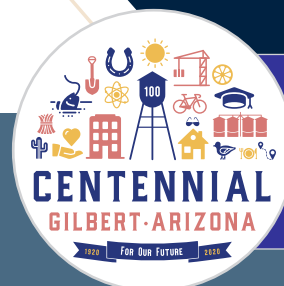




GILBERT, AZ FY2021 ANNUAL BUDGET

Adopted June 16, 2020



**Celebrating
100 Years**

GilbertAZ2020.com

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Introductory Section

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Operational Excellence
Gilbert Facts
Fund Structure
Budget Process
Budget Calendar
Financial Policies



June 16, 2020

Honorable Mayor, Council Members, and the Gilbert Community:

In the spring of 2020, as Gilbert was gearing up to celebrate its Centennial and promote its new mission statement, “City of the Future,” the COVID-19 pandemic engulfed not only our community, but the entire world. In an unprecedented move, schools and nonessential businesses were closed with their employees being either laid off or sent home to work off-site as “social distancing” became the “new normal.” In response to the pandemic, Gilbert kept the safety of its team members and the health of its community at the forefront of decision-making as we worked to find innovative new ways to deliver the same exceptional services to our residents and businesses. For FY 2021, we hope to continue to successfully reopen community operations while dealing with the economic aftershocks of the pandemic. While the current challenges may be larger, fluid and more complex than anything in recent memory, including the Great Recession, our response will be no different. We will continue to rise to the occasion.

With a population of over 250,000 residents, Gilbert is Arizona’s sixth largest city. In 2019, Gilbert was given the inaugural award for the Best City for Business in Arizona (Arizona Chamber of Commerce and Industry) for its commitment to supporting the role businesses play in driving economic development, reducing regulatory burdens on business, and working with the business community to improve the local quality of life. Gilbert remains the 2nd Safest City in the U.S. according to the 2019 FBI Uniform Crime Report, as well as being ranked the 7th Best Place to Raise a Family in the U.S. (WalletHub, 2019) and the 10th Best Place to Live in the U.S. (HomeSnacks, 2019). From the beginning of 2013 to the end of 2019, Gilbert added \$3.5 million square feet of office, industrial/flex, and retail space to its inventory, representing a 13% increase. In that same time period, Gilbert’s four employment areas saw nearly \$535 million in private commercial investment based on commercial permit valuations.

In FY 2020, Gilbert’s economic development initiatives continued to yield positive results for the community, and Gilbert’s northwest employment area and central business district continued to thrive. In the northwest corridor, Northrop Grumman announced a major expansion with the addition of a new 120,000 square foot office building and a 100,000 square-foot expansion of their satellite manufacturing facility. The office building broke ground in January 2020, and the manufacturing facility broke ground in July of 2020. In the central business district, Rivulon completed 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. The Reserve @ SanTan also welcomed Progressive Insurance’s newest claim center and added an additional 160,000 square-feet of office to the development. In the Heritage District, LGE Design Build completed construction on a new 40,000 square-foot, four-story mixed-use retail/office building called The Collab, and Gilbert entered into an agreement for the development of the 9.1 acre site at the northern end of the District that is expected to consist of at least 500,000 gross square-feet, including Class A office space, retail space, a hotel and multifamily housing.

Gilbert is also very proud to report that all three major credit agencies have rated Gilbert’s General Obligation bonds at AAA, which is the highest rating available. This makes Gilbert one of less than 50 municipalities nationwide to hold AAA ratings from all three of the major rating agencies. The high ratings are attributed to Gilbert’s very strong economy, very strong management with strong financial policies and practices, and strong budgetary performance.

A community of excellence demands exceptional 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 \$7 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.

Additionally, Gilbert staff and Council align both short-term goals and resources toward the long-term realization of Gilbert's established strategic initiatives: Strong Economy, Prosperous Community and Exceptional Built Environment. These strategic initiatives 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 2020, allows staff to initiate the process with clear direction and focus governing the priorities for service delivery in FY 2021.

The budget for FY 2021 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. The adopted budget is based off conservative revenue estimates which provide flexibility in responding to possible impacts from COVID-19. Should impacts deepen, the Town has already identified a list of Medium and Large impact items that could be removed or postponed in order to provide additional flexibility for the Town to maintain a balanced budget. Check-in times have been established in August and October (with additional times as needed) to review revenue strength and determine what measures should be implemented to best keep the budget balanced and fiscally stable.

FINANCIAL IMPACT

With carry forwards and contingency adjustments, the budget of \$ 992,839,910 is a decrease of \$56 million from FY 2020. It includes multiple scenarios and checkpoints to help respond to changes in revenue due to COVID-19. The efforts will help the Town maintain balanced revenues and expenditures. 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 \$25.88 million which maintains the \$0.99 property tax rate.

Balanced Financial Plan: The FY 2021 Budget is balanced based upon identified revenues and expenditures.

Constitutional Expenditure Limit: The FY 2021 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 2021 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. Revenue estimates were further reduced to provide additional flexibility in navigating COVID-19 economic impacts.

Fund Balance: The Revenue Summary lists the use of carry over funds in an amount of about \$431 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 2021 Budget reflects revenues projected from the continued collection of System Development Fees as allowed under current State Law.

FUNDING CHALLENGES

Over the past few years, Gilbert's greatest challenge has been to responsibly apply revenues generated by growth to the ongoing service demands created by such growth. While the COVID-19 pandemic has not changed this philosophy, it has forced us to reevaluate budget priorities as we wait for economic conditions to stabilize and life to return to normal. Therefore, while the FY 2021 budget addresses the critical needs of Gilbert's growing community and what its departments need for each service line, additional 'levers' were added that will allow Gilbert to respond to economic impacts from the pandemic. The budget has options for Medium and Large levers, should the Town experience large declines in revenues in the coming months. Gilbert, like many communities in Arizona, is heavily reliant on sales tax. Collections lag activity, so the actual impacts of the pandemic may not be felt for some time. Gilbert will continue to monitor all financial impacts closely, as well as local, state and federal economies and will use the data to keep revenues and expenditures balanced in the budget.

In March 2020, the Town issued a freeze on all non-essential (non-emergency or non-operational) spending and hiring. That freeze will remain in effect until more of the financial impacts of the COVID-19 pandemic are known. This focus on essential spending will help create additional financial capacity for responding to COVID-19.

A second challenge for Gilbert is supporting proactive long-term infrastructure planning. Gilbert experienced explosive growth in a short period of time, so infrastructure will age and reach the end of useful life within a few years instead of spread out in a more natural curve. Gilbert is working to gather data about the condition of our infrastructure and is setting aside strong replacement funds to financially support the future needs. In the past year, Gilbert was able to do a condition assessment at the North Water Treatment Plant which is now about 25 years old. The assessment indicates significant repair and maintenance investment will be needed. Additional technology is also needed to help offset the declining water quality. A cost benefit analysis revealed that building a new water treatment plant will likely be the more cost effective option. In FY 2021, the Town will continue vetting options and will move forward with the chosen construction option.

A third challenge relates to the recycling market. Because of changes in the national and international recycling markets, it now costs more to recycle items than to take them to the landfill. Options to keep the recycle program with additional financial support or to change/stop the program will be explored in FY 2021.

An ongoing challenge is the large unfunded liability in the Public Safety Retirement System (PSPRS). The Town is continuing to take action to pay this down and has formalized a funding policy in accordance with state legislation (HB2097). Gilbert is still hopeful that both police and fire

PSPRS accounts will reach the target 90% funding by 2021, but market losses associated with the pandemic may delay this timing.

QUALITY GOVERNANCE

In the midst of so much change and uncertainty, Gilbert remains consistent in its relentless pursuit of quality service. Team Gilbert has not only met the challenge of the COVID-19 pandemic, they have responded to it with innovation and commitment beyond what our past imaginations could have dreamed. 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 2020 Benchmark Report, available online at 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 five-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.

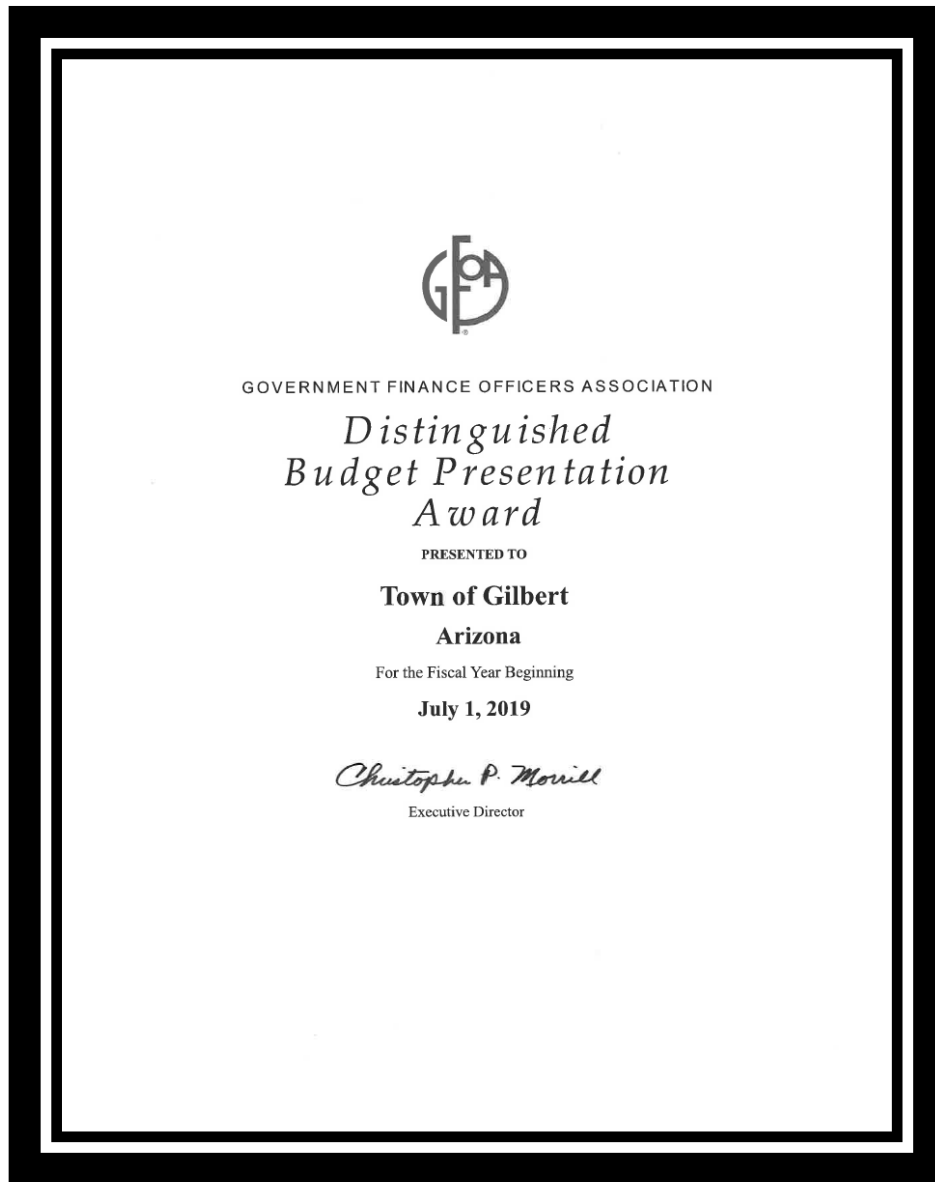
Capital Outlay: Items with a useful life greater than one fiscal period, with capitalized acquisition costs of \$10,000 or more, are individually approved and included in this section.

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.



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, 2019. Gilbert has received this award for twenty-one consecutive years.

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 in the face of ongoing pandemic conditions.

The 2020 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 2020, ICMA recognized 60 local governments for exemplary performance management initiatives. Gilbert is among 25 jurisdictions internationally receiving the Certificate of Excellence – the highest level awarded. This marks the fifth 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
Scott Anderson



Councilmember
Yung Koprowski



Councilmember
Scott September



Councilmember
Bill Spence



Councilmember
Jared L. Taylor



Councilmember
Aimee Yentes

EXECUTIVE TEAM

Town Manager, *Patrick Banger*
Deputy Town Manager, *Mary Goodman*
Deputy Town Manager, *Leah Hubbard-Rhineheimer*
Deputy Town Manager, *Vacant*
Assistant to the Town Manager, *Nichole McCarty*

Chief Digital Officer, *Dana Berchman*
Chief People Officer, *Nathan Williams*
Chief Technology Officer, *Sasan Poureetezadi*
Development Services Director, *Kyle Mieras*
Economic Development Director, *Dan Henderson*
Finance Director, *Håkon Johanson*
Fire Chief, *Jim Jobusch*
Intergovernmental Affairs Director, *Rob Bohr*
Management and Budget Director, *Kelly Pfof*
Parks and Recreation Director, *Robert Carmona*
Police Chief, *Michael Soelberg*
Presiding Judge, *David Cutchen*
Public Works Director, *Jessica Marlow*
Town Attorney, *Chris Payne*
Town Clerk, *Lisa Maxwell*

ACKNOWLEDGEMENTS

Management and Budget Director, *Kelly Pfof*

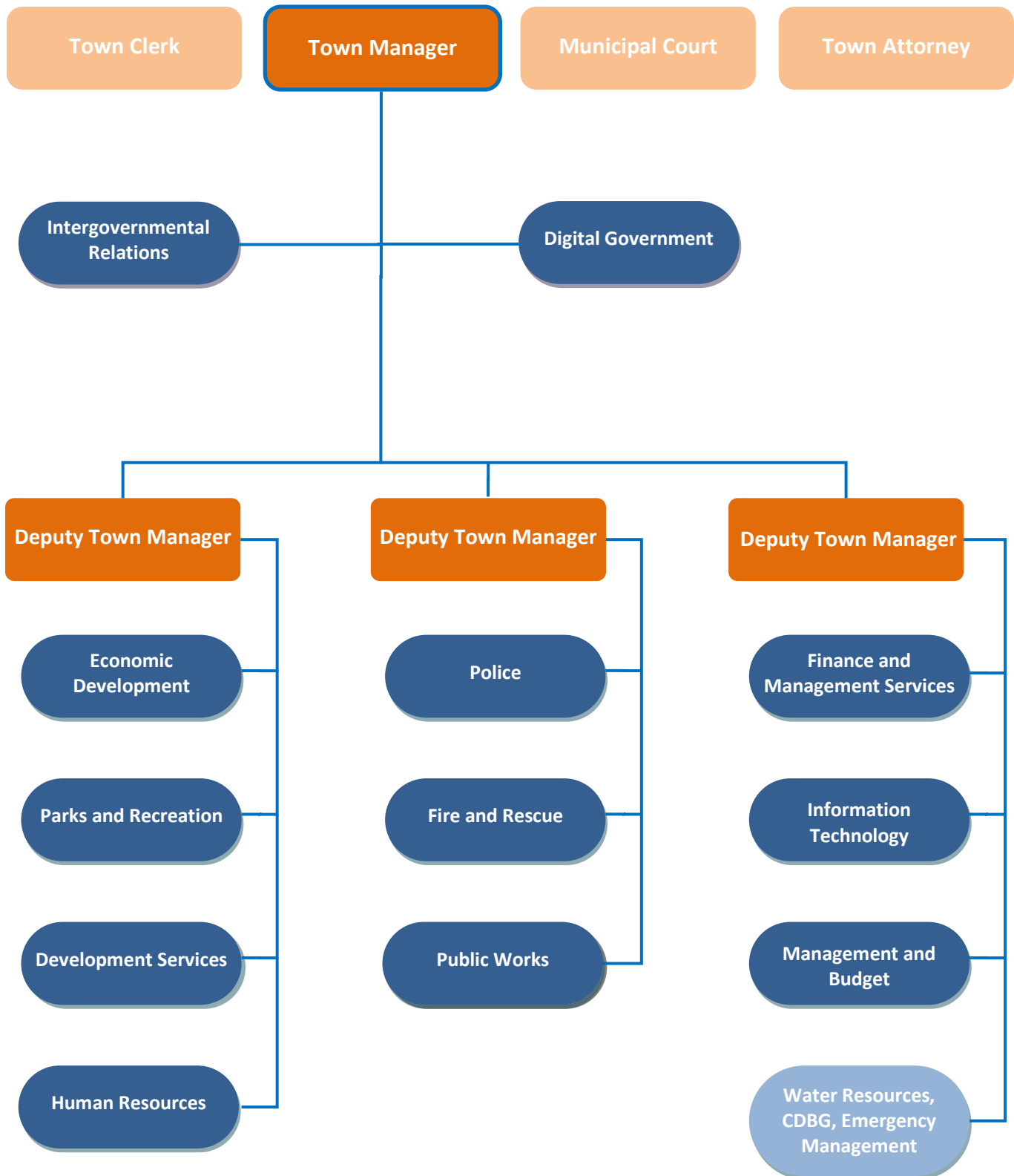
Management and Budget Analyst, *Laura Lorenzen*
Management and Budget Analyst, *Carlos Lamkin*
Management and Budget Specialist, *Patti Hageman*

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

ADVISORY ORGANIZATIONAL CHART



ORGANIZATIONAL REPORT CHART



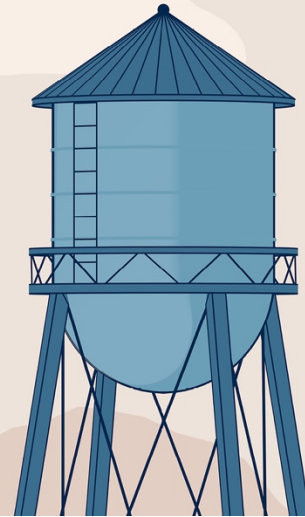
IN GILBERT, OUR MISSION IS TO:

**ANTICIPATE.
CREATE.
HELP PEOPLE.**

AS TEAM GILBERT WE ARE:

DRIVEN | KIND | BOLD | HUMBLE

GILBERTAZ.GOV/MISSION



Driven	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.
Kind	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.
Bold	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.
Humble	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.

ORGANIZATION FOCUS AREAS

In February 2019, Gilbert unveiled its new mission: “Anticipate. Create. Help people.” As Gilbert celebrated 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 focus areas to prepare us to become the “City of the Future.” The Town’s 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 complement department goals, and town-wide focus areas. The FY 2021 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 2021 WILDLY IMPORTANT GOALS**Prosperous
Community**

Implementation of new Gilbert brand
to include logo, color scheme, fonts
and messaging

Crime Lab & Family Advocacy Center &
Dispatch Expansion

WhatWorks Cities Certification

Diversity, Equity & Inclusion

**Strong
Economy**

NW Corridor Redevelopment District

**Exceptional
Built Environment**

Transportation Infrastructure Ballot
Education & Outreach

Shade & Streetscape Masterplan

IT Roadmap & Plan

Integrated Mobility Masterplan

Fiber Broadband Solution

FY 2021 WILDLY IMPORTANT GOALS



Prosperous Community

FY 2021 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. Implementation of New Gilbert Brand. Complete the digital roll-out of the new brand and create a plan for printed materials roll-out by June 30, 2021.	L= DG KS = All
2. Crime Lab/Family Advocacy Center & Dispatch Expansion. Complete the Crime Lab assessment by June 30, 2021. Identify funding sources and design consultations for Advocacy Center and Dispatch Expansion by June 30, 2021.	L= PD KS = CIP, Fac, IT
3. What Works Cities Certification. Achieve certification by June 30, 2021.	L = DG KS = All
4. Diversity, Equity & Inclusion. Increase the number of employees who agree that diversity, equity and inclusion is important to the Town from 80% to 83% by March 2021.	L = HR KS = All



Strong Economy

FY 2021 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. NW Corridor Redevelopment District. Establish a Redevelopment Plan by June 30, 2021.	L= ED KS = DS, FD, PD, PW



Exceptional Built Environment

FY 2021 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. Transportation Infrastructure Ballot Education and Outreach. Create and implement multiple educational tools and resources by June 30, 2021.	L= PW KS = DG, DS, FM, GC, MB, PR, TC
2. Shade and Streetscape Master Plan. Award contract to consultant and have the plan at 50% completion by June 30, 2021.	L= DS KS = CIP, ED, PR, ST
3. IT Roadmap and Plan. Complete major milestones for the following pillars: Customer Experience, Strategic Partnerships & Alliances, Data Management, Project Prioritization and Cybersecurity by June 30, 2021.	L = IT KS = All
4. Integrated Mobility Master Plan. Complete scope of work through task #5 by June 30, 2021.	L = DS KS = CIP, ED, IT, PR, ST, TE
5. Fiber Broadband Solution. Complete the RFP process and contract with firm to begin system design by June 30, 2021.	L= TM KS = CIP, DS, ED, IG, IT

Abbreviation Guide

All	All Departments	Fac	Facilities	IT	Information Technology	PW	Public Works
CIO	Chief Innovation Officer	FD	Fire	LRTP	Long Range Transportation Plan	ST	Streets
CIP	Capital Improvement Plan	FM	Finance and Management	MB	Management and Budget	TC	Town Clerk
DG	Digital Government	GC	Legal	PD	Police	TE	Traffic Engineering
DS	Development Services	HR	Human Resources	PR	Parks and Recreation	TM	Town Manager
ED	Economic Development	IG	Intergovernmental Relations				

FY 2020 Wildly Important Goals and Results

Prosperous Community



FY 2020 Wildly Important Goals	FY 2020 Results	Lead (L) Key Stakeholders (KS)	Goal Status
1. Public Safety Training Facility. Complete 50% of construction on the Public Safety Training Facility by June 2020.	Completed 60% of construction on the Public Safety Training Facility by June 2020.	L= CIP KS = PD, FD	 Achieved
2. Bike Lane Safety Improvements. Improve bike lane safety standards and create a CIP project for "safe routes" through Town by June 2020.	Created CIP project ST2102, adopted June 16, 2020 in the updated CIP. Project funding included in streets bond proposal for 2021. Additional engineering standards for increasing bike lane safety are ongoing.	L= LRTP KS = ST, TE, CIP	 Achieved
3. Micro-mobility. Evaluate needs and develop micro-mobility strategy as part of the Transportation Masterplan by June 2020.	Council approved contract for the Transportation Masterplan on June 2, 2020. The scope includes a strategy and plan for addressing micro-mobility.	L = DS KS = ST, TE, CIP, GC, CIO	 Achieved
4. 2020 General Plan Update. Update the general plan, and obtain Council approval by June 2020.	Update completed and approved by Council on February 4, 2020. General plan included on August 4, 2020 ballot for voter ratification.	L = DS KS = CIO	 Achieved
5. 311 Response Time. Reduce the average time for acknowledged 311 requests from .55 days to .5 days, Monday-Friday, by June 2020.	Improved average response time to .3 days, Monday-Friday, by June 2020. Response time for the first four months of 2020 was increased to .4 days, with a slight jump in March (up to .7 days), most likely due to COVID-19 shifts to remote work.	L= DG KS = All, CIO	 Achieved
6. Signature Event. Create a new annual signature event or tradition by June 2020.	Due to COVID-19 requirements, signature event was not deliverable by June 2020. Instead, Parks and Recreation created new special events, including a successful Drive-In Movie Event Series which attracted nearly 500 vehicles over a five-night period. Creation of a signature event will be reevaluated in the future depending on appropriate response to COVID-19.	L = PR KS = ED, PD, FD, PW	 In Progress

Strong Economy



FY 2020 Wildly Important Goals	FY 2020 Results	Lead (L) Key Stakeholders (KS)	Goal Status
1. NW Corridor Redevelopment District. Establish a NW Corridor redevelopment district and create a redevelopment plan by June 2020.	NW Area scope evolved as legal and operational departments and stakeholders were consulted. Instead delivered a Vision Plan for the NW Area by June 2020 that will be presented to Council by December 2020.	L= ED KS = DS, PD, PW, CIO	 In Progress
2. Destination Event. Create a destination event (food/wine) by June 2020.	Due to COVID-19 restrictions, destination event was not deliverable by June of 2020. Instead, an operations plan for having events was created by June 2020. Creation of a destination event will be reevaluated in the future depending on appropriate response to COVID-19.	L= ED, PR KS = PD, PW	 In Progress

FY 2020 Wildly Important Goals	FY 2020 Results	Lead (L) Key Stakeholders (KS)	Goal Status
3. AAA GO Bond Rating. Improve Gilbert's GO bond rating from Standard & Poor's credit rating agency from AA+ to AAA by the end of June 2020.	Improved GO bond rating from AA+ to AAA from Standard and Poor's credit rating agency in July 2019. Highest ratings with all three agencies were reaffirmed with Public Safety Training Facility ratings, even amidst COVID-19.	L = FM, MB	 Achieved
4. Sales Tax Diversification. Identify optimal revenue diversification and develop a supporting strategy by June 2020.	Discussed optimal revenue diversification with Town Council at April 2020 Financial Retreat. Plans to implement their direction over coming year(s) is ongoing.	L = MB, FM KS = ED	 Achieved

Exceptional Built Environment



FY 2020 Wildly Important Goals	FY 2020 Results	Lead (L) Key Stakeholders (KS)	Goal Status
1. Intelligent Traffic Systems. Complete feasibility analysis for intelligent traffic systems by June 2020.	Selected consultant and conducted interviews. Consultant contract was approved in April 2020. Project is 10% complete with individual meetings scheduled. Estimated completion by January 2021.	L= TE KS = IT, CIP, CIO	 In Progress
2. Commuter Rail Stations. Create a conceptual master plan for two potential commuter rail stations by June 2020.	Negotiated scope and fee with Gensler. Contract award was delayed as result of COVID-19 but is anticipated to be awarded in Spring of 2021.	L= LRTP KS = CIP, CIO	 In Progress
3. Gilbert Regional Park. Open phase 1 of Gilbert Regional Park by September 2019, and phase 1b by summer 2020.	Phase 1 opened on September 21, 2019. Phase 1b Sports Courts opened on July 24, 2020 and the Performance Stage and Great Lawn will open in October 2020.	L = CIP, PR KS = CIO, IT	 Achieved
4. Desert Sky Park. Open phase 1 of Desert Sky Park by October 2019.	Opened Desert Sky Park phase 1 on November 6, 2019.	L = CIP, PR KS = IT, CIO	 Achieved
5. Shade & Streetscape Masterplan. 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.	Scope developed with input from internal stakeholders by June 2020. Project anticipated to kick off in FY 2021.	L= DS, PW, PR KS = CIP	 In Progress
6. Long Range Infrastructure Plan. Complete the first comprehensive, town-wide LRIP, and bring a funding policy to Council for consideration at the spring 2020 financial retreat.	Completed town-wide LRIP and presented to Town Council at April 2020 Financial Retreat.	L = PW, PR, MB KS = IT	 Achieved
7. Fiber Optic Master Plan Update. Update the 2010 fiber optic masterplan by June 2020.	Completed 60% of fiber optic masterplan update by June 2020. Project has experienced delays due to difficulty with department coordination related to COVID-19. Project anticipated for completion by October 2020.	L = TE KS = IT, CIP, CIO	 In Progress
8. What Works Cities Platinum Certification. Be the first city in Arizona to achieve a Platinum Certification in the What Works Cities Certification Program.	Submitted application in August 2019, with evaluation lasting through October. The Town did not qualify for any level of the certification. Received estimated score of 40% with an 18/45 criteria. Next application opportunity for What Works Cities Certification is June 2020, and the Town intends to apply.	L= DG KS = All	 In Progress

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?"

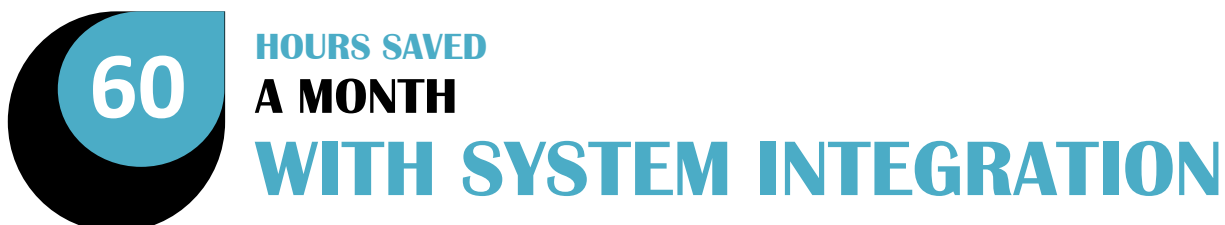
Since departments are so diverse, it is hard to find a "one size fits all" approach. We believe that through the marrying of our Organizational Transformation approach (EDGE) and *The 4 Disciplines of Execution* (WIGs), we are equipping the organization with a variety of quality tools and agile techniques 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 2020 included:

- Creating a process to accommodate new legislation regarding vacation home rentals (SB 2672). The high labor cost involved in administering this legislation would far exceed any revenue from violations the Town of Gilbert would collect from the fines mandated by the Department of Revenue. Creation of the new process followed Design for Six Sigma and involved stakeholders from Tax, IT, Courts, Fire, PD, Town Clerk, Digital Government, Intergovernmental Affairs and Code Enforcement;
- Building integration between key systems for CIP and HR with an enterprise system (MUNIS). Working with process owners and vendors to identify manual entry into systems to eliminate over-processing. Estimating time savings for CIP is estimated to be 20 hours a month; for HR, an estimated 40 hours a month.
- Supporting the business case for a Victim Advocacy Center (MF 2490). Assisted Gilbert PD using their data and metrics to demonstrate current state of family unit detectives' time when responding to calls vs a proposed ideal state with a Victim Advocacy Center located in Gilbert.

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 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 celebrated its 100th anniversary in 2020, the town has grown to an estimated population of 264,900 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 2018 American Community Survey data, more than 45 percent of Gilbert residents hold a bachelor's degree or higher, compared to the Phoenix average of 32 percent. In addition, Gilbert boasts one of the highest median household incomes in the state at \$91,318 (according to Census, 2019).

Gilbert's 2021 estimated population of 264,900 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 recently named the Best City for Business in Arizona. Our thriving community was named the 2nd Safest City in the U.S. in 2019 by FBI Crime Statistics and the 7th Best Place to Raise a Family in the U.S. in 2019 by WalletHub. In addition, in 2019 the Town was named the 4th Best City to Buy a Family Home in the U.S. by SmartAsset.



Source: U.S. Census Annual Population Estimates, 2018

GILBERT AT A GLANCE:

Year Founded: 1891
Year Incorporated: 1920

Planning Area: 72.6 square miles
Elevation: 1,273 feet

Annual average rainfall: 6.39 inches
Annual sunshine days: 343 days

Source: Maricopa County Weather Sensor Data 2020

Average Temperature in Fahrenheit (High/Low):
 January 67/41
 April 85/54
 July 106/77
 October 89/59

Source: The Weather Channel 2020

Transaction Privilege Tax Rate: 7.8%
 State/County 6.3%
 Gilbert 1.5%

Total Housing Units: 80,626
 Vacancy Rate 6.3%

Source: 2014-2018 American Community Survey

More information and statistics can be found at:

<http://www.gilbertaz.gov>

Census 2010 Population: 208,352

Census Annual Estimates (as of 7/1/19): 254,114
Estimated Population (as of 7/1/20): 264,900

Median age: 33.9

Under 18 30.6%
 18-24 8.0%
 25-44 29.0%
 45-64 23.4%
 65 and over 9.1%

Highway Distances from Gilbert:

Albuquerque, NM 477 Miles
 Dallas, TX 1,028 Miles
 Denver, CO 841 Miles
 Las Vegas, NV 315 Miles
 Los Angeles, CA 415 Miles
 Phoenix, AZ 12 Miles
 Salt Lake City, UT 708 Miles
 San Diego, CA 381 Miles
 San Francisco, CA 813 Miles
 Tucson, AZ 104 Miles

Demographics:

MEDIAN AGE

Gilbert

33.9

**Greater
Phoenix**

36.1



EDUCATIONAL ATTAINMENT

	Gilbert	Greater Phoenix
High School Graduate:	15.4%	22.6%
Some College, no degree:	24.3%	24.4%
Associate Degree:	9.8%	8.5%
Bachelor's Degree:	30.2%	20.3%
Graduate/Professional Degree:	15.4%	11.7%
High School Graduate or Greater:	95.1%	87.4%
Bachelor's Degree or Higher:	45.6%	32.0%

Source: U.S. Census American Community Survey, 2014-2018 for the Town of Gilbert, AZ and Maricopa County, AZ



Gilbert

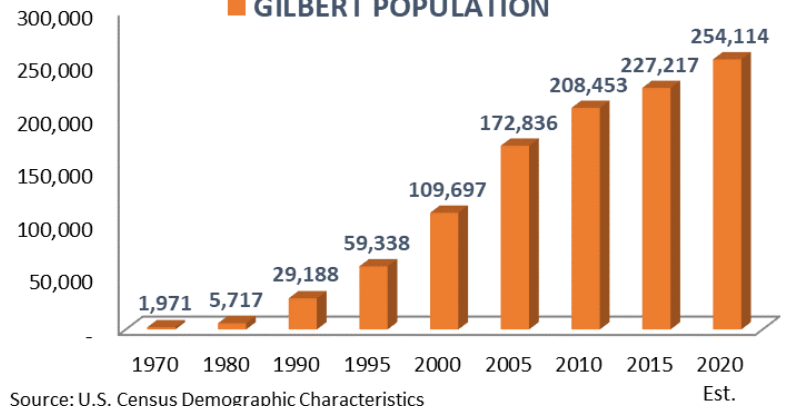


**Greater
Phoenix**

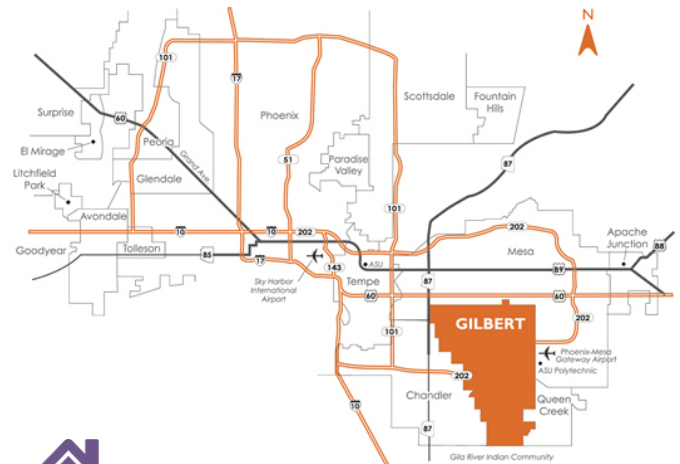
Median owner-occupied housing value	\$310,400	\$242,700
Median household income	\$92,350	\$61,606
Average household size	3.14	2.76

Source: U.S. Census American Community Survey, 2014-2018 for the Town of Gilbert, AZ and Maricopa County, AZ.

GILBERT POPULATION



Source: U.S. Census Demographic Characteristics



RACE / ETHNICITY



■ White, 69.7%	■ Black or African American, 3.4%
■ Hispanic, 16.9%	■ American Indian or Alaska Native, 0.9%
■ Asian, 5.9%	■ Native Hawaiian and Other Pacific, 0.2%
■ Other Race, 0.2%	■ Two or More Races, 3.0%

Source: U.S. Census American Community Survey, 2014-2018

AWARDS & RECOGNITIONS

- **Best City for Business in Arizona** (Arizona Chamber of Commerce and Industry, 2019)
- **Top Place in Arizona to Celebrate Halloween** (WalletHub, 2019)
- **2nd Safest City in the U.S.** (FBI Crime Statistics, 2019)
- **4th Best City to Buy a Family Home in the U.S.** (SmartAsset, 2019)
- **6th Valley's Healthiest Employers** (Phoenix Business Journal, 2019)
- **7th Best Place to Raise a Family in the U.S.** (WalletHub, 2019)
- **8th Best Midsize Real Estate Market in the U.S.** (WalletHub, 2019)
- **10th Best Place to Live in the U.S.** (HomeSnacks, 2019)
- **12th Safest City to Raise a Child in the U.S.** (SafeWise, 2019)

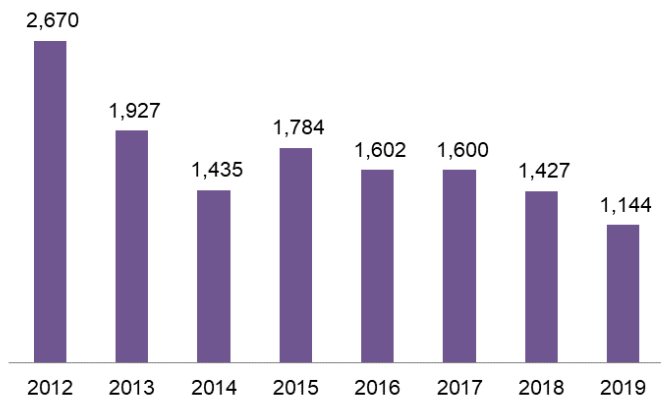
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Safest City
in the U.S.
according to
FBI Crime
Statistics, 2019

GILBERT GROWTH

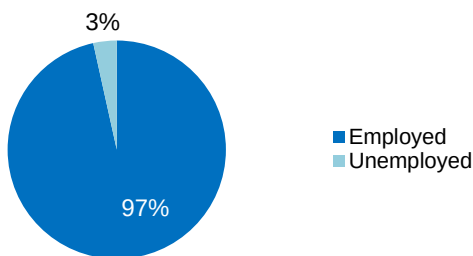


■ Single-Family Housing Permits, Calendar Year



CIVILIAN LABOR FORCE

2019 Labor force = 143,367



Source: Arizona Department of Economic Security, Local Area Unemployment Statistics (LAUS) Data - 2019

PRINCIPAL EMPLOYERS

Gilbert Unified School District	2,816
Banner Health	1,772
Town of Gilbert	1,482
GoDaddy Software, Inc.	1,426
Fry's Food and Drug	1,166
Higley Unified School District	1,112
B H Drywall	997
Dignity Health	956
Wal-Mart Stores, Inc	897
Isagenix International	710

Source: Gilbert Comprehensive Annual Financial Report, FY 2019

ECONOMIC HIGHLIGHTS

- From FY 2013 to FY 2019, private investment in Gilbert's four employment areas totaled over \$1 Billion.
Source: Gilbert Office of Economic Development
- STEM and STEM related job growth has outpaced total job growth over the last 5 years – 21% for STEM/STEM related vs. 16% total job growth. Source: Economic Modeling Specialists, Inc. 2014-2019
- Over the last 5 years, Gilbert has added \$4.05 million square-feet of office, industrial/flex, and retail space to its inventory, representing an increase of 17.8%. Source: CoStar 2015 Q2 – 2020 Q2

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
 - Police Department
 - Fire and Rescue
 - Parks and Recreation
 - Public Works – Engineering
- **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 (SDF)**
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 Governmental Accounting Standards Board (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 of 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.

In November 2019, the Firemen's Pension and Relief Fund Board acknowledged the death of the last pensioner paid out of the fund. As a result, the fund was disbanded in December 2020 and the remaining balance in the fund was transferred to the Fire Public Safety Retirement System (PSPRS) to be applied towards the Town of Gilbert's unfunded liability.

FUND STRUCTURE

	Governmental Funds				Proprietary Funds	
	General Fund (Major)	Roadway and Maintenance Fund	Other Capital Funds	Special Revenue Funds	Enterprise Funds	Internal Service Funds
Departments						
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 2021 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
- Prepare zero based budget on the supplies/contractual budgets for one-third of the organization each fiscal year
- 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 2021 the

BUDGET PROCESS

ongoing budgeted expenditures were \$168.0M. When calculated at 25% plus one year of debt service, the minimum fund balance requirement is \$47.1M.

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 2021, the General Fund contingency is approximately \$15.0M.

Gilbert budgets for contingencies in the following funds:

- General
- Streets – Roadway and Maintenance
- Streets – HURF
- 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 Generally Accepted Accounting Principles (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
Government 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

BUDGET CALENDAR

Date	Action
July 1 -31, 2019	CIP Team holds initial departmental meetings (review/prioritize new/existing capital improvement projects)
August 20, 2019	Executive Team Report Out; FTE benchmarks and status of one-time expenses from FY 2019
August 29 - October 29, 2019	Zero Base Departments and Budget Office finalize zero base budgets
September 5 - 12, 2019	Budget Kick off with the Executive Team, Second in Command group and Supervisors
September 3 - November 25, 2019	Departments enter requests in SharePoint for FY 2021 budget and five-year plans
September 3 - November 25, 2019	Analysts meet with Departments to review base budgets, new requests, capital improvement project (CIP) needs, and potential re-organizations
September 17 - October 8, 2019	Executive Team review of staffing vacancies
November 2019	CIP - Follow up meetings with Departments to review funding/timing/prioritization of projects
December 2019	Financial review of CIP projects
January 2020	Executive Team reviews departmental requests
February 5, 2020	Present Executive Team recommendations to Town Manager
February 13, 2020	Departments revise year end projections based on six months activity
March 2 - 30, 2020	Departments complete: purpose statements, current year accomplishments, upcoming year objectives, and performance measures/benchmarks.
March 10, 2020	Town Manager recommendations to Executive Team
April 16 and April 22, 2020	Council Financial Retreat
April 22 - May 4, 2020	Budget Office discussions with Council members
May 5, 2020	Council adopts FY 2021 preliminary budget
May 5, 2020	Council reviews draft FY 2021-2030 Capital Improvement Plan
May 5, 2020	Public Hearing to consider declaring June 16, 2020 as the date of public hearing and adoption of the FY 2021 property tax levy
June 16, 2020	Council adopts FY 2021-2030 Capital Improvement Plan
June 16, 2020	Council adopts FY 2021 final budget
June 16, 2020	Public hearing/adoption of FY 2021 property tax levy

INTRODUCTION

The Policies of Responsible Financial Management were revised and adopted in June 2020 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 version of the policies, refer to 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 (GAAP). 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 Town 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 and their post-issuance compliance requirements 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

23) Data In Decision Making

Gilbert supports the use of data in decision making and encourages departments to rigorously evaluate all programs, practices, and policies wherever feasible. Town departments are encouraged to integrate rigorous evaluation methods into their day-to-day operations and decision-making processes as they strive for excellence and transparency in service delivery. Departments may receive support and technical assistance for data analysis through the Office of Management and Budget, which has data-trained analysts; through the Office of Digital Government, which has data strategists and a data storyteller; or through data champions embedded in departments throughout the town. Department directors are encouraged to nominate a data champion within their department to lead and coordinate use of rigorous evaluation and data analysis of their operations. Departments are encouraged to use the results of their rigorous evaluations to inform their budget requests by including documentation on program evaluations and prioritizing programs that have been shown to be successful and cost effective.

Financial Overview

Short-Term Financial Plans

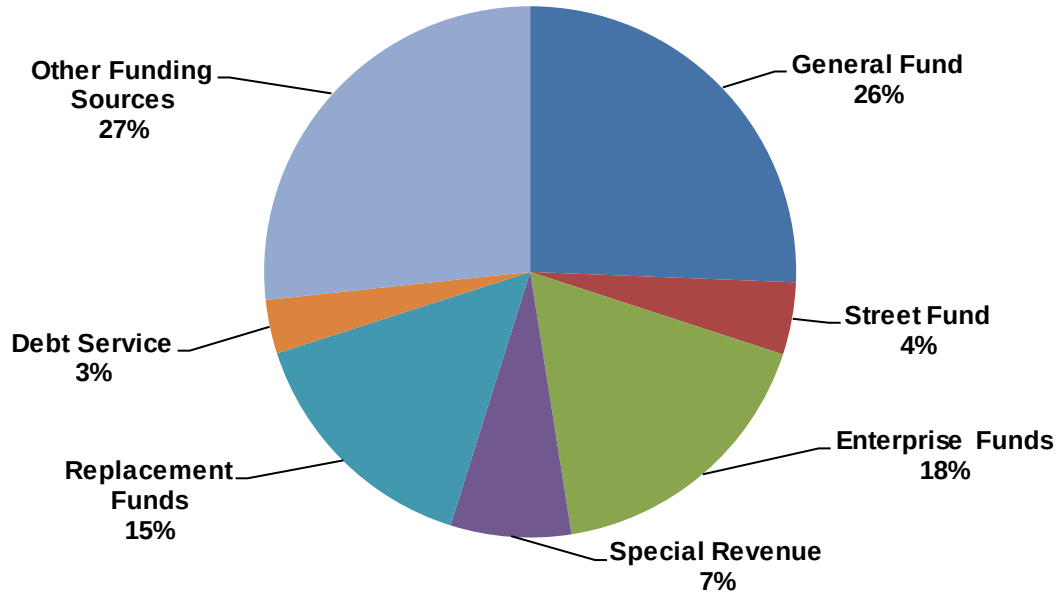
- Revenue and Expense Summary
- Fund Balances
- Budget Summary
- Revenue Summary by Fund
- Revenue Summary by Fund by Type
- Revenue Detail
- Expense Summary
- Expense Detail
- Property Tax Rates
- Personnel Summary

Long-Term Financial Plans

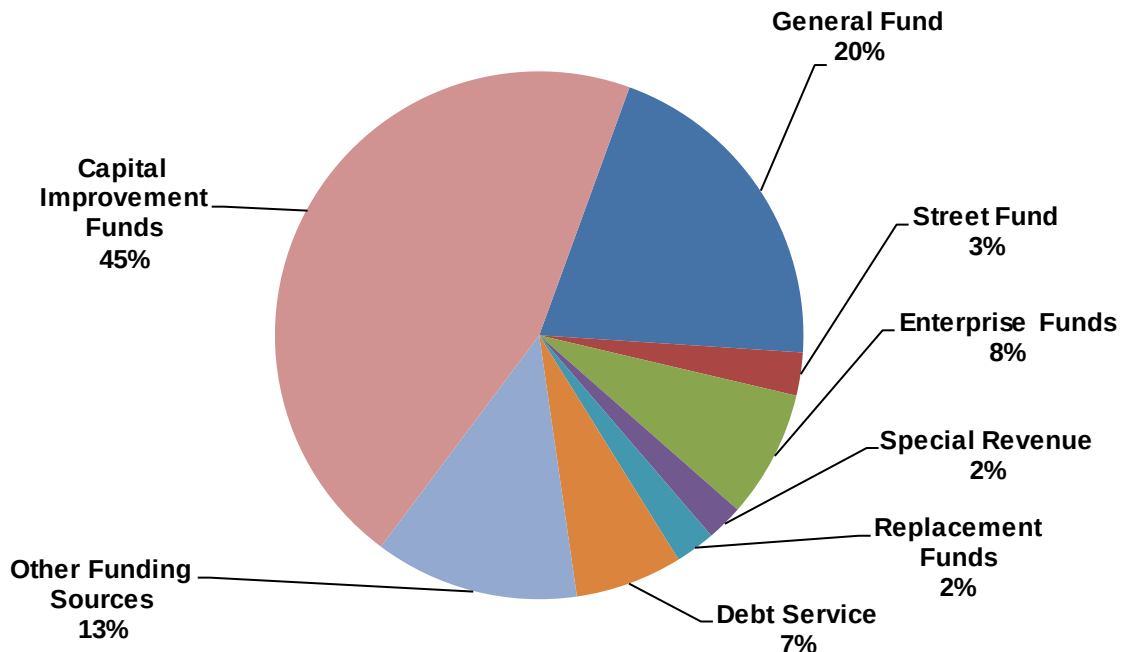
- Long-Term Financial Planning
- Revenue Sources
- Five-Year Forecasts



REVENUE AND EXPENSE SUMMARY



The funds available for FY 2021 are approximately \$1,086,067,000. 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 2021 are approximately \$964,643,000. 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 percentage of expenditures by major category, excluding Internal Service Funds.



FUND BALANCES

	Starting Balance	Revenue	Transfer Revenue	Total Sources
GENERAL FUND	\$ 99,446,607	\$ 178,868,000	\$ 6,771,090	\$ 285,085,697
STREETS				
Roadway and Maintenance	14,411,346	10,418,000	600,000	\$ 25,429,346
Highways and Streets	6,530,880	16,445,000	-	\$ 22,975,880
ENTERPRISE FUNDS				
Water	43,504,771	51,350,000	-	\$ 94,854,771
Wastewater	24,625,894	30,585,000	1,035,000	\$ 56,245,894
Enviro Svcs - Residential	13,234,870	14,945,000	-	\$ 28,179,870
Enviro Svcs - Commercial	1,952,671	2,732,000	-	\$ 4,684,671
Environmental Compliance	1,289,031	5,697,000	-	\$ 6,986,031
INTERNAL SERVICE				
Fleet Maintenance	201,670	8,440,000	-	\$ 8,641,670
Health Self-Insurance	6,503,960	18,285,000	-	\$ 24,788,960
Dental Self-Insurance	814,600	1,365,000	-	\$ 2,179,600
REPLACEMENT FUNDS				
General	11,491,270	80,000	17,380,000	\$ 28,951,270
Streets	6,197,860	30,000	790,000	\$ 7,017,860
Ambulance Service	-	-	246,000	\$ 246,000
Water	75,588,247	600,000	13,430,000	\$ 89,618,247
Wastewater	60,501,529	200,000	10,200,000	\$ 70,901,529
Enviro Svcs - Residential	3,405,800	55,000	1,345,000	\$ 4,805,800
Enviro Svcs - Commercial	909,100	2,000	412,000	\$ 1,323,100
Environmental Compliance	5,009,680	5,000	2,245,000	\$ 7,259,680
Fleet	998,700	1,000	50,000	\$ 1,049,700
SUB TOTAL OPERATING FUNDS	376,618,486	340,103,000	54,504,090	\$ 771,225,576
SPECIAL REVENUE FUNDS				
Miscellaneous Grants	5,350,700	5,705,250	-	\$ 11,055,950
CDBG/HOME	14,101	2,607,020	-	\$ 2,621,121
Street Light Improvement	44,600	1,806,070	-	\$ 1,850,670
Parkway Improvement	182,080	942,160	-	\$ 1,124,240
Police Impound	8,870	85,000	150,000	\$ 243,870
Ambulance Service	394,140	5,580,000	956,000	\$ 6,930,140
Other Special Revenue	2,212,210	2,369,190	-	\$ 4,581,400
Traffic Signal SDF	13,308,892	2,015,000	-	\$ 15,323,892
Police SDF	3,175,620	2,005,000	-	\$ 5,180,620
Fire SDF	(8,538,827)	2,500,000	-	\$ (6,038,827)
Parks and Recreation SDF	14,501,009	7,565,000	-	\$ 22,066,009
General Government SDF	(5,512,420)	2,500,000	-	\$ (3,012,420)
Road Maintenance SDF	753,000	1,000,000	-	\$ 1,753,000
Water SDF	2,492,731	7,550,000	-	\$ 10,042,731
Water Resource SDF	(25,198,000)	2,500,000	-	\$ (22,698,000)
Neely Wastewater SDF	6,082,207	410,000	-	\$ 6,492,207
Greenfield Wastewater SDF	19,098,443	4,050,000	-	\$ 23,148,443



FUND BALANCES

	Expense	Transfer Expense	Total Uses	Ending Balance
GENERAL FUND	\$ 197,592,050	\$ 40,346,770	\$ 237,938,820	\$ 47,146,877
STREETS				
Roadway and Maintenance	8,798,680	15,417,710	\$ 24,216,390	\$ 1,212,956
Highways and Streets	16,621,130	1,027,190	\$ 17,648,320	\$ 5,327,560
ENTERPRISE FUNDS				
Water	34,335,240	37,966,750	\$ 72,301,990	\$ 22,552,781
Wastewater	19,955,000	27,706,110	\$ 47,661,110	\$ 8,584,784
Enviro Svcs - Residential	16,282,010	6,484,010	\$ 22,766,020	\$ 5,413,850
Enviro Svcs - Commercial	2,690,830	1,171,850	\$ 3,862,680	\$ 821,991
Environmental Compliance	2,080,580	4,454,030	\$ 6,534,610	\$ 451,421
INTERNAL SERVICE				
Fleet Maintenance	8,582,260	56,420	\$ 8,638,680	\$ 2,990
Health Self-Insurance	18,297,380	-	\$ 18,297,380	\$ 6,491,580
Dental Self-Insurance	1,317,000	-	\$ 1,317,000	\$ 862,600
REPLACEMENT FUNDS				
General	8,296,670	14,030,000	\$ 22,326,670	\$ 6,624,600
Streets	1,210,660	-	\$ 1,210,660	\$ 5,807,200
Ambulance Service	-	-	\$ -	\$ 246,000
Water	3,092,500	65,075,770	\$ 68,168,270	\$ 21,449,977
Wastewater	4,125,590	48,978,560	\$ 53,104,150	\$ 17,797,379
Enviro Svcs - Residential	4,708,710	-	\$ 4,708,710	\$ 97,090
Enviro Svcs - Commercial	535,170	-	\$ 535,170	\$ 787,930
Environmental Compliance	1,525,000	126,000	\$ 1,651,000	\$ 5,608,680
Fleet	77,800	971,000	\$ 1,048,800	\$ 900
SUB TOTAL OPERATING FUNDS	350,124,260	263,812,170	\$ 613,936,430	\$ 157,289,146
SPECIAL REVENUE FUNDS				
Miscellaneous Grants	5,705,250	-	\$ 5,705,250	\$ 5,350,700
CDBG/HOME	1,386,140	1,220,880	\$ 2,607,020	\$ 14,101
Street Light Improvement	1,939,000	-	\$ 1,939,000	\$ (88,330)
Parkway Improvement	1,117,450	-	\$ 1,117,450	\$ 6,790
Police Impound	183,710	15,000	\$ 198,710	\$ 45,160
Ambulance Service	6,682,620	246,000	\$ 6,928,620	\$ 1,520
Other Special Revenue	3,149,000	-	\$ 3,149,000	\$ 1,432,400
Traffic Signal SDF	3,690	6,580,270	\$ 6,583,960	\$ 8,739,932
Police SDF	1,295,390	3,020,200	\$ 4,315,590	\$ 865,030
Fire SDF	3,690	1,357,910	\$ 1,361,600	\$ (7,400,427)
Parks and Recreation SDF	3,690	15,126,720	\$ 15,130,410	\$ 6,935,599
General Government SDF	3,690	2,479,660	\$ 2,483,350	\$ (5,495,770)
Road Maintenance SDF	3,690	17,103,000	\$ 17,106,690	\$ (15,353,690)
Water SDF	3,690	32,553,170	\$ 32,556,860	\$ (22,514,129)
Water Resource SDF	3,690	13,602,380	\$ 13,606,070	\$ (36,304,070)
Neely Wastewater SDF	3,690	5,818,830	\$ 5,822,520	\$ 669,687
Greenfield Wastewater SDF	3,690	12,099,050	\$ 12,102,740	\$ 11,045,703

FUND BALANCES

	Starting Balance	Revenue	Transfer Revenue	Total Sources
OTHER FUNDING SOURCES				
CIP Administration	-	2,364,350	-	\$ 2,364,350
Contingency	-	100,000,000	-	\$ 100,000,000
GO Bonds Proceeds	72,547,725	-	-	\$ 72,547,725
Outside Sources	33,898,295	10,656,000	-	\$ 44,554,295
Prop 400	25,941,551	25,561,000	-	\$ 51,502,551
MPC - Public Facilities	415,000	-	-	\$ 415,000
MPC - Water System	17,533,259	300,000	-	\$ 17,833,259
MPC - Wastewater System	616,787	-	-	\$ 616,787
CAPITAL IMPROVEMENT FUNDS				
Redevelopment	-	-	8,614,630	\$ 8,614,630
Streets	-	-	121,249,330	\$ 121,249,330
Traffic Control	-	-	11,197,730	\$ 11,197,730
Parks and Recreation	-	-	23,116,160	\$ 23,116,160
Municipal Facilities	-	-	76,417,910	\$ 76,417,910
Water	-	-	117,685,720	\$ 117,685,720
Wastewater	-	-	76,868,100	\$ 76,868,100
Storm Water	-	-	2,191,000	\$ 2,191,000
DEBT SERVICE	4,265,070	31,297,840	32,763,900	\$ 68,326,810
TOTAL ALL FUNDS	\$ 560,205,529	\$ 561,471,880	\$ 525,714,570	\$ 1,647,391,979

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
- 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.

FUND BALANCES

	<u>Expense</u>	<u>Transfer Expense</u>	<u>Total Uses</u>	<u>Ending Balance</u>
OTHER FUNDING SOURCES				
CIP Administration	2,224,220	140,130	\$ 2,364,350	\$ -
Contingency	100,000,000	-	\$ 100,000,000	\$ -
GO Bonds Proceeds	-	66,828,730	\$ 66,828,730	\$ 5,718,995
Outside Sources	-	36,684,360	\$ 36,684,360	\$ 7,869,935
Prop 400	-	47,026,110	\$ 47,026,110	\$ 4,476,441
MPC - Public Facilities	-	-	\$ -	\$ 415,000
MPC - Water System	15,731,490	-	\$ 15,731,490	\$ 2,101,769
MPC - Wastewater System	2,640,100	-	\$ 2,640,100	\$ (2,023,313)
CAPITAL IMPROVEMENT FUNDS				
Redevelopment	8,614,630	-	\$ 8,614,630	\$ -
Streets	121,249,330	-	\$ 121,249,330	\$ -
Traffic Control	11,197,730	-	\$ 11,197,730	\$ -
Parks and Recreation	23,116,160	-	\$ 23,116,160	\$ -
Municipal Facilities	76,417,910	-	\$ 76,417,910	\$ -
Water	117,685,720	-	\$ 117,685,720	\$ -
Wastewater	76,868,100	-	\$ 76,868,100	\$ -
Storm Water	2,191,000	-	\$ 2,191,000	\$ -
DEBT SERVICE	63,287,490	-	\$ 63,287,490	\$ 5,039,320
TOTAL ALL FUNDS	\$ 992,839,910	\$ 525,714,570	\$ 1,518,554,480	\$ 128,837,499

- 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.
- WRMPD Bond construction is in progress on the Greenfield Wastewater Treatment Plant. In an effort to ensure excess bond funds were not sold, the Town sized the issuance slightly smaller than the construction estimates. When the project closes out, bond funds will be used and then appropriate SDF cash will be used to make up the gap.

BUDGET SUMMARY

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
General Fund	982.89	1,032.97	1,093.22	1,087.54	1,130.44
Enterprise Funds	272.79	279.34	286.02	286.02	289.27
Streets Funds	53.49	55.66	55.66	55.66	57.66
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	10.75	11.25	11.25	16.45	49.31
Capital Improvements	12.40	12.40	13.40	13.40	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
Total Personnel	1,358.32	1,417.62	1,485.55	1,485.07	1,566.08

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
General Fund	158,109,389	151,606,753	194,474,865	177,370,440	197,592,050
Enterprise Funds	65,339,772	59,294,157	72,983,760	63,754,410	75,343,660
Streets Funds	18,949,617	16,215,862	23,024,660	19,698,130	25,419,810
Internal Service Funds	22,529,221	23,812,391	27,116,610	27,926,830	28,196,640
Replacement Funds	26,423,611	7,141,907	22,803,100	6,384,960	23,572,100
Special Revenue	19,357,381	6,983,251	12,525,370	6,820,820	21,491,770
Capital Improvements	69,156,794	161,544,428	634,811,890	109,497,041	557,936,390
Debt Service	121,138,383	58,900,465	61,202,370	56,689,130	63,287,490
Trust Accounts	2,500	2,500	2,500	86,760	-
Total Expenses	\$501,006,668	\$485,501,714	\$1,048,945,125	\$468,228,521	\$ 992,839,910

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	138,133,413	146,156,010	166,944,945	163,585,010	169,686,050
Supplies & Contractual	235,695,611	179,024,024	231,103,970	190,668,667	243,422,720
Capital Outlay	127,177,644	160,321,680	650,896,210	113,974,844	579,731,140
Total Expenses	\$501,006,668	\$485,501,714	\$1,048,945,125	\$468,228,521	\$ 992,839,910

BUDGET SUMMARY

REVENUE BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
General Fund	164,714,385	177,772,175	179,962,500	179,112,000	178,868,000
Streets Funds	25,669,559	27,704,644	27,658,000	25,773,000	26,863,000
Enterprise Funds	89,967,617	98,386,759	100,573,000	103,589,000	105,309,000
Internal Service Funds	25,407,940	26,060,507	27,020,530	28,086,000	28,090,000
Replacement Funds	2,214,947	4,220,184	1,003,000	3,775,700	973,000
Special Revenue	45,577,732	48,116,511	63,778,080	63,685,666	51,189,690
Capital Improvements	80,137,001	11,920,324	208,904,030	109,645,964	138,931,350
Debt Service	22,681,232	23,275,410	29,518,240	24,985,000	31,247,840
Trust Accounts	1,076	1,923	-	-	-
Total Revenue	\$456,371,489	\$417,458,437	\$ 638,417,380	\$538,652,330	\$ 561,471,880

REVENUE BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Taxes and Fees	118,018,982	127,868,637	127,896,180	127,576,180	129,073,230
Intergovernmental	100,626,798	88,762,791	113,568,210	109,883,000	125,674,270
Licenses and Permits	4,701,052	5,785,678	4,335,000	4,201,000	3,709,000
Charges for Service	34,485,778	35,126,021	37,253,160	36,553,564	43,963,350
Fines and Forfeitures	4,064,775	3,898,014	4,006,000	3,613,000	3,528,000
Enterprise Revenue	87,864,213	95,184,732	98,358,000	100,748,000	101,638,000
Miscellaneous Revenue	106,609,891	60,832,564	253,000,830	156,077,586	153,886,030
Total Revenue	\$456,371,489	\$417,458,437	\$ 638,417,380	\$538,652,330	\$ 561,471,880

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	456,371,489	417,458,437	638,417,380	538,652,330	561,471,880
Transfers In	92,790,391	200,387,061	602,293,070	168,960,007	525,714,570
Total Sources	\$549,161,880	\$617,845,498	\$1,240,710,450	\$707,612,337	\$1,087,186,450
Total Expenses	501,006,668	485,501,714	1,048,945,125	468,228,521	992,839,910
Transfers Out	92,790,391	200,387,061	602,293,070	168,960,007	525,714,570
Total Uses	\$593,797,059	\$685,888,775	\$1,651,238,195	\$637,188,528	\$1,518,554,480
Net Operating Result	\$ (44,635,179)	\$ (68,043,277)	\$ (410,527,745)	\$ 70,423,809	\$ (431,368,030)



REVENUE SUMMARY BY FUND

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
GENERAL FUND					
Non-Allocated	147,168,969	158,445,240	161,140,500	161,601,000	161,479,000
Mayor and Council	107,566	95,888	88,000	110,000	110,000
Town Manager	10,836	3,105	-	-	-
Economic Development	83,360	97,834	110,000	114,000	130,000
Human Resources	10,554	3,979	4,000	4,000	4,000
Management and Budget	475	-	-	-	-
Town Clerk	845	4,159	-	-	-
Legal	16,741	22,612	15,000	15,000	-
Finance and Mgmt Svcs	179,976	228,324	200,000	179,000	175,000
Municipal Court	330,342	329,433	297,000	297,000	292,000
Development Svcs	7,239,744	8,451,382	6,635,000	6,603,000	6,021,000
Police	3,515,809	3,364,949	3,402,000	3,047,000	2,967,000
Fire an Rescue	2,066,717	2,217,821	2,414,000	1,946,000	1,995,000
Parks and Recreation	3,982,007	4,507,449	5,657,000	5,196,000	5,695,000
Non-Departmental	444	-	-	-	-
TOTAL GENERAL FUND	\$ 164,714,385	\$ 177,772,175	\$ 179,962,500	\$ 179,112,000	\$ 178,868,000
STREETS					
Roadway and Maintenance	9,991,398	10,786,147	11,113,000	10,593,000	10,418,000
Highways and Streets	15,678,161	16,918,497	16,545,000	15,180,000	16,445,000
TOTAL STREETS	\$ 25,669,559	\$ 27,704,644	\$ 27,658,000	\$ 25,773,000	\$ 26,863,000
ENTERPRISE OPERATIONS					
Water	44,625,518	48,235,492	48,475,000	50,475,000	51,350,000
Wastewater	26,761,527	29,103,293	30,085,000	30,710,000	30,585,000
Enviro Services Residential	15,968,594	15,404,321	14,760,000	15,175,000	14,945,000
Enviro Services Commercial	2,611,978	2,684,955	2,703,000	2,774,000	2,732,000
Environmental Compliance	-	2,958,698	4,550,000	4,455,000	5,697,000
TOTAL ENTERPRISE OPERATIONS	\$ 89,967,617	\$ 98,386,759	\$ 100,573,000	\$ 103,589,000	\$ 105,309,000
INTERNAL SERVICES	\$ 25,407,940	\$ 26,060,507	\$ 27,020,530	\$ 28,086,000	\$ 28,090,000
REPLACEMENT FUNDS					
General	250,817	349,565	80,000	200,000	80,000
Streets	83,786	168,114	30,000	156,000	30,000
Water	1,032,008	1,718,814	600,000	1,800,000	600,000
Wastewater	735,135	1,169,569	200,000	1,200,000	200,000
Enviro Service Residential	100,382	756,279	90,000	349,700	55,000
Enviro Service Commercial	9,687	32,954	3,000	10,000	2,000
Environmental Compliance	-	12,625	-	50,000	5,000
Fleet	3,132	12,264	-	10,000	1,000
TOTAL REPLACEMENT FUNDS	\$ 2,214,947	\$ 4,220,184	\$ 1,003,000	\$ 3,775,700	\$ 973,000
SPECIAL REVENUE FUNDS					
Miscellaneous Grants	384,405	434,961	5,189,150	5,189,150	5,705,250
CDBG/HOME	1,984,826	867,275	2,039,060	924,850	2,607,020



REVENUE SUMMARY BY FUND

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Maintenance Districts	2,921,434	2,922,742	2,701,180	2,701,180	2,748,230
Police Impound	249,674	144,518	100,000	85,000	85,000
Ambulance Service	-	-	-	300,000	5,580,000
Other Special Revenue	2,209,711	1,982,651	2,578,690	1,578,690	2,369,190
Development Funds	37,827,682	41,764,364	51,170,000	52,906,796	32,095,000
TOTAL SPECIAL REVENUE FUNDS	\$ 45,577,732	\$ 48,116,511	\$ 63,778,080	\$ 63,685,666	\$ 51,189,690
OTHER FUNDING SOURCES	\$ 80,137,001	\$ 11,920,323	\$ 208,904,030	\$ 109,645,964	\$ 138,931,350
CAPITAL IMPROVEMENT FUNDS	\$ -	\$ 1	\$ -	\$ -	\$ -
DEBT SERVICE	\$ 22,681,232	\$ 23,275,410	\$ 29,518,240	\$ 24,985,000	\$ 31,247,840
TRUST ACCOUNTS	\$ 1,076	\$ 1,923	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 456,371,489	\$ 417,458,437	\$ 638,417,380	\$ 538,652,330	\$ 561,471,880
CARRY OVER FUNDS					\$ 431,368,030
TOTAL RESOURCES					\$ 992,839,910



REVENUE SUMMARY BY FUND BY TYPE

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
GENERAL FUND					
Taxes and Fees	93,551,292	102,648,966	101,045,000	100,725,000	100,445,000
Intergovernmental Revenue	54,112,370	55,835,664	59,530,000	59,359,000	61,920,000
Licenses and Permits	4,644,714	5,735,378	4,310,000	4,155,000	3,675,000
Charges for Service	7,292,702	7,844,221	8,841,000	8,400,000	8,787,000
Fines and Forfeitures	3,625,730	3,470,417	3,522,000	3,129,000	3,054,000
Enterprise Revenue	-	169	-	-	-
Miscellaneous Revenue	1,487,577	2,237,360	2,714,500	3,344,000	987,000
TOTAL GENERAL FUND	\$ 164,714,385	\$ 177,772,175	\$ 179,962,500	\$ 179,112,000	\$ 178,868,000
STREETS					
Intergovernmental Revenue	25,276,623	27,069,243	27,500,000	25,300,000	26,710,000
Charges for Service	420	5,420	38,000	33,000	33,000
Fines and Forfeitures	13,283	11,760	-	-	-
Enterprise Revenue	428	269	-	-	-
Miscellaneous Revenue	378,805	617,952	120,000	440,000	120,000
TOTAL STREETS	\$ 25,669,559	\$ 27,704,644	\$ 27,658,000	\$ 25,773,000	\$ 26,863,000
ENTERPRISE OPERATIONS					
Intergovernmental Revenue	1,183,844	1,719,627	1,750,000	1,750,000	2,025,000
Licenses and Permits	56,338	50,300	25,000	46,000	34,000
Fines and Forfeitures	36	179	-	-	-
Enterprise Revenue	87,721,495	95,184,294	98,358,000	100,748,000	101,638,000
Miscellaneous Revenue	1,005,904	1,432,359	440,000	1,045,000	1,612,000
TOTAL ENTERPRISE OPERATIONS	\$ 89,967,617	\$ 98,386,759	\$ 100,573,000	\$ 103,589,000	\$ 105,309,000
INTERNAL SERVICES					
Intergovernmental Revenue	471,659	505,240	550,000	350,000	500,000
Charges for Service	24,452,208	24,654,303	26,108,530	25,530,000	27,014,000
Miscellaneous Revenue	484,073	900,964	362,000	2,206,000	576,000
TOTAL INTERNAL SERVICES	\$ 25,407,940	\$ 26,060,507	\$ 27,020,530	\$ 28,086,000	\$ 28,090,000
REPLACEMENT FUNDS					
Intergovernmental Revenue	-	537,673	-	-	-
Fines and Forfeitures	-	93	-	-	-
Miscellaneous Revenue	2,214,947	3,682,418	1,003,000	3,775,700	973,000
TOTAL REPLACEMENT FUNDS	\$ 2,214,947	\$ 4,220,184	\$ 1,003,000	\$ 3,775,700	\$ 973,000
SPECIAL REVENUE FUNDS					
Taxes and Fees	2,918,585	2,924,017	2,701,180	2,701,180	2,748,230
Intergovernmental Revenue	3,027,449	1,976,637	7,924,210	6,810,000	9,008,270
Charges for Service	1,216,499	867,884	391,600	676,600	5,765,000
Fines and Forfeitures	425,726	415,565	484,000	484,000	474,000
Enterprise Revenue	142,290	-	-	-	-
Miscellaneous Revenue	37,847,183	41,932,408	52,277,090	53,013,886	33,194,190
TOTAL SPECIAL REVENUE FUNDS	\$ 45,577,732	\$ 48,116,511	\$ 63,778,080	\$ 63,685,666	\$ 51,189,690



REVENUE SUMMARY BY FUND BY TYPE

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
OTHER FUNDING SOURCES					
Intergovernmental Revenue	16,554,853	1,118,707	16,314,000	16,314,000	25,511,000
Charges for Service	1,518,311	1,750,572	1,874,030	1,913,964	2,364,350
Miscellaneous Revenue	62,063,837	9,051,044	190,716,000	91,418,000	111,056,000
TOTAL OTHER FUNDING SOURCES	\$ 80,137,001	\$ 11,920,323	\$ 208,904,030	\$ 109,645,964	\$ 138,931,350
CAPITAL IMPROVEMENT FUNDS					
Miscellaneous Revenue	-	1	-	-	-
TOTAL CAPITAL IMPROVEMENT	\$ -	\$ 1	\$ -	\$ -	\$ -
DEBT SERVICE					
Taxes and Fees	21,549,105	22,295,654	24,150,000	24,150,000	25,880,000
Charges for Service	5,638	3,621	-	-	-
Miscellaneous Revenue	1,126,489	976,135	5,368,240	835,000	5,367,840
TOTAL DEBT SERVICE	\$ 22,681,232	\$ 23,275,410	\$ 29,518,240	\$ 24,985,000	\$ 31,247,840
TRUST ACCOUNTS					
Miscellaneous Revenue	1,076	1,923	-	-	-
TOTAL TRUST ACCOUNTS	\$ 1,076	\$ 1,923	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 456,371,489	\$ 417,458,437	\$ 638,417,380	\$ 538,652,330	\$ 561,471,880



REVENUE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
GENERAL FUND					
Non-Allocated					
Privilege License Tax	89,467,453	98,647,251	97,000,000	97,000,000	97,000,000
CATV Franchise Fee	1,982,337	1,958,735	2,000,000	1,750,000	1,500,000
Electric Franchise	417,499	434,752	420,000	420,000	420,000
Natural Gas Franchise	510,856	560,121	525,000	525,000	525,000
State Shared Privilege License Tax	22,821,364	24,427,603	25,500,000	25,500,000	24,000,000
Urban Revenue Sharing	29,371,178	29,349,038	32,000,000	32,000,000	36,000,000
SRP In Lieu	1,124,246	1,024,107	1,100,000	1,015,000	1,000,000
Investment Income	990,771	1,504,574	500,000	1,250,000	500,000
Other Revenue	483,265	539,059	2,095,500	2,141,000	534,000
Total Non-Allocated	147,168,969	158,445,240	161,140,500	161,601,000	161,479,000
Mayor and Council	107,566	95,888	88,000	110,000	110,000
Town Manager	5,944	3,105	-	-	-
Emergency Mgmt and Safety	4,892	-	-	-	-
Economic Development					
Economic Development Admin	45	78	-	-	-
Tourism	83,315	97,756	110,000	114,000	130,000
Total Economic Development	83,360	97,834	110,000	114,000	130,000
Human Resources					
Human Resources Admin	4,451	3,429	4,000	4,000	4,000
Risk Management	6,103	550	-	-	-
Total Human Resources	10,554	3,979	4,000	4,000	4,000
Management and Budget	475	-	-	-	-
Town Clerk	845	4,159	-	-	-
Legal					
General Counsel	-	4,894	-	-	-
Town Prosecutor	16,741	17,718	15,000	15,000	-
Total Legal	16,741	22,612	15,000	15,000	-
Finance and Mgmt Svcs					
Finance and Mgmt Svcs Admin	5,371	50	-	-	-
Accounting	8,854	3,070	-	-	-
Purchasing	98,268	196,607	200,000	164,000	175,000
Tax Compliance	67,483	28,597	-	15,000	-
Total Finance and Mgmt Svcs	179,976	228,324	200,000	179,000	175,000
Municipal Court	330,342	329,433	297,000	297,000	292,000
Development Svcs					
Development Svcs Admin	375,640	420,598	404,000	430,000	175,000
Permits and Licensing	238,793	305,278	410,000	230,000	230,000
Plan Review and Inspection Admin	-	2,716	-	-	-
Building	3,841,008	4,412,270	3,400,000	3,250,000	2,900,000
Engineering	1,740,898	2,336,651	1,526,000	1,606,000	1,606,000
Code	355	206	-	-	-
Fire	383,095	488,465	390,000	465,000	500,000
Planning and Development	659,955	485,198	505,000	622,000	610,000
Total Development Services	7,239,744	8,451,382	6,635,000	6,603,000	6,021,000



REVENUE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Police					
Police Admin	3,100	10	-	-	-
Support Svcs Admin	628,672	597,719	600,000	500,000	500,000
Counseling Svcs	350,736	303,519	310,000	275,000	250,000
Records	31,875	32,831	30,000	30,000	30,000
Training	1,612	-	-	-	-
Patrol	476,812	488,267	452,000	477,000	477,000
Detention	457,583	403,047	435,000	360,000	335,000
Investigations Admin	-	3,657	-	-	-
Special Assignment Unit	-	596	-	-	-
Special Victims Unit	87	-	-	-	-
Property Crimes	13,400	14,300	10,000	15,000	10,000
Intel Unit	-	858	-	-	-
Crime Suppression Team	228	5,000	-	-	-
K-9 Unit	-	503	-	-	-
School Resource	384	-	-	-	-
Traffic Unit	1,551,320	1,514,642	1,565,000	1,390,000	1,365,000
Total Police	3,515,809	3,364,949	3,402,000	3,047,000	2,967,000
Fire and Rescue					
Fire Admin	18,295	21,903	-	-	-
Fire Training	17,735	18,011	-	-	-
Operations	1,938,935	2,067,799	2,359,000	1,871,000	1,920,000
Resource	-	24,947	-	-	-
Community	6,142	6,241	-	-	-
Prevention	85,610	78,920	55,000	75,000	75,000
Total Fire and Rescue	2,066,717	2,217,821	2,414,000	1,946,000	1,995,000
Parks and Recreation					
Parks Admin	65	85	-	-	-
Parks and Open Space Admin	(6,282)	292	150,000	-	-
Freestone	91,746	85,043	91,000	30,000	32,000
Crossroads	173,353	188,097	158,000	156,000	161,000
McQueen	104,334	118,549	102,000	94,000	98,000
Discovery	85,164	82,038	83,000	68,000	70,000
Desert Sky	-	-	14,000	6,000	24,000
Gilbert Regional	-	-	-	30,000	45,000
Riparian Preserve	35,234	28,810	25,000	24,000	24,000
Cosmo Dog	1,971	2,529	1,000	800	1,000
Hetchler	30,610	24,969	26,000	30,000	30,000
Nichols	669	1,985	-	1,200	-
Cactus Yards	53,287	598,400	1,500,000	1,158,000	1,355,000
Cemetery	-	-	25,000	25,000	25,000
Neighborhood/Community Parks	688	1,202	-	-	-
Trails, Washes and Other	596	504	-	-	-
Mesquite Pool	77,819	64,712	75,000	74,000	70,000
Greenfield Pool	182,941	122,571	150,000	125,000	125,000
Perry Pool	115,344	78,406	110,000	80,000	79,000
Williams Field Pool	95,212	69,616	100,000	75,000	75,000



REVENUE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Freestone Recreation Center	1,113,815	1,041,366	1,080,000	786,000	900,000
McQueen Activity Center	297,780	250,592	250,000	299,000	299,000
Community Center	213,346	167,050	194,000	158,000	168,000
Adult Sports	296,440	272,945	315,000	180,000	280,000
Youth Sports	48,776	43,671	50,000	-	-
Adaptive Recreation Program	31,944	31,900	30,000	32,000	35,000
Special Events	230,570	228,546	240,000	240,000	275,000
Southeast Regional Library	181,740	131,297	137,000	145,000	145,000
Perry Branch Library	141,757	135,681	132,000	130,000	130,000
Public Safety Center	228,267	231,612	230,000	230,000	230,000
Public Works Facility	3,110	-	-	-	-
Heritage Annex	36,486	37,945	39,000	39,000	39,000
University Building	115,225	467,036	350,000	980,000	980,000
Total Parks and Recreation	3,982,007	4,507,449	5,657,000	5,196,000	5,695,000
Non-Departmental					
Capital Projects	444	-	-	-	-
Total Non-Departmental	444	-	-	-	-
TOTAL GENERAL FUND	\$ 164,714,385	\$ 177,772,175	\$ 179,962,500	\$ 179,112,000	\$ 178,868,000
STREETS					
Roadway and Maintenance					
Non-Allocated					
Vehicle License Tax	9,819,181	10,466,586	11,000,000	10,300,000	10,310,000
Investment Income	172,217	259,031	75,000	260,000	75,000
Other Revenue	-	-	33,000	33,000	33,000
Total Non-Allocated	9,991,398	10,725,617	11,108,000	10,593,000	10,418,000
Roadway and Maint Admin	-	55,530	-	-	-
Alternate Transportation	-	5,000	5,000	-	-
Total Roadway and Maintenance	9,991,398	10,786,147	11,113,000	10,593,000	10,418,000
Highways and Streets					
Non-Allocated					
Highway User Tax	15,457,442	16,559,126	16,500,000	15,000,000	16,400,000
Investment Income	42,585	115,123	45,000	180,000	45,000
Other Revenue	18,189	38,184	-	-	-
Total Non-Allocated	15,518,216	16,712,433	16,545,000	15,180,000	16,445,000
Administration	5,521	-	-	-	-
Asphalt Patching	37,971	-	-	-	-
Hazard Response	-	75	-	-	-
Preventive Maintenance	-	2,460	-	-	-
Street Lighting	69,639	84,058	-	-	-
Traffic Signal Maintenance	39,655	111,847	-	-	-
Street Signs	2,159	5,085	-	-	-



REVENUE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Landscape Maintenance	5,000	1,337	-	-	-
Concrete Repair	-	1,202	-	-	-
Total Highways and Streets	15,678,161	16,918,497	16,545,000	15,180,000	16,445,000
TOTAL STREETS	\$ 25,669,559	\$ 27,704,644	\$ 27,658,000	\$ 25,773,000	\$ 26,863,000
WATER					
Non-Allocated					
Meter Water Sales	40,138,816	42,730,739	44,500,000	46,500,000	47,000,000
Meter Installation and Repair	277,743	267,969	250,000	250,000	250,000
Hydrant Water-Metered Sales	270,534	605,638	400,000	400,000	400,000
Account Activation Fee	281,232	259,494	250,000	250,000	250,000
Account Disconnect Fee	351,181	426,884	335,000	335,000	335,000
Late Fees	579,100	578,594	525,000	525,000	525,000
Investment Income	463,481	713,114	200,000	200,000	300,000
Other Revenue	965,243	803,030	245,000	245,000	245,000
Total Non-Allocated	43,327,330	46,385,462	46,705,000	48,705,000	49,305,000
Water Admin	-	143	-	-	-
Utility Locates	521	-	-	-	-
Santan Vista Treatment Plant	1,183,844	1,719,627	1,750,000	1,750,000	2,025,000
Well Production	-	5,236	-	-	-
Metering	-	24,093	15,000	15,000	15,000
Distribution	111,620	100,916	5,000	5,000	5,000
Water Quality	2,203	15	-	-	-
TOTAL WATER	\$ 44,625,518	\$ 48,235,492	\$ 48,475,000	\$ 50,475,000	\$ 51,350,000
WASTEWATER					
Non-Allocated					
Reuse/Recharge Water Use	1,096,346	1,060,377	1,500,000	1,400,000	1,300,000
Residential-Wastewater	22,851,566	25,062,391	25,800,000	26,250,000	26,500,000
Commercial-Wastewater	2,422,971	2,582,952	2,700,000	2,550,000	2,700,000
Investment Income	224,574	375,068	75,000	500,000	75,000
Other Revenue	135,008	10,647	-	-	-
Total Non-Allocated	26,730,465	29,091,435	30,075,000	30,700,000	30,575,000
Lift Stations	1,074	239	-	-	-
Gravity Systems	17,500	-	-	-	-
Effluent Reuse	-	169	-	-	-
Effluent Recharge	1,150	-	-	-	-
Wastewater Quality	11,338	11,450	10,000	10,000	10,000
TOTAL WASTEWATER	\$ 26,761,527	\$ 29,103,293	\$ 30,085,000	\$ 30,710,000	\$ 30,585,000
ENVIRO SERVICES RESIDENTIAL					
Non-Allocated					
ES Collection	15,349,655	14,871,334	14,400,000	14,700,000	14,750,000



