

FY2022
Annual Budget



Adopted June 1, 2021

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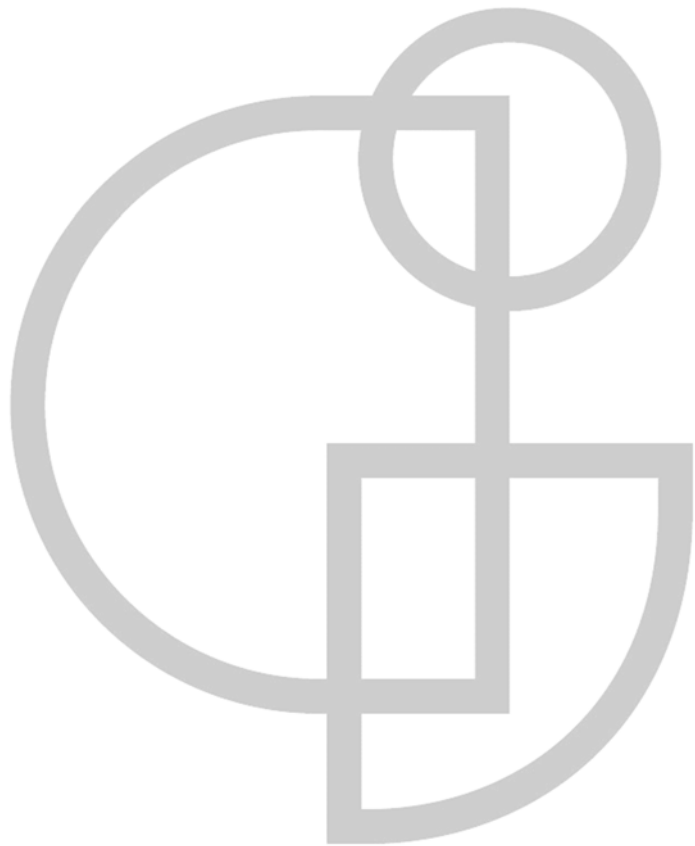
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Shaping a new
tomorrow, today.

Introductory Section

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Key Officials and Staff
Organizational Charts
Mission and Values
Organization Focus Areas
Operational Excellence
Gilbert Facts
Fund Structure
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Budget Calendar
Financial Policies



June 1, 2021

Honorable Mayor, Council Members, and the Gilbert Community:

In the summer of 2021, with businesses and schools fully open despite the setbacks brought on by the COVID-19 pandemic, our community not only endured, but also continued to thrive. Gilbert continuously kept the safety of its team members and the health of its community at the forefront of decision-making while we worked to find innovative new ways to deliver the same exceptional services to our residents and businesses. For FY 2022, we will continue to meet those challenges presented by COVID-19 while dealing with the economic aftershocks of the pandemic. We will continue to rise to the occasion.

With a population of over 260,000 residents, Gilbert is Arizona's sixth largest city. In 2020, the National Research Center (NRC) at Polco and the International City & County Management Association (ICMA) announced Gilbert, Arizona as the winner of two Voice of the People (VOP) Awards – Excellence in Built Environment and Excellence in Foundations of Livability – which are the only national awards that honor local governments based on feedback from residents. Gilbert stands proud as the 2nd Best Place to Live in Arizona (HomeSnacks, 2020), as well as being ranked the 9th Best Place to Raise a Family in the U.S. (WalletHub, 2021). As the nation rebounds from the COVID-19 pandemic, the Town of Gilbert was ranked as #1 for Small Business Recovery since the Pandemic (QuickBooks, 2021) as well as #1 for Remote Workers (RetailMeNot, 2021). From FY 2013 to FY 2020, private investment in Gilbert's four employment areas totaled over \$1.1 Billion. STEM and STEM related job growth has outpaced total job growth over the last 5 years. – 20% for STEM/STEM related vs. 12% total job growth (Economic Modeling Specialists, Inc. 2015-2020). Over the last 5 years, Gilbert has added 4.36 million square-feet of office, industrial/flex, and retail space to its inventory, representing an increase of 17.9%.

In addition, Gilbert was recognized in 2021 for achieving Gold status from the What Works Cities Certification program, a rare standard of excellence in data and evidence-based decision making in government. This certification benchmarks cities against national standards in data governance, resident engagement, results-based governance, and transparency through a system of 45 criteria. Only 40 cities in the United States have achieved this Certification at Silver, Gold, or Platinum level and Gilbert ranked as one of the top 15 cities in the entire nation, achieving Gold status in our first year of Certification. This recognition reflects our dedication to using data and evidence to deliver strong results for our residents as well as our commitment to be the City of the Future.

In FY 2021, Gilbert's economic development initiatives continued to yield positive results for the community. In response to the COVID-19 pandemic, the Gilbert Town Council authorized the creation of #GilbertTogether Business Recovery program focused on relief, recovery, and resiliency. Under the 'relief' focus, Gilbert based businesses who met certain eligibility criteria could receive a grant of up to \$35,000 to help offset financial losses they experienced during the pandemic. Through this offering, nearly 500 Gilbert based businesses received over \$9.5 million in relief grant funding. Recovery assistance was provided through a low interest loan program offered in partnership with the Desert Financial Credit Union. Gilbert business applied for and received \$340,000 in low interest loans to further support their needs during this time. Long term resiliency was supported by providing access to experts and proven programs that enabled businesses to improve operations, receive technical assistance, and provided access to scholarships that allowed Gilbert residents to upskill. Gilbert's employment areas also saw growth in FY 2021. In the Gateway employment area, Trammell Crow completed the 400,000 +/- square-foot Gilbert Gateway Commerce Park. This new Industrial/Flex development will be home to a new Lowe's regional distribution center and is nearly 100% leased. In the central business district, Gilbert Crossroads

Business Park completed its two-remaining industrial/flex buildings, adding just over 178,000 square-feet, and bringing the total size of the development to nearly 320,000 square-feet. In the Heritage District, Gilbert facilitated the expansion of the University of Arizona Bachelor of Science in Nursing – Integrated Health. To support the program expansion, the University of Arizona built out approximately 1,800 square-feet of shell space and expanded their current lease agreement through the fall of 2027.

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 \$9 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 2021, allows staff to initiate the process with clear direction and focus governing the priorities for service delivery in FY 2022.

The budget for FY 2022 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 economic changes.

FINANCIAL IMPACT

With carry forwards and contingency adjustments, the budget of \$ 988,252,510 is a decrease of about \$5 million from FY 2020. 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 \$27.75 million which maintains the \$0.99 property tax rate.

Balanced Financial Plan: The FY 2022 Budget is balanced based upon identified revenues and expenditures.

Constitutional Expenditure Limit: The FY 2022 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 2022 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.

Fund Balance: The Revenue Summary lists the use of carry over funds in an amount of about \$303 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 2022 Budget reflects revenues projected from the continued collection of System Development Fees as allowed under current State Law.

FUNDING CHALLENGES

Over the past decade, 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 reevaluate budget priorities as economic conditions begin to stabilize, and life returns to normal. Gilbert will continue to monitor all financial impacts closely and will use the data to keep revenues and expenditures balanced in the budget.

An ongoing 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 be the more cost effective option. Design on the new water treatment plant has begun and construction will begin in FY 2022. Studies to update the water rates and water system development fees are currently underway. The new rates will help support the needed infrastructure investment.

A second challenge related to infrastructure planning exists for transportation infrastructure. It has been 13 years since Gilbert has requested a transportation bond and the community has grown considerably since then. In the 2021 Transportation Master Plan Survey, 67 percent of Gilbert residents said the Town should focus on "improving roadway conditions." In response to these needs and citizen feedback, the Town will be requesting authorization from voters for \$515 million in bonds for safety & congestion, transportation technology, reconstruction, redevelopment plan implementation, and multi-modal investment projects. If approved, these bonds would be repaid with secondary property taxes within the current rate of \$0.99 per \$100 of assessed value.

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 were carefully explored, including a pilot program, and the Town has decided to move forward with changes to the recycle program that help focus collected materials on those that continue to be profitable and desired in the secondary market. While these changes will help reduce program costs, it will not be enough to fully close the financial gap. A rate study is also in progress to realign rates with necessary revenues.

Another 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 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. The actuarial report which details funding progress will be available in December 2021.

QUALITY GOVERNANCE

Our community not only met head on the challenges the COVID-19 pandemic gave rise to, but truly persevered and thrived. Through kindness, compassion and dedication – the constantly evolving adversities Gilbert faced in 2021 were overcome and ultimately paved the way for greater community relationships and a renewed sense of commitment to each other. I am a firm believer we are direct reflections of those we surround ourselves daily – we are a community of extraordinary individuals doing extraordinary things. And because of this, Gilbert – our home, our team, our family – has a reflection which is greater than ever.

Respectfully,



Patrick S. Banger
Town Manager

PURPOSE OF THE BUDGET DOCUMENT

The budget sets forth a strategic resource allocation plan that is aligned with organizational 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 Service** – 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 Service** 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 organizational focus areas addressed by departments/divisions within the fund (grayed out if not applicable), 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: Explain why the Department exists and provides a brief list of services provided.

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

Objectives: Communicate what is going to be accomplished during the budget year, and how those accomplishments align 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, 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 2022 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 Service

Gilbert issues debt to finance buildings, recreation facilities, and infrastructure construction. The debt service 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.

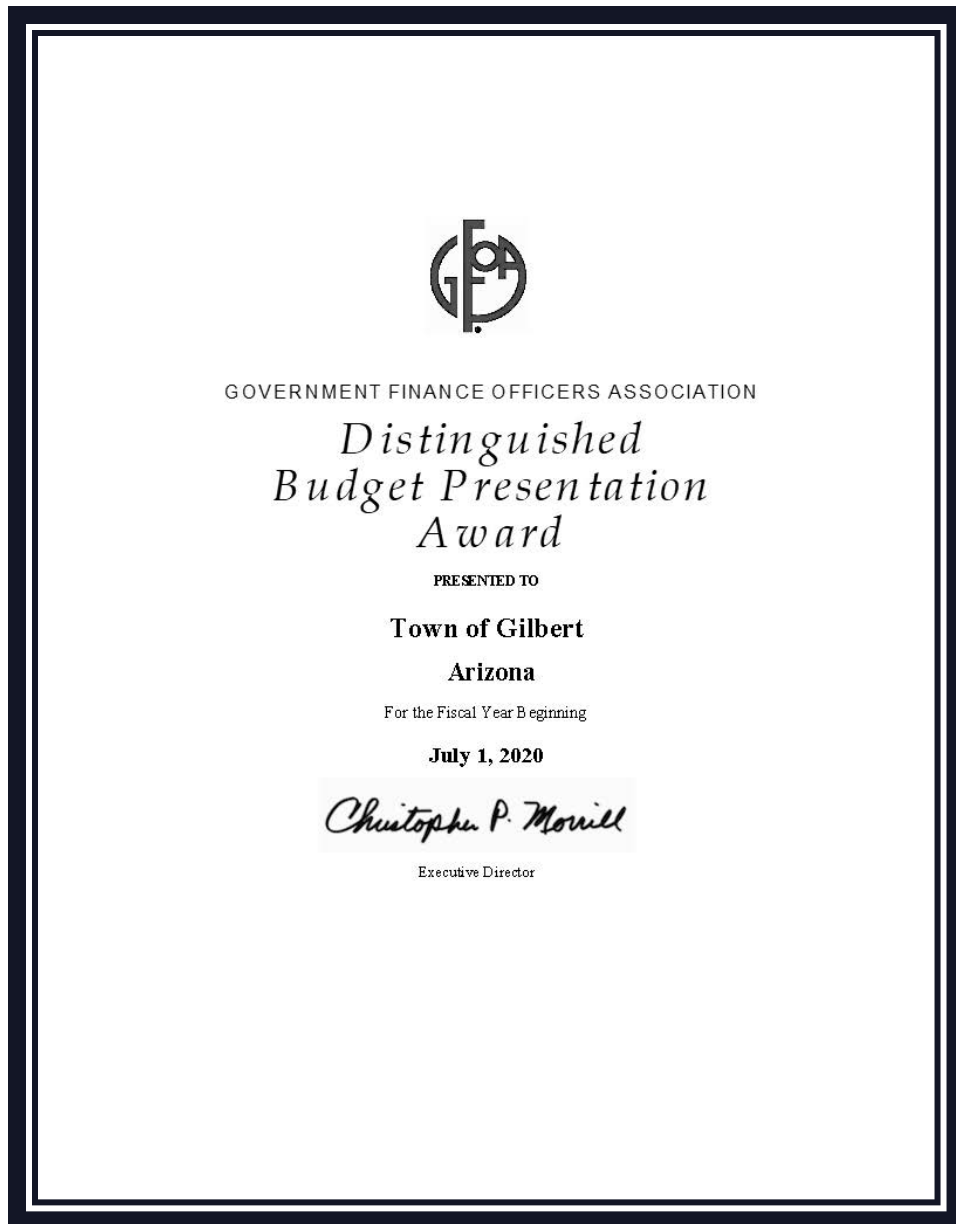
Capital Outlay: Items with a useful life greater than one fiscal period, with capitalized acquisition costs of \$10,000 or more, are individually approved and included in this section.

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 (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to the Town of Gilbert for its annual budget for the fiscal year beginning July 1, 2020. Gilbert has received this award for twenty-two 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.

Gilbert continues to focus on using data in decision making. Due to the pandemic, ICMA is delayed in awarding the 2021 certificates. Gilbert is hopeful about receiving another award in 2021, but has not received notification at the time of publication.

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
Brigette Peterson



Vice Mayor
Yung Koprowski



Councilmember
Scott Anderson



Councilmember
Laurin Hendrix



Councilmember
Scott September



Councilmember
Kathy Tilque



Councilmember
Aimee Yentes

EXECUTIVE TEAM

Town Manager, *Patrick Banger*
Assistant Town Manager, *Mary Goodman*
Assistant Town Manager, *Leah Hubbard-Rhineheimer*
Assistant Town Manager, *Dawn Prince*
Assistant to the Town Manager, *Allyna Bay*
Assistant to the Town Manager, *Nikki 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, *Chaveli Herrera*

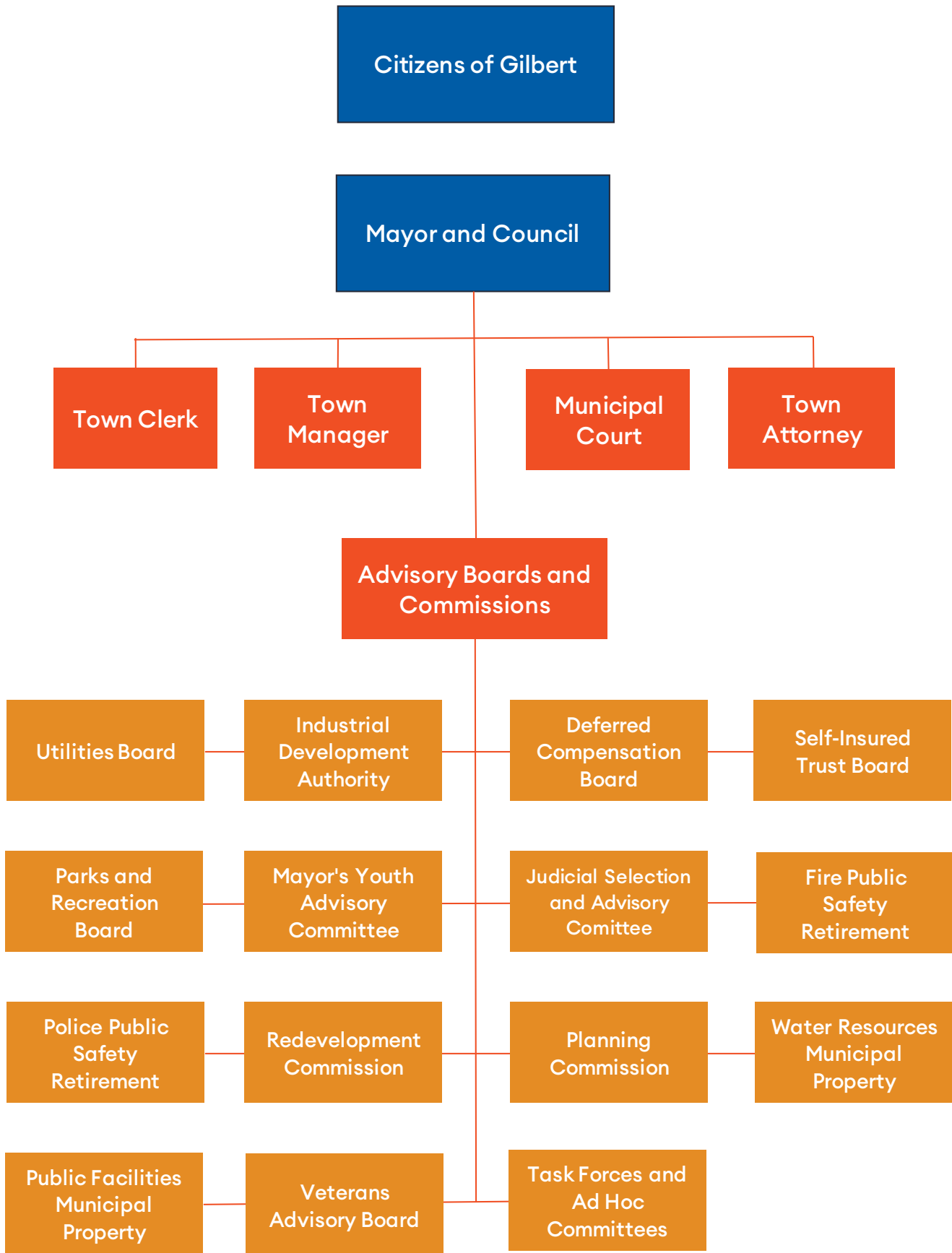
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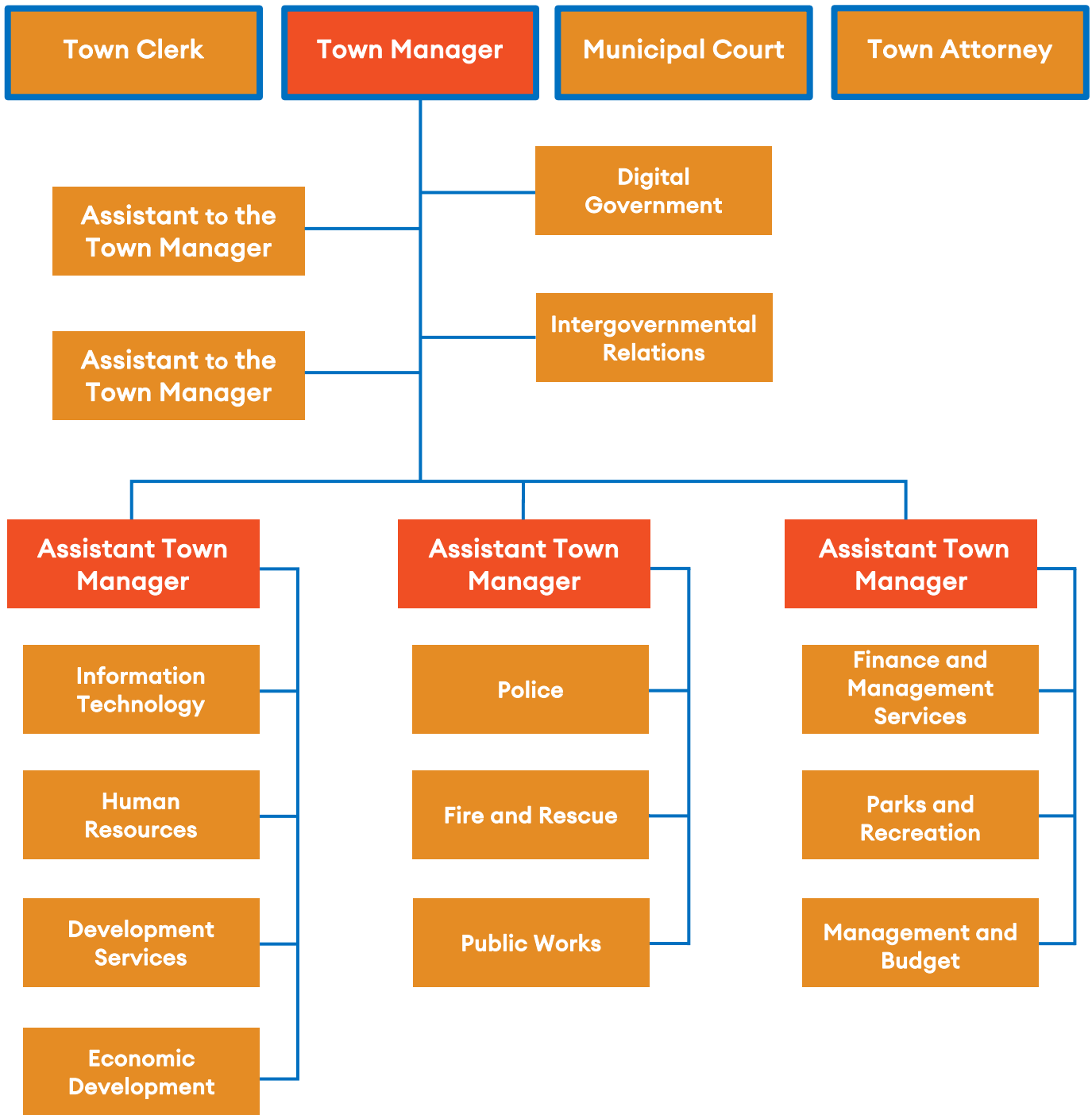
Management and Budget Director, *Kelly Pfof*

Management and Budget Analyst, *Laura Lorenzen*
Management and Budget Analyst, *Carlos Lamkin*
Management and Budget Analyst, *Christopher Scott*
Management and Budget Analyst, *Heidy Comish*

Management and Budget Specialist, *Sandra Spoon*

Special thanks to *Zara Bish*, Multi-Media Analyst, for cover design
Special thanks to *Patti Hageman*, Records Management Specialist and Wizard behind the Curtain





= Employment contracts directly with Council



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

In February 2019, Gilbert unveiled its new mission: “Anticipate. Create. Help people.” As Gilbert celebrated its 100th birthday in 2020, the new mission statement focused on keeping the thriving community that Gilbert is today continuing well into the future. While the community reflects 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 an 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 2022 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.

FY2022 WILDLY IMPORTANT GOALS



Prosperous Community

Performance Management Program

Advocacy Center

Diversity, Equity & Inclusion

Water Resources Planning

Future Workforce & Workplace Strategies



Strong Economy

Northwest Corridor Growth Area

Higher Education Initiatives



Exceptional Built Environment

Transportation Infrastructure Bond

North Water Treatment Plant

Transportation Master Plan

Cloud-based IT Strategies

FY2022 WILDLY IMPORTANT GOALS



Prosperous Community

FY 2022 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. Performance Management Program. Establish a process for monitoring and improving performance across all service lines by June 30, 2022.	L = TM KS = DG, IT, MB
2. Advocacy Center. Design and construct an Advocacy Center to provide comprehensive services to victims of violence and neglect in a safe, confidential and supportive environment. Design by June 30, 2022.	L = PD KS = CIP, DG, DS, IT, PR
3. Diversity, Equity & Inclusion Efforts. Establish programs for educating employees on the value of DE&I in the Town, and providing frequent communication and feedback opportunities by June 30, 2022.	L = HR KS = All
4. Water Resources Planning. Complete the addition or renewal of one component of Gilbert's long-term water portfolio by June 30, 2022.	L = TM KS = GC, MB, PW
5. Future Workforce & Workplace Strategies. Establish long-term hybrid and remote work policy with roll-out by December 31, 2021.	L = TM KS = All



Strong Economy

FY 2022 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. Northwest Corridor Growth Area. Staff efforts are concentrated on developing a plan to further the goals of the General Plan and create a framework for revitalization and redevelopment, and guide the long-range health and vitality of the NW Growth Area by June 30, 2022.	L = ED KS = DS, FD, GC, MB, PD, PR, PW, TM
2. Higher Education Initiatives. The higher education initiative focuses on increasing access to diverse higher education opportunities for Gilbert residents in support of growth industries by June 30, 2022.	L = ED KS = CIP, GC, IT, MB, PR, TM



Exceptional Built Environment

FY 2022 Wildly Important Goals	Lead (L) Key Stakeholders (KS)
1. Transportation Infrastructure Bond. Complete transportation bond education and outreach activities by November 2022.	L = PW KS = CIP, DG, DS, FM, GC, MB, PR, TC
2. North Water Treatment Plant. Substantially complete design of the reconstruction and expansion of the North Water Treatment Plant by June 30, 2022.	L = CIP KS = DS, FM, IT, MB, PR, PW, TM
3. Transportation Master Plan. Complete update of Gilbert's Transportation Master Plan by June 30, 2022.	L = DS KS = CIP, DG, ED, PR, PW
4. Cloud-Based IT Strategies. Develop a cloud strategy to improve business continuity, disaster recovery, the customer experience, and information security of Town-wide information technology systems and services by June 30, 2022.	L = IT KS = All

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 2021 Wildly Important Goals and Results

Prosperous Community



FY 2021 Wildly Important Goals	FY 2021 Results	Lead (L) Key Stakeholders (KS)	Goal Status
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.	The new brand was adopted on December 15, 2020 by Council and the digital roll-out was completed. Print materials and other assets such as streetlights, fleet vehicles, etc. are also rolling out.	L= DG KS = All	Achieved
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.	By June 30, 2021, the Crime Lab Assessment was in the final stages of development. Staff will continue to work through the end of September 2021 to finalize modifications to the report, in order to prepare for a presentation to Council at the Fall 2021 retreat. The funding sources and design consultant selections are complete for both the Advocacy Center and Dispatch Expansion projects.	L= PD KS = CIP, Fac, IT	In Progress
3. What Works Cities Certification. Achieve certification by June 30, 2021.	Completed. Gilbert received Gold-level What Works Cities Certification in June, and an official public announcement was made by the organization on July 14, 2021.	L= DG KS = All	Achieved
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.	The results of the employee engagement survey that was conducted in April 2021 showed a drop in percentage from 80% to 62% for responses to the question related to the importance of diversity, equity and inclusion efforts to the Town. Ongoing work is continuing around DE&I and this effort will continue to have a WIG associated with it in FY22.	L= HR KS = All	In Progress






Strong Economy



FY 2021 Wildly Important Goals	FY 2021 Results	Lead (L) Key Stakeholders (KS)	Goal Status
1. NW Corridor Redevelopment District. Establish a Redevelopment Plan by June 30, 2021.	The progress towards the Redevelopment Plan continues and this effort will be associated with a FY22 WIG. A general outline was developed along with a vision plan and completion of boundaries by the end of FY21. FY22 will kick off with Public Outreach and the plan will continue to be developed throughout the year.	L= ED KS = DS, FD, PD, PW	In Progress



Exceptional Built Environment

FY 2021 Wildly Important Goals	FY 2021 Results	Lead (L) Key Stakeholders (KS)	Goal Status
1. Transportation Infrastructure Ballot Education and Outreach. Create and implement multiple educational tools and resources by June 30, 2021.	All educational tools and resources associated with the Transportation Bond were developed on time, including a website, top 10 questions, two 1-page info documents and an informational video.	L= PW KS = DG, DS, FM, GC, MB, PR, TC	 Achieved
2. Shade and Streetscape Master Plan. Award contract to consultant and have the plan at 50% completion by June 30, 2021.	The contract was awarded to the consultant in January 2021, and the plan was 50% or more complete by the end of FY21. FY22 will kick off with public outreach and the plan will be completed in the first half of FY22.	L= DS KS = CIP, ED, PR, ST	 Achieved
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.	Complete. All major milestones that had been laid out were achieved within FY21.	L= IT KS = All	 Achieved
4. Integrated Mobility Master Plan. Complete scope of work through task #5 by June 30, 2021.	The development of the Transportation Master Plan is on track, and the completion of this project will remain as a WIG for FY22.	L= DS KS = CIP, ED, IT, PR, ST, TE	 Achieved
7. Fiber Broadband Solution. Complete the RFP process and contract with firm to begin system design by June 30, 2021.	An RFP process was conducted in FY21, but did not result in awarding a contract. Staff continues to work on a strategy to develop a Town-wide Broadband solution, and will be presenting these plans to Council in September 2022.	L= TM KS = CIP, DS, ED, IG, IT	 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 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 2021 included:

- Architecting a new Right of Way process using Design for Six Sigma. The new process for Right of Way Management will improve communications among stakeholders and outside entities, reduce delays in granting of applications and permits, track information regarding Right of Way in critical systems, and enhance the external customer experience.
- Revamping the Town of Gilbert main phone line. Staff discovered two main phone lines for the Town of Gilbert with different phone tree options. Neither phone line represented all lines of service, which led to confusion for people calling in. The main phone line tree was restructured, ensuring all lines of service were represented and callers will be able to connect with their requested department.
- Enhancing EDGE training. Previously it was a three day, in-person training. Many departments work a four-day work schedule, which meant participants spent 75% of their week away from roles in order to receive training. This time commitment was particularly difficult for people who work in field-related departments, such as Public Works and Public Safety. EDGE is now a hybrid training, featuring e-learning modules and virtual coaching. The e-learning modules are available to participants no matter what their schedule. The virtual coaching sessions are the only “in person” time commitments required (3 hours--intro class; 5 hours--advanced class).

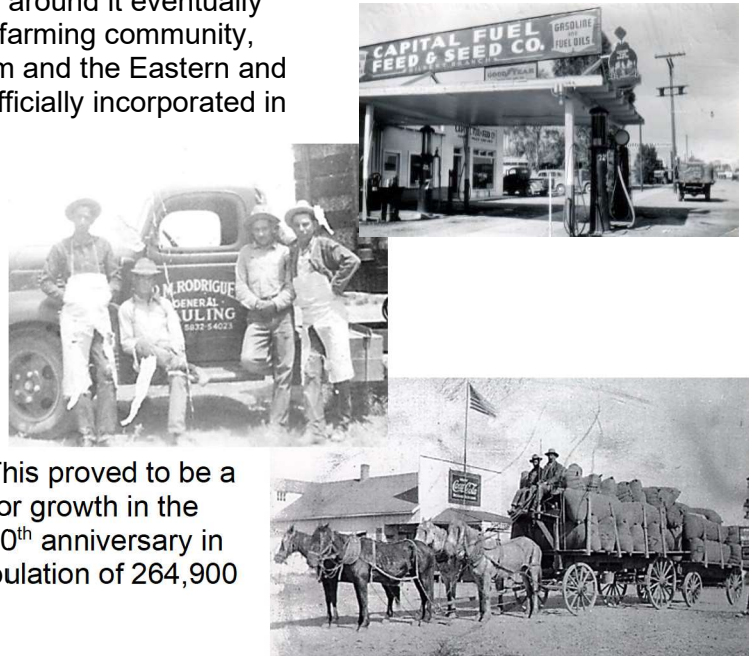
The organization continues to evolve and enhance efforts around Operational Excellence and Organizational Transformation through continued use of *The 4 Disciplines of Execution* and EDGE. Progress is never-ending, and therefore, Gilbert will continue to evolve and adapt to deliver exceptional service 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 had 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 2019 American Community Survey data, more than 46 percent of Gilbert residents hold a bachelor's degree or higher, compared to the Phoenix average of 33 percent. In addition, Gilbert boasts one of the highest median household incomes in the state at \$102,793 (according to Census, 2019).

Gilbert's 2022 estimated population of 268,600 continues to grow, having experienced 21 percent growth between 2005 and 2010; and 29 percent between 2010 and 2020. With attractive demographics, award-winning amenities, and a

business-friendly environment, Gilbert was recently named the Most Prosperous Large City. Our thriving community was named the 3rd Safest City in Arizona in 2021 by SafeWise and the 9th Best Place to Raise a Family in the U.S. in 2021 by WalletHub. In addition, in 2020 the Town was named the 5th Best Place to Buy a House in America by WalletHub.

GILBERT AT A GLANCE

Year Founded: 1891
 Year Incorporated: 1920

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

Annual Average Rainfall: 6.41 inches
 Annual Sunshine Days: 340 days

Source: Maricopa County Weather Sensor Data 2020

Average Temperature in Fahrenheit:
 (High / Low)

January	66 / 39
April	83 / 52
July	105 / 77
October	87 / 57

Source: National Oceanic and Atmospheric Administration (NOAA)

Transaction Privilege Tax Rate:

State / County	7.8%
Gilbert	6.3%
	1.5%

Total Housing Units: 84,390
 Vacancy Rate: 3.7%

Census 2020 Population: 267,918

Census Annual Estimates (as of 7/1/19): 254,115
 Estimated Population (as of 7/1/21): 268,600

Median Age: 34.8

Under 18	29.6%
18 – 24	8.9%
25 – 44	27.6%
45 – 64	23.5%
65 and over	10.4%

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

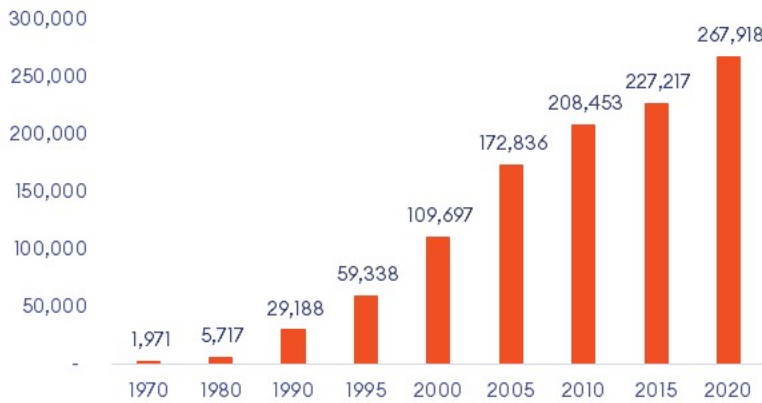
More information can be found at: <http://www.gilbertaz.gov>

Source: Unless otherwise indicated, U.S. Census Annual Population Estimates, 2019.
 Note: 2020 Census data is delayed and not fully available at time of publication.



Demographics:

GILBERT POPULATION

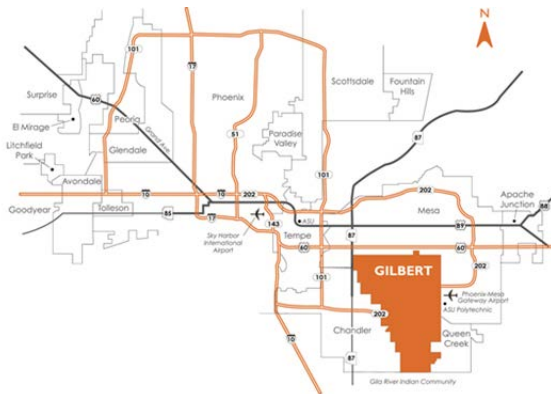


MEDIAN AGE

Location	Median Age
Gilbert	34.8
Greater Phoenix	36.9

Source: U.S. Census Demographic Characteristics

EDUCATIONAL ATTAINMENT



	Gilbert	Greater Phoenix
High School Graduate	16.1%	22.3%
Some College, No Degree	23.5%	23.6%
Associate Degree	10.5%	8.8%
Bachelor's Degree	30.8%	21.3%
Graduate/Professional Degree	16.1%	12.3%
High School Graduate or Greater	96.9%	88.1%
Bachelor's Degree or Higher	46.8%	33.5%

Source: U.S. Census American Community Survey, 2019 for the Town of Gilbert, AZ and Maricopa County, AZ

RACE / ETHNICITY



White, 72.76%	Hispanic, 14.58%
Asian, 5.1%	Black or African American, 3.27%
Two or More Races, 3.21%	American Indian and Alaska Native, 1.01%
Other Race, 0.05%	Native Hawaiian and Other Pacific Islander, 0.03%

Source: U.S. Census American Community Survey, 2019

HOUSEHOLD CHARACTERISTICS



	Gilbert	Greater Phoenix
Median owner-occupied housing value	\$372,500	\$293,600
Median household income	\$102,793	\$68,649
Average household size	3.12	2.75

Source: U.S. Census American Community Survey, 2019 for the Town of Gilbert, AZ and Maricopa County, AZ

AWARDS & RECOGNITIONS

- Most Prosperous Large City (Economic Innovation Group, 2020)
- Best City for Small Business Recovery since Pandemic (QuickBooks, 2021)
- Best City for Remote Workers (RetailMeNot, 2021)
- 2nd Best Place to Live in Arizona (Home Snacks, 2020)
- 2nd Safest City out of the 100 Largest Cities in the US (FBI Uniform Crime Reporting Report, 2019)
- 5th Best Place to Buy a House in America (WalletHub, 2020)
- 5th Best City for Women Entrepreneurs (Fundera, 2020)
- 8th Best City for Golfers (LawnStarter, 2021)
- 9th Best City for Veterans (WalletHub, 2020)
- 9th Best Place to Raise a Family (WalletHub, 2021)

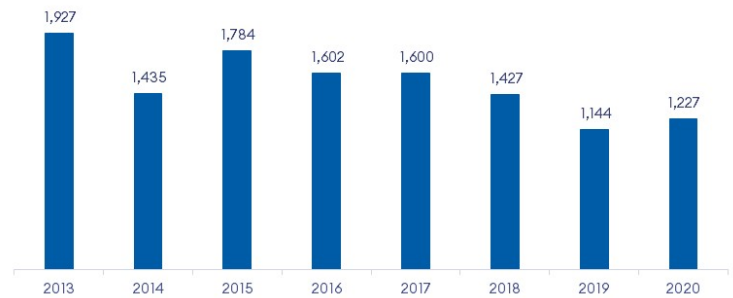
#1

Best City for Remote Workers according to RetailMeNot, 2021

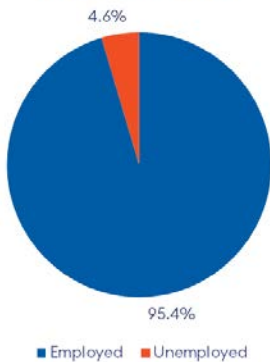
1,227

Single-Family Housing Permits issued in 2020

SINGLE-FAMILY HOUSING PERMITS BY CALENDAR YEAR



CIVILIAN LABOR FORCE
Labor Force = 147,276



Source: Arizona Office of Economic Opportunity, Local Area Unemployment Statistics (LAUS) Data – May 2021

PRINCIPAL EMPLOYERS

Employer	Employees
Gilbert Unified School District	2,807
Banner Health	1,847
Town of Gilbert	1,671
Go Daddy Software, Inc.	1,365
Fry's Food and Drug	1,157
Higley Unified School District	1,120
Wal-Mart Stores, Inc.	1,027
Deloitte	1,000
Dignity Health	857
Chandler Unified School District	793

Source: Gilbert Annual Comprehensive Financial Report (ACFR), FY 2020

ECONOMIC HIGHLIGHTS

- From FY 2013 to FY 2020, private investment in Gilbert's four employment areas totaled over **\$1.1 Billion**.
Source: Gilbert Office of Economic Development
- STEM and STEM related job growth has outpaced total job growth over the last 5 years – **20% for STEM/STEM related vs. 12% total job growth**.
Source: Economic Modeling Specialists, Inc. 2015-2020
- Over the last 5 years, Gilbert has added **4.36 million square-feet of office, industrial/flex, and retail space to its inventory, representing an increase of 17.9%**.
Source: CoStar 2016 Q2 – 2021 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.
- *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.

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

- *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 four Internal Service Funds: fleet maintenance, health self-insurance, dental self-insurance, and workers' compensation. 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 had 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 2019 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.

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

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 2022 budget preparation:

- No change in local sales tax rate (1.5%)
- The secondary property tax rate for FY 2022 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
- Departments use data, surveys, and public feedback to inform new budget requests
- 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 in 1:1 meetings

- Council and public discuss budget in Study Session
- Council reviews and adopts preliminary budget after public hearing
- Council reviews and adopts final budget after public hearing

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 the proposed budget will allow the minimum fund balance to be maintained. For FY 2022 the ongoing budgeted expenditures were \$179.6M. When calculated at 25% plus one year of debt service, the minimum fund balance requirement is \$55.1M.

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 2022, 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 Annual Comprehensive Financial Report (ACFR) 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 ACFR
- 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 ACFR
- New capital outlays in the Enterprise Funds are presented as expenses in the budget, but recorded as assets in the ACFR
- Depreciation expense is not included in the budget, but is an expense in the ACFR
- Debt service principal payments in the Enterprise Funds are expenses in the budget, but reported as reduction of long-term debt liability in the ACFR
- Encumbrances are treated as expenses in the year the purchase is made for budget purposes

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

Date	Action
July 1 - July 31, 2020	CIP Team holds initial departmental meetings (review/prioritize new/existing capital improvement projects)
August 4 - August 18, 2020	Executive Team report out; FTE, benchmarks and status of one-time expenses from FY 2020
September 1 - October 27, 2020	Zero base departments and Budget office determine zero base budgets
September 3 - September 10, 2020	Budget kick-off with the Executive Team, Second in Command and Supervisors groups
September 3 - October 27, 2020	Departments enter requests in budget software for FY 2022 new FTE and five-year plans
September 3 - November 23, 2020	Departments enter new requests, and capital improvement project (CIP) maintenance needs
September 15, 2020	Executive Team review of staffing vacancies
November 2020	CIP follow-up meetings with departments to review funding/timing/prioritization of projects
December 2020	Financial review of CIP projects
January 2021	Executive Team reviews departmental requests
February 3, 2021	Present Executive Team recommendations to Town Manager
February 11 - February 12, 2021	Council financial retreat
February 16, 2021	Departments revise year end projections based on six months of activity
February 23 - March 23, 2021	Departments complete purpose statements, current year accomplishments, upcoming yeat objectives, and performance measures
March 9, 2021	Town Manager recommendations to Executive Team
April 6 - April 8, 2021	Budget office discussions with Council members
April 20, 2021	FY 2022 budget study session with Council
April 22, 2021	CIP stakeholders meeting with various agencies to review status of CIP projects and new projects for FY 2022
May 4, 2021	Council adopts FY 2022 Preliminary Budget after public hearing
May 4, 2021	Council reviews draft FY 2022-2031 Capital Improvement Plan
May 4, 2021	Public Hearing to consider declaring June 1, 2021, as the date of public hearing and adoption of the FY 2022 property tax levy
May 6 and May 13, 2021	Budget presentaion to Second in Command and Supervisors groups
June 1, 2021	Council adopts FY 2022-2031 Capital Improvement Plan
June 1, 2021	Council adopts FY 2022 Final Budget after public hearing
June 1, 2021	Public hearing/adoption of FY 2022 property tax levy

INTRODUCTION

The Policies of Responsible Financial Management were revised and adopted in June 2021 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 Town complies with these policies. 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. An Annual Comprehensive Financial Report (ACFR) 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) Zero-Based Budgeting

Gilbert shall prepare a zero-based budget on the supplies and contractual budgets for one-third of the organization each fiscal year. Through this process, all expenses must be justified based on history and current levels of approved service. 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. Any savings is appropriated back to the fund level and is then available to fund budget requests when the budget is built for the following fiscal year.

7) 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.

8) 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.

9) 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.

10) 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.

11) 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.

12) 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.

13) 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.

14) 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.

15) 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.

16) 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.

17) 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.

A similar minimum fund balance of 90 days working capital, which is equal to approximately 25% of budget expenditures, plus one year's worth of debt service payments will also be kept in the utility funds. Due to higher volatility in annual expenditure amounts, a 30% minimum fund balance will be kept in the self-insurance fund for health insurance.

Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process.

18) 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.

19) 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.

20) 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.

21) 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.

22) 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.

23) 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.

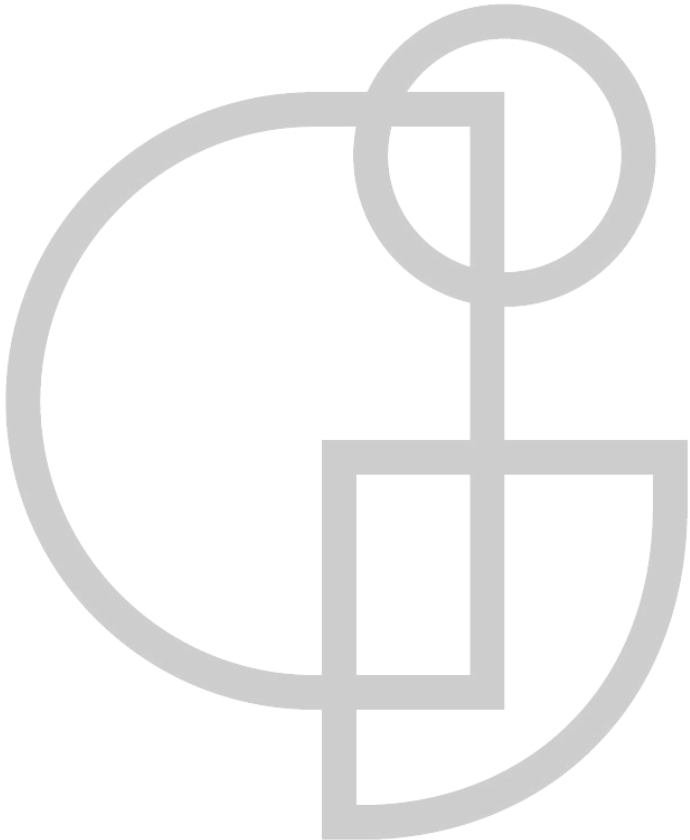
Gilbert considers the following while assessing each application, acceptance and use of grant funding:

- Tax impact
- Value to the local taxpayer
- Resulting financial, administrative and/or regulatory burden

- Appropriate use of temporary funding
- Resolution of genuine problem/need

24) 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.





Shaping a new
tomorrow, today.

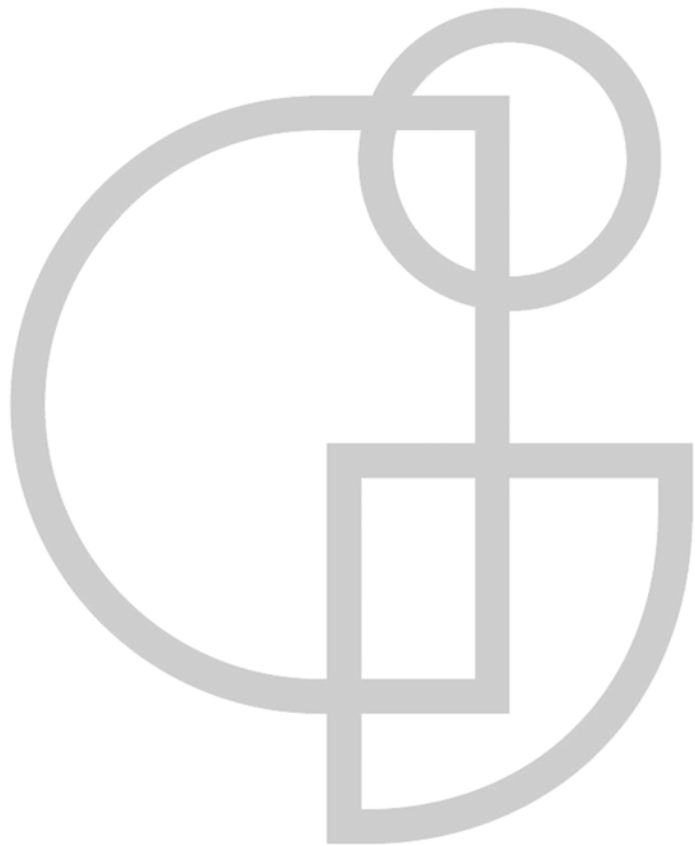
Financial Overview

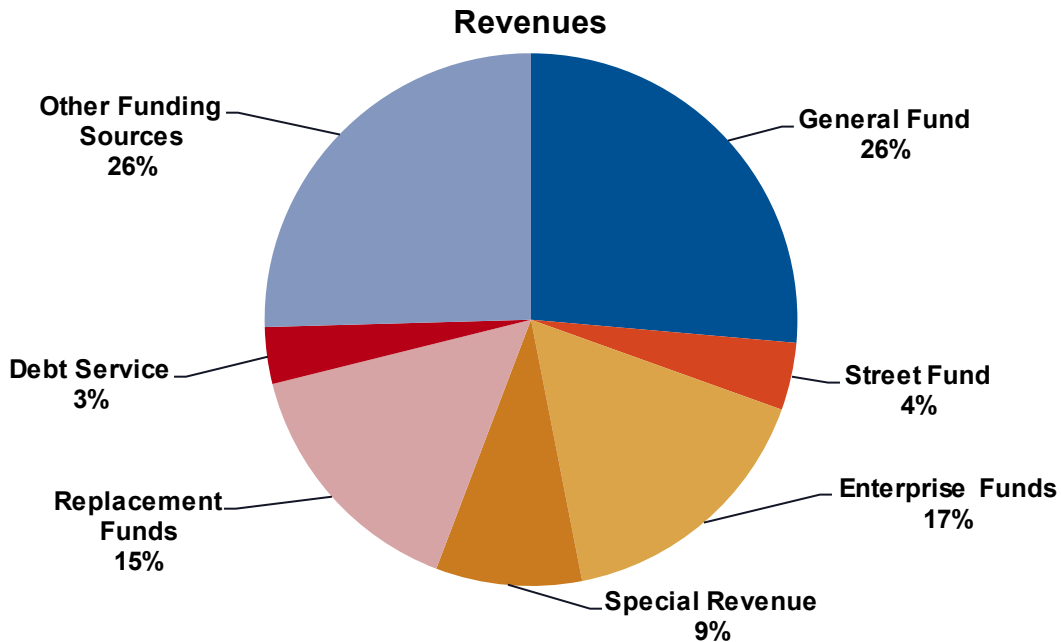
Short-Term Financial Plans

- 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

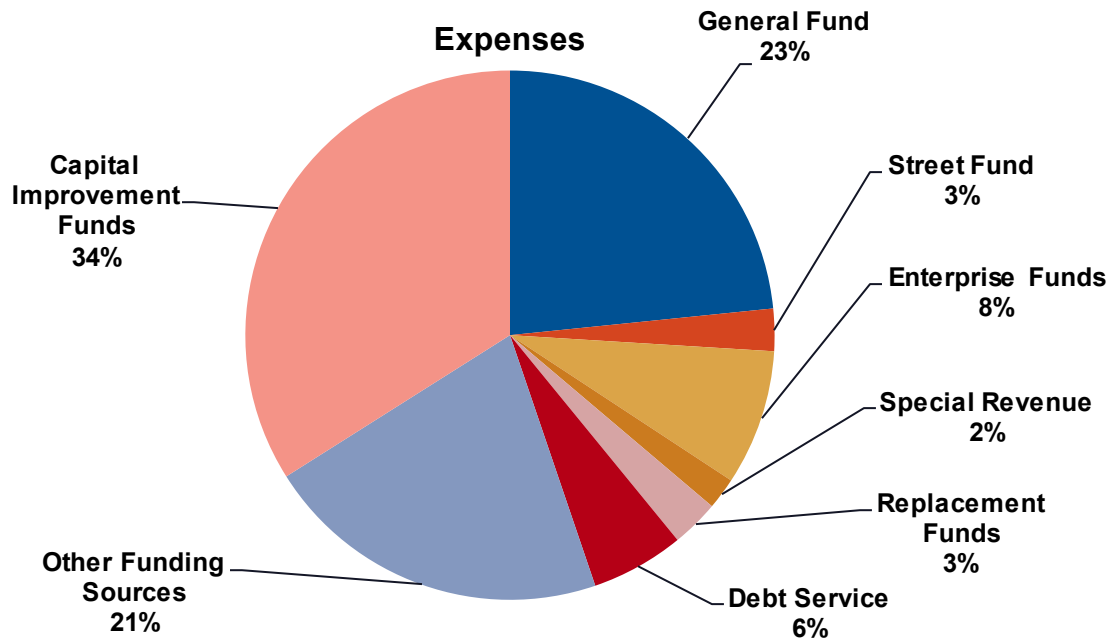
Long-Term Financial Plans

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





The funds available for FY 2022 are approximately \$1,192,972,000. 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 2022 are approximately \$955,879,000. 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.

	Starting Balance	Revenue	Transfer Revenue	Total Sources
GENERAL FUND	\$ 127,361,918	\$ 187,384,300	\$ 7,753,810	\$ 322,500,028
STREETS				
Roadway & Maintenance	10,855,004	11,908,000	164,000	\$ 22,927,004
HURF	8,730,443	17,345,000	-	\$ 26,075,443
ENTERPRISE FUNDS				
Water	48,884,638	55,317,000	-	\$ 104,201,638
Wastewater	22,150,032	31,126,000	1,035,000	\$ 54,311,032
Env Services Residential	11,673,295	16,277,000	-	\$ 27,950,295
Env Services Commercial	1,226,892	2,797,000	-	\$ 4,023,892
Environmental Compliance	1,576,294	5,058,000	-	\$ 6,634,294
INTERNAL SERVICE				
Fleet Maintenance	76,696	8,910,000	-	\$ 8,986,696
Health Self-Insurance	7,047,930	19,460,000	-	\$ 26,507,930
Dental Self-Insurance	1,134,710	1,365,000	-	\$ 2,499,710
Workers' Compensation	2,325,600	2,500,000	-	\$ 4,825,600
REPAIR & REPLACEMENT FUNDS				
General	26,792,367	50,000	14,300,000	\$ 41,142,367
Streets	6,156,180	20,000	670,000	\$ 6,846,180
Ambulance Service	246,000	-	176,000	\$ 422,000
Water	82,113,237	500,000	15,705,000	\$ 98,318,237
Wastewater	56,385,307	200,000	10,200,000	\$ 66,785,307
Env Services Residential	1,896,600	55,000	1,345,000	\$ 3,296,600
Env Services Commercial	806,880	2,000	365,000	\$ 1,173,880
Environmental Compliance	6,647,870	5,000	2,500,000	\$ 9,152,870
Fleet	1,007,164	1,000	300,000	\$ 1,308,164
SUB TOTAL OPERATING FUNDS	425,095,057	360,280,300	54,513,810	\$ 839,889,167
SPECIAL REVENUE FUNDS				
Miscellaneous Grants	(250,365)	5,539,640	-	\$ 5,289,275
CDBG/HOME	1,510,114	2,746,000	-	\$ 4,256,114
Street Light Improvement	(15,170)	1,871,400	-	\$ 1,856,230
Parkway Improvement	170,961	850,780	-	\$ 1,021,741
Police Impound	13,949	85,000	100,000	\$ 198,949
Ambulance Service	503,000	4,169,940	-	\$ 4,672,940
Other Special Revenue	1,418,757	2,318,890	-	\$ 3,737,647
Traffic Signal SDF	13,490,773	2,015,000	-	\$ 15,505,773
Police SDF	743,414	2,505,000	-	\$ 3,248,414
Fire SDF	(6,204,554)	2,500,000	-	\$ (3,704,554)
Parks and Recreation SDF	23,149,501	10,065,000	-	\$ 33,214,501
General Government SDF	(4,199,630)	2,500,000	-	\$ (1,699,630)
Road Maintenance SDF	8,480,307	6,005,000	-	\$ 14,485,307
Water SDF	(1,089,175)	9,000,000	-	\$ 7,910,825
Water Resource SDF	(18,969,295)	7,000,000	-	\$ (11,969,295)
Neely Wastewater SDF	4,077,018	230,000	-	\$ 4,307,018
Greenfield Wastewater SDF	19,397,204	4,050,000	-	\$ 23,447,204

	Expense	Transfer Expense	Total Uses	Ending Balance
GENERAL FUND	\$ 223,609,850	\$ 43,715,440	\$ 267,325,290	\$ 55,174,738
STREETS				
Roadway & Maintenance	7,838,110	13,198,830	\$ 21,036,940	\$ 1,890,064
HURF	16,795,560	1,329,080	\$ 18,124,640	\$ 7,950,803
ENTERPRISE FUNDS				
Water	36,470,590	36,386,860	\$ 72,857,450	\$ 31,344,188
Wastewater	20,378,210	25,291,520	\$ 45,669,730	\$ 8,641,302
Env Services Residential	17,581,770	6,298,090	\$ 23,879,860	\$ 4,070,435
Env Services Commercial	2,690,640	734,020	\$ 3,424,660	\$ 599,232
Environmental Compliance	2,030,340	3,628,510	\$ 5,658,850	\$ 975,444
INTERNAL SERVICE				
Fleet Maintenance	8,678,900	307,420	\$ 8,986,320	\$ 376
Health Self-Insurance	20,088,280	-	\$ 20,088,280	\$ 6,419,650
Dental Self-Insurance	1,372,000	-	\$ 1,372,000	\$ 1,127,710
Workers' Compensation	2,234,500	-	\$ 2,234,500	\$ 2,591,100
REPAIR & REPLACEMENT FUNDS				
General	10,475,840	18,577,860	\$ 29,053,700	\$ 12,088,667
Streets	927,500	-	\$ 927,500	\$ 5,918,680
Ambulance Service	-	-	\$ -	\$ 422,000
Water	2,986,000	60,777,360	\$ 63,763,360	\$ 34,554,877
Wastewater	4,875,250	52,446,260	\$ 57,321,510	\$ 9,463,797
Env Services Residential	5,588,400	-	\$ 5,588,400	\$ (2,291,800)
Env Services Commercial	841,000	-	\$ 841,000	\$ 332,880
Environmental Compliance	1,645,000	1,883,000	\$ 3,528,000	\$ 5,624,870
Fleet	420,700	1,163,740	\$ 1,584,440	\$ (276,276)
SUB TOTAL OPERATING FUNDS	387,528,440	265,737,990	\$ 653,266,430	\$ 186,622,737
SPECIAL REVENUE FUNDS				
Miscellaneous Grants	5,539,640	-	\$ 5,539,640	\$ (250,365)
CDBG/HOME	1,360,620	1,385,380	\$ 2,746,000	\$ 1,510,114
Street Light Improvement	1,893,800	-	\$ 1,893,800	\$ (37,570)
Parkway Improvement	1,035,660	-	\$ 1,035,660	\$ (13,919)
Police Impound	178,580	15,000	\$ 193,580	\$ 5,369
Ambulance Service	4,493,940	176,000	\$ 4,669,940	\$ 3,000
Other Special Revenue	2,989,090	-	\$ 2,989,090	\$ 748,557
Traffic Signal SDF	-	6,602,350	\$ 6,602,350	\$ 8,903,423
Police SDF	990,840	584,110	\$ 1,574,950	\$ 1,673,464
Fire SDF	-	2,042,380	\$ 2,042,380	\$ (5,746,934)
Parks and Recreation SDF	-	7,555,600	\$ 7,555,600	\$ 25,658,901
General Government SDF	-	100,000	\$ 100,000	\$ (1,799,630)
Road Maintenance SDF	-	17,095,620	\$ 17,095,620	\$ (2,610,313)
Water SDF	9,800	10,293,220	\$ 10,303,020	\$ (2,392,195)
Water Resource SDF	-	4,174,220	\$ 4,174,220	\$ (16,143,515)
Neely Wastewater SDF	-	4,305,020	\$ 4,305,020	\$ 1,998
Greenfield Wastewater SDF	-	17,588,670	\$ 17,588,670	\$ 5,858,534

	Starting Balance	Revenue	Transfer Revenue	Total Sources
OTHER FUNDING SOURCES				
CIP Administration	-	2,422,450	-	\$ 2,422,450
Contingency	-	100,000,000	-	\$ 100,000,000
GO Bonds Proceeds	18,376,965	-	-	\$ 18,376,965
Outside Sources	37,811,759	780,000	-	\$ 38,591,759
Prop 400	12,667,507	30,715,000	-	\$ 43,382,507
MPC - Water System	4,521,197	95,755,000	-	\$ 100,276,197
MPC - Wastewater System	487,720	-	-	\$ 487,720
CAPITAL IMPROVEMENT FUNDS				
Redevelopment	-	-	8,053,140	\$ 8,053,140
Streets	-	-	76,536,500	\$ 76,536,500
Traffic Control	-	-	12,123,520	\$ 12,123,520
Parks & Recreation	-	-	12,643,560	\$ 12,643,560
Municipal Facilities	-	-	49,753,240	\$ 49,753,240
Water	-	-	79,955,090	\$ 79,955,090
Wastewater	-	-	82,888,430	\$ 82,888,430
Storm Water	-	-	2,736,000	\$ 2,736,000
DEBT SERVICE	8,972,450	32,048,350	28,220,220	\$ 69,241,020
TOTAL ALL FUNDS	\$ 550,159,464	\$ 685,452,750	\$ 407,523,510	\$ 1,643,135,724

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:

- Env Services Residential Repair and Replacement has a planned deficit due to the need to have sufficient budget authorization to pre-order various vehicles that have a long lead time before delivery. Not all the vehicles will be received prior to FY 2022 close and will be completed and purchased in FY 2023.
- Fleet Repair and Replacement Fund has a planned deficit due to the cash funding of a capital project. This project is not projected to be completed in FY 2022, but full budget authority will be needed for the contract to start in FY 2022.
- Miscellaneous Grants has a negative fund balance due to various Covid-19 related grants that have been submitted for cost reimbursement but not yet awarded. If grants are not awarded, expenditures will be transferred back to the originating department.
- The Street Light Improvement District and Parkway Improvement District Funds assess a levy on a homeowner's property tax bill for the street light usage and/or park maintenance in their subdivision. The amount assessed each year is calculated on projected expenditures and property values of the residences. Fund balance fluctuates near zero. Any under collections in a given year can be made up in the levy the next year.

	Expense	Transfer Expense	Total Uses	Ending Balance
OTHER FUNDING SOURCES				
CIP Administration	2,422,450	-	\$ 2,422,450	\$ -
Contingency	100,000,000	-	\$ 100,000,000	\$ -
GO Bonds Proceeds	-	19,339,620	\$ 19,339,620	\$ (962,655)
Outside Sources	-	26,393,170	\$ 26,393,170	\$ 12,198,589
Prop 400	-	24,135,160	\$ 24,135,160	\$ 19,247,347
MPC - Water System	100,268,040	-	\$ 100,268,040	\$ 8,157
MPC - Wastewater System	487,720	-	\$ 487,720	\$ -
CAPITAL IMPROVEMENT FUNDS				
Redevelopment	8,053,140	-	\$ 8,053,140	\$ -
Streets	76,536,500	-	\$ 76,536,500	\$ -
Traffic Control	12,123,520	-	\$ 12,123,520	\$ -
Parks & Recreation	12,643,560	-	\$ 12,643,560	\$ -
Municipal Facilities	49,753,240	-	\$ 49,753,240	\$ -
Water	79,955,090	-	\$ 79,955,090	\$ -
Wastewater	82,888,430	-	\$ 82,888,430	\$ -
Storm Water	2,736,000	-	\$ 2,736,000	\$ -
DEBT SERVICE	54,364,410	-	\$ 54,364,410	\$ 14,876,610
TOTAL ALL FUNDS	\$ 988,252,510	\$ 407,523,510	\$ 1,395,776,020	\$ 247,359,704

- The Water SDF, Water Resource SDF Fee, Fire SDF, and General Government SDF Funds have planned deficits due to cash funding of capital projects. Internal loans are in place for these funds. Gilbert updates the 10-Year Capital Improvement Plan annually to determine long range cash balances in these funds.
- Road Maintenance SDF has a planned deficit due to the cash funding of a capital project. This project is not projected to be completed in FY 2022, but full budget authority will be needed for the contract to start in FY 2022.

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
General Fund	1,032.97	1,087.54	1,130.44	1,130.74	1,168.24
Streets Funds	55.66	55.66	57.66	57.66	57.66
Enterprise Funds	279.34	286.02	289.27	288.27	293.27
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	11.25	16.45	49.31	49.01	49.01
Capital Improvements	12.40	13.40	13.40	13.40	14.90
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	1,417.62	1,485.07	1,566.08	1,565.08	1,609.08

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
General Fund	151,606,753	167,416,264	197,592,050	192,014,377	223,609,850
Streets Funds	16,215,862	20,632,883	25,419,810	23,607,364	24,633,670
Enterprise Funds	59,294,157	62,043,408	75,343,660	70,321,973	79,151,550
Internal Service Funds	23,812,391	28,241,393	28,196,640	29,484,544	32,373,680
Replacement Funds	7,141,907	4,765,899	23,572,100	12,635,560	27,759,690
Special Revenue	6,983,251	7,289,961	21,491,770	11,531,523	18,491,970
Capital Improvements	161,544,428	175,981,377	557,936,390	84,482,131	527,867,690
Debt Service	58,900,465	72,572,703	63,287,490	58,943,610	54,364,410
Trust Accounts	2,500	86,756	-	-	-
Total Expenses	\$485,501,714	\$539,030,644	\$ 992,839,910	\$483,021,082	\$ 988,252,510

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	146,156,010	162,267,732	169,686,050	170,682,970	174,073,070
Supplies & Contractual	179,024,024	198,126,888	243,422,720	213,832,366	372,923,610
Capital Outlay	160,321,680	178,636,024	579,731,140	98,505,746	441,255,830
Total Expenses	\$485,501,714	\$539,030,644	\$ 992,839,910	\$483,021,082	\$ 988,252,510

REVENUE BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
General Fund	177,772,175	211,920,032	178,868,000	204,725,400	187,384,300
Streets Funds	27,704,644	27,702,586	26,863,000	29,083,000	29,253,000
Enterprise Funds	98,386,759	104,608,856	105,309,000	107,792,900	110,575,000
Internal Service Funds	26,060,507	30,499,465	28,090,000	31,276,000	32,235,000
Replacement Funds	4,220,184	5,159,815	973,000	1,079,000	833,000
Special Revenue	48,116,511	62,157,916	51,189,690	62,534,490	63,451,650
Capital Improvements	11,920,324	120,551,013	138,931,350	30,489,026	229,722,450
Debt Service	23,275,410	24,926,049	31,247,840	30,664,630	31,998,350
Trust Accounts	1,923	777	-	-	-
Total Revenue	\$417,458,437	\$587,526,509	\$ 561,471,880	\$497,644,446	\$ 685,452,750

REVENUE BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Taxes and Fees	127,868,637	137,880,307	129,073,230	139,203,230	140,797,180
Intergovernmental	88,762,791	118,901,350	125,674,270	130,908,770	132,696,640
Licenses and Permits	5,785,678	4,745,754	3,709,000	4,572,900	3,931,000
Charges for Service	35,126,021	36,227,247	43,963,350	40,248,002	44,671,690
Fines and Forfeitures	3,898,014	3,084,384	3,528,000	3,017,000	3,119,000
Enterprise Revenue	95,184,732	100,779,296	101,638,000	105,300,000	107,791,000
Miscellaneous Revenue	60,832,564	185,908,171	153,886,030	74,394,544	252,446,240
Total Revenue	\$417,458,437	\$587,526,509	\$ 561,471,880	\$497,644,446	\$ 685,452,750

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	417,458,437	587,526,509	561,471,880	497,644,446	685,452,750
Transfers In	200,387,061	232,113,528	525,714,570	165,802,117	407,523,510
Total Sources	\$617,845,498	\$819,640,037	\$1,087,186,450	\$663,446,563	\$1,092,976,260
Total Expenses	485,501,714	539,030,644	992,839,910	483,021,082	988,252,510
Transfers Out	200,387,061	232,113,528	525,714,570	165,802,117	407,523,510
Total Uses	\$685,888,775	\$771,144,172	\$1,518,554,480	\$648,823,199	\$1,395,776,020
Net Operating Result	\$ (68,043,277)	\$ 48,495,865	\$ (431,368,030)	\$ 14,623,364	\$ (302,799,760)

REVENUE SUMMARY BY FUND

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
GENERAL FUND					
Non-Allocated	158,445,240	194,405,064	161,479,000	188,486,000	171,305,000
Mayor & Council	95,888	109,386	110,000	100,000	100,000
Town Manager	3,105	79,863	-	-	-
Economic Development	97,834	123,034	130,000	107,500	120,000
Human Resources	3,979	3,151	4,000	-	2,000
Town Clerk	4,159	1,526	-	-	-
Legal	22,612	20,808	-	-	-
Finance & Mgmt Svcs	228,324	197,741	175,000	125,000	125,000
Municipal Court	329,433	269,051	292,000	252,000	255,000
Development Svcs	8,451,382	6,961,385	6,021,000	6,656,000	5,988,000
Police	3,364,949	2,737,360	2,967,000	2,506,000	2,612,000
Fire & Rescue	2,217,821	1,981,104	1,995,000	1,905,000	1,865,000
Parks & Recreation	4,507,449	5,030,559	5,695,000	4,587,900	5,012,300
TOTAL GENERAL FUND	\$ 177,772,175	\$ 211,920,032	\$ 178,868,000	\$ 204,725,400	\$ 187,384,300
STREETS					
Roadway & Maintenance	10,786,147	10,881,454	10,418,000	11,823,000	11,908,000
HURF	16,918,497	16,821,132	16,445,000	17,260,000	17,345,000
TOTAL STREETS	\$ 27,704,644	\$ 27,702,586	\$ 26,863,000	\$ 29,083,000	\$ 29,253,000
ENTERPRISE OPERATIONS					
Water	48,235,492	51,701,712	51,350,000	54,512,000	55,317,000
Wastewater	29,103,293	30,507,928	30,585,000	30,850,900	31,126,000
Env Services Residential	15,404,321	15,222,076	14,945,000	15,287,000	16,277,000
Env Services Commercial	2,684,955	2,678,140	2,732,000	2,638,000	2,797,000
Environmental Compliance	2,958,698	4,499,000	5,697,000	4,505,000	5,058,000
TOTAL ENTERPRISE OPERATIONS	\$ 98,386,759	\$ 104,608,856	\$ 105,309,000	\$ 107,792,900	\$ 110,575,000
INTERNAL SERVICES	\$ 26,060,507	\$ 30,499,465	\$ 28,090,000	\$ 31,276,000	\$ 32,235,000
REPAIR & REPLACEMENT FUNDS					
General	349,565	505,469	80,000	100,000	50,000
Streets	168,114	283,121	30,000	50,000	20,000
Water	1,718,814	2,129,022	600,000	600,000	500,000
Wastewater	1,169,569	1,705,689	200,000	200,000	200,000
Env Services Residential	756,279	398,220	55,000	70,000	55,000
Env Services Commercial	32,954	26,565	2,000	8,000	2,000
Environmental Compliance	12,625	105,062	5,000	50,000	5,000
Fleet	12,264	6,667	1,000	1,000	1,000
TOTAL REPAIR & REPLACEMENT	\$ 4,220,184	\$ 5,159,815	\$ 973,000	\$ 1,079,000	\$ 833,000
SPECIAL REVENUE FUNDS					
Miscellaneous Grants	434,961	449,698	5,705,250	705,250	5,539,640
CDBG/HOME	867,275	1,117,743	2,607,020	2,607,020	2,746,000



REVENUE SUMMARY BY FUND

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Maintenance Districts	2,922,742	2,694,188	2,748,230	2,748,230	2,722,180
Police Impound	144,518	81,600	85,000	85,000	85,000
Ambulance Service	-	421,840	5,580,000	819,800	4,169,940
Other Special Revenue	1,982,651	1,265,760	2,369,190	1,369,190	2,318,890
Development Fees	41,764,364	56,127,087	32,095,000	54,200,000	45,870,000
TOTAL SPECIAL REVENUE FUNDS	\$ 48,116,511	\$ 62,157,916	\$ 51,189,690	\$ 62,534,490	\$ 63,451,650
OTHER FUNDING SOURCES	\$ 11,920,323	\$ 120,551,013	\$ 138,931,350	\$ 30,489,026	\$ 229,722,450
CAPITAL IMPROVEMENT FUNDS	\$ 1	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE	\$ 23,275,410	\$ 24,926,049	\$ 31,247,840	\$ 30,664,630	\$ 31,998,350
TRUST ACCOUNTS	\$ 1,923	\$ 777	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 417,458,437	\$ 587,526,509	\$ 561,471,880	\$ 497,644,446	\$ 685,452,750
CARRY OVER FUNDS					\$ 302,799,760
TOTAL RESOURCES					\$ 988,252,510

REVENUE SUMMARY BY FUND BY TYPE

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
GENERAL FUND					
Taxes and Fees	102,648,966	111,310,640	100,445,000	110,575,000	110,325,000
Intergovernmental Revenue	55,835,664	82,697,031	61,920,000	78,654,500	62,080,000
Licenses and Permits	5,735,378	4,688,767	3,675,000	4,517,000	3,890,000
Charges for Service	7,844,221	7,897,801	8,787,000	7,214,500	7,501,300
Fines and Forfeitures	3,470,417	2,730,262	3,054,000	2,543,000	2,645,000
Enterprise Revenue	169	-	-	-	-
Miscellaneous Revenue	2,237,360	2,595,531	987,000	1,221,400	943,000
TOTAL GENERAL FUND	\$ 177,772,175	\$ 211,920,032	\$ 178,868,000	\$ 204,725,400	\$ 187,384,300
STREETS					
Intergovernmental Revenue	27,069,243	26,964,409	26,710,000	28,900,000	29,100,000
Charges for Service	5,420	1,626	33,000	33,000	33,000
Fines and Forfeitures	11,760	9,206	-	-	-
Enterprise Revenue	269	243	-	-	-
Miscellaneous Revenue	617,952	727,102	120,000	150,000	120,000
TOTAL STREETS	\$ 27,704,644	\$ 27,702,586	\$ 26,863,000	\$ 29,083,000	\$ 29,253,000
ENTERPRISE OPERATIONS					
Intergovernmental Revenue	1,719,627	1,711,305	2,025,000	1,870,000	1,870,000
Licenses and Permits	50,300	56,987	34,000	55,900	41,000
Fines and Forfeitures	179	-	-	-	-
Enterprise Revenue	95,184,294	100,779,053	101,638,000	105,300,000	107,791,000
Miscellaneous Revenue	1,432,359	2,061,511	1,612,000	567,000	873,000
TOTAL ENTERPRISE OPERATIONS	\$ 98,386,759	\$ 104,608,856	\$ 105,309,000	\$ 107,792,900	\$ 110,575,000
INTERNAL SERVICES					
Intergovernmental Revenue	505,240	200,748	500,000	21,000	-
Charges for Service	24,654,303	25,893,930	27,014,000	29,835,000	30,410,000
Miscellaneous Revenue	900,964	4,404,787	576,000	1,420,000	1,825,000
TOTAL INTERNAL SERVICES	\$ 26,060,507	\$ 30,499,465	\$ 28,090,000	\$ 31,276,000	\$ 32,235,000
REPAIR & REPLACEMENT FUNDS					
Intergovernmental Revenue	537,673	-	-	-	-
Fines and Forfeitures	93	-	-	-	-
Miscellaneous Revenue	3,682,418	5,159,815	973,000	1,079,000	833,000
TOTAL REPAIR & REPLACEMENT	\$ 4,220,184	\$ 5,159,815	\$ 973,000	\$ 1,079,000	\$ 833,000
SPECIAL REVENUE FUNDS					
Taxes and Fees	2,924,017	2,693,920	2,748,230	2,748,230	2,722,180
Intergovernmental Revenue	1,976,637	2,265,683	9,008,270	4,008,270	8,981,640
Charges for Service	867,884	566,963	5,765,000	1,004,800	4,304,940
Fines and Forfeitures	415,565	344,916	474,000	474,000	474,000
Enterprise Revenue	-	-	-	-	-
Miscellaneous Revenue	41,932,408	56,286,434	33,194,190	54,299,190	46,968,890
TOTAL SPECIAL REVENUE FUNDS	\$ 48,116,511	\$ 62,157,916	\$ 51,189,690	\$ 62,534,490	\$ 63,451,650

REVENUE SUMMARY BY FUND BY TYPE

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
OTHER FUNDING SOURCES					
Intergovernmental Revenue	1,118,707	5,062,174	25,511,000	17,455,000	30,665,000
Charges for Service	1,750,572	1,864,705	2,364,350	2,160,702	2,422,450
Miscellaneous Revenue	9,051,044	113,624,134	111,056,000	10,873,324	196,635,000
TOTAL OTHER FUNDING SOURCES	\$ 11,920,323	\$120,551,013	\$138,931,350	\$ 30,489,026	\$229,722,450
CAPITAL IMPROVEMENT FUNDS					
Miscellaneous Revenue	1	-	-	-	-
TOTAL CAPITAL IMPROVEMENT	\$ 1	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE					
Taxes and Fees	22,295,654	23,875,747	25,880,000	25,880,000	27,750,000
Charges for Service	3,621	2,222	-	-	-
Miscellaneous Revenue	976,135	1,048,080	5,367,840	4,784,630	4,248,350
TOTAL DEBT SERVICE	\$ 23,275,410	\$ 24,926,049	\$ 31,247,840	\$ 30,664,630	\$ 31,998,350
TRUST ACCOUNTS					
Miscellaneous Revenue	1,923	777	-	-	-
TOTAL TRUST ACCOUNTS	\$ 1,923	\$ 777	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$417,458,437	\$587,526,509	\$561,471,880	\$497,644,446	\$685,452,750

