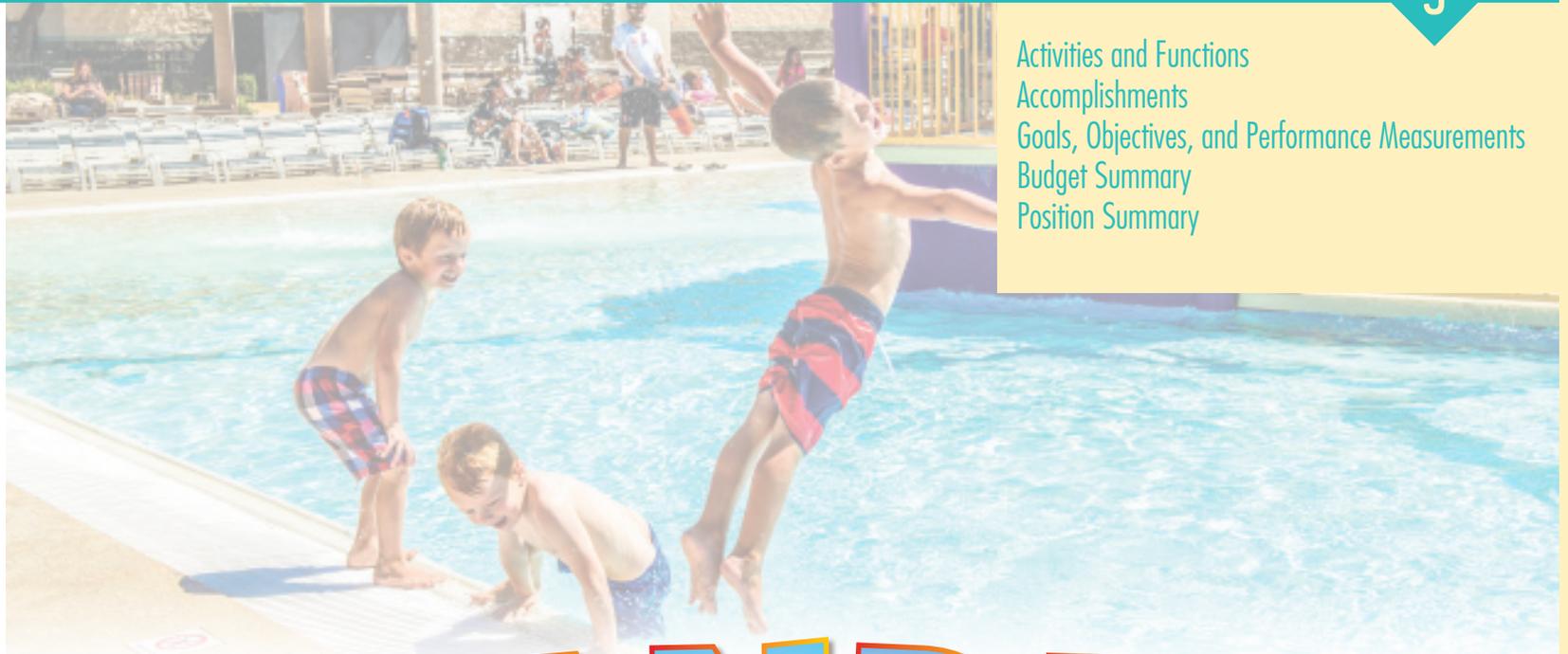


- Activities and Functions
- Accomplishments
- Goals, Objectives, and Performance Measurements
- Budget Summary
- Position Summary



CHANDLER



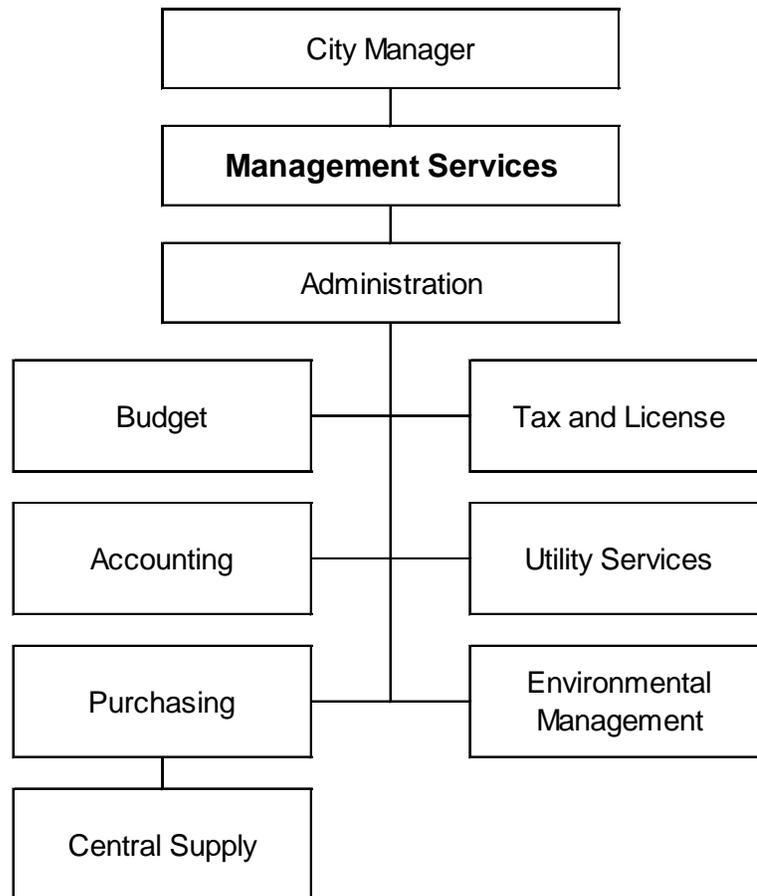
An accomplished place

We are devoted to giving taxpayers the best return on their investment in the community. With many awards and honors, Chandler enjoys a solid reputation throughout the nation as a place that does things right, but also as a place where young people have the opportunity to grow and thrive.



Operation Back to School







Management Services

The table below depicts the breakdown by division for the Fiscal Year (FY) 2015-16 Management Services Department Budget. Subsequent pages provide cost center descriptions, goals and objectives, performance measurements, budget summaries, authorized positions, and highlights of significant changes.

Management Services Overview

Expenditures by Cost Center	2013-14 Actual Expenditures	2014-15 Adopted Budget	2014-15 Estimated Expenditures	2015-16 Adopted Budget	% Change Adopted to Adopted
Management Services Administration	\$ 540,355	\$ 555,100	\$ 586,797	\$ 562,723	1.37%
Budget	666,841	653,283	674,641	675,381	3.38%
Purchasing	569,916	667,586	602,711	647,442	-3.02%
Central Supply	329,994	364,286	371,592	364,940	0.18%
Accounting	1,470,080	1,501,880	1,567,872	1,643,064	9.40%
Tax and License	1,619,894	1,982,261	1,728,637	2,007,109	1.25%
Utility Services	1,267,581	1,386,698	1,644,655	1,371,398	-1.10%
Environmental Management	394,603	496,624	474,486	456,112	-8.16%
Environmental Management Liabilities	107,714	473,200	272,000	473,200	0.00%
Total Management Svcs w/o Non-Dept.	\$ 6,966,977	\$ 8,080,918	\$ 7,923,391	\$ 8,201,369	1.49%
Non-Departmental ⁽¹⁾	\$ 26,152,917	\$ 130,168,222	\$ 24,659,397	\$ 147,458,736	13.28%
Non-Departmental Capital ⁽¹⁾	3,724,419	20,035,597	1,437,843	20,415,468	1.90%
Total Non-Department	\$ 29,877,337	\$ 150,203,819	\$ 26,097,240	\$ 167,874,204	11.76%
Total Management Svcs. with Non-Dept.	\$ 36,844,313	\$ 158,284,737	\$ 34,020,631	\$ 176,075,573	11.24%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 5,946,559	\$ 6,530,403	\$ 6,338,417	\$ 6,603,612	
Ongoing ⁽²⁾	-	6,530,403	6,338,417	6,603,612	1.12%
One-time ⁽²⁾	-	-	-	-	N/A
Operating & Maintenance	1,020,417	1,550,515	1,584,974	1,597,757	3.05%
Total Management Svcs w/o Non-Dept.	\$ 6,966,977	\$ 8,080,918	\$ 7,923,391	\$ 8,201,369	1.49%
Expenditures by Category					
Personnel & Benefits					
Total Personnel	\$ 774,448	\$ 6,185,000	\$ 1,060,000	\$ 8,635,996	
Ongoing ⁽²⁾	-	3,949,000	1,060,000	4,954,996	25.47%
One-time ⁽²⁾	-	2,236,000	-	3,681,000	64.62%
Operating & Maintenance	25,378,469	123,983,222	23,599,397	138,822,740	11.97%
Capital - Major	3,724,419	20,035,597	1,437,843	20,415,468	1.90%
Total Non-Department	\$ 29,877,337	\$ 150,203,819	\$ 26,097,240	\$ 167,874,204	11.76%
Total Management Svcs. with Non-Dept.	\$ 36,844,313	\$ 158,284,737	\$ 34,020,631	\$ 176,075,573	11.24%

