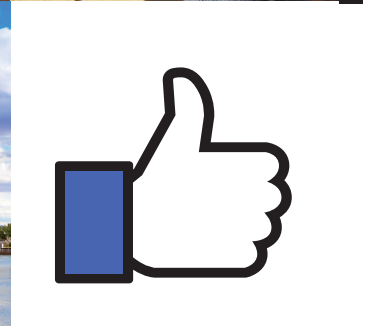
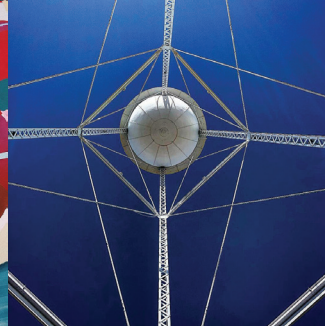
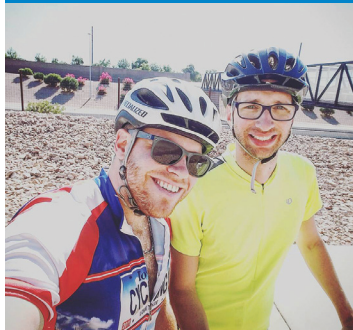


# Annual Budget

## FY 2020



ADOPTED JUNE 6, 2019 | GILBERT, AZ



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## Introductory Section

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Budget Message  
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Gilbert Facts  
Fund Structure  
Budget Process  
Budget Calendar  
Financial Policies



June 6, 2019

*Honorable Mayor, Council Members, and the Gilbert Community:*

Gilbert, Arizona continues to effectively manage rapid growth and economic expansion while successfully preserving hometown traditions. With an estimated population of over 250,000 residents, Gilbert is Arizona's Fastest Growing City (WalletHub, 2018). Yet, amid this growth Gilbert is deemed the 3<sup>rd</sup> Most Livable City in the United States (SmartAsset, 2018) and the 5<sup>th</sup> Best Place to Find a Job in America (WalletHub, 2018). Gilbert remains the 2<sup>nd</sup> Safest City in the U.S. according to the 2018 FBI Uniform Crime Report, as well as being ranked the 10<sup>th</sup> Best Place to Raise a Family in the U.S. (WalletHub, 2018). Additionally, Gilbert Public Schools are considered the 4<sup>th</sup> Best School District in America (Alarms.org, 2018). Over the past 5 years, Gilbert has added \$3.6 million square feet of office, industrial/flex, and retail space to its inventory, representing an increase of 15.7%. Gilbert's four employment areas have experienced nearly \$930 million in private investment from FY 2013 to FY 2018.

In FY 2019, Gilbert's economic development initiatives continued to yield positive results for the community. Gilbert's northwest employment corridor and central business district continue to thrive. In the northwest corridor, three aerospace and aviation related companies choose to expand into Gilbert – Moog Broad Reach Engineering, Aerospace Contacts, and Phoenix Logistics. In the central business district, Rivulon began construction on buildings 3 and 4 at the Commons, a 400,000+ square-foot development ideal for technology centers, creative firms, and back office users. This has further strengthened Rivulon's position as a top destination for corporate office investment, noted by the attraction of the first office investment of Cincinnati Insurance outside of Ohio. In the Heritage District, Gilbert approved a 10 year Redevelopment Plan, completed construction on the new 600+ stall parking garage, saw the opening of Sam Fox's Culinary Dropout/The Yard, and began construction on a four-story building. Lastly, the community also welcomed the University of Arizona School of Nursing to the Heritage District, who joins Park University in delivering high quality higher education choices to Gilbert residents.

Gilbert is proud to report that in June 2019, Standard and Poor (S&P) upgraded Gilbert's General Obligation bonds to a AAA rating. Gilbert also maintains AAA ratings from Fitch and Moody's for General Obligation bonds. This makes Gilbert one of less than 50 municipalities nationwide to hold AAA ratings from all three major rating agencies. This is a remarkable accomplishment in a relatively short period of time, as recently as 2011 Gilbert had not yet received any AAA ratings. These ratings are evidence of Gilbert's exceptionally strong credit characteristics, including a demonstrated commitment to building and maintaining strong reserves, robust long-term planning, strengthening regional economy and manageable debt burdens.

A progressive community demands progressive governance, and Gilbert's Council and executive leadership stepped up. Gilbert undertakes a zero-based process for one third of the organization every year, and always applies priority, program, and performance-based approaches. Since 2018, nearly \$5 million has been removed due to the zero-based efforts. Directors are tasked with balancing the budget through consensus, rather than presenting requests and waiting to hear back. Only once the directors achieve consensus is the Town Manager presented with the recommended budget. This collaborative approach allows Gilbert to promote transparency, the importance of short- and long-term planning, and maintain a strong return on investment for the zero-based process while staying focused on the citizens and businesses that we all serve in different capacities.

In FY 2019, Gilbert proudly unveiled its new mission and “City of the Future” concept. As the largest town in America, Gilbert has successfully created opportunities for growth and a community that the rest of the country has taken notice of as we have received accolades as one of the safest cities in the country, most livable city, best place to find a job and best school district in America, however there is more work to be done to prepare Gilbert for the future. Faced with the choice of going the way of cities before us and becoming stagnant in our growth or continuing to innovate, lead and be a city of the future, we choose the latter of the two. Gilbert’s new mission statement is to anticipate change, create solutions and help people. As Gilbert approaches its Centennial in 2020 and the community reflects back on the last 100 years, the new mission statement is focused on the future by keeping Gilbert a sustainable and thriving community today, tomorrow and for many generations to come.

Gilbert staff and Council align both short-term goals and resources toward the long-term realization of Gilbert’s established strategic focus areas: Strong Economy, Prosperous Community and Exceptional Built Environment.

These strategic focus areas guide the formulation of organizational goals and corresponding budget for the following fiscal year. The Council retreat as well as the budget kickoff in September 2019 allows staff to initiate the process with clear direction and focus governing the priorities for service delivery in FY 2020.

The budget for FY 2020 reflects an effort to deliver both effective and efficient services to our community. Even given Gilbert’s growth, the budget is balanced, and applies the non-recurring level of construction-related revenues toward non-recurring costs. Recommended increases in ongoing expenses are within the growth in ongoing levels of revenue recognized as a result of growth both in population and in additional retail opportunities within Gilbert.

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### **FINANCIAL IMPACT**

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With carry forwards and contingency adjustments, the budget of \$1,048,945,125 is an increase of about \$80 million from FY 2019. It reflects an increase of \$55 million in capital improvement projects, \$12 million of new personnel and operating requests in the General Fund, \$7.5 million of additional PSPRS contributions, increased Streets maintenance in place of debt service (which had a final payment in FY 2019), and other operational increases in the enterprise funds. The budget also includes a capital projects contingency budget of \$100 million to allow Council the flexibility and legal authority to respond to community needs. This contingency is consistent with practice in prior years.

Tax Rates: The budget reflects a levy of \$24.15 million which maintains the \$0.99 property tax rate.

Balanced Financial Plan: The FY 2020 Budget is balanced based upon identified revenues and expenditures.

Constitutional Expenditure Limit: The FY 2020 Budget reflects expenses that will be under the constitutional expenditure limitation. Staff regularly monitors conformity with the constitutional expenditure requirements and will recommend, if necessary, continuing adjustments and modifications necessary to comply with expenditure limitation requirements.

State Shared Revenues: The FY 2020 Budget reflects State Shared Revenues based upon Census population adjustments and statutory distribution formulas, taking into account currently projected State sales and income tax collections (provided by the Arizona League of Cities and Towns), which reflect the state’s budgeted HURF distributions.

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Fund Balance: The Revenue Summary lists the use of carry over funds in an amount of about \$411 million. This reflects use of revenues which were received in prior fiscal years in excess of minimum fund balance.

Capital Project Financing – System Development Fees: The FY 2020 Budget reflects revenues projected from the continued collection of System Development Fees as allowed under current State Law.

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### **FUNDING CHALLENGES**

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Gilbert's continuing challenge is to responsibly apply revenues generated by growth to the ongoing service demands created by growth. In November 2018, voters authorized \$65.3 million in GO bonds to help finance a needed Public Safety Training Facility. A groundbreaking for the facility was held in May 2019 and the building should be complete in 2021. This will provide much needed space for training of the Town's public safety staff. Gilbert is also working to complete the first phase of Desert Sky and Gilbert Regional parks. Both parks should be open in September 2019 and will provide increased space for residents to enjoy the outdoors.

Another challenge is securing water resources needed for future growth. The Town and the San Carlos Apache Tribe have built a close working relationship over many years. Coming from that relationship, the Tribe has agreed to let the Town lease water rights. Final execution of that agreement occurred in June 2019. Funding for the lease requires an upfront payment which will be internally financed through an internal loan from the Water Replacement Fund. Growth will repay the loan through payment of Water Resource System Development Fees.

A third challenge is the large unfunded liability in the Public Safety Retirement System (PSPRS). As of June 30, 2018, Gilbert's unfunded liability for both police and fire was just over \$57 million, which is a 5.3% decrease over the prior fiscal year. The Town is continuing to take action to pay this down and has formalized a funding policy in accordance with new state legislation (HB2097). Gilbert anticipates both police and fire PSPRS accounts will reach the target 90% funding by 2021.

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### **QUALITY GOVERNANCE**

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In the midst of so much change, Gilbert remains consistent in its relentless pursuit of quality service. While Gilbert boasts the lowest staffing ratio of any of our peer communities, it is the caliber of those staff members that makes the difference that we see here every day. I am thankful and honored to serve by their side.

Respectfully,



Patrick S. Banger  
Town Manager

**PURPOSE OF THE BUDGET DOCUMENT**

The budget sets forth a strategic resource allocation plan that is aligned with organization focus areas, community goals, preferences, and needs. Through the budget, Gilbert demonstrates accountability to its residents and customers. Toward that end, the budget document acts as a policy document, financial plan, operations guide, and a communication device. This section provides the reader with a basic understanding of the components of the budget document and what is included in each.

**ORGANIZATION OF THE BUDGET DOCUMENT**

The budget document includes seven major areas:

1. The **Introduction** provides the Manager's budget message along with information about Gilbert, including the organization, vision, mission and values, organization focus areas, Gilbert facts, fund structure, budget process, and a summary of policy statements.
2. The **Financial Overview** illustrates the total financial picture of Gilbert, including projected fund balances, five year fund forecasts, the sources and uses of funds, and property tax information.
3. The operating fund tabs – **General, Enterprise, Streets** - include information on all business units within each fund. Each operating fund section is organized in the same manner with a business unit page and a page for each department within the business unit.
4. The non-operating fund tabs – **Internal Service, Replacement Funds, Special Revenue, and Debt** – include information at the fund level.
5. The **Capital Improvement** section includes information regarding the scheduled current year capital projects and the projected operating costs for the projects currently under construction.
6. The **Debt** section provides an overview of the types of debt issued, debt capacity, and outstanding debt.
7. The **Appendix** includes a detailed listing of authorized positions (FTE basis), the approved capital outlay list, Arizona Auditor General Schedules A-G, transfer schedules, and a glossary (including acronyms).

**Manager's Budget Message**

The Manager's budget message is a transmittal letter introducing the budget and the short and long-term goals that the budget addresses. The message outlines the assumptions used in budget development such as economy, revenue constraints, and Council priorities. Also included is an overview of the budget development process, major changes to the budget from prior years, and challenges facing the organization.

**Financial Overview**

The financial overview begins with charts displaying Gilbert's available revenues (sources) and the expenditures (intended uses). The fund balance pages provide a look at the level of beginning fund balances, budgeted revenues and expenditures, and projected ending fund balance. Every year the budget must be balanced, ensuring that expenditures will never exceed the total available resources.

The Budget Summary provides an overview of the revenue and expenditure history and projections for each category. The Long-Term Financial Planning pages provide the reader with background information on the process, as well as the Five Year Plans for the major operating funds. Revenues and expenses are shown in detail, followed by a discussion of the major funding sources by type, including assumptions and anticipated future growth.

The property tax page includes all of the property tax rates for each taxing jurisdiction within Gilbert. Gilbert includes four school districts, and taxes are shown for each.

**Fund Tabs**

The first page in each Fund tab is an overview of the fund(s) within that section. It includes an explanation of the fund's purpose and a summary financial outlook. Also included are the organization focus areas addressed by departments/divisions within the fund, an organization chart, benchmarks, and summary personnel and financial information.

Benchmarks listed in the fund tabs are a sample of those included in the Gilbert's 2018 Benchmark Report, available online at [www.gilbertaz.gov](http://www.gilbertaz.gov). Each department identified two to three local and two to three national municipal benchmarks that were appropriate for their particular functional area, based on population and service delivery. A complete list of benchmark communities and performance metrics may be found in the full report.

**Organization Charts**

Throughout the document are charts that depict the budget organizational structure (not a reporting structure). Shading in a given functional area indicates that the area is funded by an alternate funding source.

**Department summaries include the following components:**

Purpose Statement: Explains why the Department exists and provides a brief list of services provided.

Accomplishments: Highlight success and improvements that were completed during the prior fiscal year.

Objectives: Communicate what is going to be accomplished during the budget year, and aligns with the department goals and organizational focus areas.

Budget Notes: Explain any noteworthy changes from the previous year.

Performance/Activity Measures: Identify desired outcomes and measure results to better define progress towards the desired service levels. Each performance/activity measure is shown next to the organizational focus area icon that it impacts the most. Please refer to the Organization Focus Areas pages of this document to view a full description of the icons that are represented on the department/division pages.

Personnel by Activity: Depict total approved staffing by Division within the Department for the prior three fiscal years and for the budget year.

Expenses by Division: Reflect total expenses by Division within the Department for the prior three fiscal years and the budget year, including transfers out to cover a division's share of expenses that were incurred elsewhere in the budget.

Expenses by Category: Break out expenses into the categories of personnel, supplies and contractual, capital outlay, and transfers out to provide an overview of the allocation of resources by type.

Operating Results: Some functional areas charge user fees when a specific service provided has a direct benefit to a specific user. Other services provide general public benefit, such as public safety, streets, or parks, and are primarily paid by general revenues, such as sales tax or state-shared revenues. The operating results show the net of direct revenues less expenditures.

**Replacement Funds**

Replacement funds relate directly to an operating fund, but are tracked separately to ensure that aging equipment and/or infrastructure can be replaced or reconstructed. The sole financing source is the respective operating fund. Each replacement fund has a separate fund number in order to identify the fund balance for these activities. In the Comprehensive Annual Financial Report (CAFR), these funds are reported as part of the operating fund.

**Capital Improvements**

The Capital Improvement Plan (CIP) is an integral part of the budget process, and is updated annually. This document describes all known capital projects with a dollar value greater than \$100,000. Projects included in the FY 2020 budget are shown in the project detail section, which includes a brief description, project prioritization ranking, and a repair and replacement logo (when appropriate). The repair and replacement logo is added to projects to identify them as non-growth related projects that demonstrate Gilbert's commitment to long range infrastructure planning.

The first year of the CIP is included in the annual adopted budget. Both the initial capital investment and the subsequent impacts to the operating budget are integrated into Gilbert's short and long-term balanced financial plans. Projects in future years are included for planning purposes and are calculated into the 5-year forecasts to estimate long-term funding availability.

**Debt**

Gilbert issues debt to finance buildings, recreation facilities, and infrastructure construction. The debt section explains the types of bonds, the legal criteria, debt limits, capacity, and outstanding debt.

**Appendix**

Personnel Detail: Every staff position is approved by the Council and is included in the personnel detail. Historic information is included for the prior three years. A small number of positions are shown on the personnel listing as 'Limited Term Agreements' (LTAs). These positions are typically for a one year period and must be re-authorized/prioritized through the annual budget process.

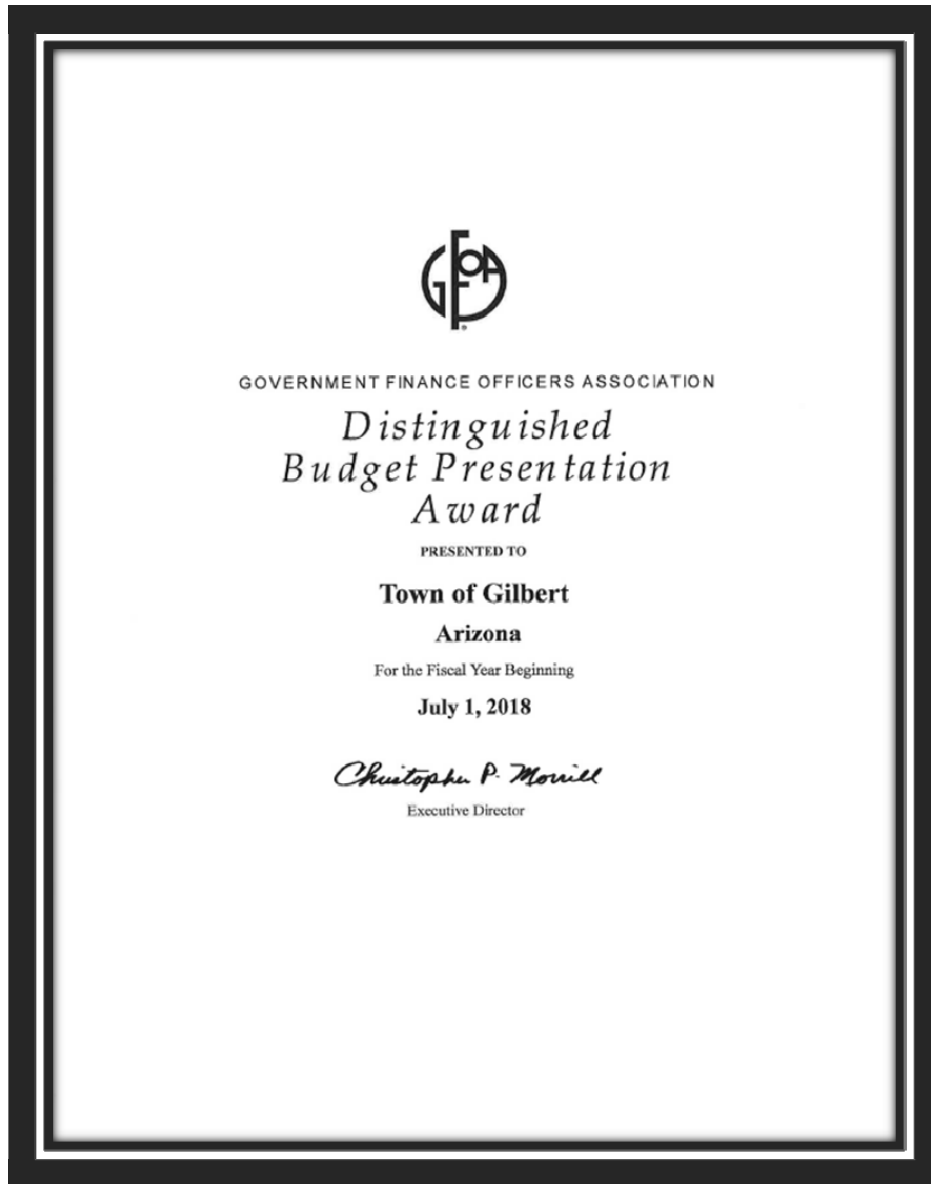
Capital Outlay: Items with a useful life greater than one fiscal period, with capitalized acquisition costs of \$10,000 or more, are individually approved and included in this section.

Transfer Schedules: This part of the budget document illustrates interfund transfers (by fund) that are scheduled for the current fiscal year.

Schedules A-G: This section includes (A) summaries of estimated revenues and expenditures, (B) tax levy and tax rate information, (C) revenues other than property tax, (D) fund types of other financing resources and inter-fund transfers, (E) expenditures within each fund by department, (F) expenditures by department, and (G) full-time employees and personnel compensation by fund. The State of Arizona Office of the Auditor General requires cities and towns to include this information in their annual budgets.

Glossary/Acronyms: Many of the terms used in government are unique. The unique terms are described in the glossary.

Any questions regarding the document can be directed to 480-503-6820 or [budget@gilbertaz.gov](mailto:budget@gilbertaz.gov).



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Gilbert for its annual budget for the fiscal year beginning July 1, 2018. Gilbert has received this award for 20 consecutive years. In addition, the annual budget received the following special recognitions: Special Capital Recognition and Special Performance Measures Recognition.

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 communication 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 to determine eligibility for another award.



The International City/County Management Association (ICMA) recognized Gilbert, Arizona with a Certificate of Excellence in Performance Management for its data-driven management and reporting efforts.

The 2019 certificate recipients were recognized on the basis of a criterion that includes data collection and verification, training and support, public reporting, accountability and process improvement, networking, and leadership. Certificates are awarded at three levels: Achievement, Distinction, and Excellence. Certificates of Excellence were awarded to communities that track and report key outcomes, survey residents and employees, and foster a performance-driven culture.

In 2019, ICMA recognized 63 local governments for exemplary performance management initiatives. Gilbert is among 27 jurisdictions internationally receiving the Certificate of Excellence – the highest level awarded. This marks the fourth consecutive year that Gilbert has received the Certificate of Excellence.

The Town was incorporated July 6, 1920, and operates under the Council-Manager form of government. Six council members are elected at large to four-year staggered terms. The Council establishes policy through the enactment of laws (ordinances). The Mayor is a member of the Council, directly elected by the voters for a four-year term, and serves as the chairperson of the Council.

***MAYOR AND COUNCIL***

---



Mayor Jenn Daniels

Vice Mayor  
Eddie CookCouncilmember  
Scott AndersonCouncilmember  
Brigette PetersonCouncilmember  
Jordan RayCouncilmember  
Jared TaylorCouncilmember  
Aimee Yentes

***EXECUTIVE TEAM***

---

Town Manager, *Patrick Banger*

Deputy Town Manager, *Mary Goodman*

Deputy Town Manager, *Leah Hubbard-Rhineheimer*

Deputy Town Manager, *Vacant*

Chief Digital Officer, *Dana Berchman*

Chief Innovation Officer, *Shaila Ittycheria*

Development Services Director, *Kyle Mieras*

Economic Development Director, *Dan Henderson*

Finance Director, *Håkon Johanson*

Fire Chief, *Jim Jobusch*

Interim Human Resources Director, *Kristen Drew*

Interim Information Technology Co-Directors, *Eric Jensen and Eugene Mejia*

Intergovernmental Relations Director, *Rene Guillen*

Management and Budget Director, *Kelly Pfof*

Parks and Recreation Director, *Robert Carmona*

Police Chief, *Michael Soelberg*

Interim Presiding Judge, *James Scorza*

Public Works Director, *Jessica Marlow*

Town Attorney, *Chris Payne*

Town Clerk, *Lisa Maxwell*

***ACKNOWLEDGEMENTS***

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Management and Budget Director, *Kelly Pfof*

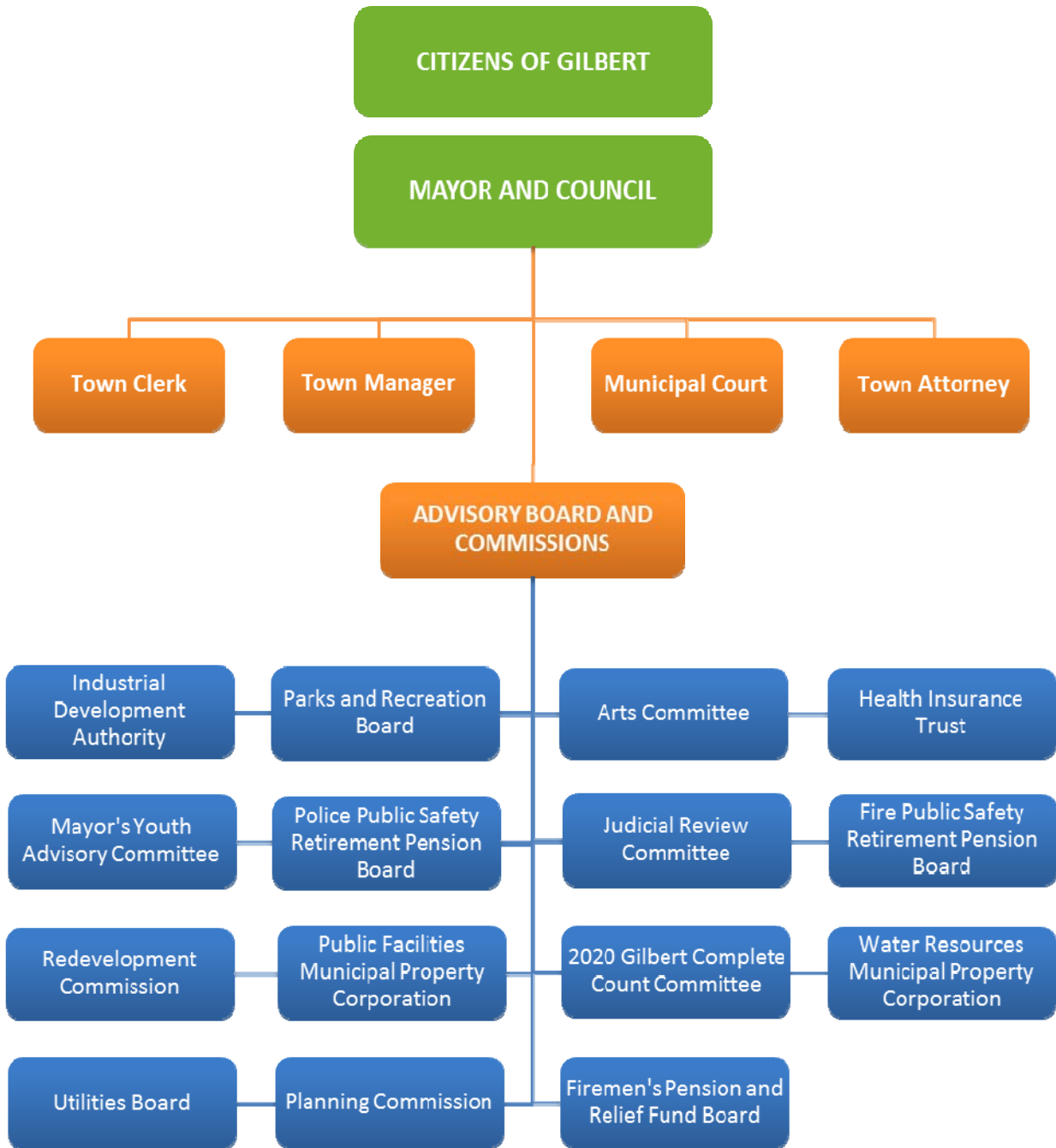
Management and Budget Analyst, *Laura Lorenzen*

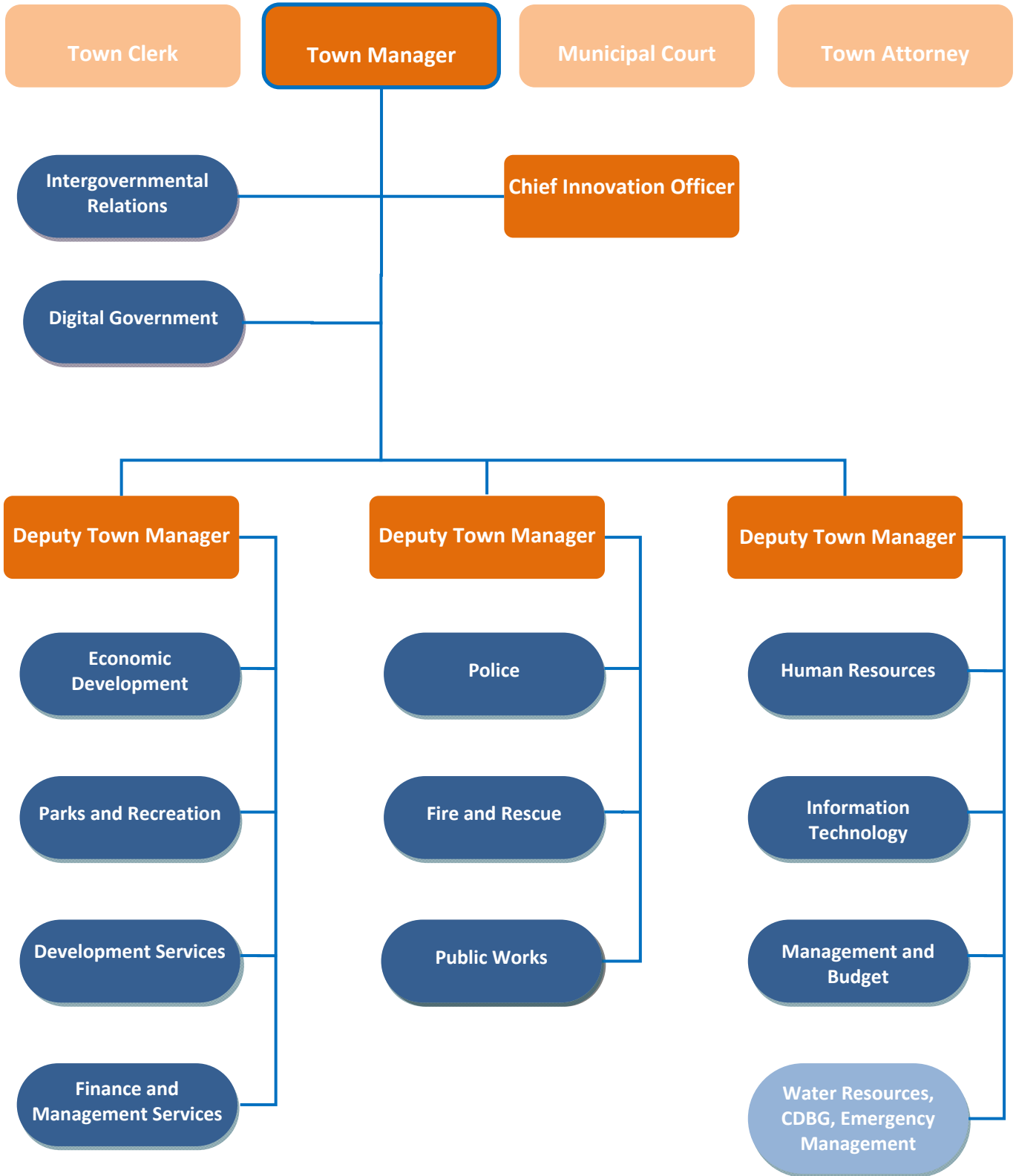
Management and Budget Analyst, *Justin Romney*

Management and Budget Analyst, *Cris Welch*

Management Support Specialist, *Patti Hageman*

Special thanks to *Zara Bish*, Multi-Media Analyst, for cover design





IN GILBERT, OUR MISSION IS TO:

**ANTICIPATE.**  
**CREATE.**  
**HELP PEOPLE.**

AS TEAM GILBERT WE ARE:

**DRIVEN | KIND | BOLD | HUMBLE**

[GILBERTAZ.GOV/MISSION](http://GILBERTAZ.GOV/MISSION)


<p><b>Driven</b></p>	<p>We are passionate and driven to excel - always hungry for new challenges and opportunities to achieve more for our community every day. Average doesn't interest us; we are always pushing ourselves for amazing. We understand the importance of our work and strive every day to give Gilbert the future it deserves.</p>
<p><b>Kind</b></p>	<p>We believe in the inherent worth of all people. We are inclusive and spread Gilbert kindness in our words and actions. We promote emotionally intelligent leaders who put people and relationships before processes and tools. We serve each other and the community with respect and civility at all times. We believe the ability to connect and help is just as important as talent and knowledge.</p>
<p><b>Bold</b></p>	<p>We innovate and take risks, so we can keep growing, improving and learning. New ideas and innovative approaches mean sometimes we'll stumble. If we do, we quickly refocus to find the best path forward. Gilbert is a safe place for big ideas. We are committed to constant improvement and doing things differently. We value curiosity and creativity, knowing that community solutions often require new approaches to complex challenges.</p>
<p><b>Humble</b></p>	<p>We have a flat organization where titles are the least interesting thing about us. Service is at the heart of everything we do. We all have meaningful contributions to make. We embrace the servant leadership model and relish opportunities to facilitate the success of others. Authenticity and collaboration are critical to our success.</p>

In February 2019, Gilbert unveiled its new mission: “Anticipate. Create. Help people.” As Gilbert approaches its 100th birthday in 2020, the new mission statement is focused on keeping the thriving community that Gilbert is today well into the future. While the community reflects back on the last 100 years, there is still more work to be done to prepare Gilbert for the future. To that end, we’ve identified three new focus areas to prepare us to become the “City of the Future.” The Town’s new focus areas are, prosperous community, strong economy, and exceptional built environment.

## COMMUNITY MISSION

Anticipate. Create. Help People.



Organizational alignment with the Gilbert community mission is achieved by establishing individual performance measures and benchmarks that compliment department goals, and town-wide focus areas. The FY 2020 budget was developed with the Council organization focus areas as a key factor in the decision-making process. The goals and objectives included in the department information tie directly to the organization focus areas, and represent intermediate steps to achieving those Council-identified priorities. **Accordingly, icons (pictured below) are included on each division and department page to highlight the link between the focus areas and individual goals.**

The Council reviews and updates the organization focus areas during their annual retreat. Management staff and departmental personnel utilize the focus areas to guide daily operations. An administrative interpretation of each initiative is included as a starting point from which department goals and action plans follow.

## ORGANIZATION FOCUS AREAS



### Prosperous Community

Gilbert was once a small town that quickly became the largest town in America. We’ve created opportunity and the rest of the world has noticed. We’ve been recognized as the safest, fastest growing and most prosperous city. We’d like to keep it that way.

Individuals and families prosper in clean, safe communities with great schools, high-quality healthcare options and strong social connections. When families evaluate where to put down roots, access to quality schools is paramount, along with an overall feeling of safety. People also want to feel connected – with friends, family and neighbors in a place that feels like home. That’s why we’re building unique destinations and experiences that create a sense of place and community, at a price that isn’t out of reach for the average family’s income.



### Strong Economy

The backbone of every thriving community is a strong local economy that provides economic opportunity for businesses to grow and individuals to pursue meaningful careers across an array of vocations. This starts with thriving businesses that draw from a high-quality workforce. With this in mind, Gilbert is focusing on attracting high-wage jobs in STEM-related industries, and pursuing higher education opportunities to prepare its residents to embrace the jobs of the future.

Redevelopment to revitalize and energize maturing areas of the Town is also a priority in the years ahead. Gilbert’s Heritage District – once an aging, stagnated area – has reinvented itself as a vibrant, family-friendly community gathering place with bustling restaurants and business that draw residents, visitors and tourists from across the region and beyond.

Along with our focus on these economic development strategies, Gilbert is committed to managing its debt and finances properly. Financial stability at the local level will help to bolster a long-term, sustainable and thriving economy.


**Exceptional Built Environment**

Ensuring well-maintained and sustainable infrastructure is a priority for the Town of Gilbert. Though often unseen, our municipal infrastructure is the foundation of our community, and can often represent some of our largest investments. From water lines to parks, streets to community centers, these services provide critical support for our daily lives. Our goal is to provide clean water, efficient trash collection, economical street maintenance and smooth traffic flow, just to name a few. We are also finalizing a long range infrastructure plan to guide responsible planning and maintenance of critical community assets.

## FY 2020 WILDLY IMPORTANT GOALS


**Prosperous Community**

Public Safety Training Facility

Bike Lane Safety Improvements

2020 General Plan Update

311 Response Time

Signature Event

Micro-mobility Strategy


**Strong Economy**

NW Corridor Redevelopment

Destination Event

AAA GO Rating

Sales Tax Diversification


**Exceptional Built Environment**

Intelligent Traffic Systems

Commuter Rail Stations

Gilbert Regional Park

Desert Sky Park

Shade &amp; Streetscape Masterplan

LRIP &amp; LRIP Funding Policy

Fiber Optic Masterplan Update

## FY 2020 Wildly Important Goals



### Prosperous Community

FY 2020 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. <b>Public Safety Training Facility.</b> Complete 50% of construction on the Public Safety Training Facility by June 2020.	L= CIP KS= PD, Fire
2. <b>Bike Lane Safety Improvements.</b> Improve bike lane safety standards and create a CIP project for “safe routes” through Town by June 2020.	L= DS KS= Streets, Traffic Eng., CIP
3. <b>Micro-mobility.</b> Evaluate needs and develop micro-mobility strategy as part of the Masterplan by June 2020.	L= DS KS= Streets, Traffic Eng., CIP, Legal, CIO
4. <b>2020 General Plan Update.</b> Update the general plan, and obtain Council approval by June 2020.	L= DS KS= CIO
5. <b>311 Response Time.</b> Reduce the average time for acknowledged 311 requests from .55 days to .5 days, Monday-Friday, by June 2020.	L= Digital KS= All, CIO
6. <b>Signature Event.</b> Create a new annual signature event or tradition by June 2020.	L= P&R KS= OED, PD, Fire, PW



### Strong Economy

FY 2020 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. <b>NW Corridor Redevelopment District.</b> Establish a NW Corridor redevelopment district and create a redevelopment plan by June 2020.	L= OED KS=DS, PD, PW, CIO
2. <b>Destination Event.</b> Create a destination event (food/wine) by June 2020.	L= OED, P&R KS= PD, PW
3. <b>AAA GO Bond Rating.</b> Improve Gilbert’s GO bond rating from Standard & Poor’s credit rating agency from AA+ to AAA by the end of June 2020.	L= F&M, OMB
4. <b>Sales Tax Diversification.</b> Identify optimal revenue diversification and develop a supporting strategy by June 2020.	L= OMB, F&M KS= OED



### Exceptional Built Environment

FY 2020 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. <b>Intelligent Traffic Systems.</b> Complete feasibility analysis for intelligent traffic systems by June 2020.	L= Traffic Eng. KS= IT, CIP, CIO
2. <b>Commuter Rail Stations.</b> Create a conceptual master plan for two potential commuter rail stations by June 2020.	L= DS KS= CIP, CIO
3. <b>Gilbert Regional Park.</b> Open phase 1 of Gilbert Regional Park by September 2019, and phase 1b by summer 2020.	L= CIP, P&R KS= CIO, IT
4. <b>Desert Sky Park.</b> Open phase 1 Desert Sky Park by October 2019.	L= CIP, P&R KS= IT, CIO
5. <b>Shade &amp; Streetscape Masterplan.</b> Develop a shade masterplan for the Town to identify potential cool zones, improve shade opportunities for residents, and reduce heat island effect, as well as streetscape design and maintenance standards by June 2020.	L= DS, PW, P&R KS= CIP
6. <b>Long Range Infrastructure Plan.</b> Complete the first comprehensive, town-wide LRIP, and bring a funding policy to Council for consideration at the spring 2020 financial retreat.	L= PW, P&R, OMB KS= IT
7. <b>Fiber Optic Master Plan Update.</b> Update the 2010 fiber optic masterplan by June 2020.	L= Traffic Eng. KS= IT, CIP, CIO









#### Abbreviation Guide

All	All Departments	OED	Economic Development	PD	Police
CIP	Capital Improvement	F&M	Finance and	PW	Public Works
CIO	Chief Innovation Officer	IT	Information Technology	Traffic	Traffic Engineering
DS	Development Services	OMB	Management and Budget		
Digital	Digital Government	P&R	Parks and Recreation		

## FY 2019 Wildly Important Goals and Results










### Organizational WIG: Employee Engagement

FY 2019 Organizational Wildly Important Goal	FY 2019 Results	Owner(s)	Goal Status
Increase the Employee Engagement Survey participation rate from 50 to 80% while maintaining score of 3.78 by March, 31, 2018	Increased Employee Engagement Survey participation rate from 50% to 88.4% while maintaining an engagement score of 3.91 by March 31, 2019.	Town of Gilbert	 Achieved
FY 2019 Department Wildly Important Goals	FY 2019 Results	Owner(s)	Goal Status
<b>Employee Engagement.</b> Increasing Public Works Department participation from 35% to 50% by September 24, 2018, and from 50% to 80% by March 31, 2019.	Increased Public Works Department participation from 35% to 85% by September, 24, 2018, and from 85% to 98% by March 31, 2019.	HR, Public Works	 Achieved
<b>Employee Engagement.</b> Increasing Information Technology Department participation from 43% to 80% by March 31, 2019.	Increased Information Technology Department participation from 43% to 85.7% by March 31, 2019.	HR, Information Technology	 Achieved
<b>Employee Engagement.</b> Increase Parks & Recreation participation from 25% to 80% by March 31, 2019.	Increased Parks & Recreation participation from 25% to 80.6% by March 31, 2019.	HR, Parks & Rec	 Achieved
<b>Employee Engagement.</b> Improve Finance and Management Services department survey scores from 3.52 to 3.67 by March 31, 2019.	Increased Finance and Management Services department survey scores from 3.52 to 3.90 by March 31, 2019.	HR, Finance & Management	 Achieved
<b>Employee Engagement.</b> Creating and implementing formal and ongoing employee recognition efforts in Wastewater by March 31, 2019, to increase employee morale and retention, which translates to enhanced customer service.	Created and implemented formal and ongoing employee recognition efforts in Wastewater by March 31, 2019, resulting in scores on receiving recognition and praise improving from 2.77 to 3.85.	HR, Public Works	 Achieved
<b>Employee Onboarding.</b> Streamline the new employee onboarding process by reducing time to receive tools (PC's) from 2.97 days <i>after</i> start date to 1.5 days by June 30, 2019.	Improved time to receive tools (PC's) from 2.97 days <i>after</i> start date to .83 days <i>before</i> start date by June 30, 2019.	Information Technology	 Achieved
<b>New Employee Budget Literacy.</b> Increase new understanding of the budget as measured by NEO survey score going from 0 to 3.25 by May 31, 2019.	Increased new employee's understanding of the budget as measured by NEO survey score going from 0 to 3.33 by May 31, 2019.	Management & Budget	 Achieved

### Organizational WIG: Safety & Wellbeing










FY 2019 Organizational Wildly Important Goal	FY 2019 Results	Owner(s)	Goal Status
Increase the number of Gilbert residents who rate their overall feeling of safety as "excellent" in the National Citizen Survey from 60% to 65% by June 30, 2019.	Percentage of Gilbert residents who rate their overall feeling of safety as "excellent" in the National Citizen Survey decreased from 60% to 59% by June 30, 2019.  To increase residents' feeling of safety, in FY 2020 Gilbert Police Department will hire 20 new positions to improve responsiveness and citizen interaction.	Town of Gilbert	 In Progress
FY 2019 Department Wildly Important Goals	FY 2019 Results	Owner(s)	Goal Status
<b>Fire Incident Rate Recordable (IRR).</b> Reduce the Fire from 17.1 to 15.4 by June 30, 2019.	Reduced Fire IRR from 17.1 to 12.5 by June 30, 2019	Safety and Fire	 Achieved
<b>Fire Hydrant Maintenance.</b> Increase annual maintenance for fire hydrants from 2,500 annually to 3,125 annually by June 30, 2019.	Increased annual preventative maintenance on fire hydrants from 2,500 annually to 2,900 by June 30, 2019.  In FY 2020, the Water Distribution management team will seek opportunities to minimize downtime associated with employee turnover while being attentive to daily, weekly, and monthly goals.	Water	 In Progress

FY 2019 Department Wildly Important Goals	FY 2019 Results	Owner(s)	Goal Status
<b>Bulk Trash Placement.</b> Reduce percentage of resident-initiated "out too early" bulk trash 311 notifications as compared to total resident-initiated 311 notifications from 6.59% to 6% by June 30, 2019.	Reduced percentage of resident-initiated "out too early" bulk trash 311 notifications as compared to total resident-initiated 311 notifications from 6.59% to 4.7% by May 28, 2019.	Envir Services	 Achieved
<b>Crime Rate.</b> Amongst the 100 largest US cities, maintain ranking within the top three cities with the lowest overall crime rate, based on total Uniform Crime Reporting (UCR) Part 1 offenses per 1,000 residents for the calendar year ending December 31, 2018.	In 2018 Gilbert experienced a 1.5% reduction in overall Part 1 crimes. National statistics will be published in September 2019. However, based on the reduction Gilbert's Police Department anticipates being in the top three cities.	Police	 In Progress
<b>NCS Safety Rating for Downtown.</b> Increase the percentage of residents who rate feeling of safety in the downtown area at night as "very safe" from 53% to 60% in the National Citizen Survey by June 30, 2019.	The percentage of residents who rate feeling "very safe" in Gilbert's downtown decreased from 53% to 52% in the 2019 National Citizen Survey.  To increase residents' and visitors' feeling of safety, in FY 2020 Gilbert Police Department will add three additional Bike Officers to the downtown area to provide daily Officer presence in the evening hours.	Police	 In Progress
<b>Fire Response Times.</b> Reduce average response times for Code 3 calls from 4:48 to 4:40 by June 30, 2019.	Reduced Fire and Rescue Code 3 average response time from 4:48 to 4:37 by June 30, 2019.	Fire	 Achieved







## Organizational WIG: Citizen Engagement



FY 2019 Organizational Wildly Important Goal	FY 2019 Results	Owner(s)	Goal Status
Increase Citizen Engagement, specifically age group 16-24 from 2.5% by June 30, 2019	Increased Citizen Engagement, specifically age group 16-24 from 2.5% by June 30, 2019	Town of Gilbert	 Achieved
FY 2019 Department Wildly Important Goals	FY 2019 Results	Owner(s)	Goal Status
<b>Town Instagram Engagement.</b> Increase @GilbertYourTown's Instagram followers in age group 16-24 from 1,650 to 2,150 by June 30, 2019.	Increased Instagram followers in age group 16-24 from 1,650 to 2,150 by June 30, 2019.	Digital Government	 Achieved
<b>Legislative Communication.</b> Reach 250 legislative blog views by June 30, 2019	Due to time constraints and other priorities, the legislative blog was not implemented in FY 2019.  To prevent the goal from being lost in the weight of the legislative session in FY 2020, Intergovernmental Relations will launch the blog early on in the fiscal year. Efforts will focus on basic education for the public on items like terminology, process, and key issue areas.	Intergov. Relations	 In Progress
<b>Planning &amp; Development Projects Engagement.</b> Increase proposed Planning projects website hits from 1,115 to 1,400 by June 30, 2019.	Increased proposed Planning projects website hits from 1,115 to 4,109 by May 19, 2019.	Development Services	 Achieved
<b>Traffic Engineering 311 Request Response Time.</b> Improve response time for acknowledgement of citizen concerns and requests received via 311 from seven to two days by June 30, 2019.	Improved response time for acknowledgement of citizen concerns and requests received via 311 from seven to 0.7 days by March 2019. The cumulative average for the year decreased to 2.85 days.	Traffic Engineering	 Achieved
<b>Fire Social Media Engagement.</b> The Community Division will increase the social media platform of Instagram followers from 286 to 500 in the demographic of 18-24 year users by June 30, 2019.	Increased the social media platform of Fire and Rescue Instagram followers from 286 to 512 in the 18-24 age demographic by June 30, 2019	Fire	 Achieved
<b>Police Social Media Engagement.</b> Increase social media engagement through Instagram by increasing followers from 5,096 to 5,351, representing a 5% increase, by June 30, 2019.	Increased social media engagement through Instagram by increasing followers from 5,096 to 9,886 followers, resulting in a 94% increase as of June 30, 2019.	Police	 Achieved



## Organizational WIG: Economic Investment

FY 2019 Organizational Wildly Important Goal	FY 2019 Results	Owner(s)	Goal Status
Be the place the market wants to invest as measured by:			
<ul style="list-style-type: none"> <li>Visitors: Increase visitor spending in LD12 by 1.4% in 2019</li> </ul>	<ul style="list-style-type: none"> <li>Visitors: Tourism data will be available in July 2019.</li> </ul>	Town of Gilbert	 In Progress
<ul style="list-style-type: none"> <li>Businesses: Increase jobs in STEM and STEM related occupations by 1% in 2019</li> </ul>	<ul style="list-style-type: none"> <li>Businesses: Increased jobs in STEM and STEM related occupations by 3.5% in 2019. STEM and STEM related employment increased from 12,250 to 12,683 jobs.</li> </ul>	Town of Gilbert	 Achieved
<ul style="list-style-type: none"> <li>Residents: Maintain a 95% positive overall quality of life rating, and increase the percentage of residents rating Gilbert's overall quality of life as "excellent" from 60% to 65% in 2019</li> </ul>	<ul style="list-style-type: none"> <li>Increased the positive overall quality of life rating to 97% and maintained the percentage of residents rating Gilbert's overall quality of life as "excellent" at 60%.  In FY 2020, to increase the number of residents rating Gilbert's overall quality of life as "excellent", the Town will be opening two new expansive parks as well as developing additional land in the downtown area.</li> </ul>	Town of Gilbert	 In Progress
FY 2019 Department Wildly Important Goals	FY 2019 Results	Owner(s)	Goal Status
<b>Heritage District Development.</b> Increase the amount of private projects under contract/development on Gilbert-owned land in the Heritage District from approximately 55,000 square feet to 450,000 by December 20, 2018.	Increased the amount of private projects under contract/development on Gilbert-owned land in the Heritage District from approximately 55,000 square feet to 500,000 square feet. Town Council awarded the RFP and entered into negotiations on October 16, 2018 and entered into a development agreement for the property on May 16, 2019.	Economic Development	 Achieved
<b>University Building Occupancy.</b> Increase the number of higher education tenants obligated by a lease agreement in the University Building from 1 to 2 by December 20, 2018.	Increased the number of higher education tenants obligated by a lease agreement in the University Building from 1 to 2 by February, 2019.	Economic Development	 Achieved
<b>Elliot District Park Reopening.</b> Achieve 85% bookings for evenings and weekends field space at Elliot District Park from February 15 to June 30, 2019.	Achieved 95% bookings for weekends field space at Cactus Yards from February 15 to June 30, 2019.	Parks & Recreation	 Achieved

For nearly 25 years, Gilbert has been committed to a culture of continuous improvement. Gilbert's first structured improvement approach, CQI (or Continuous Quality Improvement) began in 1994. In 2012, the town adopted Franklin Covey's *The 4 Disciplines of Execution* and the concept of setting Wildly Important Goals (WIGs) to provide structure and accountability to goal setting and goal achievement in the organization. In 2014, Gilbert furthered our efforts in Continuous Improvement by adopting Lean Six Sigma. As Gilbert grows, and the expectations of what defines "great service" evolve, the organization must also evolve, and find the best way to meet the needs and expectations of customers. In FY 2018, Gilbert introduced a fresh approach; EDGE (Employee's Driving Gilbert's Excellence) takes the best parts of CQI and Lean Six Sigma, and teaches our employees to participate in Organizational Transformation by aligning people, process and technology in an ongoing effort to deliver efficiency and effectiveness from a customer-centric point of view. When combined with clearly defined Wildly Important Goals, we are constantly evaluating the work we do and asking ourselves, "Is this the most important thing we can do right now for our customer?"

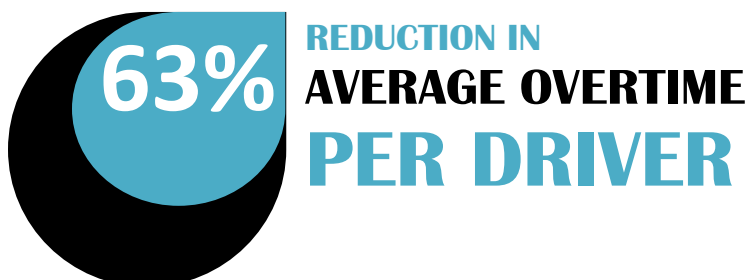
Since departments are so diverse, it is hard to find a "one size fits all" approach. We believe that the marrying of our Organizational Transformation approach (EDGE) and *The 4 Disciplines of Execution* (WIGs), we are equipping the organization with a variety of quality tools and agile techniques in order to:

- Improve Service Delivery
- Increase Customer Satisfaction
- Empower our Staff to Innovate
- Enhance the Organizational Culture
- Yield a Return on Investment
- Reduce Costs
- Increase Staff Capacity to Deliver Results

Gilbert is dedicated to being a High Performing Organization. We strive every day to be a community where people love to live, work and play. Our continuous improvement projects for FY 2019 included:

- A change to the trash/recycling pickup schedule increased our preventative maintenance of the trucks and allowed for more flexible driver scheduling. With this schedule change and increased reliability of the trucks, average overtime per driver was reduced by over 63%. This equates to over \$100k reduction in overtime costs (analysis conducted by comparing November 2017 – April 2018 data to November 2018 – April 2019 data);
- Identification of needed IT resources to support not only day-to-day operations but also the future mission of the town;
- Improving the current phone tree for the Town of Gilbert's main phone number to provide a better level of customer service for residents and businesses.

The organization continues to evolve and enhance efforts around Operational Excellence and Organizational Transformation through continued use of *The 4 Disciplines of Execution* and EDGE. Progress is never-ending, and therefore, Gilbert we will continue to evolve and adapt to deliver exceptional service and be the city of the future.



## Gilbert History

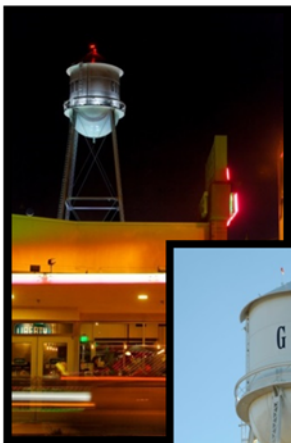
### HISTORY

In 1902, the Arizona Eastern Railway asked for donations of right of way in order to establish a rail line between Phoenix and Florence. A rail siding was established on property owned by William "Bobby" Gilbert. The siding and the town that sprung up around it eventually became known as Gilbert. Gilbert was a prime farming community, fueled by the construction of the Roosevelt Dam and the Eastern and Consolidated Canals in 1911. The Town was officially incorporated in 1920. It remained an agriculture town for many years and was known as the "Hay Capital of the World" until the late 1920s; Gilbert began to take its current shape during the 1970s when the Town Council approved a strip annexation that encompassed 53 square miles of county land. Although the population was only 1,971 in 1970, the Council realized that Gilbert would eventually grow and develop much like the neighboring communities of Tempe, Mesa, and Chandler. This proved to be a farsighted decision as Gilbert positioned itself for growth in the 1980s and beyond. As Gilbert celebrates its 100<sup>th</sup> anniversary in 2020, the town has grown to an estimated population of 259,000 with 72.6 square miles within its planning area.



### GILBERT TODAY

Located in the Southeast Valley of the Phoenix metropolitan area, Gilbert is actively growing and diversifying its economic base, citing global-minded innovation and entrepreneurship as keys to productivity. A community that boasts solid infrastructure, a high availability of skilled labor, close proximity to other major markets, and an unbeatable quality of life, Gilbert offers an advantageous business climate.



The community also offers one of the highest concentrations of graduate and professional degrees among competing western U.S. cities. According to 2017 American Community Survey data, more than 43 percent of Gilbert residents hold a bachelor's degree or higher, compared to the Phoenix average of 28 percent. In addition, Gilbert boasts one of the highest median household incomes in the state at \$88,685 (according to ESRI Business Analyst 2018).

Gilbert's 2020 estimated population of 259,000 continues to grow, having experienced 58 percent growth between 2000 and 2005; and 21 percent between 2005 and 2010. With attractive demographics, award-winning amenities, and a business-friendly environment, Gilbert was named the 3<sup>rd</sup> Most Livable City in the U.S. in 2018 by SmartAsset. Our thriving community was named the Safest City in Arizona in 2018 and the Best Place to Raise a Family in Arizona in 2017 by WalletHub. In addition, in 2017 the Town was named the Most Prosperous City in the Nation by the Economic Innovation Group.



## GILBERT AT A GLANCE:

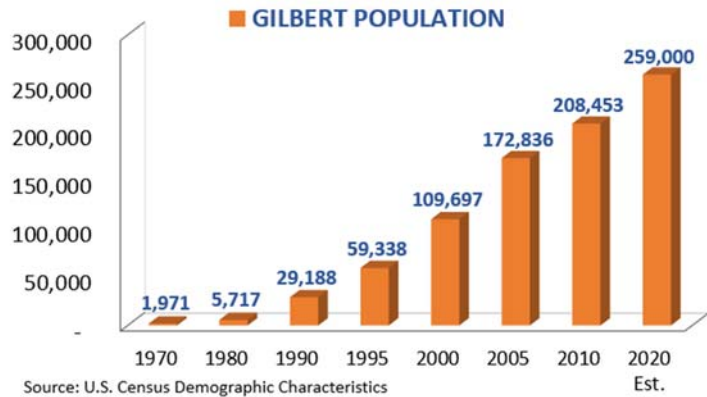
Source: U.S. Census Annual Population Estimates, 2015

<b>Year Founded:</b>	1891	<b>Census 2010 Population:</b>	208,352
<b>Year Incorporated:</b>	1920	<b>Census Annual Estimates (as of 7/1/18):</b>	248,279
<b>Planning Area:</b>	72.6 square miles	<b>Estimated Population (as of 7/1/19):</b>	259,000
<b>Elevation:</b>	1,273 feet	<b>Median age:</b>	33.6
<b>Annual average rainfall:</b>	6.3 inches	Under 18	30.8%
<b>Annual sunshine days:</b>	351 days	18-24	7.8%
<b>Average Temperature in Fahrenheit (High/Low):</b>		25-44	29.7%
January	67/41	45-64	23.1%
April	85/54	65 and over	8.6%
July	107/77		
October	90/59		
<b>Transaction Privilege Tax Rate:</b>	7.8%	<b>Highway Distances from Gilbert:</b>	
State/County	6.3%	Albuquerque, NM	477 Miles
Gilbert	1.5%	Dallas, TX	1,028 Miles
<b>Total Housing Units:</b>	79,626	Denver, CO	841 Miles
Vacancy Rate	6.8%	Las Vegas, NV	315 Miles
Source: 2013-2017 American Community Survey		Los Angeles, CA	415 Miles
More information and statistics can be found at:		Phoenix, AZ	12 Miles
<a href="http://www.gilbertaz.gov">http://www.gilbertaz.gov</a>		Salt Lake City, UT	708 Miles
		San Diego, CA	381 Miles
		San Francisco, CA	813 Miles
		Tucson, AZ	104 Miles

## Demographics:

### MEDIAN AGE

Gilbert	Greater Phoenix
<b>33.6</b>	<b>36.0</b>



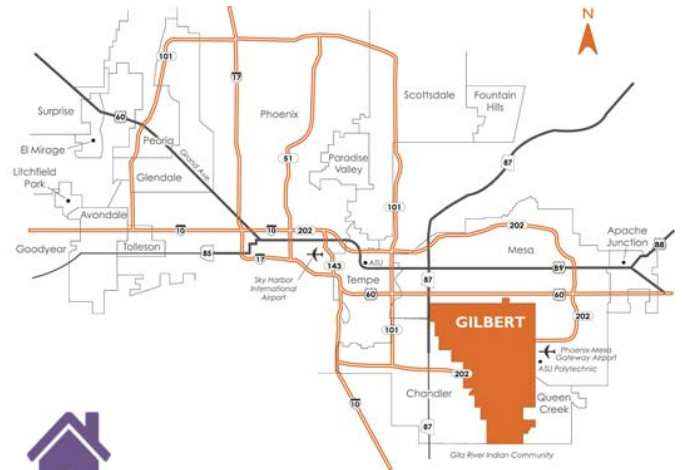
Source: U.S. Census Demographic Characteristics



### EDUCATIONAL ATTAINMENT

	Gilbert	Greater Phoenix
High School Graduate:	16.6%	22.8%
Some College, no degree:	26.0%	24.4%
Associate Degree:	10.4%	8.5%
Bachelor's Degree:	28.3%	20.0%
Graduate/Professional Degree:	14.6%	11.4%
High School Graduate or Greater:	95.9%	87.1%
Bachelor's Degree or Higher:	42.9%	31.4%

Source: U.S. Census American Community Survey, 2013-2017 for the Town of Gilbert, AZ and Maricopa County, AZ



### HOUSEHOLD CHARACTERISTICS

	Gilbert	Greater Phoenix
Median owner-occupied housing value	\$286,400	\$225,000
Median household income	\$88,685	\$59,691
Average household size	3.15	2.76

Source: U.S. Census American Community Survey, 2013-2017 for the Town of Gilbert, AZ and Maricopa County, AZ. Median household income: ESRI Business Analyst, 2018

### RACE / ETHNICITY



■ White, 67.5%	■ Black or African American, 3.0%
■ Hispanic, 16.0%	■ American Indian or Alaska Native, 0.9%
■ Asian, 6.8%	■ Native Hawaiian and Other Pacific, 0.2%
■ Other Race, 2.3%	■ Two or More Races, 3.8%

Source: U.S. Census American Community Survey, 2013-2017

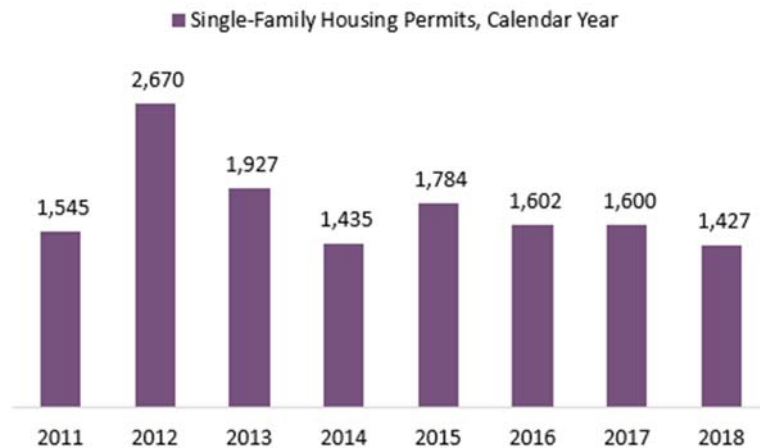
## AWARDS & RECOGNITIONS

- **Arizona's Most Admired Companies - Town of Gilbert** (AZ Business Magazine / Arizona's Best Companies, 2017)
- **Arizona's Fastest Growing City** (WalletHub, 2018)
- **Gilbert Tops List for Recovery in 100 Cities After Recession** (Economic Innovation Group, 2018)
- **5G Wireless Champion Award – Mayor Jenn Daniels** (CTIA, 2018)
- **City Government-to-Citizen Experience Award for Alex** (The Center for Digital Government, 2018)
- **Safest City in Arizona** (WalletHub, 2018)
- **2nd Safest City in the United States** (Law Street Media, 2016)
- **2nd City for Under-35 Homeownership** (SmartAsset, 2017)
- **3rd Most Livable City in the U.S.** (SmartAsset, 2018)
- **3rd Best Place to Live in Arizona** (Niche, 2018)

# #1

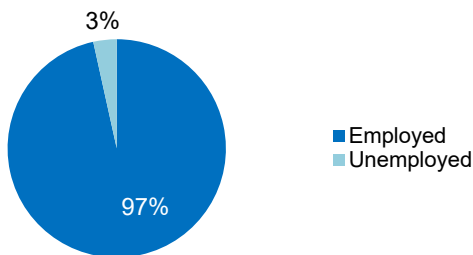
Safest City in Arizona according to WalletHub, 2018

## GILBERT GROWTH



## CIVILIAN LABOR FORCE

2018 Labor force = 138,244



Source: Arizona Department of Economic Security, Local Area Unemployment Statistics (LAUS) Data - 2018

## PRINCIPAL EMPLOYERS

Gilbert Unified School District	2,875
Banner Health	1,756
GoDaddy Software, Inc.	1,430
Town of Gilbert	1,349
Fry's Food and Drug	1,142
Higley Unified School District	1,112
B H Drywall	997
Wal-Mart Stores, Inc.	899
Dignity Health	875
Isagenix International	650

Source: Gilbert Comprehensive Annual Financial Report, FY 2018

## ECONOMIC HIGHLIGHTS

- From FY 2013 to FY 2018, private investment in Gilbert's four employment areas totaled nearly \$930 Million.   
Source: Information provided by Economic Development staff.
- STEM and STEM related job growth has outpaced overall job growth over the last 5 years – 19% for STEM/STEM related vs. 14% job growth overall.   
Source: Economic Modeling Specialists, Inc.
- Over the last 5 years, Gilbert has added \$3.6 million square-feet of office, industrial/flex, and retail space to its inventory, representing an increase of 15.7%.   
Source: CoStar

The financial accounts for Gilbert are organized on the basis of funds or account groups. In governmental accounting, a fund is a separate self-balancing set of accounts used to show operating results for a particular activity or activities. Funds are categorized into three classes: governmental, proprietary, or fiduciary. Different fund types are found within each of these three classes. Major funds are identified and described below.

**GOVERNMENTAL FUNDS**

Governmental funds include General Funds, Special Revenue Funds, Other Capital Funds, Debt Service Funds, and Special Assessment Funds.

**General Funds** – General Funds are used for all financial resources except those required to be accounted for in another fund.

- *General Fund (Major Fund)* – The General Fund accounts for the resources and uses of various Gilbert departments. A majority of the daily operating activity is recorded in this fund. Departments included through the General Fund:

- Mayor and Council
- Town Manager
- Digital Government
- Intergovernmental Relations
- Economic Development
- Information Technology
- Human Resources
- Management and Budget
- Town Clerk
- General Counsel/Prosecutor
- Management Services
- Municipal Court
- Development Services
- Public Works – Engineering
- Police Department
- Gilbert Fire and Rescue
- Parks and Recreation

- *Roadway and Maintenance Fund* – The Roadway and Maintenance Fund accounts for the state shared revenues from Vehicle License Tax, and expenses associated with capital improvement projects, parking garage maintenance, and preventive maintenance for the Streets Department.

**Special Revenue Funds** – These funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose.

- *Street HURF Fund (Highway User Revenue Fund)*  
Street operating costs eligible for state highway revenues are included in this fund. Revenues are primarily derived from state-shared fuel tax.
- *Community Development Block Grant (CDBG) Fund*  
This fund accounts for all federal CDBG revenue. The revenue is used for expenditures that create a more viable community, such as downtown renovation and social services.
- *HOME Fund*  
This fund accounts for Federal Home Investment Partnership revenue. The revenue is used for expenditures that create and maintain affordable housing within Gilbert.
- *Grants*  
The Town accounts for grant revenue and the related expenditures in a separate fund. The entire expense is typically included in this fund and any amount not supported by grant revenue is transferred from another fund.
- *Other Special Revenue*  
Other special projects are accounted for in this group of funds. The activity extends beyond one fiscal year and is for a specific event.
- *System Development Fees*  
This set of funds segregates the revenue to pay for growth-related capital projects. The revenue is used to pay for eligible projects or to repay debt issued for growth-related construction.
- *Maintenance Improvement Districts*  
Arizona State Statutes provide that improvement districts can be established to pay for streetlights and parkway improvements. Gilbert established two funds

for these districts. Revenue is received from the benefitting property owners.

**Other Capital Funds** – These funds include CIP Admin, bonds, outside sources and Maricopa Association of Governments funding.

**Capital Improvement Funds** – These funds were established in FY 2019 based on GASB best practices to properly account for capital improvement projects.

**Debt Service Funds** – The short and long-term payment of principal and interest on borrowed funds is accounted for in these funds.

**Special Assessment Funds** – Property owners requiring specific capital improvements, from which benefit is primarily restricted to those specific property owners, may form a special assessment district. Special levies are collected from those property owners to cover those costs. There are presently three types special assessment districts in Gilbert; Improvement Districts, Streetlight Improvement Districts and Parkway Maintenance Improvement Districts.

#### **PROPRIETARY FUNDS**

Proprietary funds include Enterprise Funds and Internal Service Funds (ISF). These funds are used to account for any activity for which external (Enterprise) or internal (ISF) users are charged a fee for goods and services.

**Enterprise Funds** – Gilbert has the following enterprise funds:

- Water
- Wastewater
- Environmental Services – Residential
- Environmental Services – Commercial
- Environmental Compliance

**Internal Service Funds** – Gilbert has three Internal Service Funds: fleet maintenance, health self-insurance, and dental self-insurance. The Internal Service Funds are used to provide service to other departments and to recover the cost of that service. The use of these funds provides a more complete picture of the cost to provide a given public service, because more of the total costs are included in the respective cost center.

#### **FIDUCIARY FUNDS**

This fund type is for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governmental units or other funds. Use of these funds facilitates discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority.

**Trust and Agency Funds** – Gilbert has one Trust and Agency Fund: Volunteer Fire Pension.

Departments	Governmental Funds				Proprietary Funds	
	General Fund (Major)	Roadway and Maintenance Fund	Other Capital Funds	Special Revenue Funds	Enterprise Funds	Internal Service Funds
Mayor and Council	x					
Town Manager	x					
Digital Government	x					
Intergovernmental Relations	x					
Economic Development	x					
Information Technology	x					
Human Resources	x					
Management and Budget	x					
Town Clerk	x					
Legal Services	x					
Finance and Management Services	x					
Municipal Court	x					
Development Services	x					
Engineering Services	x					
Police	x					
Fire and Rescue	x					
Parks and Recreation	x					
Water					x	
Wastewater					x	
Environmental Services - Residential					x	
Environmental Services - Commercial					x	
Environmental Compliance					x	
Streets		x				
Fleet						x

**BUDGET DEVELOPMENT**

The Council determines the priorities for the year and staff develops a budget that best incorporates Council priorities and fits within the resources available.

Council set the following boundaries for FY 2020 budget preparation:

- No change in local sales tax rate (1.5%)
- The secondary property tax rate for FY 2020 will remain unchanged at \$0.99 per \$100 of assessed value. The rate is the result of the levy that is required to fund anticipated debt service payments.
- Maintain minimum fund balance policies

The major steps in preparation of the budget were:

- Council input on initiatives, boundaries, and priorities
- Review business case for new requests or changes to existing requests for funding tying each back to specific services
- Executive Team reports out on prior year approved FTE benchmarks and results, as well as progress on authorized one-time expenses. Executive Team also completes a review of all vacant positions to determine validity of business case, potential modifications/removal of positions
- Update revenue and expense projections and five-year projections for operating funds
- Collaborative budget process with Executive Team members to determine requests that will be recommended to the Town Manager
- Prioritization of available resources to align with Council priorities and organization focus areas
- Financial Retreat with the Executive Team and Council
- Town Manager finalizes and balances the proposed budget
- Present draft to Council
- Council reviews and adopts

The Budget Calendar page depicts the timing in more detail.

**STATE EXPENDITURE LIMIT**

The State of Arizona sets a limit on the expenditures of local jurisdictions. State statute sets the limits unless otherwise approved by the voters. Gilbert received voter approval to increase this limit to match the community's desired service levels. Gilbert must budget at or below this limit.

The expenditure limit base approved by the voters must be used in determining Gilbert's expenditure limit until a new base is adopted. Some of the specific items excluded from the expenditure limit are: revenue from bond sales, revenues received for interest, trust and agency accounts, federal and state grants, and amounts accumulated for the purchase of land, buildings, or improvements if the voters approved.

**BUDGET AMENDMENTS**

Under Arizona Revised Statutes, the budget cannot increase once Council adopts the preliminary budget.

Transfers between budget line items are submitted throughout the year to align the budget with actual expenses and requirements. This provides a more refined picture of what the base should be for the next budget year and assists departments undergoing the zero based budget process.

**BUDGET CARRYFORWARD**

If completion of a project or acquisition is not guaranteed during a fiscal year, the amount must be included in the budget for the following fiscal year and balanced along with other requests.

**CONTINGENCY**

The contingency account is used for emergency or unanticipated needs or opportunities.

The General Fund Minimum Fund Balance Policy states that 25% of ongoing expenditures and one year of debt service must be maintained. Annually, this is evaluated to ensure that the proposed budget will allow the minimum fund balance to be maintained. For FY 2020 the ongoing budgeted expenditures were \$161.5M. When calculated at 25% plus one year of debt

service, the minimum fund balance requirement is \$48.0M.

While the minimum fund balance is only in case of extreme emergency or high priority of council, contingency is regularly used and budgeted for each year. For FY 2020, the General Fund contingency is approximately \$15.0M.

Gilbert budgets for contingencies in the following funds:

- General
- Streets - HURF
- Streets – Roadway and Maintenance
- Water
- Wastewater
- Environmental Services – Residential
- Environmental Services – Commercial
- Environmental Compliance
- Replacement Funds
- Capital Improvement Plan (CIP)
- Grants
- Special Revenues
- Fleet

## BUDGET BASIS

The budget is prepared on an annual basis in accordance with the Governmental Accounting Standards Board. Gilbert’s Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds, and other Capital Funds. Governmental fund type budgets are developed using the modified accrual basis of accounting.

Under the modified accrual basis, revenues are estimated for the fiscal year that they are accrued. Principal and interest on general long-term debt is budgeted as expenditures when due, whereas other expenditures are budgeted based on the timing of receipt of the goods or services.

Proprietary Fund Budgets (Water, Wastewater, Environmental Services, Environmental Compliance, and Internal Service Funds) are adopted using the full accrual basis of accounting whereby revenue projections are developed recognizing revenues earned in the period. Expenditure estimates are developed for all expenses incurred during the fiscal year.

The major differences between the budget and the Comprehensive Annual Financial Report (CAFR) are:

- Certain revenues, expenditures, and transfers are not included in the budget, but are accrued and reported on the GAAP basis. For example, the increases or decreases in compensated absences are not included for budget purposes but are in the CAFR
- Indirect administrative cost allocations to the Enterprise Funds are accounted for as transfers in or out on the budgetary basis, but are recorded as revenues and expenses for the CAFR
- New capital outlays in the Enterprise Funds are presented as expenses in the budget, but recorded as assets in the CAFR
- Depreciation expense is not included in the budget, but is an expense in the CAFR
- Debt service principal payments in the Enterprise Funds are expenses in the budget, but reported as reduction of long-term debt liability in the CAFR
- Encumbrances are treated as expenses in the year the purchase is made for budget purposes

Fund Type	Accounting Basis	Budget Basis
Governmental Fund - General Fund	Modified Accrual	Modified Accrual
Governmental Fund - Streets Fund (HURF)	Modified Accrual	Modified Accrual
Governmental Fund – Roadway and Maintenance Fund (Vehicle License Tax)	Modified Accrual	Modified Accrual
Proprietary Fund - Water	Full Accrual	Full Accrual
Proprietary Fund - Wastewater	Full Accrual	Full Accrual
Proprietary Fund - Environmental Services	Full Accrual	Full Accrual
Proprietary Fund - Environmental Compliance	Full Accrual	Full Accrual

Date	Action
July 1 - 31, 2018	CIP Team holds initial departmental meetings (review/prioritize new/existing capital improvement projects)
August 21, 2018	Executive Team Report Out; FTE benchmarks and status of one-time expenses from FY 2018
August 30 - November 1, 2018	Zero Base Departments and Budget Office finalize zero base budgets
September 4 - 13, 2018	Budget Kick Off with the Executive Team, Second in Command group and Supervisors
September 4 - November 30, 2018	Departments enter requests in SharePoint for FY 2020 budget and five-year plans
September 4 - November 30, 2018	Analysts meet with Departments to review base budgets, new requests, capital improvement project (CIP) needs, and potential re-organizations
October 2 - 9, 2018	Executive Team review of staffing vacancies
November 2018	CIP - Follow up meetings with Departments to review funding/timing/prioritization of projects
December 2018	Financial review of CIP projects
January 2019	Executive Team reviews departmental requests
February 6, 2019	Present Executive Team recommendations to Town Manager
February 14, 2019	Departments revise year end projections based on six months activity
February 28, 2019	Council Financial Retreat
March 1 - 20, 2019	Departments complete; purpose statements, current year accomplishments, upcoming year objectives, and performance measures/benchmarks.
March 12, 2019	Town Manager recommendations to Executive Team
April 1 - 11, 2019	Budget Office discussions with Council members
April 18, 2019	Council Study Session - Introduction to the FY 2020 Budget/CIP
May 2, 2019	Council adopts preliminary budget
May 2, 2019	Council reviews draft FY 2020-2029 Capital Improvement Plan
May 2, 2019	Public Hearing to consider declaring June 6, 2019 as the date of public hearing and adoption of the FY 2020 property tax levy
June 6, 2019	Council adopts FY 2020-2029 Capital Improvement Plan
June 6, 2019	Council adopts final budget
June 6, 2019	Public hearing/adoption of FY 2020 property tax levy

**INTRODUCTION**

The Policies of Responsible Financial Management were revised and adopted in June 2019 by Council and establish the framework for overall fiscal planning and management by setting forth guidelines for current activities and long range planning. The Policies of Responsible Financial Management are intended to foster and support the continued financial strength and stability of Gilbert. The pages that follow provide a summary of these policies.

**PURPOSE**

Gilbert's financial policies establish the framework for overall fiscal planning and management. The policies set forth guidelines for both current activities and long range planning. The purposes of the financial policies are:

- **Balanced Budget** – The Town is required, by Arizona Revised Statutes, to adopt a balanced budget each fiscal year. A balanced budget is one in which the sum of estimated revenues and appropriated fund balances is equal to appropriations.
- **Fiscal Conservatism** – To ensure that the Town is at all times in solid financial condition, defined as:
  - ✓ **Maximized efficiency** – best possible service at the lowest possible cost
  - ✓ **Cash solvency** – the ability to pay bills
  - ✓ **Budgetary solvency** – the ability to balance the budget
  - ✓ **Long-term solvency** – the ability to pay future costs
  - ✓ **Service level solvency** – the ability to provide needed and desired services
- **Flexibility** – To ensure the Town is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.
- **Transparency and Communication** – To utilize best practices in communicating financial information to facilitate sound decision-making, to promote openness and transparency, and to inspire public confidence and trust.
- **Adherence to the Highest Accounting and Management Practices** – As set by the Governmental Accounting Standards Board and the Government Finance Officers Association standards for financial reporting and budgeting.

**SCOPE**

Gilbert has an important responsibility to its citizens to carefully account for public funds, to manage its finances wisely, and to plan for the adequate funding of services desired by the public, including the provision and maintenance of public facilities and infrastructure. In times of tight budgets, of major changes in federal and state policies toward local government, and of limited growth in the Town's tax base, Gilbert needs to ensure that it is capable of adequately funding and providing those government services desired by the community. Ultimately, the Town's reputation and success will depend on the public's awareness and acceptance of the management and delivery of these services.

These adopted Policies of Responsible Financial Management establish guidelines for the Town's overall fiscal planning and management. These principles are intended to foster and support the continued financial strength and stability of the Town of Gilbert as reflected in its financial goals. Gilbert's financial goals are broad, fairly timeless statements of the financial position the Town seeks to attain:

- To deliver quality services in an affordable, efficient and cost-effective manner and to provide full value for each tax dollar

- To maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in Gilbert
- To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of the community, and to respond to changes in Federal and State priorities and funding as they affect the Town's residents; and
- To maintain a high bond credit rating to ensure the Town's access to the bond markets and to provide assurance to the Town's taxpayers that the Town government is well managed and financially sound

Following these policies will enhance Gilbert's financial health as well as its credibility with its citizens; the public in general, bond rating agencies and investors. To achieve these purposes as the Town of Gilbert continues to grow and develop, it is important to regularly engage in the process of financial planning including reaffirming and updating these financial guidelines. Policy changes will be needed as the Town continues to grow and become more diverse and complex in the services it provides, as well as the organization under which it operates to provide these services to its citizens.

### **POLICY STATEMENT SUMMARY**

The following is intended as a summary of each policy. For the full a version of the policies refer to [gilbertaz.gov](http://gilbertaz.gov).

#### **1) Accounting, Auditing and Financial Procedures**

Defines financial reporting and audit requirements. A Comprehensive Annual Financial Report (CAFR) is produced annually according to Generally Accepted Accounting Principles. Independent audits are performed annually; procurement for these services is completed every five years.

#### **2) Budget Administration**

The Town Council sets policy and adopts the annual budget at the fund level as a total amount of expenditures. Financial control is set by the Town Council at the fund level, with budgetary control for operating performance administered at the Departmental level by the Town Manager. Budget adjustments for special revenue funds, excluding Highway User Revenue Funds, will be administered by the Office of Management and Budget (OMB), and will not exceed the available revenues. Budget adjustments between funds, projects, or contingency transactions to accommodate Town Council-approved actions, such as bond transactions, will be administered by the OMB, and will not exceed available revenues or the maximum approved expenditure authorization. Grants and restricted appropriations are administered by Town departments. Department directors may authorize transfers within non-personnel budget lines at the same fund, Department, and project level. The Town Manager or his/her designee is authorized to administer a budget adjustment process *within* a fund between Departments or projects. The OMB Director or his/her designee is authorized to approve any adjustments *between* funds, projects, or contingency transactions up to \$25,000. The Town Manager or his/her designee is authorized to approve any adjustments between funds, projects, or contingency transactions up to \$50,000. Town Council action is required to approve adjustments between funds, projects, or contingency transactions over \$50,000. All annual appropriations lapse at year-end and are considered for inclusion in the subsequent year's budget on a case-by-case basis.

#### **3) Interfund Loans**

Gilbert may loan resources from one fund to another fund experiencing a temporary cash shortage. Interfund loans differ from a transfer of funds in that the amounts are provided with a requirement for repayment. Loans shall be documented with repayment terms clearly described. The Town Manager or his/her designee is authorized to approve interfund loans up to \$50,000 which have a repayment term within the following fiscal year. All other interfund loans must be approved through Council action. Factors to be considered when evaluating an interfund loan may include: borrowing funds current

financial condition, estimates of the borrowing fund's future resources to repay the loan, purpose of the loan, established repayment terms (including whether interest will be paid), the loan's current status, and the frequency of making loans.

#### **4) Long-Range Planning**

Gilbert needs to have the ability to anticipate future challenges in revenue and expense imbalances so that corrective action can be taken before a crisis develops. In order to provide Town officials with pertinent data to make decisions, the OMB Director shall annually develop, in coordination with departments, five-year revenue and expenditure forecasts for the General Fund, Enterprise Funds, and Streets Funds. These forecasts will identify changes in revenue and expenditures due to projected new development in Gilbert, economic indicators, legislative or program changes, labor agreements, and capital projects coming online.

#### **5) Repair and Replacement Funding**

Outlines requirements for each of the Gilbert's repair and replacement funds; Water, Wastewater, Environmental Services, Environmental Compliance, Streets and Fleet. Funding for each of the replacement funds will be determined based on the needs of Gilbert in accordance with plans established to manage the repair and replacement cycles of fleet and infrastructure. An annual review of the replacement fund balances will be done to determine if the fund is over/under funded.

#### **6) Contingency**

Outlines the budgeting of contingency funds for the General, Water, Wastewater, Environmental Services, Environmental Compliance and Streets (HURF) and Roadway and Maintenance Funds, as well as the associated replacement funds. Funding levels for contingency in each of these funds is determined annually during the budget process and will reflect the most-likely occurrences and levels of service for the following fiscal year. Contingency funds may be requested for unanticipated needs and opportunities that arise during the year.

#### **7) Revenue Diversification**

Provides guidelines for improving the stability of revenue sources in the General Fund. Gilbert values a diversified mix of revenue sources to mitigate the risk of volatility. The General Fund revenue base includes sales taxes, state shared revenues, and other revenue sources. Gilbert has a secondary property tax which can only be used for voter-authorized general obligation debt and not for operating expenditures. Gilbert will strive to maintain a diversified and stable revenue base to shelter it from economic changes or short-term fluctuations by doing the following:

- Periodically conducting a cost of service study to determine if all allowable fees are being properly calculated and set at an appropriate level;
- Establishing new charges and fees as appropriate and as permitted by law;
- Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees;
- Aggressively collecting all revenues, related interest and late penalties as authorized by the Arizona Revised Statutes.

#### **8) Use of Revenue**

Gilbert avoids dependence on temporary revenue sources to fund recurring government services. One-time revenues should be used only for one-time expenditures and not for ongoing expenditures. By definition, one-time revenues cannot be relied on in future budget years. Examples of one-time revenues are unexpected audit collections for sales tax, sales of Town assets, or one-time payments to the Town.

Sales tax revenue is a volatile source of revenue since it is a direct function of economic cycles. Sales tax revenues that exceed the normal growth rate should be used for one-time expenditures or to

increase reserves for the inevitable economic downturns. When sales tax revenue growth is less than the normal growth rate, it may be necessary to use reserves until appropriate expenditure reductions or other measures can be implemented. Interest income is also volatile. Any interest earnings that exceed the average annual earnings over the last ten years should be used for one-time expenditures or to increase reserves.

The best use of one-time revenues is to invest in projects that will result in long term operating cost savings. Appropriate uses of one-time revenues include strategic investments, such as early debt retirement, capital expenditures that will reduce operating costs, information technology projects that will improve efficiency and special projects that will not incur ongoing operating costs. If projects are deemed appropriate strategic investments and do include increased ongoing operating costs, these costs should be acknowledged and planned for in long-range planning efforts prior to approval.

### **9) Investment Policy**

The Town maintains an Investment Policy which applies to the investment of operating funds, capital improvement funds, debt service funds, reserve funds, and other funds which may be under the Town's control and not subject to a separate investment policy, restriction (i.e. bond covenants) or regulation. The investment of public monies is regulated by Title 35 of the Arizona Revised Statutes.

The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield. 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.

### **10) Fees and Charges**

User fees and charges are payments for purchased, publicly provided services that benefit specific individuals. Gilbert relies on user fees and charges to supplement other revenue sources in order to provide public services. On a regular basis, Gilbert will conduct a cost of service study to identify the full cost of providing a service for which fees are charged. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components. User fees related to Enterprise fund operations are calculated to recover the entire cost of operations, including indirect, debt service, reserve for replacement and overhead costs.

### **11) Debt Management**

Provides guidelines for the issuance of debt, preservation of Gilbert's bond ratings, maintenance of adequate debt reserves, and compliance with debt instrument covenants and provisions, and required disclosure to investors, underwriters and rating agencies.

While issuance of bonds is frequently an appropriate method of financing long-term capital projects, such issuance must be carefully monitored to preserve the Gilbert's credit strength and to provide the necessary flexibility to fund future capital needs. Policy outlines criteria for consideration of issuing debt, types of debt that may be considered and the debt management process.

#### **Debt Management Process:**

- Gilbert will monitor the debt portfolio for restructuring or refunding opportunities. Refunding bonds will be measured against a standard of the net present value debt service savings exceeding 3% of the principal amount of the bonds being refunded, or if the net present value savings exceed \$500,000, or for the purposes of modifying restrictive covenants or to modify the existing debt structure to the benefit of the Town.
- Gilbert will maintain regular contact with rating agencies through telephonic conferences, meetings, or visits on and off-site. Gilbert will secure ratings on all bonds issued when economically feasible.

- The Finance Department shall maintain a debt book for all bonds issued and update the book on an annual basis. This debt book shall include specific information regarding the size and type of debt issued, projects financed by the bonds, debt service schedules and other pertinent information related to each specific bond issue.
- This policy shall be reviewed and updated each year by the Finance and Budget Departments.

**12) Post-Issuance Compliance for Tax-Exempt Governmental Bonds**

Outlines responsible parties within the organization to ensure compliance with the Internal Revenue Code and Treasury Regulations.

**13) Purchasing**

The Town shall require adequate financial controls to be included in the Town's standard contract terms so as to provide assurance of minimum risk and access to review compliance with contract terms and conditions. Among these controls are the right to audit all provisions of contracts, the right to require appropriate levels of insurance, and the right to require complete financial reports if appropriate for the solicitation. All Purchasing transactions in the Town shall adhere to the adopted Purchasing Code.

**14) Capital Improvement Plan**

Gilbert adopts a Capital Improvement Plan and Program on an annual basis that provides for all improvements needed. The Capital Improvement Plan is a public document that communicates timing and costs associated with constructing, staffing, maintaining, and operating publicly financed facilities and improvements with a total cost over \$100,000.

Projects included within the five-year program must have sound cost estimates, an identified site, and verified financing sources, as well as confirmation it can be operationally staffed and maintained within the budget resources. The first five years of projected costs are combined with other data gathering techniques to project operating results for five years. This information is the basis for developing the next year's budget and is incorporated into the five-year financial forecasts.

The purpose of the Capital Improvement Plan is to systematically identify, plan, schedule, finance, track and monitor capital projects to ensure cost-effectiveness as well as conformance to established policies.

- The Town Manager will annually submit a financially balanced, multi-year Capital Improvement Plan for review by the Gilbert Council pursuant to the timeline established in the annual budget preparation schedule. The Capital Improvement Plan will incorporate a methodology to determine a general sense of project priority according to developed criteria.

The Capital Improvement Program shall provide:

- A statement of the objectives of the Capital Improvement Plan, including the relationship with the Town's General Plan, department master plans, necessary service levels, and expected facility needs, as appropriate.
- An implementation program for each of the capital improvements that provides for the coordination and timing of project construction among various Town departments.
- An estimate of each project's costs, anticipated sources of revenue for financing the project, and an estimate of the impact of each project on Town revenues and operating budgets. No capital project shall be funded unless operating impacts have been assessed and the necessary funds can be reasonably anticipated to be available when needed.
- For the systematic improvement, maintenance, and replacement of the Town's capital infrastructure as needed.
- A summary of proposed debt requirements.

- The Town will match programs and activities identified in the Capital Improvement Plan with associated funding sources. Reimbursements shall be applied to like projects and activities.
- The performance and continued use of capital infrastructure is essential to delivering public services. Deferring essential maintenance and/or asset replacement can negatively impact service delivery and increase long term costs. As such, the Town will periodically assess the condition of assets and infrastructure and appropriately plan for required major maintenance and replacement needs. Efforts will be made to allocate sufficient funds in the multi-year capital plan and operating budgets for condition assessment, preventative and major maintenance, and repair and replacement of critical infrastructure assets.

### **15) Fund Balance Classifications**

The Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, establishes accounting and financial reporting standards for all governments that report governmental funds. Governmental funds are defined as funds generally used to account for activities supported by taxes, grants, and similar resources and include the general fund, special revenue funds, debt service funds, and capital projects funds. GASB No. 54 does not apply to proprietary or fiduciary funds that include the enterprise, internal service, trust and agency funds. Funds may be considered non-spendable, restricted, committed, assigned or unassigned.

For purposes of this policy and in accordance with GASB No. 54, unrestricted fund balance shall consist of the “committed”, “assigned” and “unassigned” portions of fund balance.

- When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, as a general rule, the Town would consider the restricted amount to have been spent first.
- When an expenditure is incurred for purposes for which committed, assigned and unassigned fund balances are available, as a general rule, the Town would first reduce the committed amounts, followed by assigned amounts, and then unassigned.
- For committed fund balance: formal action by Council through resolution is required to establish, modify or rescind committed fund balance. Such Council resolution must occur before the end of the reporting period.
- For assigned fund balance: The Council authorizes the Finance Director to assign fund balance amounts to a specific purpose.

### **16) Minimum Unrestricted Fund Balance for the General Fund**

GASB No. 54 requires entities to create a formal policy that establishes a minimum level at which unrestricted general fund balance is to be maintained. Fund balance is an important indicator of Gilbert’s financial position. Maintaining reserves is considered a prudent management practice. Adequate fund balances are maintained to allow Gilbert to continue providing services to the community in case of unexpected emergencies or requirements and/or economic downturns.

A minimum unrestricted fund balance policy ensures the continuance of sound financial management of public resources when faced with unanticipated events that could adversely affect the financial condition of Gilbert and jeopardize the continuation of public services. This policy will ensure Gilbert maintains adequate unrestricted fund balance in the general fund to provide the capacity to:

- Provide funds for unforeseen expenditures related to emergencies;
- Mitigate significant economic downturns or revenue shortfalls;
- Stabilize the volatility of primary revenue streams;
- Allow for responsiveness to legislative changes;
- Secure and maintain investment grade bond ratings; and
- Provide for long-term stability of the Town’s financial status.

Gilbert shall establish and maintain a minimum unrestricted fund balance for the General Fund. This fund balance shall be adjusted for non-spendable funds to ensure adequate balance is retained based on actual cash available. Gilbert shall retain a minimum requirement of 90 days working capital of the current fiscal year, which is equal to approximately 25% of General Fund budgeted expenditures, plus one year's worth of General Fund debt service payments. Current fiscal year expenditures shall be less capital outlay and transfers out budgeted for the General Fund. For purposes of this calculation, the expenditures shall be the budget as originally adopted by ordinance. Appropriation from the minimum unrestricted fund balance shall require the approval of Council. The Council may authorize use of the minimum unrestricted fund balance for unanticipated events threatening the public health, safety or welfare. The use of minimum unrestricted fund balance should be utilized only after all budget sources have been examined for available funds.

Any use of the minimum unrestricted fund balance must include a repayment plan based on a multi-year financial projection that plans to restore the fund balance to the minimum adopted level within the three fiscal years following the fiscal year in which the event occurred. Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process.

### **17) Capital Assets**

In accordance with GASB No. 34, *Basic Financial Statements – and Management's Discussion and Analysis for State and Local Governments*, this policy establishes the financial reporting requirements for capital assets, including infrastructure assets. Capitalization of capital assets includes land, construction-in-progress, buildings, improvements, other than buildings, machinery and equipment, infrastructure, water rights, and plant and equipment.

### **18) Debt Service Reserve Policy**

Revenues from the secondary property tax rate are used exclusively to pay debt service on the Town's general obligation bonds. Annual changes in debt service payments and property valuation will result in volatility of the property tax rate. State statute allows for municipalities to purposefully create reserve funds of up to 10% which can be used to smooth annual rate volatility or to proactively protect against unexpected collection risk or delinquency. The Town's debt service reserve policy moving forward will be as follows:

After current year debt service payments are encumbered, if the debt service fund balance exceeds 5% of next year's debt service cost, Council may consider the use of fund balance (in excess of the 5%) for the following purposes (in order): reduce total interest cost, or reduce total term of debt outstanding, or reduce the proposed levy/tax rate, and/or hold the balance to leverage for future opportunities.

### **19) Economic Development Reserve**

Recognizing the importance of investment in local economic development activities, the Town shall annually budget an Economic Development Reserve of \$5 million in the General Fund for the purpose of supporting economic development activities in Gilbert. Utilization of this funding shall occur within existing Town policies on expenditures and use of funding, requiring Town Council approval for expenditures exceeding \$50,000.

### **20) Public Safety Personnel Retirement System (PSPRS) Pension Funding**

Gilbert sworn police and fire personnel participate in the Public Safety Personnel Retirement System (PSPRS). Employees joining PSPRS on or after July 1, 2017, are part of the Tier 3 benefits. Tier 3 is a pooled system with employees from many municipalities across the state, including Gilbert, participating together. Tier 1 and Tier 2 are not pooled and Gilbert is responsible to maintain the funding balance between promised benefits and available assets. The funding ratio indicates the amount of assets that are already available in the PSPRS trust to pay future benefits. Gilbert targets a

funding ratio of 90% or higher for the non-pooled systems. The policy further outlines actions that will be taken if the funding ratio falls below the target. As needed, steps may include:

- Sending all contributions for the entire fiscal year to PSPRS on July 1, under the assumption that PSPRS will have better investment earnings than the Town during the year;
- Remitting the full budgeted amount for retirement contributions, which are usually higher than the actual expenditures so the difference would become an excess contribution;
- Adding a defined dollar amount to the ongoing budget which is above the calculated annual contribution amount;
- Using amounts in excess of the anticipated beginning fund balance (once the final revenues and expenditures from the prior year are reasonably known) to send an additional payment to PSPRS; and
- Budget using the highest historical PSPRS employer contribution rates which keeps the contributions more stable as the rates decline in response to a declining unfunded liability.

### **21) Cost Containment**

Gilbert values its history and emphasis of maximizing cost containment opportunities, as demonstrated by its continual placement amongst the lowest cost per citizen of comparative communities in the Phoenix metropolitan area. As a trendsetter in this regard, comparisons with other communities will be important, but they will only be used as an indication of how Gilbert can improve. Gilbert will continually strive to improve upon this performance, embedding cost containment into its budget strategies and daily operations.

### **22) Grant Application, Acceptance and Administration**

This policy outlines the procedures for evaluation of the grant, the application/acceptance of the grant, grant administration, and departmental responsibilities. Prior to recommending acceptance and use of grant funds, staff will communicate to council any additional requirements or implied commitments attached to the use of the funds, such as; impacts to staff/workload, implications for future year(s) budget(s), matching requirements, or provision of same or similar services by other community organizations.

Gilbert considers the following while assessing each application, acceptance and use of grant funding:

- Tax impact
- Value to the local taxpayer
- Resulting financial, administrative and/or regulatory burden
- Appropriate use of temporary funding
- Resolution of genuine problem/need

# Financial Overview

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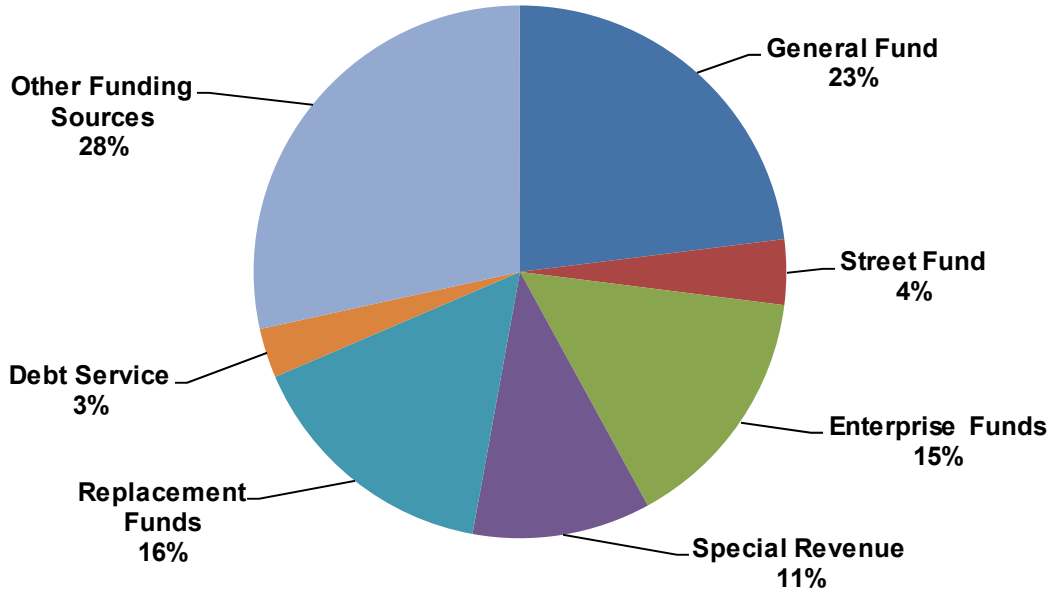
## Short-Term Financial Plans

- Revenue and Expense Summary
- Fund Balances
- Budget Summary
- Revenue Summary by Fund
- Revenue Summary by Fund by Type
- Revenue Detail
- Expense Summary
- Expense Detail
- Property Tax Rates
- Personnel Summary

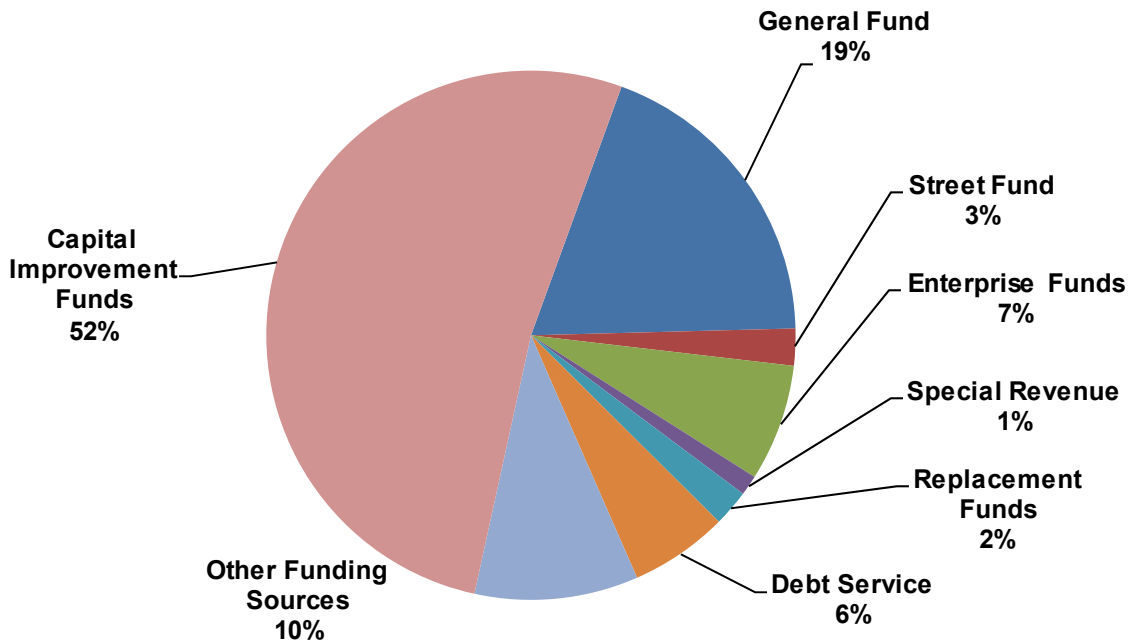
## Long-Term Financial Plans

- Long-Term Financial Planning
- Revenue Sources
- Five-Year Forecasts





The funds available for FY 2020 are approximately \$1,153,585,000. This consists of new revenue and funds carried forward from the previous fiscal years. The revenue detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph above shows percentage of sources by major category, excluding Internal Service Funds.



