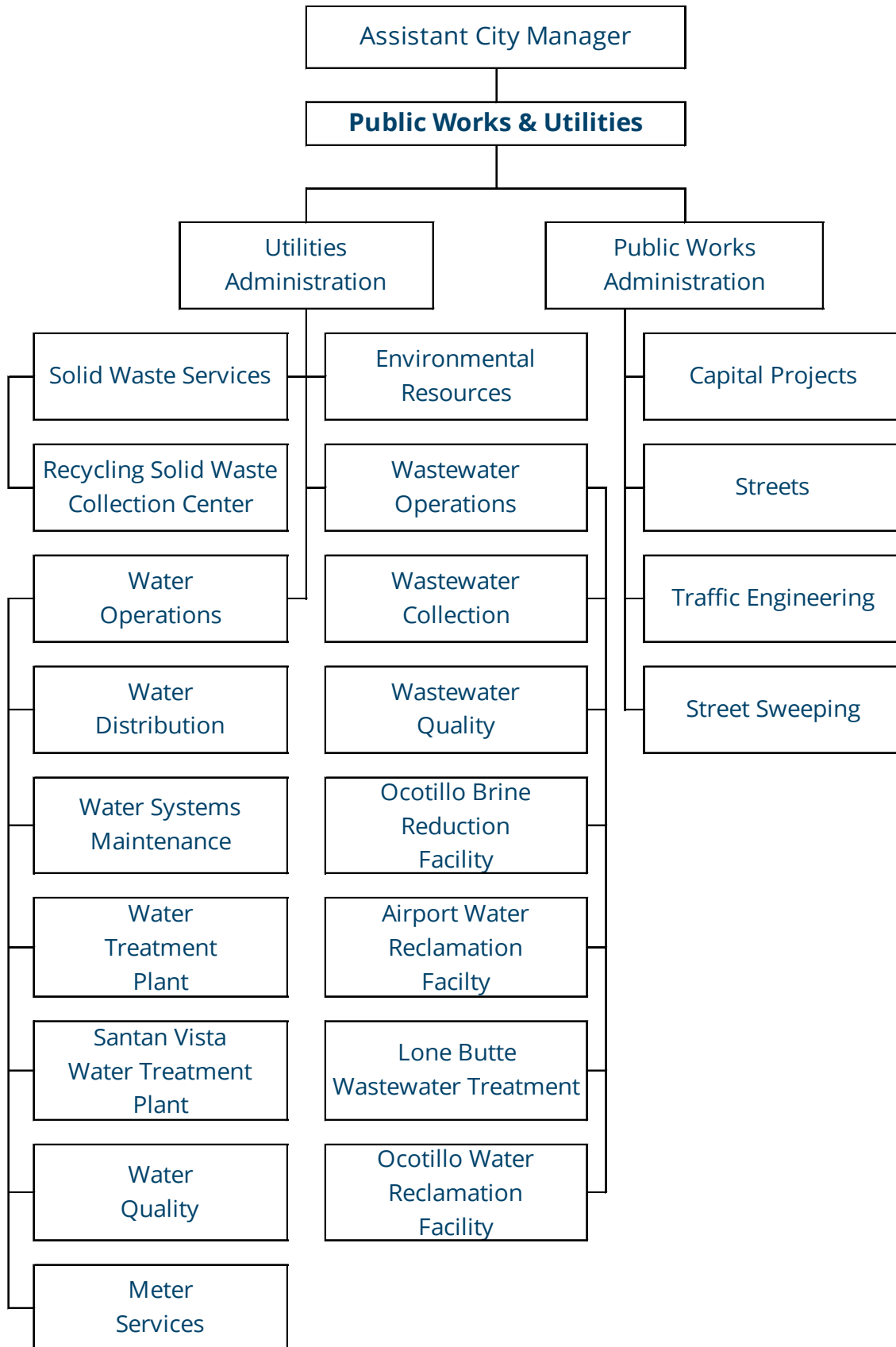
Budget Summary

Position Summary



“The Future’s in Sight”

Preservation, maintenance, and investment in infrastructure, combined with extensive management practices, ensure the safety of our water, wastewater, solid waste, and transportation systems.



Public Works & Utilities Department Overview

The FY 2019-20 estimated year end and FY 2020-21 adopted budget will be impacted by the COVID-19 pandemic. This budget reflects 3 months of COVID-19 projected revenue impacts; therefore, adjustments to this year's adopted budget have been reflected through expenditure reallocations and approval of only essential needs to support existing services. Additionally, spending restrictions and holds have been implemented to further minimize impacts from revenue shortfalls. Refer to the Executive Summary for additional details on COVID-19 mitigation.

Expenditures by Cost Center	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Public Works Administration	\$ 387,945	\$ 702,219	\$ 488,457	\$ 400,947	-42.90%
Capital Projects	1,174,409	1,395,179	1,412,392	1,518,378	8.83%
Streets	8,216,206	10,225,559	13,227,819	9,603,121	-6.09%
Streets Capital	28,312,223	114,766,456	29,881,632	139,735,844	21.76%
Traffic Engineering	6,917,487	6,753,386	6,650,748	5,615,185	-16.85%
Street Sweeping	980,584	1,030,176	1,034,695	1,041,551	1.10%
Utilities Administration	770,980	786,481	778,540	798,561	1.54%
Solid Waste Services	13,636,964	12,447,366	13,288,030	13,440,936	7.98%
Solid Waste Capital	127,956	861,335	95,902	894,564	3.86%
Recycling Solid Waste Collection Center	-	1,705,110	1,645,190	1,671,415	-1.98%
Water Distribution	3,870,357	5,298,595	5,550,190	5,326,767	0.53%
Water Capital	15,044,691	67,451,022	20,869,286	60,415,566	-10.43%
Water Treatment Plant	5,119,096	5,966,073	6,185,550	5,547,799	-7.01%
Environmental Resources	6,695,876	8,546,111	8,082,000	7,277,443	-14.84%
Water Quality	1,583,968	1,762,346	1,743,500	1,793,373	1.76%
Water Systems Maintenance	6,543,795	6,514,161	7,209,140	6,598,761	1.30%
San Tan Vista Water Treatment Plant	1,704,507	2,082,519	2,000,000	2,082,519	0.00%
Meter Services	1,316,515	1,055,845	994,940	1,018,158	-3.57%
Wastewater Collection	2,479,926	2,736,067	2,643,960	2,904,614	6.16%
Wastewater Capital	12,084,213	60,683,661	7,248,814	76,246,021	25.65%
Ocotillo Brine Reduction Facility	4,237,599	9,606,766	7,298,610	9,605,306	-0.02%
Lone Butte Wastewater Treatment	812,923	1,411,714	945,900	1,402,209	-0.67%
Wastewater Quality	639,345	708,962	594,020	635,462	-10.37%
Airport Water Reclamation Facility	8,436,125	10,033,408	8,969,950	8,774,721	-12.54%
Ocotillo Water Reclamation Facility	5,761,869	7,526,023	6,501,760	7,151,298	-4.98%
Total	\$ 136,855,559	\$ 342,056,540	\$ 155,341,025	\$ 371,500,519	8.61%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 26,680,504	\$ 29,244,372	\$ 28,071,794	\$ 28,687,373	
Ongoing ⁽¹⁾	-	29,244,372	28,071,794	28,687,373	-1.90%
One-time ⁽¹⁾	-	-	-	-	N/A
Operating & Maintenance	54,605,973	69,049,694	69,173,597	65,521,151	-5.11%
Capital - Major	55,569,083	243,762,474	58,095,634	277,291,995	13.75%
Total	\$ 136,855,559	\$ 342,056,540	\$ 155,341,025	\$ 371,500,519	8.61%

⁽¹⁾ Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Public Works & Utilities

2020-21 Adopted Budget

Staffing by Cost Center	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted	% Change Adopted to Adopted
Public Works Administration	2.500	2.500	3.500	2.500	0.00%
Capital Projects	16.000	16.000	17.000	18.000	12.50%
Streets	43.500	43.500	42.500	40.500	-6.90%
Traffic Engineering	26.000	26.000	25.000	17.000	-34.62%
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	22.200	12.800	12.800	12.800	0.00%
Recycling Solid Waste Collection Center	0.000	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	24.500	24.500	23.500	-4.08%
Total	302.500	302.500	302.500	291.500	-3.64%

2019-20 Accomplishments

- Completed Chandler Heights Road (Arizona Ave to McQueen Rd) and Queen Creek Road Improvements (McQueen Rd to Gilbert Rd).
- Completed 4,439 street light outage and other repairs.
- Completed inspections and preventative maintenance for 222 traffic signals. Completed installation of Flir video detection cameras at 40 signalized intersections.
- Maintained, replaced, or installed 1,700 new and existing traffic signs.
- Fabricated and installed new street name signs in 11 Fire Management Areas, updating approximately 2,800 signs.
- Maintained 275 centerline miles of roadway striping, as well as 5,400 bike symbols and road markings.
- Completed 59 lane miles of asphalt repaving and 211 lane miles of asphalt surface seal/asphalt rejuvenator seal treatments.
- Completed 61 lane miles of slurry seal surface rehabilitation treatments.
- Completed ADA upgrades to 718 sidewalk/driveway locations and 735 corner ramps.
- Inspected 6,000 storm drain structures and maintained 2,000 storm drain structures.
- Maintained 50 miles of alleyways. Cleaned and brushed 260 miles of alleyways. Hauled 2,018 tons of debris from the alleyways. Responded to over 200 calls for road spills and pothole patching and miscellaneous requests.
- Maintained 950 acres of non-landscape right-of-ways/retention basins and applied 1,178 gallons of herbicide.
- City sweepers swept 68,761 miles of City streets and disposed of 2,027 tons of sweeping debris.
- Capital Projects Division provided management oversight and administration for 160 contracts for 102 CIP projects valued at over \$60,822,575. Closed out 142 completed CIP contracts.
- The Household Hazardous Waste (HHW) Collection Facility serviced nearly 2,445 residents who dropped off approximately 106,607 pounds of HHW. Approximately 68,156 pounds of HHW was reused and recycled, achieving a diversion rate of approximately 64%.
- Implemented online bulk collections for residents to schedule collections through www.chandleraz.gov/recycle. As of March 26, 2020, over 800 bulk online submittals have been successfully scheduled.
- Water conservation presentations were provided to 9,923 Chandler school children and 483 adults. COVID-19 cut the adult presentations in half.
- Provided 858 residential water audit and high water use checks and 54 landscape consultations for a total water savings of over 65 million gallons (MG).
- Processed 235 smart controller, 26 conversion, and 31 new home rebates for a total estimated water savings over six MG.
- The Pecos Treatment Plant treated and delivered 11.8 billion gallons of potable drinking water.
- Treated and reclaimed 11.2 billion gallons of wastewater at the Airport, Lone Butte, and Ocotillo Water Reclamation Facilities, 9.5 billion gallons of which were reused by our customers for irrigation and cooling.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of citizen requests	255	44 ⁽¹⁾	265	45 ⁽¹⁾	45 ⁽¹⁾
Percentage of customer service requests responded to within 5 days	95%	95%	95%	95%	95%
Number of public meetings with citizens/neighborhoods/businesses ⁽²⁾	23	120	29	130	130

⁽¹⁾ Effective FY 2018-19 lower amounts are reflected due to the reorganization of the Public Works & Utilities and Development Services Departments. The majority of the citizen requests for building inspectors, planners, and the permit counter representatives are now handled within the Development Services 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of agency and civic group meetings attended by City representatives	61 ⁽³⁾	108 ⁽²⁾	75 ⁽³⁾	120 ⁽²⁾	120 ⁽²⁾

⁽²⁾ Beginning in 2018-19, the amount includes meetings attended by the Public Works & Utilities Director, Capital Projects Manager, and Principal Engineers.

⁽³⁾ The 2017-18 Actual and 2019-20 Projected lower amounts are reflect as previous positions under this cost center who attended many of these meetings and are now under a new department and/or cost center due to the a reorganization in FY 2017-18.

* 2019-20 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 Administration - 3010**Budget Summary**

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 355,833	\$ 322,595	\$ 414,391	\$ 380,400	\$ 337,929	4.75%
Ongoing*	-	322,595	414,391	380,400	337,929	4.75%
One-time*	-	-	-	-	-	N/A
Professional/Contract	12,824	363,187	363,187	80,239	51,587	-85.80%
Operating Supplies	15,702	5,107	18,419	18,635	4,056	-20.58%
Repairs/Maintenance	1,636	2,590	3,267	3,000	2,590	0.00%
Communications/Transportation	1,244	5,066	2,591	2,509	2,111	-58.33%
Other Charges/Services	705	3,674	2,674	3,674	2,674	-27.22%
Total Cost Center - 3010	\$ 387,945	\$ 702,219	\$ 804,529	\$ 488,457	\$ 400,947	-42.90%
General Fund	\$ 387,945	\$ 702,219	\$ 804,529	\$ 488,457	\$ 400,947	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Assistant to the City Manager	0	0	0	0	1	0
Development Project Administrator	1	0	0	0	0	0
Development Project Coordinator	1	0	0	0	0	0
Management Assistant	1	1	1	1	1	1
Public Works Inspector	2	0	0	0	0	0
Regulatory Affairs Manager	1	0	0	0	0	0
Public Works and Utilities Director	0	0.5	0.5	0.5	0.5	0.5
Public Works Financial Services Supervisor	0	0	0	0	1	1
Senior Management Analyst	1	1	1	1	0	0
Transportation and Development Director	1	0	0	0	0	0
Transportation Manager	1	0	0	0	0	0
Total	9	2.5	2.5	2.5	3.5	2.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 includes one-time funding for on-call temporary services received since FY 2013-14.

During FY 2019-20, one Management Assistant position was reclassified to Assistant to the City Manager, one Streets Specialist - CDL position was reclassified to Management Assistant and was transferred from cost center 3300, Streets, and one Senior Management Analyst position was reclassified to Public Works Financial Services Supervisor.

Effective July 1, 2020, the Assistant to the City Manager position transfers to cost center 1040, City Manager, in the City Manager Department.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of payments processed within 10 working days of receipt by the Capital Projects staff	70%	80%	80%	90%	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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of aggregate project change orders limited to no more than 5% of original contract amount	0%	-1% ⁽¹⁾	5%	-5% ⁽¹⁾	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.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of requests for real estate services (including telephone, in-person and multiple parcel job requests)/	508/	550/	675 ⁽¹⁾ /	635/	490/
Percentage responded to within 5 days	95%	95%	95%	95%	95%

⁽¹⁾ 2019-20 Projected reflects an increase due to additional road projects.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	\$0 ⁽²⁾	\$135,800	\$135,800	\$0 ⁽²⁾	\$0 ⁽²⁾
Value of CIP right-of-way acquisitions	\$1,718,000	\$1,411,901	\$2,500,000	\$7,941,000 ⁽³⁾	\$1,790,000

⁽²⁾ No property dedications reported, therefore, no cost savings on purchasing right-of-way for City projects.

⁽³⁾ Includes acquisition of 34 acres from Sisson North LLC, valued at \$5,506,000.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,068,557	\$ 1,960,037	\$ 1,992,151	\$ 1,951,854	\$ 2,183,473	11.40%
Ongoing*	-	1,960,037	1,992,151	1,951,854	2,183,473	11.40%
One-time*	-	-	-	-	-	N/A
Professional/Contract	48,383	2,557	26,719	26,719	2,557	0.00%
Operating Supplies	17,786	18,424	19,135	18,482	18,424	0.00%
Repairs/Maintenance	4,835	2,212	2,255	2,255	2,212	0.00%
Communications/Transportation	15,394	13,270	13,270	14,403	13,174	-0.72%
Insurance/Taxes	500	1,350	1,350	1,350	1,350	0.00%
Other Charges/Services	7,056	12,125	12,125	12,125	12,125	0.00%
Project Support Recharge**	-	(624,854)	(624,854)	(624,854)	(731,343)	N/A
Wastewater Improvements	1,593	-	-	-	-	N/A
Capital Replacement	10,305	10,058	10,058	10,058	16,406	63.11%
Total Cost Center - 3025	\$ 1,174,409	\$ 1,395,179	\$ 1,452,209	\$ 1,412,392	\$ 1,518,378	8.83%
General Fund	\$ 1,174,409	\$ 1,395,179	\$ 1,440,959	\$ 1,412,392	\$ 1,518,378	
In-House Capital Fund	-	-	11,250	-	-	
Grand Total	\$ 1,174,409	\$ 1,395,179	\$ 1,452,209	\$ 1,412,392	\$ 1,518,378	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Capital Projects Manager	1	1	1	1	1	1
Capital Projects Supervisor	1	0	0	0	0	0
Construction Project Manager	0	0	1	1	1	2
Contract Compliance Specialist	1	1	1	1	1	1
Contract Services Representative	1	1	1	1	1	1
Engineer	3	3	2	2	2	2
Engineer Assistant	0	1	1	1	1	1
Engineering Project Manager	1	2	2	2	2	2
Principal Engineer	0	0	2	2	2	2
Project Analyst	1	1	1	1	1	1
Project Support Assistant	1	1	1	1	1	1
Public Works Inspector	6	2	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	0	0	1	1
Senior Engineer	1	1	0	0	0	0
Traffic Engineering Inspector	1	0	0	0	0	0
Total	20	16	16	16	17	18

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects ongoing funding for vehicle replacement for the Construction Project Manager position.

During FY 2019-20, one Senior Administrative Assistant position was transferred from cost center 3330, Traffic Engineering.

Effective July 1, 2020, one Construction Project Manager position transfers from cost center 3970, Ocotillo Water Reclamation Facility.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of complaints on non-landscaped areas and right-of-ways	1	0	1	1	1
Number of sidewalk maintenance requests	97	81	95	80	80
Number of curb/gutter maintenance requests	6	4	7	10	10
Number of street repairs/ Pothole repair requests	58/ 58	45/ 79	52/ 61	50/ 120 ⁽¹⁾	50/ 120 ⁽¹⁾

⁽¹⁾ 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	3/ 2	2/ 2	3/ 2	3/ 2	3/ 2
Avg days to complete street repairs work orders/ Pothole repairs	9/ 1	14/ 1	11/ 2	11/ 1	11/ 1

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Satisfactory Pavement					
Lane miles of paved roadway	2,083	2,090	2,089	2,090	2,090
Lane miles of paved roadway in satisfactory condition/ Percentage in satisfactory condition ⁽¹⁾	894/ 43%	775/ 38%	895/ 42%	713/ 35%	748/ 37%
Street Slurry Seal					
Lane miles of paved roadway needing maintenance, fair condition	649	1,015	649	1,151	1,094
Lane miles of street maintenance performed/ Percentage of street maintenance performed	82/ 12%	91/ 9%	89/ 14%	127/ 9%	60/ 6% ⁽²⁾
Street Repaving⁽³⁾					
Lane miles of paved roadway needing repaving, poor condition	542	300	552	227	249
Lane miles of street repaving performed/ Percentage of streets repaved	76/ 14%	75/ 25%	76/ 14%	59/ 26%	58/ 23%
Other Street Maintenance					
Tons of asphalt placed for pavement repair ⁽⁴⁾	1,915	1,595	1,500	1,600	1,800
Lineal feet of crack sealing	4,885,699	4,431,750	4,850,000	4,400,000	2,200,000 ⁽²⁾
Square feet of concrete placed ⁽⁵⁾	46,600	27,080	30,000	28,500	30,000
Miles of unpaved alley graded/ Miles of rehab alleys brushed	56/ 360	58.5/ 210	50/ 250	60/ 250	56/ 250
Number of scuppers, drains, catch basins, and drywells inspected/ Number maintained ⁽⁶⁾	5,505/ 1,902	8,045/ 2,159	10,000/ 2,000	8,200/ 2,100	8,500/ 2,100

⁽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⁾ Effective 2018-19 there has been a reduction in requests for sidewalk replacements.

⁽⁶⁾ The process for identifying structures requiring maintenance has been reviewed and revised to only include 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.

* 2019-20 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

2020-21 Adopted Budget

Streets - 3300**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 3,225,667	\$ 3,681,407	\$ 3,705,419	\$ 3,296,700	\$ 3,499,250	-4.95%
Ongoing*	-	3,681,407	3,705,419	3,296,700	3,499,250	-4.95%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,537,633	1,606,302	2,078,318	2,064,953	1,646,267	2.49%
Operating Supplies	692,872	752,008	998,335	911,149	773,815	2.90%
Repairs/Maintenance	67,292	74,872	97,733	77,900	71,269	-4.81%
Communications/Transportation	9,113	11,728	11,728	10,025	11,728	0.00%
Insurance/Taxes	12,583	16,500	29,254	29,254	16,500	0.00%
Rents/Utilities	769,421	832,837	886,917	886,917	837,237	0.53%
Other Charges/Services	76,986	100,537	156,775	135,925	90,537	-9.95%
Contingencies/Reserves	-	156,457	156,457	-	156,457	0.00%
Machinery/Equipment	3,791	9,268	9,268	9,268	9,268	0.00%
Street Improvements	1,673,149	2,835,945	5,658,030	5,658,030	2,347,345	-17.23%
Capital Replacement	147,698	147,698	147,698	147,698	143,448	-2.88%
Total Cost Center - 3300	\$ 8,216,206	\$ 10,225,559	\$ 13,935,932	\$ 13,227,819	\$ 9,603,121	-6.09%
General Fund	\$ 4,365,106	\$ 5,667,999	\$ 8,548,664	\$ 8,426,939	\$ 5,196,782	
Highway User Revenue Fund	3,851,099	4,557,560	5,387,268	4,800,880	4,406,339	
Grand Total	\$ 8,216,206	\$ 10,225,559	\$ 13,935,932	\$ 13,227,819	\$ 9,603,121	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Streets - 3300**Authorized Positions**

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Administrative Assistant	1	1	0	0	0	0
Landscape Maintenance and Design Coordinator	1	1	1	1	1	1
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	1	2	2	2	2
Senior Management Analyst	1	1	1	1	1	1
Senior Streets Specialist - CDL	12	12	12	12	13	13
Storm Water Programs Coordinator	1	1	1	1	1	0
Storm Water Program Specialist	1	1	1	1	1	0
Street Maintenance Coordinator	2	2	2	2	2	2
Street Maintenance Supervisor - CDL	3	3	3	3	3	3
Street Maintenance Worker - CDL	3	3	2	2	1	1
Street Superintendent	1	0	0	0	0	0
Streets Crew Leader - CDL	5	5	5	5	5	5
Streets Project Manager	1	1	1	1	1	1
Streets Specialist - CDL	8	8	9	9	8	8
Transportation Manager	0	1	1	1	1	1
Total	43.5	43.5	43.5	43.5	42.5	40.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 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.

During FY 2019-20, one Street Maintenance Worker - CDL position was reclassified to Senior Streets Specialist - CDL, and one Streets Specialist - CDL was reclassified to Management Assistant and transferred to cost center 3010, Public Works Administration.

Effective July 1, 2020, one Storm Water Programs Coordinator position and one Storm Water Program Specialist position transfer to cost center 1265, Environmental Management, in the Management Services Department.

Streets Capital - 3310

Capital Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 473,454	\$ -	\$ -	\$ 390,567	\$ -	N/A
Ongoing*	-	-	-	390,567	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,414,604	3,176,399	4,762,989	246,635	5,202,329	63.78%
Operating Supplies	1,428	-	-	64,043	-	N/A
Repairs/Maintenance	-	-	-	3,035	-	N/A
Communications/Transportation	-	-	-	62	-	N/A
Other Charges/Services	42,595	1,203,000	2,871,269	60,011	45,000	-96.26%
Project Support Recharge**	773	168,200	560,952	-	428,198	154.58%
Contingencies/Reserves	-	82,387,241	-	-	75,996,444	-7.76%
Land/Improvements	948,249	3,528,000	8,998,850	218,306	-	-100.00%
Building/Improvements	5,054,205	75,000	1,340,635	488,882	8,109,464	10712.62%
Machinery/Equipment	371,546	706,000	706,000	47,390	568,000	-19.55%
Office Furniture/Equipment	329,834	350,000	484,374	59,002	1,709,000	388.29%
Street Improvements	19,673,535	23,172,616	90,032,019	28,303,699	47,677,409	105.75%
Park Improvements	2,000	-	6,352	-	-	N/A
Total Cost Center - 3310	\$ 28,312,223	\$ 114,766,456	\$ 109,763,440	\$ 29,881,632	\$ 139,735,844	21.76%
Highway User Revenue Fund	\$ 2,538,440	\$ 8,740,515	\$ 7,103,232	\$ 3,228,308	\$ 9,379,924	
Local Transportation Assistance Fund	247,344	817,166	586,857	97,285	881,572	
General Gov't Capital Projects Fund	9,958,211	14,114,167	17,449,534	3,534,860	17,724,094	
Street GO Bond Fund	8,508,242	27,580,912	22,565,287	6,906,599	32,278,188	
Storm/Sewer GO Bond Fund	346,732	302,747	116,958	72,060	294,898	
Arterial Street Impact Fee Fund	1,071,449	22,366,336	21,808,077	5,078,344	35,065,633	
Grant Capital Fund	5,641,804	40,844,613	40,133,495	10,964,176	44,111,535	
Grand Total	\$ 28,312,223	\$ 114,766,456	\$ 109,763,440	\$ 29,881,632	\$ 139,735,844	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 incorporates the carryforward of unexpended program funding from FY 2019-20. Additional detail is available in the 2021-2030 Capital Improvement Program.

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.

2020-21 Performance Measurements**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): Connected and Mobile Community; Safe Community

Objective: ⁽¹⁾

◆ Complete requests for traffic engineering studies within four weeks.

Measure ⁽¹⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of requests requiring traffic studies/	89/	N/A/	85/	N/A/	N/A/
Average time of completion in weeks	3	N/A	3	N/A	N/A

⁽¹⁾ Effective FY 2020-21, the goal, objective, and measure have been transferred to the newly established cost center 1535 Transportation Engineering, in the Development Services department due to a reorganization.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Total number of signalized intersections/	220/	225/	226/	225/	228/
Percentage of signals inspected and maintained	100%	100%	100%	100%	100%

* 2019-20 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 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of signs installed or maintained to standards	1,633	1,707	1,800	1,800	1,900
Number of centerline-miles of striping inventory/ Percentage repainted	275/ 100%	275/ 100%	275/ 100%	275/ 100%	275/ 100%

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of streetlight repairs / Percentage exceeding five work days	3,418/ 2%	3,922/ 2%	3,500/ 2%	4,500/ 2%	5,007/ 2%

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,628,648	\$ 2,557,633	\$ 2,601,895	\$ 2,620,000	\$ 1,519,301	-40.60%
Ongoing*	-	2,557,633	2,601,895	2,620,000	1,519,301	-40.60%
One-time*	-	-	-	-	-	N/A
Professional/Contract	48,015	65,292	69,726	65,411	2,292	-96.49%
Operating Supplies	730,451	707,307	846,910	602,301	707,573	0.04%
Repairs/Maintenance	3,415	5,150	5,150	4,300	3,553	-31.01%
Communications/Transportation	5,930	6,314	6,314	6,004	3,241	-48.67%
Insurance/Taxes	15,367	8,500	11,500	8,500	7,000	-17.65%
Rents/Utilities	3,258,149	3,172,468	3,172,468	3,164,728	3,175,668	0.10%
Other Charges/Services	17,496	19,365	22,184	16,375	12,200	-37.00%
Contingencies/Reserves	-	48,228	48,228	-	48,228	0.00%
Machinery/Equipment	79,298	32,500	36,299	32,500	16,250	-50.00%
Office Furniture/Equipment	(15)	-	-	-	-	N/A
Street Improvements	-	-	102,214	-	-	N/A
Capital Replacement	130,734	130,629	130,629	130,629	119,879	-8.23%
Total Cost Center - 3330	\$ 6,917,487	\$ 6,753,386	\$ 7,053,517	\$ 6,650,748	\$ 5,615,185	-16.85%
General Fund	\$ 2,568,942	\$ 2,516,672	\$ 2,753,290	\$ 2,561,191	\$ 2,064,446	
Highway User Revenue Fund	4,348,546	4,236,714	4,300,227	4,089,557	3,550,739	
Grand Total	\$ 6,917,487	\$ 6,753,386	\$ 7,053,517	\$ 6,650,748	\$ 5,615,185	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Traffic Engineering - 3330

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
City Transportation Engineer	1	1	1	1	1	0
Engineer	1	1	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	1	1	0	0
Senior Engineer	1	1	2	2	2	0
Signal Systems Analyst	2	2	2	2	2	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	1	1	0
Traffic Engineering Inspector	1	2	2	2	0	0
Traffic Engineering Specialist	0	0	0	0	2	0
Traffic Operations Technician I	4	3	3	3	3	3
Traffic Operations Technician II - CDL	1	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	25	26	26	26	25	17

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20, one Senior Administrative Assistant position was transferred to cost center 3025, Capital Projects, and two Traffic Engineering Inspector positions were renamed Traffic Engineering Specialist.

Effective July 1, 2020, one City Transportation Engineer position, two Senior Engineer positions, two Signal Systems Analyst positions, one Traffic Engineering Analyst position, and two Traffic Engineering Specialist positions transfer to cost center 1535, Transportation Engineering, in the Development Services Department.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Curb miles swept	65,239	67,277	65,500	67,000	67,500

* 2019-20 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.

Street Sweeping - 3350**Budget Summary**

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 675,886	\$ 749,741	\$ 763,147	\$ 763,000	\$ 761,116	1.52%
Ongoing*	-	749,741	763,147	763,000	761,116	1.52%
One-time*	-	-	-	-	-	N/A
Professional/Contract	3,839	940	940	940	940	0.00%
Operating Supplies	234,485	175,435	177,964	199,265	175,435	0.00%
Repairs/Maintenance	-	1,145	1,145	200	1,145	0.00%
Other Charges/Services	66,375	102,915	134,823	71,290	102,915	0.00%
Total Cost Center - 3350	\$ 980,584	\$ 1,030,176	\$ 1,078,019	\$ 1,034,695	\$ 1,041,551	1.10%
General Fund	\$ 980,584	\$ 1,030,176	\$ 1,078,019	\$ 1,034,695	\$ 1,041,551	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Senior Streets Specialist - CDL	8	8	7	7	7	7
Street Maintenance Supervisor - CDL	1	1	1	1	1	1
Streets Crew Leader - CDL	0	0	1	1	1	1
Total	9	9	9	9	9	9

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of customer service requests (all utilities cost centers)	407	375	390	405	400
Number of public meetings with citizens/neighborhoods	4	5	8	6	6

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 743,052	\$ 672,408	\$ 678,006	\$ 708,000	\$ 684,518	1.80%
Ongoing*	-	672,408	678,006	708,000	684,518	1.80%
One-time*	-	-	-	-	-	N/A
Professional/Contract	8,623	31,332	31,332	24,600	32,332	3.19%
Operating Supplies	5,295	40,237	40,237	22,900	37,669	-6.38%
Repairs/Maintenance	334	2,000	2,000	1,280	2,000	0.00%
Communications/Transportation	3,798	13,442	13,442	7,150	14,050	4.52%
Other Charges/Services	7,003	24,187	25,125	11,680	25,087	3.72%
Capital Replacement	2,875	2,875	2,875	2,930	2,905	1.04%
Total Cost Center - 3050	\$ 770,980	\$ 786,481	\$ 793,017	\$ 778,540	\$ 798,561	1.54%
Water Operating Fund	\$ 556,783	\$ 593,840	\$ 598,752	\$ 592,140	\$ 603,901	
Wastewater Operating Fund	214,196	192,641	194,265	186,400	194,660	
Grand Total	\$ 770,980	\$ 786,481	\$ 793,017	\$ 778,540	\$ 798,561	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
IT Programmer/Analyst	1	1	1	1	1	1
Management Analyst	1	1	0	0	0	0
Management Assistant	1	1	1	1	1	1
Municipal Utilities Director	1	0	0	0	0	0
Public Works and Utilities Director	0	0.5	0.5	0.5	0.5	0.5
Senior Business Systems Support Specialist	1	1	1	1	1	1
Senior Management Analyst	0	2	2	2	2	2
Utilities Administrator	1	0	0	0	0	0
Utilities Coordinator	1	0	0	0	0	0
Total	7	6.5	5.5	5.5	5.5	5.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Waste tonnage ⁽¹⁾	82,786	76,570	N/A	75,203	76,000
Recycling tonnage ⁽¹⁾	22,210	20,076	N/A	19,491	19,800
Waste diversion percentage	27%	26%	N/A	26%	26%
Field inspections	94,072	99,461	90,000	95,000	96,000
Education presentations/ Attendees	40/ 4,000	18/ 3,050 ⁽²⁾	40/ 4,000	20/ 3,100 ⁽²⁾	25/ 3,500 ⁽²⁾
Customer satisfaction ⁽³⁾	95%	94%	96%	95%	95%
Results of regulatory compliance inspections	Pass	Pass	Pass	Pass	Pass

⁽¹⁾ Effective FY 2019-20 tonnages and waste diversion were apportioned between cost center 3700 and the newly created cost center 3720, Recycling Solid Waste Collection Center, resulting in 2019-20 Projected displaying N/A. The tonnages and diversion resulting from curbside collection remains in cost center 3700.