⁽¹⁾ Non-departmental includes contingencies & reserves of \$105,097,565 in FY 2014-15 and \$133,868,145 in FY 2015-16.

⁽²⁾ Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.



Management Services Overview (continued)

Staffing by Cost Center	2013-14 Revised	2014-15 Adopted	2014-15 Revised	2015-16 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	7.000	7.000	6.900	6.900	-1.43%
Central Supply	5.000	5.000	5.100	5.100	2.00%
Accounting	16.000	16.000	17.000	17.000	6.25%
Tax and License	21.000	21.000	21.000	20.500	-2.38%
Utility Services	11.000	11.000	11.000	10.500	-4.55%
Environmental Management	3.500	3.500	3.500	3.000	-14.29%
Total	73.500	73.500	74.500	73.000	-0.68%

2014-15 Management Services Accomplishments

- Awarded 32nd consecutive Certificate of Achievement for Excellence in Financial Reporting and 27th consecutive Distinguished Budget Presentation Award from the Government Finance Officers' Association.
- Maintained AAA General Obligation Bond credit ratings with stable out looks from all three rating agencies.
- Completed refunding of \$214.5M of General Obligation Bonds, achieving about \$11.5M in debt service savings over the remaining bond life.
- Successfully completed the Home Rule election with the City Clerk's office.
- Conducted a Utility Rate Study to determine necessary utility rate changes for Fiscal Year (FY) 2015-16 and completed a Cost of Service Analysis as the basis for future rate realignment between customer classes.
- Expanded electronic payment options for citizens citywide by implementing a web portal and adding point of sale in partnership with Information Technology.
- Awarded 11th consecutive Achievement of Excellence in Procurement Award from the National Procurement Institute, and 10th consecutive Excellence in Achievement Agency Certification Award from the National Institute of Governmental Purchasing.
- Received rebates in excess of \$175,000 from the purchasing card program, Office Depot, and Home Depot. Implemented higher 30-day purchasing card limit to encourage appropriate expanded use of cards.
- Revised and consolidated solicitation and agreement documents to maximize ease of use, establish greater consistency, and streamline purchasing process.
- Worked in partnership with the Arizona Department of Revenue (ADOR) to successfully implement state administration of all Transaction Privilege and Use Tax audits.
- Continued the Rental Tax Recovery Program that brought over 750 unlicensed properties into compliance and collected an additional \$650,000 in tax revenue during FY 2014-15.
- Brought more than 625 unlicensed businesses into compliance with the City Tax Code by the License Inspector through the use of tax data in the field, enhanced by Geographic Information System (GIS) mapping.
- Provided taxpayer education classes with more than 200 taxpayers, covering the Contracting and the Retail/Other Tax classification.
- Implemented an online auction program for surplus City property, vehicles, and police property and evidence, achieving increased general operating revenue from sales (\$3,500 to \$20,000 per month).
- Donated laptops to local non-profit organizations and public agencies, and donated over \$11,034 in miscellaneous office furniture and equipment not required for City operations to various agencies in Arizona.
- Launched program in Central Supply to reduce aging and obsolete inventory to enhance customer service levels and improve inventory turnover ratios.
- Conducted 22 environmental audits of City facilities, resulting in corrective measures to enhance compliance with environmental regulations, and completed asbestos assessments of 55 City owned facilities determining that no new asbestos containing materials were introduced.
- Responded to 11 hazardous materials incidents, taking corrective action as required by the incident.
- Implemented a new Utility Billing & Payment System in partnership with Information Technology and Municipal Utilities, creating greater functionality and increasing online/automated usage by 80%.



Division:	Administration
Cost Center:	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.

2015-16 Performance Measurements

Goal:

Ensure long-term financial stability for the City.

Supports Priority Based Budgeting Goal(s): Good Governance; Sustainable Economic Health

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.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Bond rating for general obligation bonds:					
Moody's Investor Service	Aaa	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AAA	AAA	AAA	AAA	AAA
Fitch Ratings	AAA	AAA	AAA	AAA	AAA

* 2014-15 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.



> > > Administration – 1180 < < <

Goal:

Provide technical/functional system analyst support to users of the City's finance and human resource enterprise-wide Oracle and Budget systems, Tax and License system, and Utility Billing system.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Analysis and timely resolution of system problems, business processes, and procedures.
- ◆ Collaborate with users and Information Technology 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	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Maintain all citywide financial applications at actively supported versions of vendor software	100%	100%	100%	100%	100%
Ensure nightly and monthly TaxMantra jobs complete successfully ⁽¹⁾	N/A	N/A	N/A	N/A	100%
Process 100% of iExpense Purchasing Card Transactions ⁽¹⁾	N/A	N/A	N/A	N/A	100%
Ensure nightly Oracle interface transactions are processed successfully ⁽¹⁾	N/A	N/A	N/A	N/A	100%
Resolve all issues related to timecard processing for Payroll within no more than 2 days ⁽¹⁾	N/A	N/A	N/A	N/A	100%

⁽¹⁾ New measure beginning Fiscal Year 2015-16.

* 2014-15 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.



>>> Administration - 1180 <<<

Budget Summary

Description	2013-14	2014-15	2014-15	2014-15	2015-16	% Change
	Actual	Adopted Budget	Adjusted Budget	Estimated	Adopted Budget	Adopted to Adopted
Personnel Services						
Total Personnel	\$ 525,791	\$ 541,460	\$ 506,898	\$ 516,000	\$ 549,083	1.41%
Ongoing*	-	541,460	506,898	516,000	549,083	1.41%
One-time*	-	-	-	-	-	N/A
Professional/Contract	6,665	300	111,175	60,000	300	0.00%
Operating Supplies	2,353	4,580	4,580	1,980	4,580	0.00%
Repairs/Maintenance	1,034	1,200	1,288	1,200	1,200	0.00%
Communications/Transportation	2,572	4,535	4,535	4,312	4,535	0.00%
Other Charges/Services	1,940	3,025	3,025	3,305	3,025	0.00%
Total Cost Center - 1180	\$ 540,355	\$ 555,100	\$ 631,501	\$ 586,797	\$ 562,723	1.37%
General Fund	\$ 540,355	\$ 555,100	\$ 631,501	\$ 586,797	\$ 562,723	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Authorized Positions

Position Title	2011-12	2012-13	2013-14	2014-15	2014-15	2015-16
	Revised	Revised	Revised	Adopted	Revised	Adopted
Business Systems Support Analyst	0	0	0	0	1	1
Business Systems Support Supervisor	0	0	0	0	1	1
Financial Systems Supervisor	1	1	1	1	0	0
Management Assistant	0	0	0	0	1	1
Management Services Director	1	1	1	1	1	1
Senior Executive Assistant	1	1	1	1	0	0
Senior Financial Analyst	0.3	0	0	0	0	0
Systems Analyst	1	1	1	1	0	0
Total	4.3	4	4	4	4	4

Significant Budget and Staffing Changes

As a result of a citywide classification study for administrative and information technology related positions effective July 1, 2014, the following position changes have been made: one Senior Executive Assistant was renamed Management Assistant; one Financial Systems Supervisor was renamed Business Systems Support Supervisor; and one Systems Analyst was renamed Business Systems Support Analyst.