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
GENERAL FUND					
Non-Allocated					
Privilege License Tax	98,647,251	107,533,991	97,000,000	107,000,000	107,000,000
CATV Franchise Fee	1,958,735	1,816,833	1,500,000	1,650,000	1,400,000
Electric Franchise	434,752	403,665	420,000	400,000	400,000
Natural Gas Franchise	560,121	523,607	525,000	525,000	525,000
State Shared Privilege License Tax	24,427,603	25,695,581	24,000,000	26,500,000	27,000,000
Urban Revenue Sharing	29,349,038	32,106,070	36,000,000	36,300,000	33,000,000
SRP In Lieu	1,024,107	1,014,544	1,000,000	1,000,000	1,000,000
Investment Income	1,504,574	1,900,340	500,000	750,000	500,000
Other Revenue	539,059	23,410,433	534,000	14,361,000	480,000
Total Non-Allocated	158,445,240	194,405,064	161,479,000	188,486,000	171,305,000
Mayor & Council	95,888	109,386	110,000	100,000	100,000
Town Manager	3,105	1,930	-	-	-
Emergency Mgmt & Safety	-	77,933	-	-	-
Economic Development					
Economic Development Admin	78	-	-	-	-
Tourism	97,756	123,034	130,000	107,500	120,000
Total Economic Development	97,834	123,034	130,000	107,500	120,000
Human Resources					
Human Resources Admin	3,429	3,151	4,000	-	2,000
Risk Management	550	-	-	-	-
Total Human Resources	3,979	3,151	4,000	-	2,000
Town Clerk	4,159	1,526	-	-	-
Legal					
General Counsel	4,894	8,256	-	-	-
Town Prosecutor	17,718	12,552	-	-	-
Total Legal	22,612	20,808	-	-	-
Finance and Mgmt Svcs					
Finance and Mgmt Svcs Admin	50	1,980	-	-	-
Accounting	3,070	12,589	-	-	-
Purchasing	196,607	165,172	175,000	125,000	125,000
Tax Compliance	28,597	18,000	-	-	-
Total Finance and Mgmt Svcs	228,324	197,741	175,000	125,000	125,000
Municipal Court	329,433	269,051	292,000	252,000	255,000
Development Svcs					
Development Svcs Admin	420,598	405,149	175,000	359,000	162,000
Permits and Licensing	305,278	254,718	230,000	285,000	250,000
Plan Review & Inspection Admin	2,716	-	-	-	-
Building	4,412,270	3,526,517	2,900,000	3,900,000	3,400,000
Engineering	2,336,651	1,771,766	1,606,000	1,306,000	1,296,000
Code	206	170	-	-	-
Fire	488,465	467,796	500,000	375,000	455,000
Planning and Development	485,198	535,269	610,000	431,000	425,000
Total Development Services	8,451,382	6,961,385	6,021,000	6,656,000	5,988,000

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Police					
Police Admin	10	-	-	-	-
Support Svcs Admin	597,719	422,891	500,000	300,000	350,000
Counseling Svcs	303,519	237,224	250,000	250,000	250,000
Property & Evidence	-	202	-	-	-
Records	32,831	34,007	30,000	30,000	30,000
Patrol	488,267	472,514	477,000	446,000	460,000
Detention	403,047	337,057	335,000	243,000	285,000
Investigations Admin	3,657	-	-	-	-
Special Assignment Unit	596	-	-	-	-
Property Crimes	14,300	13,800	10,000	12,000	12,000
Intel Unit	858	456	-	-	-
SWAT	-	1,140	-	-	-
Crime Suppression Team	5,000	143	-	-	-
K-9 Unit	503	30,993	-	-	-
Traffic Unit	1,514,642	1,186,933	1,365,000	1,225,000	1,225,000
Total Police	3,364,949	2,737,360	2,967,000	2,506,000	2,612,000
Fire & Rescue					
Fire Admin	21,903	19,687	-	-	-
Fire Training	18,011	19,469	-	-	-
Operations	2,067,799	1,859,166	1,920,000	1,850,000	1,795,000
Resource	24,947	3,710	-	-	-
Community	6,241	6,663	-	-	-
Prevention	78,920	72,409	75,000	55,000	70,000
Total Fire & Rescue	2,217,821	1,981,104	1,995,000	1,905,000	1,865,000
Parks & Recreation					
Parks Admin	85	30	-	-	-
Parks & Open Space Admin	292	199	-	200	200
Freestone	85,043	46,228	32,000	35,000	30,000
Crossroads	188,097	148,444	161,000	150,900	160,000
McQueen	118,549	88,979	98,000	98,500	98,000
Discovery	82,038	52,241	70,000	68,000	70,000
Desert Sky	-	17,395	24,000	53,000	50,000
Gilbert Regional	-	35,175	45,000	22,000	40,000
Riparian Preserve	28,810	25,113	24,000	10,500	26,000
Cosmo Dog	2,529	879	1,000	500	1,000
Hetchler	24,969	19,385	30,000	25,600	30,000
Nichols	1,985	-	-	1,600	1,000
Cactus Yards	598,400	1,150,065	1,355,000	1,337,500	1,355,000
Cemetery	-	44,215	25,000	25,000	25,000
Neighborhood/Community Parks	1,202	1,265	-	400	-
Trails, Washes and Other	504	-	-	-	-
Mesquite Pool	64,712	60,141	70,000	60,000	60,000
Greenfield Pool	122,571	91,343	125,000	70,000	120,000
Perry Pool	78,406	63,358	79,000	60,000	60,000
Williams Field Pool	69,616	59,292	75,000	60,000	60,000

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Freestone Recreation Center	1,041,366	914,324	900,000	401,900	542,500
McQueen Activity Center	250,592	245,736	299,000	143,300	126,500
Community Center	167,050	113,410	168,000	52,400	70,500
Adult Sports	272,945	216,236	280,000	180,000	200,000
Youth Sports	43,671	5	-	9,100	9,100
Adaptive Recreation Program	31,900	25,405	35,000	18,500	18,500
Special Events	228,546	162,538	275,000	275,000	275,000
Southeast Regional Library	131,297	110,855	145,000	50,000	100,000
Perry Branch Library	135,681	136,241	130,000	130,000	130,000
Facilities Admin	-	105	-	-	-
Public Safety Center	231,612	231,072	230,000	230,000	230,000
Heritage Annex	37,945	26,181	39,000	39,000	39,000
University Building	467,036	944,704	980,000	980,000	1,085,000
Total Parks & Recreation	4,507,449	5,030,559	5,695,000	4,587,900	5,012,300
TOTAL GENERAL FUND	\$ 177,772,175	\$ 211,920,032	\$ 178,868,000	\$ 204,725,400	\$ 187,384,300
STREETS					
Roadway & Maintenance					
Non-Allocated					
Vehicle License Tax	10,466,586	10,538,927	10,310,000	11,700,000	11,800,000
Investment Income	259,031	341,531	75,000	90,000	75,000
Other Revenue	-	-	33,000	33,000	33,000
Total Non-Allocated	10,725,617	10,880,458	10,418,000	11,823,000	11,908,000
Roadway & Maint Admin	55,530	-	-	-	-
Alternate Transportation	5,000	996	-	-	-
Total Roadway & Maintenance	10,786,147	10,881,454	10,418,000	11,823,000	11,908,000
HURF					
Non-Allocated					
Highway User Tax	16,559,126	16,425,482	16,400,000	17,200,000	17,300,000
Investment Income	115,123	242,503	45,000	60,000	45,000
Other Revenue	38,184	4,159	-	-	-
Total Non-Allocated	16,712,433	16,672,144	16,445,000	17,260,000	17,345,000
Fog Sealing	-	302	-	-	-
Hazard Response	75	75	-	-	-
Preventive Maintenance	2,460	-	-	-	-
Street Lighting	84,058	91,694	-	-	-
Traffic Signal Maintenance	111,847	46,923	-	-	-
Street Marking	-	369	-	-	-
Street Signs	5,085	3,220	-	-	-
Landscape Maintenance	1,337	6,258	-	-	-
Concrete Repair	1,202	-	-	-	-
Shoulder Maintenance	-	147	-	-	-
Total HURF	16,918,497	16,821,132	16,445,000	17,260,000	17,345,000
TOTAL STREETS	\$ 27,704,644	\$ 27,702,586	\$ 26,863,000	\$ 29,083,000	\$ 29,253,000

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
WATER					
Non-Allocated					
Meter Water Sales	42,730,739	46,208,918	47,000,000	50,000,000	51,000,000
Meter Installation and Repair	267,969	228,055	250,000	250,000	250,000
Hydrant Water-Metered Sales	605,638	1,038,287	400,000	1,000,000	600,000
Account Activation Fee	259,494	240,173	250,000	240,000	240,000
Account Disconnect Fee	426,884	336,289	335,000	150,000	335,000
Late Fees	578,594	436,628	525,000	250,000	525,000
Investment Income	713,114	1,003,656	300,000	350,000	250,000
Other Revenue	803,030	272,471	245,000	390,000	235,000
Total Non-Allocated	46,385,462	49,764,477	49,305,000	52,630,000	53,435,000
Water Admin	143	-	-	-	-
North Water Treatment Plant	-	3,308	-	-	-
Santan Vista Treatment Plant	1,719,627	1,698,293	2,025,000	1,870,000	1,870,000
Well Production	5,236	-	-	-	-
Metering	24,093	6,961	15,000	7,000	7,000
Distribution	100,916	228,673	5,000	5,000	5,000
Water Quality	15	-	-	-	-
TOTAL WATER	\$ 48,235,492	\$ 51,701,712	\$ 51,350,000	\$ 54,512,000	\$ 55,317,000
WASTEWATER					
Non-Allocated					
Reuse/Recharge Water Use	1,060,377	1,318,863	1,300,000	1,500,000	1,300,000
Residential-Wastewater	25,062,391	26,132,104	26,500,000	26,500,000	27,000,000
Commercial-Wastewater	2,582,952	2,220,356	2,700,000	2,600,000	2,600,000
Investment Income	375,068	594,597	75,000	100,000	75,000
Other Revenue	10,647	90,524	-	-	-
Total Non-Allocated	29,091,435	30,356,444	30,575,000	30,700,000	30,975,000
Lift Stations	239	585	-	-	-
Gravity Systems	-	142	-	-	-
Effluent Reuse	169	-	-	-	-
Effluent Recharge	-	138,805	-	140,000	140,000
Wastewater Quality	11,450	11,952	10,000	10,900	11,000
TOTAL WASTEWATER	\$ 29,103,293	\$ 30,507,928	\$ 30,585,000	\$ 30,850,900	\$ 31,126,000
ENV SERVICES RESIDENTIAL					
Non-Allocated					
ES Collection	14,871,334	14,702,711	14,750,000	15,000,000	16,100,000
Investment Income	253,418	344,489	30,000	100,000	30,000
Other Revenue	2,811	8,013	-	-	-
Total Non-Allocated	15,127,563	15,055,213	14,780,000	15,100,000	16,130,000

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Residential Collections	161,954	95,483	125,000	160,000	125,000
Uncontained Collections	40,987	49,830	30,000	14,000	12,000
Recycling	37,948	10,922	-	-	-
Environmental Programs	35,869	10,628	10,000	13,000	10,000
TOTAL ENV SERVICES RESIDENTIAL	\$ 15,404,321	\$ 15,222,076	\$ 14,945,000	\$ 15,287,000	\$ 16,277,000
ENV SERVICES COMMERCIAL					
Non-Allocated					
Investment Income	37,315	53,255	10,000	12,000	10,000
Other Revenue	2,601	2,003	2,000	1,000	2,000
Total Non-Allocated	39,916	55,258	12,000	13,000	12,000
Administration	39,000	45,035	24,000	45,000	30,000
Commercial Collections	1,878,808	1,872,658	1,951,000	1,775,000	1,900,000
Rolloffs	727,231	705,189	745,000	805,000	855,000
TOTAL ENV SERVICES COMMERCIAL	\$ 2,684,955	\$ 2,678,140	\$ 2,732,000	\$ 2,638,000	\$ 2,797,000
ENVIRONMENTAL COMPLIANCE					
Non-Allocated					
Environmental Compliance Fee	2,956,295	4,480,239	4,500,000	4,500,000	4,550,000
Investment Income	2,403	18,130	5,000	5,000	5,000
Other Revenue	-	631	1,192,000	-	503,000
Total Non-Allocated	2,958,698	4,499,000	5,697,000	4,505,000	5,058,000
TOTAL ENV COMPLIANCE	\$ 2,958,698	\$ 4,499,000	\$ 5,697,000	\$ 4,505,000	\$ 5,058,000
INTERNAL SERVICES					
Fleet Shop Operations	7,251,141	7,184,488	8,440,000	7,701,000	8,910,000
Health Self-Insurance Trust	17,517,772	21,957,171	18,285,000	19,330,000	19,460,000
Dental Self-Insurance Trust	1,291,594	1,357,806	1,365,000	1,365,000	1,365,000
Workers' Compensation	-	-	-	2,880,000	2,500,000
TOTAL INTERNAL SERVICES	\$ 26,060,507	\$ 30,499,465	\$ 28,090,000	\$ 31,276,000	\$ 32,235,000
REPAIR & REPLACEMENT FUNDS					
General	349,565	505,469	80,000	100,000	50,000
Streets	168,114	283,121	30,000	50,000	20,000
Water	1,718,814	2,129,022	600,000	600,000	500,000
Wastewater	1,169,569	1,705,689	200,000	200,000	200,000
Env Services Residential	756,279	398,220	55,000	70,000	55,000
Env Services Commercial	32,954	26,565	2,000	8,000	2,000
Environmental Compliance	12,625	105,062	5,000	50,000	5,000
Fleet	12,264	6,667	1,000	1,000	1,000
TOTAL REPAIR & REPLACEMENT	\$ 4,220,184	\$ 5,159,815	\$ 973,000	\$ 1,079,000	\$ 833,000

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
SPECIAL REVENUE FUNDS					
Miscellaneous Grants	434,961	449,698	5,705,250	705,250	5,539,640
CDBG/HOME	867,275	1,117,743	2,607,020	2,607,020	2,746,000
Maintenance Districts					
Street Light Improvement	1,872,998	1,722,361	1,806,070	1,806,070	1,871,400
Parkway Improvement	1,049,744	971,827	942,160	942,160	850,780
Total Maintenance Districts	2,922,742	2,694,188	2,748,230	2,748,230	2,722,180
Police Impound	144,518	81,600	85,000	85,000	85,000
Ambulance Service	-	421,840	5,580,000	819,800	4,169,940
Other Special Revenue	1,982,651	1,265,760	2,369,190	1,369,190	2,318,890
Development Fees					
Traffic Signal SDF	2,451,768	2,361,997	2,015,000	2,015,000	2,015,000
Police SDF	4,689,056	1,764,768	2,005,000	2,805,000	2,505,000
Fire SDF	2,445,412	2,867,984	2,500,000	2,700,000	2,500,000
Parks & Recreation SDF	10,045,878	10,734,935	7,565,000	15,065,000	10,065,000
General Government SDF	3,036,275	2,762,422	2,500,000	3,500,000	2,500,000
Parks & Recreation SDF Pre-12	142,003	19,144,099	-	-	-
Road Maintenance SDF	-	1,486,377	1,000,000	7,005,000	6,005,000
Water SDF	9,645,488	6,899,279	7,550,000	9,010,000	9,000,000
Water Resources SDF	3,167,878	3,950,844	2,500,000	7,000,000	7,000,000
Neely Wastewater SDF	555,221	229,807	410,000	50,000	230,000
Greenfield Wastewater SDF	5,585,385	3,924,575	4,050,000	5,050,000	4,050,000
Total Development Fees	41,764,364	56,127,087	32,095,000	54,200,000	45,870,000
TOTAL SPECIAL REVENUE FUNDS	\$ 48,116,511	\$ 62,157,916	\$ 51,189,690	\$ 62,534,490	\$ 63,451,650
OTHER FUNDING SOURCES					
CIP Administration	1,750,572	1,864,705	2,364,350	2,160,702	2,422,450
CIP Contingency	-	-	100,000,000	-	100,000,000
GO Bond Proceeds	1,074,564	83,044,064	-	-	-
Outside Sources	6,370,849	29,655,833	10,656,000	10,842,000	780,000
Prop 400 - MAG	843,740	4,893,083	25,561,000	17,455,000	30,715,000
Revenue Obligations	69,447	46,304	50,000	10,000	50,000
MPC - Public Facilities	15,340	11,969	-	-	-
MPC - Water System	978,930	771,337	300,000	15,000	95,755,000
MPC - Wastewater System	816,881	263,718	-	6,324	-
TOTAL OTHER FUNDING SOURCES	\$ 11,920,323	\$ 120,551,013	\$ 138,931,350	\$ 30,489,026	\$ 229,722,450
CAPITAL IMPROVEMENT FUNDS					
Wastewater	1	-	-	-	-
TOTAL CAPITAL IMPROVEMENT FUNDS	\$ 1	\$ -	\$ -	\$ -	\$ -

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
DEBT SERVICE					
General Obligation Debt	22,451,609	24,175,491	25,905,000	25,905,000	27,775,000
Improvement Districts	823,801	750,558	5,342,840	4,759,630	4,223,350
TOTAL DEBT SERVICE	\$ 23,275,410	\$ 24,926,049	\$ 31,247,840	\$ 30,664,630	\$ 31,998,350
TRUST ACCOUNTS	\$ 1,923	\$ 777	\$ -	\$ -	\$ -
GRAND TOTAL REVENUE	\$ 417,458,437	\$ 587,526,509	\$ 561,471,880	\$ 497,644,446	\$ 685,452,750

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
GENERAL FUND					
Mayor & Council	715,293	769,022	776,890	789,838	799,680
Town Manager	1,685,772	1,681,943	2,096,660	1,664,349	2,266,870
Digital Government	1,106,218	1,455,509	1,830,120	1,756,687	1,889,790
Intergovernmental	358,068	428,840	417,660	419,974	428,490
Economic Development	2,169,003	2,209,583	2,494,350	1,972,985	2,510,770
Information Technology	9,343,818	11,921,207	14,812,810	12,280,398	16,156,250
Human Resources	2,325,484	2,306,592	2,612,810	2,705,140	2,915,950
Management & Budget	626,123	650,907	742,750	695,497	762,470
Town Clerk	701,017	537,166	1,193,380	635,877	1,000,750
Legal	3,209,787	3,480,851	3,860,120	3,648,598	3,885,020
Finance & Management Svcs	2,502,796	2,664,114	3,024,750	2,963,278	3,158,010
Municipal Court	3,355,222	3,166,280	3,395,990	3,420,046	3,521,940
Development Svcs	7,233,062	7,547,368	8,208,740	7,875,543	8,354,750
Police	57,005,580	68,200,507	58,715,270	57,316,381	61,716,320
Fire & Rescue	35,644,804	35,192,293	34,754,500	34,313,175	37,782,490
Parks & Recreation	19,186,395	19,491,846	24,461,240	23,215,679	26,509,260
Engineering Services	482,580	593,889	751,670	572,162	860,040
Non-Departmental	3,955,731	5,118,347	18,442,340	35,268,770	34,091,000
Contingency/Reserves	-	-	15,000,000	500,000	15,000,000
TOTAL GENERAL FUND	\$ 151,606,753	\$ 167,416,264	\$ 197,592,050	\$ 192,014,377	\$ 223,609,850
STREETS					
Roadway & Maintenance	2,848,710	5,634,721	8,798,680	7,528,387	7,838,110
HURF	13,367,152	14,998,162	16,621,130	16,078,977	16,795,560
TOTAL STREETS	\$ 16,215,862	\$ 20,632,883	\$ 25,419,810	\$ 23,607,364	\$ 24,633,670
ENTERPRISE OPERATIONS					
Water	27,374,331	28,175,218	34,335,240	31,646,808	36,470,590
Wastewater	15,370,978	16,254,027	19,955,000	19,695,957	20,378,210
Env Services Residential	13,444,497	13,816,472	16,282,010	14,933,835	17,581,770
Env Services Commercial	2,106,112	2,157,984	2,690,830	2,185,341	2,690,640
Environmental Compliance	998,239	1,639,707	2,080,580	1,860,032	2,030,340
TOTAL ENTERPRISE	\$ 59,294,157	\$ 62,043,408	\$ 75,343,660	\$ 70,321,973	\$ 79,151,550
INTERNAL SERVICES	\$ 23,812,391	\$ 28,241,393	\$ 28,196,640	\$ 29,484,544	\$ 32,373,680
REPAIR & REPLACEMENT FUNDS					
General	682,389	2,766,182	8,296,670	2,355,530	10,475,840
Streets	315,212	248,664	1,210,660	940,160	927,500
Water	957,196	534,640	3,092,500	3,075,000	2,986,000
Wastewater	974,958	917,829	4,125,590	1,972,090	4,875,250
Env Services Residential	3,655,738	97,076	4,708,710	2,979,810	5,588,400
Env Services Commercial	556,414	-	535,170	535,170	841,000
Environmental Compliance	-	134,818	1,525,000	700,000	1,645,000
Fleet	-	66,690	77,800	77,800	420,700
TOTAL REPAIR & REPLACEMENT	\$ 7,141,907	\$ 4,765,899	\$ 23,572,100	\$ 12,635,560	\$ 27,759,690

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
SPECIAL REVENUE FUNDS					
Miscellaneous Grants	432,184	1,046,165	5,705,250	636,295	5,539,640
CDBG/HOME	449,568	1,082,084	1,386,140	807,775	1,360,620
Maintenance Districts	2,822,035	2,890,258	3,056,450	3,004,139	2,929,460
Police Impound	241,771	167,695	183,710	149,721	178,580
Ambulance Service	-	424,006	6,682,620	3,067,060	4,493,940
Other Special Revenue	2,014,705	1,289,116	3,149,000	2,537,933	2,989,090
Development Fees	1,022,988	390,637	1,328,600	1,328,600	1,000,640
TOTAL SPECIAL REVENUE FUNDS	\$ 6,983,251	\$ 7,289,961	\$ 21,491,770	\$ 11,531,523	\$ 18,491,970
OTHER FUNDING SOURCES					
CIP Administration	1,516,124	1,840,950	2,224,220	2,134,707	2,422,450
CIP Contingency	-	-	100,000,000	-	100,000,000
GO Bond Proceeds	-	646,945	-	-	-
Outside Sources	-	155,729	-	-	-
MPC - Public Facilities	1,429,195	-	-	-	-
MPC - Water System	1,854,238	6,762,025	15,731,490	8,980,243	100,268,040
MPC - Wastewater System	28,248,604	5,209,579	2,640,100	14,554	487,720
TOTAL OTHER FUNDING SOURCES	\$ 33,048,161	\$ 14,615,228	\$ 120,595,810	\$ 11,129,504	\$ 203,178,210
CAPITAL IMPROVEMENT FUNDS					
Redevelopment	14,966,221	3,685,159	8,614,630	1,041,873	8,053,140
Streets	20,947,657	35,513,724	121,249,330	30,281,159	76,536,500
Traffic Signals	1,000,642	1,511,444	11,197,730	2,419,175	12,123,520
Parks	30,395,557	34,974,016	23,116,160	5,594,205	12,643,560
Municipal Facilities	8,928,010	49,416,311	76,417,910	19,942,137	49,753,240
Water	43,712,145	12,891,319	117,685,720	5,913,255	79,955,090
Wastewater	8,497,071	23,374,176	76,868,100	8,160,823	82,888,430
Storm Water	48,964	-	2,191,000	-	2,736,000
TOTAL CAPITAL IMPROVEMENT	\$ 128,496,267	\$ 161,366,149	\$ 437,340,580	\$ 73,352,627	\$ 324,689,480
DEBT SERVICE					
General Obligation Debt	23,258,156	40,596,226	25,986,550	25,986,550	27,198,340
HURF	3,413,270	-	-	-	-
Improvement Districts	826,220	625,658	4,759,630	833,370	4,223,350
MPC - Public Facilities	15,708,450	15,656,300	16,826,280	16,408,660	7,016,190
MPC - Water System	9,811,313	9,809,313	9,823,320	9,823,320	10,034,070
MPC - Wastewater System	3,622,350	3,621,250	3,624,000	3,624,000	3,628,250
Revenue Obligations	2,260,706	2,263,956	2,267,710	2,267,710	2,264,210
TOTAL DEBT SERVICE	\$ 58,900,465	\$ 72,572,703	\$ 63,287,490	\$ 58,943,610	\$ 54,364,410
TRUST ACCOUNTS	\$ 2,500	\$ 86,756	\$ -	\$ -	\$ -
GRAND TOTAL EXPENSES	\$ 485,501,714	\$ 539,030,644	\$ 992,839,910	\$ 483,021,082	\$ 988,252,510

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
GENERAL FUND					
Mayor & Council	687,199	748,454	737,640	762,604	753,630
Boards & Commissions	28,094	20,568	39,250	27,234	46,050
Town Manager	1,424,683	1,408,041	1,770,730	1,342,311	1,722,280
Emergency Mgmt & Safety	261,089	273,902	325,930	322,038	544,590
Digital Government	1,106,218	1,455,509	1,830,120	1,756,687	1,889,790
Intergovernmental	358,068	428,840	417,660	419,974	428,490
Economic Development					
Economic Development Admin	1,585,768	1,621,863	1,956,040	1,480,002	1,987,380
Tourism	552,499	489,883	501,870	456,543	491,000
Redevelopment	30,736	97,837	36,440	36,440	32,390
Total Economic Development	2,169,003	2,209,583	2,494,350	1,972,985	2,510,770
Information Technology					
Information Technology Admin	182,689	452,658	516,310	493,247	654,080
Applications Support	3,716,525	4,138,511	6,080,780	4,276,536	6,854,400
Desktop Support	1,287,894	2,142,929	1,997,380	1,710,193	2,572,030
Infrastructure	3,342,209	4,342,796	5,115,330	4,773,955	4,295,730
GIS	814,501	844,313	1,103,010	1,026,467	1,217,040
IT Security	-	-	-	-	562,970
Total Information Technology	9,343,818	11,921,207	14,812,810	12,280,398	16,156,250
Human Resources					
Human Resources Admin	1,870,438	1,795,519	1,993,590	2,103,887	2,306,630
Learning & Development	455,046	511,073	619,220	601,253	609,320
Total Human Resources	2,325,484	2,306,592	2,612,810	2,705,140	2,915,950
Management & Budget	626,123	650,907	742,750	695,497	762,470
Town Clerk	701,017	537,166	1,193,380	635,877	1,000,750
Legal					
General Counsel	1,247,405	1,430,375	1,699,260	1,375,338	1,588,970
Town Prosecutor	1,962,382	2,050,476	2,160,860	2,273,260	2,296,050
Total Legal	3,209,787	3,480,851	3,860,120	3,648,598	3,885,020
Finance & Management Services					
Finance & Management Svcs Admin	212,043	218,285	222,420	225,534	232,320
Accounting	1,200,835	1,284,096	1,437,505	1,450,597	1,494,135
Purchasing	543,372	652,365	687,460	698,623	718,590
Tax Compliance	546,546	509,368	677,365	588,524	712,965
Total Finance & Management Svcs	2,502,796	2,664,114	3,024,750	2,963,278	3,158,010
Municipal Court	3,355,222	3,166,280	3,395,990	3,420,046	3,521,940
Development Services					
Development Services Admin	525,467	454,966	460,220	363,302	350,740
Permits & Licensing	713,090	652,217	799,490	804,729	749,510
Plan Review & Inspection Admin	246,268	253,882	260,900	270,024	270,530
Building	1,551,385	1,677,621	1,780,250	1,745,370	1,839,850

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Engineering	1,194,285	1,267,024	1,330,410	1,329,546	1,363,565
Code	530,013	583,082	582,610	609,164	597,850
Planning	282,299	272,192	310,040	319,011	320,485
Fire	353,129	346,294	372,880	364,058	378,310
Planning & Development	1,261,386	1,337,649	1,385,930	1,190,792	1,488,300
Transportation Planning	191,394	186,769	399,020	321,026	386,620
Development Engineering	384,346	515,672	526,990	558,521	608,990
Total Development Svcs	7,233,062	7,547,368	8,208,740	7,875,543	8,354,750
Police					
Police Admin	5,896,105	14,751,516	837,180	769,508	798,700
Support Services Admin	1,914,130	1,441,283	2,034,400	1,840,077	2,057,180
Communication	3,184,323	3,163,036	4,081,510	3,517,159	4,184,110
Hiring	589,009	732,546	782,460	742,750	864,080
Planning & Research	204,364	227,796	311,080	309,440	315,960
Public Affairs	188,795	260,489	256,580	327,510	326,950
Counseling Services	746,592	872,794	905,940	928,898	920,370
Crime Prevention	149,225	142,732	166,050	166,778	171,260
Property & Evidence	587,889	702,871	799,400	794,974	699,480
Records	1,200,387	1,207,408	1,282,740	1,186,003	1,320,570
Volunteer Services	-	89,987	100,310	98,378	103,710
Redaction	-	82,848	79,400	84,671	83,160
Office Professional Stds Admin	265,659	697,641	715,870	751,509	900,830
Internal Affairs	497,753	474,037	451,460	454,905	446,200
Training	3,291,725	4,060,356	2,307,080	4,520,903	2,787,110
Patrol Administration	-	1,927,666	1,910,150	2,049,217	2,057,600
Patrol	21,278,160	18,803,751	21,510,820	19,419,550	21,649,870
Civilian Patrol	316,242	366,434	494,790	451,650	500,040
Detention	946,104	956,096	994,540	1,092,872	1,216,880
Teleserve	774,281	732,941	706,360	719,242	841,340
Bike Unit	-	965,655	959,180	1,105,759	1,071,910
Investigations Admin	879,618	765,692	839,120	610,208	1,053,000
Special Assignment Unit	1,478,335	1,430,661	1,481,660	1,254,290	1,373,070
Financial Crimes Unit	941,631	1,179,400	1,272,390	1,414,560	1,588,100
Family Violence Unit	721,591	881,079	930,790	968,198	1,045,190
Special Victims Unit	1,368,839	1,404,080	1,485,920	1,501,405	1,544,710
Violent Crimes Unit	935,119	832,367	1,032,720	854,903	1,123,550
Property Crimes	1,119,680	1,230,076	1,399,230	1,220,769	1,372,620
Crime Scene Unit	737,119	756,405	742,320	711,006	1,063,420
Intel Unit	1,022,401	1,026,116	1,062,460	941,427	970,420
Drug Unit	-	-	-	64,750	151,970
SWAT	251,088	201,190	347,830	265,104	302,380
Crime Suppression Team	871,450	1,100,701	1,161,130	1,202,879	1,188,650
K-9 Unit	449,800	688,764	535,440	546,634	542,860
School Resource	1,532,360	1,414,662	1,911,710	1,686,804	2,296,490
Traffic Unit	2,665,806	2,629,431	2,825,250	2,741,691	2,782,580
Total Police	57,005,580	68,200,507	58,715,270	57,316,381	61,716,320

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Fire & Rescue					
Fire Admin	3,689,547	3,041,727	1,108,640	1,139,598	1,114,280
Fire Training	850,193	872,029	1,060,590	1,053,232	889,390
Operations	26,777,008	26,766,034	27,945,610	27,648,599	30,147,830
Resource	2,999,457	3,199,405	3,316,810	3,133,332	4,275,060
Community	586,682	586,344	571,250	521,036	635,760
Prevention	741,917	726,754	751,600	817,378	720,170
Total Fire & Rescue	35,644,804	35,192,293	34,754,500	34,313,175	37,782,490
Parks & Recreation					
Parks Admin	1,257,707	1,278,006	1,543,220	1,537,165	1,623,220
Parks & Open Space Admin	2,419,212	3,240,020	3,609,420	3,594,665	3,797,740
Freestone	509,927	484,361	517,080	517,000	534,960
Crossroads	341,477	305,863	308,790	348,342	287,560
McQueen	322,511	271,540	305,460	321,000	290,890
Discovery	199,854	182,659	214,750	212,119	313,120
Desert Sky	175	98,068	114,570	131,131	154,570
Gilbert Regional	-	90,517	215,270	314,337	535,270
Riparian Preserve	364,179	318,557	408,330	403,839	363,760
Cosmo Dog	120,856	111,098	209,260	206,420	132,360
Hetchler	136,917	156,111	131,000	130,985	115,490
Heritage District	71,847	59,380	73,790	75,590	66,560
Water Tower	72,745	57,373	62,950	44,996	48,840
Nichols	48,751	40,052	51,620	52,345	50,100
Cactus Yards	1,396,562	1,760,476	2,118,450	2,034,509	2,155,590
Zanjero	14,167	16,879	30,680	30,680	33,270
Cemetery	-	5,991	-	6,000	-
Neighborhood/Community Parks	227,596	189,094	242,010	322,888	228,500
Trails, Washes & Other	155,019	139,598	198,980	198,980	235,050
Mesquite Pool	213,343	283,144	310,370	284,976	264,310
Greenfield Pool	247,381	226,252	237,730	202,166	273,640
Perry Pool	197,946	175,363	211,740	182,226	225,750
Williams Field Pool	196,634	195,810	212,440	181,561	229,150
Freestone Recreation Center	1,278,045	1,217,639	1,590,720	1,252,980	1,438,470
McQueen Activity Center	519,614	570,660	742,740	613,724	712,000
Community Center	390,941	401,977	526,010	429,809	545,430
Adult Sports	240,202	173,289	225,750	199,285	288,110
Youth Sports	50,571	20,788	55,540	55,642	35,530
Adaptive Recreation Program	64,693	55,913	77,130	65,141	77,470
Special Events	628,748	820,176	1,115,270	898,481	988,100
Southeast Regional Library	2,754,961	2,451,050	3,367,540	3,190,869	3,283,760
Perry Branch Library	1,033,962	957,275	1,227,310	1,227,310	1,167,270
Facilities Admin	1,089,101	1,049,861	1,536,530	1,475,408	2,606,940
Municipal Building I	296,467	294,732	395,800	322,191	321,280
Municipal Building II	167,973	226,302	172,940	138,427	151,550
Public Safety Center	1,153,315	874,395	993,780	994,435	851,180
Public Works Facility	148,700	105,722	214,730	196,275	312,700
South Area Service Center	296,422	207,896	258,750	181,638	625,640

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Radio Maintenance Facility	17,303	18,772	19,280	27,058	17,490
Heritage Annex	34,494	20,071	30,150	21,631	24,800
University Building	506,077	339,116	404,020	356,753	293,250
Public Safety Training Facility	-	-	179,340	234,702	808,590
Total Parks & Recreation	19,186,395	19,491,846	24,461,240	23,215,679	26,509,260
Engineering Services					
Engineering	126,426	124,416	127,470	139,686	234,590
Traffic	356,154	469,473	624,200	432,476	625,450
Total Engineering Services	482,580	593,889	751,670	572,162	860,040
Non-Departmental					
Phoenix Mesa Gateway Airport	350,000	350,000	350,000	350,000	350,000
Outside Agencies	606,409	592,115	630,740	562,740	698,740
Other	2,999,322	4,176,232	17,461,600	34,356,030	33,042,260
Contingency	-	-	10,000,000	500,000	10,000,000
ED Reserve	-	-	5,000,000	-	5,000,000
Total Non-Departmental	3,955,731	5,118,347	33,442,340	35,768,770	49,091,000
TOTAL GENERAL FUND	\$ 151,606,753	\$ 167,416,264	\$ 197,592,050	\$ 192,014,377	\$ 223,609,850
STREETS					
Roadway & Maintenance					
Roadway & Maintenance Admin	2,848,710	5,634,721	7,290,680	7,320,387	6,766,110
Alternate Transportation	-	-	5,000	5,000	5,000
Non-Departmental					
Other	-	-	603,000	3,000	167,000
Contingency	-	-	900,000	200,000	900,000
Total Non-Departmental	-	-	1,503,000	203,000	1,067,000
Total Roadway & Maintenance	2,848,710	5,634,721	8,798,680	7,528,387	7,838,110
HURF					
Administration	476,540	556,592	537,210	551,426	652,510
Public Works Admin	88,771	101,635	123,470	123,470	122,050
Utility Locates	63,394	60,527	61,250	61,250	107,250
Asphalt Patching	396,455	558,931	579,540	595,571	574,210
Crack Sealing	673,678	791,494	785,610	601,391	769,080
Fog Sealing	733,376	720,228	1,055,550	1,017,722	1,056,760
Hazard Response	223,470	170,815	228,040	209,659	219,540
Preventive Maintenance	398,502	652,681	407,730	425,593	505,490
Street Lighting	3,112,857	4,112,165	4,655,300	4,604,390	4,374,460
Traffic Signal Maintenance	1,778,562	1,456,810	1,636,360	1,684,133	1,776,180
Street Marking	567,261	536,904	537,230	538,675	538,130
Street Signs	474,721	621,420	600,740	600,351	596,170
Traffic Operations Center	777,691	634,787	1,032,030	911,794	1,029,610
Landscape Maintenance	2,043,040	2,017,482	2,053,350	2,065,793	2,298,570

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Concrete Repair	1,261,664	1,736,262	1,236,090	1,236,956	1,237,410
Shoulder Maintenance	239,883	215,966	219,090	228,263	221,600
Non-Departmental					
Other	57,287	53,463	372,540	372,540	216,540
Contingency	-	-	500,000	250,000	500,000
Total Non-Departmental	57,287	53,463	872,540	622,540	716,540
Total HURF	13,367,152	14,998,162	16,621,130	16,078,977	16,795,560
TOTAL STREETS	\$ 16,215,862	\$ 20,632,883	\$ 25,419,810	\$ 23,607,364	\$ 24,633,670
WATER					
Water Admin	483,945	527,619	615,715	603,814	532,005
Public Works Admin	212,373	210,369	402,435	298,934	264,855
Utilities	666,984	732,035	718,030	712,220	732,710
Utility Locates	284,485	302,097	306,265	364,475	285,995
North Water Treatment Plant	3,478,749	4,036,222	4,667,660	4,887,231	5,281,540
Santan Vista Treatment Plant	3,482,549	3,838,551	4,705,090	4,569,441	4,536,010
Well Production	4,442,113	3,820,418	3,911,180	4,409,988	4,663,810
SCADA Field Operations	716,627	788,209	820,475	872,826	965,535
Water Resources	5,563,697	6,464,938	6,828,480	6,518,768	7,578,510
Conservation	427,924	420,551	479,430	421,398	501,030
Metering	3,798,376	3,737,252	4,081,080	4,083,463	4,209,990
Distribution	2,828,786	2,183,242	2,635,470	2,685,621	2,989,210
Water Quality	661,059	785,054	766,340	799,173	802,370
Backflow	208,780	213,981	217,310	213,386	215,070
Non-Departmental					
Other	117,884	114,680	680,280	206,070	411,950
Contingency	-	-	2,500,000	-	2,500,000
Total Non-Departmental	117,884	114,680	3,180,280	206,070	2,911,950
TOTAL WATER FUND	\$ 27,374,331	\$ 28,175,218	\$ 34,335,240	\$ 31,646,808	\$ 36,470,590
WASTEWATER					
Wastewater Admin	369,560	513,567	451,430	306,188	454,760
Public Works Admin	121,145	120,023	148,480	148,480	148,390
Utilities	625,078	639,852	687,530	687,530	701,840
Utility Locates	285,273	302,636	306,270	306,270	286,010
Lift Stations	2,123,318	1,995,314	1,916,020	1,957,827	1,918,900
Gravity Systems	1,668,857	2,227,196	2,690,430	2,600,690	2,954,680
Neely Treatment Facility	4,857,260	4,462,912	5,092,290	5,092,290	5,011,290
Greenfield Treatment Plant	2,979,934	3,319,571	3,640,250	3,640,250	3,999,990
Effluent Reuse	1,223,833	1,342,685	1,302,770	1,279,045	1,288,620
Effluent Recharge	626,288	716,766	867,160	816,740	884,260
Wastewater Quality	440,968	556,191	557,370	565,647	562,320
Non-Departmental					
Other	49,464	57,314	295,000	295,000	167,150
Contingency	-	-	2,000,000	2,000,000	2,000,000
Total Non-Departmental	49,464	57,314	2,295,000	2,295,000	2,167,150

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
TOTAL WASTEWATER FUND	\$ 15,370,978	\$ 16,254,027	\$ 19,955,000	\$ 19,695,957	\$ 20,378,210
ENV SERVICES RESIDENTIAL					
Administration	384,724	521,037	702,090	624,532	771,280
Public Works Admin	101,538	94,211	121,280	121,280	128,200
Utilities	621,808	636,690	682,000	682,000	693,190
Residential Collections	6,518,207	6,662,158	6,438,495	6,815,710	7,368,120
Uncontained Collections	2,370,543	2,408,010	2,693,415	2,424,203	2,680,780
Recycling	2,255,379	2,855,401	3,368,830	3,169,147	3,887,180
Environmental Programs	516,118	522,603	560,900	592,476	588,620
Street Cleaning	282,275	-	-	-	-
Storm Water	284,535	-	-	-	-
Non-Departmental					
Other	109,370	116,362	515,000	504,487	264,400
Contingency	-	-	1,200,000	-	1,200,000
Total Non-Departmental	109,370	116,362	1,715,000	504,487	1,464,400
TOTAL ENV SERVICES RESIDENTIAL	\$ 13,444,497	\$ 13,816,472	\$ 16,282,010	\$ 14,933,835	\$ 17,581,770
ENV SERVICES COMMERCIAL					
Administration	60,577	57,907	65,790	62,226	51,110
Public Works Admin	14,814	15,335	20,060	20,060	19,660
Utilities	9,809	9,536	8,450	8,450	6,180
Commercial Collections	1,417,075	1,310,341	1,596,010	1,278,999	1,497,990
Rolloffs	590,514	746,842	690,520	757,483	821,250
Non-Departmental					
Other	13,323	18,023	60,000	58,123	44,450
Contingency	-	-	250,000	-	250,000
Total Non-Departmental	13,323	18,023	310,000	58,123	294,450
TOTAL ENV SERVICES COMMERCIAL	\$ 2,106,112	\$ 2,157,984	\$ 2,690,830	\$ 2,185,341	\$ 2,690,640
ENVIRONMENTAL COMPLIANCE					
Administration	-	1,117	-	-	-
Public Works Admin	-	12,406	15,280	15,280	14,340
Utilities	-	6,806	7,250	7,250	7,590
Utility Locates	-	6,725	6,810	6,810	35,750
Street Cleaning	586,965	833,184	830,130	774,821	875,860
Storm Water	411,274	760,767	912,110	796,871	818,900
Non-Departmental					
Other	-	18,702	59,000	59,000	27,900
Contingency	-	-	250,000	200,000	250,000
Total Non-Departmental	-	18,702	309,000	259,000	277,900
TOTAL ENV COMPLIANCE	\$ 998,239	\$ 1,639,707	\$ 2,080,580	\$ 1,860,032	\$ 2,030,340

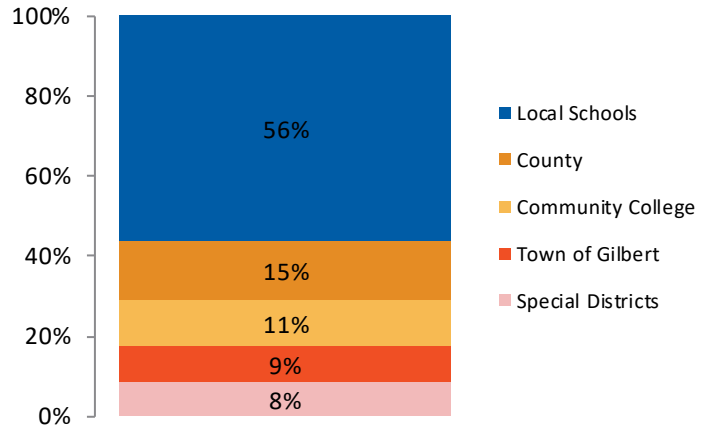
	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
INTERNAL SERVICES					
Fleet Shop Operations	7,180,211	6,786,175	8,582,260	7,234,404	8,678,900
Health Self-Insurance Trust	15,513,777	20,383,350	18,297,380	20,378,740	20,088,280
Dental Self-Insurance Trust	1,118,403	1,071,868	1,317,000	1,317,000	1,372,000
Workers' Compensation	-	-	-	554,400	2,234,500
TOTAL INTERNAL SERVICES	\$ 23,812,391	\$ 28,241,393	\$ 28,196,640	\$ 29,484,544	\$ 32,373,680
REPAIR & REPLACEMENT FUNDS					
General	682,389	2,766,182	8,296,670	2,355,530	10,475,840
Streets	315,212	248,664	1,210,660	940,160	927,500
Water	957,196	534,640	3,092,500	3,075,000	2,986,000
Wastewater	974,958	917,829	4,125,590	1,972,090	4,875,250
Env Services Residential	3,655,738	97,076	4,708,710	2,979,810	5,588,400
Env Services Commercial	556,414	-	535,170	535,170	841,000
Environmental Compliance	-	134,818	1,525,000	700,000	1,645,000
Fleet	-	66,690	77,800	77,800	420,700
TOTAL REPAIR & REPLACEMENT	\$ 7,141,907	\$ 4,765,899	\$ 23,572,100	\$ 12,635,560	\$ 27,759,690
SPECIAL REVENUE FUNDS					
Miscellaneous Grants	432,184	1,046,165	5,705,250	636,295	5,539,640
CDBG/HOME	449,568	1,082,084	1,386,140	807,775	1,360,620
Street Light Improvement	1,823,257	1,826,406	1,939,000	1,939,000	1,893,800
Parkway Improvement	998,778	1,063,852	1,117,450	1,065,139	1,035,660
Police Impound	241,771	167,695	183,710	149,721	178,580
Ambulance Services	-	424,006	6,682,620	3,067,060	4,493,940
Other Special Revenue	2,014,705	1,289,116	3,149,000	2,537,933	2,989,090
Traffic Signal SDF	905	-	3,690	3,690	-
Police SDF	990,088	390,637	1,295,390	1,295,390	990,840
Fire SDF	349	-	3,690	3,690	-
Parks and Recreation SDF	7,215	-	3,690	3,690	-
General Government SDF	611	-	3,690	3,690	-
Roads SDF	-	-	3,690	3,690	-
Water SDF	6,477	-	3,690	3,690	9,800
Water Resources SDF	11,851	-	3,690	3,690	-
Neely Wastewater SDF	779	-	3,690	3,690	-
Greenfield Wastewater SDF	4,713	-	3,690	3,690	-
TOTAL SPECIAL REVENUE FUNDS	\$ 6,983,251	\$ 7,289,961	\$ 21,491,770	\$ 11,531,523	\$ 18,491,970
OTHER FUNDING SOURCES					
CIP Administration	1,516,124	1,840,950	2,224,220	2,134,707	2,422,450
CIP Contingency	-	-	100,000,000	-	100,000,000
GO Bond Proceeds	-	646,945	-	-	-
Outside Sources	-	155,729	-	-	-
MPC - Public Facilities	1,429,195	-	-	-	-
MPC - Water System	1,854,238	6,762,025	15,731,490	8,980,243	100,268,040
MPC - Wastewater System	28,248,604	5,209,579	2,640,100	14,554	487,720
TOTAL OTHER FUNDING SOURCES	\$ 33,048,161	\$ 14,615,228	\$ 120,595,810	\$ 11,129,504	\$ 203,178,210

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
CAPITAL IMPROVEMENT FUNDS					
Redevelopment	14,966,221	3,685,159	8,614,630	1,041,873	8,053,140
Streets	20,947,657	35,513,724	121,249,330	30,281,159	76,536,500
Traffic Signals	1,000,642	1,511,444	11,197,730	2,419,175	12,123,520
Parks	30,395,557	34,974,016	23,116,160	5,594,205	12,643,560
Municipal Facilities	8,928,010	49,416,311	76,417,910	19,942,137	49,753,240
Water	43,712,145	12,891,319	117,685,720	5,913,255	79,955,090
Wastewater	8,497,071	23,374,176	76,868,100	8,160,823	82,888,430
Storm Water	48,964	-	2,191,000	-	2,736,000
TOTAL CAPITAL IMPROVEMENT	\$ 128,496,267	\$ 161,366,149	\$ 437,340,580	\$ 73,352,627	\$ 324,689,480
DEBT SERVICE					
General Obligation Debt	23,258,156	40,596,226	25,986,550	25,986,550	27,198,340
HURF	3,413,270	-	-	-	-
Improvement Districts	826,220	625,658	4,759,630	833,370	4,223,350
MPC - Public Facilities	15,708,450	15,656,300	16,826,280	16,408,660	7,016,190
MPC - Water System	9,811,313	9,809,313	9,823,320	9,823,320	10,034,070
MPC - Wastewater System	3,622,350	3,621,250	3,624,000	3,624,000	3,628,250
Revenue Obligations	2,260,706	2,263,956	2,267,710	2,267,710	2,264,210
TOTAL DEBT SERVICE	\$ 58,900,465	\$ 72,572,703	\$ 63,287,490	\$ 58,943,610	\$ 54,364,410
TRUST ACCOUNTS					
Fire Pension	2,500	86,756	-	-	-
TOTAL TRUST ACCOUNTS	\$ 2,500	\$ 86,756	\$ -	\$ -	\$ -
GRAND TOTAL EXPENSES	\$ 485,501,714	\$ 539,030,644	\$ 992,839,910	\$ 483,021,082	\$ 988,252,510

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 2022 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	\$1.35	\$1.35	\$1.35	\$1.35
Community College	\$1.11	\$1.11	\$1.11	\$1.11
Education Equalization	\$0.43	\$0.43	\$0.43	\$0.43
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	\$3.69	\$3.71	\$3.60	\$3.70
Total Primary	\$6.76	\$6.77	\$6.66	\$6.77
<u>Secondary (Debt)</u>				
County	\$0.00	\$0.00	\$0.00	\$0.00
Community College	\$0.11	\$0.11	\$0.11	\$0.11
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	\$0.11	\$0.11	\$0.11	\$0.11
Gilbert	\$0.99	\$0.99	\$0.99	\$0.99
East Valley Institute	\$0.05	\$0.05	\$0.05	\$0.05
Local School District	\$2.37	\$2.37	\$3.02	\$3.35
Total Secondary	\$4.02	\$4.02	\$4.66	\$4.99
<u>Total</u>				
State	\$0.00	\$0.00	\$0.00	\$0.00
County	\$1.35	\$1.35	\$1.35	\$1.35
Community College	\$1.23	\$1.23	\$1.23	\$1.23
Education Equalization	\$0.43	\$0.43	\$0.43	\$0.43
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	\$0.05	\$0.05	\$0.05	\$0.05
Local School District	\$6.07	\$6.08	\$6.62	\$7.05
Total Tax Rate	\$10.78	\$10.79	\$11.33	\$11.76

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>	<u>% By Fund FY 2022</u>
GENERAL FUND						
Mayor and Council	2.00	2.00	2.00	2.00	2.00	
Town Manager	8.35	9.35	10.35	10.35	11.35	
Digital Government	8.00	14.00	14.00	14.00	14.00	
Intergovernmental	2.00	2.00	2.00	2.00	2.00	
Economic Development	9.00	8.00	9.00	9.00	9.00	
Information Technology	42.00	47.00	52.00	52.00	52.00	
Human Resources	19.00	20.00	21.00	21.00	22.00	
Management and Budget	5.00	6.00	6.00	6.00	6.00	
Town Clerk	5.00	5.00	6.00	6.00	6.00	
Legal	28.00	31.00	31.00	31.00	31.00	
Finance and Mgmt Services	25.50	26.50	28.50	28.50	28.50	
Municipal Court	31.92	31.92	32.07	32.07	32.07	
Development Services	73.13	74.32	75.32	75.32	76.82	
Police	405.50	425.30	445.30	445.60	464.60	
Fire and Rescue	216.00	216.00	217.00	217.00	225.00	
Parks and Recreation	147.97	163.55	173.30	173.30	179.30	
Engineering Services	4.60	5.60	5.60	5.60	6.60	
TOTAL GENERAL FUND	1,032.97	1,087.54	1,130.44	1,130.74	1,168.24	72%
STREETS FUND	55.66	55.66	57.66	57.66	57.66	4%
ENTERPRISE FUNDS						
Water	133.50	135.68	135.93	134.93	136.93	
Wastewater	45.50	48.50	49.50	49.50	49.50	
Environmental Svc - Residential	79.56	81.31	82.81	82.81	85.81	
Environmental Svc - Commercial	8.94	8.44	8.44	8.44	8.44	
Environmental Compliance	11.84	12.09	12.59	12.59	12.59	
ENTERPRISE FUNDS	279.34	286.02	289.27	288.27	293.27	18%
INTERNAL SERVICE FUNDS	26.00	26.00	26.00	26.00	26.00	2%
SPECIAL REVENUE	11.25	16.45	49.31	49.01	49.01	3%
CIP ADMINISTRATION	12.40	13.40	13.40	13.40	14.90	1%
TOTAL TOWN POSITIONS	1,417.62	1,485.07	1,566.08	1,565.08	1,609.08	100%

Background

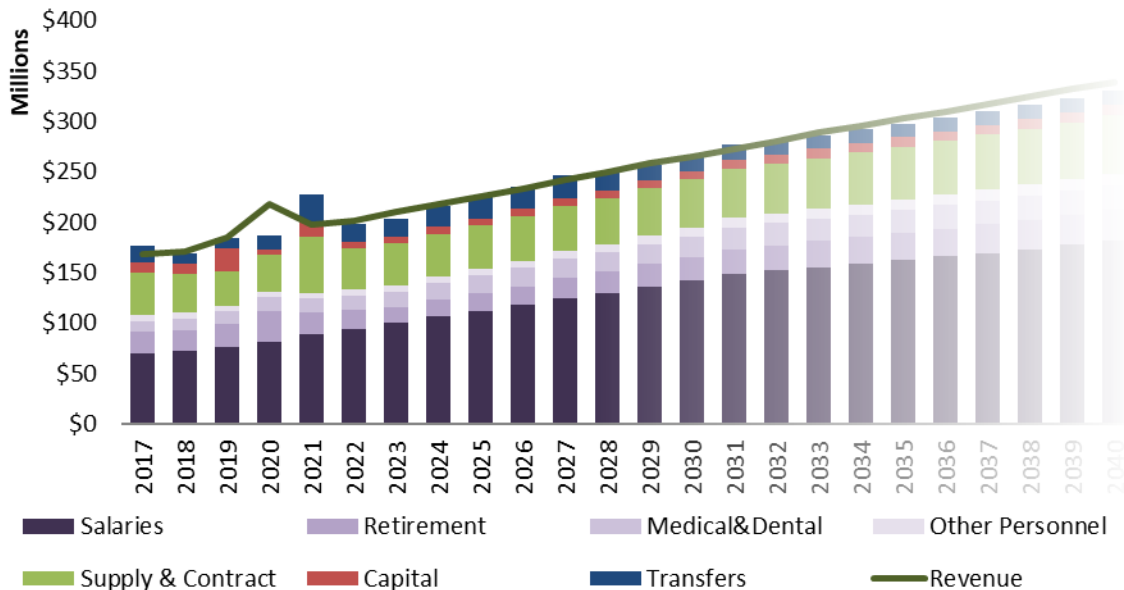
Gilbert maintains a keen focus on long-term financial security. Three organizational focus areas (strong economy, prosperous community, and exceptional built environment) have been adopted to help support the Town’s efforts to avoid the typical rise and decline of cities. Gilbert wants to break the cycle 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 revenues include a one-time influx of federal COVID-19 relief funds (CARES funding). Since the money came at the end of the fiscal year, expenditure of the funds was delayed and shown in FY 2021. 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. Although the Town was prepared for a decrease in sales tax revenues due to COVID-19, actual sales tax collections increased by over 15% during FY 2021. In the model, 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 2021 LTFFP, FY 2020 actual revenues and expenditures were added, including federal COVID-19 relief funds and expenditures. Updated Staffing Model forecasts were incorporated. Assumption data was updated (i.e. retirement and benefit rates).

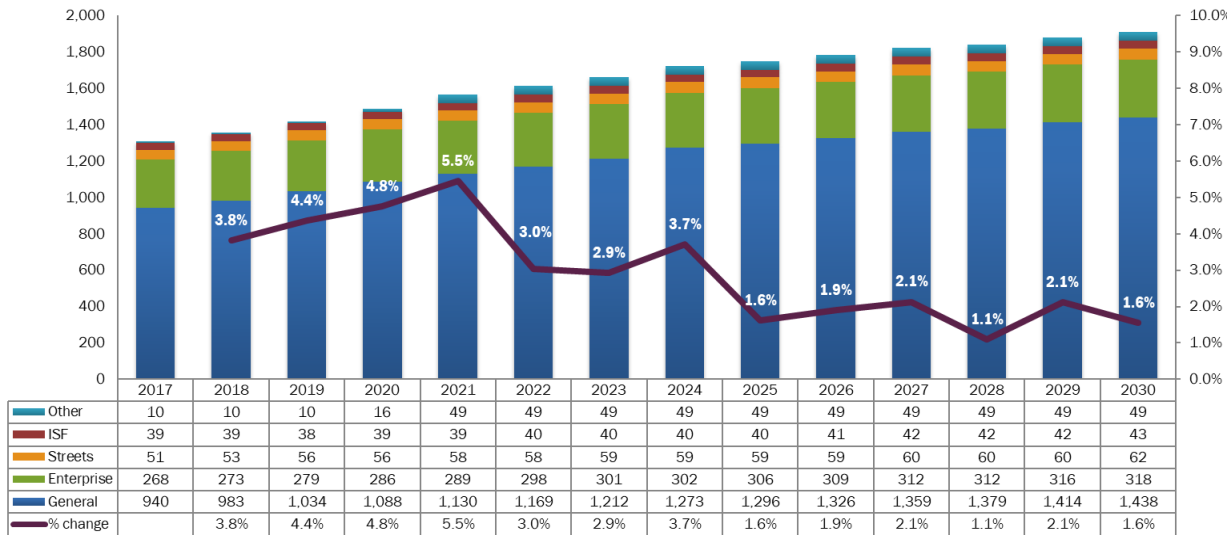
What new things are on the horizon: Gilbert continues to monitor future capital improvement needs, including possible public safety projects like office expansion and a crime lab. A new family advocacy center is in design and planned to be constructed using additional federal COVID-19 relief funds (ARPA funds). The State Legislature is considering changes to the income tax structure which could result in a large loss of state shared revenues to Gilbert. The Town will continue to monitor and prepare for potential changes in this area. Based on discussion with Council at the February 2021 Financial Retreat, the Town sent an additional \$10m payment to PSPRS and anticipates these additional funds will help Gilbert reach its funding target by the end of FY 2021 so that normal contribution rates may be used in FY 2022 and forward. This will reduce the ongoing cost of public safety service. Updated rates for Water, Environmental Services Residential, and Environmental Services Commercial are in progress and should take effect in spring 2020.

In response to the economic uncertainty around COVID-19, Gilbert created a flexible budget in FY 2021 with two tiers of expenditures that would not be authorized by Council until after certain revenue targets were met. By October 2020, revenue data for the Town showed strong resiliency and Council authorized full use of the FY 2021 budget. Overall revenue trends continue to be strong for Gilbert. Loss of revenue is still an issue for Parks and Recreation programming, but it is a small portion of the Town operations as a whole.

Staffing Forecast

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

FTE Totals by Fund



Five-Year Plans

Balanced Five-Year Plans are updated and maintained each year for the General Fund and Enterprise Funds, HURF and Roadway and Maintenance Fund (VLT), incorporating adopted Gilbert policies of Responsible Financial Management, expenditure patterns, revenue trends, fund balances, and other known financial impacts. These plans include planned department requests for the upcoming five years, known revenue and expenditure changes, capital outlay, and CIP projects. By balancing a full five-year window, timing of CIP projects becomes more of a realistic plan for infrastructure timing and less of a wish list. This timeframe also allows for advanced planning. For example, in 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. New rate studies are now underway for Water, Environmental Services Residential, and Environmental Services Commercial based on emerging infrastructure needs, changes in the recycling market, and increased cost of supplies. They are planned to be in place starting in FY 2022, nearly 4 years after the earlier rate changes.

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 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.

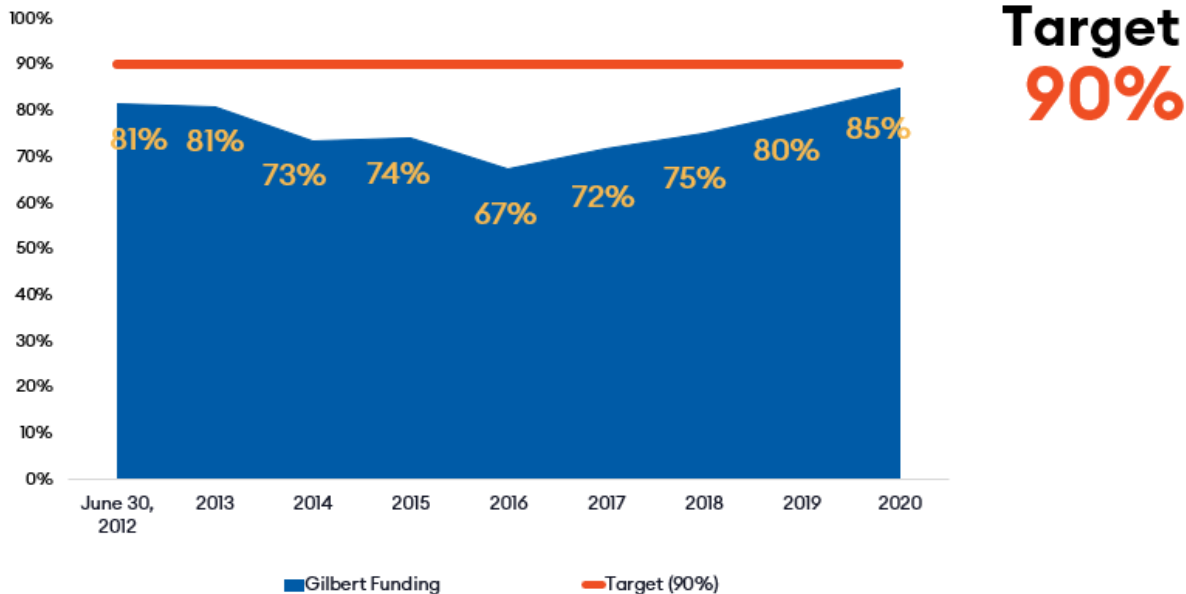
Pension Liabilities

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, 2020
ASRS	Civilian Employees	Pooled	71.73% / 72.8%
EORP	Elected Officials	Pooled	32.1% / 34.3%
PSPRS (Tiers 1&2)	Sworn Fire	Individual	88.8% / 89.2%
PSPRS (Tiers 1&2)	Sworn Police	Individual	82.0% / 82.6%
PSPRS (Tier 3)	Sworn Fire & Police	Pooled	101.4% / 103.0%

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, 2020, the funding ratio for Police and Fire combined reached 85% funded. Through continued efforts, the Town should reach its goal of 90% funded by FY 2021 (depending on market impacts from COVID-19). The actuarial report for FY 2021 is not available until December 2021. For details on Gilbert’s funding strategy, see the PSPRS Pension Funding section of Gilbert’s Policies of Responsible Financial Management.

Police and Fire Combined PSPRS Funding Status



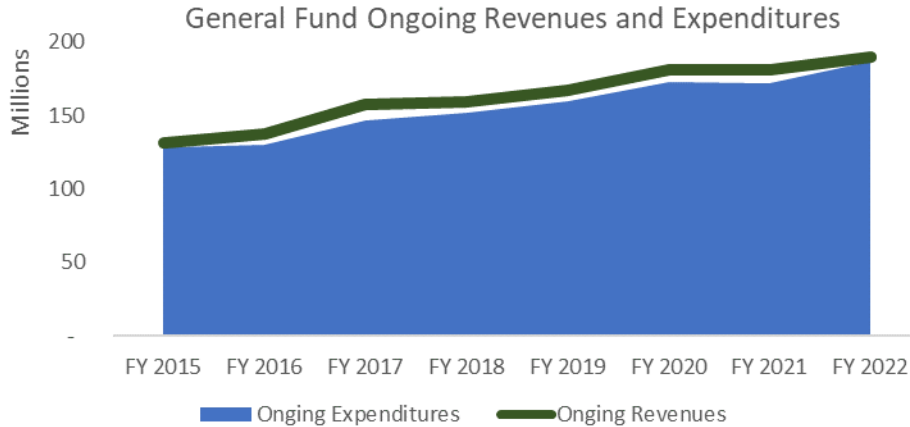
Debt Analysis

Gilbert uses debt carefully and strategically evaluates options to reduce interest costs. At the March 2020 Financial Retreat, Council directed staff to begin setting aside funds to pay down General Fund debt when it is callable in July 2025. This will significantly reduce the amount of interest paid by the Town. Council also authorized a question to be added to the ballot in November 2021 for voters to consider approving \$515m in Transportation funding. The Town’s intent would be to use secondary property tax to repay the debt over time, keeping the property tax rate at \$0.99 per \$100 of assessed value (which is the current property tax rate). Finally, Council is planning to use federal COVID-19 relief funds (ARPA funds) to construct a family advocacy center. Originally, the plan was to include the funding request with the November 2021 ballot for secondary property tax authorization. Use of ARPA funds removed the need to request additional tax dollars for this project.

One-Time vs Ongoing Expenditures

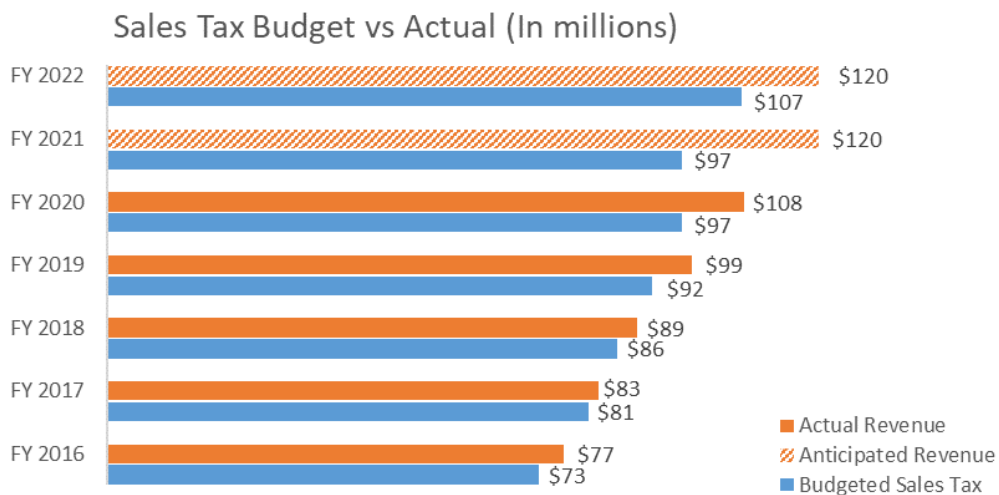
Gilbert avoids the use of one-time revenue to support ongoing expenditure. Also, in recognition that sales tax can be volatile depending on economic conditions, and sales tax from construction is the most volatile of Gilbert’s sales tax categories, Gilbert has chosen to designate \$5m of construction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

Although the Town was prepared financially for sales tax to decline in FY 2021, sales remained strong and continued to grow.

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

Zero Based Budgeting

As part of Gilbert’s strategy for long-term financial health, 1/3 of the Town completes zero based budgeting each year. This approach has saved the Town \$1.7m in preparation for FY 2022 and nearly \$9m 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.

Zero Base Results

\$1.7 million in Savings this year!
\$8.6 million in Total Savings since 2018!

Streets/R&M:
\$228K



Water:
\$700K



CIP:
\$18K



Environmental Services:
-\$210K



General Fund:
\$877K



Parks and Rec
 Engineering
 Development Services
 General Counsel
 Prosecutor
 Court

Environmental Compliance:
\$36K



Shaping a new tomorrow, today.

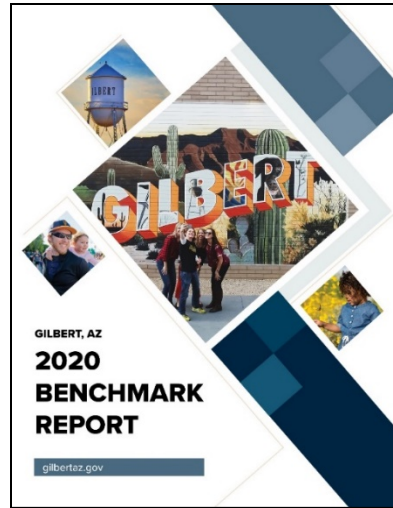
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Benchmarking

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 February 2021, the Financial Retreat included discussion on:

- Annual Budget Process
- Transportation Master Plan
- Transportation and Infrastructure Bond
- Advocacy Center
- PSPRS Funding Update
- Recycle Market Update and Rate Needs
- Commercial Collection Update and Rate Needs
- North Water Treatment Plant Infrastructure Needs
- Water System Development Fee Update
- Long Range Infrastructure Planning Update
- Food Tax Discussion
- Long Term Financial Model Review
- Crime Lab Needs
- Business License Data and Process
- Community Engagement
- Northwest Growth Area Redevelopment

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 zero-base practices were added. Zero base budgeting is a well-established part of Gilbert's budget process, but during work with What Works Cities it was discovered that the practice was not formally part of the Town's policies. This oversight has now been corrected. The June 2021 financial policy revisions also included an increase in minimum fund balance from 25% to 30% for the medical self-insurance fund due to high expenditure volatility in this area.

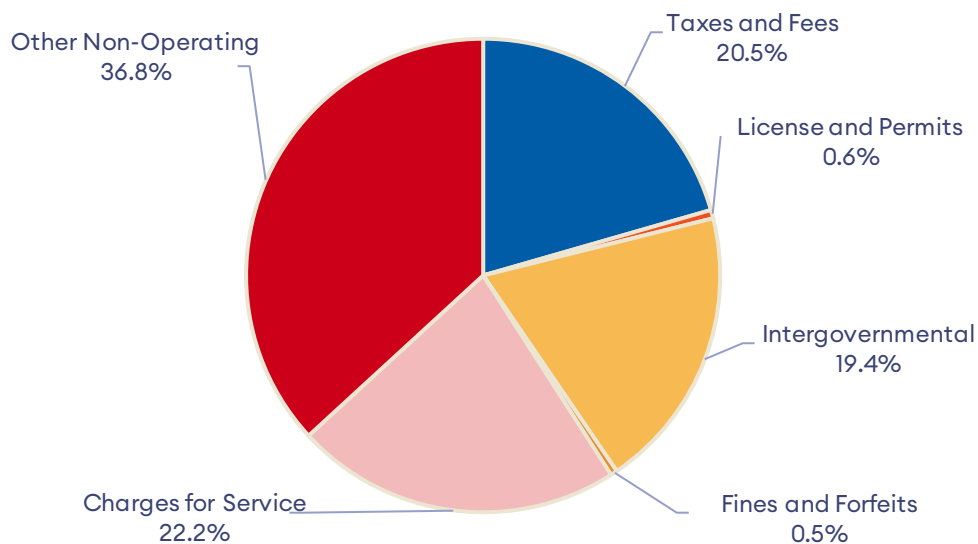
ALL REVENUE SOURCES

This section of the budget document includes detailed information regarding revenue types, including historical information, assumptions for the FY 2022 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 2022 is \$988,252,510. Of this amount, \$685,452,750 is anticipated in new revenue collections and \$302,799,760 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 2022 Revenue Sources All Funds by Type (Excludes Transfers)

Revenue Type	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Taxes and Fees	\$127,868,637	\$137,880,307	\$129,073,230	\$139,203,230	\$140,797,180
License and Permits	5,785,678	4,745,754	3,709,000	4,572,900	3,931,000
Intergovernmental	88,762,791	118,901,350	125,674,270	130,908,770	132,696,640
Charges for Service	130,310,753	137,006,543	145,601,350	145,548,002	152,462,690
Fines and Forfeits	3,898,014	3,084,384	3,528,000	3,017,000	3,119,000
Other Non-Operating	60,832,564	185,908,171	153,886,030	74,394,544	252,446,240
Total	\$417,458,437	\$587,526,509	\$561,471,880	\$497,644,446	\$685,452,750



TAXES AND FEES

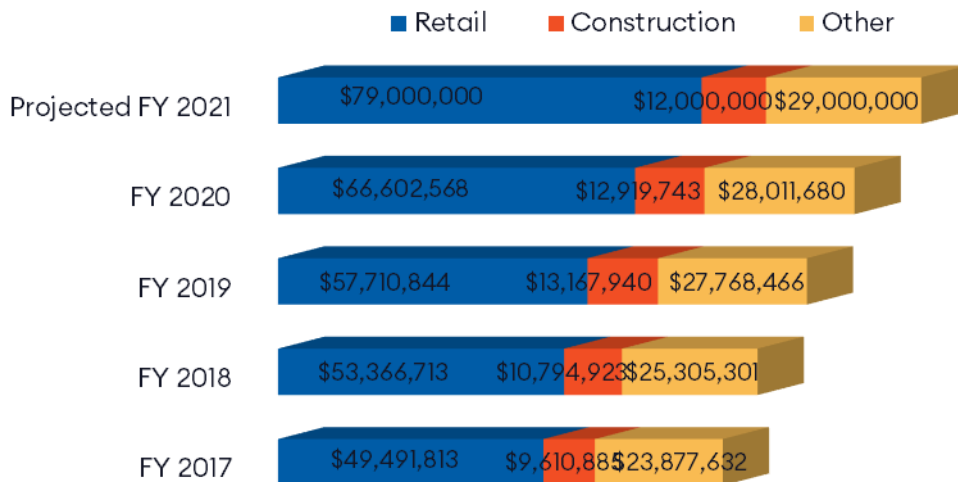
Local Sales Tax

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 nine 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.

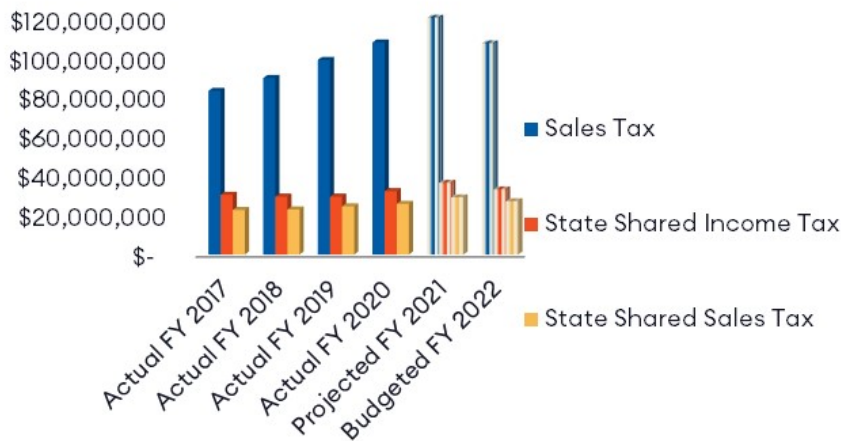
The projections are based on the following assumptions, which remain consistent from last year:

- 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 2020 is distributed to cities in FY 2022. This is sometimes referred to as Urban Revenue Sharing. During COVID, a filing extension was available. The later income tax filing means revenues were recognized in the following fiscal year, which is why the budgeted revenues for FY 2022 are lower than usual.

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. Due to an increase in infrastructure needs at the North Water Treatment Plant, a new rate analysis is currently underway to keep the fund balanced over the next five years.

Wastewater

Staff reviews wastewater fees annually to ensure revenue covers 100% of the cost of operations. Wastewater operations include collection, treatment, and recovery of wastewater. Wastewater revenues primarily consist of residential/commercial wastewater charges for and charges for reclaimed water. Of these three revenue sources, the largest revenue source is residential sewer, contributing approximately 86% of the total fund revenues. Commercial and reclaimed revenues account for approximately 9% and 5% respectively. Rate and structure changes were implemented in FY 2019 in order to balance ongoing revenues and expenditures.

Environmental Services

Environmental Services Residential includes solid waste collection of residential barrels, uncontained, and recycling. 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. Recycle program changes and a new rate study are underway in FY 2022 to keep the fund balanced over the next five years.

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.