The total expenditures for FY 2020 are approximately \$1,021,829,000. The expenditure detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph above shows percent of expenditures by major category, excluding Internal Service Funds.

	<b>Starting Balance</b>	<b>Revenue</b>	<b>Transfer Revenue</b>	<b>Total Sources</b>
<b>GENERAL FUND</b>	\$ 85,800,731	\$ 179,962,500	\$ 6,106,910	\$ 271,870,141
<b>ENTERPRISE FUNDS</b>				
Water	37,513,845	48,475,000	-	\$ 85,988,845
Wastewater	20,653,513	30,085,000	1,035,000	\$ 51,773,513
Enviro Svcs - Residential	11,476,349	14,760,000	-	\$ 26,236,349
Enviro Svcs - Commercial	1,838,567	2,703,000	-	\$ 4,541,567
Environmental Compliance	1,383,061	4,550,000	-	\$ 5,933,061
<b>STREETS</b>	18,061,461	27,658,000	618,000	\$ 46,337,461
<b>INTERNAL SERVICE</b>				
Fleet Maintenance	356,570	8,378,530	-	\$ 8,735,100
Health Self-Insurance	5,278,760	17,260,000	-	\$ 22,538,760
Dental Self-Insurance	646,100	1,382,000	-	\$ 2,028,100
<b>REPLACEMENT FUNDS</b>				
General	11,355,700	80,000	2,300,000	\$ 13,735,700
Water	92,907,521	600,000	13,400,000	\$ 106,907,521
Wastewater	63,146,187	200,000	9,200,000	\$ 72,546,187
Enviro Svcs - Residential	4,123,600	90,000	680,000	\$ 4,893,600
Enviro Svcs - Commercial	365,600	3,000	412,000	\$ 780,600
Environmental Compliance	2,535,000	-	2,535,000	\$ 5,070,000
Streets	4,965,950	30,000	790,000	\$ 5,785,950
Fleet Maintenance	670,100	-	417,000	\$ 1,087,100
<b>SUB TOTAL OPERATING FUNDS</b>	<b>\$ 363,078,615</b>	<b>\$ 336,217,030</b>	<b>\$ 37,493,910</b>	<b>\$ 736,789,555</b>
<b>SPECIAL REVENUE FUNDS</b>				
CDBG/HOME	11,433	2,039,060	-	\$ 2,050,493
Traffic Signal SDF	11,007,775	2,215,000	-	\$ 13,222,775
Road Maintenance SDF	-	2,000,000	-	\$ 2,000,000
Police SDF	2,517,758	1,000,000	-	\$ 3,517,758
Fire SDF	(10,150,789)	2,500,000	-	\$ (7,650,789)
General Government SDF	(6,082,926)	2,200,000	-	\$ (3,882,926)
Parks and Recreation SDF	21,168,032	7,565,000	-	\$ 28,733,032
Parks SDF Prior to 2012	6,605,801	19,140,000	-	\$ 25,745,801
Water SDF	5,990,207	7,600,000	-	\$ 13,590,207
Water Resource Fee	3,729,576	2,550,000	-	\$ 6,279,576
Wastewater SDF - Neely	5,455,241	400,000	-	\$ 5,855,241
Wastewater SDF - Greenfield	18,297,315	4,000,000	-	\$ 22,297,315
Grants	630,189	5,189,150	-	\$ 5,819,339
Police Impound	(111,045)	100,000	-	\$ (11,045)
Street Light Improvement	14,400	1,728,400	-	\$ 1,742,800
Parkway Improvement	215,430	972,780	12,600	\$ 1,200,810
Other Special Revenue	1,734,131	2,578,690	600,000	\$ 4,912,821
<b>OTHER FUNDING SOURCES</b>				
CIP Administration	-	1,874,030	-	\$ 1,874,030
Outside Sources	10,850,809	23,066,000	-	\$ 33,916,809
GO Bonds Proceeds	54,398,360	65,350,000	-	\$ 119,748,360
Contingency	-	100,000,000	-	\$ 100,000,000
Prop 400	14,353,201	16,314,000	-	\$ 30,667,201
Municipal Property Corporation	534,501	-	-	\$ 534,501
WRMPC - Future Bonds	20,465,300	1,800,000	-	\$ 22,265,300
MPC - Wastewater System	18,676,126	500,000	-	\$ 19,176,126

	<u>Expense</u>	<u>Transfer Expense</u>	<u>Total Uses</u>	<u>Ending Balance</u>
<b>GENERAL FUND</b>	\$ 194,474,865	\$ 29,391,615	\$ 223,866,480	\$ 48,003,661
<b>ENTERPRISE FUNDS</b>				
Water	34,052,880	30,248,460	\$ 64,301,340	\$ 21,687,505
Wastewater	19,376,325	20,017,990	\$ 39,394,315	\$ 12,379,198
Enviro Svcs - Residential	15,125,885	4,065,060	\$ 19,190,945	\$ 7,045,404
Enviro Svcs - Commercial	2,461,220	908,020	\$ 3,369,240	\$ 1,172,327
Environmental Compliance	1,967,450	3,536,920	\$ 5,504,370	\$ 428,691
<b>STREETS</b>	23,024,660	14,081,120	\$ 37,105,780	\$ 9,231,681
<b>INTERNAL SERVICE</b>				
Fleet Maintenance	8,529,810	426,290	\$ 8,956,100	\$ (221,000)
Health Self-Insurance	17,269,800	-	\$ 17,269,800	\$ 5,268,960
Dental Self-Insurance	1,317,000	-	\$ 1,317,000	\$ 711,100
<b>REPLACEMENT FUNDS</b>				
General	6,419,500	-	\$ 6,419,500	\$ 7,316,200
Water	3,493,000	45,563,090	\$ 49,056,090	\$ 57,851,431
Wastewater	4,088,500	51,112,430	\$ 55,200,930	\$ 17,345,257
Enviro Svcs - Residential	4,819,500	-	\$ 4,819,500	\$ 74,100
Enviro Svcs - Commercial	536,500	-	\$ 536,500	\$ 244,100
Environmental Compliance	2,213,000	-	\$ 2,213,000	\$ 2,857,000
Streets	1,117,000	-	\$ 1,117,000	\$ 4,668,950
Fleet Maintenance	116,100	971,000	\$ 1,087,100	\$ -
<b>SUB TOTAL OPERATING FUNDS</b>	<b>\$ 340,402,995</b>	<b>\$ 200,321,995</b>	<b>\$ 540,724,990</b>	<b>\$ 196,064,565</b>
<b>SPECIAL REVENUE FUNDS</b>				
CDBG/HOME	788,000	1,251,060	\$ 2,039,060	\$ 11,433
Traffic Signal SDF	-	3,524,420	\$ 3,524,420	\$ 9,698,355
Road Maintenance SDF	-	-	\$ -	\$ 2,000,000
Police SDF	-	2,625,060	\$ 2,625,060	\$ 892,698
Fire SDF	-	1,297,840	\$ 1,297,840	\$ (8,948,629)
General Government SDF	-	2,184,520	\$ 2,184,520	\$ (6,067,446)
Parks and Recreation SDF	-	22,155,400	\$ 22,155,400	\$ 6,577,632
Parks SDF Prior to 2012	-	25,748,265	\$ 25,748,265	\$ (2,464)
Water SDF	-	29,450,690	\$ 29,450,690	\$ (15,860,483)
Water Resource Fee	-	72,151,630	\$ 72,151,630	\$ (65,872,054)
Wastewater SDF - Neely	-	5,821,930	\$ 5,821,930	\$ 33,311
Wastewater SDF - Greenfield	-	13,800,700	\$ 13,800,700	\$ 8,496,615
Grants	5,189,150	-	\$ 5,189,150	\$ 630,189
Police Impound	293,380	15,000	\$ 308,380	\$ (319,425)
Street Light Improvement	1,905,600	-	\$ 1,905,600	\$ (162,800)
Parkway Improvement	1,211,610	-	\$ 1,211,610	\$ (10,800)
Other Special Revenue	3,137,630	-	\$ 3,137,630	\$ 1,775,191
<b>OTHER FUNDING SOURCES</b>				
CIP Administration	1,874,030	-	\$ 1,874,030	\$ -
Outside Sources	-	29,918,030	\$ 29,918,030	\$ 3,998,779
GO Bonds Proceeds	350,000	119,047,920	\$ 119,397,920	\$ 350,440
Contingency	100,000,000	-	\$ 100,000,000	\$ -
Prop 400	-	33,509,910	\$ 33,509,910	\$ (2,842,709)
Municipal Property Corporation	-	-	\$ -	\$ 534,501
WRMPC - Future Bonds	-	18,192,460	\$ 18,192,460	\$ 4,072,840
MPC - Wastewater System	-	21,276,240	\$ 21,276,240	\$ (2,100,114)

	Starting Balance	Revenue	Transfer Revenue	Total Sources
<b>CAPITAL IMPROVEMENT FUNDS</b>				
Redevelopment	-	-	9,814,050	\$ 9,814,050
Streets	-	-	105,137,990	\$ 105,137,990
Traffic Control	-	-	7,497,070	\$ 7,497,070
Parks and Recreation	-	-	53,380,815	\$ 53,380,815
Municipal Facilities	-	-	91,291,745	\$ 91,291,745
Water	-	-	148,931,740	\$ 148,931,740
Wastewater	-	-	76,192,750	\$ 76,192,750
Storm Water	-	-	873,000	\$ 873,000
Wastewater MPC	-	-	21,276,240	\$ 21,276,240
Water MPC	-	-	18,192,460	\$ 18,192,460
<b>DEBT SERVICE</b>	4,996,380	29,518,240	31,598,700	\$ 66,113,320
<b>TRUST ACCOUNTS</b>	84,100	-	-	\$ 84,100
<b>TOTAL ALL FUNDS</b>	<b>\$ 548,469,920</b>	<b>\$ 638,417,380</b>	<b>\$ 602,293,070</b>	<b>\$ 1,789,180,370</b>

The Fund Balances table shows the estimated carry forward balance combined with new revenue and transfers from other funds to provide an available resources column. Total uses include expenses and transfers to other funds that subtract from the available resources. The ending balance is a projection based on estimated beginning balance plus an assumption of 100% budgeted revenue collection and 100% budgeted funds expended.

Some of the funds indicate a planned deficit position during this fiscal year. Following is an explanation of the variance:

- Fleet Maintenance is an Internal Service Fund for the maintenance of all passenger vehicles. Revenue from all departments, for work completed by Fleet, should be sufficient to cover all the operating costs. Fleet will either need reduce expenditures for FY 2020 or increase the hourly Fleet rate charges to the various departments.
- The Water SDF, Water Resource SDF Fee, Fire SDF, and General Government SDF Funds have planned deficits due to cash funding of capital projects. Gilbert updates the 10-Year Capital Improvement Plan annually to determine long range cash balances in these funds.
- The Police Impound Fund was established as a result of Arizona Law A.R.S. 28-3511. Recent legislation has changed the amount of revenue that Gilbert can assess to the offenders. This fund will be analyzed once a new revenue history is established to determine the anticipated shortfall at which time an alternate funding source will need to be identified.
- The Street Light Improvement District Fund assesses a levy on a homeowner's property tax bill for the street light usage in their subdivision. The amount assessed each year is calculated on projected expenditures and property values of the residences. The amount levied cannot exceed a certain percentage of the assessed value of the property. As the property values rise, the amount that is levied can increase accordingly.

	<u>Expense</u>	<u>Transfer Expense</u>	<u>Total Uses</u>	<u>Ending Balance</u>
<b>CAPITAL IMPROVEMENT FUNDS</b>				
Redevelopment	9,814,050	-	\$ 9,814,050	\$ -
Streets	105,137,990	-	\$ 105,137,990	\$ -
Traffic Control	7,497,070	-	\$ 7,497,070	\$ -
Parks and Recreation	53,380,815	-	\$ 53,380,815	\$ -
Municipal Facilities	91,291,745	-	\$ 91,291,745	\$ -
Water	148,931,740	-	\$ 148,931,740	\$ -
Wastewater	76,192,750	-	\$ 76,192,750	\$ -
Storm Water	873,000	-	\$ 873,000	\$ -
Wastewater MPC	21,276,240	-	\$ 21,276,240	\$ -
Water MPC	18,192,460	-	\$ 18,192,460	\$ -
<b>DEBT SERVICE</b>	61,202,370	-	\$ 61,202,370	\$ 4,910,950
<b>TRUST ACCOUNTS</b>	2,500	-	\$ 2,500	\$ 81,600
<b>TOTAL ALL FUNDS</b>	<b><u>\$ 1,048,945,125</u></b>	<b><u>\$ 602,293,070</u></b>	<b><u>\$ 1,651,238,195</u></b>	<b><u>\$ 137,942,175</u></b>

- The Parkway Improvement District Fund assesses a levy on the homeowner's property tax bill for the maintenance of the common areas in the subdivision. The amount assessed each year is calculated on the projected expenditures and the number of lots in the subdivision. A deficit in this fund would indicate that there are outstanding property tax revenues to be distributed to the Town.
- Prop 400, MAG funds, has planned deficits due to cash funding of capital projects. Gilbert updates the 10-Year Capital Improvement Plan annually to determine long range cash balances in this fund.
- WRMPC Bonds construction is in progress on the Greenfield Wastewater Treatment Plant and Santan Water Treatment Plant project is nearing completion, with the plant becoming operational in FY 2018. In an effort to ensure excess bond funds were not sold, the Town sized the issuances slightly smaller than construction estimates. When the projects close out, bond funds will be used and then appropriate SDF cash will be used to make up the gap.

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
General Fund	944.49	982.89	1,010.36	1,032.97	1,093.22
Enterprise Funds	266.78	272.79	279.34	279.34	286.02
Streets Funds	50.67	53.66	55.66	55.66	55.66
Internal Service Funds	26.00	26.00	26.00	26.00	26.00
Replacement Funds	0.00	0.00	0.00	0.00	0.00
Special Revenue	10.95	10.75	11.25	11.25	11.25
Capital Improvements	12.40	12.40	12.40	12.40	13.40
Debt Service	0.00	0.00	0.00	0.00	0.00
Trust Accounts	0.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>1,311.29</b>	<b>1,358.49</b>	<b>1,395.01</b>	<b>1,417.62</b>	<b>1,485.55</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
General Fund	160,122,607	158,109,389	173,055,290	156,056,523	194,474,865
Enterprise Funds	57,598,537	65,339,772	70,066,310	64,842,123	72,983,760
Streets Funds	19,946,138	18,949,617	18,687,410	17,467,543	23,024,660
Internal Service Funds	22,661,550	22,529,221	26,416,320	24,401,370	27,116,610
Replacement Funds	9,657,250	26,423,611	19,482,050	5,914,050	22,803,100
Special Revenue	14,758,338	19,357,381	14,939,860	14,104,048	12,525,370
Capital Improvements	19,914,440	73,112,034	579,139,180	75,471,545	634,811,890
Debt Service	147,416,674	117,183,143	64,712,850	64,712,850	61,202,370
Trust Accounts	2,500	2,500	2,500	2,500	2,500
<b>Total Expenses</b>	<b>\$452,078,034</b>	<b>\$501,006,668</b>	<b>\$ 966,501,770</b>	<b>\$422,972,552</b>	<b>\$1,048,945,125</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	134,528,745	138,133,413	148,263,230	142,785,297	166,944,945
Supplies & Contractual	233,612,039	235,695,611	230,014,380	205,318,522	231,103,970
Capital Outlay	83,937,250	127,177,644	588,224,160	74,868,733	650,896,210
<b>Total Expenses</b>	<b>\$452,078,034</b>	<b>\$501,006,668</b>	<b>\$ 966,501,770</b>	<b>\$422,972,552</b>	<b>\$1,048,945,125</b>

<b>REVENUE BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
General Fund	163,283,052	164,714,385	166,421,000	173,609,000	179,962,500
Enterprise Funds	86,594,421	89,967,617	96,643,000	97,003,000	100,573,000
Streets Funds	25,949,998	25,669,559	25,501,000	27,145,000	27,658,000
Internal Service Funds	25,232,202	25,407,940	25,296,000	25,787,000	27,020,530
Replacement Funds	1,700,749	2,214,947	653,000	1,003,000	1,003,000
Special Revenue	44,383,987	45,577,732	73,986,880	50,630,250	63,778,080
Capital Improvements	155,458,710	72,561,490	140,812,260	5,265,042	208,904,030
Debt Service	21,667,730	30,256,743	29,761,280	29,067,280	29,518,240
Trust Accounts	432	1,076	-	-	-
<b>Total Revenue</b>	<b>\$524,271,281</b>	<b>\$456,371,489</b>	<b>\$ 559,074,420</b>	<b>\$409,509,572</b>	<b>\$ 638,417,380</b>

<b>REVENUE BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Taxes and Fees	146,476,134	153,558,505	156,243,230	161,969,230	158,596,180
License and Permits	4,819,908	4,701,052	4,415,000	4,865,000	4,335,000
Intergovernmental	102,413,241	105,037,957	130,308,100	96,170,900	139,234,210
Charges for Service	122,313,165	122,289,521	127,906,170	127,458,272	130,793,660
Fine and Forfeits	4,335,755	4,082,275	3,999,000	4,050,000	4,031,000
Special Assessments	72,346,535	2,257,225	106,581,280	6,581,280	105,643,240
Other Non-Operating	71,566,543	64,444,954	29,621,640	8,414,890	95,784,090
<b>Total Revenue</b>	<b>\$524,271,281</b>	<b>\$456,371,489</b>	<b>\$ 559,074,420</b>	<b>\$409,509,572</b>	<b>\$ 638,417,380</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	524,271,281	456,371,489	559,074,420	409,509,572	638,417,380
Transfers In	61,484,870	92,790,391	547,753,390	146,325,693	602,293,070
<b>Total Sources</b>	<b>\$585,756,151</b>	<b>\$549,161,880</b>	<b>\$1,106,827,810</b>	<b>\$555,835,265</b>	<b>\$1,240,710,450</b>
Total Expenses	452,078,034	501,006,668	966,501,770	422,972,552	1,048,945,125
Transfers Out	61,484,870	92,790,391	547,753,390	146,325,693	602,293,070
<b>Total Uses</b>	<b>\$513,562,904</b>	<b>\$593,797,059</b>	<b>\$1,514,255,160</b>	<b>\$569,298,245</b>	<b>\$1,651,238,195</b>
<b>Net Operating Result</b>	<b>\$ 72,193,247</b>	<b>\$ (44,635,179)</b>	<b>\$ (407,427,350)</b>	<b>\$ (13,462,980)</b>	<b>\$ (410,527,745)</b>

## REVENUE SUMMARY BY FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Budget FY 2020
<b>GENERAL FUND:</b>					
Non-Allocated	140,940,452	147,165,645	149,528,000	155,558,000	161,140,500
Mayor and Council	79,109	107,566	88,000	88,000	88,000
Manager	2,241	5,944	-	-	-
Digital Government	150	-	2,000	-	-
Economic Development	77,909	83,360	75,000	102,000	110,000
Information Technology	1,339	-	-	-	-
Human Resources	6,542	10,554	4,000	4,000	4,000
Management and Budget	-	475	-	-	-
Town Clerk	903	845	-	-	-
Legal Services	19,174	16,741	15,000	15,000	15,000
Management Services	207,467	179,976	119,000	208,000	200,000
Municipal Court	360,999	330,342	298,000	312,000	297,000
Development Services	6,928,546	7,239,744	6,495,000	7,402,000	6,635,000
Police Department	3,727,994	3,515,809	3,365,000	3,436,000	3,402,000
Fire and Rescue Department	1,910,046	2,071,609	1,939,000	2,053,000	2,414,000
Parks and Recreation	7,833,555	3,982,451	4,493,000	4,431,000	5,657,000
Non Departmental	1,184,829	3,324	-	-	-
<b>TOTAL GENERAL FUND</b>	<b>\$ 163,283,052</b>	<b>\$ 164,714,385</b>	<b>\$ 166,421,000</b>	<b>\$ 173,609,000</b>	<b>\$ 179,962,500</b>
<b>ENTERPRISE OPERATIONS:</b>					
Water	42,041,012	44,625,518	48,210,000	47,105,000	48,475,000
Wastewater	26,184,379	26,761,527	28,332,000	29,010,000	30,085,000
Environmental Svc - Residential	15,857,693	15,968,594	17,421,000	15,130,000	14,760,000
Environmental Svc - Commercial	2,511,337	2,611,978	2,680,000	2,638,000	2,703,000
Environmental Compliance	-	-	-	3,120,000	4,550,000
<b>TOTAL ENTERPRISE</b>	<b>\$ 86,594,421</b>	<b>\$ 89,967,617</b>	<b>\$ 96,643,000</b>	<b>\$ 97,003,000</b>	<b>\$ 100,573,000</b>
<b>STREETS:</b>					
HURF	16,226,204	15,678,161	15,001,000	16,345,000	16,545,000
Roadway and Maintenance	9,723,794	9,991,398	10,500,000	10,800,000	11,113,000
<b>TOTAL STREETS</b>	<b>\$ 25,949,998</b>	<b>\$ 25,669,559</b>	<b>\$ 25,501,000</b>	<b>\$ 27,145,000</b>	<b>\$ 27,658,000</b>
<b>INTERNAL SERVICES</b>	<b>\$ 25,232,202</b>	<b>\$ 25,407,940</b>	<b>\$ 25,296,000</b>	<b>\$ 25,787,000</b>	<b>\$ 27,020,530</b>
<b>REPLACEMENT FUNDS:</b>					
General	178,242	250,817	40,000	80,000	80,000
Street	138,785	83,786	20,000	30,000	30,000
Water	681,047	1,032,008	200,000	600,000	600,000
Wastewater	591,116	735,135	200,000	200,000	200,000
Environmental Svc - Residential	104,382	100,382	190,000	90,000	90,000
Environmental Svc - Commercial	4,902	9,687	3,000	3,000	3,000
Fleet	2,275	3,132	-	-	-
<b>TOTAL REPLACEMENT FUNDS</b>	<b>\$ 1,700,749</b>	<b>\$ 2,214,947</b>	<b>\$ 653,000</b>	<b>\$ 1,003,000</b>	<b>\$ 1,003,000</b>
<b>SUB TOTAL OPERATING FUNDS</b>	<b>\$ 302,760,422</b>	<b>\$ 307,974,448</b>	<b>\$ 314,514,000</b>	<b>\$ 324,547,000</b>	<b>\$ 336,217,030</b>
<b>SPECIAL REVENUE FUNDS:</b>					
CDBG/HOME	711,665	1,984,826	1,949,880	816,000	2,039,060
Development Fees	37,799,308	37,827,682	59,650,000	38,030,000	51,170,000
Grants	1,201,220	1,014,004	5,660,900	5,249,900	5,189,150

## REVENUE SUMMARY BY FUND

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Police Impound	283,340	249,674	310,000	150,000	100,000
Special Districts	2,947,131	2,921,434	2,918,230	2,918,230	2,701,180
Other Special Revenue	1,441,323	1,580,112	3,497,870	3,466,120	2,578,690
<b>TOTAL SPECIAL REVENUE</b>	<b>\$ 44,383,987</b>	<b>\$ 45,577,732</b>	<b>\$ 73,986,880</b>	<b>\$ 50,630,250</b>	<b>\$ 63,778,080</b>
<b>OTHER CAPITAL FUNDS</b>	<b>\$ 155,458,710</b>	<b>\$ 72,561,490</b>	<b>\$ 140,812,260</b>	<b>\$ 5,265,042</b>	<b>\$ 208,904,030</b>
<b>DEBT SERVICE</b>	<b>\$ 21,667,730</b>	<b>\$ 30,256,743</b>	<b>\$ 29,761,280</b>	<b>\$ 29,067,280</b>	<b>\$ 29,518,240</b>
<b>TRUST ACCOUNTS</b>	<b>\$ 432</b>	<b>\$ 1,076</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL REVENUE</b>	<b><u>\$ 524,271,281</u></b>	<b><u>\$ 456,371,489</u></b>	<b><u>\$ 559,074,420</u></b>	<b><u>\$ 409,509,572</u></b>	<b><u>\$ 638,417,380</u></b>
<b>CARRY OVER FUNDS</b>					<b>\$ 410,527,745</b>
<b>TOTAL RESOURCES</b>					<b><u>\$ 1,048,945,125</u></b>

## REVENUE SUMMARY BY FUND BY TYPE

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Budget FY 2020
<b>GENERAL FUND</b>					
Taxes and Fees	85,794,157	92,427,046	94,825,000	98,695,000	99,945,000
License and Permit	4,784,961	4,644,714	4,355,000	4,810,000	4,310,000
Intergovernmental	55,902,448	55,236,616	55,825,000	57,381,000	60,630,000
Charges for Service	10,537,471	7,193,835	7,266,500	7,637,500	8,473,500
Fines and Forfeits	3,810,983	3,625,730	3,515,000	3,566,000	3,547,000
Other Non-Operating	2,453,032	1,583,120	634,500	1,519,500	3,057,000
<b>TOTAL GENERAL FUND</b>	<b>\$ 163,283,052</b>	<b>\$ 164,714,385</b>	<b>\$ 166,421,000</b>	<b>\$ 173,609,000</b>	<b>\$ 179,962,500</b>
<b>ENTERPRISE OPERATIONS</b>					
Taxes and Fees					
License and Permit	34,947	56,338	60,000	55,000	25,000
Intergovernmental	952,597	1,183,844	1,750,000	1,750,000	1,750,000
Charges for Service	84,900,125	87,719,185	91,989,000	91,508,000	93,858,000
Fines and Forfeits	-	17,536	-	-	-
Other Non-Operating	706,752	990,714	2,844,000	3,690,000	4,940,000
<b>TOTAL ENTERPRISE OPERATIONS</b>	<b>\$ 86,594,421</b>	<b>\$ 89,967,617</b>	<b>\$ 96,643,000</b>	<b>\$ 97,003,000</b>	<b>\$ 100,573,000</b>
<b>STREETS FUND</b>					
Intergovernmental	25,670,194	25,276,623	25,400,000	27,000,000	27,500,000
Charges for Service	1,598	848	1,000	-	38,000
Fines and Forfeits	3,728	13,283	-	-	-
Other Non-Operating	274,478	378,805	100,000	145,000	120,000
<b>TOTAL STREETS FUND</b>	<b>\$ 25,949,998</b>	<b>\$ 25,669,559</b>	<b>\$ 25,501,000</b>	<b>\$ 27,145,000</b>	<b>\$ 27,658,000</b>
<b>INTERNAL SERVICES</b>					
Intergovernmental	407,315	471,659	455,000	550,000	550,000
Charges for Service	24,535,050	24,452,208	24,778,000	25,175,000	26,108,530
Other Non-Operating	289,837	484,073	63,000	62,000	362,000
<b>TOTAL INTERNAL SERVICES</b>	<b>\$ 25,232,202</b>	<b>\$ 25,407,940</b>	<b>\$ 25,296,000</b>	<b>\$ 25,787,000</b>	<b>\$ 27,020,530</b>
<b>REPLACEMENT FUNDS</b>					
Charges for Service	92,431	40,707	150,000	50,000	50,000
Special Assessments	91,118	18,322	-	-	-
Other Non-Operating	1,517,200	2,155,918	503,000	953,000	953,000
<b>TOTAL REPLACEMENT FUNDS</b>	<b>\$ 1,700,749</b>	<b>\$ 2,214,947</b>	<b>\$ 653,000</b>	<b>\$ 1,003,000</b>	<b>\$ 1,003,000</b>
<b>SPECIAL REVENUE FUNDS</b>					
Taxes and Fees	39,920,869	39,582,354	38,168,230	40,718,230	34,501,180
Intergovernmental	1,942,315	3,027,449	8,306,780	6,761,900	7,924,210
Charges for Service	1,185,766	1,358,789	1,650,730	1,320,730	391,600
Fines and Forfeits	521,044	425,726	484,000	484,000	484,000
Special Assessments	1,110	524	-	-	-
Other Non-Operating	812,883	1,182,890	25,377,140	1,345,390	20,477,090
<b>TOTAL SPECIAL REVENUE</b>	<b>\$ 44,383,987</b>	<b>\$ 45,577,732</b>	<b>\$ 73,986,880</b>	<b>\$ 50,630,250</b>	<b>\$ 63,778,080</b>
<b>CAPITAL IMPROVEMENTS</b>					
Intergovernmental	17,538,372	19,841,766	38,571,320	2,728,000	40,880,000
Charges for Service	1,060,724	1,518,311	2,070,940	1,767,042	1,874,030

## REVENUE SUMMARY BY FUND BY TYPE

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Budget FY 2020
Special Assessments	71,558,767	1,282,377	100,170,000	170,000	100,300,000
Other Non-Operating	65,300,847	49,919,036	-	600,000	65,850,000
<b>TOTAL CAPITAL IMPROVEMENT</b>	<b>\$ 155,458,710</b>	<b>\$ 72,561,490</b>	<b>\$ 140,812,260</b>	<b>\$ 5,265,042</b>	<b>\$ 208,904,030</b>
<b>DEBT SERVICE</b>					
Taxes and Fees	20,761,108	21,549,105	23,250,000	22,556,000	24,150,000
Charges for Service	-	5,638	-	-	-
Special Assessments	695,540	952,678	6,411,280	6,411,280	5,343,240
Other Non-Operating	211,082	7,749,322	100,000	100,000	25,000
<b>TOTAL DEBT SERVICE</b>	<b>\$ 21,667,730</b>	<b>\$ 30,256,743</b>	<b>\$ 29,761,280</b>	<b>\$ 29,067,280</b>	<b>\$ 29,518,240</b>
<b>TRUST ACCOUNTS</b>					
Other Non-Operating	432	1,076	-	-	-
<b>TOTAL TRUST ACCOUNTS</b>	<b>\$ 432</b>	<b>\$ 1,076</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL REVENUE</b>	<b><u>\$ 524,271,281</u></b>	<b><u>\$ 456,371,489</u></b>	<b><u>\$ 559,074,420</u></b>	<b><u>\$ 409,509,572</u></b>	<b><u>\$ 638,417,380</u></b>

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Budget FY 2020
<b>GENERAL FUND</b>					
<b>Non-Allocated:</b>					
Privilege License Tax	82,980,329	89,467,453	92,000,000	95,750,000	97,000,000
CATV Franchise Fee	1,947,882	1,982,337	1,900,000	2,000,000	2,000,000
Electric Franchise	392,734	417,499	400,000	420,000	420,000
Natural Gas Franchise	473,212	510,856	525,000	525,000	525,000
State Shared Privilege License Tax	22,575,616	22,821,364	23,600,000	25,000,000	25,500,000
Urban Revenue Sharing	30,284,980	29,371,178	29,200,000	29,350,000	32,000,000
SRP in Lieu	1,159,314	1,124,246	1,100,000	1,040,000	1,100,000
Investment Income	728,268	990,771	350,000	1,000,000	500,000
Other Revenue	398,117	479,941	453,000	473,000	2,095,500
Total Non-Allocated	\$ 140,940,452	\$ 147,165,645	\$ 149,528,000	\$ 155,558,000	\$ 161,140,500
<b>Mayor and Council</b>	79,109	107,566	88,000	88,000	88,000
<b>Manager</b>	2,241	5,944	-	-	-
<b>Emergency Mgt and Safety</b>	-	4,892	-	-	-
<b>Digital Government</b>	150	-	2,000	-	-
<b>Economic Development</b>	77,909	83,360	75,000	102,000	110,000
<b>InformationTechnology:</b>					
Application Operations	1,339	-	-	-	-
Total InformationTechnology	1,339	-	-	-	-
<b>Human Resources:</b>					
Administration	5,691	4,451	4,000	4,000	4,000
Risk Management	851	6,103	-	-	-
Total Human Resources	6,542	10,554	4,000	4,000	4,000
<b>Management and Budget</b>	-	475	-	-	-
<b>Town Clerk</b>	903	845	-	-	-
<b>Legal Services</b>	19,174	16,741	15,000	15,000	15,000
<b>Management Services:</b>					
Accounting	9,465	14,225	5,000	-	-
Purchasing	178,424	98,268	100,000	200,000	200,000
Tax Compliance	19,578	67,483	14,000	8,000	-
Total Management Services	207,467	179,976	119,000	208,000	200,000
<b>Municipal Court</b>	360,999	330,342	298,000	312,000	297,000
<b>Development Services:</b>					
Permits, Licensing, and Alarms	569,272	614,433	584,000	719,000	814,000
Plan Review and Inspection - Bldg	3,721,673	3,841,008	3,400,000	4,100,000	3,400,000
Plan Review and Inspection - Fire	385,393	383,095	330,000	400,000	390,000
Plan Review and Inspection - Eng	1,684,024	1,740,898	1,626,000	1,674,000	1,526,000
Plan Review and Inspection - Code	715	355	-	-	-
Planning Services	567,469	659,955	555,000	509,000	505,000
Total Development Services	\$ 6,928,546	\$ 7,239,744	\$ 6,495,000	\$ 7,402,000	\$ 6,635,000
<b>Police Department:</b>					
Administration	2,300	3,100	-	-	-
Animal Control	96	156	-	-	-

	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Incarceration	603,792	628,516	500,000	630,000	600,000
Uniform Patrol	499,176	476,812	422,000	446,000	452,000
Crime Apprehension	-	228	-	-	-
Traffic Unit	1,783,075	1,551,320	1,685,000	1,570,000	1,565,000
Special Assignment Unit	-	-	-	-	-
Detention / Court Support	473,177	457,583	420,000	435,000	435,000
School Programs	1,760	384	-	-	-
Records	36,461	31,875	30,000	30,000	30,000
Training Coordination	-	1,612	-	-	-
Counseling Services	310,128	350,736	300,000	310,000	310,000
Persons Crimes	13	87	-	-	-
Property Crimes	11,600	13,400	8,000	15,000	10,000
Intel	6,416	-	-	-	-
<b>Total Police Department</b>	<b>\$ 3,727,994</b>	<b>\$ 3,515,809</b>	<b>\$ 3,365,000</b>	<b>\$ 3,436,000</b>	<b>\$ 3,402,000</b>
<b>Fire and Rescue Department:</b>					
Administration	29,968	18,295	-	-	-
Training	13,370	17,735	-	-	-
Operations	1,791,421	1,938,935	1,879,000	1,998,000	2,359,000
Prevention	68,670	85,610	60,000	55,000	55,000
Public Education	6,617	6,142	-	-	-
<b>Total Fire and Rescue Department</b>	<b>\$ 1,910,046</b>	<b>\$ 2,066,717</b>	<b>\$ 1,939,000</b>	<b>\$ 2,053,000</b>	<b>\$ 2,414,000</b>
<b>Parks and Recreation:</b>					
PR Administration	(18,844)	65	-	-	25,000
Facilities Administration	-	444	-	-	-
Public Safety Center	221,615	228,267	225,000	231,000	230,000
Heritage Annex	30,768	36,486	35,500	38,000	39,000
University Building	4,019,595	115,225	250,000	250,000	350,000
Public Works Facility	-	3,110	-	-	-
Parks and Open Space	18,946	(6,282)	27,500	27,500	164,000
Freestone Park	80,029	91,748	94,000	91,000	91,000
Crossroads Park	185,895	173,353	159,000	158,000	158,000
McQueen Park	97,443	104,334	107,000	101,000	102,000
Hetchler Park	13,705	30,610	20,000	26,000	26,000
Discovery Park	62,057	85,164	81,000	83,000	83,000
Cosmo Park	2,144	1,971	1,000	1,000	1,000
Cactus Yards	191,847	53,287	605,000	605,000	1,500,000
Neighborhood Parks	3,656	669	-	-	-
Water Tower Park	550	688	-	-	-
Trails Washes and Other	412	596	-	-	-
Riparian	26,972	35,234	24,000	30,000	25,000
Mesquite Pool	83,661	77,817	75,000	76,000	75,000
Greenfield Pool	133,463	182,941	139,000	151,000	150,000
Perry Pool	129,357	115,344	97,000	110,000	110,000
Williams Field Pool	100,065	95,212	97,000	100,000	100,000
Community Center	177,663	213,346	172,000	182,500	194,000
McQueen Activity Center	279,378	297,780	293,000	249,000	250,000
Page Park Center	128	-	-	-	-
Freestone Recreation Center	1,061,964	1,113,815	1,075,000	1,057,000	1,080,000
Southeast Regional Library	150,028	181,740	145,000	137,000	137,000
Perry Branch Library	132,178	141,757	132,000	132,000	132,000

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Youth Sports	54,238	48,776	50,000	50,000	50,000
Adult Sports	303,570	296,440	350,000	300,000	315,000
Special Events	261,316	228,554	210,000	215,000	240,000
Adaptive Recreation	29,756	31,944	29,000	30,000	30,000
Total Parks and Recreation	\$ 7,833,555	\$ 3,982,451	\$ 4,493,000	\$ 4,431,000	\$ 5,657,000
<b>Non-Departmental:</b>					
Social Services	-	3,324	-	-	-
Capital Projects	1,184,829	-	-	-	-
Total Non-Departmental	\$ 1,184,829	\$ 3,324	\$ -	\$ -	\$ -
<b>TOTAL GENERAL FUND</b>	<b><u>\$ 163,283,052</u></b>	<b><u>\$ 164,714,385</u></b>	<b><u>\$ 166,421,000</u></b>	<b><u>\$ 173,609,000</u></b>	<b><u>\$ 179,962,500</u></b>
<b>ENTERPRISE OPERATIONS</b>					
<b>WATER</b>					
<b>Non-Allocated:</b>					
Meter Water Sales	38,390,101	40,138,816	43,900,000	42,500,000	44,500,000
Meter Installation	247,934	277,743	250,000	250,000	250,000
Hydrant Water Metered Sales	287,623	270,534	250,000	400,000	400,000
Account Activation Fee	288,899	281,232	290,000	230,000	250,000
Delinquency/Late Fee	924,978	930,281	895,000	875,000	860,000
Investment Income	331,596	463,481	100,000	300,000	200,000
Other Non-Allocated	569,614	965,243	755,000	774,000	245,000
Total Non-Allocated	41,040,745	43,327,330	46,440,000	45,329,000	46,705,000
<b>Production:</b>					
Santan Vista Water Treatment Plant	952,597	1,183,844	1,750,000	1,750,000	1,750,000
Total Production	952,597	1,186,047	1,750,000	1,750,000	1,750,000
<b>Distribution</b>	31,398	111,620	5,000	5,000	5,000
<b>Metering</b>	16,272	-	15,000	21,000	15,000
<b>Public Works Administration</b>	-	521	-	-	-
<b>TOTAL WATER</b>	<b><u>\$ 42,041,012</u></b>	<b><u>\$ 44,625,518</u></b>	<b><u>\$ 48,210,000</u></b>	<b><u>\$ 47,105,000</u></b>	<b><u>\$ 48,475,000</u></b>
<b>WASTEWATER</b>					
<b>Non-Allocated:</b>					
Reuse/Recharge Water Use Charge	1,012,137	1,096,346	1,200,000	1,300,000	1,500,000
Commercial Wastewater	2,444,772	2,422,971	2,600,000	2,600,000	2,700,000
Residential Wastewater	22,506,658	22,851,566	24,500,000	25,000,000	25,800,000
Investment Income	152,595	224,574	22,000	100,000	75,000
Total Non-Allocated	26,116,162	26,730,465	28,322,000	29,000,000	30,075,000
<b>Collection</b>	57,270	17,500	-	-	-
<b>Plant Operations:</b>					
Neely Treatment Facility	-	1,074	-	-	-
Total Plant Operations	-	1,074	-	-	-
<b>Quality</b>	10,947	11,338	10,000	10,000	10,000

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>TOTAL WASTEWATER</b>	<b>\$ 26,184,379</b>	<b>\$ 26,761,527</b>	<b>\$ 28,332,000</b>	<b>\$ 29,010,000</b>	<b>\$ 30,085,000</b>
<b>ENVIRONMENTAL SVC - RESIDENTIAL</b>					
<b>Non-Allocated:</b>					
Collection	15,004,935	15,349,655	14,630,000	14,750,000	14,400,000
Investment Income	147,922	190,228	100,000	150,000	100,000
Other Non-Allocated	1,699	6,994	2,580,000	125,000	170,000
Total Non-Allocated	15,154,556	15,546,877	17,310,000	15,025,000	14,670,000
<b>Uncontained</b>	18,513	32,868	25,000	46,000	30,000
<b>Recycling</b>	665,051	374,971	71,000	50,000	50,000
<b>Environmental Programs</b>	19,573	13,878	15,000	9,000	10,000
<b>TOTAL ENVIRO SVC RESIDENTIAL</b>	<b>\$ 15,857,693</b>	<b>\$ 15,968,594</b>	<b>\$ 17,421,000</b>	<b>\$ 15,130,000</b>	<b>\$ 14,760,000</b>
<b>ENVIRONMENTAL SVC - COMMERCIAL</b>					
<b>Non-Allocated:</b>					
Collection	(2,271)	1,002	-	-	-
Investment Income	18,001	25,685	7,000	20,000	15,000
Other Non-Allocated	3,010	2,178	2,000	2,000	2,000
Total Non-Allocated	18,740	28,865	9,000	22,000	17,000
<b>Administration</b>	24,000	45,000	50,000	45,000	15,000
<b>Collections</b>	1,845,122	1,831,141	1,891,000	1,851,000	1,901,000
<b>Rolloffs</b>	623,475	706,972	730,000	720,000	770,000
<b>TOTAL ENVIRO SVC COMMERCIAL</b>	<b>\$ 2,511,337</b>	<b>\$ 2,611,978</b>	<b>\$ 2,680,000</b>	<b>\$ 2,638,000</b>	<b>\$ 2,703,000</b>
<b>ENVIRONMENTAL COMPLIANCE</b>					
Environmental Compliance Fee	\$ -	\$ -	\$ -	\$ 3,120,000	\$ 4,550,000
<b>TOTAL ENVIRONMENTAL COMPLIANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,120,000</b>	<b>\$ 4,550,000</b>
<b>TOTAL ENTERPRISE</b>	<b><u>\$ 86,594,421</u></b>	<b><u>\$ 89,967,617</u></b>	<b><u>\$ 96,643,000</u></b>	<b><u>\$ 97,003,000</u></b>	<b><u>\$ 100,573,000</u></b>
<b>STREETS</b>					
<b>HURF</b>					
<b>Non-Allocated:</b>					
Highway User Tax	15,847,098	15,457,442	14,900,000	16,300,000	16,500,000
Investment Income	145,967	42,585	100,000	45,000	45,000
Other Non-Allocated	99,460	18,189	-	-	-
Total Non-Allocated	16,092,525	15,518,216	15,000,000	16,345,000	16,545,000
<b>Street Maintenance:</b>					
<b>Asphalt Patching</b>	(11)	37,971	-	-	-
<b>Total Street Maintenance</b>	(11)	37,971	-	-	-
<b>Traffic Control:</b>					
Street Signs	3,998	2,159	-	-	-
Street Lighting	84,405	69,639	1,000	-	-

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Traffic Signal Maintenance	10,883	39,655	-	-	-
Total Traffic Control	99,569	111,453	1,000	-	-
<b>Right of Way Maintenance:</b>					
Landscape Maintenance	1,638	5,000	-	-	-
Concrete Repair	32,483	-	-	-	-
Total Right of Way Maintenance	34,121	5,000	-	-	-
<b>TOTAL HURF</b>	<b>\$ 16,226,204</b>	<b>\$ 15,678,161</b>	<b>\$ 15,001,000</b>	<b>\$ 16,345,000</b>	<b>\$ 16,545,000</b>
<b>ROADWAY AND MAINTENANCE</b>					
Auto Lieu Tax	9,723,794	9,991,398	10,500,000	10,800,000	11,113,000
<b>TOTAL ROADWAY AND MAINTENANCE</b>	<b>\$ 9,723,794</b>	<b>\$ 9,991,398</b>	<b>\$ 10,500,000</b>	<b>\$ 10,800,000</b>	<b>\$ 11,113,000</b>
<b>TOTAL STREETS</b>	<b>\$ 25,949,998</b>	<b>\$ 25,669,559</b>	<b>\$ 25,501,000</b>	<b>\$ 27,145,000</b>	<b>\$ 27,658,000</b>
<b>INTERNAL SERVICE</b>					
Fleet Maintenance	6,666,005	7,413,297	7,239,000	7,730,000	8,378,530
Health Self-Insurance	17,339,630	16,750,982	16,675,000	16,675,000	17,260,000
Dental Self-Insurance	1,226,567	1,243,661	1,382,000	1,382,000	1,382,000
<b>TOTAL INTERNAL SERVICES</b>	<b>\$ 25,232,202</b>	<b>\$ 25,407,940</b>	<b>\$ 25,296,000</b>	<b>\$ 25,787,000</b>	<b>\$ 27,020,530</b>
<b>REPLACEMENT FUNDS</b>					
General	178,242	250,817	40,000	80,000	80,000
Streets	138,785	83,786	20,000	30,000	30,000
Water	681,047	1,032,008	200,000	600,000	600,000
Wastewater	591,116	735,135	200,000	200,000	200,000
Environmental Svc - Residential	104,382	100,382	190,000	90,000	90,000
Environmental Svc - Commercial	4,902	9,687	3,000	3,000	3,000
Fleet	2,275	3,132	-	-	-
<b>TOTAL REPLACEMENT FUNDS</b>	<b>\$ 1,700,749</b>	<b>\$ 2,214,947</b>	<b>\$ 653,000</b>	<b>\$ 1,003,000</b>	<b>\$ 1,003,000</b>
<b>SUB TOTAL OPERATING FUNDS</b>	<b>\$ 302,760,422</b>	<b>\$ 307,974,448</b>	<b>\$ 314,514,000</b>	<b>\$ 324,547,000</b>	<b>\$ 336,217,030</b>
<b>SPECIAL REVENUE FUNDS</b>					
CDBG/HOME	711,665	1,984,826	1,949,880	816,000	2,039,060
Roads SDF	-	-	-	-	2,000,000
Solid Waste Container	126,977	142,332	170,000	-	-
Traffic Signal SDF	2,405,960	2,179,613	2,015,000	2,115,000	2,215,000
Police SDF	3,722,980	3,773,696	3,600,000	4,300,000	1,000,000
Fire SDF	1,895,180	2,082,819	2,000,000	2,300,000	2,500,000
General Government SDF	2,400,140	2,443,552	2,400,000	2,800,000	2,200,000
Parks and Recreation SDF	8,033,039	7,667,892	31,065,000	8,765,000	26,705,000
Water SDF	10,013,904	10,091,327	9,700,000	9,700,000	7,600,000
Water Resource Fee	2,021,152	2,846,416	2,550,000	2,550,000	2,550,000

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Wastewater SDF	17,725	15,078	-	-	-
Wastewater SDF - Neely	1,634,150	1,021,828	1,150,000	500,000	400,000
Wastewater SDF - Greenfield	5,528,101	5,563,129	5,000,000	5,000,000	4,000,000
Grants	1,201,220	1,014,004	5,660,900	5,249,900	5,189,150
Police Impound	283,340	249,674	310,000	150,000	100,000
Street Light Improvement	1,945,635	1,872,948	1,871,900	1,871,900	1,728,400
Parkway Improvement	1,001,496	1,048,486	1,046,330	1,046,330	972,780
Other Special Revenue	1,441,323	1,580,112	3,497,870	3,466,120	2,578,690
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b><u>\$ 44,383,987</u></b>	<b><u>\$ 45,577,732</u></b>	<b><u>\$ 73,986,880</u></b>	<b><u>\$ 50,630,250</u></b>	<b><u>\$ 63,778,080</u></b>
<b>OTHER CAPITAL FUNDS</b>					
CIP Administration	1,060,724	1,518,311	2,070,940	1,767,042	1,874,030
CIP Contingency Source	-	-	100,000,000	-	100,000,000
Outside Sources	1,946,496	3,435,283	19,557,580	2,614,000	23,066,000
Prop 400	3,696,776	1,580,698	15,809,740	114,000	16,314,000
GO Bond Proceeds	135,929,068	853,696	-	-	65,350,000
Revenue Obligations	72,392	57,235	-	-	-
MPC - Public Facilities	998	2,461	-	-	-
MPC - Water System	12,738,264	15,568,095	3,374,000	170,000	1,800,000
MPC - Wastewater System	13,992	49,545,711	-	600,000	500,000
<b>TOTAL OTHER CAPITAL FUNDS</b>	<b><u>\$ 155,458,710</u></b>	<b><u>\$ 72,561,490</u></b>	<b><u>\$ 140,812,260</u></b>	<b><u>\$ 5,265,042</u></b>	<b><u>\$ 208,904,030</u></b>
<b>DEBT SERVICE</b>					
General Obligation Debt/HURF	20,875,596	21,614,827	23,350,000	22,656,000	24,175,000
Improvement Districts	696,363	964,261	6,411,280	6,411,280	5,343,240
MPC - Public Facilities	-	7,575,511	-	-	-
Debt Sinking Fund	95,771	102,144	-	-	-
<b>TOTAL DEBT SERVICE</b>	<b><u>\$ 21,667,730</u></b>	<b><u>\$ 30,256,743</u></b>	<b><u>\$ 29,761,280</u></b>	<b><u>\$ 29,067,280</u></b>	<b><u>\$ 29,518,240</u></b>
<b>TRUST ACCOUNTS</b>	<b><u>\$ 432</u></b>	<b><u>\$ 1,076</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>
<b>GRAND TOTAL REVENUE</b>	<b><u>\$ 524,271,281</u></b>	<b><u>\$ 456,371,489</u></b>	<b><u>\$ 559,074,420</u></b>	<b><u>\$ 409,509,572</u></b>	<b><u>\$ 638,417,380</u></b>

## EXPENSE SUMMARY

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Budget FY 2020
<b>GENERAL FUND:</b>					
Mayor and Council	837,465	739,400	816,370	737,684	764,900
Manager	1,303,608	1,761,466	1,595,110	1,577,069	2,145,710
Digital Government	925,391	1,052,951	1,098,200	1,120,697	1,269,660
Intergovernmental Relations	330,108	313,745	326,840	325,496	393,310
Economic Development	2,115,577	2,153,366	2,854,020	2,156,073	2,697,730
Information Technology	8,954,144	9,028,027	9,851,480	9,176,359	13,027,975
Human Resources	2,563,948	2,512,062	2,633,720	2,295,776	2,472,730
Management and Budget	700,139	608,156	635,240	625,115	728,170
Town Clerk	627,078	510,049	735,200	701,643	576,520
Legal Services	2,790,043	2,789,378	2,968,340	3,134,592	3,814,090
Management Services	2,251,632	2,337,068	2,635,420	2,450,118	2,679,070
Municipal Court	3,221,340	3,192,395	3,401,380	3,337,435	3,430,020
Development Services	6,111,275	6,716,658	7,357,710	7,377,307	8,115,580
Public Works - Engineering	874,776	491,565	642,010	465,085	704,140
Police	52,666,449	51,946,215	56,101,700	55,305,761	59,942,830
Fire and Rescue	31,999,277	35,371,996	34,077,250	34,315,547	35,225,980
Parks and Recreation	17,301,525	18,647,716	18,076,610	19,467,876	23,005,540
Non-Departmental	24,548,832	17,937,176	12,248,690	8,751,890	18,480,910
Contingency/Reserves	-	-	15,000,000	2,735,000	15,000,000
<b>TOTAL GENERAL FUND</b>	<b>\$ 160,122,607</b>	<b>\$ 158,109,389</b>	<b>\$ 173,055,290</b>	<b>\$ 156,056,523</b>	<b>\$ 194,474,865</b>
<b>ENTERPRISE OPERATIONS:</b>					
Water	25,879,442	26,151,938	33,086,290	31,122,256	34,052,880
Wastewater	17,076,547	22,067,704	18,840,000	16,778,371	19,376,325
Environmental Svc - Residential	12,827,817	14,875,041	15,813,210	13,933,392	15,125,885
Environmental Svc - Commercial	1,814,731	2,245,089	2,326,810	2,106,165	2,461,220
Environmental Compliance	-	-	-	901,939	1,967,450
<b>TOTAL ENTERPRISE</b>	<b>\$ 57,598,537</b>	<b>\$ 65,339,772</b>	<b>\$ 70,066,310</b>	<b>\$ 64,842,123</b>	<b>\$ 72,983,760</b>
<b>STREETS:</b>					
HURF	12,797,997	12,567,449	14,093,220	13,630,610	16,455,130
Roadway and Maintenance	7,148,141	6,382,168	4,594,190	3,836,933	6,569,530
<b>TOTAL STREETS</b>	<b>\$ 19,946,138</b>	<b>\$ 18,949,617</b>	<b>\$ 18,687,410</b>	<b>\$ 17,467,543</b>	<b>\$ 23,024,660</b>
<b>INTERNAL SERVICES</b>	<b>\$ 22,661,550</b>	<b>\$ 22,529,221</b>	<b>\$ 26,416,320</b>	<b>\$ 24,401,370</b>	<b>\$ 27,116,610</b>
<b>REPLACEMENT FUNDS:</b>					
General	1,723,201	4,989,666	3,471,500	637,500	6,419,500
Streets	175,213	725,510	1,402,050	616,050	1,117,000
Water	1,399,298	7,317,847	3,721,900	964,900	3,493,000
Wastewater	5,376,522	8,966,539	4,383,200	1,742,200	4,088,500
Environmental Svc - Residential	983,016	3,974,952	5,413,400	1,313,400	4,819,500
Environmental Svc - Commercial	-	428,397	890,000	640,000	536,500
Environmental Compliance	-	-	-	-	2,213,000
Fleet	-	20,700	200,000	-	116,100
<b>TOTAL REPLACEMENT FUNDS</b>	<b>\$ 9,657,250</b>	<b>\$ 26,423,611</b>	<b>\$ 19,482,050</b>	<b>\$ 5,914,050</b>	<b>\$ 22,803,100</b>

## EXPENSE SUMMARY

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Budget FY 2020
<b>SUBTOTAL OPERATING FUNDS</b>	<b>\$ 269,986,082</b>	<b>\$ 291,351,610</b>	<b>\$ 307,707,380</b>	<b>\$ 268,681,609</b>	<b>\$ 340,402,995</b>
<b>SPECIAL REVENUE FUNDS:</b>					
CDBG/HOME	711,603	1,983,506	744,880	749,143	788,000
Development Fees	7,864,769	11,596,690	1,159,660	1,159,660	-
Grants	1,478,169	1,181,904	5,272,240	5,272,011	5,189,150
Police Impound	267,675	250,831	342,820	260,045	293,380
Special Districts	2,777,032	2,787,256	3,197,900	3,172,900	3,117,210
Other Special Revenue	1,659,090	1,557,194	4,222,360	3,490,289	3,137,630
<b>TOTAL SPECIAL REVENUE</b>	<b>\$ 14,758,338</b>	<b>\$ 19,357,381</b>	<b>\$ 14,939,860</b>	<b>\$ 14,104,048</b>	<b>\$ 12,525,370</b>
<b>OTHER FUNDING SOURCES</b>	<b>\$ 19,914,440</b>	<b>\$ 73,112,034</b>	<b>\$ 101,820,940</b>	<b>\$ 1,615,402</b>	<b>\$ 102,224,030</b>
<b>CAPITAL IMPROVEMENT FUNDS:</b>					
Redevelopment	-	-	24,939,840	10,014,614	9,814,050
Streets	-	-	128,028,650	9,041,040	105,137,990
Traffic Control	-	-	5,580,860	479,020	7,497,070
Parks and Recreation	-	-	55,370,510	17,656,080	53,380,815
Municipal Facilities	-	-	16,857,760	7,978,312	91,291,745
Water	-	-	127,180,970	7,625,267	148,931,740
Wastewater	-	-	118,181,840	5,813,974	76,192,750
Storm Water	-	-	1,177,810	44,760	873,000
Wastewater MPC	-	-	-	14,816,674	21,276,240
Water MPC	-	-	-	386,402	18,192,460
<b>TOTAL CIP FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 477,318,240</b>	<b>\$ 73,856,143</b>	<b>\$ 532,587,860</b>
<b>DEBT SERVICE</b>	<b>\$ 147,416,674</b>	<b>\$ 117,183,143</b>	<b>\$ 64,712,850</b>	<b>\$ 64,712,850</b>	<b>\$ 61,202,370</b>
<b>TRUST ACCOUNTS</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>
<b>GRAND TOTAL EXPENSES</b>	<b>\$ 452,078,034</b>	<b>\$ 501,006,668</b>	<b>\$ 966,501,770</b>	<b>\$ 422,972,552</b>	<b>\$ 1,048,945,125</b>

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Budget FY 2020
<b>GENERAL FUND</b>					
<b>Mayor and Council:</b>					
Mayor and Council:	815,031	716,532	787,930	709,689	739,510
Boards and Commissions	22,434	22,868	28,440	27,995	25,390
Total Mayor and Council	837,465	739,400	816,370	737,684	764,900
<b>Manager</b>	1,303,608	1,603,152	1,444,630	1,317,828	1,871,790
<b>Emergency Mgt and Safety</b>	-	158,314	150,480	259,241	273,920
<b>Digital Government</b>	925,391	1,052,951	1,098,200	1,120,697	1,269,660
<b>Intergovernmental Relations</b>	330,108	313,745	326,840	325,496	393,310
<b>Economic Development:</b>					
Economic Development Admin	1,650,173	1,397,429	2,347,270	1,560,830	2,120,650
Redevelopment	129,479	373,282	25,270	25,270	86,050
Shop Gilbert	11,653	13,486	13,500	-	-
Tourism	324,272	369,169	467,980	569,973	491,030
Total Economic Development	2,115,577	2,153,366	2,854,020	2,156,073	2,697,730
<b>Information Technology:</b>					
Administration	286,883	304,966	322,610	170,774	590,830
Infrastructure Support	3,810,129	3,430,943	3,738,900	3,738,108	5,251,400
Application Operations	3,871,171	4,302,146	4,659,040	3,190,963	4,834,945
Desktop Support	-	-	-	1,287,774	1,414,370
GIS Application and Support	732,222	778,724	815,930	788,740	936,430
Copy and Printing Services	253,739	211,248	315,000	-	-
Total Information Technology	8,954,144	9,028,027	9,851,480	9,176,359	13,027,975
<b>Human Resources:</b>					
Administration	1,548,203	1,566,596	1,788,420	1,850,719	1,901,370
Learning and Development	403,869	529,542	464,820	445,057	571,360
Risk Management	386,430	415,895	380,480	-	-
Payroll	225,446	29	-	-	-
Total Human Resources	2,563,948	2,512,062	2,633,720	2,295,776	2,472,730
<b>Management and Budget</b>	700,139	608,156	635,240	625,115	728,170
<b>Town Clerk</b>	627,076	510,049	735,200	701,643	576,520
<b>Neighborhood Services</b>	2	-	-	-	-
<b>Legal Services:</b>					
General Counsel	974,540	1,012,391	1,134,290	1,166,693	1,682,520
Prosecutor	1,815,503	1,776,987	1,834,050	1,967,899	2,131,570
Total Legal Services	2,790,043	2,789,378	2,968,340	3,134,592	3,814,090
<b>Management Services:</b>					
Administration	329,048	192,177	198,090	212,880	214,880
Accounting	958,222	1,124,263	1,224,030	1,218,304	1,317,605
Purchasing	554,445	564,860	566,860	508,618	599,930
Tax Compliance	409,917	455,768	646,440	510,316	546,655
Total Management Services	2,251,632	2,337,068	2,635,420	2,450,118	2,679,070

	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
<b>Municipal Court</b>	3,221,340	3,192,395	3,401,380	3,337,435	3,430,020
<b>Development Services:</b>					
Administration	238,273	295,907	670,140	679,022	752,540
Permits and Licensing	516,144	581,323	579,010	714,752	787,950
Plan Review and Inspection:					
Administration	247,779	243,349	246,180	252,194	253,450
Building	1,492,833	1,611,674	1,665,530	1,518,302	1,781,510
Fire	523,858	346,493	354,840	359,369	363,970
Engineering	994,022	1,057,630	1,131,780	1,241,616	1,211,160
Planning	275,196	197,644	278,320	282,081	295,430
Code	488,401	537,868	538,080	524,424	559,530
Total Plan Review and Inspection	4,022,089	3,994,658	4,214,730	4,177,986	4,465,050
Development Engineering	-	327,737	336,870	377,426	465,270
Planning Services	1,281,692	1,259,240	1,323,780	1,236,408	1,384,020
Transportation Planning	53,077	257,793	233,180	191,713	260,750
Total Development Services	6,111,275	6,716,658	7,357,710	7,377,307	8,115,580
<b>Engineering Services:</b>					
Administration	199,199	122,810	191,890	120,995	124,150
Development	259,390	-	-	-	-
Traffic	416,187	368,755	450,120	344,090	579,990
Total Engineering Services	874,776	491,565	642,010	465,085	704,140
<b>Police Department:</b>					
Administration	9,015,774	2,569,066	2,357,730	2,422,780	3,003,380
Animal Control	143,966	147,225	157,000	-	-
Incarceration	1,318,014	1,528,164	1,400,000	-	-
Support Services:					
Administration	501,238	395,403	592,590	2,151,057	2,171,670
Communications	2,888,633	2,742,496	3,034,830	3,250,101	3,583,505
Hiring/Inspections	489,359	700,232	553,370	649,769	598,980
Planning and Research	184,175	192,649	192,920	202,896	308,640
Public Affairs	-	-	284,030	197,971	290,300
Counseling Services	814,999	864,873	915,760	725,723	927,060
Crime Prevention	163,024	249,664	149,430	162,407	160,840
Property	558,775	560,380	613,330	634,682	684,170
Records	1,043,198	1,078,202	1,188,420	1,208,485	1,275,240
Total Support Services	6,643,401	6,783,899	7,524,680	9,183,091	10,000,405
Professional Standards:					
Professional Standards Admin	-	-	255,510	272,512	249,760
Internal Affairs	597,627	598,973	459,200	497,695	466,490
Training & Program Coordination	396,799	381,777	1,018,270	2,969,811	1,182,625
Total Professional Standards	994,426	980,750	1,732,980	3,740,018	1,898,875

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Patrol Services:</b>					
Uniform Patrol	19,047,432	22,606,294	24,822,410	22,168,253	26,413,680
Civilian Support	247,839	213,423	291,520	297,124	346,810
Detention / Court Support	776,908	858,453	749,490	905,759	993,690
Enforcement Support	816,552	889,973	855,770	762,845	893,630
<b>Total Patrol Services</b>	<b>20,888,731</b>	<b>24,568,143</b>	<b>26,719,190</b>	<b>24,133,981</b>	<b>28,647,810</b>
<b>Investigations:</b>					
Investigations Administration	739,140	877,812	894,910	1,002,636	978,330
Financial Crimes Unit	-	-	1,016,610	1,002,376	967,260
Family Violence Unit	-	-	844,930	756,210	917,440
Special Victims Unit	1,409,658	1,589,778	1,460,700	1,438,016	1,488,690
Violent Crimes Unit	893,642	1,011,952	1,054,070	1,014,296	1,071,110
Property Crimes	1,469,465	1,809,354	1,382,580	1,182,661	1,363,060
Crime Scene Unit	698,140	730,727	787,910	800,777	792,840
Intel and Analysis Unit	1,306,345	1,457,928	1,054,510	1,054,807	1,146,540
<b>Total Investigations</b>	<b>6,516,390</b>	<b>7,477,551</b>	<b>8,496,220</b>	<b>8,251,779</b>	<b>8,725,270</b>
<b>Special Operations:</b>					
SWAT	221,001	247,178	347,260	386,309	353,470
Crime Suppression	1,815,641	1,982,163	1,156,900	926,870	1,153,750
K-9 Unit	-	-	464,930	486,163	480,130
School Programs	1,205,024	1,439,536	1,331,020	1,552,605	1,331,490
Traffic Unit	2,358,391	2,534,437	2,813,600	2,697,897	2,809,060
<b>Total Special Operations</b>	<b>5,600,057</b>	<b>6,203,314</b>	<b>6,113,710</b>	<b>6,049,844</b>	<b>6,127,900</b>
<b>Tactical Operations:</b>					
Crime Apprehension	766,051	910,640	809,650	-	-
Special Investigations	779,639	777,463	790,540	1,524,268	1,539,190
<b>Total Tactical Operations</b>	<b>1,545,690</b>	<b>1,688,103</b>	<b>1,600,190</b>	<b>1,524,268</b>	<b>1,539,190</b>
<b>Total Police Department</b>	<b>52,666,449</b>	<b>51,946,215</b>	<b>56,101,700</b>	<b>55,305,761</b>	<b>59,942,830</b>
<b>Fire and Rescue Department:</b>					
<b>Administration:</b>					
Administration	2,777,141	1,938,727	1,498,070	1,545,523	1,191,240
Organizational Performance	357,687	1,499	-	-	-
<b>Total Administration</b>	<b>3,134,828</b>	<b>1,940,226</b>	<b>1,498,070</b>	<b>1,545,523</b>	<b>1,191,240</b>
<b>Operations:</b>					
Training	780,063	983,390	839,600	847,455	865,860
Operations	24,043,146	28,167,484	27,598,420	27,721,674	28,757,310
Resource	2,594,109	2,939,289	2,826,680	2,877,897	2,992,400
<b>Total Operations</b>	<b>27,417,318</b>	<b>32,090,163</b>	<b>31,264,700</b>	<b>31,447,026</b>	<b>32,615,570</b>
Prevention	754,363	769,220	738,670	729,969	784,930
Community	531,258	572,387	575,810	593,029	634,240
Emergency Operations Center	161,510	-	-	-	-
<b>Total Fire and Rescue</b>	<b>31,999,277</b>	<b>35,371,996</b>	<b>34,077,250</b>	<b>34,315,547</b>	<b>35,225,980</b>

	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
<b>Parks and Recreation:</b>					
Administration	1,172,467	1,200,137	1,194,620	1,220,289	1,313,060
<b>Facilities Maintenance:</b>					
Facilities Maintenance	1,048,706	1,021,882	1,053,650	1,107,826	1,213,670
Municipal Office I	317,389	454,301	406,000	406,000	373,400
Public Works Facility	111,321	268,167	128,620	128,620	128,980
Municipal Office II	174,681	218,382	158,280	158,280	158,680
Public Safety Center	1,058,328	1,117,030	1,106,960	1,106,960	1,216,000
South Area Service Center	205,326	229,215	202,510	218,010	202,740
Heritage Annex	37,292	26,973	27,840	27,840	27,840
Traffic Center/Radio Facility	18,224	16,521	16,970	16,970	16,970
University Building	121,363	523,160	251,500	252,943	289,500
<b>Total Facilities Maintenance</b>	<b>3,092,630</b>	<b>3,875,631</b>	<b>3,352,330</b>	<b>3,423,449</b>	<b>3,627,780</b>
<b>Parks and Open Space:</b>					
Parks Administration	2,444,958	2,442,299	2,412,320	2,401,848	3,808,750
Freestone Park	564,548	574,536	485,390	485,390	586,100
Crossroads Park	323,950	345,333	340,140	340,140	305,110
McQueen Park	263,917	331,518	276,440	276,440	279,310
Hetchler Park	111,997	157,273	123,740	123,740	127,690
Nichols Park	36,847	61,712	48,420	48,420	48,580
Cactus Yards	59,016	114,599	36,380	1,512,295	2,226,630
Desert Sky Park	578	980	400	400	134,560
Gilbert Regional Park	-	-	-	-	235,060
Riparian Preserve	407,150	371,244	411,340	404,573	386,320
Neighborhood Parks	247,797	239,786	233,990	233,990	241,760
Discovery Park	195,858	247,782	190,850	190,850	193,250
Cosmo Park	148,185	117,497	115,410	115,410	115,930
Water Tower Park	54,841	67,040	62,700	62,700	62,910
Zanjero Park	9,743	26,865	20,400	20,400	20,610
Trails Washes and Other	175,653	194,038	170,100	170,100	172,200
Heritage District	69,784	71,228	71,600	71,600	72,610
<b>Total Parks and Open Space</b>	<b>5,114,822</b>	<b>5,363,730</b>	<b>4,999,620</b>	<b>6,458,296</b>	<b>9,017,380</b>
<b>Aquatics:</b>					
Mesquite Pool	233,350	199,131	264,220	228,359	265,360
Greenfield Pool	219,647	227,960	255,160	251,103	255,160
Perry Pool	198,962	185,056	235,840	190,724	231,070
Williams Field Pool	198,341	187,076	210,730	178,674	211,610
<b>Total Aquatics</b>	<b>850,300</b>	<b>799,223</b>	<b>965,950</b>	<b>848,860</b>	<b>963,200</b>
<b>Recreation Centers:</b>					
Community Center	448,923	427,376	442,720	444,579	466,070
McQueen Activity Center	575,500	540,398	555,650	524,761	562,080
Page Park Center	31,857	17,234	-	-	-
Freestone Recreation Center	1,237,366	1,259,552	1,333,780	1,318,904	1,324,230
SE Regional Library	2,718,673	2,998,559	3,033,540	3,033,447	3,117,300
Perry Branch Library	1,099,655	1,140,417	1,143,060	1,143,060	1,162,780
<b>Total Recreation Centers</b>	<b>6,111,974</b>	<b>6,383,536</b>	<b>6,508,750</b>	<b>6,464,751</b>	<b>6,632,460</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Recreation Programs:</b>					
Youth Sports	65,797	66,401	81,940	68,699	87,910
Adult Sports	253,246	242,603	288,510	281,726	278,110
Special Events Administration	319,446	339,678	451,180	635,039	1,013,590
Special Events	253,928	310,526	162,970	-	-
Adaptive Recreation	66,915	66,251	70,740	66,767	72,050
Total Recreation Programs	959,332	1,025,459	1,055,340	1,052,231	1,451,660
 Total Parks and Recreation	 17,301,525	 18,647,716	 18,076,610	 19,467,876	 23,005,540
<b>Non-Departmental:</b>					
<b>Transportation:</b>					
Phoenix Mesa Gateway Airport	350,000	350,000	350,000	350,000	350,000
Total Transportation	350,000	350,000	350,000	350,000	350,000
<b>Outside Agencies:</b>					
Youth Special Programs	115,000	-	-	-	-
Senior Programs	114,424	161,636	139,590	139,590	139,590
Social Services	298,714	429,596	442,000	442,000	430,000
Museum Support	51,556	51,361	51,500	-	-
Heritage Center	-	-	61,150	61,150	61,150
Total Outside Agencies	579,694	642,593	694,240	642,740	630,740
 Capital Projects	 9,979,353	 9,018,808	 -	 -	 -
Other	13,639,785	7,925,775	11,204,450	7,759,150	17,500,170
Contingency	-	-	10,000,000	2,235,000	10,000,000
ED Reserve	-	-	5,000,000	500,000	5,000,000
 Total Non-Departmental	 24,548,832	 17,937,176	 27,248,690	 11,486,890	 33,480,910
 <b>TOTAL GENERAL FUND</b>	 <b><u>\$ 160,122,607</u></b>	 <b><u>\$ 158,109,389</u></b>	 <b><u>\$ 173,055,290</u></b>	 <b><u>\$ 156,056,523</u></b>	 <b><u>\$ 194,474,865</u></b>
<b>ENTERPRISE OPERATIONS</b>					
<b>WATER</b>					
<b>Administration:</b>					
Administration	305,134	459,396	462,220	477,131	469,820
Utility Customer Service	648,505	665,321	654,370	636,145	669,390
Public Works Administration	158,364	209,826	226,830	244,624	289,430
Utility Locates	236,251	252,117	288,700	303,897	301,620
Total Administration	1,348,254	1,586,660	1,632,120	1,661,797	1,730,260
 Water Conservation	 383,839	 441,376	 469,920	 467,286	 506,210
<b>Production:</b>					
North Water Treatment Plant	4,441,594	3,196,586	4,249,390	4,170,774	4,928,760
Santan Vista Water Treatment Plant	2,079,276	2,467,754	3,972,320	3,891,906	4,373,870
Well Production	3,766,866	3,935,298	4,519,580	4,456,826	3,761,400
Total Production	10,287,736	9,599,638	12,741,290	12,519,506	13,064,030
 SCADA	 492	 629,000	 742,790	 1,690,415	 861,190
Backflow Prevention	202,141	205,170	208,360	214,328	214,330

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Quality	607,464	775,433	690,750	639,540	786,060
Distribution	2,338,238	2,365,783	2,996,930	3,021,414	2,860,220
Metering	3,785,099	3,934,513	4,161,760	4,121,641	4,234,300
Water Resources	3,846,524	5,645,016	6,590,370	6,586,329	6,821,280
Non-Departmental:					
Contingency	-	-	2,500,000	-	2,500,000
Capital Projects	2,910,180	804,698	-	-	-
Other	169,475	164,651	352,000	200,000	475,000
Total Non-Departmental	3,079,655	969,349	2,852,000	200,000	2,975,000
<b>TOTAL WATER FUND</b>	<b>\$ 25,879,442</b>	<b>\$ 26,151,938</b>	<b>\$ 33,086,290</b>	<b>\$ 31,122,256</b>	<b>\$ 34,052,880</b>
<b>WASTEWATER</b>					
Administration:					
Administration	404,485	339,472	423,500	374,325	442,400
Utility Customer Service	603,990	623,200	613,660	613,660	629,350
Public Works Administration	93,319	114,485	128,820	128,820	147,980
Utility Locates	236,831	252,117	288,700	288,700	301,600
Total Administration	1,338,625	1,329,274	1,454,680	1,405,505	1,521,330
Collections:					
Collections	3,601,769	3,329	-	-	-
Lift Stations	238	2,186,899	2,581,900	2,377,475	2,194,695
Gravity Systems	6	1,898,448	1,580,950	2,001,068	1,817,470
Total Collections	3,602,013	4,088,676	4,162,850	4,378,543	4,012,165
Plant Operations:					
Neely Treatment Facility	4,554,156	4,681,547	5,352,440	5,252,610	5,933,350
Greenfield Treatment Facility	2,910,424	2,636,597	3,366,950	3,232,130	3,058,440
Total Plant Operations	7,464,580	7,318,144	8,719,390	8,484,740	8,991,790
Reclaimed:					
Effluent Reuse	1,095,700	1,113,277	1,135,750	1,249,470	1,339,260
Effluent Recharge	585,851	613,454	726,370	725,079	787,270
Total Reclaimed	1,681,551	1,726,731	1,862,120	1,974,549	2,126,530
Quality	498,001	438,887	511,960	467,034	564,510
Non-Departmental:					
Contingency	-	-	2,000,000	-	2,000,000
Capital Projects	2,430,160	7,100,593	-	-	-
Other	61,617	65,399	129,000	68,000	160,000
Total Non-Departmental	2,491,777	7,165,992	2,129,000	68,000	2,160,000
<b>TOTAL WASTEWATER</b>	<b>\$ 17,076,547</b>	<b>\$ 22,067,704</b>	<b>\$ 18,840,000</b>	<b>\$ 16,778,371</b>	<b>\$ 19,376,325</b>
<b>ENVIRONMENTAL SERVICES - RESIDENTIAL</b>					
Administration:					
Residential Administration	385,842	473,968	519,680	428,892	621,420
Utility Customer Service	600,459	615,925	610,530	610,530	626,240

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Public Works Administration	80,968	101,290	108,110	108,110	116,150
Total Administration	1,067,269	1,191,183	1,238,320	1,147,532	1,363,810
Residential Collections	5,890,000	7,073,441	6,195,260	6,451,226	6,438,305
Uncontained Collections	2,365,293	2,416,148	2,554,880	2,397,571	2,676,920
Recycling	1,537,323	1,891,475	1,556,230	2,575,508	2,671,760
Environmental Programs	504,656	526,216	549,260	520,396	537,090
Recycling Outreach	253,885	263,208	543,540	-	-
Street Cleaning	836,865	852,311	809,120	406,471	-
Storm Water	285,692	514,753	675,600	344,688	-
Non-Departmental:					
Contingency	-	-	1,500,000	-	1,200,000
Capital Projects	19,812	72,370	-	-	-
Other	67,022	73,936	191,000	90,000	238,000
Total Non-Departmental	86,834	146,306	1,691,000	90,000	1,438,000
<b>TOTAL ENVIRO SVC - RESIDENTIAL</b>	<b>\$ 12,827,817</b>	<b>\$ 14,875,041</b>	<b>\$ 15,813,210</b>	<b>\$ 13,933,392</b>	<b>\$ 15,125,885</b>
<b>ENVIRONMENTAL SERVICES - COMMERCIAL</b>					
Administration:					
Commercial Administration	17,277	79,793	73,620	79,200	42,560
Utility Customer Service	5,389	10,147	9,610	9,610	9,370
Public Works Administration	12,222	16,115	15,760	15,760	18,910
Total Administration	34,888	106,055	98,990	104,570	70,840
Commercial Collections	1,264,571	1,488,824	1,378,900	1,424,324	1,485,160
Commercial Rolloffs	506,383	641,290	574,420	564,271	623,220
Non-Departmental:					
Contingency	-	-	250,000	-	250,000
Capital Projects	939	-	-	-	-
Other	7,950	8,920	24,500	13,000	32,000
Total Non-Departmental	8,889	8,920	274,500	13,000	282,000
<b>TOTAL ENVIRO SVC - COMMERCIAL</b>	<b>\$ 1,814,731</b>	<b>\$ 2,245,089</b>	<b>\$ 2,326,810</b>	<b>\$ 2,106,165</b>	<b>\$ 2,461,220</b>
<b>ENVIRONMENTAL COMPLIANCE</b>					
Administration	-	-	-	-	28,690
Street Cleaning	-	-	-	532,972	826,330
Storm Water	-	-	-	368,967	1,112,430
<b>TOTAL ENVIRO COMPLIANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 901,939</b>	<b>\$ 1,967,450</b>
<b>TOTAL ENTERPRISE OPERATIONS</b>	<b>\$ 57,598,537</b>	<b>\$ 65,339,772</b>	<b>\$ 70,066,310</b>	<b>\$ 64,842,123</b>	<b>\$ 72,983,760</b>
<b>STREETS</b>					
<b>HURF</b>					
Administration:					
Administration	412,423	479,260	482,870	476,907	503,380
Public Works Administration	83,970	99,072	94,490	94,490	125,300
Utility Locates	52,629	56,026	64,160	64,160	60,320
Total Administration	549,022	634,358	641,520	635,557	689,000

	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
<b>Streets Maintenance:</b>					
Asphalt Patching	365,116	359,951	554,510	416,065	583,460
Preventive Maintenance	268,890	286,859	341,580	418,915	410,700
Crack Sealing	652,908	597,251	699,480	646,774	762,870
Fog Sealing	443,847	479,427	723,590	759,770	739,700
<b>Total Streets Maintenance</b>	<b>1,730,761</b>	<b>1,723,488</b>	<b>2,319,160</b>	<b>2,241,524</b>	<b>2,496,730</b>
<b>Traffic Control:</b>					
Street Marking	633,159	450,301	532,570	535,614	534,370
Street Signs	454,244	456,199	588,080	620,897	607,940
Street Lighting	3,183,878	3,401,350	3,123,050	3,124,147	4,464,660
Traffic Signal Maintenance	1,907,191	2,017,708	1,604,030	1,773,166	1,637,140
Traffic Operations Center	549,443	510,685	935,330	872,972	1,055,450
<b>Total Traffic Control</b>	<b>6,727,915</b>	<b>6,836,243</b>	<b>6,783,060</b>	<b>6,926,796</b>	<b>8,299,560</b>
<b>Right of Way Maintenance:</b>					
Landscape Maintenance	1,941,475	1,867,057	2,022,050	2,025,030	2,109,940
Shoulder Maintenance	229,877	151,719	195,890	215,668	221,020
Concrete Repair	1,328,414	996,833	1,231,500	1,239,764	1,695,220
<b>Total Right of Way Maintenance</b>	<b>3,499,766</b>	<b>3,015,609</b>	<b>3,449,440</b>	<b>3,480,462</b>	<b>4,026,180</b>
Hazard Response	231,373	275,490	220,500	233,731	220,120
<b>Non-Departmental:</b>					
Contingency	-	-	500,000	-	500,000
Other	59,160	82,261	179,540	112,540	223,540
<b>Total Non-Departmental</b>	<b>59,160</b>	<b>82,261</b>	<b>679,540</b>	<b>112,540</b>	<b>723,540</b>
<b>TOTAL HURF FUND</b>	<b>\$ 12,797,997</b>	<b>\$ 12,567,449</b>	<b>\$ 14,093,220</b>	<b>\$ 13,630,610</b>	<b>\$ 16,455,130</b>
<b>ROADWAY AND MAINTENANCE</b>					
Administration	4,725,806	4,796,405	3,694,190	3,786,933	5,294,530
<b>Non-Departmental:</b>					
Contingency	-	-	900,000	50,000	900,000
Capital Projects	2,422,335	1,585,763	-	-	-
Other	-	-	-	-	375,000
<b>Total Non-Departmental</b>	<b>2,422,335</b>	<b>1,585,763</b>	<b>900,000</b>	<b>50,000</b>	<b>1,275,000</b>
<b>TOTAL ROADWAY &amp; MAINT FUND</b>	<b>\$ 7,148,141</b>	<b>\$ 6,382,168</b>	<b>\$ 4,594,190</b>	<b>\$ 3,836,933</b>	<b>\$ 6,569,530</b>
<b>TOTAL STREETS FUND</b>	<b>\$ 19,946,138</b>	<b>\$ 18,949,617</b>	<b>\$ 18,687,410</b>	<b>\$ 17,467,543</b>	<b>\$ 23,024,660</b>
<b>INTERNAL SERVICE</b>					
Fleet Maintenance	6,742,912	7,140,119	8,057,760	7,712,730	8,529,810
Health Self Insurance	14,798,577	14,221,584	17,041,560	15,371,640	17,269,800
Dental Self Insurance	1,120,061	1,167,518	1,317,000	1,317,000	1,317,000
<b>TOTAL INTERNAL SERVICE</b>	<b>\$ 22,661,550</b>	<b>\$ 22,529,221</b>	<b>\$ 26,416,320</b>	<b>\$ 24,401,370</b>	<b>\$ 27,116,610</b>

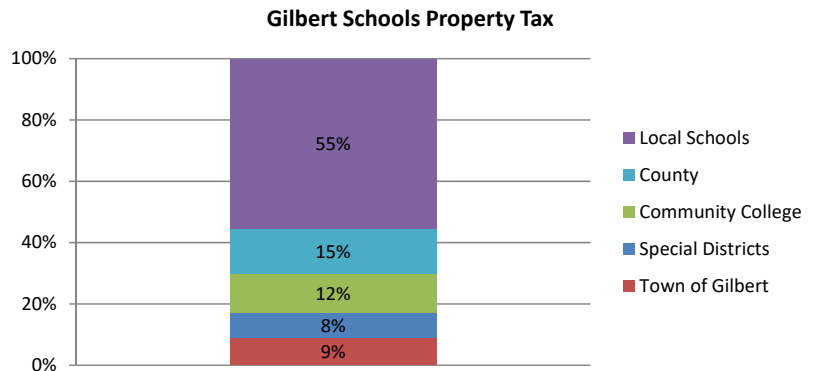
	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>REPLACEMENT FUNDS</b>					
General	1,723,201	4,989,666	3,471,500	637,500	6,419,500
Streets	175,213	725,510	1,402,050	616,050	1,117,000
Water	1,399,298	7,317,847	3,721,900	964,900	3,493,000
Wastewater	5,376,522	8,966,539	4,383,200	1,742,200	4,088,500
Environmental Svc - Residential	983,016	3,974,952	5,413,400	1,313,400	4,819,500
Environmental Svc - Commercial	-	428,397	890,000	640,000	536,500
Environmental Compliance	-	-	-	-	2,213,000
Fleet	-	20,700	200,000	-	116,100
<b>TOTAL REPLACEMENT FUNDS</b>	<b>\$ 9,657,250</b>	<b>\$ 26,423,611</b>	<b>\$ 19,482,050</b>	<b>\$ 5,914,050</b>	<b>\$ 22,803,100</b>
<b>SUB-TOTAL OPERATING FUNDS</b>	<b>\$ 269,986,082</b>	<b>\$ 291,351,610</b>	<b>\$ 307,707,380</b>	<b>\$ 268,681,609</b>	<b>\$ 340,402,995</b>
<b>SPECIAL REVENUE FUNDS</b>					
CDBG/HOME:					
Administration	164,675	110,117	184,000	186,679	189,000
Projects	546,928	1,873,389	560,880	562,464	599,000
Total CDBG/HOME	711,603	1,983,506	744,880	749,143	788,000
Development Fees:					
Traffic Signal SDF	1,122,790	1,367,702	4,400	4,400	-
Police SDF	243,289	449,377	1,124,460	1,124,460	-
Fire SDF	295,965	36	4,400	4,400	-
General Government SDF	-	-	4,400	4,400	-
Parks and Recreation SDF	663	1,877,158	4,400	4,400	-
Water SDF	205,658	463,436	4,400	4,400	-
Water Resource Fee	5,208,621	5,782,809	4,400	4,400	-
Wastewater SDF	328,079	753,275	-	-	-
Wastewater SDF - Neely	-	7,109	4,400	4,400	-
Wastewater SDF - Greenfield	459,704	895,788	4,400	4,400	-
Total Development Fees	7,864,769	11,596,690	1,159,660	1,159,660	-
Grants	1,478,169	1,181,904	5,272,240	5,272,011	5,189,150
Police Impound	267,675	250,831	342,820	260,045	293,380
Special Districts:					
Street Light Improvement	1,805,715	1,824,050	2,029,600	2,029,600	1,905,600
Parkway Improvement	971,317	963,206	1,168,300	1,143,300	1,211,610
Total Special Districts	2,777,032	2,787,256	3,197,900	3,172,900	3,117,210
Other Special Revenue	1,659,090	1,557,194	4,222,360	3,490,289	3,137,630
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 14,758,338</b>	<b>\$ 19,357,381</b>	<b>\$ 14,939,860</b>	<b>\$ 14,104,048</b>	<b>\$ 12,525,370</b>
<b>OTHER FUNDING SOURCES</b>					
Administration	1,060,626	1,518,311	1,820,940	1,615,402	1,874,030
CIP Contingency	-	-	100,000,000	-	100,000,000
Outside Sources	1,172,384	8,025,007	-	-	-
Bond Proceeds	10,914,631	10,783,958	-	-	350,000
Prop 400	1,880,269	3,982,342	-	-	-

## EXPENSE DETAIL

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Budget FY 2020
Revenue Obligations	2,276,331	-	-	-	-
MPC - Water System	-	38,473,083	-	-	-
MPC - Wastewater System	2,610,199	10,329,333	-	-	-
<b>TOTAL OTHER FUNDING SOURCES</b>	<b>\$ 19,914,440</b>	<b>\$ 73,112,034</b>	<b>\$ 101,820,940</b>	<b>\$ 1,615,402</b>	<b>\$ 102,224,030</b>
<b>CAPITAL IMPROVEMENT FUNDS</b>					
Redevelopment	-	-	24,939,840	10,014,614	9,814,050
Streets	-	-	128,028,650	9,041,040	105,137,990
Traffic Control	-	-	5,580,860	479,020	7,497,070
Parks and Recreation	-	-	55,370,510	17,656,080	53,380,815
Municipal Facilities	-	-	16,857,760	7,978,312	91,291,745
Water	-	-	127,180,970	7,625,267	148,931,740
Wastewater	-	-	118,181,840	5,813,974	76,192,750
Storm Water	-	-	1,177,810	44,760	873,000
Wastewater MPC	-	-	-	14,816,674	21,276,240
Water MPC	-	-	-	386,402	18,192,460
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 477,318,240</b>	<b>\$ 73,856,143</b>	<b>\$ 532,587,860</b>
<b>DEBT SERVICE</b>					
General Obligation Debt	90,443,896	22,280,090	23,291,300	23,291,300	24,260,550
Street and Highway	3,412,020	3,413,020	3,417,500	3,417,500	-
Public Facilities MPC	14,281,600	78,436,154	15,719,280	15,719,280	15,671,300
Water Resources MPC	38,582,363	9,835,064	9,994,630	9,994,630	10,033,070
Subordinate Lien	-	2,257,506	2,264,460	2,264,460	2,269,460
Improvement Districts	696,795	961,309	6,411,280	6,411,280	5,343,240
Wastewater MPC	-	-	3,614,400	3,614,400	3,624,750
<b>TOTAL DEBT SERVICE</b>	<b>\$ 147,416,674</b>	<b>\$ 117,183,143</b>	<b>\$ 64,712,850</b>	<b>\$ 64,712,850</b>	<b>\$ 61,202,370</b>
<b>TRUST ACCOUNTS</b>					
Fire Pension	2,500	2,500	2,500	2,500	2,500
<b>TOTAL TRUST ACCOUNTS</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>
<b>GRAND TOTAL EXPENSES</b>	<b>\$ 452,078,034</b>	<b>\$ 501,006,668</b>	<b>\$ 966,501,770</b>	<b>\$ 422,972,552</b>	<b>\$ 1,048,945,125</b>

The property tax rate for Gilbert is approximately \$.99/\$100 in secondary assessed valuation, there is no primary property tax. Town of Gilbert property tax is collected for debt repayment only, not for operations.

Residents in Gilbert, based on address, are served primarily within four school districts. Each district has a unique primary and secondary tax rate. The distribution of property tax based on FY 2019 information is shown below for each district. These figures exclude certain special districts. The graph to the right shows the percentage allocation for the Gilbert School District.



	<b>Gilbert</b>	<b>Chandler</b>	<b>Higley</b>	<b>Mesa</b>
	<b>School District</b>	<b>School District</b>	<b>School District</b>	<b>School District</b>
<b>Primary (Operating)</b>				
State	\$0.00	\$0.00	\$0.00	\$0.00
County	1.40	1.40	1.40	1.40
Community College	1.17	1.17	1.17	1.17
Education Equalization	0.47	0.47	0.47	0.47
Special Health Care District	0.19	0.19	0.19	0.19
<b>Gilbert</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
East Valley Institute	0.00	0.00	0.00	0.00
Local School District	4.00	4.03	3.98	4.13
<b>Total Primary</b>	<b>\$7.23</b>	<b>\$7.26</b>	<b>\$7.21</b>	<b>\$7.36</b>
<b>Secondary (Debt)</b>				
County	\$0.00	\$0.00	\$0.00	\$0.00
Community College	0.20	0.20	0.20	0.20
Flood Control	0.18	0.18	0.18	0.18
County Library	0.06	0.06	0.06	0.06
Central Arizona Project	0.14	0.14	0.14	0.14
Special Health Care District	0.10	0.10	0.10	0.10
<b>Gilbert</b>	<b>0.99</b>	<b>0.99</b>	<b>0.99</b>	<b>0.99</b>
East Valley Institute	0.00	0.00	0.00	0.00
Local School District	2.08	2.66	3.13	3.16
<b>Total Secondary</b>	<b>\$3.75</b>	<b>\$4.33</b>	<b>\$4.80</b>	<b>\$4.83</b>
<b>Total</b>				
State	\$0.00	\$0.00	\$0.00	\$0.00
County	1.40	1.40	1.40	1.40
Community College	1.37	1.37	1.37	1.37
Education Equalization	0.47	0.47	0.47	0.47
Flood Control	0.18	0.18	0.18	0.18
County Library	0.06	0.06	0.06	0.06
Central Arizona Project	0.14	0.14	0.14	0.14
Special Health Care District	0.29	0.29	0.29	0.29
<b>Gilbert</b>	<b>0.99</b>	<b>0.99</b>	<b>0.99</b>	<b>0.99</b>
East Valley Institute	0.00	0.00	0.00	0.00
Local School District	6.08	6.69	7.11	7.29
<b>Total Tax Rate</b>	<b>\$10.98</b>	<b>\$11.59</b>	<b>\$12.01</b>	<b>\$12.19</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>	<u>% By Fund FY 2020</u>
<b>GENERAL FUND</b>						
Mayor and Council	2.00	2.00	2.00	2.00	2.00	
Town Manager	7.15	7.35	7.35	8.35	8.35	
Digital Government	7.00	8.00	8.00	8.00	9.00	
Intergovernmental	3.00	2.00	2.00	2.00	2.00	
Human Resources	20.00	21.00	21.00	19.00	20.00	
Information Technology	38.00	41.00	42.00	42.00	48.00	
Economic Development	8.00	9.00	9.00	9.00	9.00	
Management and Budget	6.00	5.00	5.00	5.00	6.00	
Legal	24.00	27.00	27.00	28.00	31.00	
Neighborhood Services	0.00	0.00	0.00	0.00	0.00	
Town Clerk	5.00	5.00	5.00	5.00	5.00	
Management Services	24.00	25.00	25.50	25.50	26.50	
Court	30.92	31.92	31.92	31.92	31.92	
Development Services	68.30	71.30	72.13	73.13	74.32	
Public Works	3.60	4.60	5.60	4.60	5.60	
Police	365.00	381.50	405.50	405.50	425.50	
Fire and Rescue	210.00	216.00	216.00	216.00	223.00	
Parks and Recreation	122.52	125.22	125.36	147.97	166.03	
<b>TOTAL GENERAL FUND</b>	<b>944.49</b>	<b>982.89</b>	<b>1010.36</b>	<b>1032.97</b>	<b>1093.22</b>	<b>74%</b>
<b>ENTERPRISE FUNDS</b>						
Water	128.95	131.95	133.50	133.50	135.68	
Wastewater	42.50	43.50	45.50	45.50	48.50	
Environmental Svc - Residential	87.05	88.40	91.40	79.56	81.31	
Environmental Svc - Commercial	8.28	8.94	8.94	8.94	8.44	
Environmental Compliance	0.00	0.00	0.00	11.84	12.09	
<b>ENTERPRISE FUNDS</b>	<b>266.78</b>	<b>272.79</b>	<b>279.34</b>	<b>279.34</b>	<b>286.02</b>	<b>19%</b>
<b>STREETS FUND</b>	<b>50.67</b>	<b>53.66</b>	<b>55.66</b>	<b>55.66</b>	<b>55.66</b>	<b>4%</b>
<b>INTERNAL SERVICE FUNDS</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>2%</b>
<b>SPECIAL REVENUE</b>	<b>10.95</b>	<b>10.75</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>	<b>1%</b>
<b>CIP ADMINISTRATION</b>	<b>12.40</b>	<b>12.40</b>	<b>12.40</b>	<b>12.40</b>	<b>13.40</b>	<b>1%</b>
<b>TOTAL TOWN POSITIONS</b>	<b><u>1,311.29</u></b>	<b><u>1,358.49</u></b>	<b><u>1,395.01</u></b>	<b><u>1,417.62</u></b>	<b><u>1,485.55</u></b>	<b><u>100%</u></b>

## Background

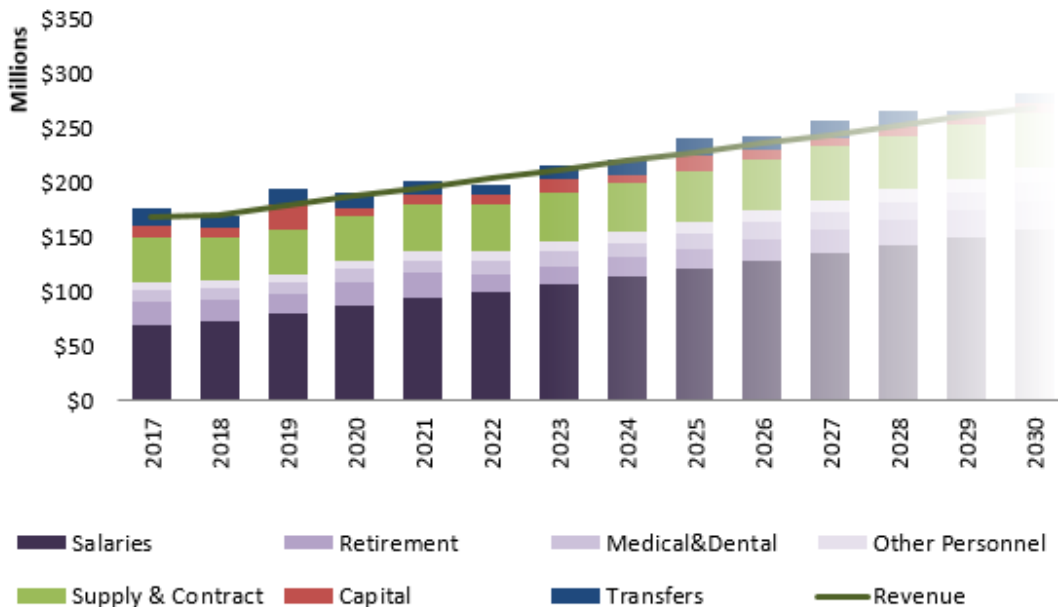
Gilbert maintains a keen focus on long-term financial security. Three organizational focus areas (strong economy, prosperous community, and exceptional built environment) have been adopted to help support the Town’s efforts to avoid the typical rise and decline of cities. Gilbert wants to break the cycle and remain a stable, vibrant community. The long-term financial planning efforts described in this section highlight some of the ways Gilbert is working to maintain a strong economy.



## General Fund Long-Term Financial Model

Gilbert prepares an annual update to the Long Term Financial Plan (LTFP). The plan is a tool that provides Council and citizens with information necessary to understand Gilbert’s financial condition. This dynamic tool allows the Town policy makers and staff to envision how the future might look if revenue and expenditure trends continue. The long-term financial impact of today’s decisions can also be projected.

### General Fund Revenues & Expenditures



Results: FY 2019 expenditures are represented as higher than anticipated revenues because one-time fund balance from unspent money in prior years is being used for capital projects in FY 2019. Retirement costs are anticipated to decline in FY 2022 in response to the Town reaching target funding levels in the Public Safety Retirement System (PSPRS) retirement system. This would allow contribution rates to return to the lower, actuarially required normal contribution rate. Sales tax is the largest General Fund revenue source and is conservatively projected at \$5m of growth per year. Actual growth over the past five years has been an average of \$5.7m per year. A flat dollar amount is used instead of a percentage rate so that as the Town continues to grow, the ratio of sales tax growth to total sales tax naturally declines over time. Overall, the revenue and expenditure trends are staying in close proximity which indicates a good long-term structural balance.