Division:	Budget
Cost Center:	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 Capital Improvement Program (CIP). The Budget Division is also responsible for development of long-range financial forecasts, regular financial reports, and providing assistance for all grant activities throughout the City.

2015-16 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; Sustainable Economic Health

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 Government Finance Officers Association 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	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Compliance with state budget laws	100%	100%	100%	100%	100%
Adopt ten-year CIP and Budget prior to June 15 th of the prior Fiscal Year	6/14/12	6/13/13	6/12/14	6/12/14	6/11/15
Consecutive years for Distinguished Budget Presentation Award	25	26	27	27	28
Obtain budget user survey results of satisfactory to excellent on budget process	100%	100%	98%	100%	97%

* 2014-15 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	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Maintain full compliance with all state required laws regarding public access to financial documents	Yes	Yes	Yes	Yes	Yes
Provide information on the City's budget through CityScope Newsletter and internet	Yes	Yes	Yes	Yes	Yes
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	9 ⁽²⁾	10
Provide quarterly financial analysis to City Council and make available on www.chandleraz.gov within the following two months for the first three quarters of the fiscal year ⁽¹⁾	1 ⁽²⁾	3	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 to complete activities related to the end of fiscal year close.

⁽²⁾ Reports not meeting the measure were delivered within one week after the target date.

* 2014-15 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 <<<

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 655,600	\$ 641,102	\$ 661,040	\$ 664,000	\$ 663,200	3.45%
Ongoing*	-	641,102	661,040	664,000	663,200	3.45%
One-time*	-	-	-	-	-	N/A
Operating Supplies	6,982	5,950	5,950	5,401	5,950	0.00%
Repairs/Maintenance	1,189	1,400	1,400	1,200	1,400	0.00%
Communications/Transportation	449	651	651	700	651	0.00%
Other Charges/Services	2,620	4,180	4,180	3,340	4,180	0.00%
Total Cost Center - 1195	\$ 666,841	\$ 653,283	\$ 673,221	\$ 674,641	\$ 675,381	3.38%
General Fund	\$ 666,841	\$ 653,283	\$ 673,221	\$ 674,641	\$ 675,381	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Authorized Positions

Position Title	2011-12 Revised	2012-13 Revised	2013-14 Revised	2014-15 Adopted	2014-15 Revised	2015-16 Adopted
Budget Management Assistant	1	1	1	1	1	1
Budget Manager	1	1	1	1	1	1
Financial Analyst	1	1	1	1	1	1
Senior Budget and Research Analyst	2	2	2	2	2	2
Senior Financial Analyst	0.35	1	1	1	1	1
Total	5.35	6	6	6	6	6

Significant Budget and Staffing Changes

There are no significant budget and staffing changes for Fiscal Year 2015-16.



Division: Purchasing
Cost Center: 1220

Purchasing is responsible for maintaining support of 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.

2015-16 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.

Supports Priority Based Budgeting Goal(s): Sustainable Economic Health; Good Governance

Objectives:

- ◆ Obtain survey results of 95% excellent/good in annual Purchasing survey to departments.
- ◆ Obtain survey results of 90% excellent/good in annual Purchasing survey to vendors.⁽¹⁾
- ◆ Demonstrate use of best practices through receipt of awards from professional associations.⁽²⁾
- ◆ Maximize purchasing card rebates through employee cards and e-payables.
- ◆ Identify and implement one process improvement annually.⁽³⁾

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Customer survey results of excellent/good	99%	98%	99%	88% ⁽⁴⁾	95%
Routine purchase orders processed ⁽⁵⁾	3,074	2,923	3,274	2,780	N/A
Vendor survey results of excellent/good ⁽¹⁾	80%	88%	90%	90%	N/A
Obtain National Institute Government Purchasing "Excellence in Achievement" award	Yes	Yes	Yes	Yes	Yes
Obtain Universal Public Purchasing Certification Council "100% Certification" achievement	Yes	Yes	Yes	Yes	Yes
Purchasing card transactions	22,934	24,080	24,025	25,200	25,760
E-payables transactions ⁽⁶⁾	475	538	570	510	515
Purchasing card rebate	\$190,642	\$170,154	\$212,880	\$195,000	\$200,000
Number of process improvements implemented ⁽³⁾	N/A	N/A	N/A	N/A	1

⁽¹⁾ Objective and Measure no longer being used effective Fiscal Year (FY) 2015-16. Respondents to vendor survey represent contractors for capital improvements which are not Purchasing Division projects.

⁽²⁾ New objective beginning FY 2015-16.

⁽³⁾ New objective and measure beginning FY 2015-16. Examples may include conversion to online auction format, completion of solicitation standardization project, technology upgrades, etc.

⁽⁴⁾ FY 2014-15 year end estimate lower due to customer survey pool being expanded. Results are being used to improve customer service through a Purchasing revisioning project.

⁽⁵⁾ Measure no longer being used effective FY 2015-16.

⁽⁶⁾ New measure beginning FY 2015-16 as specific tracking measure intended to increase year over year.

* 2014-15 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

>>> Purchasing – 1220 <<<

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 540,477	\$ 657,948	\$ 674,149	\$ 593,000	\$ 638,050	-3.02%
Ongoing*	-	657,948	674,149	593,000	638,050	-3.02%
One-time*	-	-	-	-	-	N/A
Professional/Contract	18,074	-	-	119	-	N/A
Operating Supplies	1,650	1,484	1,484	1,356	1,100	-25.88%
Repairs/Maintenance	617	1,000	1,084	1,084	1,000	0.00%
Communications/Transportation	1,296	2,500	2,500	2,630	2,800	12.00%
Other Charges/Services	5,602	4,654	4,654	4,516	4,492	-3.48%
Office Furniture/Equipment	2,201	-	-	-	-	N/A
Capital Replacement	-	-	-	6	-	N/A
Total Cost Center - 1220	\$ 569,916	\$ 667,586	\$ 683,871	\$ 602,711	\$ 647,442	-3.02%
General Fund	\$ 569,916	\$ 667,586	\$ 683,871	\$ 602,711	\$ 647,442	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Authorized Positions

Position Title	2011-12 Revised	2012-13 Revised	2013-14 Revised	2014-15 Adopted	2014-15 Revised	2015-16 Adopted
Administrative Assistant	0	0	0	0	1	1
Administrative Specialist	0	0	1	1	0	0
Information Support Specialist II	0	1	1	1	0	0
Procurement Officer	4	4	4	4	3	3
Purchasing & Material Manager	0.5	0.75	1	1	0.9	0.9
Purchasing & Material Supervisor	1	0.25	0	0	0	0
Purchasing Clerk	1	1	0	0	0	0
Purchasing Specialist	1	0	0	0	1	1
Senior Procurement Officer	0	0	0	0	1	1
Total	7.5	7	7	7	6.9	6.9

Significant Budget and Staffing Changes

As a result of a citywide classification study for administrative and information technology related positions effective July 1, 2014, one Administrative Specialist position was renamed Administrative Assistant and one Information Support Specialist II was reclassified to Purchasing Specialist. During Fiscal Year 2014-15, one Procurement Officer position was reclassified to Senior Procurement Officer and one-tenth of the Purchasing & Material Manager position was transferred to cost center 1225, Central Supply.