⁽²⁾ Fewer requests for presentations at schools and civic groups.

⁽³⁾ Customer satisfaction measurement is based on average customer service ratings from annual online and mailed surveys.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,600,554	\$ 1,079,145	\$ 1,098,552	\$ 1,074,800	\$ 1,064,975	-1.31%
Ongoing*	-	1,079,145	1,098,552	1,074,800	1,064,975	-1.31%
One-time*	-	-	-	-	-	N/A
Professional/Contract	11,239,892	10,630,251	10,832,077	11,519,050	11,612,085	9.24%
Operating Supplies	464,337	434,616	434,671	406,740	430,966	-0.84%
Repairs/Maintenance	194,869	117,032	204,257	204,260	135,141	15.47%
Communications/Transportation	42,691	40,022	40,022	11,450	50,869	27.10%
Insurance/Taxes	250	750	750	500	750	0.00%
Rents/Utilities	30,272	19,631	19,631	19,630	19,631	0.00%
Other Charges/Services	19,755	13,190	16,003	19,860	13,790	4.55%
Contingencies/Reserves	-	81,000	81,000	-	81,000	0.00%
Capital Replacement	44,344	31,729	31,729	31,740	31,729	0.00%
Total Cost Center - 3700	\$ 13,636,964	\$ 12,447,366	\$ 12,758,692	\$ 13,288,030	\$ 13,440,936	7.98%
Solid Waste Operating Fund	\$ 13,636,964	\$ 12,447,366	\$ 12,758,692	\$ 13,288,030	\$ 13,440,936	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Customer Service Supervisor	1	1	0	0	0	0
Lead Solid Waste Environmental Specialist	0	0	2	1	1	1
Recycling Coordinator	1	1	1	0.6	0.6	0.6
Senior Administrative Assistant	1	1	1	0.6	0.6	0.6
Senior Solid Waste Environmental Specialist	2	2	0	0	0	0
Solid Waste Environmental Specialist	8	8	8	4	4	4
Solid Waste Environmental Specialist - CDL	2	2	2	1	1	1
Solid Waste Field Supervisor	2	2	2	1	1	1
Solid Waste Manager	1	1	1	0.5	0.5	0.5
Solid Waste Operations Supervisor	0	0	1	0.7	0.7	0.7
Solid Waste Representative	4	4	4	3.2	3.2	3.2
Water Resource Manager	0	0	0.2	0.2	0.2	0.2
Total	22	22	22.2	12.8	12.8	12.8

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

FY 2020-21 reflects an ongoing funding increase for recycling processing costs and trash collection contract.

Solid Waste Capital - 3710**Capital Budget Summary**

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 4,649	\$ -	\$ -	\$ 235	\$ -	N/A
Ongoing*	-	-	-	235	-	N/A
One-time*	-	-	-	-	-	N/A
Other Charges/Services	2,516	-	-	4,002	-	N/A
Project Support Recharge**	-	10,000	23,383	-	10,000	0.00%
Contingencies/Reserves	-	611,335	-	-	648,564	6.09%
Land/Improvements	-	-	-	-	200,000	N/A
Building/Improvements	120,791	240,000	721,083	91,665	36,000	-85.00%
Total Cost Center - 3710	\$ 127,956	\$ 861,335	\$ 744,466	\$ 95,902	\$ 894,564	3.86%
Solid Waste Operating Fund	\$ 127,956	\$ 861,335	\$ 744,466	\$ 95,902	\$ 894,564	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 incorporates the carryforward of unexpended program funding from FY 2019-20. Additional detail is available in the 2021-2030 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.

2020-21 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 and closed landfill.

Measures ⁽¹⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Waste tonnage	N/A	N/A	7,900	8,502	8,550
Recycling tonnage	N/A	N/A	4,000 ⁽²⁾	1,596	1,600
Waste diversion percentage ⁽³⁾	N/A	N/A	34%	19%	19%
Percentage of RSWCC user survey rating of "Excellent" ⁽⁴⁾	94%	94%	95%	95%	95%
Results of regulatory compliance inspections at the transfer facility	N/A	N/A	Pass	Pass	Pass

⁽¹⁾ Effective FY 2019-20 goal, objectives, and measures were transferred from cost center 3700, Solid Waste Services.

⁽²⁾ 2019-20 Projected recycling tonnage was overstated.

⁽³⁾ Percentage of material accepted at RSWCC that is recyclable.

⁽⁴⁾ Ongoing survey for customer satisfaction with self-haul use of the RSWCC, including household hazardous waste drop-off.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ -	\$ 782,886	\$ 798,481	\$ 774,500	\$ 775,748	-0.91%
Ongoing*	-	782,886	798,481	774,500	775,748	-0.91%
One-time*	-	-	-	-	-	N/A
Professional/Contract	-	575,400	575,400	559,960	568,840	-1.14%
Operating Supplies	-	91,620	91,620	68,360	93,650	2.22%
Repairs/Maintenance	-	177,183	177,183	176,530	165,983	-6.32%
Communications/Transportation	-	17,766	17,766	2,510	6,519	-63.31%
Rents/Utilities	-	39,379	39,379	38,870	39,379	0.00%
Other Charges/Services	-	8,261	8,261	11,830	8,681	5.08%
Capital Replacement	-	12,615	12,615	12,630	12,615	0.00%
Total Cost Center - 3720	\$ -	\$ 1,705,110	\$ 1,720,705	\$ 1,645,190	\$ 1,671,415	-1.98%
Solid Waste Operating Fund	\$ -	\$ 1,705,110	\$ 1,720,705	\$ 1,645,190	\$ 1,671,415	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Lead Solid Waste Environmental Specialist	0	0	0	1	1	1
Recycling Coordinator	0	0	0	0.4	0.4	0.4
Senior Administrative Assistant	0	0	0	0.4	0.4	0.4
Solid Waste Environmental Specialist	0	0	0	4	4	4
Solid Waste Environmental Specialist - CDL	0	0	0	1	1	1
Solid Waste Field Supervisor	0	0	0	1	1	1
Solid Waste Manager	0	0	0	0.5	0.5	0.5
Solid Waste Operations Supervisor	0	0	0	0.3	0.3	0.3
Solid Waste Representative	0	0	0	0.8	0.8	0.8
Total	0	0	0	9.4	9.4	9.4

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of meter/box final inspections	408	152	250	240	200
Fire hydrant preventative maintenance (inspection and repair)	14,240	14,572	14,650	14,650	14,720
Number of water meter installations	687	743	750	940	840
Number of water meter replacements	2,245	2,442	2,500	2,200	2,500
Number of valves maintained ⁽¹⁾	22,508	21,902	22,000	22,220	22,520
Number of blue stakes performed ⁽²⁾	18,543	23,600	20,500	23,300	23,000
Number of hydrant meter installations and relocations completed within 48 hours of request	239	249	170	250	250

⁽¹⁾ Valve maintenance total includes hydrant valves.

⁽²⁾ The number of blue stakes performed will vary depending upon the amount of construction during the year.

* 2019-20 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 Distribution - 3800

Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,578,843	\$ 2,565,433	\$ 2,612,469	\$ 2,514,000	\$ 2,595,005	1.15%
Ongoing*	-	2,565,433	2,612,469	2,514,000	2,595,005	1.15%
One-time*	-	-	-	-	-	N/A
Professional/Contract	163,651	416,718	565,866	452,000	316,718	-24.00%
Operating Supplies	786,946	1,827,357	1,916,354	1,929,040	1,935,101	5.90%
Repairs/Maintenance	(107,387)	61,186	110,282	89,200	52,186	-14.71%
Communications/Transportation	16,668	25,699	25,699	23,330	25,555	-0.56%
Insurance/Taxes	3,300	5,250	5,250	5,250	5,250	0.00%
Rents/Utilities	17,898	24,400	24,400	24,400	24,400	0.00%
Other Charges/Services	31,564	76,962	79,781	80,000	76,962	0.00%
Machinery/Equipment	438	8,500	8,500	4,000	8,500	0.00%
Street Improvements	3,642	-	-	-	-	N/A
Water System Improvements	301,281	213,578	356,593	355,450	213,578	0.00%
Capital Replacement	73,512	73,512	73,512	73,520	73,512	0.00%
Total Cost Center - 3800	\$ 3,870,357	\$ 5,298,595	\$ 5,778,706	\$ 5,550,190	\$ 5,326,767	0.53%
Water Operating Fund	\$ 3,827,934	\$ 5,246,011	\$ 5,725,504	\$ 5,496,190	\$ 5,276,169	
Reclaimed Water Operating Fund	42,423	52,584	53,202	54,000	50,598	
Grand Total	\$ 3,870,357	\$ 5,298,595	\$ 5,778,706	\$ 5,550,190	\$ 5,326,767	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	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	3	3
Utility Location Coordinator	2	2	2	2	2	2
Utility Systems Technician I - CDL	1	0	0	0	0	0
Utility Systems Technician II - CDL	12	13	13	13	13	13
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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

Water Capital - 3820**Capital Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 86,394	\$ -	\$ -	\$ 67,417	\$ -	N/A
Ongoing*	-	-	-	67,417	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	6,660,076	15,425,000	30,098,436	15,848,567	2,222,725	-85.59%
Operating Supplies	157	-	64,240	10,156	-	N/A
Other Charges/Services	32,634	356,662	492,933	38,863	1,177,000	230.00%
Project Support Recharge**	-	40,000	49,238	-	80,776	101.94%
Contingencies/Reserves	-	44,614,360	-	-	31,248,566	-29.96%
Building/Improvements	433,352	6,765,000	8,314,179	600	2,600,000	-61.57%
Office Furniture/Equipment	-	250,000	250,000	-	1,650,000	560.00%
Water System Improvements	7,789,894	-	12,933,299	4,873,703	13,301,499	N/A
Wastewater System Improvements	42,183	-	54,945	29,980	8,135,000	N/A
Total Cost Center - 3820	\$ 15,044,691	\$ 67,451,022	\$ 52,257,270	\$ 20,869,286	\$ 60,415,566	-10.43%
Grant Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	
Water Bond Fund	7,574,622	29,348,904	26,452,912	3,593,585	40,186,327	
Water System Dev Fee Fund	7,359,546	33,911,324	21,618,067	17,117,892	4,363,144	
Water Resource Sys Dev Fees	-	131,214	131,214	128,827	-	
Water Operating Fund	110,522	4,059,580	4,055,077	28,982	13,866,095	
Grand Total	\$ 15,044,691	\$ 67,451,022	\$ 52,257,270	\$ 20,869,286	\$ 60,415,566	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 reflects the carryforward of uncompleted project funding from FY 2019-20. Additional detail is available in the 2021-2030 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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Surface water deliveries in millions of gallons	11,500	9,766 ⁽¹⁾	12,000	11,515	12,000

⁽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.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate	2020-21 Projected
Production cost per MG	\$220	\$307 ⁽¹⁾	\$250	\$290 ⁽¹⁾	\$310 ⁽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 ⁽²⁾	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Percentage of finished water turbidity samples between 0.05 to 0.15 NTU	99.20%	93.20%	99.00%	96.90%	95.00%
Percentage of finished water turbidity samples between 0.16 to 0.5 NTU	0.80%	6.80% ⁽³⁾	1.00%	3.10% ⁽³⁾	5.00% ⁽³⁾

⁽²⁾ Measures reflect the percentage of the total samples taken annually on a fiscal year basis.

⁽³⁾ Finished water turbidity is higher than anticipated due to higher Total Organic Carbon (TOC) loading in the incoming SRP canal water. Higher TOC loading will elevate finished water turbidity proportionally.

*2019-20 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**Budget Summary**

Description	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,438,560	\$ 1,484,738	\$ 1,507,920	\$ 1,463,000	\$ 1,504,036	1.30%
Ongoing*	-	1,484,738	1,507,920	1,463,000	1,504,036	1.30%
One-time*	-	-	-	-	-	N/A
Professional/Contract	208,601	107,194	275,002	274,500	107,194	0.00%
Operating Supplies	1,682,038	1,676,415	2,256,319	2,148,550	1,656,292	-1.20%
Repairs/Maintenance	154,038	180,056	182,368	180,700	196,177	8.95%
Communications/Transportation	10,526	5,977	5,977	5,200	7,957	33.13%
Insurance/Taxes	-	1,000	1,000	1,000	1,000	0.00%
Rents/Utilities	1,582,005	2,012,533	2,048,376	2,048,370	2,012,533	0.00%
Other Charges/Services	32,305	50,588	50,588	53,200	51,588	1.98%
Contingencies/Reserves	-	436,550	436,550	-	-	-100.00%
Capital Replacement	11,022	11,022	11,022	11,030	11,022	0.00%
Total Cost Center - 3830	\$ 5,119,096	\$ 5,966,073	\$ 6,775,122	\$ 6,185,550	\$ 5,547,799	-7.01%
Water Operating Fund	\$ 5,119,096	\$ 5,966,073	\$ 6,775,122	\$ 6,185,550	\$ 5,547,799	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 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	0	0	1	1
Water Plant Operator I	5	5	5	5	5	5
Water Plant Operator II	5	5	5	5	5	5
Water Systems Manager	0	0	1	1	1	1
Water Systems Operations Superintendent	1	1	1	1	0	0
Total	13.5	13.5	14.5	14.5	14.5	14.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20 one Water Systems Operations Superintendent position was renamed Water Facilities Superintendent.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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⁾	91,861	96,649 ⁽²⁾	99,683 ⁽³⁾	99,683 ⁽³⁾	99,683 ⁽³⁾
Secure long-term storage credits as measured in AF ⁽⁴⁾	10,238	12,986	8,000	33,033 ⁽⁵⁾	11,200

⁽¹⁾ Supply under normal conditions.

⁽²⁾ In FY 2018-19, Chandler began receiving a portion of the water supply acquired through the 2016 Gila River Indian Community Water Purchase Agreement.

⁽³⁾ In FY 2019-20, Chandler began receiving the total water supply acquired through the 2016 Gila River Indian Community Water Purchase Agreement.

⁽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

*2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of water conservation workshops	22	23	22	22	22
Number of residents attending workshops	661	733	600	650	650
Number of school presentations	107	135	105	144	155
Number of children attending school presentations	10,731	11,252	10,500	12,550	13,400
Number of residential water conservation packets distributed ⁽¹⁾	719	440	400	450	450
Number of rebates issued	343	393	250	445	500
Number of residential water audits ⁽²⁾	308	1,116	750	1,300	1,600
Number of conservation programs implemented as mandated by Arizona Department of Water Resources	11	11	11	11	11

⁽¹⁾ Distribution of residential water conservation packets is dependent on new homes.

⁽²⁾ Effective FY 2018-19 the residential water audit program was expanded.

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 984,042	\$ 1,011,046	\$ 1,025,906	\$ 1,027,400	\$ 1,042,378	3.10%
Ongoing*	-	1,011,046	1,025,906	1,027,400	1,042,378	3.10%
One-time*	-	-	-	-	-	N/A
Professional/Contract	5,465,992	7,237,137	7,771,113	6,752,770	5,937,137	-17.96%
Operating Supplies	40,126	51,089	51,089	64,080	47,379	-7.26%
Repairs/Maintenance	23,369	31,020	37,789	40,010	35,730	15.18%
Communications/Transportation	11,752	11,006	11,006	8,880	10,006	-9.09%
Rents/Utilities	6,520	8,400	8,400	8,400	8,400	0.00%
Other Charges/Services	155,144	187,499	188,437	171,540	187,499	0.00%
Machinery/Equipment	16	-	-	-	-	N/A
Capital Replacement	8,914	8,914	8,914	8,920	8,914	0.00%
Total Cost Center - 3840	\$ 6,695,876	\$ 8,546,111	\$ 9,102,654	\$ 8,082,000	\$ 7,277,443	-14.84%
Water Operating Fund	\$ 6,695,876	\$ 8,546,111	\$ 9,102,654	\$ 8,082,000	\$ 7,277,443	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Construction Project Manager	1	1	0	0	0	0
Engineer	1	0	1	1	1	1
Engineering Project Manager	1	0	0	0	0	0
Principal Engineer	0	1	1	1	1	1
Utilities Engineering Manager	0	1	1	1	1	1
Utility Analyst	1	1	1	1	1	1
Utility Regulatory Affairs Manager	1	1	0.5	0.5	0.5	0.5
Water Audit Technician	0	0	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	1	0.8	0.8	0.8	0.8
Total	8	8	7.8	7.8	7.8	7.8

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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%

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,242,716	\$ 1,318,421	\$ 1,332,348	\$ 1,322,900	\$ 1,349,478	2.36%
Ongoing*	-	1,318,421	1,332,348	1,322,900	1,349,478	2.36%
One-time*	-	-	-	-	-	N/A
Professional/Contract	113,668	150,317	198,528	198,000	150,317	0.00%
Operating Supplies	156,187	195,852	195,927	137,600	195,822	-0.02%
Repairs/Maintenance	4,506	6,000	6,215	6,200	6,000	0.00%
Communications/Transportation	28,427	41,365	41,365	34,570	41,365	0.00%
Insurance/Taxes	-	500	500	-	500	0.00%
Other Charges/Services	17,452	28,879	28,879	22,000	28,879	0.00%
Wastewater System Improvements	-	-	-	1,200	-	N/A
Capital Replacement	21,012	21,012	21,012	21,030	21,012	0.00%
Total Cost Center - 3850	\$ 1,583,968	\$ 1,762,346	\$ 1,824,774	\$ 1,743,500	\$ 1,793,373	1.76%
Water Operating Fund	\$ 1,498,767	\$ 1,670,078	\$ 1,731,407	\$ 1,650,360	\$ 1,699,144	
Reclaimed Water Operating Fund	85,201	92,268	93,367	93,140	94,229	
Grand Total	\$ 1,583,968	\$ 1,762,346	\$ 1,824,774	\$ 1,743,500	\$ 1,793,373	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes in FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Groundwater deliveries in millions of gallons	6,299	5,569	6,100	5,500	6,000

Goal:

Operate and maintain all water facilities efficiently.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health

Objective:

◆ Minimize increases in water production costs.

Measure	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Production cost per MG	\$347	\$389	\$350	\$392	\$360

* 2019-20 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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%

* 2019-20 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**Budget Summary**

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,048,794	\$ 2,086,037	\$ 2,132,684	\$ 2,096,000	\$ 2,243,890	7.57%
Ongoing*	-	2,086,037	2,132,684	2,096,000	2,243,890	7.57%
One-time*	-	-	-	-	-	N/A
Professional/Contract	36,829	130,310	131,310	131,310	130,310	0.00%
Operating Supplies	936,157	964,648	999,577	1,008,210	969,000	0.45%
Repairs/Maintenance	693,782	955,214	1,085,866	989,950	877,849	-8.10%
Communications/Transportation	15,456	29,940	29,940	30,050	29,700	-0.80%
Insurance/Taxes	500	2,500	2,500	-	2,500	0.00%
Rents/Utilities	2,112,347	1,636,940	1,636,940	1,906,000	1,636,940	0.00%
Other Charges/Services	57,491	65,125	65,125	62,850	65,125	0.00%
Office Furniture/Equipment	-	-	-	170	-	N/A
Street Improvements	-	-	-	890	-	N/A
Water System Improvements	598,482	600,650	940,663	940,600	600,650	0.00%
Capital Replacement	43,957	42,797	42,797	43,110	42,797	0.00%
Total Cost Center - 3860	\$ 6,543,795	\$ 6,514,161	\$ 7,067,402	\$ 7,209,140	\$ 6,598,761	1.30%
Water Operating Fund	\$ 6,543,795	\$ 6,514,161	\$ 7,067,402	\$ 7,209,140	\$ 6,598,761	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	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	3	3	4	4
Utilities Maintenance Worker	2	2	2	2	1	1
Utility Maintenance Manager	1	1	0.5	0.5	0.5	0.5
Utility Maintenance Supervisor	2	2	2	2	2	2
Utility Operations Manager	0.5	0.5	0	0	0	0
Total	21.5	21.5	20.5	20.5	20.5	20.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20 one Utilities Maintenance Worker position was reclassified to Utilities Electrician.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Surface water deliveries in millions of gallons	4,200 ⁽¹⁾	5,388	7,000 ⁽²⁾	3,935 ⁽³⁾	5,200

⁽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 24 MGD beginning in January 2020.

⁽³⁾ Unable to take flow up to 24 MGD due to a change in the delivery method for Santan Vista. In addition, Santan Vista had a scheduled shutdown from October to December 2019 to complete required plant maintenance.

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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Production cost per MG	\$94	\$124 ⁽⁴⁾	\$75	\$142	\$125

⁽⁴⁾ A recent expansion of Santan Vista resulted in an overall increase in production costs. Production capacity was increased from 24 MGD up to 48 MGD.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Professional/Contract	\$ 1,704,507	\$ 2,082,519	\$ 2,987,405	\$ 2,000,000	\$ 2,082,519	0.00%
Total Cost Center - 3870	\$ 1,704,507	\$ 2,082,519	\$ 2,987,405	\$ 2,000,000	\$ 2,082,519	0.00%
Water Operating Fund	\$ 1,704,507	\$ 2,082,519	\$ 2,987,405	\$ 2,000,000	\$ 2,082,519	

Significant Budget Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of water meter readings completed and reviewed for quality assurance	1,014,552	1,029,156	1,016,000	1,034,064	1,038,924
Percentage of water meters read within a 33-day cycle	97%	98%	99%	92%	99%
Percentage of meter readings that did not require an estimate due to damaged meters, access, or misreads	99.5%	99.9%	99.7%	99.7%	99.9%
Number of customer service requests completed	24,141	24,104	25,000	25,686	27,250
Number of water meters and or registers replaced	3,129	3,843	3,200	6,688 ⁽¹⁾	5,265 ⁽¹⁾

⁽¹⁾ Number of water meters and/or registers replaced increased for 2019-20 Year-end Estimate and 2020-21 Projected due to being fully staffed and efficiencies gained from a major route change.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 632,565	\$ 767,722	\$ 782,426	\$ 743,000	\$ 750,275	-2.27%
Ongoing*	-	767,722	782,426	743,000	750,275	-2.27%
One-time*	-	-	-	-	-	N/A
Professional/Contract	49	20,050	35,051	16,050	19,050	-4.99%
Operating Supplies	653,995	204,944	216,521	189,200	192,934	-5.86%
Repairs/Maintenance	8,262	26,710	27,242	21,060	26,710	0.00%
Communications/Transportation	5,269	6,434	6,434	6,030	7,714	19.89%
Insurance/Taxes	-	500	500	500	500	0.00%
Rents/Utilities	-	1,000	1,000	-	1,000	0.00%
Other Charges/Services	96	2,900	2,900	3,000	3,900	34.48%
Contingencies/Reserves	-	9,510	9,510	-	-	-100.00%
Water System Improvements	204	-	-	-	-	N/A
Capital Replacement	16,075	16,075	16,075	16,100	16,075	0.00%
Total Cost Center - 3880	\$ 1,316,515	\$ 1,055,845	\$ 1,097,659	\$ 994,940	\$ 1,018,158	-3.57%
Water Operating Fund	\$ 1,316,515	\$ 1,055,845	\$ 1,097,659	\$ 994,940	\$ 1,018,158	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Lead Utility Meter Technician	0	0	1	1	1	1
Meter Services Supervisor	0	0	1	1	1	1
Senior Utility Billing Representative	1	0	0	0	0	0
Utility Meter Account Specialist	0	1	1	1	1	1
Utility Meter Technician	7	6	6	6	6	6
Utility Meter Technician II	1	1	0	0	0	0
Utility Meter Technician Supervisor	1	1	0	0	0	0
Utility Systems Technician II	1	1	1	1	0	0
Water Audit Technician	0	1	0.5	0.5	1.5	1.5
Total	11	11	10.5	10.5	10.5	10.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20 one Utility Systems Technician II position was reclassified to Water Audit Technician.

Wastewater Collection - 3900

The Wastewater Collection Division is responsible for maintaining all system appurtenances such as pipes, manholes, and pumping stations.

2020-21 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 the customers' satisfaction.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Number of odor complaints received	66	38	65	45	45
Number of blockages originating in City sewer mains	8	14	11	15	15
Number of roach complaints received ⁽¹⁾	90	59	90	65	70
Number of sewer service repairs that are the City's responsibility	73	52	75	64	70
Number of sewer line miles cleaned annually	123	71 ⁽²⁾	120	80 ⁽²⁾	100

⁽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 in FY 2018-19 through FY 2019-20 and unable to clean the same level of sewer line miles.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 989,363	\$ 937,721	\$ 948,510	\$ 841,000	\$ 929,984	-0.83%
Ongoing*	-	937,721	948,510	841,000	929,984	-0.83%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,101,360	1,130,560	1,226,354	1,201,000	1,316,844	16.48%
Operating Supplies	186,007	334,932	385,204	342,300	334,932	0.00%
Repairs/Maintenance	38,342	38,278	39,363	31,000	38,278	0.00%
Communications/Transportation	2,681	16,444	16,444	9,050	16,444	0.00%
Insurance/Taxes	-	1,500	1,500	1,500	1,500	0.00%
Rents/Utilities	111,829	198,505	198,505	150,010	198,505	0.00%
Other Charges/Services	13,287	31,069	34,825	31,000	31,069	0.00%
Contingencies/Reserves	-	10,000	10,000	-	-	-100.00%
Capital Replacement	37,058	37,058	37,058	37,100	37,058	0.00%
Total Cost Center - 3900	\$ 2,479,926	\$ 2,736,067	\$ 2,897,763	\$ 2,643,960	\$ 2,904,614	6.16%
Wastewater Operating Fund	\$ 2,479,926	\$ 2,736,067	\$ 2,897,763	\$ 2,643,960	\$ 2,904,614	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	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	4	4	5	5
Utility Systems Technician III - CDL	2	2	2	2	1	1
Wastewater Collections Superintendent	1	1	1	1	1	1
Total	10	10	10	10	10	10

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20 one Utility Systems Technician III - CDL position was reclassified to Utility Systems Technician II - CDL.

Wastewater Capital - 3910

Capital Budget Summary

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 105,102	\$ -	\$ -	\$ 63,144	\$ -	N/A
Ongoing*	-	-	-	63,144	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	88,198	795,000	3,173,945	23,110	1,680,000	111.32%
Operating Supplies	167	-	-	-	-	N/A
Communications/Transportation	-	-	-	26	-	N/A
Other Charges/Services	8,157	5,000,000	5,409,943	-	500,000	-90.00%
Project Support Recharge**	-	50,000	177,875	-	50,000	0.00%
Contingencies/Reserves	-	33,748,661	-	-	46,126,021	36.68%
Building/Improvements	3,500	21,090,000	30,755,927	5,516,060	-	-100.00%
Water System Improvements	2,070,070	-	764,632	130,886	1,700,000	N/A
Wastewater System Improvements	9,809,018	-	13,092,525	1,515,588	26,190,000	N/A
Total Cost Center - 3910	\$ 12,084,213	\$ 60,683,661	\$ 53,374,847	\$ 7,248,814	\$ 76,246,021	25.65%
Reclaimed Water System Dev Fee Fund	\$ 3,349,571	\$ 8,070,884	\$ 5,901,768	\$ 439,155	\$ 7,472,601	
Wastewater Bond Fund	7,866,322	14,851,685	12,420,417	1,156,135	11,764,282	
Wastewater System Dev Fee Fund	3,107	364,147	300,024	-	300,024	
Wastewater Operating Fund	865,214	32,396,945	29,752,638	5,649,024	51,213,614	
WW Industrial Process Treatment Fund	-	5,000,000	5,000,000	4,500	5,495,500	
Grand Total	\$ 12,084,213	\$ 60,683,661	\$ 53,374,847	\$ 7,248,814	\$ 76,246,021	

* Ongoing and One-time Personnel Services detail not available for 2018-19 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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

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 2020-21 reflects the carryforward of uncompleted project funding from FY 2019-20. Additional detail is available in the 2021-2030 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, and FAB 32. This state-of-the-art facility uses reverse osmosis, lime softening, ion exchange, and a brine concentrator to treat the 1.5 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.

2020-21 Performance Measurements**Goal:**

Treat over 90% of the industrial brine stream from Intel Corporation to drinking water standards so that it can be recharged back into the aquifer or sent back to Intel Corporation for industrial reuse.

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 90% of the industrial brine stream.

Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 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	2,626	1,134 ⁽¹⁾	3,068	2,700	4,600 ⁽²⁾
Recharge or recycle the treated industrial water (MG)	542	306 ⁽¹⁾	540	740 ⁽³⁾	750 ⁽³⁾
Percent of industrial waste recovered	91%	92%	93%	93%	93%

⁽¹⁾ 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.

⁽²⁾ The 2020-21 Projected is higher due to more testing.

⁽³⁾ Higher due to the increase in flows planned to receive.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,539,820	\$ 1,686,932	\$ 1,722,649	\$ 1,696,240	\$ 1,686,974	0.00%
Ongoing*	-	1,686,932	1,722,649	1,696,240	1,686,974	0.00%
One-time*	-	-	-	-	-	N/A
Professional/Contract	441,047	801,031	1,417,535	1,500,300	925,031	15.48%
Operating Supplies	1,454,651	3,175,248	4,442,944	2,899,980	3,808,998	19.96%
Repairs/Maintenance	147,846	219,546	337,084	187,600	216,246	-1.50%
Communications/Transportation	9,107	7,785	7,785	10,100	9,845	26.46%
Insurance/Taxes	-	250	250	-	250	0.00%
Rents/Utilities	593,384	965,000	965,000	965,370	1,405,000	45.60%
Other Charges/Services	27,589	30,920	30,920	24,900	34,170	10.51%
Contingencies/Reserves	-	2,700,000	2,700,000	-	1,500,000	-44.44%
Machinery/Equipment	14,341	8,892	10,025	3,410	7,630	-14.19%
Office Furniture/Equipment	432	-	-	-	-	N/A
Capital Replacement	9,382	11,162	11,162	10,710	11,162	0.00%
Total Cost Center - 3930	\$ 4,237,599	\$ 9,606,766	\$ 11,645,354	\$ 7,298,610	\$ 9,605,306	-0.02%
WW Industrial Process Treatment Fund	\$ 4,237,599	\$ 9,606,766	\$ 11,645,354	\$ 7,298,610	\$ 9,605,306	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Instrumentation Technician	2	2	2	2	2	2
Lead Reverse Osmosis Plant Operator	0	1	1	1	1	1
Reverse Osmosis Facility Superintendent	1	1	1	1	1	1
Reverse Osmosis Water Plant Operator II	9	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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

Lone Butte Wastewater Treatment Facility - 3940

The Lone Butte Wastewater Treatment Facility is responsible for treating domestic and industrial wastewater for reclamation.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Treatment cost per 1 MG ⁽¹⁾	\$823	\$1,848	\$1,980	\$2,460	\$2,600
Percent compliance with GRIC lease agreement	88% ⁽²⁾	96.3%	90% ⁽²⁾	97%	98%
Reuse of reclaimed water MGD ⁽³⁾	2.31	1.21	1.50	0.90	0.90

⁽¹⁾ Cost increases starting in FY 2018-19 are due to reduced flows into the Lone Butte Wastewater Treatment Facility.