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 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
BEGINNING FUND BALANCE (Less Committed)	127,362,000	55,175,000	52,698,000	54,635,000	52,828,000
REVENUE	187,384,000	200,704,000	210,742,000	219,870,000	228,225,000
TOTAL REVENUE	187,384,000	200,704,000	210,742,000	219,870,000	228,225,000
TRANSFERS IN	7,754,000	7,754,000	7,754,000	7,754,000	7,754,000
TOTAL SOURCES	322,500,000	263,633,000	271,194,000	282,259,000	288,807,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	179,560,000	179,560,000	179,560,000	179,560,000	179,560,000
CIP MAINTENANCE COSTS		648,000	764,000	825,000	960,000
FIVE-YEAR PLAN		9,905,000	16,506,000	23,158,000	30,470,000
SUB-TOTAL ONGOING EXPENDITURES	179,560,000	190,113,000	196,830,000	203,543,000	210,990,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	25,742,000				
FIVE-YEAR PLAN		5,387,000	4,335,000	5,615,000	3,382,000
CAPITAL OUTLAY	3,308,000				
CONTINGENCY	10,000,000				
ECONOMIC DEVELOPMENT RESERVE	5,000,000				
SUB-TOTAL ONE-TIME EXPENDITURES	44,050,000	5,387,000	4,335,000	5,615,000	3,382,000
TRANSFER OUT					
CAPITAL	18,934,000	154,000	113,000	4,992,000	65,000
OTHER	24,781,000	15,281,000	15,281,000	15,281,000	15,281,000
SUB-TOTAL TRANSFERS OUT	43,715,000	15,435,000	15,394,000	20,273,000	15,346,000
TOTAL USES	267,325,000	210,935,000	216,559,000	229,431,000	229,718,000
ANNUAL OPERATING RESULT	(72,187,000)	(2,477,000)	1,937,000	(1,807,000)	6,261,000
FUND BALANCE	55,175,000	52,698,000	54,635,000	52,828,000	59,089,000
MINIMUM FUND BALANCE	55,110,000	52,250,000	53,920,000	55,600,000	57,460,000
FUND BALANCE ABOVE MINIMUM	65,000	448,000	715,000	(2,772,000)	1,629,000

Five-Year Plan Assumptions:

- ✓ Transfer to the General Equipment Replacement Fund was increased from FY 2020 based on beginning to fund repair and replacement of both rolling stock and infrastructure through this fund
- ✓ Transfer to Debt Service remains stable from FY 2021 even though several PFMPD issuances had final payments in FY 2021. The additional transfer amount will be set aside to pay down other General Fund debt which will reduce interest costs.
- ✓ Compensation structure is maintained in five-year plan as directed by compensation philosophy adopted by Council
- ✓ Minimum fund balance per policy is calculated at three months of operating expenses and one year of debt service
- ✓ Contingency is included in FY 2022 at \$10,000,000 which is consistent with prior years

ROADWAY AND MAINTENANCE FIVE-YEAR FORECAST

ROADWAY AND MAINTENANCE FUND - FIVE-YEAR FORECAST					
	Budget FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
BEGINNING FUND BALANCE (Less Committed)	10,854,000	1,889,000	(338,000)	455,000	(527,000)
REVENUE	11,908,000	12,262,000	12,505,000	12,753,000	13,006,000
TOTAL REVENUE	11,908,000	12,262,000	12,505,000	12,753,000	13,006,000
TRANSFERS IN	164,000	164,000	164,000	164,000	164,000
TOTAL SOURCES	22,926,000	14,315,000	12,331,000	13,372,000	12,643,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	4,397,000	4,397,000	4,397,000	4,397,000	4,397,000
CIP MAINTENANCE COSTS	-	154,000	296,000	419,000	419,000
FIVE-YEAR PLAN	-	102,000	204,000	306,000	408,000
SUB-TOTAL ONGOING EXPENDITURES	4,397,000	4,653,000	4,897,000	5,122,000	5,224,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	2,541,000	-	-	-	-
FIVE-YEAR PLAN	-	1,000,000	1,000,000	1,000,000	1,000,000
CAPITAL OUTLAY	-	-	-	-	-
CONTINGENCY	900,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	3,441,000	1,000,000	1,000,000	1,000,000	1,000,000
TRANSFER OUT					
CAPITAL	12,529,000	8,330,000	5,309,000	7,107,000	4,154,000
OTHER	670,000	670,000	670,000	670,000	670,000
SUB-TOTAL TRANSFERS OUT	13,199,000	9,000,000	5,979,000	7,777,000	4,824,000
TOTAL USES	21,037,000	14,653,000	11,876,000	13,899,000	11,048,000
ANNUAL OPERATING RESULT	(8,965,000)	(2,227,000)	793,000	(982,000)	2,122,000
FUND BALANCE	1,889,000	(338,000)	455,000	(527,000)	1,595,000
MINIMUM FUND BALANCE	1,100,000	1,160,000	1,220,000	1,280,000	1,310,000
FUND BALANCE ABOVE MINIMUM	789,000	(1,498,000)	(765,000)	(1,807,000)	285,000

Five-Year Plan Assumptions:

- ✓ FY 2022 Transfers Out Other are the contributions to the Repair and Replacement Fund for rolling stock
- ✓ 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 2023 will be closely evaluated against available revenue so minimum fund balance is met

STREETS FUND - FIVE-YEAR FORECAST					
	Budget FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
BEGINNING FUND BALANCE (Less Committed)	8,730,000	7,951,000	6,850,000	5,900,000	5,133,000
REVENUE	17,345,000	17,864,000	18,220,000	18,584,000	18,955,000
TOTAL REVENUE	17,345,000	17,864,000	18,220,000	18,584,000	18,955,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	26,075,000	25,815,000	25,070,000	24,484,000	24,088,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	15,845,000	15,845,000	15,845,000	15,845,000	15,845,000
CIP MAINTENANCE COSTS FIVE-YEAR PLAN		11,000	36,000	37,000	37,000
		1,780,000	1,960,000	2,140,000	2,320,000
SUB-TOTAL ONGOING EXPENDITURES	15,845,000	17,636,000	17,841,000	18,022,000	18,202,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES FIVE-YEAR PLAN	420,000	-	-	-	-
CAPITAL OUTLAY	30,000				
CONTINGENCY	500,000				
SUB-TOTAL ONE-TIME EXPENDITURES	950,000	-	-	-	-
TRANSFER OUT					
CAPITAL	-	-	-	-	-
OTHER	1,329,000	1,329,000	1,329,000	1,329,000	1,329,000
SUB-TOTAL TRANSFERS OUT	1,329,000	1,329,000	1,329,000	1,329,000	1,329,000
TOTAL USES	18,124,000	18,965,000	19,170,000	19,351,000	19,531,000
ANNUAL OPERATING RESULT	(779,000)	(1,101,000)	(950,000)	(767,000)	(576,000)
FUND BALANCE	7,951,000	6,850,000	5,900,000	5,133,000	4,557,000
MINIMUM FUND BALANCE	3,960,000	4,410,000	4,460,000	4,510,000	4,550,000
FUND BALANCE ABOVE MINIMUM	3,991,000	2,440,000	1,440,000	623,000	7,000

Five-Year Plan Assumptions:

- ✓ FY 2022 Transfers Out Other is an overhead allocation to the General Fund
- ✓ Increase in revenue is a result of increase in Highway User Fee based on anticipated growth over time

WATER FUND - FIVE-YEAR FORECAST					
	Budget FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
BEGINNING FUND BALANCE (Less Committed)	48,884,000	31,343,000	31,862,000	27,291,000	23,328,000
REVENUE	55,317,000	62,885,000	63,910,000	64,953,000	66,014,000
TOTAL REVENUE	55,317,000	62,885,000	63,910,000	64,953,000	66,014,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	104,201,000	94,228,000	95,772,000	92,244,000	89,342,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	32,464,000	32,464,000	32,464,000	32,464,000	32,464,000
CIP MAINTENANCE COSTS		242,000	297,000	297,000	322,000
FIVE-YEAR PLAN		1,102,000	1,794,000	2,457,000	3,682,000
SUB-TOTAL ONGOING EXPENDITURES	32,464,000	33,808,000	34,555,000	35,218,000	36,468,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	1,242,000				
FIVE-YEAR PLAN		115,000	892,000	292,000	-
CAPITAL OUTLAY	265,000				
CONTINGENCY	2,500,000				
SUB-TOTAL ONE-TIME EXPENDITURES	4,007,000	115,000	892,000	292,000	-
TRANSFER OUT					
CAPITAL	17,135,000	691,000	4,282,000	3,654,000	3,000
OTHER	19,252,000	27,752,000	28,752,000	29,752,000	30,752,000
SUB-TOTAL TRANSFERS OUT	36,387,000	28,443,000	33,034,000	33,406,000	30,755,000
TOTAL USES	72,858,000	62,366,000	68,481,000	68,916,000	67,223,000
ANNUAL OPERATING RESULT	(17,541,000)	519,000	(4,571,000)	(3,963,000)	(1,209,000)
FUND BALANCE	31,343,000	31,862,000	27,291,000	23,328,000	22,119,000
MINIMUM FUND BALANCE	17,920,000	25,680,000	25,870,000	26,030,000	26,350,000
FUND BALANCE ABOVE MINIMUM	13,423,000	6,182,000	1,421,000	(2,702,000)	(4,231,000)

Five-Year Plan Assumptions:

- ✓ Infrastructure Investment is needed at the North Water Treatment Plant. After exploration of the most cost-effective options, rate changes are anticipated in FY 2022 and \$110million in bonds (with the first payment due in FY 2023) have been used as placeholders in the five-year plan.
- ✓ Transfers Out Other includes a transfer to the Repair and Replacement Fund, an overhead allocation to the General Fund, and anticipated future debt payments
- ✓ Revenue includes \$8.9million for the planned rate increase in spring 2022

WASTEWATER FUND FIVE-YEAR FORECAST

WASTEWATER FUND - FIVE-YEAR FORECAST					
	Budget FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
BEGINNING FUND BALANCE (Less Committed)	22,149,000	8,640,000	5,806,000	5,327,000	4,569,000
REVENUE	31,126,000	31,645,000	32,172,000	32,708,000	33,254,000
TOTAL REVENUE	31,126,000	31,645,000	32,172,000	32,708,000	33,254,000
TRANSFERS IN	1,035,000	1,035,000	1,035,000	1,035,000	1,035,000
TOTAL SOURCES	54,310,000	41,320,000	39,013,000	39,070,000	38,858,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	16,989,000	16,989,000	16,989,000	16,989,000	16,989,000
CIP MAINTENANCE COSTS		989,000	989,000	989,000	989,000
FIVE-YEAR PLAN		160,000	320,000	480,000	640,000
SUB-TOTAL ONGOING EXPENDITURES	16,989,000	18,138,000	18,298,000	18,458,000	18,618,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	1,334,000				
FIVE-YEAR PLAN		1,480,000	1,022,000	1,271,000	1,694,000
CAPITAL OUTLAY	55,000				
CONTINGENCY	2,000,000				
SUB-TOTAL ONE-TIME EXPENDITURES	3,389,000	1,480,000	1,022,000	1,271,000	1,694,000
TRANSFER OUT					
CAPITAL	13,628,000	4,232,000	2,702,000	3,108,000	12,082,000
OTHER	11,664,000	11,664,000	11,664,000	11,664,000	11,664,000
SUB-TOTAL TRANSFERS OUT	25,292,000	15,896,000	14,366,000	14,772,000	23,746,000
TOTAL USES	45,670,000	35,514,000	33,686,000	34,501,000	44,058,000
ANNUAL OPERATING RESULT	(13,509,000)	(2,834,000)	(479,000)	(758,000)	(9,769,000)
FUND BALANCE	8,640,000	5,806,000	5,327,000	4,569,000	(5,200,000)
MINIMUM FUND BALANCE	7,950,000	8,230,000	8,270,000	8,310,000	8,350,000
FUND BALANCE ABOVE MINIMUM	690,000	(2,424,000)	(2,943,000)	(3,741,000)	(13,550,000)

Five-Year Plan Assumptions:

- ✓ The long-term health of this fund and potential rate changes will be evaluated in FY 2022.
- ✓ Increase in revenue is based on an anticipated growth rate in customers of 1.75% for both residential and commercial accounts.
- ✓ Transfers Out Other includes a transfer to the Repair and Replacement Fund, an overhead allocation to the General Fund, and anticipated future debt payments.



ENVIRONMENTAL SERVICES - RESIDENTIAL FIVE-YEAR FORECAST

ENV SERVICES RESIDENTIAL FUND - FIVE-YEAR FORECAST					
	Budget FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
BEGINNING FUND BALANCE (Less Committed)	11,673,000	4,070,000	4,452,000	4,093,000	4,386,000
REVENUE	16,277,000	20,059,000	20,407,000	20,761,000	21,121,000
TOTAL REVENUE	16,277,000	20,059,000	20,407,000	20,761,000	21,121,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	27,950,000	24,129,000	24,859,000	24,854,000	25,507,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	16,287,000	16,287,000	16,287,000	16,287,000	16,287,000
CIP MAINTENANCE COSTS	-	4,000	4,000	4,000	4,000
FIVE-YEAR PLAN	-	508,000	829,000	1,029,000	1,289,000
SUB-TOTAL ONGOING EXPENDITURES	16,287,000	16,799,000	17,120,000	17,320,000	17,580,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	95,000	-	-	-	-
FIVE-YEAR PLAN	-	-	768,000	55,000	357,000
CAPITAL OUTLAY	-	-	-	-	-
CONTINGENCY	1,200,000	-	-	-	-
SUB-TOTAL ONE-TIME EXPENDITURES	1,295,000	-	768,000	55,000	357,000
TRANSFER OUT					
CAPITAL	3,575,000	-	-	115,000	-
OTHER	2,723,000	2,878,000	2,878,000	2,978,000	3,078,000
SUB-TOTAL TRANSFERS OUT	6,298,000	2,878,000	2,878,000	3,093,000	3,078,000
TOTAL USES	23,880,000	19,677,000	20,766,000	20,468,000	21,015,000
ANNUAL OPERATING RESULT	(7,603,000)	382,000	(359,000)	293,000	106,000
FUND BALANCE	4,070,000	4,452,000	4,093,000	4,386,000	4,492,000
MINIMUM FUND BALANCE	4,070,000	4,200,000	4,280,000	4,330,000	4,400,000
FUND BALANCE ABOVE MINIMUM	-	252,000	(187,000)	56,000	92,000

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.
- ✓ Revenue includes \$4.6 million for the planned rate increase in spring 2022.



ENVIRONMENTAL SERVICES COMMERCIAL FIVE-YEAR FORECAST

ENV SERVICES COMMERCIAL FUND - FIVE-YEAR FORECAST					
	Budget FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
BEGINNING FUND BALANCE (Less Committed)	1,227,000	600,000	694,000	754,000	716,000
REVENUE	2,797,000	3,099,500	3,100,000	3,100,000	3,100,000
TOTAL REVENUE	2,797,000	3,099,500	3,100,000	3,100,000	3,100,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	4,024,000	3,699,500	3,794,000	3,854,000	3,816,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	2,398,100	2,398,000	2,398,000	2,398,000	2,398,000
CIP MAINTENANCE COSTS		-	-	-	-
FIVE-YEAR PLAN		36,000	71,000	106,000	141,000
SUB-TOTAL ONGOING EXPENDITURES	2,398,100	2,434,000	2,469,000	2,504,000	2,539,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	41,900				
FIVE-YEAR PLAN		-	-	-	-
CAPITAL OUTLAY	-				
CONTINGENCY	250,000				
SUB-TOTAL ONE-TIME EXPENDITURES	291,900	-	-	-	-
TRANSFER OUT					
CAPITAL	163,000	-	-	63,000	-
OTHER	571,000	571,000	571,000	571,000	571,000
SUB-TOTAL TRANSFERS OUT	734,000	571,000	571,000	634,000	571,000
TOTAL USES	3,424,000	3,005,000	3,040,000	3,138,000	3,110,000
ANNUAL OPERATING RESULT	(627,000)	94,500	60,000	(38,000)	(10,000)
FUND BALANCE	600,000	694,500	754,000	716,000	706,000
MINIMUM FUND BALANCE	600,000	610,000	620,000	630,000	630,000
FUND BALANCE ABOVE MINIMUM	-	84,500	134,000	86,000	76,000

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
- ✓ Revenue includes \$400,000 for the planned rate increase in spring 2022.

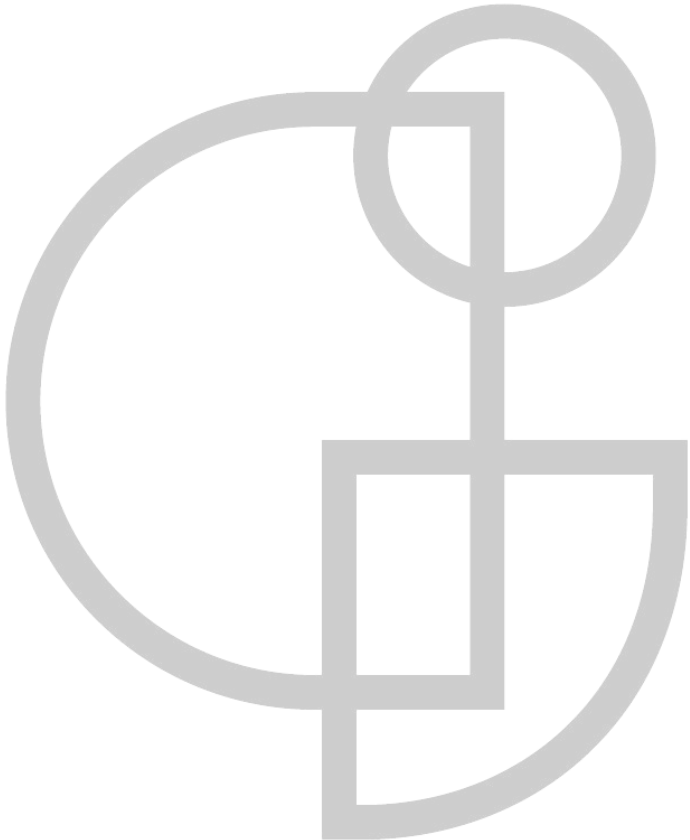


ENVIRONMENTAL COMPLIANCE FIVE-YEAR FORECAST

ENVIRONMENTAL COMPLIANCE FUND - FIVE-YEAR FORECAST					
	Budget FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
BEGINNING FUND BALANCE (Less Committed)	1,577,000	976,000	754,000	657,000	783,000
REVENUE	5,058,000	4,612,000	4,670,000	4,728,000	4,787,000
TOTAL REVENUE	5,058,000	4,612,000	4,670,000	4,728,000	4,787,000
TRANSFERS IN	-	-	-	-	-
TOTAL SOURCES	6,635,000	5,588,000	5,424,000	5,385,000	5,570,000
ONGOING EXPENDITURES					
BASE EXPENDITURES	1,734,000	1,734,000	1,734,000	1,734,000	1,734,000
CIP MAINTENANCE COSTS		-	-	-	-
FIVE-YEAR PLAN		25,000	50,000	75,000	100,000
SUB-TOTAL ONGOING EXPENDITURES	1,734,000	1,759,000	1,784,000	1,809,000	1,834,000
ONE-TIME EXPENDITURES					
ONE-TIME EXPENDITURES	8,000				
FIVE-YEAR PLAN		-	-	-	-
CAPITAL OUTLAY	38,000				
CONTINGENCY	250,000				
SUB-TOTAL ONE-TIME EXPENDITURES	296,000	-	-	-	-
TRANSFER OUT					
CAPITAL	854,000	300,000	208,000	18,000	-
OTHER	2,775,000	2,775,000	2,775,000	2,775,000	2,775,000
SUB-TOTAL TRANSFERS OUT	3,629,000	3,075,000	2,983,000	2,793,000	2,775,000
TOTAL USES	5,659,000	4,834,000	4,767,000	4,602,000	4,609,000
ANNUAL OPERATING RESULT	(601,000)	(222,000)	(97,000)	126,000	178,000
FUND BALANCE	976,000	754,000	657,000	783,000	961,000
MINIMUM FUND BALANCE	430,000	440,000	450,000	450,000	460,000
FUND BALANCE ABOVE MINIMUM	546,000	314,000	207,000	333,000	501,000

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 2022 and FY 2023 is due to an anticipated one-time revenue in FY 2022 from an outside funding source for a capital project



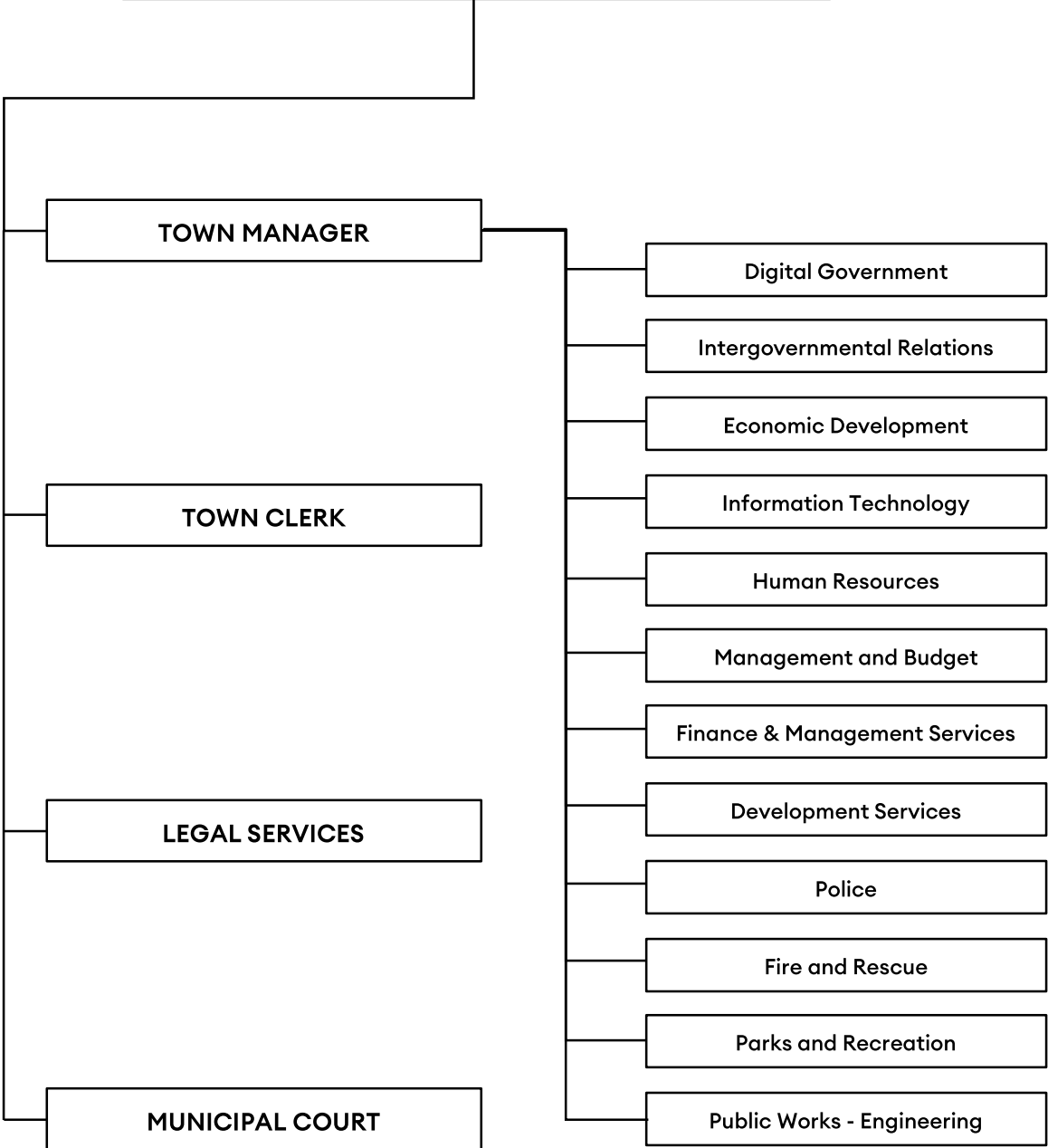


Shaping a new
tomorrow, today.

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

MAYOR AND COUNCIL



FUND DESCRIPTION

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

Program	FY 2022 Budgeted Expenses	FY 2022 Fee Supported	FY 2022 Transfer Supported	FY 2022 Tax Supported	FY 2022 % Tax Supported
Mayor and Council	\$ 799,680	\$ 100,000	\$ 225,730	\$ 473,950	59%
Manager	2,266,870	-	515,840	1,751,030	77%
Digital Communication	1,889,790	-	483,200	1,406,590	74%
Intergovernmental Relations	428,490	-	128,350	300,140	70%
Economic Development	2,510,770	120,000	-	2,390,770	95%
Information Technology	16,156,250	-	3,334,840	12,821,410	79%
Human Resources	2,915,950	2,000	635,950	2,278,000	78%
Management and Budget	762,470	-	228,360	534,110	70%
Town Clerk	1,000,750	-	-	1,000,750	100%
Legal Services	3,885,020	-	423,660	3,461,360	89%
Management Services	3,158,010	125,000	732,320	2,300,690	73%
Municipal Court	3,521,940	255,000	-	3,266,940	93%
Development Services	8,354,750	5,988,000	-	2,366,750	28%
Police	61,716,320	2,612,000	15,000	59,089,320	96%
Fire and Rescue	37,782,490	1,865,000	80,000	35,837,490	95%
Parks and Recreation	26,509,260	5,012,300	650,560	20,846,400	79%
Public Works Engineering	860,040	-	-	860,040	100%
Non-Departmental*	89,437,770	-	300,000	89,137,770	100%
Total General Fund	\$263,956,620	\$ 16,079,300	\$ 7,753,810	\$240,123,510	91%

*Expenses include transfers.

The total General Fund revenue budget including fees and taxes is \$187,384,000. Fees charged to recover the cost of service total \$16,079,000. The tax supported (non-allocated) revenue of \$171,305,000 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 \$7,753,000.

ORGANIZATIONAL FOCUS AREAS

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

Prosperous
Community



Strong Economy



Exceptional Built
Environment



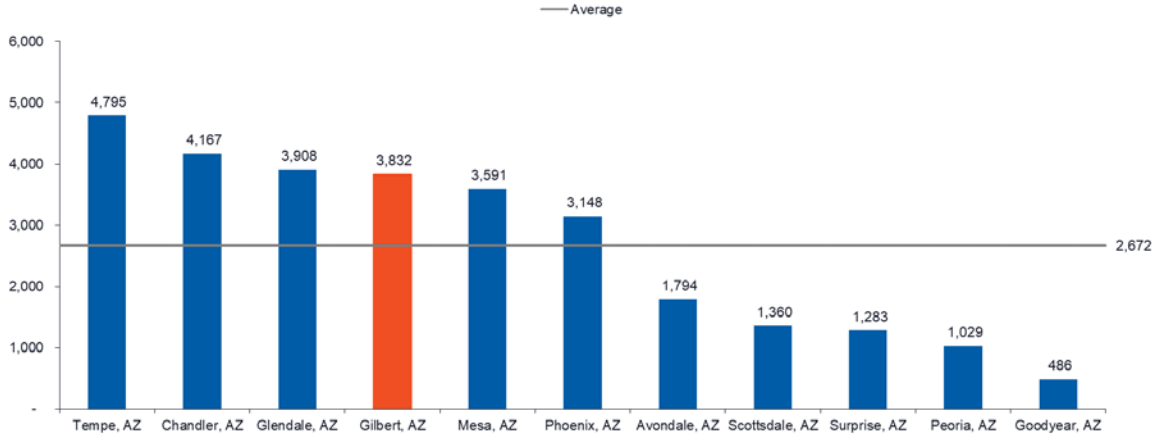
PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Mayor and Council	2.00	2.00	2.00	2.00	2.00
Manager	8.35	9.35	10.35	10.35	11.35
Digital Government	8.00	14.00	14.00	14.00	14.00
Intergovernmental Relations	2.00	2.00	2.00	2.00	2.00
Economic Development	9.00	8.00	9.00	9.00	9.00
Information Technology	42.00	47.00	52.00	52.00	52.00
Human Resources	19.00	20.00	21.00	21.00	22.00
Management and Budget	5.00	6.00	6.00	6.00	6.00
Town Clerk	5.00	5.00	6.00	6.00	6.00
Legal Services	28.00	31.00	31.00	31.00	31.00
Management Services	25.50	26.50	28.50	28.50	28.50
Municipal Court	31.92	31.92	32.07	32.07	32.07
Development Services	73.13	74.32	75.32	75.32	76.82
Police	405.50	425.30	445.30	445.60	464.60
Fire and Rescue	216.00	216.00	217.00	217.00	225.00
Parks and Recreation	147.97	163.55	173.30	173.30	179.30
Public Works Engineering	4.60	5.60	5.60	5.60	6.60
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	1,032.97	1,087.54	1,130.44	1,130.74	1,168.24

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Mayor and Council	715,293	769,022	776,890	789,838	799,680
Manager	1,685,772	1,681,943	2,096,660	1,664,349	2,266,870
Digital Government	1,106,218	1,455,509	1,830,120	1,756,687	1,889,790
Intergovernmental Relations	358,068	428,840	417,660	419,974	428,490
Economic Development	2,169,003	2,209,583	2,494,350	1,972,985	2,510,770
Information Technology	9,343,818	11,921,207	14,812,810	12,280,398	16,156,250
Human Resources	2,325,484	2,306,592	2,612,810	2,705,140	2,915,950
Management and Budget	626,123	650,907	742,750	695,497	762,470
Town Clerk	701,017	537,166	1,193,380	635,877	1,000,750
Legal Services	3,209,787	3,480,851	3,860,120	3,648,598	3,885,020
Management Services	2,502,796	2,664,114	3,024,750	2,963,278	3,158,010
Municipal Court	3,355,222	3,166,280	3,395,990	3,420,046	3,521,940
Development Services	7,233,062	7,547,368	8,208,740	7,875,543	8,354,750
Police	57,005,580	68,200,507	58,715,270	57,316,381	61,716,320
Fire and Rescue	35,644,804	35,192,293	34,754,500	34,313,175	37,782,490
Parks and Recreation	19,186,395	19,491,846	24,461,240	23,215,679	26,509,260
Public Works Engineering	482,580	593,889	751,670	572,162	860,040
Non-Departmental	3,955,731	5,118,347	33,442,340	35,768,770	49,091,000
Total Expenses	\$151,606,753	\$167,416,264	\$197,592,050	\$192,014,377	\$223,609,850

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	116,243,428	130,252,670	131,102,240	136,732,402	134,610,900
Supplies & Contractual	34,561,781	36,583,315	65,490,730	54,331,447	85,690,940
Capital Outlay	801,544	580,279	999,080	950,528	3,308,010
Total Expenses	\$151,606,753	\$167,416,264	\$197,592,050	\$192,014,377	\$223,609,850

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	177,772,175	211,920,032	178,868,000	204,725,400	187,384,300
Transfers In	6,434,209	5,968,678	6,771,090	6,771,090	7,753,810
Total Sources	\$184,206,384	\$217,888,710	\$185,639,090	\$211,496,490	\$195,138,110
Total Expenses	151,606,753	167,416,264	197,592,050	192,014,377	223,609,850
Transfers Out	31,609,499	14,718,058	40,346,770	32,530,915	43,715,440
Total Uses	\$183,216,252	\$182,134,322	\$237,938,820	\$224,545,292	\$267,325,290
Net Operating Result	\$ 990,132	\$ 35,754,388	\$ (52,299,730)	\$ (13,048,802)	\$ (72,187,180)

Population Density



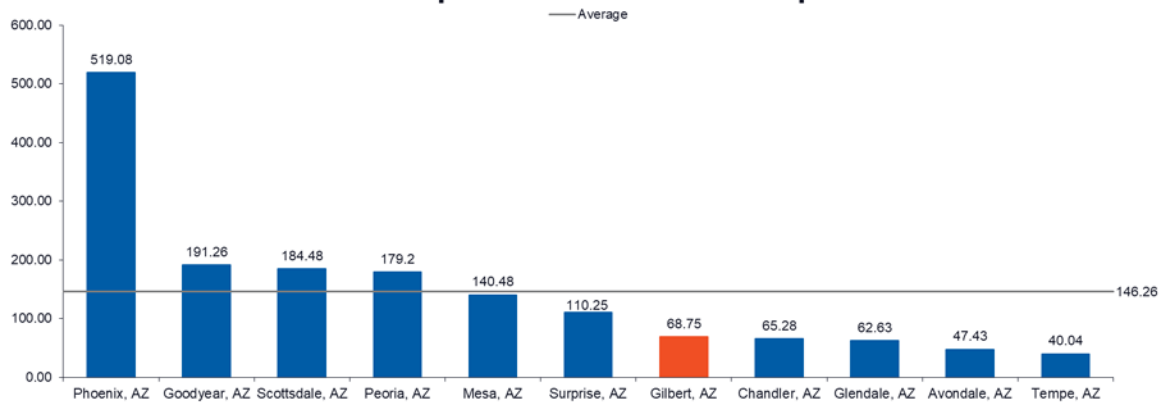
3,832
average number of residents per square mile within Gilbert

Source: July 1, 2020 Maricopa Association of Governments (MAG) Population Estimates

Incorporated Land Area in Square Miles

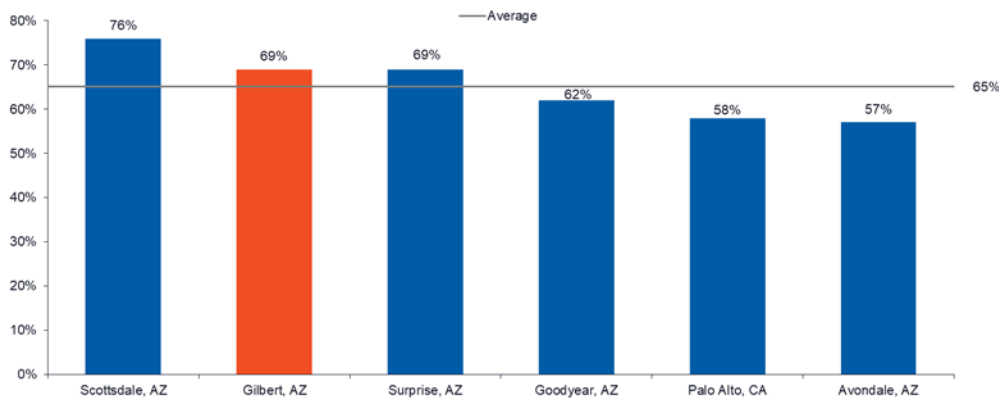
68.75

total square miles of incorporated area within Gilbert



Note: The Municipal Planning Area of Gilbert is 72.6 square miles; the total incorporated land area is 68.75 square miles. Source: July 2019 Maricopa County Incorporated Areas – Maricopa County Recorder's Office

Value of Services for Taxes Paid

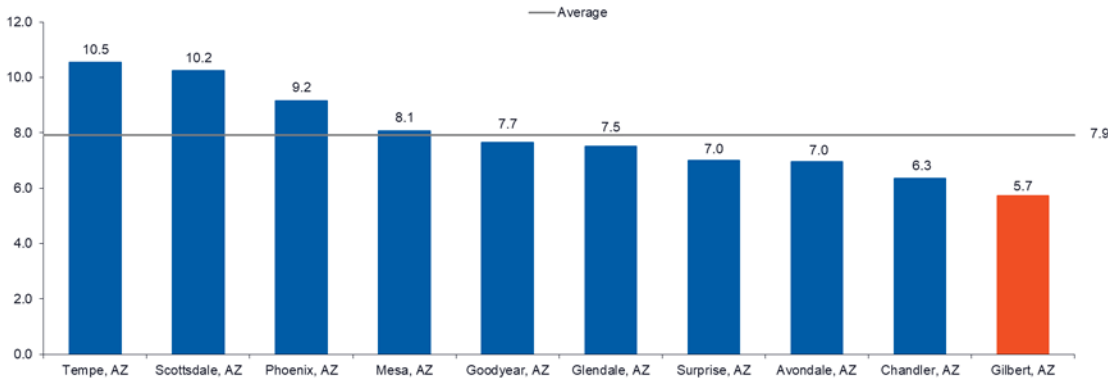


65%

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

Note: Figures represent survey respondents in each community who answered "good" or "excellent". Source: Municipal National Citizen Survey (NCS). Avondale report completed in 2018; Gilbert, 2021; Goodyear, 2018; Scottsdale, 2020; Surprise, 2021; Palo Alto, CA, 2018.

Full-Time Equivalents per 1,000 Residents



5.7

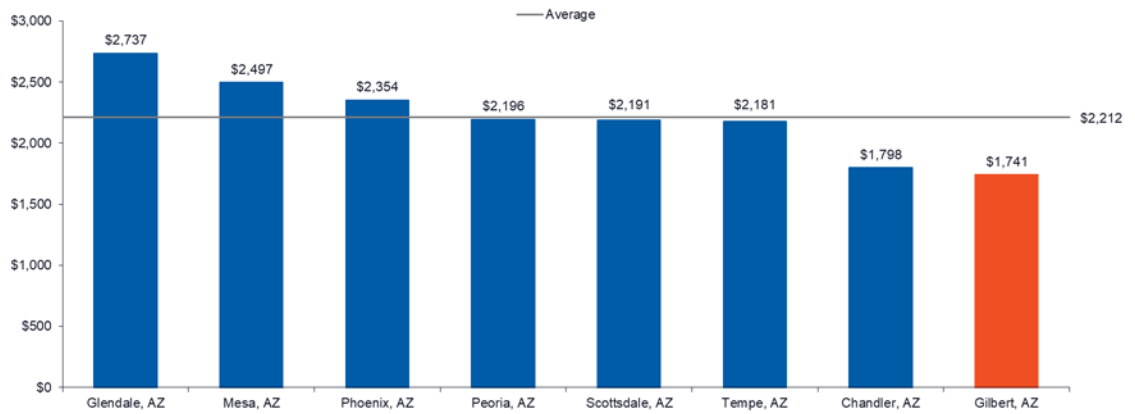
adopted Full Time Equivalents (FTE) per 1,000 residents in Gilbert FY 2020

Source: Valley Benchmark Cities, FY 2019-2020

Average Residential Household Cost of Service

\$1,741

average residential household cost of service in Gilbert

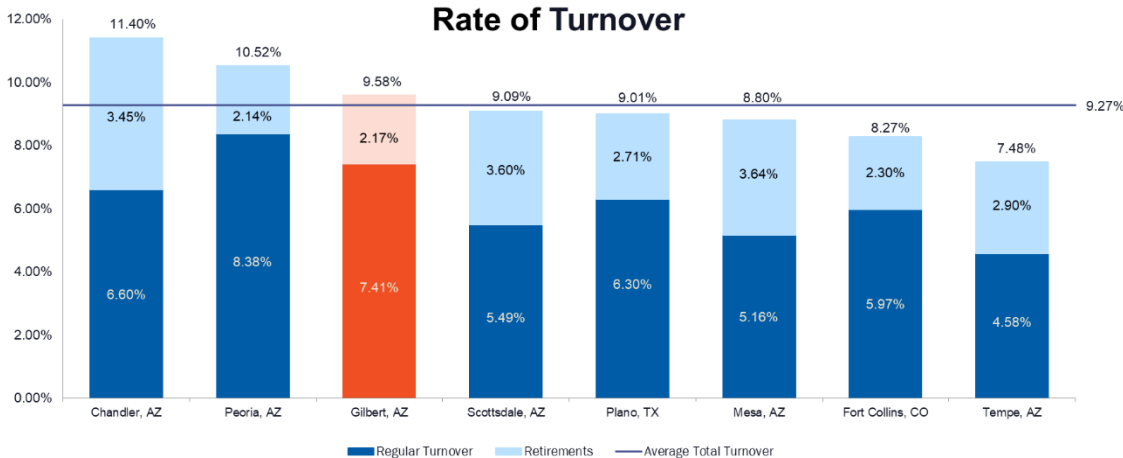


Source: City of Tempe, 2020 Comparative Cost of Services Report

Rate of Turnover

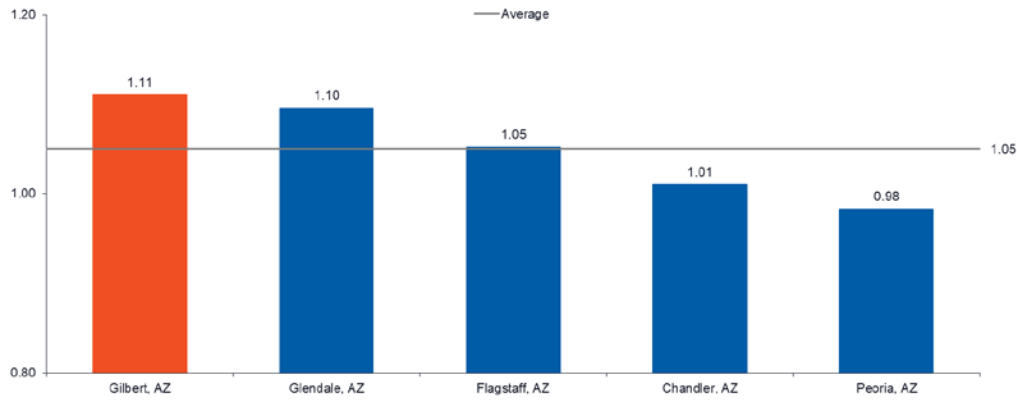
9.58%

rate of turnover for Gilbert employees in FY 2020



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 2020.

Court Cases Filed, Cases Disposed, and Clearance Rates



Source: AZ Courts, 2019

Comparison to Benchmark Communities			
City / Town	Cases Filed	Cases Disposed	Clearance Rate
Gilbert, AZ	22,358	24,826	1.11
Glendale, AZ	31,245	34,222	1.10
Flagstaff, AZ	14,788	15,553	1.05
Chandler, AZ	40,421	40,836	1.01
Peoria, AZ	14,700	14,448	0.98

1.11

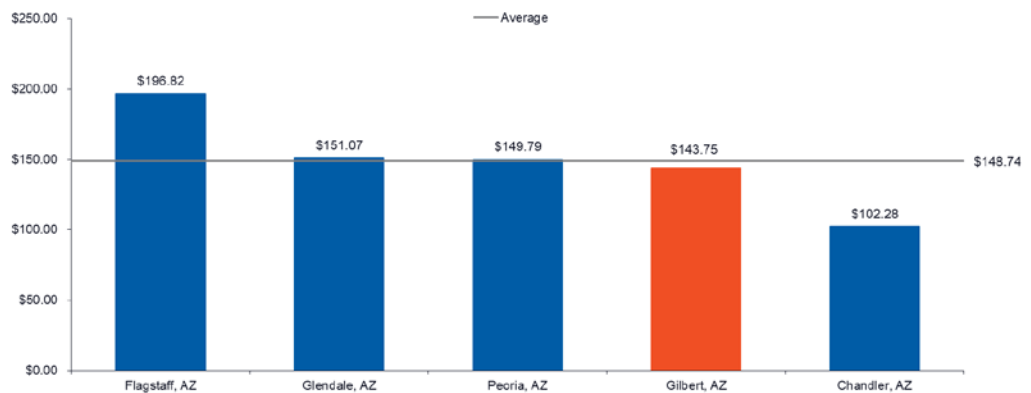
Gilbert's clearance rate in 2019

Source: Arizona Administrative Office of the Courts Statistical Data Reports, FY 2019

Cost per Court Case

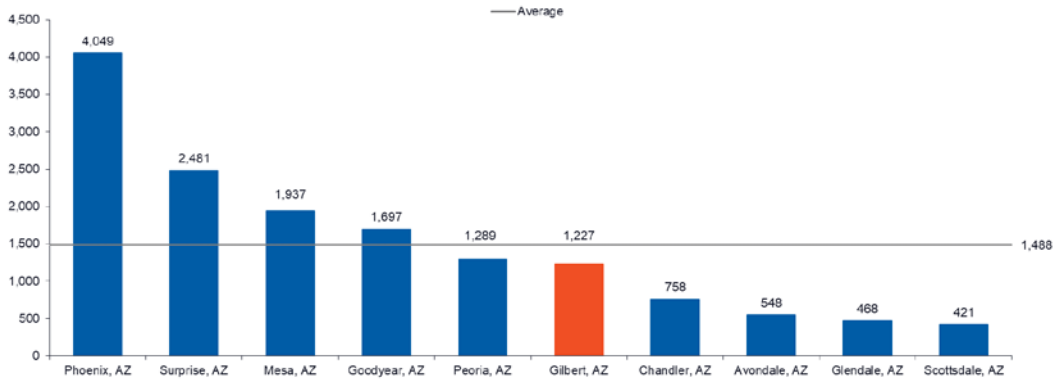
\$143.75

average cost per court case in FY 2019



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

Total Single Family Building Permits

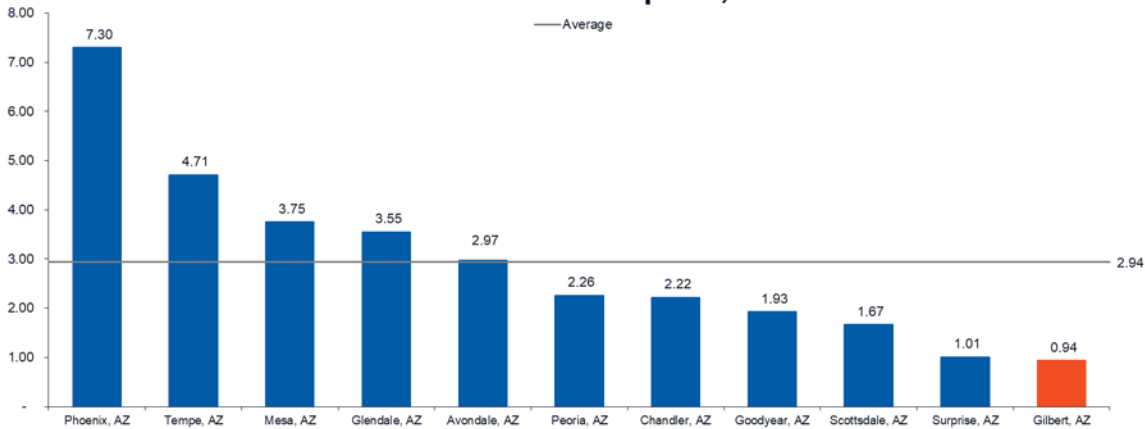


1,227

single family home permits issued in 2020

Note: Total number of single family building permits for calendar year 2020. Source: Central Homebuilders Association of Arizona

Violent Crime Rates per 1,000 Residents



0.94

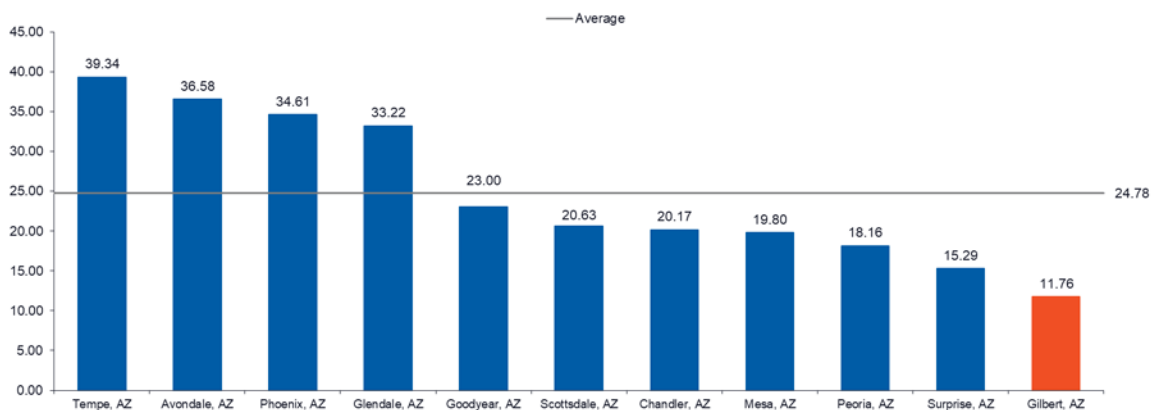
reported violent crimes per 1,000 residents of Gilbert in FY 2020

Note: Violent crime rate measures the reported number of violent crimes per 1,000 residents. Source: Valley Benchmark Cities, FY 2019-2020

Property Crime Rates per 1,000 Residents

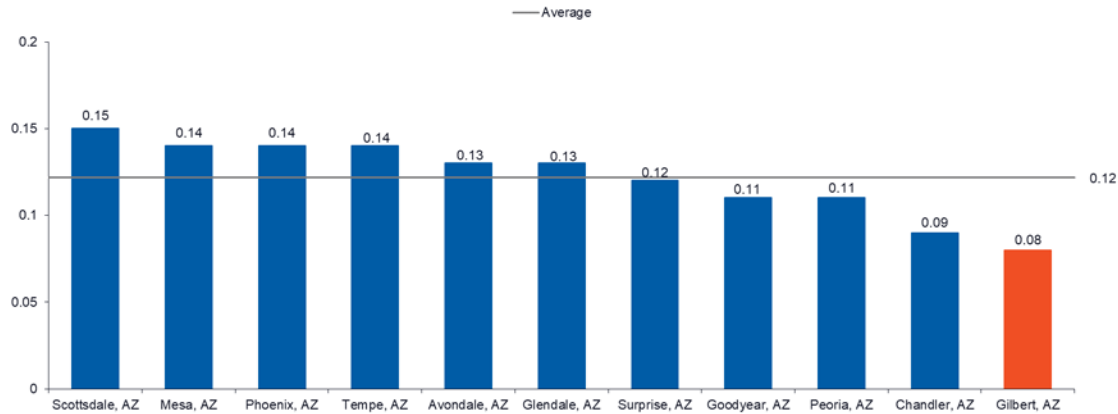
11.76

reported property crimes per 1,000 residents of Gilbert in FY 2020



Note: Property crime rate measures the reported number of property crimes per 1,000 residents. Source: Valley Benchmark Cities, FY 2019-2020

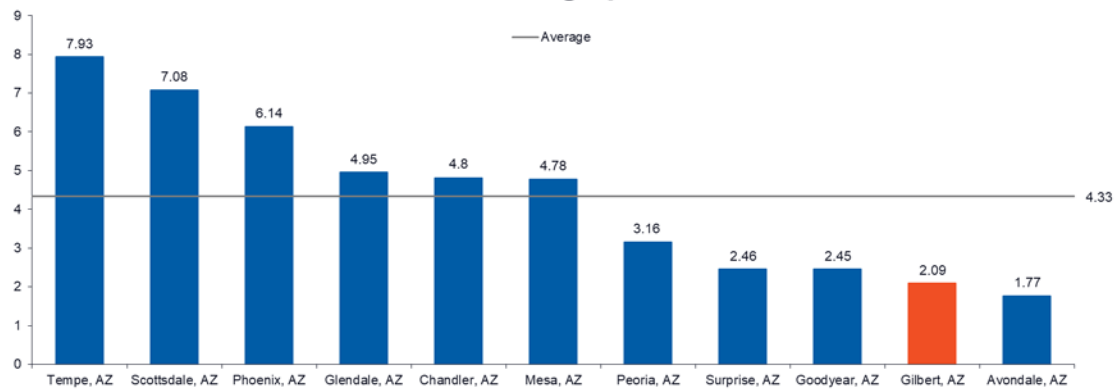
Total Fire Calls per Resident



0.08
calls for service
per Gilbert
resident
in FY 2019

Source: Valley Benchmark Cities, FY 2019-2020

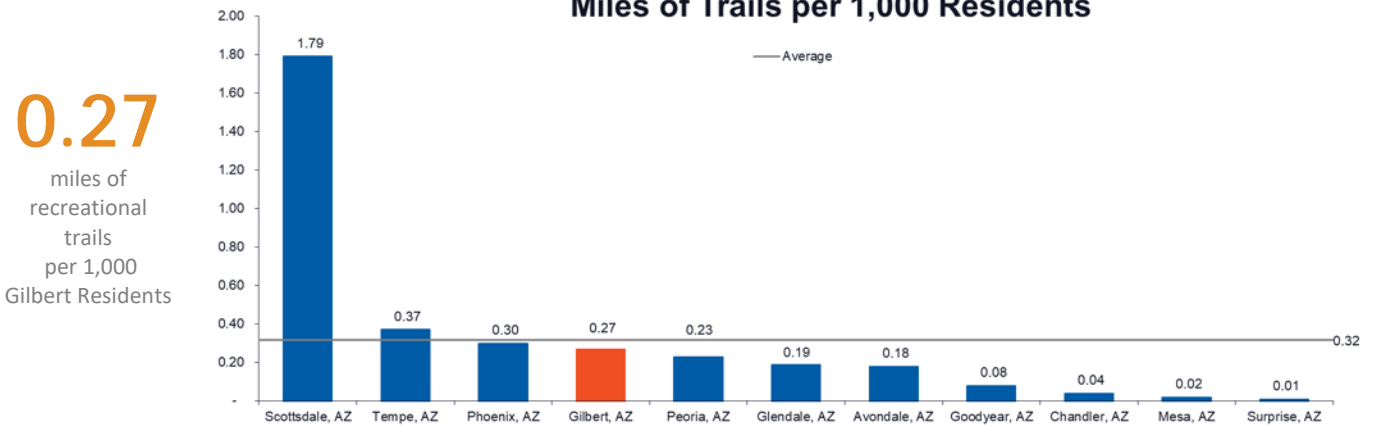
Total Park Acreage per 1,000 Residents



2.09
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 2019-2020

Miles of Trails per 1,000 Residents



0.27
miles of
recreational
trails
per 1,000
Gilbert Residents

Source: Valley Benchmark Cities, FY 2019-2020

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 2021

- ◆ Created Council Onboarding process and onboarded four new Councilmembers and a new Mayor
- ◆ Organized Gilbert’s Listening Space in response to the racial unrest across the nation. The Listening Space provided an opportunity for residents to have conversations with our elected officials and police officers
- ◆ Established a Veterans and Military Advisory Board to create a supportive Town atmosphere and examine issues affecting the health and well-being of service members, veterans, and their families



OBJECTIVES FY 2022

Prosperous Community

- ◆ 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 2022 in the Mayor and Council budget. In addition, there are no changes to the supplies and contractual budget for FY 2022.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Number of Statewide Committees with Councilmember Participation	3	7	7	7	7
	Number of Regional Committees with Councilmember Participation	9	12	12	12	12

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
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
Total Personnel	2.00	2.00	2.00	2.00	2.00

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Mayor and Council	687,199	748,454	737,640	762,604	753,630
Boards and Commissions	28,094	20,568	39,250	27,234	46,050
Total Expenses	\$ 715,293	\$ 769,022	\$ 776,890	\$ 789,838	\$ 799,680

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	520,887	510,865	535,990	564,998	555,130
Supplies & Contractual	194,406	258,157	240,900	224,840	244,550
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 715,293	\$ 769,022	\$ 776,890	\$ 789,838	\$ 799,680

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	95,888	109,386	110,000	100,000	100,000
Total Expenses	715,293	769,022	776,890	789,838	799,680
Net Operating Result	\$ (619,405)	\$ (659,636)	\$ (666,890)	\$ (689,838)	\$ (699,680)

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 2021

- ◆ Adopted 10-year update of the General Plan, receiving over 80% approval of the voters
- ◆ NW Growth Area Vision Plan completed in the redevelopment project of this critical employment area in Gilbert
- ◆ Gilbert Regional Park Phase 1B completed and opened, receiving recognition as the Project of the Year by the AZ Parks and Recreation Association and the AZ Public Works Association
- ◆ The Emergency Operations Center was activated throughout FY 2021 supporting continuity of government operations during the COVID-19 Pandemic
- ◆ Allocation of CARES Act funds occurred, including distribution of \$2million to local nonprofits within 35 days of receipt to support needs of our community. Another \$18million allocated to the Business Together Business Recovery Program in grants, loans, and technical assistance programs
- ◆ Internal Diversity, Equity, and Inclusion group formed to promote a safe and respectful work environment where authentic connections thrive and differences are equally valued

- ◆ Development of preliminary Town-wide Fiberoptic Broadband solutions began in the continuing endeavor of an exceptionally built Town environment
- ◆ Public Safety Training Complex completed, and grand opening held

OBJECTIVES FY 2022

Prosperous Community

- ◆ Begin construction of the Family Advocacy Center and Dispatch expansion projects to enhance critical services to Town residents
- ◆ Improve data literacy organization wide through the implementation of data-driven methodologies and education
- ◆ Rollout of performance-based analytics programs enhancing the ability to measure benchmarks, successes, and challenges

Strong Economy




- ◆ Continue development and implementation of strategies for the redevelopment of the Northwest Corridor

Exceptional Built Environment

- ◆ Obtain Council approval to place the Transportation and Infrastructure Bond on the November 2021 ballot and present to the citizens of Gilbert for voting
- ◆ Completion of the Shade and Streetscape Master Plan
- ◆ Begin Muni I construction and remodel
- ◆ Continue path to identify and create a partnership to assist in development of a Town-wide Broadband Solution

BUDGET NOTES

The number of authorized FTE increases in FY 2022 due to the addition of a Safety Manager in the Emergency Management and Safety division. Contractual costs decrease in FY 2022 as a result of one-time expenditures in the amount of \$60,000 budgeted in FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Overall Quality of Life in Gilbert (good or excellent) per National Citizen Survey	97%	N/A	97%	N/A	98%
	Percentage of Residents Rating Value for Service for Taxes Paid (Good or Excellent) per National Citizen Survey	79%	N/A	69%	N/A	75%
	Percentage of Residents Rating Overall Quality of City/Town Services (Good or Excellent) per National Citizen Survey	94%	N/A	81%	N/A	94%

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Town Manager	6.35	7.35	8.35	8.35	8.35
Emergency Mgt and Safety	2.00	2.00	2.00	2.00	3.00
Total Personnel	8.35	9.35	10.35	10.35	11.35

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Town Manager	1,424,683	1,408,041	1,770,730	1,342,311	1,722,280
Emergency Mgt and Safety	261,089	273,902	325,930	322,038	544,590
Total Expenses	\$ 1,685,772	\$ 1,681,943	\$ 2,096,660	\$ 1,664,349	\$ 2,266,870

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	1,511,400	1,418,043	1,885,680	1,482,811	2,110,930
Supplies & Contractual	174,372	263,900	210,980	181,538	155,940
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,685,772	\$ 1,681,943	\$ 2,096,660	\$ 1,664,349	\$ 2,266,870

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	3,105	79,863	-	-	-
Total Expenses	1,685,772	1,681,943	2,096,660	1,664,349	2,266,870
Net Operating Result	\$ (1,682,667)	\$ (1,602,080)	\$ (2,096,660)	\$ (1,664,349)	\$ (2,266,870)

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 productions, broadcast media and marketing efforts for Gilbert and leverages digital tools to engage and 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 and data storytelling, social media and other forms of digital media.

ACCOMPLISHMENTS FY 2021

- ◆ Created, launched and began implementation of new branding and logo for Gilbert
- ◆ COVID-19 response: created data dashboard and consistent messaging across the organization and to the community
- ◆ Our social media channels had more than 50 million impressions and more than 2.8 million engagements across platforms from March 2020 - November 2020
- ◆ Record-breaking growth on social media channels: Facebook engagement grew by 268%, Instagram added more than 6,200 new followers and Twitter engagement increased by 169%
- ◆ What Works Cities Certification: Gold





OBJECTIVES FY 2022

Prosperous Community

- ◆ Continue implementation of new branding and logo across the organization and in the community
- ◆ Continue towards platinum certification for What Works Cities
- ◆ Continue to expand social media platforms and engagement
- ◆ Execution of major education and marketing projects including Streets Bond, Recycling Changes, and Transportation Master Plan

BUDGET NOTES

No additional FTE were requested in FY 2022 for Digital Government. Supplies and contractual costs decreased from FY 2021 as a result of one-time expenditures related to Gilbert's Centennial outreach and new brand creation and implementation.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Social Media Following: Facebook	22,500	27,323	30,095	32,000	25,000
	Social Media Following: Twitter	19,000	22,500	24,700	25,000	25,000
	Social Media Following: Instagram	18,900	35,137	39,700	40,000	25,000
	Videos Produced	175	175	190	200	175

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Digital Government	8.00	14.00	14.00	14.00	14.00
Total Personnel	8.00	14.00	14.00	14.00	14.00

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Digital Government	1,106,218	1,455,509	1,830,120	1,756,687	1,889,790
Total Expenses	\$ 1,106,218	\$ 1,455,509	\$ 1,830,120	\$ 1,756,687	\$ 1,889,790

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	945,723	1,324,229	1,535,190	1,527,584	1,626,660
Supplies & Contractual	160,495	131,280	294,930	229,103	263,130
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,106,218	\$ 1,455,509	\$ 1,830,120	\$ 1,756,687	\$ 1,889,790

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	-	-	-	-	-
Total Expenses	1,106,218	1,455,509	1,830,120	1,756,687	1,889,790
Net Operating Result	\$ (1,106,218)	\$ (1,455,509)	\$ (1,830,120)	\$ (1,756,687)	\$ (1,889,790)

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 2021

- ◆ Regularly engaged with other governmental entities and outside organizations to closely monitor and provide timely updates to Management and Council related to COVID-19 relief efforts, emergency measures and other activity with potential impact to local government operations
- ◆ Ensured all potential Gilbert projects were entered into MAG's portal for the future Regional Transportation Plan related to the Prop 400 extension and worked closely with management and elected leaders to ensure Gilbert is aware, involved and prepared for key decision points related to the Prop 400 extension
- ◆ Developed and enhanced program for successful onboarding of newly elected officials and developed processes and strategies for enhanced staff support for Mayor and Council, including information requests and responses to community outreach
- ◆ Introduced legislation for funding toward ST0540 Ocotillo Bridge project and successfully passed out of two committees and the Senate Floor. Continue to work toward funding in the FY 2022 State Budget




OBJECTIVES FY 2022

Prosperous Community

- ◆ Continue to work with Management and Council to ensure Gilbert's interests are represented in the future Regional Transportation Plan for the Prop 400 extension and to ensure Gilbert representatives are aware, involved and prepared for key decision points related to the Prop 400 extension
- ◆ Distribute a New Laws report from the 2021 session and work with Management and staff to ensure all appropriate departments are aware and prepared for new state law prior to effective date
- ◆ Explore programs and funding opportunities at the federal, state and regional levels and work with management to analyze Gilbert needs and pursue the appropriate projects and initiatives based on those opportunities
- ◆ 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 2021 adopted budget. No additional FTE were requested for FY 2022.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Total Number of Bills Introduced During the Annual Arizona State Legislative Session	1,356	1,607	1,708	1,400	N/A
	Number of Bills Tracked That had a Direct Impact on Gilbert	234	20	80	100	N/A
	Number of Bills Enacted Requiring Significant Town Resources for Implementation	2	0	2	2	0

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2022	Budget FY 2022
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 2019	Actual FY 2020	Budget FY 2021	Projected FY 2022	Budget FY 2022
Intergovernmental Relations	358,068	428,840	417,660	419,974	428,490
Total Expenses	\$ 358,068	\$ 428,840	\$ 417,660	\$ 419,974	\$ 428,490

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2022	Budget FY 2022
Personnel	271,577	313,532	295,570	305,464	306,400
Supplies & Contractual	86,491	115,308	122,090	114,510	122,090
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 358,068	\$ 428,840	\$ 417,660	\$ 419,974	\$ 428,490

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2022	Budget FY 2022
Total Revenues	-	-	-	-	-
Total Expenses	358,068	428,840	417,660	419,974	428,490
Net Operating Result	\$ (358,068)	\$ (428,840)	\$ (417,660)	\$ (419,974)	\$ (428,490)

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 2021

- ◆ Launched and administered the \$18M #GilbertTogether Business Recovery Program with three focuses - Relief (grant), Recovery (loans), and Resiliency (technical assistance)
- ◆ Successfully completed the expansion of the University of Arizona's nursing program in Gilbert by securing council approval for the TI construction and lease extension
- ◆ Completed the Heritage District Design Guidelines and received formal adoption by the Gilbert Town Council
- ◆ Engaged Gilbert-based businesses to understand the ongoing impact of COVID-19 across all industry sectors in the community to continuously improve assistance and resource offerings
- ◆ Completed the Vision Plan for the NW Growth area and presented to the Gilbert Town Council at the FY 2021 Council Retreat






OBJECTIVES FY 2022

Strong Economy

- ◆ NW 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
- ◆ Continued administration of the #GilbertTogether Business Recovery Program focused on providing Relief (grant), Recovery (loans), and Resiliency (technical assistance) support to Gilbert Businesses impacted by the COVID-19 Pandemic
- ◆ Effectuate the expansion of Park University and the University of Arizona in support of Gilbert's Higher Education Initiative

BUDGET NOTES

Increased expense allocations in Economic Development for the 5 Year Strategic Plan and the IDA Annual Conference.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Lead Generation	190	212	275	200	N/A
	Staff Assisted Projects	28	14	425	25	N/A
	Announced Capital Investment	\$365M	\$75M	\$220M	\$285M	N/A
	Announced Jobs	1,537	796	5,500	1,500	N/A
	Retention Calls	100	125	124	100	N/A

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Economic Development	9.00	8.00	9.00	9.00	9.00
Total Personnel	9.00	8.00	9.00	9.00	9.00

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Economic Development	1,585,768	1,621,863	1,956,040	1,480,002	1,987,380
Tourism	552,499	489,883	501,870	456,543	491,000
Redevelopment	30,736	97,837	36,440	36,440	32,390
Total Expenses	\$ 2,169,003	\$ 2,209,583	\$ 2,494,350	\$ 1,972,985	\$ 2,510,770

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	1,055,703	1,052,754	1,167,960	1,060,039	1,198,680
Supplies & Contractual	1,113,300	1,156,829	1,326,390	912,946	1,312,090
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 2,169,003	\$ 2,209,583	\$ 2,494,350	\$ 1,972,985	\$ 2,510,770

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	97,834	123,034	130,000	107,500	120,000
Total Expenses	2,169,003	2,209,583	2,494,350	1,972,985	2,510,770
Net Operating Result	\$ (2,071,169)	\$ (2,086,549)	\$ (2,364,350)	\$ (1,865,485)	\$ (2,390,770)

PURPOSE STATEMENT

Providing technology services including enterprise infrastructure, enterprise applications intelligence, project management, public safety support services, customer care, GIS, and information security.

ACCOMPLISHMENTS FY 2021

- ◆ Completed formation and implementation of IT Roadmap Five Strategic Pillars
- ◆ Measured yearly customer satisfaction rates against industry average
- ◆ Measured annual savings through negotiation of solution(s) pricing
- ◆ Measured annual project completion progress
- ◆ Completed lead-lag measures for IT Roadmap
- ◆ Moved two-thirds of workforce to remote work within 48 hours in response to COVID-19
- ◆ Completed Request for Information for CAD/RMS (Computer Aided Dispatch/ Records Management System)
- ◆ Completed Utility Billing RFP






OBJECTIVES FY 2022

Exceptional Built Environment

- ◆ Complete Gartner Data Management engagement and implement recommendations
- ◆ Complete first year of the Police CAD/RMS (Computer Aided Dispatch/ Records Management System) implementation
- ◆ Complete first year of Utility Billing implementation
- ◆ Develop 3-year cloud hosted services plan
- ◆ Standardize IT support/services across all departments
- ◆ Complete table-stakes standards for Information Security
- ◆ Deliver Workspace One cloud-based apps
- ◆ Develop and deploy enterprise-wide AV plan/standards

BUDGET NOTES

No additional FTE were requested in FY 2022 for Information Technology. One-time supplies and contractual and capital expenditures totaling \$2,773,260 are included in the FY 2022 budget.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Application Availability	99.50	99.60	99.70	99.80	99.90
	Network Availability	99.93	99.95	99.95	99.95	99.99
	Average Time to Close a Ticket (Hours)	4.00	3.80	3.60	3.57	3.50
	Device to Employee Ratio	1.92:1	1.94:1	1.95:1	1.95:1	1.96:1
	Number of Work Orders per FTE Annually	7.28:1	7.20:1	7.10:1	7.10:1	7.00:1

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Information Technology Admin	3.00	2.00	3.50	6.00	6.00
Applications Support	14.00	16.00	17.00	14.00	14.00
Desktop Support	8.00	10.00	10.00	11.50	11.50
Infrastructure	9.00	11.00	13.00	10.00	10.00
GIS	8.00	8.00	8.50	8.50	8.50
IT Security	0.00	0.00	0.00	2.00	2.00
Total Personnel	42.00	47.00	52.00	52.00	52.00

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Information Technology Admin	182,689	452,658	516,310	493,247	654,080
Applications Support	3,716,525	4,138,511	6,080,780	4,276,536	6,854,400
Desktop Support	1,287,894	2,142,929	1,997,380	1,710,193	2,572,030
Infrastructure	3,342,209	4,342,796	5,115,330	4,773,955	4,295,730
GIS	814,501	844,313	1,103,010	1,026,467	1,217,040
IT Security	-	-	-	-	562,970
Total Expenses	\$ 9,343,818	\$ 11,921,207	\$ 14,812,810	\$ 12,280,398	\$ 16,156,250

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	4,081,037	4,877,838	6,135,970	5,649,904	6,209,420
Supplies & Contractual	5,262,781	7,029,616	8,676,840	6,630,494	9,831,830
Capital Outlay	-	13,753	-	-	115,000
Total Expenses	\$ 9,343,818	\$ 11,921,207	\$ 14,812,810	\$ 12,280,398	\$ 16,156,250

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	-	-	-	-	-
Total Expenses	9,343,818	11,921,207	14,812,810	12,280,398	16,156,250
Net Operating Result	\$(9,343,818)	\$(11,921,207)	\$(14,812,810)	\$(12,280,398)	\$(16,156,250)

PURPOSE STATEMENT

The "People Team" works to attract, retain and develop high-performing staff who align with the Town values of Driven, Kind, Humble, and Bold. We work to provide compensation, benefits, wellness, policies and guidelines, employee and leader development, using people data and analytics that will engage and empower Town staff to provide the best possible services to those who live, work and play in Gilbert.

ACCOMPLISHMENTS FY 2021

- ◆ Paid Parental Leave launch
- ◆ Hired and began work with Diversity, Equity & Inclusion (DE&I) Consultants
- ◆ #1 Healthiest Employers by Phoenix Business Journal
- ◆ Went self-insured for Worker's Compensation
- ◆ Managed COVID-19 Sick Leave process and Contact Tracing efforts for the Town
- ◆ Launched virtual trainings in Unconscious Bias, StrengthsFinder, and EDGE Academy
- ◆ Launched Predictive Index
- ◆ Launched Lunch and Learn program for supervisors






OBJECTIVES FY 2022

Prosperous Community

- ◆ Develop formal mentoring program
- ◆ Develop data-driven approach to Human Resources
- ◆ Continue diversity initiative in recruitment
- ◆ Develop and track Wellness success metrics
- ◆ Finalize an ongoing remote work guideline
- ◆ Establish performance competencies and career roadmaps

BUDGET NOTES

Human Resources received authorization for a Total Rewards Manager position in the FY 2022 budget. Contractual expenditures increase mainly as a result of ongoing expenditures associated with the "Bright Idea" initiative.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Benchmarked Positions Completed	N/A	35%	55%	50%	50%
	Wellness Measure - Culture of Wellness	N/A	50.0%	50.4%	52.0%	80.0%
	Org-wide performance competency roll-out	N/A	N/A	N/A	100%	100%
	Career Roadmap Enrollment	N/A	N/A	N/A	30%	80%
	Percentage of Initial Applicants Identifying as Diverse	N/A	N/A	40%	42%	42%

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
HR Administration	16.00	16.00	17.00	17.00	18.00
Learning and Development	3.00	4.00	4.00	4.00	4.00
Total Personnel	19.00	20.00	21.00	21.00	22.00

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
HR Administration	1,870,438	1,795,519	1,993,590	2,103,887	2,306,630
Learning and Development	455,046	511,073	619,220	601,253	609,320
Total Expenses	\$ 2,325,484	\$ 2,306,592	\$ 2,612,810	\$ 2,705,140	\$ 2,915,950

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	1,906,610	1,958,836	2,142,110	2,243,227	2,392,190
Supplies & Contractual	418,874	347,756	470,700	461,913	523,760
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 2,325,484	\$ 2,306,592	\$ 2,612,810	\$ 2,705,140	\$ 2,915,950

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	3,979	3,151	4,000	-	2,000
Total Expenses	2,325,484	2,306,592	2,612,810	2,705,140	2,915,950
Net Operating Result	\$ (2,321,505)	\$ (2,303,441)	\$ (2,608,810)	\$ (2,705,140)	\$ (2,913,950)

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 2021

- ◆ Received the Distinguished Budget Presentation Award for the 22nd consecutive year from the Government Finance Officers Association
- ◆ Received the ICMA Center for Performance Management Certificate of Excellence Award for the sixth consecutive year
- ◆ Completed zero base budgets for one-third of the Town Departments, resulting in savings of approximately \$1.65M across all funds
- ◆ Completed fifth Annual Financial Retreat with Council
- ◆ Supported Water Department with return on investment analysis for automated meter read program

OBJECTIVES FY 2022

Prosperous Community






- ◆ Update Gilbert Benchmark Report
- ◆ Update Water SDF fees
- ◆ Update utility rates for Water, ES Residential, and ES Commercial funds
- ◆ Implement new budget request software
- ◆ Pilot new software for the development agreement database

Strong Economy

- ◆ Complete zero-base budgets for one-third of the Town Departments
- ◆ Support departments in data driven decision making
- ◆ Receive the Distinguished Budget Presentation Award for the 23rd consecutive year from the Government Finance Officers Association
- ◆ Receive the ICMA Center for Performance Management Certificate of Excellence Award for the seventh consecutive year
- ◆ Issue WRMPC bonds to support needed water-related infrastructure projects

BUDGET NOTES

No new FTE were added for FY 2022. Supplies and contractual costs decrease in FY 2022 due to cancelling a software subscription that was no longer beneficial to the department. In addition, one-time expenses in the amount of \$8,750 for development agreement software were carried forward from FY 2021 to FY 2022.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Maintain High Quality Bond Rating for G.O. (S&P/Moody's/Fitch)	AA+/Aaa/AAA	AAA/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	\$38.1M	\$38.1M	\$38.1M	Use all opportunities
	Amount of Debt Paid Off Early Since 2012 (Cumulative)	\$66.9M	\$66.9M	\$66.9M	\$66.9M	Use all opportunities
	Public Safety Retirement System (PSPRS) Percent Funded	80%	88%	90%	90%	90%
	Zero Based Budget Savings (Cumulative)	\$3.4M	\$4.8M	\$7.0M	\$8.6M	1/3 Town each Year

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Management and Budget	5.00	6.00	6.00	6.00	6.00
Total Personnel	5.00	6.00	6.00	6.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Management and Budget	626,123	650,907	742,750	695,497	762,470
Total Expenses	\$ 626,123	\$ 650,907	\$ 742,750	\$ 695,497	\$ 762,470

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	604,367	638,999	713,430	681,867	736,150
Supplies & Contractual	21,756	11,908	29,320	13,630	26,320
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 626,123	\$ 650,907	\$ 742,750	\$ 695,497	\$ 762,470

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	-	-	-	-	-
Total Expenses	626,123	650,907	742,750	695,497	762,470
Net Operating Result	\$ (626,123)	\$ (650,907)	\$ (742,750)	\$ (695,497)	\$ (762,470)

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 2021

- ◆ Improved and modified virtual meeting procedures via Cisco WebEx and Microsoft Teams to accommodate open meeting law requirements with COVID-19 protocols
- ◆ Added a Record Management Specialist to oversee the Records Management Program
- ◆ Assisted with the addition of the following new boards/commissions and training of staff liaisons: Citizens Transportation Task Force, Veterans Advisory Board, Judicial Selection and Advisory Board, Deferred Compensation Trust Board
- ◆ Added new communication from citizens and public comment methods for the citizens to communication with the Council
- ◆ Assisted with virtual meeting facilitation and training for other departments
- ◆ Assisted in filling various Council vacancies through appointments left by the resignations of three Councilmembers and the Mayor

- ◆ Conducted successful Primary and General 2020 election
- ◆ Assisted with the orientation and onboarding of newly elected Councilmembers and Mayor

OBJECTIVES FY 2022

Prosperous Community






- ◆ Conduct a Special General Election for Fall 2021 election cycle
- ◆ Develop extensive records management program with new Records Management Specialist and begin implementation
- ◆ Develop and implement electronic training opportunities to knowledge share across the organization
- ◆ Implement digital and electronic signing capabilities for Council approved documents
- ◆ Work with Muni I staff to assist with proper records destruction and temporary records storage during Muni I renovation

Exceptional Built Environment

- ◆ Train staff members to become Master Municipal Clerks (MMC) and Certified Municipal Clerks (CMC)
- ◆ Complete departmental goal to finish updating department procedures and cross-train staff on essential duties

BUDGET NOTES

One-time election costs totaling \$415,000 are carried forward from FY 2021 to FY 2022 due to the bond election being postponed until Fall 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Percentage of Public Records Requests Responded to Within 24 Hours	96%	94%	95%	95%	91%
	Percentage of Subpoenas Responded to Within Timeframe Established by Law	100%	100%	100%	100%	100%
	Percentage of Council agendas and Public Notices Posted at Least 24 Hours Prior to Meeting in Conformance with Open Meeting Law	100%	100%	100%	100%	100%
	Percentage of Draft Minutes Posted to Website Within Three Working Days of Meeting for accessibility and transparency	100%	100%	100%	100%	100%
	Percentage of Elections Held that Comply with Federal, State and Local Laws	100%	100%	100%	100%	100%

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Town Clerk	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 2019	Actual FY 2020	Budget FALSE	Projected FY 2021	Budget FY 2022
Town Clerk	701,017	537,166	1,193,380	635,877	1,000,750
Total Expenses	\$ 701,017	\$ 537,166	\$ 1,193,380	\$ 635,877	\$ 1,000,750

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	467,151	469,534	551,000	420,897	523,370
Supplies & Contractual	233,866	67,632	642,380	214,980	477,380
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 701,017	\$ 537,166	\$ 1,193,380	\$ 635,877	\$ 1,000,750

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	4,159	1,526	-	-	-
Total Expenses	701,017	537,166	1,193,380	635,877	1,000,750
Net Operating Result	\$ (696,858)	\$ (535,640)	\$ (1,193,380)	\$ (635,877)	\$ (1,000,750)

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 2021

- ◆ Created a self-insured trust for workers’ compensation insurance
- ◆ Created self-insured trust board to oversee both the Town’s health insurance and workers’ compensation programs
- ◆ Restructured risk management claims reporting system to allow for more efficient reporting and quicker review of claims
- ◆ Streamlined domestic violence court in conjunction with the Gilbert Municipal Court
- ◆ Implemented a body worn camera redaction program
- ◆ Created a victim safe room within the Prosecutor’s Office
- ◆ Restructured support staff job duties in the Prosecutor’s Office to increase efficiency and decrease duplication of effort

OBJECTIVES FY 2022

Prosperous Community




- ◆ Implement a body worn camera program to more efficiently process requests
- ◆ Collaborate with the Police Department to develop a plan for a potential future Advocacy Center
- ◆ Implement a new operating system to track prosecution cases more efficiently

Exceptional Built Environment

- ◆ Develop a comprehensive database of all Town-owned real property
- ◆ Audit and update database of leases, agreements, and licenses on Town property

BUDGET NOTES

General Counsel budget for FY 2022 was reduced due to decreased operational and personnel costs. Prosecutor observed an increase in expenditure authority due to increased operational and personnel costs.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Per Capita Legal Expenditures (Town Attorney’s Office)	\$4.58	\$4.18	\$4.65	\$6.50	<\$7.50
	Risk Management Recovery Claims Collections	\$100,000	\$188,000	\$146,000	\$140,000	N/A
	Number of Criminal Cases	4,145	4,030	4,000	4,300	N/A

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
General Counsel	7.00	8.00	8.00	8.00	8.00
Prosecutor	21.00	23.00	23.00	23.00	23.00
Total Personnel	28.00	31.00	31.00	31.00	31.00

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
General Counsel	1,247,405	1,430,375	1,699,260	1,375,338	1,588,970
Prosecutor	1,962,382	2,050,476	2,160,860	2,273,260	2,296,050
Total Expenses	\$ 3,209,787	\$ 3,480,851	\$ 3,860,120	\$ 3,648,598	\$ 3,885,020

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	2,921,735	3,075,937	3,433,830	3,190,734	3,481,590
Supplies & Contractual	288,052	404,914	426,290	457,864	403,430
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 3,209,787	\$ 3,480,851	\$ 3,860,120	\$ 3,648,598	\$ 3,885,020

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	22,612	20,808	-	-	-
Total Expenses	3,209,787	3,480,851	3,860,120	3,648,598	3,885,020
Net Operating Result	\$ (3,187,175)	\$ (3,460,043)	\$ (3,860,120)	\$ (3,648,598)	\$ (3,885,020)

PURPOSE STATEMENT

Finance and Management Services provides services necessary to produce meaningful and timely financial statements, payments to employees and vendors, purchasing coordination, tax compliance, management of billing and customer service for utilities, revenue contracts, and fleet maintenance and health and benefit internal charges.