Division: Central Supply
Cost Center: 1225

Central Supply is responsible for maintaining and managing an inventory of maintenance, operational, and repair (MOR) 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.

2015-16 Performance Measurements

Goal:

Operate a sound inventory program to minimize investment and operating cost 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:

- ◆ Maintain an inventory turnover ratio of 2.5 or greater.
- ◆ Maintain an inventory accuracy rate of 97% or greater.
- ◆ Provide material delivery service in no less than 2 days per week to City departments.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Total dollar amount of inventory	\$1,008,271	\$1,054,426	\$1,050,000	\$1,116,116	\$1,025,000
Inventory accuracy rate	99%	99%	99%	99%	99%
Number of line items of inventory material issued ⁽¹⁾	14,376	15,383	15,000	14,394	N/A
Inventory turnover ratio	1.89 ⁽²⁾	2.1	2.09 ⁽³⁾	1.4	1.8
Dollar value of material issued ⁽⁴⁾	N/A	N/A	N/A	\$1,799,489	\$2,000,000
Number of days per week material is delivered ⁽¹⁾	2 days	2 days	2 days	2 days	N/A
Number of packages delivered ⁽¹⁾	6,978	7,116	7,300	6,612	N/A
Number of deliveries made ⁽⁵⁾	N/A	N/A	N/A	808	1,000

⁽¹⁾ Measure no longer being used effective Fiscal Year (FY) 2015-16.

⁽²⁾ Turnover for FY 2012-13 is lower due to slow moving items stocked in inventory. Central Supply is working with departments to remove or reduce slow moving items from inventory in FY 2013-14.

⁽³⁾ Central Supply is implementing remedies that will reduce 2+ year old stock and improve efficiency, effectiveness and turnover ratio since over 18% (\$190,000) is more than 2 years old.

⁽⁴⁾ New measure beginning FY 2015-16. Supports inventory accuracy and turnover ratios, and measures efficiency.

⁽⁵⁾ New measure beginning FY 2015-16. Increase in deliveries means more efficient use of Oracle system, staff time, and customer service.

* 2014-15 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 investment 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:

- ◆ Obtain \$25,000 or more in revenue from the sale of surplus (non-vehicle), obsolete, and scrap material.⁽¹⁾
- ◆ Pick-up departmental surplus property within four working days.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Revenue collected	\$21,738	\$38,153	\$30,000	\$95,567 ⁽²⁾	\$100,000
Surplus property picked up within four working days	96%	90%	95%	95%	96%

⁽¹⁾ Increased objective from \$20,000 to \$25,000 effective Fiscal Year (FY) 2015-16.

⁽²⁾ Increase due to additional scrap metal from utility meter replacements in FY 2013-14 and FY 2014-15. Significant increase in non-vehicle revenues is due to higher sales prices and reduced auction fees through use of online auction format.

Goal:

Provide pick-up and delivery service for departmental records, ensuring records are picked-up in a timely manner and that departments are notified when records have reached the destruction due date.

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Maintain 95% notification to departments that records have reached the destruction date 30 days prior to destruction date.
- ◆ Maintain 95% pick-up records within four working days of receipt of request.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Boxes of records destroyed ⁽³⁾	479	425	300	150	N/A
Notify departments of destruction date 30 days prior ⁽⁴⁾	N/A	N/A	N/A	N/A	95%
Records picked-up within four working days	98%	98%	95%	98%	98%

⁽³⁾ Measure no longer being used effective FY 2015-16.

⁽⁴⁾ New measure beginning FY 2015-16.

* 2014-15 Year End Estimate reflects "six months actual" and "six months estimated."

Note: All measurements are through June 30th, the last day of the fiscal year.



>> Central Supply – 1225 <<<

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 316,065	\$ 338,284	\$ 345,384	\$ 346,209	\$ 350,288	3.55%
Ongoing*	-	338,284	345,384	346,209	350,288	3.55%
One-time*	-	-	-	-	-	N/A
Operating Supplies	7,117	7,363	7,363	7,131	6,850	-6.97%
Repairs/Maintenance	891	1,150	1,746	1,671	1,550	34.78%
Communications/Transportation	428	570	570	570	570	0.00%
Other Charges/Services	184	500	500	350	373	-25.40%
Machinery/Equipment	-	5,110	5,110	4,995	-	-100.00%
Office Furniture/Equipment	-	6,000	6,000	5,357	-	-100.00%
Capital Replacement	5,309	5,309	5,309	5,309	5,309	0.00%
Total Cost Center - 1225	\$ 329,994	\$ 364,286	\$ 371,982	\$ 371,592	\$ 364,940	0.18%
General Fund	\$ 329,994	\$ 364,286	\$ 371,982	\$ 371,592	\$ 364,940	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Authorized Positions

Position Title	2011-12 Revised	2012-13 Revised	2013-14 Revised	2014-15 Adopted	2014-15 Revised	2015-16 Adopted
Administrative Assistant	0	0	0	0	1	1
Administrative Support II	1	1	1	1	0	0
Lead Supply Specialist	1	1	1	1	1	1
Purchasing & Material Manager	0.5	0.25	0	0	0.1	0.1
Purchasing & Material Supervisor	0	0.75	0	0	0	0
Supply Supervisor	0	0	1	1	1	1
Supply Worker	2	2	2	2	2	2
Total	4.5	5	5	5	5.1	5.1

Significant Budget and Staffing Changes

As a result of a citywide classification study for administrative positions effective July 1, 2014, one Administrative Support II position was reclassified to Administrative Assistant. During Fiscal Year (FY) 2014-15, one tenth of the Purchasing & Material Manager position was transferred from cost center 1220, Purchasing.

FY 2015-16 reflects the reduction of FY 2014-15 one-time allocations for the acquisition of a forklift battery and a multi-function copier.



Division: Accounting
Cost Center: 1230

Accounting 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 citywide.

2015-16 Performance Measurements

Goal:

Effectively perform accounts payable, payroll, and other accounting functions for City departments.

Supports Priority Based Budgeting Goal(s): Good Governance; Sustainable Economic Health

Objective:

- ◆ Process City payroll, accounts payable vendor payments, and special assessment billings accurately and in a timely manner.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Accounts payable payments issued	15,888	15,816	15,400	15,000	15,000
Payroll payments processed	47,681	48,121	47,680	48,350	48,350

Goal:

Coordinate the annual financial statement audit and prepare the Comprehensive Annual Financial Report (CAFR).

Supports Priority Based Budgeting Goal(s): Good Governance

Objectives:

- ◆ Continue to comply with the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting program by obtaining annual award.
- ◆ Complete the annual financial statement audit by the first week in December and release the CAFR by the second week in December.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Consecutive years for GFOA Certificate of Achievement for Excellence in Financial Reporting award	32	33	34	34	35
Audit completion date	12/20/13 ⁽¹⁾	12/26/14 ⁽²⁾	12/04/15	12/04/15	12/09/16
Financial report completion date	12/24/13 ⁽¹⁾	12/29/14 ⁽²⁾	12/11/15	12/11/15	12/16/16

⁽¹⁾ Fiscal Year (FY) 2012-13 audit completion and financial report completion delayed due to new reporting software implementation.

⁽²⁾ FY 2013-14 audit completion and financial report completion delayed due to implementation of new Utility Billing Software.