⁽²⁾ Decrease was due to seasonal algae blooms and inability to remove single cell biota in existing filters.

⁽³⁾ Beginning in FY 2018-19 the decrease in reuse of reclaimed water results from decreased flows into the Lone Butte Wastewater Treatment Facility.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 125,052	\$ 151,374	\$ 152,057	\$ 150,000	\$ 152,269	0.59%
Ongoing*	-	151,374	152,057	150,000	152,269	0.59%
One-time*	-	-	-	-	-	N/A
Professional/Contract	146,283	148,020	159,302	200,000	200,100	35.18%
Operating Supplies	185,917	566,605	775,180	176,400	454,525	-19.78%
Repairs/Maintenance	19,295	31,200	39,636	40,000	41,200	32.05%
Communications/Transportation	1,920	3,070	3,070	2,000	3,070	0.00%
Insurance/Taxes	-	500	500	-	500	0.00%
Rents/Utilities	328,687	466,068	466,103	347,000	516,068	10.73%
Other Charges/Services	3,479	4,185	4,185	3,200	4,185	0.00%
Contingencies/Reserves	-	10,400	10,400	-	-	-100.00%
Machinery/Equipment	-	28,000	28,000	25,000	28,000	0.00%
Capital Replacement	2,292	2,292	2,292	2,300	2,292	0.00%
Total Cost Center - 3940	\$ 812,923	\$ 1,411,714	\$ 1,640,725	\$ 945,900	\$ 1,402,209	-0.67%
Wastewater Operating Fund	\$ 812,923	\$ 1,411,714	\$ 1,640,725	\$ 945,900	\$ 1,402,209	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Wastewater Treatment Plant Operator III	1	1	1	1	1	1
Total	1	1	1	1	1	1

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Review industrial and City sampling reports to ensure compliance ⁽¹⁾	126	200	116	218	180
Conduct compliance sampling for aquifer protection and reuse permits	148	154	150	140	150
Number of grease traps and sand and oil interceptors inspected	662 ⁽²⁾	279 ⁽²⁾	800	300 ⁽³⁾	800
Number of significant industrial user inspections conducted to determine compliance with applicable requirements	41	37	36	40	42

⁽¹⁾ Sampling reports reviewed may vary dependent on the number of sampling events conducted.

⁽²⁾ Decrease due to Inspector vacancies resulting in reduced number of inspections.

⁽³⁾ Reflects reduced number of projected inspections due to training of new Inspectors.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 433,361	\$ 439,318	\$ 451,064	\$ 357,000	\$ 445,178	1.33%
Ongoing*	-	439,318	451,064	357,000	445,178	1.33%
One-time*	-	-	-	-	-	N/A
Professional/Contract	126,172	94,863	139,656	161,000	94,863	0.00%
Operating Supplies	62,126	72,495	74,970	59,190	72,375	-0.17%
Repairs/Maintenance	781	-	-	-	-	N/A
Communications/Transportation	1,698	4,597	4,597	3,090	4,357	-5.22%
Insurance/Taxes	-	500	500	-	500	0.00%
Other Charges/Services	5,699	8,680	8,680	4,200	8,680	0.00%
Contingencies/Reserves	-	79,000	79,000	-	-	-100.00%
Capital Replacement	9,509	9,509	9,509	9,540	9,509	0.00%
Total Cost Center - 3950	\$ 639,345	\$ 708,962	\$ 767,976	\$ 594,020	\$ 635,462	-10.37%
Reclaimed Water Operating Fund	\$ 17,339	\$ 50,831	\$ 51,284	\$ 42,500	\$ 52,893	
Wastewater Operating Fund	622,006	658,131	716,692	551,520	582,569	
Grand Total	\$ 639,345	\$ 708,962	\$ 767,976	\$ 594,020	\$ 635,462	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Authorized Positions

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	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

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Treatment cost per 1 MG ⁽¹⁾	\$1,090	\$1,381 ⁽¹⁾	\$1,390	\$1,420	\$1,450
Percent compliance with permits	99.5%	99.69%	100%	100%	100%
Reuse of wastewater MGD	11.85	10.58	12.50	11.0	10.5
Recharge of reclaimed water MGD	3.14	3.74	1.50 ⁽²⁾	3.20 ⁽²⁾	3.70

⁽¹⁾ Effective FY 2018-19 the increase was due to reduction of wastewater flow into the Airport Water Reclamation Facility.

⁽²⁾ FY 2019-20 Year End Estimate is greater than FY 2019-20 Projected due to temporary reductions of deliveries to the Gila River Indian Community.

* 2019-20 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	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 2,562,284	\$ 2,764,716	\$ 2,821,966	\$ 2,340,000	\$ 2,899,235	4.87%
Ongoing*	-	2,764,716	2,821,966	2,340,000	2,899,235	4.87%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,926,186	1,469,417	1,765,896	2,400,300	1,355,431	-7.76%
Operating Supplies	1,501,574	1,480,833	1,540,042	1,324,250	1,374,707	-7.17%
Repairs/Maintenance	103,964	375,100	375,100	315,700	413,286	10.18%
Communications/Transportation	16,420	13,716	13,716	13,600	16,836	22.75%
Insurance/Taxes	-	1,000	1,000	-	1,000	0.00%
Rents/Utilities	2,188,298	2,706,949	2,706,949	2,403,400	2,499,749	-7.65%
Other Charges/Services	85,300	91,872	91,872	92,800	84,672	-7.84%
Contingencies/Reserves	-	1,000,000	1,000,000	-	-	-100.00%
Machinery/Equipment	22,314	100,000	100,000	50,060	100,000	0.00%
Capital Replacement	29,785	29,805	29,805	29,840	29,805	0.00%
Total Cost Center - 3960	\$ 8,436,125	\$ 10,033,408	\$ 10,446,346	\$ 8,969,950	\$ 8,774,721	-12.54%
Reclaimed Water Operating Fund	\$ 911,561	\$ 1,300,812	\$ 1,734,751	\$ 1,696,040	\$ 928,983	
Wastewater Operating Fund	7,524,564	8,732,596	8,711,595	7,273,910	7,845,738	
Grand Total	\$ 8,436,125	\$ 10,033,408	\$ 10,446,346	\$ 8,969,950	\$ 8,774,721	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Airport Water Reclamation Facility - 3960

Authorized Positions

Position Title	2016-17 Revised	2017-18 Revised	2018-19 Revised	2019-20 Adopted	2019-20 Revised	2020-21 Adopted
Business Systems Support Analyst	1	1	1	1	1	1
Instrumentation Technician	4	3	3	3	3	3
Lead Wastewater Treatment Plant Operator	0	0	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1	1
Senior Utilities Mechanic	3	4	4	4	4	4
Senior Utilities Mechanic - CDL	1	1	1	1	1	1
Utilities Electrician	2	2	2	2	2	2
Utilities Mechanic	1	0	0	0	0	0
Utilities Predictive Maintenance Technician	1	1	1	1	1	1
Utility Maintenance Supervisor	1	1	1	1	1	1
Utility Operations Manager	1	0	0.5	0.5	0.5	0.5
Utility Program Coordinator	1	1	1	1	1	1
Utility Regulatory Affairs Manager	0	0	0.5	0.5	0.5	0.5
Wastewater Facilities Manager	1	1	1	1	1	1
Wastewater Facilities Superintendent	0	1	1	1	1	1
Wastewater Operations Manager	0	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	25	27	27	27	27

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

There are no significant budget and staffing changes for FY 2020-21.

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.

2020-21 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	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Year End Estimate*	2020-21 Projected
Treatment cost per 1 MG	\$1,258	\$1,261	\$1,461 ⁽¹⁾	\$1,200 ⁽²⁾	\$1,250 ⁽²⁾
Percent compliance with permits	99%	99.5%	100%	99.8%	100%
Reuse of wastewater in MGD	6.19	10.42 ⁽³⁾	11.50 ⁽³⁾	13.5 ⁽⁴⁾	14
Recharge of reclaimed water in MGD	1.33	2.1 ⁽³⁾	2.0 ⁽³⁾	1.5 ⁽⁵⁾	1.5

⁽¹⁾ Average daily flow anticipated to increase to approximately 14 MGD due to increased permitted capacity and less flow to Lone Butte. Cost divided by higher flow equals a lower unit cost per MG.

⁽²⁾ Decrease due to treatment of additional flow.

⁽³⁾ 2018-19 Actual and 2019-20 Projected increase were due to increased permitted capacity and less flow to Lone Butte.

⁽⁴⁾ Increase due to additional flow of reclaimed water to the Gila River Indian Community.

⁽⁵⁾ Decrease due to additional flow of reclaimed water to the Gila River Indian Community.

* 2019-20 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	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,806,907	\$ 2,225,062	\$ 2,283,319	\$ 1,952,000	\$ 2,262,361	1.68%
Ongoing*	-	2,225,062	2,283,319	1,952,000	2,262,361	1.68%
One-time*	-	-	-	-	-	N/A
Professional/Contract	1,070,682	1,431,568	1,772,501	1,400,200	1,360,761	-4.95%
Operating Supplies	1,026,821	1,533,024	1,845,350	1,243,350	1,110,420	-27.57%
Repairs/Maintenance	96,654	76,350	81,879	130,000	151,750	98.76%
Communications/Transportation	11,537	8,310	8,310	22,100	21,430	157.88%
Insurance/Taxes	-	1,000	1,000	-	1,000	0.00%
Rents/Utilities	1,679,245	1,665,500	1,665,500	1,658,000	2,227,700	33.76%
Other Charges/Services	41,195	32,540	32,540	43,300	64,740	98.96%
Project Support Recharge**	-	-	-	-	(101,533)	N/A
Contingencies/Reserves	-	500,000	500,000	-	-	-100.00%
Machinery/Equipment	-	25,000	25,000	25,140	25,000	0.00%
Capital Replacement	28,829	27,669	27,669	27,670	27,669	0.00%
Total Cost Center - 3970	\$ 5,761,869	\$ 7,526,023	\$ 8,243,068	\$ 6,501,760	\$ 7,151,298	-4.98%
Reclaimed Water Operating Fund	\$ -	\$ -	\$ -	\$ -	\$ 400,500	
Wastewater Operating Fund	5,761,869	7,526,023	8,243,068	6,501,760	6,750,798	
Wastewater Operating Fund	\$ 5,761,869	\$ 7,526,023	\$ 8,243,068	\$ 6,501,760	\$ 7,151,298	

* Ongoing and One-time Personnel Services detail not available for 2018-19 Actual Expenditures.

Ocotillo Water Reclamation Facility - 3970**Authorized Positions**

Position Title	2016-17	2017-18	2018-19	2019-20	2019-20	2020-21
	Revised	Revised	Revised	Adopted	Revised	Adopted
Business Systems Support Analyst	1	1	1	1	0	0
Business Systems Support Supervisor	0	0	0	0	1	1
Construction Project Manager	0	0	0	0	1	0
Engineer	0	0	0	0	1	1
HVAC Technician	0	1	1	1	1	1
Instrumentation Technician	1	2	2	2	2	2
Lead Wastewater Treatment Plant Operator	0	1	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1	1
Senior Utilities Mechanic	1	2	2	2	3	3
Utilities Electrician	1	2	2	2	2	2
Utilities Maintenance Worker	1	1	1	1	0	0
Utilities Mechanic	2	1	1	1	1	1
Utility Maintenance Manager	0	0	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	2	6	6	6	4	4
Wastewater Treatment Plant Operator II	4	5	4	4	4	4
Total	16	25	24.5	24.5	24.5	23.5

Significant Budget and Staffing Changes

Please refer to the statement on the department overview page at the front of this section related to the impacts of COVID-19.

During FY 2019-20 one Business Systems Support Analyst was reclassified to Business Systems Support Supervisor, one Utilities Maintenance Worker position was reclassified to Utilities Mechanic, one Utilities Mechanic position was reclassified to Senior Utilities Mechanic, one Wastewater Treatment Plant Operator I position was reclassified to Construction Project Manager, and one Wastewater Treatment Plant Operator I position was reclassified to Engineer.

Effective July 1, 2020, one Construction Project Manager position transfers to cost center 3025, Capital Projects.

16-Capital Budget

Capital Appropriation Summaries
Major Capital Projects
Operating Capital
Capital Replacement



“The Future’s in Sight”

Capital improvements are the backbone of our water, wastewater, solid waste, and transportation infrastructure, as well as strategic investments in parks and facilities that benefit the community.

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 2021-2030 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.

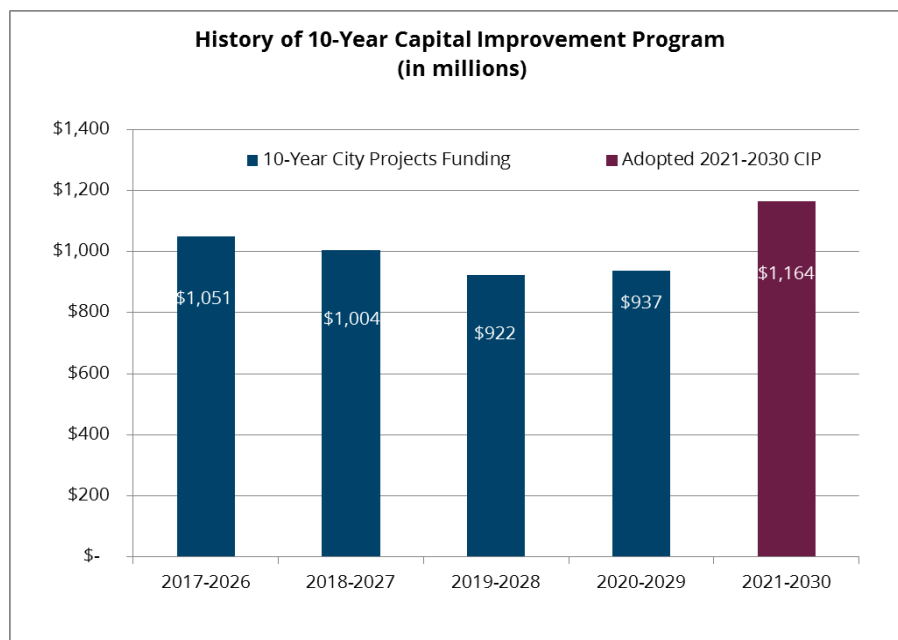
Relationship Between Operating and Capital Budgets

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.

2021-2030 Capital Improvement Program

Shown below is a history of the total 10-year CIP budget as updated annually. The adopted 2021-2030 CIP is higher than the prior year due to an increased emphasis on maintaining aging infrastructure including significant water and wastewater facilities and infrastructure maintenance.



Capital Budget**2020-21 Adopted Budget**

The Council adopts the CIP on the same date as the final adoption of the annual budget. Consequently, the 2021-2030 CIP review is integrated with the FY 2020-21 annual budget process. Both were adopted by the Council on June 11, 2020. The 10-year CIP is summarized below, with additional detail available in the City's 2021-2030 Capital Improvement Program.

Projected CIP Expenditure Summary

EXPENDITURES	2020-21	2021-22	2022-23	2023-24	2024-25	5-Year Total	2025-2030	10-Year Total
General Government:								
Buildings and Facilities	\$ 2,207,500	\$ 2,092,500	\$ 3,366,000	\$ 1,850,000	\$ 1,600,000	\$ 11,116,000	\$ 9,250,000	\$ 20,366,000
Economic Development	-	-	500,000	500,000	500,000	1,500,000	2,000,000	3,500,000
Total - General Government	\$ 2,207,500	\$ 2,092,500	\$ 3,866,000	\$ 2,350,000	\$ 2,100,000	\$ 12,616,000	\$ 11,250,000	\$ 23,866,000
Airport:								
Airport	\$ 6,698,000	\$ 1,960,000	\$ 6,224,000	\$ 3,049,000	\$ 9,887,000	\$ 27,818,000	\$ 9,821,000	\$ 37,639,000
Total - Airport	\$ 6,698,000	\$ 1,960,000	\$ 6,224,000	\$ 3,049,000	\$ 9,887,000	\$ 27,818,000	\$ 9,821,000	\$ 37,639,000
Information Technology								
Information Technology and ITOC	\$ 2,328,000	\$ 2,034,383	\$ 1,135,035	\$ 1,228,893	\$ 1,000,000	\$ 7,726,311	\$ 3,200,000	\$ 10,926,311
Total - Information Technology	\$ 2,328,000	\$ 2,034,383	\$ 1,135,035	\$ 1,228,893	\$ 1,000,000	\$ 7,726,311	\$ 3,200,000	\$ 10,926,311
Community Services:								
Parks & Recreation	\$ 12,793,095	\$ 2,232,800	\$ 15,062,250	\$ 8,692,850	\$ 9,857,958	\$ 48,638,953	\$ 30,160,235	\$ 78,799,188
Total - Community Services	\$ 12,793,095	\$ 2,232,800	\$ 15,062,250	\$ 8,692,850	\$ 9,857,958	\$ 48,638,953	\$ 30,160,235	\$ 78,799,188
Cultural Development:								
Cultural Development	\$ 1,055,195	\$ 500,000	\$ 800,000	\$ 1,350,000	\$ 800,000	\$ 4,505,195	\$ 14,244,620	\$ 18,749,815
Total - Cultural Development	\$ 1,055,195	\$ 500,000	\$ 800,000	\$ 1,350,000	\$ 800,000	\$ 4,505,195	\$ 14,244,620	\$ 18,749,815
Public Safety:								
Fire	\$ 800,000	\$ 7,435,000	\$ 894,000	\$ 375,000	\$ 325,000	\$ 9,829,000	\$ 15,107,000	\$ 24,936,000
Police	1,773,000	1,827,000	1,490,000	1,535,000	-	6,625,000	23,265,000	29,890,000
Total - Public Safety	\$ 2,573,000	\$ 9,262,000	\$ 2,384,000	\$ 1,910,000	\$ 325,000	\$ 16,454,000	\$ 38,372,000	\$ 54,826,000
Public Works & Utilities (Utilities):								
Water	\$ 29,167,000	\$ 27,080,000	\$ 16,355,000	\$ 18,495,000	\$ 50,330,000	\$ 141,427,000	\$ 175,290,500	\$ 316,717,500
Wastewater	30,120,000	23,815,000	7,020,000	14,474,640	26,430,320	101,859,960	166,928,038	268,787,998
Solid Waste	246,000	395,000	105,000	80,000	615,000	1,441,000	975,000	2,416,000
Total - Public Works & Utilities (Utilities)	\$ 59,533,000	\$ 51,290,000	\$ 23,480,000	\$ 33,049,640	\$ 77,375,320	\$ 244,727,960	\$ 343,193,538	\$ 587,921,498
Public Works & Utilities (Streets):								
Streets/Traffic	\$ 63,739,400	\$ 31,347,400	\$ 40,434,866	\$ 42,010,200	\$ 28,948,600	\$ 206,480,466	\$ 145,018,100	\$ 351,498,566
Total - Public Works & Utilities (Streets)	\$ 63,739,400	\$ 31,347,400	\$ 40,434,866	\$ 42,010,200	\$ 28,948,600	\$ 206,480,466	\$ 145,018,100	\$ 351,498,566
Grand Total CIP	\$ 150,927,190	\$ 100,719,083	\$ 93,386,151	\$ 93,640,583	\$ 130,293,878	\$ 568,966,885	\$ 595,259,493	\$ 1,164,226,378
RESOURCES								
Current Revenues	\$ 59,716,071	\$ 56,707,883	\$ 31,747,128	\$ 35,527,479	\$ 39,464,031	\$ 223,162,592	\$ 164,169,395	\$ 387,331,987
Capital Grants	27,943,852	9,308,204	13,702,773	9,440,854	15,942,612	76,338,295	28,314,467	104,652,762
Impact Fee Revenues/Fund Balance	24,640,561	1,396,000	11,169,500	14,773,540	5,463,013	57,442,614	12,240,500	69,683,114
Bond Proceeds Repaid by Secondary Tax Levy	20,799,706	13,486,996	23,581,750	19,093,710	16,994,860	93,957,022	127,165,361	221,122,383
Other Debt Proceeds - Debt Repaid by Enterprise User Fees	17,827,000	19,820,000	13,185,000	14,805,000	52,429,362	118,066,362	263,369,770	381,436,132
Total - All Revenues	\$ 150,927,190	\$ 100,719,083	\$ 93,386,151	\$ 93,640,583	\$ 130,293,878	\$ 568,966,885	\$ 595,259,493	\$ 1,164,226,378

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 2021-2030 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 2021-2030 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**2020-21 Adopted Budget**

Capital Improvement Program Impact on Operating Funds							
(Note: Amounts below are cumulative by year)							
	FTE	2020-21	2021-22	2022-23	2023-24	2024-25	2025-2030
Airport	\$	1,533	\$ 2,304	\$ 3,072	\$ 3,072	\$ 3,072	\$ 15,360
Community Services		113,932	226,583	578,875	578,875	578,875	5,175,661
Cultural Development		4,680	4,680	4,680	4,680	4,680	58,400
Information Technology	5.00	349,851	1,000,919	1,534,171	1,623,467	2,242,008	12,163,200
Public Safety:							
Fire		30,983	30,983	51,826	51,826	51,826	259,130
Police		60,143	60,143	60,143	60,143	60,143	300,715
Public Works & Utilities:							
Streets/Traffic		-	25,300	27,430	32,430	91,630	508,600
Reclaimed Water		3,071	4,606	6,141	6,141	6,141	30,705
Solid Waste		6,909	10,363	13,818	13,818	13,818	69,090
Water		16,121	24,181	32,241	32,241	32,241	161,205
Wastewater		11,515	17,272	23,029	23,029	23,029	115,145
Total O&M	5.00	\$ 483,273	\$ 1,178,447	\$ 1,753,479	\$ 1,847,775	\$ 2,525,516	\$ 13,666,190
New Position (FTE) costs	\$	-	\$ 137,912	\$ 419,281	\$ 433,956	\$ 918,219	\$ 5,096,255
Ongoing costs		598,738	1,261,664	1,913,559	1,990,594	2,189,244	13,760,956
One-Time costs		-	7,758	2,586	5,172	-	-
Annual Increase	\$	598,738	\$ 1,407,334	\$ 2,335,426	\$ 2,429,722	\$ 3,107,463	\$ 18,857,211

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 2020-21 Capital Budget

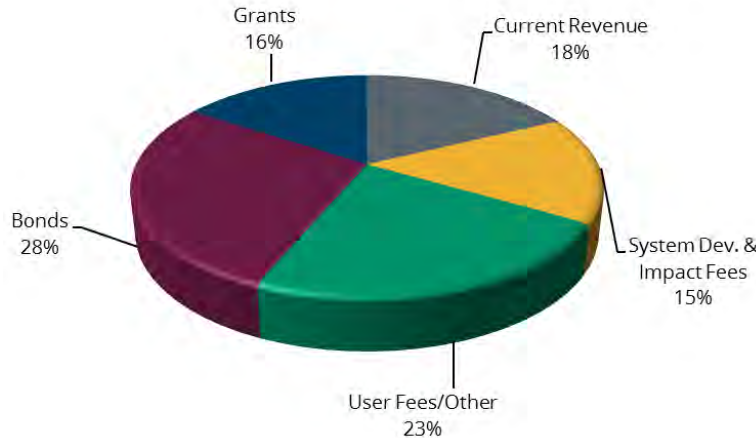
While the City prepares a 10-year CIP each year, only the first year is appropriated. The FY 2020-21 capital budget of \$345,605,215 includes a combination of new appropriation and carryforward appropriation for encumbrances and unencumbered funds. The carryforward appropriation is estimated as part 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>		2020-21	2020-21
	Encumbered	Unencumbered	New	Total
	Purchase Orders	April 2020	Appropriation	Appropriation
CIP Total	\$ 46,092,851	\$ 148,335,174	\$ 150,927,190	\$ 345,355,215
Lump Sum Capital Reserve	-	-	250,000	250,000
Grand Total	\$ 46,092,851	\$ 148,335,174	\$ 151,177,190	\$ 345,605,215

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 2020-21.



	Current Revenue ⁽¹⁾	Bonds ⁽²⁾	System Development & Impact Fees	Grants	User Fees/ Other ⁽³⁾	Total
General Government						
Airport	\$ -	\$ -	\$ -	\$ 6,153,362	\$ 1,531,446	\$ 7,684,808
Buildings and Facilities	3,144,747	5,206	-	-	14,000	3,163,953
Economic Development	1,056,208	-	-	-	-	1,056,208
Non-Departmental	540,412	-	-	-	-	540,412
Total General Government	\$ 4,741,367	\$ 5,206	\$ -	\$ 6,153,362	\$ 1,545,446	\$ 12,445,381
Information Technology						
IT Oversight Committee (ITOC)	\$ 2,693,202	\$ -	\$ -	\$ -	\$ 1,151,765	\$ 3,844,967
Information Technology	4,499,101	-	-	-	195,750	4,694,851
Total Information Technology	\$ 7,192,303	\$ -	\$ -	\$ -	\$ 1,347,515	\$ 8,539,818
Community Services	\$ 5,376,312	\$ 11,377,098	\$ 6,557,238	\$ 1,996,738	\$ -	\$ 25,307,386
Cultural Development						
Cultural Development	\$ 984,540	\$ 104,025	\$ -	\$ 286,684	\$ -	\$ 1,375,249
Non-Departmental	8,171,731	-	-	-	-	8,171,731
Total Cultural Development	\$ 9,156,271	\$ 104,025	\$ -	\$ 286,684	\$ -	\$ 9,546,980
Public Safety						
Fire	\$ 868,337	\$ 63,049	\$ 53,123	\$ -	\$ 5,325,735	\$ 6,310,244
Police	6,115,613	47,798	-	-	-	6,163,411
Total Public Safety	\$ 6,983,950	\$ 110,847	\$ 53,123	\$ -	\$ 5,325,735	\$ 12,473,655
Public Works & Utilities						
Streets/Traffic/Transportation Policy	\$ 27,985,590	\$ 32,573,086	\$ 35,065,633	\$ 44,111,535	\$ -	\$ 139,735,844
Solid Waste	-	-	-	-	894,564	894,564
Wastewater	-	11,764,282	7,772,625	-	56,709,114	76,246,021
Water	-	40,186,327	4,363,144	2,000,000	13,866,095	60,415,566
Total Public Works & Utilities	\$ 27,985,590	\$ 84,523,695	\$ 47,201,402	\$ 46,111,535	\$ 71,469,773	\$ 277,291,995
Total Major Capital	\$ 61,435,793	\$ 96,120,871	\$ 53,811,763	\$ 54,548,319	\$ 79,688,469	\$ 345,605,215
Percentage of Total	17.8%	27.8%	15.6%	15.8%	23.1%	100%

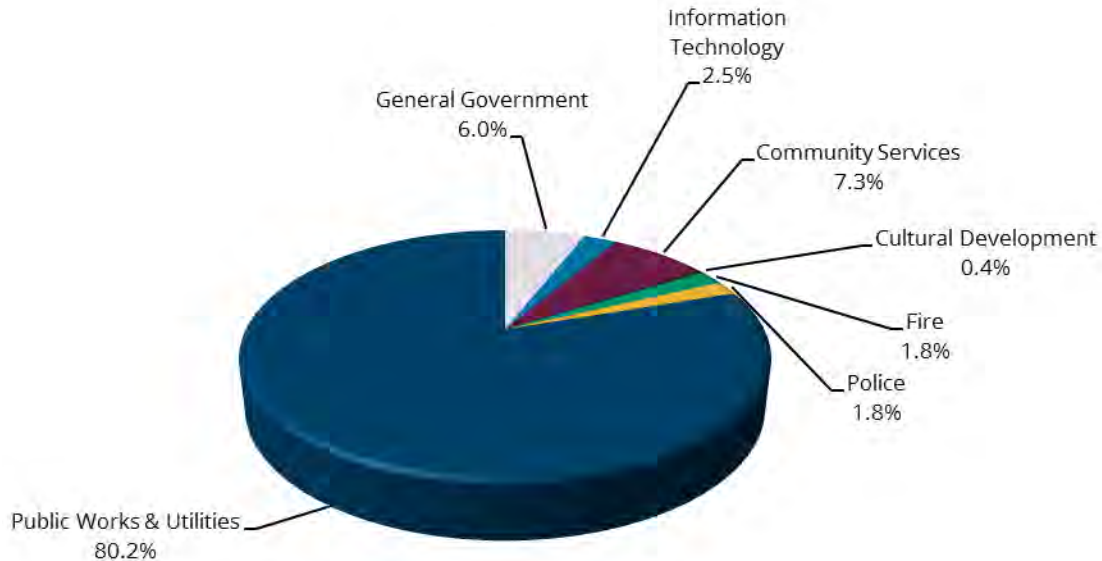
⁽¹⁾ Includes revenues from General, General Government Capital Projects, Police Forfeiture, Regional Transportation Sales Tax, Highway User Revenue, and Local Transportation Assistance Funds.

⁽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 2020-21. The table reflects the budget and historical expenditures by capital cost center.



Department	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Adjusted Budget	2019-20 Estimated Expenses	2020-21 Adopted Budget	% of Total
General Government							
Airport	\$ 708,479	\$ 2,046,907	\$ 2,014,460	\$ 6,555,260	\$ 2,079,851	\$ 7,684,808	2.2%
Buildings and Facilities	2,442,710	2,635,942	2,039,840	1,992,199	1,025,542	3,163,953	0.9%
Economic Development	-	11,000	-	2,556,208	-	1,056,208	0.3%
Non-Departmental Capital	1,285,724	922,372	17,105,095	14,966,194	6,019,786	8,712,143	2.5%
Total General Government	\$ 4,436,913	\$ 5,616,222	\$ 21,159,395	\$ 26,069,861	\$ 9,125,179	\$ 20,617,112	6.0%
Information Technology							
I TOC Capital	\$ 578,858	\$ 400,451	\$ 782,103	\$ 4,010,495	\$ 665,528	\$ 3,844,967	1.1%
Information Technology	1,127,913	1,555,659	869,202	3,897,958	1,031,107	4,694,851	1.4%
Total Information Technology	\$ 1,706,771	\$ 1,956,109	\$ 1,651,305	\$ 7,908,453	\$ 1,696,635	\$ 8,539,818	2.5%
Community Services							
Parks & Recreation	\$ 4,705,362	\$ 4,681,177	\$ 3,597,091	\$ 18,004,081	\$ 5,474,032	\$ 25,307,386	7.3%
Community Services	\$ 4,705,362	\$ 4,681,177	\$ 3,597,091	\$ 18,004,081	\$ 5,474,032	\$ 25,307,386	7.3%
Cultural Development							
Cultural Development	\$ 713,969	\$ 3,785,031	\$ 2,969,172	\$ 977,363	\$ 652,603	\$ 1,375,249	0.4%
Cultural Development	\$ 713,969	\$ 3,785,031	\$ 2,969,172	\$ 977,363	\$ 652,603	\$ 1,375,249	0.4%
Public Safety - Fire							
Fire	\$ 3,989,953	\$ 8,594,903	\$ 4,394,456	\$ 7,897,579	\$ 2,120,718	\$ 6,310,244	1.8%
Total Public Safety - Fire	\$ 3,989,953	\$ 8,594,903	\$ 4,394,456	\$ 7,897,579	\$ 2,120,718	\$ 6,310,244	1.8%
Public Safety - Police							
Police	\$ 903,979	\$ 8,344,910	\$ 3,773,700	\$ 9,976,098	\$ 4,888,395	\$ 6,163,411	1.8%
Total Public Safety - Police	\$ 903,979	\$ 8,344,910	\$ 3,773,700	\$ 9,976,098	\$ 4,888,395	\$ 6,163,411	1.8%
Public Works & Utilities							
Streets/Traffic	\$ 25,053,834	\$ 31,743,837	\$ 28,312,223	\$ 109,763,440	\$ 29,881,632	\$ 139,735,844	40.4%
Water	40,370,749	32,337,155	15,044,691	52,257,270	20,869,286	60,415,566	17.5%
Wastewater	95,891,555	29,808,032	12,084,213	53,374,847	7,248,814	76,246,021	22.1%
Solid Waste	465,925	260,509	127,956	744,466	95,902	894,564	0.3%
Total Public Works & Utilities	\$ 161,782,063	\$ 94,149,533	\$ 55,569,083	\$ 216,140,023	\$ 58,095,634	\$ 277,291,995	80.2%
Grand Total	\$ 178,239,012	\$ 127,127,885	\$ 93,114,200	\$ 286,973,458	\$ 82,053,196	\$ 345,605,215	100.0%

**Impact of the Capital Improvement Program
on the FY 2020-21 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 2020-21. 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 2020-21 operating budget.