ACCOMPLISHMENTS FY 2021

- ◆ Successfully implemented Kronos Dimensions, which provides employees access to their timecards online and mobile devices
- ◆ Developed and began distributing financial information/statements for departments to assist in making data driven decisions
- ◆ Made all direct deposit and tax changes electronic and employee-initiated on Employee Self Service, which is uploaded into Munis
- ◆ Distributed W-2s electronically for the first time to all who selected this option
- ◆ Received Certificate of Achievement for Excellence in Financial Reporting for the 29th consecutive year from the Government Finance Officers Association (GFOA)
- ◆ As part of What Works Cities effort: Changed Town Procurement Templates to incorporate goals and performance metrics; Developed new Vendor Performance System; Created Vendor Performance Dashboard; and Posted Current Town contracts on Purchasing Website

OBJECTIVES FY 2022

Strong Economy



- ◆ Complete upgrade of Munis
- ◆ Complete comprehensive training program for Munis Financial modules

Prosperous Community

- ◆ Improve vendor payment options, utilizing a fully integrated approach incorporating card, ACH, and check payments as a last resort
- ◆ Work with departments to incorporate Results Driven Contracting Techniques in procurements/contracts
- ◆ Improve payroll processing to ensure staff is performing value-added activities, while minimizing overtime hours worked
- ◆ Implement GASB 87, Leases
- ◆ Survey departments biannually on Town goods and services contracts to ensure vendors are performing using new vendor performance system and dashboard

BUDGET NOTES

Administration, Accounting, Purchasing, and Tax Compliance all observed increases in expenditure authority due to increased operational and personnel costs.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Percentage of Reviewed Taxpayers Brought into Compliance	96%	98%	98%	95%	>90%
	Customer Satisfaction (Taxpayers engaged with Tax Compliance team)	99%	99%	95%	95%	>90%

<i>PERSONNEL BY ACTIVITY</i>	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	1.00	1.00	1.00	1.00	1.00
Accounting	12.00	13.00	14.00	14.00	14.00
Purchasing	7.00	7.00	7.00	7.00	7.00
Tax Compliance	5.50	5.50	6.50	6.50	6.50
Total Personnel	25.50	26.50	28.50	28.50	28.50

<i>EXPENSES BY ACTIVITY</i>	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	212,043	218,285	222,420	225,534	232,320
Accounting	1,200,835	1,284,096	1,437,505	1,450,597	1,494,135
Purchasing	543,372	652,365	687,460	698,623	718,590
Tax Compliance	546,546	509,368	677,365	588,524	712,965
Total Expenses	\$ 2,502,796	\$ 2,664,114	\$ 3,024,750	\$ 2,963,278	\$ 3,158,010

<i>EXPENSES BY CATEGORY</i>	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	2,179,477	2,492,056	2,821,870	2,752,482	2,934,300
Supplies & Contractual	200,859	172,058	202,880	210,796	223,710
Capital Outlay	122,460	-	-	-	-
Total Expenses	\$ 2,502,796	\$ 2,664,114	\$ 3,024,750	\$ 2,963,278	\$ 3,158,010

<i>OPERATING RESULTS</i>	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	228,324	197,741	175,000	125,000	125,000
Total Expenses	2,502,796	2,664,114	3,024,750	2,963,278	3,158,010
Net Operating Result	\$ (2,274,472)	\$ (2,466,373)	\$ (2,849,750)	\$ (2,838,278)	\$ (3,033,010)

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 2021

- ◆ Completed the development and testing necessary for integration with the Fines, Fees and Restitution Enforcement (FARE) program in collaboration with the Arizona Supreme Court and our vendor Justice Systems Inc.
- ◆ Remained open for service to the public and fully operational during a global pandemic by successfully implementing numerous mitigation measures conforming to Superior Court and Supreme Court rules
- ◆ Developed and implemented on demand "Courtroom Ready" text notifications to facilitate social distancing and enhance service during pandemic
- ◆ Implemented remote video appearances for weekend initial appearance court in-order to limit inmate movement and conform to victim's rights requirements




OBJECTIVES FY 2022

Prosperous Community

- ◆ Implement Phase 2 of Arizona's Enhanced Protective Order process to include policy development and automated ingestion of electronic records from the AZPOINT protective order system managed by the Arizona Supreme Court. Targeted completion by December 31, 2021
- ◆ Expand integrated text messaging to include policy development and configuration for notifications regarding program compliance. Targeted completion by June 30, 2022
- ◆ Establish policy and automation for electronic disposition reporting between the Court and the Arizona Department of Public Safety. Target completion by June 30, 2022

BUDGET NOTES

Municipal Court budget for FY 2022 increased due to slightly higher personnel costs.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Average Monthly Percentage of Active Cases Under 90 Days Old	72%	79%	75%	75%	60%
	Maintain a Case Disposition Rate of 1.00 or Greater	.98	.78	1.00	1.00	1.00
	Maintain a Competitive Cost per Disposed Case Relative to Benchmarked Courts	\$159	\$213	\$180	\$175	\$175

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Municipal Court	31.92	31.92	32.07	32.07	32.07
Total Personnel	31.92	31.92	32.07	32.07	32.07

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Municipal Court	3,355,222	3,166,280	3,395,990	3,420,046	3,521,940
Total Expenses	\$ 3,355,222	\$ 3,166,280	\$ 3,395,990	\$ 3,420,046	\$ 3,521,940

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	2,918,610	2,770,795	2,954,620	2,991,455	3,080,850
Supplies & Contractual	436,612	395,485	441,370	428,591	441,090
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 3,355,222	\$ 3,166,280	\$ 3,395,990	\$ 3,420,046	\$ 3,521,940

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	329,433	269,051	292,000	252,000	255,000
Total Expenses	3,355,222	3,166,280	3,395,990	3,420,046	3,521,940
Net Operating Result	\$ (3,025,789)	\$ (2,897,229)	\$ (3,103,990)	\$ (3,168,046)	\$ (3,266,940)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2021

- ◆ 10-year update of General Plan ratified by more than 80% of voters
- ◆ Building, Fire and Code Compliance initiated virtual inspections after successful pilot
- ◆ Kicked-off Transportation Master Plan efforts
- ◆ Public participation video created with help of Gilbert Digital
- ◆ Processed more Planning projects and Building, Fire and Engineering permits in fiscal year than previous fiscal year

OBJECTIVES FY 2022

Prosperous Community





- ◆ Complete all plan reviews and inspections within the established timeframes

Exceptional Built Environment

- ◆ Complete Transportation Master Plan
- ◆ Land Development Code refresh adopted by Council

BUDGET NOTES

The FY 2022 budget includes an increase in one-time expenditures for branding implementation initiatives. Contractual increases in the FY 2022 budget include funding for increase costs to current services and funding for project management software.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Percent of Planning Review Comments Returned on Schedule	98%	98%	92%	98%	>90%
	Percent of Planning Projects Completed Within Established Schedules	98%	98%	98%	98%	>90%
	Percent of Building Safety and Fire Inspection Requests Completed Within Scheduled Times	100%	100%	100%	100%	100%
	Percent of Code Compliance Cases Resolved Through Community Outreach and Education	99%	99%	98%	98%	>98%

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	2.00	2.00	2.00	2.00	2.00
Permits and Licensing	7.33	7.52	7.52	7.52	7.52
Plan Review and Inspection	45.80	45.80	45.80	45.80	45.80
Planning Services	13.00	13.00	13.00	13.00	14.00
Transportation Planning	2.00	2.00	3.00	3.00	3.00
Development Engineering	3.00	4.00	4.00	4.00	4.50
Total Personnel	73.13	74.32	75.32	75.32	76.82

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	525,467	454,966	460,220	363,302	350,740
Permits and Licensing	713,090	652,217	799,490	804,729	749,510
Plan Review and Inspection	4,157,379	4,400,095	4,637,090	4,637,173	4,770,590
Planning Services	1,261,386	1,337,649	1,385,930	1,190,792	1,488,300
Transportation Planning	191,394	186,769	399,020	321,026	386,620
Development Engineering	384,346	515,672	526,990	558,521	608,990
Total Expenses	\$ 7,233,062	\$ 7,547,368	\$ 8,208,740	\$ 7,875,543	\$ 8,354,750

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	6,242,477	6,793,292	7,184,310	6,915,698	7,575,780
Supplies & Contractual	963,669	731,328	1,024,430	959,845	778,970
Capital Outlay	26,916	22,748	-	-	-
Total Expenses	\$ 7,233,062	\$ 7,547,368	\$ 8,208,740	\$ 7,875,543	\$ 8,354,750

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	8,451,382	6,961,385	6,021,000	6,656,000	5,988,000
Total Expenses	7,233,062	7,547,368	8,208,740	7,875,543	8,354,750
Net Operating Result	\$ 1,218,320	\$ (585,983)	\$ (2,187,740)	\$ (1,219,543)	\$ (2,366,750)

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 2021

- ◆ Achieved an 8% reduction in total Part 1 Crimes in 2020 compared to 2019
- ◆ Gilbert Public Safety Training Facility construction was completed ahead of schedule and below budget
- ◆ 2nd safest city out of the 100 largest cities in the US (FBI Uniform Crime Reporting 2019 Report)
- ◆ Secured funding to begin Dispatch expansion and Public Safety Building remodel
- ◆ Selected Versaterm to upgrade Police RMS/CAD (Records Management System/Computer Aided Dispatch) systems
- ◆ Completed our Police Department Comprehensive Employee Wellness Plan
- ◆ Expanded our School Resource Officer Program to cover all of the high schools and junior high schools

OBJECTIVES FY 2022

Prosperous Community

- ◆ Secure funding to build the Advocacy Center
- ◆ Maintain status as 2nd safest city out the 100 largest cities in the US
- ◆ Present the findings of the Crime Lab Needs Analysis and begin securing long term stability for our crime lab requirements
- ◆ Start our Police Academy in the fall and continue with a class every 6 months

Exceptional Built Environment

- ◆ Expand police radio channels from one patrol channel to two patrol channels
- ◆ Complete the Police RMS/CAD (Records Management System/Computer Aided Dispatch) system upgrades
- ◆ Begin construction on the Dispatch expansion and Public Safety Building remodel

BUDGET NOTES

The FY 2022 personnel budget includes the addition of: (3) Crime Scene Specialist - CSU, (2) Detention Transport Officer, (1) Lieutenant - PCU, (1) Background Investigator, (1) Police Officer - FCU, (1) Sergeant - Patrol, (1) Sergeant - SRO, (1) Sergeant – Training Unit Academy, (1) Teleserve Supervisor, (1) Victim Advocate – FVU, (6) Police Officer – Patrol, (1) Police Officer – VCU Detective. Overall budget for Police Department has increased from FY 2021 in Personnel and Supplies and Contractual.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Clearance Rates Compared to National - Violent Crimes	48.2%	40.1%	42.9%	46.0%	>45.5%
	Clearance Rates Compared to National - Property Crimes	25.5%	19.9%	19.7%	20.0%	>17.6%
	Time Between Emergency Call Received to Responder Arrival	4:07	3:59	4:03	4:00	<5:30
	Success Rate Answering Emergency 911 Calls Within 10 seconds	93.9%	94.9%	95.9%	95.0%	>90.0%
	Maintain Domestic Violence Recidivism Rate of Less Than 5%	2.9%	3.6%	3.1%	3.0%	<5.0%

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	5.00	4.00	4.00	4.00	4.00
Support Services	88.00	94.00	101.00	100.50	101.50
Office of Professional Stds	13.50	16.50	22.50	23.00	24.00
Patrol	199.00	209.80	209.80	209.10	219.10
Criminal Investigations	61.00	61.00	65.00	66.00	72.00
Special Enforcement Unit	39.00	40.00	43.00	43.00	44.00
Total Sworn	275.00	294.80	307.80	308.30	320.30
Total Civilian	130.50	130.50	137.50	137.30	144.30
Total Personnel	405.50	425.30	445.30	445.60	464.60

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	5,896,105	14,751,516	837,180	769,508	798,700
Support Services	8,764,714	8,923,790	10,799,870	9,996,638	11,046,830
Office of Professional Stds	4,055,137	5,232,034	3,474,410	5,727,317	4,134,140
Patrol	23,314,787	23,752,543	26,575,840	24,838,290	27,337,640
Criminal Investigations	9,204,333	9,505,876	10,246,610	9,541,516	11,286,050
Special Enforcement Unit	5,770,504	6,034,748	6,781,360	6,443,112	7,112,960
Total Expenses	\$ 57,005,580	\$ 68,200,507	\$ 58,715,270	\$ 57,316,381	\$ 61,716,320

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	50,796,874	62,648,388	51,430,860	50,427,219	53,839,500
Supplies & Contractual	5,990,376	5,482,520	6,643,180	6,251,842	7,385,550
Capital Outlay	218,330	69,599	641,230	637,320	491,270
Total Expenses	\$ 57,005,580	\$ 68,200,507	\$ 58,715,270	\$ 57,316,381	\$ 61,716,320

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	3,364,949	2,737,360	2,967,000	2,506,000	2,612,000
Total Expenses	57,005,580	68,200,507	58,715,270	57,316,381	61,716,320
Net Operating Result	\$(53,640,631)	\$(65,463,147)	\$(55,748,270)	\$(54,810,381)	\$(59,104,320)

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 2021

- ◆ Transitioned the Training Division personnel, programs, and activities to the newly completed Public Safety Training Facility
- ◆ Successfully navigated the COVID-19 pandemic to support the community, through innovative processes and mitigation strategies
- ◆ Developed succession planning strategies and documentation to further facilitate employee growth and development opportunities
- ◆ Expanded employee wellness programs and objectives via the formation of a turnout team to begin the purchase of a secondary set of gear for firefighters, completed a resiliency study in collaboration with ASU, and expanded mental health support programs
- ◆ Implemented a COVID-19 vaccine point of distribution (POD) to provide vaccinations to all eligible Town employees
- ◆ Completed the RFP process for a new comprehensive Records Management System
- ◆ Implemented the Alliance Employee Idea Management System which empowers employees to participate in the suggestion and implementation of new ideas and processes

OBJECTIVES FY 2022

Prosperous Community

- ◆ Implement full service Transportation Division and expand provision of Town ambulance services to the community
- ◆ Finalize implementation of the new Records Management System enhancing decision making, performance monitoring, and risk reduction program development
- ◆ Complete the purchase and outfitting of a second set of firefighter turnout gear
- ◆ Implement formalized, data driven Community Risk Reduction Model

Exceptional Built Environment






- ◆ Expand the usage of the Public Safety Training Facility and enhance regional partnerships via a collaborative, large scale police and fire academy

Strong Economy

- ◆ Finalize long term departmental planning blueprint that encompasses capital purchases, personnel needs, and physical space needs

BUDGET NOTES

Personnel costs increase as a result of eight additional positions authorized in FY 2022. New FTE include a Battalion Chief, two Firefighters, two Engineers, and three Captains. Multiple one-time expenditures are budgeted in FY 2022 with the most notable being \$1,115,000 for 22 cardiac monitors and \$860,000 for a second set of turnouts for the first responders that were carried forward from FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Structure fires per 1,000 population	.284	.270	.250	.245	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)	7:16	7:15	7:30	7:15	≤6:00
	90 th percentile response time from alarm room processing to on scene for High Risk EMS incidents	7:26	7:41	7:00	6:55	≤6.00
	90 th percentile response time from alarm room processing to on scene for Moderate Risk Fire incidents	7:24	7:17	7:15	7:15	≤7:20
	90 th percentile response time from alarm room processing to on scene for High Risk Fire incidents	7:03	7:32	7:15	7:15	≤7:20

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	6.00	6.00	6.00	6.00	6.00
Training	5.00	5.00	5.00	5.00	5.00
Operations	195.00	195.00	196.00	196.00	204.00
Prevention and Education	10.00	10.00	10.00	10.00	10.00
Total Personnel	216.00	216.00	217.00	217.00	225.00

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	3,689,547	3,041,727	1,108,640	1,139,598	1,114,280
Training	850,193	872,029	1,060,590	1,053,232	889,390
Operations	29,776,465	29,965,439	31,262,420	30,781,931	34,422,890
Prevention and Education	1,328,599	1,313,098	1,322,850	1,338,414	1,355,930
Total Expenses	\$ 35,644,804	\$ 35,192,293	\$ 34,754,500	\$ 34,313,175	\$ 37,782,490

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	31,731,239	30,875,570	29,234,440	30,002,542	30,607,450
Supplies & Contractual	3,913,565	4,207,318	5,400,610	4,195,133	5,896,300
Capital Outlay	-	109,405	119,450	115,500	1,278,740
Total Expenses	\$ 35,644,804	\$ 35,192,293	\$ 34,754,500	\$ 34,313,175	\$ 37,782,490

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	2,217,821	1,981,104	1,995,000	1,905,000	1,865,000
Total Expenses	35,644,804	35,192,293	34,754,500	34,313,175	37,782,490
Net Operating Result	\$(33,426,983)	\$(33,211,189)	\$(32,759,500)	\$(32,408,175)	\$(35,917,490)

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 2021

- ◆ Achieved CAPRA Accreditation, a national recognition held by only 1% of parks and recreation agencies
- ◆ Opened Phase 1B of Gilbert Regional Park which included 16 pickleball courts, 6 tennis courts, 2 basketball courts, 6 sand volleyball courts, a great lawn, amphitheater, additional restrooms and ramadas
- ◆ Received 4 Arizona Parks and Recreation Awards, including Park, Volunteer, Park Professional and Professional of the Year
- ◆ Introduced new, socially distanced events including concerts, movies and fitness events
- ◆ Implemented virtual recreation programming
- ◆ Cactus Yards named 2019 and 2020 Outstanding Facility of the Year

OBJECTIVES FY 2022

Prosperous Community

- ◆ Conduct an adaptive recreation community survey and host focus group meetings by December 31, 2021
- ◆ Conduct a market research analysis including community survey for other recreation providers by December 31, 2021
- ◆ Complete the CAPRA annual report for FY 2022 and complete one additional standard

Strong Economy






- ◆ Host recreation programming at the Public Safety Training Facility Classroom by September 30, 2021
- ◆ Implement McQueen Park courtyard as a wedding location
- ◆ Develop and implement new event(s) by June 30, 2022
- ◆ Hold the Castle Golf grand opening by June 30, 2022

Exceptional Built Environment

- ◆ Update the Sports Field Needs Assessment

BUDGET NOTES

FTE increases include a Parks and Recreation Manager, Administrative Assistant, Facilities Maintenance Technician, and multiple Grounds Maintenance personnel. The Supplies and Contractual budget increases as a result of the new FTE, contractual increases, with one-time expenditures for an ionization system, security systems, park and trail upgrades, and multiple other items. For FY 2022, Parks and Recreation prepared a zero-based budget; resulting in a reallocation of over \$690,000.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Rentals (Indoor & Outdoor)	10,134	9,472	12,150	12,758	13,395
	Attendance (Events & Programs)	121,607	146,886	44,685	46,919	49,264
	Social Media (Impressions/Engagements)	2,250,153 / 74,694	2,860,822 / 592,069	6,061,685 / 430,627	6,364,769 / 430,627	6,000,000 / 400,000
	Percent of Satisfaction Ratings Above Average or Excellent on Program and Event Surveys	N/A	N/A	88%	90%	85%
	Level of Preventative Maintenance Compared to Corrective Maintenance (Preventative % / Corrective %)	52% / 48%	46% / 54%	21% / 79%	30% / 70%	20% / 80%

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	10.58	11.98	12.73	12.73	13.73
Parks and Open Space	60.06	71.11	72.81	72.81	75.81
Aquatics	17.78	17.54	18.34	18.34	18.34
Recreation Centers	40.12	41.93	42.93	42.93	42.93
Precreation Programs	6.95	7.99	9.24	9.24	9.24
Facilities Maintenance	12.48	13.00	17.25	17.25	19.25
Total Personnel	147.97	163.55	173.30	173.30	179.30

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	1,257,707	1,278,006	1,543,220	1,537,165	1,623,220
Parks and Open Space	6,401,795	7,527,637	8,812,410	8,945,826	9,343,630
Aquatics	855,304	880,569	972,280	850,929	992,850
Recreation Centers	5,977,523	5,598,601	7,454,320	6,714,692	7,146,930
Precreation Programs	984,214	1,070,166	1,473,690	1,218,549	1,389,210
Facilities Maintenance	3,709,852	3,136,867	4,205,320	3,948,518	6,013,420
Total Expenses	\$ 19,186,395	\$ 19,491,846	\$ 24,461,240	\$ 23,215,679	\$ 26,509,260

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	7,694,944	8,651,668	10,438,610	9,741,199	11,198,600
Supplies & Contractual	11,090,501	10,475,404	13,784,230	13,276,772	13,887,660
Capital Outlay	400,950	364,774	238,400	197,708	1,423,000
Total Expenses	\$ 19,186,395	\$ 19,491,846	\$ 24,461,240	\$ 23,215,679	\$ 26,509,260

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	4,507,449	5,030,559	5,695,000	4,587,900	5,012,300
Total Expenses	19,186,395	19,491,846	24,461,240	23,215,679	26,509,260
Net Operating Result	\$(14,678,946)	\$(14,461,287)	\$(18,766,240)	\$(18,627,779)	\$(21,496,960)

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 be Best in Class for the Town's public infrastructure to all of our residents and visitors.

ACCOMPLISHMENTS FY 2021

- ◆ Signal Prioritization Process
- ◆ Intersection prioritization process
- ◆ Engineering website updated
- ◆ Transportation Systems Management and Operation (TSMO) Plan document prepared
- ◆ Two Traffic Signal Optimization Program (TSOP) projects completed



OBJECTIVES FY 2022

Exceptional Built Environment

- ◆ Traffic Engineering Standards update
- ◆ Transportation Systems Management and Operation (TSMO) Plan - Implantation steps and plan
- ◆ TS1700 University of Arizona Smart Signal Control Project Assessment
- ◆ Complete two Traffic Signal Optimization Program (TSOP) projects

BUDGET NOTES

Administrative Assistant II cost distribution allocated to Engineering Traffic Services budget. Increased expense allocation for outside professional services in the FY 2022 budget for Engineering Services is also included.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Percentage of Citizen Contacts Responded to Within 24 Hours	95%	95%	95%	95%	≥95%
	Number of Left-Turn Safety Enhancement Projects Implemented	1	2	3	3	2

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Engineering Admin	0.60	0.60	0.60	0.60	0.60
Traffic Engineering	4.00	5.00	5.00	5.00	6.00
Total Personnel	4.60	5.60	5.60	5.60	6.60

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Engineering Admin	126,426	124,416	127,470	139,686	234,590
Traffic Engineering	356,154	469,473	624,200	432,476	625,450
Total Expenses	\$ 482,580	\$ 593,889	\$ 751,670	\$ 572,162	\$ 860,040

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	393,617	380,155	645,800	464,282	756,000
Supplies & Contractual	56,075	213,734	105,870	107,880	104,040
Capital Outlay	32,888	-	-	-	-
Total Expenses	\$ 482,580	\$ 593,889	\$ 751,670	\$ 572,162	\$ 860,040

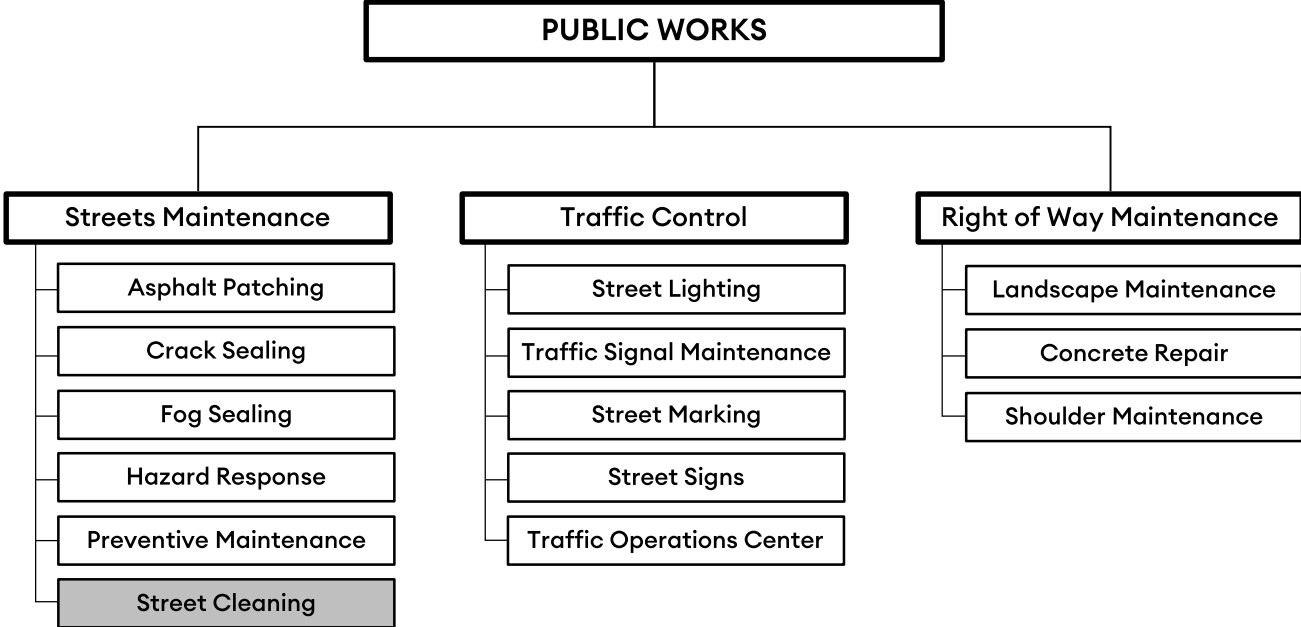
OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	-	-	-	-	-
Total Expenses	482,580	593,889	751,670	572,162	860,040
Net Operating Result	\$ (482,580)	\$ (593,889)	\$ (751,670)	\$ (572,162)	\$ (860,040)

Streets Fund

Streets Fund Summary
Streets Fund Benchmarks
Streets



Shaping a new
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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 2022.

	<u>Roadway and Maintenance</u>	<u>HURF</u>
Total Operating Revenues	\$ 11,908,000	\$ 17,345,000
Total Operating Expenses	(7,838,110)	(16,795,560)
Operating Income (Loss)	<u>\$ 4,069,890</u>	<u>\$ 549,440</u>
Non-Operating Revenues (Expenses)	-	-
Income (Loss) Before Transfers	<u>\$ 4,069,890</u>	<u>\$ 549,440</u>
Transfers In	164,000	-
Transfers Out	(13,198,830)	(1,329,080)
Net Income	<u>\$ (8,964,940)</u>	<u>\$ (779,640)</u>

ORGANIZATIONAL FOCUS AREAS

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

Prosperous
Community



Strong Economy



Exceptional Built
Environment



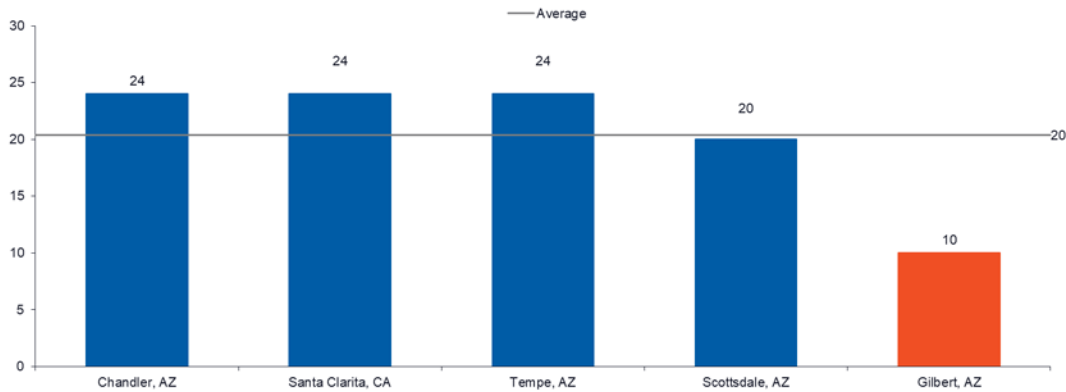
PERSONNEL BY DIVISION	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Roadway and Maintenance	0.00	1.00	1.00	1.00	1.00
HURF	55.66	54.66	56.66	56.66	56.66
Total Personnel	55.66	55.66	57.66	57.66	57.66

EXPENSES BY DIVISION	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Roadway and Maintenance	2,848,710	5,634,721	8,798,680	7,528,387	7,838,110
HURF	13,367,152	14,998,162	16,621,130	16,078,977	16,795,560
Total Expenses	\$ 16,215,862	\$ 20,632,883	\$ 25,419,810	\$ 23,607,364	\$ 24,633,670

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	4,365,016	4,563,211	5,263,510	5,001,064	5,291,510
Supplies & Contractual	9,196,068	16,047,827	20,044,800	18,494,800	19,312,160
Capital Outlay	2,654,778	21,845	111,500	111,500	30,000
Total Expenses	\$ 16,215,862	\$ 20,632,883	\$ 25,419,810	\$ 23,607,364	\$ 24,633,670

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	27,704,644	27,702,586	26,863,000	29,083,000	29,253,000
Transfers In	-	-	600,000	-	164,000
Total Sources	\$ 27,704,644	\$ 27,702,586	\$ 27,463,000	\$ 29,083,000	\$ 29,417,000
Total Expenses	16,215,862	20,632,883	25,419,810	23,607,364	24,633,670
Transfers Out	11,012,316	3,422,505	16,444,900	6,211,449	14,527,910
Total Uses	\$ 27,228,178	\$ 24,055,388	\$ 41,864,710	\$ 29,818,813	\$ 39,161,580
Net Operating Result	\$ 476,466	\$ 3,647,198	\$(14,401,710)	\$ (735,813)	\$ (9,744,580)

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



10

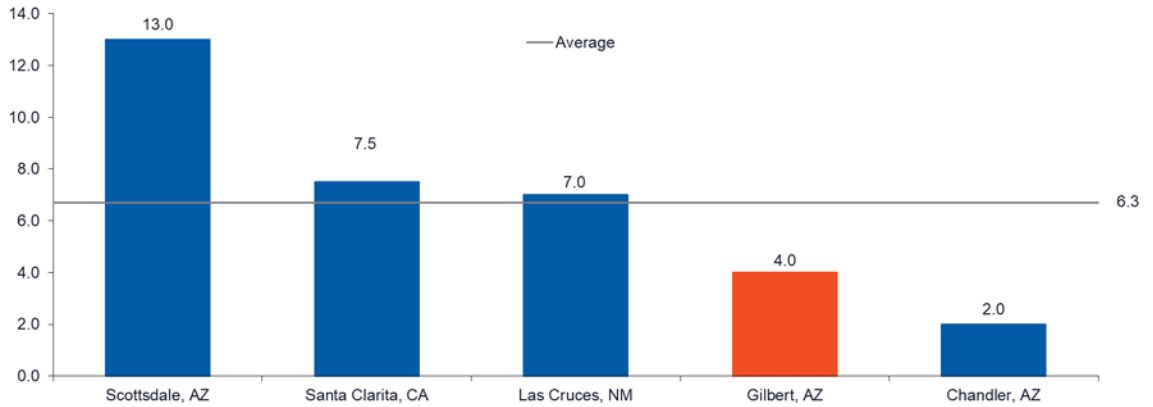
Average number of hours to cover graffiti in Gilbert

Note: For Scottsdale, AZ, the median of the range is provided above. Source: Information provided was obtained from municipal streets staff for FY 2020.

Days to Repair Streetlight Outage

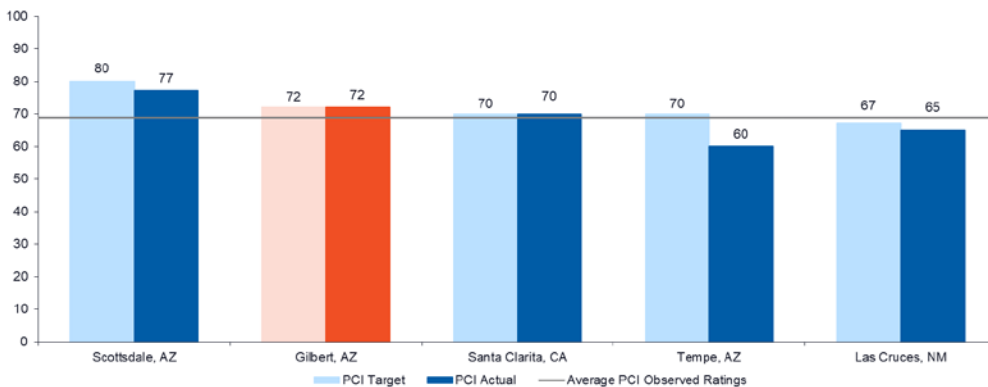
4

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. Source: Information provided was obtained from municipal budget documents and public works staff for FY 2020.

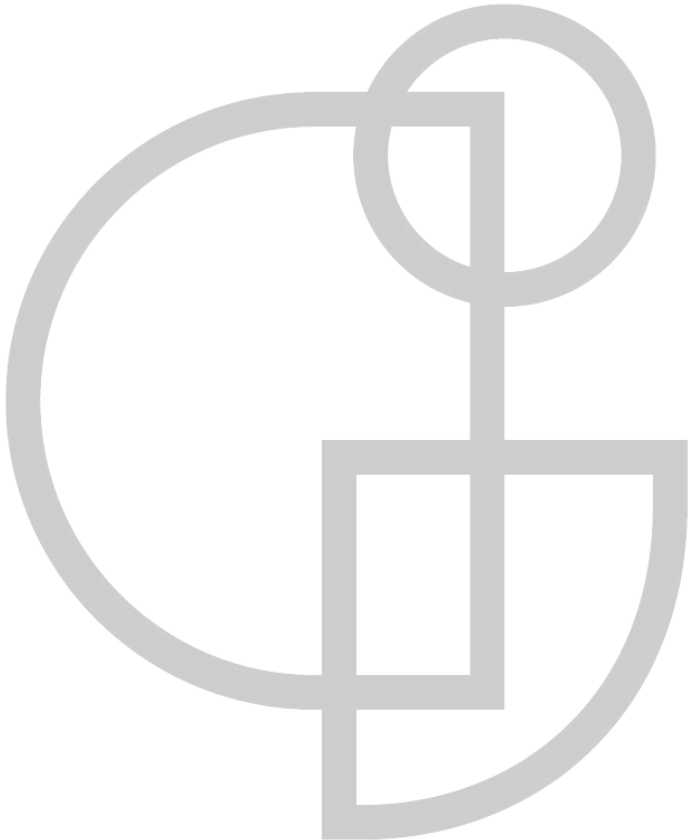
Pavement Condition Index: Actual vs. Target



72

Pavement Condition Index (PCI) ranking of Gilbert streets

Source: Information provided was obtained from municipal streets staff for FY 2020.



PURPOSE STATEMENT

The mission of Streets Maintenance is to maintain the roadway system ensuring a high degree of reliability, safety, rideability and meeting or exceeding all applicable regulations for roadways in a cost-effective manner.

ACCOMPLISHMENTS FY 2021

- ◆ Maintained a network Pavement Condition Index (PCI) of 72
- ◆ Re-rated 24% of the roadway network
- ◆ Re-paved, stamped and coated Gilbert Rd/Heritage District
- ◆ Applied micro-surfacing to 20 miles of arterial roadways
- ◆ Upgraded 520 streetlights to current standards (LRIP)
- ◆ Completed (IISNS) internally illuminated street name sign project (signalized intersections) 103 sign panels
- ◆ Crack Sealed 100% of all roadways prior to scheduled maintenance
- ◆ Removed 100% of graffiti within 48 hours of notice from Police department






OBJECTIVES FY 2022

Exceptional Built Environment

- ◆ Maintain a network Pavement Condition Index (PCI) of 72
- ◆ Re-rate 20% of roadway network
- ◆ Replace 100% of all identified streetlights scheduled for replacement per LRIP
- ◆ Upgrade 100 (IISNS) internally illuminated street name signs (panels)
- ◆ 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
- ◆ Replace all stop sign knockdowns within one hour of receiving notification

BUDGET NOTES

Overall, the FY 2022 Streets budget has increased, with increases in Personnel and Supplies and Contractual, and a decrease in Capital Outlay.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Network Pavement Condition Index (PCI)	72.8	72.0	72.0	72.0	72.0
	Percentage of Roadway Network Re-Rated	27.7%	25.0%	24.0%	22.0%	20.0%
	Streetlight Repairs Made Within Seven Days	98%	98%	100%	100%	100%
	Regulatory Signs Over 10 Years Old Replaced	4,562	4,325	1,869	1,112	1,112
	Non-Regulatory Signs Over 15 Years Old Replaced	N/A	361	4,542	2,035	2,035

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	4.00	4.00	4.00	4.00	4.00
Streets Maintenance	24.01	24.01	24.01	24.01	24.01
Traffic Control	22.66	22.66	24.66	24.66	24.66
Right of Way Maintenance	4.99	4.99	4.99	4.99	4.99
Total Personnel	55.66	55.66	57.66	57.66	57.66

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	3,477,415	6,353,475	8,017,610	8,061,533	7,652,920
Streets Maintenance	2,425,481	2,894,149	3,056,470	2,849,936	3,125,080
Traffic Control	6,711,092	7,362,086	8,461,660	8,339,343	8,314,550
Right of Way Maintenance	3,544,587	3,969,710	3,508,530	3,531,012	3,757,580
Non-Departmental	57,287	53,463	2,375,540	825,540	1,783,540
Total Expenses	\$ 16,215,862	\$ 20,632,883	\$ 25,419,810	\$ 23,607,364	\$ 24,633,670

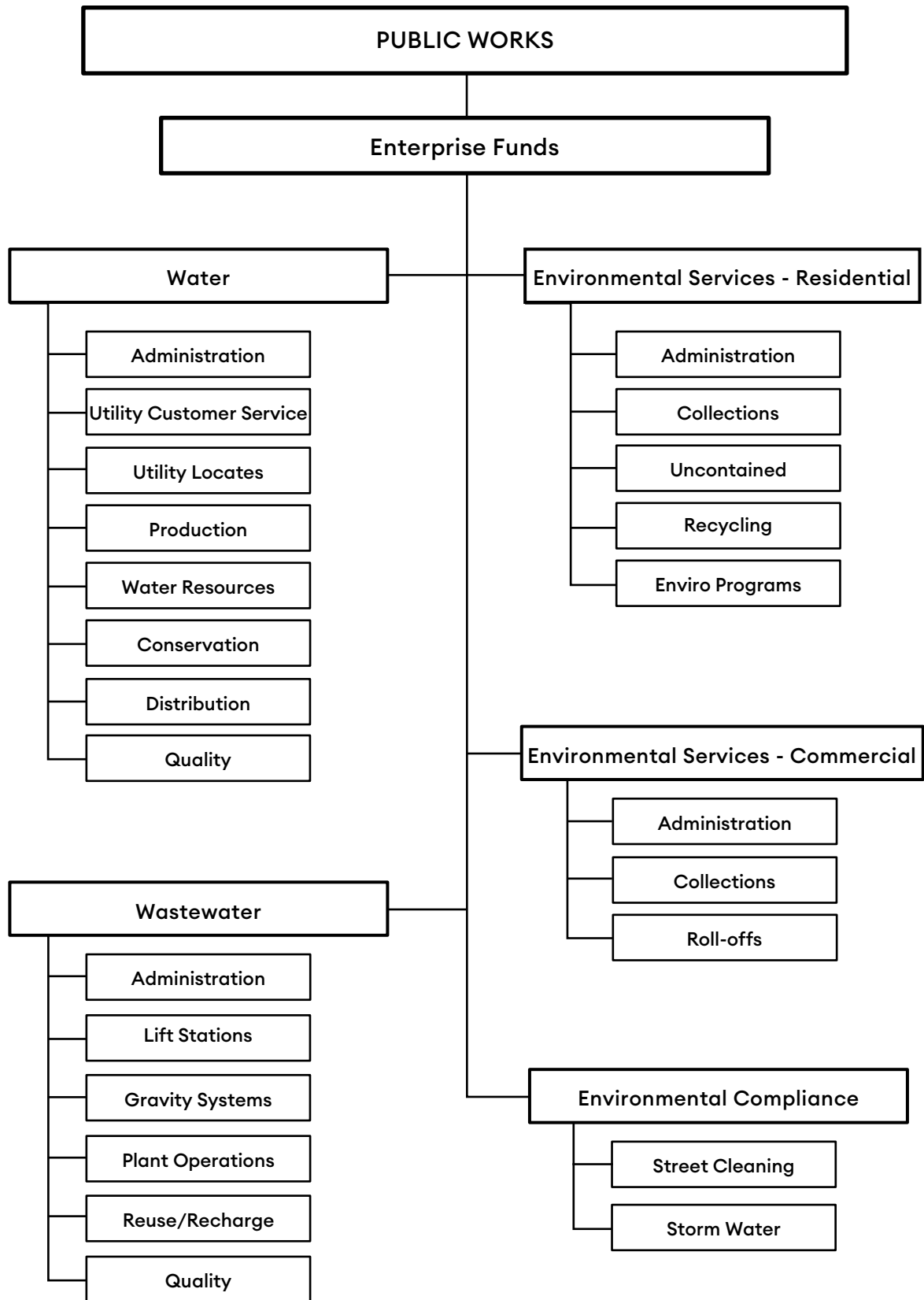
EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	4,365,016	4,563,211	5,263,510	5,001,064	5,291,510
Supplies & Contractual	9,196,068	16,047,827	20,044,800	18,494,800	19,312,160
Capital Outlay	2,654,778	21,845	111,500	111,500	30,000
Total Expenses	\$ 16,215,862	\$ 20,632,883	\$ 25,419,810	\$ 23,607,364	\$ 24,633,670

Enterprise Funds

Enterprise Funds Summary
Enterprise Fund Benchmarks
Water
Wastewater
Environmental Services - Residential
Environmental Services - Commercial
Environmental Compliance



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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 2022.

	Water	Wastewater	Environmental Services Residential	Commercial	Environmental Compliance
Total Operating Revenues	\$ 55,317,000	\$ 31,126,000	\$ 16,277,000	\$ 2,797,000	\$ 5,058,000
Total Operating Expenses	(36,470,590)	(20,378,210)	(17,581,770)	(2,690,640)	(2,030,340)
Operating Income (Loss)	<u>\$ 18,846,410</u>	<u>\$ 10,747,790</u>	<u>\$ (1,304,770)</u>	<u>\$ 106,360</u>	<u>\$ 3,027,660</u>
Non-Operating Revenues (Expenses)	-	-	-	-	-
Income (Loss) Before Transfers	<u>\$ 18,846,410</u>	<u>\$ 10,747,790</u>	<u>\$ (1,304,770)</u>	<u>\$ 106,360</u>	<u>\$ 3,027,660</u>
Transfers In	-	1,035,000	-	-	-
Transfers Out	(36,386,860)	(25,291,520)	(6,298,090)	(734,020)	(3,628,510)
Net Income	<u>\$ (17,540,450)</u>	<u>\$ (13,508,730)</u>	<u>\$ (7,602,860)</u>	<u>\$ (627,660)</u>	<u>\$ (600,850)</u>

ORGANIZATIONAL FOCUS AREAS

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

Prosperous Community



Strong Economy



Exceptional Built Environment

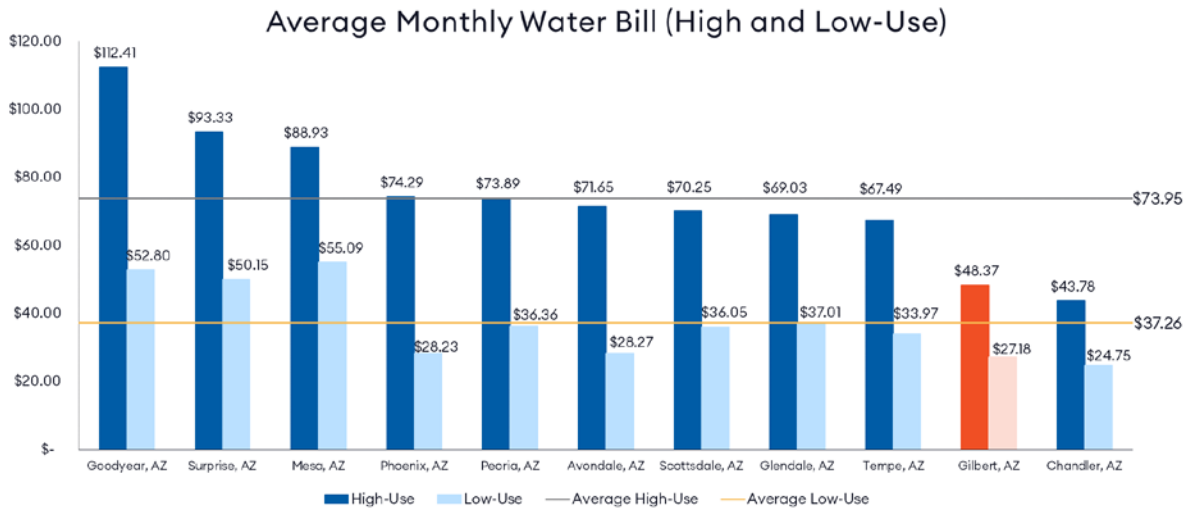


PERSONNEL BY DIVISION	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Water	133.50	135.68	135.93	134.93	136.93
Wastewater	45.50	48.50	49.50	49.50	49.50
Enviro Services-Residential	79.56	81.31	82.81	82.81	85.81
Enviro Services-Commercial	8.94	8.44	8.44	8.44	8.44
Environmental Compliance	11.84	12.09	12.59	12.59	12.59
Total Personnel	279.34	286.02	289.27	288.27	293.27

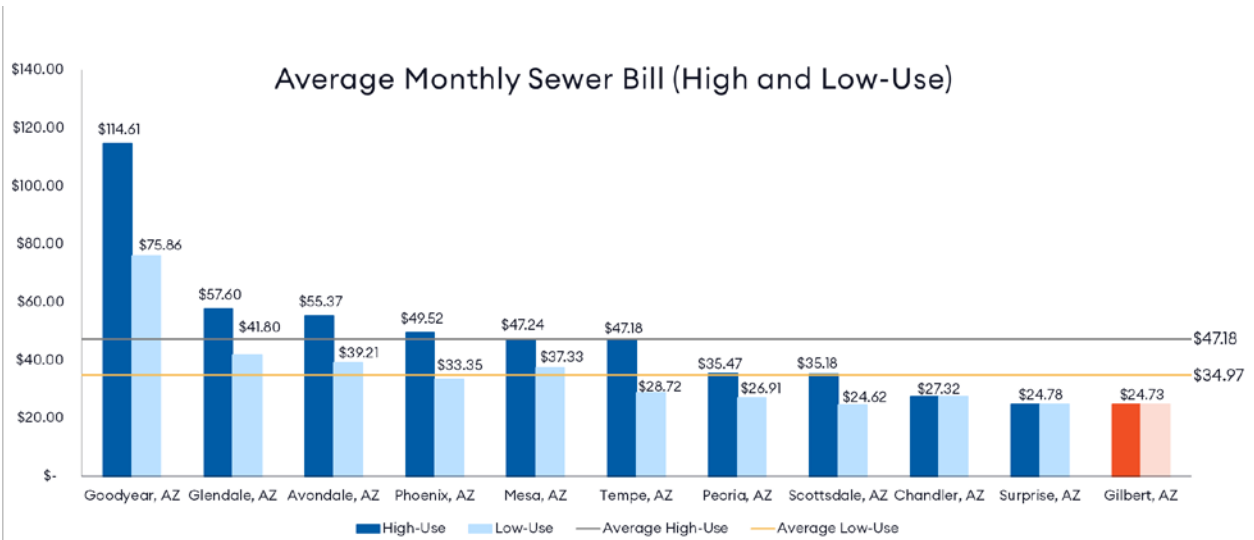
EXPENSES BY DIVISION	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Water	27,374,331	28,175,218	34,335,240	31,646,808	36,470,590
Wastewater	15,370,978	16,254,027	19,955,000	19,695,957	20,378,210
Enviro Services-Residential	13,444,497	13,816,472	16,282,010	14,933,835	17,581,770
Enviro Services-Commercial	2,106,112	2,157,984	2,690,830	2,185,341	2,690,640
Environmental Compliance	998,239	1,639,707	2,080,580	1,860,032	2,030,340
Total Expenses	\$ 59,294,157	\$ 62,043,408	\$ 75,343,660	\$ 70,321,973	\$ 79,151,550

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	20,526,669	22,013,143	24,863,490	23,458,450	25,286,240
Supplies & Contractual	37,393,740	39,306,602	50,058,990	46,345,523	53,507,310
Capital Outlay	1,373,748	723,663	421,180	518,000	358,000
Total Expenses	\$ 59,294,157	\$ 62,043,408	\$ 75,343,660	\$ 70,321,973	\$ 79,151,550

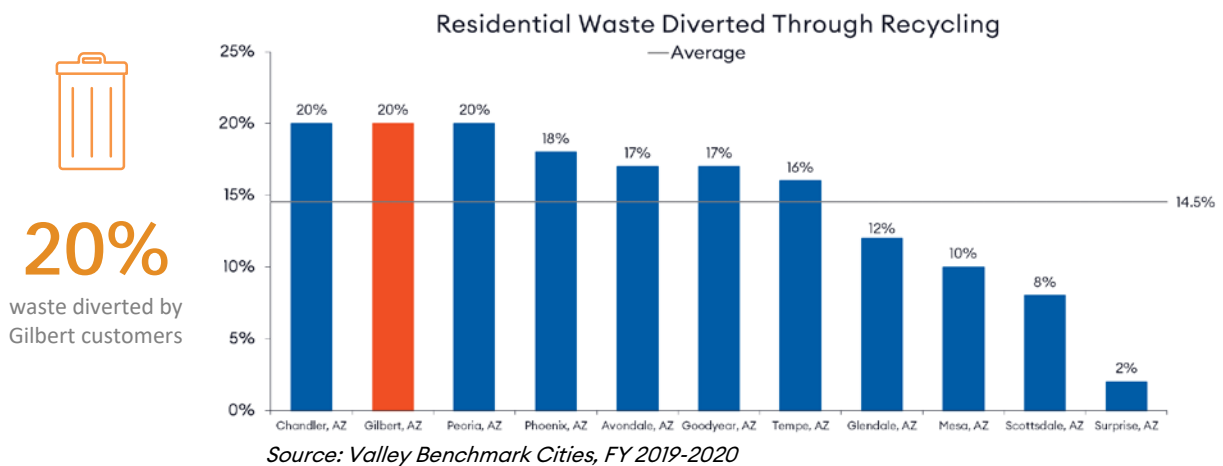
OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	98,386,759	104,608,856	105,309,000	107,792,900	110,575,000
Transfers In	2,899,293	667,834	1,035,000	3,735,000	1,035,000
Total Sources	\$101,286,052	\$105,276,690	\$106,344,000	\$111,527,900	\$111,610,000
Total Expenses	59,294,157	62,043,408	75,343,660	70,321,973	79,151,550
Transfers Out	39,512,678	36,134,772	77,782,750	40,528,516	72,339,000
Total Uses	\$ 98,806,835	\$ 98,178,180	\$153,126,410	\$110,850,489	\$151,490,550
Net Operating Result	\$ 2,479,217	\$ 7,098,510	\$ (46,782,410)	\$ 677,411	\$ (39,880,550)

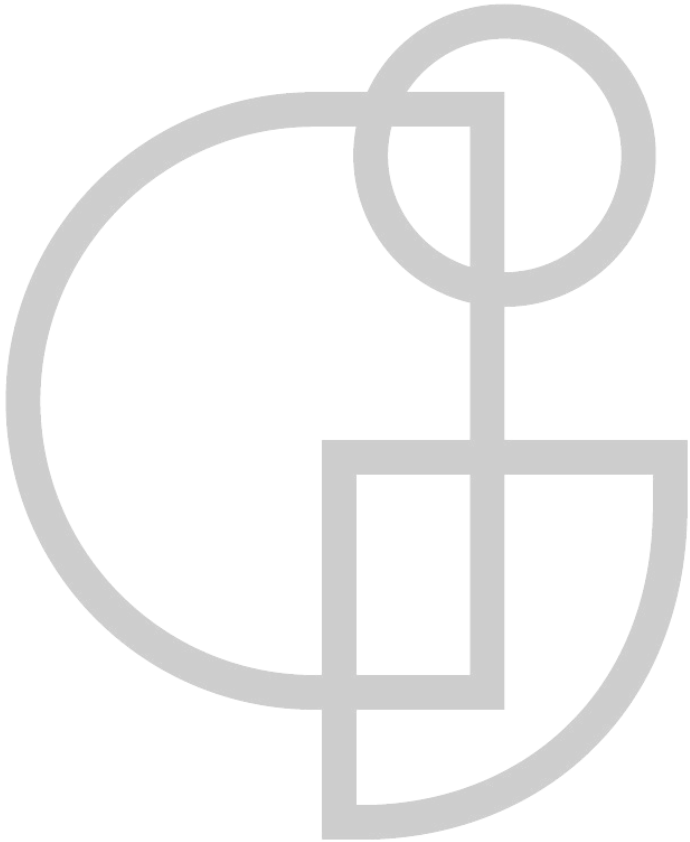


Note: Figures assume high-use for Single Family Residential (SFR) equates to 17,000 gallons on a 1" meter; low-use for SFR equates to 9,000 gallons on a 3/4" meter. Source: Valley Benchmark Cities, FY 2019-2020



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 2019-2020





PURPOSE STATEMENT

Provide safe and reliable water to our community through operational resiliency, enhanced customer service, and water resource adequacy.

ACCOMPLISHMENTS FY 2021

- ◆ NWTP CIP projects: filter underdrain replacements, influent valve replacement, and chemical line upgrades
- ◆ NWTP replacement project at 30% design
- ◆ SVWTP Filter media and Phase I underdrains replaced
- ◆ Wells rehab: Arsenic vessels, (2) Wells 14 and 24; New well in use: Well 31
- ◆ Gained support to begin AMI for metering; this will be a 5-year program beginning in FY 2021
- ◆ Distribution system maintenance: completed 3324 Hydrant PMs and exercised 10,404 valves
- ◆ Completed inspections of all TOG hydrants that did not have a prior maintenance date
- ◆ Selected a vendor for a new Utility Billing System to be implemented over the next 18-24 months

OBJECTIVES FY 2022

Prosperous Community

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

Strong Economy

- ◆ Convert/install 25% of meters with new AMI radios

Exceptional Built Environment

- ◆ Complete a new Well and Reservoir 30 currently in development to enhance water demands and quality concerns for current Well 29
- ◆ Continue design of NWTP and start initial construction activities
- ◆ Transmission Main assessment Zone 1 Concrete Cylinder Pipe 24" and 36" (WA1546)

BUDGET NOTES

FTEs added for FY 2022 include a Water Treatment Plant Operator and a SCADA Lead Operator. Supplies and Contractual increases include anticipated cost increases for water resources, repair and maintenance, and contracted maintenance. One-time expenditures include arsenic removal media and replacement, a flushing truck, water pump pull, and other items.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Peak Day Demand (Million Gallons)	71.5	74.9	75.0	76.0	N/A
	Daily Average Water Production (Million Gallons)	48.3	53.0	57.0	59.0	N/A
	Surface to Ground Water Production Ratio	78/28	75/25	73/30	80/20	90/10
	Number of Large Water Users Utilizing Waterfluence Platform	204	264	300	350	350
	Fire Hydrant PM's Completed	2,833	4,700	3,324	3,324	3,324

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	25.92	27.10	27.35	27.35	27.35
Production	48.00	48.00	48.00	48.00	50.00
Resources and Conservation	5.38	6.38	6.38	6.38	6.38
Distribution	46.00	46.00	46.00	45.00	45.00
Quality	8.20	8.20	8.20	8.20	8.20
Total Personnel	133.50	135.68	135.93	134.93	136.93

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	1,647,787	1,772,120	2,042,445	1,979,443	1,815,565
Production	12,120,038	12,483,400	14,104,405	14,739,486	15,446,895
Resources and Conservation	5,991,621	6,885,489	7,307,910	6,940,166	8,079,540
Distribution	6,627,162	5,920,494	6,716,550	6,769,084	7,199,200
Quality	869,839	999,035	983,650	1,012,559	1,017,440
Non-Departmental	117,884	114,680	3,180,280	206,070	2,911,950
Total Expenses	\$ 27,374,331	\$ 28,175,218	\$ 34,335,240	\$ 31,646,808	\$ 36,470,590

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	9,108,367	9,771,694	10,802,040	10,141,344	11,129,910
Supplies & Contractual	17,395,319	18,173,090	23,195,020	21,202,464	25,075,680
Capital Outlay	870,645	230,434	338,180	303,000	265,000
Total Expenses	\$ 27,374,331	\$ 28,175,218	\$ 34,335,240	\$ 31,646,808	\$ 36,470,590

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	48,235,492	51,701,712	51,350,000	54,512,000	55,317,000
Transfers In	-	-	-	-	-
Total Sources	\$ 48,235,492	\$ 51,701,712	\$ 51,350,000	\$ 54,512,000	\$ 55,317,000
Total Expenses	27,374,331	28,175,218	34,335,240	31,646,808	36,470,590
Transfers Out	20,753,115	18,264,538	37,966,750	19,761,334	36,386,860
Total Uses	\$ 48,127,446	\$ 46,439,756	\$ 72,301,990	\$ 51,408,142	\$ 72,857,450
Net Operating Result	\$ 108,046	\$ 5,261,956	\$(20,951,990)	\$ 3,103,858	\$(17,540,450)

PURPOSE STATEMENT

The Wastewater department provides safe and reliable wastewater collection and reuse water distribution services for the Town of Gilbert.

ACCOMPLISHMENTS FY 2021

- ◆ Performed routine sewer pipeline cleaning equivalent to prevent blockages, overflows, and odors for more than 10% of the system
- ◆ Conducted routine inspections equivalent to 15% of the entire sewer system using televised inspection equipment (CCTV) in order to identify problem areas that can lead to blockages, overflows, and deterioration of infrastructure
- ◆ Responded to 364 customer requests for odor, blockage, roaches, and midge flies
- ◆ Performed all regulatory required sampling and monitoring and submitted reports on schedule to oversight agencies
- ◆ Established wastewater COVID-19 testing protocols in partnership with Arizona State University, aiding wastewater epidemiology efforts
- ◆ Completion of GWRP Phase 3 Expansion






OBJECTIVES FY 2022

Exceptional Built Environment

- ◆ Respond to emergency customer contact events within one hour to minimize public health, safety, and environmental hazards
- ◆ Continue to monitor and add odor and corrosion control chemicals to the sewer system to minimize odor complaints and extend infrastructure life
- ◆ Inspect all lift station sites daily to verify proper operational performance and perform scheduled maintenance on related equipment
- ◆ Monitor and distribute reclaimed water to customer sites daily to meet irrigation demands, thus reducing the use of potable water
- ◆ Perform routine sewer pipeline cleaning equivalent to 20% of the sewer system and conduct routine inspections equivalent to 15% of the sewer system using televised inspection equipment
- ◆ Inspect and educate all commercial businesses of concern once annually to verify compliance with wastewater and storm water code requirements and proper pretreatment device operation and maintenance
- ◆ Expansion of the South Area Recharge Site

BUDGET NOTES

The overall FY 2022 budget for Wastewater has increased due to an increase in Supplies and Contractual. Personnel costs have decreased slightly from FY 2021.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Percent of Sewer System Cleaned	23%	12%	16%	20%	20%
	Percent of Sewer System Inspected	15%	6%	6%	15%	15%
	Percent of Available Treatment Capacity Utilized at Neely Treatment Plant	87%	87%	90%	85%	<100%
	Percent of Available Treatment Capacity Utilized at Greenfield Treatment Plant	84%	84%	66%	79%	<100%
	Percent of Total Reclaimed Water Supply Directly Reused by Customers (With Percent Remaining Going to Groundwater Recharge)	39%	39%	45%	46%	40%

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	3.50	3.50	3.50	3.50	3.50
Collections	23.20	24.20	25.20	25.20	25.20
Plant Operations	0.00	0.00	0.00	0.00	0.00
Reclaimed	12.80	14.80	14.80	14.80	14.80
Quality	6.00	6.00	6.00	6.00	6.00
Total Personnel	45.50	48.50	49.50	49.50	49.50

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	1,401,056	1,576,078	1,593,710	1,448,468	1,591,000
Collections	3,792,175	4,222,510	4,606,450	4,558,517	4,873,580
Plant Operations	7,837,194	7,782,483	8,732,540	8,732,540	9,011,280
Reclaimed	1,850,121	2,059,451	2,169,930	2,095,785	2,172,880
Quality	440,968	556,191	557,370	565,647	562,320
Non-Departmental	49,464	57,314	2,295,000	2,295,000	2,167,150
Total Expenses	\$ 15,370,978	\$ 16,254,027	\$ 19,955,000	\$ 19,695,957	\$ 20,378,210

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	4,013,553	4,606,721	5,079,840	4,820,797	5,047,890
Supplies & Contractual	10,854,322	11,314,089	14,830,160	14,830,160	15,275,320
Capital Outlay	503,103	333,217	45,000	45,000	55,000
Total Expenses	\$ 15,370,978	\$ 16,254,027	\$ 19,955,000	\$ 19,695,957	\$ 20,378,210

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	29,103,293	30,507,928	30,585,000	30,850,900	31,126,000
Transfers In	1,199,293	667,834	1,035,000	1,035,000	1,035,000
Total Sources	\$ 30,302,586	\$ 31,175,762	\$ 31,620,000	\$ 31,885,900	\$ 32,161,000
Total Expenses	15,370,978	16,254,027	19,955,000	19,695,957	20,378,210
Transfers Out	12,253,552	12,726,442	27,706,110	13,982,241	25,291,520
Total Uses	\$ 27,624,530	\$ 28,980,469	\$ 47,661,110	\$ 33,678,198	\$ 45,669,730
Net Operating Result	\$ 2,678,056	\$ 2,195,293	\$(16,041,110)	\$(1,792,298)	\$(13,508,730)

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 2021

- ◆ Increased safety program participation to reduce injuries and claims
- ◆ Increased scheduled opportunity rate of collections equipment for PMs
- ◆ Increased internal use of 311 and app programs for additional data collection





OBJECTIVES FY 2022

Exceptional Built Environment

- ◆ Continue focus on safety training for all team members
- ◆ Implement GPS and routing software
- ◆ Implement paperless tracking
- ◆ Implement town wide pilot recycle program

BUDGET NOTES

The FY 2022 budget includes new FTE for three Solid Waste Operators. Container replacements, landfill costs, recycling fees, and auto parts are the main reasons for the increased supplies and contractual budget for FY 2022. One-time costs include improvements to the Household Hazardous Waste program. For FY 2022, Environmental Services Residential prepared a zero-based budget, resulting in an increase of over \$320,000 due to higher disposal and recycling fees.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Total Tons of Contained Refuse Collected	79,589	84,228	86,777	89,380	86,500
	Total Tons of Uncontained Refuse Collected	16,048	17,083	20,567	21,184	19,000
	Recycling Diversion Rate – Residential Contained	21.00%	20.16%	20.20%	20.20%	20.30%
	Total Tons of Recycling Collected (Blue Cans)	21,157	21,268	21,972	22,631	22,000

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	5.56	5.81	6.31	6.31	6.31
Residential Collections	30.79	31.29	31.29	31.29	33.29
Uncontained Collections	22.00	23.00	23.00	23.00	23.00
Recycling	16.21	16.21	17.21	17.21	18.21
Environmental Programs	5.00	5.00	5.00	5.00	5.00
Street Cleaning	0.00	0.00	0.00	0.00	0.00
Storm Water	0.00	0.00	0.00	0.00	0.00
Total Personnel	79.56	81.31	82.81	82.81	85.81

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	1,108,070	1,251,938	1,505,370	1,427,812	1,592,670
Residential Collections	6,518,207	6,662,158	6,438,495	6,815,710	7,368,120
Uncontained Collections	2,370,543	2,408,010	2,693,415	2,424,203	2,680,780
Recycling	2,255,379	2,855,401	3,368,830	3,169,147	3,887,180
Environmental Programs	516,118	522,603	560,900	592,476	588,620
Street Cleaning	282,275	-	-	-	-
Storm Water	284,535	-	-	-	-
Non-Departmental	109,370	116,362	1,715,000	504,487	1,464,400
Total Expenses	\$ 13,444,497	\$ 13,816,472	\$ 16,282,010	\$ 14,933,835	\$ 17,581,770

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	6,083,916	5,969,024	7,120,870	6,758,353	7,248,190
Supplies & Contractual	7,360,581	7,847,448	9,161,140	8,175,482	10,333,580
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 13,444,497	\$ 13,816,472	\$ 16,282,010	\$ 14,933,835	\$ 17,581,770

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	15,404,321	15,222,076	14,945,000	15,287,000	16,277,000
Transfers In	-	-	-	2,500,000	-
Total Sources	\$ 15,404,321	\$ 15,222,076	\$ 14,945,000	\$ 17,787,000	\$ 16,277,000
Total Expenses	13,444,497	13,816,472	16,282,010	14,933,835	17,581,770
Transfers Out	3,336,568	1,861,815	6,484,010	3,184,520	6,298,090
Total Uses	\$ 16,781,065	\$ 15,678,287	\$ 22,766,020	\$ 18,118,355	\$ 23,879,860
Net Operating Result	\$ (1,376,744)	\$ (456,211)	\$ (7,821,020)	\$ (331,355)	\$ (7,602,860)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2021

- ◆ Enhanced safety program to reduce injuries and claims
- ◆ Increased efficiencies by analyzing disposal locations and customer density in collection routes
- ◆ Rerouted for efficiencies and customer service levels from COVID-19
- ◆ Increased education on commercial recycle collection
- ◆ Replaced aging collection equipment that was past useful life
- ◆ Refurbished aging containers
- ◆ Consolidated containers within the Heritage District

OBJECTIVES FY 2022

Exceptional Built Environment






- ◆ Continue focus on safety training for all team members
- ◆ Implement GPS and routing software
- ◆ Implement paperless tracking
- ◆ Develop commercial service area boundaries
- ◆ Audit customer accounts

Strong Economy

- ◆ Complete rate and fee study

BUDGET NOTES

There were no FTE added in FY 2022. The supplies and contractual budget increases as a result of landfill fees, compactor services, and container refurbishments. a \$30,000 one-time purchase of truck body scales, \$15,000 in increased landfill costs, and \$90,000 for additional bins and containers. For FY 2022, Environmental Services Commercial prepared a zero-based budget, resulting in a reallocation of over \$110,000.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Tons of Refuse Collected	20,074	17,804	16,942	18,273	18,000
	Tons of Cardboard Collected	650	645	625	640	600
	Recycling Rate - Diversion	3.14%	3.50%	3.56%	3.38%	3.30%
	Roll Off Serviced	2,512	2,644	2,783	2,929	3,000
	Roll-off Collections (tons)	10,991	10,780	11,511	11,094	11,000

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	0.94	0.44	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	8.44	8.44	8.44	8.44

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	85,200	82,778	94,300	90,736	76,950
Commercial Collections	1,417,075	1,310,341	1,596,010	1,278,999	1,497,990
Commercial Rolloffs	590,514	746,842	690,520	757,483	821,250
Non-Departmental	13,323	18,023	310,000	58,123	294,450
Total Expenses	\$ 2,106,112	\$ 2,157,984	\$ 2,690,830	\$ 2,185,341	\$ 2,690,640

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	753,419	730,004	819,980	829,744	835,240
Supplies & Contractual	1,352,693	1,267,968	1,870,850	1,185,597	1,855,400
Capital Outlay	-	160,012	-	170,000	-
Total Expenses	\$ 2,106,112	\$ 2,157,984	\$ 2,690,830	\$ 2,185,341	\$ 2,690,640

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	2,684,955	2,678,140	2,732,000	2,638,000	2,797,000
Transfers In	-	-	-	200,000	-
Total Sources	\$ 2,684,955	\$ 2,678,140	\$ 2,732,000	\$ 2,838,000	\$ 2,797,000
Total Expenses	2,106,112	2,157,984	2,690,830	2,185,341	2,690,640
Transfers Out	634,443	621,196	1,171,850	1,210,157	734,020
Total Uses	\$ 2,740,555	\$ 2,779,180	\$ 3,862,680	\$ 3,395,498	\$ 3,424,660
Net Operating Result	\$ (55,600)	\$ (101,040)	\$ (1,130,680)	\$ (557,498)	\$ (627,660)

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 2021

- ◆ Trained and educated fleet in both north and south yards on the Spill Prevention Control and Counter Measure Plan to remain in compliance
- ◆ Tier II reporting to ADEQ is completed and in compliance
- ◆ Inspected 25% and cleaned 15% of the Stormwater infrastructure
- ◆ Launched the Green Gilbert initiative to restaurants and Businesses in Gilbert
- ◆ Inspected all Town-owned drywells and completed maintenance as needed
- ◆ Trained and educated 75% of field staff on Illicit Discharge Detection and Elimination
- ◆ Educated Gilbert citizens on pollution prevention through classes, events, and HOA meetings
- ◆ Household Hazardous Waste Facility 7,800 cars serviced 451,224 pounds collected 2,955 gallons of paint recycled

OBJECTIVES FY 2022

Prosperous Community






- ◆ Continue to work on the Green Gilbert initiative with restaurants and businesses
- ◆ 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
- ◆ Continue to Inspect 25% and clean 15% of the Stormwater infrastructure
- ◆ Inspect 100% of Gilbert's drywells and perform maintenance as required for compliance
- ◆ Continue to train and educate 75% of field staff on Illicit Discharge Detection and Elimination
- ◆ Create and update satellite facilities to collect universal waste

BUDGET NOTES

The FY 2022 budget for Environmental Compliance decreased due to decreases in Personnel and Supplies and Contractual.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Percentage of Stormwater infrastructure inspected and cleaned	25%/7%	25%/16%	25%/19%	25%/15%	25%/15%
	Record and Report All Illicit Discharges in the Town of Gilbert	100%	100%	100%	100%	100%
	Train and Educate Fleet Staff on the Spill Prevention Control and Countermeasure Plan	80%	80%	85%	95%	100%
	Train and Educate 75% of Field Staff on Illicit Discharge Detection and Elimination	75%	75%	75%	75%	100%
	Educate Gilbert's Citizens on Pollution Prevention Through Various Events	11	8	8	8	11

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	0.00	0.00	0.00	0.00	0.00
Street Cleaning	6.34	6.34	6.34	6.34	6.34
Storm Water	5.50	5.75	6.25	6.25	6.25
Total Personnel	11.84	12.09	12.59	12.59	12.59

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Administration	-	27,054	29,340	29,340	57,680
Street Cleaning	586,965	833,184	830,130	774,821	875,860
Storm Water	411,274	760,767	912,110	796,871	818,900
Non-Departmental	-	18,702	309,000	259,000	277,900
Total Expenses	\$ 998,239	\$ 1,639,707	\$ 2,080,580	\$ 1,860,032	\$ 2,030,340

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	567,414	935,700	1,040,760	908,212	1,025,010
Supplies & Contractual	430,825	704,007	1,001,820	951,820	967,330
Capital Outlay	-	-	38,000	-	38,000
Total Expenses	\$ 998,239	\$ 1,639,707	\$ 2,080,580	\$ 1,860,032	\$ 2,030,340

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	2,958,698	4,499,000	5,697,000	4,505,000	5,058,000
Transfers In	1,700,000	-	-	-	-
Total Sources	\$ 4,658,698	\$ 4,499,000	\$ 5,697,000	\$ 4,505,000	\$ 5,058,000
Total Expenses	998,239	1,639,707	2,080,580	1,860,032	2,030,340
Transfers Out	2,535,000	2,660,781	4,454,030	2,390,264	3,628,510
Total Uses	\$ 3,533,239	\$ 4,300,488	\$ 6,534,610	\$ 4,250,296	\$ 5,658,850
Net Operating Result	\$ 1,125,459	\$ 198,512	\$ (837,610)	\$ 254,704	\$ (600,850)

Internal Service Funds

Internal Service Funds Summary

Fleet Maintenance

Health Self Insurance

Dental Self Insurance

Workers' Compensation



Shaping a new
tomorrow, today.

INTERNAL SERVICE FUNDS

Management Services

Fleet Maintenance

Town Council

Health Self Insurance

Dental Self Insurance

Workers' Compensation

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

Workers' Compensation - Accounting for self-insurance for workers' compensation claims under the direction of a trust board

FUND INFORMATION

Fleet Maintenance undergoes a rate review annually. This year, the recommended hourly rate is \$110.75 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.

Workers' Compensation accounts for the cost of workers' compensation claims. All contributions are deposited into the fund and claims are paid as approved by the third-party administrator, Corvel Corporation. The Town of Gilbert workers' compensation fund was created July 1, 2020.

ORGANIZATIONAL FOCUS AREAS

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

Prosperous
Community



Strong Economy



Exceptional Built
Environment



PERSONNEL BY DIVISION	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
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
Workers' Compensation	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 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Fleet Maintenance	7,180,211	6,786,175	8,582,260	7,234,404	8,678,900
Health Self Insurance	15,513,777	20,383,350	18,297,380	20,378,740	20,088,280
Dental Self Insurance	1,118,403	1,071,868	1,317,000	1,317,000	1,372,000
Workers' Compensation	-	-	-	554,400	2,234,500
Total Expenses	\$ 23,812,391	\$ 28,241,393	\$ 28,196,640	\$ 29,484,544	\$ 32,373,680

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	2,067,940	2,126,707	2,427,440	2,411,344	2,483,730
Supplies & Contractual	21,744,451	26,114,686	25,722,100	27,026,100	29,803,950
Capital Outlay	-	-	47,100	47,100	86,000
Total Expenses	\$ 23,812,391	\$ 28,241,393	\$ 28,196,640	\$ 29,484,544	\$ 32,373,680

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	26,060,507	30,499,465	28,090,000	31,276,000	32,235,000
Transfers In	-	-	-	-	-
Total Sources	\$ 26,060,507	\$ 30,499,465	\$ 28,090,000	\$ 31,276,000	\$ 32,235,000
Total Expenses	23,812,391	28,241,393	28,196,640	29,484,544	32,373,680
Transfers Out	224,366	417,000	56,420	50,000	307,420
Total Uses	\$ 24,036,757	\$ 28,658,393	\$ 28,253,060	\$ 29,534,544	\$ 32,681,100
Net Operating Result	\$ 2,023,750	\$ 1,841,072	\$ (163,060)	\$ 1,741,456	\$ (446,100)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2021

- ◆ Completed sourcing and procurement of 147 replacement/additional vehicles & equipment totaling \$7.9M
- ◆ Completed & commissioned the Compressed Natural Gas (CNG) Fuel System expansion, which enables time-fill fueling of an additional 31 CNG powered Refuse Trucks
- ◆ Established increased Fuel Storage capacity (~2000 gals) in response to global pandemic and inventory concerns
- ◆ Added and trained an additional Fire Apparatus Technician to the Fleet team, while also completing Emergency Vehicle Technician (EVT) training with the existing Fire Apparatus Technicians
- ◆ Completed baseline testing of all Fire Apparatus water pumps and implemented automated annual tracking of testing requirements
- ◆ Yielded over \$400,000 in auction proceeds from the decommissioning and sale of vehicles/equipment that had reached end of service life





OBJECTIVES FY 2022

Exceptional Built Environment

- ◆ Launch project to replace aged Underground fuel Storage Tanks (UST's) at NASC
- ◆ Complete Transition to Lucity-Web for all Fleet operations
- ◆ Complete implementation of the SASC repair shop safety retrofits for CNG maintenance
- ◆ Complete Utilization Study for all Light-Duty vehicles (non-Patrol)
- ◆ Revise Preventative Maintenance (PM) communication system and process to drive further improvements in on-time PM completion
- ◆ Identify a new Fleet Management Information System (FMIS)

BUDGET NOTES

The FY 2022 Fleet Maintenance budgets for Personnel and Capital Outlay increased slightly.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Technician Productivity Ratio	68.88%	65.45%	70.00%	>70.00%	>70.00%
	Total Number of Work Orders Processed	8,366	8,193	8,604	>8,000	>8,000
	Scheduled vs Unscheduled Maintenance	69%/31%	56%/44%	60%/40%	70%/30%	70%/30%
	Total Number of Vehicles/Equipment Supported	876	902	972	>900	>900

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
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 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Fleet Maintenance	7,180,211	6,786,175	8,582,260	7,234,404	8,678,900
Total Expenses	\$ 7,180,211	\$ 6,786,175	\$ 8,582,260	\$ 7,234,404	\$ 8,678,900

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	2,067,940	2,126,707	2,317,260	2,369,404	2,374,700
Supplies & Contractual	5,112,271	4,659,468	6,217,900	4,817,900	6,218,200
Capital Outlay	-	-	47,100	47,100	86,000
Total Expenses	\$ 7,180,211	\$ 6,786,175	\$ 8,582,260	\$ 7,234,404	\$ 8,678,900

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	7,251,141	7,184,488	8,440,000	7,701,000	8,910,000
Transfers In	-	-	-	-	-
Total Sources	\$ 7,251,141	\$ 7,184,488	\$ 8,440,000	\$ 7,701,000	\$ 8,910,000
Total Expenses	7,180,211	6,786,175	8,582,260	7,234,404	8,678,900
Transfers Out	224,366	417,000	56,420	50,000	307,420
Total Uses	\$ 7,404,577	\$ 7,203,175	\$ 8,638,680	\$ 7,284,404	\$ 8,986,320
Net Operating Result	\$ (153,436)	\$ (18,687)	\$ (198,680)	\$ 416,596	\$ (76,320)

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 2021

- ◆ Maintained a healthy fund balance
- ◆ Maintained health premiums with no increase
- ◆ Named #1 Healthiest Employer by Phoenix Business Journal (Midsize Category)
- ◆ Added a Wellness Coordinator position
- ◆ Launched the 'Attain Apple Watch' program
- ◆ Offered wellness events in a virtual setting
- ◆ Supported Flu clinic and COVID-19 vaccine clinics for Town employees

OBJECTIVES FY 2022






Prosperous Community

- ◆ Maintain a 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 to expand wellness programs to field employees
- ◆ Maintain wellness award standings
- ◆ Increase participation in wellness programs by 10%

BUDGET NOTES

Gilbert offers two plans: Preferred and Banner Select (Narrow Network). For FY 2022, Gilbert was experiencing high claims costs and increased the premiums by 3% to help balance the fund.