* 2014-15 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 Generally Accepted Accounting Principles (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 Governmental Accounting Standards Board.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Compliance with federal and state mandates	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance

* 2014-15 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 <<<

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,339,720	\$ 1,383,569	\$ 1,399,611	\$ 1,403,000	\$ 1,498,603	8.31%
Ongoing*	-	1,383,569	1,399,611	1,403,000	1,498,603	8.31%
One-time*	-	-	-	-	-	N/A
Professional/Contract	115,004	93,011	164,661	139,415	119,328	28.29%
Operating Supplies	5,003	11,715	11,715	11,715	11,715	0.00%
Repairs/Maintenance	1,119	1,480	1,637	1,637	1,480	0.00%
Communications/Transportation	4,681	4,239	4,239	4,239	4,239	0.00%
Other Charges/Services	4,553	7,866	7,866	7,866	7,699	-2.12%
Total Cost Center - 1230	\$ 1,470,080	\$ 1,501,880	\$ 1,589,729	\$ 1,567,872	\$ 1,643,064	9.40%
General Fund	\$ 1,316,959	\$ 1,342,383	\$ 1,429,701	\$ 1,412,578	\$ 1,495,862	
Special Assessment Fund	69,781	74,234	72,467	70,990	62,656	
Workers Comp Self Ins Trust	34,952	37,317	38,286	35,604	36,695	
Medical Self Insurance Trust	48,388	47,946	49,275	48,700	47,851	
Grand Total	\$ 1,470,080	\$ 1,501,880	\$ 1,589,729	\$ 1,567,872	\$ 1,643,064	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Authorized Positions

Position Title	2011-12 Revised	2012-13 Revised	2013-14 Revised	2014-15 Adopted	2014-15 Revised	2015-16 Adopted
Accounting Manager	1	1	1	1	1	1
Accounting Specialist	5	5	5	5	5	5
Accounting Supervisor	1	1	1	1	1	1
Executive Assistant	1	1	1	1	0	0
Financial Services Analyst	0	1	1	1	1	1
Management Assistant	0	0	0	0	1	1
Payroll Specialist	2	2	1	1	1	1
Senior Accountant	2	2	2	2	3	3
Senior Accounting Specialist	2	2	2	2	2	2
Senior Financial Analyst	0.35	0	0	0	0	0
Senior Financial Reporting Analyst	1	1	1	1	1	1
Senior Payroll Specialist	0	0	1	1	1	1
Total	15.35	16	16	16	17	17

Significant Budget and Staffing Changes

As a result of a citywide classification study for administrative positions effective July 1, 2014, one Executive Assistant position was reclassified to Management Assistant. During Fiscal Year (FY) 2014-15, one Senior Accountant position was added.

FY 2015-16 one-time funding is allocated for arbitrage compliance consulting and the Other Post-Employment Benefit (OPEB) actuary reporting, and both one-time and ongoing funding is added for audit services.



Division: Tax and License
Cost Center: 1240

The Tax and License Division administers the collection of transaction privilege (sales) and use taxes and issues tax and special regulatory licenses. Licensing provides

general information to the public, processes tax returns and payments, and processes all tax and special regulatory license applications. License Compliance ensures businesses operating in the City are properly 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.

2015-16 Performance Measurements

Goal:

To administer the City's Code to ensure voluntary compliance with the privilege (sales) tax and special regulatory licensing requirements through fair, consistent, and equitable treatment of all businesses and citizens.

Supports Priority Based Budgeting Goal(s): Good Governance; Sustainable Economic Health

Objectives:

- ◆ Process tax returns 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.
- ◆ Promote the use of e-Tax to increase the electronic filing of tax and license transactions.
- ◆ Promote voluntary compliance through taxpayer education, compliance audits, and timely collections.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Process 100% of tax returns, license applications, and payments on time	95%	92%	95%	93%	95%
Process regulatory license applications timely per code requirements	100%	100%	100%	100%	100%
Implement at least five business process or technology improvements	5	5	5	5	5
Increase the number of taxpayers using e-Tax to file electronically by at least 5%	13.5%	16.5%	5%	8%	5%
Conduct at least 24 taxpayer education events	24	24	24	24	24
Verify taxpayer compliance through assisting the State in the review of at least 1% of total tax accounts ⁽²⁾	0.80% ⁽¹⁾	0.59% ⁽¹⁾	0.75% ⁽¹⁾	0.70% ⁽¹⁾	1.0%
Limit tax delinquency rate (at least one return not filed) to <20% of total accounts	20%	23%	20%	20%	20%
Provide excellent customer service to taxpayers with at least 90% customer surveys indicating satisfaction level above average ⁽³⁾	N/A	N/A	N/A	N/A	90%

⁽¹⁾ Measure fell short of goal due to increasing number of total accounts and Audit staff vacancies.

⁽²⁾ Modified measure due to HB2111 requires all audits to be issued by the Arizona Department of Revenue. Therefore, Chandler was pre-empted from performing audits effective January 1, 2015, without State approval.

⁽³⁾ New measure beginning Fiscal Year 2015-16.

* 2014-15 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.

Note:

The Arizona Legislature passed House Bill 2111, which sets forth State requirements related to the audit, contracting and administration of Transaction Privilege Tax. The bill was signed by the Governor on June 25, 2013. The City is currently operating under the Arizona Department of Revenue guidance for Audit and Contracting as of January 1, 2015, and administration will transition on January 1, 2016.



>>> Tax and License - 1240 <<<

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 1,422,364	\$ 1,753,681	\$ 1,792,402	\$ 1,492,079	\$ 1,746,336	-0.42%
Ongoing*	-	1,753,681	1,792,402	1,492,079	1,746,336	-0.42%
One-time*	-	-	-	-	-	N/A
Professional/Contract	4,509	4,700	14,700	14,700	4,700	0.00%
Operating Supplies	36,256	39,456	39,456	39,090	61,923	56.94%
Repairs/Maintenance	140,667	155,438	155,438	155,438	172,260	10.82%
Communications/Transportation	6,279	9,856	9,856	8,780	10,100	2.48%
Other Charges/Services	9,819	19,130	17,246	18,550	11,790	-38.37%
Total Cost Center - 1240	\$ 1,619,894	\$ 1,982,261	\$ 2,029,098	\$ 1,728,637	\$ 2,007,109	1.25%
General Fund	\$ 1,619,894	\$ 1,982,261	\$ 2,029,098	\$ 1,728,637	\$ 2,007,109	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Authorized Positions

Position Title	2011-12 Revised	2012-13 Revised	2013-14 Revised	2014-15 Adopted	2014-15 Revised	2015-16 Adopted
Administrative Assistant	0	0	0	0	1	1
Administrative Specialist	1	1	1	1	0	0
Business Systems Support Analyst	0	0	0	0	0.5	0
Customer Service Supervisor	1	1	1	1	1	1
Financial Analyst	0	0	0	0	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 Management Assistant	1	1	1	1	0	0
Senior Tax Auditor	4	4	4	4	4	4
Systems Analyst	0.5	0.5	0.5	0.5	0	0
Tax & License Representative	7	6	6	6	6	6
Tax & License Specialist	0	1	1	1	1	1
Tax Audit Supervisor	1	1	1	1	1	1
Total	21	21	21	21	21	20.5

Significant Budget and Staffing Changes

As a result of a citywide classification study for administrative and information technology related positions effective July 1, 2014, the following position changes have been made: one Senior Management Assistant was reclassified to Financial Analyst; one Administrative Specialist position was renamed Administrative Assistant; and one 0.5 FTE Systems Analyst was renamed Business Systems Support Analyst.

Effective July 1, 2015, 0.5 FTE Business Systems Support Analyst position is transferred to IT Applications Support, cost center 1200 and used to partially fund a new IT Principal Programmer/Analyst. Fiscal Year 2015-16 reflects one-time allocation for Tax Mantra support. Additional one-time and ongoing allocations are included within the Operating Supplies category for a motion ruggedized tablet for collections, and a tax reporting and storage partnership with Phoenix after Tax & License administration transitions to the State.



Division: Utility Services
Cost Center: 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 provides the highest quality of customer service possible.