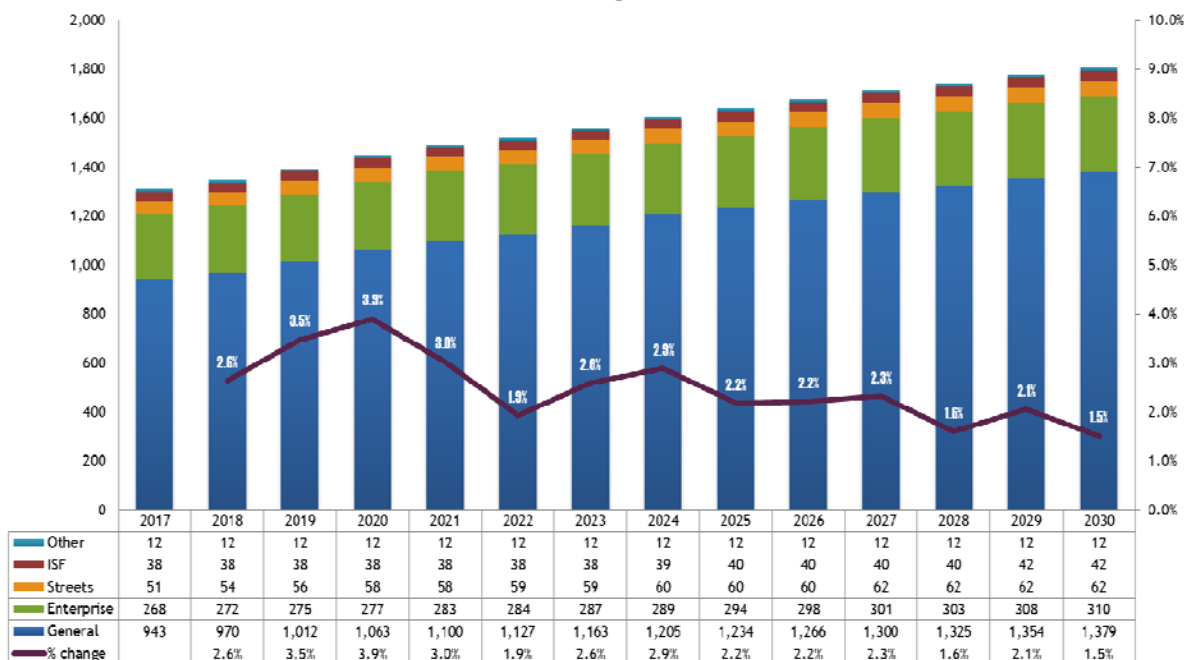
What changed from last year: In the FY 2018 LTFP, average salary growth was set at 4% based off a 10 year average. In the FY 2019 model, the rate was decreased to 2.5% because of a high 2008 data point that fell off of the average. 2.5% annual growth is more in line with current trends. Also, assumptions on PSPRS rates were updated to use lower contribution rates after FY 2021 when the Town projects to reach targeted funding ratios. Finally, the Staffing Model was updated with information from the new compensation philosophy (more market driven as opposed to broad banding). These changes influence the forecasting of staffing costs in the financial model.

What new things are on the horizon: Gilbert continues to monitor future capital improvement needs, including possible public safety projects like office expansion, a crime lab, and family advocate programs. Staff will also be using the model to explore potential avenues for paying down General Fund debt more quickly.

### Staffing Forecast

The Long-Term Financial Model projects staffing costs using data from our detailed Staffing Forecast that is updated with input from departments. The forecast was developed with the town's build out in mind, and currently projects through 2030. The model projects utilizing three main drivers: 1) growth to support existing FTE ratios to department-identified metrics, e.g. calls for service in Fire; 2) additional weights for proposed enhancements to existing service lines, new requirements and/or increased demand; and 3) policy-level changes that would add or remove lines of service, e.g. a new park.

FTE Totals by Fund



## Five Year Plans

Balanced Five Year Plans are updated and maintained each year for the General Fund and Enterprise Funds, HURF and Roadway and Maintenance Fund (VLT), incorporating adopted Gilbert policies of Responsible Financial Management, expenditure patterns, revenue trends, fund balances, and other known financial impacts. These plans include planned department requests for the upcoming five years, known revenue and expenditure changes, capital outlay, and CIP projects. By balancing a full five year window, timing of CIP projects becomes more of a realistic plan for infrastructure timing and less of a wish list. This timeframe also allows for advanced planning. For example, in FY2018 the Five Year Plans in Water and Wastewater indicated that rate adjustments needed to be considered for the long-term health of the funds. Expenditures were closely reviewed in all the enterprise funds and then a rate study was undertaken. New rates were put into place for Water, Wastewater, Environmental Services Residential, Environmental Services Commercial, and Environmental Compliance in November 2018. The new rates help ensure that minimum fund balances (rainy day savings) are maintained in all the funds.

Having both a Five Year Plan and a Long Term Financial Plan (LTFP) for the General Fund provides two different forecasting methods which help the Town review trends and data from different angles, providing a more informed view of the future. The Five Year Plan takes a more detailed look at a shorter timeframe while the LTFP looks at the impact that trend changes can have over a longer horizon.

The five year forecasts for the General Fund, Enterprise Funds, and Streets Funds have been included in this document.

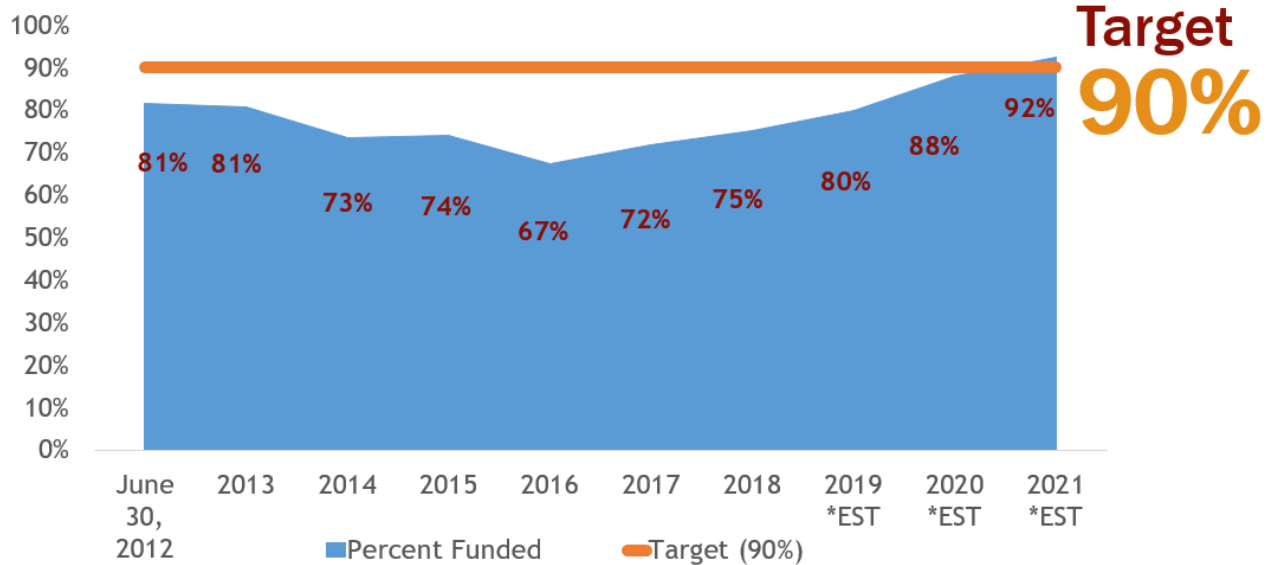
## Pension Liabilities

Gilbert participates in a variety of pension systems. Most employees are part of the Arizona State Retirement System (ASRS). Elected officials participate in the Elected Officials' Retirement Plan (EORP). Sworn police and fire employees participate in the Public Safety Personnel Retirement System (PSPRS). Most of the systems are pooled with multiple jurisdictions participating. In a pooled system, all the participants pay the same rate and the assets/liabilities are jointly held.

Retirement System	Participants	Structure	Funded Status
			Pension only/Pension and Health June 30, 2018
ASRS	Civilian Employees	Pooled	70.4% / 71.2%
EORP	Elected Officials	Pooled	31.3% / 33.5%
PSPRS (Tiers 1&2)	Sworn Fire	Individual	83.7% / 83.8%
PSPRS (Tiers 1&2)	Sworn Police	Individual	69.3% / 69.8%
PSPRS (Tier 3)	Sworn Fire & Police	Pooled	89.3% / 89.7%

Sworn employees hired before July 1, 2017, are part of Tiers 1 and 2 in the PSPRS system. Sworn employees entering service after that date are part of Tier 3. PSPRS is pooled for Tier 3 employees. Tier 1 and 2 for both Police and Fire are individual plans with the Town of Gilbert bearing responsibility for the unfunded liability. In FY2016, the Town began an active effort to pay down the unfunded liability and increase the funding ratio. By June 30, 2018, the funding ratio for Police and Fire combined reached 75% funded. Through continued efforts, the Town should reach its goal of 90% funded by FY2021. For details on Gilbert's funding strategy, see the PSPRS Pension Funding section of Gilbert's Policies of Responsible Financial Management.

Police and Fire Combined PSPRS Funding Status



### Debt Analysis

Gilbert uses debt carefully and strategically evaluates options to reduce interest costs. At the February 2019 Financial Retreat, staff and Council discussed the pros and cons of issuing debt for the Public Safety Training Facility in May 2019 or May 2020. Council gave direction to wait and issue debt in May 2020 in order to reduce interest accrued before the first payment is due and so the debt can be structured to fit exactly within a \$0.99 tax rate for the first two years. The bonds for the Public Safety Training Facility were authorized by voters on the November 2018 ballot and will be general obligation bonds.

## GO Bond Timing



### Issue May 2019

### Issue May 2020

1<sup>st</sup> payment - July 1, 2020 (FY 2020)

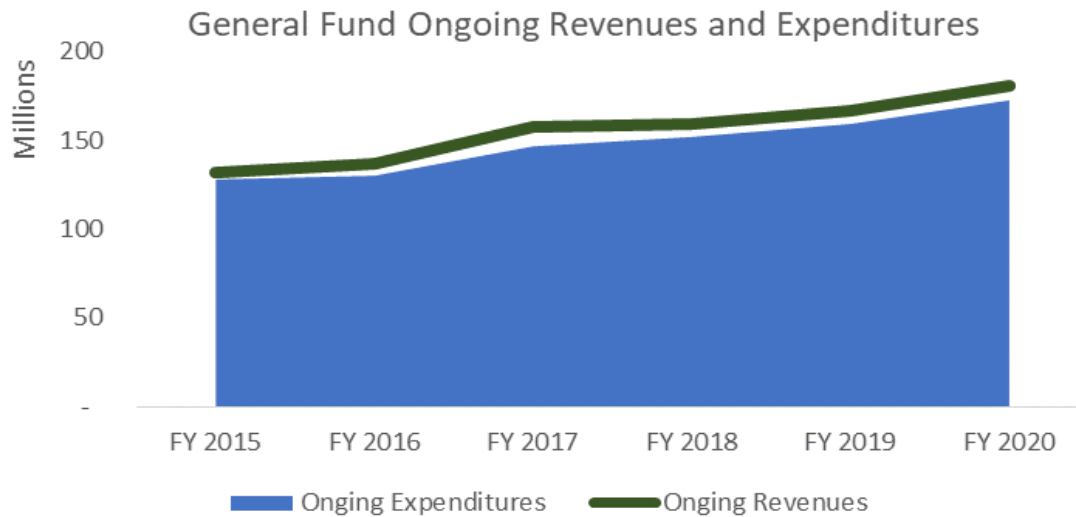
- ▶ 14 Months of Interest to 1<sup>st</sup> Payment
- ▶ Market Rates are good
- ▶ AV for 1<sup>st</sup> Year (\$0.99 1<sup>st</sup> Year)

- ▶ 2 Months of Interest to 1<sup>st</sup> payment
- ▶ Saves ~ \$3.3m in Interest over Bond Life
- ▶ Market Rates Up Or Down
- ▶ AV For 1<sup>st</sup> and 2<sup>nd</sup> Years (\$0.99 Both Years)
- ▶ Reimbursement Resolution
- ▶ \$4m Contingency to move planned GF expenditure from FY2020 budget to FY2019

### One-Time vs Ongoing Expenditures

Gilbert avoids the use of one-time revenue to support ongoing expenditure. Also, in recognition that sales tax can be volatile depending on economic conditions, and sales tax from construction is the most volatile of Gilbert’s sales tax categories, Gilbert has chosen to designate \$5m of construction sales tax as one-time money each year instead of counting on it as ongoing revenue. This helps protect the Town from changes in the economy.

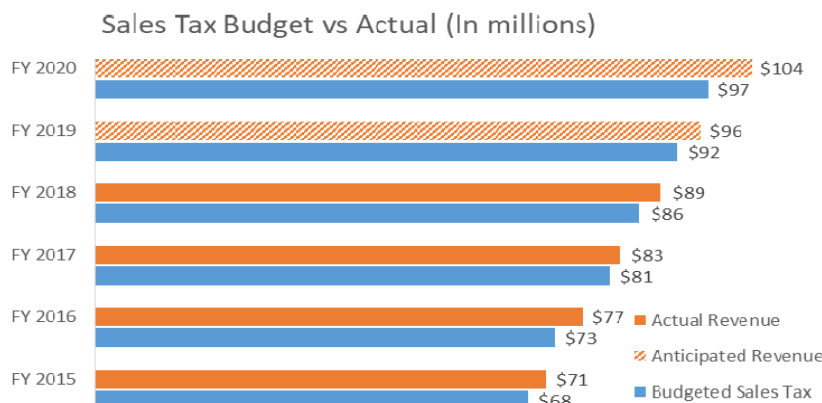
Each year when the budget is developed, staff carefully monitor ongoing expenditures to ensure that the recommended budget does not exceed ongoing revenues.



### Preparation for Economic Volatility

Sales tax is the major revenue source for Gilbert’s General Fund operations, which makes General Fund the most susceptible to changing economic conditions. To protect against volatility, Gilbert under budgets sales tax revenues, removes \$5m of construction sales tax to be used for one-time and not ongoing expenditures, maintains \$15m of General Fund contingency, and maintains an additional minimum fund balance (3 months operating plus one year of debt service) for use in case of a rainy day.

Conservatively budgeting sales tax helps Gilbert keep expenditures low and provides time to react if revenues decline. Assuming revenues come in above budget, the money is then used for one time expenditures the following year (after the money has already been received).



Contingency and minimum fund balances are also kept in all the enterprise funds to help protect against changing market conditions, although the revenue sources for the enterprise funds are much more stable and predictable.

### Zero Based Budgeting

As part of Gilbert's strategy for long-term financial health, 1/3 of the Town completes zero based budgeting each year. This approach has saved the Town \$1.4m in preparation for FY2020 and nearly \$5m since FY 2018. Continuing to reset department budgets through zero based budgeting helps ensure that resources are correctly aligned with the costs needed to deliver approved levels of service.



**\$1.4 million in Savings!!**  
\$5 million in Savings since FY 2018



**General Fund: \$246k**

*Mayor and Council, Town Manager, Management and Budget, Economic Development, Human Resources, Town Clerk, Digital Government, Finance, InterGov Relations, Information Technology*



**Wastewater: \$636k**



**Fleet: \$544k**

### Benchmarking

Gilbert makes a continuous effort to benchmark with other communities in relation to performance, cost of living, and cost of service. Benchmarking provides data to help Gilbert ensure services are being provided in a cost effective manner and gives insight into areas of future improvement.

The Town participates in the Valley Benchmark Cities group, which is an ongoing regional collaborative that identifies measures that are relevant to citizens and public managers in an effort to identify and gauge municipal performance. Through this collaborative, citizens can weigh Gilbert on a local scale to see how the Town performs when compared to our neighboring jurisdictions. In addition, every two years the Town produces the Gilbert Benchmark Report, which compares Gilbert to 42 communities in 13 states across 75 different measures. These measures touch on almost every major service area in the Town. The report allows any external organization or individual to see how Gilbert's performance stacks up against its peers locally and nationally. Finally, in 2018, the Town of Gilbert became a founding member of the Arizona Data Coalition. The group consists of municipalities that have

developed an open data portal and it meets regularly with the purpose of ensuring that the data reported can be compared across municipalities.

Copies of the benchmark reports can be found at [www.gilbertaz.gov](http://www.gilbertaz.gov) under the Management and Budget department page.



### **Annual Financial Retreat with Council**

Each year Council and staff meet to discuss financial topics. This is an opportunity to review progress, examine financial data, set and review financial goals, and discuss concerns or future opportunities. In February 2018, the Financial Retreat included discussion on:

- Streets Long Range Infrastructure Planning
- Public Transit Services
- Potential Streets Bond on 2020 Ballot
- Drought Contingency Plan Impacts
- Water Allocation Policy Framework
- PSPRS Funding Policy and Progress
- Low Acuity Medical Program Pilot Results
- Future Public Safety Needs
- Timing of GO Bond Issuance
- Revenue Health
- Long Term Financial Model Review

### **Fiscal Policy Review**

Gilbert's Policies of Responsible Financial Management are reviewed and updated annually in an effort to continually improve fiscal sustainability and best practices. All changes are brought to Council for consideration and adoption.

This year policies related to funding the PSPRS Pension Liability were discussed with Council at the February 2019 Financial Retreat and then added to the financial policies in May 2019.

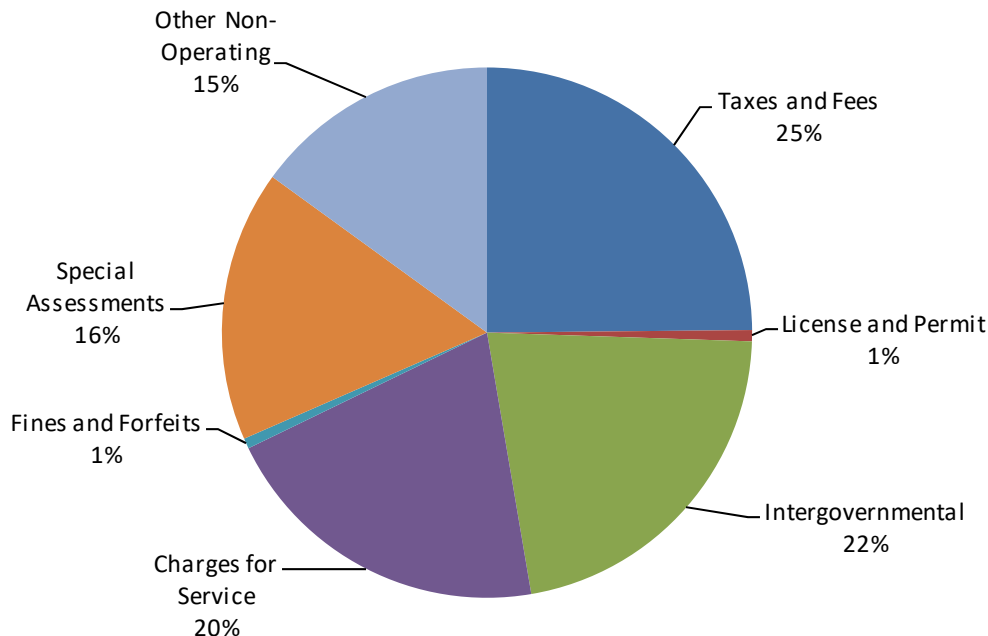
**ALL REVENUE SOURCES**

This section of the budget document includes detailed information regarding revenue types, including historical information, assumptions for the FY 2020 budget, and future projections. Information on bond proceeds, property tax, and special assessments is found in the debt section.

The total revenue anticipated for FY 2020 is \$1,048,945,125. Of this amount, \$638,417,380 is anticipated in new revenue collections and \$410,527,745 in carryover funds, as fund balance is also applied for one-time expenses. Historically, large spikes in revenue in a given year can typically be attributed to the sale of bonds for capital projects, however current levels of construction-related revenues are also considered nonrecurring, and are therefore applied toward nonrecurring expenses. Details on areas of change are found in the summary section of the budget. The major revenue sources for all funds are shown on the table and graph below by major categories.

**FY 2020 Revenue Sources All Funds by Type (Excludes Transfers)**

	<b>Actual 2016-17</b>	<b>Actual 2017-18</b>	<b>Budget 2018-19</b>	<b>Projected 2018-19</b>	<b>Budget 2019-20</b>
Taxes and Fees	146,476,134	153,558,505	156,243,230	161,969,230	158,596,180
License and Permit	4,819,908	4,701,052	4,415,000	4,865,000	4,335,000
Intergovernmental	102,413,241	105,037,957	130,308,100	96,170,900	139,234,210
Charges for Service	122,313,165	122,289,521	127,906,170	127,458,272	130,793,660
Fines and Forfeits	4,335,755	4,082,275	3,999,000	4,050,000	4,031,000
Special Assessments	72,346,535	2,257,225	106,581,280	6,581,280	105,643,240
Other Non-Operating	71,566,543	64,444,954	29,621,640	8,414,890	95,784,090
<b>Total</b>	<b>\$ 524,271,281</b>	<b>\$ 456,371,489</b>	<b>\$ 559,074,420</b>	<b>\$ 409,509,572</b>	<b>\$ 638,417,380</b>



## TAXES AND FEES

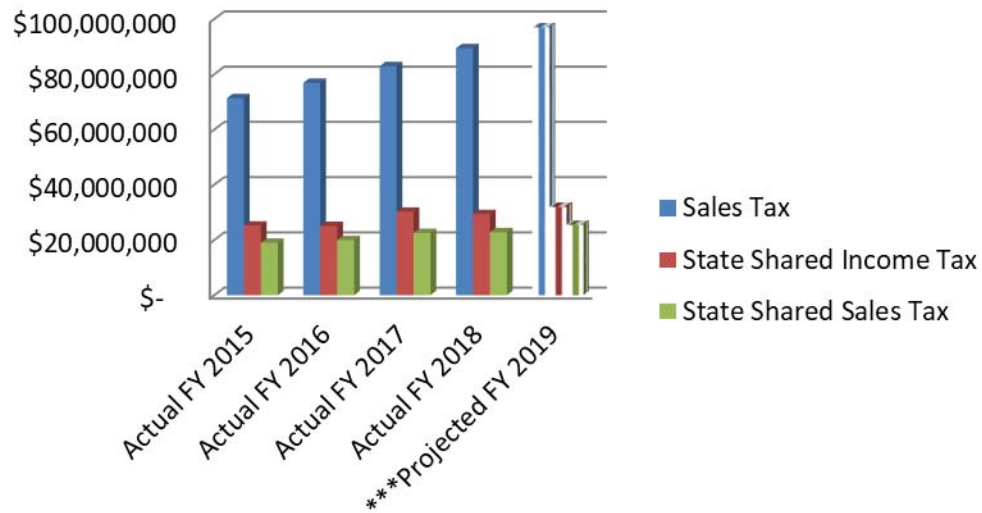
### Local Sales Tax

Gilbert levies a one and one-half percent sales tax on sales transacted within Gilbert’s boundary. The State collects sales tax revenue and remits the amount collected weekly. Gilbert has seen 8% year over year sales tax increases for the past six years. Staff cautiously monitors the amounts attributable to construction as the town approaches build out, and allocates \$5 million of sales tax received from construction activities to one-time instead of ongoing expenses.

The projections are based on the following assumptions, which remain consistent from last year:

- Retail sales tax will remain somewhat stable in Gilbert, and will continue to increase over time
- Any future spikes in construction sales tax will be considered one-time, not sustainable
- Permit activity will level off as growth continues at a more even pace
- Other sales tax areas will grow at the same pace as retail
- The sales tax rate will hold steady at 1.5%

Below is a five year history of the three major revenue sources for the General Fund:



### Property Tax

Gilbert has a secondary property tax rate, which can only be used to repay debt issued for voter approved bonds. General Obligation bonds are issued to pay for construction of streets, parks, facilities, and utility infrastructure. The rate is approximately \$0.99 per \$100 in secondary assessed value, which equates to about 9% of the total property tax rate for property in the Gilbert School District. While the Gilbert School District is the largest, there are four school districts that cover Gilbert including Gilbert, Higley, Mesa, and Chandler.

More information on general obligation debt and the property tax is found in the debt section as well as on the property tax rate page.

**Assessments**

Assessment districts are established for street lights, parkway improvements, and capital improvements that benefit specific users. The street light district (SLID) revenue is based on the cost of electricity for the district area. The amount is revised and levied every year, and each district is calculated separately. Parkway Improvement Districts (PKID) pay for the cost of maintenance and improvements in parkway areas for eleven subdivisions in Gilbert. The amount for each PKID is levied on an equal per lot basis. The levy for these districts is calculated and assessed annually based on projected and historical costs. The levy for street lights and parkway maintenance is collected on the property tax bill and is included with taxes and fees.

Capital Improvement Districts repay improvement debt issued for one-time construction of infrastructure. The benefited property in the area is levied an assessment to repay the debt issued. This revenue is included in the other non-operating category.

**System Development Fees**

System Development Fees (SDF) are charged to all new development. The fees are collected to pay for infrastructure required due to growth, so that new growth is provided the same level of service as the existing community. Fees are collected for traffic signals, transportation water, wastewater, parks, police, fire and general government (debt service only). A water resource fee is charged to pay for the cost of increasing water rights to accommodate new growth and guarantee a 100-year assured water supply.

Gilbert completed a full SDF study in partnership with a third party consultant, adopted April 2019.

**LICENSE AND PERMITS**

License fees are charged for business registration and alcoholic beverage licenses. Permit fees are charged for building, fire, engineering, signs, and alarms. Permit fee revenue is subject to changes in the construction industry.

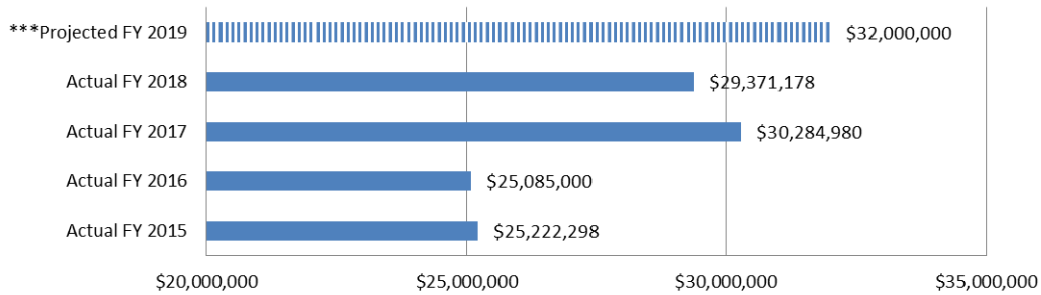
**INTERGOVERNMENTAL**

Funding received from any other government agency is considered intergovernmental. The largest source is state shared revenue for sales tax, income tax, highway user revenue, vehicle license tax and local transportation assistance fund. The state shared revenue is distributed as follows:

**Sales Tax:** Twenty-five percent of the distribution base of state sales tax is distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the state.

**Income Tax:**

Fifteen percent of the state income tax is distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the state. There is a two year time lag in distribution. Therefore, the tax on income earned in FY 2018 is distributed to cities in FY 2020. This is sometimes referred to as Urban Revenue Sharing.

**State Shared Income Tax**

**Highway User Revenue:**

Cities and towns receive 27.5% of the highway user revenue fund. One half of the monies received are distributed based on the relation of Gilbert’s population to the total population of all incorporated cities and towns in the State. The remaining one half is distributed based on the basis of the “county of origin” of gasoline sales and the relation of Gilbert’s population to the total incorporated population of Maricopa County. These funds must be used solely for street purposes.

**Vehicle License:**

Twenty-five percent of the net revenues collected for the licensing of motor vehicles by the county are distributed back based on the population of Gilbert in relation to the total incorporated population of Maricopa County.

**Local Transportation Assistance Fund (LTAF):**

The State Lottery distributes funds based on population. LTAF funds are applied only to transit-related expenses.

**CHARGES FOR SERVICE**

All charges for service are based on the philosophy that whoever benefits from the service should pay a portion or all of the cost to provide that service. Charges for service include user fees for recreation services, water consumption, wastewater, solid waste disposal, and environmental compliance. The goal is for internal services, enterprise operations, and all adult sports to be 100% self-supporting. Gilbert completes an annual rate review to examine the rates and rate structures for Water, Wastewater, Environmental Services, and Environmental Compliance.

**Water**

Water user fees are reviewed annually to ensure that revenue is able to cover 100% of the actual and anticipated cost of providing water to customers. The cost includes pumping water from the ground, treating the surface and ground water, distributing the water to customers, reading the meters, and maintaining the system. The largest revenue source for the Water Fund is revenues received from meter water sales. Rate and structure changes were implemented in FY 2019 in order to balance ongoing revenues and expenditures.

**Wastewater**

Staff reviews wastewater fees annually to ensure revenue covers 100% of the cost of operations. Wastewater operations include collection, treatment, and recovery of wastewater. Wastewater revenues primarily consist of residential/commercial wastewater charges for and charges for reclaimed water. Of these three revenue sources, the largest revenue source is residential sewer, contributing

approximately 86% of the total fund revenues. Commercial and reclaimed revenues account for approximately 9% and 5% respectively. Rate and structure changes were implemented in FY 2019 in order to balance ongoing revenues and expenditures.

### **Environmental Services**

Environmental Services Residential includes solid waste collection of residential barrels, uncontained, and recycling. Environmental Services Commercial includes solid waste collection for commercial and roll-off customers. The operation also includes household hazardous waste facility. Annual rate reviews ensure that revenue covers the total cost of operations. The costs impacting rates the most in these funds are personnel, landfill tipping fees, equipment maintenance, and replacement. Rate and structure changes were implemented in FY 2019 in order to balance ongoing revenues and expenditures.

### **Environmental Compliance**

Environmental Compliance is a new fee adopted in FY 2019 in order to appropriately fund storm water and street cleaning operations as well as required environmental compliance programs, such as air quality etc. The fee is a flat fee and is assessed to all residential and commercial customers.

### **FINES AND FORFEITS**

Fines are collected by the Court based on citations issued by the Police Department and cases prosecuted by the Prosecutor's office.

### **INVESTMENT INCOME**

In order to maximize available resources, Gilbert reviews upcoming expenditure needs and works with a financial advisor to appropriately invest cash. This is accomplished through a well-diversified portfolio of investments consistent with A.R.S.§35-323. Gilbert's investment strategy is guided by written policy with a focus on safety, liquidity, and returns.

### **OTHER NON-OPERATING**

This revenue category includes property rental, insurance recoveries, donations and contributions, and other one-time revenue not categorized elsewhere. Most of the other non-operating is highly unpredictable and is included in the budget at a minimal amount unless a specific source is known during budget preparation.

### **BOND PROCEEDS**

In FY 2018 bonds were issued by the Water Resources Municipal Property Corporation in order to complete the Greenfield Wastewater plant expansion. Design and construction efforts are underway and will continue into FY 2020. For further details related to this project, please refer to the Capital Improvement Plan FY 2020-2029 on the [Town of Gilbert Website](https://www.gilbertaz.gov/) or <https://www.gilbertaz.gov/>.

In FY 2019, Gilbert voters authorized the issuance of \$65.35M in General Obligation bonds to help finance the construction of the Public Safety Training Facility. Gilbert's Finance, Management and Budget and Capital Improvement Project Team continue to evaluate the timing of issuance and seek the most favorable conditions.

More information on debt and bond proceeds is found in the Debt section.

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FINAL - FIVE YEAR GENERAL FUND FORECAST					
	Budget FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
<b>BEGINNING FUND BALANCE (Less Committed)</b>	85,800,000	48,004,000	49,955,000	50,016,000	53,803,000
<b>REVENUE</b>	179,963,000	184,477,000	188,623,000	192,785,000	196,973,000
<b>TOTAL REVENUE</b>	179,963,000	184,477,000	188,623,000	192,785,000	196,973,000
<b>TRANSFERS IN</b>	6,107,000	6,107,000	6,107,000	6,107,000	6,107,000
<b>TOTAL SOURCES</b>	271,870,000	238,588,000	244,685,000	248,908,000	256,883,000
<b>ONGOING EXPENDITURES</b>					
BASE EXPENDITURES	161,471,000	161,470,000	161,470,000	161,470,000	161,470,000
CIP MAINTENANCE COSTS		811,000	2,145,000	2,277,000	4,765,000
FIVE YEAR PLAN		5,841,000	11,292,000	15,476,000	22,587,000
<b>SUB-TOTAL ONGOING EXPENDITURES</b>	161,471,000	168,122,000	174,907,000	179,223,000	188,822,000
<b>ONE-TIME EXPENDITURES</b>					
ONE TIME EXPENDITURES	16,851,000				
FIVE YEAR PLAN		1,996,000	3,864,000	7,714,000	2,119,000
CAPITAL OUTLAY	1,152,000	-	-	-	-
CONTINGENCY	10,000,000				
ECONOMIC DEVELOPMENT RESERVE	5,000,000				
<b>SUB-TOTAL ONE-TIME EXPENDITURES</b>	33,003,000	1,996,000	3,864,000	7,714,000	2,119,000
<b>TRANSFERS OUT</b>					
CAPITAL - CIP	18,227,000	8,234,000	8,871,000	1,143,000	6,902,000
OTHER	11,165,000	10,281,000	7,027,000	7,025,000	7,029,000
<b>SUB-TOTAL TRANSFERS OUT</b>	29,392,000	18,515,000	15,898,000	8,168,000	13,931,000
<b>TOTAL USES</b>	223,866,000	188,633,000	194,669,000	195,105,000	204,872,000
<b>ANNUAL OPERATING RESULT</b>	(37,796,000)	1,951,000	61,000	3,787,000	(1,792,000)
<b>FUND BALANCE</b>	48,004,000	49,955,000	50,016,000	53,803,000	52,011,000
<b>MINIMUM FUND BALANCE</b>	48,000,000	50,010,000	48,450,000	49,530,000	51,930,000
<b>FUND BALANCE ABOVE MINIMUM</b>	4,000	(55,000)	1,566,000	4,273,000	81,000

### Five-Year Plan Assumptions:

- ✓ Transfer to the General Equipment Replacement Fund was held consistent from FY 2019 based on a calculation using asset value, useful life, remaining useful life, and anticipated replacement costs
- ✓ Compensation structure is maintained in five year plan as directed by compensation philosophy adopted by Council
- ✓ Minimum fund balance per policy is calculated at three months of operating expenses and one year of debt service
- ✓ Contingency is included in FY 2020 at \$10,000,000

# WATER FUND FIVE-YEAR FORECAST

FINAL - FIVE YEAR WATER FUND FORECAST					
	Budget FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
<b>BEGINNING FUND BALANCE (Less Committed)</b>	37,514,000	21,688,000	18,194,000	11,388,000	10,662,000
<b>REVENUE</b>	48,475,000	51,146,000	51,972,000	52,813,000	53,669,000
<b>TOTAL REVENUE</b>	48,475,000	51,146,000	51,972,000	52,813,000	53,669,000
<b>TRANSFERS IN</b>	-	-	-	-	-
<b>TOTAL SOURCES</b>	85,989,000	72,834,000	70,166,000	64,201,000	64,331,000
<b>ONGOING EXPENDITURES</b>					
BASE EXPENDITURES	30,952,000	30,952,000	30,952,000	30,952,000	30,952,000
CIP MAINTENANCE COSTS		263,000	263,000	553,000	393,000
FIVE YEAR PLAN		767,000	1,270,000	932,000	1,404,000
<b>SUB-TOTAL ONGOING EXPENDITURES</b>	30,952,000	31,982,000	32,485,000	32,437,000	32,749,000
<b>ONE-TIME EXPENDITURES</b>					
ONE TIME EXPENDITURES	151,000				
FIVE YEAR PLAN		50,000	600,000	105,000	450,000
CAPITAL OUTLAY	450,000	-	-	-	-
CONTINGENCY	2,500,000				
<b>SUB-TOTAL ONE-TIME EXPENDITURES</b>	3,101,000	50,000	600,000	105,000	450,000
<b>TRANSFERS OUT</b>					
CAPITAL	13,371,000	5,731,000	8,816,000	4,120,000	5,517,000
OTHER	16,877,000	16,877,000	16,877,000	16,877,000	16,877,000
<b>SUB-TOTAL TRANSFERS OUT</b>	30,248,000	22,608,000	25,693,000	20,997,000	22,394,000
<b>TOTAL USES</b>	64,301,000	54,640,000	58,778,000	53,539,000	55,593,000
<b>ANNUAL OPERATING RESULT</b>	(15,826,000)	(3,494,000)	(6,806,000)	(726,000)	(1,924,000)
<b>FUND BALANCE</b>	21,688,000	18,194,000	11,388,000	10,662,000	8,738,000
<b>MINIMUM FUND BALANCE</b>	17,540,000	17,800,000	17,920,000	17,910,000	17,990,000
<b>FUND BALANCE ABOVE MINIMUM</b>	4,148,000	394,000	(6,532,000)	(7,248,000)	(9,252,000)

The Five-Year Plan Assumptions:

- ✓ FY 2020 revenues are based on new rates adopted in during FY 2019
- ✓ Transfers Out Other includes transfer to the Repair and Replacement Fund which increased slightly based on the overall value of assets and their anticipated replacement schedules
- ✓ Five-Year Forecast includes impacts for anticipated costs related to the Drought Contingency Plan. Cost will be re-evaluated as more information becomes available

FINAL - FIVE YEAR WASTEWATER FUND FORECAST					
	Budget FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
<b>BEGINNING FUND BALANCE (Less Committed)</b>	20,654,000	12,379,000	11,888,000	13,782,000	14,132,000
<b>REVENUE</b>	30,085,000	30,370,000	30,658,000	30,949,000	31,242,800
<b>TOTAL REVENUE</b>	30,085,000	30,370,000	30,658,000	30,949,000	31,242,800
<b>TRANSFERS IN</b>	1,035,000	1,035,000	1,035,000	1,035,000	1,035,000
<b>TOTAL SOURCES</b>	51,774,000	43,784,000	43,581,000	45,766,000	46,409,800
<b>ONGOING EXPENDITURES</b>					
BASE EXPENDITURES	16,184,000	16,184,000	16,184,000	16,184,000	16,184,000
CIP MAINTENANCE COSTS		1,020,000	1,029,000	1,329,000	1,629,000
FIVE YEAR PLAN		295,000	653,000	630,000	1,015,000
<b>SUB-TOTAL ONGOING EXPENDITURES</b>	16,184,000	17,499,000	17,866,000	18,143,000	18,828,000
<b>ONE-TIME EXPENDITURES</b>					
ONE TIME EXPENDITURES	1,104,000				
FIVE YEAR PLAN		737,000	303,000	300,000	380,000
CAPITAL OUTLAY	89,000				
CONTINGENCY	2,000,000				
<b>SUB-TOTAL ONE-TIME EXPENDITURES</b>	3,193,000	737,000	303,000	300,000	380,000
<b>TRANSFERS OUT</b>					
CAPITAL	9,676,000	2,318,000	288,000	1,849,000	315,000
OTHER	10,342,000	11,342,000	11,342,000	11,342,000	11,342,000
<b>SUB-TOTAL TRANSFERS OUT</b>	20,018,000	13,660,000	11,630,000	13,191,000	11,657,000
<b>TOTAL USES</b>	39,395,000	31,896,000	29,799,000	31,634,000	30,865,000
<b>ANNUAL OPERATING RESULT</b>	(8,275,000)	(491,000)	1,894,000	350,000	1,412,800
<b>FUND BALANCE</b>	12,379,000	11,888,000	13,782,000	14,132,000	15,544,800
<b>MINIMUM FUND BALANCE</b>	7,650,000	7,970,000	8,070,000	8,140,000	8,310,000
<b>FUND BALANCE ABOVE MINIMUM</b>	4,729,000	3,918,000	5,712,000	5,992,000	7,234,800

**Five-Year Plan Assumptions:**

- ✓ FY 2020 revenues are based on new rates adopted in during FY 2019
- ✓ For FY 2020, Wastewater completed a zero based budget, allowing for the reallocation of approx. \$636k
- ✓ FY 2020 Transfers In increased based on the anticipated volume of recharge water credits the Water Fund will reimburse to the Wastewater Fund

FINAL - FIVE YEAR ENVIRONMENTAL SERVICES RESIDENTIAL FUND FORECAST					
	Budget FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
<b>BEGINNING FUND BALANCE (Less Committed)</b>	11,476,000	7,045,000	5,089,000	4,505,000	4,133,000
<b>REVENUE</b>	14,760,000	15,013,000	15,270,000	15,532,000	15,798,000
<b>TOTAL REVENUE</b>	14,760,000	15,013,000	15,270,000	15,532,000	15,798,000
<b>TRANSFERS IN</b>	-	-	-	-	-
<b>TOTAL SOURCES</b>	26,236,000	22,058,000	20,359,000	20,037,000	19,931,000
<b>ONGOING EXPENDITURES</b>					
BASE EXPENDITURES	13,921,000	13,921,000	13,921,000	13,921,000	13,921,000
CIP MAINTENANCE COSTS	-	4,000	4,000	4,000	4,000
FIVE YEAR PLAN	-	205,000	400,000	450,000	600,000
<b>SUB-TOTAL ONGOING EXPENDITURES</b>	13,921,000	14,130,000	14,325,000	14,375,000	14,525,000
<b>ONE-TIME EXPENDITURES</b>					
ONE TIME EXPENDITURES	5,000	-	-	-	-
FIVE YEAR PLAN	-	340,000	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
CONTINGENCY	1,200,000	-	-	-	-
<b>SUB-TOTAL ONE-TIME EXPENDITURES</b>	1,205,000	340,000	-	-	-
<b>TRANSFERS OUT</b>					
CAPITAL	2,521,000	970,000	-	-	-
OTHER	1,544,000	1,529,000	1,529,000	1,529,000	1,529,000
<b>SUB-TOTAL TRANSFERS OUT</b>	4,065,000	2,499,000	1,529,000	1,529,000	1,529,000
<b>TOTAL USES</b>	19,191,000	16,969,000	15,854,000	15,904,000	16,054,000
<b>ANNUAL OPERATING RESULT</b>	(4,431,000)	(1,956,000)	(584,000)	(372,000)	(256,000)
<b>FUND BALANCE</b>	7,045,000	5,089,000	4,505,000	4,133,000	3,877,000
<b>MINIMUM FUND BALANCE</b>	3,480,000	3,530,000	3,580,000	3,590,000	3,630,000
<b>FUND BALANCE ABOVE MINIMUM</b>	3,565,000	1,559,000	925,000	543,000	247,000

Five-Year Plan Assumptions:

- ✓ FY 2020 revenues are based on a rate reduction adopted in FY 2019
- ✓ Transfer Out Other includes a transfer to the Repair and Replacement Fund and an overhead allocation to the General Fund
- ✓ FY 2021 Five Year Plan line is for a one-time purchase of an additional Automated Side Loader



# ENVIRONMENTAL SERVICES - COMMERCIAL FIVE-YEAR FORECAST

FINAL - FIVE YEAR ENVIRONMENTAL SERVICES COMMERCIAL FUND FORECAST					
	Budget FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
<b>BEGINNING FUND BALANCE (Less Committed)</b>	1,838,000	1,171,000	1,074,000	1,122,000	1,150,000
<b>REVENUE</b>	2,703,000	2,703,000	2,703,000	2,703,000	2,703,000
<b>TOTAL REVENUE</b>	2,703,000	2,703,000	2,703,000	2,703,000	2,703,000
<b>TRANSFERS IN</b>	-	-	-	-	-
<b>TOTAL SOURCES</b>	4,541,000	3,874,000	3,777,000	3,825,000	3,853,000
<b>ONGOING EXPENDITURES</b>					
BASE EXPENDITURES	2,212,000	2,212,000	2,212,000	2,212,000	2,212,000
CIP MAINTENANCE COSTS	-	-	-	-	-
FIVE YEAR PLAN	-	20,000	40,000	60,000	80,000
<b>SUB-TOTAL ONGOING EXPENDITURES</b>	2,212,000	2,232,000	2,252,000	2,272,000	2,292,000
<b>ONE-TIME EXPENDITURES</b>					
ONE TIME EXPENDITURES	-	-	-	-	-
FIVE YEAR PLAN	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
CONTINGENCY	250,000	-	-	-	-
<b>SUB-TOTAL ONE-TIME EXPENDITURES</b>	250,000	-	-	-	-
<b>TRANSFERS OUT</b>					
CAPITAL	348,000	8,000	-	-	-
OTHER	560,000	560,000	403,000	403,000	403,000
<b>SUB-TOTAL TRANSFERS OUT</b>	908,000	568,000	403,000	403,000	403,000
<b>TOTAL USES</b>	3,370,000	2,800,000	2,655,000	2,675,000	2,695,000
<b>ANNUAL OPERATING RESULT</b>	(69,000)	(97,000)	48,000	28,000	8,000
<b>FUND BALANCE</b>	1,171,000	1,074,000	1,122,000	1,150,000	1,158,000
<b>MINIMUM FUND BALANCE</b>	550,000	560,000	560,000	570,000	570,000
<b>FUND BALANCE ABOVE MINIMUM</b>	621,000	514,000	562,000	580,000	588,000

Five-Year Plan Assumptions:

- ✓ FY 2020 revenues are based on new rates adopted in FY 2019
- ✓ Transfers Out Other includes a transfer to the Repair and Replacement Fund as well as an overhead allocation to the General Fund

FINAL - FIVE YEAR ENVIRONMENTAL COMPLIANCE FUND FORECAST					
	Budget FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
<b>BEGINNING FUND BALANCE (Less Committed)</b>	1,383,000	428,000	197,000	397,000	657,000
<b>REVENUE</b>	4,550,000	4,696,000	4,742,000	4,789,000	4,836,000
<b>TOTAL REVENUE</b>	4,550,000	4,696,000	4,742,000	4,789,000	4,836,000
<b>TRANSFERS IN</b>	-	-	-	-	-
<b>TOTAL SOURCES</b>	5,933,000	5,124,000	4,939,000	5,186,000	5,493,000
<b>ONGOING EXPENDITURES</b>					
BASE EXPENDITURES	1,671,000	1,671,000	1,671,000	1,671,000	1,671,000
CIP MAINTENANCE COSTS	-	5,000	5,000	5,000	5,000
FIVE YEAR PLAN	-	135,000	50,000	75,000	100,000
<b>SUB-TOTAL ONGOING EXPENDITURES</b>	1,671,000	1,811,000	1,726,000	1,751,000	1,776,000
<b>ONE-TIME EXPENDITURES</b>					
ONE TIME EXPENDITURES	47,000	-	-	-	-
FIVE YEAR PLAN	-	38,000	38,000	-	-
CAPITAL OUTLAY	-	-	-	-	-
CONTINGENCY	250,000	-	-	-	-
<b>SUB-TOTAL ONE-TIME EXPENDITURES</b>	297,000	38,000	38,000	-	-
<b>TRANSFERS OUT</b>					
CAPITAL	877,000	300,000	-	-	-
OTHER	2,660,000	2,778,000	2,778,000	2,778,000	2,778,000
<b>SUB-TOTAL TRANSFERS OUT</b>	3,537,000	3,078,000	2,778,000	2,778,000	2,778,000
<b>TOTAL USES</b>	5,505,000	4,927,000	4,542,000	4,529,000	4,554,000
<b>ANNUAL OPERATING RESULT</b>	(955,000)	(231,000)	200,000	260,000	282,000
<b>FUND BALANCE</b>	428,000	197,000	397,000	657,000	939,000
<b>MINIMUM FUND BALANCE</b>	420,000	450,000	430,000	440,000	440,000
<b>FUND BALANCE ABOVE MINIMUM</b>	8,000	(253,000)	(33,000)	217,000	499,000

Five-Year Plan Assumptions:

- ✓ New operating fund created in FY 2019 based on a newly adopted Environmental Compliance fee that will fund Storm Water and Street Cleaning operations; these operations were previously under Environmental Services Residential.
- ✓ Transfers Out Other includes a transfer to the Repair and Replacement Fund, as well as an overhead allocation to the General Fund

FINAL - FIVE YEAR STREETS FORECAST					
	Budget FY 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
<b>BEGINNING FUND BALANCE (Less Committed)</b>	18,061,000	9,229,000	8,360,000	6,363,000	5,900,000
<b>REVENUE</b>	27,658,000	29,143,000	30,013,000	30,909,000	31,832,000
<b>TOTAL REVENUE</b>	27,658,000	29,143,000	30,013,000	30,909,000	31,832,000
<b>TRANSFERS IN</b>	618,000	-	-	-	-
<b>TOTAL SOURCES</b>	46,337,000	38,372,000	38,373,000	37,272,000	37,732,000
<b>ONGOING EXPENDITURES</b>					
BASE EXPENDITURES	19,374,000	19,374,000	19,374,000	19,374,000	19,374,000
CIP MAINTENANCE COSTS		336,000	386,000	511,000	557,000
FIVE YEAR PLAN		580,000	910,000	1,240,000	1,570,000
<b>SUB-TOTAL ONGOING EXPENDITURES</b>	19,374,000	20,290,000	20,670,000	21,125,000	21,501,000
<b>ONE-TIME EXPENDITURES</b>					
ONE TIME EXPENDITURES	2,117,000				
FIVE YEAR PLAN		-	-	-	-
CAPITAL OUTLAY	136,000	-	-	-	-
CONTINGENCY	1,400,000				
<b>SUB-TOTAL ONE-TIME EXPENDITURES</b>	3,653,000	-	-	-	-
<b>TRANSFERS OUT</b>					
CAPITAL	12,371,000	8,012,000	9,630,000	8,537,000	12,250,000
OTHER	1,710,000	1,710,000	1,710,000	1,710,000	1,710,000
<b>SUB-TOTAL TRANSFERS OUT</b>	14,081,000	9,722,000	11,340,000	10,247,000	13,960,000
<b>TOTAL USES</b>	37,108,000	30,012,000	32,010,000	31,372,000	35,461,000
<b>ANNUAL OPERATING RESULT</b>	(8,832,000)	(869,000)	(1,997,000)	(463,000)	(3,629,000)
<b>FUND BALANCE</b>	9,229,000	8,360,000	6,363,000	5,900,000	2,271,000
<b>MINIMUM FUND BALANCE</b>	4,850,000	5,070,000	5,170,000	5,280,000	5,370,000
<b>FUND BALANCE ABOVE MINIMUM</b>	4,379,000	3,290,000	1,193,000	620,000	(3,099,000)

### Five-Year Plan Assumptions:

- ✓ The Five Year Forecast represents the combined Roadway and Maintenance Fund and the Streets Fund
- ✓ FY 2020 Transfers Out Other increased slightly based on increased contributions to the Repair and Replacement Fund based on the anticipated asset replacement schedule. Additionally, a slight increase in an overhead allocation to the General Fund is included. The overhead allocation is calculated based on percentage of staff assigned and of total budget

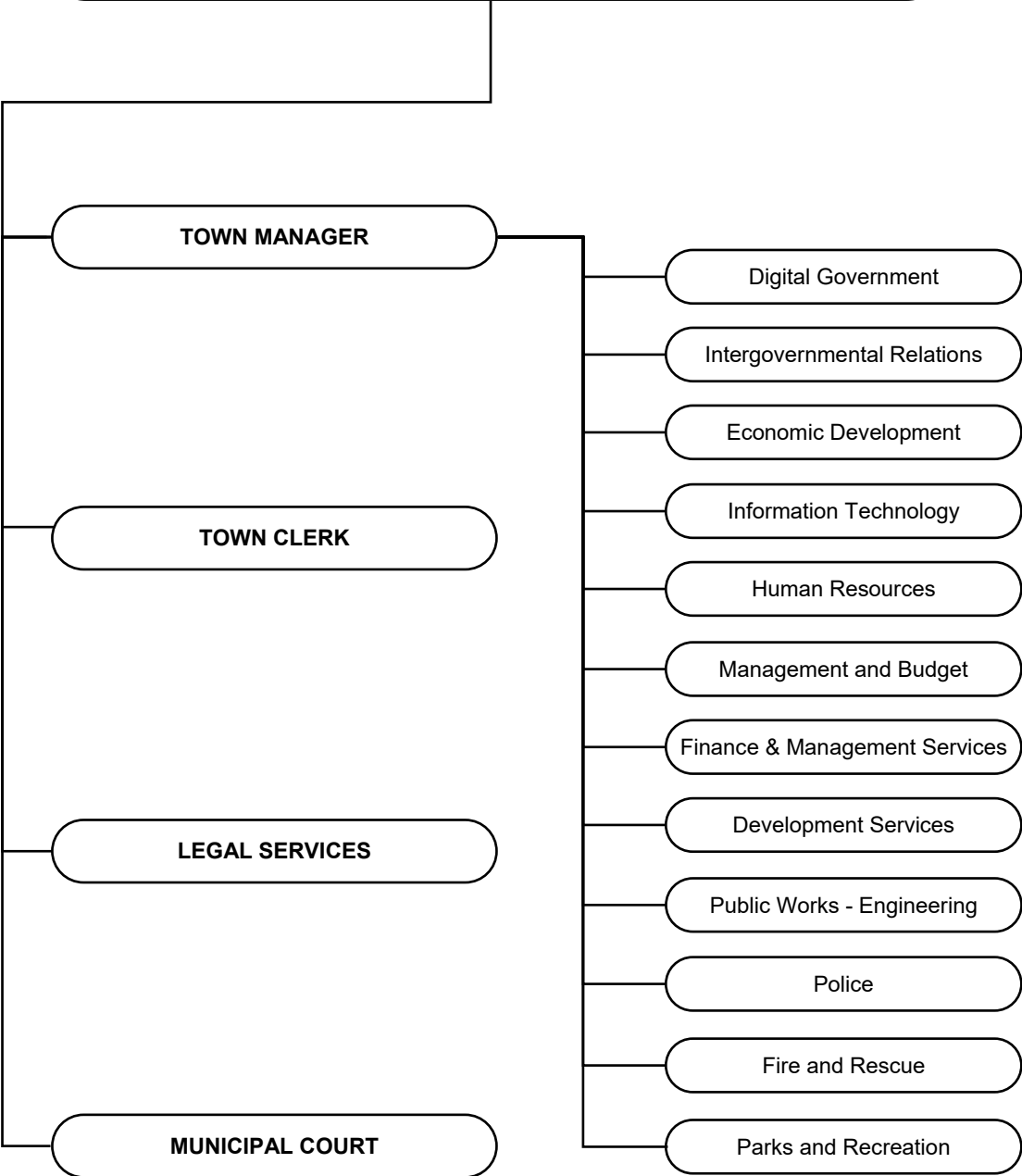
## General Fund

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General Fund Summary  
General Fund Benchmarks  
Mayor and Council  
Town Manager  
Digital Government  
Intergovernmental Relations  
Economic Development  
Information Technology  
Human Resources  
Management and Budget  
Town Clerk  
Legal Services  
Finance and Management Services  
Municipal Court  
Development Services  
Engineering Services  
Police  
Fire and Rescue  
Parks and Recreation



**MAYOR AND COUNCIL**



**FUND DESCRIPTION**

The General Fund is the largest operating fund in the budget and includes the most diverse operations. The General Fund provides accounting for all activities that do not have a specific revenue source. The revenue collected for support of the entire community is deposited in the General Fund to finance Public Safety, Development Services, Parks and Recreation, and Internal Support functions. Much of the General Fund is supported by tax revenues, but services that benefit a specific user often recover all or part of the cost of service through a user fee. The following table indicates the percentage of tax support provided for each major area:

<b>Program</b>	<b>FY 2020 Budgeted Expenses</b>	<b>FY 2020 Fee Supported</b>	<b>FY 2020 Transfer Supported</b>	<b>FY 2020 Tax Supported</b>	<b>FY 2020 % Tax Supported</b>
Mayor and Council	\$ 739,510	\$ 88,000	\$ 231,220	\$ 420,290	57%
Boards and Commissions	25,390	-	-	25,390	100%
Manager	2,145,710	-	589,610	1,556,100	73%
Digital Communication	1,269,660	-	399,950	869,710	68%
Intergovernmental Relations	393,310	-	123,900	269,410	68%
Economic Development	2,697,730	110,000	-	2,587,730	96%
Information Technology	13,027,975	-	2,026,440	11,001,535	84%
Human Resources	2,472,730	4,000	567,200	1,901,530	77%
Management and Budget	728,170	-	229,380	498,790	68%
Town Clerk	576,520	-	-	576,520	100%
Legal Services	3,814,090	15,000	359,600	3,439,490	90%
Management Services	2,679,070	200,000	671,710	1,807,360	67%
Municipal Court	3,430,020	297,000	-	3,133,020	91%
Development Services	8,115,580	6,635,000	-	1,480,580	18%
Public Works Engineering	704,140	-	-	704,140	100%
Police	59,942,830	3,402,000	15,000	56,525,830	94%
Fire and Rescue	35,225,980	2,414,000	35,000	32,776,980	93%
Parks and Recreation	23,005,540	5,657,000	407,900	16,940,640	74%
Non-Departmental*	62,872,525	-	450,000	62,422,525	99%
<b>Total General Fund</b>	<b>\$ 223,866,480</b>	<b>\$ 18,822,000</b>	<b>\$ 6,106,910</b>	<b>\$ 198,937,570</b>	<b>89%</b>

\*Expenses include transfers.

The total General Fund Revenue budget including fees and taxes is \$179,962,500. Fees charged to recover the cost of service total \$18,822,000. The tax supported (non-allocated) revenue of \$161,140,500 is detailed in the Financial Overview section. The tax supported amount includes use of fund balance. In addition, transfers from other operating funds as a recovery of costs incurred to support the operations of Water, Wastewater, Environmental Services Residential, Environmental Services Commercial, Environmental Compliance, and Streets total \$6,106,910.

**ORGANIZATIONAL FOCUS AREAS**

These icons indicate the organizational focus areas addressed throughout the General Fund.

Prosperous  
Community



Strong Economy



Exceptional Built  
Environment



<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Mayor and Council	2.00	2.00	2.00	2.00	2.00
Boards and Commissions	0.00	0.00	0.00	0.00	0.00
Manager	7.15	7.35	7.35	8.35	8.35
Digital Government	7.00	8.00	8.00	8.00	9.00
Intergovernmental Relations	3.00	2.00	2.00	2.00	2.00
Economic Development	8.00	9.00	9.00	9.00	9.00
Information Technology	38.00	41.00	42.00	42.00	48.00
Human Resources	20.00	21.00	21.00	19.00	20.00
Management and Budget	6.00	5.00	5.00	5.00	6.00
Town Clerk	5.00	5.00	5.00	5.00	5.00
Neighborhood Services	0.00	0.00	0.00	0.00	0.00
Legal Services	24.00	27.00	27.00	28.00	31.00
Management Services	24.00	25.00	25.50	25.50	26.50
Municipal Court	30.92	31.92	31.92	31.92	31.92
Development Services	68.30	71.30	72.13	73.13	74.32
Public Works Engineering	3.60	4.60	5.60	4.60	5.60
Police	365.00	381.50	405.50	405.50	425.50
Fire and Rescue	210.00	216.00	216.00	216.00	223.00
Parks and Recreation	122.52	125.22	125.36	147.97	166.03
Non-Departmental	0.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>944.49</b>	<b>982.89</b>	<b>1,010.36</b>	<b>1,032.97</b>	<b>1,093.22</b>

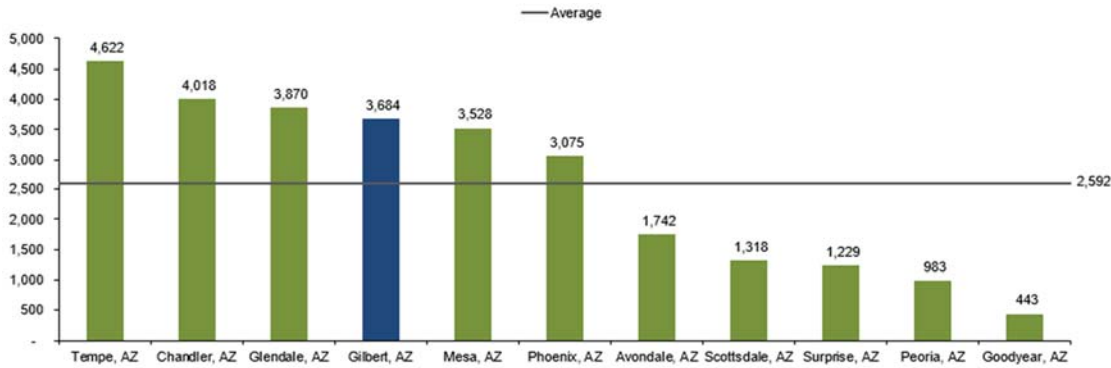
<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Mayor and Council	815,031	716,532	787,930	709,689	739,510
Boards and Commissions	22,434	22,868	28,440	27,995	25,390
Manager	1,303,608	1,761,466	1,595,110	1,577,069	2,145,710
Digital Government	925,391	1,052,951	1,098,200	1,120,697	1,269,660
Intergovernmental Relations	330,108	313,745	326,840	325,496	393,310
Economic Development	2,115,577	2,153,366	2,854,020	2,156,073	2,697,730
Information Technology	8,954,144	9,028,027	9,851,480	9,176,359	13,027,975
Human Resources	2,563,948	2,512,062	2,633,720	2,295,776	2,472,730
Management and Budget	700,139	608,156	635,240	625,115	728,170
Town Clerk	627,076	510,049	735,200	701,643	576,520
Neighborhood Services	2	-	-	-	-
Legal Services	2,790,043	2,789,378	2,968,340	3,134,592	3,814,090
Management Services	2,251,632	2,337,068	2,635,420	2,450,118	2,679,070
Municipal Court	3,221,340	3,192,395	3,401,380	3,337,435	3,430,020
Development Services	6,111,275	6,716,658	7,357,710	7,377,307	8,115,580
Public Works Engineering	874,776	491,565	642,010	465,085	704,140
Police	52,666,449	51,946,215	56,101,700	55,305,761	59,942,830
Fire and Rescue	31,999,277	35,371,996	34,077,250	34,315,547	35,225,980
Parks and Recreation	17,301,525	18,647,716	18,076,610	19,467,876	23,005,540
Non-Departmental	24,548,832	17,937,176	27,248,690	11,486,890	33,480,910
<b>Total Expenses</b>	<b>\$ 160,122,607</b>	<b>\$ 158,109,389</b>	<b>\$ 173,055,290</b>	<b>\$ 156,056,523</b>	<b>\$ 194,474,865</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	107,376,920	109,986,706	115,916,250	112,500,533	132,942,490
Supplies & Contractual	42,315,289	38,669,801	56,796,040	42,706,022	60,379,975
Capital Outlay	10,430,398	9,452,882	343,000	849,968	1,152,400
<b>Total Expenses</b>	<b>\$ 160,122,607</b>	<b>\$ 158,109,389</b>	<b>\$ 173,055,290</b>	<b>\$ 156,056,523</b>	<b>\$ 194,474,865</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	163,283,052	164,714,385	166,421,000	173,609,000	179,962,500
Transfers In	5,234,906	5,522,625	5,659,200	6,542,600	6,106,910
<b>Total Sources</b>	<b>\$ 168,517,958</b>	<b>\$ 170,237,010</b>	<b>\$ 172,080,200</b>	<b>\$ 180,151,600</b>	<b>\$ 186,069,410</b>
Total Expenses	160,122,607	158,109,389	173,055,290	156,056,523	194,474,865
Transfers Out	9,000,331	10,948,449	35,734,190	26,157,246	29,391,615
<b>Total Uses</b>	<b>\$ 169,122,938</b>	<b>\$ 169,057,838</b>	<b>\$ 208,789,480</b>	<b>\$ 182,213,769</b>	<b>\$ 223,866,480</b>
<b>Net Operating Result</b>	<b>\$ (604,980)</b>	<b>\$ 1,179,172</b>	<b>\$ (36,709,280)</b>	<b>\$ (2,062,169)</b>	<b>\$ (37,797,070)</b>

## Population Density

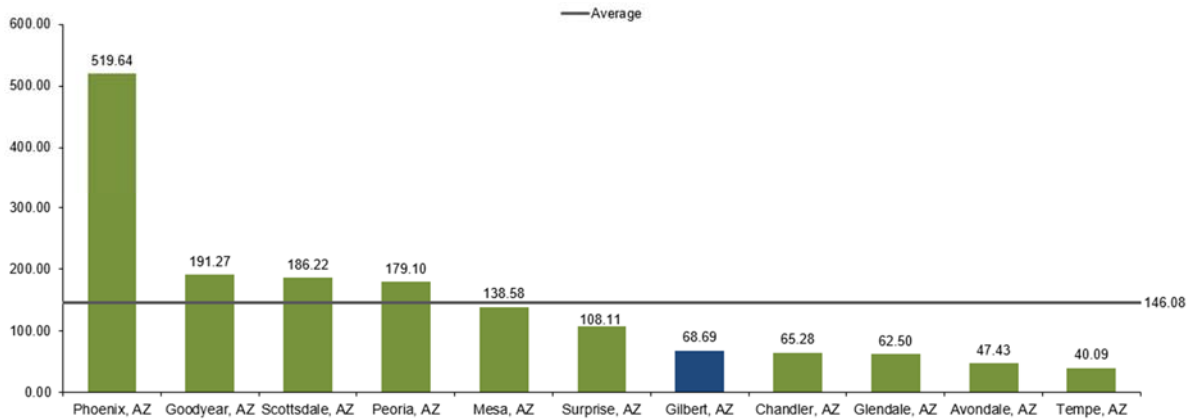


**3,684**  
average number of residents per square mile within Gilbert

Source: July 1, 2018 Maricopa Association of Governments (MAG) Population Estimates

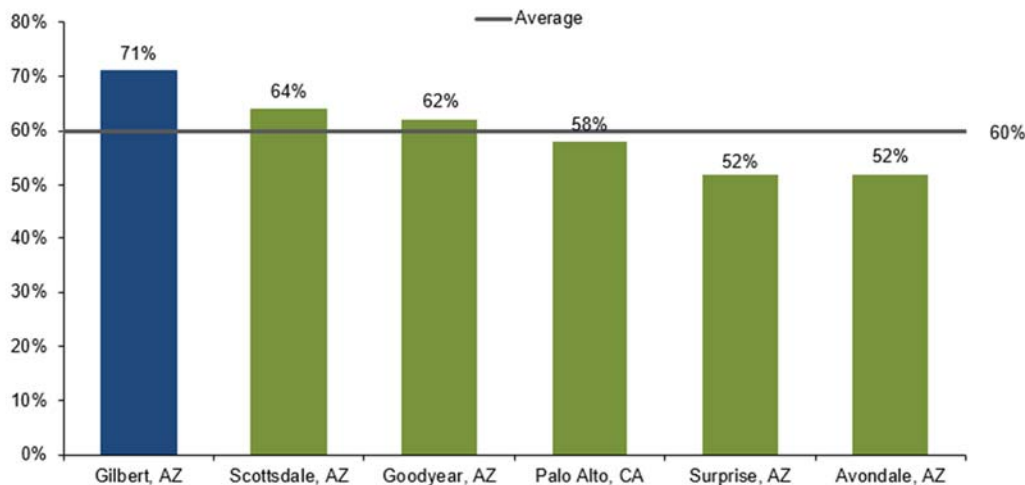
## Incorporated Land Area in Square Miles

**68.69**  
total square miles of incorporated area within Gilbert



Note: The Municipal Planning Area of Gilbert is 72.6 square miles; the total incorporated land area is 68.69 square miles. Source: July 2017 Maricopa County Incorporated Areas – Maricopa County Recorder’s Office

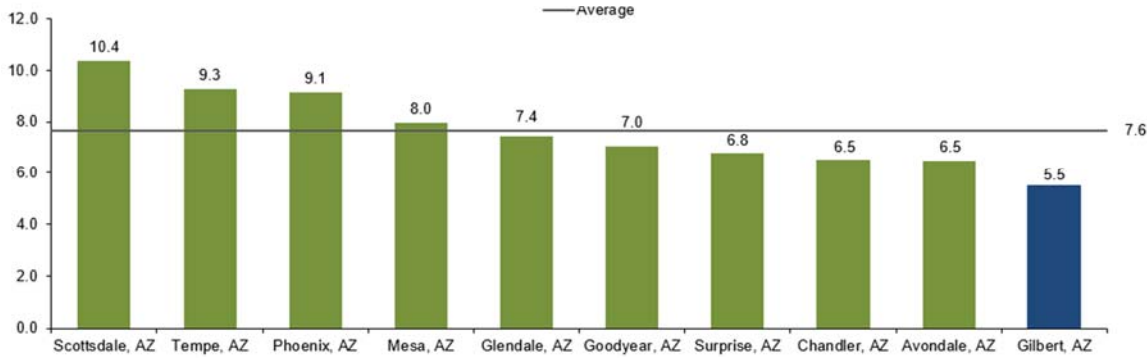
## Value of Services for Taxes Paid



**71%**  
of Gilbert residents who rate quality of services for taxes paid as good or excellent

Note: Figures represent survey respondents in each community who answered “good” or “excellent”. Source: Municipal National Citizen Survey (NCS). Avondale report completed in 2016; Gilbert, 2017; Goodyear, 2018; Scottsdale, 2018; Surprise, 2018; Palo Alto, CA, 2018.

## Full-Time Equivalents per 1,000 Residents

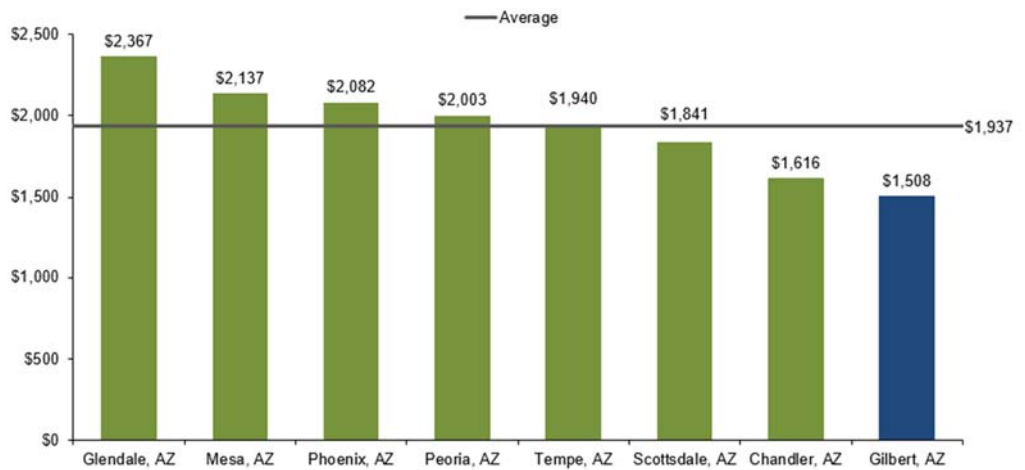


# 5.5

adopted Full Time Equivalents (FTE) per 1,000 residents in Gilbert FY 2018

Source: Valley Benchmark Cities, FY 2017-2018

## Average Residential Household Cost of Service

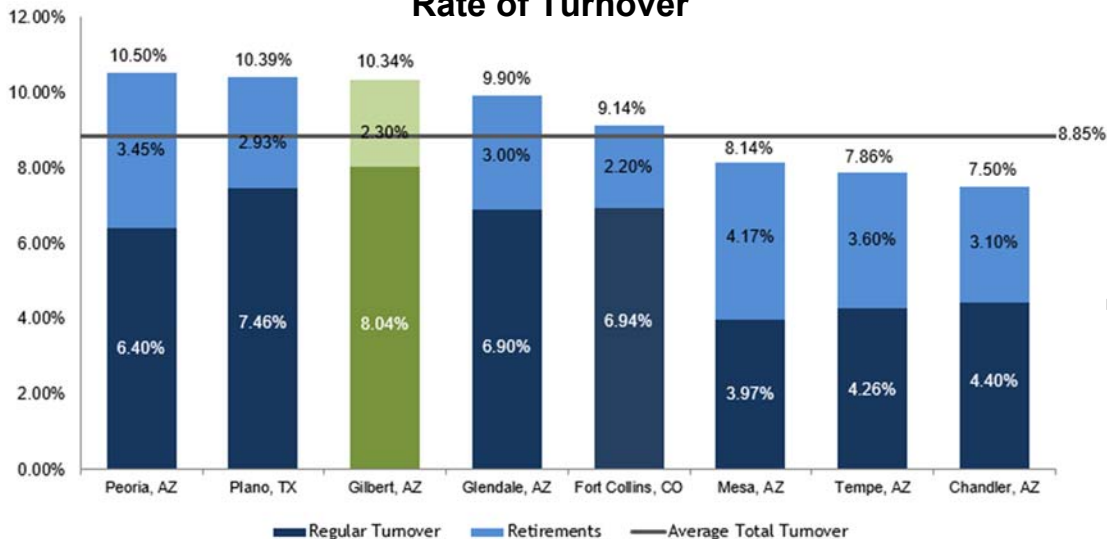


# \$1,508

average residential household cost of service in Gilbert

Source: City of Tempe, 2018 Comparative Cost of Services Report

## Rate of Turnover

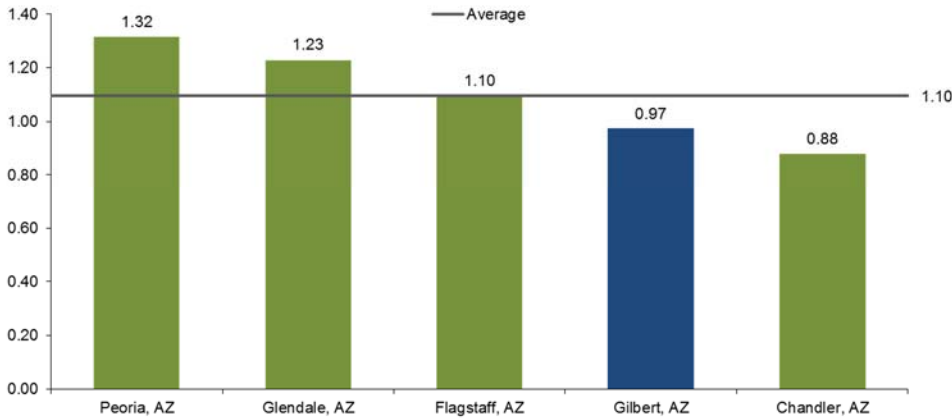


# 10.34%

rate of turnover for Gilbert employees in FY 2018

Note: Data represents full time (sworn and non-sworn), excluding seasonal and part-time. Source: Information provided was obtained from municipal Human Resources staff for FY 2018.

## Court Cases Filed, Cases Disposed, and Clearance Rates

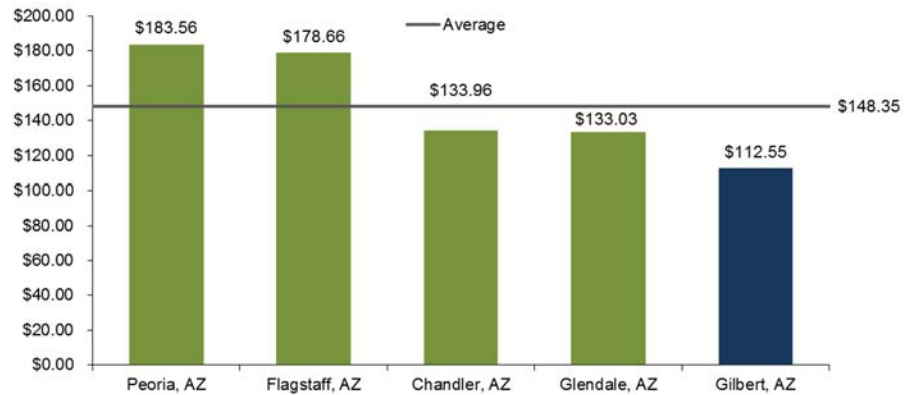


Source: AZ Courts, 2017

# 0.97

Gilbert's clearance rate in 2017

## Cost per Court Case



# \$112.55

average cost per court case in FY 2017

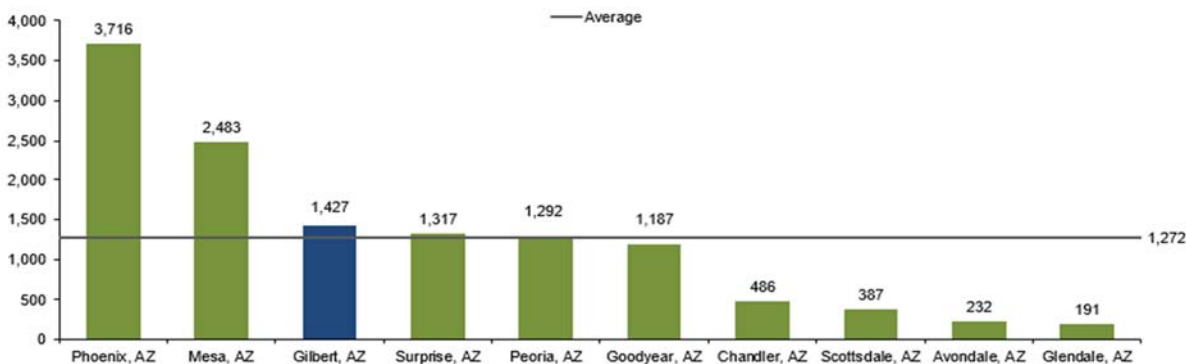
Note: Cost of processing a case that results in a sufficient outcome.

### Comparison to Benchmark Communities

City / Town	Cases Filed	Cases Disposed	Clearance Rate
Peoria, AZ	11,946	15,712	1.32
Glendale, AZ	38,064	46,759	1.23
Flagstaff, AZ	17,719	19,444	1.10
<b>Gilbert, AZ</b>	<b>28,768</b>	<b>27,983</b>	<b>0.97</b>
Chandler, AZ	33,197	29,115	0.88

Source: Arizona Administrative Office of the Courts Statistical Data Reports, FY 2017

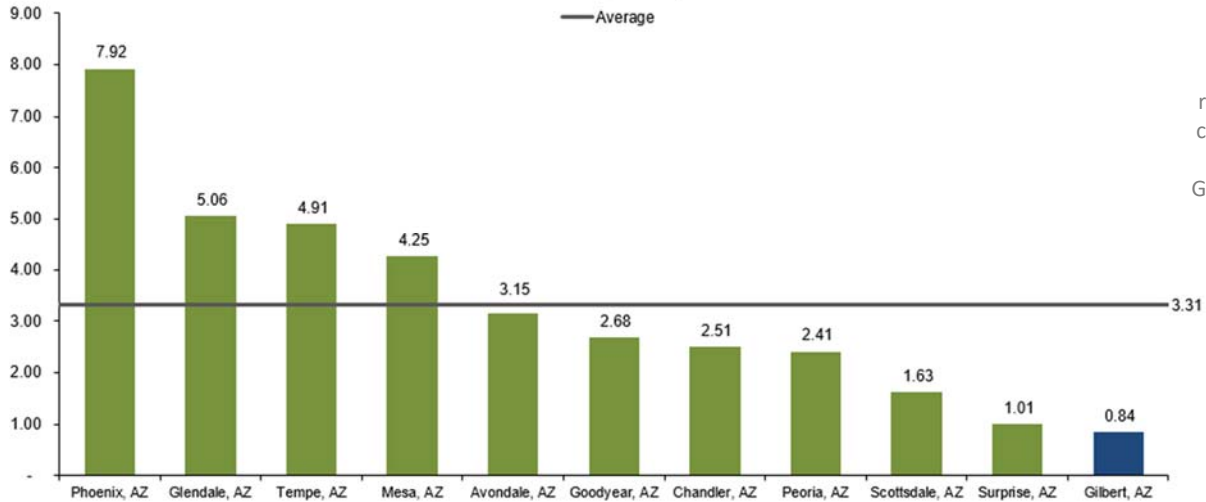
## Total Single Family Building Permits



# 1,427

single family home permits issued in 2018

Note: Total number of single family building permits for calendar year 2018. Source: Central Homebuilders Association of Arizona

**Violent Crime Rates per 1,000 Residents**


# 0.84

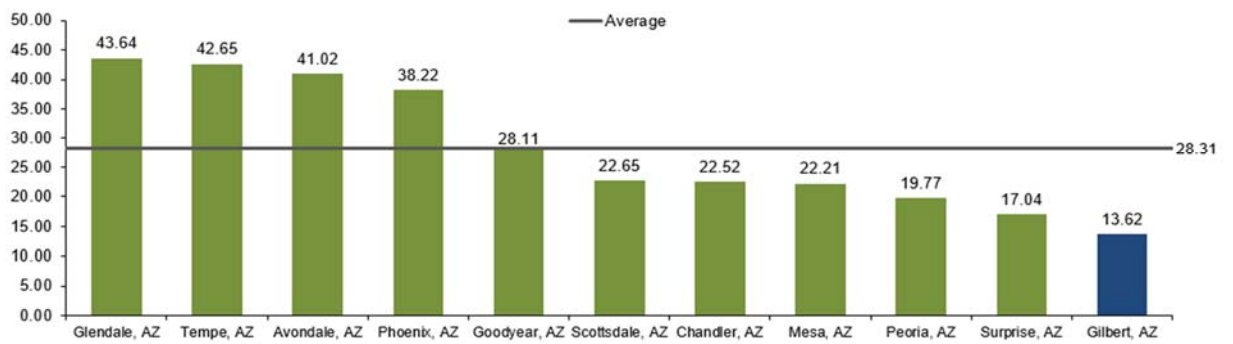
reported violent crimes per 1,000 residents of Gilbert in FY 2018

Note: Violent crime rate measures the reported number of violent crimes per 1,000 residents. Source: Valley Benchmark Cities, FY 2017-2018

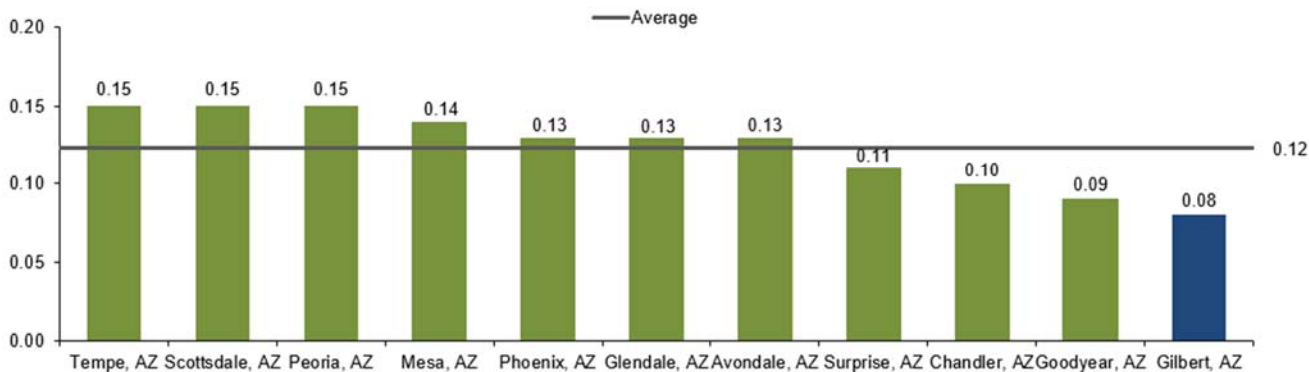
**Property Crime Rates per 1,000 Residents**

# 13.62

reported property crimes per 1,000 residents of Gilbert in FY 2018



Note: Property crime rate measures the reported number of property crimes per 1,000 residents. Source: Valley Benchmark Cities, FY 2017-2018

**Total Fire Calls per Resident**


# 0.08

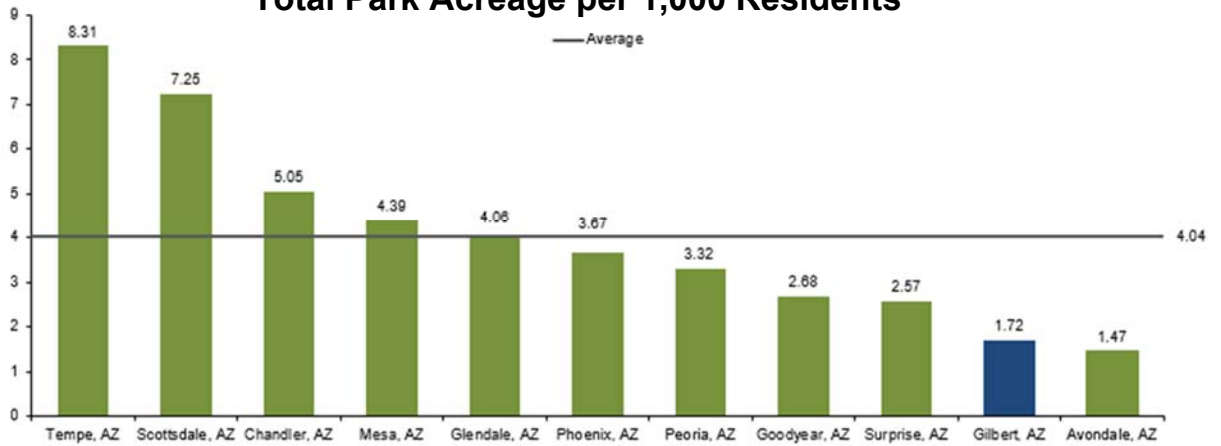
calls for service per Gilbert resident in FY 2018

Source: Valley Benchmark Cities, FY 2017-2018

## 1.72

acres of Parks and Recreation space per 1,000 Gilbert Residents

### Total Park Acreage per 1,000 Residents

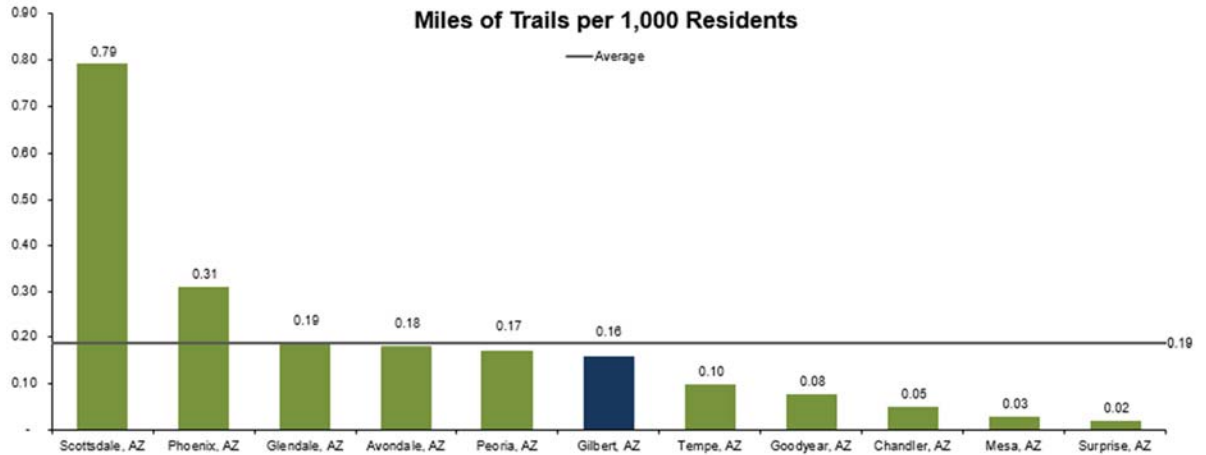


Note: Park acreage includes developed park acreage, golf course acreage, and stadium acreage. Natural preserve acreage and planned park acreage are not included. Source: Valley Benchmark Cities, FY 2017-2018

### Miles of Trails per 1,000 Residents

## 0.16

miles of recreational trails per 1,000



Note: Figures have been rounded to the nearest whole number. Source: Valley Benchmark Cities, FY 2017-2018

**PURPOSE STATEMENT**

The Mayor and Council Provide Community leadership, develop policies to guide Gilbert in delivering services and achieving community goals and advance and promote the physical, social, cultural and economic environment of Gilbert through effective civic leadership and the participation of our citizens. The Town Council is comprised of the Mayor and six Council Members. The Council establishes policy through the enactment of laws (ordinances) and the adoption of resolutions. The Mayor and Councilmembers are elected at-large, representing the entire community. Members are elected for four year terms at general municipal elections that are held every two years, resulting in an overlap in terms of office.

**ACCOMPLISHMENTS FY 2019**




- ◆ Executed a successful Mayor's Prayer Breakfast
- ◆ Improved communication with school districts and business community leaders
- ◆ Refined communication practices to better reflect needs of the Mayor and Council
- ◆ Created an online form and universal process for handling meeting requests with the Mayor and Council

**OBJECTIVES FY 2020**
**Prosperous Community**

- ◆ Provide vision and implement strategic
- ◆ Continue to develop, foster, maintain and facilitate relationships with Federal, State, County, Tribal and local partners
- ◆ Continue to establish routine joint meeting schedules with other elected bodies that partner with the town, including municipal, tribal and educational partners
- ◆ Foster greater communication between the town and its residents and our state and federal representatives to promote unified goals and objectives
- ◆ Develop a "master calendar" for all cyclic activities
- ◆ Develop a technology solution to provide improve the processing, tracking and processing of council requests

**BUDGET NOTES**

For FY 2020, Mayor and Council prepared a zero base budget. As a result of the zero base budgeting process, their base budget for FY 2020 is \$25,020 less than their FY 2019 adopted budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Number of National Committees with Councilmember Participation	0	0	0	1	1
	Number of Statewide Committees with Councilmember Participation	4	4	3	3	3
	Number of Regional Committees with Councilmember Participation	11	9	9	10	9

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Mayor and Council	2.00	2.00	2.00	2.00	2.00
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Mayor and Council	815,031	716,532	787,930	709,689	739,510
<b>Total Expenses</b>	<b>\$ 815,031</b>	<b>\$ 716,532</b>	<b>\$ 787,930</b>	<b>\$ 709,689</b>	<b>\$ 739,510</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	616,298	543,746	550,760	522,835	532,360
Supplies & Contractual	198,733	172,786	237,170	186,854	207,150
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 815,031</b>	<b>\$ 716,532</b>	<b>\$ 787,930</b>	<b>\$ 709,689</b>	<b>\$ 739,510</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	79,109	107,566	88,000	88,000	88,000
Total Expenses	815,031	716,532	787,930	709,689	739,510
<b>Net Operating Result</b>	<b>\$ (735,922)</b>	<b>\$ (608,966)</b>	<b>\$ (699,930)</b>	<b>\$ (621,689)</b>	<b>\$ (651,510)</b>

**PURPOSE STATEMENT**

The Town Manager implements the policies developed by the Town Council by providing leadership to departments while working with outside agencies, and by ensuring responsive, cost effective local government services to Gilbert residents. The Town Manager's Office directs and coordinates organizational activities; promotes community relations; reviews and recommends the annual operating and capital budgets; reviews financial forecasts and management analysis; performs budgetary control functions; submits recommendations to the Town Council; promotes economic development; coordinates special projects; and supervises and coordinate the daily activities of the Town government.

**ACCOMPLISHMENTS FY 2019**

- ◆ Initiated and completed five-day strategic planning session to outline the goals, new focus areas and vision for becoming the City of the Future
- ◆ Established new mission and updated organizational values
- ◆ Attained lowest overall crime rate of top 100 largest communities based on review of 2017 FBI Uniform Crime Report (UCR)
- ◆ Secured University of Arizona as an additional university building tenant
- ◆ Completed repairs for Elliot District Park; facility renamed to Cactus Yards and re-opened in February 2019
- ◆ Updated utility rates to better reflect costs and ensure balanced funds for the next few years
- ◆ GO Bond approved by voters to construct a Public Safety Training Facility
- ◆ Welcomed Deloitte, a leading professional services organization, to the community, bringing \$34 million in investment and an expected 2,500 jobs over multiple phases
- ◆ Heritage District Redevelopment Plan updated and adopted by Council

- ◆ Opened new 600-space parking garage in Gilbert Heritage District
- ◆ Hired Chief Innovation Officer to lead the town's efforts in the space
- ◆ Announced Gilbert's first recreational water park, The Strand @ Gilbert, to open in 2020
- ◆ Executed Development Agreement for development of 9.1 acres in the Heritage District

**OBJECTIVES FY 2020**
**Prosperous Community**

- ◆ Complete 50% of construction of the Public Safety Training Facility

**Strong Economy**




- ◆ Develop plan for Northwest Corridor Redevelopment District
- ◆ In partnership with Economic Development, continue to promote growth in Gilbert's economic corridors in an effort to attract and retain businesses in the community

**Exceptional Built Environment**

- ◆ Evaluate needs and develop micro-mobility strategy as part of the Transportation Masterplan
- ◆ Update the General Plan and obtain Council approval
- ◆ Open phase 1 of Gilbert Regional Park and phase 1 of Desert Sky Park
- ◆ Complete the first comprehensive town-wide LRIP and bring funding policy to Council for consideration
- ◆ Create Shade and Streetscape Masterplan
- ◆ Update Fiber Optic Masterplan

**BUDGET NOTES**

There are no changes to the FTE in the Town Manager's budget for FY 2020. One time expenditures of \$355,000 are included for outreach and innovation.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Overall Quality of Life in Gilbert (good or excellent) per National Citizen Survey	97%	N/A	97%	N/A	98%
	Percentage of Residents Rating Value for Service for Taxes Paid (Good or Excellent) per National Citizen Survey	76%	N/A	79%	N/A	75%
	Percentage of Residents Rating Overall Quality of City/Town Services (Good or Excellent) per National Citizen Survey	92%	N/A	94%	N/A	94%

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Town Manager	7.15	6.35	6.35	6.35	6.35
Emergency Mgt and Safety	0.00	1.00	1.00	2.00	2.00
<b>Total Personnel</b>	<b>7.15</b>	<b>7.35</b>	<b>7.35</b>	<b>8.35</b>	<b>8.35</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Town Manager	1,303,608	1,603,152	1,444,630	1,317,828	1,871,790
Emergency Mgt and Safety	-	158,314	150,480	259,241	273,920
<b>Total Expenses</b>	<b>\$ 1,303,608</b>	<b>\$ 1,761,466</b>	<b>\$ 1,595,110</b>	<b>\$ 1,577,069</b>	<b>\$ 2,145,710</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	1,127,243	1,578,684	1,445,130	1,427,316	1,576,210
Supplies & Contractual	176,365	182,782	149,980	149,753	569,500
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 1,303,608</b>	<b>\$ 1,761,466</b>	<b>\$ 1,595,110</b>	<b>\$ 1,577,069</b>	<b>\$ 2,145,710</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	2,241	5,944	-	-	-
Total Expenses	1,303,608	1,761,466	1,595,110	1,577,069	2,145,710
<b>Net Operating Result</b>	<b>\$ (1,301,367)</b>	<b>\$ (1,755,522)</b>	<b>\$ (1,595,110)</b>	<b>\$ (1,577,069)</b>	<b>\$ (2,145,710)</b>

**PURPOSE STATEMENT**

The Digital Government department is focused on establishing Gilbert as a leader in digital government. Responsible for all internal, external and digital communications, video production, broadcast media and marketing efforts for Gilbert, the Digital Government department leverages digital tools to connect with residents. Through our innovative use of technology, we are engaging residents and visitors with sleek web design, high-quality and high-definition video production, mobile applications, social media and other forms of digital media.

**ACCOMPLISHMENTS FY 2019**

- ◆ Continued expansion and use of 311, brought down acknowledgement and response times
- ◆ Released one data set per month for Open Data Portal, Alex
- ◆ Expanded reach of Digital State of the Town to more than 100,000 views on YouTube
- ◆ Received various national awards and recognitions, including Alex being highlighted by Harvard
- ◆ Nextdoor now has more than 50,000 households registered in Gilbert where we can deliver customized information and solicit feedback





- ◆ Completed redesign of the Gilbert website, [www.gilbertaz.gov](http://www.gilbertaz.gov)

**OBJECTIVES FY 2020**
**Prosperous Community**

- ◆ Implementation of Data Content Strategist position to assist with departments using data to solve problems
- ◆ Create and lead Centennial campaign, logos and branding
- ◆ New Gilbert logo and branding
- ◆ Creation of bi-monthly SPARK App League
- ◆ Continue to grow podcast reach and production of Government Gone Digital
- ◆ Continue to grow social media reach and following

**BUDGET NOTES**

For FY 2020, a Data Content Strategist is included in the Digital Government budget. This position will lead public engagement of the Town's Open Data portal for both staff and residents. Digital Government prepared a zero base budget for FY 2020 which resulted in savings of \$28,390 from the FY 2019 base budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Social Media Following: Facebook	16,435	18,500	22,000	23,000	24,000
	Social Media Following: Twitter	16,520	17,500	19,500	20,500	21,000
	Social Media Following: Instagram	11,721	13,500	18,900	19,500	20,000
	Videos Produced	113	140	175	175	175

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Digital Government	7.00	8.00	8.00	8.00	9.00
<b>Total Personnel</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Digital Government	925,391	1,052,951	1,098,200	1,120,697	1,269,660
<b>Total Expenses</b>	<b>\$ 925,391</b>	<b>\$ 1,052,951</b>	<b>\$ 1,098,200</b>	<b>\$ 1,120,697</b>	<b>\$ 1,269,660</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	762,574	870,797	879,550	914,823	1,067,660
Supplies & Contractual	162,817	182,154	218,650	205,874	202,000
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 925,391</b>	<b>\$ 1,052,951</b>	<b>\$ 1,098,200</b>	<b>\$ 1,120,697</b>	<b>\$ 1,269,660</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	150	-	2,000	-	-
Total Expenses	925,391	1,052,951	1,098,200	1,120,697	1,269,660
<b>Net Operating Result</b>	<b>\$ (925,241)</b>	<b>\$ (1,052,951)</b>	<b>\$ (1,096,200)</b>	<b>\$ (1,120,697)</b>	<b>\$ (1,269,660)</b>

## **PURPOSE STATEMENT**

The purpose of the Intergovernmental Relations department is to represent and advocate the interest of the Town of Gilbert to the benefit of its citizens and business community. The mission is to build, foster, maintain and facilitate meaningful and strategic relationships on behalf of Gilbert both internally and with local, tribal, regional, state and federal organizations, agencies, groups and individuals. The Intergovernmental Relations department houses the Town's policy and legislative team and staff for the Mayor and Council.

## **ACCOMPLISHMENTS FY 2019**

- ◆ Utilized software solutions to make weekly legislative updates to Mayor and Council faster and more efficient
- ◆ Served as point of contact on non-election related inquiries from candidates for Town Council during the election
- ◆ Created a community newsletter for legislative updates
- ◆ Utilized software solutions to make weekly legislative updates to the Mayor and Town Manager more efficient and more detailed




## **OBJECTIVES FY 2020**

### **Prosperous Community**

- ◆ Create a master calendar for all cyclical activities
- ◆ Create a departmental handbook for on-boarding new employees
- ◆ Create a handbook for on-boarding new elected officials

## **BUDGET NOTES**

Supplies and Contractual expenses increase as a result of adding a federal lobbyist in the Intergovernmental Relations budget for FY 2020. No other significant changes occurred.

Org Focus	<b>PERFORMANCE MEASURES</b>	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Total Number of Bills Introduced During the Annual Arizona State Legislative Session	1,057	1,206	1,356	1,300	N/A
	Number of Bills Tracked That had a Direct Impact on Gilbert	80	113	234	100	N/A
	Number of Bills Enacted Requiring Significant Town Resources for Implementation	N/A	4	2	3	0

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Intergovernmental Relations	3.00	2.00	2.00	2.00	2.00
<b>Total Personnel</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Intergovernmental Relations	330,108	313,745	326,840	325,496	393,310
<b>Total Expenses</b>	<b>\$ 330,108</b>	<b>\$ 313,745</b>	<b>\$ 326,840</b>	<b>\$ 325,496</b>	<b>\$ 393,310</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	277,712	252,060	254,650	268,192	268,060
Supplies & Contractual	52,396	61,685	72,190	57,304	125,250
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 330,108</b>	<b>\$ 313,745</b>	<b>\$ 326,840</b>	<b>\$ 325,496</b>	<b>\$ 393,310</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	-	-	-	-	-
Total Expenses	330,108	313,745	326,840	325,496	393,310
<b>Net Operating Result</b>	<b>\$ (330,108)</b>	<b>\$ (313,745)</b>	<b>\$ (326,840)</b>	<b>\$ (325,496)</b>	<b>\$ (393,310)</b>

**PURPOSE STATEMENT**

The purpose of the Gilbert Office of Economic Development is to attract, grow, and retain business and industry to the community. Economic Development works with other divisions and departments to ensure Gilbert's tourism, redevelopment, real estate and overall business climate remains competitive and open to business.