The Wellness Coordinator has been hired and the contract is in place through FY 2023.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Average Total Plan Cost (Expense per Participating Employee per Month) (Industry Average \$1,466)	\$1,079	\$1,127	\$1,267	\$1,301	<\$1,466
	Average Actual Total Premium per Employee per Month (Industry Average \$380)	\$188	\$188	\$188	\$194	<\$380
	Average Actual Town Premium Contribution per Employee per Month (Industry Average \$956)	\$976	\$976	\$976	\$1,005	<\$956
	Health Plan Participants	1,180	1,286	1,295	1,307	N/A
	Reserve in Excess of Established Incurred but Not Reported (IBNR) Claims in Millions	\$6.60M	\$8.40M	\$6.70M	\$6.0M	N/A

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
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 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Health Self Insurance	15,513,777	20,383,350	18,297,380	20,378,740	20,088,280
Total Expenses	\$ 15,513,777	\$ 20,383,350	\$ 18,297,380	\$ 20,378,740	\$ 20,088,280

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	-	-	110,180	41,940	109,030
Supplies & Contractual	15,513,777	20,383,350	18,187,200	20,336,800	19,979,250
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 15,513,777	\$ 20,383,350	\$ 18,297,380	\$ 20,378,740	\$ 20,088,280

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	17,517,772	21,957,171	18,285,000	19,330,000	19,460,000
Transfers In	-	-	-	-	-
Total Sources	\$ 17,517,772	\$ 21,957,171	\$ 18,285,000	\$ 19,330,000	\$ 19,460,000
Total Expenses	15,513,777	20,383,350	18,297,380	20,378,740	20,088,280
Transfers Out	-	-	-	-	-
Total Uses	\$ 15,513,777	\$ 20,383,350	\$ 18,297,380	\$ 20,378,740	\$ 20,088,280
Net Operating Result	\$ 2,003,995	\$ 1,573,821	\$ (12,380)	\$ (1,048,740)	\$ (628,280)

PURPOSE STATEMENT

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

ACCOMPLISHMENTS FY 2021

- ◆ Sufficient premiums to pay plan expenses
- ◆ Maintained plan with no premium increase
- ◆ Expanded orthodontic benefit to \$2K

OBJECTIVES FY 2022





Prosperous Community

- ◆ Increase preventive visits by 10%
- ◆ Increase education around dental health
- ◆ Decrease premiums by 5%

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 2022, Gilbert was able to decrease premium costs by 5%.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	Average Total Plan Cost (Expense per Participating Employee per Month) (Industry Average \$62 to \$95)	\$93	\$73	\$70	\$73	<\$95
	Average Actual Premium per Employee per Month (Industry Average \$34)	\$18	\$18	\$18	\$17	<\$34
	Average Actual Town Premium Contribution per Employee per Month (Industry Average \$42)	\$73	\$73	\$73	\$69	<\$42
	Dental Plan Participants	1,227	1,275	1,290	1,305	N/A

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
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 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Dental Self Insurance	1,118,403	1,071,868	1,317,000	1,317,000	1,372,000
Total Expenses	\$ 1,118,403	\$ 1,071,868	\$ 1,317,000	\$ 1,317,000	\$ 1,372,000

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	-	-	-	-	-
Supplies & Contractual	1,118,403	1,071,868	1,317,000	1,317,000	1,372,000
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,118,403	\$ 1,071,868	\$ 1,317,000	\$ 1,317,000	\$ 1,372,000

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	1,291,594	1,357,806	1,365,000	1,365,000	1,365,000
Transfers In	-	-	-	-	-
Total Sources	\$ 1,291,594	\$ 1,357,806	\$ 1,365,000	\$ 1,365,000	\$ 1,365,000
Total Expenses	1,118,403	1,071,868	1,317,000	1,317,000	1,372,000
Transfers Out	-	-	-	-	-
Total Uses	\$ 1,118,403	\$ 1,071,868	\$ 1,317,000	\$ 1,317,000	\$ 1,372,000
Net Operating Result	\$ 173,191	\$ 285,938	\$ 48,000	\$ 48,000	\$ (7,000)

PURPOSE STATEMENT

The Workers' Compensation Self Insurance Fund provides for a cost-effective Occupational Safety & Health Act (OSHA) program and ensures that the program is in compliance with all state and federal OSHA requirements.

ACCOMPLISHMENTS FY 2021

- ◆ Successfully completed initial year transitioning from fully insured
- ◆ Maintained modified work accommodations goal of within 3-days of injury

OBJECTIVES FY 2022



Prosperous Community

- ◆ Monitor and affect the number of lost days through an aggressive Return to Work/Modified Duty program
- ◆ Reduce the number of OSHA recordable injuries through an aggressive safety and education program
- ◆ Identify necessary reserve amount to remove the Letter of Credit requirement from the Industrial Commission of Arizona

BUDGET NOTES

The Workers' Compensation Self Insurance Fund was implemented in FY 2021. Prior to this time the workers' compensation plan was fully insured through a workers' compensation company.

The Town is working to build up a minimum fund balance for the workers' compensation fund.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	OSHA Recordable Injuries	98	81	105	100	<90
	Lost Days Due to Injury	433	677	950	800	<450

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Workers' Compensation	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 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Workers' Compensation	-	-	-	554,400	2,234,500
Total Expenses	\$ -	\$ -	\$ -	\$ 554,400	\$ 2,234,500

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	-	-	-	-	-
Supplies & Contractual	-	-	-	554,400	2,234,500
Capital Outlay	-	-	-	-	-
Total Expenses	\$ -	\$ -	\$ -	\$ 554,400	\$ 2,234,500

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	-	-	-	2,880,000	2,500,000
Transfers In	-	-	-	-	-
Total Sources	\$ -	\$ -	\$ -	\$ 2,880,000	\$ 2,500,000
Total Expenses	-	-	-	554,400	2,234,500
Transfers Out	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ 554,400	\$ 2,234,500
Net Operating Result	\$ -	\$ -	\$ -	\$ 2,325,600	\$ 265,500

Replacement Funds

Replacement Funds Summary
Replacement Funds



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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 Repair and 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

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, 2021 for each replacement fund is listed below.

Fund	Fund Balance
General	\$ 26,792,367
Streets	6,156,180
Ambulance Service	246,000
Water	82,113,237
Wastewater	56,385,307
Environmental Services - Residential	1,896,600
Environmental Services - Commercial	806,880
Environmental Compliance	6,647,870
Fleet Maintenance	1,007,164
Total Fund Balance	\$ 182,051,605

Based on budgeted revenues and expenditures for FY 2022, the anticipated ending fund balance for each replacement fund is as follows:

Fund	Fund Balance
General	\$ 12,088,667
Streets	5,918,680
Ambulance Service	422,000
Water	34,554,877
Wastewater	9,463,797
Environmental Services - Residential	(2,291,800)
Environmental Services - Commercial	332,880
Environmental Compliance	5,624,870
Fleet Maintenance	(276,276)
Total Fund Balance	\$ 65,837,695

GENERAL REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	349,565	505,469	80,000	100,000	50,000
Transfers In	2,300,000	2,300,000	17,380,000	17,380,000	14,300,000
Total Sources	\$ 2,649,565	\$ 2,805,469	\$ 17,460,000	\$ 17,480,000	\$ 14,350,000
Total Expenses	682,389	2,766,182	8,296,670	2,355,530	10,475,840
Transfers Out	-	-	14,030,000	4,143	18,577,860
Total Uses	\$ 682,389	\$ 2,766,182	\$ 22,326,670	\$ 2,359,673	\$ 29,053,700
Net Operating Result	\$ 1,967,176	\$ 39,287	\$ (4,866,670)	\$ 15,120,327	\$(14,703,700)

STREETS REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	168,114	283,121	30,000	50,000	20,000
Transfers In	428,000	790,000	790,000	790,000	670,000
Total Sources	\$ 596,114	\$ 1,073,121	\$ 820,000	\$ 840,000	\$ 690,000
Total Expenses	315,212	248,664	1,210,660	940,160	927,500
Transfers Out	-	-	-	-	-
Total Uses	\$ 315,212	\$ 248,664	\$ 1,210,660	\$ 940,160	\$ 927,500
Net Operating Result	\$ 280,902	\$ 824,457	\$ (390,660)	\$ (100,160)	\$ (237,500)

AMBULANCE SERVICE REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	-	-	-	-	-
Transfers In	-	-	246,000	246,000	176,000
Total Sources	\$ -	\$ -	\$ 246,000	\$ 246,000	\$ 176,000
Total Expenses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ -
Net Operating Result	\$ -	\$ -	\$ 246,000	\$ 246,000	\$ 176,000

WATER REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	1,718,814	2,129,022	600,000	600,000	500,000
Transfers In	13,025,594	13,967,439	13,430,000	13,430,000	15,705,000
Total Sources	\$ 14,744,408	\$ 16,096,461	\$ 14,030,000	\$ 14,030,000	\$ 16,205,000
Total Expenses	957,196	534,640	3,092,500	3,075,000	2,986,000
Transfers Out	7,393,185	7,400,535	65,075,770	3,499,093	60,777,360
Total Uses	\$ 8,350,381	\$ 7,935,175	\$ 68,168,270	\$ 6,574,093	\$ 63,763,360
Net Operating Result	\$ 6,394,027	\$ 8,161,286	\$(54,138,270)	\$ 7,455,907	\$(47,558,360)

WASTEWATER REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	1,169,569	1,705,689	200,000	200,000	200,000
Transfers In	9,200,000	9,200,000	10,200,000	10,200,000	10,200,000
Total Sources	\$ 10,369,569	\$ 10,905,689	\$ 10,400,000	\$ 10,400,000	\$ 10,400,000
Total Expenses	974,958	917,829	4,125,590	1,972,090	4,875,250
Transfers Out	3,555,026	20,778,619	48,978,560	4,651,433	52,446,260
Total Uses	\$ 4,529,984	\$ 21,696,448	\$ 53,104,150	\$ 6,623,523	\$ 57,321,510
Net Operating Result	\$ 5,839,585	\$ (10,790,759)	\$ (42,704,150)	\$ 3,776,477	\$ (46,921,510)

ENVIRO SVCS RES REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	756,279	398,220	55,000	70,000	55,000
Transfers In	665,000	680,000	1,345,000	1,345,000	1,345,000
Total Sources	\$ 1,421,279	\$ 1,078,220	\$ 1,400,000	\$ 1,415,000	\$ 1,400,000
Total Expenses	3,655,738	97,076	4,708,710	2,979,810	5,588,400
Transfers Out	-	-	-	-	-
Total Uses	\$ 3,655,738	\$ 97,076	\$ 4,708,710	\$ 2,979,810	\$ 5,588,400
Net Operating Result	\$ (2,234,459)	\$ 981,144	\$ (3,308,710)	\$ (1,564,810)	\$ (4,188,400)

ENVIRO SVCS COMM REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	32,954	26,565	2,000	8,000	2,000
Transfers In	412,000	412,000	412,000	412,000	365,000
Total Sources	\$ 444,954	\$ 438,565	\$ 414,000	\$ 420,000	\$ 367,000
Total Expenses	556,414	-	535,170	535,170	841,000
Transfers Out	-	-	-	-	-
Total Uses	\$ 556,414	\$ -	\$ 535,170	\$ 535,170	\$ 841,000
Net Operating Result	\$ (111,460)	\$ 438,565	\$ (121,170)	\$ (115,170)	\$ (474,000)

ENVIRO COMPLIANCE REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	12,625	105,062	5,000	50,000	5,000
Transfers In	2,535,000	2,535,000	2,245,000	2,245,000	2,500,000
Total Sources	\$ 2,547,625	\$ 2,640,062	\$ 2,250,000	\$ 2,295,000	\$ 2,505,000
Total Expenses	-	134,818	1,525,000	700,000	1,645,000
Transfers Out	-	-	126,000	-	1,883,000
Total Uses	\$ -	\$ 134,818	\$ 1,651,000	\$ 700,000	\$ 3,528,000
Net Operating Result	\$ 2,547,625	\$ 2,505,244	\$ 599,000	\$ 1,595,000	\$ (1,023,000)

FLEET MAINTENANCE REPLACEMENT FUND	Actual FY 2019	Actual FY 2020	Budget FY2021	Projected FY 2021	Budget FY 2022
Total Revenues	12,264	6,667	1,000	1,000	1,000
Transfers In	221,000	417,000	50,000	50,000	300,000
Total Sources	\$ 233,264	\$ 423,667	\$ 51,000	\$ 51,000	\$ 301,000
Total Expenses	-	66,690	77,800	77,800	420,700
Transfers Out	-	4,906	971,000	356	1,163,740
Total Uses	\$ -	\$ 71,596	\$ 1,048,800	\$ 78,156	\$ 1,584,440
Net Operating Result	\$ 233,264	\$ 352,071	\$ (997,800)	\$ (27,156)	\$ (1,283,440)



Special Revenue

Special Revenue Summary
Special Revenue



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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.

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, 2022 based on the anticipated revenue and expenditures, including transfers, for FY 2022.

	Estimated Starting Balance	Revenue	Expense	Estimated Ending Balance
Grants	\$ (250,365)	5,539,640	5,539,640	\$ (250,365)
CDBG/HOME	\$ 1,510,114	2,746,000	2,746,000	\$ 1,510,114
Street Light Improvement	\$ (15,170)	1,871,400	1,893,800	\$ (37,570)
Parkway Improvement	\$ 170,961	850,780	1,035,660	\$ (13,919)
Police Impound	\$ 13,949	185,000	193,580	\$ 5,369
Ambulance Service	\$ 503,000	4,169,940	4,669,940	\$ 3,000
Other Special Revenue	\$ 1,418,757	2,318,890	2,989,090	\$ 748,557
Traffic Signal SDF	\$ 13,490,773	2,015,000	6,602,350	\$ 8,903,423
Police SDF	\$ 743,414	2,505,000	1,574,950	\$ 1,673,464
Fire SDF	\$ (6,204,554)	2,500,000	2,042,380	\$ (5,746,934)
Parks and Recreation SDF	\$ 23,149,501	10,065,000	7,555,600	\$ 25,658,901
General Government SDF	\$ (4,199,630)	2,500,000	100,000	\$ (1,799,630)
Road Maintenance SDF	\$ 8,480,307	6,005,000	17,095,620	\$ (2,610,313)
Water SDF	\$ (1,089,175)	9,000,000	10,303,020	\$ (2,392,195)
Water Resource Fee	\$ (18,969,295)	7,000,000	4,174,220	\$ (16,143,515)
Wastewater SDF - Neely	\$ 4,077,018	230,000	4,305,020	\$ 1,998
Wastewater SDF - Greenfield	\$ 19,397,204	4,050,000	17,588,670	\$ 5,858,534

GRANTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	434,961	449,698	5,705,250	705,250	5,539,640
Transfers In	-	168,081	-	-	-
Total Sources	\$ 434,961	\$ 617,779	\$ 5,705,250	\$ 705,250	\$ 5,539,640
Total Expenses	432,184	1,046,165	5,705,250	636,295	5,539,640
Transfers Out	-	303,185	-	-	-
Total Uses	\$ 432,184	\$ 1,349,350	\$ 5,705,250	\$ 636,295	\$ 5,539,640
Net Operating Result	\$ 2,777	\$ (731,571)	\$ -	\$ 68,955	\$ -

CDBG/HOME FUNDS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	867,275	1,117,743	2,607,020	2,607,020	2,746,000
Transfers In	-	-	-	-	-
Total Sources	\$ 867,275	\$ 1,117,743	\$ 2,607,020	\$ 2,607,020	\$ 2,746,000
Total Expenses	449,568	1,082,084	1,386,140	807,775	1,360,620
Transfers Out	415,078	285,854	1,220,880	60,071	1,385,380
Total Uses	\$ 864,646	\$ 1,367,938	\$ 2,607,020	\$ 867,846	\$ 2,746,000
Net Operating Result	\$ 2,629	\$ (250,195)	\$ -	\$ 1,739,174	\$ -

SPECIAL DISTRICTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	2,922,742	2,694,188	2,748,230	2,748,230	2,722,180
Transfers In	-	11,791	-	-	-
Total Sources	\$ 2,922,742	\$ 2,705,979	\$ 2,748,230	\$ 2,748,230	\$ 2,722,180
Total Expenses	2,822,035	2,890,258	3,056,450	3,004,139	2,929,460
Transfers Out	-	-	-	-	-
Total Uses	\$ 2,822,035	\$ 2,890,258	\$ 3,056,450	\$ 3,004,139	\$ 2,929,460
Net Operating Result	\$ 100,707	\$ (184,279)	\$ (308,220)	\$ (255,909)	\$ (207,280)

POLICE IMPOUND	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	144,518	81,600	85,000	85,000	85,000
Transfers In	103,000	100,000	150,000	80,000	100,000
Total Sources	\$ 247,518	\$ 181,600	\$ 235,000	\$ 165,000	\$ 185,000
Total Expenses	241,771	167,695	183,710	149,721	178,580
Transfers Out	30,052	15,899	15,000	15,000	15,000
Total Uses	\$ 271,823	\$ 183,594	\$ 198,710	\$ 164,721	\$ 193,580
Net Operating Result	\$ (24,305)	\$ (1,994)	\$ 36,290	\$ 279	\$ (8,580)

<i>AMBULANCE SERVICE</i>	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	-	421,840	5,580,000	819,800	4,169,940
Transfers In	-	-	956,000	3,000,000	-
Total Sources	\$ -	\$ 421,840	\$ 6,536,000	\$ 3,819,800	\$ 4,169,940
Total Expenses	-	424,006	6,682,620	3,067,060	4,493,940
Transfers Out	-	678	246,000	246,000	176,000
Total Uses	\$ -	\$ 424,684	\$ 6,928,620	\$ 3,313,060	\$ 4,669,940
Net Operating Result	\$ -	\$ (2,844)	\$ (392,620)	\$ 506,740	\$ (500,000)

<i>OTHER SPECIAL REVENUE</i>	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	1,982,651	1,265,760	2,369,190	1,369,190	2,318,890
Transfers In	36,494	562,974	-	-	-
Total Sources	\$ 2,019,145	\$ 1,828,734	\$ 2,369,190	\$ 1,369,190	\$ 2,318,890
Total Expenses	2,014,705	1,289,116	3,149,000	2,537,933	2,989,090
Transfers Out	28	105	-	-	-
Total Uses	\$ 2,014,733	\$ 1,289,221	\$ 3,149,000	\$ 2,537,933	\$ 2,989,090
Net Operating Result	\$ 4,412	\$ 539,513	\$ (779,810)	\$ (1,168,743)	\$ (670,200)

<i>SYSTEM DEVELOPMENT FEES</i>	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	41,764,364	56,127,087	32,095,000	54,200,000	45,870,000
Transfers In	-	1,618,775	-	-	-
Total Sources	\$ 41,764,364	\$ 57,745,862	\$ 32,095,000	\$ 54,200,000	\$ 45,870,000
Total Expenses	1,022,988	390,637	1,328,600	1,328,600	1,000,640
Transfers Out	80,198,633	61,135,807	109,741,190	29,059,487	70,341,190
Total Uses	\$ 81,221,621	\$ 61,526,444	\$ 111,069,790	\$ 30,388,087	\$ 71,341,830
Net Operating Result	\$(39,457,257)	\$ (3,780,582)	\$ (78,974,790)	\$ 23,811,913	\$ (25,471,830)



Shaping a new
tomorrow, today.

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

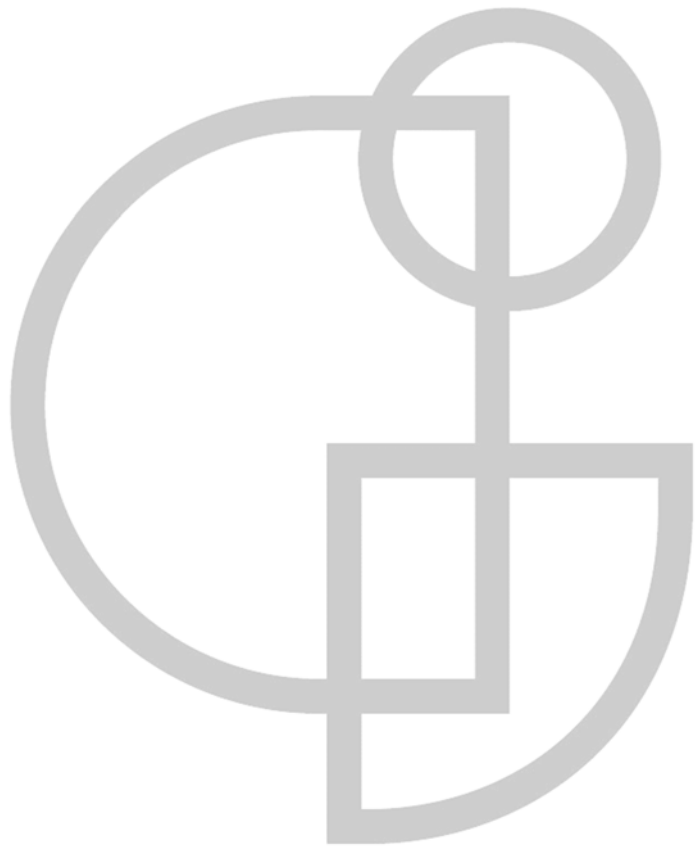
Redevelopment Project Locator
Redevelopment Project Summary
Redevelopment Project Detail

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 and deliver timely and cost effective; new or modernized; safe and secure quality infrastructure projects to Town standards that benefit Town residents, the general public, and operations.

ACCOMPLISHMENTS FY 2021

- ◆ Lindsay Road/SR202L Traffic Interchange (ST1580) - Completed all utility relocations
- ◆ Opened first phases of Gilbert Regional Park (PR0310) with a ribbon cutting ceremony and kicked off planning for future phases
- ◆ Kicked off and substantially completed 30% design for North Water Treatment Plant (WA1541); project will reconstruct the majority of the NWTP, provide treatment process upgrades to meet more stringent water quality requirements and increase treatment capacity to 60 MGD to enable meeting the Safe Yield limits of the Groundwater Management Act
- ◆ Completed the Gilbert Public Safety Training Facility (MF0400) for Police and Fire to train new recruits and in-service personnel
- ◆ Assisted all departments in business case development (need) of 47 new project requests for FY 2022 CIP update
- ◆ Worked with Citizens Transportation Task Force to prepare recommendation to Town Council for Transportation and Infrastructure Bond Election in November 2021
- ◆ Continued integration of Project Management Software (e-Builder).
- ◆ Western Canal/Powerline Trail railroad overpass being constructed and completion scheduled for May/June





OBJECTIVES FY 2022

Exceptional Built Environment

- ◆ Manage completion of Shade and Streetscape Plan
- ◆ Completion of construction of Val Vista Drive - Appleby to Riggs Road (ST1120)
- ◆ Completion of improvements of Recker Road: Ray to SR202L (ST0960)
- ◆ Completion of 4MG Reservoir and Booster Pump Station (WA0620) at Germann Road Coronado
- ◆ 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 two trail safety crossing projects: (1) Greenfield along Powerline Trail, (2) Val Vista and Eastern Canal
- ◆ Completion of Germann Road and Lindsay Road (ST1450) improvements in advance of opening of the Lindsay Road/SR202L Traffic Interchange
- ◆ Complete design and begin construction for replacement of several end of life components for the Neely Wastewater Reclamation Facility including Activated Sludge Pumping Station, Oxidation ditch Aeration equipment and structure and effluent filters

BUDGET NOTES

For FY 2022, CIP Administration has increased by 2 FTE. One-time expenditures totaling \$175,000 are included in the CIP Administration budget for configuration of e-builder software.

Org Focus	PERFORMANCE MEASURES	Actual FY 2019	Actual FY 2020	Projected FY 2021	Expected FY 2022	Target
	New Projects Scoped and Cost Estimated	55	77	46	30	As Needed
	New Contracts Issued	95	100	100	100	As Needed
	Total Investment in Capital Projects (in Millions)	\$158.1	\$170.0	\$135.0	\$150.0	\$150.0
	Manage Active Projects	130	129	150	149	As Needed

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Capital Projects Admin	12.40	13.40	13.40	13.40	14.90
Total Personnel	12.40	13.40	13.40	13.40	14.90

EXPENSES BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Capital Projects Admin	1,516,124	1,840,950	2,224,220	2,134,707	2,422,450
CIP Contingency	-	-	100,000,000	-	100,000,000
GO Bond Proceeds	-	646,945	-	-	-
Outside Sources	-	155,729	-	-	-
Prop 400 - MAG	-	-	-	-	-
MPC - Public Facilities	1,429,195	-	-	-	-
MPC - Water System	1,854,238	6,762,025	15,731,490	8,980,243	100,268,040
MPC - Wastewater System	28,248,604	5,209,579	2,640,100	14,554	487,720
Redevelopment CIP	14,966,221	3,685,159	8,614,630	1,041,873	8,053,140
Streets CIP	20,947,657	35,513,724	121,249,330	30,281,159	76,536,500
Traffic Control CIP	1,000,642	1,511,444	11,197,730	2,419,175	12,123,520
Parks and Recreation CIP	30,395,557	34,974,016	23,116,160	5,594,205	12,643,560
Municipal Facilities CIP	8,928,010	49,416,311	76,417,910	19,942,137	49,753,240
Water CIP	43,712,145	12,891,319	117,685,720	5,913,255	79,955,090
Wastewater CIP	8,497,071	23,374,176	76,868,100	8,160,823	82,888,430
Storm Water CIP	48,964	-	2,191,000	-	2,736,000
Total Expenses	\$161,544,428	\$175,981,377	\$ 557,936,390	\$ 84,482,131	\$ 527,867,690

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	1,458,172	1,706,304	1,807,370	1,717,857	2,111,330
Supplies & Contractual	12,068,277	1,620,216	3,945,560	1,187,936	104,647,240
Capital Outlay	148,017,979	172,654,857	552,183,460	81,576,338	421,109,120
Total Expenses	\$161,544,428	\$175,981,377	\$ 557,936,390	\$ 84,482,131	\$ 527,867,690

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	11,920,324	120,551,013	138,931,350	30,489,026	229,722,450
Transfers In	128,497,768	161,375,078	437,340,580	73,354,127	324,689,480
Total Sources	\$140,418,092	\$281,926,091	\$ 576,271,930	\$103,843,153	\$ 554,411,930
Total Expenses	161,544,428	175,981,377	557,936,390	84,482,131	527,867,690
Transfers Out	26,436,200	87,495,605	150,679,330	48,945,654	69,867,950
Total Uses	\$187,980,628	\$263,476,982	\$ 708,615,720	\$133,427,785	\$ 597,735,640
Net Operating Result	\$(47,562,536)	\$ 18,449,109	\$(132,343,790)	\$(29,584,632)	\$ (43,323,710)

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 2022 projects. Following each summary and map, descriptions of each project that are included in the FY 2022 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 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.

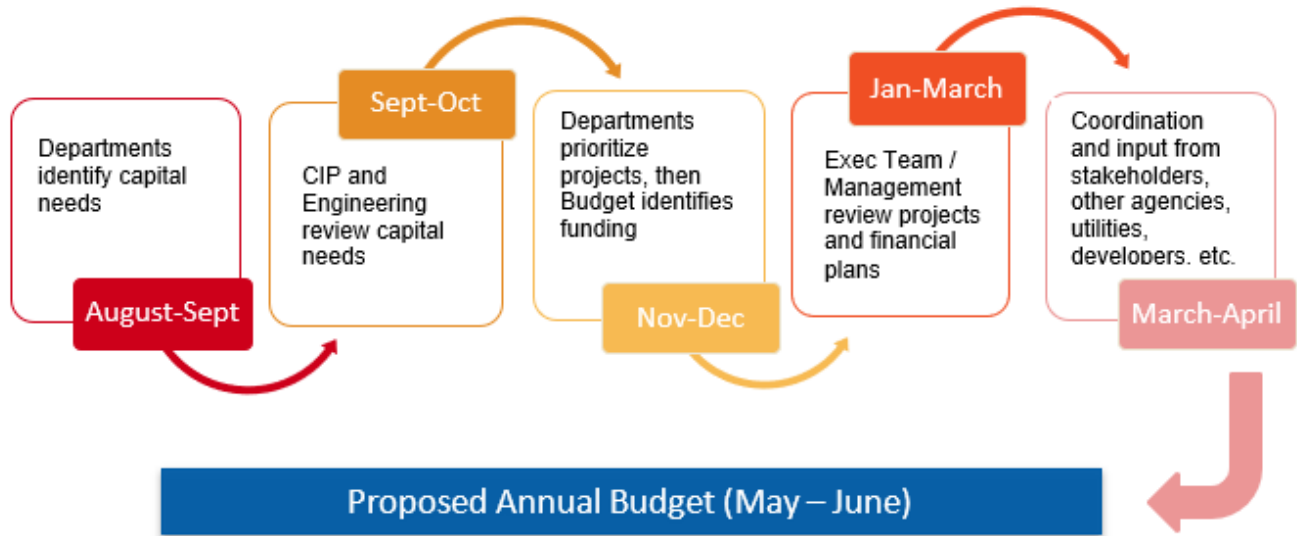


Project Description - This describes the requested capital project. The narrative generally includes a physical description of the improvements (e.g. 24,000 square-foot building, three miles of road, 12-acre park with playground equipment, etc.) and the justification for the project or alternatives to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

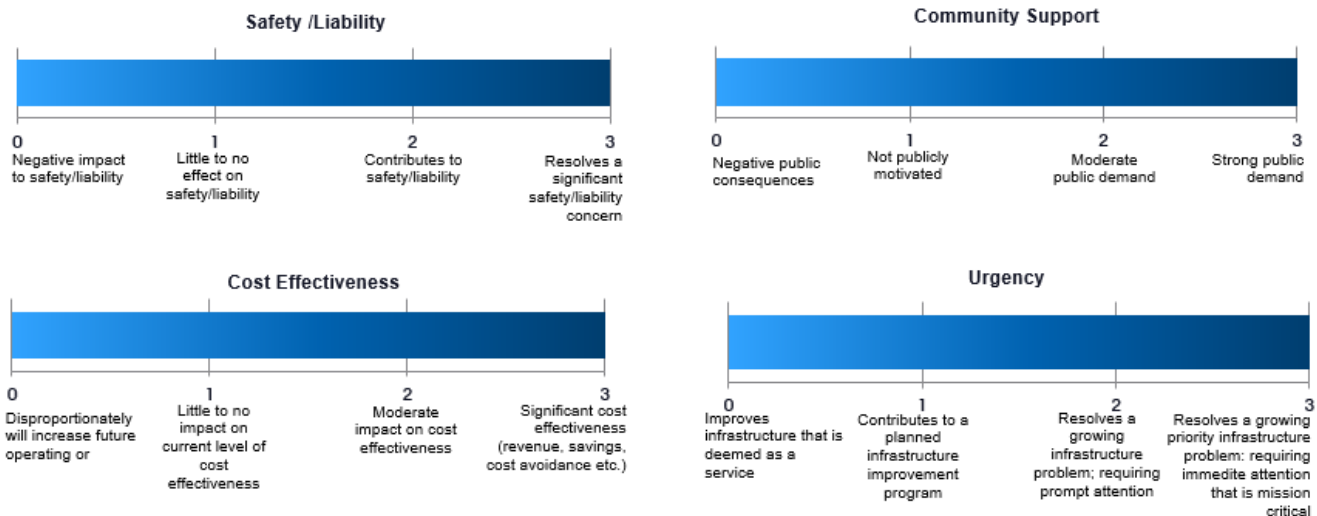
Prioritization Ranking - Each project receives a prioritization ranking score during the CIP development process. The ranking is shown in the upper right-hand corner of each project description.

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

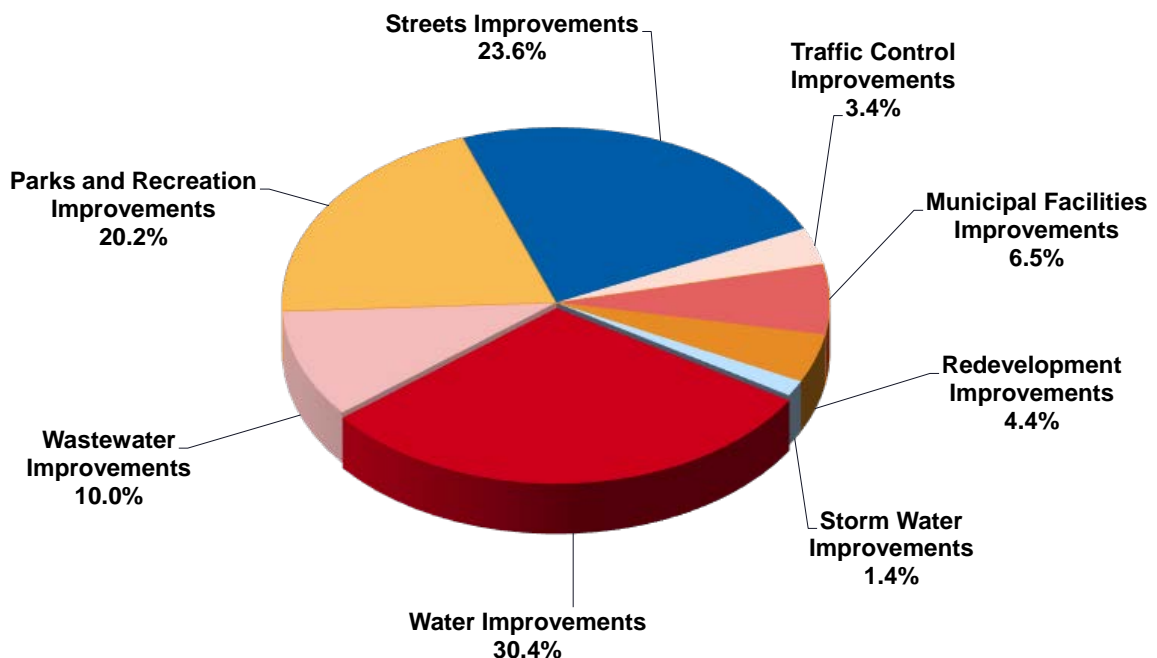


The Executive Team and Town Management provide input on how each of these scores is weighted when the total ranking is calculated. Based on this calculation, each project receives a single total project ranking score ranging from 0 to 3, with 3 being the highest possible score. The score is one of the 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 2022 - 2031 Capital Improvement Plan was adopted on June 1, 2021. Only the first year of the plan (FY 2022) 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 2022 are found in the pages that follow.

Capital Expenses: (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10
Streets Improvements	758,443	81,039	76,541	181,045	30,018	77,640	70,898	147,553	93,709
Traffic Control Improvements	109,712	4,458	12,125	15,862	14,915	17,618	15,279	29,455	-
Municipal Facilities Improvements	208,358	100,965	49,754	18,455	4,455	24,597	1,406	1,666	7,060
Redevelopment Improvements	142,950	8,696	8,054	33,990	90,227	-	-	-	1,983
Storm Water Improvements	46,136	-	2,736	4,888	5,929	-	-	32,583	-
Water Improvements	977,407	54,366	180,421	439,266	15,782	12,158	31,181	94,129	150,104
Wastewater Improvements	320,185	83,219	83,176	6,515	4,669	13,254	22,332	107,020	-
Parks and Recreation Improvements	650,093	79,790	12,643	13,598	127,620	30,097	2,795	237,326	146,224
Total Capital Expenses	\$ 3,213,284	\$ 412,533	\$ 425,450	\$ 713,619	\$ 293,615	\$ 175,364	\$ 143,891	\$ 649,732	\$ 399,080

Capital Improvement Plan By Project Type

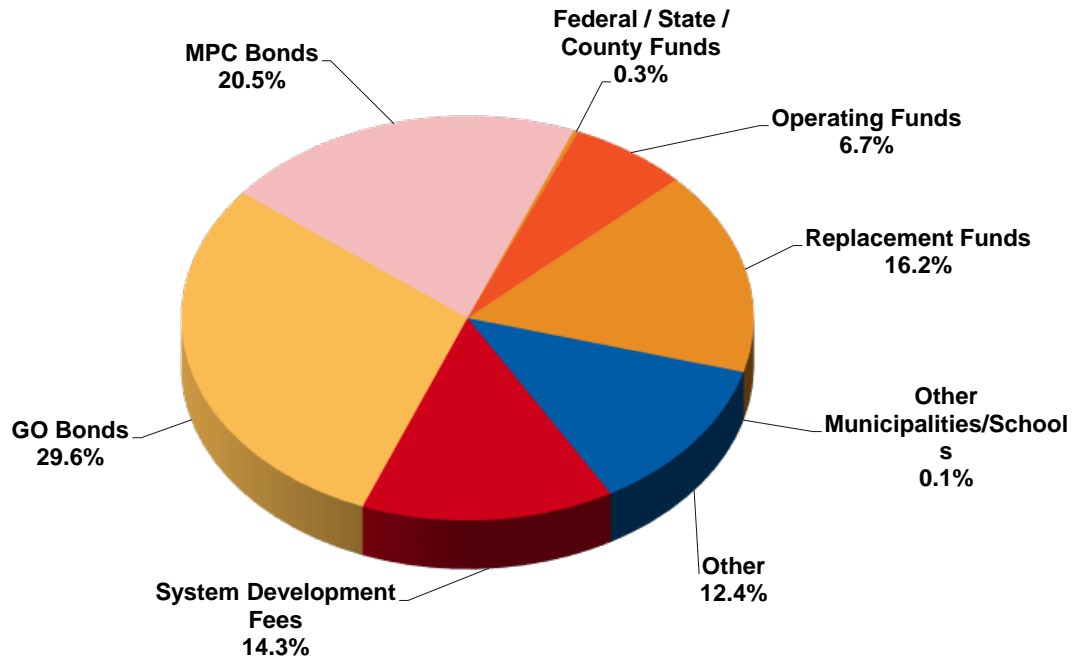




CAPITAL IMPROVEMENT PLAN SUMMARY

Capital Sources: (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10
PFMPC - 2009 Bonds	24,764	24,764	-	-	-	-	-	-	-
2022 WRMPC (Water SDF)	122,730	-	32,161	90,569	-	-	-	-	-
2022 WRMPC (Water)	111,971	-	9,605	102,366	-	-	-	-	-
WRMPC - 2007 Bonds	13	13	-	-	-	-	-	-	-
WRMPC - 2018 Bonds	43,111	42,623	488	-	-	-	-	-	-
WRMPC - Intergov Contrib	2,037	-	2,037	-	-	-	-	-	-
WRMPC - Bonds (SDF)	22,290	15,215	7,075	-	-	-	-	-	-
2022 WRMPC (WR SDF)	51,302	-	15,172	21,630	14,500	-	-	-	-
2022 WRMPC (Water R&R)	267,044	1,844	34,217	221,650	-	9,333	-	-	-
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	65,958	46,616	19,342	-	-	-	-	-	-
Potential WRMPC (Water)	12,000	-	-	-	-	-	-	12,000	-
2022 Potential P.S Bonds	16,658	-	-	16,658	-	-	-	-	-
2020 Public Safety Bonds	65,000	65,000	-	-	-	-	-	-	-
2023 Potential Street Bond	514,994	-	-	191,671	83,924	67,177	57,483	114,739	-
2024 Potential Parks Bonds	97,993	-	-	-	69,094	28,899	-	-	-
2028 Potential Street Bond	45,552	-	-	-	-	-	-	45,552	-
2028 Potential Parks Bonds	140,616	-	-	-	-	-	-	140,616	-
Maricopa County	1,727	317	-	1,410	-	-	-	-	-
State Grant	2,929	117	623	2,189	-	-	-	-	-
Federal Grant	2,470	-	-	2,470	-	-	-	-	-
CDBG	1,600	214	1,386	-	-	-	-	-	-
MAG RTP Arterial Fund	70,661	21,878	30,545	10,650	-	4,912	-	2,676	-
MAG Revolving Fund	(1,546)	105	(6,529)	4,878	-	-	-	-	-
Developer Contribution	9,904	4,659	730	355	-	-	4,160	-	-
Salt River Project	19	19	-	-	-	-	-	-	-
CIP Outside Sources	9,864	4,718	-	-	5,146	-	-	-	-
CIP O/S Revolving Fund	5,821	(14,636)	19,223	(2,841)	(4,902)	215	(857)	9,619	-
City of Mesa	3,250	-	-	-	-	3,250	-	-	-
General Repl Fund	70,822	4	18,578	4,366	37,373	10,501	-	-	-
Water Repl Fund	320,668	12,217	60,778	5,685	413	6,223	6,775	78,671	149,906
Wastewater Repl Fund	126,124	31,028	52,445	2,643	4,482	1,760	1,560	32,206	-
Env. Compliance Repl Fund	2,293	-	1,883	-	410	-	-	-	-
Fleet Repl Fund	1,169	5	1,164	-	-	-	-	-	-
General Fund	52,542	25,815	18,935	154	113	4,992	65	2,468	-
Water Fund	31,468	4,216	17,135	691	4,282	3,654	3	1,388	99
Wastewater Fund	46,742	5,841	13,628	4,232	2,702	3,108	12,082	5,050	99
Env. Services-Residential	11,969	1,219	3,575	-	-	115	-	-	7,060
Env. Services-Commercial	1,004	778	163	-	-	63	-	-	-
Roadway and Maint. Fund	57,843	7,863	12,530	8,330	5,309	7,107	4,154	12,550	-
Fleet Fund	10	3	7	-	-	-	-	-	-
Env. Compliance Fund	12,106	8	351	300	208	18	-	11,221	-
Police SDF	9,448	75	539	264	187	7,458	107	818	-
Fire SDF	3,103	24	173	1,292	61	47	1,234	272	-
Park SDF	55,436	19,710	4,707	7,715	23,267	-	-	37	-
Signal SDF	24,241	1,692	6,603	2,991	1,448	2,252	2,005	7,250	-
Water SDF	38,162	8,145	482	10	-	-	22,229	7,296	-
Wastewater SDF	1,715	1,715	-	-	-	-	-	-	-
Water Resources SDF	20,971	15,052	3,899	2,010	-	-	-	10	-
Greenfield Wastewater SDF	22,405	1,542	13,959	10	-	-	6,884	10	-
Neely Wastewater SDF	6,069	1,764	4,305	-	-	-	-	-	-
Future Growth Funding	200,897	-	-	-	-	12,559	13,107	137,484	37,747
Park SDF - Prior to 2012	35,835	35,835	-	-	-	-	-	-	-
Roads SDF	41,132	7	17,096	3,083	-	1,721	12,900	6,325	-
Private Fund	55,058	-	-	6,188	42,390	-	-	6,480	-
Investment Income	66	66	-	-	-	-	-	-	-
Unidentified	219,163	-	-	-	-	-	-	14,994	204,169
Miscellaneous	28,268	18,620	6,440	-	3,208	-	-	-	-
Total Sources	\$ 3,213,284	\$ 412,533	\$ 425,450	\$ 713,619	\$ 293,615	\$ 175,364	\$ 143,891	\$ 649,732	\$ 399,080

Capital Improvement Plan By Funding Source Type



One of the considerations when a project is being proposed is the operating impacts that will result upon completion of the project. These impacts have been incorporated into the operating budget five-year forecasts (Financial Overview Section) and 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.

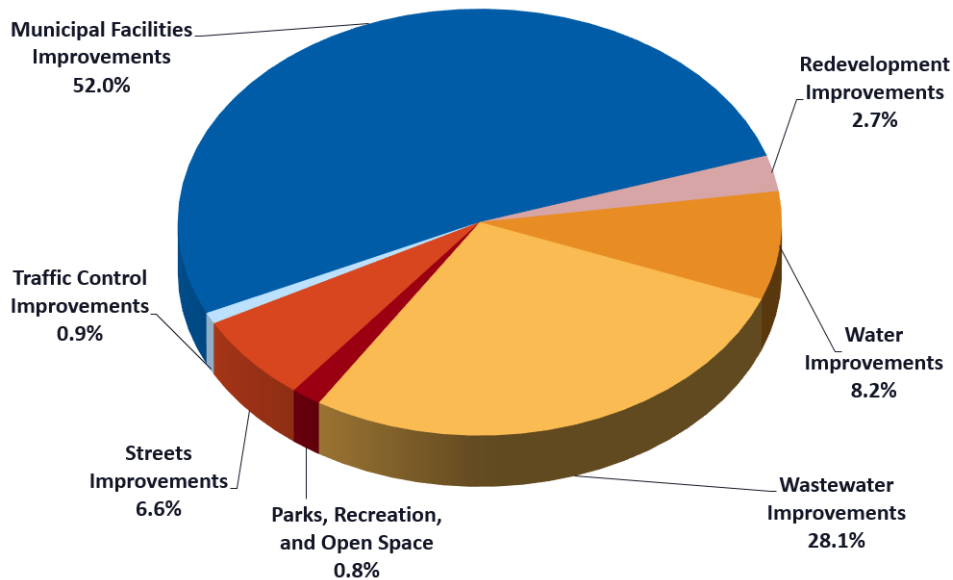
The FY 2022-2026 expense operating impacts are shown by project type below:

Operation and Maintenance Impact (1,000s):	FY 2022	FY2023	FY 2024	FY 2025	FY 2026	Total
Streets Improvements	-	154	258	258	258	928
Traffic Control Improvements	-	11	36	37	37	121
Municipal Facilities Improvements	-	641	2,204	2,204	2,277	7,326
Redevelopment Improvements	-	-	38	173	173	384
Storm Water Improvements	-	-	-	-	-	-
Water Improvements	-	242	297	297	322	1,158
Wastewater Improvements	-	989	989	989	989	3,956
Parks and Recreation Improvements	-	17	17	66	128	228
Net Additional Operating Cost	\$ -	\$ 2,054	\$ 3,839	\$ 4,024	\$ 4,184	\$ 14,101

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

Operation and Maintenance Impact (1,000s):	FY 2022	FY2023	FY 2024	FY 2025	FY 2026	Total
Personnel	-	172	1,608	1,608	1,608	4,995
Contractual Services	-	831	885	1,001	1,059	3,776
Supplies	-	567	756	770	785	2,876
Utilities	-	451	556	611	686	2,303
Insurance	-	34	35	35	47	151
Total O&M Impact	\$ -	\$ 2,054	\$ 3,839	\$ 4,024	\$ 4,184	\$ 14,101
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impacts by Project Type





Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
2001 GO Bonds 02-03					
PR0850	Santan Vista Trail - Phase III	1.83	1	1	-
Total GO Bonds 02-03			\$ 1	\$ 1	\$ -
2006 GO Bonds 08					
ST1120	Val Vista Drive - Appleby to Riggs	3.00	2,314	2,314	-
Total 2006 GO Bonds 08			\$ 2,314	\$ 2,314	\$ -
2007 GO Bonds 08					
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 08			\$ 3,508	\$ 3,508	\$ -
2017 GO Bonds					
RD1210	Phoenix Avenue Pedestrian Mall	3.00	3,725	-	3,725
RD2110	Heritage District Transportation Improv	3.00	6,106	6,096	10
ST0960	Recker Road - Ray to SR 202	3.00	3,837	2,554	1,283
ST0990	Ocotillo Road - 148th St to Greenfield	3.00	2,568	-	2,568
ST1120	Val Vista Drive - Appleby to Riggs	3.00	4,059	4,059	-
ST1140	Lindsay Road - Queen Creek to Ocotillo	3.00	1,418	215	1,203
ST1170	Lindsay Road - Pecos to SR 202	3.00	4,819	4,819	-
ST1320	Elliot and Gilbert Intersection	0.78	66	66	-
ST1380	Elliot and Cooper Intersection	3.00	3,330	684	2,646
ST1450	Germann Road - Gilbert to Val Vista	3.00	10,563	8,073	2,490
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	14,521	14,521	-
ST1600	Infrastructure Improv at Railroad Crossings	3.00	2,545	93	2,452
ST1690	Val Vista Drive Reconstruction	3.00	5,153	4,215	938
ST1710	Val Vista Dr/Eastern Canal Bridge Repair	3.00	1,878	-	1,878
ST1720	Val Vista Lakes Improvements	2.55	544	508	36
ST1790	PM10 Paving	1.16	165	165	-
ST1860	Gilbert and Warner Intersection	2.28	81	81	-
TS1300	Val Vista and Baseline Signal Improvements	3.00	580	467	113
Total 2017 GO Bonds			\$ 65,958	\$ 46,616	\$ 19,342
2020 Public Safety Bonds					
MF0400	Public Safety Training Facility	3.00	65,000	65,000	-
Total 2020 Public Safety Bonds			\$ 65,000	\$ 65,000	\$ -
2022 Potential P.S Bonds					
MF2490	Advocacy Center	2.78	16,658	-	-
Total 2022 Potential P.S. Bonds			\$ 16,658	\$ -	\$ -
2022 WRMPC (Water R&R)					
WA1330	Tankersley Water Line Repl Area III/IV	2.66	13,130	-	-
WA1340	Tankersley Water Line Repl Area VI	2.34	2,668	-	2,668
WA1350	Tankersley Water Line Repl Area VII/VIII	2.34	10,539	-	-
WA1510	Pony Lane Water Line Repl	2.50	9,333	-	-
WA1589	NWTP Facility Upgrades and Reconstruction	3.00	229,336	1,844	29,511
WA1594	SVWTP Raw Water Line Cathodic Protection Replac	2.61	2,038	-	2,038
Total 2022 WRMPC (Water R&R)			\$ 267,044	\$ 1,844	\$ 34,217
2022 WRMPC (Water SDF)					
WA0670	Zone 2 to Zone 4 Interconnect	3.00	1,336	-	1,336
WA0800	Zone 3 - Bridges Well	2.83	4,472	-	4,472
WA0810	Zone 3 - Direct System Well	2.45	5,895	-	5,895
WA1230	Site 2 - Reservoir and Booster Pump Imp	3.00	8,451	-	8,451

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
WA1589	NWTP Facility Upgrades and Reconstruction	3.00	102,576	-	12,007
Total 2022 WRMPC (Water SDF)			\$ 122,730	\$ -	\$ 32,161
2022 WRMPC (Water)					
WA1200	Water Rights - Resiliency and Capacity	1.62	21,630	-	-
WA1589	NWTP Facility Upgrades and Reconstruction	3.00	90,341	-	9,605
Total 2022 WRMPC (Water)			\$ 111,971	\$ -	\$ 9,605
2022 WRMPC (WR SDF)					
WA0830	Water Rights - WMAT Settlement	3.00	11,472	-	11,472
WA0940	Water Rights - Phase II	1.78	14,500	-	-
WA1060	Water Rights - NIA Priority CAP Acquisition	3.00	3,700	-	3,700
WA1200	Water Rights - Resiliency and Capacity	1.62	21,630	-	-
Total 2022 WRMPC (WR SDF)			\$ 51,302	\$ -	\$ 15,172
2023 Potential Street Bond					
PR1310	Safety Improvements for Trail Crossings	3.00	1,200	-	-
PR1314	Marathon Trl Crossing at EMF and Pecos	2.28	640	-	-
PR1315	Marathon Trl Crossing at Higley	2.28	581	-	-
PR1316	Heritage Trl Crossing at Guadalupe	2.28	535	-	-
PR1317	San Tan Vista Trl Crossing at Pecos	2.28	480	-	-
PR1318	Heritage Trl Crossing at Lindsay	2.28	149	-	-
PR1319	EMF Pathway at Power and Guadalupe	2.28	1,198	-	-
PR1320	San Tan Vista Trl Crossing at Ray	2.28	440	-	-
RD1190	Heritage District Parking Garage III	1.99	36,805	-	-
RD1210	Phoenix Avenue Pedestrian Mall	3.00	725	-	-
RD2130	Ash Street Re-Alignment	1.55	5,519	-	-
RD2190	Vaughn Ventilator	2.22	22,924	-	-
RD2220	Median Improvements	2.84	1,842	-	-
ST0540	Ocotillo Road - Greenfield to Higley	2.83	51,335	-	-
ST0780	Baseline Road - Greenfield to Power	1.45	7,899	-	-
ST0800	Recker Road - Ocotillo to Chandler Heights	1.00	11,632	-	-
ST0980	Higley Road - Riggs to Stacey	1.00	2,783	-	-
ST0990	Ocotillo Road - 148th St to Greenfield	3.00	14,733	-	-
ST1140	Lindsay Road - Queen Creek to Ocotillo	3.00	2,255	-	-
ST1180	Warner Road - Power to East of Recker	1.83	4,564	-	-
ST1200	Power Road - Guadalupe to Santan Freeway	1.83	13,697	-	-
ST1270	Val Vista Drive - Riggs to Hunt Highway	0.78	8,564	-	-
ST1320	Elliot and Gilbert Intersection	0.78	8,221	-	-
ST1340	Guadalupe and Power Intersection	1.62	4,578	-	-
ST1390	Elliot and Higley Intersection	1.00	6,508	-	-
ST1620	Mesquite Street - Lindsay to Val Vista	1.62	5,801	-	-
ST1720	Val Vista Lakes Improvements	2.55	38,467	-	-
ST1770	Guadalupe Road Improvements	2.84	6,001	-	-
ST1800	Cooper Road - Encinas to Baseline	2.00	6,417	-	-
ST1840	Cooley Station Transit Center	1.45	10,906	-	-
ST1860	Gilbert and Warner Intersection	2.28	9,455	-	-
ST1870	McQueen and Elliot Intersection	1.45	4,124	-	-
ST1880	Lindsay and Guadalupe Intersection	1.45	7,443	-	-
ST1910	McQueen and Guadalupe Intersection	2.84	8,660	-	-
ST1920	Val Vista and Ray Intersection	1.00	9,559	-	-
ST1960	Market and Williams Field Intersection	2.00	706	-	-
ST1970	Val Vista and Mercy Intersection	2.67	1,153	-	-
ST1980	Market and San Tan Village Intersection	2.00	1,366	-	-

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
90,569	-	-	-	-	-	-	-	-	-
\$ 90,569	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21,630	-	-	-	-	-	-	-	-	-
80,736	-	-	-	-	-	-	-	-	-
\$ 102,366	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-	-
-	14,500	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
21,630	-	-	-	-	-	-	-	-	-
\$ 21,630	\$ 14,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1,000	200	-	-	-	-	-	-	-	-
197	443	-	-	-	-	-	-	-	-
195	386	-	-	-	-	-	-	-	-
134	401	-	-	-	-	-	-	-	-
149	331	-	-	-	-	-	-	-	-
50	99	-	-	-	-	-	-	-	-
-	-	1,198	-	-	-	-	-	-	-
126	314	-	-	-	-	-	-	-	-
4,153	32,652	-	-	-	-	-	-	-	-
725	-	-	-	-	-	-	-	-	-
-	5,519	-	-	-	-	-	-	-	-
22,924	-	-	-	-	-	-	-	-	-
-	1,842	-	-	-	-	-	-	-	-
51,335	-	-	-	-	-	-	-	-	-
-	-	7,899	-	-	-	-	-	-	-
-	-	-	-	-	11,632	-	-	-	-
-	-	-	2,783	-	-	-	-	-	-
14,733	-	-	-	-	-	-	-	-	-
2,255	-	-	-	-	-	-	-	-	-
4,564	-	-	-	-	-	-	-	-	-
-	13,697	-	-	-	-	-	-	-	-
-	-	-	8,564	-	-	-	-	-	-
-	-	-	-	8,221	-	-	-	-	-
-	-	-	-	4,578	-	-	-	-	-
-	-	-	-	-	6,508	-	-	-	-
5,801	-	-	-	-	-	-	-	-	-
10,318	-	18,738	9,411	-	-	-	-	-	-
6,001	-	-	-	-	-	-	-	-	-
-	-	6,417	-	-	-	-	-	-	-
-	-	-	-	-	10,906	-	-	-	-
-	9,455	-	-	-	-	-	-	-	-
-	-	4,124	-	-	-	-	-	-	-
-	-	-	-	-	7,443	-	-	-	-
8,660	-	-	-	-	-	-	-	-	-
-	-	-	9,559	-	-	-	-	-	-
706	-	-	-	-	-	-	-	-	-
1,153	-	-	-	-	-	-	-	-	-
-	-	-	1,366	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
ST1990	Higley and Iverness Intersection	2.00	966	-	-
ST2000	Power and Pecos Intersection	1.62	10,615	-	-
ST2010	Higley and Queen Creek Intersection	2.00	3,895	-	-
ST2050	Various Roadway Improvements	1.92	10,293	-	-
ST2080	Bus Stop Improvements	2.22	1,888	-	-
ST2101	Bus Stop Shelter Replacements	1.99	2,636	-	-
ST2102	Safe Route Enhancements	2.39	33,301	-	-
ST2103	Germann and Power Intersection	2.61	1,286	-	-
ST2105	School Safety and Congestion Improvements	2.44	6,975	-	-
ST2113	White Fence Farms 4 Road Improvements	2.61	8,861	-	-
ST2114	Brentwood Acres Road Improvements	2.61	1,777	-	-
ST2115	Porter Acres Road Improvements	2.61	5,023	-	-
ST2116	Melody and Pioneer Road Improvements	2.61	1,864	-	-
ST2117	KA-LO Park Road Improvements	2.61	1,429	-	-
ST2118	College Park Road Improvements	2.61	5,153	-	-
SW0122	Vaughn Retention Basin Relocation	2.66	9,899	-	-
SW0125	Riggs Road Drainage Channel Restoration	2.44	21,362	-	-
TS1940	Fiber Optic Strategic Build Out	1.61	23,476	-	-
TS1942	Advanced Mid-Block Detection	1.77	44,430	-	-
Total 2023 Potential Street Bond			\$ 514,994	\$ -	\$ -
2024 Potential Parks Bonds					
PR0330	Marathon Trail - East Maricopa Floodway	1.00	17,759	-	-
PR0530	Crossroads Park - Lake Emb Stabilization	2.50	5,635	-	-
PR0850	Santan Vista Trail - Phase III	1.83	7,592	-	-
PR1010	Santan Fwy Trail - Val Vista to Discovery Park	1.45	4,667	-	-
PR1020	Santan Fwy Trail - Discovery Park to Cosmo	1.45	10,092	-	-
PR1230	Trail Lighting	1.61	14,140	-	-
PR1322	Desert Sky Regional Park Phase II	2.55	31,012	-	-
RD2090	Trail Beautification - Canal East of Gilbert Road	2.83	7,096	-	-
Total 2024 Potential Parks Bonds			\$ 97,993	\$ -	\$ -
2028 Potential Parks Bonds					
PR1321	Gilbert Regional Park Phase II	2.33	140,616	-	-
Total 2028 Potential Parks Bonds			\$ 140,616	\$ -	\$ -
2028 Potential Street Bond					
ST1150	Hunt Highway - Higley to Recker	0.78	10,960	-	-
ST1160	Recker Road - Riggs to Hunt Highway	0.78	8,022	-	-
ST1310	Ray and Gilbert Intersection	0.45	7,025	-	-
ST1330	Guadalupe and Val Vista Intersection	0.45	6,609	-	-
ST1570	Constellation Way - South of Coldwater Blvd	0.78	2,697	-	-
ST1790	PM10 Paving	1.16	1,189	-	-
ST1940	Power and Queen Creek Intersection	1.00	9,050	-	-
Total 2028 Potential Street Bond			\$ 45,552	\$ -	\$ -
CDBG					
RD2261	Heritage Center Site and ADA Improv	3.00	500	81	419
RD2262	Heritage District - ADA Sidewalk Repairs	3.00	1,100	133	967
Total CDBG			\$ 1,600	\$ 214	\$ 1,386
CIP O/S Revolving Fund					
MF0400	Public Safety Training Facility	3.00	(20)	(20)	-
MF2527	Primary Emergency Operations Center Imp	2.28	3,869	-	3,869
PR0310	Gilbert Regional Park	3.00	(9,029)	(11,342)	2,313
PR0320	Desert Sky Park	3.00	-	(317)	317

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
-	-	-	-	966	-	-	-	-	-
-	-	-	-	10,615	-	-	-	-	-
3,895	-	-	-	-	-	-	-	-	-
-	-	-	-	-	10,293	-	-	-	-
-	-	-	1,888	-	-	-	-	-	-
-	-	2,636	-	-	-	-	-	-	-
33,301	-	-	-	-	-	-	-	-	-
-	-	1,286	-	-	-	-	-	-	-
6,975	-	-	-	-	-	-	-	-	-
-	-	-	8,861	-	-	-	-	-	-
-	-	-	1,777	-	-	-	-	-	-
-	-	5,023	-	-	-	-	-	-	-
1,864	-	-	-	-	-	-	-	-	-
-	-	1,429	-	-	-	-	-	-	-
-	-	5,153	-	-	-	-	-	-	-
4,588	5,311	-	-	-	-	-	-	-	-
-	-	-	-	21,362	-	-	-	-	-
5,869	5,869	5,869	5,869	-	-	-	-	-	-
-	7,405	7,405	7,405	7,405	7,405	7,405	-	-	-
\$ 191,671	\$ 83,924	\$ 67,177	\$ 57,483	\$ 53,147	\$ 54,187	\$ 7,405	\$ -	\$ -	\$ -
-	17,759	-	-	-	-	-	-	-	-
-	5,635	-	-	-	-	-	-	-	-
-	7,592	-	-	-	-	-	-	-	-
-	-	4,667	-	-	-	-	-	-	-
-	-	10,092	-	-	-	-	-	-	-
-	-	14,140	-	-	-	-	-	-	-
-	31,012	-	-	-	-	-	-	-	-
-	7,096	-	-	-	-	-	-	-	-
\$ -	\$ 69,094	\$ 28,899	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	10,206	130,410	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ 10,206	\$ 130,410	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	10,960	-	-	-	-
-	-	-	-	-	8,022	-	-	-	-
-	-	-	-	-	-	7,025	-	-	-
-	-	-	-	-	-	6,609	-	-	-
-	-	-	-	-	2,697	-	-	-	-
-	-	-	-	-	1,189	-	-	-	-
-	-	-	-	-	-	9,050	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,868	\$ 22,684	\$ -	\$ -	\$ -
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-	-	-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
PR0330	Marathon Trail - East Maricopa Floodway	1.00	-	(89)	-
PR1130	Western Powerline Trail - UPRR Ped Crossing	3.00	1,197	1,337	157
PR1321	Gilbert Regional Park Phase II	2.33	9,036	-	-
RD1210	Phoenix Avenue Pedestrian Mall	3.00	90	84	6
RD2110	Heritage District Transportation Improv	3.00	62	62	-
RD2240	Heritage Dist Drainage/Storm Water Study	3.00	73	73	-
ST0540	Ocotillo Road - Greenfield to Higley	2.83	375	103	272
ST0780	Baseline Road - Greenfield to Power	1.45	-	(215)	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	(74)	(2,717)	8,144
ST1150	Hunt Highway - Higley to Recker	0.78	-	(135)	-
ST1170	Lindsay Road - Pecos to SR 202	3.00	(121)	(121)	-
ST1200	Power Road - Guadalupe to Santan Freeway	1.83	-	(55)	-
ST1380	Elliot and Cooper Intersection	3.00	(6)	(6)	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	192	(208)	1,700
ST1570	Constellation Way - South of Coldwater Blvd	0.78	-	(731)	-
ST1710	Val Vista Dr/Eastern Canal Bridge Repair	3.00	177	177	-
ST1790	PM10 Paving	1.16	-	(160)	-
ST1860	Gilbert and Warner Intersection	2.28	-	(100)	-
TS1740	Advance Detection Safety Improvement	3.00	-	-	2,189
TS1947	Val Vista and Melrose Signal	3.00	-	(256)	256
Total CIP O/S Revolving Fund			\$ 5,821	\$ (14,636)	\$ 19,223
CIP Outside Sources					
MF0400	Public Safety Training Facility	3.00	20	20	-
PR0310	Gilbert Regional Park	3.00	411	411	-
RD2110	Heritage District Transportation Improv	3.00	108	108	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	5,223	77	-
ST1170	Lindsay Road - Pecos to SR 202	3.00	3,902	3,902	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	200	200	-
Total CIP Outside Sources			\$ 9,864	\$ 4,718	\$ -
City of Mesa					
ST0780	Baseline Road - Greenfield to Power	1.45	3,250	-	-
Total City of Mesa			\$ 3,250	\$ -	\$ -
Developer Contribution					
PR0330	Marathon Trail - East Maricopa Floodway	1.00	89	89	-
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	2,645	590
ST1150	Hunt Highway - Higley to Recker	0.78	135	135	-
ST1170	Lindsay Road - Pecos to SR 202	3.00	17	17	-
ST1200	Power Road - Guadalupe to Santan Freeway	1.83	55	55	-
ST1380	Elliot and Cooper Intersection	3.00	6	6	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	1,308	8	-
ST1570	Constellation Way - South of Coldwater Blvd	0.78	731	731	-
ST1790	PM10 Paving	1.16	160	160	-
ST1860	Gilbert and Warner Intersection	2.28	100	100	-
TS1947	Val Vista and Melrose Signal	3.00	396	256	140
Total Developer Contribution			\$ 9,904	\$ 4,659	\$ 730
Env. Compliance Fund					
MF2420	South Area Service Center Paving	0.78	18	-	-

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
-	89	-	-	-	-	-	-	-	-
(297)	-	-	-	-	-	-	-	-	-
-	-	-	443	8,593	-	-	-	-	-
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-	-	-	-	-	-	-	-	-	-
-	-	215	-	-	-	-	-	-	-
(355)	(5,146)	-	-	-	-	-	-	-	-
-	-	-	-	-	135	-	-	-	-
-	55	-	-	-	-	-	-	-	-
-	-	-	(1,300)	-	-	-	-	-	-
-	-	-	-	-	731	-	-	-	-
-	-	-	-	-	160	-	-	-	-
-	100	-	-	-	-	-	-	-	-
(2,189)	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
\$ (2,841)	\$ (4,902)	\$ 215	\$ (857)	\$ 8,593	\$ 1,026	\$ -	\$ -	\$ -	\$ -
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-	5,146	-	-	-	-	-	-	-	-
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-	-	-	2,860	-	-	-	-	-	-
355	-	-	-	-	-	-	-	-	-
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\$ 355	\$ -	\$ -	\$ 4,160	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	18	-	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
MF2523	Wall Replacement - North Area Service Center	3.00	9	8	1
SW0070	Sonoqui Wash Restoration	2.78	6,481	-	-
SW0090	Storm Water Mitegation Assessment	2.00	306	-	-
SW0100	Hunt Highway Bank Protection	2.84	3,676	-	-
SW0120	Storm Water Master Plan	3.00	650	-	350
SW0121	Nichols Park SW Improvements	2.44	758	-	-
SW0126	Drywell Performance Eval and Restore	2.44	208	-	-
Total Env. Compliance Fund			\$ 12,106	\$ 8	\$ 351
Env. Compliance Repl Fund					
SW0124	Crossroads SW Pump Station Rehab and Repair	3.00	126	-	126
SW0127	Village II SW Pump Station Rehab and Repair	2.66	457	-	457
SW0128	Vaughn Pump Station Rehab and Repair	3.00	878	-	878
SW0129	Nichols SW Pump Station Rehab and Repair	2.44	410	-	-
SW0130	Freestone SW Pump Station Rehab and Repair	1.99	422	-	422
Total Env. Compliance Repl Fund			\$ 2,293	\$ -	\$ 1,883
Env. Services-Commercial					
MF2310	Utility Billing System Replacement	3.00	14	-	14
MF2350	Fleet Maintenance Facility	3.00	88	16	72
MF2420	South Area Service Center Paving	0.78	63	-	-
MF2450	CNG Fueling Station - Phase II	3.00	145	84	61
MF2460	Comprehensive Needs Assessment Study	3.00	3	3	-
RD2140	Heritage District Trash Compactors	3.00	691	675	16
Total Env. Services-Commercial			\$ 1,004	\$ 778	\$ 163
Env. Services-Residential					
MF0320	Transfer Station	0.95	7,060	-	-
MF2310	Utility Billing System Replacement	3.00	1,692	27	1,665
MF2350	Fleet Maintenance Facility	3.00	1,028	192	836
MF2410	North Area Service Center Paving	0.78	16	-	-
MF2420	South Area Service Center Paving	0.78	99	-	-
MF2450	CNG Fueling Station - Phase II	3.00	1,673	965	708
MF2460	Comprehensive Needs Assessment Study	3.00	37	33	4
MF2525	Enviro Services Route Software	2.22	362	-	362
ST1120	Val Vista Drive - Appleby to Riggs	3.00	2	2	-
Total Env. Services-Residential			\$ 11,969	\$ 1,219	\$ 3,575
Federal Grant					
ST2119	Mews Road Improvements	3.00	2,470	-	-
Total Federal Grant			\$ 2,470	\$ -	\$ -
Fire SDF					
MF2160	Adaptive Response Unit 2 (ARU-2)	1.62	1,200	-	-
MF2230	Topaz Radio	1.67	683	24	173
MF2290	Adaptive Response Unit 1 (ARU-1)	1.62	1,200	-	-
MF2520	System Development Fee Study	1.17	20	-	-
Total Fire SDF			\$ 3,103	\$ 24	\$ 173
Fleet Fund					
MF2460	Comprehensive Needs Assessment Study	3.00	10	3	7
Total Fleet Fund			\$ 10	\$ 3	\$ 7
Fleet Repl Fund					
MF2440	NASC Fuel Storage Tank Replacement	2.34	1,169	5	1,164
Total Fleet Repl Fund			\$ 1,169	\$ 5	\$ 1,164
Future Growth Funding					
PR0390	Crossroads Park - Phase II	1.00	18,224	-	-

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	6,481	-	-	-
-	-	-	-	306	-	-	-	-	-
-	-	-	-	863	2,813	-	-	-	-
300	-	-	-	-	-	-	-	-	-
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-	208	-	-	-	-	-	-	-	-
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82	61	47	34	53	41	56	56	56	-
1,200	-	-	-	-	-	-	-	-	-
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\$ 1,292	\$ 61	\$ 47	\$ 1,234	\$ 63	\$ 41	\$ 56	\$ 56	\$ 56	\$ -
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Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
PR0420	Freestone Recreation Center Pool	0.78	17,820	-	-
PR0580	Rittenhouse Trail	0.78	5,649	-	-
PR0630	McQueen Park - Phase IV	1.00	3,100	-	-
PR1100	Powerline Trail - Recker to Power	1.61	2,352	-	-
PR1210	Santan Vista Trail - Phase V	1.16	3,675	-	-
PR1312	Gilbert Youth Soccer Complex - Phase II	0.71	52,240	-	-
ST0990	Ocotillo Road - 148th St to Greenfield	3.00	3,861	-	-
ST1300	Warner and Greenfield Intersection	1.00	1,703	-	-
ST1310	Ray and Gilbert Intersection	0.45	1,338	-	-
ST1330	Guadalupe and Val Vista Intersection	0.45	1,259	-	-
WA1540	Zone 2/3 – Lindsay – Pecos to Germann Imp	2.45	8,949	-	-
WW0690	Gravity - Relief Sewers	3.00	7,564	-	-
WW1200	Greenfield WRP Phase IV Expansion	1.78	62,659	-	-
WW1210	Val Vista and Chandler Heights Water Line	1.53	4,349	-	-
WW1220	Riggs and Greenfield Water Line	1.53	4,349	-	-
WW1233	Reservoir 3 Reclaimed Recovery Well	2.00	1,806	-	-
Total Future Growth Funding			\$ 200,897	\$ -	\$ -
General Fund					
MF0400	Public Safety Training Facility	3.00	11,352	9,933	1,419
MF0530	Municipal Center I Renovation - Phase II	3.00	1,651	1,607	44
MF2230	Topaz Radio	1.67	7,972	6,660	403
MF2400	Police Information System Replacement	3.00	3,410	225	3,185
MF2410	North Area Service Center Paving	0.78	617	-	-
MF2420	South Area Service Center Paving	0.78	350	-	-
MF2460	Comprehensive Needs Assessment Study	3.00	312	168	144
MF2470	Public Safety Center Expansion	2.06	3,937	-	-
MF2480	Police Dispatch Center Expansion	2.51	8,785	162	8,623
MF2490	Advocacy Center	2.78	130	7	123
MF2521	Fire Station 3 Repairs	3.00	392	185	207
MF2522	Shade and Streetscape Master Plan	3.00	300	11	289
MF2523	Wall Replacement - North Area Service Center	3.00	337	312	25
MF2524	Crime Lab Needs Analysis	3.00	135	54	81
PR0310	Gilbert Regional Park	3.00	773	773	-
PR0320	Desert Sky Park	3.00	1,619	-	1,619
PR0560	Parks and Trails Signs	3.00	233	133	100
PR0570	Urban Lakes Renovation	1.94	1,372	1,372	-
PR0920	Shade Structures - Various Locations	3.00	498	178	320
PR1030	Playground Replacements Various Locations	2.83	1,240	1,240	-
PR1040	Water Tower Plaza - Repairs/Upgrades	1.92	45	35	10
PR1080	Discovery Park Playground Structure	1.53	400	-	-
PR1110	SERL Parking Lot Connection	2.00	24	24	-
PR1130	Western Powerline Trail - UPRR Ped Crossing	3.00	676	676	-
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	114	6
RD1190	Heritage District Parking Garage III	1.99	507	-	507
RD2160	Paseo Pedestrian and Bike Route	2.83	413	7	406
RD2260	Heritage District Utility Infrastructure Study	3.00	257	7	250
RD2264	University of Arizona - Third Floor Improv	3.00	753	51	702

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
ST1160	Recker Road - Riggs to Hunt Highway	0.78	104	104	-
ST1570	Constellation Way - South of Coldwater Blvd	0.78	55	55	-
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	729	729	-
ST1690	Val Vista Drive Reconstruction	3.00	307	307	-
TS1940	Fiber Optic Strategic Build Out	1.61	200	193	7
Total General Fund			\$ 52,542	\$ 25,815	\$ 18,935
General Repl Fund					
MF0530	Municipal Center I Renovation - Phase II	3.00	15,949	-	15,949
MF2360	Public Safety Roof	1.45	489	-	-
MF2510	Fire Station 4 Rebuild	1.00	10,501	-	-
PR0570	Urban Lakes Renovation	1.94	17,193	-	-
PR1030	Playground Replacements Various Locations	2.83	2,296	4	962
PR1040	Water Tower Plaza - Repairs/Upgrades	1.92	4,385	-	684
PR1160	Irrigation System Replacements	1.78	15,415	-	-
PR1290	Cactus Yards Parking Lot	2.39	3,611	-	-
PR1313	Williams Field and Perry Pools Renovation	1.84	983	-	983
Total General Repl Fund			\$ 70,822	\$ 4	\$ 18,578
Greenfield Wastewater SDF					
MF2520	System Development Fee Study	1.17	20	-	-
WW0750	Greenfield WRP Phase III	3.00	2,142	10	2,132
WW0770	South Recharge Site Phase II	3.00	10,067	570	9,497
WW0780	GWRP Reclaimed Water Pump Station Exp	3.00	1,015	890	125
WW0940	Aquifer Storage and Recovery Wells	1.92	9,161	72	2,205
Total Greenfield Wastewater SDF			\$ 22,405	\$ 1,542	\$ 13,959
Investment Income					
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	-
ST0780	Baseline Road - Greenfield to Power	1.45	22	22	-
ST0960	Recker Road - Ray to SR 202	3.00	14	14	-
Total Investment Income			\$ 66	\$ 66	\$ -
MAG Revolving Fund					
ST0960	Recker Road - Ray to SR 202	3.00	127	127	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	(1,769)	3,619	(5,388)
ST1170	Lindsay Road - Pecos to SR 202	3.00	(4,422)	(3,054)	(1,368)
ST1380	Elliot and Cooper Intersection	3.00	(925)	(81)	(844)
ST1450	Germann Road - Gilbert to Val Vista	3.00	(2,193)	(1,148)	(1,045)
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	-	627	(627)
ST1590	Higley and Pecos Improvements	2.83	991	-	-
ST1770	Guadalupe Road Improvements	2.84	3,918	14	1,736
ST1830	Higley Road - North of Elliot	1.62	1,719	-	-
ST1910	McQueen and Guadalupe Intersection	2.84	1,008	1	1,007
Total MAG Revolving Fund			\$ (1,546)	\$ 105	\$ (6,529)
MAG RTP Arterial Fund					
ST1120	Val Vista Drive - Appleby to Riggs	3.00	17,227	10,711	6,516
ST1170	Lindsay Road - Pecos to SR 202	3.00	7,976	6,193	1,783
ST1180	Warner Road - Power to East of Recker	1.83	10,650	-	-
ST1340	Guadalupe and Power Intersection	1.62	2,676	-	-
ST1380	Elliot and Cooper Intersection	3.00	7,914	87	7,827
ST1450	Germann Road - Gilbert to Val Vista	3.00	16,405	4,068	12,337
ST1580	Lindsay Road/SR 202 Traffic Interchange	3.00	2,901	819	2,082