2015-16 Performance Measurements

Goal:

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 and businesses requiring utility services.
- ◆ Facilitate on-time payments and collect delinquent receivables to minimize write-offs.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Activate utility accounts on date specified by customer 100% of the time	100%	100%	100%	97%	100%
Issue 100% of utility bills within three days of meter reading	99.99%	99.99%	100%	40% ⁽¹⁾	100%
Process all payments on day received ⁽²⁾	99.99%	N/A	N/A	N/A	N/A
Process payments with an accuracy rate of 100% ⁽²⁾	100%	N/A	N/A	N/A	N/A
Write-off <0.5% of total revenue	0.5%	0.9% ⁽³⁾	0.5%	0.5%	0.5%
Increase volume of electronic transactions by 5% ⁽⁴⁾	N/A	N/A	8%	22%	5%
Reduce 90-day aging dollar amount by 20% ⁽⁴⁾	N/A	N/A	20%	10%	20%

⁽¹⁾ Due to technical difficulties following the implementation of the new utility billing software system, utility bills were frequently processed beyond the three day meter reading goal. Utility Services should resume meeting this objective barring any future system issues.

⁽²⁾ Measure no longer being used effective Fiscal Year (FY) 2013-14.

⁽³⁾ Implemented a new utility system which required significant account/data review and cleanup, thereby increasing write-offs prior to implementation.

⁽⁴⁾ New measure beginning FY 2013-14, for tracking aging changes going forward.

* 2014-15 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	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 771,408	\$ 802,201	\$ 821,573	\$ 950,129	\$ 786,901	-1.91%
Ongoing*	-	802,201	821,573	950,129	786,901	-1.91%
One-time*	-	-	-	-	-	N/A
Professional/Contract	10,034	1,000	3,898	5,000	1,000	0.00%
Operating Supplies	68,708	70,470	71,511	77,191	70,470	0.00%
Repairs/Maintenance	43,917	164,000	187,198	150,200	164,000	0.00%
Communications/Transportation	320,341	310,027	310,027	352,027	310,027	0.00%
Other Charges/Services	46,223	39,000	39,000	110,108	39,000	0.00%
Office Furniture/Equipment	6,950	-	-	-	-	N/A
Total Cost Center - 1245	\$ 1,267,581	\$ 1,386,698	\$ 1,433,207	\$ 1,644,655	\$ 1,371,398	-1.10%
General Fund	\$ 1,267,581	\$ 1,386,698	\$ 1,433,207	\$ 1,644,655	\$ 1,371,398	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Authorized Positions

Position Title	2011-12 Revised	2012-13 Revised	2013-14 Revised	2014-15 Adopted	2014-15 Revised	2015-16 Adopted
Administrative Specialist	1	0	0	0	0	0
Business Systems Support Analyst	0	0	0	0	0.5	0
Customer Service Supervisor	1	1	1	1	1	1
Lead Utility Billing Representative	0	1	1	1	1	1
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
Systems Analyst	0.5	0.5	0.5	0.5	0	0
Utility Billing Representative	6	6	6	6	6	6
Utility Services Business Manager	1	1	0	0	0	0
Utility Services Manager	0	0	1	1	1	1
Total	11	11	11	11	11	10.5

Significant Budget and Staffing Changes

As a result of a citywide classification study for information technology related positions effective July 1, 2014, one 0.5 FTE Systems Analyst was renamed Business Systems Support Analyst.

Effective July 1, 2015, 0.5 FTE Business Systems Support Analyst position is transferred to cost center 1250, Human Resources, and used to create a Safety Analyst.

Fiscal Year 2014-15 Estimated expenses (temporary customer service staff, postage, printing and toner) are higher due to additional costs incurred after the rollout of the new utility billing and payment system. These additional costs will be funded by the Municipal Utilities Department before fiscal year end.



Division: Environmental Management
Cost Center: 1265

Environmental Management provides environmental regulatory compliance oversight of City operations and facilities, and also 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 also maintains the central environmental compliance files for the City.

2015-16 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; Safe Community; Sustainable Economic Health

Objectives:

- ◆ Monitor and resolve environmental non-compliance issues of City operation.
- ◆ Evaluate likely cases of non-compliance and develop corrective action plans and educate personnel.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Environmental evaluations performed	29	23	24	24	24

Goal:

Provide support to City departments performing environmental due diligence for real property acquisitions and dedications.

Supports Priority Based Budgeting Goal(s): Good Governance; Safe Community

Objective:

- ◆ To review environmental due diligence investigations and other environmental investigations in evaluating property acquisitions and redevelopment parcels in a timely manner.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Percent of investigations reviewed within five working days of receipt	98%	100%	98%	98%	98%
Total number of facilities assessed	41 ⁽¹⁾	57	50	50	60

⁽¹⁾ Slowdown in development has resulted in fewer developer's investigations being reviewed during FY 2012-13. Manpower was redirected to assessment of City buildings for asbestos and compliance with regulations related to asbestos.

* 2014-15 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:⁽¹⁾

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; Safe Community

Objective:⁽¹⁾

- ◆ 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.

Measures	2012-13 Actual	2013-14 Actual	2014-15 Projected	2014-15 Year End Estimate *	2015-16 Projected
Asbestos assessments performed ⁽¹⁾	N/A	75	N/A	70	70

⁽¹⁾ New goal, objective, and measurement beginning Fiscal Year (FY) 2015-16.

* 2014-15 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	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 375,133	\$ 412,158	\$ 416,930	\$ 374,000	\$ 371,151	-9.95%
Ongoing*	-	412,158	416,930	374,000	371,151	-9.95%
One-time*	-	-	-	-	-	N/A
Professional/Contract	4,791	54,400	76,490	76,490	54,400	0.00%
Operating Supplies	4,488	19,975	19,975	13,650	19,975	0.00%
Repairs/Maintenance	475	795	1,021	1,050	1,290	62.26%
Communications/Transportation	7,706	5,096	5,376	5,096	5,096	0.00%
Other Charges/Services	1,917	4,200	4,200	4,200	4,200	0.00%
Machinery/Equipment	92	-	-	-	-	N/A
Total Cost Center - 1265	\$ 394,603	\$ 496,624	\$ 523,992	\$ 474,486	\$ 456,112	-8.16%
Uninsured Liability Fund	\$ 394,603	\$ 496,624	\$ 523,992	\$ 474,486	\$ 456,112	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Authorized Positions

Position Title	2011-12 Revised	2012-13 Revised	2013-14 Revised	2014-15 Adopted	2014-15 Revised	2015-16 Adopted
Administrative Assistant	0	0	0	0	0.5	0
Administrative Specialist	0.5	0.5	0.5	0.5	0	0
Environmental Program Coordinator	1	1	1	1	1	1
Environmental Program Manager	1	1	1	1	1	1
Environmental Program Specialist	1	1	1	1	1	1
Total	3.5	3.5	3.5	3.5	3.5	3

Significant Budget and Staffing Changes

As a result of a citywide classification study for administrative related positions effective July 1, 2014, one 0.5 FTE Administrative Specialist position was renamed Administrative Assistant.

Effective July 1, 2015, the 0.5 FTE Administrative Assistant position is eliminated. Fiscal Year 2015-16 Repairs and Maintenance category includes an additional ongoing allocation for software maintenance.



Division:	Environmental Management Liabilities
Cost Center:	1266

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Professional/Contract	\$ 57,632	\$ 377,600	\$ 440,097	\$ 226,000	\$ 377,600	0.00%
Operating Supplies	82	95,600	95,600	46,000	95,600	0.00%
Insurance/Taxes	50,000	-	-	-	-	N/A
Total Cost Center - 1266	\$ 107,714	\$ 473,200	\$ 535,697	\$ 272,000	\$ 473,200	0.00%
Uninsured Liability Fund	\$ 107,714	\$ 473,200	\$ 535,697	\$ 272,000	\$ 473,200	

Significant Budget Changes

Cost center funding reflects 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 Fiscal Year 2015-16.