**ACCOMPLISHMENTS FY 2019**

- ◆ Council adoption of the 10-year Redevelopment plan update
- ◆ Completed Construction of 600 stall parking garage in the Heritage District
- ◆ Effectuated lease agreement with the University of Arizona to occupy the 3rd floor of the Gilbert University Building to deliver Bachelor of Science in Nursing program
- ◆ Completed the sale of Site A and Site B in the Heritage District
- ◆ Effectuated disposition of the Gilbert-owned 9.1 acre site to develop 400,000 - 700,000 square feet of class A office, retail, hotel, and multifamily space in the Heritage District
- ◆ Deloitte occupied 100,000 square feet in the Rivulon development

**OBJECTIVES FY 2020**
**Prosperous Community**

- ◆ Establish the Gilbert Northwest Corridor area as a redevelopment area and create a plan by June 2020

**Strong Economy**






- ◆ Create a Gilbert destination event by June 2020

**Exceptional Built Environment**

- ◆ Auction 40-acre site owned by Gilbert
- ◆ Effectuate disposition and development agreement for the Gilbert-owned 2.5-acre South Anchor site in the Heritage District
- ◆ Effectuate disposition and development agreement for a Gilbert-owned hotel site

**BUDGET NOTES**

Changes to the personnel budget are related to a market study analysis and pay for performance; no new FTE were added. Supplies and Contractual decrease from FY 2019 to FY 2020 as a result of numerous one time expenditures in the FY 2019 budget. A one-time expense of \$60,000 is included in the FY 2020 budget for consulting services associated with examining as ARS Redevelopment Designation for the NW corridor.

Org Focus	<i>PERFORMANCE MEASURES</i>	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Lead Generation	220	219	150	220	N/A
	Staff Assisted Projects	38	34	24	35	N/A
	Announced Capital Investment	\$211M	\$240M	\$385M	\$266M	N/A
	Announced Jobs	3,469	3,032	1,600	2,000	N/A
	Retention Calls	132	133	100	123	N/A

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Economic Development	8.00	9.00	9.00	9.00	9.00
<b>Total Personnel</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Economic Development	1,650,173	1,397,429	2,347,270	1,560,830	2,120,650
Redevelopment	129,479	373,282	25,270	25,270	86,050
Shop Gilbert	11,653	13,486	13,500	-	-
Tourism	324,272	369,169	467,980	569,973	491,030
<b>Total Expenses</b>	<b>\$ 2,115,577</b>	<b>\$ 2,153,366</b>	<b>\$ 2,854,020</b>	<b>\$ 2,156,073</b>	<b>\$ 2,697,730</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	979,647	1,015,058	1,077,310	1,017,483	1,148,980
Supplies & Contractual	1,028,259	1,138,308	1,776,710	1,138,590	1,548,750
Capital Outlay	107,671	-	-	-	-
<b>Total Expenses</b>	<b>\$ 2,115,577</b>	<b>\$ 2,153,366</b>	<b>\$ 2,854,020</b>	<b>\$ 2,156,073</b>	<b>\$ 2,697,730</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	77,909	83,360	75,000	102,000	110,000
Total Expenses	2,115,577	2,153,366	2,854,020	2,156,073	2,697,730
<b>Net Operating Result</b>	<b>\$ (2,037,668)</b>	<b>\$ (2,070,006)</b>	<b>\$ (2,779,020)</b>	<b>\$ (2,054,073)</b>	<b>\$ (2,587,730)</b>

**PURPOSE STATEMENT**

Protect Gilbert's information, ensure technology infrastructure is sustainable, invest in strategic technologies that empower departments to provide exceptional service to the community while keeping staff levels lean, and build adequate infrastructure to prepare for localized disaster that may cause IT service interruptions.

**ACCOMPLISHMENTS FY 2019**

- ◆ Completed MUNIS phase II implementation
- ◆ Worked on MUNIS Phase I follow up items
- ◆ Replaced audio visual equipment for McQueen and Southeast Regional Library
- ◆ Completed a HIPAA assessment, presentation and started mapping data
- ◆ Completed numerous GIS/Fleet reports
- ◆ Completed mapping support for Fire Accreditation
- ◆ Adapted a Cyber Security Strategy Plan and started initiation of plan
- ◆ Started Windows 10 conversion with 400 of the 1,300 complete

**OBJECTIVES FY 2020**
**Prosperous Community**






- ◆ Maintain Employee Engagement number of 3.70 or better

**Exceptional Built Environment**

- ◆ Upgrade of Server 2008 and SQL 2008 servers, plan to complete implementation by end of calendar year 2019
- ◆ Complete both Police and Utility Billing software selections and start implementation for the Police department
- ◆ Coordinate data management pilot with cross-departmental team
- ◆ Complete storage replacement project
- ◆ Develop and deploy project prioritization process that will allow greater awareness for Executive Team and organizational leadership
- ◆ Under leadership of Chief Technology Officer, complete an assessment of current IT capabilities and desired future state
- ◆ In partnership with the Town Manager's Office, Chief Innovation Officer, Office of Digital Government, and others develop the path forward to becoming a more connected community
- ◆ Continue Windows 10 conversion for remaining 800 users

**BUDGET NOTES**

Information Technology FTE increases by six in FY 2020 with the addition of the following positions; Applications Analyst, Data Scientist, Desktop Support, Project Manager, and two Systems Engineers. Major one time expenditures include \$250,000 for replacement of telephone system, \$700,000 for Enterprise storage replacement, and \$280,000 for the IT infrastructure replacement program. Zero base budgeting resulted in a \$68,800 decrease in base budget from FY 2019.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Application Availability	99.98	89.47	99.50	99.50	99.00
	Network Availability	99.98	99.98	99.93	99.99	99.99
	Average Time to Close a Ticket (Hours)	4.35	2.27	4.00	4.00	4.00
	Device to Employee Ratio	1.6:1	1.8:1	1.9:1	1.9:1	1.9:1
	Number of Work Orders per FTE Annually	7.0:1	7.3:1	7.3:1	4.5:1	4.0:1

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Information Technology Admin	2.00	3.00	3.00	3.00	3.00
Infrastructure Support	9.00	10.00	10.00	9.00	12.00
Application Support	19.00	20.00	21.00	14.00	16.00
Desktop Support	0.00	0.00	0.00	8.00	9.00
GIS Support	8.00	8.00	8.00	8.00	8.00
Copy and Printing Services	0.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>38.00</b>	<b>41.00</b>	<b>42.00</b>	<b>42.00</b>	<b>48.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Information Technology Admin	286,883	304,966	322,610	170,774	590,830
Infrastructure Support	3,810,129	3,430,943	3,738,900	3,738,108	5,251,400
Application Support	3,871,171	4,302,146	4,659,040	3,190,963	4,834,945
Desktop Support	-	-	-	1,287,774	1,414,370
GIS Support	732,222	778,724	815,930	788,740	936,430
Copy and Printing Services	253,739	211,248	315,000	-	-
<b>Total Expenses</b>	<b>\$ 8,954,144</b>	<b>\$ 9,028,027</b>	<b>\$ 9,851,480</b>	<b>\$ 9,176,359</b>	<b>\$ 13,027,975</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	3,987,155	4,084,343	4,560,010	3,939,615	5,776,360
Supplies & Contractual	4,966,989	4,864,423	5,252,170	5,236,744	7,251,615
Capital Outlay	-	79,261	39,300	-	-
<b>Total Expenses</b>	<b>\$ 8,954,144</b>	<b>\$ 9,028,027</b>	<b>\$ 9,851,480</b>	<b>\$ 9,176,359</b>	<b>\$ 13,027,975</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	1,339	-	-	-	-
Total Expenses	8,954,144	9,028,027	9,851,480	9,176,359	13,027,975
<b>Net Operating Result</b>	<b>\$ (8,952,805)</b>	<b>\$ (9,028,027)</b>	<b>\$ (9,851,480)</b>	<b>\$ (9,176,359)</b>	<b>\$ (13,027,975)</b>

**PURPOSE STATEMENT**

The Human Resources department provides programs, services, and professional assistance designed to attract, retain, and develop high-quality employees; maintain competitive compensation and benefits; ensure compliance with employment laws, rules and policies; promote an organizational culture of integrity, respect, accountability, learning, and communication; and promote a culture of innovation.

**ACCOMPLISHMENTS FY 2019**






- ◆ Created New Supervisor Training (Passport) program
- ◆ Implemented upgrade to MUNIS system
- ◆ Launched Park University Mini MPA program
- ◆ Created SERVE Leadership Development Program
- ◆ Engagement Score improvement of 3.4%
- ◆ Implemented automated benefit enrollment system
- ◆ Implemented dashboard for recruiting metrics
- ◆ Achieved engagement survey participation of over 80%

**OBJECTIVES FY 2020**
**Prosperous Community**

- ◆ Publish New Employee Handbook (online and paper)
- ◆ Implement new performance development software
- ◆ Implement new Learning Management System (LMS) software
- ◆ Implement succession planning process
- ◆ Create Corrective Action Database
- ◆ Update Intranet project
- ◆ Replace current (3) 457 deferred compensation plans with one vendor
- ◆ Implement HR Metrics Dashboard

**BUDGET NOTES**

In FY 2019, the Risk Management subdivision of Human Resources was distributed to Legal, Information Technology, and Town Manager. As a result, the FTE count of Human Resources was reduced by two. In FY 2020, a Learning and Development Consultant position was included in Human Resources which results in a net one FTE decrease from FY 2019 to FY 2020.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Employee Engagement Survey Results	3.54	3.78	3.91	3.95	4.00
	Number of EDGE Academy Graduates (cumulative)	N/A	110	258	400	500
	Utilization of Perform (Perf Dev software)	N/A	N/A	N/A	80%	80%
	Percent of employees using Benefit Focus	N/A	N/A	N/A	80%	100%
	Gallup Q 7 Improvement	3.28	3.48	3.64	3.80	4.00

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
HR Administration	13.00	16.00	16.00	16.00	16.00
Learning and Development	3.00	3.00	3.00	3.00	4.00
Risk Management	4.00	2.00	2.00	0.00	0.00
Payroll	0.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>20.00</b>	<b>21.00</b>	<b>21.00</b>	<b>19.00</b>	<b>20.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
HR Administration	1,548,203	1,566,596	1,788,420	1,850,719	1,901,370
Learning and Development	403,869	529,542	464,820	445,057	571,360
Risk Management	386,430	415,895	380,480	-	-
Payroll	225,446	29	-	-	-
<b>Total Expenses</b>	<b>\$ 2,563,948</b>	<b>\$ 2,512,062</b>	<b>\$ 2,633,720</b>	<b>\$ 2,295,776</b>	<b>\$ 2,472,730</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	2,204,796	2,199,073	2,253,260	1,870,786	2,083,190
Supplies & Contractual	359,152	312,989	380,460	424,990	389,540
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 2,563,948</b>	<b>\$ 2,512,062</b>	<b>\$ 2,633,720</b>	<b>\$ 2,295,776</b>	<b>\$ 2,472,730</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	6,542	10,554	4,000	4,000	4,000
Total Expenses	2,563,948	2,512,062	2,633,720	2,295,776	2,472,730
<b>Net Operating Result</b>	<b>\$ (2,557,406)</b>	<b>\$ (2,501,508)</b>	<b>\$ (2,629,720)</b>	<b>\$ (2,291,776)</b>	<b>\$ (2,468,730)</b>

**PURPOSE STATEMENT**

Management and Budget is responsible for developing, enacting, and implementing Gilbert's budget, strategic planning, and performance accountability management. The department assists in the oversight of the Town's resources, including meeting legal requirements for financial management and developing town-wide policies.

**ACCOMPLISHMENTS FY 2019**

- ◆ Received the Distinguished Budget Presentation Award for the 20th consecutive year from the Government Finance Officers Association with Special Capital Recognition and Special Performance Measures Recognition
- ◆ Received the ICMA Center for Performance Management Certificate of Excellence Award for the fourth consecutive year
- ◆ Updated and adopted Land Use Assumptions, Infrastructure Improvements Plans and System Development Fees
- ◆ Adopted and implemented utility rate changes
- ◆ Completed zero base budgets for 1/3 of Town Departments, resulting in savings of approximately \$1.4M across all funds
- ◆ Increased new employees' understanding of the budget as measured by New Employee Orientation survey by raising score from 0 to 3.33

- ◆ Completed third Annual Financial Retreat with Council
- ◆ Streamlined FY 2019 budget book by reducing the number of pages from 412 pages in the prior year to 296 pages

**OBJECTIVES FY 2020**
**Prosperous Community**






- ◆ Update Gilbert Benchmark Report

**Strong Economy**

- ◆ Complete zero base budgets for 1/3 of Town
- ◆ Support departments in data driven decision making
- ◆ Receive the Distinguished Budget Presentation Award for the 21st consecutive year from the Government Finance Officers Association
- ◆ Receive the ICMA Center for Performance Management Certificate of Excellence Award for the fifth consecutive year

**BUDGET NOTES**

Personnel costs increase in FY 2020 due to the addition of a Management and Budget Analyst. Supplies and Contractual costs decrease based on the zero base budget findings. A total of \$12,730 was reduced from the FY 2019 base budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Maintain High Quality Bond Rating for G.O. (S&P/Moody's/Fitch)	AA+/Aaa/AAA	AA+/Aaa/AAA	AAA/Aaa/AAA	AAA/Aaa/AAA	AAA/Aaa/AAA
	Savings from Refinancing Debt at a Lower Interest Rate Since 2012 (Present Value - Cumulative)	\$23.1M	\$32.5M	\$32.5M	\$32.5M	Use all opportunities
	Amount of Debt Paid Off Early Since 2012 (Cumulative)	\$53.8M	\$65.9M	\$65.9M	\$65.9M	Use all opportunities
	Increase Public Safety Retirement System (PSPRS) Percent Funded	72%	75%	80%	88%	90%
	Zero Based Budget Savings (Cumulative Since FY 2018)	0	\$626k	\$3.4M	\$4.8M	1/3 Town each Year

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Management and Budget	5.00	5.00	5.00	5.00	6.00
<b>Total Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Management and Budget	700,139	608,156	635,240	625,115	728,170
<b>Total Expenses</b>	<b>\$ 700,139</b>	<b>\$ 608,156</b>	<b>\$ 635,240</b>	<b>\$ 625,115</b>	<b>\$ 728,170</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	641,474	578,343	600,740	606,645	705,400
Supplies & Contractual	58,665	29,813	34,500	18,470	22,770
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 700,139</b>	<b>\$ 608,156</b>	<b>\$ 635,240</b>	<b>\$ 625,115</b>	<b>\$ 728,170</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	-	-	-	-	-
Total Expenses	700,139	608,156	635,240	625,115	728,170
<b>Net Operating Result</b>	<b>\$ (700,139)</b>	<b>\$ (608,156)</b>	<b>\$ (635,240)</b>	<b>\$ (625,115)</b>	<b>\$ (728,170)</b>

**PURPOSE STATEMENT**

The Town Clerk serves the citizens in a courteous impartial manner that promotes confidence and trust, provides all customers with quality service in an efficient and timely manner, and works in harmony with elected officials. The Clerk's Office prepares council agendas and related documents; records legislative actions; attests official actions of the Council; maintains, protects, preserves official records of the Town; and conducts fair and impartial Town elections in accordance with federal, state, and local laws.

**ACCOMPLISHMENTS FY 2019**

- ◆ Conducted successful Primary and General elections for the Fall 2018 election cycle to elect four councilmembers and gain voter approval on a land sale and GO bonds. Worked with Town staff and vendor to create pamphlet for Bond Election to educate voters on issue
- ◆ Complete departmental goal (WIG) of all staff attending EDGE Academy
- ◆ Two staff members became Certified Municipal Election Officials bringing the total number of three certified staff members in the Clerk's Office
- ◆ Restructured the departmental Records Coordinators program to give more responsibility for their department records to the Coordinators. Also provided updated tools

including retention schedules and Records Manual

- ◆ Completed the setup of all Boards and Commissions in Agenda Manager for their inclusion in the Agendas online website

**OBJECTIVES FY 2020**
**Prosperous Community**






- ◆ Complete the Clerk's Office Centennial Records Project using records from the Town's Archives
- ◆ Redo the Board and Commission application and selection process and update the webpages. Migrate historical data from Access database

**Exceptional Built Environment**

- ◆ Complete departmental goal (WIG) of updating all procedure manuals using methods learned at EDGE Academy
- ◆ Two Town Clerk Specialists will complete the Certified Municipal Clerk program and receive certification

**BUDGET NOTES**

The decrease in the supply and contractual budget from FY 2019 to FY 2020 is attributed to one-time expenses related to the Fall 2018 election that are not budgeted in FY 2020. There are no other significant changes to the Town Clerk budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Percentage of Public Records Requests Responded to Within 24 Hours	76%	94%	95%	90%	90%
	Percentage of Subpoenas Responded to Within Timeframe Established by Law	100%	100%	100%	100%	100%
	Percentage of Council agendas and Public Notices Posted at Least 24 Hours Prior to Meeting in Conformance with Open Meeting Law	100%	100%	100%	100%	100%
	Percentage of Draft Minutes Posted to Website Within Three Working Days of Meeting for accessibility and transparency	100%	100%	100%	100%	100%
	Percentage of Elections Held that Comply with Federal, State and Local Laws	100%	N/A	100%	N/A	100%

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Town Clerk	5.00	5.00	5.00	5.00	5.00
<b>Total Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Town Clerk	627,076	510,049	735,200	701,643	576,520
<b>Total Expenses</b>	<b>\$ 627,076</b>	<b>\$ 510,049</b>	<b>\$ 735,200</b>	<b>\$ 701,643</b>	<b>\$ 576,520</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	450,567	474,168	472,730	464,293	468,440
Supplies & Contractual	176,509	35,881	262,470	237,350	108,080
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 627,076</b>	<b>\$ 510,049</b>	<b>\$ 735,200</b>	<b>\$ 701,643</b>	<b>\$ 576,520</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	903	845	-	-	-
Total Expenses	627,076	510,049	735,200	701,643	576,520
<b>Net Operating Result</b>	<b>\$ (626,173)</b>	<b>\$ (509,204)</b>	<b>\$ (735,200)</b>	<b>\$ (701,643)</b>	<b>\$ (576,520)</b>

**PURPOSE STATEMENT**

General Counsel provides the highest quality legal services to elected and appointed officials and to staff in conducting town business. The Prosecutor's Office is dedicated to handling criminal misdemeanor cases in a fair and just manner, safeguarding the rights of both the victim and the accused, and protecting the citizens of Gilbert.

**ACCOMPLISHMENTS FY 2019**

- ◆ Secured approval, by the U.S. Bureau of Reclamation, of a 100-year water lease with the San Carlos Apache Tribe
- ◆ Successfully negotiated numerous agreements, leases, and IGAs, including a lease with the University of Arizona for space in the University Building and a ground lease with The Strand for a water park at Gilbert Regional Park
- ◆ Assisted in the development of the pilot program and ordinance revisions for micro-mobility devices
- ◆ Assisted in the development of a major update to the Special Event Code
- ◆ Created guidelines pertaining to public release of information regarding the Town's critical infrastructure
- ◆ Continued to review long form submittals within 30 days of receipt
- ◆ Dedicated a prosecutor to the Veteran's Court to provide consistency with the program

- ◆ Developed an emergency safety plan; had Gilbert Fire and Rescue and Gilbert Police Department provide information and training on various aspects of importance

**OBJECTIVES FY 2020**
**Prosperous Community**

- ◆ Revise and update all Gilbert Police Department General Orders
- ◆ Further develop the End Domestic Violence Responsibly (ENDVR) Program and assist with the implementation of the Domestic Violence Court
- ◆ Re-align support staff to encourage streamlining service expectations and encourage innovation
- ◆ Implement a body worn camera program to comply with legal requirements of disclosure

**Strong Economy**






- ◆ Decrease outside counsel fees by ten percent compared to FY 2019
- ◆ Increase recovery claim collections by fifty percent over FY 2019

**Exceptional Built Environment**

- ◆ Develop a comprehensive database of all Town-owned real property
- ◆ Review and analyze all agreements, leases, permits, and licenses on Town-owned property

**BUDGET NOTES**

For FY 2020 three new positions have been added: an Assistant Town Attorney, a Paralegal, and a Claims Analyst. No other significant changes occurred.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Per Capita Legal Expenditures	\$4.11	\$4.18	\$4.65	\$6.50	<\$7.50
	Risk Management Recovery Claims Collections (in thousands)	\$143	\$138	\$100	\$150	>\$140
	Percentage of Cases Charged After Review	73%	73%	71%	71%	N/A
	Number of Criminal Cases	4,658	4,596	4,600	4,650	N/A
	Volunteer Hours Served	356	181	111	110	N/A

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
General Counsel	5.00	6.00	6.00	7.00	9.00
Prosecutor	19.00	21.00	21.00	21.00	22.00
<b>Total Personnel</b>	<b>24.00</b>	<b>27.00</b>	<b>27.00</b>	<b>28.00</b>	<b>31.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
General Counsel	974,540	1,012,391	1,134,290	1,166,693	1,682,520
Prosecutor	1,815,503	1,776,987	1,834,050	1,967,899	2,131,570
<b>Total Expenses</b>	<b>\$ 2,790,043</b>	<b>\$ 2,789,378</b>	<b>\$ 2,968,340</b>	<b>\$ 3,134,592</b>	<b>\$ 3,814,090</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	2,409,532	2,485,984	2,554,930	2,932,690	3,395,120
Supplies & Contractual	380,511	279,115	413,410	201,902	418,970
Capital Outlay	-	24,279	-	-	-
<b>Total Expenses</b>	<b>\$ 2,790,043</b>	<b>\$ 2,789,378</b>	<b>\$ 2,968,340</b>	<b>\$ 3,134,592</b>	<b>\$ 3,814,090</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	19,174	16,741	15,000	15,000	15,000
Total Expenses	2,790,043	2,789,378	2,968,340	3,134,592	3,814,090
<b>Net Operating Result</b>	<b>\$ (2,770,869)</b>	<b>\$ (2,772,637)</b>	<b>\$ (2,953,340)</b>	<b>\$ (3,119,592)</b>	<b>\$ (3,799,090)</b>

**PURPOSE STATEMENT**

Finance and Management Services provides services necessary to produce meaningful and timely financial statements, payments to vendors, purchasing coordination, tax compliance, management of billing and customer service for utilities, and town-wide fleet maintenance.

**ACCOMPLISHMENTS FY 2019**

- ◆ Achieved 99% compliance rate from Reviewed Taxpayers
- ◆ Implemented a new software solution that will greatly expand our external tax data reporting and our internal analysis tools
- ◆ Successful implementation of new financial and payroll systems, as well as a financial Enterprise Resource Planning system.
- ◆ Received Certificate of Achievement for Excellence in Financial Reporting for the 27th consecutive year from the Government Finance Officers Association (GFOA)
- ◆ Received an unmodified opinion on the Comprehensive Annual Financial Report (CAFR) with no material weaknesses noted
- ◆ Improved tracking of accounts receivable contracts to ensure timely and accurate billing
- ◆ Completed RFP for audit services

**OBJECTIVES FY 2020**
**Prosperous Community**





- ◆ Achieve 95% taxpayer compliance
- ◆ Achieve 95% customer satisfaction (Tax Compliance division)
- ◆ Implement comprehensive training program for MUNIS users
- ◆ Develop financial information/statements for various departments to assist them with data driven decision making

**Strong Economy**

- ◆ Develop and implement vendor engagement strategy
- ◆ Prepare new Enterprise Resource Planning system for Comprehensive Annual Financial Report (CAFR)

**BUDGET NOTES**

The FY 2020 personnel budget includes adding a new position for the Accounting division. The supplies and contractual budget increased due to various new training and operational costs for the Purchasing and Tax Compliance divisions. There were no other significant changes to the budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Savings Achieved Based on Annual Spend Analysis (in 1000s)	\$88	\$174	\$77	\$100	\$100
	Percentage of Reviewed Taxpayers Brought Into Compliance	99%	99%	95%	95%	95%
	Customer Satisfaction (Taxpayers Engaged with Tax Compliance Team)	98%	99%	95%	95%	95%
	Increase Percentage of Local Vendors Bidding on Informal and Formal Bids	N/A	N/A	N/A	10%	10%

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	1.00	1.00	1.00	1.00	1.00
Accounting	12.00	12.00	12.00	12.00	13.00
Purchasing	7.00	7.00	7.00	7.00	7.00
Tax Compliance	4.00	5.00	5.50	5.50	5.50
<b>Total Personnel</b>	<b>24.00</b>	<b>25.00</b>	<b>25.50</b>	<b>25.50</b>	<b>26.50</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	329,048	192,177	198,090	212,880	214,880
Accounting	958,222	1,124,263	1,224,030	1,218,304	1,317,605
Purchasing	554,445	564,860	566,860	508,618	599,930
Tax Compliance	409,917	455,768	646,440	510,316	546,655
<b>Total Expenses</b>	<b>\$ 2,251,632</b>	<b>\$ 2,337,068</b>	<b>\$ 2,635,420</b>	<b>\$ 2,450,118</b>	<b>\$ 2,679,070</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	2,110,564	2,200,145	2,391,430	2,137,627	2,483,030
Supplies & Contractual	141,068	136,923	243,990	192,491	196,040
Capital Outlay	-	-	-	120,000	-
<b>Total Expenses</b>	<b>\$ 2,251,632</b>	<b>\$ 2,337,068</b>	<b>\$ 2,635,420</b>	<b>\$ 2,450,118</b>	<b>\$ 2,679,070</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	207,467	179,976	119,000	208,000	200,000
Total Expenses	2,251,632	2,337,068	2,635,420	2,450,118	2,679,070
<b>Net Operating Result</b>	<b>\$ (2,044,165)</b>	<b>\$ (2,157,092)</b>	<b>\$ (2,516,420)</b>	<b>\$ (2,242,118)</b>	<b>\$ (2,479,070)</b>

**PURPOSE STATEMENT**

To resolve the cases filed in the court in a timely and just manner, consistent with the Constitutions of the United States and Arizona, Arizona State Law and local ordinances.

**ACCOMPLISHMENTS FY 2019**




- ◆ Integrated use of text messaging with the Court's case management system to send late payment notifications in an effort to reduce legal consequences to defendants
- ◆ Participated in Gilbert's open data initiative and identified data for publication

**OBJECTIVES FY 2020**
**High Performing Government**

- ◆ Implement electronic cloud based protective order processing in collaboration with the Arizona Supreme Court
- ◆ Expand integrated text messaging to include notifications regarding program compliance

**BUDGET NOTES**

No new FTE have been added. There are no significant changes to the supplies and contractual budget for FY 2020.

Org Focus	<i>PERFORMANCE MEASURES</i>	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Average Monthly Percentage of Active Cases Under 90 Days Old	88%	87%	85%	85%	60%
	Maintain a Case Disposition Rate of 1.00 or Greater	.96	.97	1.00	1.00	1.00
	Maintain a Competitive Cost per Disposed Case Relative to Benchmarked Courts	\$128	\$136	\$140	\$140	\$130

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Municipal Court	30.92	31.92	31.92	31.92	31.92
<b>Total Personnel</b>	<b>30.92</b>	<b>31.92</b>	<b>31.92</b>	<b>31.92</b>	<b>31.92</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Municipal Court	3,221,340	3,192,395	3,401,380	3,337,435	3,430,020
<b>Total Expenses</b>	<b>\$ 3,221,340</b>	<b>\$ 3,192,395</b>	<b>\$ 3,401,380</b>	<b>\$ 3,337,435</b>	<b>\$ 3,430,020</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	2,797,491	2,765,089	2,960,020	2,880,075	2,988,660
Supplies & Contractual	423,849	427,306	441,360	457,360	441,360
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 3,221,340</b>	<b>\$ 3,192,395</b>	<b>\$ 3,401,380</b>	<b>\$ 3,337,435</b>	<b>\$ 3,430,020</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	360,999	330,342	298,000	312,000	297,000
Total Expenses	3,221,340	3,192,395	3,401,380	3,337,435	3,430,020
<b>Net Operating Result</b>	<b>\$ (2,860,341)</b>	<b>\$ (2,862,053)</b>	<b>\$ (3,103,380)</b>	<b>\$ (3,025,435)</b>	<b>\$ (3,133,020)</b>

**PURPOSE STATEMENT**

Permits and Licensing is responsible for providing accurate and timely services for business licenses, building/engineering permits, and burglar alarm permitting functions. Plan Review and Inspection ensures a safe and aesthetically desired environment within Gilbert through administration of ordinances, standards, regulations, and guidelines related to construction, signage and zoning. Planning enhances the quality of life for our community by guiding development with proficiency and commitment.

**ACCOMPLISHMENTS FY 2019**





- ◆ Kicked off 10-Year General Plan update to bring to the August 2020 Primary
- ◆ Published General Plan Community Assessment and Public Involvement Summary Reports
- ◆ Processed 578 Planning cases
- ◆ Revised Land Development Code text for marquee and electronic message signs, accessory structures, use definitions, and various standards removed MF from RC, added high density multi-family
- ◆ Launched enhanced public hearing interactive map
- ◆ Code Compliance resolved 99% of all cases through community outreach and education efforts, and less than 1% of cases resulted in any court action taken
- ◆ All Building Safety and Fire inspections were completed within the required timeframe during FY 2019
- ◆ Successfully completed Community Rating System audit reducing flood rate insurance for residents

**OBJECTIVES FY 2020**
**Exceptional Built Environment**

- ◆ Town Council approval of 2020 General Plan Update
- ◆ Complete refresh of Land Development Code
- ◆ Strive for a successful case resolution rate of 98%, prior to any court enforcement action being taken (Code Compliance)
- ◆ Assist with the Northwest Corridor Project and Gilbert's community preservation goals for that area (Code Compliance)
- ◆ Complete all requested inspections within the established timeframe

**BUDGET NOTES**

The FY 2020 personnel budget includes the addition of one new FTE in Development Engineering as well as converting a part-time Receptionist position shared between Water and Development Services to a full-time position. The FY 2020 budget includes one-time funds for temporary contract planning support and code books. In addition, ongoing funding has been added to support training needs and plan review services. Overall, the supplies and contractual budget decreased in FY 2020.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Percent of Planning Review Comments Returned on Schedule	98%	98%	98%	98%	90%
	Percent of Planning Projects Completed Within Established Schedules	98%	98%	98%	98%	90%
	Percent of Building Safety and Fire Inspection Requests Completed Within One Day	100%	100%	100%	100%	100%
	Percent of Code Compliance Cases Resolved Through Community Outreach and Education	98%	99%	99%	98%	98%

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	2.00	2.00	2.00	2.00	2.00
Permits and Licensing	6.50	6.50	7.33	7.33	7.52
Plan Review and Inspection	41.80	44.80	44.80	45.80	45.80
Development Engineering	3.00	3.00	3.00	3.00	4.00
Planning Services	14.00	13.00	13.00	13.00	13.00
Transportation Planning	1.00	2.00	2.00	2.00	2.00
<b>Total Personnel</b>	<b>68.30</b>	<b>71.30</b>	<b>72.13</b>	<b>73.13</b>	<b>74.32</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	238,273	295,907	670,140	679,022	752,540
Permits and Licensing	516,144	581,323	579,010	714,752	787,950
Plan Review and Inspection	4,022,089	3,994,658	4,214,730	4,177,986	4,465,050
Development Engineering	-	327,737	336,870	377,426	465,270
Planning Services	1,281,692	1,259,240	1,323,780	1,236,408	1,384,020
Transportation Planning	53,077	257,793	233,180	191,713	260,750
<b>Total Expenses</b>	<b>\$ 6,111,275</b>	<b>\$ 6,716,658</b>	<b>\$ 7,357,710</b>	<b>\$ 7,377,307</b>	<b>\$ 8,115,580</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	5,561,996	6,239,978	6,562,330	6,205,598	7,033,460
Supplies & Contractual	549,279	423,303	795,380	1,145,247	1,057,120
Capital Outlay	-	53,377	-	26,462	25,000
<b>Total Expenses</b>	<b>\$ 6,111,275</b>	<b>\$ 6,716,658</b>	<b>\$ 7,357,710</b>	<b>\$ 7,377,307</b>	<b>\$ 8,115,580</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	6,928,546	7,239,744	6,495,000	7,402,000	6,635,000
Total Expenses	6,111,275	6,716,658	7,357,710	7,377,307	8,115,580
<b>Net Operating Result</b>	<b>\$ 817,271</b>	<b>\$ 523,086</b>	<b>\$ (862,710)</b>	<b>\$ 24,693</b>	<b>\$ (1,480,580)</b>

**PURPOSE STATEMENT**

Engineering Services strives to provide timely and excellent customer service in all we do. We promote safe and efficient public infrastructure improvements while working to minimize the short and long-term maintenance demands. We work with residents, businesses, outside agencies and other Town departments/divisions to deliver on the Town's commitment to Best in Class for the Town's public infrastructure to all of our residents and visitors.

**ACCOMPLISHMENTS FY 2019**



- ◆ Engineering collaborated with other Town Departments and Divisions to prepare a framework for a future with consumers utilizing autonomous vehicles on the streets of Gilbert
- ◆ Assisted Management and Budget with the update to the Infrastructure Improvement Plan for the System Development Fee Study
- ◆ Worked with stakeholders and recommended updates to many of the Town's standards for construction in the rights-of-way for Council approval
- ◆ Worked with Transportation Planning, Streets, Traffic Engineering, and CIP to review and update the proposed transportation projects in preparation for FY 2020 adoption

**OBJECTIVES FY 2020**
**Exceptional Built Environment**

- ◆ Procure a consulting team for preparation of the Fiber Optic Master Plan
- ◆ Begin a system-wide traffic signal timing effort
- ◆ Initiate an update of the ITS Master Plan
- ◆ Achieve a response time of one business day from receipt to 95% of 311 requests from citizens
- ◆ Implement left-turn safety enhancements at intersections by providing a positive offset or left-turn operations

**BUDGET NOTES**

The FY 2020 budget includes the addition of a Senior Plans Examiner for Traffic Engineering. One-time items are included in the supply and contractual budget associated with the additional FTE.

Org Focus	<i>PERFORMANCE MEASURES</i>	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Percentage of Citizen Contacts Responded to Within 24 Hours	85%	90%	90%	95%	N/A
	Number of Left-Turn Safety Enhancement Projects Implemented	1	2	2	3	N/A

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	0.60	0.60	1.60	0.60	1.60
Development	0.00	0.00	0.00	0.00	0.00
Traffic	3.00	4.00	4.00	4.00	4.00
<b>Total Personnel</b>	<b>3.60</b>	<b>4.60</b>	<b>5.60</b>	<b>4.60</b>	<b>5.60</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	199,199	122,810	191,890	120,995	124,150
Development	259,390	-	-	-	-
Traffic	416,187	368,755	450,120	344,090	579,990
<b>Total Expenses</b>	<b>\$ 874,776</b>	<b>\$ 491,565</b>	<b>\$ 642,010</b>	<b>\$ 465,085</b>	<b>\$ 704,140</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	630,137	406,866	550,330	373,405	597,270
Supplies & Contractual	244,639	84,699	91,680	91,680	106,870
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 874,776</b>	<b>\$ 491,565</b>	<b>\$ 642,010</b>	<b>\$ 465,085</b>	<b>\$ 704,140</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	-	-	-	-	-
Total Expenses	874,776	491,565	642,010	465,085	704,140
<b>Net Operating Result</b>	<b>\$ (874,776)</b>	<b>\$ (491,565)</b>	<b>\$ (642,010)</b>	<b>\$ (465,085)</b>	<b>\$ (704,140)</b>

**PURPOSE STATEMENT**

The Gilbert Police Department provides for the safety of residents by responding to emergency and non-emergency calls for service, maintaining an efficient and professional police force, addressing crime trends through the use of data and research, providing tactical operations through SWAT, special investigations, and criminal apprehension, and conducting timely and thorough investigations leading to successful prosecution and justice for victims. In addition, the department provides counseling services for at-risk youth and adults, and manages contracts for animal control and incarceration.

**ACCOMPLISHMENTS FY 2019**

- ◆ Achieved a 1.5% reduction in total Part 1 Crimes for 2018
- ◆ Created a full-time Peer Support and Employee Wellness Coordinator position to reduce work-related injuries and expenses
- ◆ Reduced expenses to the Town of Gilbert by outsourcing Off-Duty Employment Program
- ◆ Expanded School Resource Officer hours to cover every school day
- ◆ Increased hiring staff and improved hiring efficiency to minimize the number vacancies and time that positions are vacant
- ◆ Successful planning and approval of Gilbert Public Safety Training Facility
- ◆ Successful deployment of full-time Bike Unit in the Heritage District, which resulted in a reduction of crime
- ◆ Improved communication and efficiency by deploying cell phones to all Patrol officers

**OBJECTIVES FY 2020**
**Prosperous Community**






- ◆ Maintain the Town of Gilbert as the safest city in the US for cities over 200,000 residents
- ◆ Increase Dispatch staffing in preparation for creation of a second patrol channel

**Exceptional Built Environment**

- ◆ Decrease DUI related accidents
- ◆ Secure vendor for upgraded Report Management System and Computer Aided Dispatch System
- ◆ Increase employee safety and wellness through additional training, support, and resources
- ◆ Complete Police Department space needs assessment and supporting background information

**BUDGET NOTES**

The FY 2020 personnel budget includes the addition of: Patrol Officers (7), Bike Patrol Officers (3), Communications Dispatchers (3), Detention Officers (2), a Planning and Research Analyst, a Patrol Lieutenant, a Patrol Sergeant, a Training Sergeant, and a Communications Supervisor. The supplies and contractual budget includes one-time increases to purchase three vehicles and safety equipment as well as ongoing increases for training equipment. The Administration personnel budget reflects additional payments towards the unfunded liability for the Public Safety Personnel Retirement System. Due to a reorganization of the Town's accounting structure, the budgets and expenses for Animal Control and Incarceration are now reported in the Support Services total.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Clearance Rates - Violent Crimes	61.9%	55.5%	50.9%	56.0%	>45.6%
	Clearance Rates - Property Crimes	23.5%	23.9%	24.9%	25.0%	>17.6%
	Time Between Emergency Call Received to Responder Arrival	4:29	4:13	4:08	4:00	<5:30
	Success Rate Answering Emergency 911 Calls Within 10 seconds	93.0%	93.8%	93.4%	94.0%	>90.0%
	Domestic Violence Recidivism Rate	2.3%	2.5%	2.2%	2.0%	>5.0%

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	4.00	5.00	4.00	5.00	5.00
Animal Control	0.00	0.00	0.00	0.00	0.00
Incarceration	0.00	0.00	0.00	0.00	0.00
Support Services	83.50	87.50	88.00	88.00	93.00
Professional Standards	8.00	9.00	13.50	13.50	14.50
Patrol Services	170.50	178.00	198.00	199.00	213.00
Investigations	45.00	47.00	53.00	52.00	52.00
Special Operations	42.00	44.00	39.00	39.00	39.00
Tactical Operations	12.00	11.00	10.00	9.00	9.00
<b>Total Sworn</b>	<b>240.00</b>	<b>251.00</b>	<b>275.00</b>	<b>275.00</b>	<b>288.00</b>
<b>Total Civilian</b>	<b>125.00</b>	<b>130.50</b>	<b>130.50</b>	<b>130.50</b>	<b>137.50</b>
<b>Total Personnel</b>	<b>365.00</b>	<b>381.50</b>	<b>405.50</b>	<b>405.50</b>	<b>425.50</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	9,015,774	2,569,066	2,357,730	2,422,780	3,003,380
Animal Control	143,966	147,225	157,000	-	-
Incarceration	1,318,014	1,528,164	1,400,000	-	-
Support Services	6,643,401	6,783,899	7,524,680	9,183,091	10,000,405
Professional Standards	994,426	980,750	1,732,980	3,740,018	1,898,875
Patrol Services	20,888,731	24,568,143	26,719,190	24,133,981	28,647,810
Investigations	6,516,390	7,477,551	8,496,220	8,251,779	8,725,270
Special Operations	5,600,057	6,203,314	6,113,710	6,049,844	6,127,900
Tactical Operations	1,545,690	1,688,103	1,600,190	1,524,268	1,539,190
<b>Total Expenses</b>	<b>\$ 52,666,449</b>	<b>\$ 51,946,215</b>	<b>\$ 56,101,700</b>	<b>\$ 55,305,761</b>	<b>\$ 59,942,830</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	47,406,683	45,843,155	49,366,820	48,603,772	52,567,670
Supplies & Contractual	5,258,880	5,672,908	6,517,980	6,483,989	6,707,210
Capital Outlay	886	430,152	216,900	218,000	667,950
<b>Total Expenses</b>	<b>\$ 52,666,449</b>	<b>\$ 51,946,215</b>	<b>\$ 56,101,700</b>	<b>\$ 55,305,761</b>	<b>\$ 59,942,830</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	3,727,994	3,515,809	3,365,000	3,436,000	3,402,000
Total Expenses	52,666,449	51,946,215	56,101,700	55,305,761	59,942,830
<b>Net Operating Result</b>	<b>\$(48,938,455)</b>	<b>\$(48,430,406)</b>	<b>\$(52,736,700)</b>	<b>\$(51,869,761)</b>	<b>\$(56,540,830)</b>

**PURPOSE STATEMENT**

To protect the lives, property, and environment of the people who live, work, play and travel in Gilbert by: Serving with integrity, trust, and respect; Rapid and effective emergency response; Innovative prevention, compliance, and community outreach efforts, and maintenance of a highly trained and dedicated workforce.

**ACCOMPLISHMENTS FY 2019**

- ◆ Fire Station 9 completed and placed into service
- ◆ Documentation and site visit evaluation for accredited agency status through the Commission on Public Safety Excellence (CPSE) was completed, resulting in a recommendation for accreditation
- ◆ Fire department staff supported communications to the Council and public during the successful bond initiative for the Public Safety Training Facility in November 2018. Design work completed in January 2019
- ◆ A variety of advancements were made to the agency safety initiatives reducing employee injury and risk
- ◆ Process improvements and training utilizing findings of the Town HIPAA audit to ensure agency compliance was completed
- ◆ Community risk reduction programs shifted to apply a data driven approach utilizing analysis of incidents to advance public education programs
- ◆ Six paramedic students successfully graduated with their National Registry Certification

- ◆ Implemented policy management software increasing accessibility to the agency standard operating procedures and guidelines

**OBJECTIVES FY 2020**
**Prosperous Community**






- ◆ Strengthen training programs for employees via the creation of a development plan for each rank, formalized succession planning, and expanded company officer training
- ◆ Reinforce and evolve programs that promote and sustain health and wellness to reduce the likelihood of injuries to employees
- ◆ Implement a transportation services division
- ◆ Implement and track additional, innovative community risk reduction efforts based on data that demonstrates areas creating risk to our citizens and property
- ◆ Appear before the commission board of the Center for Public Safety Excellence (CPSE) to achieve accredited status

**Exceptional Built Environment**

- ◆ Begin construction of the Public Safety Training Facility
- ◆ Implement workflow that incorporates new developments into the pre-planning process and coordinate regular map updates for mobile computers

**BUDGET NOTES**

Personnel and Supplies and Contractual costs increase as a result of the addition of a transportation services subdivision.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Structure fires per 1,000 population	.2340	.3554	.3030	.3030	N/A
	90 <sup>th</sup> percentile response time from alarm room processing to on scene for Moderate Risk EMS incidents (90 percent of the time response takes this amount of time)	7:42	7:20	7:15	6:45	6:00
	90 <sup>th</sup> percentile response time from alarm room processing to on scene for High Risk EMS incidents	5:07	7:15	7:15	6:45	6:00
	90 <sup>th</sup> percentile response time from alarm room processing to on scene for Moderate Risk Fire incidents	7:49	7:30	7:30	7:00	6:20
	90 <sup>th</sup> percentile response time from alarm room processing to on scene for High Risk Fire incidents	7:01	9:02	9:40	7:00	6:20

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	4.00	6.00	6.00	6.00	6.00
Operations	194.00	200.00	200.00	200.00	207.00
Prevention	7.00	6.00	6.00	6.00	6.00
Community	4.00	4.00	4.00	4.00	4.00
EOC	1.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>210.00</b>	<b>216.00</b>	<b>216.00</b>	<b>216.00</b>	<b>223.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	3,134,828	1,940,226	1,498,070	1,545,523	1,191,240
Operations	27,417,318	32,090,163	31,264,700	31,447,026	32,615,570
Prevention	754,363	769,220	738,670	729,969	784,930
Community	531,258	572,387	575,810	593,029	634,240
EOC	161,510	-	-	-	-
<b>Total Expenses</b>	<b>\$ 31,999,277</b>	<b>\$ 35,371,996</b>	<b>\$ 34,077,250</b>	<b>\$ 34,315,547</b>	<b>\$ 35,225,980</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	28,293,329	31,357,737	30,229,890	30,400,897	30,651,690
Supplies & Contractual	3,369,956	3,974,782	3,847,360	3,914,650	4,508,540
Capital Outlay	335,992	39,477	-	-	65,750
<b>Total Expenses</b>	<b>\$ 31,999,277</b>	<b>\$ 35,371,996</b>	<b>\$ 34,077,250</b>	<b>\$ 34,315,547</b>	<b>\$ 35,225,980</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	1,910,046	2,071,609	1,939,000	2,053,000	2,414,000
Total Expenses	31,999,277	35,371,996	34,077,250	34,315,547	35,225,980
<b>Net Operating Result</b>	<b>\$(30,089,231)</b>	<b>\$(33,300,387)</b>	<b>\$(32,138,250)</b>	<b>\$(32,262,547)</b>	<b>\$(32,811,980)</b>

**PURPOSE STATEMENT**

To improve community livability by providing clean, safe and well-maintained parks, trails, aquatics programs, recreation centers, and other facilities. These facilities provide important activities and spaces for Gilbert residents and visitors.

**ACCOMPLISHMENTS FY 2019**

- ◆ Opened Cactus Yards at Elliot District Park including an RFP with Craft Culinary Concepts to operate two restaurants and a concession
- ◆ Implemented a wedding package rental option at numerous locations
- ◆ Finalized the design and began construction of Phase I of Gilbert Regional and Desert Sky Parks
- ◆ Completed a Public-Private Partnership agreement with The Strand @ Gilbert to be built at Gilbert Regional Park
- ◆ Replaced and updated all signage at the Riparian
- ◆ Replaced eleven A/C units per our LRIP plan
- ◆ The Freestone Recreation Center opened Eleven41, a new tween room within the center geared toward youth ages 8-12
- ◆ Implemented an optimization plan for the Aquatics Division

**OBJECTIVES FY 2020**
**Prosperous Community**






- ◆ Continue to increase the awareness and usage of the Riparian Preserve's Agents of Discovery app donated by the Foundation
- ◆ Add two new special events, destination and signature, to the calendar
- ◆ Increase the percentage of online ramada reservations to 45%
- ◆ Open Phase I of Regional and Desert Sky Parks

**Strong Economy**

- ◆ Complete another Public-Private Partnership agreement at Gilbert Regional Park

**BUDGET NOTES**

FTE increases in the Parks and Open Space subdivision are due to the opening of Cactus Yards in FY 2019 and both Gilbert Regional and Desert Sky Parks in FY 2020. Facilities Maintenance FTE is increasing by one for a Facilities Maintenance Technician and the Recreation Centers FTE is increasing hours for Recreation Leaders and Recreation Specialists. The Supplies and Contractual budget increases as a result of the new FTE and the operation of three new parks.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Annual Participation at Freestone Recreation Center (in Thousands)	249.8	257.1	260.0	260.0	250.0
	Percent of Ratings Above Average or Excellent on the Event Satisfaction Surveys Provided to Participants and Sponsors for Each Special Event	88%	96%	95%	97%	90%
	Field Trip Educational Programs at Riparian	28	34	35	36	36
	Level of Preventive Maintenance Compared to Corrective Repairs (Corrective Percent / Preventative Percent)	56%/44%	36%/29%	33%/33%	30%/36%	20%/80%
	Ramada Rentals	538	856	950	975	1,100

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	10.58	10.58	10.58	10.58	10.58
Facilities Maintenance	12.00	12.48	12.48	12.48	13.48
Parks and Open Space	35.09	37.31	37.31	60.06	75.81
Aquatics	17.78	17.78	17.78	17.78	17.78
Recreation Centers	40.12	40.12	40.12	40.12	41.43
Recreation Programs	6.95	6.95	7.09	6.95	6.95
<b>Total Personnel</b>	<b>122.52</b>	<b>125.22</b>	<b>125.36</b>	<b>147.97</b>	<b>166.03</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	1,172,467	1,200,137	1,194,620	1,220,289	1,313,060
Facilities Maintenance	3,092,630	3,875,631	3,352,330	3,423,449	3,627,780
Parks and Open Space	5,114,822	5,363,730	4,999,620	6,458,296	9,017,380
Aquatics	850,300	799,223	965,950	848,860	963,200
Recreation Centers	6,111,974	6,383,536	6,508,750	6,464,751	6,632,460
Recreation Programs	959,332	1,025,459	1,055,340	1,052,231	1,451,660
<b>Total Expenses</b>	<b>\$ 17,301,525</b>	<b>\$ 18,647,716</b>	<b>\$ 18,076,610</b>	<b>\$ 19,467,876</b>	<b>\$ 23,005,540</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	7,119,722	7,097,302	7,556,360	7,934,481	10,203,930
Supplies & Contractual	10,066,085	11,423,664	10,433,450	11,047,889	12,407,910
Capital Outlay	115,718	126,750	86,800	485,506	393,700
<b>Total Expenses</b>	<b>\$ 17,301,525</b>	<b>\$ 18,647,716</b>	<b>\$ 18,076,610</b>	<b>\$ 19,467,876</b>	<b>\$ 23,005,540</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	7,833,555	3,982,451	4,493,000	4,431,000	5,657,000
Total Expenses	17,301,525	18,647,716	18,076,610	19,467,876	23,005,540
<b>Net Operating Result</b>	<b>\$ (9,467,970)</b>	<b>\$(14,665,265)</b>	<b>\$(13,583,610)</b>	<b>\$(15,036,876)</b>	<b>\$(17,348,540)</b>

# Enterprise Funds

---

Enterprise Funds Summary

Enterprise Fund Benchmarks

Water

Wastewater

Environmental Services - Residential

Environmental Services – Commercial

Environmental Compliance



**PUBLIC WORKS**

**Enterprise Funds**

**Water**

- Administration
- Conservation
- Production
- Quality
- Distribution
- Metering
- Utility Customer Svc
- Utility Locates
- Water Resources

**Environmental Services - Residential**

- Administration
- Collections
- Uncontained
- Recycling
- Enviro Programs

**Wastewater**

- Administration
- Lift Stations
- Gravity Systems
- Plant Operations
- Reuse/Recharge
- Quality

**Environmental Services - Commercial**

- Administration
- Collections
- Roll-offs

**Environmental Compliance**

- Storm Water
- Street Cleaning

**FUNDS DESCRIPTION**

Enterprise funds are designed to allow a government operation to reflect a financial picture similar to a business enterprise. Gilbert operates these funds on the philosophy that the fees charged will cover 100% of the cost to provide these services – including cost of internal support from the General Fund. Enterprise Funds include:

<b>Water</b>	Ensure a safe, dependable water supply
<b>Wastewater</b>	Provide a safe, dependable wastewater collection/treatment system, and a reclaimed water reuse system
<b>Env. Services – Residential</b>	Environmentally sound collection and disposal of solid waste for residential customers, and environmental compliance programs such as storm water and air quality
<b>Env. Services – Commercial</b>	Environmentally sound collection and disposal of solid waste for commercial customers
<b>Environmental Compliance</b>	Environmental compliance programs such as storm water, air quality and street cleaning

**FUND ACTIVITY**

The following is a statement of revenue, expenses, and transfers for the enterprise funds based on the adopted budget for FY 2020.

	<u>Water</u>	<u>Wastewater</u>	<u>Environmental Services Residential</u>	<u>Commercial</u>	<u>Environmental Compliance</u>
Total Operating Revenues	\$ 48,475,000	\$ 30,085,000	\$ 14,760,000	\$ 2,703,000	\$ 4,550,000
Total Operating Expenses	(34,052,880)	(19,376,325)	(15,125,885)	(2,461,220)	(1,967,450)
Operating Income (Loss)	<u>\$ 14,422,120</u>	<u>\$ 10,708,675</u>	<u>\$ (365,885)</u>	<u>\$ 241,780</u>	<u>\$ 2,582,550</u>
Non-Operating Revenues (Expenses)	-	-	-	-	-
Income (Loss) Before Transfers	<u>\$ 14,422,120</u>	<u>\$ 10,708,675</u>	<u>\$ (365,885)</u>	<u>\$ 241,780</u>	<u>\$ 2,582,550</u>
Transfers In	48,475,000	1,035,000	-	-	-
Transfers Out	(30,248,460)	(20,017,990)	(4,065,060)	(908,020)	(3,536,920)
Net Income	<u>\$ 32,648,660</u>	<u>\$ (8,274,315)</u>	<u>\$ (4,430,945)</u>	<u>\$ (666,240)</u>	<u>\$ (954,370)</u>

**ORGANIZATIONAL FOCUS AREAS**

These icons indicate the organizational focus areas addressed throughout the Enterprise Funds.

 Prosperous  
 Community


Strong Economy

 Exceptional Built  
 Environment

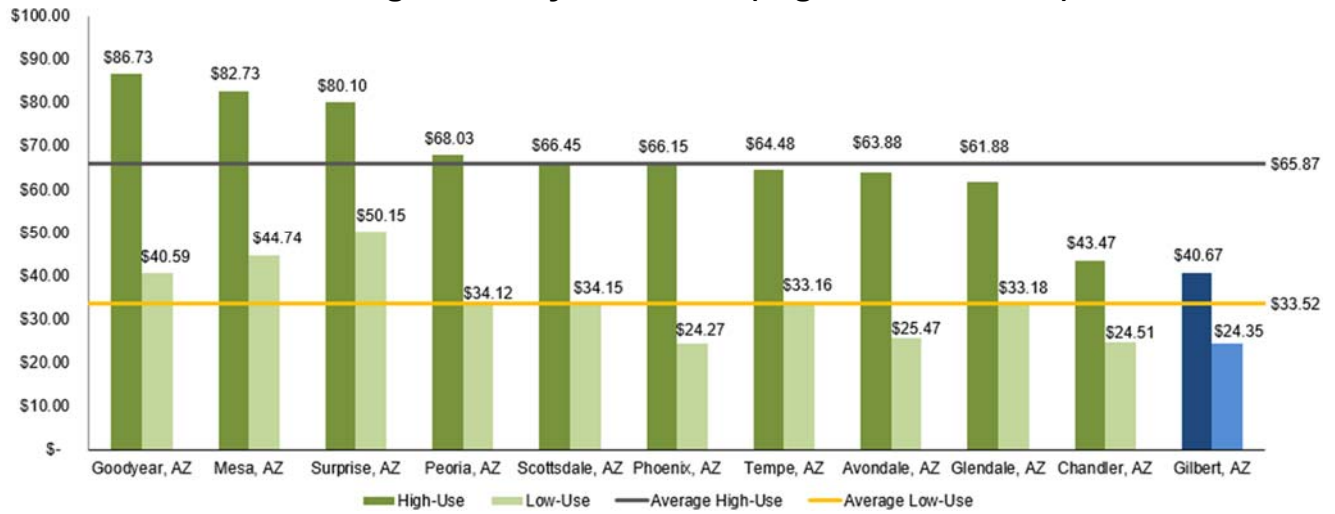

<b>PERSONNEL BY DIVISION</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Water	128.95	131.95	133.50	133.50	135.68
Wastewater	42.50	43.50	45.50	45.50	48.50
Environmental Svc-Residential	87.05	88.40	91.40	79.56	81.31
Environmental Svc-Commercial	8.28	8.94	8.94	8.94	8.44
Environmental Compliance	0.00	0.00	0.00	11.84	12.09
<b>Total Personnel</b>	<b>266.78</b>	<b>272.79</b>	<b>279.34</b>	<b>279.34</b>	<b>286.02</b>

<b>EXPENSES BY DIVISION</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Water	25,879,442	26,151,938	33,086,290	31,122,256	34,052,880
Wastewater	17,076,547	22,067,704	18,840,000	16,778,371	19,376,325
Environmental Svc-Residential	12,827,817	14,875,041	15,813,210	13,933,392	15,125,885
Environmental Svc-Commercial	1,814,731	2,245,089	2,326,810	2,106,165	2,461,220
Environmental Compliance	-	-	-	901,939	1,967,450
<b>Total Expenses</b>	<b>\$ 57,598,537</b>	<b>\$ 65,339,772</b>	<b>\$ 70,066,310</b>	<b>\$ 64,842,123</b>	<b>\$ 72,983,760</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	18,708,342	19,406,917	21,922,030	20,853,621	23,951,075
Supplies & Contractual	33,361,191	37,413,539	47,164,280	42,558,017	48,493,915
Capital Outlay	5,529,004	8,519,316	980,000	1,430,485	538,770
<b>Total Expenses</b>	<b>\$ 57,598,537</b>	<b>\$ 65,339,772</b>	<b>\$ 70,066,310</b>	<b>\$ 64,842,123</b>	<b>\$ 72,983,760</b>

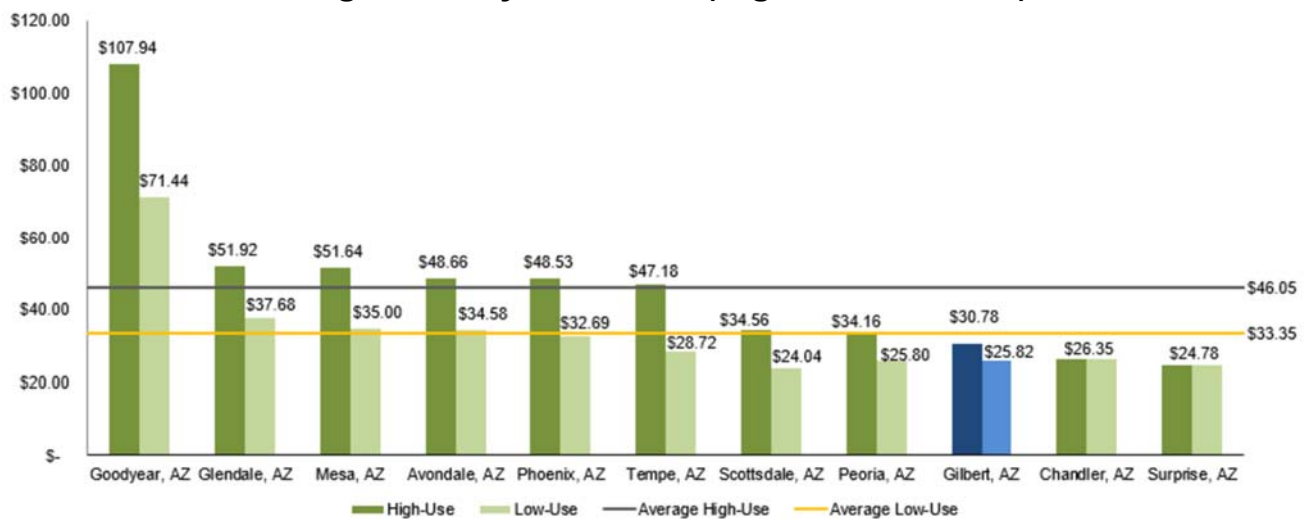
<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	86,594,421	89,967,617	96,643,000	97,003,000	100,573,000
Transfers In	907,395	1,191,794	1,090,000	2,620,000	1,035,000
<b>Total Sources</b>	<b>\$ 87,501,816</b>	<b>\$ 91,159,411</b>	<b>\$ 97,733,000</b>	<b>\$ 99,623,000</b>	<b>\$101,608,000</b>
Total Expenses	57,598,537	65,339,772	70,066,310	64,842,123	72,983,760
Transfers Out	25,751,068	23,572,530	53,351,970	36,233,742	58,776,450
<b>Total Uses</b>	<b>\$ 83,349,605</b>	<b>\$ 88,912,302</b>	<b>\$ 123,418,280</b>	<b>\$101,075,865</b>	<b>\$131,760,210</b>
<b>Net Operating Result</b>	<b>\$ 4,152,211</b>	<b>\$ 2,247,109</b>	<b>\$ (25,685,280)</b>	<b>\$ (1,452,865)</b>	<b>\$ (30,152,210)</b>

## Average Monthly Water Bill (High and Low-Use)



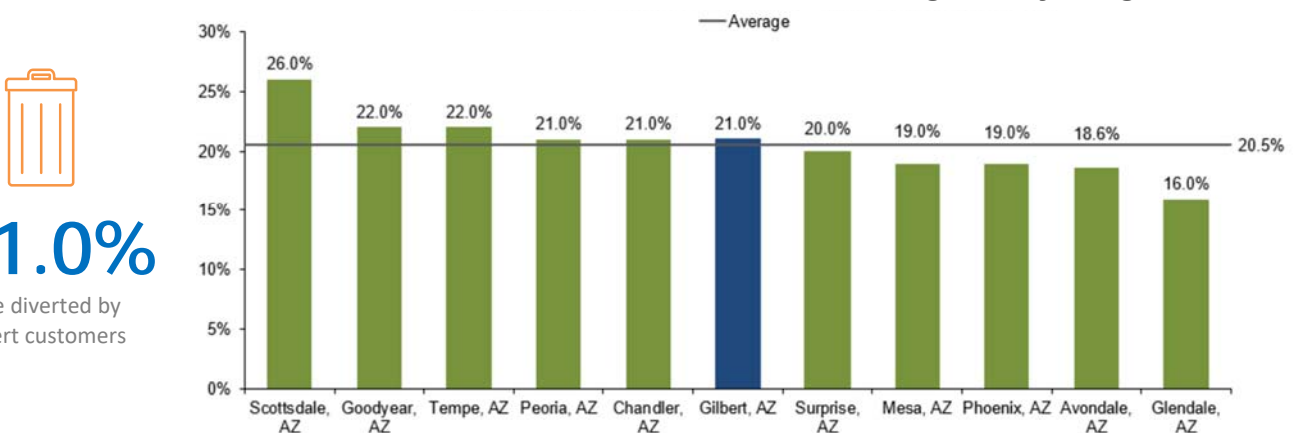
Note: Figures assume high-use for Single Family Residential (SFR) equates to 17,000 gallons on a 1" meter; low-use for SFR equates to 9,000 gallons on a 3/4" meter. Source: Valley Benchmark Cities, FY 2017-2018

## Average Monthly Sewer Bill (High and Low-Use)



Note: Figures assume high-use for SFR equates to 12,000 gallons; low-use for Single Family Residential (SFR) equates to 8,000 gallons. Source: Valley Benchmark Cities, FY 2017-2018

## Residential Waste Diverted Through Recycling



Source: Valley Benchmark Cities, FY 2017-2018



# 21.0%

waste diverted by  
Gilbert customers

**PURPOSE STATEMENT**

To ensure Gilbert’s drinking water supply is safe and dependable for all customers by meeting or exceeding drinking water EPA requirements, maintaining water infrastructure, accounting for residential, commercial and/or industrial uses of water, providing quality customer service, and administering public works.

**ACCOMPLISHMENTS FY 2019**

- ◆ Waterfluence web platform implementation expanded by approx. 48%
- ◆ Completed negotiations and executed 100 year lease with San Carlos Apache Tribe to add 5,925 acre feet of renewable supply to Gilbert's water portfolio
- ◆ Developed and implemented new utility rates to ensure sustainability of operations
- ◆ Increased the Neighbor to Neighbor customer participants by 20%
- ◆ Implemented call recording software as a quality monitoring and customer service tool
- ◆ Increased monthly water valve exercising average from 670 exercised valves to 867
- ◆ Completed the Water Quality Master plan to direct and advise water quality operations and ensure regulatory compliance

**OBJECTIVES FY 2020**

**Prosperous Community**

- ◆ Increase participation in non-single family residential programs: large landscape users utilizing the Waterfluence web platform by 20 new users
- ◆ Develop and implement a water allocation policy to ensure balance between supply and demand
- ◆ Increase Ebills enrollment by 20%

**Strong Economy**







- ◆ Begin the RFP process for a new utility billing system

**Exceptional Built Environment**

- ◆ Increase monthly water valve exercising average from 867 to 900
- ◆ Complete a filter surveillance assessment at Santan Vista Water Treatment Plant (WTP) on the eight Phase I filters
- ◆ Continued assessments and upgrades at the North WTP and well sites

**BUDGET NOTES**

FY 2020 includes two new FTE; Safety Specialist and Water & Energy Resource Planning Administrator. Supply and contractual increases are related to chemical and power costs necessary to treat raw water.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Number of Analyses Performed In-House (in Thousands)	49.8	61.7	62.0	62.5	60.0
	Addition to Portfolio of Stored Credits (in Acre Feet)	9,162	34,685	29,000	0	>0
	Average Percentage of Surface Water Production	62%	68%	80%	80%	80%
	Number of Students Participating in Education Programs	4,423	4,243	4,032	4,200	4,200
	Residential Water Checkups Performed	470	387	415	425	425
	Number of Water System Valves Exercised	4,218	5,624	9,222	10,404	10,404

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	26.75	26.75	25.92	25.92	27.10
Conservation	4.00	4.00	4.38	4.38	4.38
Production	45.00	41.00	41.00	41.00	41.00
SCADA	0.00	7.00	7.00	7.00	7.00
Backflow	2.20	2.20	2.20	2.20	2.20
Quality	5.00	5.00	6.00	6.00	6.00
Distribution	17.00	17.00	18.00	18.00	18.00
Metering	28.00	28.00	28.00	28.00	28.00
Water Resources	1.00	1.00	1.00	1.00	2.00
<b>Total Personnel</b>	<b>128.95</b>	<b>131.95</b>	<b>133.50</b>	<b>133.50</b>	<b>135.68</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	1,348,254	1,586,660	1,632,120	1,661,797	1,730,260
Conservation	383,839	441,376	469,920	467,286	506,210
Production	10,287,736	9,599,638	12,741,290	12,519,506	13,064,030
SCADA	492	629,000	742,790	1,690,415	861,190
Backflow	202,141	205,170	208,360	214,328	214,330
Quality	607,464	775,433	690,750	639,540	786,060
Distribution	2,338,238	2,365,783	2,996,930	3,021,414	2,860,220
Metering	3,785,099	3,934,513	4,161,760	4,121,641	4,234,300
Water Resources	3,846,524	5,645,016	6,590,370	6,586,329	6,821,280
Non-Departmental	3,079,655	969,349	2,852,000	200,000	2,975,000
<b>Total Expenses</b>	<b>\$ 25,879,442</b>	<b>\$ 26,151,938</b>	<b>\$ 33,086,290</b>	<b>\$ 31,122,256</b>	<b>\$ 34,052,880</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	8,270,477	8,440,690	9,617,420	9,191,445	10,530,740
Supplies & Contractual	14,644,837	17,300,285	22,557,870	21,003,811	23,072,140
Capital Outlay	2,964,128	410,963	911,000	927,000	450,000
<b>Total Expenses</b>	<b>\$ 25,879,442</b>	<b>\$ 26,151,938</b>	<b>\$ 33,086,290</b>	<b>\$ 31,122,256</b>	<b>\$ 34,052,880</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	42,041,012	44,625,518	48,210,000	47,105,000	48,475,000
Transfers In	-	98,678	-	-	-
<b>Total Sources</b>	<b>\$ 42,041,012</b>	<b>\$ 44,724,196</b>	<b>\$ 48,210,000</b>	<b>\$ 47,105,000</b>	<b>\$ 48,475,000</b>
Total Expenses	25,879,442	26,151,938	33,086,290	31,122,256	34,052,880
Transfers Out	13,841,298	15,156,620	25,242,820	18,402,399	30,248,460
<b>Total Uses</b>	<b>\$ 39,720,740</b>	<b>\$ 41,308,558</b>	<b>\$ 58,329,110</b>	<b>\$ 49,524,655</b>	<b>\$ 64,301,340</b>
<b>Net Operating Result</b>	<b>\$ 2,320,272</b>	<b>\$ 3,415,638</b>	<b>\$(10,119,110)</b>	<b>\$ (2,419,655)</b>	<b>\$(15,826,340)</b>

**PURPOSE STATEMENT**

To protect the health and safety of the public and provide reliable and efficient wastewater collection, wastewater treatment, reclaimed water reuse and recharge, wastewater discharge monitoring of industrial and commercial businesses, and mosquito control operations all in a cost effective manner.

**ACCOMPLISHMENTS FY 2019**






- ◆ Performed routine sewer pipeline cleaning equivalent to 20% of the entire sewer system to prevent blockages, overflows, and odors
- ◆ Conducted routine inspections equivalent to 15% of the entire sewer system using televised inspection equipment in order to identify problem areas that can lead to blockages, overflows, and deterioration of infrastructure
- ◆ Performed all regulatory required sampling and monitoring and submitted reports on schedule to oversight agencies
- ◆ A new lift station was constructed and commissioned to serve the Fiesta Tech area (northwest quadrant of Gilbert)
- ◆ Finalized a new operation and maintenance agreement associated with the Neely Plant
- ◆ Finalized engineering design efforts associated with the Candlewood Lift Station and Force Main project (WW0700)
- ◆ Began engineering/design efforts for the South Recharge Facility expansion. Construction planned for FY 2020

**OBJECTIVES FY 2020**
**Exceptional Built Environment**

- ◆ Respond to emergency customer contact events within a one hour to minimize public health, safety, and environmental hazards
- ◆ Continue to monitor and add odor and corrosion control chemicals to the sewer system to minimize odor complaints and extend infrastructure life
- ◆ Monitor and distribute reclaimed water to customer sites daily to meet irrigation demands, thus reducing the use of potable water
- ◆ Perform routine sewer pipeline cleaning equivalent to 20% of the sewer system and conduct routine inspections equivalent to 15% of the sewer system using televised inspection equipment
- ◆ Inspect and educate all commercial businesses of concern once annually to verify compliance with wastewater and storm water code requirements and ensure that proper pretreatment device operation and maintenance is being performed
- ◆ Begin construction for the Candlewood Lift Station and Force Main project (WW0700)

**BUDGET NOTES**

For FY 2020 Wastewater completed a zero based budget; resulting in a reallocation of over \$600k. The FY 2020 budget also includes the addition of three new FTE; two utility workers and one senior utility worker.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Percent of Sewer System Cleaned	20%	30%	20%	20%	20%
	Percent of Sewer System Inspected	10%	20%	15%	15%	15%
	Percent of Available Treatment Capacity Utilized at Neely Treatment Plant	85%	88%	87%	87%	< 100%
	Percent of Available Treatment Capacity Utilized at Greenfield Treatment Plant	69%	79%	84%	94%	< 100%
	Percent of Total Reclaimed Water Supply Directly Reused by Customers (With Percent Remaining Going to Groundwater Recharge)	42%	42%	39%	40%	40%

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	2.50	2.50	3.50	3.50	3.50
Collections	21.60	22.20	23.20	23.20	24.20
Plant Operations	0.00	1.00	2.00	3.00	4.00
Reclaimed	12.40	12.80	12.80	12.80	14.80
Quality	6.00	6.00	6.00	6.00	6.00
<b>Total Personnel</b>	<b>42.50</b>	<b>44.50</b>	<b>47.50</b>	<b>48.50</b>	<b>52.50</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	1,338,625	1,329,274	1,454,680	1,405,505	1,521,330
Collections	3,602,013	4,088,676	4,162,850	4,378,543	4,012,165
Plant Operations	7,464,580	7,318,144	8,719,390	8,484,740	8,991,790
Reclaimed	1,681,551	1,726,731	1,862,120	1,974,549	2,126,530
Quality	498,001	438,887	511,960	467,034	564,510
Non-Departmental	2,491,777	7,165,992	2,129,000	68,000	2,160,000
<b>Total Expenses</b>	<b>\$ 17,076,547</b>	<b>\$ 22,067,704</b>	<b>\$ 18,840,000</b>	<b>\$ 16,778,371</b>	<b>\$ 19,376,325</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	3,671,845	3,898,468	4,321,270	3,977,020	4,740,875
Supplies & Contractual	11,005,623	11,333,673	14,449,730	12,297,866	14,546,680
Capital Outlay	2,399,079	6,835,563	69,000	503,485	88,770
<b>Total Expenses</b>	<b>\$ 17,076,547</b>	<b>\$ 22,067,704</b>	<b>\$ 18,840,000</b>	<b>\$ 16,778,371</b>	<b>\$ 19,376,325</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	26,184,379	26,761,527	28,332,000	29,010,000	30,085,000
Transfers In	780,498	950,670	920,000	920,000	1,035,000
<b>Total Sources</b>	<b>\$ 26,964,877</b>	<b>\$ 27,712,197</b>	<b>\$ 29,252,000</b>	<b>\$ 29,930,000</b>	<b>\$ 31,120,000</b>
Total Expenses	17,076,547	22,067,704	18,840,000	16,778,371	19,376,325
Transfers Out	10,291,540	3,770,530	20,132,340	11,397,616	20,017,990
<b>Total Uses</b>	<b>\$ 27,368,087</b>	<b>\$ 25,838,234</b>	<b>\$ 38,972,340</b>	<b>\$ 28,175,987</b>	<b>\$ 39,394,315</b>
<b>Net Operating Result</b>	<b>\$ (403,210)</b>	<b>\$ 1,873,963</b>	<b>\$ (9,720,340)</b>	<b>\$ 1,754,013</b>	<b>\$ (8,274,315)</b>

**PURPOSE STATEMENT**

Residential Collections manages Gilbert's residential solid waste operations by providing efficient and effective services through best management practices to meet the needs of the community. Services are provided to protect the health, safety and wellness of the community. Residential includes the collection and disposition of contained and uncontained refuse, recycling, household hazardous waste (HHW), and green organics material. Outreach is performed to engage and educate residents of programs and services.

**ACCOMPLISHMENTS FY 2019**

- ◆ Rezoned and rerouted residential collection areas town-wide
- ◆ Increased efficiencies by analyzing disposal locations and customer density in collection routes
- ◆ Increased spare ratio of collection vehicles






**OBJECTIVES FY 2020**
**Exceptional Built Environment**

- ◆ Implementation of GPS and routing software
- ◆ Decrease claims in Uncontained Collections
- ◆ Implement paperless tracking
- ◆ Decrease recycling contamination rate

**BUDGET NOTES**

The FY 2020 budget includes a new FTE for a Collections Inspector, as well as a .50 FTE for an Environmental Services Representative. The supply and contractual budget includes a substantial increase for recycling disposal fees. Smaller increases for fuel and waste containers have also been included.

Storm Water and Street Cleaning operations moved to the newly created Environmental Compliance Fund in FY 2020.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Total Tons of Contained Refuse Collected	76,343	77,058	78,645	79,651	80,802
	Total Tons of Uncontained Refuse Collected	16,097	16,666	16,121	16,319	16,331
	Total Tons of Recycling Collected (Blue Cans)	20,976	20,771	21,204	21,212	21,326
	Households Serviced by HHW Facility	8,393	9,273	9,634	10,001	10,001
	Pounds of HHW Collected (in Thousands)	459.6	514.4	529.5	550.2	550.2

## ENVIRONMENTAL SERVICES - RESIDENTIAL

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	5.52	5.56	5.56	5.56	5.81
Residential Collections	31.00	28.79	30.79	30.79	31.29
Uncontained Collections	24.00	22.00	22.00	22.00	23.00
Recycling	12.70	16.21	16.21	16.21	16.21
Environmental Programs	4.50	4.00	5.00	5.00	5.00
Outreach Programs	0.00	0.00	0.00	0.00	0.00
Street Cleaning	6.33	6.34	6.34	0.00	0.00
Storm Water	3.00	5.50	5.50	0.00	0.00
<b>Total Personnel</b>	<b>87.05</b>	<b>88.40</b>	<b>91.40</b>	<b>79.56</b>	<b>81.31</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	1,067,269	1,191,183	1,238,320	1,147,532	1,363,810
Residential Collections	5,890,000	7,073,441	6,195,260	6,451,226	6,438,305
Uncontained Collections	2,365,293	2,416,148	2,554,880	2,397,571	2,676,920
Recycling	1,537,323	1,891,475	1,556,230	2,575,508	2,671,760
Environmental Programs	504,656	526,216	549,260	520,396	537,090
Outreach Programs	253,885	263,208	543,540	-	-
Street Cleaning	836,865	852,311	809,120	406,471	-
Storm Water	285,692	514,753	675,600	344,688	-
Non-Departmental	86,834	146,306	1,691,000	90,000	1,438,000
<b>Total Expenses</b>	<b>\$ 12,827,817</b>	<b>\$ 14,875,041</b>	<b>\$ 15,813,210</b>	<b>\$ 13,933,392</b>	<b>\$ 15,125,885</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	6,114,031	6,301,946	7,260,130	6,444,028	6,967,350
Supplies & Contractual	6,548,928	7,300,305	8,553,080	7,489,364	8,158,535
Capital Outlay	164,858	1,272,790	-	-	-
<b>Total Expenses</b>	<b>\$ 12,827,817</b>	<b>\$ 14,875,041</b>	<b>\$ 15,813,210</b>	<b>\$ 13,933,392</b>	<b>\$ 15,125,885</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	15,857,693	15,968,594	17,421,000	15,130,000	14,760,000
Transfers In	126,897	142,446	170,000	-	-
<b>Total Sources</b>	<b>\$ 15,984,590</b>	<b>\$ 16,111,040</b>	<b>\$ 17,591,000</b>	<b>\$ 15,130,000</b>	<b>\$ 14,760,000</b>
Total Expenses	12,827,817	14,875,041	15,813,210	13,933,392	15,125,885
Transfers Out	1,369,770	4,089,430	7,215,910	3,299,059	4,065,060
<b>Total Uses</b>	<b>\$ 14,197,587</b>	<b>\$ 18,964,471</b>	<b>\$ 23,029,120</b>	<b>\$ 17,232,451</b>	<b>\$ 19,190,945</b>
<b>Net Operating Result</b>	<b>\$ 1,787,003</b>	<b>\$ (2,853,431)</b>	<b>\$ (5,438,120)</b>	<b>\$ (2,102,451)</b>	<b>\$ (4,430,945)</b>

**PURPOSE STATEMENT**

The Commercial Collection Section of the Environmental Services Division strives to offer safe, efficient, and effective solid waste and recycling collection to town facilities, non-profit institutions, and the business community of Gilbert. The section endeavors to promote fair competition amongst all commercial waste haulers that operate within the town through competitive pricing and customer service.

**ACCOMPLISHMENTS FY 2019**





- ◆ Replaced aging collection equipment
- ◆ Increase efficiencies by analyzing disposal locations and customer density in collection routes
- ◆ Increased education on cardboard collection

**OBJECTIVES FY 2020**
**Exceptional Built Environment**

- ◆ Implement GPS and routing software
- ◆ Implement paperless tracking
- ◆ Decrease recycling contamination rate
- ◆ Audit customer accounts
- ◆ Develop an asset refurbishment and replacement schedule

**BUDGET NOTES**

The FY 2020 budget includes increases to landfill disposal, fuel and automotive parts and supplies. A .50 FTE reduction is shown as this was reallocated to Environmental Services Residential.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Tons of Refuse Collected	20,666	19,971	19,870	19,373	18,975
	Cubic Yards of Refuse Collected (in thousands)	738.3	637.4	705.6	661.1	644.8
	Tons of Recycling Collected	1,357	1,184	1,165	1,043	947
	Recycling Rate Diversion	6.16%	5.60%	5.54%	5.11%	4.80%

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	0.48	0.94	0.94	0.94	0.44
Commercial Collections	5.80	6.00	6.00	6.00	6.00
Commercial Rolloffs	2.00	2.00	2.00	2.00	2.00
<b>Total Personnel</b>	<b>8.28</b>	<b>8.94</b>	<b>8.94</b>	<b>8.94</b>	<b>8.44</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	34,888	106,055	98,990	104,570	70,840
Commercial Collections	1,264,571	1,488,824	1,378,900	1,424,324	1,485,160
Commercial Rolloffs	506,383	641,290	574,420	564,271	623,220
Non-Departmental	8,889	8,920	274,500	13,000	282,000
<b>Total Expenses</b>	<b>\$ 1,814,731</b>	<b>\$ 2,245,089</b>	<b>\$ 2,326,810</b>	<b>\$ 2,106,165</b>	<b>\$ 2,461,220</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	651,989	765,813	723,210	723,000	752,540
Supplies & Contractual	1,161,803	1,479,276	1,603,600	1,383,165	1,708,680
Capital Outlay	939	-	-	-	-
<b>Total Expenses</b>	<b>\$ 1,814,731</b>	<b>\$ 2,245,089</b>	<b>\$ 2,326,810</b>	<b>\$ 2,106,165</b>	<b>\$ 2,461,220</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	2,511,337	2,611,978	2,680,000	2,638,000	2,703,000
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 2,511,337</b>	<b>\$ 2,611,978</b>	<b>\$ 2,680,000</b>	<b>\$ 2,638,000</b>	<b>\$ 2,703,000</b>
Total Expenses	1,814,731	2,245,089	2,326,810	2,106,165	2,461,220
Transfers Out	248,460	555,950	760,900	599,668	908,020
<b>Total Uses</b>	<b>\$ 2,063,191</b>	<b>\$ 2,801,039</b>	<b>\$ 3,087,710</b>	<b>\$ 2,705,833</b>	<b>\$ 3,369,240</b>
<b>Net Operating Result</b>	<b>\$ 448,146</b>	<b>\$ (189,061)</b>	<b>\$ (407,710)</b>	<b>\$ (67,833)</b>	<b>\$ (666,240)</b>

## PURPOSE STATEMENT

Environmental Compliance houses operations for storm water, air quality and street cleaning. These operations ensure compliance with environmental regulations and a safe and clean community for Gilbert Residents.

## ACCOMPLISHMENTS FY 2019

- ◆ Completed Street Sweeping route optimization project
- ◆ Completed a Spill Prevention Control and Countermeasure Plan
- ◆ Completed Tier II report for Arizona Department of Environmental Quality (ADEQ)
- ◆ Completed an assessment of storm water pump stations
- ◆ MS4 permit (storm water) compliant with our six minimal control measures: Public Educations and Outreach, Public Involvement & Participation, Illicit Discharge Detection & Elimination, Construction Site Storm Water Runoff, Post Construction Storm Water Management, Pollution Prevention & Good Housekeeping
- ◆ Implemented a citizen advisory panel

## OBJECTIVES FY 2020

### Prosperous Community




- ◆ Sweep all arterial roadways twice per month
- ◆ Sweep all residential streets once per month

### Exceptional Built Environment

- ◆ Train and educate 75% of field staff on Illicit Discharge Detection and Elimination
- ◆ Create and update Facility Emergency Response Plan for Tier II
- ◆ Launch the Green Gilbert initiative to restaurants/come up with parameters for expectations
- ◆ Repair and clean 20% of Gilbert's drywells
- ◆ Educate Gilbert's citizens on pollution prevention through classes, events, HOA meetings, and website development

## BUDGET NOTES

The Environmental Compliance Fund was established in FY 2019 through the implementation of a new fee to fund storm water and street cleaning operations. Previously these operations were housed under Environmental Services Residential.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Percentage of Arterials Swept Twice per Month	100%	100%	90%	100%	100%
	Percentage of Residential Streets Swept Once per Month	100%	100%	90%	100%	100%
	Storm Inlets Inspected and in Proper Working Order	100%	100%	100%	100%	100%

## ENVIRONMENTAL COMPLIANCE

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	0.00	0.00	0.00	0.00	0.00
Street Cleaning	0.00	0.00	0.00	6.34	6.34
Storm Water	0.00	0.00	0.00	5.50	5.75
<b>Total Personnel</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>11.84</b>	<b>12.09</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	-	-	-	-	28,690
Street Cleaning	-	-	-	532,972	826,330
Storm Water	-	-	-	368,967	1,112,430
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 901,939</b>	<b>\$ 1,967,450</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	-	-	-	518,128	959,570
Supplies & Contractual	-	-	-	383,811	1,007,880
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 901,939</b>	<b>\$ 1,967,450</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	-	-	-	3,120,000	4,550,000
Transfers In	-	-	-	1,700,000	-
<b>Total Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,820,000</b>	<b>\$ 4,550,000</b>
Total Expenses	-	-	-	901,939	1,967,450
Transfers Out	-	-	-	2,535,000	3,536,920
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,436,939</b>	<b>\$ 5,504,370</b>
<b>Net Operating Result</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,383,061</b>	<b>\$ (954,370)</b>

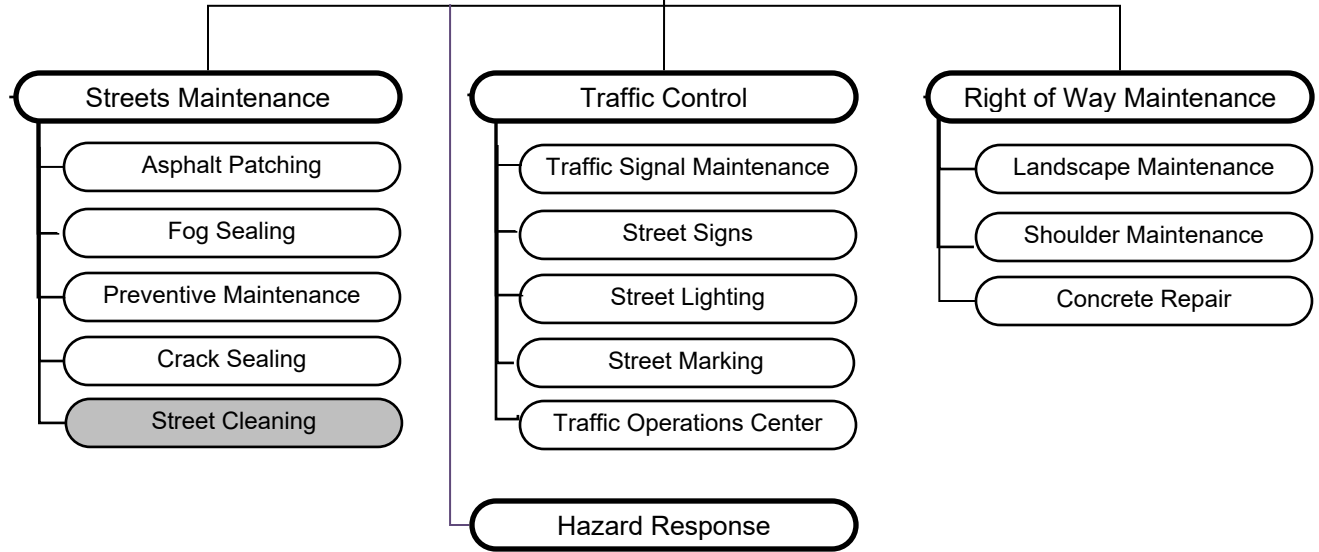
# Streets Fund

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Streets Fund Summary  
Streets Fund Benchmarks  
Streets



**PUBLIC WORKS**



**FUND DESCRIPTION**

It is Streets mission to provide a safe, reliable, and an efficient roadway system that encompasses the following operations: streets maintenance, traffic control systems, rights-of-way, and storm drain systems.

To responsibly and efficiently accomplish this mission, goals have been set for each area of responsibility. In order to maintain proactive operation and maintenance programs, planning and teamwork are emphasized. The Streets Division maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet customer expectations and resolve problems at the most appropriate level of responsibility. State-shared gasoline tax (HURF) and vehicle license tax (VLT) revenues fund Gilbert's Street Division. Beginning in FY 2017, these two revenues were recorded in separate funds, as HURF is a restricted funding source governed by Arizona State Statute. Vehicle License Tax is in the Roadway and Maintenance Fund, these funds are not restricted.

**FUND ACTIVITY**

The following is a statement of revenue, expenses, and transfers for the Streets funds based on the adopted budget for FY 2020.

	<u>Roadway and Maintenance</u>	<u>HURF</u>
Total Operating Revenues	\$ 11,113,000	\$ 16,545,000
Total Operating Expenses	(6,569,530)	(16,455,130)
Operating Income (Loss)	<u>\$ 4,543,470</u>	<u>\$ 89,870</u>
Non-Operating Revenues (Expenses)	-	-
Income (Loss) Before Transfers	<u>\$ 4,543,470</u>	<u>\$ 89,870</u>
Transfers In	618,000	-
Transfers Out	(13,160,710)	(920,410)
Net Income	<u>\$ (7,999,240)</u>	<u>\$ (830,540)</u>

**ORGANIZATIONAL FOCUS AREAS**

These icons indicate the organizational focus areas addressed throughout the Streets Fund.

 Prosperous  
 Community

Strong Economy

 Exceptional Built  
 Environment


<b>PERSONNEL BY DIVISION</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
HURF	#VALUE!	53.66	55.66	54.66	54.66
Roadway and Maintenance Maintenance Technician		0.00	0.00	1.00	1.00
<b>Total Personnel</b>	#VALUE!	53.66	55.66	55.66	55.66

<b>EXPENSES BY DIVISION</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
HURF	12,797,997	12,567,449	14,093,220	13,630,610	16,455,130
Roadway and Maintenance	7,148,141	6,382,168	4,594,190	3,836,933	6,569,530
<b>Total Expenses</b>	\$ 19,946,138	\$ 18,949,617	\$ 18,687,410	\$ 17,467,543	\$ 23,024,660

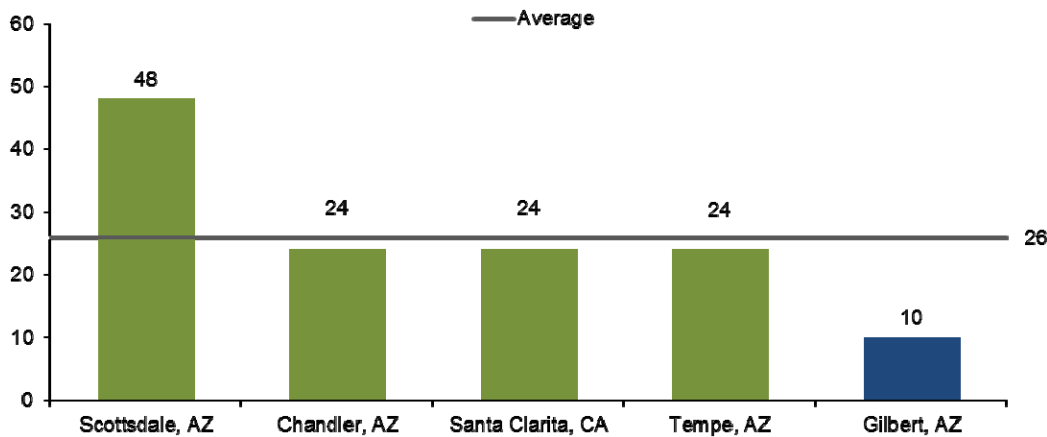
  

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	3,742,044	3,798,802	4,443,250	4,392,153	4,932,360
Supplies & Contractual	9,131,787	8,885,485	10,635,020	9,476,454	17,956,300
Capital Outlay	7,072,307	6,265,330	3,609,140	3,598,936	136,000
<b>Total Expenses</b>	\$ 19,946,138	\$ 18,949,617	\$ 18,687,410	\$ 17,467,543	\$ 23,024,660

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	25,949,998	25,669,559	25,501,000	27,145,000	27,658,000
Transfers In	-	-	-	-	618,000
<b>Total Sources</b>	\$ 25,949,998	\$ 25,669,559	\$ 25,501,000	\$ 27,145,000	\$ 28,276,000
Total Expenses	19,946,138	18,949,617	18,687,410	17,467,543	23,024,660
Transfers Out	4,649,330	4,677,840	14,088,090	7,570,096	14,081,120
<b>Total Uses</b>	\$ 24,595,468	\$ 23,627,457	\$ 32,775,500	\$ 25,037,639	\$ 37,105,780
<b>Net Operating Result</b>	\$ 1,354,530	\$ 2,042,102	\$ (7,274,500)	\$ 2,107,361	\$ (8,829,780)

## Average No. of Hours to Cover Graffiti Once Work Order Issued

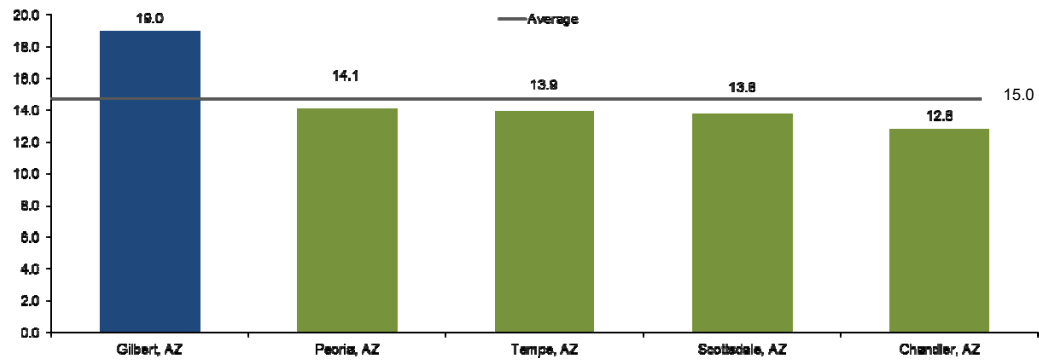


**10**  
average no. of hours to cover graffiti in Gilbert

Note: For Scottsdale, AZ and Chandler, AZ the average median of the range is provided above.  
Source: Information provided was obtained from municipal streets staff for FY 2017.

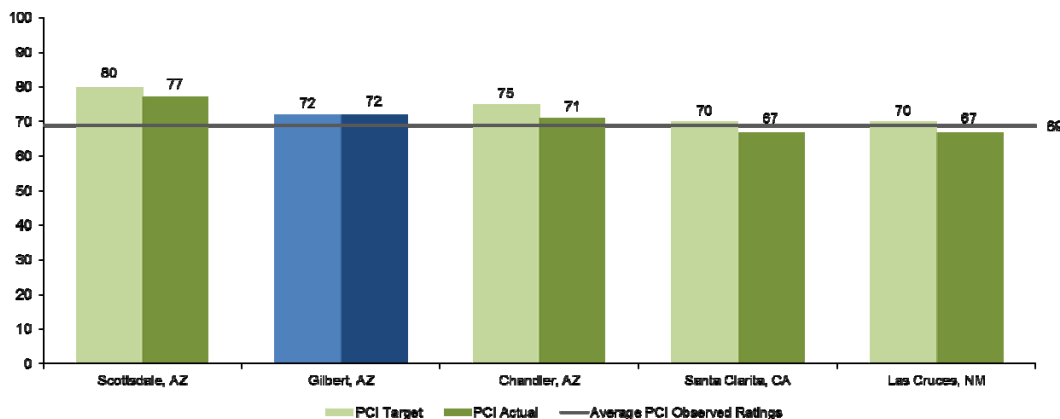
## Center Line Miles Maintained per FTE

**1,062**  
miles of paved center line miles in Gilbert



Note: FTE shown above all support Streets functions, but are not all located to the Streets Department.  
Source: Information provided was obtained from municipal streets staff for FY 2018.

## Pavement Condition Index: Actual vs. Target



**72**  
Pavement Condition Index (PCI) ranking of Gilbert streets

Source: Information provided was obtained from municipal streets staff for FY 2017.

**PURPOSE STATEMENT**

To provide safe, reliable, and efficient roadway systems by providing for streets maintenance, traffic control systems, rights-of-way, and storm drain systems.

**ACCOMPLISHMENTS FY 2019**






- ◆ Maintained a network Pavement Condition Index (PCI) of 72.8
- ◆ Crack sealed 100% of all roadways prior to scheduled maintenance
- ◆ Re-rated 22.5% of roadway network
- ◆ Completed Gilbert Road overlay project
- ◆ Upgraded 219 streetlights to current standards (LRIP)
- ◆ Completed traffic signal pole inventory
- ◆ Completed 100% of traffic signal pole inspections
- ◆ Completed internally illuminated street name sign project (signalized intersections)

**OBJECTIVES FY 2020**
**Exceptional Built Environment**

- ◆ Maintain a network Pavement Condition Index (PCI) of 72 or better
- ◆ Re-rate 20% of roadway network
- ◆ Replace 100% of all identified street lights scheduled for replacement per LRIP
- ◆ Replace all regulatory signs over ten years old
- ◆ Replace all non-regulatory signs 15 years old
- ◆ Complete 100% of streetlight work orders reported within seven days
- ◆ Replace all stop sign knockdowns within one hour of receiving notification
- ◆ Respond and remove 100% of graffiti within 48 hours of notice from the Police department

**BUDGET NOTES**

The FY 2020 supply and contractual budget has increased to accommodate the necessary replacements of streetlights, based on the Long-Range Infrastructure Plan. An additional increase of approximately \$100k is included for newly completed capital project pavement needs. There are no changes to the personnel budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Network Pavement Condition Index (PCI)	73.3	74.0	72.8	72.0	72.0
	Percentage of Roadway Network Re-Rated	0.0%	22.5%	20.0%	20.0%	20.0%
	Streetlight Repairs Made Within Seven Days	98%	98%	100%	100%	100%
	Regulatory Signs Over 10 Years Old Replaced	N/A	1,774	5,752	5,764	5,764
	Non-Regulatory Signs Over 15 Years Old Replaced	N/A	N/A	N/A	2,388	2,388

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	3.00	3.00	4.00	4.00	4.00
Streets Maintenance	20.34	21.67	21.67	21.67	21.67
Traffic Control	19.66	21.66	22.66	22.66	22.66
Right of Way Maintenance	5.33	4.99	4.99	4.99	4.99
Hazard Response	2.34	2.34	2.34	2.34	2.34
<b>Total Personnel</b>	<b>50.67</b>	<b>53.66</b>	<b>55.66</b>	<b>55.66</b>	<b>55.66</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Administration	5,274,828	5,430,763	4,335,710	4,422,490	5,983,530
Streets Maintenance	1,730,761	1,723,488	2,319,160	2,241,524	2,496,730
Traffic Control	6,727,915	6,836,243	6,783,060	6,926,796	8,299,560
Right of Way Maintenance	3,499,766	3,015,609	3,449,440	3,480,462	4,026,180
Hazard Response	231,373	275,490	220,500	233,731	220,120
Non-Departmental	2,481,495	1,668,024	1,579,540	162,540	1,998,540
<b>Total Expenses</b>	<b>\$ 19,946,138</b>	<b>\$ 18,949,617</b>	<b>\$ 18,687,410</b>	<b>\$ 17,467,543</b>	<b>\$ 23,024,660</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	3,742,044	3,798,802	4,443,250	4,392,153	4,932,360
Supplies & Contractual	9,131,787	8,885,485	10,635,020	9,476,454	17,956,300
Capital Outlay	7,072,307	6,265,330	3,609,140	3,598,936	136,000
<b>Total Expenses</b>	<b>\$ 19,946,138</b>	<b>\$ 18,949,617</b>	<b>\$ 18,687,410</b>	<b>\$ 17,467,543</b>	<b>\$ 23,024,660</b>

# Internal Service Funds

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Internal Service Funds Summary  
Fleet Maintenance  
Health Self Insurance  
Dental Self Insurance



**INTERNAL SERVICE FUNDS**

**Management Services**

Fleet Maintenance

**Town Council**

Health Self Insurance

Dental Self Insurance

## **FUND DESCRIPTION**

The internal service funds (ISF) provide a method to charge the internal user of services based on their use. The concept is the same as enterprise funds, except the customers are internal. The goal of these funds is to allocate 100% of the cost of the service to the appropriate internal users. Gilbert has set up the following internal service funds:

- Fleet Maintenance**                      Maintenance of all passenger vehicles
- Health Self Insurance**              Accounting for self-insurance for health coverage under direction of a trust board
- Dental Self Insurance**              Accounting for self-insurance for dental coverage under direction of a trust board

## **FUND INFORMATION**

**Fleet Maintenance** undergoes a rate review annually. This year, the recommended hourly rate is \$96.75 per hour. The hourly rate is calculated based on the total labor-related budget amounts divided by an estimate of productive hours. A percentage is added to the sale of parts to cover the cost of shop and operating supplies. The parts mark-up percentage is 30%. Fuel has a mark-up of \$.16 cents per gallon, for diesel and unleaded, to cover the cost of maintaining and replacing the fueling system. Compressed natural gas has a mark-up of \$.31 per diesel gallon equivalent. Outside services has a 10% markup.