CIP Impact on Operating Funds*			
	Personnel (FTE costs)	Supplies or Services	Total
<u>General Fund</u>			
Center for the Arts Facilities Improvements	\$ -	\$ 4,680	\$ 4,680
Information Technology Oversight Committee Program	-	85,000	85,000
Voice and Data Convergence	-	12,000	12,000
Citywide Technology Infrastructure	-	135,400	135,400
Wi-Fi Access Points	-	117,451	117,451
Regional Park Development	-	113,932	113,932
Public Safety Training Facility	-	91,126	91,126
Total - General Fund	\$ -	\$ 559,589	\$ 559,589
<u>Airport Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 1,533	\$ 1,533
Total - Airport Operating Fund	\$ -	\$ 1,533	\$ 1,533
<u>Reclaimed Water Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 3,071	\$ 3,071
Total - Water Operating Fund	\$ -	\$ 3,071	\$ 3,071
<u>Solid Waste Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 6,909	\$ 6,909
Total - Water Operating Fund	\$ -	\$ 6,909	\$ 6,909
<u>Wastewater Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 11,515	\$ 11,515
Total - Water Operating Fund	\$ -	\$ 11,515	\$ 11,515
<u>Water Operating Fund</u>			
Wi-Fi Access Points	\$ -	\$ 16,121	\$ 16,121
Total - Water Operating Fund	\$ -	\$ 16,121	\$ 16,121
Grand Total Impact on Operating Funds	\$ -	\$ 598,738	\$ 598,738

* Some of the operating impact is from prior year CIP projects that will begin operations in FY 2020-21.

Capital Improvement Project Summaries for FY 2020-21

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 impact the operating budgets is incorporated into the FY 2020-21 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 2020-21 Funding: \$1,119,000
Funding Source: General Government Capital Project
 Library General Obligation Bonds
 Museum General Obligation Bonds
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.

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 2020-21 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 Oregon Street Parking Garage, Chandler Airport and Tower, and Information Technology building (first year of a four year project).
Project Type: One-time capital acquisition
FY 2020-21 Funding: \$250,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Community/Senior Center Building Renovations (6BF661)

Description: Funding is allocated for engineering design and fire alarm replacement.
Project Type: One-time capital improvement
FY 2020-21 Funding: \$198,500
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Building Assessment Phase II (6BF664)

Description: Funding is allocated for a comprehensive evaluation of 19 municipal buildings and cloud based software that will allow management to evaluate findings.
Project Type: One-time assessment
FY 2020-21 Funding: \$70,000
Funding Source: General Government Capital Project
 Water Operating Fund
Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital Budget**2020-21 Adopted 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 (final year of a two year project).

Project Type: One-time capital improvement

FY 2020-21 Funding: \$150,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Police/Courts Security Fencing Upgrades (6BF666)

Description: Funding is allocated to upgrade the Courts and Police parking lots.

Project Type: One-time capital improvement

FY 2020-21 Funding: \$270,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Airport**Rehabilitate Taxiway C (6AI727)**

Description: Funding is allocated to repair 257,000 square feet of pavement.

Project Type: Capital maintenance and repair

FY 2020-21 Funding: \$1,144,000

Funding Sources: Airport Operating
Capital Grants – ADOT

Impact on Operating Budget: This project has no direct impact on the operating 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 2020-21 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.

Heliport Lighting Replacement (6AI733)

Description: Funding is allocated to replace and rewire nine light poles at the helipad and the parking apron.

Project Type: Capital maintenance and repair

FY 2020-21 Funding: \$115,000

Funding Source: Airport Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

Hangar Electrical Rewiring (6AI734)

Description: Funding is allocated to replace original hangar wiring, electrical panels, interior lighting, exterior security lighting, and reconfigure electrical receptacles.

Project Type: Capital maintenance and repair

FY 2020-21 Funding: \$440,000

Funding Source: Airport Operating

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 2020-21 Funding: \$100,000

Funding Source: Airport Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

Rehab Runway 4R/22L Pavement and Lighting Rehab (6AI737)

Description: Funding is allocated to repair 364,000 square feet of pavement and runway lighting.

Project Type: Capital maintenance and repair

FY 2020-21 Funding: \$2,825,000

Funding Source: Airport Operating
Capital Grants – ADOT/FAA

Impact on Operating Budget: This project has no direct impact on the operating budget.

Control Tower Equipment Assessment (6AI741)

Description: Funding is allocated for an equipment assessment.

Project Type: One-time assessment

FY 2020-21 Funding: \$50,000

Funding Source: Airport Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

Runway 4L/22R Headwall Reconstruction (6AI742)

Description: Funding is allocated to reconstruct the headwall at the south side intersection of Taxiway H and L of the runway.

Project Type: One-time capital improvement

FY 2020-21 Funding: \$150,000

Funding Source: Capital Grants – FAA

Impact on Operating Budget: This project has no direct impact on the operating budget.

Airport Plumbing Renovation (6AI745)

Description: Funding is allocated to replace sewer lines for the public restrooms at the terminal lobby.

Project Type: One-time capital improvement

FY 2020-21 Funding: \$150,000

Funding Source: Airport Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

Community Services**Regional Park Development (formerly Tumbleweed Park) (6PR044)**

Description: Funding is allocated for regional park development which includes design and construction of park facilities.

Project Type: One-time capital improvement

FY 2020-21 Funding: \$1,725,000

Funding Source: Park General Obligation Bonds

Impact on Operating Budget: O&M expenses of \$113,932 per year start in FY 2020-21.

Capital Budget**2020-21 Adopted Budget****Existing Neighborhood Park Improvements/Repairs (6PR049)**

Description: Funding is allocated for Navarrete, Gazelle Meadows, Pine Shadows, and Sunset Park improvements.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$725,000

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.

Homestead North Park Site (6PR389)

Description: Funding is allocated for the construction of a new neighborhood park.

Project Type: Capital construction

FY 2020-21 Funding: \$1,400,000

Funding Sources: Capital Grants

Impact on Operating Budget: O&M expenses of \$47,855 per year start in FY 2021-22.

Snedigar Sportsplex (6PR397)

Description: Funding is allocated for fencing and ADA improvements at the facility.

Project Type: One-time capital improvement

FY 2020-21 Funding: \$300,000

Funding Source: Park General Obligation Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget.

Existing Community Park Improvements/Repairs (6PR530)

Description: Funding is allocated for community park improvements including the renovation of amenities such as playgrounds, sports courts, and sidewalks.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$875,000

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.

Lantana Ranch Park Site (6PR629)

Description: Funding is allocated for the construction of a new community park.

Project Type: Capital construction

FY 2020-21 Funding: \$4,294,661

Funding Source: Park Impact Fees

Impact on Operating Budget: O&M expenses of \$55,414 per year start in FY 2021-22.

Existing Recreation Center Improvements/Repairs (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 2020-21 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.

Capital Budget**Veteran's Memorial Park Site Phase II (6PR633)**

Description: Funding is allocated for design and construction of the memorial.
Project Type: Capital construction
FY 2020-21 Funding: \$2,127,034
Funding Source: General Government Capital Project
Impact on Operating Budget: O&M expenses of \$9,382 per year start in FY 2021-22.

Fitness Equipment (6PR634)

Description: Funding is allocated for the replacement of two adaptive motion trainers, three stair climbers, three sci-fit arm bikes, and five treadmills at TRC.
Project Type: One-time capital acquisition
FY 2020-21 Funding: \$96,400
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Parks Centralized Irrigation System Replacement (6PR644)

Description: Funding is allocated to purchase equipment to convert the current centralized irrigation system used in parks to a more robust system.
Project Type: One-time capital improvement
FY 2020-21 Funding: \$500,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Cultural Development

Center for the Arts Facilities Improvements (6CA551)

Description: Funding is allocated for the following Center for the Arts improvements: Bogle Theatre rigging and drapery replacements, interior and exterior seating, and parking and pedestrian safety enhancements.
Project Type: Ongoing capital maintenance and repair
FY 2020-21 Funding: \$555,196
Funding Sources: Capital Grants
 General Government Capital Project
Impact on Operating Budget: O&M expenses of \$4,680 per year start in FY 2020-21.

Downtown Redevelopment (6CA619)

Description: Funding is allocated to improve and enhance Downtown properties and amenities.
Project Type: Ongoing capital infrastructure maintenance
FY 2020-21 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.

Information Technology

Information Technology Oversight Committee (ITOC) Programs (6GG617)

Description: Funding is allocated for the acquisition and development of computer software technology that is approved by ITOC.
Project Type: Ongoing software acquisition and development costs
FY 2020-21 Funding: \$500,000
Funding Sources: General Government Capital Project
Impact on Operating Budget: O&M expenses of \$85,000 per year start in FY 2020-21.

Capital Budget**Voice and Data Convergence (6IT082)**

Description: Funding is allocated for the migration of the public safety system to the VOIP solution.
Project Type: One-time capital acquisition
FY 2020-21 Funding: \$60,000
Funding Source: General Government Capital Project
Impact on Operating Budget: O&M expenses of \$12,000 per year start in FY 2020-21.

Infrastructure Monitoring System (6IT095)

Description: Funding is allocated for the purchase of a Security Information and Event Management monitoring module.
Project Type: One-time capital acquisition
FY 2020-21 Funding: \$58,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Citywide Technology Infrastructure (6IT097)

Description: Funding is allocated for the purchase and installation of equipment for a new firewall for the Court's facility.
Project Type: Ongoing capital acquisition
FY 2020-21 Funding: \$777,000
Funding Source: General Government Capital Project
Impact on Operating Budget: O&M expenses of \$135,400 per year start in FY 2020-21.

Mobility Pilot (6IT100)

Description: Funding is allocated to purchase equipment and software to implement a mobile access pilot that will allow access to the City's systems.
Project Type: Ongoing capital acquisition
FY 2020-21 Funding: \$150,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Wi-Fi Access Points (6IT102)

Description: Funding is allocated the purchase and installation of City wireless access points.
Project Type: Ongoing capital acquisition
FY 2020-21 Funding: \$783,000
Funding Source: Airport Operating
 General Government Capital Project
 Solid Waste Operating
 Wastewater Operating
 Water Operating
Impact on Operating Budget: O&M expenses of \$156,600 per year start in FY 2020-21.

Public Safety - Fire

Rebuild Fire Station #282 (6FI649)

Description: Funding is allocated the design costs to rebuild the fire station.
Project Type: Capital construction
FY 2020-21 Funding: \$800,000
Funding Source: General Government Capital Project
Impact on Operating Budget: O&M expenses of \$20,843 per year start in FY 2020-21.

Public Safety - Police**Body Worn Cameras (6PD658)**

Description: Funding is allocated for the replacement of body worn cameras including software, hardware, storage, and warranties (first year of two year project).

Project Type: One-time capital acquisition

FY 2020-21 Funding: \$865,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Radio Communication Equipment (6PD659)

Description: Funding is allocated for the purchase and installation of mobile radios (first year of two year project).

Project Type: One-time capital acquisition

FY 2020-21 Funding: \$908,000

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/Transportation Policy)**Landscape Repairs (6ST014)**

Description: Funding is allocated for landscape upgrade in various areas throughout the City.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$500,000

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 (6ST015)

Description: Funding is allocated for miscellaneous bus stop improvements and parking canopies at the Chandler Park and Ride.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$392,000

Funding Sources: Local Transportation Assistance

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 2020-21 Funding: \$710,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital Budget**2020-21 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 2020-21 Funding: \$11,440,000

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.

Miscellaneous Storm Drain Improvements (6ST291)

Description: Funding is allocated for repairs to storm drains, culverts, and pipes to correct localized drainage issues, mitigate ponding, or improve existing stormwater collection system components.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$100,000

Funding Source: Stormwater General Obligation Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget.

Street Construction – Various Improvements (6ST303)

Description: Funding is allocated for street projects that arise outside of the normal budget cycle in order 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 2020-21 Funding: \$6,800,000

Funding Sources: Capital Grants
Highway User Revenue

Impact on Operating Budget: This project has no direct impact on the operating budget.

Traffic Signal Additions and Repairs (6ST322)

Description: Funding is allocated for traffic signal equipment for ongoing operations, maintenance, and rehabilitation of existing traffic signals.

Project Type: New construction and ongoing capital maintenance and repair

FY 2020-21 Funding: \$1,413,000

Funding Source: Streets General Obligation Bonds

Impact on Operating Budget: This project has no impact on the operating budget.

Ocotillo Road (Cooper Rd to 148th St) (6ST641)

Description: Funding is allocated for Ocotillo Road improvements from Cooper Road to 148th Street. Improvements include additional traffic lanes, bike lane, sidewalks, lighting, storm drainages, and utility relocation.

Project Type: New construction

FY 2020-21 Funding: \$5,820,000

Funding Sources: Arterial Street Impact Fees
Capital Grants
Streets General Obligation Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital 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 2020-21 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 design of the storm drainage system in central Chandler.
Project Type: Ongoing capital maintenance and repair
FY 2020-21 Funding: \$300,000
Funding Sources: Capital Grants
Stormwater General Obligation Bonds
Impact on Operating Budget: This project has no impact on the operating budget.

Chandler Heights Road (McQueen Rd to Val Vista Dr) (6ST692)

Description: Funding is allocated for Chandler Heights Road improvements from McQueen Road to Val Vista Drive. Improvements include additional traffic lanes, bike lane, sidewalks, lighting, storm drainages, and utility relocation.
Project Type: New construction
FY 2020-21 Funding: \$20,764,800
Funding Sources: Arterial Street Impact Fees
Capital Grants
Streets General Obligation Bonds
Impact on Operating Budget: O&M expenses of \$25,300 per year start in FY 2021-22.

Street Sweeper Replacements (6ST703)

Description: Funding is allocated to purchase two street sweepers.
Project Type: One-time capital acquisition
FY 2020-21 Funding: \$568,000
Funding Source: Capital Grants
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 2020-21 Funding: \$1,000,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Americans with Disabilities Act (ADA) Upgrades (6ST707)

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 2020-21 Funding: \$500,000
Funding Source: General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital Budget**Signal Detection Cameras (6ST714)**

Description: Funding is allocated for the replacement and installation of 100 cameras at 25 signalized intersections.

Project Type: New construction

FY 2020-21 Funding: \$660,000

Funding Sources: Street General Obligation Bonds

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

FY 2020-21 Funding: \$300,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Street Hot Asphalt Patch Truck Replacements (6ST724)

Description: Funding is allocated to purchase one asphalt patch truck.

Project Type: One-time capital acquisition

FY 2020-21 Funding: \$224,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Street Front-End Loader Replacements (6ST726)

Description: Funding is allocated to purchase one front-end loader.

Project Type: One-time capital acquisition

FY 2020-21 Funding: \$225,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Traffic Management Center Equipment and Fiber Replacement (6ST736)

Description: Funding is allocated for various traffic related fiber replacements and repairs.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$50,000

Funding Source: General Government Capital Project

Impact on Operating Budget: This project has no direct impact on the operating budget.

Gilbert Road Phase II (Ocotillo Rd to Chandler Heights Rd) (6ST738)

Description: Funding is allocated for Gilbert Road improvements from Ocotillo Road to Chandler Heights Road. Improvements include additional traffic lanes, bike lane, sidewalks, lighting, storm drainages, and utility relocation.

Project Type: New construction

FY 2020-21 Funding: \$8,479,000

Funding Source: Capital Grants
Street General Obligation Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget.

Alma School Road (Pecos Rd to Germann Rd) (6ST746)

Description: Funding is allocated for Alma School Road improvements from Pecos Road to Germann Road. Improvements include arterial street widening to six thru lanes.

Project Type: New construction

FY 2020-21 Funding: \$3,187,600

Funding Source: Arterial Street Impact Fees
Street General Obligation Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital Budget

2020-21 Adopted Budget

Price/Ocotillo Separated Bike Lanes Planning Study (6ST753)

Description: Funding is allocated for a feasibility study.
Project Type: One-time study
FY 2020-21 Funding: \$81,000
Funding Source: Capital Grants
 General Government Capital Project
Impact on Operating Budget: This project has no direct impact on the operating budget.

Ray Road/Dobson Road Intersection Improvements (6ST754)

Description: Funding is allocated for a study for improvements to the intersection of Ray and Dobson Roads.
Project Type: New construction
FY 2020-21 Funding: \$150,000
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 2020-21 Funding: \$41,000
Funding Source: Solid Waste Operating Fund
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 2020-21 Funding: \$205,000
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 for the expansion of the Ocotillo and the Tumbleweed Park Recharge Facilities.
Project Type: Capital construction
FY 2020-21 Funding: \$2,010,000
Funding Source: Reclaimed Water System Development Fees
Impact on Operating Budget: This project has no direct impact on the operating budget.

Effluent Reuse – Transmission Mains (6WW192)

Description: Funding is allocated to build and maintain pipe and pump station infrastructure supporting the effluent water distribution system.
Project Type: Ongoing capital maintenance and repair
FY 2020-21 Funding: \$500,000
Funding Source: Wastewater Bonds
Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital 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 2020-21 Funding: \$530,000

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.

Sewer Assessment and Rehabilitation (6WW266)

Description: Funding is allocated to address the ongoing need to evaluate, prioritize, and repair sewer lines and manholes within Chandler's collection system.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$4,460,000

Funding Source: Wastewater Operating

Impact on Operating Budget: This project has no direct impact on the operating budget; however, rehabilitation of sewer lines will result in less maintenance and repair costs in the future.

Wastewater System Upgrades with Street Projects (6WW332)

Description: Funding is allocated to repair or replace existing sewer lines as part of the street intersection and roadway improvement projects.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$410,000

Funding Source: Wastewater Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

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 2020-21 Funding: \$21,710,000

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 2020-21 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 inoperable or broken water valves.
Project Type:	Ongoing capital maintenance and repair
FY 2020-21 Funding:	\$12,390,000
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.

Well Construction/Rehabilitation (6WA034)

Description:	Funding is allocated for pump, motor, and drive unit replacements at various booster stations.
Project Type:	Ongoing capital maintenance and repair
FY 2020-21 Funding:	\$3,010,000
Funding Source:	Water Bonds
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 2020-21 Funding:	\$385,000
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 2020-21 Funding:	\$6,255,000
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 2020-21 Funding:	\$2,500,000
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.

Capital Budget**Joint Water Treatment Plant (6WA334)**

Description: Funding is allocated to rehabilitate plant facilities and equipment at the Santan Vista Facility in Gilbert.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$1,000,000

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 2020-21 Funding: \$177,000

Funding Source: Water Bonds

Impact on Operating Budget: This project has no direct impact on the operating budget.

Well Remediation - Arsenic Systems (6WA640)

Description: Funding is allocated for rehabilitation of wells if they are found to be near the EPA arsenic limit.

Project Type: Ongoing capital maintenance and repair

FY 2020-21 Funding: \$300,000

Funding Source: Water Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

Water Meter Replacements (6WA673)

Description: Funding is allocated to purchase replacement water meters greater than 15 years old.

Project Type: One-time capital acquisition

FY 2020-21 Funding: \$3,000,000

Funding Source: Water Bonds
Water Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

Backhoe Replacement (6WA675)

Description: Funding is allocated to purchase a replacement backhoe.

Project Type: One-time capital acquisition

FY 2020-21 Funding: \$106,000

Funding Source: Water Operating

Impact on Operating Budget: This project has no direct impact on the operating budget.

Capital Program Detail for FY 2020-21

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 2019-20 and for project funds that have not yet been expended or encumbered at the time of FY 2020-21 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 2019-20, the appropriation will be lowered in FY 2020-21.

General Government/Non-Departmental - 1291					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6GG075	City Hall	\$ 6,649	\$ -	\$ -	\$ 6,649
6GG631	Solar Energy	-	283,763	-	283,763
Total CIP Capital Project Budgets		\$ 6,649	\$ 283,763	\$ -	\$ 290,412
	Lump Sum Contingency	\$ -	\$ -	\$ 250,000	\$ 250,000
Total Non-CIP Capital Projects		\$ -	\$ -	\$ 250,000	\$ 250,000
Total Capital Project Budgets		\$ 6,649	\$ 283,763	\$ 250,000	\$ 540,412
Fund					
401	General Gov't Capital Project	\$ 6,649	\$ 283,763	\$ 250,000	\$ 540,412
Total Capital Project Funding		\$ 6,649	\$ 283,763	\$ 250,000	\$ 540,412

Building and Facilities Capital - 3210					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6BF628	Existing City Building Renovations/Repairs	\$ 452,570	\$ 9,653	\$ 1,119,000	\$ 1,581,223
6BF653	Fire Station Bay Doors	28,732	66,731	-	95,463
6BF658	Facility and Parks Asphalt Maintenance	125,719	-	150,000	275,719
6BF659	Building Security Cameras	-	-	250,000	250,000
6BF660	Facility Generator Replacement	76,355	-	-	76,355
6BF661	Community/Senior Center Building Renovations	-	-	198,500	198,500
6BF664	Building Assessment	65,873	-	70,000	135,873
6BF665	Energy Management System Upgrades	35,050	95,770	150,000	280,820
6BF666	Police/Courts Security Fencing Upgrades	-	-	270,000	270,000
Total Capital Project Budgets		\$ 784,299	\$ 172,154	\$ 2,207,500	\$ 3,163,953
Fund					
401	General Gov't Capital Project	\$ 784,299	\$ 172,154	\$ 2,188,294	\$ 3,144,747
430	Library Bonds	-	-	500	500
435	Museum Bonds	-	-	4,706	4,706
605	Water Operating Fund	-	-	14,000	14,000
Total Capital Project Funding		\$ 784,299	\$ 172,154	\$ 2,207,500	\$ 3,163,953

Economic Development Capital - 1550					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	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

2020-21 Adopted Budget

Airport Capital - 4110					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6AI717	Rehab North Terminal Apron Phase II	\$ 241,354	\$ 13,319	\$ -	\$ 254,673
6AI725	Update Airport Master Plan	346,579	73,354	-	419,933
6AI727	Rehabilitate Taxiway C	-	112,202	1,144,000	1,256,202
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	-	-	440,000	440,000
6AI736	Annual Pavement Maintenance Management	180,000	20,000	100,000	300,000
6AI737	Rehabilitate Runway 4R/22L Pavement	-	-	2,825,000	2,825,000
6AI741	Control Tower Equipment Assessment	-	-	50,000	50,000
6AI742	Runway 4L/22R Headwall Reconstruction	-	-	150,000	150,000
6AI745	Airport Plumbing Renovation	-	-	150,000	150,000
Total Capital Project Budgets		\$ 767,933	\$ 218,875	\$ 6,698,000	\$ 7,684,808
Fund					
417	Capital Grant	\$ 585,306	\$ 42,734	\$ 5,525,322	\$ 6,153,362
635	Airport Operating	182,627	176,141	1,172,678	1,531,446
Total Capital Project Funding		\$ 767,933	\$ 218,875	\$ 6,698,000	\$ 7,684,808

Community Services - Parks/Recreation Capital - 4580					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6PR044	Regional Park Development (formally Tumbleweed Park)	\$ 2,915,533	\$ 2,623,098	\$ 1,725,000	\$ 7,263,631
6PR047	Aquatic Facility Safety Renovations	13,469	32,065	-	45,534
6PR049	Existing Neighborhood Park Improvements/Repairs	612,415	286,919	725,000	1,624,334
6PR389	Homestead North Park Site	58,318	2,126,837	1,400,000	3,585,155
6PR397	Snedigar Sportsplex	103,679	710,609	300,000	1,114,288
6PR497	Paseo Vista Recreational Area Improvements	1,818	49,913	-	51,731
6PR530	Existing Community Park Improvements/Repairs	766,538	802,042	875,000	2,443,580
6PR629	Lantana Ranch Park Site	73,422	4,000	4,294,661	4,372,083
6PR630	Existing Recreation Facilities Improvements	45,687	176,579	750,000	972,266
6PR633	Veteran's Memorial Park Phase II	-	370,000	2,127,034	2,497,034
6PR634	Fitness Equipment	-	-	96,400	96,400
6PR644	Parks Centralized Irrigation System Replacement	-	449,060	500,000	949,060
6PR645	Parks Strategic Master Plan	285,264	4,290	-	289,554
6PR648	Library Facilities Improvements	1,345	1,391	-	2,736
Total Capital Project Budgets		\$ 4,877,488	\$ 7,636,803	\$ 12,793,095	\$ 25,307,386
Fund					
401	General Gov't Capital Project	\$ 1,008,918	\$ 1,193,960	\$ 3,173,434	\$ 5,376,312
417	Capital Grant	-	596,738	1,400,000	1,996,738
420	Park Bonds	3,736,830	3,715,268	3,925,000	11,377,098
424	Park Impact Fees	58,318	2,126,837	-	2,185,155
427	Parks SE Impact Fees	73,422	4,000	4,294,661	4,372,083
Total Capital Project Funding		\$ 4,877,488	\$ 7,636,803	\$ 12,793,095	\$ 25,307,386

Cultural Development Capital - 4320					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6CA384	Museum	\$ 94,225	\$ -	\$ -	\$ 94,225
6CA619	Downtown Redevelopment	-	-	500,000	500,000
6CA551	Center for the Arts Facilities Improvements	205,721	20,108	555,195	781,024
Total Capital Project Budgets		\$ 299,946	\$ 20,108	\$ 1,055,195	\$ 1,375,249
Fund					
401	General Gov't Capital Project	\$ 195,780	\$ 4,283	\$ 784,477	\$ 984,540
417	Capital Grant	6,992	8,974	270,718	286,684
433	Art Center Bonds	2,949	6,851	-	9,800
435	Museum Bonds	94,225	-	-	94,225
Total Capital Project Funding		\$ 299,946	\$ 20,108	\$ 1,055,195	\$ 1,375,249

Capital Budget**2020-21 Adopted Budget**

Cultural Development - Non-Departmental - 1291						
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21	
		Encumbered	Unencumbered	New	Total	
		Purchase Orders	April 2020	Appropriation	Appropriation	
6GG619	Downtown Redevelopment	\$ 130,058	\$ 259,109	\$ -	\$ 389,167	
6GG650	Dr. A.J. Chandler Park	74,000	103,839	-	177,839	
6GG659	Downtown Parking Garages	-	7,516,376	-	7,516,376	
6GG669	Wall Street Improvements	20,000	68,349	-	88,349	
Total CIP Capital Project Budgets		\$ 224,058	\$ 7,947,673	\$ -	\$ 8,171,731	
Fund						
401	General Gov't Capital Project	\$ 224,058	\$ 7,947,673	\$ -	\$ 8,171,731	
Total Capital Project Funding		\$ 224,058	\$ 7,947,673	\$ -	\$ 8,171,731	

Information Technology Oversight Committee (ITOC) Capital - 1285						
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21	
		Encumbered	Unencumbered	New	Total	
		Purchase Orders	April 2020	Appropriation	Appropriation	
6GG617	Information Technology Oversight Committee Program	\$ -	\$ -	\$ 500,000	\$ 500,000	
6IC005	Electronic Document Review	-	22,501	-	22,501	
6IC046	EDMS Upgrade	1,306	59,948	-	61,254	
6IC088	Project Management Consultants	261,706	20,293	-	281,999	
6IC090	City Business License	71,058	79,374	-	150,432	
6IC095	Document Retention	-	161,867	-	161,867	
6IC101	Fire Records Management	64,475	-	-	64,475	
6IC102	Fleet Management System	68,356	412,901	-	481,257	
6IC103	Electronic Agenda Management	-	249,697	-	249,697	
6IC104	Citywide Central Cashiering	-	85,000	-	85,000	
6IC108	IVR Text Messaging	-	2,500	-	2,500	
6IC109	Council Presentation Software	-	9,500	-	9,500	
6IC110	Code Enforcement Case Management	-	150,000	-	150,000	
6IC111	Reporting Consultants	-	140,000	-	140,000	
6IC112	Utility Billing Replatform	-	1,111,000	-	1,111,000	
6IC113	Call Center Enhancements	-	46,957	-	46,957	
6IC114	Smart City Enhancements	30,737	19,263	-	50,000	
000000	ITOC Contingency	-	276,528	-	276,528	
Total Capital Project Budgets		\$ 497,638	\$ 2,847,329	\$ 500,000	\$ 3,844,967	
Fund						
401	General Gov't Capital Project	\$ 494,154	\$ 1,699,048	\$ 500,000	\$ 2,693,202	
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		\$ 497,638	\$ 2,847,329	\$ 500,000	\$ 3,844,967	

Capital Budget**2020-21 Adopted Budget**

Information Technology Capital - 1287					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6IT082	Voice and Data Convergence	\$ 83,856	\$ 134,560	\$ 60,000	\$ 278,416
6IT084	Redundant Internet Connectivity	-	15,669	-	15,669
6IT091	IT On Demand Projects	675	28,509	-	29,184
6IT093	User Productivity Improvements	248,754	1,499,184	-	1,747,938
6IT095	Infrastructure Monitoring System	-	4,296	58,000	62,296
6IT096	City Hall Conference Room Technology Upgrades	-	26,017	-	26,017
6IT097	Citywide Technology Infrastructure	-	100,483	777,000	877,483
6IT098	Microsoft (SQL) Server Upgrade	-	202,088	-	202,088
6IT099	Fiber Network Assessment	356,148	41,612	-	397,760
6IT100	Mobility Pilot	-	125,000	150,000	275,000
6IT102	Wi-Fi Access Points	-	-	783,000	783,000
Total Capital Project Budgets		\$ 689,433	\$ 2,177,418	\$ 1,828,000	\$ 4,694,851
Fund					
401	General Gov't Capital Project Fund	\$ 689,433	\$ 2,177,418	\$ 1,632,250	\$ 4,499,101
605	Water Operating Fund	-	-	80,603	80,603
615	Wastewater Operating Fund	-	-	72,927	72,927
625	Solid Waste Operating Fund	-	-	34,544	34,544
635	Airport Operating Fund	-	-	7,676	7,676
Total Capital Project Funding		\$ 689,433	\$ 2,177,418	\$ 1,828,000	\$ 4,694,851

Public Safety - Fire Capital - 2250					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6FI611	Southeast Fire Station	\$ 26,649	\$ 26,474	\$ -	\$ 53,123
6FI641	Fire Vehicles Greater than \$100,000 each	5,325,735	-	-	5,325,735
6FI646	Public Safety Training Facility	26,773	36,276	-	63,049
6FI647	Personal Protective Clothing Replacement Plan	-	50,128	-	50,128
6FI648	Emergency Operations Center Equipment Replacement	8,528	9,681	-	18,209
6FI649	Rebuild Fire Station #282	-	-	800,000	800,000
Total Capital Project Budgets		\$ 5,387,685	\$ 122,559	\$ 800,000	\$ 6,310,244
Fund					
401	General Gov't Capital Project	\$ 8,528	\$ 59,809	\$ 800,000	\$ 868,337
404	Vehicle Replacement	5,325,735	-	-	5,325,735
470	Public Safety Bonds	26,773	36,276	-	63,049
475	Fire Impact Fees	26,649	26,474	-	53,123
Total Capital Project Funding		\$ 5,387,685	\$ 122,559	\$ 800,000	\$ 6,310,244