REVENUE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Investment Income	190,228	253,418	100,000	300,000	30,000
Other Revenue	1,994	2,811	-	-	-
Total Non-Allocated	15,541,877	15,127,563	14,500,000	15,000,000	14,780,000
Residential Collections	5,000	161,954	170,000	125,000	125,000
Uncontained Collections	32,868	40,987	30,000	30,000	30,000
Recycling	374,971	37,948	50,000	10,000	-
Environmental Programs	13,878	35,869	10,000	10,000	10,000
TOTAL ENVIRO SVCS RESIDENTIAL	\$ 15,968,594	\$ 15,404,321	\$ 14,760,000	\$ 15,175,000	\$ 14,945,000
ENVIRO SERVICES COMMERCIAL					
Non-Allocated					
ES Collection	1,002	-	-	-	-
Investment Income	25,685	37,315	15,000	40,000	10,000
Other Revenue	2,178	2,601	2,000	2,000	2,000
Total Non-Allocated	28,865	39,916	17,000	42,000	12,000
Administration	45,000	39,000	15,000	36,000	24,000
Commercial Collections	1,831,141	1,878,808	1,901,000	1,951,000	1,951,000
Rolloffs	706,972	727,231	770,000	745,000	745,000
TOTAL ENVIRO SVCS COMMERCIAL	\$ 2,611,978	\$ 2,684,955	\$ 2,703,000	\$ 2,774,000	\$ 2,732,000
ENVIRONMENTAL COMPLIANCE					
Non-Allocated					
Environmental Compliance Fee	-	2,956,295	4,500,000	4,450,000	4,500,000
Investment Income	-	2,403	50,000	5,000	5,000
Other Revenue	-	-	-	-	1,192,000
Total Non-Allocated	-	2,958,698	4,550,000	4,455,000	5,697,000
TOTAL ENVIRO COMPLIANCE	\$ -	\$ 2,958,698	\$ 4,550,000	\$ 4,455,000	\$ 5,697,000
INTERNAL SERVICES					
Fleet Shop Operations	7,413,297	7,251,141	8,378,530	7,100,000	8,440,000
Health Self-Insurance Trust	16,750,982	17,517,772	17,260,000	19,662,000	18,285,000
Dental Self-Insurance Trust	1,243,661	1,291,594	1,382,000	1,324,000	1,365,000
TOTAL INTERNAL SERVICES	\$ 25,407,940	\$ 26,060,507	\$ 27,020,530	\$ 28,086,000	\$ 28,090,000
REPLACEMENT FUNDS					
General	250,817	349,565	80,000	200,000	80,000
Streets	83,786	168,114	30,000	156,000	30,000
Water	1,032,008	1,718,814	600,000	1,800,000	600,000
Wastewater	735,135	1,169,569	200,000	1,200,000	200,000
Enviro Svc Residential	100,382	756,279	90,000	349,700	55,000
Enviro Svc Commercial	9,687	32,954	3,000	10,000	2,000
Enviro Compliance	-	12,625	-	50,000	5,000



REVENUE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Fleet	3,132	12,264	-	10,000	1,000
TOTAL REPLACEMENT FUNDS	\$ 2,214,947	\$ 4,220,184	\$ 1,003,000	\$ 3,775,700	\$ 973,000
SPECIAL REVENUE FUNDS					
Miscellaneous Grants	384,405	434,961	5,189,150	5,189,150	5,705,250
CDBG/HOME	1,984,826	867,275	2,039,060	924,850	2,607,020
Maintenance Districts					
Street Light Improvement	1,872,948	1,872,998	1,728,400	1,728,400	1,806,070
Parkway Improvement	1,048,486	1,049,744	972,780	972,780	942,160
Total Maintenance Districts	2,921,434	2,922,742	2,701,180	2,701,180	2,748,230
Police Impound	249,674	144,518	100,000	85,000	85,000
Ambulance Service	-	-	-	300,000	5,580,000
Other Special Revenue	2,209,711	1,982,651	2,578,690	1,578,690	2,369,190
Development Funds					
Solid Waste Container	142,332	-	-	-	-
Traffic Signal SDF	2,179,613	2,451,768	2,215,000	2,400,000	2,015,000
Police SDF	3,773,696	4,689,056	1,000,000	2,560,000	2,005,000
Fire SDF	2,082,819	2,445,412	2,500,000	2,500,000	2,500,000
Parks & Recreation SDF	7,667,892	10,045,878	7,565,000	7,975,000	7,565,000
General Government SDF	2,443,552	3,036,275	2,200,000	2,500,000	2,500,000
Parks & Recreation SDF Pre-12	-	142,003	19,140,000	19,143,796	-
Road Maintenance SDF	-	-	2,000,000	753,000	1,000,000
Water SDF	10,091,327	9,645,488	7,600,000	7,675,000	7,550,000
Water Resources SDF	2,846,416	3,167,878	2,550,000	2,500,000	2,500,000
Wastewater SDF	15,078	-	-	-	-
Neely Wastewater SDF	1,021,828	555,221	400,000	500,000	410,000
Greenfield Wastewater SDF	5,563,129	5,585,385	4,000,000	4,400,000	4,050,000
Total Development Fees	37,827,682	41,764,364	51,170,000	52,906,796	32,095,000
TOTAL SPECIAL REVENUE FUNDS	\$ 45,577,732	\$ 48,116,511	\$ 63,778,080	\$ 63,685,666	\$ 51,189,690
OTHER FUNDING SOURCES					
CIP Administration	1,518,311	1,750,572	1,874,030	1,913,964	2,364,350
CIP Contingency	-	-	100,000,000	-	100,000,000
GO Bond Proceeds	853,696	1,074,564	65,350,000	65,950,000	-
Outside Sources	3,435,283	6,370,849	23,066,000	23,466,000	10,656,000
Prop 400 - MAG	1,580,698	843,740	16,314,000	16,614,000	25,561,000
Revenue Obligations	57,235	69,447	-	-	50,000
MPC - Public Facilities	7,575,511	15,340	-	2,000	-
MPC - Water System	15,568,095	978,930	1,800,000	1,550,000	300,000
MPC - Wastewater System	49,548,172	816,881	500,000	150,000	-
TOTAL OTHER FUNDING SOURCES	\$ 80,137,001	\$ 11,920,323	\$ 208,904,030	\$ 109,645,964	\$ 138,931,350
CAPITAL IMPROVEMENT FUNDS					
Wastewater	-	1	-	-	-
TOTAL CAPITAL IMPROVEMENT FUNDS	\$ -	\$ 1	\$ -	\$ -	\$ -



REVENUE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
DEBT SERVICE					
General Obligation Debt	21,614,827	22,451,609	24,175,000	24,169,000	25,905,000
Debt Sinking Fund	102,144	-	-	-	-
Improvement Districts	964,261	823,801	5,343,240	816,000	5,342,840
TOTAL DEBT SERVICE	\$ 22,681,232	\$ 23,275,410	\$ 29,518,240	\$ 24,985,000	\$ 31,247,840
TRUST ACCOUNTS	\$ 1,076	\$ 1,923	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 456,371,489	\$ 417,458,437	\$ 638,417,380	\$ 538,652,330	\$ 561,471,880



EXPENSE SUMMARY

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
GENERAL FUND					
Mayor and Council	736,408	715,293	764,900	817,820	776,890
Town Manager	1,761,466	1,685,772	2,145,710	1,758,990	2,096,660
Digital Government	1,052,951	1,106,218	1,269,660	1,521,030	1,830,120
Intergovernmental	313,745	358,068	393,310	432,630	417,660
Economic Development	2,153,366	2,169,003	2,697,730	2,304,950	2,494,350
Information Technology	9,028,027	9,343,818	13,027,975	11,873,270	14,812,810
Human Resources	2,512,033	2,325,484	2,472,730	2,361,040	2,612,810
Management and Budget	608,156	626,123	728,170	705,690	742,750
Town Clerk	510,049	701,017	576,520	525,690	1,193,380
Legal	2,789,378	3,209,787	3,814,090	3,615,410	3,860,120
Finance and Mgmt Svcs	2,337,097	2,502,796	2,679,070	2,747,840	3,024,750
Municipal Court	3,192,395	3,355,222	3,430,020	3,260,560	3,395,990
Development Svcs	6,716,658	7,233,062	8,115,580	7,858,050	8,208,740
Police	51,946,215	57,005,580	59,942,830	57,111,890	58,715,270
Fire and Rescue	35,371,996	35,644,804	35,225,980	33,924,960	34,754,500
Parks and Recreation	18,647,716	19,186,395	23,005,540	22,780,470	24,461,240
Engineering Services	491,565	482,580	704,140	627,730	751,670
Non-Departmental	17,940,168	3,955,731	18,480,910	21,142,420	18,442,340
Contingency/Reserves	-	-	15,000,000	2,000,000	15,000,000
TOTAL GENERAL FUND	\$ 158,109,389	\$ 151,606,753	\$ 194,474,865	\$ 177,370,440	\$ 197,592,050
STREETS					
Roadway and Maintenance	6,382,168	2,848,710	6,569,530	4,388,120	8,798,680
Highways and Streets	12,567,449	13,367,152	16,455,130	15,310,010	16,621,130
TOTAL STREETS	\$ 18,949,617	\$ 16,215,862	\$ 23,024,660	\$ 19,698,130	\$ 25,419,810
ENTERPRISE OPERATIONS					
Water	26,151,938	27,374,331	34,052,880	30,427,590	34,335,240
Wastewater	22,067,704	15,370,978	19,376,325	16,866,630	19,955,000
Env Services Residential	14,875,041	13,444,497	15,125,885	12,756,770	16,282,010
Env Services Commercial	2,245,089	2,106,112	2,461,220	2,109,940	2,690,830
Environmental Compliance	-	998,239	1,967,450	1,593,480	2,080,580
TOTAL ENTERPRISE	\$ 65,339,772	\$ 59,294,157	\$ 72,983,760	\$ 63,754,410	\$ 75,343,660
INTERNAL SERVICES	\$ 22,529,221	\$ 23,812,391	\$ 27,116,610	\$ 27,926,830	\$ 28,196,640
REPLACEMENT FUNDS					
General	4,989,666	682,389	6,419,500	2,785,330	8,296,670
Streets	725,510	315,212	1,117,000	247,940	1,210,660
Water	7,317,847	957,196	3,493,000	531,730	3,092,500
Wastewater	8,966,539	974,958	4,088,500	2,419,040	4,125,590
Enviro Svc Residential	3,974,952	3,655,738	4,819,500	150,000	4,708,710
Enviro Svc Commercial	-	556,414	536,500	-	535,170
Environmental Compliance	428,397	-	2,213,000	134,820	1,525,000
Fleet	20,700	-	116,100	116,100	77,800
TOTAL REPLACEMENT FUNDS	\$ 26,423,611	\$ 7,141,907	\$ 22,803,100	\$ 6,384,960	\$ 23,572,100



EXPENSE SUMMARY

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
SPECIAL REVENUE FUNDS					
Miscellaneous Grants	535,887	432,184	5,189,150	250,750	5,705,250
CDBG/HOME	1,983,506	449,568	788,000	787,280	1,386,140
Maintenance Districts	2,787,256	2,822,035	3,117,210	3,074,700	3,056,450
Police Impound	250,831	241,771	293,380	169,530	183,710
Ambulance Service	-	-	-	505,860	6,682,620
Other Special Revenue	2,203,211	2,014,705	3,137,630	2,028,780	3,149,000
Development Funds	11,596,690	1,022,988	-	3,920	1,328,600
TOTAL SPECIAL REVENUE FUNDS	\$ 19,357,381	\$ 6,983,251	\$ 12,525,370	\$ 6,820,820	\$ 21,491,770
OTHER FUNDING SOURCES					
CIP Administration	1,518,311	1,516,124	1,874,030	1,889,090	2,224,220
CIP Contingency	-	-	100,000,000	-	100,000,000
GO Bond Proceeds	10,783,958	-	350,000	350,000	-
Outside Sources	8,025,007	-	-	-	-
Prop 400 - MAG	3,982,342	-	-	-	-
MPC - Public Facilities	5,253,581	1,429,195	-	-	-
MPC - Water System	33,164,805	1,854,238	18,192,460	3,498,941	15,731,490
MPC - Wastewater System	6,428,790	28,248,604	21,276,240	5,204,213	2,640,100
TOTAL OTHER FUNDING SOURCES	\$ 69,156,794	\$ 33,048,161	\$ 141,692,730	\$ 10,942,244	\$ 120,595,810
CAPITAL IMPROVEMENT FUNDS					
Redevelopment	-	14,966,221	9,814,050	2,836,588	8,614,630
Streets	-	20,947,657	105,137,990	17,891,898	121,249,330
Traffic Signals	-	1,000,642	7,497,070	374,647	11,197,730
Parks	-	30,395,557	53,380,815	26,755,979	23,116,160
Municipal Facilities	-	8,928,010	91,291,745	31,543,747	76,417,910
Water	-	43,712,145	148,931,740	5,824,921	117,685,720
Wastewater	-	8,497,071	76,192,750	13,327,017	76,868,100
Storm Water	-	48,964	873,000	-	2,191,000
TOTAL CAPITAL IMPROVEMENT	\$ -	\$ 128,496,267	\$ 493,119,160	\$ 98,554,797	\$ 437,340,580
DEBT SERVICE					
General Obligation Debt	22,280,090	2,750	24,260,550	24,260,550	25,986,550
HURF	3,413,020	42,374,876	-	-	-
Improvement Districts	961,309	826,220	5,343,240	830,000	4,759,630
MPC - Public Facilities	78,490,851	2,250	15,671,300	15,671,300	16,826,280
MPC - Water System	9,835,064	9,811,313	10,033,070	10,033,070	9,823,320
MPC - Wastewater System	3,900,543	3,622,350	3,624,750	3,624,750	3,624,000
Revenue Obligations	2,257,506	2,260,706	2,269,460	2,269,460	2,267,710
TOTAL DEBT SERVICE	\$ 121,138,383	\$ 58,900,465	\$ 61,202,370	\$ 56,689,130	\$ 63,287,490
TRUST ACCOUNTS	\$ 2,500	\$ 2,500	\$ 2,500	\$ 86,760	\$ -
GRAND TOTAL EXPENSES	\$ 501,006,668	\$ 485,501,714	\$ 1,048,945,125	\$ 468,228,521	\$ 992,839,910

EXPENSE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
GENERAL FUND					
Mayor and Council	711,991	687,199	734,010	791,290	737,640
Boards and Commissions	24,417	28,094	30,890	26,530	39,250
Town Manager	1,603,152	1,424,683	1,871,790	1,480,570	1,770,730
Emergency Mgmt and Safety	158,314	261,089	273,920	278,420	325,930
Digital Government	1,052,951	1,106,218	1,269,660	1,521,030	1,830,120
Intergovernmental	313,745	358,068	393,310	432,630	417,660
Economic Development					
Economic Development Admin	1,410,915	1,585,768	2,120,650	1,689,140	1,956,040
Tourism	369,169	552,499	491,030	480,660	501,870
Redevelopment	373,282	30,736	86,050	135,150	36,440
Total Economic Development	2,153,366	2,169,003	2,697,730	2,304,950	2,494,350
Information Technology					
Information Technology Admin	304,966	182,689	590,830	505,260	516,310
Applications Support	4,513,394	3,716,525	4,834,945	4,133,780	6,080,780
Desktop Support	-	1,287,894	1,414,370	1,572,120	1,997,380
Infrastructure	3,430,943	3,342,209	5,251,400	4,809,580	5,115,330
GIS	778,724	814,501	936,430	852,530	1,103,010
Total Information Technology	9,028,027	9,343,818	13,027,975	11,873,270	14,812,810
Human Resources					
Human Resources Admin	1,566,596	1,870,438	1,901,370	1,816,910	1,993,590
Learning and Development	529,542	455,046	571,360	544,130	619,220
Risk Management	415,895	-	-	-	-
Total Human Resources	2,512,033	2,325,484	2,472,730	2,361,040	2,612,810
Management and Budget	608,156	626,123	728,170	705,690	742,750
Town Clerk	510,049	701,017	576,520	525,690	1,193,380
Legal					
General Counsel	1,012,391	1,247,405	1,682,520	1,444,500	1,699,260
Town Prosecutor	1,776,987	1,962,382	2,131,570	2,170,910	2,160,860
Total Legal	2,789,378	3,209,787	3,814,090	3,615,410	3,860,120
Finance and Mgmt Svcs					
Finance and Mgmt Svcs Admin	192,177	212,043	214,880	221,720	222,420
Accounting	1,124,292	1,200,835	1,317,605	1,354,270	1,437,505
Purchasing	564,860	543,372	599,930	652,930	687,460
Tax Compliance	455,768	546,546	546,655	518,920	677,365
Total Finance and Mgmt Svcs	2,337,097	2,502,796	2,679,070	2,747,840	3,024,750
Municipal Court	3,192,395	3,355,222	3,430,020	3,260,560	3,395,990
Development Svcs					
Development Svcs Admin	295,907	525,467	752,540	609,950	460,220
Permits and Licensing	581,323	713,090	787,950	614,210	799,490
Plan Review and Inspection Admin	243,349	246,268	253,450	258,910	260,900
Building	1,611,674	1,551,385	1,781,510	1,768,250	1,780,250

EXPENSE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Engineering	1,057,630	1,194,285	1,211,160	1,318,220	1,330,410
Code	537,868	530,013	559,530	581,470	582,610
Planning	197,644	282,299	295,430	241,440	310,040
Fire	346,493	353,129	363,970	354,640	372,880
Planning and Development	1,259,240	1,261,386	1,384,020	1,354,150	1,385,930
Transportation Planning	257,793	191,394	260,750	234,460	399,020
Development Engineering	327,737	384,346	465,270	522,350	526,990
Total Development Svcs	6,716,658	7,233,062	8,115,580	7,858,050	8,208,740
Police					
Police Admin	2,569,066	5,896,105	3,003,380	872,090	837,180
Support Svcs Admin	2,070,792	1,914,130	2,171,670	2,132,400	2,034,400
Communication	2,742,496	3,184,323	3,583,505	3,188,510	4,081,510
Hiring	700,232	589,009	598,980	747,850	782,460
Planning and Research	192,649	204,364	308,640	215,840	311,080
Public Affairs	-	188,795	290,300	245,770	256,580
Counseling Svcs	864,873	746,592	927,060	866,700	905,940
Crime Prevention	249,664	149,225	160,840	137,760	166,050
Property and Evidence	560,380	587,889	684,170	698,350	799,400
Records	1,078,202	1,200,387	1,275,240	1,221,890	1,282,740
Volunteer Services	-	-	-	96,330	100,310
Redaction	-	-	-	81,530	79,400
Office Professional Stds Admin	-	265,659	249,760	633,620	715,870
Internal Affairs	598,973	497,753	466,490	472,500	451,460
Training	381,777	3,291,725	1,182,625	4,201,000	2,307,080
Patrol Administration	-	-	-	1,929,570	1,910,150
Patrol	22,606,294	21,278,160	26,413,680	20,041,430	21,510,820
Civilian Patrol	213,423	316,242	346,810	361,830	494,790
Detention	858,453	946,104	993,690	964,020	994,540
Teleserve	889,973	774,281	893,630	772,410	706,360
Bike Unit	-	-	-	1,011,260	959,180
Investigations Admin	877,812	879,618	978,330	953,300	839,120
Special Assignment Unit	1,688,103	1,478,335	1,539,190	1,449,120	1,481,660
Financial Crimes Unit	-	941,631	967,260	1,211,130	1,272,390
Family Violence Unit	-	721,591	917,440	885,000	930,790
Special Victims Unit	1,589,778	1,368,839	1,488,690	1,529,260	1,485,920
Violent Crimes Unit	1,011,952	935,119	1,071,110	936,600	1,032,720
Property Crimes	1,809,354	1,119,680	1,363,060	1,269,290	1,399,230
Crime Scene Unit	730,727	737,119	792,840	756,460	742,320
Intel Unit	1,457,928	1,022,401	1,146,540	1,112,880	1,062,460
SWAT	247,178	251,088	353,470	274,070	347,830
Crime Suppression Team	1,982,163	871,450	1,153,750	1,082,520	1,161,130
K-9 Unit	-	449,800	480,130	636,160	535,440
School Resource	1,439,536	1,532,360	1,331,490	1,489,360	1,911,710
Traffic Unit	2,534,437	2,665,806	2,809,060	2,634,080	2,825,250
Total Police	51,946,215	57,005,580	59,942,830	57,111,890	58,715,270



EXPENSE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Fire and Rescue					
Fire Admin	1,940,226	3,689,547	1,191,240	1,065,320	1,108,640
Fire Training	983,390	850,193	865,860	877,840	1,060,590
Operations	28,167,484	26,777,008	28,757,310	27,656,260	27,945,610
Resource	2,939,289	2,999,457	2,992,400	2,937,480	3,316,810
Community	572,387	586,682	634,240	623,620	571,250
Prevention	769,220	741,917	784,930	764,440	751,600
Total Fire and Rescue	35,371,996	35,644,804	35,225,980	33,924,960	34,754,500
Parks and Recreation					
Parks Admin	1,200,137	1,257,707	1,313,060	1,295,990	1,543,220
Parks and Open Space Admin	2,442,299	2,419,212	3,808,750	3,688,230	3,609,420
Freestone	574,536	509,927	586,100	587,750	517,080
Crossroads	345,333	341,477	305,110	319,350	308,790
McQueen	331,518	322,511	279,310	292,740	305,460
Discovery	247,782	199,854	193,250	215,600	214,750
Desert Sky	980	175	134,560	123,110	114,570
Gilbert Regional	-	-	235,060	214,080	215,270
Riparian Preserve	371,244	364,179	386,320	353,230	408,330
Cosmo Dog	117,497	120,856	115,930	110,750	209,260
Hetchler	157,273	136,917	127,690	178,000	131,000
Heritage District	71,228	71,847	72,610	72,600	73,790
Water Tower	67,040	72,745	62,910	101,400	62,950
Nichols	61,712	48,751	48,580	54,380	51,620
Cactus Yards	114,599	1,396,562	2,226,630	2,216,220	2,118,450
Zanjero	26,865	14,167	20,610	21,060	30,680
Cemetery	-	-	-	6,000	-
Neighborhood/Community Parks	239,786	227,596	241,760	211,800	242,010
Trails, Washes and Other	194,038	155,019	172,200	170,000	198,980
Mesquite Pool	199,131	213,343	265,360	312,550	310,370
Greenfield Pool	227,960	247,381	255,160	240,560	237,730
Perry Pool	185,056	197,946	231,070	199,710	211,740
Williams Field Pool	187,076	196,634	211,610	211,480	212,440
Freestone Recreation Center	1,259,552	1,278,045	1,324,230	1,313,610	1,590,720
McQueen Activity Center	540,398	519,614	562,080	620,640	742,740
Community Center	427,376	390,941	466,070	451,750	526,010
Page Park	17,234	-	-	-	-
Adult Sports	242,603	240,202	278,110	244,300	225,750
Youth Sports	66,401	50,571	87,910	19,140	55,540
Adaptive Recreation Program	66,251	64,693	72,050	72,190	77,130
Special Events	650,204	628,748	1,013,590	960,980	1,115,270
Southeast Regional Library	2,998,559	2,754,961	3,117,300	3,076,050	3,367,540
Perry Branch Library	1,140,417	1,033,962	1,162,780	1,162,780	1,227,310
Facilities Admin	1,021,882	1,089,101	1,213,670	1,118,260	1,536,530
Municipal Building I	454,301	296,467	373,400	372,740	395,800
Municipal Building II	218,382	167,973	158,680	209,080	172,940
Public Safety Center	1,117,030	1,153,315	1,216,000	1,224,980	993,780
Public Works Facility	268,167	148,700	128,980	127,160	214,730
South Area Service Center	229,215	296,422	202,740	204,060	258,750



EXPENSE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Radio Maintenance Facility	16,521	17,303	16,970	15,900	19,280
Heritage Annex	26,973	34,494	27,840	25,800	30,150
University Building	523,160	506,077	289,500	364,460	404,020
Public Safety Training Facility	-	-	-	-	179,340
Total Parks and Recreation	18,647,716	19,186,395	23,005,540	22,780,470	24,461,240
Engineering Services					
Engineering	122,810	126,426	124,150	127,280	127,470
Traffic	368,755	356,154	579,990	500,450	624,200
Total Engineering Services	491,565	482,580	704,140	627,730	751,670
Non-Departmental					
Phoenix Mesa Gateway Airport	350,000	350,000	350,000	350,000	350,000
Outside Agencies	642,593	606,409	630,740	627,230	630,740
Other	7,928,767	2,999,322	17,500,170	20,165,190	17,461,600
Contingency	-	-	10,000,000	2,000,000	10,000,000
ED Reserve	-	-	5,000,000	-	5,000,000
Capital Projects	9,018,808	-	-	-	-
Total Non-Departmental	17,940,168	3,955,731	33,480,910	23,142,420	33,442,340
TOTAL GENERAL FUND	\$ 158,109,389	\$ 151,606,753	\$ 194,474,865	\$ 177,370,440	\$ 197,592,050
STREETS					
Roadway and Maintenance					
Roadway and Maint Admin	4,796,405	2,848,710	5,289,530	3,833,120	7,290,680
Alternate Transportation	-	-	5,000	5,000	5,000
Non-Departmental					
Other	-	-	375,000	150,000	603,000
Contingency	-	-	900,000	400,000	900,000
Capital Projects	1,585,763	-	-	-	-
Total Non-Departmental	1,585,763	-	1,275,000	550,000	1,503,000
Total Roadway and Maintenance	6,382,168	2,848,710	6,569,530	4,388,120	8,798,680
Highways and Streets					
Administration	479,260	476,540	503,380	549,610	537,210
Public Works Admin	99,072	88,771	125,300	125,300	123,470
Utility Locates	56,026	63,394	60,320	60,320	61,250
Asphalt Patching	359,951	396,455	583,460	560,110	579,540
Crack Sealing	597,251	673,678	762,870	716,100	785,610
Fog Sealing	479,427	733,376	739,700	714,860	1,055,550
Hazard Response	275,490	223,470	220,120	167,450	228,040
Preventive Maintenance	286,859	398,502	410,700	433,060	407,730
Street Lighting	3,401,350	3,112,857	4,464,660	4,426,790	4,655,300
Traffic Signal Maintenance	2,017,708	1,778,562	1,637,140	1,626,870	1,636,360
Street Marking	450,301	567,261	534,370	537,600	537,230
Street Signs	456,199	474,721	607,940	572,990	600,740
Traffic Operations Center	510,685	777,691	1,055,450	621,150	1,032,030
Landscape Maintenance	1,867,057	2,043,040	2,109,940	2,178,250	2,053,350



EXPENSE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Concrete Repair	996,833	1,261,664	1,695,220	1,696,210	1,236,090
Shoulder Maintenance	151,719	239,883	221,020	219,880	219,090
Non-Departmental					
Other	82,261	57,287	223,540	53,460	372,540
Contingency	-	-	500,000	50,000	500,000
Total Non-Departmental	82,261	57,287	723,540	103,460	872,540
Total Highway and Streets	12,567,449	13,367,152	16,455,130	15,310,010	16,621,130
TOTAL STREETS	\$ 18,949,617	\$ 16,215,862	\$ 23,024,660	\$ 19,698,130	\$ 25,419,810
WATER					
Water Admin	459,396	483,945	469,820	505,910	615,715
Public Works Admin	209,826	212,373	289,430	179,570	402,435
Utilities	665,321	666,984	669,390	721,640	718,030
Utility Locates	252,117	284,485	301,620	340,920	306,265
North Water Treatment Plant	3,196,586	3,478,749	4,928,760	4,664,870	4,667,660
Santan Vista Treatment Plant	2,467,754	3,482,549	4,373,870	4,287,970	4,705,090
Well Production	3,935,298	4,442,113	3,761,400	3,622,850	3,911,180
SCADA Field Operations	629,000	716,627	861,190	831,220	820,475
Water Resources	5,645,016	5,563,697	6,821,280	5,764,300	6,828,480
Conservation	441,376	427,924	506,210	431,230	479,430
Metering	3,934,513	3,798,376	4,234,300	3,755,730	4,081,080
Distribution	2,365,783	2,828,786	2,860,220	2,699,820	2,635,470
Water Quality	775,433	661,059	786,060	789,060	766,340
Backflow	205,170	208,780	214,330	218,100	217,310
Non-Departmental					
Other	969,349	117,884	475,000	114,400	680,280
Contingency	-	-	2,500,000	1,500,000	2,500,000
Total Non-Departmental	969,349	117,884	2,975,000	1,614,400	3,180,280
TOTAL WATER FUND	\$ 26,151,938	\$ 27,374,331	\$ 34,052,880	\$ 30,427,590	\$ 34,335,240
WASTEWATER					
Wastewater Admin	339,472	369,560	442,400	474,020	451,430
Public Works Admin	114,485	121,145	147,980	147,980	148,480
Utilities	623,200	625,078	629,350	629,350	687,530
Utility Locates	252,117	285,273	301,600	301,600	306,270
Lift Stations	1,898,448	2,123,318	1,817,470	2,016,960	1,916,020
Gravity Systems	2,190,228	1,668,857	2,194,695	2,096,520	2,690,430
Neely Treatment Facility	4,681,547	4,857,260	5,933,350	4,959,200	5,092,290
Greenfield Treatment Plant	2,636,597	2,979,934	3,058,440	3,058,440	3,640,250
Effluent Reuse	1,113,277	1,223,833	1,339,260	1,431,640	1,302,770
Effluent Recharge	613,454	626,288	787,270	938,900	867,160
Wastewater Quality	438,887	440,968	564,510	554,710	557,370
Non-Departmental					
Other	7,165,992	49,464	160,000	57,310	295,000
Contingency	-	-	2,000,000	200,000	2,000,000
Total Non-Departmental	7,165,992	49,464	2,160,000	257,310	2,295,000



EXPENSE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
TOTAL WASTEWATER FUND	\$ 22,067,704	\$ 15,370,978	\$ 19,376,325	\$ 16,866,630	\$ 19,955,000
ENV SERVICES RESIDENTIAL					
Administration	473,968	384,724	621,420	530,360	702,090
Public Works Admin	101,290	101,538	116,150	116,150	121,280
Utilities	615,925	621,808	626,240	626,240	682,000
Residential Collections	7,073,441	6,518,207	6,438,305	5,832,380	6,438,495
Uncontained Collections	2,416,148	2,370,543	2,676,920	2,152,770	2,693,415
Recycling	2,154,683	2,255,379	2,671,760	2,790,120	3,368,830
Environmental Programs	526,216	516,118	537,090	492,350	560,900
Street Cleaning	852,311	282,275	-	-	-
Storm Water	514,753	284,535	-	-	-
Non-Departmental					
Other	146,306	109,370	238,000	116,400	515,000
Contingency	-	-	1,200,000	100,000	1,200,000
Total Non-Departmental	146,306	109,370	1,438,000	216,400	1,715,000
TOTAL ENV SERVICES RES FUND	\$ 14,875,041	\$ 13,444,497	\$ 15,125,885	\$ 12,756,770	\$ 16,282,010
ENV SERVICES COMMERCIAL					
Administration	79,793	60,577	42,560	49,840	65,790
Public Works Admin	16,115	14,814	18,910	18,910	20,060
Utilities	10,147	9,809	9,370	9,370	8,450
Commercial Collections	1,488,824	1,417,075	1,485,160	1,379,880	1,596,010
Rolloffs	641,290	590,514	623,220	633,840	690,520
Non-Departmental					
Other	8,920	13,323	32,000	18,100	60,000
Contingency	-	-	250,000	-	250,000
Total Non-Departmental	8,920	13,323	282,000	18,100	310,000
TOTAL ENV SERVICES COMM FUND	\$ 2,245,089	\$ 2,106,112	\$ 2,461,220	\$ 2,109,940	\$ 2,690,830
ENVIRONMENTAL COMPLIANCE					
Public Works Admin	-	-	15,300	15,300	15,280
Utilities	-	-	6,690	6,690	7,250
Utility Locates	-	-	6,700	6,700	6,810
Street Cleaning	-	586,965	826,330	786,160	830,130
Storm Water	-	411,274	862,430	759,930	912,110
Non-Departmental					
Other	-	-	-	18,700	59,000
Contingency	-	-	250,000	-	250,000
Total Non-Departmental	-	-	250,000	18,700	309,000
TOTAL ENV SERVICES COMM FUND	\$ -	\$ 998,239	\$ 1,967,450	\$ 1,593,480	\$ 2,080,580



EXPENSE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
INTERNAL SERVICES					
Fleet Shop Operations	7,140,119	7,180,211	8,529,810	6,872,830	8,582,260
Health Self-Insurance Trust	14,221,584	15,513,777	17,269,800	19,737,000	18,297,380
Dental Self-Insurance Trust	1,167,518	1,118,403	1,317,000	1,317,000	1,317,000
TOTAL INTERNAL SERVICES	\$ 22,529,221	\$ 23,812,391	\$ 27,116,610	\$ 27,926,830	\$ 28,196,640
REPLACEMENT FUNDS					
General	4,989,666	682,389	6,419,500	2,785,330	8,296,670
Streets	725,510	315,212	1,117,000	247,940	1,210,660
Water	7,317,847	957,196	3,493,000	531,730	3,092,500
Wastewater	8,966,539	974,958	4,088,500	2,419,040	4,125,590
Enviro Svc Residential	3,974,952	3,655,738	4,819,500	150,000	4,708,710
Enviro Svc Commercial	-	556,414	536,500	-	535,170
Enviro Compliance	428,397	-	2,213,000	134,820	1,525,000
Fleet	20,700	-	116,100	116,100	77,800
TOTAL REPLACEMENT FUNDS	\$ 26,423,611	\$ 7,141,907	\$ 22,803,100	\$ 6,384,960	\$ 23,572,100
SPECIAL REVENUE FUNDS					
Miscellaneous Grants	535,887	432,184	5,189,150	250,750	5,705,250
CDBG/HOME	1,983,506	449,568	788,000	787,280	1,386,140
Street Light Improvement	1,824,050	1,823,257	1,905,600	1,905,600	1,939,000
Parkway Improvement	963,206	998,778	1,211,610	1,169,100	1,117,450
Police Impound	250,831	241,771	293,380	169,530	183,710
Ambulance Services	-	-	-	505,860	6,682,620
Other Special Revenue	2,203,211	2,014,705	3,137,630	2,028,780	3,149,000
Traffic Signal SDF	1,367,702	905	-	-	3,690
Police SDF	449,377	990,088	-	3,920	1,295,390
Fire SDF	36	349	-	-	3,690
Parks and Recreation SDF	1,877,158	7,215	-	-	3,690
General Government SDF	-	611	-	-	3,690
Roads SDF	-	-	-	-	3,690
Water SDF	463,436	6,477	-	-	3,690
Water Resources SDF	5,782,809	11,851	-	-	3,690
Wastewater SDF	753,275	-	-	-	-
Neely Wastewater SDF	7,109	779	-	-	3,690
Greenfield Wastewater SDF	895,788	4,713	-	-	3,690
TOTAL SPECIAL REVENUE FUNDS	\$ 19,357,381	\$ 6,983,251	\$ 12,525,370	\$ 6,820,820	\$ 21,491,770
OTHER FUNDING SOURCES					
CIP Administration	1,518,311	1,516,124	1,874,030	1,889,090	2,224,220
CIP Contingency	-	-	100,000,000	-	100,000,000
GO Bond Proceeds	10,783,958	-	350,000	350,000	-
Outside Sources	8,025,007	-	-	-	-
Prop 400 - MAG	3,982,342	-	-	-	-
MPC - Public Facilities	5,253,581	1,429,195	-	-	-
MPC - Water System	33,164,805	1,854,238	18,192,460	3,498,941	15,731,490
MPC - Wastewater System	6,428,790	28,248,604	21,276,240	5,204,213	2,640,100
TOTAL OTHER FUNDING SOURCES	\$ 69,156,794	\$ 33,048,161	\$ 141,692,730	\$ 10,942,244	\$ 120,595,810



EXPENSE DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
CAPITAL IMPROVEMENT FUNDS					
Redevelopment	-	14,966,221	9,814,050	2,836,588	8,614,630
Streets	-	20,947,657	105,137,990	17,891,898	121,249,330
Traffic Signals	-	1,000,642	7,497,070	374,647	11,197,730
Parks	-	30,395,557	53,380,815	26,755,979	23,116,160
Municipal Facilities	-	8,928,010	91,291,745	31,543,747	76,417,910
Water	-	43,712,145	148,931,740	5,824,921	117,685,720
Wastewater	-	8,497,071	76,192,750	13,327,017	76,868,100
Storm Water	-	48,964	873,000	-	2,191,000
TOTAL CAPITAL IMPROVEMENT	\$ -	\$ 128,496,267	\$ 493,119,160	\$ 98,554,797	\$ 437,340,580
DEBT SERVICE					
General Obligation Debt	22,280,090	23,258,156	24,260,550	24,260,550	25,986,550
HURF	3,413,020	3,413,270	-	-	-
Improvement Districts	961,309	826,220	5,343,240	830,000	4,759,630
MPC - Public Facilities	78,490,851	15,708,450	15,671,300	15,671,300	16,826,280
MPC - Water System	9,835,064	9,811,313	10,033,070	10,033,070	9,823,320
MPC - Wastewater System	3,900,543	3,622,350	3,624,750	3,624,750	3,624,000
Revenue Obligations	2,257,506	2,260,706	2,269,460	2,269,460	2,267,710
TOTAL DEBT SERVICE	\$ 121,138,383	\$ 58,900,465	\$ 61,202,370	\$ 56,689,130	\$ 63,287,490
TRUST ACCOUNTS					
Fire Pension	2,500	2,500	2,500	86,760	-
TOTAL TRUST ACCOUNTS	\$ 2,500	\$ 2,500	\$ 2,500	\$ 86,760	\$ -
GRAND TOTAL EXPENSES	\$ 501,006,668	\$ 485,501,714	\$ 1,048,945,125	\$ 468,228,521	\$ 992,839,910

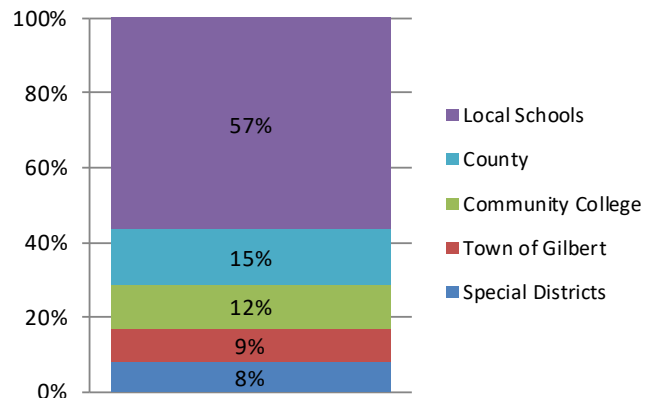


PROPERTY TAX RATES

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 2021 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.

Property Tax in Gilbert School District Area



	<u>Gilbert</u> <u>School District</u>	<u>Chandler</u> <u>School District</u>	<u>Higley</u> <u>School District</u>	<u>Mesa</u> <u>School District</u>
<u>Primary (Operating)</u>				
State	\$0.00	\$0.00	\$0.00	\$0.00
County	1.40	1.40	1.40	1.40
Community College	1.13	1.13	1.13	1.13
Education Equalization	0.44	0.44	0.44	0.44
Special Health Care District	0.18	0.18	0.18	0.18
Gilbert	0.00	0.00	0.00	0.00
East Valley Institute	0.00	0.00	0.00	0.00
Local School District	3.77	3.83	3.72	3.91
Total Primary	\$6.92	\$6.98	\$6.88	\$7.06
<u>Secondary (Debt)</u>				
County	\$0.00	\$0.00	\$0.00	\$0.00
Community College	0.16	0.16	0.16	0.16
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	0.12	0.12	0.12	0.12
Gilbert	0.99	0.99	0.99	0.99
East Valley Institute	0.00	0.00	0.00	0.00
Local School District	2.48	2.59	3.31	3.51
Total Secondary	\$4.13	\$4.24	\$4.95	\$5.16
<u>Total</u>				
State	\$0.00	\$0.00	\$0.00	\$0.00
County	1.40	1.40	1.40	1.40
Community College	1.29	1.29	1.29	1.29
Education Equalization	0.44	0.44	0.44	0.44
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	0.30	0.30	0.30	0.30
Gilbert	0.99	0.99	0.99	0.99
East Valley Institute	0.00	0.00	0.00	0.00
Local School District	6.25	6.42	7.03	7.42
Total Tax Rate	\$11.05	\$11.22	\$11.83	\$12.22



PERSONNEL SUMMARY

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021	% By Fund FY 2021
GENERAL FUND						
Mayor and Council	2.00	2.00	2.00	2.00	2.00	
Town Manager	7.35	8.35	8.35	9.35	10.35	
Digital Government	8.00	8.00	9.00	14.00	14.00	
Intergovernmental	2.00	2.00	2.00	2.00	2.00	
Economic Development	9.00	9.00	9.00	8.00	9.00	
Information Technology	41.00	42.00	48.00	47.00	52.00	
Human Resources	21.00	19.00	20.00	20.00	21.00	
Management and Budget	5.00	5.00	6.00	6.00	6.00	
Town Clerk	5.00	5.00	5.00	5.00	6.00	
Legal	27.00	28.00	31.00	31.00	31.00	
Finance and Mgmt Services	25.00	25.50	26.50	26.50	28.50	
Municipal Court	31.92	31.92	31.92	31.92	32.07	
Development Services	71.30	73.13	74.32	74.32	75.32	
Police	381.50	405.50	425.50	425.30	445.30	
Fire and Rescue	216.00	216.00	223.00	216.00	219.00	
Parks and Recreation	125.22	147.97	166.03	163.55	171.30	
Engineering Services	4.60	4.60	5.60	5.60	5.60	
TOTAL GENERAL FUND	982.89	1,032.97	1,093.22	1,087.54	1,130.44	72%
STREETS FUND	53.49	55.66	55.66	55.66	57.66	4%
ENTERPRISE FUNDS						
Water	131.95	133.50	135.68	135.68	135.93	
Wastewater	43.50	45.50	48.50	48.50	49.50	
Environmental Svc - Residential	88.40	79.56	81.31	81.31	82.81	
Environmental Svc - Commercial	8.94	8.94	8.44	8.44	8.44	
Environmental Compliance	0.00	11.84	12.09	12.09	12.59	
ENTERPRISE FUNDS	272.79	279.34	286.02	286.02	289.27	18%
INTERNAL SERVICE FUNDS	26.00	26.00	26.00	26.00	26.00	2%
SPECIAL REVENUE	10.75	11.25	11.25	16.45	49.31	3%
CIP ADMINISTRATION	12.40	12.40	13.40	13.40	13.40	1%
TOTAL TOWN POSITIONS	1,358.32	1,417.62	1,485.55	1,485.07	1,566.08	100%

Background

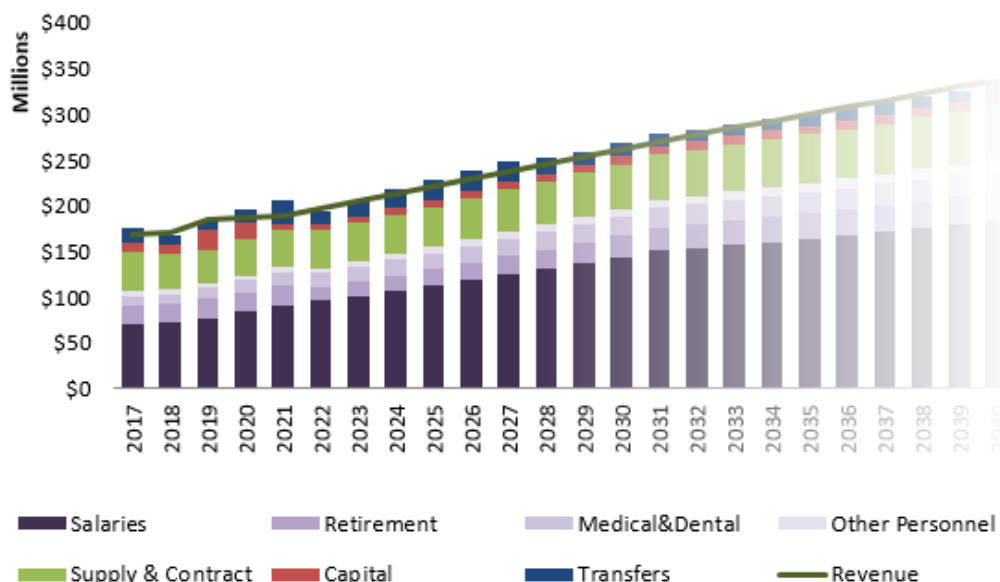
Gilbert maintains a keen focus on long-term financial security. Three organizational focus areas (strong economy, prosperous community, and exceptional built environment) have been adopted to help support the Town's efforts to avoid the typical rise and decline of cities. Gilbert wants to break the cycle 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



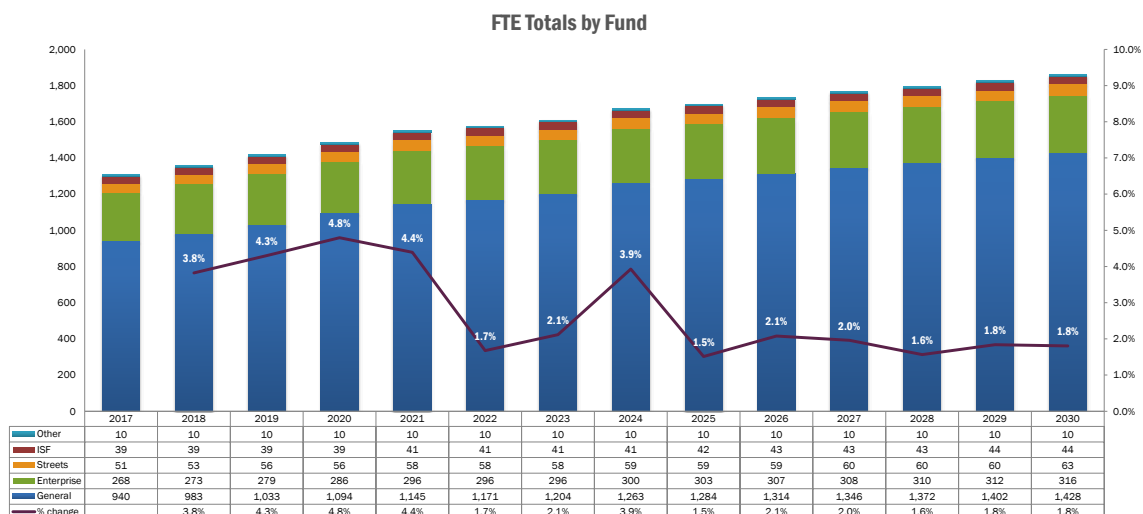
Results: FY 2020 and FY 2021 expenditures are represented as higher than anticipated revenues because one-time fund balance from unspent money in prior years is being used for capital projects. Retirement costs are anticipated to decline in FY 2022 in response to the Town reaching target funding levels 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, with a decrease in the base sales tax of \$5m in FY 2021 due to potential COVID-19 impacts. Actual growth over the past five years has been an average of \$5.8m 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 2020 LTFP, average salary growth was set at 3% and updated Staffing Model forecasts were incorporated. Assumption data was updated (i.e. retirement and benefit rates). Also, medical, dental, and workers compensation data was combined into one line for forecasting because the new financial system codes all of these expenditures to the same account segment, as opposed to the prior financial system which recorded each item separately. Finally, model graphs were extended to display through FY 2040.

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. Based on discussion with Council at the March 2020 Financial Retreat, the Town will work to pay down General Fund debt more quickly and to expand the General Fund Repair and Replacement fund to include both rolling stock and infrastructure replacement. In the past, the R&R fund has only been structured to support rolling stock replacement. Long-term impacts from COVID-19 are also being monitored.

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.



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 FY 2018 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.

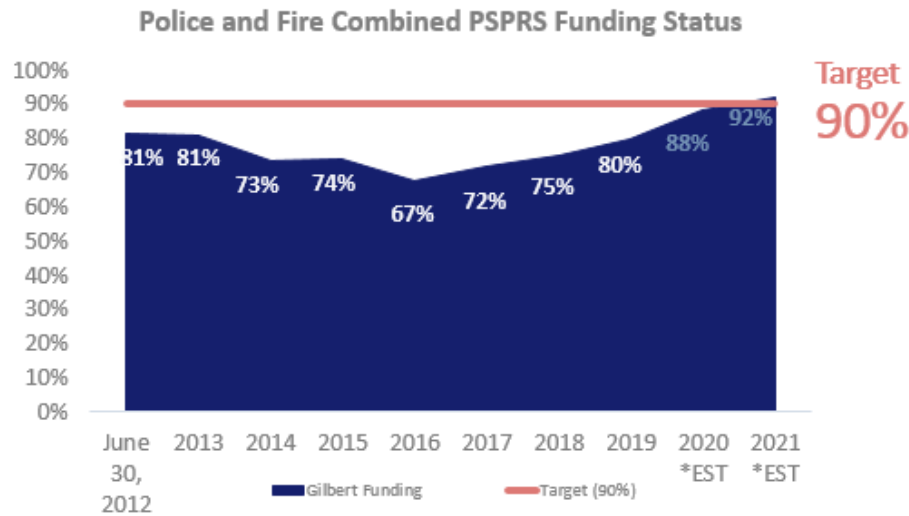
Pension Liabilities

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, 2019
ASRS	Civilian Employees	Pooled	71.3% / 72.3%
EORP	Elected Officials	Pooled	31.5% / 33.6%
PSPRS (Tiers 1&2)	Sworn Fire	Individual	89.2% / 89.6%*
PSPRS (Tiers 1&2)	Sworn Police	Individual	73.6% / 74.3%*
PSPRS (Tier 3)	Sworn Fire & Police	Pooled	116.9% / 118.4%*

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 FY 2016, the Town began an active effort to pay down the unfunded liability and increase the funding ratio. By June 30, 2019, the funding ratio for Police and Fire combined reached 80% funded. Through continued efforts, the Town should reach its goal of 90% funded by FY 2021 (depending on market impacts from COVID-19). For details on Gilbert's funding strategy, see the PSPRS Pension Funding section of Gilbert's Policies of Responsible Financial Management.

*Amounts include \$9.8m of contributions made in FY 2019 which were not included in the PSPRS actuarial report due to an accounting oversight, but PSPRS has confirmed the contributions have been received and are now properly credited to Gilbert's accounts.



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 was due and so the debt could be structured to fit exactly within a \$0.99 tax rate for the first two years. The bonds were issued in May 2020 which saved taxpayers \$5.6 million. At the same time, the remaining Series 2008 bonds were refinanced at a lower interest rate for an additional savings of \$800,000.

GO Bond Savings

CENTENNIAL
GILBERT-ARIZONA
2020 - 100th Anniversary

\$5.6m

Savings by delaying issuance of Public Safety Training Facility bonds from Spring of 2019 to Spring of 2020



\$800k

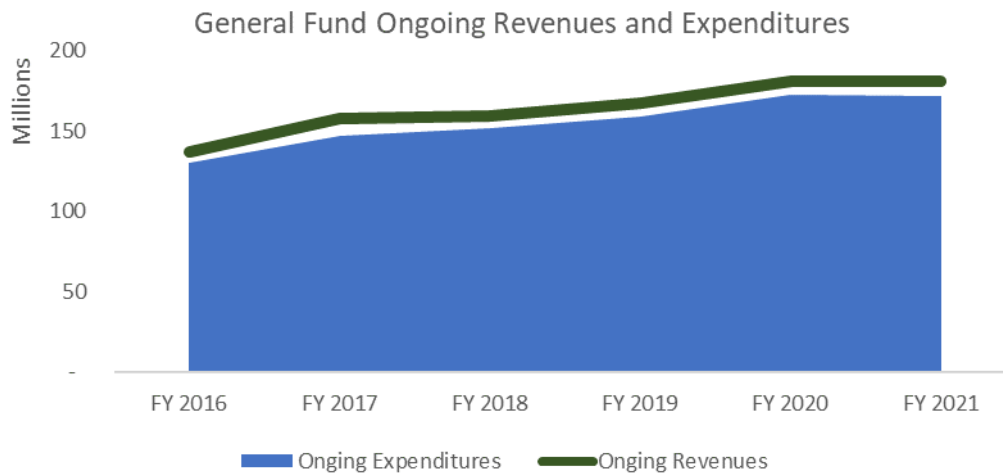
Savings of about 5% by refinancing remaining portion of 2008 GO bonds



One-Time vs Ongoing Expenditures

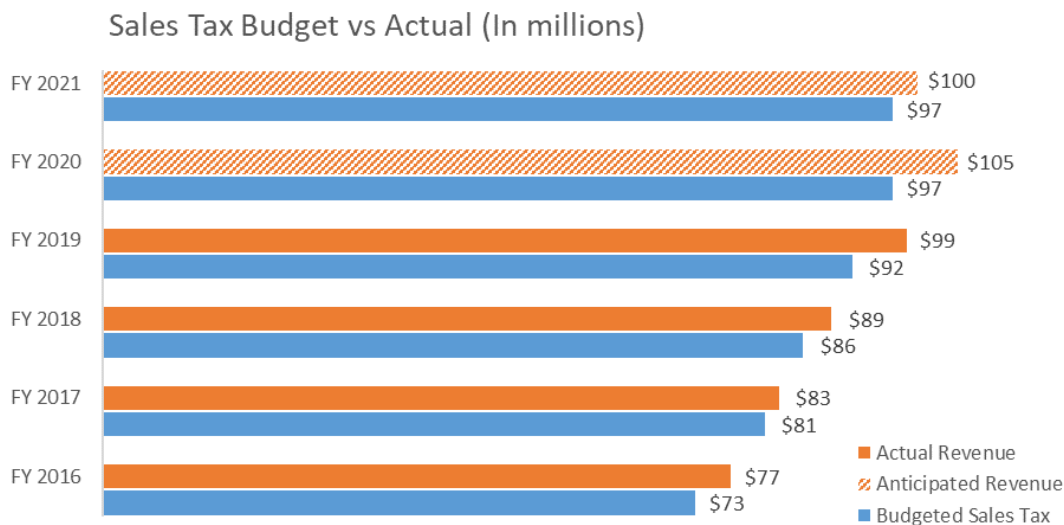
Gilbert avoids the use of one-time revenue to support ongoing expenditure. Also, in recognition that sales tax can be volatile depending on economic conditions, and sales tax from construction is the most volatile of Gilbert's sales tax categories, Gilbert has chosen to designate \$5m of construction 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 (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) in case of a rainy day.

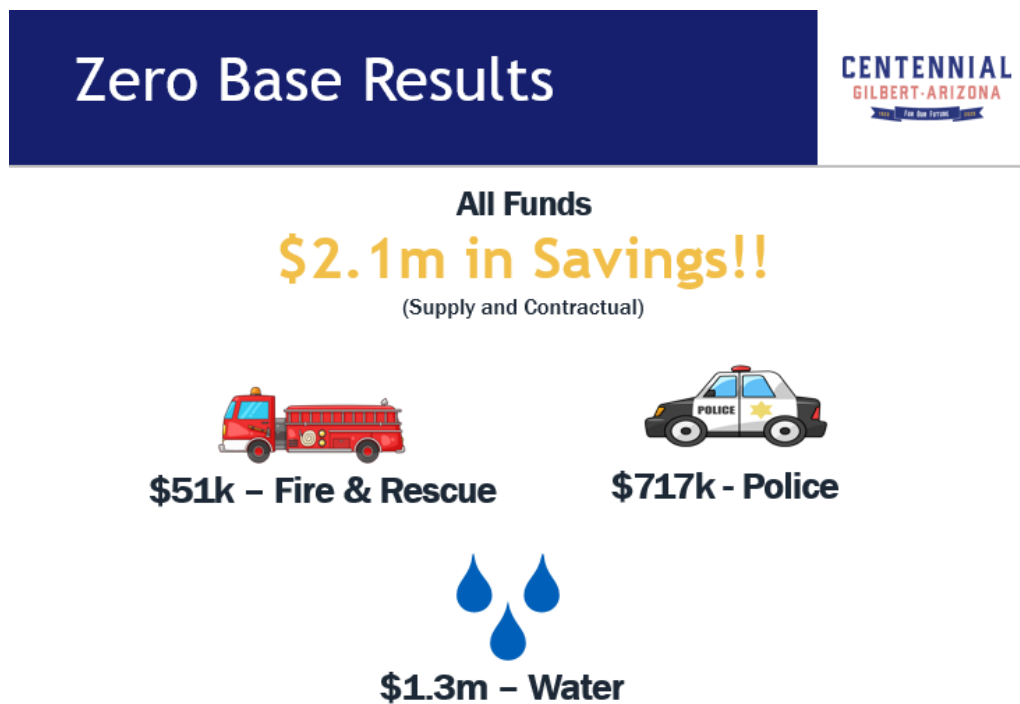


Conservatively budgeting sales tax helps Gilbert keep expenditures low and provides time to react if revenues decline. Assuming revenues come in above budget, the money is then used for one-time expenditures the following year (after the money has already been received). This practice has proven to be very effective and helpful in providing reaction time for economic changes related to COVID-19.

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 \$2.1m in preparation for FY 2021 and nearly \$7m 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.



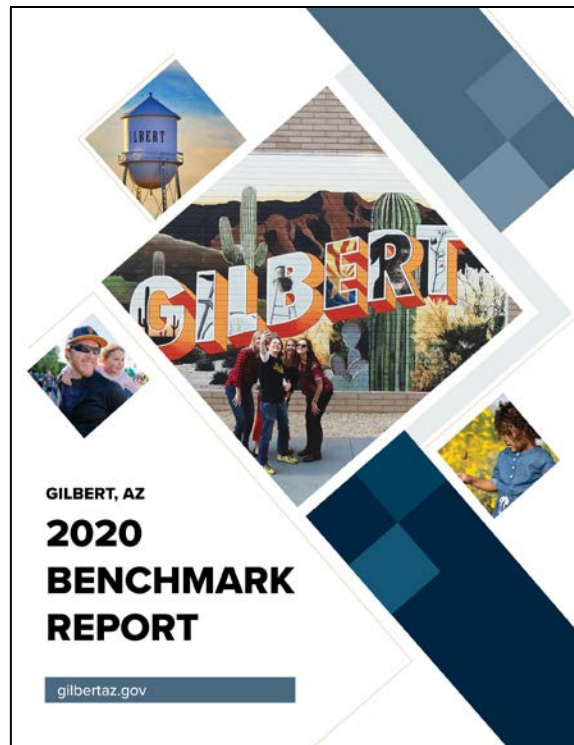
Benchmarking

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 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 March 2020, the Financial Retreat included discussion on:

- Transportation and Infrastructure Needs
- Advocacy Center and Dispatch Expansion
- Long Range Infrastructure Planning for Water, Wastewater, and General Fund
- North Water Treatment Plant Infrastructure Needs and Water Rates
- System Development Fee Fund Balances
- Sales Tax Revenue Diversity
- Recycling Costs/Fees
- PSPRS Funding Policy and Progress
- Early Debt Payoff
- 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 Gilbert's commitment to using data in decision making were added to the financial policies in June 2020.

REVENUE SOURCES

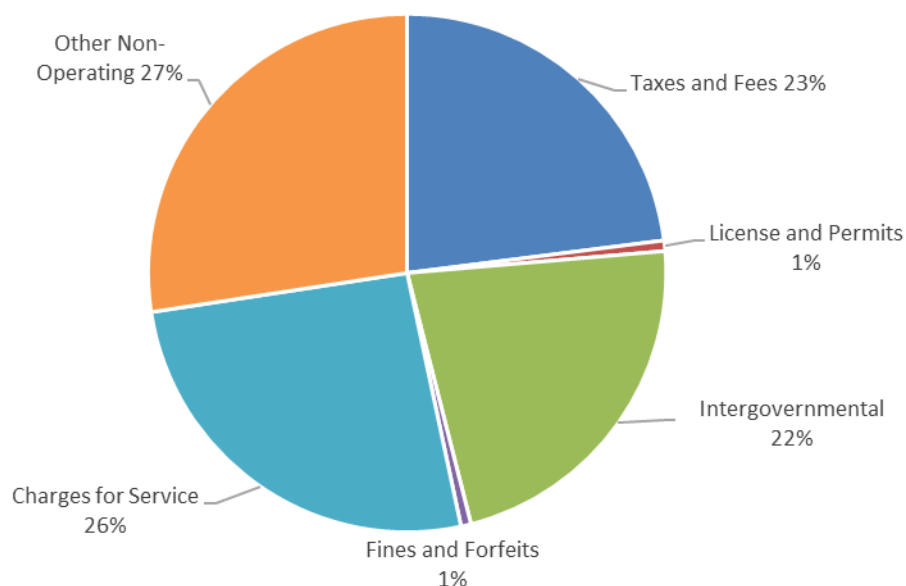
ALL REVENUE SOURCES

This section of the budget document includes detailed information regarding revenue types, including historical information, assumptions for the FY 2021 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 2021 is \$992,839,910. Of this amount, \$561,471,880 is anticipated in new revenue collections and \$431,368,030 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 2021 Revenue Sources All Funds by Type (Excludes Transfers)

Revenue Type	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Taxes and Fees	\$118,018,982	\$127,868,637	\$127,896,180	\$127,576,180	\$129,073,230
License and Permits	4,701,052	5,785,678	4,335,000	4,201,000	3,709,000
Intergovernmental	100,626,798	88,762,791	113,568,210	109,883,000	125,674,270
Charges for Service	122,349,991	130,310,753	135,611,160	137,301,564	145,601,350
Fines and Forfeits	4,064,775	3,898,014	4,006,000	3,613,000	3,528,000
Other Non-Operating	106,609,891	60,832,564	253,000,830	156,077,586	153,886,030
Total	\$456,371,489	\$417,458,437	\$638,417,380	\$538,652,330	\$561,471,880



TAXES AND FEES

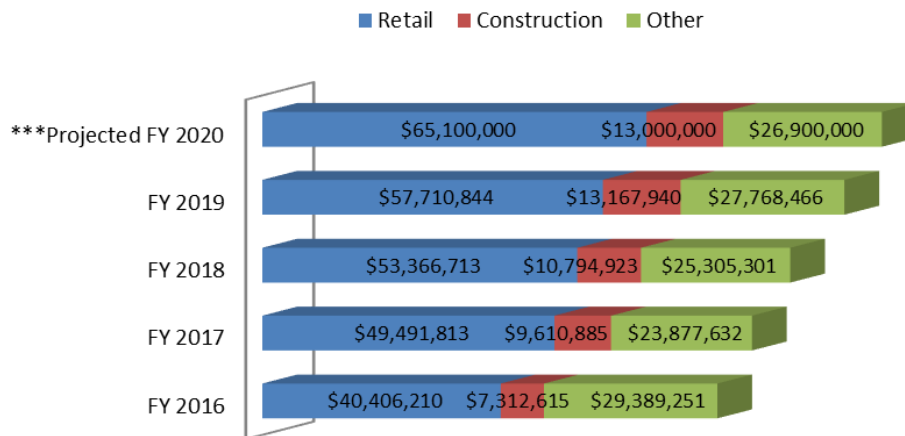
Local Sales Tax

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 year over year sales tax increases of 8% or above for the past seven 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.

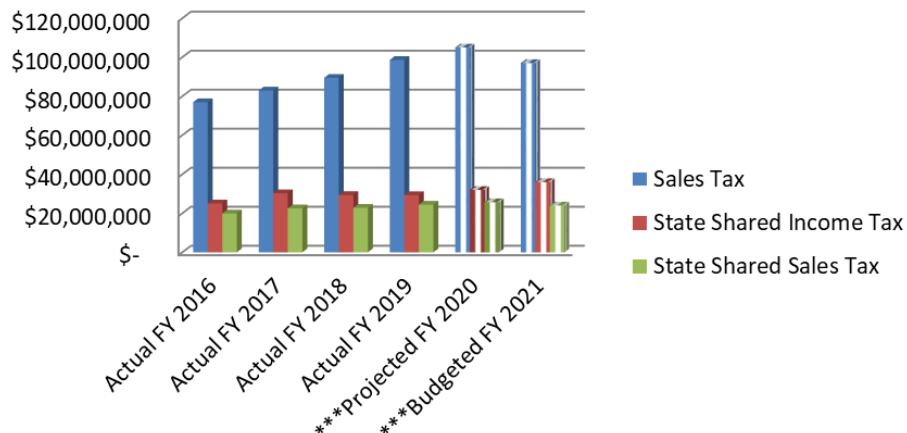
The projections are based on the following assumptions, which remain consistent from last year:

- 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%

Sales Tax



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.

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

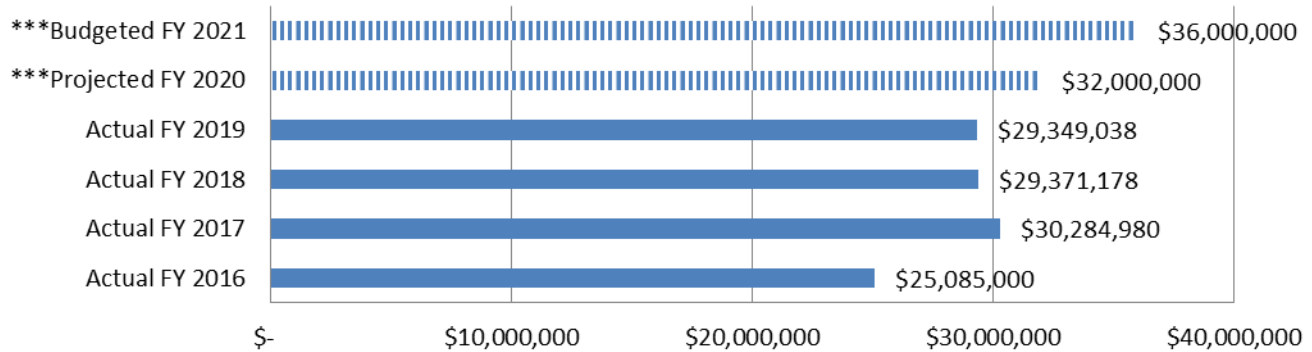
Funding received from any other government agency is considered intergovernmental. The largest source is state shared revenue for sales tax, income tax, highway user revenue, vehicle license tax and local transportation assistance fund.

State Shared 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.

State Shared 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 2019 is distributed to cities in FY 2021. This is sometimes referred to as Urban Revenue Sharing.

State Shared Income Tax**Highway User Revenue (HURF)**

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 Tax (VLT)

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, and enterprise revenue including 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 88% of the total fund revenues. Commercial and reclaimed revenues account for approximately 7% 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. It also includes the operation of the household hazardous waste facility. Environmental Services Commercial includes solid waste collection for commercial and roll-off customers. 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.

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.

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.

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.

REVENUE SOURCES

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.



GENERAL FUND FIVE-YEAR FORECAST

GENERAL FUND - FIVE-YEAR FORECAST					
	Budget FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
BEGINNING FUND BALANCE (Less Committed)	99,446,000	47,145,000	49,035,000	49,920,000	54,180,000
REVENUE	178,868,000	190,728,000	192,073,000	198,823,000	203,545,100
TOTAL REVENUE	178,868,000	190,728,000	192,073,000	198,823,000	203,545,100
TRANSFERS IN	6,771,000	6,771,000	6,771,000	6,771,000	6,771,000
TOTAL SOURCES	285,085,000	244,644,000	247,879,000	255,514,000	264,496,100
ONGOING EXPENDITURES					
BASE EXPENDITURES	168,061,000	168,061,000	168,061,000	168,061,000	168,061,000
CIP MAINTENANCE COSTS		185,000	1,845,000	1,961,000	2,022,000
FIVE-YEAR PLAN		5,992,000	11,372,000	16,925,000	22,057,000
SUB-TOTAL ONGOING EXPENDITURES	168,061,000	174,238,000	181,278,000	186,947,000	192,140,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	13,533,000				
FIVE-YEAR PLAN		8,279,000	4,005,000	1,758,000	1,953,000
CAPITAL OUTLAY	999,000				
CONTINGENCY	10,000,000				
ECONOMIC DEVELOPMENT RESERVE	5,000,000				
SUB-TOTAL ONE-TIME EXPENDITURES	29,532,000	8,279,000	4,005,000	1,758,000	1,953,000
TRANSFER OUT					
CAPITAL	13,282,000	563,000	147,000	100,000	4,693,000
OTHER	27,065,000	12,529,000	12,529,000	12,529,000	12,529,000
SUB-TOTAL TRANSFERS OUT	40,347,000	13,092,000	12,676,000	12,629,000	17,222,000
TOTAL USES	237,940,000	195,609,000	197,959,000	201,334,000	211,315,000
ANNUAL OPERATING RESULT	(52,301,000)	1,890,000	885,000	4,260,000	(998,900)
FUND BALANCE	47,145,000	49,035,000	49,920,000	54,180,000	53,181,100
MINIMUM FUND BALANCE	47,140,000	48,690,000	50,450,000	51,870,000	53,160,000
FUND BALANCE ABOVE MINIMUM	5,000	345,000	(530,000)	2,310,000	21,100

Five-Year Plan Assumptions:

- ✓ Transfer to the General Equipment Replacement Fund was increased from FY 2020 based beginning to fund repair and replacement of both rolling stock and infrastructure through this fund
- ✓ 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 2021 at \$10,000,000

ROADWAY AND MAINTENANCE FIVE-YEAR FORECAST

ROADWAY AND MAINTENANCE FUND - FIVE-YEAR FORECAST					
	Budget FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
BEGINNING FUND BALANCE (Less Committed)	14,411,000	1,212,000	36,000	2,371,000	1,794,000
REVENUE	10,418,000	10,727,000	10,939,000	11,156,000	11,377,000
TOTAL REVENUE	10,418,000	10,727,000	10,939,000	11,156,000	11,377,000
TRANSFERS IN	600,000	600,000	600,000	600,000	600,000
TOTAL SOURCES	25,429,000	12,539,000	11,575,000	14,127,000	13,771,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	4,762,000	4,762,000	4,762,000	4,762,000	4,762,000
CIP MAINTENANCE COSTS		185,000	267,000	450,000	450,000
FIVE-YEAR PLAN		102,000	204,000	306,000	408,000
SUB-TOTAL ONGOING EXPENDITURES	4,762,000	5,049,000	5,233,000	5,518,000	5,620,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	3,137,000				
FIVE-YEAR PLAN		1,115,000	1,468,000	1,975,000	2,200,000
CAPITAL OUTLAY	-				
CONTINGENCY	900,000				
SUB-TOTAL ONE-TIME EXPENDITURES	4,037,000	1,115,000	1,468,000	1,975,000	2,200,000
TRANSFER OUT					
CAPITAL	14,628,000	5,549,000	1,713,000	4,050,000	3,328,000
OTHER	790,000	790,000	790,000	790,000	790,000
SUB-TOTAL TRANSFERS OUT	15,418,000	6,339,000	2,503,000	4,840,000	4,118,000
TOTAL USES	24,217,000	12,503,000	9,204,000	12,333,000	11,938,000
ANNUAL OPERATING RESULT	(13,199,000)	(1,176,000)	2,335,000	(577,000)	39,000
FUND BALANCE	1,212,000	36,000	2,371,000	1,794,000	1,833,000
MINIMUM FUND BALANCE	1,190,000	1,260,000	1,310,000	1,380,000	1,410,000
FUND BALANCE ABOVE MINIMUM	22,000	(1,224,000)	1,061,000	414,000	423,000

Five-Year Plan Assumptions:

- ✓ FY 2021 Transfers Out Other are the contributions to the Repair and Replacement Fund for rolling stock
- ✓ FY 2021 revenue estimates from Vehicle License Tax were reduced from prior year levels in anticipation of COVID-19 impacts
- ✓ Increase in revenue is a result of increase in Vehicle License Tax based on anticipated growth over time
- ✓ Timing of Capital Projects currently included in FY 2022 will be closely evaluated against available revenue so minimum fund balance is met



STREETS FIVE-YEAR FORECAST

STREETS FUND - FIVE-YEAR FORECAST					
	Budget FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
BEGINNING FUND BALANCE (Less Committed)	6,531,000	5,327,000	4,938,000	4,537,000	4,150,000
REVENUE	16,445,000	16,937,000	17,275,000	17,620,000	17,972,000
TOTAL REVENUE	16,445,000	16,937,000	17,275,000	17,620,000	17,972,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	22,976,000	22,264,000	22,213,000	22,157,000	22,122,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	15,958,000	15,958,000	15,958,000	15,958,000	15,958,000
CIP MAINTENANCE COSTS		11,000	31,000	32,000	37,000
FIVE-YEAR PLAN		330,000	660,000	990,000	1,320,000
SUB-TOTAL ONGOING EXPENDITURES	15,958,000	16,299,000	16,649,000	16,980,000	17,315,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	52,000				
FIVE-YEAR PLAN		-	-	-	-
CAPITAL OUTLAY	112,000				
CONTINGENCY	500,000				
SUB-TOTAL ONE-TIME EXPENDITURES	664,000	-	-	-	-
TRANSFER OUT					
CAPITAL	-	-	-	-	-
OTHER	1,027,000	1,027,000	1,027,000	1,027,000	1,027,000
SUB-TOTAL TRANSFERS OUT	1,027,000	1,027,000	1,027,000	1,027,000	1,027,000
TOTAL USES	17,649,000	17,326,000	17,676,000	18,007,000	18,342,000
ANNUAL OPERATING RESULT	(1,204,000)	(389,000)	(401,000)	(387,000)	(370,000)
FUND BALANCE	5,327,000	4,938,000	4,537,000	4,150,000	3,780,000
MINIMUM FUND BALANCE	3,990,000	4,070,000	4,160,000	4,250,000	4,330,000
FUND BALANCE ABOVE MINIMUM	1,337,000	868,000	377,000	(100,000)	(550,000)

Five-Year Plan Assumptions:

- ✓ FY 2021 Transfers Out Other is an overhead allocation to the General Fund
- ✓ FY 2021 revenue estimates from Highway User Fees were reduced from prior year levels in anticipation of COVID-19 impacts
- ✓ Increase in revenue is a result of increase in Highway User Fee based on anticipated growth over time



WATER FUND FIVE-YEAR FORECAST

WATER FUND - FIVE-YEAR FORECAST					
	Budget FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
BEGINNING FUND BALANCE (Less Committed)	43,504,000	22,552,000	29,764,000	27,391,000	23,719,000
REVENUE	51,350,000	55,042,000	55,929,000	56,832,000	57,750,000
TOTAL REVENUE	51,350,000	55,042,000	55,929,000	56,832,000	57,750,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	94,854,000	77,594,000	85,693,000	84,223,000	81,469,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	29,497,000	29,497,000	29,497,000	29,497,000	29,497,000
CIP MAINTENANCE COSTS		242,000	297,000	297,000	322,000
FIVE-YEAR PLAN		655,000	1,686,000	1,836,000	1,911,000
SUB-TOTAL ONGOING EXPENDITURES	29,497,000	30,394,000	31,480,000	31,630,000	31,730,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	2,000,000				
FIVE-YEAR PLAN		198,000	293,000	-	185,000
CAPITAL OUTLAY	338,000				
CONTINGENCY	2,500,000				
SUB-TOTAL ONE-TIME EXPENDITURES	4,838,000	198,000	293,000	-	185,000
TRANSFER OUT					
CAPITAL	20,828,000	99,000	3,030,000	5,375,000	1,576,000
OTHER	17,139,000	17,139,000	23,499,000	23,499,000	23,499,000
SUB-TOTAL TRANSFERS OUT	37,967,000	17,238,000	26,529,000	28,874,000	25,075,000
TOTAL USES	72,302,000	47,830,000	58,302,000	60,504,000	56,990,000
ANNUAL OPERATING RESULT	(20,952,000)	7,212,000	(2,373,000)	(3,672,000)	760,000
FUND BALANCE	22,552,000	29,764,000	27,391,000	23,719,000	24,479,000
MINIMUM FUND BALANCE	17,170,000	17,400,000	24,030,000	24,070,000	24,090,000
FUND BALANCE ABOVE MINIMUM	5,382,000	12,364,000	3,361,000	(351,000)	389,000

Five-Year Plan Assumptions:

- ✓ Infrastructure investment is needed at the North Water Treatment Plant. Exploration of most cost effective options and rate impacts will be undertaken in FY 2021. A 6% rate increase in FY 2022 and \$90 million of bonds (with the first payment due in FY 2023) have been used as placeholders in the five-year plan
- ✓ For FY 2021, Water completed a zero based budget, allowing for the reallocation of approximately \$1,355,000 in savings



WASTEWATER FUND FIVE-YEAR FORECAST

WASTEWATER FUND - FIVE-YEAR FORECAST					
	Budget FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
BEGINNING FUND BALANCE (Less Committed)	24,625,000	8,584,000	8,200,000	8,276,000	8,490,000
REVENUE	30,585,000	31,096,000	31,616,000	32,145,000	32,684,000
TOTAL REVENUE	30,585,000	31,096,000	31,616,000	32,145,000	32,684,000
TRANSFERS IN	1,035,000	1,035,000	1,035,000	1,035,000	1,035,000
TOTAL SOURCES	56,245,000	40,715,000	40,851,000	41,456,000	42,209,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	16,986,000	16,986,000	16,986,000	16,986,000	16,986,000
CIP MAINTENANCE COSTS		691,000	691,000	691,000	691,000
FIVE-YEAR PLAN		220,000	540,000	914,000	1,234,000
SUB-TOTAL ONGOING EXPENDITURES	16,986,000	17,897,000	18,217,000	18,591,000	18,911,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	924,000				
FIVE-YEAR PLAN		340,000	300,000	300,000	300,000
CAPITAL OUTLAY	45,000				
CONTINGENCY	2,000,000				
SUB-TOTAL ONE-TIME EXPENDITURES	2,969,000	340,000	300,000	300,000	300,000
TRANSFER OUT					
CAPITAL	16,216,000	2,788,000	2,568,000	2,585,000	2,247,000
OTHER	11,490,000	11,490,000	11,490,000	11,490,000	11,490,000
SUB-TOTAL TRANSFERS OUT	27,706,000	14,278,000	14,058,000	14,075,000	13,737,000
TOTAL USES	47,661,000	32,515,000	32,575,000	32,966,000	32,948,000
ANNUAL OPERATING RESULT	(16,041,000)	(384,000)	76,000	214,000	771,000
FUND BALANCE	8,584,000	8,200,000	8,276,000	8,490,000	9,261,000
MINIMUM FUND BALANCE	7,950,000	8,170,000	8,250,000	8,350,000	8,430,000
FUND BALANCE ABOVE MINIMUM	634,000	30,000	26,000	140,000	831,000

Five-Year Plan Assumptions:

- ✓ No rate increases are scheduled in the Five-Year Forecast
- ✓ Increase in revenue is based on an anticipated growth rate in customers of 1.75% for both residential and commercial accounts

ENV SERVICES RESIDENTIAL FUND - FIVE-YEAR FORECAST					
	Budget FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
BEGINNING FUND BALANCE (Less Committed)	13,235,000	5,414,000	5,170,000	4,869,000	4,541,000
REVENUE	14,945,000	17,454,000	17,717,000	17,985,000	18,257,000
TOTAL REVENUE	14,945,000	17,454,000	17,717,000	17,985,000	18,257,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	28,180,000	22,868,000	22,887,000	22,854,000	22,798,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	15,032,000	15,032,000	15,032,000	15,032,000	15,032,000
CIP MAINTENANCE COSTS		4,000	4,000	4,000	4,000
FIVE-YEAR PLAN		341,000	661,000	956,000	1,229,000
SUB-TOTAL ONGOING EXPENDITURES	15,032,000	15,377,000	15,697,000	15,992,000	16,265,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	50,000				
FIVE-YEAR PLAN		-	-	-	-
CAPITAL OUTLAY	-				
CONTINGENCY	1,200,000				
SUB-TOTAL ONE-TIME EXPENDITURES	1,250,000	-	-	-	-
TRANSFER OUT					
CAPITAL	4,163,000	-	-	-	111,000
OTHER	2,321,000	2,321,000	2,321,000	2,321,000	2,321,000
SUB-TOTAL TRANSFERS OUT	6,484,000	2,321,000	2,321,000	2,321,000	2,432,000
TOTAL USES	22,766,000	17,698,000	18,018,000	18,313,000	18,697,000
ANNUAL OPERATING RESULT	(7,821,000)	(244,000)	(301,000)	(328,000)	(440,000)
FUND BALANCE	5,414,000	5,170,000	4,869,000	4,541,000	4,101,000
MINIMUM FUND BALANCE	3,760,000	3,840,000	3,920,000	4,000,000	4,070,000
FUND BALANCE ABOVE MINIMUM	1,654,000	1,330,000	949,000	541,000	31,000

Five-Year Plan Assumptions:

- ✓ Transfer Out Other includes a transfer to the Repair and Replacement Fund and an overhead allocation to the General Fund
- ✓ The recycling market has declined and is no longer providing the same revenue it has in the past. Exploration of most cost effective options and rate impacts will be undertaken in FY 2021. A revenue increase of \$2.25m in FY 2022 has been used as placeholder in the five-year plan

ENV SERVICES COMMERCIAL FUND - FIVE-YEAR FORECAST					
	Budget FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
BEGINNING FUND BALANCE (Less Committed)	1,953,000	822,000	650,000	436,000	233,000
REVENUE	2,732,000	2,709,000	2,709,000	2,709,000	2,709,000
TOTAL REVENUE	2,732,000	2,709,000	2,709,000	2,709,000	2,709,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	4,685,000	3,531,000	3,359,000	3,145,000	2,942,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	2,411,000	2,411,000	2,411,000	2,411,000	2,411,000
CIP MAINTENANCE COSTS		-	-	-	-
FIVE-YEAR PLAN		42,000	84,000	73,000	81,000
SUB-TOTAL ONGOING EXPENDITURES	2,411,000	2,453,000	2,495,000	2,484,000	2,492,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	30,000				
FIVE-YEAR PLAN		-	-	-	-
CAPITAL OUTLAY	-				
CONTINGENCY	250,000				
SUB-TOTAL ONE-TIME EXPENDITURES	280,000	-	-	-	-
TRANSFER OUT					
CAPITAL	588,000	-	-	-	58,000
OTHER	584,000	428,000	428,000	428,000	428,000
SUB-TOTAL TRANSFERS OUT	1,172,000	428,000	428,000	428,000	486,000
TOTAL USES	3,863,000	2,881,000	2,923,000	2,912,000	2,978,000
ANNUAL OPERATING RESULT	(1,131,000)	(172,000)	(214,000)	(203,000)	(269,000)
FUND BALANCE	822,000	650,000	436,000	233,000	(36,000)
MINIMUM FUND BALANCE	600,000	610,000	620,000	620,000	620,000
FUND BALANCE ABOVE MINIMUM	222,000	40,000	(184,000)	(387,000)	(656,000)

Five-Year Plan Assumptions:

- ✓ Transfers Out Other includes a transfer to the Repair and Replacement Fund as well as an overhead allocation to the General Fund
- ✓ The long-term health of this fund and potential rate changes will be evaluated in FY 2021

ENVIRONMENTAL COMPLIANCE FUND - FIVE-YEAR FORECAST					
	Budget FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
BEGINNING FUND BALANCE (Less Committed)	1,290,000	452,000	522,000	624,000	759,000
REVENUE	5,697,000	4,561,000	4,618,000	4,676,000	4,734,000
TOTAL REVENUE	5,697,000	4,561,000	4,618,000	4,676,000	4,734,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	6,987,000	5,013,000	5,140,000	5,300,000	5,493,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	1,783,000	1,783,000	1,783,000	1,783,000	1,783,000
CIP MAINTENANCE COSTS		-	-	-	-
FIVE-YEAR PLAN		25,000	50,000	75,000	100,000
SUB-TOTAL ONGOING EXPENDITURES	1,783,000	1,808,000	1,833,000	1,858,000	1,883,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	10,000				
FIVE-YEAR PLAN		-	-	-	-
CAPITAL OUTLAY	38,000				
CONTINGENCY	250,000				
SUB-TOTAL ONE-TIME EXPENDITURES	298,000	-	-	-	-
TRANSFER OUT					
CAPITAL	2,071,000	-	-	-	903,000
OTHER	2,383,000	2,683,000	2,683,000	2,683,000	2,683,000
SUB-TOTAL TRANSFERS OUT	4,454,000	2,683,000	2,683,000	2,683,000	3,586,000
TOTAL USES	6,535,000	4,491,000	4,516,000	4,541,000	5,469,000
ANNUAL OPERATING RESULT	(838,000)	70,000	102,000	135,000	(735,000)
FUND BALANCE	452,000	522,000	624,000	759,000	24,000
MINIMUM FUND BALANCE	450,000	450,000	460,000	460,000	470,000
FUND BALANCE ABOVE MINIMUM	2,000	72,000	164,000	299,000	(446,000)

Five-Year Plan Assumptions:

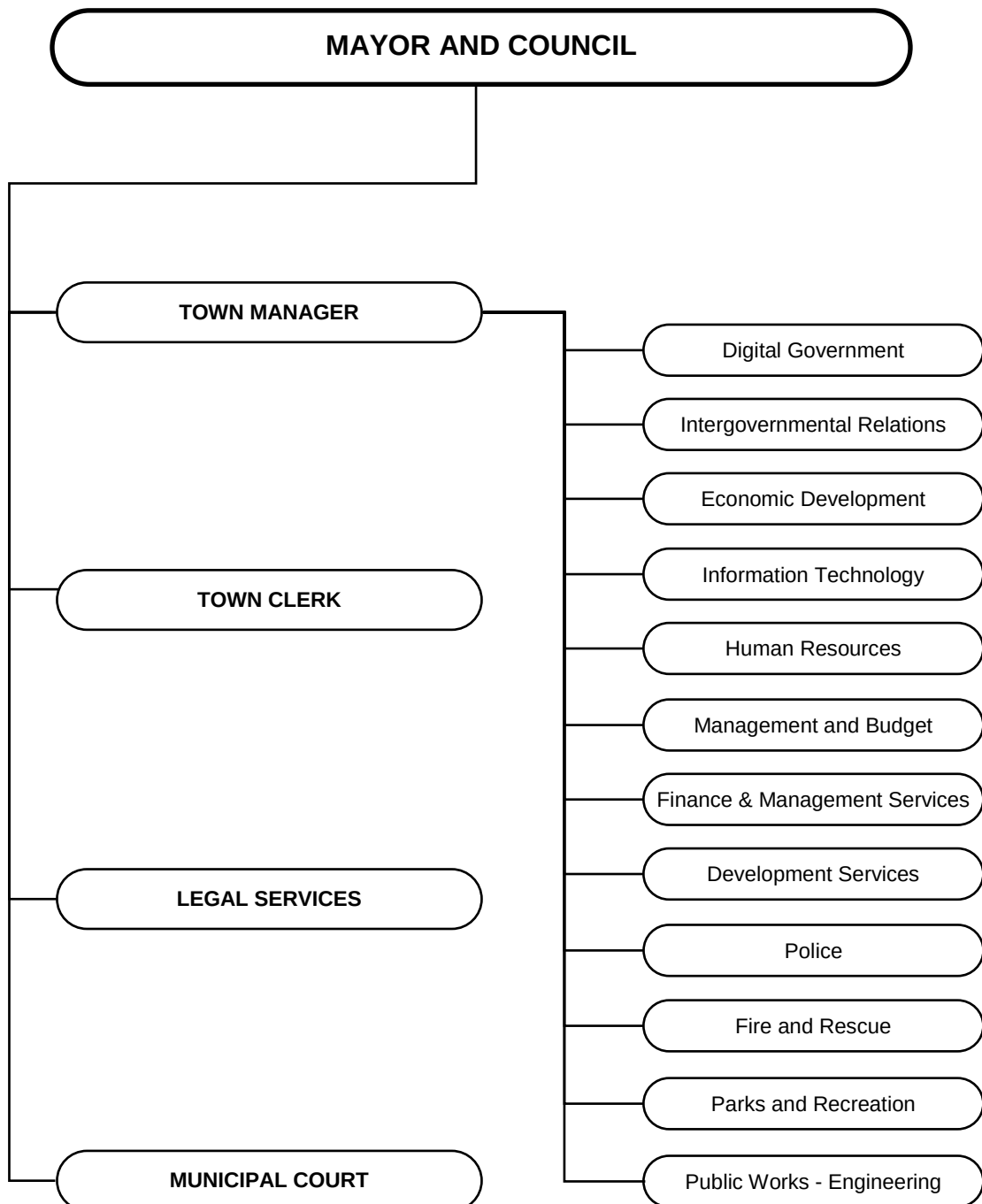
- ✓ Transfers Out Other includes a transfer to the Repair and Replacement Fund, as well as an overhead allocation to the General Fund
- ✓ Decrease in revenue between FY 2021 and FY 2022 is due to a one-time revenue in FY 2021 from an outside source as a funding source for a capital project



General Fund

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
Police
Fire and Rescue
Parks and Recreation
Engineering Services





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:

Program	FY 2021 Budgeted Expenses	FY 2021 Fee Supported	FY 2021 Transfer Supported	FY 2021 Tax Supported	FY 2021 % Tax Supported
Mayor and Council	\$ 737,640	\$ 110,000	\$ 234,430	\$ 393,210	53%
Boards and Commissions	39,250	-	-	39,250	100%
Manager	2,096,660	-	562,740	1,533,920	73%
Digital Communication	1,830,120	-	581,620	1,248,500	68%
Intergovernmental Relations	417,660	-	132,740	284,920	68%
Economic Development	2,494,350	130,000	-	2,364,350	95%
Information Technology	14,812,810	-	2,285,370	12,527,440	85%
Human Resources	2,612,810	4,000	578,810	2,030,000	78%
Management and Budget	742,750	-	236,030	506,720	68%
Town Clerk	1,193,380	-	-	1,193,380	100%
Legal Services	3,860,120	-	367,980	3,492,140	90%
Management Services	3,024,750	175,000	746,020	2,103,730	70%
Municipal Court	3,395,990	292,000	-	3,103,990	91%
Development Services	8,208,740	6,021,000	-	2,187,740	27%
Police	58,715,270	2,967,000	15,000	55,733,270	95%
Fire and Rescue	34,754,500	1,995,000	35,000	32,724,500	94%
Parks and Recreation	24,461,240	5,695,000	545,350	18,220,890	74%
Public Works Engineering	751,670	-	-	751,670	100%
Non-Departmental*	73,789,110	-	450,000	73,339,110	99%
Total General Fund	\$ 237,938,820	\$ 17,389,000	\$ 6,771,090	\$ 213,778,730	90%

*Expenses include transfers.