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
ST1870	McQueen and Elliot Intersection	1.45	4,912	-	-
Total MAG RTP Arterial Fund			\$ 70,661	\$ 21,878	\$ 30,545
Maricopa County					
PR0320	Desert Sky Park	3.00	317	317	-
ST1140	Lindsay Road - Queen Creek to Ocotillo	3.00	1,410	-	-
Total Maricopa County			\$ 1,727	\$ 317	\$ -
Miscellaneous					
MF0400	Public Safety Training Facility	3.00	6,131	-	6,131
PR0310	Gilbert Regional Park	3.00	18,494	18,494	-
PR0320	Desert Sky Park	3.00	7	7	-
PR1110	SERL Parking Lot Connection	2.00	3,208	-	-
RD2110	Heritage District Transportation Improv	3.00	259	44	215
RD2240	Heritage Dist Drainage/Storm Water Study	3.00	169	75	94
Total Miscellaneous			\$ 28,268	\$ 18,620	\$ 6,440
Neely Wastewater SDF					
WW0690	Gravity - Relief Sewers	3.00	3,028	1,056	1,972
WW0700	Candlewood Lift Station and Force Main	3.00	1,015	562	453
WW0890	Reclaimed Water Rec Well - Cactus Yards	3.00	2,026	146	1,880
Total Neely Wastewater SDF			\$ 6,069	\$ 1,764	\$ 4,305
Park SDF					
MF2520	System Development Fee Study	1.17	74	-	-
PR0310	Gilbert Regional Park	3.00	10,913	10,913	-
PR0320	Desert Sky Park	3.00	9,790	8,590	1,200
PR0620	Powerline Trail - Phase IV	3.00	3,714	207	3,507
PR0970	Santan Vista Trail - Phase IV	2.83	2,581	-	-
PR1322	Desert Sky Regional Park Phase II	2.55	28,364	-	-
Total Park SDF			\$ 55,436	\$ 19,710	\$ 4,707
Park SDF - Prior to 2012					
PR0310	Gilbert Regional Park	3.00	19,678	19,678	-
PR0320	Desert Sky Park	3.00	16,157	16,157	-
Total Park SDF - Prior to 2012			\$ 35,835	\$ 35,835	\$ -
PFMPC - 2009 Bonds					
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	\$ -
Police SDF					
MF2230	Topaz Radio	1.67	2,116	75	539
MF2470	Public Safety Center Expansion	2.06	7,312	-	-
MF2520	System Development Fee Study	1.17	20	-	-
Total Police SDF			\$ 9,448	\$ 75	\$ 539
Potential WRMPC (Water)					
WA1596	Water Rights - Bartlett Lake Modifications	1.33	12,000	-	-
Total Potential WRMPC (Water)			\$ 12,000	\$ -	\$ -
Private Fund					
PR0710	Riparian Education Center	1.16	6,480	-	-
RD2170	The Living Room Plaza	2.16	48,578	-	-
Total Private Fund			\$ 55,058	\$ -	\$ -
Roads SDF					
MF2520	System Development Fee Study	1.17	20	-	-
ST0540	Ocotillo Road - Greenfield to Higley	2.83	15,197	-	12,124
ST0980	Higley Road - Riggs to Stacey	1.00	12,900	-	-

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
-	-	4,912	-	-	-	-	-	-	-
\$ 10,650	\$ -	\$ 4,912	\$ -	\$ 2,676	\$ -	\$ -	\$ -	\$ -	\$ -
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1,410	-	-	-	-	-	-	-	-	-
\$ 1,410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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7,678	20,686	-	-	-	-	-	-	-	-
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3,073	-	-	-	-	-	-	-	-	-
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Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
ST0990	Ocotillo Road - 148th St to Greenfield	3.00	3,000	7	2,993
ST1320	Elliot and Gilbert Intersection	0.78	1,566	-	-
ST1390	Elliot and Higley Intersection	1.00	1,240	-	-
ST1870	McQueen and Elliot Intersection	1.45	1,721	-	-
ST1880	Lindsay and Guadalupe Intersection	1.45	1,418	-	-
ST1910	McQueen and Guadalupe Intersection	2.84	1,979	-	1,979
ST2000	Power and Pecos Intersection	1.62	2,091	-	-
Total Roads SDF			\$ 41,132	\$ 7	\$ 17,096
Roadway and Maint. Fund					
MF2410	North Area Service Center Paving	0.78	217	-	-
MF2420	South Area Service Center Paving	0.78	45	-	-
MF2460	Comprehensive Needs Assessment Study	3.00	26	-	26
MF2523	Wall Replacement - North Area Service Center	3.00	119	110	9
MF2526	Traffic Operations Center Remodel	2.05	4,605	-	1,000
RD2120	Heritage District Intersections Study	3.00	244	132	112
RD2190	Vaughn Ventilator	2.22	182	164	18
RD2200	Heritage District Parking Master Plan Update	3.00	187	145	42
RD2263	Heritage Distict Passenger Loading Zones	3.00	624	59	565
ST1050	Elliot Road - Neely to Burk	1.33	6,218	-	-
ST1540	Turn Lane Safety and Congestion Improv	2.84	7,988	940	716
ST1550	Accessibility Upgrades in Public ROW	3.00	3,244	1,509	700
ST1690	Val Vista Drive Reconstruction	3.00	1,945	1,945	-
ST1790	PM10 Paving	1.16	69	69	-
ST1850	Greenfield Road Right Turn Lane at Knox	2.00	635	-	635
ST1890	Chandler Heights Recker to Power	3.00	3,000	1	2,999
ST1960	Market and Williams Field Interesction	2.00	87	52	35
ST1970	Val Vista and Mercy Intersection	2.67	87	53	34
ST1980	Market and San Tan Village Intersection	2.00	90	59	31
ST1990	Higley and Iverness Intersection	2.00	87	57	30
ST2010	Higley and Queen Creek Intersection	2.00	87	67	20
ST2050	Various Roadway Improvements	1.92	75	74	1
ST2060	Transportation Master Plan	3.00	490	291	199
ST2070	Integrated Transit Center Dev Plan	3.00	310	20	290
ST2100	Watford Court Improvements	2.84	2,956	-	-
ST2104	Higley and Germann Median Improvements	2.41	56	4	52
ST2105	School Safety and Congestion Improvements	2.44	150	6	144
ST2106	Lindsay and Elliot Road Improvements	2.28	1,198	-	-
ST2107	Val Vista and Warner Road Improvements	2.28	4,408	-	-
ST2108	Gilbert and Guadalupe Right Turn Lane	2.28	1,166	-	-
ST2109	Ray and Catalina Right Turn Lane	2.78	788	-	-
ST2110	Cooper and Madera Park Turn Lanes	2.78	541	-	541
ST2111	148th St Improvements from Spur to Appleby	2.16	1,514	-	1,514
ST2119	Mews Road Improvements	3.00	185	-	-
TS1300	Val Vista and Baseline Signal Improvements	3.00	37	37	-
TS1310	Advanced Traffic Mgmt System - Phase III	3.00	1,401	1,079	322
TS1330	Advanced Traffic Mgmt System - Phase V	1.45	2,736	-	-
TS1340	Advanced Traffic Mgmt System - Phase VI	1.00	1,947	-	-
TS1500	Riggs and Recker Signal	0.78	145	-	-
TS1580	Recker and Ocotillo Signal	1.38	146	-	-
TS1700	Smart Signal Control System	2.83	4,757	21	606
TS1740	Advance Detection Safety Improvement	3.00	1,731	769	962

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
TS1930	Transportation Systems Mgmt Oper Plan	3.00	243	200	43
TS1941	Strategic Transportation Safety Plan	3.00	193	-	-
TS1947	Val Vista and Melrose Signal	3.00	194	-	194
TS1949	Recker Road Conduit and Fiber	3.00	690	-	690
Total Roadway and Maint. Fund			\$ 57,843	\$ 7,863	\$ 12,530
Salt River Project					
PR0390	Crossroads Park - Phase II	1.00	19	19	-
Total Salt River Project			\$ 19	\$ 19	\$ -
Signal SDF					
ISP	Intersection Signal Program	1.00	13,032	-	-
MF2520	System Development Fee Study	1.17	20	-	-
TS1310	Advanced Traffic Mgmt System - Phase III	3.00	267	228	39
TS1330	Advanced Traffic Mgmt System - Phase V	1.45	470	-	-
TS1340	Advanced Traffic Mgmt System - Phase VI	1.00	371	-	-
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	433	-	-
TS1540	Val Vista and Ocotillo Signal	3.00	569	411	158
TS1550	Val Vista and Chandler Heights Signal	3.00	587	384	203
TS1570	Recker and Warner Signal	1.83	575	-	575
TS1580	Recker and Ocotillo Signal	1.38	436	-	-
TS1620	Higley and Coldwater Signal	1.84	557	-	-
TS1700	Smart Signal Control System	2.83	906	4	275
TS1860	Val Vista and Appleby Signal	3.00	554	373	181
TS1920	American Heroes Way and Gilbert Signal	3.00	475	167	308
TS1943	Higley and Bridges Signal	3.00	536	1	535
TS1944	Higley and Morrison Ranch Signal	3.00	521	-	521
TS1945	Lindsay and Layton Lakes Signal	3.00	531	-	531
TS1946	Cooper and Veleró Signal	2.00	592	-	592
TS1948	Val Vista and Boston Signal	2.00	585	-	585
Total Signal SDF			\$ 24,241	\$ 1,692	\$ 6,603
State Grant					
ST1540	Turn Lane Safety and Congestion Improv	2.84	237	117	120
SW0124	Crossroads SW Pump Station Rehab and Repair	3.00	503	-	503
TS1740	Advance Detection Safety Improvement	3.00	2,189	-	-
Total State Grant			\$ 2,929	\$ 117	\$ 623
Unidentified					
PR0030	Freestone Park Expansion - North	1.00	22,300	-	-
PR0240	Freestone Skate/Tennis Facility - Phase II	1.16	6,140	-	-
PR0370	Culture and Education Center	0.61	81,740	-	-
PR1070	Riparian Preserve Yurts	0.78	164	-	-
PR1311	Nichols Park at Water Ranch Phase II	1.61	14,830	-	-
RD2210	The Neighborhood Park	1.16	1,983	-	-
ST0840	Hunt Highway - Val Vista to 164th	0.78	83,063	-	-
ST1300	Warner and Greenfield Intersection	1.00	8,943	-	-
Total Unidentified			\$ 219,163	\$ -	\$ -
Wastewater Fund					
MF2310	Utility Billing System Replacement	3.00	1,212	19	1,193
MF2410	North Area Service Center Paving	0.78	150	-	-

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
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-	193	-	-	-	-	-	-	-	-
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\$ 8,330	\$ 5,309	\$ 7,107	\$ 4,154	\$ -	\$ 1,583	\$ 1,583	\$ 1,583	\$ 7,801	\$ -
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470	-	-	-	-	-	-	-	-	-
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436	-	-	-	-	-	-	-	-	-
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627	-	-	-	-	-	-	-	-	-
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\$ 2,991	\$ 1,448	\$ 2,252	\$ 2,005	\$ 1,458	\$ 1,448	\$ 1,448	\$ 1,448	\$ 1,448	\$ -
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-	-	-	-	-	-	-	-	14,830	-
-	-	-	-	-	-	-	-	-	1,983
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\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,994	\$ 204,169
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-	-	150	-	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
MF2420	South Area Service Center Paving	0.78	162	-	-
MF2460	Comprehensive Needs Assessment Study	3.00	21	-	21
RD2130	Ash Street Re-Alignment	1.55	315	-	-
ST1120	Val Vista Drive - Appleby to Riggs	3.00	1,280	1,049	231
WA1542	Vulnerability Assmt and Emer Response Plan	2.29	396	-	198
WA1584	Integrated Water Resources Master Plan	3.00	720	-	-
WW0690	Gravity - Relief Sewers	3.00	4,505	1,522	2,983
WW0700	Candlewood Lift Station and Force Main	3.00	1,092	278	814
WW0750	Greenfield WRP Phase III	3.00	562	562	-
WW0770	South Recharge Site Phase II	3.00	441	441	-
WW0960	Riparian Preserve Distribution Structure Exp	2.22	2,501	-	-
WW0970	GWRP - Various Plant Improvements	3.00	13,804	1,356	5,024
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	715	129	586
WW1160	Layton Lakes Lift Station Odor Control Imp	3.00	1,660	47	1,613
WW1170	Odor Control - Western Canal at Guadalupe	3.00	2,116	131	727
WW1180	Sewer Outfall Structure - Gilbert and Ray	3.00	55	55	-
WW1233	Reservoir 3 Reclaimed Recovery Well	2.00	1,807	-	-
WW1234	Higley and Germann Reclaimed Water Line	2.67	2,545	-	-
WW1235	Odor Control - Greenfield Rd at SASC	2.38	2,429	-	-
WW1237	Islands Lift Station Site Improvements	2.23	963	-	-
WW1238	Property Acquisition for Lift Stations	1.96	285	-	-
WW1241	Line Extn at Queen Creek and 156th St	3.00	240	2	238
WW1243	Odor Control - Higley at Loop 202	2.00	1,925	-	-
Total Wastewater Fund			\$ 46,742	\$ 5,841	\$ 13,628
Wastewater Repl Fund					
MF2523	Wall Replacement - North Area Service Center	3.00	82	76	6
ST1860	Gilbert and Warner Intersection	2.28	2,350	150	-
WW0700	Candlewood Lift Station and Force Main	3.00	7,866	7,513	353
WW0970	GWRP - Various Plant Improvements	3.00	9,764	1,564	4,787
WW1050	System Wide Force Main Retrofit	3.00	21,501	1,541	4,008
WW1060	Concrete Pipe Gravity Sewer Rehab	3.00	12,047	1,822	10,225
WW1090	Neely Activated Sludge Pumping Station Repl	3.00	6,203	430	5,773
WW1100	Neely Oxidation Ditch Rotor Repl	2.47	6,545	14	6,531
WW1110	Neely Effluent Filter Repl	3.00	7,561	341	7,220
WW1130	NWRP Odor Control System	2.44	939	-	939
WW1140	Greenfield Repair and Replacement	3.00	20,540	16,871	3,669
WW1180	Sewer Outfall Structure - Gilbert and Ray	3.00	754	36	718
WW1190	Higley and SR 202 Gravity Sewer Rehabilitation	3.00	488	445	43
WW1200	Greenfield WRP Phase IV Expansion	1.78	20,886	-	-
WW1231	Neely Administration Building Repairs	3.00	1,608	66	1,542
WW1236	Gravity Sewer Rehab - Guadalupe and Serrine	3.00	220	159	61
WW1237	Islands Lift Station Site Improvements	2.23	200	-	-
WW1242	Southern Manhole Rehabilitation	2.84	6,570	-	6,570
Total Wastewater Repl Fund			\$ 126,124	\$ 31,028	\$ 52,445
Wastewater SDF					
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	3.00	451	451	-

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
-	-	162	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	315	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
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360	-	-	-	-	360	-	-	-	-
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-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
2,501	-	-	-	-	-	-	-	-	-
1,371	2,387	1,833	1,833	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	4,591	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	1,258	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	1,807	-	-	-	-	-	-
-	-	-	2,545	-	-	-	-	-	-
-	-	-	2,429	-	-	-	-	-	-
-	-	963	-	-	-	-	-	-	-
-	-	-	285	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	1,925	-	-	-	-	-	-
\$ 4,232	\$ 2,702	\$ 3,108	\$ 12,082	\$ 99	\$ 360	\$ 4,591	\$ -	\$ -	\$ 99
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-	2,200	-	-	-	-	-	-	-	-
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1,485	1,124	402	402	-	-	-	-	-	-
1,158	1,158	1,158	1,158	1,086	1,086	9,148	-	-	-
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\$ 2,643	\$ 4,482	\$ 1,760	\$ 1,560	\$ 1,086	\$ 1,086	\$ 30,034	\$ -	\$ -	\$ -
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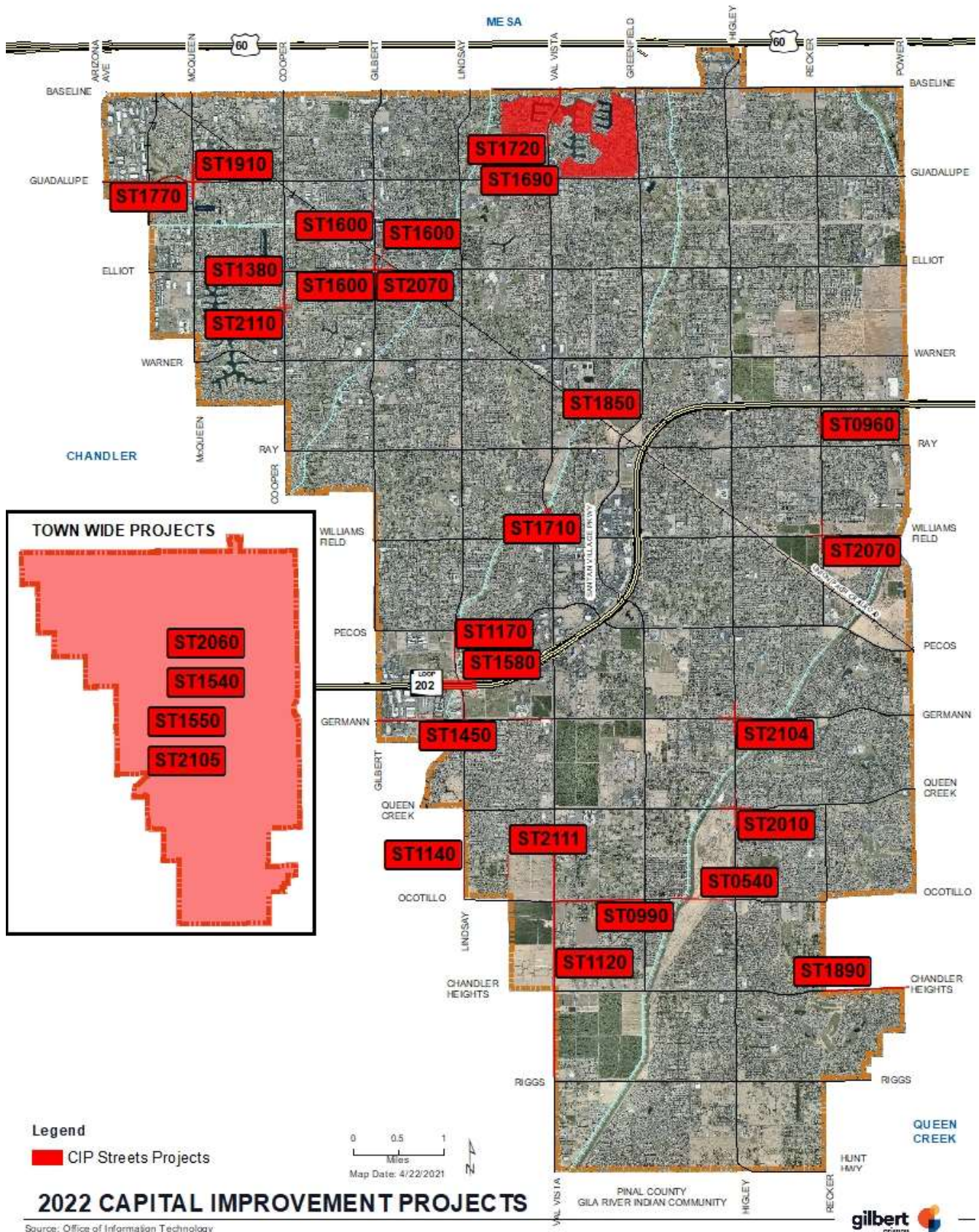
Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
Total Wastewater SDF			\$ 1,715	\$ 1,715	\$ -
Water Fund					
MF2230	Topaz Radio	1.67	27	27	-
MF2310	Utility Billing System Replacement	3.00	1,300	20	1,280
MF2410	North Area Service Center Paving	0.78	667	-	-
MF2420	South Area Service Center Paving	0.78	162	-	-
MF2460	Comprehensive Needs Assessment Study	3.00	59	-	59
MF2523	Wall Replacement - North Area Service Center	3.00	133	98	35
ST1120	Val Vista Drive - Appleby to Riggs	3.00	1,290	1,153	137
ST1200	Power Road - Guadalupe to Santan Freeway	1.83	3,000	-	-
ST1450	Germann Road - Gilbert to Val Vista	3.00	800	-	800
ST1790	PM10 Paving	1.16	240	-	-
WA1070	NWTP Finished Water Pump 10	3.00	1,155	698	457
WA1120	Power Road Water Line - Elliot to Warner	1.67	3	-	-
WA1140	Baseline Road Water Line - Fiesta Tech to McQueen	3.00	2,769	293	2,476
WA1370	Blending Control Structure - Well 20 and 22	3.00	462	67	395
WA1410	Zone 1 and 2 - Split Valve Structures	1.61	1,272	-	382
WA1450	Transmission Main Assessments	2.51	332	-	332
WA1480	Well 25 - Arsenic Mitigation	2.00	2,825	-	-
WA1490	Cathodic Protection Assessment	2.51	837	-	-
WA1530	Zone 2 - 148th Street Improvements	1.75	886	-	800
WA1542	Vulnerability Assmt and Emer Response Plan	2.29	396	-	198
WA1544	Power Road Water System Loop	3.00	2,386	1,501	885
WA1547	Zone 1 - System Connectivity Improvement	1.84	1,734	-	1,734
WA1578	Zone 1 - Improvements for Site 26	3.00	797	359	438
WA1579	NWTP Electric, Instrument and Control Assessment	1.45	122	-	122
WA1582	NWTP South Reservoir Water Quality Improv	1.50	6,200	-	6,200
WA1584	Integrated Water Resources Master Plan	3.00	720	-	-
WA1585	Water Quality Master Plan	3.00	489	-	-
WA1595	Zone 2 - Power and Williams Field Water Line Abandon	1.45	405	-	405
Total Water Fund			\$ 31,468	\$ 4,216	\$ 17,135
Water Repl Fund					
MF2523	Wall Replacement - North Area Service Center	3.00	365	338	27
RD2110	Heritage District Transportation Improv	3.00	700	700	-
RD2130	Ash Street Re-Alignment	1.55	413	-	-
ST1150	Hunt Highway - Higley to Recker	0.78	2,200	-	-
ST1160	Recker Road - Riggs to Hunt Highway	0.78	1,575	-	-
ST1620	Mesquite Street - Lindsay to Val Vista	1.62	1,241	-	-
ST1720	Val Vista Lakes Improvements	2.55	8,490	-	-
ST1800	Cooper Road - Encinas to Baseline	2.00	1,454	-	-
ST1830	Higley Road - North of Elliot	1.62	652	-	-
ST1880	Lindsay and Guadalupe Intersection	1.45	1,300	-	-
ST1910	McQueen and Guadalupe Intersection	2.84	722	-	-
ST1920	Val Vista and Ray Intersection	1.00	302	-	-
ST2000	Power and Pecos Intersection	1.62	360	-	-
ST2100	Watford Court Improvements	2.84	1,024	-	-
ST2113	White Fence Farms 4 Road Improvements	2.61	310	-	-
ST2114	Brentwood Acres Road Improvements	2.61	1,029	-	-
ST2115	Porter Acres Road Improvements	2.61	1,252	-	-
ST2116	Melody and Pioneer Road Improvements	2.61	569	-	-
ST2117	KA-LO Park Road Improvements	2.61	564	-	-

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
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1,241	-	-	-	-	-	-	-	-	-
2,501	-	1,879	4,110	-	-	-	-	-	-
-	-	1,454	-	-	-	-	-	-	-
652	-	-	-	-	-	-	-	-	-
-	-	-	-	-	1,300	-	-	-	-
722	-	-	-	-	-	-	-	-	-
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569	-	-	-	-	-	-	-	-	-
-	-	564	-	-	-	-	-	-	-

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
ST2118	College Park Road Improvements	2.61	1,074	-	-
WA1080	NWTP Variable Frequency Drive Repl	3.00	300	248	52
WA1180	Tankersley Water Line Repl Area I	3.00	6,156	753	5,403
WA1230	Site 2 - Reservoir and Booster Pump Imp	3.00	3,679	45	3,634
WA1270	Water Main Priority Replacement Program	3.00	515	212	303
WA1300	Lindsay and Galveston Reservoir Well Repl	3.00	2,409	467	1,942
WA1310	Tankersley Water Line Repl Area II	3.00	8,159	230	7,929
WA1320	Tankersley Water Line Repl Area V	3.00	15,362	261	15,101
WA1440	Well 3 Water Mains - Water Tank and Gilbert	3.00	4,763	3,835	928
WA1460	Higley Road Water Line Repl	2.06	2,094	1	2,093
WA1470	Islands Water Line and System Repl	2.34	40,759	-	-
WA1545	Tankersley Water Line Repl Area IX	2.12	8,725	15	8,710
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	1,097	177
WA1549	NWTP Intake and Diversion Structure Rehab	3.00	384	202	182
WA1550	NWTP Filter Rehab Phase II	3.00	3,856	1,779	2,077
WA1551	NWTP Filter West Influent Channel Rehab	3.00	1,422	733	689
WA1553	NWTP Final Sed Effluent Channel Pipes Rehab	3.00	4,075	42	4,033
WA1557	Well 8 - Site Facility Repair	2.66	243	-	243
WA1587	NWTP Chlorine Line Repairs	3.00	236	117	119
WA1588	Hackamore Water Line Repl	3.00	1,200	1,016	184
WA1589	NWTP Facility Upgrades and Reconstruction	3.00	50	50	-
WA1590	Site 3 - Consolidated Canal Discharge Pipe	3.00	764	69	695
WA1592	SWWTP Phase I Filter Rehab	2.78	1,084	7	1,077
WA1593	ICPMS Instrument Replacement	2.00	240	-	240
WA1597	AC Water Line Replacement Town Wide	1.78	182,383	-	-
Total Water Repl Fund			\$ 320,668	\$ 12,217	\$ 60,778
Water Resources SDF					
MF2520	System Development Fee Study	1.17	20	-	-
WA0940	Water Rights - Phase II	1.78	20,951	15,052	3,899
Total Water Resources SDF			\$ 20,971	\$ 15,052	\$ 3,899
Water SDF					
MF2520	System Development Fee Study	1.17	20	-	-
WA0270	Zone 2 - Well, Reservoir and Pump Station	1.39	20,171	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	4	4	-
WA0710	Ray - Recker Direct Well System	3.00	4,896	4,896	-
WA0800	Zone 3 - Bridges Well	2.83	4	4	-
WA0810	Zone 3 - Direct System Well	2.45	39	39	-
WA0880	Zone 4 - Trend Homes Well Conversion	1.00	7,941	655	-
WA1120	Power Road Water Line - Elliot to Warner	1.67	3,177	-	-
WA1230	Site 2 - Reservoir and Booster Pump Imp	3.00	135	135	-
WA1547	Zone 1 - System Connectivity Improvement	1.84	448	-	448
Total Water SDF			\$ 38,162	\$ 8,145	\$ 482
WRMPC - 2007 Bonds					
WA0880	Zone 4 - Trend Homes Well Conversion	1.00	13	13	-
Total WRMPC - 2007 Bonds			\$ 13	\$ 13	\$ -
WRMPC - 2018 Bonds					
WW0750	Greenfield WRP Phase III	3.00	43,111	42,623	488
Total WRMPC - 2018 Bonds			\$ 43,111	\$ 42,623	\$ 488
WRMPC - Bonds (SDF)					

Project #	Project Name	Project Ranking	Total Budget (1,000's)	Prior Years	FY 2022
WA0620	Reservoir, Pump Station and Well Conversion	3.00	20,615	15,215	5,400
WA0710	Ray - Recker Direct Well System	3.00	1,675	-	1,675
Total WRMPC - Bonds (SDF)			\$ 22,290	\$ 15,215	\$ 7,075
WRMPC - Intergov Contrib					
WA1594	SVWTP Raw Water Line Cathodic Protection Replac	2.61	2,037	-	2,037
Total WRMPC - Intergov Contrib			\$ 2,037	\$ -	\$ 2,037
Grand Total - All Capital Funds			\$ 3,213,284	\$ 412,533	\$ 425,450

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Beyond 10 Years
-	-	-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 713,619	\$ 293,615	\$ 175,364	\$ 143,891	\$ 102,709	\$ 277,290	\$ 166,371	\$ 17,826	\$ 85,536	\$ 399,080



Legend
■ CIP Streets Projects

0 0.5 1
 Miles
 Map Date: 4/22/2021

2022 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology

Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Ocotillo Road - Greenfield to Higley	ST0540	67,153	349	12,396	54,408	-	-	-	-	-
Baseline Road - Greenfield to Power	ST0780	11,476	112	-	-	-	11,364	-	-	-
Recker Road - Ocotillo to Chandler Heights	ST0800	11,632	-	-	-	-	-	-	11,632	-
Hunt Highway - Val Vista to 164th	ST0840	83,103	40	-	-	-	-	-	-	83,063
Recker Road - Ray to SR 202	ST0960	4,090	2,807	1,283	-	-	-	-	-	-
Higley Road - Riggs to Stacey	ST0980	20,516	1,973	-	-	-	-	18,543	-	-
Ocotillo Road - 148th St to Greenfield	ST0990	24,162	7	5,561	14,733	-	3,861	-	-	-
Elliot Road - Neely to Burk	ST1050	6,218	-	-	-	-	-	-	6,218	-
Val Vista Drive - Appleby to Riggs	ST1120	34,277	24,047	10,230	-	-	-	-	-	-
Lindsay Road - Queen Creek to Ocotillo	ST1140	5,083	215	1,203	3,665	-	-	-	-	-
Hunt Highway - Higley to Recker	ST1150	13,295	-	-	-	-	-	-	13,295	-
Recker Road - Riggs to Hunt Highway	ST1160	9,701	104	-	-	-	-	-	9,597	-
Lindsay Road - Pecos to SR 202	ST1170	12,171	11,756	415	-	-	-	-	-	-
Warner Road - Power to East of Recker	ST1180	15,214	-	-	15,214	-	-	-	-	-
Power Road - Guadalupe to Santan Freeway	ST1200	16,752	-	-	-	16,752	-	-	-	-
Val Vista Drive - Riggs to Hunt Highway	ST1270	8,564	-	-	-	-	-	8,564	-	-
Warner and Greenfield Intersection	ST1300	10,646	-	-	-	-	-	-	-	10,646
Ray and Gilbert Intersection	ST1310	8,363	-	-	-	-	-	-	8,363	-
Elliot and Gilbert Intersection	ST1320	9,853	66	-	-	-	-	-	9,787	-
Guadalupe and Val Vista Intersection	ST1330	7,868	-	-	-	-	-	-	7,868	-
Guadalupe and Power Intersection	ST1340	7,254	-	-	-	-	-	-	7,254	-
Elliot and Cooper Intersection	ST1380	10,319	690	9,629	-	-	-	-	-	-
Elliot and Higley Intersection	ST1390	7,748	-	-	-	-	-	-	7,748	-
Germann Road - Gilbert to Val Vista	ST1450	27,429	11,147	16,282	-	-	-	-	-	-
Turn Lane Safety and Congestion Improv	ST1540	8,225	1,057	836	-	-	-	-	6,332	-
Accessibility Upgrades in Public ROW	ST1550	3,244	1,509	700	345	345	345	-	-	-
Constellation Way - South of Coldwater Blvd	ST1570	3,483	55	-	-	-	-	-	3,428	-
Lindsay Road/SR 202 Traffic Interchange	ST1580	18,151	16,696	1,455	-	-	-	-	-	-
Higley and Pecos Improvements	ST1590	991	-	-	991	-	-	-	-	-
Infrastructure Improv at Railroad Crossings	ST1600	2,545	93	2,452	-	-	-	-	-	-
Mesquite Street - Lindsay to Val Vista	ST1620	7,042	-	-	7,042	-	-	-	-	-
Val Vista Drive Reconstruction	ST1690	7,405	6,467	938	-	-	-	-	-	-
Val Vista Dr/Eastern Canal Bridge Repair	ST1710	2,055	177	1,878	-	-	-	-	-	-
Val Vista Lakes Improvements	ST1720	47,501	508	36	12,819	-	20,617	13,521	-	-
Guadalupe Road Improvements	ST1770	9,919	14	1,736	8,169	-	-	-	-	-
PM10 Paving	ST1790	1,823	234	-	-	-	-	-	1,589	-
Cooper Road - Encinas to Baseline	ST1800	7,871	-	-	-	-	7,871	-	-	-
Higley Road - North of Elliot	ST1830	2,371	-	-	2,371	-	-	-	-	-
Cooley Station Transit Center	ST1840	10,906	-	-	-	-	-	-	10,906	-
Greenfield Road Right Turn Lane at Knox	ST1850	635	-	635	-	-	-	-	-	-
Gilbert and Warner Intersection	ST1860	11,986	231	-	-	11,755	-	-	-	-
McQueen and Elliot Intersection	ST1870	10,757	-	-	-	-	10,757	-	-	-
Lindsay and Guadalupe Intersection	ST1880	10,161	-	-	-	-	-	-	10,161	-
Chandler Heights Recker to Power	ST1890	3,000	1	2,999	-	-	-	-	-	-
McQueen and Guadalupe Intersection	ST1910	12,369	1	2,986	9,382	-	-	-	-	-
Val Vista and Ray Intersection	ST1920	9,861	-	-	-	-	-	9,861	-	-
Power and Queen Creek Intersection	ST1940	9,050	-	-	-	-	-	-	9,050	-
Market and Williams Field Intersection	ST1960	793	52	35	706	-	-	-	-	-
Val Vista and Mercy Intersection	ST1970	1,240	53	34	1,153	-	-	-	-	-


Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Market and San Tan Village Intersection	ST1980	1,456	59	31	-	-	-	1,366	-	-
Higley and Iverness Intersection	ST1990	1,053	57	30	-	-	-	-	966	-
Power and Pecos Intersection	ST2000	13,066	-	-	-	-	-	-	13,066	-
Higley and Queen Creek Intersection	ST2010	3,982	67	20	3,895	-	-	-	-	-
Various Roadway Improvements	ST2050	10,368	74	1	-	-	-	-	10,293	-
Transportation Master Plan	ST2060	490	291	199	-	-	-	-	-	-
Integrated Transit Center Dev Plan	ST2070	310	20	290	-	-	-	-	-	-
Bus Stop Improvements	ST2080	1,888	-	-	-	-	-	1,888	-	-
Watford Court Improvements	ST2100	3,980	-	-	-	-	-	3,980	-	-
Bus Stop Shelter Replacements	ST2101	2,636	-	-	-	-	2,636	-	-	-
Safe Route Enhancements	ST2102	33,301	-	-	33,301	-	-	-	-	-
Germann and Power Intersection	ST2103	1,286	-	-	-	-	1,286	-	-	-
Higley and Germann Median Improvements	ST2104	56	4	52	-	-	-	-	-	-
School Safety and Congestion Improvements	ST2105	7,125	6	144	6,975	-	-	-	-	-
Lindsay and Elliot Road Improvements	ST2106	1,198	-	-	-	-	-	1,198	-	-
Val Vista and Warner Road Improvements	ST2107	4,408	-	-	-	-	4,408	-	-	-
Gilbert and Guadalupe Right Turn Lane	ST2108	1,166	-	-	-	1,166	-	-	-	-
Ray and Catalina Right Turn Lane	ST2109	788	-	-	788	-	-	-	-	-
Cooper and Madera Park Turn Lanes	ST2110	541	-	541	-	-	-	-	-	-
148th St Improvements from Spur to Appleby	ST2111	1,514	-	1,514	-	-	-	-	-	-
White Fence Farms 4 Road Improvements	ST2113	9,171	-	-	-	-	-	9,171	-	-
Brentwood Acres Road Improvements	ST2114	2,806	-	-	-	-	-	2,806	-	-
Porter Acres Road Improvements	ST2115	6,275	-	-	-	-	6,275	-	-	-
Melody and Pioneer Road Improvements	ST2116	2,433	-	-	2,433	-	-	-	-	-
KA-LO Park Road Improvements	ST2117	1,993	-	-	-	-	1,993	-	-	-
College Park Road Improvements	ST2118	6,227	-	-	-	-	6,227	-	-	-
Mews Road Improvements	ST2119	2,655	-	-	2,655	-	-	-	-	-
Total Capital Expenses		\$ 758,443	\$ 81,039	\$ 76,541	\$ 181,045	\$ 30,018	\$ 77,640	\$ 70,898	\$ 147,553	\$ 93,709




Capital Sources (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	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		55,547	40,053	15,494	-	-	-	-	-	-
2023 Potential Street Bond		342,789	-	-	151,561	23,152	52,705	44,209	71,162	-
2028 Potential Street Bond		45,552	-	-	-	-	-	-	45,552	-
Maricopa County		1,410	-	-	1,410	-	-	-	-	-
State Grant		237	117	120	-	-	-	-	-	-
Federal Grant		2,470	-	-	2,470	-	-	-	-	-
MAG RTP Arterial Fund		70,661	21,878	30,545	10,650	-	4,912	-	2,676	-
MAG Revolving Fund		(1,546)	105	(6,529)	4,878	-	-	-	-	-
Developer Contribution		9,419	4,314	590	355	-	-	4,160	-	-
CIP Outside Sources		9,325	4,179	-	-	5,146	-	-	-	-
CIP O/S Revolving Fund		543	(4,168)	10,116	(355)	(4,991)	215	(1,300)	1,026	-
City of Mesa		3,250	-	-	-	-	3,250	-	-	-
Water Repl Fund		24,118	-	-	5,685	-	6,223	6,775	5,435	-
Wastewater Repl Fund		2,350	150	-	-	2,200	-	-	-	-

Capital Sources (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
General Fund	1,195	1,195	-	-	-	-	-	-	-
Water Fund	5,330	1,153	937	-	3,000	-	-	240	-
Wastewater Fund	1,280	1,049	231	-	-	-	-	-	-
Env. Services-Residential	2	2	-	-	-	-	-	-	-
Roadway and Maint. Fund	37,374	5,147	7,941	1,318	1,511	4,753	4,154	12,550	-
Future Growth Funding	8,161	-	-	-	-	3,861	-	2,597	1,703
Roads SDF	41,112	7	17,096	3,073	-	1,721	12,900	6,315	-
Investment Income	36	36	-	-	-	-	-	-	-
Unidentified	92,006	-	-	-	-	-	-	-	92,006
Total Sources	\$ 758,443	\$ 81,039	\$ 76,541	\$ 181,045	\$ 30,018	\$ 77,640	\$ 70,898	\$ 147,553	\$ 93,709

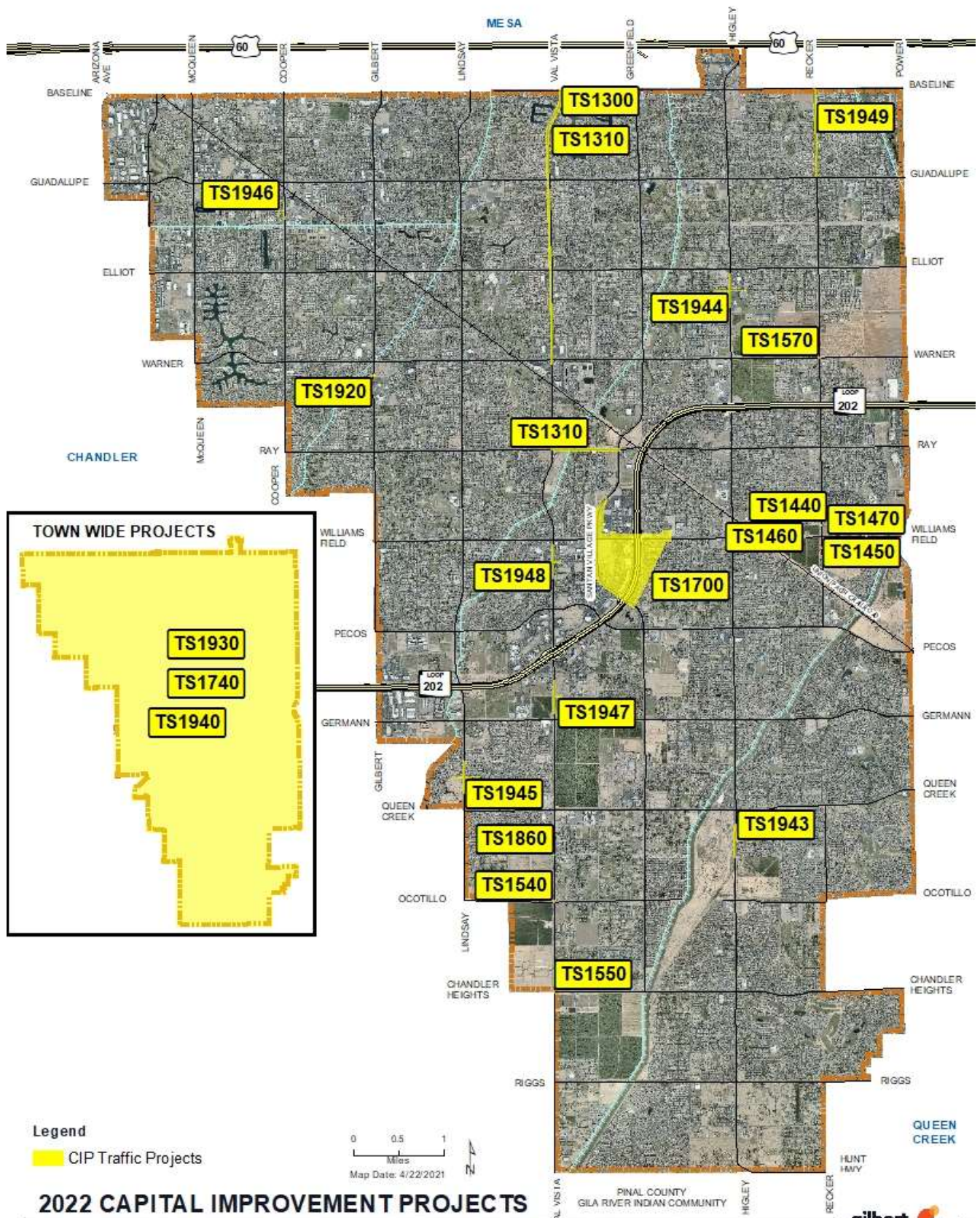
Operation and Maintenance Impact (1,000s)	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Total Operation and Maintenance Impact		-	154	258	258	258	-	
Total Revenue		-	-	-	-	-	-	
Net Additional Cost		\$ -	\$ 154	\$ 258	\$ 258	\$ 258	\$ -	

<p>ST0540 – Ocotillo Road – Greenfield to Higley</p> <p>Design and construct of Ocotillo Road from approximately ¼ mile east of Greenfield Road to Higley 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. Fiber conduit and cable will be added from Higley Road to Greenfield.</p>	<p>Project Priority: 2.83</p>
<p>ST0960 – Recker Road – Ray to SR 202</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>ST0990 – Ocotillo Road – 148th St to Greenfield</p> <p>Complete Ocotillo Road improvements from 148th Street to Greenfield Road to minor arterial standards with four traffic lanes and a striped center left turn lane, bike lanes, sidewalk and streetlights. Fiber conduit and cable will be added on Ocotillo Road from Greenfield to Lindsay Road and on Lindsay Road from Ocotillo north ½ mile.</p>	<p>Project Priority: 3.00</p>
<p>ST1120 – Val Vista Drive – Appleby to Riggs</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>ST1140 – Lindsay Road – Queen Creek to Ocotillo</p> <p>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. Also, adding fiber conduit and cable from S. Layton Lakes Blvd to Spur Road. Fiber Conduit and cable will be added from Appleby to Spur.</p>	<p>Project Priority: 3.00</p>
<p>ST1170 – Lindsay Road – Pecos to SR 202</p> <p>Complete Lindsay Road improvements from Pecos Road (intersection included) to South 144th Street to major arterial standards; including additional lanes, a raised median, sidewalks and street lights. The improvements on Lexington Street between Lindsay Road and 144th Street are included in the scope of this project.</p>	<p>Project Priority: 3.00</p>
<p>ST1380 – Elliot and Cooper Intersection</p> <p>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.</p>	<p>Project Priority: 3.00</p>

<p>ST1450 – Germann Road – Gilbert to Val Vista</p> <p>Completion of Germann Road in accordance with the Maricopa Association of Governments (MAG) Regional Transportation Plan approved by voters as Proposition 400 in 2004. 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. The project will also include Lindsay Road improvements between SR202 and ¼ mile south of Germann Road. Water improvements include connecting zone 1 and zone 2, as well as a 12" water line in Lindsay Rd for future development.</p>	<p>Project Priority: 3.00</p>
<p>ST1540 – Turn Lane Safety and Congestion Improv</p> <p>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 caused by drivers making right turns, add a right-turn overlap phase at intersections with heavy right-turning movements to improve traffic operations.</p>	<p>Project Priority: 2.84</p>
<p>ST1550 – Accessibility Upgrades in Public ROW</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>ST1580 – Lindsay Road/SR 202 Traffic Interchange</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>ST1600 – Infrastructure Improv at Railroad Crossings</p> <p>Upgrade infrastructure improvement adjacent to Union Pacific Railroad (UPRR) crossings to comply with existing federal standards. The project will consist of upgrades at SRP Eastern Canal, SRP Consolidated Canal, McQueen Road, Gilbert Road, Elliot Road, Lindsay Road, Warner Road, Val Vista Drive, Ray Road, Williams Field Road, and Power Road. Upgrades will include curb replacement, signage, railroad signal upgrades, median improvements and driveway adjustments.</p>	<p>Project Priority: 3.00</p>
<p>ST1690 – Val Vista Drive Reconstruction</p> <p>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.</p>	<p>Project Priority: 3.00</p> 

<p>ST1710 – Val Vista Drive/Eastern Canal Bridge Repair</p> <p>The project will reconstruct the bridge deck on Val Vista Road and the Eastern Canal.</p>	<p>Project Priority: 3.00</p> 
<p>ST1720 – Val Vista Lakes Improvements</p> <p>Remove and replace entire pavement section in four phases, starting with the western phase. Water lines will be replaced, and valves will be updated. ADA will be updated to meet Public Right of Way Accessibility Guidelines.</p>	<p>Project Priority: 2.55</p> 
<p>ST1770 – Guadalupe Road Improvements</p> <p>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.</p>	<p>Project Priority: 2.84</p> 
<p>ST1850 – Greenfield Road Right Turn Lane at Knox</p> <p>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.</p>	<p>Project Priority: 2.00</p>
<p>ST1890 – Chandler Heights Recker to Power</p> <p>Roadway improvements on Chandler Heights from west of Power Road to Recker Road. Improvements will be half street improvements on the north side of Chandler Heights per Gilbert standards. A new traffic signal will be added at 180th Street.</p>	<p>Project Priority: 3.00</p>
<p>ST1910 – McQueen and Guadalupe Intersection</p> <p>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.</p>	<p>Project Priority: 2.84</p>
<p>ST1960 – Market and Williams Field Intersection</p> <p>Intersection improvements at Market Street and Williams Field Road. Improvements will reduce congestion and address safety concerns by adding lanes justified by the MAG 2012-2016 High Crash Intersection data.</p>	<p>Project Priority: 2.00</p>
<p>ST1970 – Val Vista and Mercy Intersection</p> <p>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.</p>	<p>Project Priority: 2.67</p>

<p>ST1980 – Market and San Tan Village Intersection</p> <p>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.</p>	<p>Project Priority: 2.00</p>
<p>ST1990 – Higley and Inverness Intersection</p> <p>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.</p>	<p>Project Priority: 2.00</p>
<p>ST2010 – Higley and Queen Creek Intersection</p> <p>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.</p>	<p>Project Priority: 2.00</p>
<p>ST2050 – Various Roadway Improvements</p> <p>Roadway and infrastructure improvements at various locations in the Town of Gilbert for roads annexed prior to 2006.</p>	<p>Project Priority: 1.92</p>
<p>ST2060 – Transportation Master Plan</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>ST2070 – Integrated Transit Center Dev Plan</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>ST2104 – Higley and Germann Median Improvements</p> <p>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.</p>	<p>Project Priority: 2.41</p>
<p>ST2105 – School Safety and Congestion Improvements</p> <p>To design and construct improvements at various locations around schools to help with safety and congestion.</p>	<p>Project Priority: 2.44</p>
<p>ST2110 – Cooper and Madera Park Turn Lanes</p> <p>Design and construct an eastbound and westbound right turn lane at the intersection of Cooper Road and Madera Park Drive / Stetson.</p>	<p>Project Priority: 2.78</p>
<p>ST2111 – 148th St Improvements from Spur to Appleby</p> <p>Design and construct the west half of 148th Street (Sailors Way) between Spur Road and Appleby Road to minor collector standards.</p>	<p>Project Priority: 2.16</p>



Legend
 CIP Traffic Projects

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 Map Date: 4/22/2021

2022 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology



TRAFFIC CONTROL PROJECT SUMMARY

Capital Expenses (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs	
Val Vista and Baseline Signal Improvements	TS1300	617	504	113	-	-	-	-	-	
Advanced Traffic Mgmt System - Phase III	TS1310	1,668	1,307	361	-	-	-	-	-	
Advanced Traffic Mgmt System - Phase V	TS1330	3,206	-	-	3,206	-	-	-	-	
Advanced Traffic Mgmt System - Phase VI	TS1340	2,318	-	-	-	2,318	-	-	-	
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	578	-	-	-	578	-	-	-	
Val Vista and Ocotillo Signal	TS1540	569	411	158	-	-	-	-	-	
Val Vista and Chandler Heights Signal	TS1550	587	384	203	-	-	-	-	-	
Recker and Warner Signal	TS1570	575	-	575	-	-	-	-	-	
Recker and Ocotillo Signal	TS1580	582	-	-	582	-	-	-	-	
Higley and Coldwater Signal	TS1620	557	-	-	-	-	557	-	-	
Smart Signal Control System	TS1700	5,663	25	881	4,757	-	-	-	-	
Advance Detection Safety Improvement	TS1740	3,920	769	3,151	-	-	-	-	-	
Val Vista and Appleby Signal	TS1860	554	373	181	-	-	-	-	-	
American Heroes Way and Gilbert Signal	TS1920	475	167	308	-	-	-	-	-	
Transportation Systems Mgmt Oper Plan	TS1930	243	200	43	-	-	-	-	-	
Fiber Optic Strategic Build Out	TS1940	23,676	193	7	5,869	5,869	5,869	5,869	-	
Strategic Transportation Safety Plan	TS1941	193	-	-	-	193	-	-	-	
Advanced Mid-Block Detection	TS1942	44,430	-	-	-	7,405	7,405	7,405	22,215	
Higley and Bridges Signal	TS1943	536	1	535	-	-	-	-	-	
Higley and Morrison Ranch Signal	TS1944	521	-	521	-	-	-	-	-	
Lindsay and Layton Lakes Signal	TS1945	531	-	531	-	-	-	-	-	
Cooper and Velerio Signal	TS1946	592	-	592	-	-	-	-	-	
Val Vista and Melrose Signal	TS1947	590	-	590	-	-	-	-	-	
Val Vista and Boston Signal	TS1948	585	-	585	-	-	-	-	-	
Recker Road Conduit and Fiber	TS1949	690	-	690	-	-	-	-	-	
Intersection Signal Program	ISP	13,032	-	-	1,448	1,448	1,448	1,448	7,240	
Total Capital Expenses		\$109,712	\$ 4,458	\$ 12,125	\$ 15,862	\$ 14,915	\$ 17,618	\$ 15,279	\$ 29,455	\$ -

Capital Sources (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
2017 GO Bonds	580	467	113	-	-	-	-	-	-
2023 Potential Street Bond	67,906	-	-	5,869	13,274	13,274	13,274	22,215	-
State Grant	2,189	-	-	2,189	-	-	-	-	-
Developer Contribution	396	256	140	-	-	-	-	-	-
CIP O/S Revolving Fund	-	(256)	2,445	(2,189)	-	-	-	-	-
General Fund	200	193	7	-	-	-	-	-	-
Roadway and Maint. Fund	14,220	2,106	2,817	7,012	193	2,092	-	-	-
Signal SDF	24,221	1,692	6,603	2,981	1,448	2,252	2,005	7,240	-
Total Sources	\$109,712	\$ 4,458	\$ 12,125	\$ 15,862	\$ 14,915	\$ 17,618	\$ 15,279	\$ 29,455	\$ -



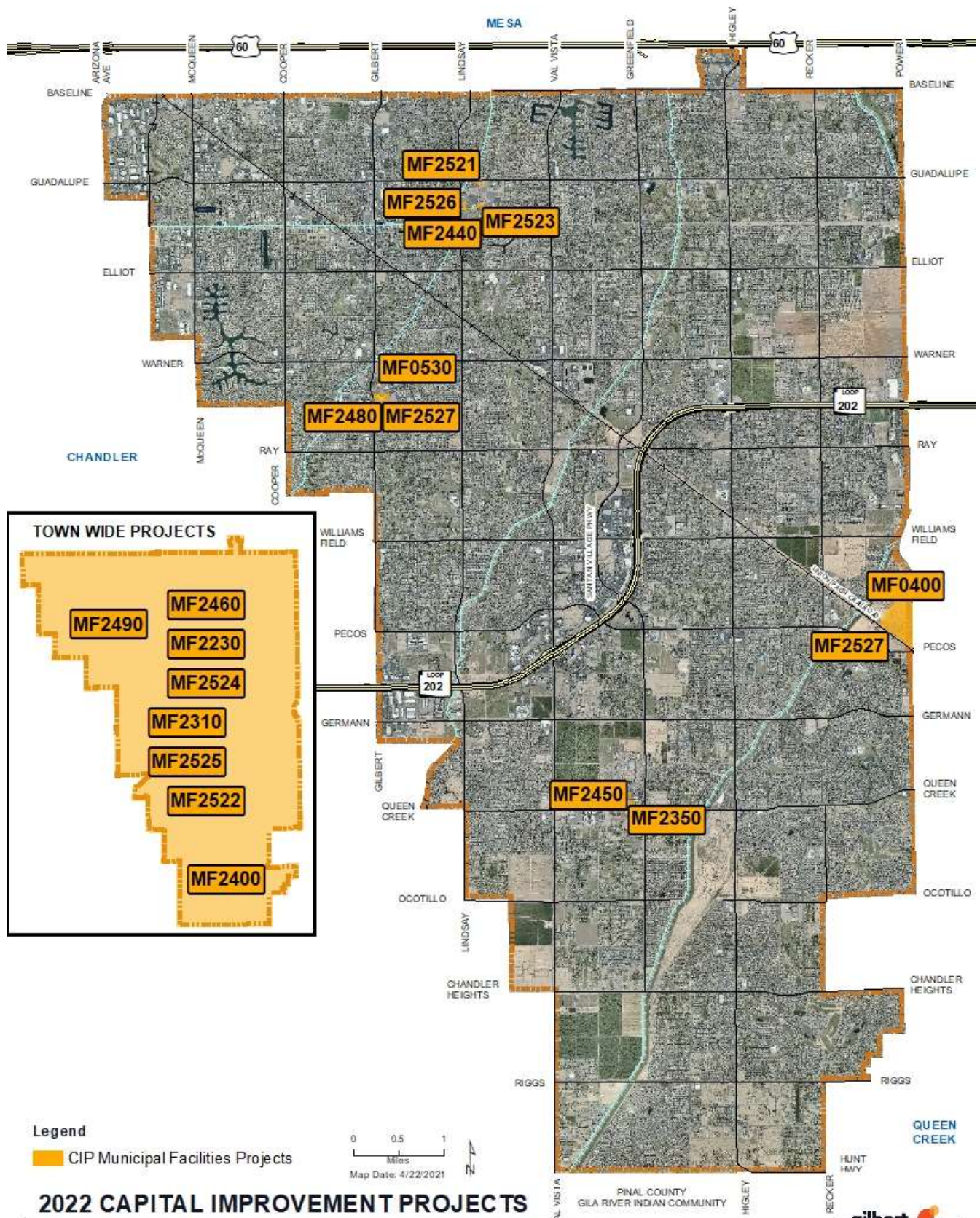
TRAFFIC CONTROL PROJECT SUMMARY

Operation and Maintenance Impact (1,000s)	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Total Operation and Maintenance Impact		-	11	36	37	37	-	-
Total Revenue		-	-	-	-	-	-	-
Net Additional Cost		\$ -	\$ 11	\$ 36	\$ 37	\$ 37	\$ -	\$ -

TS1300 – Val Vista and Baseline Signal Improvements	Project Priority: 3.00
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.	
TS1310 – Advanced Traffic Mgmt System – Phase III	Project Priority: 3.00
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/Ray intersection fiber from Ray Road and Santan Village Pkwy; both consist of conduit, fiber optic cable, enclosures, related infrastructure and equipment.	
TS1440 – Recker and Cooley Loop North Signal	Project Priority: 2.39
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.	
TS1450 – Recker and Cooley Loop South Signal	Project Priority: 2.39
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.	
TS1460 – Williams Field and Cooley Loop West Signal	Project Priority: 2.39
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.	
TS1470 – Williams Field and Cooley Loop East Signal	Project Priority: 2.39
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.	
TS1540 – Val Vista and Ocotillo Signal	Project Priority: 3.00
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.	
TS1550 – Val Vista and Chandler Heights Signal	Project Priority: 3.00
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.	
TS1570 – Recker and Warner Signal	Project Priority: 1.83
Design and installation of a major arterial traffic signal at the intersection of Recker Road and Warner Road and connection to the signal system. Construction of intersection ramps to comply with Public Right-of-Way Accessibility Guidelines.	

TS1700 – Smart Signal Control System	Project Priority: 2.83
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.	
TS1740 – Advance Detection Safety Improvement	Project Priority: 3.00
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.	
TS1860 – Val Vista and Appleby Signal	Project Priority: 3.00
Design and construction of a traffic signal at the intersection of Val Vista Drive and Appleby Road, and connection to the signal system. Construction of intersection ramps to comply with Public Rights-of-Way Accessibility Guidelines.	
TS1920 – American Heroes Way and Gilbert Signal	Project Priority: 3.00
Design and installation of a traffic signal at the intersection of American Hero’s Way and Gilbert Road and connection into the signal system.	
TS1930 – Transportation Systems Mgmt Oper Plan	Project Priority: 3.00
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. The plan will also focus on organization structure to support operations and maintenance of the ITS program.	
TS1940 – Fiber Optic Strategic Build Out	Project Priority: 1.61
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.	
TS1943 – Higley and Bridges Signal	Project Priority: 3.00
Design and install a traffic signal at Higley Road and Bridges Boulevard and connection into the signal system.	
TS1944 – Higley and Morrison Ranch Signal	Project Priority: 3.00
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
Design and install a traffic signal at Lindsay Road and Layton Lakes Boulevard and connect into the signal system.	

<p>TS1946 – Cooper and Velero Signal</p> <p>Design and construction of minor intersection traffic signal at Cooper Road and Velero Street. In addition to the signal, the eastbound leg it is proposed to design and construct an additional exit lane.</p>	<p>Project Priority: 2.00</p>
<p>TS1947 – Val Vista and Melrose Signal</p> <p>Design and construction of a minor intersection traffic signal at Melrose Street and Val Vista Drive.</p>	<p>Project Priority: 3.00</p>
<p>TS1948 – Val Vista and Boston Signal</p> <p>Design and construction of a minor intersection traffic signal at Boston Street and Val Vista Drive.</p>	<p>Project Priority: 2.00</p>
<p>TS1949 – Recker Road Conduit and Fiber</p> <p>Design and construction for the installation of fiber conduits and fiber along Recker Road from Guadalupe to Baseline Road.</p>	<p>Project Priority: 3.00</p>





MUNICIPAL FACILITIES PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Transfer Station	MF0320	7,060	-	-	-	-	-	-	-	7,060
Public Safety Training Facility	MF0400	96,979	89,429	7,550	-	-	-	-	-	-
Municipal Center I Renovation - Phase II	MF0530	17,600	1,607	15,993	-	-	-	-	-	-
Adaptive Response Unit 2 (ARU-2)	MF2160	1,200	-	-	-	-	-	1,200	-	-
Topaz Radio	MF2230	10,820	6,808	1,115	490	361	281	206	1,559	-
Adaptive Response Unit 1 (ARU-1)	MF2290	1,200	-	-	1,200	-	-	-	-	-
Utility Billing System Replacement	MF2310	4,218	66	4,152	-	-	-	-	-	-
Fleet Maintenance Facility	MF2350	1,116	208	908	-	-	-	-	-	-
Public Safety Roof	MF2360	489	-	-	-	489	-	-	-	-
Police Information System Replacement	MF2400	3,410	225	3,185	-	-	-	-	-	-
North Area Service Center Paving	MF2410	1,667	-	-	-	-	1,667	-	-	-
South Area Service Center Paving	MF2420	899	-	-	-	-	899	-	-	-
NASC Fuel Storage Tank Replacement	MF2440	1,169	5	1,164	-	-	-	-	-	-
CNG Fueling Station - Phase II	MF2450	1,818	1,049	769	-	-	-	-	-	-
Comprehensive Needs Assessment Study	MF2460	468	207	261	-	-	-	-	-	-
Public Safety Center Expansion	MF2470	11,249	-	-	-	-	11,249	-	-	-
Police Dispatch Center Expansion	MF2480	8,785	162	8,623	-	-	-	-	-	-
Advocacy Center	MF2490	16,788	7	123	16,658	-	-	-	-	-
Fire Station 4 Rebuild	MF2510	10,501	-	-	-	-	10,501	-	-	-
System Development Fee Study	MF2520	214	-	-	107	-	-	-	107	-
Fire Station 3 Repairs	MF2521	392	185	207	-	-	-	-	-	-
Shade and Streetscape Master Plan	MF2522	300	11	289	-	-	-	-	-	-
Wall Replacement - North Area Service Center	MF2523	1,045	942	103	-	-	-	-	-	-
Crime Lab Needs Analysis	MF2524	135	54	81	-	-	-	-	-	-
Enviro Services Route Software	MF2525	362	-	362	-	-	-	-	-	-
Traffic Operations Center Remodel	MF2526	4,605	-	1,000	-	3,605	-	-	-	-
Primary Emergency Operations Center Imp	MF2527	3,869	-	3,869	-	-	-	-	-	-
Total Capital Expenses		\$ 208,358	\$ 100,965	\$ 49,754	\$ 18,455	\$ 4,455	\$ 24,597	\$ 1,406	\$ 1,666	\$ 7,060




Capital Sources (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
PFMPC - 2009 Bonds	14,496	14,496	-	-	-	-	-	-	-
2022 Potential P.S Bonds	16,658	-	-	16,658	-	-	-	-	-
2020 Public Safety Bonds	65,000	65,000	-	-	-	-	-	-	-
CIP Outside Sources	20	20	-	-	-	-	-	-	-
CIP O/S Revolving Fund	3,849	(20)	3,869	-	-	-	-	-	-
General Repl Fund	26,939	-	15,949	-	489	10,501	-	-	-
Water Repl Fund	365	338	27	-	-	-	-	-	-
Wastewater Repl Fund	82	76	6	-	-	-	-	-	-
Fleet Repl Fund	1,169	5	1,164	-	-	-	-	-	-
General Fund	39,680	19,324	14,543	154	113	4,992	65	489	-
Water Fund	2,348	145	1,374	-	-	829	-	-	-
Wastewater Fund	1,545	19	1,214	-	-	312	-	-	-
Env. Services-Residential	11,967	1,217	3,575	-	-	115	-	-	7,060
Env. Services-Commercial	313	103	147	-	-	63	-	-	-
Roadway and Maint. Fund	5,012	110	1,035	-	3,605	262	-	-	-
Fleet Fund	10	3	7	-	-	-	-	-	-
Env. Compliance Fund	27	8	1	-	-	18	-	-	-
Police SDF	9,448	75	539	264	187	7,458	107	818	-
Fire SDF	3,103	24	173	1,292	61	47	1,234	272	-
Park SDF	74	-	-	37	-	-	-	37	-
Signal SDF	20	-	-	10	-	-	-	10	-
Water SDF	20	-	-	10	-	-	-	10	-








MUNICIPAL FACILITIES PROJECT SUMMARY

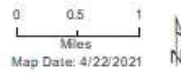
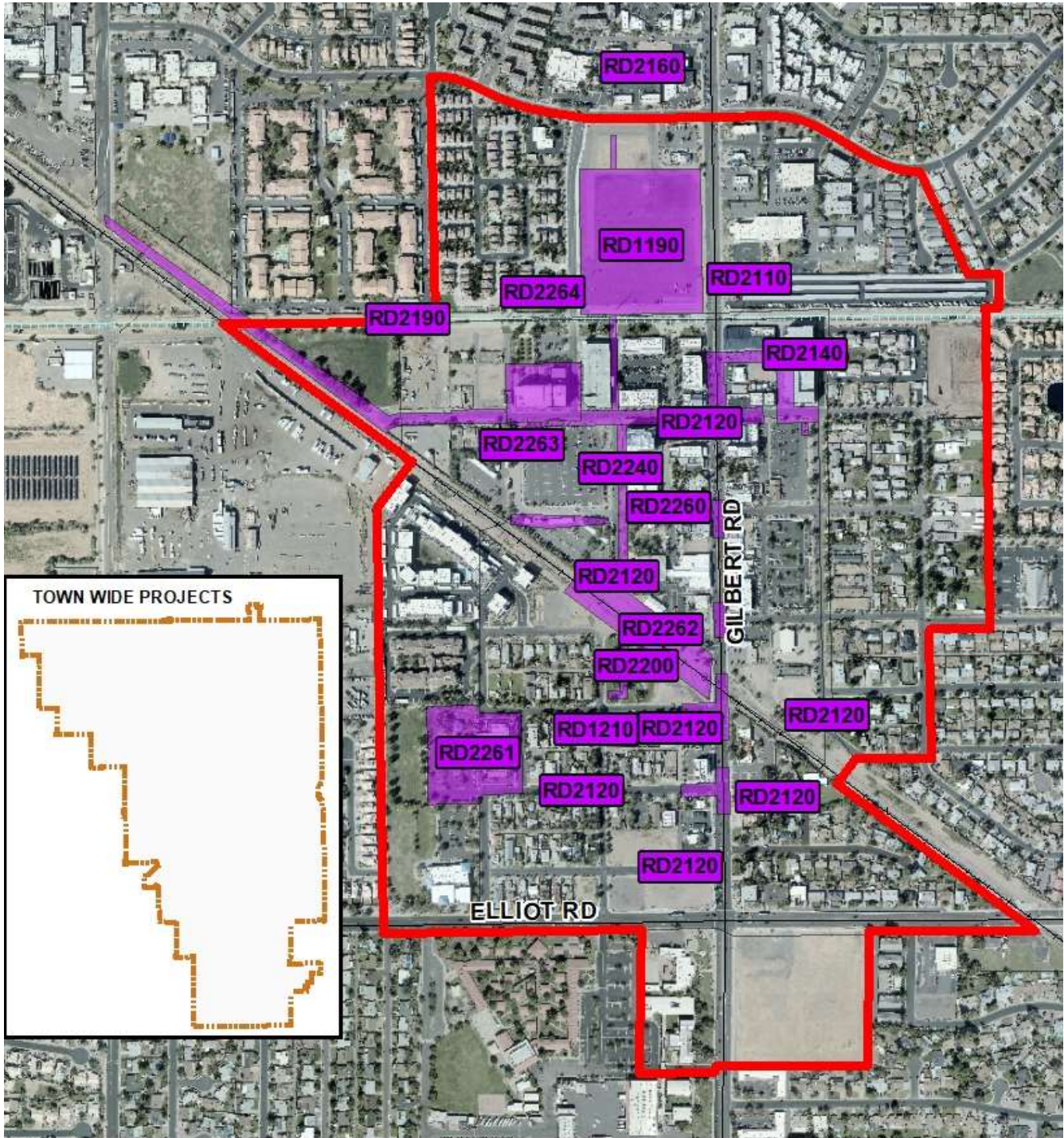
Capital Sources (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Water Resources SDF	20	-	-	10	-	-	-	10	-
Greenfield Wastewater SDF	20	-	-	10	-	-	-	10	-
Roads SDF	20	-	-	10	-	-	-	10	-
Investment Income	22	22	-	-	-	-	-	-	-
Miscellaneous	6,131	-	6,131	-	-	-	-	-	-
Total Sources	\$ 208,358	\$ 100,965	\$ 49,754	\$ 18,455	\$ 4,455	\$ 24,597	\$ 1,406	\$ 1,666	\$ 7,060

Operation and Maintenance Impact (1,000s)	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Total Operation and Maintenance Impact		-	641	2,204	2,204	2,277	-	-
Total Revenue		-	-	-	-	-	-	-
Net Additional Cost		\$ -	\$ 641	\$ 2,204	\$ 2,204	\$ 2,277	\$ -	\$ -

<p>MF0400 – Public Safety Training Facility</p> <p>Project includes the construction (with equipment/furniture) of joint public safety training facility. The project will provide a village style tactical training campus for police and fire, necessary training props and supporting infrastructure, as well as drive training components consisting of a tactical driving course, evasive maneuver course and driving skills pad. Additional components include streetscape props for tactical police and fire training scenarios along with conventional structure props and classrooms. The project will provide critical support for current and long-term training needs necessary for the delivery of quality public safety services as well as support for regional training efforts.</p>	<p>Project Priority: 3.00</p>
<p>MF0530 – Municipal Center I Renovation – Phase II</p> <p>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.</p>	<p>Project Priority: 3.00</p> 
<p>MF2230 – Topaz Radio</p> <p>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.</p>	<p>Project Priority: 1.67</p>
<p>MF2310 – Utility Billing System Replacement</p> <p>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.</p>	<p>Project Priority: 3.00</p> 
<p>MF2350 – Fleet Maintenance Facility</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>MF2400 – Police Information System Replacement</p> <p>The Gilbert Police Department utilizes a suite of software applications made up of three major components: 1) Computer Aided Dispatch (CAD) used to manage emergency dispatch operations; 2) Mobile for Public Safety (MPS) used to manage mobile communications for patrol cars; and 3) Records Management System (RMS) which is an agency-wide system. that provides for the creation, workflow management, storage, retrieval, retention, editing, reviewing and archiving of business information, records, documents or files related to law enforcement operations.</p>	<p>Project Priority: 3.00</p> 

<p>MF2440 – NASC Fuel Storage Tank Replacement</p> <p>There are three existing underground storage tanks that are used for fuel storage at the North Area Service Center. These tanks are approximately 30 years old, and due to their age, there is a risk of failure/leakage. Work is needed to excavate, remove and replace the tanks with above-ground storage tanks.</p>	<p>Project Priority: 2.34</p> 
<p>MF2450 – CNG Fueling Station – Phase II</p> <p>Design and construction of an additional 31 compressed natural gas fueling stations at the South Area Service center. These stations will increase the number of CNG spaces from 42 to 73 for the Town’s refuse collection fleet. The project will install a time fill fueling facility capable of fueling the trucks in an eight-hour overnight window. Related site improvements for the utilization of existing facility of fueling purposes will also be a part of this project. Original CNG Facility was placed into service in 2018.</p>	<p>Project Priority: 3.00</p>
<p>MF2460 – Comprehensive Needs Assessment Study</p> <p>This effort will assess how existing Gilbert facilities accommodate current needs and how they can be optimized for short and long-term staffing and associated resource requirements.</p>	<p>Project Priority: 3.00</p>
<p>MF2480 – Police Dispatch Center Expansion</p> <p>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).</p>	<p>Project Priority: 2.51</p>
<p>MF2490 – Advocacy Center</p> <p>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.</p>	<p>Project Priority: 2.78</p>
<p>MF2521 – Fire Station 3 Repairs</p> <p>Fire Station 3 is in need of extensive remediation work to repair the foundation and wall deterioration caused by ground settling at the site. Several attempts have been made to mitigate the impacts of the ground setting on the facility. However, the conditions have continued to worsen and therefore, structural engineers are determining the best long-term solution. The estimate is based on the cost of repairs and corrective measures as determined by initial inspections.</p>	<p>Project Priority: 3.00</p> 

<p>MF2522 – Shade and Streetscape Master Plan</p> <p>The Shade and Streetscape Master Plan will be developed to create a healthier, more livable community through the strategic investment in care and maintenance of the urban forest and engineered shade. The Master Plan will provide a detailed roadmap to achieve a reduction in the heat island effect through addressing a shade canopy for the entire community, including streets, public places and development opportunities. Elements of the plan will include Tree inventory, identification of best practices to preserve, protect and increase the quantity and quality of trees, vegetation and shade in the appropriate areas in the community and provide guidance to update/develop a landscape and shade ordinance that supports the Right Plant for the Right Place and places a focus that shade and trees as an important element in the Towns' infrastructure.</p>	<p>Project Priority: 3.00</p>
<p>MF2523 – Wall Replacement – North Area Service Center</p> <p>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.</p>	<p>Project Priority: 3.00</p> 
<p>MF2524 – Crime Lab Needs Analysis</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>MF2525 – Enviro Services Route Software</p> <p>The project includes the purchase and implementation of the Routeware software system which will enhance efficiencies in the collection service lines. Customer service will be enhanced through internal service confirmation when services are delivered, seamlessly providing paperless route statistics, implementation of paperless routes, real-time route optimization, and streamlining data entry.</p>	<p>Project Priority: 2.22</p>
<p>MF2526 – Traffic Operations Center Remodel</p> <p>Evaluate and remodel the existing Traffic Operation Center (TOC) located at Lindsay Rd and Juniper Ave by Public Works north yard, at decommissioned Fire Station No 3. The building requires remodel to meet the code and needs of the current and additional TOC staff.</p>	<p>Project Priority: 2.05</p> 
<p>MF2527 – Primary Emergency Operations Center Imp</p> <p>The overhaul/refresh of the Primary Emergency Operations Center at the Public Safety Facility. The project will provide critical support for current and long-term needs necessary for the continues delivery of the quality public safety services. This project will be coordinated with implementation of the backup EOC planned at a secondary location. Both locations will be interactive to allow for interoperability and ease of use. The spaces will be equipped with technology, which will allow for growth and ability to operate in constantly changing public safety environment. The intent is that the space will function as Tactical Operations Center.</p>	<p>Project Priority: 2.28</p> 



Legend

CIP Redevelopment Projects

2022 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology



REDEVELOPMENT PROJECT SUMMARY

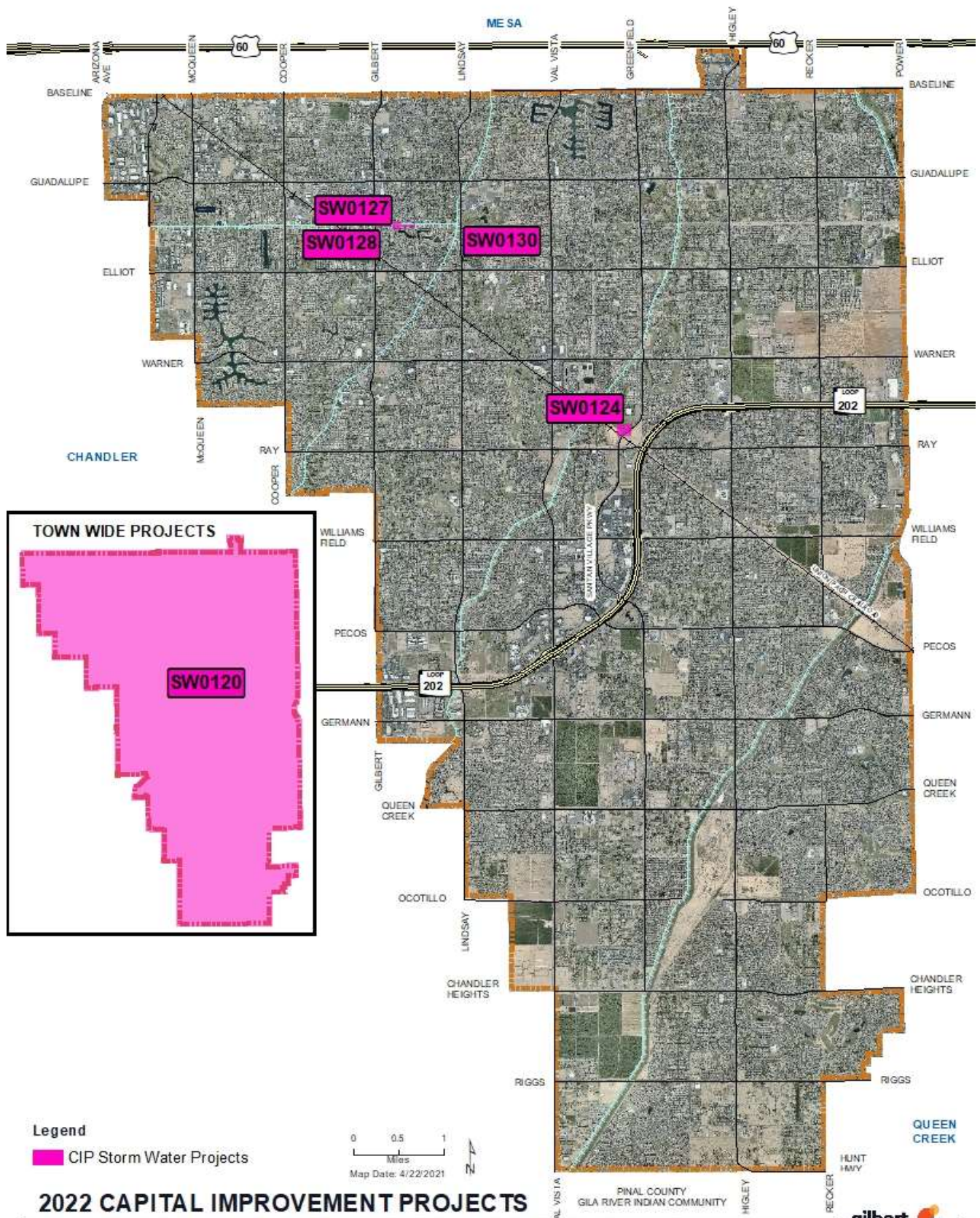
Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Heritage District Parking Garage III	RD1190	37,312	-	507	4,153	32,652	-	-	-	-
Phoenix Avenue Pedestrian Mall	RD1210	4,540	84	3,731	725	-	-	-	-	-
Trail Beautification - Canal East of Gilbert Road	RD2090	7,096	-	-	-	7,096	-	-	-	-
Heritage District Transportation Improv	RD2110	7,235	7,010	225	-	-	-	-	-	-
Heritage District Intersections Study	RD2120	244	132	112	-	-	-	-	-	-
Ash Street Re-Alignment	RD2130	6,247	-	-	-	6,247	-	-	-	-
Heritage District Trash Compactors	RD2140	691	675	16	-	-	-	-	-	-
Paseo Pedestrian and Bike Route	RD2160	413	7	406	-	-	-	-	-	-
The Living Room Plaza	RD2170	48,578	-	-	6,188	42,390	-	-	-	-
Vaughn Ventilator	RD2190	23,106	164	18	22,924	-	-	-	-	-
Heritage District Parking Master Plan Update	RD2200	187	145	42	-	-	-	-	-	-
The Neighborhood Park	RD2210	1,983	-	-	-	-	-	-	-	1,983
Median Improvements	RD2220	1,842	-	-	-	1,842	-	-	-	-
Heritage Dist Drainage/Storm Water Study	RD2240	242	148	94	-	-	-	-	-	-
Heritage District Utility Infrastructure Study	RD2260	257	7	250	-	-	-	-	-	-
Heritage Center Site and ADA Improv	RD2261	500	81	419	-	-	-	-	-	-
Heritage District - ADA Sidewalk Repairs	RD2262	1,100	133	967	-	-	-	-	-	-
Heritage District Passenger Loading Zones	RD2263	624	59	565	-	-	-	-	-	-
University of Arizona - Third Floor Improv	RD2264	753	51	702	-	-	-	-	-	-
Total Capital Expenses		\$142,950	\$ 8,696	\$ 8,054	\$33,990	\$ 90,227	\$ -	\$ -	\$ -	\$ 1,983