Public Safety - Police Capital - 2100					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6PD606	Records Management System	\$ -	\$ 91,055	\$ -	\$ 91,055
6PD646	Public Safety Training Facility	239,018	1,621,919	-	1,860,937
6PD647	Victim Services Area Remodel	23,974	181,019	-	204,993
6PD650	Police Main Station Lobby/Records Renovation	60,431	2,075,054	-	2,135,485
6PD651	Detention Facility (formerly Renovation of Relocated Firing Range Space)	-	97,941	-	97,941
6PD658	Body Worn Cameras	-	-	865,000	865,000
6PD659	Radio Communication Equipment	-	-	908,000	908,000
Total Capital Project Budgets		\$ 323,423	\$ 4,066,988	\$ 1,773,000	\$ 6,163,411
Fund					
401	General Gov't Capital Project	\$ 275,625	\$ 4,066,988	\$ 1,773,000	\$ 6,115,613
460	Public Safety Bonds	47,798	-	-	47,798
Total Capital Project Funding		\$ 323,423	\$ 4,066,988	\$ 1,773,000	\$ 6,163,411

Capital Budget**2020-21 Adopted Budget**

Public Works & Utilities - Streets/Traffic/Transportation Policy Capital - 3310					
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21
		Encumbered	Unencumbered	New	Total
		Purchase Orders	April 2020	Appropriation	Appropriation
6ST014	Landscape Repairs	\$ 495,018	\$ 53,386	\$ 500,000	\$ 1,048,404
6ST015	Bus Pullouts and Bus Stops	82,773	718,211	392,000	1,192,984
6ST051	Streetlight Additions and Repairs	607,689	128,355	710,000	1,446,044
6ST248	Street Repaving	9,182,583	3,086,070	11,440,000	23,708,653
6ST291	Miscellaneous Storm Drain Improvements	27,268	17,630	100,000	144,898
6ST303	Street Construction-Variou Improvements	142,355	3,194,267	6,800,000	10,136,622
6ST322	Traffic Signal Additions and Repairs	20,126	1,307,130	1,413,000	2,740,256
6ST478	McQueen Road (Queen Creek Rd to Riggs Rd)	1,834	-	-	1,834
6ST548	Queen Creek Road (McQueen Rd to Lindsay Rd)	4,380,463	4,184	-	4,384,647
6ST608	Chandler Heights Road (Arizona Ave to McQueen Rd)	1,307,428	1,654,237	-	2,961,665
6ST641	Ocotillo Road (Cooper Rd to 148th St)	738,727	1,146,464	5,820,000	7,705,191
6ST652	Wall Repairs	2,849	65,169	75,000	143,018
6ST661	Detroit Basin Storm Drain Improvements	-	-	300,000	300,000
6ST675	Cooper Road (Queen Creek Rd to Riggs Rd)	448,259	16,113,958	-	16,562,217
6ST678	Western Canal Crossing at UPRR	220,945	116,266	-	337,211
6ST684	Dakota Street (Commonwealth Ave to Boston St) (Sites 4 & 5)	-	15,421	-	15,421
6ST692	Chandler Heights Road (McQueen Rd to Val Vista Dr)	2,273,587	5,025,484	20,764,800	28,063,871
6ST693	Lindsay Road (Ocotillo Rd to Hunt Hwy)	-	2,424,804	-	2,424,804
6ST697	Boston Street (Oregon St to Essex St)	-	902,000	-	902,000
6ST699	Chicago Street & Oregon Street (Site 6)	19,538	731,394	-	750,932
6ST701	Arizona Avenue (Frye Rd to Pecos Rd)	27,864	11,287	-	39,151
6ST702	Washington Street Improvements	3,471	1,867,920	-	1,871,391
6ST703	Street Sweeper Replacements	-	546,000	568,000	1,114,000
6ST705	LED Street Light Upgrade	-	350,000	1,000,000	1,350,000
6ST707	Americans with Disabilities Act (ADA) Upgrades	156,275	579,978	500,000	1,236,253
6ST711	California Street (Commonwealth Ave to Boston St) (Sites 4 & 5)	-	787,200	-	787,200
6ST713	SharePoint Project Management Tool	-	210,641	-	210,641
6ST714	Signal Detection Cameras	296,004	860,010	660,000	1,816,014
6ST716	Chandler Boulevard Bike Lanes (1-10 to 54th St)	1,299	1,192,932	-	1,194,231
6ST717	Bike Lane Extensions - Kyrene Rd & McClintock Dr	670,867	4,721,404	-	5,392,271
6ST718	City Gateways	-	-	300,000	300,000
6ST724	Streets Hot Asphalt Patch Truck Replacement	-	-	224,000	224,000
6ST726	Streets Front-End Loader Replacement	-	-	225,000	225,000
6ST732	Commonwealth Avenue (California St to Essex St) Sites 4 & 5	-	332,300	-	332,300
6ST736	Traffic Management Center Equipment and Fiber Replacement	2,075	47,925	50,000	100,000
6ST737	Kyrene Road (Chandler Blvd to Santan 202)	207,456	26,365	-	233,821
6ST738	Gilbert Road Phase II (Ocotillo Rd to Chandler Heights Rd)	219,172	108,779	8,479,000	8,806,951
6ST740	Arizona Avenue/Chicago Street Intersection Improvements	456,935	-	-	456,935
6ST746	Alma School Road (Pecos Rd to Germann Rd)	220,653	323,365	3,187,600	3,731,618
6ST748	Old Price Road Improvements	654,863	4,457,532	-	5,112,395
6ST753	Price Road/Ocotillo Street Separated Bike Lane Planning Study	-	-	81,000	81,000
6ST754	Ray Road/Dobson Road Intersection Improvements	-	-	150,000	150,000
Total Capital Project Budgets		\$ 22,868,376	\$ 53,128,068	\$ 63,739,400	\$ 139,735,844
Fund					
215	Highway User Revenue	\$ 3,751,456	\$ 123,468	\$ 5,505,000	\$ 9,379,924
216	Local Transportation Assistance	65,174	424,398	392,000	881,572
401	General Gov't Capital Project	2,601,829	11,233,077	3,889,188	17,724,094
411	Street Bonds	6,795,400	8,863,288	16,619,500	32,278,188
412	Storm Sewer Bonds	27,268	17,630	250,000	294,898
415	Arterial Street Impact Fees	5,093,591	11,636,142	18,335,900	35,065,633
417	Capital Grant	4,533,658	20,830,065	18,747,812	44,111,535
Total Capital Project Funding		\$ 22,868,376	\$ 53,128,068	\$ 63,739,400	\$ 139,735,844

Capital Budget**2020-21 Adopted Budget**

Public Works & Utilities - Solid Waste Capital - 3710						
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21	
		Encumbered	Unencumbered	New	Total	
		Purchase Orders	April 2020	Appropriation	Appropriation	
6SW100	Solid Waste Service Facility Improvements	\$ 8,805	\$ 379,606	\$ 41,000	\$ 429,411	
6SW497	Paseo Vista Recreation Area Improvements	10,078	250,075	205,000	465,153	
Total Capital Project Budgets		\$ 18,883	\$ 629,681	\$ 246,000	\$ 894,564	
Fund						
625	Solid Waste Operating	\$ 18,883	\$ 629,681	\$ 246,000	\$ 894,564	
Total Capital Project Funding		\$ 18,883	\$ 629,681	\$ 246,000	\$ 894,564	

Public Works & Utilities - Wastewater Capital - 3910						
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21	
		Encumbered	Unencumbered	New	Total	
		Purchase Orders	April 2020	Appropriation	Appropriation	
6WW022	Water Reclamation Plant Expansion	\$ -	\$ 300,024	\$ -	\$ 300,024	
6WW189	Effluent Reuse - Storage and Recovery Wells	423,659	6,807,538	2,010,000	9,241,197	
6WW192	Effluent Reuse - Transmission Mains	426,548	-	500,000	926,548	
6WW196	Collection System Facility Improvements	171,042	1,471,058	530,000	2,172,100	
6WW266	Sewer Assessment and Rehabilitation	1,002,589	6,132,159	4,460,000	11,594,748	
6WW332	Wastewater System Upgrades with Street Projects	116,230	2,958,729	410,000	3,484,959	
6WW621	Water Reclamation Facility Improvements	2,828,714	17,906,190	21,710,000	42,444,904	
6WW661	Ocotillo Water Reclamation Facility Expansion	68,477	-	-	68,477	
6WW681	Ocotillo Brine Reduction Facility Improvements	-	4,995,500	500,000	5,495,500	
6WW684	Advanced Wastewater Treatment	-	377,564	-	377,564	
6ST713	SharePoint Project Management Tool	-	140,000	-	140,000	
Total Capital Project Budgets		\$ 5,037,259	\$ 41,088,762	\$ 30,120,000	\$ 76,246,021	
Fund						
610	Reclaimed Water System Development Fees	\$ 437,336	\$ 5,025,265	\$ 2,010,000	\$ 7,472,601	
611	Wastewater Bonds	4,112,395	7,151,887	500,000	11,764,282	
614	Wastewater System Development Fees	-	300,024	-	300,024	
615	Wastewater Operating	487,528	23,616,086	27,110,000	51,213,614	
616	Wastewater Industrial Process Treatment	-	4,995,500	500,000	5,495,500	
Total Capital Project Funding		\$ 5,037,259	\$ 41,088,762	\$ 30,120,000	\$ 76,246,021	

Public Works & Utilities - Water Capital - 3820						
Project #	Project Name	Carryforward Appropriation		2020-21	2020-21	
		Encumbered	Unencumbered	New	Total	
		Purchase Orders	April 2020	Appropriation	Appropriation	
6WA023	Main and Valve Replacements	\$ 802,376	\$ 3,125,430	\$ 12,390,000	\$ 16,317,806	
6WA034	Well Construction/Rehabilitation	759,764	3,452,131	3,010,000	7,221,895	
6WA110	Water System Upgrades with Street Projects	93,926	1,428,290	385,000	1,907,216	
6WA210	Water Treatment Plant Improvements	1,135,673	2,165,080	6,255,000	9,555,753	
6WA230	Water Production Facility Improvements	308,235	4,114,465	2,500,000	6,922,700	
6WA334	Joint Water Treatment Plant	1,021,012	-	1,000,000	2,021,012	
6WA638	Water Rights Settlement	-	12,245,395	177,000	12,422,395	
6WA640	Well Remediation - Arsenic Systems	188,795	157,994	300,000	646,789	
6WA673	Water Meter Replacements	-	-	3,000,000	3,000,000	
6WA675	Backhoe Replacement	-	-	150,000	150,000	
6WA676	Water Equipment	-	250,000	-	250,000	
Total Capital Project Budgets		\$ 4,309,781	\$ 26,938,785	\$ 29,167,000	\$ 60,415,566	
Fund						
417	Capital Grants	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	
601	Water Bonds	2,237,273	20,622,054	17,327,000	40,186,327	
603	Water System Development Fees	1,481,411	2,881,733	-	4,363,144	
605	Water Operating	591,097	3,434,998	9,840,000	13,866,095	
Total Capital Project Funding		\$ 4,309,781	\$ 26,938,785	\$ 29,167,000	\$ 60,415,566	

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	2016-17 Actual Expenditures	2017-18 Actual Expenditures	2018-19 Actual Expenditures	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimated Expenditures	2020-21 Adopted Budget
General Government:							
Communications and Public Administration							
Print, Mail, and Graphics	\$ 132,313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Manager and Organizational Support							
Airport	-	82,154	-	-	-	-	-
Buildings & Facilities	123,294	120,972	87,785	212,000	235,012	22,993	-
Fleet Services	-	-	-	47,800	47,800	-	-
Fleet Motor Pool	-	-	-	116,900	116,900	-	-
Transportation Policy	-	-	-	28,900	28,900	-	-
Total General Government	\$ 255,607	\$ 203,126	\$ 87,785	\$ 405,600	\$ 428,612	\$ 22,993	\$ -
Community Services							
Aquatics	\$ -	\$ -	\$ 40,450	\$ 79,000	\$ 141,835	\$ 62,835	\$ -
Parks Development and Operations	126,005	60,523	145,949	225,800	311,946	86,104	-
Recreation	-	-	-	28,000	28,000	-	-
Total Community Services	\$ 126,005	\$ 60,523	\$ 186,399	\$ 332,800	\$ 481,781	\$ 148,939	\$ -
Development Services							
Administration	\$ -	\$ -	\$ -	\$ 66,200	\$ 66,200	\$ -	\$ -
Planning	-	20,612	-	28,900	28,900	-	-
Building Safety	85,245	61,837	-	91,500	91,500	-	-
Engineering	-	22,857	22,768	35,700	36,043	342	-
Total Development Services	\$ 85,245	\$ 105,307	\$ 22,768	\$ 222,300	\$ 222,643	\$ 342	\$ -
Management Services							
Central Supply	\$ -	\$ 27,146	\$ -	\$ 46,000	\$ 46,000	\$ -	\$ -
Non-Departmental	2,141,917	1,727,003	1,953,088	5,208,761	5,455,004	5,455,004	5,339,271
Total Management Services	\$ 2,141,917	\$ 1,754,149	\$ 1,953,088	\$ 5,254,761	\$ 5,501,004	\$ 5,455,004	\$ 5,339,271
Neighborhood Resources							
Neighborhood Preservation	\$ 26,986	\$ 58,522	\$ 111,860	\$ -	\$ 14,601	\$ 14,600	\$ -
Total Neighborhood Resources	\$ 26,986	\$ 58,522	\$ 111,860	\$ -	\$ 14,601	\$ 14,600	\$ -
Public Safety - Fire							
Operations	\$ 97,166	\$ 289,619	\$ 182,619	\$ -	\$ 87,069	\$ 87,069	\$ -
Total Public Safety - Fire	\$ 97,166	\$ 289,619	\$ 182,619	\$ -	\$ 87,069	\$ 87,069	\$ -
Public Safety - Police							
Field Operations	\$ 849,266	\$ 1,398,391	\$ 759,064	\$ 2,365,000	\$ 3,120,175	\$ 1,449,291	\$ 1,244,800
Communications	51,902	1,203,000	1,284,500	288,000	288,000	-	288,000
Total Public Safety - Police	\$ 901,168	\$ 2,601,391	\$ 2,043,564	\$ 2,653,000	\$ 3,408,175	\$ 1,449,291	\$ 1,532,800
Public Works & Utilities							
Capital Projects	\$ -	\$ 53,174	\$ -	\$ -	\$ -	\$ -	\$ -
Streets	160,821	283,010	39,383	169,750	226,916	57,135	-
Traffic Engineering	114,583	79,004	21,301	96,000	98,492	2,492	-
Utilities Administration	-	-	20,788	28,900	28,900	-	-
Solid Waste Division	-	-	131,768	38,000	72,552	34,552	-
Water Division	283,423	186,256	271,121	463,800	606,651	141,942	135,650
Wastewater Division	63,064	48,486	180,093	279,800	384,773	104,835	48,830
Total Public Works & Utilities	\$ 621,891	\$ 649,931	\$ 664,454	\$ 1,076,250	\$ 1,418,284	\$ 340,956	\$ 184,480
Grand Total	\$ 4,255,983	\$ 5,722,568	\$ 5,252,537	\$ 9,944,711	\$ 11,562,169	\$ 7,519,194	\$ 7,056,551



17-Bonded Debt

City Debt Obligations
Overview of Bond Types
Bond Payment Schedules



“The Future’s in Sight”

As stewards of Chandler’s tax dollars, smart planning and prudent management of municipal bonds balances the need for revenues to support City infrastructure and major projects.

Bonded Debt Obligations

Chandler has experienced significant growth over the last 34 years. Population census counts have grown from 63,855 in 1985 to almost 4 times that amount by the 2010 census. In 2020, the Planning Division estimates a population of 265,200. This growth created demand for infrastructure and capital projects. Citizens needed more 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 the best option. This includes instruments such as general obligation bonds, revenue bonds, and excise tax revenue obligations, which are repaid with sustainable revenue streams as populations grew.

Bond Ratings

When new bonds are issued, the three major bond rating agencies typically assign a bond rating that is a reflection of 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.

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. In FY 2016-17, the City conducted refundings of both Excise Tax Revenue Obligations and GO bonds and defeased \$8.1 million of callable 2007 GO Refunding bonds as well as conducting a refunding of the 2009 GO bonds in FY 2018-19. The City does not anticipate having bond sales for the Excise Tax Revenue Obligations and GO bonds in FY 2020-21.

Voter Authorization Summary

Voter Authorized Bonds	2018-19 Ending Authorization	2019-20 Bond Sales	2019-20 Ending Authorization	2020-21 Anticipated Bond Sales	Remaining Authorization
Parks and Recreation	\$ 56,410,000	\$ 14,115,000	\$ 42,295,000	\$ -	\$ 42,295,000
Museum	6,230,000	-	6,230,000	-	6,230,000
Library	5,245,000	-	5,245,000	-	5,245,000
Public Building	9,960,000	-	9,960,000	-	9,960,000
Streets GO	94,146,000	18,675,000	75,471,000	-	75,471,000
Storm Water Revenue/GO	4,204,000	185,000	4,019,000	-	4,019,000
Public Safety/Fire	1,000	-	1,000	-	1,000
Public Safety/Police	1,530,000	-	1,530,000	-	1,530,000
Airport	494,000	-	494,000	-	494,000
Recycling and Solid Waste	4,935,000	-	4,935,000	-	4,935,000
TOTAL	\$ 183,155,000	\$ 32,975,000	\$ 150,180,000	\$ -	\$ 150,180,000
Non-Voter Authorized Bonds*					
Water	N/A	\$ 9,200,000	N/A	\$ -	N/A
Wastewater	N/A	5,800,000	N/A	-	N/A
TOTAL	N/A	\$ 15,000,000	N/A	\$ -	N/A

* 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 2019-20 is as shown:

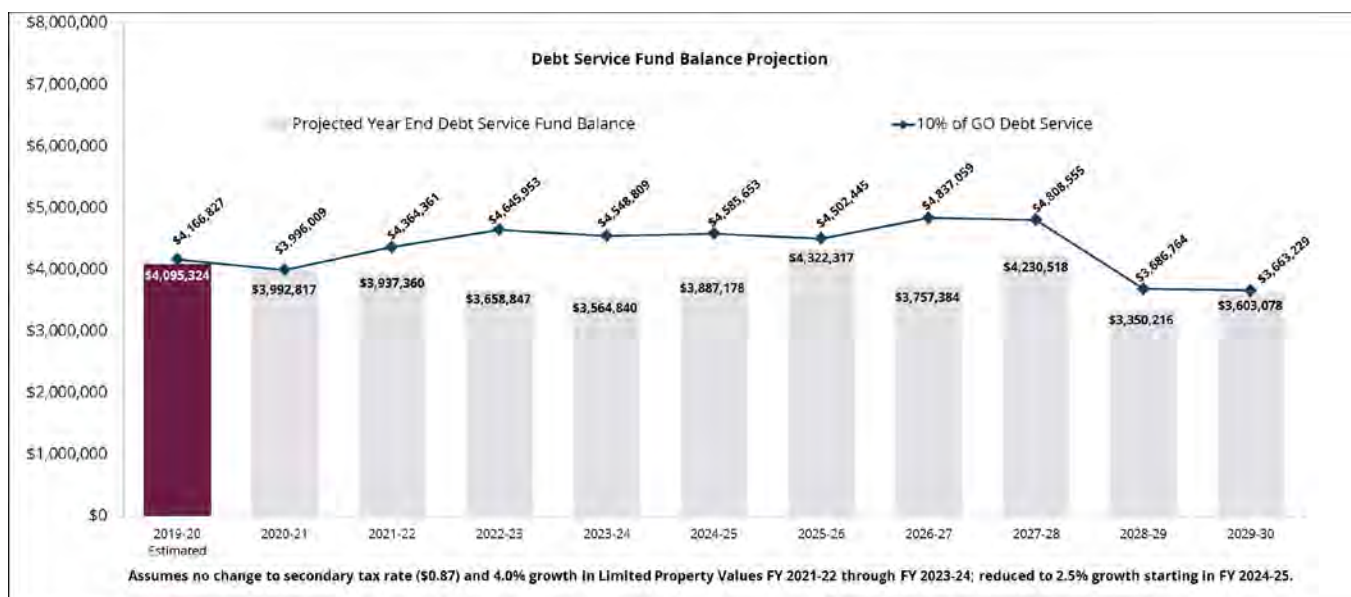
Type of Debt	Coverage Basis	Coverage Required (Mandated or Goal)	Projected end of 2019-20	Coverage Met?
Water/Wastewater Utility Revenue Bonds	Available Operating Revenue/Debt Service	Mandated by debt covenants: 1.2x Goal: 1.5x - 2.0x	25.88x	Yes
Water/Wastewater GO Bonds	Available Operating Revenue/Debt Service	Goal: 1.2x	4.69x	Yes
Water/Wastewater Excise Tax Revenue Obligations	Excise Tax Revenue/Debt Service	Mandated by debt covenants: 3.0x Goal: 5.0x	9.97x	Yes
	Available Operating Revenue/Debt Service	Goal: 1.2x	2.57x	Yes

Bonded Debt

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 can 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.



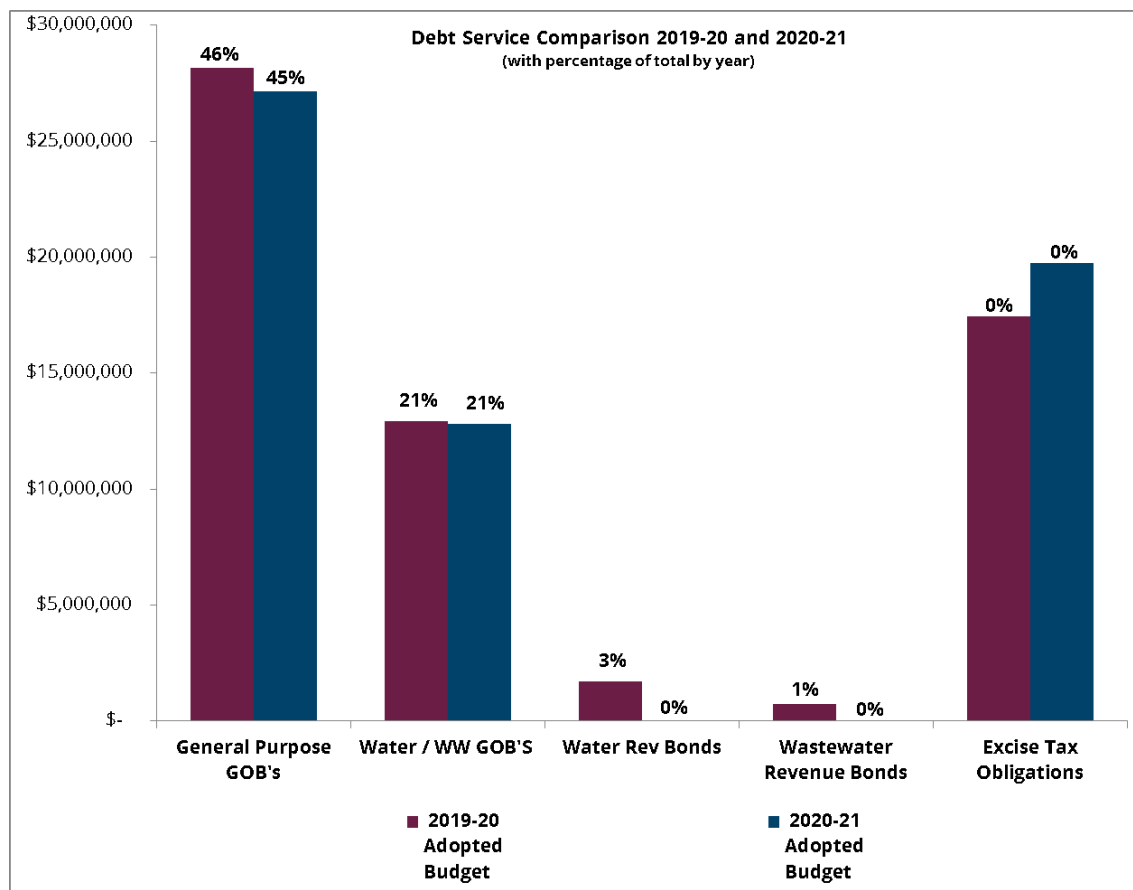
Highway User Revenue Fund (HURF) Debt Service Fund: The HURF Debt Service Fund is managed on a year-to-year basis whereby a transfer is made from the HURF Operating Fund to the HURF Debt Service Fund on an annual basis for the exact amount of principal and interest due for the year. The fund balance 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.

Debt Service - Cost Center 7500

Description	2018-19	2019-20	2019-20	2019-20	2020-21	% Change
	Actual Expenditures	Adopted Budget	Adjusted Budget	Estimated Expenditures	Adopted Budget	Adopted to Adopted
General Purpose GOBs	\$ 28,309,260	\$ 28,156,261	\$ 28,156,261	\$ 28,763,820	\$ 27,135,385	-3.63%
Water GOBs	8,332,278	7,974,528	7,974,528	7,974,528	8,087,178	1.41%
Wastewater GOBs	5,176,372	4,929,922	4,929,922	4,929,922	4,737,522	-3.90%
Water Revenue Bonds	1,772,680	1,703,250	1,703,250	1,703,520	-	-100.00%
Wastewater Revenue Bonds	759,720	730,080	730,080	744,150	-	-100.00%
HURF Revenue Bonds	2,129,200	-	-	-	-	N/A
Excise Tax Revenue Obligations	17,258,264	17,436,325	17,436,325	18,486,174	19,759,575	13.32%
Total Cost Center - 7500	\$ 63,737,774	\$ 60,930,366	\$ 60,930,366	\$ 62,602,114	\$ 59,719,660	-1.99%
General Debt Service Fund	\$ 28,309,260	\$ 28,156,261	\$ 28,156,261	\$ 28,763,820	\$ 27,135,385	
Highway User Revenue Debt Svc	2,129,200	-	-	-	-	
Water Operating	14,384,807	14,125,362	14,125,362	14,776,404	13,876,087	
Wastewater Operating	18,914,507	18,648,743	18,648,743	19,061,890	18,708,188	
Grand Total	\$ 63,737,774	\$ 60,930,366	\$ 60,930,366	\$ 62,602,114	\$ 59,719,660	

The FY 2020-21 budget provides \$59,719,660 for principal and interest on 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.

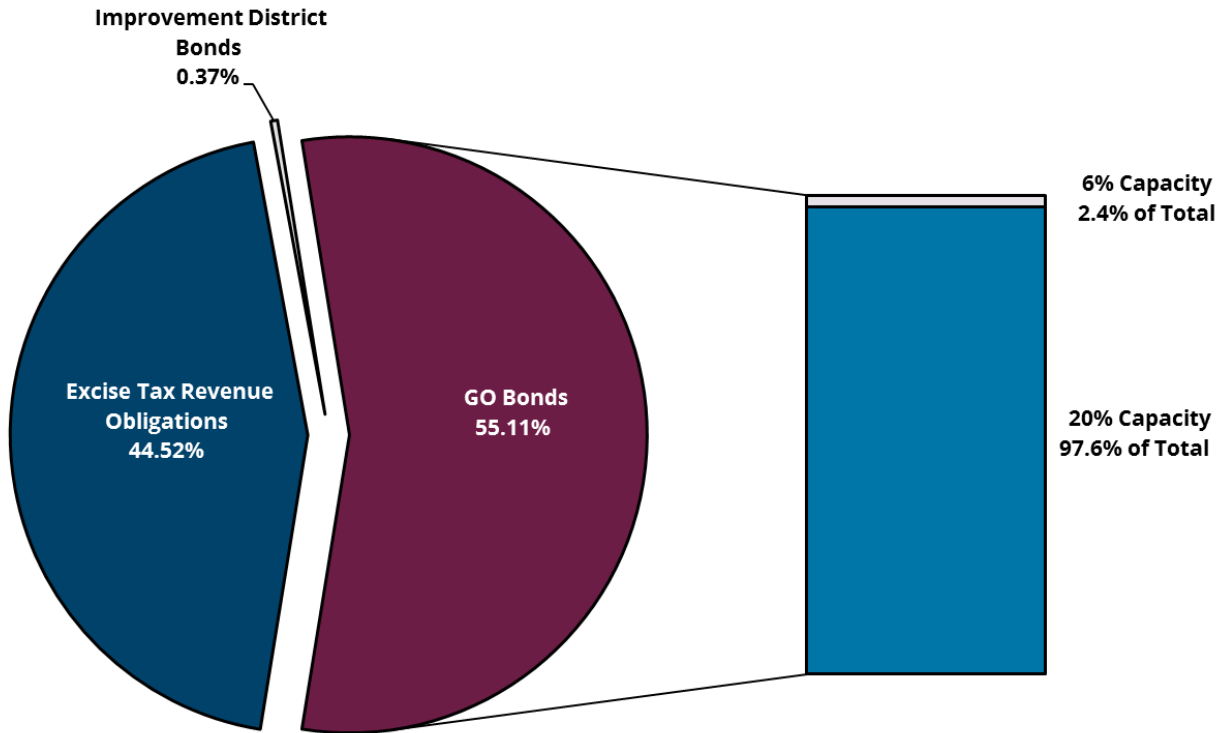
The City's available bonding capacity for FY 2020-21 is based on the 2020 Net Assessed Full Cash Property Valuation as shown below:

	20%	6%
2020 Net Assessed Full Cash Value	\$ 4,308,417,196	\$ 4,308,417,196
Legal Bond Limit	861,683,439	258,505,032
Outstanding Bonded Debt Previously Issued	(265,580,150)	(6,519,850)
Less: Excess Premium	(11,263,732)	(264,978)
Bonding Capacity Available	\$ 584,839,557	\$ 251,720,204

⁽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	\$ 6,519,850	
20% Capacity	265,580,150	
Total General Obligation Bonds	\$ 272,100,000	55.11%
Excise Tax Revenue Obligations	219,780,000	44.52%
Improvement District Bonds	1,830,000	0.37%
Total	\$ 493,710,000	100.00%



Schedule of Total Outstanding Debt

	Original Issue	Outstanding 7/1/2020	2020-21		
			Principal	Interest	Payment
General Obligation Bonds					
General & Enterprise Funds:					
Refunding Series 2014	\$ 214,540,000	\$ 159,485,000	\$ 23,795,000	\$ 6,875,900	\$ 30,670,900
Refunding Series 2016	39,050,000	39,050,000	-	1,653,800	1,653,800
Series 2017	58,740,000	43,165,000	4,125,000	1,453,760	5,578,760
Series 2019	30,400,000	30,400,000	1,000,000	1,056,625	2,056,625
Total General Obligation Bonds	\$ 352,655,000	\$ 272,100,000	\$ 28,920,000	\$ 11,040,085	\$ 39,960,085
Excise Tax Revenue Obligations:*					
Enterprise Funds:					
Series 2011	\$ 15,000,000	\$ 1,775,000	\$ 870,000	\$ 62,300	\$ 932,300
Series 2013	104,500,000	94,300,000	3,500,000	4,140,000	7,640,000
Series 2015	66,660,000	58,610,000	2,775,000	2,072,825	4,847,825
Refunding Series 2016	19,510,000	18,330,000	1,190,000	891,800	2,081,800
Series 2017	36,220,000	34,445,000	1,025,000	1,346,650	2,371,650
Series 2019	13,000,000	12,320,000	1,270,000	616,000	1,886,000
Total Excise Tax Revenue Obligations	\$ 254,890,000	\$ 219,780,000	\$ 10,630,000	\$ 9,129,575	\$ 19,759,575
Improvement District Bonds:					
Series 2008 - Spectrum ID	\$ 7,370,000	\$ 1,830,000	\$ 585,000	\$ 36,600	\$ 621,600
Total Improvement District Bonds	\$ 7,370,000	\$ 1,830,000	\$ 585,000	\$ 36,600	\$ 621,600
Total Bonded Debt & Obligations	\$ 630,315,000	\$ 493,710,000	\$ 40,135,000	\$ 20,206,260	\$ 60,341,260

* 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**2020-21 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, 2021	\$ 40,135,000	\$ 20,206,260	\$ 60,341,260
July 1, 2022	41,695,000	18,618,410	60,313,410
July 1, 2023	42,990,000	16,858,710	59,848,710
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	1,418,925	23,328,925
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	\$ 493,710,000	\$ 127,316,695	\$ 621,026,695

	Year	Principal	Interest	Fiscal Total
This Year's Requirement	2021	\$ 40,135,000	\$ 20,206,260	\$ 60,341,260
Maximum Requirement	2021	\$ 40,135,000	\$ 20,206,260	\$ 60,341,260

⁽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**

<i>Maturity Date ⁽¹⁾</i>	<i>Bonds Payable</i>	<i>Interest Payable</i>	<i>Fiscal Total</i>
July 1, 2021	\$ 667,950	\$ 241,444	\$ 909,394
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	\$ 6,519,850	\$ 1,355,514	\$ 7,875,364

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2021	\$ 667,950	\$ 241,444	\$ 909,394
Maximum Requirement	2021	\$ 667,950	\$ 241,444	\$ 909,394

⁽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, 2021	\$ 28,252,050	\$ 10,798,641	\$ 39,050,691
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	\$ 265,580,150	\$ 53,933,656	\$ 319,513,806

	Year	Principal	Interest	Fiscal Total
This Year's Requirement	2021	\$ 28,252,050	\$ 10,798,641	\$ 39,050,691
Maximum Requirement	2021	\$ 28,252,050	\$ 10,798,641	\$ 39,050,691

⁽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, 2021	\$ 9,525,000	\$ 3,299,700	\$ 12,824,700
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	\$ 76,936,000	\$ 14,940,120	\$ 91,876,120

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2021	\$ 9,525,000	\$ 3,299,700	\$ 12,824,700
Maximum Requirement	2021	\$ 9,525,000	\$ 3,299,700	\$ 12,824,700

⁽¹⁾ Actual payments are made one day prior to maturity date.