The total General Fund revenue budget including fees and taxes is \$178,868,000. Fees charged to recover the cost of service total \$17,389,000. The tax supported (non-allocated) revenue of \$161,479,000 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 \$6,771,090.

ORGANIZATIONAL FOCUS AREAS

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

Prosperous
Community



Strong Economy



Exceptional Built
Environment



GENERAL FUND

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
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	7.35	8.35	8.35	9.35	10.35
Digital Government	8.00	8.00	9.00	14.00	14.00
Intergovernmental Relations	2.00	2.00	2.00	2.00	2.00
Economic Development	9.00	9.00	9.00	8.00	9.00
Information Technology	41.00	42.00	48.00	47.00	52.00
Human Resources	21.00	19.00	20.00	20.00	21.00
Management and Budget	5.00	5.00	6.00	6.00	6.00
Town Clerk	5.00	5.00	5.00	5.00	6.00
Legal Services	27.00	28.00	31.00	31.00	31.00
Management Services	25.00	25.50	26.50	26.50	28.50
Municipal Court	31.92	31.92	31.92	31.92	32.07
Development Services	71.30	73.13	74.32	74.32	75.32
Police	381.50	405.50	425.50	425.30	445.30
Fire and Rescue	216.00	216.00	223.00	216.00	219.00
Parks and Recreation	125.22	147.97	166.03	163.55	171.30
Public Works Engineering	4.60	4.60	5.60	5.60	5.60
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	982.89	1,032.97	1,093.22	1,087.54	1,130.44

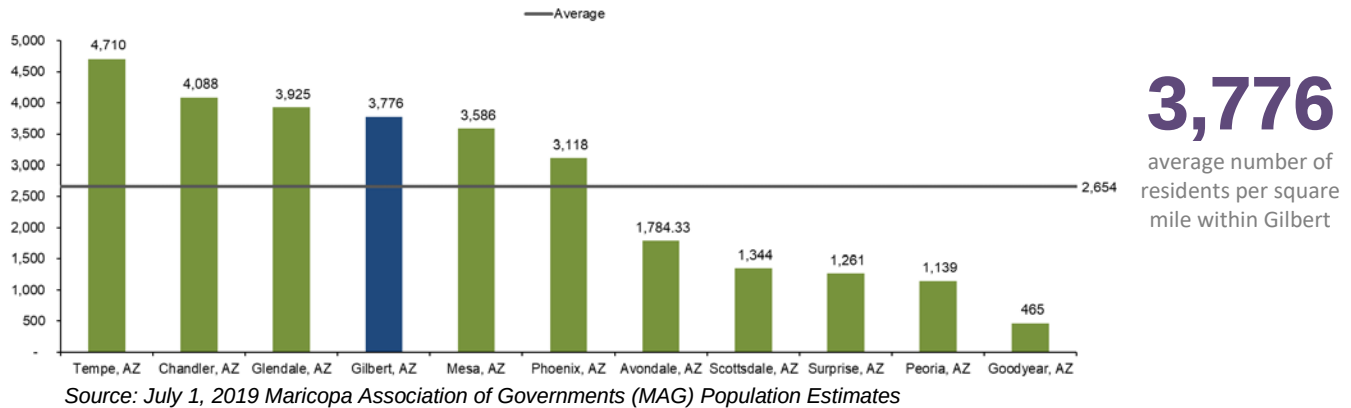
EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Mayor and Council	711,991	687,199	734,010	791,290	737,640
Boards and Commissions	24,417	28,094	30,890	26,530	39,250
Manager	1,761,466	1,685,772	2,145,710	1,758,990	2,096,660
Digital Government	1,052,951	1,106,218	1,269,660	1,521,030	1,830,120
Intergovernmental Relations	313,745	358,068	393,310	432,630	417,660
Economic Development	2,153,366	2,169,003	2,697,730	2,304,950	2,494,350
Information Technology	9,028,027	9,343,818	13,027,975	11,873,270	14,812,810
Human Resources	2,512,033	2,325,484	2,472,730	2,361,040	2,612,810
Management and Budget	608,156	626,123	728,170	705,690	742,750
Town Clerk	510,049	701,017	576,520	525,690	1,193,380
Legal Services	2,789,378	3,209,787	3,814,090	3,615,410	3,860,120
Management Services	2,337,097	2,502,796	2,679,070	2,747,840	3,024,750
Municipal Court	3,192,395	3,355,222	3,430,020	3,260,560	3,395,990
Development Services	6,716,658	7,233,062	8,115,580	7,858,050	8,208,740
Police	51,946,215	57,005,580	59,942,830	57,111,890	58,715,270
Fire and Rescue	35,371,996	35,644,804	35,225,980	33,924,960	34,754,500
Parks and Recreation	18,647,716	19,186,395	23,005,540	22,780,470	24,461,240
Public Works Engineering	491,565	482,580	704,140	627,730	751,670
Non-Departmental	17,940,168	3,955,731	33,480,910	23,142,420	33,442,340
Total Expenses	\$158,109,389	\$151,606,753	\$194,474,865	\$177,370,440	\$197,592,050

GENERAL FUND

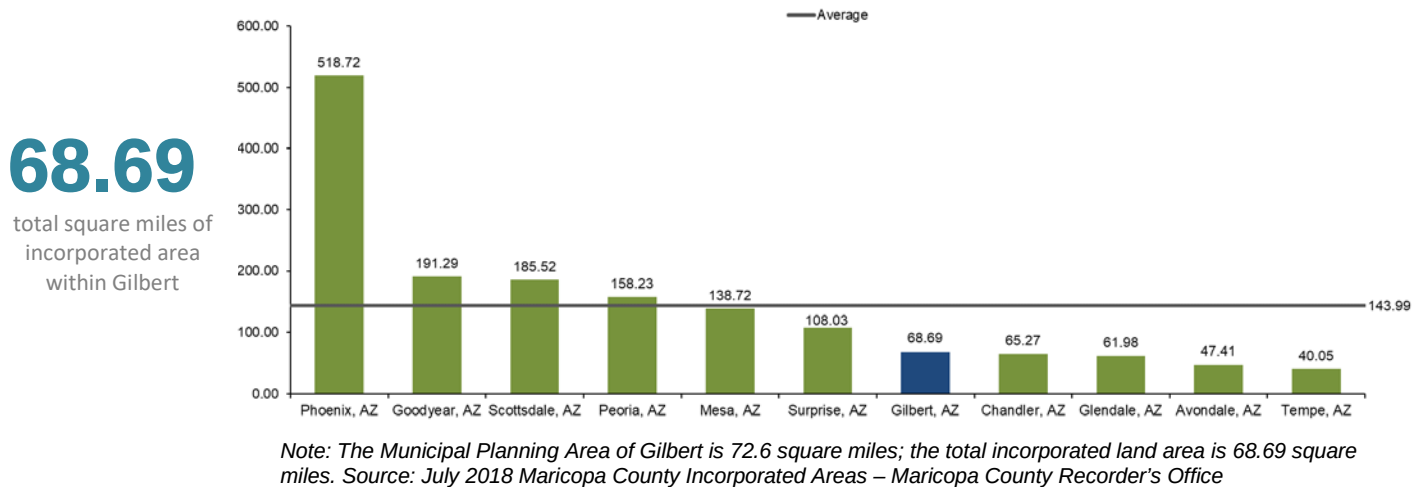
EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	109,986,706	116,243,428	132,942,490	132,078,220	131,102,240
Supplies & Contractual	38,669,801	34,561,781	60,379,975	44,588,060	65,490,730
Capital Outlay	9,452,882	801,544	1,152,400	704,160	999,080
Total Expenses	\$158,109,389	\$151,606,753	\$194,474,865	\$177,370,440	\$197,592,050

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	164,714,385	177,772,175	179,962,500	179,112,000	178,868,000
Transfers In	5,522,625	6,434,209	6,106,910	6,106,910	6,771,090
Total Sources	\$170,237,010	\$184,206,384	\$186,069,410	\$185,218,910	\$185,639,090
Total Expenses	158,109,389	151,606,753	194,474,865	177,370,440	197,592,050
Transfers Out	10,948,449	31,609,499	29,391,615	13,879,263	40,346,770
Total Uses	\$169,057,838	\$183,216,252	\$223,866,480	\$191,249,703	\$237,938,820
Net Operating Result	\$ 1,179,172	\$ 990,132	\$ (37,797,070)	\$ (6,030,793)	\$ (52,299,730)

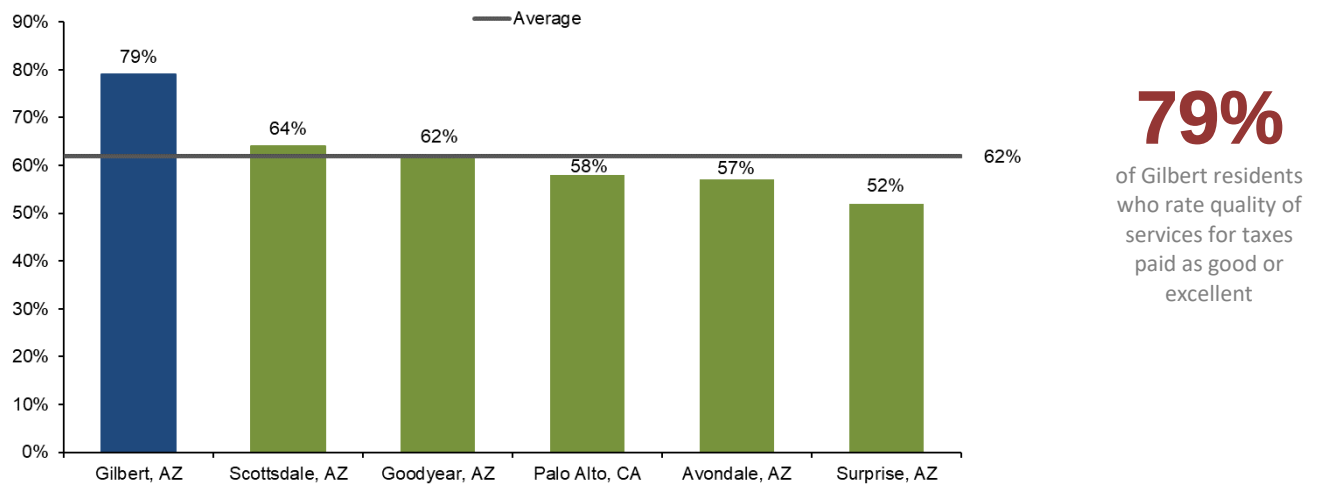
Population Density



Incorporated Land Area in Square Miles

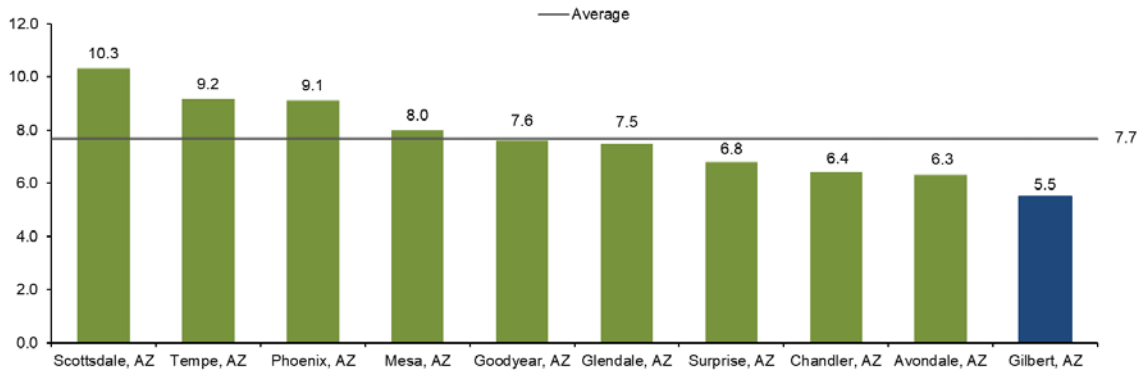


Value of Services for Taxes Paid



Note: Figures represent survey respondents in each community who answered "good" or "excellent". Source: Municipal National Citizen Survey (NCS). Avondale report completed in 2018; Gilbert, 2019; Goodyear, 2018; Scottsdale, 2018; Surprise, 2018; Palo Alto, CA, 2018.

Full-Time Equivalents per 1,000 Residents



5.5

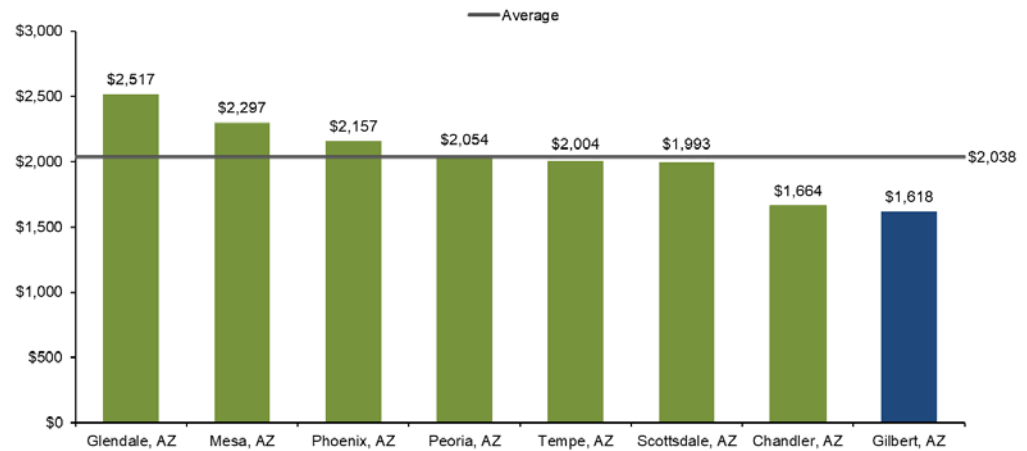
adopted Full Time Equivalents (FTE) per 1,000 residents in Gilbert FY 2019

Source: Valley Benchmark Cities, FY 2018-2019

Average Residential Household Cost of Service

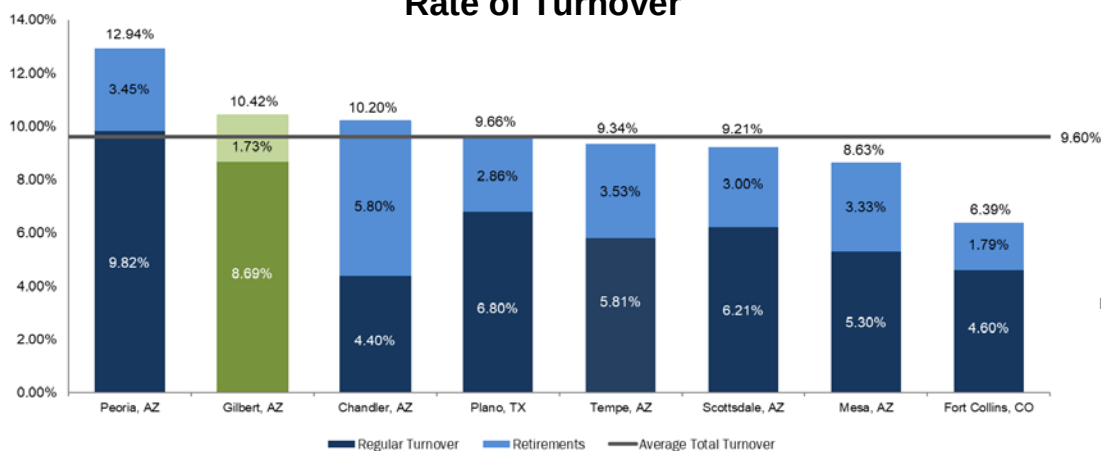
\$1,618

average residential household cost of service in Gilbert



Source: City of Tempe, 2019 Comparative Cost of Services Report

Rate of Turnover

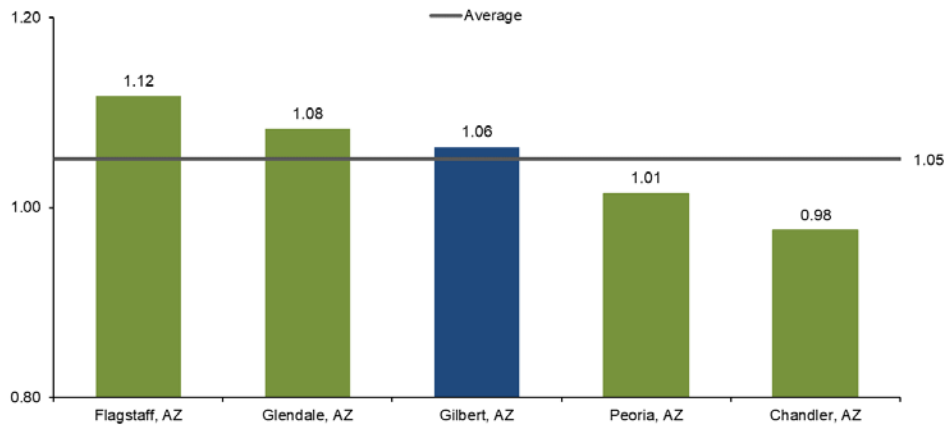


10.42%

rate of turnover for Gilbert employees in FY 2019

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 2019.

Court Cases Filed, Cases Disposed, and Clearance Rates

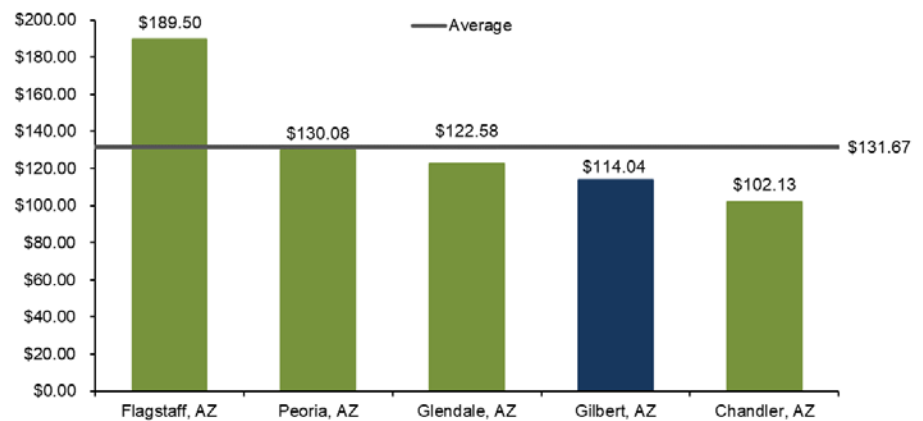


Source: AZ Courts, 2018

1.06

Gilbert's clearance rate
in 2018

Cost per Court Case



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

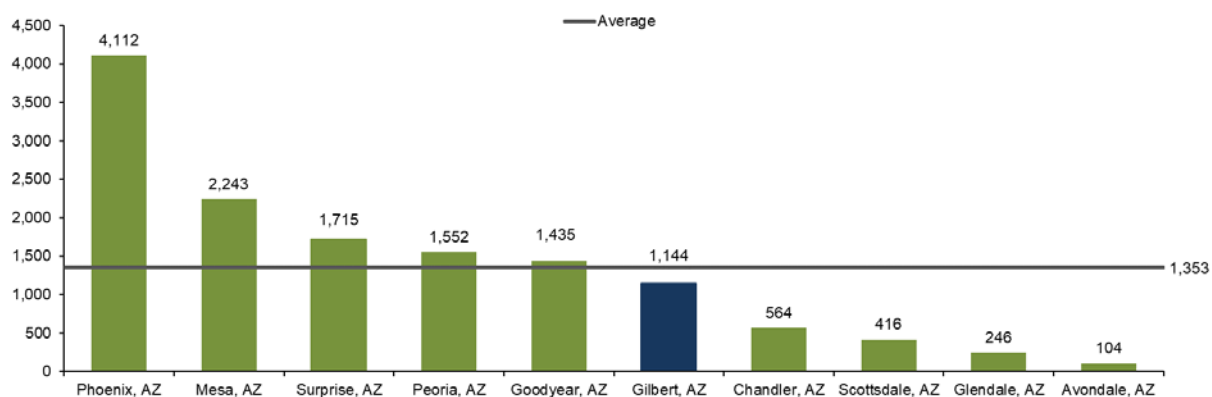
\$114.04

average cost
per court case
in FY 2018

Comparison to Benchmark Communities			
City / Town	Cases Filed	Cases Disposed	Clearance Rate
Flagstaff, AZ	14,718	16,445	1.12
Glendale, AZ	39,134	42,372	1.08
Gilbert, AZ	26,332	27,994	1.06
Peoria, AZ	13,834	14,038	1.01
Chandler, AZ	42,093	41,074	0.98

Source: Arizona Administrative Office of the Courts Statistical Data Reports, FY 2018

Total Single Family Building Permits

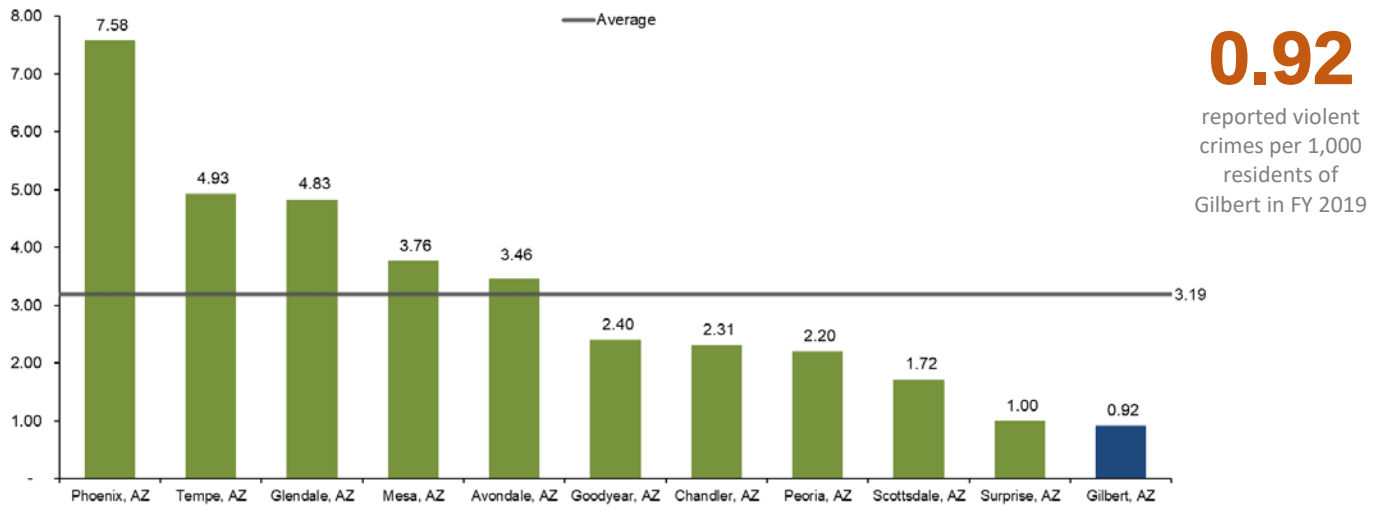


Note: Total number of single family building permits for calendar year 2019. Source: Central Homebuilders Association of Arizona

1,144

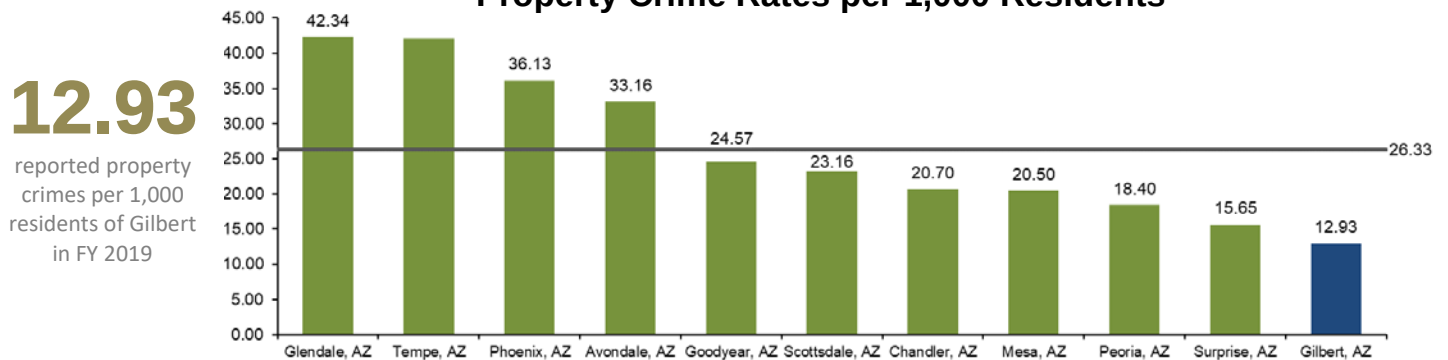
single family home
permits issued
in 2019

Violent Crime Rates per 1,000 Residents



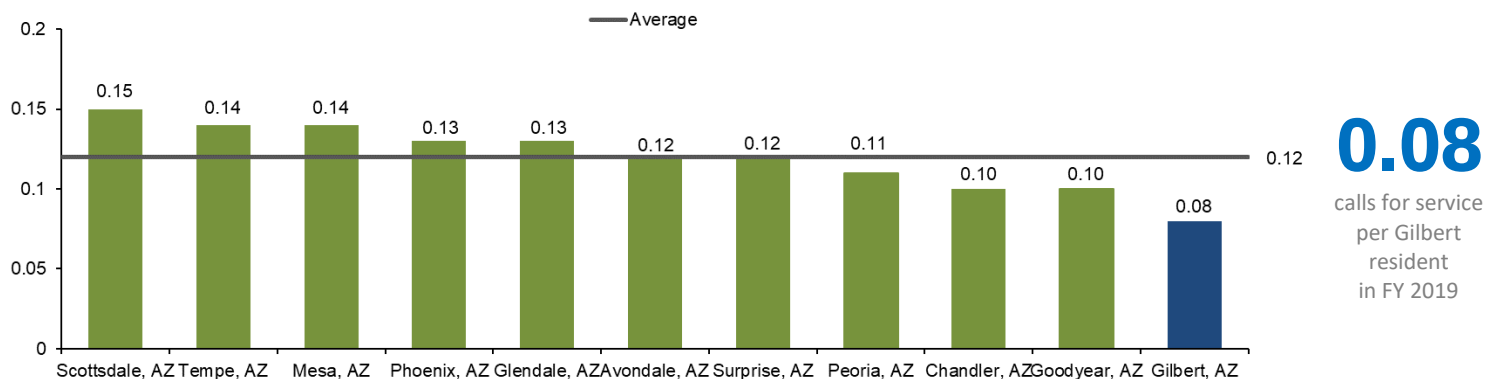
Note: Violent crime rate measures the reported number of violent crimes per 1,000 residents. Source: Valley Benchmark Cities, FY 2018-2019

Property Crime Rates per 1,000 Residents



Note: Property crime rate measures the reported number of property crimes per 1,000 residents. Source: Valley Benchmark Cities, FY 2018-2019

Total Fire Calls per Resident

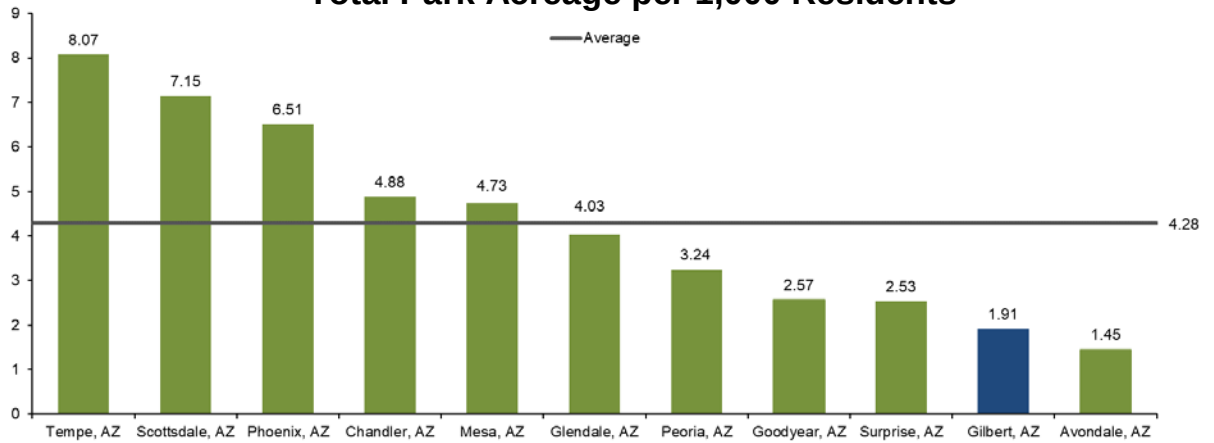


Source: Valley Benchmark Cities, FY 2018-2019

Total Park Acreage per 1,000 Residents

1.91

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

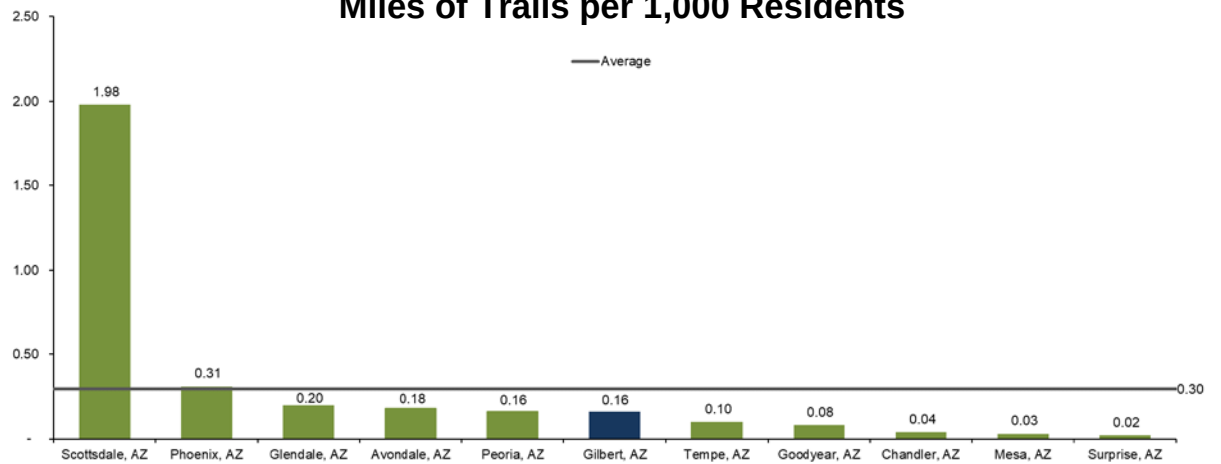


Note: Park acreage includes developed park acreage, golf course acreage, and stadium acreage. Natural preserve acreage and planned park acreage are not included. Source: Valley Benchmark Cities, FY 2018-2019

Miles of Trails per 1,000 Residents

0.16

miles of
recreational
trails
per 1,000
Gilbert Residents



Note: Figures have been rounded to the nearest whole number. Source: Valley Benchmark Cities, FY 2018-2019

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 2020

- ◆ Onboarded three new Council Members with newly developed onboarding process
- ◆ Created the Gilbert Education Directory, a comprehensive guide of all school options within the Town of Gilbert to showcase educational opportunities to parents and businesses
- ◆ Established the One Gilbert Committee for a Town-wide focus on Teen Suicide Prevention and Mental Health
- ◆ Performed extensive outreach throughout the COVID-19 pandemic with our education, faith, nonprofit and business community. Housed over 25 WebEx Events with 1,296 attendees total including Council Meetings and Town Financial Retreat, ensuring a high level of virtual meeting quality, public participation, and continuation of Town business
- ◆ Created the Veterans and Military Affairs Advisory Board using stakeholder collaboration

OBJECTIVES FY 2021

Prosperous Community

- ◆ Create transition materials and onboarding strategy for new Mayor and continue to develop Councilmember onboarding processes
- ◆ Provide vision and implement strategic initiatives
- ◆ 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

BUDGET NOTES

No new FTE have been added for FY 2021 in the Mayor and Council budget. In addition, there are no changes to the supplies and contractual budget for FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Number of National Committees with Councilmember Participation	0	0	1	0	0
	Number of Statewide Committees with Councilmember Participation	4	3	6	6	N/A
	Number of Regional Committees with Councilmember Participation	9	9	11	11	N/A

MAYOR AND COUNCIL

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Mayor and Council	2.00	2.00	2.00	2.00	2.00
Total Personnel	2.00	2.00	2.00	2.00	2.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Mayor and Council	711,991	687,199	734,010	791,290	737,640
Total Expenses	\$ 711,991	\$ 687,199	\$ 734,010	\$ 791,290	\$ 737,640

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	543,746	520,887	532,360	520,360	535,990
Supplies & Contractual	168,245	166,312	201,650	270,930	201,650
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 711,991	\$ 687,199	\$ 734,010	\$ 791,290	\$ 737,640

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	107,566	95,888	88,000	110,000	110,000
Total Expenses	711,991	687,199	734,010	791,290	737,640
Net Operating Result	\$ (604,425)	\$ (591,311)	\$ (646,010)	\$ (681,290)	\$ (627,640)

PURPOSE STATEMENT

The Town Manager implements policies developed by the Town Council by providing leadership to employees, building relationships with external partners, and ensuring responsive, cost-effective, local government services are provided to 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; and coordinates special projects.

ACCOMPLISHMENTS FY 2020

- ◆ Deloitte expansion into second 100,000 sf building in Rivulon
- ◆ Earned AAA General Obligation Bond Rating from all three major rating agencies, a distinction held by less than 50 communities in the Nation
- ◆ UofA and Park University both in full-operation at the University Building
- ◆ Cyber-security program improvements and implementation of new privacy and security procedures
- ◆ Phase I opening of Gilbert Regional Park and Desert Sky Park
- ◆ Historic long-term Water Lease signed with the San Carlos Apache Tribe
- ◆ Initiated Northwest Corridor Redevelopment Planning Process

- ◆ Development agreement completed for 9.1 acre mixed-use parcel in the Heritage District to include the first hotel in the downtown area

OBJECTIVES FY 2021

Prosperous Community

- ◆ Develop data-driven methodologies to implement Town-wide efforts to improve customer experience and increase data literacy
- ◆ Ratification of the new General Plan by Gilbert residents in November 2020

Strong Economy

- ◆ Begin Redevelopment process in Northwest Corridor

Exceptional Built Environment

- ◆ Develop a Town-wide Fiberoptic Broadband solution
- ◆ Transportation infrastructure ballot issue
- ◆ Complete a Town-wide shade and streetscape masterplan
- ◆ Completion and Grand Opening of Police/Fire Training Facility
- ◆ Open Phase II of Gilbert Regional Park

BUDGET NOTES

The number of authorized FTE increases in FY 2021 due to the addition of a Volunteer and Community Resources Manager. In addition, one FTE was transferred from Information Technology to the Town Manager department during FY 2020. Contractual costs decrease in FY 2021 as a result of one-time expenditures in the amount of \$355,000 budgeted in FY 2020.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Overall Quality of Life in Gilbert (good or excellent) per National Citizen Survey	N/A	97%	N/A	98%	98%
	Percentage of Residents Rating Value for Service for Taxes Paid (Good or Excellent) per National Citizen Survey	N/A	79%	N/A	75%	75%
	Percentage of Residents Rating Overall Quality of City/Town Services (Good or Excellent) per National Citizen Survey	N/A	94%	N/A	94%	94%

TOWN MANAGER

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Town Manager	6.35	6.35	6.35	7.35	8.35
Emergency Mgt and Safety	1.00	2.00	2.00	2.00	2.00
Total Personnel	7.35	8.35	8.35	9.35	10.35

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Town Manager	1,603,152	1,424,683	1,871,790	1,480,570	1,770,730
Emergency Mgt and Safety	158,314	261,089	273,920	278,420	325,930
Total Expenses	\$ 1,761,466	\$ 1,685,772	\$ 2,145,710	\$ 1,758,990	\$ 2,096,660

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	1,578,684	1,511,400	1,576,210	1,442,850	1,885,680
Supplies & Contractual	182,782	174,372	569,500	316,140	210,980
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,761,466	\$ 1,685,772	\$ 2,145,710	\$ 1,758,990	\$ 2,096,660

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	10,836	3,105	-	-	-
Total Expenses	1,761,466	1,685,772	2,145,710	1,758,990	2,096,660
Net Operating Result	\$ (1,750,630)	\$ (1,682,667)	\$ (2,145,710)	\$ (1,758,990)	\$ (2,096,660)

PURPOSE STATEMENT

The Office of Digital Government creates civic and digital engagement opportunities for all residents. The team is responsible for all internal, external and digital communications, video production, broadcast media and marketing efforts for Gilbert, and 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, the use of data, social media and other forms of digital media.

ACCOMPLISHMENTS FY 2020

- ◆ Implemented Data Content Strategist position to help with data storytelling across the organization
- ◆ Created, launched and led the Centennial branding initiative for Gilbert's 100th birthday
- ◆ Created and marketed Census outreach
- ◆ Creation of Gilbert's new logo and branding for the entire organization
- ◆ Creation of bi-monthly SPARK App League
- ◆ Implementation of embedding marketing positions in Police, Fire, Parks and Recreation and Economic Development
- ◆ Continuous growth of social media, more followers on Instagram than Facebook now

OBJECTIVES FY 2021

Prosperous Community

- ◆ Launch and implementation of new branding for Gilbert
- ◆ Election Day outreach for November 2020 election
- ◆ Continue to grow social media following
- ◆ Update Gilbert website and marketing materials with new branding (internal and external)
- ◆ Centennial celebrations that continue through 2020
- ◆ Creation of Innovation Lab/team

BUDGET NOTES

During FY 2020, a reorganization was completed to streamline communications across the organization in every department, including public safety. Five FTE from various departments now report into the Digital Government team, allowing for consistent messaging and branding to Gilbert citizens. This includes the coordination of public information, social media, marketing, branding, internal and external communications, among other efforts. Supplies and contractual costs increased as a result of one-time expenditures related to Gilbert's Centennial outreach and marketing and new brand creation and implementation.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Social Media Following: Facebook	18,500	22,500	23,000	25,000	25,000
	Social Media Following: Twitter	17,500	19,000	22,200	23,000	22,500
	Social Media Following: Instagram	13,500	18,900	19,500	28,600	20,000
	Videos Produced	140	175	175	175	175

DIGITAL GOVERNMENT

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Digital Government	8.00	8.00	9.00	14.00	14.00
Total Personnel	8.00	8.00	9.00	14.00	14.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Digital Government	1,052,951	1,106,218	1,269,660	1,521,030	1,830,120
Total Expenses	\$ 1,052,951	\$ 1,106,218	\$ 1,269,660	\$ 1,521,030	\$ 1,830,120

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	870,797	945,723	1,067,660	1,321,340	1,535,190
Supplies & Contractual	182,154	160,495	202,000	199,690	294,930
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,052,951	\$ 1,106,218	\$ 1,269,660	\$ 1,521,030	\$ 1,830,120

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	-	-	-	-	-
Total Expenses	1,052,951	1,106,218	1,269,660	1,521,030	1,830,120
Net Operating Result	\$ (1,052,951)	\$ (1,106,218)	\$ (1,269,660)	\$ (1,521,030)	\$ (1,830,120)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2020

- ◆ Created a handbook for new council orientation and managed the transition of three newly appointed members of council
- ◆ Upgraded two positions and made changes to specific responsibilities of the roles in order to increase efficiencies within the department
- ◆ Utilized software solutions to make weekly legislative updates to the Mayor, Council and Town Manager more efficient and detailed

OBJECTIVES FY 2021

Prosperous Community

- ◆ Create an action plan for tracking, analyzing and discussing any federal, state or regional COVID-19 programs and efforts and impact and involvement of the Town of Gilbert
- ◆ Ensure that all potential Gilbert projects are entered into MAG's portal for the future Regional Transportation Plan related to the Prop 400 extension and work closely with management and elected leaders to ensure Gilbert is aware, involved and prepared for key decision points related to the Prop 400 extension
- ◆ Continue to develop and expand the elected official orientation handbook and serve as a liaison to new members as Gilbert experiences additional changes to the Town Council
- ◆ Complete leadership programs and all necessary and required training for office staff to ensure preparedness for all new and evolving roles

BUDGET NOTES

Supplies and Contractual expenses remain consistent from FY 2020 adopted budget. Personnel costs increase as a result of a reclassification of positions.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Total Number of Bills Introduced During the Annual Arizona State Legislative Session	1,206	1,356	1,605	1,300	N/A
	Number of Bills Tracked That had a Direct Impact on Gilbert	113	234	128	100	N/A
	Number of Bills Enacted Requiring Significant Town Resources for Implementation	4	2	0	3	0



INTERGOVERNMENTAL RELATIONS

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Intergovernmental Relations	2.00	2.00	2.00	2.00	2.00
Total Personnel	2.00	2.00	2.00	2.00	2.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Intergovernmental Relations	313,745	358,068	393,310	432,630	417,660
Total Expenses	\$ 313,745	\$ 358,068	\$ 393,310	\$ 432,630	\$ 417,660

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	252,060	271,577	268,060	313,760	295,570
Supplies & Contractual	61,685	86,491	125,250	118,870	122,090
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 313,745	\$ 358,068	\$ 393,310	\$ 432,630	\$ 417,660

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	-	-	-	-	-
Total Expenses	313,745	358,068	393,310	432,630	417,660
Net Operating Result	\$ (313,745)	\$ (358,068)	\$ (393,310)	\$ (432,630)	\$ (417,660)

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 2020

- ◆ Completed a redevelopment area plan for the Gilbert Northwest Corridor
- ◆ Developed a plan for Gilbert destination events
- ◆ Auctioned the Gilbert-owned 40-acre site south of State Route 202 (SR 202) and Artis REIT was the successful bidder
- ◆ Selected qualified developers for the Gilbert-owned 2.5-acre South Anchor site in the Heritage District
- ◆ Selected a qualified developer for the Gilbert-owned hotel site located on a parcel at the Gilbert Regional Park
- ◆ Planned and hosted an East Valley Entrepreneurship Week in partnership with the PHX East Valley communities
- ◆ Engaged Gilbert-based businesses to understand the impact of COVID-19 across all industry sectors in the community to understand trends so that assistance and resources can be developed

OBJECTIVES FY 2021

Prosperous Community

- ◆ Hometown Pride/Brand – Create metric to measure pride in community

Strong Economy

- ◆ Northwest Growth Area Redevelopment District including adaptive reuse for health of employment corridors
- ◆ Destination event for tourism and/or sports tourism
- ◆ Commercial support around Gilbert Regional Park
- ◆ Sales tax diversification implementation for sustained Town revenues
- ◆ Innovation lab (internal/external) pilot for parking, flexible curb in the Northwest Corridor (NWC), Heritage District (HD) and Rivulon

Exceptional Built Environment

- ◆ Maintain property standards

BUDGET NOTES

Increased expense allocations in Economic Development Admin and Tourism in one-time expense allocations. Significant expense reductions in Redevelopment from FY 2020 to FY 2021 in one-time expense allocations. Overall an increase in personnel and supplies and contractual. Total revenues anticipated to experience a positive trend into FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Lead Generation	219	190	213	214	N/A
	Staff Assisted Projects	34	28	36	35	N/A
	Announced Capital Investment	\$240M	\$365M	\$262M	\$257M	N/A
	Announced Jobs	3,032	1,537	2,356	2,495	N/A
	Retention Calls	133	100	123	137	N/A

ECONOMIC DEVELOPMENT

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Economic Development	9.00	9.00	9.00	8.00	9.00
Total Personnel	9.00	9.00	9.00	8.00	9.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Economic Development	1,410,915	1,585,768	2,120,650	1,689,140	1,956,040
Tourism	369,169	552,499	491,030	480,660	501,870
Redevelopment	373,282	30,736	86,050	135,150	36,440
Total Expenses	\$ 2,153,366	\$ 2,169,003	\$ 2,697,730	\$ 2,304,950	\$ 2,494,350

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	1,015,058	1,055,703	1,148,980	1,073,810	1,167,960
Supplies & Contractual	1,138,308	1,113,300	1,548,750	1,231,140	1,326,390
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 2,153,366	\$ 2,169,003	\$ 2,697,730	\$ 2,304,950	\$ 2,494,350

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	83,360	97,834	110,000	114,000	130,000
Total Expenses	2,153,366	2,169,003	2,697,730	2,304,950	2,494,350
Net Operating Result	\$ (2,070,006)	\$ (2,071,169)	\$ (2,587,730)	\$ (2,190,950)	\$ (2,364,350)

INFORMATION TECHNOLOGY

PURPOSE STATEMENT

Technology services include enterprise infrastructure, enterprise applications intelligence, public safety support services, customer care, GIS, and information security.

ACCOMPLISHMENTS FY 2020

- ◆ Delivered cloud-based email, communications via Teams and Productivity Platform - Microsoft Office 365
- ◆ Deployed Cisco Unified communications platform including Jabber and WebEx
- ◆ Established Information Security Governance and Data Classification Standard
- ◆ Employed Cisco umbrella to mitigate cyber threats
- ◆ Implemented Project Management Governance and Project Prioritization to improve project outcomes
- ◆ Rolled out new Gilbert Tech Hub offering a "Genius Bar" style customer experience
- ◆ Delivered Modern IT Service Management Platform with Amazon style customer experience to track tickets and service requests
- ◆ Transitioned the majority of Town staff and leaders to remote worker platform(s) and equipment in less than two weeks

OBJECTIVES FY 2021

Exceptional Built Environment

- ◆ Complete and implement an IT roadmap and its 5 strategic pillars
- ◆ Focus on the customer experience - Measure yearly customer satisfaction rates against industry average
- ◆ Data Management - Annually quantify number of delivered data dashboards and reports to meet business requirements
- ◆ Project Prioritization – Measure annual project completion progress and resource availability
- ◆ Cybersecurity - Assess cyber program maturity based on industry standards
- ◆ Complete RFI and begin implementation of new PD CAD/RMS
- ◆ Complete utility billing RFP and begin implementation

Strong Economy

- ◆ Leverage strategic partnerships and alliances - Measure annual savings of right-sourcing/cloud services and costs savings through negotiation of solution(s) pricing

BUDGET NOTES

Information Technology FTE increases by four in FY 2021 with the addition of the following positions; Information Technology Trainer, Security Analyst, Infrastructure Manager, Project Manager, and two part-time Interns. One-time supplies and contractual expenditures totaling \$2,292,620 are included in the FY 2021 budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Application Availability	89.47	99.50	99.60	99.70	99.99
	Network Availability	99.98	99.93	99.95	99.99	99.99
	Average Time to Close a Ticket (Hours)	2.27	4.00	3.80	3.60	3.50
	Device to Employee Ratio	1.80:1	1.92:1	1.94:1	1.95:1	1.96:1
	Number of Work Orders per FTE Annually	7.28:1	7.28:1	7.20:1	7.10:1	7.00:1

INFORMATION TECHNOLOGY

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Information Technology Admin	3.00	3.00	3.00	2.00	3.50
Applications Support	20.00	14.00	16.00	16.00	17.00
Desktop Support	0.00	8.00	9.00	10.00	10.00
Infrastructure	10.00	9.00	12.00	11.00	13.00
GIS	8.00	8.00	8.00	8.00	8.50
Total Personnel	41.00	42.00	48.00	47.00	52.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Information Technology Admin	304,966	182,689	590,830	505,260	516,310
Applications Support	4,513,394	3,716,525	4,834,945	4,133,780	6,080,780
Desktop Support	-	1,287,894	1,414,370	1,572,120	1,997,380
Infrastructure	3,430,943	3,342,209	5,251,400	4,809,580	5,115,330
GIS	778,724	814,501	936,430	852,530	1,103,010
Total Expenses	\$ 9,028,027	\$ 9,343,818	\$ 13,027,975	\$ 11,873,270	\$ 14,812,810

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	4,084,343	4,081,037	5,776,360	4,833,000	6,135,970
Supplies & Contractual	4,864,423	5,262,781	7,251,615	7,040,270	8,676,840
Capital Outlay	79,261	-	-	-	-
Total Expenses	\$ 9,028,027	\$ 9,343,818	\$ 13,027,975	\$ 11,873,270	\$ 14,812,810

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	-	-	-	-	-
Total Expenses	9,028,027	9,343,818	13,027,975	11,873,270	14,812,810
Net Operating Result	\$(9,028,027)	\$(9,343,818)	\$(13,027,975)	\$(11,873,270)	\$(14,812,810)

PURPOSE STATEMENT

The "People Team" works to attract, retain and develop high-performing servant leaders who align with the Town values of Driven, Kind, Humble and Bold. By specializing in compensation, benefits, wellness, personnel policies and laws, employee and leadership development, and people data and analytics, we work to empower all Town staff to provide the best possible services and care for those who live, work and play in Gilbert.

ACCOMPLISHMENTS FY 2020

- ◆ Implemented NEOGOV Learn and Perform
- ◆ Created and implemented quarterly goal setting
- ◆ MUNIS-NEGOV system integration
- ◆ Deferred Comp (457) plans from 3 to 1 vendor

OBJECTIVES FY 2021***Prosperous Community***

- ◆ Develop succession planning approach
- ◆ Develop formal mentoring program
- ◆ Develop data-driven approach to Human Resources
- ◆ Diversity initiative in recruitment
- ◆ Customer experience program

BUDGET NOTES

Human Resources received authorization for a Receptionist position in the FY 2021 budget. Contractual expenditures increase mainly as a result of one-time expenditures of \$32,000 for in-house employee development and statistical software for the Lean Innovator.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Employee Engagement Survey Results	3.78	3.91	4.04	4.05	4.00
	Number of EDGE Academy Graduates (cumulative)	110	258	385	450	500
	Utilization of Perform (Perf Dev software)	N/A	N/A	100%	100%	100%

HUMAN RESOURCES

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
HR Administration	16.00	16.00	16.00	16.00	17.00
Learning and Development	3.00	3.00	4.00	4.00	4.00
Risk Management	2.00	0.00	0.00	0.00	0.00
Total Personnel	21.00	19.00	20.00	20.00	21.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
HR Administration	1,566,596	1,870,438	1,901,370	1,816,910	1,993,590
Learning and Development	529,542	455,046	571,360	544,130	619,220
Risk Management	415,895	-	-	-	-
Total Expenses	\$ 2,512,033	\$ 2,325,484	\$ 2,472,730	\$ 2,361,040	\$ 2,612,810

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	2,199,044	1,906,610	2,083,190	1,918,070	2,142,110
Supplies & Contractual	312,989	418,874	389,540	442,970	470,700
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 2,512,033	\$ 2,325,484	\$ 2,472,730	\$ 2,361,040	\$ 2,612,810

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	10,554	3,979	4,000	4,000	4,000
Total Expenses	2,512,033	2,325,484	2,472,730	2,361,040	2,612,810
Net Operating Result	\$ (2,501,479)	\$ (2,321,505)	\$ (2,468,730)	\$ (2,357,040)	\$ (2,608,810)

MANAGEMENT AND BUDGET

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 2020

- ◆ Received the Distinguished Budget Presentation Award for the 21st consecutive year from the Government Finance Officers Association
- ◆ Received the ICMA Center for Performance Management Certificate of Excellence Award for the fifth consecutive year
- ◆ Completed zero base budgets for 1/3 of Town Departments, resulting in savings of approximately \$2.1M across all funds
- ◆ Completed fourth Annual Financial Retreat with Council
- ◆ Established a plan to pay off General Fund debt by FY 2028
- ◆ Established funding policies and best practice for Long Range Infrastructure Plan (LRIP)
- ◆ Saved \$800,000 by refinancing remaining 2008 GO Bonds for lower interest rate

- ◆ Sold Public Safety Training Facility Bonds saving \$5.6M in interest through strategic timing of issuance

OBJECTIVES FY 2021

Prosperous Community

- ◆ Pilot software to track Town agreements

Strong Economy

- ◆ Complete zero base budgets for 1/3 of Town Departments
- ◆ Support departments in data driven decision making
- ◆ Receive the Distinguished Budget Presentation Award for the 22nd consecutive year from the Government Finance Officers Association
- ◆ Receive the ICMA Center for Performance Management Certificate of Excellence Award for the sixth consecutive year

BUDGET NOTES

No new FTE were added for FY 2021. Supplies and contractual costs increase in FY 2021 due to a one-time budget appropriation of \$8,750 for development agreement tracking software.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	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)	\$37.3M	\$37.3M	\$38.1M	\$38.1M	Use all opportunities
	Amount of Debt Paid Off Early Since 2012 (Cumulative)	\$65.9M	\$66.9M	\$66.9M	\$66.9M	Use all opportunities
	Public Safety Retirement System (PSPRS) Percent Funded	75%	80%	88%	90%	90%
	Zero Based Budget Savings (Cumulative)	\$626K	\$3.4M	\$4.8M	\$7.0M	1/3 Town each Year



MANAGEMENT AND BUDGET

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Management and Budget	5.00	5.00	6.00	6.00	6.00
Total Personnel	5.00	5.00	6.00	6.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Management and Budget	608,156	626,123	728,170	705,690	742,750
Total Expenses	\$ 608,156	\$ 626,123	\$ 728,170	\$ 705,690	\$ 742,750

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	578,343	604,367	705,400	687,290	713,430
Supplies & Contractual	29,813	21,756	22,770	18,400	29,320
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 608,156	\$ 626,123	\$ 728,170	\$ 705,690	\$ 742,750

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	475	-	-	-	-
Total Expenses	608,156	626,123	728,170	705,690	742,750
Net Operating Result	\$ (607,681)	\$ (626,123)	\$ (728,170)	\$ (705,690)	\$ (742,750)

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 2020

- ◆ Implemented a new Board and Commission software program for the application and selection process to assist in filling vacancies and migrated historical data from access database into the new program
- ◆ Completed first part of departmental goal (WIG) to update procedures and cross-train staff on duties
- ◆ Restructured and re-branded the departmental Record Liaison program to give direct support and training to each department and develop training and resources materials
- ◆ An additional staff member became a Certified Municipal Clerk, bringing the total number to three within the department
- ◆ Developed and implemented a new online Open Meeting Law learning module to assist board members in fulfilling the required annual training

OBJECTIVES FY 2021

Prosperous Community

- ◆ Conduct a successful Primary and General Election for Fall 2020 election cycle to elect a mayor, two 4-year councilmembers and one 2-year councilmember and to gain voter ratification of our General Plan and approval of bond package. Work with town staff and vendor to create pamphlet for Bond Election and educate voters on issue
- ◆ Review record collections and make available to all Town staff where appropriate
- ◆ Make microfilmed agenda packets available in OnBase for all Town staff and residents

Exceptional Built Environment

- ◆ Complete departmental goal (WIG) to finish updating department procedures and cross-train staff on essential duties
- ◆ Train staff member to become a Master Municipal Clerk, bringing the total number to two within the department
- ◆ Train staff member to become a Certified Municipal Clerk, bringing the total number to four within the department
- ◆ Continue developing training opportunities and resources for staff on clerk-related programs

BUDGET NOTES

Personnel costs increase in FY 2021 due to the addition of a Records Specialist FTE. Increases in the supply and contractual budget are one-time expenses related to the Fall 2020 election.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Percentage of Public Records Requests Responded to Within 24 Hours	94%	96%	95%	95%	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	N/A	100%	N/A	100%	100%

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Town Clerk	5.00	5.00	5.00	5.00	6.00
Total Personnel	5.00	5.00	5.00	5.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FALSE	Projected FY 2020	Budget FY 2021
Town Clerk	510,049	701,017	576,520	525,690	1,193,380
Total Expenses	\$ 510,049	\$ 701,017	\$ 576,520	\$ 525,690	\$ 1,193,380

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	474,168	467,151	468,440	469,940	551,000
Supplies & Contractual	35,881	233,866	108,080	55,750	642,380
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 510,049	\$ 701,017	\$ 576,520	\$ 525,690	\$ 1,193,380

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	845	4,159	-	-	-
Total Expenses	510,049	701,017	576,520	525,690	1,193,380
Net Operating Result	\$ (509,204)	\$ (696,858)	\$ (576,520)	\$ (525,690)	\$ (1,193,380)

PURPOSE STATEMENT

The mission of the Gilbert Town Attorney's Office is to provide the highest quality legal services to the Mayor and Council, as well as to the more than two dozen Town Departments, Boards, and Commissions. 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 2020

- ◆ Developed a comprehensive database of all Town-owned real property
- ◆ Negotiated and finalized agreements for Loop 202/Lindsay Interchange project
- ◆ Updated Gilbert Police Department General Orders
- ◆ Increased recovery claim collections by 50% over FY 2019
- ◆ Developed EDGE team for Prosecutor's Office to look for efficiencies
- ◆ Streamlined the diversion program in the Prosecutor's Office
- ◆ Continued to develop ENDVR (domestic violence court) in conjunction with the Court

OBJECTIVES FY 2021

Prosperous Community

- ◆ Implement a body worn camera program to comply with legal requirements of disclosure
- ◆ Create a victim safe room within the Prosecutor's Office
- ◆ Restructure support staff job duties in the Prosecutor's Office to increase efficiency and decrease duplicity

Strong Economy

- ◆ Pursue creation of self-insured trusts for risk management and worker's compensation
- ◆ Pursue all recovery claims for third-party damage done to Town property
- ◆ Analyze all agreements, leases, permits, and licenses on Town-owned property

BUDGET NOTES

General Counsel and Prosecutor personnel counts remained the same into FY 2021. General Council has increased budget in supplies and contractual from FY 2020 to FY 2021. Prosecutor has a reduced budget from FY 2020 overall with a reduction in one-time expenditure FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Per Capita Legal Expenditures (Town Attorney's Office)	\$4.45	\$4.08	\$4.91	\$4.90	<\$7.50
	Risk Management Recovery Claims Collections	\$138,000	\$100,000	\$150,000	\$100,000	N/A
	Percentage of Cases Charged After Review	73%	72%	72%	72%	N/A
	Number of Criminal Cases	4,596	4,145	4,300	4,300	N/A
	Volunteer Hours Served	181	101	100	100	N/A

LEGAL SERVICES

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
General Counsel	6.00	7.00	9.00	8.00	8.00
Prosecutor	21.00	21.00	22.00	23.00	23.00
Total Personnel	27.00	28.00	31.00	31.00	31.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
General Counsel	1,012,391	1,247,405	1,682,520	1,444,500	1,699,260
Prosecutor	1,776,987	1,962,382	2,131,570	2,170,910	2,160,860
Total Expenses	\$ 2,789,378	\$ 3,209,787	\$ 3,814,090	\$ 3,615,410	\$ 3,860,120

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	2,485,984	2,921,735	3,395,120	3,193,220	3,433,830
Supplies & Contractual	279,115	288,052	418,970	422,190	426,290
Capital Outlay	24,279	-	-	-	-
Total Expenses	\$ 2,789,378	\$ 3,209,787	\$ 3,814,090	\$ 3,615,410	\$ 3,860,120

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	16,741	22,612	15,000	15,000	-
Total Expenses	2,789,378	3,209,787	3,814,090	3,615,410	3,860,120
Net Operating Result	\$ (2,772,637)	\$ (3,187,175)	\$ (3,799,090)	\$ (3,600,410)	\$ (3,860,120)

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 2020

- ◆ Successfully implemented new software, CAFR Statement Builder, to compile the Comprehensive Annual Financial Report (CAFR)
- ◆ Began building a comprehensive training program for MUNIS users
- ◆ Achieved 98% Compliance Rate from Reviewed Taxpayers
- ◆ Received Certificate of Achievement for Excellence in Financial Reporting for the 28th consecutive year from the Government Finance Officers Association (GFOA)
- ◆ Continued active role in statewide process improvement and implementation
- ◆ Identified and implemented solutions to help our taxpayers comply with the Arizona Department of Revenue (AZDOR) system changes
- ◆ Assisted the AZDOR with Taxpayer Seminars

- ◆ Updated/Revised contracts and forms based upon What Works Cities and other recommendations

OBJECTIVES FY 2021

Prosperous Community

- ◆ Implement Vendor Performance Reporting
- ◆ Make direct deposit and tax changes employee initiated through Employee Self Service

Strong Economy

- ◆ Develop financial information/statements for various departments to assist them with data driven decision making utilizing MUNIS Cubes
- ◆ Achieve 95% taxpayer compliance
- ◆ Achieve 95% customer satisfaction
- ◆ Identify additional opportunities, and implement solutions, to assist our taxpayers with their AZDOR compliance requirements.
- ◆ Improve Purchasing's What Work's Cities Certification score
- ◆ Post all Town contracts on Open Data Portal

BUDGET NOTES

The FY 2021 budget includes the addition of a Tax Compliance Auditor and an Accounts Payable Technician. Administration, Accounting, Purchasing, and Tax Compliance all observed increases in expenditure authority due to increased operational costs and personnel.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Percentage of Reviewed Taxpayers Brought into Compliance	99%	96%	98%	95%	90%
	Customer Satisfaction (Taxpayers engaged with Tax Compliance team)	99%	99%	95%	95%	90%

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	1.00	1.00	1.00	1.00	1.00
Accounting	12.00	12.00	13.00	13.00	14.00
Purchasing	7.00	7.00	7.00	7.00	7.00
Tax Compliance	5.00	5.50	5.50	5.50	6.50
Total Personnel	25.00	25.50	26.50	26.50	28.50

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	192,177	212,043	214,880	221,720	222,420
Accounting	1,124,292	1,200,835	1,317,605	1,354,270	1,437,505
Purchasing	564,860	543,372	599,930	652,930	687,460
Tax Compliance	455,768	546,546	546,655	518,920	677,365
Total Expenses	\$ 2,337,097	\$ 2,502,796	\$ 2,679,070	\$ 2,747,840	\$ 3,024,750

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	2,200,174	2,179,477	2,483,030	2,548,990	2,821,870
Supplies & Contractual	136,923	200,859	196,040	198,850	202,880
Capital Outlay	-	122,460	-	-	-
Total Expenses	\$ 2,337,097	\$ 2,502,796	\$ 2,679,070	\$ 2,747,840	\$ 3,024,750

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	179,976	228,324	200,000	179,000	175,000
Total Expenses	2,337,097	2,502,796	2,679,070	2,747,840	3,024,750
Net Operating Result	\$ (2,157,121)	\$ (2,274,472)	\$ (2,479,070)	\$ (2,568,840)	\$ (2,849,750)

PURPOSE STATEMENT

Municipal Court resolves 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 2020

- ◆ Successfully implemented phase 1 of Arizona's electronic cloud based protective order processing program, AZPOINT, with respect to automated integration for case processing and service in collaboration with the Arizona Supreme Court
- ◆ Aligned the Court with Gilbert's four-ten work day schedule to better facilitate daily operations with other departments and to improve employee engagement
- ◆ Developed and implemented Gilbert's first domestic violence specialty court in collaboration with the Gilbert Prosecutor, Gilbert Police Department and Indigent Legal Counsel

OBJECTIVES FY 2021

Prosperous Community

- ◆ Implement Fines, Fees and Restitution Enforcement (FARE) program in collaboration with the Arizona Supreme Court to enhance collections on severely overdue financial penalties. Targeted completion by 12-31-2020
- ◆ Implement Phase 2 of Arizona's Enhanced Protective Order process to include automated ingestion of electronic records from the AZPOINT protective order system managed by the Arizona Supreme Court
- ◆ Expand integrated text messaging to include notifications regarding program compliance. Targeted completion by 6-30-2021

BUDGET NOTES

FY 2021 has an increase in part time personnel for Pro Tem Judges. No other significant changes occurred in the Municipal Court budget for FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Average Monthly Percentage of Active Cases Under 90 Days Old	87%	72%	60%	85%	60%
	Maintain a Case Disposition Rate of 1.00 or Greater	.97	.98	.75	1.00	1.00
	Maintain a Competitive Cost per Disposed Case Relative to Benchmarked Courts	\$136	\$159	\$188	\$160	\$160

MUNICIPAL COURT

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Municipal Court	31.92	31.92	31.92	31.92	32.07
Total Personnel	31.92	31.92	31.92	31.92	32.07

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Municipal Court	3,192,395	3,355,222	3,430,020	3,260,560	3,395,990
Total Expenses	\$ 3,192,395	\$ 3,355,222	\$ 3,430,020	\$ 3,260,560	\$ 3,395,990

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	2,765,089	2,918,610	2,988,660	2,823,310	2,954,620
Supplies & Contractual	427,306	436,612	441,360	437,250	441,370
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 3,192,395	\$ 3,355,222	\$ 3,430,020	\$ 3,260,560	\$ 3,395,990

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	330,342	329,433	297,000	297,000	292,000
Total Expenses	3,192,395	3,355,222	3,430,020	3,260,560	3,395,990
Net Operating Result	\$ (2,862,053)	\$ (3,025,789)	\$ (3,133,020)	\$ (2,963,560)	\$ (3,103,990)

DEVELOPMENT SERVICES

PURPOSE STATEMENT

Development Services helps ensure that the development of Gilbert is well planned, efficient, safe and maintained.

ACCOMPLISHMENTS FY 2020

- ◆ 10-year update of General Plan approved by Town Council
- ◆ Land Development Code Subcommittee refreshed the Land Development Code
- ◆ Piloted remote/digital inspections
- ◆ Transportation Masterplan Update kicked-off
- ◆ Quality Assurance Program finalized

OBJECTIVES FY 2021

Prosperous Community

- ◆ 10-year update of General Plan approved by voters

Exceptional Built Environment

- ◆ Complete shade and Streetscape Masterplan
- ◆ Land Development Code update approved by Council
- ◆ Code Compliance will continue to strive for a successful case resolution rate of 98%, prior to any court enforcement action being taken
- ◆ Complete all requested inspections within the established timeframe

BUDGET NOTES

The FY 2021 budget includes a new Senior Transportation Planner in Transportation Planning. Development Services Administration has a decrease in budget in Administration with an increase in Permits and Licensing, Plan Review and Inspection, Planning Services, Transportation Planning and Engineering Development. Overall, Development Services personnel budget increased from FY 2020 while their supplies and contractual budget decreased from FY 2020.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Percent of Planning Review Comments Returned on Schedule	98%	98%	98%	99%	>90%
	Percent of Planning Projects Completed Within Established Schedules	98%	98%	98%	99%	>90%
	Percent of Building Safety and Fire Inspection Requests Completed Within Scheduled Times	100%	100%	100%	100%	100%
	Percent of Code Compliance Cases Resolved Through Community Outreach and Education	99%	99%	99%	98%	>98%

DEVELOPMENT SERVICES

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	2.00	2.00	2.00	2.00	2.00
Permits and Licensing	6.50	7.33	7.52	7.52	7.52
Plan Review and Inspection	44.80	45.80	45.80	45.80	45.80
Planning Services	13.00	13.00	13.00	13.00	13.00
Transportation Planning	2.00	2.00	2.00	2.00	3.00
Development Engineering	3.00	3.00	4.00	4.00	4.00
Total Personnel	71.30	73.13	74.32	74.32	75.32

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	295,907	525,467	752,540	609,950	460,220
Permits and Licensing	581,323	713,090	787,950	614,210	799,490
Plan Review and Inspection	3,994,658	4,157,379	4,465,050	4,522,930	4,637,090
Planning Services	1,259,240	1,261,386	1,384,020	1,354,150	1,385,930
Transportation Planning	257,793	191,394	260,750	234,460	399,020
Development Engineering	327,737	384,346	465,270	522,350	526,990
Total Expenses	\$ 6,716,658	\$ 7,233,062	\$ 8,115,580	\$ 7,858,050	\$ 8,208,740

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	6,239,978	6,242,477	7,033,460	6,744,870	7,184,310
Supplies & Contractual	423,303	963,669	1,057,120	1,089,180	1,024,430
Capital Outlay	53,377	26,916	25,000	24,000	-
Total Expenses	\$ 6,716,658	\$ 7,233,062	\$ 8,115,580	\$ 7,858,050	\$ 8,208,740

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	7,239,744	8,451,382	6,635,000	6,603,000	6,021,000
Total Expenses	6,716,658	7,233,062	8,115,580	7,858,050	8,208,740
Net Operating Result	\$ 523,086	\$ 1,218,320	\$ (1,480,580)	\$ (1,255,050)	\$ (2,187,740)

PURPOSE STATEMENT

The Gilbert Police Department's mission is to serve as law enforcement leaders in protecting and assisting all people in our community through effective problem solving, professional service, and the relentless pursuit of those who victimize our citizens and compromise public safety.

ACCOMPLISHMENTS FY 2020

- ◆ Achieved a 6% reduction in total Part 1 Crimes in 2019 compared to 2018
- ◆ Expanded our full-time Peer Support and Employee Wellness Unit to two full-time employees to help reduce work related injuries and expenses
- ◆ Gilbert Public Safety Training Facility is over 50% complete and on schedule for FY 2021 completion
- ◆ 2nd Safest US City with a population over 250,000 residents
- ◆ Decreased injury related collisions to 0.4725 collisions per 1,000 residents from the prior three-year average of 0.60 per 1,000 residents
- ◆ Decreased alcohol/drug related collisions to 0.1425 collisions per 1,000 residents from the prior three-year average of 0.16 per 1,000 residents
- ◆ Through community donations, purchased therapy canine, Cora, for employee wellness and resiliency

OBJECTIVES FY 2021

Prosperous Community

- ◆ Maintain status as one of the safest cities in the US for cities with a population over 200,000 residents
- ◆ Expand School Resource Officer coverage to cover the majority of all high schools and junior high schools

Exceptional Built Environment

- ◆ Selected vendor will begin upgrade process for our Report Management System and Computer Aided Dispatch systems
- ◆ Install additional dispatch terminals within dispatch center to facilitate the expansion of a second patrol channel
- ◆ Identify funding sources for Advocacy Center, Dispatch expansion and additional needed space for current and future Police department needs
- ◆ Increase dispatch staffing to implement a second patrol channel

BUDGET NOTES

The FY 2021 personnel budget includes the addition of: (1) Detective SAU, (1) Detective PCU, (7) Dispatcher II, (1) Detective SVU, (3) School Resource Officers, (1) Detective, FCU Asset Forfeiture, (1) Police Department Lieutenant Training, (5) Advanced Training Officers. Overall budget for Police Department has decreased from FY 2020 in Personnel, Supplies and Contractual and Capital Outlay.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Clearance Rates Compared to National - Violent Crimes	55.5%	48.2%	40.1%	48.0%	>45.5%
	Clearance Rates Compared to National - Property Crimes	23.9%	25.5%	19.1%	24.0%	>17.6%
	Time Between Emergency Call Received to Responder Arrival	4:13	4:07	4:04	4:00	<5:30
	Success Rate Answering Emergency 911 Calls Within 10 seconds	93.8%	93.9%	93.5%	94.0%	>90.0%
	Maintain Domestic Violence Recidivism Rate of Less Than 5%	2.5%	2.9%	3.3%	2.5%	<5.0%

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	5.00	5.00	5.00	4.00	4.00
Support Services	87.50	88.00	93.00	94.00	101.00
Office of Professional Stds	9.00	13.50	14.50	16.50	22.50
Patrol	178.00	199.00	213.00	209.80	209.80
Criminal Investigations	58.00	61.00	61.00	61.00	65.00
Special Enforcement Unit	44.00	39.00	39.00	40.00	43.00
Total Sworn	251.00	275.00	288.00	288.00	301.00
Total Civilian	130.50	130.50	137.50	137.30	144.30
Total Personnel	381.50	405.50	425.50	425.30	445.30

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	2,569,066	5,896,105	3,003,380	872,090	837,180
Support Services	8,459,288	8,764,714	10,000,405	9,632,930	10,799,870
Office of Professional Stds	980,750	4,055,137	1,898,875	5,307,120	3,474,410
Patrol	24,568,143	23,314,787	28,647,810	25,080,520	26,575,840
Criminal Investigations	9,165,654	9,204,333	10,264,460	10,103,040	10,246,610
Special Enforcement Unit	6,203,314	5,770,504	6,127,900	6,116,190	6,781,360
Total Expenses	\$ 51,946,215	\$ 57,005,580	\$ 59,942,830	\$ 57,111,890	\$ 58,715,270

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	45,843,155	50,796,874	52,567,670	50,152,380	51,430,860
Supplies & Contractual	5,672,908	5,990,376	6,707,210	6,722,810	6,643,180
Capital Outlay	430,152	218,330	667,950	236,700	641,230
Total Expenses	\$ 51,946,215	\$ 57,005,580	\$ 59,942,830	\$ 57,111,890	\$ 58,715,270

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	3,515,809	3,364,949	3,402,000	3,047,000	2,967,000
Total Expenses	51,946,215	57,005,580	59,942,830	57,111,890	58,715,270
Net Operating Result	\$(48,430,406)	\$(53,640,631)	\$(56,540,830)	\$(54,064,890)	\$(55,748,270)

PURPOSE STATEMENT

Gilbert Fire and Rescue Department (GFRD) aims 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 community risk reduction programs; and maintenance of a highly trained and dedicated workforce.