Capital Sources (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
2017 GO Bonds		9,831	6,096	3,735	-	-	-	-	-	-
2023 Potential Street Bond		67,815	-	-	27,802	40,013	-	-	-	-
2024 Potential Parks Bonds		7,096	-	-	-	7,096	-	-	-	-
CDBG		1,600	214	1,386	-	-	-	-	-	-
CIP Outside Sources		108	108	-	-	-	-	-	-	-
CIP O/S Revolving Fund		225	219	6	-	-	-	-	-	-
Water Repl Fund		1,113	700	-	-	413	-	-	-	-
General Fund		1,930	65	1,865	-	-	-	-	-	-
Wastewater Fund		315	-	-	-	315	-	-	-	-
Env. Services-Commercial		691	675	16	-	-	-	-	-	-
Roadway and Maint. Fund		1,237	500	737	-	-	-	-	-	-
Private Fund		48,578	-	-	6,188	42,390	-	-	-	-
Unidentified		1,983	-	-	-	-	-	-	-	1,983
Miscellaneous		428	119	309	-	-	-	-	-	-
Total Sources		\$142,950	\$ 8,696	\$ 8,054	\$33,990	\$ 90,227	\$ -	\$ -	\$ -	\$ 1,983

Operation and Maintenance Impact (1,000s)		Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Total Operation and Maintenance Impact			-	-	38	173	173	-	-
Total Revenue			-	-	-	-	-	-	-
Net Additional Cost			\$ -	\$ -	\$ 38	\$ 173	\$ 173	\$ -	\$ -

<p>RD1190 – Heritage District Parking Garage III</p> <p>The pre-design, design and construction of the additional multi-story parking garage on a town-owned parcel in the Heritage District.</p>	<p>Project Priority: 1.99</p>
<p>RD1210 – Phoenix Avenue Pedestrian Mall</p> <p>Design and construct a pedestrian mall adjacent to the Union Pacific Railroad (UPRR) right of way including a pedestrian path and wall from Gilbert Road west to Ash Street on the south side of the railroad tracks. In addition, an extension of the perimeter wall from the Heritage District Park and Ride lot southeast to Gilbert Road will be constructed.</p>	<p>Project Priority: 3.00</p>
<p>RD2110 – Heritage District Transportation Improv</p> <p>This project will modify the intersection of Vaughn Avenue and Gilbert Road to add additional capacity on Vaughn Avenue by removing the on-street parking on the side streets of the intersection, convert Hearne Way to one-way movement eastbound, close the median at Gilbert Road and Hearne Way and reconstruct the sidewalks along Vaughn Avenue where the on-street parking is being removed.</p>	<p>Project Priority: 3.00</p>
<p>RD2120 – Heritage District Intersections Study</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>RD2140 – Heritage District Trash Compactors</p> <p>Installation of dual trash compactors (one for cardboard, one for municipal solid waste) and enclosure that will be utilized by the businesses in the Heritage District. Units shall be located on town-owned property along Elm Street between Vaughn Avenue and Page Avenue.</p>	<p>Project Priority: 3.00</p>
<p>RD2160 – Paseo Pedestrian and Bike Route</p> <p>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. The pre-design effort would also include the options and feasibility for the underpass components.</p>	<p>Project Priority: 2.83</p>
<p>RD2190 – Vaughn Ventilator</p> <p>The design and construction of Vaughn Avenue west from its existing dead end at Pacific Railroad to connect to Neely Street and improvements to the existing roadway of the proposed Paseo and existing Heritage Marketplace.</p>	<p>Project Priority: 2.22</p>

<p>RD2200 – Heritage District Parking Master Plan Update</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>RD2240 – Heritage District Drainage/Storm Water Study</p> <p>Evaluate capacities, deficiencies and options for storm water and floodplain management in the Heritage District. The existing Vaughn retention basin is not adequately sized to accommodate required storm water volumes based on contributing water sheds. 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.</p>	<p>Project Priority: 3.00</p>
<p>RD2260 – Heritage District Utility Infrastructure Study</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>RD2261 – Heritage Center Site and ADA Improv</p> <p>The Heritage Center at Page Park, an approximately 8,000 square foot town-owned building, was renovated in 2018 and now provides health related services for low to moderate income residents. This project will improve the exterior areas of the building to provide better access, lighting, signage and required Americans with Disabilities Act (ADA) upgrades.</p>	<p>Project Priority: 3.00</p>
<p>RD2262 – Heritage District – ADA Sidewalk Repairs</p> <p>In FY 2018, Gilbert completed a sidewalk accessibility evaluation, which identified seven zones in the Heritage District that were in need of upgrades to comply with the current Americans with Disabilities Act (ADA). The project focus in FY 2020 will include the design of improvements and construction. Prioritization and timing of construction repairs will be based on available funding and will be reevaluated each year.</p>	<p>Project Priority: 3.00</p>
<p>RD2263 – Heritage District Passenger Loading Zones</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>RD2264 – University of Arizona – Third Floor Improv</p> <p>Design and construct improvements of approximately 1,700 square feet of shell space on the 3rd floor of the 92 W. Vaughn building.</p>	<p>Project Priority: 3.00</p>









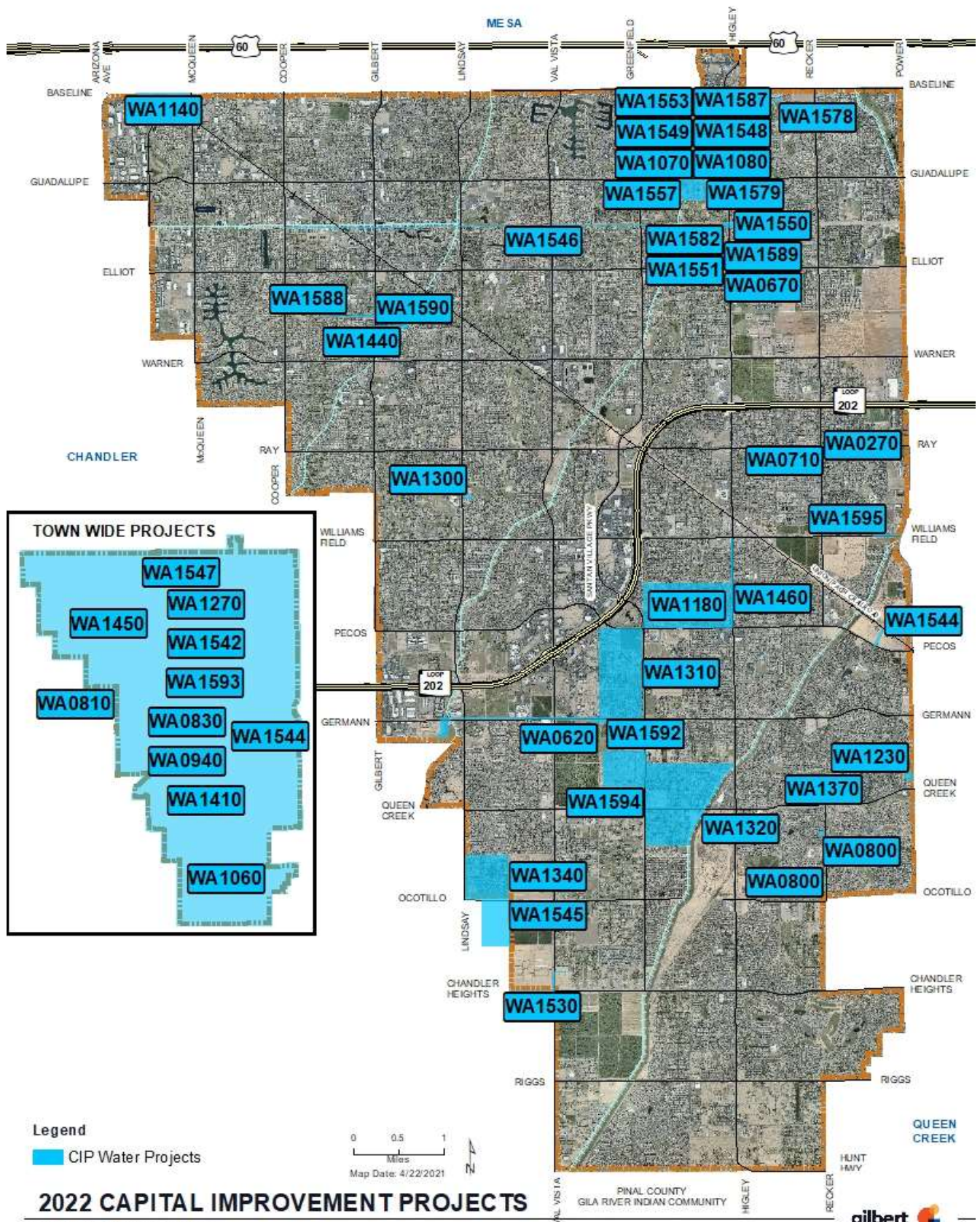
STORM WATER PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Sonoqui Wash Restoration	SW0070	6,481	-	-	-	-	-	-	6,481	-
Storm Water Mitigation Assessment	SW0090	306	-	-	-	-	-	-	306	-
Hunt Highway Bank Protection	SW0100	3,676	-	-	-	-	-	-	3,676	-
Storm Water Master Plan	SW0120	650	-	350	300	-	-	-	-	-
Nichols Park SW Improvements	SW0121	758	-	-	-	-	-	-	758	-
Vaughn Retention Basin Relocation	SW0122	9,899	-	-	4,588	5,311	-	-	-	-
Crossroads SW Pump Station Rehab and Repair	SW0124	629	-	629	-	-	-	-	-	-
Riggs Road Drainage Channel Restoration	SW0125	21,362	-	-	-	-	-	-	21,362	-
Drywell Performance Eval and Restore	SW0126	208	-	-	-	208	-	-	-	-
Village II SW Pump Station Rehab and Repair	SW0127	457	-	457	-	-	-	-	-	-
Vaughn Pump Station Rehab and Repair	SW0128	878	-	878	-	-	-	-	-	-
Nichols SW Pump Station Rehab and Repair	SW0129	410	-	-	-	410	-	-	-	-
Freestone SW Pump Station Rehab and Repair	SW0130	422	-	422	-	-	-	-	-	-
Total Capital Expenses		\$ 46,136	\$ -	\$ 2,736	\$ 4,888	\$ 5,929	\$ -	\$ -	\$ 32,583	\$ -

Capital Sources (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
2023 Potential Street Bond		31,261	-	-	4,588	5,311	-	-	21,362	-
State Grant		503	-	503	-	-	-	-	-	-
Env. Compliance Repl Fund		2,293	-	1,883	-	410	-	-	-	-
Env. Compliance Fund		12,079	-	350	300	208	-	-	11,221	-
Total Sources		\$ 46,136	\$ -	\$ 2,736	\$ 4,888	\$ 5,929	\$ -	\$ -	\$ 32,583	\$ -

Operation and Maintenance Impact (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Total Operation and Maintenance Impact				-	-	-	-	-	-	-
Total Revenue				-	-	-	-	-	-	-
Net Additional Cost				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

<p>SW0120 – Storm Water Master Plan</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>SW0124 – Crossroads SW Pump Station Rehab and Repair</p> <p>Construction of support facilities at the Crossroads Storm Water Pump Station including safety, reliability and operational improvements.</p>	<p>Project Priority: 3.00</p> 
<p>SW0127 – Village II SW Pump Station Rehab and Repair</p> <p>The Village II Stormwater Pump Station was inspected and rehabilitation is recommended to restore the pump station to an appropriate level of service. Rehabilitation includes extensive repairs and equipment replacements.</p>	<p>Project Priority: 2.66</p> 
<p>SW0128 – Vaughn Pump Station Rehab and Repair</p> <p>The Vaughn Stormwater Pump Station was inspected and rehabilitation is recommended to restore the pump station to an appropriate level of service. Rehabilitation includes extensive repairs and equipment replacements.</p>	<p>Project Priority: 3.00</p> 
<p>SW0130 – Freestone SW Pump Station Rehab and Repair</p> <p>The Freestone Stormwater Pump Station was inspected and rehabilitation is recommended to restore the pump station to an appropriate level of service. Rehabilitation includes extensive repairs and equipment replacements.</p>	<p>Project Priority: 1.99</p> 





WATER PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Zone 2 - Well, Reservoir and Pump Station	WA0270	20,171	1,085	34	-	-	-	19,052	-	-
Reservoir, Pump Station and Well Conversion	WA0620	21,942	16,542	5,400	-	-	-	-	-	-
Zone 2 to Zone 4 Interconnect	WA0670	1,340	4	1,336	-	-	-	-	-	-
Ray - Recker Direct Well System	WA0710	6,571	4,896	1,675	-	-	-	-	-	-
Zone 3 - Bridges Well	WA0800	4,476	4	4,472	-	-	-	-	-	-
Zone 3 - Direct System Well	WA0810	5,934	39	5,895	-	-	-	-	-	-
Water Rights - WMAT Settlement	WA0830	11,472	-	11,472	-	-	-	-	-	-
Zone 4 - Trend Homes Well Conversion	WA0880	7,954	668	-	-	-	-	-	7,286	-
Water Rights - Phase II	WA0940	35,451	15,052	3,899	2,000	14,500	-	-	-	-
Water Rights - NIA Priority CAP Acquisition	WA1060	3,700	-	3,700	-	-	-	-	-	-
NWTP Finished Water Pump 10	WA1070	1,155	698	457	-	-	-	-	-	-
NWTP Variable Frequency Drive Repl	WA1080	300	248	52	-	-	-	-	-	-
Power Road Water Line - Elliot to Warner	WA1120	3,180	-	-	-	-	-	3,180	-	-
Baseline Road Water Line - Fiesta Tech to McQueen	WA1140	2,769	293	2,476	-	-	-	-	-	-
Tankersley Water Line Repl Area I	WA1180	6,156	753	5,403	-	-	-	-	-	-
Water Rights - Resiliency and Capacity	WA1200	43,260	-	-	43,260	-	-	-	-	-
Site 2 - Reservoir and Booster Pump Imp	WA1230	12,265	180	12,085	-	-	-	-	-	-
Water Main Priority Replacement Program	WA1270	515	212	303	-	-	-	-	-	-
Lindsay and Galveston Reservoir Well Repl	WA1300	2,409	467	1,942	-	-	-	-	-	-
Tankersley Water Line Repl Area II	WA1310	8,159	230	7,929	-	-	-	-	-	-
Tankersley Water Line Repl Area V	WA1320	15,362	261	15,101	-	-	-	-	-	-
Tankersley Water Line Repl Area III/IV	WA1330	13,130	-	-	13,130	-	-	-	-	-
Tankersley Water Line Repl Area VI	WA1340	2,668	-	2,668	-	-	-	-	-	-
Tankersley Water Line Repl Area VII/VIII	WA1350	10,539	-	-	10,539	-	-	-	-	-
Blending Control Structure - Well 20 and 22	WA1370	462	67	395	-	-	-	-	-	-
Zone 1 and 2 - Split Valve Structures	WA1410	1,272	-	382	-	445	-	-	445	-
Well 3 Water Mains - Water Tank and Gilbert	WA1440	4,763	3,835	928	-	-	-	-	-	-
Transmission Main Assessments	WA1450	332	-	332	-	-	-	-	-	-
Higley Road Water Line Repl	WA1460	2,094	1	2,093	-	-	-	-	-	-
Islands Water Line and System Repl	WA1470	40,759	-	-	-	-	-	-	40,759	-
Well 25 - Arsenic Mitigation	WA1480	2,825	-	-	-	-	2,825	-	-	-
Cathodic Protection Assessment	WA1490	837	-	-	-	837	-	-	-	-
Pony Lane Water Line Repl	WA1510	9,333	-	-	-	-	9,333	-	-	-
Zone 2 - 148th Street Improvements	WA1530	886	-	800	86	-	-	-	-	-
Zone 2/3 - Lindsay - Pecos to Germann Imp	WA1540	8,949	-	-	-	-	-	8,949	-	-
Vulnerability Assmt and Emer Response Plan	WA1542	792	-	396	-	-	-	-	198	198
Power Road Water System Loop	WA1544	2,386	1,501	885	-	-	-	-	-	-
Tankersley Water Line Repl Area IX	WA1545	8,725	15	8,710	-	-	-	-	-	-
Zone 1 - Transmission Main Assmt and Rehab	WA1546	4,940	-	4,940	-	-	-	-	-	-
Zone 1 - System Connectivity Improvement	WA1547	2,182	-	2,182	-	-	-	-	-	-
NWTP Acid Storage and Feed Repl	WA1548	1,274	1,097	177	-	-	-	-	-	-
NWTP Intake and Diversion Structure Rehab	WA1549	384	202	182	-	-	-	-	-	-
NWTP Filter Rehab Phase II	WA1550	3,856	1,779	2,077	-	-	-	-	-	-
NWTP Filter West Influent Channel Rehab	WA1551	1,422	733	689	-	-	-	-	-	-
NWTP Final Sed Effluent Channel Pipes Rehab	WA1553	4,075	42	4,033	-	-	-	-	-	-
Well 8 - Site Facility Repair	WA1557	243	-	243	-	-	-	-	-	-
Zone 1 - Improvements for Site 26	WA1578	797	359	438	-	-	-	-	-	-
NWTP Electric, Instrument and Control Assessment	WA1579	122	-	122	-	-	-	-	-	-
NWTP South Reservoir Water Quality Improv	WA1582	6,200	-	6,200	-	-	-	-	-	-
Integrated Water Resources Master Plan	WA1584	1,440	-	-	720	-	-	-	720	-
Water Quality Master Plan	WA1585	489	-	-	245	-	-	-	244	-
NWTP Chlorine Line Repairs	WA1587	236	117	119	-	-	-	-	-	-
Hackamore Water Line Repl	WA1588	1,200	1,016	184	-	-	-	-	-	-
NWTP Facility Upgrades and Reconstruction	WA1589	422,303	1,894	51,123	369,286	-	-	-	-	-
Site 3 - Consolidated Canal Discharge Pipe	WA1590	764	69	695	-	-	-	-	-	-
SVWTP Phase I Filter Rehab	WA1592	1,084	7	1,077	-	-	-	-	-	-
ICPMS Instrument Replacement	WA1593	240	-	240	-	-	-	-	-	-
SVWTP Raw Water Line Cathodic Protection Replac	WA1594	4,075	-	4,075	-	-	-	-	-	-





WATER PROJECT SUMMARY





Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Zone 2 - Power and Williams Field Water Line Abandon	WA1595	405	-	405	-	-	-	-	-	-
Water Rights - Bartlett Lake Modifications	WA1596	12,000	-	-	-	-	-	-	12,000	-
AC Water Line Replacement Town Wide	WA1597	182,383	-	-	-	-	-	-	32,477	149,906
Total Capital Expenses		\$ 977,407	\$ 54,366	\$ 180,421	\$ 439,266	\$ 15,782	\$ 12,158	\$ 31,181	\$ 94,129	\$ 150,104





Capital Sources (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
2022 WRMPC (Water SDF)		122,730	-	32,161	90,569	-	-	-	-	-
2022 WRMPC (Water)		111,971	-	9,605	102,366	-	-	-	-	-
WRMPC - 2007 Bonds		13	13	-	-	-	-	-	-	-
WRMPC - Intergov Contrib		2,037	-	2,037	-	-	-	-	-	-
WRMPC - Bonds (SDF)		22,290	15,215	7,075	-	-	-	-	-	-
2022 WRMPC (WR SDF)		51,302	-	15,172	21,630	14,500	-	-	-	-
2022 WRMPC (Water R&R)		267,044	1,844	34,217	221,650	-	9,333	-	-	-
Potential WRMPC (Water)		12,000	-	-	-	-	-	-	12,000	-
Water Repl Fund		295,072	11,179	60,751	-	-	-	-	73,236	149,906
Water Fund		23,790	2,918	14,824	691	1,282	2,825	3	1,148	99
Wastewater Fund		1,116	-	198	360	-	-	-	459	99
Water SDF		38,142	8,145	482	-	-	-	22,229	7,286	-
Water Resources SDF		20,951	15,052	3,899	2,000	-	-	-	-	-
Future Growth Funding		8,949	-	-	-	-	-	8,949	-	-
Total Sources		\$ 977,407	\$ 54,366	\$ 180,421	\$ 439,266	\$ 15,782	\$ 12,158	\$ 31,181	\$ 94,129	\$ 150,104







Operation and Maintenance Impact (1,000s)		Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Total Operation and Maintenance Impact			-	242	297	297	322	-	-
Total Revenue			-	-	-	-	-	-	-
Net Additional Cost			\$ -	\$ 242	\$ 297	\$ 297	\$ 322	\$ -	\$ -







WA0270 – Zone 2 - Well, Reservoir and Pump Station	Project Priority: 1.39
Design and construct a two million gallon in ground reservoir, and pump station. Design and drill well to fill reservoir. The reservoir to be located near East Galveston and Recker Roads, serving Zone 2.	
WA0620 – Reservoir, Pump Station and Well Conversion	Project Priority: 3.00
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.	
WA0670 – Zone 2 to Zone 4 Interconnect	Project Priority: 3.00
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.	
WA0710 – Ray – Recker Direct Well System	Project Priority: 3.00
Design and construct/convert two million gallon per day well located on the NE corner of Ray and Recker Roads. The Town 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.	
WA0800 – Zone 3 – Bridges Well	Project Priority: 2.83
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.	
WA0810 – Zone 3 – Direct System Well	Project Priority: 2.45
Design and construction of a two million gallon per day direct system well. Well will be located in the system where required by demand.	
WA0830 – Water Rights – WMAT Settlement	Project Priority: 3.00
Payment for additional Central Arizona Project water rights in association with WMAT settlement. This project will result in a net increase in firm water rights available to Gilbert of 3,248 Acre-feet.	
WA0940 – Water Rights – Phase II	Project Priority: 1.78
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.	


WA1060 – Water Rights – NIA Priority CAP Acquisition	Project Priority: 3.00
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.	
WA1070 – NWTP Finished Water Pump 10	Project Priority: 3.00
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.	
WA1080 – NWTP Variable Frequency Drive Repl	Project Priority: 3.00
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.	
WA1140 – Baseline Road Water Line – Fiesta Tech to McQueen	Project Priority: 3.00
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.	
WA1180 – Tankersley Water Line Repl Area I	Project Priority: 3.00
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.	
WA1230 – Site 2 - Reservoir and Booster Pump Imp	Project Priority: 3.00
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.	
WA1270 – Water Main Priority Replacement Program	Project Priority: 3.00
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.	

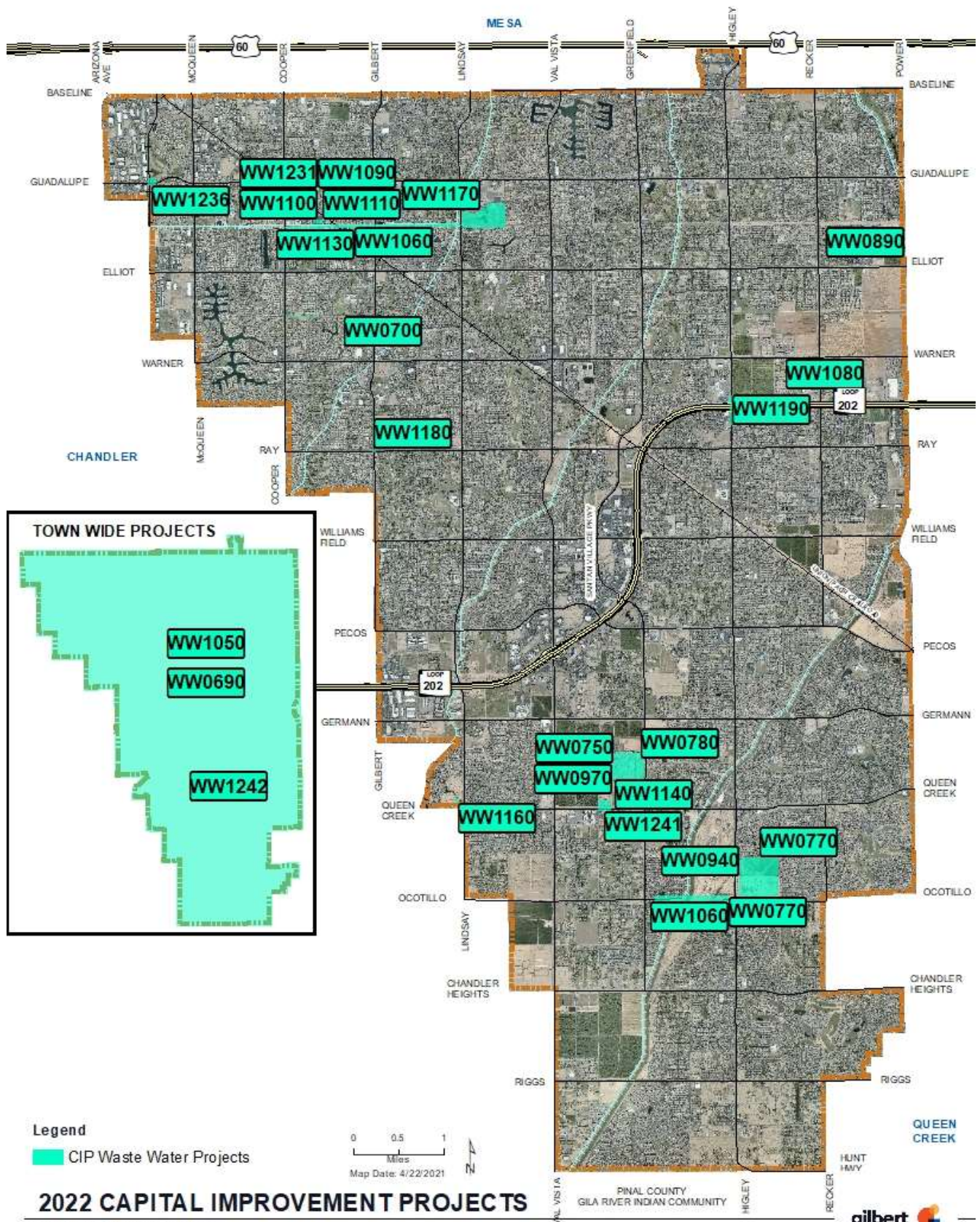
WA1300 – Lindsay and Galveston Reservoir Well Repl	Project Priority: 3.00
Design and construct replacement water well located on the existing town reservoir and pump station at Lindsay Road and Galveston Road site.	
WA1310 – Tankersley Water Line Repl Area II	Project Priority: 3.00
The project includes 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.	
WA1320 – Tankersley Water Line Repl Area V	Project Priority: 3.00
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.	
WA1340 – Tankersley Water Line Repl Area VI	Project Priority: 2.34
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.	
WA1370 – Blending Control Structure – Well 20 and 22	Project Priority: 3.00
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.	
WA1410 – Zone 1 and 2 – Split Valve Structures	Project Priority: 1.61
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.	

WA1440 – Well 3 Water Mains – Water Tank and Gilbert	Project Priority: 3.00
Replacement of a 50+ year old Asbestos Concrete AC water main connecting Well No. 3, including water mains in Water Tank Road and Gilbert Road.	
WA1450 – Transmission Main Assessments	Project Priority: 2.51
Condition assessment of the 16-inch and larger transmission lines, with recommended priorities of rehabilitation. The report will include a GIS-type figure, color-coded to indicate pipe condition on a standardized scale. Each pipeline alignment will have engineer's estimates of probable construction costs.	
WA1460 – Higley Road Water Line Repl	Project Priority: 2.06
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.	
WA1530 – Zone 2 – 148th Street Improvements	Project Priority: 1.75
Install a new 8" waterline along 148th 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.	
WA1542 – Vulnerability Assmt and Emer Response Plan	Project Priority: 2.29
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.	
WA1544 – Power Road Water System Loop	Project Priority: 3.00
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.	
WA1545 – Tankersley Water Line Repl Area IX	Project Priority: 2.12
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.	
WA1546 – Zone 1 – Transmission Main Assmt and Rehab	Project Priority: 1.84
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.	

WA1547 – Zone 1 – System Connectivity Improvement	Project Priority: 1.84
Construct completed water distribution service loops in Zone 1 to provide improved water quality, fire protection and redundancy.	
WA1548 – NWTP Acid Storage and Feed Repl	Project Priority: 3.00
Rehabilitate a portion of the chemical storage area located at the NWTP and replace the existing sulfuric and hydrofluorosilicic acid storage systems.	
WA1549 – NWTP Intake and Diversion Structure Rehab	Project Priority: 3.00
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.	
WA1550 – NWTP Filter Rehab Phase II	Project Priority: 3.00
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.	
WA1551 – NWTP Filter West Influent Channel Rehab	Project Priority: 3.00
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.	
WA1553 – NWTP Final Sed Effluent Channel Pipes Rehab	Project Priority: 3.00
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.	
WA1557 – Well 8 – Site Facility Repair	Project Priority: 2.66
Repair the concrete pad for well 8 discharge pumps. Pad and concrete appurtenances have significant cracks in the surface.	
WA1578 – Zone 1 – Improvements for Site 26	Project Priority: 3.00
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.	

<p>WA1579 – NWTP – Electrical, Instrument and Control Assessment</p> <p>Complete inventory, assessment and analysis of existing electrical, instrumentation and control systems at the North Water Treatment Plant. Create accurate records and baseline of all existing systems, what can be removed, and any infrastructure that can be re-purposed. Create a list of recommended projects, considering existing infrastructure, standardization of control systems, newest technologies and remaining life of the accompanying infrastructure.</p>	<p>Project Priority: 1.45</p>
<p>WA1582 – NWTP – South Reservoir Water Quality Improv</p> <p>Installation of TTHM stripping equipment and associated appurtenances into the south reservoir of the North Water Treatment Plant. This project will also include installation of additional required TTHM stripping equipment in the north reservoir to treat entire capacity.</p>	<p>Project Priority: 1.50</p>
<p>WA1587 – NWTP Chlorine Line Repairs</p> <p>Emergency repair and replacement of six (6) chlorine feed lines that serve multiple injection points for treatment at the North Water Treatment Plant.</p>	<p>Project Priority: 3.00</p> 
<p>WA1588 – Hackamore Water Line Repl</p> <p>Replacement of ACP waterline in Hackamore Rd. from Monterey Rd. to Gilbert Rd., as well as replacement of appurtenances and service connections.</p>	<p>Project Priority: 3.00</p> 
<p>WA1589 – NWTP Facility Upgrades and Reconstruction</p> <p>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.</p>	<p>Project Priority: 3.00</p> 
<p>WA1590 – Site 3 – Consolidated Canal Discharge Pipe</p> <p>Installation of approximately 400 feet of 12" discharge pipe along the Consolidated Canal from the new SRP well to Site #3.</p>	<p>Project Priority: 3.00</p> 
<p>WA1592 – SVWTP Phase I Filter Rehab</p> <p>Rehabilitate filters, media, and structures from the Phase One construction of the Santan Vista Water Treatment Plant.</p>	<p>Project Priority: 2.78</p> 
<p>WA1593 – ICPMS Instrument Replacement</p> <p>Replacement of the ICPMS instrument is necessary for testing for trace metals. Active management of water quality at the Town's water treatment plants and well sites is a critical component of the compliance strategy and provides necessary data to inform treatment processes.</p>	<p>Project Priority: 2.00</p> 

<p>WA1594 – SVWTP – Raw Water Line Cathodic Protection Repl</p>	<p>Project Priority: 2.61</p>
<p>Inspection and testing of the cathodic protection system on the 48" ductile iron pipe that carries water from the CAP canal to the Santan Vista WTP. Based on assessment, proceed with design and rehabilitation of cathodic protection system installed along the pipe, and bring the pipe to NACE standards.</p>	
<p>WA1595 – Zone 2 – Power and Williams Field Water Line Abandon</p>	<p>Project Priority: 1.45</p>
<p>Abandon existing water line that runs along the RWCD Canal and Power Road just north of Williams Field Road to near Ray Road. Requires existing services to be relocated and coordinated with City of Mesa.</p>	



Legend
 CIP Waste Water Projects

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Miles
Map Date: 4/22/2021

2022 CAPITAL IMPROVEMENT PROJECTS

Source: Office of Information Technology






WASTEWATER PROJECT SUMMARY






Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
Gravity - Relief Sewers	WW0690	15,097	2,578	4,955	-	-	-	-	7,564	-
Candlewood Lift Station and Force Main	WW0700	10,156	8,536	1,620	-	-	-	-	-	-
Greenfield WRP Phase III	WW0750	46,315	43,695	2,620	-	-	-	-	-	-
South Recharge Site Phase II	WW0770	10,508	1,011	9,497	-	-	-	-	-	-
GWRP Reclaimed Water Pump Station Exp	WW0780	1,596	1,471	125	-	-	-	-	-	-
Reclaimed Water Rec Well - Cactus Yards	WW0890	2,477	597	1,880	-	-	-	-	-	-
Aquifer Storage and Recovery Wells	WW0940	9,161	72	2,205	-	-	-	6,884	-	-
Riparian Preserve Distribution Structure Exp	WW0960	2,501	-	-	2,501	-	-	-	-	-
GWRP - Various Plant Improvements	WW0970	23,568	2,920	9,811	2,856	3,511	2,235	2,235	-	-
System Wide Force Main Retrofit	WW1050	21,751	1,791	4,008	1,158	1,158	1,158	1,158	11,320	-
Concrete Pipe Gravity Sewer Rehab	WW1060	12,047	1,822	10,225	-	-	-	-	-	-
Northeast Wastewater Basin Outfall	WW1070	4,591	-	-	-	-	-	-	4,591	-
Reclaimed Water Vault - Recker and Warner	WW1080	715	129	586	-	-	-	-	-	-
Neely Activated Sludge Pumping Station Repl	WW1090	6,203	430	5,773	-	-	-	-	-	-
Neely Oxidation Ditch Rotor Repl	WW1100	6,545	14	6,531	-	-	-	-	-	-
Neely Effluent Filter Repl	WW1110	7,561	341	7,220	-	-	-	-	-	-
NWRP Odor Control System	WW1130	939	-	939	-	-	-	-	-	-
Greenfield Repair and Replacement	WW1140	20,540	16,871	3,669	-	-	-	-	-	-
Layton Lakes Lift Station Odor Control Imp	WW1160	1,660	47	1,613	-	-	-	-	-	-
Odor Control - Western Canal at Guadalupe	WW1170	2,116	131	727	-	-	-	1,258	-	-
Sewer Outfall Structure - Gilbert and Ray	WW1180	809	91	718	-	-	-	-	-	-
Higley and SR 202 Gravity Sewer Rehabilitation	WW1190	488	445	43	-	-	-	-	-	-
Greenfield WRP Phase IV Expansion	WW1200	83,545	-	-	-	-	-	-	83,545	-
Val Vista and Chandler Heights Water Line	WW1210	4,349	-	-	-	-	4,349	-	-	-
Riggs and Greenfield Water Line	WW1220	4,349	-	-	-	-	4,349	-	-	-
Neely Administration Building Repairs	WW1231	1,608	66	1,542	-	-	-	-	-	-
Reservoir 3 Reclaimed Recovery Well	WW1233	3,613	-	-	-	-	-	3,613	-	-
Higley and Germann Reclaimed Water Line	WW1234	2,545	-	-	-	-	-	2,545	-	-
Odor Control - Greenfield Rd at SASC	WW1235	2,429	-	-	-	-	-	2,429	-	-
Gravity Sewer Rehab - Guadalupe and Serrine	WW1236	220	159	61	-	-	-	-	-	-
Islands Lift Station Site Improvements	WW1237	1,163	-	-	-	-	1,163	-	-	-
Property Acquisition for Lift Stations	WW1238	285	-	-	-	-	-	285	-	-
Line Extn at Queen Creek and 156th St	WW1241	240	2	238	-	-	-	-	-	-
Southern Manhole Rehabilitation	WW1242	6,570	-	6,570	-	-	-	-	-	-
Odor Control - Higley at Loop 202	WW1243	1,925	-	-	-	-	-	1,925	-	-
Total Capital Expenses		\$320,185	\$ 83,219	\$ 83,176	\$ 6,515	\$ 4,669	\$ 13,254	\$ 22,332	\$107,020	\$ -



Capital Sources: (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs
WRMPC - 2018 Bonds	43,111	42,623	488	-	-	-	-	-	-
Wastewater Repl Fund	123,692	30,802	52,439	2,643	2,282	1,760	1,560	32,206	-
Wastewater Fund	42,486	4,773	11,985	3,872	2,387	2,796	12,082	4,591	-
Wastewater SDF	1,715	1,715	-	-	-	-	-	-	-
Greenfield Wastewater SDF	22,385	1,542	13,959	-	-	-	6,884	-	-
Neely Wastewater SDF	6,069	1,764	4,305	-	-	-	-	-	-
Future Growth Funding	80,727	-	-	-	-	8,698	1,806	70,223	-
Total Sources	\$320,185	\$ 83,219	\$ 83,176	\$ 6,515	\$ 4,669	\$ 13,254	\$ 22,332	\$107,020	\$ -



Operation and Maintenance Impact (1,000s)	Prior Years	488	0	0	0	0	0	Years 6-10	Beyond 10 Yrs
Total Operation and Maintenance Impact		-	989	989	989	989	989	-	-
Total Revenue		-	-	-	-	-	-	-	-
Net Additional Cost			\$ -	\$ 989	\$ 989	\$ 989	\$ 989	\$ -	\$ -

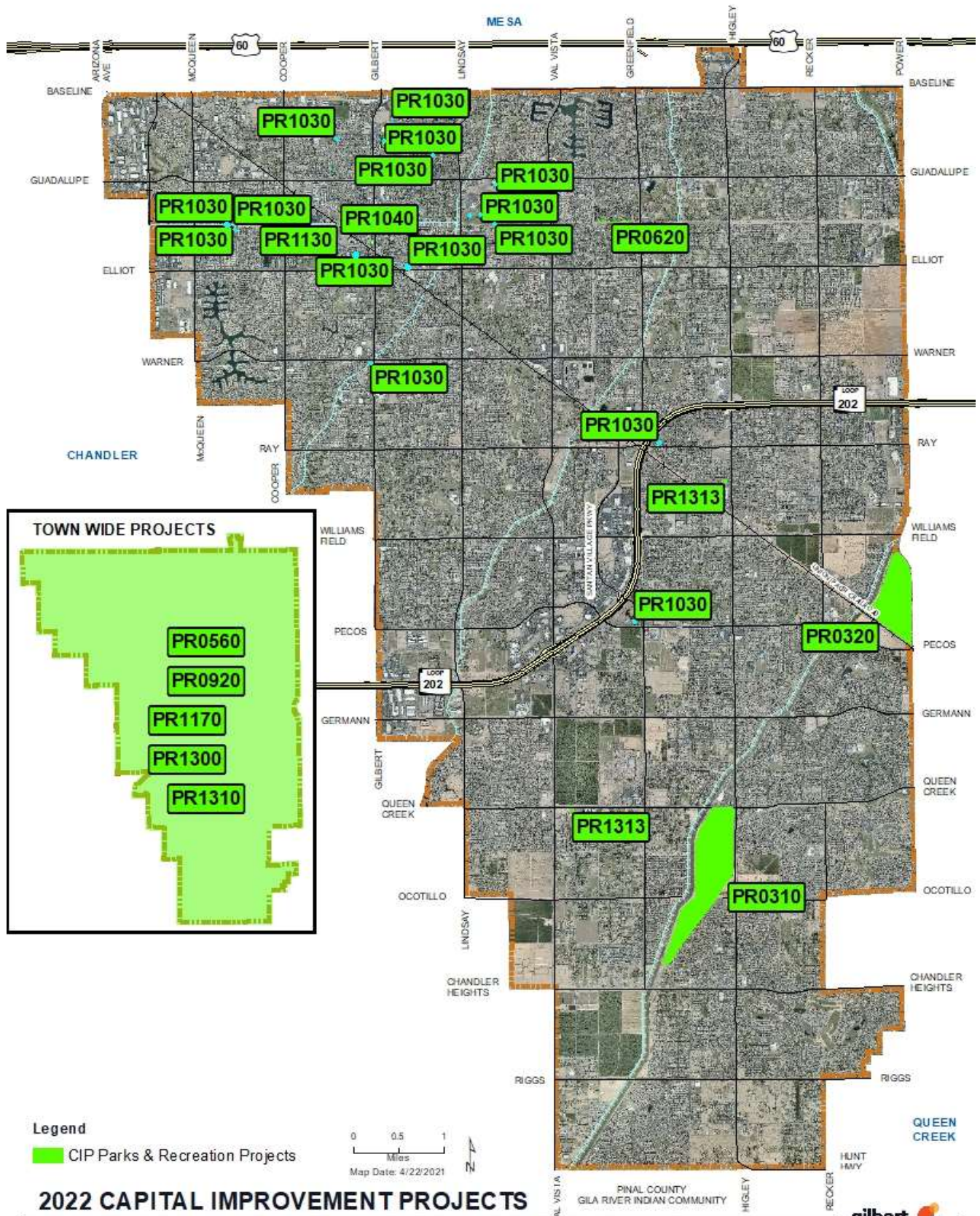
<p>WW0690 – Gravity - Relief Sewers</p> <p>Design and construction of three parallel relief sewers to support the wastewater collection system, to include a parallel sewer line in Orchid Lane from Ray Road to Lindsay Road (0.5 miles in length), a parallel sewer line in Mystic Drive/Lago Boulevard/Long 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).</p>	<p>Project Priority: 3.00</p>
<p>WW0700 – Candlewood Lift Station and Force Main</p> <p>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.</p>	<p>Project Priority: 3.00</p> 
<p>WW0750 – Greenfield WRP Phase III</p> <p>The Greenfield Water Reclamation Plant (GWRP) is a joint use facility with the City of Mesa and the Town of Queen Creek, with Mesa acting as lead agent and plant operator. This project 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.</p>	<p>Project Priority: 3.00</p>
<p>WW0770 – South Recharge Site Phase II</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>WW0780 – GWRP Reclaimed Water Pump Station Exp</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>WW0890 – Reclaimed Water Rec Well – Cactus Yards</p> <p>Design and construction of a reclaimed water recovery well at Cactus Yards and the Salt River Project power line easement.</p>	<p>Project Priority: 3.00</p>

<p>WW0940 – Aquifer Storage and Recovery Wells</p> <p>This project installs four aquifer storage recovery (ASR) recharge wells inside the south recharge facility or other site(s) to provide additional recharge capability to the facility and south area. This project concept is included in the 2012 Integrated Water Resources Master Plan. This project includes a study phase which will site the four ASR wells and develop a conceptual design including budget and schedule for remainder of project.</p>	<p>Project Priority: 1.92</p>
<p>WW0970 – GWRP – Various Plant Improvements</p> <p>Pursuant to the Intergovernmental Agreement with the City of Mesa and Town of Queen Creek for the operation and maintenance of the Greenfield Wastewater Reclamation Plant (GWRP), the following future rehabilitation and replacement improvements that the City of Mesa (GWRP lead agent/operator) are proposing at the plant includes various future plant improvements and equipment replacements.</p>	<p>Project Priority: 3.00</p>
<p>WW1050 – System Wide Force Main Retrofit</p> <p>This project takes places in two phases. Phase one: Design will identify, prioritize, and develop design drawings for replacement of corrodible components for 14 wastewater force mains. The end state of phase one is improvement plans and priorities of work for 14 wastewater force mains that have been developed, corrodible component locations identified for replacement, and strategically placed inspection ports and air release valves located. Phase two: Construction will replace ductile iron components over multiple years. Each year components 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.</p>	<p>Project Priority: 3.00</p> 
<p>WW1060 – Concrete Pipe Gravity Sewer Rehab</p> <p>Phase one of this project includes rehabilitation of the damaged section of pipe between South Higley Road and South Greenfield Road along the Ocotillo Road alignment, directly under the future Gilbert Regional Park. Additionally, pipeline video assessments will be done for Ocotillo Sewer and the Western Canal Sewer, which is anticipated to be a similar pipe material. This phase is complete when the deteriorating sections of the Ocotillo Sewer have been rehabilitated and video condition assessment has been conducted. Phase two includes rehabilitation of the approximately two miles of remaining Ocotillo Road Wastewater Interceptor and 2.5-miles of the Western Canal Sewer as required based on phase one video assessments of pipeline condition.</p>	<p>Project Priority: 3.00</p> 
<p>WW1080 – Reclaimed Water Vault – Recker and Warner</p> <p>This project designs and constructs a reclaimed water vault with motor actuated control valves at the intersection of Recker and Warner Roads. This enhances safety and service to the public by eliminating the need for field operations staff to stop traffic to operate valves currently located in the roadway intersection several times a week.</p>	<p>Project Priority: 3.00</p>

<p>WW1090 – Neely Activated Sludge Pumping Station Repl</p> <p>Design and construction to replace return activated sludge (RAS) pumps, minor structural repairs/modifications to RAS wet well, and install new RAS pump station structure, and electrical power distribution improvements. These components of the Neely facility are nearing the end of their useful life and replacement has been scheduled as part of the Long Range Infrastructure Plan. Also includes design and construction to replace waste activated sludge pumps, install new pump station structure, minor structural modifications to return activated sludge wet well and electrical power distribution improvements. Existing submersible pumps are at midpoint of their useful life (13 years) and will begin requiring replacement of major components. This project will replace the existing pumps with dry pit chopper pumps with variable speed drives which operate more efficiently and require less energy consumption. Existing scum pumping and screening will be decommissioned.</p>	<p>Project Priority: 3.00</p> 
<p>WW1100 – Neely Oxidation Ditch Rotor Repl</p> <p>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.</p>	<p>Project Priority: 2.47</p> 
<p>WW1110 – Neely Effluent Filter Repl</p> <p>Design and construction for replacement of the effluent filters, minor structural repairs/modifications and electrical power distribution improvements. The Neely facility has six filters; with filters 1-3 exceeding their useful life. These filters have been in service for approximately 30 years. This project will replace filters one and two with higher capacity filtration technology. Additionally, this project will allow for improvements to the process area to accommodate new technology for filters 4-6.</p>	<p>Project Priority: 3.00</p> 
<p>WW1130 – NWRP Odor Control System</p> <p>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.</p>	<p>Project Priority: 2.44</p> 
<p>WW1140 – Greenfield Repair and Replacement</p> <p>The Greenfield Water Reclamation Plant (GWRP) is a joint-use facility with the City of Mesa and the Town of Queen Creek, with Mesa acting as lead agent and plant operator. This project, in tandem with WW0750, will provide design and construction and is scheduled to be completed by the end of 2020. This project includes technology improvements to reduce operations and maintenance challenges, improve reliability, and ease of operation. Additionally, the plant will have necessary major maintenance of systems, and system changes to handle the increasing solids loading at the facility. This project covers the improvements and maintenance activities made to the existing facilities.</p>	<p>Project Priority: 3.00</p> 

<p>WW1160 – Layton Lakes Lift Station Odor Control Imp</p> <p>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.</p>	<p>Project Priority: 3.00</p>
<p>WW1170 – Odor Control – Western Canal at Guadalupe</p> <p>This project will design and construct an odor and corrosion control chemical injection station serving the 36" sanitary sewer pipeline that parallels the Western Canal. The station 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.</p>	<p>Project Priority: 3.00</p>
<p>WW1180 – Sewer Outfall Structure – Gilbert and Ray</p> <p>Design and re-construct the wastewater structure at Gilbert and Ray Roads to prevent recurring surcharge within the sewer system east along Ray Road. This structure includes a sewer force main discharge point from the Rancho Del Verde lift station. As a result, this project also includes possible re-alignment of the existing sewer force main discharge location and the rehabilitation of the existing force main pipeline which currently contains a portion of ductile iron pipe that is vulnerable to corrosion and deterioration. It is the intent of this project to address both the gravity sewer surcharging issue and the sewer force main discharge location and pipeline rehabilitation issue.</p>	<p>Project Priority: 3.00</p>
<p>WW1190 – Higley and SR 202 Gravity Sewer Rehabilitation</p> <p>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.</p>	<p>Project Priority: 3.00</p> 
<p>WW1231 – Neely Administration Building Repairs</p> <p>Built in 1987, many of the buildings within 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, ensure the cost benefit is appropriate and provide adequate space for current and future operations, a condition and space needs assessment were completed in FY 2021. This assessment identified deficiencies at 10 buildings, opportunities to optimize existing space, and projected required renewal funding to maintain the facility. This project addresses immediate concerns and deficiencies noted within first three years of the renewal summary.</p>	<p>Project Priority: 3.00</p> 

<p>WW1236 – Gravity Sewer Rehab – Guadalupe and Serrine</p> <p>Replacement of the gravity sewer in Guadalupe Road. The existing pipe is at the end of its service life.</p>	<p>Project Priority: 3.00</p> 
<p>WW1241 – Line Extn at Queen Creek and 156th St</p> <p>Install a gravity sewer line to complete the connection between the north side of Queen Creek Road and the gravity main in Queen Creek Road at 156th Street.</p>	<p>Project Priority: 3.00</p>
<p>WW1242 – Southern Manhole Rehabilitation</p> <p>Rehabilitation of degrading sanitary sewer manhole benches, chimney and cone sections south of Williams Field Road.</p>	<p>Project Priority: 2.84</p> 





PARKS & RECREATION PROJECT SUMMARY

Capital Expenses (1,000s)		Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	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	41,240	38,927	2,313	-	-	-	-	-	-
Desert Sky Park	PR0320	38,158	35,022	3,136	-	-	-	-	-	-
Marathon Trail - East Maricopa Floodway	PR0330	17,848	-	-	-	17,848	-	-	-	-
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	5,649	-	-	-	-	-	-	5,649	-
Powerline Trail - Phase IV	PR0620	3,714	207	3,507	-	-	-	-	-	-
McQueen Park - Phase IV	PR0630	3,100	-	-	-	-	-	-	3,100	-
Riparian Education Center	PR0710	6,480	-	-	-	-	-	-	6,480	-
Santan Vista Trail - Phase III	PR0850	7,596	4	-	-	7,592	-	-	-	-
Shade Structures - Various Locations	PR0920	498	178	320	-	-	-	-	-	-
Santan Vista Trail - Phase IV	PR0970	2,581	-	-	-	2,581	-	-	-	-
Santan Fwy Trail - Val Vista to Discovery Park	PR1010	4,667	-	-	-	-	4,667	-	-	-
Santan Fwy Trail - Discovery Park to Cosmo	PR1020	10,092	-	-	-	-	10,092	-	-	-
Playground Replacements Various Locations	PR1030	3,536	1,244	962	665	665	-	-	-	-
Water Tower Plaza - Repairs/Upgrades	PR1040	4,430	35	694	3,701	-	-	-	-	-
Riparian Preserve Yurts	PR1070	164	-	-	-	-	-	-	164	-
Discovery Park Playground Structure	PR1080	400	-	-	-	-	-	-	400	-
Powerline Trail - Recker to Power	PR1100	2,352	-	-	-	-	-	2,352	-	-
SERL Parking Lot Connection	PR1110	3,232	24	-	-	3,208	-	-	-	-
Western Powerline Trail - UPRR Ped Crossing	PR1130	1,873	2,013	157	(297)	-	-	-	-	-
Irrigation System Replacements	PR1160	15,415	-	-	-	15,415	-	-	-	-
Irrigation Controller Replacements	PR1170	725	493	232	-	-	-	-	-	-
Santan Vista Trail - Phase V	PR1210	3,675	-	-	-	-	-	-	3,675	-
Trail Lighting	PR1230	14,140	-	-	-	-	14,140	-	-	-
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	1,320	114	6	1,000	200	-	-	-	-
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 and Perry Pools Renovation	PR1313	983	-	983	-	-	-	-	-	-
Marathon Trl Crossing at EMF and Pecos	PR1314	640	-	-	197	443	-	-	-	-
Marathon Trl Crossing at Higley	PR1315	581	-	-	195	386	-	-	-	-
Heritage Trl Crossing at Guadalupe	PR1316	535	-	-	134	401	-	-	-	-





PARKS & RECREATION PROJECT SUMMARY



Capital Expenses (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs	
EMF Pathway at Power and Guadalupe	PR1319	1,198	-	-	-	-	1,198	-	-	
San Tan Vista Trl Crossing at Ray	PR1320	440	-	-	126	314	-	-	-	
Gilbert Regional Park Phase II & III	PR1321	149,652	-	-	-	-	-	443	149,209	
Desert Sky Regional Park Phase II	PR1322	59,376	-	-	7,678	51,698	-	-	-	
Total Capital Expenses		\$ 650,093	\$ 79,790	\$ 12,643	\$ 13,598	\$ 127,620	\$ 30,097	\$ 2,795	\$ 237,326	\$ 146,224

Capital Sources (1,000s)	Total	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Years 6-10	Beyond 10 Yrs	
PFMPC - 2009 Bonds	10,268	10,268	-	-	-	-	-	-	-	
2001 GO Bonds 02-03	1	1	-	-	-	-	-	-	-	
2023 Potential Street Bond	5,223	-	-	1,851	2,174	1,198	-	-	-	
2024 Potential Parks Bonds	90,897	-	-	-	61,998	28,899	-	-	-	
2028 Potential Parks Bonds	140,616	-	-	-	-	-	-	140,616	-	
Maricopa County	317	317	-	-	-	-	-	-	-	
Developer Contribution	89	89	-	-	-	-	-	-	-	
Salt River Project	19	19	-	-	-	-	-	-	-	
CIP Outside Sources	411	411	-	-	-	-	-	-	-	
CIP O/S Revolving Fund	1,204	(10,411)	2,787	(297)	89	-	443	8,593	-	
General Repl Fund	43,883	4	2,629	4,366	36,884	-	-	-	-	
General Fund	9,537	5,038	2,520	-	-	-	-	1,979	-	
Park SDF	55,362	19,710	4,707	7,678	23,267	-	-	-	-	
Future Growth Funding	103,060	-	-	-	-	-	2,352	64,664	36,044	
Park SDF - Prior to 2012	35,835	35,835	-	-	-	-	-	-	-	
Private Fund	6,480	-	-	-	-	-	-	6,480	-	
Investment Income	8	8	-	-	-	-	-	-	-	
Unidentified	125,174	-	-	-	-	-	-	14,994	110,180	
Miscellaneous	21,709	18,501	-	-	3,208	-	-	-	-	
Total Sources		\$ 650,093	\$ 79,790	\$ 12,643	\$ 13,598	\$ 127,620	\$ 30,097	\$ 2,795	\$ 237,326	\$ 146,224

Operation and Maintenance Impact (1,000s)

Total Operation and Maintenance Impact	-	17	17	66	128	-	
Total Revenue	-	-	491	-	-	-	
Net Additional Cost	\$	-	\$ 17	\$ (474)	\$ 66	\$ 128	\$ -

<p>PR0310 – Gilbert Regional Park</p> <p>The 272-acre park will be designed to serve two purposes: flood control and storm water retention, as well as park and recreation amenities. Situated along the East Maricopa Floodway (Superstition-Santan Corridor and Marathon Trail), the park will be a destination facility for a variety of recreation pursuits for a regional population. Project components include, property acquisition, field needs assessment, conceptual design, conceptual plan agreement and construction. Currently the park is estimated to be completed in three phases.</p>	<p>Project Priority: 3.00</p>
<p>PR0320 – Desert Sky Park</p> <p>Joint effort with the Flood Control District of Maricopa County (FCDMC) and Gilbert on 165 acres. The basin will be designed to serve two purposes: Flood control 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.</p>	<p>Project Priority: 3.00</p>
<p>PR0560 – Parks and Trails Signs</p> <p>The project will develop sign designs and themes for trail signage to include informational and directional signage. Parks signs are to replace worn and outdated rules/regulations signage.</p>	<p>Project Priority: 3.00</p>
<p>PR0620 – Powerline Trail – Phase IV</p> <p>Multi-use trail improvements along the Western Canal/Powerline corridor from ½ mile east of Val Vista Road to Greenfield Road.</p>	<p>Project Priority: 3.00</p>
<p>PR0920 – Shade Structures – Various Locations</p> <p>Install shade structures over playground equipment and other park amenities such as sports fields, picnic areas, and bleachers in various parks.</p>	<p>Project Priority: 3.00</p>
<p>PR1030 – Playground Replacements – Various Locations</p> <p>Design and Construct 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, Cosmo.</p>	<p>Project Priority: 2.83</p> 
<p>PR1040 – Water Tower Plaza – Repairs/Upgrades</p> <p>Upgrade and replacement of the splash pad operating system to include piping, nozzle replacements and electrical system upgrades.</p>	<p>Project Priority: 1.92</p> 

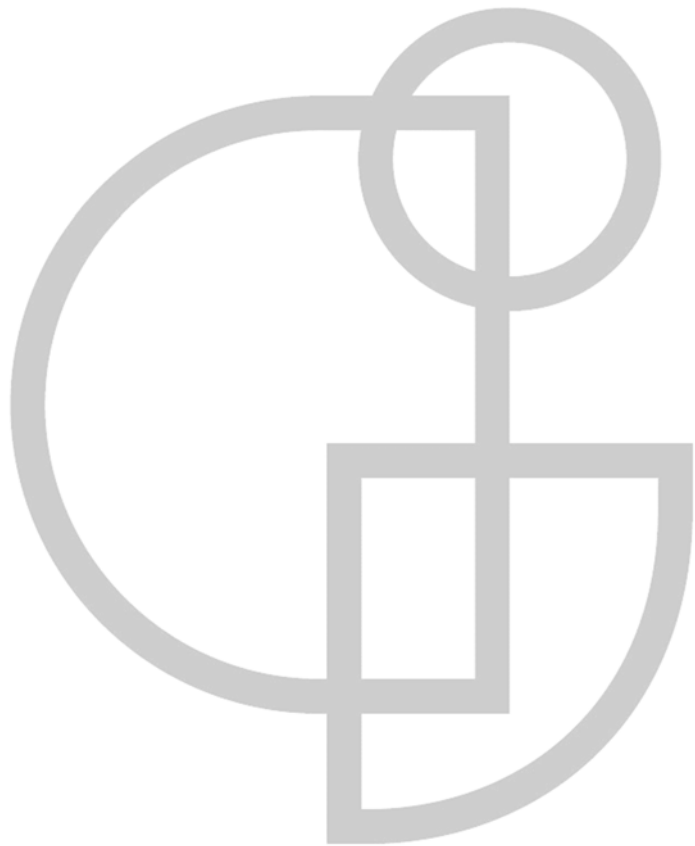
<p>PR1130 – Western Powerline Trail – UPRR Ped Crossing</p> <p>Construct a grade separated pedestrian crossing over the Union Pacific Railroad (UPRR) at the intersection of the Western Powerline Trail (WPT) approximately 1/2 mile west of Gilbert Road. Included in the project is the completion of trail improvements approximately 1/8 mile on either side of the crossing location.</p>	<p>Project Priority: 3.00</p>
<p>PR1170 – Irrigation Controller Replacements</p> <p>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.</p>	<p>Project Priority: 3.00</p> 
<p>PR1300 – Trails Priority Assessment</p> <p>Assessment and prioritization of the needs of all the trail components as projected in the 2014 Parks, Recreation and Trails Master Plan.</p>	<p>Project Priority: 3.00</p>
<p>PR1310 – Safety Improvements for Trail Crossings</p> <p>Assess all of the existing trail crossings and determine the appropriate safe crossing infrastructure that will be the most effective in each location. 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.</p>	<p>Project Priority: 3.00</p>
<p>PR1313 – Williams Field and Perry Pools Renovation</p> <p>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 12th 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.</p>	<p>Project Priority: 1.84</p> 

Debt Service

Debt Service Summary
Debt Service Detail
Debt Service Financial



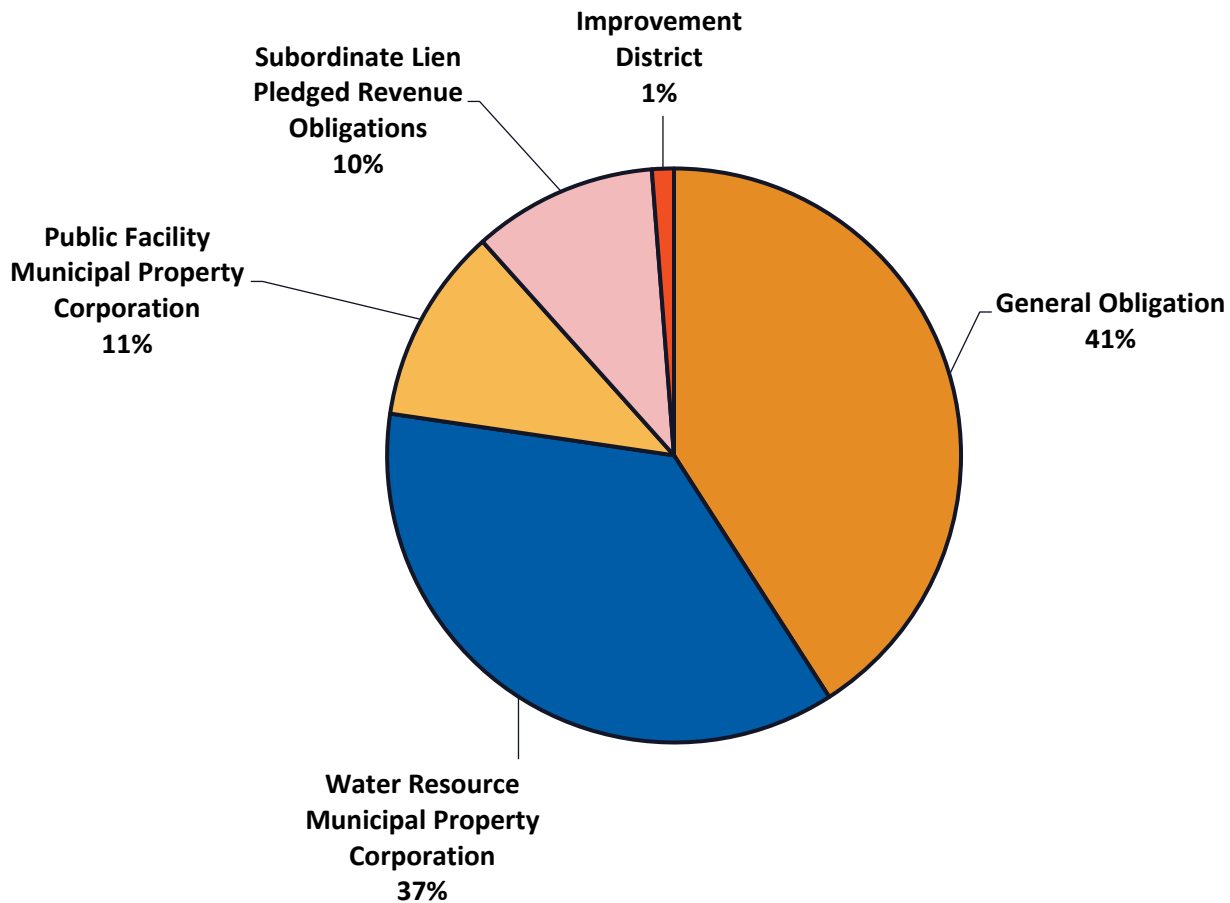
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Gilbert issues debt to finance capital project construction. This section of the budget document provides summary information regarding the type of debt issued, the amount of debt outstanding, the legal limit for general obligation debt, the purpose 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, 2021:

TYPE OF BOND	PRINCIPAL AMOUNT OUTSTANDING
General Obligation	\$ 131,830,000
Water Resource Municipal Property Corporation	117,355,000
Public Facility Municipal Property Corporation	35,615,000
Subordinate Lien Pledged Revenue Obligations	33,450,000
Improvement District	4,000,000
Total Bonds Outstanding	\$ 322,250,000



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.

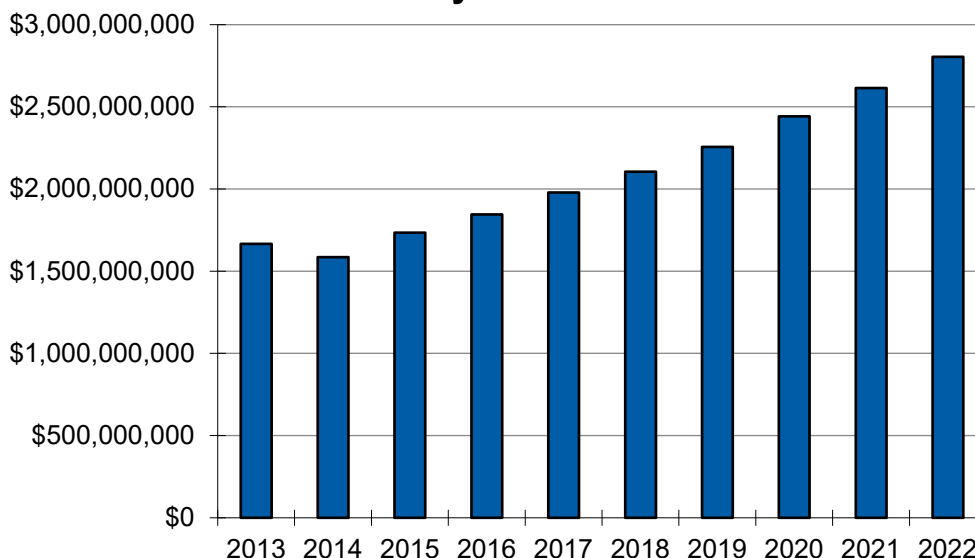
Year	Net Assessed Limited Property Valuation*	Percent Change	Property Tax Levy
2012/2013	\$1,666,867,842	-9.90%	\$19,300,000
2013/2014	1,585,463,663	-4.88%	18,440,000
2014/2015	1,734,283,157	9.39%	19,500,000
2015/2016	1,845,325,449	6.40%	19,500,000
2016/2017	1,979,359,269	7.26%	21,000,000
2017/2018	2,105,762,268	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
2021/2022	2,804,383,179	7.24%	27,750,000

*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 since FY 2019.

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:

<u>Election Date</u>	<u>Purpose</u>	<u>Authorized</u>	<u>Issued</u>	<u>Remaining 20%</u>
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, 2021.

Debt Capacity with Bond Premiums Included

6% Limitation

FY 2022 NFC - Assessed Valuation	\$ 3,802,179,043
Allowable 6% Debt	228,130,743
Less: 6% Debt Outstanding	-

Unused 6% Debt Capacity **\$ 228,130,743**

20% Limitation

FY 2022 NFC - Assessed Valuation	\$ 3,802,179,043
Allowable 20% Debt	760,435,809
Less: 20% Debt Outstanding	(131,830,000)
Less: Unamortized 2017 Premium Counted Against Capacity	(5,020,932)
Less: Unamortized 2020 Premium Counted Against Capacity	(4,379,632)

Unused 20% Debt Capacity **\$ 619,205,245**

The following table provides the detail for the FY 2022 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	\$58,610,000	\$18,677,800
GO Series 2020 Refunding	\$15,020,000	\$15,020,000	\$600,800
GO Series 2020 Revenue	\$61,730,000	\$58,200,000	\$7,904,738
Total General Obligation	\$198,420,000	\$131,830,000	\$27,183,338

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 a reflection of a great community.

The adopted tax levy for FY 2021-22 is \$27.75m (\$.9895 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. Gilbert anticipates the need to issue additional Water Resources Municipal Property Corporation Bonds to support the reconstruction of the North Water Treatment Plant and other water projects. These bonds will likely be issued in spring of 2022.