Division:	Non Departmental
Cost Center:	1290

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 774,448	\$ 6,185,000	\$ 3,054,479	\$ 1,060,000	\$ 8,635,996	39.63%
Ongoing*	-	3,949,000	3,054,479	1,060,000	4,954,996	25.47%
One-time*	-	2,236,000	-	-	3,681,000	64.62%
Professional/Contract	3,188,044	4,009,500	4,218,563	2,864,427	3,042,188	-24.13%
Operating Supplies	471	333,000	333,000	-	333,000	0.00%
Repairs/Maintenance	-	5,000	5,000	-	-	-100.00%
Insurance/Taxes	20,746,429	22,595,800	21,897,550	18,100,000	18,440,000	-18.39%
Rents/Utilities	-	300,000	300,000	-	200,000	-33.33%
Other Charges/Services	1,443,525	1,726,204	5,792,804	2,634,970	2,279,124	32.03%
Contingencies/Reserves	-	95,013,718	82,583,802	-	114,528,428	20.54%
Total Cost Center - 1290	\$26,152,917	\$130,168,222	\$118,185,198	\$24,659,397	\$ 147,458,736	13.28%

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Significant Budget Changes

Personnel Services includes funding expected to be needed for merit, cost of living, market adjustments, or other personnel cost increases negotiated by union groups or otherwise approved by City Council or the City Manager. One-time funding is included for retiree payouts and for Public Safety personnel costs related to early hires for upcoming known retirements.

Contingency and reserves reflect prior year encumbrance carryforward appropriations for operating cost centers within all funds. Further detail for the Contingency/Reserve category is shown on the next page. In addition, this cost center reflects operating costs which are not department specific, but citywide in nature (i.e., City memberships, legal, consulting, etc.).

This presentation does not include cost center 1291, Non-Departmental Capital, which includes the capital costs. Cost centers 1290 and 1291 are kept separate to clearly distinguish operating from capital.

As part of the Fiscal Year (FY) 2015-16 amendment process, \$10,000 of one-time funding was transferred from the Council Contingency for the Chandler Education Coalition Early Literacy Campaign.

The various funds comprising the appropriation for the FY 2015-16 adopted budget are shown on the next page.



> > > Non Departmental - 1290 < < <

Fund Designation	2015-16 Adopted
General Fund	\$ 46,177,997
Police Forfeiture Fund	390,000
Highway User Revenue Fund (HURF)	3,991,800
Local Transportation Assistance Fund (LTAF)	2,134,300
Grant Fund - Operating	375,000
HOME Program Fund	151,000
Community Development Block Grant Fund (CDBG)	565,000
Public Housing Authority Family Sites	62,000
Public Housing Authority Elderly and Scattered Site	46,000
Public Housing Authority Management	12,000
Housing Authority Section 8 Voucher Fund	10,700
Capital Fund Program Grant Fund	50,000
Proceeds Reinvestment Projects Fund	40,000
Capital Replacement Fund - Contingency	150,000
Technology Replacement Fund - Contingency	958,000
Vehicle Replacement Fund - Contingency	683,100
Street Bond Fund	2,000,000
Storm Sewer GO Bond Fund	200,000
Arterial Street Impact Fund	2,000,000
Park Bond Fund	1,000,000
Community Park Impact Fees Fund	940,200
Residential Park Impact Fees Fund	1,000
Municipal Arts Fund	1,000
Park System Development Fund	2,000,000
Parks NW System Development Fund	55,800
Parks NE System Development Fund	573,400
Parks SE System Development Fund	1,402,600
Library Bond Fund	10,000
Library Impact Fund	81,200
Art Center Bond Fund	10,000
Museum Bond Fund	10,000
Public Building Impact Fees Fund	1,000
Public Facility Bond Fund	10,000
Police Bond Fund	100,000
Police Impact Fund	165,000
Fire Bond Fund	100,000
Fire Impact Fund	800,000
Special Assessment Fund	2,000
Water Bond Fund	2,000,000
Water System Development Fund	20,000,000
Water Resource System Development Fees Fund	100,000
Water Operating Fund	7,673,000
Reclaimed Water System Development Fund	1,000,000
Wastewater Bond Fund	2,000,000
Wastewater System Development Fund	1,000,000
Wastewater Operating Fund	17,849,000
Wastewater Industrial Process Treatment Facility Fund	1,730,000
Solid Waste Operating Fund	1,971,500
Solid Waste New Container Fee Fund	235,000
Airport Operating Fund	55,300
Workers Compensation Self-Insurance Trust Fund	764,004
Insured Liability Self-Insurance Fund	541,000
Uninsured Liability Self-Insurance Fund	575,000
Short Term Disability Self-Insurance Fund	510,000
Dental Self-Insurance Fund	2,305,000
Medical Self-Insurance Trust Fund	19,878,304
Museum Trust Fund	3,531
Library Trust Fund	1,000
In-house Capital Fund	7,000
Grand Total	\$ 147,458,736



Division:	Non Departmental
Function:	Contingencies/Reserves
Cost Center:	1290

Budget Summary

Description	2014-15 Adopted Budget	2015-16 Adopted Budget	% Change Adopted to Adopted
General Fund 15% Contingency	\$ 29,311,659	\$ 30,725,000	4.82%
General Fund Encumbrance Reserve	5,200,000	5,200,000	0.00%
General Fund Council Reserve	45,000	81,993	82.21%
Special Revenue Funds Contingencies	5,203,300	5,000,000	-3.91%
Special Revenue Funds Encumbrance Reserve	2,691,700	2,624,800	-2.49%
Enterprise Funds Contingencies	25,877,109	21,400,000	-17.30%
Enterprise Funds Lump Sum	-	500,000	N/A
Enterprise Funds Encumbrance Reserve	4,455,000	6,643,800	49.13%
System Development Fees Funds Contingencies	8,734,050	30,120,200	244.86%
Bond Funds Contingencies	7,340,000	7,440,000	1.36%
Self-Insurance Funds Contingencies	2,600,000	2,778,004	6.85%
Self-Insurance Funds Encumbrance Reserve	188,000	218,000	15.96%
Other Funds Contingencies	1,150,000	1,154,531	0.39%
Other Funds Encumbrance Reserve	2,217,900	642,100	-71.05%
Total Contingency/Reserves for Cost Center - 1290	\$ 95,013,718	\$ 114,528,428	20.54%

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/Reserve

On June 11, 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%. Under this policy, the City maintains a General Fund contingency sufficient to meet unexpected nonrecurring expenditures and equates to approximately 3 months of operating costs should an emergency arise. Acceptable contingency reserve uses are emergency situations, unexpected one-time opportunities, and appropriation transfers to allow spending in other funds. The City Charter in Section 5.08 requires that fund contingency and interdepartmental transfers of unencumbered appropriations be approved by the City Manager and City Council. This amount **does not** accumulate, but is recalculated annually based on the anticipated General Fund operating revenues excluding transfers-in for that fiscal year.

The Fiscal Year (FY) 2014-15 Adopted Budget incorporates a return to the contingency reserve level of 15% of General Fund operating revenues less transfers-in, which is continued in FY 2015-16

Other Contingency/Reserves

Reserve Policies exist for various other funds as explained in the Budget Policies, Process, and Decisions section.