ACCOMPLISHMENTS FY 2020

- ◆ Appeared before the Commission on Fire Accreditation International of the Center for Public Safety Excellence and received accredited status
- ◆ Six paramedic students successfully graduated with National Registry Certification
- ◆ Four recruit firefighters successfully completed the Regional Fire Academy
- ◆ Supported activities related to the construction of the Public Safety Training Facility
- ◆ Fire Protection Classification evaluation conducted by the Insurance Services Office resulting in Gilbert receiving the highest classification of 1
- ◆ Utilized available data to focus community risk reduction efforts on highest risks in the community, i.e. fall prevention
- ◆ Completed research and began implementation of best practices for reducing the likelihood of injuries and illnesses of employees
- ◆ Implemented an Ambulance Transportation Division and began limited ambulance service

OBJECTIVES FY 2021

Prosperous Community

- ◆ Enhance training programs for employees to include the creation of development plans, succession planning and educational opportunities
- ◆ Strengthen programs that promote the health, wellness and safety of all department employees
- ◆ Expand the use of data to improve community risk reduction outreach and outcomes
- ◆ Implement a second Gilbert ambulance to further augment ambulance transportation services in the community
- ◆ Continue addressing action plans associated with the GFRD Strategic Plan and Community Risk Assessment

Exceptional Built Environment

- ◆ Transition the Training Division personnel, programs and activities to the Public Safety Training Facility

BUDGET NOTES

Personnel costs and FTE decrease as a result of moving FTE related to Ambulance Service to Special Revenue. This reduction in FTE is offset by an increase General Fund FTE including a Deputy Chief Employee Wellness, Fire Equipment Technician, and a Public Safety Supervisor for the Public Safety Training Facility. Multiple one-time expenditures are budgeted in FY 2021 with the most notable being \$860,000 for a second set of turnouts for the first responders.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Structure fires per 1,000 population	.355	.284	.247	.250	N/A
	90 th 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 or less)	7:20	7:16	7:13	7:00	6:00
	90 th percentile response time from alarm room processing to on scene for High Risk EMS incidents	7:15	7:26	7:41	7:15	6:00
	90 th percentile response time from alarm room processing to on scene for Moderate Risk Fire incidents	7:30	7:24	7:17	7:15	7:20
	90 th percentile response time from alarm room processing to on scene for High Risk Fire incidents	9:02	7:03	7:32	7:30	7:20

FIRE AND RESCUE

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	6.00	6.00	6.00	6.00	6.00
Training	5.00	5.00	5.00	5.00	6.00
Operations	195.00	195.00	202.00	195.00	197.00
Prevention and Education	10.00	10.00	10.00	10.00	10.00
Total Personnel	216.00	216.00	223.00	216.00	219.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	1,940,226	3,689,547	1,191,240	1,065,320	1,108,640
Training	983,390	850,193	865,860	877,840	1,060,590
Operations	31,106,773	29,776,465	31,749,710	30,593,740	31,262,420
Prevention and Education	1,341,607	1,328,599	1,419,170	1,388,060	1,322,850
Total Expenses	\$ 35,371,996	\$ 35,644,804	\$ 35,225,980	\$ 33,924,960	\$ 34,754,500

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	31,357,737	31,731,239	30,651,690	29,653,630	29,234,440
Supplies & Contractual	3,974,782	3,913,565	4,508,540	4,198,580	5,400,610
Capital Outlay	39,477	-	65,750	72,750	119,450
Total Expenses	\$ 35,371,996	\$ 35,644,804	\$ 35,225,980	\$ 33,924,960	\$ 34,754,500

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	2,066,717	2,217,821	2,414,000	1,946,000	1,995,000
Total Expenses	35,371,996	35,644,804	35,225,980	33,924,960	34,754,500
Net Operating Result	\$(33,305,279)	\$(33,426,983)	\$(32,811,980)	\$(31,978,960)	\$(32,759,500)

PARKS AND RECREATION

PURPOSE STATEMENT

The Parks and Recreation Department aims 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 2020

- ◆ Opened Phase I of Gilbert Regional Park
- ◆ Opened Phase I of Desert Sky Park
- ◆ Successfully completed the first year of operation at Cactus Yards. Facility was named United States Specialty Sports Association (USSSA) Facility of the Year
- ◆ Completed flooring and renovation project at Freestone Recreation Center
- ◆ Rental Revenue at the McQueen Park Activity Center increased by 275% during the first three quarters of FY 2020 (up from \$18,705 to \$70,138)
- ◆ Gilbert Community Center special events continue to grow in popularity prompting a second seating for this year's Mother/Son Glow Dance
- ◆ Crossroads Park and McQueen Park ballfields were named as Pioneer Athletics' "Fields of Excellence" award winners
- ◆ Riparian After Dark event had over 50,000 patrons during the 6 nights the event was offered in December 2019

OBJECTIVES FY 2021

Prosperous Community

- ◆ Opening of Phase 1B for Gilbert Regional Park which includes 16 pickleball courts, 6 tennis courts, 2 basketball courts, 6 sand volleyball courts, great lawn, amphitheater, additional ramadas and restrooms
- ◆ Complete Customer-Culture evaluation and incorporate suggested improvements
- ◆ Introduce 2-3 new events to the overall Gilbert Event Calendar and implement a Concert in the Park and Movie in the Park series at Gilbert Regional Park
- ◆ Complete CAPRA Accreditation

Strong Economy

- ◆ Focus efforts on marketing and rentals of new multi-purpose room (former fitness room) at the Gilbert Community Center. Revenue goal for FY 2021 is \$9,000
- ◆ Complete RFP process and complete Public-Private Partnerships for 5 acre and 10 acre parcels for Gilbert Regional Park
- ◆ Implement fee updates for new amenities and ongoing programming/operations

BUDGET NOTES

FTE increases include an Administrative Assistant, Facilities Maintenance Technician, Security System Technician, Aquatic Facility Technician, Recreation Specialist, and multiple part-time and seasonal positions. The Supplies and Contractual budget increases as a result of the new FTE, contract increases and one-time expenditures for A/C's, security upgrades, parking lot resurfacing and multiple other items.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Annual Participation at Freestone Recreation Center (in Thousands)	257.1	248.3	193.7	240.5	250.0
	Percent of Ratings Above Average or Excellent on the Event Satisfaction Surveys Provided to Participants and Sponsors for Each Special Event	96%	95%	95%	95%	90%
	Field Trip Educational Programs at Riparian	34	30	30	36	34
	Level of Preventive Maintenance Compared to Corrective Repairs (Preventative Percent / Corrective Percent)	55%/45%	52%/48%	56%/44%	56%/44%	20%/80%
	Ramada Rentals	856	928	1,256	1,150	1,100

PARKS AND RECREATION

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	10.58	10.58	10.58	11.98	12.73
Parks and Open Space	37.31	60.06	75.81	71.11	72.81
Aquatics	17.78	17.78	17.78	17.54	18.34
Recreation Centers	40.12	40.12	41.43	41.93	42.93
Precreation Programs	6.95	6.95	6.95	7.99	9.24
Facilities Maintenance	12.48	12.48	13.48	13.00	15.25
Total Personnel	125.22	147.97	166.03	163.55	171.30

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	1,200,137	1,257,707	1,313,060	1,295,990	1,543,220
Parks and Open Space	5,363,730	6,401,795	9,017,380	8,936,300	8,812,410
Aquatics	799,223	855,304	963,200	964,300	972,280
Recreation Centers	6,383,536	5,977,523	6,632,460	6,624,830	7,454,320
Precreation Programs	1,025,459	984,214	1,451,660	1,296,610	1,473,690
Facilities Maintenance	3,875,631	3,709,852	3,627,780	3,662,440	4,205,320
Total Expenses	\$ 18,647,716	\$ 19,186,395	\$ 23,005,540	\$ 22,780,470	\$ 24,461,240

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	7,097,302	7,694,944	10,203,930	9,750,910	10,438,610
Supplies & Contractual	11,423,664	11,090,501	12,407,910	12,658,850	13,784,230
Capital Outlay	126,750	400,950	393,700	370,710	238,400
Total Expenses	\$ 18,647,716	\$ 19,186,395	\$ 23,005,540	\$ 22,780,470	\$ 24,461,240

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	3,982,007	4,507,449	5,657,000	5,196,000	5,695,000
Total Expenses	18,647,716	19,186,395	23,005,540	22,780,470	24,461,240
Net Operating Result	\$(14,665,709)	\$(14,678,946)	\$(17,348,540)	\$(17,584,470)	\$(18,766,240)

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 2020

- ◆ Completed traffic signal timing on three corridors: portions of Williams Field, Val Vista, Higley
- ◆ Obtained Maricopa County Association of Governments (MAG) Service Management and Operations (SM&O) grant funding to upgrade the ITS infrastructure at more than 20 intersections in the Town of Gilbert
- ◆ Added two variable message boards to the Town's assets, enabling faster response and deployment to notify of temporary traffic conditions
- ◆ 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 2021 adoption
- ◆ Initiated preparation of the Town Fiber Optic Implementation Plan
- ◆ Helped to identify and scope two trail safety crossing projects: (1) Greenfield south of Guadalupe along Powerline trail, (2) Val Vista and Eastern Canal

OBJECTIVES FY 2021
Exceptional Built Environment

- ◆ Conclude Fiber Optic Implementation Plan
- ◆ Continue working on a system-wide traffic signal timing effort
- ◆ Complete an update of the Intelligent Traffic Systems Master Plan
- ◆ Achieve a response time of one business day from receipt to 95% of 311 requests from citizens
- ◆ Implement turn safety enhancements at intersections and other locations as identified by systematic annual prioritization process

BUDGET NOTES

There are no FTE added to the Engineering Services budget in FY 2021. Supplies and contractual budget appropriation remains consistent from FY 2020.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Percentage of Citizen Contacts Responded to Within 24 Hours	90%	95%	95%	95%	N/A
	Number of Left-Turn Safety Enhancement Projects Implemented	2	1	3	3	N/A



ENGINEERING SERVICES

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Engineering Admin	0.60	0.60	1.60	0.60	0.60
Traffic Engineering	4.00	4.00	4.00	5.00	5.00
Total Personnel	4.60	4.60	5.60	5.60	5.60

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Engineering Admin	122,810	126,426	124,150	127,280	127,470
Traffic Engineering	368,755	356,154	579,990	500,450	624,200
Total Expenses	\$ 491,565	\$ 482,580	\$ 704,140	\$ 627,730	\$ 751,670

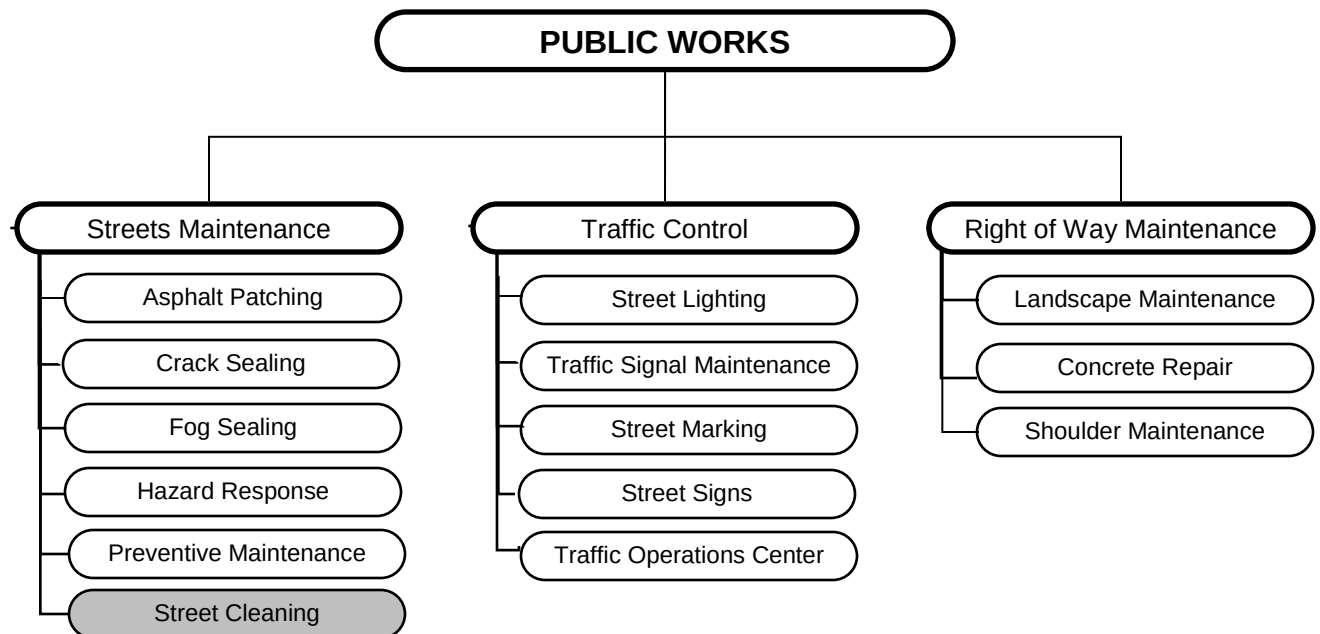
EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	406,866	393,617	597,270	380,490	645,800
Supplies & Contractual	84,699	56,075	106,870	247,240	105,870
Capital Outlay	-	32,888	-	-	-
Total Expenses	\$ 491,565	\$ 482,580	\$ 704,140	\$ 627,730	\$ 751,670

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	-	-	-	-	-
Total Expenses	491,565	482,580	704,140	627,730	751,670
Net Operating Result	\$ (491,565)	\$ (482,580)	\$ (704,140)	\$ (627,730)	\$ (751,670)

Streets Fund

Streets Fund Summary
Streets Fund Benchmarks
Streets





FUND DESCRIPTION

It is Streets' mission to provide a safe, reliable, and 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. VLT 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 2021.

	Roadway and Maintenance	HURF
Total Operating Revenues	\$ 10,418,000	\$ 16,445,000
Total Operating Expenses	(8,798,680)	(16,621,130)
Operating Income (Loss)	<u>\$ 1,619,320</u>	<u>\$ (176,130)</u>
Non-Operating Revenues (Expenses)	-	-
Income (Loss) Before Transfers	<u>\$ 1,619,320</u>	<u>\$ (176,130)</u>
Transfers In	600,000	-
Transfers Out	(15,417,710)	(1,027,190)
Net Income	<u>\$ (13,198,390)</u>	<u>\$ (1,203,320)</u>

ORGANIZATIONAL FOCUS AREAS

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

Prosperous
Community

Strong Economy

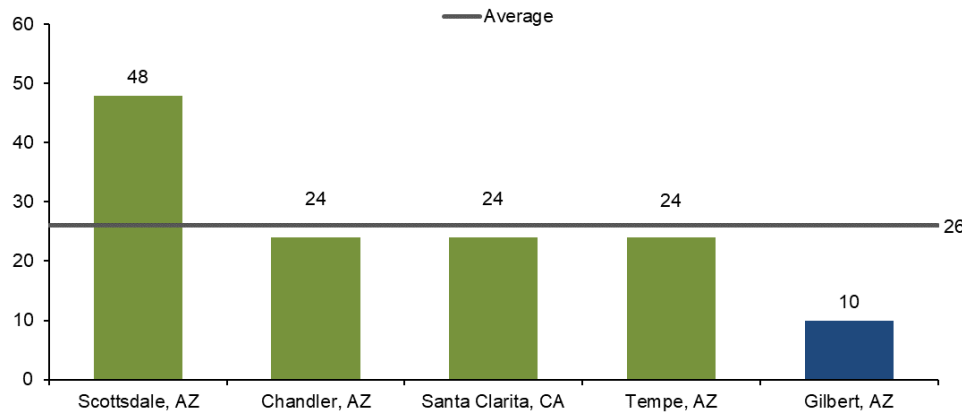
Exceptional Built
Environment



STREETS FUND

PERSONNEL BY DIVISION	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Roadway and Maintenance	0.00	0.00	0.00	1.00	1.00
HURF	53.49	55.66	55.66	54.66	56.66
Total Personnel	53.49	55.66	55.66	55.66	57.66
EXPENSES BY DIVISION	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Roadway and Maintenance	6,382,168	2,848,710	6,569,530	4,388,120	8,798,680
HURF	12,567,449	13,367,152	16,455,130	15,310,010	16,621,130
Total Expenses	\$ 18,949,617	\$ 16,215,862	\$ 23,024,660	\$ 19,698,130	\$ 25,419,810
EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	3,798,802	4,365,016	4,932,360	4,528,150	5,263,510
Supplies & Contractual	8,885,485	9,196,068	17,956,300	15,165,330	20,044,800
Capital Outlay	6,265,330	2,654,778	136,000	4,650	111,500
Total Expenses	\$ 18,949,617	\$ 16,215,862	\$ 23,024,660	\$ 19,698,130	\$ 25,419,810
OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	25,669,559	27,704,644	27,658,000	25,773,000	26,863,000
Transfers In	-	-	618,000	618,000	600,000
Total Sources	\$ 25,669,559	\$ 27,704,644	\$ 28,276,000	\$ 26,391,000	\$ 27,463,000
Total Expenses	18,949,617	16,215,862	23,024,660	19,698,130	25,419,810
Transfers Out	4,677,840	11,012,316	14,081,120	2,507,144	16,444,900
Total Uses	\$ 23,627,457	\$ 27,228,178	\$ 37,105,780	\$ 22,205,274	\$ 41,864,710
Net Operating Result	\$ 2,042,102	\$ 476,466	\$ (8,829,780)	\$ 4,185,726	\$ (14,401,710)

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



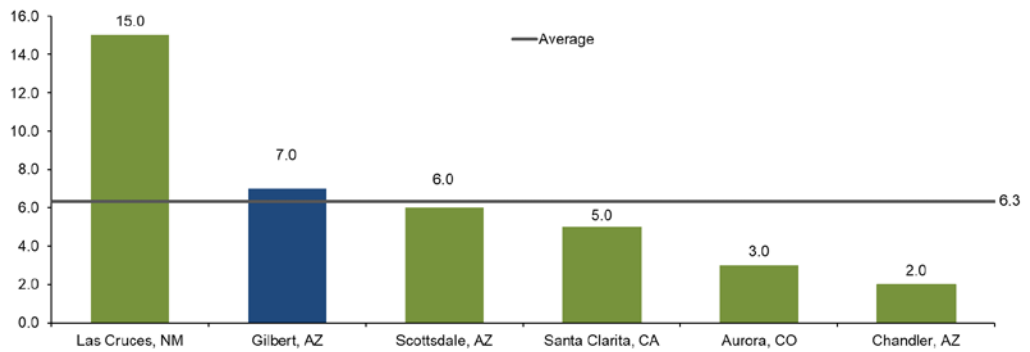
10

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 2019.

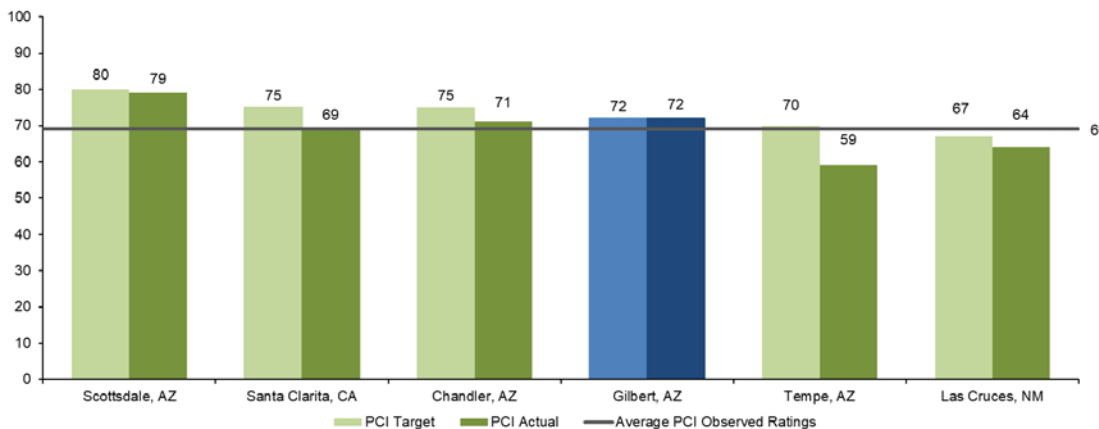
Days to Repair Streetlight Outage

7
average days to repair streetlight outage in Gilbert



Note: The average number of days to repair a streetlight outage once the city or town is notified of the outage. City of Las Cruces reports a wide variance of 5 to 25 days. As a result, the average number was taken. Source: Information provided was obtained from municipal budget documents and public works staff for FY 2019.

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 2019.



PURPOSE STATEMENT

The Streets Division aims 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 2020

- ◆ Maintained a network Pavement Condition Index (PCI) of 72
- ◆ Re-rated 20% of roadway network
- ◆ Crack sealed 100% of all roadways prior to scheduled maintenance
- ◆ Inventoried and surveyed 86.5 miles of newly accepted roadways
- ◆ Applied micro-surfacing to 20 miles of Arterial Roadways
- ◆ Upgraded 420 streetlights to current standards Long Range Infrastructure Plan (LRIP)
- ◆ Completed Internally Illuminated Street Name Sign (IISNS) project (signalized intersections). 92 signs total
- ◆ Crack Sealed 100% of all roadways prior to scheduled maintenance
- ◆ Removed 100% of graffiti within 48 hours of notice from the police department

OBJECTIVES FY 2021

Exceptional Built Environment

- ◆ Maintain a network Pavement Condition Index (PCI) of 72
- ◆ Re-rate 20% of roadway network
- ◆ Replace 100% of all identified street lights scheduled for replacement per LRIP
- ◆ Upgrade 100 IISNS
- ◆ Complete 100% of Streetlight work orders reported within 7 days
- ◆ 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

BUDGET NOTES

The FY 2021 budget has increased personnel in Streets for (1) ITS Specialist and (1) Maintenance Coordinator for Streetlights. Overall, the budget for FY 2021 has increased for the Streets department, with increases in personnel and supplies and contractual, with a decrease in capital outlay.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Network Pavement Condition Index (PCI)	74.0	72.8	72.0	72.0	72.0
	Percentage of Roadway Network Re-Rated	22.5%	27.7%	20.0%	20.0%	20.0%
	Streetlight Repairs Made Within Seven Days	98%	98%	100%	100%	100%
	Regulatory Signs Over 10 Years Old Replaced	1,774	4,562	3,934	4,966	4,966
	Non-Regulatory Signs Over 15 Years Old Replaced	N/A	N/A	293	2,095	2,095

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	3.00	4.00	4.00	4.00	4.00
Streets Maintenance	23.84	24.01	24.01	24.01	24.01
Traffic Control	21.66	22.66	22.66	22.66	24.66
Right of Way Maintenance	4.99	4.99	4.99	4.99	4.99
Total Personnel	53.49	55.66	55.66	55.66	57.66

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	5,430,763	3,477,415	5,983,530	4,573,350	8,017,610
Streets Maintenance	1,998,978	2,425,481	2,716,850	2,591,580	3,056,470
Traffic Control	6,836,243	6,711,092	8,299,560	7,785,400	8,461,660
Right of Way Maintenance	3,015,609	3,544,587	4,026,180	4,094,340	3,508,530
Non-Departmental	1,668,024	57,287	1,998,540	653,460	2,375,540
Total Expenses	\$ 18,949,617	\$ 16,215,862	\$ 23,024,660	\$ 19,698,130	\$ 25,419,810

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	3,798,802	4,365,016	4,932,360	4,528,150	5,263,510
Supplies & Contractual	8,885,485	9,196,068	17,956,300	15,165,330	20,044,800
Capital Outlay	6,265,330	2,654,778	136,000	4,650	111,500
Total Expenses	\$ 18,949,617	\$ 16,215,862	\$ 23,024,660	\$ 19,698,130	\$ 25,419,810

Enterprise Funds

Enterprise Funds Summary

Enterprise Fund Benchmarks

Water

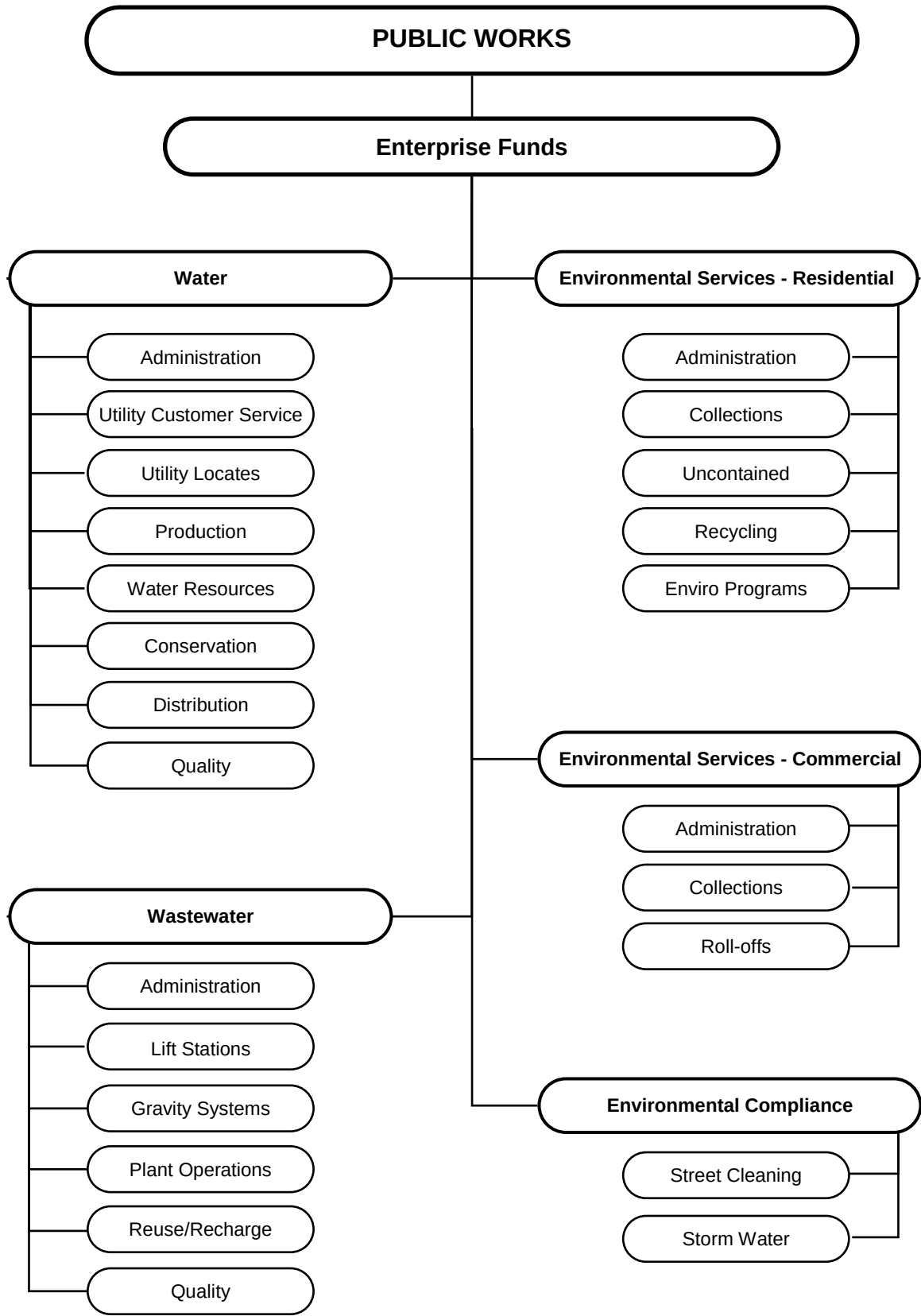
Wastewater

Environmental Services - Residential

Environmental Services – Commercial

Environmental Compliance





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:

Water - Ensure a safe, dependable water supply.

Wastewater - Provide a safe, dependable wastewater collection/treatment system, and a reclaimed water reuse system.

Environmental Services Residential - Environmentally sound collection and disposal of solid waste for residential customers, and environmental compliance programs such as storm water and air quality.

Environmental Services Commercial - Environmentally sound collection and disposal of solid waste for commercial customers.

Environmental Compliance - 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 2021.

	Water	Wastewater	Environmental Services Residential	Environmental Services Commercial	Environmental Compliance
Total Operating Revenues	\$ 51,350,000	\$ 30,585,000	\$ 14,945,000	\$ 2,732,000	\$ 5,697,000
Total Operating Expenses	(34,335,240)	(19,955,000)	(16,282,010)	(2,690,830)	(2,080,580)
Operating Income (Loss)	<u>\$ 17,014,760</u>	<u>\$ 10,630,000</u>	<u>\$ (1,337,010)</u>	<u>\$ 41,170</u>	<u>\$ 3,616,420</u>
Non-Operating Revenues (Expenses)	-	-	-	-	-
Income (Loss) Before Transfers	<u>\$ 17,014,760</u>	<u>\$ 10,630,000</u>	<u>\$ (1,337,010)</u>	<u>\$ 41,170</u>	<u>\$ 3,616,420</u>
Transfers In	-	1,035,000	-	-	-
Transfers Out	(37,966,750)	(27,706,110)	(6,484,010)	(1,171,850)	(4,454,030)
Net Income	<u>\$ (20,951,990)</u>	<u>\$ (16,041,110)</u>	<u>\$ (7,821,020)</u>	<u>\$ (1,130,680)</u>	<u>\$ (837,610)</u>

ORGANIZATIONAL FOCUS AREAS

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

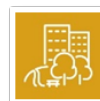
Prosperous
Community



Strong Economy



Exceptional Built
Environment



ENTERPRISE FUNDS

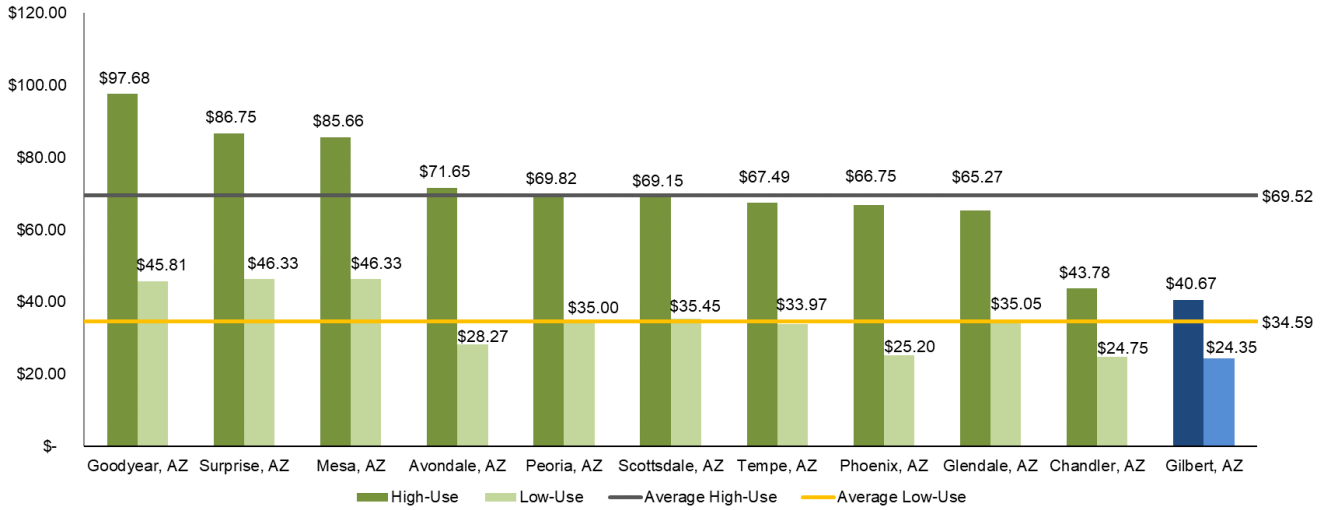
PERSONNEL BY DIVISION	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Water	131.95	133.50	135.68	135.68	135.93
Wastewater	43.50	45.50	48.50	48.50	49.50
Enviro Services-Residential	88.40	79.56	81.31	81.31	82.81
Enviro Services-Commercial	8.94	8.94	8.44	8.44	8.44
Environmental Compliance	0.00	11.84	12.09	12.09	12.59
Total Personnel	272.79	279.34	286.02	286.02	289.27

EXPENSES BY DIVISION	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Water	26,151,938	27,374,331	34,052,880	30,427,590	34,335,240
Wastewater	22,067,704	15,370,978	19,376,325	16,866,630	19,955,000
Enviro Services-Residential	14,875,041	13,444,497	15,125,885	12,756,770	16,282,010
Enviro Services-Commercial	2,245,089	2,106,112	2,461,220	2,109,940	2,690,830
Environmental Compliance	-	998,239	1,967,450	1,593,480	2,080,580
Total Expenses	\$ 65,339,772	\$ 59,294,157	\$ 72,983,760	\$ 63,754,410	\$ 75,343,660

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	19,406,917	20,526,669	23,951,075	21,721,040	24,863,490
Supplies & Contractual	37,413,539	37,393,740	48,493,915	41,555,290	50,058,990
Capital Outlay	8,519,316	1,373,748	538,770	478,080	421,180
Total Expenses	\$ 65,339,772	\$ 59,294,157	\$ 72,983,760	\$ 63,754,410	\$ 75,343,660

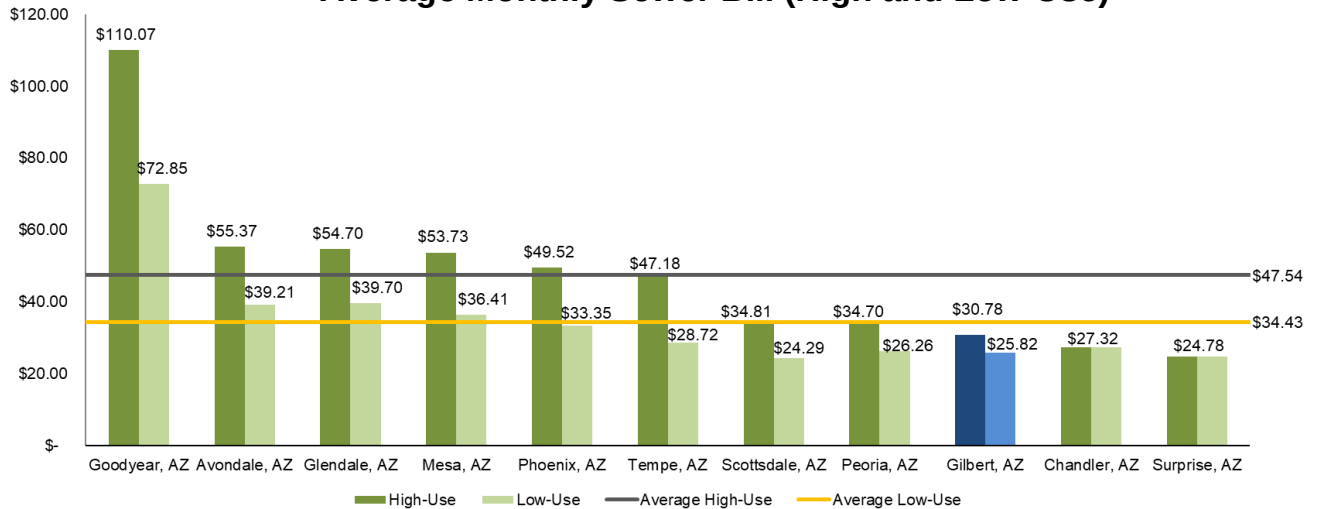
OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	89,967,617	98,386,759	100,573,000	103,589,000	105,309,000
Transfers In	1,191,794	2,899,293	1,035,000	1,035,000	1,035,000
Total Sources	\$ 91,159,411	\$101,286,052	\$ 101,608,000	\$104,624,000	\$106,344,000
Total Expenses	65,339,772	59,294,157	72,983,760	63,754,410	75,343,660
Transfers Out	23,572,530	39,512,678	58,776,450	33,886,353	77,782,750
Total Uses	\$ 88,912,302	\$ 98,806,835	\$ 131,760,210	\$ 97,640,763	\$153,126,410
Net Operating Result	\$ 2,247,109	\$ 2,479,217	\$ (30,152,210)	\$ 6,983,237	\$ (46,782,410)

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 2018-2019

Average Monthly Sewer Bill (High and Low-Use)

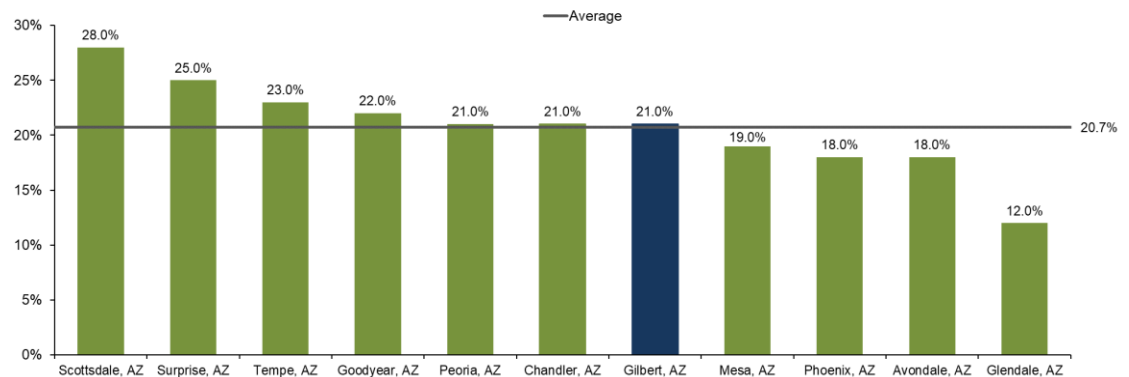


Note: Figures assume high-use for SFR equates to 12,000 gallons; low-use for Single Family Residential (SFR) equates to 8,000 gallons. Source: Valley Benchmark Cities, FY 2018-2019

Residential Waste Diverted Through Recycling



21.0%
waste diverted by
Gilbert customers



Source: Valley Benchmark Cities, FY 2018-2019



PURPOSE STATEMENT

The Water Division aims to provide safe and reliable water to our community through operational resiliency, enhanced customer service, and water resource adequacy.

ACCOMPLISHMENTS FY 2020

- ◆ Implementation of the self-cleaning strainers for the Santan Vista Water Treatment Plant (SVWTP)
- ◆ SVWTP filter surveillance of phase I (8 phase I filters and 2 phase II filters)
- ◆ North Water Treatment Plant (NWTP) underdrains and media replacement of 6 filters
- ◆ Developed CIP projects from NWTP facility assessment
- ◆ Implementation of Sustainable Water Allocation Policy
- ◆ Expanded participation in landscape monitoring program and the Waterfluence web platform, from 164 sites to 232 sites. Combined efforts saved 174 million gallons annually
- ◆ Increased paperless utility billing customers by 22%, Neighbor 2 Neighbor by 14% and Autopay by 4%
- ◆ Distribution System Maintenance - Hydrant PMs 3,324 and valve exercised 10,404

OBJECTIVES FY 2021**Prosperous Community**

- ◆ Increase participation in: large landscape users utilizing Waterfluence, participants labeled as Water Wise Gilbert, and commercial water audits performed
- ◆ Continue to optimize water treatment, aeration equipment and distribution system operations for trihalomethanes (TTHM) compliance and control

Strong Economy

- ◆ Begin implementation of new Utility Billing System
- ◆ Verify Meter asset information in Eden before data export into new Utility Billing System

Exceptional Built Environment

- ◆ Continued upgrades to the Water Treatment Plant (WTP)/Wells operational controls to maintain high standards and TTHM formation controls
- ◆ NWTP underdrains and media replacement of additional filters
- ◆ Add new well and reservoir 30 for blending of well 29 nitrates and bring on new well 31

BUDGET NOTES

No new FTE are added for FY 2021. One-time capital outlay expenditures include six traffic message boards, a 6-yard dump truck, a 30" walk behind saw, and Traffic Operations Center instrument replacement. For FY 2021, Water prepared a zero-based budget; resulting in a reallocation of over \$1M.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Number of Analyses Performed In-House (in Thousands)	61.7	56.4	62.5	60.0	60.0
	Addition to Portfolio of Stored Credits (in Acre Feet)	34,685	26,454	200	-4,500	>0
	Average Percentage of Ground Water Production	32%	28%	25%	25%	10%
	Number of Large Landscape Participants Utilizing Waterfluence Web Platform	136	204	250	300	350
	Number of Water System Valves Exercised	5,624	9,222	10,404	10,404	10,404

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	26.75	25.92	27.10	27.10	27.35
Production	48.00	48.00	48.00	48.00	48.00
Resources and Conservation	5.00	5.38	6.38	6.38	6.38
Distribution	45.00	46.00	46.00	46.00	46.00
Quality	7.20	8.20	8.20	8.20	8.20
Total Personnel	131.95	133.50	135.68	135.68	135.93

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	1,586,660	1,647,787	1,730,260	1,748,040	2,042,445
Production	10,228,638	12,120,038	13,925,220	13,406,910	14,104,405
Resources and Conservation	6,086,392	5,991,621	7,327,490	6,195,530	7,307,910
Distribution	6,300,296	6,627,162	7,094,520	6,455,550	6,716,550
Quality	980,603	869,839	1,000,390	1,007,160	983,650
Non-Departmental	969,349	117,884	2,975,000	1,614,400	3,180,280
Total Expenses	\$ 26,151,938	\$ 27,374,331	\$ 34,052,880	\$ 30,427,590	\$ 34,335,240

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	8,440,690	9,108,367	10,530,740	9,730,860	10,802,040
Supplies & Contractual	17,300,285	17,395,319	23,072,140	20,616,730	23,195,020
Capital Outlay	410,963	870,645	450,000	80,000	338,180
Total Expenses	\$ 26,151,938	\$ 27,374,331	\$ 34,052,880	\$ 30,427,590	\$ 34,335,240

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	44,625,518	48,235,492	48,475,000	50,475,000	51,350,000
Transfers In	98,678	-	-	-	-
Total Sources	\$ 44,724,196	\$ 48,235,492	\$ 48,475,000	\$ 50,475,000	\$ 51,350,000
Total Expenses	26,151,938	27,374,331	34,052,880	30,427,590	34,335,240
Transfers Out	15,156,620	20,753,115	30,248,460	17,050,539	37,966,750
Total Uses	\$ 41,308,558	\$ 48,127,446	\$ 64,301,340	\$ 47,478,129	\$ 72,301,990
Net Operating Result	\$ 3,415,638	\$ 108,046	\$(15,826,340)	\$ 2,996,871	\$(20,951,990)

PURPOSE STATEMENT

The mission of the Wastewater Division is to protect the health and safety of the public and provide reliable and efficient wastewater collection, wastewater treatment, effluent reuse and recharge, wastewater discharge monitoring of industrial and commercial businesses, and mosquito control operations all in a cost-effective manner.

ACCOMPLISHMENTS FY 2020

- ◆ 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 Closed Circuit Television (CCTV) 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
- ◆ Construction efforts associated with the new Candlewood Lift Station Project continued
- ◆ Construction efforts associated with the Greenfield Water Reclamation Plant (WRP) Phase 3 Expansion Project continued
- ◆ Began a new operation and maintenance agreement associated with the Neely Water WRP
- ◆ Updated the Wastewater Long Range Infrastructure Plan
- ◆ Equipment inspections and scheduled preventive maintenance work was performed on all mechanical pumping equipment

OBJECTIVES FY 2021

Exceptional Built Environment

- ◆ Respond to emergency customer contact events within one hour
- ◆ Continue to monitor and add odor and corrosion control chemicals to the sewer system to minimize odor complaints and extend infrastructure life
- ◆ Inspect all lift station sites daily to verify proper operational performance and perform scheduled preventive maintenance
- ◆ Monitor and distribute reclaimed water to customer sites daily to meet irrigation demands, thus reducing 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
- ◆ Complete construction efforts associated with the Greenfield WRP Phase 3 Expansion
- ◆ Complete construction efforts associated with the Candlewood lift station and force main

BUDGET NOTES

The FY 2021 budget includes the addition of one new FTE: an Odor Control Technician. A truck for this position is included in the Capital Outlay budget. A majority of the increase in supplies and contractual budget is as a result of increased chemical and utility costs.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Percent of Sewer System Cleaned	30%	23%	20%	20%	20%
	Percent of Sewer System Inspected	20%	15%	15%	15%	15%
	Percent of Available Treatment Capacity Utilized at Neely Treatment Plant	88%	87%	85%	75%	< 100%
	Percent of Available Treatment Capacity Utilized at Greenfield Treatment Plant (additional capacity coming online in FY 2021)	79%	84%	90%	65%	< 100%
	Percent of Total Reclaimed Water Supply Directly Reused by Customers (With Percent Remaining Going to Groundwater Recharge)	42%	39%	38%	40%	40%

WASTEWATER

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	2.50	3.50	3.50	3.50	3.50
Collections	22.20	23.20	24.20	24.20	25.20
Plant Operations	0.00	0.00	0.00	0.00	0.00
Reclaimed	12.80	12.80	14.80	14.80	14.80
Quality	6.00	6.00	6.00	6.00	6.00
Total Personnel	43.50	45.50	48.50	48.50	49.50

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	1,329,274	1,401,056	1,521,330	1,552,950	1,593,710
Collections	4,088,676	3,792,175	4,012,165	4,113,480	4,606,450
Plant Operations	7,318,144	7,837,194	8,991,790	8,017,640	8,732,540
Reclaimed	1,726,731	1,850,121	2,126,530	2,370,540	2,169,930
Quality	438,887	440,968	564,510	554,710	557,370
Non-Departmental	7,165,992	49,464	2,160,000	257,310	2,295,000
Total Expenses	\$ 22,067,704	\$ 15,370,978	\$ 19,376,325	\$ 16,866,630	\$ 19,955,000

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	3,898,468	4,013,553	4,740,875	4,598,500	5,079,840
Supplies & Contractual	11,333,673	10,854,322	14,546,680	11,975,050	14,830,160
Capital Outlay	6,835,563	503,103	88,770	293,080	45,000
Total Expenses	\$ 22,067,704	\$ 15,370,978	\$ 19,376,325	\$ 16,866,630	\$ 19,955,000

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	26,761,527	29,103,293	30,085,000	30,710,000	30,585,000
Transfers In	950,670	1,199,293	1,035,000	1,035,000	1,035,000
Total Sources	\$ 27,712,197	\$ 30,302,586	\$ 31,120,000	\$ 31,745,000	\$ 31,620,000
Total Expenses	22,067,704	15,370,978	19,376,325	16,866,630	19,955,000
Transfers Out	3,770,530	12,253,552	20,017,990	12,034,176	27,706,110
Total Uses	\$ 25,838,234	\$ 27,624,530	\$ 39,394,315	\$ 28,900,806	\$ 47,661,110
Net Operating Result	\$ 1,873,963	\$ 2,678,056	\$ (8,274,315)	\$ 2,844,194	\$(16,041,110)

PURPOSE STATEMENT

Environmental Services Residential Collections provides refuse, recycling and bulk collection for town residents. 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 2020

- ◆ Enhanced safety program to reduce injuries and claims
- ◆ Increased efficiencies by analyzing disposal locations and customer density in collection routes
- ◆ Implemented internal use of 311 and app programs for data collection
- ◆ Memorialized standard operating procedures

OBJECTIVES FY 2021

Exceptional Built Environment

- ◆ Continue focus on safety training for all team members
- ◆ Implementation of GPS and routing software
- ◆ Implementation of paperless tracking
- ◆ Decrease recycling contamination rate
- ◆ Increase diversion of refuse
- ◆ Continue to memorialize standard operating procedures across the division

BUDGET NOTES

The FY 2021 budget includes new FTE for one Environmental Services Collections Inspector and (.5) Environmental Service Representative. Landfill costs is the main reason for the increased supplies and contractual budget for FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Total Tons of Contained Refuse Collected	77,058	79,756	80,023	81,559	81,500
	Total Tons of Uncontained Refuse Collected	16,666	16,065	15,369	14,672	14,500
	Total Tons of Recycling Collected (Blue Cans)	20,771	21,120	21,474	21,835	21,500



ENVIRONMENTAL SERVICES - RESIDENTIAL

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	5.56	5.56	5.81	5.81	6.31
Residential Collections	28.79	30.79	31.29	31.29	31.29
Uncontained Collections	22.00	22.00	23.00	23.00	23.00
Recycling	16.21	16.21	16.21	16.21	17.21
Environmental Programs	4.00	5.00	5.00	5.00	5.00
Street Cleaning	6.34	0.00	0.00	0.00	0.00
Storm Water	5.50	0.00	0.00	0.00	0.00
Total Personnel	88.40	79.56	81.31	81.31	82.81

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	1,191,183	1,108,070	1,363,810	1,272,750	1,505,370
Residential Collections	7,073,441	6,518,207	6,438,305	5,832,380	6,438,495
Uncontained Collections	2,416,148	2,370,543	2,676,920	2,152,770	2,693,415
Recycling	2,154,683	2,255,379	2,671,760	2,790,120	3,368,830
Environmental Programs	526,216	516,118	537,090	492,350	560,900
Street Cleaning	852,311	282,275	-	-	-
Storm Water	514,753	284,535	-	-	-
Non-Departmental	146,306	109,370	1,438,000	216,400	1,715,000
Total Expenses	\$ 14,875,041	\$ 13,444,497	\$ 15,125,885	\$ 12,756,770	\$ 16,282,010

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	6,301,946	6,083,916	6,967,350	5,760,310	7,120,870
Supplies & Contractual	7,300,305	7,360,581	8,158,535	6,996,460	9,161,140
Capital Outlay	1,272,790	-	-	-	-
Total Expenses	\$ 14,875,041	\$ 13,444,497	\$ 15,125,885	\$ 12,756,770	\$ 16,282,010

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	15,968,594	15,404,321	14,760,000	15,175,000	14,945,000
Transfers In	142,446	-	-	-	-
Total Sources	\$ 16,111,040	\$ 15,404,321	\$ 14,760,000	\$ 15,175,000	\$ 14,945,000
Total Expenses	14,875,041	13,444,497	15,125,885	12,756,770	16,282,010
Transfers Out	4,089,430	3,336,568	4,065,060	1,558,060	6,484,010
Total Uses	\$ 18,964,471	\$ 16,781,065	\$ 19,190,945	\$ 14,314,830	\$ 22,766,020
Net Operating Result	\$ (2,853,431)	\$ (1,376,744)	\$ (4,430,945)	\$ 860,170	\$ (7,821,020)

PURPOSE STATEMENT

Environmental Services Commercial Collections provides refuse and recycling collection for commercial businesses within the Town.

ACCOMPLISHMENTS FY 2020

- ◆ Enhanced safety program to reduce injuries and claims
- ◆ Increased efficiencies by analyzing disposal locations and customer density in collection routes
- ◆ Implemented internal use of 311 and app programs for data collection
- ◆ Memorialized standard operating procedures
- ◆ Consolidated containers within the Heritage District

OBJECTIVES FY 2021
Exceptional Built Environment

- ◆ Continue focus on safety training for all team members
- ◆ Implementation of GPS and routing software
- ◆ Implementation of paperless tracking
- ◆ Decrease recycling contamination rate
- ◆ Implement paperless tracking
- ◆ Decrease recycling contamination rate
- ◆ Increase diversion of refuse
- ◆ Continue to memorialize standard operating procedures across the division

BUDGET NOTES

There were no addition FTE added in FY 2021. The supplies and contractual budget increases as a result of a \$30,000 one-time purchase of truck body scales, \$15,000 in increased landfill costs, and \$90,000 for additional bins and containers.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Tons of Refuse Collected	19,971	20,074	18,897	17,788	17,500
	Collections of Cardboard (tons)	728	650	679	709	700
	Roll-off Collections (tons)	11,455	10,991	9,781	8,705	8,500



ENVIRONMENTAL SERVICES - COMMERCIAL

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	0.94	0.94	0.44	0.44	0.44
Commercial Collections	6.00	6.00	6.00	6.00	6.00
Commercial Rolloffs	2.00	2.00	2.00	2.00	2.00
Total Personnel	8.94	8.94	8.44	8.44	8.44

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	106,055	85,200	70,840	78,120	94,300
Commercial Collections	1,488,824	1,417,075	1,485,160	1,379,880	1,596,010
Commercial Rolloffs	641,290	590,514	623,220	633,840	690,520
Non-Departmental	8,920	13,323	282,000	18,100	310,000
Total Expenses	\$ 2,245,089	\$ 2,106,112	\$ 2,461,220	\$ 2,109,940	\$ 2,690,830

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	765,813	753,419	752,540	706,190	819,980
Supplies & Contractual	1,479,276	1,352,693	1,708,680	1,298,750	1,870,850
Capital Outlay	-	-	-	105,000	-
Total Expenses	\$ 2,245,089	\$ 2,106,112	\$ 2,461,220	\$ 2,109,940	\$ 2,690,830

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	2,611,978	2,684,955	2,703,000	2,774,000	2,732,000
Transfers In	-	-	-	-	-
Total Sources	\$ 2,611,978	\$ 2,684,955	\$ 2,703,000	\$ 2,774,000	\$ 2,732,000
Total Expenses	2,245,089	2,106,112	2,461,220	2,109,940	2,690,830
Transfers Out	555,950	634,443	908,020	583,589	1,171,850
Total Uses	\$ 2,801,039	\$ 2,740,555	\$ 3,369,240	\$ 2,693,529	\$ 3,862,680
Net Operating Result	\$ (189,061)	\$ (55,600)	\$ (666,240)	\$ 80,471	\$ (1,130,680)

ENVIRONMENTAL COMPLIANCE

PURPOSE STATEMENT

Environmental Compliance houses operations for storm water, air quality, and street cleaning. These operations keep the Town of Gilbert in compliance with federal, state, and county government guidelines.

ACCOMPLISHMENTS FY 2020

- ◆ Trained and educated fleet in both north and south yards on the Spill Prevention Control and Counter Measure Plan to remain in compliance
- ◆ Created and updated Facility Emergency Response Plan for Tier II
- ◆ Inspected 25% and cleaned 15% of the Stormwater infrastructure
- ◆ Launched the Green Gilbert initiative to restaurants and came up with parameters for expectations
- ◆ Inspected 100% of Gilbert's drywells
- ◆ Trained and educated 75% of field staff on Illicit Discharge Detection and Elimination
- ◆ Educated Gilbert's citizens on pollution prevention through classes, events, HOA meetings, and website development

OBJECTIVES FY 2021

Prosperous Community

- ◆ Continue to inspect 25% and clean 15% of the Stormwater infrastructure
- ◆ Continue to work on the Green Gilbert initiative to restaurants and come up with parameters for expectations
- ◆ Educate Gilbert's citizens on pollution prevention through classes, events, HOA meetings, and website development

Exceptional Built Environment

- ◆ Continue to train and educate fleet in both north and south yards on the Spill Prevention Control and Counter Measure Plan to remain in compliance
- ◆ Continue to update Facility Emergency Response Plan for Tier II
- ◆ Inspect 100% of Gilbert's drywells
- ◆ Continue to train and educate field staff on Illicit Discharge Detection and Elimination
- ◆ Create and update satellite facilities to collect universal waste

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. The FY 2021 budget includes (.5) FTE for an Environmental Compliance Coordinator. Personnel has increased from FY 2020 to FY 2021 while supplies and contractual has decreased for FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Percentage of Stormwater infrastructure inspected and cleaned	25%/5%	25%/7%	30%/15%	30%/15%	30%/15%
	Percent of response to all reported illicit discharges in the Town of Gilbert	95%	100%	100%	100%	100%
	Percentage of Fleet staff trained and educated on the Spill Prevention Control and Counter Measure Plan	75%	80%	85%	95%	100%
	Percent of field staff trained and educated illicit discharge detection and elimination	60%	75%	75%	75%	100%
	Percent of Gilbert's citizens educated on pollution prevention through 8 Town events, 5 classroom visits, 5 HOA meetings, and website development	85%	100%	85%	85%	100%



ENVIRONMENTAL COMPLIANCE

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	0.00	0.00	0.00	0.00	0.00
Street Cleaning	0.00	6.34	6.34	6.34	6.34
Storm Water	0.00	5.50	5.75	5.75	6.25
Total Personnel	0.00	11.84	12.09	12.09	12.59

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Administration	-	-	28,690	28,690	29,340
Street Cleaning	-	586,965	826,330	786,160	830,130
Storm Water	-	411,274	862,430	759,930	912,110
Non-Departmental	-	-	250,000	18,700	309,000
Total Expenses	\$ -	\$ 998,239	\$ 1,967,450	\$ 1,593,480	\$ 2,080,580

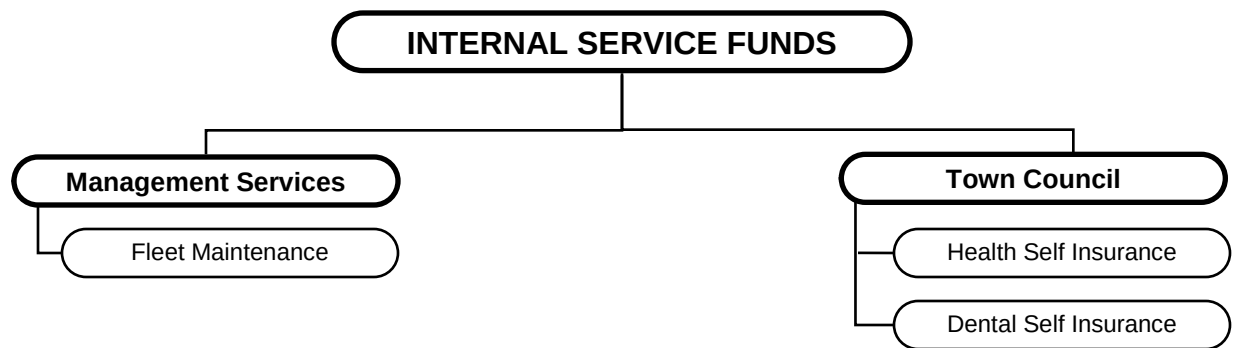
EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	-	567,414	959,570	925,180	1,040,760
Supplies & Contractual	-	430,825	1,007,880	668,300	1,001,820
Capital Outlay	-	-	-	-	38,000
Total Expenses	\$ -	\$ 998,239	\$ 1,967,450	\$ 1,593,480	\$ 2,080,580

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	-	2,958,698	4,550,000	4,455,000	5,697,000
Transfers In	-	1,700,000	-	-	-
Total Sources	\$ -	\$ 4,658,698	\$ 4,550,000	\$ 4,455,000	\$ 5,697,000
Total Expenses	-	998,239	1,967,450	1,593,480	2,080,580
Transfers Out	-	2,535,000	3,536,920	2,659,989	4,454,030
Total Uses	\$ -	\$ 3,533,239	\$ 5,504,370	\$ 4,253,469	\$ 6,534,610
Net Operating Result	\$ -	\$ 1,125,459	\$ (954,370)	\$ 201,531	\$ (837,610)

Internal Service Funds

Internal Service Funds Summary
Fleet Maintenance
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





INTERNAL SERVICE FUNDS

PERSONNEL BY DIVISION	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
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
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY DIVISION	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Fleet Maintenance	7,140,119	7,180,211	8,529,810	6,872,830	8,582,260
Health Self Insurance	14,221,584	15,513,777	17,269,800	19,737,000	18,297,380
Dental Self Insurance	1,167,518	1,118,403	1,317,000	1,317,000	1,317,000
Total Expenses	\$ 22,529,221	\$ 23,812,391	\$ 27,116,610	\$ 27,926,830	\$ 28,196,640

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	1,809,118	2,067,940	2,239,690	2,142,830	2,427,440
Supplies & Contractual	20,720,103	21,744,451	24,744,820	25,734,000	25,722,100
Capital Outlay	-	-	132,100	50,000	47,100
Total Expenses	\$ 22,529,221	\$ 23,812,391	\$ 27,116,610	\$ 27,926,830	\$ 28,196,640

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	25,407,940	26,060,507	27,020,530	28,086,000	28,090,000
Transfers In	-	-	-	-	-
Total Sources	\$ 25,407,940	\$ 26,060,507	\$ 27,020,530	\$ 28,086,000	\$ 28,090,000
Total Expenses	22,529,221	23,812,391	27,116,610	27,926,830	28,196,640
Transfers Out	221,000	224,366	426,290	417,000	56,420
Total Uses	\$ 22,750,221	\$ 24,036,757	\$ 27,542,900	\$ 28,343,830	\$ 28,253,060
Net Operating Result	\$ 2,657,719	\$ 2,023,750	\$ (522,370)	\$ (257,830)	\$ (163,060)

FLEET MAINTENANCE

PURPOSE STATEMENT

Fleet Maintenance aims to provide vehicle and equipment maintenance, repair, acquisition, disposition and get-ready in a cost effective manner, while ensuring maximum availability for duty and extending vehicle life through a proactive preventative maintenance program.

ACCOMPLISHMENTS FY 2020

- ◆ Launched Phase II CIP for expanded Compressed Natural Gas (CNG) fueling fill stations
- ◆ Launched CIP for CNG vehicle repair shop safety compliance
- ◆ Completed procurement of 93 replacement/additional vehicles and equipment totaling \$6.4M
- ◆ Fleet Optimization - eliminated 24 "Ghost" vehicles from the Gilbert Fleet
- ◆ Defined and implemented Parts Order Fulfillment indicators and automated Parts Request process
- ◆ Defined and implemented Town-wide standardized emergency lighting/upfit specifications for all vehicle procurement
- ◆ Completed 3rd Party evaluation of Fire/Fleet Operations and implemented new procedures for Apparatus Pump testing and annual inspections

- ◆ Implemented standardized telematics systems on 150+ vehicles and trained departments on usage

OBJECTIVES FY 2021

Exceptional Built Environment

- ◆ Complete construction and implementation of the expanded CNG fuel fill stations
- ◆ Complete implementation of the South Area Service Center (SASC) repair shop safety retrofits for CNG maintenance
- ◆ Finalize Go/No Go decision on underground storage tank replacement CIP and timeline
- ◆ Align resources and make Go/No Go decision and plans for Fleet Management Information System (FMIS) replacement software
- ◆ Complete training and obtain Emergency Vehicle Technician (EVT) certification for Fire Technician
- ◆ Finalize plans for Public-Private Partnership (PPP) with Southwest Gas to implement CNG fueling capability at North Area Service Center (NASC)

BUDGET NOTES

No new FTE have been added. The budgets for personnel and supplies and contractual have increased for expenses associated with maintenance parts and equipment. Capital outlay budget decreased slightly for FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Technician Productivity Ratio	70.42%	68.88%	70.00%	>70.00%	70.00%
	Total Number of Work Orders Processed	8,829	8,366	7,950	>8,000	N/A
	Scheduled vs Unscheduled Maintenance	75%/25%	69%/31%	70%/30%	70%/30%	70%/30%
	Total Number of Vehicles/Equipment Supported	909	876	894	>900	900

FLEET MAINTENANCE

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Fleet Maintenance	26.00	26.00	26.00	26.00	26.00
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Fleet Maintenance	7,140,119	7,180,211	8,529,810	6,872,830	8,582,260
Total Expenses	\$ 7,140,119	\$ 7,180,211	\$ 8,529,810	\$ 6,872,830	\$ 8,582,260

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	1,809,118	2,067,940	2,239,690	2,142,830	2,317,260
Supplies & Contractual	5,331,001	5,112,271	6,158,020	4,680,000	6,217,900
Capital Outlay	-	-	132,100	50,000	47,100
Total Expenses	\$ 7,140,119	\$ 7,180,211	\$ 8,529,810	\$ 6,872,830	\$ 8,582,260

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	7,413,297	7,251,141	8,378,530	7,100,000	8,440,000
Transfers In	-	-	-	-	-
Total Sources	\$ 7,413,297	\$ 7,251,141	\$ 8,378,530	\$ 7,100,000	\$ 8,440,000
Total Expenses	7,140,119	7,180,211	8,529,810	6,872,830	8,582,260
Transfers Out	221,000	224,366	426,290	417,000	56,420
Total Uses	\$ 7,361,119	\$ 7,404,577	\$ 8,956,100	\$ 7,289,830	\$ 8,638,680
Net Operating Result	\$ 52,178	\$ (153,436)	\$ (577,570)	\$ (189,830)	\$ (198,680)

HEALTH SELF INSURANCE

PURPOSE STATEMENT

The Health Self Insurance 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 2020

- ◆ Maintained a healthy fund balance
- ◆ Increased wellness visits by 11%
- ◆ Wellness program positively impacted 50% of employees
- ◆ 71% of employees rated health benefits as a good value
- ◆ Increased Employee Assistance Awareness by 17%
- ◆ Maintained Wellness Program award standings
- ◆ Maintained health premiums with no increase for 4th straight year
- ◆ Assisted at least 6 employees with eliminating medications for chronic conditions due to wellness programs

OBJECTIVES FY 2021

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
- ◆ Utilize Wellness Coordinator (as a Limited Term Assignment) to expand wellness programs to field employees
- ◆ Increase those positively impacted by GilbertWellness by 10%
- ◆ Increase rating for health fund as a good value by 5%

BUDGET NOTES

Gilbert offers two plans: Preferred and Banner Select (Narrow Network). For FY 2021, Gilbert was able to increase covered items while keeping premium costs the same. Plan changes include: expand orthotics for all medical necessity, increase chiropractic/acupuncture visits allowed, and add domestic partner coverage option.

In addition, budget authorization was received (pending Health Trust Board and Town approval) for a limited term agreement Wellness Coordinator position in FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Average Total Plan Cost (Expense per Participating Employee per Month) (Industry Average \$1,466)	\$1,024	\$1,079	\$1,132	\$1,191	N/A
	Average Actual Total Premium per Employee per Month (Industry Average \$380)	\$188	\$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	1,157	1,180	1,242	1,295	N/A
	Reserve in Excess of Established Incurred But Not Reported (IBNR) Claims in Millions	\$3.90M	\$6.60M	\$7.50M	\$8.20M	N/A



HEALTH SELF INSURANCE

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Health Self Insurance	14,221,584	15,513,777	17,269,800	19,737,000	18,297,380
Total Expenses	\$ 14,221,584	\$ 15,513,777	\$ 17,269,800	\$ 19,737,000	\$ 18,297,380

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	-	-	-	-	110,180
Supplies & Contractual	14,221,584	15,513,777	17,269,800	19,737,000	18,187,200
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 14,221,584	\$ 15,513,777	\$ 17,269,800	\$ 19,737,000	\$ 18,297,380

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	16,750,982	17,517,772	17,260,000	19,662,000	18,285,000
Transfers In	-	-	-	-	-
Total Sources	\$ 16,750,982	\$ 17,517,772	\$ 17,260,000	\$ 19,662,000	\$ 18,285,000
Total Expenses	14,221,584	15,513,777	17,269,800	19,737,000	18,297,380
Transfers Out	-	-	-	-	-
Total Uses	\$ 14,221,584	\$ 15,513,777	\$ 17,269,800	\$ 19,737,000	\$ 18,297,380
Net Operating Result	\$ 2,529,398	\$ 2,003,995	\$ (9,800)	\$ (75,000)	\$ (12,380)

DENTAL SELF INSURANCE

PURPOSE STATEMENT

The Dental Self Insurance Fund provides financing for dental benefits for employees, dependents, and eligible members under retiree and Consolidated Omnibus Budget Reconciliation Act (COBRA) continuation.

ACCOMPLISHMENTS FY 2020

- ◆ Sufficient premiums to pay plan expenses
- ◆ Maintained plan with no premium increase
- ◆ Increased use of onsite dental services

OBJECTIVES FY 2021

Prosperous Community

- ◆ Increase orthodontic coverage to \$2K lifetime limit
- ◆ Sufficient premiums to pay plan expenses
- ◆ Increase preventive visits by 10%

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.

For FY 2021, Gilbert was able to increase covered items on the plan and keep premium costs the same. The major plan change, for FY 2021, is increasing orthodontic coverage from \$1K to \$2K lifetime limit.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Average Total Plan Cost (Expense per Participating Employee per Month) (Industry Average \$62 to \$95)	\$84	\$93	\$93	\$93	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	1,182	1,227	1,250	1,270	N/A



DENTAL SELF INSURANCE

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Dental Self Insurance	1,167,518	1,118,403	1,317,000	1,317,000	1,317,000
Total Expenses	\$ 1,167,518	\$ 1,118,403	\$ 1,317,000	\$ 1,317,000	\$ 1,317,000

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	-	-	-	-	-
Supplies & Contractual	1,167,518	1,118,403	1,317,000	1,317,000	1,317,000
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,167,518	\$ 1,118,403	\$ 1,317,000	\$ 1,317,000	\$ 1,317,000

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	1,243,661	1,291,594	1,382,000	1,324,000	1,365,000
Transfers In	-	-	-	-	-
Total Sources	\$ 1,243,661	\$ 1,291,594	\$ 1,382,000	\$ 1,324,000	\$ 1,365,000
Total Expenses	1,167,518	1,118,403	1,317,000	1,317,000	1,317,000
Transfers Out	-	-	-	-	-
Total Uses	\$ 1,167,518	\$ 1,118,403	\$ 1,317,000	\$ 1,317,000	\$ 1,317,000
Net Operating Result	\$ 76,143	\$ 173,191	\$ 65,000	\$ 7,000	\$ 48,000

Replacement Funds

Replacement Funds Summary
Replacement Funds



FUNDS DESCRIPTION

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.

FUND INFORMATION

General Equipment Replacement – Gilbert established the General Equipment Replacement Fund in FY 2002. The General Fund makes contributions to the General 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. In FY 2021, Gilbert began expanding the Repair and Replacement Fund to include infrastructure, as well as rolling stock.

Streets Equipment Replacement – Gilbert established the Streets Equipment Replacement Fund in FY 2002. The Roadway and Maintenance Fund makes contributions to the Streets 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.

Ambulance Service Replacement – Gilbert established the Ambulance Service Replacement Fund in FY 2021. The Ambulance Service Fund makes contributions to the Ambulance Service 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.

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 Environmental Services 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

REPLACEMENT FUNDS

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 Environmental Services 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 Environmental Compliance Repair and Replacement Fund based on the useful life of the Storm Water infrastructure, as well as the Street Cleaning rolling stock and equipment.

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 Maintenance Equipment Replacement Fund for future replacement of Fleet assets.

The anticipated fund balance as of July 1, 2020 for each replacement fund is listed below.

Fund	Fund Balance
General	\$ 11,491,270
Streets	6,197,860
Ambulance Service	-
Water	75,588,247
Wastewater	60,501,529
Environmental Services - Residential	3,405,800
Environmental Services - Commercial	909,100
Environmental Compliance	5,009,680
Fleet Maintenance	998,700
Total Fund Balance	\$ 164,102,186

Based on budgeted revenues and expenditures for FY 2021, the anticipated ending fund balance for each replacement fund is as follows:

Fund	Fund Balance
General	\$ 6,624,600
Streets	5,807,200
Ambulance Service	246,000
Water	21,449,977
Wastewater	17,797,379
Environmental Services - Residential	97,090
Environmental Services - Commercial	787,930
Environmental Compliance	5,608,680
Fleet Maintenance	900
Total Fund Balance	\$ 58,419,756

REPLACEMENT FUNDS

GENERAL REPLACEMENT FUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	250,817	349,565	80,000	200,000	80,000
Transfers In	2,300,000	2,300,000	2,300,000	2,300,000	17,380,000
Total Sources	\$ 2,550,817	\$ 2,649,565	\$ 2,380,000	\$ 2,500,000	\$ 17,460,000
Total Expenses	4,989,666	682,389	6,419,500	2,785,330	8,296,670
Transfers Out	-	-	-	-	14,030,000
Total Uses	\$ 4,989,666	\$ 682,389	\$ 6,419,500	\$ 2,785,330	\$ 22,326,670
Net Operating Result	\$ (2,438,849)	\$ 1,967,176	\$ (4,039,500)	\$ (285,330)	\$ (4,866,670)

STREETS REPLACEMENT FUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	83,786	168,114	30,000	156,000	30,000
Transfers In	428,000	428,000	790,000	790,000	790,000
Total Sources	\$ 511,786	\$ 596,114	\$ 820,000	\$ 946,000	\$ 820,000
Total Expenses	725,510	315,212	1,117,000	247,940	1,210,660
Transfers Out	-	-	-	-	-
Total Uses	\$ 725,510	\$ 315,212	\$ 1,117,000	\$ 247,940	\$ 1,210,660
Net Operating Result	\$ (213,724)	\$ 280,902	\$ (297,000)	\$ 698,060	\$ (390,660)

AMBULANCE SERVICE REPLACEMENT FUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	-	-	-	-	-
Transfers In	-	-	-	-	246,000
Total Sources	\$ -	\$ -	\$ -	\$ -	\$ 246,000
Total Expenses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ -
Net Operating Result	\$ -	\$ -	\$ -	\$ -	\$ 246,000

WATER REPLACEMENT FUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	1,032,008	1,718,814	600,000	1,800,000	600,000
Transfers In	12,000,000	13,025,594	13,400,000	13,400,000	13,430,000
Total Sources	\$ 13,032,008	\$ 14,744,408	\$ 14,000,000	\$ 15,200,000	\$ 14,030,000
Total Expenses	7,317,847	957,196	3,493,000	531,730	3,092,500
Transfers Out	-	7,393,185	45,563,090	4,016,423	65,075,770
Total Uses	\$ 7,317,847	\$ 8,350,381	\$ 49,056,090	\$ 4,548,153	\$ 68,168,270
Net Operating Result	\$ 5,714,161	\$ 6,394,027	\$ (35,056,090)	\$ 10,651,847	\$ (54,138,270)

REPLACEMENT FUNDS

WASTEWATER REPLACEMENT FUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	735,135	1,169,569	200,000	1,200,000	200,000
Transfers In	2,747,000	9,200,000	9,200,000	9,200,000	10,200,000
Total Sources	\$ 3,482,135	\$ 10,369,569	\$ 9,400,000	\$ 10,400,000	\$ 10,400,000
Total Expenses	8,966,539	974,958	4,088,500	2,419,040	4,125,590
Transfers Out	-	3,555,026	51,112,430	11,435,231	48,978,560
Total Uses	\$ 8,966,539	\$ 4,529,984	\$ 55,200,930	\$ 13,854,271	\$ 53,104,150
Net Operating Result	\$ (5,484,404)	\$ 5,839,585	\$ (45,800,930)	\$ (3,454,271)	\$ (42,704,150)

ENVIRO SVCS RES REPLACEMENT FUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	100,382	756,279	90,000	349,700	55,000
Transfers In	3,200,000	665,000	680,000	680,000	1,345,000
Total Sources	\$ 3,300,382	\$ 1,421,279	\$ 770,000	\$ 1,029,700	\$ 1,400,000
Total Expenses	3,974,952	3,655,738	4,819,500	150,000	4,708,710
Transfers Out	-	-	-	-	-
Total Uses	\$ 3,974,952	\$ 3,655,738	\$ 4,819,500	\$ 150,000	\$ 4,708,710
Net Operating Result	\$ (674,570)	\$ (2,234,459)	\$ (4,049,500)	\$ 879,700	\$ (3,308,710)

ENVIRO SVCS COMM REPLACEMENT FUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	9,687	32,954	3,000	10,000	2,000
Transfers In	412,000	412,000	412,000	412,000	412,000
Total Sources	\$ 421,687	\$ 444,954	\$ 415,000	\$ 422,000	\$ 414,000
Total Expenses	-	556,414	536,500	-	535,170
Transfers Out	-	-	-	-	-
Total Uses	\$ -	\$ 556,414	\$ 536,500	\$ -	\$ 535,170
Net Operating Result	\$ 421,687	\$ (111,460)	\$ (121,500)	\$ 422,000	\$ (121,170)

ENVIRO COMPLIANCE REPLACEMENT FUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	-	12,625	-	50,000	5,000
Transfers In	-	2,535,000	2,535,000	2,535,000	2,245,000
Total Sources	\$ -	\$ 2,547,625	\$ 2,535,000	\$ 2,585,000	\$ 2,250,000
Total Expenses	428,397	-	2,213,000	134,820	1,525,000
Transfers Out	-	-	-	-	126,000
Total Uses	\$ 428,397	\$ -	\$ 2,213,000	\$ 134,820	\$ 1,651,000
Net Operating Result	\$ (428,397)	\$ 2,547,625	\$ 322,000	\$ 2,450,180	\$ 599,000

REPLACEMENT FUNDS

<i>FLEET MAINTENANCE REPLACEMENT FUND</i>	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	3,132	12,264	-	10,000	1,000
Transfers In	221,000	221,000	417,000	417,000	50,000
Total Sources	\$ 224,132	\$ 233,264	\$ 417,000	\$ 427,000	\$ 51,000
Total Expenses	20,700	-	116,100	116,100	77,800
Transfers Out	-	-	971,000	-	971,000
Total Uses	\$ 20,700	\$ -	\$ 1,087,100	\$ 116,100	\$ 1,048,800
Net Operating Result	\$ 203,432	\$ 233,264	\$ (670,100)	\$ 310,900	\$ (997,800)



Special Revenue

Special Revenue Summary
Special Revenue



FUNDS DESCRIPTION

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.

FUND INFORMATION

Following is a brief description of each Special Revenue Fund.

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.

CDBG/HOME – The CDGB/HOME Funds include 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.

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.

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.

Ambulance Service – The Ambulance Service Fund includes the revenues and expenditures associated with the portion of ambulance transport services operated by the Town of Gilbert

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.

SPECIAL REVENUE 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.

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.

Below is a table outlining the anticipated Special Revenue Fund balances as of June 30, 2021 based on the anticipated revenue and expenditures, including transfers, for FY 2021.

	Estimated Starting Balance	Revenue	Expense	Estimated Ending Balance
Grants	\$ 5,350,700	5,705,250	5,705,250	\$ 5,350,700
CDBG/HOME	\$ 14,101	2,607,020	2,607,020	\$ 14,101
Street Light Improvement	\$ 44,600	1,806,070	1,939,000	\$ (88,330)
Parkway Improvement	\$ 182,080	942,160	1,117,450	\$ 6,790
Police Impound	\$ 8,870	235,000	198,710	\$ 45,160
Ambulance Service	\$ 394,140	6,536,000	6,928,620	\$ 1,520
Other Special Revenue	\$ 2,212,210	2,369,190	3,149,000	\$ 1,432,400
Traffic Signal SDF	\$ 13,308,892	2,015,000	6,583,960	\$ 8,739,932
Police SDF	\$ 3,175,620	2,005,000	4,315,590	\$ 865,030
Fire SDF	\$ (8,538,827)	2,500,000	1,361,600	\$ (7,400,427)
Parks and Recreation SDF	\$ 14,501,009	7,565,000	15,130,410	\$ 6,935,599
General Government SDF	\$ (5,512,420)	2,500,000	2,483,350	\$ (5,495,770)
Road Maintenance SDF	\$ 753,000	1,000,000	17,106,690	\$ (15,353,690)
Water SDF	\$ 2,492,731	7,550,000	32,556,860	\$ (22,514,129)
Water Resource Fee	\$ (25,198,000)	2,500,000	13,606,070	\$ (36,304,070)
Wastewater SDF - Neely	\$ 6,082,207	410,000	5,822,520	\$ 669,687
Wastewater SDF - Greenfield	\$ 19,098,443	4,050,000	12,102,740	\$ 11,045,703

SPECIAL REVENUE FUNDS

GRANTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	384,405	434,961	5,189,150	5,189,150	5,705,250
Transfers In	-	-	-	-	-
Total Sources	\$ 384,405	\$ 434,961	\$ 5,189,150	\$ 5,189,150	\$ 5,705,250
Total Expenses	535,887	432,184	5,189,150	250,750	5,705,250
Transfers Out	-	-	-	-	-
Total Uses	\$ 535,887	\$ 432,184	\$ 5,189,150	\$ 250,750	\$ 5,705,250
Net Operating Result	\$ (151,482)	\$ 2,777	\$ -	\$ 4,938,400	\$ -

CDBG/HOME FUNDS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	1,984,826	867,275	2,039,060	924,850	2,607,020
Transfers In	-	-	-	-	-
Total Sources	\$ 1,984,826	\$ 867,275	\$ 2,039,060	\$ 924,850	\$ 2,607,020
Total Expenses	1,983,506	449,568	788,000	787,280	1,386,140
Transfers Out	-	415,078	1,251,060	137,569	1,220,880
Total Uses	\$ 1,983,506	\$ 864,646	\$ 2,039,060	\$ 924,849	\$ 2,607,020
Net Operating Result	\$ 1,320	\$ 2,629	\$ -	\$ 1	\$ -

SPECIAL DISTRICTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	2,921,434	2,922,742	2,701,180	2,701,180	2,748,230
Transfers In	-	-	12,600	12,600	-
Total Sources	\$ 2,921,434	\$ 2,922,742	\$ 2,713,780	\$ 2,713,780	\$ 2,748,230
Total Expenses	2,787,256	2,822,035	3,117,210	3,074,700	3,056,450
Transfers Out	-	-	-	-	-
Total Uses	\$ 2,787,256	\$ 2,822,035	\$ 3,117,210	\$ 3,074,700	\$ 3,056,450
Net Operating Result	\$ 134,178	\$ 100,707	\$ (403,430)	\$ (360,920)	\$ (308,220)

POLICE IMPOUND	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	249,674	144,518	100,000	85,000	85,000
Transfers In	-	103,000	-	100,000	150,000
Total Sources	\$ 249,674	\$ 247,518	\$ 100,000	\$ 185,000	\$ 235,000
Total Expenses	250,831	241,771	293,380	169,530	183,710
Transfers Out	51,962	30,052	15,000	15,000	15,000
Total Uses	\$ 302,793	\$ 271,823	\$ 308,380	\$ 184,530	\$ 198,710
Net Operating Result	\$ (53,119)	\$ (24,305)	\$ (208,380)	\$ 470	\$ 36,290

SPECIAL REVENUE FUNDS

AMBULANCE SERVICE	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	-	-	-	300,000	5,580,000
Transfers In	-	-	-	600,000	956,000
Total Sources	\$ -	\$ -	\$ -	\$ 900,000	\$ 6,536,000
Total Expenses	-	-	-	505,860	6,682,620
Transfers Out	-	-	-	-	246,000
Total Uses	\$ -	\$ -	\$ -	\$ 505,860	\$ 6,928,620
Net Operating Result	\$ -	\$ -	\$ -	\$ 394,140	\$ (392,620)

OTHER SPECIAL REVENUE	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	2,209,711	1,982,651	2,578,690	1,578,690	2,369,190
Transfers In	-	36,494	600,000	600,000	-
Total Sources	\$ 2,209,711	\$ 2,019,145	\$ 3,178,690	\$ 2,178,690	\$ 2,369,190
Total Expenses	2,203,211	2,014,705	3,137,630	2,028,780	3,149,000
Transfers Out	23,286	28	-	-	-
Total Uses	\$ 2,226,497	\$ 2,014,733	\$ 3,137,630	\$ 2,028,780	\$ 3,149,000
Net Operating Result	\$ (16,786)	\$ 4,412	\$ 41,060	\$ 149,910	\$ (779,810)

SYSTEM DEVELOPMENT FEES	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	37,827,682	41,764,364	51,170,000	52,906,796	32,095,000
Transfers In	10,732,376	-	-	-	-
Total Sources	\$ 48,560,058	\$ 41,764,364	\$ 51,170,000	\$ 52,906,796	\$ 32,095,000
Total Expenses	11,596,690	1,022,988	-	3,920	1,328,600
Transfers Out	36,269,995	80,198,633	178,760,455	52,506,921	109,741,190
Total Uses	\$ 47,866,685	\$ 81,221,621	\$ 178,760,455	\$ 52,510,841	\$ 111,069,790
Net Operating Result	\$ 693,373	\$ (39,457,257)	\$ (127,590,455)	\$ 395,955	\$ (78,974,790)

Other Capital Funds

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 2020

- ◆ Lindsay Road/SR202L Traffic Interchange (ST1580) – Complete utility relocations and complete design by July 2020
- ◆ Gilbert Regional Park (PR0310) - Open Phase 1A in October 2019 and complete construction of Phase 1B in October 2020
- ◆ Worked with Citizens Transportation Task Force to prepare recommendation to Council for Transportation and Infrastructure Bond Election in November 2021
- ◆ North Water Treatment Plant – Completed comprehensive condition assessment, facility assessment and presentation of alternatives for consideration by Council
- ◆ Managed construction of the Public Safety Training Facility (thru 50% completion)
- ◆ Assisted all departments in business case development (need) of new projects into FY 2021 CIP update
- ◆ Successfully implemented FY 2021 CIP Program Development through CIP Project Management Software (e-Builder). Estimated 288 projects total with 75 new project requests

OBJECTIVES FY 2021

Exceptional Built Environment

- ◆ Manage completion of Shade and Streetscape Plan
- ◆ ADOT procure construction for Lindsay TI by Q4 of 2021
- ◆ ADOT completion of Western Powerline Trail pedestrian overpass by Q4 of 2021
- ◆ Integration of CIP PM software (e-Builder) with other systems of record in the Town (MUNIS, OnBase, GIS). Train and integrate other internal users of e-Builder software
- ◆ Completion of Traffic Systems Management Operations (TSMO) plan
- ◆ Completion of the integrated Mobility Plan (Transportation Master Plan)
- ◆ Completion of the Public Safety Training Facility
- ◆ Completion of two trail safety crossing projects: (1) Greenfield south of Guadalupe along powerline trail. (2) Val Vista and Eastern Canal

BUDGET NOTES

CIP Administration has no increase in FTE for FY 2021. One-time expenditures totaling \$175,000 are included in the CIP Administration budget for integration and configuration for Ebuilder software. An additional \$105,000 in ongoing expenditures for Ebuilder licenses and annual Ebuilder maintenance costs are also included. CIP project expenditures have decreased from FY 2020.

Org Focus	PERFORMANCE MEASURES	Actual FY 2018	Actual FY 2019	Projected FY 2020	Expected FY 2021	Target
	Management of Projects in Project Management Software	N/A	20	250	36	N/A
	New Projects Scoped and Cost Estimated	38	55	77	30	N/A
	New Contracts Issued	100	95	100	100	N/A
	Total Investment in Capital Projects (in Millions)	\$114.3	\$158.1	\$165.0	\$145.0	N/A
	Manage Active Projects	135	130	129	150	N/A

OTHER CAPITAL FUNDS

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Capital Projects Admin	12.40	12.40	13.40	13.40	13.40
Total Personnel	12.40	12.40	13.40	13.40	13.40

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Capital Projects Admin	1,518,311	1,516,124	1,874,030	1,889,090	2,224,220
CIP Contingency	-	-	100,000,000	-	100,000,000
GO Bond Proceeds	10,783,958	-	350,000	350,000	-
Outside Sources	8,025,007	-	-	-	-
Prop 400 - MAG	3,982,342	-	-	-	-
MPC - Public Facilities	5,253,581	1,429,195	-	-	-
MPC - Water System	33,164,805	1,854,238	18,192,460	3,498,941	15,731,490
MPC - Wastewater System	6,428,790	28,248,604	21,276,240	5,204,213	2,640,100
Redevelopment CIP	-	14,966,221	9,814,050	2,836,588	8,614,630
Streets CIP	-	20,947,657	105,137,990	17,891,898	121,249,330
Traffic Control CIP	-	1,000,642	7,497,070	374,647	11,197,730
Parks and Recreation CIP	-	30,395,557	53,380,815	26,755,979	23,116,160
Municipal Facilities CIP	-	8,928,010	91,291,745	31,543,747	76,417,910
Water CIP	-	43,712,145	148,931,740	5,824,921	117,685,720
Wastewater CIP	-	8,497,071	76,192,750	13,327,017	76,868,100
Storm Water CIP	-	48,964	873,000	-	2,191,000
Total Expenses	\$ 69,156,794	\$161,544,428	\$ 634,811,890	\$109,497,041	\$ 557,936,390

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	1,314,892	1,458,172	1,733,310	1,705,060	1,807,370
Supplies & Contractual	3,852,895	12,068,277	6,284,240	782,407	3,945,560
Capital Outlay	63,989,007	148,017,979	626,794,340	107,009,574	552,183,460
Total Expenses	\$ 69,156,794	\$161,544,428	\$ 634,811,890	\$109,497,041	\$ 557,936,390

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	80,137,001	11,920,324	208,904,030	109,645,964	138,931,350
Transfers In	2,500	128,497,768	532,587,860	98,554,797	437,340,580
Total Sources	\$ 80,139,501	\$140,418,092	\$ 741,491,890	\$208,200,761	\$ 576,271,930
Total Expenses	69,156,794	161,544,428	634,811,890	109,497,041	557,936,390
Transfers Out	4,852,866	26,436,200	221,944,560	50,159,103	150,679,330
Total Uses	\$ 74,009,660	\$187,980,628	\$ 856,756,450	\$159,656,144	\$ 708,615,720
Net Operating Result	\$ 6,129,841	\$(47,562,536)	\$(115,264,560)	\$ 48,544,617	\$(132,343,790)

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 detailed 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 2021 projects. Following each summary and map, descriptions of each project that are included in the FY 2021 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.