**Combined General Obligation Bonds
Ad Valorem Supported**

Maturity Date ⁽¹⁾	Bonds Payable	Interest Payable	Fiscal Total
July 1, 2021	\$ 19,395,000	\$ 7,740,385	\$ 27,135,385
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	\$ 195,164,000	\$ 40,349,050	\$ 235,513,050

	Year	Principal	Interest	Fiscal Total
This Year's Requirement	2021	\$ 19,395,000	\$ 7,740,385	\$ 27,135,385
Maximum Requirement	2021	\$ 19,395,000	\$ 7,740,385	\$ 27,135,385

⁽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, 2021	\$ 10,630,000	\$ 9,129,575	\$ 19,759,575
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	\$ 219,780,000	\$ 72,220,975	\$ 292,000,975

	Year	Principal	Interest	Fiscal Total
This Year's Requirement	2021	\$ 10,630,000	\$ 9,129,575	\$ 19,759,575
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, 2021	\$ 585,000	\$ 36,600	\$ 621,600
July 1, 2022	610,000	49,800	659,800
July 1, 2023	635,000	25,400	660,400
TOTAL	\$ 1,830,000	\$ 111,800	\$ 1,941,800

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Total</i>
This Year's Requirement	2021	\$ 585,000	\$ 36,600	\$ 621,600
Maximum Requirement	2023	\$ 635,000	\$ 25,400	\$ 660,400

⁽¹⁾ Actual payments are made one day prior to maturity date.

18-Schedules and Terms

Resolution Adopting the 2020-21 Budget
Auditor General Summary Schedules
2020-21 Salary Plan
Expenditure Categories
Glossary of Terms/List of Acronyms



“The Future’s in Sight”

Thank you for investing your time reviewing this year’s Budget Book. Chandler’s FY 2020-21 Budget is a practical financial plan that prepares our community for this year and the future.

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 2018-19, adopted budget, adjusted budget and estimated expenditures for FY 2019-20, and adopted budget for FY 2020-21.

Schedule 2 – Summary of Department Total FY 2020-21 Budget by Fund: A summary, by fund, of each department's FY 2020-21 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, 2020, 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, FSLA 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. 5371

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHANDLER, MARICOPA COUNTY, ARIZONA, ADOPTING THE ANNUAL BUDGET IN THE AMOUNT OF \$931,336,929; 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) 2020-21, AND ADOPTING THE 2021-2030 CAPITAL IMPROVEMENT PROGRAM (CIP) IN THE AMOUNT OF \$1,164,226,378 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 28th day of May 2020, 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 11, 2020, 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 11, 2020, 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 Nine Hundred Thirty One Million, Three Hundred Thirty Six Thousand, Nine Hundred and Twenty Nine Dollars (\$931,336,929) for the City of Chandler for FY 2020-21; 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 for telecommunications equipment or services from within the Information Technology Department to the appropriate funds and department cost centers using such equipment and/or services;
- j. 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;
- k. 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;
- l. 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;

- 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 2021-2030 CIP in the amount of \$1,164,226,378, 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 11th day of June, 2020.

ATTEST:


CITY CLERK


MAYOR

CERTIFICATION

I HEREBY CERTIFY THAT THE above and foregoing Resolution No. 5371 as duly passed by the City Council of the City of Chandler, Arizona, at a special meeting held June 11, 2020, and that a quorum was present thereat.

APPROVED AS TO FORM:


CITY ATTORNEY


CITY CLERK



**City of Chandler, Arizona
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2020-21**

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
2020	E	307,581,361	49,454,447	30,656,261	319,701,797	179,576,066	40,076,240	927,046,172
2020	E	254,368,350	30,054,245	28,763,820	78,561,706	116,167,577	33,181,232	541,096,930
2021		104,490,693	8,452,527	417,515	188,087,845	69,257,451	6,396,523	377,102,554
2021	B	8,006,244						8,006,244
2021	B			27,850,612				27,850,612
2021	C	224,219,551	39,580,050	702,288	54,160,535	139,076,939	30,654,700	488,394,063
2021	D	-	-	-	-	-	-	-
2021	D	-	-	-	-	-	-	-
2021	D	9,073,586	285,000	-	54,562,868	1,822,108	2,731,167	68,474,729
2021	D	58,781,303	124,384	-	1,525,000	8,021,413	22,629	68,474,729
2021								
LESS:								-
2021		287,008,771	48,193,193	28,970,415	295,286,248	202,135,085	39,759,761	931,336,929
2021	E	287,008,771	48,193,193	28,970,415	295,286,248	202,135,085	39,759,761	931,336,929

Expenditure Limitation Comparison

	2020	2021
1. Budgeted expenditures/expenses	\$ 927,046,172	\$ 931,336,929
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	927,046,172	931,336,929
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 927,046,172	\$ 931,336,929
6. EEC expenditure limitation	\$ 927,046,172	\$ 931,336,929

* 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 2020-21**

	2019-20 Fiscal Year	2020-21 Fiscal Year
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	\$ 17,816,518	\$ 18,891,972
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	\$ 7,671,231	\$ 8,006,244
B. Secondary property taxes	25,858,004	27,850,612
C. Total property tax levy amounts ⁽¹⁾	\$ 33,529,235	\$ 35,856,856
4. Property taxes collected*		
A. Primary property taxes		
(1) 2019-20 levy	7,671,061	
(2) Prior years' levy ⁽²⁾	50,000	
(3) Total primary property taxes	\$ 7,721,061	
B. Secondary property taxes		
(1) 2019-20 levy	25,857,431	
(2) Prior years' levy ⁽²⁾	150,000	
(3) Total secondary property taxes	\$ 26,007,431	
C. Total property taxes collected	\$ 33,728,492	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.2581	0.2501
(2) Secondary property tax rate	0.8700	0.8700
(3) Total city/town tax rate	1.1281	1.1201
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 \$100,569 in 2019-20 and \$105,585 in 2020-21 for primary property tax and under the Debt Service Funds in the amount of \$338,996 in 2019-20 and \$367,288 in 2020-21 for the secondary property tax.

⁽²⁾ Amount budgeted for Prior Year Primary & Secondary Levies for 2019-20 (\$200,000) and 2020-21 (\$200,000) 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 2020-21

Source of Revenues	Estimated Revenues 2019-20	Actual* Revenues 2019-20	Estimated Revenues 2020-21
General Fund			
Local Taxes			
Franchise Tax	\$ 3,300,000	\$ 3,565,600	\$ 3,375,000
Transaction Privilege License Tax/Fees	134,783,200	135,413,200	123,470,752
Licenses and Permits			
Miscellaneous License	994,400	1,003,000	946,000
Building Division Permits	7,145,000	8,020,000	7,220,000
Intergovernmental			
State			
State Sales Tax	25,000,000	23,400,000	23,410,000
State Revenue Sharing	31,500,000	33,250,000	37,000,000
County			
Auto Lieu Tax	11,300,000	10,250,000	10,360,000
Charges for Services			
Engineering Fees	1,592,000	1,439,700	1,436,200
Planning Fees	332,400	325,500	310,500
Public Safety Miscellaneous	4,709,600	4,670,000	5,113,006
Parks & Recreation	4,086,250	3,619,300	3,339,000
Fines and Forfeits			
Library Fines	383,100	389,600	340,998
Court Fines	3,526,550	3,376,410	3,472,910
Interest on Investments			
Interest on Investments	3,259,000	3,300,000	2,629,000
Miscellaneous			
Fixed Leases	169,000	129,000	129,000
Sale of Fixed Assets	110,000	130,000	125,000
Prior Year Property Tax Collections	50,000	50,000	50,000
Salt River Project in Lieu Tax - Primary	100,569	100,739	105,585
Other Receipts	1,406,883	1,292,750	1,386,600
Total General Fund	\$ 233,747,952	\$ 233,724,799	\$ 224,219,551
Special Revenue Funds			
Forfeiture Fund			
Police Forfeiture Reimbursement	\$ 965,000	\$ 2,324,419	\$ 750,000
Total Forfeiture Fund	\$ 965,000	\$ 2,324,419	\$ 750,000
Proposition 400 Fund			
Regional Transportation Sales Tax	\$ 664,000	\$ 1,503,717	\$ -
Interest on Investments	-	2,000	-
Total Proposition 400 Fund	\$ 664,000	\$ 1,505,717	\$ -
Highway User Revenue Fund			
HURF Taxes	\$ 16,500,000	\$ 16,500,000	\$ 16,500,000
Interest on Investments	329,000	452,000	372,000
Total Highway User Revenue Fund	\$ 16,829,000	\$ 16,952,000	\$ 16,872,000
Local Transportation Assistance Fund			
HB2565 RPTA Grant Funds	\$ 700,000	\$ 700,000	\$ 700,000
Bus Shelter Revenue	221,000	236,160	180,000
Interest on Investments	80,000	94,000	75,000
Total Local Transportation Assistance Fund	\$ 1,001,000	\$ 1,030,160	\$ 955,000
Grant Funds			
Grants-In-Aid	\$ 5,009,478	\$ 1,754,962	\$ 5,000,000
Community Development Block Grant	1,850,000	1,850,000	1,925,950
Housing Urban Development	10,803,029	7,828,279	11,192,000
Public Housing Authority	2,300,000	2,299,154	2,541,000
Interest on Investments	153,000	199,000	163,000
Total Grant Funds	\$ 20,115,507	\$ 13,931,395	\$ 20,821,950

**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 2020-21

Source of Revenues	Estimated Revenues 2019-20	Actual* Revenues 2019-20	Estimated Revenues 2020-21
Special Revenue Funds - continued			
Expendable Trust Funds			
Museum Fund	\$ 3,200	\$ 4,200	\$ 200
Parks Fund	111,600	135,350	93,900
Library Fund	80,000	50,300	80,000
Interest on Investments	7,000	8,800	7,000
Total Expendable Trust Funds	\$ 201,800	\$ 198,650	\$ 181,100
Total Special Revenue Funds	\$ 39,776,307	\$ 35,942,341	\$ 39,580,050
Debt Service Funds			
Prior Year Property Tax Collections	\$ 150,000	\$ 150,000	\$ 150,000
Salt River Project in Lieu Tax - Secondary	339,996	339,569	367,288
Interest on Investments	226,000	193,000	185,000
Total Debt Service Funds	\$ 715,996	\$ 682,569	\$ 702,288
Capital Projects Funds			
System Development Fees			
Water	\$ 5,217,100	\$ 5,806,900	\$ 6,081,500
Wastewater	6,857,200	6,552,000	6,866,900
Parks	1,544,600	1,915,600	1,937,900
Library	73,600	51,800	56,300
Public Building Impact Fees	254,700	133,300	145,000
Public Safety - Police	327,700	320,000	320,400
Public Safety - Fire	553,200	462,600	471,600
Arterial Streets	5,999,600	4,004,900	4,133,600
Capital Replacement	364,646	364,646	368,539
Vehicle Replacement	2,926,554	2,926,554	2,948,444
Sale of Fixed Assets	300,000	398,612	300,000
Other Receipts	450,000	522,956	250,000
Capital Grants	13,043,262	21,879,168	27,943,952
In-House/Municipal Arts	136,663	133,000	57,400
Interest on Investments	2,850,600	3,387,500	2,279,000
Total Capital Project Funds	\$ 40,899,425	\$ 48,859,536	\$ 54,160,535
Enterprise Funds			
Water Services	\$ 58,079,784	\$ 53,915,500	\$ 52,182,300
Reclaimed Water Services	1,864,400	1,761,800	1,769,200
Wastewater Services	66,139,418	57,618,893	63,819,361
Solid Waste Services	16,791,004	16,465,802	17,026,178
Airport Services	982,337	966,693	1,010,900
Interest on Investments	3,185,000	3,931,000	3,269,000
Total Enterprise Funds	\$ 147,041,943	\$ 134,659,688	\$ 139,076,939
Internal Service Funds			
Self-Insurance	\$ 30,090,900	\$ 28,374,450	\$ 29,763,700
Interest on Investments	827,000	909,000	891,000
Total Internal Service Funds	\$ 30,917,900	\$ 29,283,450	\$ 30,654,700
Total All Funds	\$ 493,099,523	\$ 483,152,383	\$ 488,394,063

**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 (2 OF 2)

City of Chandler, Arizona
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2020-21

Fund	Other Financing		Interfund Transfers	
	2020-21		2020-21	
	Sources ⁽¹⁾	<Uses>	In	<Out>
General Fund				
General Fund	\$ -	\$ -	\$ 9,073,586	\$ 58,781,303
Total General Fund	\$ -	\$ -	\$ 9,073,586	\$ 58,781,303
Special Revenue Funds				
Highway User Revenue	\$ -	\$ -	\$ -	\$ 122,451
Local Transportation Assistance	-	-	-	1,933
Housing	-	-	285,000	-
Total Special Revenue Funds	\$ -	\$ -	\$ 285,000	\$ 124,384
Capital Projects Funds				
General Government Capital Project	\$ -	\$ -	\$ 50,924,297	\$ -
Computer Replacement	-	-	3,638,571	-
Public Building	-	-	-	175,000
Public Safety - Police	-	-	-	750,000
Public Safety - Fire	-	-	-	600,000
Total Capital Projects Funds	\$ -	\$ -	\$ 54,562,868	\$ 1,525,000
Enterprise Funds				
Water Operating	\$ -	\$ -	\$ -	\$ 3,642,994
Reclaimed Water Operating	-	-	-	83,536
Wastewater Operating	-	-	-	2,614,291
WW Industrial Process Treatment	-	-	-	472,625
Solid Waste Operating	-	-	-	1,094,387
Airport Operating	-	-	1,822,108	113,580
Total Enterprise Funds	\$ -	\$ -	\$ 1,822,108	\$ 8,021,413
Internal Service Funds				
Self-Insurance Fund	\$ -	\$ -	\$ 2,731,167	\$ 22,629
Total Internal Service Funds	\$ -	\$ -	\$ 2,731,167	\$ 22,629
Total All Funds	\$ -	\$ -	\$ 68,474,729	\$ 68,474,729

⁽¹⁾ Sources are from bonds.

SCHEDULE D

City of Chandler, Arizona
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2020-21

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2019-20	Expenditure/ Expense Adjustments Approved 2019-20	Actual Expenditures/ Expenses 2019-20	Budgeted Expenditures/ Expenses 2020-21
General Fund				
City Clerk	\$ 749,869	\$ 430,807	\$ 1,143,660	\$ 926,189
City Magistrate	4,607,201	60,430	4,443,891	4,684,074
City Manager	16,972,444	2,415,302	19,098,265	16,974,092
Communications and Public Affairs	2,574,476	391,623	2,964,322	2,615,430
Community Services	26,971,684	883,246	27,298,796	26,794,778
Cultural Development	3,650,576	213,044	3,825,054	3,634,295
Development Services	8,877,333	188,260	8,525,303	9,113,629
Fire	37,255,753	1,101,807	38,248,465	38,895,433
Information Technology	11,662,825	1,003,546	12,124,454	11,792,184
Law	3,795,202	67,743	3,834,975	3,884,306
Management Services\Non-Dept.	48,610,000	(1,893,290)	35,972,282	31,916,495
Mayor and Council	1,049,815	14,273	1,058,859	1,021,237
Neighborhood Services	4,013,933	249,642	4,003,670	3,556,968
Police	76,789,941	1,721,797	77,902,680	77,989,907
Public Works & Utilities	11,312,245	3,313,216	13,923,674	10,222,104
Contingency\Reserves	47,595,700	(9,069,082)	-	72,971,106
Total General Fund	\$ 306,488,997	\$ 1,092,364	\$ 254,368,350	\$ 316,992,227
Special Revenue Funds				
Police Forfeiture Fund				
Police	\$ 2,827,897	\$ 1	\$ 2,305,898	\$ 750,000
Contingency\Reserves	30,000	(1)	-	29,000
Highway Users Revenue Fund				
Development Services	-	-	-	736,393
Public Works & Utilities	17,534,789	(744,062)	12,118,745	17,337,002
Management Services\Non-Dept.	128,000	(70,200)	-	118,700
Contingency\Reserves	3,914,000	(467,281)	-	3,888,000
Local Transportation Assistance Fund				
City Manager	1,256,822	878,920	1,759,620	1,256,822
Public Works & Utilities	817,166	(230,309)	97,285	881,572
Management Services\Non-Dept.	200	-	-	200
Contingency\Reserves	2,012,000	(648,611)	-	1,015,000
Grants In Aid				
City Magistrate	-	3,161	1,894	-
City Manager	-	371,244	371,244	-
Community Services	-	295,347	178,129	-
Fire	-	203,406	-	-
Law	-	12,300	12,300	-
Police	52,478	1,788,866	999,975	54,257
Contingency\Reserves	5,000,000	(2,673,158)	-	5,000,000
Community Development Block Grant				
Neighborhood Services	1,847,000	192,575	2,016,575	2,141,114
Management Services\Non-Dept.	9,200	(9,200)	-	5,900
Contingency\Reserves	797,000	(181,315)	-	270,000
Housing and Urban Development				
Management Services\Non-Dept.	30,900	(30,454)	-	12,100
Neighborhood Services	13,527,191	191,921	9,991,030	13,816,444
Contingency\Reserves	615,600	(161,467)	-	645,720
Expendable Trust Funds				
Community Services	253,826	-	175,450	161,862
Cultural Development	56,695	-	26,100	52,910
Contingency\Reserves	22,000	-	-	20,197
Total Special Revenue Funds	\$ 50,732,764	\$ (1,278,317)	\$ 30,054,245	\$ 48,193,193

**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 Within Each Fund Type
Fiscal Year 2019-20

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2019-20	Expenditure/ Expense Adjustments Approved 2019-20	Actual Expenditures/ Expenses 2019-20	Budgeted Expenditures/ Expenses 2020-21
Debt Service Funds				
General Obligation Debt Svc	\$ 28,156,261	\$ -	\$ 28,763,820	\$ 27,135,385
Contingency\Reserves	2,500,000	-	-	1,835,030
Total Debt Service Funds	\$ 30,656,261	\$ -	\$ 28,763,820	\$ 28,970,415
Capital Projects Funds				
City Manager	\$ 13,535,592	\$ (3,047,852)	\$ 2,958,536	\$ 10,359,523
Community Services	20,391,407	(1,905,545)	5,622,971	25,307,386
Cultural Development	2,276,563	(1,069,200)	822,503	1,887,634
Development Services	222,300	343	342	-
Fire	11,588,285	(3,603,637)	2,207,787	6,310,244
Information Technology	7,290,815	(577,962)	1,652,800	7,192,303
Management Services\Non-dept.	5,856,061	(6,583,734)	11,474,790	14,065,414
Neighborhood Services	-	14,601	14,600	-
Police	14,330,817	(2,809,442)	4,474,788	7,696,211
Public Works & Utilities	192,963,183	(22,635,896)	49,332,589	195,745,206
Contingency\Reserves	52,474,782	40,990,316	-	26,722,327
Total Capital Projects Funds	\$ 320,929,805	\$ (1,228,008)	\$ 78,561,706	\$ 295,286,248
Enterprise Funds				
City Manager	\$ 2,555,166	\$ (280,131)	\$ 1,320,760	\$ 2,649,652
Information Technology	1,195,600	-	43,835	1,347,515
Management Services\Non-dept.	1,421,000	(318,853)	755,000	1,374,000
Public Works & Utilities	120,505,407	4,594,142	80,209,688	147,499,115
Contingency\Reserves	19,817,650	(2,688,020)	-	16,680,528
Debt Service	32,774,105	-	33,838,294	32,584,275
Total Enterprise Funds	\$ 178,268,928	\$ 1,307,138	\$ 116,167,577	\$ 202,135,085
Internal Service Funds				
Self Insurance				
City Manager	\$ 1,483,326	\$ 413,269	\$ 1,769,871	\$ 1,568,962
Law	5,910,499	154,464	3,577,947	5,851,999
Management Services\Non-Dept.	28,298,617	355,747	27,833,414	29,152,498
Contingency\Reserves	4,276,975	(816,657)	-	3,186,302
Total Internal Service Funds	\$ 39,969,417	\$ 106,823	\$ 33,181,232	\$ 39,759,761
Total All Funds	\$ 927,046,172	\$ -	\$ 541,096,930	\$ 931,336,929

**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 2020-21

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2019-20	Expenditure/ Expense Adjustments Approved 2019-20	Actual Expenditures/ Expenses 2019-20*	Budgeted Expenditures/ Expenses 2020-21
City Clerk				
General Fund	\$ 749,869	\$ 430,807	\$ 1,143,660	\$ 926,189
Department Total	\$ 749,869	\$ 430,807	\$ 1,143,660	\$ 926,189
City Magistrate				
General Fund	\$ 4,607,201	\$ 60,430	\$ 4,443,891	\$ 4,684,074
Special Revenue Fund - Grant	-	3,161	1,894	-
Department Total	\$ 4,607,201	\$ 63,591	\$ 4,445,785	\$ 4,684,074
City Manager				
General Fund	\$ 16,972,444	\$ 2,415,302	\$ 19,098,265	\$ 16,974,092
Special Revenue Fund - LTAF	1,256,822	878,920	1,759,620	1,256,822
Special Revenue Fund - Grants	-	371,244	371,244	-
Capital Fund - Gen Gov't Capital Proj	5,741,872	(1,193,465)	1,025,542	4,200,955
Capital Fund - Equip/Tech/Fleet	405,600	23,012	22,993	-
Capital Fund - Grants	7,388,120	(1,877,399)	1,910,001	6,153,362
Capital Fund - Bonds	-	-	-	5,206
Enterprise Fund - Water	-	-	-	14,000
Enterprise Fund - Airport	2,555,166	(280,131)	1,320,760	2,635,652
Internal Service Fund - Self Insurance	1,483,326	413,269	1,769,871	1,568,962
Department Total	\$ 35,803,350	\$ 750,752	\$ 27,278,296	\$ 32,809,051
Communications and Public Affairs				
General Fund	\$ 2,574,476	\$ 391,623	\$ 2,964,322	\$ 2,615,430
Department Total	\$ 2,574,476	\$ 391,623	\$ 2,964,322	\$ 2,615,430
Community Services				
General Fund	\$ 26,971,684	\$ 883,246	\$ 27,298,796	\$ 26,794,778
Special Revenue Fund - Grants	-	295,347	178,129	-
Special Revenue Fund - Trust	253,826	-	175,450	161,862
Capital Fund - Gen Gov't Capital Proj	5,201,530	(1,045,108)	1,953,544	5,376,312
Capital Fund - Equip/Tech/Fleet	332,800	148,981	148,939	-
Capital Fund - Grants	1,279,758	(683,020)	-	1,996,738
Capital Fund - Bonds	11,141,487	(276,291)	3,413,098	11,377,098
Capital Fund - Impact Funds	2,435,832	(50,107)	107,390	6,557,238
Department Total	\$ 47,616,917	\$ (726,952)	\$ 33,275,346	\$ 52,264,026
Cultural Development				
General Fund	\$ 3,650,576	\$ 213,044	\$ 3,825,054	\$ 3,634,295
Special Revenue Fund - Trust	56,695	-	26,100	52,910
Capital Fund - Gen Gov't Capital Proj	843,348	(279,814)	363,471	984,540
Capital Fund - Grants	349,914	(177,104)	156,844	286,684
Capital Fund - Municipal Art	230,000	-	169,900	512,385
Capital Fund - Bonds	853,301	(612,282)	132,288	104,025
Department Total	\$ 5,983,834	\$ (856,156)	\$ 4,673,657	\$ 5,574,839
Development Services				
General Fund	\$ 8,877,333	\$ 188,260	\$ 8,525,303	\$ 9,113,629
Special Revenue Fund - HURF	-	-	-	736,393
Capital Fund - Equip/Tech/Fleet	222,300	343	342	-
Department Total	\$ 9,099,633	\$ 188,603	\$ 8,525,645	\$ 9,850,022

SCHEDULE F (1 OF 3)

**City of Chandler, Arizona
Summary by Department of Expenditures/Expenses
Fiscal Year 2020-21**

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2019-20	Expenditure/ Expense Adjustments Approved 2019-20	Actual Expenditures/ Expenses 2019-20*	Budgeted Expenditures/ Expenses 2020-21
Fire				
General Fund	\$ 37,255,753	\$ 1,101,807	\$ 38,248,465	\$ 38,895,433
Special Revenue Fund - Grants	-	203,406	-	-
Capital Fund - Gen Gov't Capital Proj	130,122	(42,546)	19,239	868,337
Capital Fund - Equip/Tech/Fleet	7,117,910	(1,438,489)	87,069	5,325,735
Capital Fund - Bonds	4,230,988	(2,066,460)	2,101,479	63,049
Capital Fund - Impact Funds	109,265	(56,142)	-	53,123
Department Total	\$ 48,844,038	\$ (2,298,424)	\$ 40,456,252	\$ 45,205,677
Information Technology				
General Fund	\$ 11,662,825	\$ 1,003,546	\$ 12,124,454	\$ 11,792,184
Capital Fund - Gen Gov't Capital Proj	7,290,815	(577,962)	1,652,800	7,192,303
Enterprise Fund - Water	588,790	-	25,000	644,393
Enterprise Fund - Wastewater	431,860	-	17,335	487,452
Enterprise Fund - Solid Waste	174,950	-	1,500	207,994
Enterprise Fund - Airport	-	-	-	7,676
Department Total	\$ 20,149,240	\$ 425,584	\$ 13,821,089	\$ 20,332,002
Law				
General Fund	\$ 3,795,202	\$ 67,743	\$ 3,834,975	\$ 3,884,306
Special Revenue Fund - Grants	0	12,300	12,300	-
Internal Service Fund - Self Insurance	5,910,499	154,464	3,577,947	5,851,999
Department Total	\$ 9,705,701	\$ 234,507	\$ 7,425,222	\$ 9,736,305
Management Services\Non-Dept. - Includes Contingencies				
General Fund	\$ 96,205,700	\$ (10,962,372)	\$ 35,972,282	\$ 104,887,601
Special Revenue Fund - Police Forfeiture	30,000	(1)	-	29,000
Special Revenue Fund - HURF	4,042,000	(537,481)	-	4,006,700
Special Revenue Fund - LTAF	2,012,200	(648,611)	-	1,015,200
Special Revenue Fund - Grants	6,452,700	(3,055,594)	-	5,933,720
Special Revenue Fund - Trust	22,000	-	-	20,197
Debt Service - General Obligation	2,500,000	-	-	1,835,030
Capital Fund - Gen Gov't Capital Proj	21,734,921	470,197	6,011,961	8,712,143
Capital Fund - Equip/Tech/Fleet	7,698,827	154,343	5,455,004	9,067,271
Capital Fund - Grants	50,000	3,448,641	7,825	-
Capital Fund - Municipal Art	20,000	-	-	23,000
Capital Fund - Bonds	13,340,642	15,153,647	-	4,614,467
Capital Fund - Impact/System Dev	15,475,153	15,191,004	-	18,370,860
Capital Fund - In-House Capital	11,300	(11,250)	-	-
Enterprise Fund - Water	10,158,540	(3,323,600)	345,000	8,948,660
Enterprise Fund - Reclaimed Water	558,340	(53,200)	5,000	432,300
Enterprise Fund - Wastewater	8,585,900	294,146	285,000	7,276,550
Enterprise Fund - Solid Waste	1,862,800	(204,350)	120,000	1,320,918
Enterprise Fund - Airport	73,070	280,131	-	76,100
Internal Service Fund - Self Insurance	30,972,725	(530,492)	27,318,652	30,612,000
Internal Service Fund - Uninsured Liability	1,602,867	69,582	514,762	1,726,800
Department Total	\$ 223,409,685	\$ 15,734,740	\$ 76,035,486	\$ 208,908,517
Mayor and Council				
General Fund	\$ 1,049,815	\$ 14,273	\$ 1,058,859	\$ 1,021,237
Department Total	\$ 1,049,815	\$ 14,273	\$ 1,058,859	\$ 1,021,237

City of Chandler, Arizona
Summary by Department of Expenditures/Expenses
Fiscal Year 2020-21