Division:	Non Departmental Capital
Cost Center:	1291

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Personnel Services						
Total Personnel	\$ 13,872	\$ -	\$ -	\$ 7,200	\$ -	N/A
Ongoing*	-	-	-	7,200	-	N/A
One-time*	-	-	-	-	-	N/A
Professional/Contract	20,265	200,000	1,195,386	7,600	-	-100.00%
Repairs/Maintenance	2,272	-	-	-	2,000	N/A
Communications/Transportation	-	-	-	20	-	N/A
Other Charges/Services	1,041,246	1,209,750	2,341,859	301,791	573,750	-52.57%
Contingencies/Reserves	-	10,083,847	3,631,298	-	19,339,718	91.79%
Land/Improvements	509,804	8,040,000	11,439,822	72,549	-	-100.00%
Building/Improvements	1,882,196	502,000	3,110,707	1,048,683	500,000	-0.40%
Machinery/Equipment	192,463	-	-	-	-	N/A
Office Furniture/Equipment	58,848	-	-	-	-	N/A
Street Improvements	3,453	-	-	-	-	N/A
Total Cost Center - 1291	\$ 3,724,419	\$20,035,597	\$21,719,072	\$ 1,437,843	\$20,415,468	1.90%
General Fund	\$ 1,214,359	\$ 7,949,750	\$ 9,113,374	\$ 305,311	\$ 9,623,604	
Gen Gov't Capital Projects Fund	2,510,060	12,085,847	12,605,698	1,132,532	10,791,864	
Grand Total	\$ 3,724,419	\$20,035,597	\$21,719,072	\$ 1,437,843	\$20,415,468	

* Ongoing and One-time Personnel Services detail not available for FY 2013-14 Actual.

Significant Budget Changes

The Non-Departmental Capital cost center reflects costs of General Government Capital Projects not tied to a specific department, those tied to developer agreements, and those departments without a designated capital cost center. 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. Further detail for the Contingency/Reserve category is shown on the next page. Additional detail on the capital program is available in the 2016-2025 Capital Improvement Program.



Division:	Non Departmental Capital
Function:	Contingencies/Reserves
Cost Center:	1291

Budget Summary

Description	2014-15 Adopted Budget	2015-16 Adopted Budget	% Change Adopted to Adopted
General Fund Lump Sum Contingency	\$ 250,000	\$ 450,000	80.00%
General Fund Development Reserve	1,100,000	1,100,000	0.00%
General Fund Encumbrance Reserve	100,000	416,899	316.90%
General Fund Carryforward Reserve	8,633,847	17,372,818	101.22%
Total Contingency for Cost Center - 1291	\$ 10,083,847	\$ 19,339,717	91.79%
General Fund	\$ 3,700,000	\$ 9,049,854	
Gen. Gov't Capital Projects Fund	6,383,847	10,289,863	
Grand Total	\$ 10,083,847	\$ 19,339,717	

Contingencies and Reserves are budgetary amounts set-aside for specific purpose, emergencies, or unforeseen expenditures not otherwise budgeted. For example, the Contingency/Reserve category reflects capital encumbrance carryforward reserves that 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. In addition, Carryforward Reserves are included to bring forward unencumbered funds for capital projects approved in prior years by Council.

The City Charter in Section 5.08 requires that fund contingency and interdepartmental transfers of unencumbered appropriations be approved by the City Manager and City Council.



Fund:	402
Function:	Capital Replacement Equipment

Budget Summary

Description	2013-14	2014-15	2014-15	2014-15	2015-16	% Change
	Actual	Adopted Budget	Adjusted Budget	Estimated	Adopted Budget	Adopted to Adopted
Machinery/Equipment	\$ 653,643	\$ 1,141,000	\$ 1,141,000	\$ 515,200	\$ 870,500	-23.71%
Total	\$ 653,643	\$ 1,141,000	\$ 1,141,000	\$ 515,200	\$ 870,500	-23.71%
Community & Neighborhood Services	\$ -	\$ -	\$ -	\$ -	\$ 33,500	
Public Safety - Police	653,643	1,046,000	1,046,000	515,200	837,000	
T&D - Streets	-	95,000	95,000	-	-	
Capital Replacement Fund	\$ 653,643	\$ 1,141,000	\$ 1,141,000	\$ 515,200	\$ 870,500	

Significant Budget Changes

The Capital Replacement Fund allows for the ongoing replacement of operating equipment citywide. 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 indicate anticipated replacement items to be purchased and the amount to be included for payment within their budget.

Fiscal Year 2015-16 reflects funding for the replacement of police communication equipment.



Fund:	403
Function:	Capital Replacement Technology

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Professional/Contract	\$ 46,925	\$ -	\$ 40,076	\$ 14,604	\$ -	N/A
Operating Supplies	650	-	-	-	-	N/A
Repairs/Maintenance	595,435	759,699	855,109	504,514	750,663	-1.19%
Other Charges/Services	1,967	-	-	-	-	N/A
Machinery/Equipment	3,290,979	3,424,071	3,612,082	3,857,806	2,542,898	-25.73%
Total	\$ 3,935,956	\$ 4,183,770	\$ 4,507,267	\$ 4,376,924	\$ 3,293,561	-21.28%
Technology Replacement Fund	\$ 3,935,956	\$ 4,183,770	\$ 4,507,267	\$ 4,376,924	\$ 3,293,561	

Significant Budget Changes

Under the existing Technology Replacement Policy personal computers (PC) are used for at least 7 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 Fiscal Year (FY) 2014-15, the City worked on several major technology replacement projects. This included regularly scheduled computer workstations, security appliances, servers, and remote sites network infrastructure replacements. The most significant replacement project was to begin the storage area network (SAN) and network attached storage (NAS) system replacement project.

FY 2015-16 replacement plans include regular and ruggedized laptops, servers, backup systems, core network infrastructure at City Hall and the SAN at the Police Department.



Fund:	404
Function:	Capital Replacement Vehicles

Budget Summary

Description	2013-14 Actual	2014-15 Adopted Budget	2014-15 Adjusted Budget	2014-15 Estimated	2015-16 Adopted Budget	% Change Adopted to Adopted
Machinery/Equipment	\$ 3,914,538	\$ 4,865,291	\$ 4,903,582	\$ 2,875,285	\$ 4,662,159	-4.18%
Total	\$ 3,914,538	\$ 4,865,291	\$ 4,903,582	\$ 2,875,285	\$ 4,662,159	-4.18%
Gen Gov't - Mayor and Council	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	
Gen Gov't - Neighborhood Programs	-	95,508	95,508	23,894	-	
Gen Gov't - CAPA	19,452	-	-	-	27,000	
Gen Gov't - Economic Development	29,035	-	-	-	26,500	
Gen Gov't - Building & Facilities	119,949	105,871	105,871	-	179,221	
Community Services - Aquatics	-	34,500	34,500	-	-	
Community Services - Parks	20,362	485,000	485,000	295,440	-	
Community Services - Recreation	6,781	220,000	220,000	-	-	
Com & Nbhd Services - Code Enforcement	-	-	-	-	165,000	
Com & Nbhd Services - Aquatics	-	-	-	-	96,675	
Com & Nbhd Services - Parks	-	-	-	-	449,925	
Com & Nbhd Services - Recreation	-	-	-	-	130,000	
Municipal Utilities - Solid Waste	36,791	83,718	83,718	25,153	235,200	
Municipal Utilities - Water	158,336	555,507	555,507	472,280	798,550	
Municipal Utilities - Wastewater	70,590	197,018	197,018	88,540	382,950	
Fire, Health & Medical	-	251,118	251,118	65,326	313,000	
Police	3,175,789	1,894,658	1,894,658	1,612,340	638,500	
T&D - Development Services	-	90,590	90,590	-	207,400	
T&D - Engineering	-	-	-	-	25,300	
T&D - Capital Projects	21,853	40,571	40,571	-	81,800	
T&D - Streets	71,461	682,939	719,355	214,365	805,263	
T&D - Traffic Engineering	184,140	108,293	110,168	77,947	99,875	
Vehicle Replacement Fund	\$ 3,914,538	\$ 4,865,291	\$ 4,903,582	\$ 2,875,285	\$ 4,662,159	

Significant Budget Changes

The Vehicle Replacement Fund allows for the ongoing replacement of operating fleet vehicles citywide. 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 Fleet 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 Fleet Advisory Committee (FAC). After extensive discussion between the divisions and the FAC, final replacement recommendations are made.