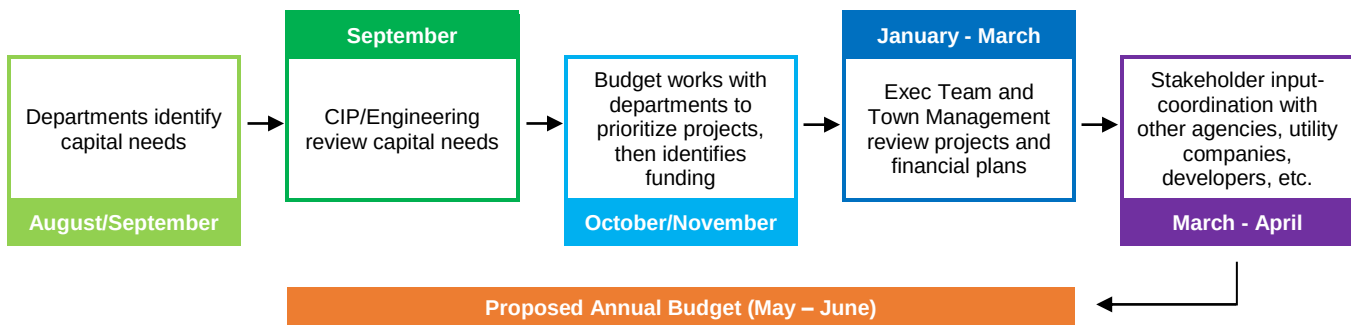
Project Description - This describes the requested capital project. The narrative generally includes a physical description of the improvements (e.g. 24,000 square-foot building, three miles of road, 12-acre park with playground equipment, etc.) and the justification for the project or alternatives to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

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

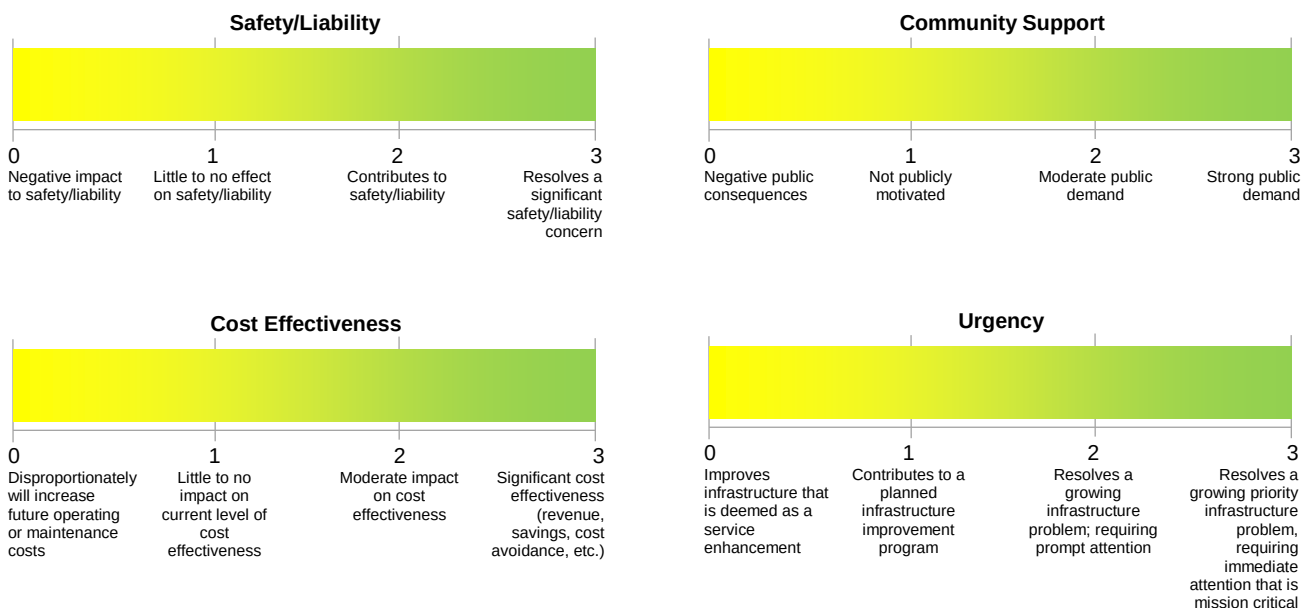
CAPITAL IMPROVEMENT PLAN SUMMARY

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

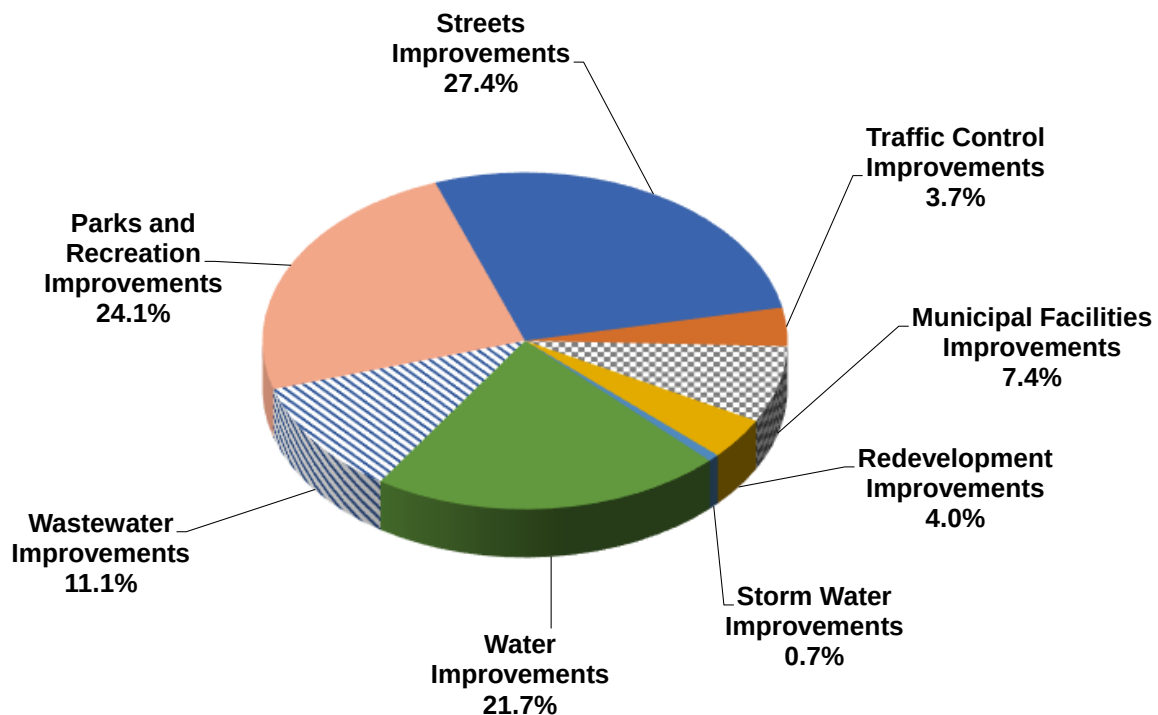
CAPITAL IMPROVEMENT PLAN SUMMARY

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 2021 - 2030 Capital Improvement Plan was adopted on June 16, 2020. Only the first year of the plan (FY 2021) 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 2021 are found in the pages that follow.

Capital Expenses (1,000s):	Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10
Streets Improvements	\$ 734,979	\$ 39,538	\$ 121,246	\$ 209,960	\$ 59,458	\$ 41,653	\$ 42,080	\$ 118,416	\$ 102,628
Traffic Control Improvements	98,979	1,378	11,200	18,734	13,373	15,790	15,006	22,050	1,448
Municipal Facilities Improvements	197,759	61,919	76,418	446	25,823	701	23,448	1,944	7,060
Redevelopment Improvements	107,672	7,021	8,616	56,028	26,324	5,105	-	2,595	1,983
Storm Water Improvements	18,749	-	2,191	9,874	-	-	889	5,795	-
Water Improvements	581,805	30,447	133,416	272,330	32,494	9,495	8,554	94,871	198
Wastewater Improvements	297,113	66,583	79,510	6,443	3,347	4,603	11,975	124,652	-
Parks and Recreation Improvements	646,784	67,575	23,115	4,059	9,722	121,289	16,526	187,810	216,688
Total Capital Expenses	\$ 2,683,840	\$ 274,461	\$ 455,712	\$ 577,874	\$ 170,541	\$ 198,636	\$ 118,478	\$ 558,133	\$ 330,005

Capital Improvement Plan Expenses By Project Type



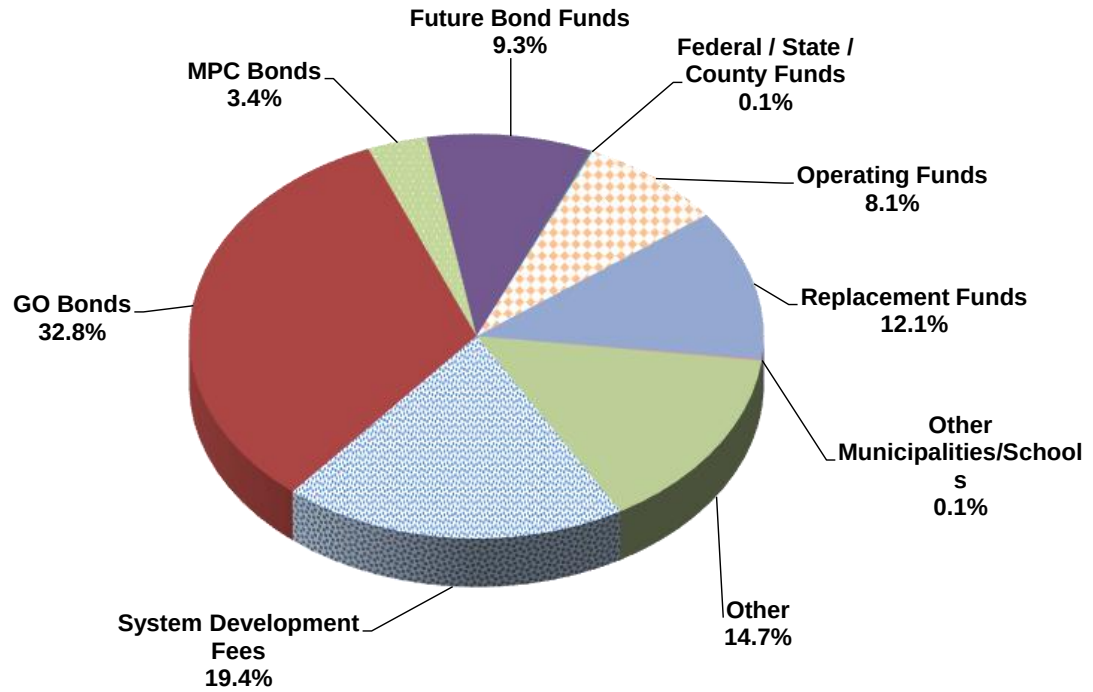


CAPITAL IMPROVEMENT PLAN SUMMARY

Capital Sources: (1,000s)	Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10
Future Bonds	249,769	-	-	245,649	4,120	-	-	-	-
PFMPC - 2009 Bonds	24,764	24,764	-	-	-	-	-	-	-
WRMPC - 2007 Bonds	13	13	-	-	-	-	-	-	-
WRMPC - 2018 Bonds	45,253	42,613	2,640	-	-	-	-	-	-
WRMPC - Bonds (SDF)	20,615	4,884	15,731	-	-	-	-	-	-
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	61,359	26,610	32,534	2,215	-	-	-	-	-
2022 Potential P.S Bonds	24,241	-	-	-	24,241	-	-	-	-
2020 Public Safety Bonds	65,000	30,706	34,294	-	-	-	-	-	-
2022 Potential Street Bond	465,279	-	-	219,879	91,075	49,846	44,222	60,257	-
2024 Potential Parks Bonds	76,170	-	-	-	-	60,824	15,346	-	-
2026 Potential Street Bond	42,295	-	-	-	-	-	-	42,295	-
2028 Potential Parks Bonds	140,173	-	-	-	-	-	-	140,173	-
Maricopa County	1,727	317	-	1,410	-	-	-	-	-
CDBG	1,227	6	1,221	-	-	-	-	-	-
MAG RTP Arterial Fund	53,251	817	39,020	8,013	3,242	2,159	-	-	-
MAG Revolving Fund	8,664	6,008	8,007	50	(3,242)	(2,159)	-	-	-
Developer Contribution	10,427	2,317	-	590	3,000	-	-	4,520	-
Salt River Project	19	19	-	-	-	-	-	-	-
CIP Outside Sources	10,305	1,159	4,000	-	-	5,146	-	-	-
CIP O/S Revolving Fund	3,091	(19,476)	22,077	10	(2,945)	(5,057)	215	8,267	-
City of Mesa	3,250	-	-	-	-	-	3,250	-	-
General Repl Fund	64,994	-	14,030	1,859	1,741	37,272	10,092	-	-
Water Repl Fund	162,720	5,251	65,077	5,951	25,797	1,775	11,377	47,492	-
Wastewater Repl Fund	94,643	17,034	48,979	5,954	1,426	2,018	1,356	17,876	-
Env. Compliance Repl Fund	126	-	126	-	-	-	-	-	-
Fleet Repl Fund	971	-	971	-	-	-	-	-	-
General Fund	52,727	22,177	13,282	563	147	100	4,693	11,635	130
Water Fund	47,331	429	20,827	99	3,030	5,375	1,576	15,896	99
Wastewater Fund	56,080	4,235	16,217	2,788	2,568	2,585	2,247	25,341	99
Env. Services-Residential	11,386	51	4,164	-	-	-	111	-	7,060
Env. Services-Commercial	760	113	589	-	-	-	58	-	-
Roadway and Maint. Fund	40,942	3,765	14,626	5,549	1,713	4,050	3,328	3,851	4,060
CIP Fund	500	360	140	-	-	-	-	-	-
Fleet Fund	10	4	6	-	-	-	-	-	-
Env. Compliance Fund	8,631	-	1,933	-	-	-	903	5,795	-
General Govt SDF	10	-	-	-	5	-	-	5	-
Police SDF	8,620	40	354	230	247	162	7,154	433	-
Fire SDF	2,501	13	113	73	1,086	51	17	1,148	-
Park SDF	69,224	16,083	9,953	-	7,272	23,226	400	12,290	-
Signal SDF	24,696	518	6,581	3,032	1,848	1,918	2,101	7,250	1,448
Water SDF	58,971	7,169	22,507	448	10	-	-	28,837	-
Wastewater SDF	1,715	1,715	-	-	-	-	-	-	-
Water Resources SDF	58,093	13,431	13,572	22,830	4,130	4,120	-	10	-
Greenfield Wastewater SDF	16,453	1,074	8,475	-	10	-	-	6,894	-
Neely Wastewater SDF	5,849	10	5,819	-	10	-	-	10	-
Future Growth Funding	196,185	-	-	-	-	-	8,662	97,260	90,263
Park SDF - Prior to 2012	35,836	35,836	-	-	-	-	-	-	-
Roads SDF	41,734	-	17,103	7,116	10	2,017	1,370	14,118	-
Private Fund	50,184	-	138	43,566	-	-	-	6,480	-
Investment Income	66	66	-	-	-	-	-	-	-
Unidentified	226,846	-	-	-	-	-	-	-	226,846
Miscellaneous	32,321	18,507	10,606	-	-	3,208	-	-	-
Total Sources	\$ 2,683,840	\$ 274,461	\$ 455,712	\$ 577,874	\$ 170,541	\$ 198,636	\$ 118,478	\$ 558,133	\$ 330,005

CAPITAL IMPROVEMENT PLAN SUMMARY

Capital Improvement Plan By Funding Source Type



CAPITAL IMPROVEMENT PLAN OPERATING IMPACTS

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 are most commonly 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.

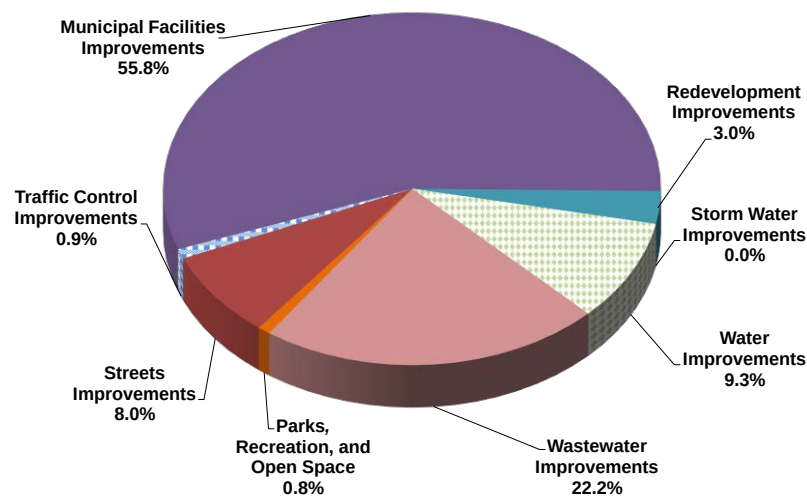
The FY 2021-2025 expense operating impacts are shown by project type below:

Operation and Maintenance Impact (1,000s):	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Streets Improvements	-	185	229	289	289	992
Traffic Control Improvements	-	11	31	32	37	111
Municipal Facilities Improvements	-	442	2,088	2,204	2,204	6,938
Redevelopment Improvements	-	-	38	161	173	372
Storm Water Improvements	-	-	-	-	-	-
Water Improvements	-	242	297	297	322	1,158
Wastewater Improvements	-	691	691	691	691	2,764
Parks and Recreation Improvements	-	3	17	17	66	103
Net Additional Operating Cost	\$ -	\$ 1,574	\$ 3,391	\$ 3,691	\$ 3,782	\$ 12,438

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

Operation and Maintenance Impact (1,000s):	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Personnel	-	178	1,584	1,614	1,614	4,991
Contractual Services	-	458	554	645	726	2,383
Supplies	-	579	715	788	796	2,877
Utilities	-	359	504	609	611	2,083
Insurance	-	-	34	35	35	104
Total O&M Impact	\$ -	\$ 1,574	\$ 3,391	\$ 3,691	\$ 3,782	\$ 12,438
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impacts by Project Type







TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
<u>2001 GO Bonds Projects</u>						
PR0850	Santan Vista Trail - Phase III	1.83	\$ 1	\$ 1	\$ -	\$ -
Total 2001 GO Bonds			\$ 1	\$ 1	\$ -	\$ -
<u>2006 GO Bonds Projects</u>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 2,314	\$ 2,314	\$ -	\$ -
Total 2006 GO Bonds			\$ 2,314	\$ 2,314	\$ -	\$ -
<u>2007 GO Bonds Projects</u>						
ST0540	Ocotillo Road - Greenfield to Higley	2.83	\$ 246	\$ 246	\$ -	\$ -
ST0980	Higley Road - Riggs to Stacey	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	-	-
Total 2007 GO Bonds			\$ 3,508	\$ 3,508	\$ -	\$ -
<u>2017 GO Bonds Projects</u>						
ST0960	Recker Road - Ray to SR 202	3.00	\$ 2,554	\$ 441	\$ 2,113	\$ -
ST1120	Val Vista Drive - Appleby to Riggs	3.00	4,062	4,062	-	-
ST1140	Lindsay Road - Queen Creek to Ocotillo	3.00	2,471	171	1,097	1,203
ST1170	Lindsay Road - Pecos to SR 202	3.00	4,819	4,513	306	-
ST1320	Elliot and Gilbert Intersection	0.78	66	66	-	-
ST1380	Elliot and Cooper Intersection	3.00	3,381	662	2,719	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	10,563	2,774	7,789	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	14,521	6,924	7,597	-
ST1600	Infrastructure Imp at Railroad Crossings	3.00	2,545	57	2,488	-
ST1690	Val Vista Drive Reconstruction	3.00	4,215	184	4,031	-
ST1720	Val Vista Lakes Improvements	2.55	544	480	64	-
ST1790	PM10 Paving	1.16	1,126	62	52	1,012
ST1860	Gilbert and Warner Intersection	3.00	81	81	-	-
TS1300	Val Vista and Baseline Signal Improvements	3.00	580	49	531	-
RD1210	Phoenix Avenue Pedestrian Mall	3.00	3,725	-	3,725	-
RD2110	Heritage District Transportation Improvements	3.00	6,106	6,084	22	-
Total 2017 GO Bonds			\$ 61,359	\$ 26,610	\$ 32,534	\$ 2,215
<u>2020 Public Safety Bonds Projects</u>						
MF0400	Public Safety Training Facility	3.00	\$ 65,000	\$ 30,706	\$ 34,294	\$ -
Total 2020 Public Safety Bonds			\$ 65,000	\$ 30,706	\$ 34,294	\$ -
<u>2022 Potential Public Safety Bonds Projects</u>						
MF2480	Police Dispatch Center Expansion	2.51	\$ 8,083	\$ -	\$ -	\$ -
MF2490	Advocacy Center	2.78	16,158	-	-	-
Total 2022 Potential Public Safety Bonds			\$ 24,241	\$ -	\$ -	\$ -
<u>2022 Potential Streets Bonds Projects</u>						
ST0540	Ocotillo Road - Greenfield to Higley	2.83	\$ 50,701	\$ -	\$ -	\$ 50,701
ST0780	Baseline Road - Greenfield to Power	1.45	5,224	-	-	-
ST0800	Recker Road - Ocotillo to Chandler Heights	1.00	11,611	-	-	-
ST0980	Higley Road - Riggs to Stacey	1.00	2,670	-	-	-
ST0990	Ocotillo Road - 148th to Greenfield	2.83	14,749	-	-	14,749
ST1180	Warner Road - Power to East of Recker	1.83	14,752	-	-	-
ST1200	Power Road - Guadalupe to Santan Freeway	1.83	12,585	-	-	-
ST1320	Elliot and Gilbert Intersection	0.78	7,190	-	-	-
ST1340	Guadalupe and Power Intersection	1.62	8,790	-	-	8,790
ST1390	Elliot and Higley Intersection	1.00	6,344	-	-	-
ST1620	Mesquite Street - Lindsay to Val Vista	1.62	5,287	-	-	-
ST1720	Val Vista Lakes Improvements	2.55	41,679	-	-	11,747
ST1770	Guadalupe Road Improvements	2.84	8,170	-	-	8,170
ST1800	Cooper Road - Encinas to Baseline	2.00	6,319	-	-	6,319
ST1840	Cooley Station Transit Center	1.45	10,306	-	-	-
ST1860	Gilbert and Warner Intersection	3.00	8,962	-	-	8,962
ST1870	McQueen and Elliot Intersection	1.45	6,613	-	-	6,613
ST1880	Lindsay and Guadalupe Intersection	1.45	9,591	-	-	-
ST1910	McQueen and Guadalupe Intersection	2.84	8,660	-	-	8,660
ST1920	Val Vista and Ray Intersection	1.00	9,405	-	-	-
ST1940	Power and Queen Creek Intersection	1.00	8,537	-	-	-
ST1960	Market and Williams Field Intersection	2.00	726	-	-	-
ST1970	Val Vista and Mercy Intersection	2.67	1,085	-	-	1,085
ST1980	Market and San Tan Village Intersection	2.00	1,252	-	-	-
ST1990	Higley and Iverness Intersection	2.00	901	-	-	-
ST2000	Power and Pecos Intersection	1.62	11,422	-	-	11,422

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TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
ST2010	Higley and Queen Creek Intersection	2.00	3,257	-	-	-
ST2050	Various Roadway Improvements	1.92	34,400	-	-	6,880
ST2080	Bus Stop Improvements	2.22	1,737	-	-	1,737
ST2101	Bus Stop Shelter Replacements	1.99	2,171	-	-	2,171
ST2102	Safe Route Enhancements	2.39	28,597	-	-	28,597
ST2103	Germann and Power Intersection	2.61	1,020	-	-	1,020
ST2105	School Safety and Congestion Improvements	2.44	5,925	-	-	5,925
TS1740	Advance Detection Safety Improvement	3.00	810	-	-	810
TS1940	Fiber Optic Strategic Build Out	1.61	16,000	-	-	4,000
TS1942	Advanced Mid-Block Detection	1.77	44,430	-	-	7,405
RD1190	Heritage District Parking Garage III	1.99	24,348	-	-	3,462
RD1210	Phoenix Avenue Pedestrian Mall	3.00	650	-	-	650
RD2130	Ash Street Re-Alignment	1.55	4,710	-	-	-
RD2190	Vaughn Ventilator	3.00	8,350	-	-	8,350
RD2220	Median Improvements	2.84	1,417	-	-	-
SW0122	Vaughn Retention Basin Relocation	2.66	9,874	-	-	9,874
PR1310	Safety Improvements for Trail Crossings	3.00	4,052	-	-	1,780
Total 2022 Potential Streets Bonds			\$ 465,279	\$ -	\$ -	\$ 219,879
<u>2024 Potential Parks Bonds Projects</u>						
RD2090	Trail Beautification - Canal East of Gilbert Road	2.83	\$ 3,688	\$ -	\$ -	\$ -
PR0320	Desert Sky Park	3.00	30,569	-	-	-
PR0330	Marathon Trail - East Maricopa Floodway	1.00	15,251	-	-	-
PR0530	Crossroads Park Lake Emb Stabilization	2.50	5,635	-	-	-
PR0850	Santan Vista Trail - Phase III	1.83	5,681	-	-	-
PR1010	Santan Fwy Trail - Val Vista to Discovery Park	1.45	3,027	-	-	-
PR1020	Santan Fwy Trail - Discovery Park to Cosmo	1.45	5,793	-	-	-
PR1230	Trail Lighting	1.61	6,526	-	-	-
Total 2024 Potential Parks Bonds			\$ 76,170	\$ -	\$ -	\$ -
<u>2026 Potential Streets Bonds Projects</u>						
ST1150	Hunt Highway - Higley to Recker	0.78	\$ 7,138	\$ -	\$ -	\$ -
ST1160	Recker Road - Riggs to Hunt Highway	0.78	11,291	-	-	-
ST1270	Val Vista Drive - Riggs to Hunt Highway	0.78	5,479	-	-	-
ST1310	Ray and Gilbert Intersection	0.45	7,170	-	-	-
ST1330	Guadalupe and Val Vista Intersection	0.45	7,459	-	-	-
ST1570	Constellation Way - South of Coldwater	0.78	2,570	-	-	-
ST1790	PM10 Paving	1.16	1,188	-	-	-
Total 2026 Potential Streets Bonds			\$ 42,295	\$ -	\$ -	\$ -
<u>2028 Potential Parks Bonds</u>						
PR0310	Gilbert Regional Park	3.00	\$ 140,173	\$ -	\$ -	\$ -
Total 2028 Potential Park Bonds			\$ 140,173	\$ -	\$ -	\$ -
<u>CDBG Fund Projects</u>						
RD2261	Heritage Center Site and ADA Improvements	2.61	\$ 500	\$ 3	\$ 497	\$ -
RD2262	Heritage District - ADA Sidewalk Repairs	1.62	727	3	724	-
Total CDGB Funds			\$ 1,227	\$ 6	\$ 1,221	\$ -
<u>CIP Fund Projects</u>						
MF2430	CIP Project Management Software	3.00	\$ 500	\$ 360	\$ 140	\$ -
Total CIP Funds			\$ 500	\$ 360	\$ 140	\$ -
<u>CIP O/S Revolving Fund Projects</u>						
ST0540	Ocotillo Road - Greenfield to Higley	2.83	\$ 375	\$ 86	\$ 289	\$ -
ST0780	Baseline Road - Greenfield to Power	1.45	-	(215)	-	-
ST0960	Recker Road - Ray to SR 202	3.00	-	(112)	112	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	-	-	8,736	(590)
ST1170	Lindsay Road - Pecos to SR 202	3.00	-	202	(202)	-
ST1200	Power Road - Guadalupe to Santan Freeway	1.83	-	(55)	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	-	(200)	1,700	-
ST1570	Constellation Way - South of Coldwater	0.78	-	(731)	-	-
ST1710	Val Vista Drive - Eastern Canal Bridge Repair	2.50	1,055	150	905	-
ST1740	Higley and Baseline Intersection	3.00	319	319	-	-
ST1790	PM10 Paving	1.16	340	(160)	-	500
ST1860	Gilbert and Warner Intersection	3.00	-	(100)	-	100
RD1210	Phoenix Avenue Pedestrian Mall	3.00	90	79	11	-
RD2110	Heritage District Transportation Improvements	3.00	-	(50)	50	-
RD2240	Heritage Dist Drainage/Storm Water Study	3.00	-	6	(6)	-
PR0310	Gilbert Regional Park	3.00	-	(18,902)	9,866	-
PR0320	Desert Sky Park	3.00	-	(305)	305	-

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TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
PR0330	Marathon Trail - East Maricopa Floodway	1.00	-	(89)	-	-
PR1130	Western Powerline Trail - UPRR Ped Crossing	3.00	912	601	311	-
Total CIP O/S Revolving Funds			\$ 3,091	\$ (19,476)	\$ 22,077	\$ 10
<u>CIP Outside Sources Fund Projects</u>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 5,146	\$ -	\$ -	\$ -
ST1170	Lindsay Road - Pecos to SR 202	3.00	4,000	-	4,000	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	200	200	-	-
ST1660	Adora Trails Improvements	3.00	338	338	-	-
ST1790	PM10 Paving	1.16	160	160	-	-
RD2110	Heritage District Transportation Improvements	3.00	50	50	-	-
PR0310	Gilbert Regional Park	3.00	411	411	-	-
Total CIP Outside Sources Funds			\$ 10,305	\$ 1,159	\$ 4,000	\$ -
<u>City of Mesa Funded Projects</u>						
ST0780	Baseline Road - Greenfield to Power	1.45	\$ 3,250	\$ -	\$ -	\$ -
Total City of Mesa Funds			\$ 3,250	\$ -	\$ -	\$ -
<u>Developer Contributions Fund Projects</u>						
ST0780	Baseline Road - Greenfield to Power	1.45	\$ 305	\$ 305	\$ -	\$ -
ST0840	Hunt Highway - Val Vista to 164th	0.78	40	40	-	-
ST0960	Recker Road - Ray to SR 202	3.00	112	112	-	-
ST0980	Higley Road - Riggs to Stacey	1.00	2,860	-	-	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	3,590	-	-	590
ST1200	Power Road - Guadalupe to Santan Freeway	1.83	55	55	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	1,500	-	-	-
ST1570	Constellation Way - South of Coldwater	0.78	731	731	-	-
ST1740	Higley and Baseline Intersection	3.00	885	885	-	-
ST1790	PM10 Paving	1.16	160	-	-	-
ST1860	Gilbert and Warner Intersection	3.00	100	100	-	-
PR0330	Marathon Trail - East Maricopa Floodway	1.00	89	89	-	-
Total Developer Contributions Funds			\$ 10,427	\$ 2,317	\$ -	\$ 590
<u>Environmental Compliance Fund Projects</u>						
MF2420	South Area Service Center Paving	0.78	\$ 14	\$ -	\$ -	\$ -
MF2523	Wall Replacement - North Area Service Center	3.00	6	-	6	-
SW0070	Sonoqui Wash Landscaping	3.00	5,036	-	-	-
SW0100	Hunt Highway Bank Protection	2.84	873	-	873	-
SW0120	Storm Water Master Plan	3.00	889	-	-	-
SW0121	Nichols Park Storm Water Improvements	2.44	759	-	-	-
SW0124	Crossroads SW Pump Station Improvements	3.00	503	-	503	-
SW0125	Riggs Road Drainage Channel Restoration	2.44	551	-	551	-
Total Environmental Compliance Funds			\$ 8,631	\$ -	\$ 1,933	\$ -
<u>Environmental Compliance - Replacement Fund Projects</u>						
SW0124	Crossroads SW Pump Station Improvements	3.00	126	-	126	-
Total Environmental Compliance - Replacement Funds			\$ 126	\$ -	\$ 126	\$ -
<u>Environmental Services - Commercial Fund Projects</u>						
MF2310	Utility Billing System Replacement	2.22	\$ 14	\$ -	\$ 14	\$ -
MF2350	Fleet Maintenance Facility	3.00	39	1	38	-
MF2420	South Area Service Center Paving	0.78	58	-	-	-
MF2450	CNG Fueling Station - Phase II	3.00	145	-	145	-
MF2460	Comprehensive Needs Assessment Study	3.00	3	3	-	-
RD2140	Heritage District Trash Compactors	3.00	501	109	392	-
Total Environmental Services - Commercial Funds			\$ 760	\$ 113	\$ 589	\$ -
<u>Environmental Services - Residential Fund Projects</u>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 2	\$ 2	\$ -	\$ -
MF0320	Transfer Station	0.95	7,060	-	-	-
MF2310	Utility Billing System Replacement	2.22	2,054	-	2,054	-
MF2350	Fleet Maintenance Facility	3.00	453	9	444	-
MF2410	North Area Service Center Paving	0.78	16	-	-	-
MF2420	South Area Service Center Paving	0.78	95	-	-	-
MF2450	CNG Fueling Station - Phase II	3.00	1,673	7	1,666	-
MF2460	Comprehensive Needs Assessment Study	3.00	33	33	-	-
Total Environmental Services - Residential Funds			\$ 11,386	\$ 51	\$ 4,164	\$ -
<u>Fire System Development Fee Projects</u>						
MF2160	Adaptive Response Unit (ARU 2)	1.62	\$ 1,000	\$ -	\$ -	\$ -
MF2230	Topaz Radio	1.67	481	13	113	73
MF2290	Adaptive Response Unit 1 (ARU 1)	1.62	1,000	-	-	-



TEN-YEAR FINANCIAL PLAN

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Beyond 10 Yrs
-	89	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
\$ (2,945)	\$ (5,057)	\$ 215	\$ (769)	\$ 9,036	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 5,146	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\$ -	\$ 5,146	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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3,000	-	-	-	-	-	-	-	-
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-	-	-	1,500	-	-	-	-	-
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-	-	-	-	-	160	-	-	-
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\$ 3,000	\$ -	\$ -	\$ 4,360	\$ -	\$ 160	\$ -	\$ -	\$ -
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-	-	95	-	-	-	-	-	-
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\$ -	\$ -	\$ 111	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,060
\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -
76	51	17	14	27	11	43	43	-
1,000	-	-	-	-	-	-	-	-



TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
MF2520	System Development Fee Study	1.17	20	-	-	-
Total Fire System Development Fee Funds			\$ 2,501	\$ 13	\$ 113	\$ 73
Fleet Fund Projects						
MF2460	Comprehensive Needs Assessment Study	3.00	\$ 10	\$ 4	\$ 6	-
Total Fleet Funds			\$ 10	\$ 4	\$ 6	-
Fleet Replacement Fund Projects						
MF2440	NASC Fuel Storage Tank Replacement	2.34	\$ 971	\$ -	\$ 971	-
Total Fleet Replacement Funds			\$ 971	\$ -	\$ 971	-
Future Bonds Projects						
WA1200	Water Rights - Resiliency and Capacity	1.62	\$ 8,240	\$ -	\$ -	\$ 4,120
WA1547	Zone 1 - System Connectivity Improvement	1.84	1,632	-	-	1,632
WA1589	NWTP Alt Evaluation and Construction	3.00	239,897	-	-	239,897
Total Future Bonds			\$ 249,769	\$ -	\$ -	\$ 245,649
Future Growth Funding Projects						
ST1300	Warner and Greenfield Intersection	1.00	\$ 1,979	\$ -	\$ -	-
ST1310	Ray and Gilbert Intersection	0.45	1,366	-	-	-
ST1330	Guadalupe and Val Vista Intersection	0.45	1,421	-	-	-
WA1540	Zone 2/3 - Lindsay - Pecos to Germann Imp	2.45	8,401	-	-	-
WW0690	Relief Sewers	3.00	7,564	-	-	-
WW1200	Greenfield WRP Phase IV Expansion	1.78	65,745	-	-	-
WW1210	Val Vista Drive Reclaimed Water Pipeline	1.53	4,331	-	-	-
WW1220	Riggs Road Reclaimed Water Pipeline	1.53	4,331	-	-	-
WW1233	Reclaimed Water Recovery Well - Reservoir 3	2.00	1,674	-	-	-
PR0390	Crossroads Park - Phase II	1.00	18,224	-	-	-
PR0420	Freestone Recreation Center Pool	0.78	17,820	-	-	-
PR0580	Rittenhouse Trail	0.78	4,985	-	-	-
PR1100	Powerline Trail - Recker to Power	1.61	1,565	-	-	-
PR1210	Santan Vista Trail - Phase V	1.16	4,539	-	-	-
PR1312	Gilbert Youth Soccer Complex - Phase II	0.71	52,240	-	-	-
Total Future Growth Funds			\$ 196,185	\$ -	\$ -	\$ -
General Fund Projects						
ST1160	Recker Road - Riggs to Hunt Highway	0.78	\$ 104	\$ 104	\$ -	-
ST1570	Constellation Way - South of Coldwater	0.78	55	55	-	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	729	729	-	-
ST1690	Val Vista Drive Reconstruction	3.00	323	307	16	-
TS1940	Fiber Optic Strategic Build Out	1.61	200	46	154	-
MF0400	Public Safety Training Facility	3.00	11,352	8,034	3,318	-
MF0530	Municipal Center I Renovation - Phase II	3.00	1,651	1,413	238	-
MF2230	Topaz Radio	1.67	7,615	6,608	322	143
MF2400	Police Information System Replacement	3.00	3,410	-	3,410	-
MF2410	North Area Service Center Paving	0.78	577	-	-	-
MF2420	South Area Service Center Paving	0.78	325	-	-	-
MF2460	Comprehensive Needs Assessment Study	3.00	277	133	144	-
MF2470	Public Safety Center Expansion	2.06	3,757	-	-	-
MF2480	Police Dispatch Center Expansion	2.51	700	-	700	-
MF2490	Advocacy Center	2.78	130	-	130	-
MF2521	Fire Station 3 Repairs	3.00	392	2	390	-
MF2522	Shade and Streetscape Master Plan	3.00	300	1	299	-
MF2523	Wall Replacement - North Area Service Center	3.00	233	2	231	-
MF2524	Crime Lab Needs Analysis	2.28	135	-	135	-
RD1190	Heritage District Parking Garage III	1.99	507	-	507	-
RD2160	Paseo Pedestrian and Bike Route	2.83	413	-	413	-
RD2180	West Washington Parking Lot II	2.33	717	-	-	-
RD2230	Trail Beautification - Canal West of Gilbert Road	3.00	1,878	-	-	-
RD2250	Gilbert Centennial Project	1.38	250	12	238	-
RD2260	Heritage District Utility Infrastructure Study	3.00	257	-	257	-
PR0310	Gilbert Regional Park	3.00	746	746	-	-
PR0320	Desert Sky Park	3.00	1,619	-	1,619	-
PR0560	Parks and Trails Signs	2.44	233	133	-	100
PR0570	Urban Lakes Renovation	1.94	1,372	1,372	-	-
PR0810	South Area Pool	1.31	6,800	-	-	-
PR0920	Shade Structures - Various Locations	2.38	498	178	-	320
PR1030	Playground Replacements - Various Locations	2.83	1,240	1,240	-	-
PR1040	Water Tower Plaza - Repairs/Upgrades	1.92	45	-	45	-
PR1080	Discovery Park Playground Structure	1.53	400	-	-	-

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TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
PR1110	SERL Parking Lot Connection	2.00	24	24	-	-
PR1130	Western Powerline Trail - UPRR Ped Crossing	3.00	676	518	158	-
PR1150	Town Store - Southeast Regional Library	0.95	130	-	-	-
PR1170	Irrigation Controller Replacements	3.00	725	493	232	-
PR1240	Cosmo Park Turf Project	1.17	1,293	-	-	-
PR1270	Trail Crossings at RR Tracks Study	1.45	286	-	-	-
PR1300	Trails Priority Assessment	3.00	233	-	233	-
PR1310	Safety Improvements for Trail Crossings	3.00	120	27	93	-
Total General Funds			\$ 52,727	\$ 22,177	\$ 13,282	\$ 563
General Government System Development Fee Project						
MF2520	System Development Fee Study	1.17	\$ 10	\$ -	\$ -	\$ -
Total General Government System Development Fee Funds			\$ 10	\$ -	\$ -	\$ -
General Replacement Fund Projects						
MF0530	Municipal Center I Renovation - Phase II	3.00	\$ 13,730	\$ -	\$ 13,730	\$ -
MF2360	Public Safety Roof	1.45	388	-	-	-
MF2510	Fire Station 4 Rebuild	1.00	10,092	-	-	-
PR0570	Urban Lakes Renovation	1.94	17,193	-	-	-
PR1030	Playground Replacements - Various Locations	2.83	2,296	-	300	666
PR1040	Water Tower Plaza - Repairs/Upgrades	1.92	1,286	-	-	210
PR1160	Irrigation System Replacements	1.78	15,415	-	-	-
PR1290	Cactus Yards Parking Lot	2.39	3,611	-	-	-
PR1313	Williams Field/Perry Pools Renovation	1.84	983	-	-	983
Total General Replacement Funds			\$ 64,994	\$ -	\$ 14,030	\$ 1,859
Greenfield Wastewater System Development Fee Projects						
MF2520	System Development Fee Study	1.17	\$ 20	\$ -	\$ -	\$ -
WW0770	South Recharge Site - Phase II	3.00	6,257	315	5,942	-
WW0780	GWRP Reclaimed Water Pump Station Exp	3.00	1,015	712	303	-
WW0940	South Area Recharge Wells	1.92	9,161	47	2,230	-
Total Greenfield Wastewater System Development Fee Funds			\$ 16,453	\$ 1,074	\$ 8,475	\$ -
Investment Income Projects						
ST0780	Baseline Road - Greenfield to Power	1.45	\$ 22	\$ 22	\$ -	\$ -
ST0960	Recker Road - Ray to SR 202	3.00	14	14	-	-
MF2230	Topaz Radio	1.67	22	22	-	-
PR0390	Crossroads Park - Phase II	1.00	5	5	-	-
PR0850	Santan Vista Trail - Phase III	1.83	3	3	-	-
Total Investment Income Funds			\$ 66	\$ 66	\$ -	\$ -
MAG Revolving Fund Projects						
ST0960	Recker Road - Ray to SR 202	3.00	\$ 1,260	\$ -	\$ 1,260	\$ -
ST0990	Ocotillo Road - 148th to Greenfield	2.83	2,568	-	2,568	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	(4,338)	-	2,178	(3,819)
ST1170	Lindsay Road - Pecos to SR 202	3.00	427	94	1,333	(1,000)
ST1380	Elliot and Cooper Intersection	3.00	2,751	2,544	3,113	(2,906)
ST1450	Germann Road - Gilbert to Val Vista	3.00	(2,192)	298	(2,490)	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	-	5	(5)	-
ST1590	Higley and Pecos Intersection	2.83	928	-	-	928
ST1740	Higley and Baseline Intersection	3.00	17	3,067	(3,050)	-
ST1770	Guadalupe Road Improvements	2.84	1,750	-	1,750	-
ST1820	Pecos Road - Allen to Lindsay	2.55	2,962	-	342	2,620
ST1830	Higley Road - North of Elliot	1.62	1,523	-	-	1,523
ST1870	McQueen and Elliot Intersection	1.45	-	-	-	2,704
ST1910	McQueen and Guadalupe Intersection	2.84	1,008	-	1,008	-
Total MAG Revolving Funds			\$ 8,664	\$ 6,008	\$ 8,007	\$ 50
MAG RTP Arterial Fund Projects						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 19,796	\$ -	\$ 13,280	\$ 3,819
ST1170	Lindsay Road - Pecos to SR 202	3.00	2,925	1,800	125	1,000
ST1380	Elliot and Cooper Intersection	3.00	4,238	(2,536)	3,868	2,906
ST1450	Germann Road - Gilbert to Val Vista	3.00	16,404	1,159	15,245	-
ST1540	Turn Lane Safety and Congestion Improvements	2.84	237	-	237	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	2,901	-	2,901	-
ST1740	Higley and Baseline Intersection	3.00	3,758	394	3,364	-
ST1870	McQueen and Elliot Intersection	1.45	2,992	-	-	288
Total MAG RTP Arterial Funds			\$ 53,251	\$ 817	\$ 39,020	\$ 8,013
Maricopa County Projects						
ST1140	Lindsay Road - Queen Creek to Ocotillo	3.00	\$ 1,410	\$ -	\$ -	\$ 1,410



TEN-YEAR FINANCIAL PLAN

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Beyond 10 Yrs
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-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	130
-	-	-	-	1,293	-	-	-	-
-	-	-	-	286	-	-	-	-
-	-	-	-	-	-	-	-	-
\$ 147	\$ 100	\$ 4,693	\$ 2,619	\$ 2,030	\$ 6,820	\$ 83	\$ 83	\$ 130
\$ 5	\$ -	\$ -	\$ -	\$ 5	\$ -	\$ -	\$ -	\$ -
\$ 5	\$ -	\$ -	\$ -	\$ 5	\$ -	\$ -	\$ -	\$ -
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-	388	-	-	-	-	-	-	-
-	-	10,092	-	-	-	-	-	-
-	17,193	-	-	-	-	-	-	-
665	665	-	-	-	-	-	-	-
1,076	-	-	-	-	-	-	-	-
-	15,415	-	-	-	-	-	-	-
-	3,611	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
\$ 1,741	\$ 37,272	\$ 10,092	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 10	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-
-	-	-	6,884	-	-	-	-	-
\$ 10	\$ -	\$ -	\$ 6,884	\$ 10	\$ -	\$ -	\$ -	\$ -
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(2,697)	-	-	-	-	-	-	-	-
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(545)	(2,159)	-	-	-	-	-	-	-
\$ (3,242)	\$ (2,159)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 2,697	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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545	2,159	-	-	-	-	-	-	-
\$ 3,242	\$ 2,159	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
PR0320	Desert Sky Park	3.00	317	317	-	-
Total Maricopa County Funds			\$ 1,727	\$ 317	\$ -	\$ 1,410
<u>Miscellaneous Fund Projects</u>						
MF0400	Public Safety Training Facility	3.00	\$ 10,000	\$ -	\$ 10,000	\$ -
RD2110	Heritage District Transportation Improvements	3.00	379	-	379	-
RD2240	Heritage Dist Drainage/Storm Water Study	3.00	227	-	227	-
PR0310	Gilbert Regional Park	3.00	18,500	18,500	-	-
PR0320	Desert Sky Park	3.00	7	7	-	-
PR1110	SERL Parking Lot Connection	2.00	3,208	-	-	-
Total Miscellaneous Funds			\$ 32,321	\$ 18,507	\$ 10,606	\$ -
<u>Neely Wastewater System Development Fee Projects</u>						
MF2520	System Development Fee Study	1.17	\$ 20	\$ -	\$ -	\$ -
WW0690	Relief Sewers	3.00	3,028	3	3,025	-
WW0700	Candlewood Lift Station and Force Main	3.00	995	7	988	-
WW0890	Reclaimed Water Rec Well - Cactus Yards	2.17	1,806	-	1,806	-
Total Neely Wastewater System Development Fee Funds			\$ 5,849	\$ 10	\$ 5,819	\$ -
<u>Parks System Development Fee Projects</u>						
MF2520	System Development Fee Study	1.17	\$ 74	\$ -	\$ -	\$ -
PR0310	Gilbert Regional Park	3.00	10,913	6,498	4,415	-
PR0320	Desert Sky Park	3.00	39,773	9,558	1,851	-
PR0620	Powerline Trail - Phase IV	1.61	3,714	27	3,687	-
PR0810	South Area Pool	1.31	12,253	-	-	-
PR0970	Santan Vista Trail - Phase IV	2.83	2,097	-	-	-
PR1010	Santan Fwy Trail - Val Vista to Discovery Park	1.45	400	-	-	-
Total Parks System Development Fee Funds			\$ 69,224	\$ 16,083	\$ 9,953	\$ -
<u>Parks System Development Fee - Prior to 2012 Projects</u>						
PR0310	Gilbert Regional Park	3.00	\$ 19,679	\$ 19,679	\$ -	\$ -
PR0320	Desert Sky Park	3.00	16,157	16,157	-	-
Total Parks System Development Fee - Prior to 2012 Funds			\$ 35,836	\$ 35,836	\$ -	\$ -
<u>PFMPC 2009 Bonds Projects</u>						
MF0400	Public Safety Training Facility	3.00	\$ 14,496	\$ 14,496	\$ -	\$ -
PR0320	Desert Sky Park	3.00	10,268	10,268	-	-
Total PFMPC 2009 Bonds			\$ 24,764	\$ 24,764	\$ -	\$ -
<u>Police System Development Fee Projects</u>						
MF2230	Topaz Radio	1.67	\$ 1,500	\$ 40	\$ 354	\$ 230
MF2470	Public Safety Center Expansion	2.06	7,100	-	-	-
MF2520	System Development Fee Study	1.17	20	-	-	-
Total Police System Development Fee Funds			\$ 8,620	\$ 40	\$ 354	\$ 230
<u>Private Fund Projects</u>						
RD2150	The Commons Open Space Pre-Design	2.17	\$ 186	\$ -	\$ -	\$ 186
RD2170	The Living Room Plaza	2.16	43,380	-	-	43,380
SW0125	Riggs Road Drainage Channel Restoration	2.44	138	-	138	-
PR0710	Riparian Education Center	1.16	6,480	-	-	-
Total Private Funds			\$ 50,184	\$ -	\$ 138	\$ 43,566
<u>Roads System Development Fee Projects</u>						
ST0540	Ocotillo Road - Greenfield to Higley	2.83	\$ 15,197	\$ -	\$ 12,124	\$ 3,073
ST0980	Higley Road - Riggs to Stacey	1.00	12,900	-	-	-
ST0990	Ocotillo Road - 148th to Greenfield	2.83	3,000	-	3,000	-
ST1320	Elliot and Gilbert Intersection	0.78	1,370	-	-	-
ST1390	Elliot and Higley Intersection	1.00	1,208	-	-	-
ST1870	McQueen and Elliot Intersection	1.45	1,829	-	-	1,829
ST1880	Lindsay and Guadalupe Intersection	1.45	2,017	-	-	-
ST1910	McQueen and Guadalupe Intersection	2.84	1,979	-	1,979	-
ST2000	Power and Pecos Intersection	1.62	2,214	-	-	2,214
MF2520	System Development Fee Study	1.17	20	-	-	-
Total Roads System Development Fee Funds			\$ 41,734	\$ -	\$ 17,103	\$ 7,116
<u>Roadway and Maintenance Fund Projects</u>						
ST0710	Baseline Road - Burk to Consolidated Canal	3.00	\$ 867	\$ 87	\$ 780	\$ -
ST1050	Elliot Road - Neely to Burk	1.33	4,060	-	-	-
ST1540	Turn Lane Safety and Congestion Improvements	2.84	9,092	723	933	1,104
ST1550	Accessibility Upgrades in Public ROW	3.00	2,209	1,278	586	345
ST1660	Adora Trails Improvements	3.00	536	492	44	-
ST1690	Val Vista Drive Reconstruction	3.00	2,867	-	2,867	-
ST1740	Higley and Baseline Intersection	3.00	49	49	-	-



TEN-YEAR FINANCIAL PLAN

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Beyond 10 Yrs
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	-	-	-	-	-	-	-	-	-
	-	3,208	-	-	-	-	-	-	-
\$	-	\$ 3,208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$	10	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
\$	10	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ -
\$	37	\$ -	\$ -	\$ -	\$ 37	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-	-	-	-
	7,235	21,129	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	2,097	-	-	-	12,253	-	-	-
	-	-	400	-	-	-	-	-	-
\$	7,272	\$ 23,226	\$ 400	\$ -	\$ 37	\$ 12,253	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-	-	-	-
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\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$	237	\$ 162	\$ 54	\$ 39	\$ 83	\$ 33	\$ 134	\$ 134	\$ -
	-	-	7,100	-	-	-	-	-	-
	10	-	-	-	10	-	-	-	-
\$	247	\$ 162	\$ 7,154	\$ 39	\$ 93	\$ 33	\$ 134	\$ 134	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	6,480	-	-
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,480	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	12,900	-	-	-	-	-
	-	-	1,370	-	-	-	-	-	-
	-	-	-	-	-	1,208	-	-	-
	-	2,017	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	10	-	-	-	10	-	-	-	-
\$	10	\$ 2,017	\$ 1,370	\$ 12,900	\$ 10	\$ 1,208	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-	-	-	-
	1,583	1,583	1,583	1,583	-	-	-	-	4,060
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
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TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
ST1790	PM10 Paving	1.16	69	69	-	-
ST1850	Greenfield Road Right Turn Lane at Knox	2.00	613	-	-	613
ST1890	Chandler Heights Improvements	3.00	3,000	-	3,000	-
ST1960	Market and Williams Field Intersection	2.00	87	48	39	-
ST1970	Val Vista and Mercy Intersection	2.67	87	48	39	-
ST1980	Market and San Tan Village Intersection	2.00	90	55	35	-
ST1990	Higley and Iverness Intersection	2.00	87	53	34	-
ST2010	Higley and Queen Creek Intersection	2.00	87	64	23	-
ST2050	Various Roadway Improvements	1.92	75	-	75	-
ST2060	Transportation Master Plan	2.84	445	4	441	-
ST2070	Integrated Transit Center Dev Plan	2.84	310	4	306	-
ST2100	Watford Court Improvements	2.84	2,268	-	-	-
ST2104	Higley and Germann Median Improvements	2.41	56	-	56	-
ST2105	School Safety and Congestion Improvements	2.44	150	-	150	-
TS1300	Val Vista and Baseline Signal Improvements	3.00	37	37	-	-
TS1310	Advanced Traffic Mgmt System - Phase III	2.83	1,401	-	1,401	-
TS1330	Advanced Traffic Mgmt System - Phase V	1.45	2,467	-	-	-
TS1340	Advanced Traffic Mgmt System - Phase VI	1.00	1,369	-	-	-
TS1500	Riggs and Recker Signal	0.78	131	-	-	-
TS1580	Recker and Ocotillo Signal	1.38	130	-	-	-
TS1700	Smart Signal Control System	2.83	4,757	-	1,463	3,294
TS1740	Advance Detection Safety Improvement	3.00	1,555	726	829	-
TS1930	Transportation Systems Mgmt Oper Plan	2.84	243	2	241	-
TS1941	Strategic Transportation Safety Plan	3.00	193	-	-	193
MF2410	North Area Service Center Paving	0.78	203	-	-	-
MF2420	South Area Service Center Paving	0.78	42	-	-	-
MF2460	Comprehensive Needs Assessment Study	3.00	23	-	23	-
MF2523	Wall Replacement - North Area Service Center	3.00	82	1	81	-
RD2120	Heritage District Intersections Study	2.67	244	6	238	-
RD2190	Vaughn Ventilator	3.00	150	19	131	-
RD2200	Heritage District Parking Master Plan Update	3.00	187	-	187	-
RD2263	Heritage District Passenger Loading Zone	3.00	624	-	624	-
Total Roadway and Maintenance Funds			\$ 40,942	\$ 3,765	\$ 14,626	\$ 5,549
<u>Salt River Project</u>						
PR0390	Crossroads Park - Phase II	1.00	\$ 19	\$ 19	\$ -	\$ -
Total Salt River Project Funds			\$ 19	\$ 19	\$ -	\$ -
<u>Signal System Development Fee Projects</u>						
TS1310	Advanced Traffic Mgmt System - Phase III	2.83	\$ 267	\$ 107	\$ 160	\$ -
TS1330	Advanced Traffic Mgmt System - Phase V	1.45	470	-	-	-
TS1340	Advanced Traffic Mgmt System - Phase VI	1.00	261	-	-	-
TS1440	Recker and Cooley Loop North Signal	2.39	555	31	524	-
TS1450	Recker and Cooley Loop South Signal	2.39	556	31	525	-
TS1460	Williams Field and Cooley Loop West Signal	2.39	557	31	526	-
TS1470	Williams Field and Cooley Loop East Signal	2.39	556	31	525	-
TS1500	Riggs and Recker Signal	0.78	392	-	-	-
TS1540	Val Vista and Ocotillo Signal	3.00	569	26	543	-
TS1550	Val Vista and Chandler Heights Signal	3.00	587	27	560	-
TS1570	Recker and Warner Signal	1.83	575	-	-	575
TS1580	Recker and Ocotillo Signal	1.38	390	-	-	-
TS1620	Higley and Coldwater Signal	1.84	382	-	-	382
TS1700	Smart Signal Control System	2.83	906	-	279	627
TS1860	Val Vista and Appleby Signal	3.00	554	-	554	-
TS1910	Pecos and Napa Signal	3.00	556	218	338	-
TS1920	American Heroes Way and Gilbert Signal	3.00	475	16	459	-
TS1943	Higley and Bridges Signal	3.00	536	-	536	-
TS1944	Higley and Morrison Ranch Signal	3.00	521	-	521	-
TS1945	Lindsay and Layton Lakes Signal	3.00	531	-	531	-
ISP	Intersection Signal Program	1.00	14,480	-	-	1,448
MF2520	System Development Fee Study	1.17	20	-	-	-
Total Signal System Development Fee Funds			\$ 24,696	\$ 518	\$ 6,581	\$ 3,032
<u>Unidentified Fund Projects</u>						
ST0840	Hunt Highway - Val Vista to 164th	0.78	\$ 86,201	\$ -	\$ -	\$ -
ST1300	Warner and Greenfield Intersection	1.00	10,388	-	-	-
RD2210	The Neighborhood Park	1.16	1,983	-	-	-
PR0030	Freestone Park Expansion - North	1.00	22,300	-	-	-

[illegible]



TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
PR0240	Freestone Skate/Tennis Facility - Phase II	1.16	6,140	-	-	-
PR0370	Culture and Education Center	0.61	81,740	-	-	-
PR0630	McQueen Park - Phase IV	1.00	3,100	-	-	-
PR1070	Riparian Preserve Yurts	0.78	164	-	-	-
PR1311	Nichols Park at Water Ranch Phase II	1.61	14,830	-	-	-
Total Unidentified Funds			\$ 226,846	\$ -	\$ -	\$ -
<u>Wastewater Fund Projects</u>						
ST1120	Val Vista Drive - Appleby to Riggs	3.00	\$ 1,280	\$ -	\$ 1,280	\$ -
MF2310	Utility Billing System Replacement	2.22	1,212	-	1,212	-
MF2410	North Area Service Center Paving	0.78	140	-	-	-
MF2420	South Area Service Center Paving	0.78	150	-	-	-
MF2460	Comprehensive Needs Assessment Study	3.00	19	-	19	-
RD2130	Ash Street Re-Alignment	1.55	315	-	-	-
WA1542	Vulnerability Assmt and Emer Response Plan	1.62	297	-	-	99
WA1584	Integrated Water Resources Master Plan	3.00	665	-	-	-
WW0690	Relief Sewers	3.00	4,505	11	4,494	-
WW0700	Candlewood Lift Station and Force Main	3.00	1,092	289	803	-
WW0750	Greenfield WRP - Phase III	3.00	562	562	-	-
WW0770	South Recharge Site - Phase II	3.00	441	441	-	-
WW0950	Reclaimed Water Line Ext - Chandler Heights	3.00	1,893	1,245	648	-
WW0960	Riparian Preserve Distribution Structure Exp	2.22	1,849	-	-	-
WW0970	GWRP - Various Plant Improvements	3.00	14,186	1,331	3,868	2,416
WW1050	System Wide Force Main Retrofit	3.00	250	250	-	-
WW1070	Northeast Wastewater Basin Outfall	1.17	4,591	-	-	-
WW1080	Reclaimed Water Vault - Recker and Warner	3.00	403	91	312	-
WW1160	Layton Lakes Lift Station Odor Control Imp	2.61	1,400	-	1,400	-
WW1170	Freestone Park Odor Control Injection System	2.38	858	-	858	-
WW1180	Sewer Outfall Structure - Gilbert and Ray	2.39	809	15	794	-
WW1200	Greenfield WRP Phase IV Expansion	1.78	11,000	-	-	-
WW1230	Odor Control Study - South Gilbert	2.78	529	-	529	-
WW1233	Reclaimed Water Recovery Well - Reservoir 3	2.00	1,675	-	-	-
WW1234	Reclaimed Water Line Ext - Higley	1.78	2,142	-	-	-
WW1235	Odor Control - Greenfield and SASC	2.38	2,429	-	-	-
WW1237	Islands Lift Station Site Improvements	2.23	1,115	-	-	-
WW1238	Property Acquisition for Lift Stations	1.96	273	-	-	273
Total Wastewater Funds			\$ 56,080	\$ 4,235	\$ 16,217	\$ 2,788
<u>Wastewater Replacement Fund Projects</u>						
ST1860	Gilbert and Warner Intersection	3.00	\$ 2,350	\$ 97	\$ 53	\$ 2,200
MF2523	Wall Replacement - North Area Service Center	3.00	57	1	56	-
WW0700	Candlewood Lift Station and Force Main	3.00	7,886	3,602	4,284	-
WW0970	GWRP - Various Plant Improvements	3.00	9,638	1,519	4,537	1,770
WW1050	System Wide Force Main Retrofit	3.00	21,141	1,396	2,995	1,086
WW1060	Concrete Pipe Gravity Sewer Rehab	3.00	12,047	1,645	10,402	-
WW1090	Neely Activated Sludge Pumping Station Repl	2.29	4,182	87	4,095	-
WW1100	Neely Oxidation Ditch Rotor Repl	2.47	6,337	-	6,337	-
WW1110	Neely Effluent Filter Repl	2.69	3,259	4	3,255	-
WW1130	Neely Influent Odor Control System Repl	2.44	898	-	-	898
WW1140	Greenfield Repair and Replacement	3.00	20,540	8,234	12,306	-
WW1190	Higley and SR 202 Gravity Sewer Rehabilitation	2.84	488	445	43	-
WW1200	Greenfield WRP Phase IV Expansion	1.78	5,000	-	-	-
WW1231	Neely Administration Building Repairs	2.51	400	4	396	-
WW1236	Gravity Sewer Rehab - Guadalupe and Sirrine	3.00	220	-	220	-
WW1237	Islands Lift Station Site Improvements	2.23	200	-	-	-
Total Wastewater Replacement Funds			\$ 94,643	\$ 17,034	\$ 48,979	\$ 5,954
<u>Wastewater System Development Fee Projects</u>						
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	Reclaimed Water Rec Well - Cactus Yards	2.17	451	451	-	-
Total Wastewater System Development Fee Funds			\$ 1,715	\$ 1,715	\$ -	\$ -
<u>Water Fund Projects</u>						
ST0710	Baseline Road - Burk to Consolidated Canal	3.00	\$ 473	\$ -	\$ 473	\$ -
ST1120	Val Vista Drive - Appleby to Riggs	3.00	1,290	-	1,290	-
ST1200	Power Road - Guadalupe to Santan Freeway	1.83	2,500	-	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	800	-	800	-



TEN-YEAR FINANCIAL PLAN

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Beyond 10 Yrs
	-	-	-	-	-	-	-	-	6,140
	-	-	-	-	-	-	-	-	81,740
	-	-	-	-	-	-	-	-	3,100
	-	-	-	-	-	-	-	-	164
	-	-	-	-	-	-	-	-	14,830
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 226,846
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-	-	-	-
	-	-	140	-	-	-	-	-	-
	-	-	150	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
315	-	-	-	-	-	-	-	-	-
-	-	-	-	-	99	-	-	-	99
332	-	-	-	-	-	333	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
1,849	-	-	-	-	-	-	-	-	-
72	-	2,585	1,957	1,957	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	4,591	-	-
-	-	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	11,000	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	1,675	-	-	-	-	-
-	-	-	-	2,142	-	-	-	-	-
-	-	-	-	2,429	-	-	-	-	-
-	-	-	-	1,115	-	-	-	-	-
\$	2,568	\$ 2,585	\$ 2,247	\$ 9,318	\$ 99	\$ 11,333	\$ 4,591	\$ -	\$ 99
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	-	-	-	-	-	-	-	-	-
340	-	932	270	270	-	-	-	-	-
1,086	-	1,086	1,086	1,086	1,086	1,086	9,148	-	-
-	-	-	-	-	-	-	-	-	-
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\$	1,426	\$ 2,018	\$ 1,356	\$ 1,556	\$ 1,086	\$ 6,086	\$ 9,148	\$ -	\$ -
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2,500	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-



TEN-YEAR FINANCIAL PLAN

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
ST1790	PM10 Paving	1.16	240	-	-	-
MF2230	Topaz Radio	1.67	27	27	-	-
MF2310	Utility Billing System Replacement	2.22	1,300	-	1,300	-
MF2410	North Area Service Center Paving	0.78	624	-	-	-
MF2420	South Area Service Center Paving	0.78	150	-	-	-
MF2460	Comprehensive Needs Assessment Study	3.00	53	-	53	-
MF2523	Wall Replacement - North Area Service Center	3.00	133	1	132	-
WA1070	NWTP Finished Water Pump 10	3.00	1,155	122	1,033	-
WA1120	Power Road Water Line - Elliot to Warner	1.67	3	-	-	-
WA1140	Baseline Water Line - Fiesta Tech to McQueen	3.00	2,644	223	2,421	-
WA1170	NWTP Office Space Expansion	2.45	802	-	-	-
WA1200	Water Rights - Resiliency and Capacity	1.62	12,492	-	8,372	-
WA1280	Water Meter Modernization	1.78	11,878	-	-	-
WA1370	Blending Control Structure - Well 20 and 22	2.83	462	18	444	-
WA1410	Zone Split Valve Structures	1.61	1,218	-	382	-
WA1450	Transmission Main Assessments	2.51	332	-	332	-
WA1480	Well 25 Arsenic Mitigation	2.00	2,729	-	-	-
WA1490	Cathodic Protection - External Pipeline Eval	2.51	837	-	-	-
WA1530	Zone 2 - Improvements 148th Street	1.75	800	-	800	-
WA1542	Vulnerability Assmt and Emer Response Plan	1.62	297	-	-	99
WA1544	Power Road Water System Loop	2.38	2,236	38	2,198	-
WA1578	Zone 1 - Improvements for Site 26	2.83	797	-	797	-
WA1584	Integrated Water Resources Master Plan	3.00	665	-	-	-
WA1585	Water Quality Master Plan	3.00	394	-	-	-
Total Water Funds			\$ 47,331	\$ 429	\$ 20,827	\$ 99
Water Replacement Fund Projects						
ST1150	Hunt Highway - Higley to Recker	0.78	\$ 2,300	\$ -	\$ -	\$ -
ST1270	Val Vista Drive - Riggs to Hunt Highway	0.78	2,300	-	-	-
ST1620	Mesquite Street - Lindsay to Val Vista	1.62	820	-	-	-
ST1720	Val Vista Lakes Improvements	2.55	5,972	-	-	400
ST1800	Cooper Road - Encinas to Baseline	2.00	1,424	-	-	1,424
ST1880	Lindsay and Guadalupe Intersection	1.45	1,000	-	-	-
ST1910	McQueen and Guadalupe Intersection	2.84	722	-	-	722
ST1920	Val Vista and Ray Intersection	1.00	302	-	-	-
ST2000	Power and Pecos Intersection	1.62	200	-	-	200
ST2100	Watford Court Improvements	2.84	1,035	-	-	-
MF2523	Wall Replacement - North Area Service Center	3.00	252	2	250	-
RD2110	Heritage District Transportation Improvements	3.00	700	700	-	-
RD2130	Ash Street Re-Alignment	1.55	413	-	-	-
WA1080	NWTP Variable Frequency Drive Repl	3.00	300	125	175	-
WA1180	Tankersley Water Line Repl Area I	1.89	3,745	592	3,153	-
WA1230	New and Repl Resvr - Power and Queen Creek	2.83	3,679	-	3,679	-
WA1270	Water Main Priority Replacement Program	2.39	515	5	510	-
WA1290	NWTP Ozone Generation System Repl	3.00	351	351	-	-
WA1300	Lindsay and Galveston Reservoir Well Repl	2.55	2,409	1	2,408	-
WA1310	Tankersley Water Line Repl Area II	2.34	8,159	148	8,011	-
WA1320	Tankersley Water Line Repl Area V	2.34	15,362	3	15,359	-
WA1330	Tankersley Water Line Repl Area III/IV	2.66	12,947	-	-	-
WA1340	Tankersley Water Line Repl Area VI	2.34	2,568	-	-	2,568
WA1350	Tankersley Water Line Repl Area VII/VIII	2.34	10,445	-	-	-
WA1440	Well 3 Water Mains - Water Tank and Gilbert	2.06	4,763	2,043	2,720	-
WA1460	Higley Road Water Line Repl	2.06	2,094	-	2,094	-
WA1470	Islands Water Line and System Repl	2.34	40,118	-	-	-
WA1510	Pony Lane Water Line Repl	2.50	7,752	-	-	-
WA1520	Zone 4 - Improvements for Site 32	1.16	137	-	137	-
WA1541	NWTP Filter Rehab Phase I	2.83	2,950	1,263	1,687	-
WA1545	Tankersley Water Line Repl Area IX	2.12	8,725	-	8,725	-
WA1546	Zone 1 - Transmission Main Assmt and Rehab	1.84	4,940	-	4,940	-
WA1548	NWTP Acid Storage and Feed Repl	3.00	1,274	18	1,256	-
WA1549	NWTP Intake and Diversion Structure Rehab	3.00	384	-	384	-
WA1550	NWTP Filter Rehab Phase II	3.00	3,856	-	3,856	-
WA1551	NWTP Filter West Influent Channel Rehab	3.00	1,422	-	1,422	-
WA1553	NWTP Final Sed Effluent Channel Pipes Rehab	3.00	4,075	-	4,075	-
WA1558	NWTP Filter Gallery Basins 1-6 Rehab	2.67	637	-	-	637
WA1563	NWTP Back Wash Return Basin Rehab	3.00	464	-	-	-

[illegible]



TEN-YEAR FINANCIAL PLAN

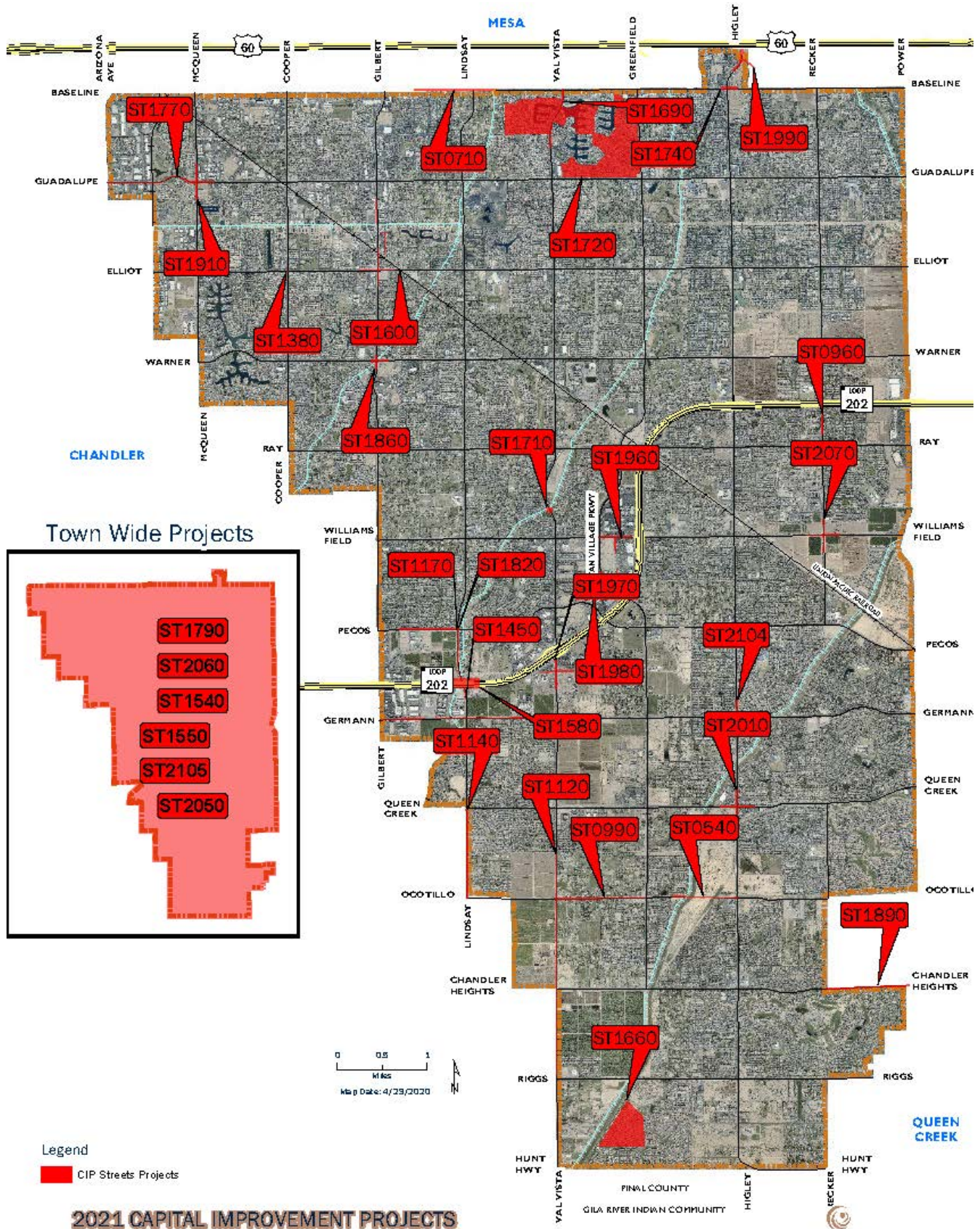
Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2021	FY 2022
WA1576	NWTP Flocc and Final Sed Train G Rehab	3.00	822	-	-	-
WA1577	NWTP Building F Basement Rehabilitation	3.00	151	-	-	-
WA1587	Chlorine Line Repairs	3.00	236	-	236	-
Total Water Replacement Funds			\$ 162,720	\$ 5,251	\$ 65,077	\$ 5,951
<u>Water Resources System Development Fee Projects</u>						
MF2520	System Development Fee Study	1.17	\$ 20	\$ -	\$ -	\$ -
WA0940	Water Rights - Phase II	1.78	34,431	13,431	5,200	15,800
WA1060	NIA Priority CAP Water Acquisition	3.00	2,910	-	-	2,910
WA1200	Water Rights - Resiliency and Capacity	1.62	20,732	-	8,372	4,120
Total Water Resources System Development Fee Funds			\$ 58,093	\$ 13,431	\$ 13,572	\$ 22,830
<u>Water System Development Fee Projects</u>						
MF2520	System Development Fee Study	1.17	\$ 20	\$ -	\$ -	\$ -
WA0270	Well, 2 MG Reservoir and Pump Station	1.39	19,574	1,085	34	-
WA0620	Reservoir, Pump Station and Well Conversion	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	3,083	3,488	-
WA0800	Bridges Well	2.83	4,476	4	4,472	-
WA0810	Direct System Well	2.45	5,934	2	5,932	-
WA0880	Trend Homes Direct System Well Conversion	1.00	7,941	655	-	-
WA1120	Power Road Water Line - Elliot to Warner	1.67	3,086	-	-	-
WA1230	New and Repl Resvr - Power and Queen Creek	2.83	8,586	5	8,581	-
WA1547	Zone 1 - System Connectivity Improvement	1.84	448	-	-	448
Total Water System Development Fee Funds			\$ 58,971	\$ 7,169	\$ 22,507	\$ 448
<u>WRMPC (2007 Bonds) Projects</u>						
WA0880	Trend Homes Direct System Well Conversion	1.00	\$ 13	\$ 13	\$ -	\$ -
Total WRMPC (2007 Bonds) Funds			\$ 13	\$ 13	\$ -	\$ -
<u>WRMPC (2016 Bonds) Projects</u>						
WA0620	Reservoir, Pump Station and Well Conversion	3.00	\$ 20,615	\$ 4,884	\$ 15,731	\$ -
Total WRMPC (SDF Bond) Funds			\$ 20,615	\$ 4,884	\$ 15,731	\$ -
<u>WRMPC (2018 Bonds) Projects</u>						
WW0750	Greenfield WRP - Phase III	3.00	\$ 45,253	\$ 42,613	\$ 2,640	\$ -
Total WRMPC (2018 Bonds) Funds			\$ 45,253	\$ 42,613	\$ 2,640	\$ -
Grand Total - All Capital Funds			\$ 2,683,840	\$ 274,461	\$ 455,712	\$ 577,874



TEN-YEAR FINANCIAL PLAN

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Beyond 10 Yrs
-	-	-	-	-	-	-	822	-
-	-	-	-	-	-	-	151	-
-	-	-	-	-	-	-	-	-
\$ 25,797	\$ 1,775	\$ 11,377	\$ 9,061	\$ 12,623	\$ 8,023	\$ 8,325	\$ 9,460	\$ -
\$ 10	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
4,120	4,120	-	-	-	-	-	-	-
\$ 4,130	\$ 4,120	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ -
\$ 10	\$ -	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ -
-	-	-	18,455	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	630	6,656	-	-
-	-	-	3,086	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
\$ 10	\$ -	\$ -	\$ 21,541	\$ 10	\$ 630	\$ 6,656	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\$ 170,541	\$ 198,636	\$ 118,478	\$ 123,397	\$ 70,932	\$ 267,927	\$ 75,185	\$ 20,692	\$ 330,005

STREETS PROJECT LOCATOR





STREETS PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Ocotillo Road - Greenfield to Higley	ST0540	66,519	332	12,413	53,774	-	-	-	-	-
Baseline Road - Burk to Consolidated Canal	ST0710	1,340	87	1,253	-	-	-	-	-	-
Baseline Road - Greenfield to Power	ST0780	8,801	112	-	-	-	-	8,689	-	-
Recker Road - Ocotillo to Chandler Heights	ST0800	11,611	-	-	-	-	-	-	11,611	-
Hunt Highway - Val Vista to 164th	ST0840	86,241	40	-	-	-	-	-	-	86,201
Recker Road - Ray to SR 202	ST0960	3,940	455	3,485	-	-	-	-	-	-
Higley Road - Riggs to Stacey	ST0980	20,403	1,973	-	-	-	-	-	18,430	-
Ocotillo Road - 148th to Greenfield	ST0990	20,317	-	5,568	14,749	-	-	-	-	-
Elliot Road - Neely to Burk	ST1050	4,060	-	-	-	-	-	-	-	4,060
Val Vista Drive - Appleby to Riggs	ST1120	34,277	7,513	26,764	-	-	-	-	-	-
Lindsay Road - Queen Creek to Ocotillo	ST1140	3,881	171	1,097	2,613	-	-	-	-	-
Hunt Highway - Higley to Recker	ST1150	9,438	-	-	-	-	-	-	9,438	-
Recker Road - Riggs to Hunt Highway	ST1160	11,395	104	-	-	-	-	-	11,291	-
Lindsay Road - Pecos to SR 202	ST1170	12,171	6,609	5,562	-	-	-	-	-	-
Warner Road - Power to East of Recker	ST1180	14,752	-	-	-	14,752	-	-	-	-
Power Road - Guadalupe to Santan Freeway	ST1200	15,140	-	-	-	15,140	-	-	-	-
Val Vista Drive - Riggs to Hunt Highway	ST1270	7,779	-	-	-	-	-	-	7,779	-
Warner and Greenfield Intersection	ST1300	12,367	-	-	-	-	-	-	-	12,367
Ray and Gilbert Intersection	ST1310	8,536	-	-	-	-	-	-	8,536	-
Elliot and Gilbert Intersection	ST1320	8,626	66	-	-	-	-	8,560	-	-
Guadalupe and Val Vista Intersection	ST1330	8,880	-	-	-	-	-	-	8,880	-
Guadalupe and Power Intersection	ST1340	8,790	-	-	8,790	-	-	-	-	-
Elliot and Cooper Intersection	ST1380	10,370	670	9,700	-	-	-	-	-	-
Elliot and Higley Intersection	ST1390	7,552	-	-	-	-	-	-	7,552	-
Germann Road - Gilbert to Val Vista	ST1450	27,429	4,385	23,044	-	-	-	-	-	-
Turn Lane Safety and Congestion Improvements	ST1540	9,329	723	1,170	1,104	1,583	1,583	1,583	1,583	-
Accessibility Upgrades in Public ROW	ST1550	2,209	1,278	586	345	-	-	-	-	-
Constellation Way - South of Coldwater	ST1570	3,356	55	-	-	-	-	-	3,301	-
Lindsay Road/SR 202 Traffic Interchange	ST1580	18,151	7,658	10,493	-	-	-	-	-	-
Higley and Pecos Intersection	ST1590	928	-	-	928	-	-	-	-	-
Infrastructure Imp at Railroad Crossings	ST1600	2,545	57	2,488	-	-	-	-	-	-
Mesquite Street - Lindsay to Val Vista	ST1620	6,107	-	-	-	6,107	-	-	-	-
Adora Trails Improvements	ST1660	874	830	44	-	-	-	-	-	-
Val Vista Drive Reconstruction	ST1690	7,405	491	6,914	-	-	-	-	-	-
Val Vista Drive - Eastern Canal Bridge Repair	ST1710	1,055	150	905	-	-	-	-	-	-
Val Vista Lakes Improvements	ST1720	48,195	480	64	12,147	8,860	10,276	16,368	-	-
Higley and Baseline Intersection	ST1740	5,028	4,714	314	-	-	-	-	-	-
Guadalupe Road Improvements	ST1770	9,920	-	1,750	8,170	-	-	-	-	-
PM10 Paving	ST1790	3,283	131	52	1,512	-	-	-	1,588	-
Cooper Road - Encinas to Baseline	ST1800	7,743	-	-	7,743	-	-	-	-	-
Pecos Road - Allen to Lindsay	ST1820	2,962	-	342	2,620	-	-	-	-	-
Higley Road - North of Elliot	ST1830	1,523	-	-	1,523	-	-	-	-	-
Cooley Station Transit Center	ST1840	10,306	-	-	-	-	10,306	-	-	-
Greenfield Road Right Turn Lane at Knox	ST1850	613	-	-	613	-	-	-	-	-
Gilbert and Warner Intersection	ST1860	11,493	178	53	11,262	-	-	-	-	-
McQueen and Elliot Intersection	ST1870	11,434	-	-	11,434	-	-	-	-	-
Lindsay and Guadalupe Intersection	ST1880	12,608	-	-	-	-	12,608	-	-	-
Chandler Heights Improvements	ST1890	3,000	-	3,000	-	-	-	-	-	-
McQueen and Guadalupe Intersection	ST1910	12,369	-	2,987	9,382	-	-	-	-	-
Val Vista and Ray Intersection	ST1920	9,707	-	-	-	-	-	-	9,707	-
Power and Queen Creek Intersection	ST1940	8,537	-	-	-	-	-	-	8,537	-
Market and Williams Field Intersection	ST1960	813	48	39	-	726	-	-	-	-
Val Vista and Mercy Intersection	ST1970	1,172	48	39	1,085	-	-	-	-	-
Market and San Tan Village Intersection	ST1980	1,342	55	35	-	1,252	-	-	-	-