**Health Self Insurance** accounts for costs of health insurance. All contributions are deposited into this fund, and claims are paid as approved by the third party administrator. The Town of Gilbert medical plan was created July 1, 2003. The plan is self-funded and administered by Aetna.

**Dental Self Insurance** accounts for costs of dental insurance. All contributions are deposited in this fund. The Dental Self Insurance Fund was created July 1, 2010. The plan is self-funded and administered by Delta Dental.

## **ORGANIZATIONAL FOCUS AREAS**

These icons indicate the organizational focus areas addressed throughout the ISF Funds.

Prosperous  
Community



Strong Economy

Exceptional Built  
Environment



<b>PERSONNEL BY DIVISION</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Fleet Maintenance	26.00	26.00	26.00	26.00	26.00
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

<b>EXPENSES BY DIVISION</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Fleet Maintenance	6,742,912	7,140,119	8,057,760	7,712,730	8,529,810
Health Self Insurance	14,798,577	14,221,584	17,041,560	15,371,640	17,269,800
Dental Self Insurance	1,120,061	1,167,518	1,317,000	1,317,000	1,317,000
<b>Total Expenses</b>	<b>\$ 22,661,550</b>	<b>\$ 22,529,221</b>	<b>\$ 26,416,320</b>	<b>\$ 24,401,370</b>	<b>\$ 27,116,610</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	1,822,948	1,809,118	2,044,860	2,099,830	2,239,690
Supplies & Contractual	20,745,076	20,720,103	24,371,460	22,301,540	24,744,820
Capital Outlay	93,526	-	-	-	132,100
<b>Total Expenses</b>	<b>\$ 22,661,550</b>	<b>\$ 22,529,221</b>	<b>\$ 26,416,320</b>	<b>\$ 24,401,370</b>	<b>\$ 27,116,610</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	25,232,202	25,407,940	25,296,000	25,787,000	27,020,530
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 25,232,202</b>	<b>\$ 25,407,940</b>	<b>\$ 25,296,000</b>	<b>\$ 25,787,000</b>	<b>\$ 27,020,530</b>
Total Expenses	22,661,550	22,529,221	26,416,320	24,401,370	27,116,610
Transfers Out	7,332	221,000	-	221,000	426,290
<b>Total Uses</b>	<b>\$ 22,668,882</b>	<b>\$ 22,750,221</b>	<b>\$ 26,416,320</b>	<b>\$ 24,622,370</b>	<b>\$ 27,542,900</b>
<b>Net Operating Result</b>	<b>\$ 2,563,320</b>	<b>\$ 2,657,719</b>	<b>\$ (1,120,320)</b>	<b>\$ 1,164,630</b>	<b>\$ (522,370)</b>

**PURPOSE STATEMENT**

To provide quality and cost effective fleet vehicle and equipment maintenance, repair, procurement specification and disposition, while ensuring maximum safety and availability for the entire service duty life cycle.

**ACCOMPLISHMENTS FY 2019**





- ◆ Developed a process to track and optimize utilization of Fleet vehicles and eliminate/reduce "ghost" vehicles – ghost vehicles reduced by 46% this year
- ◆ Revised and implemented new performance monitors, which improved project management compliance by over 25% in FY 2019
- ◆ In conjunction with Public Works, obtained funding and launched site space assessments for the North and South Area Service Centers
- ◆ Completed Arizona Department of Environmental Quality (ADEQ) decommissioning of Stage II Vapor recovery system and hardware for both North and South Area Service Centers unleaded fuel dispensing stations
- ◆ Executed conversion to paperless record keeping for parts requests, lift inspections, and down-log tracking
- ◆ Completed procurement of 89 (replacement and additional) vehicles and equipment totaling \$6.5M, which was \$21K under budget

**OBJECTIVES FY 2020**
**Exceptional Built Environment**

- ◆ Launch phase II implementation of Compressed Natural Gas (CNG) fill stations
- ◆ Complete South Area Service Center facility modification for CNG vehicle repair safety compliance
- ◆ Complete long-range Space Assessment Study for both North and South Area Service Centers
- ◆ Optimize fleet usage by reducing "ghost" vehicles to less than 2% of the fleet and identifying a motor pool strategy
- ◆ Implement the Town's first 100% plug-in electric vehicles and required infrastructure
- ◆ Define Town-wide standardized emergency lighting/up-fit requirements for future vehicle procurements

**BUDGET NOTES**

No new FTE have been added. The supplies and contractual budget was increased based on the rising cost of parts, and the purchase of a new vehicle lift, and Fleet Management Information System Software. The capital outlay budget increased due to the replacement of a vehicle and multiple pieces of large equipment as well as the purchase of two plug-in electric vehicles.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Technician Productivity Ratio	70.14%	70.42%	70%	70%	70%
	Total Number of Work Orders Processed	8,806	8,229	7,956	8,000	N/A
	Scheduled vs Unscheduled Maintenance	66%/34%	75%/25%	68%/32%	70%/30%	70%/30%
	Total Number of Vehicles/Equipment Supported	851	909	856	883	N/A

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Fleet Maintenance	26.00	26.00	26.00	26.00	26.00
<b>Total Personnel</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Fleet Maintenance	6,742,912	7,140,119	8,057,760	7,712,730	8,529,810
<b>Total Expenses</b>	<b>\$ 6,742,912</b>	<b>\$ 7,140,119</b>	<b>\$ 8,057,760</b>	<b>\$ 7,712,730</b>	<b>\$ 8,529,810</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	1,822,948	1,809,118	2,044,860	2,099,830	2,239,690
Supplies & Contractual	4,826,438	5,331,001	6,012,900	5,612,900	6,158,020
Capital Outlay	93,526	-	-	-	132,100
<b>Total Expenses</b>	<b>\$ 6,742,912</b>	<b>\$ 7,140,119</b>	<b>\$ 8,057,760</b>	<b>\$ 7,712,730</b>	<b>\$ 8,529,810</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	6,666,005	7,413,297	7,239,000	7,730,000	8,378,530
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 6,666,005</b>	<b>\$ 7,413,297</b>	<b>\$ 7,239,000</b>	<b>\$ 7,730,000</b>	<b>\$ 8,378,530</b>
Total Expenses	6,742,912	7,140,119	8,057,760	7,712,730	8,529,810
Transfers Out	-	221,000	-	221,000	426,290
<b>Total Uses</b>	<b>\$ 6,742,912</b>	<b>\$ 7,361,119</b>	<b>\$ 8,057,760</b>	<b>\$ 7,933,730</b>	<b>\$ 8,956,100</b>
<b>Net Operating Result</b>	<b>\$ (76,907)</b>	<b>\$ 52,178</b>	<b>\$ (818,760)</b>	<b>\$ (203,730)</b>	<b>\$ (577,570)</b>

## **PURPOSE STATEMENT**

This fund provides financing for health benefits for employees, dependents, and eligible members under retiree and Consolidated Omnibus Budget Reconciliation Act (COBRA) continuation through an Exclusive Provider Organization (EPO) network.

## **ACCOMPLISHMENTS FY 2019**

- ◆ Increased fund reserve balance to \$5.0M
- ◆ Increased wellness visits by 10%
- ◆ Increased Employee Assistance Program awareness by 21%
- ◆ Implemented automated enrollment system for benefits: BE-Well Central
- ◆ Achieved Platinum Level Worksite designation from Maricopa Department of Health
- ◆ Ranked 6th for midsize organizations in The Phoenix Business Journal's Top 100 Healthiest Employers
- ◆ Installed blood pressure kiosks in four town locations
- ◆ Maintained health premiums with no increase






## **OBJECTIVES FY 2020**

### **Prosperous Community**

- ◆ Maintain minimum fund balance
- ◆ Provide a competitive benefit package to Town employees and provide education in order to improve utilization and understanding of benefits
- ◆ Transition GilbertWellness communications to BE-Well Central
- ◆ Focus on stress and reducing pharmacy costs for stress-related medications
- ◆ Focus on high blood pressure and education on symptoms and prevention
- ◆ Hold at least three GilbertWellness events that are open to the community

## **BUDGET NOTES**

Gilbert offers two plans; Preferred and Banner Select (Narrow Network). FY 2020 plan changes are minimal, and are focused on mitigation of potential pharmacy cost increases.

Org Focus	<b>PERFORMANCE MEASURES</b>	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Average Total Plan Cost (Expense per Participating Employee per Month) (industry average \$1,466)	\$1,131	\$1,024	\$1,079	\$1,132	N/A
	Average Actual Total Premium per Employee per Month (Industry Average \$380)	289	\$188	\$188	\$188	N/A
	Average Actual Town Premium Contribution per Employee per Month (Industry Average \$956)	\$976	\$976	\$976	\$976	N/A
	Health Plan Participants	1,090	1,157	1,180	1,203	N/A
	Reserve in Excess of Established Incurred But Not Reported (IBNR) Claims in Millions	\$1.48M	\$3.90M	\$5.00M	\$5.00M	\$4.00M

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Health Self Insurance	14,798,577	14,221,584	17,041,560	15,371,640	17,269,800
<b>Total Expenses</b>	<b>\$ 14,798,577</b>	<b>\$ 14,221,584</b>	<b>\$ 17,041,560</b>	<b>\$ 15,371,640</b>	<b>\$ 17,269,800</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	-	-	-	-	-
Supplies & Contractual	14,798,577	14,221,584	17,041,560	15,371,640	17,269,800
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 14,798,577</b>	<b>\$ 14,221,584</b>	<b>\$ 17,041,560</b>	<b>\$ 15,371,640</b>	<b>\$ 17,269,800</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	17,339,630	16,750,982	16,675,000	16,675,000	17,260,000
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 17,339,630</b>	<b>\$ 16,750,982</b>	<b>\$ 16,675,000</b>	<b>\$ 16,675,000</b>	<b>\$ 17,260,000</b>
Total Expenses	14,798,577	14,221,584	17,041,560	15,371,640	17,269,800
Transfers Out	7,332	-	-	-	-
<b>Total Uses</b>	<b>\$ 14,805,909</b>	<b>\$ 14,221,584</b>	<b>\$ 17,041,560</b>	<b>\$ 15,371,640</b>	<b>\$ 17,269,800</b>
<b>Net Operating Result</b>	<b>\$ 2,533,721</b>	<b>\$ 2,529,398</b>	<b>\$ (366,560)</b>	<b>\$ 1,303,360</b>	<b>\$ (9,800)</b>

## **PURPOSE STATEMENT**

This fund provides financing for dental benefits for employees, dependents, and eligible members under retiree and Consolidated Omnibus Budget Reconciliation Act (COBRA) continuation.

## **ACCOMPLISHMENTS FY 2019**

- ◆ Sufficient premiums to pay plan expenses
- ◆ Maintained plan with no premium increase
- ◆ Implemented onsite dental services with mobile unit to increase dental health





## **OBJECTIVES FY 2020**

### **Prosperous Community**

- ◆ Increase use of mobile dental services in more town facilities
- ◆ Sufficient premiums to pay plan expenses

## **BUDGET NOTES**

The Dental Self Insurance Fund was implemented in FY 2011. Prior to this time, the dental plan was fully insured through a dental insurance company. The contribution rate for dental premiums is shared between the Town of Gilbert and employees. The Town of Gilbert contribution rate for dental premiums is 80% of the total premium (both single and family coverage). Employees pay 20% of the premium. Retirees and COBRA participants are responsible for full premium costs.

Org Focus	<b>PERFORMANCE MEASURES</b>	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Average Total Plan Cost (Expense per Participating Employee per Month) (Industry Average \$62 to \$95)	\$83	\$84	\$85	\$85	N/A
	Average Actual Premium per Employee per Month (Industry Average \$34)	\$18	\$18	\$18	\$18	N/A
	Average Actual Town Premium Contribution per Employee per Month (Industry Average \$42)	\$73	\$73	\$73	\$73	N/A
	Dental Plan Participants	1,122	1,182	1,197	1,212	N/A

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Dental Self Insurance	1,120,061	1,167,518	1,317,000	1,317,000	1,317,000
<b>Total Expenses</b>	<b>\$ 1,120,061</b>	<b>\$ 1,167,518</b>	<b>\$ 1,317,000</b>	<b>\$ 1,317,000</b>	<b>\$ 1,317,000</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	-	-	-	-	-
Supplies & Contractual	1,120,061	1,167,518	1,317,000	1,317,000	1,317,000
Capital Outlay	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 1,120,061</b>	<b>\$ 1,167,518</b>	<b>\$ 1,317,000</b>	<b>\$ 1,317,000</b>	<b>\$ 1,317,000</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	1,226,567	1,243,661	1,382,000	1,382,000	1,382,000
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,226,567</b>	<b>\$ 1,243,661</b>	<b>\$ 1,382,000</b>	<b>\$ 1,382,000</b>	<b>\$ 1,382,000</b>
Total Expenses	1,120,061	1,167,518	1,317,000	1,317,000	1,317,000
Transfers Out	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,120,061</b>	<b>\$ 1,167,518</b>	<b>\$ 1,317,000</b>	<b>\$ 1,317,000</b>	<b>\$ 1,317,000</b>
<b>Net Operating Result</b>	<b>\$ 106,506</b>	<b>\$ 76,143</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>

# Replacement Funds

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Replacement Funds Summary  
Replacement Funds



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***FUNDS DESCRIPTION***

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Replacement Funds are savings accounts for replacement of rolling stock, equipment, and/or infrastructure. Gilbert established replacement funds to account for the use of the assets over time, to provide for the interim period between high-growth and build out, and to reduce the intergenerational inequities of future generations replacing the infrastructure “used up” by the previous generation. If funds were not available for replacement, substantial fee increases might be necessary and/or debt issued unnecessarily, which increases the cost of replacement by the cost of interest and related debt issuance. The Council decided to fund the Replacement Funds for the replacement value of rolling stock and equipment in FY 2006. The intent of this decision was to ensure that the amount deposited in the replacement fund, in addition to the residual value of the asset sold would be sufficient to purchase a replacement asset.

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***FUND INFORMATION***

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***General Equipment Replacement*** – The General Fund makes contributions to the General Fund Equipment Replacement fund based on the useful life of the rolling stock and equipment. Future rolling stock and equipment replacements will be purchased through this fund. Gilbert established the General Fund Equipment Replacement fund in FY 2002.

***Water Repair and Replacement*** – Gilbert established a Water Repair and Replacement fund in FY 2004 to annually set aside the cost of using assets over their useful life. It is the intention to use this funding in the future to replace infrastructure that benefits the community as a whole such as wells, larger diameters water mains, reservoirs, and treatment facilities. The Water Repair and Replacement Fund includes a fleet replacement component.

***Wastewater Repair and Replacement*** – Gilbert established a Wastewater Repair and Replacement fund in FY 2004 to annually set aside the cost of using assets over the life of the assets. It is the intention to use this funding in the future to replace infrastructure that benefits the community as a whole, such as lift stations, larger diameter wastewater mains, reclaimed water reservoirs, and wastewater treatment facilities. The Wastewater Repair and Replacement Fund also includes a fleet replacement component.

***Environmental Services Residential Equipment Replacement*** – The Residential Fund makes contributions to the Environmental Services Residential Equipment Replacement fund based on the useful life of the infrastructure and rolling stock assets, in order to finance future replacement. This structure evens out the cash flow in the operating fund and provides better cost information upon which to base user fees. The FY 2019 contributions decreased with the creation of the new Environmental Compliance Fund and corresponding Equipment Replacement Fund.

***Environmental Services Commercial Equipment Replacement*** – The Commercial Fund makes contributions to the Environmental Services Commercial Equipment Replacement fund based on the useful life of the infrastructure and rolling stock to finance future replacement. This structure evens out the cash flow in the operating fund and provides better cost information upon which to base user fees.

***Environmental Compliance Repair and Replacement*** – Gilbert established the Environmental Compliance Repair and Replacement Fund in FY 2019. The Environmental Compliance

Fund will make contributions to the replacement fund based on the useful life of the Storm Water infrastructure, as well as the Street Cleaning rolling stock and equipment.

**Streets Equipment Replacement** – Gilbert established the Street Equipment Replacement fund in FY 2002. The Roadway and Maintenance Fund make contributions to the Streets Fund Replacement fund based on the useful life of the rolling stock and equipment. Future rolling stock and equipment replacements will be purchased through this fund.

**Fleet Maintenance Equipment Replacement** – Fleet Maintenance charges internal customers for service rendered. A portion of this internal charge includes funding for replacement of the fuel and compressed natural gas system, facility space, and certain equipment. The funding is then transferred to the Fleet Equipment Replacement fund for future replacement of Fleet assets.

The anticipated fund balance as of July 1, 2019 for each replacement fund is listed below.

<b>Fund</b>	<b>Fund Balance</b>
<b>General</b>	\$ 11,355,700
<b>Water</b>	92,907,521
<b>Wastewater</b>	63,146,187
<b>Environmental Services - Residential</b>	4,123,600
<b>Environmental Services - Commercial</b>	365,600
<b>Environmental Compliance</b>	2,535,000
<b>Streets</b>	4,965,950
<b>Fleet Maintenance</b>	670,100
<b>Total Fund Balance</b>	<b>\$ 180,069,658</b>

Based on budgeted revenues and expenditures for FY 2020, the anticipated ending fund balance for each replacement fund is as follows:

<b>Fund</b>	<b>Fund Balance</b>
<b>General</b>	\$ 7,316,200
<b>Water</b>	57,851,431
<b>Wastewater</b>	17,345,257
<b>Environmental Services - Residential</b>	74,100
<b>Environmental Services - Commercial</b>	244,100
<b>Environmental Compliance</b>	2,857,000
<b>Streets</b>	4,668,950
<b>Fleet Maintenance</b>	-
<b>Total Fund Balance</b>	<b>\$ 90,357,038</b>

<b>GENERAL REPLACEMENT FUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	178,242	250,817	40,000	80,000	80,000
Transfers In	1,993,160	2,300,000	2,300,000	2,300,000	2,300,000
<b>Total Sources</b>	<b>\$ 2,171,402</b>	<b>\$ 2,550,817</b>	<b>\$ 2,340,000</b>	<b>\$ 2,380,000</b>	<b>\$ 2,380,000</b>
Total Expenses	1,723,201	4,989,666	3,471,500	637,500	6,419,500
Transfers Out	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,723,201</b>	<b>\$ 4,989,666</b>	<b>\$ 3,471,500</b>	<b>\$ 637,500</b>	<b>\$ 6,419,500</b>
<b>Net Operating Result</b>	<b>\$ 448,201</b>	<b>\$ (2,438,849)</b>	<b>\$ (1,131,500)</b>	<b>\$ 1,742,500</b>	<b>\$ (4,039,500)</b>

<b>WATER REPLACEMENT FUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	681,047	1,032,008	200,000	600,000	600,000
Transfers In	10,971,440	12,000,000	13,000,000	13,000,000	13,400,000
<b>Total Sources</b>	<b>\$ 11,652,487</b>	<b>\$ 13,032,008</b>	<b>\$ 13,200,000</b>	<b>\$ 13,600,000</b>	<b>\$ 14,000,000</b>
Total Expenses	1,399,298	7,317,847	3,721,900	964,900	3,493,000
Transfers Out	-	-	34,818,620	4,738,179	45,563,090
<b>Total Uses</b>	<b>\$ 1,399,298</b>	<b>\$ 7,317,847</b>	<b>\$ 38,540,520</b>	<b>\$ 5,703,079</b>	<b>\$ 49,056,090</b>
<b>Net Operating Result</b>	<b>\$ 10,253,189</b>	<b>\$ 5,714,161</b>	<b>\$ (25,340,520)</b>	<b>\$ 7,896,921</b>	<b>\$ (35,056,090)</b>

<b>WASTEWATER REPLACEMENT FUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	591,116	735,135	200,000	200,000	200,000
Transfers In	9,305,750	2,747,000	9,200,000	9,200,000	9,200,000
<b>Total Sources</b>	<b>\$ 9,896,866</b>	<b>\$ 3,482,135</b>	<b>\$ 9,400,000</b>	<b>\$ 9,400,000</b>	<b>\$ 9,400,000</b>
Total Expenses	5,376,522	8,966,539	4,383,200	1,742,200	4,088,500
Transfers Out	-	-	51,140,980	1,774,513	51,112,430
<b>Total Uses</b>	<b>\$ 5,376,522</b>	<b>\$ 8,966,539</b>	<b>\$ 55,524,180</b>	<b>\$ 3,516,713</b>	<b>\$ 55,200,930</b>
<b>Net Operating Result</b>	<b>\$ 4,520,344</b>	<b>\$ (5,484,404)</b>	<b>\$ (46,124,180)</b>	<b>\$ 5,883,287</b>	<b>\$ (45,800,930)</b>

<b>ENVIRO SVCS RES REPLACEMENT FUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	104,382	100,382	190,000	90,000	90,000
Transfers In	496,660	3,200,000	3,200,000	665,000	680,000
<b>Total Sources</b>	<b>\$ 601,042</b>	<b>\$ 3,300,382</b>	<b>\$ 3,390,000</b>	<b>\$ 755,000</b>	<b>\$ 770,000</b>
Total Expenses	983,016	3,974,952	5,413,400	1,313,400	4,819,500
Transfers Out	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 983,016</b>	<b>\$ 3,974,952</b>	<b>\$ 5,413,400</b>	<b>\$ 1,313,400</b>	<b>\$ 4,819,500</b>
<b>Net Operating Result</b>	<b>\$ (381,974)</b>	<b>\$ (674,570)</b>	<b>\$ (2,023,400)</b>	<b>\$ (558,400)</b>	<b>\$ (4,049,500)</b>

## REPLACEMENT FUNDS

<b>ENVIRO SVCS COMM REPLACEMENT FUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	4,902	9,687	3,000	3,000	3,000
Transfers In	112,370	412,000	412,000	412,000	412,000
<b>Total Sources</b>	<b>\$ 117,272</b>	<b>\$ 421,687</b>	<b>\$ 415,000</b>	<b>\$ 415,000</b>	<b>\$ 415,000</b>
Total Expenses	-	428,397	890,000	640,000	536,500
Transfers Out	-	-	-	-	-
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ 428,397</b>	<b>\$ 890,000</b>	<b>\$ 640,000</b>	<b>\$ 536,500</b>
<b>Net Operating Result</b>	<b>\$ 117,272</b>	<b>\$ (6,710)</b>	<b>\$ (475,000)</b>	<b>\$ (225,000)</b>	<b>\$ (121,500)</b>

<b>ENVIRO COMPLIANCE REPLACEMENT FUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	-	-	-	-	-
Transfers In	-	-	-	2,535,000	2,535,000
<b>Total Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,535,000</b>	<b>\$ 2,535,000</b>
Total Expenses	-	-	-	-	2,213,000
Transfers Out	-	-	-	-	-
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,213,000</b>
<b>Net Operating Result</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,535,000</b>	<b>\$ 322,000</b>

<b>STREETS REPLACEMENT FUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	138,785	83,786	20,000	30,000	30,000
Transfers In	428,290	428,000	428,000	428,000	790,000
<b>Total Sources</b>	<b>\$ 567,075</b>	<b>\$ 511,786</b>	<b>\$ 448,000</b>	<b>\$ 458,000</b>	<b>\$ 820,000</b>
Total Expenses	175,213	725,510	1,402,050	616,050	1,117,000
Transfers Out	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 175,213</b>	<b>\$ 725,510</b>	<b>\$ 1,402,050</b>	<b>\$ 616,050</b>	<b>\$ 1,117,000</b>
<b>Net Operating Result</b>	<b>\$ 391,862</b>	<b>\$ (213,724)</b>	<b>\$ (954,050)</b>	<b>\$ (158,050)</b>	<b>\$ (297,000)</b>

<b>FLEET MAINTENANCE REPLACEMENT FUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	2,275	3,132	-	-	-
Transfers In	-	221,000	-	221,000	417,000
<b>Total Sources</b>	<b>\$ 2,275</b>	<b>\$ 224,132</b>	<b>\$ -</b>	<b>\$ 221,000</b>	<b>\$ 417,000</b>
Total Expenses	-	20,700	200,000	-	116,100
Transfers Out	-	-	-	-	971,000
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ 20,700</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 1,087,100</b>
<b>Net Operating Result</b>	<b>\$ 2,275</b>	<b>\$ 203,432</b>	<b>\$ (200,000)</b>	<b>\$ 221,000</b>	<b>\$ (670,100)</b>

# Special Revenue

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Special Revenue Summary  
Special Revenue



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**FUNDS DESCRIPTION**

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Special Revenue Funds are a distinct type of fund that are used to account for a specific activity. The activities range from System Development Fees to Police Impound. Each fund is treated like a separate checkbook. These funds are typically used to provide additional transparency on the use of revenues which have special restrictions.

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**FUND INFORMATION**

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Following is a brief description of each Special Revenue Fund.

**CDBG/HOME** – Activities for federally funded programs that promote sustainable neighborhoods, repair and replace aging infrastructure, increase disability access, and promote fair housing and redevelopment activities for low to moderate areas and households.

**System Development Fees** – The system development fee funds provide the accounting for the revenue collected from building permits to pay for various infrastructure in the community that is required due to growth.

**Grants** – The Grant fund houses the revenues and expenses for all federal and state grant activity in Gilbert except those related to a specific capital project or the CDBG or HOME programs. All expenses related to a grant are found here. The portion of these expenses not funded with grant revenues is financed with transfers from other funds.

**Police Impound** – The Police Impound fund was established as a result of Arizona Law A.R.S. 28-3511. This law requires a mandatory tow and 30-day impound of vehicles when the driver commits specific civil traffic and criminal traffic offenses. Expenditures associated with the tow program operations and administration is recorded in this fund.

**Special Districts** – These districts are established under Arizona Revised Statute to pay for street lights and parkway improvements in various areas of Gilbert. The revenue for these districts is a levy amount on the annual property tax bill of the homeowners within the district.

**Other Special Revenue** – This category of funds includes a wide array of unique activities, each required to be accounted for separately. They are consolidated here for reporting purposes. Funds included in this category are as follows:

*Public Safety Funds* – Contributions to support awards and special activities such as victim assistance.

*Confiscated Funds* – Dollars provided through confiscation of property by the Police Department.

*JCEF Funds* – Judicial Collection Enforcement Fund is a mandatory fee established by the State of Arizona. When a defendant is placed on a payment plan or fails to appear in Civil Traffic Court, the fee is imposed. This is a restricted fund which requires prior authorization from the State through a grant process to expend funds.

*Fill the Gap* – This fee is mandated by the State of Arizona. The purpose is to set aside funds to assist the Municipal Court in times when there is insufficient funding for projects. This is a restricted fund which requires prior authorization from the state through a grant process to expend funds.

*Court Automation Fund* – When a defendant attends traffic school, 25% of the fee received is deposited into the Court Automation Fund. This is a non-restricted fund that is authorized by municipal code and statute. Historically, funding has been used to acquire necessary hardware and software, and for employee development.

*Court Enhancement Fund* – This fee was established to further court operations. It is assessed on a per charge basis when a fine is imposed. This is a non-restricted fund that is authorized by municipal code and statute. Historically, funding has been used for staffing needs, operational supplies, and employee development.

*Santan Mitigation* – Contribution from Salt River Project to offset homeowners associations' landscaping costs on subdivisions that are located next to the Santan Generating Plant.

Below is a table outlining the Special Revenue anticipated fund balances as of June 30, 2020 based on the anticipated revenue and expenditures for FY 2020.

	<u>Estimated Starting Balance</u>	<u>Revenue</u>	<u>Expense</u>	<u>Estimated Ending Balance</u>
CDBG/HOME	\$ 11,433	2,039,060	2,039,060	\$ 11,433
Traffic Signal SDF	\$ 11,007,775	2,215,000	3,524,420	\$ 9,698,355
Road Maintenance SDF	\$ -	2,000,000	-	\$ 2,000,000
Police SDF	\$ 2,517,758	1,000,000	2,625,060	\$ 892,698
Fire SDF	\$ (10,150,789)	2,500,000	1,297,840	\$ (8,948,629)
General Government SDF	\$ (6,082,926)	2,200,000	2,184,520	\$ (6,067,446)
Parks and Recreation SDF	\$ 21,168,032	7,565,000	22,155,400	\$ 6,577,632
Parks SDF Prior to 2012	\$ 6,605,801	19,140,000	25,748,265	\$ (2,464)
Water SDF	\$ 5,990,207	7,600,000	29,450,690	\$ (15,860,483)
Water Resource Fee	\$ (27,480,424)	2,550,000	40,941,630	\$ (65,872,054)
Wastewater SDF - Neely	\$ 5,455,241	400,000	5,821,930	\$ 33,311
Wastewater SDF - Greenfield	\$ 18,297,315	4,000,000	13,800,700	\$ 8,496,615
Grants	\$ 630,189	5,189,150	5,189,150	\$ 630,189
Police Impound	\$ (111,045)	100,000	308,380	\$ (319,425)
Street Light Improvement	\$ 14,400	1,728,400	1,905,600	\$ (162,800)
Parkway Improvement	\$ 215,430	985,380	1,211,610	\$ (10,800)
Other Special Revenue	\$ 1,734,131	3,178,690	3,137,630	\$ 1,775,191

<b>CDBG/HOME FUNDS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	711,665	1,984,826	1,949,880	816,000	2,039,060
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 711,665</b>	<b>\$ 1,984,826</b>	<b>\$ 1,949,880</b>	<b>\$ 816,000</b>	<b>\$ 2,039,060</b>
Total Expenses	711,603	1,983,506	744,880	749,143	788,000
Transfers Out	-	-	1,205,000	67,424	1,251,060
<b>Total Uses</b>	<b>\$ 711,603</b>	<b>\$ 1,983,506</b>	<b>\$ 1,949,880</b>	<b>\$ 816,567</b>	<b>\$ 2,039,060</b>
<b>Net Operating Result</b>	<b>\$ 62</b>	<b>\$ 1,320</b>	<b>\$ -</b>	<b>\$ (567)</b>	<b>\$ -</b>

<b>SYSTEM DEVELOPMENT FEES</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	37,799,308	37,827,682	59,650,000	38,030,000	51,170,000
Transfers In	-	295,965	-	-	-
<b>Total Sources</b>	<b>\$ 37,799,308</b>	<b>\$ 38,123,647</b>	<b>\$ 59,650,000</b>	<b>\$ 38,030,000</b>	<b>\$ 51,170,000</b>
Total Expenses	7,864,769	11,596,690	1,159,660	1,159,660	-
Transfers Out	21,578,790	36,269,995	139,530,360	67,392,050	147,550,455
<b>Total Uses</b>	<b>\$ 29,443,559</b>	<b>\$ 47,866,685</b>	<b>\$140,690,020</b>	<b>\$ 68,551,710</b>	<b>\$147,550,455</b>
<b>Net Operating Result</b>	<b>\$ 8,355,749</b>	<b>\$ (9,743,038)</b>	<b>\$ (81,040,020)</b>	<b>\$ (30,521,710)</b>	<b>\$ (96,380,455)</b>

<b>GRANTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	1,201,220	1,014,004	5,660,900	5,249,900	5,189,150
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,201,220</b>	<b>\$ 1,014,004</b>	<b>\$ 5,660,900</b>	<b>\$ 5,249,900</b>	<b>\$ 5,189,150</b>
Total Expenses	1,478,169	1,181,904	5,272,240	5,272,011	5,189,150
Transfers Out	-	-	551,270	-	-
<b>Total Uses</b>	<b>\$ 1,478,169</b>	<b>\$ 1,181,904</b>	<b>\$ 5,823,510</b>	<b>\$ 5,272,011</b>	<b>\$ 5,189,150</b>
<b>Net Operating Result</b>	<b>\$ (276,949)</b>	<b>\$ (167,900)</b>	<b>\$ (162,610)</b>	<b>\$ (22,111)</b>	<b>\$ -</b>

<b>POLICE IMPOUND</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	283,340	249,674	310,000	150,000	100,000
Transfers In	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 283,340</b>	<b>\$ 249,674</b>	<b>\$ 310,000</b>	<b>\$ 150,000</b>	<b>\$ 100,000</b>
Total Expenses	267,675	250,831	342,820	260,045	293,380
Transfers Out	56,795	51,962	65,000	30,000	15,000
<b>Total Uses</b>	<b>\$ 324,470</b>	<b>\$ 302,793</b>	<b>\$ 407,820</b>	<b>\$ 290,045</b>	<b>\$ 308,380</b>
<b>Net Operating Result</b>	<b>\$ (41,130)</b>	<b>\$ (53,119)</b>	<b>\$ (97,820)</b>	<b>\$ (140,045)</b>	<b>\$ (208,380)</b>

<b><i>SPECIAL DISTRICTS</i></b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	2,947,131	2,921,434	2,918,230	2,918,230	2,701,180
Transfers In	-	-	-	-	12,600
<b>Total Sources</b>	<b>\$ 2,947,131</b>	<b>\$ 2,921,434</b>	<b>\$ 2,918,230</b>	<b>\$ 2,918,230</b>	<b>\$ 2,713,780</b>
Total Expenses	2,777,032	2,787,256	3,197,900	3,172,900	3,117,210
Transfers Out	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 2,777,032</b>	<b>\$ 2,787,256</b>	<b>\$ 3,197,900</b>	<b>\$ 3,172,900</b>	<b>\$ 3,117,210</b>
<b>Net Operating Result</b>	<b>\$ 170,099</b>	<b>\$ 134,178</b>	<b>\$ (279,670)</b>	<b>\$ (254,670)</b>	<b>\$ (403,430)</b>

<b><i>OTHER SPECIAL REVENUE</i></b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	1,441,323	1,580,112	3,497,870	3,466,120	2,578,690
Transfers In	80,766	-	-	-	600,000
<b>Total Sources</b>	<b>\$ 1,522,089</b>	<b>\$ 1,580,112</b>	<b>\$ 3,497,870</b>	<b>\$ 3,466,120</b>	<b>\$ 3,178,690</b>
Total Expenses	1,659,090	1,557,194	4,222,360	3,490,289	3,137,630
Transfers Out	109,223	23,286	30,000	30,000	-
<b>Total Uses</b>	<b>\$ 1,768,313</b>	<b>\$ 1,580,480</b>	<b>\$ 4,252,360</b>	<b>\$ 3,520,289</b>	<b>\$ 3,137,630</b>
<b>Net Operating Result</b>	<b>\$ (246,224)</b>	<b>\$ (368)</b>	<b>\$ (754,490)</b>	<b>\$ (54,169)</b>	<b>\$ 41,060</b>

## Other Capital Funds

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Other Capital Funds Summary  
Guide to the Capital Improvement Plan  
Capital Improvement Plan Summary  
Capital Improvement Plan Operating Impacts  
Ten-Year Financial Plan

Street Project Locator  
Streets Project Summary  
Streets Project Detail

Traffic Control Project Locator  
Traffic Control Project Summary  
Traffic Control Project Detail

Municipal Facilities Project Locator  
Municipal Facilities Project Summary  
Municipal Facilities Project Detail

Redevelopment Project Locator  
Redevelopment Project Summary  
Redevelopment Project Detail

Storm Water Project Locator  
Storm Water Project Summary  
Storm Water Project Detail

Water Project Locator  
Water Project Summary  
Water Project Detail

Wastewater Project Locator  
Wastewater Project Summary  
Wastewater Project Detail

Parks and Recreation Project Locator  
Parks and Recreation Project Summary  
Parks and Recreation Project Detail



**PURPOSE STATEMENT**

Plan for future town infrastructure needs and ensure Gilbert funded infrastructure is designed and constructed to the appropriate standards.

**ACCOMPLISHMENTS FY 2019**

- ◆ Purchase and implemented CIP Project Management Software for project tracking, collaboration and management
- ◆ Provided improved interdepartmental collaborations during project development and budgeting phase of the Capital Improvements planning
- ◆ Manage the completion of the design of the Public Safety Training Facility (MF0400)
- ◆ Managed design of Phase 1 and 1b of Gilbert Regional Park (PR0310) and the construction of Phase 1 to be completed in October 2019
- ◆ Managed the completion of the construction of the Heritage District Garage II in March 2019
- ◆ Managed the design and construction of Phase 1 of Desert Sky Park (PR0320), with construction scheduled to complete in September 2019
- ◆ Managed the finalization of the design concept report and began final design of the Lindsay/202 Traffic Interchange (ST1580)
- ◆ Provide project management services on over 105 projects

**OBJECTIVES FY 2020**
**Prosperous Community**






- ◆ Manage construction of the Public Safety Training Facility through 50% completion
- ◆ Assist all departments in business case development (need) of new projects into the FY 2021 CIP update by October 2019

**Exceptional Built Environment**

- ◆ Manage completion of the Relocation of utilities for the ST1580 - Lindsay Traffic Interchange (TI) and completion of TI design by July 2020
- ◆ Open Phase 1 by October 2019 and complete construction of Phase 1b PR0310 - Gilbert Regional Park (October 2020)
- ◆ Manage completion of Shade and Streetscape Plan by June 2020
- ◆ Continue quality and timely management of FY 2020 Budgeted CIP projects and manage majority of projects through PM Software (130) including the rollout of internal users beyond CIP Administration

**BUDGET NOTES**

The FY 2020 budget includes the conversion of a Limited Term Agreement position to an FTE. One-time funding has been authorized for modifications to office and conference room space. There are no other significant changes to the FY 2020 budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2017	Actual FY 2018	Projected FY 2019	Expected FY 2020	Target
	Input Projects in New Project Management Software	N/A	N/A	20	125	N/A
	New Projects Scoped and Cost Estimated	N/A	38	55	50	N/A
	New Contracts Issued	N/A	100	95	100	N/A
	Total Investment in Capital Projects (in Millions)	\$76.4	\$114.3	\$110.0	\$140.0	N/A
	Manage Active Projects	N/A	135	130	129	N/A

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Capital Projects Administration	12.40	12.40	12.40	12.40	13.40
<b>Total Personnel</b>	<b>12.40</b>	<b>12.40</b>	<b>12.40</b>	<b>12.40</b>	<b>13.40</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Capital Projects Administration	1,060,626	1,518,311	1,820,940	1,615,402	1,874,030
CIP Contingency	-	-	100,000,000	-	100,000,000
Outside Sources	1,172,384	8,025,007	-	-	-
Bonds Proceeds	10,914,631	10,783,958	-	-	350,000
Prop 400	1,880,269	3,982,342	-	-	-
Revenue Obligations	2,276,331	-	-	-	-
MPC - Water System	-	38,473,083	-	14,816,674	21,276,240
MPC - Wastewater System	2,610,199	10,329,333	-	386,402	18,192,460
Redevelopment CIP	-	-	24,939,840	10,014,614	9,814,050
Streets CIP	-	-	128,028,650	9,041,040	105,137,990
Traffic Control CIP	-	-	5,580,860	479,020	7,497,070
Parks and Recreation CIP	-	-	55,370,510	17,656,080	53,380,815
Municipal Facilities CIP	-	-	16,857,760	7,978,312	91,291,745
Water CIP	-	-	127,180,970	7,625,267	148,931,740
Wastewater CIP	-	-	118,181,840	5,813,974	76,192,750
Storm Water CIP	-	-	1,177,810	44,760	873,000
<b>Total Expenses</b>	<b>\$ 19,914,440</b>	<b>\$ 73,112,034</b>	<b>\$ 579,139,180</b>	<b>\$ 75,471,545</b>	<b>\$ 634,811,890</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	1,002,612	1,314,892	1,684,440	1,482,092	1,733,310
Supplies & Contractual	3,494,161	7,808,135	13,651,470	10,920,859	6,284,240
Capital Outlay	15,417,667	63,989,007	563,803,270	63,068,594	626,794,340
<b>Total Expenses</b>	<b>\$ 19,914,440</b>	<b>\$ 73,112,034</b>	<b>\$ 579,139,180</b>	<b>\$ 75,471,545</b>	<b>\$ 634,811,890</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	155,458,710	72,561,490	140,812,260	5,265,042	208,904,030
Transfers In	1,573,198	-	477,318,240	73,469,741	532,587,860
<b>Total Sources</b>	<b>\$157,031,908</b>	<b>\$ 72,561,490</b>	<b>\$ 618,130,500</b>	<b>\$ 78,734,783</b>	<b>\$ 741,491,890</b>
Total Expenses	19,914,440	73,112,034	579,139,180	75,471,545	634,811,890
Transfers Out	-	4,852,866	217,237,910	33,321,443	221,944,560
<b>Total Uses</b>	<b>\$ 19,914,440</b>	<b>\$ 77,964,900</b>	<b>\$ 796,377,090</b>	<b>\$108,792,988</b>	<b>\$ 856,756,450</b>
<b>Net Operating Result</b>	<b>\$137,117,468</b>	<b>\$ (5,403,410)</b>	<b>\$(178,246,590)</b>	<b>\$(30,058,205)</b>	<b>\$(115,264,560)</b>

## **Capital Improvement Plan Summary**

Provides the reader an overview of the Capital Improvement Plan development and adoption process, including a discussion related to the timelines and prioritization criteria that is used to effectively allocate resources for the budget year.

Projects are grouped by project type and a summary of the ten year plan shows planned expenditures for each of these areas:

- Streets (ST)
- Municipal Facilities (MF)
- Storm Water (SW)
- Wastewater (WW)
- Traffic (TS)
- Redevelopment (RD)
- Water (WA)
- Parks and Recreation (PR)

A summary of funding sources is also provided for the same ten year period.

## **Operations/Maintenance and Revenue Impact**

This section presents the expenses associated with staffing, maintaining, and operating the completed project. This information is then carried over to Gilbert's Long-Term Financial Plan and annual operating budget to reflect the ongoing income and expenses upon project completion.

Additionally, any revenues that are generated from the completion of the project are shown.

## **Capital Improvement Plan – Ten Year Plan**

Projects are presented in detail by funding source, by project for the ten year plan. The amounts shown represent the engineer's preliminary estimate of the cost, timing of expenditures and applicable funding sources. All estimates are in today's dollars.

## **Project Type Detail Sections**

Summary by Project Type with Map - A detail table of all project expenses and funding sources for the ten year plan is presented by project type, along with a map highlighting locations for the FY 2020 projects. Following each summary and map, descriptions of each project that are included in the FY 2020 budget are presented.

**Project Title** - This represents a descriptive name for the requested capital project. It may name a specific building, development, section of roadway, park, or intersection, etc. Located next to the project name, a Repair and Maintenance Icon (shown right) may appear. This indicates that the purpose of the project is either repair of or replacement of existing infrastructure. This demonstrates Gilbert's commitment to maintaining existing infrastructure to reduce the overall cost of ownership and provide for more reliable service to the citizens.

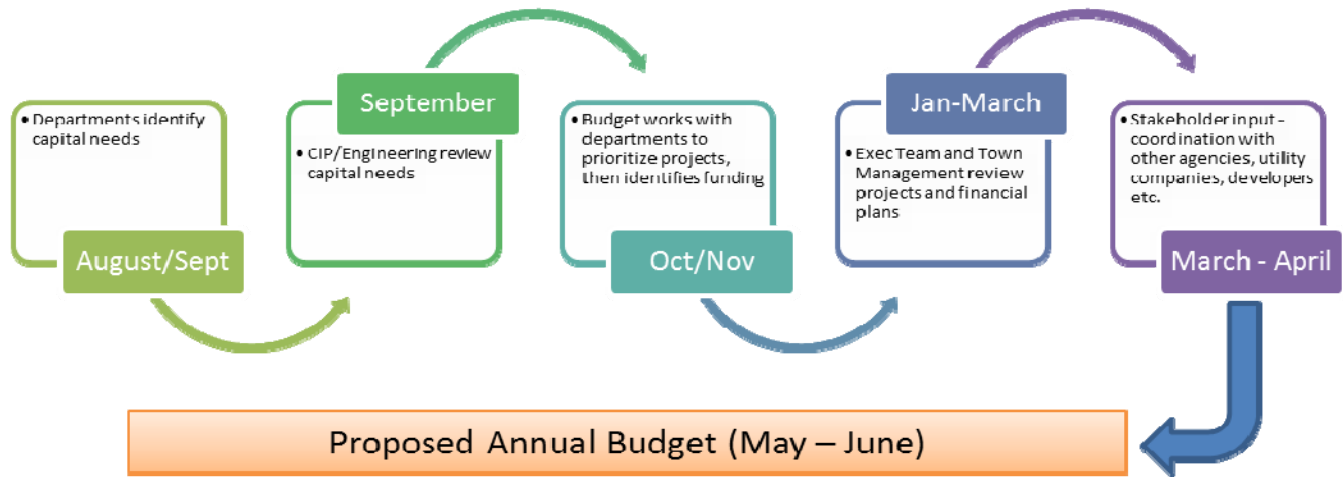


**Project Description** - This describes the requested capital project. The narrative generally includes a physical description of the improvements (e.g. 24,000 square-foot building, three miles of road, 12-acre park with playground equipment, etc.) and the justification for the project or alternatives to constructing the improvement.

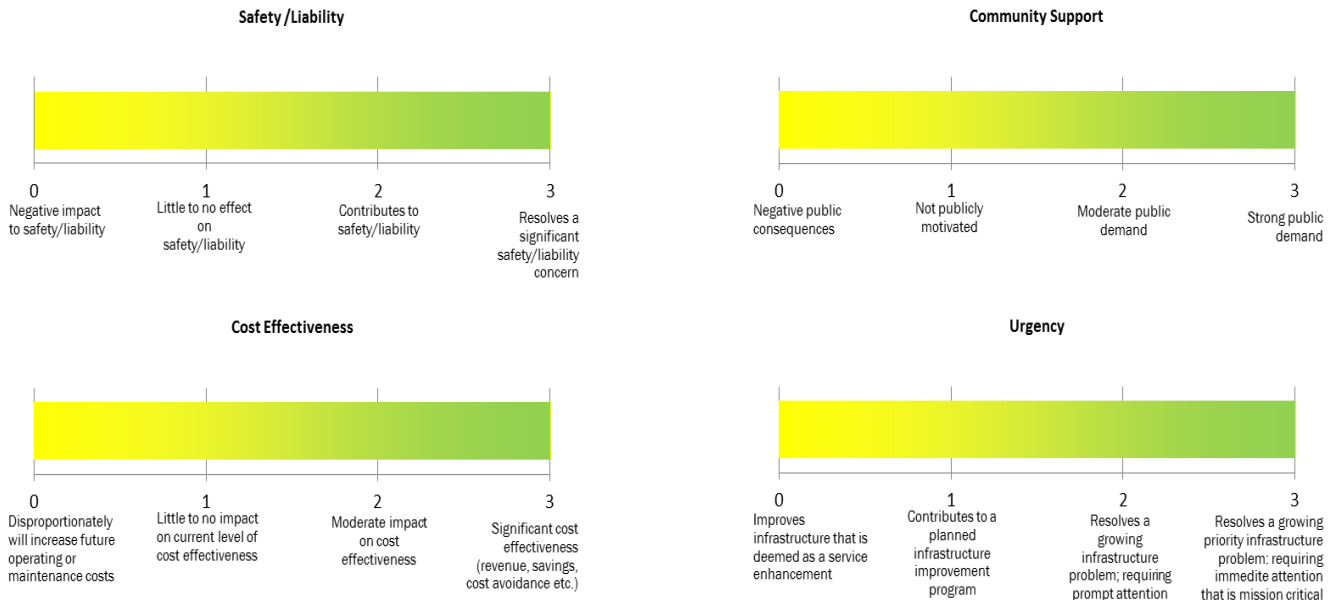
**Prioritization Ranking** - Each project receives a prioritization ranking score during the CIP development process. The ranking is shown in the lower left hand corner of each project description.

The Capital Improvement planning process begins in the late summer/fall each year and follows the same development schedule as the operating budgets.

Departments identify capital needs, and present the business case for their requests to the CIP/Engineering group. The Engineering group reviews the capital needs with the departments, clarifies and refines the scope of work and provides cost estimates. Once cost estimates are provided, the Management and Budget Department works with the departments to prioritize requests (discussed further in an upcoming section) and fund each project appropriately. The budget review includes a review of the capital needs in relation to the five year plans and long term financial planning documents. The results of the prioritization and five year plans are utilized during Executive Team and Town Management discussions as projects are recommended or not recommended to Council for adoption in the proposed budget.



In October/November, the prioritization of projects is the focus of CIP development. Departments/stakeholders review each recommended capital improvement project based on four evaluation criteria to determine which projects are the most advantageous to pursue.



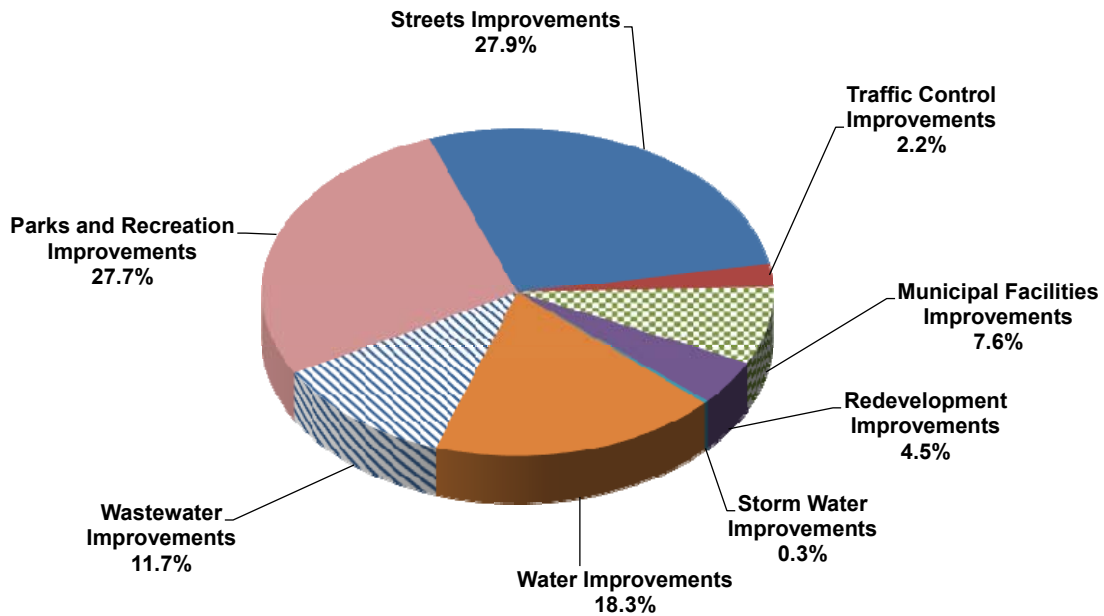
The Executive Team and Town Management provide input on how each of these scores is weighted when the total ranking is calculated. Based on this calculation, each project receives a single total

project ranking score ranging from 0-3; with 3 being the highest possible score. The score is one of the elements that is considered in both the Executive Team and Town Management deliberations.

Upon completion of this process, the CIP is incorporated into the proposed budget, and presented to Council for consideration. The FY 2020 - 2029 Capital Improvement Plan was adopted on June 6, 2019. Only the first year of the plan (FY 2020) is funded. The other years are adopted for planning and forecasting purposes. The following is a summary of the ten year plan. Detailed descriptions of the projects budgeted for FY 2020 are found in the pages that follow.

Capital Expenses: (1,000s)	Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10
Streets Improvements	\$ 676,493	\$ 21,326	\$ 105,138	\$ 33,472	\$ 111,010	\$ 76,633	\$ 35,450	\$ 173,756	\$ 119,708
Traffic Control Improvements	53,876	1,378	7,497	5,432	13,260	6,023	7,075	11,763	1,448
Municipal Facilities Improvements	184,513	30,482	91,290	10,003	7,011	1,485	1,616	35,566	7,060
Redevelopment Improvements	108,078	18,485	9,814	1,521	45,698	20,839	9,738	-	1,983
Storm Water Improvements	6,586	-	873	300	-	-	-	5,413	-
Water Improvements	443,768	94,362	167,130	24,460	25,567	17,799	9,637	98,921	5,892
Wastewater Improvements	283,335	38,468	97,468	7,468	17,095	5,230	2,208	115,398	-
Parks and Recreation Improvements	671,729	50,352	53,380	13,522	2,592	1,029	170,301	139,257	241,296
<b>Total Capital Expenses</b>	<b>\$ 2,428,378</b>	<b>\$ 254,853</b>	<b>\$ 532,590</b>	<b>\$ 96,178</b>	<b>\$ 222,233</b>	<b>\$ 129,038</b>	<b>\$ 236,025</b>	<b>\$ 580,074</b>	<b>\$ 377,387</b>

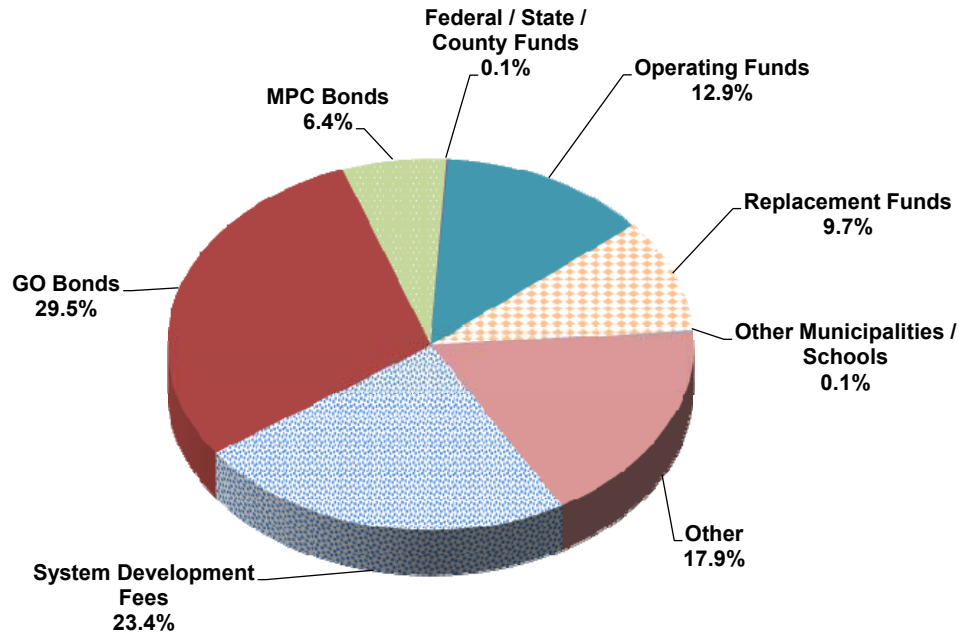
### Capital Improvement Plan By Project Type



# CAPITAL IMPROVEMENT PLAN SUMMARY

Capital Sources: (1,000s)	Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10
PFMPC - 2009 Bonds	\$ 24,764	\$ 24,764	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WRMPC - 2007 Bonds	13	13	-	-	-	-	-	-	-
WRMPC - 2018 Bonds	45,253	23,977	21,276	-	-	-	-	-	-
WRMPC - Intergov Contrib	31,462	29,962	1,500	-	-	-	-	-	-
WRMPC - Bonds (SDF)	53,301	36,607	16,694	-	-	-	-	-	-
2001 GO Bonds 02-03	1	1	-	-	-	-	-	-	-
2006 GO Bonds 08	2,314	2,314	-	-	-	-	-	-	-
2007 GO Bonds 08	3,508	3,508	-	-	-	-	-	-	-
2017 GO Bonds	66,465	12,416	54,049	-	-	-	-	-	-
2020 Public Safety Bonds	65,000	-	65,000	-	-	-	-	-	-
2022 Potential Street Bond	221,686	-	-	-	91,083	73,041	30,064	27,498	-
2024 Potential Parks Bonds	142,923	-	-	-	-	-	131,022	11,901	-
2026 Potential Street Bond	99,716	-	-	-	-	-	-	98,693	1,023
2028 Potential Parks Bonds	114,276	-	-	-	-	-	-	99,805	14,471
Maricopa County	566	-	566	-	-	-	-	-	-
CDBG	1,292	41	1,251	-	-	-	-	-	-
MAG RTP Arterial Fund	58,192	114	16,314	24,541	9,696	5,368	2,159	-	-
MAG Revolving Fund	1,676	663	17,196	(15,812)	7,156	(5,368)	(2,159)	-	-
Developer Contribution	22,072	2,076	791	4,862	-	11,158	-	2,860	325
Salt River Project	19	19	-	-	-	-	-	-	-
CIP Outside Sources	20,348	12,647	5,889	-	-	-	1,812	-	-
CIP O/S Revolving Fund	3,346	(312)	4,171	(9,298)	(35)	-	7,874	946	-
City of Mesa	3,092	-	-	-	-	-	-	3,092	-
Water Repl Fund	136,137	11,377	45,567	14,612	4,806	10,731	2,055	41,097	5,892
Wastewater Repl Fund	98,238	5,632	51,114	5,845	10,444	3,381	2,208	19,614	-
Fleet Repl Fund	971	-	971	-	-	-	-	-	-
General Fund	115,345	38,321	18,224	8,234	8,871	1,143	6,902	33,520	130
Water Fund	75,271	1,127	13,369	5,731	8,816	4,120	5,517	36,351	240
Wastewater Fund	32,805	2,380	9,675	2,318	288	1,849	315	15,980	-
Env. Services-Residential	10,700	38	2,521	970	-	-	-	111	7,060
Env. Services-Commercial	470	55	349	8	-	-	-	58	-
Roadway and Maint. Fund	72,985	3,968	12,371	8,012	9,630	8,537	12,250	18,217	-
Fleet Fund	9	-	9	-	-	-	-	-	-
Env. Compliance Fund	6,604	-	877	300	-	-	-	5,427	-
General Govt SDF	5	-	-	-	-	5	-	-	-
Police SDF	8,380	-	161	122	188	198	118	7,593	-
Fire SDF	2,421	-	52	40	61	1,071	1,038	159	-
Park SDF	69,332	4,534	17,292	8,854	-	47	26,425	12,180	-
Signal SDF	23,644	245	3,524	3,705	3,493	1,889	1,708	7,632	1,448
Water SDF	52,502	4,325	19,419	-	5,932	10	-	22,816	-
Wastewater SDF	1,715	1,715	-	-	-	-	-	-	-
Water Resources SDF	110,523	12,615	72,152	6,686	10,820	4,130	4,120	-	-
Greenfield Wastewater SDF	21,859	4,790	10,175	-	-	10	-	6,884	-
Neely Wastewater SDF	5,839	7	5,822	-	-	10	-	-	-
Future Growth Funding	203,307	-	-	-	8,662	-	-	89,812	104,833
Park SDF - Prior to 2012	35,682	9,933	25,749	-	-	-	-	-	-
Roads SDF	33,852	-	-	11,772	3,500	5,830	1,402	11,348	-
Private Fund	42,295	-	-	391	35,424	-	-	6,480	-
Investment Income	66	66	-	-	-	-	-	-	-
Unidentified	241,965	-	-	-	-	-	-	-	241,965
Miscellaneous	44,171	4,915	18,500	14,285	3,398	1,878	1,195	-	-
<b>Total Sources</b>	<b>\$ 2,428,378</b>	<b>\$ 254,853</b>	<b>\$ 532,590</b>	<b>\$ 96,178</b>	<b>\$ 222,233</b>	<b>\$ 129,038</b>	<b>\$ 236,025</b>	<b>\$ 580,074</b>	<b>\$ 377,387</b>

**Capital Improvement Plan By Funding Source Type**



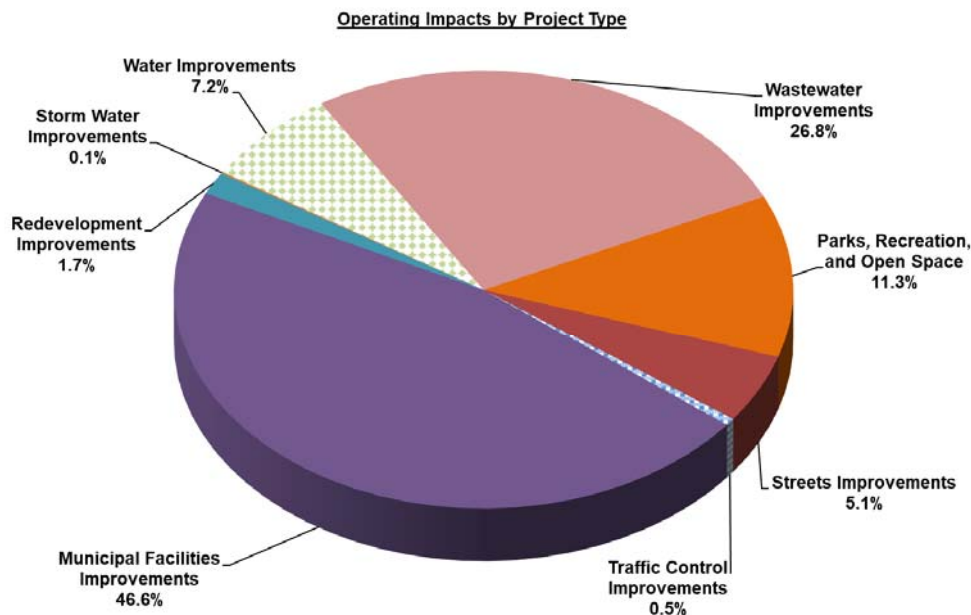
One of the considerations when a project is being proposed is the operating impacts that will result upon completion of the project. These impacts have been incorporated into the operating budget five-year forecasts (Financial Overview Section), and most commonly are for personnel, supplies, contractual services or utility costs. Certain projects may also generate revenue upon completion. Ongoing impacts are compounded year over year, while one-time impacts are shown in the anticipated year.

The FY 2020-2029 expense operating impacts are shown by project type below:

<b>Operation and Maintenance Impact (1,000s):</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Total</b>
Streets Improvements	\$ -	\$ 104	\$ 189	\$ 279	\$ 319	\$ 891
Traffic Control Improvements	-	4	16	36	37	93
Municipal Facilities Improvements	250	811	1,893	1,893	3,305	8,152
Redevelopment Improvements	-	15	25	63	186	289
Storm Water Improvements	-	5	5	5	5	20
Water Improvements	-	208	208	498	338	1,252
Wastewater Improvements	40	930	939	1,239	1,539	4,687
Parks and Recreation Improvements	-	-	252	384	1,460	2,096
<b>Net Additional Operating Cost</b>	<b>\$ 290</b>	<b>\$ 2,077</b>	<b>\$ 3,527</b>	<b>\$ 4,397</b>	<b>\$ 7,189</b>	<b>\$ 17,480</b>

The operating impacts by expense type and anticipated revenue are shown below:

<b>Operation and Maintenance Impact (1,000s):</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Total</b>
Personnel	\$ 14	\$ 316	\$ 609	\$ 689	\$ 2,566	\$ 4,192
Contractual Services	\$ 254	\$ 750	\$ 1,410	\$ 1,758	\$ 2,458	6,630
Supplies	\$ 2	\$ 517	\$ 692	\$ 1,015	\$ 1,162	3,387
Utilities	\$ 20	\$ 467	\$ 727	\$ 846	\$ 905	2,964
Insurance	\$ -	\$ 28	\$ 90	\$ 90	\$ 98	306
<b>Total O&amp;M Impact</b>	<b>\$ 290</b>	<b>\$ 2,077</b>	<b>\$ 3,527</b>	<b>\$ 4,397</b>	<b>\$ 7,189</b>	<b>\$ 17,480</b>
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
<b>2001 GO Bonds Projects</b>						
PR0850	Santan Vista Trail - Phase III	1.82	\$ 1	\$ 1	\$ -	\$ -
<b>Total 2001 GO Bonds</b>			<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2006 GO Bonds Projects</b>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 2,314	\$ 2,314	\$ -	\$ -
<b>Total 2006 GO Bonds</b>			<b>\$ 2,314</b>	<b>\$ 2,314</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2007 GO Bonds Projects</b>						
ST0540	Ocotillo Road - Greenfield to Higley	1.91	\$ 246	\$ 246	\$ -	\$ -
ST0980	Higley Road - Riggs to Stacey Rd	1.00	1,973	1,973	-	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	1,135	1,135	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	154	154	-	-
<b>Total 2007 GO Bonds</b>			<b>\$ 3,508</b>	<b>\$ 3,508</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2017 GO Bonds Projects</b>						
ST0960	Recker Rd - Ray Rd to SR 202 Imp	3.00	\$ 2,904	\$ 264	\$ 2,640	\$ -
ST1120	Val Vista Drive - Appleby to Riggs	3.00	9,136	799	8,337	-
ST1140	Lindsay Road - Queen Creek to Ocotillo	3.00	3,881	93	3,788	-
ST1170	Lindsay Road - Pecos to SR 202	3.00	5,219	719	4,500	-
ST1320	Elliot and Gilbert Intersection	0.77	66	66	-	-
ST1380	Elliot and Cooper Intersection	3.00	3,381	502	2,879	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	9,243	2,440	6,803	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	14,521	2,351	12,170	-
ST1600	Infrastructure Imp. at Railroad Crossings	3.00	2,545	48	2,497	-
ST1680	Gilbert - Baseline to No. of Guadalupe Recon.	3.00	4,593	1,135	3,458	-
ST1690	Val Vista Drive Reconstruction	3.00	3,128	89	3,039	-
ST1720	Val Vista Lakes Improvements	2.54	520	343	177	-
ST1790	PM10 Paving - FY 2018 to FY 2022	1.13	587	27	560	-
ST1860	Gilbert and Warner Improvements	3.00	55	55	-	-
TS1300	Val Vista and Baseline Signal Imp.	3.00	580	46	534	-
RD2110	Heritage District Transportation Imp.	3.00	6,106	3,439	2,667	-
<b>Total 2017 GO Bonds</b>			<b>\$ 66,465</b>	<b>\$ 12,416</b>	<b>\$ 54,049</b>	<b>\$ -</b>
<b>2020 Public Safety Bonds Projects</b>						
MF0400	Public Safety Training Facility	2.87	\$ 65,000	\$ -	\$ 65,000	\$ -
<b>Total 2020 Public Safety Bonds</b>			<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ -</b>
<b>2022 Potential Streets Bonds Projects</b>						
ST0540	Ocotillo Road - Greenfield to Higley	1.91	\$ 44,000	\$ -	\$ -	\$ -
ST0780	Baseline Road - Greenfield to Power	1.46	2,765	-	-	-
ST1180	Warner Road - Power to E. of Recker Rd	1.82	14,483	-	-	-
ST1200	Power Rd - Guadalupe to Santan Fwy	1.82	11,030	-	-	-
ST1320	Elliot and Gilbert Intersection	0.77	8,573	-	-	-
ST1340	Guadalupe and Power Intersection	1.64	7,494	-	-	-
ST1620	Mesquite Street Imp – Lindsay to Val Vista	1.64	4,231	-	-	-
ST1770	Guadalupe Road Improvements	2.64	5,600	-	-	-
ST1800	Cooper Rd - Encinas to Baseline Imp	2.00	5,626	-	-	-
ST1840	Cooley Station Transit Center	1.46	9,106	-	-	-
ST1860	Gilbert and Warner Improvements	3.00	8,486	-	-	-
ST1870	McQueen/Elliot Intersection Imp	1.46	5,731	-	-	-
ST1880	Lindsay/Guadalupe Intersection Imp	1.46	7,361	-	-	-
ST2000	Power/Pecos Intersection Improvements	1.64	9,654	-	-	-
ST2050	Various Roadway Improvements	1.90	30,400	-	-	-
ST2080	Bus Stop Improvements	2.23	1,219	-	-	-
TS1940	Fiber Optic Strategic Build Out	1.60	16,000	-	-	-
RD1190	Heritage District Parking Garage III	1.13	19,325	-	-	-
RD2130	Ash Street Re-Alignment	1.54	3,517	-	-	-
RD2190	Vaughn Ventilator	3.00	7,085	-	-	-
<b>Total 2022 Potential Streets Bonds</b>			<b>\$ 221,686</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2024 Potential Parks Bonds Projects</b>						
RD2090	Trail Beautification - Canal E. of Gilbert Rd	2.36	\$ 3,274	\$ -	\$ -	\$ -
PR0310	Gilbert Regional Park	3.00	40,742	-	-	-



Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
PR0320	Desert Sky Park	3.00	33,051	-	-	-
PR0330	Marathon Trail (East Maricopa Floodway)	1.00	15,251	-	-	-
PR0530	Crossroads Pk - Stabilization of Lake Emb.	2.51	4,911	-	-	-
PR0570	Urban Lakes Renovation	1.94	6,135	-	-	-
PR0850	Santan Vista Trail - Phase III	1.82	5,681	-	-	-
PR1010	Trail - Santan Fwy - Val Vista to Disc. Pk	1.46	3,027	-	-	-
PR1020	Trail - Santan Fwy - Disc Pk to Cosmo Pk	1.46	5,793	-	-	-
PR1160	Irrigation System Replacements	1.81	18,532	-	-	-
PR1230	Trail Lighting	1.60	6,526	-	-	-
<b>Total 2024 Potential Parks Bonds</b>			<b>\$ 142,923</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2026 Potential Streets Bonds Projects</b>						
ST0800	Recker Rd - Ocotillo to Chandler Heights	1.00	\$ 8,564	\$ -	\$ -	\$ -
ST1150	Hunt Highway - Higley to Recker	0.77	7,035	-	-	-
ST1160	Recker Road - Riggs to Hunt Highway	0.77	8,342	-	-	-
ST1270	Val Vista Drive - Riggs to Hunt Highway	0.77	5,479	-	-	-
ST1310	Ray and Gilbert Intersection	0.46	10,348	-	-	-
ST1330	Guadalupe and Val Vista Intersection	0.46	11,255	-	-	-
ST1370	Elliot and Val Vista Intersection	0.77	12,722	-	-	-
ST1390	Elliot and Higley Intersection	1.00	7,303	-	-	-
ST1570	Constellation Way, So. of Coldwater Blvd	0.77	1,955	-	-	-
ST1790	PM10 Paving - FY 2018 to FY 2022	1.13	1,023	-	-	-
ST1910	McQueen/Guadalupe Intersection Imp	1.00	8,760	-	-	-
ST1920	Val Vista/Ray Intersection Imp	1.00	8,684	-	-	-
ST1940	Power/Queen Creek Intersection Imp	1.00	8,246	-	-	-
<b>Total 2026 Potential Streets Bonds</b>			<b>\$ 99,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>2028 Potential Parks Bonds</b>						
PR0310	Gilbert Regional Park	3.00	\$ 94,900	\$ -	\$ -	\$ -
PR0570	Urban Lakes Renovation	1.94	8,416	-	-	-
PR1160	Irrigation System Replacements	1.81	10,960	-	-	-
<b>Total 2028 Potential Park Bonds</b>			<b>\$ 114,276</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CDGB Fund Projects</b>						
RD2261	Heritage Center Site and ADA Imp	2.60	\$ 400	\$ -	\$ 400	\$ -
RD2262	Heritage Center - ADA Sidewalk Repairs	1.64	242	-	242	-
WA1160	Waterline - Linda Lane Replacement	1.60	650	41	609	-
<b>Total CDGB Funds</b>			<b>\$ 1,292</b>	<b>\$ 41</b>	<b>\$ 1,251</b>	<b>\$ -</b>
<b>CIP O/S Revolving Fund Projects</b>						
ST0540	Ocotillo Road - Greenfield to Higley	1.91	\$ 375	\$ 75	\$ 300	\$ -
ST0780	Baseline Road - Greenfield to Power	1.46	-	(215)	-	-
ST0960	Recker Rd - Ray Rd to SR 202 Imp	3.00	-	(112)	112	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	-	-	1,812	-
ST1170	Lindsay Road - Pecos to SR 202	3.00	-	202	(202)	-
ST1200	Power Rd - Guadalupe to Santan Fwy	1.82	-	(55)	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	-	(200)	200	-
ST1570	Constellation Way, So. of Coldwater Blvd	0.77	-	(731)	-	-
ST1660	Adora Trails Improvements	3.00	-	(337)	337	-
ST1680	Gilbert - Baseline to No. of Guadalupe Recon.	3.00	685	(499)	1,184	-
ST1710	Val Vista Dr/Eastern Canal Bridge Repair	2.51	1,055	18	1,037	-
ST1740	Higley and Baseline Intersection Imp	3.00	319	319	-	-
MF0400	Public Safety Training Facility	2.87	-	-	10,000	(10,000)
RD1200	Parking Structure II	3.00	-	1,573	1,162	(2,735)
RD1210	Phoenix Avenue Pedestrian Mall	3.00	-	62	28	-
RD2110	Heritage District Transportation Imp.	3.00	-	-	379	(379)
RD2240	Heritage Dist Drainage/Storm Water Study	3.00	-	-	227	(227)
PR0310	Gilbert Regional Park	3.00	-	(402)	(13,238)	4,043
PR0330	Marathon Trail (East Maricopa Floodway)	1.00	-	(89)	-	-
PR1130	Western Powerline Trail - Ped Crossing	3.00	912	79	833	-
<b>Total CIP O/S Revolving Funds</b>			<b>\$ 3,346</b>	<b>\$ (312)</b>	<b>\$ 4,171</b>	<b>\$ (9,298)</b>
<b>CIP Outside Sources Fund Projects</b>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 1,812	\$ -	\$ -	\$ -
ST1170	Lindsay Road - Pecos to SR 202	3.00	4,000	-	4,000	-

FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 10 Yrs
-	-	33,051	-	-	-	-	-	-
-	-	15,251	-	-	-	-	-	-
-	-	4,911	-	-	-	-	-	-
-	-	6,135	-	-	-	-	-	-
-	-	5,681	-	-	-	-	-	-
-	-	3,027	-	-	-	-	-	-
-	-	5,793	-	-	-	-	-	-
-	-	13,157	5,375	-	-	-	-	-
-	-	-	6,526	-	-	-	-	-
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 131,022</b>	<b>\$ 11,901</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
\$ -	\$ -	\$ -	\$ -	\$ 8,564	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	7,035	-	-
-	-	-	-	8,342	-	-	-	-
-	-	-	-	5,479	-	-	-	-
-	-	-	-	-	-	-	10,348	-
-	-	-	-	-	-	-	11,255	-
-	-	-	-	-	-	-	12,722	-
-	-	-	-	-	-	7,303	-	-
-	-	-	-	1,955	-	-	-	-
-	-	-	-	-	-	-	-	1,023
-	-	-	-	-	8,760	-	-	-
-	-	-	-	-	-	-	8,684	-
-	-	-	-	-	-	-	8,246	-
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,340</b>	<b>\$ 8,760</b>	<b>\$ 14,338</b>	<b>\$ 51,255</b>	<b>\$ 1,023</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,900	\$ -	\$ -
-	-	-	-	-	-	-	4,905	3,511
-	-	-	-	-	-	-	-	10,960
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 94,900</b>	<b>\$ 4,905</b>	<b>\$ 14,471</b>
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(90)	-	-	-	-	-	-	-	-
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-	-	9,597	-	-	-	-	-	-
-	-	89	-	-	-	-	-	-
<b>\$ (35)</b>	<b>\$ -</b>	<b>\$ 7,874</b>	<b>\$ 215</b>	<b>\$ 731</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
\$ -	\$ -	\$ 1,812	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
ST1450	Germann Road - Gilbert to Val Vista	3.00	200	200	-	-
ST1660	Adora Trails Improvements	3.00	338	338	-	-
MF2500	Environmental Site Remediation	3.00	1,872	33	1,839	-
RD2110	Heritage District Transportation Imp.	3.00	50	-	50	-
PR0310	Gilbert Regional Park	3.00	411	411	-	-
PR1250	Elliot District Park Improvements	3.00	11,665	11,665	-	-
<b>Total CIP Outside Sources Funds</b>			<b>\$ 20,348</b>	<b>\$ 12,647</b>	<b>\$ 5,889</b>	<b>\$ -</b>
<b>City of Mesa Funded Projects</b>						
ST0780	Baseline Road - Greenfield to Power	1.46	\$ 3,092	\$ -	\$ -	\$ -
<b>Total City of Mesa Funds</b>			<b>\$ 3,092</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Developer Contributions Fund Projects</b>						
ST0540	Ocotillo Road - Greenfield to Higley	1.91	\$ 2,393	\$ -	\$ -	\$ -
ST0780	Baseline Road - Greenfield to Power	1.46	305	305	-	-
ST0840	Hunt Highway - Val Vista to 164th Street	0.77	40	40	-	-
ST0960	Recker Rd - Ray Rd to SR 202 Imp	3.00	112	112	-	-
ST0980	Higley Road - Riggs to Stacey Rd	1.00	2,860	-	-	-
ST0990	Ocotillo Road - 148th Street to Greenfield	2.13	13,627	-	-	4,862
ST1200	Power Rd - Guadalupe to Santan Fwy	1.82	55	55	-	-
ST1570	Constellation Way, So. of Coldwater Blvd	0.77	731	731	-	-
ST1740	Higley and Baseline Intersection Imp	3.00	885	94	791	-
ST1790	PM10 Paving - FY 2018 to FY 2022	1.13	325	-	-	-
PR0190	Nichols Park at Water Ranch Phases II/III	1.60	650	650	-	-
PR0330	Marathon Trail (East Maricopa Floodway)	1.00	89	89	-	-
<b>Total Developer Contributions Funds</b>			<b>\$ 22,072</b>	<b>\$ 2,076</b>	<b>\$ 791</b>	<b>\$ 4,862</b>
<b>Environmental Compliance Fund Projects</b>						
MF2420	South Area Service Center Paving	0.77	\$ 14	\$ -	\$ -	\$ -
MF2460	Comprehensive Needs Assessment Study	1.87	4	-	4	-
SW0070	Sonoqui Wash Landscaping	3.00	4,536	-	-	-
SW0090	Storm Water Priority Assessment	1.87	300	-	-	300
SW0100	Hunt Highway Bank Protection	2.87	873	-	873	-
SW0120	Storm Water Master Plan	2.82	877	-	-	-
<b>Total Environmental Compliance Funds</b>			<b>\$ 6,604</b>	<b>\$ -</b>	<b>\$ 877</b>	<b>\$ 300</b>
<b>Environmental Services - Commercial Fund Projects</b>						
MF2310	Utility Billing/Customer Service System	1.23	\$ 8	\$ -	\$ -	\$ 8
MF2350	Fleet Maintenance Facility	2.56	39	-	39	-
MF2420	South Area Service Center Paving	0.77	58	-	-	-
MF2450	CNG Fueling Station - Phase II	2.87	145	-	145	-
MF2460	Comprehensive Needs Assessment Study	1.87	3	-	3	-
RD2140	Heritage District Trash Compactors	3.00	216	55	161	-
<b>Total Environmental Services - Commercial Funds</b>			<b>\$ 470</b>	<b>\$ 55</b>	<b>\$ 349</b>	<b>\$ 8</b>
<b>Environmental Services - Residential Fund Projects</b>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 2	\$ 2	\$ -	\$ -
MF0320	Transfer Station	0.82	7,060	-	-	-
MF2310	Utility Billing/Customer Service System	1.23	1,332	-	362	970
MF2350	Fleet Maintenance Facility	2.56	453	3	450	-
MF2380	ADA Transition Plan	3.00	40	33	7	-
MF2410	North Area Service Center Paving	0.77	16	-	-	-
MF2420	South Area Service Center Paving	0.77	95	-	-	-
MF2450	CNG Fueling Station - Phase II	2.87	1,673	-	1,673	-
MF2460	Comprehensive Needs Assessment Study	1.87	30	-	30	-
<b>Total Environmental Services - Residential Funds</b>			<b>\$ 10,700</b>	<b>\$ 38</b>	<b>\$ 2,521</b>	<b>\$ 970</b>
<b>Fire System Development Fee Projects</b>						
MF2160	Adaptive Response Unit (ARU 2)	1.64	\$ 1,000	\$ -	\$ -	\$ -
MF2230	Topaz Radio	1.69	411	-	52	40
MF2290	Adaptive Response Unit 1 (ARU 1)	1.64	1,000	-	-	-
MF2520	System Development Fee Study	1.18	10	-	-	-
<b>Total Fire System Development Funds</b>			<b>\$ 2,421</b>	<b>\$ -</b>	<b>\$ 52</b>	<b>\$ 40</b>
<b>Fleet Fund Projects</b>						
MF2460	Comprehensive Needs Assessment Study	1.87	\$ 9	\$ -	\$ 9	\$ -
<b>Total Fleet Funds</b>			<b>\$ 9</b>	<b>\$ -</b>	<b>\$ 9</b>	<b>\$ -</b>
<b>Fleet Replacement Fund Projects</b>						
MF2440	NASC Fuel Storage Tank Replacement	1.69	\$ 971	\$ -	\$ 971	\$ -
<b>Total Fleet Replacement Funds</b>			<b>\$ 971</b>	<b>\$ -</b>	<b>\$ 971</b>	<b>\$ -</b>



Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
<b>Future Growth Funding Projects</b>						
ST1300	Warner and Greenfield Intersection	1.00	\$ 1,971	\$ -	\$ -	\$ -
ST1310	Ray and Gilbert Intersection	0.46	1,971	-	-	-
ST1330	Guadalupe and Val Vista Intersection	0.46	2,144	-	-	-
ST1350	Guadalupe and Greenfield Intersection	1.00	2,291	-	-	-
ST1360	Elliot and Greenfield Intersection	0.77	2,150	-	-	-
ST1370	Elliot and Val Vista Intersection	0.77	2,423	-	-	-
WA1540	Zone 2 Imp 202 Lindsay Crossing	2.46	8,400	-	-	-
WW0690	Relief Sewers	3.00	7,564	-	-	-
WW1200	Greenfield WRP Phase IV Expansion	1.77	65,745	-	-	-
WW1210	Val Vista Rd Reclaimed Water Pipeline	1.49	4,331	-	-	-
WW1220	Riggs Rd. Reclaimed Water Pipeline	1.49	4,331	-	-	-
PR0390	Crossroads Park - Phase II	1.00	18,200	-	-	-
PR0420	Freestone Recreation Center Pool	0.77	17,820	-	-	-
PR0580	Rittenhouse Trail	0.77	5,622	-	-	-
PR0690	Gilbert Youth Soccer Complex - Phase II	0.67	52,240	-	-	-
PR1100	Powerline Trail - Recker to Power	1.60	1,565	-	-	-
PR1210	Santan Vista Trail - Phase V	1.13	4,539	-	-	-
<b>Total Future Growth Funds</b>			<b>\$ 203,307</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>General Fund Projects</b>						
ST1160	Recker Road - Riggs to Hunt Highway	0.77	\$ 104	\$ 104	\$ -	\$ -
ST1570	Constellation Way, So. of Coldwater Blvd	0.77	55	55	-	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	729	729	-	-
ST1690	Val Vista Drive Reconstruction	3.00	323	307	16	-
MF0400	Public Safety Training Facility	2.87	11,352	4,513	4,798	-
MF0530	Municipal Center I Renovation - Phase II	2.05	14,773	847	629	6,649
MF2230	Topaz Radio	1.69	11,935	6,494	292	74
MF2320	Finance and HR/Payroll Sys Replacement	3.00	1,816	1,355	461	-
MF2360	Public Safety Roof	1.00	388	-	-	-
MF2380	ADA Transition Plan	3.00	435	389	46	-
MF2400	Police Information System Replacement	2.69	3,400	-	3,400	-
MF2410	North Area Service Center Paving	0.77	577	-	-	-
MF2420	South Area Service Center Paving	0.77	325	-	-	-
MF2460	Comprehensive Needs Assessment Study	1.87	261	61	200	-
MF2470	Public Safety Center Expansion	2.09	2,900	-	-	-
MF2480	Police Dispatch Center Expansion	2.56	3,173	-	-	700
MF2490	Family Advocacy Center	1.82	6,066	-	-	-
MF2510	Fire Station 4 Rebuild	1.00	9,078	-	-	-
MF2521	Fire Station 3 Repairs	2.56	300	-	300	-
MF2522	Shade and Streetscape Master Plan	2.00	300	-	300	-
RD1200	Parking Structure II	3.00	13,770	9,916	3,854	-
RD2150	The Commons Open Space Pre-Design	2.18	186	-	-	186
RD2160	Paseo Pedestrian and Bike Route	2.00	413	-	-	-
RD2250	Gilbert Centennial Project	1.90	250	-	250	-
PR0310	Gilbert Regional Park	3.00	746	746	-	-
PR0320	Desert Sky Park	3.00	1,619	-	1,619	-
PR0560	Parks and Trails Signs	2.42	233	53	80	100
PR0570	Urban Lakes Renovation	1.94	1,372	1,372	-	-
PR0810	South Area Pool	1.27	5,386	-	-	-
PR0920	Shade Structures - Various Locations	2.36	488	178	-	-
PR1030	Playground Repl - Various Park Sites	2.82	3,536	1,240	-	300
PR1080	Discovery Park Playground Structure	1.49	400	-	-	-
PR1110	SERL - Fountain/Parking Lot Connection	2.00	3,017	24	-	-
PR1130	Western Powerline Trail - Ped Crossing	3.00	420	265	155	-
PR1140	Elliot District Park Repairs Phase I	3.00	5,053	4,404	649	-
PR1150	Town Store - Southeast Regional Library	0.95	130	-	-	-
PR1170	Irrigation Controller Replacements	3.00	950	470	30	225

FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 10 Yrs
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,971
-	-	-	-	-	-	-	1,971	-
-	-	-	-	-	-	-	2,144	-
-	-	-	-	-	-	-	-	2,291
-	-	-	-	-	-	-	-	2,150
-	-	-	-	-	-	-	2,423	-
-	-	-	1,810	6,590	-	-	-	-
-	-	-	-	-	-	7,564	-	-
-	-	-	-	-	-	65,745	-	-
4,331	-	-	-	-	-	-	-	-
4,331	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	18,200
-	-	-	-	-	-	-	-	17,820
-	-	-	-	-	-	-	-	5,622
-	-	-	-	-	-	-	-	52,240
-	-	-	1,565	-	-	-	-	-
-	-	-	-	-	-	-	-	4,539
<b>\$ 8,662</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,375</b>	<b>\$ 6,590</b>	<b>\$ -</b>	<b>\$ 73,309</b>	<b>\$ 6,538</b>	<b>\$ 104,833</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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6,648	-	-	-	-	-	-	-	-
114	114	72	22	40	4,557	78	78	-
-	-	388	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	577	-	-	-	-	-
-	-	-	325	-	-	-	-	-
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-	-	-	2,900	-	-	-	-	-
-	-	-	2,473	-	-	-	-	-
-	-	-	-	6,066	-	-	-	-
-	-	-	9,078	-	-	-	-	-
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413	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	5,386	-	-
310	-	-	-	-	-	-	-	-
666	665	665	-	-	-	-	-	-
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-	-	2,993	-	-	-	-	-	-
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-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	130
225	-	-	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
PR1240	Cosmo Park Turf Project	1.18	1,254	-	-	-
PR1250	Elliot District Park Improvements	3.00	3,419	2,689	730	-
PR1260	Community Center Storage	3.00	159	69	90	-
PR1270	Trail Crossings at Railroad Tracks	1.46	286	-	-	-
PR1280	Freestone Rec Center Flooring Repl.	3.00	325	-	325	-
PR1290	Cactus Yards Parking Lot	2.40	2,784	-	-	-
PR1300	Trails Priority Assessment	2.87	132	-	-	-
PR1310	Safety Improvements for Trail Crossings	2.87	727	-	-	-
<b>Total General Funds</b>			<b>\$ 115,345</b>	<b>\$ 36,280</b>	<b>\$ 18,224</b>	<b>\$ 8,234</b>
<b>General Government System Development Fee Project</b>						
MF2520	System Development Fee Study	1.18	\$ 5	\$ -	\$ -	\$ -
<b>Total General Government System Development Fee Funds</b>			<b>\$ 5</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Greenfield Wastewater System Development Fee Projects</b>						
MF2520	System Development Fee Study	1.18	\$ 10	\$ -	\$ -	\$ -
WW0720	Germann/Higley - 18" Recl. Water Main	2.40	5,416	4,085	1,331	-
WW0770	South Recharge Site - Phase II	3.00	6,257	246	6,011	-
WW0780	GWRP Reclaimed Water Pump Station Exp.	3.00	1,015	458	557	-
WW0940	Recharge Facility and 4 Recharge Wells	1.90	9,161	1	2,276	-
<b>Total Greenfield Wastewater System Development Fee Funds</b>			<b>\$ 21,859</b>	<b>\$ 4,790</b>	<b>\$ 10,175</b>	<b>\$ -</b>
<b>Investment Income Projects</b>						
ST0780	Baseline Road - Greenfield to Power	1.46	\$ 22	\$ 22	\$ -	\$ -
ST0960	Recker Rd - Ray Rd to SR 202 Imp	3.00	14	14	-	-
MF2230	Topaz Radio	1.69	22	22	-	-
PR0390	Crossroads Park - Phase II	1.00	5	5	-	-
PR0850	Santan Vista Trail - Phase III	1.82	3	3	-	-
<b>Total Investment Income Funds</b>			<b>\$ 66</b>	<b>\$ 66</b>	<b>\$ -</b>	<b>\$ -</b>
<b>MAG Revolving Fund Projects</b>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ (7,266)	\$ -	\$ 8,693	\$ (5,478)
ST1170	Lindsay Road - Pecos to SR 202	3.00	(4,256)	94	1,333	(5,683)
ST1380	Elliot and Cooper Intersection	3.00	(270)	-	5,657	(3,677)
ST1450	Germann Road - Gilbert to Val Vista	3.00	(1,288)	298	(4,498)	2,912
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	-	5	2,896	(2,901)
ST1590	Higley & Pecos Improvements	2.82	879	-	-	879
ST1720	Val Vista Lakes Improvements	2.54	8,212	-	-	-
ST1740	Higley and Baseline Intersection Imp	3.00	17	266	3,115	(1,864)
ST1820	Pecos Road - Allen to Lindsay	2.54	4,256	-	-	-
ST1830	Higley Road Imp North of Elliot	1.64	1,392	-	-	-
ST1870	McQueen/Elliot Intersection Imp	1.46	-	-	-	-
<b>Total MAG Revolving Funds</b>			<b>\$ 1,676</b>	<b>\$ 663</b>	<b>\$ 17,196</b>	<b>\$ (15,812)</b>
<b>MAG RTP Arterial Fund Projects</b>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 18,174	\$ -	\$ 2,215	\$ 5,478
ST1170	Lindsay Road - Pecos to SR 202	3.00	7,608	-	1,925	5,683
ST1380	Elliot and Cooper Intersection	3.00	7,259	-	1,332	3,677
ST1450	Germann Road - Gilbert to Val Vista	3.00	15,500	114	10,448	4,938
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	2,901	-	-	2,901
ST1740	Higley and Baseline Intersection Imp	3.00	3,758	-	394	1,864
ST1870	McQueen/Elliot Intersection Imp	1.46	2,992	-	-	-
<b>Total MAG RTP Arterial Funds</b>			<b>\$ 58,192</b>	<b>\$ 114</b>	<b>\$ 16,314</b>	<b>\$ 24,541</b>
<b>Maricopa County Projects</b>						
PR0320	Desert Sky Park	3.00	\$ 566	\$ -	\$ 566	\$ -
<b>Total Maricopa County Funds</b>			<b>\$ 566</b>	<b>\$ -</b>	<b>\$ 566</b>	<b>\$ -</b>
<b>Miscellaneous Fund Projects</b>						
ST1680	Gilbert - Baseline to No. of Guadalupe Recon.	3.00	\$ 499	\$ 499	\$ -	\$ -
MF0400	Public Safety Training Facility	2.87	10,000	-	-	10,000
RD1200	Parking Structure II	3.00	5,475	2,740	-	2,735
RD1210	Phoenix Avenue Pedestrian Mall	3.00	2,315	-	-	-
RD2110	Heritage District Transportation Imp.	3.00	379	-	-	379
RD2180	West Washington Parking Lot II	2.31	717	-	-	717
RD2200	Heritage Dist Parking Master Plan Update	2.37	187	-	-	-
RD2220	Median Improvements	2.87	1,195	-	-	-
RD2230	Trail Beautification - Canal W. of Gilbert Rd	1.72	1,878	-	-	-
RD2240	Heritage Dist Drainage/Storm Water Study	3.00	227	-	-	227

FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 10 Yrs
-	-	-	-	-	1,254	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	286	-	-	-	-
-	-	2,784	-	-	-	-	-	-
132	-	-	-	-	-	-	-	-
363	364	-	-	-	-	-	-	-
<b>\$ 8,871</b>	<b>\$ 1,143</b>	<b>\$ 6,902</b>	<b>\$ 15,375</b>	<b>\$ 6,392</b>	<b>\$ 6,211</b>	<b>\$ 5,464</b>	<b>\$ 78</b>	<b>\$ 130</b>
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\$ (5,658)	\$ (4,823)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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(2,250)	-	-	-	-	-	-	-	-
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8,212	-	-	-	-	-	-	-	-
(1,500)	-	-	-	-	-	-	-	-
4,256	-	-	-	-	-	-	-	-
1,392	-	-	-	-	-	-	-	-
2,704	(545)	(2,159)	-	-	-	-	-	-
<b>\$ 7,156</b>	<b>\$ (5,368)</b>	<b>\$ (2,159)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
\$ 5,658	\$ 4,823	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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2,250	-	-	-	-	-	-	-	-
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1,500	-	-	-	-	-	-	-	-
288	545	2,159	-	-	-	-	-	-
<b>\$ 9,696</b>	<b>\$ 5,368</b>	<b>\$ 2,159</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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2,315	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	-	-	-
187	-	-	-	-	-	-	-	-
-	-	1,195	-	-	-	-	-	-
-	1,878	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
RD2260	Heritage Dist Utility Infrastructure Study	3.00	227	-	-	227
PR0190	Nichols Park at Water Ranch Phases II/III	1.60	1,669	1,669	-	-
PR0310	Gilbert Regional Park	3.00	18,500	-	18,500	-
PR0320	Desert Sky Park	3.00	7	7	-	-
PR1040	Water Tower Plaza - Repairs/Upgrades	1.90	896	-	-	-
<b>Total Miscellaneous Funds</b>			<b>\$ 44,171</b>	<b>\$ 1,676</b>	<b>\$ 18,500</b>	<b>\$ 1,550</b>
<b><u>Neely Wastewater System Development Fee Projects</u></b>						
MF2520	System Development Fee Study	1.18	\$ 10	\$ -	\$ -	\$ -
WW0690	Relief Sewers	3.00	3,028	-	3,028	-
WW0700	Candlewood Lift Station and Force Main	3.00	995	7	988	-
WW0890	Recl. Water Rec. Well at Elliot District Park	2.18	1,806	-	1,806	-
<b>Total Neely System Development Fee Funds</b>			<b>\$ 5,839</b>	<b>\$ 7</b>	<b>\$ 5,822</b>	<b>\$ -</b>
<b><u>Parks System Development Fee Projects</u></b>						
MF2520	System Development Fee Study	1.18	\$ 47	\$ -	\$ -	\$ -
PR0310	Gilbert Regional Park	3.00	10,913	3,765	7,148	-
PR0320	Desert Sky Park	3.00	39,981	769	10,144	3,043
PR0620	Powerline Trail - Phase IV	1.60	3,714	-	-	3,714
PR0810	South Area Pool	1.27	12,180	-	-	-
PR0970	Santan Vista Trail - Phase IV	1.82	2,097	-	-	2,097
PR1010	Trail - Santan Fwy - Val Vista to Disc. Pk	1.46	400	-	-	-
<b>Total Parks System Development Fee Funds</b>			<b>\$ 69,332</b>	<b>\$ 4,534</b>	<b>\$ 17,292</b>	<b>\$ 8,854</b>
<b><u>Parks System Development Fee - Prior to 2012 Projects</u></b>						
PR0190	Nichols Park at Water Ranch Phases II/III	1.60	\$ 42	\$ 42	\$ -	\$ -
PR0310	Gilbert Regional Park	3.00	19,679	539	19,140	-
PR0320	Desert Sky Park	3.00	15,961	11,393	6,609	-
<b>Total Parks System Development Fee - Prior to 2012 Funds</b>			<b>\$ 35,682</b>	<b>\$ 11,974</b>	<b>\$ 25,749</b>	<b>\$ -</b>
<b><u>PFMPC 2009 Bonds Projects</u></b>						
MF0400	Public Safety Training Facility	2.87	\$ 14,496	\$ 14,496	\$ -	\$ -
PR0320	Desert Sky Park	3.00	10,268	10,268	-	-
<b>Total PFMPC 2009 Bonds Funds</b>			<b>\$ 24,764</b>	<b>\$ 24,764</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Police System Development Fee Projects</u></b>						
MF2230	Topaz Radio	1.69	\$ 1,270	\$ -	\$ 161	\$ 122
MF2470	Public Safety Center Expansion	2.09	7,100	-	-	-
MF2520	System Development Fee Study	1.18	10	-	-	-
<b>Total Police System Development Fee Funds</b>			<b>\$ 8,380</b>	<b>\$ -</b>	<b>\$ 161</b>	<b>\$ 122</b>
<b><u>Private Funds Projects</u></b>						
RD2170	The Living Room Plaza	2.00	35,815	-	-	391
PR0710	Riparian Education Center	1.13	\$ 6,480	\$ -	\$ -	\$ -
<b>Total Private Funds</b>			<b>\$ 42,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 391</b>
<b><u>Roads System Development Fee Projects</u></b>						
ST0540	Ocotillo Road - Greenfield to Higley	1.91	\$ 15,197	\$ -	\$ -	\$ 11,772
ST0980	Higley Road - Riggs to Stacey Rd	1.00	6,672	-	-	-
ST0990	Ocotillo Road - 148th Street to Greenfield	2.13	2,405	-	-	-
ST1320	Elliot and Gilbert Intersection	0.77	1,616	-	-	-
ST1390	Elliot and Higley Intersection	1.00	1,391	-	-	-
ST1870	McQueen/Elliot Intersection Imp	1.46	1,661	-	-	-
ST1880	Lindsay/Guadalupe Intersection Imp	1.46	1,402	-	-	-
ST1910	McQueen/Guadalupe Intersection Imp	1.00	1,669	-	-	-
ST2000	Power/Pecos Intersection Improvements	1.64	1,839	-	-	-
<b>Total Roads System Development Fee Funds</b>			<b>\$ 33,852</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,772</b>
<b><u>Roadway and Maintenance Fund Projects</u></b>						
ST0710	Baseline Rd - Burk to Consolidated Canal	3.00	\$ 867	\$ 3	\$ 864	\$ -
ST1050	Elliot Road Improvements - Neely to Burk	1.31	3,407	-	-	-
ST1540	Turn Lane Safety and Congestion Imp	2.87	10,287	269	1,311	792
ST1550	Accessibility Upgrades in Public ROW	3.00	2,520	1,220	610	345
ST1660	Adora Trails Improvements	3.00	536	49	487	-
ST1690	Val Vista Drive Reconstruction	3.00	2,867	-	2,867	-
ST1720	Val Vista Lakes Improvements	2.54	28,289	-	-	-
ST1740	Higley and Baseline Intersection Imp	3.00	49	49	-	-
ST1760	Higley Road Reconstruction	3.00	1,353	1,250	103	-
ST1770	Guadalupe Road Improvements	2.64	471	-	-	471
ST1790	PM10 Paving - FY 2018 to FY 2022	1.13	8	8	-	-
ST1850	Greenfield Road Right Turn Lane at Knox	2.00	612	-	-	612

FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 10 Yrs
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
896	-	-	-	-	-	-	-	-
<b>\$ 3,398</b>	<b>\$ 1,878</b>	<b>\$ 1,195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>\$ -</b>	<b>\$ 10</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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-	-	26,025	-	-	-	-	-	-
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-	-	400	-	-	-	-	-	-
<b>\$ -</b>	<b>\$ 47</b>	<b>\$ 26,425</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,180</b>	<b>\$ -</b>	<b>\$ -</b>
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\$ 188	\$ 188	\$ 118	\$ 37	\$ 66	\$ 130	\$ 130	\$ 130	\$ -
-	-	-	7,100	-	-	-	-	-
-	10	-	-	-	-	-	-	-
<b>\$ 188</b>	<b>\$ 198</b>	<b>\$ 118</b>	<b>\$ 7,137</b>	<b>\$ 66</b>	<b>\$ 130</b>	<b>\$ 130</b>	<b>\$ 130</b>	<b>\$ -</b>
35,424	-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,480	\$ -
<b>\$ 35,424</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,480</b>	<b>\$ -</b>
\$ -	\$ 3,425	\$ -	\$ -	\$ -	\$ 6,672	\$ -	\$ -	\$ -
-	2,405	-	-	-	-	-	-	-
-	-	-	1,616	-	-	-	-	-
-	-	-	-	-	-	1,391	-	-
1,661	-	1,402	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,839	-	-	-	-	1,669	-	-	-
<b>\$ 3,500</b>	<b>\$ 5,830</b>	<b>\$ 1,402</b>	<b>\$ 1,616</b>	<b>\$ 6,672</b>	<b>\$ 1,669</b>	<b>\$ 1,391</b>	<b>\$ -</b>	<b>\$ -</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,407	\$ -	\$ -	\$ -
1,583	1,583	1,583	1,583	1,583	1,583	-	-	-
345	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,935	6,810	8,276	11,268	-	-	-	-	-
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Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
ST1890	Chandler Heights Improvements	3.00	3,000	-	1,000	2,000
ST1960	Market Street/Williams Field Imp	2.87	87	-	87	-
ST1970	Val Vista/Mercy Improvements	2.87	87	-	87	-
ST1980	Market St/San Tan Village Pkwy Imp	2.87	90	-	90	-
ST1990	Higley/Iverness Improvements	2.87	87	-	87	-
ST2010	Higley/Queen Creek Improvements	2.87	87	-	87	-
ST2050	Various Roadway Improvements	1.90	75	-	75	-
ST2060	Transportation Master Plan	2.87	445	-	445	-
ST2070	Integrated Transit Center Dev Plan	2.87	310	-	310	-
ST2100	Watford Court Improvements	2.87	2,065	-	-	2,065
TS1300	Val Vista and Baseline Signal Imp.	3.00	37	37	-	-
TS1310	Advanced Traffic Mgmt Sys. - Phase III	2.82	1,401	-	1,401	-
TS1330	Advanced Traffic Mgmt Sys. - Phase V	1.46	2,473	-	-	-
TS1340	Advanced Traffic Mgmt Sys. - Phase VI	1.00	1,367	-	-	-
TS1500	Riggs and Recker	0.77	131	-	-	-
TS1580	Recker and Ocotillo	1.36	144	-	-	-
TS1660	Fiber Optic Communications Infra. Repl	3.00	744	326	418	-
TS1700	Smart Signal Control System	2.82	4,757	-	546	917
TS1740	Advance Detection Safety Improvement	3.00	2,365	724	831	810
TS1930	Transportation Systems/Mgmt Oper Plan	2.87	243	-	243	-
MF2380	ADA Transition Plan	3.00	40	33	7	-
MF2410	North Area Service Center Paving	0.77	203	-	-	-
MF2420	South Area Service Center Paving	0.77	42	-	-	-
MF2460	Comprehensive Needs Assessment Study	1.87	21	-	21	-
RD1120	West Washington Street Parking	2.31	1,024	-	-	-
RD2120	Heritage District Intersections Study	2.69	244	-	244	-
RD2190	Vaughn Ventilator	3.00	150	-	150	-
<b>Total Roadway and Maintenance Funds</b>			<b>\$ 72,985</b>	<b>\$ 3,968</b>	<b>\$ 12,371</b>	<b>\$ 8,012</b>
<b>Salt River Project</b>						
PR0390	Crossroads Park - Phase II	1.00	\$ 19	\$ 19	\$ -	\$ -
<b>Total Salt River Project Funds</b>			<b>\$ 19</b>	<b>\$ 19</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Signal System Development Fee Projects</b>						
ISP	Intersection Signal Program	1.00	\$ 14,480	\$ -	\$ -	\$ 1,448
TS1310	Advanced Traffic Mgmt Sys. - Phase III	2.82	267	-	267	-
TS1330	Advanced Traffic Mgmt Sys. - Phase V	1.46	471	-	-	-
TS1340	Advanced Traffic Mgmt Sys. - Phase VI	1.00	260	-	-	-
TS1440	Recker and Cooley Loop North	1.64	552	31	-	521
TS1450	Recker and Cooley Loop South	1.64	552	31	-	521
TS1460	Williams Field and Cooley Loop West	1.64	552	31	-	521
TS1470	Williams Field and Cooley Loop East	1.64	550	31	-	519
TS1500	Riggs and Recker	0.77	392	-	-	-
TS1540	Val Vista and Ocotillo	3.00	569	26	543	-
TS1550	Val Vista and Chandler Heights	3.00	587	27	560	-
TS1570	Recker and Warner	1.82	575	-	-	-
TS1580	Recker and Ocotillo	1.36	431	-	-	-
TS1620	Higley and Coldwater	1.87	372	-	-	-
TS1700	Smart Signal Control System	2.82	906	-	104	175
TS1860	Val Vista and Appleby	3.00	554	-	554	-
TS1900	Queen Creek and Recker Road	3.00	533	68	465	-
TS1910	Pecos and Napa	3.00	556	-	556	-
TS1920	American Heroes Way/Gilbert Rd Signal	3.00	475	-	475	-
MF2520	System Development Fee Study	1.18	10	-	-	-
<b>Total Signal System Development Fee Funds</b>			<b>\$ 23,644</b>	<b>\$ 245</b>	<b>\$ 3,524</b>	<b>\$ 3,705</b>
<b>Unidentified Fund Projects</b>						
ST0840	Hunt Highway - Val Vista to 164th Street	0.77	\$ 78,042	\$ -	\$ -	\$ -
ST1300	Warner and Greenfield Intersection	1.00	10,348	-	-	-
ST1350	Guadalupe and Greenfield Intersection	1.00	12,028	-	-	-
ST1360	Elliot and Greenfield Intersection	0.77	11,290	-	-	-



Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
RD2210	The Neighborhood Park	1.13	1,983	-	-	-
PR0030	Freestone Park Expansion (North)	1.00	22,300	-	-	-
PR0190	Nichols Park at Water Ranch Phases II/III	1.60	14,830	-	-	-
PR0240	Freestone Skate/Tennis Facility - Phase II	1.13	6,140	-	-	-
PR0370	Culture and Education Center	0.60	81,740	-	-	-
PR0630	McQueen Park - Phase IV	1.00	3,100	-	-	-
PR1070	Riparian Preserve Yurts	0.77	164	-	-	-
<b>Total Unidentified Funds</b>			<b>\$ 241,965</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Wastewater Fund Projects</b>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 570	\$ -	\$ 570	\$ -
MF2310	Utility Billing/Customer Service System	1.23	695	-	-	695
MF2380	ADA Transition Plan	3.00	40	33	7	-
MF2410	North Area Service Center Paving	0.77	140	-	-	-
MF2420	South Area Service Center Paving	0.77	150	-	-	-
MF2460	Comprehensive Needs Assessment Study	1.87	17	-	17	-
RD2130	Ash Street Re-Alignment	1.54	315	-	-	-
WA1542	Vulnerability Assmnt and Emer Resp Plan	1.64	198	-	-	-
WW0690	Relief Sewers	3.00	4,505	9	4,496	-
WW0700	Candlewood Lift Station and Force Main	3.00	1,092	270	822	-
WW0750	Greenfield WRP - Phase III	3.00	562	562	-	-
WW0770	South Recharge Site - Phase II	3.00	441	441	-	-
WW0950	Recl. Water Line Ext. in Chandler Hgts	3.00	1,893	109	1,784	-
WW0960	Riparian Preserve Distrib. Structure Exp	2.23	1,849	-	-	-
WW0970	GWRP - Various Plant Improvements	3.00	1,331	631	700	-
WW1050	System Wide Force Main Retrofit	3.00	250	250	-	-
WW1070	No. East Wastewater Basin Outfall	1.18	4,591	-	-	-
WW1080	Recl. Water Vault - Recker/Warner	3.00	403	75	328	-
WW1160	Layton Lakes Lift Station Bio-Filter	2.60	977	-	-	977
WW1170	Freestone Park Odor Cont. Injection Sys	2.36	788	-	788	-
WW1180	Sewer Outfall Structure - Gilbert/Ray	2.40	809	-	163	646
WW1200	Greenfield WRP Phase IV Expansion	1.77	11,000	-	-	-
WW1230	Odor Control Study - South Gilbert	1.36	189	-	-	-
<b>Total Wastewater Funds</b>			<b>\$ 32,805</b>	<b>\$ 2,380</b>	<b>\$ 9,675</b>	<b>\$ 2,318</b>
<b>Wastewater Replacement Projects</b>						
ST1860	Gilbert and Warner Improvements	3.00	\$ 2,200	\$ -	\$ -	\$ -
WW0700	Candlewood Lift Station and Force Main	3.00	7,886	255	7,631	-
WW0970	GWRP - Various Plant Improvements	3.00	12,648	1,378	3,840	326
WW1050	System Wide Force Main Retrofit	3.00	21,141	758	2,547	1,086
WW1060	Concrete Pipe - Gravity Sewer Rehab	3.00	12,048	1,621	10,427	-
WW1090	Activated Sludge Pumping Station Repl	2.33	4,082	2	4,080	-
WW1100	Oxidation Ditch Rotor Replacements	2.51	6,259	-	-	2,503
WW1110	Effluent Filter Replacements	2.73	3,259	-	1,329	1,930
WW1130	Influent Odor Control System Repl.	2.42	837	-	-	-
WW1140	Greenfield Repair and Repl. - Expansion	3.00	20,540	5	20,535	-
WW1150	Crossroads Force Main Repair	3.00	1,750	1,613	137	-
WW1190	Higley/ SR 202 Gravity Sewer Rehab	2.87	488	-	488	-
WW1200	Greenfield WRP Phase IV Expansion	1.77	5,000	-	-	-
WW1231	Neely Administration Building Repairs	2.56	100	-	100	-
<b>Total Wastewater Replacement Funds</b>			<b>\$ 98,238</b>	<b>\$ 5,632</b>	<b>\$ 51,114</b>	<b>\$ 5,845</b>
<b>Wastewater System Development Fee Projects</b>						
WW0700	Candlewood Lift Station and Force Main	3.00	\$ 183	\$ 183	\$ -	\$ -
WW0750	Greenfield WRP - Phase III	3.00	500	500	-	-
WW0780	GWRP Reclaimed Water Pump Station Exp.	3.00	581	581	-	-
WW0890	Recl. Water Rec. Well at Elliot District Park	2.18	451	451	-	-
<b>Total Wastewater System Development Fee Funds</b>			<b>\$ 1,715</b>	<b>\$ 1,715</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Water Fund Projects</b>						
ST0710	Baseline Rd - Burk to Consolidated Canal	3.00	\$ 473	\$ -	\$ 473	\$ -
ST1120	Val Vista Drive - Appleby to Riggs	3.00	86	-	86	-
ST1200	Power Rd - Guadalupe to Santan Fwy	1.82	2,500	-	-	-

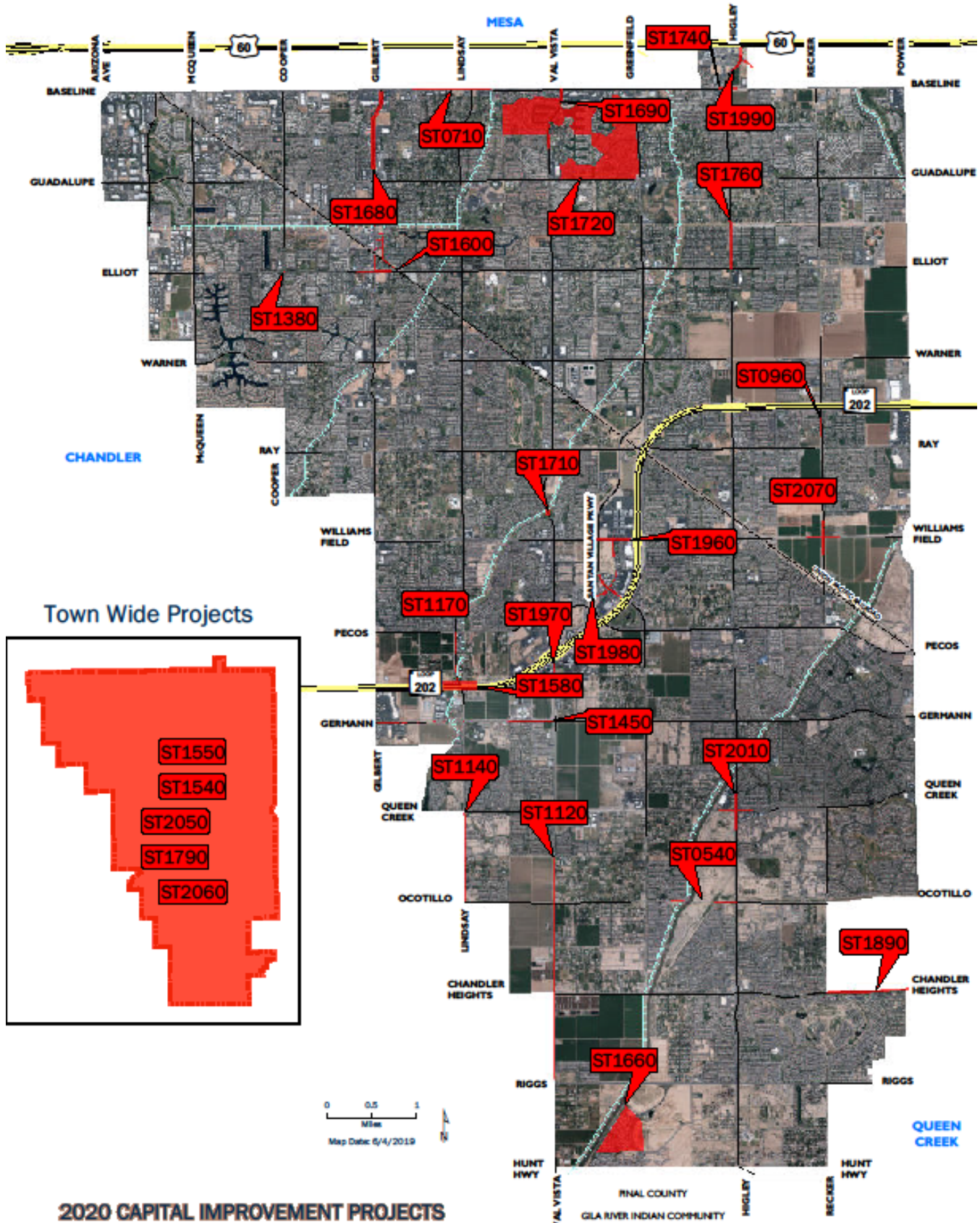
FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 10 Yrs
-	-	-	-	-	-	-	-	1,983
-	-	-	-	-	-	-	-	22,300
-	-	-	-	-	-	-	-	14,830
-	-	-	-	-	-	-	-	6,140
-	-	-	-	-	-	-	-	81,740
-	-	-	-	-	-	-	-	3,100
-	-	-	-	-	-	-	-	164
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 241,965</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-
-	-	-	140	-	-	-	-	-
-	-	-	150	-	-	-	-	-
-	-	315	-	-	-	-	-	-
99	-	-	-	-	99	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	1,849	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	4,591	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	11,000	-	-
189	-	-	-	-	-	-	-	-
<b>\$ 288</b>	<b>\$ 1,849</b>	<b>\$ 315</b>	<b>\$ 290</b>	<b>\$ -</b>	<b>\$ 99</b>	<b>\$ 11,000</b>	<b>\$ 4,591</b>	<b>\$ -</b>
\$ 2,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-
2,565	2,295	1,122	1,122	-	-	-	-	-
1,086	1,086	1,086	1,086	1,086	1,086	1,086	9,148	-
-	-	-	-	-	-	-	-	-
3,756	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
837	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	5,000	-	-
-	-	-	-	-	-	-	-	-
<b>\$ 10,444</b>	<b>\$ 3,381</b>	<b>\$ 2,208</b>	<b>\$ 2,208</b>	<b>\$ 1,086</b>	<b>\$ 1,086</b>	<b>\$ 6,086</b>	<b>\$ 9,148</b>	<b>\$ -</b>
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2,500	-	-	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
ST1450	Germann Road - Gilbert to Val Vista	3.00	800	-	-	800
ST1790	PM10 Paving - FY 2018 to FY 2022	1.13	240	-	-	-
MF2230	Topaz Radio	1.69	155	27	-	-
MF2310	Utility Billing/Customer Service System	1.23	745	-	-	745
MF2380	ADA Transition Plan	3.00	120	102	18	-
MF2410	North Area Service Center Paving	0.77	624	-	-	-
MF2420	South Area Service Center Paving	0.77	150	-	-	-
MF2460	Comprehensive Needs Assessment Study	1.87	49	-	49	-
WA0700	Santan Vista Water Plant - Phase II	3.00	50	50	-	-
WA1000	NWTP - Backwash Pumps	1.64	6,284	1	-	-
WA1070	NWTP - Finished Water Pump #10	3.00	1,155	39	1,116	-
WA1140	Baseline - Fiesta Tech to McQueen	3.00	2,644	80	2,564	-
WA1170	NWTP - Office Space Expansion	2.24	802	-	-	-
WA1200	Water Rights - Resiliency and Capacity	1.64	20,732	-	4,186	4,186
WA1220	NWTP - Storage Building	1.64	3,260	-	-	-
WA1260	Water Line-Lindsay - Baseline to Harwell	1.46	224	-	-	-
WA1280	Water Meter Modernization Program	1.77	11,878	-	-	-
WA1370	Blending Control for Wells 20 & 22	2.82	462	-	462	-
WA1380	NWTP Enhanced Chemical Feed Systems	2.42	12,992	-	-	-
WA1400	NWTP Facility Condition Assessment	2.40	525	158	367	-
WA1410	Zone Split Valve Structures	1.63	1,146	-	382	-
WA1420	NWTP Reservoir Water Quality Imp	2.56	3,204	670	2,534	-
WA1450	Transmission Main Assessments	2.56	332	-	332	-
WA1480	Well No. 25 Arsenic Mitigation	2.00	2,097	-	-	-
WA1490	Cathodic Protection/Ext. Pipeline Eval	2.56	544	-	-	-
WA1530	Zone 2 Imp 148th Street	1.72	800	-	800	-
WA1542	Vulnerability Assmnt and Emer Resp Plan	1.64	198	-	-	-
<b>Total Water Funds</b>			<b>\$ 75,271</b>	<b>\$ 1,127</b>	<b>\$ 13,369</b>	<b>\$ 5,731</b>
<b>Water Replacement Fund Projects</b>						
ST1150	Hunt Highway - Higley to Recker	0.77	\$ 2,300	\$ -	\$ -	\$ -
ST1270	Val Vista Drive - Riggs to Hunt Highway	0.77	2,300	-	-	-
ST1620	Mesquite Street Imp – Lindsay to Val Vista	1.64	625	-	-	-
ST1680	Gilbert - Baseline to No. of Guadalupe Recon.	3.00	2,430	876	1,554	-
ST1720	Val Vista Lakes Improvements	2.54	5,972	-	-	-
ST1800	Cooper Rd - Encinas to Baseline Imp	2.00	1,220	-	-	-
ST1880	Lindsay/Guadalupe Intersection Imp	1.46	867	-	-	-
ST1910	McQueen/Guadalupe Intersection Imp	1.00	508	-	-	-
ST1920	Val Vista/Ray Intersection Imp	1.00	207	-	-	-
ST2000	Power/Pecos Intersection Improvements	1.64	161	-	-	-
ST2100	Watford Court Improvements	2.87	1,024	-	-	1,024
RD2110	Heritage District Transportation Imp.	3.00	700	700	-	-
RD2130	Ash Street Re-Alignment	1.54	413	-	-	-
WA1080	NWTP - Variable Frequency Drive Repl	3.00	300	123	177	-
WA1180	Waterline - Tankersley Repl Area I	1.91	3,395	313	3,082	-
WA1210	NWTP North Reservoir Roof Repl	3.00	1,377	425	952	-
WA1230	New Res. and Res. Repl Pwr/Queen Crk	2.82	3,679	-	3,679	-
WA1250	Heritage District No. - Water Line Repl	3.00	9,641	8,936	705	-
WA1270	ACP Water Main Priority Repl Prog	2.40	515	2	513	-
WA1290	NWTP Ozone Generation System Repl	3.00	6,307	1	6,306	-
WA1300	Lindsay/Galveston Res. Site Well Repl	2.54	2,409	-	2,409	-
WA1310	Tankersley - Waterline Repl - Area II	2.38	8,159	1	8,158	-
WA1320	Tankersley - Waterline Repl - Area III/IV	2.38	15,362	-	15,362	-
WA1330	Tankersley - Waterline Repl - Area V	2.38	12,247	-	-	12,247
WA1340	Tankersley - Waterline Repl - Area VI	2.38	2,400	-	-	-
WA1350	Tankersley - Waterline Repl - Area VII/VIII	2.38	9,559	-	-	-
WA1380	NWTP Enhanced Chemical Feed Systems	2.42	1,271	-	-	-

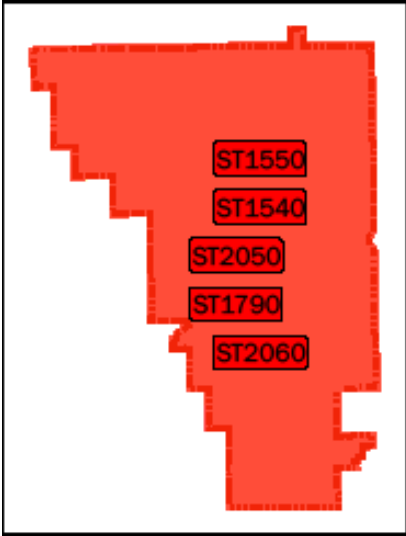
FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 10 Yrs
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	240
-	-	-	-	-	128	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	624	-	-	-	-	-
-	-	-	150	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	1,312	4,971	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	802	-	-	-	-	-
4,120	4,120	4,120	-	-	-	-	-	-
-	-	-	3,260	-	-	-	-	-
-	-	-	224	-	-	-	-	-
-	-	-	3,308	2,785	2,866	2,919	-	-
-	-	471	12,521	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	382	-	-	382	-	-	-
-	-	-	-	-	-	-	-	-
2,097	-	-	-	-	-	-	-	-
-	-	544	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
99	-	-	-	-	99	-	-	-
<b>\$ 8,816</b>	<b>\$ 4,120</b>	<b>\$ 5,517</b>	<b>\$ 22,201</b>	<b>\$ 7,756</b>	<b>\$ 3,475</b>	<b>\$ 2,919</b>	<b>\$ -</b>	<b>\$ 240</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,300	\$ -	\$ -
625	-	-	-	2,300	-	-	-	-
400	1,172	775	3,625	-	-	-	-	-
1,220	-	-	-	-	-	-	-	-
-	-	867	-	-	-	-	-	-
-	-	-	-	-	508	-	-	-
161	-	-	-	-	-	-	207	-
-	-	-	-	-	-	-	-	-
-	-	413	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
2,400	-	-	-	-	-	-	-	-
-	9,559	-	-	-	-	-	-	-
-	-	-	1,271	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2020	FY 2021
WA1440	Watertank Rd to Gilbert Waterline	2.09	2,263	-	2,263	-
WA1460	Higley Road Waterline Replacement	2.09	1,341	-	-	1,341
WA1470	Islands Waterline and System Repl	2.38	29,460	-	-	-
WA1510	Pony Lane Waterline Replacement	2.51	7,318	-	-	-
WA1520	Zone 4 Imp for Site 32	1.13	137	-	137	-
WA1541	NWTP Filter Rehabilitation	2.82	270	-	270	-
<b>Total Water Replacement Funds</b>			<b>\$ 136,137</b>	<b>\$ 11,377</b>	<b>\$ 45,567</b>	<b>\$ 14,612</b>
<b><u>Water Resources System Development Fee Projects</u></b>						
MF2520	System Development Fee Study	1.18	\$ 10	\$ -	\$ -	\$ -
WA0830	Water Rights - WMA Settlement	3.00	10,815	-	10,815	-
WA0940	Water Rights - Phase II	1.77	42,740	12,615	20,925	2,500
WA0980	San Carlos Apache Tribe Water Rights Lease	3.00	31,210	-	31,210	-
WA1060	NIA Priority CAP Water Acquisition	3.00	5,016	-	5,016	-
WA1200	Water Rights - Resiliency and Capacity	1.64	20,732	-	4,186	4,186
<b>Total Water Resources System Development Fee Funds</b>			<b>\$ 110,523</b>	<b>\$ 12,615</b>	<b>\$ 72,152</b>	<b>\$ 6,686</b>
<b><u>Water System Development Fee Projects</u></b>						
MF2520	System Development Fee Study	1.18	\$ 10	\$ -	\$ -	\$ -
WA0270	Well, 2 MG Reservoir and Pump Station	1.40	14,283	859	260	-
WA0620	Reservoir, Pump Station and Well Conv.	3.00	1,327	1,327	-	-
WA0670	Zone 2 to Zone 4 Interconnect	3.00	1,008	-	1,008	-
WA0710	Ray - Recker Direct Well System	3.00	6,571	1,482	5,089	-
WA0800	Bridges Well	2.82	4,476	-	4,476	-
WA0810	Direct System Well	2.46	5,934	2	-	-
WA0880	Trend Homes Direct System Well Conv.	1.00	7,421	655	-	-
WA1120	Waterline - Power Road Elliot to Warner	1.69	2,662	-	-	-
WA1230	New Res. and Res. Repl Pwr/Queen Crk	2.82	8,586	-	8,586	-
WA1260	Water Line-Lindsay - Baseline to Harwell	1.46	224	-	-	-
<b>Total Water System Development Fee Funds</b>			<b>\$ 52,502</b>	<b>\$ 4,325</b>	<b>\$ 19,419</b>	<b>\$ -</b>
<b><u>WRMPC (2007 Bonds) Projects</u></b>						
WA0880	Trend Homes Direct System Well Conv.	1.00	\$ 13	\$ 13	\$ -	\$ -
<b>Total WRMPC (2007 Bonds) Funds</b>			<b>\$ 13</b>	<b>\$ 13</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>WRMPC (2016 Bonds) Projects</u></b>						
WA0620	Reservoir, Pump Station and Well Conv.	3.00	\$ 17,202	\$ 1,954	\$ 15,248	\$ -
WA0700	Santan Vista Water Plant - Phase II	3.00	36,099	34,653	1,446	-
<b>Total WRMPC (SDF Bond) Funds</b>			<b>\$ 53,301</b>	<b>\$ 36,607</b>	<b>\$ 16,694</b>	<b>\$ -</b>
<b><u>WRMPC (2018 Bonds) Projects</u></b>						
WW0750	Greenfield WRP - Phase III	3.00	\$ 45,253	\$ 23,977	\$ 21,276	\$ -
<b>Total WRMPC (2018 Bonds) Funds</b>			<b>\$ 45,253</b>	<b>\$ 23,977</b>	<b>\$ 21,276</b>	<b>\$ -</b>
<b><u>WRMPC (Intergov Contribution) Projects</u></b>						
WA0700	Santan Vista Water Plant - Phase II	3.00	\$ 31,462	\$ 29,962	\$ 1,500	\$ -
<b>Total WRMPC (Intergov Contribution) Funds</b>			<b>\$ 31,462</b>	<b>\$ 29,962</b>	<b>\$ 1,500</b>	<b>\$ -</b>
<b>Grand Total - All Capital Funds</b>			<b>\$ 2,428,378</b>	<b>\$ 254,853</b>	<b>\$ 532,590</b>	<b>\$ 96,178</b>

FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 10 Yrs
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	5,892	5,892	5,892	5,892	5,892
-	-	-	7,318	-	-	-	-	-
-	-	-	-	-	-	-	-	-
<b>\$ 4,806</b>	<b>\$ 10,731</b>	<b>\$ 2,055</b>	<b>\$ 12,214</b>	<b>\$ 8,192</b>	<b>\$ 6,400</b>	<b>\$ 8,192</b>	<b>\$ 6,099</b>	<b>\$ 5,892</b>
\$ -	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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6,700	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
4,120	4,120	4,120	-	-	-	-	-	-
<b>\$ 10,820</b>	<b>\$ 4,130</b>	<b>\$ 4,120</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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-	-	-	-	13,164	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
5,932	-	-	-	-	-	-	-	-
-	-	-	-	6,766	-	-	-	-
-	-	-	-	2,662	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	224	-	-	-	-	-
<b>\$ 5,932</b>	<b>\$ 10</b>	<b>\$ -</b>	<b>\$ 224</b>	<b>\$ 22,592</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>\$ 222,233</b>	<b>\$ 129,038</b>	<b>\$ 236,025</b>	<b>\$ 116,882</b>	<b>\$ 107,223</b>	<b>\$ 33,856</b>	<b>\$ 231,399</b>	<b>\$ 90,714</b>	<b>\$ 377,387</b>



### Town Wide Projects



## 2020 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology

Capital Expenses (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
Ocotillo Road - Greenfield to Higley	ST0540	\$ 62,211	\$ 321	\$ 300	\$ 11,772	\$ -	\$ 49,818	\$ -	\$ -	\$ -
Baseline Rd - Burk to Consolidated Canal	ST0710	1,340	3	1,337	-	-	-	-	-	-
Baseline Road - Greenfield to Power	ST0780	6,184	112	-	-	-	-	-	6,072	-
Recker Rd - Ocotillo to Chandler Heights	ST0800	8,564	-	-	-	-	-	-	8,564	-
Hunt Highway - Val Vista to 164th Street	ST0840	78,082	40	-	-	-	-	-	-	78,042
Recker Rd - Ray Rd to SR 202 Imp	ST0960	3,030	278	2,752	-	-	-	-	-	-
Higley Road - Riggs to Stacey Rd	ST0980	11,505	1,973	-	-	-	-	-	9,532	-
Ocotillo Road - 148th Street to Greenfield	ST0990	16,032	-	-	4,862	-	11,170	-	-	-
Elliot Road Improvements - Neely to Burk	ST1050	3,407	-	-	-	-	-	-	3,407	-
Val Vista Drive - Appleby to Riggs	ST1120	25,963	4,250	21,713	-	-	-	-	-	-
Lindsay Road - Queen Creek to Ocotillo	ST1140	3,881	93	3,788	-	-	-	-	-	-
Hunt Highway - Higley to Recker	ST1150	9,335	-	-	-	-	-	-	9,335	-
Recker Road - Riggs to Hunt Highway	ST1160	8,446	104	-	-	-	-	-	8,342	-
Lindsay Road - Pecos to SR 202	ST1170	12,571	1,015	11,556	-	-	-	-	-	-
Warner Road - Power to E. of Recker Rd	ST1180	14,483	-	-	-	14,483	-	-	-	-
Power Rd - Guadalupe to Santan Fwy	ST1200	13,585	-	-	-	13,585	-	-	-	-
Val Vista Drive - Riggs to Hunt Highway	ST1270	7,779	-	-	-	-	-	-	7,779	-
Warner and Greenfield Intersection	ST1300	12,319	-	-	-	-	-	-	-	12,319
Ray and Gilbert Intersection	ST1310	12,319	-	-	-	-	-	-	12,319	-
Elliot and Gilbert Intersection	ST1320	10,255	66	-	-	-	-	-	10,189	-
Guadalupe and Val Vista Intersection	ST1330	13,399	-	-	-	-	-	-	13,399	-
Guadalupe and Power Intersection	ST1340	7,494	-	-	-	7,494	-	-	-	-
Guadalupe and Greenfield Intersection	ST1350	14,319	-	-	-	-	-	-	-	14,319
Elliot and Greenfield Intersection	ST1360	13,440	-	-	-	-	-	-	-	13,440
Elliot and Val Vista Intersection	ST1370	15,145	-	-	-	-	-	-	15,145	-
Elliot and Cooper Intersection	ST1380	10,370	502	9,868	-	-	-	-	-	-
Elliot and Higley Intersection	ST1390	8,694	-	-	-	-	-	-	8,694	-
Germann Road - Gilbert to Val Vista	ST1450	24,609	3,006	12,953	8,650	-	-	-	-	-
Turn Lane Safety and Congestion Imp	ST1540	10,287	269	1,311	792	1,583	1,583	1,583	3,166	-
Accessibility Upgrades in Public ROW	ST1550	2,520	1,220	610	345	345	-	-	-	-
Constellation Way, So. of Coldwater Blvd	ST1570	2,741	55	-	-	-	-	-	2,686	-
Lindsay Road/SR 202 Traffic Interchange	ST1580	18,151	3,085	15,066	-	-	-	-	-	-
Higley & Pecos Improvements	ST1590	879	-	-	879	-	-	-	-	-
Infrastructure Imp. at Railroad Crossings	ST1600	2,545	48	2,497	-	-	-	-	-	-
Mesquite Street Imp - Lindsay to Val Vista	ST1620	4,856	-	-	-	4,856	-	-	-	-
Adora Trails Improvements	ST1660	874	50	824	-	-	-	-	-	-
Gilbert - Baseline to No. of Guadalupe Recon.	ST1680	8,207	2,011	6,196	-	-	-	-	-	-
Val Vista Drive Reconstruction	ST1690	6,318	396	5,922	-	-	-	-	-	-
Val Vista Dr/Eastern Canal Bridge Repair	ST1710	1,055	18	1,037	-	-	-	-	-	-
Val Vista Lakes Improvements	ST1720	42,993	343	177	-	10,547	7,982	9,051	14,893	-
Higley and Baseline Intersection Imp	ST1740	5,028	728	4,300	-	-	-	-	-	-
Higley Road Reconstruction	ST1760	1,353	1,250	103	-	-	-	-	-	-
Guadalupe Road Improvements	ST1770	6,071	-	-	471	5,600	-	-	-	-

Capital Expenses (1,000s)	Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs	
PM10 Paving	ST1790	2,183	35	560	-	-	-	-	1,588	
Cooper Rd - Encinas to Baseline Imp	ST1800	6,846	-	-	-	6,846	-	-	-	
Pecos Road - Allen to Lindsay	ST1820	4,256	-	-	-	4,256	-	-	-	
Higley Road Imp North of Elliot	ST1830	1,392	-	-	-	1,392	-	-	-	
Cooley Station Transit Center	ST1840	9,106	-	-	-	-	9,106	-	-	
Greenfield Road Right Turn Lane at Knox	ST1850	612	-	-	612	-	-	-	-	
Gilbert and Warner Improvements	ST1860	10,741	55	-	-	10,686	-	-	-	
McQueen/Elliot Intersection Imp	ST1870	10,384	-	-	-	10,384	-	-	-	
Lindsay/Guadalupe Intersection Imp	ST1880	9,630	-	-	-	-	9,630	-	-	
Chandler Heights Improvements	ST1890	3,000	-	1,000	2,000	-	-	-	-	
McQueen/Guadalupe Intersection Imp	ST1910	10,937	-	-	-	-	-	10,937	-	
Val Vista/Ray Intersection Imp	ST1920	8,891	-	-	-	-	-	8,891	-	
Power/Queen Creek Intersection Imp	ST1940	8,246	-	-	-	-	-	8,246	-	
Market Street/Williams Field Imp	ST1960	87	-	87	-	-	-	-	-	
Val Vista/Mercy Improvements	ST1970	87	-	87	-	-	-	-	-	
Market St/San Tan Village Pkwy Imp	ST1980	90	-	90	-	-	-	-	-	
Higley/Iverness Improvements	ST1990	87	-	87	-	-	-	-	-	
Power/Pecos Intersection Improvements	ST2000	11,654	-	-	-	11,654	-	-	-	
Higley/Queen Creek Improvements	ST2010	87	-	87	-	-	-	-	-	
Various Roadway Improvements	ST2050	30,475	-	75	-	6,080	6,080	6,080	12,160	
Transportation Master Plan	ST2060	445	-	445	-	-	-	-	-	
Integrated Transit Center Dev Plan	ST2070	310	-	310	-	-	-	-	-	
Bus Stop Improvements	ST2080	1,219	-	-	-	1,219	-	-	-	
Watford Court Improvements	ST2100	3,089	-	-	3,089	-	-	-	-	
<b>Total Capital Expenses</b>		<b>\$ 676,493</b>	<b>\$ 21,326</b>	<b>\$ 105,138</b>	<b>\$ 33,472</b>	<b>\$ 111,010</b>	<b>\$ 76,633</b>	<b>\$ 35,450</b>	<b>\$ 173,756</b>	<b>\$ 119,708</b>

Capital Sources (1,000s)	Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
2006 GO Bonds 08	\$ 2,314	\$ 2,314	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2007 GO Bonds 08	3,508	3,508	-	-	-	-	-	-	-
2017 GO Bonds	59,779	8,931	50,848	-	-	-	-	-	-
2022 Potential Street Bond	175,759	-	-	-	79,634	50,080	22,547	23,498	-
2026 Potential Street Bond	99,716	-	-	-	-	-	-	98,693	1,023
MAG RTP Arterial Fund	58,192	114	16,314	24,541	9,696	5,368	2,159	-	-
MAG Revolving Fund	1,676	663	17,196	(15,812)	7,156	(5,368)	(2,159)	-	-
Developer Contribution	21,333	1,337	791	4,862	-	11,158	-	2,860	325
CIP Outside Sources	6,350	538	4,000	-	-	-	1,812	-	-
CIP O/S Revolving Fund	2,434	(1,535)	4,780	-	55	-	(1,812)	946	-
City of Mesa	3,092	-	-	-	-	-	-	3,092	-
Water Repl Fund	17,614	876	1,554	1,024	2,406	1,172	1,642	8,940	-
Wastewater Repl Fund	2,200	-	-	-	2,200	-	-	-	-
General Fund	1,211	1,195	16	-	-	-	-	-	-
Water Fund	4,099	-	559	800	2,500	-	-	-	240
Wastewater Fund	570	-	570	-	-	-	-	-	-
Env. Services-Residential	2	2	-	-	-	-	-	-	-



# STREETS PROJECT SUMMARY




<b>Capital Sources (1,000s)</b>	<b>Total</b>	<b>Prior Years</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Years 6-10</b>	<b>Beyond 10 Yrs</b>
Roadway and Maint. Fund	57,599	2,848	8,510	6,285	3,863	8,393	9,859	17,841	-
Future Growth Funding	12,950	-	-	-	-	-	-	6,538	6,412
Park SDF - Prior to 2012	-	-	-	-	-	-	-	-	-
Roads SDF	33,852	-	-	11,772	3,500	5,830	1,402	11,348	-
Private Fund	-	-	-	-	-	-	-	-	-
Investment Income	36	36	-	-	-	-	-	-	-
Unidentified	111,708	-	-	-	-	-	-	-	111,708
Miscellaneous	499	499	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 676,493</b>	<b>\$ 21,326</b>	<b>\$ 105,138</b>	<b>\$ 33,472</b>	<b>\$ 111,010</b>	<b>\$ 76,633</b>	<b>\$ 35,450</b>	<b>\$ 173,756</b>	<b>\$ 119,708</b>

## Operation and Maintenance Impact (1,000s)

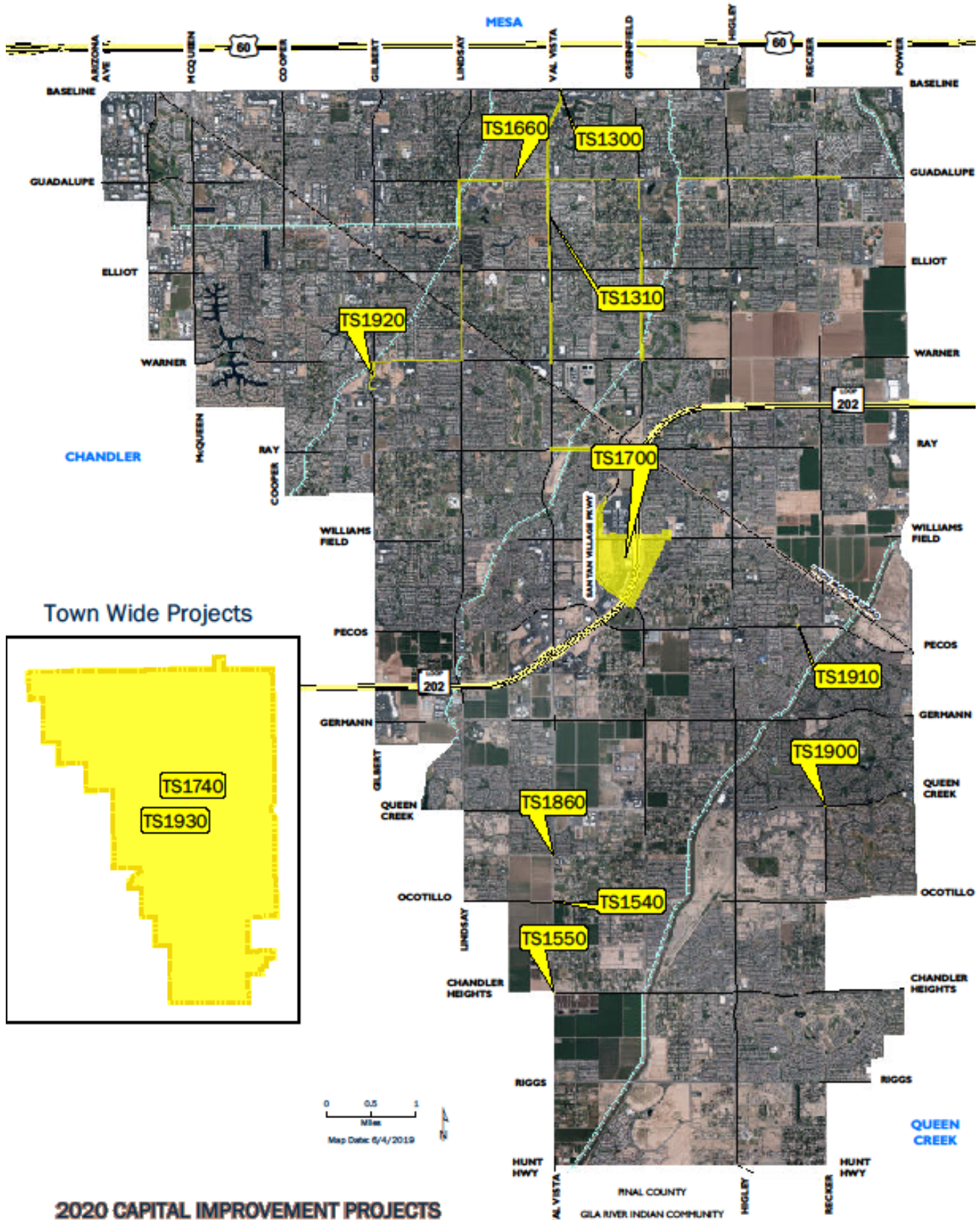
Total Operation and Maintenance Impact	\$ -	\$ 104	\$ 189	\$ 279	\$ 319	\$ -
Total Revenue	-	-	-	-	-	-
<b>Net Additional Cost</b>	<b>\$ -</b>	<b>\$ 104</b>	<b>\$ 189</b>	<b>\$ 279</b>	<b>\$ 319</b>	<b>\$ -</b>

<b>ST0540 – Ocotillo Road – Greenfield to Higley</b> Design and construction of Ocotillo Road from approximately ¼ mile east of Greenfield Road to minor arterial standards. The project includes crossings over the Queen Creek Wash, East Maricopa Floodway, Roosevelt Water Conservation District Canal and Chandler Heights Basin. The project includes the relocation of 69kV power lines and access into the proposed Gilbert Regional Park (PR0310).	<b>Project Priority: 1.91</b>
<b>ST0710 – Baseline Road – Burk to Consolidated Canal</b> Widen Baseline Road from Burk to the Consolidated Canal to the major arterial standard, including six lanes with a raised landscaped median, bike lanes, sidewalks and street lights. Project includes design and construction of approximately 350 linear feet of ductile iron pipe (Water) in Baseline Road.	<b>Project Priority: 3.00</b>
<b>ST0960 – Recker Rd – 660’ North of Ray to 1320’ North</b> Complete Recker Road improvements to minor arterial standards, per the Gateway Character Area standards, including four lanes, raised median, landscaping, bike lanes, sidewalks, and street lights. The project includes the relocation of the 69kV power lines and raised/landscaped median from Ray Road to the Santan Freeway.	<b>Project Priority: 3.00</b>
<b>ST1120 – Val Vista Drive – Appleby to Riggs</b> Complete Val Vista Drive to full width improvements to a major arterial standard; includes a six-lane section with raised landscaped median, bike lanes, sidewalks and street lights from Ocotillo Road to Merlot Street, potentially reducing from six lanes to four lanes south of Chandler Heights. Also includes a 12" waterline in Chandler Heights.	<b>Project Priority: 3.00</b>
<b>ST1140 – Lindsay Road – Queen Creek to Ocotillo</b> Complete Lindsay Road to full width improvements for a minor arterial from Layton Lakes Blvd to approximately Spur Road (approximately ¼ mile). Improvements include a four lane section with striped two-way center left turn lane, bike lanes, sidewalks and street lights.	<b>Project Priority: 3.00</b>
<b>ST1170 – Lindsay Road – Pecos to Germann</b> Complete Lindsay Road improvements from Pecos Road (intersection included) to South 144 <sup>th</sup> Street to major arterial standards; including additional lanes, a raised median, sidewalks and street lights. The improvements on Lexington Street between Lindsay Road and 144 <sup>th</sup> Street are included in the scope of this project.	<b>Project Priority: 3.00</b>
<b>ST1380 – Elliot and Cooper Intersection</b> Intersection improvements at Elliot and Cooper Roads in accordance with the Maricopa Association of Governments (MAG) Regional Transportation Plan approved by voters as Proposition 400 in 2004. Improvements to reduce congestion include widening justified by traffic studies, and related traffic signal and drainage improvements.	<b>Project Priority: 3.00</b>
<b>ST1450 – Germann Road – Gilbert to Val Vista</b> Improvements are designed for major arterial roadway standards, including six lanes, a raised median, sidewalks, bike lanes, street lights, traffic signals, interconnect and improvements to the bridge over the Eastern Canal.	<b>Project Priority: 3.00</b>

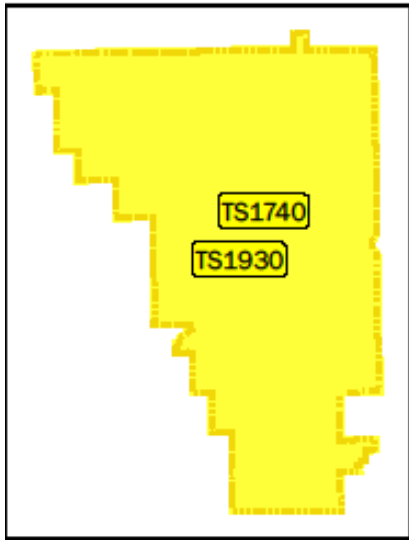
<b>ST1540 – Left-Turn Safety and Congestion Improvements</b> Modify various intersections that were constructed with a negative offset. Possible scope to include reconstruction of medians and conversion to protected only left-turn signal operation, extend the left-turn pocket length at intersections, add a dedicated right-turn lane at intersections to reduce disruption to through traffic.	<b>Project Priority: 2.87</b>
<b>ST1550 – ADA Transition Replacement</b> This program is a multi-year program and systematically replaces and repairs deficient sidewalk, sidewalk ramps, driveways and pedestrian push buttons. The ADA Transition Plan is used to prioritize locations to be compliant with the current PROWAG Guidelines. PROWAG is a guideline by the US Department of Transportation related to ADA within the public right of way; Accessibility Guidelines for Pedestrian Facilities in the Public Right of Way.	<b>Project Priority: 3.00</b>
<b>ST1580 – Lindsay Road/SR 202 Traffic Interchange</b> Construction of a new full access traffic interchange (TI) at Lindsay Road and SR 202 (Santan Freeway) to provide access to SR 202 ad a frontage road system on the north side of SR 202 between Lindsay Road and Gilbert Road. The improvements will include the construction of the entry/exit ramps and frontage road, traffic signals and interconnect, improvements to the mainline SR 202 to accommodate the new TI, reconstruction of Lindsay Road and Eastern Canal alignments, reconfiguration and mitigation measures for Zanjero Park, purchase of additional right-of-way for the TI, and other minor improvements to the existing street network to accommodate the TI.	<b>Project Priority: 3.00</b>
<b>ST1600 – Infrastructure Improvements at Railroad Crossings</b> Upgrade infrastructure improvement adjacent to Union Pacific Railroad (UPRR) crossings to comply with existing federal standards. The project has identified several locations that will receive the upgrades. Upgrades may include curb replacement, signage, railroad signal upgrades, and median and driveway adjustments.	<b>Project Priority: 3.00</b>
<b>ST1660 – Adora Trails Improvements</b> Improvements will be to install new driveways and handicap ramps as required in areas of Adora Trails	<b>Project Priority: 3.00</b>
<b>ST1680 – Gilbert Road – Baseline Road to North of Guadalupe</b> Major reconstruction of deteriorated asphalt pavement on Gilbert Road and update the pedestrian ramps and driveways for ADA compliance. This project will also install 4700 linear feet of ductile iron pipe water line. The project includes the addition of median islands and bike lanes.	<b>Project Priority: 3.00</b> 
<b>ST1690 – Val Vista Drive Reconstruction</b> Major reconstruction of deteriorated asphalt pavement on Val Vista drive from Baseline Road to Guadalupe Road intersection, adding bike lanes, updating landscaping in median and refreshing three signals to current standards. Signals will be upgraded to flashing left arrows.	<b>Project Priority: 3.00</b> 

<p><b>ST1710 – Val Vista Drive/Eastern Canal Bridge Repair</b></p> <p>The project will reconstruct the bridge deck on Val Vista Road.</p>	<p><b>Project Priority: 2.51</b></p> 
<p><b>ST1720 – Val Vista Lakes Overlay and Improvements</b></p> <p>Remove and replace entire pavement section in four phases, starting with the western phase. Water lines will be replaced and valves will be updated. ADA will be updated to meet PROWAG guidelines.</p>	<p><b>Project Priority: 2.54</b></p> 
<p><b>ST1740 – Higley and Baseline Improvements</b></p> <p>Per the terms of the Development Agreement, Gilbert will improve and construct the Baseline and Higley intersection, including a traffic signal and a median left-turn lane on Baseline Road to southbound San Benito Road. Gilbert will also construct the Higley Road northbound right-turn lane onto Baseline Road eastbound and the Higley Road southbound left-turn median bay.</p>	<p><b>Project Priority: 3.00</b></p>
<p><b>ST1760 – Higley Road Reconstruction</b></p> <p>This project will be a complete reconstruction of Higley Road North of Elliot Southbound lanes adjacent to Higley Groves West Subdivision.</p>	<p><b>Project Priority: 3.00</b></p> 
<p><b>ST1790 – PM10 Paving</b></p> <p>An assessment was completed in prior years to determine eligible areas for PM10 paving. Two locations have been prioritized: Mews Road is planned for FY 2020. Stacey Road scope includes addition of water main and is anticipated outside of the ten year plan.</p>	<p><b>Project Priority: 1.13</b></p>
<p><b>ST1890 – Chandler Heights Improvements</b></p> <p>Roadway improvements on Chandler Heights from west of Power Road to Recker Road. Improvements will be half street improvements on the north side of Chandler Heights per Gilbert standards. A new traffic signal will be added at 180<sup>th</sup> Street.</p>	<p><b>Project Priority: 3.00</b></p>
<p><b>ST1960 – Market Street/Williams Field Improvements</b></p> <p>Intersection improvements at Market Street and Williams Field Road. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data.</p>	<p><b>Project Priority: 2.87</b></p>
<p><b>ST1970 – Val Vista/Mercy Improvements</b></p> <p>Intersection improvements at Val Vista and Mercy Road. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data.</p>	<p><b>Project Priority: 2.87</b></p>

<b>ST1980 – Market St/San Tan Village Parkway Improvements</b> Intersection improvements at Market Street and San Tan Village Parkway. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data.	<b>Project Priority: 2.87</b>
<b>ST1990 – Higley/Iverness Improvements</b> Intersection improvements at Higley and Iverness Avenue. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data.	<b>Project Priority: 2.87</b>
<b>ST2010 – Higley/Queen Creek Improvements</b> Intersection improvements at Higley and Queen Creek Road. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data.	<b>Project Priority: 2.87</b>
<b>ST2050 – Various Roadway Improvements</b> Roadway and infrastructure improvements at various locations with the Town of Gilbert for roads annexed prior to 2006.	<b>Project Priority: 1.90</b>
<b>ST2060 – Transportation Master Plan</b> Update of the 2014 Transportation Master Plan, which will implement the 2020 General Plan inclusive of bike and transit and incorporate prioritization and strategic multi-modal transportation projects, corridors, and investments that will position Gilbert as a strong regional economic center.	<b>Project Priority: 2.87</b>
<b>ST2070 – Integrated Transit Center Development Plan</b> Prepare a development plan for the Heritage District and Cooley Stations to identify opportunities for future high capacity transit use. This development plan should also include master planning the station for integrated uses in order to maximize the potential economic development opportunities.	<b>Project Priority: 2.87</b>



**Town Wide Projects**



**2020 CAPITAL IMPROVEMENT PROJECTS**

Source: Office of Information Technology


# TRAFFIC CONTROL PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
Val Vista and Baseline Signal Imp.	TS1300	\$ 617	\$ 83	\$ 534	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advanced Traffic Mgmt Sys. - Phase III	TS1310	1,668	-	1,668	-	-	-	-	-	-
Advanced Traffic Mgmt Sys. - Phase V	TS1330	2,944	-	-	-	2,944	-	-	-	-
Advanced Traffic Mgmt Sys. - Phase VI	TS1340	1,627	-	-	-	-	-	1,627	-	-
Recker and Cooley Loop North	TS1440	552	31	-	521	-	-	-	-	-
Recker and Cooley Loop South	TS1450	552	31	-	521	-	-	-	-	-
Williams Field and Cooley Loop West	TS1460	552	31	-	521	-	-	-	-	-
Williams Field and Cooley Loop East	TS1470	550	31	-	519	-	-	-	-	-
Riggs and Recker	TS1500	523	-	-	-	-	-	-	523	-
Val Vista and Ocotillo	TS1540	569	26	543	-	-	-	-	-	-
Val Vista and Chandler Heights	TS1550	587	27	560	-	-	-	-	-	-
Recker and Warner	TS1570	575	-	-	-	575	-	-	-	-
Recker and Ocotillo	TS1580	575	-	-	-	-	575	-	-	-
Higley and Coldwater	TS1620	372	-	-	-	372	-	-	-	-
Fiber Optic Communications Infra. Repl	TS1660	744	326	418	-	-	-	-	-	-
Smart Signal Control System	TS1700	5,663	-	650	1,092	3,921	-	-	-	-
Advance Detection Safety Improvement	TS1740	2,365	724	831	810	-	-	-	-	-
Val Vista and Appleby	TS1860	554	-	554	-	-	-	-	-	-
Queen Creek and Recker Road	TS1900	533	68	465	-	-	-	-	-	-
Pecos and Napa	TS1910	556	-	556	-	-	-	-	-	-
American Heroes Way/Gilbert Rd Signal	TS1920	475	-	475	-	-	-	-	-	-
Transportation Systems/Mgmt Oper Plan	TS1930	243	-	243	-	-	-	-	-	-
Fiber Optic Strategic Build Out	TS1940	16,000	-	-	-	4,000	4,000	4,000	4,000	-
Intersection Signal Program	ISP	14,480	-	-	1,448	1,448	1,448	1,448	7,240	1,448
<b>Total Capital Expenses</b>		<b>\$ 53,876</b>	<b>\$ 1,378</b>	<b>\$ 7,497</b>	<b>\$ 5,432</b>	<b>\$ 13,260</b>	<b>\$ 6,023</b>	<b>\$ 7,075</b>	<b>\$ 11,763</b>	<b>\$ 1,448</b>

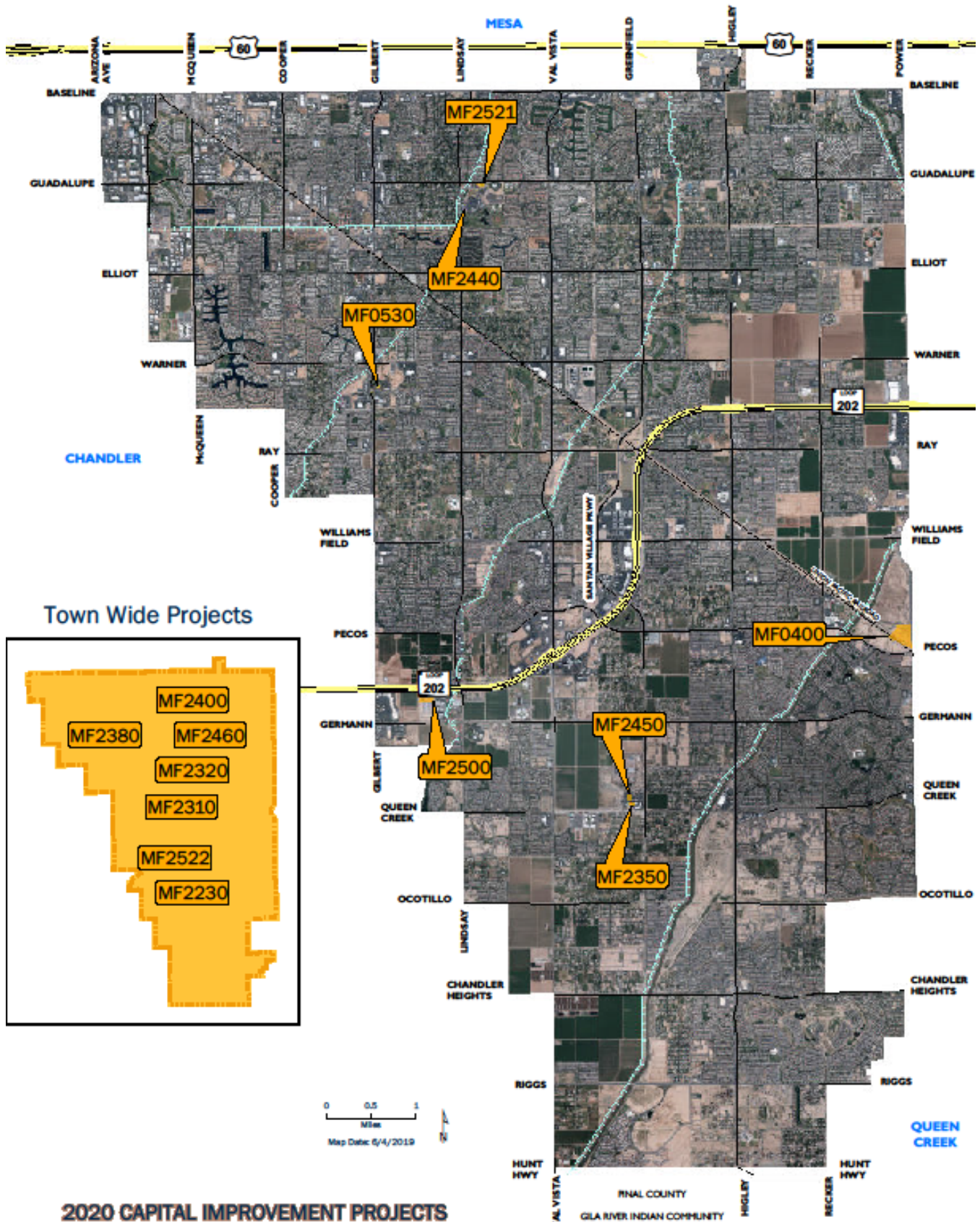
Capital Sources (1,000s)	Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
2017 GO Bonds	\$ 580	\$ 46	\$ 534	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2022 Potential Street Bond	16,000	-	-	-	4,000	4,000	4,000	4,000	-
Roadway and Maint. Fund	13,662	1,087	3,439	1,727	5,767	144	1,367	131	-
Signal SDF	23,634	245	3,524	3,705	3,493	1,879	1,708	7,632	1,448
<b>Total Sources</b>	<b>\$ 53,876</b>	<b>\$ 1,378</b>	<b>\$ 7,497</b>	<b>\$ 5,432</b>	<b>\$ 13,260</b>	<b>\$ 6,023</b>	<b>\$ 7,075</b>	<b>\$ 11,763</b>	<b>\$ 1,448</b>

## Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact	\$ -	\$ 4	\$ 16	\$ 36	\$ 37	\$ -
Total Revenue	-	-	-	-	-	-
<b>Net Additional Cost</b>	<b>\$ -</b>	<b>\$ 4</b>	<b>\$ 16</b>	<b>\$ 36</b>	<b>\$ 37</b>	<b>\$ -</b>

<b>TS1300 – Val Vista and Baseline Signal Improvement</b> Work includes modifications to the raised median island and pavement markings on the south leg of the intersection to provide dual left- turn lanes and bike lanes, modification of the pavement markings on the north leg to provide dual left-turn lanes, and new signal heads, signal poles and mast arms on all corners.	<b>Project Priority: 3.00</b>
<b>TS1310 – Advanced Traffic Management System – Phase III</b> Include design and construction of the Val Vista Branch Line of fiber on portions of Baseline to Warner Road and connect the Val Vista/Ray intersection fiber from Ray and Santan Village Parkway. Both consist of conduit, fiber optic cable, enclosures, related infrastructure and equipment. Project is eligible for System Development Fee funding.	<b>Project Priority: 2.82</b>
<b>TS1540 – Val Vista and Ocotillo</b> Design and installation of a major arterial traffic signal at the intersection of Val Vista Drive and Ocotillo Road and connection to the signal system. Project is eligible for System Development Fee funding.	<b>Project Priority: 3.00</b>
<b>TS1550 – Val Vista and Chandler Heights</b> Design and installation of a major arterial traffic signal at the intersection of Val Vista Drive and Chandler Heights Road and connection to the signal system. Project is eligible for System Development Fee funding.	<b>Project Priority: 3.00</b>
<b>TS1660 – Fiber Optic Communications Infrastructure Repl.</b> Repair/replace existing fiber optic communications infrastructure along approximately 11 miles of arterial streets. Includes replacement of broken conduit and installation of fiber optic cable, vaults, pull boxes and related equipment.	<b>Project Priority: 3.00</b> 
<b>TS1700 – Smart Signal Control System</b> Install an adaptive signal timing system and associated equipment at nine (9) intersections in the San Tan Village Mall area. Project is eligible for System Development Fee funding.	<b>Project Priority: 2.82</b>
<b>TS1740 – Advance Detection Safety Improvement</b> The project will implement advance detection at intersections that have correctable personal injury crashes and at intersections that will have operational benefit with advance detection.	<b>Project Priority: 3.00</b>
<b>TS1860 – Val Vista and Appleby</b> Design and construction of a traffic signal at the intersection of Val Vista Drive and Appleby Road and connection to the signal system. Reconstruction of intersection ramps to comply with Public Right-of-Way Accessibility Guidelines (PROWAG). Project is eligible for System Development Fee funding.	<b>Project Priority: 3.00</b>

<b>TS1900 – Queen Creek and Recker Road</b>	<b>Project Priority: 3.00</b>
Design and install a traffic signal at the intersection of Queen Creek Road and Recker Road. Scope may include median work on Recker Road to accommodate a left- turn lane. Reconstruction of intersection ramps to comply with Public Right-of-Way Accessibility Guidelines (PROWAG) may be needed. Project is eligible for System Development Fee funding.	
<b>TS1910 – Pecos and Napa</b>	<b>Project Priority: 3.00</b>
Design and installation of a traffic signal at the intersection of Napa and Pecos Roads and connection into the signal system. Project is eligible for System Development Fee funding.	
<b>TS1920 - American Heroes Way/Gilbert Rd Signal</b>	<b>Project Priority: 3.00</b>
Design and installation of a traffic signal at the intersection of American Hero’s Way and Gilbert Road and connection into the signal system. Project is eligible for System Development Fee funding.	
<b>TS1930 - Transportation Systems/Management Operating Plan</b>	<b>Project Priority: 2.87</b>
The Transportation Systems and Management Operations Plan (TSMO) for the town will serve as a road map for future Intelligent Transportation Systems (ITS) projects, improvements and policies. The plan will focus on implementing a comprehensive ITS program to manage existing and future transportation infrastructure, improve mobility and safety of the transportation network, provide traveler information to residents and the traveling public, deploy functional cost effective ITS infrastructure, share and integrate ITS projects and information with other town departments and partner agencies. The plan will also focus on organization structure to support operations and maintenance of the ITS program.	



Capital Expenses (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
Transfer Station	MF0320	\$ 7,060	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,060
Public Safety Training Facility	MF0400	100,848	21,050	79,798	-	-	-	-	-	-
Municipal Center I Renovation - Phase II	MF0530	14,773	847	629	6,649	6,648	-	-	-	-
Adaptive Response Unit (ARU 2)	MF2160	1,000	-	-	-	-	-	1,000	-	-
Topaz Radio	MF2230	13,793	6,543	505	236	363	363	228	5,555	-
Adaptive Response Unit 1 (ARU 1)	MF2290	1,000	-	-	-	-	1,000	-	-	-
Utility Billing/Customer Service System	MF2310	2,780	-	362	2,418	-	-	-	-	-
Finance and HR/Payroll Sys Replacement	MF2320	1,816	1,355	461	-	-	-	-	-	-
Fleet Maintenance Facility	MF2350	492	3	489	-	-	-	-	-	-
Public Safety Roof	MF2360	388	-	-	-	-	-	388	-	-
ADA Transition Plan	MF2380	675	590	85	-	-	-	-	-	-
Police Information System Replacement	MF2400	3,400	-	3,400	-	-	-	-	-	-
North Area Service Center Paving	MF2410	1,560	-	-	-	-	-	-	1,560	-
South Area Service Center Paving	MF2420	834	-	-	-	-	-	-	834	-
NASC Fuel Storage Tank Replacement	MF2440	971	-	971	-	-	-	-	-	-
CNG Fueling Station - Phase II	MF2450	1,818	-	1,818	-	-	-	-	-	-
Comprehensive Needs Assessment Study	MF2460	394	61	333	-	-	-	-	-	-
Public Safety Center Expansion	MF2470	10,000	-	-	-	-	-	-	10,000	-
Police Dispatch Center Expansion	MF2480	3,173	-	-	700	-	-	-	2,473	-
Family Advocacy Center	MF2490	6,066	-	-	-	-	-	-	6,066	-
Environmental Site Remediation	MF2500	1,872	33	1,839	-	-	-	-	-	-
Fire Station 4 Rebuild	MF2510	9,078	-	-	-	-	-	-	9,078	-
System Development Fee Study	MF2520	122	-	-	-	-	122	-	-	-
Fire Station 3 Repairs	MF2521	300	-	300	-	-	-	-	-	-
Shade and Streetscape Master Plan	MF2522	300	-	300	-	-	-	-	-	-
<b>Total Capital Expenses</b>		<b>\$ 184,513</b>	<b>\$ 30,482</b>	<b>\$ 91,290</b>	<b>\$ 10,003</b>	<b>\$ 7,011</b>	<b>\$ 1,485</b>	<b>\$ 1,616</b>	<b>\$ 35,566</b>	<b>\$ 7,060</b>



Capital Sources (1,000s)	Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
PFMPC - 2009 Bonds	\$ 14,496	\$ 14,496	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2020 Public Safety Bonds	65,000	-	65,000	-	-	-	-	-	-
CIP Outside Sources	1,872	33	1,839	-	-	-	-	-	-
CIP O/S Revolving Fund	-	-	10,000	(10,000)	-	-	-	-	-
Fleet Repl Fund	971	-	971	-	-	-	-	-	-
General Fund	67,079	15,700	10,426	7,423	6,762	114	460	26,194	-
Water Fund	1,843	129	67	745	-	-	-	902	-
Wastewater Fund	1,042	33	24	695	-	-	-	290	-
Env. Services-Residential	10,698	36	2,521	970	-	-	-	111	7,060
Env. Services-Commercial	254	-	188	8	-	-	-	58	-
Roadway and Maint. Fund	306	33	28	-	-	-	-	245	-
Fleet Fund	9	-	9	-	-	-	-	-	-



# MUNICIPAL FACILITIES PROJECT SUMMARY

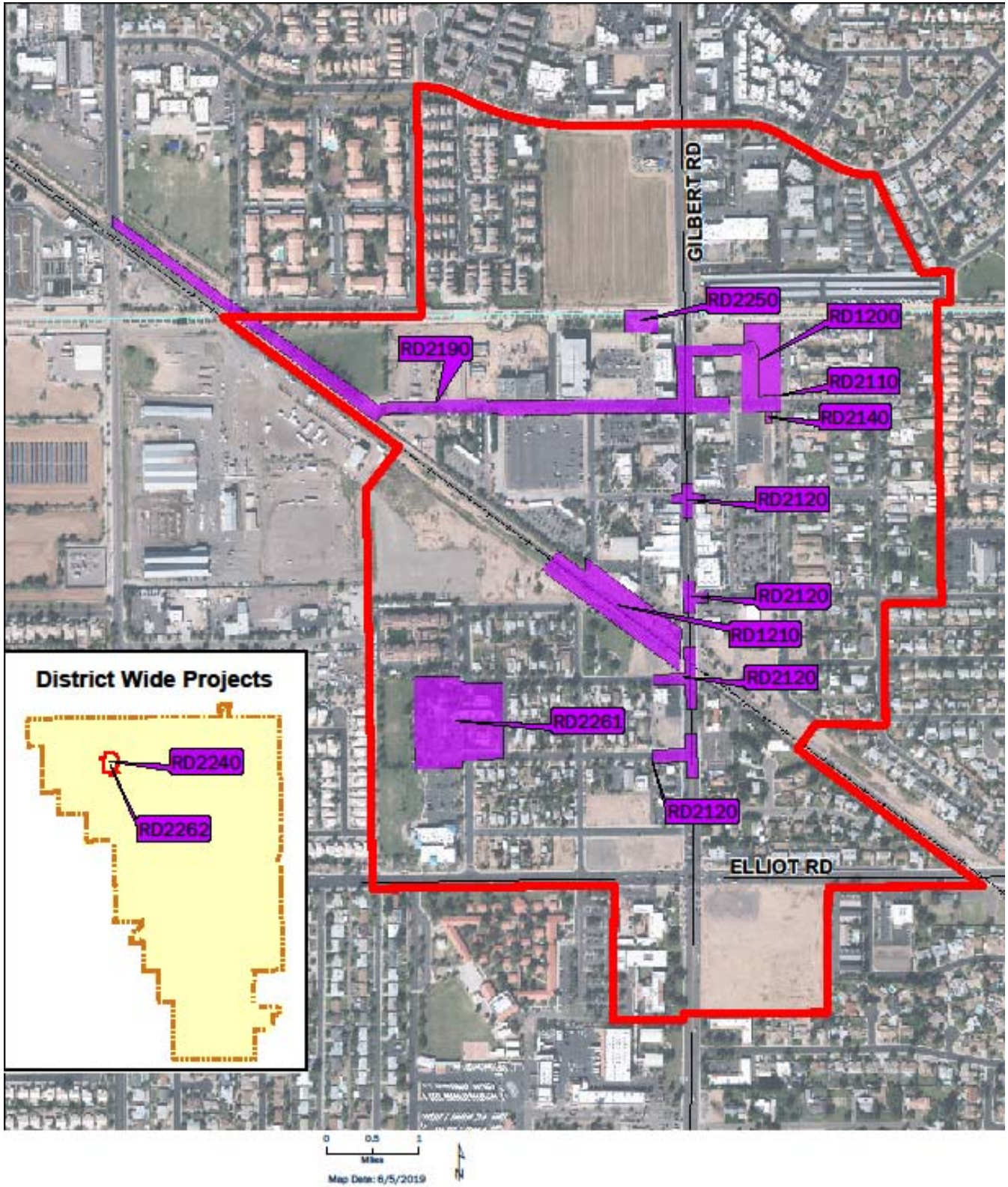
<b>Capital Sources (1,000s)</b>	<b>Total</b>	<b>Prior Years</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Years 6-10</b>	<b>Beyond 10 Yrs</b>
Env. Compliance Fund	18	-	4	-	-	-	-	14	-
General Govt SDF	5	-	-	-	-	5	-	-	-
Police SDF	8,380	-	161	122	188	198	118	7,593	-
Fire SDF	2,421	-	52	40	61	1,071	1,038	159	-
Park SDF	47	-	-	-	-	47	-	-	-
Signal SDF	10	-	-	-	-	10	-	-	-
Water SDF	10	-	-	-	-	10	-	-	-
Water Resources SDF	10	-	-	-	-	10	-	-	-
Greenfield Wastewater SDF	10	-	-	-	-	10	-	-	-
Neely Wastewater SDF	10	-	-	-	-	10	-	-	-
Investment Income	22	22	-	-	-	-	-	-	-
Miscellaneous	10,000	-	-	10,000	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 184,513</b>	<b>\$ 30,482</b>	<b>\$ 91,290</b>	<b>\$ 10,003</b>	<b>\$ 7,011</b>	<b>\$ 1,485</b>	<b>\$ 1,616</b>	<b>\$ 35,566</b>	<b>\$ 7,060</b>

## Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact	\$ 250	\$ 811	\$ 1,893	\$ 1,893	\$ 3,305	\$ -
Total Revenue	-	-	-	-	-	-
<b>Net Additional Cost</b>	<b>\$ 250</b>	<b>\$ 811</b>	<b>\$ 1,893</b>	<b>\$ 1,893</b>	<b>\$ 3,305</b>	<b>\$ -</b>

<b>MF0400 – Public Safety Training Center</b> Project includes the construction (with equipment/furniture) of joint public safety training facility. The project will provide a village style tactical training campus for police and fire, necessary training props and supporting infrastructure as well as drive training components consisting of a tactical driving course, evasive maneuver course and driving skills pad. Additional components are likely to include streetscape props for tactical police and fire training scenarios along with conventional structure props, and classrooms.	<b>Project Priority: 2.87</b>
<b>MF0530 – Municipal Center I Renovation – Phase II</b> The Municipal Center was completed in 1992 with parking lot improvements were completed in 2004. This project will include the remodeling of the existing facilities in order to improve the function and use of the facility based upon current and future demand.	<b>Project Priority: 2.05</b>
<b>MF2230 – Topaz Radio</b> The cities of Mesa, Gilbert and Apache Junction have formed an East Valley Cooperative to provide radio support and communications infrastructure for the public safety entities of these cities. This covers our police, fire and public works radio systems. Linking the radio systems of multiple jurisdictions maximizes public safety, promotes interoperability and fosters regional efficiencies which ultimately better serves our citizens.	<b>Project Priority: 1.69</b>
<b>MF2310 – Utility Billing/Customer Service System</b> Replacement of the software application used to manage utility bill accounts for water, wastewater, and environmental services. The current system was implemented in 2002. While the system is supported by the vendor, the development of the product has been minimal resulting in an outdated website, a nearly non-functional interactive voice response (IVR) solution, and no mobile app options.	<b>Project Priority: 1.23</b> 
<b>MF2320 – Finance and HR/Payroll System Replacement</b> Replace the town's finance, HR, and payroll systems. The current systems were implemented in 2001 and the vendor has announced that the system will no longer be sold in competitive bid situations.	<b>Project Priority: 3.00</b> 
<b>MF2350 – Fleet Maintenance Facility</b> Upgrade of the South Area Service Center fleet repair facility to CNG standards, adding ventilation systems, modifying electrical and lighting systems, and install monitoring sensors in the bays.	<b>Project Priority: 2.56</b>
<b>MF2380 – ADA Assessment and Transition Plan</b> This project will provide an Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan Update for the Town of Gilbert. The project will include an ADA compliance review of town programs, procedures, and policies, employment practices, ordinances, website, design standards, buildings and associated parking lots, parks and associated parking lots, and transit stops.	<b>Project Priority: 3.00</b>

<b>MF2400 – Police Information System Replacement</b> <p>The Gilbert Police Department utilizes a suite of software applications made up of three major components: 1) Computer Aided Dispatch (CAD) used to manage emergency dispatch operations; 2) Mobile for Public Safety (MPS) used to manage mobile communications for patrol cars; and 3) Records Management System (RMS) which is an agency-wide system that provides for the creation, workflow management, storage, retrieval, retention, editing, reviewing and archiving of business information, records, documents, or files related to law enforcement operations.</p>	<b>Project Priority: 2.69</b>
<b>MF2440 – NASC Fuel Storage Tank Replacement</b> <p>There are three existing underground storage tanks that are used for fuel storage at the North Area Service Center. These tanks are approximately 30 years old and due to their age there is a risk of failure/leakage. Work is needed to excavate, remove, and replace the tanks with above-ground storage tanks.</p>	<b>Project Priority: 1.69</b> 
<b>MF2450 – CNG Fueling Station – Phase II</b> <p>Design and construction of an additional 31 compressed natural gas fueling stations at the South Area Service center. These stations will increase the number of CNG spaces from 42 to 73 for the Town’s refuse collection fleet. The project will install a time fill fueling facility capable of fueling the trucks in an eight hour overnight window. Related site improvements for the utilization of existing facility of fueling purposes will also be a part of this project. Original CNG Facility was placed into service in 2018.</p>	<b>Project Priority: 2.87</b>
<b>MF2460 – Comprehensive Needs Assessment Study</b> <p>This effort will assess how existing Gilbert facilities accommodate current needs and how they can be optimized for short and long-term staffing and associated resource requirements.</p>	<b>Project Priority: 1.87</b>
<b>MF2500 – Environmental Site Remediation</b> <p>To design and construct the removal and replacement of approximately 106,500 cubic yards of unsuitable material and import new suitable material to fill up to grade at the Heliae site. Also, will need to capture drainage from the roadway to project site.</p>	<b>Project Priority: 3.00</b>
<b>MF2521 – Fire Station 3 Repairs</b> <p>Fire Station 3 is in need of extensive remediation work to repair the foundation and wall deterioration caused by ground settling at the site. Several attempts have been made to mitigate the impacts of the ground setting on the facility, however the conditions have continued to worsen and therefore, structural engineers are determining the best long-term solution. The estimate is based on the cost of repairs and corrective measures as determined by initial inspections.</p>	<b>Project Priority: 2.56</b> 
<b>MF2522 – Shade and Streetscape Master Plan</b> <p>The Shade and Streetscape Master Plan will be developed to create a healthier, more livable community through the strategic investment in care and maintenance of the urban forest and engineered shade. Trees and shade structures are critical components of the infrastructure and over the long-term can save the community millions of dollars.</p>	<b>Project Priority: 2.00</b>



## 2020 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology

# REDEVELOPMENT PROJECT SUMMARY

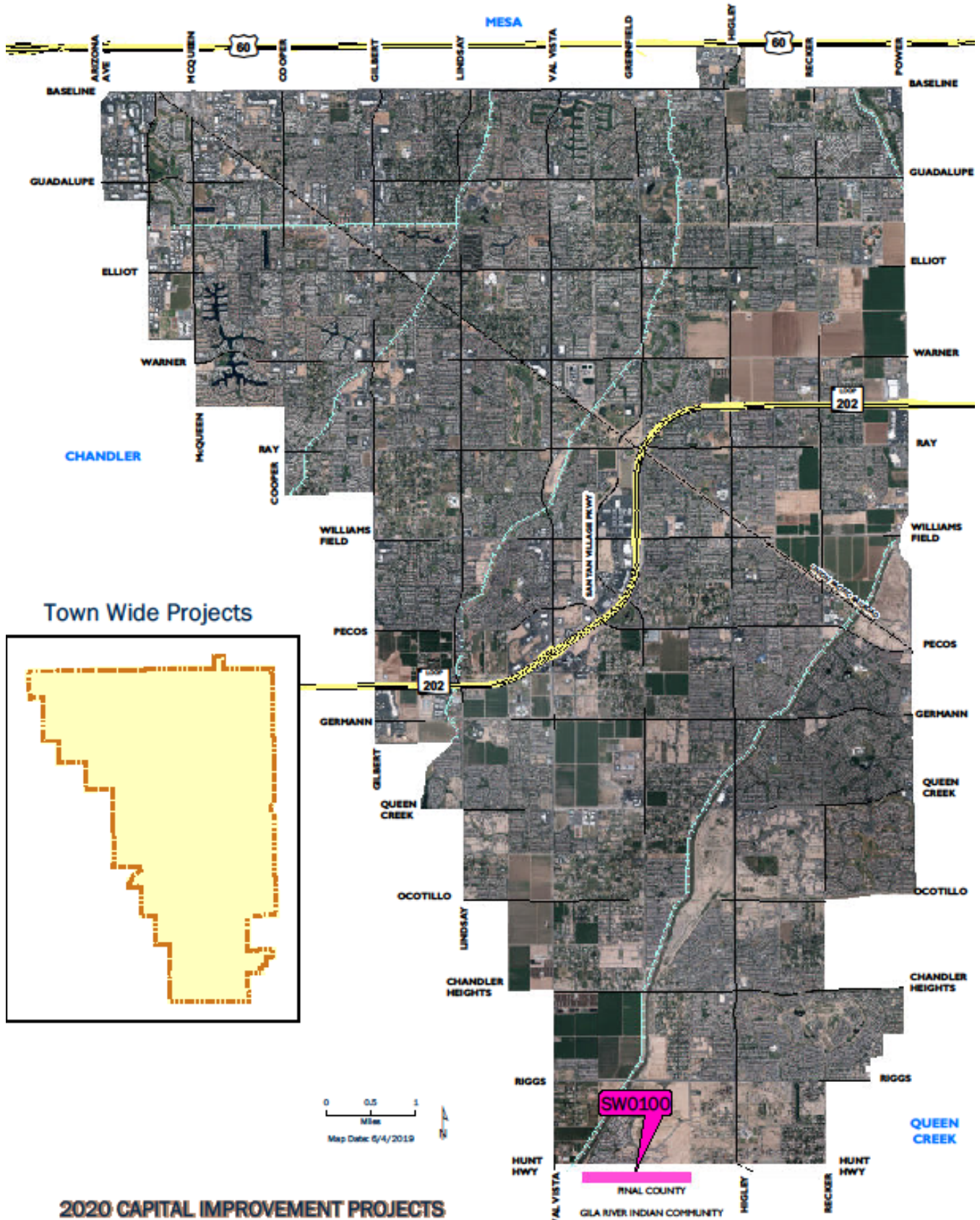
Capital Expenses (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
West Washington Street Parking	RD1120	\$ 1,024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,024	\$ -	\$ -
Heritage District Parking Garage III	RD1190	19,325	-	-	-	364	18,961	-	-	-
Parking Structure II	RD1200	19,245	14,229	5,016	-	-	-	-	-	-
Phoenix Avenue Pedestrian Mall	RD1210	2,315	62	28	-	2,225	-	-	-	-
Trail Beautification - Canal E. of Gilbert Rd	RD2090	3,274	-	-	-	-	-	3,274	-	-
Heritage District Transportation Imp.	RD2110	7,235	4,139	3,096	-	-	-	-	-	-
Heritage District Intersections Study	RD2120	244	-	244	-	-	-	-	-	-
Ash Street Re-Alignment	RD2130	4,245	-	-	-	-	-	4,245	-	-
Heritage District Trash Compactors	RD2140	216	55	161	-	-	-	-	-	-
The Commons Open Space Pre-Design	RD2150	186	-	-	186	-	-	-	-	-
Paseo Pedestrian and Bike Route	RD2160	413	-	-	-	413	-	-	-	-
The Living Room Plaza	RD2170	35,815	-	-	391	35,424	-	-	-	-
West Washington Parking Lot II	RD2180	717	-	-	717	-	-	-	-	-
Vaughn Ventilator	RD2190	7,235	-	150	-	7,085	-	-	-	-
Heritage Dist Parking Master Plan Update	RD2200	187	-	-	-	187	-	-	-	-
The Neighborhood Park	RD2210	1,983	-	-	-	-	-	-	-	1,983
Median Improvements	RD2220	1,195	-	-	-	-	-	1,195	-	-
Trail Beautification - Canal W. of Gilbert Rd	RD2230	1,878	-	-	-	-	1,878	-	-	-
Heritage Dist Drainage/Storm Water Study	RD2240	227	-	227	-	-	-	-	-	-
Gilbert Centennial Project	RD2250	250	-	250	-	-	-	-	-	-
Heritage Dist Utility Infrastructure Study	RD2260	227	-	-	227	-	-	-	-	-
Heritage Center Site and ADA Imp	RD2261	400	-	400	-	-	-	-	-	-
Heritage Center - ADA Sidewalk Repairs	RD2262	242	-	242	-	-	-	-	-	-
<b>Total Capital Expenses</b>		<b>\$ 108,078</b>	<b>\$ 18,485</b>	<b>\$ 9,814</b>	<b>\$ 1,521</b>	<b>\$ 45,698</b>	<b>\$ 20,839</b>	<b>\$ 9,738</b>	<b>\$ -</b>	<b>\$ 1,983</b>

Capital Sources (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
2017 GO Bonds		\$ 6,106	\$ 3,439	\$ 2,667	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2022 Potential Street Bond		29,927	-	-	-	7,449	18,961	3,517	-	-
2024 Potential Parks Bonds		3,274	-	-	-	-	-	3,274	-	-
CDBG		642	-	642	-	-	-	-	-	-
CIP Outside Sources		50	-	50	-	-	-	-	-	-
CIP O/S Revolving Fund		-	1,635	1,796	(3,341)	(90)	-	-	-	-
Water Repl Fund		1,113	700	-	-	-	-	413	-	-
General Fund		14,619	9,916	4,104	186	413	-	-	-	-
Wastewater Fund		315	-	-	-	-	-	315	-	-
Env. Services-Commercial		216	55	161	-	-	-	-	-	-
Roadway and Maint. Fund		1,418	-	394	-	-	-	1,024	-	-
Private Fund		35,815	-	-	391	35,424	-	-	-	-
Unidentified		1,983	-	-	-	-	-	-	-	1,983
Miscellaneous		12,600	2,740	-	4,285	2,502	1,878	1,195	-	-
<b>Total Sources</b>		<b>\$ 108,078</b>	<b>\$ 18,485</b>	<b>\$ 9,814</b>	<b>\$ 1,521</b>	<b>\$ 45,698</b>	<b>\$ 20,839</b>	<b>\$ 9,738</b>	<b>\$ -</b>	<b>\$ 1,983</b>

Operation and Maintenance Impact (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
Total Operation and Maintenance Impact				\$ -	\$ 15	\$ 25	\$ 63	\$ 186	\$ -	\$ -
Total Revenue				-	-	-	-	-	-	-
<b>Net Additional Cost</b>				<b>\$ -</b>	<b>\$ 15</b>	<b>\$ 25</b>	<b>\$ 63</b>	<b>\$ 186</b>	<b>\$ -</b>	<b>\$ -</b>

<p><b>RD1200 – Parking Structure II</b></p> <p>Complete the master/concept plan, design, and construction of the second parking garage in the Heritage District.</p>	<p><b>Project Priority: 3.00</b></p>
<p><b>RD1210 – Phoenix Avenue Pedestrian Mall</b></p> <p>Design and construct a pedestrian mall adjacent to the Union Pacific Railroad (UPRR) right of way including a pedestrian path and wall from Gilbert Road west to Ash Street on the south side of the railroad tracks. In addition, an extension of the perimeter wall from the Heritage District Park and Ride lot southeast to Gilbert Road will be constructed.</p>	<p><b>Project Priority: 3.00</b></p>
<p><b>RD2110 – Heritage District Transportation Improvement</b></p> <p>This project will modify the intersection of Vaughn Avenue and Gilbert Road to add additional capacity on Vaughn Avenue by removing the on-street parking on the side streets of the intersection, convert Hearne Way to one-way movement eastbound, close the median at Gilbert Road and Hearne Way and reconstruct the sidewalks along Vaughn where the on-street parking is being removed. With the rapid growth and redevelopment in the Heritage District, the streets and intersections are being impacted with traffic demands and these improvements are needed to accommodate the additional traffic.</p>	<p><b>Project Priority: 3.00</b></p>
<p><b>RD2120 – Heritage District Intersections Study</b></p> <p>Undergo an intersection study of Gilbert Road and Page Avenue, Gilbert Road and Cullumber, Gilbert Road and Park Avenue, and Gilbert Road and Bruce Avenue. Study will examine the capacities for each intersection and needs based on buildout of the Heritage District.</p>	<p><b>Project Priority: 2.69</b></p>
<p><b>RD2140 – Heritage District Trash Compactors</b></p> <p>Installation of dual trash compactors (one for cardboard, one for municipal solid waste) and enclosure that will be utilized by the businesses in the Heritage District. Units shall be located on town-owned property along Elm Street between Vaughn Avenue and Page Avenue.</p>	<p><b>Project Priority: 3.00</b></p>
<p><b>RD2190 – Vaughn Ventilator</b></p> <p>The design and construction of Vaughn Avenue west from its existing dead end at Pacific Railroad to connect to Neely Street and improvements to the existing roadway of the proposed Paseo and existing Heritage Marketplace.</p>	<p><b>Project Priority: 3.00</b></p>
<p><b>RD2240 – Heritage District Drainage/Storm Water Study</b></p> <p>Evaluate capacities, deficiencies and options for storm water and floodplain management in the Heritage District. The existing Vaughn retention basin is not adequately sized to accommodate required storm water volumes based on contributing water sheds.</p>	<p><b>Project Priority: 3.00</b></p>

<b>RD2250 – Gilbert Centennial Project</b>	<b>Project Priority: 1.90</b>
<p>Pre-design, design and construction of a commemorative project that would help memorialize and celebrate 100 years since the incorporation of Gilbert in 1920. The detail concept and scope to be established during the pre-design phase.</p>	
<b>RD2261 – Heritage Center Site and ADA Improvements</b>	<b>Project Priority: 2.60</b>
<p>The Heritage Center at Page Park, an approximately 8,000 square foot, town-owned building, was renovated in 2018 and now provides health related services for low to moderate income residents. This project will improve the exterior areas of the building to provide better access, lighting, signage, and required Americans with Disabilities Act (ADA) upgrades.</p>	
<b>RD2262 – Heritage Center – ADA Sidewalk Repairs</b>	<b>Project Priority: 1.64</b>
<p>In FY 2018, Gilbert completed a sidewalk accessibility evaluation which identified seven zones in the Heritage District that were in need of upgrades to comply with the current Americans with Disabilities Act (ADA). The project focus in FY 2020 will include the design of improvements and construction. Prioritization and timing of construction repairs will be based on available funding and will be reevaluated each year.</p>	



# STORM WATER PROJECT SUMMARY

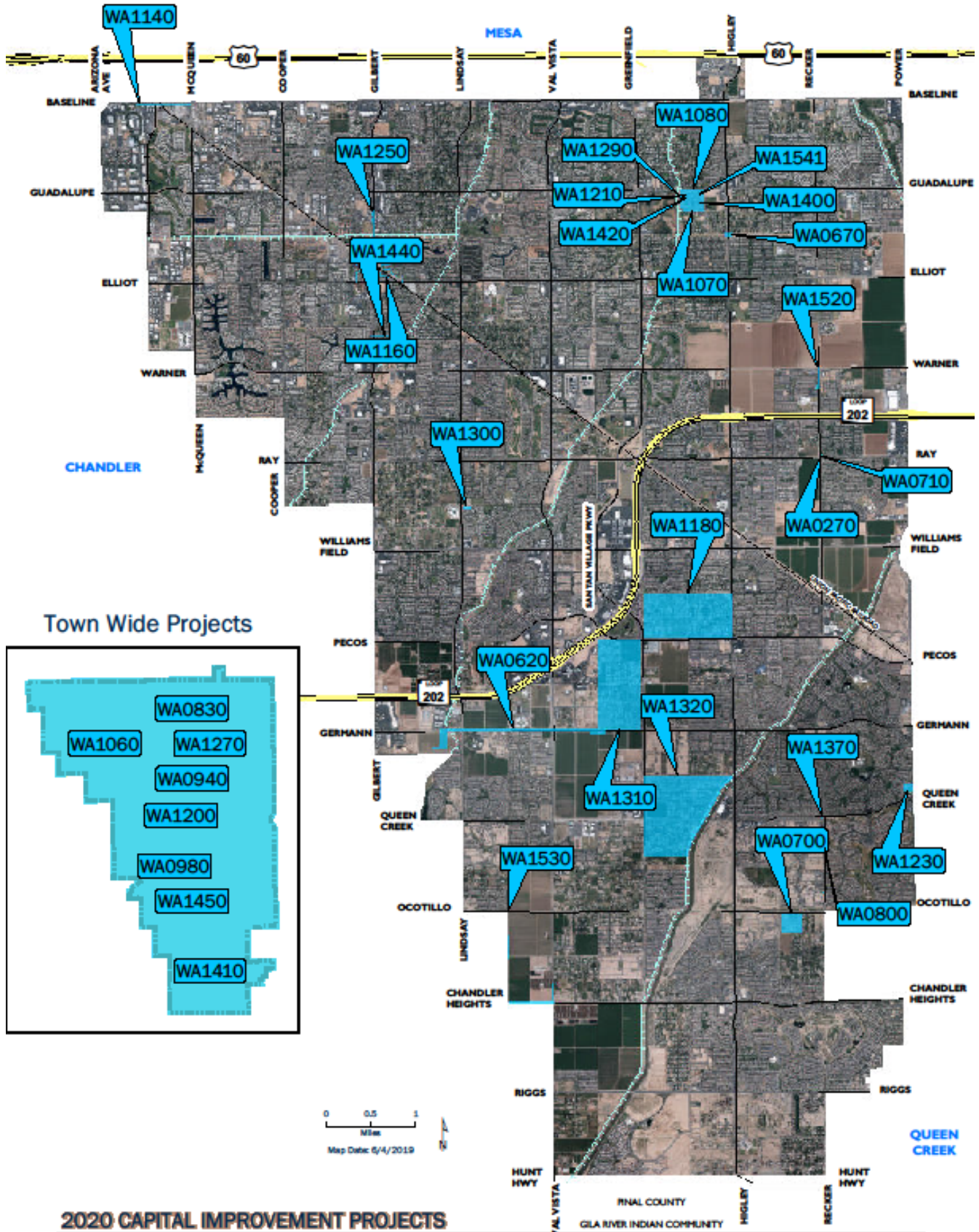
<b>Capital Expenses (1,000s)</b>		<b>Total</b>	<b>Prior Years</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Years 6-10</b>	<b>Beyond 10 Yrs</b>
Sonoqui Wash Landscaping	SW0070	\$ 4,536	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,536	\$ -
Storm Water Priority Assessment	SW0090	300	-	-	300	-	-	-	-	-
Hunt Highway Bank Protection	SW0100	873	-	873	-	-	-	-	-	-
Storm Water Master Plan	SW0120	877	-	-	-	-	-	-	877	-
<b>Total Capital Expenses</b>		<b>\$ 6,586</b>	<b>\$ -</b>	<b>\$ 873</b>	<b>\$ 300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,413</b>	<b>\$ -</b>

<b>Capital Sources (1,000s)</b>		<b>Total</b>	<b>Prior Years</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Years 6-10</b>	<b>Beyond 10 Yrs</b>
Env. Compliance Fund		\$ 6,586	\$ -	\$ 873	\$ 300	\$ -	\$ -	\$ -	\$ 5,413	\$ -
<b>Total Sources</b>		<b>\$ 6,586</b>	<b>\$ -</b>	<b>\$ 873</b>	<b>\$ 300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,413</b>	<b>\$ -</b>

<b>Operation and Maintenance Impact (1,000s)</b>										
Total Operation and Maintenance Impact			\$ -	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ -	
Total Revenue			-	-	-	-	-	-	-	
<b>Net Additional Cost</b>			<b>\$ -</b>	<b>\$ 5</b>	<b>\$ 5</b>	<b>\$ 5</b>	<b>\$ 5</b>	<b>\$ 5</b>	<b>\$ -</b>	

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<b>SW0100 – Hunt Highway Bank Protection</b>	<b>Project Priority: 2.87</b>
Roadway repairs and bank stabilization to the south side of Hunt Highway east of the East Maricopa Floodway (EMF) for storm water control for a 10-year or larger storm event.	