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2019-20	Expenditure/ Expense Adjustments Approved 2019-20	Actual Expenditures/ Expenses 2019-20*	Budgeted Expenditures/ Expenses 2020-21
Neighborhood Resources				
General Fund	\$ 4,013,933	\$ 249,642	\$ 4,003,670	\$ 3,556,968
Special Revenue Fund - Grants	15,374,191	384,496	12,007,605	15,957,558
Capital Fund - Equip/Tech/Fleet	-	14,601	14,600	-
Department Total	\$ 19,388,124	\$ 648,739	\$ 16,025,875	\$ 19,514,526
Police				
General Fund	\$ 76,789,941	\$ 1,721,797	\$ 77,902,680	\$ 77,989,907
Special Revenue Fund - Police Forfeiture	2,827,897	1	2,305,898	750,000
Special Revenue Fund - Grants	52,478	1,788,866	999,975	54,257
Capital Fund - Gen Gov't Capital Proj	7,495,870	(529,793)	1,926,172	6,115,613
Capital Fund - Equip/Tech/Fleet	2,653,000	755,175	1,449,291	1,532,800
Capital Fund - Bonds	4,181,947	(3,034,824)	1,099,325	47,798
Department Total	\$ 94,001,133	\$ 701,222	\$ 85,683,341	\$ 86,490,375
Public Works & Utilities				
General Fund	\$ 11,312,245	\$ 3,313,216	\$ 13,923,674	\$ 10,222,104
Special Revenue Fund - HURF	17,534,789	(744,062)	12,118,745	17,337,002
Special Revenue Fund - LTAF	817,166	(230,309)	97,285	881,572
Capital Fund - Gen Gov't Capital Proj	14,114,167	3,335,367	3,534,860	17,724,094
Capital Fund - Equip/Tech/Fleet	1,076,250	342,034	340,956	184,480
Capital Fund - Grants	40,844,613	(711,118)	10,964,176	46,111,535
Capital Fund - Bonds	72,084,248	(10,528,674)	11,728,379	84,523,695
Capital Fund - Impact Fee	64,843,905	(15,084,755)	22,764,218	47,201,402
Capital Fund - In-House Capital	-	11,250	-	-
Enterprise Fund - Water	35,734,218	3,406,764	32,239,302	43,969,989
Enterprise Fund - Reclaimed Water	1,496,495	436,109	1,885,680	1,527,203
Enterprise Fund - Wastewater	68,260,883	541,217	31,055,584	85,995,008
Enterprise Fund - Solid Waste	15,013,811	210,052	15,029,122	16,006,915
Department Total	\$ 343,132,790	\$ (15,702,909)	\$ 155,681,981	\$ 371,684,999
Debt Service				
Debt Service - General Obligation	\$ 28,156,261	\$ -	\$ 28,763,820	\$ 27,135,385
Enterprise Fund - Water	14,125,362	-	14,776,404	13,876,087
Enterprise Fund - Wastewater	18,648,743	-	19,061,890	18,708,188
Department Total	\$ 60,930,366	\$ -	\$ 62,602,114	\$ 59,719,660
Total All Departments	\$ 927,046,172	\$ -	\$ 541,096,930	\$ 931,336,929

SCHEDULE F (3 OF 3)

City of Chandler, Arizona
Full-Time Employees and Personnel Compensation
Fiscal Year 2020-21

CITY OF CHANDLER, ARIZONA
Full-Time Employees and Personnel Compensation
Fiscal Year 2020-21

Fund	Full-Time Equivalent (FTE) 2021	Employee Salaries and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
General Fund	1,381.654	\$ 119,261,667	\$ 44,556,527	\$ 17,331,044	\$ 13,059,536	= \$ 194,208,774
Special Revenue Funds						
Highway Users Revenue Fund	49.000	\$ 2,982,764	\$ 391,503	\$ 594,037	\$ 362,420	= \$ 4,330,724
Grant Fund	0.729	39,593	5,315	5,804	3,545	54,257
Community Dev Block Grant	6.292	430,667	49,645	75,722	42,080	598,114
PHA Family Sites	7.150	427,308	52,821	86,712	45,024	611,865
PHA Elderly & Scattered Sites	3.950	253,242	30,069	64,034	25,848	373,193
PHA Management	5.400	479,016	61,737	62,816	44,105	647,674
PHA Family Self Sufficiency	2.000	122,388	15,916	18,671	10,560	167,535
PHA Section 8	3.500	225,707	27,909	57,166	21,145	331,927
PHA Capital Fund Program	-	20,677	827	1,033	1,785	24,322
Museum Trust	-	1,036	41	53	80	1,210
Parks and Recreation Trust	-	4,207	168	210	474	5,059
Total Special Revenue Funds	78.021	\$ 4,986,605	\$ 635,951	\$ 966,258	\$ 557,066	= \$ 7,145,880
Internal Service Funds						
Workers Comp. Self Insurance	4.550	\$ 345,436	\$ 45,915	\$ 56,778	\$ 29,941	= \$ 478,070
Insured Liability Self Insurance	4.000	353,779	46,775	19,091	30,145	449,790
Uninsured Liability Self Ins.	5.000	410,784	54,701	56,465	41,664	563,614
Short Term Disability Self Ins.	0.400	31,113	4,138	3,713	202,680	241,644
Medical Self Insurance	4.000	349,583	46,095	43,244	378,428	817,350
Total Internal Service Funds	17.950	\$ 1,490,695	\$ 197,624	\$ 179,291	\$ 682,858	= \$ 2,550,468
Capital Projects Funds						
In-House Capital Fund	6.350	\$ 596,415	\$ 79,489	\$ 95,213	\$ 61,759	= \$ 832,876
Total Capital Projects Funds	6.350	\$ 596,415	\$ 79,489	\$ 95,213	\$ 61,759	= \$ 832,876
Enterprise Funds						
Water Operating	96.350	\$ 6,995,210	\$ 917,963	\$ 1,269,978	\$ 771,522	= \$ 9,954,673
Reclaimed Water Operating	4.400	303,539	40,092	63,104	35,340	442,075
Wastewater Operating	63.750	4,585,820	598,465	824,766	491,675	6,500,726
WW Industrial Process Treatment	17.000	1,243,495	159,591	162,763	141,325	1,707,174
Solid Waste Operating	22.200	1,281,348	167,048	283,603	130,424	1,862,423
Airport Operating	6.000	417,345	55,056	26,855	49,490	548,746
Total Enterprise Funds	209.700	\$ 14,826,757	\$ 1,938,215	\$ 2,631,069	\$ 1,619,776	= \$ 21,015,817
Total All Funds	1,693.675	\$ 141,162,139	\$ 47,407,806	\$ 21,202,875	\$ 15,980,995	= \$ 225,753,815

SCHEDULE G (1 OF 1)

This page intentionally left blank

Schedule 1
Total Expenditures and Budget by Fund

	Fund Description	FY 2018-19 Actual Expenditure	FY 2019-20 Adopted Budget	FY 2019-20 Adjusted Budget	FY 2019-20 Estimated Expenditure	FY 2020-21 Adopted Budget
101	General Fund	\$ 212,407,985	\$ 306,488,997	\$ 307,581,361	\$ 254,368,350	\$ 316,992,227
202	Police Forfeiture	358,440	2,857,897	2,857,897	2,305,898	779,000
215	Highway User Revenue Fund	10,738,085	21,576,789	20,295,246	12,118,745	22,080,095
216	Local Transportation Assistance Fund	325,955	4,086,188	4,086,188	1,856,905	3,153,594
217	Operating Grants	1,563,037	5,052,478	5,053,644	1,563,542	5,054,257
218	HOME Program	335,847	880,000	880,000	658,500	880,000
219	Community Development Block Grant	1,626,742	2,653,200	2,655,260	2,016,575	2,417,014
224	PHA Family Sites	1,142,322	1,574,614	1,567,090	1,519,052	1,616,845
227	PHA Elderly and Scattered Site	731,253	1,130,802	1,138,326	1,138,207	1,243,403
230	PHA Management	562,802	646,000	646,000	641,950	666,904
232	PHA Family Self Sufficiency	124,824	163,029	163,029	162,938	167,535
233	Hsg Authority Section 8 Voucher	5,103,912	5,789,246	5,789,246	5,778,758	5,866,577
234	Capital Fund Program Grant	928,186	840,000	840,000	-	850,000
236	Proceeds Reinvestment Projects	35,819	150,000	150,000	91,625	183,000
240	Public Housing Grant Contingency	-	3,000,000	3,000,000	-	3,000,000
310	General Obligation Debt Service	28,309,260	30,656,261	30,656,261	28,763,820	28,970,415
320	HURF Debt Service	2,129,200	-	-	-	-
401	General Government Capital Projects	34,863,251	62,552,645	62,689,521	16,487,589	51,174,297
402	Equipment Replacement	1,324,500	364,646	364,646	-	388,000
403	Technology Replacement	1,953,088	5,953,761	5,955,004	5,455,004	6,323,271
404	Vehicle Replacement	3,500,506	13,188,280	13,187,037	2,064,190	9,399,015
411	Streets General Obligation Bonds	8,508,242	33,575,912	33,575,912	6,906,599	32,278,188
412	Storm Sewer GO Bonds	346,732	474,000	474,000	72,060	294,898
415	Arterial Street Impact Fees	1,081,982	25,030,336	25,030,336	5,078,344	37,567,133
417	Capital Grants	7,899,802	49,912,405	49,912,405	13,038,846	54,548,319
420	Park Bonds	920,751	14,204,000	14,204,000	3,400,598	11,377,098
422	Neighborhood Park System Dev Fees	22,445	95,169	95,169	72,724	-
423	Municipal Arts Fund	39,440	250,000	250,000	169,900	535,385
424	Park System Impact Fees	166,964	2,236,663	2,236,663	8,088	2,185,655
425	Parks NW Impact Fees	10,533	500,000	500,000	-	155,500
426	Parks NE Impact Fees	10,533	500,000	500,000	-	409,000
427	Parks SE Impact Fees	10,533	5,104,000	5,104,000	26,578	9,372,583
430	Library Bonds	-	12,768	12,768	12,500	500
431	Library Impact Fees	1,563	-	-	-	59,300
433	Art Center Bonds	-	97,000	97,000	87,200	9,800
435	Museum Bonds	2,324,917	756,301	756,301	45,088	98,931
440	Public Building Impact Fees	2,938	159,700	159,700	-	41,500
441	Public Facility Bonds	-	10,000	10,000	-	500
460	Public Safety Bonds - Police	3,267,211	4,281,947	4,281,947	1,099,325	67,798
465	Police Impact Fees	2,938	-	-	-	1,500
470	Public Safety Bonds - Fire	1,718,956	4,306,000	4,306,000	2,101,479	123,049
475	Fire Impact Fees	306,375	109,265	109,265	-	254,623

Schedules and Terms**2020-21 Adopted Budget**

	Fund Description	FY 2018-19 Actual Expenditure	FY 2019-20 Adopted Budget	FY 2019-20 Adjusted Budget	FY 2019-20 Estimated Expenditure	FY 2020-21 Adopted Budget
601	Water Bonds - Capital Projects	7,574,622	32,263,000	32,263,000	3,593,585	43,720,294
603	Water System Dev Fees	7,370,079	34,911,324	34,911,324	17,117,892	7,937,228
604	Water Resource System Dev Fees	-	131,214	131,214	128,827	-
605	Water Operating	41,993,938	60,606,910	60,690,074	47,385,706	67,453,129
610	Reclaimed Water System Dev Fees	3,360,103	8,104,884	8,104,884	439,155	7,974,101
611	Wastewater Bonds - Capital Projects	7,866,322	15,851,685	14,486,801	1,156,135	12,764,282
612	Reclaimed Water Operating	1,056,826	2,054,835	2,437,744	1,890,680	1,959,503
614	Wastewater System Dev Fees	13,639	5,981,600	5,981,600	-	6,224,500
615	Wastewater Operating	37,346,583	80,371,820	80,117,395	43,116,699	95,601,192
616	WW Industrial Process Treatment	4,237,599	15,555,566	16,645,354	7,303,110	16,866,006
625	Solid Waste Operating	13,843,414	17,051,561	17,057,263	15,150,622	17,535,827
635	Airport Operating	987,336	2,628,236	2,628,236	1,320,760	2,719,428
736	Workers' Comp. Self Insurance Trust	3,192,965	5,580,403	5,583,041	4,169,901	4,638,141
737	Insured Liability Self Insurance	2,171,540	6,369,177	6,435,998	3,577,947	6,440,199
738	Uninsured Liability Self Insurance	684,975	1,602,867	1,602,867	514,762	1,726,800
739	Short Term Disability Self Insurance	190,764	581,180	581,180	241,000	581,644
740	Dental Self Insurance	2,108,846	2,428,000	2,428,000	1,915,000	2,605,000
741	Medical Self Insurance Trust	22,025,751	23,407,790	23,445,154	22,762,622	23,767,977
833	Museum Trust	2,211	39,295	39,295	4,700	35,410
834	Parks & Recreation Trust	79,775	211,011	211,011	174,300	118,559
836	Library Trust	17,948	82,215	82,215	22,550	81,000
902	In-House Capital	-	11,300	11,300	-	-
	Grand Total	\$ 490,833,102	\$ 927,046,172	\$ 927,046,172	\$ 541,096,930	\$ 931,336,929

**Schedule 2
FY 2019-20 Summary of Department Budget by Fund**

Fund	Description	Mayor & Council	City Clerk	City Manager	City Magistrate	Community Services	Community & Public Affairs	Cultural Development	Debt Service
101	General Fund	\$ 1,021,237	\$ 926,189	\$ 1,426,082	\$ 4,684,074	\$ 26,794,778	\$ 2,615,430	\$ 3,634,295	\$ -
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								27,135,385
401	General Government Capital Project					5,376,312		984,540	
402	Equipment Replacement								
403	Technology Replacement								
404	Vehicle Replacement								
411	Streets Gen'l Oblig. Bonds								
412	Storm Sewer GO Bonds								
415	Arterial Street Impact Fees								
417	Capital Grant					1,996,738		286,684	
420	Park Bonds					11,377,098			
423	Municipal Arts Fund							512,385	
424	Park Impact Fees					2,185,155			
425	Park NW Impact Fees								
426	Park NE Impact Fees								
427	Park SE Impact Fees					4,372,083			
430	Library Bonds								
431	Library Impact Fees								
433	Art Center Bonds							9,800	
435	Museum Bonds							94,225	
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								13,876,087
610	Reclaimed Water SDF								
611	Wastewater Bonds - Capital Projects								
612	Reclaimed Water Operating								
614	Wastewater System Dev Fees								
615	Wastewater Operating								18,708,188
616	WW Industrial Process Treatment								
625	Solid Waste Operating								
635	Airport Operating								
736	Workers' Comp. Self Insurance Trust								
737	Uninsured 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							31,410	
834	Parks & Recreation Trust					82,059		21,500	
836	Library Trust					79,803			
	Grand Total	\$ 1,021,237	\$ 926,189	\$ 1,426,082	\$ 4,684,074	\$ 52,264,026	\$ 2,615,430	\$ 5,574,839	\$ 59,719,660

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	\$ 9,113,629	\$ 11,792,184	\$ 3,884,306	\$ 8,075,928	\$ 3,556,968	\$ 96,811,673	\$ 15,548,010	\$ 38,895,433	\$ 77,989,907	\$ 10,222,104	\$ 316,992,227
202						29,000			750,000		779,000
215	736,393					4,006,700				17,337,002	22,080,095
216						1,015,200	1,256,822			881,572	3,153,594
217						5,000,000			54,257		5,054,257
218					582,558	297,442					880,000
219					2,141,114	275,900					2,417,014
224					1,562,145	54,700					1,616,845
227					1,155,903	87,500					1,243,403
230					663,304	3,600					666,904
232					164,435	3,100					167,535
233					5,854,577	12,000					5,866,577
234					739,322	110,678					850,000
236					94,200	88,800					183,000
240					3,000,000						3,000,000
310						1,835,030					28,970,415
401		7,192,303				8,712,143	4,200,955	868,337	6,115,613	17,724,094	51,174,297
402						100,000			288,000		388,000
403						6,323,271					6,323,271
404						2,644,000		5,325,735	1,244,800	184,480	9,399,015
411										32,278,188	32,278,188
412										294,898	294,898
415						2,501,500				35,065,633	37,567,133
417							6,153,362			46,111,535	54,548,319
420											11,377,098
423						23,000					535,385
424						500					2,185,655
425						155,500					155,500
426						409,000					409,000
427						5,000,500					9,372,583
430							500				500
431						59,300					59,300
433											9,800
435							4,706				98,931
440						41,500					41,500
441						500					500
460						20,000			47,798		67,798
465						1,500					1,500
470						60,000		63,049			123,049
475						201,500		53,123			254,623
601						3,533,967				40,186,327	43,720,294
603						3,574,084				4,363,144	7,937,228
605		644,393				8,948,660	14,000			43,969,989	67,453,129
610						501,500				7,472,601	7,974,101
611						1,000,000				11,764,282	12,764,282
612						432,300				1,527,203	1,959,503
614						5,924,476				300,024	6,224,500
615		487,452				5,511,350				70,894,202	95,601,192
616						1,765,200				15,100,806	16,866,006
625		207,994				1,320,918				16,006,915	17,535,827
635		7,676				76,100	2,635,652				2,719,428
736				39,654		3,571,602	1,026,885				4,638,141
737			5,851,999			588,200					6,440,199
738				1,148,000		578,800					1,726,800
739						540,100	41,544				581,644
740						2,605,000					2,605,000
741				51,744		23,215,700	500,533				23,767,977
833						4,000					35,410
834						15,000					118,559
836						1,197					81,000
	\$ 9,850,022	\$ 20,332,002	\$ 9,736,305	\$ 9,315,326	\$ 19,514,526	\$ 199,593,191	\$ 31,382,969	\$ 45,205,677	\$ 86,490,375	\$ 371,684,999	\$ 931,336,929

Schedules and Terms**2020-21 Adopted Budget****Salary Plan Effective 7/1/20**

The information in the following tables reflects personnel system data effective July 1, 2020. 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	Exempt	\$ 90,979	\$ 127,371
ACCOUNTING SPECIALIST	A	16	Non-Exempt	39,229	52,978
ACCOUNTING SUPERVISOR	S	26	Exempt	72,223	101,111
ADMIN LIBRARIAN	S	24	Exempt	62,497	86,570
ADMIN SERVICES CLERK	A	12	Non-Exempt	32,240	43,555
ADMINISTRATIVE ASST	A	15	Non-Exempt	37,357	50,440
AIRPORT ADMINISTRATOR	M	27	Exempt	78,000	109,199
AIRPORT BUSINESS COORDINATOR	S	24	Exempt	62,497	86,570
AIRPORT OPERATIONS & MAINT TECH - CDL	L	19	Non-Exempt	45,406	61,318
AIRPORT OPERATIONS & MAINTENANCE SUPV	S	22	Non-Exempt	54,589	74,239
AQUATICS MAINTENANCE HELPER	L	13	Non-Exempt	33,842	45,718
AQUATICS MAINTENANCE SUPERVISOR	S	22	Non-Exempt	54,589	74,239
AQUATICS MAINTENANCE TECHNICIAN	L	20	Non-Exempt	47,694	64,355
AQUATICS SUPERINTENDENT	S	26	Exempt	72,223	101,111
ARTS & CULTURAL MANAGER	M	30	Exempt	98,258	137,560
ASSOCIATE PLANNER	P	22	Exempt	54,589	74,239
ASST ARTS CENTER MANAGER	S	25	Exempt	66,893	93,621
ASST CITY ATTORNEY	M	31	Exempt	106,118	148,564
ASST CITY CLERK	S	25	Exempt	66,893	93,621
ASST CITY MANAGER	D	36	Exempt	140,399	214,692
ASST CITY PROSECUTOR II	M	29	Exempt	90,979	127,371
ASST FIRE CHIEF	M	FAC	Exempt	141,359	153,569
ASST LIBRARY MANAGER	S	26	Exempt	72,223	101,111
ASST POLICE CHIEF	M	PAC	Exempt	158,276	166,189
ASST TO CITY MANAGER	P	27	Exempt	78,000	109,199
BENEFITS ANALYST	C	24	Exempt	62,497	86,570
BENEFITS PROGRAM MANAGER	C	28	Exempt	84,240	117,959
BOX OFFICE ASSOCIATE	A	14	Non-Exempt	35,568	47,986
BOX OFFICE SUPERVISOR	S	20	Non-Exempt	47,694	64,355
BUDGET & RESEARCH ANALYST	C	24	Exempt	62,497	86,570
BUDGET MANAGEMENT ASST	C	22	Exempt	54,589	74,239
BUDGET MANAGER	M	29	Exempt	90,979	127,371
BUILDING INSPECTIONS MANAGER	M	27	Exempt	78,000	109,199
BUILDING INSPECTOR	A	23	Non-Exempt	58,427	80,330
BUILDING OFFICIAL	M	30	Exempt	98,258	137,560
BUSINESS SYSTEMS SUPPORT ANALYST	P	26	Exempt	72,223	101,111
BUSINESS SYSTEMS SUPPORT SPECIALIST	P	23	Exempt	58,427	80,330

Schedules and Terms**2020-21 Adopted Budget**

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
BUSINESS SYSTEMS SUPPORT SUPERVISOR	S	27	Exempt	\$ 78,000	\$ 109,199
BUSINESS SYSTEMS SUPPORT TECHNICIAN	A	22	Non-Exempt	54,589	74,239
CAPITAL PROJECTS MANAGER	M	30	Exempt	98,258	137,560
CHEMIST	P	22	Exempt	54,589	74,239
CHIEF INFORMATION OFFICER	D	34	Exempt	122,630	187,519
CITY CLERK MANAGEMENT ASST	P	22	Exempt	54,589	74,239
CITY CLERK RECORDS SPECIALIST	A	15	Non-Exempt	37,357	50,440
CITY PLANNER	P	24	Exempt	62,497	86,570
CITY PROSECUTOR	M	31	Exempt	106,118	148,564
CITY RECORDS MANAGEMENT COORDINATOR	P	23	Exempt	58,427	80,330
CITY TRANSPORTATION ENGINEER	M	29	Exempt	90,979	127,371
CIVILIAN RANGE INSTRUCTOR	A	21	Non-Exempt	51,017	67,851
CODE ENFORCEMENT SUPERVISOR	S	23	Non-Exempt	58,427	80,330
CODE INSPECTOR	A	20	Non-Exempt	47,694	64,355
COMMERCIAL CODE INSPECTOR	A	21	Non-Exempt	51,017	67,851
COMMUNICATIONS & PUBLIC AFFAIRS DIRECTOR	D	34	Exempt	122,630	187,519
COMMUNITY DEV & RESOURCES SUPERVISOR	S	25	Exempt	66,893	93,621
COMMUNITY DEVELOPMENT COORDINATOR	A	21	Non-Exempt	51,017	67,851
COMMUNITY ENGAGEMENT SPECIALIST	P	23	Exempt	58,427	80,330
COMMUNITY OUTREACH COORDINATOR	P	22	Exempt	54,589	74,239
COMMUNITY RESOURCES & DIVERSITY SUPV	P	25	Exempt	66,893	93,621
COMMUNITY RESOURCES MANAGER	M	26	Exempt	72,223	101,111
COMMUNITY SERVICES DIRECTOR	D	34	Exempt	122,630	187,519
COMMUNITY SERVICES PLANNING MANAGER	M	29	Exempt	90,979	127,371
CONSTRUCTION PERMIT REPRESENTATIVE	A	16	Non-Exempt	39,229	52,978
CONSTRUCTION PROJECT MANAGER	P	25	Exempt	66,893	93,621
CONTRACT COMPLIANCE SPECIALIST	A	21	Non-Exempt	51,017	67,851
CONTRACT SERVICES REPRESENTATIVE	A	21	Non-Exempt	51,017	67,851
COURT ADMINISTRATOR	M	30	Exempt	98,258	137,560
COURT CLERK I	A	16	Non-Exempt	39,229	52,978
COURT CLERK II	A	17	Non-Exempt	41,205	55,578
COURT CLERK III	A	19	Non-Exempt	45,406	61,318
COURT INTERPRETER	A	19	Non-Exempt	45,406	61,318
COURT SECURITY OFFICER	A	14	Non-Exempt	35,568	47,986
COURT SERVICES SUPERVISOR	S	23	Exempt	58,427	80,330
CRIME ANALYSIS SUPERVISOR	S	25	Exempt	66,893	93,621
CRIME PREVENTION SPECIALIST	A	19	Non-Exempt	45,406	61,318
CRIME SCENE SUPERVISOR	S	25	Exempt	66,893	93,621
CRIME SCENE TECHNICIAN I	A	18	Non-Exempt	43,160	58,344
CRIME SCENE TECHNICIAN II	A	20	Non-Exempt	47,694	64,355
CRISIS INTERVENTION COORD	S	24	Exempt	62,497	86,570
CULTURAL AFFAIRS COORD	P	24	Exempt	62,497	86,570
CULTURAL DEVELOPMENT DIRECTOR	A	34	Exempt	122,630	187,519
CUSTODIAL SUPERVISOR	S	20	Non-Exempt	47,694	64,355
CUSTODIAN	L	10	Non-Exempt	29,224	39,478

Schedules and Terms**2020-21 Adopted Budget**

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
CUSTOMER SERVICE & PERMITTING MANAGER	M	27	Exempt	\$ 78,000	\$ 109,199
CUSTOMER SERVICE REPRESENTATIVE	A	14	Non-Exempt	35,568	47,986
CUSTOMER SERVICE SUPERVISOR	S	23	Exempt	58,427	80,330
DEPUTY COURT ADMINISTRATOR	M	26	Exempt	72,223	101,111
DETENTION OFFICER - CDL	A	18	Non-Exempt	43,160	58,344
DETENTION OFFICER TRAINEE - CDL	A	17	Non-Exempt	41,205	55,578
DEV PROJECT ADMIN (SPECIAL PROJECTS)	A	28	Exempt	84,240	117,959
DEVELOPMENT ENGINEERING MANAGER	M	30	Exempt	98,258	137,560
DEVELOPMENT PROJECT ADMINISTRATOR	P	26	Exempt	72,223	101,111
DEVELOPMENT PROJECT COORDINATOR	P	24	Exempt	62,497	86,570
DEVELOPMENT SERVICES DIRECTOR	D	34	Exempt	122,630	187,519
DIGITAL CONTENT CREATOR	P	23	Exempt	58,427	80,330
DIGITAL CONTENT STRATEGIST	P	25	Exempt	66,893	93,621
DISPATCH SUPERVISOR	S	23	Non-Exempt	58,427	80,330
DISPATCHER	A	19	Non-Exempt	45,406	61,318
DOWNTOWN REDEVELOPMENT SPECIALIST	P	25	Exempt	66,893	93,621
ECONOMIC DEVELOPMENT DIRECTOR	D	34	Exempt	122,630	187,519
ECONOMIC DEVELOPMENT MANAGER	M	29	Exempt	90,979	127,371
ECONOMIC DEVELOPMENT PROJECT MANAGER	P	26	Exempt	72,223	101,111
ECONOMIC DEVELOPMENT SPECIALIST	P	25	Exempt	66,893	93,621
ECONOMIC DEVL RESEARCH ASST	A	21	Non-Exempt	51,017	67,851
ELECTRICIAN	L	21	Non-Exempt	51,017	67,851
EMERGENCY CALL TAKER	A	17	Non-Exempt	41,205	55,578
EMS SPECIALIST	A	21	Non-Exempt	51,017	67,851
ENERGY MANAGEMENT CONTROLS SPECIALIST	L	23	Non-Exempt	58,427	80,330
ENGINEER	P	26	Exempt	72,223	101,111
ENGINEER ASST	P	24	Exempt	62,497	86,570
ENGINEERING PROJECT MANAGER	P	25	Exempt	66,893	93,621
ENGINEERING RECORDS SPECIALIST	A	19	Non-Exempt	45,406	61,318
ENGINEERING TECHNICIAN	A	20	Non-Exempt	47,694	64,355
ENVIRONMENTAL PROGRAM MANAGER	M	27	Exempt	78,000	109,199
ENVIRONMENTAL PROGRAM SPECIALIST	P	24	Exempt	62,497	86,570
ENVIRONMENTAL PROGRAM TECHNICIAN	A	20	Non-Exempt	47,694	64,355
EXECUTIVE MANAGEMENT ASST	P	22	Exempt	54,589	74,239
EXHIBITS CURATOR	P	23	Exempt	58,427	80,330
FACILITIES & FLEET MANAGER	M	30	Exempt	98,258	137,560
FACILITIES MAINTENANCE SUPERINTENDENT	S	26	Exempt	72,223	101,111
FACILITIES MAINTENANCE SUPERVISOR	S	23	Non-Exempt	58,427	80,330
FACILITIES MAINTENANCE WORKER	L	16	Non-Exempt	39,229	52,978
FACILITY MAINTENANCE TECHNICIAN	L	20	Non-Exempt	47,694	64,355
FAMILY SELF-SUFF SPECIALIST	A	20	Non-Exempt	47,694	64,355
FINANCIAL ANALYST	P	24	Exempt	62,497	86,570
FINANCIAL SERVICES ANALYST	P	26	Exempt	72,223	101,111
FIRE BATTALION CHIEF (40 Hours)	FB	FB	Exempt	110,305	119,796
FIRE BATTALION CHIEF (56 Hours)	FB	FB	Exempt	110,305	119,796

Schedules and Terms**2020-21 Adopted Budget**

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
FIRE BUDGET & RESEARCH ANALYST	P	24	Exempt	\$ 62,497	\$ 86,570
FIRE CAPTAIN (40 Hours)	F	FC	Non-Exempt	81,466	87,540
FIRE CAPTAIN (56 Hours)	F	FC	Non-Exempt	81,466	87,540
FIRE CHIEF	D	35	Exempt	131,215	200,646
FIRE ENGINEER (40 Hours)	F	FE	Non-Exempt	69,349	77,583
FIRE ENGINEER (56 Hours)	F	FE	Non-Exempt	69,349	77,583
FIRE FACILITIES MAINTENANCE TECHNICIAN	L	20	Non-Exempt	47,694	64,355
FIRE MANAGEMENT COORDINATOR	S	26	Exempt	72,223	101,111
FIRE MARSHAL	M	28	Exempt	84,240	117,959
FIRE MECHANIC - CDL	L	21	Non-Exempt	51,017	67,851
FIRE PREVENTION SPECIALIST	A	23	Non-Exempt	58,427	80,330
FIRE PREVENTION SUPERVISOR	S	25	Non-Exempt	66,893	93,621
FIRE SUPPORT SERVICES TECHNICIAN	A	18	Non-Exempt	43,160	58,344
FIREFIGHTER (40 Hours)	F	FF	Non-Exempt	47,215	66,044
FIREFIGHTER (56 Hours)	F	FF	Non-Exempt	47,215	66,044
FLEET EQUIPMENT SERVICE WRITER	A	17	Non-Exempt	41,205	55,578
FLEET INVENTORY SPECIALIST	P	21	Exempt	51,017	67,851
FLEET SERVICES SUPERINTENDENT	S	26	Exempt	72,223	101,111
FOOD & BEVERAGE COORDINATOR	A	20	Non-Exempt	47,694	64,355
FORENSIC ASST	A	17	Non-Exempt	41,205	55,578
FORENSIC SCIENTIST I	P	22	Exempt	54,589	74,239
FORENSIC SCIENTIST II	P	24	Exempt	62,497	86,570
FORENSIC SCIENTIST III	P	26	Exempt	72,223	101,111
FORENSIC SCIENTIST SUPERVISOR	S	27	Exempt	78,000	109,199
GIS ANALYST	S	26	Exempt	72,223	101,111
GIS MANAGER	M	27	Exempt	78,000	109,199
GIS SPECIALIST	P	24	Exempt	62,497	86,570
GIS TECHNICIAN I	A	21	Non-Exempt	51,017	67,851
GIS TECHNICIAN II	A	23	Non-Exempt	58,427	80,330
GOVERNMENT RELATIONS & POLICY MANAGER	C	31	Exempt	106,118	148,564
GOVERNMENT RELATIONS COORDINATOR	C	26	Exempt	72,223	101,111
GRAFFITI ABATEMENT TECHNICIAN	L	16	Non-Exempt	39,229	52,978
GRAPHIC DESIGNER	P	22	Exempt	54,589	74,239
GROUNDSKEEPER	L	12	Non-Exempt	32,240	43,555
HOUSING ADMINISTRATION SUPERVISOR	S	25	Exempt	66,893	93,621
HOUSING AND REDEVELOPMENT MANAGER	M	29	Exempt	90,979	127,371
HOUSING ASSISTANT	A	16	Non-Exempt	39,229	52,978
HOUSING FINANCIAL SUPERVISOR	S	25	Exempt	66,893	93,621
HOUSING MAINTENANCE SUPERVISOR	S	23	Exempt	58,427	80,330
HOUSING MAINTENANCE WORKER	L	16	Non-Exempt	39,229	52,978
HOUSING PROJECT COORDINATOR	P	23	Exempt	58,427	80,330
HOUSING QUALITY STANDARDS INSPECTOR	A	18	Non-Exempt	43,160	58,344
HOUSING REHAB SPECIALIST	A	21	Non-Exempt	51,017	67,851
HOUSING SPECIALIST	A	18	Non-Exempt	43,160	58,344
HUMAN RESOURCES ANALYST	C	23	Exempt	58,427	80,330