STREETS PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Higley and Iverness Intersection	ST1990	988	53	34	-	901	-	-	-	-
Power and Pecos Intersection	ST2000	13,836	-	-	13,836	-	-	-	-	-
Higley and Queen Creek Intersection	ST2010	3,344	64	23	-	3,257	-	-	-	-
Various Roadway Improvements	ST2050	34,475	-	75	6,880	6,880	6,880	6,880	6,880	-
Transportation Master Plan	ST2060	445	4	441	-	-	-	-	-	-
Integrated Transit Center Dev Plan	ST2070	310	4	306	-	-	-	-	-	-
Bus Stop Improvements	ST2080	1,737	-	-	1,737	-	-	-	-	-
Watford Court Improvements	ST2100	3,303	-	-	-	-	-	-	3,303	-
Bus Stop Shelter Replacements	ST2101	2,171	-	-	2,171	-	-	-	-	-
Safe Route Enhancements	ST2102	28,597	-	-	28,597	-	-	-	-	-
Germann and Power Intersection	ST2103	1,020	-	-	1,020	-	-	-	-	-
Higley and Germann Median Improvements	ST2104	56	-	56	-	-	-	-	-	-
School Safety and Congestion Improvements	ST2105	6,075	-	150	5,925	-	-	-	-	-
Total Capital Expenses		\$ 734,979	\$ 39,538	\$ 121,246	\$ 209,960	\$ 59,458	\$ 41,653	\$ 42,080	\$ 118,416	\$ 102,628

Capital Sources (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	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		50,948	20,477	28,256	2,215	-	-	-	-	-
2022 Potential Street Bond		350,638	-	-	183,548	53,328	36,278	32,037	45,447	-
2026 Potential Street Bond		42,295	-	-	-	-	-	-	42,295	-
Maricopa County		1,410	-	-	1,410	-	-	-	-	-
MAG RTP Arterial Fund		53,251	817	39,020	8,013	3,242	2,159	-	-	-
MAG Revolving Fund		8,664	6,008	8,007	50	(3,242)	(2,159)	-	-	-
Developer Contribution		10,338	2,228	-	590	3,000	-	-	4,520	-
CIP Outside Sources		9,844	698	4,000	-	-	5,146	-	-	-
CIP O/S Revolving Fund		2,089	(816)	11,540	10	(2,945)	(5,146)	215	(769)	-
City of Mesa		3,250	-	-	-	-	-	3,250	-	-
Water Repl Fund		16,075	-	-	2,746	1,992	1,775	3,625	5,937	-
Wastewater Repl Fund		2,350	97	53	2,200	-	-	-	-	-
General Fund		1,211	1,195	16	-	-	-	-	-	-
Water Fund		5,303	-	2,563	-	2,500	-	-	240	-
Wastewater Fund		1,280	-	1,280	-	-	-	-	-	-
Env. Services-Residential		2	2	-	-	-	-	-	-	-
Roadway and Maint. Fund		27,104	2,974	9,408	2,062	1,583	1,583	1,583	3,851	4,060
Future Growth Funding		4,766	-	-	-	-	-	-	2,787	1,979
Roads SDF		41,714	-	17,103	7,116	-	2,017	1,370	14,108	-
Investment Income		36	36	-	-	-	-	-	-	-
Unidentified		96,589	-	-	-	-	-	-	-	96,589
Total Sources		\$ 734,979	\$ 39,538	\$ 121,246	\$ 209,960	\$ 59,458	\$ 41,653	\$ 42,080	\$ 118,416	\$ 102,628

Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact		-	185	229	289	289	-	-	-	-
Total Revenue		-	-	-	-	-	-	-	-	-
Net Additional Cost		\$ -	\$ 185	\$ 229	\$ 289	\$ 289	\$ -	\$ -	\$ -	\$ -

STREETS PROJECT DETAIL

ST0540 – Ocotillo Road – Greenfield to Higley 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).	Project Priority: 2.83
ST0710 – Baseline Road – Burk to Consolidated Canal Widen Baseline Road from Burk Street 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.	Project Priority: 3.00
ST0780 – Baseline Road – Greenfield to Power Widen unimproved sections of Baseline Road from Greenfield Road to Power Road to major arterial standards; six lanes with raised landscaped median, bike lanes, sidewalks and street lights.	Project Priority: 1.45
ST0800 – Recker Road – Ocotillo to Chandler Heights Complete Recker Road from Ocotillo Road to Chandler Heights Road to minor collector street standards. Improvements include a two lane section with striped two-way left turn lane, bike lanes, sidewalk and street lights.	Project Priority: 1.00
ST0840 – Hunt Highway – Val Vista to 164th Design and construction of a new roadway on the Hunt Highway alignment to major arterial standards. Project requires construction of new bridges over the Roosevelt Water Conservation District canal and East Maricopa Floodway. The project includes a 16" water line from Val Vista Drive to 164 th Street. Initial project phase will construct two lanes and a striped median on the north half of the alignment.	Project Priority: 0.78
ST0960 – Recker Road – Ray to SR 202 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.	Project Priority: 3.00
ST0980 – Higley Road – Riggs to Stacey Complete Higley Road improvements from ¼ mile south of Riggs Road to south of Stacey Road. Project to include approximately 1,100 linear feet of 8" sewer line at the southern end.	Project Priority: 1.00
ST0990 – Ocotillo Road – 148th to Greenfield Complete Ocotillo Road improvements from 148 th Street to Greenfield Road to minor arterial standards with four traffic lanes and a striped center left turn lane, bike lanes, sidewalk and streetlights.	Project Priority: 2.83

STREETS PROJECT DETAIL

ST1050 – Elliot Road – Neely to Burk Conversion of above ground Arizona Public Services, Cox and Qwest utilities to underground facilities on the south side of Elliot Road. Project also includes replacement of curb and gutter, landscaping, sidewalks and street lights, with a potential for designated bike lanes.	Project Priority: 1.33
ST1120 – Val Vista Drive – Appleby to Riggs 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.	Project Priority: 3.00
ST1140 – Lindsay Road – Queen Creek to Ocotillo Complete Lindsay Road to full width improvements for a minor arterial from Layton Lakes Boulevard 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.	Project Priority: 3.00
ST1150 – Hunt Highway – Higley to Recker Complete Hunt Highway to full improvements from Higley Road to Recker Road. Also includes a 16" water line from Higley to Recker.	Project Priority: 0.78
ST1160 – Recker Road – Riggs to Hunt Highway Complete Recker Road to full improvements for a major collector street from Riggs Road to Hunt Highway. Improvements include a two lane section with striped two-way center left turn lane, bike lanes, sidewalk and street lighting. The project includes a 16" water line from Hunt Highway for ½ mile north to tie into existing line.	Project Priority: 0.78
ST1170 – Lindsay Road – Pecos to SR 202 Complete Lindsay Road improvements from Pecos Road (intersection included) to South 144 th 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 th Street are included in the scope of this project.	Project Priority: 3.00
ST1180 – Warner Road – Power to East of Recker Design and construction of Warner Road from Power Road to the east side of Recker Road. Improvements will be to major arterial standards; six lanes, raised, landscaped median, bike lanes, sidewalk and street lights.	Project Priority: 1.83
ST1200 – Power Road – Guadalupe to Santan Freeway Design and construction of Power Road to full major arterial standards in accordance with the Maricopa Association of Governments (MAG) Regional Transportation Plan approved by voters as Proposition 400 in 2004. Improvements will include six lanes, raised median, bike lanes, landscaping, sidewalks and street lighting. The work will be coordinated with other intersecting arterial projects.	Project Priority: 1.83

STREETS PROJECT DETAIL

ST1270 – Val Vista Drive – Riggs to Hunt Highway Complete Val Vista Drive from Riggs Road to Hunt Highway to full minor arterial roadway standards. Improvements include a four lane section with striped two-way left turn median lane, bike lanes, sidewalk and street lights. Also includes a 16" water line.	Project Priority: 0.78
ST1300 – Warner and Greenfield Intersection Improvements being made to reduce congestion include widening to accommodate additional lanes as justified by traffic studies and related drainage improvements.	Project Priority: 1.00
ST1310 – Ray and Gilbert Intersection Intersection improvements at Ray and Gilbert Roads are being made to reduce congestion include widening as justified by traffic studies and related drainage improvements.	Project Priority: 0.45
ST1320 – Elliot and Gilbert Intersection Improvements being made to reduce congestion include widening to provide additional through, left and/or right turn lanes and bike lanes as justified by traffic studies conducted as part of the design. Project also includes traffic signal and related drainage improvements.	Project Priority: 0.78
ST1330 – Guadalupe and Val Vista Intersection Intersection improvements at Guadalupe and Val Vista 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 as justified by traffic studies and related drainage improvements.	Project Priority: 0.45
ST1340 – Guadalupe and Power Intersection Intersection improvements at Guadalupe Road and Power Road are being made to reduce congestion include widening to accommodate lanes as justified by traffic studies and related drainage improvements.	Project Priority: 1.62
ST1380 – Elliot and Cooper Intersection 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.	Project Priority: 3.00
ST1390 – Elliot and Higley Intersection Intersection improvements at Elliot and Higley Roads being made to reduce congestion include widening to accommodate additional lanes as justified by traffic studies. Project also includes a traffic signal and related drainage improvements.	Project Priority: 1.00

STREETS PROJECT DETAIL

ST1450 – Germann Road – Gilbert to Val Vista 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. This project will complete gaps in Germann Road left between areas previously completed by development.	Project Priority: 3.00
ST1540 – Turn Lane Safety and Congestion Improvements Modify 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 intersection to reduce disruption to through traffic.	Project Priority: 2.84
ST1550 – Accessibility Upgrades in Public ROW 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 Public Right of Way Accessibility Guidelines (PROWAG). PROWAG is a guideline by the US Department of Transportation related to ADA Pedestrian Facilities in the Public Right of Way.	Project Priority: 3.00
ST1570 – Constellation Way – South of Coldwater Design and construction of Constellation Way from Coldwater Boulevard south approximately 2,400 feet. Improvements are to residential collector standards including two lanes, bike lanes, sidewalks and street lights.	Project Priority: 0.78
ST1580 – Lindsay Road/SR 202 Traffic Interchange Construction of a new full access traffic interchange (TI) at Lindsay Road and SR 202 (Santan Freeway) to provide access to SR 202 and 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.	Project Priority: 3.00
ST1590 – Higley and Pecos Intersection Reconstruct curb and median on the north leg of the Higley Road and Pecos Road intersection to allow for proper lane alignment and three southbound lanes with bike lane through the intersection and future dual southbound left-turn lanes.	Project Priority: 2.83
ST1600 – Infrastructure Imp at Railroad Crossings 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 will include curb replacement, signage, railroad signal upgrades, median improvements and driveway adjustments	Project Priority: 3.00

STREETS PROJECT DETAIL

ST1620 – Mesquite Street – Lindsay to Val Vista Design and construct full roadway improvements on Mesquite Street from Lindsay Road to Val Vista Road, including sidewalk, ramps, curbing, and street lights. Also includes an 8" water line and minor landscaping improvements.	Project Priority: 1.62 
ST1660 – Adora Trails Improvements Improvements will be to install new driveways and handicap ramps as required in areas of Adora Trails.	Project Priority: 3.00
ST1690 – Val Vista Drive Reconstruction 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.	Project Priority: 3.00 
ST1710 – Val Vista Drive – Eastern Canal Bridge Repair The project will reconstruct the bridge deck on Val Vista Road and the Eastern Canal.	Project Priority: 2.50 
ST1720 – Val Vista Lakes Improvements 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 Public Right of Way Accessibility Guidelines.	Project Priority: 2.55 
ST1740 – Higley and Baseline Intersection Per the terms of the Development Agreement, Gilbert will improve and construct the Baseline Road and Higley Road 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.	Project Priority: 3.00
ST1770 – Guadalupe Road Improvements This project will be a complete reconstruction of Guadalupe Road from Arizona Avenue to McQueen Road, Obispo Avenue, Colorado Street and Fiesta Boulevard. Project also consists of upgrading concrete ramps and driveways for ADA compliance, as well as updating street lights to new street light standards.	Project Priority: 2.84 

STREETS PROJECT DETAIL

ST1790 – PM10 Paving 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 10-year plan.	Project Priority: 1.16
ST1800 – Cooper Road – Encinas to Baseline Major reconstruction of deteriorated asphalt pavement on Cooper Road from Encinas Street to Baseline Road. Additional improvements will include minor traffic signal work at Houston Road and the installation of a 12" PVC water line.	Project Priority: 2.00
ST1820 – Pecos Road – Allen to Lindsay Complete Pecos Road improvements from Allen Road to west of Lindsay Road to minor arterial standards, including additional lanes, sidewalk and street lights.	Project Priority: 2.55
ST1830 – Higley Road – North of Elliot Design and construction of deficient asphalt pavement from Elliot Road north to the trail crossing. Improvements will be to remove asphalt and base and upgrade handicap ramps to ADA standards.	Project Priority: 1.62 
ST1840 – Cooley Station Transit Center Design and construction of a transit center located south of Williams Field Road and west of Recker Road within the Cooley Station Development area. The purpose of the transit center is to create a strategically located, multimodal facility that meets regional needs and provides improved commuting opportunities.	Project Priority: 1.45
ST1850 – Greenfield Road Right Turn Lane at Knox Crossroads Park currently has four acres of undeveloped land on the southwest corner of Knox Road and Greenfield Road. The traffic impact analysis for the approved development identified a southbound right turn lane off of Greenfield Road will become necessary based on current uses and traffic generated at Crossroads Park.	Project Priority: 2.00
ST1860 – Gilbert and Warner Intersection Design and construct north and south dual left-turn lanes on Gilbert Road. Includes construction of a right turn lane on Gilbert Road north bound at Warner Road.	Project Priority: 3.00

STREETS PROJECT DETAIL

ST1870 – McQueen and Elliot Intersection Intersection improvements at McQueen Road and Elliot Road. Improvements will reduce congestion and address safety concerns by adding northbound/southbound right turn lanes and northbound/southbound dual left turn lanes, update traffic signal and add ADA enhancements. The SRP well and several 69kV lines impacts will also be resolved.	Project Priority: 1.45
ST1880 – Lindsay and Guadalupe Intersection Intersection Improvements at Lindsay Road and Guadalupe Road. Improvements will reduce congestion and address safety concerns by adding right turn lanes all directions, upgrading street light poles and mast arms. The ACP water line will be replaced on all four legs, and SRP 69kV impacts will be resolved.	Project Priority: 1.45
ST1890 – Chandler Heights Improvements Roadway improvements on Chandler Heights Road from west of Power Road to Recker Road. Improvements will be half street improvements on the north side of Chandler Heights Road per Gilbert standards. A new traffic signal will be added at 180 th Street.	Project Priority: 3.00
ST1910 – McQueen and Guadalupe Intersection Intersection improvements at McQueen Road and Guadalupe Road. Improvements will reduce congestion and address safety concerns by adding northbound/southbound dual left turn lanes, a third eastbound/westbound thru lane, eastbound right turn lane, and northbound right turn lane. Traffic signal will be upgraded, and ACP water lines and 69kV line impacts will be resolved.	Project Priority: 2.84
ST1920 – Val Vista and Ray Intersection Intersection improvements at Val Vista Drive and Ray Road. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data. The traffic signal will be upgraded and will comply with PROWAG recommendations. Water scope is to replace existing 12" ACP pipe with a new 12" PVC water line on Ray Road from Val Vista Drive east approximately 900 linear feet.	Project Priority: 1.00
ST1940 – Power and Queen Creek Intersection Intersection improvements at Power 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. The traffic signal will be upgraded and will comply with PROWAG recommendations.	Project Priority: 1.00
ST1960 – Market and Williams Field Intersection 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.	Project Priority: 2.00

STREETS PROJECT DETAIL

ST1970 – Val Vista and Mercy Intersection Intersection improvements at Val Vista Drive and Mercy Road. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data.	Project Priority: 2.67
ST1980 – Market and San Tan Village Intersection 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.	Project Priority: 2.00
ST1990 – Higley and Inverness Intersection Intersection improvements at Higley Road and Inverness Avenue. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data.	Project Priority: 2.00
ST2000 – Power and Pecos Intersection Intersection improvements at Power Road and Pecos Road. Improvements will reduce congestion and address safety. Project elements will include an assessment to determine need for an at grade separation with the Railroad. Improvements will include adding dual eastbound and westbound left-turn lanes, a third eastbound through lane, dual eastbound and westbound right turn lanes. These improvements will require the upgrade of the signal system.	Project Priority: 1.62
ST2010 – Higley and Queen Creek Intersection Intersection improvements at Higley Road 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.	Project Priority: 2.00
ST2050 – Various Roadway Improvements Roadway and infrastructure improvements at various locations in the Town of Gilbert for roads annexed prior to 2006.	Project Priority: 1.92
ST2060 – Transportation Master Plan 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.	Project Priority: 2.84

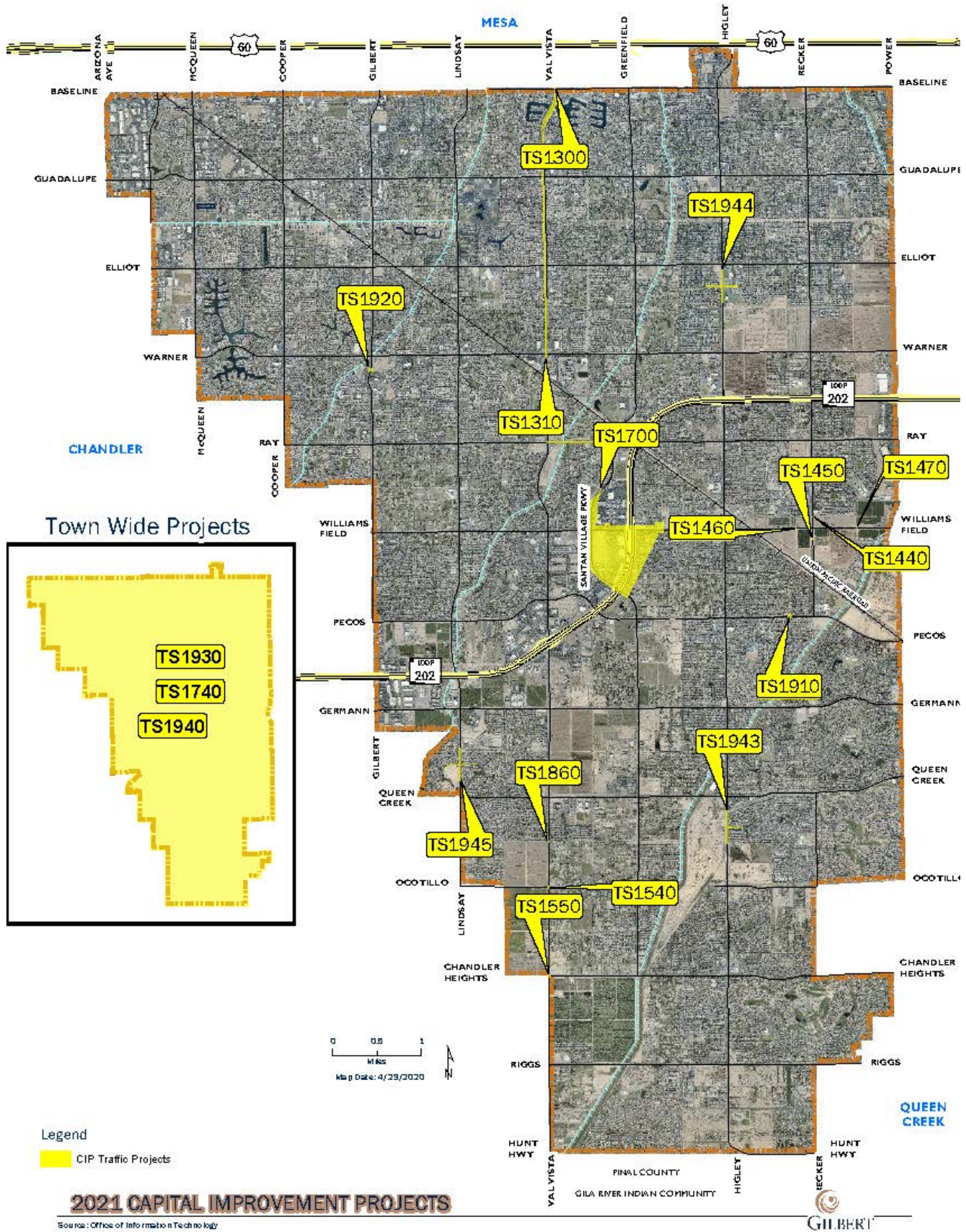
STREETS PROJECT DETAIL

ST2070 – Integrated Transit Center Dev Plan 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.	Project Priority: 2.84
ST2080 – Bus Stop Improvements Improvements to existing bus stops and construction of new bus stops at various locations throughout Gilbert.	Project Priority: 2.22
ST2100 – Watford Court Improvements Infrastructure improvements at Watford Court and Constellation Way. Improvements will include new asphalt, base course, ribbon curb, drainage and a water main.	Project Priority: 2.84
ST2101 – Bus Stop Shelter Replacements To remove and replace 28 old and obsolete bus shelters and pads to new standards.	Project Priority: 1.99
ST2102 – Safe Route Enhancements Design and construction of safe routes at various location for the use of alternative methods of transportation, including bikes, pedestrians and other micro-mobility devices.	Project Priority: 2.39
ST2103 – Germann and Power Intersection Reconstruct curbs and medians on the west side of Power Road at Germann Road to allow proper lane alignment through Power Road.	Project Priority: 2.61
ST2104 – Higley and Germann Median Improvements To improve the safety at the left turn lanes at Higley Road and Germann Road by creating positive offset on all four turn lanes by pushing the medians back.	Project Priority: 2.41

STREETS PROJECT DETAIL

ST2105 – School Safety and Congestion Improvements	Project Priority: 2.44
To design and construct improvements at various locations around schools to help with safety and congestion.	

TRAFFIC CONTROL PROJECT LOCATOR





TRAFFIC CONTROL PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Val Vista and Baseline Signal Improvements	TS1300	617	86	531	-	-	-	-	-	-
Advanced Traffic Mgmt System - Phase III	TS1310	1,668	107	1,561	-	-	-	-	-	-
Advanced Traffic Mgmt System - Phase V	TS1330	2,937	-	-	-	-	2,937	-	-	-
Advanced Traffic Mgmt System - Phase VI	TS1340	1,630	-	-	-	-	-	1,630	-	-
Recker and Cooley Loop North Signal	TS1440	555	31	524	-	-	-	-	-	-
Recker and Cooley Loop South Signal	TS1450	556	31	525	-	-	-	-	-	-
Williams Field and Cooley Loop West Signal	TS1460	557	31	526	-	-	-	-	-	-
Williams Field and Cooley Loop East Signal	TS1470	556	31	525	-	-	-	-	-	-
Riggs and Recker Signal	TS1500	523	-	-	-	-	-	523	-	-
Val Vista and Ocotillo Signal	TS1540	569	26	543	-	-	-	-	-	-
Val Vista and Chandler Heights Signal	TS1550	587	27	560	-	-	-	-	-	-
Recker and Warner Signal	TS1570	575	-	-	575	-	-	-	-	-
Recker and Ocotillo Signal	TS1580	520	-	-	-	520	-	-	-	-
Higley and Coldwater Signal	TS1620	382	-	-	382	-	-	-	-	-
Smart Signal Control System	TS1700	5,663	-	1,742	3,921	-	-	-	-	-
Advance Detection Safety Improvement	TS1740	2,365	726	829	810	-	-	-	-	-
Val Vista and Appleby Signal	TS1860	554	-	554	-	-	-	-	-	-
Pecos and Napa Signal	TS1910	556	218	338	-	-	-	-	-	-
American Heroes Way and Gilbert Signal	TS1920	475	16	459	-	-	-	-	-	-
Transportation Systems Mgmt Oper Plan	TS1930	243	2	241	-	-	-	-	-	-
Fiber Optic Strategic Build Out	TS1940	16,200	46	154	4,000	4,000	4,000	4,000	-	-
Strategic Transportation Safety Plan	TS1941	193	-	-	193	-	-	-	-	-
Advanced Mid-Block Detection	TS1942	44,430	-	-	7,405	7,405	7,405	7,405	14,810	-
Higley and Bridges Signal	TS1943	536	-	536	-	-	-	-	-	-
Higley and Morrison Ranch Signal	TS1944	521	-	521	-	-	-	-	-	-
Lindsay and Layton Lakes Signal	TS1945	531	-	531	-	-	-	-	-	-
Intersection Signal Program	ISP	14,480	-	-	1,448	1,448	1,448	1,448	7,240	1,448
Total Capital Expenses		\$ 98,979	\$ 1,378	\$ 11,200	\$ 18,734	\$ 13,373	\$ 15,790	\$ 15,006	\$ 22,050	\$ 1,448

Capital Sources (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
2017 GO Bonds		580	49	531	-	-	-	-	-	-
2022 Potential Street Bond		61,240	-	-	12,215	11,405	11,405	11,405	14,810	-
2026 Potential Street Bond		-	-	-	-	-	-	-	-	-
General Fund		200	46	154	-	-	-	-	-	-
Roadway and Maint. Fund		12,283	765	3,934	3,487	130	2,467	1,500	-	-
Signal SDF		24,676	518	6,581	3,032	1,838	1,918	2,101	7,240	1,448
Total Sources		\$ 98,979	\$ 1,378	\$ 11,200	\$ 18,734	\$ 13,373	\$ 15,790	\$ 15,006	\$ 22,050	\$ 1,448

Operation and Maintenance Impact (1,000s)										
Total Operation and Maintenance Impact				-	11	31	32	37	-	
Total Revenue				-	-	-	-	-	-	
Net Additional Cost				\$ -	\$ 11	\$ 31	\$ 32	\$ 37	\$ -	

TRAFFIC CONTROL PROJECT DETAIL

TS1300 – Val Vista and Baseline Signal Improvements 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.	Project Priority: 3.00
TS1310 – Advanced Traffic Mgmt System – Phase III Includes design and construction of the Val Vista Branch Line of Fiber on portions of Baseline Road to Warner Road and connect the Val Vista Drive and Ray Road intersection fiber from Ray Road and Santan Village Parkway; both consist of conduit, fiber optic cable, enclosures, related infrastructure and equipment.	Project Priority: 2.83
TS1330 – Advanced Traffic Mgmt System – Phase V Design and construction of the east fiber ring. Includes approximately four miles of conduit, five miles of fiber optic cable, enclosures and related infrastructure from Higley Road and Vest Avenue to Greenfield Road and Houston Avenue. Add 3.5 miles of conduit and 4.5 miles of fiber for branch lines along Ray, Warner and Elliot Roads.	Project Priority: 1.45
TS1340 – Advanced Traffic Mgmt System – Phase VI Design and construction to complete the southeast fiber ring. Includes approximately two miles of conduit, five miles of fiber optic cable, enclosures and related infrastructure. Conduit and fiber will be installed on Queen Creek Road, Recker Road, Ocotillo Road, and Higley Road.	Project Priority: 1.00
TS1440 – Recker and Cooley Loop North Signal Design and installation of a minor arterial traffic signal at the intersection of Recker Road and Cooley Loop North and connection to the signal system. Includes stamped asphalt crosswalks per Mesa Gateway Airport standards.	Project Priority: 2.39
TS1450 – Recker and Cooley Loop South Signal Design and installation of a minor arterial traffic signal at the intersection of Recker Road and Cooley Loop South and connection to the signal system. Includes stamped asphalt crosswalks per Mesa Gateway Airport standards.	Project Priority: 2.39
TS1460 – Williams Field and Cooley Loop West Signal Design and installation of a minor arterial traffic signal at the intersection of Williams Field Road and Cooley Loop West and connection to the signal system. Includes stamped asphalt crosswalks per Mesa Gateway Airport standards.	Project Priority: 2.39
TS1470 – Williams Field and Cooley Loop East Signal Design and installation of a minor arterial traffic signal at the intersection of Williams Field Road and Cooley Loop East and connection to the signal system. Includes stamped asphalt crosswalks per Mesa Gateway Airport standards.	Project Priority: 2.39

TRAFFIC CONTROL PROJECT DETAIL

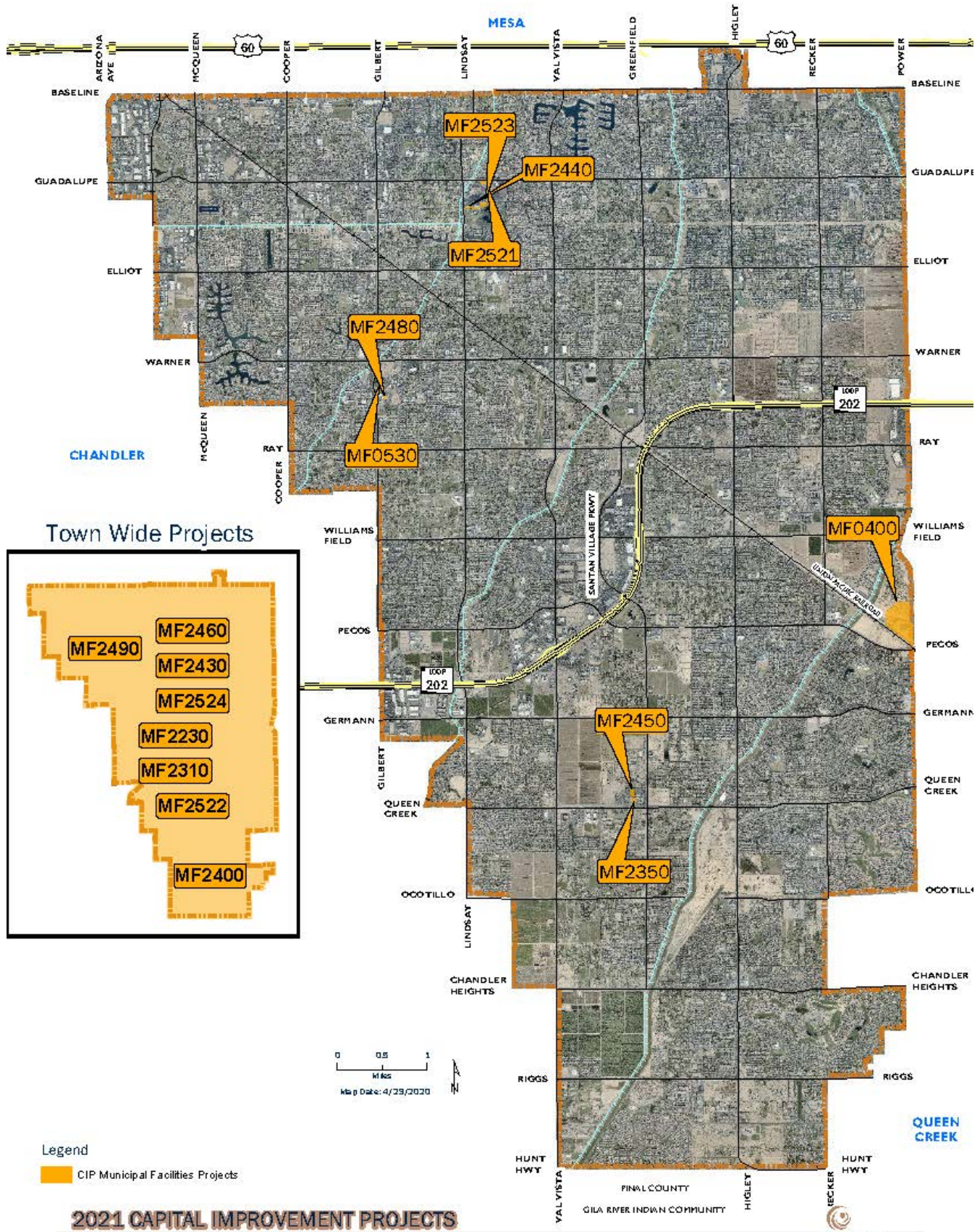
TS1500 – Riggs and Recker Signal Design and installation of a major arterial traffic signal at the intersection of Riggs Road and Recker Road/Clubhouse Drive and connection to the signal system.	Project Priority: 0.78
TS1540 – Val Vista and Ocotillo Signal Design and installation of a major arterial traffic signal at the intersection of Val Vista Drive and Ocotillo Road and connection to the signal system.	Project Priority: 3.00
TS1550 – Val Vista and Chandler Heights Signal 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 Priority: 3.00
TS1570 – Recker and Warner Signal Design and installation of a major arterial traffic signal at the intersection of Recker Road and Warner Road and connection to the signal system. Coordination for this project will occur on the northwest corner with Morrison Ranch development and on northeast corner with the Rockefeller development.	Project Priority: 1.83
TS1580 – Recker and Ocotillo Signal Design and installation of an arterial traffic signal at the intersection of Recker Road and Ocotillo Road and connection to the signal system.	Project Priority: 1.38
TS1620 – Higley and Coldwater Signal Construction of a minor arterial traffic signal at the intersection of Higley Road and Coldwater Boulevard and connection to the signal system.	Project Priority: 1.84
TS1700 – Smart Signal Control System Install an adaptive signal timing system and associated equipment at nine intersections in the San Tan Village Mall area: Williams Field Road at San Tan Village Parkway, Market Street, Loop 202, and Parkcrest Street; and San Tan Village Parkway at Coronado Street, Mall Entry, Market Street, Loop 202 and Discovery Park; and San Tan Village Parkway at Boston Street.	Project Priority: 2.83
TS1740 – Advance Detection Safety Improvement 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.	Project Priority: 3.00

TRAFFIC CONTROL PROJECT DETAIL

TS1860 – Val Vista and Appleby Signal 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 Rights-of-Way Accessibility Guidelines (PROWAG).	Project Priority: 3.00
TS1910 – Pecos and Napa Signal Design and installation of a traffic signal at the intersection of Napa Lane and Pecos Road and connection into the signal system.	Project Priority: 3.00
TS1920 – American Heroes Way and Gilbert Signal 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 Priority: 3.00
TS1930 – Transportation Systems Mgmt Oper Plan 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 and share and integrate ITS projects and information with other town departments and partner agencies.	Project Priority: 2.84
TS1940 – Fiber Optic Strategic Build Out Design and construction of the fiber optic network throughout the arterial roadways of the Town to complete the infrastructure for build out. The project consists of conduit, fiber optic cable, enclosures, and related infrastructure and equipment.	Project Priority: 1.61
TS1941 – Strategic Transportation Safety Plan Develop Strategic Transportation Safety Plan which can identify new CIP projects and also feed projects to Turn Lane Safety and Congestion Improvements (ST1540).	Project Priority: 3.00
TS1942 – Advanced Mid-Block Detection To design and construct advanced mid-block detection at intersections. Project scope consists of hard wiring advanced detection on 190 signalized intersections consisting of ¼ mile of conduit and fiber, radar advanced detection unit, and applicable pull boxes for each leg of the intersection that the equipment is installed on.	Project Priority: 1.77
TS1943 – Higley and Bridges Signal To design and install a traffic signal at Higley Road and Bridges Boulevard and connection into the signal system.	Project Priority: 3.00

TRAFFIC CONTROL PROJECT DETAIL

TS1944 – Higley and Morrison Ranch Signal	Project Priority: 3.00
To design and install a traffic signal at Higley Road and Morrison Ranch Parkway and connect into the signal system.	
TS1945 – Lindsay and Layton Lakes Signal	Project Priority: 3.00
To design and install a traffic signal at Lindsay Road and Layton Lakes Boulevard and connect into the signal system.	
ISP – Intersection Signal Program	Project Priority: 1.00
Design and construction of minor intersection traffic signals at various locations in the community annually based upon traffic engineering needs analysis.	





MUNICIPAL FACILITIES PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Transfer Station	MF0320	7,060	-	-	-	-	-	-	-	7,060
Public Safety Training Facility	MF0400	100,848	53,236	47,612	-	-	-	-	-	-
Municipal Center I Renovation - Phase II	MF0530	15,381	1,413	13,968	-	-	-	-	-	-
Adaptive Response Unit (ARU 2)	MF2160	1,000	-	-	-	-	-	-	1,000	-
Topaz Radio	MF2230	9,645	6,710	789	446	460	313	105	822	-
Adaptive Response Unit 1 (ARU 1)	MF2290	1,000	-	-	-	1,000	-	-	-	-
Utility Billing System Replacement	MF2310	4,580	-	4,580	-	-	-	-	-	-
Fleet Maintenance Facility	MF2350	492	10	482	-	-	-	-	-	-
Public Safety Roof	MF2360	388	-	-	-	-	388	-	-	-
Police Information System Replacement	MF2400	3,410	-	3,410	-	-	-	-	-	-
North Area Service Center Paving	MF2410	1,560	-	-	-	-	-	1,560	-	-
South Area Service Center Paving	MF2420	834	-	-	-	-	-	834	-	-
CIP Project Management Software	MF2430	500	360	140	-	-	-	-	-	-
NASC Fuel Storage Tank Replacement	MF2440	971	-	971	-	-	-	-	-	-
CNG Fueling Station - Phase II	MF2450	1,818	7	1,811	-	-	-	-	-	-
Comprehensive Needs Assessment Study	MF2460	418	173	245	-	-	-	-	-	-
Public Safety Center Expansion	MF2470	10,857	-	-	-	-	-	10,857	-	-
Police Dispatch Center Expansion	MF2480	8,783	-	700	-	8,083	-	-	-	-
Advocacy Center	MF2490	16,288	-	130	-	16,158	-	-	-	-
Fire Station 4 Rebuild	MF2510	10,092	-	-	-	-	-	10,092	-	-
System Development Fee Study	MF2520	244	-	-	-	122	-	-	122	-
Fire Station 3 Repairs	MF2521	392	2	390	-	-	-	-	-	-
Shade and Streetscape Master Plan	MF2522	300	1	299	-	-	-	-	-	-
Wall Replacement - North Area Service Center	MF2523	763	7	756	-	-	-	-	-	-
Crime Lab Needs Analysis	MF2524	135	-	135	-	-	-	-	-	-
Total Capital Expenses		\$ 197,759	\$ 61,919	\$ 76,418	\$ 446	\$ 25,823	\$ 701	\$ 23,448	\$ 1,944	\$ 7,060

Capital Sources (1,000s)	Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
PFMPC - 2009 Bonds	14,496	14,496	-	-	-	-	-	-	-
2022 Potential P.S Bonds	24,241	-	-	-	24,241	-	-	-	-
2020 Public Safety Bonds	65,000	30,706	34,294	-	-	-	-	-	-
General Repl Fund	24,210	-	13,730	-	-	388	10,092	-	-
Water Repl Fund	252	2	250	-	-	-	-	-	-
Wastewater Repl Fund	57	1	56	-	-	-	-	-	-
Env. Compliance Repl Fund	-	-	-	-	-	-	-	-	-
Fleet Repl Fund	971	-	971	-	-	-	-	-	-
General Fund	30,854	16,193	9,317	143	147	100	4,693	261	-
Water Fund	2,287	28	1,485	-	-	-	774	-	-
Wastewater Fund	1,521	-	1,231	-	-	-	290	-	-
Env. Services-Residential	11,384	49	4,164	-	-	-	111	-	7,060
Env. Services-Commercial	259	4	197	-	-	-	58	-	-
Roadway and Maint. Fund	350	1	104	-	-	-	245	-	-
CIP Fund	500	360	140	-	-	-	-	-	-
Fleet Fund	10	4	6	-	-	-	-	-	-
Env. Compliance Fund	20	-	6	-	-	-	14	-	-
General Govt SDF	10	-	-	-	5	-	-	5	-
Police SDF	8,620	40	354	230	247	162	7,154	433	-
Fire SDF	2,501	13	113	73	1,086	51	17	1,148	-
Park SDF	74	-	-	-	37	-	-	37	-
Signal SDF	20	-	-	-	10	-	-	10	-



MUNICIPAL FACILITIES PROJECT SUMMARY

Capital Sources (1,000s)	Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Water SDF	20	-	-	-	10	-	-	10	-
Water Resources SDF	20	-	-	-	10	-	-	10	-
Greenfield Wastewater SDF	20	-	-	-	10	-	-	10	-
Neely Wastewater SDF	20	-	-	-	10	-	-	10	-
Roads SDF	20	-	-	-	10	-	-	10	-
Investment Income	22	22	-	-	-	-	-	-	-
Miscellaneous	10,000	-	10,000	-	-	-	-	-	-
Total Sources	\$ 197,759	\$ 61,919	\$ 76,418	\$ 446	\$ 25,823	\$ 701	\$ 23,448	\$ 1,944	\$ 7,060

Operation and Maintenance Impact (1,000s)									
Total Operation and Maintenance Impact		-	442	2,088	2,204	2,204		-	
Total Revenue		-	-	-	-	-		-	
Net Additional Cost		\$ -	\$ 442	\$ 2,088	\$ 2,204	\$ 2,204		\$ -	

MUNICIPAL FACILITIES PROJECT DETAIL

MF0320 – Transfer Station Design and construction of a 10,500 square foot solid waste transfer station on six acres of land north of the Greenfield Water Reclamation Plant. The anticipated design would provide for up to 500 tons of solid waste per day. This station would also allow for disposal of green waste and other organic material. This would include mulching and other recycling equipment to increase the Town's diversion from landfills.	Project Priority: 0.95
MF0400 – Public Safety Training Facility 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.	Project Priority: 3.00
MF0530 – Municipal Center I Renovation – Phase II The Municipal Center was completed in 1992 with parking lot improvements 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.	Project Priority: 3.00
MF2160 – Adaptive Response Unit (ARU 2) The Municipal Center was completed in 1992 with parking lot improvements 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.	Project Priority: 1.62
MF2230 – Topaz Radio 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.	Project Priority: 1.67
MF2290 – Adaptive Response Unit 1 (ARU 1) The addition of an engine company and personnel to supplement the north area of Gilbert to meet service needs for the northern response areas.	Project Priority: 1.62
MF2310 – Utility Billing System Replacement 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 nonfunctional interactive voice response (IVR) solution, and no mobile app options. The project implements a customer relationship management system for all Environmental Services (ES) vehicles to improve communication with ES vehicles and improve customer service.	Project Priority: 2.22 

MUNICIPAL FACILITIES PROJECT DETAIL

MF2350 – Fleet Maintenance Facility 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.	Project Priority: 3.00
MF2360 – Public Safety Roof Install a foam roof over the Public Safety Facility, approximately 175,000 square feet, which was constructed in 2003.	Project Priority: 1.45
MF2400 – Police Information System Replacement 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.	Project Priority: 3.00
MF2410 – North Area Service Center Paving This project paves approximately 4.5 acres of public works area used for storage of equipment and material used in the day to day operations of Town public works activities at the North Area Service Center yard.	Project Priority: 0.78
MF2420 – South Area Service Center Paving This project paves approximately 2.5 acres of public works area used for storage of equipment and material used in the day to day operations of Town public works activities at the Public Works South Area Service Center yard. The intent of this project is to improve storm water runoff quality.	Project Priority: 0.78
MF2430 – CIP Project Management Software Project Management Software to support the development and monitoring of the annual Capital Improvement Plan. The system will track Capital Improvement Projects from initiation through construction and warranty. This phase to include integration with several of the Town's legacy software systems.	Project Priority: 3.00
MF2440 – NASC Fuel Storage Tank Replacement 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.	Project Priority: 2.34 
MF2450 – CNG Fueling Station – Phase II 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.	Project Priority: 3.00

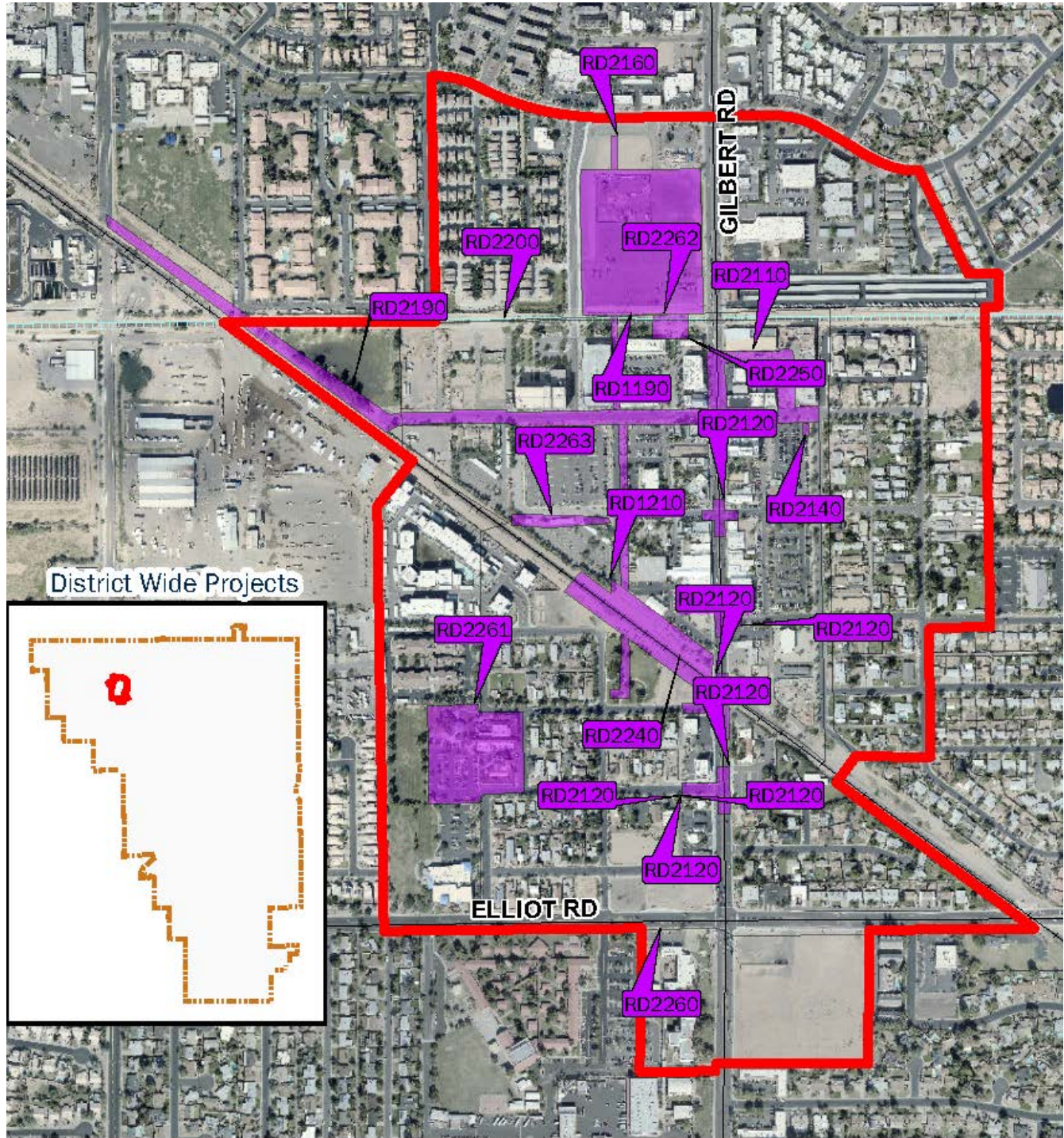
MUNICIPAL FACILITIES PROJECT DETAIL

MF2460 – Comprehensive Needs Assessment Study 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.	Project Priority: 3.00
MF2470 – Public Safety Center Expansion This project will provide funding for additional space needed for existing police operations, community policing services, and critical administrative functions. Current building size, condition and configuration is limited and does not meet the critical needs and ongoing changes affecting the department.	Project Priority: 2.06
MF2480 – Police Dispatch Center Expansion This project will provide funding for the expansion and reconfiguration of the current police dispatch center. Additional space and consoles are needed for future workload management. Implementation of these efforts will afford Gilbert residents a significantly more responsive and reliable 911 service, particularly during busy hours (evenings, weekends and major holidays).	Project Priority: 2.51
MF2490 – Advocacy Center This project will provide funding for the establishment of a Family Advocacy Center. Funding may be applied to the acquisition of an existing building (including renovations) or new construction. This location will allow police, social workers, Department of Child Safety agents, Office of Child Welfare Investigations officials, prosecuting attorneys and on-site physicians to work together to reduce the trauma of physical and sexual abuse; a place where victimization is transformed into empowerment.	Project Priority: 2.78
MF2510 – Fire Station 4 Rebuild Fire Station 4 was designed and built as a neighborhood fire station. Current station design standards take into account Gilbert's position and needs as a large municipality. An assessment to determine whether a remodel of the station or a complete rebuild would be the most economically prudent in order to meet current fire station design standards and operations.	Project Priority: 1.00 
MF2520 – System Development Fee Study As required by Arizona Revised Statute, updates of Land Use Assumptions, Infrastructure Improvements Plan and System Development Fees are required every five years.	Project Priority: 1.17
MF2521 – Fire Station 3 Repairs 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.	Project Priority: 3.00 

MUNICIPAL FACILITIES PROJECT DETAIL

MF2522 – Shade and Streetscape Master Plan 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.	Project Priority: 3.00
MF2523 – Wall Replacement – North Area Service Center The wall surrounding the North Area Service Center (NASC) has decayed beyond repair in many areas and has become a safety hazard. The existing wall will be replaced with a new 8' tall masonry wall, and landscaping along Juniper Avenue will be redone to prevent water from accumulating at the base of the wall. The project also includes security upgrades at Well Site No. 12, which is contained within the NASC. The security upgrades are needed to meet Department of Homeland Security guidelines.	Project Priority: 3.00 
MF2524 – Crime Lab Needs Analysis The project calls for assessing the need for the Town of Gilbert forensic laboratory. The overall goal of this assessment is to determine the need and estimated costs required for creating a modern, local facility serving the Town's forensic analysis caseload. The premise of this effort is also to build consensus on issues of space, scope, future growth, budget and schedule that will allow informed decisions to be made about the true need for a Town of Gilbert Forensics Lab.	Project Priority: 2.28

REDEVELOPMENT PROJECT LOCATOR



Legend

 CIP Redevelopment Projects

2021 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology



REDEVELOPMENT PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Heritage District Parking Garage III	RD1190	24,855	-	507	3,462	20,886	-	-	-	-
Phoenix Avenue Pedestrian Mall	RD1210	4,465	79	3,736	650	-	-	-	-	-
Trail Beautification - Canal East of Gilbert Road	RD2090	3,688	-	-	-	-	3,688	-	-	-
Heritage District Transportation Improvements	RD2110	7,235	6,784	451	-	-	-	-	-	-
Heritage District Intersections Study	RD2120	244	6	238	-	-	-	-	-	-
Ash Street Re-Alignment	RD2130	5,438	-	-	-	5,438	-	-	-	-
Heritage District Trash Compactors	RD2140	501	109	392	-	-	-	-	-	-
The Commons Open Space Pre-Design	RD2150	186	-	-	186	-	-	-	-	-
Paseo Pedestrian and Bike Route	RD2160	413	-	413	-	-	-	-	-	-
The Living Room Plaza	RD2170	43,380	-	-	43,380	-	-	-	-	-
West Washington Parking Lot II	RD2180	717	-	-	-	-	-	-	717	-
Vaughn Ventilator	RD2190	8,500	19	131	8,350	-	-	-	-	-
Heritage District Parking Master Plan Update	RD2200	187	-	187	-	-	-	-	-	-
The Neighborhood Park	RD2210	1,983	-	-	-	-	-	-	-	1,983
Median Improvements	RD2220	1,417	-	-	-	-	1,417	-	-	-
Trail Beautification - Canal West of Gilbert Road	RD2230	1,878	-	-	-	-	-	-	1,878	-
Heritage Dist Drainage/Storm Water Study	RD2240	227	6	221	-	-	-	-	-	-
Gilbert Centennial Project	RD2250	250	12	238	-	-	-	-	-	-
Heritage District Utility Infrastructure Study	RD2260	257	-	257	-	-	-	-	-	-
Heritage Center Site and ADA Improvements	RD2261	500	3	497	-	-	-	-	-	-
Heritage District - ADA Sidewalk Repairs	RD2262	727	3	724	-	-	-	-	-	-
Heritage District Passenger Loading Zone	RD2263	624	-	624	-	-	-	-	-	-
Total Capital Expenses		\$ 107,672	\$ 7,021	\$ 8,616	\$ 56,028	\$ 26,324	\$ 5,105	\$ -	\$ 2,595	\$ 1,983

Capital Sources (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
2017 GO Bonds		9,831	6,084	3,747	-	-	-	-	-	-
2022 Potential Street Bond		39,475	-	-	12,462	25,596	1,417	-	-	-
2024 Potential Parks Bonds		3,688	-	-	-	-	3,688	-	-	-
CDBG		1,227	6	1,221	-	-	-	-	-	-
CIP Outside Sources		50	50	-	-	-	-	-	-	-
CIP O/S Revolving Fund		90	35	55	-	-	-	-	-	-
Water Repl Fund		1,113	700	-	-	413	-	-	-	-
General Fund		4,022	12	1,415	-	-	-	-	2,595	-
Wastewater Fund		315	-	-	-	315	-	-	-	-
Env. Services-Commercial		501	109	392	-	-	-	-	-	-
Roadway and Maint. Fund		1,205	25	1,180	-	-	-	-	-	-
Private Fund		43,566	-	-	43,566	-	-	-	-	-
Unidentified		1,983	-	-	-	-	-	-	-	1,983
Miscellaneous		606	-	606	-	-	-	-	-	-
Total Sources		\$ 107,672	\$ 7,021	\$ 8,616	\$ 56,028	\$ 26,324	\$ 5,105	\$ -	\$ 2,595	\$ 1,983

Operation and Maintenance Impact (1,000s)										
Total Operation and Maintenance Impact				-	-	38	161	173	-	
Total Revenue				-	-	-	-	-	-	
Net Additional Cost				\$ -	\$ -	\$ 38	\$ 161	\$ 173	\$ -	

REDEVELOPMENT PROJECT DETAIL

RD1190 – Heritage District Parking Garage III The pre-design, design and construction of the additional multi-story parking garage on a town-owned parcel in the Heritage District. This would be the third parking structure in the Heritage District.	Project Priority: 1.99
RD1210 – Phoenix Avenue Pedestrian Mall 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.	Project Priority: 3.00
RD2090 – Trail Beautification – Canal East of Gilbert Road Improvements to the Canal/Powerline Trail on the east side of Gilbert Road to match the improvements to the canal made on the west side of Gilbert Road. Scope includes converting both canals into underground pipes, power pole wraps, adding art components, art, area and accent lighting. The area will be more pedestrian and bike friendly allowing for art festival and other similar events.	Project Priority: 2.83
RD2110 – Heritage District Transportation Improvements 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 Avenue where the on-street parking is being removed.	Project Priority: 3.00
RD2120 – Heritage District Intersections Study Undergo an intersection study of Gilbert Road and Page Avenue, Gilbert Road and Cullumber Street, 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.	Project Priority: 2.67
RD2130 – Ash Street Re-Alignment To construct and re-align Ash Street between Vaughn Avenue and Page Avenue and connect into Gilbert Road, providing the connectivity in the Heritage District.	Project Priority: 1.55
RD2140 – Heritage District Trash Compactors 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.	Project Priority: 3.00
RD2150 – The Commons Open Space Pre-Design Based on the updated Heritage District Redevelopment Plan adopted in 2018, the Commons will be an urban public open space. The scope of this project is to provide predesign and develop guiding document for parks, hardscape, landscape, pedestrian amenities, area, area character vehicular, pedestrian and bicycle circulation, and connectivity of the area.	Project Priority: 2.17

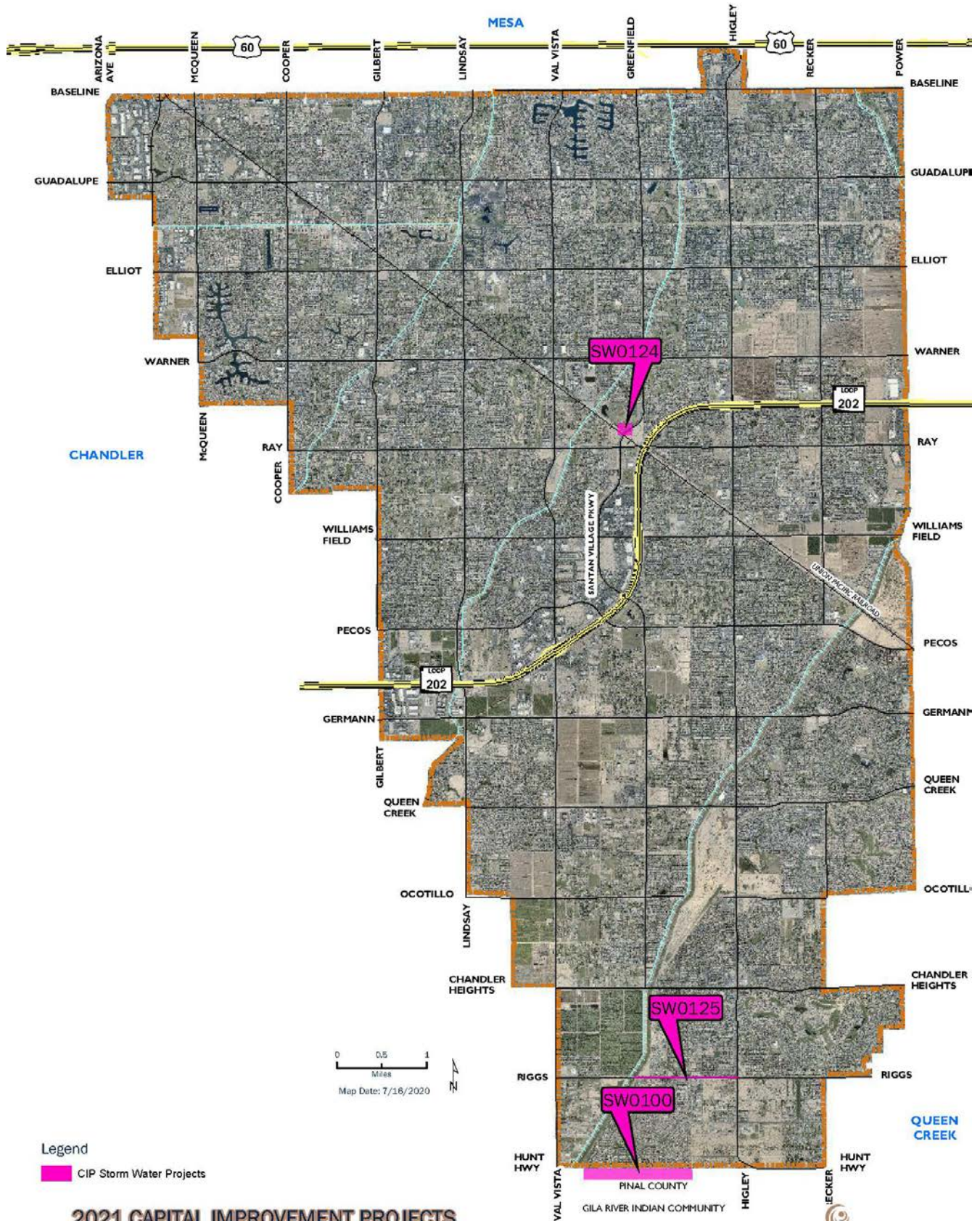
REDEVELOPMENT PROJECT DETAIL

RD2160 – Paseo Pedestrian and Bike Route	Project Priority: 2.83
Provide pre-design for The Paseo north-south pedestrian/bicycle route between Juniper Avenue and Elliott Road per the three segments North, Underpass and South concepts outline in the 2018 Redevelopment Plan. Main components to be included are: hardscape, landscape, overhead shade elements, wayfinding, pedestrian/bike amenities, lighting, water features, vehicular, pedestrian and bicycle circulation and connectivity.	
RD2170 – The Living Room Plaza	Project Priority: 2.16
Design and construction of The Living Room Plaza located west of Gilbert Road between Vaughn and Page Avenues, based on the updated 2018 Heritage District Redevelopment Plan. The scope of this project will include pre-design phase with pedestrian activity at the plaza, enhancements at the Gilbert Water Tower, circulation, ride share drop-off functions, and validate options and feasibility for the underground parking structure.	
RD2180 – West Washington Parking Lot II	Project Priority: 2.33
Design and construction of the paved and striped surface parking with lighting. This approximately one-acre site is located at the northeast corner of Ash Street and Washington Avenue and will serve as surface level parking lot for the southern portion of the Heritage District until the time is realized for development through an RFP process.	
RD2190 – Vaughn Ventilator	Project Priority: 3.00
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.	
RD2200 – Heritage District Parking Master Plan Update	Project Priority: 3.00
The 2018 Heritage District Redevelopment Plan identifies potential areas for future parking. This project will review proposed developments and assist decision makers on needed additional and enhanced parking areas in the District. The update should also identify a tool for managing parking counts and opportunities for cost recovery. This will update the 2015 Parking Master Plan.	
RD2210 – The Neighborhood Park	Project Priority: 1.16
Design and construction of the Neighborhood Park which will be located at the southwest corner of Page Avenue and Elm Street as proposed by the 2018 Heritage District Redevelopment Plan. This park is an essential amenity for residents on the east side, who currently have no access to communal open spaces within their neighborhood(s).	
RD2220 – Median Improvements	Project Priority: 2.84
Improve and beautify raised medians in Gilbert Road between Juniper Avenue and Elliott Road. The existing medians no longer meet the standards of the Heritage District's place making and beautification objectives. The scope includes additional landscaping, new foliage, lighting and artwork.	
RD2230 – Trail Beautification – Canal West of Gilbert Road	Project Priority: 3.00
Design and construction of canal beautification west of Gilbert Road, including converting the channel into underground pipe, power pole wraps, adding art components, art, and area and accent lighting. The project scope will also include the water feature(s). The area will be more pedestrian and bike friendly, allowing for art festivals and other similar events.	

REDEVELOPMENT PROJECT DETAIL

RD2240 – Heritage Dist Drainage/Storm Water Study	Project Priority: 3.00
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. In addition, some areas presently within the 100-year floodplain may need to be revised through CLOMR/LOMR process should the Redevelopment Plan be fully implemented.	
RD2250 – Gilbert Centennial Project	Project Priority: 1.38
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 predesign phase.	
RD2260 – Heritage District Utility Infrastructure Study	Project Priority: 3.00
The study will provide a complete and comprehensive analysis of the utilities that are in place, gaps and deficiencies in the Heritage District to support the direction and vision provided as part of the 2018 Heritage District Redevelopment Plan. A component of the study will address smart lighting within the Heritage District.	
RD2261 – Heritage Center Site and ADA Improvements	Project Priority: 2.61
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.	
RD2262 – Heritage District – ADA Sidewalk Repairs	Project Priority: 1.62
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.	
RD2263 – Heritage District Passenger Loading Zone	Project Priority: 3.00
Creation of designated passenger loading zones to accommodate the drop off and pick up of passengers sharing a ride, including taxis, Uber, Lyft, Yellow Cab, or private vehicles. This project may include such improvements as: striping, signage, curb cuts, lighting, street furniture, emergency safety call boxes, modification to on street parking, ADA improvements, accommodations, etc.	

STORM WATER PROJECT LOCATOR





STORM WATER PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Sonoqui Wash Landscaping	SW0070	5,036	-	-	-	-	-	-	5,036	-
Hunt Highway Bank Protection	SW0100	873	-	873	-	-	-	-	-	-
Storm Water Master Plan	SW0120	889	-	-	-	-	-	889	-	-
Nichols Park Stormwater Improvements	SW0121	759	-	-	-	-	-	-	759	-
Vaughn Retention Basin Relocation	SW0122	9,874	-	-	9,874	-	-	-	-	-
Crossroads SW Pump Station Improvements	SW0124	629	-	629	-	-	-	-	-	-
Riggs Road Drainage Channel Restoration	SW0125	689	-	689	-	-	-	-	-	-
Total Capital Expenses		\$ 18,749	\$ -	\$ 2,191	\$ 9,874	\$ -	\$ -	\$ 889	\$ 5,795	\$ -

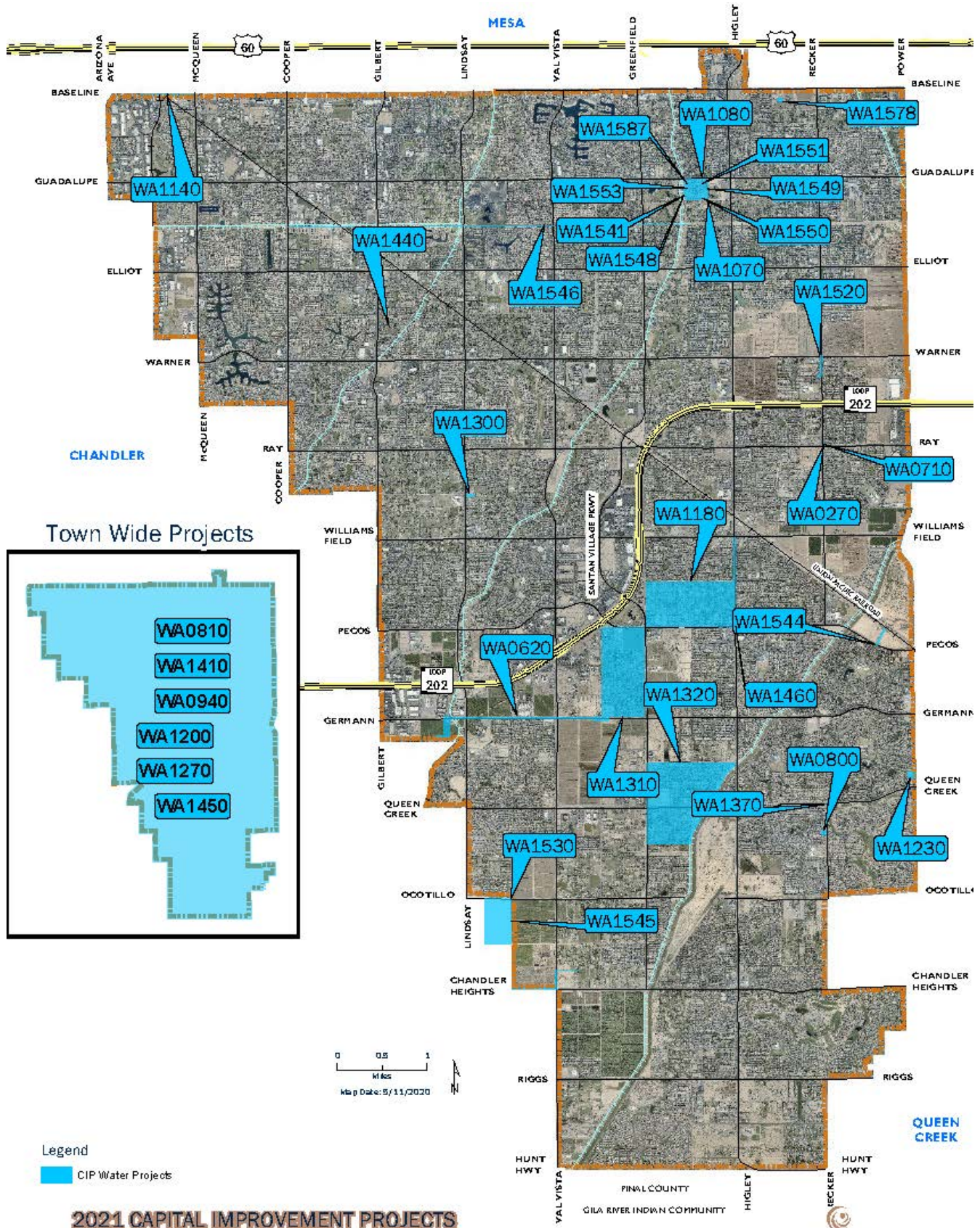
Capital Sources (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
2022 Potential Street Bond		9,874	-	-	9,874	-	-	-	-	-
Env. Compliance Repl Fund		126	-	126	-	-	-	-	-	-
Env. Compliance Fund		8,611	-	1,927	-	-	-	889	5,795	-
Private Fund		138	-	138	-	-	-	-	-	-
Miscellaneous		-	-	-	-	-	-	-	-	-
Total Sources		\$ 18,749	\$ -	\$ 2,191	\$ 9,874	\$ -	\$ -	\$ 889	\$ 5,795	\$ -

Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-
Net Additional Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

STORM WATER PROJECT DETAIL

SW0070 – Sonoqui Wash Landscaping In-channel restoration to repair erosion, aggradation, ponding and rilling effects due to channel flows, inlet degradation and morphological effects of storm water conveyance. Landscaping along the south side of Sonoqui Wash and the north side of Ocotillo Road between the limits of the South Recharge Site and the point where the wash passes entirely into the Town of Queen Creek limits.	Project Priority: 3.00
SW0100 – Hunt Highway Bank Protection 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.	Project Priority: 2.84
SW0120 – Storm Water Master Plan Develop a comprehensive Storm Water Master Plan (SWMP) for Gilbert, which is designated as a regulated municipal separate storm sewer system (MS4). The study will support and define the requirements of the storm water system to comply with the National Pollution Discharge Elimination System (NPDES) standards and provide a methodology for regular SWMP updates.	Project Priority: 3.00
SW0121 – Nichols Park Storm Water Improvements Restoration of site grade near storm water pump station to facilitate adequate draining to the storm water pump station on site.	Project Priority: 2.44
SW0122 – Vaughn Retention Basin Relocation The basin receives significant storm water volumes for the Heritage District and is currently undersized for the service area. Project should also include a relocation plan for the facility to support the Vaughn ventilator project.	Project Priority: 2.66
SW0124 – Crossroads SW Pump Station Improvements Construction of support facilities at the Crossroads Storm Water Pump Station including safety, reliability and operational improvements.	Project Priority: 3.00
SW0125 – Riggs Road Drainage Channel Restoration Restore flow and rehabilitate channel to support movement of storm water flows.	Project Priority: 2.44 





WATER PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Well, 2 MG Reservoir and Pump Station	WA0270	19,574	1,085	34	-	-	-	-	18,455	-
Reservoir, Pump Station and Well Conversion	WA0620	21,942	6,211	15,731	-	-	-	-	-	-
Zone 2 to Zone 4 Interconnect	WA0670	1,008	1,008	-	-	-	-	-	-	-
Ray - Recker Direct Well System	WA0710	6,571	3,083	3,488	-	-	-	-	-	-
Bridges Well	WA0800	4,476	4	4,472	-	-	-	-	-	-
Direct System Well	WA0810	5,934	2	5,932	-	-	-	-	-	-
Trend Homes Direct System Well Conversion	WA0880	7,954	668	-	-	-	-	-	7,286	-
Water Rights - Phase II	WA0940	34,431	13,431	5,200	15,800	-	-	-	-	-
NIA Priority CAP Water Acquisition	WA1060	2,910	-	-	2,910	-	-	-	-	-
NWTP Finished Water Pump 10	WA1070	1,155	122	1,033	-	-	-	-	-	-
NWTP Variable Frequency Drive Repl	WA1080	300	125	175	-	-	-	-	-	-
Power Road Water Line - Elliot to Warner	WA1120	3,089	-	-	-	-	-	-	3,089	-
Baseline Water Line - Fiesta Tech to McQueen	WA1140	2,644	223	2,421	-	-	-	-	-	-
NWTP Office Space Expansion	WA1170	802	-	-	-	-	-	802	-	-
Tankersley Water Line Repl Area I	WA1180	3,745	592	3,153	-	-	-	-	-	-
Water Rights - Resiliency and Capacity	WA1200	41,464	-	16,744	8,240	8,240	8,240	-	-	-
New and Repl Resvr - Power and Queen Creek	WA1230	12,265	5	12,260	-	-	-	-	-	-
Water Main Priority Replacement Program	WA1270	515	5	510	-	-	-	-	-	-
Water Meter Modernization	WA1280	11,878	-	-	-	-	-	-	11,878	-
NWTP Ozone Generation System Repl	WA1290	351	351	-	-	-	-	-	-	-
Lindsay and Galveston Reservoir Well Repl	WA1300	2,409	1	2,408	-	-	-	-	-	-
Tankersley Water Line Repl Area II	WA1310	8,159	148	8,011	-	-	-	-	-	-
Tankersley Water Line Repl Area V	WA1320	15,362	3	15,359	-	-	-	-	-	-
Tankersley Water Line Repl Area III/IV	WA1330	12,947	-	-	-	12,947	-	-	-	-
Tankersley Water Line Repl Area VI	WA1340	2,568	-	-	2,568	-	-	-	-	-
Tankersley Water Line Repl Area VII/VIII	WA1350	10,445	-	-	-	10,445	-	-	-	-
Blending Control Structure - Well 20 and 22	WA1370	462	18	444	-	-	-	-	-	-
Zone Split Valve Structures	WA1410	1,218	-	382	-	-	418	-	418	-
Well 3 Water Mains - Water Tank and Gilbert	WA1440	4,763	2,043	2,720	-	-	-	-	-	-
Transmission Main Assessments	WA1450	332	-	332	-	-	-	-	-	-
Higley Road Water Line Repl	WA1460	2,094	-	2,094	-	-	-	-	-	-
Islands Water Line and System Repl	WA1470	40,118	-	-	-	-	-	-	40,118	-
Well 25 Arsenic Mitigation	WA1480	2,729	-	-	-	-	-	-	2,729	-
Cathodic Protection - External Pipeline Eval	WA1490	837	-	-	-	-	837	-	-	-
Pony Lane Water Line Repl	WA1510	7,752	-	-	-	-	-	7,752	-	-
Zone 4 - Improvements for Site 32	WA1520	137	-	137	-	-	-	-	-	-
Zone 2 - Improvements 148th Street	WA1530	800	-	800	-	-	-	-	-	-
Zone 2/3 - Lindsay - Pecos to Germann Imp	WA1540	8,401	-	-	-	-	-	-	8,401	-
NWTP Filter Rehab Phase I	WA1541	2,950	1,263	1,687	-	-	-	-	-	-
Vulnerability Assmt and Emer Response Plan	WA1542	594	-	-	198	-	-	-	198	198
Power Road Water System Loop	WA1544	2,236	38	2,198	-	-	-	-	-	-
Tankersley Water Line Repl Area IX	WA1545	8,725	-	8,725	-	-	-	-	-	-
Zone 1 - Transmission Main Assmt and Rehab	WA1546	4,940	-	4,940	-	-	-	-	-	-
Zone 1 - System Connectivity Improvement	WA1547	2,080	-	-	2,080	-	-	-	-	-
NWTP Acid Storage and Feed Repl	WA1548	1,274	18	1,256	-	-	-	-	-	-
NWTP Intake and Diversion Structure Rehab	WA1549	384	-	384	-	-	-	-	-	-



WATER PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
NWTP Filter Rehab Phase II	WA1550	3,856	-	3,856	-	-	-	-	-	-
NWTP Filter West Influent Channel Rehab	WA1551	1,422	-	1,422	-	-	-	-	-	-
NWTP Final Sed Effluent Channel Pipes Rehab	WA1553	4,075	-	4,075	-	-	-	-	-	-
NWTP Filter Gallery Basins 1-6 Rehab	WA1558	637	-	-	637	-	-	-	-	-
NWTP Back Wash Return Basin Rehab	WA1563	464	-	-	-	-	-	-	464	-
NWTP Flocc and Final Sed Train G Rehab	WA1576	822	-	-	-	-	-	-	822	-
NWTP Building F Basement Rehabilitation	WA1577	151	-	-	-	-	-	-	151	-
Zone 1 - Improvements for Site 26	WA1578	797	-	797	-	-	-	-	-	-
Integrated Water Resources Master Plan	WA1584	1,330	-	-	-	665	-	-	665	-
Water Quality Master Plan	WA1585	394	-	-	-	197	-	-	197	-
Chlorine Line Repairs	WA1587	236	-	236	-	-	-	-	-	-
NWTP Alt Evaluation and Construction	WA1589	239,897	-	-	239,897	-	-	-	-	-
Total Capital Expenses		\$ 581,805	\$ 30,447	\$ 133,416	\$ 272,330	\$ 32,494	\$ 9,495	\$ 8,554	\$ 94,871	\$ 198

Capital Sources (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Future Bonds		249,769	-	-	245,649	4,120	-	-	-	-
WRMPC - 2007 Bonds		13	13	-	-	-	-	-	-	-
WRMPC - Bonds (SDF)		20,615	4,884	15,731	-	-	-	-	-	-
Water Repl Fund		145,280	4,549	64,827	3,205	23,392	-	7,752	41,555	-
Water Fund		39,741	401	16,779	99	530	5,375	802	15,656	99
Wastewater Fund		962	-	-	99	332	-	-	432	99
Water SDF		58,951	7,169	22,507	448	-	-	-	28,827	-
Water Resources SDF		58,073	13,431	13,572	22,830	4,120	4,120	-	-	-
Future Growth Funding		8,401	-	-	-	-	-	-	8,401	-
Total Sources		\$ 581,805	\$ 30,447	\$ 133,416	\$ 272,330	\$ 32,494	\$ 9,495	\$ 8,554	\$ 94,871	\$ 198

Operation and Maintenance Impact (1,000s)										
Total Operation and Maintenance Impact				-	242	297	297	322	-	
Total Revenue				-	-	-	-	-	-	
Net Additional Cost				\$ -	\$ 242	\$ 297	\$ 297	\$ 322	\$ -	

WATER PROJECT DETAIL

WA0270 – Well, 2 MG Reservoir and Pump Station 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 Road.	Project Priority: 1.39
WA0620 – Reservoir, Pump Station and Well Conversion 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 water line 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.	Project Priority: 3.00
WA0670 – Zone 2 to Zone 4 Interconnect 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.	Project Priority: 3.00
WA0710 – Ray – Recker Direct Well System Design, construct/convert two million gallon per day well located on the northeast 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.	Project Priority: 3.00
WA0800 – Bridges Well Completion of a direct system well that was previously drilled northwest of Recker and Ocotillo Roads. Project consists of equipping the Bridges Well with a well pump, valves and piping to connect it to the water distribution system. The Bridges Well is located on Recker Road, south of Queen Creek Road.	Project Priority: 2.83
WA0810 – Direct Well System Design and construction of a two million gallon per day direct system well. Well will be located in the system where required by demand.	Project Priority: 2.45
WA0880 – Trend Homes Direct System Well Conversion Design and construct a two million gallon per day well conversion from an existing irrigation use to a direct to system well. Extend Zone 4 to the 202 Freeway. This requires the addition of approximately one mile of 16" water line and to interconnect with an existing 16" water line at Warner and Recker Roads. Service taps may also need to be changed to provide water from Zone 4 versus Zone 2.	Project Priority: 1.00

WATER PROJECT DETAIL

WA0940 – Water Rights – Phase II Acquisition of water rights for 2,500 acre-feet (AF) of water per year over 100 years through a combination of one-year leases and storage, and a long-term lease.	Project Priority: 1.78
WA1060 – NIA Priority CAP Water Acquisition 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 (AF) each year dependent upon supply availability, which amounts to 1,282 AF of firm water supplies.	Project Priority: 3.00
WA1070 – NWTP – Finished Water Pump 10 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.	Project Priority: 3.00
WA1080 – NWTP Variable Frequency Drive Repl Replacement of variable frequency drives for low-lift pumps #1 and #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.	Project Priority: 3.00 
WA1120 – Power Road Water Line - Elliot to Warner Design and construction of 5,260 linear feet of 16" water line from Elliot Road to Warner Road on Power Road. This will ensure adequate fire protection to future commercial and residential customers.	Project Priority: 1.67
WA1140 – Baseline Water Line – Fiesta Tech to McQueen 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.	Project Priority: 3.00
WA1170 – NWTP Office Space Expansion Expand second floor office space at North Water Treatment Plant (NWTP). Utilizing roof space set aside for office expansion, create more office space for plant operations and SCADA staff in upper control room area and relocate the Historian server from its current location to a dedicated location. SCADA controls and related IT infrastructure to be relocated to dedicated space for security. Related improvements for compliance with recent Department of Homeland Security (DHS) vulnerability assessment.	Project Priority: 2.45

WATER PROJECT DETAIL

WA1180 – Tankersley Water Line Repl Area I 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.	Project Priority: 1.89 
WA1200 – Water Rights – Resiliency and Capacity 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.	Project Priority: 1.62
WA1230 – New and Repl Resvr – Power and Queen Creek Construct a new water reservoir, water quality improvements and controls. Restore site and construct onsite split stream ion-exchange nitrate treatment system to provide redundant Zone 3 water supply. Rehabilitate existing above ground reservoir.	Project Priority: 2.83
WA1270 – Water Main Priority Replacement Program 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.	Project Priority: 2.39
WA1280 – Water Meter Modernization Gilbert currently collects monthly water meter reads by hand for over 80,000 customers. As a means of improving efficiency, reducing staff time, identifying stopped meters, improving conservation efforts, and reducing long-term costs, the utility will implement a phased replacement of the system water meters with fixed base meters that allow for remote meter reading.	Project Priority: 1.78 
WA1290 – NWTP Ozone Generation System Repl 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.	Project Priority: 3.00 
WA1300 – Lindsay and Galveston Reservoir Well Repl Design and construct replacement water well located on the existing town reservoir and pump station at Lindsay Road and Galveston Road site.	Project Priority: 2.55 

WATER PROJECT DETAIL

WA1310 – Tankersley Water Line Repl Area II 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.	Project Priority: 2.34 
WA1320 – Tankersley Water Line Repl Area V 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 Road area.	Project Priority: 2.34 
WA1330 – Tankersley Water Line Repl Area III/IV 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 area southwest of Greenfield Road and Queen Creek Road.	Project Priority: 2.66 
WA1340 – Tankersley Water Line Repl Area VI 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 Lindsay Road area.	Project Priority: 2.34 
WA1350 – Tankersley Water Line Repl Area VII/VIII 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 Recker Road and Ocotillo Road area.	Project Priority: 2.34 
WA1370 – Blending Control Structure – Well 20 and 22 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.	Project Priority: 2.83
WA1410 – Zone Split Valve Structures This project will place a Zone Split Valve Structure between Zones 1 and 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.	Project Priority: 1.61

WATER PROJECT DETAIL

WA1440 – Well 3 Water Mains – Water Tank and Gilbert Replacement of a 50+ year old Asbestos Concrete (AC) water main connecting Well 3, including water mains in Watertank Road and Gilbert Road.	Project Priority: 2.06 
WA1450 – Transmission Main Assessments Condition assessment of the 24" 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.	Project Priority: 2.51
WA1460 – Higley Road Water Line Repl Replace existing ACP water line with PVC, valves, fire hydrants, re-establish distribution and service connections, and AC pavement replacement impacted by construction. Originally constructed as part of the Tankersley Water Service area. The ACP line from Williams Field Road south to Vermont Drive was replaced in 2012 and this part of the alignment is not included in the project scope or estimate.	Project Priority: 2.06 
WA1470 – Islands Water Line and System Repl Replace the existing Asbestos Concrete (AC) pipe and PVC pipe, waterline valves, fire hydrants and water service lines in the Islands subdivision.	Project Priority: 2.34 
WA1480 – Well 25 Arsenic Mitigation Install an arsenic treatment system consisting of a fixed bed adsorption system using ferric oxide media contained in large vessels (approximately 14' diameter size) to improve water quality.	Project Priority: 2.00
WA1490 – Cathodic Protection – External Pipeline Eval Conduct analysis on all ferrous water main pipelines with cathodic protection requirements, test for external corrosion and assess condition of water transmission lines for 24" lines and larger. Identify possible issues based on soil conditions, underground/overhead power and other influences.	Project Priority: 2.51
WA1510 – Pony Lane Water Line Repl Design and construction of several new PVC water mains in the area that is generally bound by Pony Lane to the north, Lindsay Road to the east, Buffalo Street to the south, and Gilbert Road to the west. Most of this portion of the project lies within a Maricopa County island.	Project Priority: 2.50 
WA1520 – Zone 4 – Improvements for Site 32 Connect the existing 16" water mains located in the intersection footprint of Recker Road and Warner Road with a new 16" water main and move any connections.	Project Priority: 1.16 