Capital Expenses (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
Well, 2 MG Reservoir and Pump Station	WA0270	\$ 14,283	\$ 859	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ 13,164	\$ -
Reservoir, Pump Station and Well Conv.	WA0620	18,529	3,281	15,248	-	-	-	-	-	-
Zone 2 to Zone 4 Interconnect	WA0670	1,008	-	1,008	-	-	-	-	-	-
Santan Vista Water Plant - Phase II	WA0700	67,611	64,665	2,946	-	-	-	-	-	-
Ray - Recker Direct Well System	WA0710	6,571	1,482	5,089	-	-	-	-	-	-
Bridges Well	WA0800	4,476	-	4,476	-	-	-	-	-	-
Direct System Well	WA0810	5,934	2	-	-	5,932	-	-	-	-
Water Rights - WMA Settlement	WA0830	10,815	-	10,815	-	-	-	-	-	-
Trend Homes Direct System Well Conv.	WA0880	7,434	668	-	-	-	-	-	6,766	-
Water Rights - Phase II	WA0940	42,740	12,615	20,925	2,500	6,700	-	-	-	-
San Carlos Apache Tribe Wtr Rights Lease	WA0980	31,210	-	31,210	-	-	-	-	-	-
NWTP - Backwash Pumps	WA1000	6,284	1	-	-	-	-	-	6,283	-
NIA Priority CAP Water Acquisition	WA1060	5,016	-	5,016	-	-	-	-	-	-
NWTP - Finished Water Pump #10	WA1070	1,155	39	1,116	-	-	-	-	-	-
NWTP - Variable Frequency Drive Repl	WA1080	300	123	177	-	-	-	-	-	-
Waterline - Power Road Elliot to Warner	WA1120	2,662	-	-	-	-	-	-	2,662	-
Baseline - Fiesta Tech to McQueen	WA1140	2,644	80	2,564	-	-	-	-	-	-
Waterline - Linda Lane Replacement	WA1160	650	41	609	-	-	-	-	-	-
NWTP - Office Space Expansion	WA1170	802	-	-	-	-	-	-	802	-
Waterline - Tankersley Repl Area I	WA1180	3,395	313	3,082	-	-	-	-	-	-
Water Rights - Resiliency and Capacity	WA1200	41,464	-	8,372	8,372	8,240	8,240	8,240	-	-
NWTP North Reservoir Roof Repl	WA1210	1,377	425	952	-	-	-	-	-	-
NWTP - Storage Building	WA1220	3,260	-	-	-	-	-	-	3,260	-
New Res. and Res. Repl Pwr/Queen Crk	WA1230	12,265	-	12,265	-	-	-	-	-	-
Heritage District No. - Water Line Repl	WA1250	9,641	8,936	705	-	-	-	-	-	-
Water Line-Lindsay - Baseline to Harwell	WA1260	448	-	-	-	-	-	-	448	-
ACP Water Main Priority Repl Prog	WA1270	515	2	513	-	-	-	-	-	-
Water Meter Modernization Program	WA1280	11,878	-	-	-	-	-	-	11,878	-
NWTP Ozone Generation System Repl	WA1290	6,307	1	6,306	-	-	-	-	-	-
Lindsay/Galveston Res. Site Well Repl	WA1300	2,409	-	2,409	-	-	-	-	-	-
Tankersley - Waterline Repl - Area II	WA1310	8,159	1	8,158	-	-	-	-	-	-
Tankersley - Waterline Repl - Area III/IV	WA1320	15,362	-	15,362	-	-	-	-	-	-
Tankersley - Waterline Repl - Area V	WA1330	12,247	-	-	12,247	-	-	-	-	-
Tankersley - Waterline Repl - Area VI	WA1340	2,400	-	-	-	2,400	-	-	-	-
Tankersley - Waterline Repl - Area VII/VIII	WA1350	9,559	-	-	-	-	9,559	-	-	-
Blending Control for Wells 20 & 22	WA1370	462	-	462	-	-	-	-	-	-
NWTP Enhanced Chemical Feed Systems	WA1380	14,263	-	-	-	-	-	471	13,792	-
NWTP Facility Condition Assessment	WA1400	525	158	367	-	-	-	-	-	-
Zone Split Valve Structures	WA1410	1,146	-	382	-	-	-	382	382	-
NWTP Reservoir Water Quality Imp	WA1420	3,204	670	2,534	-	-	-	-	-	-
Watertank Rd to Gilbert Waterline	WA1440	2,263	-	2,263	-	-	-	-	-	-
Transmission Main Assessments	WA1450	332	-	332	-	-	-	-	-	-
Higley Road Waterline Replacement	WA1460	1,341	-	-	1,341	-	-	-	-	-
Islands Waterline and System Repl	WA1470	29,460	-	-	-	-	-	-	23,568	5,892



Capital Expenses (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
Well No. 25 Arsenic Mitigation	WA1480	2,097	-	-	-	2,097	-	-	-	-
Cathodic Protection/Ext. Pipeline Eval	WA1490	544	-	-	-	-	-	544	-	-
Pony Lane Waterline Replacement	WA1510	7,318	-	-	-	-	-	-	7,318	-
Zone 4 Imp for Site 32	WA1520	137	-	137	-	-	-	-	-	-
Zone 2 Imp 148th Street	WA1530	800	-	800	-	-	-	-	-	-
Zone 2 Imp 202 Lindsay Crossing	WA1540	8,400	-	-	-	-	-	-	8,400	-
NWTP Filter Rehabilitation	WA1541	270	-	270	-	-	-	-	-	-
Vulnerability Assmnt and Emer Resp Plan	WA1542	396	-	-	-	198	-	-	198	-
<b>Total Capital Expenses</b>		<b>\$ 443,768</b>	<b>\$ 94,362</b>	<b>\$ 167,130</b>	<b>\$ 24,460</b>	<b>\$ 25,567</b>	<b>\$ 17,799</b>	<b>\$ 9,637</b>	<b>\$ 98,921</b>	<b>\$ 5,892</b>







Capital Sources (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
WRMPC - 2007 Bonds		\$ 13	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WRMPC - Intergov Contrib		31,462	29,962	1,500	-	-	-	-	-	-
WRMPC - Bonds (SDF)		53,301	36,607	16,694	-	-	-	-	-	-
CDBG		650	41	609	-	-	-	-	-	-
Water Repl Fund		117,410	9,801	44,013	13,588	2,400	9,559	-	32,157	5,892
Water Fund		69,329	998	12,743	4,186	6,316	4,120	5,517	35,449	-
Wastewater Fund		198	-	-	-	99	-	-	99	-
Water SDF		52,492	4,325	19,419	-	5,932	-	-	22,816	-
Water Resources SDF		110,513	12,615	72,152	6,686	10,820	4,120	4,120	-	-
Future Growth Funding		8,400	-	-	-	-	-	-	8,400	-
<b>Total Sources</b>		<b>\$ 443,768</b>	<b>\$ 94,362</b>	<b>\$ 167,130</b>	<b>\$ 24,460</b>	<b>\$ 25,567</b>	<b>\$ 17,799</b>	<b>\$ 9,637</b>	<b>\$ 98,921</b>	<b>\$ 5,892</b>




### Operation and Maintenance Impact (1,000s)




Total Operation and Maintenance Impact		\$ -	\$ 208	\$ 208	\$ 498	\$ 338	\$ -	\$ -
Total Revenue		-	-	-	-	-	-	-
<b>Net Additional Cost</b>		<b>\$ -</b>	<b>\$ 208</b>	<b>\$ 208</b>	<b>\$ 498</b>	<b>\$ 338</b>	<b>\$ -</b>	<b>\$ -</b>

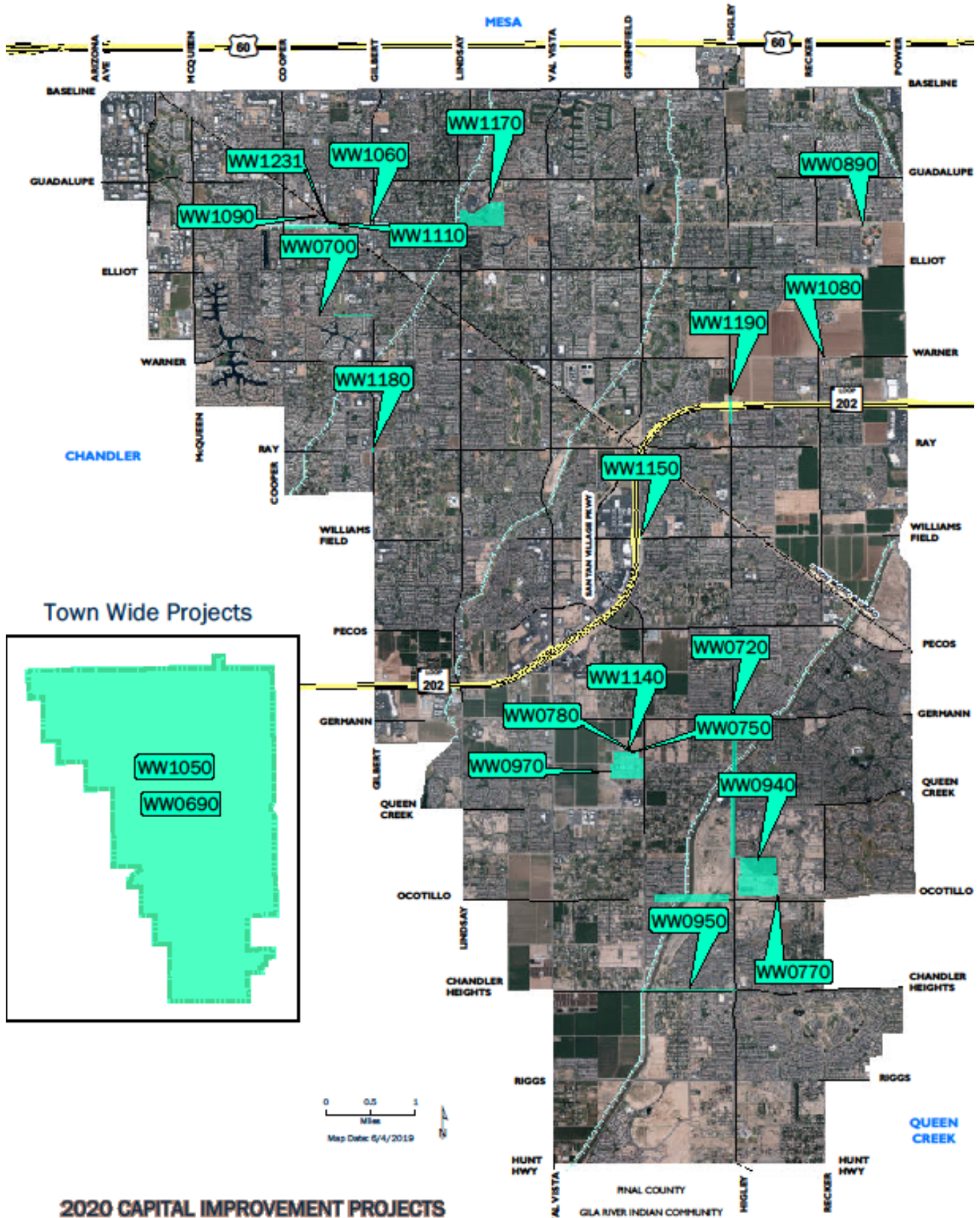
<b>WA0270 – Well, 2 MG Reservoir and Pump Station</b> Design and construct a two million gallon in ground reservoir, and pump station. Design and drill a two million gallon per day (MGD) well to fill reservoir. The reservoir to be located near East Galveston and Recker Roads	<b>Project Priority: 1.40</b>
<b>WA0620 – Reservoir, Pump Station and Well Conversion</b> Design and construct a four million gallon in ground reservoir and pump station, and equipping of the previously drilled Well 30 to supply the reservoir. Well 30 will need a connection across Val Vista Drive to connect to the existing waterline pipe installed with ST0580 project. Currently, Well 29 is already piped to the designated site where the reservoir is to be built and is using this area as retention to flush to waste in order to meet EPA Nitrate MCL levels.	<b>Project Priority: 3.00</b>
<b>WA0670 – Zone 2 to Zone 4 Interconnect</b> Installation of valves and piping to tie back-feed into Turner Ranch Reservoir into Zone 2 of the water distribution system at the 30" line in Higley Road near Olney Avenue. This will also allow Zone 4 to supply Central Arizona Project water.	<b>Project Priority: 3.00</b>
<b>WA0700 – Santan Vista Water Treatment Plant – Phase II</b> Phase II improvements will expand the Santan Vista Water Treatment Plant (SVWTP) to an ultimate capacity of 48 million gallon per day (MGD). Gilbert will have 12 MGD of the additional 24 MGD capacity being added. The plant is a joint facility with the City of Chandler. Project to be completed using the Construction Manager at Risk project delivery method.	<b>Project Priority: 3.00</b>
<b>WA0710 – Ray – Recker Direct Well System</b> Design, construct/convert two million gallon per day well located on the NE corner of Ray and Recker Roads. The Town has purchased an existing irrigation well from the Roosevelt Water Conservation District (RWCD) and depending on the water quality this can be converted to a direct to system well supplying reservoir 31. The 12" line connecting the well with the existing reservoir (located at the northwest corner of Ray and Recker Roads) will be installed as part of a KB Homes Segretto development. This existing pipe is routed to an existing reservoir site where water quality issues can be addressed.	<b>Project Priority: 3.00</b>
<b>WA0800 – Bridges Well</b> Design, construct/convert two million gallon per day well located on the NE corner of Ray and Recker roads. The Town has purchased an existing irrigation well from the Roosevelt Water Conservation District (RWCD) and depending on the water quality this can be converted to a direct to system well supplying reservoir 31.	<b>Project Priority: 3.00</b>
<b>WA0830 – Water Rights – WMA Settlement</b> Payment for additional Central Arizona Project water rights in association with WMAT settlement. This project will result in a net increase in firm water rights available to Gilbert of 3,248 Acre-feet.	<b>Project Priority: 3.00</b>

<b>WA0940 – Water Rights – Phase II</b> Acquisition of water rights for 2,500 acre-feet (AF) of water per year over 100 years through a combination of leases and storage, and a long term lease.	<b>Project Priority: 1.77</b>
<b>WA0980 – San Carlos Apache – 100 Yr Water Rights Lease</b> Purchase of water rights from the San Carlos Apache Tribe for a 100 year lease for the right to receive – each year, for 100 years – 5,925 acre feet of water. One acre-foot of water is equal to 325,851 gallons of water. Agreement was executed in June 2020 after final adoption.	<b>Project Priority: 3.00</b>
<b>WA1060 – NIA Priority CAP Water Acquisition</b> Gilbert has been informed that Arizona Department of Water Resources (ADWR) has accepted Gilbert's application for an allocation of Non-Indian Agriculture (NIA) Priority Central Arizona Project water; and the ADWR recommended to the U.S. Secretary of the Interior that the Town of Gilbert receive an allocation of 1,832 acre-feet each year dependent upon supply availability, which amounts to 1,282 AF of firm water supplies.	<b>Project Priority: 3.00</b>
<b>WA1070 – NWTP – Finished Water Pump #10</b> Addition of the #10 finished water pump at the North Water Treatment Plant (NWTP). The NWTP supplies more than 80% of Gilbert's potable water supply for Zone 1 and is supplemented by ground water wells. The NWTP currently has four finished water pumps that move the treated potable water from the reservoir into the Zone 1. The ground water supplies utilized during these times does not provide adequate system pressures, capacity and water quality. The #10 finished water pump is necessary to provide the redundancy to maintain the demands and pressures for the zone.	<b>Project Priority: 3.00</b>
<b>WA1080 – NWTP – Variable Frequency Drive Replacement</b> Replacement of variable frequency drives for low-lift pumps #1, #2 and soft starts for low-lift pumps #3 and #7. These replacements are based on the replacement life cycle per industry standards and as recommended in the Long Range Infrastructure Plan analysis.	<b>Project Priority: 3.00</b> 
<b>WA1140 – Baseline – Fiesta Tech to McQueen</b> Design and construction of a water main on Baseline Road from Fiesta Tech to McQueen Road. This pipeline will provide adequate fire protection for the immediate area.	<b>Project Priority: 3.00</b>
<b>WA1160 – Waterline – Linda Lane Replacement</b> Design and construct a new water main located near the North East side of Gilbert Road and Elliot Road on East Linda Lane and North Penny Place. The new waterline will be connected on Gilbert Road and on Elliot Road.	<b>Project Priority: 1.60</b> 

<p><b>WA1180 – Waterline – Tankersley Replacement</b></p> <p>A study will be completed to identify the scope and budget to update this independent water system previously purchased by Gilbert. The project will also include the design and construction of several new water mains in the former Tankersley Water System.</p>	<p><b>Project Priority: 1.91</b></p> 
<p><b>WA1200 – Water Rights Resiliency and Capacity</b></p> <p>This project is to secure an additional allocation of surface water rights for Gilbert’s Designation of Assured Water Supply, which will accommodate new growth, as well as to firm up existing supplies during times of shortage. The acquired water will be delivered to the Santan Vista Water Treatment Plant, the North Water Treatment Plant, or stored underground and recovered by wells.</p>	<p><b>Project Priority: 1.64</b></p>
<p><b>WA1210 – NWTP North Reservoir Roof Replacement</b></p> <p>This project provides for the replacement of the north reservoir roof at the North Water Treatment Plant (NWTP). The reservoir at the NWTP is made up of two different reservoirs built at different times. The north half was built in 1997 and the roof is nearing the end of its useful life. The south reservoir roof replacement was replaced in the spring of 2017.</p>	<p><b>Project Priority: 3.00</b></p> 
<p><b>WA1230 – New Res. and Reservoir Repl. Power/Queen Creek</b></p> <p>Construct a 2.7 million gallon welded steel water reservoir. Restore site and construct onsite split stream ion-exchange nitrate treatment system to provide redundant Zone 3 water supply. Rehabilitate existing above ground reservoir.</p>	<p><b>Project Priority: 2.82</b></p> 
<p><b>WA1250 – Heritage District No. – Water Line Replacement</b></p> <p>Heritage District North water line replacement designs and constructs the replacement of approximately 8,200 linear feet (LF) of existing 6”AC pipe with 8” PVC pipe in the Heritage District. The project will replace undersized and outdated 6” AC pipe with 8” PVC pipe. The pipe replacement will provide adequate fire protection to our commercial and residential customers.</p>	<p><b>Project Priority: 3.00</b></p> 
<p><b>WA1270 – ACP Water Main Priority Replacement Program</b></p> <p>Risk-based asset management program evaluates the network of water mains in the Gilbert water utility network to evaluate and replace water mains with an effort to reduce breaks, improve delivery efficiency, water quality and protect continuity of service. Phase one identifies and prioritizes the replacement of approximately 140 miles of ACP water distribution mains in the distribution system including the replacement method, schedule, preliminary design, and estimated budget.</p>	<p><b>Project Priority: 2.40</b></p> 
<p><b>WA1290 – NWTP Ozone Generation System Replacement</b></p> <p>The ozone system is a critical process in the treatment scheme at the North Water Treatment Plant for removing organics and enhancing downstream treatment processes. Two independent evaluations considered the age, operational and maintenance challenges, efficiencies, and sizing of the existing system, and separately recommended full replacement of the systems to improve performance, reduce energy costs and reduce operations burden.</p>	<p><b>Project Priority: 3.00</b></p> 

<p><b>WA1300 – Lindsay/Galveston Reservoir Site Well Replacement</b></p> <p>Design and construct replacement water well located on the existing town reservoir and pump station at Lindsay Road and Galveston Road site.</p>	<p><b>Project Priority: 2.54</b></p> 
<p><b>WA1310 – Tankersley – Waterline Replacement – Area II</b></p> <p>The project includes design and construction of replacement and new water distribution pipelines, valves and meters in the Town water service area formerly a segment of the Tankersley Water System in the Greenfield Road and Germann Road area.</p>	<p><b>Project Priority: 2.38</b></p> 
<p><b>WA1320 – Tankersley – Waterline Replacement – Area III/IV</b></p> <p>The project includes design and construction of new water distribution pipelines in the Town water service area, formerly a segment of the Tankersley Water System in the Queen Creek Road and Greenfield area.</p>	<p><b>Project Priority: 2.38</b></p> 
<p><b>WA1370 – Blending Control for Wells 20 &amp; 22</b></p> <p>This project consists of the installation of a new control valve and flow meter structure on Queen Creek Road, west of Recker Road to facilitate blending between treated surface water, Well 20 and Well 22. Well 20 currently supplies the storage tank at Reservoir Site 20. Well 22 is connected to Reservoir Site 20 via a 20” transmission main on Queen Creek Road and is impacted by nitrates which prohibits direct use for drinking water supply. This project enables the use of Well 22 by blending with treated surface water and Well 20 prior to entering Reservoir Site 20.</p>	<p><b>Project Priority: 2.82</b></p>
<p><b>WA1400 – NWTP Facility Condition Assessment</b></p> <p>The North Water Treatment Plant (NWTP) was originally placed into operation in 1997 as a 15 million gallons per day (MGD) surface water treatment plant. Since then, the WTP has undergone subsequent upgrades to 30-MGD and 45-MGD. The original intake structure, pre-sed basins, and numerous other structures and equipment remain in-use today. In addition, the original chemical and other buildings remain in-use for storage, treatment equipment, and personnel offices. Since much of the NWTP was constructed 20 years ago and the rest of the plant was constructed as add-ons over the past 17 years, the facility is due for a formal condition assessment.</p>	<p><b>Project Priority: 2.40</b></p>
<p><b>WA1410 – Zone Split Valve Structures</b></p> <p>This project will place a Zone Split Valve Structure between Zones 1 &amp; 2 for water quality improvements. The structure will then be added to other Zone splits as modeling efforts identify opportunities to improve system integration and zonal transfers. Zone Split Valve Structures are needed to provide operational flexibility to reduce water age and improve water quality without substantial new construction of wells and transmission mains throughout the distribution system. Distribution system modeling has been successfully used to identify locations for beneficial zone transfers which was empirically demonstrated.</p>	<p><b>Project Priority: 1.63</b></p>

<b>WA1420 – NWTP Reservoir Water Quality Improvements</b> Improvement to the NWTP North Reservoir are proposed to enhance water quality, providing design for floating aerators, blowers, electrical equipment, and associated structural modifications.	<b>Project Priority: 2.56</b>
<b>WA1440 – Watertank Rd to Gilbert Waterline</b> Replacement of a 50+ year old AC water main connecting Well No. 3, including water mains in Watertank Road and Gilbert Road.	<b>Project Priority: 2.09</b> 
<b>WA1450 – Transmission Main Assessments</b> Condition assessment of the 24-inch and larger transmission lines, with recommended priorities of rehabilitation. The report will include a GIS-type figure, color-coded to indicate pipe condition on a standardized scale. Each pipeline alignment will have engineer’s estimates of probable construction costs.	<b>Project Priority: 2.56</b>
<b>WA1520 – Zone 4 Improvements for Site 32</b> Connect the existing 16” water mains located in the intersection footprint of Recker and Warner Roads with a new 16” water main and move any connections.	<b>Project Priority: 1.13</b> 
<b>WA1530 – Zone 2 Improvements 148<sup>th</sup> Street</b> Install a new 8” waterline along 148 <sup>th</sup> Street to provide looped distribution system service. Also extend an 8” water line along mid-block private street between Ocotillo and Chandler Heights to loop service.	<b>Project Priority: 1.72</b>
<b>WA1541 – NWTP Filter Rehabilitation</b> Demolish and replace existing filter media, underdrains as required in the six impacted filters. A Phase II replacement is recommended for the other filters currently in service that are nearing the end of their useful life but have not yet experienced the systemic failure observed in the immediate need filters.	<b>Project Priority: 2.82</b> 



## 2020 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology

# WASTEWATER PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
Relief Sewers	WW0690	\$ 15,097	\$ 9	\$ 7,524	\$ -	\$ -	\$ -	\$ -	\$ 7,564	\$ -
Candlewood Lift Station and Force Main	WW0700	10,156	715	9,441	-	-	-	-	-	-
Germann/Higley - 18" Recl. Water Main	WW0720	5,416	4,085	1,331	-	-	-	-	-	-
Greenfield WRP - Phase III	WW0750	46,315	25,039	21,276	-	-	-	-	-	-
South Recharge Site - Phase II	WW0770	6,698	687	6,011	-	-	-	-	-	-
GWRP Reclaimed Water Pump Station Exp.	WW0780	1,596	1,039	557	-	-	-	-	-	-
Recl. Water Rec. Well at Elliot District Park	WW0890	2,257	451	1,806	-	-	-	-	-	-
Recharge Facility and 4 Recharge Wells	WW0940	9,161	1	2,276	-	-	-	-	6,884	-
Recl. Water Line Ext. in Chandler Hgts	WW0950	1,893	109	1,784	-	-	-	-	-	-
Riparian Preserve Distrib. Structure Exp	WW0960	1,849	-	-	-	-	1,849	-	-	-
GWRP - Various Plant Improvements	WW0970	13,979	2,009	4,540	326	2,565	2,295	1,122	1,122	-
System Wide Force Main Retrofit	WW1050	21,391	1,008	2,547	1,086	1,086	1,086	1,086	13,492	-
Concrete Pipe - Gravity Sewer Rehab	WW1060	12,048	1,621	10,427	-	-	-	-	-	-
No. East Wastewater Basin Outfall	WW1070	4,591	-	-	-	-	-	-	4,591	-
Recl. Water Vault - Recker/Warner	WW1080	403	75	328	-	-	-	-	-	-
Activated Sludge Pumping Station Repl	WW1090	4,082	2	4,080	-	-	-	-	-	-
Oxidation Ditch Rotor Replacements	WW1100	6,259	-	-	2,503	3,756	-	-	-	-
Effluent Filter Replacements	WW1110	3,259	-	1,329	1,930	-	-	-	-	-
Influent Odor Control System Repl.	WW1130	837	-	-	-	837	-	-	-	-
Greenfield Repair and Repl. - Expansion	WW1140	20,540	5	20,535	-	-	-	-	-	-
Crossroads Force Main Repair	WW1150	1,750	1,613	137	-	-	-	-	-	-
Layton Lakes Lift Station Bio-Filter	WW1160	977	-	-	977	-	-	-	-	-
Freestone Park Odor Cont. Injection Sys	WW1170	788	-	788	-	-	-	-	-	-
Sewer Outfall Structure - Gilbert/Ray	WW1180	809	-	163	646	-	-	-	-	-
Higley/ SR 202 Gravity Sewer Rehab	WW1190	488	-	488	-	-	-	-	-	-
Greenfield WRP Phase IV Expansion	WW1200	81,745	-	-	-	-	-	-	81,745	-
Val Vista Rd Reclaimed Water Pipeline	WW1210	4,331	-	-	-	4,331	-	-	-	-
Riggs Rd. Reclaimed Water Pipeline	WW1220	4,331	-	-	-	4,331	-	-	-	-
Odor Control Study - South Gilbert	WW1230	189	-	-	-	189	-	-	-	-
Neely Administration Building Repairs	WW1231	100	-	100	-	-	-	-	-	-
<b>Total Capital Expenses</b>		<b>\$ 283,335</b>	<b>\$ 38,468</b>	<b>\$ 97,468</b>	<b>\$ 7,468</b>	<b>\$ 17,095</b>	<b>\$ 5,230</b>	<b>\$ 2,208</b>	<b>\$ 115,398</b>	<b>\$ -</b>

Capital Sources: (1,000s)	Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
WRMPC - 2018 Bonds	\$ 45,253	\$ 23,977	\$ 21,276	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Repl Fund	96,038	5,632	51,114	5,845	8,244	3,381	2,208	19,614	-
Wastewater Fund	30,680	2,347	9,081	1,623	189	1,849	-	15,591	-
Wastewater SDF	1,715	1,715	-	-	-	-	-	-	-
Greenfield Wastewater SDF	21,849	4,790	10,175	-	-	-	-	6,884	-
Neely Wastewater SDF	5,829	7	5,822	-	-	-	-	-	-




# WASTEWATER PROJECT SUMMARY





<b>Capital Sources: (1,000s)</b>	<b>Total</b>	<b>Prior Years</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Years 6-10</b>	<b>Beyond 10 Yrs</b>
Future Growth Funding	81,971	-	-	-	8,662	-	-	73,309	-
<b>Total Sources</b>	<b>\$ 283,335</b>	<b>\$ 38,468</b>	<b>\$ 97,468</b>	<b>\$ 7,468</b>	<b>\$ 17,095</b>	<b>\$ 5,230</b>	<b>\$ 2,208</b>	<b>\$ 115,398</b>	<b>\$ -</b>



## Operation and Maintenance Impact (1,000s)

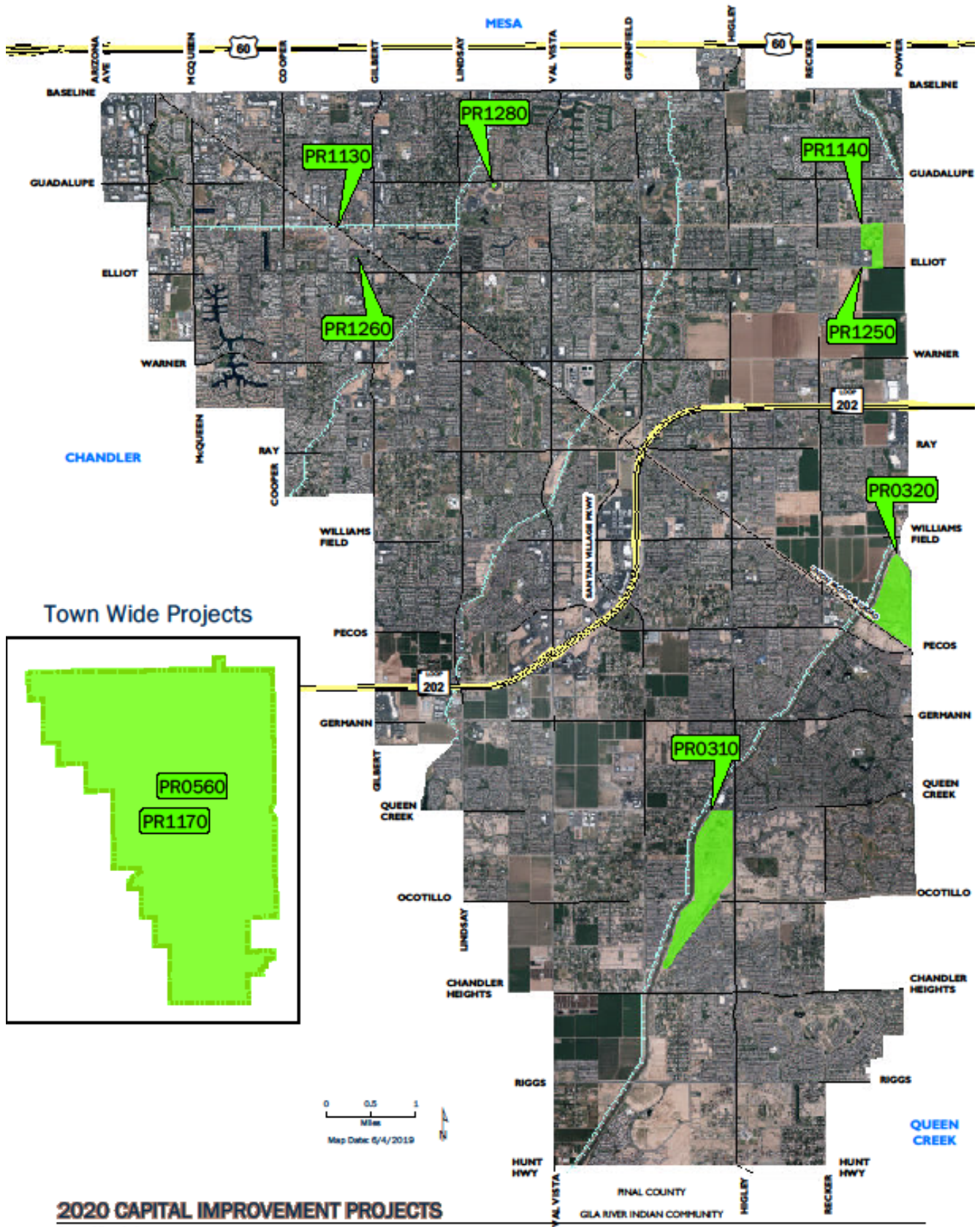
Total Operation and Maintenance Impact		\$ 40	\$ 930	\$ 939	\$ 1,239	\$ 1,539	\$ -
Total Revenue		-	-	-	-	-	-
<b>Net Additional Cost</b>		<b>\$ 40</b>	<b>\$ 930</b>	<b>\$ 939</b>	<b>\$ 1,239</b>	<b>\$ 1,539</b>	<b>\$ -</b>

<b>WW0690 – Relief Sewers</b> Design and construction of three parallel relief sewers to support the wastewater collection system, to include a parallel sewer line in Orchid Lane from Ray Road to Lindsay Road (0.5 miles in length), a parallel sewer line in Mystic Drive/Lago Boulevard/Long Meadow from Gilbert Road to Hackamore (0.6 miles in length), and a parallel sewer line in Val Vista Drive from Elliot to Olney (0.5 miles in length).	<b>Project Priority: 3.00</b>
<b>WW0700 – Candlewood Lift Station and Force Main</b> Replacement of the Candlewood Lift Station to accommodate future flows per the 2012 Integrated Water Resources Master Plan. Also includes approximately 5,000 feet of force main from the lift station east along the Hackamore alignment to meet the existing force main at Gilbert Road, to equalize flows between the Neely and Greenfield Water Reclamation Plants.	<b>Project Priority: 3.00</b>
<b>WW0720 – Germann/Higley – Reclaimed Water Main</b> Install a reclaimed water main along Higley Road from one half mile north of Ocotillo Road to Germann Road and along Germann Road from Higley Road one quarter mile to the west. This project is to close a critical loop in the reclaimed water distribution system in order to better meet customer demands.	<b>Project Priority: 2.40</b>
<b>WW0750 – Greenfield Water Reclamation Plant – Phase III</b> The Greenfield Water Reclamation Plant (GWRP) is a joint use facility with the City of Mesa and the Town of Queen Creek, with Mesa acting as lead agent and plant operator. This project is in tandem with WW1140, and provides for expansion of the total capacity of the facility to accommodate new flows. Design and construction of this phase of the GWRP is scheduled to be completed by the end of 2020 and bring Gilbert's share of the total capacity to 12 million gallons per day (MGD). A pre-design effort for this phase began in FY 2015. Gilbert's share of the Phase III expansion will be 4 MGD. The ultimate plant capacity is 56 MGD. The plant will produce high quality reclaimed water suitable for direct reuse for landscape irrigation and groundwater recharge.	<b>Project Priority: 3.00</b>
<b>WW0770 – South Recharge Site – Phase II</b> This project will increase the South Recharge Facility's capacity by constructing the southern half of the site with the installation of four new basins and the planned extension of the site's delivery canal. The following scope of work items to be included in this phase will also enhance the facility's recharge capacity and operations through efficiencies: drain holes in the basins per the 2012 Master Plan recommendations and facility hydrology report, motorized valves and SCADA system controls, hydro-rangers to monitor basin water levels, tree purchase and installation around new basins and the delivery canal, paving the parking lot (to meet an anticipated site visitation demand) as well as parking lot lighting for site security.	<b>Project Priority: 3.00</b>
<b>WW0780 – GWRP Reclaimed Water Pump Station Expansion</b> Expansion of the pump station located at the reclaimed water reservoir adjacent to the Greenfield Water Reclamation Plant. Improvements include the addition of two new planned pumps, variable frequency drives and associated electrical equipment.	<b>Project Priority: 3.00</b>

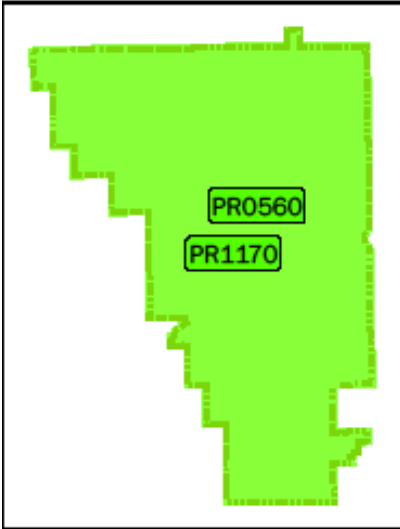
<p><b>WW0890 – Recl. Water Rec. Well at Elliot District Park</b></p> <p>Design and construction of a reclaimed water recovery well at Elliot District Park and the Salt River Project power line easement.</p>	<p><b>Project Priority: 2.18</b></p>
<p><b>WW0940 – Recharge Facility and 4 Recharge Wells</b></p> <p>This project installs four aquifer storage recovery (ASR) recharge wells inside the south recharge facility, or other site(s) to provide additional recharge capability to the facility and south area. This project concept is included in the 2012 Integrated Water Resources Master Plan. This project includes a study phase which will site the four ASR wells and drill pilot holes to validate recharge feasibility at the proposed locations.</p>	<p><b>Project Priority: 1.90</b></p>
<p><b>WW0950 – Reclaimed Water Line Extension - Chandler Heights</b></p> <p>This is an extension of the 12" reclaimed water line from Chandler Heights and Greenfield to Higley Rd. This pipe line will provide better flow and pressure to the reclaimed water customers located in the southern area of Gilbert.</p>	<p><b>Project Priority: 3.00</b></p>
<p><b>WW0970 – GWRP – Various Plant Improvements</b></p> <p>Pursuant to the Intergovernmental Agreement with the City of Mesa and Town of Queen Creek for the operation and maintenance of the Greenfield Wastewater Reclamation Plant (GWRP), the following future rehabilitation and replacement improvements that the City of Mesa (GWRP lead agent/operator) are proposing at the plant includes various future plant improvements and equipment replacements (FY 2019-2023).</p>	<p><b>Project Priority: 3.00</b></p> 
<p><b>WW1050 – System Wide Force Main Retrofit</b></p> <p>This project takes places in two phases. Phase one: Design will identify, prioritize, and develop design drawings for replacement of corrodible components for 14 wastewater force mains. The end state of phase one is improvement plans and priorities of work for 14 wastewater force mains that have been developed, corrodible component locations identified for replacement, and strategically placed inspection ports and air release valves located. Phase two: Construction will replace ductile iron components over multiple years. Each year components be replaced based on the priorities of work established during phase one. The end state of phase two is that the wastewater force main system has replaced known corrodible components.</p>	<p><b>Project Priority: 3.00</b></p> 
<p><b>WW1060 – Concrete Pipe Gravity Sewer Rehab</b></p> <p>Phase one of this project includes rehabilitation of the damaged section of pipe between South Higley Road and South Greenfield Road along the Ocotillo Road alignment, directly under the future Gilbert Regional Park. Additionally, pipeline video assessments will be done for Ocotillo Sewer and the Western Canal Sewer, which is anticipated to be a similar pipe material. This phase is complete when the deteriorating sections of the Ocotillo Sewer have been rehabilitated and video condition assessment has been conducted. Phase two includes rehabilitation of the approximately two miles of remaining Ocotillo Road Wastewater Interceptor and 2.5-miles of the Western Canal Sewer as required based on Phase one video assessments of pipeline condition.</p>	<p><b>Project Priority: 3.00</b></p> 

<b>WW1080 – Reclaimed Water Control Valve Vault – Recker/Warner</b> <p>This project designs and constructs a reclaimed water vault with motor actuated control valves at the intersection of Recker and Warner Roads. This enhances safety and service to the public by eliminating the need for field operations staff to stop traffic to operate valves currently located in the roadway intersection several times a week.</p>	<b>Project Priority: 3.00</b>
<b>WW1090 – Activated Sludge Pumping Station Repl.</b> <p>Design and construction to replace return activated sludge (RAS) pumps, minor structural repairs/modifications to RAS wet well, and install new RAS pump station structure, and electrical power distribution improvements. These components of the Neely facility are nearing the end of their useful life and replacement has been scheduled as part of the Long Range Infrastructure Plan.</p>	<b>Project Priority: 2.33</b> 
<b>WW1110 – Neely – Effluent Filter Replacement</b> <p>Design and construction for replacement of the effluent filters, minor structural repairs/modifications and electrical power distribution improvements. The Neely facility has six filters; with filters 1-3 exceeding their useful life. These filters have been in service for approximately 30 years. This project will replace filters one and two with higher capacity filtration technology. Additionally, this project will allow for improvements to the process area to accommodate new technology for filters 4-6.</p>	<b>Project Priority: 2.73</b> 
<b>WW1140 – Greenfield Repair and Replacement – Expansion</b> <p>The Greenfield Water Reclamation Plant (GWRP) is a joint-use facility with the City of Mesa and the Town of Queen Creek, with Mesa acting as lead agent and plant operator. This project, in tandem with WW0750, will provide design and construction and is scheduled to be completed by the end of 2020. This project includes technology improvements to reduce operations and maintenance challenges, improve reliability, and ease of operation. Additionally, the plant will have necessary major maintenance of systems, and system changes to handle the increasing solids loading at the facility. This project covers the improvements and maintenance activities made to the existing facilities.</p>	<b>Project Priority: 3.00</b> 
<b>WW1150 – Crossroads Force Main Repair at Williams Field</b> <p>On May 31, 2017 Wastewater Operations responded to a failed section of ductile iron force main at the north east corner of Williams Field and the Greenfield Road alignment. The immediate emergency was resolved using a temporary measure; however, the pipeline under Williams Field Road remains vulnerable. This project includes design and construction of a permanent repair using trenchless construction under Williams Field Road east of the Loop 202 freeway interchange to replace the existing ductile iron section with a corrosion resistant pipe material.</p>	<b>Project Priority: 3.00</b> 
<b>WW1170 – Freestone Park Odor Control Injection System</b> <p>This project will design and construct an odor and corrosion control chemical injection station within Freestone Park along the 36" sanitary sewer pipeline alignment and north of the Loop 202 near the Higley Road alignment. This project includes acquisition of right-of-way or easement in the Higley/202 area to prevent foul air. The stations will include a secured eight foot block wall, a concrete chemical containment area with protective linings, chemical storage tanks, mixers, injection pumps, electrical controls, SCADA monitoring system, and appurtenances at both locations.</p>	<b>Project Priority: 2.36</b>

<p><b>WW1180 – Sewer Outfall Structure – Gilbert/Ray</b></p> <p>Design and re-construct the wastewater structure at Gilbert and Ray Roads to prevent recurring surcharge within the sewer system east along Ray Road. This structure includes a sewer force main discharge point from the Rancho Del Verde lift station. As a result, this project also includes possible re-alignment of the existing sewer force main discharge location and the rehabilitation of the existing force main pipeline which currently contains a portion of ductile iron pipe that is vulnerable to corrosion and deterioration. It is the intent of this project to address both the gravity sewer surcharging issue and the sewer force main discharge location and pipeline rehabilitation issue.</p>	<p><b>Project Priority: 2.40</b></p>
<p><b>WW1190 – Higley 202 Gravity Sewer Rehabilitation</b></p> <p>A 530-foot long 30-inch diameter ductile iron gravity sewer pipeline crosses under Loop 202 west of Higley Road. During routine inspection in August 2017 corrosion of the pipe interior was observed. The rehabilitation method proposed is cured in place pipe lining (CIPP), to be executed during a sewer bypass. Currently, this sewer receives minimal flow which can be bypassed easily. As flow through this sewer increases with upstream development the opportunity for an inexpensive bypass is diminished.</p>	<p><b>Project Priority: 2.87</b></p> 
<p><b>WW1231 – Neely Administration Reconstruction</b></p> <p>Built in 1987, the administration building at the Neely Water Reclamation Facility is nearing the end of its useful life. Emergency repairs will be needed immediately on the plumbing, electrical, HVAC, and water supply systems to keep the building operational. The long term viability of the building will be studied as part of MF2460, and future renovations or repairs may be warranted.</p>	<p><b>Project Priority: 2.56</b></p> 



### Town Wide Projects



Capital Expenses (1,000s)		Total	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Years 6-10	Beyond 10 Yrs
Freestone Park Expansion (North)	PR0030	\$ 22,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,300
Nichols Park at Water Ranch Phases II/III	PR0190	17,191	2,361	-	-	-	-	-	-	14,830
Freestone Skate/Tennis Facility - Phase II	PR0240	6,140	-	-	-	-	-	-	-	6,140
Gilbert Regional Park	PR0310	185,891	5,059	31,550	4,043	-	-	50,339	94,900	-
Desert Sky Park	PR0320	101,453	20,396	18,938	3,043	-	-	59,076	-	-
Marathon Trail (East Maricopa Floodway)	PR0330	15,340	-	-	-	-	-	15,340	-	-
Culture and Education Center	PR0370	81,740	-	-	-	-	-	-	-	81,740
Crossroads Park - Phase II	PR0390	18,224	24	-	-	-	-	-	-	18,200
Freestone Recreation Center Pool	PR0420	17,820	-	-	-	-	-	-	-	17,820
Crossroads Pk - Stabilization of Lake Emb.	PR0530	4,911	-	-	-	-	-	4,911	-	-
Parks and Trails Signs	PR0560	233	53	80	100	-	-	-	-	-
Urban Lakes Renovation	PR0570	15,923	1,372	-	-	-	-	6,135	4,905	3,511
Rittenhouse Trail	PR0580	5,622	-	-	-	-	-	-	-	5,622
Powerline Trail - Phase IV	PR0620	3,714	-	-	3,714	-	-	-	-	-
McQueen Park - Phase IV	PR0630	3,100	-	-	-	-	-	-	-	3,100
Gilbert Youth Soccer Complex - Phase II	PR0690	52,240	-	-	-	-	-	-	-	52,240
Riparian Education Center	PR0710	6,480	-	-	-	-	-	-	6,480	-
South Area Pool	PR0810	17,566	-	-	-	-	-	-	17,566	-
Santan Vista Trail - Phase III	PR0850	5,685	4	-	-	-	-	5,681	-	-
Shade Structures - Various Locations	PR0920	488	178	-	-	310	-	-	-	-
Santan Vista Trail - Phase IV	PR0970	2,097	-	-	2,097	-	-	-	-	-
Trail - Santan Fwy - Val Vista to Disc. Pk	PR1010	3,427	-	-	-	-	-	3,427	-	-
Trail - Santan Fwy - Disc Pk to Cosmo Pk	PR1020	5,793	-	-	-	-	-	5,793	-	-
Playground Repl - Various Park Sites	PR1030	3,536	1,240	-	300	666	665	665	-	-
Water Tower Plaza - Repairs/Upgrades	PR1040	896	-	-	-	896	-	-	-	-
Riparian Preserve Yurts	PR1070	164	-	-	-	-	-	-	-	164
Discovery Park Playground Structure	PR1080	400	-	-	-	-	-	-	400	-
Powerline Trail - Recker to Power	PR1100	1,565	-	-	-	-	-	-	1,565	-
SERL - Fountain/Parking Lot Connection	PR1110	3,017	24	-	-	-	-	2,993	-	-
Western Powerline Trail - Ped Crossing	PR1130	1,332	344	988	-	-	-	-	-	-
Elliot District Park Repairs Phase I	PR1140	5,053	4,404	649	-	-	-	-	-	-
Town Store - Southeast Regional Library	PR1150	130	-	-	-	-	-	-	-	130
Irrigation System Replacements	PR1160	29,492	-	-	-	-	-	13,157	5,375	10,960
Irrigation Controller Replacements	PR1170	950	470	30	225	225	-	-	-	-
Santan Vista Trail - Phase V	PR1210	4,539	-	-	-	-	-	-	-	4,539
Trail Lighting	PR1230	6,526	-	-	-	-	-	-	6,526	-
Cosmo Park Turf Project	PR1240	1,254	-	-	-	-	-	-	1,254	-
Elliot District Park Improvements	PR1250	15,084	14,354	730	-	-	-	-	-	-
Community Center Storage	PR1260	159	69	90	-	-	-	-	-	-
Trail Crossings at Railroad Tracks	PR1270	286	-	-	-	-	-	-	286	-
Freestone Rec Center Flooring Repl.	PR1280	325	-	325	-	-	-	-	-	-
Cactus Yards Parking Lot	PR1290	2,784	-	-	-	-	-	2,784	-	-


# PARKS & RECREATION PROJECT SUMMARY


<b>Capital Expenses (1,000s)</b>		<b>Total</b>	<b>Prior Years</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Years 6-10</b>	<b>Beyond 10 Yrs</b>
Trails Priority Assessment	PR1300	132	-	-	-	132	-	-	-	-
Safety Improvements for Trail Crossings	PR1310	727	-	-	-	363	364	-	-	-
<b>Total Capital Expenses</b>		<b>\$ 671,729</b>	<b>\$ 50,352</b>	<b>\$ 53,380</b>	<b>\$ 13,522</b>	<b>\$ 2,592</b>	<b>\$ 1,029</b>	<b>\$ 170,301</b>	<b>\$ 139,257</b>	<b>\$ 241,296</b>

<b>Capital Sources (1,000s)</b>		<b>Total</b>	<b>Prior Years</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Years 6-10</b>	<b>Beyond 10 Yrs</b>
PFMPC - 2009 Bonds		\$ 10,268	\$ 10,268	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2001 GO Bonds 02-03		1	1	-	-	-	-	-	-	-
2024 Potential Parks Bonds		139,649	-	-	-	-	-	127,748	11,901	-
2028 Potential Parks Bonds		114,276	-	-	-	-	-	-	99,805	14,471
Maricopa County		566	-	566	-	-	-	-	-	-
Developer Contribution		739	739	-	-	-	-	-	-	-
Salt River Project		19	19	-	-	-	-	-	-	-
CIP Outside Sources		12,076	12,076	-	-	-	-	-	-	-
CIP O/S Revolving Fund		912	(412)	(12,405)	4,043	-	-	9,686	-	-
General Fund		32,436	11,510	3,678	625	1,696	1,029	6,442	7,326	130
Park SDF		69,285	4,534	17,292	8,854	-	-	26,425	12,180	-
Future Growth Funding		99,986	-	-	-	-	-	-	1,565	98,421
Park SDF - Prior to 2012		35,682	9,933	25,749	-	-	-	-	-	-
Private Fund		6,480	-	-	-	-	-	-	6,480	-
Investment Income		8	8	-	-	-	-	-	-	-
Unidentified		128,274	-	-	-	-	-	-	-	128,274
Miscellaneous		21,072	1,676	18,500	-	896	-	-	-	-
<b>Total Sources</b>		<b>\$ 671,729</b>	<b>\$ 50,352</b>	<b>\$ 53,380</b>	<b>\$ 13,522</b>	<b>\$ 2,592</b>	<b>\$ 1,029</b>	<b>\$ 170,301</b>	<b>\$ 139,257</b>	<b>\$ 241,296</b>

## Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact		\$ -	\$ -	\$ 252	\$ 384	\$ 1,460	\$ -	\$ -	\$ -
Total Revenue		-	-	-	-	-	-	-	-
<b>Net Additional Cost</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 252</b>	<b>\$ 384</b>	<b>\$ 1,460</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>PR0310 – Gilbert Regional Park</b> <p>The 272 acre park will be designed to serve two purposes: flood control and storm water retention, as well as park and recreation amenities. Situated along the East Maricopa Floodway (Superstition-Santan Corridor and Marathon Trail), the park will be a destination facility for a variety of recreation pursuits for a regional population. Project components include, property acquisition, field needs assessment, conceptual design, conceptual plan agreement and construction. Currently the park is estimated to be completed in three phases.</p>	<b>Project Priority: 3.00</b>
<b>PR0320 – Desert Sky Park</b> <p>Joint effort with the Flood Control District of Maricopa County (FCDMC) and Gilbert on 165 acres. The basin will be designed to serve two purposes: Flood control/storm water retention as well as park and recreation amenities. The basin is bordered by the East Maricopa Floodway (EMF), Power Road and the Union Pacific Rail Road/Rittenhouse alignment. Park and Recreation amenity development includes 18 acres for high intensity, 115 acres for medium intensity, and 32 acres for low intensity uses. Includes reclaimed water line and reclaimed water recovery for peak irrigation demands. Project may involve partnership opportunities for site development.</p>	<b>Project Priority: 3.00</b>
<b>PR0560 – Parks and Trails Signs</b> <p>The project will develop sign designs and themes for trail signage to include informational and directional signage. Parks signs are to replace worn and outdated rules/regulations signage.</p>	<b>Project Priority: 2.42</b>
<b>PR1130 – Western Powerline Trail – Ped Crossing</b> <p>Construct a grade separated pedestrian crossing over the Union Pacific Railroad (UPRR) at the intersection of the Western Powerline Trail (WPT) approximately 1/2 mile west of Gilbert Road. Included in the project is the completion of trail improvements approximately 1/8 mile on either side of the crossing location.</p>	<b>Project Priority: 3.00</b>
<b>PR1140 – Elliot District Park Repairs Phase I</b> <p>Complete phase I repair work at Elliot District Park.</p>	<b>Project Priority: 3.00</b>
<b>PR1170 – Irrigation Controller Replacements</b> <p>This project will replace obsolete irrigation controllers in parks and along trails. The proposed controllers will include field communication capabilities, alert notifications, and automatic evapo-transpiration controls.</p>	<b>Project Priority: 3.00</b> 
<b>PR1250 – Elliot District Park Improvements</b> <p>Construct improvements to the Elliot District Park. General summary of the work items to be addressed include; ADA compliance, plaza concrete flatwork, batting cages, ball field site grading and drainage, site storm water retention, grandstands, netting support columns, parking lot, and administrative building and clubhouse. Park re-opened in the Spring of 2019.</p>	<b>Project Priority: 3.00</b>

<b>PR1260 – Community Center Storage</b> The Community Center hosts the Gilbert Senior Center as well as the Parks & Recreation Department’s Adaptive Recreation program and general recreation programming. The Community Center has very limited storage to keep regularly used program supplies, props and documents. These items have been stored using the next door Page Park Center which will no longer be available for storage. A 400-600 square feet, climate controlled, easily accessible to the Community Center is needed.	<b>Project Priority: 3.00</b>
<b>PR1280 – Freestone Recreation Center Flooring Replacement</b> Replacement of the floor in the Freestone Recreation Center. The approximate 8,000 square feet of tile located in the lobby, entry, and adjacent hallways is at the end of useful life and needs to be replaced.	<b>Project Priority: 3.00</b> 

## Debt Service

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Debt Service Summary

Debt Service Detail

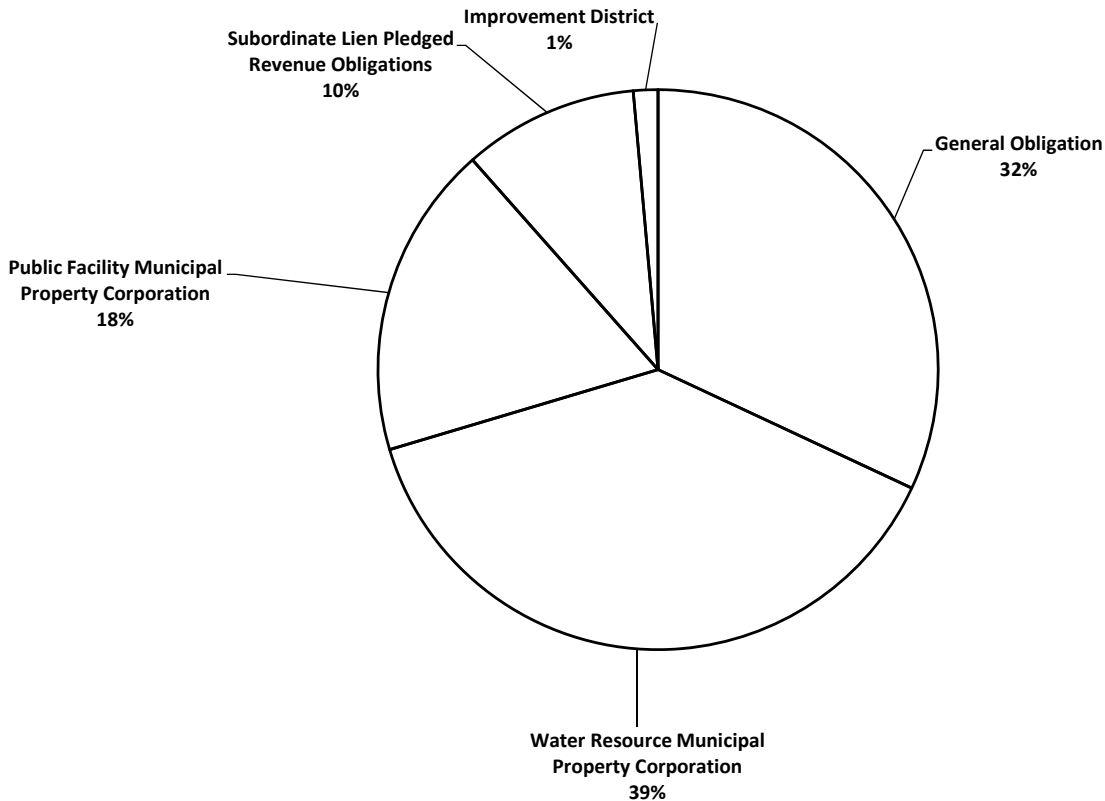
Debt Service Financial



Gilbert issues debt to finance capital project construction. This section of the budget document provides summary information regarding the type of debt issued, the amount of debt outstanding, the legal limit for general obligation debt, the purpose for that debt, and future debt payment requirements.

The following table indicates what percentage each type of bond represents of the total outstanding debt for Gilbert as of July 1, 2019:

<b>TYPE OF BOND</b>	<b>PRINCIPAL AMOUNT OUTSTANDING</b>
General Obligation	\$ 110,445,000
Water Resource Municipal Property Corporation	132,865,000
Public Facility Municipal Property Corporation	62,520,000
Subordinate Lien Pledged Revenue Obligations	34,955,000
Improvement District	4,895,000
<b>Total Bonds Outstanding</b>	<b>\$ 345,680,000</b>



### Description of Bond Types

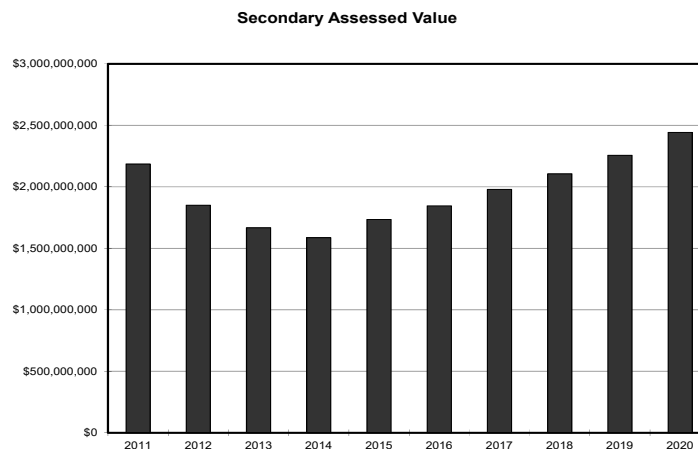
**General Obligation (G.O.) Bonds** are backed by the full faith and credit of the issuing municipality. The bonds are secured by the property tax of the Town and are limited in capacity based on Gilbert's secondary assessed valuation as determined by the Maricopa County Assessor. The following table illustrates the changes in secondary assessed valuation over the past ten years and the amount of property tax received to repay debt.

Year	Net Assessed Limited Property Valuation*	Percent Change	Property Tax Levy
2010/2011	2,185,240,661	-7.36%	26,418,130
2011/2012	1,849,983,469	-15.34%	21,400,000
2012/2013	1,666,867,842	-9.90%	19,300,000
2013/2014	1,585,463,663	-4.88%	18,440,000
2014/2015	1,734,283,157	9.39%	19,500,000
2015/2016	1,845,325,449	6.40%	19,500,000
2016/2017	1,979,359,269	7.26%	21,000,000
2017/2018	2,105,762,268	6.39%	21,650,000
2018/2019	2,256,162,227	7.14%	22,300,000
2019/2020	2,442,085,046	8.24%	24,150,000

\*Note: Beginning in 2015, the Maricopa County Assessor no longer distinguishes between primary and secondary assessed value. Valuations after 2015 are reported with the Net Assessed Limited Property Valuation.

Gilbert has been able to manage debt strategically and has been able to keep the same property tax rate for 12 years from FY 2003 through FY 2014 at \$1.15 per \$100 in secondary assessed valuation. Since FY 2015, Gilbert decreased the secondary property tax rate year over year from approx. \$1.06 in FY 2015 to \$0.99 in FY 2019. The rate will remain level at \$0.99 in FY 2020.

Assessed value for Property Tax purposes lags market by nearly two years.



The Arizona Constitution and State Statute limits Gilbert's bonded debt capacity to certain percentages of Gilbert's secondary assessed valuation by the type of project to be constructed.

There is a limit of 20% of secondary assessed valuation for projects involving streets, water, sewer, artificial lighting, parks, open space, and recreational facility improvements.

There is a limit of 6% of secondary assessed valuation for any other general-purpose project. Voter authorization is required before General Obligation Bonds can be issued. In 2001 a Citizens Bond Committee recommended the Council forward to the voters a bond authorization election in the amount of \$57,481,000. The Council approved this action and the bond authorization election was successful. In May 2003, the voters approved general obligation bonds in the amount of \$80 million to pay for street construction and in March 2006, voters approved \$75 million for street improvements and \$10 million for parks and recreation facilities. In November 2007, voters approved \$174 million for street improvements. The following table outlines the remaining authorization for each voter approved election:

<u>Election Date</u>	<u>Authorized</u>	<u>Issued</u>	<u>Remaining 20%</u>
November 2001	\$ 57,481,000	\$ 45,722,000	\$ 11,759,000
May 2003	\$ 80,000,000	\$ 80,000,000	\$ -
March 2006	\$ 85,000,000	\$ 85,000,000	\$ -
November 2007	\$ 174,000,000	\$ 173,993,080 ***	\$ -
November 2018	\$ 65,350,000	\$ -	\$ 65,350,000

\*\*\* Remaining authorization is a de minimis amount

The information below shows the legal bonding limit for General Obligation bonds as of July 1, 2019.

**Debt Capacity with Bond Premiums Included**

**6% Limitation**

FY 2020 NFC - Assessed Valuation	\$ 3,133,778,776
Allowable 6% Debt	188,026,727
Less: 6% Debt Outstanding	-
<b>Unused 6% Debt Capacity</b>	<b>\$ 188,026,727</b>

**20% Limitation**

FY 2020 NFC - Assessed Valuation	\$ 3,133,778,776
Allowable 20% Debt	626,755,755
Less: 20% Debt Outstanding	(110,445,000)
Less: Unamortized Premium Counted Against Capacity	(6,593,346)
<b>Unused 20% Debt Capacity</b>	<b>\$ 509,717,409</b>

The following table provides the detail for the FY 2020 general obligation debt budget. Revenue is provided from the secondary property tax levy.

<b>Issue Name</b>	<b>Debt Issued</b>	<b>Debt Outstanding</b>	<b>Tax Supported Debt Payments</b>
GO Series 2008	\$187,990,000	\$16,000,000	\$480,000
GO Series 2017 Revenue and Refunding	\$121,670,000	\$94,445,000	\$21,770,000
GO Series 2020 (Anticipated)	\$65,350,000	\$65,350,000	\$1,900,000
<b>Total General Obligation</b>	<b>\$375,010,000</b>	<b>\$175,795,000</b>	<b>\$24,150,000</b>

The last General Obligation Bond sale occurred in April 2017. That issue received a Moody's rating of Aaa and a Fitch rating of AAA which are the highest ratings possible. The 2017 issue used the remaining November 2007 authorization and refunded most of the outstanding GO Series 2008. The refunding saved nearly \$3.4M in interest. This is evidence of the Town's emphasis on responsible financial stewardship, as well a reflection of a great community.

The proposed levy for FY 2019-20 is \$24.15m (\$.9889 tax rate). This includes the anticipated debt service for the Public Safety Training Facility that was authorized by voters on the November 6, 2018

ballot. Series 2020 bonds are planned to be issued in May 2020 with first payment due July 2020 in order to reduce interest costs.

**Street and Highway User Revenue (HURF) Bonds** are special revenue bonds issued specifically for the purpose of constructing street and highway projects. The bonds are secured by gas tax revenues collected by the State and distributed to municipalities throughout the State. The distribution of revenues is based on a formula of population and gas sales within the county of origin. These bonds are limited by the amount of HURF revenue received from the State. By state statute, the annual total debt service must not exceed one-half of the annual HURF revenues received.

Gilbert made the last payment on the outstanding HURF bonds in FY 2019 and does not anticipate issuing additional debt of this type.

**Water and Wastewater Revenue Bonds** are issued to finance construction of water and wastewater facilities. The debt is repaid through user fees. The voters must approve the bonds. The amount of debt issued is limited by the revenue source to repay the debt. The wastewater portion of these bonds was paid off early to avoid additional interest charges, so there is no outstanding water or wastewater revenue bond debt.

**Water Resources and Public Facilities Municipal Property Corporation Bonds** are issued by non-profit corporations created by Gilbert as a financing mechanism for the purpose of funding the construction or acquisition of capital improvement projects. The Municipal Property Corporation is governed by a board of directors consisting of citizens from the community appointed by the Council. These bonds may be issued without voter approval. Water Resources issues are split into two funds based on the revenue source for debt repayment.

In June 2016, Gilbert refunded the outstanding 2007 WRMPC debt for a savings of nearly \$15 million and issued new debt for the San Tan Vista Water Treatment Plant expansion. In May 2018, Gilbert issued debt for the Greenfield Wastewater Treatment Plant expansion. System Development fees are used to pay back both of these bonds.

**Subordinate Lien Pledged Revenue Obligations** are payable only from a junior and subordinate pledge of revenues generated by the Town of Gilbert from Excise Taxes and State Shared Revenues. Payments on obligations are not a direct obligation of the Town and may not be paid by revenues from *ad valorem* property taxes. These bonds may be issued without voter approval.

Gilbert currently has one Subordinate Lien obligation which is paid using revenues from leases and General Fund revenues.

**Improvement District Bonds** are generally issued to repay debt used to finance construction in a designated area within Gilbert. The property owners must agree to be assessed for the repayment of the costs of constructing improvements that benefit the owners' property. Gilbert is ultimately responsible for the repayment of the debt if the property owner does not pay.

The following table indicates the principal amount of debt paid annually by type of debt:

<b>Fiscal Year</b>	<b>General Obligation</b>	<b>MPC Public Facilities</b>	<b>MPC Water Resources</b>	<b>Subordinate Lien</b>	<b>Improvement District</b>
2020	17,480,000	12,565,000	7,560,000	735,000	385,000
2021	18,355,000	14,340,000	7,950,000	770,000	410,000
2022	16,180,000	5,250,000	8,340,000	810,000	435,000
2023	16,000,000	5,500,000	8,780,000	850,000	450,000
2024	2,485,000	5,770,000	9,200,000	895,000	475,000
2025	2,605,000	6,055,000	9,655,000	935,000	495,000
2026	2,740,000	6,360,000	10,155,000	985,000	535,000
2027	2,875,000	6,680,000	10,575,000	1,035,000	555,000
2028	3,020,000	-	11,105,000	1,085,000	565,000
2029	3,110,000	-	11,445,000	1,140,000	590,000
2030	3,200,000	-	11,835,000	1,195,000	-
2031	3,360,000	-	10,285,000	1,235,000	-
2032	3,530,000	-	2,950,000	1,275,000	-
2033	3,705,000	-	3,070,000	1,320,000	-
2034	3,820,000	-	3,190,000	1,365,000	-
2035	3,930,000	-	3,320,000	1,415,000	-
2036	4,050,000	-	3,450,000	1,470,000	-
2037	-	-	-	1,525,000	-
2038	-	-	-	1,580,000	-
2039	-	-	-	1,640,000	-
2040	-	-	-	1,695,000	-
2041	-	-	-	1,810,000	-
2042	-	-	-	1,900,000	-
2043	-	-	-	1,995,000	-
2044	-	-	-	2,095,000	-
2045	-	-	-	2,200,000	-
	<b>110,445,000</b>	<b>62,520,000</b>	<b>132,865,000</b>	<b>34,955,000</b>	<b>4,895,000</b>

The following table indicates the total interest payments per year by type of debt:

<b>Fiscal Year</b>	<b>General Obligation</b>	<b>MPC Public Facilities</b>	<b>MPC Water Resources</b>	<b>Subordinate Lien</b>	<b>Improvement District</b>
2020	4,769,550	3,086,300	5,865,313	1,524,456	239,908
2021	3,895,550	2,471,275	5,487,313	1,487,706	219,625
2022	2,977,800	1,761,150	5,089,813	1,449,206	198,068
2023	2,168,800	1,508,250	4,672,813	1,408,706	175,490
2024	1,688,800	1,243,250	4,233,813	1,366,206	151,893
2025	1,564,550	954,750	3,773,813	1,321,456	127,145
2026	1,434,300	652,000	3,291,063	1,274,706	100,868
2027	1,297,300	334,000	2,857,863	1,225,456	73,063
2028	1,153,550	0	2,329,113	1,173,706	44,498
2029	1,062,950	-	1,997,300	1,119,456	15,045
2030	969,650	-	1,591,350	1,062,456	-
2031	809,650	-	1,085,100	1,023,619	-
2032	641,650	-	639,200	981,938	-
2033	465,150	-	521,200	937,313	-
2034	354,000	-	398,400	891,113	-
2035	239,400	-	270,800	843,338	-
2036	121,500	-	138,000	786,738	-
2037	-	-	-	733,450	-
2038	-	-	-	678,169	-
2039	-	-	-	620,894	-
2040	-	-	-	561,444	-
2041	-	-	-	500,000	-
2042	-	-	-	409,500	-
2043	-	-	-	314,500	-
2044	-	-	-	214,750	-
2045	-	-	-	110,000	-
	<b>\$25,614,150</b>	<b>\$12,010,975</b>	<b>\$44,242,263</b>	<b>\$24,020,281</b>	<b>\$1,345,600</b>

<b>PERSONNEL BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>EXPENSES BY ACTIVITY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
General Obligation	90,443,896	22,280,090	23,291,300	23,291,300	24,260,550
Street and Highway	3,412,020	3,413,020	3,417,500	3,417,500	-
Public Facilities MPC	14,281,600	78,436,154	15,719,280	15,719,280	15,671,300
Water Resources MPC	38,582,363	9,835,064	9,994,630	9,994,630	10,033,070
Subordinate Lien	-	2,257,506	2,264,460	2,264,460	2,269,460
Improvement Districts	696,795	961,309	6,411,280	6,411,280	5,343,240
Wastewater MPC	-	-	3,614,400	3,614,400	3,624,750
<b>Total Expenses</b>	<b>\$ 147,416,674</b>	<b>\$ 117,183,143</b>	<b>\$ 64,712,850</b>	<b>\$ 64,712,850</b>	<b>\$ 61,202,370</b>

<b>EXPENSES BY CATEGORY</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Personnel	-	-	-	-	-
Supplies & Contractual	119,166,684	117,183,143	64,712,850	64,712,850	61,202,370
Capital Outlay	28,249,990	-	-	-	-
<b>Total Expenses</b>	<b>\$ 147,416,674</b>	<b>\$ 117,183,143</b>	<b>\$ 64,712,850</b>	<b>\$ 64,712,850</b>	<b>\$ 61,202,370</b>

<b>OPERATING RESULTS</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Budget FY 2019</b>	<b>Projected FY 2019</b>	<b>Budget FY 2020</b>
Total Revenues	21,667,730	30,256,743	29,761,280	29,067,280	29,518,240
Transfers In	30,380,935	54,035,596	35,145,950	34,932,352	31,598,700
<b>Total Sources</b>	<b>\$ 52,048,665</b>	<b>\$ 84,292,339</b>	<b>\$ 64,907,230</b>	<b>\$ 63,999,632</b>	<b>\$ 61,116,940</b>
Total Expenses	147,416,674	117,183,143	64,712,850	64,712,850	61,202,370
Transfers Out	332,001	12,172,463	-	-	-
<b>Total Uses</b>	<b>\$ 147,748,675</b>	<b>\$ 129,355,606</b>	<b>\$ 64,712,850</b>	<b>\$ 64,712,850</b>	<b>\$ 61,202,370</b>
<b>Net Operating Result</b>	<b>\$ (95,700,010)</b>	<b>\$ (45,063,267)</b>	<b>\$ 194,380</b>	<b>\$ (713,218)</b>	<b>\$ (85,430)</b>

# Appendix

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Personnel Detail  
Capital Outlay  
Transfer Detail and Summary  
Schedules A-G  
Glossary/Acronyms



	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>GENERAL FUND</b>					
<b>Mayor and Council</b>					
Executive Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Mayor's Aide	1.00	1.00	1.00	1.00	1.00
<b>Total Mayor and Council</b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>
<b>Manager</b>					
Town Manager	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	0.00	3.00	3.00	3.00	3.00
Assistant Town Manager	1.00	0.00	0.00	0.00	0.00
Chief Innovation Officer	0.00	0.00	0.00	1.00	1.00
Community Resources Program Supervisor	0.15	0.35	0.35	0.35	0.35
Assistant to Town Manager	3.00	1.00	1.00	0.00	0.00
Executive Assistant to Town Manager	1.00	0.00	0.00	0.00	0.00
Executive Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Manager</b>	<b><u>7.15</u></b>	<b><u>6.35</u></b>	<b><u>6.35</u></b>	<b><u>6.35</u></b>	<b><u>6.35</u></b>
<b>Emergency Mgt and Safety</b>					
Emergency Management Coordinator	0.00	1.00	1.00	1.00	1.00
Health and Safety Analyst	0.00	0.00	0.00	1.00	1.00
<b>Total Emergency Mgt and Safety</b>	<b><u>0.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>
<b>Digital Government</b>					
Digital Communications Strategist	1.00	1.00	1.00	1.00	1.00
Chief Digital Officer	1.00	1.00	1.00	1.00	1.00
Digital Media and Marketing Officer	1.00	1.00	1.00	1.00	1.00
Data Content Strategist	0.00	0.00	0.00	0.00	1.00
Community Engagement Coordinator	0.00	1.00	1.00	1.00	1.00
Digital Journalist	2.00	2.00	2.00	2.00	2.00
Multi-Media Analyst	1.00	1.00	1.00	1.00	1.00
Data and Technology Analyst	1.00	1.00	1.00	1.00	1.00
<b>Total Digital Government</b>	<b><u>7.00</u></b>	<b><u>8.00</u></b>	<b><u>8.00</u></b>	<b><u>8.00</u></b>	<b><u>9.00</u></b>
<b>Intergovernmental</b>					
Governmental Relation Assistant	1.00	1.00	1.00	1.00	1.00
Program Coordinator	1.00	0.00	0.00	0.00	0.00
Director of Intergovernmental Affairs	1.00	1.00	1.00	1.00	1.00
<b>Total Intergovernmental</b>	<b><u>3.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>
<b>Economic Development</b>					
Economic Development Director	1.00	1.00	1.00	1.00	1.00
Economic Development Deputy Director	1.00	1.00	1.00	1.00	1.00
Economic Development Administrator	4.00	4.00	4.00	0.00	0.00
Redevelopment Program Manager	0.00	0.00	0.00	1.00	1.00
Business Attraction Administrator	0.00	0.00	0.00	1.00	1.00
Business Retention & Expansion Administrator	0.00	0.00	0.00	1.00	1.00
Marketing & Communication Administrator	0.00	0.00	0.00	1.00	1.00
Data Scientist	1.00	2.00	2.00	1.00	1.00
Tourism Administrator	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Economic Development</b>	<b><u>8.00</u></b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Information Technology:</b>					
<b>Information Technology Administration</b>					
Information Technology Director	1.00	1.00	1.00	1.00	1.00
Chief Technology Officer	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Information Technology Administration</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Infrastructure</b>					
IT Infrastructure Manager	1.00	1.00	1.00	1.00	1.00
Systems Engineer	3.00	3.00	3.00	2.00	4.00
Telecom Engineer	1.00	1.00	1.00	1.00	1.00
Communications Engineer	1.00	1.00	1.00	1.00	1.00
Network Engineer	1.00	1.00	1.00	2.00	2.00
Data Scientist	0.00	0.00	0.00	0.00	1.00
Communication Engineering Technician	1.00	2.00	2.00	1.00	1.00
Audio/Visual Technician	0.00	0.00	0.00	1.00	1.00
Audio/Visual Analyst	1.00	1.00	1.00	0.00	0.00
<b>Total Infrastructure</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>12.00</b>
<b>Applications Support</b>					
IT Applications Manager	1.00	1.00	2.00	2.00	2.00
IT Desktop Supervisor	1.00	1.00	1.00	0.00	0.00
Project Manager	0.00	0.00	0.00	0.00	1.00
Applications Administrator	4.00	4.00	4.00	0.00	0.00
Applications Engineer	2.00	2.00	2.00	0.00	0.00
Desktop Analyst	2.00	2.00	2.00	0.00	0.00
IT Security Administrator	0.00	0.00	0.00	1.00	1.00
Applications Analyst	4.00	5.00	5.00	9.00	10.00
Desktop Support	4.00	4.00	4.00	0.00	0.00
Applications Analyst	0.00	0.00	0.00	0.00	0.00
Database Administrator	0.00	0.00	0.00	2.00	2.00
Help Desk Technician	1.00	1.00	1.00	0.00	0.00
<b>Total Applications Support</b>	<b>19.00</b>	<b>20.00</b>	<b>21.00</b>	<b>14.00</b>	<b>16.00</b>
<b>Desktop Support</b>					
IT Desktop Manager	0.00	0.00	0.00	1.00	1.00
Desktop Support	0.00	0.00	0.00	7.00	8.00
<b>Total Desktop Support</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>	<b>9.00</b>
<b>GIS Operations and Support</b>					
GIS Supervisor	1.00	1.00	1.00	1.00	1.00
GIS Administrator	2.00	2.00	2.00	1.00	1.00
GIS Analyst	0.00	0.00	0.00	1.00	1.00
Senior GIS Technician	2.00	2.00	2.00	2.00	2.00
GIS Technician	2.00	2.00	2.00	2.00	2.00
Addressing Technician	1.00	1.00	1.00	1.00	1.00
<b>Total GIS Operations and Support</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Total Information Technology</b>	<b><u>38.00</u></b>	<b><u>41.00</u></b>	<b><u>42.00</u></b>	<b><u>42.00</u></b>	<b><u>48.00</u></b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Human Resources:</b>					
<b>Personnel Administration</b>					
Chief Talent Officer	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	4.00	5.00	5.00	0.00	0.00
Benefits Analyst Workers Comp	0.00	0.00	0.00	1.00	1.00
Total Rewards Analyst Senior	0.00	0.00	0.00	1.00	1.00
Human Resource Analyst	0.00	0.00	0.00	1.00	1.00
Benefits Analyst Senior	0.00	1.00	1.00	1.00	1.00
Human Resource Business Partner	0.00	0.00	0.00	4.00	4.00
Lean Innovator	0.00	1.00	1.00	1.00	1.00
Benefits Manager	0.00	0.00	0.00	1.00	1.00
Human Resource Solution Manager	2.00	2.00	2.00	1.00	1.00
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00	0.00	0.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	1.00	1.00
<b>Total Personnel Administration</b>	<b>13.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
<b>Learning and Development</b>					
Organizational Development Manager	1.00	1.00	1.00	1.00	1.00
Learning and Development Consultant	1.00	1.00	1.00	1.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Learning and Development</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
<b>Risk Management</b>					
Risk Manager	1.00	0.00	0.00	0.00	0.00
Senior Claims Analyst	1.00	1.00	1.00	0.00	0.00
Safety Specialist	1.00	0.00	0.00	0.00	0.00
Senior Human Resources Analyst	1.00	1.00	1.00	0.00	0.00
<b>Total Risk Management</b>	<b>4.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Human Resources</b>	<b><u>20.00</u></b>	<b><u>21.00</u></b>	<b><u>21.00</u></b>	<b><u>19.00</u></b>	<b><u>20.00</u></b>
<b>Management and Budget</b>					
Management and Budget Director	1.00	1.00	1.00	1.00	1.00
Management and Budget Analyst	3.00	3.00	3.00	3.00	4.00
Senior Performance Management Analyst	1.00	0.00	0.00	0.00	0.00
Management and Budget Specialist	1.00	1.00	1.00	1.00	1.00
<b>Total Management and Budget</b>	<b><u>6.00</u></b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>6.00</u></b>
<b>Town Clerk</b>					
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Clerk	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Town Clerk Specialist	2.00	2.00	2.00	2.00	2.00
<b>Total Town Clerk</b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>	<b><u>5.00</u></b>
<b>Legal Services:</b>					
<b>General Counsel</b>					
Town Attorney	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	0.00	0.00	0.00	1.00	1.00
Assistant Town Attorney	2.00	2.00	2.00	2.00	3.00

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Legal Advisor	1.00	1.00	1.00	0.00	0.00
Paralegal	0.00	1.00	1.00	1.00	1.00
Claims Analyst	0.00	0.00	0.00	1.00	2.00
Legal Secretary	1.00	1.00	1.00	1.00	1.00
<b>Total General Counsel</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>9.00</b>
<b>Prosecutor</b>					
Town Prosecutor	1.00	1.00	1.00	1.00	1.00
Assistant Town Prosecutor	7.00	7.00	7.00	7.00	7.00
Legal Secretary	3.00	3.00	3.00	3.00	3.00
Prosecutor Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	5.00	6.00	6.00	6.00	6.00
Victim Advocate	2.00	2.00	2.00	2.00	2.00
Paralegal	0.00	1.00	1.00	1.00	2.00
<b>Total Prosecutor</b>	<b>19.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>
<b>Total Legal Services</b>	<b><u>24.00</u></b>	<b><u>27.00</u></b>	<b><u>27.00</u></b>	<b><u>28.00</u></b>	<b><u>31.00</u></b>
<b>Management Services:</b>					
<b>Administration</b>					
Finance & Management Services Director	1.00	1.00	1.00	1.00	1.00
<b>Total Management Services Administration</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Accounting</b>					
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Assistant Accounting Manager	0.00	1.00	1.00	1.00	1.00
Accounting Supervisor	0.00	0.00	0.00	1.00	1.00
Accounting System Analyst	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	0.00	0.00
Accountant	1.00	1.00	1.00	1.00	2.00
Accounts Payable Technician	3.00	2.00	2.00	2.00	2.00
Accounting Technician	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	0.00	0.00
Accounting Specialist	1.00	1.00	1.00	1.00	1.00
Senior Payroll Specialist	2.00	2.00	2.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00	2.00	2.00
<b>Total Accounting</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>
<b>Purchasing</b>					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Purchasing Specialist	1.00	0.00	0.00	0.00	0.00
Contract Analyst	3.00	4.00	4.00	4.00	4.00
Inventory Services Specialist	1.00	1.00	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00	1.00	1.00
<b>Total Purchasing</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Tax Compliance</b>					
Tax Compliance Specialist	1.00	1.00	1.00	1.00	1.00
Tax Compliance Analyst	2.00	1.00	1.50	1.50	1.50
Tax Compliance Manager	1.00	1.00	1.00	1.00	1.00
Tax Compliance Auditor	0.00	1.00	1.00	1.00	1.00
Senior Tax Compliance Auditor	0.00	1.00	1.00	1.00	1.00
<b>Total Tax Compliance</b>	<b>4.00</b>	<b>5.00</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Total Management Services</b>	<b><u>24.00</u></b>	<b><u>25.00</u></b>	<b><u>25.50</u></b>	<b><u>25.50</u></b>	<b><u>26.50</u></b>
<b>Municipal Court</b>					
Presiding Judge	1.00	1.00	1.00	1.00	1.00
Municipal Judge	3.00	3.00	3.00	3.00	3.00
Civil Hearing Officer	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	2.00	2.00	2.00	2.00
Deputy Court Administrator	1.00	1.00	1.00	1.00	1.00
Senior Court Services Clerk	5.00	5.00	5.00	5.00	5.00
Court Services Clerk	10.00	10.00	10.00	10.00	10.00
Court Enforcement Supervisor	1.00	1.00	1.00	1.00	1.00
Security Officer	4.00	4.00	4.00	4.00	4.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Court Interpreter	0.75	0.75	0.75	0.75	0.75
Pro Tem Judge	0.17	0.17	0.17	0.17	0.17
<b>Total Municipal Court</b>	<b><u>30.92</u></b>	<b><u>31.92</u></b>	<b><u>31.92</u></b>	<b><u>31.92</u></b>	<b><u>31.92</u></b>
<b>Development Services:</b>					
<b>Development Services Administration</b>					
Development Services Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Development Services Administration</b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>
<b>Permits and Licensing</b>					
Customer Service Professional	4.30	4.30	5.03	5.03	4.72
Customer Service Manager	0.50	0.50	0.50	0.50	0.50
Customer Service Supervisor	0.70	0.70	1.00	1.00	1.00
Alarm Program Technician	1.00	1.00	0.80	0.80	0.80
Receptionist	0.00	0.00	0.00	0.00	0.50
<b>Total Permits and Licensing</b>	<b><u>6.50</u></b>	<b><u>6.50</u></b>	<b><u>7.33</u></b>	<b><u>7.33</u></b>	<b><u>7.52</u></b>
<b>Plan Review and Inspection Administration</b>					
Plan Review and Inspection Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00	1.00
<b>Total Plan Review and Inspection Admin</b>	<b><u>1.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>
<b>Plan Review and Inspection - Building</b>					
Building & Fire Inspection Supervisor	0.75	0.75	0.75	0.75	0.75
Building Inspector	8.00	8.00	8.00	8.00	8.00
Plan Review Supervisor	0.80	0.80	0.80	0.80	0.80
Plans Examiner	6.00	7.00	7.00	7.00	7.00
Permit Technician	3.00	3.00	3.00	3.00	3.00
<b>Total Plan Review and Inspection - Building</b>	<b><u>18.55</u></b>	<b><u>19.55</u></b>	<b><u>19.55</u></b>	<b><u>19.55</u></b>	<b><u>19.55</u></b>
<b>Plan Review and Inspection - Fire</b>					
Building & Fire Inspection Supervisor	0.25	0.25	0.25	0.25	0.25
Building Inspector	1.00	1.00	1.00	1.00	1.00
Plan Review Supervisor	0.20	0.20	0.20	0.20	0.20
Plans Examiner	2.00	2.00	2.00	2.00	2.00
<b>Total Plan Review and Inspection - Fire</b>	<b><u>3.45</u></b>	<b><u>3.45</u></b>	<b><u>3.45</u></b>	<b><u>3.45</u></b>	<b><u>3.45</u></b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Plan Review and Inspection - Engineering</b>					
Engineering Inspector	5.00	6.00	6.00	7.00	7.00
Engineering Inspections Supervisor	0.95	0.95	0.95	0.95	0.95
Plans Examiner	2.00	2.00	2.00	2.00	2.00
Plans Review Supervisor	1.00	1.00	1.00	1.00	1.00
<b>Total Plan Review and Inspection - Engineering</b>	<b>8.95</b>	<b>9.95</b>	<b>9.95</b>	<b>10.95</b>	<b>10.95</b>
<b>Plan Review and Inspection - Planning</b>					
Plans Examiner	3.00	3.00	3.00	3.00	3.00
Engineering Inspections Supervisor	0.05	0.05	0.05	0.05	0.05
<b>Total Plan Review and Inspection - Planning</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>
<b>Plan Review and Inspection - Code</b>					
Code Inspections Supervisor	0.80	0.80	0.80	0.80	0.80
Code Inspector	5.00	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Plan Review and Inspection - Code</b>	<b>6.80</b>	<b>6.80</b>	<b>6.80</b>	<b>6.80</b>	<b>6.80</b>
<b>Engineering Development</b>					
Development Engineer Manager	1.00	1.00	1.00	1.00	1.00
Senior Development Engineer	1.00	1.00	1.00	1.00	1.00
Development Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Technician	0.00	0.00	0.00	0.00	1.00
<b>Total Engineering Development</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
<b>Planning Services</b>					
Planning Manager	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00
Planner	6.00	7.00	7.00	7.00	7.00
Plans Examiner	3.00	2.00	2.00	2.00	2.00
Planning Technician	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	0.00	0.00	0.00	0.00
<b>Total Planning Services</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Transportation Planning</b>					
Transportation Planning Manager	1.00	1.00	1.00	1.00	1.00
Transportation Planner	0.00	1.00	1.00	1.00	1.00
<b>Total Transportation Planning</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Development Services</b>	<b><u>68.30</u></b>	<b><u>71.30</u></b>	<b><u>72.13</u></b>	<b><u>73.13</u></b>	<b><u>74.32</u></b>
<b>Public Works - Engineering:</b>					
<b>Engineering Administration</b>					
Town Engineer	0.60	0.60	0.60	0.60	0.60
Inspections Specialist	0.00	0.00	1.00	0.00	0.00
Senior Plans Examiner	0.00	0.00	0.00	0.00	1.00
<b>Total Engineering Administration</b>	<b>0.60</b>	<b>0.60</b>	<b>1.60</b>	<b>0.60</b>	<b>1.60</b>
<b>Engineering Traffic</b>					
Town Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Senior Traffic Engineering Specialist	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Traffic Safety Assistant	1.00	1.00	1.00	1.00	1.00
Traffic Safety Specialist	0.00	1.00	1.00	1.00	1.00
<b>Total Engineering Traffic</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Total Public Works - Engineering</b>	<b><u>3.60</u></b>	<b><u>4.60</u></b>	<b><u>5.60</u></b>	<b><u>4.60</u></b>	<b><u>5.60</u></b>
<b>Police Department:</b>					
<b>Police Administration</b>					
Police Chief	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	0.00	1.00	1.00	2.00	2.00
Police Lieutenant	1.00	1.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Police Administration</b>	<b>4.00</b>	<b>5.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Office of Professional Standards Admin</b>					
Police Sergeant	0.00	0.00	1.00	1.00	1.00
Background Investigator	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.50	0.50	0.50
<b>Total Office of Professional Standards Admin</b>	<b>0.00</b>	<b>0.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Internal Affairs</b>					
Police Sergeant	1.00	1.00	0.00	0.00	0.00
Police Officer	3.00	3.00	3.00	3.00	3.00
Non-Sworn Public Safety Technician	0.00	1.00	0.00	0.00	0.00
<b>Total Internal Affairs</b>	<b>4.00</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Training and Program Coordination</b>					
Police Training Specialist	1.00	1.00	1.00	1.00	1.00
Police Officer	0.00	0.00	3.00	3.00	3.00
Rangemaster	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	2.00	2.00
Police Records Clerk	1.00	1.00	1.00	0.00	0.00
Police Sergeant	0.00	0.00	1.00	1.00	2.00
<b>Total Training &amp; Program Coordination</b>	<b>4.00</b>	<b>4.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>
<b>Uniform Patrol</b>					
Police Commander	1.00	2.00	2.00	2.00	2.00
Police Lieutenant	5.00	5.00	5.00	6.00	7.00
Police Sergeant	14.00	14.00	17.00	17.00	18.00
Police Officer	124.00	130.00	147.00	147.00	157.00
Administrative Assistant	1.50	2.00	2.00	2.00	2.00
<b>Total Uniform Patrol</b>	<b>145.50</b>	<b>153.00</b>	<b>173.00</b>	<b>174.00</b>	<b>186.00</b>
<b>Detention</b>					
Detention Supervisor	2.00	2.00	2.00	2.00	2.00
Detention Facility Officer	7.00	7.00	7.00	7.00	9.00
<b>Total Detention</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>11.00</b>
<b>Enforcement Support</b>					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Teleserve Operator	8.00	8.00	7.00	7.00	7.00