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
2022	\$22,275,000	\$5,250,000	\$8,340,000	\$810,000	\$420,000
2023	18,530,000	5,500,000	8,780,000	850,000	440,000
2024	4,170,000	5,770,000	9,200,000	895,000	465,000
2025	4,360,000	6,055,000	9,655,000	935,000	490,000
2026	4,565,000	6,360,000	10,155,000	985,000	510,000
2027	4,775,000	6,680,000	10,575,000	1,035,000	535,000
2028	4,995,000	-	11,105,000	1,085,000	555,000
2029	5,160,000	-	11,445,000	1,140,000	585,000
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	-
	\$131,830,000	\$35,615,000	\$117,355,000	\$33,450,000	\$4,000,000

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

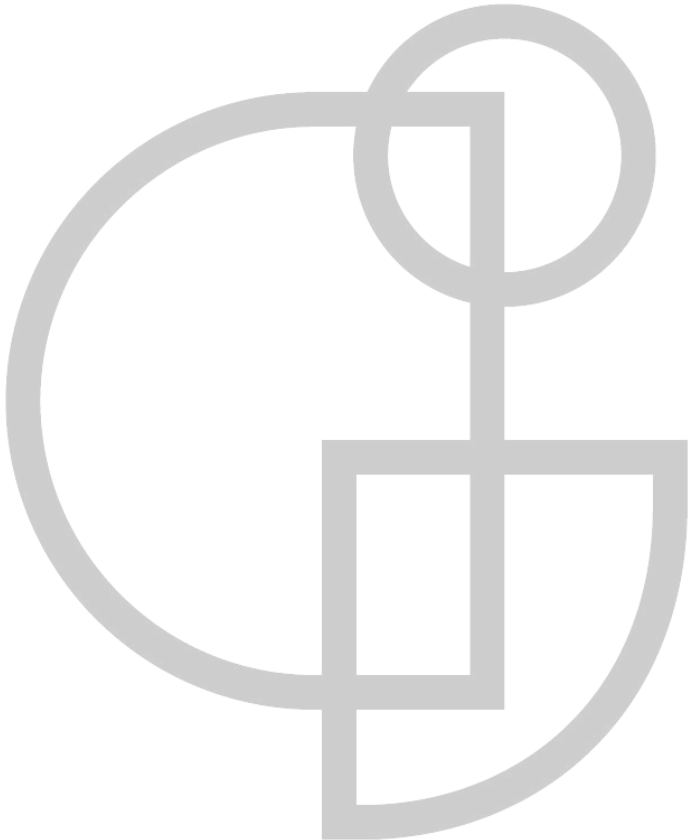
Fiscal Year	General Obligation	MPC Public Facilities	MPC Water Resources	Subordinate Lien	Improvement District
2022	\$4,908,338	\$1,761,150	\$5,089,813	\$1,449,206	\$193,350
2023	3,855,538	1,508,250	4,672,813	1,408,706	171,410
2024	3,114,338	1,243,250	4,233,813	1,366,206	148,323
2025	2,922,688	954,750	3,773,813	1,321,456	123,958
2026	2,722,238	652,000	3,291,063	1,274,706	98,445
2027	2,512,238	334,000	2,857,863	1,225,456	71,788
2028	2,292,488	-	2,329,113	1,173,706	43,988
2029	2,122,888	-	1,997,300	1,119,456	14,918
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	-
	\$34,300,469	\$6,453,400	\$32,889,638	\$21,008,119	\$866,178

PERSONNEL BY ACTIVITY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
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 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
General Obligation	23,258,156	40,596,226	25,986,550	25,986,550	27,198,340
HURF	3,413,270	-	-	-	-
Improvement Districts	826,220	625,658	4,759,630	833,370	4,223,350
MPC - Public Facilities	15,708,450	15,656,300	16,826,280	16,408,660	7,016,190
MPC - Water System	9,811,313	9,809,313	9,823,320	9,823,320	10,034,070
MPC - Wastewater System	3,622,350	3,621,250	3,624,000	3,624,000	3,628,250
Revenue Obligations	2,260,706	2,263,956	2,267,710	2,267,710	2,264,210
Total Expenses	\$ 58,900,465	\$ 72,572,703	\$ 63,287,490	\$ 58,943,610	\$ 54,364,410

EXPENSES BY CATEGORY	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Personnel	-	-	-	-	-
Supplies & Contractual	58,900,465	72,572,703	63,287,490	58,943,610	54,364,410
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 58,900,465	\$ 72,572,703	\$ 63,287,490	\$ 58,943,610	\$ 54,364,410

OPERATING RESULTS	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Budget FY 2022
Total Revenues	23,275,410	24,926,049	31,247,840	30,664,630	31,998,350
Transfers In	33,629,703	31,338,878	32,763,900	32,763,900	28,220,220
Total Sources	\$ 56,905,113	\$ 56,264,927	\$ 64,011,740	\$ 63,428,530	\$ 60,218,570
Total Expenses	58,900,465	72,572,703	63,287,490	58,943,610	54,364,410
Transfers Out	-	-	-	-	-
Total Uses	\$ 58,900,465	\$ 72,572,703	\$ 63,287,490	\$ 58,943,610	\$ 54,364,410
Net Operating Result	\$ (1,995,352)	\$ (16,307,776)	\$ 724,250	\$ 4,484,920	\$ 5,854,160



Appendix

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



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	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
GENERAL FUND					
Mayor and Council					
Executive Administrative Assistant	1.00	0.00	0.00	0.00	0.00
Mayor's Aide	1.00	1.00	1.00	1.00	1.00
Council Aide	0.00	1.00	1.00	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	1.00	1.00	1.00	0.00	0.00
Community Resources Program Supervisor	0.35	0.35	0.35	0.35	0.35
Assistant to Town Manager	0.00	1.00	1.00	2.00	2.00
Volunteer and Community Resource Manager	0.00	0.00	1.00	1.00	1.00
Executive Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Manager	6.35	7.35	8.35	8.35	8.35
Emergency Operations and Safety					
Emergency Management Coordinator	1.00	1.00	1.00	1.00	1.00
Health and Safety Analyst	1.00	1.00	1.00	1.00	1.00
Safety Manager	0.00	0.00	0.00	0.00	1.00
Total Emergency Operations and Safety	2.00	2.00	2.00	2.00	3.00
Digital Government					
Digital Communications Strategist	1.00	3.00	3.00	3.00	3.00
Chief Digital Officer	1.00	1.00	1.00	1.00	1.00
Digital Media & Marketing Deputy Director	0.00	1.00	1.00	1.00	1.00
Digital Media and Marketing Officer	1.00	2.00	2.00	2.00	2.00
Digital Media and Marketing Officer Senior	0.00	1.00	1.00	1.00	1.00
Data Content Strategist	0.00	1.00	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	14.00	14.00	14.00	14.00
Intergovernmental					
Governmental Relation Assistant	1.00	0.00	0.00	0.00	0.00
Intergovernmental Relations Manager	0.00	1.00	1.00	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
Redevelopment Program Manager	1.00	1.00	1.00	1.00	1.00
Business Attraction Administrator	1.00	1.00	1.00	0.00	0.00
Business Retention & Expansion Administrator	1.00	0.00	0.00	0.00	0.00
Marketing & Communication Administrator	1.00	0.00	0.00	0.00	0.00
Data Scientist	1.00	1.00	1.00	1.00	1.00
Tourism Administrator	1.00	0.00	0.00	1.00	1.00
Redevelopment Specialist	0.00	0.00	1.00	1.00	1.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Economic Development Project Manager	0.00	2.00	2.00	2.00	2.00
Total Economic Development	9.00	8.00	9.00	9.00	9.00
Information Technology:					
Information Technology Administration					
Information Technology Director	1.00	0.00	0.00	0.00	0.00
IT Trainer	0.00	0.00	1.00	1.00	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	0.50	0.00	0.00
Project Manager	0.00	0.00	0.00	2.00	2.00
Deputy Director/Infrastructure Manager	0.00	0.00	0.00	1.00	1.00
Total Information Technology Administration	3.00	2.00	3.50	6.00	6.00
Applications Support					
IT Applications Manager	2.00	2.00	2.00	2.00	2.00
Project Manager	0.00	1.00	2.00	0.00	0.00
Data Architect	0.00	1.00	1.00	1.00	1.00
IT Security Administrator	1.00	0.00	0.00	0.00	0.00
Chief Information Security Officer	0.00	1.00	1.00	0.00	0.00
Applications Analyst	9.00	9.00	9.00	10.00	10.00
Database Administrator	2.00	2.00	2.00	1.00	1.00
Total Applications Support	14.00	16.00	17.00	14.00	14.00
Desktop Support					
IT Desktop Manager	1.00	1.00	1.00	1.00	1.00
Desktop Support	7.00	9.00	9.00	9.00	9.00
Audio/Visual Technician	0.00	0.00	0.00	1.00	1.00
IT Intern	0.00	0.00	0.00	0.50	0.50
Total Desktop Support	8.00	10.00	10.00	11.50	11.50
Infrastructure					
Deputy Director/Infrastructure Manager	0.00	1.00	1.00	0.00	0.00
IT Infrastructure Manager	1.00	0.00	1.00	1.00	1.00
Systems Engineer	2.00	4.00	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	1.00	0.00	0.00
Network Engineer	2.00	2.00	2.00	2.00	2.00
Communication Engineering Technician	1.00	1.00	1.00	1.00	1.00
Audio/Visual Technician	1.00	1.00	1.00	0.00	0.00
Total Infrastructure	9.00	11.00	13.00	10.00	10.00
GIS Operations and Support					
GIS Supervisor	1.00	1.00	1.00	1.00	1.00
GIS Administrator	1.00	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00	1.00
GIS Technician	4.00	4.00	4.00	4.00	4.00
IT Intern	0.00	0.00	0.50	0.50	0.50
Addressing Technician	1.00	1.00	1.00	1.00	1.00
Total GIS Operations and Support	8.00	8.00	8.50	8.50	8.50

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
IT Security					
Chief Information Security Officer	0.00	0.00	0.00	1.00	1.00
IT Security Analyst	0.00	0.00	0.00	1.00	1.00
Total IT Security	0.00	0.00	0.00	2.00	2.00
Total Information Technology	42.00	47.00	52.00	52.00	52.00
Human Resources:					
HR Administration					
Chief People Officer	1.00	1.00	1.00	1.00	1.00
Deputy Chief People Officer	0.00	1.00	1.00	1.00	1.00
Benefits Analyst Workers Comp	1.00	1.00	1.00	1.00	1.00
Total Rewards Manager	0.00	0.00	0.00	0.00	1.00
Total Rewards Analyst	1.00	1.00	1.00	1.00	1.00
Human Resource Analyst	1.00	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	4.00	4.00	4.00	4.00	4.00
Lean Innovator	1.00	1.00	1.00	1.00	1.00
Benefits Manager	1.00	0.00	0.00	0.00	0.00
Human Resource Solution Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00
Administrative Supervisor	1.00	0.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Receptionist	0.00	0.00	1.00	1.00	1.00
People Data Strategist	0.00	1.00	1.00	1.00	1.00
Total HR Administration	16.00	16.00	17.00	17.00	18.00
Learning and Development					
Organizational Development Manager	1.00	1.00	1.00	1.00	1.00
Learning and Development Consultant	1.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Learning and Development	3.00	4.00	4.00	4.00	4.00
Total Human Resources	19.00	20.00	21.00	21.00	22.00
Management and Budget					
Management and Budget Director	1.00	1.00	1.00	1.00	1.00
Management and Budget Analyst	3.00	4.00	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	6.00	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
Records Management Specialist	0.00	0.00	1.00	1.00	1.00
Town Clerk Specialist	2.00	2.00	2.00	2.00	2.00
Total Town Clerk	5.00	5.00	6.00	6.00	6.00
Legal Services:					
General Counsel					
Town Attorney	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Assistant Town Attorney	2.00	3.00	3.00	3.00	3.00
Assistant Risk Manager	0.00	1.00	1.00	1.00	1.00
Paralegal	1.00	1.00	1.00	1.00	1.00
Claims Analyst	1.00	0.00	0.00	0.00	0.00
Legal Secretary	1.00	1.00	1.00	1.00	1.00
Total General Counsel	7.00	8.00	8.00	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	10.00	10.00	10.00	10.00
Prosecutor Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	6.00	0.00	0.00	0.00	0.00
Victim Advocate	2.00	2.00	2.00	2.00	2.00
Paralegal	1.00	2.00	2.00	2.00	2.00
Total Prosecutor	21.00	23.00	23.00	23.00	23.00
Total Legal Services	28.00	31.00	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	1.00	1.00	1.00	1.00	1.00
Accounting System Analyst	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	3.00	3.00	3.00	3.00
Accounts Payable Technician	2.00	2.00	3.00	3.00	3.00
Accounting Technician	1.00	1.00	1.00	1.00	1.00
Accounting Specialist	1.00	0.00	0.00	0.00	0.00
Payroll Specialist	3.00	3.00	3.00	3.00	3.00
Total Accounting	12.00	13.00	14.00	14.00	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
Tax Compliance					
Tax Compliance Specialist	1.00	1.00	1.00	1.00	1.00
Tax Compliance Analyst	1.50	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	3.00	3.00	3.00
Total Tax Compliance	5.50	5.50	6.50	6.50	6.50
Total Finance & Management Services	25.50	26.50	28.50	28.50	28.50

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
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
Commissioner	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	17.00	17.00	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	0.00	0.00	0.00	0.00
Court Interpreter	0.75	0.75	0.75	0.75	0.75
Pro Tem Judge	0.17	0.17	0.32	0.32	0.32
Total Municipal Court	31.92	31.92	32.07	32.07	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	5.03	4.72	4.72	4.72	4.72
Customer Service Manager	0.50	0.50	0.50	0.50	0.50
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00
Alarm Program Technician	0.80	0.80	0.80	0.80	0.80
Receptionist	0.00	0.50	0.50	0.50	0.50
Total Permits and Licensing	7.33	7.52	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	9.00	9.00	9.00	9.00
Plan Review Supervisor	0.80	0.80	0.80	0.80	0.80
Plans Examiner	7.00	6.00	6.00	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
Plan Review and Inspection - Engineering					
Engineering Inspector	7.00	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	10.95	10.95	10.95	10.95	10.95

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
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	8.00
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	14.00
Transportation Planning					
Transportation Planning Manager	1.00	1.00	1.00	1.00	1.00
Transportation Planner	1.00	1.00	2.00	2.00	2.00
Total Transportation Planning	2.00	2.00	3.00	3.00	3.00
Development Engineering					
Development Engineer Manager	1.00	1.00	1.00	1.00	1.00
Engineering ROW Manager	0.00	0.00	0.00	0.00	0.50
Development Engineer	2.00	3.00	3.00	3.00	3.00
Total Development Engineering	3.00	4.00	4.00	4.00	4.50
Total Development Services	73.13	74.32	75.32	75.32	76.82
Police Department:					
Police Administration					
Police Chief	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	2.00	2.00	2.00	2.00	2.00
Police Lieutenant	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	4.00	4.00	4.00	4.00
Support Administration					
Commander	1.00	1.00	1.00	1.00	1.00
Policy and Compliance Coordinator	1.00	0.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Support Administration	3.00	2.00	2.00	2.00	2.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Communications					
Police Communications Manager	1.00	1.00	1.00	1.00	1.00
Police Communications Shift Supervisor	5.00	6.00	6.00	6.00	6.00
Dispatcher	31.50	34.50	41.50	41.50	41.50
Total Communications	37.50	41.50	48.50	48.50	48.50
Hiring					
Police Sergeant	0.00	1.00	1.00	1.00	1.00
Background Investigator	6.00	6.00	6.00	6.00	7.00
Total Hiring	6.00	7.00	7.00	7.00	8.00
Planning and Research					
Planning and Research Analyst	1.00	2.00	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	3.00	3.00	3.00	3.00
Public Affairs					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	0.00	1.00	1.00	1.00	1.00
Public Affairs Specialist	1.00	0.00	0.00	0.00	0.00
Volunteer Specialist	1.00	0.00	0.00	0.00	0.00
Total Public Affairs	3.00	2.00	2.00	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	1.00	1.00
Total Counseling Services	8.50	8.50	8.50	8.00	8.00
Crime Prevention					
Crime Prevention Technician	2.00	2.00	2.00	2.00	2.00
Total Crime Prevention	2.00	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	0.00	0.00	0.00	0.00
Records Manager	0.00	1.00	1.00	1.00	1.00
Police Records Shift Supervisor	3.00	3.00	3.00	3.00	3.00
Police Records Specialist	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	1.00	1.00	1.00	1.00
Total Volunteer Services	0.00	1.00	1.00	1.00	1.00
Redaction					
Body Worn Camera Coordinator	0.00	1.00	1.00	1.00	1.00
Total Redaction	0.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Office of Professional Standards Admin					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	0.00	1.00	1.00	1.00	1.00
Police Officer	0.00	1.00	1.00	2.00	2.00
Policy and Compliance Coordinator	0.00	1.00	1.00	1.00	1.00
Background Investigator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.00	0.00
Total Office of Professional Standards Admin	2.50	5.50	5.50	6.00	6.00
Internal Affairs					
Police Officer	3.00	3.00	3.00	3.00	3.00
Total Internal Affairs	3.00	3.00	3.00	3.00	3.00
Training					
Police Training Specialist	1.00	1.00	1.00	1.00	1.00
Police Officer	3.00	3.00	8.00	8.00	8.00
Rangemaster	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Police Lieutenant	0.00	0.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00	2.00
Total Training	8.00	8.00	14.00	14.00	15.00
Patrol Administration					
Police Commander	0.00	2.00	2.00	2.00	2.00
Police Lieutenant	0.00	7.00	7.00	7.00	7.00
Service Aide	0.00	2.00	2.00	2.00	2.00
Administrative Assistant	0.00	2.20	2.20	2.30	2.30
Total Patrol Administration	0.00	13.20	13.20	13.30	13.30
Patrol					
Police Commander	2.00	0.00	0.00	0.00	0.00
Police Lieutenant	6.00	0.00	0.00	0.00	0.00
Police Sergeant	17.00	16.00	16.00	16.00	17.00
Police Officer	147.00	148.00	148.00	147.00	153.00
Administrative Assistant	2.00	0.00	0.00	0.00	0.00
Total Patrol	174.00	164.00	164.00	163.00	170.00
Civilian Patrol					
Civilian Patrol Technician	4.00	4.00	4.00	4.00	4.00
Tow Hearing/Patrol Supervisor	0.00	0.60	0.60	0.80	0.80
Total Civilian Patrol	4.00	4.60	4.60	4.80	4.80
Detention					
Detention Facility Supervisor	2.00	2.00	2.00	2.00	2.00
Detention Transport Officer	7.00	9.00	9.00	9.00	11.00
Total Detention	9.00	11.00	11.00	11.00	13.00
Teleserve					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Teleserve Supervisor	0.00	0.00	0.00	0.00	1.00
Teleserve Operator	7.00	7.00	7.00	7.00	7.00
Quartermaster	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Body Worn Camera Coordinator	1.00	0.00	0.00	0.00	0.00
Service Aide	2.00	0.00	0.00	0.00	0.00
Total Teleserve	12.00	9.00	9.00	9.00	10.00
Bike Unit					
Police Sergeant	0.00	1.00	1.00	1.00	1.00
Police Officer	0.00	7.00	7.00	7.00	7.00
Total Bike Unit	0.00	8.00	8.00	8.00	8.00
Investigations Administration					
Police Lieutenant	2.00	2.00	2.00	2.00	3.00
Police Commander	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	2.00	2.00
Total Investigations Administration	4.00	4.00	4.00	5.00	6.00
Special Assignment Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	8.00	7.00	8.00	8.00	8.00
Total Special Assignment Unit	9.00	8.00	9.00	9.00	9.00
Financial Crimes Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	5.00	6.00	7.00	8.00	9.00
Audio Video Forensic Analyst	1.00	1.00	1.00	1.00	1.00
Total Financial Crimes Unit	7.00	8.00	9.00	10.00	11.00
Family Violence Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	4.00	4.00	4.00	4.00	4.00
Civilian Investigator	3.00	3.00	3.00	3.00	3.00
Total Family Violence Unit	8.00	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	9.00	9.00	9.00
Total Special Victim Unit	9.00	9.00	10.00	10.00	10.00
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	6.00
Total Violent Crimes Unit	6.00	6.00	6.00	6.00	7.00
Property Crimes					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	7.00	7.00	8.00	8.00	8.00
Total Property Crimes	8.00	8.00	9.00	9.00	9.00
Crime Scene Unit					
Crime Scene Specialist	2.00	2.00	2.00	2.00	5.00
Total Crime Scene Unit	2.00	2.00	2.00	2.00	5.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Intel Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	3.00	3.00	3.00	2.00	2.00
Crime Analyst	4.00	4.00	4.00	4.00	4.00
Total Intel Unit	8.00	8.00	8.00	7.00	7.00
Crime Suppression Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	7.00	7.00	7.00	7.00	7.00
Total Crime Suppression Unit	8.00	8.00	8.00	8.00	8.00
K9 Unit					
Police Sergeant	0.00	1.00	1.00	1.00	1.00
Police Officer	3.00	3.00	3.00	3.00	3.00
Total K9 Unit	3.00	4.00	4.00	4.00	4.00
School Resource					
Police Sergeant	1.00	1.00	1.00	1.00	2.00
Police Officer	9.00	9.00	12.00	12.00	12.00
Total School Resource	10.00	10.00	13.00	13.00	14.00
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	405.50	425.30	445.30	445.60	464.60
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
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
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Fire Training	5.00	5.00	5.00	5.00	5.00
Fire Operations					
Battalion Chief	8.00	8.00	9.00	9.00	10.00
Fire Captain	50.00	50.00	50.00	50.00	53.00
Fire Engineer	42.00	42.00	42.00	42.00	44.00
Firefighter	88.00	88.00	88.00	88.00	90.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Total Fire Operations	190.00	190.00	191.00	191.00	199.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
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	217.00	217.00	225.00
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	0.40	0.40	0.40	0.40
Parks and Recreation Manager	1.00	1.00	1.00	1.00	2.00
Administrative Supervisor	1.00	0.00	0.00	0.00	0.00
Parks and Recreation Strategist	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	4.55	4.55	5.30	5.30	5.30
Management Analyst	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	0.00	1.00	1.00	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	11.98	12.73	12.73	13.73
Parks and Open Space					
Parks Operations Superintendent	1.00	1.00	1.00	1.00	1.00
Field Supervisor	2.40	3.40	3.40	3.40	3.40
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	17.11	23.11	23.11	23.11	25.61
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Park Ranger Supervisor	1.00	1.00	1.00	1.00	1.00
Park Ranger	3.75	6.00	6.00	6.00	6.00
Custodian	2.72	4.72	6.22	6.22	6.22
Recreation Specialist	0.00	0.75	0.75	0.00	0.00
Recreation Coordinator	0.50	0.50	0.50	1.25	1.25
Aquatic Facility Technician	0.00	0.00	0.20	0.20	0.20
Total Parks and Open Space	34.48	46.48	48.18	48.18	50.68

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Riparian Programs					
Recreation Instructor	0.38	0.38	0.38	0.38	0.38
Recreation Coordinator	2.00	1.50	1.50	1.50	1.50
Grounds Maintenance Worker	0.45	0.45	0.45	0.45	0.95
Total Riparian Program	2.83	2.33	2.33	2.33	2.83
Cactus Yards					
Recreation Supervisor	1.00	0.95	0.95	0.95	0.95
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Custodian	2.00	2.00	2.00	2.00	2.00
Facilities Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Grounds Maintenance Worker	8.00	8.00	8.00	8.00	8.00
Park Ranger	1.00	1.00	1.00	1.00	1.00
Park Mechanic	0.50	0.50	0.50	0.50	0.50
Recreation Leader	5.25	5.25	5.25	3.00	3.00
Senior Recreation Leader	0.00	0.00	0.00	2.25	2.25
Recreation Specialist	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	2.00	1.60	1.60	1.60	1.60
Total Cactus Yards	22.75	22.30	22.30	22.30	22.30
Mesquite Pool					
Recreation Supervisor	0.16	0.15	0.15	0.15	0.15
Aquatic Facility Technician	0.25	0.25	0.45	0.45	0.45
Recreation Coordinator	0.05	0.00	0.00	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
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	4.99	5.19	5.19	5.19
Greenfield Pool					
Recreation Supervisor	0.16	0.15	0.15	0.15	0.15
Aquatic Facility Technician	0.25	0.25	0.45	0.45	0.45
Recreation Coordinator	0.05	0.00	0.00	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	4.16	4.36	4.36	4.36
Perry Pool					
Recreation Supervisor	0.16	0.15	0.15	0.15	0.15
Aquatic Facility Technician	0.25	0.25	0.45	0.45	0.45
Recreation Coordinator	0.05	0.00	0.00	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	4.08	4.28	4.28	4.28

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Williams Field Pool					
Recreation Supervisor	0.16	0.15	0.15	0.15	0.15
Aquatic Facility Technician	0.25	0.25	0.45	0.45	0.45
Recreation Coordinator	0.05	0.00	0.00	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	4.31	4.51	4.51	4.51
Freestone Recreation Center					
Recreation Supervisor	0.25	0.40	0.40	0.25	0.25
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00
Custodial Supervisor	0.40	0.40	0.40	0.40	0.40
Custodian	2.75	2.75	2.75	2.75	2.75
Recreation Specialist	0.00	0.00	1.00	1.00	1.00
Senior Recreation Leader	1.77	1.77	1.77	1.77	1.77
Recreation Leader	10.91	11.10	11.10	11.10	11.10
Recreation Instructor	1.66	1.66	1.66	1.66	1.66
Recreation Instructor Fitness	1.25	1.34	1.34	1.34	1.34
Total Freestone Recreation Center	20.99	21.42	22.42	22.27	22.27
McQueen Activity Center					
Recreation Supervisor	0.25	0.30	0.30	0.25	0.25
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	2.00	2.00	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	1.01	1.01	0.51	0.51
Total McQueen Activity Center	8.93	10.48	10.48	9.93	9.93
Community Center					
Recreation Supervisor	0.25	0.30	0.30	0.25	0.25
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	0.70	0.70	0.70	0.70	0.70
Recreation Specialist	0.00	1.00	1.00	1.00	1.00
Recreation Leader	1.83	2.24	2.24	2.24	2.24
Senior Recreation Leader	0.51	0.00	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	7.09	7.09	7.04	7.04
Youth Sports					
Recreation Coordinator	0.30	0.15	0.15	0.15	0.15
Recreation Supervisor	0.16	0.03	0.03	0.03	0.03
Senior Recreation Leader	0.40	0.40	0.40	0.40	0.40
Total Youth Sports	0.86	0.58	0.58	0.58	0.58

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Adult Sports					
Recreation Coordinator	0.50	0.25	0.25	0.25	0.25
Recreation Supervisor	0.20	0.02	0.02	0.02	0.02
Senior Recreation Leader	1.01	1.01	1.01	1.01	1.01
Total Adult Sports	1.71	1.28	1.28	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	2.50	2.50	2.50	2.50
Special Event Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.00	0.00	0.75	2.25	2.25
Recreation Leader	1.07	1.82	2.32	0.82	0.82
Total Special Events	3.57	5.32	6.57	6.57	6.57
Southeast Regional Library					
Recreation Supervisor	0.25	0.00	0.00	0.25	0.25
Custodial Supervisor	0.20	0.20	0.20	0.20	0.20
Custodian	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	0.50	0.50	0.50	0.50
Senior Recreation Leader	0.50	0.00	0.00	0.50	0.50
Recreation Instructor	0.42	0.42	0.42	0.42	0.42
Recreation Leader	0.69	0.82	0.82	0.82	0.82
Total Southeast Regional Library	4.06	2.94	2.94	3.69	3.69
Facilities Maintenance					
Facility Operations Superintendent	1.00	1.00	1.00	1.00	1.00
Senior Recreation Leader	0.48	0.00	0.00	0.00	0.00
Security Systems Technician	1.00	1.00	2.00	2.00	2.00
Facilities Maintenance Technician	10.00	11.00	12.00	11.25	12.25
Total Facilities Maintenance	12.48	13.00	15.00	14.25	15.25
South Area Service Center					
Environmental Compliance Coordinator	0.00	0.00	0.25	0.25	0.25
Total South Area Service Center	0.00	0.00	0.25	0.25	0.25
Public Safety Training Facility					
Facilities Assistant Manager	0.00	0.00	1.00	1.00	1.00
Public Safety Equipment Technician	0.00	0.00	1.00	1.00	1.00
Facilities Maintenance Technician	0.00	0.00	0.00	0.75	0.75
Administrative Assistant	0.00	0.00	0.00	0.00	1.00
Total Public Safety Training Facility	0.00	0.00	2.00	2.75	3.75
Total Parks and Recreation	147.97	163.55	173.30	173.30	179.30

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Public Works - Engineering:					
Engineering Administration					
Town Engineer	0.60	0.60	0.60	0.60	0.60
Total Engineering Administration	0.60	0.60	0.60	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
Engineering ROW Manager	0.00	0.00	0.00	0.00	0.50
Traffic Safety Assistant	1.00	1.00	1.00	1.00	1.00
Traffic Safety Specialist	1.00	0.00	0.00	0.00	0.00
Traffic Studies Engineer	0.00	1.00	1.00	1.00	1.00
Plans Examiner	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	0.00	0.50
Total Engineering Traffic	4.00	5.00	5.00	5.00	6.00
Total Public Works - Engineering	4.60	5.60	5.60	5.60	6.60
TOTAL GENERAL FUND	1032.97	1087.54	1130.44	1130.74	1168.24
STREETS					
Roads and Maintenance:					
Roads and Maintenance Administration					
Maintenance Coordinator	0.00	1.00	1.00	1.00	1.00
Total Roads and Maintenance	0.00	1.00	1.00	1.00	1.00
TOTAL ROADS AND MAINTENANCE	0.00	1.00	1.00	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
Senior Streets Maintenance Technician	1.00	0.00	0.00	0.00	0.00
Streets Superintendent	1.00	1.00	1.00	1.00	1.00
Total Streets Administration	4.00	3.00	3.00	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	0.50	0.50	0.50	0.50	0.50
Streets Crew Leader	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
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	5.50	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	2.00	2.00	2.00	2.00	2.00
Preventive Management Technician	1.00	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	1.00	1.00	1.00
Street Light Technician	4.00	4.00	4.00	4.00	4.00
Total Street Lighting	4.50	4.50	5.50	5.50	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	3.00	3.00	3.00	3.00	3.00
Traffic Sign Crew Leader	1.00	1.00	1.00	1.00	1.00
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	0.00	0.00	0.00	0.00
Traffic System Engineer	0.00	1.00	1.00	1.00	1.00
Intelligent Transportation Systems Analyst	0.00	2.00	2.00	2.00	2.00
Intelligent Transportation Systems Specialist	2.00	1.00	2.00	2.00	2.00
Intelligent Transportation Systems Engineer	2.00	1.00	1.00	1.00	1.00
Total Traffic Operations Center	6.00	6.00	7.00	7.00	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

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
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	55.66	54.66	56.66	56.66	56.66
TOTAL STREETS	55.66	55.66	57.66	57.66	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	0.25	0.25	0.25
Application Engineer	0.50	0.50	0.50	0.50	0.50
Total Water Administration	1.50	1.50	1.75	1.75	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	1.00	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	5.00	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	9.72	9.40	9.40	9.40	9.40
Utility Billing Specialist	2.00	2.00	2.00	2.00	2.00
Alarm Program Technician	0.20	0.20	0.20	0.20	0.20
Receptionist	0.00	0.50	0.50	0.50	0.50
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00
Total Utilities	14.42	14.60	14.60	14.60	14.60
Utility Locates					
Utility Locator	3.00	3.00	3.00	3.00	3.00
Utility Locator Lead	2.00	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	6.00
Lead Water Treatment Plant Operator	1.00	1.00	1.00	1.00	1.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
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	15.00
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	4.00	4.00	4.00	4.00	4.00
Well Technician Lead	1.00	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 Lead Operator	0.00	0.00	0.00	0.00	1.00
SCADA Programmer	1.00	1.00	1.00	1.00	1.00
Total SCADA Field Operations	7.00	7.00	7.00	7.00	8.00
Water Resources					
Water & Energy Planning Administrator	0.00	1.00	1.00	1.00	1.00
Water Resources Manager	1.00	1.00	1.00	1.00	1.00
Total Water Resources	1.00	2.00	2.00	2.00	2.00
Water Conservation					
Water Conservation Coordinator	1.00	1.00	1.00	1.00	1.00
Water Conservation Specialist	3.00	3.00	3.00	3.00	3.00
Water Conservation Intern	0.38	0.38	0.38	0.38	0.38
Total Water Conservation	4.38	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	1.00	1.00
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	27.00	27.00
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

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
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	10.00	10.00	10.00	10.00	10.00
Total Water Distribution	18.00	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	1.00	1.00	1.00	1.00	1.00
Chemist	2.00	2.00	2.00	2.00	2.00
Total Water Quality	6.00	6.00	6.00	6.00	6.00
Backflow					
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	133.50	135.68	135.93	134.93	136.93
Wastewater:					
Wastewater Administration					
Wastewater Manager	1.00	1.00	1.00	1.00	1.00
Wastewater Superintendent	1.00	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	3.50	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	3.00	3.00	3.00	3.00	3.00
Lift Station Technician Lead	1.00	1.00	1.00	1.00	1.00
Odor Control Specialist	1.00	1.00	1.00	0.00	0.00
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	7.20	7.20
Gravity Systems					
Utility Supervisor	2.00	2.00	2.00	2.00	2.00
Senior Utility Worker	6.00	6.00	6.00	6.00	6.00
Odor Control Specialist	0.00	0.00	0.00	1.00	1.00
Odor Control Technician	0.00	0.00	1.00	1.00	1.00
Utility Worker	7.00	8.00	8.00	8.00	8.00
Total Gravity Systems	15.00	16.00	17.00	18.00	18.00
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

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Effluent Recharge					
Utility Worker	1.00	2.00	2.00	2.00	2.00
Senior Utility Technician	1.00	2.00	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	7.00	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	45.50	48.50	49.50	49.50	49.50
Environmental Services Residential:					
Residential Administration					
Environmental Services Manager	0.86	0.86	0.86	0.86	0.86
Env Services Collections Superintendent	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.25	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	1.40	1.40	1.40
Total Residential Administration	5.56	5.81	6.31	6.31	6.31
Residential Collections					
Environmental Services Supervisor	2.67	2.67	2.67	2.67	2.67
Administrative Assistant	0.00	0.50	0.50	0.50	0.50
Solid Waste Operator	25.12	25.12	25.12	25.12	27.12
Container Maintenance Lead	0.00	0.00	0.00	0.00	1.00
Environmental Services Worker	3.00	3.00	3.00	3.00	2.00
Total Residential Collections	30.79	31.29	31.29	31.29	33.29
Uncontained Collections					
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Services Inspector	0.00	1.00	1.00	1.00	1.00
Solid Waste Operator	21.00	21.00	21.00	21.00	21.00
Total Uncontained Collections	22.00	23.00	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	12.88
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	1.00	1.00	1.00
Total Recycling	16.21	16.21	17.21	17.21	18.21
Environmental Programs					
HHW Supervisor	1.00	1.00	1.00	1.00	1.00
HHW Technician	4.00	4.00	4.00	4.00	4.00
Total Environmental Programs	5.00	5.00	5.00	5.00	5.00
TOTAL ENV SERVICES RESIDENTIAL	79.56	81.31	82.81	82.81	85.81

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Environmental Services Commercial:					
Commercial Administration					
Environmental Services Manager	0.14	0.14	0.14	0.14	0.14
Administrative Assistant	0.50	0.00	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	0.44	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 ENV SERVICES COMMERCIAL	8.94	8.44	8.44	8.44	8.44
Environmental Compliance:					
Street Cleaning					
Streets Supervisor	0.34	0.34	0.34	0.34	0.34
Heavy Equipment Operator	6.00	6.00	6.00	6.00	6.00
Total Street Cleaning	6.34	6.34	6.34	6.34	6.34
Storm Water					
Storm Water Utility Technician	2.00	2.00	2.00	2.00	2.00
Environmental Compliance Manager	1.00	1.00	1.00	1.00	1.00
Env. Compliance Inspection Technician	2.00	2.00	2.00	2.00	2.00
Environmental Compliance Coordinator	0.00	0.00	0.50	0.50	0.50
Administrative Assistant	0.50	0.75	0.75	0.75	0.75
Total Storm Water	5.50	5.75	6.25	6.25	6.25
TOTAL ENVIRONMENTAL COMPLIANCE	11.84	12.09	12.59	12.59	12.59
TOTAL ENTERPRISE OPERATIONS	279.34	286.02	289.27	288.27	293.27
FLEET 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	2.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Welder Technician	1.00	1.00	1.00	1.00	1.00
Fleet Technician	14.00	15.00	15.00	15.00	15.00
Service Aide	1.00	1.00	1.00	1.00	1.00
Parts Technician	4.00	4.00	4.00	4.00	4.00
TOTAL FLEET OPERATIONS	26.00	26.00	26.00	26.00	26.00

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
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	1.00	1.00	1.00	1.00
Tow Hearing/Patrol Supervisor	1.00	0.40	0.40	0.20	0.20
Administrative Assistant II	1.00	0.80	0.80	0.70	0.70
Total Police Impound Fund	4.00	2.20	2.20	1.90	1.90
Ambulance Transport					
Ambulance Transport Manager	0.00	1.00	1.00	1.00	1.00
Paramedic	0.00	3.00	18.28	18.28	18.28
Emergency Medical Technician	0.00	3.00	18.28	18.28	18.28
Administrative Assistant	0.00	0.00	1.00	1.00	1.00
Quality Assurance Analyst	0.00	0.00	1.00	1.00	1.00
Total Ambulance Transport	0.00	7.00	39.56	39.56	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	0.50	0.50	0.80	0.80	0.80
Total Native American Management Program	0.50	0.50	0.80	0.80	0.80
TOTAL SPECIAL REVENUE	11.25	16.45	49.31	49.01	49.01
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	7.00	7.00	7.00	9.00
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	0.50
TOTAL CAPITAL PROJECT ADMINISTRATION	12.40	13.40	13.40	13.40	14.90
GRAND TOTAL POSITIONS	1,417.62	1,485.07	1,566.08	1,565.08	1,609.08

	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Budget FY 2021</u>	<u>Projected FY 2021</u>	<u>Budget FY 2022</u>
Limited Term Agreements:					
GENERAL FUND					
Town Manager					
Emergency Management LTA	0.00	0.00	0.00	0.00	1.00
Intern	0.50	0.50	0.50	0.50	0.50
Information Technology					
Analyst - Munis	1.00	0.00	0.00	0.00	0.00
Management and Budget					
Management and Budget Analyst - Munis	0.30	0.00	0.00	0.00	0.00
Finance					
Accountant	0.50	0.25	0.00	0.00	0.00
Development Services					
Engineering Tech	0.00	0.00	0.00	0.00	0.00
Police					
Victim Advocate	0.00	0.00	0.00	0.00	1.00
TOTAL GENERAL FUND	<u>2.30</u>	<u>0.75</u>	<u>0.50</u>	<u>0.50</u>	<u>2.50</u>
CIP FUND					
CIP - Engineering					
Sr. Project Manager	1.00	0.00	0.00	0.00	0.00
TOTAL CIP FUND	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
WATER FUND					
Water Metering					
Water Meter Supervisor	0.00	0.00	0.00	1.00	1.00
TOTAL WATER FUND	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
HEALTH TRUST					
Health Trust Administration					
Wellness Coordinator	0.00	0.00	1.00	1.00	1.00
TOTAL HEALTH TRUST	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL LTA	<u>3.30</u>	<u>0.75</u>	<u>1.50</u>	<u>2.50</u>	<u>4.50</u>
TOTAL FTE AND LTA	<u>1,420.92</u>	<u>1,485.82</u>	<u>1,567.58</u>	<u>1,567.58</u>	<u>1,613.58</u>

<u>Veh #</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
GENERAL FUND			
	IT Infrastructure	Servers for Added VMware Capacity	\$ 75,000
	IT Infrastructure	Radio Frequency Scanner	40,000
	Office of Professional Standards Admin	Wellness Officer Vehicle with Radio	48,200
	Police Training	Gas Mask Fit Testing Equipment	12,250
	Family Violence Unit	Sedan or Van	25,000
	Crime Scene Unit	SUV with Radio	57,060
	Fire Operations	Ford F-150	70,000
	Fire Operations	ASHE TOM Mannikin	45,000
	Fire Operations	Gas Mass Spectrometer	99,000
	Fire Operations	Enterprise Drone package with FLIR	12,800
	Fire Resource	Cardiac Monitors	1,015,000
	Fire Resource	Ford F-250	36,940
	Parks & Open Space Admin	Pickup Truck	50,000
	Parks & Open Space Admin	Lift for Light Replacements	45,000
	Parks & Open Space Admin	Water Trailer	15,000
	Facilities Admin	Utility Truck	45,000
	Facilities Admin	Security Cameras for Desert Sky Park	65,000
	Facilities Admin	Security Cameras for GRP Phase 1A	50,000
	Facilities Admin	Needle Point Ionization Systems	950,000
	Facilities Admin	Outdoor Ride-on Scrubbers	22,000
	Police Training	Track Unit Vehicle - Carry Forward	62,690
	Police Training	Track Unit Vehicle - Carry Forward	62,690
	Police Training	Track Unit Vehicle - Carry Forward	62,690
	Police Training	Track Unit Vehicle - Carry Forward	62,690
	Facilities Admin	Truck, Utility	38,000
	Facilities Admin	Truck, Utility	38,000
	Parks & Open Space Admin	Pickup, 1/2 Ton	60,000
	Mesquite Pool	Pickup, 1/2 Ton	45,000
	Civilian Patrol	Ford F-250	49,000
	Civilian Patrol	Ford F-250	49,000
	Total General Fund		\$ 3,308,010
GENERAL REPLACEMENT FUND			
0686	Technology Communication	3/4 Ton Pickup	\$ 41,500
0818	Insp & Comp - Code	1/2 Ton Pickup	31,500
1340	Prof Stds-Intern Affairs	Large Sedan	34,700
2086	Patrol	Patrol SUV	58,000
2248	Patrol	Patrol SUV	58,000
2138	Patrol	Patrol SUV	57,200
2107	Traffic Unit	Patrol SUV	58,000
2116	Traffic Unit	Patrol SUV	56,200
2137	Traffic Unit	Patrol SUV	56,200
1255	Property	Box Van	65,500
1922	Inv - Persons Crimes	Large Sedan	34,700
2039	Inv - Persons Crimes	Midsize Sedan	29,000
1923	Inv - Property Crimes	Large Sedan	34,700
2092	Inv - Property Crimes	Midsize Sedan	29,000
0368	Parks & Open Space	Trailer Mounted Vac Equipment	38,500
1851	Resource	Fire Ladder	1,525,500
1946	Resource	Fire Engine	930,500
1211	Crime Supression Team	Midsize Sedan - Carry Forward	28,500
1280	Investigations - Property Crimes	Midsize Sedan - Carry Forward	28,500
1281	Investigations - Property Crimes	Midsize Sedan - Carry Forward	28,500
1285	Investigations - Property Crimes	Midsize Sedan - Carry Forward	28,500

<u>Veh #</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
1290	Crime Scene Unit	Van Passenger - Carry Forward	30,500
1339	Investigations - Property Crimes	Large Sedan - Carry Forward	35,500
2038	Patrol	Patrol SUV - Carry Forward	55,500
2085	Patrol	Patrol SUV - Carry Forward	55,500
2088	Patrol	Patrol SUV - Carry Forward	55,500
2115	Patrol	Patrol SUV - Carry Forward	55,500
2144	Patrol	Patrol SUV - Carry Forward	55,500
2145	Traffic Unit	Unmarked SUV - Carry Forward	49,500
2149	Patrol	Patrol SUV - Carry Forward	55,500
2161	Patrol	Patrol SUV - Carry Forward	55,500
0784	Technology Support	Sub-Compact SUV - Carry Forward	24,000
1254	Civilian Patrol	3/4 Ton P/U - Carry Forward	56,000
1337	Investigations - Persons Crimes	Large Sedan - Carry Forward	35,500
1909	Prof Stds-Hiring/Accreditation	Patrol P/U - Carry Forward	49,500
2089	Canine	Patrol SUV - Carry Forward	55,500
2163	Court Support - Warrants	Prisoner Van - Carry Forward	80,000
0594	Emergency Management	Compact SUV - Carry Forward	30,000
0728	Capital Projects Coordinator	1/2 Ton Pickup	31,500
1847	Fire Operations	Fire Pumper - Carry Forward	830,880
1852	Fire Operations	Fire Pumper - Carry Forward	830,880
1945	Fire Operations	Fire Pumper - Carry Forward	830,880
Total General Replacement Fund			\$ 6,611,340

STREET FUND

Traffic Operations Center	Servers	\$ 30,000
Total Street Fund		\$ 30,000

STREET REPLACEMENT FUND

0794	Preventive Maint	1/2 Ton Pickup	\$ 35,500
0819	Traffic Signal Maint	1/2 Ton Pickup	31,500
0820	Traffic Operations Center	1/2 Ton Pickup	31,500
0192	Shoulder Maint	Tractor	58,500
0781	Streets	Forklift 15,500 Lbs - Carry Forward	70,000
0649	Fog Sealing	Fog Sealer Truck - Carry Forward	200,500
Total Street Replacement Fund			\$ 427,500

WATER FUND

North Water Treatment Plant	Utility Cart	\$ 20,000
Water Distribution	Front End Loader	115,000
Water Distribution	Freightliner Md 106 6-Yard Dump - Carry Forward	130,000
Total Water Fund		\$ 265,000

WATER REPLACEMENT FUND

0361	Water Quality Assurance	Compact SUV	\$ 23,000
1961	Water Distribution	1/2 Ton Pickup	32,500
2063	Water Metering	1/2 Ton Pickup	34,500
2071	Water Metering	3/4 Ton Pickup	43,500
2097	Utility Locates	1/2 Ton Pickup	35,000
0436	Water	Trailer - Carry Forward	17,500
Total Water Replacement Fund			\$ 186,000

<u>Veh #</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
WASTEWATER FUND			
	Wastewater Gravity Systems	Hydrogen Sulfide Monitor	\$ 20,000
	Wastewater Gravity Systems	Truck, 3/4 Ton With Service Body - Carry Forward	35,000
	Total Wastewater Fund		\$ 55,000
WASTEWATER REPLACEMENT FUND			
2040	Gravity Systems	1 Ton Pickup	\$ 62,500
1967	Gravity Systems	1/2 Ton Pickup	35,000
0644	Gravity Systems	10 Yard Dump Truck	142,250
0515	Lift Systems	Trailer Mounted Generator	49,500
0565	Lift Systems	2 Ton Truck with Crane	149,000
0666	Lift Systems	2 Ton Truck with Crane	149,000
0768	Effluent Re-use	2 Ton Truck with Crane	149,000
0638	Effluent Re-use	Backhoe	120,500
0564	Effluent Recharge	Trailer Mounted Generator	49,500
0494	Effluent Recharge	1/2 Ton Pickup	31,500
0377	Effluent Recharge	Backhoe	120,500
0658	Wastewater Quality	1/2 Ton Pickup	31,500
0548	Wastewater	C/C & Utility Body - Carry Forward	153,500
	Total Wastewater Replacement Fund		\$ 1,243,250
ENVIRONMENTAL SERVICES - RESIDENTIAL REPLACEMENT FUND			
2213	Residential Collections	Automated Side Loader	\$ 362,000
2219	Residential Collections	Automated Side Loader	362,000
2220	Residential Collections	Automated Side Loader	362,000
2272	Residential Collections	Automated Side Loader	362,000
2273	Residential Collections	Automated Side Loader	362,000
2277	Residential Collections	Automated Side Loader	362,000
2285	Residential Collections	Automated Side Loader	362,000
2286	Residential Collections	Automated Side Loader	362,000
2048	Uncontained Collections	Front Loader	65,500
2057	Uncontained Collections	Front Loader	65,500
2173	Uncontained Collections	Front Loader	65,500
2174	Uncontained Collections	Front Loader	65,500
0790	Recycling	1/2 Ton Pickup	31,500
2179	Residential Collections	Automated Side Loader - Carry Forward	345,780
2180	Residential Collections	Automated Side Loader - Carry Forward	345,780
2188	Residential Collections	Automated Side Loader - Carry Forward	345,780
2189	Residential Collections	Automated Side Loader - Carry Forward	345,780
2190	Residential Collections	Automated Side Loader - Carry Forward	345,780
2226	Residential Collections	Brazilian Replacement for Res Mini - Carry Forward	170,000
	Total Environmental Services Residential Replacement Fund		\$ 5,088,400
ENVIRONMENTAL SERVICES - COMMERCIAL REPLACEMENT FUND			
2143	Commercial Collections	Front End Loader	\$ 295,500
2217	Commercial Collections	Front End Loader	295,500
	Total Environmental Services Commercial Replacement Fund		\$ 591,000
ENVIRONMENTAL COMPLIANCE FUND			
	Stormwater	Truck, 3/4 Ton - Carry Forward	\$ 38,000
	Total Environmental Compliance Fund		\$ 38,000

<u>Veh #</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
ENVIRONMENTAL COMPLIANCE REPLACEMENT FUND			
1905	Street Sweeping	Freightliner with Sweeper Body - Carry Forward	\$ 275,000
1906	Street Sweeping	Freightliner with Sweeper Body - Carry Forward	275,000
2011	Street Sweeping	Freightliner with Sweeper Body - Carry Forward	275,000
Total Environmental Compliance Replacement Fund			\$ 825,000
DEVELOPMENT FEES			
	Police Investigations Admin	Sedan with Radio	\$ 58,500
	Police Investigations Admin	Sedan with Radio	58,500
	Police Patrol	SUV, Tahoe with Radio	59,225
	Police Patrol	SUV, Tahoe with Radio	59,225
	Police Patrol	SUV, Interceptor with Radio	62,225
	Police Patrol	SUV, Interceptor with Radio	62,225
	Police Patrol	SUV, Interceptor with Radio	60,230
	Police Violent Crimes	Sedan with Radio	58,500
	Police School Resource	SUV, Interceptor with Radio	60,230
	Police School Resource	SUV, Tahoe with Radio - Carry Forward	59,490
	Police School Resource	SUV, Tahoe with Radio - Carry Forward	59,490
	Police School Resource	SUV, Tahoe with Radio - Carry Forward	59,490
	Police Training	SUV, Interceptor with Radio - Carry Forward	51,590
	Police Training	SUV, Interceptor with Radio - Carry Forward	63,290
Total Development Fees			\$ 832,210
FLEET FUND			
	Fleet	Wireless Column Lift	\$ 75,000
	Fleet	Compressor	11,000
Total Fleet Fund			\$ 86,000
FLEET FUND - REPLACEMENT			
0631	Fleet Shop Operations	2 Ton Service Truck	\$ 149,500
0427	Fleet Shop Operations	1 Ton Pickup	110,500
	Fleet Shop Operations	Parts Washer	13,000
	Fleet Shop Operations	Medium Duty Lift	17,000
	Fleet Shop Operations	Wireless Mobile Column Lift	50,000
	Fleet Shop Operations	Wireless Mobile Column Lift	50,000
Total Fleet Replacement Fund			\$ 390,000
CIP ADMINISTRATION FUND			
	CIP Administration	Project Manager Vehicle - Carry Forward	\$ 28,000
Total CIP Administration Fund			\$ 28,000
SPECIAL REVENUE FUND			
	Police Traffic Unit	Traffic Unit Vehicle - Carry Forward	60,000
	Police Traffic Unit	Traffic Unit Vehicle - Carry Forward	60,000
	Police Traffic Unit	Traffic Unit Vehicle - Carry Forward	10,000
	Police Traffic Unit	Traffic Unit Vehicle - Carry Forward	10,000
	Police Traffic Unit	Traffic Unit Vehicle - Carry Forward	10,000
	Police Traffic Unit	Traffic Unit Vehicle - Carry Forward	10,000

CAPITAL OUTLAY

<u>Veh #</u>	<u>Department</u>	<u>Description</u>	<u>Amount</u>
	Police Traffic Unit	Traffic Unit Vehicle - Carry Forward	10,000
	Total Special Revenue Fund Capital		\$ 170,000
CAPITAL PROJECT CAPITAL OUTLAY			\$ 421,081,120
TOTAL CAPITAL OUTLAY			\$ 441,255,830

Interfund transfers are scheduled for FY 2022, but not appropriated to avoid double counting the expenditure. The following section details the revenue transfers that are anticipated for FY 2022 by fund.

General Fund

Overhead \$7,358,810

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	2,706,890
Wastewater	1,463,710
Env Services Residential	1,378,350
Env Services Commercial	205,930
Environmental Compliance	274,850
Streets	1,329,080

Special Revenue \$15,000

Funds are transferred into the General Fund from the PD Impound 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 \$300,000

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 \$80,000

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 \$264,000

LTAf - \$164,000 – 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.

PD Impound - \$100,000 – 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.

Replacement Funds

Various Funds \$45,561,000

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	14,300,000
Roadway & Maintenance	670,000
Ambulance Service	176,000
Water	15,430,000
Water Resource	275,000
Wastewater	10,200,000
Env Services Residential	1,345,000
Env Services Commercial	365,000
Environmental Compliance	2,500,000
Fleet	300,000

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

CIP Funds

Various Funds \$324,689,480

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

General	18,934,420
Water	17,134,970
Wastewater	13,627,810
Env Services Residential	3,574,740
Env Services Commercial	163,090
Environmental Compliance	853,660
Roadway & Maintenance	12,528,830
Fleet	7,420
Repair & Replacement Funds	134,848,220
CDBG	1,385,380
SDF Funds	51,762,990
Outside Sources	26,393,170
GO Bond Proceeds	19,339,620
Prop 400 - MAG	24,135,160

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

Debt

MPC – Public Facilities \$14,780,400

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	10,217,020
Police SDF	45,170
Fire SDF	1,669,630
Parks & Recreation SDF	2,848,580

MPC – Water System \$9,811,570

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

MPC – Wastewater System \$3,628,250

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

Additional detail on Debt Service is located in the Debt Service section of the budget document.

EXPENDITURE TRANSFERS OUT		REVENUE TRANSFERS IN					
		GENERAL FUND	WASTEWATER	REPLACEMENT FUNDS	SPECIAL REVENUE	CIP FUNDS	DEBT SERVICE
GENERAL FUND	\$ 43,715,440	-	-	14,300,000	264,000	18,934,420	10,217,020
GENERAL REPAIR & REPLACEMENT	\$ 18,577,860	-	-	-	-	18,577,860	-
ROADWAY AND MAINTENANCE	\$ 13,198,830	-	-	670,000	-	12,528,830	-
AMBULANCE SERVICE	\$ 176,000	-	-	176,000	-	-	-
STREETS	\$ 1,329,080	1,329,080	-	-	-	-	-
CDBG	\$ 1,385,380	-	-	-	-	1,385,380	-
POLICE IMPOUND FUND	\$ 15,000	15,000	-	-	-	-	-
GO BOND PROCEEDS	\$ 19,339,620	-	-	-	-	19,339,620	-
TRAFFIC SIGNAL SDF	\$ 6,602,350	-	-	-	-	6,602,350	-
POLICE SDF	\$ 584,110	-	-	-	-	538,940	45,170
FIRE SDF	\$ 2,042,380	200,000	-	-	-	172,750	1,669,630
PARKS AND RECREATION SDF	\$ 7,555,600	-	-	-	-	4,707,020	2,848,580
GENERAL GOVERNMENT SDF	\$ 100,000	100,000	-	-	-	-	-
ROAD MAINTENANCE SDF	\$ 17,095,620	-	-	-	-	17,095,620	-
OUTSIDE SOURCES	\$ 26,393,170	-	-	-	-	26,393,170	-
PROP 400 MAG	\$ 24,135,160	-	-	-	-	24,135,160	-
WATER	\$ 36,386,860	2,786,890	1,035,000	15,430,000	-	17,134,970	-
WATER REPAIR & REPLACEMENT	\$ 60,777,360	-	-	-	-	60,777,360	-
WATER SDF	\$ 10,293,220	-	-	-	-	481,650	9,811,570
WATER RESOURCE SDF	\$ 4,174,220	-	-	275,000	-	3,899,220	-
WASTEWATER	\$ 25,291,520	1,463,710	-	10,200,000	-	13,627,810	-
WASTEWATER REPAIR & REPLACE	\$ 52,446,260	-	-	-	-	52,446,260	-
NEELY WASTEWATER SDF	\$ 4,305,020	-	-	-	-	4,305,020	-
GREENFIELD WASTEWATER SDF	\$ 17,588,670	-	-	-	-	13,960,420	3,628,250
ENV SERVICES RESIDENTIAL	\$ 6,298,090	1,378,350	-	1,345,000	-	3,574,740	-
ENV SERVICES COMMERCIAL	\$ 734,020	205,930	-	365,000	-	163,090	-
ENVIRONMENTAL COMPLIANCE	\$ 3,628,510	274,850	-	2,500,000	-	853,660	-
ENV COMP REPAIR & REPLACE	\$ 1,883,000	-	-	-	-	1,883,000	-
FLEET OPERATIONS	\$ 307,420	-	-	300,000	-	7,420	-
FLEET REPAIR & REPLACEMENT	\$ 1,163,740	-	-	-	-	1,163,740	-
TOTAL TRANSFER IN	\$ 407,523,510	\$ 7,753,810	\$ 1,035,000	\$ 45,561,000	\$ 264,000	\$ 324,689,480	\$ 28,220,220

TOWN OF GILBERT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2022
Schedule A

Fiscal Year			FUNDS		
			General Fund	Special Revenue Funds	
2021	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	1	\$ 231,638,831	\$ 136,275,374
2021	Actual Expenditures/Expenses**	E	2	\$ 194,369,907	\$ 47,208,551
2022	Fund Balance/Net Position at July 1***		3	\$ 154,154,285	\$ 142,079,584
2022	Primary Property Tax Levy	B	4		
2022	Secondary Property Tax Levy	B	5		
2022	Estimated Revenues Other than Property Taxes	C	6	\$ 187,434,300	\$ 302,167,100
2022	Other Financing Sources	D	7		
2022	Other Financing (Uses)	D	8		
2022	Interfund Transfers In	D	9	\$ 22,053,810	\$ 1,110,000
2022	Interfund Transfers (Out)	D	10	\$ 62,293,300	\$ 156,313,430
2022	Reduction for Amounts Not Available:		11		
LESS: Amounts for Future Debt Retirement:					
2022	Future Capital Projects				
2022	Maintained Fund Balance for Financial Stability			\$ 55,110,000	\$ 5,060,000
2022	Total Financial Resources Available			\$ 246,239,095	\$ 283,983,254
2022	Budgeted Expenditures/Expenses	E		\$ 234,085,690	\$ 247,231,350

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

TOWN OF GILBERT
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2022
Schedule A

Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
\$ 63,287,490	\$ 445,346,963		\$ 85,800,312	\$ 30,490,940	\$ 992,839,910
\$ 58,943,610	\$ 73,352,627		\$ 79,584,043	\$ 29,562,344	\$ 483,021,082
\$ 8,972,450			\$ 233,361,045	\$ 11,592,100	\$ 550,159,464
\$ 27,750,000					\$ 27,750,000
\$ 4,248,350			\$ 131,617,000	\$ 32,236,000	\$ 657,702,750
\$ 28,220,220	\$ 324,689,480		\$ 31,150,000	\$ 300,000	\$ 407,523,510
			\$ 187,445,620	\$ 1,471,160	\$ 407,523,510
\$ 14,876,610					\$ 14,876,610
			\$ 30,970,000	\$ 6,369,209	\$ 97,509,209
\$ 54,314,410	\$ 324,689,480		\$ 177,712,425	\$ 36,287,731	\$ 1,123,226,395
\$ 54,364,410	\$ 324,689,480		\$ 95,087,200	\$ 32,794,380	\$ 988,252,510

EXPENDITURE LIMITATION COMPARISON

	2021	2022
1. Budgeted expenditures/expenses	\$ 992,839,910	\$ 988,252,510
2. Add/subtract: estimated net reconciling items	\$ (473,500,000)	\$ (407,100,000)
3. Budgeted expenditures/expenses adjusted for reconciling items	\$ 519,339,910	\$ 581,152,510
4. Less: estimated exclusions	\$ (90,000,000)	\$ (150,000,000)
5. Amount subject to the expenditure limitation	\$ 429,339,910	\$ 431,152,510
6. EEC expenditure limitation	\$ 449,443,898	\$ 461,713,091

TOWN OF GILBERT
Tax Levy and Tax Rate Information
Fiscal Year 2022
Schedule B

	2021	2022
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
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)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	25,880,000	27,750,000
C. Total property tax levy amounts	\$ 25,880,000	\$ 27,750,000
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ 25,680,000	
(2) Prior years' levies	200,000	
(3) Total secondary property taxes	\$ 25,880,000	
C. Total property taxes collected	\$ 25,880,000	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	0.9896	0.9895
(3) Total city/town tax rate	0.9896	0.9895
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>387</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2022
Schedule C**

SOURCE OF REVENUES	ESTIMATED REVENUES 2021	ACTUAL REVENUES* 2021	ESTIMATED REVENUES 2022
GENERAL FUND			
Local taxes			
Local taxes, audit, & franchise fees	\$ 99,445,000	109,575,000	109,325,000
Licenses and permits			
Licenses and permits	3,675,000	4,517,000	3,890,000
Intergovernmental			
State Shared Revenue	60,000,000	62,800,000	60,000,000
State Grants & Contributions	755,000	845,000	900,000
County Revenue	130,000	130,000	130,000
Other Governments Revenue	1,035,000	14,879,500	1,050,000
Charges for services			
Charges for services	8,787,000	7,214,500	7,501,300
Fines and forfeits			
Fines and forfeits	3,054,000	2,543,000	2,645,000
Interest on investments			
General Fund	500,000	750,000	500,000
General Fund Repair & Replacement	80,000	100,000	50,000
In-lieu taxes			
SRP In Lieu	1,000,000	1,000,000	1,000,000
Miscellaneous			
Miscellaneous	487,000	471,400	443,000
Total General Fund	\$ 178,948,000	\$ 204,825,400	\$ 187,434,300
SPECIAL REVENUE FUNDS			
HURF	\$ 16,400,000	17,200,000	17,300,000
Vehicle License Tax	10,310,000	11,700,000	11,800,000
Interest Income	120,000	150,000	120,000
Streets Repair & Replacement	30,000	50,000	20,000
Other Streets Revenue	33,000	33,000	33,000
	\$ 26,893,000	\$ 29,133,000	\$ 29,273,000
Grants	\$ 5,705,250	705,250	5,539,640
	\$ 5,705,250	\$ 705,250	\$ 5,539,640
Other Special Revenue	\$ 2,369,190	1,369,190	2,318,890
System Development Fees	17,585,000	33,090,000	25,590,000
	\$ 19,954,190	\$ 34,459,190	\$ 27,908,890

TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2022
Schedule C

SOURCE OF REVENUES	ESTIMATED REVENUES 2021	ACTUAL REVENUES* 2021	ESTIMATED REVENUES 2022
CDBG/HOME	\$ 2,607,020	2,607,020	2,746,000
	\$ 2,607,020	\$ 2,607,020	\$ 2,746,000
PKID	\$ 942,160	942,160	850,780
Streetlight Improvement District	1,806,070	1,806,070	1,871,400
	\$ 2,748,230	\$ 2,748,230	\$ 2,722,180
Police Impound	\$ 85,000	85,000	85,000
	\$ 85,000	\$ 85,000	\$ 85,000
Ambulance Transport	\$ 5,580,000	819,800	4,169,940
	\$ 5,580,000	\$ 819,800	\$ 4,169,940
Other Funding Sources	\$ 138,931,350	30,489,026	229,722,450
	\$ 138,931,350	\$ 30,489,026	\$ 229,722,450
Total Special Revenue Funds	\$ 202,504,040	\$ 101,046,516	\$ 302,167,100
DEBT SERVICE FUNDS			
Special Assessments	\$ 5,342,840	4,759,630	4,223,350
Investment Income	25,000	25,000	25,000
	\$ 5,367,840	\$ 4,784,630	\$ 4,248,350
Total Debt Service Funds	\$ 5,367,840	\$ 4,784,630	\$ 4,248,350
ENTERPRISE FUNDS			
Water Operating	\$ 51,350,000	54,512,000	55,317,000
Water Repair & Replacement	600,000	600,000	500,000
Water and Water Resources SDF	10,050,000	16,010,000	16,000,000
	\$ 62,000,000	\$ 71,122,000	\$ 71,817,000
Wastewater Operating	\$ 30,585,000	30,850,900	31,126,000
Wastewater Repair & Replacement	200,000	200,000	200,000
Wastewater SDF	4,460,000	5,100,000	4,280,000
	\$ 35,245,000	\$ 36,150,900	\$ 35,606,000
Env Services Residential	\$ 14,945,000	15,287,000	16,277,000
Env Services Residential Repair & Replacement	55,000	70,000	55,000
	\$ 15,000,000	\$ 15,357,000	\$ 16,332,000

TOWN OF GILBERT
Revenues Other Than Property Taxes
Fiscal Year 2022
Schedule C

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2021</u>	<u>ACTUAL REVENUES* 2021</u>	<u>ESTIMATED REVENUES 2022</u>
Env Services Commercial	\$ 2,732,000	2,638,000	2,797,000
Env Services Commercial Repair & Replacement	2,000	8,000	2,000
	<u>\$ 2,734,000</u>	<u>\$ 2,646,000</u>	<u>\$ 2,799,000</u>
Environmental Compliance	\$ 5,697,000	4,505,000	5,058,000
Env Compliance Repair & Replacement	5,000	50,000	5,000
	<u>\$ 5,702,000</u>	<u>\$ 4,555,000</u>	<u>\$ 5,063,000</u>
Total Enterprise Funds	<u>\$ 120,681,000</u>	<u>\$ 129,830,900</u>	<u>\$ 131,617,000</u>
INTERNAL SERVICE FUNDS			
Fleet Maintenance	\$ 8,441,000	7,702,000	8,911,000
	<u>\$ 8,441,000</u>	<u>\$ 7,702,000</u>	<u>\$ 8,911,000</u>
Health Self Insurance	\$ 18,285,000	19,330,000	19,460,000
	<u>\$ 18,285,000</u>	<u>\$ 19,330,000</u>	<u>\$ 19,460,000</u>
Dental Self Insurance	\$ 1,365,000	1,365,000	1,365,000
	<u>\$ 1,365,000</u>	<u>\$ 1,365,000</u>	<u>\$ 1,365,000</u>
Workers' Compensation	\$	2,880,000	2,500,000
	<u>\$</u>	<u>\$ 2,880,000</u>	<u>\$ 2,500,000</u>
Total Internal Service Funds	<u>\$ 28,091,000</u>	<u>\$ 31,277,000</u>	<u>\$ 32,236,000</u>
TOTAL ALL FUNDS	<u>\$ 535,591,880</u>	<u>\$ 471,764,446</u>	<u>\$ 657,702,750</u>

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

TOWN OF GILBERT
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2022
Schedule D

FUND	OTHER FINANCING 2022		INTERFUND TRANSFERS 2022	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
General Fund Operating	\$	\$	\$ 7,753,810	\$ 43,715,440
General Fund Repair & Replacement			14,300,000	18,577,860
Total General Fund	\$	\$	\$ 22,053,810	\$ 62,293,300
SPECIAL REVENUE FUNDS				
Streets	\$	\$	\$ 164,000	\$ 14,527,910
Streets Repair & Replacement			670,000	
CDBG/HOME				1,385,380
Police Impound			100,000	15,000
Ambulance Transport			176,000	176,000
System Development Fees				70,341,190
Other Funding Sources				69,867,950
Total Special Revenue Funds	\$	\$	\$ 1,110,000	\$ 156,313,430
DEBT SERVICE FUNDS				
Debt Service	\$	\$	\$ 28,220,220	\$
Total Debt Service Funds	\$	\$	\$ 28,220,220	\$
CAPITAL PROJECTS FUNDS				
Redevelopment	\$	\$	\$ 8,053,140	\$
Streets			76,536,500	
Traffic Control			12,123,520	
Parks and Recreation			12,643,560	
Municipal Facilities			49,753,240	
Water			79,955,090	
Wastewater			82,888,430	
Storm Water			2,736,000	
Total Capital Projects Funds	\$	\$	\$ 324,689,480	\$
ENTERPRISE FUNDS				
Water	\$	\$	\$	\$ 36,386,860
Water Repair & Replacement			15,705,000	60,777,360
Wastewater			1,035,000	25,291,520
Wastewater Repair & Replacement			10,200,000	52,446,260
Env Services Residential				6,298,090
Env Svc Residential Repair & Replace			1,345,000	
Env Services Commercial				734,020
Env Svc Commercial Repair & Replace			365,000	
Environmental Compliance				3,628,510
Env Compliance Repair & Replace			2,500,000	1,883,000
Total Enterprise Funds	\$	\$	\$ 31,150,000	\$ 187,445,620
INTERNAL SERVICE FUNDS				
Fleet	\$	\$	\$	\$ 307,420
Fleet Repair & Replacement			300,000	1,163,740
Total Internal Service Funds	\$	\$	\$ 300,000	\$ 1,471,160
TOTAL ALL FUNDS	\$	\$	\$ 407,523,510	\$ 407,523,510

TOWN OF GILBERT
Expenditures/Expenses by Fund
Fiscal Year 2022
Schedule E

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
GENERAL FUND				
Mayor and Council	\$ 776,890	\$ 34,000	\$ 789,838	\$ 799,680
Manager	1,770,730	72,110	1,342,311	1,722,280
Emergency Mgt and Safety	325,930		322,038	544,590
Digital Government	1,830,120		1,756,687	1,889,790
Intergovernmental Relations	417,660	10,000	419,974	428,490
Economic Development	2,494,350	107,560	1,972,985	2,510,770
Information Technology	14,812,810	10,980	12,280,398	16,156,250
Human Resources	2,612,810	100,000	2,705,140	2,915,950
Management and Budget	742,750		695,497	762,470
Town Clerk	1,193,380		635,877	1,000,750
Legal Services	3,860,120	5,970	3,648,598	3,885,020
Management Services	3,024,750	19,690	2,963,278	3,158,010
Municipal Court	3,395,990	37,000	3,420,046	3,521,940
Development Services	8,208,740	38,910	7,875,543	8,354,750
Police	58,715,270	152,343	57,316,381	61,716,320
Fire and Rescue	34,754,500	139,075	34,313,175	37,782,490
Parks and Recreation	24,461,240	465,060	23,215,679	26,509,260
Public Works	751,670	17,220	572,162	860,040
GF Replacement	8,296,670		2,355,530	10,475,840
Non-Departmental	33,442,340	24,540,193	35,768,770	49,091,000
Total General Fund	\$ 205,888,720	\$ 25,750,111	\$ 194,369,907	\$ 234,085,690
SPECIAL REVENUE FUNDS				
Streets	\$ 26,630,470	\$ (113,702)	\$ 24,547,524	\$ 25,561,170
Grants	5,705,250	(5,500)	636,295	5,539,640
CDBG/HOME	1,386,140		807,775	1,360,620
Police Impound	183,710		149,721	178,580
Ambulance Transport	6,682,620		3,067,060	4,493,940
Special Districts	3,056,450		3,004,139	2,929,460
Development Fees	1,328,600	940,300	1,328,600	1,000,640
Other Special Revenue	3,149,000	(16,300)	2,537,933	2,989,090
Total Special Revenue Funds	\$ 48,122,240	\$ 804,798	\$ 36,079,047	\$ 44,053,140
DEBT SERVICE FUNDS				
Debt Service	\$ 63,287,490		\$ 58,943,610	\$ 54,364,410
Total Debt Service Funds	\$ 63,287,490		\$ 58,943,610	\$ 54,364,410
OTHER FUNDING SOURCES				
Capital Projects	\$ 120,595,810	\$ (33,247,474)	\$ 11,129,504	\$ 203,178,210
Total Other Funding Sources	\$ 120,595,810	\$ (33,247,474)	\$ 11,129,504	\$ 203,178,210
CAPITAL PROJECT FUNDS				
Redevelopment	\$ 8,614,630	\$ 1,017,500	\$ 1,041,873	\$ 8,053,140
Streets	121,249,330	45,000	30,281,159	76,536,500
Traffic Control	11,197,730		2,419,175	12,123,520
Parks and Recreation	23,116,160	581,860	5,594,205	12,643,560
Municipal Facilities	76,417,910	282,000	19,942,137	49,753,240

TOWN OF GILBERT
Expenditures/Expenses by Fund
Fiscal Year 2022
Schedule E

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
Water	117,685,720	3,148,768	5,913,255	79,955,090
Wastewater	76,868,100	2,931,255	8,160,823	82,888,430
Storm Water	2,191,000			2,736,000
Total Capital Project Funds	\$ 437,340,580	\$ 8,006,383	\$ 73,352,627	\$ 324,689,480
ENTERPRISE FUNDS				
Water	\$ 37,427,740	\$ (2,513,318)	\$ 34,721,808	\$ 39,456,590
Wastewater	24,080,590	(824,316)	21,668,047	25,253,460
Env Services Residential	20,990,720		17,913,645	23,170,170
Env Services Commercial	3,226,000	(190,000)	2,720,511	3,531,640
Environmental Compliance	3,605,580	(2,684)	2,560,032	3,675,340
Total Enterprise Funds	\$ 89,330,630	\$ (3,530,318)	\$ 79,584,043	\$ 95,087,200
INTERNAL SERVICE FUNDS				
Fleet Maintenance	\$ 8,660,060	\$ 3,000	\$ 7,312,204	\$ 9,099,600
Health Self-Insurance	18,297,380		20,378,740	20,088,280
Dental Self-Insurance	1,317,000		1,317,000	1,372,000
Workers' Compensation		2,213,500	554,400	2,234,500
Total Internal Service Funds	\$ 28,274,440	\$ 2,216,500	\$ 29,562,344	\$ 32,794,380
TOTAL ALL FUNDS	\$ 992,839,910	\$	\$ 483,021,082	\$ 988,252,510

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

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2022
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
Mayor and Council				
General Fund	\$ 776,890	\$ 34,000	\$ 789,838	\$ 799,680
Department Total	\$ 776,890	\$ 34,000	\$ 789,838	\$ 799,680
Manager				
General Fund	\$ 1,770,730	\$ 72,110	\$ 1,342,311	\$ 1,722,280
CDBG/HOME	1,386,140		807,775	1,360,620
Special Revenue	57,430		57,430	59,540
Department Total	\$ 3,214,300	\$ 72,110	\$ 2,207,516	\$ 3,142,440
Emergency Mgt and Safety				
General Fund	\$ 325,930		\$ 322,038	\$ 544,590
Grants	134,290		134,290	134,530
Department Total	\$ 460,220	\$	\$ 456,328	\$ 679,120
Digital Government				
General Fund	\$ 1,830,120		\$ 1,756,687	\$ 1,889,790
Special Revenue	5,810		5,810	9,940
Department Total	\$ 1,835,930	\$	\$ 1,762,497	\$ 1,899,730
Intergovernmental Relations				
General Fund	\$ 417,660	\$ 10,000	\$ 419,974	\$ 428,490
Special Revenue	82,600		83,259	77,710
Department Total	\$ 500,260	\$ 10,000	\$ 503,233	\$ 506,200
Economic Development				
General Fund	\$ 2,494,350	\$ 107,560	\$ 1,972,985	\$ 2,510,770
Special Revenue				100,000
Department Total	\$ 2,494,350	\$ 107,560	\$ 1,972,985	\$ 2,610,770
Information Technology				
General Fund	\$ 14,812,810	\$ 10,980	\$ 12,280,398	\$ 16,156,250
Department Total	\$ 14,812,810	\$ 10,980	\$ 12,280,398	\$ 16,156,250
Human Resources				
General Fund	\$ 2,612,810	\$ 100,000	\$ 2,705,140	\$ 2,915,950
Department Total	\$ 2,612,810	\$ 100,000	\$ 2,705,140	\$ 2,915,950
Management and Budget				
General Fund	\$ 742,750		\$ 695,497	\$ 762,470
Department Total	\$ 742,750	\$	\$ 695,497	\$ 762,470
Town Clerk				
General Fund	\$ 1,193,380		\$ 635,877	\$ 1,000,750
Department Total	\$ 1,193,380	\$	\$ 635,877	\$ 1,000,750
Legal Services				
General Fund	\$ 3,860,120	\$ 5,970	\$ 3,648,598	\$ 3,885,020
Department Total	\$ 3,860,120	\$ 5,970	\$ 3,648,598	\$ 3,885,020

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2022
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
Management Services				
General Fund	\$ 3,024,750	\$ 19,690	\$ 2,963,278	\$ 3,158,010
Department Total	\$ 3,024,750	\$ 19,690	\$ 2,963,278	\$ 3,158,010
Municipal Court				
General Fund	\$ 3,395,990	\$ 37,000	\$ 3,420,046	\$ 3,521,940
Special Revenue	568,340		456,614	534,570
Department Total	\$ 3,964,330	\$ 37,000	\$ 3,876,660	\$ 4,056,510
Development Services				
General Fund	\$ 8,208,740	\$ 38,910	\$ 7,875,543	\$ 8,354,750
Special Revenue	860,000		860,000	860,000
Department Total	\$ 9,068,740	\$ 38,910	\$ 8,735,543	\$ 9,214,750
Police				
General Fund	\$ 58,715,270	\$ 152,343	\$ 57,316,381	\$ 61,716,320
Police Impound	183,710		149,721	178,580
Grants	57,690		167,543	405,110
Special Revenue	421,250		421,250	212,880
Department Total	\$ 59,377,920	\$ 152,343	\$ 58,054,895	\$ 62,512,890
Fire and Rescue				
General Fund	\$ 34,754,500	\$ 139,075	\$ 34,313,175	\$ 37,782,490
Ambulance Transport	6,682,620		3,067,060	4,493,940
Grants	513,270	(5,500)	334,462	
Special Revenue	64,410		64,410	64,560
Department Total	\$ 42,014,800	\$ 133,575	\$ 37,779,107	\$ 42,340,990
Parks and Recreation				
General Fund	\$ 24,461,240	\$ 465,060	\$ 23,215,679	\$ 26,509,260
Special Revenue	39,270		39,270	20,000
Department Total	\$ 24,500,510	\$ 465,060	\$ 23,254,949	\$ 26,529,260
Public Works				
General Fund	\$ 751,670	\$ 17,220	\$ 572,162	\$ 860,040
Streets Fund	26,630,470	(113,702)	24,547,524	25,561,170
Water Fund	37,427,740	(2,513,318)	34,721,808	39,456,590
Wastewater Fund	24,080,590	(824,316)	21,668,047	25,253,460
Env Services Residential	20,990,720		17,913,645	23,170,170
Env Services Commercial	3,226,000	(190,000)	2,720,511	3,531,640
Environmental Compliance	3,605,580	(2,684)	2,560,032	3,675,340
Department Total	\$ 116,712,770	\$ (3,626,800)	\$ 104,703,729	\$ 121,508,410

TOWN OF GILBERT
Expenditures/Expenses by Department
Fiscal Year 2022
Schedule F

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021	ACTUAL EXPENDITURES/ EXPENSES* 2021	BUDGETED EXPENDITURES/ EXPENSES 2022
Special Revenue and Non-Operating				
Repair and Replacement	\$ 8,296,670	\$	\$ 2,355,530	\$ 10,475,840
Non-Departmental	33,442,340	24,540,193	35,768,770	49,091,000
Miscellaneous Grants	5,000,000			5,000,000
Special Districts	3,056,450		3,004,139	2,929,460
Development Fees	1,328,600	940,300	1,328,600	1,000,640
Other Special Revenue	1,049,890	(16,300)	549,890	1,049,890
Debt Service	63,287,490		58,943,610	54,364,410
Other Funding Sources	120,595,810	(33,247,474)	11,129,504	203,178,210
Capital Project Funds	437,340,580	8,006,383	73,352,627	324,689,480
Internal Services	28,274,440	2,216,500	29,562,344	32,794,380
Department Total	\$ 701,672,270	\$ 2,439,602	\$ 215,995,014	\$ 684,573,310
TOTAL ALL FUNDS	\$ 992,839,910		483,021,082	988,252,510

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

TOWN OF GILBERT
Full-Time Employees and Personnel Compensation
Fiscal Year 2022
Schedule G

FUND	Full-Time Equivalent (FTE) 2022	Employee Salaries and Hourly Costs 2022	Retirement Costs 2022	Healthcare Costs 2022	Other Benefit Costs 2022	Total Estimated Personnel Compensation 2022
GENERAL FUND	1170.74	\$ 97,529,247	\$ 14,952,782	\$ 16,717,930	\$ 5,410,941	\$ 134,610,900
SPECIAL REVENUE FUNDS						
Roadway and Maintenance	1.00	\$ 56,608	\$ 6,653	\$ 20,049	\$ 3,880	\$ 87,190
Streets	56.66	3,498,667	421,331	831,024	248,068	4,999,090
Grants		67,170				67,170
CDBG	1.65	128,710	15,664	28,527	9,299	182,200
Parkway Improvement District	3.10	178,982	20,974	48,553	12,371	260,880
Court Automation	1.00	82,504	10,239	17,279	5,988	116,010
Court Enhancement	1.00	38,238	4,745	17,119	2,768	62,870
Police Impound	1.90	110,453	14,304	32,955	7,368	165,080
Ambulance Transport	39.56	2,264,492	281,065	703,531	159,152	3,408,240
Native American Internship	0.80	24,967		33	1,910	26,910
Total Special Revenue Funds	106.67	\$ 6,450,791	\$ 774,975	\$ 1,699,070	\$ 450,804	\$ 9,375,640
CAPITAL PROJECTS FUNDS						
CIP Administration	14.90	\$ 1,587,279	\$ 188,311	\$ 223,034	\$ 112,706	\$ 2,111,330
Total Capital Projects Funds	14.90	\$ 1,587,279	\$ 188,311	\$ 223,034	\$ 112,706	\$ 2,111,330
ENTERPRISE FUNDS						
Water	137.93	\$ 8,948,356	\$ 1,079,140	\$ 1,958,288	\$ 636,816	\$ 12,622,600
Wastewater	49.50	3,092,544	375,630	616,351	220,395	4,304,920
Env Services Residential	85.81	4,669,081	561,239	1,213,029	329,611	6,772,960
Env Services Commercial	8.44	569,999	67,716	135,499	40,566	813,780
Environmental Compliance	12.59	685,612	83,997	157,599	50,002	977,210
Total Enterprise Funds	294.27	\$ 17,965,592	\$ 2,167,722	\$ 4,080,766	\$ 1,277,390	\$ 25,491,470
INTERNAL SERVICE FUND						
Fleet Maintenance	26.00	\$ 1,690,402	\$ 197,767	\$ 369,266	\$ 117,265	\$ 2,374,700
Health Self Insurance	1.00	76,708	9,520	17,258	5,544	109,030
Total Internal Service Fund	27.00	\$ 1,767,110	\$ 207,287	\$ 386,524	\$ 122,809	\$ 2,483,730
TOTAL ALL FUNDS	1613.58	\$ 125,300,019	\$ 18,291,077	\$ 23,107,324	\$ 7,374,650	\$ 174,073,070

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.
ACFR	An <i>Annual Comprehensive Financial Report</i> (ACFR) 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).
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.
ADMP	<i>Area Drainage Master Plan</i> provides minimum criteria and standards for flood control and drainage relating to land use and development.
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.
ARPA	<i>American Rescue Plan Act</i> is a bill that provides federal funds to local governments to address the impacts of COVID-19.
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.

CAP – Central Arizona Project

Central Arizona Project (CAP) is Arizona's single largest resource for renewable water supplies. CAP is designed to bring about 1.5 million acre-feet of water from the Colorado River to Central and Southern Arizona every year.

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 *Capital Improvement Plan* 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

Commission for Accreditation of Park and Recreation Agencies 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.

CARES

Coronavirus Aid, Relief, and Economic Security Act is a bill that provides federal funds local governments to address the impacts of COVID-19.

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

Central Arizona Water Conservation District is a multi-county water conservation district that acts as the operating agent of the Central Arizona Project (CAP).

CDBG

Community Development Block Grants provide Federal Grant Program funds on an annual basis to support specific low to moderate income community development opportunities.

CFS

Calls for Service 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

Compressed Natural Gas is a fuel which can be used in place of gasoline, diesel fuel and propane.

COBRA

The Consolidated Omnibus Budget Reconciliation Act (COBRA) 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.
CSU	<i>Crime Scene Unit</i> located in the Gilbert Police Department.
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.
FVU	<i>Family Violence Unit</i> located in the Gilbert Police Department.
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.
ICPMS	<i>Inductively coupled plasma mass spectrometry</i> is an analytical technique that can be used to measure elements at trace levels in biological fluids.

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	<i>Lean Six Sigma</i> 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.
NACE	<i>National Association of Corrosion Engineers</i>
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 Until</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	<i>PM-10 (particulate matter less than 10 microns) regulations</i> 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.

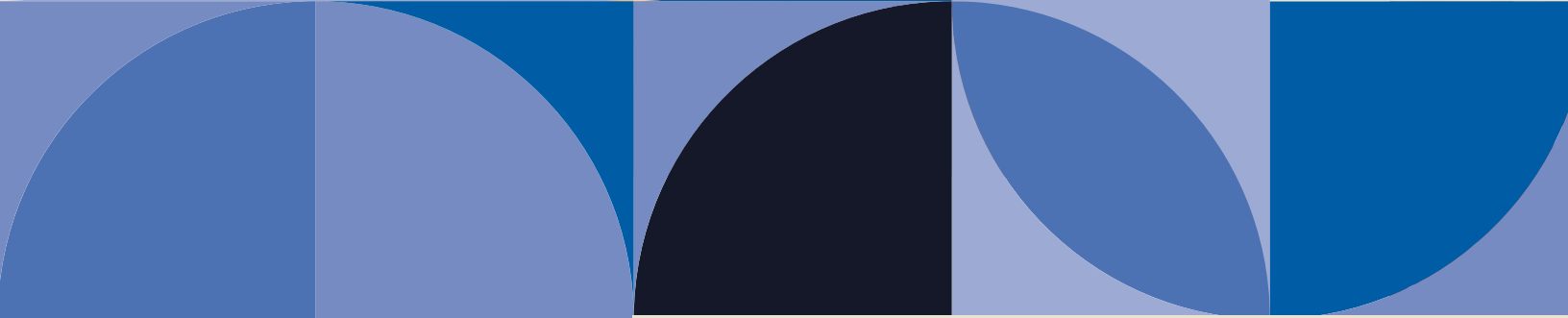
Revenue	Receipts from items such as taxes, intergovernmental sources, user fees or resources from voter-authorized bonds, or system development fees.
RFP	<i>Request for Proposal</i> is a part of the competitive bidding process
RFQ	<i>Request for Quotes</i> is a part of the competitive bidding process.
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</i> (SPARK) App League is the first mobile application development contest for high school students. Created by Gilbert, Arizona in 2012, this nonprofit program is hosted in partnership with Arizona State University's Ira A. Fulton Schools of Engineering and is sponsored by Google.
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.
SRO	<i>School Resource Officers</i> located in the Gilbert Police Department.
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	<i>A 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>
VCU	<i>Violent Crimes Unit</i> located in the Gilbert Police Department.
VGBA	<i>Virginia Graeme Baker Act</i>
VLT	<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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