Schedules and Terms**2020-21 Adopted Budget**

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
HUMAN RESOURCES DIRECTOR	D	34	Exempt	\$ 122,630	\$ 187,519
HUMAN RESOURCES MANAGER	C	28	Exempt	84,240	117,959
HUMAN RESOURCES SPECIALIST I	C	19	Non-Exempt	45,406	61,318
HVAC TECHNICIAN	L	21	Non-Exempt	51,017	67,851
IMPOUND HEARING SPECIALIST	A	17	Non-Exempt	41,205	55,578
INDUSTRIAL WASTE INSPECTOR	L	20	Non-Exempt	47,694	64,355
INSTRUMENTATION TECHNICIAN	A	23	Non-Exempt	58,427	80,330
IT APPLICATIONS MANAGER	M	30	Exempt	98,258	137,560
IT CHIEF INFORMATION SECURITY OFFICER	M	30	Exempt	98,259	137,561
IT DATABASE ADMINISTRATOR	P	27	Exempt	78,000	109,199
IT DATABASE ANALYST	P	26	Exempt	72,223	101,111
IT FINANCIAL SERVICES ANALYST	P	25	Exempt	66,893	93,621
IT INFRASTRUCTURE MANAGER	M	30	Exempt	98,258	137,560
IT MESSAGING ANALYST	P	27	Exempt	78,000	109,199
IT MESSAGING INTEGRATION DEVELOPER	P	28	Exempt	84,240	117,959
IT NETWORK ANALYST	P	25	Exempt	66,893	93,621
IT PRINCIPAL PROGRAMMER/ANALYST	S	28	Exempt	84,240	117,959
IT PRINCIPAL SERVICE DELIVERY ANALYST	S	28	Exempt	84,240	117,959
IT PRINCIPAL SYSTEMS SPECIALIST	P	28	Exempt	84,240	117,959
IT PROGRAMMER/ANALYST	P	26	Exempt	72,223	101,111
IT SECURITY ADMINISTRATOR	S	28	Exempt	84,240	117,959
IT SECURITY ANALYST	P	26	Exempt	72,223	101,111
IT SERVICE DELIVERY ANALYST	P	26	Exempt	72,223	101,111
IT SERVICE DESK SPECIALIST	P	25	Exempt	66,893	93,621
IT SERVICE DESK SUPERVISOR	S	28	Exempt	84,240	117,959
IT SERVICE DESK TECHNICIAN	A	22	Non-Exempt	54,589	74,239
IT SERVICES MANAGER	M	30	Exempt	98,258	137,560
IT SR DATABASE ADMINISTRATOR	P	28	Exempt	84,240	117,959
IT SR NETWORK ANALYST	P	27	Exempt	78,000	109,199
IT SR PROGRAMMER/ANALYST	P	27	Exempt	78,000	109,199
IT SR SERVICE DELIVERY ANALYST	P	27	Exempt	78,000	109,199
IT SR SYSTEMS SPECIALIST	P	26	Exempt	72,223	101,111
IT SYSTEMS SPECIALIST	P	25	Exempt	66,893	93,621
IT TRAINING COORDINATOR	P	24	Exempt	62,497	86,570
IT WEB DEVELOPER	P	26	Exempt	72,223	101,111
IT WEBMASTER	P	27	Exempt	78,000	109,199
LABORATORY SUPERVISOR	S	25	Exempt	66,893	93,621
LANDSCAPE COMPLIANCE COORD	A	21	Non-Exempt	51,017	67,851
LANDSCAPE MAINT & DESIGN COORD	P	24	Exempt	62,497	86,570
LANDSCAPE MAINTENANCE TECHNICIAN	L	20	Non-Exempt	47,694	64,355
LAW OFFICE SUPERVISOR	C	22	Exempt	54,589	74,239
LEAD ADMIN SERVICES CLERK	A	15	Non-Exempt	37,357	50,440
LEAD BILLING & CUSTOMER RELATIONS SPEC	A	18	Non-Exempt	43,160	58,344
LEAD CIVIL ENGINEERING INSPECTOR	A	24	Non-Exempt	62,497	86,570
LEAD CODE INSPECTOR	A	21	Non-Exempt	51,017	67,851

Schedules and Terms

2020-21 Adopted Budget

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
LEAD CRIME SCENE TECHNICIAN	A	22	Non-Exempt	\$ 54,589	\$ 74,239
LEAD CUSTODIAN	L	14	Non-Exempt	35,568	47,986
LEAD FACILITIES OPERATIONS TECHNICIAN	L	22	Non-Exempt	54,589	74,239
LEAD FIRE PREVENTION SPECIALIST	S	24	Non-Exempt	62,497	86,570
LEAD FLEET TECHNICIAN - CDL	L	22	Non-Exempt	54,589	74,239
LEAD GARDENER	L	17	Non-Exempt	41,205	55,578
LEAD HOUSING MAINTENANCE WORKER	L	17	Non-Exempt	41,205	55,578
LEAD LEGAL SECRETARY	C	21	Non-Exempt	51,017	67,851
LEAD REVERSE OSMOSIS PLANT OPERATOR	L	22	Non-Exempt	54,589	74,239
LEAD SIGNALS & LIGHTING TECHNICIAN	L	22	Non-Exempt	54,589	74,239
LEAD SOLID WASTE ENVIRONMENTAL SPECIALIST	L	21	Non-Exempt	51,017	67,851
LEAD SUPPLY SPECIALIST	A	16	Non-Exempt	39,229	52,978
LEAD TAX AUDITOR	P	24	Exempt	62,497	86,570
LEAD TRAFFIC OPERATIONS TECHNICIAN - CDL	L	20	Non-Exempt	47,694	64,355
LEAD UTILITY METER TECHNICIAN	L	18	Non-Exempt	43,160	58,344
LEAD UTILITY SYSTEMS TECHNICIAN - CDL	L	20	Non-Exempt	47,694	64,355
LEAD WASTEWATER TREATMENT PLANT OPERATOR	L	22	Non-Exempt	54,589	74,239
LEGAL CLERK	C	14	Non-Exempt	35,568	47,986
LEGAL SECRETARY	C	17	Non-Exempt	41,205	55,578
LIBRARIAN	P	22	Exempt	54,589	74,239
LIBRARY ACCESS SERVICES COORDINATOR	S	22	Exempt	54,589	74,239
LIBRARY AIDE	A	13	Non-Exempt	33,842	45,718
LIBRARY ASSOCIATE	A	17	Non-Exempt	41,205	55,578
LIBRARY ASST	A	15	Non-Exempt	37,357	50,440
LIBRARY MANAGER	M	30	Exempt	98,258	137,560
LICENSE INSPECTOR	A	17	Non-Exempt	41,205	55,578
LIFEGUARD II	X	8	Non-Exempt	26,520	35,838
MANAGEMENT ANALYST	P	22	Exempt	54,589	74,239
MANAGEMENT ASST	C	19	Non-Exempt	45,406	61,318
MANAGEMENT SERVICES DIRECTOR	D	34	Exempt	122,630	187,519
MARKETING & COMMUNICATIONS COORD	P	24	Exempt	62,497	86,570
MARKETING ASSISTANT	A	21	Non-Exempt	51,017	67,851
MARKETING COORD	P	22	Exempt	54,589	74,239
MAYOR AND COUNCIL COMMUNICATIONS MANAGER	C	27	Exempt	78,000	109,199
MEDICAL LEAVE COORDINATOR	C	24	Exempt	62,497	86,570
METER SERVICES SUPERVISOR	S	23	Exempt	58,427	80,330
MUSEUM ADMINISTRATOR	M	29	Exempt	90,979	127,371
MUSEUM COLLECTIONS COORDINATOR	P	23	Exempt	58,427	80,330
MUSEUM EDUCATION COORDINATOR	P	23	Exempt	58,427	80,330
NEIGHBORHOOD ENHANCEMENT COORDINATOR	A	22	Non-Exempt	54,579	74,235
NEIGHBORHOOD PRESERVATION TECHNICIAN	A	17	Non-Exempt	41,205	55,578
NEIGHBORHOOD PROGRAMS ADMINISTRATOR	P	25	Exempt	66,893	93,621
NEIGHBORHOOD RESOURCES DIRECTOR	D	34	Exempt	122,630	187,519
NEIGHBORHOOD SERVICES MANAGER	M	27	Exempt	78,000	109,199
NEIGHBORHOOD SERVICES SUPERVISOR	S	25	Exempt	66,893	93,621

Schedules and Terms**2020-21 Adopted Budget**

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
OFFICE ASST	A	12	Non-Exempt	\$ 32,240	\$ 43,555
OFFSET PRESS OPERATOR	L	13	Non-Exempt	33,842	45,718
ORGANIZATIONAL DEVELOPMENT COORDINATOR	C	26	Exempt	72,223	101,111
ORGANIZATIONAL DEVELOPMENT SPECIALIST	C	22	Exempt	54,589	74,239
PARALEGAL	C	21	Non-Exempt	51,017	67,851
PARK MAINTENANCE TECHNICIAN - CDL	L	20	Non-Exempt	47,694	64,355
PARK PLANNING SUPERINTENDENT	P	25	Exempt	66,893	93,621
PARK RANGER	A	16	Non-Exempt	39,229	52,978
PARK SPRAY TECHNICIAN	L	15	Non-Exempt	37,357	50,440
PARKS CONTRACT COMPLIANCE INSPECTOR	A	22	Non-Exempt	54,589	74,239
PARKS MAINTENANCE PROGRAM ADMINISTRATOR	M	28	Exempt	84,240	117,959
PARKS MAINTENANCE SUPERINTENDENT	S	26	Exempt	72,223	101,111
PARKS MAINTENANCE SUPERVISOR	S	23	Non-Exempt	58,427	80,330
PARKS MAINTENANCE SUPERVISOR - CDL	S	23	Non-Exempt	58,427	80,330
PARKS OPERATIONS & MAINTENANCE MANAGER	M	29	Exempt	90,979	127,371
PATRON SERVICES COORDINATOR	P	21	Exempt	51,017	67,851
PAYROLL COORDINATOR	C	20	Non-Exempt	47,694	64,355
PLAN REVIEW MANAGER	M	27	Exempt	78,000	109,199
PLANNING ADMINISTRATOR	M	30	Exempt	98,258	137,560
PLANNING ANALYST	S	24	Exempt	62,497	86,570
PLANNING MANAGER	M	28	Exempt	84,240	117,959
PLANNING TECHNICIAN	A	17	Non-Exempt	41,205	55,578
POLICE ACCREDITATION & COMPLIANCE COORD	P	22	Exempt	54,589	74,239
POLICE ADMINISTRATIVE SPECIALIST	A	16	Non-Exempt	39,229	52,978
POLICE ADVISOR ASST	C	19	Non-Exempt	45,406	61,318
POLICE CHIEF	D	35	Exempt	131,215	200,646
POLICE COMMANDER	M	PCM	Exempt	130,510	143,887
POLICE COMMUNICATIONS MANAGER	M	28	Exempt	84,240	117,959
POLICE COMMUNICATIONS OPS SUPERVISOR	S	25	Exempt	66,893	93,621
POLICE CRIME & INTELLIGENCE ANALYST	P	22	Exempt	54,589	74,239
POLICE CRIME ANALYSIS DATA TECH	A	17	Non-Exempt	41,205	55,578
POLICE DETENTION SUPERVISOR - CDL	S	23	Non-Exempt	58,427	80,330
POLICE FLEET AIDE	A	15	Non-Exempt	37,357	50,440
POLICE FORENSICS SERVICE SECTION MANAGER	M	28	Exempt	84,240	117,959
POLICE INVESTIGATIVE ANALYST	A	21	Non-Exempt	51,017	67,851
POLICE INVESTIGATIVE SPECIALIST	A	17	Non-Exempt	41,205	55,578
POLICE LIEUTENANT	PL	PL	Exempt	112,739	124,295
POLICE OFFICER	O	PO	Non-Exempt	54,434	78,832
POLICE OFFICER - LATERAL	O	PO	Non-Exempt	54,434	78,832
POLICE OFFICER - LATERAL CERTIFIED	O	PO	Non-Exempt	54,434	78,832
POLICE OFFICER - RECRUIT	O	PC	Non-Exempt	54,434	54,434
POLICE OPERATIONS SUPPORT SUPERVISOR	S	23	Non-Exempt	58,427	80,330
POLICE PLANNING & RESEARCH ANALYST	P	24	Exempt	62,497	86,570
POLICE PLANNING & RESEARCH MANAGER	M	28	Exempt	84,240	117,959
POLICE RADIO COMMUNICATIONS ANALYST	P	24	Exempt	62,497	86,570

Schedules and Terms**2020-21 Adopted Budget**

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
POLICE RECORDS CLERK	A	15	Non-Exempt	\$ 37,357	\$ 50,440
POLICE RECORDS SPECIALIST	A	16	Non-Exempt	39,229	52,978
POLICE RECORDS SUPERVISOR	S	22	Non-Exempt	54,589	74,239
POLICE SERGEANT	PS	PS	Non-Exempt	82,784	102,890
POLICE SUPPORT SERVICES MANAGER	M	28	Exempt	84,240	117,959
POLICE TECHNOLOGY MANAGER	M	29	Exempt	90,979	127,371
POLICE TRAINING & DEVELOPMENT COORD	P	22	Exempt	54,589	74,239
POLICE VOLUNTEER COORD	P	22	Exempt	54,589	74,239
POOL MANAGER	S	15	Non-Exempt	37,357	50,440
PRETREATMENT SUPERVISOR	S	24	Exempt	62,497	86,570
PRINCIPAL ENGINEER	M	28	Exempt	84,240	117,959
PRINCIPAL PLANNER	S	27	Exempt	78,000	109,199
PRINCIPAL PLANS EXAMINER	P	25	Exempt	66,893	93,621
PRINT, MAIL & GRAPHICS SUPERVISOR	S	24	Exempt	62,497	86,570
PROBATION MONITORING OFFICER	P	23	Exempt	58,427	80,330
PROCUREMENT OFFICER	P	23	Exempt	58,427	80,330
PRODUCTION COORDINATOR	A	20	Non-Exempt	47,694	64,355
PROJECT ANALYST	S	24	Exempt	62,497	86,570
PROJECT SUPPORT ASSISTANT	A	17	Non-Exempt	41,205	55,578
PROPERTY & EVIDENCE SUPERVISOR	S	22	Non-Exempt	54,589	74,239
PROPERTY & EVIDENCE TECHNICIAN	A	17	Non-Exempt	41,205	55,578
PUBLIC INFORMATION OFFICER	P	25	Exempt	66,893	93,621
PUBLIC WORKS & UTILITIES DIRECTOR	D	34	Exempt	122,630	187,519
PUBLIC WORKS FINANCIAL SERVICES SUPV	S	25	Exempt	66,893	93,621
PUBLIC WORKS INSPECTOR	A	23	Non-Exempt	58,427	80,330
PURCHASING & MATERIALS MANAGER	M	28	Exempt	84,240	117,959
PURCHASING SPECIALIST	A	21	Non-Exempt	51,017	67,851
QUARTERMASTER	A	19	Non-Exempt	45,406	61,318
REAL ESTATE MANAGER	S	26	Exempt	72,223	101,111
REAL ESTATE SPECIALIST	P	24	Exempt	62,497	86,570
RECREATION COORDINATOR I	S	21	Non-Exempt	51,017	67,851
RECREATION COORDINATOR II	S	23	Exempt	58,427	80,330
RECREATION LEADER II	S	11	Non-Exempt	30,659	41,475
RECREATION LEADER III	S	14	Non-Exempt	35,568	47,986
RECREATION MANAGER	M	29	Exempt	90,979	127,371
RECREATION SUPERINTENDENT	S	25	Exempt	66,893	93,621
RECYCLING COORDINATOR	P	22	Exempt	54,589	74,239
RENTAL & PROGRAM COORDINATOR	A	20	Non-Exempt	47,694	64,355
REVENUE AND TAX MANAGER	M	29	Exempt	90,979	127,371
REVENUE COLLECTIONS SUPERVISOR	S	24	Exempt	62,497	86,570
REVENUE COLLECTOR	A	18	Non-Exempt	43,160	58,344
REVERSE OSMOSIS FACILITY SUPERINTENDENT	S	26	Exempt	72,223	101,111
REVERSE OSMOSIS WATER PLANT OPERATOR I	L	19	Non-Exempt	45,406	61,318
REVERSE OSMOSIS WATER PLANT OPERATOR II	L	21	Non-Exempt	51,017	67,851
RISK MANAGEMENT SPECIALIST	C	17	Non-Exempt	41,205	55,578

Schedules and Terms

2020-21 Adopted Budget

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
RISK SERVICES COORDINATOR	P	25	Exempt	\$ 66,893	\$ 93,621
SAFETY COORDINATOR	C	24	Exempt	62,497	86,570
SECURITY OFFICER	A	16	Non-Exempt	39,229	52,978
SERVICE EQUIPMENT WORKER	L	13	Non-Exempt	33,842	45,718
SIGNAL SYSTEMS ANALYST	P	25	Exempt	66,893	93,621
SIGNALS & LIGHTING FIELD SUPERVISOR	S	24	Non-Exempt	62,497	86,570
SIGNS & MARKING FIELD SUPERVISOR	S	23	Non-Exempt	58,427	80,330
SITE DEVELOPMENT COORDINATOR	S	25	Exempt	66,893	93,621
SITE DEVELOPMENT INSPECTOR	A	21	Non-Exempt	51,017	67,851
SITE DEVELOPMENT PLANS EXAMINER	A	23	Non-Exempt	58,427	80,330
SOLID WASTE ENVIRONMENTAL SPECIALIST	L	17	Non-Exempt	41,205	55,578
SOLID WASTE ENVIRONMENTAL SPECIALIST - CDL	L	18	Non-Exempt	43,160	58,344
SOLID WASTE FIELD SUPERVISOR	S	23	Non-Exempt	58,427	80,330
SOLID WASTE MANAGER	M	26	Exempt	72,223	101,111
SOLID WASTE OPERATIONS SUPERVISOR	S	23	Exempt	58,427	80,330
SOLID WASTE REPRESENTATIVE	A	15	Non-Exempt	37,357	50,440
SPECIAL EVENTS COORDINATOR I	S	21	Non-Exempt	51,017	67,851
SPECIAL EVENTS COORDINATOR II	S	24	Exempt	62,497	86,570
SR ACCOUNTANT	S	25	Exempt	66,893	93,621
SR ACCOUNTING SPECIALIST	A	18	Non-Exempt	43,160	58,344
SR ADMINISTRATIVE ASST	C	17	Non-Exempt	41,205	55,578
SR ASST CITY ATTORNEY	M	32	Exempt	114,608	166,182
SR ASST CITY PROSECUTOR	M	30	Exempt	98,258	137,560
SR BUDGET & RESEARCH ANALYST	C	25	Exempt	66,893	93,621
SR BUILDING INSPECTOR	S	25	Non-Exempt	66,893	93,621
SR BUSINESS SYSTEMS SUPPORT SPECIALIST	P	24	Exempt	62,497	86,570
SR CHEMIST	P	24	Exempt	62,497	86,570
SR CRISIS INTERVENTION SPECIALIST	P	22	Exempt	54,589	74,239
SR ENGINEER	S	27	Exempt	78,000	109,199
SR FINANCIAL ANALYST	S	26	Exempt	72,223	101,111
SR FIRE MECHANIC - CDL	S	23	Non-Exempt	58,427	80,330
SR FLEET TECHNICIAN - CDL	L	21	Non-Exempt	51,017	67,851
SR HUMAN RESOURCES ANALYST	C	25	Exempt	66,893	93,621
SR INDUSTRIAL WASTE INSPECTOR	L	21	Non-Exempt	51,017	67,851
SR MANAGEMENT ANALYST	S	24	Exempt	62,497	86,570
SR PAYROLL COORDINATOR	C	22	Non-Exempt	54,589	74,239
SR PLANNER	P	25	Exempt	66,893	93,621
SR PLANS EXAMINER	P	24	Exempt	62,497	86,570
SR POLICE COMMUNICATIONS TECHNICIAN	A	21	Non-Exempt	51,017	67,851
SR PROCUREMENT OFFICER	P	24	Exempt	62,497	86,570
SR PRODUCTION COORDINATOR	S	23	Exempt	58,427	80,330
SR SITE DEVELOPMENT INSPECTOR	A	22	Non-Exempt	54,589	74,239
SR STREETS SPECIALIST - CDL	L	18	Non-Exempt	43,160	58,344
SR TAX AUDITOR	P	23	Exempt	58,427	80,330
SR UTILITIES MECHANIC	L	21	Non-Exempt	51,017	67,851

Schedules and Terms**2020-21 Adopted Budget**

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
SR UTILITIES MECHANIC - CDL	L	22	Non-Exempt	\$ 54,589	\$ 74,239
SR UTILITIES PREDICTIVE MAINTENANCE TECH	L	22	Non-Exempt	54,589	74,239
SR UTILITY BILLING REPRESENTATIVE	A	16	Non-Exempt	39,229	52,978
STORM WATER PROGRAM SPECIALIST	A	21	Non-Exempt	51,017	67,851
STORM WATER PROGRAMS COORDINATOR	S	24	Exempt	62,497	86,570
STREET LIGHT TECHNICIAN II	L	20	Non-Exempt	47,694	64,355
STREET MAINTENANCE COORDINATOR	A	22	Non-Exempt	54,589	74,239
STREET MAINTENANCE SUPERVISOR - CDL	S	23	Non-Exempt	58,427	80,330
STREET MAINTENANCE WORKER - CDL	L	14	Non-Exempt	35,568	47,986
STREETS CREW LEADER - CDL	L	20	Non-Exempt	47,694	64,355
STREETS PROJECT MANAGER	S	25	Exempt	66,893	93,621
STREETS SPECIALIST - CDL	L	16	Non-Exempt	39,229	52,978
STRUCTURAL ENGINEER	P	26	Exempt	72,223	101,111
SUPPLY SUPERVISOR	S	23	Exempt	58,427	80,330
SUPPLY WORKER	L	14	Non-Exempt	35,568	47,986
TAX & LICENSE REPRESENTATIVE	A	16	Non-Exempt	39,229	52,978
TAX & LICENSE SPECIALIST	A	20	Non-Exempt	47,694	64,355
TAX AUDIT SUPERVISOR	S	26	Exempt	72,223	101,111
TAX AUDITOR	P	22	Exempt	54,589	74,239
TOURISM PROGRAM MANAGER	P	26	Exempt	72,223	101,111
TRAFFIC ENGINEERING ANALYST	P	23	Exempt	58,427	80,330
TRAFFIC ENGINEERING SPECIALIST	A	22	Non-Exempt	54,589	74,239
TRAFFIC OPERATIONS TECHNICIAN I	L	16	Non-Exempt	39,229	52,978
TRAFFIC OPERATIONS TECHNICIAN II - CDL	L	18	Non-Exempt	43,160	58,344
TRAFFIC SIGNAL & STREET LIGHT TECH I	L	18	Non-Exempt	43,160	58,344
TRAFFIC SIGNAL TECHNICIAN II	L	21	Non-Exempt	51,017	67,851
TRANSIT SERVICES COORDINATOR	P	24	Exempt	62,497	86,570
TRANSPORTATION MANAGER	M	30	Exempt	98,258	137,560
TRANSPORTATION PLANNING SUPERVISOR	S	26	Exempt	72,223	101,111
UTILITIES ELECTRICIAN	L	22	Non-Exempt	54,589	74,239
UTILITIES ENGINEERING MANAGER	M	29	Exempt	90,979	127,371
UTILITIES MAINTENANCE WORKER	L	16	Non-Exempt	39,229	52,978
UTILITIES MECHANIC	L	19	Non-Exempt	45,406	61,318
UTILITIES PREDICTIVE MAINTENANCE TECH	L	21	Non-Exempt	51,017	67,851
UTILITY ANALYST	P	25	Exempt	66,893	93,621
UTILITY BILLING REPRESENTATIVE	A	15	Non-Exempt	37,357	50,440
UTILITY FIELD SUPERVISOR	S	23	Non-Exempt	58,427	80,330
UTILITY LOCATION COORDINATOR	L	17	Non-Exempt	41,205	55,578
UTILITY MAINTENANCE MANAGER	M	29	Exempt	90,979	127,371
UTILITY MAINTENANCE SUPERVISOR	S	25	Exempt	66,893	93,621
UTILITY METER ACCOUNT SPECIALIST	A	17	Non-Exempt	41,205	55,578
UTILITY METER TECHNICIAN	L	15	Non-Exempt	37,357	50,440
UTILITY OPERATIONS MANAGER	M	31	Exempt	106,118	148,564
UTILITY PROGRAM COORDINATOR	P	24	Exempt	62,497	86,570
UTILITY REGULATORY AFFAIRS MANAGER	M	28	Exempt	84,240	117,959

Schedules and Terms

2020-21 Adopted Budget

Classification Title	Job Group	Grade	FLSA Status	Annual Minimum	Annual Maximum
UTILITY SERVICES MANAGER	M	26	Exempt	\$ 72,223	\$ 101,111
UTILITY SYSTEMS TECHNICIAN I - CDL	L	16	Non-Exempt	39,229	52,978
UTILITY SYSTEMS TECHNICIAN II - CDL	L	18	Non-Exempt	43,160	58,344
UTILITY SYSTEMS TECHNICIAN III - CDL	L	19	Non-Exempt	45,406	61,318
VICTIM ADVOCATE	C	21	Non-Exempt	51,017	67,851
VICTIM SERVICES COORDINATOR	P	23	Exempt	58,427	80,330
VICTIM SERVICES SPECIALIST	A	21	Non-Exempt	51,017	67,851
VIDEO PRODUCTION COORDINATOR	S	25	Exempt	66,893	93,621
VIDEO PRODUCTIONS SPECIALIST	A	23	Non-Exempt	58,427	80,330
VISUAL ARTS ASSISTANT	A	15	Non-Exempt	37,357	50,440
VISUAL ARTS COORDINATOR	P	24	Exempt	62,497	86,570
WASTEWATER COLLECTIONS SUPERINTENDENT	S	26	Exempt	72,223	101,111
WASTEWATER FACILITIES MANAGER	M	27	Exempt	78,000	109,199
WASTEWATER FACILITY SUPERINTENDENT	S	26	Exempt	72,223	101,111
WASTEWATER OPERATIONS MANAGER	M	28	Exempt	84,240	117,959
WASTEWATER TREATMENT PLANT OPERATOR I	L	19	Non-Exempt	45,406	61,318
WASTEWATER TREATMENT PLANT OPERATOR II	L	21	Non-Exempt	51,017	67,851
WASTEWATER TREATMENT PLANT OPERATOR III	S	22	Non-Exempt	54,589	74,239
WATER AUDIT TECHNICIAN	A	17	Non-Exempt	41,205	55,578
WATER CONSERVATION COORDINATOR	P	24	Exempt	62,497	86,570
WATER CONSERVATION SPECIALIST	A	21	Non-Exempt	51,017	67,851
WATER DISTRIBUTION SUPERINTENDENT	S	26	Exempt	72,223	101,111
WATER FACILITIES SUPERINTENDENT	S	26	Exempt	72,223	101,111
WATER FACILITIES SUPERVISOR	S	25	Exempt	66,893	93,621
WATER OPERATIONS COMPLIANCE SPECIALIST	P	23	Exempt	58,427	80,330
WATER PLANT OPERATOR I	L	19	Non-Exempt	45,406	61,318
WATER PLANT OPERATOR II	L	21	Non-Exempt	51,017	67,851
WATER QUALITY ADVISOR	S	25	Exempt	66,893	93,621
WATER QUALITY PROGRAM MANAGER	M	27	Exempt	78,000	109,199
WATER QUALITY SUPERVISOR	S	23	Exempt	58,427	80,330
WATER QUALITY TECHNICIAN	L	21	Non-Exempt	51,017	67,851
WATER RESOURCE MANAGER	M	30	Exempt	98,258	137,560
WATER SYSTEMS MANAGER	M	27	Exempt	78,000	109,199
WELLNESS COORDINATOR	C	24	Exempt	62,497	86,570

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,

Schedules and Terms

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
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
CAFR	Comprehensive Annual Financial Report
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

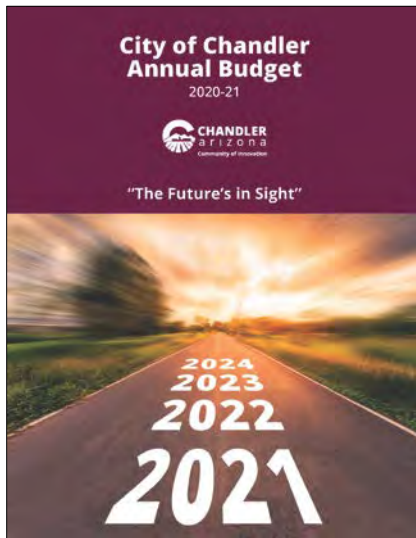
GO	General Obligation
GOB	General Obligation Bond
GPEC	Greater Phoenix Economic Council
GRIC	Gila River Indian Community
GSE	Government-Sponsored Enterprise
HB	House Bill
HDMI	High Definition Multimedia Interface
HHW	Household Hazardous Waste
HOA	Homeowners Association
HOME	HOME Investment Partnerships 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
ITOC	Information Technology Oversight Committee
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
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

Schedules and Terms

TVA	Threat Vulnerability Assessment
USTA	United States Tennis Association
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 2020-21 Budget document and accompanying 2021-2030 CIP represents the successful collaboration of efforts throughout the Budget planning year between the City’s team members across all departments. We appreciate the guidance and support from our City Manager, Assistant City Managers, and Executive Leadership Team who committed their time to provide 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.

We also 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.

Preparation of the budget requires a great deal of support from our partners throughout the City, and specifically we would like to acknowledge the efforts of the Budget Liaisons, who spend countless hours collecting, analyzing, and preparing information on behalf of their departments for the budget process.

CAPA/Mayor & Council	Sandra West
City Clerk	Erica Barba
City Magistrate	Danny Davis
City Manager	Tera Scherer
Airport	Ryan Reeves
Buildings & Facilities	Mike Hollingsworth
Economic Development	Michael Winer
Fleet Services	Nicole Loth
Human Resources	Julia House
Transportation Policy	Jason Crampton
Community Services	Debra Hodel
Cultural Development	Rynel Aldecoa

Development Services	Cristabel Dykstra
Fire	Spencer Jenik
Information Technology ITOC	Debbie Dulanski-Garcia Kristen Poe
Law	Shannon Rankin
Risk Management/Claims	Yazmin Zamora
Management Services	Teresa Canjar
Neighborhood Resources	Niki Tapia
Police	Cathie Gura
Public Works & Utilities	
Public Works	Liz Denning
Utilities	Lexie Rosenfield

I want to especially thank Julie Buel, Cat Dixon, Janet Northrup, Helen Parker, and Libby Stressman, of the Management Services Budget Division, for their dedication, the extensive hours they put into this process, the sense of humor they kept, and the positive approach they took during this year’s budget process. I want to specifically thank them for their flexibility with the COVID-19 changes that were incorporated at the last minute; they truly showed their professionalism and dedication in adjusting for the impacts of this pandemic. Their perseverance and commitment kept the process on schedule, and created another quality Budget document for FY 2020-21.

I will end with a heartfelt thanks to Dawn Lang, Management Services Director, for her leadership, input, advice, and passion shown for local government finance. Her enthusiasm is infectious, and drives others to greatness, which has had a positive impact on the Department, Divisions, and individuals.

Respectfully,

Matt Dunbar
Budget Manager



Phone (480) 782-2254
www.chandleraz.gov/budget

Mailing Address
Mail Stop 609
P.O. Box 4008
Chandler, Arizona 85244-4008

Budget Division
Third Floor
175 S. Arizona Avenue
Chandler, Arizona 85225