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Quartermaster	1.00	1.00	1.00	1.00	1.00
Body Worn Camera Coordinator	0.00	0.00	1.00	1.00	1.00
Service Aide	2.00	2.00	2.00	2.00	2.00
<b>Total Enforcement Support</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Civilian Patrol</b>					
Civilian Patrol Technician	4.00	4.00	4.00	4.00	4.00
<b>Total Civilian Patrol</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Support Administration</b>					
Commander	1.00	1.00	1.00	1.00	1.00
Policy and Compliance Coordinator	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Support Administration</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Records</b>					
Core Services Administrator	1.00	1.00	1.00	1.00	1.00
Police Records Shift Supervisor	3.00	3.00	3.00	3.00	3.00
Police Records Clerk	13.00	15.00	15.00	15.00	15.00
<b>Total Records</b>	<b>17.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>
<b>Communications</b>					
Police Communications Manager	1.00	1.00	1.00	1.00	1.00
Police Communications Shift Supervisor	5.00	5.00	5.00	5.00	6.00
Dispatcher	18.00	18.00	18.50	31.50	34.50
911 Operators	13.50	13.50	13.00	0.00	0.00
<b>Total Communications</b>	<b>37.50</b>	<b>37.50</b>	<b>37.50</b>	<b>37.50</b>	<b>41.50</b>
<b>Property</b>					
Property and Evidence Supervisor	1.00	1.00	1.00	1.00	1.00
Property and Evidence Technician	5.00	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Property</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Planning and Research</b>					
Planning and Research Analyst	1.00	1.00	1.00	1.00	2.00
Planning and Research Coordinator	1.00	1.00	1.00	1.00	1.00
<b>Total Planning and Research</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>
<b>Hiring / Inspections</b>					
Police Policy and Compliance Coordinator	1.00	1.00	0.00	0.00	0.00
Polygraph Examiner	1.00	1.00	1.00	0.00	0.00
Police Volunteer Specialist	1.00	1.00	0.00	0.00	0.00
Background Investigator	3.00	5.00	5.00	6.00	6.00
Office Assistant	0.50	0.50	0.00	0.00	0.00
<b>Total Hiring/Inspections</b>	<b>6.50</b>	<b>8.50</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Crime Prevention</b>					
Crime Prevention Technician	3.00	3.00	2.00	2.00	2.00
<b>Total Crime Prevention</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Counseling Services</b>					
Police Counseling Manager	1.00	1.00	1.00	1.00	1.00
Youth/Family Counselor	6.00	6.00	6.00	6.00	6.00
Administrative Assistant	1.50	1.50	1.50	1.50	1.50
<b>Total Counseling Services</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>
<b>Public Affairs</b>					
Police Sergeant	0.00	0.00	1.00	1.00	1.00
Public Affairs Specialist	0.00	0.00	1.00	1.00	1.00
Volunteer Specialist	0.00	0.00	1.00	1.00	1.00
<b>Total Public Affairs</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Investigations</b>					
Police Lieutenant	2.00	2.00	2.00	2.00	2.00
Police Commander	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Investigations</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Special Victims Unit</b>					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	7.00	8.00	8.00	8.00	8.00
Non-Sworn Public Safety Technician	3.00	3.00	0.00	0.00	0.00
<b>Total Special Victim Unit</b>	<b>11.00</b>	<b>12.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Violent Crimes Unit</b>					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	5.00	5.00	5.00	5.00	5.00
<b>Total Violent Crimes Unit</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Property Crimes</b>					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	10.00	11.00	8.00	7.00	7.00
<b>Total Property Crimes</b>	<b>11.00</b>	<b>12.00</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Intel Unit</b>					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	5.00	5.00	3.00	3.00	3.00
Crime Analyst	3.00	3.00	3.00	4.00	4.00
Crime Analysis Technician	1.00	1.00	1.00	0.00	0.00
Audio/Visual Forensic Analyst	1.00	1.00	0.00	0.00	0.00
<b>Total Intel Unit</b>	<b>11.00</b>	<b>11.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Crime Scene Unit</b>					
Crime Scene Specialist	2.00	2.00	2.00	2.00	2.00
<b>Total Crime Scene Unit</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Financial Crimes Unit</b>					
Police Sergeant	0.00	0.00	1.00	1.00	1.00
Police Officer	0.00	0.00	5.00	5.00	5.00
Audio Video Forensic Analyst	0.00	0.00	1.00	1.00	1.00
<b>Total Financial Crimes Unit</b>	<b>0.00</b>	<b>0.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Family Violence Unit</b>					
Police Sergeant	0.00	0.00	1.00	1.00	1.00
Police Officer	0.00	0.00	4.00	4.00	4.00
Civilian Investigator	0.00	0.00	3.00	3.00	3.00
<b>Total Family Violence Unit</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Special Assignment Unit</b>					
Police Sergeant	1.00	1.00	0.00	1.00	1.00
Police Officer	5.00	5.00	5.00	8.00	8.00
<b>Total Special Assignment Unit</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Crime Suppression</b>					
Police Sergeant	2.00	2.00	1.00	1.00	1.00
Police Officer	12.00	14.00	7.00	7.00	7.00
<b>Total Crime Suppression</b>	<b>14.00</b>	<b>16.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Traffic Unit</b>					
Police Lieutenant	1.00	1.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00	2.00	2.00
Police Officer	15.00	15.00	15.00	15.00	15.00
<b>Total Traffic Unit</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>School Resource</b>					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	9.00	9.00	9.00	9.00	9.00
<b>Total School Resource</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Crime Apprehension Team</b>					
Police Sergeant	1.00	1.00	1.00	0.00	0.00
Police Officer	5.00	4.00	4.00	0.00	0.00
<b>Total Crime Apprehension Team</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>
<b>K9 Unit</b>					
Police Officer	0.00	0.00	3.00	3.00	3.00
<b>Total K9 Unit</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Total Police Department</b>	<b><u>365.00</u></b>	<b><u>381.50</u></b>	<b><u>405.50</u></b>	<b><u>405.50</u></b>	<b><u>425.50</u></b>
<b>Fire and Rescue Department:</b>					
<b>Fire Administration</b>					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	2.00	2.00	2.00	2.00	2.00
Data Compliance Analyst	0.00	1.00	1.00	1.00	1.00
Fire Solutions Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00	1.00
<b>Total Fire Administration</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Fire Training</b>					
Battalion Chief	1.00	1.00	1.00	1.00	1.00
EMS Specialist	1.00	1.00	1.00	1.00	1.00
Fire Captain	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Fire Engineer	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Fire Training</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Fire Operations</b>					
Battalion Chief	8.00	8.00	8.00	8.00	8.00
Fire Captain	47.00	50.00	50.00	50.00	50.00
Fire Engineer	39.00	42.00	42.00	42.00	42.00
Firefighter	88.00	88.00	88.00	88.00	88.00
EMT	0.00	0.00	0.00	0.00	3.00
Paramedic	0.00	0.00	0.00	0.00	3.00
Ambulance Transport Manager	0.00	0.00	0.00	0.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
<b>Total Fire Operations</b>	<b>184.00</b>	<b>190.00</b>	<b>190.00</b>	<b>190.00</b>	<b>197.00</b>
<b>Resource</b>					
Fire Warehouse Manager	1.00	1.00	1.00	1.00	1.00
Fire Equipment Technician	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Fire Service Aide	2.00	2.00	2.00	2.00	2.00
<b>Total Resource</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Fire Prevention</b>					
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Investigator	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	0.00	0.00	0.00	0.00
Fire Inspector	3.00	3.00	3.00	3.00	3.00
<b>Total Fire Prevention</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Community</b>					
Battalion Chief	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Community Outreach and Engagement	1.00	1.00	1.00	1.00	1.00
<b>Total Community</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Emergency Operations Center</b>					
Emergency Management Coordinator	1.00	0.00	0.00	0.00	0.00
<b>Total Emergency Operations Center</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Fire and Rescue Department</b>	<b><u>210.00</u></b>	<b><u>216.00</u></b>	<b><u>216.00</u></b>	<b><u>216.00</u></b>	<b><u>223.00</u></b>
<b>Parks and Recreation:</b>					
<b>Parks and Recreation Administration</b>					
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Deputy Director	0.00	1.00	1.00	1.00	1.00
Parks and Recreation Manager	2.00	1.00	1.00	1.00	1.00
Administrative Supervisor I	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	5.55	5.55	5.55	4.55	4.55
Administrative Assistant III	0.00	0.00	0.00	1.00	1.00
Parks and Recreation Business Manager	1.00	1.00	1.00	1.00	1.00
Recreation Leader	0.03	0.03	0.03	0.03	0.03
<b>Total Parks and Recreation Administration</b>	<b>10.58</b>	<b>10.58</b>	<b>10.58</b>	<b>10.58</b>	<b>10.58</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Facilities Maintenance</b>					
Facility Operations Superintendent	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.00	0.48	0.48	0.48	0.48
Security Systems Technician	1.00	1.00	1.00	1.00	1.00
Senior Facilities Maintenance Technician	3.00	3.00	3.00	0.00	0.00
Custodian	2.00	2.00	2.00	0.00	0.00
Facilities Maintenance Technician	5.00	5.00	5.00	10.00	11.00
<b>Total Facilities Maintenance</b>	<b>12.00</b>	<b>12.48</b>	<b>12.48</b>	<b>12.48</b>	<b>13.48</b>
<b>Parks and Open Space</b>					
Parks Operations Superintendent	1.00	1.00	1.00	1.00	1.00
Field Supervisor	2.40	2.40	2.40	2.40	3.40
Senior Park Ranger	1.00	1.00	1.00	0.00	0.00
Senior Grounds Maintenance Technician	5.00	5.00	5.00	0.00	0.00
Senior Recreation Leader	0.00	0.00	0.00	0.00	1.50
Parks Mechanic	1.00	1.00	1.00	1.00	1.00
Spray Technician	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	3.00	3.00	3.00	3.00	3.00
Grounds Maintenance Worker	11.11	12.11	12.11	17.11	23.11
Administrative Assistant	1.00	1.00	1.00	1.00	1.75
Park Ranger Supervisor	0.00	0.00	0.00	1.00	1.00
Park Ranger	5.25	6.47	6.47	3.75	6.00
Custodian	0.00	0.00	0.00	2.72	4.72
Recreation Specialist	0.00	0.00	0.00	0.00	0.75
Recreation Leader	0.00	0.00	0.00	0.00	0.50
Recreation Coordinator	0.50	0.50	0.50	0.50	1.50
<b>Total Parks and Open Space</b>	<b>32.26</b>	<b>34.48</b>	<b>34.48</b>	<b>34.48</b>	<b>50.23</b>
<b>Riparian Programs</b>					
Recreation Instructor	0.38	0.38	0.38	0.38	0.38
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00
Grounds Maintenance Worker	0.45	0.45	0.45	0.45	0.45
<b>Total Riparian Program</b>	<b>2.83</b>	<b>2.83</b>	<b>2.83</b>	<b>2.83</b>	<b>2.83</b>
<b>Cactus Yards</b>					
Recreation Supervisor	0.00	0.00	0.00	1.00	1.00
Senior Grounds Maintenance Worker	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00	1.00
Custodian	0.00	0.00	0.00	2.00	2.00
Facilities Maintenance Technician	0.00	0.00	0.00	1.00	1.00
Grounds Maintenance Worker	0.00	0.00	0.00	7.00	7.00
Park Ranger	0.00	0.00	0.00	1.00	1.00
Park Mechanic	0.00	0.00	0.00	0.50	0.50
Recreation Leader	0.00	0.00	0.00	3.00	3.00
Senior Recreation Leader	0.00	0.00	0.00	2.25	2.25
Recreation Specialist	0.00	0.00	0.00	1.00	1.00
Recreation Coordinator	0.00	0.00	0.00	2.00	2.00
<b>Total Cactus Yards</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>22.75</b>	<b>22.75</b>
<b>Mesquite Pool</b>					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Pool Manager	0.33	0.33	0.33	0.33	0.33
Assistant Pool Manager	0.44	0.44	0.44	0.44	0.44
Head Coach	0.39	0.39	0.39	0.39	0.39
Assistant Coach	0.69	0.69	0.69	0.69	0.69
Lifeguard/Instructor	0.86	0.86	0.86	0.86	0.86
Lifeguard	1.88	1.88	1.88	1.88	1.88
<b>Total Mesquite Pool</b>	<b>5.05</b>	<b>5.05</b>	<b>5.05</b>	<b>5.05</b>	<b>5.05</b>
<b>Greenfield Pool</b>					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.33	0.33	0.33	0.33	0.33
Assistant Pool Manager	0.44	0.44	0.44	0.44	0.44
Head Coach	0.38	0.38	0.38	0.38	0.38
Assistant Coach	1.19	1.19	1.19	1.19	1.19
Lifeguard/Instructor	1.42	1.42	1.42	1.42	1.42
<b>Total Greenfield Pool</b>	<b>4.22</b>	<b>4.22</b>	<b>4.22</b>	<b>4.22</b>	<b>4.22</b>
<b>Perry Pool</b>					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.29	0.29	0.29	0.29	0.29
Assistant Pool Manager	0.20	0.20	0.20	0.20	0.20
Head Coach	0.66	0.66	0.66	0.66	0.66
Assistant Coach	1.49	1.49	1.49	1.49	1.49
Lifeguard/Instructor	1.04	1.04	1.04	1.04	1.04
<b>Total Perry Pool</b>	<b>4.14</b>	<b>4.14</b>	<b>4.14</b>	<b>4.14</b>	<b>4.14</b>
<b>Williams Field Pool</b>					
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	0.05	0.05	0.05	0.05	0.05
Pool Manager	0.29	0.29	0.29	0.29	0.29
Assistant Pool Manager	0.44	0.44	0.44	0.44	0.44
Head Coach	0.29	0.29	0.29	0.29	0.29
Assistant Coach	0.71	0.71	0.71	0.71	0.71
Lifeguard/Instructor	2.18	2.18	2.18	2.18	2.18
<b>Total Williams Field Pool</b>	<b>4.37</b>	<b>4.37</b>	<b>4.37</b>	<b>4.37</b>	<b>4.37</b>
<b>Community Center</b>					
Recreation Supervisor	0.25	0.25	0.25	0.25	0.25
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	0.70	0.70	0.70	0.70	0.70
Recreation Specialist	0.00	0.00	0.00	0.00	1.00
Recreation Leader	1.83	1.83	1.83	1.83	1.83
Senior Recreation Leader	0.51	0.51	0.51	0.51	0.00
Recreation Instructor	1.52	1.52	1.52	1.52	1.52
Recreation Instructor Fitness	0.13	0.13	0.13	0.13	0.13
<b>Total Community Center</b>	<b>6.14</b>	<b>6.14</b>	<b>6.14</b>	<b>6.14</b>	<b>6.63</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>McQueen Activity Center</b>					
Recreation Supervisor	0.25	0.25	0.25	0.25	0.25
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Recreation Leader	3.09	3.09	3.09	3.09	3.09
Recreation Instructor	2.64	2.64	2.64	2.64	2.64
Recreation Instructor Fitness	0.24	0.24	0.24	0.24	0.24
Senior Recreation Leader	0.51	0.51	0.51	0.51	0.51
<b>Total McQueen Activity Center</b>	<b>8.93</b>	<b>8.93</b>	<b>8.93</b>	<b>8.93</b>	<b>8.93</b>
<b>Freestone Recreation Center</b>					
Recreation Supervisor	0.25	0.25	0.25	0.25	0.25
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00
Custodial Supervisor	0.40	0.40	0.40	0.40	0.40
Custodian	2.75	2.75	2.75	2.75	2.75
Senior Recreation Leader	1.77	1.77	1.77	1.77	1.77
Recreation Leader	10.91	10.91	10.91	10.91	10.91
Recreation Instructor	1.66	1.66	1.66	1.66	1.66
Recreation Instructor Fitness	1.25	1.25	1.25	1.25	1.94
<b>Total Freestone Recreation Center</b>	<b>20.99</b>	<b>20.99</b>	<b>20.99</b>	<b>20.99</b>	<b>21.68</b>
<b>Southeast Regional Library</b>					
Recreation Supervisor	0.25	0.25	0.25	0.25	0.25
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.50	0.50	0.50	0.50	0.50
Recreation Instructor	0.42	0.42	0.42	0.42	0.42
Recreation Leader	0.69	0.69	0.69	0.69	0.82
<b>Total Southeast Regional Library</b>	<b>4.06</b>	<b>4.06</b>	<b>4.06</b>	<b>4.06</b>	<b>4.19</b>
<b>Youth Sports</b>					
Recreation Coordinator	0.30	0.30	0.30	0.30	0.30
Recreation Supervisor	0.16	0.16	0.16	0.16	0.16
Senior Recreation Leader	0.40	0.40	0.40	0.40	0.40
<b>Total Youth Sports</b>	<b>0.86</b>	<b>0.86</b>	<b>0.86</b>	<b>0.86</b>	<b>0.86</b>
<b>Adult Sports</b>					
Recreation Coordinator	0.50	0.50	0.50	0.50	0.50
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Senior Recreation Leader	1.01	1.01	1.15	1.01	1.01
<b>Total Adult Sports</b>	<b>1.71</b>	<b>1.71</b>	<b>1.85</b>	<b>1.71</b>	<b>1.71</b>
<b>Special Events</b>					
Recreation Coordinator	1.50	1.50	1.50	1.50	1.50
Program Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.75	0.75	0.75	0.75	0.75
Recreation Leader	0.32	0.32	0.32	0.32	0.32
<b>Total Special Events</b>	<b>3.57</b>	<b>3.57</b>	<b>3.57</b>	<b>3.57</b>	<b>3.57</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Adaptive Recreation Program</b>					
Recreation Coordinator	0.30	0.30	0.30	0.30	0.30
Senior Recreation Leader	0.05	0.05	0.05	0.05	0.05
Recreation Leader	0.06	0.06	0.06	0.06	0.06
Recreation Instructors	0.40	0.40	0.40	0.40	0.40
<b>Total Adaptive Recreation Program</b>	<b>0.81</b>	<b>0.81</b>	<b>0.81</b>	<b>0.81</b>	<b>0.81</b>
<b>Total Parks and Recreation</b>	<b><u>122.52</u></b>	<b><u>125.22</u></b>	<b><u>125.36</u></b>	<b><u>147.97</u></b>	<b><u>166.03</u></b>
<b>TOTAL GENERAL FUND</b>	<b><u>944.49</u></b>	<b><u>982.89</u></b>	<b><u>1010.36</u></b>	<b><u>1032.97</u></b>	<b><u>1093.22</u></b>
<b>ENTERPRISE OPERATIONS</b>					
<b>Water</b>					
<b>Water Administration</b>					
Water Manager	1.00	1.00	1.00	1.00	1.00
Application Engineer	0.50	0.50	0.50	0.50	0.50
<b>Total Water Administration</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>Utility Customer Service</b>					
Customer Service Manager	0.50	0.50	0.50	0.50	0.50
Accountant	1.00	1.00	1.00	1.00	1.00
Customer Service Professional	10.45	10.45	9.72	9.72	9.40
Utility Billing Technician	2.00	2.00	2.00	2.00	2.00
Alarm Program Technician	0.00	0.00	0.20	0.20	0.20
Receptionist	0.00	0.00	0.00	0.00	0.50
Customer Service Supervisor	1.30	1.30	1.00	1.00	1.00
<b>Total Utility Customer Service</b>	<b>15.25</b>	<b>15.25</b>	<b>14.42</b>	<b>14.42</b>	<b>14.60</b>
<b>Public Works Administration</b>					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00	1.00	1.00
Safety Specialist	0.00	0.00	0.00	0.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Customer Service Professional	1.00	1.00	1.00	1.00	1.00
<b>Total Public Works Administration</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>
<b>Utility Locates</b>					
Utility Locator	5.00	5.00	5.00	3.00	3.00
Utility Locator Lead	0.00	0.00	0.00	2.00	2.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
<b>Total Utility Locates</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Water Conservation</b>					
Water Conservation Coordinator	1.00	1.00	1.00	1.00	1.00
Water Conservation Analyst	2.00	2.00	2.00	0.00	0.00
Water Conservation Specialist	1.00	1.00	1.00	3.00	3.00
Water Conservation Intern	0.00	0.00	0.38	0.38	0.38
<b>Total Water Conservation</b>	<b>4.00</b>	<b>4.00</b>	<b>4.38</b>	<b>4.38</b>	<b>4.38</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>North Water Plant Production</b>					
Water Production Superintendent	1.00	1.00	1.00	1.00	1.00
Utility Supervisor	1.33	1.00	1.00	1.00	1.00
Instrumentation and Controls Specialist	1.00	2.00	2.00	2.00	2.00
Water Treatment Plant Mechanic	2.00	2.00	2.00	2.00	2.00
Water Treatment Plant Operator	10.00	5.00	5.00	5.00	5.00
Lead Water Treatment Plant Operator	1.00	1.00	1.00	1.00	1.00
SCADA Programmer	1.00	0.00	0.00	0.00	0.00
Lead Water Treatment Plant Mechanic	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total North Water Plant Production</b>	<b>18.33</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>San Tan Vista Water Plant Production</b>					
Lead Water Treatment Plant Operator	0.00	1.00	1.00	1.00	1.00
Utility Supervisor	1.33	1.00	1.00	1.00	1.00
Instrumentation and Controls Specialist	2.00	2.00	2.00	2.00	2.00
Water Treatment Plant Mechanic	2.00	2.00	2.00	2.00	2.00
Water Treatment Plant Operator	9.00	9.00	9.00	9.00	9.00
Chemist	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total San Tan Vista Water Plant Production</b>	<b>16.33</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>
<b>Water Well Production</b>					
Well Technician	5.00	5.00	5.00	4.00	4.00
Well Technician Lead	0.00	0.00	0.00	1.00	1.00
Instrumentation and Controls Specialist	2.00	2.00	2.00	2.00	2.00
Utility Supervisor	1.34	1.00	1.00	1.00	1.00
Lead Instrumentation and Wells Specialist	1.00	1.00	1.00	1.00	1.00
Electrician	1.00	1.00	1.00	1.00	1.00
<b>Total Water Well Production</b>	<b>10.34</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>SCADA</b>					
Utility Supervisor	0.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator	0.00	5.00	5.00	5.00	5.00
SCADA Programmer	0.00	1.00	1.00	1.00	1.00
<b>Total SCADA</b>	<b>0.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Backflow Prevention</b>					
Code Inspections Supervisor	0.20	0.20	0.20	0.20	0.20
Inspector	2.00	2.00	2.00	2.00	2.00
<b>Total Backflow Prevention</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>
<b>Water Quality Assurance</b>					
Water Quality Technician	2.00	2.00	2.00	2.00	2.00
Water Quality Supervisor	1.00	1.00	1.00	1.00	1.00
Lead Water Quality Technician	0.00	0.00	1.00	1.00	1.00
Chemist	2.00	2.00	2.00	2.00	2.00
<b>Total Water Quality Assurance</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Water Distribution</b>					
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00
Senior Utility Technician	4.00	5.00	5.00	5.00	5.00

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Water Distribution Specialist	1.00	1.00	1.00	1.00	1.00
Sr. Utility Worker	1.00	0.00	0.00	0.00	0.00
Utility Worker	9.00	9.00	10.00	10.00	10.00
<b>Total Water Distribution</b>	<b>17.00</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Water Metering</b>					
Utility Billing Technician	2.00	2.00	2.00	2.00	2.00
Water Meter Supervisor	2.00	2.00	2.00	2.00	2.00
Senior Utility Technician	4.00	4.00	4.00	4.00	4.00
Water Meter Instrumentation Technician	1.00	1.00	1.00	1.00	1.00
Water Meter Reader	18.00	18.00	18.00	18.00	18.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Water Metering</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>
<b>Water Resources</b>					
Water & Energy Planning Administrator	0.00	0.00	0.00	0.00	1.00
Water Resources Manager	1.00	1.00	1.00	1.00	1.00
<b>Total Water Resources</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>
<b>Total Water</b>	<b><u>128.95</u></b>	<b><u>131.95</u></b>	<b><u>133.50</u></b>	<b><u>133.50</u></b>	<b><u>135.68</u></b>
<b>Wastewater</b>					
<b>Wastewater Administration</b>					
Wastewater Manager	1.00	1.00	1.00	1.00	1.00
Wastewater Superintendent	0.00	0.00	1.00	1.00	1.00
Applications Engineer	0.50	0.50	0.50	0.50	0.50
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Wastewater Administration</b>	<b>2.50</b>	<b>2.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<b>Wastewater Collection</b>					
Utility Supervisor	2.00	0.00	0.00	0.00	0.00
Senior Utility Technician	6.00	0.00	0.00	0.00	0.00
Instrumentation and Controls Specialist	0.60	0.00	0.00	0.00	0.00
Lift Station Technician	4.00	0.00	0.00	0.00	0.00
Odor Control Specialist	1.00	0.00	0.00	0.00	0.00
Electrician	1.00	0.00	0.00	0.00	0.00
Utility Worker	7.00	0.00	0.00	0.00	0.00
<b>Total Wastewater Collection</b>	<b>21.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Gravity Systems</b>					
Utility Supervisor	0.00	1.00	2.00	2.00	2.00
Senior Utility Worker	0.00	6.00	6.00	6.00	6.00
Utility Worker	0.00	7.00	7.00	7.00	8.00
<b>Total Gravity Systems</b>	<b>0.00</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>
<b>Lift Station Systems</b>					
Lift Station Supervisor	0.00	1.00	1.00	1.00	1.00
Instrumentation and Controls Specialist	0.00	0.60	0.60	0.60	0.60
Lift Station Technician	0.00	4.00	4.00	3.00	3.00
Lift Station Technician Lead	0.00	0.00	0.00	1.00	1.00
Odor Control Specialist	0.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Electrician	0.00	1.00	1.00	1.00	1.00
SCADA Programmer	0.00	0.60	0.60	0.60	0.60
<b>Total Lift Station Systems</b>	<b>0.00</b>	<b>8.20</b>	<b>8.20</b>	<b>8.20</b>	<b>8.20</b>
<b>Effluent Re-use</b>					
Utility Worker	2.00	2.00	2.00	2.00	2.00
Senior Utility Technician	2.00	2.00	2.00	2.00	2.00
Instrumentation and Controls Specialist	0.40	0.40	0.40	0.40	0.40
Well Technician	2.00	2.00	2.00	2.00	2.00
Reclaimed Supervisor	1.00	1.00	1.00	1.00	1.00
SCADA Programmer	0.00	0.40	0.40	0.40	0.40
<b>Total Effluent Re-use</b>	<b>7.40</b>	<b>7.80</b>	<b>7.80</b>	<b>7.80</b>	<b>7.80</b>
<b>Effluent Recharge</b>					
Utility Worker	1.00	1.00	1.00	1.00	2.00
Senior Utility Technician	1.00	1.00	1.00	1.00	2.00
Reclaimed Water Quality Technician	2.00	2.00	2.00	2.00	2.00
Recharge Supervisor	1.00	1.00	1.00	1.00	1.00
<b>Total Effluent Recharge</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>
<b>Wastewater Quality</b>					
Pretreatment Program Coordinator	1.00	1.00	1.00	1.00	1.00
Industrial Pretreatment Inspector	1.00	1.00	1.00	1.00	1.00
Wastewater Quality Inspector	4.00	4.00	4.00	4.00	4.00
<b>Total Wastewater Quality</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Wastewater</b>	<b><u>42.50</u></b>	<b><u>43.50</u></b>	<b><u>45.50</u></b>	<b><u>45.50</u></b>	<b><u>48.50</u></b>
<b>Environmental Services - Residential</b>					
<b>Residential Administration</b>					
Environmental Services Manager	0.86	0.86	0.86	0.86	0.86
Environmental Services Collections Administrator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.25
Routing Technician	1.00	1.00	1.00	1.00	1.00
Environmental Services Clerk	0.88	0.80	0.80	0.80	0.80
Environmental Services Rep	0.78	0.90	0.90	0.90	0.90
<b>Total Residential Administration</b>	<b>5.52</b>	<b>5.56</b>	<b>5.56</b>	<b>5.56</b>	<b>5.81</b>
<b>Residential Collections</b>					
Environmental Services Supervisor	2.00	1.67	2.67	2.67	2.67
Administrative Assistant	0.50	0.00	0.00	0.00	0.50
Solid Waste Operator	26.00	24.12	25.12	25.12	25.12
Environmental Services Worker	2.50	3.00	3.00	3.00	3.00
<b>Total Residential Collections</b>	<b>31.00</b>	<b>28.79</b>	<b>30.79</b>	<b>30.79</b>	<b>31.29</b>
<b>Uncontained Collections</b>					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Services Inspector	2.00	0.00	0.00	0.00	1.00
Solid Waste Operator	21.00	21.00	21.00	21.00	21.00
<b>Total Uncontained Collections</b>	<b>24.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>23.00</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Recycling</b>					
Environmental Services Supervisor	0.70	0.33	0.33	0.33	0.33
Solid Waste Operator	8.00	11.88	11.88	11.88	11.88
Program & Sustainability Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Outreach Specialist	3.00	3.00	3.00	3.00	3.00
<b>Total Recycling</b>	<b>12.70</b>	<b>16.21</b>	<b>16.21</b>	<b>16.21</b>	<b>16.21</b>
<b>Environmental Programs</b>					
HHW Supervisor	1.00	1.00	1.00	1.00	1.00
HHW Technician	3.00	3.00	4.00	4.00	4.00
Administrative Assistant	0.50	0.00	0.00	0.00	0.00
<b>Total Environmental Programs</b>	<b>4.50</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Street Cleaning</b>					
Streets Supervisor	0.33	0.34	0.34	0.00	0.00
Heavy Equipment Operator	6.00	6.00	6.00	0.00	0.00
<b>Total Street Cleaning</b>	<b>6.33</b>	<b>6.34</b>	<b>6.34</b>	<b>0.00</b>	<b>0.00</b>
<b>Storm Water Infrastructure</b>					
Senior Utility Technician	2.00	2.00	2.00	0.00	0.00
Storm Water Administrator	1.00	1.00	1.00	0.00	0.00
Env. Compliance Inspection Technician	0.00	2.00	2.00	0.00	0.00
Administrative Assistant	0.00	0.50	0.50	0.00	0.00
<b>Total Storm Water Infrastructure</b>	<b>3.00</b>	<b>5.50</b>	<b>5.50</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Environmental Services - Residential</b>	<b><u>87.05</u></b>	<b><u>88.40</u></b>	<b><u>91.40</u></b>	<b><u>79.56</u></b>	<b><u>81.31</u></b>
<b>Environmental Services - Commercial</b>					
<b>Commercial Administration</b>					
Environmental Services Manager	0.14	0.14	0.14	0.14	0.14
Administrative Assistant	0.00	0.50	0.50	0.50	0.00
Environmental Services Clerk	0.12	0.20	0.20	0.20	0.20
Environmental Services Rep	0.22	0.10	0.10	0.10	0.10
<b>Total Commercial Administration</b>	<b>0.48</b>	<b>0.94</b>	<b>0.94</b>	<b>0.94</b>	<b>0.44</b>
<b>Commercial Collections</b>					
Environmental Services Supervisor	0.30	1.00	1.00	1.00	1.00
Solid Waste Operator	5.50	5.00	5.00	5.00	5.00
<b>Total Commercial Collections</b>	<b>5.80</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Commercial Roll Offs</b>					
Solid Waste Operator	2.00	2.00	2.00	2.00	2.00
<b>Total Commercial Roll Offs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Environmental Services - Commercial</b>	<b><u>8.28</u></b>	<b><u>8.94</u></b>	<b><u>8.94</u></b>	<b><u>8.94</u></b>	<b><u>8.44</u></b>
<b>Environmental Compliance</b>					
<b>Street Cleaning</b>					
Streets Supervisor	0.00	0.00	0.00	0.34	0.34
Heavy Equipment Operator	0.00	0.00	0.00	6.00	6.00
<b>Total Street Cleaning</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.34</b>	<b>6.34</b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Storm Water Infrastructure</b>					
Senior Utility Technician	0.00	0.00	0.00	0.00	0.00
Storm Water Utility Technician	0.00	0.00	0.00	2.00	2.00
Environmental Compliance Manager	0.00	0.00	0.00	1.00	1.00
Env. Compliance Inspection Technician	0.00	0.00	0.00	2.00	2.00
Administrative Assistant	0.00	0.00	0.00	0.50	0.75
<b>Total Storm Water Infrastructure</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5.50</b>	<b>5.75</b>
<b>Total Environmental Compliance</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>11.84</b>	<b>12.09</b>
<b>TOTAL ENTERPRISE OPERATIONS</b>	<b><u>266.78</u></b>	<b><u>272.79</u></b>	<b><u>279.34</u></b>	<b><u>279.34</u></b>	<b><u>286.02</u></b>
<b>STREETS</b>					
<b>Streets Administration</b>					
Streets Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Senior Streets Maintenance Technician	0.00	0.00	1.00	1.00	1.00
Streets Superintendent	1.00	1.00	1.00	1.00	1.00
<b>Total Streets Administration</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Asphalt Patching</b>					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Senior Streets Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator	2.00	3.00	3.00	3.00	3.00
<b>Total Asphalt Patching</b>	<b>3.33</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>
<b>Preventive Maintenance</b>					
Streets Supervisor	0.34	0.34	0.34	0.34	0.34
Pavement Management Coordinator	1.00	1.00	1.00	2.00	2.00
Preventive Management Technician	2.00	2.00	2.00	1.00	1.00
<b>Total Preventive Maintenance</b>	<b>3.34</b>	<b>3.34</b>	<b>3.34</b>	<b>3.34</b>	<b>3.34</b>
<b>Crack Sealing</b>					
Streets Supervisor	0.34	0.50	0.50	0.50	0.50
Streets Crew Leader	2.00	2.00	2.00	2.00	2.00
Streets Maintenance Worker	6.00	6.00	6.00	6.00	6.00
<b>Total Crack Sealing</b>	<b>8.34</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>
<b>Fog Sealing</b>					
Streets Supervisor	0.33	0.33	0.50	0.50	0.50
Streets Crew Leader	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	3.00	3.00	3.00	3.00	3.00
<b>Total Fog Sealing</b>	<b>5.33</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>
<b>Street Marking</b>					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
<b>Total Street Marking</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>
<b>Street Signs</b>					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Traffic Sign Technician	1.00	1.00	1.00	3.00	3.00

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Traffic Sign Crew Leader	0.00	0.00	0.00	1.00	1.00
Streets Maintenance Worker II	3.00	3.00	3.00	0.00	0.00
<b>Total Street Signs</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>
<b>Street Lighting</b>					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Street Light Technician	4.00	4.00	4.00	4.00	4.00
<b>Total Street Lighting</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>Traffic Signal Maintenance</b>					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Traffic Signal Specialist	6.00	7.00	7.00	7.00	7.00
<b>Total Traffic Signal Maintenance</b>	<b>6.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>
<b>Traffic Operations Center</b>					
Traffic Operations Supervisor	1.00	0.00	0.00	0.00	0.00
Assistant Town Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Intelligent Transportation Systems Technician	1.00	1.00	1.00	1.00	1.00
Intelligent Transportation Systems Specialist	1.00	2.00	2.00	2.00	2.00
Intelligent Transportation Systems Engineer	0.00	1.00	2.00	2.00	2.00
<b>Total Traffic Operations Center</b>	<b>4.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Landscape Maintenance</b>					
Streets Supervisor	0.50	0.33	0.33	0.33	0.33
Landscape Maintenance Coordinator	2.00	2.00	2.00	2.00	2.00
<b>Total Landscape Maintenance</b>	<b>2.50</b>	<b>2.33</b>	<b>2.33</b>	<b>2.33</b>	<b>2.33</b>
<b>Shoulder Maintenance</b>					
Streets Supervisor	0.50	0.33	0.33	0.33	0.33
Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
<b>Total Shoulder Maintenance</b>	<b>2.50</b>	<b>2.33</b>	<b>2.33</b>	<b>2.33</b>	<b>2.33</b>
<b>Concrete Repair</b>					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
<b>Total Concrete Repair</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>
<b>Hazard Response</b>					
Streets Supervisor	0.34	0.34	0.34	0.34	0.34
Hazard Response Worker	2.00	2.00	2.00	2.00	2.00
<b>Total Hazard Response</b>	<b>2.34</b>	<b>2.34</b>	<b>2.34</b>	<b>2.34</b>	<b>2.34</b>
<b>TOTAL STREETS</b>	<b><u>50.67</u></b>	<b><u>53.66</u></b>	<b><u>55.66</u></b>	<b><u>55.66</u></b>	<b><u>55.66</u></b>
<b>FLEET OPERATIONS</b>					
<b>Operations</b>					
Fleet Business Manager	1.00	1.00	1.00	1.00	1.00
Fleet Supervisor	2.00	2.00	2.00	2.00	2.00
Fleet Specialist	3.00	3.00	3.00	2.00	2.00
Administrative Assistant	2.00	2.00	2.00	1.00	1.00
Welder Technician	1.00	1.00	1.00	1.00	1.00
Fleet Technician	13.00	13.00	13.00	14.00	14.00

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
Service Aide	1.00	1.00	1.00	1.00	1.00
Parts Technician	3.00	3.00	3.00	4.00	4.00
<b>Total Operations</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>
<b>TOTAL FLEET OPERATIONS</b>	<b><u>26.00</u></b>	<b><u>26.00</u></b>	<b><u>26.00</u></b>	<b><u>26.00</u></b>	<b><u>26.00</u></b>
<b>SPECIAL REVENUE</b>					
<b>CDBG/HOME Administration</b>					
Community Services Program Supervisor	0.85	0.65	0.65	0.65	0.65
Housing Rehabilitation Coordinator	1.00	1.00	1.00	1.00	1.00
<b>Total CDBG Administration</b>	<b>1.85</b>	<b>1.65</b>	<b>1.65</b>	<b>1.65</b>	<b>1.65</b>
<b>Police Impound Fund</b>					
Impound Hearing Technician	2.00	2.00	2.00	2.00	2.00
Tow Program Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00
<b>Total Police Impound Fund</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Parkway Maintenance Improvement District</b>					
Senior Grounds Maintenance Technician	1.00	1.00	1.00	1.00	1.00
PKID Analyst	0.50	0.50	0.50	0.50	0.50
Grounds Maintenance Worker	1.00	1.00	1.00	1.00	1.00
M&O Supervisor	0.60	0.60	0.60	0.60	0.60
<b>Total PKID</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>
<b>Court Enhancement Fund</b>					
Court Services Clerk	1.00	1.00	1.00	1.00	1.00
<b>Total Court Enhancement Fund</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Judicial Collection Enhancement</b>					
Systems Analyst	1.00	1.00	1.00	1.00	1.00
<b>Total Judicial Collection Enhancement</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Native American Management Program</b>					
Intern	0.00	0.00	0.50	0.50	0.50
<b>Total Native American Management Program</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL SPECIAL REVENUE</b>	<b><u>10.95</u></b>	<b><u>10.75</u></b>	<b><u>11.25</u></b>	<b><u>11.25</u></b>	<b><u>11.25</u></b>
<b>Capital Project Administration</b>					
Town Engineer	0.40	0.40	0.40	0.40	0.40
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Senior Project Manager	7.00	6.00	6.00	6.00	7.00
Project Analyst	1.00	1.00	1.00	1.00	1.00
Project Supervisor	2.00	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Capital Project Administration</b>	<b>12.40</b>	<b>12.40</b>	<b>12.40</b>	<b>12.40</b>	<b>13.40</b>
<b>GRAND TOTAL POSITIONS</b>	<b><u>1,311.29</u></b>	<b><u>1,358.49</u></b>	<b><u>1,395.01</u></b>	<b><u>1,417.62</u></b>	<b><u>1,485.55</u></b>

	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Budget FY 2019</u>	<u>Projected FY 2019</u>	<u>Budget FY 2020</u>
<b>Limited Term Agreements:</b>					
<b>GENERAL FUND</b>					
<b>Town Manager</b>					
Economic Development Analyst	0.50	0.00	0.00	0.00	0.00
Intern	0.00	0.00	0.00	0.50	0.50
<b>Town Clerk</b>					
Early Elections Voting Clerks	0.49	0.00	0.00	0.00	0.00
<b>Information Technology</b>					
Analyst - Munis	0.00	0.00	1.00	1.00	0.00
<b>Management and Budget</b>					
Management and Budget Analyst - Munis	0.00	0.00	0.30	0.30	0.00
<b>Finance</b>					
Assistant Finance Director	1.00	1.00	0.00	0.00	0.00
Accountant - Munis	0.00	0.00	0.50	0.50	0.00
Tax Intern	1.00	0.50	0.00	0.00	0.00
<b>Development Services</b>					
Inspector II	1.00	0.00	0.00	0.00	0.00
Inspector I	1.00	0.00	0.00	0.00	0.00
Planning Intern	0.00	0.47	0.00	0.00	0.00
<b>Police</b>					
Non-Sworn Public Safety Technician	0.50	0.00	0.00	0.00	0.00
<b>Prosecutor</b>					
Administrative Assistant	0.00	1.00	0.00	0.00	0.00
<b>TOTAL GENERAL FUND</b>	<b><u>5.49</u></b>	<b><u>2.97</u></b>	<b><u>1.80</u></b>	<b><u>2.30</u></b>	<b><u>0.50</u></b>
<b>CIP FUND</b>					
<b>CIP - Engineering</b>					
Project Coordinator Supervisor	1.00	0.00	0.00	0.00	0.00
Sr. Project Manager	0.00	1.00	1.00	1.00	0.00
<b>TOTAL CIP FUND</b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>0.00</u></b>
<b>TOTAL LTA</b>	<b>6.49</b>	<b>3.97</b>	<b>2.80</b>	<b>3.30</b>	<b>0.50</b>
<b>TOTAL FTE AND LTA</b>	<b><u>1,317.78</u></b>	<b><u>1,362.46</u></b>	<b><u>1,397.81</u></b>	<b><u>1,420.92</u></b>	<b><u>1,486.05</u></b>

<b>Department</b>	<b>Description</b>	<b>Amount</b>
<b>GENERAL FUND</b>		
Engineering Development	SUV, Compact	\$ 25,000
Fire Operations	SUV, Midsize	35,000
Community	Response Vehicle	30,750
Detention	Interceptor Utility Vehicle	56,690
Training	Interceptor Utility Vehicle	56,690
Patrol	Ford F150	54,370
Patrol	Ford F150	54,370
Patrol	SUV, Tahoe	52,890
Patrol	SUV, Tahoe	52,890
Patrol	SUV, Tahoe	52,890
Patrol	SUV, Tahoe	52,890
Patrol	SUV, Tahoe	52,890
Patrol	Interceptor Utility Vehicle	56,690
Property Crimes	Pickup, Midsize	38,000
SWAT	SUV, Tahoe or Expedition	56,690
Intel Unit	Pickup, Midsize	30,000
Facilities Maintenance	Pickup, 3/4 Ton with Utility Bed	37,000
Parks Admin	Pickup, 1/2 Ton	24,000
Parks Admin	Pickup, 1/2 Ton	24,000
Parks Admin	Pickup, 1/2 Ton	24,000
Parks Admin	Pickup, 1/2 Ton	25,330
Parks Admin	Pickup, 1/2 Ton	25,330
Parks Admin	Pickup, 1/2 Ton	25,340
Parks Admin	Pickup, 3/4 Ton with Service Body	33,000
Parks Admin	Mower	65,000
Parks Admin	Trailer	15,000
Parks Admin	Utility Vehicle, Heavy-duty	22,500
Parks Admin	Utility Vehicle, Heavy-duty	22,500
Special Events	Large, Inflatable Movie Screen	16,700
Facilities Admin	Service Truck - Facilities Maintenance - Carry Forward	34,000
<b>Total General Fund Capital</b>		<b>\$ 1,152,400</b>
<b>GENERAL REPLACEMENT FUND</b>		
814 Applications Support	Sedan, Compact	\$ 20,500
804 Building	Pickup, Midsize with Extended Cab	25,500
1289 Crime Prevention	Sedan, Compact	20,500
1143 Property & Evidence	Sedan, Compact	20,500
2037 Patrol	SUV, Tahoe or Expedition	55,500
2053 Patrol	SUV, Tahoe or Expedition	55,500
2091 Patrol	SUV, Tahoe or Expedition	55,500
1910 Civilian Patrol	Pickup, 3/4 Ton Crew Cab with Service Body	45,500
1278 Special Victims Unit	Sedan, Midsize	25,500
1924 Violent Crimes Unit	Sedan, Large	30,500
1925 Violent Crimes Unit	Sedan, Large	30,500
2055 Crime Suppression Team	SUV, Tahoe or Expedition	55,500
1223 Traffic Unit	Trailer, Enclosed	15,500
1798 Traffic Unit	Trailer, Radar	20,500
1848 Resource	Fire Ladder	1,780,500
1853 Resource	Fire Pumper	830,500
787 Resource	Pickup, 3/4 Ton with Service Body	70,000

<b>Department</b>		<b>Description</b>	<b>Amount</b>
696	Parks & Open Space Admin	Pickup, 3/4 Ton with Service Body	38,500
697	Parks & Open Space Admin	Pickup, 3/4 Ton with Service Body	38,500
817	Parks & Open Space Admin	Pickup, 1 Ton Flatbed with Spray Equipment	60,500
1976	Mesquite Pool	Pickup, 3/4 Ton with Service Body	38,500
629	Facilities Admin	Pickup, 1.25 Ton with Service Body	50,500
	Parks Admin	Utility Tractor	35,000
	Non-Departmental	Capital Allowance	3,000,000
<b>Total General Replacement Fund Capital</b>			<b>\$ 6,419,500</b>
<b>STREET FUND</b>			
	Traffic Operations Center	Bucket Truck - Carry Forward	\$ 136,000
<b>Total Street Fund Capital</b>			<b>\$ 136,000</b>
<b>STREET REPLACEMENT FUND</b>			
150	Asphalt Patching	Air Compressor	\$ 22,500
596	Asphalt Patching	Skidsteer Loader with Attachments	58,500
701	Preventive Maintenance	Pickup, 1/2 Ton with Upfit	28,500
689	Traffic Signal Maintenance	Trailer, Traffic Signal	15,500
833	Traffic Signal Maintenance	Bucket Truck	135,500
834	Traffic Signal Maintenance	Bucket Truck	135,500
812	Street Signs	Truck, 1.5 Ton with Service Body	80,500
480	Shoulder Maintenance	Water Tanker	140,500
	Non-Departmental	Capital Allowance	500,000
<b>Total Street Replacement Fund Capital</b>			<b>\$ 1,117,000</b>
<b>WATER FUND</b>			
	Public Works Admin	Pickup, Midsize	\$ 30,000
	Water Distribution	Fire Hydrant Crane Truck - Carry Forward	175,000
	Water Distribution	Valve Exercising Truck - Carry Forward	140,000
	Water Distribution	Loader Vehicle - Carry Forward	25,000
	Water Wells	TTHM Remediation - Carry Forward	80,000
<b>Total Water Fund Capital</b>			<b>\$ 450,000</b>
<b>WATER REPLACEMENT FUND</b>			
612	Utility Locates	Pickup, 1/2 Ton with Upfit	\$ 28,500
438	North Water Treatment Plant	Pickup, 3/4 Ton with Upfit	34,500
779	North Water Treatment Plant	Forklift 5,000 Lb. Capacity - Used	50,500
470	North Water Treatment Plant	Wheel Loader	120,500
1882	Water Metering	Pickup, 1/2 Ton with Upfit	30,500
467	Water Metering	Pickup, Midsize Extended Cab with Upfit	32,000
622	Water Metering	Pickup, Midsize Extended Cab with Upfit	32,000
160	Water Distribution	Trailer, Flatbed	20,500
182	Water Distribution	Air Compressor	22,500
477	Water Distribution	10 Yd. Dump Truck	138,000
600	Water Backflow	Pickup, 1/2 Ton with Upfit	26,500
528	Water Distribution	Ford F-550/Crane Truck - Carry Forward	157,000
	Non-Departmental	Capital Allowance	2,800,000
<b>Total Water Replacement Fund Capital</b>			<b>\$ 3,493,000</b>
<b>WASTEWATER FUND</b>			
	Gravity Systems	Pipe Transporter	\$ 23,000
	Gravity Systems	Rolloff Drying Bed	11,000
	Gravity Systems	OdaLog - Wastewater Data System	19,770

<b>Department</b>	<b>Description</b>	<b>Amount</b>
Effluent Recharge	Truck, 3/4 Ton	35,000
<b>Total Wastewater Fund Capital</b>		<b>\$ 88,770</b>

**WASTEWATER REPLACEMENT FUND**

766	Gravity Systems	Box Van with Camera Equip	\$ 197,500
396	Wastewater Quality	Pickup, Midsize Extended Cab with Upfit	27,500
543	Wastewater Quality	Pickup, 1/2 Ton Extended Cab with Upfit	30,500
435	Wastewater Effluent Re-use	Freightliner with Dump Body - Carry Forward	141,000
	Non-Departmental	Capital Allowance	3,000,000
<b>Total Wastewater Replacement Fund Capital</b>			<b>\$ 3,396,500</b>

**ENVIRONMENTAL SERVICES - RESIDENTIAL REPLACEMENT**

239	Residential Collections	Trailer, Flatbed with Cage	\$ 10,500
2078	Residential Collections	Automated Side Loader	338,500
2114	Residential Collections	Automated Side Loader	338,500
729	Residential Collections	Pickup, 1/2 Ton Extended Cab with Upfit	30,500
680	Uncontained Collections	Trailer, Tilt Bed	13,000
681	Uncontained Collections	Trailer, Tilt Bed	13,000
735	Uncontained Collections	Pickup, 1/2 Ton Extended Cab with Upfit	30,500
1969	Uncontained Collections	Rear Loader	325,500
1970	Uncontained Collections	Rear Loader	325,500
1974	Uncontained Collections	Rear Loader	325,500
2109	Recycling	Automated Side Loader	338,500
2020	Residential Collections	Automated Side Loader - Carry Forward	320,000
2026	Residential Collections	Automated Side Loader - Carry Forward	320,000
1914	Uncontained Collections	Rear Loader - Carry Forward	315,000
1916	Uncontained Collections	Rear Loader - Carry Forward	315,000
2019	Recycling	Automated Side Loader - Carry Forward	320,000
2022	Recycling	Automated Side Loader - Carry Forward	320,000
2025	Recycling	Automated Side Loader - Carry Forward	320,000
	Non-Departmental	Capital Allowance	500,000
<b>Total Environmental Services Residential Replacement Fund Capital</b>			<b>\$ 4,819,500</b>

**ENVIRONMENTAL SERVICES - COMMERCIAL REPLACEMENT**

2043	Commercial Collections	Front Loader	\$ 286,500
	Non-Departmental	Capital Allowance	250,000
<b>Total Environmental Services Commercial Replacement Fund Capital</b>			<b>\$ 536,500</b>

**ENVIRONMENTAL COMPLIANCE REPLACEMENT**

346	Street Cleaning	10 Yd. Dump Truck	\$ 138,000
743	Street Cleaning	Freightliner with Sweeper Body - Carry Forward	275,000
1905	Street Cleaning	Freightliner with Sweeper Body - Carry Forward	275,000
1906	Street Cleaning	Freightliner with Sweeper Body - Carry Forward	275,000
2011	Street Cleaning	Freightliner with Sweeper Body - Carry Forward	275,000
2012	Street Cleaning	Freightliner with Sweeper Body - Carry Forward	275,000
	Non-Departmental	Capital Allowance	\$ 700,000
<b>Total Environmental Compliance Replacement Fund Capital</b>			<b>\$ 2,213,000</b>

<u>Department</u>	<u>Description</u>	<u>Amount</u>
<b>FLEET FUND</b>		
Fleet Shop Operations	Sedan, Compact - Electric	\$ 35,000
Fleet Shop Operations	Sedan, Compact - Electric	35,000
Fleet Shop Operations	Charging Station	15,000
Fleet Shop Operations	Vehicle Lift with Wireless Mobile Column Lift	47,100
<b>Total Fleet Fund Capital</b>		<b>\$ 132,100</b>
<b>FLEET FUND - REPLACEMENT</b>		
499 Fleet Shop Operations	Pickup, Midsize	\$ 25,500
780 Fleet Shop Operations	Forklift 5,000 Lb. Capacity - Used	30,500
Fleet Shop Operations	Mobile Vehicle Lift	47,100
Fleet Shop Operations	Vehicle Lift	13,000
<b>Total Fleet Replacement Fund Capital</b>		<b>\$ 116,100</b>
<b>SPECIAL REVENUE FUND</b>		
1849 PKID Admin	Pickup, 3/4 Ton	\$ 31,500
<b>Total Special Revenue Fund Capital</b>		<b>\$ 31,500</b>
<b>CAPITAL PROJECT CAPITAL OUTLAY</b>		<b>\$ 626,794,340</b>
<b>TOTAL CAPITAL OUTLAY</b>		<b>\$ 650,896,210</b>

Interfund transfers are scheduled for FY 2020, but not appropriated to avoid double counting the expenditure. The following section details the revenue transfers that are anticipated for FY 2020 by fund.

### **General Fund**

#### **Overhead \$5,606,910**

Revenue from Water, Wastewater, Environmental Services, Environmental Compliance, and Streets are transferred into the General Fund to compensate for a portion of the expenditures for functions that occur in the General Fund but are utilized by funds other than the General Fund. Examples of these functions include Human Resources, Information Technology, Town Managers Office, Mayor and Council, Management and Budget, General Counsel, Facilities Maintenance, and Finance and Management Services. The overhead transfers are broken down by fund as follows:

Water	2,407,280
Wastewater	1,141,920
Enviro Svcs - Residential	864,250
Enviro SVCS - Commercial	148,130
Environmental Compliance	124,920
Streets	920,410

#### **Special Revenue \$15,000**

Police Impound - \$15,000 – Funds are transferred into the General Fund to cover the costs associated with the initial traffic infraction once it is determined the vehicle must be towed. Additional information about the PD Impound Fund can be found in the Special Revenue section of the budget document.

#### **Development Fees \$450,000**

Funds are transferred from the Fire SDF and General Government SDF Funds to the General Fund to cover costs associated with the internal borrowing of General Funds in advance of collecting the respective SDF fees.

#### **Water Fund \$35,000**

Funds are transferred from the Water Fund to the General Fund to share in the cost for exercising the fire hydrants. If this was not completed by the Fire Department, the Water Department would need to perform these duties.

### **Wastewater Fund**

#### **Water Fund \$1,035,000**

This transfer from the Water Fund into the Wastewater Fund is based on the anticipated amount of reclaimed water that will be used by the Water Department for daily operations.

### **Special Revenue**

#### **General Fund \$1,230,600**

Police Security - \$600,000 - This transfer is as a result of the Police Security Fund maintaining a negative fund balance. During FY 2019, it was determined that a majority of the security jobs would be handled by an outside vendor. A transfer of approximately \$600,000 from General Fund to the Special Revenue Fund would eliminate the current negative fund balance.

PKID - \$12,600 - This transfer is for the General Fund portion of a vehicle that is being purchased in the PKID Fund.

LTAf - \$375,000 – The funding for the Local Transportation Assistance Fund (LTAf) is insufficient to cover the level of service being provided by Valley Metro. This transfer will subsidize the LTAf funding in order to make the fund whole.

TS1930 - \$243,000 – This transfer from the General Fund will fund CIP project TS1930, Transportation System Management Operations Plan, if there is insufficient Roadway and Maintenance funds to do so.

### **Replacement Funds**

#### **Various Funds \$29,734,000**

Transfers from various funds into the respective replacement funds ensure adequate funding when rolling stock and/or infrastructure needs replacement. Transfers by fund are as follows:

General	2,300,000
Water	13,400,000
Wastewater	9,200,000
Enviro Svcs - Residential	680,000
Enviro SVCS - Commercial	412,000
Environmental Compliance	2,535,000
Roadway and Maintenance	790,000
Fleet	417,000

Additional information regarding replacement funds is located in the Replacement Fund section of the budget document.

***CIP Funds***
**Various Funds                      \$532,587,860**

Revenue for Capital projects are transferred from various Funds as listed below.

General	18,227,235
Water	13,371,180
Wastewater	9,676,070
Enviro Svcs - Residential	2,520,810
Enviro SVCS - Commercial	347,890
Environmental Compliance	877,000
Roadway and Maintenance	12,370,710
Fleet	9,290
Replacement Funds	97,646,520
CDBG	1,251,060
SDF Funds	154,345,535
Outside Sources	29,918,030
GO Bond Proceeds	119,047,920
Prop 400 - MAG	33,509,910
Water MPC	18,192,460
Wastewater MPC	21,276,240

Additional information on Capital Projects is located in the Other Capital Funds section of the budget document.

***Debt***
**MPC – Public Facilities            \$17,940,890**

Transfers from various funds are scheduled to finance debt service payments and bank fees for the Public Facilities Municipal Property Corporation. Transfers by fund are as follows:

General Fund	7,633,780
Police SDF	2,464,060
Fire SDF	945,840
General Government SDF	2,034,520
Parks & Recreation SDF	4,862,690

**MPC – Water System                \$10,033,060**

Water System Development Fee revenue collected from permits is used to pay down Water MPC debt.

**MPC – Wastewater System        \$3,624,750**

Wastewater System Development Fee revenue collected from permits is used to pay down Wastewater MPC debt.

Additional detail on Debt Service is located in the Debt Service section of the budget document.

Expenditure Transfers Out		Revenue Transfers In					
		General Fund	Wastewater	Special Revenue	Replacement Funds	CIP Funds	Debt
General Fund	\$ 29,391,615			1,230,600	2,300,000	18,227,235	7,633,780
Water	\$ 30,248,460	2,442,280	1,035,000		13,400,000	13,371,180	
Wastewater	\$ 20,017,990	1,141,920			9,200,000	9,676,070	
Environmental Svc - Residential	\$ 4,065,060	864,250			680,000	2,520,810	
Environmental Svc - Commercial	\$ 908,020	148,130			412,000	347,890	
Environmental Compliance	\$ 3,536,920	124,920			2,535,000	877,000	
Streets	\$ 920,410	920,410					
Fleet Maintenance	\$ 426,290				417,000	9,290	
Roadway and Maintenance	\$ 13,160,710				790,000	12,370,710	
Water Replacement	\$ 45,563,090					45,563,090	
Wastewater Replacement	\$ 51,112,430					51,112,430	
Fleet Replacement	\$ 971,000					971,000	
CDBG	\$ 1,251,060					1,251,060	
Traffic Signal SDF	\$ 3,524,420					3,524,420	
Police SDF	\$ 2,625,060					161,000	2,464,060
Fire SDF	\$ 1,297,840	300,000				52,000	945,840
General SDF	\$ 2,184,520	150,000				-	2,034,520
Park & Rec SDF	\$ 22,155,400					17,292,710	4,862,690
Parks SDF Prior to 2012	\$ 25,748,265					25,748,265	
Water SDF	\$ 29,450,690					19,417,630	10,033,060
Water Resource Fee	\$ 72,151,630					72,151,630	
Neely Wastewater SDF	\$ 5,821,930					5,821,930	
Greenfield Wastewater SDF	\$ 13,800,700					10,175,950	3,624,750
Special Revenue	\$ 15,000	15,000					
Outside Sources	\$ 29,918,030					29,918,030	
GO Bond Proceeds	\$ 119,047,920					119,047,920	
MAG - Prop 400	\$ 33,509,910					33,509,910	
Water MPC	\$ 18,192,460					18,192,460	
Wastewater MPC	\$ 21,276,240					21,276,240	
<b>Transfer In Amount</b>	<b>\$ 602,293,070</b>	<b>\$ 6,106,910</b>	<b>\$ 1,035,000</b>	<b>\$ 1,230,600</b>	<b>\$ 29,734,000</b>	<b>\$532,587,860</b>	<b>\$ 31,598,700</b>

**TOWN OF GILBERT**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2020**  
**Schedule A**

Fiscal Year	c		FUNDS	
			General Fund	Special Revenue Funds
2019	E	1	\$ 171,729,790	\$ 113,269,696
2019	E	2	\$ 156,694,023	\$ 33,805,543
2020		3	\$ 97,156,431	\$ 203,422,336
2020	B	4	\$ -	\$ -
2020	B	5	\$ -	\$ -
2020	C	6	\$ 180,042,500	\$ 285,820,110
2020	D	7	\$ -	\$ -
2020	D	8	\$ -	\$ -
2020	D	9	\$ 8,406,910	\$ 2,020,600
2020	D	10	\$ 29,391,615	\$ 416,052,195
2020		11		
<b>LESS: Amounts for Future Debt Retirement:</b>				
			\$ 48,000,000	\$ 5,080,000
2020			\$ 208,214,226	\$ 70,130,851
2020	E		\$ 200,894,365	\$ 138,893,560

\* 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).

**TOWN OF GILBERT**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2020**  
**Schedule A**

Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
\$ 70,772,580	\$ 501,746,490	\$ -	\$ 82,376,183	\$ 26,607,031	\$ 966,501,770
\$ 64,712,850	\$ 73,856,143	\$ -	\$ 69,502,623	\$ 24,401,370	\$ 422,972,552
\$ 4,996,380	\$ -	\$ -	\$ 235,943,243	\$ 7,172,530	\$ 548,690,920
\$ -	\$ -		\$ -	\$ -	\$ -
\$ 24,150,000	\$ -		\$ -	\$ -	\$ 24,150,000
\$ 5,368,240	\$ -	\$ -	\$ 116,016,000	\$ 27,020,530	\$ 614,267,380
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 31,598,700	\$ 532,587,860	\$ -	\$ 27,262,000	\$ 417,000	\$ 602,293,070
\$ -	\$ -	\$ -	\$ 155,451,970	\$ 1,397,290	\$ 602,293,070
					\$ -
					\$ -
\$ -	\$ -	\$ -	\$ 29,630,000	\$ -	\$ 82,710,000
					\$ -
\$ 66,113,320	\$ 532,587,860	\$ -	\$ 194,139,273	\$ 33,212,770	\$ 1,104,398,300
\$ 61,202,370	\$ 532,587,860	\$ -	\$ 88,134,260	\$ 27,232,710	\$ 1,048,945,125

**EXPENDITURE LIMITATION COMPARISON**

	2019	2020
1. Budgeted expenditures/expenses	\$ 966,501,770	\$ 1,048,945,125
2. Add/subtract: estimated net reconciling items	(582,600,000)	(501,700,000)
3. Budgeted expenditures/expenses adjusted for reconciling items	383,901,770	516,035,125
4. Less: estimated exclusions	(115,000,000)	(140,000,000)
5. Amount subject to the expenditure limitation	\$ 268,901,770	\$ 376,035,125
6. EEC expenditure limitation	\$ 409,418,512	\$ 430,608,977

**TOWN OF GILBERT  
Tax Levy and Tax Rate Information  
Fiscal Year 2020  
Schedule B**

	<u>2019</u>	<u>2020</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the <b>current year</b> 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	\$ _____	\$ _____
B. Secondary property taxes	22,300,000	24,150,000
C. Total property tax levy amounts	\$ <u>22,300,000</u>	\$ <u>24,150,000</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 22,300,000	
(2) Prior years' levies	202,943	
(3) Total secondary property taxes	\$ 22,502,943	
C. Total property taxes collected	\$ <u>22,502,943</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	0.9884	0.9889
(3) Total city/town tax rate	<u>0.9884</u>	<u>0.9889</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>387</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

\* 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.

**TOWN OF GILBERT**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**  
*Schedule C*

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2019</b>	<b>ACTUAL REVENUES* 2019</b>	<b>ESTIMATED REVENUES 2020</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Local taxes, audit, & franchise fees	\$ 94,825,000	98,695,000	99,945,000
<b>Licenses and permits</b>	4,355,000	4,810,000	4,310,000
<b>Intergovernmental</b>			
State Shared Revenue	52,800,000	54,350,000	57,500,000
State Grants & Contributions	750,000	725,000	750,000
County Revenue	30,000	30,000	30,000
Other Governments Revenue	1,145,000	1,236,000	1,250,000
<b>Charges for services</b>	7,266,500	7,637,500	8,473,500
<b>Fines and forfeits</b>	3,515,000	3,566,000	3,547,000
<b>Interest on investments</b>			
General Fund	634,500	1,519,500	3,057,000
General Fund - Replacement Fund	40,000	80,000	80,000
<b>In-lieu taxes</b>			
SRP In Lieu	1,100,000	1,040,000	1,100,000
<b>Contributions</b>			
<b>Miscellaneous</b>			
<b>Total General Fund</b>	<b>\$ 166,461,000</b>	<b>\$ 173,689,000</b>	<b>\$ 180,042,500</b>
<b>SPECIAL REVENUE FUNDS</b>			
HURF	\$ 14,900,000	16,300,000	16,500,000
County Revenue - Auto Lieu	10,500,000	10,700,000	11,000,000
Other Streets Revenue	101,000	145,000	158,000
Replacement Fund Interest Income	20,000	30,000	30,000
	<b>\$ 25,521,000</b>	<b>\$ 27,175,000</b>	<b>\$ 27,688,000</b>
Grants	\$ 5,660,900	5,249,900	5,189,150
	<b>\$ 5,660,900</b>	<b>\$ 5,249,900</b>	<b>\$ 5,189,150</b>
Other Special Revenue	\$ 3,497,870	3,466,120	2,578,690
System Development Fees	41,080,000	20,280,000	36,620,000
Other Intergovernmental Revenue	3,204,000		1,500,000
	<b>\$ 47,781,870</b>	<b>\$ 23,746,120</b>	<b>\$ 40,698,690</b>

**TOWN OF GILBERT**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**  
**Schedule C**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2019</b>	<b>ACTUAL REVENUES* 2019</b>	<b>ESTIMATED REVENUES 2020</b>
CDBG/HOME	\$ 1,949,880	816,000	2,039,060
	\$ 1,949,880	\$ 816,000	\$ 2,039,060
PKID	\$ 1,046,330	1,046,330	972,780
Streetlight Improvement District	1,871,900	1,871,900	1,728,400
	\$ 2,918,230	\$ 2,918,230	\$ 2,701,180
Police Impound	\$ 310,000	150,000	100,000
	\$ 310,000	\$ 150,000	\$ 100,000
Other Funding Sources	\$ 137,608,260	\$ 5,265,042	\$ 207,404,030
	\$ 137,608,260	\$ 5,265,042	\$ 207,404,030
<b>Total Special Revenue Funds</b>	<b>\$ 221,750,140</b>	<b>\$ 65,320,292</b>	<b>\$ 285,820,110</b>
<b>DEBT SERVICE FUNDS</b>			
Special Assessments	\$ 6,411,280	6,411,280	5,343,240
	\$ 6,411,280	\$ 6,411,280	\$ 5,343,240
Investment Interest	\$ 100,000	100,000	25,000
	\$ 100,000	\$ 100,000	\$ 25,000
<b>Total Debt Service Funds</b>	<b>\$ 6,511,280</b>	<b>\$ 6,511,280</b>	<b>\$ 5,368,240</b>
<b>ENTERPRISE FUNDS</b>			
Water Operating	\$ 48,210,000	47,105,000	48,475,000
Water Replacement	200,000	600,000	600,000
Water and Water Resources SDF	12,250,000	12,250,000	10,150,000
	\$ 60,660,000	\$ 59,955,000	\$ 59,225,000
Wastewater Operating	\$ 28,332,000	29,010,000	30,085,000
Wastewater Replacement	200,000	200,000	200,000
Wastewater SDF	6,150,000	5,500,000	4,400,000
	\$ 34,682,000	\$ 34,710,000	\$ 34,685,000
Environmental Services/Residential	\$ 17,421,000	15,130,000	14,760,000
Env. Services - Res.Replacement Fund	190,000	90,000	90,000
Solid Waste Container Fee	170,000		
	\$ 17,781,000	\$ 15,220,000	\$ 14,850,000

**TOWN OF GILBERT**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**  
*Schedule C*

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2019</b>	<b>ACTUAL REVENUES* 2019</b>	<b>ESTIMATED REVENUES 2020</b>
Environmental Services/Commercial	\$ 2,680,000	2,638,000	2,703,000
Env. Services - Comm Replacement Fund	3,000	3,000	3,000
	\$ 2,683,000	\$ 2,641,000	\$ 2,706,000
Environmental Compliance	\$	3,120,000	4,550,000
Env. Compliance Replacement Fund	\$	3,120,000	4,550,000
	\$	\$ 3,120,000	\$ 4,550,000
<b>Total Enterprise Funds</b>	\$ 115,806,000	\$ 115,646,000	\$ 116,016,000
<b>INTERNAL SERVICE FUNDS</b>			
Fleet Maintenance	\$ 7,239,000	7,730,000	8,378,530
	\$ 7,239,000	\$ 7,730,000	\$ 8,378,530
Health Self Insurance	\$ 16,675,000	16,675,000	17,260,000
	\$ 16,675,000	\$ 16,675,000	\$ 17,260,000
Dental Self Insurance	\$ 1,382,000	1,382,000	1,382,000
	\$ 1,382,000	\$ 1,382,000	\$ 1,382,000
<b>Total Internal Service Funds</b>	\$ 25,296,000	\$ 25,787,000	\$ 27,020,530
<b>TOTAL ALL FUNDS</b>	\$ 535,824,420	\$ 386,953,572	\$ 614,267,380

\* 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.

**TOWN OF GILBERT**  
**Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2020**  
**Schedule D**

FUND	OTHER FINANCING 2020		INTERFUND TRANSFERS 2020	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
General Fund Operating	\$	\$	\$ 6,106,910	\$ 29,391,615
General Fund Repair & Replacement			2,300,000	
<b>Total General Fund</b>	\$	\$	\$ 8,406,910	\$ 29,391,615
<b>SPECIAL REVENUE FUNDS</b>				
Streets	\$	\$	\$ 618,000	\$ 14,081,120
Streets Replacement Fund			790,000	
CDBG/HOME				1,251,060
PKID			12,600	
Other Special Revenues				15,000
System Development Fees				178,760,455
Other Funding Sources			600,000	221,944,560
<b>Total Special Revenue Funds</b>	\$	\$	\$ 2,020,600	\$ 416,052,195
<b>DEBT SERVICE FUNDS</b>				
	\$	\$	\$ 31,598,700	\$
<b>Total Debt Service Funds</b>	\$	\$	\$ 31,598,700	\$
<b>CAPITAL PROJECTS FUNDS</b>				
Redevelopment	\$	\$	\$ 9,814,050	\$
Streets			105,137,990	
Traffic Control			7,497,070	
Parks and Recreation			53,380,815	
Municipal Facilities			91,291,745	
Water			148,931,740	
Wastewater			76,192,750	
Storm Water			873,000	
Wastewater MPC			21,276,240	
Water MPC			18,192,460	
<b>Total Capital Projects Funds</b>	\$	\$	\$ 532,587,860	\$
<b>ENTERPRISE FUNDS</b>				
Water	\$	\$	\$	\$ 30,248,460
Water Repair & Replacement			13,400,000	45,563,090
Wastewater			1,035,000	20,017,990
Wastewater Repair & Replacement			9,200,000	51,112,430
Environmental Services - Residential				4,065,060
Env Svc Residential Repair & Replace			680,000	
Environmental Services - Commercial				908,020
Env Svc Commercial Repair & Replace			412,000	
Environmental Compliance				3,536,920
Env Compliance Repair & Replace			2,535,000	
<b>Total Enterprise Funds</b>	\$	\$	\$ 27,262,000	\$ 155,451,970
<b>INTERNAL SERVICE FUNDS</b>				
Fleet	\$	\$	\$	\$ 426,290
Fleet Replacement Fund			417,000	971,000
<b>Total Internal Service Funds</b>	\$	\$	\$ 417,000	\$ 1,397,290
<b>TOTAL ALL FUNDS</b>	\$	\$	\$ 602,293,070	\$ 602,293,070

**TOWN OF GILBERT**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2020**  
*Schedule E*

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
<b>GENERAL FUND</b>				
Mayor and Council	\$ 816,370	\$	\$ 737,684	\$ 764,900
Manager	1,444,630	96,646	1,317,828	1,871,790
Emergency Mgt and Safety	150,480		259,241	273,920
Digital Government	1,098,200		1,120,697	1,269,660
Intergovernmental Relations	326,840		325,496	393,310
Economic Development	2,854,020	251,970	2,156,073	2,697,730
Information Technology	9,851,480	176,325	9,176,359	13,027,975
Human Resources	2,633,720	(334,630)	2,295,776	2,472,730
Management and Budget	635,240	1,500	625,115	728,170
Town Clerk	735,200		701,643	576,520
Legal Services	2,968,340	236,469	3,134,592	3,814,090
Management Services	2,635,420	70,000	2,450,118	2,679,070
Municipal Court	3,401,380	20,000	3,337,435	3,430,020
Development Services	7,357,710	282,308	7,377,307	8,115,580
Public Works - Engineering	642,010	(74,753)	465,085	704,140
Police	56,101,700	66,200	55,305,761	59,942,830
Fire and Rescue	34,077,250	139,950	34,315,547	35,225,980
Parks and Recreation	18,076,610	1,811,271	19,467,876	23,005,540
GF Repair and Replacement	3,471,500		637,500	6,419,500
Non-Departmental	27,248,690	(7,540,256)	11,486,890	33,480,910
<b>Total General Fund</b>	<b>\$ 176,526,790</b>	<b>\$ (4,797,000)</b>	<b>\$ 156,694,023</b>	<b>\$ 200,894,365</b>
<b>SPECIAL REVENUE FUNDS</b>				
Streets	\$ 20,089,460	\$ (143,231)	\$ 18,083,593	\$ 24,141,660
Grants	5,272,240		5,272,011	5,189,150
CDBG/HOME	744,880	71,279	749,143	788,000
Police Impound	342,820		260,045	293,380
Special Districts	3,197,900		3,172,900	3,117,210
Trust Accounts	2,500		2,500	2,500
Development Fees	1,159,660	40,733	1,159,660	
Other Special Revenue	4,222,360	(132,694)	3,490,289	3,137,630
<b>Total Special Revenue Funds</b>	<b>\$ 35,031,820</b>	<b>\$ (163,913)</b>	<b>\$ 32,190,141</b>	<b>\$ 36,669,530</b>
<b>DEBT SERVICE FUNDS</b>				
	\$ 64,712,850	\$ 6,059,730	\$ 64,712,850	\$ 61,202,370
<b>Total Debt Service Funds</b>	<b>\$ 64,712,850</b>	<b>\$ 6,059,730</b>	<b>\$ 64,712,850</b>	<b>\$ 61,202,370</b>
<b>OTHER FUNDING SOURCES</b>				
Capital Projects	\$ 101,820,940	\$ (23,419,151)	\$ 1,615,402	\$ 102,224,030
<b>Total Other Funding Sources</b>	<b>\$ 101,820,940</b>	<b>\$ (23,419,151)</b>	<b>\$ 1,615,402</b>	<b>\$ 102,224,030</b>
<b>CAPITAL PROJECT FUNDS</b>				
Redevelopment	\$ 24,939,840	\$ 428,727	\$ 10,014,614	\$ 9,814,050
Streets	128,028,650	122,000	9,041,040	105,137,990
Traffic Control	5,580,860	9,682	479,020	7,497,070
Parks and Recreation	55,370,510	3,378,560	17,656,080	53,380,815
Municipal Facilities	16,857,760	(1,235,569)	7,978,312	91,291,745
Water	127,180,970	(8,289,070)	7,625,267	148,931,740

**TOWN OF GILBERT**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2020**  
**Schedule E**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
Wastewater	118,181,840	(41,340,830)	5,813,974	76,192,750
Storm Water	1,177,810		44,760	873,000
Wastewater MPC		41,480,830	14,816,674	21,276,240
Water MPC		29,873,920	386,402	18,192,460
<b>Total Capital Project Funds</b>	<b>\$ 477,318,240</b>	<b>\$ 24,428,250</b>	<b>\$ 73,856,143</b>	<b>\$ 532,587,860</b>
<b>ENTERPRISE FUNDS</b>				
Water	\$ 36,808,190	\$ (1,423,023)	\$ 32,087,156	\$ 37,545,880
Wastewater	23,223,200	(636,176)	18,520,571	23,464,825
Environmental Services	24,443,420	(954,666)	17,992,957	22,943,105
Environmental Compliance		915,238	901,939	4,180,450
<b>Total Enterprise Funds</b>	<b>\$ 84,474,810</b>	<b>\$ (2,098,627)</b>	<b>\$ 69,502,623</b>	<b>\$ 88,134,260</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Total Internal Service Funds</b>	<b>\$ 26,616,320</b>	<b>\$ (9,289)</b>	<b>\$ 24,401,370</b>	<b>\$ 27,232,710</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 966,501,770</b>	<b>\$ (9,289)</b>	<b>\$ 422,972,552</b>	<b>\$ 1,048,945,125</b>

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.

**TOWN OF GILBERT**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2020**  
**Schedule F**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED</b>	<b>ACTUAL EXPENDITURES/ EXPENSES*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES</b>
	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b>List Department:</b>				
<b>Mayor and Council</b>				
General Fund	\$ 816,370	\$	\$ 737,684	\$ 764,900
<b>Department Total</b>	<b>\$ 816,370</b>	<b>\$</b>	<b>\$ 737,684</b>	<b>\$ 764,900</b>
<b>List Department:</b>				
<b>Manager</b>				
General Fund	\$ 1,444,630	\$ 96,646	\$ 1,317,828	\$ 1,871,790
CDBG/HOME	744,880	71,279	749,143	788,000
Special Revenue	59,910		59,863	61,030
<b>Department Total</b>	<b>\$ 2,249,420</b>	<b>\$ 167,925</b>	<b>\$ 2,126,834</b>	<b>\$ 2,720,820</b>
<b>List Department:</b>				
<b>Emergency Mgt and Safety</b>				
General Fund	\$ 150,480	\$	\$ 259,241	\$ 273,920
<b>Department Total</b>	<b>\$ 150,480</b>	<b>\$</b>	<b>\$ 259,241</b>	<b>\$ 273,920</b>
<b>List Department:</b>				
<b>Digital Government</b>				
General Fund	\$ 1,098,200	\$	\$ 1,120,697	\$ 1,269,660
Special Revenue	40,350		40,350	41,370
<b>Department Total</b>	<b>\$ 1,138,550</b>	<b>\$</b>	<b>\$ 1,161,047</b>	<b>\$ 1,311,030</b>
<b>List Department:</b>				
<b>Intergovernmental Relations</b>				
General Fund	\$ 326,840	\$	\$ 325,496	\$ 393,310
<b>Department Total</b>	<b>\$ 326,840</b>	<b>\$</b>	<b>\$ 325,496</b>	<b>\$ 393,310</b>
<b>List Department:</b>				
<b>Economic Development</b>				
General Fund	\$ 2,854,020	\$ 251,970	\$ 2,156,073	\$ 2,697,730
<b>Department Total</b>	<b>\$ 2,854,020</b>	<b>\$ 251,970</b>	<b>\$ 2,156,073</b>	<b>\$ 2,697,730</b>
<b>List Department:</b>				
<b>Information Technology</b>				
General Fund	\$ 9,851,480	\$ 176,325	\$ 9,176,359	\$ 13,027,975
<b>Department Total</b>	<b>\$ 9,851,480</b>	<b>\$ 176,325</b>	<b>\$ 9,176,359</b>	<b>\$ 13,027,975</b>
<b>List Department:</b>				
<b>Human Resources</b>				
General Fund	\$ 2,633,720	\$ (334,630)	\$ 2,295,776	\$ 2,472,730
<b>Department Total</b>	<b>\$ 2,633,720</b>	<b>\$ (334,630)</b>	<b>\$ 2,295,776</b>	<b>\$ 2,472,730</b>
<b>List Department:</b>				
<b>Management and Budget</b>				
General Fund	\$ 635,240	\$ 1,500	\$ 625,115	\$ 728,170
<b>Department Total</b>	<b>\$ 635,240</b>	<b>\$ 1,500</b>	<b>\$ 625,115</b>	<b>\$ 728,170</b>

**TOWN OF GILBERT**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2020**  
**Schedule F**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2019</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2020</b>
List Department:				
Town Clerk				
General Fund	\$ 735,200	\$	\$ 701,643	\$ 576,520
<b>Department Total</b>	<b>\$ 735,200</b>	<b>\$</b>	<b>\$ 701,643</b>	<b>\$ 576,520</b>
List Department:				
Legal Services				
General Fund	\$ 2,968,340	\$ 236,469	\$ 3,134,592	\$ 3,814,090
<b>Department Total</b>	<b>\$ 2,968,340</b>	<b>\$ 236,469</b>	<b>\$ 3,134,592</b>	<b>\$ 3,814,090</b>
List Department:				
Management Services				
General Fund	\$ 2,635,420	\$ 70,000	\$ 2,450,118	\$ 2,679,070
<b>Department Total</b>	<b>\$ 2,635,420</b>	<b>\$ 70,000</b>	<b>\$ 2,450,118</b>	<b>\$ 2,679,070</b>
List Department:				
Municipal Court				
General Fund	\$ 3,401,380	\$ 20,000	\$ 3,337,435	\$ 3,430,020
Other Special Revenue	571,270		581,658	571,970
<b>Department Total</b>	<b>\$ 3,972,650</b>	<b>\$ 20,000</b>	<b>\$ 3,919,093</b>	<b>\$ 4,001,990</b>
List Department:				
Development Services				
General Fund	\$ 7,357,710	\$ 282,308	\$ 7,377,307	\$ 8,115,580
Grants	47,430		47,430	
Other Special Revenue	840,000		840,000	860,000
<b>Department Total</b>	<b>\$ 8,245,140</b>	<b>\$ 282,308</b>	<b>\$ 8,264,737</b>	<b>\$ 8,975,580</b>
List Department:				
Public Works				
Streets Fund	\$ 20,089,460	\$ (143,231)	\$ 18,083,593	\$ 24,141,660
Water Fund	36,808,190	(1,423,023)	32,087,156	37,545,880
Wastewater Fund	23,223,200	(636,176)	18,520,571	23,464,825
Environ Serv - Res - Fund	21,226,610	(954,666)	15,246,792	19,945,385
Environ Serv - Comm - Fund	3,216,810		2,746,165	2,997,720
Environmental Compliance		915,238	901,939	4,180,450
General Fund	642,010	(74,753)	465,085	704,140
<b>Department Total</b>	<b>\$ 105,206,280</b>	<b>\$ (2,316,611)</b>	<b>\$ 88,051,301</b>	<b>\$ 112,980,060</b>
List Department:				
Police				
General Fund	\$ 56,101,700	\$ 66,200	\$ 55,305,761	\$ 59,942,830
Police Impound	342,820		260,045	293,380
Grants	141,590		141,361	127,270
Other Special Revenue	1,450,300		707,888	259,610
<b>Department Total</b>	<b>\$ 58,036,410</b>	<b>\$ 66,200</b>	<b>\$ 56,415,055</b>	<b>\$ 60,623,090</b>

**TOWN OF GILBERT**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2020**  
*Schedule F*

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2019</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2020</b>
List Department:				
Fire and Rescue				
General Fund	\$ 34,077,250	\$ 139,950	\$ 34,315,547	\$ 35,225,980
Grants	61,120		61,120	55,330
Other Special Revenue	112,150		112,150	112,600
<b>Department Total</b>	<b>\$ 34,250,520</b>	<b>\$ 139,950</b>	<b>\$ 34,488,817</b>	<b>\$ 35,393,910</b>
List Department:				
Parks and Recreation				
General Fund	\$ 18,076,610	\$ 1,811,271	\$ 19,467,876	\$ 23,005,540
Other Special Revenue	25,000		25,000	61,550
<b>Department Total</b>	<b>\$ 18,101,610</b>	<b>\$ 1,811,271</b>	<b>\$ 19,492,876</b>	<b>\$ 23,067,090</b>
List Department:				
Special Revenue and Non-Operating				
Non Departmental	\$ 27,248,690	\$ (7,540,256)	\$ 11,486,890	\$ 33,480,910
Internal Services	26,616,320	(9,289)	24,401,370	27,232,710
Repair and Replacement	3,471,500		637,500	6,419,500
Grant Funds	5,022,100		5,022,100	5,006,550
Special Districts	3,197,900		3,172,900	3,117,210
Other Special Revenue	1,123,380	(132,694)	1,123,380	1,169,500
Other Funding Sources	101,820,940	(23,419,151)	1,615,402	102,224,030
Capital Project Funds	477,318,240	24,428,250	73,856,143	532,587,860
Debt Service	64,712,850	6,059,730	64,712,850	61,202,370
Trust Fund	2,500		2,500	2,500
Development Fees	1,159,660	40,733	1,159,660	
<b>Department Total</b>	<b>\$ 711,694,080</b>	<b>\$ (572,677)</b>	<b>\$ 187,190,695</b>	<b>\$ 772,443,140</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 966,501,770</b>		<b>\$ 422,972,552</b>	<b>\$ 1,048,945,125</b>

\* 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.

**TOWN OF GILBERT**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2020**  
*Schedule G*

FUND	Full-Time Equivalent (FTE) 2020	Employee Salaries and Hourly Costs 2020	Retirement Costs 2020	Healthcare Costs 2020	Other Benefit Costs 2020	Total Estimated Personnel Compensation 2020
<b>GENERAL FUND</b>	1093.22	\$ 84,412,082	\$ 27,759,406	\$ 15,944,350	\$ 4,826,652	\$ 132,942,490
<b>SPECIAL REVENUE FUNDS</b>						
Streets Fund	54.66	\$ 3,279,174	\$ 382,369	\$ 812,045	\$ 232,862	\$ 4,706,450
Roadway and Maintenance Fund	1.00	37,918	4,408	16,892	2,642	61,860
CDBG/Home	1.65	134,195	15,479	27,867	9,589	187,130
Police Impound Fund	4.00	178,944	25,006	57,372	12,758	274,080
Parkway Maint. Imp. Dist.	3.10	176,278	20,514	47,878	12,540	257,210
Court Enhancement Fund	1.00	89,570	10,847	16,938	6,155	123,510
JCEF	1.00	45,292	5,484	16,756	3,308	70,840
Native American Intern	0.50	46,806		75	3,579	50,460
GOHS Grant		180,290				180,290
<b>Total Special Revenue Funds</b>	<b>66.91</b>	<b>\$ 4,168,467</b>	<b>\$ 464,107</b>	<b>\$ 995,823</b>	<b>\$ 283,433</b>	<b>\$ 5,911,830</b>
<b>CAPITAL PROJECTS FUNDS</b>						
	13.40	\$ 1,292,959	\$ 151,094	\$ 196,586	\$ 92,671	\$ 1,733,310
<b>Total Capital Projects Funds</b>	<b>13.40</b>	<b>\$ 1,292,959</b>	<b>\$ 151,094</b>	<b>\$ 196,586</b>	<b>\$ 92,671</b>	<b>\$ 1,733,310</b>
<b>ENTERPRISE FUNDS</b>						
Water	135.68	\$ 8,505,816	\$ 988,133	\$ 1,806,568	\$ 600,303	\$ 11,900,820
Wastewater	48.50	2,832,257	329,563	656,937	201,098	4,019,855
Environ Serv - Residential	81.31	4,416,542	513,938	1,286,388	310,712	6,527,580
Environ Serv - Commercial	8.44	509,463	59,226	125,247	36,414	730,350
Environmental Compliance	12.09	648,336	75,298	166,887	45,999	936,520
<b>Total Enterprise Funds</b>	<b>286.02</b>	<b>\$ 16,912,414</b>	<b>\$ 1,966,158</b>	<b>\$ 4,042,027</b>	<b>\$ 1,194,526</b>	<b>\$ 24,115,125</b>
<b>INTERNAL SERVICE FUND</b>						
Fleet	26.00	\$ 1,600,203	\$ 185,508	\$ 341,452	\$ 112,527	\$ 2,239,690
<b>Total Internal Service Fund</b>	<b>26.00</b>	<b>\$ 1,600,203</b>	<b>\$ 185,508</b>	<b>\$ 341,452</b>	<b>\$ 112,527</b>	<b>\$ 2,239,690</b>
<b>FIDUCIARY FUND</b>						
Volunteer Fire Pension		\$	\$	\$	\$ 2,500	\$ 2,500
<b>Total Fiduciary Fund</b>		\$	\$	\$	\$ 2,500	\$ 2,500
<b>TOTAL ALL FUNDS</b>	<b>1485.55</b>	<b>\$ 108,386,125</b>	<b>\$ 30,526,273</b>	<b>\$ 21,520,238</b>	<b>\$ 6,512,309</b>	<b>\$ 166,944,945</b>

<b>311</b>	Citizen engagement tool that allows residents to report quality-of-life issues and request Gilbert Services. Residents can report issues, provide pictures, videos and specific descriptions of the issue. The tool allows residents to track the progress of their issue and be notified when it is resolved.
<b>ACA</b>	<i>Affordable Care Act</i> is a comprehensive health care reform law enacted in March 2010.
<b>Account</b>	Financial reporting unit for budget, management, or accounting purposes.
<b>Accrual</b>	An accounting process that matches revenue to the period earned and the expenditures to the period incurred.
<b>Actuals</b>	Refers to the actual expenditures paid by and revenues paid to Gilbert.
<b>ADA</b>	<i>Americans with Disabilities Act</i> is the Federal Law regarding issues and facilities for those with disabilities.
<b>ADEQ</b>	<i>Arizona Department of Environmental Quality</i> administers a variety of programs to improve the health and welfare of our citizens and ensure the quality of Arizona's air, land, and water resources meets healthful, regulatory standards.
<b>Adoption</b>	A formal action taken by the Town Council that sets the spending limits for the fiscal year.
<b>AF</b>	<i>Acre-feet/foot</i> is a unit of volume commonly used in the United States in reference to large-scale water resources, such as reservoirs, aqueducts, canals, sewer flow capacity, and river flows. One acre-foot is equal to 325,851 3/7 <sup>th</sup> gallons of water.
<b>Alex</b>	Gilbert launched our Open Data Portal and created a character, named Alex, to help connect the dots on how to use our data on other websites, applications or research.
<b>Allocation</b>	A component of an appropriation that is earmarked for expenditure by specific organization units and/or for special purposes, activities, or objects.
<b>AMWUA</b>	<i>Arizona Municipal Water Users Association</i> is a voluntary, non-profit corporation established by municipalities in Maricopa County for the development of urban water resources policy.
<b>Appropriation</b>	A legal authorization granted by Council which permits Gilbert to make expenditures of resources and to incur obligations for specific purposes.

<b>Arizona Auditor General Schedules A-G</b>	Arizona Revised Statutes (A.R.S.) §§42-17101 and 42-17102 require cities and towns to prepare annual budgets on forms the Office of the Auditor General developed. The official forms on Schedules A through G include all elements statute requires that the cities and towns must include in their budget
<b>Assessed Valuation</b>	A valuation placed upon real estate or other property by the County Assessor and the state as a basis for levying taxes.
<b>Asset</b>	Valuable resource that an entity owns or controls. They represent probable future economic benefits and arise as a result of past transactions or events.
<b>ASU</b>	<i>Arizona State University</i> , a state-funded university.
<b>Audit</b>	A formal examination, correction, and official endorsing of financial accounts undertaken annually by an accountant.
<b>Available Fund Balance</b>	Funds remaining from the prior year which are available for appropriation and expenditure in the current year.
<b>Balanced Budget</b>	Each fund in the budget must be in balance; total anticipated revenues plus beginning undesignated fund balance must equal or exceed total expenditure appropriations for the upcoming fiscal year.
<b>Bond</b>	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.
<b>Bond – General Obligation (G.O.) Bonds</b>	Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the Town. Limitations for bonding capacity are set by State statute. The Town may issue general obligation bonds up to 20% of its secondary assessed valuation for water, wastewater, artificial lighting, parks, open space, public safety and emergency services, streets, transportation, and recreational facility improvements. The Town may issue general obligation bonds up to 6% of its secondary assessed valuation for any other general-purpose improvement.
<b>Bond – Highway Users Revenue (HURF) Bonds</b>	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.

<b>Bond – Municipal Property Corporation (MPC) Bonds</b>	This is a source of funding used to build current municipal facilities as well as major water and wastewater infrastructure facilities. Pledged against these bonds are the excise taxes of the community which include Town sales tax, franchise tax revenue, State shared sales tax, revenue sharing, and system development fee collections for growth-related projects. The corporation owns the resulting infrastructure and leases it to the Town in the amount of the required annual debt service. Once the bonds are paid in full, the infrastructure is deeded over to the town. MPC bonds do not require voter approval.
<b>Bond – Revenue Bonds</b>	Revenue Bonds are 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, and excise or other specified non-property tax. These bonds require voter approval.
<b>Bond Refinancing</b>	The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.
<b>Budget</b>	A financial plan proposed for raising and spending money for specified programs, functions, or activities during the fiscal year. A detailed annual operating plan expressed in terms of estimated revenues and expenses for conducting programs and related services.
<b>CAFR</b>	A Comprehensive Annual Financial Report (CAFR) is a set of U.S. government financial statements comprising the financial report of a state, municipal or other governmental entity that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB).
<b>CAP – Central Arizona Project</b>	Central Arizona Project (CAP) is Arizona's single largest resource for renewable water supplies. CAP is designed to bring about 1.5 million acre-feet of water from the Colorado River to Central and Southern Arizona every year.
<b>Capital Improvement</b>	Includes any expenditure over \$100,000 for repair and replacement of existing infrastructure as well as development of new facilities to accommodate future growth.
<b>Capital Improvement Plan</b>	The Capital Improvement Plan (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 five-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.
<b>Capital Outlay</b>	Purchase of an asset with a value greater than \$10,000 that is intended to continue to be held or used for a period greater than two years. Capital Outlay can be land, buildings, machinery, vehicles, furniture, and other equipment.

<b>Carryforward</b>	Year-end savings that can be carried forward to cover expenses of the next fiscal year. These funds can also be appropriations for encumbered amounts made in one fiscal year that are re-appropriated in a subsequent fiscal year.
<b>CAWCD</b>	<i>Central Arizona Water Conservation District</i> is a multi-county water conservation district that acts as the operating agent of the Central Arizona Project.
<b>CDBG</b>	<i>Community Development Block Grants</i> provide Federal Grant Program funds on an annual basis to support specific low to moderate income community development opportunities.
<b>CFS</b>	<i>Calls for Service</i> generally refers to assignments that are typically distributed to public safety professionals that require their presence to resolve, correct or assist a particular situation.
<b>CNG</b>	<i>Compressed Natural Gas</i> is a fuel which can be used in place of gasoline, diesel fuel and propane.
<b>COBRA</b>	<i>The Consolidated Omnibus Budget Reconciliation Act (COBRA)</i> gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, transition between jobs, death, divorce, and other life events. Qualified individuals may be required to pay the entire premium for coverage up to 102 percent of the cost to the plan.
<b>Consumer Price Index</b>	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).
<b>Contingency</b>	An amount included in the budget that is not designated for a specific purpose. The contingency amount is budgeted for emergencies and unforeseen events.
<b>Contractual Services</b>	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
<b>CQI</b>	<i>Continuous Quality Improvement</i> is an integral part of the Town's culture to ensure that operations are continually improved and updated.
<b>DDACTS</b>	<i>Data Driven Approaches to Crime and Traffic Safety</i> integrates location-based crime and traffic data to establish effective and efficient methods for deploying law enforcement and other resources.
<b>Debt Limit</b>	A state-imposed limit on the amount of debt that can be issued.
<b>Debt Service</b>	Principal and interest payments on outstanding bonds.

<b>Department</b>	A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.
<b>Depreciation</b>	Expiration in the service life of capital assets attributed to wear and tear, deterioration, inadequacy, or obsolescence.
<b>Division</b>	A group of homogeneous cost centers within a department.
<b>EDEN</b>	The Town's Enterprise Resource Planning (ERP) software that consists of the following software modules: General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, Budget, Human Resources, Payroll, Business Licensing and Utility Billing. The system is currently being replaced by MUNIS.
<b>EDGE</b>	EDGE stands for 'Employee's Driving Gilbert's Excellence'. EDGE combines Continuous Quality Improvement and Lean Six Sigma and educates employees on methods for aligning people, process, and technology to deliver efficient, effective and customer-focused services.
<b>Effluent</b>	Wastewater that has been treated to required standards and is released from the treatment plant.
<b>Encumbrance</b>	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.
<b>EnDVR</b>	<i>End Domestic Violence Responsibly</i> is a program run by the Prosecutors Office and Courts and centers around Domestic Violence related issues in Gilbert.
<b>Enterprise Funds</b>	A sub-set of the Proprietary Fund Type that requires accounting for activities like a business where the results indicate income or loss from operations.
<b>EPA</b>	<i>Environmental Protection Agency</i> sets regulatory limits for the amounts of certain contaminants in water provided by public water systems. These standards are required by the Safe Drinking Water Act.
<b>Executive Team</b>	Team made up of the Town Manager, Assistant Town Manager, Department Directors, and designated management staff.
<b>Expenditure</b>	Actual outlay of funds for obtaining assets or goods and services regardless of when the expense is actual paid.
<b>FTE</b>	<i>Full-Time Equivalent</i> converts positions to the decimal equivalent of a full-time position primarily based on 2,080 hours per year. For example, a part-time clerk working 20 hours per week would be equivalent to 0.50 FTE.
<b>Fund</b>	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

<b>Fund Balance</b>	Represents the net difference between total financial resources and total appropriated uses.
<b>Fiscal Year (FY)</b>	<i>Fiscal Year</i> is the period designated for the beginning and ending of financial transactions. The Town fiscal year is July 1 to June 30.
<b>GAAP</b>	<i>Generally Accepted Accounting Principles</i> are 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 principals encompass the conventions, rules, and procedures that define the accepted accounting practices at a particular time.
<b>GPUHF</b>	<i>Gilbert Chandler Unified Holding Facility</i> is a detention facility owned by Gilbert and operated in partnership with City of Chandler.
<b>General Fund</b>	Primary fund used to provide resources for day-to-day activities that provide general public benefit, and services that provide support to direct service areas; the fund to be used for all financial resources except those required to be accounted for in another fund. Examples include Police, Fire and Parks and Recreation.
<b>General Plan</b>	A planning and legal document that outlines the community vision in terms of land use.
<b>GFOA</b>	<i>Government Finance Officers Association</i> is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Members are dedicated to the sound management of government financial resources.
<b>Gilbert Wellness</b>	<i>Gilbert Wellness</i> a program implemented in FY 2016 to educate and support employee wellness.
<b>GIS</b>	<i>Geographic Information System</i> is a computer system that places layers of geographic information in a useful order to provide answers to questions regarding land.
<b>GO Bonds</b>	General Obligation Bonds are secured by Gilbert property tax and must be approved by a vote of the citizens.
<b>Goal</b>	Desired end result statement that provides a framework for what will be accomplished.
<b>Governmental Fund</b>	General, Special Revenue, Debt Service, Capital Projects, and Trust Funds. Refers to the use of fund accounting in which funds are set up for specific sources of revenues. The main purpose is stewardship of financial resources received and expended in compliance with legal or other requirements.
<b>GPD</b>	<i>Gilbert Police Department</i>

<b>GPEC</b>	<i>Greater Phoenix Economic Council</i> aims to attract quality businesses to the Greater Phoenix region from around the world, and to advocate and champion foundational efforts to improve the region's competitiveness.
<b>Grants</b>	State and Federal subsidies received in response to a specific need.
<b>GSF</b>	<i>Groundwater Storage Facility</i> is a water exchange authorized under state law where the operator of the GSF (typically an irrigation district) will substitute renewable surface water (CAP water) for groundwater that it has a legal right to pump. This substitution of surface water for groundwater essentially "saves" groundwater that would have been pumped and is legally considered analogous to direct recharge. The customer storing at a GSF receives long-term storage credits that can later be recovered and not counted as groundwater pumping.
<b>Heritage District</b>	Historic Downtown Gilbert is an area of up-scale restaurants, entertainment, and shopping.
<b>HOA</b>	<i>Homeowners Association</i> is an organization of all owners of land in the development that is governed by a board. The HOA collects fines and assessments from the homeowners, maintains the common areas, and enforces the association's governing documents, including rules regarding construction and maintenance of individual homes.
<b>HOME</b>	<i>HOME</i> Investment Partnership Funds are provided by the U.S. Department of Housing and Urban Development (HUD) and are used to fund a wide range of activities including building, buying, and/or rehabilitation of affordable housing for rent, homeownership or providing rental assistance to low-income people.
<b>HHW</b>	<i>Household Hazardous Waste</i> a facility in Gilbert that accepts items that are considered inappropriate to dispose of in the landfill.
<b>HIPPA</b>	Health Insurance Portability and Accountability
<b>HURF</b>	<i>Highway User Revenue Fund</i> is a separate funding source dedicated to provide support for street improvements and maintenance.
<b>ICMA</b>	<i>International City/County Management Association</i> is an association representing professionals in local government management.
<b>IGA</b>	<i>Intergovernmental Agreement</i> is a contract between governmental entities as authorized by State law.
<b>Improvement District (ID)</b>	Formed to address major capital needs that benefit specific property owners. Bonds are issued to finance these improvements, and are repaid by assessments on affected property owners.
<b>Infrastructure</b>	The physical assets of the town. Assets include streets, water, wastewater, public buildings, and parks.
<b>Infrastructure Improvement Plan</b>	An <i>Infrastructure Improvement Plan</i> is a written plan identifying the necessary public services that are subject to system development fees.

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<b>Internal Service Fund (ISF)</b>	A sub-set of the Proprietary Fund Type that accounts for the activity of internal functions providing service to other functional areas. An Internal Service Fund receives revenue by charging other areas in the Town based on services provided.
<b>JCEF</b>	The <i>Judicial Collection Enhancement Fund</i> was established to improve the administration of justice by enhancing the enforcement of court orders.
<b>Lean Six Sigma</b>	Lean Six Sigma allows quality and efficiency improvements to be effectively realized. The focus of Lean is about speed, efficiency and taking waste out of a process. Six Sigma focuses on effectiveness and removal of errors. When combined and implemented properly it can be a powerful management tool that can greatly improve an organization's performance, by providing a structured approach to resolving problems.
<b>Liability</b>	An obligation of the entity to convey something of value in the future. Liabilities are probable future sacrifices of economic benefit that arise as a result of past transactions or events.
<b>LRIP</b>	<i>Long Range Infrastructure Plan</i> is a plan that includes an asset inventory, condition based assessment and programed repair and replacement of all Town infrastructure assets. Focusing on strategic investments in infrastructure and reducing the overall cost of ownership.
<b>LUCITY</b>	Work order management software.
<b>MAG</b>	<i>Maricopa County Association of Governments</i> was formed in 1967. It is a voluntary association of governments and Indian communities formed to address regional issues in Maricopa County. MAG is the designated Regional Planning Agency and consists of 31 member agencies.
<b>Major Fund</b>	Any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10 percent of the revenues or expenditures of the appropriated budget.
<b>Master Plan</b>	A planning document that takes an area of interest and creates a comprehensive future for that area. For example, a storm water master plan would provide information regarding the location of storm water facilities, the potential timing, the barriers, and the costs.
<b>MGD</b>	<i>Million Gallons per Day.</i>
<b>Modified Accrual</b>	A basis of accounting used by governmental funds where revenue is recognized in the period it is available and measurable, and expenditures are recognized at the time a liability is incurred.
<b>MPC</b>	<i>Municipal Property Corporation</i> is a non-profit corporation created by Gilbert as a funding mechanism for Capital Improvement projects. The board is governed by citizens appointed by Council.

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<b>MUNIS</b>	The Town’s Enterprise Resource Planning (ERP) software that consists of the following software module: General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, Budget, Human Resources and Payroll.
<b>NASC</b>	<i>North Area Service Center</i> located at 900 East Juniper Avenue. The facility includes a Public Works Yard and an Equipment Repair Shop.
<b>Objectives</b>	Targets for accomplishing goals that are specific, measurable, attainable, results-oriented, and time bound.
<b>OnBase</b>	Gilbert’s digital records management system.
<b>Operating Budget</b>	The portion of the budget associated with providing ongoing services to citizens, includes general expenditures such as personnel services, professional services, maintenance costs, and supplies.
<b>OSHA</b>	<i>Occupational Safety and Health Administration</i> is an agency of the United States Department of Labor.
<b>PCI</b>	<i>Pavement Condition Index</i> is an index that communicates the condition of driving surfaces on a 100 point scale.
<b>Performance Measures</b>	Indication of levels of activity or outcomes of operations.
<b>PFMPC</b>	<i>Public Facilities Municipal Property Corporation</i>
<b>PKID</b>	<i>Parkway Improvement Districts</i> provide a method to maintain the parkways within specific areas and charge the cost to the benefited property with the property tax bill.
<b>PM-10 Regulations</b>	PM-10 (particulate matter less than 10 microns) regulations are also known as the “dust control regulations”. PM-10 emissions, including dust generating activities, are regulated by Maricopa County. It is a major component of the “brown cloud” in the metropolitan Phoenix area.
<b>Police Impound</b>	<i>Police Impound</i> was established as a result of Arizona law A.R.S. 28-3511 and requires mandatory tow and 30-day impound of vehicles when the driver commits specific civil traffic and criminal traffic offenses.
<b>Property Tax Levy</b>	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.
<b>Property Tax – Primary</b>	Gilbert does not have a primary property tax. A Primary Property tax is a limited tax levy used for general government operations based on the Primary 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.
<b>Property Tax – Secondary</b>	An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides. These taxes are based on the

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	Secondary Assessed Valuation and Secondary Tax rate.
<b>Reserve</b>	To set aside a portion of a fund balance to guard against economic downturn or emergencies.
<b>Resource Constrained Process</b>	A budget process that is limited by the projected revenues based on current tax rates and fees.
<b>Revenue</b>	Receipts from items such as taxes, intergovernmental sources, user fees or resources from voter-authorized bonds, or system development fees.
<b>RFP</b>	<i>Request for Proposal</i> is a part of the competitive bidding process
<b>RFQ</b>	<i>Request for Quotes</i> is a part of the competitive bidding process.
<b>ROW</b>	<i>Right of Way</i> is a publicly-owned area of land typically adjacent to a roadway.
<b>SASC</b>	<i>South Area Service Center</i> is located at 4760 South Greenfield Road. The facility includes Police, Public Works, Hazardous Waste Collection, and Equipment Repair Shop.
<b>SCADA</b>	SCADA (Supervisory Control and Data Acquisition) is a software system used to automate and/or monitor industrial processes in various vertical markets: manufacturing, transportation, energy management, building automation, and any other field where real time operational data is used to make decisions.
<b>SDF</b>	<i>System Development Fees</i> are collected at the time a building permit is issued to pay for the cost of capital improvements required due to growth.
<b>Self-Insurance</b>	A calculated amount of money set aside to pay claims and compensate for future loss.
<b>SharePoint</b>	Microsoft software for the town's intranet. The intranet is a communication and project collaboration tool for employees of all departments. The intranet also provides for live document management and process automation.
<b>SLID</b>	<i>Street Light Improvement Districts</i> are established to charge the cost of electricity for street lights to property in subdivisions based on the actual cost of electricity and allocated based on their home value.
<b>Standard Operating Procedure</b>	<i>Standard operating procedures</i> are developed to educate and inform staff on how a process is to be performed to ensure accuracy and consistency in efforts and results.
<b>SPARK –App League</b>	Students Participate in App Resources and Knowledge (SPARK) App League is the first mobile application development contest for high school students. Created by Gilbert, Arizona in 2012, this nonprofit program is hosted in partnership with Arizona State University's Ira A. Fulton Schools of Engineering and is sponsored by Google.

<b>Special Districts</b>	Special Districts are established to pay for specific statute allowed expenses.
<b>Special Revenue</b>	Special Revenue Funds are a type of fund required to be established to account for a specific activity.
<b>SRP</b>	<i>Salt River Project</i> is two entities: the Salt River Project Agricultural Improvement and Power District, a political subdivision of the State of Arizona; and the Salt River Valley Water Users' Association, a private corporation.
<b>SRP Aesthetics Program</b>	SRP allocates funds to towns, cities and counties within SRP's service territory on an annual basis. Funds are used for aesthetic improvements to SRP water or power facilities (e.g., putting in block walls and landscaping around substations, undergrounding lower-voltage power lines [12kV or 69kV distribution lines], piping open ditches or enhancing canal-banks). SRP works directly with the municipalities to decide which projects each jurisdiction will fund with its allocation.
<b>State Shared Revenue</b>	Distribution of revenue collected by the State and shared based on established formulae that typically rely on population estimates.
<b>SWAT</b>	<i>Special Weapons and Tactics</i> team is a group of specially chosen police officers that have advanced training handling high risk situations and that use highly specialized equipment to resolve those situations.
<b>Third Party Administrator</b>	A <i>Third Party Administrator</i> is an organization that processes insurance claims or certain aspects of employee benefit plans for a separate entity.
<b>Transfers</b>	Movement of cash from one fund to another to reimburse costs or provide financial support.
<b>TOC</b>	<i>Traffic Operations Center</i>
<b>TOG</b>	<i>Town of Gilbert</i>
<b>TTHM</b>	<i>Trihalomethanes</i> are created when disinfectants react with naturally-Occurring materials in the water.
<b>ULDC</b>	<i>Unified Land Development Code</i> is a compilation of town codes that govern subdivision and development of lands.
<b>VLT</b>	<i>Vehicle License Tax</i> are revenues derived from state-shared vehicle license tax and are used for capital projects, preventive maintenance and debt service.
<b>Water Resource Master Plan</b>	A plan that combines all water resources: ground, surface, recharged, and reclaimed water, into one document to determine future actions required to maintain water resources in Gilbert.

**What Works Cities**

*What Works Cities* is a Bloomberg Philanthropies' initiative to enhance the use of data and evidence in the public sector. Gilbert was selected as one of 10 new cities to participate in What Works Cities in 2017.

**WIGS**

*Wildly Important Goals*, a process developed by Franklin Covey that will help employees accomplish their goals while also managing the demands of day-to-day responsibilities.

**WRMPC**

*Water Resources Municipal Property Corporation*

**Zero-Based**

The base for the budget built from zero.

**Zoning**

A specific legal classification of property for purpose of development.





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