WATER PROJECT DETAIL

WA1530 – Zone 2 – Improvements 148th Street Install a new 8" waterline along 148 th Street to provide looped distribution system service. Also extend an 8" water line along mid-block private street between Ocotillo Road and Chandler Heights Road to loop service.	Project Priority: 1.75
WA1540 – Zone 2/3 – Lindsay – Pecos to Germann Imp Install a new 16" water main serving Zones 2 and 3 at Lindsay Road, including encasement and appurtenances as appropriate.	Project Priority: 2.45
WA1541 – NWTP Filter Rehab Phase I 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.	Project Priority: 2.83 
WA1542 – Vulnerability Assmt and Emer Response Plan Title IV Bioterrorism Act of 2002 requires validation of water and wastewater system vulnerabilities assessments and updates to the Emergency Response Plan every five years. This project produces documents essential to business continuity efforts.	Project Priority: 1.62
WA1544 – Power Road Water System Loop Completion of the water distribution system in the Power Road and Pecos Road area requires the installation of approximately 5,280 linear feet of a 16" water line to connect existing service lines. This water line will support the growth and development of the surrounding areas and provide reliable pressure and supply as demands in the area grow.	Project Priority: 2.38
WA1545 – Tankersley Water Line Repl Area IX The project will design and construct new water distribution pipelines in the Town water service area, formerly a segment of the Tankersley Water System in the area of Chandler Heights Road and Val Vista Drive.	Project Priority: 2.12 
WA1546 – Zone 1 – Transmission Main Assmt and Rehab Rehabilitation of critical transmission mains serving Zone 1. Work will include replacement of system valves, air release valves, drains, construction of thrust blocks, and rehabilitation of corrosion protection. During the rehabilitation work, the condition of the transmission main will be assessed to prioritize future replacement projects.	Project Priority: 1.84 
WA1547 – Zone 1 – System Connectivity Improvement Construct completed water distribution service loops in Zone 1 to provide improved water quality, fire protection and redundancy.	Project Priority: 1.84

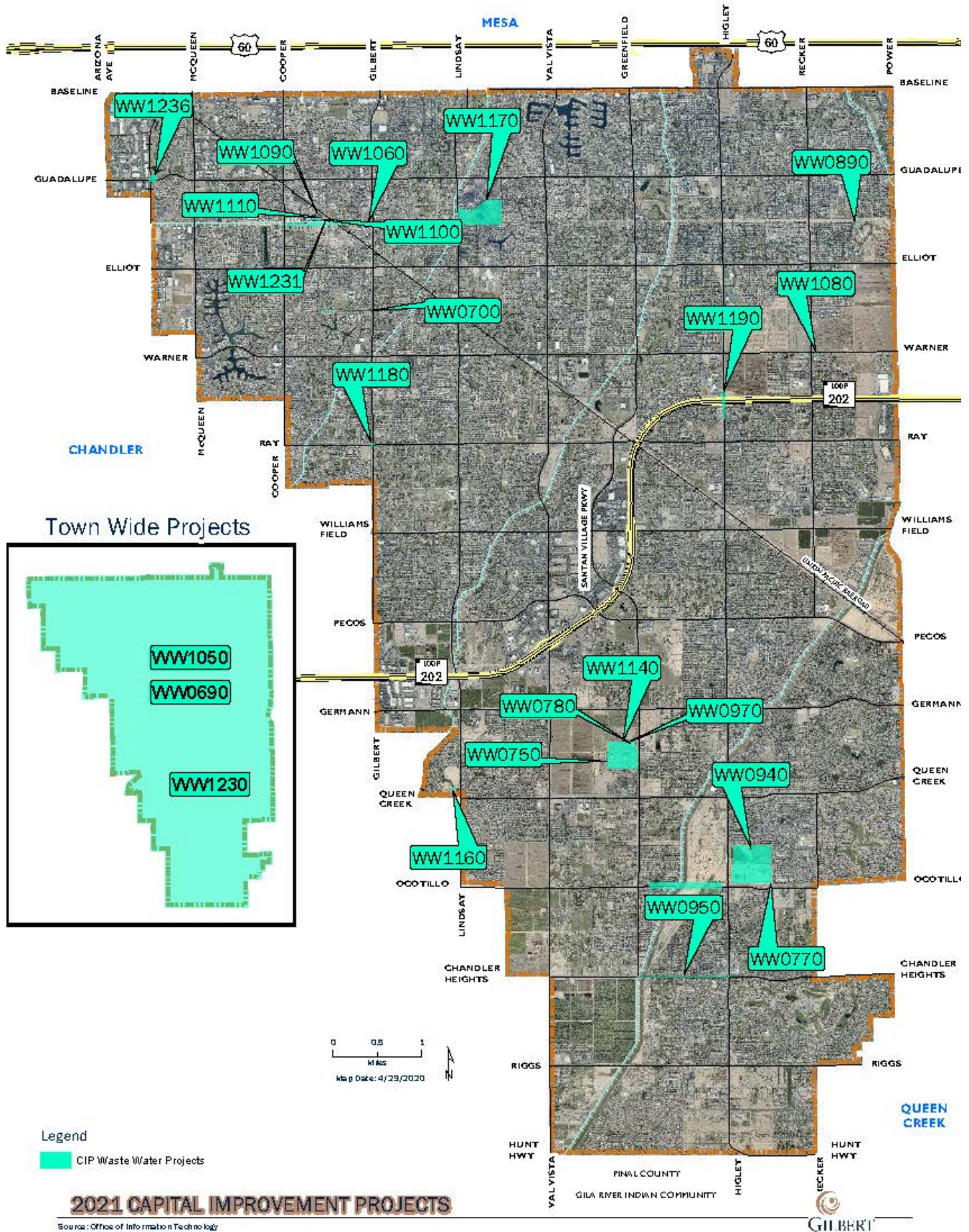
WATER PROJECT DETAIL

WA1548 – NWTP Acid Storage and Feed Repl Rehabilitate a portion of the chemical storage area located at the NWTP and replace the existing sulfuric and hydrofluorosilicic acid storage systems.	Project Priority: 3.00 
WA1549 – NWTP Intake and Diversion Structure Rehab Repair of the structural concrete and piping surrounding the existing intake pipes at the NWTP Intake structure. Repair or replace the valve flexible actuator assemblies for the east and west butterfly valves between the Intake Water Diversion Structure and the Raw Water Impoundment basin.	Project Priority: 3.00 
WA1550 – NWTP Filter Rehab Phase II Repair and replace the filter underdrain system inside the filter basins. Beneath the media bed, the PVC floor grid with compressed composite-bead panels, which is grouted in place, is in need of immediate repair/rehabilitation. The underdrain system should be replaced, new media installed, and the troughs removed and reinstalled with concrete rehabilitation and new gaskets.	Project Priority: 3.00 
WA1551 – NWTP Filter West Influent Channel Rehab Rehabilitate west filter influent channel serves filters 1-9 on the west side of the filter gallery. Rehabilitation includes replacing all of the square influent butterfly valves within the channel on the west side (nine total). Also, the channel requires rehabilitation to repair spalling concrete and corrosion along the walls due to exposed rebar and other defects in the concrete.	Project Priority: 3.00 
WA1553 – NWTP Final Sed Effluent Channel Pipes Rehab Evaluate and recommend approach to access and clean the final sedimentation to filter influent lines, including: access hatch design and construction, replacement line construction, and other alternatives to address the issues in the lines that were identified in the 2019 Condition Assessment.	Project Priority: 3.00 
WA1558 – NWTP Filter Gallery Basins 1-6 Rehab This project aims to rehabilitate the filter galleries based on the needs of the basins of filters 1-6.	Project Priority: 2.67 
WA1563 – NWTP Back Wash Return Basin Rehab This project aims to rehabilitate the backwash water return basin by repairing concrete and repairing and replacing piping as needed within the basins. Repair or replacement of the associated pumps may be required.	Project Priority: 3.00 
WA1576 – NWTP Flocc and Final Sed Train G Rehab Rehabilitate treatment train G (7) which includes the flocculation basins and the final sedimentation basins. Mechanical equipment to be rehabilitated, replaced or repaired includes the mixing rank arms and tower, and the rake structure.	Project Priority: 3.00 

WATER PROJECT DETAIL

WA1577 – NWTP Building F Basement Rehab This project aims to rehabilitate the basement of Building F to repair cracks and sprawling to extend the life of the building and ensure a dry environment for electrical equipment.	Project Priority: 3.00 
WA1578 – Zone 1 – Improvements for Site 26 Site 26 serves water in the northern sections of Zone 1. Improvements to the reservoir circulation and the addition of TTHM stripping equipment is required to meet current and future regulatory requirements.	Project Priority: 2.83
WA1584 – Integrated Water Resources Master Plan Gilbert updates the Integrated Water Resources Master Plan every five years. This includes updates to the planning framework, water resources, water system, wastewater system and reclaimed water system master plans. The water master plan will identify priorities of capital investment by year for the following 10 years.	Project Priority: 3.00
WA1585 – Water Quality Master Plan Develop and maintain a comprehensive and up to date water quality master plan that meets the regulated water quality requirements as established at Federal and state levels. Work elements will include evaluation of available water supplies, blending and treatment schemes, and regulatory sampling locations to maximize the balance of cost effective, high quality drinking water.	Project Priority: 3.00
WA1587 – Chlorine Line Repairs Emergency repair and replacement of six (6) chlorine feed lines that serve multiple injection points for treatment at the North Water Treatment Plant.	Project Priority: 3.00 
WA1589 – NWTP Alt Evaluation and Construction Design and construct a new 45mgd surface water treatment plant on a Town owned parcel located directly east of the North Water Treatment Plant. Includes small scale piloting and benchtop testing to determine the most viable and economical treatment alternatives prior to beginning design and construction.	Project Priority: 3.00

WASTEWATER PROJECT LOCATOR





WASTEWATER PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Relief Sewers	WW0690	15,097	14	7,519	-	-	-	-	7,564	-
Candlewood Lift Station and Force Main	WW0700	10,156	4,081	6,075	-	-	-	-	-	-
Greenfield WRP - Phase III	WW0750	46,315	43,675	2,640	-	-	-	-	-	-
South Recharge Site - Phase II	WW0770	6,698	756	5,942	-	-	-	-	-	-
GWRP Reclaimed Water Pump Station Exp	WW0780	1,596	1,293	303	-	-	-	-	-	-
Reclaimed Water Rec Well - Cactus Yards	WW0890	2,257	451	1,806	-	-	-	-	-	-
South Area Recharge Wells	WW0940	9,161	47	2,230	-	-	-	-	6,884	-
Reclaimed Water Line Ext - Chandler Heights	WW0950	1,893	1,245	648	-	-	-	-	-	-
Riparian Preserve Distribution Structure Exp	WW0960	1,849	-	-	-	1,849	-	-	-	-
GWRP - Various Plant Improvements	WW0970	23,824	2,850	8,405	4,186	412	3,517	2,227	2,227	-
System Wide Force Main Retrofit	WW1050	21,391	1,646	2,995	1,086	1,086	1,086	1,086	12,406	-
Concrete Pipe Gravity Sewer Rehab	WW1060	12,047	1,645	10,402	-	-	-	-	-	-
Northeast Wastewater Basin Outfall	WW1070	4,591	-	-	-	-	-	-	4,591	-
Reclaimed Water Vault - Recker and Warner	WW1080	403	91	312	-	-	-	-	-	-
Neely Activated Sludge Pumping Station Repl	WW1090	4,182	87	4,095	-	-	-	-	-	-
Neely Oxidation Ditch Rotor Repl	WW1100	6,337	-	6,337	-	-	-	-	-	-
Neely Effluent Filter Repl	WW1110	3,259	4	3,255	-	-	-	-	-	-
Neely Influent Odor Control System Repl	WW1130	898	-	-	898	-	-	-	-	-
Greenfield Repair and Replacement	WW1140	20,540	8,234	12,306	-	-	-	-	-	-
Layton Lakes Lift Station Odor Control Imp	WW1160	1,400	-	1,400	-	-	-	-	-	-
Freestone Park Odor Control Injection System	WW1170	858	-	858	-	-	-	-	-	-
Sewer Outfall Structure - Gilbert and Ray	WW1180	809	15	794	-	-	-	-	-	-
Higley and SR 202 Gravity Sewer Rehabilitation	WW1190	488	445	43	-	-	-	-	-	-
Greenfield WRP Phase IV Expansion	WW1200	81,745	-	-	-	-	-	-	81,745	-
Val Vista Drive Reclaimed Water Pipeline	WW1210	4,331	-	-	-	-	-	4,331	-	-
Riggs Road Reclaimed Water Pipeline	WW1220	4,331	-	-	-	-	-	4,331	-	-
Odor Control Study - South Gilbert	WW1230	529	-	529	-	-	-	-	-	-
Neely Administration Building Repairs	WW1231	400	4	396	-	-	-	-	-	-
Reclaimed Water Recovery Well - Reservoir 3	WW1233	3,349	-	-	-	-	-	-	3,349	-
Reclaimed Water Line Ext - Higley	WW1234	2,142	-	-	-	-	-	-	2,142	-
Odor Control - Greenfield and SASC	WW1235	2,429	-	-	-	-	-	-	2,429	-
Gravity Sewer Rehab - Guadalupe and Sirrine	WW1236	220	-	220	-	-	-	-	-	-
Islands Lift Station Site Improvements	WW1237	1,315	-	-	-	-	-	-	1,315	-
Property Acquisition for Lift Stations	WW1238	273	-	-	273	-	-	-	-	-
Total Capital Expenses		\$ 297,113	\$ 66,583	\$ 79,510	\$ 6,443	\$ 3,347	\$ 4,603	\$ 11,975	\$ 124,652	\$ -

Capital Sources: (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
WRMPC - 2018 Bonds		45,253	42,613	2,640	-	-	-	-	-	-
Wastewater Repl Fund		92,236	16,936	48,870	3,754	1,426	2,018	1,356	17,876	-
Wastewater Fund		52,002	4,235	13,706	2,689	1,921	2,585	1,957	24,909	-
Wastewater SDF		1,715	1,715	-	-	-	-	-	-	-
Greenfield Wastewater SDF		16,433	1,074	8,475	-	-	-	-	6,884	-
Neely Wastewater SDF		5,829	10	5,819	-	-	-	-	-	-
Future Growth Funding		83,645	-	-	-	-	-	8,662	74,983	-
Total Sources		\$ 297,113	\$ 66,583	\$ 79,510	\$ 6,443	\$ 3,347	\$ 4,603	\$ 11,975	\$ 124,652	\$ -

Operation and Maintenance Impact (1,000s)										
Total Operation and Maintenance Impact				-	691	691	691	691	-	
Total Revenue				-	-	-	-	-	-	
Net Additional Cost				\$ -	\$ 691	\$ 691	\$ 691	\$ 691	\$ -	

WASTEWATER PROJECT DETAIL

WW0690 – Relief Sewers 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 Avenue (0.6 miles in length), and a parallel sewer line in Val Vista Drive from Elliot Road to Olney (0.5 miles in length).	Project Priority: 3.00
WW0700 – Candlewood Lift Station and Force Main 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.	Project Priority: 3.00 
WW0750 – Greenfield WRP – Phase III 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.	Project Priority: 3.00
WW0770 – South Recharge Site – Phase II 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.	Project Priority: 3.00
WW0780 – GWRP Reclaimed Water Pump Station Exp 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.	Project Priority: 3.00
WW0890 – Reclaimed Water Rec Well – Cactus Yards Design and construction of a reclaimed water recovery well at Cactus Yards and the Salt River Project power line easement.	Project Priority: 2.17

WASTEWATER PROJECT DETAIL

WW0940 – South Area Recharge Wells 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.	Project Priority: 1.92
WW0950 – Reclaimed Water Line Ext – Chandler Heights This is an extension of the 12" reclaimed water line from Chandler Heights and Greenfield Road to Higley Road. This pipe line will provide better flow and pressure to the reclaimed water customers located in the southern area of Gilbert.	Project Priority: 3.00
WW0960 – Riparian Preserve Distribution Structure Exp Per the 2012 Integrated Water Resources Master Plan recommendations, this project will install a pipe parallel to the existing 10" pipe into the Recharge Facility; expand the distribution box to accommodate the increased flow from 4 MGD to 8 MGD and eliminates 18" pipe to basins three and four. This project also includes retro-fitting the manual gate valves to be motorized and SCADA controlled at the Riparian Preserve at Water Ranch. Project will evaluate inlet design for alternative surface water recharge alternatives.	Project Priority: 2.22
WW0970 – GWRP – Various Plant Improvements 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 2021-2025).	Project Priority: 3.00 
WW1050 – System Wide Force Main Retrofit 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 replaced based on the priorities of work established during phase one. The end state of phase two is when the wastewater force main system has replaced known corrodible components.	Project Priority: 3.00 
WW1060 – Concrete Pipe Gravity Sewer Rehab 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.	Project Priority: 3.00 

WASTEWATER PROJECT DETAIL

WW1070 – Northeast Wastewater Basin Outfall Project will provide data compilation and analysis related to the feasibility of outfall locations within the existing Gilbert Wastewater collection system from the new local outfall to the ultimate outfall. Project estimates will be prepared that include the cost of constructing the improvements, as well as an economic analysis identifying the cost recovery time if the project were constructed.	Project Priority: 1.17
WW1080 – Reclaimed Water Vault – Recker and Warner 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.	Project Priority: 3.00
WW1090 – Neely Activated Sludge Pumping Station Repl 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.	Project Priority: 2.29 
WW1100 – Neely Oxidation Ditch Rotor Repl Design and construction to replace oxidation ditch aeration rotor equipment, minor structural repairs/modifications and electrical power distribution improvements. These components of the Neely facility are nearing the end of their useful life and are scheduled for replacement as part of the Long Range Infrastructure Plan.	Project Priority: 2.47 
WW1110 – Neely Effluent Filter Repl 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.	Project Priority: 2.69 
WW1130 – Neely Influent Odor Control System Repl Design and construction for replacement of existing influent pump station odor control scrubber and provide minor structural modifications and electrical power distribution improvements. The existing odor control scrubber has exceeded its useful life (30 years). This project will replace the odor control scrubber with newer technology. The existing carbon scrubber will be reused.	Project Priority: 2.44 
WW1140 – Greenfield Repair and Replacement 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.	Project Priority: 3.00 

WASTEWATER PROJECT DETAIL

WW1160 – Layton Lakes Lift Station Odor Control Imp This project will design and construct a new biological odor control system for the lift station, replace pump soft starts with variable frequency drives which will be housed in an air-conditioned enclosure, provide an HMI panel for pump readings, and add permanent SCADA and RTU communications to and from the lift station site. The odor control system will reduce hydrogen sulfide at the lift station site to address ongoing odor complaint issues, in accordance with Maricopa County Rule 320. The electrical improvements will increase efficiencies, as well as provide reliable operation and communication at the lift station site.	Project Priority: 2.61
WW1170 – Freestone Park Odor Control Injection System 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.	Project Priority: 2.38
WW1180 – Sewer Outfall Structure – Gilbert and Ray 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.	Project Priority: 2.39
WW1190 – Higley and SR 202 Gravity Sewer Rehabilitation A 530 foot long 30" 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.	Project Priority: 2.84 
WW1200 – Greenfield WRP Phase IV Expansion 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. Design and construction of this phase of the GWRP will begin in 2028 completed by end of calendar year 2030 and bring Gilbert's share of the total capacity to 16.0 million gallons per day (MGD).	Project Priority: 1.78
WW1210 – Val Vista Drive Reclaimed Water Pipeline Construct a new 12" water pipeline along Val Vista Drive from Chandler Heights to Riggs Road. This pipeline will accommodate growth and enhance system operability to meet customer demands.	Project Priority: 1.53

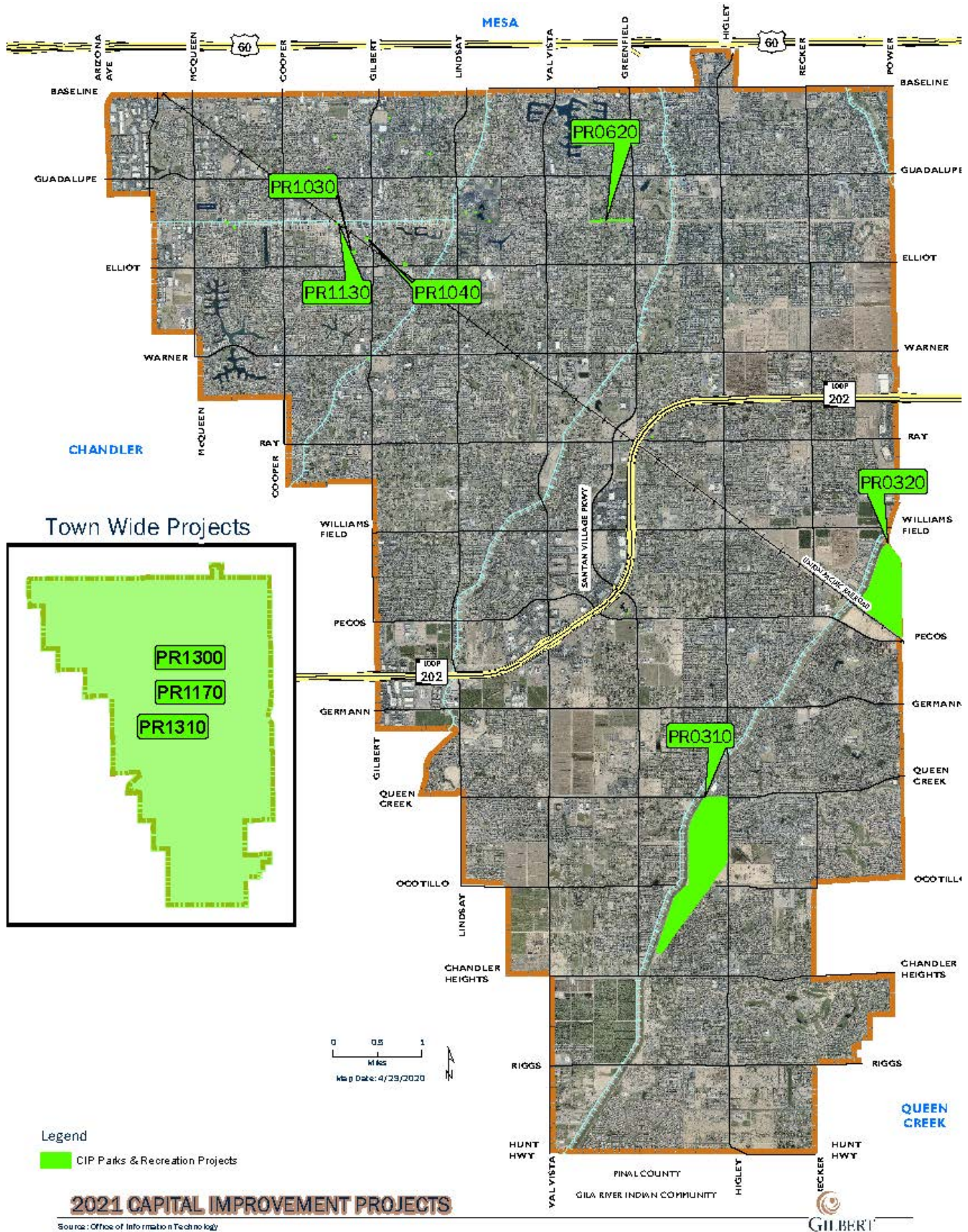
WASTEWATER PROJECT DETAIL

WW1220 – Riggs Road Reclaimed Water Pipeline Construct a new 12" water pipeline along Riggs Road from Val Vista Road to Greenfield Road. This pipeline will accommodate growth and enhance system operability to meet customer demands.	Project Priority: 1.53
WW1230 – Odor Control Study – South Gilbert Wastewater study identifying best practices for the Gilbert Wastewater collection system. Chemical dosing stations were previously identified north of Pecos Road in the 2012 Integrated Water Resource Master Plan. This study will identify the locations and chemical type most cost effective given the wastewater conditions throughout the remainder of the community.	Project Priority: 2.78
WW1231 – Neely Administration Building Repairs Built in 1987, the administration building and electrical building at the Neely Water Reclamation Facility are nearing the end of their useful life. Repairs will be needed on the plumbing, electrical, HVAC and water supply systems to keep the buildings operational. To identify the extents of necessary repairs within the structures, ensure the cost benefit is appropriate and provide adequate space for current and future operations, the scope will include a focused condition and needs assessment for the facility. Following completion of the assessment, design and construction of immediate repairs will be completed with additional recommended projects being programmed into future fiscal years.	Project Priority: 2.51 
WW1233 – Reclaimed Water Recovery Well – Reservoir 3 Install a new reclaimed water recovery well to provide a supplemental water supply into the existing reclaimed water reservoir #3. The Reclaimed water recovery well should be capable of providing up to 3MGD supplemental flow into the reservoir at the site. Project elements includes electrical, SCADA and control improvements.	Project Priority: 2.00
WW1234 – Reclaimed Water Line Ext – Higley Install a new reclaimed water pipeline in Higley Road from Pecos Road to Germann Road. This new section of reclaimed water line provides a critical loop in Gilbert's southern reclaimed water supply system. System improvements support sufficient water pressure and flow in order to meet daily customer reclaimed water demands, and to also provide a looped system that could provide a redundant reclaimed water supply to Gilbert's southern area customers.	Project Priority: 1.78
WW1235 – Odor Control – Greenfield and SASC Installation of an odor control system north of the South Area Service Center, including site improvements, wastewater collection system tie-ins, and a biofilter to mitigate odors on the Greenfield Road wastewater trunk line.	Project Priority: 2.38
WW1236 – Gravity Sewer Rehab – Guadalupe and Sirrine Replacement of the gravity sewer in Guadalupe Road. The existing pipe is at the end of its service life.	Project Priority: 3.00 

WASTEWATER PROJECT DETAIL

WW1237 – Islands Lift Station Site Improvements	Project Priority: 2.23
Improvements to the Islands lift station are needed to be compliant with security, health/safety and odor standards. Improvements include a security fence and gate, odor control system, water service connection and appurtenances, and electrical equipment housing replacements, in addition to other site improvements.	
WW1238 – Property Acquisition for Lift Stations	Project Priority: 1.96
This project will provide legal property title to several lift stations that are currently only in place by easements. Lift stations included are Western Skies, Rancho Del Verde, Freeman Farms, Lindsay Baseline, and Turner Ranch.	

PARKS & RECREATION PROJECT LOCATOR





PARKS & RECREATION PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Freestone Park Expansion - North	PR0030	22,300	-	-	-	-	-	-	-	22,300
Freestone Skate/Tennis Facility - Phase II	PR0240	6,140	-	-	-	-	-	-	-	6,140
Gilbert Regional Park	PR0310	190,422	26,932	14,281	-	-	-	-	149,209	-
Desert Sky Park	PR0320	98,710	36,002	3,775	-	7,235	51,698	-	-	-
Marathon Trail - East Maricopa Floodway	PR0330	15,340	-	-	-	-	15,340	-	-	-
Culture and Education Center	PR0370	81,740	-	-	-	-	-	-	-	81,740
Crossroads Park - Phase II	PR0390	18,248	24	-	-	-	-	-	-	18,224
Freestone Recreation Center Pool	PR0420	17,820	-	-	-	-	-	-	-	17,820
Crossroads Park Lake Emb Stabilization	PR0530	5,635	-	-	-	-	5,635	-	-	-
Parks and Trails Signs	PR0560	233	133	-	100	-	-	-	-	-
Urban Lakes Renovation	PR0570	18,565	1,372	-	-	-	17,193	-	-	-
Rittenhouse Trail	PR0580	4,985	-	-	-	-	-	-	4,985	-
Powerline Trail - Phase IV	PR0620	3,714	27	3,687	-	-	-	-	-	-
McQueen Park - Phase IV	PR0630	3,100	-	-	-	-	-	-	-	3,100
Riparian Education Center	PR0710	6,480	-	-	-	-	-	-	6,480	-
South Area Pool	PR0810	19,053	-	-	-	-	-	-	19,053	-
Santan Vista Trail - Phase III	PR0850	5,685	4	-	-	-	5,681	-	-	-
Shade Structures - Various Locations	PR0920	498	178	-	320	-	-	-	-	-
Santan Vista Trail - Phase IV	PR0970	2,097	-	-	-	-	2,097	-	-	-
Santan Fwy Trail - Val Vista to Discovery Park	PR1010	3,427	-	-	-	-	-	3,427	-	-
Santan Fwy Trail - Discovery Park to Cosmo	PR1020	5,793	-	-	-	-	-	5,793	-	-
Playground Replacements - Various Locations	PR1030	3,536	1,240	300	666	665	665	-	-	-
Water Tower Plaza - Repairs/Upgrades	PR1040	1,331	-	45	210	1,076	-	-	-	-
Riparian Preserve Yurts	PR1070	164	-	-	-	-	-	-	-	164
Discovery Park Playground Structure	PR1080	400	-	-	-	-	-	-	400	-
Powerline Trail - Recker to Power	PR1100	1,565	-	-	-	-	-	-	1,565	-
SERL Parking Lot Connection	PR1110	3,232	24	-	-	-	3,208	-	-	-
Western Powerline Trail - UPRR Ped Crossing	PR1130	1,588	1,119	469	-	-	-	-	-	-
Town Store - Southeast Regional Library	PR1150	130	-	-	-	-	-	-	-	130
Irrigation System Replacements	PR1160	15,415	-	-	-	-	15,415	-	-	-
Irrigation Controller Replacements	PR1170	725	493	232	-	-	-	-	-	-
Santan Vista Trail - Phase V	PR1210	4,539	-	-	-	-	-	-	4,539	-
Trail Lighting	PR1230	6,526	-	-	-	-	-	6,526	-	-
Cosmo Park Turf Project	PR1240	1,293	-	-	-	-	-	-	1,293	-
Trail Crossings at RR Tracks Study	PR1270	286	-	-	-	-	-	-	286	-
Cactus Yards Parking Lot	PR1290	3,611	-	-	-	-	3,611	-	-	-
Trails Priority Assessment	PR1300	233	-	233	-	-	-	-	-	-
Safety Improvements for Trail Crossings	PR1310	4,172	27	93	1,780	746	746	780	-	-
Nichols Park at Water Ranch Phase II	PR1311	14,830	-	-	-	-	-	-	-	14,830
Gilbert Youth Soccer Complex - Phase II	PR1312	52,240	-	-	-	-	-	-	-	52,240
Williams Field/Perry Pools Renovation	PR1313	983	-	-	983	-	-	-	-	-
Total Capital Expenses		\$ 646,784	\$ 67,575	\$ 23,115	\$ 4,059	\$ 9,722	\$ 121,289	\$ 16,526	\$ 187,810	\$ 216,688

Capital Sources (1,000s)	Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
PFMPC - 2009 Bonds	10,268	10,268	-	-	-	-	-	-	-
2001 GO Bonds 02-03	1	1	-	-	-	-	-	-	-
2022 Potential Street Bond	4,052	-	-	1,780	746	746	780	-	-
2024 Potential Parks Bonds	72,482	-	-	-	-	57,136	15,346	-	-
2028 Potential Parks Bonds	140,173	-	-	-	-	-	-	140,173	-
Maricopa County	317	317	-	-	-	-	-	-	-



PARKS & RECREATION PROJECT SUMMARY

Capital Sources (1,000s)	Total	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Years 6-10	Beyond 10 Yrs
Developer Contribution	89	89	-	-	-	-	-	-	-
Salt River Project	19	19	-	-	-	-	-	-	-
CIP Outside Sources	411	411	-	-	-	-	-	-	-
CIP O/S Revolving Fund	912	(18,695)	10,482	-	-	89	-	9,036	-
General Repl Fund	40,784	-	300	1,859	1,741	36,884	-	-	-
General Fund	16,440	4,731	2,380	420	-	-	-	8,779	130
Park SDF	69,150	16,083	9,953	-	7,235	23,226	400	12,253	-
Future Growth Funding	99,373	-	-	-	-	-	-	11,089	88,284
Park SDF - Prior to 2012	35,836	35,836	-	-	-	-	-	-	-
Private Fund	6,480	-	-	-	-	-	-	6,480	-
Investment Income	8	8	-	-	-	-	-	-	-
Unidentified	128,274	-	-	-	-	-	-	-	128,274
Miscellaneous	21,715	18,507	-	-	-	3,208	-	-	-
Total Sources	\$ 646,784	\$ 67,575	\$ 23,115	\$ 4,059	\$ 9,722	\$ 121,289	\$ 16,526	\$ 187,810	\$ 216,688
Operation and Maintenance Impact (1,000s)									
Total Operation and Maintenance Impact			-	3	17	17	66	-	
Total Revenue			-	-	491	-	-	-	
Net Additional Cost			\$ -	\$ 3	\$ (474)	\$ 17	\$ 66	\$ -	

PARKS & RECREATION PROJECT DETAIL

PR0030 – Freestone Park Expansion – North Completion of the northern portion of Freestone Park including the area north of public works, west and south of the recreation center, and west of the tennis courts. Improvements considered include parking, landscaping, irrigation, hardscape, lighted fields, trails and other park amenities. In addition, the project may include a pump station and an effluent water delivery system upgrade for the park.	Project Priority: 1.00
PR0240 – Freestone Skate/Tennis Facility – Phase II Completion of the northern portion of Freestone Park including the area north of public works, west and south of the recreation center, and west of the tennis courts. Improvements considered include parking, landscaping, irrigation, hardscape, lighted fields, trails and other park amenities. In addition, the project may include a pump station and an effluent water delivery system upgrade for the park.	Project Priority: 1.16
PR0310 – Gilbert Regional Park 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.	Project Priority: 3.00
PR0320 – Desert Sky Park 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 and storm water retention, as well as park and recreation amenities. Park and Recreation amenity development includes 18 acres for high intensity, 115 acres for medium intensity, and 32 acres for low intensity uses.	Project Priority: 3.00
PR0330 – Marathon Trail – East Maricopa Floodway Eight miles of trail development along the East Maricopa Floodway (Marathon Trail). Improvements to include a concrete pathway and soft trail surfaces, benches, shade ramadas, water fountains, signage, limited lighting, etc. To be developed in partnership with the Flood Control District of Maricopa County.	Project Priority: 1.00
PR0370 – Culture and Education Center The cultural and education center is anticipated to include instructional studios and specialized facilities for all aspects of the arts, including visual, musical, sculpture and performing arts. A community auditorium is anticipated to be included, which can also be used as a gallery and entertainment forum for concerts, etc.	Project Priority: 0.61
PR0390 – Crossroads Park – Phase II Includes the development of 14 acres to the north of the tracks and six acres to the south of the tracks for medium intensity park development and roadway improvements. The site is east of Greenfield Road.	Project Priority: 1.00

PARKS & RECREATION PROJECT DETAIL

PR0420 – Freestone Recreation Center Pool Programmed to be built on the west side of the Freestone Recreation Center. This indoor facility will include an eight-lane, 25-yard competition pool, as well as water slides, zero depth areas and various other contemporary pool amenities.	Project Priority: 0.78
PR0530 – Crossroads Park Lake Emb Stabilization Develop an engineered approach to remedy the on-going erosion of the basin slope at the bank of Crossroads Park Lake. Erosion of the earthen slope may deposit soil, vegetation and debris into the lake, impacting water quality and the lake's ecosystem.	Project Priority: 2.50
PR0560 – Parks and Trails Sign 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.	Project Priority: 2.44
PR0570 – Urban Lakes Renovation This project provides for lake dredging, lake liner replacements, sediment testing, seepage testing, pump replacements and upgrades, turf removal to eliminate run-off into lakes, addition of aerator equipment, and the reconditioning of pump stations. Removing turf adjacent to the lake at Cosmo and Freestone Parks and adding a swale to the lake at the Municipal Center. The lakes that will be addressed are as follows: Discovery Park Upper Lake, Crossroads Park, Cosmo Park, McQueen Park, Discovery Park Lower Lake, Municipal Center Lake, Freestone North and South Lakes, and Water Ranch.	Project Priority: 1.94
PR0580 – Rittenhouse Trail Construction of a multi-use trail from Power Road to Williams Field Road, along the old Rittenhouse Road alignment. The trail will consist of a 10' wide concrete walk, a 6' landscaped area, and a 10' wide decomposed granite path. Benches, kiosks and interpretive signage will be included along the trail.	Project Priority: 0.78
PR0620 – Powerline Trail – Phase IV Multi-use trail improvements along the Western Canal/Powerline corridor from ½ mile east of Val Vista Road to Greenfield Road.	Project Priority: 1.61
PR0630 – McQueen Park – Phase IV McQueen Park improvements including the potential for additional lighting to existing fields and addition of a play structure, ramadas, drinking fountains and pedestal grills at various locations west of the activity center.	Project Priority: 1.00

PR0710 – Riparian Education Center To be developed on the grounds at a Riparian Area. Center will house educational displays, classrooms, office space, exhibit space and restrooms. Center will be approximately 5,000 square feet.	Project Priority: 1.16
PR0810 – South Area Pool Construction of a swimming pool facility. Location options include future park site such as Gilbert Regional Park or other potential sites. The South Pool will require approximately 15 acres for development.	Project Priority: 1.31
PR0850 – Santan Vista Trail – Phase III Multi-modal canal trail improvements along the Eastern Canal (Santan Trail) from Baseline Road south to Germann Road. Phase III includes improvements from Ray Road to Germann Road to include three hawk crossings, landscaping, irrigation, concrete pathway, resting/sitting areas, interpretive kiosks and signage.	Project Priority: 1.83
PR0920 – Shade Structures – Various Locations Install shade structures over playground equipment and other park amenities such as sports fields, picnic areas, and bleachers in various parks.	Project Priority: 2.38
PR0970 – Santan Vista Trail – Phase IV Multi-modal canal trail improvements along the Eastern Canal (Santan Vista Trail) from Baseline Road, south to Germann Road. Phase IV includes improvements from Baseline Road to Guadalupe Road to include hawk crossing, concrete pathway, landscaping, irrigation, resting/sitting areas, interpretive kiosks and signage.	Project Priority: 2.83
PR1010 – Santan Fwy Trail – Val Vista to Discovery Park Design and construct a multi-use trail along Santan Freeway from ¼ mile east of Val Vista Road to Discovery Park. This trail will provide connectivity to the existing 202 trail from Zanjero Park and Mercy Gilbert Hospital to Discovery Park at Greenfield Road and Pecos Road. This project will include two hawk crossings.	Project Priority: 1.45
PR1020 – Santan Fwy Trail – Discovery Park to Cosmo Design and construct a multi-use trail along Santan Freeway from Discovery Park to Cosmo Park including three hawk crossings, landscaping, rest areas, drinking fountains and lighting.	Project Priority: 1.45
PR1030 – Playground Replacements – Various Locations Remove and replace play structures in the following and locations: Page Park, Village Park West, McQueen Ballfield North, Freestone Soccer Fields, Circle G South, Circle G North, Sunview, Freestone Recreation Center, McQueen Park Activity Center West, McQueen Park Activity Center East, Discovery, Sonora Town, McQueen Ballfield South and Cosmo.	Project Priority: 2.83 

PR1040 – Water Tower Plaza – Repairs/Upgrades Upgrade and replacement of the splash pad operating system to include piping, nozzle replacements and electrical system upgrades.	Project Priority: 1.92 
PR1070 – Riparian Preserve Yurts Installation of facilities to provide education programs and overnight lodging at the preserve.	Project Priority: 0.78
PR1080 – Discovery Park Playground Structure A full-size structure was not included in the original park design. This project will install a new full-size play structure at Discovery Park.	Project Priority: 1.53
PR1100 – Powerline Trail – Recker to Power Western powerline trail improvements from Recker Road to Power Road to include concrete pathway, rest areas/shade, lighting, drinking fountain and landscape improvements.	Project Priority: 1.61
PR1110 – SERL Parking Lot Connection The existing non-functioning water feature at the northwest corner of the library will be removed, and the parking lots on the north and west sides of the building will be connected, allowing vehicles to circulate without exiting the site and providing additional parking spaces. Dedicated right turn lanes into the site will be added on Greenfield Road and Guadalupe Road. The existing parking lots will be resurfaced, and drainage issues on the site will be addressed.	Project Priority: 2.00
PR1130 – Western Powerline Trail – UPRR Ped Crossing Construct a grade separated pedestrian crossing over the Union Pacific Railroad (UPRR) at the intersection of the Western Powerline Trail (WPT) approximately ½ mile west of Gilbert Road. Included in the project is the completion of trail improvements approximately ¼ mile on either side of the crossing location.	Project Priority: 3.00
PR1150 – Town Store – Southeast Regional Library This project will convert existing interior space in the Southeast Regional Library into a store and visitors center.	Project Priority: 0.95
PR1160 – Irrigation System Replacements This project will replace complete park aging irrigation system infrastructure to include piping and valves. Replacement is scheduled to begin with Freestone Park followed by Crossroads Park and the Municipal Center (Muni I), then Circle G, Oak Tree, Old West, Page Park, Sunview, Vaughn Basin, Village II, Villa Madeira and Vista Allegre.	Project Priority: 1.78 

PARKS & RECREATION PROJECT DETAIL

PR1170 – Irrigation Controller Replacements This project will replace obsolete irrigation controllers in parks and along trails. The \$50,000 allocated in FY 2017 was for a pilot program to be tested at one park. This pilot program helped to determine the return on investment once all new controllers are installed. The proposed controllers will include field communication capabilities, alert notifications and automatic evapo-transpiration controls.	Project Priority: 3.00 
PR1210 – Santan Vista Trail – Phase V Multi-modal trail improvements along the Eastern Canal (Santan Vista Trail) from Germann Road to Queen Creek Road. Phase V improvements to include concrete pathway, landscaping, irrigation, rest areas and signage.	Project Priority: 1.16
PR1230 – Trail Lighting Install lighting on trails to include the Heritage Trail (Consolidated Canal), Santan Vista Trail (Eastern Canal) and the Western Canal/Powerline Trail.	Project Priority: 1.61
PR1240 – Cosmo Park Turf Project This project will remove approximately 2.5 acres of turf at Cosmo Park on the steep sloped areas and replace with low maintenance and low water usage sections of terraced landscaping.	Project Priority: 1.17
PR1270 – Trail Crossing at RR Tracks Study Study to ensure legal pedestrian crossings are built at all railroad crossings.	Project Priority: 1.45
PR1290 – Cactus Yards Parking Lot Complete replacement of the 600 space parking lot to include sub-grade replacement, restriping of spaces and inlet roads and improvements to inlets and drainage.	Project Priority: 2.39 
PR1300 – Trails Priority Assessment Assessment and prioritization of the needs of all the trail components as projected in the 2014 Parks, Recreation and Trails Master Plan.	Project Priority: 3.00
PR1310 – Safety Improvements for Trail Crossings Assess all of the existing trail crossings and determine the appropriate safe crossing infrastructure that will be the most effective in each location. Construct approximately three trail crossings each fiscal year. Recent data collection efforts will help with the prioritization of where safety improvements are needed most based on analysis of trail user counts, traffic volume counts, crash data and site constraints.	Project Priority: 3.00

PARKS & RECREATION PROJECT DETAIL

PR1311 – Nichols Park at Water Ranch – Phase II Complete park landscaping, hardscape (pathways, ramadas, parking) and amenities at Nichols Park. Phase II will provide upgraded and ADA accessible access to Nichols Park playing fields. Improve storm drain run off and erosion associated with the upgraded access. Phase III to potentially include field lighting, in addition to other improvements on the upper portion of the site. Partnership opportunities are a possibility for this site.	Project Priority: 1.61
PR1312 – Gilbert Youth Soccer Complex – Phase II Based on the findings and recommendations of the Gilbert Regional Park Conceptual Master Plan, development surrounding the Greenfield Water Reclamation Plant and South Area Service Center may include sports fields, sports courts, concession building, lake, interior roadways, parking lots, landscaping, hardscape, ramadas, play areas, restrooms, lighting, etc.	Project Priority: 0.71
PR1313 – Williams Field/Perry Pools Renovation This project will provide for the design and construction to renovate both pools, built in 2008, located at: Williams Field and Perry High Schools. Both pools completed 12 th aquatic season and needed rehabilitation will include in general: pool plaster chip out and replacement, plumbing, Gunnite shell repair, stone and decking repairs, waterline tile and lane line tile repairs, drain enhancements per VGBA requirements and any and all ADA modifications to pool entry per ADA code.	Project Priority: 1.84 



Debt Service

Debt Service Summary

Debt Service Detail

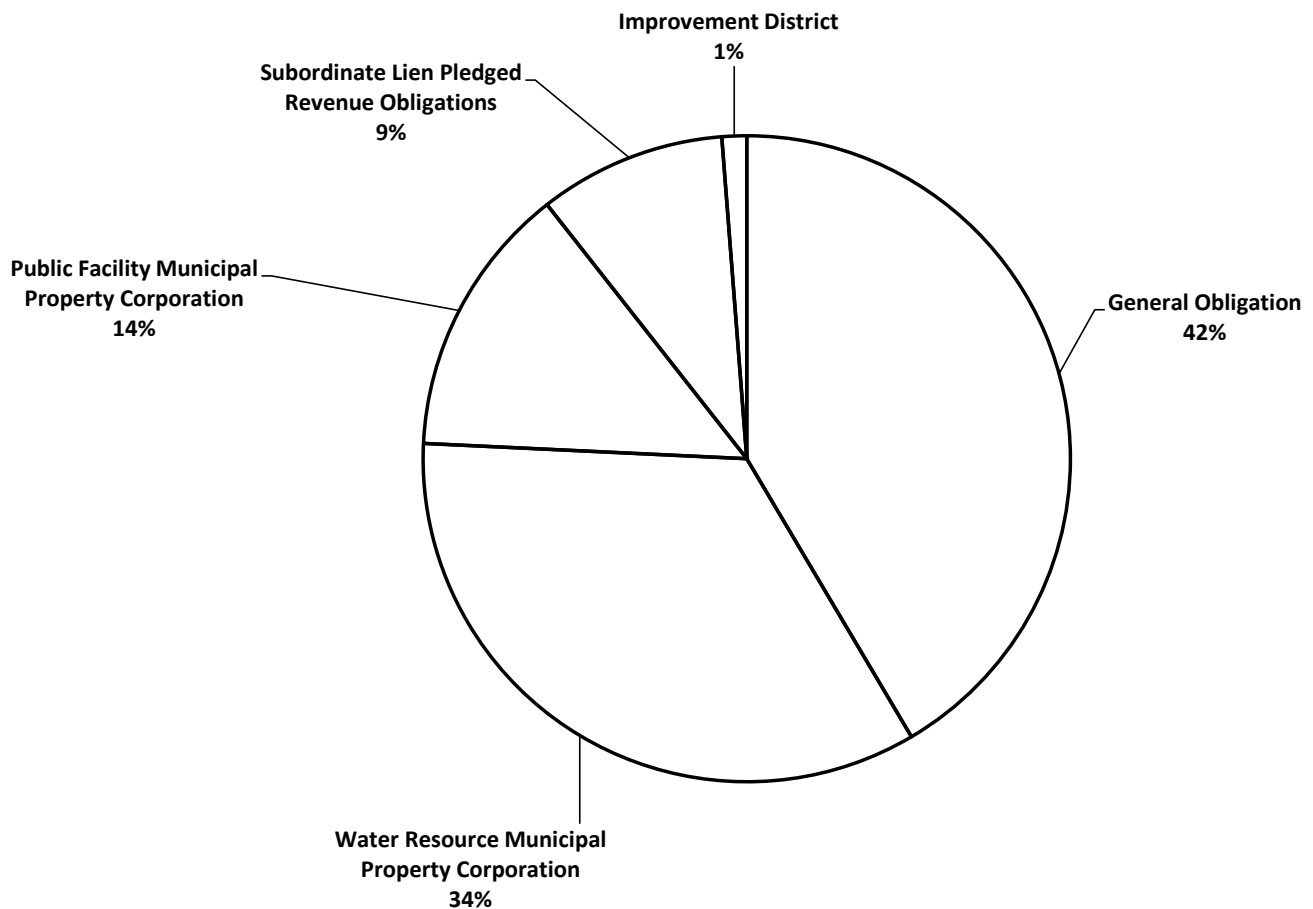
Debt Service Financial



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, 2020:

TYPE OF BOND	PRINCIPAL AMOUNT OUTSTANDING
General Obligation	\$ 151,825,000
Water Resource Municipal Property Corporation	125,305,000
Public Facility Municipal Property Corporation	49,955,000
Subordinate Lien Pledged Revenue Obligations	34,220,000
Improvement District	4,510,000
Total Bonds Outstanding	\$ 365,815,000



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 levied to repay debt.

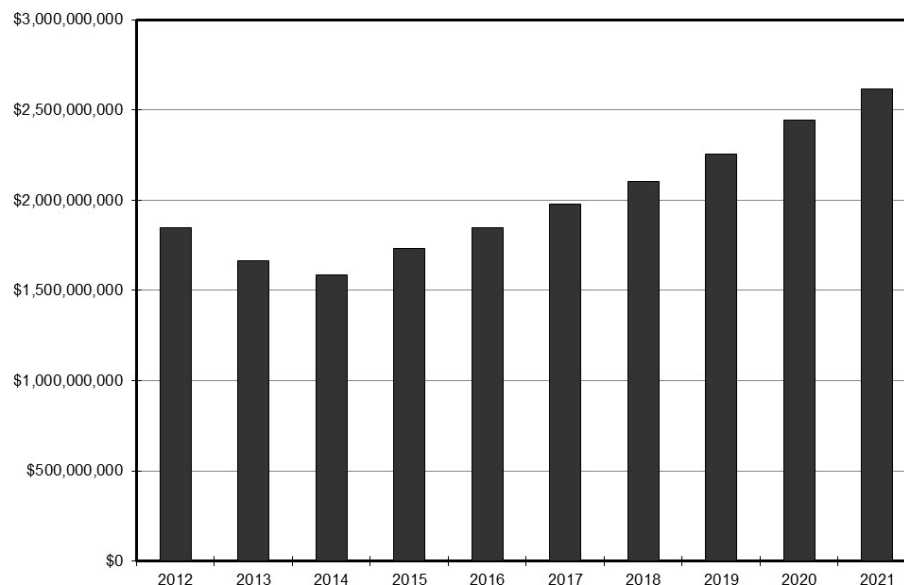
Year	Net Assessed Limited Property Valuation*	Percent Change	Property Tax Levy
2011/2012	1,849,983,469	-15.34%	21,400,000
2012/2013	1,666,867,842	-9.90%	19,300,000
2013/2014	1,585,463,663	-4.88%	18,440,000
2014/2015	1,734,283,157	9.39%	19,500,000
2015/2016	1,845,325,449	6.40%	19,500,000
2016/2017	1,979,359,269	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
2020/2021	2,615,110,788	7.09%	25,880,000

*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 from approx. \$1.06 in FY 2015 to \$0.99 in FY 2019. The rate has remained level at \$0.99 in FY 2020 and FY 2021.

Assessed value for Property Tax purposes lags market by nearly two years.

Secondary Assessed Value



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. The following table outlines the remaining authorization for each voter approved election:

Election Date	Purpose	Authorized	Issued	Remaining 20%
Nov 2001	WW/Street/park/Storm/PS	\$ 57,481,000	\$ 45,722,000	\$11,759,000
May 2003	Streets	\$ 80,000,000	\$ 80,000,000	\$ -
Mar 2006	Streets/Parks	\$ 85,000,000	\$ 85,000,000	\$ -
Nov 2007	Streets	\$174,000,000	\$ 173,993,080	*** \$ -
Nov 2018	Public Safety	\$ 65,350,000	\$ 65,340,778	*** \$ -

*** Remaining authorization is a de minimis amount

The information below shows the legal bonding limit for General Obligation bonds as of July 1, 2020.

Debt Capacity with Bond Premiums Included

6% Limitation

FY 2021 NFC - Assessed Valuation	\$ 3,473,848,525
Allowable 6% Debt	208,430,912
Less: 6% Debt Outstanding	-
Unused 6% Debt Capacity	\$ 208,430,912

20% Limitation

FY 2021 NFC - Assessed Valuation	\$ 3,473,848,525
Allowable 20% Debt	694,769,705
Less: 20% Debt Outstanding	(151,825,000)
Less: Unamortized 2017 Premium Counted Against Capacity	(5,020,932)
Less: Unamortized 2020 Premium Counted Against Capacity	(4,477,729)
Unused 20% Debt Capacity	\$ 533,446,045

The following table provides the detail for the FY 2021 general obligation debt budget. Revenue is provided from the secondary property tax levy.

Issue Name	Debt Issued	Debt Outstanding	Tax Supported Debt Payments
GO Series 2017 Revenue and Refunding	\$121,670,000	\$76,965,000	\$21,770,550
GO Series 2020 Refunding	\$15,020,000	\$15,020,000	\$600,800
GO Series 2020 Revenue	\$61,730,000	\$59,840,000	\$3,515,338
Total General Obligation	\$198,420,000	\$151,825,000	\$25,886,688

The last General Obligation Bond sale occurred in May 2020. That issue received a AAA bond rating from all three major ratings agencies. This is the highest rating possible. The 2020 issue used the November 2018 authorization and also refunded the outstanding GO Series 2008. The refunding saved nearly \$800,000 (about 5%) in interest. The Town's decision to wait until May 2020 to issue the

public safety bonds (instead of issuing in May 2019) resulted in approximately \$5.6m less in total borrowing costs. This is evidence of the Town's emphasis on responsible financial stewardship, as well as a reflection of a great community.

The adopted tax levy for FY 2020-21 is \$25.88m (\$.9896 tax rate).

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:

Fiscal Year	General Obligation	MPC Public Facilities	MPC Water Resources	Subordinate Lien	Improvement District
2021	\$19,995,000	\$14,340,000	\$7,950,000	\$770,000	\$410,000
2022	22,275,000	5,250,000	8,340,000	810,000	435,000
2023	18,530,000	5,500,000	8,780,000	850,000	450,000
2024	4,170,000	5,770,000	9,200,000	895,000	475,000
2025	4,360,000	6,055,000	9,655,000	935,000	495,000
2026	4,565,000	6,360,000	10,155,000	985,000	535,000
2027	4,775,000	6,680,000	10,575,000	1,035,000	555,000
2028	4,995,000	-	11,105,000	1,085,000	565,000
2029	5,160,000	-	11,445,000	1,140,000	590,000
2030	5,335,000	-	11,835,000	1,195,000	-
2031	5,580,000	-	10,285,000	1,235,000	-
2032	5,840,000	-	2,950,000	1,275,000	-
2033	6,105,000	-	3,070,000	1,320,000	-
2034	6,270,000	-	3,190,000	1,365,000	-
2035	6,430,000	-	3,320,000	1,415,000	-
2036	6,600,000	-	3,450,000	1,470,000	-
2037	6,785,000	-	-	1,525,000	-
2038	6,945,000	-	-	1,580,000	-
2039	7,110,000	-	-	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	-
	\$151,825,000	\$49,955,000	\$125,305,000	\$34,220,000	\$4,510,000

The following table indicates the total interest payments per year by type of debt:

Fiscal Year	General Obligation	MPC Public Facilities	MPC Water Resources	Subordinate Lien	Improvement District
2021	\$5,891,688	\$2,471,275	\$5,487,313	\$1,487,706	\$219,625
2022	4,908,338	1,761,150	5,089,813	1,449,206	198,068
2023	3,855,538	1,508,250	4,672,813	1,408,706	175,490
2024	3,114,338	1,243,250	4,233,813	1,366,206	151,893
2025	2,922,688	954,750	3,773,813	1,321,456	127,145
2026	2,722,238	652,000	3,291,063	1,274,706	100,868
2027	2,512,238	334,000	2,857,863	1,225,456	73,063
2028	2,292,488	-	2,329,113	1,173,706	44,498
2029	2,122,888	-	1,997,300	1,119,456	15,045
2030	1,947,588	-	1,591,350	1,062,456	-
2031	1,702,188	-	1,085,100	1,023,619	-
2032	1,445,388	-	639,200	981,938	-
2033	1,176,488	-	521,200	937,313	-
2034	1,017,338	-	398,400	891,113	-
2035	853,738	-	270,800	843,338	-
2036	682,713	-	138,000	786,738	-
2037	503,838	-	-	733,450	-
2038	342,694	-	-	678,169	-
2039	177,750	-	-	620,894	-
2040	-	-	-	561,444	-
2041	-	-	-	500,000	-
2042	-	-	-	409,500	-
2043	-	-	-	314,500	-
2044	-	-	-	214,750	-
2045	-	-	-	110,000	-
	\$40,192,156	\$8,924,675	\$38,376,950	\$22,495,825	\$1,105,693

DEBT SERVICE

PERSONNEL BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
General Obligation	22,280,090	23,258,156	24,260,550	24,260,550	25,986,550
HURF	3,413,020	3,413,270	-	-	-
Improvement Districts	961,309	826,220	5,343,240	830,000	4,759,630
MPC - Public Facilities	78,490,851	15,708,450	15,671,300	15,671,300	16,826,280
MPC - Water System	9,835,064	9,811,313	10,033,070	10,033,070	9,823,320
MPC - Wastewater System	3,900,543	3,622,350	3,624,750	3,624,750	3,624,000
Revenue Obligations	2,257,506	2,260,706	2,269,460	2,269,460	2,267,710
Total Expenses	\$ 121,138,383	\$ 58,900,465	\$ 61,202,370	\$ 56,689,130	\$ 63,287,490

EXPENSES BY CATEGORY	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Personnel	-	-	-	-	-
Supplies & Contractual	121,138,383	58,900,465	61,202,370	56,689,130	63,287,490
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 121,138,383	\$ 58,900,465	\$ 61,202,370	\$ 56,689,130	\$ 63,287,490

OPERATING RESULTS	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Total Revenues	22,681,232	23,275,410	29,518,240	24,985,000	31,247,840
Transfers In	30,380,935	54,035,596	35,145,950	34,932,352	31,598,700
Total Sources	\$ 53,062,167	\$ 77,311,006	\$ 64,664,190	\$ 59,917,352	\$ 62,846,540
Total Expenses	121,138,383	58,900,465	61,202,370	56,689,130	63,287,490
Transfers Out	332,001	12,172,463	-	-	-
Total Uses	\$ 121,470,384	\$ 71,072,928	\$ 61,202,370	\$ 56,689,130	\$ 63,287,490
Net Operating Result	\$ (68,408,217)	\$ 6,238,078	\$ 3,461,820	\$ 3,228,222	\$ (440,950)



Appendix

Personnel Detail
Capital Outlay
Transfer Detail and Summary
Schedules A-G
Glossary/Acronyms



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
GENERAL FUND					
Mayor and Council					
Executive Administrative Assistant	1.00	1.00	1.00	0.00	0.00
Mayor's Aide	1.00	1.00	1.00	1.00	1.00
Council Aide	0.00	0.00	0.00	1.00	1.00
Total Mayor and Council	2.00	2.00	2.00	2.00	2.00
Manager					
Town Manager	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	3.00	3.00	3.00	3.00	3.00
Chief Innovation Officer	0.00	1.00	1.00	1.00	1.00
Community Resources Program Supervisor	0.35	0.35	0.35	0.35	0.35
Assistant to Town Manager	1.00	0.00	0.00	1.00	1.00
Volunteer and Community Resource Manager	0.00	0.00	0.00	0.00	1.00
Executive Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Manager	6.35	6.35	6.35	7.35	8.35
Emergency Operations and Safety					
Emergency Management Coordinator	1.00	1.00	1.00	1.00	1.00
Health and Safety Analyst	0.00	1.00	1.00	1.00	1.00
Total Emergency Operations Center	1.00	2.00	2.00	2.00	2.00
Digital Government					
Digital Communications Strategist	1.00	1.00	1.00	3.00	3.00
Chief Digital Officer	1.00	1.00	1.00	1.00	1.00
Digital Media & Marketing Deputy Director	0.00	0.00	0.00	1.00	1.00
Digital Media and Marketing Officer	1.00	1.00	1.00	2.00	2.00
Digital Media and Marketing Officer Senior	0.00	0.00	0.00	1.00	1.00
Data Content Strategist	0.00	0.00	1.00	1.00	1.00
Digital Engagement Coordinator	1.00	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
Total Digital Government	8.00	8.00	9.00	14.00	14.00
Intergovernmental					
Governmental Relation Assistant	1.00	1.00	1.00	0.00	0.00
Intergovernmental Relations Manager	0.00	0.00	0.00	1.00	1.00
Director of Intergovernmental Affairs	1.00	1.00	1.00	1.00	1.00
Total Intergovernmental	2.00	2.00	2.00	2.00	2.00
Economic Development					
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	0.00	0.00	0.00	0.00
Redevelopment Program Manager	0.00	1.00	1.00	1.00	1.00
Business Attraction Administrator	0.00	1.00	1.00	1.00	1.00
Business Retention & Expansion Administrator	0.00	1.00	1.00	0.00	0.00
Marketing & Communication Administrator	0.00	1.00	1.00	0.00	0.00
Data Scientist	2.00	1.00	1.00	1.00	1.00
Tourism Administrator	0.00	1.00	1.00	0.00	0.00

PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Redevelopment Specialist	0.00	0.00	0.00	0.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Economic Development Project Manager	0.00	0.00	0.00	2.00	2.00
Total Economic Development	9.00	9.00	9.00	8.00	9.00
Information Technology:					
Information Technology Administration					
Information Technology Director	1.00	1.00	1.00	0.00	0.00
IT Trainer	0.00	0.00	0.00	0.00	1.00
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
IT Intern	0.00	0.00	0.00	0.00	0.50
Total Information Technology Administration	3.00	3.00	3.00	2.00	3.50
Applications Support					
IT Applications Manager	1.00	2.00	2.00	2.00	2.00
IT Desktop Supervisor	1.00	0.00	0.00	0.00	0.00
Project Manager	0.00	0.00	1.00	1.00	2.00
Data Architect	0.00	0.00	0.00	1.00	1.00
Applications Administrator	4.00	0.00	0.00	0.00	0.00
Applications Engineer	2.00	0.00	0.00	0.00	0.00
Desktop Analyst	2.00	0.00	0.00	0.00	0.00
IT Security Administrator	0.00	1.00	1.00	0.00	0.00
Chief Information Security Officer	0.00	0.00	0.00	1.00	1.00
Applications Analyst	5.00	9.00	10.00	9.00	9.00
Desktop Support	4.00	0.00	0.00	0.00	0.00
Database Administrator	0.00	2.00	2.00	2.00	2.00
Help Desk Technician	1.00	0.00	0.00	0.00	0.00
Total Applications Support	20.00	14.00	16.00	16.00	17.00
Desktop Support					
IT Desktop Manager	0.00	1.00	1.00	1.00	1.00
Desktop Support	0.00	7.00	8.00	9.00	9.00
Total Desktop Support	0.00	8.00	9.00	10.00	10.00
Infrastructure					
Deputy Director/Infrastructure Manager	0.00	0.00	0.00	1.00	1.00
IT Infrastructure Manager	1.00	1.00	1.00	0.00	1.00
Systems Engineer	3.00	2.00	4.00	4.00	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
IT Security Analyst	0.00	0.00	0.00	0.00	1.00
Network Engineer	1.00	2.00	2.00	2.00	2.00
Data Scientist	0.00	0.00	1.00	0.00	0.00
Communication Engineering Technician	2.00	1.00	1.00	1.00	1.00
Audio/Visual Technician	0.00	1.00	1.00	1.00	1.00
Audio/Visual Analyst	1.00	0.00	0.00	0.00	0.00
Total Infrastructure	10.00	9.00	12.00	11.00	13.00
GIS Operations and Support					
GIS Supervisor	1.00	1.00	1.00	1.00	1.00
GIS Administrator	2.00	1.00	1.00	1.00	1.00
GIS Analyst	0.00	1.00	1.00	1.00	1.00



PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
GIS Technician	4.00	4.00	4.00	4.00	4.00
IT Intern	0.00	0.00	0.00	0.00	0.50
Addressing Technician	1.00	1.00	1.00	1.00	1.00
Total GIS Operations and Support	8.00	8.00	8.00	8.00	8.50
Total Information Technology	41.00	42.00	48.00	47.00	52.00
Human Resources:					
Personnel Administration					
Chief People Officer	1.00	1.00	1.00	1.00	1.00
Deputy Chief People Officer	0.00	0.00	0.00	1.00	1.00
Senior Human Resources Analyst	5.00	0.00	0.00	0.00	0.00
Benefits Analyst Workers Comp	0.00	1.00	1.00	1.00	1.00
Total Rewards Analyst	0.00	1.00	1.00	1.00	1.00
Human Resource Analyst	0.00	1.00	1.00	1.00	1.00
Benefits Analyst Senior	1.00	1.00	1.00	1.00	1.00
Human Resource Business Partner	0.00	4.00	4.00	4.00	4.00
Lean Innovator	1.00	1.00	1.00	1.00	1.00
Benefits Manager	0.00	1.00	1.00	0.00	0.00
Human Resource Solution Manager	2.00	1.00	1.00	1.00	1.00
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00
Office Assistant	1.00	0.00	0.00	0.00	0.00
Administrative Supervisor	1.00	1.00	1.00	0.00	0.00
Administrative Assistant	2.00	1.00	1.00	1.00	1.00
Receptionist	0.00	0.00	0.00	0.00	1.00
People Data Strategist	0.00	0.00	0.00	1.00	1.00
Total Personnel Administration	16.00	16.00	16.00	16.00	17.00
Learning and Development					
Organizational Development Manager	1.00	1.00	1.00	1.00	1.00
Learning and Development Consultant	1.00	1.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Learning and Development	3.00	3.00	4.00	4.00	4.00
Risk Management					
Senior Claims Analyst	1.00	0.00	0.00	0.00	0.00
Senior Human Resources Analyst	1.00	0.00	0.00	0.00	0.00
Total Risk Management	2.00	0.00	0.00	0.00	0.00
Total Human Resources	21.00	19.00	20.00	20.00	21.00
Management and Budget					
Management and Budget Director	1.00	1.00	1.00	1.00	1.00
Management and Budget Analyst	3.00	3.00	4.00	4.00	4.00
Management and Budget Specialist	1.00	1.00	1.00	1.00	1.00
Total Management and Budget	5.00	5.00	6.00	6.00	6.00
Town Clerk					
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



PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Records Management Specialist	0.00	0.00	0.00	0.00	1.00
Town Clerk Specialist	2.00	2.00	2.00	2.00	2.00
Total Town Clerk	5.00	5.00	5.00	5.00	6.00
Legal Services:					
General Counsel					
Town Attorney	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	0.00	1.00	1.00	1.00	1.00
Assistant Town Attorney	2.00	2.00	3.00	3.00	3.00
Legal Advisor	1.00	0.00	0.00	0.00	0.00
Assistant Risk Manager	0.00	0.00	0.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00	1.00
Claims Analyst	0.00	1.00	2.00	0.00	0.00
Legal Secretary	1.00	1.00	1.00	1.00	1.00
Total General Counsel	6.00	7.00	9.00	8.00	8.00
Prosecutor					
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	10.00	10.00
Prosecutor Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	6.00	6.00	6.00	0.00	0.00
Victim Advocate	2.00	2.00	2.00	2.00	2.00
Paralegal	1.00	1.00	2.00	2.00	2.00
Total Prosecutor	21.00	21.00	22.00	23.00	23.00
Total Legal Services	27.00	28.00	31.00	31.00	31.00
Finance & Management Services:					
Administration					
Finance & Management Services Director	1.00	1.00	1.00	1.00	1.00
Total Management Services Administration	1.00	1.00	1.00	1.00	1.00
Accounting					
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Assistant Accounting Manager	1.00	1.00	1.00	1.00	1.00
Accounting Supervisor	0.00	1.00	1.00	1.00	1.00
Accounting System Analyst	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	0.00	0.00	0.00	0.00
Accountant	1.00	1.00	2.00	3.00	3.00
Accounts Payable Technician	2.00	2.00	2.00	2.00	3.00
Accounting Technician	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	0.00	0.00	0.00	0.00
Accounting Specialist	1.00	1.00	1.00	0.00	0.00
Payroll Specialist	3.00	3.00	3.00	3.00	3.00
Total Accounting	12.00	12.00	13.00	13.00	14.00
Purchasing					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Contract Analyst	4.00	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
Total Purchasing	7.00	7.00	7.00	7.00	7.00



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Tax Compliance					
Tax Compliance Specialist	1.00	1.00	1.00	1.00	1.00
Tax Compliance Analyst	1.00	1.50	1.50	1.50	1.50
Tax Compliance Manager	1.00	1.00	1.00	1.00	1.00
Tax Compliance Auditor	2.00	2.00	2.00	2.00	3.00
Total Tax Compliance	5.00	5.50	5.50	5.50	6.50
Total Finance & Management Services	25.00	25.50	26.50	26.50	28.50
Municipal Court					
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	2.00	2.00	2.00	2.00	2.00
Deputy Court Administrator	1.00	1.00	1.00	1.00	1.00
Court Services Clerk	15.00	15.00	15.00	17.00	17.00
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	0.00	0.00
Court Interpreter	0.75	0.75	0.75	0.75	0.75
Pro Tem Judge	0.17	0.17	0.17	0.17	0.32
Total Municipal Court	31.92	31.92	31.92	31.92	32.07
Development Services:					
Development Services Administration					
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
Total Development Services Administration	2.00	2.00	2.00	2.00	2.00
Permits and Licensing					
Customer Service Professional	4.30	5.03	4.72	4.72	4.72
Customer Service Manager	0.50	0.50	0.50	0.50	0.50
Customer Service Supervisor	0.70	1.00	1.00	1.00	1.00
Alarm Program Technician	1.00	0.80	0.80	0.80	0.80
Receptionist	0.00	0.00	0.50	0.50	0.50
Total Permits and Licensing	6.50	7.33	7.52	7.52	7.52
Plan Review and Inspection Administration					
Plan Review and Inspection Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Plan Review and Inspection Admin	2.00	2.00	2.00	2.00	2.00
Plan Review and Inspection - Building					
Building & Fire Inspection Supervisor	0.75	0.75	0.75	0.75	0.75
Building Inspector	8.00	8.00	8.00	9.00	9.00
Plan Review Supervisor	0.80	0.80	0.80	0.80	0.80
Plans Examiner	7.00	7.00	7.00	6.00	6.00
Permit Technician	3.00	3.00	3.00	3.00	3.00
Total Plan Review and Inspection - Building	19.55	19.55	19.55	19.55	19.55

PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Plan Review and Inspection - Engineering					
Engineering Inspector	6.00	7.00	7.00	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
Total Plan Review and Inspection - Engineering	9.95	10.95	10.95	10.95	10.95
Plan Review and Inspection - Code					
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
Total Plan Review and Inspection - Code	6.80	6.80	6.80	6.80	6.80
Plan Review and Inspection - Planning					
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
Total Plan Review and Inspection - Planning	3.05	3.05	3.05	3.05	3.05
Plan Review and Inspection - Fire					
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
Total Plan Review and Inspection - Fire	3.45	3.45	3.45	3.45	3.45
Planning & Development					
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	7.00	7.00	7.00	7.00	7.00
Plans Examiner	2.00	2.00	2.00	2.00	2.00
Planning Technician	2.00	2.00	2.00	2.00	2.00
Total Planning & Development	13.00	13.00	13.00	13.00	13.00
Transportation Planning					
Transportation Planning Manager	1.00	1.00	1.00	1.00	1.00
Transportation Planner	1.00	1.00	1.00	1.00	2.00
Total Transportation Planning	2.00	2.00	2.00	2.00	3.00
Development Engineering					
Development Engineer Manager	1.00	1.00	1.00	1.00	1.00
Development Engineer	2.00	2.00	3.00	3.00	3.00
Total Development Engineering	3.00	3.00	4.00	4.00	4.00
Total Development Services	71.30	73.13	74.32	74.32	75.32
Police Department:					
Police Administration					
Police Chief	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	1.00	2.00	2.00	2.00	2.00
Police Lieutenant	1.00	1.00	1.00	0.00	0.00
Police Sergeant	1.00	0.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Police Administration	5.00	5.00	5.00	4.00	4.00



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Support Administration					
Commander	1.00	1.00	1.00	1.00	1.00
Policy and Compliance Coordinator	0.00	1.00	1.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Support Administration	2.00	3.00	3.00	2.00	2.00
Communications					
Police Communications Manager	1.00	1.00	1.00	1.00	1.00
Police Communications Shift Supervisor	5.00	5.00	6.00	6.00	6.00
Dispatcher	18.00	31.50	34.50	34.50	41.50
911 Operators	13.50	0.00	0.00	0.00	0.00
Total Communications	37.50	37.50	41.50	41.50	48.50
Hiring					
Police Policy and Compliance Coordinator	1.00	0.00	0.00	0.00	0.00
Police Sergeant	0.00	0.00	0.00	1.00	1.00
Polygraph Examiner	1.00	0.00	0.00	0.00	0.00
Police Volunteer Specialist	1.00	0.00	0.00	0.00	0.00
Background Investigator	5.00	6.00	6.00	6.00	6.00
Office Assistant	0.50	0.00	0.00	0.00	0.00
Total Hiring	8.50	6.00	6.00	7.00	7.00
Planning and Research					
Planning and Research Analyst	1.00	1.00	2.00	2.00	2.00
Planning and Research Coordinator	1.00	1.00	1.00	1.00	1.00
Total Planning and Research	2.00	2.00	3.00	3.00	3.00
Public Affairs					
Police Sergeant	0.00	1.00	1.00	1.00	1.00
Police Officer	0.00	0.00	0.00	1.00	1.00
Public Affairs Specialist	0.00	1.00	1.00	0.00	0.00
Volunteer Specialist	0.00	1.00	1.00	0.00	0.00
Total Public Affairs	0.00	3.00	3.00	2.00	2.00
Counseling Services					
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
Total Counseling Services	8.50	8.50	8.50	8.50	8.50
Crime Prevention					
Crime Prevention Technician	3.00	2.00	2.00	2.00	2.00
Total Crime Prevention	3.00	2.00	2.00	2.00	2.00
Property & Evidence					
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
Total Property & Evidence	7.00	7.00	7.00	7.00	7.00
Records					
Core Services Administrator	1.00	1.00	1.00	0.00	0.00
Records Manager	0.00	0.00	0.00	1.00	1.00



PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Police Records Shift Supervisor	3.00	3.00	3.00	3.00	3.00
Police Records Clerk	15.00	15.00	15.00	15.00	15.00
Total Records	19.00	19.00	19.00	19.00	19.00
Volunteer Services					
Volunteer Specialist	0.00	0.00	0.00	1.00	1.00
Total Volunteer Services	0.00	0.00	0.00	1.00	1.00
Redaction					
Body Worn Camera Coordinator	0.00	0.00	0.00	1.00	1.00
Total Redaction	0.00	0.00	0.00	1.00	1.00
Office of Professional Standards Admin					
Police Sergeant	0.00	1.00	1.00	1.00	1.00
Police Lieutenant	0.00	0.00	0.00	1.00	1.00
Police Officer	0.00	0.00	0.00	1.00	1.00
Policy and Compliance Coordinator	0.00	0.00	0.00	1.00	1.00
Background Investigator	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.50	0.50	0.50	0.50
Total Office of Professional Standards Admin	0.00	2.50	2.50	5.50	5.50
Internal Affairs					
Police Sergeant	1.00	0.00	0.00	0.00	0.00
Police Officer	3.00	3.00	3.00	3.00	3.00
Non-Sworn Public Safety Technician	1.00	0.00	0.00	0.00	0.00
Total Internal Affairs	5.00	3.00	3.00	3.00	3.00
Training					
Police Training Specialist	1.00	1.00	1.00	1.00	1.00
Police Officer	0.00	3.00	3.00	3.00	8.00
Rangemaster	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	2.00	2.00	2.00	2.00
Police Records Clerk	1.00	0.00	0.00	0.00	0.00
Police Lieutenant	0.00	0.00	0.00	0.00	1.00
Police Sergeant	0.00	1.00	2.00	1.00	1.00
Total Training	4.00	8.00	9.00	8.00	14.00
Patrol Administration					
Police Commander	0.00	0.00	0.00	2.00	2.00
Police Lieutenant	0.00	0.00	0.00	7.00	7.00
Service Aide	0.00	0.00	0.00	2.00	2.00
Administrative Assistant	0.00	0.00	0.00	2.20	2.20
Total Patrol Administration	0.00	0.00	0.00	13.20	13.20
Patrol					
Police Commander	2.00	2.00	2.00	0.00	0.00
Police Lieutenant	5.00	6.00	7.00	0.00	0.00
Police Sergeant	14.00	17.00	18.00	16.00	16.00
Police Officer	130.00	147.00	157.00	148.00	148.00
Administrative Assistant	2.00	2.00	2.00	0.00	0.00
Total Patrol	153.00	174.00	186.00	164.00	164.00



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Civilian Patrol					
Civilian Patrol Technician	4.00	4.00	4.00	4.00	4.00
Tow Hearing/Patrol Supervisor	0.00	0.00	0.00	0.60	0.60
Total Civilian Patrol	4.00	4.00	4.00	4.60	4.60
Detention					
Detention Supervisor	2.00	2.00	2.00	2.00	2.00
Detention Facility Officer	7.00	7.00	9.00	9.00	9.00
Total Detention	9.00	9.00	11.00	11.00	11.00
Teleserve					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Teleserve Operator	8.00	7.00	7.00	7.00	7.00
Quartermaster	1.00	1.00	1.00	1.00	1.00
Body Worn Camera Coordinator	0.00	1.00	1.00	0.00	0.00
Service Aide	2.00	2.00	2.00	0.00	0.00
Total Teleserve	12.00	12.00	12.00	9.00	9.00
Bike Unit					
Police Sergeant	0.00	0.00	0.00	1.00	1.00
Police Officer	0.00	0.00	0.00	7.00	7.00
Total Bike Unit	0.00	0.00	0.00	8.00	8.00
Investigations Administration					
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
Total Investigations Administration	4.00	4.00	4.00	4.00	4.00
Special Assignment Unit					
Police Sergeant	2.00	1.00	1.00	1.00	1.00
Police Officer	9.00	8.00	8.00	7.00	8.00
Total Special Assignment Unit	11.00	9.00	9.00	8.00	9.00
Financial Crimes Unit					
Police Sergeant	0.00	1.00	1.00	1.00	1.00
Police Officer	0.00	5.00	5.00	6.00	7.00
Audio Video Forensic Analyst	0.00	1.00	1.00	1.00	1.00
Total Financial Crimes Unit	0.00	7.00	7.00	8.00	9.00
Family Violence Unit					
Police Sergeant	0.00	1.00	1.00	1.00	1.00
Police Officer	0.00	4.00	4.00	4.00	4.00
Civilian Investigator	0.00	3.00	3.00	3.00	3.00
Total Family Violence Unit	0.00	8.00	8.00	8.00	8.00
Special Victims Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	8.00	8.00	8.00	8.00	9.00
Non-Sworn Public Safety Technician	3.00	0.00	0.00	0.00	0.00
Total Special Victim Unit	12.00	9.00	9.00	9.00	10.00



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Violent Crimes Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	5.00	5.00	5.00	5.00	5.00
Total Violent Crimes Unit	6.00	6.00	6.00	6.00	6.00
Property Crimes					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	11.00	7.00	7.00	7.00	8.00
Total Property Crimes	12.00	8.00	8.00	8.00	9.00
Crime Scene Unit					
Crime Scene Specialist	2.00	2.00	2.00	2.00	2.00
Total Crime Scene Unit	2.00	2.00	2.00	2.00	2.00
Intel Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	5.00	3.00	3.00	3.00	3.00
Crime Analyst	3.00	4.00	4.00	4.00	4.00
Crime Analysis Technician	1.00	0.00	0.00	0.00	0.00
Audio/Visual Forensic Analyst	1.00	0.00	0.00	0.00	0.00
Total Intel Unit	11.00	8.00	8.00	8.00	8.00
Crime Suppression Unit					
Police Sergeant	2.00	1.00	1.00	1.00	1.00
Police Officer	14.00	7.00	7.00	7.00	7.00
Total Crime Suppression Unit	16.00	8.00	8.00	8.00	8.00
K9 Unit					
Police Sergeant	0.00	0.00	0.00	1.00	1.00
Police Officer	0.00	3.00	3.00	3.00	3.00
Total K9 Unit	0.00	3.00	3.00	4.00	4.00
School Resource					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	9.00	9.00	9.00	9.00	12.00
Total School Resource	10.00	10.00	10.00	10.00	13.00
Traffic Unit					
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
Total Traffic Unit	18.00	18.00	18.00	18.00	18.00
Total Police Department	381.50	405.50	425.50	425.30	445.30
Fire and Rescue Department:					
Fire Administration					
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	1.00	1.00	1.00	1.00	1.00
Fire Solutions Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Fire Administration	6.00	6.00	6.00	6.00	6.00

PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Fire Training					
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
Fire Engineer	1.00	1.00	1.00	1.00	1.00
Fire Equipment Technician	0.00	0.00	0.00	0.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Fire Training	5.00	5.00	5.00	5.00	6.00
Fire Operations					
Battalion Chief	8.00	8.00	8.00	8.00	9.00
Fire Captain	50.00	50.00	50.00	50.00	50.00
Fire Engineer	42.00	42.00	42.00	42.00	42.00
Firefighter	88.00	88.00	88.00	88.00	88.00
EMT	0.00	0.00	3.00	0.00	0.00
Paramedic	0.00	0.00	3.00	0.00	0.00
Ambulance Transport Manager	0.00	0.00	1.00	0.00	0.00
Public Safety Supervisor	0.00	0.00	0.00	0.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Total Fire Operations	190.00	190.00	197.00	190.00	192.00
Resource					
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
Total Resource	5.00	5.00	5.00	5.00	5.00
Community					
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
Total Community	4.00	4.00	4.00	4.00	4.00
Fire Prevention					
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Investigator	2.00	2.00	2.00	2.00	2.00
Fire Inspector	3.00	3.00	3.00	3.00	3.00
Total Fire Prevention	6.00	6.00	6.00	6.00	6.00
Total Fire and Rescue Department	216.00	216.00	223.00	216.00	219.00
Parks and Recreation:					
Parks and Recreation Administration					
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00
Parks and Facilities Manager	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	0.00	0.00	0.00	0.40	0.40
Parks and Recreation Manager	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	0.00	0.00
Parks and Recreation Strategist	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	5.55	4.55	4.55	4.55	5.30
Management Analyst	0.00	1.00	1.00	1.00	1.00



PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Recreation Coordinator	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
Total Parks and Recreation Administration	10.58	10.58	10.58	11.98	12.73
Parks and Open Space					
Parks Operations Superintendent	1.00	1.00	1.00	1.00	1.00
Field Supervisor	2.40	2.40	3.40	3.40	3.40
Senior Park Ranger	1.00	0.00	0.00	0.00	0.00
Senior Grounds Maintenance Technician	5.00	0.00	0.00	0.00	0.00
Senior Recreation Leader	0.00	0.00	1.50	0.00	0.00
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	12.11	17.11	23.11	23.11	23.11
Administrative Assistant	1.00	1.00	1.75	1.00	1.00
Park Ranger Supervisor	0.00	1.00	1.00	1.00	1.00
Park Ranger	6.47	3.75	6.00	6.00	6.00
Custodian	0.00	2.72	4.72	4.72	6.22
Recreation Specialist	0.00	0.00	0.75	0.75	0.75
Recreation Leader	0.00	0.00	0.50	0.00	0.00
Recreation Coordinator	0.50	0.50	1.50	0.50	0.50
Aquatic Facility Technician	0.00	0.00	0.00	0.00	0.20
Total Parks and Open Space	34.48	34.48	50.23	46.48	48.18
Riparian Programs					
Recreation Instructor	0.38	0.38	0.38	0.38	0.38
Recreation Coordinator	2.00	2.00	2.00	1.50	1.50
Grounds Maintenance Worker	0.45	0.45	0.45	0.45	0.45
Total Riparian Program	2.83	2.83	2.83	2.33	2.33
Cactus Yards					
Recreation Supervisor	0.00	1.00	1.00	0.95	0.95
Administrative Assistant	0.00	1.00	1.00	1.00	1.00
Custodian	0.00	2.00	2.00	2.00	2.00
Facilities Maintenance Technician	0.00	1.00	1.00	1.00	1.00
Grounds Maintenance Worker	0.00	8.00	8.00	8.00	8.00
Park Ranger	0.00	1.00	1.00	1.00	1.00
Park Mechanic	0.00	0.50	0.50	0.50	0.50
Recreation Leader	0.00	5.25	5.25	5.25	5.25
Recreation Specialist	0.00	1.00	1.00	1.00	1.00
Recreation Coordinator	0.00	2.00	2.00	1.60	1.60
Total Cactus Yards	0.00	22.75	22.75	22.30	22.30
Mesquite Pool					
Recreation Supervisor	0.16	0.16	0.16	0.15	0.15
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.45
Recreation Coordinator	0.05	0.05	0.05	0.00	0.00
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

PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Lifeguard/Instructor	0.86	0.86	0.86	0.86	0.86
Lifeguard	1.88	1.88	1.88	1.88	1.88
Total Mesquite Pool	5.05	5.05	5.05	4.99	5.19
Greenfield Pool					
Recreation Supervisor	0.16	0.16	0.16	0.15	0.15
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.45
Recreation Coordinator	0.05	0.05	0.05	0.00	0.00
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
Total Greenfield Pool	4.22	4.22	4.22	4.16	4.36
Perry Pool					
Recreation Supervisor	0.16	0.16	0.16	0.15	0.15
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.45
Recreation Coordinator	0.05	0.05	0.05	0.00	0.00
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
Total Perry Pool	4.14	4.14	4.14	4.08	4.28
Williams Field Pool					
Recreation Supervisor	0.16	0.16	0.16	0.15	0.15
Aquatic Facility Technician	0.25	0.25	0.25	0.25	0.45
Recreation Coordinator	0.05	0.05	0.05	0.00	0.00
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
Total Williams Field Pool	4.37	4.37	4.37	4.31	4.51
Freestone Recreation Center					
Recreation Superintendent	0.25	0.25	0.25	0.40	0.40
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
Recreation Specialist	0.00	0.00	0.00	0.00	1.00
Senior Recreation Leader	1.77	1.77	1.77	1.77	1.77
Recreation Leader	10.91	10.91	10.91	11.10	11.10
Recreation Instructor	1.66	1.66	1.66	1.66	1.66
Recreation Instructor Fitness	1.25	1.25	1.94	1.34	1.34
Total Freestone Recreation Center	20.99	20.99	21.68	21.42	22.42
McQueen Activity Center					
Recreation Superintendent	0.25	0.25	0.25	0.30	0.30
Custodian	1.00	1.00	1.00	1.00	1.00



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Recreation Coordinator	1.00	1.00	1.00	2.00	2.00
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	1.01	1.01
Total McQueen Activity Center	8.93	8.93	8.93	10.48	10.48
Community Center					
Recreation Superintendent	0.25	0.25	0.25	0.30	0.30
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	1.00	1.00	1.00
Recreation Leader	1.83	1.83	1.83	2.24	2.24
Senior Recreation Leader	0.51	0.51	0.00	0.00	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
Total Community Center	6.14	6.14	6.63	7.09	7.09
Youth Sports					
Recreation Coordinator	0.30	0.30	0.30	0.15	0.15
Recreation Supervisor	0.16	0.16	0.16	0.03	0.03
Senior Recreation Leader	0.40	0.40	0.40	0.40	0.40
Total Youth Sports	0.86	0.86	0.86	0.58	0.58
Adult Sports					
Recreation Coordinator	0.50	0.50	0.50	0.25	0.25
Recreation Supervisor	0.20	0.20	0.20	0.02	0.02
Senior Recreation Leader	1.01	1.01	1.01	1.01	1.01
Total Adult Sports	1.71	1.71	1.71	1.28	1.28
Adaptive Recreation Program					
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
Total Adaptive Recreation Program	0.81	0.81	0.81	0.81	0.81
Special Events					
Recreation Coordinator	1.50	1.50	1.50	2.50	2.50
Program Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.00	0.00	0.00	0.00	0.75
Recreation Leader	1.07	1.07	1.07	1.82	2.32
Total Special Events	3.57	3.57	3.57	5.32	6.57
Southeast Regional Library					
Recreation Superintendent	0.25	0.25	0.25	0.00	0.00
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	0.50	0.50



PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Senior Recreation Leader	0.50	0.50	0.50	0.00	0.00
Recreation Instructor	0.42	0.42	0.42	0.42	0.42
Recreation Leader	0.69	0.69	0.82	0.82	0.82
Total Southeast Regional Library	4.06	4.06	4.19	2.94	2.94
Facilities Maintenance					
Facility Operations Superintendent	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.48	0.48	0.48	0.00	0.00
Security Systems Technician	1.00	1.00	1.00	1.00	2.00
Senior Facilities Maintenance Technician	3.00	0.00	0.00	0.00	0.00
Custodian	2.00	0.00	0.00	0.00	0.00
Facilities Maintenance Technician	5.00	10.00	11.00	11.00	12.00
Total Facilities Maintenance	12.48	12.48	13.48	13.00	15.00
South Area Service Center					
Environmental Compliance Coordinator	0.00	0.00	0.00	0.00	0.25
Total South Area Service Center	0.00	0.00	0.00	0.00	0.25
Total Parks and Recreation	125.22	147.97	166.03	163.55	171.30
Public Works - Engineering:					
Engineering Administration					
Town Engineer	0.60	0.60	0.60	0.60	0.60
Senior Plans Examiner	0.00	0.00	1.00	0.00	0.00
Total Engineering Administration	0.60	0.60	1.60	0.60	0.60
Engineering Traffic					
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
Traffic Safety Assistant	1.00	1.00	1.00	1.00	1.00
Traffic Safety Specialist	1.00	1.00	1.00	0.00	0.00
Traffic Studies Engineer	0.00	0.00	0.00	1.00	1.00
Plans Examiner	0.00	0.00	0.00	1.00	1.00
Total Engineering Traffic	4.00	4.00	4.00	5.00	5.00
Total Public Works - Engineering	4.60	4.60	5.60	5.60	5.60
TOTAL GENERAL FUND	982.89	1032.97	1093.22	1087.54	1130.44
STREETS					
Roads and Maintenance					
Roads and Maintenance Administration					
Maintenance Coordinator	0.00	0.00	0.00	1.00	1.00
Total Roads and Maintenance	0.00	0.00	0.00	1.00	1.00
TOTAL ROADS AND MAINTENANCE	0.00	0.00	0.00	1.00	1.00
HURF					
Streets Administration					
Streets Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00

PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Senior Streets Maintenance Technician	0.00	1.00	1.00	0.00	0.00
Streets Superintendent	1.00	1.00	1.00	1.00	1.00
Total Streets Administration	3.00	4.00	4.00	3.00	3.00
Asphalt Patching					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Streets Crew Leader	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator	3.00	3.00	3.00	3.00	3.00
Total Asphalt Patching	4.33	4.33	4.33	4.33	4.33
Crack Sealing					
Streets Supervisor	0.50	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
Total Crack Sealing	8.50	8.50	8.50	8.50	8.50
Fog Sealing					
Streets Supervisor	0.33	0.50	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
Total Fog Sealing	5.33	5.50	5.50	5.50	5.50
Hazard Response					
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
Total Hazard Response	2.34	2.34	2.34	2.34	2.34
Preventive Maintenance					
Streets Supervisor	0.34	0.34	0.34	0.34	0.34
Pavement Management Coordinator	1.00	2.00	2.00	2.00	2.00
Preventive Management Technician	2.00	1.00	1.00	1.00	1.00
Total Preventive Maintenance	3.34	3.34	3.34	3.34	3.34
Street Lighting					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Maintenance Coordinator	0.00	0.00	0.00	0.00	1.00
Street Light Technician	4.00	4.00	4.00	4.00	4.00
Total Street Lighting	4.50	4.50	4.50	4.50	5.50
Traffic Signal Maintenance					
Streets Supervisor	0.50	0.50	0.50	0.50	0.50
Traffic Signal Specialist	7.00	7.00	7.00	7.00	7.00
Total Traffic Signal Maintenance	7.50	7.50	7.50	7.50	7.50
Street Marking					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Total Street Marking	0.33	0.33	0.33	0.33	0.33
Street Signs					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Traffic Sign Technician	1.00	3.00	3.00	3.00	3.00



PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Traffic Sign Crew Leader	0.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker II	3.00	0.00	0.00	0.00	0.00
Total Street Signs	4.33	4.33	4.33	4.33	4.33
Traffic Operations Center					
Assistant Town Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Intelligent Transportation Systems Technician	1.00	1.00	1.00	0.00	0.00
Traffic System Engineer	0.00	0.00	0.00	1.00	1.00
Intelligent Transportation Systems Analyst	0.00	0.00	0.00	2.00	2.00
Intelligent Transportation Systems Specialist	2.00	2.00	2.00	1.00	2.00
Intelligent Transportation Systems Engineer	1.00	2.00	2.00	1.00	1.00
Total Traffic Operations Center	5.00	6.00	6.00	6.00	7.00
Landscape Maintenance					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Landscape Maintenance Coordinator	2.00	2.00	2.00	2.00	2.00
Total Landscape Maintenance	2.33	2.33	2.33	2.33	2.33
Concrete Repair					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Total Concrete Repair	0.33	0.33	0.33	0.33	0.33
Shoulder Maintenance					
Streets Supervisor	0.33	0.33	0.33	0.33	0.33
Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
Total Shoulder Maintenance	2.33	2.33	2.33	2.33	2.33
TOTAL HURF	53.49	55.66	55.66	54.66	56.66
TOTAL STREETS	53.49	55.66	55.66	55.66	57.66
ENTERPRISE OPERATIONS					
Water					
Water Administration					
Water Manager	1.00	1.00	1.00	1.00	1.00
Environmental Compliance Coordinator	0.00	0.00	0.00	0.00	0.25
Application Engineer	0.50	0.50	0.50	0.50	0.50
Total Water Administration	1.50	1.50	1.50	1.50	1.75
Public Works Administration					
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	1.00	1.00	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
Total Public Works Administration	4.00	4.00	5.00	5.00	5.00
Utilities					
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	9.72	9.40	9.40	9.40

PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Utility Billing Technician	2.00	2.00	2.00	2.00	2.00
Alarm Program Technician	0.00	0.20	0.20	0.20	0.20
Receptionist	0.00	0.00	0.50	0.50	0.50
Customer Service Supervisor	1.30	1.00	1.00	1.00	1.00
Total Utilities	15.25	14.42	14.60	14.60	14.60
Utility Locates					
Utility Locator	5.00	3.00	3.00	3.00	3.00
Utility Locator Lead	0.00	2.00	2.00	2.00	2.00
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Total Utility Locates	6.00	6.00	6.00	6.00	6.00
North Water Treatment Plant					
Water Production Superintendent	1.00	1.00	1.00	1.00	1.00
Utility Supervisor	1.00	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	5.00	5.00	5.00	5.00	5.00
Lead Water Treatment Plant Operator	1.00	1.00	1.00	1.00	1.00
Lead Water Treatment Plant Mechanic	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total North Water Treatment Plant	14.00	14.00	14.00	14.00	14.00
Santan Vista Treatment Plant					
Lead Water Treatment Plant Operator	1.00	1.00	1.00	1.00	1.00
Utility Supervisor	1.00	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
Total Santan Vista Treatment Plant	17.00	17.00	17.00	17.00	17.00
Water Production					
Well Technician	5.00	4.00	4.00	4.00	4.00
Well Technician Lead	0.00	1.00	1.00	1.00	1.00
Instrumentation and Controls Specialist	2.00	2.00	2.00	2.00	2.00
Utility Supervisor	1.00	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
Total Water Production	10.00	10.00	10.00	10.00	10.00
SCADA Field Operations					
Utility Supervisor	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator	5.00	5.00	5.00	5.00	5.00
SCADA Programmer	1.00	1.00	1.00	1.00	1.00
Total SCADA Field Operations	7.00	7.00	7.00	7.00	7.00
Water Resources					
Water & Energy Planning Administrator	0.00	0.00	1.00	1.00	1.00
Water Resources Manager	1.00	1.00	1.00	1.00	1.00
Total Water Resources	1.00	1.00	2.00	2.00	2.00



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Water Conservation					
Water Conservation Coordinator	1.00	1.00	1.00	1.00	1.00
Water Conservation Analyst	2.00	0.00	0.00	0.00	0.00
Water Conservation Specialist	1.00	3.00	3.00	3.00	3.00
Water Conservation Intern	0.00	0.38	0.38	0.38	0.38
Total Water Conservation	4.00	4.38	4.38	4.38	4.38
Water Metering					
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
Total Water Metering	28.00	28.00	28.00	28.00	28.00
Water Distribution					
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	5.00	5.00	5.00	5.00	5.00
Water Distribution Specialist	1.00	1.00	1.00	1.00	1.00
Utility Worker	9.00	10.00	10.00	10.00	10.00
Total Water Distribution	17.00	18.00	18.00	18.00	18.00
Water Quality					
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	1.00	1.00	1.00	1.00
Chemist	2.00	2.00	2.00	2.00	2.00
Total Water Quality	5.00	6.00	6.00	6.00	6.00
Backflow Prevention Specialist					
Code Inspections Supervisor	0.20	0.20	0.20	0.20	0.20
Building Inspector	2.00	2.00	2.00	2.00	2.00
Total Backflow	2.20	2.20	2.20	2.20	2.20
TOTAL WATER	131.95	133.50	135.68	135.68	135.93
Wastewater					
Wastewater Administration					
Wastewater Manager	1.00	1.00	1.00	1.00	1.00
Wastewater Superintendent	0.00	1.00	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
Total Wastewater Administration	2.50	3.50	3.50	3.50	3.50
Lift Stations					
Lift Station Supervisor	1.00	1.00	1.00	1.00	1.00
Instrumentation and Controls Specialist	0.60	0.60	0.60	0.60	0.60
Lift Station Technician	4.00	3.00	3.00	3.00	3.00
Lift Station Technician Lead	0.00	1.00	1.00	1.00	1.00
Odor Control Specialist	1.00	1.00	1.00	1.00	1.00



PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Electrician	1.00	1.00	1.00	1.00	1.00
SCADA Programmer	0.60	0.60	0.60	0.60	0.60
Total Lift Stations	8.20	8.20	8.20	8.20	8.20
Gravity Systems					
Utility Supervisor	1.00	2.00	2.00	2.00	2.00
Senior Utility Worker	6.00	6.00	6.00	6.00	6.00
Odor Control Technician	0.00	0.00	0.00	0.00	1.00
Utility Worker	7.00	7.00	8.00	8.00	8.00
Total Gravity Systems	14.00	15.00	16.00	16.00	17.00
Effluent Reuse					
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	0.40	0.40	0.40	0.40	0.40
Total Effluent Reuse	7.80	7.80	7.80	7.80	7.80
Effluent Recharge					
Utility Worker	1.00	1.00	2.00	2.00	2.00
Senior Utility Technician	1.00	1.00	2.00	2.00	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
Total Effluent Recharge	5.00	5.00	7.00	7.00	7.00
Wastewater Quality					
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
Total Wastewater Quality	6.00	6.00	6.00	6.00	6.00
TOTAL WASTEWATER	43.50	45.50	48.50	48.50	49.50
Environmental Services - Residential					
Residential Administration					
Environmental Services Manager	0.86	0.86	0.86	0.86	0.86
Environmental Services Collections Superintende	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.25	1.25	1.25
Routing Technician	1.00	1.00	1.00	1.00	1.00
Environmental Services Clerk	0.80	0.80	0.80	0.80	0.80
Environmental Services Rep	0.90	0.90	0.90	0.90	1.40
Total Residential Administration	5.56	5.56	5.81	5.81	6.31
Residential Collections					
Environmental Services Supervisor	1.67	2.67	2.67	2.67	2.67
Administrative Assistant	0.00	0.00	0.50	0.50	0.50
Solid Waste Operator	24.12	25.12	25.12	25.12	25.12
Environmental Services Worker	3.00	3.00	3.00	3.00	3.00
Total Residential Collections	28.79	30.79	31.29	31.29	31.29



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Uncontained Collections					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Services Inspector	0.00	0.00	1.00	1.00	1.00
Solid Waste Operator	21.00	21.00	21.00	21.00	21.00
Total Uncontained Collections	22.00	22.00	23.00	23.00	23.00
Recycling					
Environmental Services Supervisor	0.33	0.33	0.33	0.33	0.33
Solid Waste Operator	11.88	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
Collections Inspector	0.00	0.00	0.00	0.00	1.00
Total Recycling	16.21	16.21	16.21	16.21	17.21
Environmental Programs					
HHW Supervisor	1.00	1.00	1.00	1.00	1.00
HHW Technician	3.00	4.00	4.00	4.00	4.00
Total Environmental Programs	4.00	5.00	5.00	5.00	5.00
Street Cleaning					
Streets Supervisor	0.34	0.00	0.00	0.00	0.00
Heavy Equipment Operator	6.00	0.00	0.00	0.00	0.00
Total Street Cleaning	6.34	0.00	0.00	0.00	0.00
Storm Water					
Senior Utility Technician	2.00	0.00	0.00	0.00	0.00
Storm Water Administrator	1.00	0.00	0.00	0.00	0.00
Env. Compliance Inspection Technician	2.00	0.00	0.00	0.00	0.00
Administrative Assistant	0.50	0.00	0.00	0.00	0.00
Total Storm Water	5.50	0.00	0.00	0.00	0.00
TOTAL ENVIRONMENTAL SERVICES RESIDENTIAL	88.40	79.56	81.31	81.31	82.81
Environmental Services - Commercial					
Commercial Administration					
Environmental Services Manager	0.14	0.14	0.14	0.14	0.14
Administrative Assistant	0.50	0.50	0.00	0.00	0.00
Environmental Services Clerk	0.20	0.20	0.20	0.20	0.20
Environmental Services Rep	0.10	0.10	0.10	0.10	0.10
Total Commercial Administration	0.94	0.94	0.44	0.44	0.44
Commercial Collections					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
Solid Waste Operator	5.00	5.00	5.00	5.00	5.00
Total Commercial Collections	6.00	6.00	6.00	6.00	6.00
Rolloffs					
Solid Waste Operator	2.00	2.00	2.00	2.00	2.00
Total Rolloffs	2.00	2.00	2.00	2.00	2.00
TOTAL ENVIRONMENTAL SERVICES COMMERCIAL	8.94	8.94	8.44	8.44	8.44



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
Environmental Compliance					
Street Cleaning					
Streets Supervisor	0.00	0.34	0.34	0.34	0.34
Heavy Equipment Operator	0.00	6.00	6.00	6.00	6.00
Total Street Cleaning	0.00	6.34	6.34	6.34	6.34
Storm Water					
Storm Water Utility Technician	0.00	2.00	2.00	2.00	2.00
Environmental Compliance Manager	0.00	1.00	1.00	1.00	1.00
Env. Compliance Inspection Technician	0.00	2.00	2.00	2.00	2.00
Environmental Compliance Coordinator	0.00	0.00	0.00	0.00	0.50
Administrative Assistant	0.00	0.50	0.75	0.75	0.75
Total Storm Water	0.00	5.50	5.75	5.75	6.25
TOTAL ENVIRONMENTAL COMPLIANCE	0.00	11.84	12.09	12.09	12.59
TOTAL ENTERPRISE OPERATIONS	272.79	279.34	286.02	286.02	289.27
FLEET OPERATIONS					
Operations					
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	2.00	2.00	1.00	1.00
Administrative Assistant	2.00	1.00	1.00	1.00	1.00
Welder Technician	1.00	1.00	1.00	1.00	1.00
Fleet Technician	13.00	14.00	14.00	15.00	15.00
Service Aide	1.00	1.00	1.00	1.00	1.00
Parts Technician	3.00	4.00	4.00	4.00	4.00
Total Operations	26.00	26.00	26.00	26.00	26.00
TOTAL FLEET OPERATIONS	26.00	26.00	26.00	26.00	26.00
SPECIAL REVENUE					
CDBG/HOME Administration					
Community Resources Supervisor	0.65	0.65	0.65	0.65	0.65
Housing Rehabilitation Coordinator	1.00	1.00	1.00	1.00	1.00
Total CDBG Administration	1.65	1.65	1.65	1.65	1.65
Parkway Improvement District					
PKID Analyst	0.50	0.50	0.50	0.50	0.50
Grounds Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Field Supervisor	0.60	0.60	0.60	0.60	0.60
Total Parkway Improvement District	3.10	3.10	3.10	3.10	3.10
Police Impound Fund					
Tow Hearing Specialist	2.00	2.00	2.00	1.00	1.00
Tow Hearing/Patrol Supervisor	1.00	1.00	1.00	0.40	0.40
Administrative Assistant II	1.00	1.00	1.00	0.80	0.80
Total Police Impound Fund	4.00	4.00	4.00	2.20	2.20
Ambulance Transport					
Ambulance Transport Manager	0.00	0.00	0.00	1.00	1.00
Paramedic	0.00	0.00	0.00	3.00	18.28



PERSONNEL DETAIL

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Budget FY 2021
Emergency Medical Technician	0.00	0.00	0.00	3.00	18.28
Administrative Assistant	0.00	0.00	0.00	0.00	1.00
Quality Assurance Analyst	0.00	0.00	0.00	0.00	1.00
Total Ambulance Transport	0.00	0.00	0.00	7.00	39.56
Court Enhancement Fund					
Court Services Clerk	1.00	1.00	1.00	1.00	1.00
Total Court Enhancement Fund	1.00	1.00	1.00	1.00	1.00
Judicial Collection Enhancement					
Systems Analyst	1.00	1.00	1.00	1.00	1.00
Total Judicial Collection Enhancement	1.00	1.00	1.00	1.00	1.00
Native American Management Program					
Intern	0.00	0.50	0.50	0.50	0.80
Total Native American Management Program	0.00	0.50	0.50	0.50	0.80
TOTAL SPECIAL REVENUE	10.75	11.25	11.25	16.45	49.31
Capital Project Administration					
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	6.00	6.00	7.00	7.00	7.00
Project Analyst	1.00	1.00	1.00	1.00	1.00
Project Supervisor	3.00	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Capital Project Administration	12.40	12.40	13.40	13.40	13.40
TOTAL CAPITAL PROJECT ADMINISTRATION	12.40	12.40	13.40	13.40	13.40
GRAND TOTAL POSITIONS	1,358.32	1,417.62	1,485.55	1,485.07	1,566.08
Limited Term Agreements:					
GENERAL FUND					
Town Manager					
Intern	0.00	0.50	0.00	0.50	0.50
Information Technology					
Analyst - Munis	0.00	1.00	0.00	0.00	0.00
Management and Budget					
Management and Budget Analyst - Munis	0.00	0.30	0.00	0.00	0.00
Finance					
Assistant Finance Director	1.00	0.00	0.00	0.00	0.00
Accountant	0.00	0.50	0.00	0.25	0.00
Tax Intern	0.50	0.00	0.00	0.00	0.00
Development Services					
Planning Intern	0.47	0.00	0.00	0.00	0.00
Prosecutor					
Administrative Assistant	1.00	0.00	0.00	0.00	0.00
TOTAL GENERAL FUND	2.97	2.30	0.00	0.75	0.50



PERSONNEL DETAIL

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Budget FY 2021</u>
CIP FUND					
CIP - Engineering					
Sr. Project Manager	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CIP FUND	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
HEALTH TRUST					
Health Trust Administration					
Wellness Coordinator	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
TOTAL HEALTH TRUST	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
TOTAL LTA	<u>3.97</u>	<u>3.30</u>	<u>0.00</u>	<u>0.75</u>	<u>1.50</u>
TOTAL FTE AND LTA	<u>1,362.29</u>	<u>1,420.92</u>	<u>1,485.55</u>	<u>1,485.82</u>	<u>1,567.58</u>



CAPITAL OUTLAY

Veh #	Department	Description	Amount
GENERAL FUND			
	Civilian Patrol	Ford F-250	\$ 49,000
	Civilian Patrol	Ford F-250	49,000
	Facilities Administration	Truck, Utility	38,000
	Facilities Administration	Truck, Utility	38,000
	Facilities Administration	Pickup, 3/4 Ton with Utility Bed	40,700
	Fire Operations	Ford F-150	38,000
	Fire Operations	Van, Cargo	40,450
	Fire Resource	Ford F-150	41,000
	Parks and Open Space Administration	Pickup, 1/2 Ton	60,000
	Parks and Open Space Administration	Pickup, 1/2 Ton	45,000
	Special Events	Movie Screen	16,700
	SWAT	SUV, Tahoe or Expedition	41,710
	Training	Track Unit Vehicle	62,690
	Training	Track Unit Vehicle	62,690
	Training	Track Unit Vehicle	62,690
	Training	Track Unit Vehicle	62,690
	Training	Track Unit Vehicle	62,690
	Training	Track Unit Vehicle	62,690
	Training	Track Unit Vehicle	62,690
	Training	Track Unit Vehicle	62,690
	Total General Fund		\$ 999,080
GENERAL REPLACEMENT FUND			
1926	Canine	Pickup, 1/2 Ton	\$ 35,320
2055	Canine	SUV, Tahoe or Expedition	53,240
1264	Canine	Large Sedan	35,500
2089	Canine	Patrol Suv	55,500
2056	Canine	Unmarked Suv	49,500
2091	Civilian Patrol	SUV, Tahoe or Expedition	53,240
1254	Civilian Patrol	3/4 Ton P/U	56,000
0813	Community Services Administration	Compact Suv	30,000
2163	Court Support - Warrants	Prisoner Van	80,000
1290	Crime Scene Unit	Van Passenger	30,500
1211	Crime Supression Team	Midsize Sedan	28,500
0594	Emergency Management	Compact Suv	30,000
0708	Facilities Maintenance	Van, Passenger	28,090
0787	Fire Resource	Pickup, 3/4 Ton with Service Body	79,040
0807	Insp & Comp - Bldg	Compact P/U	28,200
0741	Insp & Comp - Bldg	Compact P/U	28,200
0806	Insp & Comp - Bldg	Compact P/U	28,200
0791	Insp & Comp - Code	1/2 Ton P/U	30,500
1918	Intel And Analysis Unit	Large Sedan	35,500
1278	Inv - Persons Crimes	Sedan, Midsize	33,760
1959	Investigations - Persons Crimes	Large Sedan	35,500
1337	Investigations - Persons Crimes	Large Sedan	35,500
1285	Investigations - Persons Crimes	Midsize Sedan	28,500
1339	Investigations - Property Crimes	Large Sedan	35,500
1281	Investigations - Property Crimes	Midsize Sedan	28,500
1280	Investigations - Property Crimes	Midsize Sedan	28,500
1937	Parks & Open Space	1/2 Ton P/U	30,500
0817	Parks and Open Space Administration	Pickup, 1 Ton Flatbed with Reg Cab and Spray Equip	48,500
1910	Patrol	Pickup, 3/4 Ton Crew Cab with Service Body	53,700
2037	Patrol	SUV, Tahoe or Expedition	53,240
2053	Patrol	SUV, Tahoe or Expedition	53,240
2400	Patrol	SUV, Tahoe	52,320
1320	Patrol	Large Sedan	35,500

CAPITAL OUTLAY

Veh #	Department	Description	Amount
2035	Patrol	Patrol Suv	55,500
2038	Patrol	Patrol Suv	55,500
2115	Patrol	Patrol Suv	55,500
2144	Patrol	Patrol Suv	55,500
2149	Patrol	Patrol Suv	55,500
2164	Patrol	Patrol Suv	55,500
2167	Patrol	Patrol Suv	55,500
2085	Patrol	Patrol Suv	55,500
2088	Patrol	Patrol Suv	55,500
2150	Patrol	Patrol Suv	55,500
2159	Patrol	Patrol Suv	55,500
2161	Patrol	Patrol Suv	55,500
2165	Patrol	Patrol Suv	55,500
2166	Patrol	Patrol Suv	55,500
2090	Patrol	Unmarked Suv	49,500
1927	Person Crimes - Vcu	Large Sedan	35,500
1909	Prof Stds-Hiring/Accreditation	Patrol P/U	49,500
1851	Resource	Fire Ladder	1,878,500
1945	Resource	Fire Pumper	845,100
2140	Special Enforcement	Unmarked P/U	37,500
1895	Special Enforcement	Unmarked Suv	49,500
0784	Technology Support	Sub-Compact Suv	24,000
2106	Traffic Unit	SUV, Explorer	46,780
2206	Traffic Unit	Patrol Motorcycle	35,500
2207	Traffic Unit	Patrol Motorcycle	35,500
2229	Traffic Unit	Patrol Motorcycle	35,500
2145	Traffic Unit	Unmarked Suv	49,500
	Non-Departmental	Capital Allowance	3,000,000
Total General Replacement Fund			\$ 8,296,670

STREET FUND

Street Lighting	Truck, 1/2 Ton with Tool Boxes and Arrow Board	\$ 45,500
Street Lighting	Air Conditioner, Street Light Shop	35,000
Traffic Operations	Truck, 1/2 Ton with Tool Box, Amber Strobe, Light Bar	31,000
Total Street Fund		\$ 111,500

STREET REPLACEMENT FUND

0781	Asphalt Patching	Forklift 15,500 Lbs	\$ 70,000
0597	Asphalt Patching	Trailer	15,100
0649	Fog Sealing	Fog Sealer Truck	200,500
0648	Fog Sealing	Trailer	23,300
0759	Slm - Landscape Maint	1/2 Ton P/U	30,500
0785	Streets Admin	1/2 Ton P/U	30,500
0812	Streets Signs	Truck, 1/2 Ton	77,380
0833	Traffic Signal Maintenance	Bucket Truck	131,690
0834	Traffic Signal Maintenance	Bucket Truck	131,690
	Non-Departmental	Capital Allowance	500,000
Total Street Replacement Fund			\$ 1,210,660

WATER FUND

PW Administration	Pickup, Midsize	\$ 29,160
PW Administration	Traffic Message Board	19,670
PW Administration	Traffic Message Board	19,670



CAPITAL OUTLAY

Veh #	Department	Description	Amount
	PW Administration	Traffic Message Board	19,670
	PW Administration	Traffic Message Board	19,670
	PW Administration	Traffic Message Board	19,670
	PW Administration	Traffic Message Board	19,670
	Water Distribution	Freightliner MD 106 6-yard Dump	130,000
	Water Distribution	30" Walk Behind Saw with Kubota Engine	28,000
	Water Quality	TOC Instrument Replacement	33,000
Total Water Fund			\$ 338,180

WATER REPLACEMENT FUND

0436	Water Distribution	Trailer	\$ 17,500
1883	Water Metering	1/2 Ton P/U	33,500
2096	Water Metering	1/2 Ton P/U	33,500
1885	Water Metering	Compact P/U	34,500
1887	Water Metering	Compact P/U	34,500
0761	Water Metering	Compact P/U	34,500
1880	Water Metering	Compact P/U	34,500
0531	Water Quality Assurance	1/2 Ton P/U	27,500
0542	Water Well Production	3/4 Ton P/U	42,500
	Non-Departmental	Capital Allowance	2,800,000
Total Water Replacement Fund			\$ 3,092,500

WASTEWATER FUND

	Gravity Systems	Truck, 3/4 Ton with Service Body/Main Arterial Lights	\$ 35,000
	Gravity Systems	Trailer for Road Saw, 14'	10,000
Total Wastewater Fund			\$ 45,000

WASTEWATER REPLACEMENT FUND

	Capital Projects	Chlorine Tablet Feeder	\$ 52,000
0766	Gravity Systems	Box Van With Camera Equipment	218,090
0548	Gravity Systems	C/C & Utility Body	153,500
2100	Lift Systems	3/4 Ton P/U	38,500
0482	Wastewater Quality	1/2 Ton P/U	31,500
	Non-Departmental	Capital Allowance	3,000,000
Total Wastewater Replacement Fund			\$ 3,493,590

ENVIRONMENTAL SERVICES - RESIDENTIAL REPLACEMENT FUND

2109	Recycling	Automated Side Loader	\$ 331,580
0739	Recycling	1/2 Ton P/U	30,500
2180	Recycling	Automated Side Loader	345,780
2188	Recycling	Automated Side Loader	345,780
2189	Recycling	Automated Side Loader	345,780
0789	Recycling Outreach	1/2 Ton P/U	27,500
0729	Residential Collections	Pickup, 1/2 Ton Extended Cab with Upfit	28,450
2456	Residential Collections	Automated Side Loader	331,580
0239	Residential Collections	Trailer, Flatbed with Cage	19,640
2078	Residential Collections	Automated Side Loader	331,580
2114	Residential Collections	Automated Side Loader	331,580
2179	Residential Collections	Automated Side Loader	345,780
2190	Residential Collections	Automated Side Loader	345,780
1969	Uncontained Collections	Rear Loader	339,310
1970	Uncontained Collections	Rear Loader	339,310
1974	Uncontained Collections	Rear Loader	339,310



CAPITAL OUTLAY

Veh #	Department	Description	Amount
0680	Uncontained Collections	Trailer, Tilt Bed	14,370
0719	Uncontained Collections	Trailer	15,100
	Non-Departmental	Capital Allowance	500,000
Total Environmental Services Residential Replacement Fund			\$ 4,708,710

ENVIRONMENTAL SERVICES - COMMERCIAL REPLACEMENT FUND

2043	Commercial Collections	Front Loader	\$ 285,170
	Non-Departmental	Capital Allowance	250,000
Total Environmental Services Commercial Replacement Fund			\$ 535,170

ENVIRONMENTAL COMPLIANCE FUND

	Storm Water	Truck, 3/4 Ton, Liftgate, Strobes and Toolbox	\$ 38,000
Total Environmental Compliance Fund			\$ 38,000

ENVIRONMENTAL COMPLIANCE REPLACEMENT FUND

1905	Street Cleaning	Freightliner with Sweeper Body	\$ 275,000
1906	Street Cleaning	Freightliner with Sweeper Body	275,000
2011	Street Cleaning	Freightliner with Sweeper Body	275,000
	Non-Departmental	Capital Allowance	700,000
Total Environmental Compliance Replacement Fund			\$ 1,525,000

DEVELOPMENT FUNDS

Canine	Ford F150	\$	54,370
Detention	Interceptor Utility Vehicle		56,690
Financial Crimes	Police Interceptor With Radio		41,000
Patrol	Interceptor Utility Vehicle		56,690
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	Ford F150		54,370
Property Crimes	Police Interceptor With Radio		41,000
School Resource	SUV, Tahoe		59,490
School Resource	SUV, Tahoe		59,490
School Resource	SUV, Tahoe		59,490
Special Assignment Unit	Police Interceptor With Radio		41,000
Special Victims Unit	Police Interceptor With Radio		41,000
Training	Interceptor Utility Vehicle		51,590
Training	Interceptor Utility Vehicle		63,290
Training	Interceptor Utility Vehicle		51,960
Training	Interceptor Utility Vehicle		51,960
Training	Interceptor Utility Vehicle		51,960
Training	Interceptor Utility Vehicle		51,960
Training	Interceptor Utility Vehicle		51,960
Total Development Funds		\$	1,203,720

FLEET FUND

	Fleet Shop Operations	Wireless Mobile Column Lift	\$ 47,100
Total Fleet Fund			\$ 47,100



CAPITAL OUTLAY

Veh #	Department	Description	Amount
FLEET FUND - REPLACEMENT			
1908	Fleet Shop Operations	Forklift	\$ 30,700
	Fleet Shop Operations	Wireless Mobile Column Lift Replacement	47,100
	Total Fleet Replacement Fund		\$ 77,800
AMBULANCE SERVICE FUND			
	Ambulance Service	Ambulance	\$ 275,000
	Ambulance Service	Ambulance	275,000
	Ambulance Service	Ambulance	275,000
	Ambulance Service	Ambulance	275,000
	Ambulance Service	Ambulance	275,000
	Ambulance Service	Ambulance	275,000
	Ambulance Service	SUV, Midsized	35,000
	Ambulance Service	Cardiac Monitors	35,000
	Ambulance Service	Cardiac Monitors	35,000
	Ambulance Service	Cardiac Monitors	35,000
	Ambulance Service	Cardiac Monitors	35,000
	Total Ambulance Service Fund		\$ 1,825,000
CIP ADMINISTRATION FUND			
	CIP Administration	Project Manager Vehicle	\$ 28,000
	Total CIP Administration Fund		\$ 28,000
CAPITAL IMPROVEMENT PROJECT FUNDS			
	Capital Projects	Various - New and Carry Forward Projects	\$ 552,155,460
	Total CIP Funds		\$ 552,155,460
TOTAL CAPITAL OUTLAY			\$ 579,731,140



TRANSFER DETAIL

Interfund transfers are scheduled for FY 2021, but not appropriated to avoid double counting the expenditure. The following section details the revenue transfers that are anticipated for FY 2021 by fund.

General Fund

Overhead \$6,271,090

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	2,668,810
Wastewater	1,289,680
Enviro Svcs - Residential	975,570
Enviro Svcs - Commercial	171,740
Environmental Compliance	138,100
Streets	1,027,190

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 \$1,706,000

LTAF - \$600,000 – 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.

Ambulance Service - \$956,000 – It is anticipated that the revenue generated by Ambulance Services will have a lag in remittance by the patient. This transfer from the General Fund will subsidize Ambulance Service Fund, if needed, to make the fund whole.

PD Impound - \$150,000 – Fund was established several years ago, as a result of ARS 28-3511, to tow and impound vehicles involved in crimes and/or collisions. In 2019, a legislative change occurred which resulted in a lower number of towable incidents, thus reducing the revenue generated. It is anticipated that further legislative changes will be implemented. Until this time, this transfer from the General Fund will subsidize the fund to make it whole.

TRANSFER DETAIL

Replacement Funds

Various Funds \$46,098,000

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	17,380,000
Roadway and Maintenance	790,000
Ambulance Service	246,000
Water	13,400,000
Water Resource	30,000
Wastewater	10,200,000
Enviro Svcs - Residential	1,345,000
Enviro Svcs - Commercial	412,000
Environmental Compliance	2,245,000
Fleet	50,000

Additional information regarding replacement funds is located in the Replacement Fund section of the budget document.

CIP Funds

Various Funds \$437,340,580

Revenue for Capital projects are transferred from various funds as listed below.

General	13,281,580
Water	20,827,940
Wastewater	16,216,430
Enviro Svcs - Residential	4,163,440
Enviro Svcs - Commercial	588,110
Environmental Compliance	2,070,930
Roadway and Maintenance	14,627,710
Fleet	6,420
Replacement Funds	129,181,330
CDBG	1,220,880
SDF Funds	84,476,480
Outside Sources	36,684,360
GO Bond Proceeds	66,828,730
Prop 400 - MAG	47,026,110
CIP Administration	140,130

Additional information on Capital Projects is located in the Other Capital Funds section of the budget document.

Debt

MPC – Public Facilities \$19,094,080

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	7,979,190
Police SDF	2,666,100
Fire SDF	944,800
General Government SDF	2,329,660
Parks & Recreation SDF	5,174,330

MPC – Water System \$10,045,820

Water System Development Fee revenue collected from permits is used to pay down Water MPC debt.

MPC – Wastewater System \$3,624,000

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.



TRANSFER SUMMARY

EXPENDITURE TRANSFERS OUT		REVENUE TRANSFERS IN					
		GENERAL FUND	WASTEWATER	REPLACEMENT FUNDS	SPECIAL REVENUE	CIP FUNDS	DEBT SERVICE
GENERAL FUND	\$ 40,346,770	-	-	17,380,000	1,706,000	13,281,580	7,979,190
GENERAL REPLACEMENT FUND	\$ 14,030,000	-	-	-	-	14,030,000	-
ROADWAY AND MAINTENANCE	\$ 15,417,710	-	-	790,000	-	14,627,710	-
AMBULANCE SERVICE	\$ 246,000	-	-	246,000	-	-	-
STREETS	\$ 1,027,190	1,027,190	-	-	-	-	-
CDBG	\$ 1,220,880	-	-	-	-	1,220,880	-
POLICE IMPOUND FUND	\$ 15,000	15,000	-	-	-	-	-
CIP ADMINISTRATION	\$ 140,130	-	-	-	-	140,130	-
GO BOND PROCEEDS	\$ 66,828,730	-	-	-	-	66,828,730	-
TRAFFIC SIGNAL SDF	\$ 6,580,270	-	-	-	-	6,580,270	-
POLICE SDF	\$ 3,020,200	-	-	-	-	354,100	2,666,100
FIRE SDF	\$ 1,357,910	300,000	-	-	-	113,110	944,800
PARKS AND RECREATION SDF	\$ 15,126,720	-	-	-	-	9,952,390	5,174,330
GENERAL GOVERNMENT SDF	\$ 2,479,660	150,000	-	-	-	-	2,329,660
ROAD MAINTENANCE SDF	\$ 17,103,000	-	-	-	-	17,103,000	-
OUTSIDE SOURCES	\$ 36,684,360	-	-	-	-	36,684,360	-
PROP 400 MAG	\$ 47,026,110	-	-	-	-	47,026,110	-
WATER	\$ 37,966,750	2,703,810	1,035,000	13,400,000	-	20,827,940	-
WATER REPLACEMENT FUND	\$ 65,075,770	-	-	-	-	65,075,770	-
WATER SDF	\$ 32,553,170	-	-	-	-	22,507,350	10,045,820
WATER RESOURCE SDF	\$ 13,602,380	-	-	30,000	-	13,572,380	-
WASTEWATER	\$ 27,706,110	1,289,680	-	10,200,000	-	16,216,430	-
WASTEWATER REPLACEMENT FUND	\$ 48,978,560	-	-	-	-	48,978,560	-
NEELY WASTEWATER SDF	\$ 5,818,830	-	-	-	-	5,818,830	-
GREENFIELD WASTEWATER SDF	\$ 12,099,050	-	-	-	-	8,475,050	3,624,000
ENVIRO SERVICES RESIDENTIAL	\$ 6,484,010	975,570	-	1,345,000	-	4,163,440	-
ENVIRO SERVICES COMMERCIAL	\$ 1,171,850	171,740	-	412,000	-	588,110	-
ENVIRONMENTAL COMPLIANCE	\$ 4,454,030	138,100	-	2,245,000	-	2,070,930	-
ENVIRO COMP REPLACEMENT FUND	\$ 126,000	-	-	-	-	126,000	-
FLEET OPERATIONS	\$ 56,420	-	-	50,000	-	6,420	-
FLEET REPLACEMENT FUND	\$ 971,000	-	-	-	-	971,000	-
TOTAL TRANSFER IN	\$ 525,714,570	\$ 6,771,090	\$ 1,035,000	\$ 46,098,000	\$ 1,706,000	\$ 437,340,580	\$ 32,763,900

TOWN OF GILBERT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021
Schedule A

Fiscal Year	S c h		FUNDS	
			General Fund	Special Revenue Funds
2020 Adopted/Adjusted Budgeted Expenditures/Expenses*	E	1	\$ 202,613,324	\$ 149,466,724
2020 Actual Expenditures/Expenses**	E	2	\$ 180,155,770	\$ 37,795,894
2021 Fund Balance/Net Position at July 1***		3	\$ 110,937,877	\$ 206,462,059
2021 Primary Property Tax Levy	B	4	\$ -	\$ -
2021 Secondary Property Tax Levy	B	5	\$ -	\$ -
2021 Estimated Revenues Other than Property Taxes	C	6	\$ 178,948,000	\$ 202,504,040
2021 Other Financing Sources	D	7	\$ -	\$ -
2021 Other Financing (Uses)	D	8	\$ -	\$ -
2021 Interfund Transfers In	D	9	\$ 24,151,090	\$ 2,742,000
2021 Interfund Transfers (Out)	D	10	\$ 54,376,770	\$ 278,207,170
2021 Reduction for Amounts Not Available:		11		
LESS: Amounts for Future Debt Retirement:				
Future Capital Projects				
Maintained Fund Balance for Financial Stability			\$ 47,140,000	\$ 5,180,000
2021 Total Financial Resources Available			\$ 212,520,197	\$ 128,320,929
2021 Budgeted Expenditures/Expenses	E		\$ 205,888,720	\$ 168,718,050

* 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).



SCHEDULES A-G

TOWN OF GILBERT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021
Schedule A

Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
\$ 61,206,620	\$ 526,143,949	\$ -	\$ 82,282,298	\$ 27,232,210	\$ 1,048,945,125
\$ 56,689,130	\$ 98,554,797	\$ -	\$ 66,990,000	\$ 28,042,930	\$ 468,228,521
\$ 4,265,070	\$ -	\$ -	\$ 230,021,593	\$ 8,518,930	\$ 560,205,529
\$ -	\$ -		\$ -	\$ -	\$ -
\$ 25,880,000	\$ -		\$ -	\$ -	\$ 25,880,000
\$ 5,367,840	\$ -	\$ -	\$ 120,681,000	\$ 28,091,000	\$ 535,591,880
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 32,763,900	\$ 437,340,580	\$ -	\$ 28,667,000	\$ 50,000	\$ 525,714,570
\$ -	\$ 140,130	\$ -	\$ 191,963,080	\$ 1,027,420	\$ 525,714,570
					\$ -
					\$ -
			\$ 29,930,000		\$ 82,250,000
					\$ -
\$ 68,276,810	\$ 437,200,450	\$ -	\$ 157,476,513	\$ 35,632,510	\$ 1,039,427,409
\$ 63,287,490	\$ 437,340,580	\$ -	\$ 89,330,630	\$ 28,274,440	\$ 992,839,910

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC expenditure limitation

2020	2021
\$ 1,048,945,125	\$ 992,839,910
(547,700,000)	(473,500,000)
501,245,125	519,339,910
(140,000,000)	(90,000,000)
\$ 361,245,125	\$ 429,339,910
\$ 430,608,944	\$ 449,443,898



SCHEDULES A-G

TOWN OF GILBERT Tax Levy and Tax Rate Information Fiscal Year 2021 *Schedule B*

	<u>2020</u>	<u>2021</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u> </u>	\$ <u> </u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u> </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u> </u>	\$ <u> </u>
B. Secondary property taxes	<u>24,150,000</u>	<u>25,880,000</u>
C. Total property tax levy amounts	\$ <u>24,150,000</u>	\$ <u>25,880,000</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u> </u>	
(2) Prior years' levies	<u> </u>	
(3) Total primary property taxes	\$ <u> </u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>24,150,000</u>	
(2) Prior years' levies	<u>200,000</u>	
(3) Total secondary property taxes	\$ <u>24,350,000</u>	
C. Total property taxes collected	\$ <u>24,350,000</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u> </u>	<u> </u>
(2) Secondary property tax rate	<u>0.9889</u>	<u>0.9896</u>
(3) Total city/town tax rate	<u>0.9889</u>	<u>0.9896</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.



SCHEDULES A-G

TOWN OF GILBERT Revenues Other Than Property Taxes Fiscal Year 2021 Schedule C

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
Local taxes, audit, & franchise fees	\$ 99,945,000	99,710,000	99,445,000
Licenses and permits			
	4,310,000	4,155,000	3,675,000
Intergovernmental			
State Shared Revenue	57,500,000	57,500,000	60,000,000
State Grants & Contributions	750,000	755,000	755,000
County Revenue	160,000	130,000	130,000
Other Governments Revenue	1,120,000	974,000	1,035,000
Charges for services			
	8,841,000	8,400,000	8,787,000
Fines and forfeits			
	3,522,000	3,129,000	3,054,000
Interest on investments			
General Fund	500,000	1,250,000	500,000
General Fund - Replacement Fund	80,000	200,000	80,000
In-lieu taxes			
SRP In Lieu	1,100,000	1,015,000	1,000,000
Contributions			
	-	-	-
Miscellaneous			
	2,214,500	2,094,000	487,000
Total General Fund	\$ 180,042,500	\$ 179,312,000	\$ 178,948,000
SPECIAL REVENUE FUNDS			
HURF	\$ 16,500,000	15,000,000	16,400,000
County Revenue - Auto Lieu	11,000,000	10,300,000	10,310,000
Interest Income	120,000	440,000	120,000
Replacement Fund Investment Income	30,000	130,000	30,000
Other Streets Revenue	38,000	59,000	33,000
	\$ 27,688,000	\$ 25,929,000	\$ 26,893,000
Grants			
	\$ 5,189,150	5,189,150	5,705,250
	\$ 5,189,150	\$ 5,189,150	\$ 5,705,250
Other Special Revenue			
	\$ 2,578,690	1,578,690	2,369,190
System Development Fees	36,620,000	37,831,796	17,585,000
Intergovernmental Revenue	1,500,000	1,500,000	1,500,000
	\$ 40,698,690	\$ 40,910,486	\$ 21,454,190

TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2021
Schedule C

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
CDBG/HOME	\$ 2,039,060	924,850	2,607,020
	\$ 2,039,060	\$ 924,850	\$ 2,607,020
PKID	\$ 972,780	972,780	942,160
Streetlight Improvement District	1,728,400	1,728,400	1,806,070
	\$ 2,701,180	\$ 2,701,180	\$ 2,748,230
Police Impound	\$ 100,000	85,000	85,000
	\$ 100,000	\$ 85,000	\$ 85,000
Ambulance Transport	\$	300,000	5,580,000
	\$	\$ 300,000	\$ 5,580,000
Other Funding Sources	\$ 207,404,030	108,145,964	137,431,350
	\$ 207,404,030	\$ 108,145,964	\$ 137,431,350
Total Special Revenue Funds	\$ 285,820,110	\$ 184,185,630	\$ 202,504,040
DEBT SERVICE FUNDS			
Special Assessments	\$ 5,343,240	816,000	5,342,840
Investment Income	25,000	19,000	25,000
Miscellaneous Revenue	\$ 5,368,240	\$ 835,000	\$ 5,367,840
Total Debt Service Funds	\$ 5,368,240	\$ 835,000	\$ 5,367,840
ENTERPRISE FUNDS			
Water Operating	\$ 48,475,000	50,475,000	51,350,000
Water Replacement	600,000	1,800,000	600,000
Water and Water Resources SDF	10,150,000	10,175,000	10,050,000
	\$ 59,225,000	\$ 62,450,000	\$ 62,000,000
Wastewater Operating	\$ 30,085,000	30,710,000	30,585,000
Wastewater Replacement	200,000	1,200,000	200,000
Wastewater SDF	4,400,000	4,900,000	4,460,000
	\$ 34,685,000	\$ 36,810,000	\$ 35,245,000
Environmental Services/Residential	\$ 14,760,000	15,175,000	14,945,000
Env. Services - Res.Replacement Fund	90,000	349,700	55,000
	\$ 14,850,000	\$ 15,524,700	\$ 15,000,000



SCHEDULES A-G

TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2021
Schedule C

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
<u>Environmental Services/Commercial</u>	<u>\$ 2,703,000</u>	<u>2,774,000</u>	<u>2,732,000</u>
<u>Env. Services - Comm Replacement Fund</u>	<u>3,000</u>	<u>10,000</u>	<u>2,000</u>
	<u>\$ 2,706,000</u>	<u>\$ 2,784,000</u>	<u>\$ 2,734,000</u>
 <u>Environmental Compliance</u>	 <u>\$ 4,550,000</u>	 <u>4,455,000</u>	 <u>5,697,000</u>
<u>Env. Compliance Replacement Fund</u>	<u>50,000</u>	<u>5,000</u>	<u>5,000</u>
	<u>\$ 4,550,000</u>	<u>\$ 4,505,000</u>	<u>\$ 5,702,000</u>
 Total Enterprise Funds	 \$ 116,016,000	 \$ 122,073,700	 \$ 120,681,000
 INTERNAL SERVICE FUNDS			
 <u>Fleet Maintenance</u>	 <u>\$ 8,378,530</u>	 <u>7,110,000</u>	 <u>8,441,000</u>
	<u>\$ 8,378,530</u>	<u>\$ 7,110,000</u>	<u>\$ 8,441,000</u>
 <u>Health Self Insurance</u>	 <u>\$ 17,260,000</u>	 <u>19,662,000</u>	 <u>18,285,000</u>
	<u>\$ 17,260,000</u>	<u>\$ 19,662,000</u>	<u>\$ 18,285,000</u>
 <u>Dental Self Insurance</u>	 <u>\$ 1,382,000</u>	 <u>1,324,000</u>	 <u>1,365,000</u>
	<u>\$ 1,382,000</u>	<u>\$ 1,324,000</u>	<u>\$ 1,365,000</u>
 Total Internal Service Funds	 \$ 27,020,530	 \$ 28,096,000	 \$ 28,091,000
 TOTAL ALL FUNDS	 \$ 614,267,380	 \$ 514,502,330	 \$ 535,591,880

* 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.

**SCHEDULES A-G**

TOWN OF GILBERT
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2021
Schedule D

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
General Fund Operating	\$	\$	\$ 6,771,090	\$ 40,346,770
General Fund Repair & Replacement			17,380,000	14,030,000
Total General Fund	\$	\$	\$ 24,151,090	\$ 54,376,770
SPECIAL REVENUE FUNDS				
Streets	\$	\$	\$ 600,000	\$ 16,444,900
Streets Replacement Fund			790,000	
CDBG/HOME				1,220,880
Police Impound			150,000	15,000
Ambulance Transport			1,202,000	246,000
System Development Fees				109,741,190
Other Funding Sources				150,539,200
Other Special Revenue				
Total Special Revenue Funds	\$	\$	\$ 2,742,000	\$ 278,207,170
DEBT SERVICE FUNDS				
	\$	\$	\$ 32,763,900	\$
Total Debt Service Funds	\$	\$	\$ 32,763,900	\$
CAPITAL PROJECTS FUNDS				
CIP Administration	\$	\$	\$	\$ 140,130
Redevelopment			8,614,630	
Streets			121,249,330	
Traffic Control			11,197,730	
Parks and Recreation			23,116,160	
Municipal Facilities			76,417,910	
Water			117,685,720	
Wastewater			76,868,100	
Storm Water			2,191,000	
Total Capital Projects Funds	\$	\$	\$ 437,340,580	\$ 140,130
ENTERPRISE FUNDS				
Water	\$	\$	\$	\$ 37,966,750
Water Repair & Replacement			13,430,000	65,075,770
Wastewater			1,035,000	27,706,110
Wastewater Repair & Replacement			10,200,000	48,978,560
Environmental Services - Residential				6,484,010
Env Svc Residential Repair & Replace			1,345,000	
Environmental Services - Commercial				1,171,850
Env Svc Commercial Repair & Replace			412,000	
Environmental Compliance				4,454,030
Env Compliance Repair & Replace			2,245,000	126,000
Total Enterprise Funds	\$	\$	\$ 28,667,000	\$ 191,963,080
INTERNAL SERVICE FUNDS				
Fleet	\$	\$	\$	\$ 56,420
Fleet Replacement Fund			50,000	971,000
Total Internal Service Funds	\$	\$	\$ 50,000	\$ 1,027,420
TOTAL ALL FUNDS	\$	\$	\$ 525,714,570	\$ 525,714,570

TOWN OF GILBERT
Expenditures/Expenses by Fund
Fiscal Year 2021
Schedule E

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
Mayor and Council	\$ 764,900	\$ 84,000	\$ 817,820	\$ 776,890
Manager	1,871,790		1,480,570	1,770,730
Emergency Mgt and Safety	273,920		278,420	325,930
Digital Government	1,269,660	24,750	1,521,030	1,830,120
Intergovernmental Relations	393,310		432,630	417,660
Economic Development	2,697,730	172,020	2,304,950	2,494,350
Information Technology	13,027,975	441,745	11,873,270	14,812,810
Human Resources	2,472,730	35,350	2,361,040	2,612,810
Management and Budget	728,170		705,690	742,750
Town Clerk	576,520		525,690	1,193,380
Legal Services	3,814,090	4,950	3,615,410	3,860,120
Management Services	2,679,070	3,050	2,747,840	3,024,750
Municipal Court	3,430,020		3,260,560	3,395,990
Development Services	8,115,580	67,320	7,858,050	8,208,740
Police	59,942,830	(2,768,098)	57,111,890	58,715,270
Fire and Rescue	35,225,980	(804,210)	33,924,960	34,754,500
Parks and Recreation	23,005,540	205,085	22,780,470	24,461,240
Public Works	704,140	134,110	627,730	751,670
GF Replacement	6,419,500		2,785,330	8,296,670
Non-Departmental	33,480,910	4,118,887	23,142,420	33,442,340
Total General Fund	\$ 200,894,365	\$ 1,718,959	\$ 180,155,770	\$ 205,888,720
SPECIAL REVENUE FUNDS				
Streets	\$ 24,141,660	\$ (403,029)	\$ 19,946,070	\$ 26,630,470
Grants	5,189,150	(280)	250,750	5,705,250
CDBG/HOME	788,000	280	787,280	1,386,140
Police Impound	293,380		169,530	183,710
Ambulance Transport		793,660	505,860	6,682,620
Special Districts	3,117,210		3,074,700	3,056,450
Trust Accounts	2,500	90,000	86,760	
Development Fees		649,105	3,920	1,328,600
Other Special Revenue	3,137,630	(826,355)	2,028,780	3,149,000
Total Special Revenue Funds	\$ 36,669,530	\$ 303,381	\$ 26,853,650	\$ 48,122,240
DEBT SERVICE FUNDS				
	\$ 61,202,370	\$ 4,250	\$ 56,689,130	\$ 63,287,490
Total Debt Service Funds	\$ 61,202,370	\$ 4,250	\$ 56,689,130	\$ 63,287,490
OTHER FUNDING SOURCES				
Capital Projects	\$ 141,692,730	\$ (29,198,917)	\$ 10,942,244	\$ 120,595,810
Total Other Funding Sources	\$ 141,692,730	\$ (29,198,917)	\$ 10,942,244	\$ 120,595,810
CAPITAL PROJECT FUNDS				
Redevelopment	\$ 9,814,050	\$ 303,462	\$ 2,836,588	\$ 8,614,630
Streets	105,137,990	10,905,241	17,891,898	121,249,330
Traffic Control	7,497,070	200,000	374,647	11,197,730
Parks and Recreation	53,380,815	5,503,142	26,755,979	23,116,160
Municipal Facilities	91,291,745	1,418,899	31,543,747	76,417,910
Water	148,931,740	14,044,935	5,824,921	117,685,720

TOWN OF GILBERT
Expenditures/Expenses by Fund
Fiscal Year 2021
Schedule E

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Wastewater	76,192,750	649,110	13,327,017	76,868,100
Storm Water	873,000			2,191,000
Total Capital Project Funds	\$ 493,119,160	\$ 33,024,789	\$ 98,554,797	\$ 437,340,580
ENTERPRISE FUNDS				
Water	\$ 37,545,880	\$ (4,547,320)	\$ 30,959,320	\$ 37,427,740
Wastewater	23,464,825	(1,519,680)	19,285,670	24,080,590
Env Services Residential	19,945,385	209,500	12,906,770	20,990,720
Env Services Commercial	2,997,720	11,538	2,109,940	3,226,000
Environmental Compliance	4,180,450	(6,000)	1,728,300	3,605,580
Total Enterprise Funds	\$ 88,134,260	\$ (5,851,962)	\$ 66,990,000	\$ 89,330,630
INTERNAL SERVICE FUNDS				
Fleet Maintenance	\$ 8,645,910	\$ (500)	\$ 6,988,930	\$ 8,660,060
Health Self-Insurance	17,269,800		19,737,000	18,297,380
Dental Self-Insurance	1,317,000		1,317,000	1,317,000
Total Internal Service Funds	\$ 27,232,710	\$ (500)	\$ 28,042,930	\$ 28,274,440
TOTAL ALL FUNDS	\$ 1,048,945,125	\$	\$ 468,228,521	\$ 992,839,910

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

SCHEDULES A-G

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2021
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
List Department:				
Mayor and Council				
General Fund	\$ 764,900	\$ 84,000	\$ 817,820	\$ 776,890
Department Total	\$ 764,900	\$ 84,000	\$ 817,820	\$ 776,890
List Department:				
Manager				
General Fund	\$ 1,871,790	\$	\$ 1,480,570	\$ 1,770,730
CDBG/HOME	788,000	280	787,280	1,386,140
Special Revenue	57,380		57,380	57,430
Department Total	\$ 2,717,170	\$ 280	\$ 2,325,230	\$ 3,214,300
List Department:				
Emergency Mgt and Safety				
General Fund	\$ 273,920	\$	\$ 278,420	\$ 325,930
Grants	37,080		32,440	134,290
Department Total	\$ 311,000	\$	\$ 310,860	\$ 460,220
List Department:				
Digital Government				
General Fund	\$ 1,269,660	\$ 24,750	\$ 1,521,030	\$ 1,830,120
Special Revenue	41,370		41,370	5,810
Department Total	\$ 1,311,030	\$ 24,750	\$ 1,562,400	\$ 1,835,930
List Department:				
Intergovernmental Relations				
General Fund	\$ 393,310	\$	\$ 432,630	\$ 417,660
Special Revenue	61,030		47,030	82,600
Department Total	\$ 454,340	\$	\$ 479,660	\$ 500,260
List Department:				
Economic Development				
General Fund	\$ 2,697,730	\$ 172,020	\$ 2,304,950	\$ 2,494,350
Department Total	\$ 2,697,730	\$ 172,020	\$ 2,304,950	\$ 2,494,350
List Department:				
Information Technology				
General Fund	\$ 13,027,975	\$ 441,745	\$ 11,873,270	\$ 14,812,810
Department Total	\$ 13,027,975	\$ 441,745	\$ 11,873,270	\$ 14,812,810
List Department:				
Human Resources				
General Fund	\$ 2,472,730	\$ 35,350	\$ 2,361,040	\$ 2,612,810
Department Total	\$ 2,472,730	\$ 35,350	\$ 2,361,040	\$ 2,612,810
List Department:				
Management and Budget				
General Fund	\$ 728,170	\$	\$ 705,690	\$ 742,750
Department Total	\$ 728,170	\$	\$ 705,690	\$ 742,750



SCHEDULES A-G

TOWN OF GILBERT Expenditures/Expenses by Department Fiscal Year 2021 Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
List Department:				
Town Clerk				
General Fund	\$ 576,520	\$	\$ 525,690	\$ 1,193,380
Department Total	<u>\$ 576,520</u>	<u>\$</u>	<u>\$ 525,690</u>	<u>\$ 1,193,380</u>
List Department:				
Legal Services				
General Fund	\$ 3,814,090	\$ 4,950	\$ 3,615,410	\$ 3,860,120
Department Total	<u>\$ 3,814,090</u>	<u>\$ 4,950</u>	<u>\$ 3,615,410</u>	<u>\$ 3,860,120</u>
List Department:				
Management Services				
General Fund	\$ 2,679,070	\$ 3,050	\$ 2,747,840	\$ 3,024,750
Department Total	<u>\$ 2,679,070</u>	<u>\$ 3,050</u>	<u>\$ 2,747,840</u>	<u>\$ 3,024,750</u>
List Department:				
Municipal Court				
General Fund	\$ 3,430,020	\$	\$ 3,260,560	\$ 3,395,990
Special Revenue	571,970		477,120	568,340
Department Total	<u>\$ 4,001,990</u>	<u>\$</u>	<u>\$ 3,737,680</u>	<u>\$ 3,964,330</u>
List Department:				
Development Services				
General Fund	\$ 8,115,580	\$ 67,320	\$ 7,858,050	\$ 8,208,740
Special Revenue	860,000		860,000	860,000
Department Total	<u>\$ 8,975,580</u>	<u>\$ 67,320</u>	<u>\$ 8,718,050</u>	<u>\$ 9,068,740</u>
List Department:				
Police				
General Fund	\$ 59,942,830	\$ (2,768,098)	\$ 57,111,890	\$ 58,715,270
Police Impound	293,380		169,530	183,710
Grants	133,820		216,060	57,690
Special Revenue	321,840		321,840	421,250
Department Total	<u>\$ 60,691,870</u>	<u>\$ (2,768,098)</u>	<u>\$ 57,819,320</u>	<u>\$ 59,377,920</u>
List Department:				
Fire and Rescue				
General Fund	\$ 35,225,980	\$ (804,210)	\$ 33,924,960	\$ 34,754,500
Ambulance Transport		793,660	505,860	6,682,620
Grants	18,250	(280)	2,250	513,270
Special Revenue	112,600		112,600	64,410
Department Total	<u>\$ 35,356,830</u>	<u>\$ (10,830)</u>	<u>\$ 34,545,670</u>	<u>\$ 42,014,800</u>
List Department:				
Parks and Recreation				
General Fund	\$ 23,005,540	\$ 205,085	\$ 22,780,470	\$ 24,461,240
Special Revenue	61,550		61,550	39,270
Department Total	<u>\$ 23,067,090</u>	<u>\$ 205,085</u>	<u>\$ 22,842,020</u>	<u>\$ 24,500,510</u>

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2021
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
List Department:				
Public Works				
General Fund	\$ 704,140	\$ 134,110	\$ 627,730	\$ 751,670
Streets Fund	24,141,660	(403,029)	19,946,070	26,630,470
Water Fund	37,545,880	(4,547,320)	30,959,320	37,427,740
Wastewater Fund	23,464,825	(1,519,680)	19,285,670	24,080,590
Env Services Residential	19,945,385	209,500	12,906,770	20,990,720
Env Services Commercial	2,997,720	11,538	2,109,940	3,226,000
Environmental Compliance	4,180,450	(6,000)	1,728,300	3,605,580
Department Total	\$ 112,980,060	\$ (6,120,881)	\$ 87,563,800	\$ 116,712,770
List Department:				
Special Revenue and Non-Operating				
Repair and Replacement	\$ 6,419,500	\$	\$ 2,785,330	\$ 8,296,670
Non-Departmental	33,480,910	4,118,887	23,142,420	33,442,340
Miscellaneous Grants	5,000,000			5,000,000
Special Districts	3,117,210		3,074,700	3,056,450
Trust Accounts	2,500	90,000	86,760	
Development Fees		649,105	3,920	1,328,600
Other Special Revenue	1,049,890	(826,355)	49,890	1,049,890
Debt Service	61,202,370	4,250	56,689,130	63,287,490
Other Funding Sources	141,692,730	(29,198,917)	10,942,244	120,595,810
Capital Project Funds	493,119,160	33,024,789	98,554,797	437,340,580
Internal Services	27,232,710	(500)	28,042,930	28,274,440
Department Total	\$ 772,316,980	\$ 7,861,259	\$ 223,372,121	\$ 701,672,270
TOTAL ALL FUNDS	\$ 1,048,945,125		468,228,521	992,839,910

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.



SCHEDULES A-G

TOWN OF GILBERT Full-Time Employees and Personnel Compensation Fiscal Year 2021 Schedule G

FUND	Full-Time Equivalent (FTE) 2021	Employee Salaries and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
GENERAL FUND	1130.94	\$ 88,484,417	\$ 20,729,369	\$ 16,873,826	\$ 5,014,635	\$ 131,102,247
SPECIAL REVENUE FUNDS						
Roadway and Maintenance Fund	1.00	\$ 54,044	\$ 6,238	\$ 19,807	\$ 3,764	\$ 83,853
Street Fund	56.66	3,464,472	400,815	905,877	241,876	5,013,040
Grants		237,690				237,690
CDBG	1.65	132,849	16,237	35,413	9,931	194,430
Parkway Improvement District	3.10	178,247	20,562	63,854	12,187	274,850
Court Automation	1.00	82,497	10,082	16,916	5,995	115,490
Court Enhancement	1.00	36,408	4,449	16,730	2,643	60,230
Police Impound	2.20	113,783	16,431	32,230	7,766	170,210
Ambulance Transport	39.56	2,146,487	226,389	643,165	126,149	3,142,190
Native American Internship	0.80	24,962		38	1,910	26,910
Total Special Revenue Funds	106.97	\$ 6,471,439	\$ 701,203	\$ 1,734,030	\$ 412,221	\$ 9,318,893
CAPITAL PROJECTS FUNDS						
CIP Administration	13.40	\$ 1,360,733	\$ 157,741	\$ 192,549	\$ 96,347	\$ 1,807,370
Total Capital Projects Funds	13.40	\$ 1,360,733	\$ 157,741	\$ 192,549	\$ 96,347	\$ 1,807,370
ENTERPRISE FUNDS						
Water	135.93	\$ 8,702,621	\$ 1,012,017	\$ 1,879,718	\$ 611,764	\$ 12,206,120
Wastewater	49.50	3,098,467	353,957	673,971	214,095	4,340,490
Env Services - Residential	82.81	4,510,823	514,456	1,336,740	307,121	6,669,140
Env Services - Commercial	8.44	569,781	64,747	123,290	39,332	797,150
Environmental Compliance	12.59	711,172	82,030	174,406	49,592	1,017,200
Total Enterprise Funds	289.27	\$ 17,592,864	\$ 2,027,207	\$ 4,188,125	\$ 1,221,904	\$ 25,030,100
INTERNAL SERVICE FUND						
Fleet Maintenance	26.00	\$ 1,648,130	\$ 189,572	\$ 365,042	\$ 114,516	\$ 2,317,260
Health Self Insurance	1.00	77,900	9,460	16,890	5,930	110,180
Total Internal Service Fund	27.00	\$ 1,726,030	\$ 199,032	\$ 381,932	\$ 120,446	\$ 2,427,440
TOTAL ALL FUNDS	1567.58	\$ 115,635,483	\$ 23,814,552	\$ 23,370,462	\$ 6,865,553	\$ 169,686,050

311	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.
ACA	<i>Affordable Care Act</i> is a comprehensive health care reform law enacted in March 2010.
Account	Financial reporting unit for budget, management, or accounting purposes.
Accrual	An accounting process that matches revenue to the period earned and the expenditures to the period incurred.
Actuals	Refers to the actual expenditures paid by and revenues paid to Gilbert.
ADA	<i>Americans with Disabilities Act</i> is the Federal Law regarding issues and facilities for those with disabilities.
ADEQ	<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.
Adoption	A formal action taken by the Town Council that sets the spending limits for the fiscal year.
ADWR	<i>Arizona Department of Water Resources</i> is a state agency that administers and enforces groundwater laws in Arizona.
AF	<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 th gallons of water.
Alex	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.
Allocation	A component of an appropriation that is earmarked for expenditure by specific organization units and/or for special purposes, activities, or objects.
AMWUA	<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.
Appropriation	A legal authorization granted by Council which permits Gilbert to make expenditures of resources and to incur obligations for specific purposes.

Arizona Auditor General Schedules A-G	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
ASR	<i>Aquifer storage recovery</i>
Assessed Valuation	A valuation placed upon real estate or other property by the County Assessor and the state as a basis for levying taxes.
Asset	Valuable resource that an entity owns or controls. They represent probable future economic benefits and arise as a result of past transactions or events.
ASU	<i>Arizona State University</i> , a state-funded university.
Audit	A formal examination, correction, and official endorsing of financial accounts undertaken annually by an accountant.
Available Fund Balance	Funds remaining from the prior year which are available for appropriation and expenditure in the current year.
AZDOR	<i>Arizona Department of Revenue</i> is organized to achieve the efficient collection and processing of taxes, timely enforcement of tax laws and accurate valuation of property.
Balanced Budget	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.
Bond	A written instrument to pay a specified sum of money (the face value or principal amount) on a specified date (the maturity date) at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance.
Bond – General Obligation (G.O.) Bonds	Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the 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.
Bond – Highway User Revenue (HURF) Bonds	This type of revenue bond is used solely for street and highway improvements and requires voter approval. State law imposes the maximum limitation of highway user revenue that shall be used for debt servicing of revenue bonds. The amount shall not exceed 50% of the total from highway user revenue for the previous twelve-month period.

Bond – Municipal Property Corporation (MPC) Bonds	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.
Bond – Revenue Bonds	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.
Bond Refinancing	The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.
Budget	A financial plan proposed for raising and spending money for specified programs, functions, 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.
CAFR	A <i>Comprehensive Annual Financial Report</i> (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).
CAP – Central Arizona Project	<i>Central Arizona Project</i> (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.
Capital Improvement	Includes any expenditure over \$100,000 for repair and replacement of existing infrastructure as well as development of new facilities to accommodate future growth.
CIP – Capital Improvement Plan	The <i>Capital Improvement Plan</i> 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.
Capital Outlay	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.

CAPRA	<i>Commission for Accreditation of Park and Recreation Agencies</i> provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States by providing agencies with a management system of best practices.
Carryforward	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.
CAWCD	<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 (CAP).
CDBG	<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.
CFS	<i>Calls for Service</i> generally refer to assignments that are typically distributed to public safety professionals that require their presence to resolve, correct or assist a particular situation.
CNG	<i>Compressed Natural Gas</i> is a fuel which can be used in place of gasoline, diesel fuel and propane.
COBRA	<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.
Consumer Price Index	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Contingency	An amount included in the budget that is not designated for a specific purpose. The contingency amount is budgeted for emergencies and unforeseen events.
Contractual Services	Services rendered to a government by private firms, individuals or other governmental agencies. Examples include utilities, rent, maintenance agreements and professional consulting services.
CQI	<i>Continuous Quality Improvement</i> is an integral part of the Town's culture to ensure that operations are continually improved and updated.

DDACTS	<i>Data Driven Approaches to Crime and Traffic Safety</i> integrate location-based crime and traffic data to establish effective and efficient methods for deploying law enforcement and other resources.
Debt Limit	A state-imposed limit on the amount of debt that can be issued.
Debt Service	Principal and interest payments on outstanding bonds.
Department	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.
Depreciation	Expiration in the service life of capital assets attributed to wear and tear, deterioration, inadequacy or obsolescence.
DHS	<i>Department of Homeland Security</i>
Division	A group of homogeneous cost centers within a department.
EDEN	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.
EDGE	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.
Effluent	Wastewater that has been treated to required standards and is released from the treatment plant.
EMF	Under the Watershed Protection and Flood Prevention Act, Public Law 566, the <i>East Maricopa Floodway (EMF)</i> was designed and constructed. The EMF is a compacted earth, concrete and riprap channel that provides 100-year flood protection for the Williams Chandler watershed area.
Encumbrance	The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.
EnDVr	<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.
Enterprise Funds	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.

EPA	<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.
Executive Team	Team made up of the Town Manager, Assistant Town Manager, Department Directors, and designated management staff.
Expenditure	Actual outlay of funds for obtaining assets or goods and services regardless of when the expense is actual paid.
FCDMC	<i>Flood Control District of Maricopa County</i>
FCU	<i>Financial Crimes Unit</i> located in the Gilbert Police Department.
FMIS	<i>Financial Management Information Systems</i>
FTE	<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.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.
Fund Balance	Represents the net difference between total financial resources and total appropriated uses.
Fiscal Year (FY)	<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.
GASB	<i>Governmental Accounting Standards Board</i>
GAAP	<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.
GCUHF	<i>Gilbert Chandler Unified Holding Facility</i> is a detention facility owned by Gilbert and operated in partnership with City of Chandler.
General Fund	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.
General Plan	A planning and legal document that outlines the community vision in terms of land use.

GFOA	<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.
GFRD	<i>Gilbert Fire and Rescue Department</i>
Gilbert Wellness	<i>Gilbert Wellness</i> is a program implemented in FY 2016 to educate and support employee wellness.
GIS	<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.
GO Bonds	<i>General Obligation Bonds</i> are secured by Gilbert property tax and must be approved by a vote of the citizens.
Goal	Desired end result statement that provides a framework for what will be accomplished.
Governmental Fund	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.
GPD	<i>Gilbert Police Department</i>
GPEC	<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.
Grants	State and Federal subsidies received in response to a specific need.
GSF	<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.
GWRP	<i>Greenfield Water Reclamation Plant</i> is located at 4400 S Greenfield Road and operating in partnership with the City Mesa and City of Queen Creek.
Heritage District	Historic Downtown Gilbert is an area of up-scale restaurants, entertainment, and shopping.

HOA	<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 enforce the association's governing documents, including rules regarding construction and maintenance of individual homes.
HOME	<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.
HHW	<i>Household Hazardous Waste</i> is a facility in Gilbert that accepts items that are considered inappropriate to dispose of in the landfill.
HIPPA	<i>Health Insurance Portability and Accountability</i>
HMI	<i>Human machine interface</i> enables machines and humans to communicate with each other.
HURF	<i>Highway User Revenue Fund</i> is a separate funding source dedicated to provide support for street improvements and maintenance.
HVAC	<i>Heating Ventilation and Air Conditioning</i>
ICMA	<i>International City/County Management Association</i> is an association representing professionals in local government management.
IGA	<i>Intergovernmental Agreement</i> is a contract between governmental entities as authorized by State law.
IISNS	<i>Internally Illuminated Street Name Sign</i>
Improvement District (ID)	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.
Infrastructure	The physical assets of the town. Assets include streets, water, wastewater, public buildings, and parks.
Infrastructure Improvement Plan	An <i>Infrastructure Improvement Plan</i> is a written plan identifying the necessary public services that are subject to system development fees.
Internal Service Fund (ISF)	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.
ITS	<i>Intelligent Traffic Systems</i>
IVR	<i>Interactive Voice Response</i>

JCEF	The <i>Judicial Collection Enhancement Fund</i> was established to improve the administration of justice by enhancing the enforcement of court orders.
Lean Six Sigma	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.
Liability	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.
LRIP	<i>Long Range Infrastructure Plan</i> is a plan that includes an asset inventory, condition based assessment and programmed repair and replacement of all Town infrastructure assets. Focusing on strategic investments in infrastructure and reducing the overall cost of ownership.
LTAF	<i>Local Transportation Assistance Fund</i>
LTFP	<i>Long Term Financial Plan</i>
LUCITY	Work order management software.
MAG	<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.
Major Fund	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.
Master Plan	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.
MCL	<i>Maximum Containment Level</i>
MGD	<i>Million Gallons per Day</i>
Modified Accrual	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.

MPC	<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.
MPC	<i>Mobile for Public Safety</i>
MUNIS	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 and Payroll.
NASC	<i>North Area Service Center</i> located at 900 East Juniper Avenue. The facility includes a Public Works Yard and an Equipment Repair Shop.
NIA	<i>Non-Indian Agriculture</i> is a name assigned to Colorado River water delivered by the Central Arizona Project (CAP) that was originally bought by agricultural water users in Maricopa, Pinal, and Pima Counties.
NWTP	<i>North Water Treatment Plant</i> is situated on the eastern canal receiving water from the SRP (mixture of salt river and verde river). Water delivered from the NWTP is treated using the conventional methods of coagulation, flocculation, sedimentation, and filtration.
Objectives	Targets for accomplishing goals that are specific, measurable, attainable, results-oriented, and time-bound.
OnBase	Gilbert's digital records management system.
Operating Budget	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.
OSHA	<i>Occupational Safety and Health Administration</i> is an agency of the United States Department of Labor.
PCI	<i>Pavement Condition Index</i> is an index that communicates the condition of driving surfaces on a 100 point scale.
PCU	<i>Property Crimes Unit</i> located in the Gilbert Police Department.
Performance Measures	Indication of levels of activity or outcomes of operations.
PFMPC	<i>Public Facilities Municipal Property Corporation</i>
PKID	<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.

PM-10 Regulations	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.
Police Impound	<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.
PPP	<i>Public-Private Partnership</i>
Property Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax levy Ordinance. In Arizona, the property tax system is divided into primary and secondary rates.
Property Tax – Primary	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.
Property Tax – Secondary	An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides. These taxes are based on the Secondary Assessed Valuation and Secondary Tax rate.
PROWAG	<i>Public Right of Way Accessibility Guidelines</i>
Reserve	To set aside a portion of a fund balance to guard against economic downturn or emergencies.
Resource Constrained Process	A budget process that is limited by the projected revenues based on current tax rates and fees.
Revenue	Receipts from items such as taxes, intergovernmental sources, user fees or resources from voter-authorized bonds, or system development fees.
RFP	<i>Request for Proposal</i> is a part of the competitive bidding process
RFQ	<i>Request for Quotes</i> is a part of the competitive bidding process.
RMS	<i>Records Management System</i> 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.
ROW	<i>Right of Way</i> is a publicly-owned area of land typically adjacent to a roadway.

RTU	<i>Remote Terminal Unit</i>
RWCD	<i>Roosevelt Water Conservation District</i> encompasses 40,000 acres and is situated in the south east corner of Maricopa County.
SASC	<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.
SAU	<i>Special Assignment Unit</i> located in the Gilbert Police Department.
SCADA	<i>SCADA (Supervisory Control and Data Acquisition)</i> 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.
SDF	<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.
Self-Insurance	A calculated amount of money set aside to pay claims and compensate for future loss.
SharePoint	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.
SLID	<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.
SM&O	<i>Service Management and Operations</i>
SPARK –App League	<i>Students Participate in App Resources and Knowledge (SPARK)</i> 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.
Special Districts	Special Districts are established to pay for specific statute allowed expenses.
Special Revenue	Special Revenue Funds are a type of fund required to be established to account for a specific activity.
SRP	<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.

Standard Operating Procedure	Standard operating procedures are developed to educate and inform staff on how a process is to be performed to ensure accuracy and consistency in efforts and results.
SRP Aesthetics Program	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.
State Shared Revenue	Distribution of revenue collected by the State and shared based on established formulae that typically rely on population estimates.
SVU	<i>Special Victims Unit</i> located in the Gilbert Police Department.
SVWTP	<i>Santan Vista Water Treatment Plant</i> is located at 3695 E Ocotillo Road. This plant receives water from Central Arizona Project's Colorado River watershed. From the CAP turnout, water is brought to the plant through approximately 14 miles of 48" ductile iron pipeline. The plant was built and is operating in partnership with City of Chandler.
SWAT	<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.
Third Party Administrator	A <i>Third Party Administrator</i> is an organization that processes insurance claims or certain aspects of employee benefit plans for a separate entity.
TI	A <i>Traffic Interchange</i> is a combination of ramps and grade separations at the junction of two or more highways for the purpose of reducing traffic conflicts, improving safety, and increasing traffic capacity
Transfers	Movement of cash from one fund to another to reimburse costs or provide financial support.
TOC	<i>Total Organic Carbon</i> is a constituent measured for regulatory reasons.
TOC	<i>Traffic Operations Center</i>
TOG	<i>Town of Gilbert</i>
TSMO	<i>Transportation Systems and Management Operations Plan</i> serves as a road map for future Intelligent Transportation Systems (ITS) projects, improvements and policies.
TTHM	<i>Trihalomethanes</i> are created when disinfectants react with naturally-occurring materials in the water.

ULDC	<i>Unified Land Development Code</i> is a compilation of town codes that govern subdivision and development of lands.
UPRR	<i>Union Pacific Railroad</i>
USSSA	<i>United States Specialty Sports Association</i>
VGBA	<i>Virginia Graeme Baker Act</i>
VLТ	<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.
Water Resource Master Plan	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	<i>What Works Cities</i> 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	<i>Wildly Important Goals</i> is a process developed by Franklin Covey that will help employees accomplish their goals while also managing the demands of day-to-day responsibilities.
WPT	<i>Western Powerline Trail</i>
WRMPC	<i>Water Resources Municipal Property Corporation</i>
WRP	<i>Water Reclamation Plant</i>
WTP	<i>Water Treatment Plant</i>
Zero-Based	<i>Zero-Based</i> is a method of budgeting in which all contractual expenses must be justified and approved for a given fiscal year. In Gilbert, one-third of the organization undergoes the zero-based process each fiscal year.
Zoning	A specific legal classification of property for purpose of development.

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